



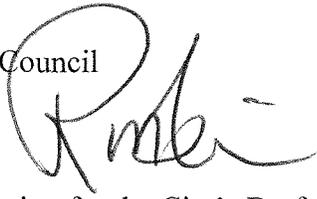
Watertown City Council
Monday, February 25, 2019
7:00 p.m.

WORK SESSION AGENDA

Discussion Items:

1. Strategic Plan Goals and Objectives
 - Staff Presentations

February 22, 2019

To: The Honorable Mayor and City Council
From: Richard M. Finn, City Manager 
Subject: Presentation of the Recommendation for the City's Draft Strategic Plan

Attached are four of the eight Goals and Objectives previously identified by the Mayor and City Council several months ago. In total, there are eight Goals identified by the Council, with the attached four Goals including the following:

1. Customer Service
2. Communication
3. Partnerships/Networking
4. Economic Development

On Monday, February 25, the four respective Management Teams will present their recommendation on the above four Goals, along with the respective Objectives under each Goal. The remaining Goals will be presented during another Work Session, since it is anticipated that if all eight Goals were presented during one session, we would not be able to provide enough time to adequately discuss each respective Goal.

During the second Work Session, the following four remaining Goals will be presented:

5. Fiscal sustainability
6. Public Safety
7. City Infrastructure
8. Pride in city Appearance/City Image

We are looking forward to presenting this information to you this coming Monday evening, February 25, at 7:00 p.m.

Strategic Plan - Customer Service

Committee: Scott Weller, Elaine Giso, Amie McIntyre, Matt Roy, Yvonne Reff, Ann Saunders

GOAL: Exceptional Value of City Services Based on Outstanding Customer Service

Sub-Goal 1: Enhance customer’s positive experience at City Hall

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Establish year-round City Hall Hours of Operations that are consistent throughout Departments	Does each department within City Hall use the same hours of operation?	Completed *City continues to have Codes, DPW & Engineering open additional hrs to accommodate customers	\$0	None
Better visual signage within City Hall – Informational directory kiosk display, announcement monitor, clear department signs with descriptions of functions, restrooms signs, etc	Have visual aids been installed that give clear direction and information?	1 year	\$5,000	20 – 30 hours
Establish a “drop box” to eliminate the customer’s need to enter the building and to assist with after-hour service	Was a “drop box” installed and put into use?	1 year	\$1,000	3 – 5 hours
Relocate public serving offices into a central customer service location as well as streamline processes/functions eliminating the need for customers to go to multiple departments to complete one task (i.e. Codes permits, trash totes signup, etc)	Were processes streamlined? Was a central customer service location created? Has staff been cross trained?	1 – 3 years	\$100,000 - \$1 million (per Engineering estimate) *part of Court Renovation	150+ hours
Expand municipal parking lot to increase number of parking spots due to pending Court expansion (if City Hall is selected)	Did the number of parking spots at City Hall increase?	1 – 3 years	\$350,000 - \$400,000 (per Engineering estimate) *part of Court Renovation	150+ hours

GOAL: Exceptional Value of City Services Based on Outstanding Customer Service

Sub-Goal 2: Exceptional Customer Service should be the core value of the City’s mission

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Incorporate customer service into the City’s multifunctional Mission and/or Vision Statement	Were the City’s Mission and/or Vision Statements revised to include an element of customer service?	1 year	\$0	3 – 5 hours
Develop a customer service policy and procedures for consistency across the organization that address common standards of service, such as phone etiquette, name badges, email usage, etc	Was a customer service policy written? Were procedures established to ensure consistent standards of service? Has staff been trained on customer service policy?	1 year	\$0	10 – 15 hours
Monitor all aspects of City’s customer service by performing customer satisfaction surveys for various City services	Are periodic customer service satisfaction surveys completed?	1 year then ongoing	\$500 - \$2,000	100 hours per year

GOAL: Exceptional Value of City Services Based on Outstanding Customer Service

Sub-Goal 3: Enhance technology to make municipal services more available to citizens and create a “business-friendly” environment

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Develop a new user friendly website to <ul style="list-style-type: none"> • publish clear and precise information • develop more online services that are easy to access from any device (mobile web app) • provide more e-forms that can be submitted online • increase the ability to pay for more services online 	Was a new user friendly website created? Are more services available online? Were more e-forms developed and used by customers? Are more services available to be paid for online?	2 – 3 years	*cost included in the implementation of new website (Communication Goal 3)	150+ hours
Develop a central system to track service requests from the public and the timeliness of resolution	Was a central service request system implemented?	2 – 3 years	*cost included in the implementation of new website (Communication Goal 3)	150+ hours

GOAL: Exceptional Value of City Services Based on Outstanding Customer Service

Sub-Goal 4: Create and develop strong staff committed to City’s goal of outstanding customer service

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Revise all job specifications to include elements of customer service	Were job specifications revised to include a component of customer service?	1 year	\$0	40 hours
Screen new employees to ensure that they possess the disposition and skill set to help support a strong customer service environment	Were elements of customer services reviewed during interview process and reference checks?	1 year	\$0	10 – 15 hours
Invest in training staff to understand how to deliver great customer service - initial training included in employee orientation	Was customer service training provided to each new employee?	1 year then ongoing	\$2,000	20 – 30 hours
Equip frontline employees with informational resources to enhance ability to meet customer needs, respond to customer complaints and achieve the City’s standards for service	Were resources and tools developed to educate staff on how to respond to the needs of customers?	1 year then ongoing	\$0 - \$1,000	100 hours
Circulate weekly Status and Information Update to inform all employees of the current projects and actions of the City, as well as acknowledge employees that demonstrated acts of superior customer service (*cross reference to Communication Goal)	Was the Status and Information Update distributed to all employees?	1 year then ongoing	\$0	Less than 1 hour
City Manager will hold Management Team accountable for quality customer service	Was customer service component reviewed during Management evaluations?	1 year then ongoing	\$0	150+ hours

Strategic Plan - Communication

Committee: Chip Donoghue, Erin Gardner, David Wurzburg, Brian Phelps, Russ Randall, Chris Parks

GOAL: Enhance Communication

Sub-Goal 1: City Staff/City Council working together toward same goals/direction

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Create the opportunity for City Council Members to tour departmental facilities and operations on a semi-annual basis. (Participation would be limited under Open Meetings Law to 2 Council Members at one time)	Number of tours offered/requested? Was there participation in tours? Survey to measure departmental and council perception of effectiveness.	1-2 Years	\$0	Department head leading tours. (3-5 hours per department head)
Hold quarterly staff meetings to review the strategic plan to ensure staff is following Council direction. Also, conduct two Work Sessions per year to review progress of Strategic Plan.	Did semi-annual meetings take place? Did two take place at Work Sessions?	1-2 Years annually	\$0	20-25 hours per year for committee members.

Strategic Plan - Communication

Committee: Chip Donoghue, Erin Gardner, David Wurzburg, Brian Phelps, Russ Randall, Chris Parks

GOAL: Enhance Communication

Sub-Goal 2: Build working teams based on strong communication within City Organization

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Establish a well written Communication Policy for City-wide use.	Was this policy established? Was the policy distributed? Survey of staff to measure usefulness and effectiveness.	1-2 Years	\$1,000	25-30 hours
Establish and distribute a “project meeting” policy for project leaders to use as guidance for cross departmental projects. *See supplemental	Was the policy established? Was the policy distributed? Survey of staff to measure usefulness and effectiveness.	<1 Year	\$1,000	3-5 hours
Develop City Intranet to improve dissemination of internal information and collaboration for projects, events, updates, announcements, etc.	Was the City-wide intranet developed? Survey on if intranet improved communication across the City.	3-5 Years	Cost will be included in the cost of new external website	2-3 Years
Identify cross-departmental goals e.g. shared personnel. (Example: Installation of CDBG funded playground. Departments involved: Planning, Parks and Recreation, DPW, Engineering, Comptroller’s and Purchasing)	Were goals identified? Were objectives met for these goals? Were goals reached?	1-5 Years	\$0	10-12 hours of staff time
Establish an Exceptional Employee Recognition Program to communicate to our employees our appreciation of the value they bring to our organization.	Was this program established? Were employees recognized for a job well done?	<1 year	\$2,500	12 hours per year

Supplement:

Sub-Goal 2: Build working teams based on strong communication within City Organization

*Create a City of Watertown “Project Meeting Policy”. This policy will assist project leaders in properly and effectively planning for, running and documenting project meetings. This will ensure that there is consistency with the way project meetings are conducted throughout the City, as well as ensure that the proper Department Heads and/or staff members are present at project meetings when they should be.

Strategic Plan - Communication

Committee: Chip Donoghue, Erin Gardner, David Wurzburg, Brian Phelps, Russ Randall, Chris Parks

GOAL: Enhance Communication

Sub-Goal 3: Marketing City

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Develop and implement a new City website to better communicate with, share information with, and to better serve the public. This would include a mobile app.	Was the website developed and implemented? Surveys of public, staff and Council Members.	1-2 Years	\$60,000 Initial \$10,000 Annually	1-3 Years
Recruit a marketing intern to assist with City marketing. (Partner with 4 year colleges to recruit interns for long-term internships) (Partner with JCC for short-term internships)	Was recruitment done? Did the City secure an intern? Review effectiveness of marketing efforts.	1 Year Annually	\$9,000	15-20 hours (Intern 800 hours)
Create a marketing strategy to target people who may want to move into the City of Watertown.	Was a marketing strategy created? Was the marketing strategy implemented?	1-2 Years	\$7,500	35-50 hours

Strategic Plan - Communication

Committee: Chip Donoghue, Erin Gardner, David Wurzburg, Brian Phelps, Russ Randall, Chris Parks

GOAL: Enhance Communication

Sub-Goal 4: Communicate City Message

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Develop and implement a stronger Social Media presence by assigning a committee to lead social media efforts and to assist with website and intranet installation. This includes the development of a city-wide social media policy	Was there an increase in social media presence? Were various department involved? Was there a social media policy developed and distributed?	3-5 Years	\$5,000	10-15 hours per week

Strategic Plan - Communication

Committee: Chip Donoghue, Erin Gardner, David Wurzburg, Brian Phelps, Russ Randall, Chris Parks

GOAL: Enhance Communication

Sub-Goal 5: Strengthen Communication with residents, business community and other government entities.

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Develop and implement a Citizen Notification System. (Examples of notifications: Emergency alerts, fireworks notification, special events, etc.) Planning Board, Parks and Recreation, etc.	Was the notification system developed and implemented? Is it being used? How many people have signed up?	3-5 Years	Part of Website Development	3-5 hours per department head per year
Create a vehicle for residents of the City to communicate feedback to the City. (not viewable by the public)	Was this mechanism created? How was it communicated to the citizens? Is it being used?	3-5 years	Staff Time, solution may be procured as a result of the purchase of a product targeted to meet a different objective.	Dependant on the amount and nature of the feedback received
Encourage citizens to contact the relevant city departments with suggestions or issues. This could be done at City Council Meetings, through media releases and through social media.	Was additional public interaction encouraged by City Council meetings and the city website?	1-2 Years	\$0	20-30 hours

GOAL: Partnerships

Organizations seek partnerships to enhance their effectiveness through combined efforts. Although organizations may have different structures and approaches, they can work together toward common purposes and achieve shared results. Effective communication at all levels within the partnering organizations is critical to realizing tangible results. In each Sub-Goal identified, the underlying premise is the establishment of meaningful dialogue with the agencies/groups to enhance the collective benefit to the community.

Sub-Goal: Enhance relationship with Fort Drum

Committee: Erin Gardner, David Wurzburg, Justin Wood, Pat Keenan, Jen Voss

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Continue to collaborate with Fort Drum for community events. (All Army Hockey, Memorial to Monument Run, Veteran's Day Parade, 4 th of July Concert in Thompson Park, etc.)	Did current collaborative events continue to take place? Were they expanded? Did any new events take place? Survey City, Fort Drum and public to see if the events were successful?	Annual	0	75-100 hours per year
Explore the feasibility of shared services with the different sub-departments at the Fort. Draft written agreements, if possible. (plowing, mowing, transit, purchasing consortium, staff, staff training, activities, programs, etc.)	Calculate the number of services vetted. Identify the potential shared services. Were written shared service Agreements entered into?	1-3 years, and then ongoing	0	30-50 hours
Create methods to cross promote each other's programs and special events.	Were methods created? Short survey of staff from Fort Drum and the City. Develop a seasonal activity guide?	1-3 years, then Annual	\$2,500-\$5,000	60-75 hours per year

GOAL: Partnerships

Sub-Goal: Enhance relationship with YMCA

Committee: Erin Gardner, David Wurzburg, Justin Wood, Pat Keenan, Jen Voss

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Explore feasibility of shared services and opportunities to share equipment. Draft written agreement, if possible. (plowing, mowing, transit, purchasing consortium, staff, staff training, activities, programs, etc.)	Calculate the number of services vetted. Identify the potential shared services.	1-3 years, and then ongoing	0	30-50 hours
Continue to collaborate with YMCA for community events and programs. (Memorial to Monument Run, Turkey Day Run, Archery Class, Soccer Tournaments, etc.) Continually work together to ensure non-duplication of services.	Did current collaborative events continue to take place? Did any new events take place? Survey City, YMCA and public to see if the events were successful?	Annual	0	75-100 hours per year
Create methods to cross promote each other's programs and special events.	Were methods created? Short survey of staff from YMCA and the City. Develop a joint seasonal activity guide?	1-3 years, then Annual	\$5,000.00	60-75 hours per year
Work with YMCA to help facilitate the construction of a downtown YMCA location (reference Development goals and objectives)	Did the City attempt best efforts to help facilitate downtown construction of a YMCA location?	1-3 years	0 Assist in obtaining Grant funding	50-100 hours per year
Work with YMCA to analyze traffic flow at the Fairgrounds to deal with problems caused by major events (i.e. concerts)	Has the City worked with YMCA towards resolving this issue? Has the issue been improved?	3-5 Years	TBD	TBD

GOAL: Partnerships

Sub-Goal: Enhance relationship with Jefferson Community College

Committee: Erin Gardner, David Wurzburg, Justin Wood, Pat Keenan, Jen Voss

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Explore feasibility of shared services and opportunities to share equipment. Draft written agreement, if possible. (plowing, mowing, transit, purchasing consortium, staff, staff training, activities, programs, etc.)	Calculate the number of services vetted. Identify the potential shared services.	1-3 years, and then ongoing	0	30-50 hours
Help establish a JCC Downtown Facility location with college services. Hold meetings to discuss ways the City can assist JCC in this endeavor.	Were meetings held? What steps did City take to assist JCC with Downtown location? Short survey of experience and success of City's assistance.	1-3 years	Depends on level of assistance from City.	Depends on level of assistance from City.
Create methods to cross promote each other's programs and special events.	Were methods created? Short survey of staff from JCC and City. Develop a seasonal activity guide?	1-3 years, then Annual	\$5,000.00	60-75 hours per year
Explore short-term internships. (~30 hours per semester) (Reference Communication and Marketing Goals and Objectives)	Did the City create internships for JCC students to apply for? How many interns successfully completed an internship with the City?	1-3 years, then Annual	0	35 hours per intern.
City should develop a method to communicate employment opportunities within the City to JCC.	Was a communication method developed to inform JCC of employment opportunities at the City?	1-3 years, then Annual	0	15-25 hours per year.
Continue to work with JCC through athletics: *Use Parks and Recreation facilities as "home" fields. *Continue to offer 50% discount on practices. *Partner on large scale projects (example: turn field)	Did JCC continue to use City owned athletic fields? Were meetings held to discuss collaboration on new capital projects?	1-3 years, then Annual	0	35-50 hours

GOAL: Partnerships

Sub-Goal: Enhance relationship Chamber of Commerce

Committee: Erin Gardner, David Wurzburg, Justin Wood, Pat Keenan, Jen Voss

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
<p>Improve City attendance at Business After Hours events. *Minimum of 2 staff present (assign two different City departments monthly to send a representative) *Team up with another organization to host a Business After Hours (example: Watertown Wolves at the Arena) *City should become an active participant in the business community (reference Development goals and objectives)</p>	<p>Was a schedule made to assign City departments to attend the Business After Hours? Did the City team up with another organization to host a Business After Hours? Did the City become more active in business networking events?</p>	<p>1-3 years, then Annual</p>	<p>\$2,500 to co-host business after hours.</p>	<p>75-100 hours per year.</p>
<p>Continue to work with and promote the Chamber of Commerce on the Watertown Farmer’s Market. *Hold meetings with Chamber to assess how City can further assist with Farmer’s Markets. *Promote the Farmer’s Market on website, social media, press releases, etc.</p>	<p>Were meetings held with Chamber to assess the City’s willingness and ability to assist with the Farmer’s Market? Did the City help promote on City website, social media, press releases, etc?</p>	<p>Annual</p>	<p>\$1,500-\$2,500</p>	<p>100-125 hours per year</p>
<p>Continue to collaborate with Chamber for community events. (Snowtown USA, Harvest Festival Memorial to Monument Run, 4th of July Concert in Thompson Park, Business After Hours etc.)</p>	<p>Did current collaborative events continue to take place? Did any new events take place? Survey City, Chamber and public to see if the events were successful?</p>	<p>Annual</p>	<p>0</p>	<p>75-100 hours per year</p>
<p>Create network to cross promote each other’s programs and special events.</p>	<p>Was the network created? Short survey of staff from Chamber and the City. Develop a seasonal activity guide?</p>	<p>1-3 years, then Annual</p>	<p>\$5,000.00</p>	<p>60-75 hours per year</p>
<p>Hold Phase 2 of the Small Business Summit – Look at City, CBA and Chamber to co-sponsor event.</p>	<p>Survey of Participants to see how they valued session, number of participants</p>	<p>1-3 years, then Annual</p>	<p>\$1,500 for venue</p>	<p>40-50 hours per year</p>

GOAL: Partnerships

Sub-Goal: Partner with County Government on Various Programs

Committee: Erin Gardner, David Wurzburg, Justin Wood, Pat Keenan, Jen Voss

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Continue dialogue/meeting to work with County on Regional Transit Plan (MPO)	Ridership, miles serviced	Ongoing	0	40 -60 hours annually
Hold Peer Meetings/Discussions with County and other Local Governments <ul style="list-style-type: none">• Elected Officials Level• Admin Level• Dept Head Level	Were Peer Meetings held? Survey each group for effectiveness?	Annual	0	40-60 hours annually
Attend and become more active with the JCIDA (reference Economic Development goals and objectives)	Did staff attend monthly meetings? Was communication increased?-	1-2 years and then ongoing	0	20 -40 hours annually
Identify Joint Opportunities and shared vision/goals with Neighboring Towns	Joint Projects/Initiatives undertaken	1-3 years and then ongoing	0	20 -40 hours annually

GOAL: Partnerships**Sub-Goal: Create/Enhance Partnerships with Local Businesses/Companies**

Committee: Erin Gardner, David Wurzburg, Justin Wood, Pat Keenan, Jen Voss

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Hold Annual Meetings with Community Partners	# participants # spin off meetings	1-3 Years and then Ongoing	0	20 -40 hours annually
Identify Common Goals	# goals identified	1-3 Years and then Ongoing	0	20 -40 hours annually
Explore and Identify Shared Services and Equipment Opportunities (Plowing, Mowing, Purchasing Consortium, Staff, Staff Training, Activities/Programs, etc)	# services vetted # services identified as potential match for shared	1-3 Years and then Ongoing	0	20 -40 hours annually
Improve Communication	New email groups, subcommittees, etc	Ongoing	0	20 -40 hours annually
Improve Community Presence	# meetings attended – City Management Team members to become more visible/active in our community.	Ongoing	\$1,000	20 -40 hours annually

GOAL: Partnerships

Sub-Goal: Partner with Special Interest and Non Profit Organizations

Committee: Erin Gardner, David Wurzburg, Justin Wood, Pat Keenan, Jen Voss

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Develop relationships with local Not-For Profit Groups to become familiar with their missions and the challenges they encounter. Create shared interest short-term and long-term goals together and identify potential sources for funding. Conduct annual meeting hosted by the City.	Was a list of non-profits partners developed? Were goals determined? Were projects agreed upon by NFP's for fundraising?	Ongoing	\$500	20-30 hours annually
Participate with City representation at monthly meetings for Friends of Thompson Park and Friends of the Flower Memorial Library.	Provide regular updates to City staff & council via weekly newsletter, work sessions and staff meetings.	Ongoing	0	20-30 hours annually
Continue to incorporate non-profits in our special events- "giving back" to the community *Urban Mission *NNYCF *Hospice *Back-pack Program *etc.	Did the City give back to these organizations? Which of these non-profits worked with the City in cooperative ventures?	Ongoing	0	15-20 hours annually

GOAL: Partnerships**Sub-Goal: Enhance relationships with Utility Providers**

Committee: Erin Gardner, David Wurzburg, Justin Wood, Pat Keenan, Jen Voss

Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
Host an Annual Utility Summit. Initially meet as a group to create/update contacts and present a framework for maintaining open communications with the various stakeholders: (DANC, NYSDOT, Jefferson County, Westelcom, Spectrum, Verizon, NG)	# utility companies represented at summit	Short-Medium Term	\$900.00	20 -40 hours annually
Review long term Capital Plans for infrastructure projects	# projects identified # projects mutually coordinated	Ongoing	0	20 -40 hours annually
Identify regional utility issues that may be impacting economic growth	# issues identified	Ongoing	0	20 -40 hours annually
Enhance DANC Partnership	# joint projects, shared services, meetings	On going	0	20 -40 hours annually

Goal 7: Economic Development

Sub-Goal 7.1: Partner with the Greater Watertown North Country Chamber of Commerce (GWNCCC), Jefferson County Economic Development/Jefferson county Industrial Development Agency (JCED/JCIDA) the Watertown Local Development Corporation (WLDC), the Downtown Business Association (DBA), Watertown First and other local agencies for citywide economic development, with a concentration and focus on downtown.

Description: The City of Watertown is a regional center of commerce, services and industry and our ability as a city to provide high-quality services and amenities depends on the health of our local economy. In order to continue to grow our economy the City must partner with local agencies that have expertise in economic development to facilitate growth and be a partner for new development.

Members: Geoff Urda, Mike Lumbis, Dale Morrow, Dale Herman

	Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
7.1.1	Strengthen the City's working relationship with the GWNCCC and increase communication between the two groups by having a City representative serving on the GWNCCC Board of Directors.	Does a City representative serve on the GWNCCC Board of Directors?	Annual	Staff time	40 hours per year (Attend Board meetings and perform related supporting tasks)
7.1.2	Specifically strengthen the City's relationship with JCED/JCIDA by having a City Staff member attend board meetings to supplement City Council representation on the Board.	Is a City Staff member regularly attending JCED/JCIDA board meetings?	Annual	Staff time	40 hours/year (Attend Board meetings and perform related supporting tasks)
7.1.3	Partner with the WLDC or a future BID District to maintain the vacant storefronts within the Downtown Revitalization Initiative (DRI) boundary to prevent them from falling into disrepair until tenants can be found to occupy them.	Have any vacant storefronts fallen into disrepair?	Annual	\$10,000 first year, \$3,000 annually thereafter	Administer and coordinate the maintenance program.
7.1.4	Reduce the number of vacant storefronts within the DRI boundary on Public Square to zero by 2025 by working with the WLDC on business recruitment and supporting efforts to implement the WLDC's Rent Assistance Program. Increasingly market downtown to anyone looking to locate a new business. (Recommended in Communications Sub-Goal 3)	Did we reduce the number of vacant storefronts to zero before 2025?	1-5 years Annual	Staff time	Work directly with the WLDC

7.1.5	Work with the DBA to assist with their efforts in determining the feasibility of a Business Improvement District (BID) for the downtown area by providing technical assistance and data necessary to complete the evaluation.	Did the City provide all necessary assistance to the DBA in performing its evaluation?	1-to-2 years	Staff time	Perform the BID establishment legwork and coordinate with the DBA.
7.1.6	Partner with the local economic development agencies to promote the Federal Opportunity Zone (OZ) Program to local and regional developers, real estate professionals, property owners and others, by hosting a public information session about the program. Inform potential developers about the tax benefits of the program and work with them to develop projects within the OZ boundary to bring capital investment to the area to construct new and rehabilitate existing buildings and increase investment in the City.	Did any developers use the OZ program for any local construction projects?	1-to-2 years	Staff time	Schedule and host the training program and conduct follow-up solicitation.

Sub-Goal 7.2: Modernize the City’s public transportation system to provide an efficient and reliable means for downtown residents to travel to and from the rest of the City and to create better access to downtown businesses for their patrons and employees.

Description: The CitiBus system presently operates from 7 a.m. to 6 p.m., servicing five routes along a hub-and-spoke style network largely within the City Limits. The City should seek to expand the footprint and the operating hours of its CitiBus System to provide better access to/from downtown and other major employment centers, including those in exurban areas.

	Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
7.2.1	Work with the Watertown-Jefferson County Area Transportation Council (WJCTC) to advocate mobility management as a core regional function to improve residents’ accessibility to services, employment, education and recreational resources.	Establishment of a Regional Mobility Manager leveraging funding from the FTA and NYS DOT with participation from Jefferson County and the City of Watertown.	3 years	\$100,000 Grant Funding	200 hours

7.2.2	Work with the Watertown-Jefferson County Area Transportation Council (WJCTC) to develop a regional governance for transit operations within the Greater Watertown metro area.	Was a regional governance created?	5-to-10 years	Staff time	Assist with the transition (200+ hours)
7.2.3	Create a multi-modal transit center where transfer is possible between CitiBus and other regional transit providers including Trailways systems, St. Lawrence and Lewis Counties systems as well as Fort Drum. *	Did the City establish a multimodal transit center? Is transfer between modes easier than it was before?	1-to-5 years 1-2 Years	\$3 Million dollars depending on site and rehab vs. new construction. (Grant funding)	600 hours
7.2.4	Increase the visibility and user-friendliness of CitiBus by providing updated vehicles, facilities, route signage, and technology enhancements to improve customer experience.	Customer satisfaction surveys. System reliability/on time performance measures Did the City install route signage?	5 Years as identified in capital plan and TIP	\$450,000 (FTA Funded through MPO)	240 hours per year
7.2.5	Incorporate recommendations from the recently completed Transportation Study undertaken by the WJCTC, to extend CitiBus service areas to include outer Arsenal Street, Washington Streets and a Fort Drum connection. Also expand hours of operations to better serve customers. *	Did CitiBus extend service areas? Did CitiBus extend hours of operation? Was a Fort Drum connection established?	2-to-5 years	TBD (Staff will work with Feds/State) (75% funded by Fed/State)	200 hours

***Would not be pursued if a Regional model is approved.**

Sub-Goal 7.3: Foster the continuing emergence of downtown Watertown as a cultural center and entertainment district with a strong sense of place and a prosperous business community.

Description: As downtown Watertown seeks to recapture discretionary spending from areas outside the City and cultivate local demand for cultural amenities, it must emphasize placemaking and offer a superior experience to outlying areas.

	Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
7.3.1	Explore potential incentives for dining and entertainment uses to locate within the downtown footprint. Achieve a critical mass of these institutions to establish the downtown district as a premier destination in and of itself.	Did the City explore potential incentives? How many new dining and entertainment establishments opened in downtown as a result?	Establish in 1-to-2 years, then annual	potential short-term lost revenue	Research and determine appropriate and effective incentives. Development of plan.
7.3.2	Help facilitate the ongoing renovation of the Masonic Temple to attract a performing arts tenant that will act as an anchor draw and generate multiplier spending throughout downtown. This is a recommendation of the Downtown Revitalization Initiative (DRI) Plan.	Did the City do everything in its power to assist with this renovation project and performing arts tenant recruitment?	2-7 years	\$1,000,000+ (in grant funding and developers' cost)	Work with Fourth Coast (or future owner) to secure grant funding.
7.3.3	Assist however possible with creating more market-rate housing downtown to generate a built-in customer base for downtown amenities. Continue to seek out grant opportunities such as Restore New York, and utilize legislative tools such as density bonuses that encourage the creation of more market rate units.	How many new market rate units have come online since writing the Strategic Plan?	Annual	Staff time	Grant administration and write necessary City Code revisions.
7.3.4	Continue to prioritize pedestrian comfort and promote the concept of “park once” to reduce unnecessary short vehicular trips within the downtown footprint.	Has the City implemented any new pedestrian improvements downtown?	Annual	Dependent on specific projects in a given year	Constantly search for opportunities to increase pedestrian comfort.

7.3.5	Promote downtown Watertown to guests of 1-81 hotels and promote Watertown to the Canadian Market as their gateway to the U.S.A. (as recommended in Communications Sub-Goal 3)	Was a promotion campaign implemented?	Annual	Cost of promotional materials, such as brochures, videos	Work with GWNCCC and hotel owners.
7.3.6	Continue to build Watertown's relationship with Kingston, Ontario by becoming official "Sister Cities."	Did Watertown and Kingston become Sister Cities?	1 year	Sister Cities Registration Costs	Draft enabling legislation.

Sub-goal 7.4: Build on downtown Watertown's role as the North Country's primary Central Business District and preeminent location for professional services in the region.

Description: The City of Watertown strives to be a supportive partner for our small businesses. To this end, the City should make every effort to streamline the processes for starting and operating a business within the City.

	Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
7.4.1	Work with the Watertown Downtown Business Association to hold a Small Business Summit every year.	Did a Summit occur every year?	Annual	\$1,500	Coordinate the Small Business Summit.
7.4.2	Create an "information center" printout for ease of doing business. Provide flowcharts of how to establish a small business to organizations such as GWNCCC to share with anyone that inquires; include the flowchart and informative links on the City of Watertown's webpage. (in accordance with Customer Service Sub-Goal 3)	Was an information center created?	1-to-2 years	Staff time	Design the content; publish the page.
7.4.3	Create a part-time position as the one-stop, go-to contact for anyone wishing to establish a business within the City of Watertown, and assign this position the responsibility for coordinating with other involved departments.	Did the City create a part-time position to assume these duties?	1 year, then annual	Cost of creating a part-time position (\$20,000 to \$25,000 annually)	Extensive interaction with the applicant and with multiple City departments.

Sub-Goal 7.5: Pursue citywide economic development through effective recruiting and retention of major employers in basic industries.

Description: As the major employment hub in the North Country region, the City of Watertown’s commuter shed extends well beyond its borders and major employers are located in all parts of the City. The Health Care and Social Assistance sector is particularly concentrated in Watertown and offers the greatest opportunity for growth. However, Watertown should work to avoid putting all its eggs in one basket and seek to expand other competitive industries as well, such as manufacturing and tourism.

	Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
7.5.1	Promote citywide marketing and business development by working with the GWNCCC to co-host a Business After Hours Event.	Did the City host an After Hours event?	Annual	Staff time	Coordination and hosting
7.5.2	Work with Samaritan Medical Center and other local medical providers to attract/recruit young talent within the healthcare field to build on one of the Watertown metro area’s most concentrated industries. Have SMC survey their interviewees about their perception of the quality of life in Watertown and share that information with the City, placing particular emphasis on the feedback from those interviewees that declined job offers from SMC.	Assess hiring data from local healthcare employers	Annual	City Staff time, SMC Staff time	Work directly with SMC on survey questions, interpreting results and recommending policy based on results.
7.5.3	Simultaneously combat “brain drain” and prioritize employer retention efforts by working with Jefferson Community College to best align its curriculum with the workforce needs of Watertown’s most concentrated industries.	Are local employers hiring directly from JCC?	Annual	Staff time from appropriate agencies	Minimal. JCC, JCIDA and local employers must take the lead, City to be supportive.

7.5.4	Diversify Watertown's economy to lessen the City's dependence on Fort Drum as a precaution against reduced Federal defense spending.	How many jobs were created across different industries? The U.S. Census Bureau publishes this information annually at the MSA level via its County Business Patterns series, and JCED/JCIDA regularly monitors and uses this data.	Annual	Staff time from City and all other appropriate agencies	Recruiting and retention efforts. This objective is directly tied to Objectives 7.1.2 and 7.4.3
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Sub-Goal 7.6: Promote adaptive reuse and infill development on vacant lots throughout the City by making them more attractive for development.

Description: The City of Watertown is the owner of many vacant lots throughout the City that may be suitable to be redeveloped to provide new areas and opportunities for new business and industrial growth.

	Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
7.6.1	Continue to work with the WLDC to market and develop the City Center Industrial Park with the goal of full occupancy and build out of the remaining ten acres by 2025.	Was the industrial park filled by 2025?	1-6 years	Staff time	Coordination with WLDC, assist with recruiting efforts
7.6.2	Complete a Phase 2 environmental investigation for the 9.5 acre VanDuzee Site to determine the extent of any needed environmental remediation and develop a plan for the reuse of the property and then begin to seek grant funding to assist with the environmental remediation and redevelopment of the land.	Did the City (or its contractor) complete the Phase 2? Did the City write and adopt a redevelopment plan?	2-to-5 years	To be determined – based on Phase 2 results.	Staff support for the planning process

7.6.3	Develop a Request for Proposal to hire a consultant to develop a Sewall's Island and Factory Square Revitalization and Redevelopment Plan to create a vision and capitalize on community assets and recreation opportunities, guide redevelopment and help attract new investments and businesses, and identify transformational projects for this area. Utilize the findings to enhance the commercial redevelopment of the island, along with the park and trail development on the eastern portion of the island.	Did the City commission and adopt a plan for Sewall's Island?	2-to-5 years	\$150,000 (Grant funding)	Staff support for the planning process
7.6.4	Identify all the potential infill development sites within the City, and create and maintain a list of them, specifically identifying those sites located within the Opportunity Zone. In addition, create and maintain GIS layer that is available on the public application that allows developers to explore available properties.	Did the City create a list and a GIS layer? Is Opportunity Zone status an attribute of that layer? Are developers using the information?	1 year, then ongoing	Staff time	Creating the list, Creating the GIS layer.

Sub-Goal 7.7: Promote the City's various assets to increase tourism throughout the City.

Description: The City of Watertown has several sites that are tourist attractions such as the Thompson Park Zoo and the Black River that runs through the middle of the City.

	Objectives	Evaluation	Time Frame	Estimated Cost	Staff Time
7.7.1	Create a marketing strategy to increase the attendance at the Thompson Park Zoo.	Did the attendance increase over prior years?	1-to-2 years	Cost of promotional materials, such as brochures	Minimal
7.7.2	Partner with the GWNCCC and American Whitewater to promote the Black River throughout the northeast United States and southeast Canada as a recreational tool for uses such as rafting.	How much significant promotion was created for the Black River?	2-to-3 years	IT infrastructure costs	Build and maintain the web page
7.7.3	Continue to work with Friends of Thompson Park to promote and improve the park. (Cross-reference partnerships)	Were any new initiatives created?	Annual	Staff time	Serve on the Board