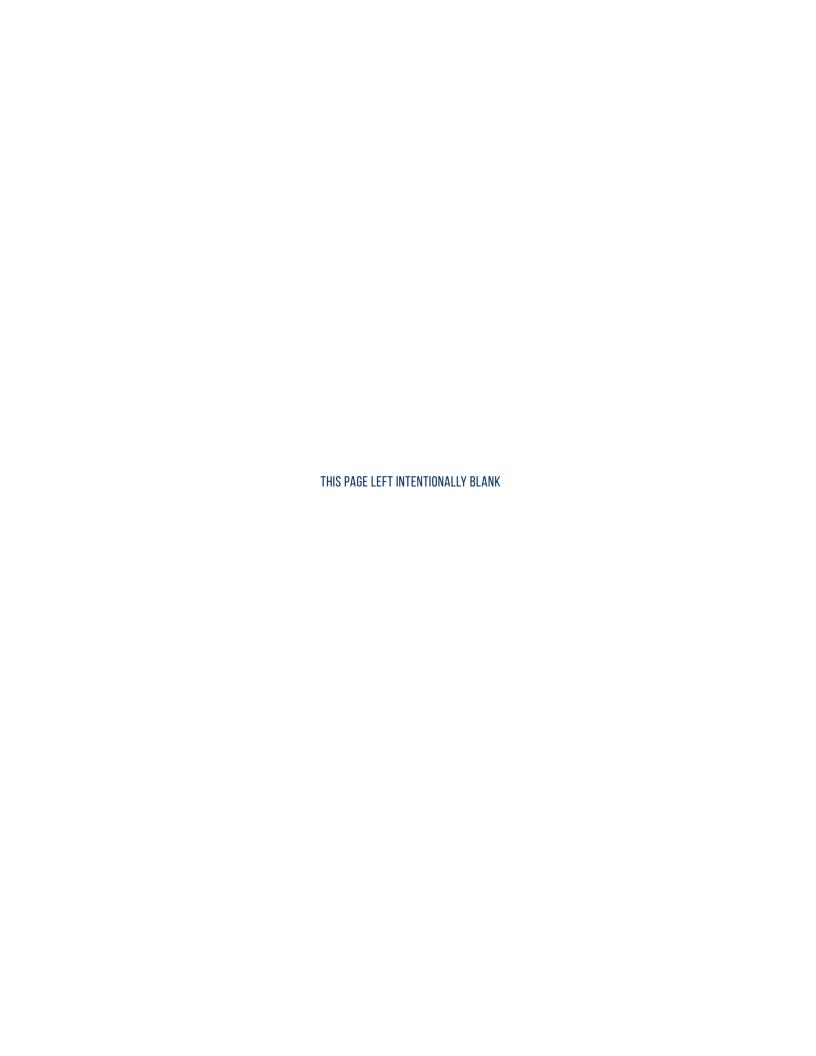
OSWEGO CANAL CORRIDOR BROWNFIELD OPPORTUNITY AREA

STEP 3 - IMPLEMENTATION STRATEGY



NOVEMBER 2019



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SECTION 1 PROJECT DESCRIPTION



OVERVIEW.

The City of Oswego and Oswego County are on the cusp of a major shift as the region continues to proactively plan for and attract new investment and development opportunities. Through the New York State Department of State (DOS) Brownfield Opportunity Area (BOA), Oswego County and the City of Oswego have partnered to develop the Oswego Canal Corridor Brownfield Opportunity Area. The Oswego Canal Corridor BOA Implementation Strategy is the final step in the threestep BOA process. This document is designed to provide these entities tools and strategies to build on recent revitalization efforts to transform this historic waterfront community. The opportunities presented in this document leverage numerous planning and implementation accomplishments to create a cohesive redevelopment strategy to position Oswego for continued success.

KEY OUTCOMES OF THE STEP 3 BOA:

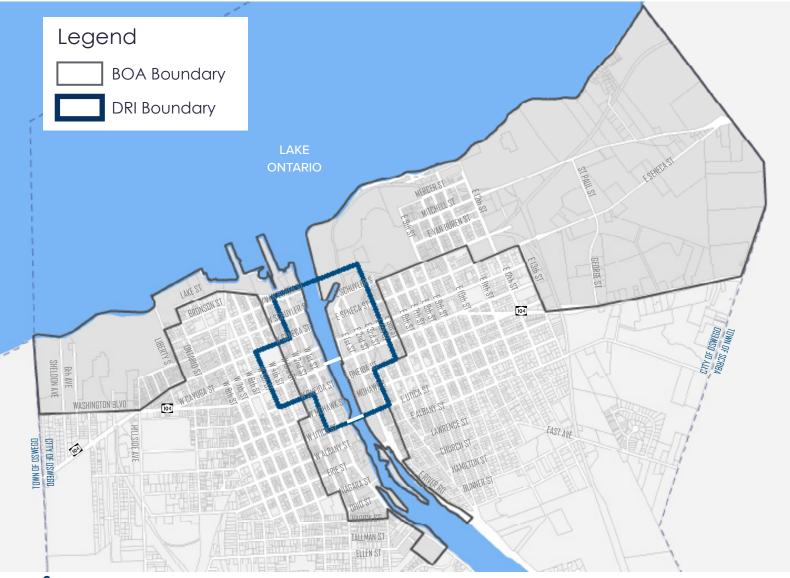
- Completion of an Implementation Strategy to ensure desired uses and objectives of brownfield sites are achieved.
- Completion of a range of predevelopment activities to position key strategic sites for investment and reuse.

PROJECT BACKGROUND

The Oswego BOA is an approximately 1,345 acre area located within the City of Oswego. The City of Oswego is the County seat of Oswego County, and offers an economic, educational and cultural center for the region. The boundary includes a majority of the historic industrial and commercial areas near the waterfront areas, as well as the newer industrial and commercial area on the east side of the City. The BOA boundary was specifically developed to include key underutilized sites, including: the E.J. Spirtas site, Fitzgibbons site, "the former landfill", and the NRG Power Plant. In 2015, the Oswego Canal Corridor BOA was officially designated as a Brownfield Opportunity Area by the NYS Secretary of State.

Planning for the Oswego BOA began in 2010 with the County's award for the creation of a Step 2 BOA Nomination Study. The purpose of this DOS funded program is to provide communities resources and tools to produce proactive redevelopment plans. The Step 2 Nomination document focused on 1,146 parcels comprised of 1,345 acres within the City of Oswego along the Lake Ontario and Oswego River waterfront. Of these parcels, 49 were identified as brownfield, vacant or underutilized sites.

The Oswego BOA encompasses the Oswego Downtown Revitalization Initiative (DRI) boundary. The DRI Strategic Investment Plan (SIP) was completed in 2017 and created a roadmap for turning \$10 million in state funding into \$120 million of new developments and initiatives. Twelve projects were selected for funding by New York State. This Implementation Strategy seeks to build upon these investments and help advance these projects, creating a comprehensive revitalization strategy for the City of Oswego and its residents.



WHAT IS THE BOA PROGRAM?

The three-step BOA Program provides municipalities and community organizations with technical and financial assistance up to 90% of the total eligible project costs, to complete area-wide planning approaches to brownfield redevelopment. A "brownfield" or "brownfield site" is defined by the New York State Department of Environmental Conservation as "any real property where a contamination is present at levels exceeding the soil cleanup objectives or other health-based or environmental standards, criteria or guidance adopted by DEC that are applicable based on the reasonably anticipated use of the property, in accordance with applicable regulations."

A primary objective of the NYS BOA Program is to address communities that have been negatively impacted by the presence, or perceived presence, of environmentally sensitive sites. The presence of these sites often has notable impacts on a community, including depreciation of property values and the discouragement of investment in surrounding properties. Through a community supported planning process, this program enables community leaders to establish a clear vision to revitalize and improve areas so they become economically and environmentally sustainable.

The Oswego Canal Corridor Implementation Strategy represents the third and final phase of the BOA program, which focuses on conducting pre-development activities to facilitate investment at Strategic Sites as well as public investments in infrastructure and quality-of-life projects.

STEP 1

Step 1 provides basic and preliminary analysis of the area affected by brownfield sites, including:

- Preliminary analysis of the community and potential brownfield(s)
- Identification of the study area
- Establishment of partnerships with key stakeholders and initiation of public participation process
- Initial identification and summarization of opportunities for renewal

STEP 2

Step 2 provides an in-depth and thorough description and analysis:

- In-depth analysis of economic and market trends, existing conditions, opportunities and reuse potential for properties in the BOA
- Identification of catalytic, strategic sites
- Description of key findings and recommendations to advance redevelopment of strategic sites and revitalize the area

STEP 3

Step 3 provides a description of the techniques and actions to implement the area-wide plan, including:

- Detailed individual environmental site assessments
- Creation of detailed reuse and redevelopment strategies
- Development of marketing strategies for individual redevelopment sites
- Implementation funding to further revitalize plans

LEAD PROJECT SPONSORS

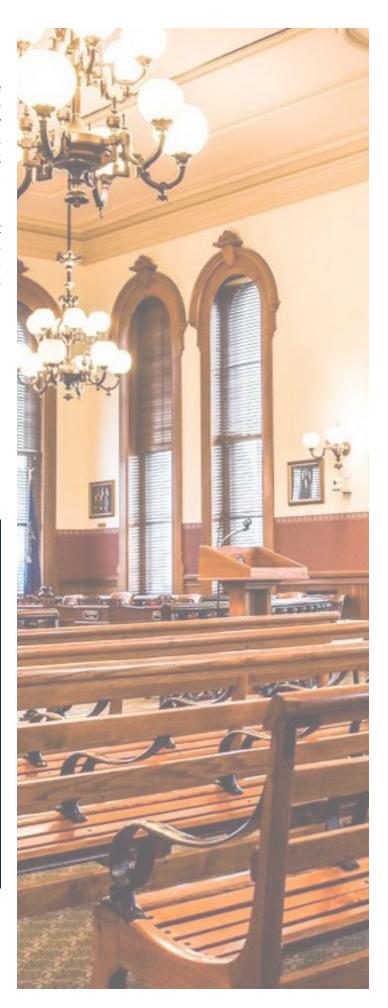
Oswego County is the sponsoring municipality of the Oswego Canal Corridor BOA. Because the Oswego BOA lies entirely within the City of Oswego, the County and City worked closely together. The project is funded, administered, and overseen by the New York State Department of State (DOS) with guidance from the Department of Environmental Conservation (DEC).

To ensure continued public involvement throughout the planning process, a Steering Committee was established. The Steering Committee represents a wide range of local interests representing various aspects of the BOA. Key team partners represented in the Steering Committee include:

- The Port of Oswego
- Oswego County Legislature
- Operation Oswego County (County IDA and Economic Development)
- City of Oswego Common Council
- Central NY Regional Planning Board
- Private Companies

OSWEGO COUNTY DEPARTMENT OF COMMUNITY DEVELOPMENT, TOURISM + PLANNING

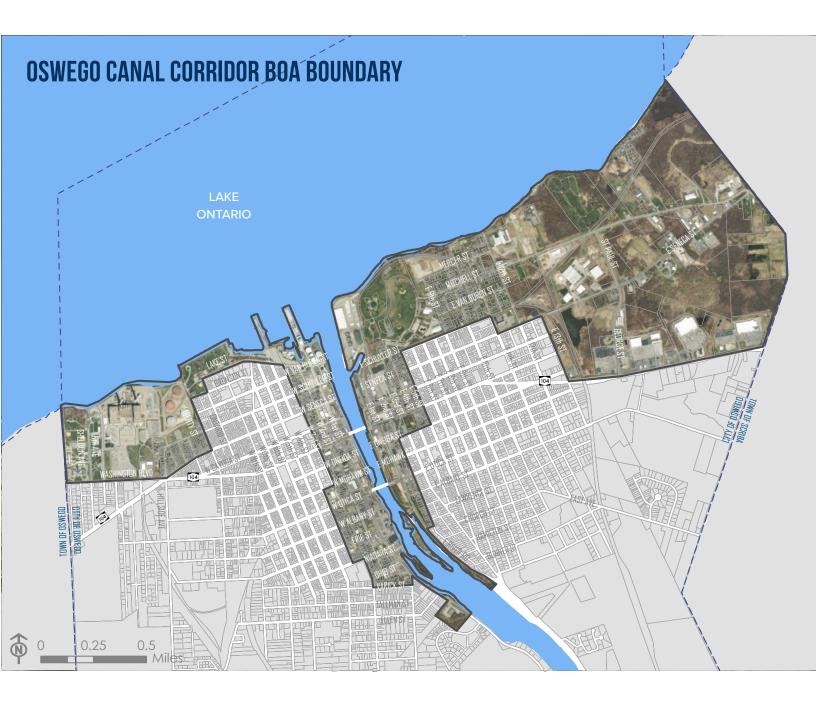
The Oswego County Department of Community Development, Tourism and Planning includes three offices: the Offices of Planning and Community Development, Office of Housing Assistant, and the Office of Public Information and Promotion and Tourism. The Offices of Planning and Community Development coordinate activities in land use and zoning, comprehensive planning, environmental management, mapping, and community development.



BOA BOUNDARY AND JUSTIFICATION

The Oswego BOA is approximately 1,345 acres in size and encompasses downtown Oswego. The boundaries include Lake Ontario to the north with various parks, trails and industries along the shoreline, the Town of Oswego to the far west, the Lake Ontario Industrial Park to the far east, and Leto Island at the southern tip.

The BOA boundary is the outcome of the Steering Committee's desire to incorporate key underutilized industrial and commercial properties in the City of Oswego. While these sites remain important for the BOA's overall revitalization, a recent shift in investment to the City's downtown and waterfronts has led to a repriortization of strategic sites. This Implementation Strategy will focus on revitalization efforts located where investment is already occurring, acting as a catalyst to spur further development and investment in these concentrated areas. As these areas of investment are revitalized and transformed, more growth can occur, ultimately reaching throughout the entire BOA boundary.



RELATED PLANNING EFFORTS

The City's industrial history is largely based on its strategic location along Lake Ontario, the Oswego River and Oswego Canal. Restructuring of the economy and delivery of goods left many waterfront properties vacant and underutilized. Fortunately, several recent efforts have breathed new life into the community and begun a renewed momentum for change. Planning initiatives such as the Oswego Local Waterfront Revitalization Plan, the Oswego Waterfront Feasibility Study, the \$10 million award from the New York State Downtown Revitalization Initiative, and continuation of the Oswego BOA process are truly changing the community

The purpose of this document is to align these recent initiatives to create a development tool and strategy for the community and local decision makers. This document is comprised of multiple analyses and studies to progress the City's overall economic development goals for the next 20 years.

THE CITY OF OSWEGO 2020 STRATEGIC PLAN (2011)

The 2020 Strategic Plan is a citizen-driven effort that was developed in order to create a long-term vision and action plan that reflects the current needs and opportunities for the City of Oswego. Through extensive community involvement and analysis of the existing conditions, policies and objectives were created in order to provide a framework for decision makers to use over the next ten years. Eight policies areas were developed, including community attitude and leadership, regional partnerships, community resources and education, neighborhoods, leisure and culture, local commerce and tourism, Main Street/Downtown, and natural resources and sustainability.

CITY OF OSWEGO CLIMATE ACTION PLAN (2014)

Oswego's Climate Action Plan was developed by an advisory committee made up of Oswego community members as well as the City's Community Development Director. The committee was provided technical assistant by the Central New York Regional Planning and Development Board (CNY RPDB) to analyze and develop energy and emissions reductions strategies for the City. By implementation the strategies outlined in the plan, community members will be able to reduce GHG emissions, as well as reduce their overall energy costs, reduce reliance on non-renewable, foreign sources of energy, and conserve Oswego's resource for the future.

THE TRANSFORMATION OF OSWEGO HAS ALREADY BEGUN

OSWEGO CANAL CORRIDOR Boa











Image Credit - NYS ESD

LOCAL WATERFRONT REVITALIZATION PROGRAM & HARBOR MANAGEMENT PLAN (2015)

The New York State Waterfront Revitalization of Coastal Area and Inland Waterways Act offers local governments the opportunity to participate in the State's Coastal Management Program on a voluntary basis by preparing and adopting a Local Waterfront Revitalization Program (LWRP). In 2015, the City of Oswego developed a LWRP Plan that outlined specific projects and policies to encourage environmental protection, foster economic development, protect valuable water resources and improve public waterfront accessibility. The Goal of the LWRP Plan was to "establish the Oswego Waterfront as a point of connection."

The LWRP Plan outlines six objectives:

- 1. Increase public access to the waterfronts.
- Position the waterfront as a catalyst to new economic development and leisure creation opportunities.
- Achieve better utilization of Oswego's existing waterfront development, assets and heritage sites.
- 4. Increase the frequency and duration of tourist visitations.
- 5. Encourage new residential development and population growth opportunities.
- 6. Sustain and enhance the Oswego Port Authority.

CITY OF OSWEGO ECONOMIC INVESTMENT STRATEGY (2015)

The City of Oswego prepared the strategy document in response to the CNY REDC's application for Upstate Revitalization Initiative (URI) Funding. The strategy document targeted conditions that harm Oswego's ability to attract and retain wealth, workforce, residents, and investment. The document identified five strategies, including:

- 1. Waterfront and Tourism Enhancements
- 2. Downtown and Neighborhood Investments

- Three Redevelopment Sites Three key sites were identified based on their locations and potential for redevelopment: Cahill Property, Flexo-Wire Property, and the Sutton Midtown Plaza property.
- 4. Capacity Building Seven key strategies were developed in order to build capacity: (1) hospitality workforce attraction and retention program, (2) zoning regulations update and amendments (create a 21st century code), (3) vision, identity and branding, (4) economic development training, (5) establishment of a Downtown Business Association, (6) hospitality training, (7) establishment of a Lighthouse Association.
- Infrastructure and Remediation Two opportunities were identified, including: widening of East 2nd Street and the Flexo-Wire Site remediation.

OSWEGO COUNTY ECONOMIC ADVANCEMENT PLAN (2017)

In 2017, Oswego County developed an implementable action plan in order to foster local economic growth and advance the county's regional impact. The report focuses on the questions, "Where are we today", "What direction should we go", and "How do we get there?" The Economic Advancement Plan identified five goals to help answer these questions and achieve the overall vision:

- 1. Create a collaborative and cohesive economic development structure.
- 2. Continuously engage community stakeholders around economic advancement efforts.
- 3. Build momentum around targeted industries.
- 4. Become recognized as a superior location for business attraction and growth.
- 5. Tell the story regularly publicize performance measures for economic advancement and diversification.

DOWNTOWN REVITALIZATION INITIATIVE STRATEGIC INVESTMENT PLAN (2017)

In 2016, the state's REDC selected the City of Oswego to take part in the Downtown Revitalization Initiative (DRI) program. Oswego received \$10 million in state funding to revitalize its downtown and generate new opportunities for long-term growth and prosperity. As part of the DRI, a strategic investment plan was developed to act as a road map for turning the \$10 million in state funding into more than \$10 million of new developments and initiatives. Through the DRI process, 23 projects were selected to advance to the Final Priority Project List that would be reviewed by the State. Of the 23 projects, 12 were selected for funding through the DRI. Those projects include:

- Create a Multi-Building Mixed Use Development on West First Street
- 2. Provide Housing Options in New Harbor View Square Mixed Use Development
- 3. Transform the Aging Midtown Plaza
- 4. Restore the Historic Buckhout-Jones Building
- 5. Transform the Historic Cahill Building into Upscale Housing Along the River
- 6. Create a Pocket Park on Market Street
- 7. Create an Indoor Water Parks as a new Downtown Destination
- 8. Renovate the Children's Museum of Oswego
- 9. Add Housing to a Renovated Gateway Building
- 10. Support Local Business Growth, Building Renovation and Outdoor Programming
- 11. Perform a Complete Streets Streetscape Make-Over on West Bridge Street
- 12. Improve the River Walk

OSWEGO COMPLETE STREETS (2017)

This study was performed in 2017 to improve pedestrian and bicycle usability of State Route 104. Difficulties in pedestrian crossing of Bridge Street have proven to be significant issues within the downtown area. Through the study, designs were drafted to enhance the function and appearance of the corridor, with a focus on connectivity and aesthetic improvements. The plan took into account various user groups, including truck traffic, public transportation, cars, walkers and cyclists.

OSWEGO WATERFRONT MASTER PLAN (2017)

Completed in 2016, the Waterfront Master Plan assessed economic and development opportunities for properties located on the Lake Ontario Shoreline. The plan is intended to act as an economic catalyst that will reinvent the Oswego waterfront as a place where businesses thrive and people connect. Throughout the planning process, the community established the following guiding principles:

- The waterfront should be open to the public.
- Attract visitors by building a better community for residents.
- Complement downtown, don't compete with downtown.
- · Base decisions on economic reality.
- Focus on authenticity tell the story of Oswego.



Image Credit - Oswego Complete Streets

BOA STUDIES AND REPORTS

This document is comprised of various analyses and reports that were used as tools to advance redevelopment projects and inform this Implementation Strategy. Each report acts as a piece to a puzzle, ultimately coming together to create a picture for the future of Oswego.



STRUCTURAL ASSESSMENTS

Two structural assessments were conducted to evaluate the viability of future developments at Wright's Landing Pier and the former Cyclothem Site.



DOWNTOWN PARKING STUDY

This study explored the parking system within downtown. The assessment explored on-street and off-street parking, and focused on the areas around the Oswego Hospital and central business district.



ADAPTIVE REUSE STUDY

This study
involved a building
assessment and
adaptive reuse
analysis for the
former Synagogue
structure in
Washington
Square Park.
Reuse options and
cost estimates
were prepared
to assist in
redevelopment.



ENVIRONMENTAL INVESTIGATIONS

A variety of environmental investigations were conducted, including 16 Phase I Environmental Site Assessments. a geotechnical technical engineering report, permitting, a Stormwater Pollution Prevention Plan. and completion of environmental checklists for various DRI projects.



FEASIBILITY ANALYSIS

A feasibility
analysis was
conducted to
help answer the
question: "Is a
500-seat maritime
museum/
performing
arts facility an
appropriate size
for the Oswego
market?"



PHASE IA + IB ARCHAEOLOGICAL Assessment

This assessment was prepared to assess potential archaeological resources within the study area. Significant impacts to these resources and mitigation measures are presented to support proposed development.



DESIGN STANDARDS

Downtown design standards were developed in tandem with City's Zonina Code Update. The design standards supplement the code with more prescriptive quidance for development and redevelopment in order to achieve a cohesive. walkable, and welcomina downtown.



WAYFINDING STRATEGY

A wayfinding plan was prepared to assess existing wayfinding signage in order to determine the condition and effectiveness of the signage, and present wayfinding options.



MARKETING & BRANDING COLLATERAL

Marketing and branding was completed for this study to highlight the various unique assets of Oswego, and to help attract visitors and inform residents of about all the great things Oswego has to



DESIGN ALTERNATIVES

Various design alternative concepts were created for projects identified in the master plan, including the Breitbeck Park Pavilion, New Waterfront Park, and Maritime Museum and Performing Arts Center.

SECTION 2 COMMUNITY PARTICIPATION



OVERVIEW _

Community engagement and support is critical to the long-term success of the BOA Implementation Strategy. Community members, landowners, stakeholders, officials, and regional organizations must have a vested interest in the success of the plan, and most importantly, must become partners in its implementation. Each step of the Oswego Canal Corridor BOA built upon input gathered through various collaborations between the public, community organizations, business and property owners, and other interested parties.

WHY IS COMMUNITY ENGAGEMENT IMPORTANT?

Community engagement is a way of ensuring the public is informed, involved and empowered throughout the entire planning process. Community feedback will help to build and implement a common vision to guide future actions, as outlined in this Implementation Strategy.

PUBLIC OUTREACH STRATEGY

At the onset of the planning process, a Public Outreach Strategy (POS) was created that outlines methods and techniques used to engage the community throughout the BOA planning process. The POS acts as a guide for establishing different approaches for coordination among agencies and involving the community. The POS includes the following methods for engaging the community, as seen in **Appendix A**.

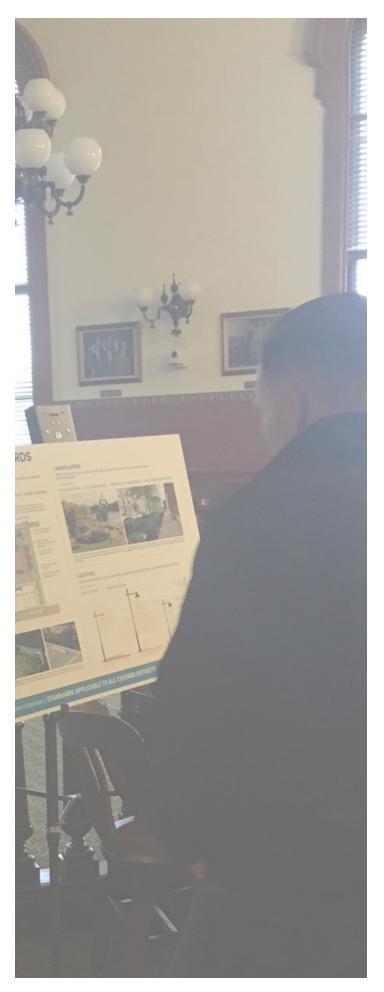
- project team meetings
- · steering committee meetings
- state agency meetings
- public meetings and workshops

STEERING COMMITTEE

During the Step 2 Nomination Study planning process, a Steering Committee was formed to help guide the BOA project and develop the Step 3 application scope. The Steering Committee consists of 17 individuals representing Oswego County, the Central New York Regional Planning Board, BOA property owners, area businesses and partners such as the Department of State and the Department of Environmental Conservations. Over the course of the Step 3 process, the Oswego Canal Corridor BOA Steering Committee met a total of 4 times. The goal of these meetings was to provide guidance and review findings and proposed plans.

PUBLIC OPEN HOUSE

As part of the development of the Downtown Oswego Design Standards (**Appendix B**), a public open house was held in the Oswego City Hall in order to introduce the draft plan to the public. The public feedback was used to inform and refine the draft Design Standards.



BRANDING

Throughout the BOA planning process strategic messaging, brand development and logos were developed as a way to get people excited about the revitalization efforts throughout the BOA and the City. The branding development process was completely customized for the City of Oswego, taking into consideration the spirit of its residents, its unique assets and history, and the exciting opportunities revitalization will bring. See **Appendix C** for a complete compilation of the marketing collateral that was created as part of this BOA.

The marketing collateral developed was geared toward highlighting the various unique assets of the City of Oswego. The overall goal is to inform and attract visitors and inform residents of about all the great things Oswego has to offer. These include downtown, fishing, history, entertainment, and maritime.

BRANDING + COMMUNITY ENGAGEMENT.

Branding is a tool that can be used to engage and excite community members, as well as attract new residents and visitors. It is a key component in community participation, helping to create and express a community's identity.

MARKETING COLLATERAL































SECTION 3 INVENTORY AND ANALYSIS



OVERVIEW.

Throughout the Step 2 BOA process, a community vision and subsequent objectives were established; which led to the funding of this Step 3 Implementation Strategy. This document provides detailed planning and pre-development activities to help progress these efforts.

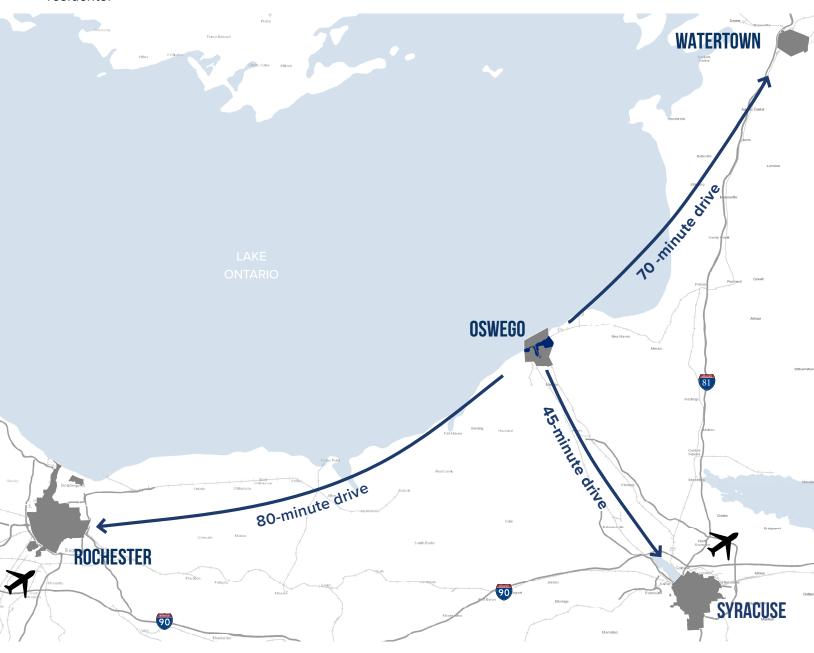
The following section summarizes the various reports and analyses as part of the planning process and supports projects and recommendations. When available, full reports are included as appendices.

AN ANALYSIS OF THE EXISTING
CONDITIONS WILL HELP TO
IDENTIFY OPPORTUNITIES AND
CHALLENGES WITHIN THE OSWEGO
CANAL CORRIDOR BOA.

COMMUNITY AND REGIONAL SETTING

The Oswego Canal Corridor BOA is located in the City of Oswego and borders the Town of Oswego. This waterfront community is situated along the Lake Ontario southeastern shore and is not only the County seat, but also the largest municipality in Oswego County. The City is well-connected to the surrounding region, located 35 miles north of Syracuse, New York, 50 miles southwest of Watertown, New York, and 70 miles east of Rochester, New York. NYS Route 104 runs east-west through the downtown core and is the City's primary arterial and "Main Street". The road connects the City to Western New York and the Finger Lakes to the west, and up to the Thousand Islands via Interstate 81 North to the east.

The 1,279 acre Oswego BOA is characterized by a mix of land uses along the City's historic waterfronts, both formerly influenced by commercial and industrial areas. While the waterways play a crucial role in the City's economy today, decline in traditional industries have left a number of underutilized sites throughout the City. Coupled with other recent and on-going planning initiatives, the implementation of the BOA has the potential to revitalize the City's downtown, waterfront, and surrounding areas. This revitalization will preserve and enhance the City's unique history, simultaneously attracting visitors to the area and improving the quality of life for its residents.



HISTORIC CONTEXT

Oswego made its unique mark in the history of New York State due to its strategic location on Lake Ontario. The area is home to vital water resources, including Lake Ontario, the Oswego River and Oswego Canal, providing linkages to the interior of New York, the Greater Lakes, Midwest and Canada.

The economy of the City of Oswego was built upon the waterways and eventually the Village of Oswego began to form along the mouth of Lake Ontario and the Oswego River. By the early 1800s, the Village was flourishing. The Oswego Canal was constructed in 1828, acting as a gateway from the mid-west to the Erie Canal for trade with Canada and beyond. This promoted growth and development within the Village, bringing more industries and people to the area. By 1848, the Village was incorporated into the City of Oswego.

While the waterways continue to play an important role in the City's economy, decline in traditional industries as well as an overall restructuring in the delivery of goods along railroads and alternate transportation routes such as Interstate 90, has left many properties along the waterfront underutilized. The increasing number of vacant, abandoned, contaminated, and/or underutilized buildings acted as a catalyst for the City and County to seek assistance through the BOA program.

Due to Oswego's long industrial history, 49 properties have been identified as brownfields. These often abandoned properties provide opportunities to remediate the long-standing environmental issues and return the site to a beneficial and productive use.

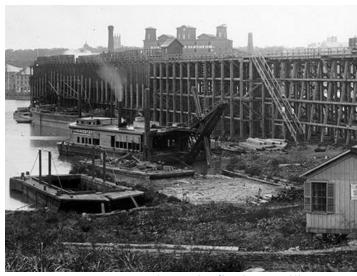


Image Credit - Oswego-History.com

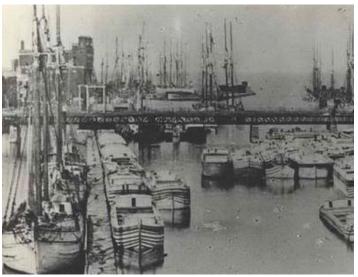


Image Credit - City of Oswego

What is a Brownfield?

The Environmental Protection Agency (EPA) defines a brownfield as "real property, the expansion, redevelopment, or reuse of which may be complicated by the presences or potential presence of a hazardous substance, pollutant, or contaminant." The presence of brownfield sites in a community often has negative impacts, including depreciation of property values and the discouragement of investment in surrounding areas.



Image Credit - City of Oswego

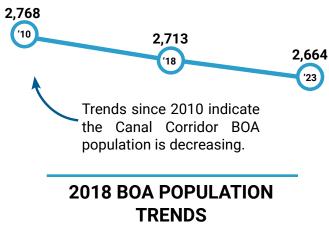
SOCIO-ECONOMIC PROFILE

Understanding local and regional population trends, age characteristics, and other demographic factors is essential to make thoughtful recommendations for redevelopment and revitalization. Demographics are statistics about the population of a particular geography and can affect how decisions are made.

POPULATION

Though the population is slowly declining in both the BOA study area and the City of Oswego, the projects implemented as part of this study and other initiatives may have the potential to reverse the downward trend.

In 2018, 2,713 residents live within the Canal Corridor BOA, representing approximately 15% of Oswego's 18,851 residents. Since 2010, total population in the BOA study area has decreased by 2%, while the population of the City of Oswego has also declined by 1.6%. According to data provided by ESRI Business Analyst, from 2018 to 2023, population levels are projected to remain relatively unchanged, decreasing by less than 0.4% annually in both the Canal Corridor BOA and the City of Oswego.

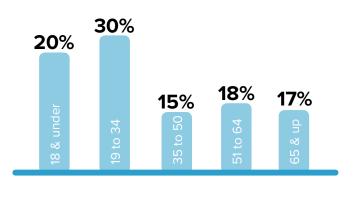


Data Source: ESRI Business Analyst. Forecasts based on 2010 U.S. Census

AGE

There is a higher proportion of young people within the Canal Corridor BOA. The projects implemented as part of this study may help to retain and attract more people to the area by providing more housing options and programming for all age cohorts.

Age distribution provides an indicator of current and future demands for goods and services. By 2023, the Canal Corridor BOA is projected to see an increase in the median age of residents from 36.9 to 38.1. This 3% increase is consistent to that in the City of Oswego, which is projected to see an increase of its median age from 34.9 to 36.0. Both the City of Oswego and the Canal Corridor BOA's most populous age cohorts are between 19 and 34 years old, with 30% and 31%, respectively. The Canal Corridor BOA's proximity to the State University of New York at Oswego likely contributes to the higher number of residents falling between the ages of 19 and 34 years old.



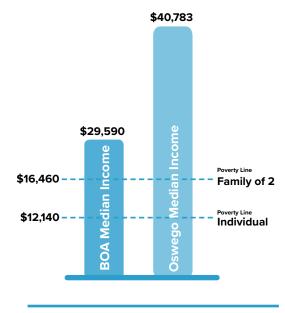
2018 BOA AGE DISTRIBUTION

Data Source: ESRI Business Analyst

INCOME

While the median household income in the Canal Corridor BOA is higher than Federal Poverty Levels, it is lower than the City and County's median, indicating an opportunity to expand and diversify both employment and educational opportunities.

Related to household income, the Federal Poverty Level (FPL) is a measure of income used to determine eligibility for certain federal and state programs and benefits. Median household income in the Oswego Canal Corridor BOA is lower than the City of Oswego and Oswego County. In the Oswego Canal Corridor, the median household earns \$29,590, about \$10,000 less than the median household income in the City of Oswego, which is \$40,783 annually. Both the Oswego Canal Corridor BOA and the City of Oswego have lower median household incomes compared to Oswego County, which has a median household income of \$51,452.



2018 INCOME + POVERTY LEVELS

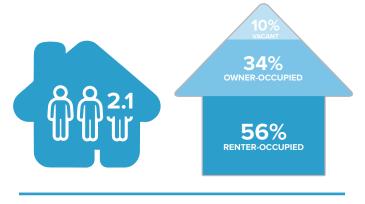
Data Source: ESRI Business Analyst

HOUSING

There is a higher proportion of renter-occupied housing units in the Canal Corridor BOA than in the surrounding area.

The average housing size (people per household) is calculated by dividing the total population by the number of households. There are 1,392 housing units in the BOA Study Area, with an average household size of 2.1. An average household size of 2.1 indicates that more couples rather than families live within the BOA Study Area.

The majority of the housing stock in the Canal Corridor BOA is renter-occupied (56%), which is higher than both the City of Oswego (49%) and Oswego County (27%). Additionally, the BOA has an owner-occupied rate of 34%, which is lower than the City and County, with rates of 41% and 58%, respectively. The student population in the BOA may impact the occupancy rates by increasing the need and usage of renter-occupied units. Vacancy rates in the BOA are the same as the City, with 10% of all housing units being vacant.



2018 BOA HOUSING SIZE + OCCUPANCY

Data Source: ESRI Business Analyst

MARKET ANALYSIS

A market analysis was conducted by Camoin Associates for the Oswego BOA in order to provide support for the development of strategic sites and investments (see **Appendix D** for the complete report). The market analysis was comprised of three interrelated studies including, demographic and socioeconomic analysis, household composition, housing tenure, and housing cost, and general economic outlook. Each analysis explored three geographies: the City of Oswego, Oswego County, and the 7-County Economic Region (Counties of Oswego, Jefferson, Lewis, Oneida, Madison, Onodaga, and Cayuga).

DEMOGRAPHIC AND SOCIOECONOMIC ANALYSIS

The demographic and socioeconomic analysis compares past trends, existing conditions and projected trends in the three defined geographies. Key findings from this section are below:

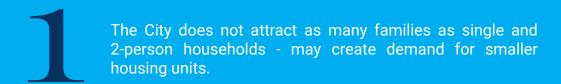
DEMOGRAPHIC + SOCIOECONOMIC ANALYSIS KEY FINDINGS

- The City of Oswego is younger promote housing, amenities, and activities that appeal to a younger non-family demographic.
- The population is not growing there is little population growth regionally and the percentage of family households is predicted to slightly decline.
- People working in the City are less likely to live there this trend is currently slowing, and efforts to attract workers to live in the City may benefit from the younger age of residents.
- Middle-income group is shrinking households with lower and higher incomes are growing.
- Income grows with age coupled with high job growth rates, this suggest that city residents have employment and growth opportunities.

HOUSEHOLD COMPOSITION, HOUSING TENURE, AND HOUSING COSTS

The household composition, which is the number of persons in a household and whether they are family. Housing tenure includes whether the units are rented or owned and how many are in a building, ranging from single-family detached homes to multi-unit apartment buildings. Median home value, rental costs, and housing as a percent of household expenditures are used to analyze housing costs. Key findings from this section are below:

HOUSEHOLD COMPOSITION, HOUSING TENURE, AND HOUSING COSTS KEY FINDINGS



- City residents are more likely to rent, but only slightly this may be a result of a lack in rental choices.
- 50% of homes were built before 1939 this gives the homes desirable design characteristics, but upkeep and renovation may be costly.
- Single family homes are a majority of the housing stock in all three geographies larger multi-family buildings are more likely to be found in the City, although they comprise a small percentage of the City housing stock.
- The City of Oswego lags in new construction all other geographies have seen more growth.
- The City's Price to Income Ratio is 2.3 homes are more affordable relative to income than in the economic region.
- Higher-cost rental units are more concentrated in the City may be attributable to a trend of renovating older buildings to higherend residential use or live/work/play.

GENERAL ECONOMIC OUTLOOK

An overview of the economy for Oswego County was provided in the 2013 Oswego Canal Corridor BOA Nomination Study. This section, General Economic Outlook, updates the 2013 data and expands to include three geographies: the City of Oswego, Oswego County, and the 7-County Economic Region. Key findings are below:

GENERAL ECONOMIC OUTLOOK KEY FINDINGS

Economies in the City of Oswego and Oswego County are stronger than in the 7-County Economic Region - employment has been growing.

Major industries have been contracting - high paid industries continue shedding jobs.

Growing industries have lower wages - industry sector jobs are lower paid than sectors shedding jobs, and make smaller contributions to gross regional product.

Government and healthcare contribution is complex - these sectors provide jobs, but contribute less to gross regional product.





Image Credit - Sandy Roe

EXISTING LAND USE

Understanding land use patterns is important when determining whether a proposed project is compatible with the existing urban fabric and how to further promote development. Within the Canal Corridor BOA, land use is mixed with vacant, commercial, public services, community services, and industrial uses accounting for the greatest amount of land. Nearly a quarter of the land is classified as vacant, with the east side home to a majority of the vacant land due to vac also and

a number of large, former industrial parcels. While acant lands can contribute to a sense of decline, they	Industrial	156
so represent a unique opportunity for rehabilitation	Recreation	39
nd revitalization.	Community Services	198
	Public Services	201
	Conservation & Parks	26
mage Credit - Marina.com	Vacant	288

Land Use

Residential

Commercial

Acres

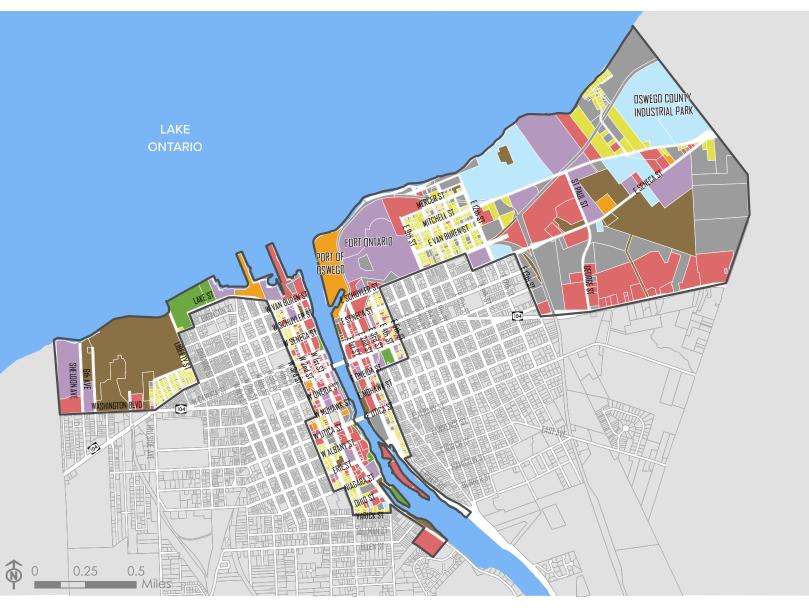
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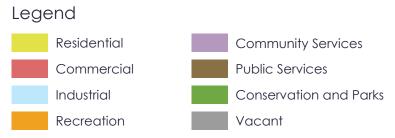
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EXISTING LAND USE





EXISTING ZONING

In 2019, the then 40-year-old zoning code was updated in an effort to promote smarter planning for the City's future. The update focused on promoting safe and attractive neighborhoods, applying appropriate land uses, encouraging sustainable downtown development, and stimulating tourism and economic development.

The Canal Corridor BOA is divided into eleven zoning districts, which are designed to achieve the following goals:

INDUSTRIAL (I) - 723 ACRES

The Industrial (I) district is utilized to establish suitable locations for industrial uses, and allows for industrial parks, transportation and communication facilities, as well as manufacture, storage and/or distribution of products.

COMMERCIAL BUSINESS (CB) - 180 ACRES

The Commercial Business (CB) is an area for larger scale commerce that is primarily accessible by vehicles. It includes businesses such as; shopping malls, lifestyle centers and large scale retail establishments.

TRADITIONAL DOWNTOWN (TD) - 30 ACRES

The Traditional Downtown (TD) district was created to visually attract and promote a diverse economic base for those working, visiting and residing in the area. Uses should promote safe and pedestrian-oriented spaces, while preserving and enhancing the City's unique cultural, historical and architectural heritage. Permitted uses include: arcades, antique sales, bars and lounges, brew pubs, art galleries, restaurants, retail and professional offices.

TRADITIONAL BUSINESS (TB) - 89 ACRES

The Traditional Business (TB) district establishes a transition between the Traditional Downtown district and Commercial Business districts, with a emphasis on preservation of the City's historical heritage. Permitted uses in the TB district include: arcades, antique sales, bars and lounges, brew pubs, art galleries, restaurants, retail and professional offices.

SUBURBAN RESIDENTIAL (SR) - 44 ACRES

The Suburban Residential district accommodates single-family development. Permitted uses include single and two-family homes and golf courses.

URBAN RESIDENTIAL (UR) - 10 ACRES

The Urban Residential district provides a compatible mixture of private residences of varying densities, including multi-family housing, as well as various mixed commercial uses. Permitted uses include single-family and two-family homes.

2019 Design Standards Update

The Design Standards were developed in tandem with the City's Zoning Code update. These standards supplement the code by providing more prescriptive guidance for development and redevelopment in the four Downtown Districts (Maritime, Traditional Business, Traditional Downtown and Waterfront) in order to achieve a cohesive, walkable and welcoming downtown. See **Appendix D** for the full report.

TRADITIONAL NEIGHBORHOOD (TN1) - 17 ACRES

The Traditional Neighborhood 1 (TN1) district is utilized to promote traditional, high-density single-family housing, while also preserving green space. Permitted uses include single-family homes, religious intuitions and schools.

TRADITIONAL NEIGHBORHOOD 2 (TN2) - 128 ACRES

The Traditional Neighborhood 2 (TN2) district is utilized to provide a mixture of private residences with varying density and commercial uses, where the permitted commercial uses historically have coincided with residential uses. Permitted uses include: single-family homes, two-family homes, religious institutions and schools.

MARITIME (MT) - 14 ACRES

The Maritime (MT) district fosters uses that preserve and are consistent with the City's maritime industries, history and culture. This district exists to provide a transition between the traditional maritime uses and the Waterfront district. Uses within the Maritime district should be consistent with the City of Oswego Waterfront Master Plan. Only civic uses are permitted.

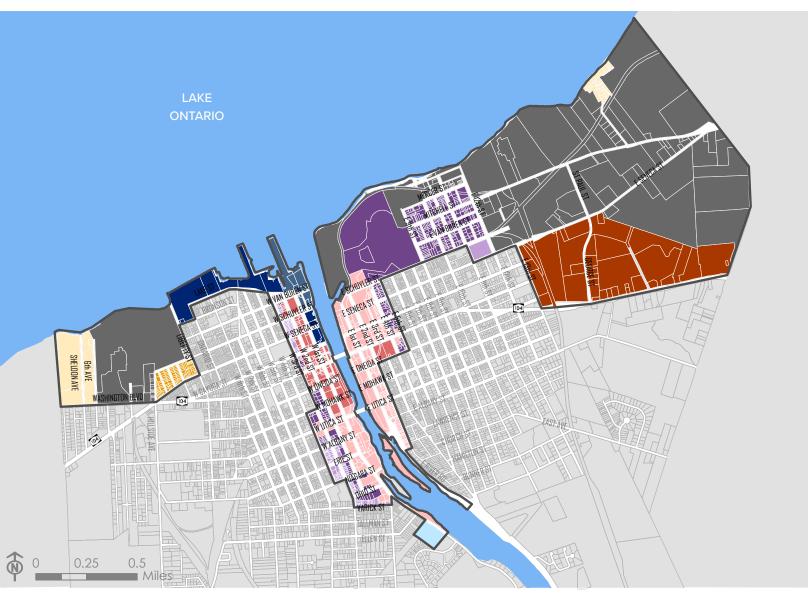
WATERFRONT (WA) - 37 ACRES

The Waterfront (WA) district was established to be consistent with the City of Oswego Waterfront Master Plan, with encouraged uses including civic spaces that are open to the public and promote waterfront recreation, entertainment and living. All uses in the Waterfront district are by special permit, and include outdoor recreation, marina activities, dwellings, bars and lounges, and community centers.

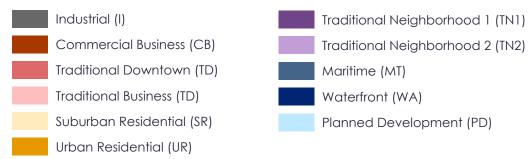
PLANNED DEVELOPMENT (PD) - 7 ACRES

The Planned Development (PD) district was created to allow for the establishment of areas in which diverse residential, commercial and industrial uses may be brought together; as a compatible and unified plan of development which is in the interest and general welfare of the public.

EXISTING ZONING







PROPERTY OWNERSHIP

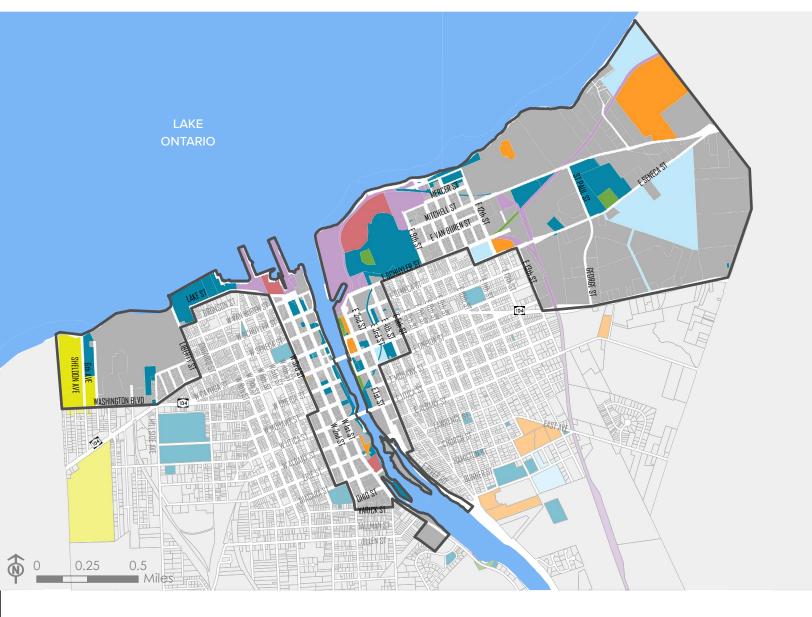
It is important to understand property ownership when identifying feasible future projects and land uses, as land ownership patterns can have significant impact on redevelopment initiatives. Within the Canal Corridor BOA, approximately 60% of the land (766 acres) is privately owned. The remaining 40% of land (513 acres) is owned by public or semi-public agencies, including the City of Oswego, Oswego County, Oswego County IDA, Oswego Port Authority, State University of New York, New York State, and the United States of America. The City of Oswego is the largest public land owner with nearly 13% (160 acres) ownership, followed by the Oswego Port Authority with land ownership of nearly 9% (112 acres).

The amount of land owned by public or semi-public agencies is a major asset, as it decreases some barriers to development.

Ownership	Acres
Private Property	766
City of Oswego	160
Oswego Port Authority	112
County of Oswego	109
Oswego County IDA	66
State University of New York	29
New York State	10
United States of America	27



PROPERTY OWNERSHIP





HISTORIC RESOURCES

Historic resources are an essential component of a healthy local economy, as they help strengthen and sustain a community's shared identity. Oswego is home to an abundance of historic resources with 14 sites on the National Register of Historic Places located within the BOA boundary, as well as a portion of the Washington Square and Franklin Square Historic District. These places are unique community assets that help to define the City of Oswego. Old, historic buildings and sites are often places where people share a common space, common experience, and a sense of identity and community pride.

SHELDON HALL

Opened in 1913, Sheldon Hall is three-story historic building located on SUNY Oswego's campus. The building has two distinct wings, east and west. The west wing serves as the permanent home for various College offices, and the east wing houses 70 upper-class students on the second and third floors. The east wing is also currently home to the International Education Office and a guest facility on its first floor.

MCCROBIE CIVIC CENTER (NAVAL MILITIA BUILDING)

Formerly known as the Naval Militia Building, the McCrobie Civic Center was built in 1919 as an expansion of the Oswego Yacht Club. During the 1940's, the building was occupied by the New York State Naval and Militia Armory and U.S. Naval Reserve Training Center. The City of Oswego acquired the building in 1978, where it was converted to its current use as a community recreation facility.

WALTON AND WILLETT STONE STORE (CAHILL BUILDING)

The Walton and Willett Stone Store, also known as the Cahill Building, is the oldest commercial building in the City of Oswego. Built in 1828, it was first used as a ship chandlery. The building is currently vacant and has been deemed "dangerous" by city code officers due to structural concerns. The historic building has been identified as a strategic site for restoration due to its prominent location along the waterfront, and received funding through DRI.

Synagogue Structural + Reuse Assessment

As part of this implementation strategy, a structural and reuse assessment was conducted for the former Congregation Adath Israel Synagogue located within the Washington Square Historic District. The structure has been vacant for over a decade and has been identified as an significant opportunity to reuse an important local historic resource.

The assessment report concluded that the extent of damage over the last decade would require a significant investment in order to restore some of the structural elements of the building. See **Appendix E** for the complete report.

FRANKLIN SOUARE HISTORIC DISTRICT

Located within walking distance to downtown and the waterfronts, the Franklin Square Historic District is located on the west side of the BOA, and includes 93 contributing buildings and one contributing site. The center of the Historic District is a park, Franklin Square. The historic residential and commercial buildings surrounding the park feature 19th Century architectural styles including Federal, Greek Revival, Gothic Revival, Queen Anne, Italianate, and Second Empire.

OSWEGO THEATER

Built in 1940, the Oswego Theater (now known as Oswego Cinema 7) features an Art Deco style. The theater is currently in use and represents an important cultural resource for residents.

BUCKOUT-JONES BUILDING

Built in two stages between 1852 and 1854, the Buckhout-Jones building is known for its distinctive architecture and historic ties to the Underground Railroad. Currently, the building is in need of exterior facade stabilization and renovation to preserve the historic resource. The building was identified as a strategic site for restoration and selected for funding through the DRI program.



30 OSWEGO THEATER



FORT ONTARIO (Image Credit - City of Oswego)

U.S. CUSTOMHOUSE

The three-story building was originally built in 1858, with two two-story wings added in 1935. The building is a historic customhouse, housing offices for jurisdictional government officials associated with importing and exporting goods.

PONTIAC HOTEL

Built in 1912, the Pontiac Hotel originally served as a hotel. It features both Classical and Mission style details. In the 1980's the hotel was converted into apartment units, which are still in use today.

OSWEGO ARMORY

Built between 1906 and 1908, the Oswego Armory is a castle-like structure that was originally used as the National Guard armory. The building is used by Oswego YMCA for its child and teen activities and programs.

FORT ONTARIO

Fort Ontario is a historic fort located on the east side of the Oswego River, overlooking Lake Ontario. Originally built in the 1940's, with 1963 and 1972 improvements, the site is currently undergoing additional renovations to improve visitors' experience. The site has been identified as a strategic site for the revitalization of the BOA, and remains an important historic resource and tourist attraction.

WASHINGTON SQUARE HISTORIC DISTRICT

Located on the east side of the BOA, the Washington Square District surrounds Washington Square and includes 39 contributing buildings, one contributing structure, and one contributing site. The District is comprised of residences, churches, a vacant synagogue, a public park, County administration office buildings, and the Oswego County Courthouse.

OSWEGO WEST PIERHEAD LIGHTHOUSE

Built in 1934, the lighthouse serves as an active navigation aid for the coast, and is one of the most recognizable landmarks in the City of Oswego. While not located directly in the BOA, it is an important scenic resource for the Lake Ontario waterfront. The lighthouse is owned by the City of Oswego and operated by the United States Coast Guard.

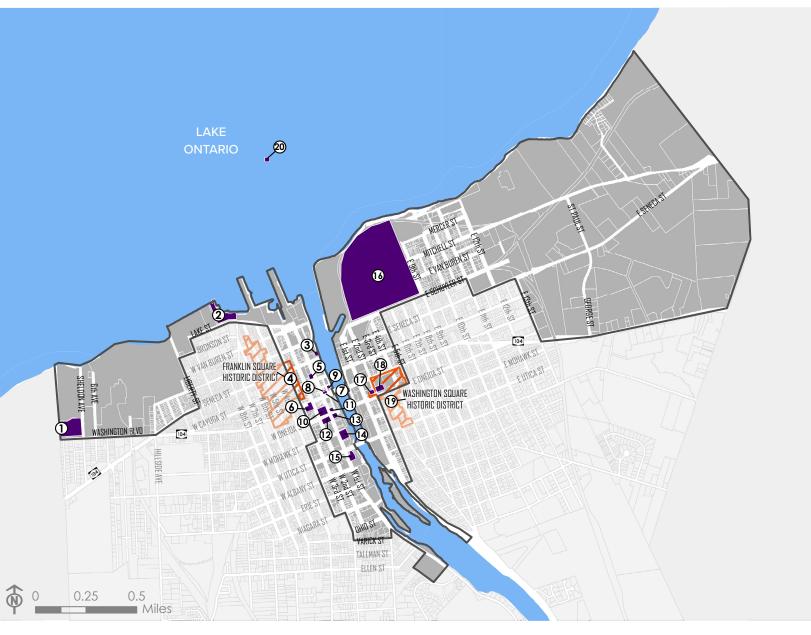
MUNICIPAL NATIONAL REGISTER BUILDINGS

Located within the Oswego BOA, three municipal buildings are located on the National Register of Historic Place: Oswego City Hall, Oswego City Library, Oswego County Courthouse.

OTHER NATIONAL REGISTER BUILDINGS

Other historical buildings located within the Oswego Canal Corridor BOA featured on the National Register of Historic Places include: Woodruff Block, Tanner Block, Market House, Hunter-Oliphant Block, and Standard Yard Company Building.

HISTORIC RESOURCES



Legend



- 1 Sheldon Hall
- 2 McCrobie Civic Center
- 3 Walton and Willett Stone Store
- 4 Franklin Square Historic District
- Woodruff Block
- **6** Oswego Theater
- Buckhout-Jones Building
- Tanner Block
- (9) Market House
- Oswego City Hall
- (11) Hunter-Oliphant Block
- (12) U.S. Customhouse
- Pontiac Hotel
- Oswego Armory
- Standard Yard Company Building 20 Oswego West Pierhead Lighthouse
- (16) Fort Ontario
- (17) Oswego City Library
- (18) Oswego County Courthouse
- (19) Washington Square Historic District



RECREATIONAL RESOURCES AND OPEN SPACE

Parks, open spaces and recreational resources play a major role in economic development and contribute to a strong, stable community, by providing residents and visitors unique, active and passive recreational opportunities.

SUNY OSWEGO

The Marano Campus Center Convocation Center/Ice Arena at SUNY Oswego serves as the home to both college and high school level hockey teams and also provides open skate for the college and community. The convocation center/ice arena hosts a variety of collegiate and community events including; concerts, speakers, and SUNY Oswego events.

BREITBECK PARK

Breitbeck Park is a 15-acre park situated on a bluff overlooking Lake Ontario. The stunning views coupled with recent investments have set the stage to transform the park into a regional destination. The park is a significant asset to the community and offers connections to the city's recreational trail system, and spaces for picnics, open-air concerts, walking, jogging, fire pits and benches for viewing sunsets and the historic West Pierhead Lighthouse.

VETERAN'S MEMORIAL PARK

Located along the Oswego River, the Veterans Memorial Park provides recreational opportunities for running, walking, and biking. Visitors can honor the City's residents who have served the United States, while enjoying the scenery of the riverfront.

WEST SIDE RIVERFRONT LINEAR PARK

Adjacent to Veteran's Memorial Park, the West Linear Park provides a covered stage where residents and visitors can enjoy entertainment during the summer months.

WASHINGTON SOUARE PARK

Located on the east side of the Oswego River, Washington Square Park provides accessible recreational opportunities for those living and visiting downtown Oswego. The park was recently renovated in 2014, with the installation of new playground equipment and landscaping. The park provides a space for community events, including festivals and other events.

FORT ONTARIO

Fort Ontario is a historic fort located on the east side of the Oswego River, overlooking Lake Ontario. The starshaped fort dating to the early 1840's, with 1863 and 1837 improvements, is currently open to the public. The site's unique history and convenient location have contributed to its identification as a strategic site in the BOA.

ST. PAUL'S CEMETERY

St. Paul's Cemetery is a Catholic Cemetery located on the northeast edge of Oswego on Mitchell Street. Considered open space, this is a large cemetery with several levels and is located atop a bluff overlooking Lake Ontario. The cemetery is still in use today.

HARBOR RAIL TRAIL

The Harbor Rail Trail is a reconstructed walkway that follows an original 1880's train bridge. The trail is approximately 0.5 miles, and spans the Oswego River from the East to the West Sides of the City.

RIVERWALK EAST

Located on the East side of the Oswego River, the Riverwalk East features paved paths for both walking and cycling. It follows the East side of the Oswego River and passes along the Oswego Canal locks used by ships and boats traveling up/down the river.

RIVERWALK WEST

Located on the west side of the Oswego River, the Riverwalk West features paved paths for both walking and cycling. The trail follows the west side of the Oswego River, and is accessible from multiple downtown locations. Large ships at Oswego's International Port can be seen directly across the way.



BREITBECK PARK (Image Credit - City of Oswego)

RECREATIONAL RESOURCES + OPEN SPACE



Legend

- Parks & Open Spaces
- SUNY Oswego Campus
- 2 Breitbeck Park
- (3) Veteran's Memorial Park
- 4 West Side Riverfront Linear Park
- **5** Washington Square Park
- 6 Fort Ontario
- 7 St. Paul's Cemetery

- Trails
 - 🚺 Harbor Rail Trail
- Riverwalk West
- 3 Riverwalk East

HEALTHY LIVING ANALYSIS

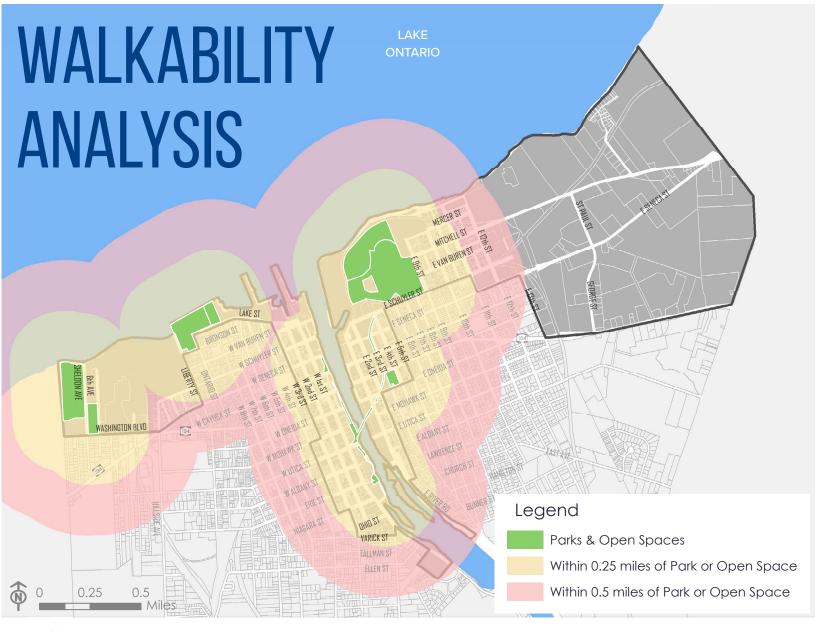
Accessibility to parks, playgrounds, and open spaces is important for children's development and serves as a catalyst for active living for people of all ages, while also positively contributing to a community's overall quality of life. In traditional neighborhoods, a 1/4-mile radius is considered a comfortable distance that people will walk to an amenity or service, and serves as the basis to determine the availability of parks within the Canal Corridor BOA.

The central corridor of the BOA along the Oswego River is well serviced by greenspace and park amenities. This is largely due to the trail system that runs along the river.

The Five Minute Walk

The five-minute walk, or 1/4 mile walk, is a standard representing the average distance a pedestrian is willing to walk before opting to drive. When parks and open spaces are not easily accessible to all members of the community, residents' ability to participate in outdoor activities and socially engage with the community is significantly reduced.

Note - while St. Paul's Cemetery is categorized as "green space" by land use, it was not used in this analysis.



NATURAL RESOURCES

The majority of the Oswego BOA is located along the waterfront - one of the community's most significant assets. The boundary is framed by Lake Ontario to the north, with the Oswego River and Oswego Canal running through the downtown. Not only do the water-based resources provide visitors and residents recreational boating and fishing opportunities, but they also act as an economic driver for the region.

The center of the BOA boasts the Port of Oswego, a first class deep water marina operation that provides accommodation to recreational and commercial vessels. The marina is a significant asset of the area as it provides diversified and efficient transportation services that promote regional economic growth.

LAKE ONTARIO

Lake Ontario, one of the five fresh water Great Lakes. is an important recreational and economic asset for the BOA. While the water is too rough at times for recreational boating, sports fishermen utilize the lake frequently. Additionally, Oswego is home to New York's first official underwater park, the New York David W. Mills Submerged Cultural Preserve and Dive Site - a dive spot in Lake Ontario where divers can explore underwater life and shipwrecks.

OSWEGO RIVER

The Oswego River runs from Oneida Lake to Lake Ontario along Route 481, dividing the cities of Fulton and Oswego. Oswego River is the second-largest river feeding Lake Ontario, second to the Niagara River. While the current is fast throughout the year, the River is a popular recreational destination - drawing in large numbers of fishermen for its steelhead run in the spring and salmon run in the fall. Within the BOA, Leto Island is a popular spot for both sport and recreational fishing.

OSWEGO CANAL

Part of the New York State Canal System, the Oswego Canal originally opened in 1828, just three years after the Erie Canal was complete. Today, the 23.7 mile canal follows the Oswego River on the eastern side and connects with the Erie Canal at Three Rivers (Oneida River, Seneca River, Oswego River). The canal is a feeder canal, connecting the Erie Canal with Lake Ontario. While commercial uses have declined, the canal is used by recreational boaters.



OSWEGO CANAL (Image Credit - Visit Oswego)



OSWEGO RIVER

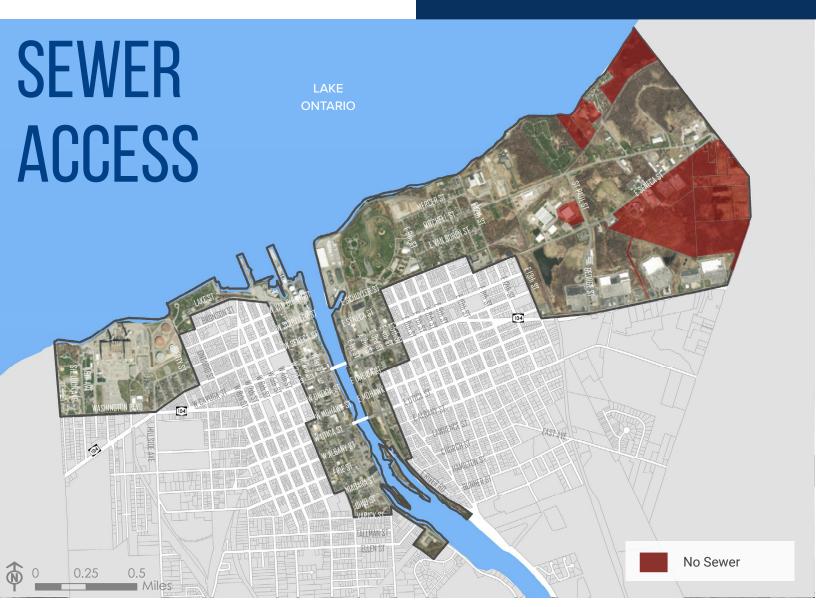


LETO ISLAND (Image Credit - Syracuse.com)

INFRASTRUCTURE

Access to roads, sewer, water, communication technologies, and electricity are essential for a community's health and economic growth. Throughout a majority of the Canal Corridor BOA, a comprehensive public and private infrastructure system is available, including water, storm sewer, sanitary sewer, gas, electric, telecommunications, and cable. However, there are 16 parcels within the Canal Corridor BOA that lack sewer service. Of those 16, one property possibly has a private septic system and four are gravity feed systems. Any redevelopment of eastern portion of the Canal Corridor BOA would need to include the extension of public sewer to the sites.

PRIOR INFRASTRUCTURE
INVESTMENT WITHIN THE CITY
OF OSWEGO HAVE RESULTED
IN SIGNIFICANT ASSETS THAT
THE CANAL CORRIDOR BOA CAN
LEVERAGE TO ATTRACT RESIDENTS
AND BUSINESSES TO THE AREA.



WATER AND WASTEWATER

Within the Canal Corridor BOA, the existing public water is supplied by Lake Ontario. The City is under a consent order for the wastewater treatment plant on the west side of the city to reduce combined sewer overflow that has polluted Lake Ontario and the Oswego River after large rain events. The sewage treatment plant was upgraded in 2013 and on-going combined sewer separation projects, coupled with green infrastructure projects will further address this issue. These projects received funding through the New York State Community Development Block Grant program with funds provided by the Housing Trust Fund Corporation.

Additionally, the City's westside is currently undergoing a multiple-phase Sewer System Evaluation Survey (SSES) in order to mitigate the overflow discharge at the Westside Wastewater Treatment plan. The SSES includes activities such as: manhole inspections, smoke testing, televising results from sewer pipes, and continuous flow monitoring to identify sources of infiltration and inflow within the system.

HYDROELECTRIC POWER

The City of Oswego is home to two hydroelectric generating stations. The High Dam Hydroelectric Station, owned by the City of Oswego, is located on the First Street dam and generates up to 8 megawatts (MW) of power (power is sold to National Grid). The Varick Hydroelectric Stations, owned by Erie Boulevard Power, generates up to 11.9MW. These plants use falling water from the Oswego River to turn turbines, generating electricity at a relatively low cost. Due to the plants efficiency, there is an opportunity to support additional demand; thus supporting new or increase development.

CO-GENERATION FACILITY

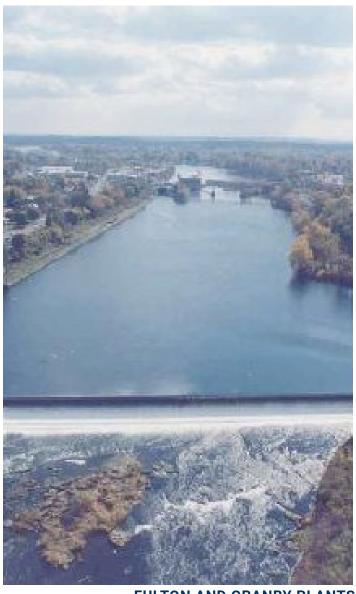
Indeck Energy is a gas fired co-generation facility located next to the EJ Spirtas site. Co-generation is the use of a heat engine or power station to generate electricity and reuse waste heat to produce thermal energy. The facility includes a 40 MW heavy frame industrial combustion turbine, a 172,000 pph dual pressure heat recovery steam generator, a 16 MW extraction/condensing steam turbine with a vacuum deaerator, and an existing standby boiler.

OIL + NATURAL GAS

Oswego Harbor Power, owned and operated by NRG, is located on the Lake Ontario shore on the northwest side of the BOA. The plant has two boilers and a generating capacity of 1,600 MW. Currently, it only provides energy during high demand periods.

OPPORTUNITIES.

The Oswego BOA is well-served by various power sources. This is a significant asset to draw development into and around the BOA area. Typically, developers and investors do not expect to incur costs for basic infrastructure. If infrasratructure-related costs were incurred, it could potentially reduce the overall investment.



FULTON AND GRANBY PLANTS (Image Credit - Oswego County Infrastructure Analysis)

TRANSPORTATION SYSTEMS

Transportation networks and systems influence how easily residents and visitors are able to move throughout the City of Oswego and the Canal Corridor BOA. The Canal Corridor BOA is served by multiple transportation systems, including vehicular, rail, water and pedestrian systems.

ROADWAY NETWORK

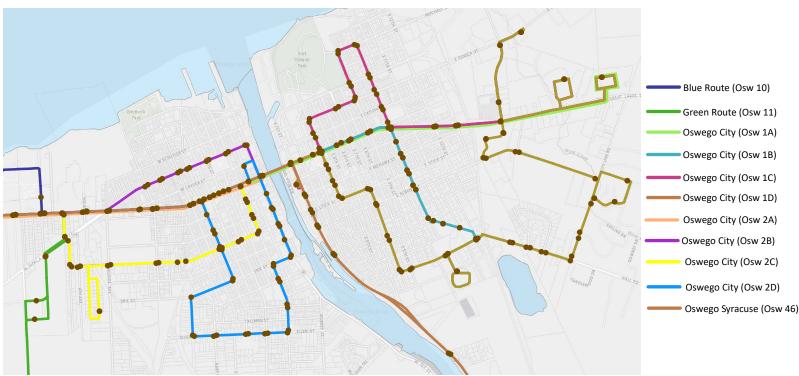
The Canal Corridor BOA's street network encompasses local, collector, and arterial roads. The BOA is primarily served by two New York State routes, Route 104 (West and East Bridge Street) and Route 481 (East 1st Street, East River Road). Route 481 provides access south to the City of Syracuse. Route 104 connects the City to Western New York and SUNY Oswego on the westside, and the City's commercial area and I-81N on the east. Route 104 is the City's major arterial and acts as an important commerce route, connecting the SUNY Oswego campus on the West. Route 48 (West 1st Street, West River Road) provides north-south access along the west side of the Oswego River and Canal, as well as access to Syracuse via I-690. West First Street is Oswego's "traditional" Main Street.

TRAFFIC COUNTS

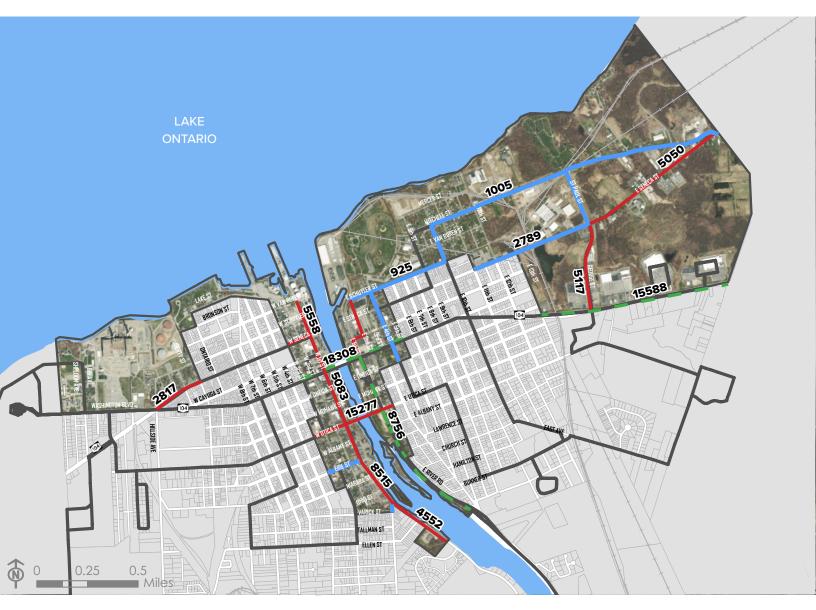
The New York State Department of Transportation (DOT) collects data on major roadways for its Local Highway Traffic Volume Report, including the Annual Average Daily Traffic (AADT) counts. AADT is the number of vehicles that travel on a specific roadway on a typical day. The majority of traffic runs along Route 104 in the center of the BOA, with 18,308 vehicles per day. The second most popular route rungs along West Utica Street, with 15,277 vehicles per day. West Utica Street connects south to West First Street with 8,515 vehicles per day and to the east at East River Road with 8,756 vehicles per day.

PUBLIC TRANSPORTATION

Public transportation is available through the Central New York Regional Transportation Authority (CENTRO). Service is provided throughout the City of Oswego and links downtown to the SUNY Oswego campus, neighborhoods, and retail areas on the outskirts. Bus routes converge along Route 104 (Bridge Street), making downtown the most transit-accessible location in the City. CENTRO provides regional transportation throughout Oswego and Onondaga County, and connects with the Regional Transportation Center and Amtrak in Syracuse, New York.



ROADWAY NETWORKS + PUBLIC TRANSPORTATION





WATER

Port of Oswego. Ports provide distinct advantages in terms of shipment and local economic development. Heavy and bulk items are efficiently transported via water, and international access allows for product and service globalization. Located at the juncture of Lake Ontario and the Oswego River, the Port of Oswego is one of the most productive inland ports in North America, handling nearly 120 vessels and one million tons in cargo per year. The Port of Oswego is a deepwater port, enabling larger and heavier ships to dock. Additional features include dockside rail service by the Fulton Subdivision and tractor trailer access to I-81 and I-90.

New York State has invested a significant amount of funds in the Port of Oswego to expands the Port's capacity and capability. In 2017, the Port was awarded \$2 million to expand its rail line and increase capacity. Most recently, in November 2019, the Port was awarded \$15 million to construct the Central New York Agriculture Export Center - restoring the Port's capacity and increasing its global competitiveness. The funding will support the construction of a new storage dome, a storage silo, a tunnel and belt conveyor system, as well as a control center and a USDA sampling laboratory for agricultural products.

"THE PORT OF OSWEGO IS A KEY ECONOMIC GENERATOR FOR THE ENTIRE CENTRAL NEW YORK REGION," GOVERNOR CUOMO SAID. "THIS INVESTMENT WILL HELP THE PORT RENEW AND MODERNIZE ITS AGRICULTURAL HANDLING FACILITIES, PROVIDING THE REGION WITH ENHANCED ACCESS TO INTERNATIONAL MARKETS AND BOOSTING LOCAL ECONOMIES."

- GOVERNOR ANDREW CUOMO

Oswego River + Oswego Canal. The Oswego River runs from Lake Ontario to Oneida Lake, along Route 481. The Oswego Canal follows the river, ultimately connecting to the Erie Canal. Both the River and Canal are used for commercial and recreational travel. In recent years, barge traffic has increased with expectations for these numbers to continue to increase.

Recreational Marinas. Wright's Landing Marina is a recreational marina that offers seasonal and transient boat slips. The marina has been identified as an anchor for the BOA's recreation system and a key site for investment. Rehabilitation of the marina would further enhance tourism within the BOA.

RAIL

Railroads are an integral component of an effective transportation network, as they provide alternative transportation options that help to alleviate congestion on highways and reduce energy consumption. The Oswego BOA is primarily served by the Fulton Subdivision line, a Class I railroad owned and operated by CSX Transportation. Class I indicates a freight railroad with an operating revenue exceeding \$457.9 million. The Fulton Subdivision runs parallel to Route 481 and provides direct service from the Port of Oswego to Fulton and Syracuse. The line connects to the DeWitt Yards, the largest intermodal rail yard in New York State. The yard transfers both domestic and international freight containers between trains and trucks.

According to a national study conducted in 2007, the line is classified as a Level of Service A, indicating the existing rail traffic is below capacity. Due to this underutilization, there is an opportunity to encourage and develop additional freight transportation, acting as a catalyst for further investment and development within the BOA and Oswego County. With increased utilization, the Fulton Subdivision line and Route 481 could work in tandem due to their parallel locations - creating an intermodal network.



(Image Credit - City of Oswego)

WATER + RAIL NETWORKS



Legend

Port of Oswego

ENVIRONMENTAL CONSTRAINTS

Environmental features can dictate how future development can occur and promote the protection of valuable natural resources. Major waterbodies, protected wetlands, and floodplains may define areas where future development should be avoided.

RIVER BASIN / WATERSHED

A river basin is the portion of land drained by a river and its tributaries. This water ultimately carried to a common outlet such as a river, bay or other body of water. The Oswego BOA is located within the Oswego River Basin. The Oswego River Basin encompasses 51,000 square miles and is comprised of a diverse system of streams, lakes (including some of the Finger Lakes and Oneida Lake) and canals that ultimately drain into Lake Ontario.

WETLANDS

New York Department of Environmental Conservation (NYSDEC) identifies and regulates all freshwater wetlands greater than 12.4 acres in size. Within the Oswego BOA, there is one partial state regulated wetland. In order to protect, preserve and conserve wetlands of this size, an "adjacent area" of 100 feet around the wetland is also regulated.

The U.S. Fish and Wildlife Service also maps wetland areas, regardless of size and regulatory status, through the National Wetland Inventory (NWI). According to the NWI, several wetlands have been identified within the BOA. Any development proposed on or near identified wetlands should be carefully coordinated with the DEC or U.S. Army Corps of Engineers, as needed.

FLOOD HAZARD AREAS

Wine Creek runs through the eastern portion of the BOA and poses a potential flood hazard. According the Federal Emergency Management Agency (FEMA), flood hazard areas identified on the Flood Insurance Rate Map are identified as Special Flood Hazard Areas (SFHA). SFHAs are defined as areas that will be inundated by a flood event having a 1-percent chance of being equaled or exceeded in any give year. Within the BOA, the designated areas have been categorized as Zone A and have a 1% annual chance of flooding (also known as the base flood or 100-year flood). According to the National Flood Insurance Program, locations within Zone A are considered to be at high risk of flooding and are subject to flood insurance requirements and floodplain management standards.

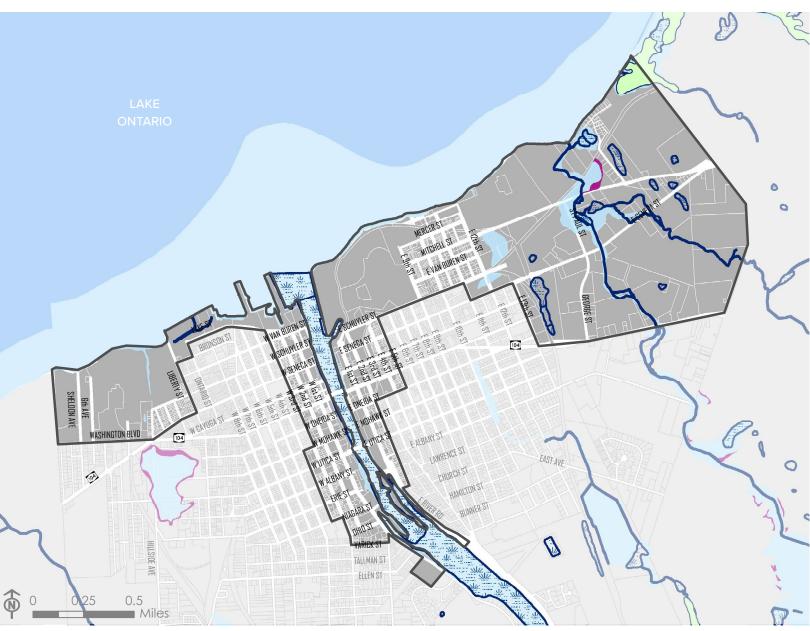


OSWEGO CANAL (Image Credit - iloveny.com)

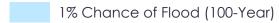
Flood Zones

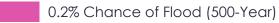
The most hazardous flood zones are V and A, with V being the first row of beach front properties and A being located near a lake, river, or other body of water. Subclasses of Zone A are differentiated based on how they might be flooded. Areas in Zone C, where elevations are higher than the 500-year floodplain, are at the lowest risk of flooding; however, almost 25% of flood claims come from areas in Zone C.

ENVIRONMENTAL CONSTRAINTS









Federal Wetlands

NWI Wetlands

BROWNFIELD, VACANT + UNDERUTILIZED SITES

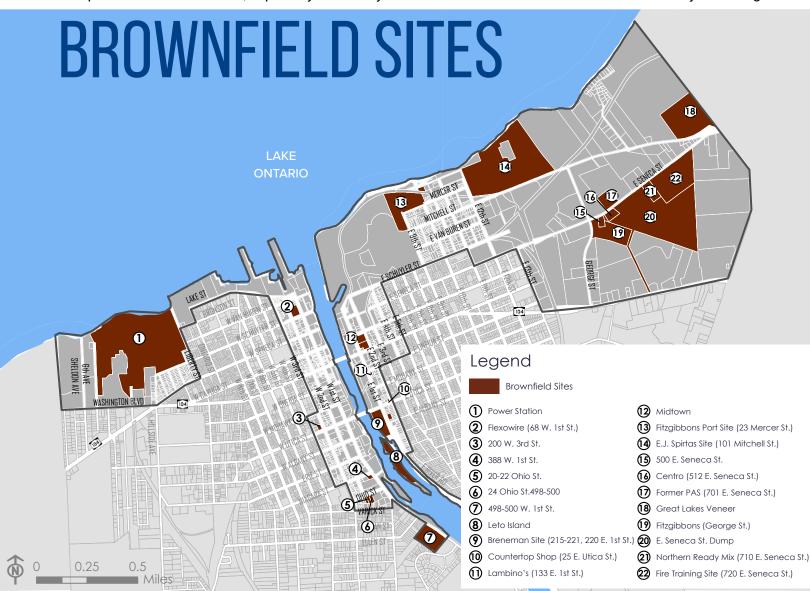
Brownfields are often sites that have been abandoned or underutilized due to the presence of environmental contaminants. These contaminants can hinder or complicate future development or improvements. This Implementation Strategy seeks to identify brownfield and underutilized sites in order to better understand the environmental conditions and create a plan for future development and remediation, as needed.

BROWNFIELD

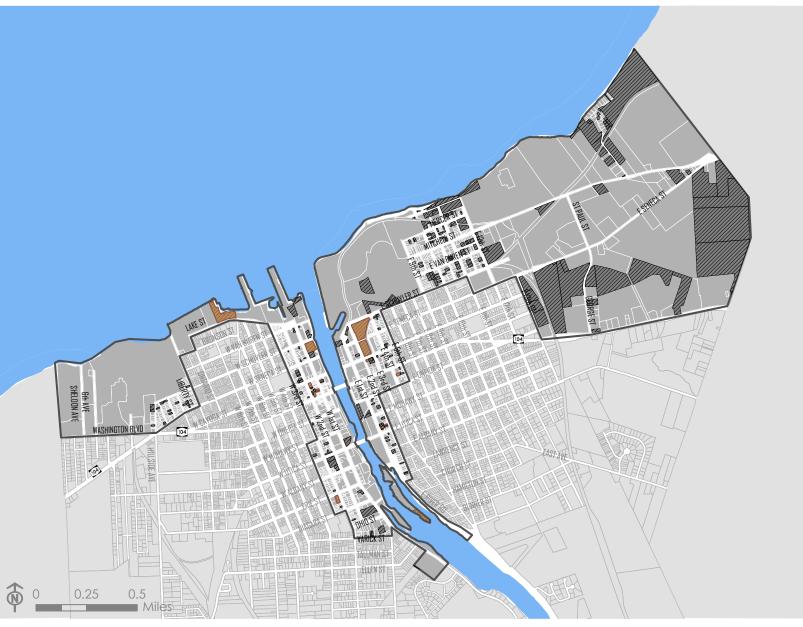
Based on reviews of existing environmental databases, reports and property assessments, 22 properties encompassing approximately 288 acres (23% of the total BOA acreage) have been identified as brownfields within the Oswego BOA.

VACANT + UNDERUTILIZED

There are a total of 207 vacant and underutilized properties located within the BOA. Of that total, 192 parcels have a property type classification code as "vacant". This encompasses 19% of the total BOA acreage. While vacant lands are often viewed as a negative, they can present opportunities. They are typically attractive to developers and other investors, especially when they are located in areas where investment is already occurring.



VACANT + UNDERUTILIZED SITES



Legend

Vacant Parcels (by land use)

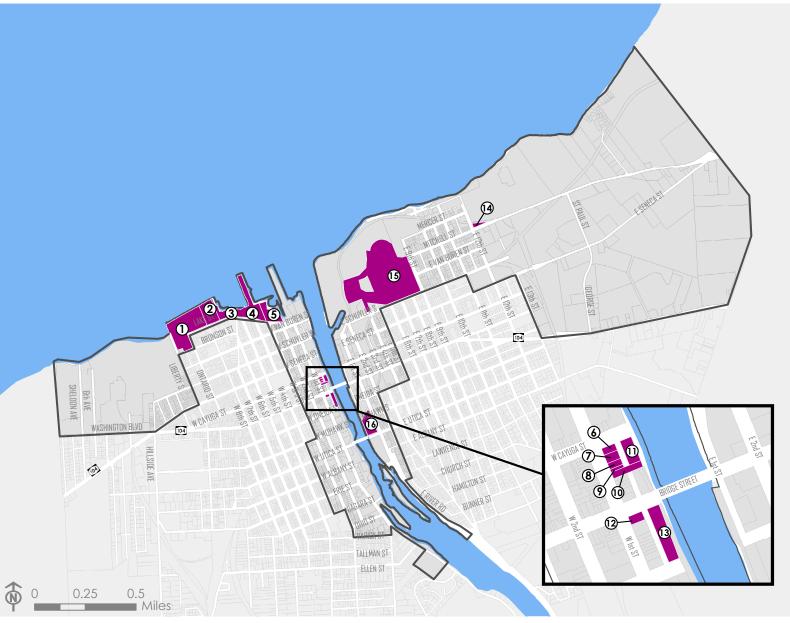


Vacant & Underutilized Parcels

ENVIRONMENTAL INVESTIGATIONS

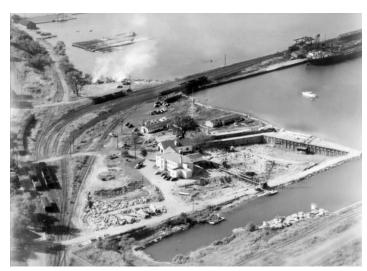
As part of this study, 14 Phase I Environmental Site Assessments (ESAs) were conducted at select strategic sites. Each investigation included site reconnaissance of the property, interviews with property owner-representatives, as well as reviews of readily available public records, historic aerial photography, city directories, maps, and existing environmental reports/documents.

The primary objective of the Phase I ESAs is to identify and document recognized environmental conditions (RECs) to better understand any potential development constraints. The documents will be used by the City and County when considering future development opportunities. Each site is summarized in the following section, with full copies of the reports are available in **Appendix F1-F16**.



Legend

- (1) 91 Lake St **(2)** 51 Lake St
- (5) 1 Lake St
- **(6)** 147-149 W 1st St
- **(3)** 41 Lake St
- (7) 151-155 W 1st St
- 29 Lake St
- **(8)** 157 W 1st St
- **(9)** 161 W 1st St
- (10) Market Street
- (11) 21 Water St
- (12) 189 W 1st St
- (13) 31 Water St
- **(14)** 45 E 12 St
- (15) 31 E Schuyler St / Ontario St
- (16) 5 E Utica Street and 20 E 1st St







This site was formerly utilized by Erie-Lackawanna Railroad Company as a lumberyard. Records also show the presence of railroad tracks used in the transportation of coal.

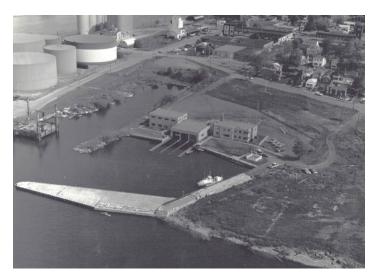
The Phase I ESA evaluated the redevelopment potential of approximately 2.0 acres of vacant land. Currently, the property is comprised of approximately 2.0 acres of vacant land and 2.21 acres that are occupied by the United States Coast Guard and United State's Geological Survey. Both of the government entities have field stations adjoining the site that were not included in the ESA investigation, as they will remain intact should redevelopment of the site occur.

Investigation Findings:

- A potential for asbestos containing materials (ACMs) in site fill, former buried structure foundations or underground utilities.
- A potential for historic fill materials (HFMs) that may contain chemical compounds and impact subsurface soil and groundwater quality.
- · Potential soil contamination.

Recommendations:

• The soils and groundwater may be impacted by potential contamination in the HFMs, therefore, a collection of soil and groundwater samples throughout the property is recommended.







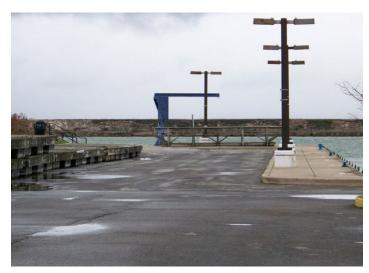
The 6.87 acre site is currently owned by the City of Oswego and operates as the Oswego International Marina. The marina is utilized by the Oswego Yacht Club and is also used a public marina. Based on historic photographs, the site shows an extensive history of coal transportation during the 1800s.

Investigation Findings:

- A potential for the presence of ACMs, as well as lead based paint due the various debris piles throughout the property.
- A potential for PCBs due to the presence of transformers on the property.
- Debris piles contained undocumented waste consisting of materials that may be contaminated.
- A potential for HFMs that may contain chemical compounds and have a potential to impact the subsurface soil and groundwater quality.
- A pipe was identified and discharge from an unknown source may affect soil and groundwater quality.

Recommendations:

• The soils and groundwater may be impacted by potential contamination. Therefore, a collection of samples from the debris piles, as well as soil and groundwater samples throughout the property is recommended.







The 2.7 acre site is currently occupied by the Roy C. McCrobie Civic Center and the Wright's Landing Marina Docks. Based on historic photographs, the site shows a history of substantial landfilling of coal ash waste to create the land and convert it to a park.

Investigation Findings:

- A potential for ACMs in site fill due to the coal ash waste, as well as materials from the demolition of the Diamond Match Factory.
- A potential for ACMs as well as lead based paint due to the age of the structures and paint cans found on site.
- A potential for HFMs that may contain chemical compounds and have a potential to impact the subsurface soil and groundwater quality.
- The site is located in the delisted United States Environmental Protection Agency (USEPA) Oswego River Area of Concern (AOC) due to hazardous waste sites, municipal sewage discharge, combined sewer overflows and runoff from nearby streets and agriculture.
- Potential surface and groundwater contamination.
- · The site is listed as an EPA Brownfield site.

Recommendations:

Collection of soil and groundwater samples throughout the property to evaluate the HFMs and identify potentially hazardous materials and/or impacts to the subsurface.





The 3.4 acre site is currently owned by the City of Oswego and is part of Breitbeck Park. Breitbeck Park extends for another 14.36 acres west of the site. Within the property, there are two walking trails: the Oswego Trail and the Breitbeck Park Trail. Based on historic photographs, the site shows a history of substantial landfilling of soil and primarily coal ash waste to create the land and convert it to a park.

Investigation Findings:

- A potential for ACMs in site fill due to the coal ash waste, as well as materials from the demolition of the Diamond Match Factory.
- A potential for ACMs as well as lead based paint due to the age of the structures.
- A potential for HFMs that may contain chemical compounds and have a potential to impact the subsurface soil and groundwater quality.
- The site is located in the delisted USEPA Oswego River AOC due to hazardous waste sites, municipal sewage discharge, combined sewer overflows and runoff from nearby streets and agriculture.
- A suspected underground storage tank was identified and carries a potential for release and migration of petroleum products and/or hazardous substances in the groundwater.
- Potential surface and groundwater contamination.

Recommendations:

• The historic fill soils and groundwater are likely impacted by potential contamination from the HFMs, therefore, the collection of soil and groundwater samples throughout the property is recommended.





The 14.36 acre site is currently owned by the City of Oswego and is part Breitbeck Park. Within the property, there are two walking trails: the Oswego Trail and the Breitbeck Park Trail. Based on historic photographs, the site shows a history of substantial landfilling of soil and coal ash waste to create the land and convert it to a park.

Investigation Findings:

- A potential for ACMs in site fill due to the coal ash waste, as well as materials from the demolition of the Diamond Match Factory.
- A potential for ACMs as well as lead based paint due to the age of the structures.
- A potential for HFMs that may contain chemical compounds and have a potential to impact the subsurface soil and groundwater quality.
- The site is located in the delisted USEPA Oswego River AOC due to hazardous waste sites, municipal sewage discharge, combined sewer overflows and runoff from nearby streets and agriculture.
- A potential for a release of the fuel oil storage to impact subsurface soil and groundwater.
- Potential surface and groundwater contamination.

Recommendations:

• The historic fill soils and groundwater are likely impacted by potential contamination from the HFMs, therefore, the collection of soil and groundwater samples throughout the property is recommended.





45 EAST 12TH STREET

The 0.69 acre site is currently owned by PCL Properties, Inc. The site consists of a gravel and paved parking lot and the Port City Logistics warehouse, which acts as a repair shop for shipment vehicles such as semi-trucks and tractor trailers. Records show an extensive history of machine services since the 1930s.

Investigation Findings:

- The presence of hydraulic lifts was identified as a recognized environmental condition (REC). There is a potential for a release of hydraulic oil.
- The potential for soil vapor encroachment and intrusion was identified as a REC. There is a potential for soil vapor encroachment due to releases to the subsurface of petroleum and solvent compounds.
- The presence of floor drains, sumps and pits was identified as a REC, due to the potential they may contain unknown liquid material.
- Various buckets of hazardous materials and drums of waste oil found on site were identified as RECs due to the potential release of containments.

Recommendations:

• The surface and/or subsurface soils and groundwater may be impacted by hazardous materials, and/or petroleum products due to the historic uses of the property. It is recommended that soil and groundwater samples be collected throughout the property to evaluate the impacts of HFMs.





MARKET STREET

The 0.113 acre site is comprised of a paved street owned by the City of Oswego. It is used as a street called Market Street and has six parking spaces and a pedestrian entrance to the existing Gaslight Pub. Historically, the street has been used as a connection between West 1st Street and Water Street since the late 1800s.

Investigation Findings:

• A potential for the soil and groundwater to be impacted by the site's history of printing and laundering that occurred on the site adjoining the property for nearly twenty years.

Recommendations:

• The surface and/or subsurface soils and groundwater may be impacted by hazardous materials, and/or solvents due to the historic uses of the property. It is recommended that soil and groundwater samples be collected throughout the property to evaluate any impacts of HFMs.







21 WATER STREET

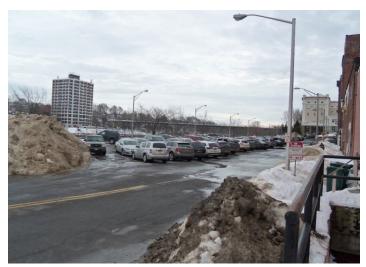
The 0.33 acre site is currently owned by the City of Oswego. The site is utilized as a paved parking lot to support the local storefronts. Historically, the property was used an office space, shipping chandler, paints and oil storage, and the Oswego Academy of Music during the late 1800s. Records also show a history of the site being used in coal transportation due to the presence of railroad tracks in historical photos.

Investigation Findings:

- A potential for soil and groundwater quality degradation due to the history of coal transportation and history of paints and oil storage.
- A potential for buried former building material that contains ACMs, as well as lead based paint.

Recommendations:

The surface and/or subsurface soils and groundwater may be impacted by hazardous materials, and/or
petroleum products due to the historic uses of the property. It is recommended that soil and groundwater
samples be collected throughout the property to evaluate the impacts of HFMs.







31 WATER STREET

The 0.67 acre site is currently owned by the City of Oswego. The site is utilized as a paved parking lot that supports local storefronts in the adjoining Canal Commons shopping district. Records show a history of the site being used in coal transportation by the Delaware, Lackawanna and Western Railroad Company railroad tracks are seen in historical photos.

Investigation Findings:

- · A potential for soil and groundwater quality degradation due to the history of coal storage.
- · A potential for buried former building material that contain hazardous materials such as asbestos.

Recommendations:

• The surface and/or subsurface soils and groundwater may be impacted by hazardous materials, and/or coal due to the historic uses of the property. It is recommended that soil and groundwater samples be collected throughout the property to evaluate the impacts of HFMs.







147-149 WEST 1ST STREET

The 0.11 acre site is currently owned by David J. Dexter. The site has a one-story building that houses a commercial business, Harbor Optical. Historically, the site was used as a residential and commercial building from 1890 to the early 1960's. In the year 1963, a new building was constructed and has been commercial use since 1963.

Investigation Findings:

- A potential for soil and groundwater quality degradation due to the history of paints and solvent storage on the property.
- A potential for buried former building material that contains ACMs as well as lead based paint.
- The inability of Bergmann personnel to access the building's interior and examine all areas of the subject property due to lack of authorization is considered a limitation for this Phase I ESA. It is noted that site observations were limited due to parked cars and snow obstructing portions of the site.

Recommendations:

• The property could not be properly observed due to the lack of interior investigation, therefore, it is recommended that the interior be examined to rule out any potential recognized environmental conditions.



151-155 WEST 1ST STREET

The 0.13 acre site is a vacant lot currently owned by Thomas Ciappa. Historically, the site was used as a residential and commercial building from 1939 to the early 1970's. The site became vacant around the year 1972.

Investigation Findings:

- The soil and groundwater may have been impacted by the history of laundering and dry cleaning that occurred 1/8 of a mile south of the site.
- A potential for buried former building material that contains ACMs as well as lead based paint.

Recommendations:

- The surface and/or subsurface soils and groundwater may be impacted by hazardous materials, and/or petroleum products due to the historic uses of the site and its proximity to other potentially contaminated sites
- It is recommended that soil and groundwater samples be collected throughout the property to evaluate the impacts of HFMs.







157 WEST 1ST STREET

The 0.1 acre site is currently owned by the Strategic Domains, LLC. The developed commercial space is currently occupied by three businesses: Little Lukes (a preschool and childcare center), Rehab Resources, and DiMartino Law Office. During the 1800s and early 1900s, past uses of the site consisted of various retail shops such as clothing, printing, and a paint shop. Additional uses of the site include, a bakery, plumbing shop, sign painting shop, and storage.

Investigation Findings:

- A potential for soil and groundwater quality impairment due to the history of on-site paint storage.
- A potential for buried former building material that contains ACMs as well as lead based paint.
- The inability of Bergmann personnel to access the building's interior and examine all areas of the subject property due to lack of authorization is considered a limitation for this Phase I ESA.

Recommendations:

- The surface and/or subsurface soils and groundwater may be impacted by hazardous materials, and/or
 petroleum products due to the historic uses of the property. It is recommended that soil and groundwater
 samples be collected throughout the property to evaluate the impacts of HFMs.
- An examination of the interior of the building should be conducted in order to rule out any potential RECs.







161 WEST 1ST STREET

The 0.51 acre site is currently owned by Creative Development of Oswego, Inc. The first floor of the building is used as a commercial space, including a photography studio for Ivy Image Studios and coffee shop for Coffee Connection. The second, third, and fourth floors are primarily used as residential apartments. During the 1800's and 1900's, the site was used as various retail shops, including a hardware store and a piano shop. In more recent years, additional uses of the property included a bakery, plumber office, sign painting shop, and storage.

Investigation Findings:

- A potential for buried former building material that contains ACMs as well as lead based paint due to the age
 of the building.
- Bergmann was not authorized to investigate the interior of the building. The lack of access and inability to
 fully examine the interior of the building and its contents is considered a limiting condition in this Phase I
 ESA.

Recommendations:

• An examination of the interior of the building should be conducted in order to rule out any potential RECs.







189 WEST 1ST STREET

The 1.37 acre site is currently owned by 189 West First Street LLC. The site is currently utilized as a restaurant called Global Buffets, which has been operating on site since the year 2005. The site adjoins the Canal Commons shopping center to the south. Although there is little information on the historical uses of the site, it is assumed that the site at one point was part of another parcel that was sub-divided around 2005. Based on historical images, the site was used for various retail storefronts.

Investigation Findings:

- A potential for buried former building material that contains ACMs as well as lead based paint due to the age
 of the building.
- The inability of Bergmann personnel to access the building's interior and examine all areas of the subject property due to lack of authorization is considered a limitation for this Phase I ESA.

Recommendations:

• An examination of the interior of the building should be conducted in order to rule out any potential recognized environmental conditions.







31 E SCHUYLER STREET / FORT ONTARIO

The 48 acre site consists of two parcels, located on the north side of East Schuyler Street. The site is contiguous around the south and east sides of the historic Fort Ontario site. It is owned by the City of Oswego and operated as a mixed-use cultural complex. Historically the land was owned by the U.S. Army and utilized as a training facility, World War II hospital, anti-aircraft artillery units, and a refugee shelter.

Investigation Findings:

- · Historic gas stations and the potential presence of orphan USTs have been identified as RECs.
- Two 55-gallon drums of benzene were removed from the site in 1991, and the historic motor shops are indicative of historic site usage of solvents and petroleum products.
- An unknown drain in the former blacksmith building, as well as the extensive usage of coal have been identified as an REC.
- The history of lead munitions, Ordinance Explosives and Chemical Warefare Materials, as well as the historic firing range are considered RECs due to the potential soil contamination.
- Historic rail sidings on the site are identified as an REC.

Recommendations:

• It is recommended to conduct of a geophysical survey to investigate for orphan USTs in the area of historic on-site gas station, and a Limited Phase II ESA throughout the site to investigate the impacts of historic site usages on soil and groundwater.







5 EAST UTICA STREET / 20 EAST 1ST STREET

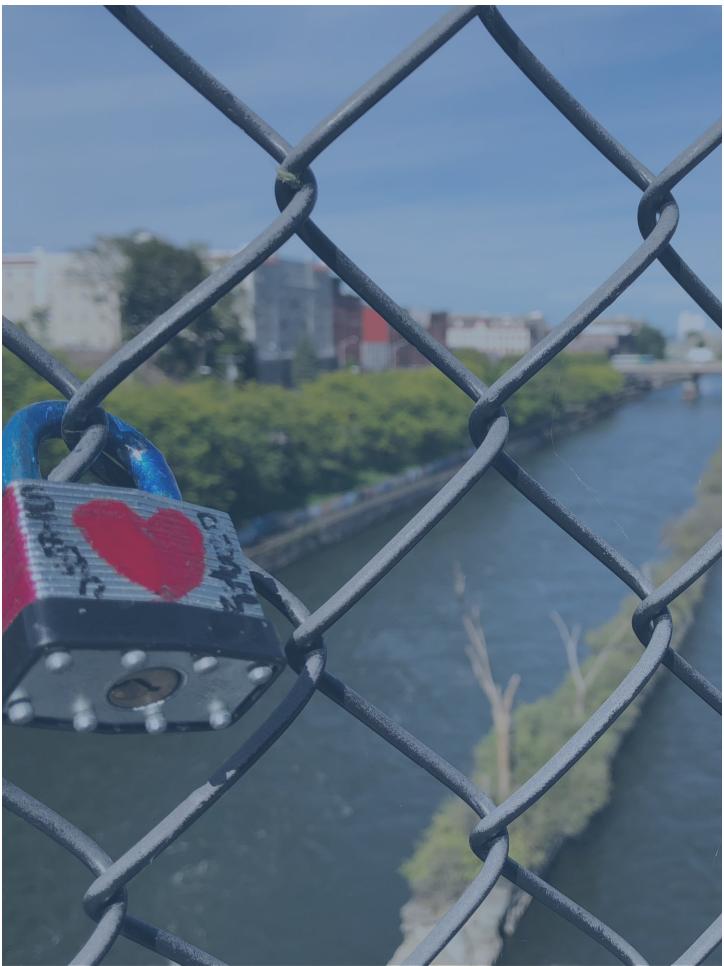
The approximately 5 acre site is located on the west side of east first street. Currently used as parkland, with an abandoned Tim Horton's restaurant building on the 200 East 1st Street. The Utica Street site was historically utilized by Cyclotherm for radiator and boiler parts manufacturing.

Investigation Findings:

- Several petroleum spills have occurred on the sit, and residual petroleum impacted soils were identified.
- The Former Breneman Site, a NYSDEC Brownfield Cleanup Program site in the east adjacent property, encroaches on the site, and waste disposal and fill material were historically dumped in the on-site hydraulic canal.
- · Historic underground USTs were present the site and have been identified as an REC.
- Based on findings of the LaBella Remedial Investigation Report for the Former Breneman Site (December 2015), soil and ground water are contaminated with volatile organic compounds, semi-volatile organic compounds, and lead above NYSDEC regulatory guidelines.

Recommendations:

It is recommended that a Limited Phase II ESA be conducted in order to address the identified RECs. Site
soil and groundwater samples should be collected for laboratory analysis for VOCs, SVOCs, pesticides,
polychlorinated biphenyls (PCB), and NYSDEC Target Analyte List (TAL) Metals.



SECTION 4 MASTER PLAN



OVERVIEW

The Oswego Canal Corridor BOA is home to a wealth of unique assets, including extraordinary waterfront locations, existing infrastructure, accessibility, and historical charm. The City of Oswego has the opportunity to build upon these assets and further propel the redevelopment of its downtown, waterfront and City as a whole.

The transformation has already begun and momentum is building. Coupled with numerous ongoing investments and parallel planning initiatives, including investments from the Downtown Revitalization Initiative, the Canal Corridor BOA implementation plan will continue to strengthen the momentum and act as a catalyst in transforming the City into a thriving place to live, work and visit.

The following section provides a summary of conceptual revitalization projects. When implemented, these projects will create a vibrant and cohesive waterfront and downtown within the City of Oswego.

THE CITY OF OSWEGO HAS MOMENTUM.

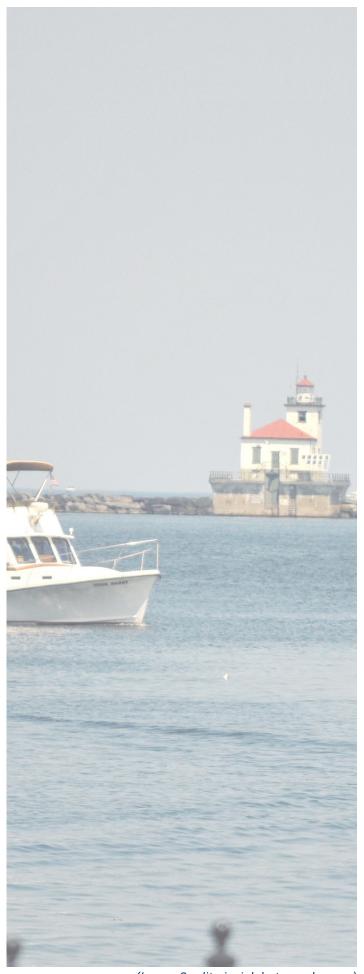
LAYING THE FRAMEWORK

Throughout the BOA planning process the boundary has gone through numerous variations, ranging from the City limits to just areas along the waterfront. During the Step 2 process, the boundary was determined to include all waterfront areas and the majority of the City's historic commercial and industrial areas in the vicinity of the waterfronts, as well as the newer industrial and commercial areas on the City's east side.

In recent years, the City of Oswego and Oswego County have invested a significant amount of resources and time in efforts to revitalize the City's downtown and waterfronts. Many studies that have been completed overlap and share common goals. This BOA seeks to leverage all work completed to date and to advance and unify previous plans and investments. As such, a concentration of recommended projects and investments are located within the downtown core of Oswego.

While the eastern industrial side of the BOA still features a number of underutilized and vacant sites, the shift in investment to the downtown core has led to a reprioritization of strategic sites. By focusing revitalization efforts where investment is already occurring, the City can leverage these funds and catalyze more growth.

The Complete Streets Study, Local Waterfront Revitalization Program, Downtown Revitalization Initiative and this implementation plan have all provided the tools necessary to create a city that promotes vibrancy, growth and accessibility.



(Image Credit - jovialphotography.com)

HOW WE GOT HERE

BOA

rehabilitation & adaptive reuse

DRI

catalytic development

VIBRANCY
GROWTH
ACCESSIBILITY

COMPLETE STREETS

safe, welcoming public realm

LWRP

waterfront revitalization

DOWNTOWN REVITALIZATION INITIATIVE

The Downtown Revitalization Initiative (DRI) is a program that was developed to transform downtown communities into vibrant centers where the next generation of New Yorkers will want to live, work, and play. The program emphasizes using DRI investments to reinforce and secure additional public and private investment within and near downtown neighborhoods, building upon growth supported by the REDCs. Each year the DRI invests \$10 million - the City of Oswego was selected for funding in 2017.

With the help of the Local Planning Committee, 23 priority projects were selected based on their catalytic potential to promote continued downtown revitalization and investment. Of the 23 projects, 12 were selected for funding through the DRI. Those projects include:

- 1. Create a Multi-Building Mixed Use Development on West First Street
- 2. Provide Housing Options in New Harbor View Square Mixed Use Development
- 3. Transform the Aging Midtown Plaza
- 4. Restore the Historic Buckhout-Jones Building
- 5. Transform the Historic Cahill Building into Upscale Housing Along the River
- 6. Create a Pocket Park on Market Street
- 7. Create an Indoor Water Parks as a new Downtown Destination
- 8. Renovate the Children's Museum of Oswego
- 9. Add Housing to a Renovated Gateway Building
- 10. Support Local Business Growth, Building Renovation and Outdoor Programming
- 11. Perform a Complete Streets Streetscape Make-Over on West Bridge Street
- 12. Improve the River Walk
- THE TRANSFORMATION OF THE CITY OF OSWEGO AND ITS DOWNTOWN HAS ALREADY BEGUN. IT IS A DIVERSE COMMUNITY THAT IS BUILDING ON ITS STRENGTH, EMBRACING ITS CURRENT, HISTORIC, AND NATURAL ASSETS, AND POSITIONING ITSELF INTO A REGIONALLY COMPETITIVE AREA WHILE MAINTAINING ITS SMALL TOWN CHARM. SPURRED ON BY SIGNIFICANT INVESTMENTS FROM INSTITUTIONS SERVING HIGHER EDUCATION AND THE HEALTH NEEDS OF ITS RESIDENTS, AS WELL AS THE EXPANSION OF ITS NEARBY MANUFACTURING BASE...OSWEGO IS BUILDING ON MOMENTUM.

DRI SMALL PROJECT REVIEW

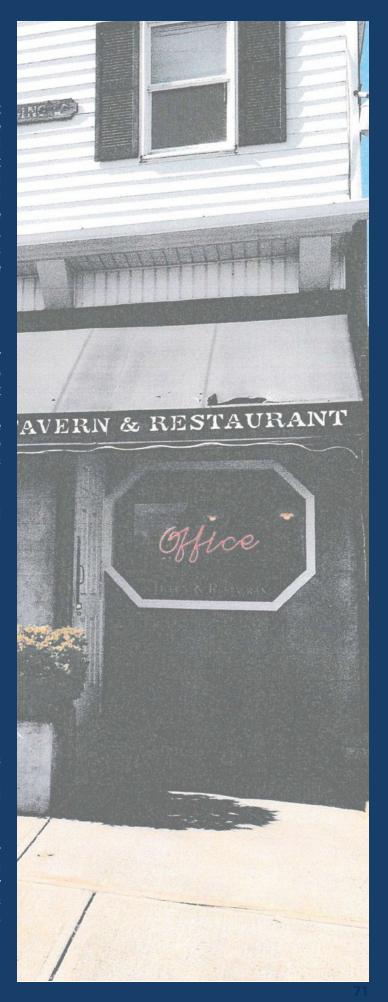
This Implementation Strategy seeks to build upon and further the recent efforts and investments that have occurred in the City of Oswego. One of the large driving forces for investment is the 2017 DRI. Selected for funding through the DRI program, the "support local business growth, building renovation and outdoor programming" project establishes revolving loans, grants and/or matching grants for private investments for commercial interior improvements, facade improvements, and renovation of upper floors for housing. As a result, 20 small sites that were identified in the DRI were subject to the Environmental Compliance Checklist in order to advance the projects. See **Appendix G** for full reports on the 20 sites.

Awards made under the Office of Community Renewal's state funded grant programs are subject to requirements of the State Environmental Review Act (SEQR). The primary objective of the Environmental Compliance Checklist is to identify factors that may be encountered at individual project sites and to develop procedures to ensure compliance with regulations pertaining to those factors.

The Environmental Compliance Checklist is comprised of various items, including:

- historic cultural resources
- flood plains
- coastal zone
- site contamination
- lead based paint
- asbestos containing materials
- radon
- wetlands
- endangered species
- · agricultural districts

As part of this BOA, Bergmann conducted Asbestos Containing Materials (ACM) and Lead Based Pain (LBP) sampling on all DRI projects that were scheduled to undergo some sort of renovation. The Federal Department of Housing and Urban Development (HUD) and the NYS Department of Labor Code Rule 56 (ICR-56) require all materials that were impacted during renovation projects to be screened and sampled for both lead and asbestos. All portions of Bergmann's environmental work was conducted between March 18 and March 29, 2019.



VISION

Over the last several years, the City of Oswego and Oswego County have completed several community planning initiatives directly related to the revitalization and redevelopment efforts within the City of Oswego. Implementation of the various studies and proposed projects will maintain the momentum and continue spurring further developments - bringing new life to underutilized spaces. An overarching vision statement was developed to inform the Step 3 Implementation process and create a framework for project implementation.

The Oswego Brownfield Opportunity Area is a **vibrant** sustainable mixed-use redevelopment district that enhances the City's history downtown and port, provides **access** to the City's waterfront areas, supports targeted commercial **growth** and complements adjacent residential neighborhoods.



STRATEGY

Throughout the planning process, three distinct guiding principles and strategies were developed. Each specific project falls under one of these guiding principles.



(Image Credit - Bergmann)

VIBRANCY

strengthen the waterfront and downtown core through implementation projects that:

- enhance quality of life
- maintain and promote neighborhood character
- create attractive and desirable public spaces



(Image Credit - Oswego DRI)

GROWTH

strengthen the waterfront and downtown core through projects that:

- increase downtown living
- promote multi-modal development
- strengthen Oswego's tourism & community assets



(Image Credit - Oswego Waterfront Master Plan)

ACCESSIBILITY

connect people to the waterfront and public spaces by implementing projects that:

- · establish waterfront as points of access
- initiate gateway and wayfinding improvements
- enhance streetscapes & create welcoming places

MASTER PLAN

VIBRANCY

- 1 BREITBECK PARK IMPROVEMENTS
- 2 NEW EASTSIDE WATERFRONT PARK
- 3) BUCKHOUT-JONES FACADE RESTORATION
- 4 RIVER ACCESS AT LOCK 7
- 5 FORT ONTARIO PARK
- 6 GATEWAYS

GROWTH

- MARITIME SANCTUARY & PERFORMING ARTS CENTER
- 8 HARBORVIEW SQUARE
- 9 CAHILL LANDING
- W. 1ST STREET REDEVELOPMENT
- 11 GLOBAL BUFFET REDEVELOPMENT
- 12 LAKE ONTARIO WATER PARK
- 13) MIDTOWN PLAZA REDEVELOPMENT
- 14) HAMMERMILL PAPER REDEVELOPMENT
- 15) LETO ISLAND REDEVELOPMENT
- 16 OSWEGO PORT INVESTMENTS

ACCESSIBILITY

- 17) 6-POINTS INTERSECTION
- 18) ROUTE 104 CORRIDOR ENHANCEMENTS
- 19 BICYCLE NETWORK CONNECTIONS
- 20 RIVERWALK IMPROVEMENTS
- 21 ENHANCED TRAILHEAD
- 22 PIER IMPROVEMENTS
- 23 MARINA IMPROVEMENTS
- 24) TRAIL CONNECTIONS

LEGEND

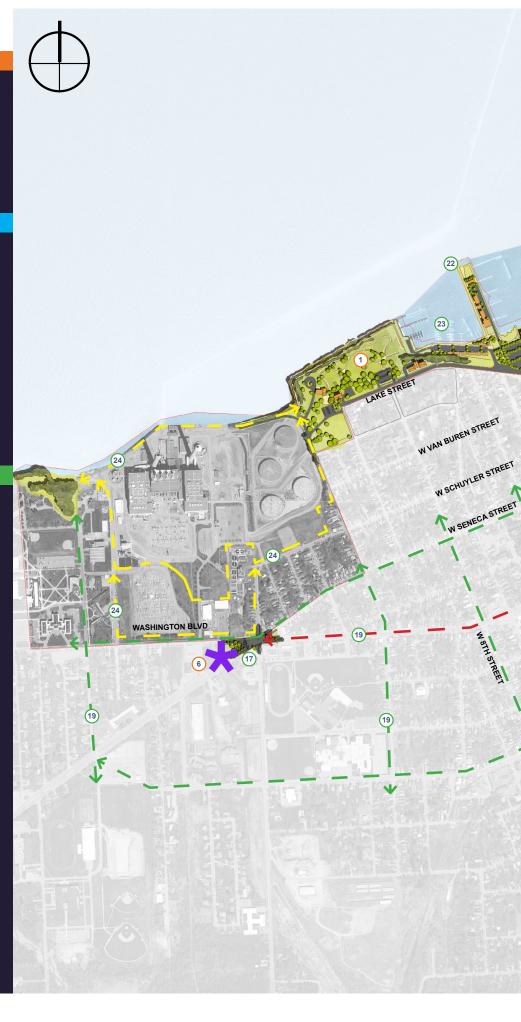


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ROUTE 104 CORRIDOR ENHANCEMENTS

BICYCLE NETWORK CONNECTIONS
TRAIL CONNECTIONS







VIBRANCY

Vibrancy projects focus on creating a sustainable waterfront and downtown that activate the entire city through exciting and innovative land uses, branding, character and building topologies.

Projects that spur vibrancy include features such as:

- a mix of uses
- great public space
- local retail and businesses
- playful opportunities
- · regional destinations

RECOMMENDED PROJECTS

The recommended projects which fall under the Vibrancy guiding principle include:

- 1 Breitbeck Park Improvements
- New East Side Waterfront Park
- Buckhout-Jones Facade Restortation
- A River Access at Lock 7
- **5** Fort Ontario Park
- **6** Gateways





BREITBECK PARK IMPROVEMENTS



CONCEPT 3B - PREFERRED ALTERNATIVE

Vision

Situated on a bluff overlooking Lake Ontario, Breitbeck Park offers breathtaking views and a place of respite on the Lake Ontario waterfront. The 15-acre park features numerous amenities, including a playground, basketball court, recreational trails, flatrock beaches, seating, fire pits and some of the best sunset watching locations in the City. As it is, Breitbeck Park is an important asset to the City and its residents, however, further enhancement will upgrade the park into a regional destination.

Background

Various studies and planning efforts, including the LWRP and Waterfront Plan, have identified Breitbeck Park as a strategic site necessary to assist the revitalization of Oswego and its waterfront. The Park is considered to be the foundation to connect the waterfront to downtown, as well as the rest of the City. Per recommendations provided in both the LWRP and Waterfront Plan, the transformation of the park has begun. Recommendations that have been implemented include:

- installation of flatrock beaches to provide informal seating as well as access to the water
- · installation of a pedestrian overlook with seating
- expansion of the existing recreational trail within the park
- "cleaning up" the water's edge to improve visibility and accessibility

The City of Oswego has proven its commitment and is dedicated to continue providing residents and visitors with a great asset to utilize and experience the waterfront.

Advancing the Vision

Recent investments and planning initiatives have created momentum for Breitbeck Park and have set the stage for future development. Upgrades to the Harbor Trail Loop have connected Breitbeck Park to downtown and created linkages to the east side of the City. This improved trail system not only increases accessibility for residents, but it also draws more visitors to the waterfront, further increasing the need to provide world-class amenities and facilities.

Other recent and on-going projects that are part of the park's transformation include new basketball courts, new upper and lower overlooks, a new stairwell from the marina to the park, new fishing dock, and restoration of the Kindsford Bell. To continue advancing the on-going efforts to improve Breitbeck Park, the City of Oswego is seeking funding in order to implement the "Oswego Breitbeck Park Playground and Pavilion Project." The project proposes the construction of a two-story pavilion as well as playground upgrades. As part of this BOA, six alternative concepts were designed for the proposed two-story pavilion component of the project. Concept 3B has been selected as the preferred alternative and is estimated to cost \$609,100 (see Appendix I for a complete list of concept designs and a detailed cost estimate.)

The "Oswego Breitbeck Park Playground and Pavilion Project" is estimated to have a total cost \$1.17 million. The City submitted a CFA in 2019 to assist in completing both projects. If funded, the pavilion would provide a year-round venue for weddings, conferences and other public gatherings. Upgrades to the playground would transform the existing playground into a modern and sleek destination to complement other investments.

Next Steps:

- secure funding and implement the "Oswego Breitbeck Park Playground and Pavilion Project"
- explore other amenities and recreational opportunities to attract more residents and visitors to the park
- continue efforts to stabilize and protect the waterfront

STORM WATER POLLUTION PREVENTION PLAN

As part of the on-going effort to enhance Breitbeck Park, Bergmann conducted a Stormwater Pollution Prevention Plan (SWPP) as part of this BOA study for the proposed improvements to the Breitbeck Park Lower Harbor Trail. See **Appendix H** for the full report.

A SWPP is a fundamental requirement of all stormwater permits that:

- identifies all potential sources of pollution which may be reasonably expected to affect the quality of stormwater discharge from the constriction site
- describes practices to be used to reduce pollutants in stormwater discharges from the construction site
- helps assure compliance with the terms and conditions of the permit

The project site is comprised of approximately 3 acres within Breitbeck Park, north of Lake Street. The proposed improvements include removal of invasive plant species and landscaping enhancements for approximately 1.93 acres. The general soil disturbing activities will include:

- construction of temporary construction exit point
- clearing, grubbing and vegetation removal operations
- final grading to match existing

BREITBECK PARK DESIGN CONCEPTS



CONCEPT 1A



CONCEPT1B



CONCEPT 2



CONCEPT 3A



CONCEPT 3B
(PREFERRED ALTERNATIVE)



CONCEPT 3C

NEW EASTSIDE WATERFRONT PARK





PROPOSED CONCEPTS

Vision

Located just east of the former Fitzgibbons site, the currently vacant property has the opportunity to create waterfront access and public space to service residents on the east side of the City. Envisioned as "Harbor View" in the LWRP, the site is recommended to be redeveloped to include a public beach, piers that provide unobstructed views of Lake Ontario and a waterside promenade. These improvements will break down visual and physical barriers between the neighborhood and Lake Ontario, while also simultaneously providing new recreational and cultural space for the community.

Background

Identified as strategic sites in both the Nomination Study and LWRP, the sites are located along the waterfront, but remain vacant and act as barriers for residents and visitors to access the water. Owned by the City of Oswego, these vacant sites can act as a linkage between the eastern side of the BOA, Fort Ontario and downtown. Because the sites are owned by the City, there are fewer barriers for redevelopment. Redevelopment of the sites will provide an opportunity to create a vital neighborhood focal point that will simulate a renewed sense of place in the Ward 2 Neighborhood. As part of this BOA, various concept alternatives were designed (see **Appendix J**).

Advancing the Vision

Creation of waterfront open space on this site would enhance the residential character of the area, promote revitalization of the neighborhood and improve waterfront accessibility.

Next Steps:

- · secure funding for implementation of the preferred alternative
- consider the development of a trail connecting the Waterfront Park area to Fort Ontario
- strengthen pedestrian connections from adjacent residential neighborhoods
- · ensure park has strong gateway signage

HARBOR VIEW

Originally presented in the 2015 LWRP, **Harbor View** is a vision that proposes a combination of uses, including housing, additional marina space, a waterfront trail, a new beach and open space to create a vibrant public space that acts as a regional and neighborhood destination. The primary objective of the concept is to redevelop the site in a way that will reconnect the waterfront and revitalize the eastern neighborhood.

NEW WATERFRONT PARK DESIGN CONCEPT ENTRY

- 1 Park Entrance
- 2 Intersection Improvements
- 3 Proposed Sidewalk
- 4 Proposed Park Space Boundary
- Buffer and Fence







NEW WATERFRONT PARK DESIGN CONCEPT 1

- 1 Deck Overlook
- 2 Picture Frame -Photo Op
- 3 Woodland Natural Area
- (4) Open Gras
- (5) Maintained Beach
- 6 Carry-in Boat Launc
- 7 Picnic Tables
- 8 Grills
- Existing Vegetation
- (10) Natural Shoreline
- (11) Gravel Path
- 2 Parking Lot
- (13) Buffer and Fence















NEW WATERFRONT PARK DESIGN CONCEPT 2

- Deck Overlook
- 2 Large Pavilio
- 3 Small Pavilion
- (4) Open Grass
- (5) Maintained Beach
- 6 Carry-in Boat Launch
- 7 Picnic Tables
- 8 Grills
- Existing Vegetation
- (10) Natural Shoreline
- 11 Gravel Path
- 2 Parking Lot
- (13) Buffer and Fence















NEW WATERFRONT PARK DESIGN CONCEPT 3

- 1 Deck Overlook
- (2) Pavilion
- 3 Playground
- A Sand Dlay Ara
- @
- Onen Lawn Ares
- Natural Woodland Area
- 9 Existing Vegetation
- Natural Shareline
- Parking Lot
- 12 Buffer and Fence





BUCKHOUT-JONES FACADE RESTORATION



EXISTING CONDITIONS (Image Credit - Oswego DRI)

Vision

Built in 1850 and listed on the National Register of Historic Places, the Buckhout-Jones building is known for its distinctive architecture and important history tied to the Underground Railroad. Its prominent location at a major intersection in downtown Oswego amplifies its importance within the BOA. Rehabilitation of the building will transform the perception of downtown's primary intersection and signal that positive change is underway, as well as promote revitalization of the neighborhood.

Background

Identified as priority project and selected for \$180,000 in funding through the DRI, the Buckhout-Jones Building is in need of exterior facade stabilization and renovation to preserve and enhance this local historic resource. In 2015, the Children's Museum of Oswego (CMOO) moved in to the Buckhout-Jones building and began an aggressive fundraising campaign to convert the commercial space into a fully functional educational and cultural enrichment experience. CMOO seeks 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." Rehabilitation of the Buckhout-Jones building has the potential to spur future development, as it will contribute to a critical mass of investment occurring in a highly concentrated area.

Advancing the Vision

- complete facade improvements through the Downtown Revitalization Initiative
- collaborate with the property owner to ensure building exterior is properly maintained

RIVER ACCESS AT LOCK 7



EXISTING CONDITIONS (Image Credit - Google Maps)

Vision

Development of the areas surrounding Lock 7 presents an opportunity to connect the southern portion of the BOA to the Oswego River waterfront. The waterfront features a number of commercial uses that have historically limited accessibility. Additionally, redevelopment of this vacant site would reactivate the southeastern portion of the BOA, providing improved connectivity to downtown and the recreational trail network throughout the BOA.

Background

Identified as a strategic location in the LWRP, Lock 7 provides the opportunity to connect pedestrians to the waterfront on the east side of the river. In order to facilitate this connectivity and enhance the users' experience, improvements along the east side of the river are needed. The former Brenemen Co. site (located on the corner of Utica St and E. First St) has been identified as a potential development site that could bridge the gap by providing amenities such as water access, public restrooms, and a gazebo. Additionally, a number of recommended projects are concentrated in the southern portion of the BOA along the Oswego River, including the Bicycle Network Connections and Leto Island Redevelopment. This project synergy enables projects to leverage one another's momentum and benefits.

Advancing the Vision

Improved pedestrian connections would increase connectivity throughout the entire BOA and would encourage more people to utilize the river waterfront. This connection will draw people to the River Access area and further connect people to Leto Island. Redevelopment of these areas would bring life back to the river waterfront.

- develop concept plans to connect Canal Street to Lock 7
- implement improvements to the Utica Street Bridge and Lock 7 to enhance pedestrian connections
- consider the addition of public amenities, such as restrooms, to the Former Brenemen Co.

FORT ONTARIO Park





EXISTING CONDITIONS (Image Credit - auburnpub.com)

Vision

Fort Ontario is currently one of the most popular tourist attractions in the City, and is a significant asset the City of Oswego can leverage to attract new visitors to the community. Oswego has been actively advocating to elevate the Fort Ontario and Safe Haven Holocaust Shelter Museum to become a national park. National park designation would promote additional investments, including the development of a new visitor center. The City is also interested in the development of the Oswego Historic Park Trail, a trail that would traverse the northern edge of Fort Ontario along the waterfront and create a continuous, walkable waterfront.

Background

As part of this BOA, a Phase I ESA was conducted on the sites owned by the City of Oswego around the south and east side of Fort. While the report focused on the properties immediately adjacent to the Fort, understanding the possible containments is an important step for the overall advancement of the historic site. In October 2018, Congress passed a bill to study Fort Ontario's National Park status. The bill requires the Department of Interior to commission a special resources study to determine the suitability and feasibility of designating Fort Ontario as a National Park. This designation would have a significant impact on both the park and the City, with increased tourism and spending. In addition, in 2018, a grant application was submitted by the City to seek funds to construct a walkway connecting Fort Ontario to other parks via the riverwalks, or linear parks on either side of the Oswego River, per LWRP recommendations. While the grant was ultimately not funded, the City of Oswego has demonstrated its commitment to connecting people to places and increasing the City's walkability.

Advancing the Vision

- continue to seek funding for development of the Oswego Historic Park Trail
- collaborate with National Parks Service in order to facilitate the development of a new visitor center







EXAMPLE CONCEPT DESIGN FOR E. 2ND ST/ROUTE 104 (Image Credit - Complete Streets)



EASTERN GATEWAY PROPOSED GATEWAY MONUMENT SIGN CONCEPT

Vision

The project proposes transforming three, currently nondescript, intersections into identifiable entrances, or gateways, into the City of Oswego and Downtown.

Background

Various studies, including the Oswego Complete Streets and Oswego DRI, have identified strategically-located intersections for gateway improvements. Identified in both plans as an important gateway into Downtown Oswego, a section of the Route 104 Corridor between West 1st Street and West 2nd Street has recently undergone improvements as part of the "Complete Streets" project. The \$1.5 million project included the introduction of traffic calming techniques, improved pedestrians safety and other streetscape improvements to visually enhance the corridor. This gateway has a significant concentration of investment, with DRI funding being granted to restore the Buckhout-Jones and Global Buffet buildings. The project synergy will act as a catalyst to continue spurring investment along this corridor. Other intersections recommended for improvements include the following:

Route 104/Washington Boulevard/1st Avenue (Western Gateway). The Western Gateway is one of the main entrances into the City of Oswego. Currently this intersection has limited streetscape amenities, including a 20-foot median in the center and disorganized gateway signage, all of which create an unwelcoming feeling. Redevelopment of this intersection coupled with implementation of updated monument signage would create a welcoming first impression, as well as establishing a sense of place.

East 2nd Street/Route 104. The East 2nd Street/Route 104 gateway is a collaborative effort including the redevelopment of the Midtown Plaza site into a new mixed-use landmark gateway, as well as pedestrian and bicyclist improvements from East 1st Street to East 4th Street. This particular gateway is important as it the entrance into the center of Downtown Oswego from the east, and an access point from downtown to the Harbor Trail.

Route 104/City Line Road (Eastern Gateway). The eastern edge of the BOA at Route 104 and City Line Road is a major entrypoint into the City that leads visitors into the heart of downtown and provides linkages to other various points of interest to the north and south. The eastern edge acts as a major regional hub, attracting residents and students to the area. With the significant amount of traffic traveling through this area, the intersection is an ideal location for the installation of a gateway monument sign.

Advancing the Vision

Next Steps:

- implementation of DRI-funded projects, as well as Complete Streets improvements
- secure funding for implementation of the wayfinding system with Oswego BOA branding

WHAT ARE GATEWAYS?

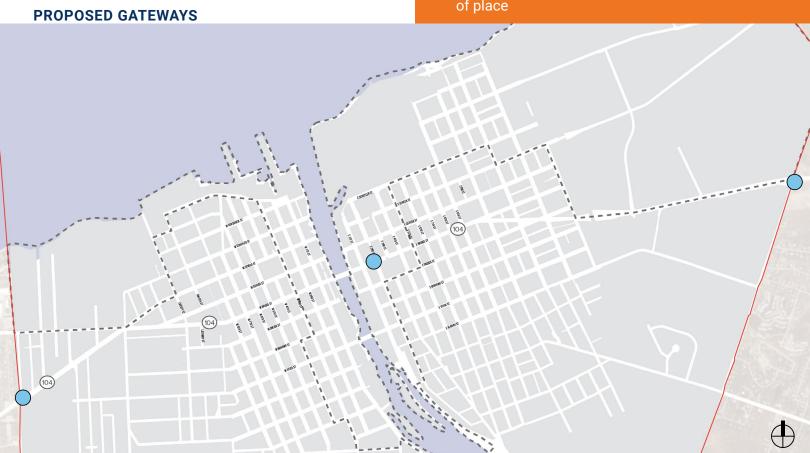
Gateways help defined the entry into a place or a district, and signal the arrival at a destination. A major gateway acts as a "welcome sign", and often include signs and materials that create a distince sense of place.

Major gateway improvements should include:

- signage and materials that create a distinct sense of place
- crosswalk and intersection treatments that enhance the pedestrian experience
- art and other streetscape furnishings that provide visual interest and public amenities

Minor gateway improvements should include:

 signage, intersection and streetscape treatments that are subtler than major gateway improvements, but still foster a unique sense of place



WAYFINDING PLAN

Through this BOA project, it was identified that the implementation of a cohesive vehicular and pedestrian wayfinding system was a key component to the revitalization of downtown Oswego. Currently, the existing signage systems throughout the BOA are not tied or linked together to form one cohesive signage system. As a result, it is recommended to update wayfinding signage strategies to improve navigation for all modes of transportation, enhance the streetscape, and create strong connections between downtown, the waterfront, municipal parks and historic sites. See **Appendix K** for the complete Wayfinding Strategy Plan.

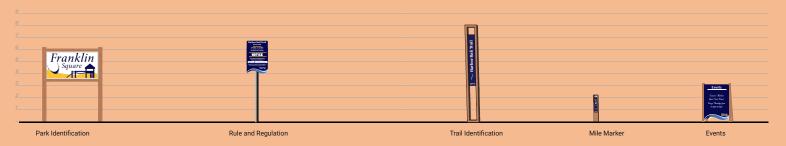
The objectives of this plan were to assess existing wayfinding signage in Oswego to determine the condition and effectiveness of the signage, determine the key destinations and possible districts to be highlighted and included in sign messaging, recommend signage types, incorporate existing Oswego branding efforts to create a consistent and easily identifiable look to the system, provide conceptual sign designs, and identify their locations. Distinct elements of the gateway and wayfinding signage that are recommended for the Oswego BOA, include:

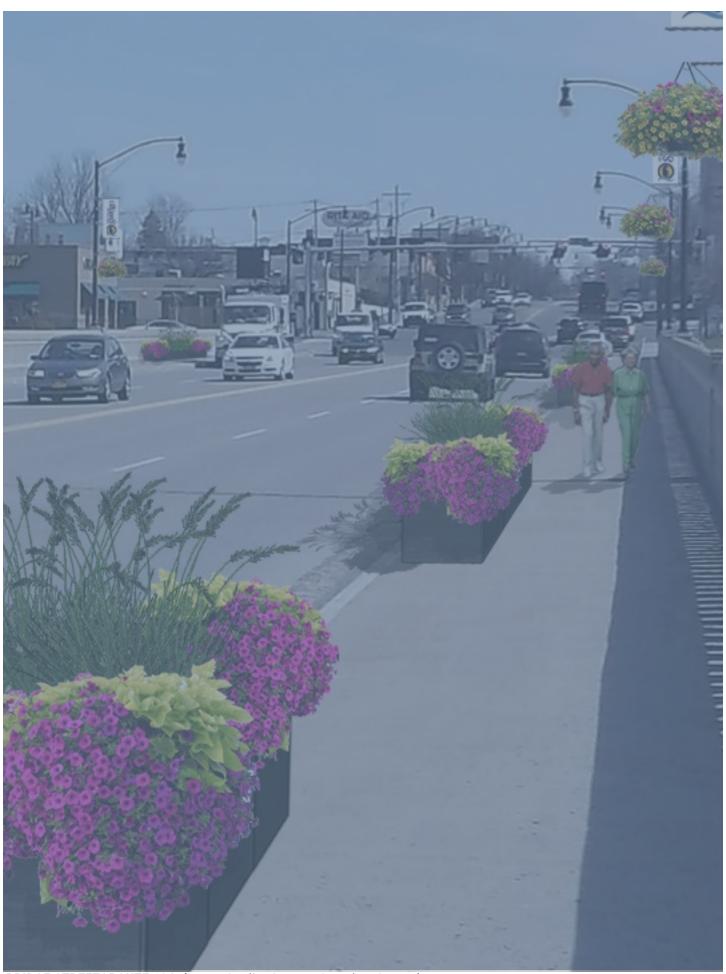
- gateways signs
- · directional signs
- kiosks
- parking signs
- light pole banners
- park identification signs
- trail identification signs
- mile markers
- event signs

PROPOSED VEHICULAR + PEDESTRIAN WAYFINDING SYSTEM



PARK AND TRAIL IDENTIFICATION



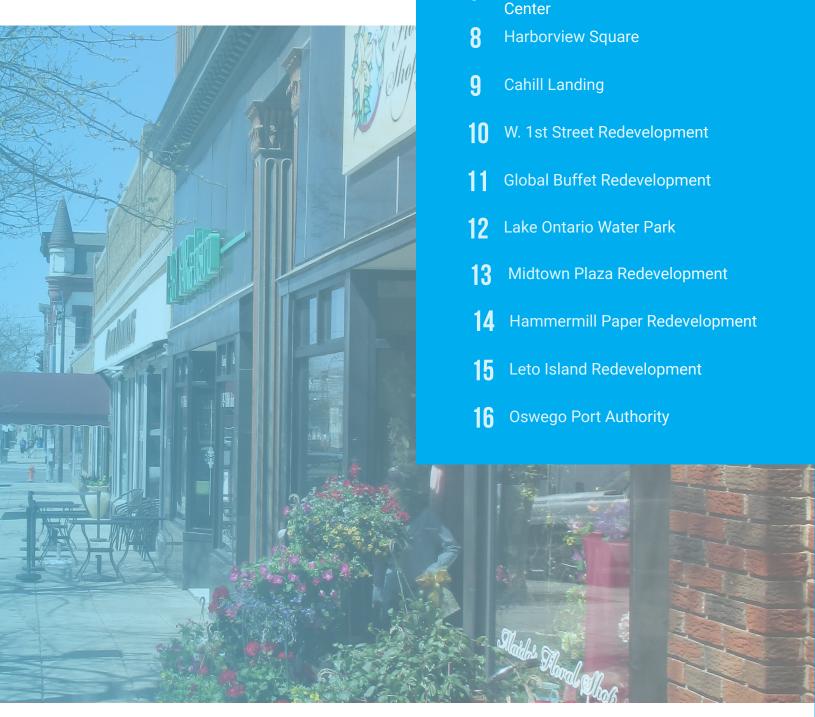


BRIDGE STREET/ ROUTE 104 (Image Credit - Oswego Complete Streets)

GROWTH

Projects identified under this guiding principle have the potential to catalyze revitalization. Projects include elements such as:

- · private investment
- creating destinations for residents and visitors
- · establishing a mix of uses



RECOMMENDED

The recommended projects which fall under the

Maritime Museum & Performing Arts

Vibrancy guiding principle include:

PROJECTS

DESIGN GUIDELINES

As part of this BOA study, the 2014 Design Guidelines were updated to reflect the City's commitment to revitalizing its downtown core. The updated Downtown Oswego Design Standards (**Appendix B**) complement the Citywide Zoning Code, and establish uniform building and site design criteria for new development, redevelopment, and building alterations, renovations, and rehabilitation within downtown Oswego. The updated Design Standards were officially adopted in 2019.

The intent of the Design Standards is to create a vibrant, pedestrian-friendly downtown that reflects Oswego's historic character and embraces the City's maritime heritage and natural resources. The Design Standards define the relationship between buildings, streets, and public space in order to provide a flexible framework that encourages future development while also enhancing Oswego's unique sense of place and addressing contemporary urban issues, such as public waterfront access, brownfield redevelopment, stormwater management, and multimodal transportation.

The Oswego Downtown Design Standards are intended to encourage new development and redevelopment that reflects the unique character of each Downtown District, while also promoting cohesion and unity throughout Oswego's downtown area. The Design Standards apply to the four Downtown Districts, which include the Maritime District, the Traditional Business District, the Traditional Downtown District, and the Waterfront District.

DESIGN STANDARD GUIDING PRINCIPLES



Enable property owners and developers to make informed and appropriate design decisions regarding existing and proposed development in order to enhance the quality, livability, and walkability of Downtown Oswego.



Ensure that new buildings, expansions, and alterations to existing buildings are compatible on a City, District, and block level, have an engaging pedestrian orientation, and are designed to reflect the use of the structure.



Provide information regarding acceptable architectural styles, materials, and details; site circulation, infrastructure, landscaping, and lighting; and, public space design.



Advance the overall design compatibility and cohesion of Downtown Oswego.



MAX. SPACING OF TREES ON CENTER

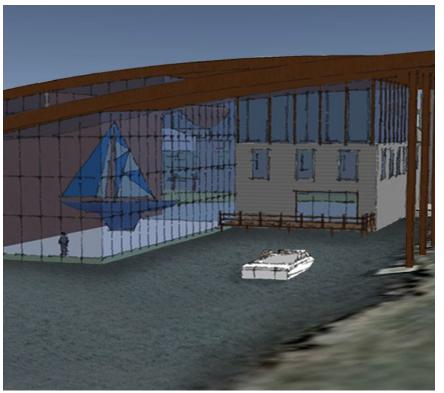
MARITIME MUSEUM + PERFORMING ARTS CENTER



CONCEPT 1A



CONCEPT 1B



CONCEPT 2

Vision

Located along the Lake Ontario waterfront, the existing H. Lee Maritime Museum brings maritime history to life – offering extensive collections and exhibits. The museum is currently located on an Oswego Port Authority property, surrounded by industrial machinery, and hidden behind tanks and other facilities. Because the museum is an important cultural and historic resource in the City, it has been identified as a strategic site that is in need of redevelopment. This project proposes the relocation and expansion of the museum, including the addition of a Performing Arts Center. In addition to the redevelopment of the museum, the City of Oswego and its partners are seeking a marine sanctuary designation for the various shipwrecks located along the shore. The marine sanctuary designation coupled with the redevelopment of the museum, would act as a catalyst encouraging further development, including the construction of the Marine Sanctuary Welcome Center. This proposed project is a two-fold vision that once complete would create a new anchor for the Waterfront District and act as a visual landmark along the waterfront.

Background

Maritime Museum + Performing Arts Center. The Maritime Museum is an integral part of the Oswego Waterfront. As identified in the Waterfront Plan, this plan proposes its relocation and expansion to the historic Goble Dry Dock along the Lake Ontario Waterfront. Relocation of the Maritime Museum would significantly increase visibility, thus increasing accessibility and promote tourism. The vision of the new Maritime Museum and Performing Arts Center is to create a prominent and highly visible destination that provides an exceptional educational experience

WHAT ARE NATIONAL MARINE SANCTUARIES?

National Marine Sanctuaries are protected waters that include habitats such as rocky reefs, kelp forests, deep-sea canyons, and underwater archaeological sites. In April 2019, the National Oceanic and Atmospheric Administration (NOAA), proposed the designation of a national marine sanctuary in eastern Lake Ontario to protect the historically significant shipwrecks and maritime heritage resources. The area contains 21 knowns ship wrecks, with an additional 47 likely located there.

for the community and reactivates the Lake's Waterfront. As part of this BOA, various design concepts were developed, as well as a cost estimate for the construction of the museum and performing arts center (see the following pages and **Appendix L**).

Marine Sanctuary. The City of Oswego and its partners are currently seeking designation of the nearby waters of Lake Ontario as a Marine Sanctuary. At present, the NOAA has conducted a public comment period and is in the process of developing a draft proposal (approval typically takes 2-3 years). Designation of the waters would create a zone where archaeological resources, such as historical shipwrecks, would be protected. All resources located within the sanctuary would then become accessible to the general public. allowing for the creation of a tourist destination. Pending designation, this project envisions the development of a Marine Sanctuary Welcome Center as part of the Maritime Museum and Performing Arts Center. Located minutes from Wright's Landing, this concentration of investment would create an anchor destination, potentially drawing tourists from all over the world.

Advancing the Vision

Next Steps:

- development of a master plan by the Maritime Museum Board
- secure funding, through both private philanthropy and other partnerships, for implementation and development of the master plan
- once the waters have received a National Marine Sanctuary designation, secure funding through the NOAA and other federal or state sources for development of the Welcome Center



EXISTING H. LEE MARITIME MUSEUM (Image Credit - oswegocountytoday.com)

PERFORMING ARTS CENTER FEASIBILITY ANALYSIS

As part of this study, a feasibility analysis was conducted to help answer the question: Is a 500-seat amphitheater/performing arts center an appropriate size for the Oswego market? See **Appendix M** for the complete analysis. Various barriers and opportunities were identified, as outlined below:

Opportunities

 The City of Oswego hosts several different facilities, events, and organizations that reside in the performing arts space. These community stakeholders could be leveraged to help enhance the overall success of a new facility.

Barriers

- A smaller consumer base that a new facility could draw from.
- Low figures when it comes to consumer spending traits of the resident population.
- There are a number of existing facilities in that would pose as direct competition to the proposed facility.

BASED ON THE
MARKET RESEARCH,
WE BELIEVE THAT
AN AMPHITHEATER/
PERFORMING ARTS
CENTER WITH A
SEATING CAPACITY
OF 250-300 IS A MORE
FEASIBLE SIZE FOR
THE CITY OF OSWEGO
MARKET AREA.



CONCEPT 1A -VIEW 1



CONCEPT 1A -VIEW 2



CONCEPT 1A -VIEW 3



CONCEPT 1B - VIEW 1



CONCEPT 1B -VIEW 2



CONCEPT 1B - VIEW 3



CONCEPT 2 -VIEW 1



CONCEPT 2 -VIEW 2



CONCEPT 2 -VIEW 3

HARBORVIEW SQUARE







PROPOSED RENDERING (Image Credit - Oswego DRI)

Vision

Harborview Square is a neighborhood revitalization project that transforms the underutilized Flexo-Wire site into a mixed-use, mixed-income development along the Lake Ontario shoreline. The 5-story development will feature 46 one-bedroom rental units, 11 two-bedroom rental units and 10,000 SF of retail/commercial space on the first floor. This development will further connect the harbor to downtown Oswego and provide needed housing.

Background

Identified as a strategic site in the DRI, Waterfront Plan and Nomination Study, the \$26.2 million project will help to address the housing needs throughout the City and reinvent a vacant and underutilized parcel. The Harborview Square project was selected for funding through the DRI and received \$740,000 in funds. The project has also received additional funding from the state and Restore NY. Construction of the building is currently underway.

The Harborview Square development is in close proximity to other recommended projects, including the Maritime Sanctuary and Performing Arts Center and Cahill Landing. These complementary developments will work together to serve as a connecting corridor from Lake Ontario to Downtown Oswego.

Advancing the Vision

Next Steps:

• once construction is complete, secure residential and commercial tenants, creating a vibant connection between the harbor and downtown Oswego

CAHILL LANDING



PROPOSED RENDERING (Image Credit - Oswego DRI)

Vision

The Cahill Building is the oldest remaining commercial building in Oswego and is prominently visible on the riverfront. The historic renovation and construction of new housing units and a restaurant will transform the once derelict waterfront property into a vibrant place for people to enjoy the river, while maintaining an iconic link to Oswego's past. The installation of new boat slips on the Oswego River will support the local recreational economy.

Background

Listed on the National Register of Historic Places, the building was on the verge of collapsing when the City of Oswego secured ownership. The City then proceeded to select a local developer who had already invested in the stabilization of the building. Identified as a strategic site and selected for \$700,000 in funding through the DRI, this historic renovation and new construction project will provide housing and support economic development and downtown vitality. This project is currently on-going with building renovations completed in 2018. The building now features seven upscale residential units and will soon feature a new restaurant/commercial space. The City of Oswego has committed to installing short-term river docks, located adjacent to the Cahill Building.

Advancing the Vision

- complete proposed project through the Downtown Revitalization Initiative
- secure restaurant tenant

W. 1ST STREET REDEVELOPMENT







COMPLETED MARKET STREET POCKET PARK (Image Credit - oswegocountynewsnow.com)

Vision

The first block of West First Street, bounded by West Cayuga Street, Water Street and Market Street is currently unwelcoming and not pedestrian friendly. Redevelopment of this entire block would catalyze development in the heart of downtown, as well as increase connectivity to the waterfront. The Market Street Pocket Park as well as the development of a new mixed-use building will help to reactivate the block and bring it back to a pedestrian scale.

Background

Identified and selected for funding through the DRI, both the creation of the Market Street Pocket Park and redevelopment of various buildings to create new housing and commercial options will transform this important linkage between downtown and the waterfront.

Creating a Multi-Building Mixed Use Development on West First Street. This project received \$2,000,000 in DRI funding and proposes a new building that would replace an existing one-story building, vacant lot, and two-story building with up to 40 housing units with views of the river and ground-floor commercial space. A housing study completed through the DRI demonstrated demand for 450 units over the next five to seven years. This redevelopment of an entire block would bring more people downtown and generate more sidewalk activity.

Market Street Pocket Park. Funding of \$80,000 was awarded through the DRI for this project, and all work was completed in August 2019, with its official opening on August 20, 2019. Market Street was a dead-end between West First Street to Water Street, that has been transformed into an inviting public space. The actively programmed space provides a location for public gatherings and green space.

Advancing the Vision

Next Steps:

 To further advance the funded projects it is recommended that the City implement its updated wayfinding system, with a focus on notifying visitors of their close proximity to the waterfront and its many amenities in this specific location

GLOBAL BUFFET REDEVELOPMENT



PROPOSED RENDERING (Image Credit - Oswego DRI)

Vision

The corner of West First Street and West Bridge Street is an important intersection that has been identified as a strategic gateway into the City's downtown core from the west side. Currently, the single-story building is occupied by a restaurant called Global Buffet. The building and the existing surrounding streetscape lack engagement and a sense of place. The extensive renovation of this building, combined the various developments along West First Street, the Buckhout-Jones renovation, and continued implementation of complete streets will transform this corner into a welcoming and engaging gateway.

Background

Identified as strategic site and selected for \$1,000,000 in DRI funding, this project proposes the redevelopment of a single-story structure into a 2-story mixed use building featuring high quality retail space on the ground floor and 12 residential units on the new upper level. Additionally, the upper level will feature a roof-top restaurant that offers views of the Oswego River. The project is currently being implemented, with construction underway and a restaurant tenant secured.

In addition to being awarded DRI funding, the project has also received a \$25,000 grant from the state's Community Development Block Grant program. The grant specifically applies to the development of the restaurant, which is scheduled to initially bring 10 new jobs. Numerous investments and recommendations in this particular location will create project synergies.

Advancing the Vision

- secure tenants for the retail space and residential units
- · continue implementing Complete Streets policies
- secure funding and implement wayfinding plan, specifically in regards to Gateways



CONCEPT IMAGE (Image Credit - Oswego DRI)

In order to truly revitalize the Oswego BOA and the City of Oswego it is necessary to implement projects that will attract visitors year-round and promote tourism. The Lake Ontario Water Park, an indoor water park, will provide visitors and residents with just that. This development will not only provide an family-friendly amenity to residents, but it will also assist in increasing tourism throughout the city by encouraging visitors to spend more time downtown.

Background

Identified and selected for \$500,000 in DRI funding, the Lake Ontario Water Park is a new addition that will be added to the Quality Inn and Suites Riverfront Hotel on the east side of the Oswego River. The project is currently under construction and is set to feature a 12,000 SF space with two partial mezzanine levels for a total of 20,000 SF.

Increasing tourism is a priority in revitalizing the City of Oswego, and this development will help to draw more visitors to the downtown and encourage them to spend more. With an increase stay, visitors may be more likely to visit other local attractions; as well as spend more money.

Advancing the Vision

- implement wayfinding plan to allow visitors and families to easily find and connect to other attractions throughout the downtown and surrounding areas
- identify complementary amenities and attractions

MIDTOWN PLAZA REDEVELOPMENT



PROPOSED RENDERING (Image Credit - oswegocountynewsnow.com)

Vision

Midtown Plaza has been identified as a strategic landmark gateway into the heart of downtown Oswego from the east side. This project proposes the transformation of a large, underutilized site into an attractive, mixed-use building. The site will feature 45,000 SF of commercial space, 95 housing units, and 260 parking spaces. The development will boast the first new market-rate units developed on the east side of the river in decades.

Background

Identified as a strategic site in the BOA Nomination Study and selected for \$2,000,000 in DRI funding, this new construction project will create more housing options and act as a catalyst for future development on the east side. The redevelopment of the Midtown Plaza is part of a collaborative effort to transform the intersection of East Second Street and Route 104 into an attractive and engaging gateway.

The site currently features a very auto-oriented design, and as result will be demolished and replaced with an attractive building that activates the entire street. The project is currently on-going, with the developer seeking approvals from the City Planning Board. As these approvals are received, construction is set to begin. This new development will be an important connection in the Oswego BOA due to its visual entrance into the center of downtown, further creating linkages to attractions such the new Lake Ontario Water Park and Fort Ontario to the north.

Advancing the Vision

- · secure building tenants
- secure funding and implement wayfinding plan, specifically in regards to Gateways and connecting to attractions

HAMMERMILL PAPER REDEVELOPMENT



EXISTING CONDITIONS (Image Credit - Oswego BOANomination Study)

OSWEGO VENTURE CENTER

The objective of the Oswego Venture Center would be to create an active, vibrant campus environment that would take advantage of its setting on Lake Ontario.

Potential uses in the Oswego Venture Center could include:

- Research and development (perhaps environmental and ecologically-based and/or energy related)
- · Business incubation center
- College outreach
- · Restoration trades school
- Boat building/handling school

Vision

Formerly known as Hammermill Paper, this site features multiple vacant buildings along the Lake Ontario waterfront. The 55-acre site has extraordinary views of Lake Ontario and presents a significant opportunity to act as a catalyst for both economic and neighborhood development. As identified in the LWRP, the Hammermill Paper site would be transformed into the "Oswego Venture Center." The Venture Center would provide an educational hub and business development for the local neighborhood as well as the City as a whole.

Background

Currently in a conceptual stage of planning, the Oswego Venture Center is envisioned as a space that will bring enhanced social learning, social interactions, and trade and industry opportunities to a diversity of people in the City of Oswego. The active and vibrant campus-like environment would attract educational and research and development programs, possibly with a focus on environmentally based technology. The Center seeks to bridge the gap between the existing neighborhoods and the industry. Development of the Venture Center would allow for the City to reinvigorate its historically industrial lands to benefit the community. With the recommended Water Front Park located just to the east of the Venture Center, these two projects leverage one another and act as catalyst for further development.

Advancing the Vision

- develop a master plan for the Oswego Venture Center
- identify project partners and secure funding for development, including private and public sources

LETO ISLAND REDEVELOPMENT



EXISTING CONDITIONS (Image Credit - Google Maps)

Vision

Built in 1863 as the site of Oswego's old Weighlock Building, Leto Island is now vacant land that has become a popular fishing spot during the fall salmon run on the River's eastern side. Leto Island is envisioned as a one-of-a-kind recreational resource for residents and visitors, as well as a gateway to the Erie Canal system.

Background

As identified in the LWRP, Leto Island is a key opportunity site due to its unique accessibility and connectivity to the Oswego River. Currently, the site is privately owned and is classified as a commercial use, remaining vacant and in need of redevelopment. By leveraging the site's existing attraction as a fishing destination, this project re-imagines Leto Island as a fully utilized park and landmark destination. When considering the design and redevelopment of Leto Island, it is important to ensure that any new uses do not limit views or accessibility to the River Waterfront, rather they enhance and reactivate the waterfront.

Advancing the Vision

- develop master plan for the creation of a park/open space
- secure funding, both public and private as needed
- implementation of the wayfinding strategy plan

OSWEGO PORT INVESTMENTS



EXISTING CONDITIONS - UNLOADING A CONTAINER SHIPMENT AT THE PORT OF OSWEGO (Image Credit - Oswego Infrastructure Analysis)

Vision

The Port of Oswego is strategically located at the intersection of the northeastern North American and southern Canadian shipping markets, supporting both domestic and international shipments. As an existing significant asset to the local economy as well as potential developers, the Port's capacity and convenience should continue to be leveraged to support economic development.

Background

The Port of Oswego, located on the banks of Lake Ontario in the City of Oswego, is a deepwater port that has the capability to support docking of larger and heavier ships. The Port of Oswego is the first U.S. port of call on the Great Lakes, meaning that ships entering the country from the St. Lawrence Seaway can make intermediary stops at the Port. Including both domestic and international shipments, the Port of Oswego is one of the most productive ports in North America, handling nearly 120 vessels and one million tons of cargo per year.

In 2019, the Port of Oswego was selected for funding through the Lake Ontario Resiliency and Economic Development Initiative (REDI). A direct result of the 2017 and 2018 flooding along the Lake Ontario shoreline, the REDI program is comprised of a multi-agency task force charged with leading the development of a plan to improve infrastructure along Lake Ontario's waterfront. The Port received \$2,310,000 in funding for a total of five projects, as outlined below:

- Port Authority Marina East. Awarded \$300,000 to install shoreline stabilization as the existing retaining wall
 has been damaged due to high waters.
- Port Authority Marina West. Awarded \$1.8 million to construct a community docking area for up to 25 boats. This dock will be done in conjunction with the development of the new Maritime Museum and Performing Arts These projects coupled together will support local tourism and increase accessibility to downtown.

- Port Authority. Awarded \$70,000 to assist in repairs of the dock. The Port also secured an additional \$638,000 in funding.
- Port Authority Oswego Marina. Awarded \$40,000 to complete installation of a new docking system that adjusts to the varying water levels.
- Port Authority West Pier. Awarded \$100,000 to assist in repairing the shoreline and provide stabilization due the to damaged sustained after high water levels and strong waves.

The Lake Ontario REDI commission has allocated \$235 million in funding towards local and regional projects that advance the commission's visions. The goal of the program is strengthen the infrastructure along the Lake Ontario shoreline and simultaneously boost the region's local economies. The REDI and this Implementation Strategy can work hand in hand to revitalize and protect the waterfront, while increasing tourism and economic prosperity. This plan can be utilized as a tool for further promoting development and connections along the shoreline.

THIS SITUATION WITH LAKE ONTARIO IS NOT A ONCE IN A LIFETIME EVENT, AND THE QUESTION IS NOW NOT IF IT HAPPENS AGAIN, BUT WHEN IT HAPPENS AGAIN," GOVERNOR CUOMO SAID. "THE REDI COMMISSION IS GOING TO BE TAKING UNPRECEDENTED ACTION. IT'S GOING TO TAKE TOTAL PARTNERSHIP. IT'S GOING TO TAKE CREATIVITY. IT'S GOING TO TAKE EVERYONE WORKING TOGETHER. IT'S GOING TO TAKE US PUSHING THE ENVELOPE."

GOVERNOR ANDREW CUOMO, REDI CONFERENCE

Advancing the Vision

Next Steps:

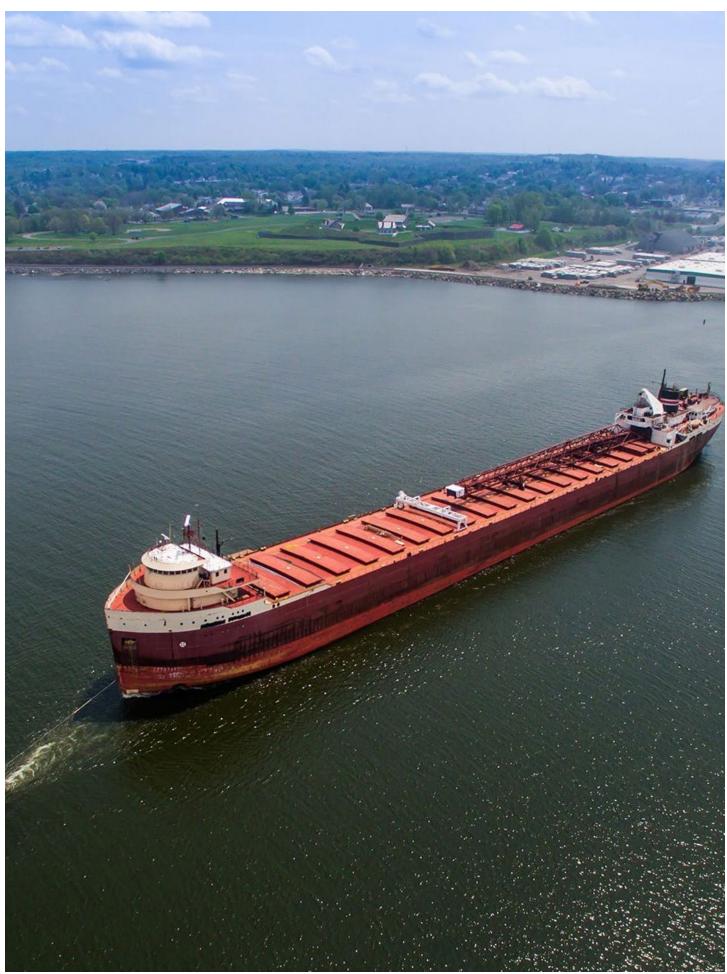
- implement the wayfinding strategy plan to inform residents and visitors of all the amenities available
- identify complementary amenities and attractions

WHAT IS THE LAKE ONTARIO REDI?

The Lake Ontario Resiliency and Economic Development Initiative (REDI) is a direct result of the flooding along the shores of Lake Ontario and the St. Lawrence River. The REDI Commission allocated \$20 million for homeowner assistance, \$30 million to improve the resiliency of businesses, and \$15 million toward a regional dredging effort that will benefit each of the eight counties in the REDI regions. The remaining \$235 million has been allocated towards local and regional projects that advance and exemplify the REDI mission.



REDI Conference, June 10, 2019 (Image Credit - Govenor Andrew Cuomo)



A SHIP LEAVES THE OSWEGO HARBOR (Image Credit - Oswego County Infrastructure Analysis)

ACCESSIBILITY

Proposed projects will connect people to neighborhoods, to the water, to the history and to nature in downtown and along the waterfront. Projects that enhance accessibility include features such as:

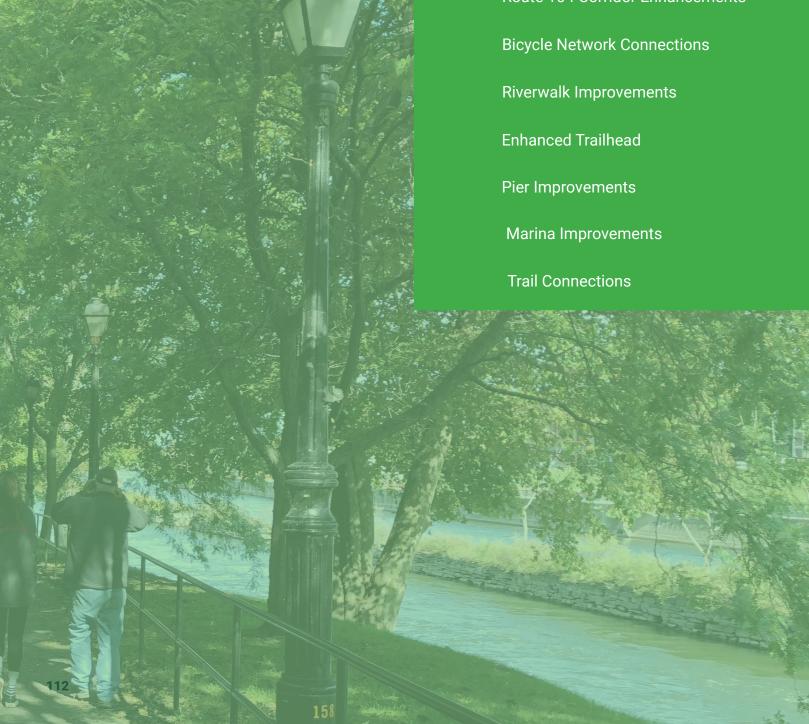
- promoting viewsheds
- · celebrating history and culture
- protecting habitat and natural resources
- providing water access

RECOMMENDED PROJECTS

The recommended projects which fall under the Accessibility guiding principle include:

6-Points Intersection

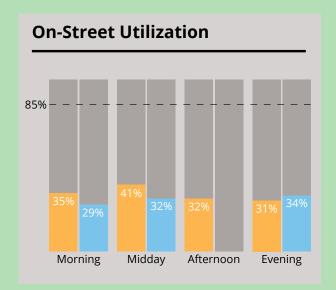
Route 104 Corridor Enhancements



PARKING STUDY

As part of the BOA process, a parking study was completed to analyze and address perceived parking issues in Downtown Oswego. See **Appendix N** for the complete report. The study area follows the boundary of the DRI, with two focus sub-areas concentrated in the downtown and hospital areas.

Based on the collected data, parking within Downtown Oswego and its two focus sub-areas, does not meet the targeted 85% occupancy rate and is therefore underutilized. It is recommended that improvements be made to enhance utilization, increase visibility, and improve knowledge of the Downtown Oswego parking system. Recommendations are based on three distinct categories: Signage and Wayfinding, Policy and Administration, and Physical Improvements.



KEY TAKEAWAYS

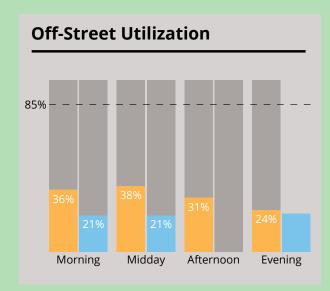
Improvements to Oswego's parking system can be made to enhance utilization and increase visibility.

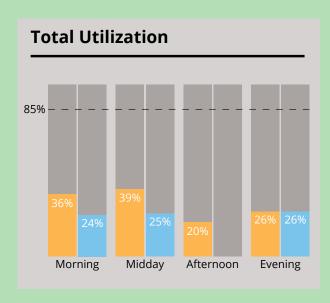
ISSUES

- Parking regulations are unclear or unmarked
- 2 Low visibility of the parking system
- Spaces are not utilized to their fullest extent

OPPORTUNITIES

- Enhanced wayfinding signage and technologies to boost visibility
- 2 Enhanced parking policies and provisions
- Aesthetic enhancements to parking lots and streetscape





TRAFFIC STUDY

As part of the BOA process, the City of Oswego conducted a Traffic Impact Study (TIS) to determine the impacts of development planned for the Canal Corridor BOA. Intersection turn counts were collected as eight study intersections on Tuesday, December 13, 2016 during peak weekday time periods. The number of vehicles making turning maneuvers from each intersection was recorded along with pedestrian and bicyclist activity.

The table to the right outlines the existing levels of service (LOS) at the eight studied intersections. LOS is defined by letter characters from A to F, with A representing the best traffic operating conditions that have little or no delay and F characterizing the worst conditions that have significant delay. LOS for intersections are identified by the average control delay experienced by vehicles in seconds/vehicle.

LOS A/B. Characterized by unimpeded flow; posted speed limits are maintained.

LOS C/D. Characterized by less free to maneuver; noticeable reduction in speed.

LOS E/F. Characterized by closely spaced vehicles; operation at/above capacity.

LEVEL OF SERVICE (LOS)	CONTROL DELAY PER VEHICLE
Α	LESS THAN OR EQUAL TO 10
В	GREATER THAN 10, NO MORE THAN 15
С	GREATER THAN 15, NO MORE THAN 25
D	GREATER THAN 25, NO MORE THAN 35
E	GREATER THAN 35, NO MORE THAN 50
F	GREATER THAN 50

INTERSECTION		2016 EXISTING PM PEAK HOUR
1	D	A
2	A	A
3	A	A
4	В	С
5	В	С
6	A	A
7	В	С
8	Α	Α

Route 104 at 1st Ave/Washington Blvd W. Seneca St. at Liberty St. W. Seneca St. at W. 1st St. Route 104 at E. 1st St. Route 104 at E. 2nd St. Route 104 at George St. E. Seneca St. at Saint Paul St./George St. St./George St.





PREFERRED ALTERNATIVE CONCEPT (Image Credit - Oswego Complete Streets)

This intersection was identified by the community as an important juncture for both vehicular and pedestrian traffic. The intersection is complex, with multiple roads entering and an extensive pedestrian crossing system that provides linkages to the SUNY Oswego Campus. The existing conditions have a perception of being unsafe and unwelcoming, and as a result the intersection has been re-imagined with streetscaping elements.

Background

Identified as a strategic location in the Oswego Complete Streets, the 6-point intersection at Washington Avenue and Route 104 is one of the most prominent intersections entering into downtown Oswego. The intersection improvements coupled with the development of the Western Gateway would completely revitalize this juncture, allowing for a better flow of traffic, a safer environment for pedestrians and increased walkability - all coming together to create a welcoming space for those entering into Oswego. Intersection improvements recommended through the Complete Streets study include, 1) the reconstruction of the two flush triangle islands at the eastern and western sides of the intersection, 2) align the crosswalks with the curb islands to create shorter pedestrian crossings 3) visually enhance crosswalks to make them more noticeable to motorists.

Advancing the Vision

- secure implementation funding through federal and state funding programs including Transportation Investment Generating Economic Recovery (TIGER), Transportation Alternative Programs (TAP) and Climate Smart Communities Program Grant (CSC)
- · implement Complete Street recommendations

ROUTE 104 CORRIDOR ENHANCEMENTS









PREFERRED CONCEPTS FOR ROUTE 104 CORRIDOR (Image Credit - Oswego Complete Streets

Vision

The Route 104 corridor extends approximately 3.5 miles through the City of Oswego and runs through the heart of downtown. Currently, the corridor is largely vehicular based. Recommendations were developed to create a stronger sense of place and eliminate the "highway" feel throughout the City. Key elements for the corridor enhancements include: placemaking, wayfinding, intersection improvements, and pedestrian and bike infrastructure.

Background

Initially identified in the Complete Streets study, the Route 104 corridor was also selected for \$1,000,000 in DRI funding. The specific character area that was identified in the DRI was broken into two phases: Phase I includes Bridge Street from Water Street to 3rd Street, and Phase II includes East Bridge Street from East First Street to East Fourth Street. These improvements build upon two other state investments including a \$500,000 grants from NYS Transportation Alternative Program (TAP) and a DOT grant for complete streets along another section of the Route 104 corridor. The enhancements will help to anchor and continue supporting an important cluster of surrounding DRI programs. Segment improvements have been identified that include:

Western Gateway. As identified in Project #6 of this plan, the Western Gateway segment is one of the main entrances into the City of Oswego. Creating a welcoming first impression in this area will help to facilitate the creation of a sense of place and draw people into downtown from the west side. Improvements include: the addition of a two-tier raised curbed median with landscaping and the addition of signage as recommended in the Wayfinding Strategy Plan. Out the edges of the road, sidewalks will be added with pedestrian level lighting, bringing the corridor to a human scale.

6-points Intersection. Identified as Project #17 in this plan, the 6-point intersection is located at Route 104/ Washington Boulevard/1st Avenue. The complex intersection will be completely re-imagined to include raised curbed island for planting and refuge and visual enhancements to make the crosswalk more visible to motorists.

Urban Mixed Use West. Recommendations for the segments of Route 104 that are characterized by urban mixed use on the east side of the City include a lane reduction from two in each direction to one 12' travel lane in each direction with a 12' center turn lane. Additionally, implementation of the wayfinding plan will help to avoid any confusion when navigating this segment.

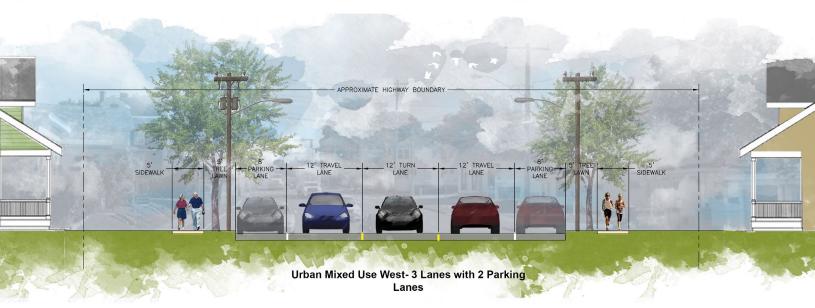
Downtown. As identified in the Complete Streets study and the DRI, the Downtown segment of the corridor, has received funding to bring this section back to a pedestrian scale and improve streetscaping.

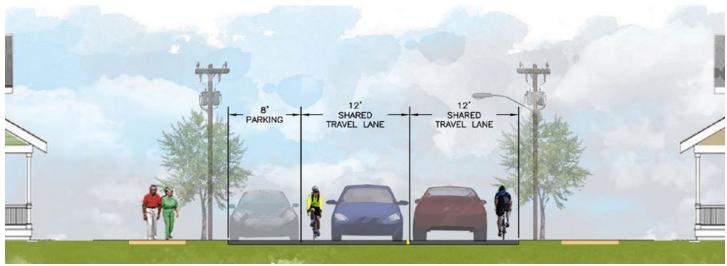
Urban Mixed Use East. Recommendations for the segments of Route 104 that are characterized by urban mixed use on the east side of the City include a lane reduction from two traveling lanes in each direction two 14' travel lanes in each direction with a 14' center turn lane and dedicated parking lanes on both the north and south sides of Route 104. Additionally, it is recommended that bump outs be installed, allowing for the potential incorporation of items such as benches, planters, and raingardens to enhance the pedestrian realm.

Residential. As identified in the Complete Streets study, residential areas along the corridor will feature improved pedestrian sidewalk connections, enhancing connectivity from downtown to the outer parts of the City.

Advancing the Vision

- implement West Bridge Street enhancements through DRI
- secure implementation funding through federal and state funding programs including Transportation Investment Generating Economic Recovery (TIGER), Transportation Alternative Programs (TAP) and Climate Smart Communities Program Grant (CSC)
- continue to implement complete streets projects, prioritizing those that have potential to have the greatest impact and are in proximity to other catalytic developments





PROPOSED BIKE BOULEVARD, SENECA STREET (Image Credit - Oswego Complete Streets)

Biking is a cost-effective, healthy and environmentally friendly alternative to driving. The City of Oswego is an active cycling community that currently lacks bike infrastructure, presenting a unique opportunity to establish and interconnected bike network and improve the quality of life for residents. The establishment of a network of bike facilities will assist in enhancing connectivity throughout the City.

Background

The Oswego Complete Streets study analyzed various alternative bicycle routes along the Route 104 corridor. The study concluded that the most appropriate east-west corridors were Seneca Street and Utica Street, with various north-west routes connecting the two. The development of a connected bicycle network is important for the revitalization of the BOA as it enhances accessibility throughout the entire study area. Improved bicycle networks will allow for residents and visitors to have easy access to the recreational trails, as well as the waterfront and other key destinations.

Advancing the Vision

- secure funding through multiple sources at the federal, state and/or local level; such as the Transportation Alternative Program (TAP), Climate Smart Communities Program (CSC), or Transportation Investment Generating Economic Recovery (TIGER)
- implement complete streets recommendations

RIVERWALK IMPROVEMENTS



EXISTING CONDITIONS

Vision

The Riverwalk is an on-going infrastructure enhancement project aimed at reactivating the waterfront and increasing connectivity throughout the city. Currently the Riverwalk spans the western side of the city along the Oswego River to the east side. While the existing trail is well utilized, improvements would further enhance its appeal and attract more visitors.

Background

Identified as a priority project and selected for \$600,000 in DRI funding, the Riverwalk enhancements include new fencing, landscaping, lighting, seating and wayfinding. It is essential that all of the trails are clearly defined and accessible. The Riverwalk not only increases quality of life for its residents by promoting physical activity, but it also increases economic vitality by promoting connectivity to the downtown.

Advancing the Vision

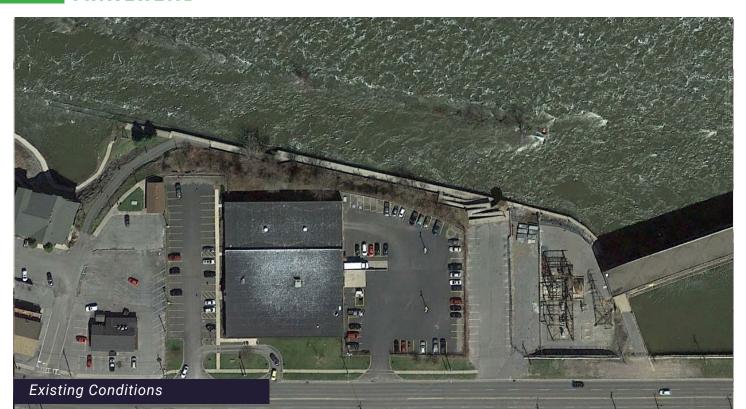
Next Steps:

- consider increasing access points
- implement wayfinding system

STRUCTURAL ANALYSIS

As part of the effort to advance the Riverwalk Enhancements, a structural analysis was performed on the former Cyclotherm Site (see **Appendix O** for the complete analysis). The retaining wall of this site is the eastern substructure of the Harbor Rail Trail Bridge, which acts as the connecting trail between East Riverwalk and West Riverwalk.

THE REPORT DETERMINED THAT THE STRUCTURE IS SOUND AND THERE ARE NO BARRIERS TO DEVELOPMENT RELATIVE TO THIS ANALYSIS.



Located along the Oswego River, the development of a new trailhead at the south end of the Westside Linear Park would expand the trail network and provide connections to the center of downtown.

Background

The Westside Linear Park runs along the Oswego River and connects the southern portion of the BOA to the Riverwalk Trail, and ultimately the downtown. As identified in the LWRP, it is recommended that the Riverside area between Utica Street Bridge and Lock 7 be enhanced with the development of a new trailhead to increase utilization. With these developments, creating a new access point, or trailhead, will help to attract and connect more people to the waterfront and the trails. As part of this BOA, two concept designs were created to bring to life the proposed "South Riverwalk Trail."

Advancing the Vision

- evaluate the feasibility for the development of a trailhead
- develop a master plan for the project and secure funding for implementation
- · once developed, ensure wayfinding system is in place

SOUTH RIVERWALK TRAIL - CONCEPT 1

LEGEND

- 1 Parking Lot Improvements
- 2 Pedestrian Connection
- 3 Plant Beds
- (4) Screening of Electrical Substation
- 5 Park Sign
- 6 ADA Compliant Ramp (New Concrete)
- 7 Overlook
- Stairs Integrated off Ramp Landing
- 9 Pedestrian Trail Amenities
- Restored/Maintained Vegetated Slope
- (11) Restored/Maintained Rock Slope
- Pubic Art (Wall Murals, Sculpture Installations)











SOUTH RIVERWALK TRAIL - CONCEPT 2

LEGEND

- 1 Parking Lot Improvements
- (2) Pedestrian Connection
- (3) Plant Bed
- (4) Screening of Electrical Substation
- (5) Park Sign
- (6) ADA Compliant Ramp (Wood Boardwalk)
- 7 Pedestrian Trail Amenitie
- 8 Restored/Maintained Vegetated Slope
- (9) Restored/Maintained Rock Slop
- (10) Green-screen Along Existing Wall
- 11 Retaining Wall
- ① Overlook













PIER CONCEPT (Image Credit - REDI Project Profiles)

One of the most significant changes envisioned for the Oswego Waterfront includes the transformation of the Wright's Landing Pier from an underutilized pier into a vibrant public space. While currently open to the public, the general character and appearance of the pier is not welcoming, and people often believe that it is private. The pier is currently in need of repairs, and as such, any plans for development will need to include replacing the existing retaining wall along the east side and north end.

Background

Identified as a strategic site in the Waterfront Plan, the 850' long, 120' wide pier is currently home to the Yacht Club and offers parking for boats stored on shore. In October 2019, the pier was awarded \$6.5 million in funding through the REDI program. The funds will assist with implementation of strategies to stabilize, protect and convert the deteriorating pier into a pedestrian-friendly open space. This redevelopment will significantly increase utilization and assist in the City's goal of making the waterfront accessible to everyone in the Oswego Community. The area surrounding the pier is a hub for investment and now is the time to capitalize on that and keep the momentum going. In support of this Implementation Strategy, various studies were conducted to help advance the pier improvement project. These studies are outlined on the following page.

Advancing the Vision

- · stabilize the pier
- develop and finalize a master plan, leveraging the marina improvements project to facilitate improvements to the edge conditions of the pier as well as additional improvements such as the development of a promenade, lighting and community market structures
- · identify additional project partners

PIER IMPROVEMENTS - SUPPORTING STUDIES

Various studies were conducted in support of the proposed pier improvement project, including a Phase IA and Phase IB Archaeological Report, a Structural Analysis of the Pier, and a Geotechnical Engineering report, as outlined below. The purpose of these reports is to asses the existing structural and environmental conditions of the site in order to develop an implementable master plan for the project. These efforts will help to advance the project, bringing it one step closer to development.



PHASE IA - IB ARCHAEOLOGICAL REPORT

The Phase IA Archaeological Sensitivity Assessment and Phase IB Archaeological Field Investigation conducted through the BOA process analyzed a 13.98 acre study area to determine if there was a presence of any archaeological or historical resources with the study area. The site included three parcels, located at 1, 29 and 41 Lake Street (Wright's Land Marina and Pier). The full study can be found in **Appendix P**.

The Assessment determined that there is a low probability of encountering prehistoric materials within the study area. However, there is a moderate to high probability of encountering historical materials due to the study area's function as a port facility for the City of Oswego from the 19th until the mid-20th Century.



STRUCTURAL ANALYSIS OF PIER

In order to move the proposed project forward, it must first be determined whether the pier is structurally sound. As a result, a structural analysis was conducted to help evaluate the viability of future development of the Wright's Landing Pier (See **Appendix Q**). The report determined that the pier is in very poor structural condition and runs a risk of failing. As such, any plans to utilize the pier for future development will need to include replacing the existing retaining wall along the east side and north end.



GEOTECHNICAL ENGINEERING

A geotechnical report was conducted to evaluate site conditions and formulate recommendations during the design and construction process. See **Appendix R** for the full report.



MARINA CONCEPT (Image Credit - LWRP)

Wright's Landing and International Marina are two existing marinas located on the east and west side of Wright's Landing Pier. Both marinas are in need of repairs and a complete makeover to modernize them. The complete modernization of these facilities would provide a safer, more cost effective, and desirable marina facility for boaters.

Background

Identified as strategic sites in the Waterfront Plan and selected for \$6.1 million in funding through the REDI, this project proposes a complete transformation of Wright's Land and International Marina. The plan envisions the two marinas combined into one and moved to the west side of the pier. This would allow for a larger facility with approximately 290 slips. Additionally, the modernization of the infrastructure would allow for new docks that can remain in the water year-round. These amenities would not only improve the quality of life for residents, but would also attract visitors and transients.

Advancing the Vision

Next Steps:

· develop a complete, detailed master plan that includes a market analysis and schematic designs

MARINA IMPROVEMENTS - SUPPORTING STUDIES

In support of the marina improvement project, permitting was completed for the proposed construction of a transient dock and fueling dock. Completion of the permits allows for final engineering documents to be prepared and released for bidding and construction.

PERMITTING - FUELING DOCK

As part of this study, a Pre-Construction Notification (PCN) was completed to allow the City of Oswego to install an additional fueling dock at Wright's Landing Marina (See **Appendix S**). The purpose of this fueling dock was to increase the fueling capabilities of the Marina to support more recreational boaters. The project consisted of the installation of a 1,110 square-foot fueling dock. This PCN was submitted to and approved by the New York State Department of Environmental Conservation (NYSDEC), the U.S. Army Corps of Engineers, and the New York State Department of State Coastal Consistency Review Unit.

PERMITTING - TRANSIENT DOCK

The City of Oswego initially aimed to construct transient docks along the western bank of the Oswego River near the confluence of the Oswego River and Lake Ontario for short term and overnight boat mooring. The objective of the removable docking system was to increase traffic from boats on the Oswego River/ New York State Erie Canal system to the downtown Oswego area. In order to facilitate the development of such a project, various permits were prepared including a Letter of Permission under Section 10 of the Rivers and Harbors Act and Nationwide Permit 25 from the U.S. Army Corps of Engineers (USACE), Article 15 Navigable Waterway and Docks/Moorings Permits and an Individual Water Quality Certification from the NYSDEC, letter of no-jurisdiction for lands under water project authorization from the New York State Office of General Services (NYSOGS), and a Letter of No Objection associated with a Coastal Consistency Determination from the New York State Department of State (NYSDOS). Other coordination/approvals that were obtained include: a No Effect Letter from the New York State Historic Preservation Office (NYSHPO) and Threatened and Endangered Species coordination NYSDEC and the U.S. Department of the Interior Fish and Wildlife Service (USFWS). See **Appendix T** for the full report.

After further consideration, the City ultimately determined that the space proposed for the transient docking system would be better suited for a river wall fendering. Bergmann coordinated with the regulatory agencies permitting the project, ultimately obtaining the issuance of a Revised Letter of Permission from the USACE and modified Article 15 Permits and Individual Water Quality Certification from the NYSDEC.





EXISTING CONDITIONS (Image Credit - Google Maps)

As part of this BOA, various trail alternatives were explored in order to determine feasibility of a trail extension from Breitbeck Park to SUNY Oswego. A continuous linear waterfront trail would further enhance the City's goal to activate and connect people to the waterfronts.

Background

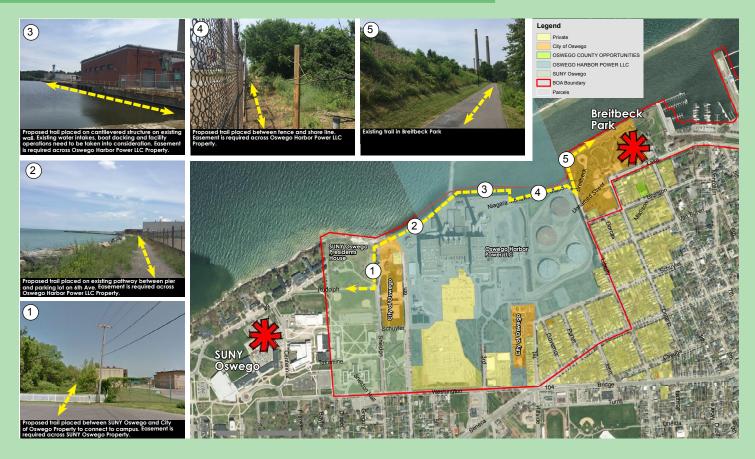
If completed, this trail would provide continuous waterfront access from SUNY Oswego to the City's waterfront downtown. The planning and design for this project will require extensive collaboration with the landowner to ensure the safety of trail users and the continued operations of the power plant are both satisfied.

Recommendations

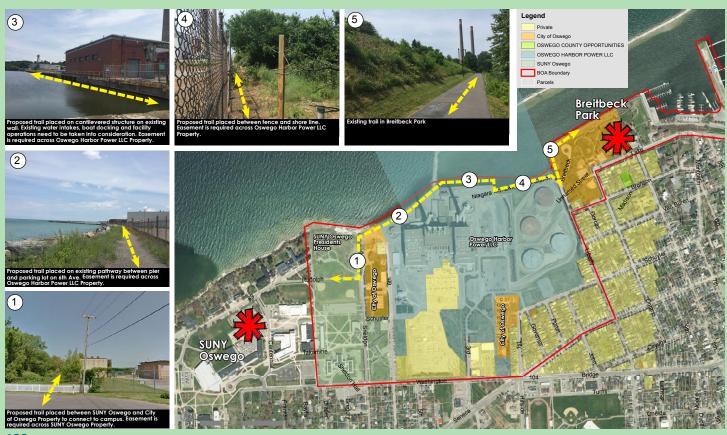
Recommendations:

 A feasibility study is recommended to further explore safety, ownership, design and cost implications

TRAIL ALTERNATIVES - ALTERNATIVE 1, OPTION 1



TRAIL ALTERNATIVES - ALTERNATIVE 1, OPTION 2



TRAIL ALTERNATIVES - ALTERNATIVE 2, OPTION 1



TRAIL ALTERNATIVES - ALTERNATIVE 2, OPTION 2



TRAIL ALTERNATIVES - ALTERNATIVE 3, OPTION 1



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THE VISION

The Oswego Canal Corridor Implementation Strategy represents the third and final phase of the BOA program. This Implementation Strategy leverages all the work that has been completed to date and seeks to advance and unify all the previous plans and investments - ultimately creating a roadmap for revitalization. The Complete Streets Study, Local Waterfront Revitalization Program, Downtown Revitalization Initiative and this implementation plan have all provided the tools necessary to create a city that promotes vibrancy, growth and accessibility.

OSWEGO HAS MOMENTUM AND SHOWS NO SIGNS OF SLOWING DOWN.

