

New York State

**Downtown Revitalization Initiative
Strategic Investment Plan**

City of Oswego

Central New York Regional Economic Development Council

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DRI Local Planning Committee

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Foreword

“A thriving downtown can provide a tremendous boost to the local economy. The Downtown Revitalization Initiative will transform selected downtown neighborhoods into vibrant places for people to live, work and raise a family, which will also help attract new investments and business for years to come.” ~ Governor Andrew M. Cuomo

Recognizing that companies are increasingly seeking to relocate and invest in vibrant, walkable downtowns in an effort to attract and retain a talented workforce, Governor Cuomo launched the Downtown Revitalization Initiative (DRI), a \$100 million effort to improve the vitality of urban centers across New York State.

Ten communities were identified by the Governor’s Regional Economic Development Councils (REDCs) to participate in the DRI because their downtowns were deemed ripe for development into vibrant areas in which to live, work and raise families. Ten million dollars will be invested in each of these communities.

Led by former Secretary of State Cesar Perales and supported by current Secretary of State Rossana Rosado, the DRI is a multi-agency approach to downtown revitalization conducted by staff from the Department of State Office of Planning and Development and the Homes and Community Renewal Office of Community Renewal.

The State facilitated a community planning process to develop the key ingredients needed for successful downtown revitalization:

- a vision for the downtown;
- goals and strategies to accomplish the vision;
- an action plan; and
- a strategic investment plan that identifies specific catalytic projects that align with the unique vision of their downtown area.

The program emphasizes using DRI investments to reinforce and secure additional public and private investment within and near downtown neighborhoods, building upon growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identified projects that totaled in excess of the available DRI funds to ensure a continued pipeline of projects ready for funding within the community in the event that alternate funding sources are identified for projects; additional State funds become available; or projects drop from consideration. The most transformative and catalytic projects from those identified for each downtown will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these ten communities will become vibrant communities where people will want to live, work and raise families.

Executive Summary: Building on Momentum

The transformation of the City of Oswego and its downtown has already begun. It is a diverse community that is building on its strength, embracing its current, historic, and natural assets, and positioning itself into a regionally competitive area while maintaining its small town charm. Spurred on by significant investments from institutions serving higher education and the health needs of its residents, as well as the expansion of its nearby manufacturing base...Oswego is Building on Momentum.

~ From the Oswego Downtown Revitalization Initiative application, May 2016

Overview

In 2016, the state's Regional Economic Development Councils (REDCs) selected the City of Oswego to take part in the Downtown Revitalization Initiative (DRI). The Central New York REDC judged downtown Oswego as being well-positioned for transformation into a regionally competitive area and vibrant destination. Oswego received \$10 million in state funding to revitalize its downtown and generate new opportunities for long-term growth and prosperity.

Oswego showed what can be done with the DRI. The DRI offered a chance to accelerate the momentum already building in downtown. As was intended under the program, Oswego seized the opportunity already present in its walkable downtown core and dramatic riverfront setting to create a roadmap for turning \$10 million in state funding into more than \$120 million of new developments and initiatives.

Ongoing investments made in the city, building on previous efforts, are positively changing downtown Oswego and near-downtown neighborhoods, building-by-building and block-by-block. Future investment, through the DRI and other resources, will build on this momentum to transform the city into a thriving place of opportunity. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector through collaboration with SUNY Oswego, Oswego County, Pathfinder Bank, the Port of Oswego Authority, Broadwell Hospitality Group, Oswego Health, the County of Oswego IDA, Operation Oswego County, Inc., the Oswego Renaissance Association, and many more significant contributors. These stakeholders will further leverage DRI funding to catalyze pivotal economic vitality and strengthen downtown Oswego by attracting more residents and businesses, stimulating arts and culture, and instilling pride and confidence within the community, resulting in benefits not only to the downtown area but also citywide.





The community discussed their vision for downtown at a kickoff workshop.



Source: City of Oswego

The Oswego River is a distinguishing downtown feature and popular amenity.

A Community Vision

The community played an integral role in shaping Oswego's DRI Plan. Key stakeholders were engaged individually, and the public took part in planning workshops, meetings and online surveys. The city established a Local Planning Committee (LPC) comprised of stakeholders with unique, relevant expertise and interests to represent the public throughout the DRI process. Three public events at key milestones invited residents and stakeholders to provide input into the plan. Public engagement refined the **vision statement**:

Downtown Oswego has momentum.

Building on a vibrant and walkable historic core, amenity-rich neighborhoods, small-town charm and waterfront beauty, downtown Oswego will sustain and create hundreds of jobs, support high-quality housing at all levels of affordability, and be an exciting four-season destination to shop, eat, visit, live, work and play. Our downtown will once again be the thriving core of our family-friendly community.

Building from Market Opportunity

The downtown housing market potential is strong and supports strategies that increase downtown living to drive retail growth. **The residential market analysis found demand for up to 900 new housing units downtown in the next 10 to 12 years** (Zimmerman/Volk Associates, Inc, December 2016). The majority of the potential market is comprised of younger one- and two-person households, while empty-nesters and retirees make up almost one-third of the demand. Many of these people are seeking a walkable downtown environment with the amenities they provide: convenient shopping, dining options, recreation and cultural activities, and lower maintenance housing options.

While the retail market study found sluggish demand for new retail in the near-term, it identified several opportunities to strengthen the market (Larisa Ortiz Associates, December 2016). Attracting more residents downtown is one significant factor. Others include creating a more walkable, connected downtown; differentiating downtown retail from competing areas; taking better advantage of the riverfront; and creating more activities to establish downtown as a regional destination.

Transforming Challenges into Opportunities

Through analysis and talking with residents and other stakeholders, several challenges were identified early in the planning process that have been keeping downtown from realizing its full potential.

- **Rental housing for all incomes.** Downtown has a supply of subsidized housing, including some for seniors, but has limited options for middle and upper-income residents.
- **Connectivity in key locations.** Downtown is generally quite walkable but has several significant barriers. State Route 104 (Bridge Street) is a busy road that is difficult for pedestrians to cross, limiting cross-shopping. The riverfront is not well connected to downtown, missing an opportunity to integrate the two and support one another.
- **Activities and programming.** Stakeholders consistently noted the lack of year-round programming, and expressed a desire for more activities in general to attract people downtown.
- **Design quality and character.** Downtown's historical charm is one of its assets, but 20th century development often lacked the same character. New projects will need to better integrate into the existing fabric to support a cohesive, attractive public realm.

The recommended DRI projects and the strategies that support them all address these challenges. They leverage market potential and the unique opportunity presented by the DRI to tackle some of these longstanding issues and create a stronger, more vibrant, better connected downtown.

Realistic, Implementable Strategies

The engagement process produced a set of four core goals and supporting strategies to implement the vision for Oswego's downtown. These goals and strategies build on existing strengths and are based on market opportunities. They were used to evaluate potential DRI projects and determine which initiatives the DRI Plan should support. Each goal is illustrated on the following pages with representative examples of the implementation initiatives being recommended for DRI funding.

GOAL 1: Strengthen the vibrancy of the downtown core.



Transforming the main downtown intersection with new housing.



Bringing a historic building back to life along Bridge Street.

GOAL 2: Connect downtown to the water.



Creating mixed-income housing to bridge the gap between downtown and Lake Ontario.



Improving the River Walk to leverage an incredible natural asset.

GOAL 3: Retain and grow businesses.



Source: Bergmann Associates

Making downtown a safer place for pedestrians and bicyclists.



Source: Children's Museum of Oswego

Strengthening a regional childhood education and tourist attraction.

GOAL 4: Increase downtown residential living.



Source: City of Oswego

Providing fresh food and more events to support downtown residents.



Adding housing to transform W. First Street and support local businesses.

Transforming Downtown Oswego

The DRI Plan identifies projects recommended for funding. These projects support the community's vision and goals and are catalytic projects that will spur additional investment. Other projects not recommended for DRI funding at this time are still an important part of a comprehensive strategy for downtown. The following recommendations identify the steps that the City of Oswego, with support from the State of New York, should take to progress and implement the DRI Plan.

Focus On Market Realities. The action strategies are based on what is economically feasible in Oswego. New housing development will support a growing population of people living downtown, which in turn will drive additional retail demand.

Create a Connected, Inviting Public Realm. A well-designed public realm attracts people and invites them to linger downtown, enlivening sidewalks and public spaces. Streets should be designed for the safety of all users, including pedestrians and bicyclists.



An inviting public realm will be a magnet for residents and visitors.

Promote High-Quality Design. Oswego's downtown character and historical charm will play a central role in its future success. New construction and renovations should embody high-quality design and complement the downtown context.

Implement a Parking Strategy. Creating a "park once" environment downtown will help alleviate concerns about parking. Performance management, shared parking, public valet, and zoning changes will use existing supply more efficiently.

Create a Coordinated System of Signage. Clear signage and wayfinding helps direct people to various points of interest. This creates a welcoming, easily understood downtown and supports small businesses throughout the area.

Provide Amenities to Make Downtown a Destination. A variety of amenities will appeal to different audiences and support redevelopment. Strengthening existing amenities and developing new ones will help retain and attract residents and visitors.



Amenities should attract people downtown throughout the year.

DRI Priority Projects

The Local Planning Committee (LPC) was tasked with reviewing all of the preliminary projects and selected the ones that advance the goals and strategies developed for the Oswego DRI. In order to maximize the DRI investment, 23 projects were selected to advance to the Final Priority Project List. These projects are catalytic projects that present the strongest likelihood of promoting continued downtown revitalization and investment. The Final Priority Project List represents

well over the \$10 million available through the DRI, and includes short- and long-term projects that present a holistic approach to downtown revitalization. Implementation projects are organized according to the goal with which they most closely align, including those that may be candidates for DRI funding and those that were identified by the LPC as important to the city but not positioned for funding through the DRI.

Project Title	Project Description	Responsible Parties	Estimated Cost	Timeframe for Implementation	DRI Funding
Goal 1: Strengthen the vibrancy of the downtown core					
Children's Museum of Oswego (CMOO)	Storefront renovation and exhibit installation	Children's Museum of Oswego	\$1,753,000	0-2 years	Yes
Buckhout-Jones facade restoration	Historic facade improvements	Pauldine Construction	\$260,700	0-2 years	Yes
Global Buffet redevelopment	Commercial renovation and vertical addition to prominent corner site to add housing at W. First Street and Bridge Street	Private developer	\$4,370,000	0-2 years	Yes
Civic Plaza	Redesign of public space in front of City Hall to create four-season community gathering place	City of Oswego	\$1,513,000	0-2 years	Yes
Market Street Pocket Park	Creation of new public space connecting W. First Street to Water Street	City of Oswego	\$100,000	0-2 years	Yes
Complete Streets (west side)	Aesthetic and functional improvements for pedestrians and bicyclists on W. Bridge St from W. First Street to W. Third Street	City of Oswego	\$1,088,956	0-2 years	Yes
Lake Ontario Water Park	Indoor water park associated with hotels on east side	Broadwell Hospitality Group	\$4,465,000	0-2 years	Yes

Project Title	Project Description	Responsible Parties	Estimated Cost	Timeframe for Implementation	DRI Funding
Investments in existing buildings*	Facade renovations, commercial interior upgrades, and upper floor housing conversion	Private owners	\$3,049,800	0-2 years	Yes
Downtown lighting	Lighting on Bridge Street & Utica Street bridges and City Hall facade	City of Oswego	\$390,000	0-2 years	Yes
Public art	Commissioned sculptures, murals, banners, etc...	City of Oswego	\$75,000	0-2 years	Yes
YMCA adaptive reuse	Adaptive reuse of existing building into commercial space and housing	Camelot Lodge LLC	\$2,332,000	0-2 years	Yes
Old City Hall	Historic facade improvements, structural renovations, and deck addition	Private owner	\$975,000	0-2 years	Yes
Matching grant	Program activity set-aside for additional facade improvements, commercial space upgrades, upper floor housing conversion, and downtown events	City of Oswego	\$600,000	0-2 years	Yes
Complete Streets (east side)	Aesthetic and functional improvements for pedestrians and bicyclists on E. Bridge Street from E. First Street to E. Fourth Street	City of Oswego	\$1,400,000	3-5 years	No
Gateway and intersection improvements	Aesthetic and functional improvements at E. First Street and E. Utica Street	City of Oswego	\$575,000	3-5 years	No
Elks Lodge improvements	Exterior painting, landscape, and signage	Elks Lodge #271	\$41,150	0-2 years	No

Project Title	Project Description	Responsible Parties	Estimated Cost	Timeframe for Implementation	DRI Funding
Goal 2: Connect downtown to the water					
West Pier Landing	Housing development on vacant waterfront site	Broadwell Hospitality Group	\$8,652,250	0-2 years	Yes
Cahill Landing	Historic restoration and adaptive reuse for housing and restaurant	Pauldine Construction	\$2,350,000	0-2 years	Yes
River Walk improvements and connections	Aesthetic and functional improvements for pedestrians and bicyclists, new connections to downtown businesses	City of Oswego	\$625,000	0-2 years	Yes
Greenway Access Center	Renovation of existing pump station building on Oswego River Greenway for recreational and tourism facility on east side	City of Oswego	\$173,200	0-2 years	Yes
YMCA gateway	Gateway and green space enhancement at W. First Street and Utica Street	YMCA of Oswego	\$2,450,000	0-2 years	Yes
Bridie Manor	Commercial renovation and housing conversion in historical building on W. First St. along Oswego River	Private owner	\$445,650	3-5 years	No
Goal 3: Retain and grow businesses					
Oswego Business Incubator	Job creation and small business growth for light industrial and service commercial start-ups	County of Oswego Industrial Development Agency	\$6,000,000	0-2 years	Yes
Investments in existing buildings*	Facade renovations, commercial interior upgrades, and upper floor housing conversion	Private owners	\$3,049,800	0-2 years	Yes
Historical former train depot	Historical restoration of former train depot building for commercial use	Private owner	\$1,000,000	3-5 years	No

Project Title	Project Description	Responsible Parties	Estimated Cost	Timeframe for Implementation	DRI Funding
Goal 4: Increase downtown residential living					
Harbor View Square	Mixed-use redevelopment of brownfield site on W. First Street	Housing Visions	\$23,832,365	0-2 years	Yes
Midtown Plaza redevelopment	East side redevelopment creating 45,000 sq ft commercial space, 95 residential units, and parking	Sutton Real Estate	\$23,684,000	3-5 years	Yes
W. First Street redevelopment (147-161 W. First St)	Up to 40 new housing units, 6 rehabbed loft units, and ground floor commercial/retail	Creative Developments of Oswego, Inc	\$8,128,700	0-2 years	Yes
Investments in existing buildings*	Facade renovations, commercial interior upgrades, and upper floor housing conversion	Private owners	\$3,049,800	0-2 years	Yes
Near downtown neighborhood	Exterior repairs for near-downtown single family residences	Oswego Renaissance Association	\$500,000	0-2 years	Yes

* Investments address multiple goals equally.

Oswego Harbor West Pierhead Lighthouse



An aerial photograph of the City of Oswego, showing a dense urban grid, a river, and various buildings and parks. A large red circle is overlaid on the center of the image, containing white text.

Part One:
Downtown Vision Plan
City of Oswego

Section I: Downtown Profile and Assessment

The City of Oswego, New York, with a population of nearly 18,000, is located along the southeast shore of Lake Ontario at the mouth of the Oswego River (see Figure 1). Oswego, from an Iroquois term meaning “the place where water pours out,” is one of the earliest established freshwater ports in North America. The city traces its historical importance throughout the development of the United States of America. From discovery by Samuel Champlain in 1615 to its role in the War of 1812, and more recently as a “Safe Haven” for European refugees fleeing the ravages of the Holocaust in the 1940s, Oswego boasts a rich historical and cultural past. Building from this well-established base, Oswego is ready to capitalize on opportunities that help revitalize and restore the heart of the city – the downtown.

There are few communities that can showcase natural and built assets similar to those possessed by the City of Oswego. The scenic beauty of Lake Ontario views from Oswego’s bluffs; the picturesque harbor breakwater, boats, and lighthouse; the astonishing sunsets; significant historical, heritage, and cultural sites and activities; recreational activities for the outdoor enthusiast including world-class sportfishing; and the small town feel of the downtown make the city memorable to all who encounter Oswego. Oswego’s strengths include the lake

Figure 1: Regional Context Map



and river waterfront, a downtown that is compact and walkable, neighborhoods graced with varying architecture and amenities, and a spirit of renewal propelled by community-based neighborhood revitalization efforts.

The following description of downtown Oswego outlines the downtown’s current strengths and areas for improvement. The DRI projects described in Part Two address these issues in different ways to create new opportunities for the community.

1.1 DRI Study Area

The City of Oswego's Downtown Revitalization Initiative (DRI) boundary creates a compact, transit-oriented, and walkable urban core that provides the physical framework for the plan (see Figure 2). Oswego's downtown is characterized by a tight, small-city, urban grid aligned with the Oswego River. The river runs through the heart of downtown, providing riverfront views and recreation within a quarter-mile of all downtown locations. Bridge Street (State Route 104) runs east-west through downtown and is the city's major arterial and "main street" crossing the river. The road is an important commerce route, connecting the city to the SUNY Oswego campus and Western New York on the west, and on the eastern side to the city's 'big box' commercial area, the Oswego Speedway, and Interstate 81 which goes north to the Thousand Islands Region and south to Syracuse.

To the north, downtown is bounded by the rich commercial, cultural, and recreational resources of Wright's Landing Marina, the H. Lee White Maritime Museum, the Port of Oswego, and Fort Ontario.

- Wright's Landing/Oswego International Marina is a deep water marina that features over 240 boat slips providing dockage for seasonal lessees and transient boater access for visitors. The marina is home to the Oswego Yacht Club, one of the oldest sailboat racing clubs on Lake Ontario.
- The H. Lee White Museum is dedicated to local maritime history and education. It is currently coordinating the restoration of the Oswego Harbor West Pierhead Lighthouse, and conducts boat tours to the lighthouse.
- The Port of Oswego is the United States' first deep freshwater port of call on the Great Lakes from the St. Lawrence Seaway, connecting the world to the interior of America. The Port of

Oswego Authority also owns and operates a marina on the east side with 65 slips available for seasonal rentals. Several private fishing charter companies are located here.

- Located northeast of the downtown, Fort Ontario served as a military installation during the French and Indian War, the Revolutionary War, and the War of 1812. More recently, the Fort served as the nation's only World War II refugee camp, providing shelter to over 980 primarily Jewish refugees. Fort Ontario today hosts the Safe Haven Holocaust Refugee Shelter Museum, which catalogs the stories of the refugees and the community during that challenging period of the world's history. There is a local effort underway to elevate Fort Ontario and the Safe Haven Holocaust Refugee Shelter Museum to become a National Park.

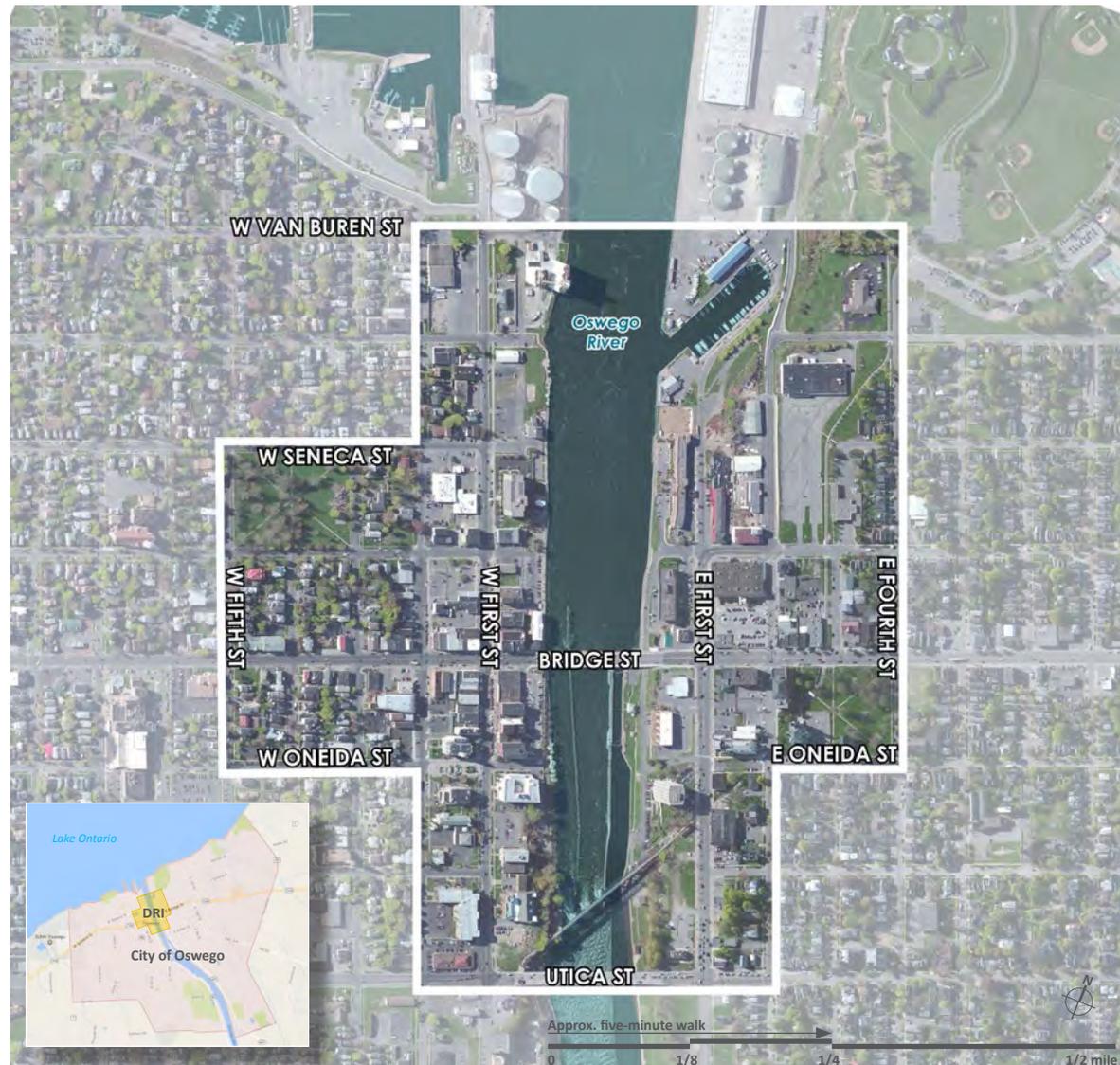
The southern boundary of downtown is at Utica Street, a secondary east-west thoroughfare for residents, that also crosses the Oswego River. On each side of the river at Utica Street are significant gateways into the city from the south and the Central New York Region via State Route 48 on the west side, and State Route 481 on the east side.

The western boundary runs parallel to W. Fifth Street, a north-south street that connects west side neighborhoods to State Route 104, Lake Ontario, Wright's Landing, and Breitbeck Park. The Oswego Hospital is located at the western edge of the boundary between W. Fifth and W. Seventh Streets on State Route 104. Franklin Square Park is within the downtown study area, and the Franklin Square, Montcalm Park, and Kingsford Historic Districts are near the western boundary, providing historical architecture and charming near-downtown residential neighborhoods.

The eastern boundary is at E. Fourth Street, a north-south street that connects east side neighborhoods to State Route 104 and Fort Ontario. Washington Square Park is at the southeast corner of the boundary within downtown and is part of the Washington Square Historic District. This National Register Historic District encompasses the historical civic and religious area of the east side of the city that includes 37 residences, four churches, a synagogue, the county office building and County Courthouse, and a former railroad tunnel. Located within the district is the Richardson-Bates House Museum, a 19th century Tuscan Villa style mansion that is among the more intact house museums in New York State. It features an extensive archival collection and exhibit space documenting the history of Oswego County.

Figure 3 on the following page highlights some of the key features of downtown and the surrounding area.

Figure 2: Downtown Revitalization Initiative Boundary Map



Downtown Snapshot

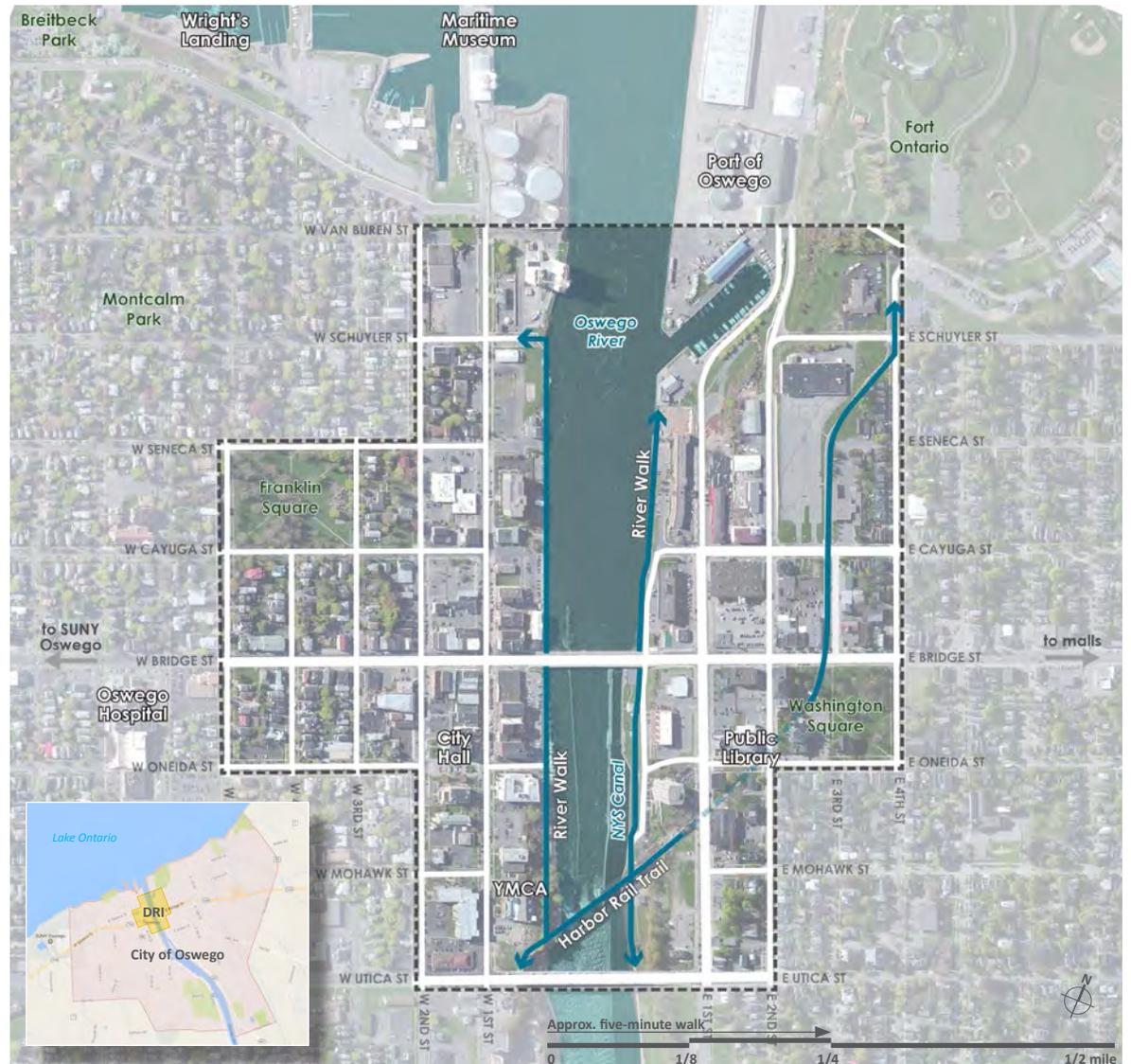
Table 1 provides a brief overview of the downtown's demographics and how they have changed over the past 15 years. They highlight the stability of downtown Oswego and also a slight upward trend in recent years.

Table 1: Downtown Demographic Summary

	2000	2010	2010-14
Population	943	898	998
Households	604	595	628
Housing units	651	647	729
Jobs	3,250 (2002)	3,050	3,500 (2014)

Sources: U.S. Census, American Community Survey, Longitudinal-Employer Household Dynamics Program

Figure 3: Map of Downtown's Key Features



1.2 Physical Conditions

The DRI study area contains a mix of complex and interesting physical conditions. On the west side, buildings are mostly two- to four-story traditional wood frame and masonry structures, especially along W. First and W. Second Streets. Storefronts are mostly occupied but in varying states of repair, and many upper floors have been vacant for years. Both W. First and W. Second Streets have head-in angled parking which support these businesses, providing more spaces than traditional parallel parking stalls. The primary downtown intersection is W. First Street and Bridge Street (State Route 104), a highly visible location. However, the wide intersection currently deters pedestrians from easily crossing.

The east side of downtown suffered from urban renewal demolition during the 1960s, and lacks the historical character of the more-intact west side. A whole block of historical three-and-four story brick mixed-use 19th century buildings were torn down to accommodate the Midtown Plaza shopping center and parking deck, along E. Bridge Street (State Route 104), between E. First and E. Second Streets. As such, this area lacks the character and scale that has contributed to the more recent reawakening of the west side of downtown. The east side is more auto-oriented with wider streets and free-standing commercial buildings surrounded by parking. A significant amount of development is of a suburban nature, meaning stand-alone buildings with surrounding surface parking lots. On both sides of downtown, most businesses lack any connection to the riverfront.

Land uses downtown are primarily commercial with some scattered mixed-use and community service uses. A diverse mix of mostly locally-owned small businesses creates a lively downtown environment in Oswego. Many of the historical buildings are intact in this area and they provide the foundation from which the current success of downtown has emerged. Currently, over fifty downtown small businesses provide commercial and retail services to the



Angled parking supports the many businesses along W. First Street.



The southern corner of downtown's main intersection on the west side.



Midtown Plaza was built after demolishing a block of existing buildings on the east side.



The quality of retail storefronts varies, especially those not on W. First Street.



The Old Freight House was spared from demolition during urban renewal on the east side.



The Oswego River provides a dramatic natural amenity for downtown businesses, residents, and visitors.

community. Residential neighborhoods flank the east, south and west sides of downtown.

Downtown Oswego is bifurcated by the Oswego River. As part of the canal system within New York State, recreational and commercial watercraft vessels can connect from the Great Lakes to New York City and beyond. Wright's Landing Marina to the north of the study area and the Port of Oswego Authority's marina on the east side together provide more than three hundred seasonal slips for visitors. Visitors arriving by boat can walk from the harbor to the core of downtown within minutes.

Overall, sidewalks and streetscapes are in mostly good condition and create an attractive pedestrian environment. W. First Street features mature shade trees and concrete planters along the sidewalk. Recent streetscape rehabilitation on E. First Street, which included planting trees and constructing new sidewalks with stamped concrete accents, has improved the visual appearance. There are wide sidewalks along the Bridge Street Bridge, and striking views of the river and harbor. However, due to the speed and level of traffic along this busy state route corridor, residents and visitors have complained that crossing the bridge on foot is not comfortable.

A public drinking water and sanitary and stormwater sewer system serves downtown. The city is under a consent order for the waste water treatment plant on the west side to reduce combined sewer overflows (CSOs) that pollute the Oswego River and Lake Ontario after large rain events. The sewage treatment plant was upgraded in 2013 and ongoing combined sewer separation projects will further address this important environmental issue. Other means to reduce stormwater runoff, such as green infrastructure improvements, should also be considered as part of an overall solution to the CSO problem.

The city entered a public-private partnership with a broadband provider, New Vision, to construct a 60-mile fiber optic loop that will provide high-speed internet connection to businesses and residents on the east side. This will increase connectivity and productivity for Oswego businesses and residents. Plans to extend the loop to the west side are underway but not yet confirmed.



Sidewalks on W. First Street in the core of downtown are in good condition, featuring attractive street trees, pedestrian lighting, and a generous width.

1.3 Transportation and Transit Networks

Streets

A wide variety of transportation options exist within downtown Oswego. Bridge Street (State Route 104) is the primary east-west corridor through downtown, with an Average Daily Traffic (ADT) between 18,200 and 20,275 cars and trucks. Pedestrian crossing between the north and south sides of Bridge Street in the downtown core is difficult due to traffic speed and length of the crossing. Additionally, State Route 104 in Oswego County is part of the Great Lakes Seaway Trail National Scenic Byway. East Utica Street, another east-west connection on the south boundary of the study area, has the highest traffic counts downtown with 22,675 ADT.



West First Street has one lane of traffic in each direction and head-in angled parking on both sides. Most buildings are set at or near the sidewalk.

West First Street (State Route 48) is the traditional “main street” of downtown Oswego. East First Street (State Route 481) is the primary commercial street on the east side of the river. These two streets have moderate traffic counts, from 5,100 ADT on W. First Street to 8,900 ADT on E. First Street.

Transit

Almost one-third of occupied housing units downtown do not have a vehicle available, indicating the importance of convenient transit, safe streets for pedestrians and bicyclists, accessible sidewalks and crosswalks, and nearby amenities for daily needs.



Most of East First Street has two lanes of traffic in each direction and on-street parking. Many buildings are set back from the street edge.

The Central New York Transportation Authority (Centro) provides bus service in Oswego which links downtown to the SUNY Oswego campus, neighborhoods, and retail areas on the outskirts. Bus routes converge along Bridge Street, making downtown the most transit-accessible location in the city.

Service runs from 6am until 11pm Monday-Friday with limited weekend service, especially on Sundays. Regional routes include an Oswego to Syracuse route, and an Oswego to Syracuse Express route that connects downtown Oswego to the Destiny USA Mall shopping and entertainment complex, and the Regional Transportation Center. SUNY Oswego students with a valid ID sticker can ride the Syracuse bus route for free.



Multiple Centro bus routes connect downtown to the rest of the city and region via Bridge Street.

Waterways

The Oswego River and canal locks connect southward to the NYS Barge Canal that runs east-west across New York, then south along the Hudson River to New York City and the Mid-Atlantic Ocean. It also connects northward to the city harbor, Great Lakes system, and Saint Lawrence Seaway with canal connections throughout eastern Canada and the North Atlantic Ocean. Lock Eight of the Oswego Canal is along the River Walk on the east side, between Bridge Street and Utica Street. The canal is the means for boaters to by-pass the hydroelectric power plant dam located in the river south of Utica Street. The bridges provide clear views looking down to the canal lock activity.



The canal connects boaters between the river and lake, bypassing the hydroelectric dam south of downtown. (Source: www.visitoswegocounty.com)

1.4 Anchor Institutions and Cultural Attractions

Anchor Institutions

Oswego is home to the region’s major anchor institutions, including: SUNY Oswego (8,000 students and 1,200 full-time employees), Novelis Corporation, Oswego Health (the largest downtown employer with 1,200 employees), the Port of Oswego Authority (facilities on both sides of the Oswego River and one of only five major ports in the state of New York), Exelon and Entergy, Oswego County Opportunities, St. Luke’s Health Services, city and county government buildings, the Oswego YMCA, Oswego Speedway, and a host of small businesses including hotels and inns, shops, grocery stores, entertainment, and restaurants and bars.

The Port of Oswego Authority serves as an economic catalyst in the Central New York Region by providing diversified and efficient transportation services and conducting operations in a manner that promotes regional growth and development. Located on Lake Ontario on the route to the interior of North America, and with access to the New York State Canalway, the Port of Oswego is accessible from any international port in the world. It is one of the most productive ports in North America with nearly 120 vessels and more than one million tons of cargo moving through on an annual basis.

Fort Ontario and the Safe Haven Holocaust Refugee Shelter Museum are on the city’s east side, just north of downtown and adjacent to Lake Ontario. There is a local effort underway to elevate Fort Ontario and the Safe Haven Holocaust Refugee Shelter Museum to become a National Park. This opportunity is several years away from fruition, but once implemented, would increase tourism for the city and the entire Central New York region.

Other nearby attractions include the H. Lee White Maritime Museum, Oswego Music Hall, Arts Association of Oswego, and the Oswego Players. Oswego Speedway is a regional venue that hosts events from the end of April “Spruce-Up Day” to an annual banquet at the beginning of September. The annual Budweiser International Classic 200 is among the most famous short-track events in the nation. The Speedway also has a separate kart racing track with fifteen junior and senior classes in weekly races. The Speedway hosts many special events for children, has on-site camping for race fans, and has provided sixty-six seasons of access to legendary drivers and super-modified cars, drawing hundreds of thousands of people over the years.

Cultural Attractions

Downtown attractions include the Children’s Museum of Oswego, a STEM-oriented educational organization; Theater du Jour; Lakeside Artisans; the Oswego movie theater, also known as Oswego 7 Cinemas; and many local businesses with unique offerings.

Downtown Oswego has 13 structures on the National Register of Historic Places, including two that are proposed for DRI funding to assist stabilization, rehabilitation, and reuse: the Buckhout-Jones and Cahill buildings. These buildings are important contributors to the unique character that downtown enjoys and that appeal to many residents and visitors. There are three Historic Districts adjacent to downtown on the west side (Franklin Square, Montcalm Park, and Kingsford), and one on the east side (Washington Square) that feature mature trees that tower over the buildings and form a protective canopy over the street.



Wright's Landing provides a deep water harbor on Lake Ontario that is important for the regional economy.



City Hall is on the National Register of Historic Places and anchors a cluster of civic uses along W. First Street.



Fort Ontario, located northeast of downtown, is being considered for designation as a National Park. (Source: www.visitoswegocounty.com)



The Oswego Theater, now known as Oswego 7 Cinemas, is an historic Art Deco building that continues to draw crowds downtown.

Oswego County in conjunction with the City of Oswego, Cayuga County, Wayne County, and Jefferson County, is currently applying to the National Oceanic and Atmospheric Administration to designate a National Marine Sanctuary (NMS) in the waters of southeastern Lake Ontario. The waters in this area have hundreds of years of well-preserved warships, commercial ships, aircraft, and artifacts that would benefit from the NMS designation. Marine Sanctuaries can bring in several thousand visitors and researchers, creating substantial regional economic impact. The city of Oswego is designated as the visitor orientation center for the NMS.

Recreational Attractions

Franklin Square Park, Washington Park, and the Civic Plaza are all within the downtown and provide easily accessible recreational opportunities for those living in downtown and in the near-downtown neighborhoods. They provide respite and opportunities for families and children to play. They are the location for festivals such as Harborfest, Thursday night Farmer’s Market, Pumpkin Fest, Oktoberfest, Warm Up Oswego, Movies in the Park, and the annual Tree Lighting Ceremony. Veteran’s Memorial Park, located along the River Walk on the west side, features an outdoor stage adjacent to the park which provides additional opportunities for residents and visitors to enjoy weekly entertainment, particularly during the summer months.

The River Walk project began in the 1980s and has grown steadily so that now one can travel nearly two miles of uninterrupted trails along the river bank and lake shore. The East and West River Walk Parks run

along both sides of the Oswego River within the downtown area and provide recreational opportunities for running, walking and biking while enjoying the scenery of the riverfront. It provides a partial loop with no at-grade street crossings, passing underneath both the Utica and Bridge Street bridges. Positioned parallel to the NYS Canal system on the east side, these trails also provide an opportunity for residents to view boats traveling through the lock system.

There are stairways at several points along the River Walk where there are significant grade changes. While there are several access points to the River Walk within downtown, there are not strong connections to downtown businesses and activities from the River Walk. Clear links between the trail and downtown businesses and improved programming would attract more people between businesses and the riverfront. The lighting conditions could also be improved along the length of the trails.

The half- mile Harbor Rail Trail pedestrian bridge is a converted train bridge that crosses the river, connecting the west and east sides of downtown. Stairs at the eastern end of this bridge provide access to the River Walk below. The Harbor Rail Trail includes a tunnel to E. Bridge Street.

Fishing, both within the Oswego River and through charters on Lake Ontario, is a major attraction for both residents and visitors. The city annually hosts a major fishing derby and provides access to sportfishing species on a seasonal basis. Popular fishing locations include near Lock 7, across the dam head in the river, Leto Island, behind the YMCA, underneath the Utica Street Bridge, and near the Old City Hall building.



The River Walk (shown here on the west side) is an asset with which downtown can better engage to capitalize on prime river views.



The popular Farmer's Market is held on W. First Street during the summer. *(Source: City of Oswego)*



The Harbor Rail Trail (left) connects across the river and continues to Fort Ontario on the east side.



Fishing is a popular activity along the river. People fish from boats or from the River Walk, shown here.

1.5 Market Analyses

Over the past five years, the greater Oswego area has realized over \$632 million in new investments through nearly 60 separate projects, resulting in the creation or retention of over 1,200 jobs. During that same period, the City of Oswego has seen new private sector investments totaling nearly \$84 million and the creation or retention of 610 jobs.

There are currently approximately 3,500 jobs downtown, most of which are provided by small businesses and held by women (63%). Most residents who live downtown do not have jobs there, however. Pathfinder Bank and Broadwell Hospitality Group are two of the largest employers. The largest job sectors in 2014 were Public Administration and Educational Services. There are currently about 5,900 workers within one mile of downtown and almost double that within five miles. High-quality jobs are available at major employers in and near downtown. However, during stakeholder interviews, the issue of the lack of “professional quality” housing nearby was raised a number of times. For more information, see the “Significant Employers” section (page I-20).

Housing Market

The housing market is strong in downtown Oswego. A residential market analysis (Zimmerman/Volk Associates, Inc, December 2016) indicates potential for significant growth in the near-term, with demand for approximately 450 new housing units in the next five to seven years (see Table 2). These should be primarily multifamily rental units (75%), with some for-sale attached units (townhomes, 13%) and single family detached houses (12%). Initial development projects should focus on rental housing products to take advantage of the market demand and higher absorption rates.

- Sixty percent of the potential market is comprised of younger single- and two-person households, and almost three-quarters of

Table 2: Optimum Residential Market Position, 5-7 Year Timeframe

Number	Housing Type	Rent Range*	Size Range	Rent Per Sq. Ft.*
Multi-family rental — 75.0% of total market				
65	Upper-floor lofts**	\$750-\$1,200/ month	500-900 sf	\$1.33-\$1.50 psf
	<i>Weighted Averages:</i>	<i>\$1,008/month</i>	<i>720 sf</i>	<i>\$1.40 psf</i>
300	Apartments	\$900-\$1,550/ month	550-1,100 sf	\$1.41-\$1.64 psf
	<i>Weighted Averages:</i>	<i>\$1,158/month</i>	<i>753 sf</i>	<i>\$1.54 psf</i>
Multi-family for-sale — 13.1% of total market				
45	Condominiums	\$125,000- \$215,000	750-1,350 sf	\$159-\$167 psf
	<i>Weighted Averages:</i>	<i>\$184,000</i>	<i>1,135 sf</i>	<i>\$162 psf</i>
Single-family attached for-sale — 11.9% of total market				
40	Townhouses	\$175,000- \$225,000	1,200-1,600 sf	\$141-\$146 psf
	<i>Weighted Averages:</i>	<i>\$199,000</i>	<i>1,388 sf</i>	<i>\$143 psf</i>
450 dwelling units				

* 2016 dollars, exclusive of consumer options or upgrades and floor premiums

** Lofts: Unit interiors typically have high ceilings, are fully finished and partitioned into individual rooms. Units may also contain architectural elements reminiscent of hard lofts.

Source: Zimmerman/Volk Associates, Inc., 2016

those households would be moving downtown from elsewhere in Oswego.

- Empty-nesters and retirees comprise about 30% of the potential market, and 80% of these households would be moving from elsewhere in Oswego.

The Oswego housing market was determined using a proprietary target market methodology that has been proven reliable in other cities across the country. It looks beyond historical data to project future growth based on emerging trends of shifting demographics and housing preferences, mobility rates, and lifestyle patterns.

Retail Market

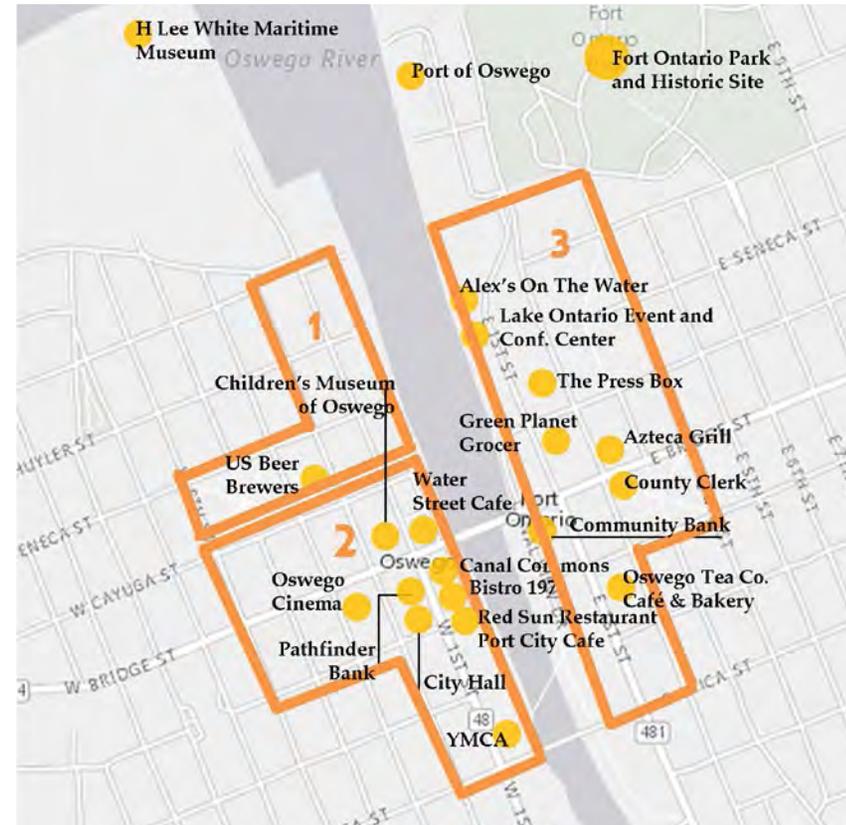
Demand for new downtown retail is sluggish, up to approximately 35,000 square feet of additional retail in niche categories (Larisa Ortiz Associates, December 2016). This is being driven largely by the fact that Syracuse—and the large regional shopping mall Destiny USA— attract the majority of shopping trips.

There are currently approximately 325,000 square feet of ground floor commercial space in downtown Oswego. This corresponds to a “Large Neighborhood Center” that can attract customers from up to three to six miles away. Retail uses can be roughly categorized into three microclimates: (1) Maritime District, primarily convenience retail and casual dining with higher vacancy rates; (2) Downtown Core, with full-service restaurants, entertainment and retail options, many at a comparatively higher price-point; (3) Services and Auto-Oriented Retail, comprised of hotels, eating establishments, and miscellaneous retail. See Figure 4 for more detail.

Keys to strengthening retail trade in Oswego include differentiating downtown offerings from competing areas, improving walkability between existing stores and nearby neighborhoods, taking better advantage of waterfront proximity, and creating an attractive downtown with a variety of activities to bring people from a 30-minute drive range. New retail should complement existing offerings while increasing the overall diversity of stores.

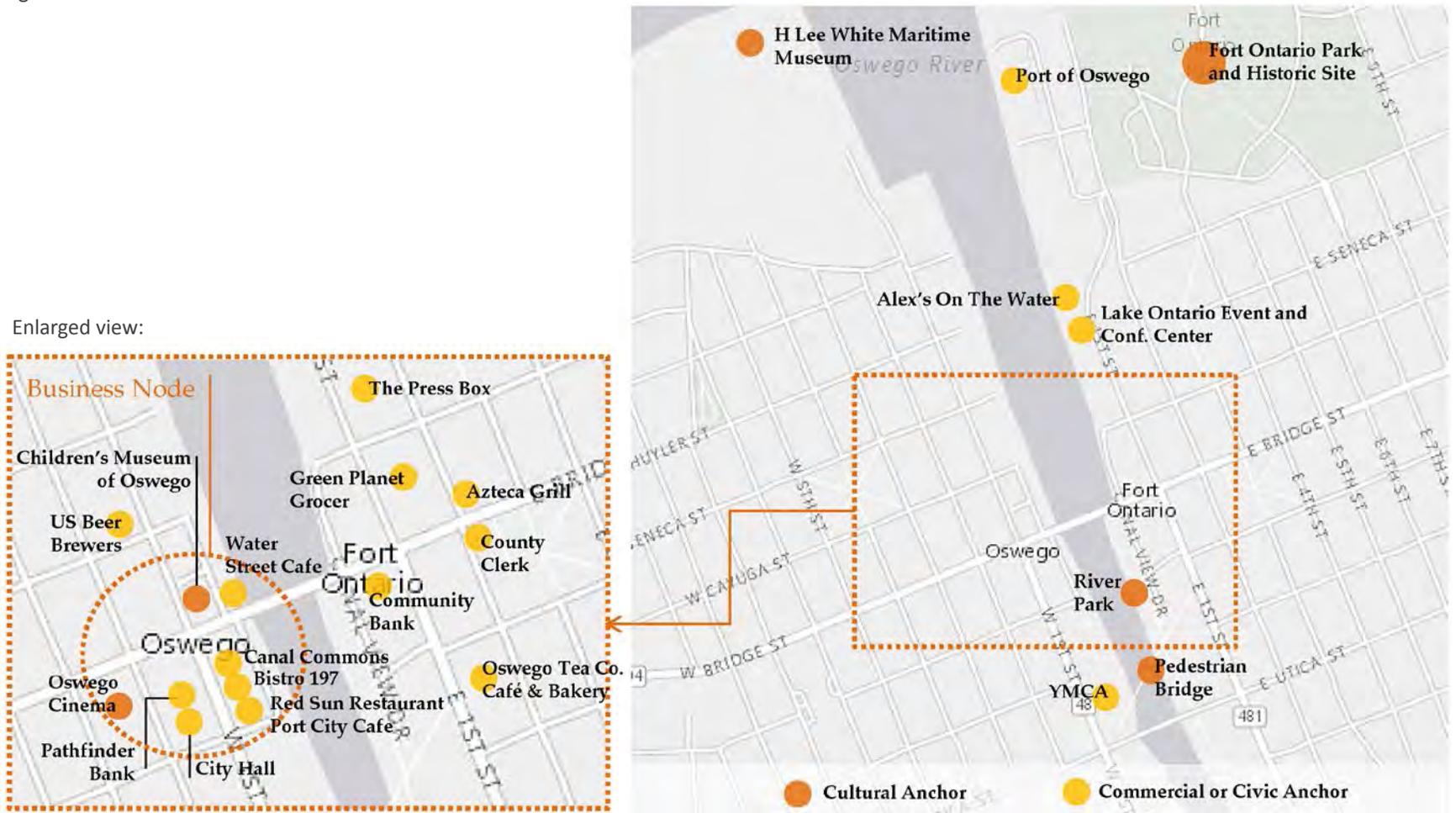
Convenience businesses (contemporary offerings at low-to-moderate price points) are suitable for downtown’s higher traffic counts and visibility, and there is room for additional growth in this category. Clothing and home furnishings are two categories with the highest unmet demand in Oswego.

Figure 4: Business Concentrations and Retail Microclimates



Downtown Oswego retail microclimates: 1) Maritime District; 2) Downtown Core; 3) Services & Auto-Oriented Retail. (Source: Retail Marketplace Analysis, Larisa Ortiz Associates)

Figure 5: Downtown Anchors and Destinations



Enlarged view:

Anchors and attractions are distributed on both sides of the river but somewhat disconnected from each other. The primary business node around the main west side intersection at W. Bridge Street and W. First Street clusters a variety of retail uses. (Source: Retail Marketplace Analysis, Larisa Ortiz Associates)

1.6 Commercial and Retail Uses

Overall, there are 80-90 service establishments and 75-80 retail establishments downtown, including 30-40 eating and drinking places. While there are some retail vacancies evident downtown, vacancies are not a large percentage of the overall existing square footage. In fact, the core of W. First Street has almost zero vacancies currently. The downtown retail market has a clear business node located around W. Bridge Street and W. First Street (see Figure 5)

Healthy and affordable food options are available at two primary locations in downtown Oswego. The Green Planet Grocery at Midtown Plaza on the east side, and Paul's Big M on the corner of West First and Utica Streets (west side) provide fresh food and other grocery and personal care items. From May until October, the Thursday night Farmers' Market offers fresh produce and other local products from vendors who set up along W. First Street. Rite Aid can also be considered a food option although the selection is limited.

Commercial uses downtown include three hotels (two brand name and one boutique), several banks (including two community banks), the Palladium-Times local newspaper, a cinema, and small office and professional service firms mostly located in upper floors of buildings.



Traditional downtown retail spaces are well-occupied.



Commercial uses include two community-based banks.

1.7 Significant Employers

The Oswego area includes major industries such as energy production and transmission, higher education, healthcare, manufacturing, and nonprofit organizations. Oswego Health and SUNY Oswego are located just west of downtown and are major regional employers. Table 3 lists major employers in the region.

Table 3: Area-wide Employment

Oswego Area Major Employers > 100 Employees (FT & PT)	
Company Name	Employees
SUNY Oswego	1,689
Oswego Health	1,237
Oswego County Government	1,109
Novelis Corp.	1,200
Nine Mile Pt. Nuclear Station (Exelon)	1,000
Walmart	894
Oswego City School District	703
Entergy-FitzPatrick Nuclear	614
Oswego County Opportunities	547
St. Luke's Health Services	482
City of Oswego	288
Price Chopper	287
Morning Star Residential Care	148
Pathfinder Bank	134
Broadwell Hospitality Group	110
TOTAL EMPLOYEES:	10,442

Source: City of Oswego Downtown Revitalization Initiative application, May 2016

Downtown is comprised mostly of small local businesses. Pathfinder Bank, a community-serving bank founded 150 years ago, and Broadwell Hospitality Group, owners of the Conference and Event Center and several hotels, are the two largest employers in downtown. Table 4 identifies the largest employers downtown.

Table 4: Major Downtown Employers

Oswego Downtown Major Employers > 40 Employees (FT & PT)	
Company Name	Employees
Oswego Health	1,237
*Oswego County Opportunities	70
Pathfinder Bank	134
Broadwell Hospitality Group	110
Oswego YMCA	75
Wayne's Pharmacy	55
Paul's Big M Supermarket	55
Palladium Times	41

**Oswego County Opportunities operates a satellite office in downtown Oswego which serves as a hub for 70 total employees. OCO has 547 employees total.*

Source: City of Oswego Downtown Revitalization Initiative application, May 2016

1.8 Housing

Housing in the downtown core is almost three-quarters rental, while near downtown it is an even split of renters and owners (see Table 5 below). Three recent mixed-use renovation projects created approximately 46 new housing units while revitalizing existing historical buildings. The upper stories of about half of the buildings in downtown are vacant. These vacancies offer opportunities to convert them into residential lofts that could attract more people to live downtown. In addition, three large apartment buildings provide 221 rent-assisted units, including 100 reserved for seniors.

Approximately one-quarter of housing units in the DRI study area are detached single-family units, mostly located on the edges of the study area. The housing types range from large (2,500+ SF) historical homes to modest 2-story colonial-style homes (average of 1,600SF) that were likely built for lower-middle wage workers. The homes were predominantly built from the late 1800s through 1940. With the assistance of the Oswego Renaissance Association (ORA), a non-profit engaged in market-based neighborhood revitalization around downtown, a number of these properties have been recently improved. Overall, the grid platting provides for comfortable homesites distributed in compact neighborhoods. This provides a density that can support local businesses downtown.

Table 5: Downtown Housing Characteristics

	DRI	DRI + Half-mile buffer
Units	729	5,683
Own/Rent	20%/73%	48%/52%
Vacancy	14%	14%

Source: American Community Survey 2010-2014



Canal Commons is one of several conversions to housing



Neighborhoods near downtown offer a variety of housing.

1.9 Vacant, Underutilized, and/or Developable Sites

There are more than a dozen vacant or underutilized sites that are ripe for redevelopment that would fill in gaps to create a visually cohesive, compact, and vibrant downtown. These have a negative impact on the downtown environment today but offer important opportunities to make significant improvements in the near future. The largest sites are the Flexo Wire site (underused), 77-79 W. First Street (vacant site), the former Price Chopper site (vacant building and large parking lot), and 200 E. First Street (vacant building on large lot). Two smaller but strategically located vacant lots on W. First Street, north of Bridge Street, could be infilled with new buildings that contribute to street life and vitality.

The city maintains nine surface parking lots and several blocks of on-street spaces in the downtown. Several large surface parking lots

on both sides of the river could be redeveloped with active uses and screened parking to improve the pedestrian environment. The city's public parking lots are listed below:

- Lot A – Former Green's Lot (behind Canal Commons)
- Lot A1 – Behind Pontiac Terrace Apartments
- Lot B – Cayuga Street (Lower) (East)
- Lot B1 – Cayuga Street (Upper) (West)
- Lot C – Market Street (Next to Old City Hall)
- Lot C1 – End of W. Seneca Street by Linear Park
- Lot E – E. First and Bridge (In front of Board of Education Building)
- Lot L – E. Second Street and E. Oneida Street next to Library
- Lot L1 – E. First Street and E. Oneida Street next to Library



The vacant Price Chopper site on the east side is one of several large underused sites downtown.



The public parking lot on W. First Street near W. Cayuga Street is an important resource but downtown would benefit from an improved appearance.

1.10 Environmental Constraints

Brownfield conditions, such as contaminated buildings and/or sites, exist on several downtown parcels. The *Oswego Canal Corridor: Brownfield Opportunity Area Nomination Study* (2013) identified three strategic areas. The magnitude and extent of contamination on brownfield sites in these areas has yet to be fully determined through detailed site assessment studies that will analyze the soil and other factors.

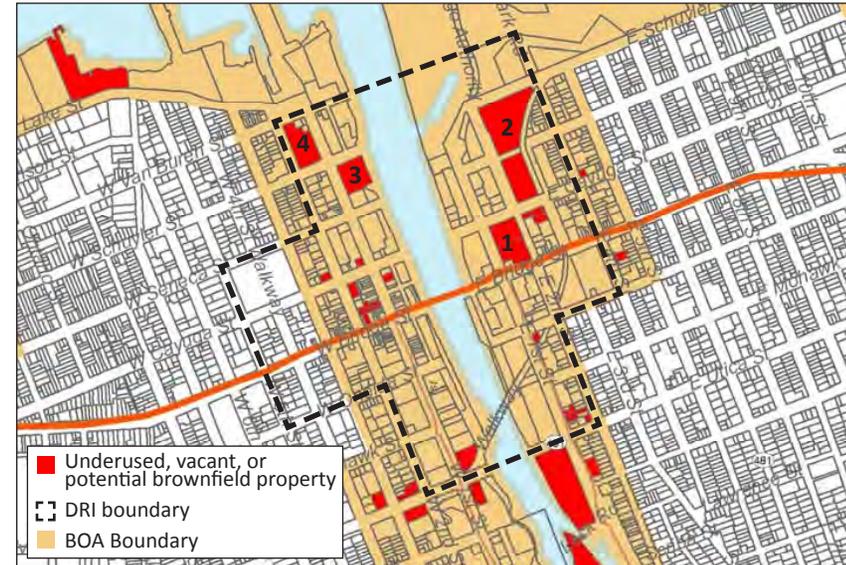
Figure 6 shows potential brownfield sites downtown. Outstanding among the opportunity areas are:

- Midtown Plaza block (1): Environmental concerns include a former machine shop and several auto-related businesses that typically leave behind an infusion of toxic fluids
- Former Price Chopper site (2): Environmental concerns include a foundry/machine shop site found on a historical Sanborn map. Probable industrial waste remnants.
- 77-79 W. First Street (3): Environmental concerns include petroleum contamination from underground storage tanks.
- The Flexo Wire site (4): A known brownfield with contamination from industrial processes for wire coatings. The current owner/developer has plans to remediate the site as soon as funding can be secured.

There are no other major environmental constraints downtown beyond brownfield conditions on several sites. There are several nearby uses that pose other challenges but are not close enough to directly impact downtown. These include the port's industrial uses, the National Grid-NRG steam power generation plant west of downtown, and the Nine Mile Point Nuclear Station located 7.5 miles east of downtown.

While not specifically identified, there is the high likelihood that asbestos or lead paint could be issues of concern on renovations of existing older buildings. There are no indications however that this would be outside of normal redevelopment expectations.

Figure 6: Underused, Vacant, and Potential Brownfield Sites



Source: *Oswego Canal Corridor study, LaBella, 2013*

1.11 Regulatory Framework

The city wants to modernize its zoning code downtown with a hybrid of traditional zoning and form-based code which emphasizes physical form rather than the separation of uses as its basic organizing principle. Parking requirements and design guidelines will also be updated. An RFP has been issued to assess the zoning code and recommend changes to align it with modern expectations. It is anticipated that the updated zoning will be approved and adopted within a six to seven month timeframe. The project started in mid-February 2017.

The current zoning in the DRI core study area is primarily B2 (Central Business). The east side also has portions zoned B3 (Redevelopment). A few parcels on the edges of the study area are zoned R3 (Residential 3) or B1 (Neighborhood Business) but no changes in land use are anticipated there. See Figure 7 for more detail.

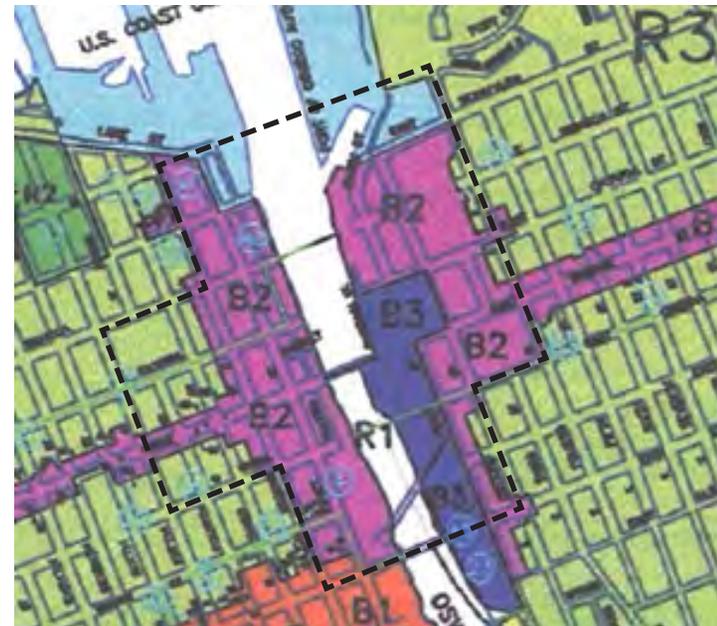
The existing land uses and regulations are summarized as follows:

- **B2 (Central Business):** Retail, office, restaurants, hotels, and indoor recreation are among the permitted uses. Multiple-family dwellings, upper floor residential, and one- and two-family dwellings require a special permit. The maximum building height is 50' and maximum lot coverage is 75%. Site plan approval is required.
- **B3 (Redevelopment):** Multiple-family dwellings, retail, office, hotels, and restaurants are the permitted uses. The maximum building height is 165'/15 stories. Maximum lot coverage is 40% for multiple-family dwellings. Multiple-family dwellings have a maximum floor area ratio (FAR) of 4.0. Site plan approval is required.
- **Parking:** For multiple-family dwellings, five parking spaces are required for every four dwelling units (1.25 spaces per unit) either on-site or within 500' of the building. Office space requires 3 spaces plus 1 space for every 200 square feet of office area.

Commercial uses require 1 parking space for every 300 square feet of business area. In the B3 district, no private parking is required for uses within 300' of a municipal parking lot except for apartments and hotels.

Design guidelines are in place for each of the existing B2 and B3 zoning districts. These guidelines were last updated in 2014. They apply to all development activity within this area, and are used to guide review by the Planning Board. The guidelines address building scale and location, materials and detailing, windows, doors, signage, awnings, parking, colors, and waterfront orientation. In general, they emphasize design, detailing, and proportions complimentary to the historical fabric. The document lacks any graphic examples of the guidelines.

Figure 7: Existing Zoning Map



Source: City of Oswego

1.12 Strategic Initiatives, Projects, and Public Priorities for Investment

The city has several concurrent planning efforts underway that will contribute to the success of the downtown area. The following initiatives are directly related to the Oswego DRI:

State Route 104 Complete Streets

This planning process was done in 2016 to improve pedestrian and bicycle usability of State Route 104 (Bridge Street) which connects downtown across the river. The project engineer drafted designs to enhance the function and appearance of this important corridor. The first phase of work will improve conditions on W. Bridge Street from Water Street to W. Third Street and is a top city priority. The second phase will target E. Bridge Street from E. First Street to E. Third Street. (www.connectoswego.com)

- Relationship to DRI: The current difficulties in pedestrian crossing of Bridge Street have been identified as a major issue that the DRI needs to address. Additionally, making Bridge Street a more walkable, complete street will greatly improve the retail environment within downtown.

Waterfront Redevelopment Feasibility Study

This study is assessing economic and development opportunities for city-owned properties along the Lake Ontario shoreline and will be completed in 2017. It includes community visioning, planning, and design to create an economically viable plan supported by market and real estate analysis of opportunities. The planning process considered connections to the west side of downtown and redevelopment possibilities on vacant land there.

Starting in 2017, the city intends to update its Local Waterfront Revitalization Program (LWRP), which was approved in 1986. Also

in 2017, the city will undertake design and implementation of eight capital projects for revitalization of several areas in and around the harbor using a \$590,000 "EPF LWRP" grant from the Department of State.

- Relationship to DRI: Connecting downtown to the waterfront is one of the four core goals of the Oswego DRI. Additionally, increasing Oswego's appeal as a two-three hour destination location is a primary strategy.

Brownfield Opportunity Area (BOA) Step III Implementation Plan

This brownfields implementation plan will build on prior Brownfield Opportunity Area planning work to identify remediation and reuse strategies for key parcels, including several sites that are featured in the DRI Plan. It will include a parking analysis and wayfinding signage design and is scheduled to begin in 2017.

- Relationship to DRI: BOA implementation can provide funds that can further leverage DRI-funded initiatives.

Central New York Inland Port

This is a project to improve freight movement in the region that will improve the region's export capacity and global commerce connectivity while supporting economic development and significant job growth numbering in the hundreds for temporary and full time positions. The past investments made by the Port of Oswego Authority are reflected in the aggregate Oswego area investments over the past five years totaling approximately \$632 million of direct capital investments. The Port of Oswego is actively applying for an additional grant to become the lead developer of this initiative. The project is

featured in the CNY Rising Plan developed by the Central New York Regional Economic Development Council¹.

- Relationship to DRI: Increasing jobs in downtown Oswego is one of the four core goals.

Oswego Intermodal Center

The Intermodal Center is part of the Central New York Inland Port initiative. The Port of Oswego Authority has completed expansion plans and has a new tenant that will help to bring about complete redevelopment of the west pier area of the Port. This project received a federal Department of Transportation TIGER grant award of \$1,527,000 in 2013 to support increased freight traffic and add rail car storage capacity. The Port of Oswego Authority is applying for a second TIGER grant to help fund the new Centerstate New York Inland Commerce Center and Freight Rail Corridor project.

- Relationship to DRI: Increasing jobs in downtown Oswego is one of the four core goals.

Central New York Region Recreation and Heritage Plan

Oswego County, with the Central New York Regional Planning and Development Board and Cayuga, Onondaga, Madison, Cortland Counties, is preparing the Central New York Region Recreation and Heritage Plan, providing the foundation for the establishment of a regionally inter-linked recreational and heritage network. Oswego County will also work with communities identified as nodes of activities and landmarks in the five county Regional Recreation and Heritage Plan (RRHP) to establish a collaborative Implementation Task

Force; launch community outreach including planning and design activities; develop a unified “wayfinding” program for the five county region in collaboration with jurisdictional entities; and, identify and establish municipal and inter-municipal partnerships to implement target opportunities identified in the RRHP.

- Relationship to DRI: Increasing Oswego’s appeal as a two-three hour destination location is a primary strategy. The city is identified as a node of activity for regional recreation and heritage.

Great Lake Ontario National Marine Sanctuary (NMS)

For the first time in nearly 20 years, the National Oceanic and Atmospheric Administration (NOAA) has opened up the application process to add new National Marine Sanctuaries to the 14 already established regions in the world. This unique opportunity prompted four Lake Ontario counties (Jefferson, Oswego, Cayuga and Wayne) and the City of Oswego to apply for status for the southeastern Lake Ontario region. Each community brings its strengths and interests to the table in an effort to ensure that important natural, cultural and historic resources are protected for generations to come. The application was submitted in 2016. Notification is anticipated this year.

- Relationship to DRI: Increasing Oswego’s appeal as a two-three hour destination location is a primary strategy. The city is identified as the visitor orientation center for the NMS, which focuses on submerged archaeological resources such as hundreds of shipwrecks.

Alignment with the Central New York REDC

One of the three primary goals for the Central New York Regional Economic Development Council (REDC) is to revitalize the region's urban cores, Main Streets, and neighborhoods. The Oswego DRI, with its focus on improving the urban core component of the larger study area and connecting and improving the West First "Main Street" environment, directly address this REDC goal. In December 2016, the City of Oswego was awarded nearly \$1 million in New York State funding through the Consolidated Funding Application (CFA) for several key projects. The awards include:

- \$245,077 grant for the installation of the Seneca Street Neighborhood Bikeway project (NYS DEC);
- \$68,000 to conduct a feasibility study for developing a multipurpose athletic center near Fort Ontario (NYS ESD);
- \$590,000 for Westside Waterfront improvements (NYS DOS); and
- \$40,000 to develop a strategy to implement public art throughout downtown Oswego (NYSCA).

These funds align with the recommendations of the Oswego DRI and will lead to a greater implementation impact over the next couple of years.

Section II: Community Vision, Goals, and Strategies

The Oswego DRI vision statement was initially drafted based on vision statements from prior and other concurrent planning reports, and with input from the Local Planning Committee (LPC). The draft vision was presented at the first community meeting, where residents commented on aspects they liked and things they would add or change (see Part One, Section V). The vision statement presented below here is the result of this process of refinement.

Downtown Oswego has momentum. Building on a vibrant and walkable historic core, amenity-rich neighborhoods, small-town charm and waterfront beauty, downtown Oswego will sustain and create hundreds of jobs, support high-quality housing at all levels of affordability, and be an exciting four-season destination to shop, eat, visit, live, work and play. Our downtown will once again be the thriving core of our family-friendly community.

DRI Goals and Core Strategies

From the stakeholder interviews and initial community event, numerous opportunities, challenges, and priorities for downtown Oswego emerged. These issues formed the basis for what became four key goals, and each goal is further supported by specific strategies. The vision, goals, and strategies were confirmed at subsequent community events and LPC meetings. These are listed in the following summary.

Goal: Strengthen the vibrancy of the downtown core

Strategies:

- Prioritize mixed-use development where feasible
- Develop new residential infill on vacant and underutilized lots
- Align DRI priorities with the BOA plan (currently being developed)
- Support upper story renovations into new residential units
- Improve and support existing retail; prioritize additional new retail within infill development²
- Support facade improvements
- Support the Complete Streets and multi-modal connectivity initiative currently underway
- Create a diverse multi-seasonal program of events and gatherings in downtown
- Build new and improved parks and planting areas

Goal: Connect downtown to the water

Strategies:

- Align DRI priorities with the Waterfront Vision Plan (currently being developed) and the City of Oswego Local Waterfront Revitalization Program
- Prioritize strategic infill along W. First Street between downtown and the waterfront

- Initiate gateway and wayfinding improvements between downtown and the waterfront
- Support the future development of underused lots along the riverfront
- Build new and improved linear parks and tree-lined corridors
- Invest in River Walk improvements
- Create a diverse program of events and gatherings along the riverfront
- Increase water-related programming, such as kayak/canoe tours and fishing events

Goal: Retain and grow businesses

Strategies:

- Support SUNY Oswego entrepreneurial initiatives downtown
- Support local business expansions
- Prioritize mixed-use development where feasible to support new job creation
- Leverage existing growth sectors
- Increase workforce training programs downtown

Goal: Increase downtown residential living

Strategies:

- Develop new residential infill on vacant and underutilized lots
- Redevelop vacant building upper stories, including residential units
- Revitalize adjacent residential neighborhoods
- Increase evening and weekend programming to create vibrant 18-hour setting
- Build new and improved parks, gardens, and street trees

Section III: Action Plan

The Action Plan builds on the DRI core strategies that will directly contribute to creating a vibrant and economically thriving downtown. These strategies reflect the desires expressed by community members and stakeholders, are based on a thorough market analysis, and reflect proven urban design principles. The Action Plan incorporates both projects recommended for DRI funding and those recommended for other funding (see Part Two). Both types of projects are critical to the long-term success of downtown. The recommendations described here identify the approaches that the City of Oswego, with support from the State of New York, should initiate to support the DRI Plan.

Focus On Market Realities

The action strategies take into consideration what is economically feasible in Oswego. The planning process included both a residential market analysis and a retail market analysis. While the retail analysis found that there will be sluggish growth until Oswego truly becomes a regional destination, the residential analysis found that downtown could add up to 900 units of market rate housing over the next ten years. These findings shaped the planning process by creating a priority for residential development. More downtown residents will help support existing and additional new retail uses. Focusing on market feasibility also informed the development of strategies for implementing the plan.

Create a Connected, Inviting Public Realm

A well-designed public realm attracts people and makes them want to linger. Great sidewalks promote strolling, dining, people-watching, and meeting friends and colleagues. They knit together a network of public spaces such as the River Walk, the waterfront, Fort Ontario, SUNY Oswego's campus, and newly designed plazas at City Hall and 'Market Square'.

The public realm should provide places for people who want to shop, ride a bike, walk a dog, sit and talk with friends, or move efficiently to their destination. Streets should be designed with the needs of all users in mind: bicyclists, pedestrians, and mobility-impaired individuals along with automobile drivers. Restaurants should open up to the sidewalk with outdoor café seating or folding windows and walls. Shops should be encouraged to have small outdoor displays highlighting their products.

Good design should account for human comfort in every season, with an emphasis on shade in the Summer and heat sources in the Spring, Fall, and Winter to extend the outdoor season. During Oswego's impressive winters, plazas can potentially be used for ice skating rinks and other outdoor activities that bring residents together outside. Designing public spaces to mitigate prevailing winter winds, maximize sun exposure, absorb and re-radiate heat from the sun, and provide artificial heat sources and adequate nighttime lighting can contribute to creating a more hospitable environment during the colder, darker months.

Many elements make up a successful pedestrian streetscape, including those shown in Figure 8. Sidewalks in retail areas must be wide enough to comfortably accommodate groups of pedestrians and should provide space along the buildings for outdoor retail displays, sidewalk cafes, or stoops and other architectural features. Along the curb, a defined zone for landscaping, street trees, and furnishings such as bike racks, benches, planters, streetlights, and fire hydrants should be provided. Frequent building entrances provide visual

interest and encourage cross-shopping; they should be somewhere between 30' and 80' apart to create short walks between them. Street trees should be spaced approximately 30' apart, depending on the size of the tree, to provide a continuous shade canopy, and should have an adequate root zone beneath the pavement to allow for healthy growth. Species should be deciduous to allow for penetration of sunlight in wintertime. Curb bump-outs that shorten pedestrian crossing distances, creative parklets (temporary or permanent use of on-street parking stalls for pedestrians, protected by bollards or Jersey barriers) that enliven small underused spaces, attractive store signage, and human-scale lighting all contribute to pedestrian-friendly environments.

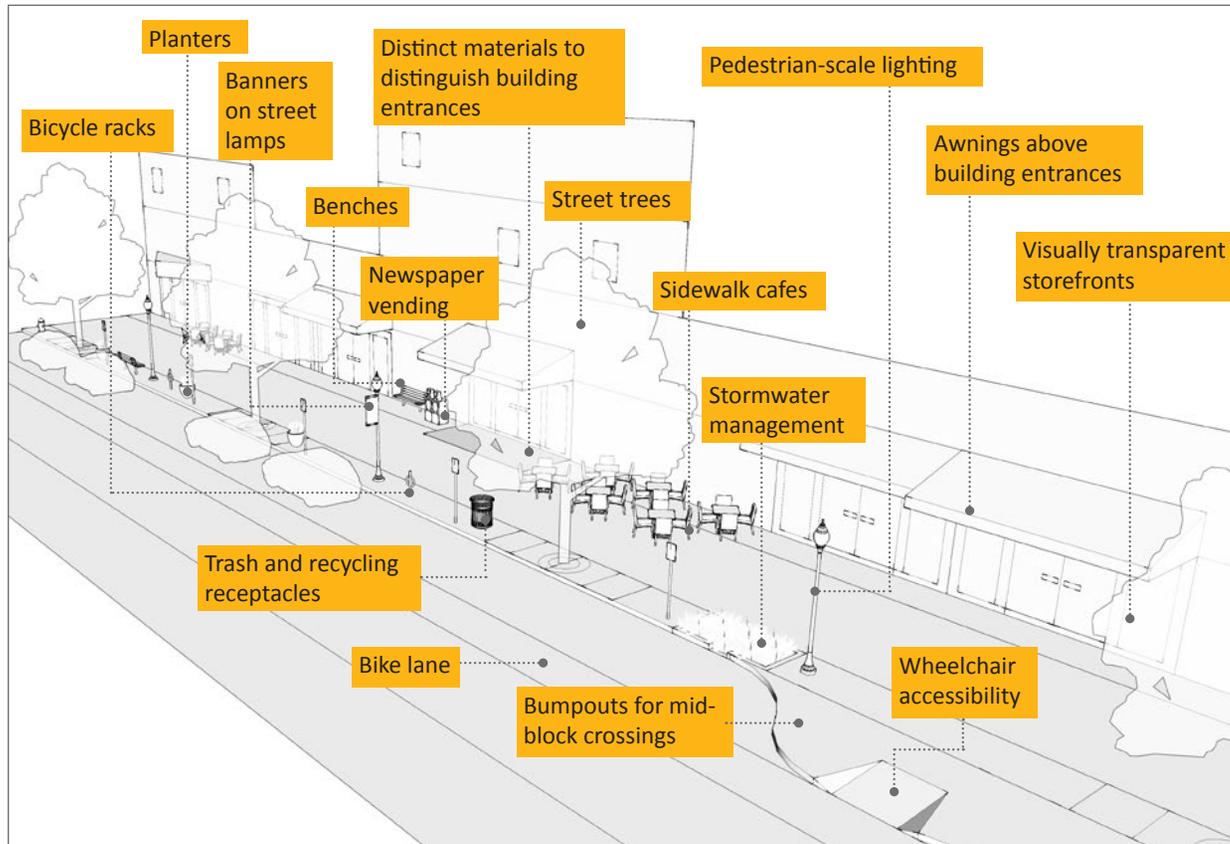


Figure 8: Key Public Realm Elements

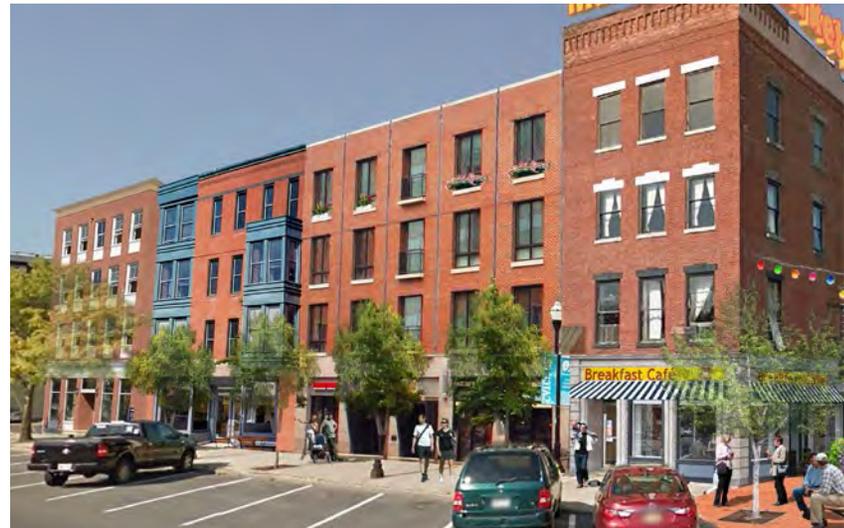
Promote High-Quality Design for New Construction and Renovations

Oswego's downtown character and historical charm are important to its future success. Both the public realm and private buildings and sites contribute to these features. Existing historical buildings downtown are typically built to the edge of the sidewalk, feature a high level of architectural detailing that provides visual interest, and have highly transparent ground floors to highlight retail spaces. Renovation and new construction should embody high-quality design and incorporate these principles regardless of architectural style.

- Renovations to existing buildings should be based on historical investigations and seek to restore original design features that have been obscured or lost over time. Modern interpretations that maintain the spirit of the original design are also encouraged to provide visual variety within a common set of principles. "Quick fixes" and value-engineered design should be discouraged to preserve the existing traditional building stock.
- New buildings should be sensitive to the surrounding context in terms of setbacks, massing, and site design. They should contribute to an inviting pedestrian experience along the sidewalk with doors, transparent storefronts, and/or attractive landscaping. Parking should utilize on-street parking or city lots, or be located behind buildings whenever possible, and screened with landscaping, fencing, or other design elements when it cannot be entirely placed behind the building. High-quality, durable materials should be used to convey a sense of permanence and to lower maintenance costs. Where new buildings have long street frontages, the main facade should be designed to reflect smaller vertical bays whether as material/plane changes or as distinctly different facades. Blank walls should be minimized along the sidewalk and service doors located away from main streets.



Renovations should "peel back" incompatible features to restore original components like storefronts and window details.



New construction should maintain the rhythm of traditional downtown facades and use durable, high-quality materials.

Implement a Parking Strategy

While the community expressed concerns over parking, an assessment completed by Nelson\Nygaard for this project (and an ongoing parking analysis being conducted as part of the Brownfield Opportunity Area plan) has found that downtown does have adequate parking supply overall. The most popular parking locations are often near capacity, however, while parking one or two blocks away is almost always available. As new development occurs, parking may become more of a challenge, and in the next five to ten years the City of Oswego may need to investigate the feasibility of a parking garage.

Parking Policy and Management

Most downtown parking is provided free of charge, with the exception of reserved spaces in city surface parking lots, which require the purchase of a permit from the city. The city seeks to limit long-term parking in on-street spaces through the implementation of time limits, which are enforced on weekday mornings and afternoons. The City of Oswego has created a Downtown Parking Policy to provide adequate parking for all current and prospective users of city-owned parking resources. This Policy is designed to provide adequate access to on-street parking and to apportion the use of the downtown parking lots in a fair and equitable manner. It also seeks to prevent unauthorized parking in the city's downtown lots between 3:00 a.m. and 6:00 a.m. during winter months (December through March), while also ensuring that overnight parking needs are met.

Recommendations

The City should seek to create a "park once" mentality that encourages walking. The city will take an active role in educating the public about available parking and will provide strict enforcement of parking regulations in the downtown area.

The city should seek matching grants for two important elements, a comprehensive parking study and a strategic parking coordinator position. The parking study should have a multi-modal focus with a primary objective being the development of management, zoning, and economic development tools to align parking management with a "park once" mobility vision that supports the downtown revitalization efforts. The parking coordinator position will lead implementation of the parking study recommendations and ensure that parking management is coordinated with public and private entities involved with mobility, growth, and economic development in the downtown and beyond.

There are several near-term strategies that can be implemented even before the parking study is completed.

- Accommodate public parking demand with a public valet program. These services are typically located to maximize their value/appeal within a mixed-used, commercial area. By setting aside a modest number of on-street spaces for drop-off/pick-up zones, public valet can provide drivers with enhanced curbside parking convenience, and use off-street storage to effectively turnover these spaces continuously during peak-demand conditions. Public valet can also make use of unappealing or otherwise inaccessible parking lots and structures to significantly expand the number of parking spaces available to meet demand peaks.
- Provide downtown residents with different permit types. The city can issue overnight permits for on-street parking, when parking demands tend to be modest, and/or off-street permits that allow residents to park in any public parking lot for any period of time between 4pm and 10am. This reduces the need for individual projects to provide dedicated parking, lowering the cost of development.

- Encourage key destinations to develop "in-house" bike share programs to encourage cycling. Local hotels, Oswego Hospital, SUNY Oswego, and Fort Ontario are potential providers that would benefit by providing increased access and mobility for visitors.
- Monitor the performance of the existing parking supply. Performance-monitoring is essential to any strategic parking management program. It consists of documenting occupancy levels among critical parking facilities during times when availability is most likely to be constrained. This field data supports a performance-based management approach, informs price-setting decisions, and monitors the impacts of those decisions.

The city should also consider additional opportunities including

- Facilitate redevelopment on parking lots. Strategically located, publicly-owned surface parking lots are important redevelopment opportunities for downtown. If these lots are developed, the city should carefully evaluate the amount of displaced parking that is built back elsewhere, relying in part on performance monitoring data.
- Implement shared parking agreements. Individual owners should be encouraged to share private parking supplies with nearby users that have offsetting demand periods. This can reduce the amount of unused parking throughout the day and week.
- Consolidate private/accessory lots. Multiple separate lots function less efficiently than larger, consolidated lots. Creating curb cuts between private lots and redesigning access and circulation can increase the efficiency of the existing supply.



Public valet zones provide curbside service to park cars in underused locations (Source: Nelson\Nygaard)



Riverfront parking lots may be prime redevelopment opportunities in the future. (Source: Nelson\Nygaard)

- Evaluate new zoning strategies. Many communities have embraced zoning strategies that enhance and expand "park once" environments, while providing a new model for supply expansions. Core components of an approach include limiting private, on-site parking; encouraging shared on/off-site parking; and providing a fee in lieu option to waive on-site requirements in favor of funding for public parking development.

Develop and Install a Coordinated System of Signage

Clear signage and wayfinding helps direct people to points of interest like public open spaces, the riverfront, and shopping and dining areas. This creates a welcoming, easily understood downtown and supports small businesses throughout the area. A new wayfinding system should be developed to help residents and visitors navigate downtown; better access the waterfront, Fort Ontario, and other nearby destinations; and create a sense of arrival at key gateway locations around downtown.

Provide Amenities for Residents, Employees, and Visitors to Make Downtown a Destination

Access to a variety of amenities is a crucial component of the demand for walkable, urban environments that will drive redevelopment. Strengthening existing amenities and developing new ones will help retain and attract residents and visitors. Amenities include attractive buildings, walkable sidewalks, diverse shops and restaurants, infrastructure improvements like public spaces, and cultural events and programming.

While overall demand for new retail is sluggish, there are some strategic opportunities to drive additional demand from both the immediate region and increased tourist visits. To do this, downtown Oswego needs to provide at least two to three hours of activities to attract visitors from a 30-minute drive away.

Strategies for existing and new amenities include:

- Strengthen and build awareness of existing destination drivers (Fort Ontario, Children’s Museum, waterfront)
- Support new retail opportunities that will enhance and further differentiate existing retail and experiences (i.e. recreation and activities)
- Encourage investment in the existing retail cluster, rather than developing a competitive location
- Encourage new events and activities to bring people downtown, with an emphasis on activities connected to local anchor and cultural institutions, the waterfront, and complimentary retail
- Promote downtown’s growing restaurant scene
- Develop new or revitalize existing public gathering places (i.e., Market Square and Civic Plaza)
- Improve walkability throughout downtown
- Improve connections to the Riverfront
- Increase benches and other seating elements within the key retail areas
- Continue to support seasonal plantings throughout downtown

3.1 Implementation Schedule

The following table lists a series of projects that build on the strengths and address the challenges described in Part One, Section I. They support the community's vision and goals described in Part One, Section II, and they are the driving force behind the action strategy

described in this section. While a single project often addresses multiple community goals, this list of projects is organized according to the one that they most closely address. Each project is described in greater detail in Part Two.

Table 6: Action Plan

Project Title	Project Description	Responsible Parties	Estimated Cost	Timeframe for Implementation	DRI Funding
Goal: Strengthen the vibrancy of the downtown core					
Children's Museum of Oswego (CMOO)	Storefront renovation and exhibit installation	Children's Museum of Oswego	\$1,753,000	0-2 years	Yes
Buckhout-Jones facade restoration	Historic facade improvements	Pauldine Construction	\$260,700	0-2 years	Yes
Global Buffet redevelopment	Commercial renovation and vertical addition to prominent corner site to add housing at W. First Street and Bridge Street	Private developer	\$4,370,000	0-2 years	Yes
Civic Plaza	Redesign of public space in front of City Hall to create four-season community gathering place	City of Oswego	\$1,513,000	0-2 years	Yes
Market Street Pocket Park	Creation of new public space connecting W. First Street to Water Street	City of Oswego	\$100,000	0-2 years	Yes
Complete Streets (west side)	Aesthetic and functional improvements for pedestrians and bicyclists on W. Bridge St from W. First Street to W. Third Street	City of Oswego	\$1,088,956	0-2 years	Yes
Lake Ontario Water Park	Indoor water park associated with hotels on east side	Broadwell Hospitality Group	\$4,465,000	0-2 years	Yes
Investments in existing buildings*	Facade renovations, commercial interior upgrades, and upper floor housing conversion	Private owners	\$3,049,800	0-2 years	Yes

Project Title	Project Description	Responsible Parties	Estimated Cost	Timeframe for Implementation	DRI Funding
Downtown lighting	Lighting on Bridge Street & Utica Street bridges and City Hall facade	City of Oswego	\$390,000	0-2 years	Yes
Public art	Commissioned sculptures, murals, banners, etc...	City of Oswego	\$75,000	0-2 years	Yes
YMCA adaptive reuse	Adaptive reuse of existing building into commercial space and housing	Camelot Lodge LLC	\$2,332,000	0-2 years	Yes
Old City Hall	Historic facade improvements, structural renovations, and deck addition	Private owner	\$975,000	0-2 years	Yes
Matching grant	Program activity set-aside for additional facade improvements, commercial space upgrades, upper floor housing conversion, and downtown events	City of Oswego	\$600,000	0-2 years	Yes
Complete Streets (east side)	Aesthetic and functional improvements for pedestrians and bicyclists on E. Bridge Street from E. First Street to E. Fourth Street	City of Oswego	\$1,400,000	3-5 years	No
Gateway and intersection improvements	Aesthetic and functional improvements at E. First Street and E. Utica Street	City of Oswego	\$575,000	3-5 years	No
Elks Lodge improvements	Exterior painting, landscape, and signage	Elks Lodge #271	\$41,150	0-2 years	No
Goal: Connect downtown to the water					
West Pier Landing	Housing development on vacant waterfront site	Broadwell Hospitality Group	\$8,652,250	0-2 years	Yes
Cahill Landing	Historic restoration and adaptive reuse for housing and restaurant	Pauldine Construction	\$2,350,000	0-2 years	Yes
River Walk improvements and connections	Aesthetic and functional improvements for pedestrians and bicyclists, new connections to downtown businesses	City of Oswego	\$625,000	0-2 years	Yes

Project Title	Project Description	Responsible Parties	Estimated Cost	Timeframe for Implementation	DRI Funding
Greenway Access Center	Renovation of existing pump station building on Oswego River Greenway for recreational and tourism facility on east side	City of Oswego	\$173,200	0-2 years	Yes
YMCA gateway	Gateway and green space enhancement at W. First Street and Utica Street	YMCA of Oswego	\$2,450,000	0-2 years	Yes
Bridie Manor	Commercial renovation and housing conversion in historical building on W. First St. along Oswego River	Private owner	\$445,650	3-5 years	No
Goal: Retain and grow businesses					
Oswego Business Incubator	Job creation and small business growth for light industrial and service commercial start-ups	County of Oswego Industrial Development Agency	\$6,000,000	0-2 years	Yes
Investments in existing buildings*	Facade renovations, commercial interior upgrades, and upper floor housing conversion	Private owners	\$3,049,800	0-2 years	Yes
Historical former train depot	Historical restoration of former train depot building for commercial use	Private owner	\$1,000,000	3-5 years	No
Goal: Increase downtown residential living					
Harbor View Square	Mixed-use redevelopment of brownfield site on W. First Street	Housing Visions	\$23,832,365	0-2 years	Yes
Midtown Plaza redevelopment	East side redevelopment creating 45,000 sq ft commercial space, 95 residential units, and parking	Sutton Real Estate	\$23,684,000	3-5 years	Yes
W. First Street redevelopment (147-161 W. First St)	Up to 40 new housing units, 6 rehabbed loft units, and ground floor commercial/retail	Creative Developments of Oswego, Inc	\$8,128,700	0-2 years	Yes

Project Title	Project Description	Responsible Parties	Estimated Cost	Timeframe for Implementation	DRI Funding
Investments in existing buildings*	Facade renovations, commercial interior upgrades, and upper floor housing conversion	Private owners	\$3,049,800	0-2 years	Yes
Near downtown neighborhood	Exterior repairs for near-downtown single family residences	Oswego Renaissance Association	\$500,000	0-2 years	Yes

* Investments address multiple goals equally

Section IV:

Management Structure

The City of Oswego's Department of Community and Economic Development Office was integral to the Oswego DRI planning effort, and will continue in this role to coordinate the necessary DRI application process on behalf of each project applicant. The Director of the department has the capacity to oversee implementation and manage the overall process of downtown revitalization.

The Department of Community and Economic Development will be supported in its efforts in part by the following partners:

- **The Greater Oswego-Fulton Chamber of Commerce.** The Chamber advances the business and community interests of the region through advocacy, member services and community enhancements. It will provide support to local businesses, both existing and start-ups.
- **Oswego County IDA.** The IDA is dedicated to the creation and retention of job opportunities, diversification and strengthening of Oswego County's economic base, and developing the local economy in a planned, organized, and environmentally compatible manner. It will provide business support, financial assistance, and loans.
- **SUNY Oswego Small Business Development Center.** The SBDC is a public-private partnership between government and higher education that provides individual services to small businesses and entrepreneurs. It will connect SUNY Oswego with downtown revitalization.
- **Centerstate CEO.** This organization is an independent and forward-thinking economic development strategist, business leadership organization and chamber of commerce dedicated to the prosperity of the region. It can assist with business financing and building connections to the regional economy.
- **CNY Regional Planning and Development Board.** The RPDB is a public agency that supports community and economic development, transportation planning, and environmental management.
- **Oswego Renaissance Association.** The ORA is a non-profit engaged in market-based neighborhood revitalization around downtown. It will support exterior repairs and landscape improvements in near-downtown neighborhoods to strengthen the housing stock within walking distance of downtown.
- **CNY Regional Economic Development Council.** The REDC will support DRI priorities and the alignment of goals with Oswego's Strategic Investment Plan.
- **DRI Local Planning Committee.** The LPC will provide ongoing support as local champions and promoters of the initiative. Each member brings unique expertise that can be available to support implementation.
- **City of Oswego Common Council.** The Common Council will support the DRI by facilitating downtown redevelopment that advances the DRI goals. It can arrange PILOT agreements, offer expedited project review, and provide other incentives to promote high-quality development.
- **State Agency Resource Team.** Representatives from multiple state agencies involved in the DRI visited Oswego to learn more about the recommended projects while touring downtown. This team will review DRI funding applications and support inter-agency cooperation to achieve the community's goals.
- **Port Authority of Oswego.** The Port Authority serves as an economic catalyst in the region by providing diversified and efficient transportation and freight movement services. It will support the DRI through job creation and increasing water-based tourism via management of its marina facilities.

Section V: Public Involvement

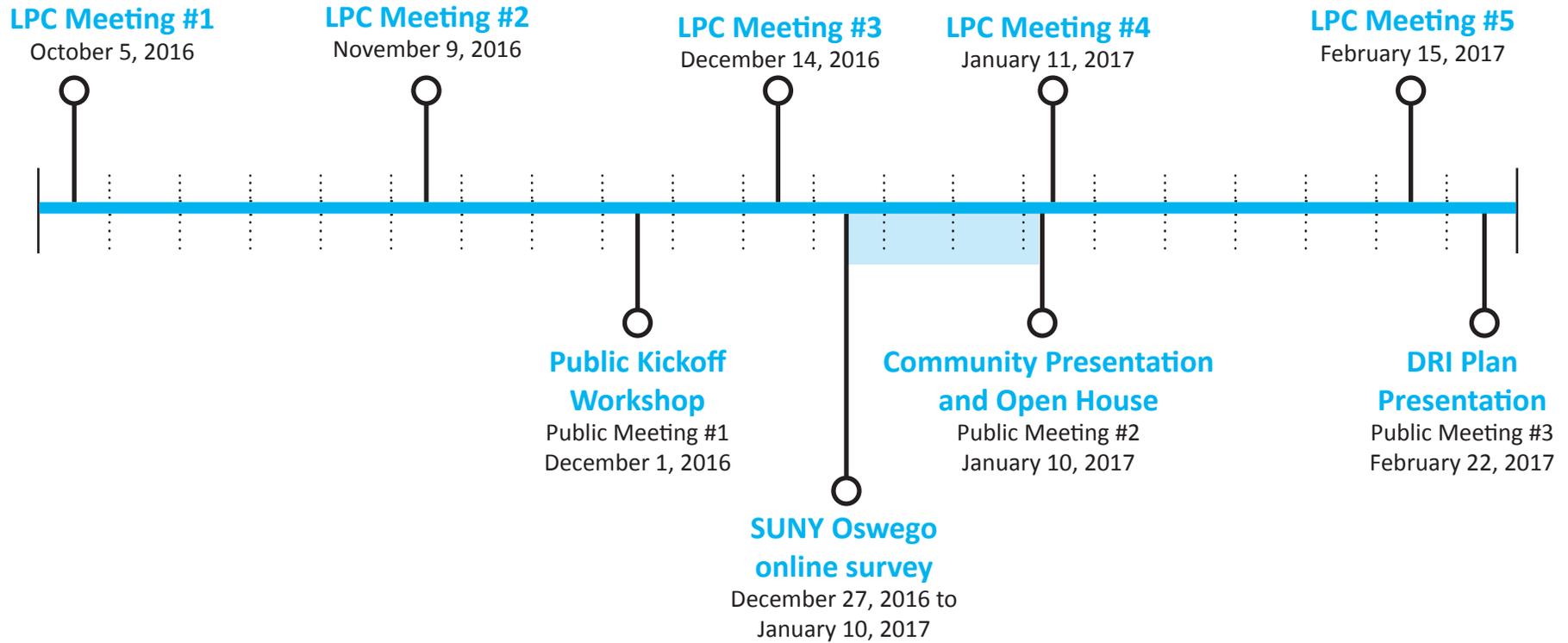
Community stakeholders played an integral role in the formation of Oswego's DRI Plan. The process built on prior community engagement initiatives held recently in Oswego for other planning projects. The DRI team coordinated dates and event formats with other public engagement projects concurrently underway in Oswego. Key stakeholders were engaged individually, and the general public was invited to participate in a series of events and through online media. The SUNY Oswego community was engaged through an online survey to learn more about how often students visit downtown currently and their ideas for making it a more attractive place for students to visit in the future. All community input was incorporated as the plan developed.



The community discussed their vision for downtown at the kickoff workshop.



5.1 DRI Project Meeting Timeline



Breakout groups at the kickoff workshop.



Community prioritization at the open house.



Reviewing the final recommended projects.

5.2 DRI Local Planning Committee

A Local Planning Committee (LPC) was established, comprised of local stakeholders and representatives. The list of LPC members is provided on the inside front cover of this report. The LPC was responsible for meeting monthly with the consultant team and representing the public throughout the DRI process. The LPC provided comments on the consultant team's work to guide the formation of the plan. The LPC was also responsible for sharing information about the DRI with their networks and constituents. Members of the LPC played an important role in ensuring that the DRI Plan is grounded in the values and aspirations of the Oswego community by donating their professional expertise, knowledge of Oswego, and dedication of time. Members of the LPC expressed a willingness to read and provide comment on draft versions of all planning documents and to become ambassadors of the DRI Plan.

5.3 Public Events

Public involvement included three public events during the DRI planning process. Each of these events was open to residents, stakeholders, and anyone else interested in learning more about the DRI and providing input into the plans.

Public Meeting 1: Kickoff Workshop

The **initial public workshop** for the Oswego DRI was held on December 1, 2016, at the McCrobie Civic Building. More than 75 residents took part, working together to discuss their hopes for the future of downtown Oswego.

The purpose of this meeting was to inform the community of the overall DRI Program; to elicit public input to confirm the vision and goals that emerged from prior planning studies; and to present initial feedback on trends heard during preliminary stakeholder interviews and site visits by the planning team to the downtown area. The planning team presented a general summary of initial opportunities for downtown revitalization in Oswego. The team discussed the initial results of housing market, retail market, and commercial real estate market studies. These opportunities incorporated discussions of the six projects in the DRI Application, opportunities to reinforce connections within the downtown more strongly, additional revitalization methods, and opportunities for new or strengthened connections to the region.

After an initial presentation, the public was asked to meet in a series of smaller break-out groups that used a set of images as the focal point for discussing a series of questions. Images engage a different part of the brain than text, encouraging creativity and openness to new ideas. The images also provided people with a jumping-off point

to talk about their “vision” in very concrete terms, helping people who may struggle trying to answer broad questions. This was accompanied by a visual preference survey, where people used adhesive dots to identify images that represent their vision of the future, and to identify their preferred locations for initial revitalization strategy alternatives on maps provided for each group table. Following the break-out session, the consultants asked everyone to reconvene in one group where results of each table from the break-out sessions were summarized and reported back to the whole group.

The results of these small-group workshops were collected, digitized and summarized by the planning team. The ideas that came out of this session informed the first draft of the DRI plan.



Each small group reported their discussion to the larger group.

Developing a Vision

The residents were presented the following draft vision statement:

Downtown Oswego has momentum. Our city is rising in the region thanks to a vibrant and walkable historic core, amenity-rich neighborhoods, small-town charm, and scenic beauty. Breathing new life into downtown showcases our existing assets. The DRI lays out a plan to sustain hundreds of jobs, add high-quality housing at all levels of affordability, and transform our riverfront downtown into an exciting 18-hour environment in all four seasons.

Building on recent investments, we're becoming a thriving destination to shop, eat, visit, live, work and play.

Residents were asked what they liked about the draft vision statement and what, if anything, they would change. The most commonly mentioned suggestions were:



The community discussed their priorities in small groups.

Positives	Changes
Four seasons: "very important to emphasize that Oswego is fun and vibrant year-round"	Add "will sustain and create hundreds of jobs"
Walkability	Add "community", perhaps, "four-season destination community..."
It's optimistic/positive	Add "accessibility" to the statement about high quality housing
All levels of affordability	Add that will we be drawing from the input of the people who live here
History: "recognition that our historic core is mentioned... our vision for the future is intricately linked to our rich cultural heritage"	Add "bikeable" or simply change to "safe multi-modal"
Waterfront	Add "family friendly"
"Multi-faceted vision of shopping, eating, living, working, and playing"	
Amenity rich	
Focus on active downtown	

Community Priorities

After the visioning exercise, residents worked together in small groups to compile lists of priorities for the future of downtown Oswego. At the end of the breakout session, each group was asked to identify the top five shared priorities and a representative from each table read the priorities to the larger group. By the time all groups reported back, it was clear that the community had shared priorities.

The most common priorities included:

<ul style="list-style-type: none"> • Retail: <ul style="list-style-type: none"> ◦ More variety in shops and restaurants downtown ◦ High quality stores
<ul style="list-style-type: none"> • Build up and invest in the surrounding communities/residential neighborhoods
<ul style="list-style-type: none"> • Waterfront: <ul style="list-style-type: none"> ◦ Riverfront development ◦ River Walk improvements ◦ Add waterfront dining options and entertainment
<ul style="list-style-type: none"> • Infill of empty lots and vacant buildings
<ul style="list-style-type: none"> • Midtown Plaza development
<ul style="list-style-type: none"> • Historic landmark preservation <ul style="list-style-type: none"> ◦ Make historic sites into points of interest ◦ Signage for historic sites

<ul style="list-style-type: none"> • Improve walkability
<ul style="list-style-type: none"> • Improve the streetscapes and facades of buildings downtown
<ul style="list-style-type: none"> • Parking: <ul style="list-style-type: none"> ◦ Increased parking ◦ Replace surface lots with garages ◦ Find a way to deal with snow parking bans on downtown streets (idea- snow melting streets, like in Holland, MI)
<ul style="list-style-type: none"> • Bring jobs to Oswego, especially jobs to attract young professionals
<ul style="list-style-type: none"> • Improve/add green space and trees/flowers
<ul style="list-style-type: none"> • Improve traffic patterns and congestion
<ul style="list-style-type: none"> • Improve/increase connectivity with waterfront and surrounding neighborhoods
<ul style="list-style-type: none"> • Create a cohesive theme for downtown <ul style="list-style-type: none"> ◦ Ideas include street lamps, flags, colors
<ul style="list-style-type: none"> • Improve bike-ability and safety
<ul style="list-style-type: none"> • Add downtown signage
<ul style="list-style-type: none"> • Make Oswego a destination in the region
<ul style="list-style-type: none"> • Family-friendly activities
<ul style="list-style-type: none"> • Highlight arts and culture

SUNY Oswego Survey

An **online survey** was conducted to engage SUNY Oswego students who attend classes at the campus located close to the downtown area. Over 300 students responded. The survey revealed that 35% of respondents visit downtown at least four times per month, and almost three-quarters visit at least twice per month. Most trips are by car, some by bus or walking, and only a few by bicycle.

When asked what would make them visit downtown more often, respondents ranked restaurants, retail stores, cultural activities, and amenities highly. Almost one-third of respondents said that one of the reasons they do not spend more time downtown is that they do not know what’s available there, indicating a potential need for improved marketing and outreach to students. Low-cost ideas to make downtown more appealing to respondents included offering student discounts and hosting more events targeted to students.

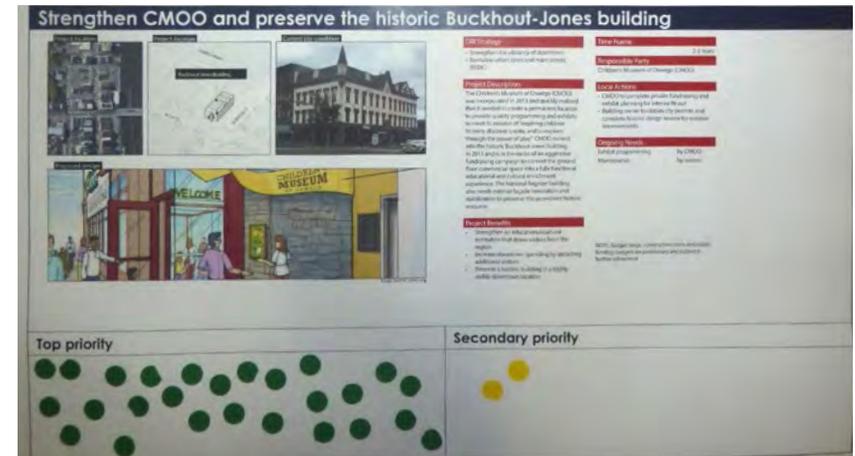


Community Presentation and Open House

This **second public meeting** was held on January 10, 2017, at the McCrobie Civic Building. More than 60 community members attended to learn about the potential projects under consideration. The meeting began with a presentation reviewing the retail and residential market studies to inform the community about projected future demand. The presentation then described the complete list of potential DRI projects and how they address the four DRI strategies.

Following the presentation, the community participated in an open house where they reviewed project posters with more detailed information about each initiative and had the opportunity to talk with City staff and Consultant Team members. Community members were given green and yellow adhesive dots to vote for those projects they felt should be top priorities (green) and those that should be secondary priorities (yellow).

Based on the community’s green and yellow dots, top priorities included:



The community helped prioritize the initial list of projects.

- Buckhout-Jones Building
- Midtown Plaza
- Harbor View Square (Flexo Wire site)
- Indoor water park
- Parking structure
- Global Buffet site
- Activate riverfront parking lots
- Infill vacant lots on W. First Street
- Single family exterior rehab loans
- Civic Plaza redesign
- Facade grant
- Upper floor residential conversion
- Food truck permitting
- Public art
- Wayfinding

The community input was summarized and presented to the LPC the following day. This input was one of the factors taken into consideration during the project prioritization process that occurred after these meetings, along with input from the LPC and City staff.



Community input was presented to the LPC to take into consideration.

Presentation of the DRI Strategy for Oswego

Over 50 community members attended the final public meeting, held on February 22, 2017 at the McCrobie Civic Building. This event featured a presentation that reviewed the planning process and resulting DRI strategy for Oswego, followed by an open house during which attendees could speak with members of the LPC, state agency representatives, or consultant team. The community was excited to see the results of the planning process and the recommendations for DRI funding.



The community was excited to see the final DRI recommendations.

End Notes

- 1 More information can be found at: <https://regionalcouncils.ny.gov/content/central-new-york>
- 2 The retail market analysis found that there is not currently a high level of demand for new retail, and that the City should focus on maintaining and supporting the existing retail.

Sources: All photos, graphics, maps, and tables in this document are sourced from Stantec except where otherwise noted.

Cover photo: City of Oswego



Part Two:
Strategic Investment Plan
City of Oswego

Statement of Community Vision

The Local Planning Committee developed the following vision for revitalizing downtown, based on community input and past planning efforts in Oswego:

Downtown Oswego has momentum. Building on a vibrant and walkable historic core, amenity-rich neighborhoods, small-town charm and waterfront beauty, downtown Oswego will sustain and create hundreds of jobs, support high-quality housing at all levels of affordability, and be an exciting four-season destination to shop, eat, visit, live, work and play. Our downtown will once again be the thriving core of our family-friendly community.

Goal: Strengthen the vibrancy of the downtown core

Strategies:

- Prioritize mixed-use development where feasible
- Develop new residential infill on vacant and underutilized lots
- Align DRI priorities with the BOA Plan (currently being developed)
- Support upper story renovations into new residential units
- Improve and support existing retail; prioritize additional new retail within infill development
- Support facade improvements
- Support the Complete Streets and multi-modal connectivity initiative currently underway
- Create a diverse multi-seasonal program of events and gatherings in downtown
- Build new and improved parks and planting areas

Goal: Connect downtown to the water

Strategies:

- Align DRI priorities with the Waterfront Vision Plan (currently being developed) and City of Oswego LWRP
- Prioritize strategic infill along W. First Street between downtown and the waterfront
- Initiate gateway and wayfinding improvements between downtown and the waterfront
- Support the future development of underused lots along the riverfront
- Build new and improved linear parks and tree-lines corridors
- Invest in River Walk improvements
- Create a diverse program of events and gatherings along the riverfront
- Increase water-related programming, such as kayak/canoe tours and fishing events

Goal: Retain and grow businesses

Strategies:

- Support SUNY Oswego entrepreneurial initiatives downtown
- Support local business expansions
- Prioritize mixed-use development where feasible to support new job creation
- Leverage existing growth sectors
- Increase workforce training programs downtown

Goal: Increase downtown residential living

Strategies:

- Develop new residential infill on vacant and underutilized lots
- Redevelop vacant building upper stories, including residential units
- Revitalize adjacent residential neighborhoods
- Increase evening and weekend programming to create vibrant 18-hour setting
- Build new and improved parks, gardens, and street trees

Section I: Profiles of Priority Projects Proposed for DRI Funding

Priority Project Selection Process

Using information gathered during the stakeholder interview and public engagement processes, the Oswego Local Planning Committee (LPC) identified more than 40 projects with potential to advance revitalization and realize the vision for the future of downtown Oswego. The LPC, with assistance from the Consultant Team and State agency staff from the Department of State and Department of Homes and Community Renewal, developed a spreadsheet that assessed each of the forty projects against the selection criteria shown in the summary list. Each initiative was further reviewed to determine whether or not it was a compelling DRI initiative. After analysis, mixed-use development initiatives in the core of downtown or those capable of implementation within two years of plan completion were identified as priority projects. The LPC supported an overarching program goal to use the DRI to provide a catalyst for transformation of downtown Oswego by spatially concentrating the projects and moving them quickly to completion as an impactful change to downtown.

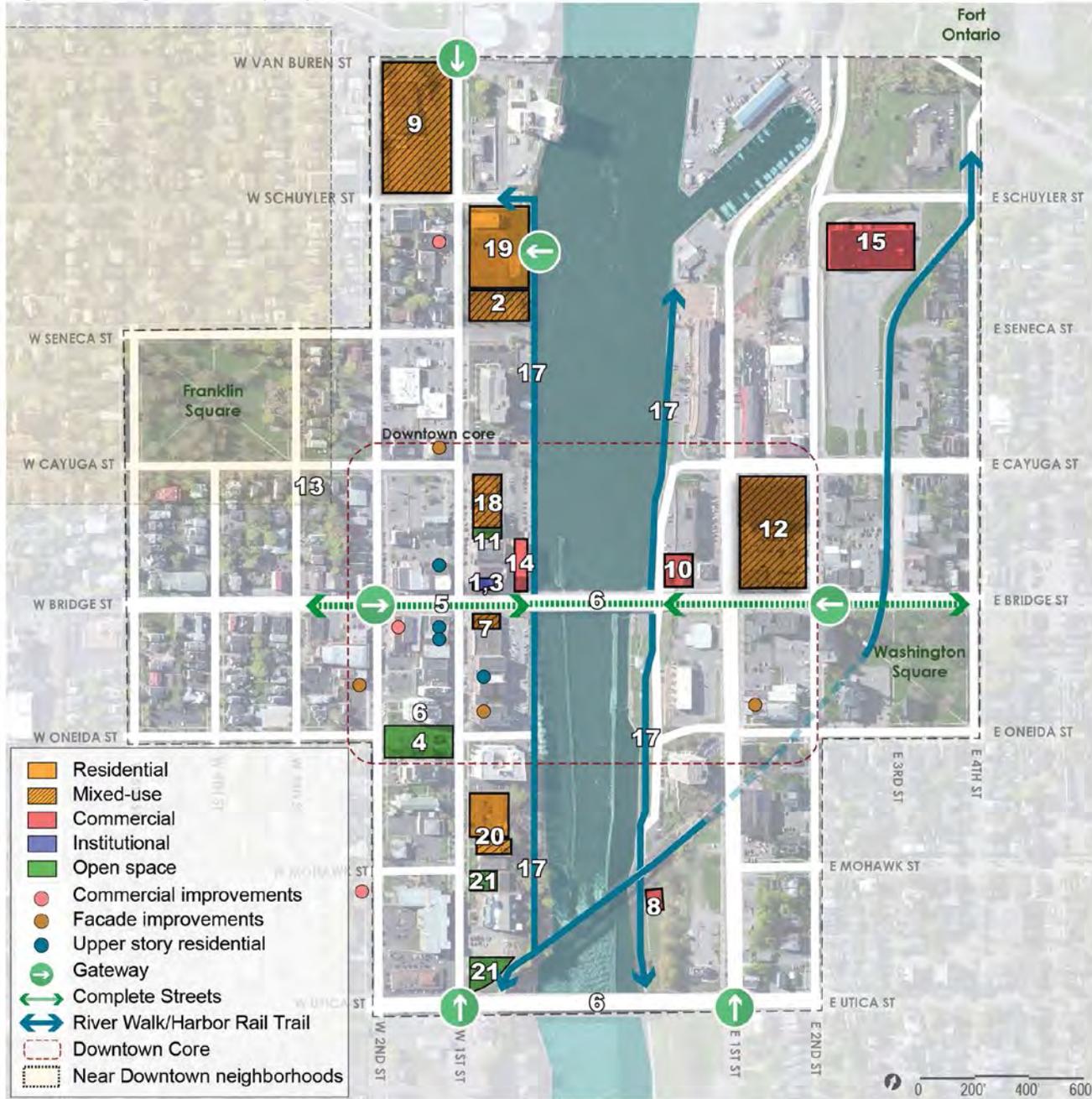
Selection Criteria Summary List

- Transformative potential
- Catalytic potential
- Complementary mix of uses
- New types of housing choices
- Support for existing retail areas
- Improvements to adjacent residential areas
- Improvements to existing public spaces and creation of new spaces
- Leveraging existing social, cultural, and arts events and programming
- Financial and non-financial leverage
- Sustainable economic practice
- Percentage use of DRI funds

Based on this analysis of the initial list, the LPC identified 23 projects with the most promise to transform downtown Oswego into a more vibrant, attractive neighborhood and that would be appropriate for implementation using DRI funds.

Figure 9 on the following page shows the locations of priority DRI projects. The following section provides detailed project profiles for each of the 23 projects that would be implemented using the DRI funds allocated for projects in downtown Oswego.

Figure 9: Oswego DRI Priority Projects



Oswego DRI Priority Projects

1. Buckhout-Jones façade restoration
2. Cahill Landing
3. Children's Museum of Oswego (CMOO)
4. Civic Plaza
5. Complete Streets (west side)
6. Downtown lighting
7. Global Buffet redevelopment
8. Greenway Access Center
9. Harbor View Square
10. Lake Ontario Water Park
11. Market Street Pocket Park
12. Midtown Plaza
13. Near Downtown neighborhoods
14. Old City Hall
15. Oswego Business Incubator
16. Public art*
17. River Walk improvements and connections*
18. W. First Street redevelopment
19. West Pier Landing
20. YMCA adaptive reuse
21. YMCA gateway
22. Invest in downtown facades, commercial spaces, and upper story residential conversions*
23. Matching grants*

* multiple locations

List of Priority Projects

Table 7: Priority Projects

#	Project title	Description	DRI Funding Request
1	Buckhout-Jones facade restoration	Historic facade improvements	\$195,500
2	Cahill Landing	Historic restoration and adaptive reuse for housing and restaurant	\$700,000
3	Children's Museum of Oswego (CMOO)	Storefront renovation and exhibit installation	\$300,000
4	Civic Plaza	Redesign of public space in front of City Hall to create four-season community gathering place	\$750,000
5	Complete Streets (west side)	Aesthetic and functional improvements for pedestrians and bicyclists on W. Bridge St. from W. First to W. Third St.	\$1,088,956
6	Downtown lighting	Lighting on Bridge Street & Utica Street bridges and City Hall facade	\$390,000
7	Global Buffet redevelopment	Commercial renovation and vertical addition to add 12 housing units to gateway site	\$1,200,000
8	Greenway Access Center	Renovation of former pump station on Oswego River into recreation and tourism facility on east side	\$88,200
9	Harbor View Square	Mixed-income redevelopment of brownfield site providing 75 housing units and 8,000sf commercial space	\$750,000
10	Lake Ontario Water Park	Indoor water park associated with hotels on east side	\$500,000
11	Market Street Pocket Park	Creation of new public space connecting W. First St. to Water St.	\$80,000
12	Midtown Plaza redevelopment	East side redevelopment creating 45,000sf commercial space, 95 housing units, and parking	\$2,500,000

#	Project title	Description	DRI Funding Request
13	Near downtown neighborhoods	Exterior repairs for near-downtown single family residences	\$125,000
14	Old City Hall	Historic facade improvements, structural renovations, and deck addition	\$240,000
15	Oswego Business Incubator	Job creation and small business growth for light industrial and service commercial start-ups	\$1,500,000
16	Public art	Commissioned sculptures, murals, banners, etc	\$75,000
17	River Walk improvements and connections	Aesthetic and functional improvements, creation of new connections to downtown	\$600,000
18	W. First Street redevelopment (147-161 W. First Street)	Up to 40 new housing units, 6 rehabbed loft units, and ground floor commercial/retail	\$2,100,000
19	West Pier Landing	47 new housing units on vacant waterfront site	\$1,900,000
20	YMCA adaptive reuse	Adaptive reuse of existing building into commercial space and housing	\$500,000
21	YMCA gateway	Gateway and green space enhancement at W. First Street and Utica Street	\$600,000
22	Investment in existing buildings	Facade improvements, commercial space upgrades, and upper floor housing conversion,	\$826,000
23	Matching grant	Discretionary fund for additional facade improvements, commercial space upgrades, upper floor housing conversion, and downtown events	\$600,000

1.1 Preserve the Historic Buckhout-Jones Building

DRI Funding

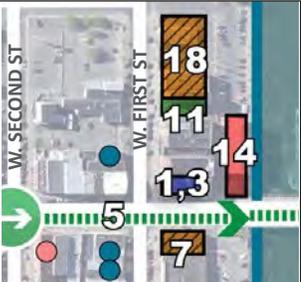
This project is being submitted with a request for \$195,000.

Summary Description

Preserve a prominent downtown building, which is listed on the National Register of Historic Places, by completing exterior facade stabilization and renovation.

Location

7 W. Bridge Street (#1) facing the Complete Streets improvements (#5). Also near Old City Hall (#14) and the Global Buffet site (#7).



Responsible Parties

The building owner, Anthony Pauldine, will complete exterior renovations.

Capacity

Anthony Pauldine has been a local general contractor and developer for over 30 years and has the experience to properly renovate the facade. In addition to the Buckhout-Jones Building where he also operates a boutique hotel, he is developing Cahill Landing on the riverfront (another DRI priority project) and owns Canal Commons in downtown Oswego.

Project Partners

No active partners. A restaurant currently occupies the other ground floor space, and a boutique hotel operated by the building owner occupies the upper floors of the building.

Strategies

This project addresses the following DRI strategies:

- Support facade improvements

It aligns with the following Central New York REDC strategy:

- Revitalize the region's urban cores, main streets, and neighborhoods

Description

The Buckhout-Jones Building is listed on the National Register of Historic Places for its distinctive architecture and ties to the Underground Railroad. The building needs exterior facade stabilization and renovation to preserve and enhance this prominently located historic resource. The project meets the selection/prioritization criteria by improving a historic facade and enhancing a major visual gateway to downtown. These improvements support historic preservation and help maintain the downtown charm and character that appeals to residents and visitors. To implement this project, the owner must complete exterior renovation plans and obtain a variance

to make repairs to a historic building. Once complete, the owner will continue a maintenance program to preserve the investment made in the facade.

The building is located at the major downtown intersection and near several other DRI priority projects. The building faces W. Bridge Street which is recommended for Complete Streets improvements with DRI funding. The Global Buffet site is across W. Bridge Street and the Old City Hall building is across Water Street from Buckhout-Jones. This project will contribute to a critical mass of investment in a concentrated area to demonstrate progress and improvement. It will transform the perception of downtown's primary intersection and signal that positive change is underway.

Exterior repairs to the historic Buckhout-Jones building will preserve and enhance an important building downtown

Renderings, Site Plan, and Graphics



Estimated Costs

Exterior facade improvements	\$216,700
Soft costs & contingency	\$44,000
Total*	\$260,700

* Project cost provided by owner.

Funding Sources

This project is recommended for DRI funding. DRI funds will leverage the owner's private investment.

Site Ownership/Legal Jurisdiction

The building is privately owned by Anthony Pauldine.

Regulatory Requirements

The exterior renovation will require a variance from the Zoning Board of Appeals because it is a federally listed historic structure. It will require city permits for construction and occupancy.

Public Support

Participants at the first public meeting shared common priorities to create better quality storefronts and make historic buildings into points of interest. This project will advance these public priorities. At the second public meeting, community members voted this as one of the top-priority projects.

Anticipated Revitalization Benefits

Near-term benefits once construction is complete include an attractive

new storefront that will enliven the sidewalk and improve the perception of this downtown gateway. Exterior improvements will contribute to historic preservation. Mid- to long-term benefits include a culture of historic preservation.

Beneficiaries

Local and regional residents (especially children and families) and small business owners downtown will benefit from this project.

Cost-Benefit Analysis

The facade renovation will preserve a historic structure downtown and may spur additional investment in nearby buildings.

Jobs Created

No direct jobs may be created by this project.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 1 year (estimated)

- Apply for variance, acquire permits, and begin construction: 3-6 months
- Complete repair and improvements: 9-12 months

Project Metrics

Private funds invested in the facade repair.

1.2 Transform the Historic Cahill Building into Upscale Housing Along the River

DRI Funding

This project is being submitted with a request for \$700,000.

Summary Description

Provide riverfront dining and six housing units in a historic building while also building six new townhomes on the same site to create additional housing choices.

Location

1 W. Seneca Street (#2), on the Oswego River and adjacent to the West Pier Landing site (#19).



Responsible Parties

Pauldine Construction.

Capacity

Pauldine Construction has been a local general contractor and developer for over 30 years and has capacity to complete this project. It owns King Arthur Suites (a boutique hotel in the Buckhout-Jones Building) and Canal Commons in downtown Oswego. The company will also oversee renovations to the Buckhout-Jones Building, another DRI priority project.

Project Partners

The City of Oswego has committed to providing public docking along the River Walk near this location to capitalize on boaters from Lake Ontario and the Oswego Canal. Rudy's, a local restaurant with a regional reputation, is interested in the proposed waterfront restaurant space

Strategies

This project addresses the following DRI strategies:

- Support future development on underused lots along the riverfront
- Support local business expansions
- Increase water-related programming
- Support facade improvements
- Develop new residential on underutilized parcels

Description

The Cahill Building is the oldest remaining commercial building in Oswego and was listed on the National Register of Historic Places in 1976. It was on the verge of collapsing when the city of Oswego secured ownership recently. The city selected a local developer based on their proposal to renovate the building and add new housing. This developer has already invested in stabilization of the building.

This is both a historic renovation and new construction project that will provide housing and support economic development and downtown vitality. The proposed 12 housing units and new restaurant space will bring activity to the riverfront in a unique historic building. The housing market study completed as part of the DRI planning process demonstrated demand for 450 units over the next five to seven years, indicating strong support for new housing here. This

project meets the selection/prioritization criteria by saving a historic building, creating new housing and restaurant space, and increasing water-related programming. The Cahill Building is prominently visible on the riverfront so investment in it will greatly enhance the perception of downtown. This project will transform derelict waterfront property into a vibrant place for people to enjoy the river while maintaining an iconic link to Oswego’s past. New boat slips will support the local recreational economy. The Cahill Building abuts the River Walk and is adjacent to the West Pier Landing site, two other DRI projects. Next steps to implement this project include completing construction drawings, securing financing, and obtaining the appropriate permits and variance to begin construction in earnest.

Renderings, Site Plan, and Graphics



Units will have balconies overlooking the Oswego River. (Source: Pauldine Construction)



The south wall has been carefully restored to correct structural issues.



View from W. First Street showing ongoing roof repairs.

Estimated Costs

Cahill Building renovation	\$1,300,000
New townhouse construction	\$1,050,000
Total*	\$2,350,000

* Project costs provided by owner.

Funding Sources

This project is recommended for DRI funding. DRI funds will leverage private financing to cover the gap and allow the project to move forward. The developer has already invested more than \$50,000 to stabilize the building.

Site Ownership/Legal Jurisdiction

The site is currently owned by the City of Oswego. The City has an agreement to transfer ownership upon successful completion of historic renovations.

Regulatory Requirements

The renovation will require a variance from the Zoning Board of Appeals because it is a federally listed historic structure. The project is required to obtain the necessary city permits for construction and occupancy.

Public Support

Participants at the first public meeting shared common priorities to stimulate waterfront development (including dining options) and make historic buildings into points of interest. This project will advance these public priorities in a highly visible way.

Anticipated Revitalization Benefits

Short-term benefits include preservation of a historic structure to maintain local character and charm, new jobs created by the restaurant space, and new housing to accommodate more residents downtown. Mid-term benefits include a higher-profile waterfront dining destination to provide a compelling reason to visit downtown and greater support of local businesses by residents and visitors. The new public boat slips will improve the city's reputation as a boater destination, increasing visitor spending. Long-term benefits include higher property values and greater riverfront activation.

Beneficiaries

Beneficiaries include residents looking to live downtown, community members, and small business owners nearby. The additional public boat slips will benefit recreational boaters coming to the area.

Cost-Benefit Analysis

Jobs will be created with the restaurant space. The site had an assessed market value of only \$130,000 in 2016. Property taxes will increase substantially once development is complete. It is estimated that the DRI funding would provide approximately 5:1 leverage to develop this project.

Jobs Created

Approximately 8-15 restaurant jobs may be created.

Timeframe for Implementation and Project readiness

Overall project timeframe: 1-2 years (estimated)

- Acquire permits for renovation/construction: 3-6 months
- Begin renovation/construction: 6-9 months
- Complete renovation/construction: 18-24 months

Project Metrics

During implementation, progress reports during construction will monitor the timeline and identify any issues. Once complete, the city will track increases in business and property taxes generated by the project. The restaurant owner will track new jobs created. The developer will track new residents attracted downtown.

1.3 Support the Children’s Museum of Oswego

DRI Funding

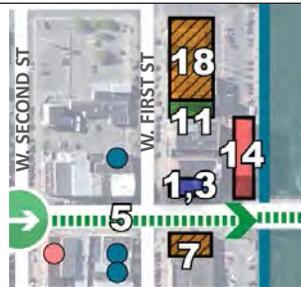
This project is being submitted with a request for \$300,000.

Summary Description

Improve a ground floor tenant space by installing hands-on educational and cultural exhibits for children, operated by the Children’s Museum of Oswego (CMOO).

Location

7 W. Bridge Street (#3) facing the Complete Streets improvements (#5). Also near Old City Hall (#14) and the Global Buffet site (#7).



Responsible Parties

CMOO will complete the ground floor interior fit-out.

Capacity

The Children’s Museum of Oswego (CMOO) was incorporated as a 501(c)(3) non-profit by a group of Oswego residents in 2013. The current president of the Board of Trustees, Jonathan Shaver, redeveloped Walgate Commons in downtown Oswego into a mixed commercial and housing project.

Project Partners

No active partners.

Strategies

This project addresses the following DRI strategies:

- Create a diverse program of events and offerings downtown
- Support local business expansions

It aligns with the following Central New York REDC strategy:

- Revitalize the region’s urban cores, main streets, and neighborhoods

Description

The Children’s Museum of Oswego (CMOO) moved into ground floor space in the Buckhout-Jones Building in 2016. It plans to renovate the 8,000 sf commercial space into a hands-on educational and cultural enrichment exhibit by 2018. This project will provide suitable space for an important regional educational institution and create a dynamic, active sidewalk-level use. It meets the project selection/prioritization criteria by providing diverse programming inside the ground floor. Views from the sidewalk into the exhibits with activity happening inside will transform the perception of this corner. It will support improved educational outcomes for children and strengthen an important visitor attraction downtown which will contribute to economic development and downtown vitality. To implement this project, CMOO must reach its fundraising goals for its “Building, Play, Grow” campaign.

The building is located at the major downtown intersection and near several other DRI priority projects. CMOO faces W. Bridge Street which is recommended for Complete Streets improvements with DRI funding. The Global Buffet site and the Old City Hall building are both nearby. This project will contribute to a critical mass of investment in a concentrated area to demonstrate progress and improvement.

Renderings, Site Plan, and Graphics



CMOO's entrance improvements on W. Bridge Street will provide views from the sidewalk into the exhibits and activity happening inside. (Source: CMOO)



CMOO has designed a series of interactive educational exhibits to further classroom readiness and inspire creativity. (Source: CMOO)

Estimated Costs

Total project cost for interior fit-out and exhibit installation is \$1,753,000.

Funding Sources

This project is recommended for DRI funding. DRI funds will leverage private donations to CMOO's "Build, Play, Grow" campaign. To date, these funds include a \$250,000 grant from the Shineman Foundation.

Site Ownership/Legal Jurisdiction

CMOO is a current ground floor tenant. The building is owned by Anthony Pauldine.

Regulatory Requirements

The project will require city permits for construction and occupancy.

Public Support

Participants at the first public meeting shared common priorities to create better quality storefronts and make historic buildings into points of interest. They also talked about making Oswego a destination and providing more family-friendly activities. This project will advance these public priorities. At the second public meeting, community members voted this as one of the top-priority projects.

Anticipated Revitalization Benefits

Near-term benefits once construction is complete include an attractive new storefront that will enliven the sidewalk and improve the perception of this downtown gateway. Mid- to long-term benefits

include improved educational outcomes for children in the region. Co-benefits include economic spin-offs as more families visit downtown for longer periods of time.

Beneficiaries

Local and regional residents (especially children and families) and small business owners downtown will benefit from this project.

Cost-Benefit Analysis

Retail spending at nearby restaurants and shops will likely increase as additional visitors to CMOO spend time downtown. CMOO may add new jobs once the new exhibits are open.

Jobs Created

0-4 direct jobs may be created by this project. Indirect jobs in retail may be created.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 1.5 years (estimated)

- Complete fundraising: 9-12 months
- Acquire permits and begin construction: 6-9 months
- Complete fit-out and installation: 12-18 months

Project Metrics

CMOO will track progress on its fundraising goals for the exhibit spaces. Once complete, CMOO will track the number of visitors to their new space.

1.4 Redesign the Civic Plaza to Create a Four-Season Community Gathering Space

DRI Funding

This project is being submitted with a request for \$750,000.

Summary Description

Redesign the existing Civic Plaza at City Hall into a more open, flexible location for hosting seasonal events and casual gatherings to support a greater sense of community downtown.

Location

Outside City Hall at 13 W. Oneida Street (#4). Near existing building improvements on W. First Street and access to the River Walk.



Responsible Parties

City of Oswego

Capacity

The City of Oswego manages public spaces throughout the city.

Project Partners

None confirmed, but local businesses and organizations may contribute to fundraising for this project.

Strategies

This project addresses the following DRI strategies:

- Build improved public spaces
- Create a diverse program of events and gatherings downtown
- Increase evening and weekend programming to create a vibrant 18-hour setting

Description

This is a public works construction project to redesign the 12,000sf plaza next to City Hall into a multi-functional public space. The existing area is not an ideal public gathering space as currently configured. It is broken up by large planters, water fountains, and other features that are attractive but limit use of the space and prevent any sizable public event from occurring. A new, more open and flexible design would include a central water feature, movable seating, shade structures, landscaping, public art, and other elements to create an attractive, functional space for the public. A winter ice skating area or ice skating ribbon would extend the outdoor season year-round and attract additional visitors to downtown.

This project advances the selection criteria by improving existing public spaces and contributing to social, cultural, and arts events and programming. It will improve people’s impressions about public space in Oswego and draw more visitors downtown. The new space will be able to host more events that support a stronger sense of community among residents. To implement this project, the city will conduct a public design process to generate ideas for the space and build local support. It should also gather ideas for programming that can be formalized into an event calendar once construction is complete. One challenge to creating a flat ice surface is the sloping topography which will require creative terracing or other design solutions. The

City will maintain the Civic Plaza once it is reconstructed. This project is located near other DRI projects including River Walk improvements, adaptive reuse of the existing YMCA building, and various upper floor residential conversions and facade repairs.

Estimated Costs

Reflecting pool/ice rink	\$400,000 - \$600,000
Paving, walls, landscaping	\$320,000 - \$480,000
Shade structure	\$80,000 - \$120,000
Lighting	\$30,000 - \$48,000
Furnishings	\$20,000 - \$30,000
Soft costs (12%)	\$100,000 - \$150,000
Contingency (5%)	\$40,000 - \$65,000
Operations & maintenance	\$20,000
TOTAL*	\$1,100,000 - \$1,513,000

**Order-of-magnitude estimates based on preliminary design concept. Technical considerations about using permanent or temporary ice rink machinery and decisions about material quality will alter final costs.*

Funding Sources

This project is recommended for DRI funding. DRI funds will leverage private donations, and in combination with public funding will allow the project to move forward.

Site Ownership/Legal Jurisdiction

The city owns the plaza.

Renderings, Site Plan, and Graphics



The existing Civic Plaza lacks functionality



The existing water feature occupies a central location which limits flexibility and use of the space.



Conceptual site plan of the redesigned Civic Plaza



Warm weather view of the redesigned Civic Plaza showing seating, a shade trellis, and a reflecting pool



Conceptual aerial view of the redesigned Civic Plaza



Winter view showing a temporary ice rink in the Civic Plaza, extending the outdoor season year-round

Regulatory Requirements

None.

Public Support

The community emphasized the need to create additional green/public spaces in downtown and expressed interest in more family-friendly events. A better designed public space at City Hall will serve these purposes and provide space to host new events. At the second public meeting, community members voted this as one of the top-priority projects.

Anticipated Revitalization Benefits

An actively programmed, well-maintained public space in the core of downtown will attract residents and visitors for special events who will spend money at local businesses. This public space can serve civic, cultural, and recreational events to provide diverse offerings that appeal to different people.

Beneficiaries

Oswego residents and visitors.

Cost-Benefit Analysis

A more attractive, functional public space outside City Hall provides an important gathering space for the community. This will support existing and future events, provide more reasons to spend time downtown, and generate spin-off benefits in terms of retail and restaurant sales. An intangible but equally important benefit is supporting a stronger sense of community.

Jobs Created

No direct jobs are likely to be created by this project. Indirect jobs in retail may be created as a result of increased visitation.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2 years

- Planning and design: year 1
- Plaza construction: year 2

Project Metrics

Number of visitors and events held in the space.

1.5 Implement Complete Streets Projects to Improve Pedestrian and Bicycle Safety

DRI Funding

The Phase 1 west side project is being submitted with a request for \$1,088,956.

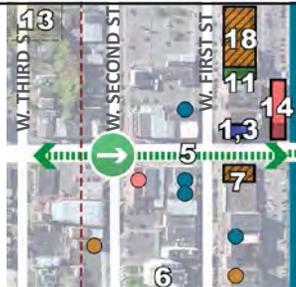
Summary Description

Complete recommended roadway modifications, streetscape improvements, and green infrastructure projects to increase pedestrian and bicyclist safety, improve aesthetics, and enhance functionality along a section of W. Bridge Street.

Location

Phase 1 (#5): W. Bridge Street from Water Street to W. Third Street. Buckhout-Jones (#1), Global Buffet (#7), and Old City Hall (#14) are along this corridor.

Phase 2 (non-DRI): E. Bridge Street from E. First Street to E. Fourth Street



Responsible Parties

City of Oswego Public Works and Engineering Departments

Capacity

The city regularly designs and constructs public improvements in the Right-of-Way.

Project Partners

New York State Department of Transportation (NYS DOT)

Strategies

This project addresses the following DRI strategies:

- Support the Complete Streets and multi-modal connectivity initiative
- Initiate gateway and wayfinding improvements between downtown and the riverfront

It aligns with the following Central New York REDC strategy:

- Revitalize the region's urban cores, main streets, and neighborhoods

Description

Connect Oswego is a separate, ongoing planning project studying the Route 104 (Bridge Street) corridor. Complete Streets principles are guiding the process to make downtown more vibrant and appealing to pedestrians, residents, and visitors. This public works construction project will improve crosswalks and sidewalks, shorten crossing distances, and generally enhance the aesthetics and function of this busy corridor. High-visibility crosswalks and new curb bump-outs at corners will support safer pedestrian movement across Bridge Street. New planters, pedestrian-scale lighting, and reconstructed sidewalks will improve the aesthetics of the corridor. Attractive rain gardens and landscaped swales will detain stormwater to keep it out of the city's combined sewer system.

This project addresses selection criteria by increasing pedestrian safety and improving the appearance of downtown. These changes will be highly visible demonstrations of public investment downtown. Schematic designs and preliminary project costs have been prepared for the first phase of work between W. First Street and W. Third Street. Construction drawings need to be finalized and approvals

obtained to implement this project. Once complete, maintenance will be the City's responsibility. Phase 1 improvements are near other DRI recommendations, including the Buckhout-Jones building and Children's Museum of Oswego, the Global Buffet redevelopment, and various facade improvements. A second phase, from E. First Street to E. Fourth Street, will improve conditions on the east side.

Renderings, Site Plan, and Graphics



Source: Bergmann Associates

Aesthetic improvements will increase the visual appeal of this busy corridor.



A wide street and fast-moving traffic make crossing Route 104/Bridge Street intimidating for pedestrians.



Source: Bergmann Associates

Green infrastructure like swales will enhance both the appearance and function of the street.



Location Map



Legend

- 1. New Stone Curb Bumpouts
- 2. New Paver Sidewalk, Typ.
- 3. New Concrete Sidewalk, Typ.
- 4. Raised Stone Curb Planter Beds with Shrubs and Perennials, Typ.

- 5. Enhanced Crosswalks, Typ.
- 6. New Curb Ramps with Detectable Warning Strips, Typ.
- 7. Relocated Drainage Structure, Typ.
- 8. New Shade Tree in Mulched Tree Pit with Structural Soils
- 9. Concrete Planters, Typ.

- 10. New Pedestrian Light Fixture attached to Existing Light Pole, Typ.
- 11. New Bike Rack, Typ.
- 12. New Trash Receptacle, Typ.



Downtown Oswego | Complete Streets Project
October, 2016

The conceptual design completed during the Connect Oswego process identifies curb bump-outs at corners to shorten crossing distances, high-visibility crosswalks, and visual enhancements to W. Bridge Street. (Source: Bergmann Associates)

Estimated Costs

PHASE 1 – W. Bridge Street	
Right-of-way activities	\$12,400
Preliminary design	\$72,800
Final design	\$170,000
Construction	\$750,500
Construction inspection/project management	\$83,256
TOTAL	\$1,088,956

*Project costs for Phase 2 (east side): \$1,400,000.
(Costs from Bergmann Associates for Connect Oswego project)*

Funding Sources

City of Oswego, DRI funds, NYS Transportation Alternatives Program (TAP) funds

Site Ownership/Legal Jurisdiction

The Route 104 Right-of-Way is state-owned and maintained. The city is responsible for sidewalks and infrastructure.

Regulatory Requirements

Coordination with NYS DOT for improvements and construction scheduling.

Public Support

Residents emphasized the need to make downtown more pedestrian friendly. Bridge Street is difficult to cross due to traffic volume and speed, length of the crossing, and signal timing. Improving this corridor will increase safety and enhance aesthetics and function for all users. This project also addresses Smart Growth infrastructure principles by improving existing infrastructure in a municipal center and enhancing the beauty and function of public spaces.

Anticipated Revitalization Benefits

Near-term benefits include increased pedestrian and bicyclist safety, enhanced appearance, and improved stormwater management. Mid-term benefits include increased business sales as shoppers become more comfortable crossing Bridge Street. Long-term benefits include improvements to the entire Bridge Street corridor throughout downtown on both sides of the river.

Beneficiaries

Oswego residents and visitors, including pedestrians and cyclists.

Cost-Benefit Analysis

A safer, more attractive street will encourage pedestrian activity and cross-shopping on both sides of W. Bridge Street. This will positively impact retail sales. Streetscape improvements will also improve the appearance of downtown and the function of the stormwater system.

Jobs Created

No direct jobs will be created by this project.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2 years

- Finalize construction drawings: 6 months
- Phase 1 construction: 1-2 years

Project Metrics

Linear feet of reconstructed sidewalks, number of curb bump-outs installed, improved perception of pedestrians crossing Bridge Street.

1.6 Install Feature Lighting on Downtown Landmarks

DRI Funding

This project is being submitted with a request for \$390,000.

Summary Description

Install dynamic nighttime lighting for downtown landmarks such as City Hall and the bridges to improve the ambiance and draw attention to downtown.

Location

City Hall (#6), Bridge Street and Utica Street bridges



Responsible parties

City of Oswego

Capacity

The city manages public spaces throughout the city.

Project Partners

Ephesus Lighting, electric company

Strategies

This project addresses the following DRI strategies:

- Support facade improvements
- Increase water-related programming
- Enhance public gathering spaces

Description

Nighttime lighting of downtown landmarks such as City Hall and the bridges will improve the ambiance and draw attention to other projects downtown. It will build a social media presence that will heighten Oswego’s profile and provide positive publicity. This is a public works project. Lighting at City Hall will provide enhanced multi-colored energy-saving LED lighting. The two bridges will be lit on the sides and beneath the bridges to appeal to people viewing them from downtown and to boaters on the river traveling to/from Lake Ontario. These displays will also be multi-colored energy-saving LED lighting. The lighting will be programmable for several different types of effects to provide variety or coordinate with special events.

This project supports the selection criteria by improving public spaces and the perception of downtown, demonstrating investment and new activity, and supporting other projects. The city will need to finalize the preliminary designs and install the lighting, and will maintain it after installation. This project is adjacent to the redesigned Civic Plaza and highly visible from the River Walk and new river-facing housing units.

Renderings, Site Plan, and Graphics



Source: Ephesus Lighting

An example of the type of under-bridge lighting anticipated for Bridge and Utica Streets.



City Hall, a prominent downtown landmark, will benefit from improved lighting.



Source: City of Oswego

The Bridge Street bridge is one of two spans across the Oswego River that will be lit with programmable, energy-saving LED lighting.

Estimated Costs

Lighting and installation	\$390,000
Operations & maintenance	\$10,000
TOTAL	\$400,000

Funding Sources

This project is recommended for DRI funding.

Site Ownership/Legal Jurisdiction

The City owns City Hall.

Regulatory Requirements

Coordination with NYS DOT for the bridge installation. Since the lighting is below the roadway and will not impact it, no issues are anticipated.

Public Support

The community supports more active public spaces and more events downtown. Changing lighting displays will draw interest and support other events. A privately-run month-long pilot project in 2016 added color-changing decorative lighting to lamp poles on the Bridge Street bridge and was very popular. It gained significant attention and has been repeated in 2017.

Anticipated Revitalization Benefits

Improved perception of downtown.

Beneficiaries

Oswego residents and visitors.

Cost-Benefit Analysis

A greater number and greater positivity of social media impressions will build the brand of downtown Oswego. Programmable lighting can promote organizations hosting events at the Lake Ontario Event and Conference Center and highlight local and national causes (like breast cancer awareness). The city will incur a cost for operating the lighting that can be partly offset through these promotional opportunities.

Jobs Created

No direct jobs are likely to be created by this project.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2 years

- Planning and design: year 1
- Lighting installation: year 2

Project Metrics

Social media impressions.

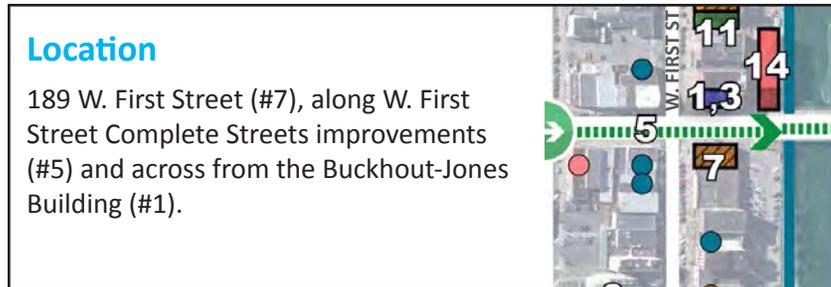
1.7 Revitalize the Global Buffet Site into an Attractive Downtown Gateway

DRI Funding

This project is being submitted with a request for \$1,200,000.

Summary Description

Transform the Global Buffet site at the core of downtown Oswego by renovating the restaurant space, creating 12 new housing units, and providing a rooftop deck.



Responsible Parties

Atom Avery, a local investor and developer, is finalizing negotiations to purchase the property.

Capacity

Atom Avery developed the Beacon Hotel Oswego, renovating a former Knights of Columbus building into a boutique hotel on W. Bridge Street adjacent to the downtown study area. He is a full-time investor and entrepreneur and owns several rental housing-related companies in Oswego.

Project Partners

The City of Oswego will provide reserved resident parking in a public lot nearby if needed.

Strategies

This project addresses the following DRI strategies:

- Prioritize mixed-use development where feasible
- Develop new residential infill on vacant and underutilized lots
- Improve and support existing retail
- Support facade improvements
- Increase evening and weekend programming to create 18-hour vibrant setting

It aligns with the following Central New York REDC strategy:

- Revitalize the region's urban cores, main streets, and neighborhoods

Description

The Global Buffet building is currently a one-story restaurant at the corner of W. First Street and W. Bridge Street, in the core of downtown Oswego. It does not fully engage the sidewalk or take advantage of its proximity to the river. A developer is negotiating to acquire the property and is proposing an extensive renovation to the ground floor space and a new vertical addition to add 12 housing units. A roof top deck for the restaurant space will provide a unique amenity with unparalleled views of the Oswego River. Resident parking will be provided in the building's basement, accessed via Water Street.

This is a renovation/addition construction project that involves private acquisition. The housing market study (by Zimmerman/Volk Associates, Inc, December 2016) demonstrated demand for 450 units over the next five to seven years which indicates that new housing here will be successful. It meets the project selection/ prioritization criteria by introducing mixed-use development to a prominent site, better supporting local businesses, and adding housing. Once complete, the project will transform this site into a true gateway building and provide more active use that contributes to sidewalk vitality. Visible investment here is likely to catalyze improvements in nearby buildings as well. To implement this project, the developer must acquire the property and analyze the building structure to design the upper story addition. Challenges that must be addressed to successfully complete this project include structural adaptation for basement parking and the new upper floors. The developer will manage the project, following completion. It is near several other DRI projects: Route 104/Bridge Street Complete Streets improvements, the Buckhout-Jones Building and Children’s Museum of Oswego, Old City Hall, the River Walk, and downtown facade improvements.

Renderings, Site Plan, and Graphics



The current building underuses a prime corner location



Conceptual upper floor plan showing apartments



Conceptual rendering indicating how the new addition will greatly enhance the visual appeal of this corner. Also shown are Complete Streets improvements on W. Bridge Street and facade repairs to the Buckhout-Jones building (left).

Estimated Costs

Site acquisition	\$600,000
Hard construction costs	\$3,171,000
Soft costs (including contingency + financing)	\$600,000
Total*	\$4,371,000

**The construction costs are order-of-magnitude only and subject to further refinement.*

Funding Sources

Private debt and equity are the primary funding sources. DRI funds will leverage private financing as well to cover the gap and allow the project to move forward.

Site Ownership/Legal Jurisdiction

The developer is in discussions to acquire the site from 189 West First Street LLC. It is on the market for an asking price of \$600,000.

Regulatory Requirements

The project is required to obtain the necessary city permits for construction and occupancy.

Public Support

The community and the city both expressed a strong desire to see something happen with this highly visible site. It occupies a prime gateway location and improvements here will greatly enhance this intersection.

Anticipated Revitalization Benefits

Short-term benefits include visible investment in a prime downtown location and positive transformation of a highly visible gateway site. Mid-term benefits include increased sidewalk activity and greater support for nearby businesses provided by the new residents. Long-term benefits include nearby property owners being encouraged to invest in their own buildings.

Beneficiaries

Beneficiaries include community residents, small business owners both on-site and in the immediate area who will benefit from a more active, attractive storefront, and renters looking for downtown housing options.

Cost-Benefit Analysis

A pro forma was completed to evaluate the economics of this project. Property taxes will increase once renovation is complete. It is estimated that the DRI funding would provide approximately 4:1 leverage to develop this project.

Jobs Created

At 300-700sf per employee, the restaurant renovation may provide 8-15 jobs. Jobs will also result from building maintenance.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2 years

- Transfer site ownership: 0-3 months
- Complete design drawings: 6-9 months
- Acquire permits for construction: 9-12 months
- Begin construction: 1 year
- Complete construction: 2 years

Project Metrics

Number of housing units created and net new residents to downtown Oswego. New property taxes generated. Improved perception of downtown gateway.

1.8 Create the Greenway Access Center in a Restored Pump House on the Oswego Canal

DRI Funding

This project is being submitted with a request for \$88,200.

Summary Description

Renovate an unused pump house structure on the historical NYS Canal System to increase recreational waterfront programming.

Location

Canalview Drive between the Harbor Rail Trail and Utica Street bridges (#8), on the east side of downtown.



Responsible Parties

Oswego Expeditions

Capacity

Oswego Expeditions was established in 2014 and incorporated as Destination Expeditions LLC in 2016. It has strategic partnerships with tourism-focused businesses and organizations like the Oswego County Department of Community Development, Tourism & Planning; Oswego-Fulton Chamber of Commerce; Vacation Upstate NY; and, the City of Oswego.

Project Partners

City of Oswego, NYS Canal Corporation

Strategies

This project addresses the following DRI strategies:

- Increase water-related programming
- Support local business expansions
- Create a diverse program of activities along the riverfront

Description

The renovation of a former pump house on the NYS Canal System will support active recreation on the river and attract more visitors to the downtown area. Improvements include a full interior renovation to create an equipment rental storefront and new restrooms, a new storage structure for recreation equipment, and a deck facing the canal. Public parking is located nearby beneath the Harbor Rail Trail bridge. The storefront will provide a location for kayak, paddle board, and bike rentals, guided tours, and boater services. Developing the proposed location will connect an even larger audience to the downtown and canal-front. By merging health, nature, and history with sustainable recreational and cultural opportunities for visitors and residents, more people will experience the assets that make Oswego a year-round vibrant, historical downtown destination.

This is a renovation project that will support economic development. The project advances the project selection criteria by improving public open spaces, providing new recreational programming and events, implementing sustainable economic practices, and supporting new jobs. It will increase the number of people who use the river and bring new activity to this stretch of the greenway. The city will need to execute the lease agreement with Oswego Expeditions for use of this facility so that construction can begin. Challenges include successfully marketing the new services and attracting first time and regular users. The owner will maintain the property. This project is on the River Walk and near the Utica Street bridge lighting project.

Renderings, Site Plan, and Graphics



The existing building, with the Harbor Rail Trail bridge behind it



A new deck is planned to face the River Walk and canal.



Source: City of Oswego

The Greenway Access Center will support more active use of the canal and river such as this event

Estimated Costs

Demolition (selective)	\$4,800
Repairs and renovations	\$70,000
HVAC, electrical, plumbing	\$30,000
Deck (250sf)	\$10,000
Equipment storage structure	\$40,000
General conditions (equipment, storage, travel, etc.)	\$6,400
Operations & maintenance	\$12,000
TOTAL*	\$173,200

**Costs provided by owner*

Funding Sources

DRI and private funds.

Site Ownership/Legal Jurisdiction

The City of Oswego owns the land and pump house.

Regulatory Requirements

The project is required to obtain the necessary city permits for construction and occupancy. Once renovations are complete, the city will complete a lease agreement with Oswego Expeditions to operate the facility.

Public Support

The community supports family-friendly activities and projects that strengthen Oswego as a regional destination. They would like to see more riverfront development and recreational options which the Greenway Access Center will provide.

Anticipated Revitalization Benefits

The Greenway Access Center will activate the nearby River Walk. It will provide improved connections to the riverfront, stimulate additional tourism, encourage more active lifestyles, and promote the associated health benefits for residents and visitors.

Beneficiaries

Residents and visitors, small businesses

Cost-Benefit Analysis

The project owner has existing relationships with many local and regional tourism-related organizations to support marketing and promotion for the Greenway Access Center. The building is in a highly accessible location for visitors - near main thoroughfares, on the statewide canal system, and near the River Walk and Harbor Rail Trail. The Center will help increase the length of stay for visitors which will increase their local spending at small businesses.

Jobs Created

Two to four new jobs may be created by this project.

Timeframe for Implementation and Project Readiness

The owner is ready to begin work immediately and open the new storefront within 6 to 12 months.

Project Metrics

Number of visitors to the Greenway Access Center, business sales tax receipts.

1.9 Redevelop the Flexo Wire Site into the Mixed-Income Harbor View Square

DRI Funding

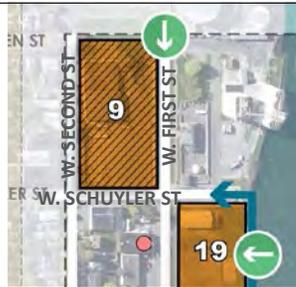
This project is being submitted with a request for \$750,000.

Summary Description

Implement a transformative redevelopment of the underused Flexo Wire site to provide 75 units of new mixed-income housing and 8,000sf of ground floor commercial space along the W. First Street corridor.

Location

68 W. First Street (#9), near the West Pier Landing project (#19).



Responsible Parties

Housing Visions

Capacity

Housing Visions was founded over 20 years ago as a 501(c)(3) non-profit in Upstate New York. It is a Community Housing Development Organization (CHDO) and Neighborhood Preservation Company (NPC) focused on sustainable neighborhood revitalization. The company includes developers, construction managers, property managers, and human services experts who are involved in many housing projects across Upstate.

Project Partners

The City of Oswego will provide technical assistance for environmental remediation.

Strategies

This project addresses the following DRI strategies:

- Prioritize mixed use development
- Develop new residential infill on vacant and underutilized lots
- Prioritize additional new retail within infill development
- Align DRI priorities with the Waterfront Feasibility Study
- Prioritize strategic infill along W. First Street between downtown and waterfront

Description

The Flexo Wire site is an existing industrial brownfield site within the downtown area that is lightly used as an equipment storage facility. It is within the waterfront corridor area and the BOA boundary. The City of Oswego selected Housing Visions as the preferred developer to construct Harbor View Square with 75 mixed-income housing units and 8,000sf of commercial space on W. First Street, improving the corridor between downtown and Lake Ontario. The housing includes 46 one-bedroom units, 11 two-bedroom units, and 18 three-bedroom townhouse units for incomes ranging from workforce to market-rate. The housing market study demonstrated demand for 450 units over the next five to seven years which indicates that new housing here will be successful.

This project requires environmental remediation and new construction to provide housing and support economic development and

downtown vitality. It meets the project selection/ prioritization criteria by implementing mixed-use development, providing new housing and commercial space, and revitalizing a large underused brownfield site. To implement the project, the developer must secure funding from New York State Homes and Community Renewal (NYS HCR). They then must remediate the site before commencing construction. The site's brownfield status is a challenge to redevelopment that is being addressed, and the pending funding decision from NYS HCR is another uncertainty. This project is near the West Pier Landing site. Together, these two projects will transform large vacant parcels on either side of W. First Street into active uses that improve the visual character and appeal of this corridor.

Renderings, Site Plan, and Graphics



The site is used for municipal parking and equipment storage today.



The main building in proposed site plan faces the harbor and Lake Ontario. Townhouses on W. Second Street re-establish it as a residential street.



The north elevation offers views toward the harbor and Lake Ontario.



The proposed townhouse design along W. Second Street.

Source: Housing Visions

Estimated Costs

Acquisition	\$150,000
Construction costs	\$18,046,200
Soft costs	\$2,824,500
Project costs	\$2,811,665
Total*	\$23,832,365

* Project costs provided by developer.

Funding Sources

DRI funds will leverage a variety of private and public funds. The developer’s financing package includes Community Investment Fund (CIF), Restore NY, Housing Trust Fund (HTF), Middle Income Housing Program (MIHP), Low Income Housing and Brownfield tax credits, and commercial debt. The NYS Homes and Community Renewal funding application has been submitted with a decision anticipated in May 2017. The County of Oswego Industrial Development Agency has agreed to financial assistance through tax exemptions of up to \$712,300.

Site Ownership/Legal Jurisdiction

The City of Oswego has a purchase agreement with Housing Visions for the site, but it will not be executed until the developer can show sufficient financing for the proposed development.

Regulatory Requirements

Environmental review of the remediation process will be required. The County of Oswego Industrial Development Agency approved an Inducement Resolution and a PILOT resolution in December 2016 to advance the project. Housing Visions is required to obtain the necessary city permits for construction and occupancy.

Public Support

Participants at the first public meeting shared common priorities to infill empty lots, improve walkability, and increase connectivity. This project will meet those goals by filling a large gap in the streetscape between Lake Ontario and downtown.

Anticipated Revitalization Benefits

Near-term benefits include remediation of environmental contamination on-site. Mid- to long-term benefits once construction is complete include new housing options that will attract more people to live downtown, who will then shop and eat at local establishments. New commercial space will allow for new businesses or business growth to happen downtown.

Beneficiaries

Beneficiaries include tenants looking to live downtown, local residents, and small business owners.

Cost-Benefit Analysis

Jobs will be created with the commercial space. The site had an assessed market value of only \$418,000 in 2016. Property taxes will increase substantially once development is complete. It is estimated that the DRI funding would provide approximately 20:1 leverage to develop this project.

Jobs Created

At 300-700sf per employee, the commercial development may provide 10-25 jobs. Jobs will also result from building maintenance.

Timeframe for Implementation and Project Readiness

This project could commence as early as fall 2017 if NYS HCR funds are awarded and after the developer closes on construction financing.

Overall project timeframe: 2 years

- NYS HCR funding decision: May 2017
- Close on financing: fall 2017
- Begin environmental remediation: fall/winter 2017
- Begin construction: spring 2018
- Finish construction: summer 2019

Project Metrics

The developer will track net new jobs created for downtown and new residents. The city will track increases in business and property taxes generated by the project.

1.10 Create an Indoor Water Park to Attract More Visitors Downtown and Create a Four-Season Destination

DRI Funding

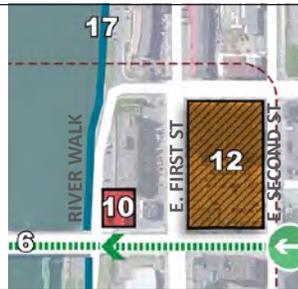
This project is being submitted with a request for \$500,000.

Summary Description

Open the “Lake Ontario Water Park” to attract families from throughout the region to visit downtown year-round.

Location

Canal View Drive (#10) behind 60-90 E. First Street. Adjacent to the River Walk (#17) with views to the Bridge Street lighting project (#6), and near Midtown Plaza (#12).



Responsible Parties

Broadwell Hospitality Group (BHG)

Capacity

BHG is a local family-owned company that operates the Lake Ontario Event and Conference Center, two hotels, two restaurants, and other businesses in Oswego. BHG is also responsible for the West Pier Landing housing project on the west side.

Project Partners

None

Strategies

This project addresses the following DRI strategies:

- Support future development of underused lots along the riverfront
- Increase water-related programming
- Leverage existing growth sectors
- Create a diverse program of events and gatherings along the riverfront
- Create a multi-seasonal program of events and gatherings in downtown

Description

The Lake Ontario Water Park will be an addition to the existing Quality Inn & Suites Riverfront hotel, on the east side. Its proximity to the Event and Conference Center will allow it to draw from the families of conference attendees and other visitors. Its waterfront location will activate a stretch of the River Walk, as well. The addition has a 12,500sf footprint and two partial mezzanine levels for a total area of approximately 20,000sf. It will be constructed on the southern end of the hotel, near Bridge Street and behind the existing and separately owned retail building on the corner of E. Bridge and E. First Streets.

This is a new construction project, adding onto an existing building. It supports the selection and prioritization criteria by providing additional waterfront programming and increasing tourist activity downtown. Together with the Children’s Museum of Oswego on the other side of the river, this project will provide a significant boost to the regional drawing power of downtown and encourage visiting families to spend more time here. BHG needs to finalize construction drawings and obtain a building permit to implement this project. The owner will maintain the building once it is open. The Lake Ontario

Renderings, Site Plan, and Graphics



An example of the type of facility intended to be provided by the Lake Ontario Water Park



Right: Floor plans showing the water park area (below right) and a mezzanine level restaurant and event space (top right)

(Source: Broadwell Hospitality Group)

Water Park is located near several DRI projects, including River Walk improvements, the Midtown Plaza redevelopment, and will have views of the Bridge Street lighting project.

Estimated Costs

Hard costs	\$4,203,000
Indirect costs	\$262,000
Waterpark equipment	TBD
TOTAL*	\$4,465,000

* Cost provided by BHG

Indirect costs include project supervision, permits, mobilization and cleanup.

Funding Sources

Private equity, DRI grant funds

Site Ownership/Legal Jurisdiction

Geo Hotel Corporation, a subsidiary of BHG, owns the site. The water park will be an addition to their existing hotel.

Regulatory Requirements

This site is in the B3-Redevelopment zoning district, and site plan approval will be required.

Public Support

The community supports family-friendly activities and projects that strengthen Oswego as a regional destination. They would like to see more riverfront development and recreational options which the Lake

Ontario Water Park will provide. Community members at the second public meeting ranked this as one of the higher-priority projects.

Anticipated Revitalization Benefits

An indoor water park will attract visiting families from a wide area to enjoy year-round recreation and entertainment. The building's location on the River Walk will bring more visible activity to this stretch that runs beneath the bridge and along hotel parking lots.

Beneficiaries

Oswego residents and visitors.

Cost-Benefit Analysis

A new recreation destination will increase the number of visitors to downtown and increase their length of stay. Both contribute to greater spending at hotels, shops and restaurants nearby.

Jobs Created

At 300-700sf per employee, this development may provide up to 15 jobs.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 1.5 years

- Finalize design: 3-6 months
- Construction: 6-18 months

Project Metrics

Annual visitors, extended length of stay

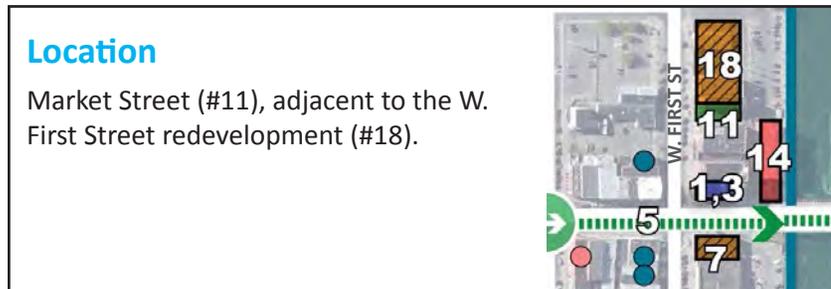
1.11 Create an Active Market Street Pocket Park Between W. First Street and Water Street

DRI Funding

This project is being submitted with a request for \$80,000.

Summary Description

Design a flexible, creative small public space to provide gathering and event space, connecting W. First Street to Water Street.



Location

Market Street (#11), adjacent to the W. First Street redevelopment (#18).

Responsible Parties

City of Oswego

Capacity

City of Oswego manages public spaces throughout the city.

Project Partners

None confirmed, but potentially local organizations such as Lakeside Artisans, CMOO, or SUNY Oswego and private business sponsorship.

Strategies

This project addresses the following DRI strategies:

- Build new public spaces
- Create a diverse program of events and gatherings downtown
- Increase evening and weekend programming to create a vibrant 18-hour setting

Description

Market Street is currently a dead-end between W. First Street to Water Street that provides six parking spaces. It is dead space that detracts from an active public realm in the core of downtown. Converting this space into a dynamic new pocket park will better connect W. First Street to the riverfront and provide space for gathering and events. The initial phase can be done as a temporary installment to test ideas inexpensively and gather feedback before committing to permanent improvements. A public design process could engage the community to learn what they would most like to see in a space like this, increasing a sense of ownership and building momentum.

This is a public works construction project that would be an exciting demonstration of the new energy downtown and could generate publicity for other changes happening here. This project advances the selection criteria by improving existing public spaces and contributing to social, cultural, and arts events and programming. It will change people's impressions about public space in Oswego and draw more people downtown. To implement this project, the city should conduct a public design process and gather ideas for programming that can be formalized into an event calendar. The city will maintain the pocket park once it is reconstructed. This project is adjacent to the W. First Street redevelopment project, near the River Walk project, and centrally located near various facade repairs and upper floor residential conversions.

Renderings, Site Plan, and Graphics



Conceptual rendering illustrating one way the pocket park could enliven this space. Movable seating, landscaped planters, colorful string lights, and new paving materials will create a distinct sense of place and strengthen the connection between W. First Street and Water Street.



Credit: Mary Beth Brown

Improvements like lighting, paint, and movable chairs can quickly transform the Market Street space.



Movable planters with seating provide flexibility and can change the space seasonally.

Estimated Costs

Total project cost \$100,000.

Funding Sources

City of Oswego and DRI funding

Site Ownership/Legal Jurisdiction

City of Oswego

Regulatory Requirements

None, since the city is the project sponsor.

Public Support

Residents emphasized the need to create additional green/public spaces in downtown, host more family-friendly events downtown, and highlight arts and culture.

Anticipated Revitalization Benefits

An actively programmed, well-maintained public space in the core of downtown will attract residents and visitors for different events who will spend money at local businesses. This public space can serve entertainment, cultural, and recreational events to provide diverse offerings that appeal to different people.

Beneficiaries

Oswego residents and visitors, adjacent ground floor businesses.

Cost-Benefit Analysis

Investment in new public spaces, especially in the core of downtown like this location, will contribute further vitality and provide additional reasons for people to spend time here. A creative use of this space will generate a buzz and help improve the perception of downtown as a place to spend time.

Jobs Created

No direct jobs will be created by this project. Indirect jobs may be supported in nearby retail and restaurants.

Timeframe for Implementation and Project Readiness

Overall project timeframe: Six months for initial temporary paint, lighting, seating, etc. One to two years for permanent improvements.

Project Metrics

Visitors, events held in the space.

1.12 Redevelop the Midtown Plaza Site into a New Mixed-Use Gateway to the East Side

DRI Funding

This project is being submitted with a request for \$2,500,000.

Summary Description

Transform the aging Midtown Plaza site into an attractive new gateway development with 45,000sf of commercial space and 95 housing units.

Location

83-91 E. First Street on the east side of downtown Oswego (#12). Near the Lake Ontario Water Park (#10). Also along future Complete Streets improvements on E. Bridge Street and near the Oswego Business Incubator.



Responsible Parties

Sutton Real Estate is the developer. Their team includes Architecteam and MCK Building Associates.

Capacity

The Sutton Companies was founded in 1933 and is one of the most successful property management and brokerage firms in Upstate New York. In Oswego, they redeveloped the former Seaway Supply building into rental apartments (winning a Preservation Merit Award) and manage the Stevedore Lofts located near the intersection of W. First Street and Utica Street.

Project Partners

Doren Norfleet, current owner of the corner parcel on E. Bridge and E. First Streets.

Strategies

This project addresses the following DRI strategies:

- Prioritize mixed-use development
- Develop new residential infill on underutilized lots
- Improve and support existing retail

It aligns with the following Central New York REDC strategy:

- Revitalize the region's urban cores, main streets, and neighborhoods

Description

This project will transform a large, prominent site that is currently an eyesore on the east side. The redevelopment includes 45,000sf of commercial space, 95 housing units, and 260 parking spaces. It will address key needs in the downtown area – adding market-rate rental apartments, retaining existing jobs, providing social services and healthy food options, and improving a gateway site. The housing component will offer the first new market-rate units developed on the east side in decades. The residential market analysis completed for the DRI identifies a capture rate of up to 900 units of housing over the next 10 years in downtown Oswego, indicating demand for these units. The commercial component will include a pharmacy for the downtown community.

This is a new construction project producing new housing and spurring economic development. Demolition of the existing structures will be

required before construction begins. It meets the project selection/prioritization criteria by prioritizing mixed-use development, creating residential infill on underused lots, and supporting existing businesses. Once completed, this project will greatly enhance the market perception of the east side. It will transform the site from an urban renewal-era auto-oriented shopping center into an attractive mixed-use development that contributes to sidewalk vitality and improves the visual appearance of E. First Street and E. Bridge Street. To implement this project, the developer must acquire the small corner parcel, finalize the design, obtain city approvals and close on construction financing. Challenges include negotiating acquisition of the corner parcel and confirming an anchor retail tenant (likely a pharmacy) before proceeding with construction. The developer will manage the housing and commercial space once the project is complete. Midtown Plaza is located on E. Bridge Street which is targeted for Phase 2 Complete Streets improvements, and is near the proposed Oswego Business Incubator site.

Renderings, Site Plan, and Graphics



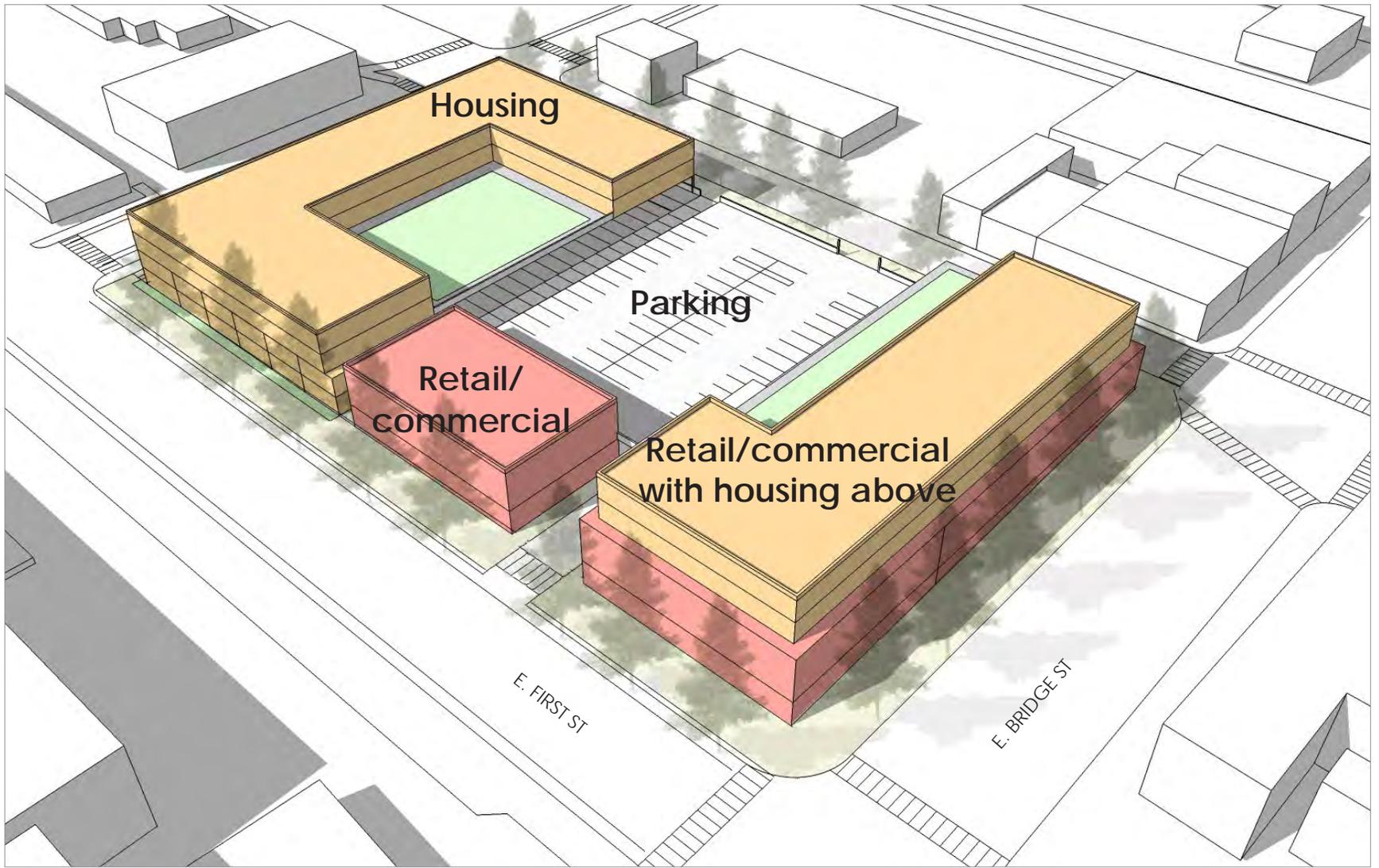
The existing building is in poor condition and has a large parking area taking up most of the site.



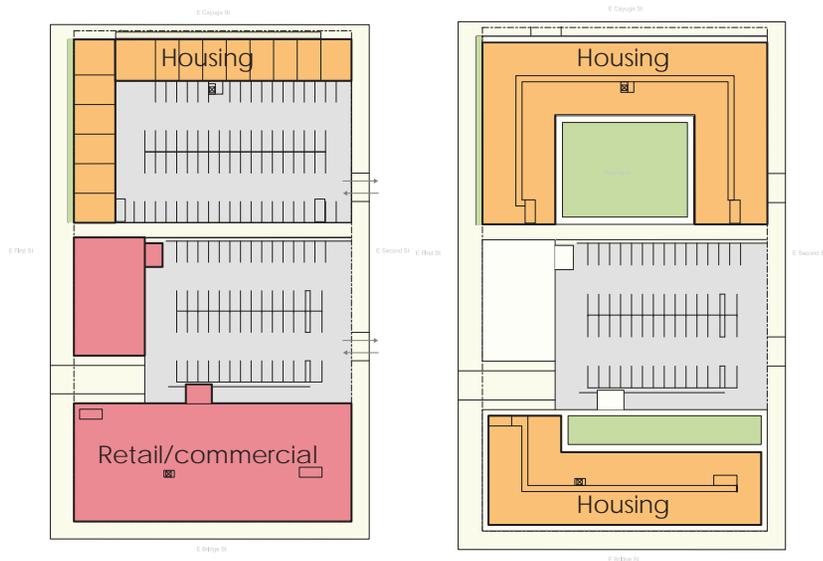
Conceptual massing showing new buildings opening onto the sidewalk to create a livelier pedestrian experience.



The existing building has a blank, lifeless wall along the sidewalk.



Conceptual massing showing new buildings lining the major streets and parking accessed from E. Second Street.



Conceptual floor plans showing sidewalk level (left) and typical upper levels (right).

Estimated Costs

Anticipated gap financing of \$2,200,000

Acquisition	\$1,458,500
Demolition	\$377,500
Hard costs	\$17,926,000
Soft costs	\$3,922,000
Total*	\$23,684,000

* Project costs are order-of-magnitude estimates and subject to further refinement

Funding Sources

This project is recommended for DRI funding. These funds will leverage private equity, debt, and CFA funds to cover the gap.

Site Ownership/Legal Jurisdiction

The two largest parcels are owned by the developer. A small corner parcel on E. First Street and E. Bridge Street is privately owned by Dennis and Doren Norfleet, but the developer is in discussions to purchase the site.

Regulatory Requirements

This block is in the B3-Redevelopment zoning district and site plan approval is required. The project is required to obtain the necessary city permits for construction and occupancy.

Public Support

Midtown Plaza was a common priority listed by participants at the first public meeting and was one of the top-ranked projects at the second public meeting. The community see this as an important project to transform the east side's image and create a more attractive development in this prime location.

Anticipated Revitalization Benefits

The primary near-term benefit once construction is complete will be the transformation of a large, underused site in the core of the east side downtown into an active, attractive urban city block. This project will positively impact perception of the east side and encourage more people to shop and live there. Co-benefits include economic spin-offs for adjacent benefits and social benefits as more people live downtown.

Beneficiaries

Beneficiaries include community residents, renters looking for downtown housing options, and small business owners on-site and nearby.

Cost-Benefit Analysis

A pro forma was completed to evaluate the economics of this project. The site currently has a taxable value assessed at \$1.5 million for the three parcels combined. The housing market study (by Zimmerman/Volk Associates, Inc, December 2016) demonstrated demand for 450 units over the next five to seven years which indicates that new housing here will be popular. Property taxes will increase once the project is complete. New spaces for Oswego County Services and the Green Planet Grocery will broaden their appeal to the community.

Jobs Created

Approximately 80 jobs will be retained and new jobs may be added. The residential component will provide indirect job support to local businesses.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 3-5 years (estimated)

- Acquire corner parcel: 3-6 months
- Finalize design and obtain construction permit: 6-12 months
- Begin construction: 12-18 months
- Complete construction and first move-ins: 2.5-4 years
- Full lease-up: 5 years

Project Metrics

During implementation, the project will be monitored with progress reports on design and construction. Once complete, metrics to measure impact include property and sales tax increases, number of new downtown residents, and intangible but substantial improvements in public perception of the east side.

1.13 Support Single-Family Exterior Improvements in Neighborhoods Near Downtown

DRI Funding

This project is being submitted with a request for \$125,000.

Summary Description

Support renovation of single-family homes near downtown to support a diverse housing stock.

Location

Oswego Renaissance Association's (ORA) "middle market 2" focus area (#13); also W. Fourth and W. Fifth Streets in the DRI study area.



Responsible Parties

ORA is responsible for fund approval and dispersal. Home owners are responsible for applying for the grants and implementing exterior improvement projects.

Capacity

The ORA is a non-profit engaged in market-based neighborhood revitalization around downtown. It was formed in 2013 to restore neighborhood quality of life in Oswego. An independent Board and grant review panel administers the program with assistance from the Research Foundation of the State University of New York. To date, over \$1.5 million in private investment has been leveraged into Oswego's Renaissance Block neighborhoods.

Project Partners

Home owners

Strategies

This project addresses the following DRI strategies:

- Revitalize adjacent residential neighborhoods

It aligns with the following Central New York REDC strategy:

- Revitalize the region's urban cores, main streets, and neighborhoods

Description

Accelerating the revitalization of near-downtown neighborhoods will amplify the gains produced by improvements in the urban core. The residential component of a healthy downtown market is a critical variable, as the number of people living in and around downtown function to support and shape the downtown retail market. Therefore, the goal of revitalization of near downtown neighborhoods is to increase both the numbers of people living in the neighborhoods, and strengthen the economic diversity and spending power of the residential demographic.

This project is a series of privately-led renovation and repair projects. Exterior improvements, such as painting, new roofs, converting enclosed porches back to porches, and minor structural improvements significantly improve the attractiveness of residential neighborhoods. These investments increase the value of not only the house itself but adjacent properties, and it encourages adjacent property owners to invest/maintain their properties. This project advances the selection criteria by supporting downtown housing options and

local businesses. It will catalyze additional private investment on surrounding residential blocks to further expand the impact of these high-quality renovations.

Grant applications will be reviewed and approved by the ORA’s independent board and grant review panel. The Renaissance Block Challenge Grant program provides up to \$1,000 in matching grants for private investment in facade upgrades and exterior improvements to properties within four target areas. The grants generate visible results by requiring that at least five property owners on a block commit to completing improvements prior to awarding the matching grant. More than 300 properties have been improved through this program.



ORA grants enable exterior facade and landscape improvements (Source: ORA)

The DRI study area will become ORA’s fifth target area, with matching grants directed toward existing residential housing inside the DRI area. The total project value per property is \$2,000.

Facade grantees will be awarded based on the projects’ ability to:

- a. Improve curb appeal and overall neighborhood environment
- b. Enhance the historical character of the neighborhood
- c. Attract new home owners to Oswego
- d. Leverage additional private investment

Renderings, Site Plan, and Graphics



Houses on W. Fifth Street on the western boundary of the DRI study area.

Estimated Costs

Private investment is estimated at \$500,000.

Funding Sources

DRI funds and existing ORA funding partners including the Shineman Foundation, Pathfinder Bank, and Exelon Generation.

Site Ownership/Legal Jurisdiction

Matching grants provided only to homeowners in good standing with the city.

Regulatory Requirements

Permits for exterior repairs

Public Support

Residents emphasized the need to strengthen residential neighborhoods adjacent to downtown Oswego as a way for DRI funding to support existing residents. At the second public meeting, the community rated this as a high-priority project.

Anticipated Revitalization Benefits

Short-term impacts include community-building during the application process. At least five owners on a block must coordinate to submit an application and agree to complete repairs, so social bonds are created and strengthened by this process. Medium-term impacts include improved curb appeal for historical neighborhoods adjacent to downtown and increased property values. Long-term impacts include preserving the existing housing stock and increasing market attractiveness for potential new residents. The goal is for funding to be dispersed within the first two years of the implementation phase.

Beneficiaries

Home owners are the direct financial beneficiaries. The city benefits from increased property values.

Cost-Benefit Analysis

It is estimated that DRI funds will directly leverage private funds 3:1 and indirectly leverage funds 10:1 based on ORA's previous experience in these neighborhoods. Increased property values and community pride will strengthen near-downtown neighborhoods.

Jobs Created

No new direct jobs will be created by this project.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2 years

- Release of grant application: 0-6 months
- Initial loan awards: 6-9 months
- Project implementation: years 1-2

Project Metrics

ORA will monitor disbursement and project completion. Metrics include number of applicants, number of grant awards, private funds leveraged, and increase in property values.

1.14 Repair and Renovate Old City Hall

DRI Funding

This project is being submitted with a request for \$240,000.

Summary Description

Renovate Old City Hall to stabilize this historic structure on the Oswego River, and create new commercial space on Bridge Street.

Location
1 W. Bridge Street (#14), adjacent to the Buckhout-Jones Building (#1) and River Walk. Near the Global Buffet site (#7) and the Market Street pocket park (#11).



Responsible Parties

Officers of the Riley C. Flynn Irrevocable Trust that owns the building.

Capacity

The Trust’s officers are locally-based and have the capacity to complete this project.

Project Partners

None

Strategies

This project addresses the following DRI strategies:

- Support facade improvements
- Improve and support existing retail
- Initiative gateway improvements between downtown and the riverfront

It aligns with the following Central New York REDC strategy:

- Revitalize the region’s urban cores, main streets, and neighborhoods

Description

Old City Hall, also known as the Market House, is a prominent historic building on the river. It was listed on the National Register of Historic Places in 1974. While there is a successful restaurant occupying the ground floor at the northern end, the southern half facing Bridge Street and the upper floors are vacant. The Bridge Street facade has significant deterioration. A comprehensive repair and renovation will return this heritage building to active use, with new commercial space facing Bridge Street. A new deck on the east side facing the Oswego River will provide fantastic views and be a significant attraction.

This is an important facade restoration and retail tenant improvement project in a prominent downtown location. The project advances the project selection criteria by strengthening existing retail and revitalizing a historic building. A restored facade and activated ground floor on Bridge Street will transform this site into a welcoming

gateway. The trust that owns the building needs to design the improvements and obtain permits for the work. Challenges include identifying sufficient funding to support this project. The trust will continue to manage and maintain the project, when completed. This project will complement other nearby DRI projects including the Buckhout-Jones building, Children’s Museum of Oswego, Global Buffet redevelopment, River Walk improvements, the Complete Streets project on W. Bridge Street, and the W. First Street redevelopment.

Estimated Costs

Facade improvement	\$300,000
Structural renovation and commercial improvements	\$350,000
Deck addition	\$325,000
TOTAL*	\$975,000

** The construction costs are order-of-magnitude only and subject to further refinement.*

Funding Sources

This project is recommended for DRI funding. Private funds in combination with State funding such as future Restore NY funding could be used to complete this project.

Site Ownership/Legal Jurisdiction

The Riley C. Flynn Irrevocable Trust owns the building and is interested in completing these repairs.

Renderings, Site Plan, and Graphics



View looking northeast, showing severe deterioration of the facade facing Bridge Street. Restoring it and renovating the interior for an active commercial use will significantly improve the appearance and function of the building.



View looking east at Old City Hall, showing a restaurant that occupies part of the ground floor. The popular deck area is proposed for improvement but the upper floors are vacant.

Regulatory Requirements

The project will be required to obtain the necessary city permits for construction and occupancy, including a variance from the planning board to make improvements to the historic facade.

Public Support

The community supports historic landmark preservation and improving downtown facades. They applauded this project at the final public meeting, stating that it was about time something happened to return this building to its former importance. They also want to see riverfront development which this project supports.

Anticipated Revitalization Benefits

A restored building would preserve an important historic resource downtown and enhance a highly visible building. A new commercial space on Bridge Street will activate the sidewalk at this important location and improve the image of downtown.

Beneficiaries

Beneficiaries include community residents, visitors, and small business owners both on-site and in the immediate area who will benefit from a new attractive storefront.

Cost-Benefit Analysis

An improved building facade facing W. Bridge Street will greatly enhance the visual appearance of this gateway and improve visitors' perception of downtown. New spending in the retail/commercial space will generate tax revenue for the city.

Jobs Created

At 300-700sf per job, the commercial component may support 3-6 new jobs.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2 years

- Design improvements and obtain permits: 6-12 months
- Complete construction: 1-2 years

Project Metrics

Net new payroll downtown. Additional property taxes generated.

1.15 Create the Oswego Business Incubator to Spur Job Creation and Retention Downtown

DRI Funding

This project is being submitted with a request for \$1,500,000.

Summary Description

Renovate the vacant Price Chopper building into a mixed-use start up business incubator facility to support light industrial and service businesses.

Location

29 E. Cayuga Street on the east side (#15).
Near the Midtown Plaza redevelopment.



Responsible Parties

County of Oswego Industrial Development Agency (IDA) and the Port of Oswego Authority

Capacity

The County of Oswego Industrial Development Agency was established in 1973 and provides financial assistance to a wide variety of economic development projects.

Project Partners

City of Oswego (including Community and Economic Development office), SUNY Oswego, Empire State Development, Centerstate CEO, Operation Oswego County (OOC), the Small Business Developer Center (SBDC), the Port of Oswego, the Oswego County Farm Bureau, and local business leaders.

Strategies

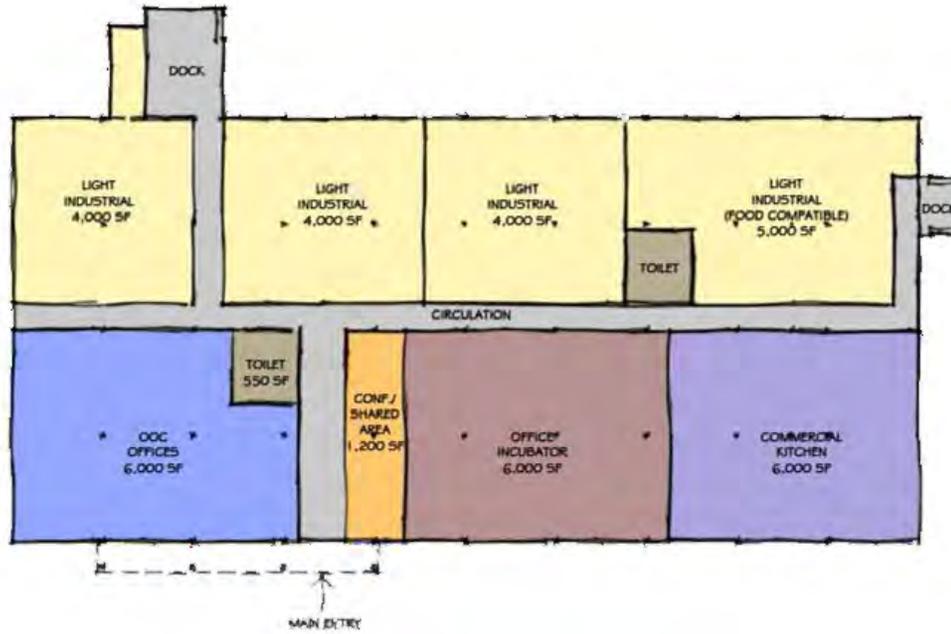
This project addresses the following DRI strategies:

- Support local business expansions
- Leverage existing growth sectors
- Increase workforce training programs downtown
- Support SUNY Oswego entrepreneurial initiatives downtown

Description

An independent feasibility study was conducted in 2015 to determine the need and market for a new incubator facility in Oswego County and the City of Oswego. The findings showed a strong need for a mixed-use incubation facility that catered to light industrial and service businesses, which make up over 65% of all businesses in Oswego County. The Oswego Business Incubator project will establish a mixed-use Start Up NY-eligible business incubator facility on the east side. It will contain 29,000 SF of flexible leasable incubator space and will also include business development and entrepreneurial services and mentoring from partners, institutions and businesses. There will be shared facilities and equipment for R&D and prototyping, small business advisors from the Small Business Developer Center, financing and economic development advisors from Operation Oswego County, workforce and internship staff from SUNY Oswego, and more.

Renderings, Site Plan, and Graphics



Left: Conceptual floor plan showing the OOC offices, a commercial kitchen, and office and light industrial incubator spaces.



Renderings of the proposed facade improvements



Source for all images this page: Operation Oswego County

This project is an economic development project that will renovate and reuse an existing 43,000 SF vacant building. It advances the project selection criteria by supporting job growth and attracting financial leverage from a range of local and regional partners. It will catalyze job creation and support existing small businesses. To implement this project, the IDA plans to acquire the property in March 2017 and will need to mobilize the partner organizations to determine how the incubator will function. The IDA will manage the incubator once it opens. The site is near Midtown Plaza, on the east side.

Estimated Costs

Acquisition	\$800,000
Renovation	\$3,500,000
Soft costs (including contingency)	\$1,000,000
FFE	\$700,000
TOTAL*	\$6,000,000

* Project costs provided by the IDA

Funding Sources

Partner contributions; \$900,000 CFA award from Empire State Development Corporation; IDA funds

Site Ownership/Legal Jurisdiction

The Port of Oswego Authority currently owns the building. The IDA plans to acquire the property in March 2017 as the first step in implementation.

Regulatory Requirements

The site is zoned B2-Central Business District. Site plan approval is required and building permits will need to be obtained from the city.

Public Support

The community shared an interest in local job creation and supporting small businesses.

Anticipated Revitalization Benefits

Short-term benefits include reusing a large vacant building on the east side. Mid- and long-term benefits include supporting business growth, creating new jobs, and expanding the economic tax base of Oswego.

Beneficiaries

Small businesses, entrepreneurs, New Americans

Cost-Benefit Analysis

New jobs and businesses in Oswego will build the tax base, provide jobs that attract an educated workforce, and employ local residents.

Jobs Created

Approximately 105 jobs in the first 5 years.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2-3 years

- Site purchase: March 2017
- Design and construction: 2018-2019
- Project opening: 2019-2020

Project Metrics

New companies incubated annually, new jobs created annually, financial impact of new businesses.

1.16 Fund a Public Art Program

DRI Funding

This project is being submitted with a request for \$75,000.

Summary Description

Identify strategic locations for high-quality public art installations that convey the unique character, history, and aspirations of Oswego.

<h3>Location</h3> <p>Various locations throughout downtown, potentially including the Civic Plaza (#4), Market Street pocket park (#11), River Walk, and east side locations.</p>	
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Responsible Parties

City of Oswego

Capacity

The City of Oswego manages public spaces throughout the city.

Project Partners

Local artists, SUNY Oswego, neighborhood and business leaders, residents.

Strategies

This project addresses the following DRI strategies:

- Build new and improved parks and public spaces
- Invest in River Walk improvements

Description

Successful, high-quality public art can provide pleasant surprises in unexpected locations or enliven a blank wall or dead space along a multi-use trail like the River Walk. Iconic public art can quickly gain an online social media presence and help market downtown to a wider audience.

This is an arts and culture project. It meets the project selection/prioritization criteria by enhancing public places. High-quality public art will draw attention to strategic locations downtown and can help strengthen Oswego’s role as a regional attraction. These installations can be included as part of other public space improvements or building projects. Murals on privately owned building walls, sculptures in public spaces, or other installations will all be considered. Some locations may be suited for permanent installation while others may benefit from seasonal or annually changing projects. The city will need to develop a competitive application process and seek grant funding to distribute to artists. Potential challenges include designing an effective targeted outreach strategy to attract a critical mass of participants and applicants. The City of Oswego will manage the program.

Renderings, Site Plan, and Graphics



Public art can include interactive, functional installations like these above that encourage interaction and new ways to enjoy public spaces.



Murals like these along the Harbor Rail Trail (above) help tell the story of Oswego's history.

Estimated Costs

\$75,000

Funding Sources

This project can be funded through grant funding for arts and culture like the following:

- ART WORKS grants
- New York State Council on the Arts (NYSCA)
- New York Foundation for the Arts
- Humanities NY
- National Endowment for the Arts “Our Town” grants
- The Kresge Foundation
- ArtPlace America
- Local Initiatives Support Corporation

Site Ownership/Legal Jurisdiction

Most public art installations will occur on public property. Wall murals on private property will be installed by the individual property owner.

Regulatory Requirements

Not applicable.

Public Support

Arts and culture programs have been supported by the public at DRI meetings.

Anticipated Revitalization Benefits

Short-term benefits include more visually interesting public spaces and greater support for local artists. Mid- to long- term benefits include Oswego’s growth as a regional attraction for arts and culture.

Beneficiaries

Beneficiaries include business owners, residents, visitors, event-goers, artists, designers, students and any potential recipient of funding.

Cost-Benefit Analysis

Successful public art produces intangible benefits like more interesting public spaces and a greater sense of community pride. A distinctive or larger scale program may also attract new visitors to see the installations.

Jobs Created

No new jobs will be created by this project.

Timeframe for Implementation and Project Readiness

Outreach to existing artists and organizations: 2 months

- Launch outdoor public art program: 6 months

Project Metrics

The City of Oswego will measure the number of applicants, number of projects and number of grant dollars awarded.

1.17 Complete River Walk Improvements and Create New Connections

DRI Funding

This project is being submitted with a request for \$600,000.

Summary Description

Improve the riverfront trail network to better connect it to downtown and provide more user amenities.

Location

River Walk along both sides of the Oswego River/Canal and the Harbor Rail Trail crossing the river, and extending into the east side toward Fort Ontario.



Responsible Parties

City of Oswego Department of Public Works

Capacity

The City of Oswego maintains the trails currently.

Project Partners

None confirmed, but potentially adjacent businesses like Oswego Expeditions, hotels, and restaurants.

Strategies

This project addresses the following DRI strategies:

- Invest in the River Walk
- Improve existing public spaces
- Increase water-related programming
- Create a diverse program of events and gatherings downtown

Description

This is a public works infrastructure enhancement project led by the city. The current multi-use trail is an important amenity downtown that brings users to the edge of the river and encourages physical activity. While it is currently well maintained, there are numerous improvements that could enhance its appeal and function and raise its profile among residents. New fencing, landscaping, lighting, seating, and directional signage will demonstrate investment and improve the user experience. New access points and clearly defined pathways between the paths and downtown businesses will encourage greater use of the trail and greater patronage of local businesses. This project meets the selection criteria by improving existing public spaces and connecting downtown to the riverfront. Improvements to these trails will attract more users and increase physical activity levels of residents. The city will need to design the specific improvements and identify new access points to implement this project. The city will continue to maintain the trails once this project is complete. These trails provide an important link between many DRI projects including West Pier Landing, Old City Hall, the YMCA southwestern gateway, the Greenway Access Center, and the Lake Ontario Water Park.

Renderings, Site Plan, and Graphics



The River Walk near Old City Hall.



Seasonal plantings add color to a portion of the River Walk.



The River Walk near the Harbor Rail Trail bridge.



Residents use the River Walk to fish, run, bike, or stroll along the water.

Estimated Costs

Site furniture	\$100,000
Lighting	\$300,000
Landscape	\$150,000
Operations & maintenance	\$75,000
TOTAL*	\$625,000

** Costs are order-of-magnitude estimates and subject to further refinement*

Funding Sources

DRI funds and City of Oswego

Site Ownership/Legal Jurisdiction

The City owns the River Walk and Harbor Rail Trail.

Regulatory Requirements

American with Disabilities Act to ensure accessibility to all users.

Public Support

Residents emphasized the need to create additional green/public spaces in downtown and to take better advantage of the riverfront.

Anticipated Revitalization Benefits

Short-term benefits include increased access between the trails and downtown businesses and more amenities for trail users. Mid- to long-term benefits include attracting additional visitors to downtown, increased physical activity, and improved health outcomes.

Beneficiaries

Oswego residents and visitors, downtown businesses.

Cost-Benefit Analysis

An improved trail network will increase the number of users and improve levels of physical activity. More connections to downtown will encourage these users to visit businesses and increase spending.

Jobs Created

No new jobs will be created by this project.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2 years

- Planning and design: year 1
- Construct improvements: year 2

Project Metrics

Average daily users on the River Walk, number of new benches/lights/signs installed.

1.18 Redevelop Section of W. First Street to Create New Housing Options Downtown

DRI Funding

This project is being submitted with a request for \$2,100,000.

Summary Description

– Transform an entire half-block of W. First Street to provide commercial space and up to 40 new housing units downtown, improving visual aesthetics and generating more sidewalk activity.



Responsible Parties

Tom Ciappa, the vacant lot owner, is interested in development and is leading the group of other property owners within this section of W. First Street.

Capacity

Mr. Ciappa is forming a development partnership among the adjacent owners. He has the capacity to develop this project.

Project Partners

The City of Oswego will provide resident parking in a nearby public lot if needed.

Strategies

This project addresses the following DRI strategies:

- Prioritize mixed-use development
- Develop new residential infill on underutilized lots
- Convert vacant upper stories into residential use
- Improve and support existing retail
- Support facade improvements
- Prioritize strategic infill on W. First Street between downtown and the riverfront

It aligns with the following Central New York REDC strategy:

- Revitalize the region’s urban cores, main streets, and neighborhoods

Description

The block of W. First Street bounded by W. Cayuga, Water, and Market Streets is a prime redevelopment opportunity to capitalize on the energy downtown. The scale and location of this project will make it a highly visible example of DRI’s impact in Oswego.

A vacant lot is a “missing tooth” in the downtown fabric. Conversations with the owner of that property sparked a joint interest among the adjacent owners to revitalize the entire block. A new building replacing the one-story building, vacant lot, and two-story building will add up to 40 new housing units with views of the river in the core of downtown. An extensive renovation to the four-story building on Market Street will preserve a historic facade and offer six unique loft housing units. The housing market study (by Zimmerman/Volk Associates, Inc, December 2016) demonstrated demand for 450 units over the next five to seven years, which indicates that new

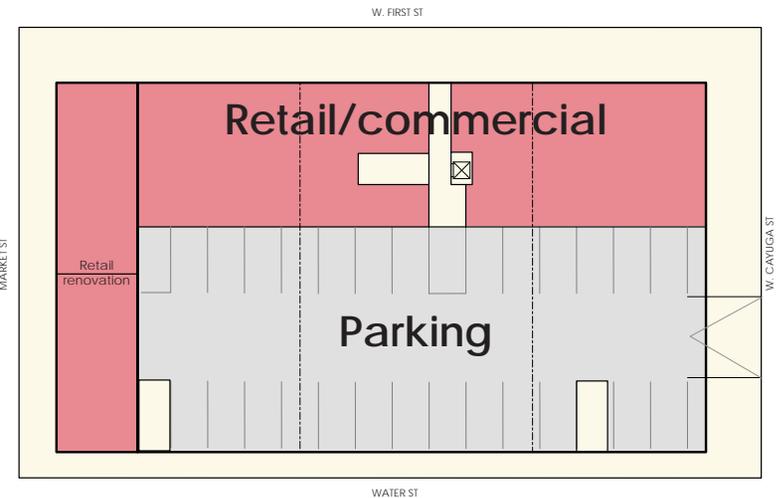
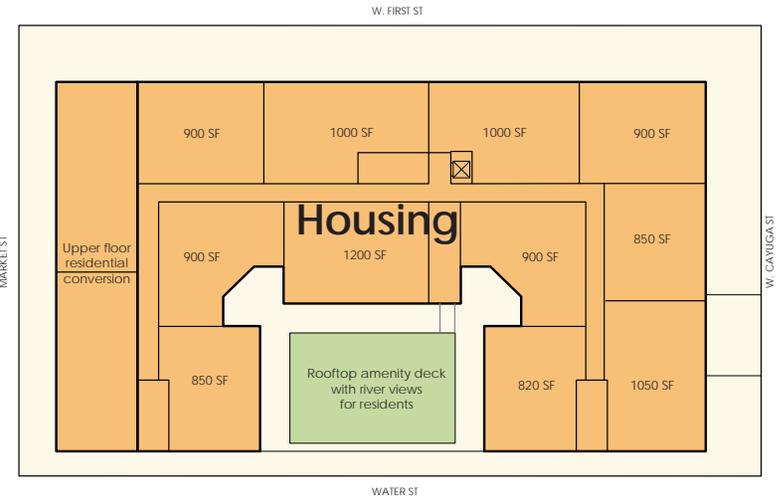
housing here will be successful. Both buildings will include modern retail space to attract businesses and shoppers.

This project meets the selection/prioritization criteria by redeveloping a vacant lot and adding diverse new housing downtown. It will transform a vacant site and nondescript buildings into an active mix of new housing and small businesses. To realize this potential, the developer will need to formalize the partnership with adjacent owners and complete a high-quality design package. Challenges to address include providing adequate resident parking on-site or in close proximity. The design of the new building will need to reflect important characteristics of the historical downtown fabric. This project is adjacent to the Market Street pocket park proposal and near other facade rehab and upper story residential conversions.

Renderings, Site Plan, and Graphics



This half-block lacks a sense of vitality today. The vacant lot detracts from the visual appeal and pedestrian experience on the northern end of downtown.



Conceptual ground floor (above) and typical upper floor plans (top).



Conceptual rendering demonstrating the transformative impact of this development project. A facade that reflects the traditional patterns of downtown is important to strengthen the existing character.

Estimated Costs

	New Construction	Renovation
Site acquisition	\$582,000	
Building demolition	\$44,000	n/a
Hard construction costs	\$5,287,700	\$1,015,500
Soft costs (including contingency)	\$890,000	\$169,700
Financing costs	\$139,800	
Total*	\$8,128,700	

* The construction costs are order-of-magnitude only and subject to further refinement

Funding Sources

This project is recommended for DRI funding. Private funds in combination with State funding such as future Restore NY funding should be used to complete this infill project.

Site Ownership/Legal Jurisdiction

This project consists of four individually owned parcels today. Mr. Ciappa is forming a development LLC to consolidate ownership.

Regulatory Requirements

This site is zoned B2-Central Business District. The project will need to obtain the necessary city permits for construction and occupancy.

Public Support

The community supports projects that enhance and revitalize the downtown area, fill in gaps in the street, and bring new housing downtown. They also support facade improvements downtown and a greater variety in shops and stores.

Anticipated Revitalization Benefits

Short-term benefits including new housing options to meet market demand, new commercial space to support local businesses, and an improved sidewalk environment. Mid- to long-term benefits include greater spending at downtown businesses and more activity on nights and weekends.

Beneficiaries

Beneficiaries include community residents, renters looking for downtown housing options, and small business owners both on-site and in the immediate area who will benefit from a new attractive storefront and new residents.

Cost-Benefit Analysis

A pro forma was completed to evaluate the economics of this project. It is estimated DRI funds will provide 3.5:1 leverage. Property taxes will increase once the project is complete.

Jobs Created

At 300-700sf per job, the retail component of this project may support 10-20 new jobs.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2-3 years (estimated)

- Finalize development partnership: 3-6 months
- Complete design and construction drawings: 9-15 months
- Begin renovation work: fall 2017
- Begin new construction: spring 2018
- Complete construction: spring/summer 2019

Project Metrics

Housing units created. New residents downtown. Increase in property taxes generated. Net new payroll downtown.

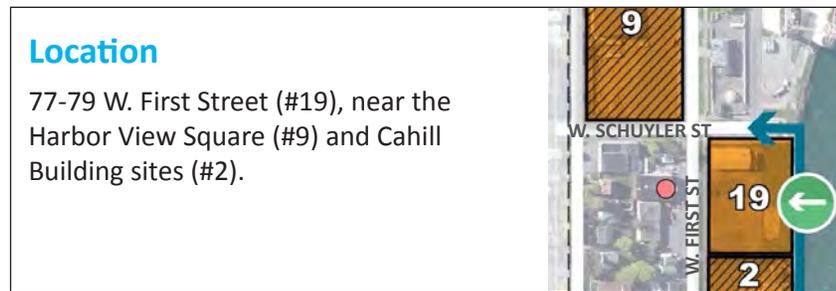
1.19 Provide New Riverfront Housing at West Pier Landing

DRI Funding

This project is being submitted with a request for \$1,900,000.

Summary Description

Transform a large vacant waterfront property into 47 new apartments with prime riverfront views, within walking distance of downtown.



Location

77-79 W. First Street (#19), near the Harbor View Square (#9) and Cahill Building sites (#2).

Responsible Parties

Broadwell Hospitality Group (BHG)

Capacity

BHG is a local family-owned company that operates the Lake Ontario Event and Conference Center, two hotels, two restaurants, and other businesses in Oswego. BHG is also responsible for the indoor water park project proposed on the east side near their two hotels.

Project Partners

None known.

Strategies

This project addresses the following DRI strategies:

- Develop new residential infill on vacant and underutilized lots
- Support future development on underused lots along the riverfront
- Investments in River Walk

Description

This site is a largely vacant waterfront property ripe for investment. Its location will add new vitality and activity along a stretch of the River Walk, north of downtown. Its proximity to two other projects proposed for DRI funding will exponentially increase the economic gain for the City of Oswego by creating a critical mass of new development. New housing here will benefit from prime riverfront views and be within an easy walk of the downtown commercial core and the Lake Ontario waterfront. The project will offer covered parking and storage units available for an additional monthly fee.

This is a new construction project that will provide 47 new apartments and support spin-off economic development. The housing market study demonstrated demand for 450 units over the next five to seven years which indicates that new housing here will be successful. It meets the project selection/prioritization criteria by providing new housing and reusing a large vacant lot along the river. To implement this project, the developer must finalize the design to create an attractive walkable environment along W. First Street and secure financing and permits. This project is next to the Cahill Building, near the Flexo Wire site, and located on the River Walk. Together these projects will transform a significant portion of W. First Street into an active place supporting sidewalk life and small businesses.

Renderings, Site Plan, and Graphics



Image source: Schopfer Architects, LLC



Source: Schopfer Architects, LLC

The proposed building will provide dramatic riverfront views and add life to the River Walk. Parking along W. First Street will be screened with landscape and decorative fencing or low walls.

Estimated Costs

Hard costs	\$7,790,000
Soft costs	\$862,250
Total*	\$8,652,250

* Project costs provided by developer. Soft costs include 3% contingency.

Funding Sources

This project is recommended for DRI funding. DRI funds will leverage private financing as well to cover the gap and allow the project to move forward.

Site Ownership/Legal Jurisdiction

The site is owned by the developer and no site control issues exist.

Regulatory Requirements

The site is zoned B2-Central Business District. Site plan approval is required, and the developer will need to obtain the necessary city permits for construction and occupancy.

Public Support

Participants at the first public meeting shared common priorities to catalyze waterfront development, infill empty lots, and increase connectivity. This project will meet those goals by filling a large gap in the streetscape between the core of downtown Oswego and Lake Ontario.

Anticipated Revitalization Benefits

Short-term benefits include replacing a large, highly-visible empty lot with new housing. These apartments will attract more people to

live downtown, who will then shop and dine at local establishments. The River Walk will benefit from having more “eyes on the street” provided by residents at the new building. Mid- to long-term benefits include a greater residential density downtown support more small businesses and events and an increased tax base for the city.

Beneficiaries

Beneficiaries include tenants looking to live downtown, local residents, and small business owners.

Cost-Benefit Analysis

The site had an assessed market value of only \$425,000 in 2016. Property taxes will increase substantially once this \$8.7 million development is complete. It is estimated that the DRI funding would provide approximately 6:1 leverage to develop this project.

Jobs Created

No new direct jobs will be created by this project. New residents will support indirect jobs in downtown businesses.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 1.5 years (estimated)

- Acquire permits for construction: 3-6 months
- Begin construction: Summer/Fall 2017
- Complete construction and first move-ins: Fall 2018

Project Metrics

The developer will track the number of new residents. The city will track increases in property taxes generated by the project.

1.20 Reuse YMCA Building for Commercial Space and Housing Within Walking Distance of Downtown

DRI Funding

This project is being submitted with a request for \$500,000.

Summary Description

Create new commercial space and housing on the southern edge of downtown.

<p>Location</p> <p>249 W. First Street (#20), near the Civic Plaza (#4) and River Walk improvements.</p>	
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Responsible Parties

Camelot Lodge LLC has a purchase agreement with the YMCA for this parcel.

Capacity

Anthony Pauldine, the president of Camelot Lodge LLC, has been a local general contractor and developer for over 30 years and has the experience to complete this project. He is also involved in the Buckhout-Jones and Cahill Building projects.

Project Partners

YMCA

Strategies

This project addresses the following DRI strategies:

- Prioritize mixed-use development where feasible
- Support upper story renovations into new residential units
- Support facade improvements
- Support local business expansions
- Develop new residential infill on vacant and underused lots

It aligns with the following Central New York REDC strategy:

- Revitalize the region’s urban cores, main streets, and neighborhoods

Description

The Oswego YMCA owns a two-story yellow-brick building and a large parking lot on W. First Street. It plans to sell this parcel to a developer who will renovate the existing building for commercial space and housing. The units would be attractive to potential renters due to the site’s proximity to downtown amenities and the River Walk. A second phase could add a new building along the edge of the parking lot to create another 28-32 new housing units downtown. Parking would be provided behind the building in a surface lot and tucked under the new structure at ground level. This building would also fill in a gap in the streetscape between the pedestrian bridge to the south and downtown to the north.

This is an adaptive reuse project (with potential new construction) that creates new housing and commercial space. It meets the project selection/prioritization criteria by adding new housing downtown and replacing a vacant lot with active use. Once completed, the project will transform this site into new housing that contributes to sidewalk

vitality and improves the visual appearance of this corridor. It is near two other projects: Civic Plaza and improvements to the River Walk. Proceeds from the sale will support other YMCA capital projects like obtaining site control of the parking lot, south of the Armory building.

Renderings, Site Plan, and Graphics



A developer has proposed office space and housing in this building currently occupied by the YMCA.

Estimated Costs

	Adaptive Re-use (DRI)	New construction (non-DRI)
Site acquisition	\$190,000	n/a
Hard construction costs	\$2,085,000	\$4,850,000
Soft costs (including contingency + financing)	\$60,000	\$1,200,000
Total	\$2,335,000*	\$6,050,000**

* Project costs provided by developer.

** The construction costs are order-of-magnitude only and subject to further refinement.

Funding Sources

Approximately 80% private debt/equity from the developer and 20% DRI funds.

Site Ownership/Legal Jurisdiction

The site is currently owned by the Oswego YMCA, and they have a purchase agreement with the developer. No site control issues are anticipated.

Regulatory Requirements

The project will be required to obtain the necessary city permits for construction and occupancy.

Public Support

The YMCA is a community-based institution and residents want to keep it downtown. The community also expressed support for more downtown living options.

Anticipated Revitalization Benefits

Short-term benefits include greater use of this existing building and financial support for the YMCA. Mid-term benefits include greater support for small businesses in downtown provided by new residents and office workers. Long-term benefits from infill development in the parking lot include a more active street edge that provides “eyes on the street” and strengthens the character of downtown.

Beneficiaries

Beneficiaries include community residents and renters looking for downtown housing options.

Cost-Benefit Analysis

Property taxes will be generated once the property is transferred from non-profit to private ownership. New residents and office workers will patronize downtown businesses.

Jobs Created

At 300-700sf per job, the commercial space could support 7-17 new jobs.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 2-3 years (estimated)

- Complete transfer of ownership: 3-9 months
- Complete design and obtain permits: 6-12 months
- Begin construction: 12-18 months
- Complete construction and first move-ins: 2.5-3 years

Project Metrics

Number of housing units created. Number of net new residents to the City of Oswego. New property taxes generated.

1.21 Enhance the YMCA's Armory Building Grounds as a Landmark Gateway into Downtown

DRI Funding

This project is being submitted with a request for \$600,000.

Summary Description

Create a southwestern gateway to downtown Oswego.

<p>Location</p> <p>265-275 W. First Street (#21) near the adaptive reuse project (#20) and River Walk improvements (#17)</p>	
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Responsible Parties

YMCA of Oswego

Capacity

The current President of the Board of Directors is a Senior Vice President at Pathfinder Bank. The Board of local stakeholders has the capacity to oversee and implement this project.

Project Partners

City of Oswego for wayfinding signage

Strategies

This project addresses the following DRI strategies:

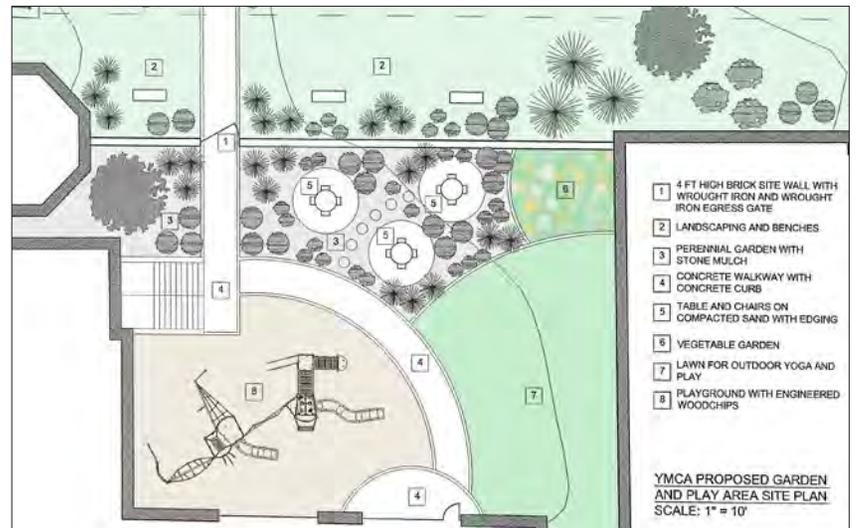
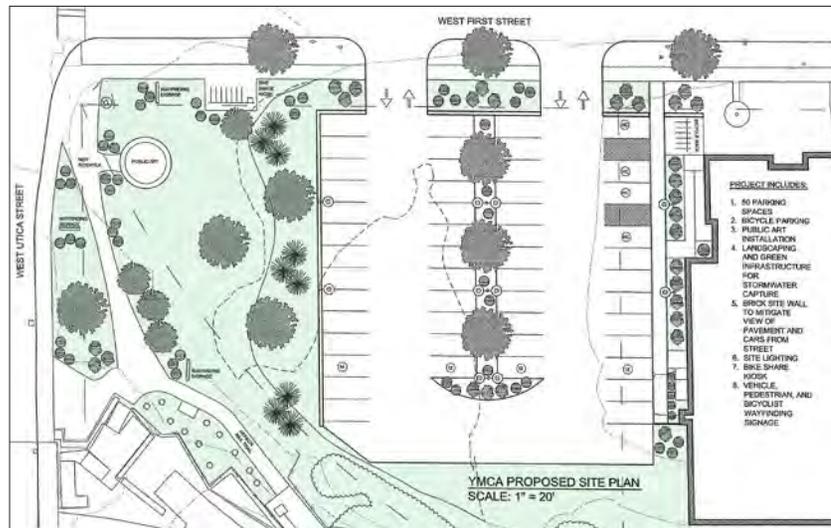
- Build new and improved parks and planting areas

Description

The Oswego YMCA's Armory building is on the National Register of Historic Places and is a distinct landmark on the southern edge of downtown, near the Harbor Rail Trail. This proposal has two components: a downtown gateway project and a landscape improvement project. The gateway project requires site acquisition of the adjoining parcel to the south, which is necessary for the YMCA to sell its existing building and parking lot to the north for redevelopment. This project will create a parking lot adjacent to the Armory, formalizing a lawn area currently used for parking. It will add signage, public art, lighting, and new sidewalks at the intersection and leading to the Harbor Rail Trail. The landscape improvement project will create an outdoor area for YMCA programs. It will replace a service parking lot with new landscaping, a playground, and a vegetable garden to grow fresh food. It will serve children and YMCA programs to promote greater physical activity.

This project will create an aesthetically attractive southwest gateway into downtown Oswego and transform an underused area into a usable outdoor space for programs. It meets the project selection criteria by making improvements to public outdoor spaces and leveraging social and arts programming at the YMCA. To implement this project, the YMCA needs to sell its building and parking lot to the north to have the funds to acquire this lot to the south. The YMCA will maintain the open spaces once they are complete. This site is adjacent to the River Walk and Harbor Rail Trail improvements and the adaptive reuse of its building to the north.

Renderings, Site Plan, and Graphics



Proposed plans for the gateway include public art, wayfinding signage, and a bike share kiosk at the intersection of W. First and Utica Streets. (Source: YMCA)

Proposed plans for the garden and play area include a playground, vegetable garden, and new landscaping to transform an existing parking area. (Source: YMCA)

Estimated Costs

	Gateway	Greenspace
Site acquisition	\$250,000	n/a
Hard construction costs	\$200,000	\$250,000
Total*	\$450,000	\$250,000

* Project costs provided by YMCA.

Total project costs including the YMCA's \$1,750,000 investment in its pool facility are \$2,450,000

Funding Sources

Approximately \$100,000 equity is anticipated from the sale of the YMCA's existing building and parking lot, and DRI funds. Together with other projects undertaken by the YMCA using their own funds, this DRI allocation would leverage \$1.85 million.

Site Ownership/Legal Jurisdiction

The parcel to the south of the YMCA is owned by Michael and Mary Shanley. The YMCA is in discussions to acquire it at fair market value for the gateway project.

Regulatory Requirements

The project will be required to obtain the necessary city permits for construction.

Public Support

The community shared a desire to see improved gateways into the downtown area.

Anticipated Revitalization Benefits

The short-term benefits of this project include enhanced visual appearance of this prominent corner at W. First Street and Utica Street, currently a vacant grassy lot. Mid- to long-term benefits include improved health outcomes for children using the play area.

Beneficiaries

Community residents, trail users, visitors.

Cost-Benefit Analysis

An enhanced gateway will improve the perception of downtown for visitors and residents. Public amenities like benches and signage will make the nearby Harbor Rail Trail more appealing to users.

Jobs Created

This project will not create new direct jobs.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 3-5 years (estimated)

- Acquire parcel: 3-9 months
- Finalize design and obtain construction permit: 6-12 months
- Begin construction: 12-18 months
- Complete construction: 2 years

Project Metrics

Visible improvements at this gateway location, number of children using the play area.

1.22 Support Investment in Existing Buildings to Improve Facades, Upgrade Commercial Interiors, and Create Upper Floor Housing

DRI Funding

This project is being submitted with a request for \$826,000.

Summary Description

Implement improvements to existing buildings that will enhance downtown's visual character, maintain historical structures, increase property values, and provide new housing.

Location

Buildings are located at: 78 W. First Street, 180-182 W. First Street, 192-194 W. First Street, 198 W. First Street, 205 W. First Street, 215-217 W. First Street, 156 W. Second Street, 131 W. Third Street, 125-129 E. Bridge Street, 17 W. Cayuga Street, and 22 W. Mohawk Street.

Responsible Parties

The City of Oswego will manage this program. Individual property owners will apply for funding for their projects.

Capacity

The city manages various funding programs.

Project Partners

Property owners

Strategies

This project addresses the following DRI strategies:

- Support facade improvements
- Improve and support existing retail
- Support local business expansions
- Support upper story renovations into new residential units

It aligns with the following Central New York REDC strategy:

- Revitalize the region's urban cores, main streets, and neighborhoods

Description

This project combines individual renovation projects carried out by private owners. There are three types of improvements, and some buildings combine more than one type of improvement: Exterior improvements to facades and business signage; interior improvements to ground floor retail and commercial spaces; and, renovation of vacant upper floors into high-quality housing. The improvements will create a substantial impact in the downtown.

- Upgrade commercial interiors:* Appealing interior spaces within a "main street" environment encourage multiple shop visits and extend the length of time shoppers spend downtown. Given the age of most buildings in Oswego, many retail spaces are not ideally suited for modern businesses and client expectations. Micro-loans for renovating interior retail spaces for existing and new small businesses will leverage private funds to make shop spaces more functional and appealing. This project will assist business owners in small renovation efforts like cosmetic repairs, updating electrical capacity, addressing code compliance, etc.

This revolving loan fund will recycle DRI funds once the first round of grantees begins repayment. Recipients will be required to provide at least a 10% match. Funds will be provided to either business or building owners.

- b. *Improve downtown facades:* Facade improvements significantly improve the public realm environment and are indicative of healthy vibrant downtowns. Exterior facade investments increase the value of the building itself and stimulate spillover effects as adjacent property owners are encouraged to fix up their buildings as well. Funds can be used for exterior repairs like painting, brick repair, window replacement, historical signage, and murals. Design guidelines will require high quality improvements and discourage low quality 'fixes' to ensure that funds make a positive impact on the downtown character.
- c. *Convert vacant upper floors into housing:* Vacant upper floors detract from the vitality of downtown. Renovating these spaces into quality living options would generate immediate benefits by increasing residential density and enlivening sidewalks in the evenings and on weekends. Bringing these upper floors into compliance with modern residential building codes can be expensive and complicated, however. DRI funding will provide financial support for renovations that create more housing choices on underutilized upper floors. The residential market analysis completed for the DRI (by Zimmerman/Volk Associates, Inc, December 2016) identifies a capture rate of up to 900 units of housing over the next 10 years in downtown Oswego. Loft opportunities in existing buildings exist, but achievable rents of \$1.33-\$1.50 likely do not support renovation costs, especially for quality residential products.
- d. The following buildings are recommended for DRI funding:
78 W. First Street: Expansion of commercial space for fitness and community programming

180-182 W. First Street: Commercial space renovation, upper floor housing conversion

192-194 W. First Street: Commercial space renovation

198 W. First Street: Commercial space renovation, upper floor housing conversion

205 W. First Street: Commercial space renovation, upper floor housing conversion

215-217 W. First Street: Window replacement, brick repair, historical signage

156 W. Second Street: Repainting, mural

28 W. Bridge Street: Commercial space renovation, upper floor housing conversion

125-129 E. First Street: Brick repair, repainting, mural

17 W. Cayuga Street: Repainting, mural

22 W. Mohawk Street: Renovation of a vacant church into Harbour Hall, a multi-tenant office space and medium size event venue.

Renderings, Site Plan, and Graphics



78 W. First Street (Infinity Fitness)



180-182 W. First Street



198 W. First Street (The Connection Point)



192-194 W. First Street, "McDonald's Building"



205 W. First Street (Oswego Bagelry)



215-217 W. First Street, "Browne-Davis Building"



28 W. Bridge Street, "Boilermaker Building"



156 W. Second Street (La Parilla)



125-129 E. First Street (Adirondack Therapy)



17 W. Cayuga Street, “Woodruff Block”



22 W. Mohawk Street, “Harbour Hall”

Estimated Costs

	Project Cost	DRI Request
78 W. First Street	\$700,000	\$100,000
180-182 W. First Street	\$450,000	\$100,000
192-194 W. First Street (McDonald’s Building)	\$405,000	\$80,000
198 W. First Street	\$195,000	\$75,000
205 W. First Street	\$145,000	\$45,000
215-217 W. First Street (Browne-Davis Building)	\$116,500	\$58,000
156 W. Second Street	\$21,800	\$15,000
28 W. Bridge Street (Boiler Maker Building)	\$650,000	\$250,000
125-129 E. First Street	\$75,000	\$37,500
17 W. Cayuga Street (Woodruff Block)	\$75,000	\$37,500
22 W. Mohawk Street	\$216,500	\$28,000
TOTAL	\$3,049,800	\$826,000

Funding Sources

This project is recommended for DRI funding. DRI funds will leverage private investment.

Site Ownership/Legal Jurisdiction

Applicants will have to demonstrate legal ownership of the building before being awarded funding.

Funding Sources

This project is recommended for DRI funding. DRI funds will leverage private investment.

Site Ownership/Legal Jurisdiction

Applicants will have to demonstrate legal ownership of the building before being awarded funding.

Regulatory Requirements

A variance will need to be obtained for facade rehab projects in the B-2 zoning district. Building and occupancy permits will be required for interior renovations.

Public Support

Residents prioritized the need to create a vibrant, walkable downtown environment. There was a particular emphasis on assisting and growing local businesses. Creating more unified signage through the facade renovations will support a more visually unified and appealing downtown. Facade repairs were highly rated by the community at the second public meeting. More housing will provide additional “eyes on the street” on nights and weekends, something in which community members expressed interest.

Anticipated Revitalization Benefits

Short-term benefits include improved visual appearance and more residents living downtown. Medium-term benefits include increased property values. Long-term benefits include adjacent property owners encouraged to invest in their own buildings.

Beneficiaries

Building owners and tenants, adjacent property owners, and the public.

Cost-Benefit Analysis

The DRI funds will leverage approximately 2.5 times in private and other funding. Improvements to existing buildings will increase property values and taxes. Renovated commercial spaces and storefronts may attract more customers. New housing will increase demand for restaurants and services downtown.

Jobs Created

No direct permanent jobs will be created. Indirect jobs will be created through increased demand for restaurants and shops.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 1-3 years (estimated)

- Program development and release of loan/grant application: 0-6 months
- First loan allocation: 9-12 months
- Project implementation: ongoing

Project Metrics

City staff will monitor disbursement and project completion. Metrics include increased property values, the number of renovated facades and commercial spaces, the number of new housing units created, and the amount of private investment leveraged.

1.23 Encourage Additional Investment in Downtown Buildings and Active Programming

DRI Funding

This project is being submitted with a request for \$600,000.

Summary Description

Encourage additional investment in existing downtown buildings and support active programming to attract visitors.

Location

Study area with priority given to buildings within the downtown core (see Map 1).

Responsible Parties

The City of Oswego will manage this program. Individual property owners will apply for funding for their projects.

Capacity

The city manages various funding programs.

Project Partners

Property owners

Strategies

This project addresses the following DRI strategies:

- Support facade improvements
- Improve and support existing retail
- Support local business expansions
- Support upper story renovations into new residential units

It aligns with the following Central New York REDC strategy:

- Revitalize the region’s urban cores, main streets, and neighborhoods

Description

This discretionary fund will support individual renovation projects carried out by private owners and new events occurring downtown. There are three types of improvements, and buildings may combine more than one type of improvement. Improvements will enhance downtown’s visual character, maintain historical structures, increase property values, and provide new housing. Diverse programming throughout the year will draw people to downtown and the riverfront and increase Oswego’s profile in the region.

- Upgrade commercial interiors:* Appealing interior spaces within a “main street” environment encourage multiple shop visits and extend the length of time shoppers spend downtown. Given the age of most buildings in Oswego, many retail spaces are not ideally suited for modern businesses and client expectations. Micro-loans for renovating interior retail spaces for existing and new small businesses will leverage private funds to make shop spaces more functional and appealing. This project will assist business owners in small renovation efforts like cosmetic repairs, updating electrical capacity, addressing code compliance, etc. This revolving loan fund will recycle DRI funds once the first round of grantees begins repayment. Recipients will be required to provide at least a 10% match. Funds will be provided to either business or building owners.
- Improve downtown facades:* Facade improvements significantly improve the public realm environment and are indicative of healthy vibrant downtowns. Exterior facade investments increase

the value of the building itself and stimulate spillover effects as adjacent property owners are encouraged to fix up their buildings as well. Funds can be used for exterior repairs like painting, brick repair, window replacement, historical signage, and murals . Design guidelines will require high quality improvements and discourage low quality 'fixes' to ensure that funds make a positive impact on the downtown character. The direct grant program is a one-time program – when the funds have been expended, the program will end. The revolving loan fund will allow funds to be recycled to other recipients as first-round grantees repay their loans. Both program components have a maximum individual award of \$50,000.

- c. *Convert vacant upper floors into housing:* Vacant upper floors detract from the vitality of downtown. Renovating these spaces into quality living options would generate immediate benefits by increasing residential density and enlivening sidewalks in the evenings and on weekends. The residential market analysis completed for the DRI identifies a capture rate of up to 900 units of housing over the next 10 years in downtown Oswego. Bringing these upper floors into compliance with modern residential building codes can be expensive and complicated however. Loft opportunities exist, but achievable rents of \$1.33-\$1.50 likely do not support renovation costs, especially for quality residential products. DRI funding will provide financial support for renovations that create more housing choices on underutilized upper floors. This initiative provides a direct matching grant to help fill the funding gap identified by development pro formas that have been vetted by the DRI planning team or future professional development economics professionals. The maximum grant amount is the lesser of 15% of total development costs or \$20,000 per residential unit.

All applicants for building projects will be evaluated against the following criteria:

- i. Leverage additional private investment
 - ii. Improve curb appeal/streetscape environment
 - iii. Encourage downtown as an attractive place to live, work, shop, and play
 - iv. Create a signature urban design that promotes downtown as a destination
- d. *Support downtown programming:* One of the keys to a successful downtown is regular active outdoor programming that appeals to diverse audiences and enlivens public spaces throughout the year. These activities bring the community together around food, music, art, culture, history, or recreation. Oswego already hosts large events like Harborfest that attract visitors from the region. A series of smaller events on weeknights and weekends, especially Sundays, will draw local residents downtown on a regular basis. A direct matching grant will support events that demonstrate a high likelihood of success.

Renderings, Site Plan, and Graphics



Temporary events like the 'Paris Beaches' shown above enliven the riverfront to attract visitors.



Street festivals create excitement and activity downtown, supporting local businesses and enlivening public spaces.



Source: City of Oswego

The weekly farmer's market on W. Bridge Street attracts people downtown during the summer months.

Estimated Costs

Costs will be submitted on a project-by-project basis. Based on the 2.5 leverage exhibited by the projects in DRI project #22, the total project costs is estimated at \$1,500,000.

Commercial interiors	\$180,000
Downtown facades	\$180,000
Upper floor conversion	\$180,000
Downtown programming	\$60,000
TOTAL DRI Funding	\$600,000

Funding Sources

This project is recommended for DRI funding. DRI funds will leverage matching private investment. Events can also be funded with grants from organizations such as:

- ART WORKS
- New York State Council on the Arts
- New York Foundation for the Arts
- Humanities NY
- National Endowment for the Arts “Our Town” grants
- ArtPlace America

Site Ownership/Legal Jurisdiction

Applicants will have to demonstrate legal ownership of the building before being awarded funding.

Regulatory Requirements

A variance will need to be obtained for facade rehab projects in the B-2 zoning district. Building and occupancy permits will be required for interior renovations. Event permits will be required for outdoor programming.

Public Support

Residents prioritized the need to create a vibrant, walkable downtown environment. There was a particular emphasis on assisting and growing local businesses. Creating more unified signage through the facade renovations will support a more visually unified and appealing downtown. More housing will provide additional “eyes on the street” on nights and weekends, something in which community members expressed interest. Events will help enliven the riverfront and downtown streets throughout the week.

Anticipated Revitalization Benefits

Short-term: Improved visual appearance, more residents living downtown, and greater activity on nights and weekends. Medium-term: increased property values, higher profile for Oswego as a destination in the region. Long-term: adjacent property owners encouraged to invest in their own buildings, increased visitation supports additional retail downtown.

Beneficiaries

Building owners and tenants, adjacent property owners, and the public.

Cost-Benefit Analysis

Improvements to existing buildings will increase property values and taxes. Renovated commercial spaces and storefronts may attract more customers. New housing and events will increase demand for restaurants and services downtown.

Jobs Created

No direct permanent jobs will be created. Indirect jobs will be created through increased demand for restaurants and shops.

Timeframe for Implementation and Project Readiness

Overall project timeframe: 1-5 years (estimated)

- Program development and release of loan/grant application: 0-6 months
- First loan allocation: 9-12 months
- Project implementation: ongoing

Project Metrics

City staff will monitor disbursement and project completion. Metrics include increased property values, the number of renovated facades and commercial spaces, the number of new housing units created, the number of successful new events, and the amount of private investment leveraged.

Section II: Profiles of Projects Proposed for Other Funding

This section presents a description of six projects that are identified in the Action Plan’s Implementation Schedule, but are not proposed for DRI funding. These projects are a subset of the list of recommended projects, initiatives and other actions identified in the Action Plan.

Project title	Description	Estimated Project Cost
East side gateway	Aesthetic and functional improvements at E. First Street and E. Utica Street	\$575,000
200 E. First Street	Mixed-use redevelopment of brownfield site	\$14,500,000
220 E. First Street	Mixed-use or housing development on vacant riverfront site	\$6,800,000
Train depot	Historical restoration and reuse for small businesses and local museum	\$1,000,000
Bridie Manor	Structural repairs, interior and exterior renovations	\$445,650
Elks Lodge	Exterior painting, landscape, and signage	\$41,150

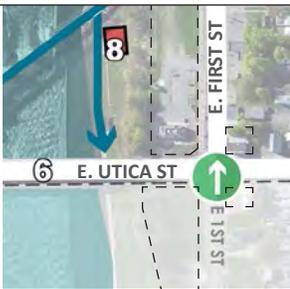
2.1 Improve East Side Gateway With Intersection and Building Projects

DRI Funding

This project is not recommended for DRI funding at this time.

Summary Description

Encourage redevelopment and aesthetic improvements at a busy east side intersection and arrival point to downtown.

<p>Location</p> <p>E. First Street and E. Utica Street, including 200 and 220 E. First Street</p>	
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Responsible Parties

City of Oswego, private developers

Capacity

The City of Oswego implements public works projects throughout the city. A capable private developer with the appropriate experience needs to be identified for the two large vacant parcels

Project Partners

To be determined.

Strategies

This project addresses the following DRI strategies:

- Support the future redevelopment of underused lots along the riverfront
- Promote mixed-use development where feasible to support new job creation
- Develop new residential infill on vacant and underutilized lots
- Support facade improvements
- Build new and improved parks and planting areas

Description

The intersection of E. First Street and E. Utica Street is an important gateway to the downtown area for people coming north on Route 481. A vacant waterfront parcel and a vacant building occupy two of the corners here. New mixed-use development projects and aesthetic improvements to the street will greatly improve this location, providing visitors with a positive first impression of downtown.

This project includes a public works infrastructure project, two private development projects, and potentially two additional private renovation projects.

The public works component includes functional and aesthetic improvements to the intersection of E. Utica and E. First Streets. Gateway treatments, public art, wayfinding signage, and enhanced streetscape are potential improvements.

The two private development projects are on vacant parcels on the river side of E. First Street. These could become mixed-use, commercial, or residential sites with high visibility and good access. A hotel had been proposed previously for one of the sites, but no further action has been taken.

Renderings, Site Plan, and Graphics



The intersection looking north towards the east side of downtown has wide streets which makes pedestrian crossings difficult.



One of two vacant corner sites, this one on the southwest was planned for a hotel at one time but it was never built.

The two existing buildings on the other corners are in need of repairs and renovations to upgrade their appearance. One building is a traditional mixed-use commercial building while the other is a more suburban-type single-story spec office building.

Estimated Costs

Intersection improvements	\$575,000
200 E. First Street	\$14,500,000
220 E. First Street	\$6,800,000
TOTAL	\$21,875,000

Funding Sources

To be determined.

Site Ownership/Legal Jurisdiction

200 E. First Street is owned by a property holding company in Pittsford, NY; and, 220 E. First Street is owned by Canalview Development LLC, based in Oswego.

2.2 Convert the Historical Former Train Depot into New Commercial Space

DRI Funding

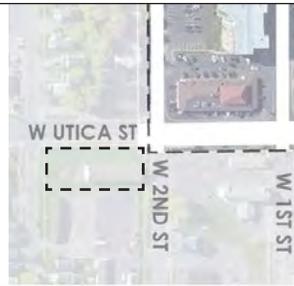
This project is not recommended for DRI funding at this time

Summary Description

Renovate the former train depot at W. Second Street and W. Utica Street to provide new space for commercial tenants.

Location

20-24 W. Utica Street.



Responsible Parties

Likely a private developer to be identified.

Capacity

The selected developer will have the capacity to complete this project.

Project Partners

City of Oswego

Strategies

This project addresses the following DRI strategies:

- Support facade improvements
- Support local business expansions

Description

The interior would be renovated for use by two tenants: a local specialty food provider that has outgrown its current space downtown, and by the train museum which is currently in a building on the Flexo Wire site that will be demolished to make way for new housing there. The interior would also include a shared board room/ conference space that can be rented to users on an as-needed basis to support local small businesses.

Renderings, Site Plan, and Graphics



The former depot sits on W. Utica Street near the bridge.

Estimated Costs

\$1,000,000 for building restoration, facade improvements, and business development.

Funding sources

To be determined.

Site Ownership/Legal Jurisdiction

CSP Realty LLC is the current owners.

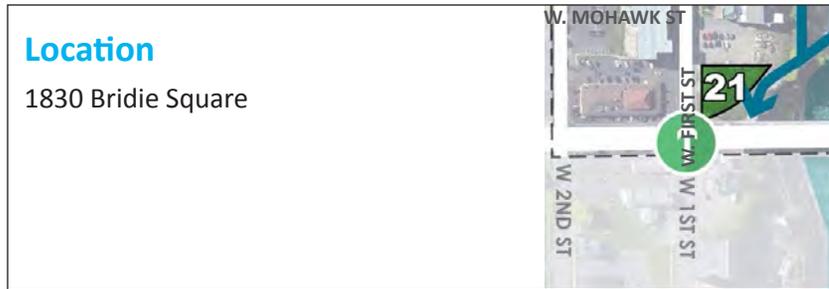
2.3 Renovate Historical Bridie Manor

DRI Funding

This project is not recommended for DRI funding at this time.

Summary Description

Commercial renovation and housing conversion in a historical riverfront building.



Strategies

This project addresses the following DRI strategies:

- Support facade improvements
- Support upper story renovations into new residential units

Description

This building is Oswego’s last remaining flour mill, built in 1833. It has housed several long-running restaurants since the mid-1980’s and is a special place for many Oswego residents. While still operating today, the building is in need of repairs to maintain it and improve its function and appearance. This project will complete structural repairs and both exterior and interior renovations.

Responsible parties

Lawrence Lombardo

Capacity

The owner has been managing the building and has the capacity to complete this project.

Project Partners

To be determined.

Renderings, Site Plan, and Graphics



This building is special to many Oswegians due to its long history in the community. Renovating it would be a point of pride for residents.

Estimated Costs

Structural repairs	\$378,500
Exterior renovation	\$17,650
Interior renovation	\$49,500
TOTAL	\$445,650

Funding Sources

To be determined.

Site Ownership/Legal Jurisdiction

Lawrence Lombardo owns the site and operates the existing event facility.

2.4 Make Gateway Improvements to the Oswego Elks Lodge

DRI Funding

This project is not recommended for DRI funding at this time.

Summary Description

Exterior building repairs and landscape improvements to enhance a visual gateway to downtown and support a long-standing community partner.

Location

132 W. Fifth Street, at the corner of W. Bridge Street.

Responsible Parties

Elks Lodge #271

Capacity

Oswego Lodge received its charter in October 1894. Today, the Oswego Lodge has over 800 members. It has made other recent renovations to its building and has the capacity to complete this project.

Project Partners

To be determined.

Strategies

This project addresses the following DRI strategies:

- Support facade improvements

Description

The current building was built in 1851 for use as a private residence, and many noteworthy people have lived there throughout its history. The Lodge has been making a series of improvements over the past few years, and would now like to focus on the building's exterior. Painting and repairs will preserve the existing structure and improve its appearance. Landscape improvements will increase its appeal as a gateway to downtown on the west side.

Renderings, Site Plan, and Graphics



Estimated Costs

\$41,150 for exterior painting, landscape, and signage

Funding Sources

Member contributions, in-kind donations...

Site Ownership/Legal Jurisdiction

The Elks Lodge owns the building and property.

Section III: Summary Table

Funding source acronyms:

CFA - Consolidated Funding Application

DRI - Downtown Revitalization Initiative

HCD - Housing and Community Development

HTC - Historic Tax Credits

LIHTC - Low Income Housing Tax Credits

NYS - New York State

TEP - Transportation Enhancement Program

Table 8: Summary Table Ranked by Cost

#	Project title	Responsible Parties	Estimated Cost	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
Priority Projects Proposed for DRI Funding							
9	Harbor View Square	Housing Visions	\$23,832,365	Private debt/equity, LIHTC, NYS HCD, DRI	2017	2019	10-25
12	Midtown Plaza redevelopment	Sutton Real Estate, Doren Norfleet	\$23,684,000	Private debt/equity, CFA, DRI	2018	2020-21	80
19	West Pier Landing	Broadwell Hospitality Group	8,652,250	Private debt/equity, DRI	2017	2019	0
18	W. First Street redevelopment (147-161 W. First Street)	Development partnership formed by Tom Ciappa	\$8,128,700	Private debt/equity, DRI	2018	2020	10-20
15	Oswego Business Incubator	County of Oswego IDA	\$6,000,000	IDA, partner organizations, CFA, DRI	2018	2020	105
10	Lake Ontario Water Park	Broadwell Hospitality Group	\$4,465,000	Private debt/equity, DRI	2017	2019	10-15
7	Global Buffet redevelopment	Atom Avery	\$4,370,000	Private debt/equity, DRI	2017	2019	8-15
22	Investment in existing buildings	City of Oswego, private owners	\$3,049,800	Private debt/equity, DRI, Restore NY	2017	2019	0
21	YMCA gateway	YMCA of Oswego	\$2,450,000	Private debt/equity, DRI	2017	2018	0
2	Cahill Landing	Anthony Pauldine	\$2,350,000	Private debt/equity, HTC, DRI	2017	2018	8-15
20	YMCA adaptive reuse	Camelot Lodge LLC	\$2,332,000	Private debt/equity, DRI	2018	2019	7-17
3	Children's Museum of Oswego (CMOO)	CMOO	\$1,753,000	Fundraising campaign, DRI	2018	2019	0-4
4	Civic Plaza	City of Oswego	\$1,513,000	City of Oswego, DRI	2018	2019	0
5	Complete Streets (west side)	City of Oswego	\$1,088,956	City of Oswego, DRI	2017	2018	0
14	Old City Hall	Riley C. Flynn Irrevocable Trust	\$975,000	Private debt/equity, HTC, DRI	2017	2018	3-6

#	Project title	Responsible Parties	Estimated Cost	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
17	River Walk improvements and connections	City of Oswego	\$625,000	City of Oswego, DRI	2017	ongoing	0
23	Matching grant	City of Oswego	\$600,000	Private debt/equity, NYS Main Street program, HTC, NYSERDA, DRI	2017	ongoing	0
13	Near downtown neighborhoods	Oswego Renaissance Association (ORA)	\$500,000	ORA, private equity	2017	ongoing	0
6	Downtown lighting	City of Oswego	\$390,000	City of Oswego, DRI	2018	2019	0
1	Buckhout-Jones facade restoration	Anthony Pauldine	\$260,700	Private debt/equity, HTC, DRI	2017	2018	0
8	Greenway Access Center	City of Oswego, Oswego Expeditions	\$173,200	City of Oswego, private debt/equity, DRI	2017	2018	3-5
11	Market Street pocket park	City of Oswego	\$100,000	City of Oswego, DRI	2017	2018	0
16	Public art	City of Oswego	\$75,000	City of Oswego, DRI	2017	ongoing	0
Projects Proposed for Other Funding							
-	200 E. First Street	Private developer	\$14,500,000	Private debt/equity	2020	2022	TBD
-	220 E. First Street	Private developer	\$6,800,000	Private debt/equity	2020	2022	TBD
-	Complete Streets (east side)	City of Oswego	\$1,400,000	City of Oswego, NYS TEP	2019	2020	0
-	Train depot	Private developer	\$1,000,000	Private debt/equity	2019	2020	TBD
-	East side gateway	City of Oswego	\$575,000	City of Oswego	2020	2021	0
-	Bridie Manor	Private Owner	\$445,650	Private debt/equity	2020	2021	TBD
-	Elks Lodge	Elks Lodge #271	\$41,150	Private equity, member donations	2019	2020	0

