

Application Template

Applications for the Downtown Revitalization Initiative will be received by the Regional Councils. Applicant responses for each section should be as complete and succinct as possible. Applications must be received by the Central NY Regional Economic Development Council by **4:00 PM on June 14, 2017**. Submit your application as a Word Document to NYS-CentralNY@esd.ny.gov.

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

*Vision for Downtown.*Provide a brief statement of the municipality's vision for downtown revitalization.

The City of Fulton is seeking to develop a vibrant downtown that will attract new business investment, housing and commercial uses. It seeks to use its waterfront along the Oswego River to create a dramatic setting that will capitalize on the natural beauty of the river and to create a livable community. However, as a traditional manufacturing center, Fulton is seeking to retain its legacy manufacturers and attract investment to them to guarantee their continued competitiveness. We are also seeking to utilize a new local waterfront revitalization plan to create a series of trails which will attract visitors and residents. We plan to use these trails to expand access to the waterfront and to provide a setting for healthy living. We are seeking to help our anchor educational, medical and cultural institutions to grow and provide sources for employment, medical services and job training. We want to use these job training activities to address Fulton's excessive unemployment and poverty rates. We believe the DRI is the critical financing we need to accomplish all of these goals. The projects in this Plan will create 507 jobs, retain 490 existing jobs and attract more than \$60 million in capital investment.

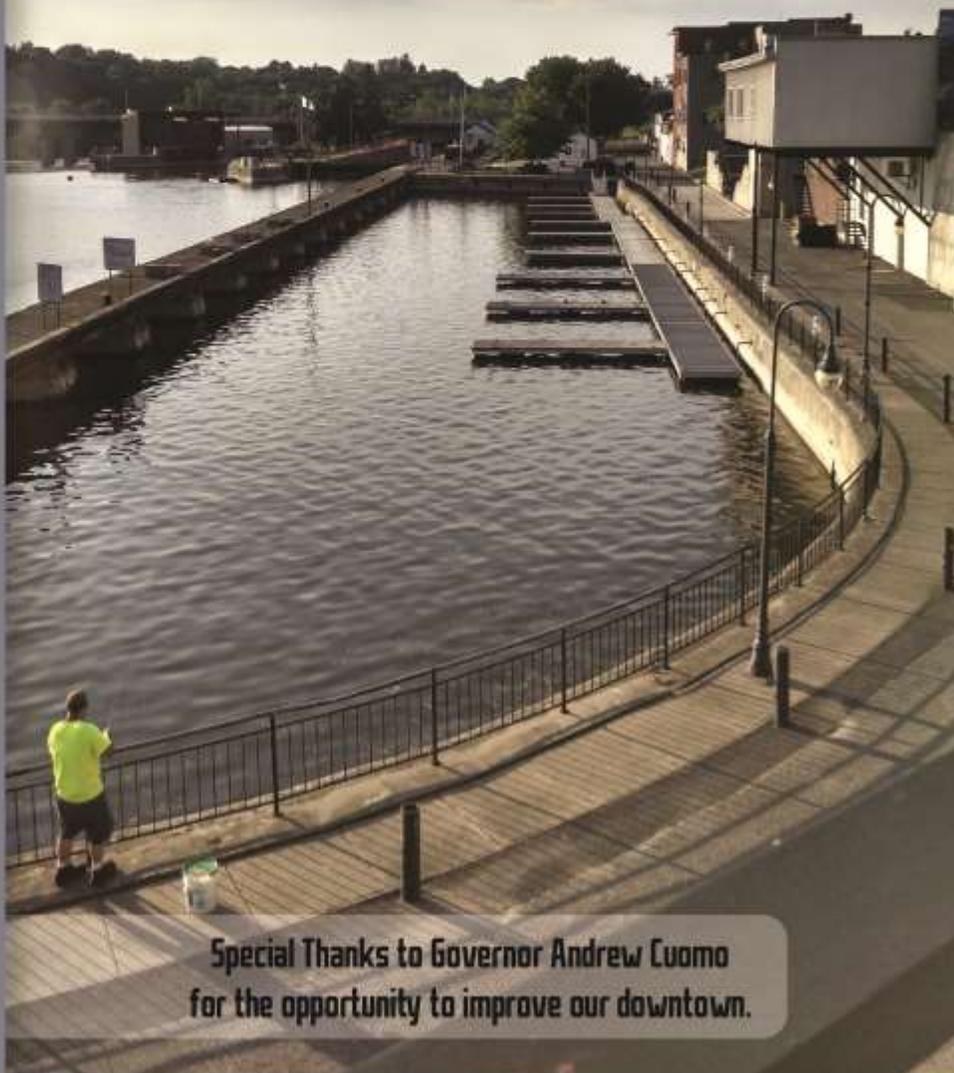
*Justification.*Provide an overview of the downtown, highlighting the area's defining characteristics and the reasons for its selection. Explain why the downtown is ready for Downtown Revitalization Initiative (DRI) investment, and how that investment would serve as a catalyst to bring about revitalization.



On the water's edge: *Reviving Fulton*

Prepared for Central New York
Regional Economic Development Council
June 14, 2017

**City of Fulton's
Downtown Revitalization Initiative**



**Special Thanks to Governor Andrew Cuomo
for the opportunity to improve our downtown.**



City of Fulton

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Ronald L. Woodward, Sr.
Mayor

June 12, 2017

Central New York Regional Economic Development Council
Mr. Robert Simpson and Dr. Danielle Laraque-Arena- Co-Chairs
620 Erie Blvd West- Suite 112
Syracuse New York 13204

Dear Mr. Simpson and Dr. Laraque-Arena:

On behalf of the residents and business owners of the City of Fulton, it is my honor as Mayor to submit to you our application for Round Two of Governor Cuomo's Downtown Revitalization Initiative. We are very proud of the resilience and passion of this community. An opportunity of this magnitude will significantly strengthen our downtown vision, neighborhood conditions and drive our local economy. The application represents practical and unique solutions to grow our downtown and local economy on the water's edge in the heart of Oswego County. It is a rally call to revive Fulton and demonstrates a strategy to capitalize on momentum evidenced in our city. The spirit and excitement ringing through our City sends an encouraging message of the job growth and economic investment that will surely yield dividends for generations to come.

We are very grateful for the opportunity to present this application for Governor Cuomo's Downtown Revitalization Initiative, and thank the CNY Regional Economic Development Council for consideration in this round of funding.

Sincerely,

A handwritten signature in black ink that reads "Ronald L. Woodward Sr.".

Ronald L. Woodward Sr.
Mayor, City of Fulton

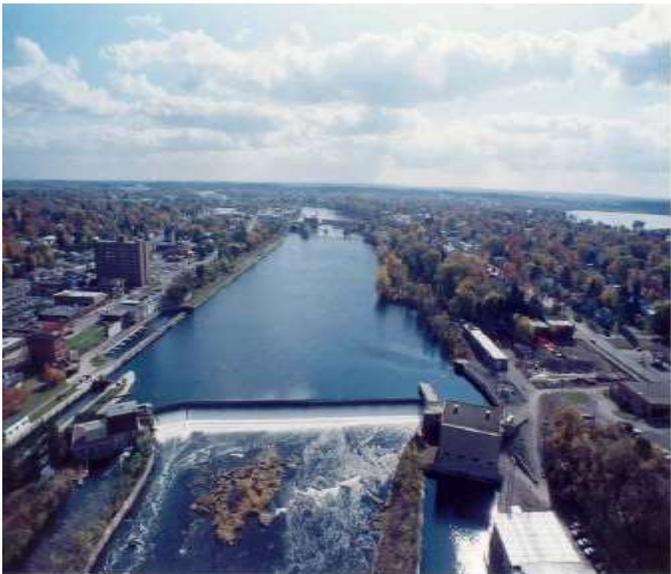
Overview

A. Fulton's Defining Characteristics and the Reasons for Its Selection

a. Defining Characteristics: a City with a manufacturing history and a legacy manufacturing base.

For most of the 20th century, Fulton was dominated by large manufacturers, including the Miller Brewing Co. and Nestle which together employed more than 2,000 workers. When those plants closed, the City experienced high rates of unemployment as related businesses also closed or laid off workers. Many factory workers moved out of Fulton to find employment elsewhere. As a result, Fulton's economic condition and loss of jobs have hurt the housing market, undermined the City's tax base. High unemployment resulted in a larger share of the population becoming dependent on public assistance.

Despite the trend of the late 1990s and early 2000s, other manufacturers remain committed to Fulton. In fact, when Sealright was sold to the Finland-based company Huhtamaki in 1998, the company kept its operations in Fulton and maintained its skilled workforce to continue making paperboard containers, largely for food products. Davis-Standard, a paper converting machinery operation, and a wealth of small machine shops that service industrial needs throughout the region and the world also maintained operations and jobs in Fulton.



Fulton's history is tied to the water. Its landscape is formed around the banks of the Oswego River.

b. Defining Characteristic: Fulton is a waterfront city

Fulton's riverfront provides significant opportunities for water recreation and an improved quality of life. Fulton has been investing in a series of waterfront connections such as the downtown marina and the Indian Point Landing boat launch. Fulton is also within 10 miles of Lake Ontario, so the snowy winter weather attracts events such as the Great Eastern Whiteout, a winter snowmobile event.

c. Defining Characteristic: Fulton is experiencing an entrepreneurial revitalization

In recent years, Fulton has drawn upon some local entrepreneurs for restaurants, retail and commercial options. Many of the entrepreneurs have had success and are maintaining their businesses. While Fulton has an existing "strip" of retail along I-481, its local entrepreneurs provide the opportunity for local color and unique attractions.

d. Defining Characteristic: Fulton offers new cultural attractions

Fulton is beginning to develop new cultural offerings, many of which are centered on the CNY Arts Center, which has a downtown hotspot, retail center, exhibit space, and small theatrical space downtown. It also has a much larger theater and classroom space at Cayuga Community College. The CNY Arts Center, now in its sixth year, is the foundation on which to build more substantial arts programming.

e. Defining Characteristic: Fulton has a growing base of “Eds and Meds”

Fulton is anchored by Oswego Health’s Fulton Medical Center, the Michaud Residential Health Services (a Nursing home), and Cayuga Community College, Fulton campus. Fulton also offers allied health services such as physicians’ offices and imagining centers. It also has a base of financial services and insurance firms.

f. Defining characteristic: Fulton offers easy access

Fulton is easy to get to by car, with NYS 481, NYS 3, and NYS 48 connecting around downtown Fulton. NYS 481 offers direct highway access to I-481 and I-81 and I-90; NYS 48 offers direct access to NYS 690 and I-90, and NYS 3 offers east/west connectivity. Fulton can also be reached by CNY Centro.

1. Research Findings and Findings from Public Input

The team of city staff and community residents who were involved in the creation of this grant conducted a substantial public outreach campaign, including public meetings, stakeholder interviews and research to build the proposals for this grant. These findings can lead to a better understanding of the challenges Fulton faces, the assets in its possession, and help to build and support a data driven series of strategies which should be a focus of the DRI if awarded.

a. Finding: Fulton has significant needs and must address economic distress, and related housing, health, and social needs.

Census statistics validate that Fulton is a city with great need. According to the U.S. Census Bureau, 2011-2015 American Community Survey 5-Year Estimates:

- High Poverty: In 2015, the poverty rate in Fulton was 31.1%, which is almost double the New York State average (15.7%).
- High unemployment: Unemployment rates in Fulton have been consistently higher than state and regional averages. In 2015, 15% of the civilian labor force in Fulton was unemployed. Fulton’s unemployment rate was significantly higher than New York State’s which was 8.2%.
- Vacant properties: The vacancy rate for housing in the City of Fulton increased from 5.9% in 1990 to 11.7% in 2015.
- 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.
- Age of the housing stock: In Fulton, 49.4% of the units were built prior to 1939, in NYS, it is 32.6%.
- Median Value of an owner occupied unit: In Fulton, it is \$76,600; in NYS, it is \$283,400.
- Educational attainment: In Fulton, 56.3% of the residents have a high school degree or less, in NYS, it is 41.1%.

- Educational attainment: In Fulton, only 25.6% have attained a college degree (associates, bachelors, or higher); in NYS, it is 42.7%.

While these are measures of economic distress and challenge, it must be remembered that Fulton may be typical of older legacy manufacturing cities in Upstate New York. For that reason, Fulton will be a good model in which to test the efficacy of the DRI program in these types of cities.

b. Finding: Fulton has significant assets that can be used to address its challenges

Fulton, however, is not defined only by its challenges. The City also has significant resources. As outlined in the City of Fulton BOA Nomination Study, “A Canal City’s Revitalization Plan”, December, 2013, 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. These buses contribute to the city's transit-oriented nature.
- e. Wealth of Historic Structures: The city contains 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.
- f. C-2 and C-2A Zoning Districts: These zoning districts, located downtown along the BOA Study Area’s riverfront, allow for the potential of mixed-use waterfront development.



Tourism Center and Restaurant at Bullhead Point at Lake Neatahwanta

2. Downtown Fulton’s Readiness for the DRI Investment

a. Finding: Fulton has immediate significant opportunities that are good targets for the DRI:

Our strategy for Fulton’s revitalization is built around the community’s economic base and the assets identified in the BOA study.

These findings were affirmed by residents and stakeholder input gathered in the course of conducting our public meetings and stakeholder interviews. Several other items which are defining characteristics that describe Fulton’s City Center were also noted in this outreach as well as recommendations to build on economic strengths and the beginning of a revitalization strategy. These include:

1. Fulton is a city which has incredible waterfront resources which are under-utilized and could be better served by increasing public access to the water. Build on the investment in the downtown marina and direct boaters to services available in downtown.
2. Fulton is a city built on a well-defined grid pattern to its streets, and, therefore, one which is easier to travel around for people of all ages. However, it is also one which may need enhanced pedestrian and cycling amenities and traffic calming techniques to maintain that walkability.
3. Fulton has a classic center that houses multiple public uses and a downtown which needs a greater critical mass of small businesses and cultural centers in order to thrive and attract those seeking a place to meet, to eat, to learn, and to converse.
4. Fulton needs a critical mass of activity at its core.
5. Fulton still has concentrations of older, historic properties; in the 200 block of West Broadway, the buildings along the 100 block of South First Street in downtown, and several blocks along South Fourth Street. These are assets to be renovated and preserved.
6. Fulton is building more assets to meet the needs of families with children, and could support more through this DRI.
7. Fulton has the potential to build a “Main Street” type approach with support for small businesses through financing, marketing, rehabilitation loans and grants for businesses.
8. Fulton has launched several successful community engagement and volunteer groups which are starting to have a positive impact on the community; e.g. Fulton Block Builders; Fulton Footpaths, and Friends of Fulton Parks. The energy and forward momentum being generated by these groups is an important asset.
9. Machine shops and metal fabricators are a highly specialized cluster that can grow. There are over a dozen firms of this cluster in downtown, around the city and surrounding the city.
10. Health and higher education could provide a substantial economic opportunity for Fulton.
11. Infrastructure, particularly fiber optic cable, needs to be modernized to serve the needs of existing and prospective businesses.
12. Key development sites include the former Nestle’s, the Sofco site, and infill sites within the downtown and along West Broadway. There is a need to address these two sites as they are at major entrances to the City from NYS 481.
13. Work is needed on downtown operational needs: maintenance and capital repairs/replacements, creating a community policing structure, addressing hours of operation, parking, and events.
14. Encourage small businesses and artisans by creating incubation space and services downtown and a maker space.

D. Fulton’s Strategy for the DRI investment

The strategy for Fulton’s revitalization is as follows:

1. Focus on Growing Entrepreneurs, Housing

Fulton has a very identifiable compact downtown. The Oswego River/Canal separates the East and West sides of Fulton. This is the historic center of the community and contains within it the classic elements of a downtown: City Hall, the Public Library and Post Office (both of which are listed on the National Historic Registry), many of the community’s banking and professional services, its unique restaurants and locally owned retail stores, and many of its cultural venues. Our strategy builds on these assets, and proposes to attract more entrepreneurs, build more central city housing and mixed use, add more retail, commercial and service uses, while restoring the buildings within the district.

2. Take Advantage of Fulton’s Extensive Waterfront and its Growing Trail Network

Fulton has the majestic Oswego River flowing through it. The river historically provided the transportation network, a source of water and food, the generator of inexpensive, clean power to support industry, the reason for Fulton’s existence (to provide a land bridge around the river’s rapids and falls, a reason for its trade and military importance and a historic canal). Today it still provides many of those things but is also a source of great natural beauty, an important recreation resource for boating and fishing, and a unifying element through the whole city.

Fulton is also the home of Lake Neatahwanta, a 750 acre lake between the City and the town of Granby. It also offers recreational boating and fishing, and is being dredged to ultimately make the lake viable for swimming. It is a near pristine setting, with little development pressure and what shore land is not preserved as a park within the city limits is surrounded by farms and campground along the lake's perimeter.

The city is in the midst of creating a Local Waterfront Revitalization Plan, which will also emphasize the importance of the development of the trails found throughout Fulton, offering walkers and hikers a more inviting way to walk and bike in Fulton. The strategies of the Fulton LWRP will be incorporated into this plan.

3. Build on the Cluster of Legacy Manufacturing

While much of Fulton’s manufacturing base has closed or relocated over the last 50 years, there remains a valuable base of manufacturing in the city. The city’s largest employer is Huhtamaki, a global specialist for packaging for food and drink. Huhtamaki employs just under 500 people in downtown Fulton, one of 14 plants in North America.

Fulton also houses other manufacturers including Davis-Standard, a global leader in high performance plastic and rubber extrusion and converting systems as well as K&N Foods, an international firm that produces halal foods for sales in the U.S.

In addition to these manufacturing leaders, Fulton is also home to more than a dozen machine shops and metal fabricators, most of which still cluster in close proximity to downtown Fulton and the river and whom often collaborate to maximize client services. These legacy manufacturers have learned to compete successfully in national or international markets.

4. Take Advantage of Fulton's Highway Access and Infill the Development Sites Along these Corridors

Paralleling the river and intersecting the City is NYS 481, a limited access highway which links Fulton with Onondaga County to the south and to Lake Ontario/City of Oswego to the north, I-81 and the NYS Thruway. It offers high speed access to the City. Downtown is also the intersection point of NYS 48, which provides a direct link from the City of Oswego to NYS 690, and NYS 3, an east/west highway to surrounding communities along Lake Ontario which is part of the Great Lakes Seaway Trail, <http://www.seawaytrail.com/>. Fulton offers ease of access to surrounding destinations and significant exposure to businesses. A recent NYS Department of State traffic study estimated that more than 13,000 cars a day travel along the NYS 3 and NYS 48 intersection in downtown on the west side, and more than 21,000 cars a day drive along Route 3 at the Route 481 intersection on the east side, also in the City's downtown.

NYS481 known as South 2nd St. in the city limits also provides access to two significant redevelopment sites which are owned by the City of Fulton: the former Nestle site, which offers 24 acres ideally located for commercial and industrial development, and the former Sofco site just to the north of downtown which is located between the highway and the river and the City's Indian Point park.

5. Use Historic Preservation as a Technique to Provide Incentives for Building Renovation and Building Community Pride and Identification

Fulton still possesses numerous older and historic structures. Fulton is prepared to nominate a Historic Preservation committee that will seek funding for historic properties at risk of dilapidation. This committee shall meet quarterly to assess the current conditions of privately and publically owned properties. Once a property is nominated for consideration, the committee will seek funding resources and provide guidance for State designation. An on-going inventory of these properties will be available for public review. Fulton is looking to maximize the value of these structures through the preservation and adaptive re-use of historic structures.

Among the best opportunities to use these techniques is: (1) the South First Street area, adjacent to the river, which includes important historic structures such as the Pratt House(home of the Fulton historical association), the library which is currently undergoing a restoration, and the historic post office, (2) West Broadway, which contains several commercial buildings that provide the character and scale to support mixed-use residential and commercial structures to drive the redevelopment of the city, but are in need of private investment and re-use, which would create new jobs, tax base and residential apartments, and (3) along East Fourth Street.

The opportunity is to build these areas by: (1) investing in the existing public buildings, such as the Fulton Public Library, which is an Andrew Carnegie library and has been in operation since 1906; (2) creating an acquisition and stabilization fund to acquire and repair historic properties which have fallen into disrepair, and (3) working through the city or its development entities to find private developers who will invest in the existing buildings. There are also opportunities to create historic districts in main corridors in residential core neighborhoods adjacent to downtown.

There are also infill opportunities on key vacant sites, which could help re-establish the density of the city and attract new investors. Sites along these historic corridors could attract new private investment to complement the existing historic structures and districts adjacent.

6. Encourage the Growth and New Investment in Anchor Institutions and Through their Expansions Create New Jobs, New Job Training Opportunities, New Services and New Cultural Attractions

Another component of our strategy is to work with Fulton's anchor institutions, which provide opportunities for new job growth and greater services to Fulton's population. Among the institutions which offer potential for the city is; (1) Oswego Health's Fulton Medical Center, which currently provides urgent care services, but offers another major investment opportunity to create an ambulatory surgery center and a new medical office building; (2) Cayuga Community College, which has made a major commitment to Oswego County by investing in the redevelopment of a former strip mall, and offering opportunities to train Fulton residents for new jobs in fields such as manufacturing and health care, and (3) the CNY Arts Center, which currently operates in two locations, downtown and at the Cayuga Community College campus. CNY Arts Center has the potential to be a major downtown attraction and cultural center. The Fulton YMCA has also expressed interest in building a new home and offering enhanced services to Fulton residents. Fulton families have been seeking to add indoor attractions and activity centers, and all of these institutions provide important services to children and the opportunity to create more indoor public spaces where the residents can gather for entertainment, culture, and recreation during the winter.

7. Create the Labor Force for Tomorrow and Increase the Skill Levels of Fulton Residents So They Can Qualify for the New Jobs Being Created

This is a key strategy of our DRI application. To fully share in the benefits of the DRI, the city wants to make sure that Fulton residents are trained for the opportunities created through this grant. Cayuga Community College and Citi (Center for Instruction, Technology and Innovation) -- Oswego County's shared educational services campus -- are major assets in helping un- and under-employed Fulton residents find new opportunities. Among the proposals the City is asking New York State to consider is to fund a new health care training center at CCC to help fill existing jobs in the health care system that are going unfilled, as well as new jobs that could be created as a result of the Fulton Medical Center expansion. The City will also seek funding to support CCC and others in development of a Manufacturing Training Center, to provide local residents with the skills to secure the jobs that need to be filled.

8. Continue to Use Community Engagement and Community-Led Initiatives to Build Positive Momentum

This application was built through significant community engagement. There have been multiple public meetings to address opportunities such as waterfront revitalization (through the LWRP process) and updates to the city's master plan. More importantly, the City sponsored two public meetings to gather input specific to this plan, and has completed a series of one-on-one stakeholder meetings to gather more detailed information on specific development proposals. The City of Fulton will continue this engagement through the detailed planning and feasibility studies in the execution of this plan.

Contributing to Fulton's revitalization effort are four very successful community-led initiatives. In the last year the **Fulton Block Builders (FBB)**, a community-led non-profit supported with private donors with the goal of revitalizing neighborhoods, has moved to implementation. FBB invited specific neighborhoods to apply for funds to upgrade or repair the exteriors of their homes within the city. The organization raised \$150,000 in its first fundraising campaign and attracted nearly 200 private homeowner applications to renovate properties in 6 key neighborhoods. This funding, awarded in the form of individual grants, is expected to leverage at least \$300,000 in additional private investments in home repairs and upgrades to the exterior of properties to increase curb appeal, improve neighborhood

relations and infuse more community pride.

Another resident-led non-profit organization, **Friends of Fulton's Parks (FOFP)**, is refurbishing and enhancing the city parks for Fulton's children and recently received a \$292,000 grant to create a teen park at Lake Neatahwanta, the only one of its kind in the county. FOFP has strategically improved several parks since its inception in 2008 and continues to improve recreation opportunities for families. It has more than 80 members who donate professional services, raise funds for park equipment and installation, host events, and improve amenities for children throughout the city.

A third community-led initiative, **Fulton Footpaths**, received a \$61,500 grant to conduct a feasibility study (to be completed by December 2017) to develop eight walking and biking heritage trails throughout Fulton as well as finalize the City of Fulton's Local Waterfront Revitalization (LWRP) Plan. 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.

A fourth initiative, 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 in 2018 for the first time since 1988. More than \$500,000 has been invested in dredging the lake to ready it for swimming and a boat launch has been installed to help Fulton attract boaters, both with the help of Sen. Patty Ritchie. Further, the city has committed to the ongoing maintenance that will be needed and has secured funding to purchase a dredge for \$190,000.

This outpouring of community engagement demonstrates Fulton's capacity to address its own needs. So much more could be accomplished with an investment of DRI funds by the state to strategically invest in the city and its downtown and commercial districts that will result in the creation of significant new jobs, private and public investment activity, and creating new jobs for Fulton residents.

E. How the DRI Investment would be a catalyst for Downtown Fulton's Revitalization

The community input from the public meetings and the stakeholder meetings provided numerous specific projects that could implement the strategies identified above. First and foremost, the DRI will be a catalyst for downtown revitalization by making strategic investments to support business growth and provide the needed competitive infrastructure. This will prepare commercial and industrial development sites that can be used to build the business base.

Investments in waterfront development and multi-use trails can provide amenities for residents and has the potential to attract new visitors for Fulton. Building a new hotel or converting historic property to overnight accommodations will meet the needs of visitors to Fulton, particularly business travelers and sales and engineering professionals traveling to Fulton. The multi-use trails can leverage existing investment in waterfront amenities already built by the city and better connect the public to the waterfront. By increasing the opportunity and desirability of walking, biking, and other active sports, it

could also improve public health in Fulton and Oswego County by increasing fitness, reducing obesity and reducing disease directly related to obesity.

The DRI investment would also be used to build new centers to train individuals for the jobs that will be created as a result of this activity. This will directly address the lower incomes, higher unemployment rates and higher poverty rates among Fulton's residents. With the needs for new capital and equipment met through the grant, institutions such as Cayuga Community College (CCC) could provide the connection between new jobs and the people who need them.

Investments will also be proposed in specific projects that will increase the attractiveness of downtown and build its business base, particularly for small, entrepreneurial businesses. Other funding for façade and building systems renovation will help established businesses upgrade their facilities and improve the appearance of downtown. The expansion and rehabilitation of critical cultural assets, such as the CNY Arts Center and the public library will give the public new reasons to come downtown for arts, culture, education and entertainment and will create new customers for downtown businesses.

Investments in historic preservation projects, particularly for the designation of districts, and the acquisition (if needed) and stabilization of key properties can provide new opportunities for private sector investment by having the Land Bank or the City acquire the properties and to issue Requests for Proposals to attract new private sector developers and investors to the city.

In the following pages the DRI application will cite multiple specific projects which can be implemented with Fulton to achieve these strategies. This provides a logical connection from the City's needs and opportunities identified through the public process, to the strategies that address those challenges and opportunities with specific projects that will allow us to implement those strategies.

DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the list of desired attributes for participation in the DRI as set forth in the DRI program description.

- 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 concentrated 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. Attach a map that clearly delineates the downtown neighborhood.*

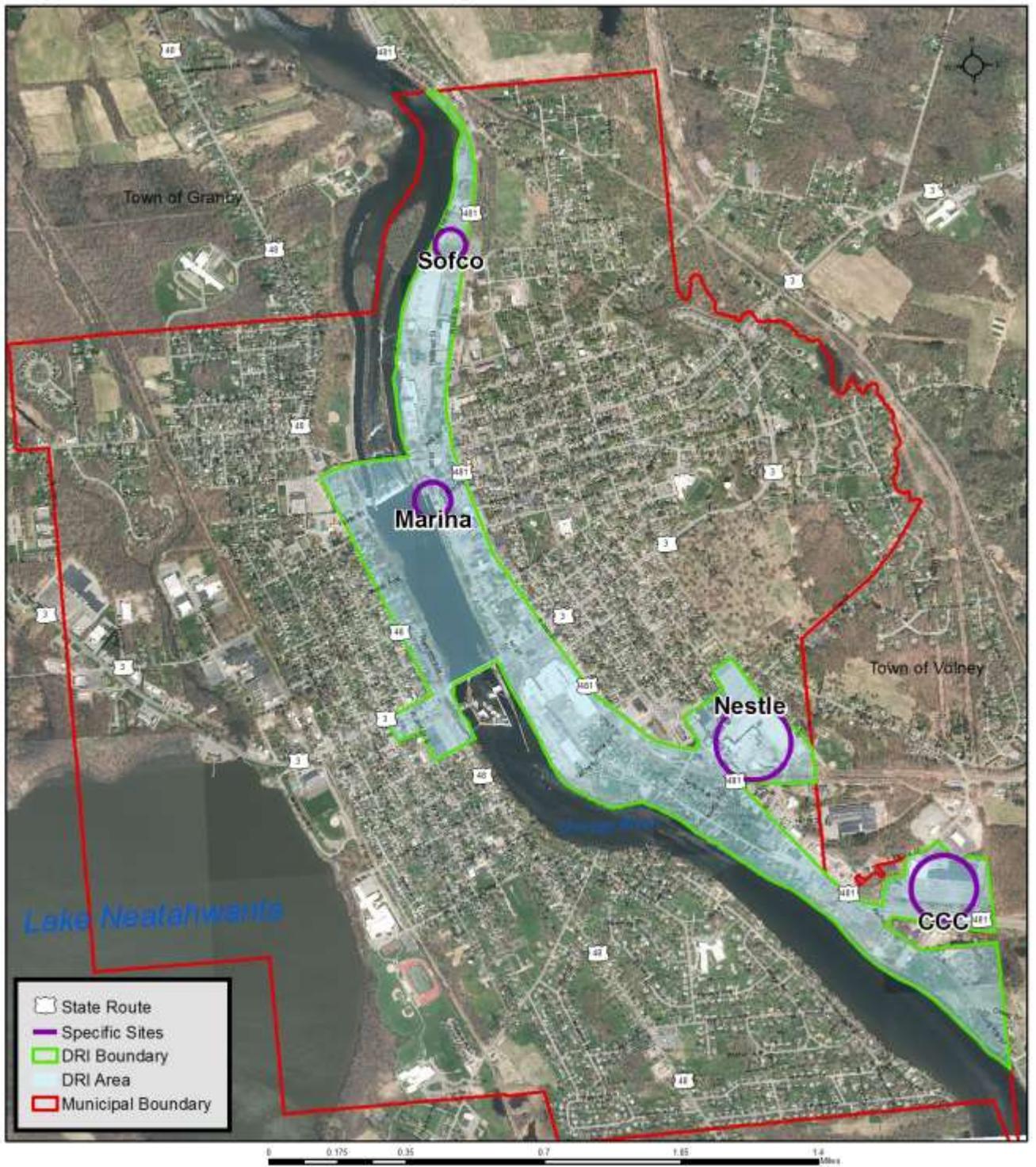


The City of Fulton's downtown neighborhood borders the Oswego River. It is a compact and well-defined area bordering the east and west sides of the Oswego River from city limit to city limit. This neighborhood has the highest concentration of private business, development potential, and scenic beauty in the city. The area is also consistent with where the city has focused previous development and planning efforts to grow the local economy and increase recreational activities. . It includes Fulton Canal Park, Canal Landing, the Oswego Canal, (Lock 3), the Fulton Public Library, and the city's highest concentration of nationally registered historical sites. It also includes the Nestle's site to the south, the CCC campus and a remediated brownfield riverfront property site that is ripe for development on the city's north end.

Beginning at the City of Fulton's most northern point (located on the Oswego River and NYS 481), the boundary travels south along North 2nd Street / NYS 481 to Fay Street to include the former Nestle site;

- From Fay St. the map boundary travels east on Fay St. to S. 4th St. ,then north on S. 4th St. to Union St.
- then east on Union St. to S. 6th St,then north on S. 6th St. to Lyons St.
- then east on Lyons St. to S. 7th St.,then south on S. 7th St. to John Street until it intersects with the municipal line
- then southwest on the municipal line until the abandoned railroad, then northwest along the abandoned railroad to S. 2nd St./NYS 481
- then continues south on S. 2nd St./NYS 481 to S. 1st St.,then east on S. 1st St. to River Glen Drive
- then follows River Glen Drive west, to Pierce Dr., then southeast along Pierce Dr. to the municipal line to the south, then travels north on the municipal line to the west side of NYS 481
- then north along NYS 481 and municipal line to S. 1st St.
- then west and southwest on S. 1st. St. to the municipal line
- then southwest on S. 1st St. to the eastern municipal line, then south until it meets the most southern city line
- then west along the municipal line to the Oswego River right bank.
- then north directly along the Oswego River to Broadway/Rt. 3.
- then west on E. Broadway to the Oswego River left bank
- then south along the Oswego River Bank to Pine St.,then west on Pine St. to W. 2nd St.
- then north along W. 2nd St. to Beech Street, then west along Beech St. to W. 3rd St.
- then north along W. 3rd St. to W. Broadway, then east along W. Broadway to W. 1st. St.
- then north along W. 1st. St. to Oneida Street,then east along Oneida St. to the Oswego River right bank
- then north along the Oswego River/Oswego Canal back to the north area city line.

City of Fulton DRI Boundary and Specific Sites



2) Catchment area. *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 destination.*

According to the ACS Demographic and Housing Estimates, 2015, the population of the City of Fulton is 11,713. There is a larger population which would include the surrounding towns of Granby (population 6,653) and Volney (population 5,594), both directly east and west of the City, where downtown Fulton would be their primary commercial district. The population of the catchment area is larger than the size of the city and remains stable.

From our interviews with businesses in the City, employees who work in Fulton come from the surrounding cities and towns in western Oswego County (Oswego, Minetto, Mexico, Phoenix) as well as northern Onondaga County (Clay, Cicero, Baldwinsville, Lysander). The population of northern Onondaga County has been growing and has easy access to Fulton by way of NYS 481, NYS 690, and NYS 57. The population of the surrounding Oswego County 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.

Traffic counts along the major highways also indicate that there is sufficient daily traffic to support business growth in the area. As noted earlier, 21,000 vehicles per day are using NYS481 as it goes through downtown Fulton, generating significant exposure for Fulton's businesses. To the south, the section of NYS3 is carrying 13,000 cars a day by downtown, so access and exposure have been sufficient to attract multiple chain and fast food stores to locate along NYS481.

There are others sources of visitors and customers that can be generated for downtown Fulton businesses. For example, there are boaters along the Oswego River who are going through the Canal system, which intersects the City's downtown, helping to create the appeal of the Bridge to Bridge as referenced earlier. A marina has been built at Canal Landing Park to allow boaters to stop in Fulton just as they are going through the downtown. There is immediate access up to grade where stores, services and restaurants exist by the waterfront.

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 **CanalviewBridgewalk 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, these trails will connect points of interest in the city to better increase pedestrian traffic and appeal to both residents and visitors.

There is a sizeable population within easy reach of this downtown area either through walking or public transportation. CNY Centro provides service into downtown Fulton, and has a major stop at South First Street.

3) Past Investment, future investment potential. Describe how this downtown will be able to capitalize on prior or 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 3 distinct areas: Central Core-Canal Landing, Southern Anchor-Rt. 481 Corridor, and Northern Anchor-Indian Point. The past investments in each area have promoted growth and investment in that area and are positioned for future development.



Canal Landing Gazebo and Marina in downtown Fulton

Central Core of the Downtown District -Canal Landing- This area has benefitted from a Restore New York grant that invested more than \$500,000 and reintroduced residential previously removed from an early Urban Renewal project. This project also renovated 3 commercial spaces in a historic landmark located in the heart of Canal Landing. The area has also utilized a Community Development Block Grant (CDBG) 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 to encourage private investments.



The Cayuga Community College Fulton Campus

Southern Anchor of the Downtown District -Rt. 481 Corridor- This area 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 that invested \$12 million to renovate a large underutilized commercial retail space. Other past investments in this zone include more than \$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 exposure to the main arterial leading through the City, and available sites to complement this corridor.



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

Northern Anchor of the Downtown District -Indian Point-This area 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, all structures were razed and in partnership with the EPA and the DEC, the site was officially remediated in 2015. Indian Point is adjacent to this site and has the potential to become a new hotel/conference 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 Northern area has also seen past investments of a local manufacturer, Universal Metal Works, who just completed a \$3 million expansion. This expansion included a unique partnership with another Fulton business, Davis-Standard, to work together and share space and work force. Other past investments include two sections of pedestrian trails.

The City has also made a significant investment in Indian Point providing access to the river, a boat launch, and 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 Fulton's retail and housing located in the central core of the downtown district.

Recent Investment – City of Fulton/Towns of Volney and Granby, 2010-2017

A summary list of recent economic development projects provided by Operation Oswego County is attached as an appendix in Section 10. The list includes a wide variety of industrial, commercial, energy and healthcare projects and documents 41 projects from 2010 to 2017 representing \$182.5 million of investments.

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. This has been accomplished by stretching the public works funding, by ways of providing in-kind services, such as labor and equipment to complete major water and sewer line upgrades. The city has been able to provide 30-55% more lineal feet of repairs or replacements with this method.

Fulton has invested more than \$2.4 million over the past 5 years in water and sewer line replacement in Fulton's downtown areas. 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 Nestle's site to accommodate future development and handle the growth of business surrounding the site. In addition, the City of Fulton secured a \$350,000 Restore grant to support infrastructure at the Nestle's site. Careful considerations and compliance were met in terms of environmental quality acts and regulations.

According to the American Society of Civil Engineers, 4 out of 10 bridges are deficient. The City of Fulton, however, is well in advance of this national average and has rehabilitated the city's 4 bridges within the past 5 years. This is uncommon for most Upstate New York cities and these renewed structures have an anticipated life of 20-50 years. This maintenance and investment is an enormous benefit to the City and surrounding areas as it has improved the conditions of these important bridges and will allow traffic to flow freely for years to come.

With that said, there are many areas in the downtown that need certain upgrades. The City has plans to seek funding for the upgrades, and plans to address other needs such as technical equipment and groundwork.

Anchor Institutions – Fulton's Education, Medical and Cultural Institutions Represent Significant Past Investment in the City Center. This Plan will Build on these 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 Oswego Health's **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 currently the only multi-arts center in Oswego County offering arts opportunities in all the arts. 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.

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.

Future Investment Potential

Specific opportunities for future investment and economic development: There are several projects for which the City seeks funding in the DRI award which will maintain and create new jobs, provide opportunities for private investment, and contribute to the growth and attractiveness of downtown Fulton. These include:

1. **The creation of a new hotel/conference center in downtown Fulton:** There are multiple infill sites where such a project could be constructed including the BOA site adjacent to Indian Point (and serviced directly by NYS 481), the Nestle site (also serviced by NYS 481, or on one of the infill sites downtown. Several employers during the interview specifically recommended the creation of such a new facility, noting that they were housing business guests in Oswego or along the

hotels on Route 31. In order to advance this project the City would use DRI funds to create a market analysis, acquire and complete environmental remediation of a site, and issue an RFP for a developer. The opportunity exists from several of the sites 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 and creates the opportunity for small scale entrepreneurial ventures.

2. **Expansion of a restaurant and entertainment venue in downtown Fulton:** In the course of stakeholder interviews, a successful small business owner expressed interest in adding to their existing restaurant in downtown Fulton. This would require the acquisition and renovation of a vacant existing building, and add a new venue for downtown nightlife and entertainment.
3. **Bed and breakfast/boutique hotel:** There is an opportunity to re-use one of the existing concentrations of historic buildings, or an historic building for a bed and breakfast or boutique hotel (such as the Beacon Hotel in Oswego). This project would involve preparation of a market study, interaction with hotel entrepreneurs interested in the project, and the acquisition and stabilization of one or more properties. This could lead to a private investment of \$2 million.
4. **Expansion of the Fulton Medical Center:** Oswego Health wants to expand the Fulton Medical Center (FMC). Expansion of the center allows them to compete for patients in Fulton and northern Onondaga County, who can reach the FMC in ten minutes via NYS481, NYS 57 and NYS 48. The current operating rooms at the main campus in Oswego are near capacity, and there is an opportunity to build an ambulatory surgery program in Fulton. In addition to the new operating rooms, Oswego Health would like to build a new medical office building in Fulton. This would allow them to consolidate some of their current Fulton operations on the campus as well as provide space for new medical groups. The medical office building would be constructed over the ambulatory care facility. The existing Medical office building would be converted to parking space. This project would increase employment at its Fulton campus from the current 40 to 80 professionals. It would also provide the opportunity to build a new image for the Fulton campus on NYS 481. The ambulatory surgery building will cost \$9 million, and the new medical office building \$6 million, for a total investment of \$15 million. This project could also have an additional benefit of improving the appearance to the entrance of the city from NYS481.
5. **Investment in new equipment for Huhtamaki:** As Fulton's largest manufacturing employer, Huhtamaki is a high priority firm to maintain in the community. The best way to do this is to assist Huhtamaki in the purchase of more updated equipment, as much of their existing equipment is twenty years old now. Huhtamaki is now contemplating a CFA project to purchase a new \$10.5 lithopress printing machine. This \$10.5 million investment will require \$1.5 to \$2 million in plant renovations and infrastructure to support it. Huhtamaki is also seeking support to replace two folding machines (a project that would require \$1 to \$1.2 million of investment, a new cup container forming line (an additional \$1.2 million investment), floor replacement and strengthening (\$500,000 to \$750,000 to replace), replacement of two old air compressors, (a \$400,000 to \$500,000 investment) and possible upgrades to their building HVAC.

6. **Support for Fulton’s machining industry:** This may be a small price tag, but could generate major results. These firms may need assistance in forming an active alliance to pursue new opportunities and to determine if new plant and equipment is needed to keep these firms competitive. Cooperative efforts could be built around marketing and job training for the industry as a place to start. Huhtamaki noted that it does business with several of these firms, who are expert at providing parts for their business. They noted any effort to support these businesses is important to them.
7. **Construction of a speculative building at the Nestle site:** Another project to support the legacy manufacturers and new manufacturers at the Nestle site is the construction of a spec(ulative) building on the site as proposed by Operation Oswego County (OOC). This project can provide an anchor manufacturing tenant for the site. OOC and the County of Oswego Industrial Development Agency (COIDA) have expressed interest in utilizing a portion of the site to establish a 20,000 square foot manufacturing building. With the proposed Aldi’s store and distribution center anchoring the commercial portion of the site, the OOC/COIDA project offers the opportunity to re-establish manufacturing on the site.

A facility of this size would be able to accommodate 2-4 light industrial tenants that could be involved in manufacturing, assembly, research & development, etc. The tenants over a 5 year ramp up period could employ up to 40 persons. A long term strategy could be developed to assist the companies to transition from the manufacturing center into their own stand-alone facilities in the greater Fulton area making room for some new tenants every few years so the employment impact would be expected to grow over time. It wouldn’t be an incubator (due to lack of incubation specific services) but it would be a catalyst for start-up and expanding companies to choose Fulton as a location to grow their companies.

It is important that some of the DRI planning initiative funds are used to create a master plan and urban design scheme for the site, as it is a large (24 acre total) in-city manufacturing and commercial park which abuts against NYS-481 on one side and is a major entrance focus for the city, the Fulton Medical Campus, and single family homes to the neighborhood on the east. A consensus plan needs to be developed to smooth the way for future investment on the site, and to address significant planning and urban design challenges.

8. **Construction of fiber optic cable to support downtown businesses:** The lack of up-to-date, competitive fiberoptic communications infrastructure has been raised as a drawback to current downtown businesses and future downtown investment projects. Most businesses need access to state of the art telecommunications services, particularly as the demands for data transmission increases. This project was cited as a critical need by Eastern Shore Associates. In addition, economic development staff is aware of other opportunities to use downtown Fulton as a location for communications intensive businesses such as call centers which failed because of the lack of competitive communications infrastructure. An engineering and feasibility study needs to be undertaken to better identify the need, the services required, and the path to make updated services available throughout downtown.
9. **Fulton Public Library Expansion:** The Fulton Public Library is housed in an historic library building. Changing needs and technological innovations have resulted in the library outgrowing its current space and limiting some of their services. Expanding the library has been recommended by Crawford and Stearns Architect and Preservation Planners. Therefore, the Library seeks to construct a new wing to the existing library that would include a state of the art meeting room with audiovisual equipment, quiet

study rooms, a local history room, additional work space, expanded stacks, and a networked computer lab that could be used for technology training.

10. **Feasibility Study for a Downtown Community Arts Center:** There is a need for a downtown Community Arts Center that will deliver easy access for afterschool and youth programming as well as serve the community with local arts activities. It is envisioned that the Center would house studio workrooms for pottery, digital lab, print-making, stained glass, utilizing a maker space arrangement for artists to use the equipment as needed; arts classrooms for kids and adults, a culinary teaching kitchen, café/coffee house environment, a retail exhibit space for artists and a Black Box theatre to seat 50 – 75 for evening entertainment, open mic, comedy nights, and other events. A feasibility study needs to be undertaken to better identify the services required and potential locations to make this a reality.

4) Recent or impending 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 the skilled labor available from employees who previously worked at Miller Brewery, Nestle and other manufacturing companies.

In addition, there is a growing base of professional and service firms within the city. These include banks, insurance companies and financial services, physicians and allied health professions, and higher education (reflecting the investment of Cayuga Community College in its new campus).

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 the City or are located within the catchment area.

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.

The Sunoco energy plant is completing an expansion to create a new malting operation. Sunoco received \$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. 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.

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

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 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. The expansion of the Fulton Medical Center will create 40 new professional jobs.

Financial Services-Fulton is a communitywide banking center with headquarters or major branches of banks, credit unions, and 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 this is 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. Huhtamaki is the largest employer in Fulton, with just under 500 employees, and located adjacent to downtown. It is one of 14 Huhtamaki plants in North America, as such competes against its sister plants for new production. The opportunity exists through this grant to help Huhtamaki modernize some of its equipment, which would make them a more cost effective grant and capable of successfully competing for new business.

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.

Fulton has a significant base of machining operations which are a legacy of Fulton's history as a production center. These operations have successfully transitioned to new clients, and sell to businesses in other parts of the United States and the world. Included in this category are firms such as Fulton Tool (high quality supplier of precision machined parts, specializing in the servo-controller, space, rotary compression, and sporting goods industries), Kenwell Corporation (high quality prototyping and production parts), Universal Metal Works (a leading metal fabrication facility, specializing in design and engineering, and assembly), N.E.T & Die (specializes in providing manufacturing and machine tool services); Pathfinder Industries (a WBE firm, and a precision manufacturer of sheet metal and machined parts), D-K Manufacturing (a custom manufacturer of metal stampings and precision machining services), and others in Fulton or the immediate area. This is a significant manufacturing cluster, and businesses within this cluster regularly compete and collaborate with each other. These businesses hire locally, and have skilled people who are hard to replace. One, Universal Metal Works, LLC has doubled its business over the last five years. In 2015, they completed a 20,000 square foot expansion to its manufacturing facility in the City of Fulton. UMW uses half of the space for its spray painting, assembly and custom metal fabrication business. The other half is being used by Davis-Standard for its blow molding operations that were relocated from New Jersey. The \$2.4 million investment created 9 new jobs.

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.

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 transportation hub for global logistics and manufacturing. Fulton's logistics industry can be a critical component of any transportation hub developed. One of the key logistics companies located in Fulton is Riccelli Northern. Riccelli Northern provides transportation, mining and materials handling services in the

northeast. 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 currently hiring truck drivers, technicians and mechanics for its operation in Fulton.

A third strategy can be built around the URI’s largest project, the \$250 million in unmanned aerial systems. The machining industries in Fulton do precision defense and aerospace work, and should be linked to the growing UAS hub in the region. Helping the machining operations tie into a new industry can provide a new focus for new revenue growth and jobs.

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.

Job Growth and Readiness of Projects:

Project Name	Site Control	Projects Committed	Infrastructure	Zoning Approval	Potential Investment	Begin Date	Potential Jobs
Former Nestles Sites 1-7	Y	Y	Y	Y	\$15 Million	June 2017	200 FTE*
Former SOFCO Site	Y	N	N	Y	\$ 12 Million	March 2018	65 FTE
Oswego Health	Y	Y	Y	Y	\$15 Million	March 2018	40 FTE
Restaurant Entertainment Venue	Y	Y	Y	Y	\$125,000	April 2018	15 FTE
B & B Hotel	N	Y	Y	Y	\$2 Million	June 2018	12 FTE
Huhtamaki Equipment	Y	Y	Y	Y	\$13 Million	Nov 2017	Retain 490 FTE
Nestles Site Speculative Bulding Site 8	Y	Y	Y	Y	\$1.9 Million	April 2018	50 FTE

Small Business Loan Program	Y	Y	Y	N/A	\$250,000	January 2018	25 FTE
Specialized Workforce Development	Y	Y	Y	N/A	\$2 Million	June 2018	100 FTE
Fulton Public Library Restoration and Expansion	Y	N	Y	Y	\$1 Million Restoration/Expansion TBD		
Feasibility Study for Construction of fiber optic cable in downtown Fulton							
Feasibility Study for a Downtown Community Arts Center							
12 Major Projects for DRI					\$62,275,000		Create 507 jobs Retain 490 jobs

*Full-time Equivalent

Economic Inclusion and the URI

One of key strategies in URI was to “Cultivate an Inclusive Regional Economy”. This strategy is very important to Fulton. Fulton would seek to work with Centerstate CEO to expand its “Work Train” model to the City of Fulton. By incorporating a Work Train model in Fulton’s downtown, it would make Fulton one of the first outside the City of Syracuse that is directly training labor to supply the local workforce that is needed if manufacturers are to expand. 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. Invest in the human capital pipeline through educational advancement opportunities.
4. Target geographic location of future industrial investments in communities of distress.
5. Revitalize strategic urban spaces to remove neighborhood blight and promote homeownership.

Fulton could greatly benefit if the WorkTrain model is expanded into the city as part of the DRI initiative. We would encourage that a portion of funds awarded under the DRI be targeted for this use. This strategy will be a key to directly attacking the unemployment and generational 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. 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. <http://www.citiboces.org/domain/14>. These programs would directly support Fulton's key sectors and be a key component of our DRI strategy. Last year, there was more interest from high school students than ability to accommodate all of the students who requested to attend career readiness programs.

Cayuga Community College (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.

Specific projects that can provide training for new job opportunities:

CCC can play a major role in helping the region achieve two goals: (1) providing training for unemployed and underemployed in the City and region to provide employees with the skills for manufacturing, health care and financial services industries. CCC has developed plans for two centers to address employment needs: a manufacturing training center and in medical training.

Advanced Manufacturing is a critical industry concentration that is at the heart of Oswego County's economic strategy. Cayuga Community College and the Oswego County Manufacturer's Consortium (21 companies) have identified the need for an Advanced Manufacturing Institute and Corporate Training Center to address the lack of a current and future skilled workforce and growing labor pool. Both credit and noncredit programs have been developed to address the need and are currently approved by SUNY and NYSED and ready to be implemented. The lack of a proper training facility is an obstacle in providing required hands-on learning to students and existing employees for credential attainment. The Advanced Manufacturing Institute and Corporate Training Center will focus on industrial maintenance, precision machining, Programmable Logic Controllers, hydraulics, pneumatics, and will host a state-of-the-art instrumentation lab. Presently, donations in the amount of \$215,000 have been received towards the estimated \$1.8-\$2.2 million training facility. Programs using the I-BEST model in Advanced Manufacturing have been developed and proven successful in moving students from poverty to career entry. In 2015, Cayuga Community College formerly merged with CiTi BOCES to establish the Center for Career & Community Education (CCCE). CCCE is a community collaboration that offers a unified approach to continuing education services including workforce development programming, adult literacy,

corporate services, professional development programs, leisure learning, and postsecondary transition services. CiTi BOCES and Cayuga Community College are the first to merge their continuing education programs in such a formal way.

Healthcare programming is a large need in Oswego County. Currently, CCCE offers Practical Nursing, Nurse Aide, Home Health Aide, Medical Assisting, Dental Assisting, and I-BEST Nurse Aide. Additional space is needed to offer additional sections of current programs and to offer new programs such as personal care aide, X-ray technician, Dental Hygiene, and other programs for support professionals in healthcare. CCCE partners with Oswego County nursing homes, Oswego Health, private practices, and dental and medical support agencies to insure program alignment and quality. All healthcare programs currently have a 94% or above job placement rate.

In January 2017, Cayuga Community College became a certified Work Keys Center through ACT, Inc. The Work Keys Center at Cayuga is a vital center for providing hard and soft skills relevant to any occupation, at any level, across industries. In addition, the Work Keys Center offers career-ready on-line training to close an individual's skill gap. The Work Keys Center offers the opportunity for students and employees to validate their workplace skills through the National Career Readiness Certificate currently being used at America's Job Centers, school districts, BOCES, colleges, and employer sites.

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.

Specific Project to Support small business and small property owners

1. 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. The fund could be to provide a source of low cost loans to for façade renovations, particularly in the downtown core of the city, along West Broadway, or businesses along the NYS 481, NY 48, and NY-3 corridors as a priority In return for the investment, the City will look for property owners to pass some of the cost savings benefits to small business tenants.

5) *Attractiveness of physical environment.* *Identify the properties or characteristics that the downtown possesses that contribute, or could contribute if enhanced, to the attractiveness and livability of the downtown for a diverse population of varying ages, income, gender identity, ability, mobility, and cultural*

background. Consider, for example, the presence of developable mixed-use spaces, varied housing types at different levels of affordability, walkability and bikeability, healthy and affordable food markets, and public parks and gathering spaces.

Fulton is a city that recognizes the cultural and environmental assets in its midst, as well as its importance in achieving its economic goals. Not only is the City of Fulton situated in a beautiful area of New York State, it has a river running through the heart of downtown and a scenic lakeshore at its western boundary. These assets, coupled with coordinated efforts to beautify the City, have the potential to jumpstart an economic renaissance in the City (City of Fulton Comprehensive Plan, The Saratoga Associates, March 2003).

In 2015, Central New York received \$500 million in Upstate Revitalization Initiative (URI) funds to support growth in industries in and around Fulton. One of the strategies 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.

Catalyze Adaptive Re-Use of historic, vacant and underutilized Properties

1. Neighborhood Revitalization

Infill Development

Within downtown Fulton, there are multiple sites which are prime candidates for infill residential development or mixed use residential and commercial buildings. These sites are primarily used as parking lots and are immediately adjacent to retail and commercial services, walking trails community facilities and churches. Several of these sites offer waterfront development opportunities. The sites are currently in public or private ownership. The City of Fulton will work closely with the Planning Team to identify the sites and to determine the feasibility of creating mixed use development in these locations.

Gateway Revitalization

The gateways to Fulton along the NYS 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.

Fulton Block Builders



In 2016, a community-led organization in Fulton called Fulton Block Builders (FBB) was formed to revitalize neighborhoods throughout Fulton while building pride and community camaraderie. Based on the Healthy Neighbors Initiative, FBB is a neighborhood revitalization program that allows homeowners to target exterior home improvements for multiple houses on a one-block stretch.

In its first year, FBB raised over \$150,000, with a start-up matching grant from the Richard S. Shineman Foundation of \$100,000 and \$50,000 raised from community organizations, businesses and individuals.

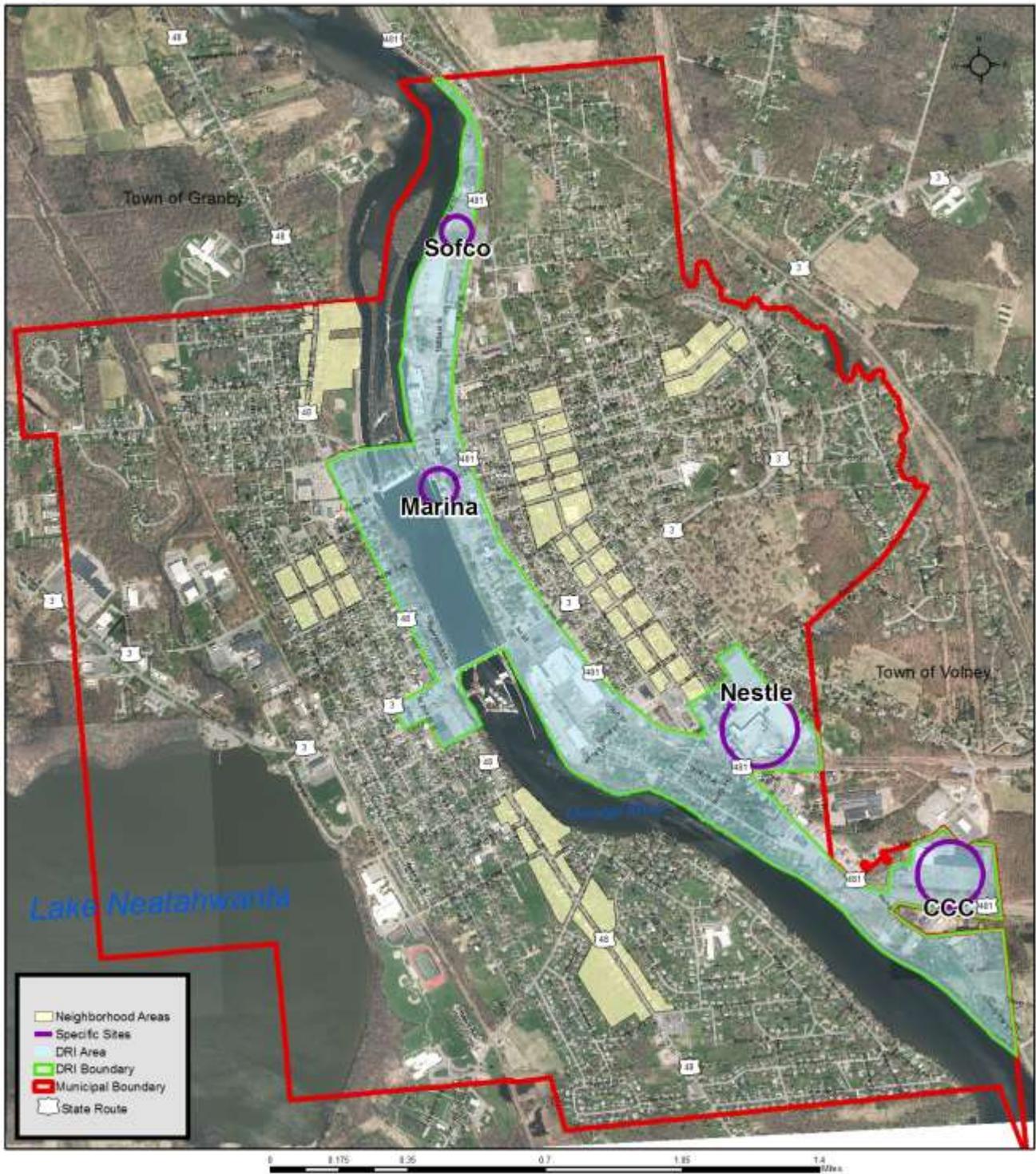
Passion, Pride and Community. More to Come!



In Spring 2017, 178 homes applied for funding in 6 target areas and 161 homes over 22 blocks received funding to beautify their exteriors. FBB prides itself on making Fulton beautiful again as well as creating a sense of community and pride. Five of FBB's six target areas are immediately adjacent to Fulton's DRI downtown boundary.

<https://www.fultonblockbuilders.com>

City of Fulton Block Builders Neighborhood Areas



2. The Stabilization and Expansion of the Historic Fulton Public Library

The Fulton Public Library also ties directly to Fulton’s strategies for revitalization especially “Use Historic Preservation as a technique to provide incentives for building renovation and building community pride and identification.” Therefore, a 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.



Fulton Public Library on South First Street

The Fulton Public Library was chartered in 1895 by the NYS Education Department. Thanks to a gift from Andrew Carnegie, the current library building opened in February 1906. In 1985, the building was designated an Oswego County Historical Landmark and was added to the State and National Registers of Historic Places in 1999. The library is located at the very center of the downtown district, at the intersection of Broadway and South First Street. The Fulton Public Library has served as the center of information discovery in Fulton for over 123 years. Our historic library building is a true asset to a community which has lost many of its historic buildings.

Changing needs and technological innovations have resulted in the library outgrowing its current space and thus limiting some of the services that they would like to offer. Therefore, the Library envisions construction of a new wing to the existing library that would include a state of the art meeting room with audiovisual equipment, quiet study rooms, a local history room, additional work space, expanded stacks, and a networked computer lab that could be used for technology training.

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. New York Library Association is currently conducting a study that would detail the economic impact libraries have on their communities but other past studies have indicated that the return on investment (ROI) is high for libraries. In fact, it is estimated that for every one dollar invested, the economy sees an additional \$4-\$6.

<https://journals.tdl.org/llm/index.php/llm/article/viewFile/1861/1623>

In a community where poverty, job losses, and a reduced tax base have been major problems, the needs of a 21st century library that helps provide technology training, employment resources, and public meeting spaces would be a critical component in creating a better future. With the renovation and library expansion, the Downtown Revitalization Initiative could provide the library with vital funding towards reaching these goals.

3. Other Historic Preservation and Adaptive Re-Use

Historic preservation 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 and others due to fires, 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

Develop Environments to Make Arts and Cultural Institutions More Competitive and Sustainable

A key project that would expand the role of Fulton’s cultural anchor institutions would be the expansion of the CNY Arts Center in downtown Fulton.



A 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.

CNY Arts Center directly ties to the strategies for Fulton’s revitalization especially “Encourage the growth and new investment in anchor institutions and through their expansions create new jobs, new job training opportunities, new services and new cultural attractions.

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. CNY Arts Center is currently in two locations: the Cayuga Community College (CCC) Fulton campus and downtown Fulton.

CNY Arts Center's largest partner is Cayuga Community College (CCC), Fulton Campus. In October 2014, the Arts Center began sharing CCC's campus event center (a former storefront on the CCC Fulton campus). There it has a fully functioning professional theatre that seats 150 as well as room for classes. 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 5,000 people have attended events and performances through May 2017.

The Arts Center Downtown is located at 47 S. 1st St across from the gazebo next to the Oswego River. In this smaller space, the Arts Center has a downtown hotspot with bistro tables and chairs that accommodates impromptu meet-ups, with a WiFi hotspot, a fresh art exhibit each month, snacks and beverages, art-related books for reading and Arts Center memorabilia for sale along with books from local authors.

While the facility at Cayuga Community College has been successful especially in terms of theatre productions, they continue to seek a greater presence in downtown Fulton's central core for a larger 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 performance space. They wish to offer weekly programming, 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. Many performances are held during the evening and this type of activity would help support local restaurants and retail outlets in downtown.

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.

Grow and support destination tourism assets

Erie Canalway National Heritage Corridor and Fulton's Marina - 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. Capitalizing on our marina located on Lock 3 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.

Affordable Housing & Home Ownership

The City of Fulton in the past 22 years has pioneered the Affordable Homeownership program that has been used as the model program in surrounding municipalities and counties. This program to date has assisted over 137 first time homebuyer families with a down payment and a small portion of the closing costs. This program has been instrumental in completing some local new home developments such as the Phillips Street project that transformed an underutilized vacant site in an otherwise stable neighborhood into 8 new single family homes. This program has less than a 1% foreclosure rate since its inception in 1995. The City of Fulton has always advocated for affordable housing for families in need.

Some of the programs administered are a Housing Choice Voucher program, Housing Rehabilitation programs, housing counseling and Family Self-Sufficiency programs. Fulton will also seek to access NYS 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. Fulton will continue the efforts to address our growing need for senior housing. Fulton anticipates the need for more projects as many elderly homeowners transition to senior dedicated facilities, such as the Oak Street School project that transformed an older vacant elementary school into 12 beautiful, highly sought after senior apartments. We look to update our market studies next year to accommodate this ever-growing population.

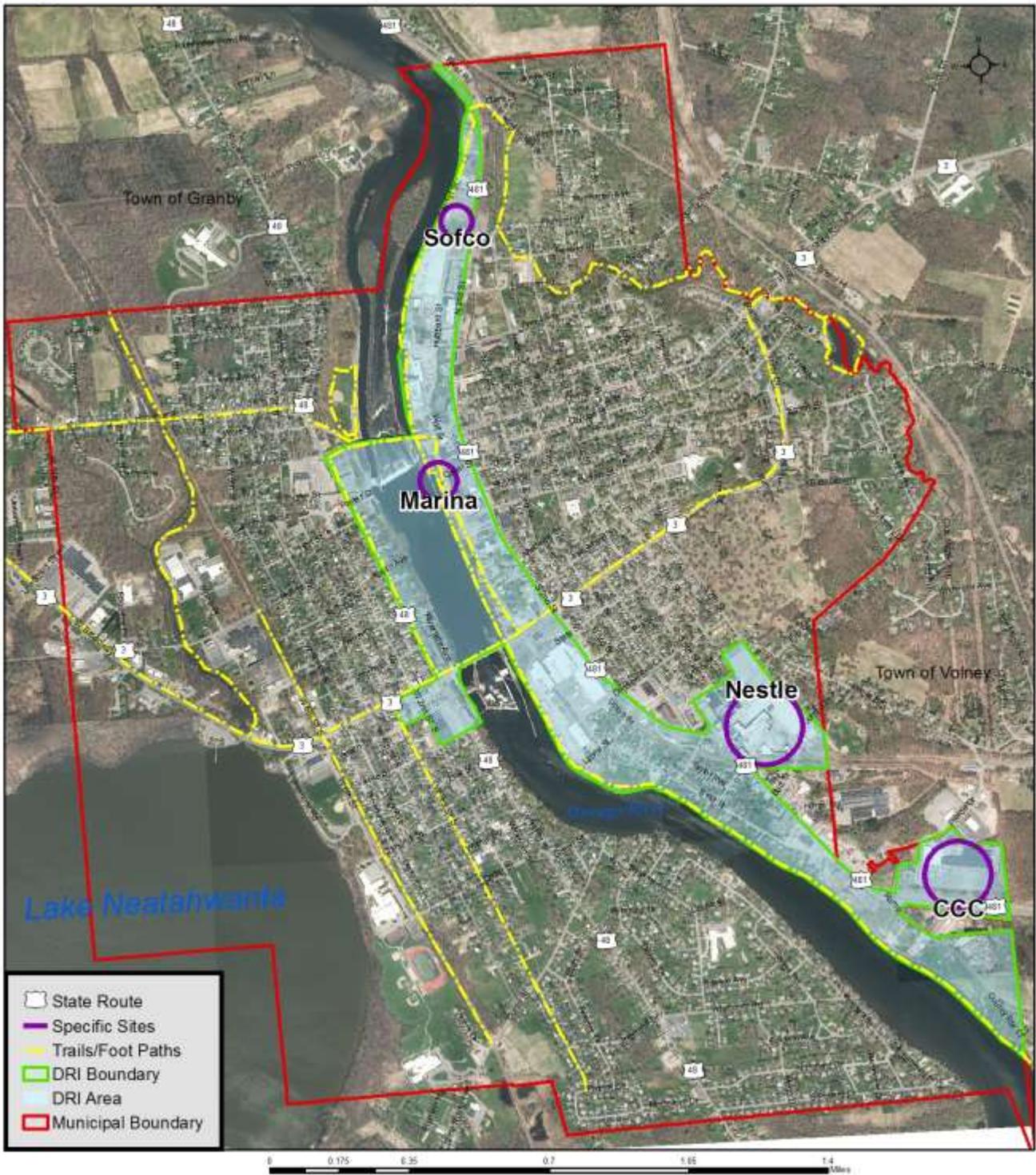
Walkability and Bikeability

We have multi-mode public transportation that includes local bus route, taxicabs, canal waterway travel and pedestrian and bike trails.

Most of the downtown area is quite pedestrian and bike friendly. One of the most used walking trails, the Canalview Bridge Walk, travels around the bridges of Fulton which has many business locations and storefronts along the way. There are park and ride destinations along this 2 mile 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**, expansion of the **Fulton Public Library** and **CNY Arts Center** downtown will attract tourists to the heritage themes and art installations included in the walking trails. 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.

City of Fulton DRI Boundary and Specific Sites and Trails/Foot Paths



Healthy and Affordable Food Markets

It should be noted that Fulton has many healthy and affordable food markets, local farmers' markets, and fresh food stands that feature homegrown produce close to downtown. A new retail farm stand that also sells homemade baked goods just opened within the city limits on Rt. 3 that features homegrown produce. 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 several other farm stands with fresh fruits and vegetables within a 3-mile radius.

6) Quality of Life policies. *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, comprehensive plans, complete streets plans, transit-oriented development, non-discrimination laws, age-friendly policies, and a downtown management structure. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.*

There are a number of initiatives which are driving a revival in the city to improve the quality of life in Fulton. Grassroots efforts are being harnessed by city leaders who have partnered with citizens to devise programs and companion laws to maximize efforts and improve the quality of life for all of Fulton. Organizational efforts such as Project Bloom (a street and business beatification effort), Friends of Fulton Parks, CNY Arts Center, Fulton Footpaths, and Fulton Block Builders are working in tandem with city policies and plans such as the City's Comprehensive Plan, Oswego County Land Bank, the Local Waterfront Revitalization Plan, the City's Tree Ordinance and improvements to code enforcement.

These quality of life initiatives are of utmost importance to all sectors of the community. During one of the public hearings held in preparation for the DRI, it was submitted that quality of life such as the availability of parks and recreation facilities and aesthetics can make the difference between whether or not a business decides to invest or not in a locality. Fulton's city leaders and concerned residents recognize this and have begun to focus on improving the quality of life for residents and potential property owners. Attendees at the public hearing strongly encouraged the city to invest in bolstering amenities such as the Oswego Canal, the Marina (located at Lock 3) and the Oswego River in downtown to accomplish this to maintain current and attract additional investments.

Continuity with REDC's articulated vision

The plans for development in all areas of Fulton's 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

There is a high degree of alignment between the industries that drive the Fulton economy and those that drive Central New York. The goal of this plan is to assist the major employers in Fulton to find the infrastructure, talent and community support that they need to be successful. The execution of this plan will support local jobs, infuse more skilled labor into the local economy, and spur entrepreneurial growth.

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. Additionally, 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, the city can directly support that international trade. It will also enable Fulton to capture more of the vehicle traffic that flows through the city on a daily basis and allow residents more options to shop and dine within the city limits to bolster the overall economy, enhance the city's ability to capture sales tax, and add to property values.

This application directly addresses the third goal in the CNYREDC's priority list. 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.

City's Comprehensive Plan

Fulton has been strategically implementing its Comprehensive Plan as resources allowed. Recommendations from the City's Comprehensive Plan that improve the quality of life include:

- a. Improving main corridors and gateways to the city and implementing streetscape beautification in key areas
- b. Develop a comprehensive historic preservation strategy
- c. Create tree planting program
- d. Implement a restoration strategy for the City's parks
- e. Respond to the needs of Fulton's youth with more activities and events, teen center
- f. Create one- and two-bedroom senior townhouses or condos for the aging population.

With the guidance of its Comprehensive Plan, the City and its residents have implemented key strategies including housing improvements, adopting the tree planting program, and restoring and updating city parks. A historic preservation committee has also been established. Others strategies have been harder to obtain due to the many years of job loss and tax base erosion but in recent years, initiatives have been undertaken to fulfill the goals outlined in that Plan.

Local Waterfront Revitalization Plan

The City of Fulton has recently committed to finalizing a Local Waterfront Revitalization Program (LWRP) Plan, which builds from a draft Plan that was submitted in 2005. This draft helped the city to secure grant dollarsthrough the NYS Dept. of State to add a boat launch and begin a trail at the city's north entrance along the Oswego Canal. This is known as Indian Point.

The City recently recognized the strengths that having a finalized LWRP Plan could provide to residents and visitors and in August 2016 endeavored to finalize this plan with a group of committed city leaders and volunteers. The many hours of work and donated time that is making the plan possible is counting as a match

for a grant from the Department of State (DOS) the city received to pay for a feasibility study that will provide the construction and conceptual drawings for a network of trails in Fulton. Four of the trails are located with the DRI boundary. Some trails will be sited near the waterfront and improve access and pedestrian connectivity to both the Oswego River and Lake Neatahwanta.

To date, the LWRP process has involved public and stakeholder meetings which has brought together local and state governments, commerce and industry, environmental interests, private organizations, and community citizens. All have been invited to assess current opportunities and constraints and to build a consensus on the desired future of Fulton's waterfront. More importantly, the LWRP provides a strategy for achieving that vision and for managing local resources.

Fulton will be able to identify long-term uses along the waterfront and specific projects for implementation. These uses and projects, in conjunction with an established management program, can significantly increase Fulton's ability to attract development activities that will take best advantage of the unique cultural and natural characteristics of both the Oswego River and Lake Neatahwanta.

As set forth in the NYS Department of State, the LWRP also serves to enhance the conservation and protection of natural resources. As such, the LWRP represents a way for Fulton to achieve balance between economic development and environmental protection that permits the beneficial use of waterfront resources, while preventing the loss of valuable resources and public access opportunities to the waterfront. Once the LWRP is approved by the NYS Secretary of State, Fulton will have the local controls in place to guide waterfront development and the legal ability to ensure that all proposed actions for their waterfront are consistent with the LWRP. This "consistency" provision is a strong tool that assures that State and local governments work in unison to build a stronger economy and a healthier waterfront environment in Fulton.

<https://www.ilovefultonny.com/lwrp/>



The annual Paddlefest invites boaters to travel from Fulton to Oswego along the Oswego Canal and Oswego River. Photo courtesy of Oswego County Tourism.

Land Bank

Fulton recently joined the newly-formed Oswego County Land Bank Corporation. Municipalities were allowed to create land banks pursuant to Article 16 of the New York State Not-for-Profit Corporation Law signed into law by Governor Cuomo in July 2011. This law permitted the creation of 25 land banks in New York State and Fulton is fortunate to be able to take advantage of this new tool.

According to the Empire State Development, the primary focus of land bank operations is to enable the leading municipality (Oswego County) to acquire real property that is tax delinquent, tax foreclosed, vacant and/or abandoned, and help communities facilitate the return of vacant, abandoned and tax-delinquent properties to productive use. Land banks' preventive maintenance reduces cities' costs of code enforcement, lawn-mowing, board-ups, and court-ordered demolitions and contributes more to the stabilization of property values than those reactive interventions.



Fulton is part of the Oswego County Land Bank. Image from website

On March 21, 2016 officers were elected and Joe Fiumara, Executive Director of the City of Fulton Community Development Agency, was elected Vice Chairman. In the last 12 months the Oswego County Land Bank has undertaken 3 projects and at least \$65,000 in housing rehabilitation funding has been secured to begin in Fulton. These efforts are working in conjunction with a neighborhood stabilization plan for the northeast neighborhood. This also works to compliment civic-led initiatives such as Fulton Block Builders who are all private home owners working to improve curb appeal and neighborhood relations.

<http://www.oswegocountylandbank.com/>

Lake Neatahwanta Restoration

Lake Neatahwanta Reclamation Committee was formed in 2008 with the help of Cornell Cooperative Extension of Oswego County. The committee comprised of concerned community members from the City of Fulton and the Town of Granby, both areas that border the lake. The formation of this committee enabled the city to take a strategic approach to restoring the lake and to reopening its beach which was closed down in 1998 due to blue-green algae. Currently, the lake is used for boating and fishing.

The committee performed a comprehensive diagnostic and feasibility study to reclaim Lake Neatahwanta. Dredging of the lake to reopen fresh-water springs in the lake has taken place and will continue as needed. This is a long-term, collaborative project that has involved the committee, the Oswego County Department of Health and the NYS Department of Environmental Conservation but Fulton is committed to seeing this beach restored.

A beach will improve the quality of life for residents and bring a much-needed activity for Fulton's families. Funding for a new mobile stage to be used at the beach has been secured and a new park has already been

installed adjacent to the beach. The city is also renovating the old bathrooms. Trail improvements will better connect all of these recreational amenities to downtown Fulton.

<https://www.ilovefultonny.com/lake-revitalization/>



Pier at Bullhead Point on Lake Neaatahwanta. Photo courtesy of Oswego County Tourism.

Fulton Parks and Recreation Restoration



Friends of Fulton Parks, Inc. 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.

In 2008, a group of community members formed a nonprofit called Friends of Fulton's Parks. Since then, the group has worked strategically to renovate and improve the installation of playground equipment, picnic tables, barbeque grills, pavilion structures, benches, landscaping, fencing and the construction and maintenance of trails located at Fulton's 13 parks. The group works in tandem with the City of Fulton's Parks and Recreation Department. This year, the group is installing a teen park--the first of its kind in the county--at Lake Neatahwanta. This park was made possible thanks to a \$250,000 NYS Parks grant awarded to install the equipment.

The group has more than 80 members who work together to complete park-related tasks with the City Parks and Recreation Dept. Due to city budget restraints, the parks department has been reduced so this non-profit group has ensured that city parks are well cared for and improved. Beyond park upkeep, the group has helped to restore community pride and provided residents with a means to help their city when times were tough. They reach new families who move to the area, hold clean-up events, and park days which feature outdoor activities and entertainment.

<http://www.shinemanfoundation.org/friends-fulton-parks>

Tree Ordinance and Urban Forestry

The City of Fulton adopted a tree ordinance in 1998 and since then has maintained an active Tree Committee. As part of the ordinance, which was recommended by the city's comprehensive plan, five committee members assist the City Department of Parks and Recreation in harvesting, planting and helping to remove trees if necessary that are in public parks or right of ways.

In the last 20 years, the tree committee has planted hundreds of trees downtown to improve aesthetics and the environment by reducing Fulton's carbon footprint in an otherwise pavement-dominated area. This simple act of planting trees has greatly enhanced the downtown streetscape and provided much-needed shade and beauty. City trees require an investment to remain healthy and sustainable. Tree City USA estimate that it costs roughly \$2 per capita to maintain a healthy tree program. To that end, in 2015, the City of Fulton was successful in obtaining an Urban Forestry grant for \$40,000 from the NYS Department of Environmental Conservation to help with the costs associated with tree plantings, maintenance and removal. This is one of several grants the city has secured over the years to assist in the successful tree program.

<https://cityoffulton.sharepoint.com/Pages/Forestry.aspx>

<http://oswegocountytoday.com/fulton-celebrates-arbor-day-with-new-trees/>

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 IndianPoint, 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.

Smart Cities Infrastructure

The efficiency and safety of our downtown facilities has been improved. Lighting has been converted to LED at City Hall, which is in downtown, and LED street lights are being planned. Currently the City is negotiating with National Grid and preparing a strategy for the light replacements that will assist the most critical units first, and remove unnecessary units as identified. The city is also investigating possible solar or other alternative energy choices as part of the Smart City Innovation program.

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 Fulton since it offers affordable housing.

Many City of Fulton's Zoning Department changes have been made that will allow zoning requests to be addressed in a timely fashion and attract new businesses to a former unfriendly business expansion and growth atmosphere. In the last 5 months, many existing zoning regulations have been redeveloped to offer less restriction and offer many variances from unrealistic rules that may have hindered development in the past.

Code Enforcement Enhanced:

Code Enforcement in the City of Fulton has been revamped in the past 18 months. These changes have brought a more user friendly list of services. The City identified opportunities for improvement in zoning and process that would make Fulton more attractive to new development when meeting with potential developers. In recent months the City has solved these issues by adopting new policies that allow our certified building officials to be business friendly, in terms of getting approvals for progress or guiding the stakeholder through the necessary steps to get approvals. This new atmosphere has proven to attract more inquiries regarding opportunities for business development and has been met with positive feedback. To show the new dedication to development, the Mayor and Council are involved in development dialogue right from the beginning of a project and are proactive when negotiating associated fees or providing local support for unique projects.

Non-Discrimination Laws

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.

Additional Service Organizations

There are several service and outreach organizations that meet and collaborate regularly to improve the quality of life for residents and provide for those in need. Often the people who are involved in these service groups are involved with businesses and other organizations who wish to improve the quality of life for residents and build a sense of community. They include but are not limited to the Fulton City Revitalization Corporation, Oswego-Fulton Chamber of Commerce, Fulton Rotary Clubs (both sunrise and noon), Fulton Lions Club, Fulton Kiwanis, Friends of Great Bear, Friends of Fulton Public Library, and the Pratt House (Fulton's Historical Society). These groups have pledged to help the City of Fulton in downtown beautification efforts through both financial support and maintenance services. With the impending trails, for example, some groups have offered to adopt a section to help the city maintain it and make installations that are recommended in the study. This type of collaboration is common in the city.

7) Support for the local vision. Describe the public participation and engagement process conducted to support the DRI application, and the support of local leaders and stakeholders for pursuing a vision of downtown revitalization. Describe the commitment among local leaders and stakeholders to preparing 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.

The City of Fulton has received a remarkable level of community support for the City’s application for the Downtown Revitalization Initiative. The City of Fulton held two stakeholder and public input meetings to gather guidance and support for the DRI application. With very little lead time, more than 40 stakeholders enthusiastically attended the two public meetings and provided significant input, which is documented in this application. This was followed up with one-on-one stakeholder meetings to gather information on current and potential projects. See below for the list of the stakeholders who participated in these interviews.

Stakeholder	Organization
Michael Pollock, President and CEO and Jerry Mirabito, Executive Vice President/Secretary	Fulton Savings Bank
Deana Michaels, Branch Manager	Pathfinder Bank
Katie Toomey, Executive Director	Greater Oswego-Fulton Chamber of Commerce
Doug Caster, Owner	Canalview Travel
Eric Campbell, Chief Financial Officer and Jeff Coakley, Chief Strategy Officer	Oswego Health
Karen and Bill Hubel, owners	Blue Moon Grill
Mark Southwick, Operation Manager	Huhtamaki

Regina Lunkenheimer, Chief Operating Officer	Eastern Shore Associates
Dr. Brian Durant, President and Carla DeShaw, Executive Dean for the Center for Career and Community Education	Cayuga Community College
Patricia Kush, Board Member	Fulton Public Library
John Sharkey IV, Vice President	Universal Metal Work

In addition, 28 organizations from a cross section of the community contributed letters of support for this application and are committed to Fulton's downtown revitalization. See the list below for the names of all the organizations that provided letters, which are attached to this application.

Organization	Leadership	Organization	Leadership
New York State Assembly	William A Barclay, Member of Assembly	New York State Senate	Patty Ritchie, State Senator
CENTERSTATE CEO	Robert Simpson, President & CEO	County of Oswego Industrial Development	Michael Treadwell, Chief Executive Officer
Operation Oswego County	Michael Treadwell, Executive Director	Oswego County Health Department	Jiancheng Huang, Director Public Health
Oswego Health	Chuck Gijanto, President & CEO	Central New York Regional Planning	David Bottar, Executive Director
SUNY Oswego Workforce Development	Chena Tucker, Executive Director	Oswego County Planning Community Development	David Turner, Director
Oswego County Legislature	Frank Castiglia Jr., Legislator	Fulton Savings Bank	Michael J Pollock, President & CEO
Richard Shineman Foundation	Karen S Goetz, Executive Director	Universal Metal Works	John F Sharkey IV, President
Oswego Valley Insurance Agency	Verner Drohan, President	KBM Management	Brooks Wright, Regional Manager
Fulton Public Library	Douglas Moore, Director	Fulton Block Builders	Linda Egan, Administrative Director
Oswego/ Fulton Chamber of Commerce	Katie Toomey, Executive Director	Oswego County Land Bank	Kim Park , Executive Director
Steve Chirello Advertising	Stephen Chirello,	315 Designs	Heather McCoy, Owner

	Owner		
Oswego County Opportunities	Diane Cooper Currier, Executive Director	CNY Arts Center	Nancy Fox, Executive Director
Fulton Footpaths	Brittney Jerred and Marie Mankiewicz, Co -Chairs	CNY Environmental Resources	Marie Morrell, Owner
Oswego Housing Development Council	Marion Naramore, Executive Director	Fulton Community Development Agency	Joseph Fiumara, Executive Director

Fulton has a history of inviting local stakeholders to research and development meetings when planning for downtown initiatives. The list below includes community meetings held in 2015-2017 to develop the Fulton Footpaths Initiative and to provide input for Fulton’s Local Waterfront Revitalization Program (LWRP) Plan and the DRI:

- Initial meeting with stakeholders to determine community support for establishing a heritage and art walking trail project in Fulton – 12/7/15
- 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
- Update on the proposed Heritage Walking Trails to Fulton Historical Society members – 9/28/16
- First Local Waterfront Revitalization Program (LWRP) Plan public input meeting – 12/13/16
- Second Local Waterfront Revitalization Program (LWRP) Plan public input meeting – 2/28/17
- Update Meeting on the LWRP Plan and Multi-Use Trails Feasibility Study to Fulton Community Revitalization Corp. (FCRC) members – 3/8/17
- Stakeholder public input meeting for Fulton’s Downtown Revitalization Initiative (DRI) – 5/24/17
- Stakeholder public input meeting for Fulton’s Downtown Revitalization Initiative (DRI) – 5/31/17

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

1. **Mayor Ronald L. Woodward, Sr.**, Mayor of the City of Fulton;
phone number: (315)592-7330; email: rwoodward@cityoffulton.com .

2. **Joseph Fiumara**, Executive Director, Fulton Community Development Agency; phone number: (315) 593-7166; email: director@fultoncda.com .

A local DRI Planning Committee will be convened from the above list of stakeholders should Fulton be awarded the DRI grant.

8) Readiness: *Describe opportunities to build on the strengths described above, including a range of transformative projects that will be ready for implementation with an infusion of DRI funds within the first one to two years (depending on the scope and complexity of the project) and which may leverage DRI funding with private investment or other funds. Such projects could address economic development, transportation, housing, and community development needs. While such projects should have demonstrated public support, it is recognized that projects will ultimately be vetted by the Local Planning Committee and the State. Explain how the majority of projects proposed for DRI funding demonstrate their readiness for implementation.*

A successful nomination of the City of Fulton's Downtown Revitalization Initiative would come at a very opportune time for Fulton and would marry scheduled improvements and construction with newly proposed economic development that would transform this City. Within the next 12 months, there are seven major projects including five expansions of existing businesses and two new construction developments that would lead the infusion of public and private investment.

The funding offered in this Downtown Revitalization Initiative shall close the gap between businesses searching for that site to expand, build or develop that perfect project that could take many projects from conceptual to fruition. The projects mentioned in this application have really come to the forefront of development opportunities over the past 18 months. Both sites, while are shovel-ready, will undergo designed master plans and are poised to become economic opportunities in hospitality, light manufacturing, niche retail, and family entertainment while enhancing the quality of life and tourism for the City of Fulton. The City has site control on both sites ready for new development.

The 24 acre former Nestle's site is prime commercial property, with the first parcel of eight in this freshly subdivided site, scheduled to begin construction on a new Aldi's prototype store as the anchor of this development. The news of Aldi's has brought other inquiries for other space. The City recognizes the importance of creating a master plan that will effectively develop this site with consideration of future expansion and consistency with the comprehensive plan. The new developments mentioned shall also utilize the Fulton Footpaths trail system which shall better tie the northern and southern borders of the downtown together through pedestrian friendly travel. Projects located in the core of the downtown will consider market rate housing units on second and third floors above ground level retail. Once the downtown has additional pedestrian traffic from the completion of the new trails, newly created jobs in the downtown will leverage with this newly created mode of travel.

Economic development opportunities found in the downtown core include both vacant commercial space that once housed various types of businesses and existing businesses with current expansion plans.

Approximately ten available spaces have been recently identified by contacting the property owners to allow the City and Operation Oswego County (the local economic development arm of the City) to market these spaces to businesses looking to relocate, expand or startup within the boundary of our downtown. The vacant commercial spaces in existing buildings, at capacity, could create over 70 jobs in the downtown that in the past ranged from small retail to professional positions. These proposed positions could flourish into over \$1 million dollars in new wages offered back into our downtown. Making our downtown more of a pedestrian friendly venue will create an atmosphere for local businesses to thrive. A momentum currently building in the downtown is more collaboration between business neighbors and creating after hour mixers that network the services each business can offer.

Existing business expansions are just as important to the city as the new developments. The majority of the proposed projects have, at a minimum, site control, conceptual renderings and budget information for the expansion. The existing business expansion plans in this application are critical to retaining the skilled workforce, and creating additional positions for a community that has struggled with very high unemployment rates and a stagnant economic climate locally. The proposed private investment dollars and number of potential jobs would be the largest investment made in our downtown boundary in well over the last 20 years. The one on one stakeholder meetings held in preparation for the DRI application have provided some excitement in the future of the downtown. Over 75% of the proposed projects recognize now is the time for investment, based upon the upcoming initiatives to bring more visitors to the downtown, unsaturated markets and the available workforce. Another benefit for the businesses proposing expansions is the Workforce Development Program (WDP) of Oswego County that is headquartered in Fulton. This resource will be very attractive to businesses when finding eligible candidates to fill retail and professional positions alike. The WDP has matched over 300 employees to employers in the last 16 months in Oswego County.

The news of the Fulton Footpaths project is traveling fast, with inquiries being sought quite frequently from business minded individuals looking to be in the downtown once the trails start steadily increasing the pedestrian traffic. This would also be an effective tool for building the City's housing potential as well. The downtown housing stock is majority market rate at the current time other than two senior living centers. With an ever aging population of elderly homeowners that will be transitioning into senior living soon, these senior living centers will be more important than ever. The City would like to build upon this to add more market rate housing in downtown to attract young professionals that will fill the positions available. Public support to build on our current modes of transportation has come to the forefront at almost every public information and project stakeholder meeting. Completing the trails and filling the vacancies in our commercial spaces would be instrumental to attract more visitors to our downtown.

The City of Fulton has recently released a RFP for the feasibility study to complete all the trail designs. The final trail designs will be completed by December 2017 and two of the main trails through our downtown along the Oswego River will be ready for construction in 2018. There is excitement building within the community for this project. Housing and the local economy would positively thrive on the completion of these trails, and following this year when the design work will be complete, the City anticipates a smooth transition into the construction modes of the remaining trails. All of the projects mentioned in this

application have consistency with the Comprehensive Plan for the City of Fulton. Zoning updates are currently being completed to accommodate more business friendly regulations that appear to have modern trends in consideration, especially in terms of mixed use buildings.

9) Administrative Capacity. Describe the extent of the existing local administrative capacity to manage this initiative, including potential oversight of concurrent contracts.

Planning and Development Team

The Mayor and Common Council of the City of Fulton have selected a team of four community minded individuals with expertise in many disciplines of community development, economic development and community engagement. These individuals will serve as the Project Planning and Development Team. They have already hosted stakeholder meetings, solicited project ideas from local businesses and residents from one-on-one discussions, and collected the data necessary to propose specific outcomes and identify strategies and objectives that would revitalize our downtown. This team has over 50 years of combined experience in planning and administering State and Federal initiative funding. This dedicated team is excited to stay involved through the entire program and serve as advisory members on the Local planning Committee once nominated.

Stakeholders/Community Team

A record number of stakeholders and community members received invitations and participated in group and individual sessions of stakeholder meetings to obtain a vision of economic growth and the informational needs of our downtown business owners. Stakeholders have welcomed the opportunity to beinvolved and engaged during the planning stages of this initiative. This stakeholder/community team includes at least one representative of each type of business and community initiative, including the arts and culture members from inside and surrounding the boundary of downtown.

Implementation Team

The City of Fulton under the Governor’s outline will create a Strategic Investment Planthat will assemble a team of individuals that will include but are not limited to:

Mayor	City Council	Local Planning Committee	Local Community Development Agency
City Chamberlain/Clerk	City Attorney	City Zoning Official	Oswego County Planning and Community Development
Oswego County Legislature	Local Industrial Development Agency	Local Economic Development Specialists	CNY Regional Planning Staff
Stakeholders/Business Owners	Certified Public Accountant-Municipal/Government Experience	City Attorney	

City of Fulton Organization Chart

CITY HALL

Honorable Ronald Woodward, Sr.
Mayor City of Fulton

Personnel/Civil Service Office

Barbara Ouimet
Personnel /Civil Service
Administrator (Part-time)

Laurie Smith
Clerk (Part-time)

City Clerk / Chamberlain's Office

Daniel O'Brien
City Clerk/Chamberlain

Mary Earl
Deputy Clerk (Part-time)

Lisa Syrell
Sr. Account Clerk/Typist

Assessor's Office

Mary Beth Johnson
City Assessor

Community Development

Joseph Fiumara
Executive Director

Implementation/Administrative Plan:

The administration of the Downtown Revitalization Initiative shall be completed by the City of Fulton current staff and members of the Planning and Development Team as well as the Implementation/Administration Team. The governing body locally will consist of the Implementation/ Administration Team in terms of oversight, policy compliance and reporting requirements, while the Planning and Development Team shall serve as the advisory committee.

The above mentioned Teams along with the Local Planning Committee (LPC) will review all potential projects for eligibility, strategic alignment, program regulation compliance and sub-contractor oversight. The City of Fulton and its Community Development Agency has the relevant experience and has in the past successfully administered large scale projects such as the Department of Housing and Urban Development's Canal Corridor Initiative in the late 1990's. That project equated to over \$6.3 million dollars of investment, 300 newly created jobs and spurred over \$4 million in additional private investment. That same group has also successfully completed over \$7.4 Million dollars in projects that have revitalized neighborhoods, fostered new local small

businesses, and developed cutting edge plans to retain manufacturing jobs that were at risk of being permanently removed from the area.

The Chamberlain is the fiscal officer charged with maintaining appropriate records of municipal financial operations in accordance with the laws of New York State, the United States and the local charter of the City of Fulton. The Chamberlain actively participates in all activities related to the receipt and disbursement of money in the office on behalf of the City of Fulton. The City budget totals \$16.2 million annually. The City of Fulton currently utilizes a project chain of custody that allows all relevant departments inside the municipal organization to review all of the actions appropriate to them, and also reviews for alignment with current policies and regulations such as procurement, zoning, code enforcement and other activities for consideration. The City of Fulton has pledged the services of staff of the City, and the Community Development Agency that will handle the required data collection, file maintenance, public outreach, and citizen participation that include progress meetings. All public offerings will be held at the Municipal Building located in the heart of the downtown and is ADA accessible for all to attend. All public documents shall be on display at the municipal building during normal business hours and on three different websites:

www.cityoffulton.com

www.fultoncda.com

www.ilovefultonny.com

Adding to the municipal side of review for all projects would be the Implementation Team's ability to host open public meetings to offer public education and awareness of the deliverables that the Downtown Revitalization Initiative will bring. Promotional materials shall be prepared prior to public meetings and local media will always be encouraged to attend, as was the case during past sessions. During the public process, goals and strategies of the City of Fulton's Comprehensive Plan will be discussed, and new development will consider these goals and strategies at a minimum. Periodically, progress meetings will be held to discuss different upcoming phases and provide information on milestones reached throughout the entire program. The ultimate outcome is to engage the community from the beginning to encourage complete community ownership which will lead to success.

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

Appendices (Attached):

1. Color Cover Page (same as application) for identification purposes
2. City of Fulton Mayor Letter
3. Resolution from the Fulton Common Council
4. Color Maps
5. City of Fulton/Towns of Volney and Granby Economic Development Summary 2010-2017 (May)
6. Letters of Support

