

Chapter 4: Implementation



Chapter 4: Implementation

Introduction

The original Vision 2020 Plan contained approximately 240 implementation items. Some of these items have been completed or are underway. However, a majority of these items have not been acted upon at this time. One of the goals of this update to the original Vision 2020 Plan was to create a set of implementation items or actions that could be initiated or completed within the next decade. These recommendations are separated into an Action Plan and a Physical Plan.

Design Vocabulary

The first section of this chapter provides a visual representation of character viewed as appropriate and inappropriate in the downtown and waterfront district, residential neighborhoods, gateways and corridors, and parks and recreation corridors. The Design Vocabulary reflects the input and cumulative ranking provided by residents at the October 13, 2010 Design Workshop. This section should be used to help the City when updating its zoning chapter, establishing design standards, and reviewing public and private projects within each of the four areas identified above.

Action Plan

The first section of this chapter contains the Action Plan. The Action Plan contains 36 Action Items that were developed using the information gathered during the New Visions Planning Process. An Action Item can be described as a specific proposal to do something that relates directly to accomplishing the policies or objectives contained in Chapter 3. It can take the form of a plan, project, or program. The lifespan of an action item can vary from one to ten years depending on the item. These Actions should guide the efforts of the City and its partners over the next decade. The Action Items are presented in a table that illustrates the various policy areas that the action is related to.



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Physical Plan

The Oswego 2020 Vision Plan update focuses on realistic and achievable implementation projects and strategies that will help advance the vision of the community. The Physical Plan focuses on 10 feasible and transformative projects collaboratively developed with the assistance of the citizenry during the Design Workshop held at the McCrobie Center on October 13, 2010. The following section describes each of the 10 projects and associated actions required for implementation. There is no prioritization implied in this section, all 10 projects will require the City to remain focused yet flexible enough to respond to opportunities that will drive prioritization organically over the next 10 years.

An annotated plan is provided to describe generally the location of the ten projects within the City. Consistent with the comments we received during the October 2010 workshops, much of the focus is on the waterfront, downtown, neighborhoods and the Route 104 corridor. Each project corresponds with a narrative description and, in some instances, a conceptual graphic to help explain the recommended improvements. A table is provided at the end of this section identifying a planning level cost estimates, the expected completion time, funding resources and the responsible parties.



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Design Vocabulary

TO BE AVOIDED



TO BE ENCOURAGED

Downtown/Waterfront



Residential Neighborhoods



Gateways & Corridors



Parks & Recreation



The higher scoring images are on the right hand side of the summary. As new construction occurs within the City of Oswego, these types and styles of development should be encouraged. By comparison, the low scoring images located on the left hand side should be avoided throughout the City.

Action Plan

PROPOSED ACTION	POLICY AREA SUPPORTED BY ACTION							
	Community Attitude & Leadership	Regional Partnerships	Community Resources & Education	Neighborhoods	Leisure & Culture	Local Commerce & Tourism	Main Street / Downtown	Natural Resources & Sustainability
1. Prepare a Parks and Recreation Community Survey and Master Plan to identify specific recommendations for parks and recreation programming, facilities, open space, and water access. (See Item #8 in the Physical Plan).			•	•	•	•	•	•
2. Prepare a Corridor Study for Route 104 that addresses safety, pedestrian enhancements, and access management. (See Item #7 in the Physical Plan).				•		•	•	
3. Support the establishment and subsequent fundraising efforts of the Port City Education Foundation in order to provide a local scholarship resource program for City high school students.			•					
4. Prepare a comprehensive housing analysis that evaluates housing gaps and deficiencies, and identifies targeted rehabilitation and/or demolition areas to support the Neighborhood Stabilization Initiative described in Item #9 of the Physical Plan.				•			•	

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Action Plan (Continued)

PROPOSED ACTION	POLICY AREA SUPPORTED BY ACTION							
	Community Attitude & Leadership	Regional Partnerships	Community Resources & Education	Neighborhoods	Leisure & Culture	Local Commerce & Tourism	Main Street / Downtown	Natural Resources & Sustainability
5. Partner with the City School District and SUNY Oswego to identify or expand upon formal mentoring and internship programs to involve students in the local community and keep students in Oswego upon graduation.	•	•	•			•		
6. Work with SUNY Oswego and local merchants to expand the use of the Plus Plan at off-campus food establishments.		•				•	•	
7. Complete a Waterside Wayfinding Plan that considers ADA access and is coordinated with strategic sites and destinations along the waterfront and downtown. (See Item #10 in the Physical Plan).					•	•	•	•
8. Support the efforts of the 2020 Arts Group to secure a multi-purpose facility for hosting cultural events, activities and programs.		•	•		•	•	•	
9. Create a city sponsored summer employment program for college and high school students to encourage young people to live and work in the City of Oswego.	•	•	•			•		

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Action Plan (Continued)

PROPOSED ACTION	POLICY AREA SUPPORTED BY ACTION							
	Community Attitude & Leadership	Regional Partnerships	Community Resources & Education	Neighborhoods	Leisure & Culture	Local Commerce & Tourism	Main Street / Downtown	Natural Resources & Sustainability
10. Target niche businesses that support area businesses and manufacturers including Oswego Health, Novelis, Port of Oswego, energy generators and SUNY Oswego (for example, medical labs, metal fabrication, and nanotech and computer engineering).		•	•			•	•	
11. Work with Oswego Health to develop a Master Plan that ensures the hospital has adequate space for expansion, with the ultimate objective of creating a “healthcare node” in the City for spin-off businesses, housing and associated health care services.		•	•	•		•	•	
12. Support the Port of Oswego’s expansion endeavors to become a Tier Three Port by 2020.		•				•		
13. Work with neighborhood representatives to develop grassroots initiatives targeting neighborhood and property maintenance, including the creation of local tool libraries and development of “how to” clinics to support the NSI described in Item #9 of the Physical Plan.	•			•				

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Action Plan (Continued)

PROPOSED ACTION	POLICY AREA SUPPORTED BY ACTION							
	Community Attitude & Leadership	Regional Partnerships	Community Resources & Education	Neighborhoods	Leisure & Culture	Local Commerce & Tourism	Main Street / Downtown	Natural Resources & Sustainability
14. Actively pursue funding for infrastructure projects to separate Port freight traffic from the downtown core. (See Item #5 in the Physical Plan).		•	•				•	
15. Support the Port of Oswego's goal to promote commercial tourism as part of Lake Ontario Circuit by participating in discussions to acquire customs facilities, acquire funding to improve docking facilities, and better market and promote the Port.		•			•	•		•
16. Identify locations for rental kiosks offering alternative transportation options downtown and along the waterfront, including bikes and Segways, to improve non-vehicular circulation options.					•	•	•	•
17. Implement a landside wayfinding initiative that cohesively connects sub-areas and destinations within the City – including Fort Ontario, downtown, public waterfront sites, parks and open spaces, and SUNY Oswego. Incorporate interpretive elements and the City "brand" into the wayfinding program.				•	•	•	•	•

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Action Plan (Continued)

PROPOSED ACTION	POLICY AREA SUPPORTED BY ACTION							
	Community Attitude & Leadership	Regional Partnerships	Community Resources & Education	Neighborhoods	Leisure & Culture	Local Commerce & Tourism	Main Street / Downtown	Natural Resources & Sustainability
18. Enhance the City of Oswego website to market the resources, neighborhoods, businesses, programs, and destinations within the City.		•	•	•	•	•	•	•
19. Identify short-term park and open space enhancement projects for neighborhoods identified as "underserved" in the Healthy Living Analysis. This may include enhancements to existing publicly owned lands or acquisition of lands for park development. (See Item #8 in the Physical Plan).			•	•				•
20. Create a Stormwater Master Plan for the City that identifies sustainable and cost effective techniques for managing stormwater.			•					•
21. Update City's Zoning Code to include incentives for new development projects that incorporate sustainable design principles, such as those identified through the United States Green Building Council's LEED Program.							•	•

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Action Plan (Continued)

PROPOSED ACTION	POLICY AREA SUPPORTED BY ACTION							
	Community Attitude & Leadership	Regional Partnerships	Community Resources & Education	Neighborhoods	Leisure & Culture	Local Commerce & Tourism	Main Street / Downtown	Natural Resources & Sustainability
22. Prepare a grant application through the New York State Environmental Protection Fund to prepare a Downtown Master Plan that focuses on the preparation of a build-out analysis, attracting upper story housing, parking impacts and circulation.	●		●		●	●	●	●
23. Explore opportunities for strengthening the presence of downtown through participation in the National Trust for Historic Preservation Main Street Program. This community-based approach to revitalization could include the designation of a Main Street Coordinator to market new businesses and support existing businesses.						●	●	
24. Develop a Community Prospectus that effectively highlights and markets the City of Oswego to existing and prospective residents and businesses.	●	●	●	●	●	●	●	●
25. Target infrastructure improvements to neighborhoods identified as rehabilitation and revitalization focus areas to support the NSI described in Item #9 of the Physical Plan.			●	●			●	●

Action Plan (Continued)

PROPOSED ACTION	POLICY AREA SUPPORTED BY ACTION							
	Community Attitude & Leadership	Regional Partnerships	Community Resources & Education	Neighborhoods	Leisure & Culture	Local Commerce & Tourism	Main Street / Downtown	Natural Resources & Sustainability
26. Identify a branding and marketing approach that highlights existing resources and seeks to draw in new residents, businesses, and visitors to the City. Utilize the preferred marketing campaign holistically throughout the City to ensure the City "brand" is consistent and recognizable. (See Item #4 in the Physical Plan).	●			●		●	●	
27. Identify and implement renewable energy generation and conservation technologies to improve sustainable energy systems, reduce green house gas emissions and lower the carbon footprint of the community.			●					●
28. Enhance key gateways into the City, including 104, 48, and 481, through signage, landscaping, and other aesthetic enhancements. (See Item #1 in the Physical Plan).				●		●	●	

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Action Plan (Continued)

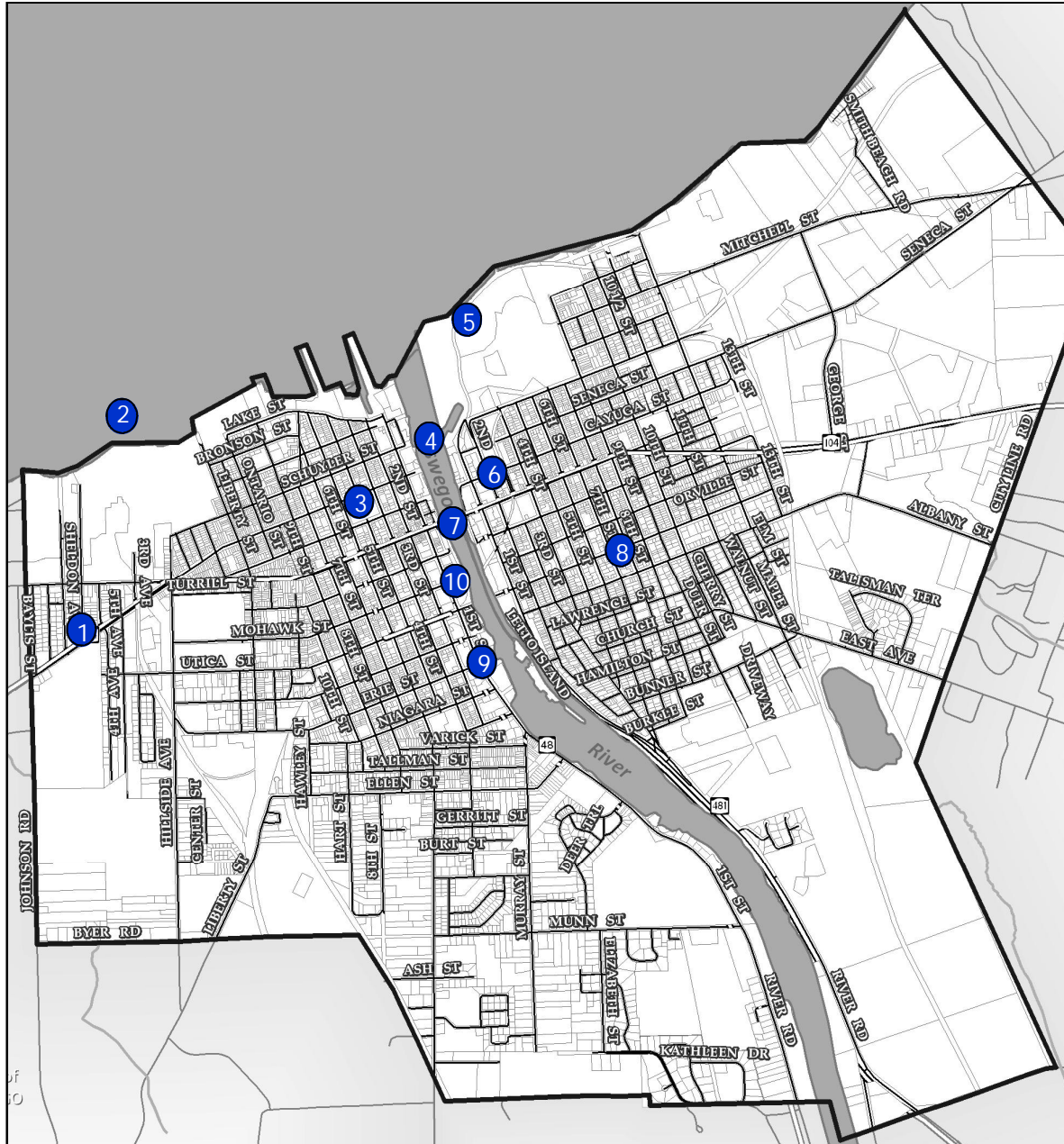
PROPOSED ACTION	POLICY AREA SUPPORTED BY ACTION							
	Community Attitude & Leadership	Regional Partnerships	Community Resources & Education	Neighborhoods	Leisure & Culture	Local Commerce & Tourism	Main Street / Downtown	Natural Resources & Sustainability
29. Ensure that the 2020 Strategic Plan is implemented through appointing a Common Council 2020 Plan Committee to benchmark the status of projects and actions and provide regular updates through the City's website, coordinate the City's department goals for consistency with the 2020 Plan and provide an annual status report to the Common Council.	•							
30. Encourage local pride and sense of empowerment by creating volunteer programs and opportunities for resident participation. Create a database of volunteers for assistance with community-based programs and projects.	•	•	•					
31. Ensure the City budget is reviewed annually to incorporate line items for specific actions identified in the Action Plan. Modify City organization and staff responsibilities as appropriate to ensure implementation of action items.	•							
32. Prepare a benchmarking document that will allow Oswego to understand how other small cities are implementing sustainable practices.			•					•

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Action Plan (Continued)

PROPOSED ACTION	POLICY AREA SUPPORTED BY ACTION							
	Community Attitude & Leadership	Regional Partnerships	Community Resources & Education	Neighborhoods	Leisure & Culture	Local Commerce & Tourism	Main Street / Downtown	Natural Resources & Sustainability
33. Conduct an engineering feasibility study to evaluate the costs and benefits associated with improvements to Sheldon Beach.		•	•					
34. Study the feasibility of relocating the City's Department of Public Works to create additional developable land on the waterfront.					•	•		•
35. Consider relocation of the railroad museum to the Fort area in order to create spaces for events and parking.			•		•	•		
36. Promote alternative public transportation options, such as trolley service, to support tourism, downtown businesses, and local events and festivals.					•	•	•	
37. Consider programming alternatives to Harborfest, such as smaller-scale events held throughout the summer.					•	•	•	
38. Continue efforts to preserve and open access to the lighthouse.					•	•		

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Oswego 2020 Vision Plan Update Physical Plan Recommendations

- 1 Route 104 Western Gateway Enhancements
- 2 Waterfront Trail Extension from Breitbeck Park to Sheldon Beach
- 3 Greening Seneca and Cayuga Streets
- 4 Consistent Branding of Oswego's Waterfront
- 5 Port of Oswego Eastside Connector Project
- 6 Eastside Redevelopment
- 7 Downtown Route 104 Corridor
- 8 Park System Master Plan and Spot Enhancements
- 9 Neighborhood Stabilization Program
- 10 Improved Water Access, Safety and Maintenance

Defined through a collaborative civic engagement process, the projects identified in this section reflect the priorities as defined by the general public, individual stakeholders and the Steering Committee.

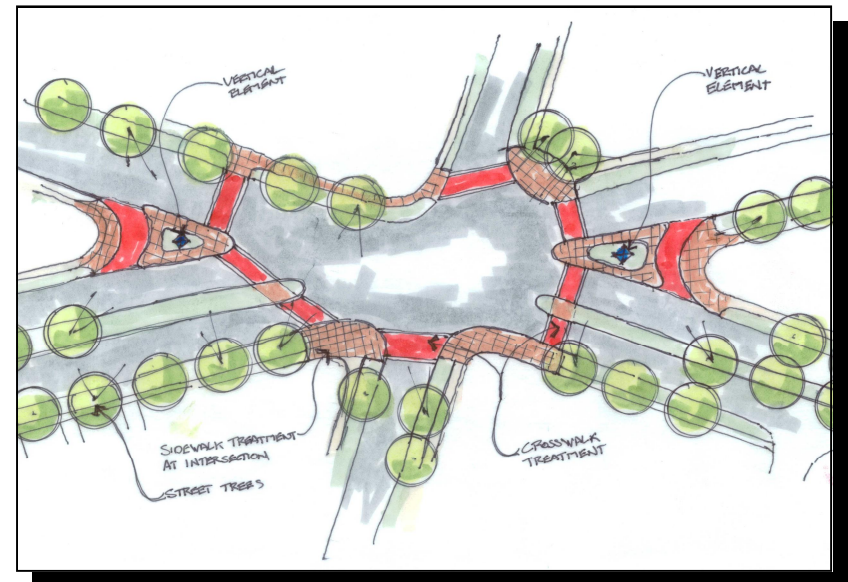
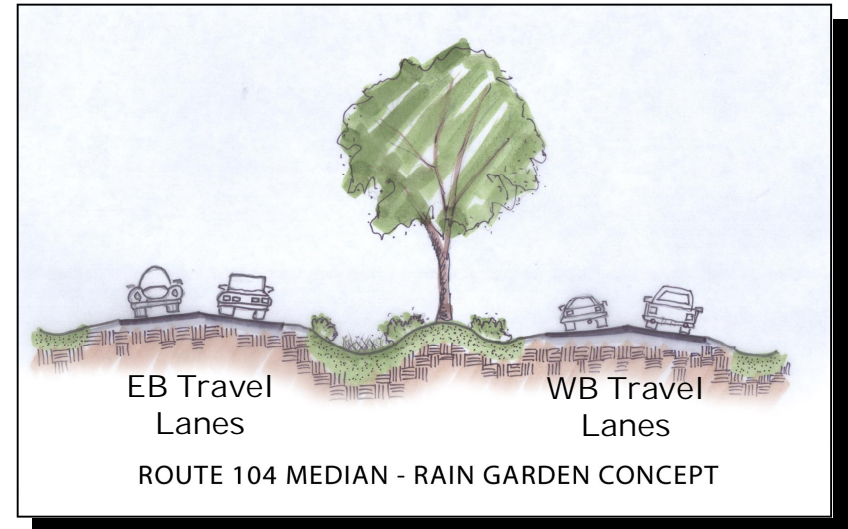
Physical Plan

1. Route 104 Western Gateway Enhancements

The western entrance of the City on Route 104 reflects a highway designed to move people in and out of the community. It does not serve as a welcoming entrance to the City. However, with a combination of simple beautification treatments and possibly selective reconstruction, this critical entrance to the community could help to transform the image of Oswego.

Starting at approximately Sheldon Avenue, the City should work with NYSDOT to reconstruct the current central median to become a functional bioswale and rain garden stormwater management system. This should be coupled with new lighting, treelawns and appropriate low maintenance landscaping.

The intersection of Washington, Route 104 and West Seneca could be transformed into a signature entrance for the City with a combination of simple, low cost treatments, better design standards and possibly minor reconstruction. The introduction of complimentary art or monuments at the western and eastern ends of the intersection will add a sense of place and anchor the gateway. Changes in materials or pavement colors for all crosswalks will serve to define the pedestrians space within the intersection and raise awareness of motorists. The City and NYSDOT could explore the installation of raised crosswalks, used in many cold climate city's across New York, to help elevate the pedestrian within the motorists viewshed. Landscaping treatments should be complimentary to those installed on Route 104 from Sheldon to the intersection.



Schematic of gateway and intersection enhancements at the Western 104 Gateway intersection.

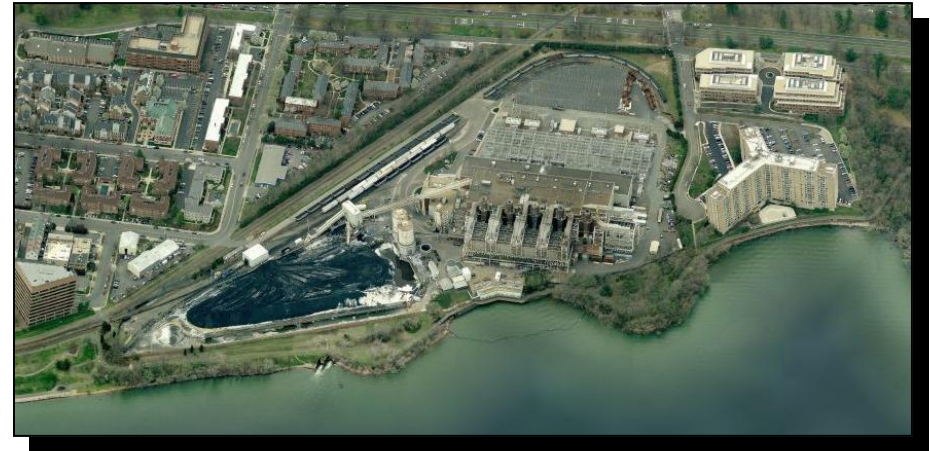


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2. Trail Extension from Breitbeck Park to Sheldon Beach

A continuous linear waterfront trail is exceptionally important to the City of Oswego's image as a waterfront City. If completed, this trail would provide continuous waterfront access from SUNY Oswego to the City's waterfront downtown. This approximately 2,400 linear foot trail will require an easement across the NRG property of approximately 25-50 feet in width dependant upon proximity to areas of safety concern for power plant operations. Based upon a preliminary review and site visit, a 1,000 foot section on the western side of the property is currently accessible from Sheldon Park to the breakwater. From the western side of the property there is possibly enough width, with minor fence relocations, to provide access for about 700 feet to the central bulkhead. The greatest area of potential difficulty is expected along the central bulkhead, located east of the breakwater, a length of about 700 feet. 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.

A feasibility study is recommended to further explore safety, ownership, design and cost implications. This low cost analysis will help the City understand if the project is possible and, if so, define the critical path for implementation.

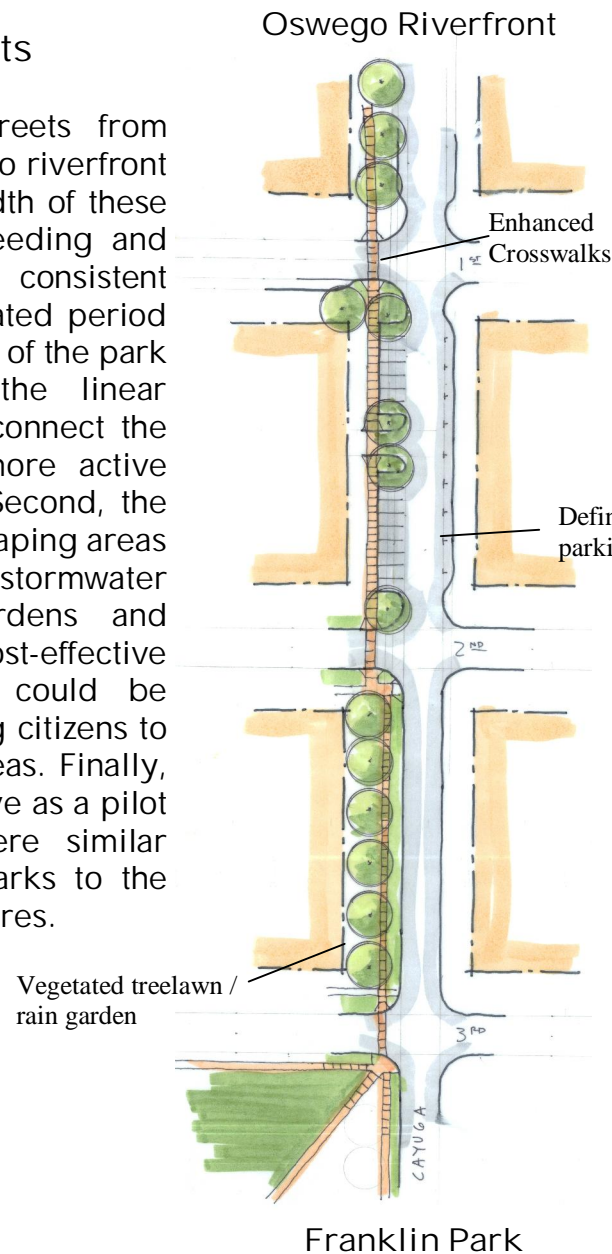


Courtesy of Messay Photography

Photos illustrate the Mirant Power Plant from the Mount Vernon Bike Trail - Alexandria, VA.

3. Greening Seneca and Cayuga Streets

The greening of Seneca and Cayuga Streets from approximately West 5th Avenue to the Oswego riverfront will serve three key objectives. First, the width of these streets is significant, which encourages speeding and reduces pedestrian safety. By introducing consistent landscaping, including treelawns and associated period lighting, Cayuga and Seneca will become part of the park system, connecting Franklin Park and the linear waterfront trail. The use of streets to help connect the City's system of parks will encourage more active lifestyles and enhance pedestrian safety. Second, the introduction of appropriately designed landscaping areas within the streetscape will allow for green stormwater management facilities such as rain gardens and bioswales. This is a more sustainable and cost-effective approach for managing stormwater that could be integrated with a community program inviting citizens to participate in maintaining the landscaped areas. Finally, greening Cayuga and Seneca Streets will serve as a pilot project for other areas of the City, where similar treatments could be installed to connect parks to the downtown or other unique neighborhood features.



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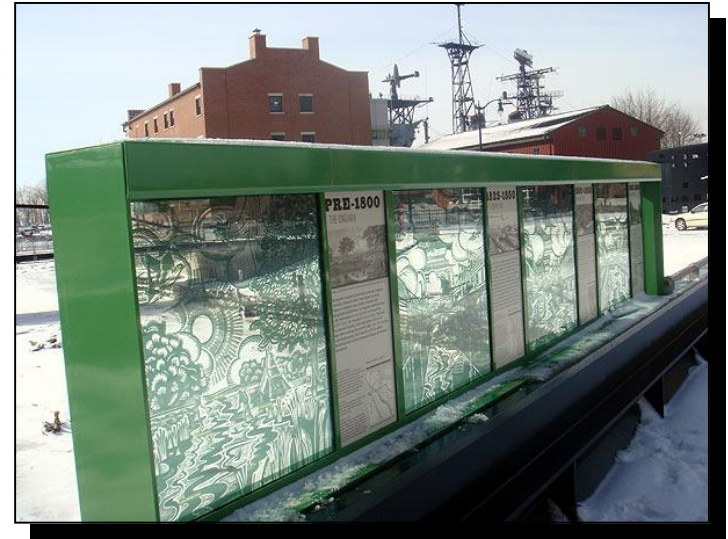
4. Consistent Branding of Oswego's Riverfront

Throughout time, Oswego's waterfront has played a critical role in the development of the City, State and Nation. This storied and rich history is uniquely American, placing Oswego at the center of numerous transformative military, social and economic decisions that define who we are today. Over the next ten years, Oswego's waterfront will continue to be defined by its role as a recreation and tourism destination, an industrial port and its unique place in our history.

The City of Oswego was built on an active and vibrant industrial waterfront. The Port of Oswego will continue to play an integral role in the economy and image of the City. To many people, the City of Oswego's waterfront is defined by the Port.

Others view the City's waterfront as a multi-faceted recreational and tourism destination. Unparalleled fishing, recreational boating, cruise lines and the Erie Canal and intact military landmarks make this City a great destination for a wide variety of tourists and a great place to live and raise a family.

In practice, Oswego's waterfront is a delicate balance between industry, recreation and tourism. This unique balance is critical to what makes Oswego a great place to live and work. All three aspects of the waterfront should be celebrated, marketed and branded collectively. For this reason, a strategic citywide branding program with focus on wayfinding and interpretation is viewed as essential to the future of the community.



Industrial port interpretive signage at the harbor in downtown Buffalo, New York.

5. Port of Oswego Eastside Connector Project

The Port of Oswego will continue to play a critical role in the City's economy. The Port is strategically pursuing projects that will allow for growth and expansion of services in order to meet current and future demands. This expected expansion will result in additional distribution needs and associated truck traffic. The addition of truck trips on Route 104 within the downtown could conflict with the City's goal of creating a safe and attractive waterfront downtown. Therefore, reducing the number of trucks in downtown, while still allowing for the expansion of the Port's business, is an important objective for the next ten years.

For several years, the Port has explored the construction of an eastern connector road and possibly a rail spur to help mitigate the impacts of truck traffic on the downtown core, while enhancing the efficiency of Port distribution. This project should be advanced into design and construction upon completion of a thorough evaluation of potential impacts to City neighborhoods, as well as environmentally and culturally sensitive areas.



Conceptual representation of the East Terminal Connector Project.

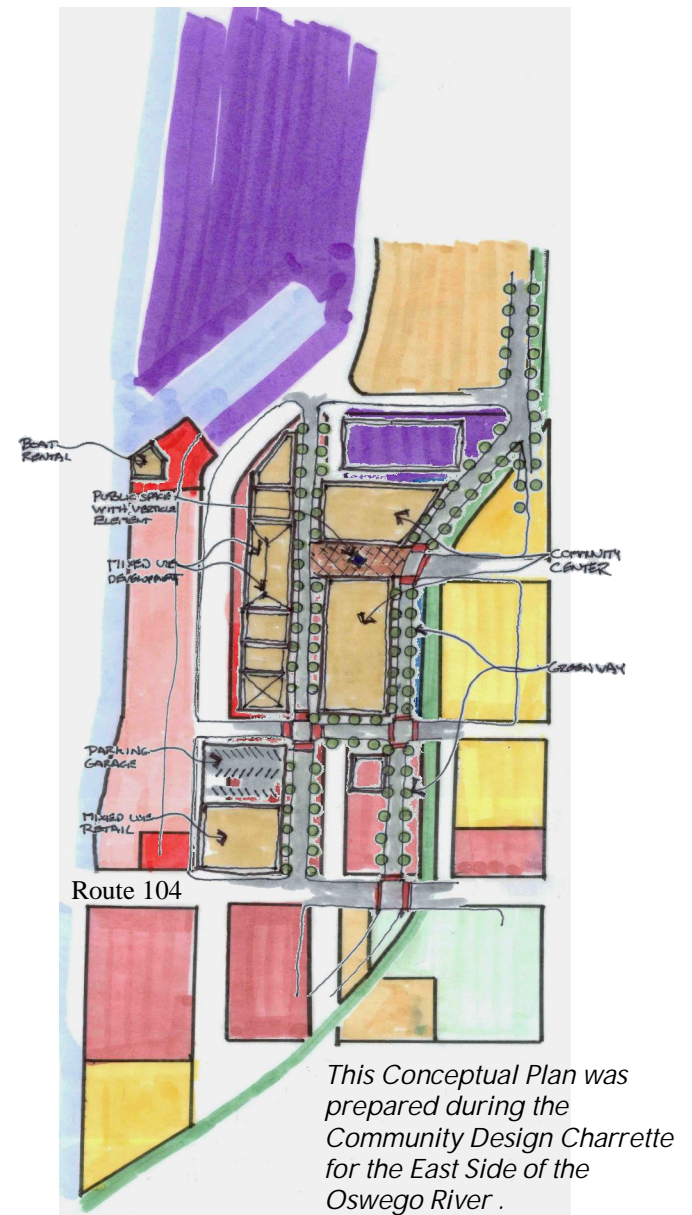


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6. Oswego River Eastside Redevelopment

The City of Oswego's east side neighborhood represents a mix of accommodations, retail and services and vacant properties. Currently, the pattern of land use is disjointed and does not result in a cohesive sense of place similar to the west side of the Oswego River. This is partially due to large vacant blocks of land and the street grid. However, future investments, including the conference center, will help to transform this area.

This plan recommends a concerted redevelopment effort for the area bounded by Route 104 on the south, East First Street to the west, East Third Street to the east and East Schuyler Street to the north. The City's role should be as facilitator and not developer. An in-depth study and market analysis should be completed for this area to determine how best to proceed with key vacant properties and historic structures located bounded by East First and East Second streets. Ultimately, this area could become an excellent location for mixed use development including residential loft style apartments, a multi-function community center with access to Riverwalk East and appropriately scaled retail on Route 104.

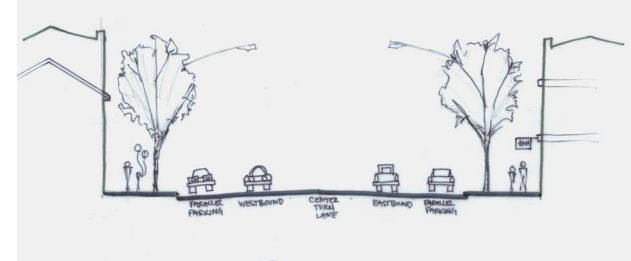


7. Downtown Route 104 Corridor

The design of Route 104 is focused on the efficient movement of traffic through the City. While this is the primary role of the NYS highway system, it is possible to allow for the efficient movement of traffic in a contextually sensitive manner.

The most recent traffic data available indicates an Annual Average Daily Traffic (AADT) of 19,770 from Route 481 to the East 10th Street intersection. This traffic volume represents local and pass through movements. The complexity of traffic in Oswego is not solely associated with volume. Rather, it is the number of turning movements within the downtown core. Balancing the need for accessibility and efficiency with contextually sensitive design will be of paramount importance to realizing the vision of a vibrant, attractive and pedestrian friendly downtown.

A project scoping report should be completed for Route 104 from the intersection of Washington, Route 104 and West Seneca to East 9th Street to evaluate contextually sensitive design options that will balance the multi-faceted needs of this corridor. Upon selection of a preferred highway design, the City should work with the NYSDOT to submit the project to the Transportation Improvement Program (TIP) for future federal funding. In the short run, smaller enhancement projects, such as curb bulbs, landscaping, restriping and improved pedestrian accommodations should be submitted to the State's Transportation Enhancement Program (TEP) to help address acute problems at the West 1st and East 1st intersections.



Creating a vibrant street presence in Oswego will require careful planning to ensure the pedestrian environment is safe and attractive.



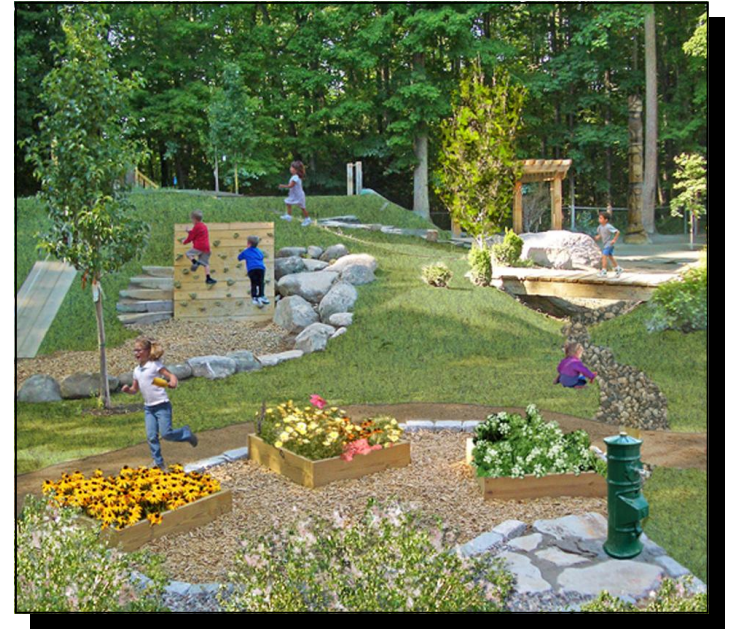
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8. Park System Master Plan and Spot Enhancements

Parks, open space and recreational programming form the supportive fabric of a community's healthy living infrastructure. Having direct access to well programmed outdoor recreational facilities is essential to the health of a community. Knowing that obesity will be the most significant health problem facing almost every age cohort in New York State over the next 20 years, it is essential for the City to provide resources and programs that meet the changing needs of the community.

Recreational resources are provided by the School District, YMCA, SUNY Oswego and a variety of private and non-profit entities. This provides a substantial network of recreational resources within the City. At the same time, based upon comments from the citizenry, there may be a need to repurpose existing parks, identify locations for new parks and identify programming that will meet the needs of teens as well as seniors.

A comprehensive park master plan should be completed for the City of Oswego. A collaborative initiative between the City, School District, College and private providers should focus on implementing capital and programmatic needs identified in the Plan. The City should prioritize park enhancement projects by neighborhood area to ensure all areas are served.



City parks should each be evaluated to determine which user groups it will serve. Low cost and maintenance alternatives, like a natural playground (top photo) may be a good option in areas where children are present.

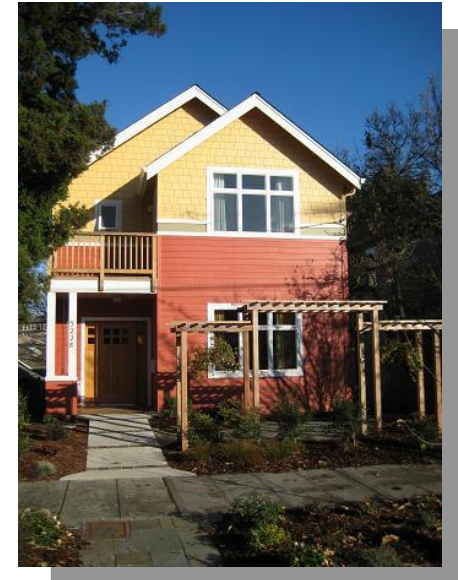
9. Neighborhood Stabilization Initiative

Like most small upstate New York cities, Oswego's housing stock was primarily built prior to 1950. Oswego's neighborhoods developed unique identities as evidenced by the numerous churches established in support of various ethnic groups including Irish, German, Italian, and French residents. Today, the City is defined more by Fort Ontario, academic institutions and geographic features, such as the waterfront, than by its ethnic heritage. Housing is organized by block and street in a more homogenous fashion. However, in many areas of the City a strong sense of community is present, resulting in well maintained residences no matter the size or age of the housing stock.

The preservation of historic sites and structures throughout the City could contribute to neighborhood stabilization. The City should prioritize adaptive reuse of such historic structures. Buildings of special interest to the community include the Brosmer Brewery (i.e. Seaway Supply), Leto Island, Coleman's, the Buckhout Jones Building, the Woodruff Building, and the Stevedore Building. Existing brownfield sites include the former Flexo Wire Site, Breneman Site and Hammermill Site.

In an effort to strengthen areas of the City viewed as potentially at risk for deterioration, a citywide neighborhood study is recommended that will evaluate and prioritize solutions targeted areas of the community. The study should identify the resident's concerns initially, and then focus on evaluating contributing factors such as physical influences (i.e. proximity to high traffic areas, industry, etc.), crime, housing value, upkeep and maintenance, ownership and structure condition.

Based upon the study, a series of recommended programs to help stabilize each neighborhood area should be implemented. Such actions may include selective demolition for new infill housing, public space enhancements, including streetscapes and parks, and community based neighborhood beautification programs. This approach will allow the City to stabilize and enhance the attractiveness of existing housing stock, provide new housing types that meet the requirements of an aging population and the expectations of first time buyers, and enhance the overall uniqueness of each residential area in the City.



Modernizing Oswego's housing choices to ensure Universal Design (top photo) and attractive infill will be critical for attracting new residents to the community.



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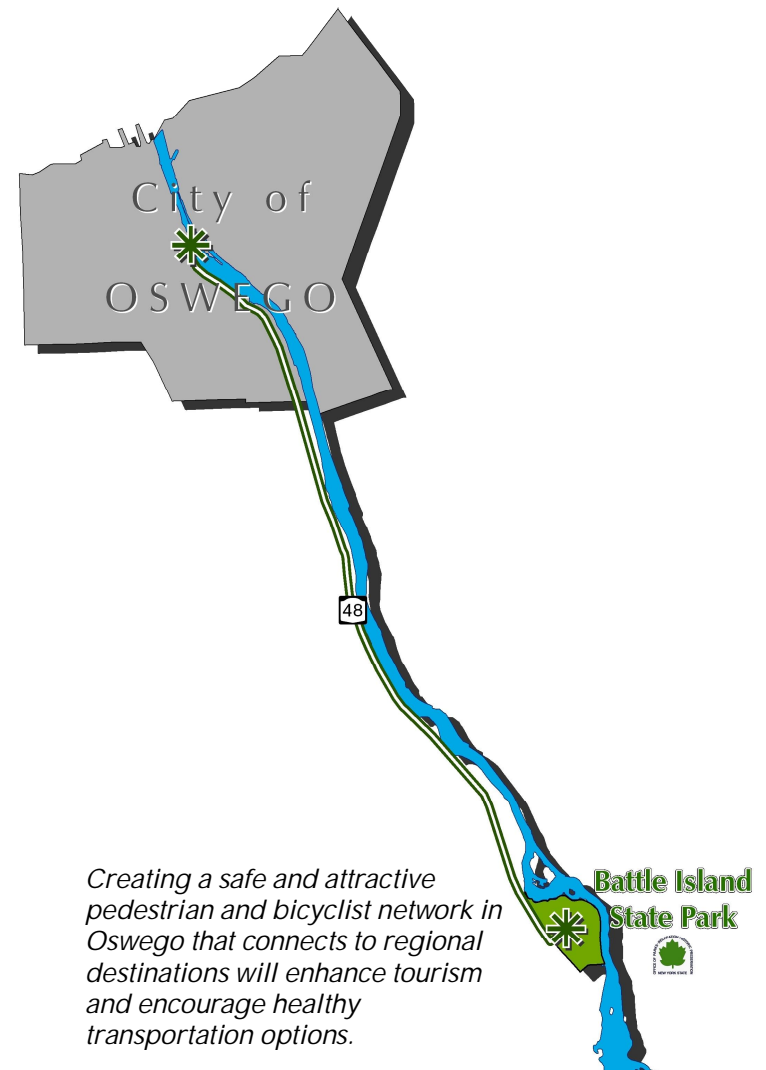
10. Improved Water Access, Safety and Maintenance

There are very few communities in the United States that can compare to the waterfront present in the City of Oswego. To have one of the Great Lakes at its doorstep, the mighty Oswego River and the historic Erie Canal all within one City is very unique and highly advantageous. The City is currently providing significant opportunities for public access to the waterfront which deserves credit and applause. Over the next ten years, focus should be given to expanding land- and waterside access, enhancing the safety of trails and general updates and beautification.

Strategic extensions south of Erie Street, both on and off road, should be evaluated and implemented to improve access past the hydro dam. An on-street bicycle route should be evaluated for Route 48, correcting to Battle Island State Park and potentially Fulton.

The City should install two additional car-top boat launch locations, one on the Oswego River and one on Lake Ontario, possibly in Brietbeck Park.

The western section of the Riverfront Trail from Route 104 to Utica Street is beginning to show its age and is perceived to be unsafe due to the recessed elevation grade. Emphasis should be to focus investment on softening the users experience through improved landscaping. Additionally, enhanced safety features should be considered, such as signage and lighting considerations.



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Physical Plan Implementation Table

#	Title	Planning Level Cost Estimate (2010 Dollars)	Time to Complete Task (Months)	Funding Sources	Involved Parties
1	Route 104 Western Gateway Enhancements	\$1,500,000.00	18	NYSDOT Transportation Enhancements Program, NYS EFC Green Innovation Grant Program	Community Development and Engineering
2	Waterfront Trail Extension from Breitbeck Park to Sheldon Beach	\$500,000.00	30	NYSDOS LWRP, NYS OPRHP Recreational Trails Program	Community Development and Engineering
3	Greening Seneca and Cayuga Streets	\$1,350,000.00	12	NYS EFC Green Innovation Grant Program, Kodak American Greenways Program, NYS DHCR Main Street Program, NYS CDBG Public Infrastructure/Economic Development Programs	Community Development and Engineering
4	Consistent Branding of Oswego's Waterfront	\$50,000.00	6	NYSDOS LWRP, NYSCA Planning and Design Grants	Community Development, Oswego Health, SUNY Oswego, Port of Oswego
5	Port of Oswego Eastside Connector Project	\$3,500,000.00	24	NYSDOT Industrial Access Program, NY Statewide Transportation Improvement Program	Port of Oswego, Community Development
6	Eastside Redevelopment	\$85,000.00	72	NYS BOA Program, NYS CDBG Economic Development Program, US EPA Brownfield Assessment Program	Community Development and Engineering
7	Downtown Route 104 Corridor	\$250,000.00 ¹	18	NY Statewide Transportation Improvement Program	Community Development and Engineering
8	Park System Master Plan and Spot Enhancements	\$80,000.00 ²	12	NYS OPRHP Parks Program	Parks and Recreation, Oswego School District, SUNY Oswego
9	Increase affordable housing opportunities through Neighborhood Stabilization Program.	\$90,000.00 ³	10	NYS Homes and Community Renewal; CDBG; USDA: Local Waterfront Revitalization; Low Income Housing Tax Credit; Historic Tax Credits; and Brownfield Tax Credit Programs.	Community Development
10	Improved Water Access, Safety and Maintenance	\$300,000.00	18	NYS DOS LWRP, US FWS Boating Infrastructure Grants	Community Development and Engineering

NOTES

- ¹ Cost estimate is for the Route 104 Project Scoping Report
- ² Cost estimate is for the Park Master Plan
- ³ Cost estimate is for the Comprehensive Neighborhood Stabilization Plan



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