

# FULTON NY

*Blazing New Trails*

## City of Fulton 2019 Downtown Revitalization Initiative Application



Prepared for the Central New York  
Regional Economic Development Council, May 31, 2019



## Table of Contents

Mayor's Letter	1
Acknowledgements	2
Basic Information, Vision for Downtown Fulton	4
Justification for Downtown Fulton	5
Question 1: Boundaries of the Proposed DRI Area	8
Question 2: Past Investment, Future Investment Potential	11
Question 3: Recent or Impending Job Growth	26
Question 4: Attractiveness of Physical Environment	32
Question 5: Quality of Life Policies	36
Question 6: Public Support	44
Question 7: Transformative Opportunities	49
Question 8: Administrative Capacity	63
Question 9: Other Information That Supports the DRI	64



## City of Fulton

Municipal Building • 141 South First St.  
Fulton, New York 13069-1765  
www.cityoffulton.com

Ronald L. Woodward, Sr.  
Mayor

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

May 28, 2019

Central New York Regional Economic Development Council  
c/o Co-Chairs Randy Wolken and Deborah F. Stanley  
620 Erie Boulevard West  
Suite 112  
Syracuse, NY 13204

Dear Mr. Wolken and Ms. Stanley:

On behalf of the residents, business owners and visitors of the City of Fulton, it is my honor as Mayor to submit to you our application for Round Four 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.

We are a unique community on the water's edge in the heart of Oswego County. We believe that this diverse Plan will demonstrate a strategy to capitalize on this opportunity. 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,

Ronald L Woodward Sr.  
Mayor, City of Fulton

# Acknowledgements

## City of Fulton Leadership

Ronald L. Woodward, Sr., *Mayor, City of Fulton*

## City of Fulton Common Council:

Donald Patrick, Jr., *Council President and Third Ward Councilor*

Thomas Kenyon, *First Ward Councilor*

David Ritchie, *Second Ward Councilor*

Samuel Vono, *Fourth Ward Councilor*

Dennis Merlino, *Fifth Ward Councilor*

Lawrence Macner, *Sixth Ward Councilor*

Joseph Fiumara, Executive Director, Fulton Community Development Agency

Brittney Jerred, Fulton Footpaths Co-Chair and LWRP Advisory Committee Member

Marie Mankiewicz, Fulton Footpaths Co-Chair and LWRP Advisory Committee Member

David Mankiewicz, Senior Vice President, Centerstate CEO

Deana Michaels, AVP, Branch Manager, Pathfinder Bank

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

Karen Noyes, Associate Planner, Oswego County Community Development and Planning

Stephen Chirello, Owner, Chirello Advertising

Heather McCoy, Creative Director, Chirello Advertising

**City of Fulton Business Community including the following stakeholders who provided input for this DRI application:**

<b>Stakeholder</b>	<b>Organization</b>
Katie Toomey, Executive Director	Greater Oswego-Fulton Chamber of Commerce
Doug Caster, Owner and Investor	Downtown Fulton Property Owner, Canalview Travel
Michael Pollock, President and CEO	Fulton Savings Bank
Atom Avery, Business Owner	The Maples
Tim Hardy, General Manager	Sunoco
Jeff Coakley, CEO	Oswego Health
Nancy Fox, Executive Director	CNY Community Arts Center
Karen and Bill Hubel, owners	Blue Moon Grill
Ron McMurray, Business Owner	Dizzy Block Brew Pub
Mark Southwick, Operation Manager	Huhtamaki
Regina Lunkenheimer, Chief Operating Officer and Kimberly Allen, Operations Manager	Eastern Shore Associates
Carla DeShaw, Executive Dean for the Center for Career and Community Education	BEST Student Center / Cayuga Community College
Caroline Chatterton, Library Director	Fulton Public Library
John Sharkey IV, Vice President	Universal Metal Work
Dr. Esther Lubinga, Owner	Fulton Family Medicine
Kristen and Leroy Collins, Owners	King's Road Cafe
Richard Paul, RP Renovations LLC	Case-Lee Bed and Breakfast
John McGraw and Sean Falconer, Owners	CNY Drone Works
Don and Sue Ryan, Owners	Tavern on the Lock
Michael Treadwell, CEO, Oswego County Industrial Development Agency	OCIDA Manufacturing Park
Barry Ostrander, Superintendent, Fulton Parks and Recreation	Canal Landing Marina Revitalization
Gary Stannard, Owner	Gosch Electric
Keith Raymond, Owner	Good Guys Barbershop
Ed Albert, Owner	Little Luke's Daycare

City of Fulton Community Members  
 Fulton City School District  
 Early College High School Program @Fulton City Schools  
 Oswego County P-Tech  
 Workforce Development Board  
 Photo Credits: Jen Marriner Photography, Oswego County Tourism

# Basic Information

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

Municipality Name: City of Fulton, New York

Downtown Name: Fulton, New York

County Name: Oswego

## VISION FOR DOWNTOWN FULTON

The vision for the City of Fulton's Downtown Revitalization Initiative is to leverage Fulton's historic downtown waterfront and the economic drivers found in Fulton's health, service, and manufacturing industries and its innovative entrepreneurs to enhance the city's natural and cultural attractions.

This will create an improved quality of life, new downtown living, retail, restaurants, entertainment and job opportunities.

## The following strategies will guide the City of Fulton –

- *Bring* needed jobs and economic development to Fulton's downtown and business districts through investment in anchor institutions, entrepreneurial growth, highway access, and mixed use.
- *Enhance* Fulton's cultural downtown experience.
- *Invest* in Fulton's waterfronts and capitalize on our access to the Oswego River and Canal and a growing multi-use walking trail network.
- *Strengthen* infrastructure for downtown businesses.
- *Build* on the cluster of legacy manufacturing.
- *Enhance* Fulton's downtown and gateway 481corridor to welcome residents and visitors.
- *Train* the local labor force so they can qualify for newly-created and available jobs.

# Justification For Downtown

## Justification For Downtown Fulton

Quite simply, Fulton is and has always been defined by the Oswego River. Fulton was created because it was the site where explorers had to portage around its rapids in the river. Fulton was the site of the historic Fort Bradstreet between 1759 and 1767, which became the setting for James Fenimore Cooper's classic tale *The Pathfinder*. Like Cooper's wilderness hero, Natty Bumppo, the City of Fulton is now **Blazing New Trails** to grow its economy and redevelop its city center. And as everything else in its history, Fulton is starting at its riverfront, which is directly linked to its downtown and is served by its principal transportation artery, NYS 481, the gateway to Fulton's city center. The assets that have always been critical to Fulton's success are tightly concentrated on the river. The Oswego River determined early development of the city and influences development in the City even today.

DRI investment would allow Fulton to capitalize on its natural and manmade assets. As such, the City of Fulton's revitalization plans are centered in three tightly connected pieces: (1) its waterfront, (2) its traditional downtown, and (3) the NYS 481 Gateway. All of our proposed projects are located along the river or are immediately adjacent to or one block from the river.

Fulton has the potential to create a new regional attraction in its downtown and its waterfront. Fulton would use this investment to implement these key strategies:

1. **Capitalize on Fulton's Extensive Waterfront and Trail Network** - A key project in the DRI is to develop walking/biking trails which will connect businesses, anchor institutions, historic buildings, tourism assets and neighborhoods to the river and to each other. The city received a grant of \$900,000 from the Department of State and Canal Corporation in December 2018 to build the Pathfinder Canal Towpath and Canalview Bridge Walk Trails in downtown Fulton. Construction is anticipated to begin in late 2019.
2. **Focus on Downtown Investment, Entrepreneurial Growth and Mixed Use Structures** - Attract more entrepreneurs, build more central city market rate housing and mixed use projects on infill sites, and add more retail, commercial and service uses, while restoring properties.

3. **Enhance Fulton's 481 Gateway and Take Advantage of the Highway Exposure and Infill the Development Sites Along these Corridors** - Paralleling the Oswego River and Downtown Fulton 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. Thousands of cars travel along this highway through Fulton each day. The City of Fulton is promoting infill development of vacant parcels and buildings along NYS 481 which includes a 24-acre parcel referred to locally and in this application as the former Nestle Site. The traditional downtown is bound on the south by NYS Route 3, which connects Fulton to major tourism and recreation assets along that coastal highway. These central connections make Fulton easily accessible, but at the same time, there is a need to make sure that pedestrians and cyclists can use this infrastructure and have it safe to cross to preserve the connectivity within the city.
  
4. **Encourage the Growth and New Investment in Anchor Institutions, and through their Expansions Create New Jobs, New Job Training Opportunities, and New Services** - We seek to work with anchor institutions, among others, which are already providing for job growth, educational opportunities, and health services to Fulton's population. These anchor medical and educational institutions are clustered along the NYS 481 Gateway, and provide the opportunity to change the first impression of the City
  
5. **Enhance Fulton's cultural downtown experience** – A key anchor in downtown Fulton is the CNY Community Arts Center who has converted a 7,000 square foot building in downtown Fulton into a community arts center bringing new audiences and visitors to downtown Fulton. Fulton's downtown business base can capitalize on this new facility to be a significant additional source of demand for retail, restaurant and entertainment services downtown. Fulton's Historic Carnegie Library, which is located in the downtown historic district, also presents new opportunity for educational services and commercial growth, while providing a strong visual linkage to the river and the new trails.
  
6. **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. With DRI resources, Fulton will offer resources to private developers to restore or rehabilitate historic properties at risk of dilapidation. City planners and local officials will provide assistance with the State Historical Preservation Office and guidance on design standards involved with preservation.

7. **Build on the cluster of Legacy Manufacturing** - While many cities, including Fulton, have successfully converted waterfront mill buildings to housing, Fulton still has working advanced manufacturing on its waterfront. There remains in Fulton a valuable base of manufacturing including Fulton's largest manufacturing employer, Huhtamaki. Others include Davis-Standard, K&N Foods, and more than a dozen machine shops and metal fabricators, all of whom reside in or near Downtown Fulton. With this DRI, we seek to retain and attract investment for them. At the same time, these manufacturers could be important links in the supply chain supporting the region's massive investment in Unmanned Aerial Systems (UAS).

8. **Strengthen Infrastructure for Downtown Businesses** - Fulton is growing as a center of banking, finance, insurance, professional and medical services. All of these sectors are heavily reliant on strong 21st century and traditional infrastructure. High speed digital communications can support growth in the downtown core and improvements to storm water, lighting and other traditional forms are critical.

9. **Create the Labor Force for Tomorrow and Increase the Skill Levels of Fulton Residents So They Can Qualify for the New Jobs Being Created** - Fulton is seeking to take advantage of entry and middle skills jobs of its anchor institutions and manufacturers to create opportunities for inclusive growth. To fully share in the benefits of the DRI, it is critical that Fulton residents are trained for the opportunities created through this grant. Local educational institutions are already executing this strategy in collaboration with private businesses but much more is possible with the right resources which can be funded by other public and private resources.

These are the guides by which Fulton has built its specific recommendations for projects to fulfill its vision. There is a clear linkage from our vision, to the strategies to the projects we have recommended. More importantly, the projects selected for recommendation are not speculative. For most of the projects there is a specific entrepreneur, business, developer, property owner or public entity which is planning the project, raising the necessary funds. The projects outlined in this application can be initiated in the first two years after a DRI award is made.

Fulton offers the state an opportunity to highlight the Oswego Canal on its 200th anniversary. The Oswego River and Canal remains the key defining characteristic of Fulton. The City has made several public investments along its waterfront, and the DRI would provide the opportunity to build on this existing public investment to attract new private investment to its downtown. Fulton is ready for DRI investment. It has advanced a series of key infrastructure and private investments that taken together, can propel Fulton forward, and establish a structure on which new investment can be focused. [Fulton is ready to start Blazing New Trails.](#) Are you ready to go with us?

# 1 | Boundary Of The Proposed DRI Area

The City of Fulton is divided by the Oswego River which runs south to north. Fulton’s DRI area will concentrate on the east side of the river along the Oswego River and Canal waterfront.

The boundary runs along the Oswego River from Oneida Street south to the former Nestle’ site and includes South First and South Second (NYS 481) Streets. This boundary was selected with community input and includes Fulton’s traditional downtown and the NYS 481 business district, which is the major gateway to the city.

It comprises an area of approximately 8 city blocks and two streets wide. The NYS 481 business district also includes Huhtamaki, a major manufacturer, many retail establishments, as well as the former Nestle’ site whose first tenant is the supermarket Aldi’s. The former Nestle’ site has opportunities from retail to medium scale manufacturing already subdivided and ready for development.

The boundary also includes the city’s highest concentration of nationally registered historical sites, retail stores, restaurants, banks, service organizations, and cultural attractions. Many recreational amenities are located here including the Pathfinder Canal Towpath and Canalview Bridge Walk Trails, Canal Landing Park and Marina, and Veterans’ and Oswego Falls Parks.

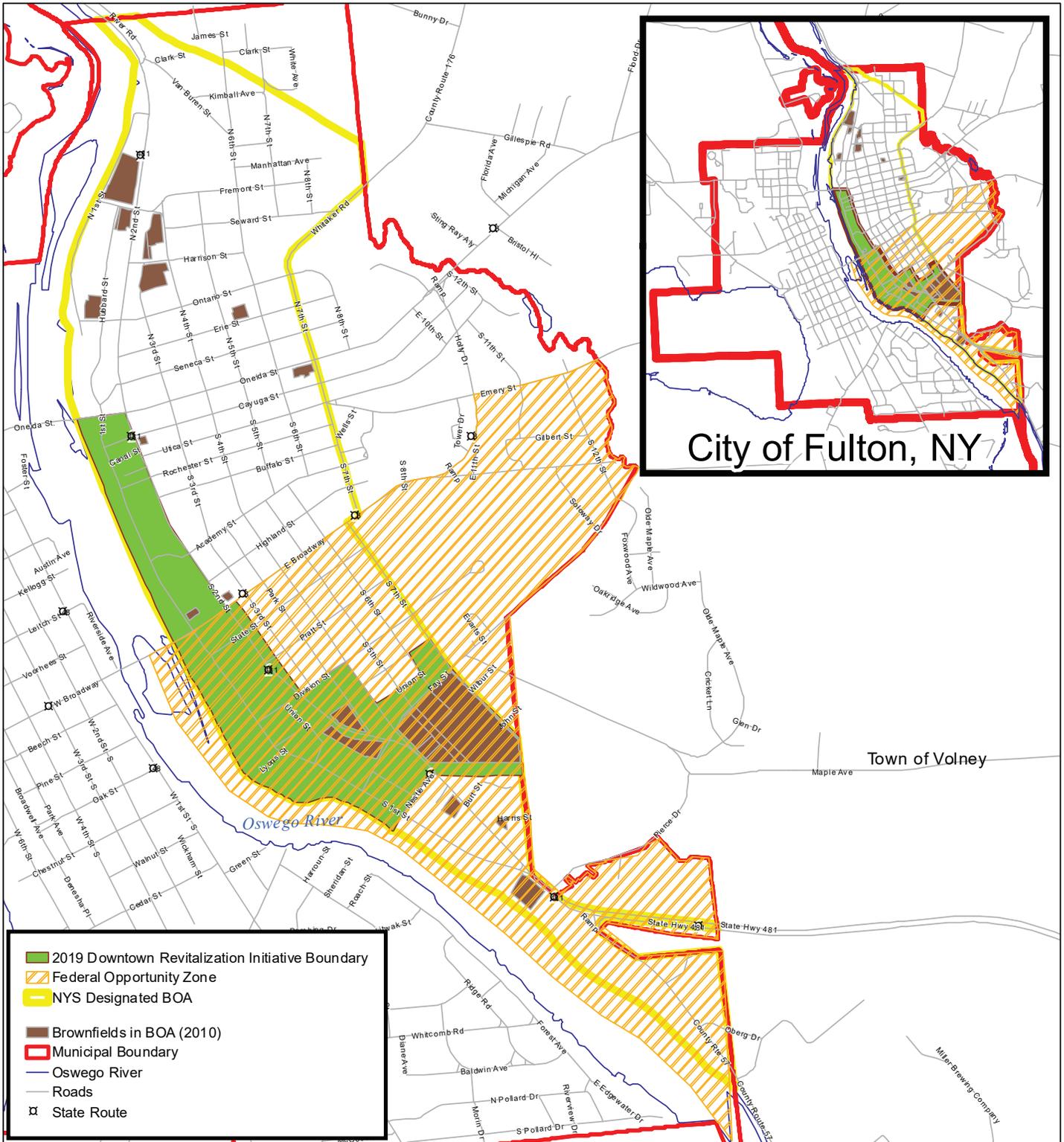
It also includes one of the largest Opportunity Zones in Upstate New York identified as Census Tract 211.01 as well as Brownfield Opportunity Area (BOA) sites identified in the City of Fulton BOA Nomination Study. All proposed DRI projects will be located within this boundary.





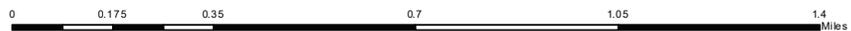
# City of Fulton, NY

## 2019 Downtown Revitalization Initiative Incentive / Investment Areas



By: Oswego County Community Development, Tourism & Planning  
 46 East Bridge Street  
 Oswego, NY 13126  
 (315) 349-8295  
 Karen.Noyes@Oswegocounty.com  
 May 30, 2019

Map #2



## 2 | Past Investment, Future Investment Potential

- ✓ Over \$90 million in new investment has occurred inside the DRI boundary in the past five years.
- ✓ City efforts capitalize on regional plans and initiatives, including the REDC Strategic Plan, URI Plans, Brownfield Opportunity Area, Federal Opportunity Zone, the Oswego County Economic Advancement Plan and Fulton School-Workforce partnerships.
- ✓ City government has forged strong working relationships with Cayuga Community College, Oswego County Department of Community Development, Tourism and Planning, Oswego County Industrial Development Agency, Operation Oswego County, Central New York Regional Planning and Development Board, New York State Department of State, and NYS Canal Corporation.

The City of Fulton is experiencing significant growth. Growth in investments, both past and future, and all of them are tied to Fulton’s vision for its future. The City has had planning studies that have helped guide the way and the growth that Fulton is experiencing is supported by other local and regional plans. This section cites the local and regional plans that support the past investments in Fulton’s DRI boundary as well as its future investment potential which will be detailed in Section 7 Transformative Opportunities.

### **Local and regional plans that support public and private investment in the DRI area**

#### **CNYREDC’s Strategic Plan**

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

- **Strengthen Targeted Industry Concentrations that leverage unique economic assets**
- **Improve competitiveness in, and connections to, the Regional, National and Global Economies**
- **Revitalize our Region’s Cores, Main Streets, and Neighborhoods**
  - Leverage Anchor Institutions in Urban redevelopment
  - Repurpose Existing Infrastructure to recreate Density
  - Develop the Workforce of Tomorrow

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 DRI plan is to assist the major employers in Fulton to find the infrastructure, talent and community support that they need to be successful while adding to residents' cultural experience and quality of life. 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.

Making these investments in these key industries 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 opportunity of Governor Cuomo's DRI application directly addresses the third goal in the CNYREDC's priority list.

### Upstate Revitalization Initiative

CNY Rising, the Upstate Revitalization Initiative (URI) winning strategic plan developed by the Central New York Regional Economic Development Council, identified strategic investment areas and initiatives, prioritizing investments based on regional strengths and opportunities for growth:

- New York-Grown, New York-Certified – Safe and Market-Ready
- Global Center for Unmanned Systems and Cross-Connected Platforms

These strategic priorities can also support growth in industries in and around Fulton, which will generate more high paying jobs for the region. The first priority builds off the strategy to “Strengthen the region’s agribusiness sector 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. 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.



*Drones Over Fulton*

*Photo courtesy of Oswego County Business Journal.*

The second strategic priority of the URI that will support economic growth in Fulton is the Global Center for Unmanned Systems and Cross-Connected Platforms. Unmanned aerial systems (UAS) technology is expected to be the next great evolution of civil aviation in the United States and around the world. A recent study from the Association of Unmanned Vehicle Systems International study indicates that in the United States alone, the UAS industry will create more than 100,000 jobs and \$82 billion in economic impact by 2025. This industry is already located in Fulton, with CNY Drone Works, locating its headquarters in downtown Fulton.

### **Brownfield Opportunity Area**

Fulton completed a Phase 2 Brownfield Opportunity Area Nomination Study called “A Canal City’s Revitalization Plan” in 2013. In it, underutilized and strategic brownfield sites were identified for redevelopment in several areas throughout Fulton including many in the DRI boundary. Several potential DRI projects are brownfield sites. The BOA will allow the city to take full advantage of its development opportunities and continue to create new jobs while improving surrounding neighborhoods. Implementing the BOA concurrently with the DRI will help move the city’s transformation forward.

### **Federal Opportunity Zone**

Established in the Tax Cuts and Jobs Act of 2017, opportunity zones are a community and economic development program aimed at spurring investment in low-income and distressed communities. Census tracts were identified in Fulton in the southeast portion of the city, a portion of which is in the DRI boundary. These opportunity zones will encourage investment in projects physically located in the DRI boundary which will attract developers and investors to invest in Fulton and specifically in the DRI projects. Particularly prominent in Fulton’s strategy is the Nestle’ site, which is wholly located within the Opportunity Zone, and is one of the largest single development sites that has the infrastructure attractive to manufacturers in one ownership located within Central New York.

### **Oswego County Economic Advancement Plan**

Oswego County has undertaken the creation and implementation of a multi-year economic advancement strategy that will significantly grow the local economy; spur large economic investment; establish the county as an economic engine in the region; reduce the local unemployment rate; and maximize economic diversification and resiliency across the county’s communities. To achieve this, an Oswego County Action Plan Matrix has been created and three of the goals directly relate to the Fulton’s DRI projects:

- I. Continuously engage community stakeholders around economic advancement efforts
  - Fulton’s DRI projects include improving quality of life amenities to attract visitors, business travelers, family visits and connecting existing education and training initiative information to be a resource for residents and businesses.

2. Build momentum around targeted industries
  - Targeted industries include advanced manufacturing, food processing, craft beverages, machine shops, and enhancing entrepreneur development, all of which directly tie to Fulton’s DRI projects.
3. Become recognized as a superior location for business attraction and growth
  - Building strategically located spec buildings and promoting workforce training as a major business attraction are both part of Fulton’s transformative opportunities.

### **Fulton School-Workforce Partnerships**

Manufacturing has historically been the foundation of the Fulton community and this continues today. Recognizing that a vibrant community requires a knowledgeable and technically-skilled work force, the Fulton education community has formed strong collaborative partnerships with local manufacturers and businesses. These partnerships are preparing students for current and future job openings in the immediate area. Further, these educational workforce partnerships position business and industry in Fulton and the region to grow and expand and help tomorrow’s workforce in our neighborhoods. There are two unique and effective education programs currently being implemented:

1. Early College High School (ECHA) Program – In 2018, the Fulton City School District, in conjunction with the Oswego County Work Force, Development Board and Cayuga Community College launched an Early College High School Program (ECHS) – a College-Career Pathway created for students to obtain an associate’s degree in Information Technology while in high school.
2. Oswego County Pathways in Technology (P-TECH) – In 2015, the Fulton City School District and all 9 Oswego County school districts partnered with the Center for Instruction Technology and Innovation (CiTi), Onondaga Community College (OCC), and industry partners such as Huhtamaki, Sunoco, and Davis Standard to form Oswego County Pathways in Technology for Early College High School (P-TECH).



*Manufacturers are working with P-Tech to train tomorrow's workforce*

High School P-TECH students benefit from the collaborative work of educators and industry employees who provide expertise on class room instruction, work site visits, job shadowing experiences and internships.

## Past Investments

**City of Fulton Economic Development Projects** - Recent past investments have been made in a wide variety of industrial, commercial, energy and healthcare projects. Operation Oswego County--the local economic development office--documents 30 projects in the City of Fulton from 2014 through May 2019 representing \$90.3 million of investments. Within the City, and the adjacent towns of Volney and Granby, there are a total of 51 projects, with an investment of \$203.2 million which created over 500 new jobs and retained 250 more.

## Manufacturing Investment within, or close to the City Center

Fulton has a long history as a production center. And while recent decades saw the shift away from manufacturing with the loss of Nestle', Miller Brewing, and Birdseye Foods; the City has recently attracted new food processors such as K&N Foods, Teti Bakery, and Martens Fresh.



*Local manufacturers supply thousands of jobs*

1. The City's largest employer is Huhtamaki, which produces containers for the food industry. Huhtamaki employs 450 FTEs in the center off the City, and its plant is directly adjacent to Route 481 at the entry to the city. Since 2010, Huhtamaki has invested over \$28.5 million in renovations to the plant and equipment, and is seeking to hire additional skilled workers.
2. K & N Foods produces premium chicken products, particularly for the halal market. It is operating in the former Birdseye plant located in the city of Fulton. K&N initially invested \$5.2 million to purchase and equip the Birdseye plant. They recently began a partnership with Martens Companies that will utilize the remaining 123,000 sq. ft. of refrigerated space and to bring additional food processing on site.
3. Sunoco's Ethanol Plant is located in the Town of Volney in the Riverside Business Park. Sunoco produces 80 million gallons of ethanol a year, and employs 90 (including contract employees) as well as providing indirect employment with 150 to 200 trucks per day servicing the facility. Manufacturing continues to provide a strong economic base for the City.
4. In 2015-2016, Brookfield Power invested in refurbishing two hydropower units on the Oswego River in Fulton, which after being dormant for five years were brought back online in 2018. This was done in response to an RFP from NYSERDA, which is working to advance the state's clean energy agenda.



## Investment by Anchor Institutions

There are two important anchor educational and healthcare institutions in the City. **Cayuga Community College** invested \$12 million to create its campus at a former shopping center adjacent to the City's entrance at NYS 481. Students can complete requirements for many of CCC's programs offered entirely at the Fulton campus. The facility features classrooms, laboratories, student lounge space and event center, a college bookstore and a learning commons in the center of the campus. CCC is also responsive to the needs of local industry. At their request, CCC started a new certificate program in industrial maintenance to meet the demand for electricians and maintenance mechanics.

**Oswego Health** also operates the Fulton Medical Center, an urgent care center which is located within DRI boundary. 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.

Oswego Health recently opened a new Center for Orthopedic Health in Fulton, which now occupies 6,150 square feet. Services at the new center were initiated on April 15, 2019. The new Center, comes with its own robotic surgical equipment and state-of-the-art digital imaging technology, which provides patients with efficient, high quality screenings. Oswego Health sees the Fulton Medical Center as a key facility for future development.

## Investment in the Traditional Downtown

### CNY Community Arts Center

In 2018, the **CNY Community Arts Center** purchased a 7,000 square foot building in downtown Fulton and in one year transformed it into Fulton's first Community Arts Center. The new arts center houses a 90 seat theater, classrooms, a café, small black box theater, culinary kitchen and retail exhibit space. This allows the Center to offer studio fine arts, culinary arts, writing workshops, performing arts, and after school/weekend youth activities. An Art Gallery showcases exhibits where artists can show and sell their work to the community and hold events.

The Arts Center is a key anchor for the revitalization of downtown Fulton that brings an influx of families, students, performers and arts patrons downtown during the day and evening when performances and activities take place. There is a newborn synergy with nearby restaurants and shops and artistic partnerships with the other downtown cultural attractions such as the Fulton Public Library, the Oswego Canal Landing Marina, the Pratt House Museum, and the Pathfinder and Canal Walk Bridge Walk Trails that capitalize on the Arts Center presence.

Phase I, which included the renovation of the theater and the sprinkler system, cost \$202,000 and was funded by donations from the Richard Shineman Foundation, Fulton Savings Bank, Pathfinder Bank, The Gifford Foundation, National Grid, Community Bank, Huhtamaki, Johnston's Propane Gas Service, Purcell's Wallpaper and Paint, the Oswego County Community Foundation and the City of Fulton.

The CNY Community Arts Center has also received a grant from the New York State Council on the Arts to build a new elevator to make all spaces in the building accessible. This Phase II project costs \$180,000 and completed interior renovations and code compliance activities preparing the space for public access and assembly. The Arts Center is now seeking funding for Phase III of the project, which is described later in this application.

### **Eastern Shore Associates**

**Eastern Shore Associates** is a major insurance broker headquartered in downtown Fulton. It has 80 total employees, 45 located at their downtown buildings. They recently expanded their operations downtown, leasing two additional buildings in Canalview Mall and adding new professional sales staff. Eastern Shore is a major anchor office tenant downtown, and their presence provides demand for downtown services. Internet service providers have also increased their offerings downtown to service Eastern Shore, which also makes high speed digital services available to other users. There is an opportunity to grow their presence downtown, which will result in absorbing more of the underutilized space in downtown.

### **Fulton Family Medicine**

Dr. Esther Lubinga is a family practice physician and a member of the Oswego Health active medical staff. She opened her medical practice, **Fulton Family Medicine**, at 20 Canalview Mall in downtown Fulton. Dr. Lubinga purchased another building within the mall and did renovations to the reception area which totaled \$18,000. The practice is only utilizing 50% of the new space, but she is recruiting other physicians to occupy the balance of the space. She employs nine people.

## **Investment in the NYS 481 Corridor**

### **Former Nestle' Site**

The City of Fulton took a bold step to acquire the former Nestle site and to date has invested more than \$3 million to remediate and demolish vacant buildings. This 24-acre site holds the most potential for development that is seeking high exposure along NYS 481, the main arterial leading through the City. The City secured a \$250,000 grant from the Northern Border Regional Commission's Economic and Infrastructure Development Investment Program to support new infrastructure for the site. In addition, the City of Fulton secured a \$350,000 Restore grant to support infrastructure at the Nestle' site. The goal of the City is to develop the NYS 481 side of the property for commercial development, and to use the balance of the property for manufacturing or related uses.

### **Aldi's Grocery Store:**

During 2017, **Aldi's** made a \$2.2 million investment in the site to build a new grocery store that is now open to the public. The City of Fulton was excited to welcome the Aldi's grocery chain, as the anchor of the highly anticipated former Nestles site redevelopment. This privately financed project invested over \$2.2 Million into a brand new prototype store on the first parcel at the entrance of the former Nestle site. The project utilized local workforce development programs to assist with the 20-25 FTE positions created. This is the only large scale grocery store on the east side of Fulton and it is continuing to gain new customers among residents and visitors who travel through the city.

### **Spectrum-Charter Communications Project**

Construction, Design and Management Inc. was unanimously approved by the Fulton Common Council for the purchase of a former parking lot on Fay Street between South Sixth and South Seventh streets at a purchase price of \$110,000. The company plans to construct a 9,000 square foot building to operate as office space and a distribution center for Charter Communications. The developer will invest \$1 million to construct the building on the former Nestle parking lot. The project will be completed by the end of 2019. **Charter Communications** anticipates holding a lease in the building as the company looks to construct a hub in Fulton. Thirty-five employees will be located here.

### **Taco Bell Restaurant:**

Hospitality Syracuse, Inc. has constructed a new Taco Bell restaurant inside the DRI boundary located at 501-505 South Second Street in the center of NYS 481 replacing a deteriorated commercial building. The business owners invested \$1.5 million and created 50 full and part time positions. This is an infill project and is one of 7 the City is working on to eliminate vacant or unoccupied commercial properties located within the DRI Boundary.

### **New AT&T Store:**

Lighthouse Property Development has constructed a new 1,800 square foot AT&T store located on the NYS 481 corridor inside the DRI boundary. This project, completed in May 2017, transformed a vacant blighted lot into a cutting edge glass front AT&T store welcomed by residents and visitors of the area. This investment of \$450,000 was crucial for a reintroduction of commercial/retail into this area. Operations began in late summer of 2017 and created 2 full time high tech skilled and 5 FTE retail positions.

### **McCue Dental:**

Seymour Properties and McCue Dental partnered to utilize a vacant commercial building to host a full service dental office. The private investment of over \$250,000 had brought life to a building that stayed vacant for almost 10 years. This renovation was completed in June 2017, and created 7 FTE positions within the facility. The business is successful, and is very involved in community events.

### **Mama Gina's Restaurant:**

Mama Gina's restaurant has been a fixture on NYS 481 since 1982. In 2018, the owners invested in a significant renovation of the restaurant, including an authentic brick oven for pizza. The restaurant is locally owned and operated, and contributes to the vibrancy of the NYS 481 corridor and downtown Fulton.

### **Oswego County Federal Credit Union:**

Oswego County Federal Credit Union renovated a former M & T bank building into the Fulton branch for the credit union. They created 11 new FTE positions, and invested over \$1 million dollars to upgrade the building, and install an exterior landscape that set the standard for service and retail on the NYS 481 corridor.

### **Pathfinder Bank Kiosk and Domino's Pizza:**

Whispering Oaks Development Corporation had purchased the former Valvoline oil change facility and converted it to a new location for Domino's Pizza and a new Pathfinder Bank consumer kiosk. The project located on the NYS 481 gateway completed renovations to the building, updated equipment for Domino's and added a location for Pathfinder on the east side of Fulton. This project invested over \$800,000 in renovations and equipment and retained 8 employees.



*Long-established restaurants are investing to accommodate growing business.*

## **Investment in Affordable Housing**

### **Emery Grove Housing Renovations:**

Emery Grove Apartments just completed a substantial rehabilitation of a New York State Public Housing project. The family units were constructed from 1967-1968. The senior citizen building was constructed from 1969-1970. New York State provided \$7.794 million in Public Housing Modernization funding. The Bank of America Merrill Lynch participated in the development and made a grant of \$2.5 million towards reconstruction.

Other sources include Homes for Working Families Tax Exempt Bonds and Low Income Housing Tax Credits provided by NYS Housing Finance Agency. The total development budget was \$25 million.

The family portions of the project consists of ten (10) residential buildings comprising 55 units: 13 one-bedroom units, 1 two-bedroom unit, 31 three-bedroom units, and 10 four-bedroom units. There are three (3) handicap accessible units and three (3) audio/visual units. Most units are two-story in a townhouse format except the handicapped accessible and one-bedroom units which are "flats." The buildings are wood frame, a combination of brick and vinyl siding exterior, and poured concrete walls.

The senior housing portion of the project consists of one (1) residential building comprised of 40 units: 36 one-bedroom units and 4 two-bedroom units. There are two handicap accessible units and two audio/visual units in this building. In addition to the residential apartments, there is a community room, kitchen and hair salon for the tenants.

The building is two-story with a brick exterior and wood framed walls, floors, and roof. The first floor is slab on grade except in a small portion of the building at the main entrance which has a basement that houses the mechanical systems. There is one elevator that services the entire building.

### **OCO- Backstreet Apartments:**

Oswego County Opportunities completed the renovations to the Backstreet Apartments, a permanent supportive housing project on Oneida Street for homeless individuals and families. The Backstreet Apartments provide safe, affordable, and accessible housing in the center of Fulton. The project concluded in December of 2018, received nearly \$1 million from the New York State Office of Temporary and Disability Assistance Corporation and the Federal Home Loan Bank for renovations to the building's exterior and interior energy efficiency upgrades. A retail store, Backstreet Books, is located on the ground floor.

## **Waterfront Project Investment**

### **Canal Landing:**

Canal landing was rededicated and reintroduced during the NYS Canal Corridor Initiative. This project reinvigorated the downtown with streetscape improvements, downtown signage and re-opened streets to invite more traffic including pedestrians into downtown. 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.

## Waterfront Project Investment



### Indian Point Landing (Gazebo, Boat Launch, Fishing Pier, Pedestrian Trail)

The City has also made a significant investment of over \$500,000 in Indian Point providing access to the river, a boat launch, a space for fishing, strolling, and picnicking. Planned trails will serve to connect these amenities to this previous investment so that residents can more easily walk the length of the city along the Oswego River and Canal.

### Brownfield Investment Paves Way for Oswego River Hotel

A 4-acre vacant lot at the northern entrance of the city situated along the Oswego River offer prime redevelopment potential for water/tourism related activities. Locally referred to as the SOFCO site, Brownfield funding helped to clean up this site and helped remove it from the EPA's listing of superfund sites in 2015. In total, city, state, and federal agencies invested more than \$2 million for site cleanup and environmental monitoring. Currently the site is ready for re-development with very minor restrictions. The City of Fulton will conduct a feasibility study on this site for a Hotel/Convention Center along with an anchor restaurant that would be nestled alongside the Oswego River/Canal in close proximity to the Pathfinder Canal Towpath Trail allowing visitors to enjoy Fulton's waterfront.

### Municipal Infrastructure Investment

In addition to the investments noted above, the City of Fulton has a cutting edge approach to upgrade infrastructure. This has been accomplished by stretching the public works funding, 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 area.



*Sidewalk repairs along the Canalview Bridge Walk were completed in 2018*

The city has also invested over \$1.1 million to upgrade and install new infrastructure to both business expansions and new housing alike through the entire city. According to the American Society of Civil Engineers, 4 out of 10 bridges are deficient. The City of Fulton, however, 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.

## **Future Investment Potential**

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 are described in detail in Section 7.

Fulton has made major investments in its waterfront. The City of Fulton is currently updating its Local Waterfront Revitalization Program (LWRP) Plan to advance waterfront development consistency. The Oswego River and the New York State Canal System provide the opportunity to bring new tourism traffic into downtown Fulton, but upgrades to the marina and Canal Landing are needed to attract more retail, restaurant and service providers in close proximity to the waterfront. The traditional downtown today houses restaurants, retail, physicians' offices, professional offices, pharmacies. New entrepreneurs have approached the city with projects that will strengthen these offerings for both Fulton residents and visitors.



*Paddlefest draws thousands to Oswego River in Fulton each summer.*

For the public, the main gateway to downtown is NYS-481, which comprises South Second Street in the City. There has been an influx of fast food restaurants, sit down restaurants, auto related services, personal services and churches which have grown along this arterial. There are still major infill opportunities, which were created by the closure of the Nestle' chocolate plant and the closure of a major automobile dealer. All of the structures on these sites have been demolished and the former Nestle' site is now in the ownership of the City of Fulton.

One block away from this major arterial is South First Street, which has more of the traditional downtown uses: City Hall, the public library, the Pratt House historic museum, the headquarters of local banks and insurance companies, and the Post Office. This street offers great potential as an historic district, and several transformative opportunities for both renovation and new infill development exist along this street.

In 2018 the City of Fulton secured a \$900,000 grant for the construction of the Pathfinder Canal Towpath Trail and the Canalview Bridge Walk Trail. Along with a \$100,000 DASNY grant secured by Assemblyman William Barclay has provided the opportunity to more closely tie the traditional downtown to the waterfront while providing a major community asset. In addition, the location of the CNY Community Arts Center has brought a major cultural attraction to the heart of the traditional downtown, which will feed patrons and visitors to the existing and newly created businesses. Several transformative opportunities exist in this application to expand the trail system, renovate the library and expand upon the arts center.

The presence and growth of the anchor institutions create more opportunities. Fulton is once again becoming a major medical center for Oswego County and northern Onondaga County. The expansion of outpatient services has fueled not only the expansion of the services offered by Oswego Health at the Fulton Medical Center, but multiple opportunities to retain and attract new outpatient medical services and physician's offices to the city. In addition, Cayuga Community College is looking to locate additional educational services outside of its core campus and is seeking sites in the core of the city.

Together, all of these assets set the stage for the transformative projects outlined in Section 7. There is a great opportunity in Fulton now to build on these business, cultural, commercial, and residential assets to drive new entrepreneurial development and economic energy in the heart of the city.

### 3 | Recent or Impending Job Growth

In the Five Year Strategic Plan: 2012-2016, the Central New York Regional Economic Development Council identified six “established and growing economic industry sectors” in the region. These six sectors (Clean Energy, Health, Biomedical and Biosciences, Financial Services, Agribusiness and Food Processing, Advanced Manufacturing, and Destination Tourism) are not only priority industry concentrations for NYS but also for Fulton. Several of these sectors are represented within our DRI boundary, contribute to Fulton’s job growth, and are poised to expand. It is the community’s goal to use this growing, diversified foundation which already attracts a wide range of professionals to drive demand for new retail, service and residential opportunities for downtown Fulton.



*Universal Metal has seen significant growth in its metal fabrication business*

These six industries are generating a growing base of jobs that are at the core of the city. Many of the companies are actively recruiting new talent. These industries can provide the economic energy and generate demand for commercial services in downtown as well as a demand for housing within the city. In addition, 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. As a result of these industries and other public sector jobs nearby, banks, insurance companies and financial services, physicians and allied health professions, and higher education are growing.

In addition, the CNY Rising Plan, which is the regional plan and investment prospectus awarded in 2015 for New York State’s Upstate Revitalization Initiative identified multiple growth sectors that are represented in Fulton including agribusiness and food processing, unmanned aerial systems, and biotech/health care services.

#### **The six industry sectors are:**

**Clean Energy** - Brookfield Power operates a one megawatt hydroelectric plant in the Oswego River in downtown Fulton. Fulton is one of five regional offices for Brookfield in New York State, employing over 40 people. They operate 6 hydropower plants on the Oswego River, generating 32 megawatts of clean energy. These renewable assets contribute to sustainable development, and align with New York State’s clean energy plan.



*Oswego Health Orthopedic Center Opened April 2019*



*Future site of The Maples, an assisted living facility*

**Sunoco** recently announced that **Attis Company** will purchase its ethanol plant with the \$20 million sale to close this summer. In addition to continuing the ethanol operation, Attis will invest \$8 million to double the production of corn oil from 2 million gallons to 3.9 million. Attis also plans to invest an additional \$15-\$20 million for the creation of a biodiesel plant, and will develop a capability to use biomass as an additional feedstock for biomass, with an additional investment in the range of \$45 million. This will create an additional 30 jobs at the facility.

**Health, Biomedical and Biosciences** - Fulton is home to Oswego Health's **Fulton Medical Center**. In addition to their importance as health service supplier, they are a major employer in the City of Fulton. Oswego Health plans to continue the expansion of the medical center which will create an additional 24 jobs in 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.

Developer Atom Avery has plans to create a new assisted living facility, **The Maples**, at the location of the former Michaud Nursing Home. The new 88-bed facility will create an additional 40 professional positions. The total investment will be \$3.9 million.

**Financial Services** -Fulton is a communitywide banking center with headquarters or major branches of banks, credit unions, insurance companies 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. One of the largest financial services firms headquartered in downtown Fulton is **Eastern Shore Associates**. As noted in the previous section, Eastern Shore has recently expanded, leasing two adjacent buildings. They see future potential for growth, and the potential lease of a fourth building. They anticipate that this will create new professional insurance career opportunities downtown.

**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).

**K&N** is headquartered in Pakistan, and specializes in the production of halal chicken for the U.S. market. They operate in part of the former Birdseye facility.

The second FDI is Canadian based **Teti Bakery**, which makes Italian flatbreads for sale to supermarket chains. Among its customers are Wegmans Food Markets and Costco. 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. Internationally known ice cream producer Ben and Jerry's is among those whose packaging is manufactured in Fulton. Huhtamaki is the largest manufacturing employer in Fulton with 450 employees, and located along NYS 481 and adjacent to downtown. It is one of 18 Huhtamaki plants in North America and 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 plant and capable of successfully competing for new business. Huhtamaki currently has openings to hire 25-50 additional employees.

**Martens Fresh** is the latest food processing business to locate an operation in Fulton. It purchased the 123,000 square foot freezer facility from K&N which is located on K&N's site for \$4 million. It is anticipated that Martens will bring an additional 35-40 positions to the site along with a \$5 million dollar investment. The project, designated as iFreeze, plans to add 70 more jobs if rail service can be re-established to the site.

**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". The 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. These industries alone employ 80% of the nation's engineers, perform 90% of private sector research and development, generate approximately 85% of U.S. patents, and account 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 Performance Materials 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)

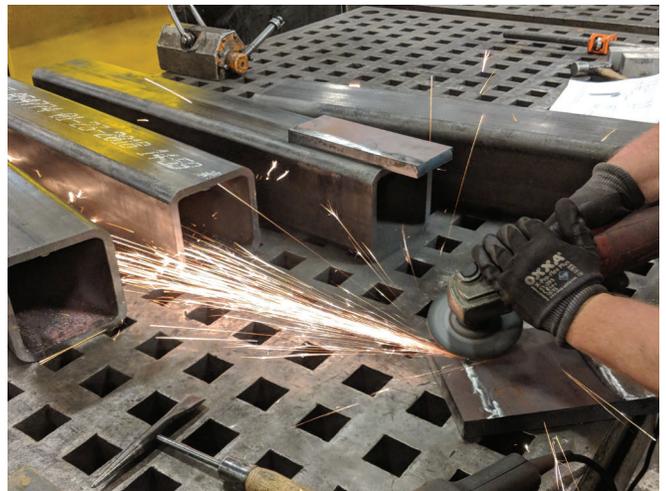
- Pathfinder Industries (a WBE firm, and a precision manufacturer of sheet metal and machined parts)

- 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 (UMW) 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.



*Huhtamaki, a packaging company, employs 450 people*



*Universal Metal Works*

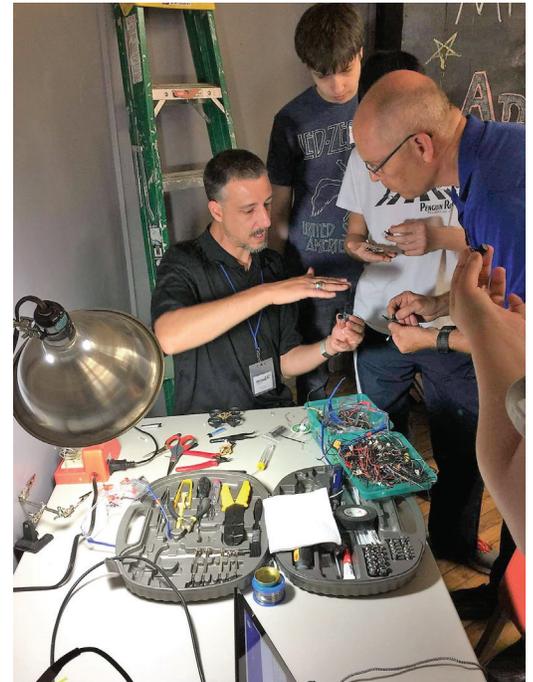
## Universal Metal Gives Back To The Community



**Huhtamaki  
Partners  
with Schools  
to Train**

Several of these advanced manufacturing businesses can be an important part of the supply chain for regional manufacturers, as well as the growing unmanned aerial systems industry. In addition, **CNY Drone Works**, which provides turnkey unmanned aerial systems solutions, services and training, and specializes in photography and agricultural mapping is a new entrepreneurial business that has located in Fulton.

**Destination Tourism** - Fulton is in the final stages of completing its Local Waterfront Revitalization Program (LWRP) Plan. Fulton's natural waterfront assets of the Oswego River/Canal and Lake Neatahwanta provide an incredible 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.



*CNY Drone Works*



*Indian Point*

Fulton's comprehensive LWRP Plan will allow the City's waterfront areas to be strategically developed and will stimulate economic development by strengthening linkages between the City's downtown and waterfront areas. Many tourism and recreational initiatives are currently underway including the construction of the Pathfinder Canal Towpath and Canalview Bridge Walk Trails in downtown Fulton.

These are all part of the growing employment base for Fulton, and these jobs in manufacturing, financial services, clean energy, health services, advanced manufacturing and destination tourism create new opportunities for retail, service, and residential demand for the city center. These industries are generating new jobs in and around the city, and are paying salaries sufficient to support demand for the retail, restaurant, recreation and residential amenities described in this application.

## 4 | ATTRACTIVENESS OF PHYSICAL ENVIRONMENT

Fulton’s DRI boundary contains many cultural and natural resources that are significant assets for the city. Central to the boundary is our beautiful scenic waterfront and historic district along the Oswego River and Canal in downtown Fulton. Many strategic planning initiatives are focused here including the 1997 Bridge-to-Bridge Plan and the NYS Canal Recreationway Plan and Canal Corridor Initiative that have resulted in the following waterfront revitalization projects that continue to beautify and enhance our city:

- ✓ **Canal Landing Park and Gazebo**
- ✓ **Improved downtown vehicular access and parking**
- ✓ **Development of the Canal Landing Retail Center**
- ✓ **Improvement and expansion of the marina and docking facilities at Canal Park Marina**
- ✓ **A waterfront walkway, towpath trail, lighting, benches and interpretive signs along the marina and at Indian Point Landing**

In addition, the northeastern DRI boundary encapsulates the expanding business district on highly accessible NYS 481 running parallel to the waterfront. To build on this foundation, Fulton is finalizing a Local Waterfront Revitalization Program (LWRP) Plan to guide future waterfront development. Included in this Plan are projects to link waterfront initiatives to Fulton’s downtown and business districts; to develop consistent, interpretive waterfront signage; to construct multi-use walking trails; to build on its ongoing city park improvements; and to improve boating accessibility and Canal Landing Marina facilities, among others.



## Today our city has many attributes that contribute or could contribute if enhanced to the attractiveness and livability of our downtown:

**Housing Affordability and Type** – Fulton’s downtown offers market rate condominium housing, senior citizen subsidized apartment complexes, and residential houses all within the downtown boundary and along the waterfront. Future plans include additional mixed use spaces as development proceeds along the waterfront. There are several city-owned and private properties along the waterfront or across the street from the waterfront that are available for consideration as mixed-use or mixed income housing development. For example, Fulton owns two upper parking lots along the Oswego River near Veteran’s Park. These parcels would be ideal to develop into waterfront housing or mixed use with retail below and housing above without compromising the scenic views of the river.

**Walkability and Bikeability** - The City of Fulton’s Comprehensive Plan has identified 8 multi-use walking/biking trails throughout the city. Since the city’s early days, Fulton was designed as a very walkable city and these trails are a natural fit that connect our city streets to our scenic waterfront and our city parks. Fulton’s traditional downtown is compact, built on an original town center of streets. As a result, it is very walkable with sidewalks, narrow streets, and slow moving traffic. This gives downtown great potential, with the right array of stores, restaurants and services to provide a great environment for people to congregate.

**A portion of two of the downtown trails** – the Pathfinder Canal Towpath and the Canalview Bridge Walk Trails -- was completed in previous years. With a CFA grant of \$900,000 awarded by the Department of State and Canal Corporation in December 2018, construction to complete these two trails, including lighting, benches, signage, and landscaping will begin in 2019. As additional funding is secured, all 8 multi-use trails will be completed resulting in an enhanced quality of life for residents and a tourist destination for visitors.

**Healthy and Affordable Food Markets** – Fulton is home to many nearby farmers who grow fruits and vegetables. Onions, apples, meat, cheese, wine, milk, maple syrup, honey, berries, plums, peaches, and a wide variety of vegetables are produced nearby which generate \$47.6 million in annual revenue countywide. The City of Fulton and the Greater Oswego-Fulton Chamber of Commerce recognizes the retail strengths of these surrounding farms and offers a large and growing Farmer’s Market in downtown Fulton for 6 months each year. In 2019, additional funding was received to expand the market to include additional offerings to market patrons. In addition, Fulton is well served with affordable grocery stores including Aldi’s, Price Chopper, Sav-A-Lot, Walmart, as well as several convenience stores.



**Public Parks and Gathering Spaces** - Downtown Fulton is home to Veterans’ Park across from City Hall on South First Street. This park serves as the geographic midway point of both the Canalview Bridge Walk and the Pathfinder Canal Towpath Trails. In recognition of its prime location on the river and to improve access to Veterans’ Park to better honor our veterans, a stairwell will be built along the riverbank that connects Veterans’ Park to both the Canalview Bridge Walk and the Pathfinder Canal Towpath Trails.



*Tunes In June, Canal Landing Park*

In the center of downtown is the Canal Landing Park and Gazebo which is home to many concerts and events including the extremely popular Tunes in June and many jazz and community band concerts. This Park is located next to the Oswego Canal (the Oswego Canal is part of the NYS Erie Canal System) and Fulton’s downtown walking trails. The potential for this Park and surrounding waterfront areas are huge especially given Governor Cuomo’s new initiative (Reimagine the Canal) to explore reimagination of the Erie Canal as a catalyst for economic development and resiliency.

“The Erie Canal corridor is one of New York’s most iconic assets and remains a key economic driver for the region and the state,” Governor Cuomo said. “The Canal helped make New York the Empire State and this initiative will reimagine the canal and adapt it for new uses in upstate communities, furthering upstate New York’s unprecedented growth.” Fulton is one of the 147 communities along the Canal system and is poised to use its waterfront and canal to offer new and exciting recreational and economic development opportunities, and in the process, improve our economy and community resilience.

The CNY Community Arts Center, now relocated in its permanent home in downtown Fulton, offers many theater and musical performances, art classes, and literary events already drawing people to downtown not only from Fulton but from the surrounding areas including Syracuse, Baldwinsville, Oswego, Central Square and Mexico.

South First Street in Downtown Fulton is also home to Fulton's first historic district. Several historic structures remain intact and are in need of re-investment. Included in this district is the historic US Post Office, the Pratt House Museum, home of Fulton's Historical Society, the Fulton Public Library, a Carnegie building, and the Case-Lee House, an 1850's red brick mansion to be converted to a bed and breakfast/boutique hotel. The Fulton Public Library also borders the Pathfinder Canal Towpath Trail. Behind the library is a large gathering space which could be developed into a patio and scenic lookout for trail walkers and library patrons to stop, sit and enjoy the picturesque Oswego River. Both the Public Library and the Case-Lee House have been identified as DRI projects.

Running through Fulton's DRI boundary is the NYS 481 corridor, which runs north to south through Fulton. According to a 2016 traffic study by the New York State Department of Transportation, approximately 11,000 cars per day drive along this highway. To complement Fulton's vision for waterfront development, this gateway corridor can be enhanced to include traffic-calming techniques such as coordinated curb cuts, bike lanes, landscaping, shared parking and building height and setback requirements. The corridor could also be significantly enhanced by the addition of infill development on vacant or underutilized sites. This DRI project – with the help of the New York State Department of Transportation, city leadership and private investments – would contribute to downtown's attractiveness and will also maximize commercial business and tourism opportunities.



## 5 | Quality of Life Policies

Fulton is a city in transition. The city is energized and change is occurring on many levels. Grassroots efforts led by citizens and companion laws by city leaders are improving the quality of life not only in our downtown boundary but all throughout the Fulton community. The City of Fulton's Comprehensive Plan guides the city and its residents with key quality of life strategies including the walking trail strategy, housing improvements, the tree planting program, historic preservation and restoring and updating parks.

The following quality of life initiatives and organizations represent the scope and capture the planning, energy and change occurring in Fulton:

### **Local Waterfront Revitalization Plan**

The City of Fulton is finalizing a Local Waterfront Revitalization Program (LWRP) Plan, which builds from a draft Plan that was submitted in 2005. The City recognizes the strengths that having an approved LWRP Plan will provide to residents and visitors. To date, the LWRP process has involved public and stakeholder meetings which has brought together local and state governments, business 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 a vision for managing Fulton's natural resources such as the Oswego River and Canal 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 and represents a way for Fulton to achieve balance between economic development and environmental protection.

Local elected officials and state representatives are committed to this planning effort and understand the value it can provide to the city. As such, beginning in 2017, local leaders lobbied state representatives to designate both the Oswego River and Lake Neatahwanta as inland waterways. In January 2019, Governor Cuomo signed legislation authorizing that they be added to this list. The inland waterway designation will enable Fulton to build on waterfront development and preservation. The important designation for both the river and lake will help protect all of Fulton's waterways while, at the same time, help boost local economic, recreational, and conservation efforts for the long term.



### **New Zoning Laws**

New zoning policies are in place that support mixed use spaces and the LWRP is enabling the city to better coordinate development and enforcement according to the overall vision. The zoning districts located downtown along the riverfront allow for the potential of mixed-use market-rate waterfront development. In addition, the city strengthened its codes in 2018 to prevent property blight. One new law prohibits property managers of rental units from being further than 25 miles from Fulton. The city also passed a law prohibiting rental permits from being issued or renewed if back taxes are owed. To coincide with these changes, penalty fees were also enhanced.

### **Smart City High Efficiency Lighting Innovation**

The efficiency and safety of our downtown facilities has been improved. This year, more than 400 high-watt sodium lights were replaced with lower watt LED lights. In many cases downtown, 400 watt lights were replaced with 210 watt LED lights and 250 watt lights were replaced with 96 watt LEDs. The first phase of the street light improvements were targeted downtown including parking lots and along the most frequently traveled roads such as both bridges and NYS 481. The city worked with National Grid and state officials to make a total conversion plan for the city possible. All lights will be retrofitted with the LED lights by 2021. The city is also investigating possible solar or other alternative energy choices as part of the Smart City Innovation program. Cultural landmark lighting projects and decorative lighting to downtown streets are planned to be installed this year.

CNY Arts Center, Little Women



Annual  
Memorial  
Day  
Parade



### Urban and Community Forestry Efforts

For the last 20 years, the City of Fulton Forestation Advisory Group 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. As part of Tree City USA which incorporates policies and guidance provided by the USDA Forestry Service and the Urban and Community Forestry Program, Fulton has been able to preserve and enhance greenspaces in its downtown and remained ahead of many communities who have let support for greenspaces dwindle.

In 2018, Fulton was awarded a \$100,000 grant by EPA’s Great Lakes Restoration Initiative to plant over 200 trees on 12 sites, many of which are within the DRI boundary and will complement development activities already planned. Not only will the trees help control storm water runoff but will add much-needed green space on these sites this year.

### Service Organizations Support City Efforts

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. Some have launched youth sports programs, adopted public area to ensure beautification, and continue to be community stewards on a variety of public and private efforts that improve our overall community. For a city of its size, Fulton’s service organizations and volunteers are plentiful. They include but are not limited to the Fulton Community Revitalization Corporation, Greater Oswego-Fulton Chamber of Commerce, Fulton Rotary Clubs (both sunrise and noon), Fulton Lions Club, Fulton Kiwanis, Project Bloom, Fulton Footpaths, Friends of Great Bear, Friends of Fulton Public Library, the Pratt House (Fulton’s Historical Society) and Community Neighborhood Improvement Coalition.

## **Fulton Block Builders**

One organization that has made transformative changes in Fulton in just three years is Fulton Block Builders (FBB). In 2016, this non-profit community-led organization was formed to revitalize neighborhoods in six target areas throughout Fulton while building pride and community.

Based on the Healthy Neighbors Initiative, FBB is a neighborhood revitalization program that allows homeowners to target exterior home improvements with matching grants. Since the program's inception, efforts have resulted in \$750,000 investment in privately-owned properties in the city of Fulton.

This organization's growing success is a testament to the community's interest in revitalization, one block at a time. In its first year, FBB raised over \$150,000 from community organizations, businesses and individuals and 127 properties were awarded grant dollars for exterior home improvement. This year the organization nearly doubled its reach. To date, more than 400 property owners will have completed or are in the process of exterior home improvements in neighborhood clusters throughout the city. In addition, five of the six targeted zones outlined are immediately adjacent to Fulton's DRI downtown boundary.





### Oswego County Land Bank

Fulton is part of the 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 35 land banks in New York State and Fulton is fortunate to be able to take advantage of this new tool.

According to 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.

In the last 12 months, the Oswego County Land Bank has undertaken 3 projects and at least \$107,000 in housing rehabilitation funding has been secured to benefit Fulton. These efforts are working in conjunction with a neighborhood stabilization plan for the northeast neighborhood. This also works to complement civic-led initiatives such as Fulton Block Builders who are all private home owners working to improve curb appeal and neighborhood relations.

## Lake Neatahwanta Restoration

The Lake Neatahwanta Reclamation Committee was formed in 2008 with the help of Cornell Cooperative Extension of Oswego County. The committee is comprised of concerned community members from the City of Fulton and the Town of Granby. These municipalities both border the lake, although Fulton owns the largest section of the lake that is open to the public. The formation of this committee enabled the city to take a strategic approach to restoring the lake and is close to reopening its beach which was closed down in 1998 due to blue-green algae bloom. 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.

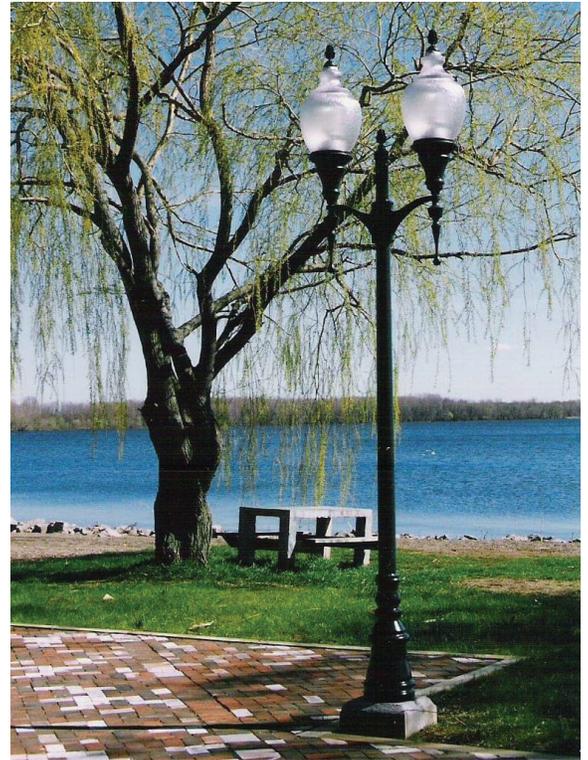
The goal of reopening the beach will improve the quality of life for residents and bring a much-needed activity for Fulton's families. Funding for a new mobile stage to be used at the beach has been secured and a new park has already been installed adjacent to the beach. The city is also renovating the old bathrooms. Trail improvements will better connect all of these recreational amenities to downtown Fulton.

## Fulton Parks and Recreation Restoration

Friends of Fulton Parks, Inc. was organized to provide financial assistance and in-kind services to renovate and improve Fulton's 13 parks and to oversee the funding and implementation of these renovations.

Friends of Fulton's Parks has worked strategically to install playground equipment, picnic tables, barbeque grills, pavilion structures, benches, landscaping, fencing and the construction and maintenance of trails located at these sites. The group works in tandem with the City of Fulton's Parks and Recreation Department. The group has recently installed 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.

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.



## Oswego County Opportunities, Inc.

Fulton residents benefit from having convenient access to Oswego County Opportunities, Inc., a private, non-profit service agency that employs 590 people at sites throughout the county. OCO provides educational services to the young, support for youth, assistance for the homeless, meals for the elderly, health care for families, guidance for those diagnosed with a mental illness, housing for the disabled, crisis intervention, safety for the abused as well as transportation. Historically, OCO has developed key relationships with stakeholders, residents and businesses to create stronger ties and collaboration throughout the community. It's Meals on Wheels program alone serves more than 1,000 meals in the city of Fulton to homebound residents and senior citizens who are unable to cook for themselves. In addition to staff, the program is supported again by Fulton's dedicated volunteers.

The agency's main offices are located in Fulton's downtown. More than 95% of OCO employees live in the county and annual salaries and benefits total nearly \$20 million. According to their 2018 annual report, it is estimated the company and its employees provide a \$28 million annual impact on the overall economy.

## Oswego Industries

The Fulton community is stronger as a result of Oswego Industries, a nonprofit agency operating in Fulton since 1968. With a mission to be a partner to improve the quality of life for those with intellectual and developmental disabilities, Oswego Industries offers employment opportunities and vocational services both on location and within the greater community. The business services divisions include custodial and landscaping, textiles, assembly and packaging, warehousing and fulfillment, document scanning and quality assurance. Working alongside the participants, agency employees provide training and support to ensure alignment with abilities. With a focus on high quality work and efficient production, the agency is able to provide services and products to area businesses at a competitive cost.

In addition to employment opportunities, Oswego Industries provides supportive day habilitation through their Lasting Integration for Everyone (L.I.F.E.) program. The day habilitation is a specialized program focused on medical, social and adaptive needs. Interaction between the community and the program participants is encouraged through activities designed to improve daily living skills, spark social engagement and build an overall confidence.

## 6 | Public Support

The City of Fulton is undergoing a renaissance. This reclaiming of Fulton has been gaining momentum and today has reached a critical mass of support and activity from all sectors of the Fulton community: industry, small business owners, current and emerging entrepreneurs, community and non-profit organizations, and city residents.

✓ The City of Fulton used an open community engagement process that has resulted in a unified vision for downtown revitalization and waterfront development to develop this DRI application. This is the same approach used to gather public input for the Local Waterfront Revitalization Program (LWRP) Plan.

✓ The development of this DRI application was guided by City leadership and developed by a working committee of business professionals who conducted individual interviews and solicited input from the business owners, industry leaders, and community residents.

### Public Outreach for the 2019 DRI

Throughout the development of this plan, the team has held strategic meetings with stakeholders, one-on-one meetings with business leaders, community leaders, property owners and developers, and those involved with workforce development. These interviews and meetings were essential to the development of this plan and helped inform the overall vision for economic development as previously referenced.

*The community speaks....*

*I would like “anything that would take advantage of our beautiful river. We’ve visited so many towns that have waterways running them and they all make the water their focal point. Coffee shops with bistro tables, flowers and more flowers, play up the rich history of our city.”*



Apart from these key interviews and meetings, the team scheduled and heavily publicized a public outreach meeting that was held on May 15, 2019. The goal was to explain the DRI to the public and invite public input for improvements they wish to see in Fulton and particularly for the proposed DRI boundary. More than 35 members of the public attended and provided input. A summary of the Meeting Notes from this public meeting can be found in Question 9: Other Information That Supports the DRI.

**At the meeting, three questions were posed to the public on a slideshow presentation:**

- What would you like to see in downtown Fulton?
- What existing venue or amenities could be improved in the downtown area?
- With a \$10 million resource, how do you envision the downtown in 5 or 10 years?

In addition to asking people at the open forum what they would like to see downtown and providing paper surveys, this year the DRI team created an online survey featuring the same questions. This survey was shared through social media, in the news media, and shared via email blasts by Fulton-based corporations and agencies to encourage people in Fulton to provide input.

As a result of this engagement process, the City of Fulton has received a remarkable level of community input and support for the City’s Downtown Revitalization Initiative application. Over 40 letters of support have been received for Fulton’s fourth DRI application submission. Over 200 community members provided individual input through the DRI public meeting, interviews, online surveys, written surveys or via email.

The surveys turned out to play a key role in this process and enabled the DRI team to amass the feedback and search for common themes and ideas. Ultimately, the surveys and public input informed some of the projects outlined in this plan such as the movie theater and updates at the marina. While the DRI team was poised to include the marina as a project prior to receiving this public feedback, the written responses provided more evidence and support for this need. In addition the recent feedback was in alignment with the city’s overall vision and reaffirmed comments received during previous outreach efforts. A summary of the community’s input is found in Question 9 Other Information That Supports the DRI.

*The community speaks....*

*I see “a full functioning river walk from Broadway Bridge to Indian Point with water fire events, amphitheater seating in the hillside next to the Library for outside concerts, food trucks and sound system in the marina area, bike rentals on the Pathfinder Trail.”*

*The community speaks...*

*I see “A well-defined Downtown district with more business, restaurants and mixed-use buildings, places where people shop and see entertainment and eat. I’d like to see a greater focus on the river, and streetscape improvements in the downtown area.”*

## **The Development of Fulton’s Vision for Downtown Revitalization**

The City of Fulton has developed a vision for its downtown revitalization centered around Fulton’s historic waterfront. The catalysts for this vision were the City’s Comprehensive Plan and its goals to promote economic vitality and improve the quality of life and the preparation of the City’s Local Waterfront Revitalization Program (LWRP) Plan.

The City of Fulton has developed their LWRP Plan with funding and assistance from the New York State Department of State. The LWRP is a voluntary, grassroots effort that brought together local and state government, business and industry, environmental interests, private organizations and community citizens to assess current opportunities and constraints and to build a consensus on the desired future of Fulton’s waterfront. More importantly, the LWRP provides Fulton with a strategy for achieving this vision and for managing local resources. Fulton’s LWRP will be sent to the DOS in 2019 for final approval.

The vision for Fulton’s waterfront is articulated throughout this DRI application.

## **Public Participation and Engagement Process**

Throughout the development of Fulton’s LWRP Plan and its DRI submissions over the past four years, there has been a comprehensive and robust public engagement and participation process. A summary of this comprehensive process entitled “City of Fulton Local Waterfront Revitalization Program (LWRP) Community Outreach Process and Plan” can be found in Question 9 Other Information That Supports the DRI. This summary identifies the detailed Public Information and Input Meetings, Community Presentations, and Media coverage for both the LWRP and DRI processes.

Heading the LWRP engagement process were members of the LWRP Advisory Committee which was formed to oversee, guide and prepare the formulation of the Local Waterfront Revitalization Program Plan. This Committee is comprised of representatives from the Community Development Agency, City of Fulton, and local residents. In

Fulton’s Public Input and Participation process included community presentations, public information/input meetings, online and written surveys, and media coverage.

### **Public Information and Input Meetings**

As part of the LWRP public engagement process, four formal public information meetings on planning for the future of Fulton’s waterfront development were held from December 2016 through November 2018.

Throughout the process, questionnaire forms for residents to mail or email their comments were passed out and offered online through City websites. Over 140 residents, business owners, and representatives participated in these meetings or provided input.

Many spoke on behalf of their organizations and, all combined, represented thousands of residents in the city of Fulton. Additional DRI public meetings were held over the past four years.

*The community speaks.....*

*“We need to put shops and small businesses like we used to have. A coffee shop/newspaper place like Fosters of the past. We have our CNY Community Arts Center and a couple of nice restaurants so let’s build off that to draw people downtown.”*

*The community speaks...*

*“I would like to see a movie theater. Safer walking paths to get to the college for students. Add a dog park. Bike/ walking/ wheel chair lanes. Thai/Japanese/ Vegan food restaurants. Canoe rentals and paddle boats near the lake. Better parking. Electric car charging stations.”*

### **Community Presentations**

Throughout the process, there have also been many community presentations on our waterfront development. From 2016 through 2019, presentations have been made and input has been received from local, state and federally elected officials, members of the Fulton Historical Society, Fulton City school district officials, Oswego County Opportunities, Fulton Public Library, Fulton’s Mayor, Common Council, Fulton Parks, Fulton Block Builders, City Historian, Fulton Community Revitalization Corporation (FCRC), CNY Community Arts Center, Cayuga Community College, Greater Oswego-Fulton Chamber of Commerce, and multiple civic leadership groups.

## Media Coverage

Throughout the LWRP and DRI processes, Fulton has had significant media coverage that provided a great service to inform the public on waterfront and downtown strategies and provided them with how to contact the City with their input and ideas.

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

Mayor Ronald L. Woodward, Sr., Mayor of the City of Fulton

Phone: (315)592-7330

Email: rwoodward@cityoffulton.com

Joseph Fiumara, Executive Director, Fulton Community Development Agency;

phone number:

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.



**May 15, 7 pm @ Fulton City Hall**

City of Fulton residents are invited to provide ideas for improving the city in advance of the city's Downtown Revitalization Initiative grant application to NYS. All are welcome.

## 7 | Transformative Opportunities

Fulton’s Vision is to leverage its historic downtown waterfront and the economic drivers found in Fulton’s health, service, and manufacturing industries and its innovative entrepreneurs to increase employment, redevelop vacant or underutilized property and enhance the city’s natural and cultural attractions. Fulton is bringing that vision to life with the current range of projects and initiatives that can transform Fulton. Below is the list of identified public and private initiatives, both large and small, in the City of Fulton’s DRI Boundary:

### Case Lee Historical Bed and Breakfast

Total Cost: \$775,000

DRI Investment: \$155,000

New Jobs Created: 5

DRI Location: Canalview

This project is to save and rehabilitate a red brick mansion located next to the historic Pratt House on South First Street. This house, called the Case-Lee House, dates back to the 1850’s and was owned by prominent Fultonian Dr. Charles Rowe Lee. This project will renovate almost 9,000 square feet to host a 7 room bed and breakfast/boutique hotel. The private investor will renovate the once majestic 3 story brick façade structure to offer a café with sitting and reading rooms that will complement the history of the building. The developer will seek listing on the NYS Historical Registry. This property

is located across the street from the Oswego River/Canal and the Pathfinder Canal Towpath and the Canalview Bridge Walk Trails that will connect pedestrians to all points of interest in the city. Once complete, job creation of 5 FTE positions through full and part time positions is projected.

### CNY Drone Works

Total Cost: \$325,000

DRI Investment: \$65,000

New Jobs Created: 5

DRI Location: Canalview

Partners John McGraw and Sean Falconer propose to transform a vacant downtown building into a headquarters for CNY Drone Works. Once completed, the renovation of the 2,000 square foot building will host a retail space for consumer drone sales and a space to offer drone services for surveying, inspections for municipalities, and other difficult terrain missions. It also provides commercial drone services and specializes in a range of services from photography to 3D scanning and agricultural mapping. Using state-of-the-art camera drones, CNY Drone Works captures on-demand high-quality images and video from unprecedented aerial perspectives. It provides aerial services for

a variety of markets and can help finish projects with professional editing. The popularity growing in this industry offers local youths an opportunity to engage in cutting edge technology through the development of 5 FTE positions that will be made available. They will also partner with local schools for technical training purposes.

### CNY Community Arts Center - Phase 3

Total Cost: \$330,000

DRI Investment: \$66,000

New Jobs Created: 6

DRI Location: Canalview

In 2018, the CNY Community Arts Center purchased a 7,000 sq. ft. building in downtown Fulton and with grants received from the NYS Council of the Arts, the Shineman and Gifford Foundations, and many local businesses totaling over \$250,000, the Center opened its doors as a multi-arts center. The new Arts Center houses a 90 seat theater, classrooms, a café, small black box theatre, culinary kitchen and a retail exhibit space. This allows the Center to offer studio fine arts, culinary arts, and writing workshops, performing arts and after school/weekend youth activities. An Art Gallery showcases exhibits where artists can show and sell their work to the community and hold events.

The Arts Center is a key anchor for the revitalization of downtown Fulton that brings an influx of families, students, performers and arts patrons to downtown during the day and evening when performances/activities take place. There is a newborn synergy with nearby restaurants and shops and artistic partnerships with the other downtown cultural attractions such as the Fulton Public Library, the Oswego Canal and Canal Landing Marina, the Pratt House Museum, and the Pathfinder and Canalview Bridge Walk trails that capitalize on the Art Center’s presence.

The Arts Center has the potential to create 35 FTE positions and draw tourists, enhance property values, expand the tax base and contribute to a creative and innovative environment.

CNY Community Arts Center is planning to complete Phase 3 of their transformation. Renovations for Phase 3 include façade work to include signage, marquee, Morris Column, and new weatherized entrance doors and windows and sewer upgrade.

### **Blue Moon Grill Rooftop Dining Entertainment Expansion**

Total Cost: \$250,000

DRI Investment: \$50,000

New Jobs Created: 16

DRI Location: Canalview

This successful downtown business owner is interested in adding to their existing restaurant in downtown Fulton. This would renovate the rooftop of their building to add outdoor dining and entertainment during the summer months. They plan to bring local, regional and national talent to a venue that builds on the vibrant downtown initiative to bring more patrons in the downtown in the evenings. This venue would offer evenings of jazz music, comedy nights and interactive dinner events. This project would complement other potential development in the downtown, while offering extended hours. The expansion of this venue will add deliver 16 FTE positions that could propel this current dining venue into a tourist attraction that locals have enjoyed for years.

### **Fulton Public Library Renovations**

Total Cost: \$1,200,000

DRI Investment: \$240,000

New Jobs Created: 10

DRI Location: Canalview

The Fulton Public Library was chartered in 1895 by the NYS Education Department. The current building was funded through Andrew Carnegie and opened in February 1906. It is on the National Register of Historic Places. Renovations are necessary in order to make this community centered building ADA accessible, energy efficient and safe in the 21st Century. The library is located at the heart of the downtown district and has served as the center of information discovery in Fulton for more than 120 years. This historic building, which serves approximately 50,000 visitors annually, is a true asset to a community but it is in need of some upgrades.

Time, wear and tear, and the elements have left the building in a condition that requires some maintenance and rehabilitation to help preserve the historic Andrew Carnegie library. The library has a \$1.2 million project to rehabilitate and renovate the library and build a new addition. The renovation will include updated energy efficient equipment and offer ADA accessibility options and renovate a lower floor into a Senior Citizen activity center.

The addition would include a state of the art meeting room with audiovisual equipment, quiet study rooms, a local history room, additional work space, expanded stacks, a networked computer lab that could be used for technology training and stair and patio access to the Pathfinder Canal Towpath Trail which runs behind the library. The Fulton Public Library Board of Trustees, in keeping with its strategic 5 year plan and the City of Fulton's Comprehensive Plan, is in the midst of a capital campaign to raise funds in order to address these needs for its growing patron base.

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 will detail the economic impact libraries have on their communities. 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.

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 DRI could provide the library with vital funding towards reaching these goals.

# Fulton Public Library



---

### **Downtown Fiber-Optic Upgrade and WiFi Installation**

Total Cost: \$500,000

DRI Investment: \$100,000

New Jobs Created: 12

DRI Location: Canalview

The lack of up-to-date, competitive fiber optic 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, Fulton’s largest financial services employer. 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.

In addition, a state-of-the-art downtown WiFi system is needed. 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. Once the study is complete, the City of Fulton will utilize approximately \$500,000 and contract with the lowest responsible bidder.

---

### **City of Fulton Multi-Use Trail System Construction**

Total Cost: \$4,517,000

DRI Investment: \$903,000

New Jobs Created: 37

DRI Location: Canalview

The City of Fulton’s Comprehensive Plan identified the need to build upon the walkability of Fulton by creating 8 multi-use trails to make it even more pedestrian friendly and to connect many venues such as city parks and the waterfront together. The City of Fulton was awarded a Department of State grant in 2017 to complete a feasibility study for the development of eight multi-use trail segments. The feasibility study evaluated and provided conceptual drawings for 5 trails and construction drawings for the 2 downtown trails. This study is complete and construction drawings have been received for two of the trails in Downtown Fulton: the Pathfinder Canal Towpath and

Bridge Canal View Trails. A CFA grant of \$900,000 was awarded to Fulton by the Department of State and Canal Corporation in December 2018 to construct two multi-use trails. Construction will begin in 2019. With a DASNY grant of \$100,000, a stairway from Veteran’s Park to the Pathfinder Canal Towpath Trail will also be constructed in 2019. The completion of these trails will improve the quality of life for residents, encourage tourism along the Oswego River and Canal and spur economic development to the downtown business district. The cost to complete the multi-use trails in Fulton is \$4.5 million and with DRI funds, completing the trail network can become the catalyst to spur additional economic development in downtown Fulton and along its waterfronts.

---

### **Canal Landing Marina Revitalization**

Total Cost: \$2,275,000

DRI Investment: \$455,000

New Jobs Created: 10

DRI Location: Canalview Waterfront

Canal Landing Marina located on the Oswego River and the NYS Canal System is a municipal marina that is in need of significant renovation due to outdated marina design. This project, located in the heart of the downtown, and also centrally located on the main Pathfinder Canal Towpath Trail lends itself to become a waterfront attraction to boaters, visitors, and residents alike. The Marina and Canal Landing Park could become a premium gathering location and host water related events while providing boaters traveling the canal system a safe, yet vibrant stop over experience. Currently the boat slip layout is not conducive to boaters with vessels over the 20’ mark. The new

plan would re-design the boat slips to angled slips to accompany vessels up to 40’, attracting the majority of boaters passing through in vessels between 20-40’. The facilities including public restrooms and showers would be renovated and re-opened to boaters and the general public. The proposed renovations will offer attractive short term boat slips, upgraded equipment, points of interest signage and other amenities to bring visitors to our downtown. This was a main priority for residents of Fulton who provided public input for this grant.

### **Canalview Mall Renovations**

Total Cost: \$195,000  
DRI Investment: \$39,000  
New Jobs Created: 6  
DRI Location: Canalview

Caster Properties proposes to renovate two properties located in the Canalview Mall Center. Renovations will include roofing, façade and system upgrades that will encourage long term commitment tenants. The proposed renovations will position tenants for growth and sustainability and allow them to remain in the commercial spaces. Recent investment in the downtown has continued to drive exterior upgrades and more small businesses are looking for space especially in mixed use buildings.

### **Cayuga Community College BEST Student Center**

Total Cost: \$400,000  
DRI Investment: \$80,000  
New Jobs Created: 5  
DRI Location: Canalview

This project would house a literacy program called BEST (Building and Empowering Students in Transition) that target at risk youths between 16-20 that need a place to study and prepare for obtaining their high school diploma and readying themselves for entering the workforce or continuing education. The BEST would be run by Cayuga Community College which is looking to expand this program in our downtown to encourage our youth to be more involved in the heart of the City. The program needs 4,000 sq. ft. of space and infrastructure for fiber-optics and high tech equipment. This project would also support the work-ready program that would be the first of its kind in New York State.

### **Tavern on the Lock Expansion**

Total Cost: \$127,500  
DRI Investment: \$25,500  
New Jobs Created: 4  
DRI Location: Canalview Waterfront

Don and Sue Ryan purchased the Lock restaurant in 2006. They have steadily upgraded equipment and added a deck. They wish to build on their investments and attract more business to this prime restaurant located on the Oswego Canal. Their newest project will leverage \$127,500 of building renovations and \$20,000 of furniture, fixtures and equipment to expand the banquet room, relocate coolers and put a roof over an existing deck to enhance outdoor events. The Tavern on the Lock currently hosts most of the major service club meetings, local sporting banquets and large gatherings. The building has not had major renovations since 2010 and some updates are needed. The owners are excited to be close to the multi-use trails and the waterfront and to host such events as Jazz Fest and other outdoor gatherings as the patio overlooks the lock and the Oswego River.

### **Fulton Family Medicine**

Total Cost: \$650,000  
DRI Investment: \$130,000  
New Jobs Created: 16  
DRI Location: Canalview

This project will expand the current services offered by Fulton Family Medicine. They recently relocated to a 2,400 sq. ft. building at 59 South First Street in downtown Fulton. This project would renovate space not currently used by Dr. Lubinga to include new exam rooms, offices for physicians, waiting area and small procedure rooms with state of the art equipment. Dr. Lubinga has contacted various specialty physicians to rent space from her to save patients from traveling out of the area for treatment. Each specialty provider would bring services such as pulmonary, rheumatology, and orthopedic not currently offered in downtown Fulton. This is especially important because many of her patients are seniors who live in the nearby senior complexes, Towpath Towers or Fulton Mills Apartments.

**Dr. Lubinga  
Fulton Family Medicine**



**Cayuga Community College**

---

### **Eastern Shore Insurance Associates Building Renovations**

Total Cost: \$250,000

DRI Investment: \$50,000

New Jobs Created: 5 Jobs Retained: 45

DRI Location: Canalview

Eastern Shore Insurance owns 101 Cayuga Street in downtown Fulton and rents 100 and 102 Cayuga from Caster Properties. They are at capacity now and with an eye on growth, they want to rent 104 Cayuga and connect the buildings. Additional renovations would include adding a sprinkler system and replacing HVAC equipment. This project would add 5 additional jobs.

---

### **Dizzy Block Brewing**

Total Cost: \$250,000

DRI Investment: \$50,000

New Jobs Created: 10

DRI Location: Canalview

Entrepreneur Ron McMurray and a brewmaster partner are planning to develop a new brew pub in downtown Fulton called Dizzy Block Brewing. Named for a historic block in Fulton's city center, the brew pub will use an all grain format to develop a local, community-oriented restaurant. The partners have identified a site in Canalview Mall and are in the process of raising \$250,000 to purchase and renovate the building, purchase the equipment, and to cover licensing fees. The project can open early in 2020 and will employ 10.

---

### **Riverside East Condominiums Housing/Retail Project**

Total Cost: \$3,750,000

DRI Investment: \$750,000

New Jobs Created: 10

DRI Location: Canalview Waterfront

The City of Fulton owns multiple parking lots along South First Street overlooking the Oswego River. These provide opportunities for infill development, and in particular could create a site for a four-floor mixed use waterfront building of housing over retail/-service. There was a lot of support from public comments and surveys for strengthening our waterfront development and expanding market rate housing in the downtown. This building could be approximately 30,000 square feet, one floor (7,500 square feet) of commercial space, with 2,500 of that dedicated to the apartment entrance or some common space such as a workout room and the other 5,000 subdivided into small

retail/restaurant/service types that would have great waterfront views overlooking the Oswego Falls. The remaining 22,500 square feet upstairs would support 12-20 units. At a cost of \$125 per square feet, it would be a \$3.75 million project and would require \$750,000 in DRI funds. The commercial space could create an additional 10 FTE jobs and over 20 temporary construction jobs.

---

### **Oswego Health Urgent Care Expansion in Fulton**

Total Cost: \$18,000,000

DRI Investment: \$3,600,000

New Jobs Created: 24

DRI Location: NYS 481 Gateway

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. It would also provide the opportunity to build a new image for the Fulton campus on NYS 481. The ambulatory surgery building will cost \$12 million, and the new medical office building \$6 million, for a total investment of \$18 million. This project could also have an additional benefit of improving the appearance to the entrance of the city from NYS 481. The expansion is part of long term strategic planning completed by Oswego Health in 2017. This plan would complement the services currently offered at the Fulton campus, along with added specialty physician services. The initial investment of \$18 million would not only create over 24 highly paid specialty positions, but would also solidify the need for a future medical training facility in close proximity. This need is currently being considered by Cayuga Community College as a workforce development component.

## Fulton Urgent Care



Oswego Health Orthopedic Staff

### **The Maples Assisted Living Facility**

Total Cost: \$3,900,000  
DRI Investment: \$780,000  
New Jobs Created: 40  
DRI Location: NYS 481 Gateway

Atom Avery, a local Oswego developer has purchased the former Michaud nursing home and will transform the entire building into an 88-bed assisted living facility. S&A Holdings of CNY will oversee all renovations of the former nursing home to benefit independent persons that cannot live on their own. The 32,000 square foot facility, once complete, will assist 80 persons with NYS ALP funds and have 8 private pay beds. The population proposes to be around 95% senior citizens. Mr. Avery currently operates a 106 bed facility in Oswego, and recognizes the lack of services in the Fulton market. All renovations are slated for early 2020, with a completion targeted for late 2020. The project plans to partner with medical workforce development efforts.

### **Huhtamaki Packaging Upgrades**

Total Cost: \$2,058,000  
DRI Investment: \$411,600  
New Jobs Created: 40 Jobs Retained: 450  
DRI Location: NYS 481 Gateway

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 and in the renovation of the building. Huhtamaki is currently planning four capital projects totaling \$2,058,000 for replacement of an obsolete electrical substation, replacement of two old air compressors, roof repairs and fixing parking lot pavement and creating sidewalks for pedestrians. If DRI funds were available, Huhtamaki would make additional capital improvement investments in this plant. These capital projects are critical in assisting the Fulton Plant with maintaining its

position as a high tech, highly efficient packaging operation that will allow them to be more competitive when bidding globally in a very competitive market. This investment will retain the 450 current skilled workforce and will allow them to add 25 to 40 new jobs.

### **Oswego County Industrial Development Agency (OCIDA) Manufacturing Building**

Total Cost: \$3,975,000  
DRI Investment: \$795,000  
New Jobs Created: 30  
DRI Location: NYS 481 Gateway

The Oswego County Industrial Development Agency has proposed to purchase a site in the former Nestle' site to construct a 30,000 sq. ft. building for a manufacturing facility. As a former manufacturing site, with the majority of the infrastructure still in place, the building will house a small manufacturer and possibly a small training center for advanced manufacturing. The new building and equipment will sustain the selected business in a vibrant commercial park. Raw materials are easily transported to and from the site due to rail and highway access. The former Nestles site re-development includes a vision to continue the manufacturing, while offering retail and commercial on site due to its original site use. Upon completion of construction, negotiating to currently

interested occupants will spur momentum for other medium size industrial clients which will directly benefit residents and businesses.

### **Former Nestle' Site Retail Commercial Development**

Total Cost: \$12,850,000  
DRI Investment: \$2,570,000  
New Jobs Created: 140  
DRI Location: NYS 481 Gateway

The former 24 acre Nestle site, primarily used in the past as manufacturing, has recently been transformed into a retail/commercial business park. Currently in the early redevelopment stages, the park has welcomed Aldi's, a retail grocery store on the NYS 481 corridor retail side, and a medium-sized manufacturing facility on the commercial side. The strategy, prepared with strong input from the public regarding the redevelopment, is to attract 3-4 more retail venues such as shopping, restaurants, movie theatre as well as financial institutions to the NYS 481 corridor that would also serve as a visitor and tourism destination. These four industries show serious early interest in these sites

especially because over 20,000 vehicles pass by each day. Upon completion, 2 access roads will enter the site from Fay Street and connect in the middle of the retail and commercial areas respectively.

The Maples



Swing For Service

### NYS 481 Fulton Gateway Pedestrian Crossings and Streetscaping

Total Cost: \$225,000

DRI Investment: \$45,000

New Jobs Created: 8

DRI Location: NYS 481 Gateway

The project is projected to cost \$225,000 for the study, additional crosswalks and purchase of equipment and will create 8 FTE positions between temporary construction jobs and maintenance of equipment.

Comments from public input meetings focused on the need for safer pedestrian crossings across NYS 481 leading to Fulton’s downtown area. This project will include a traffic study to identify the location and number of additional crosswalks to handle the growing pedestrian traffic leading to and from downtown. Streetscape Improvements will also be included that include but are not limited to: LED lower level lighting around the downtown, new trash receptacles and benches, and updated consistent signage along trails and sidewalks featuring new technology including mobile interactive cues that enable pedestrians to learn about the city and its rich history with their cell phones. The

### Gosch Electric Façade and New Construction

Total Cost: \$858,000

DRI Investment: \$171,600

New Jobs Retained: 5

DRI Location: NYS 481 Gateway

The project will revitalize a local lighting store that has been a member of this community for over 20 years. The project will renovate exterior façade and update the building with energy use reduction equipment. They will also update a retail lighting showroom. The investment in this property is crucial because of its visibility since it is located on the four corners of State Route 3 and NYS 481. The project will also include demolishing a blighted residential property located in a very visible commercial district and construct a new 4,000 sq. ft. building available for retail or commercial use. The removal of this deteriorated property on the main artery of the city will attract more business to the entire NYS 481 corridor.

### Indoor Family Fun Center Sports Complex

Total Cost: \$2,157,000

DRI Investment: \$431,400

New Jobs Created: 23

DRI Location: NYS 481 Gateway

A local developer would like to transform a vacant storage facility into an indoor Family Fun Center & Sports Complex. This project, once complete, will offer indoor laser tag, various trampoline activities, along with indoor sports to include mini soccer and lacrosse fields. With over 80,000 sq. ft. of indoor space, many different sports groups can utilize this space for off season practices and events. Interested developers have stated indoor practice facilities and recreational events will be very popular in this region year round, but especially in the colder seasons. The majority of public surveys submitted mentioned the possibility of an indoor family fun place for visitors and residents.

### King’s Road Café and Coffee House

Total Cost: \$125,000

DRI Investment: \$25,000

New Jobs Created: 4

DRI Location: NYS 481 Gateway

Kristen and Leroy Collins have purchased 188 S. Second Street (NYS 481) to transform into an independently-owned and operated café and coffee house. The project will leverage \$50,000 of building renovations and \$40,000 of furniture, fixtures, and equipment to operate this café and coffee house. Kristen, the owner, is a local architect and she will be innovative and community-minded when planning for this business. The building has been vacant for many years and was sold from a tax foreclosure from the City. The owner is excited to be located close to downtown Fulton and the walking trails and will work with a local coffee roaster to gain raw materials.

## Fulton Historic District and Downtown Marketing

Total Cost: \$100,000

DRI Investment: \$20,000

New Jobs Created: Not Applicable

DRI Location: Entire

Once the downtown projects are in process, The City of Fulton will hire a professional marketing team to create a marketing program to promote the historic downtown district, the Pathfinder Canal Towpath and Canalview Bridge Walk Trails and the CNY Community Arts Center, among others to encourage tourism and downtown patrons. The \$100,000 marketing campaign will include events, ads, web content, wayfinding kiosks, signage and downtown design.

## City of Fulton Microenterprise -Small Business Loan Fund

Total Cost: \$1,000,000

DRI Investment: \$200,000

New Jobs Retained: 100

DRI Location: Entire

This loan fund will be available to any small business or microenterprise located in the DRI boundary. The funds will be used to provide gap financing for expansions or new startups. New microenterprise startups will be required to attend the Oswego County Small Business Development Center's Training program. The loan funds will be less than 40% of the total project costs and be targeted for items that can be collateralized like furniture, fixtures and equipment to protect the investment. The focus of the loan program will be job creation and investment. The goal of the loan funds is to create 1 FTE for every \$10,000 in loan funds and leverage well over \$1,000,000. This program's objective is to fill vacant store fronts in the downtown and encourage expansions and new small business openings in our city.



## Potential DRI Investment Summary Continued

Potential DRI Investment Summary			
Project	Total Cost	DRI	Jobs Created/ Retained
• Case-Lee Historical Bed and Breakfast	\$775,000	\$155,000	5
• CNY Drone Works	\$325,000	\$65,000	5
• CNY Community Arts Center – Phase 3	\$330,000	\$66,000	6
• Blue Moon Grill Rooftop Dining/Entertainment	\$250,000	\$50,000	16
• Fulton Public Library Renovations	\$1,200,000	\$240,000	10
• Downtown Fiber-Optic Upgrade and WiFi Installation	\$500,000	\$100,000	12
• City of Fulton Multi-Use Trail System Construction	\$4,517,000	\$903,000	37
• Canal Landing Marina Revitalization	\$2,275,000	\$455,000	10
• Canalview Mall Renovations	\$195,000	\$39,000	6
• Cayuga Community College BEST Student Center	\$400,000	\$80,000	5
• Tavern on the Lock Expansion	\$127,500	\$25,500	4
• Fulton Family Medicine	\$650,000	\$130,000	16
• Eastern Shore Insurance Building Renovations	\$250,000	\$50,000	5/45
• Dizzy Block Brewing	\$250,000	\$50,000	10
• Riverside East Condominiums Housing/Retail Project	\$3,750,000	\$750,000	10
• Oswego Health Urgent Care Expansion in Fulton	\$18,000,000	\$3,600,000	24
• The Maples Assisted Living Facility	\$3,900,000	\$780,000	40
• Huhtamaki Packaging Upgrades	\$2,058,000	\$411,600	40/450
• OCIDA Manufacturing Building	\$3,975,000	\$795,000	30
• Former Nestle' Site Retail/Commercial Development	\$12,850,000	\$2,570,000	140
• NYS 481 Pedestrian Crossings and Streetscaping	\$225,000	\$45,000	8
• Gosch Electric Façade & New Construction	\$858,000	\$171,600	5
• Indoor Family Fun Center/Sports Complex	\$2,157,000	\$431,400	23
• King's Road Café and Coffee House	\$125,000	\$25,000	4
• Fulton Historic District and Downtown Marketing	\$100,000	\$20,000	NA
• Fulton Microenterprises/Small Business Loan Fund	\$1,000,000	\$200,000	100
<b>Total</b>	<b>\$61,042,500</b>	<b>\$12,208,100</b>	<b>571/495</b>

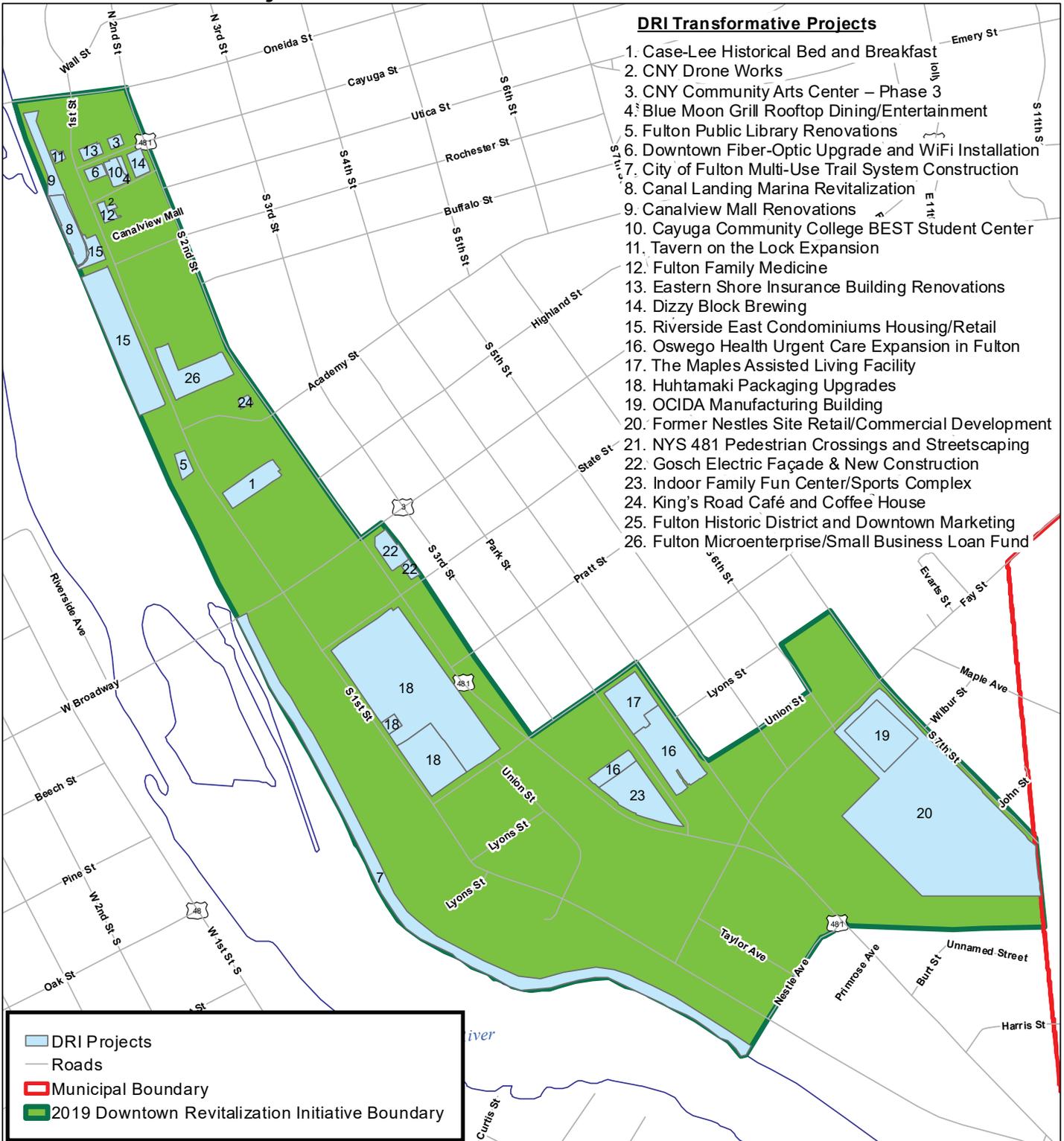
**DRI Location Legend:**

Canalview

NYS 481 Gateway

Entire

# City of Fulton, NY 2019 Downtown Revitalization Initiative Transformative Projects



- DRI Transformative Projects**
1. Case-Lee Historical Bed and Breakfast
  2. CNY Drone Works
  3. CNY Community Arts Center – Phase 3
  4. Blue Moon Grill Rooftop Dining/Entertainment
  5. Fulton Public Library Renovations
  6. Downtown Fiber-Optic Upgrade and WiFi Installation
  7. City of Fulton Multi-Use Trail System Construction
  8. Canal Landing Marina Revitalization
  9. Canalview Mall Renovations
  10. Cayuga Community College BEST Student Center
  11. Tavern on the Lock Expansion
  12. Fulton Family Medicine
  13. Eastern Shore Insurance Building Renovations
  14. Dizzy Block Brewing
  15. Riverside East Condominiums Housing/Retail
  16. Oswego Health Urgent Care Expansion in Fulton
  17. The Maples Assisted Living Facility
  18. Huhtamaki Packaging Upgrades
  19. OCIDA Manufacturing Building
  20. Former Nestles Site Retail/Commercial Development
  21. NYS 481 Pedestrian Crossings and Streetscaping
  22. Gosch Electric Façade & New Construction
  23. Indoor Family Fun Center/Sports Complex
  24. King's Road Café and Coffee House
  25. Fulton Historic District and Downtown Marketing
  26. Fulton Microenterprise/Small Business Loan Fund

DRI Projects  
 Roads  
 Municipal Boundary  
 2019 Downtown Revitalization Initiative Boundary


 By: Oswego County Community Development, Tourism & Planning  
 46 East Bridge Street  
 Oswego, NY 13126  
 (315) 349-8295  
 Karen.Noyes@Oswegocounty.com  
 May 30, 2019

**Map #4**



## 8 | Administrative Capacity

✓ Current City leadership has over 30 years of combined experience with community development and grants management. Staff members tasked with grant administration, are fully experienced with regulatory compliance, contractor procurement, reporting requirements, legal oversight, and fiscal management, using management models pioneered by the city that have been adopted by other local municipalities in our region.

✓ The City of Fulton has successfully administered numerous state and federal funded grant programs including U.S. Department of Housing and Urban Development, NYS Canal Corridor Program, Community Development Block Grants, NYS HOME Program, New York Main Street, RESTORE NY, Department of State EPF, Canal Corporation, DASNY, NYS AG LISC Program, NYS HOPP Program, NYS Records Retention Program, among others.

✓ The Fulton Community Development Agency (CDA) serves as grant administrators for the City of Fulton for numerous grant programs and with their proven performance is a great resource to the city.

Fulton maintains 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. All money is handled in the City Chamberlain's office. The City of Fulton and the Fulton Community Development Agency are audited every year, and results of the audit are submitted to all funding sources as required. The city follows an established procurement process including the use of Request for Proposals (RFP's) that is consistently and fairly used to hire professionals and contractors. The City also retains an attorney to review and produce any required legal documents.

Should the City of Fulton be selected for participation in the Downtown Revitalization Initiative, the City of Fulton under the Governor's outline will develop a Strategic Investment Plan using a collaborative and open process that builds on the Fulton's DRI application and other past planning efforts. Along with City of Fulton leadership, a Local Planning Committee will be assembled to work with NYS agency staff and the consultant team hired by the state. To assist in this process, The City of Fulton will assemble a team of individuals that will include but are not limited to:

Mayor and Fulton Common Council  
Fulton Community Development Agency  
City Chamberlain/Clerk  
City Attorney  
City Zoning, Parks and Recreation, Department of Public Works  
DRI Planning and Development Committee

Oswego County Planning and Community Development  
Oswego County Legislature  
County of Oswego Industrial Development Agency  
CNY Regional Planning Staff  
Stakeholders/Business Owners/Community Residents

## 9 | Other Information That Supports the DRI

- **City of Fulton Municipal Resolution**
- **City of Fulton Letters of Support**
- **City of Fulton Local Waterfront Revitalization Program (Plan) Community Outreach Process and Plan**
- **Meeting Notes from 2019 Public Information Session seeking input for City of Fulton's Downtown Revitalization Initiative**
- **Summary of the 2019 Fulton community survey responses**



- **Related Articles:**

<https://oswegocountytoday.com/fulton-committee-in-the-race-for-10-million-meets-the-public/news/fulton/>

<https://www.governor.ny.gov/news/governor-cuomo-announces-major-initiative-explore-reimagination-erie-canal-catalyst-economic>

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

- **Related Websites:**

<https://www.ilovefultonny.com/news/dri-project-2019>

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

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

<https://www.fultonblockbuilders.com>

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

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

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

<https://youtu.be/aa5oGzqhsos> (CNY Community Arts Center)