



Mayor William J. Barlow, Jr.

Oswego County, New York

# *“Building on Momentum”*

## City of Oswego Downtown Revitalization Initiative

Prepared for Central New York  
Regional Economic Development Council

———— May 31, 2016 ————

Special thanks to Governor Andrew M. Cuomo and the  
New York Department of State Office of Planning and Development





WILLIAM J. BARLOW, JR. MAYOR

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May 31, 2016

Dear Mr. Simpson and Chancellor Syverud:

As Mayor of the City of Oswego, it is my honor to submit our application for Governor Andrew Cuomo's Downtown Revitalization Initiative. First, I would like to thank Governor Cuomo for the extraordinary opportunity to pursue funding to enhance and progress our downtown community and appreciate the focus he has shown to upstate New York communities like the City of Oswego. The City of Oswego has an exciting amount of momentum working in its favor at the moment; not only in downtown, but throughout the entire community. The investment by Governor Cuomo will not only strengthen this momentum, but will allow us to fortify our focus on economic development for small businesses, job creation and retention, and emphasize all components regarding downtown livability.

Oswego is currently a resurging community. We are fortunate to have organizations like the Oswego Renaissance Association, focused on revitalizing our neighborhoods and restoring confidence in our local home market, encouraging residents from across the community to invest back into their homes. SUNY Oswego continues to help drive our local economy, constantly growing in size with a diverse student body. Oswego Health has become the premier health provider for the Oswego region and serves as the largest single employer located a short walk to downtown Oswego. The Port of Oswego Authority has shown signs of expansion and progress and continues to be an asset to our community. The City of Oswego recently partnered with Oswego County in forming a County land bank, a project that will help us reclaim our neighborhoods and strengthen local property values. And lastly, the City of Oswego is in the midst of working with Bergmann Associates on a Complete Streets project to re-create State Route 104 through our downtown in an effort to enhance beautification, modify our downtown design plans and guidelines and create a more livable, walkable downtown. These are just some of the larger initiatives and examples of progress taking place in our community that gives us reason to believe we already have the wheels in motion to re-invent our City into a modern upstate New York attraction.

We have worked diligently to present a multi-faceted, thorough, realistic and diverse plan that demonstrates how we can best capitalize on this opportunity. We emphasized effective ways to leverage the \$10 million to create additional private investment and spur job growth by identifying key economic development "anchor" projects. We accentuate the progress already happening with our Complete Streets project, the formation of the County land bank, the existence of mixed-use and developable properties, and the energy and commitment from our local developers, financial institutions, neighborhood organizations, local business owners and our major and expanding employers to highlight the passion and dedication that currently exists in our community.

Again, we are grateful for the opportunity to compete for Governor Cuomo's Downtown Revitalization Initiative and strongly believe that such an investment by the State of New York would allow us to continue to build on our momentum and ensure a prosperous future for generations to come.

Sincerely,

Mayor William J Barlow Jr

## **ACKNOWLEDGEMENTS**

The City of Oswego gratefully acknowledges the following individuals and organizations for their contributions to making this Downtown Revitalization Initiative Proposal possible.

**Governor Andrew M. Cuomo**

**Central New York Regional Economic Development Council**

**New York Department of State Office of Planning & Development**

**Empire State Development**

**New York State Homes & Community Renewal**

**City of Oswego Downtown Revitalization Initiative Committee**

Mayor William J. Barlow, Jr.

Co-Chair Justin Rudgick, Community Development Director

Co-Chair Amy Birdsall, Planning & Zoning Director

L. Michael Treadwell, Executive Director, Operation Oswego County, Inc.

Jane Amico, Vice President of Chamber Services, Centerstate CEO

Thomas Schneider, President & CEO, Pathfinder Bank

Shane Broadwell, Majority Leader, Oswego County Legislature

Zelko N. Kirincich, Executive Director & CEO, Port of Oswego Authority

Pamela Caraccioli, Deputy to the President, SUNY Oswego

Paul Stewart, Executive Director, Oswego Renaissance Association

Patrick Carroll, Business Manager, United Association of Plumbers & Steamfitters

Benjamin Walsh, Business Development Director, Mackenzie Hughes, LLP

Kevin Caraccioli, Oswego City Attorney

**Supporters of the City of Oswego's DRI Application**

**History of Oswego County New York with Illustrations - 1789-1877, published by L.H. Everts & Co., 1877**

**Demetri Andritsakis, Photos by Meem**

**Step One Creative**



## Central New York Regional Economic Development Council

### **DOWNTOWN REVITALIZATION INITIATIVE – DOWNTOWN TEMPLATE**

#### **BASIC INFORMATION**

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

**Municipality Name: City of Oswego**

**Downtown Name: Downtown Oswego**

**County: Oswego County**

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

The City of Oswego, New York, with a population of nearly 18,000, is located along the southeast shore of Lake Ontario where the lake intersects with the mouth of the Oswego River. Oswego, an Iroquois term generally meaning “the place where water pours out” is one of the first freshwater ports in North America and traces its historical importance throughout the development of the United States of America. From its discovery by Samuel Champlain in 1615 to its role in the War of 1812, and later as a “Safe Haven” for European Refugees fleeing the ravages of the Holocaust in the 1940s, Oswego boasts a rich historic and cultural past that is well-positioned to capitalize on this opportunity to revitalize its downtown thereby helping to restore Oswego to a proud and important city on the Great Lakes.

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, together with its importance as a hub for all manner of energy production, Oswego is *Building on Momentum*.

There are very few communities that can showcase the natural and built assets possessed by the City of Oswego, including the scenic beauty of the picturesque Lake Ontario with astonishing sunsets, significant historic, heritage, and cultural sites and activities, recreational activities for the outdoor enthusiast in the summer and winter months, and the small town locale of Oswego's waterfront and downtown. Oswego's strengths include its waterfront, a historic downtown that is compact and walkable, neighborhoods rich with varying architectural designs and amenities, propelled by a community-based neighborhood revitalization effort, as well as being home to major employers and anchor institutions such as SUNY Oswego, Novelis Corp., Oswego Health, the Port of Oswego Authority, Exelon and Entergy, Oswego County Opportunities, St. Luke's Health Services, and a host of small businesses including hotels and Inns, shops, and restaurants.

Over the past 5 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. Moreover, the Oswego Renaissance Association, a non-profit organization established to help revitalize the city's neighborhoods, has leveraged nearly \$1 million in documented investments from foundation grants and private homeowners resulting in façade improvements and exterior renovations to over 200 near-downtown homes in approximately 24 months. Altogether, including 2016 funding, the ORA will exceed \$1.5 million in leveraged private investment in façade improvements, exterior renovations, streetscapes and park upgrades in less than 36 months.

The City of Oswego, keying on the vision set out by the CNYREDC's URI submission *CNY Rising* and advancing on the region's ability to leverage state dollars, has preliminarily identified six (6) anchor projects specifically in its downtown area that are ripe for investment and will continue to build upon the momentum which would result in an additional nearly \$50 million private investment, and provide the opportunity to create and retain approximately 200 jobs. These projects will enable prosperity and transform Oswego into one of the world-class communities envisioned by the region's URI plan. Moreover, these anchor projects lend themselves to the inclusive economy sought after by the CenterState Agenda for Economic Opportunity. The connection is self-evident throughout this application. Additional plans to invest DRI funding are earmarked for facade improvements to established older and, in some cases, historic buildings serving downtown businesses, as well as other amenities to improve the quality of life in downtown for residents and visitors alike.

Recently, the City of Oswego embarked on several key planning initiatives that will increase the livability and quality of life in the downtown area and city-wide. The City of Oswego is an active participant in the newly formed Oswego County Land Bank Corporation. Additionally, the City of Oswego is undergoing a Complete Streets planning project and a waterfront feasibility study. These key initiatives will result in projects that achieve measurable economic benefits for the larger community, while further enhancing the benefits of a DRI award. This combination of recent and ongoing investments together with the additional leverage cultivated through strategic public and private partnerships will ensure that the City of Oswego is poised and well-positioned to revitalize its downtown by *Building on Momentum of CNY Rising*.

## **DOWNTOWN IDENTIFICATION**

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

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

The City of Oswego's downtown boundary creates a compact, transit-oriented, and walkable urban core that provides the physical framework for the Downtown Revitalization Initiative. Oswego's downtown is characterized by a tight, small-city, urban grid with the Oswego River running North-South through the heart of downtown, providing riverfront views and recreation within a quarter mile of all points. NYS Route 104 runs East-West through downtown and is the city's major arterial and Main Street. The road connects the city to Western New York and SUNY-Oswego to the West and the city's big box commercial area and the Thousand Islands via Interstate 81 North to the East.

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 International Marina is a deep water marina that features over 240 dock slips and 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 and is currently coordinating the restoration of the Oswego 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. Fort Ontario served as a military installation during the French and Indian War, the Revolutionary War, and the War of 1812. Most notably, the Fort served as the nation's only refugee camp, providing shelter to

over 980, primarily Jewish, refugees during WWII. Fort Ontario is also host to 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.

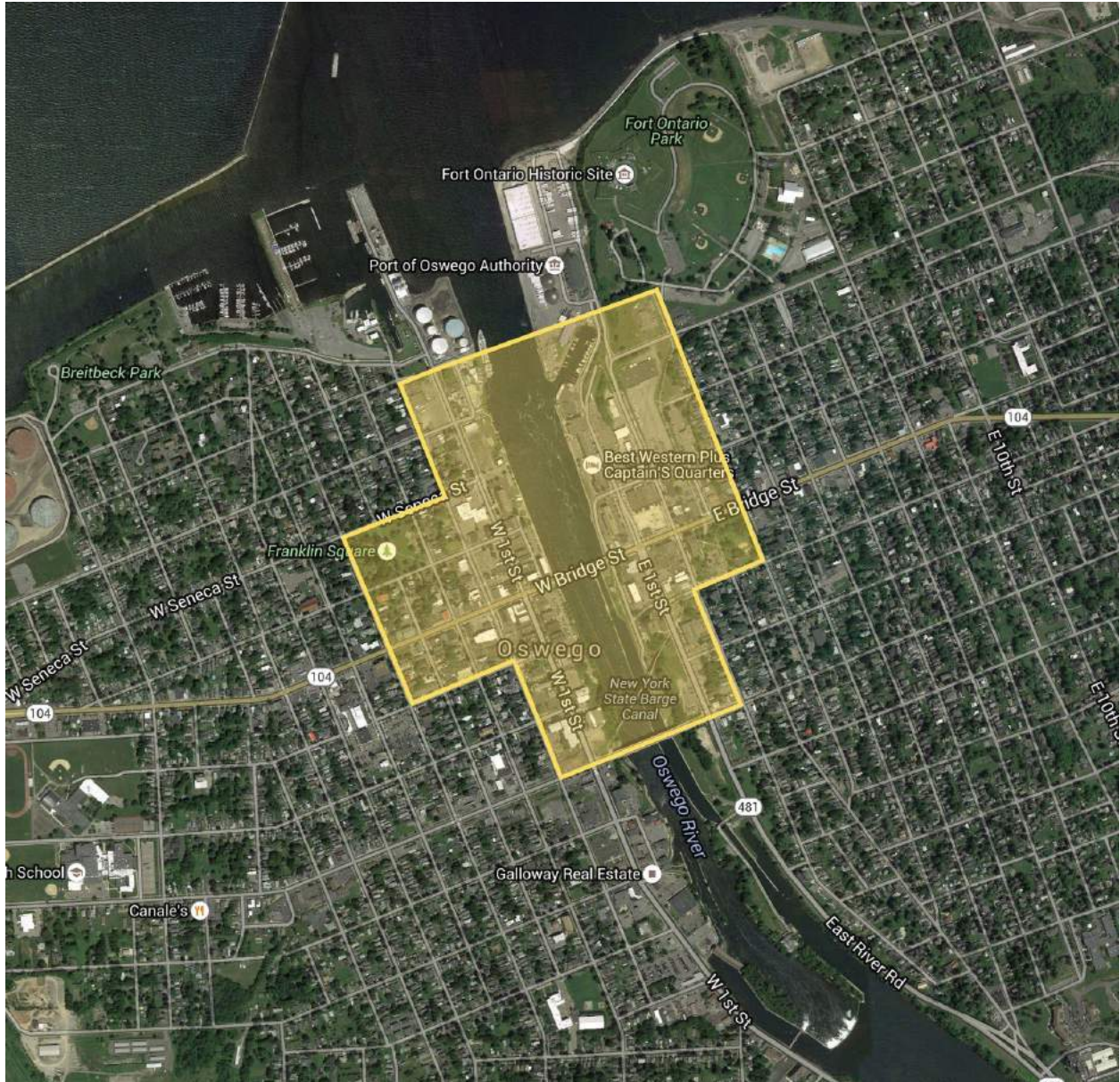
The southern boundary of downtown is at Utica Street, a secondary thoroughfare for residents, that crosses the Oswego River. On each side of the river at Utica Street are significant gateways into the City from the South and the CNY Region via State Route 48 on the West and State Route 481 on the East.

The western boundary runs parallel to West 5<sup>th</sup> Street, which is a North-South thoroughfare that connects west side neighborhoods to State Route 104, Lake Ontario, Wright's Landing and Breitbeck Park. The Oswego Health Hospital is located at the western edge of the boundary between West 5<sup>th</sup> and West 7<sup>th</sup> Streets on NYS Route 104. Also Franklin Square Park is within downtown and Franklin Square, Montcalm Park and Kingsford Historic Districts are at the edges of the western boundary, providing historic architecture and charming near-downtown neighborhoods.

The eastern boundary is at East 4<sup>th</sup> Street which is a North-South thoroughfare 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 the Washington Square Historic District is located just South of the park, which is home to 39 historic structures, including the Richardson-Bates House Museum, a 19<sup>th</sup> century Tuscan Villa Style Mansion. It is now one of the most intact house museums in New York State, which features an extensive archival collection and exhibit space documenting the history of Oswego County.

See the map below indicating the Downtown Boundary for the City of Oswego.





**2) Size.** Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing, or increasing, population within easy reach for whom this would be the primary downtown.

The targeted neighborhood area within the City of Oswego's application to the DRI was selected for its diversity of opportunities to capitalize on a host of downtown-oriented projects, and its consistency with the vision set out in *CNY Rising*. With the amount of new investment by public and private sector employers that has already taken place within the area, the City of Oswego is poised to welcome a new demographic of young professionals to our downtown -

whether they are college professors, medical professionals, or the wave of science, technology, engineering or mathematics professionals which comprise the workforce for many of our advanced manufacturing businesses.

The relatively large size of the downtown area selected might be a concern in other communities who have not experienced the level of investment that Oswego has seen. However, the size is quite suitable and deliberate to capitalize on repurposing existing structures and properties ripe for development.

In the northeast portion of the downtown area is located the former Price Chopper supermarket building which is scheduled to be purchased by the County of Oswego Industrial Development Agency and utilized as a Business Incubator Center for startup entrepreneurs and light manufacturing facilities. The incubator project will be additionally aided by the URI/CFA grant it has received. Further South and West of the incubator project lies the Mid-town Plaza, encompassing an entire city block, which was acquired by Sutton Real Estate Company in 2012 and 2015. With an investment of gap financing provided through the DRI, this entire block is being readied for a transformation that will be a signature piece of Oswego's downtown renaissance. Further South, along the NYS Route 481 corridor there are multiple opportunities to infuse and reinvigorate the buildings and open spaces that line a major gateway into the City. SUNY-Oswego plans to move its Small Business Development Center into the downtown area to further help capitalize on the anticipated business and development activity that securing a DRI award will necessarily generate.

Crossing the bridge to the southwest portion of the downtown area reveals the Flexo Wire site, a former industrial manufacturing building that has been razed and is now ready to capitalize on its prime location one block from both Lake Ontario and Wright's Landing, and an equal distance to the Oswego River. Travelling further South on the west side finds the former Cahill building, the oldest standing commercial building in the City of Oswego which dates back to the 1820s, as well as an adjacent vacant waterfront lot owned by a local developer with a proven record of success. And continuing South and West finds a host of vacant lots and abandoned upper floors of buildings that will make attractive and unique living spaces for young professionals and retired baby boomers seeking to downsize.

The East and West banks of the Oswego River are earmarked for cultural and recreational opportunities currently in various stages of development. On the West is the Children's Museum of Oswego, a hands-on, exploratory enrichment center focused on STEM and Oswego's rich waterfront history. Directly across the river is the Broadwell Hospitality Group's planned location for an indoor water park attached to the Quality Inn.

With the influx of new employment in the area, and a need to cater to the new demographic of young professionals and newly retired 'empty-nesters' seeking a vibrant downtown within

which to live, downtown Oswego is primed to capitalize on a DRI award in a way that few communities of its size and opportunity are set up to do.

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

The investments made in the City of Oswego in the past as well as ongoing efforts are positively changing the city including Downtown Oswego and near-downtown neighborhoods block-by-block and building-by-building. In doing so, Oswego is building on the momentum of future investment potential with our collective impact partners, and seeking to invest in a strong fabric of resources for the city to transform into a thriving place of opportunity. The future is bright for Oswego, and the city is poised to build upon the momentum of substantial recent investments by the private and public sector through collaboration with SUNY Oswego, the County of Oswego, 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 that will further leverage the Downtown Revitalization Initiative award to catalyze pivotal economic vitality and redensify Oswego's urban core - it's downtown - by attracting more residents and businesses, stimulating arts & culture, and instilling pride and confidence within the community resulting in benefits not just to the downtown area but across the city.

#### **Past Investments & Ongoing Projects**

Over the past 5 years, the greater Oswego area has seen significant investment of recent and ongoing projects in the community totaling nearly 60 projects representing over \$632 million of direct capital investment and the creation and retention of over 1,200 jobs. The City of Oswego has seen new private sector investments that amount to nearly \$84 million providing 618 jobs that were newly created and retained (information provided by Operation Oswego County, Inc.). Much of this investment has had a direct impact on the downtown area. Additionally, in the previous 24 months the Oswego Renaissance Association, a non-profit organization engaged in a market-based approach to neighborhood revitalization, has leveraged nearly \$1 million total in documented investments from \$306,000 granted by the Richard S. Shineman Foundation with an additional \$675,000 in homeowner equity used to fund façade improvements and exterior renovations in over 200 near-downtown homes. Altogether including 2016 funding, the ORA will have exceeded \$1.5 million in leveraged private investment in façade improvements, exterior renovation, streetscapes and parks in less than 36 months. ORA's market-based approach strategy is clearly successful and is being proven as an effective strategy to grow the population of middle and upper income families in the downtown



and near-downtown area. Downtowns have often struggled because of the concentration of poverty in the area, which has a measurable negative impact on existing businesses and the ability to attract new, complementary retail businesses into a downtown district. The market-based strategy provides the methodology for tipping the scale of the bottom heavy socioeconomic demographic; however, the impetus of any neighborhood revitalization effort which includes the downtown is diversity and providing “quality” housing choices for all socioeconomic demographics ranging from affordable rental, affordable home ownership, mixed-income residential, market rate rental, market rate ownership and upper market options. By continuing to cultivate private-public partnerships with organizations like the ORA, the City of Oswego has already begun to focus on “programs, approaches, and initiatives that have already shown success in the region.” (*CNY Rising*, Growth Pillars, page 11)

The Downtown Oswego area has previously seen a mixture of public and private investments through the New York Main Street Program, the creation of the Oswego River West Side Linear Park trail, and a reduction in the vacancy of the storefronts. The City of Oswego was awarded nearly \$600,000 in the New York Main Street Program in 2005 and 2010 which yielded a total investment through leveraging with private sector business of over a \$1 million in façade improvements in 20 Downtown area businesses. Currently, the existing storefronts or retail spaces in the downtown area are 90% occupied. The City of Oswego Community & Economic Development Office provides a commercial loan program that offers low interest financing, and has been a contributor to the success of investments in the Downtown area through businesses like the Port City Café, Bistro 197, Man in the Moon Candies, ZINK Shirts, Mother Earth Baby, Simply Sweets, La Parilla Grill & Wine Bar, Canal Commons, GS Steamers, Lake Ontario Conference Center, Alex’s on the Water, the renovation and expansion of the Quality Inn and Best Western hotels, and many more.

The City of Oswego through partnership with New York Department of State and NYS Canal Corporation invested nearly \$1 million in multiple phases to develop the Oswego River West Side Linear Park Trail which provides the city with a unique amenity to attract residents and businesses to the downtown to capitalize on the Oswego River running through the middle of the city and the downtown.

The downtown area is also experiencing ongoing momentum through actively planned projects including the expansion of SUNY Oswego Office of Business & Community Relations and Small Business Development Center into the downtown area in partnership with Pathfinder Bank. Pathfinder Bank has also heavily invested in the city’s downtown through self-funded projects totalling nearly \$4 million, including the establishment of parking lots on the West side and East side for their employees and customers, underwriting the cost of the build out of the Chamber of Commerce office space as well as the office space for Fitzgibbons Realty, while also making significant interior renovations to the bank space. Additionally, the project in which Pathfinder

is partnering with SUNY Oswego to expand their presence in the downtown to renovate over 5,000 sq. ft. of office space will represent an additional investment of approximately \$650,000 to \$750,000 upon completion. Pathfinder has been a committed and active partner in the City of Oswego in many capacities including providing financial support to local organizations such as the Oswego Renaissance Association.

SUNY Oswego's plan to move the Office of Business & Community Relations to downtown location, bringing the Small Business Development Center, Campus-City Relations Committee, Oswego County Workforce Development Board, Retired Senior Volunteer Program, and Leadership Oswego County to downtown Oswego will leverage an additional approximately \$330,000 of investment for interior space and office furniture and equipment beyond the investment planned by Pathfinder Bank. The strategic investment and expansion by SUNY Oswego into Downtown Oswego further bolsters the college's recognition of being part of larger community and playing an active role in promoting direct linkages for its staff, faculty, and students with Downtown Oswego.

SUNY Oswego plays a large role in not only bolstering the economy in Downtown Oswego, but also across the Central New York region in Downtown Syracuse, and New York State. Nearly 8,000 students are enrolled and attend SUNY Oswego. Over 1,200 full-time employees and over 500 part-time employees work at the college. In the past 30 months, SUNY Oswego's capital plan projects spent \$15 million in New York State. Through collaborative partnerships with the students, staff and faculty, SUNY Oswego is an anchor institution helping grow the community and has unlimited potential that can be continually tapped into. SUNY Oswego has partnered with several local and regional organizations in developing the Oswego County Business Incubator project, and has plans to utilize the facility in 2017 for Start-Up NY business prospecting. For instance in 2015, Designer Hardwood Flooring was approved as a Start-Up NY business bringing \$500,000 investment and is projected to bring 19 new jobs to the City of Oswego over the next five years. SUNY Oswego is also an academic and professional resource for the community. From providing staffing for the Oswego County Workforce Development Board, to offering free business consulting and low-cost training through the U.S. Small Business Development Center, as well as providing service hours by over 300 volunteers annually for the Retired Senior Volunteer Program, SUNY Oswego commitment to the Oswego area is well-established. The relocation of these services into Oswego's downtown area will further bolster this commitment and allow for more direct access to entrepreneurs seeking to open a business in downtown.

The Port of Oswego Authority serves as an economic catalyst in the CNY Region by providing diversified and efficient transportation services and conducting operations in a manner that promotes regional growth and development. The port operates as the first U.S. port of call and deep-water port on the Great Lakes from the St. Lawrence Seaway. Located on Lake Ontario on

route to the interior of North America, 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. It is a leading exporter of NY agricultural products to Asia, and as a 10-time Seaway Pacesetter Award Winner, the Authority has a proven track record of economically and efficiently handling international cargo.

Centerstate CEO identified in its 2016 Legislative Agenda support for the Port of Oswego/CNY Regional Port Authority legislation. “ The proposed Central New York Inland Port will provide faster, safer, more economical and ecological freight movement for the Central New York region and for the Port of New York/New Jersey enhancing the region’s export capacity and its global connectivity.” The Inland Port project was listed as a signature investment in the CNY REDC winning proposal to Governor Cuomo’s Upstate Revitalization Initiative, which demonstrated the strategic importance and broad level support that exists for this project. The past investments made by the Port of Oswego Authority is reflected in the aggregate Oswego area investments over the past 5 years totalling approximately \$632 million of direct capital investments and has positioned the Port towards managing and operating the Inland Port project. As part of the ongoing projects, the Port of Oswego Authority was a winner of a nationally competitive TIGER grant of \$1,527,000 for the development of the Oswego Intermodal Center. The TIGER grant was awarded by the U.S. Department of Transportation. This project has been extremely successful and the resulting rail capacity increases are projected to double rail freight shipments in 2016. Additionally, the State of New York approved \$40 million investment in Central New York rail lines and rail yards that will help connect the Port of Oswego Authority to Port of New York/New Jersey. The Port of Oswego Authority is actively applying for a 2016 TIGER grant as the lead developer of the new Centerstate NY Inland Commerce Center and Freight Rail Corridor project.

Another major employer and anchor institution in the downtown Oswego area is Oswego Health. Oswego Health is the largest employer in the downtown area with over 1,200 people working in skilled and unskilled professions. In the past five years, Oswego Health has invested over \$26 million to improving the facility and providing better and expanded services. In 2007, Oswego Hospital was named the “coverage partner” by the NYS Department of Health when emergency and inpatient services were closed at A.L. Lee Memorial Hospital in the neighboring City of Fulton. Part of the \$21 million in construction costs was utilized to develop a new laboratory, a new medical imaging department, an expanded emergency room, a new main lobby with registration, a new health information department, and new administrative offices which were built in response to the closure of the health facility in Fulton. Oswego Health was successfully awarded a \$14.4 million HEAL NY grant to help offset the \$21 million construction



costs. The capital investment and the new information system were likely responsible for an increase of approximately 50-100 jobs and the retention of hundreds more jobs.

Oswego Health anticipates additional investments totaling over \$2 million planned for its downtown Oswego campus through 2020, to develop three additional services: a Wound Care Center, Bariatric Surgery Services, and Syracuse Orthopedics Services. It is anticipated that these additional projects will be responsible for creating more than 20 new positions. Oswego Health is a committed partner in working collaboratively with the City of Oswego.

One final business of note that has demonstrated past investments and plans for ongoing projects is the Broadwell Hospitality Group. BHG has been one of the major investors contributing to the economic growth of Downtown Oswego. Over the past 5 years, BHG has invested nearly \$10 million and created 73 permanent full-time equivalent positions and 42 part-time positions through its development of the Lake Ontario Event and Conference Center, Alex's on the Water restaurant featuring a dockside bar and dining area, the creation of an additional 18 hotel rooms at the Best Western, and renovations to both the Quality Inn Hotel and Best Western Hotel, all of which are located in the catchment area of Downtown Oswego.

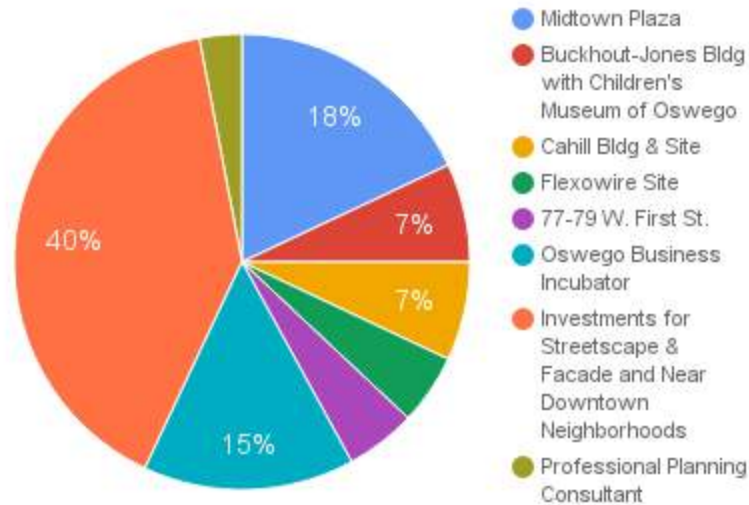
Additionally, the Broadwell Hospitality Group will invest over \$5 million to actively develop the Lake Ontario Indoor Water Park. The project was recently identified as a priority project by the CNY Regional Economic Development Council. The proposed indoor waterpark will be 10,000 sq. ft. and located next to the Quality Inn Hotel. It is projected to serve at its peak 225 people per day. This investment is anticipated to provide 18 permanent full-time equivalent jobs and 75 temporary jobs during the construction phase. The proposed indoor waterpark will be a quality feature for families to enjoy while they are visiting the City of Oswego and the region. The closest facility that provides an amenity like this one in the Central New York region is located approximately 73 miles away to the South.

### **Future Investment Potential**

Building on the momentum of substantial recent investments, the City has preliminarily identified 6 anchor projects specifically in downtown Oswego that are ripe for development which would result in an estimated nearly \$50 million of additional direct private sector investment, and provide the opportunity create and retain approximately 200 jobs. These potential projects have the opportunity to provide construction of new market rate and upscale rental units, mixed-income housing development, mixed-use development, restaurant expansion, commercial/retail space, the retention of a human services organization in downtown, provide learning enrichment opportunities through the support of the Children's Museum of Oswego, and establish a business incubator center. These preliminarily identified anchor projects have the ability to provide a 9:1 ratio of leveraging private direct capital investment in the downtown area from the Downtown Revitalization Initiative funding

opportunity, which would spur and create additional compound economic gains that would spill over to benefit the City of Oswego, Oswego County, and the Central New York Region.

### Estimated Downtown Revitalization Initiative Allocation



#### **Midtown Plaza**

The City of Oswego is working with a development team comprised of Sutton Real Estate, MCK Building Associates, and Architecteam to redevelop the Midtown Plaza in two phases. Phase 1 will feature a mixed-use building with 24 market-rate rental units and approximately 20,000 square feet of commercial space on the first and second floor of a four-story building fronting East Bridge Street.



The market-rate rental units will be the first new market-rate units developed on the East side of the city in decades. In addition to the apartments, the proposal includes the relocation of the Rite Aid Pharmacy, Oswego County Opportunities, a non-profit human service organization providing assistance to the disabled, battered women, and poverty-stricken individuals and families, and Green Planet Grocery, a local independent health food store featuring organic and all-natural foods and products. The relocation of these three commercial tenants within the mixed-use building will represent the retention of approximately 80 jobs in the community.

The proposed development budget for the first phase of the redevelopment of Midtown Plaza is approximately \$9 million. The investment from the Downtown Revitalization Initiative will help reinvigorate the redevelopment of an eyesore in the city's downtown area that will address key areas that the City of Oswego needs in our downtown - market-rate rental apartments, retention of jobs, and providing social services and health food options. It is estimated that the Downtown Revitalization Initiative would provide an estimated 6:1 leverage to develop the \$9 million project.

### **Buckhout-Jones Building**

The Buckhout-Jones Building is rich with history. It was built in 1850 and was listed on the National Register of Historic Places in 2001. It was a stop on the Underground Railroad during the Civil War. Its unique history and rich architecture still stands strong today, and continues to



have a cultural imprint in Downtown Oswego. It currently features King Arthur's which has 8 upscale boutique extended stay suites, restaurant space, and the newly located Children's Museum of Oswego.



The Children's Museum of Oswego was incorporated in 2013, and quickly realized that it needed to create a permanent location to provide quality programming and exhibits to meet its mission of "Inspiring children to learn, discover, create, and to explore through the power of play." The Children's Museum of Oswego focused on finding a location in downtown to create a place where children, families, and caregivers can enjoy year-round access to enriching experiences. CMOO moved into the Buckhout-Jones Building in 2015 and embarked on an aggressive fundraising campaign to convert the commercial space into a fully functional educational and cultural enrichment experience.

The total development cost to fully equip and build out the space necessary to maximize its mission and to serve as a regional educational, cultural and learning experience requires approximately \$2.5 million. Additionally, the historic building needs exterior renovation and stabilization that is estimated at \$250,000. It is estimated that the Downtown Revitalization Initiative will provide an estimated 4:1 leverage to develop the \$2.75 million project.

### **Cahill Building**

The Cahill Building is another building that is rich in history. It is the oldest remaining commercial building in Oswego. It was also known as the Walton-Willet Stone Store, and was built in 1828. It was listed on the National Historic Register in 1976. The building has fallen into disrepair and neglect over the years, and was on the verge of collapsing when the City of Oswego secured ownership of the riverside building. The City of Oswego recently awarded

preferred-developer status to a local developer based on a proposal that it would be rehabilitated, thus maintaining an iconic link to Oswego's past. The current development proposal is to provide six (6) upscale rental apartments featuring two-bedroom units, together with a new addition for restaurant space, all while preserving the look and feel of the Cahill building. In addition, the developer has proposed to develop an additional six (6) 1,400 sq. ft. townhouses featuring upscale rental housing units.

The local developer has invested over \$50,000 to stabilize the deteriorated structure in efforts to keep the oldest remaining commercial building erected. The building is located along the Oswego River, within the downtown area, and within the waterfront corridor connecting boaters and tourists from Lake Ontario to Downtown Oswego.

The proposed development budget for the stabilization, rehabilitation, and expansion of the existing Cahill building to provide 6 upscale apartments as well as an expansion to allow for a turn key space for a restaurant is estimated at nearly \$1.5 million. There is interest from a local restaurant in Oswego that is also a regional icon, Rudy's Lakeside. Rudy's is interested in expanding their restaurant to "Rudy's on the River." The City would commit to providing public docking along the Oswego Riverwalk to help capitalize on the boaters and tourists on Lake Ontario. This establishment would create new jobs. The development budget for the proposed new townhouse apartments is estimated at approximately \$1,050,000. The total proposed investment at the Cahill building site is approximately \$2.55 million, and the Downtown Revitalization Initiative would provide an estimated 5:1 leverage to develop the project.

### **Flexo Wire Site**

The Flexo Wire site is an existing industrial site within the downtown area that is currently utilized as a storage facility for the City of Oswego Department of Public Works supplies and equipment. This is another site, like the Cahill building, that is within the waterfront corridor area and will complement the proposed development of the Cahill site to serve as a connecting corridor from Lake Ontario to Downtown Oswego. The City of Oswego Community & Economic Development Office is currently preparing a Request for Proposal and Request for Qualifications for the development of the Flexo Wire site. The preliminary development concept for this site is to provide mixed-income residential with commercial/retail space.

The existing site presents redevelopment challenges since it was an industrial site. It is an identified brownfield site, and does require environmental remediation. The 1.8 acre site, however, has unlimited redevelopment potential and opportunities because of its location within the downtown boundary and its proximity to Lake Ontario as well as the Oswego River. A preliminary idea for this site is to develop 50 units of mixed-income residential housing comprised of affordable units and market-rate units with an Area Median Income ranging from 60% to 130%, as well as approximately 2,500 sq. ft. of commercial/retail space.

The preliminary development budget for this type of mixed-income, mixed-use project with environmental remediation costs is estimated at close to \$18 million. There is an existing financial commitment from Empire State Development of \$1.5 million to be utilized by the City of Oswego to incentivize and provide financial assistance to the private sector to create business and/or residential opportunities. It is estimated that the Downtown Revitalization Initiative would provide an estimated 18:1 leverage to develop the estimated \$18 million project.

**77-79 W. First Street**

This is a parcel owned by the Broadwell Hospitality Group that is a largely vacant waterfront property that is ripe for investment. This property is located adjacent to the Cahill building and is across the street from the Flexo Wire site. These three properties when developed together, with a coordinated plan designed to complement each proposed develop, will exponentially increase the economic gain to the City of Oswego and bolster Downtown Oswego. The proposed development of the parcel for market-rate rental apartments will be done in approximately three phases providing a total of 18 apartments with spectacular views of the Oswego River.





In 2015, Vantage Point Economic & Transportation Development Strategies, LLC was hired to perform an independent feasibility study on 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 project is anticipated to incubate an average of 5 new companies per year with an average turnover rate of 3.5 years. It is estimated that in the first 5 years of operation over 25 companies will create approximately 105 jobs and leverage over \$15 million in private investments. This project will market the Start-Up NY program in a collaboration between SUNY-Oswego and the County of Oswego IDA.

The proposed project development cost is estimated at \$6 million for the mixed-use incubator facility. The County of Oswego IDA was recently awarded \$900,000 from the CFA process for use in the acquisition and development of the incubator project. The Downtown Revitalization Initiative would provide an estimated 6:1 leverage to develop this project; however, at full capacity this project could yield a 21:1 ratio with a fully developed space and catalyzing additional business growth.

Additionally, the City of Oswego recognizes that the Downtown Revitalization Initiative can serve as a catalyst for additional economic benefits and that the transformation of the downtown area into a year-round vibrant destination goes beyond the identification of



potential anchor projects. Equally important to the continued vitality of the downtown area are streetscapes and facade improvements that attract and retaining residents, businesses, and investors to the city. Additionally, investments for developable mixed-use residential conversions in downtown and to residences in the near-downtown neighborhood are just as critically important to the sustained vibrancy and continued economic growth and vitality of the City of Oswego. The city will continue to work collaboratively with collective impact partners (public and private sector) to transform downtown into an attractive place for businesses and residents alike as a revitalized urban core is the key to a strong local economy. The preliminary focus and identification of the potential anchor projects is important since the development and cultivation of businesses and spaces that anchor the downtown have proven to be successful in attracting more people and businesses willing to return to the urban core and invest in its future.

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

The City of Oswego is dedicated to the success of our employers of small and large businesses, anchor institutions, and the region in which we live, which is why community partnership, business leadership and economic development are important. The City is working collaboratively with our community partners to promote this area as a place to live, work, and visit. We recognize that this partnership is vital to help recruit and retain businesses and employees to Oswego.

The Oswego area is home to several major employers, including SUNY Oswego, Novelis Corp., Oswego Health, Oswego County Opportunities, Nine Mile Point Nuclear Stations, James A. FitzPatrick, and many more. The Oswego area includes major industries such as energy, higher education, healthcare, manufacturing, and nonprofit.

<b>OSWEGO AREA MAJOR EMPLOYERS &gt; 100 Employees (FT &amp; PT)</b>	
<b>COMPANY NAME</b>	<b>EMPLOYEES</b>
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**

Most small cities like Oswego often struggle with attracting people because of the limited availability of high-quality paying private sector jobs; however, the Oswego area is unique as there are currently hundreds of available jobs that exist in Oswego at small and large businesses. The City of Oswego and the Greater Oswego area has been successful in first attracting, and then retaining and growing many high-quality jobs, thus contributing to the overall job growth in the area.

Creating jobs and luring investments are important to Oswego's economic vitality, prosperity, and future. However, creating jobs and luring investments are not the most significant challenges facing Oswego's large companies and large employers. Indeed, research by the Large Employer Focus Group revealed that three large employers in the City and County have 295 unfilled positions ranging from high-paying talent-oriented positions to lower-paying skilled and unskilled positions. Despite the perception that Oswego's "big problem" is lack of jobs, the fact is that hundreds of available jobs exist in Oswego at large and small companies alike. Oswego suffers from a "workforce attraction and retention problem." Oswego's struggle to attract and retain wealth, to build a middle or creative class demographic, is a different kind of problem than the need to "create and maintain high-paying permanent private sector jobs and to lure private sector investments in amounts that are significant to the region." In fact, Oswego has been successful at retaining, attracting , growing many high quality, permanent private (and public) sector and talent oriented jobs in manufacturing (Novelis), transportation (Port of Oswego), health care (Oswego Health), energy (NRG) and higher education (SUNY Oswego). (Economic Investment Strategy Report, 2015).

The major employers that provide high-quality jobs have echoed the testimonial that their employees are looking for quality housing choices including market and upscale rental units in downtown Oswego. The focus for the City of Oswego and community partners is to retain and attract middle-class households to invest in the downtown and surrounding neighborhoods instead of residing in communities outside the Oswego area. The preliminary focus of identifying potential anchor projects is to bring to the forefront strategic investment opportunities that provide quality market-rate and upscale housing development that will assist the City of Oswego in attracting potential employees to fill the unfilled positions as well as

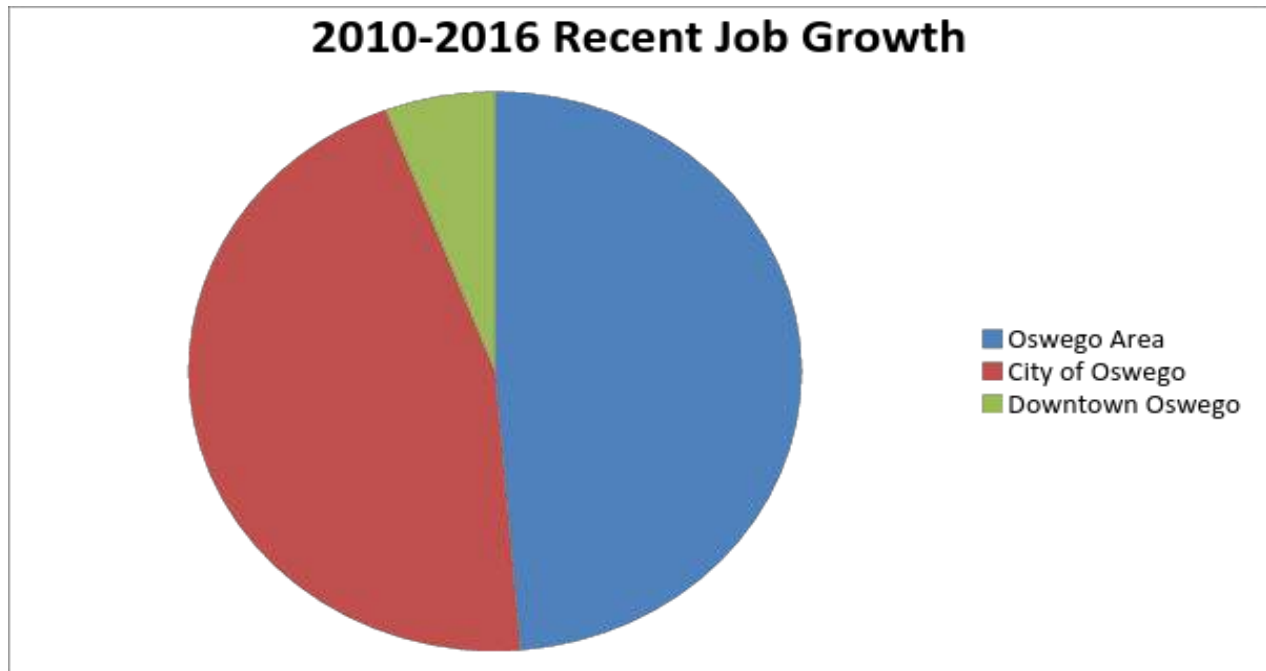
entice and grow the middle-class in Downtown Oswego. “More important, the 295 unfilled positions above total more than \$12,000,000 per year in wealth that is not being generated in Oswego, the County, and the CNY Region. In other words, the region could generate over \$12,000,000 in economic activity without creating a single job, simply by attracting and retaining a workforce to fill those 295 unfilled jobs” (Economic Investment Strategy Report, 2015).

Downtown Oswego consists primarily of small businesses; however, it is also home to Pathfinder Bank, Broadwell Hospitality Group, satellite offices for Oswego County Opportunities and SUNY-Oswego, and much more. Oswego Health is located in very close proximity to the downtown and is on one of the major thoroughfares.

<b>OSWEGO DOWNTOWN MAJOR EMPLOYERS &gt; 40 Employees (FT &amp; PT)</b>	
<b>COMPANY NAME</b>	<b>EMPLOYEES</b>
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

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

The greater Oswego area, including the City of Oswego, has seen significant investment over the past 5 years totalling nearly 60 projects and representing over \$632 million in new investments resulting in the creation and retention of more than 1,200 jobs. In the City of Oswego alone, new private sector investments have amounted to nearly \$84 million providing 618 jobs that were created or retained, of which approximately 70 jobs were in Downtown Oswego.



Recent job growth within the downtown and in close proximity were created through projects like Stevedore Lofts (mixed-use development); the Woodruff Block (mixed-use development); Red Sun (Restaurant); Bodified (Retail); The Beacon Hotel (Hospitality); Best Western Hotel (Hospitality); Lake Ontario Conference Center (Hospitality); Zink Shirts (Manufacturing); Mother Earth Baby (Retail); and the Port of Oswego Authority (Port/Transportation). An exciting impending development project and job growth for Downtown Oswego is the relocation of SUNY Oswego's Office of Business & Community Relations and the Small Business Development Center. The SUNY Oswego campus is approximately 2 miles from the downtown area, and the intended result of this strategic project will enable a major employer, an anchor institution in Oswego and the Central New York region, to have a stronger presence in the city's downtown.

With the preliminary identification of 6 potential anchor projects specifically in downtown Oswego that are ripe for investment, it is reasonably anticipated that an additional \$50 million in investment will occur through strategic public and private partnerships. These projects are anticipated to create and retain approximately 200 additional jobs. It is estimated that about half of the total \$10 million Downtown Revitalization Initiative funding could be potentially allocated towards the anchor projects which would result in an estimated 9:1 return on investment. Oswego is well-positioned to attract new residents and businesses through sustained investments in its downtown and enhancing the quality of life characteristics that entrepreneurs and skilled workers now demand.

The funding provided through the Downtown Revitalization Initiative will provide the City of Oswego with an unprecedented ability to create and sustain job growth while enhancing the

housing stock in neighborhoods surrounding the downtown. This will be accomplished by providing opportunities for new quality market-rate and upscale rental housing, and a focus on improving the quality of life to influence where businesses, employees, and residents choose to locate, work, live, and invest. The Oswego area currently offers high-quality professional jobs as well as well-paying skilled and unskilled jobs, but the City of Oswego needs more investment of financial and people resources into the downtown area to continue the transformation and momentum already in place.

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

No other community in the Central New York region can compete with the scenic beauty, historically significant sites, recreational opportunities, and small-town urban setting of Oswego's downtown and waterfront area. (Poland, 2015) Oswego's natural and built assets provide the framework for sustainable economic vibrancy which include, Lake Ontario and the Oswego River, a compact and walkable downtown, a variety of residential living opportunities, a diverse mix of shops, restaurants, and bars, small downtown grocery stores that provide healthy and affordable food options, multiple parks and trails, historic architecture and neighborhoods, arts, cultural, historic, and heritage amenities, together with broadband potential.

However, downtown Oswego needs to be polished if it is to attract and retain a talented workforce, a middle class, and visitors seeking high quality tourism experiences. (Poland, 2015) Decades of disinvestment has resulted in marginal standards for building maintenance, harsh streetscape conditions, underutilized and vacant lots, and inappropriately located parking lots on the riverfront.

Over the past several years, excitement and investment has been building in the City of Oswego and its downtown. Historic buildings have been converted to mix-use commercial spaces and apartments, facades have been renovated, a diverse mix of tenants have moved in to provide shopping vibrancy, parks have been restored, trees and flowers are being planted, attitudes are shifting and civic pride is at an all-time high. The Oswego Renaissance Association (ORA) and their market-based neighborhood revitalization strategy has transformed downtown parks and neighborhoods. More importantly, the ORA has sparked a passion and mindset amongst community members to recognize the entire community's strengths, to begin to collaborate and invest.



Significant investment is currently occurring in Oswego and more revitalization is planned. SUNY Oswego is moving their Small Business Development Center downtown to more closely align with Oswego's business community, as well as CenterState CEO, and the Greater Oswego-Fulton Chamber of Commerce. The County of Oswego Industrial Development Agency, in collaboration with SUNY Oswego and Start-Up NY, is developing a business incubator in downtown Oswego that will provide a place for small businesses to grow and take advantage of the State's tax incentives.

The City is undertaking ambitious planning and economic development efforts through a Complete Streets Plan for Route 104, the City's Main Street through downtown, and a Waterfront Feasibility Study to assess the economic and development opportunities for city-owned properties within the downtown and waterfront areas. All of these efforts are being undertaken to strengthen the City's downtown economy and prepare for the designation of Fort Ontario as a National Park, and the Lake Ontario waters off of the City of Oswego a National Marine Sanctuary. With these two distinctions nearby, the city's downtown area will be the portal for all means of historic, cultural and underwater exploration, research, and education.

With all of Oswego's momentum and investment, the foundation has been laid for a successful and sustainable downtown. However, there is still a lot of work to be done in order to create a polished downtown that will provide the quality of life demanded by a skilled workforce and tourists alike. The Downtown Revitalization Initiative award would build on that momentum and provide the City of Oswego with the necessary capital to springboard its revitalization efforts into a community that is a welcoming and connected world class community (*CNY Rising*, 2016).

### **Developable Mixed Use**

Many of Oswego's historic downtown buildings have a mix of residential, office, and commercial spaces that have, over the last 10 years, undergone complete rehabilitations, façade enhancements through the NYS Main Street Grant Program, or conversions of upper stories into residential apartment units. The vast majority of this work has been through private investment. Downtown Oswego has 13 structures listed on the National Register of Historic Places, not included in the 4 Historic Districts that are within or adjacent to the center of the city.

The Lofts at Canal Commons, the Historic Woodruff Block (on the National Register of Historic Places), and the Stevedore Lofts, (also on the National Register), are mixed use historic renovation projects that have contributed to the revitalization fabric of the community. They

house a mix of office and retail tenants and have contributed approximately 68 new residential units with modern amenities to the downtown market over the past 5 years. Residential rents are market rate and affordable at \$800 - \$1600/month. Total investment in these 3 projects was nearly \$8 million. (\$5.8 million for Stevedore Lofts; \$1.2 million for Woodruff; and \$700,000 for Canal Commons.)



The City of Oswego was awarded nearly \$600,000 in the New York Main Street Program in 2005 and 2010 which yielded a total leveraged investment of \$1 million for approximately twenty (20) façade improvements for downtown. The high quality of the façade improvements has set new design and construction standards that have begun to change the aesthetic face of downtown. Currently, the existing storefronts or retail spaces in the downtown area are 90% occupied. However, there are numerous older and historic buildings that could be revitalized through further rehabilitation or façade restoration to provide for an even greater downtown density, occupancy, and aesthetic appeal. A more in depth analysis of underutilized structures would undoubtedly indicate that there are ample opportunities for rehabilitation of existing structures.

There are also many vacant or underutilized sites that are ripe for redevelopment that would fill in gaps to create a visually cohesive, compact, and vibrant downtown. It is especially these

sites where the fabric of a dense urban environment often breaks down and support in the form of gap financing for redevelopment purposes is a necessity. As discussed in depth, in the Past Investments and Future Investment Potential section of this application, there are 6 downtown sites that have been identified for redevelopment or rehabilitation.

### **Oswego Renaissance Association**

The work of the Oswego Renaissance Association (ORA) in the City of Oswego has been transformative and the catalyst for much of the current grassroots revitalization efforts in the city. In 2013, the ORA hired CZB, LLC, a Planning Consulting firm, funded by a generous donation of the Richard S. Shineman Foundation, to prepare a Neighborhood Revitalization Strategy. The strategy was market-based and focused on building from strengths and assets in order to foster confidence in the housing market.

Five strategic neighborhoods were chosen for matching grant investments. Three of those target neighborhoods are located within the four Historic Districts on the National Register of Historic Places, within the City of Oswego. Franklin Square, Washington Square, Montcalm Park, and the Kingsford Historic Districts host 171 of Oswego's oldest and architecturally rich homes and structures. The historic architecture and inherent beauty of the buildings, coupled with committed residents, provided the foundation of strength from which this neighborhood revitalization has grown.



In 2014 and 2015, the program funded over 200 façade and exterior improvement grants to homes in several near-downtown neighborhoods. During those 2 years, \$216,000 in grants were awarded that were leveraged with private investments of \$675,000. Additionally, \$90,000 in grants were invested in parks and streetscapes, for a total leveraged investment of nearly \$1M. In 2016, the ORA will grant another \$150,000 with an anticipated \$450,000 of additional private investment. *Altogether, the ORA will have exceeded \$1.5M in leveraged private investment in façade improvements, parks, and streetscapes in less than 36 months.* All of this investment is increasing demand for near-downtown neighborhoods and housing stock and bolsters the provision and creation of existing and future downtown services and amenities.





In conjunction with the actual monetary investment that is being made, attitudes are shifting, neighborhoods are being woven together, spin-off grassroots investment in downtown is occurring, and civic engagement and capacity capital is being built. It's palpable. If \$1M can inspire this level of community engagement, imagine what \$10M of investment, leveraged many times over would do for the collective confidence of our residents and businesses, as well as community pride and the City of Oswego's ability to attract and retain residents, businesses and visitors?

Oswego Renaissance Association

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

Neighborhood Revitalization Strategy (2014)

[http://media.wix.com/ugd/a8c558\\_52a73424dccd4a98929a3b3bf09e9aab.pdf](http://media.wix.com/ugd/a8c558_52a73424dccd4a98929a3b3bf09e9aab.pdf)

Historic Neighborhoods

<http://www.oswegony.org/live/neighborhoods>

Richard S. Shineman Foundation

[www.shinemanfoundation.org](http://www.shinemanfoundation.org)

**\_Commercial and retail main street businesses, including healthy and affordable food markets**



Downtown Oswego boasts a diverse mix of mostly locally owned small businesses that create a lively downtown environment. The intersection of West First Street and Bridge Street (State Route 104) is arguably the epicenter for downtown commercial activity. Many of the historic buildings are intact in this area and they provide the foundation from which the current success of downtown has emerged. The City of Oswego's downtown, like so many others in the U.S., has had its ups and downs over the past sixty years, but as the appreciation for a small town central business districts has grown, so has Oswego's. Currently, over fifty downtown small businesses provide commercial and retail services to the community. However, more and unique businesses are desired to cement downtown as a vibrant, livable area.

The west side of downtown went through a period of downturn, during the mid-late 1980's-2005, where most retail businesses closed as shoppers were drawn to the regional malls or the big box retailers. However, over the past 10 years this area of downtown has been going through a resurgence and significant growth has occurred close to the intersections of West First and Bridge Streets.



There is an eclectic mix of restaurants and specialty shops including the Port City Café, the Red Sun Roasting Company, Bistro 197, Andrew's Liquors, Lakeside Artisans, Man in the Moon Candies, Taste of the World Coffee, Good Guys Barbershop, Murdock's Sporting Goods, the River's End Bookstore, Wayne's Drugs, Maida's Flowers, Cupcakers, the Old City Hall Bar and Water Street Café, the Picture Connection and the Hot Shoppe. Commercial and personal services in this area include Edward Jones Investments, Pathfinder Bank, Oswego Valley Insurance Agency, Berkshire Hathaway HomeServices/CNY Realty, Harbor Eye Associates, Dufore's for Diamonds, Lighthouse Coworks, and many more. In late 2015, a small business organization, SOLO (Shop Local Live Local) was formed to promote downtown shopping and living.

During the 1960s, urban renewal took hold in Oswego and destroyed many of the mixed use historic structures on the East side of downtown. A whole block of historic 3 and 4 story brick mixed use 19<sup>th</sup> century buildings were torn down to accommodate the Midtown Plaza shopping center and parking deck, along East Bridge Street (State Route 104), between East 1<sup>st</sup> and East 2<sup>nd</sup> Streets. As such, this area lacks the character and scale that has contributed to the more recent reawakening of the West side of downtown.

Sutton Real Estate recently purchased the property with plans to invest in building a new mixed use development with market rate residential apartments and commercial spaces. Current tenants of the shopping center, Rite Aid, Oswego County Opportunities, and Green Planet Grocery will be moved into the new building, once completed. Gap financing awarded through the DRI would support this redevelopment project and make it financially feasible. The new mixed use development being proposed for this site would transform this block, remove a blighted property from the landscape, and increase the density and vibrancy of the core of the East side of downtown and provide a catalyst for investment by others in adjacent blocks.

Green Planet Grocery, is a locally owned and operated grocery store that offers healthy and affordable food options to downtown and community residents. The company has three stores regionally in Oswego, Fairmont, and Camillus. The Oswego store grosses \$700,000 annually and employs 5 people, many of whom are SUNY Oswego students. A new and revitalized Green Planet Grocery, as part of the redevelopment, would allow for an increased store size, expanded shelf space for a more complete grocery store experience and the addition of an in-store café to enjoy prepared foods. The company is part of a 300 store co-operative, which allows for their healthy food products and organic produce to be sourced and sold at very affordable prices. The investment in the Sutton Real Estate Midtown Plaza redevelopment would allow for an expanded Green Planet Grocery for Oswego and an enhanced healthy food option in the center of downtown.

SUNY Oswego is moving their Office of Business and Community Relations (OBCR) to the corner of East First Street and East Bridge Street (State Route 104), adjacent to the Greater Oswego-Fulton Chamber of Commerce /Center State CEO and Pathfinder Bank's offices. The SUNY Oswego OBCR includes the Small Business Development Center, Campus-City Relations Committee, Oswego County Workforce Development Board, Retired Senior Volunteer Program, and Leadership Oswego County. The realigned proximity to downtown small businesses is intended to make the office's resources readily available to the small business community in order to support their success, and further complement the business incubator center being proposed in the former 45,000 square foot Price Chopper building by the County of Oswego Industrial Development Agency. These three sites are a mere one block away from each other, thus providing greater opportunity for synergistic partnerships to flourish.

Oswego's small business community has been expanding and the redevelopment of several sites is currently underway. DRI funding would build upon the momentum of the West and East sides of downtown's recent renaissance and could also be allocated for certain complementary purposes such as the development of a downtown business signage program, wayfinding signage, the renovation of underutilized buildings, façade enhancements, encouraging new building on redevelopment sites, and a parking strategy. All of these types of enhancements would seek to deliver the polish that downtown Oswego desperately needs in order to be competitive.

SOLO - Shop Oswego Live Oswego  
[www.shoposwegoliveoswego.com](http://www.shoposwegoliveoswego.com)

Green Planet Grocery  
[www.gpgrocery.com](http://www.gpgrocery.com)

The Children's Museum of Oswego  
[www.cmoo.org](http://www.cmoo.org)

SUNY Oswego Office of Business and Community Relations  
[www.oswego.edu/obcr/](http://www.oswego.edu/obcr/)

**Walkability and bikeability, within the downtown and connecting the downtown to surrounding open space networks and regional destinations**

Downtown Oswego is an incredibly walkable and livable community. According to Walkscore.com it has a walk score of 90 or greater, due to its compact form, great mix of residential apartments, shops, restaurants, and bars, hotels, parks, grocery stores, entertainment and accessibility to public transit. Many corporate leaders understand that

locating in a walkable community is important to attracting and retaining a qualified workforce and the key to a happier, healthier and more sustainable lifestyle. Oswego has the foundation of a walkable community and planning is underway to further encourage walkability and bikeability in downtown, so that Oswego is an even more attractive location for businesses to locate or expand.

In December of 2014, the City of Oswego was awarded a \$225,000 grant by Governor Cuomo's Cleaner, Greener, Communities Initiative to develop a Complete Streets plan along all 3.5 miles of State Route 104, the City's Main Street. Bergmann Associates, a planning, architecture and engineering firm, was hired as the City's Consultant on the project and planning is currently occurring. The plan will determine the modifications needed to improve the aesthetics, safety, and alternative transportation choices, while maintaining reliable vehicular passage through Oswego.

Alta Planning + Design, a subconsultant for Bergmann Associates for the plan, is North America's leading multi-modal transportation firm that specializes in planning, design, and implementation of bicycle and pedestrian infrastructure. Alta is an expert in bicycle infrastructure, especially, and worked with a team of national and international bikeway design experts to develop the country's first Urban Bikeway Design Guide for the National Association of City Transportation Officials (NACTO). The firm was instrumental in developing and managing bike share facilities in many U.S. cities. Undoubtedly, with consulting expertise of Alta Planning + Design, the 104 Complete Streets Plan will incorporate elements to increase downtown bikeability.

The City of Oswego's 2020 Strategic Plan (2011), also prepared by Bergmann Associates, with a significant public engagement process, recommended preparing a plan to revitalize the Route 104 corridor as a priority project and suggested that the gateway corridor be renovated to incorporate beautification and connectivity elements. The 104 Complete Streets Plan is also in alignment with the CNY REDC Strategic Plan and one of the plan's top three priority goals; Revitalize our Region's Urban Cores, Main Streets, and Neighborhoods.





Elements that are being reviewed to enhance the City's Main Street as part of the Complete Streets Plan include paving material changes, curb bulbs to reduce pedestrian crossing distance, landscaping islands, light poles, benches, garbage receptacles, reduced roadway lane widths, and bicycle paths. Once the final design elements and plan are determined in early 2017, they can be utilized throughout the downtown to create a cohesive visual language that will further promote the downtown's walkability and bikeability.

In early 2017, the City will prepare a Federal TIGER grant application, to apply for funding of the Downtown section of the Route 104 Complete Streets Plan. Typical TIGER grant awards for Complete Streets projects are \$10M and the City intends to apply for that level of funding. State funding of \$1M through the DRI will strengthen the competitiveness of the grant application for the Complete Streets Project and would provide a 10:1 leverage of the State



funds. This project will create construction jobs for the Complete Streets Project, and spill over private investment is expected in businesses and residences that are adjacent to the corridor, a phenomenon that has occurred with similar projects.

Route 104 Complete Streets Plan

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

<http://www.oswegony.org/government/streetscape-revitalization>

Bergmann Associates

[www.bergmannpc.com](http://www.bergmannpc.com)

Alta Planning and Design

[www.altaplanning.com](http://www.altaplanning.com)

### **Public Transit**

Public transportation in the City of Oswego is provided by the Central New York Transportation Authority (CENTRO). CENTRO provides reliable public transportation access for all of Oswego, connecting SUNY Oswego, downtown, the commercial big box retailers, and the neighborhoods. All points of downtown are within one quarter mile of a bus route, making development naturally transit-oriented and accessible to downtown residents. Also, since CENTRO provides ridership to SUNY Oswego students and Oswego's neighborhood residents, downtown and all of its amenities are accessible without the need for a car. CENTRO is currently reevaluating their bus routes and stops in conjunction with the Complete Streets Plan in order to provide more efficient and effective service to all users.

CENTRO

[www.centro.org](http://www.centro.org)

### **Accessible recreation amenities, parks, and gathering spaces**

Franklin Square Park, Washington Park, and 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, Movies in the Park, and the annual Tree Lighting Ceremony. With the Washington Park Playground renovation in 2014, the Franklin Square Park Playground restoration in 2013, and the Civic Plaza restoration in 2015 and 2016, residents and businesses are investing to restore downtown parks.



The East and West Riverwalk Parks and Veteran's Memorial Park are along the Oswego River within the Downtown area and provide recreational opportunities for running, walking and biking, and reflecting on the city's residents who have served our Country, while enjoying the scenery of the riverfront. The West Linear Park stage is located adjacent to the Memorial Park and provides additional opportunities for residents and visitors to enjoy weekly entertainment, particularly during the summer months. Positioned parallel to the NYS Canal system, these trails also provide an opportunity for residents to view boats traveling through the Lock system. This riverwalk project began in the 1980s and has steadily continued to expand to the point where one can travel nearly 2 miles of uninterrupted trails along the river bank and lake shore.

The Oswego Rail Trail is a converted former railroad bridge and tunnel turned pedestrian walkway that connects the west and east sides of downtown to Fort Ontario.



### **Breitbeck Park and Wright's Landing International Marina**

Breitbeck Park and Wright's Landing International Marina are on the west side of Oswego, directly adjacent to downtown. With breathtaking views of Lake Ontario, they are the lakefront public park and water access for the community. Remarkable sunsets and lake views are enjoyed by residents from this location and there are ample places to play and relax. The marina boasts over 240 dock slips and is home to the Oswego Yacht Club, one of the oldest sailing racing clubs on Lake Ontario. Breitbeck Park and Wright's Landing International Marina are primarily accessed from West First Street, through downtown. DRI funding to support the redevelopment of downtown would strengthen the connection to the Lake Ontario waterfront and provide greater synergy between the two destinations.

### **Fort Ontario and Safe Haven Holocaust Refugee Shelter Museum**

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. The history of Fort Ontario - from playing a role in each of the country's wars since the French and Indian War, and the remarkable story of Fort Ontario serving as the only site in the United States that welcomed refugees from the Holocaust during WWII - makes this venue's unique story one that deserves greater national and international attention. There is a local effort underway to elevate Fort



Ontario and the Safe Haven Holocaust Refugee Shelter Museum to a National Park. Federal legislation to fund a study to analyze the Fort's potential to become part of the U.S. National Park system is currently being reviewed in Congress.



This realistic opportunity may be several years away from fruition, but once implemented would increase tourism for the city and the entire CNY region. Utilizing DRI funding to ensure that Oswego's downtown is polished and prepared for the demands of tourists will be a critical component of this initiative's future success.

Fort Ontario

[www.nysparks.com/historic-sites/20/details.aspx](http://www.nysparks.com/historic-sites/20/details.aspx)

[www.fortoswego.com](http://www.fortoswego.com)

Safe Haven Holocaust Refugee Shelter Museum

[www.safehavenmuseum.com](http://www.safehavenmuseum.com)

### **Great Lake Ontario National Marine Sanctuary**

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 in the waters of Southeastern Lake Ontario. The waters in this area are host to hundreds of years of well-preserved war ships, commercial ships, aircraft, and artifacts that would benefit from the NMS designation. Marine Sanctuaries can bring in several thousand visitors and researchers resulting in substantial regional economic impact.

The City of Oswego would be the portal for the NMS and the research, education, and exploration opportunities associated with the protected area. Several potential redevelopment sites, within or directly adjacent to downtown, near the West side waterfront, are currently being explored for their viability. This possibility is expected to take approximately 5 years to be finalized. DRI funding would further support downtown Oswego's redevelopment so that the community is ready to accept and serve tourists, once this designation becomes a reality.

Great Lake Ontario National Marine Sanctuary Proposal

[www.greatlakeontarionms.org](http://www.greatlakeontarionms.org)

### **Access to Healthcare Facilities**

Oswego Hospital is located directly adjacent to the western downtown boundary and has provided central access to all residents for their healthcare needs since 1881. The facility is a 164-bed acute care community hospital that offers acute medical, emergency, surgical, maternity, and behavioral health services. Offices within the hospital and adjacent Health Services Center provide occupational health, cardiology, orthopedics, cardiopulmonary rehabilitation, and physical therapy, as well as lab and medical imaging services. Having the location of the hospital and range of services accessible for all residents to downtown Oswego is of great benefit to the community.

Oswego Health

[www.oswegohealth.org](http://www.oswegohealth.org)

## **Cultural and Entertainment Amenities**

The City of Oswego and its downtown offers a wonderful variety of arts, cultural, and entertainment opportunities. Many of the organizations have been operating in the City for decades and there is also a new crop of cultural and entertainment entities positioning themselves in downtown, thereby adding to its appeal. Located directly in downtown Oswego are the Children's Museum of Oswego, Oswego Cinema 7, Lakeside Artisans, and Theatre Du Jour. The Oswego Players and the Arts Association of Oswego are located at Fort Ontario, and the Oswego Music Hall and H. Lee White Maritime Museum are located on the West side of Oswego, adjacent to downtown. SUNY Oswego and their performing arts series, produced by ARTSwego, provide high quality arts programs to the university and serve as a bridge between the campus and the community.

The Children's Museum of Oswego (CMOO) recently leased space in the Buckhout-Jones Building on the corner of West First Street and Bridge Street (State Route 104), in order to be centrally located and contribute to downtown's continued revitalization. The CMOO offers children and families a variety of interactive, STEM-oriented exhibits designed to promote physical and intellectual development. The museum is currently initiating a capital campaign to raise funds for the development and installation of additional permanent displays.

Theatre Du Jour, which is a dinner theatre experience that produces shows all over CNY, recently moved its headquarters into the loft of a mixed use building on West First Street, just North of the Buckhout-Jones Building. In their new space, they conduct auditions and rehearsals in preparation for performances in local restaurants and event spaces.

CNY Arts and the City of Oswego are in the planning phase of developing an Arts District in downtown Oswego. As part of the *CNY Rising*, Upstate Revitalization Initiative, CNY Arts, an organization dedicated to promoting and supporting artists and arts and cultural organizations within CNY, has proposed establishing an Arts District in downtown Oswego. Downtown is a natural fit to incorporate an Arts Districts, as it will further enhance the attractiveness of the city center and provide even greater opportunities for cultural and entertainment amenities. The City of Oswego is excited to partner with CNY Arts and the CNYREDC on this opportunity to further enhance downtown and facilitate Strategy 7 of *CNY Rising*, "Build Welcoming and Connected World Class Communities".

CNY Arts  
[www.cnyarts.org](http://www.cnyarts.org)

Oswego Cinema 7



[www.oswegozurichcinemas.com](http://www.oswegozurichcinemas.com)

Lakeside Artisans

[www.lakesideartisans.com](http://www.lakesideartisans.com)

CMOO

[www.cmo.org](http://www.cmo.org)

Theatre Du Jour

[www.dujourcny.org](http://www.dujourcny.org)

Oswego Music Hall

[www.oswegomusichall.org](http://www.oswegomusichall.org)

Oswego Players

[www.oswegoplayers.org](http://www.oswegoplayers.org)

Arts Association of Oswego

[www.oswegoarts.org](http://www.oswegoarts.org)

H.Lee White Maritime Museum

[www.hlwmm.org](http://www.hlwmm.org)

### **Broadband**

Through a public/private partnership with New Vision, Oswego County is constructing a 60-mile fiber optic loop that connects its major office buildings. The loop provides low-cost, high-capacity, high-speed connection to fiber networks. This loop comes into the City of Oswego on State Route 481 to the East side downtown, then runs East out to Mexico. When complete, businesses and residents will be able to access this high-speed connection, as well. If awarded, the DRI money could help fund additional fiber spurs to the West side downtown area within the City and to SUNY Oswego.

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

The City of Oswego has instituted many policies that guide the responsible development of downtown in order to deliver increased livability and quality of life. Existing policies include an Economic Investment Strategy, the 2020 Vision/Strategic Plans, Downtown Design Guidelines, Tree Ordinance, Local Waterfront Redevelopment Plan, and the Oswego County Land Bank. Also, the downtown area naturally accommodates transit-oriented development, as all points of downtown are within a quarter mile of a CENTRO bus route or stop.

There are several policies currently in the planning phase that will encourage a more liveable downtown environment. They include a Complete Streets Plan, Waterfront Feasibility Study, Brownfield Opportunity Area, Public Art Commission, and Modern Zoning Code and Downtown Design Guidelines Update.

Many organizations contribute to downtown vibrancy, livability, and marketability. Friends of Oswego, Hands on Oswego, Project Bloom, SOLO, the City of Oswego Promotion and Tourism Board, individual business owners, and the City of Oswego Department of Public Works all work towards delivering a marketable and attractive downtown. As the focus of downtown revitalization has become more critical, the City of Oswego recognizes that it may be of benefit to develop a Business Improvement District in order to organize and expand upon the current efforts.

## **Existing Policies**

### **Business Improvement District**

The City of Oswego adopted a local law in October, 1991 to approve the establishment of a Business Improvement District. The local law was filed with the State in December, 1991. This effort was spearheaded by the late Eugene Saloga, former Community Development Director for the City of Oswego.

Beyond the authority to establish a Business Improvement District, nothing has been done by previous administrations to recognize the benefits of establishing and defining the Oswego Business Improvement District. The City of Oswego, under the leadership of Mayor William J. Barlow, Jr., supports the further analysis of utilizing the Business Improvement District as a tool for strengthening Downtown Oswego and providing resources to develop marketing

campaigns, increase awareness, and enhance public improvement projects. An organized business community can work more effectively to create positive change and increase support for businesses in the area.

### **Economic Investment Strategy**

In response to the Upstate Revitalization Initiative competition and in support of the CNYREDC plan, the City of Oswego hired Dr. Donald J. Poland, MS, AICP and Nicolette Barber, AICP, LEED AP ND, to prepare an Economic Investment Strategy. There were robust public and stakeholder engagement sessions to discuss the community's strengths and opportunities, including small businesses, major employers, tourism, arts, and cultural representatives, and government officials.

The plan recommended 5 points of strategic economic investment including investments in the Waterfront and Tourism, Downtown and Neighborhoods, Redevelopment Sites, Capacity Building, and Infrastructure. The strategy is robust and echoes much of the thinking of the current DRI application. It is an important foundational guiding document for Oswego's downtown revitalization.

<http://www.oswegony.org/government/economic-investment-strategy>

### **2020 Vision / Strategic Plans**

In 2003 and 2011, respectively, the City of Oswego procured a Comprehensive Plan and update. The Main Street / Downtown Policy states, "It is the Policy of the City of Oswego to have a vibrant, visually appealing Main Street / downtown area which offers residents and visitors a variety of services, shopping opportunities, cultural attractions, job opportunities, and unique housing opportunities". The DRI investment would assist the City of Oswego with being in alignment with its vision of having a vibrant and visually appealing Main Street and Downtown.

<http://www.oswegony.org/government/2020-vision-plan>

### **Downtown Design Guidelines**

In response to the Policies of the 2020 Vision / Strategic Plans, as stated above, the Downtown Design Guidelines were originally adopted in 2007 and amended in 2011, in order to preserve and promote the historic downtown character. The guidelines outline the requirements for all exterior renovations and signage within the downtown area. The Planning Board reviews project applications for consistency with the guidelines and is the board charged with approval authority to ensure that all downtown projects uphold the policy intentions of the Comprehensive plans.

### **Tree City USA program**

The City of Oswego has a robust and growing city tree program and has been an Arbor Day Foundation Tree City USA member for 5 years. The City established a Tree Ordinance, the Tree Advisory Board, and a Tree Steward Volunteer tree care organization in 2011. They have increased the awareness and importance of the urban tree canopy, procured a tree inventory, provided educational opportunities to the community, and cared for the city's street trees through a weekend tree trimming program. The City's Department of Public Works plants and maintains the city's trees and adheres to acceptable practice standards for care and maintenance, increasing the longevity and health of the urban forest.

[www.arborday.org/programs/treecityusa/](http://www.arborday.org/programs/treecityusa/)

### **Local Waterfront Revitalization Plan (LWRP)**

The City's first LWRP was adopted in 1986 and several successful projects were implemented from the plans including Wright's Landing International Marina and the West and East Linear Park riverwalks. The LWRP continues to be amended and will be updated again in 2016 and 2017 to include the City's Waterfront Feasibility Study.

[http://docs.dos.ny.gov/communitieswaterfronts/LWRP/Oswego\\_C/Index.html](http://docs.dos.ny.gov/communitieswaterfronts/LWRP/Oswego_C/Index.html)

### **Oswego County Land Bank**

The Oswego County Land Bank Corporation was recently approved to be established by Empire State Development. The land bank is led by an 11-member board of directors with representation from Oswego County, City of Oswego, and City of Fulton. The Community Development Director for the City of Oswego is an elected officer on the board of directors for the Oswego County Land Bank Corporation as the Treasurer and is on the Governance subcommittee.

The City of Oswego recognizes the importance of and fully supports the Oswego County Land Bank Corporation as it will provide the city with another valuable tool to help address the blight, vacancy, neglect, and disinvestment of real property which has negatively impacted the quality of life in the city's neighborhoods. The land bank will utilize a comprehensive market-based strategy to return the properties back to productive use, which will augment and bolster the neighborhood revitalization efforts of the Oswego Renaissance Association and the restructured code enforcement department for the City of Oswego.

### **Resurrection of Code Enforcement Department**

Recently, the City of Oswego restructured and overhauled its code enforcement department in an effort to complement the efforts of the Oswego Renaissance Association in restoring residential property values and removing blight from neighborhoods. Additionally, a specific

focus has been made to hold local landlords accountable, ensuring they provide safe and adequate living conditions at reasonable prices. Within this restructure, the City has identified specific historic neighborhoods to restore and revitalize as the primary focus, particularly those in close proximity to downtown in order to promote and encourage pedestrian traffic into downtown. Another major initiative in the restructure was the establishment of a building and permitting system that establishes continuity and consistency. In an effort to become more “user-friendly” to residents, investors and businesses, the permitting process has been streamlined and simplified into a “one-stop” experience thereby helping to encourage and welcome investment.

## **Policies in Planning Phase**

### **Complete Streets**

The 104 Complete Streets Plan is currently being developed by Bergmann Associates, the City’s consultant for the project. It is anticipated that once the design elements for the plan are determined in early 2017 that a Complete Streets Policy will be drafted and adopted to promote a cohesive visual language and greater quality of life for Oswego’s residents.

### **Oswego County Brownfield Opportunity Area Step III Implementation Plan (BOA)**

Oswego County, in collaboration with City of Oswego leadership, is coordinating a BOA plan that will implement environmental assessments on brownfield redevelopment sites, a parking analysis, and wayfinding signage design, all within the City of Oswego downtown. These planning initiatives will further serve the City’s efforts to revitalize downtown.

### **Waterfront Feasibility Study**

The City of Oswego was recently successfully awarded funding through the Consolidated Funding Application process from the Department of State’s Local Waterfront Revitalization Program to engage in a waterfront feasibility study to assess the highest and best economic and development potential for city-owned properties along the waterfront area. The City selected Edgewater Resources as the consultant to prepare the Oswego Waterfront Feasibility Study, which will analyze waterfront planning, design, and community visioning for the waterfront, as well as provide market analysis and real estate development opportunities to create an economically viable plan to serve as an economic catalyst to capitalize on the city’s natural asset. The City owns and manages eight properties within the waterfront area, which will be developed to create a waterfront corridor from the city’s marinas on Lake Ontario into Downtown Oswego and benefit the Central New York Region. The City of Oswego serves as the connection point to draw in boaters and tourists from Lake Ontario into the Central New York Region.



<http://www.oswegony.org/government/waterfront-development>

[www.edgewaterresources.com](http://www.edgewaterresources.com)

### **Modern Zoning Code and Updated Design Guidelines**

Recommended as part of the ORA Neighborhood Revitalization Strategy, a modern zoning code and updated design guidelines are currently in the process of being procured by the City of Oswego. The leadership of the Barlow Administration and the Planning and Zoning Department understands the importance of modern zoning documents and their impact on downtown development. The renewed documents will contain a hybrid of Form-Based Codes and Euclidian Zoning solutions to promote better design standards, density, and walkability of downtown.

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

There is an extraordinary level of community support for the City of Oswego's application for the Downtown Revitalization Initiative. Nearly 40 organizations contributed letters of support from a wide cross section of the community. Major employers and anchor institutions, such as Novelis, SUNY Oswego, Oswego Health, and the Port of Oswego, small businesses such as Man in the Moon Candies and Taste the World Coffee, and arts and cultural organizations such as CNY Arts and the Oswego Players were compelled to support this opportunity, and demonstrate their commitment to the City of Oswego's downtown revitalization. See the list below for the names of all of the organizations that provided letters, included in the application.

Organization	Leadership		Organization	Leadership
Novelis	Kevin Shutt, Plant Manager		Port of Oswego	Zelko Kirincich, Executive Director and CEO
SUNY Oswego	Deborah F. Stanley, President		Operation Oswego County	Michael Treadwell, Executive Director
Pathfinder Bank	Thomas W. Schneider, President and CEO		Oswego Health	Chuck Gijanto, President and CEO
Centerstate CEO	Jane Amico, VP Business Development/Membership		Greater Oswego-Fulton Chamber of Commerce	Greg Mills, Executive Director

County of Oswego	Phil Church, County Administrator		County of Oswego Industrial Development Agency	Carolyn Rush, Chair
Operation Oswego County Foundation	Michael Treadwell, Executive Director		Oswego County Civic Facilities Corporation	Carolyn Rush, Chair
Oswego County Opportunities	Diane Cooper-Currier, Executive Director		Oswego Renaissance Association	Paul Stewart, Executive Director
Richard S. Shineman Foundation	Karen S. Goetz, Executive Director		The Children's Museum of Oswego	Jillian Shaver, Executive Director
CNY Arts	Stephen Butler, Executive Director		ARTSwego	John A. Shaffer, Director of Arts Programming
SUNY Oswego, School of Communications, Media and the Arts	Dr. Julie Pretzat, Dean		SUNY Oswego Tyler Art Gallery	Michael Flanagan, Gallery Director
The Oswego Players, Inc.	Richard H. Sivers, President		Art Association of Oswego, Inc.	Laurie Kester, President
Broadwell Hospitality Group	George A. Broadwell, President		Taste the World, Specialty Foods and Coffee	Anne Backer, Owner
Synapse Property Resources	Brian H. Mcrae		The Gifford Foundation	Dirk E. Sonneborn, Executive Director
Harbortowne Gifts and Souvenirs	Linda A. Tyrell, Owner		The Heritage Foundation of Oswego County	Austin M. Wheelock, Board President
H. Lee White Maritime Museum	Mercedes Niess, Executive Director		JP Jewelers	James Pauldine and Kevin Hill, Co-Owners
Laborer's Local Union No. 633	Gabriel Rosetti, III, Business Manager		Man in the Moon Candies	Amy Lear, Owner
The Palladium Times	Jon D. Spaulding, Publisher		Plumbers & Steamfitters Local 73	Patrick J. Carroll, Business Manager
SOLO, Shop Local, Live Local	Kevin Hill, Executive Committee Member		Step One Creative	Shane R. Stepien, President
Sutton Real Estate Company, LLC	Louis G. Fournier, III, President		Anthony M. Pauldine General Contractors, Inc.	Anthony Pauldine, Owner
Oswego YMCA	Kerrie Webb, Executive Director		International Brotherhood of Electrical Workers, Local 97	Theodore Skerpon, Business Manager

[http://www.syracuse.com/state/index.ssf/2016/03/ny\\_state\\_budget\\_includes\\_30m\\_for\\_communities\\_hurt\\_by\\_closed\\_power\\_plantsrebates.html](http://www.syracuse.com/state/index.ssf/2016/03/ny_state_budget_includes_30m_for_communities_hurt_by_closed_power_plantsrebates.html)

<http://wvro.org/post/oswego-competing-governorsdowntown-revitalization-competition#stream/0>



May 26, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

The Novelis Oswego Works plant represents Novelis' first and largest facility in North America and we have called Oswego home for more than 50 years. When we first opened, we employed less than 200 people. Today we support more than 1,000 full time operators, engineers, technicians and staff as well as over 160 contractors. Novelis Oswego produces more than a billion pounds of high-quality aluminum sheet each year and our operations account for over \$109 million in annual economic activity for the community and the state.

Over the past five years, Novelis has invested more than \$400 million in its Oswego plant, which in turn has created more than 430 new jobs. The automotive aluminum market is primed for continued growth over the next decade and Novelis Oswego expects to fill an additional 250 jobs by 2020.

Our support for this initiative stems from a growing need for skilled workers that will be required to fill open positions for technicians, operators and engineers at the Oswego Works plant over the next five years. Novelis and other manufacturers are facing an urgent need in identifying and recruiting qualified personnel as we seek to grow in the region.

A revitalization of the downtown area of the City of Oswego is critical to this success as it will aid us in attracting prospective employees and retaining current ones. A healthier downtown area



will provide residents of the Oswego Community with more cultural and recreational opportunities and enrich the quality of life in our area.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. The City of Oswego and the entire CNY Region will benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Thank you for your support in this effort, and in helping us to strengthen and rebuild the State's manufacturing workforce.

Sincerely,

A handwritten signature in black ink, appearing to read "Kevin Shutt".

Kevin Shutt  
Plant Manager, Novelis Oswego Works





May 24, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

The City of Oswego is revitalizing its culture and reaching out to the Central New York business region, wanting to be part of its fabric. The city has paid particular attention to its younger population and offered a foundation for their local growth. The waterfront and the NY State Canal System are enchanting focal points offering a great experience to many visitors.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The DRI monies would integrate the East and the West of the cities, improve its walkability and integrate the commercial and local transportation. The monies would further serve to greatly enhance the heart beat of Oswego energy and its people whom greatly embrace the international economy.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in blue ink, appearing to read 'Z. Kirincich', with a stylized flourish at the end.

Zelko N. Kirincich  
Executive Director & CEO

May 26, 2016

Mr. Robert Simpson and Chancellor Kent Syverud, Co-Chairs  
Central New York Regional Economic Development Council  
620 Erie Boulevard West, #112  
Syracuse, New York 13204

Dear Mr. Simpson and Chancellor Syverud:

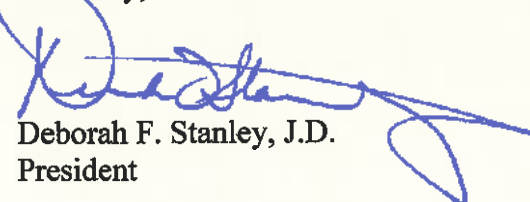
On behalf of SUNY Oswego, I am pleased to provide this letter in support of the City of Oswego's proposal for the \$10M Downtown Revitalization Initiative (DRI). The City of Oswego is uniquely positioned to build upon the momentum of substantial recent investments by both public and private sectors, and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

As an anchor institution embedded into the City of Oswego's footprint, SUNY Oswego works closely with City leaders, businesses and residents to strategize the use of its assets—both physical and human. In addition to our own significant investments, SUNY Oswego is committed to aligning its strengths with local government to cement vibrant and deep connections to the larger region.

The City of Oswego has already begun to embark on ambitious planning in an effort to attract and retain residents, businesses, and tourists. The spirit of cooperation and collaboration among local stakeholders is currently operating at an unprecedented level—recognizing the unlimited potential to capitalize on our natural resources, anchor institutions and rich, cultural heritage. Some recent examples include SUNY Oswego's active participation in assisting our historic Fort Ontario and Safe Haven Holocaust Museum's pursuit of designation as a National Park, *and* the County and City of Oswego's multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding is critical to the success of these designations.

The City of Oswego and the entire Central New York Region will clearly benefit from the \$10M Downtown Revitalization Initiative award. For these and other reasons not yet mentioned, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,



Deborah F. Stanley, J.D.  
President

**L. Michael Treadwell, CEcD**  
Executive Director



44 West Bridge Street  
Oswego, NY 13126  
315-343-1545

Fax: 315-343-1546  
email: [ooe@oswegocounty.org](mailto:ooe@oswegocounty.org)  
[www.oswegocounty.org](http://www.oswegocounty.org)

## Operation Oswego County

*An Economic and Job Development Corporation Serving Oswego County, NY*

May 25, 2016

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

RE: City of Oswego DRI Application

Dear Mr. Simpson and Chancellor Syverud:

We are submitting this letter in support of the application being submitted by the City of Oswego for the Downtown Revitalization Initiative. Operation Oswego County, Inc. (OOCI) is a not-for-profit economic development arm for Oswego County. OOCI's mission is to establish and implement sound economic development strategies in order to enhance the economic vitality of Oswego County's businesses, industries and citizens, leading to an overall better quality of life. Key to our mission is the creation and retention of job opportunities, diversification and strengthening of our economic base, and developing the local economy in a planned, organized and environmentally friendly atmosphere. OOCI and the Oswego Community Development Office are close economic development allies and have been working cooperatively for decades to grow the local economy. In Oswego, where OOCI is based, we manage a 60 acre industrial park, a 20,000 sf business incubator, coordinate and provide services to help finance businesses, cooperatively run a micro-enterprise program, provide SBA 504 financing as a CDC of the U.S. Small Business Administration and is responsible for marketing and promoting Oswego County for business development.

This organization would welcome the opportunity to help enhance economic development in the City of Oswego's DRI designated area. The City of Oswego is a community in Central New York with tremendous potential to capitalize on Governor Cuomo's innovative and transformative DRI program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented level.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National



Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

OOCI firmly believes that the \$10 million DRI award could be partially utilized to help enhance the continuation of economic development in the community as demonstrated by the resounding success since 2010 in Oswego and the adjacent Towns of Oswego, Scriba and Minetto. During this period, over \$632 million has been or is in the process of being invested. These 59 projects will create and retain over 1,200 jobs. These projects help to diversify the local economy including projects in healthcare, advanced manufacturing, housing, tourism and energy. Another worthwhile note is that Oswego is the home of the Port of Oswego.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10 million Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken significant steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

OPERATION OSWEGO COUNTY, INC.

A handwritten signature in dark ink, appearing to read "L. Michael Treadwell", written in a cursive style.

L. Michael Treadwell, CEcD  
Executive Director

LMT/kp





Thomas W. Schneider  
*President and Chief Executive Officer*

214 West First Street  
Oswego, NY 13126  
Telephone: (315) 343-0057  
Facsimile: (315) 342-9403

May 26, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative (DRI). I strongly believe the City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy, which will foster the economic, social and cultural fabric of Oswego County and Central New York.

Despite recent news of employment loss associated with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create sustainable and desirable destination jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at a level and consistency that enhances my confidence in positive outcome.

There is clear, positive momentum in the Port City that the DRI could propel forward dramatically. Investments and outstanding leadership by: Novelis, SUNY Oswego and numerous small businesses; strong and enhanced activity through the Port Authority of Oswego and its investments; a focus on market based housing through a grassroots, neighborhood based organization, the Oswego Renaissance Association; and support from the newly organized Shineman Foundation, whose Board I am proud to serve, investing \$1.5 million annually into the Oswego community, have all been recent catalysts to this forward momentum.

Pathfinder Bank was chartered in the City of Oswego in 1859. We employ 93 people in the city limits who receive gross wages of \$5.3 million. Almost all of our employees are active members of the community, providing volunteer leadership and staff for the majority of non-profit civil, social and cultural organizations in the city. We provide annual financial support to such organizations of approximately \$150,000 per year.

Pathfinder Bank has invested approximately \$4 million dollars in its property and infrastructure in the City of Oswego, all of which exists on the city's main corridors. We are currently collaborating with SUNY Oswego to relocate their Small Business Development Corporation and Community Relations departments from campus to the heart of downtown. We are investing \$750 thousand into the bank owned property with no expectation of having a direct positive rental return on our investment, but significant confidence that this investment will provide great return indirectly.

We actively manage our lending, investment and real estate owned portfolios and decisions to achieve the most favorable economic outcomes for the residents, businesses and municipalities in our market.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

I strongly believe that the presence of Pathfinder Bank, domiciled in the City of Oswego and committed to its success, is a leveragable asset that many other communities within the State no longer have. We can, and will, help leverage public support into private investment, leading to a positive cycle of job creation, desirable living, tourism, better schools and higher tax revenue.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in black ink, appearing to read 'TWS', written over a horizontal line.

Thomas W. Schneider  
President & CEO  
Pathfinder Bank

TWS/tlc



May 24, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

As Oswego begins to turn around its economic environment, so too does Oswego Health. After struggling for several years, we are working on rebuilding our financial stability; the two go hand in hand. Both the city and the hospital will benefit from each other's growth and development. While we will not directly benefit from this at the hospital, indirectly we will and together we will continue to move forward.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

Central New York Regional Economic Development Council  
May 24, 2016  
Page 2

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,



Chuck Gijanto  
President & CEO



**CENTERSTATE  
CORPORATION FOR  
ECONOMIC OPPORTUNITY**

**CENTERSTATE  
CHAMBER OF  
COMMERCE**

May 25, 2016

Mr. James Fayle  
Regional Director  
Empire State Development Corporation  
620 Erie Blvd W # 112  
Syracuse, NY 13204

Dear Jim,

I am pleased to offer this letter of support for the City of Oswego in their application to be selected as Central New York's priority community for Governor Andrew Cuomo's Downtown Revitalization Initiative. As you know, CenterState CEO has been deeply engaged in helping to reinvigorate our regional urban cores for many years. We are excited about the potential investment brought by the Downtown Revitalization Initiative as it seeks to accelerate a trend of urban reinvestment that we have witnessed in recent years.

An infusion of leveraged capital would further the City of Oswego's efforts to significantly revitalize their urban and municipal core by supporting projects such as façade improvements, streetscape enhancements, upper story residential development, arts and cultural amenities, parks and recreational services, way finding signage, and new mixed use development projects. Focused efforts on downtown residential living opportunities will create greater vibrancy to support the City's growing downtown economy and further the City's ability to compete for businesses, workforce, and residents.

Obtaining the DRI funding to prepare the community to support the region's competitiveness and connections to the global economy is critical. The City of Oswego is poised to generate a transformational level of tourism and economic activity through their on-going plans to pursue a designation of a national park for the Historic Fort Ontario and the Safe Haven Holocaust Museum, and the multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. In addition, there is unlimited potential to capitalize on the city's natural waterfront resources and the continued growth of the Port of Oswego, a lead entity of one of the URI's major initiative of creation of the CNY Inland Port.

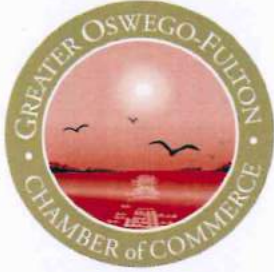
Cities, and their downtowns, are the heart of our regional economy. Without vibrant, attractive and welcoming downtowns we, as a region, cannot hope to compete in the global, 21st century economy. Please let me know if there are any additional ways I may show support for this application.

Sincerely,

Jane Amico  
VP, Business Development/Membership  
CenterState CEO

LEADING BUSINESS AND ECONOMIC GROWTH IN CENTERSTATE NEW YORK





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

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May 26, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with great potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to continue to develop a vibrant and sustainable downtown economy.

The City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects.

The Greater Oswego-Fulton Chamber of Commerce has been a direct beneficiary of the investment businesses have made in the downtown. From new retail shops, expanded restaurant options and additional downtown living opportunities, the Chamber of Commerce has been able to build partnerships and help bring value to all of these entities. These partnerships have developed new members and new activities to bring attention to the assets that exist in the downtown.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources and rich cultural heritage. This funding opportunity will support the already strong focus on tourism and the economic activity the City of Oswego has embraced and will benefit the entire Central New York Region for many years.

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

The Greater Oswego-Fulton Chamber of Commerce provides it support and will provide any assistance possible throughout the process.

Sincerely,

Greg Mills  
Executive Director



## **COUNTY OF OSWEGO OFFICE OF THE COUNTY ADMINISTRATOR**

---

**County Office Building • 46 East Bridge Street • Oswego, NY 13126  
Phone 315-349-8235 Fax 315-349-8237  
Philip R. Church, County Administrator**

May 24, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

As the County Administrator of Oswego County, I would like to express my full support for, and endorsement of, the application submitted by the City of Oswego for the Downtown Revitalization Initiative.

The City of Oswego meets or exceeds all seven criteria of the DRI. Therefore, I believe Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments and initiatives by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

The announced retirement of the James A. FitzPatrick Nuclear facility has spurred the City of Oswego and the County of Oswego to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and visitors, which will create jobs, infuse the economy with new capital, enhance business districts and improve neighborhoods. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented level.

Recent major private sector capital investments in and around the City, such as the new Lake Ontario Conference Center and Holiday Inn Express, renovation of the historic Cahill building and mixed use Stevedore Lofts, and new product lines at Novelis, are evidence of the private sectors' faith in the City's economic potential - a potential that the DRI award could help the City fully realize.

The City is also a participant in the County's newly formed Oswego County Land Bank. The land bank is a state-designated public authority that strategically transforms blighted or vacant properties into appealing residential and productive commercial properties, in order to stimulate local planning, economic development, and neighborhood revitalization and to improve the quality of life in local communities throughout the county.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the

Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the National Oceanic and Atmospheric Administration to designate a National Marine Sanctuary in the southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of marine heritage research, education and attractions. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

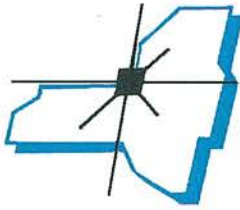
Sincerely,

A handwritten signature in dark ink, appearing to read "Philip Church", written in a cursive style.

Philip Church  
County Administrator

Cc: Mayor William Barlow  
Legislature Chairman Kevin Gardner  
City Planning and Zoning Director Amy Birdsall





May 26, 2016

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

RE: City of Oswego DRI Application

Dear Mr. Simpson and Chancellor Syverud:

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

The COIDA and the Oswego Community Development Office have worked cooperatively over the past three decades in collaborating to support new economic development projects and helping existing companies expand, grow and retain jobs. The Agency has developed a 60 acre industrial park, the Lake Ontario Industrial Park, in the City of Oswego. The COIDA is in the process of developing a new 43,000 sf incubator in a closed Price Chopper building to help transform entrepreneur development to enhance new company development. This collaboration will include the City's CDO, SUNY Oswego, the SUNY Oswego SBDC and other partners. COIDA can provide essential assistance in accessing financing for projects. The Agency operates several Economic Development Funds that can be used for business finance. The Agency has and will continue to use its authority to provide financial assistance for qualified projects in the form of tax exempt and taxable bond financing, providing PILOTs, sales tax and mortgage tax exemptions for eligible and appropriate projects.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented level.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

"This institution is an equal opportunity provider, and employer.

To file a complaint of discrimination, write: USDA, Director, Office of Civil Rights, 1400 Independence Avenue, S.W. Washington, D.C. 20250-9410, or call (800) 795-3272 (voice) or (202) 720-6382 (TDD)."

The COIDA firmly believes that the \$10 million DRI award could be effectively utilized to help enhance the continuation of economic development in the community as demonstrated by the resounding success since 2010 in Oswego and the adjacent Towns of Oswego, Scriba and Minetto. During this period, over \$632 million has been or is in the process of being invested. These 59 projects will create and retain over 1,200 jobs. These projects help to diversify the local economy including projects in healthcare, advanced manufacturing, housing, tourism and energy. Another worthwhile note is that Oswego is the home of the Port of Oswego.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10 million Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken significant steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

COUNTY OF OSWEGO INDUSTRIAL  
DEVELOPMENT AGENCY

A handwritten signature in black ink, appearing to read "Carolyn A. Rush". The signature is fluid and cursive, with the first name "Carolyn" and last name "Rush" clearly distinguishable.

Carolyn A. Rush  
Chair

LMT/kp





44 West Bridge Street  
Oswego, NY 13126  
315-343-1545

May 26, 2016

Fax: 315-343-1546  
Email: [oon@oswegocounty.org](mailto:oon@oswegocounty.org)  
[www.oswegocounty.org](http://www.oswegocounty.org)

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The Operation Oswego County Foundation, Inc. was established by Operation Oswego County, Inc. to effectively generate new revenues to enhance and expand its primary role of marketing the area for economic and business development purposes. In that capacity, the Foundation would collaborate with the City of Oswego and its Community Development Office to promote the community for business attraction and retention.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10 million Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,  
OPERATION OSWEGO COUNTY FOUNDATION, INC.

A handwritten signature in dark ink, appearing to read "L. Michael Treadwell".

L. Michael Treadwell  
Executive Director

LMT/kp

# ***OSWEGO COUNTY CIVIC FACILITIES CORPORATION***

*44 West Bridge St., Oswego, NY 13126*

*Phone: (315) 343-1545 • Fax: (315) 343-1546*

May 24, 2016

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

RE: City of Oswego DRI Application

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The Oswego County Civic Facilities Corporation was established by the Oswego County Legislature to provide tax exempt civic facility bonds to finance eligible not-for-profit organizations such as hospitals, nursing homes, assistive living facilities, human service organizations, libraries, YMCAs, museums and other such organizations. This organization would welcome the opportunity to help enhance economic development in the City of Oswego's DRI designated area. The City of Oswego is a community in Central New York with tremendous potential to capitalize on Governor Cuomo's innovative and transformative DRI program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented level.

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Since the Oswego County Civic Facilities Corporation's target group is not-for-profits, we firmly believe that the \$10 million DRI award could be partially utilized to help enhance this vital sector of the local economy in collaboration with the OOCFC. Such organizations as the Children's Museum of Oswego, Oswego County Opportunities, Operation Oswego County Foundation, Oswego Health, St. Luke Health

Services, the Oswego YMCA and the Oswego Library could dramatically benefit from attractive financing.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10 million Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken significant steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

OSWEGO COUNTY CIVICS FACILITY  
CORPORATION

A handwritten signature in black ink, appearing to read "Carolyn A. Rush". The signature is written in a cursive, flowing style.

Carolyn A. Rush  
Chair

LMT/kp



239 Oneida St., Fulton NY 13069 PHONE: 315.598.4717 / 1.800.359.1171 FAX: 315.592.7533 WEB: [www.oco.org](http://www.oco.org)

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May 26, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. Oswego is poised to build upon the momentum of substantial recent investments by the private & public sector and further leverage the DRI award to develop a vibrant and sustainable downtown.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

Oswego County Opportunities, Inc. (OCO) is the county's designated Community Action, anti-poverty agency. OCO serve's over 22,000 individuals annually in 50 health & human service programs focused on assisting people to be a productive member of their community & live self-sufficiently. The impact on living in a community that has safe, affordable housing, a rich & vibrant business district, jobs & quality recreational spaces is critical for the city's most vulnerable...those served by OCO. Economic improvement of the area improves the social & economic situation of the poor. This includes more jobs, improved tax base, improved infrastructure and school systems and develops a sense of pride and ownership in the community.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Diane Cooper-Currier', is written over a light blue horizontal line.

Diane Cooper-Currier, Executive Director







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

Dear Mr. Simpson and Chancellor Syverud:


May 25, 2016

As Director of the **Oswego Renaissance Association (ORA)**, I am writing in enthusiastic support of the of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. There is a significant amount of momentum in revitalizing Oswego has already been going on since 2014, with the market-based revitalization of our near-downtown neighborhoods (see [www.oswegonyonline.com](http://www.oswegonyonline.com)).

**Let me be clear why Oswego is best positioned for this award: Downtown revitalization efforts that have a parallel plan to develop a critical mass of nearby residents with spending capacity are, without question, the most likely to succeed.** Recognizing this fact, the Oswego Renaissance Association (ORA) has already been performing housing and neighborhood revitalization in near-downtown neighborhoods since 2014. The ORA, using 100% private capital support, has leveraged approximately \$1.0M in private capital in the near-downtown neighborhoods in the past 24 months. By the end of 2016, that number is expected to exceed \$1.6M. Several developers have already responded to these market signals - and have performed several successful restorations and rehabs of near-downtown housing. Consequently, professionals from SUNY Oswego, Novelis, Exelon and other major employers have been both buying homes and renting in these neighborhoods (see [www.oswegonyonline.com](http://www.oswegonyonline.com)). Put simply, the transformation of Oswego's downtown will be multiplied by these efforts. The DRI Award has the best chance of being successful long-term in Oswego, because there is parallel private investment and revitalization already happening in the near downtown neighborhoods by our organization.

We are not simply waiting for grants to "fix" our City. We are already engaging in a multi-year revitalization plan that began in 2014. The energy is Oswego is exactly what Gov. Cuomo is looking for when he talks about investing in communities that "...believe in themselves." This is Oswego. This is why it is Oswego, NY that is best positioned to be successful with this award.

Sincerely,

  
Paul Stewart, Ph.D.  
Director, Oswego Renaissance Association  
453 Mahar Hall, SUNY Oswego  
Oswego, NY 13126  
[oswegorenaissance@gmail.com](mailto:oswegorenaissance@gmail.com) | (315)591-2932





May 24, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The Richard S. Shineman Foundation was created four years ago for the express purpose of being a "Catalyst for Change" in Oswego County and the surrounding region. Our foundation uses its funding resources to stimulate economic vitality, to encourage strong social bonds that strengthen the community, and to build the capacity of its not-for-profit partners. An investment of \$10 million of DRI funding in Oswego would perfectly complement and significantly assist our foundation in its mission to create a vibrant community for the Oswego County region.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

Karen S. Goetz, Executive Director



May 26th, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

The Children's Museum of Oswego (CMOO) has benefitted from a renewed focus on promoting our city as a tourism destination. Oswego has great potential to draw people to our city as well as encourage area residents to take advantage of our unique natural resources, downtown restaurants, shops and cultural institutions such as The Children's Museum of Oswego. As an emerging non-profit organization, we were able to significantly increase our organizational capacity as a result of the NYSCA Workforce Investment funding we were awarded during the 2015 CFA funding round. This funding has enabled us to transition from a volunteer staff to a paid staff and ultimately move into our downtown location with exciting plans to expand exhibits and open our doors to an estimated 20,000 visitors a year.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The Children's Museum of Oswego is an underway project that will provide unique educational and recreational opportunities for children and families in Oswego and the surrounding area. In addition, the museum will bring new economic activity through job creation and increased tourism, rejuvenate commercial investment, and significantly increase the quality of life for area residents. CMOO is located in the prominent corner of the historic Buckhout-Jones building, 7 West Bridge St. This building is one of the anchor buildings central to

downtown Oswego. Creative re-purposing of this building will aid in the City of Oswego's downtown revitalization by providing a location centered on family and children with education, culture, and innovation serving as the organizational foundation. Funding from the Downtown Revitalization Initiative will help our organization reach the \$2.4 million funding goal necessary to design and fabricate 8,000 sq. ft. of educationally enriching and fully interactive exhibits. The exhibits seek to celebrate the unique cultural identity of Central New York including natural resources, local history, agriculture and industry. Funding for this project is essential in realizing its full potential, creating a dynamic, child and community centered environment. According to the Association of Children's Museums, a professional member service organization for the children's museum field, more than 30% of children's museums are part of a downtown revitalization initiative.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in cursive script that reads "Jillian Shaver".

Jillian Shaver  
Executive Director  
The Children's Museum of Oswego



# Connecting Arts, Culture, and Community

May 26, 2016

Stephen Butler  
*Executive Director*

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*ex officio*

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*ex officio*

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*ex officio*

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Community Programs

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ENGAGE Cultural Planning

Arts Education

CNY Arts  
421 Montgomery Street  
11th Floor  
Syracuse, NY 13202

o: 315.435.2155  
f: 315.435.2160

info@cnyarts.org  
www.cnyarts.org

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

A \$10 million dollar investment could help spark the creation of an arts and entertainment district which our agency hopes will be one of five pilot arts and entertainment projects in our region. This allocation would act as a catalyst for private foundations interested in creative placemaking and main street revitalization to focus resources to our region.

Cortland Herkimer Madison Oneida Onondaga Oswego





## Connecting Arts, Culture, and Community

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

Stephen Butler  
Executive Director, CNY Arts





May 25, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

My wife and I have lived and worked in Oswego over the last decade— after many years in culturally rich urban centers like Madison, Wisconsin and Charlotte, North Carolina. Ten years have convinced us that Oswego is a small city with great potential— given the convergence of a forward-looking and creative vision with enlightened public and private investment. While smaller in population, Oswego combines a beautiful natural setting with the resources of a key educational institution and remarkably intact historical housing stock and business district. With new city leadership, the sense that we are poised to advance is palpable.

Attitudes are changing. Perhaps the most symbolic developments during our time in Oswego have been community movements to save the city's historic public library and, recently, the long-neglected Cahill Building on our waterfront. And a grassroots movement to restore and beautify our neighborhoods has yielded stunning results in just the last two years.

Many projects are afoot that, together, can make a major difference— the potential designation of Fort Ontario and the Safe Haven Museum as a National Park; the application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario. Both of these projects have the potential to significantly boost tourism and economic activity for our city and the entire Central New York Region. Downtown Revitalization Initiative funding would blend perfectly with our growing civic momentum.

As a board member of the Heritage Foundation of Oswego County, and director of SUNY Oswego's presenting program for the professional performing arts, I am very excited by these possibilities and look forward to the many community partnerships that can emerge. I wholeheartedly urge your consideration of the City of Oswego's DRI proposal.

Sincerely,

A handwritten signature in blue ink that reads "John A. Shaffer". The signature is written in a cursive, flowing style.

John A. Shaffer  
Director of Arts Programming  
ARTSwego Performing Arts Series  
105 Mahar Hall, SUNY Oswego  
Oswego, NY 13126

May 24, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

Faculty and staff in the School of Communication, Media and the Arts have been working with local organizations and schools to partner in creating a banner project to beautify the downtown, youth arts programs to provide disadvantaged youth with enhanced music and studio art experiences, and health communication strategies for improving the lives of Oswego's residents. Our arts programs provide much of the cultural offerings for the city during the academic year.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

A \$10M DRI award to the City of Oswego would help continue events of all sorts through the summer- our best time of the year. This boost to the economy would help establish Oswego as a tourist destination for the arts and history buffs. Our summer months in particular are an untapped resource for the state. Downtown revitalization would attract artists, musicians, and tourists, and support established and new dining, hotels and activities in the city. Additionally, SUNY Oswego would attract more students to the area with an attractive, "re-booted" downtown.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in cursive script that reads "Julie Pretzat". The signature is written in dark ink and is positioned above the printed name.

Dr. Julie Pretzat

Dean, School of Communication, Media and the Arts  
SUNY Oswego



**TYLER ART GALLERY**

May 23, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

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The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.



SUNY Oswego offers many fine cultural opportunities for the area including visual art, theater, dance and music. As with most arts presenters, audience-building is a constant concern and focus. The potential audience for our offerings could be aided greatly by the upswing in cultural awareness and subsequent participation that the DRI award would surely bring. It also would positively impact our cooperation with other area arts organizations and ultimately the greater community.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in blue ink, appearing to read "Michael Flanagan", with a long horizontal flourish extending to the right.

Michael Flanagan, Gallery Director  
Tyler Art Gallery  
State University of New York, Oswego





May 25, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

In the midst of recent investment and an increased civic pride, the Oswego Players, Inc. have worked to keep pace with the events, art and cultural needs of Oswego by partnering at various times with Fort Ontario, the Safe Haven Holocaust Museum, the Oswego County Historical Society, our neighbors in the Oswego Civic Arts Center, the Art Association of Oswego, the Greater Oswego-Fulton Chamber of Commerce, and the City and County of Oswego to present area residents with quality events and entertainment that would not otherwise be possible without collaborative efforts from non-profits, businesses and municipalities.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The infusion of these state monies has the potential to enhance visibility in the community for all organizations, especially those that are intimately involved in arts and culture and otherwise operating with limited funds. Improved infrastructure, building maintenance and appearance, signage, and

marketing across the area about what is available to all persons, will enhance life not only in the City of Oswego, but statewide. As one of the oldest continuously operating community theaters in New York State, now in our 78<sup>th</sup> year, the Oswego Players, Inc. relies upon all facets of community support for our survival. The City of Oswego, from whom we lease part of the Arts Center for our theater and the promotion of our activities through the city and county, all help to keep our organization relevant, active and accessible to all who are interested. These economic development funds will help to assure that the arts and culture remain vibrant and available to all.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in blue ink, appearing to read 'R. Sivers', with a stylized flourish at the end.

Richard H. Sivers  
President, Oswego Players, Inc.

## Art Association of Oswego, Inc.

20 Fort Ontario Complex, Bldg. 20  
P.O. Box 271  
Oswego, NY 13126  
(315) 216-6782



Web: [www.OswegoArts.org](http://www.OswegoArts.org)  
Email: [info@OswegoArts.org](mailto:info@OswegoArts.org)  
Tax ID: 16-1567192  
501c3 non-profit

### OFFICERS:

May 26, 2016

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

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Sincerely,

A handwritten signature in blue ink that reads "Laurie Kester". The signature is written in a cursive, flowing style.

Laurie Kester  
President



May 23, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

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Despite recent news associated with loss of employment with the announced retirement of the James A. Fitzpatrick Nuclear Facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

It is with the support of such efforts, that the Broadwell Hospitality Group has developed Hotels, Restaurants, Banquet Facilities, and a World Class Conference Center. The DRI will play a crucial role in the continuing effort to position Oswego as a major destination for both leisure and business travelers. I cannot overstate the importance of the role this funding can play in ensuring future development and employment in our City.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational

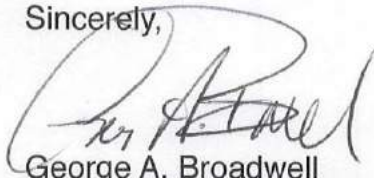


level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

In addition, the Broadwell Hospitality Group is in the development stages for 3 significant projects - the Lake Ontario Water Park and a Waterfront Condominium Project. The DRI funding will play a significant role in the successful completion of these projects as well.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in dark ink, appearing to read "G. A. Broadwell", is written over a large, light-colored circular stamp or watermark.

George A. Broadwell  
President



*Taste the World - Specialty Foods and Coffee*

193 West First Street Oswego, NY 13126

315-216-4625

May 27, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. As a small business owner in Downtown Oswego, I am excited at the opportunities that Revitalization Initiative award could provide. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Addition of new businesses and recent projects such as West First Street Beautification have begun to change the perception of our downtown and we have seen the start of an upturn in community activity. I have encouraged events downtown by hosting a biweekly Mugs N Motors a classic, new and muscle car Cruise-In on summer Sundays. Our weekly Farmer's Market and Downtown Concert Series are also events that draw people to the heart of our city.

The City of Oswego has much to offer, with unlimited potential. Our waterfront is a glorious but underutilized asset and steps are being taken to designate the Southeast corner of Lake Ontario a National Marine Sanctuary. Fort Ontario and the Safe Haven Holocaust Refugee Shelter Museum in Oswego are seeking elevation to National Park status. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

Anne Backer

Owner – Taste the World, Specialty Foods and Coffee



May 31, 2016

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

RE: City of Oswego DRI Nomination

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative (DRI). The City of Oswego is the community best positioned in Central New York to capitalize on Governor Cuomo's innovative and transformative program.

Having worked directly with the City of Oswego and developers to help infuse private equity investment in downtown and waterfront property, I can say with first-hand knowledge and experience, the City of Oswego is on the precipice of transformation. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage a DRI award to develop a vibrant and sustainable downtown economy.

The City of Oswego has much to offer, with unmatched potential to capitalize on its world-class waterfront resources, anchor institutions, and rich cultural heritage. Oswego is positioned to generate a transformational level of regional and state tourism. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. A four-county and City led initiative is underway to obtain a NOAA National Marine Sanctuary designation for the Southeast corner of Lake Ontario. DRI funding to prepare the community for these future developments is critical to their success.

In addition to the economic boom of increased tourism on a national stage, the City of Oswego at its core needs a vibrant downtown to attract and retain businesses, residents and students. An infusion of DRI capital will leverage City on-going efforts to promote investment in the restoration and reuse of its unique building fabric to create desirable residential living opportunities, cultural amenities and recreational spaces.

To continue to remain competitive in a global economy, anchor institutions and organizations such as SUNY Oswego, Novelis, and Oswego Health require an attractive, walkable and livable downtown. Investment in the city's center and downtown is an essential element to the successful transformation of the City of Oswego as a whole.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M DRI award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected.

Mr. Simpson and Chancellor Syverud  
May 31, 2016  
Page 2

For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

SYNAPSE PROPERTY RESOURCES



Brian H. Macrae  
Managing Partner

cc: Amy L. Birdsall, City of Oswego  
Justin Rudgick, City of Oswego



May 25, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for New York State's Downtown Revitalization Initiative. The City of Oswego is a community in Central New York with HUGE potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investment by the private and public sectors and further leverage the Downtown Revitalization Initiative award to develop a vibrant and sustainable downtown economy.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the Downtown Revitalization Initiative funding to prepare the community for these future developments is critical to their success.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. Very importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the Downtown Revitalization Initiative award.

Sincerely,

Dirk E. Sonneborn,  
Executive Director



43 West Bridge Street

Oswego, NY 13026

Phone: 315 – 342 – 5356

[harbortowne@hotmail.com](mailto:harbortowne@hotmail.com)

Web site: [harbortownegifts.com](http://harbortownegifts.com)



Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with the loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

As a Bridge street business, we benefit from the tourist traffic as well as business from our local citizenry. Efforts that add to tourism traffic as indicated above are critical to our success. Improved aesthetic appeal and enhancement of our history and location have, and will, drive more traffic to Oswego.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing

designation as a National Park. The County of Oswego, with municipal cooperation from the City planning and economic development specialists, is leading a multi-jurisdiction application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York region over the next five to ten years. Obtaining the DRI finding to prepare the community for these future developments is critical to their success.

The DRI award will result in a more diverse retail and service sector. The synergy created by that growth will positively impact our business and improve the area's economy.

The City of Oswego and the entire CNY region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNYREDC community to receive the DRI award.

Sincerely

Linda A. Tyrrell , owner

Harbor Towne Gifts and Souvenirs



143 West Third Street  
P.O. Box 405  
Oswego, New York 13126  
315.342.3354

May 26, 2016

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

Dear Mr. Simpson and Chancellor Syverud

On behalf of the Heritage Foundation of Oswego County, please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

This award will provide much needed funds to improve our beautiful historic downtown, neighborhoods, and unique waterfront as well as create a better quality of life for residents and visitors alike. The Heritage Foundation of Oswego County's mission is to enhance, protect and preserve historically significant architecture in Oswego County and we are proud to support the City of Oswego in this ambitious initiative.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Best Regards,

**Austin M. Wheelock**  
**Board President, Heritage Foundation of Oswego County**



May 26, 2016  
Central New York Regional Economic Development Council  
c/o Co-Chairs Rob Simpson and Chancellor Kent Syverud  
620 Erie Boulevard West - #112  
Syracuse, NY 13204

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

Our institution has been in existence for over 33 years. Recently we have folded in two other maritime related not for profits so that we can focus the collective mission to the preservation, development and enhancement of the Oswego waterfront. In 2014 we entered into a lease agreement with the City for the Oswego West Pierhead Lighthouse. The Maritime Museum is in charge of the restoration effort of this Historic National Register structure and for the education and interpretation of our lighthouse history. This summer we plan to open the site up for tours for the first time ever. A large increase in visitation to our community due to the visitation by lighthouse tourists in particular is anticipated. Over this time period we have received tremendous support from the mayor's office, community development and planning offices, the City Council and our Assemblyman for our work at the Lighthouse. It has been a great boost to our efforts.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of



Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

This \$10 million DRI award would allow us to continue to work closely with the City and Port Authority of Oswego to develop and expand the historic west pier and surrounding areas into a maritime museum and boating education center destination area that would be connected to the current downtown business community, which runs along the Oswego River and Canal to our location and beyond.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Mercedes Niess', with a long, sweeping horizontal line extending to the right.

Mercedes Niess  
Executive Director  
H. Lee White Maritime Museum at Oswego





136 West Bridge Street  
Oswego, NY 13126  
(315) 342-4653

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May 26, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

As small business owners we understand that a strong local economy is anchored by a strong downtown. Oswego's downtown is the heart of the City of Oswego and Oswego County. Strengthening downtown will attract more businesses and residents to the area and that will have a tremendous impact on small businesses that rely predominantly on local customers. Additionally, a strong downtown that attracts more businesses will provide existing businesses more opportunities for local collaboration, resulting in a more cohesive local economy and stronger sense of community. The DRI award would provide the City of Oswego with the opportunity to build upon existing momentum and strengthen downtown, which would have positive impacts throughout the City of Oswego, the Oswego small business community and the entire region.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects

have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, we urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in cursive script, appearing to read "James Pauldine".

James Pauldine, Co-Owner

A handwritten signature in cursive script, appearing to read "Kevin Hill".

Kevin Hill, Co-Owner

## LABORERS' INTERNATIONAL UNION OF NORTH AMERICA



### LABORERS' LOCAL UNION NO. 633

7051 Fly Road, Suite A  
East Syracuse, NY 13057  
Tel: 315/471-1591 or 4812  
Fax: 315/474-4025  
[www.laborers633.org](http://www.laborers633.org)  
Gabriel M. Rosetti, III, *Business Manager*



May 23, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park.

The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

A \$10M DRI award to the city of Oswego would allow for the potential of an increase of employment opportunities for the many members of Laborers Local 633 who reside in the City of Oswego.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

Gabriel M. Rosetti, III  
Business Manager



[www.maninthemooncandies.com](http://www.maninthemooncandies.com)

203 West First Street Oswego, New York 13126 315-343-2636



[www.promisemechocolate.com](http://www.promisemechocolate.com)

May 27, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. As a downtown business owner for the past 10 years, I am especially invested in the future of what is the heart of our community.

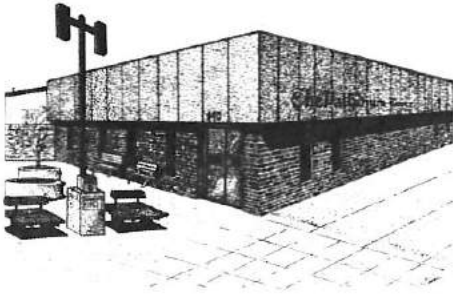
In my lifetime I have watched our downtown, like many others, change from a thriving business community with varied, primarily family owned companies, to a virtual ghost town with many empty store fronts. A resurgence in the last ten years has filled the storefronts and brought some unique businesses to the area. There has been a gradual swing to shop local and recent investments by the private and public sector that could leverage the DRI award to develop a vibrant and sustainable downtown economy.

Recently, much focus has been on the loss of employment with the announced closure of the James A. FitzPatrick Nuclear plant but there has also been positive growth in other areas that are working to create jobs, attract businesses and increase tourism. U.S. Representative John Katko (NY-24) has introduced legislation in the U.S. House of Representatives which will advance the designation of Fort Ontario and the Safe Haven Holocaust Refugee Shelter Museum in Oswego to National Park status. U.S. Sen. Kirsten Gillibrand introduced legislation backing the idea in the Senate. The County of Oswego, with cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,  
Amy Lear  
Owner – Man in the Moon Candies





## The Palladium-Times

[www.palltimes.com](http://www.palltimes.com)

140 West First Street • Oswego, NY 13126

Phone (315) 343-3800 • Fax (315) 343-0273

May 24, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

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

As the publisher of Oswego's daily local newspaper, an institution that has served the Oswego community for over 170 years, I am increasingly encouraged by the recent developments within our city. Nearly every day we are covering stories about new developments, investments, and committees and community groups supporting initiatives to develop a vibrant and sustainable downtown economy. Based on the momentum and support I've been seeing, it is clear to me that the City of Oswego has tremendous potential to capitalize on Governor Cuomo's innovative and transformative DRI program.

It has been said that the community newspaper is a barometer for how the local economy is faring. Despite the recent news of the closing of the FitzPatrick Nuclear facility at year's end, the City of Oswego has shown resiliency and has made some significant strides in planning and economic development efforts to focus on the areas we can affect most. One of these areas is tourism and developing a vibrant and inviting downtown for residents and visitors alike. As a local, downtown business, we are supportive of these efforts so we can see our business and other local businesses like us thrive in the years to come.

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

Sincerely,

Jon D. Spaulding  
Publisher



## PLUMBERS & STEAMFITTERS LOCAL 73

Patrick J. Carroll, Business Manager  
P.O. Box 911  
Oswego, NY 13126

Telephone: (315) 343-4037 Fax: (315) 343-5810

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with the loss of employment with the closing of the James A Fitzpatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses and tourists which will create jobs. Residents, business, non-profit organizations, and City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

As the Business Manager of UA Plumbers & Steamfitters Local 73 the opportunity to work with Mayor Barlow and his team to revitalize the City of Oswego is exciting for the members I represent. A \$10 million DRI award would allow my members the ability to help rebuild the City they live in and change the future of the City of Oswego. The foundation of a vibrant city is a strong and dependable infrastructure as its base, mechanically and morally.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

Patrick J Carroll  
Business Manager Local 73



136 West Bridge Street  
Oswego, NY 13126  
(315) 591-1786

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May 26, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

Shop Oswego Live Oswego (SOLO) is committed to promoting, preserving and protecting local, independently owned businesses in the City of Oswego by encouraging residents to shop local and live local. The mission is predicated on an economy that is rooted in a strong downtown, which helps to create an environment in which small businesses can thrive throughout the City and the entire region. A thriving local economy rooted in a strong downtown is essential for many things, including: job creation and retention, more efficient and centralized use of resources, an increased sense of community, increased local ownership and the enhanced multiplier effect which will return more local dollars to the local community. The DRI award will allow the City of Oswego to build upon recent momentum and leverage resources to create the strong downtown that is vital to SOLO's core mission and success.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal

cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in black ink, appearing to read 'KH', with a long horizontal flourish extending to the right.

Kevin Hill, SOLO Executive Committee Member



May 27, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists, which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

Step One Creative, an Oswego-based advertising and public relations firm, has had the opportunity to partner with numerous Oswego businesses and organizations over the past 20 years on their marketing ambitions, and we are proud to see the growing enthusiasm, momentum and successes they are each starting to realize, as a result of the dynamics and synergy that is occurring across many platforms within our community.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.



The potential that the Downtown Revitalization Initiative would provide the City of Oswego, our area businesses, Step One Creative, and the community as a whole, would be significant. There is truly a sense of renaissance in our community... positive Oswego energy... and the DRI award would continue to build on that momentum.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

Shane R. Stepien  
President, Step One Creative

May 25, 2016

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

Dear Mr. Simpson and Chancellor Syverud:

Please accept this letter in support of the application submitted by the City of Oswego for the Downtown Revitalization Initiative. The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy.

Despite recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

Oswego is a business friendly community that has been able to leverage pockets of seed money and other incentives in to private investment for a wide range of projects. Two examples of this are projects I have been involved with-Seaway Lofts and the Stevedore Building. Both projects are adaptive reuses of vacant historic buildings that needed extensive renovations to make the buildings functional again. The City was able to allocate financial support in the form of a Restore New York grant, Home Funds and other incentives that helped bridge the development gaps for both of these projects. In addition to financial incentives the City has been extremely helpful with navigating through the often bureaucratic process of development. The mix of financial incentives and willingness to assist and help promote private development has made Oswego an attractive place to do business.

The City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments is critical to their success.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Sincerely,

A handwritten signature in blue ink, appearing to read "Louis G. Fournier III", with a stylized flourish at the end.

Louis G. Fournier III  
President

**Anthony M. Pauldine General Contractors, Inc.**  
190 Fifth Avenue, Oswego, NY 13126  
315-343-6033

May 24, 2016

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

Mr. Simpson and Chancellor Syverud:

Please accept this letter in whole-hearted support of the application submitted by my city, the City of Oswego, for the Downtown Revitalization Initiative. The City of Oswego is a great community in Central New York with the most potential to successfully capitalize on Governor Cuomo's innovative and transformative program. Oswego's vision is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a most vibrant and sustainable downtown economy.

With recent news associated with loss of employment with the announced retirement of the James A. FitzPatrick Nuclear facility, the City of Oswego has begun to embark on ambitious planning (a "Plan B", if you will) and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs. Residents, businesses, non-profit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

I believe the City of Oswego has much to offer, with unlimited potential to capitalize on its natural waterfront resources, anchor institutions, and rich cultural heritage. Historic Fort Ontario and the Safe Haven Holocaust Museum are pursuing designation as a National Park. The County of Oswego, with municipal cooperation from the City's planning and economic development specialists, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Obtaining the DRI funding to prepare the community for these future developments in Oswego's downtown is critical to their success.

It is my belief that the DRI will greatly benefit my company and spur greater development and injection of private funds in the downtown area buildings and allow for a community combined effort that will be long lasting for years to come beyond completion of stated initiative projects.

The City of Oswego and the entire CNY Region will clearly benefit significantly from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has proactively taken steps to position itself to best capitalize on this initiative should it be selected. For all of these reasons, I respectfully urge your strongest consideration for the City of Oswego as the CNYREDC community to receive the DRI award.

Sincerely,



Anthony Pauldine  
Anthony M. Pauldine General Contractors, INC.



**FOR YOUTH DEVELOPMENT®  
FOR HEALTHY LIVING  
FOR SOCIAL RESPONSIBILITY**

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

Dear Mr. Simpson and Chancellor Syverud:

The Oswego YMCA is excited for the opportunity to voice our support, for the City of Oswego and their application for the Downtown Revitalization Initiative. The Downtown Revitalization Initiative will strengthen the Oswego Community for years to come, and in turn will provide us the ability to continue and grow the already positive changes taking place here in our Oswego community.


The City of Oswego is the community in Central New York with the most potential to capitalize on Governor Cuomo's innovative and transformative program. Oswego is poised to build upon the momentum of substantial recent investments by the private and public sector and further leverage the DRI award to develop a vibrant and sustainable downtown economy. Currently residents, businesses, nonprofit organizations, and the City and County governments are collaborating and investing in quality of life projects at an unprecedented frequency.

Our community has already begun to embark on ambitious planning and economic development efforts to attract and retain residents, businesses, and tourists which will create jobs.

The Oswego YMCA is a nonprofit community service organization committed to building healthy lives through programs that strengthen the spirit, mind, and body for all. We serve over 10,000 children adults, and seniors each year. Our service area encompasses two school districts, and we provide a Respite program that is unique in that it offers assistance to families that care for a family member that is developmentally disabled. We work to align programmatic and operational strategies intended to create positive impact in the lives of the people we serve. Our goal is to build strong kids, strong families and strong communities through Youth Development, Healthy Living, and Social Responsibility.

The Oswego YMCA has been serving the Oswego community in a downtown location for over 160 years and have concentrated to reaffirm our commitment to Oswego and our community needs as they have changed. In order to better serve the needs of our community, we have participated in two surveys, one independent survey of membership and supporters, that resulted with overwhelming support to stay in our downtown Armory location and that there was a need for our pool. The second survey conducted by Foursquare Research in conjunction with the Syracuse and Fulton Family Y's along with Cayuga Community College, and Operation Oswego County, found that there is an untapped market out there to support the downtown Oswego Y, and that even if there is a new Fulton facility it would not dampen the Oswego market, and could, in fact, through reciprocals, enhance it.

**Oswego YMCA**  
249 West First Street  
Oswego New York 13126  
P315 343 1981

[www.oswegoyymca.org](http://www.oswegoyymca.org)  
 **Oswego YMCA**  
 [oswegoyymca.org](http://oswegoyymca.org)  
F315 343 3570  
[welcomecenter@oswegoyymca.org](mailto:welcomecenter@oswegoyymca.org)

**Oswego Y Armory**  
265 West First Street  
Oswego, New York 13126  
P315 342 6082



In the event that the City of Oswego is awarded the \$10M Downtown Revitalization Initiative funds, we feel it would greatly impact our organization, our members and ability to provide the quality programming and sense of community that we strive for daily at the Oswego Y. We currently own 2 buildings in the Downtown area. Our Board of Directors have discussed the possibility of only occupying one building and are considering the opportunities for developing the second structure to best assist in improving the quality of life to our community residents.

The City of Oswego has much to offer, with unlimited potential to capitalize on our natural waterfront resources, anchor institutions, and rich cultural heritage. Our historic Fort Ontario and Safe Haven Holocaust Museum continue to pursue National Park status. The County of Oswego, with municipal cooperation from the City's planning and economic development specialist, is leading a multi-jurisdictional application to the NOAA to designate a National Marine Sanctuary in the Southeast corner of Lake Ontario, where the City of Oswego will be the portal for all manner of underwater exploration. Both of these projects have the potential of generating a transformational level of tourism and economic activity for the City of Oswego and the entire Central New York Region over the next five to ten years. Through obtaining the DRI funding it will allow the community to prepare for these future developments which will be critical to their success.

The City of Oswego and the entire CNY Region will clearly benefit from the \$10M Downtown Revitalization Initiative award. More importantly, the City of Oswego has already taken steps to position itself to best capitalize on this initiative should it be selected. At the Oswego YMCA, we believe that lasting personal and social change can only come about when we work together to invest in our kids, our health, and our community. Our commitment to advancing the health and wellness of our local area community is one that we take seriously, and we believe that the City of Oswego is truly in the position to lead our community to the next level. For all of these reasons, I urge your strongest consideration for the City of Oswego as the CNY REDC community to receive the DRI award.

Respectfully Yours,

A handwritten signature in black ink that reads "Kerrie Ann Webb". The signature is fluid and cursive, with the first name "Kerrie" being more prominent than the last name "Webb".

Kerrie Ann Webb

Executive Director

Oswego YMCA

# Barlow appoints Downtown Revitalization Committee

## STAFF REPORTS

editorial@palltimes.com

**OSWEGO** — Fresh off of councilors' tentative approval of the city submitting a proposal to Gov. Andrew Cuomo's Downtown Revitalization Initiative (DRI), Oswego Mayor Billy Barlow recently announced the appointment of a 14-member committee of stakeholders to best prepare the city's pitch for a statewide \$10 million investment competition.

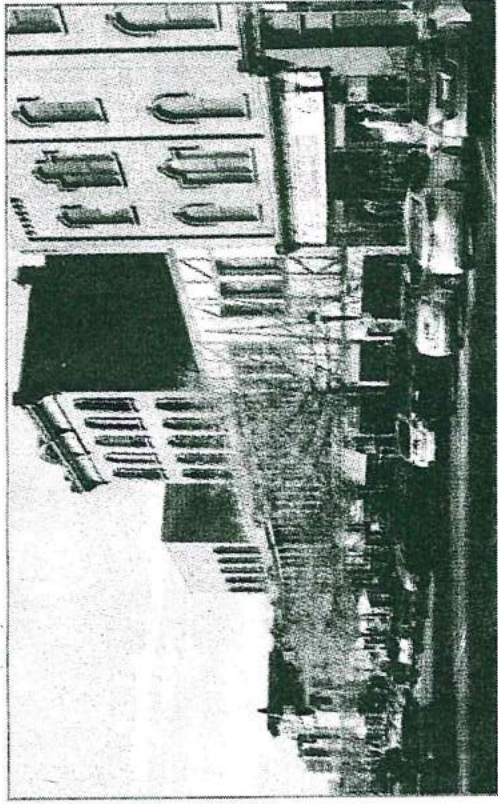
With the Central New York Regional Economic Development Council (REDC) set to award \$10 million to a downtown "ripe for growth into a vibrant neighborhood," according to the governor's office, the revitalization committee hopes to capitalize on the Port City's momen-

tum — both at the municipal and grassroots level.

"The city of Oswego has an exciting amount of momentum working in its favor at the moment, not only in downtown, but throughout the entire community," Barlow said in a press release. "The investment by Governor Cuomo and the state of New York will not only strengthen this momentum, but will allow us to fortify our focus on economic development for small businesses, job creation and retention, and emphasize all components regarding downtown livability."

Officials note the efforts of the Oswego Renaissance Association, the formation of the Oswego County Land Bank Corporation, investments

See **BARLOW, 5**



Staff photo

Pictured above is the busy West First Street on Thursday evening. The city recently formed a committee of stakeholders who will help formulate Oswego's submission to a competitive \$10 million Downtown Revitalization Initiative announced earlier this year by Gov. Andrew Cuomo.

## Barlow appoints Downtown Revitalization Committee

FROM PAGE 1

in the city's waterfront and some burgeoning businesses in the downtown corridor show the REDC will be hard pressed to pick a city like Fulton or Auburn over the Port City.

"The focus of the DRI is investing in momentum, and over the past five years the city of Oswego has seen new private sector investments that total nearly \$84 million providing approximately more than 460 new jobs and has retained more than 150 jobs," Community Development Office Director Justin Rudgick said.

Rudgick added the identified "key anchor projects that could

be ready to get off the ground," should the city win the award, total almost \$45 million.

Rudgick and Planning and Zoning Director Amy Birdsall will co-chair the group, which will meet over the next two weeks before the city submits its application to state officials by May 31.

Birdsall called the competition — which will see each of the state's 10 REDCs nominate a \$10 million award winner — an "unprecedented opportunity to capitalize on the city of Oswego's recent renaissance."

Birdsall said the proposal could include enhancing facades, encouraging upper story residential development, im-

proved streetscape aesthetics and strengthening arts and cultural amenities.

Members of the committee represent a variety of business and community leaders, including: Kevin Caraccioli, Oswego city attorney; L. Michael Treadwell, Executive Director of Operation Oswego County; Jane Amico, Vice President of Chamber Services at Centerstate CEO; Ben Walsh, Business Development Director of Mackenzie Hughes; Thomas Schneider, President & CEO of Pathfinder Bank; Zelko Kirin-

cich, Executive Director & CEO at the Port of Oswego Authority; Pamela Caraccioli, Deputy to the President of SUNY Oswego; Paul Stewart, Executive Director of the Oswego Renaissance Association; Patrick Carroll, Business Manager, United Association of Plumbers & Steamfitters; Shane Broadwell, Majority Leader of the Oswego County Legislature; Stephen Butler, Executive Director, CNY Arts; Hon. James Eby, community member and resident.



# Council OKs Downtown Revitalization application

By BENJAMIN KAIL

bkail@palltimes.com

OSWEGO — The Oswego Common Council on Monday unanimously approved the city's application for the statewide Downtown Revitalization Initiative, a \$100 million competition launched by Gov. Andrew Cuomo that will see an influx of \$10 million into 10 downtown neighborhoods.

Each of the state's 10 Regional Economic Development Councils will nominate a downtown, and many Oswego officials believe the Port City's mix of grassroots momentum and public-private development meets Cuomo's criteria of a community "ripe for development ... where the next generation of

New Yorkers will want to live and work."

Last week, Oswego Mayor Billy Barlow appointed a committee co-chaired by Community Development Office Director Justin Rudgick and Department of Planning and Zoning Director Amy Birdsall, who've spearheaded efforts to gather information and come up with the best possible ideas to pitch to REDC officials.

"We were working on that all last week. We had some late nights at City Hall and we continue to work through this week," Barlow said, noting the deadline for the application is May 31. "We have a very strong case ... with some of the

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The Palladium-Times

NEWS OF

## Council OKs Downtown Revitalization application

FROM PAGE 1

things happening in downtown, most of our storefronts already occupied and some developments like the Cahill building already taking place."

Officials have repeatedly argued that Oswego is on the upswing compared to other upstate cities, with many mentioning the ongoing success of the Oswego Renaissance Association and the formation of the Oswego County Land Bank Corporation.

Rudgick noted almost \$84 million in private sector investment has created more than 460 new jobs in Oswego over the last five years.

"Key anchor projects that could be ready to get off the ground" total almost \$45 million, Rudgick added, citing projects such as the potential Midtown Plaza redevelopment.

Birdsall previously noted the proposal could include improving facades, encouraging upper story residential development, improved streetscape aesthetics and boosting arts and cultural amenities in Oswego.

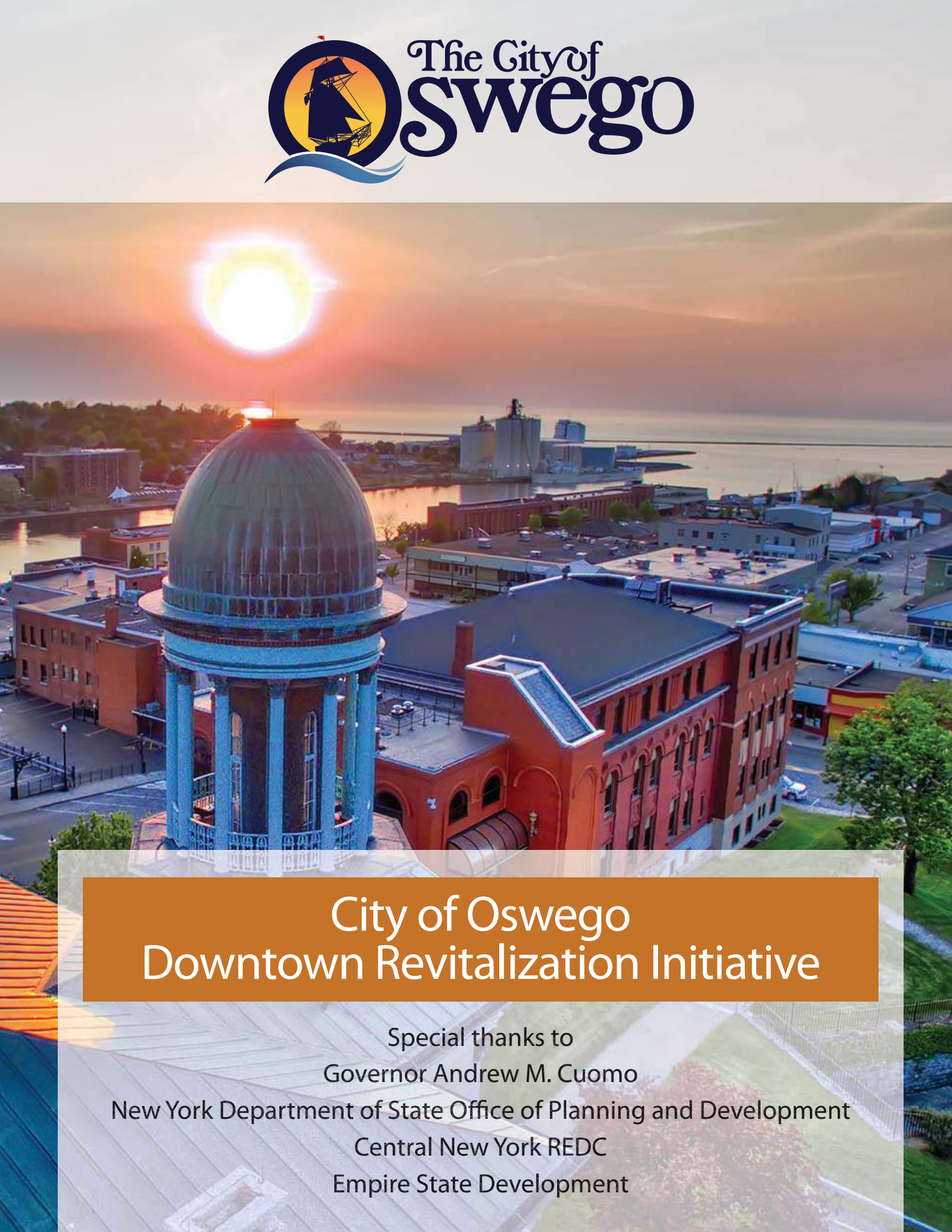
"The governor recognizes the position that we're in," Councilor Nate Emmons, R-3rd Ward, said after Monday's meeting. "Between the momentum that we have and the resources we have — including Novelis and the [Port

of Oswego Authority] — all of those things put us in a fantastic position."

Once the city submits its proposal next week, Barlow and other officials expect to hear back from the REDC sometime in June.

Rudgick said if Oswego wins the award, the state office and Planning and Development will hire a consulting firm to help the city formulate a strategy for downtown development, housing, transportation and community projects that could take place as early as next year.



An aerial photograph of Oswego, New York, serves as the background. The central focus is the Oswego County Courthouse, a large building with a prominent green copper dome and a classical portico with columns. The building is surrounded by other urban structures, including a large red brick building. In the background, a body of water (Oswego Bay) is visible under a dramatic sunset sky with a large, bright sun low on the horizon.

## City of Oswego Downtown Revitalization Initiative

Special thanks to  
Governor Andrew M. Cuomo  
New York Department of State Office of Planning and Development  
Central New York REDC  
Empire State Development