



Community Development Block Grant—Entitlement Communities Program

Consolidated Plan—Program Years 2016-2020

Prepared by the City of Watertown Planning Office
245 Washington Street
Watertown, NY 13601

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Executive Summary

ES-05 Executive Summary - 91.200(c), 91.220(b)

1. Introduction

This document represents the City of Watertown's Consolidated Plan for the Community Development Block Grant (CDBG) Program for Program Years 2016-2020. It also includes the City's Annual Action Plan for Program Year 2016. The City became an Entitlement Community under the CDBG Program for the first time in 2014 and developed a two-year Consolidated Plan to start the program. This document is the City's first five-year Consolidated Plan, which has been written in conjunction with the North Country Home Consortium's (NCHC) Consolidated Plan. The NCHC represents a three county area consisting of Jefferson, Lewis and St. Lawrence counties and receives annual funding from the HOME Investment Partnership program.

The City's first Consolidated Plan focused on neighborhood stabilization and revitalization, affordable housing rehabilitation and homeless assistance. The City's 2016-2020 Consolidated Plan also includes these same goals, but adds homeownership, job support and creation, fair housing education and support of public services. The plan has been developed through extensive public outreach and citizen participation that included two public meetings, a public hearing and individual outreach to numerous partner agencies identified in our Citizen Participation Plan.

2. Summary of the objectives and outcomes identified in the Plan

As is noted above, the City's 2016-2020 Consolidated Plan was developed with an extensive citizen participation and community outreach process that has enabled the City to develop a comprehensive plan to address the community development needs of our City. The plan identifies several high-priority needs, including provisions for decent affordable housing, homeownership, public infrastructure improvements, blight elimination, economic development, fair housing education, targeted public services and homeless prevention.

The Strategic Plan includes several goals to address these needs including neighborhood stabilization and revitalization, affordable housing rehabilitation, increasing homeownership opportunities, job support and creation, fair housing education, supporting public services and homeless assistance.

These goals will be supported in our annual action plans with specific projects such as improvements to public infrastructure, owner-occupied and rental housing rehabilitation, homebuyer assistance, fair housing education initiatives, homeless assistance and projects that support the social needs identified by the community through our public outreach process.

3. Evaluation of past performance

Since the City has only participated in the CDBG Entitlement Program for two years, there is little performance history to judge. However, prior to becoming an Entitlement Community, the City participated in the Small Cities program, first administered by HUD and then New York State, for over 35 years. The city operated housing rehabilitation programs for most of those years. Public infrastructure projects were funded to a lesser extent and there were also a couple of economic development projects that were implemented.

Program Year 2014 was the first year that the City participated as an Entitlement Community in the CDBG Program. Much of the first year and part of the second was spent learning about the various program requirements and regulations and conducting environmental reviews. In addition, the City implemented and closed out several Small Cities CDBG grants and North Country HOME Consortium Grants that it was awarded in 2012 and 2013.

Due to the overlap of the Small Cities grants and some staffing changes, some of our CDBG Entitlement projects have been delayed. The City has however, made significant progress on a number of initiatives including the Gaffney Drive Sidewalk Construction Project, the Maple Court Apartments Project, the ADA Accessible Sidewalk Ramp Construction Project and the Points North Housing Coalition PIT Count Assistance Project. While some of the other projects have been delayed slightly, the City will meet the 1.5 timeliness standard for the CDBG Program.

4. Summary of citizen participation process and consultation process

The City of Watertown's CDBG Program included extensive outreach to a number of different organizations and individuals throughout the community. The City began by contacting numerous public and private agencies that provide assisted housing, health and social services, homeless services, child welfare services and other agencies that serve the low to moderate income population in the City. The City contacted adjacent units of local government and local economic development agencies to obtain input on non-housing community development needs and priorities.

The citizen participation process for the City's CDBG Program involved holding two public meetings on September 30, 2015 and March 3, 2016 to encourage citizen participation in the planning process for the City's Community Development Block Grant program. Citizens were given an overview of the CDBG program, discussing what activities were eligible and ineligible for CDBG funding. City Staff facilitated group discussion where members of the public were encouraged to share their own ideas and help identify priorities and areas of concern. Citizens then produced a list of proposed project ideas and a list of challenges facing the City. Citizens were then given the option of voting on their favorite the end of the public meeting. A translator had been provided to citizens upon request.

Staff participated in several meetings and conference calls to continue to seek input and discuss the needs of the community related to housing, homelessness, public facilities, infrastructure improvements, public services, economic development and planning.

City Council also held a public hearing on March, 7, 2016 to obtain input from citizens, involved agencies and interested persons on activities to be included in the Consolidated Plan and Annual Action Plan.

After seeking this input, a draft Consolidated Plan and Annual Action plan were published and a 30-Day public comment period was held in order to gather additional input from citizens. The 30-Day public comment period lasted from March 27, 2016 to April 25, 2016.

The citizen participation process was extremely beneficial as it identified several community needs that were previously unknown and allowed the City to develop its Consolidated Plan and Annual Action Plan accordingly.

5. Summary of public comments

Throughout the development of the Consolidated Plan and Annual Action Plan, the City received many valuable comments and suggestions from the public. The suggestions ranged from ideas for general goals and objectives to project specific ideas for particular neighborhoods or geographic areas. General goals and objectives suggested for inclusion into the City's Consolidated Plan included increasing housing options and improving housing conditions, improving public facilities and public services, improving facilities and infrastructure and providing assistance to the Continuum of Care, Points North Housing Coalition, to help address homelessness. Public facilities and public services that were most commonly addressed were improved bus routes, pedestrian connectivity, park bathrooms, public trash disposal, and parks.

Specific program ideas suggested include improving the City's housing stock through owner-occupied and rental rehab programs, funding emergency repairs, developing a homebuyer program, housing counseling and the demolition of blight. Other program ideas included the development of a sidewalk program, expanding the tree planting program and enhancing the bus service.

Specific challenges that were identified by citizens included public transportation accessibility, deterioration of infrastructure, crime/drug related issues, and a lack of community centers.

An ADA advocate for the local Independent Living Center addressed the Council during the public hearing on March, 7, 2016. He commented that the public meetings have been beneficial and requested that some of the funding be used towards more ADA accessible bathrooms within Thompson Park and at the J.B. Wise Pavilion.

As noted above, the 30-day public comment period was held from March 27, 2016 to April 25, 2016. No public comments were received during that time period.

6. Summary of comments or views not accepted and the reasons for not accepting them

All comments that were received during the citizen participation process were considered in the preparation of the draft plans. The suggestions were reviewed for common and recurring themes to help establish priorities and goals. There were also several comments and suggestions that were not accepted.

One such suggestion was for the City to support the homeless by providing household goods (beds, couches, etc) to those homeless individuals that find safe and affordable housing, but need assistance with basic furnishings in order to live and succeed in their new home. Unfortunately, this project would not be eligible for funding as the purchase of furnishings and personal property is ineligible under CDBG.

Another suggestion that was not accepted was the demolition of three buildings adjacent to the Salvation Army. After demolition, the property would be used for outdoor activities and parking and would support a number of programs that the Salvation Army provides every day throughout the year. Staff has evaluated this project and while the project would be eligible, there are a number of factors that make the project unfeasible at this time. There are at least five units within the existing structures, some of which are occupied. The City would have to provide relocation assistance to anyone who is displaced as a result of the demolition. This assistance would be in the form of moving expenses, security deposits, interim living costs and rental housing assistance. In addition, the City would have to replace the five demolished units elsewhere in the City with comparable affordable units and would have to ensure that the replacement units remain lower income units for at least 10 years. Providing relocation assistance and creating five additional affordable units would be extremely costly and would require a tremendous amount of Staff time. In all likelihood, the City would end up spending as much if not more than the requested grant amount.

Another suggestion that was not accepted was a request from the City Manager to investigate whether or not CDBG funds could be utilized to help fund the proposed Impact Team in our Police Department. The Impact Team proposal is to hire two new police officers who would patrol the streets in unmarked cars looking for street level drug dealers, car thieves, etc. to address a growing drug and crime problem in the City. According to CDBG regulations, police protection is considered to be a “general conduct of government” activity, so eligibility for increased police protection in a high-crime area is very hard to document as an eligible public service. It is possible that CDBG funds may be used to pay police salaries to supplement normal police protection but it can be very hard to document and therefore this idea was not accepted for inclusion in the plan.

As mentioned above, all of the comments and suggestions received were considered and most project specific ideas could be implemented under one or more of the City goals and/or strategies, however, the City will have to prioritize those ideas to address our greatest needs.

7. Summary

The City of Watertown's Consolidated Plan for Program Years 2016-2020 was developed with an extensive citizen participation and community outreach process that has enabled the City to develop a comprehensive plan that addresses the community development needs of our City. The plan focuses on neighborhood stabilization and revitalization, affordable housing rehabilitation, homeownership, job support and creation, fair housing education, support of public services and homeless assistance.

Our 2016 Annual Action Plan includes several housing initiatives including owner occupied and rental housing rehabilitation programs, homeownership assistance and a fair housing education program. Public infrastructure improvements include two sidewalk reconstruction projects, ADA sidewalk ramp

replacement and bus shelter improvements. We will be expanding our efforts to address homelessness in the community and have also placed a strong emphasis on other social needs of the City by including programs to address food insecurity and hunger in the schools and bed bug education and prevention.

The Process

PR-05 Lead & Responsible Agencies - 91.200(b)

1. Describe agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source

The following are the agencies/entities responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator	WATERTOWN	Planning Office

Table 1– Responsible Agencies

Narrative

The lead agency for the preparation of this Consolidated Plan was the City of Watertown through its Planning Office.

Consolidated Plan Public Contact Information

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PR-10 Consultation - 91.100, 91.200(b), 91.215(l)

1. Introduction

The City of Watertown's consultation efforts included outreach to organizations and individuals throughout the community, including citizens, municipal officials, the public housing authority, governmental agencies, non-profit agencies, economic development officials and the Continuum of Care. The City made initial contact via email with over twenty five organizations and solicited feedback with newspaper advertisements and through a public hearing prior to developing the plan. Following the initial email outreach, City Staff participated in several follow up meetings and conference calls with interested agencies and individuals to continue to seek input and discuss the needs of the community related to housing, homelessness, public facilities, infrastructure improvements, public services, economic development and planning.

Two public meetings were also held to encourage citizen participation in the planning process for the City's Community Development Block Grant program. Citizens were given an overview of the CDBG program, discussing what activities were eligible and ineligible for CDBG funding. City Staff facilitated group discussion where members of the public were encouraged to share their own ideas and help identify opportunities and challenges within the City.

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l)).

The Watertown Housing Authority (WHA) is the only public housing authority in the City of Watertown. The WHA was consulted in the development of this plan and provided data on tenant characteristics, waiting lists, notable deficiencies and unmet needs. This information was incorporated into the plan. Lewis County Opportunities administers the Housing Choice Voucher (HCV) Program in the City and was also consulted and provided important information regarding the HCV program, number of households assisted, waiting lists and shortfalls in capacity. Much of this information was integrated into the City's Analysis of Impediments to Fair Housing.

Input from private and governmental health, mental health and service agencies was also sought through the outreach efforts that were described in the introduction. In addition, input was obtained as the City consulted with the Points North Housing Coalition (PNHC) which serves as the Continuum of Care for the City and Jefferson County. PNHC is comprised of a broad range of members including representatives from housing and health providers and mental health and service agencies. Staff has attended quarterly meetings and has participated in committee meetings of the PNHC and has gained valuable input for incorporation into the plan.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness

In the City of Watertown, the Continuum of Care is known as the Points North Housing Coalition (PNHC). PNHC serves the City and Jefferson County, along with Lewis and St. Lawrence Counties. PNHC is comprised of a wide range of members from many varying backgrounds such as businesses, faith based organizations, hospitals and medical service providers, veteran services, other non-profits and previously homeless individuals. The City of Watertown participates in PNHC quarterly meetings, conference calls and committee meetings. This coordination and the input the City received, particularly regarding homelessness needs, was extremely valuable as the City developed the Consolidated Plan.

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards and evaluate outcomes, and develop funding, policies and procedures for the administration of HMIS

This section is not applicable as the City of Watertown does not receive ESG funds and is not responsible for the administration of HMIS.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdictions consultations with housing, social service agencies and other entities

Table 2– Agencies, groups, organizations who participated

1	Agency/Group/Organization	ACR Health
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS Services-Health
	What section of the Plan was addressed by Consultation?	HOPWA Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Contact was made via email on January 12, 2016.
2	Agency/Group/Organization	Citizens Advisory Board
	Agency/Group/Organization Type	Business Leaders Civic Leaders Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	The Citizens Advisory Board is a group of business and community leaders that serves in an advisory role to the City on a number of different issue and topics including community development, housing and economic development. Initial contact was made to members of Advantage Watertown via email on February 5, 2016. The email asked members to consider what they felt the City needed to improve in the areas of housing, public facilities, public services and economic development. Planning Staff then met with the Advantage Watertown Committee on February 11, 2016. Members felt that neighborhood specific projects that would have a high impact should be the focus of the City's CDBG plan.

3	Agency/Group/Organization	Catholic Charities - Diocese of Ogdensburg
	Agency/Group/Organization Type	Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Contact was made via email on January 15, 2016.
4	Agency/Group/Organization	Community Action Planning Council of Jefferson County
	Agency/Group/Organization Type	Housing Services-Health Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Contact was made via email on January 15, 2016.
5	Agency/Group/Organization	Development Authority of the North Country
	Agency/Group/Organization Type	Housing

	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	On December 9, 2015, the City met with representatives of the Development Authority of the North Country as well as other representatives of the North Country HOME Consortium. Coordination between the two entities was discussed relative to the Citizen Participation Plan, the Consolidated Plan and Annual Action Plan.
6	Agency/Group/Organization	JEFFERSON COUNTY
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Contact was made via email on January 15, 2016.
7	Agency/Group/Organization	Jefferson County Public Health
	Agency/Group/Organization Type	Services-Health Other government - County
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Contact was made via email on January 15, 2016.

8	Agency/Group/Organization	Jefferson County Department of Social Services
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Persons with HIV/AIDS Services-Victims of Domestic Violence Services-homeless Services-Health Services-Education Other government - County
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Contact was made via email on January 15, 2016.
9	Agency/Group/Organization	Jefferson County Office for the Aging
	Agency/Group/Organization Type	Services-Elderly Persons
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Contact was made via email on January 15, 2016.
10	Agency/Group/Organization	Lewis County Opportunities, Inc.
	Agency/Group/Organization Type	Housing Services - Housing Services-homeless Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Market Analysis

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made to Lewis County Opportunities, Inc. on June 19, 2015 as the City sought information on the Housing Choice Voucher Program in the City in order to develop its Analysis of Impediments to Fair Housing. Information received on the number of households that are assisted, waiting lists and shortfalls in capacity was important in the development of our plan.
11	Agency/Group/Organization	Jefferson County Planning Department
	Agency/Group/Organization Type	Other government - County Planning organization
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Community Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	On December 9, 2015, the City met with representatives of the Jefferson County Department of Planning as well as other representatives of the North Country HOME Consortium. Coordination between the two entities was discussed relative to the Citizen Participation Plan, the Consolidated Plan and Annual Action Plan.
12	Agency/Group/Organization	Neighbors Of Watertown
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Market Analysis
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016.
13	Agency/Group/Organization	Northern New York Community Foundation
	Agency/Group/Organization Type	Business and Civic Leaders Foundation
	What section of the Plan was addressed by Consultation?	Economic Development

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016.
14	Agency/Group/Organization	Northern Regional Center for Independent Living
	Agency/Group/Organization Type	Services-Persons with Disabilities Service-Fair Housing
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016.
15	Agency/Group/Organization	Town of Pamelaia
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016.
16	Agency/Group/Organization	Transitional Living Services of Northern NY
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016.
17	Agency/Group/Organization	Watertown Housing Authority
	Agency/Group/Organization Type	Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Public Housing Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016. Feedback received from the WHA included the possibility for sidewalk accessibility improvements that the WHA is proposing at their Meadowbrook Apartment Complex. The WHA wants to reconstruct sidewalk ramps and sidewalks at Meadowbrook to create accessible routes of travel along the streets and from the parking areas to the various buildings and apartment units. The goal would be to make the routes ADA accessible and the project would be the first part of a multi-phase project aimed at making the entire complex ADA accessible or ADA adaptable. Future phases, would be funded by the WHA's capital improvement budget, and would include the construction of building entrance upgrades and individual unit upgrades to make the units ADA compliant.
18	Agency/Group/Organization	Watertown Local Development Corporation
	Agency/Group/Organization Type	Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Economic Development

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	At its March 17, 2016 meeting, the Watertown Local Development Corporation (WLDC) discussed a CDBG revolving loan fund that they have available within their portfolio. The WLDC received a \$100,000 CDBG grant from the City several years ago to provide a loan to a local manufacturer for the purchase of equipment. The loan has been paid off and the original intent was to use the funds as a revolving loan fund for future projects. Since the WLDC has plenty of other sources of funding for loans, the WLDC Board adopted a motion to return the funds to the City per the Subrecipient Agreement. The City will be able to recapture these funds and bring them into our CDBG program as Program Income. This would be approximately \$117,194 in additional funds that would be available for projects for this year.
19	Agency/Group/Organization	Watertown Urban Mission
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Elderly Persons Services-homeless
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs Anti-poverty Strategy
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016. The Watertown Urban Mission has been working with the Points North Housing Coalition and collectively submitted ideas to the City that are listed under the Points North Housing Coalition Section of this table. Staff also discussed collaborating with the Mission on a proposed Bed Bug Education and Prevention Initiative.
20	Agency/Group/Organization	Lucy's House
	Agency/Group/Organization Type	Services-Children
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Non-Homeless Special Needs

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 13, 2016.
21	Agency/Group/Organization	North Country Family Health Center
	Agency/Group/Organization Type	Services-Health
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016, to which the City received a project idea that is ineligible for CDBG funding. The project involved supporting the homeless by providing personal property (beds, couches, etc) to those homeless individuals that find safe and affordable housing, but need assistance with basic furnishings in order to live and succeed in their new home.
22	Agency/Group/Organization	Fort Drum Regional Health Planning Organization
	Agency/Group/Organization Type	Regional organization Planning organization
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016. At that time, FDRHPO recommended that funds be used to impact the health and well-being of the City residents. The FDRHPO also provided information during the research process for the Workforce Development section of this Consolidated Plan.
23	Agency/Group/Organization	Town of LeRay
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Community Development

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016.
24	Agency/Group/Organization	Credo Community Center for the Treatment of Addiction
	Agency/Group/Organization Type	Services-Health
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016.
25	Agency/Group/Organization	Disabled Persons Action Organization
	Agency/Group/Organization Type	Services-Persons with Disabilities
	What section of the Plan was addressed by Consultation?	Non-Homeless Special Needs
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016.
26	Agency/Group/Organization	Points North Housing Coalition
	Agency/Group/Organization Type	Services - Housing Services-homeless
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Homelessness Strategy Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016, to which the City received a request for assistance in a joint Point-In-Time Outreach and Education Initiative. The initiative would involve a small marketing campaign consisting of television and newspaper advertisements in the weeks preceding the annual Point-In-Time Count of the homeless population. The advertising would raise awareness of the homeless problem in the area, promote the PIT Count and encourage people to attend one of several "Home of Your Own" events being sponsored by the PNHC. The events would be staffed by volunteers and partner agencies from the PNHC and would offer those attending a chance to find out about homeless services in addition to being included in the PIT Count.
27	Agency/Group/Organization	Jefferson County Industrial Development Agency
	Agency/Group/Organization Type	Business and Civic Leaders
	What section of the Plan was addressed by Consultation?	Economic Development
	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016, to which the JCIDA encouraged the City to address the recent cluster of dilapidated homes which have become an eyesore and are likely becoming unsafe for habitation. The JCIDA stressed that dilapidated homes likely affect surrounding properties, stating that these actions provide a disincentive to neighborhood residents to maintain their properties, generating a snowball effect. The JCIDA then warned the City of the danger of incentivizing this type of behavior by pumping funds into dilapidated homes.
28	Agency/Group/Organization	Town of Watertown
	Agency/Group/Organization Type	Other government - Local
	What section of the Plan was addressed by Consultation?	Housing Need Assessment Economic Development Market Analysis

	How was the Agency/Group/Organization consulted and what are the anticipated outcomes of the consultation or areas for improved coordination?	Initial contact was made via email on January 15, 2016.
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Identify any Agency Types not consulted and provide rationale for not consulting

The City compiled an extensive outreach list and contacted all agencies on the list via email on two occasions. A public hearing was also advertised and held providing the opportunity for the agencies, citizens and other interested parties to comment on the plan. All parties were invited to submit information directly to the City for inclusion in the plan. No organizations or individuals were deliberately omitted from the consultation process.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Points North Housing Coalition	The City's Strategic Plan includes a priority that would assist with increasing services to homeless persons, which is certainly a goal of the Points North Housing Coalition.

Table 3– Other local / regional / federal planning efforts

Describe cooperation and coordination with other public entities, including the State and any adjacent units of general local government, in the implementation of the Consolidated Plan (91.215(l))

As part of our consultation and outreach efforts, three adjacent units of local government, the Town of Watertown, the Town of Pamela and the Town of LeRay, were contacted via email to solicit input on the plan. Several departments within the Jefferson County government were also consulted such as the Department of Social Services, Planning Department, the Office for the Aging, and the Public Health Department. Valuable input was received via email and direct consultation from these departments which proved to be very important in the development of the plan.

Narrative

PR-15 Citizen Participation - 91.401, 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation Summarize citizen participation process and how it impacted goal-setting

The citizen participation process for the City of Watertown's Community Development Block Grant Program included extensive outreach to a number of different organizations and individuals throughout the community. The City began by contacting numerous public and private agencies that provide assisted housing, health and social services, homeless services, child welfare services and other agencies that serve the low to moderate income population in the City. The City contacted adjacent units of local government and local economic development agencies to obtain input on non-housing community development needs and priorities.

The City Council also held a public hearing on March, 7, 2016 to obtain input from citizens, involved agencies and interested persons on activities to be included in the Consolidated Plan and Annual Action Plan.

The City also held two public meetings to encourage citizen participation in the planning process for the City's Community Development Block Grant program. Citizens were given an overview of the CDBG program, discussing what activities were eligible and ineligible for CDBG funding. City Staff facilitated group discussion where members of the public were encouraged to share their own ideas and help identify priorities and areas of concern.

Along with the initial outreach and the public hearing, the City participated in several meetings and conference calls to continue to seek input and discuss the needs of the community related to housing, homelessness, public facilities, infrastructure improvements, public services, economic development and planning. After seeking this input a draft Consolidated Plan and Annual Action Plan were published and a 30-Day public comment period was held.

The citizen participation process was extremely beneficial as it identified several community needs that were previously unknown and allowed the City to develop its Consolidated Plan and Annual Action Plan accordingly.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (if applicable)
1	Public Meeting	Non-English Speaking - Specify other language: Spanish Non-targeted/broad community	On September 30, 2015, City Planning Staff held a public meeting at Ohio Elementary School located in the City's East Target Area. attendance was between 20-25 persons.	The greatest challenges identified by residents were a lack of public transportation, an abundance of code violations, and an increase in dilapidated and/or zombie properties. The most popular project ideas identified by residents were an improvement in the City's bus routes, a housing rehabilitation program and an increase in sidewalk and trail networks.	None.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
2	Internet Outreach	Local Agencies	On January 12, 2016, City Planning Staff sent an email to several local agencies, previously identified in our Citizen Participation Plan, notifying them that the City was beginning the process of preparing our Consolidated Plan and Annual Action Plan.	Questions, concerns, proposals and other comments that have been identified from the internet outreach have been outlined in section 'PR-15 Consultation' of this document.	Comments from internet outreach that were not accepted include proposals that were ineligible for CDBG funding. These proposals have been outlined in 'PR-15 Consultation' section of this document.	

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
3	Public Meeting	Persons with disabilities Non-targeted/broad community	On March 3, 2016 City Planning Staff held a public meeting at Community Action Planning Council located in the City's Northeast Target Area. Attendance was between 25-30 persons.	The largest challenges identified by residents were a lack of neighborhood resources and community centers, an abundance of drugs/substance abuse, and limited pedestrian transportation. The most popular project ideas identified by residents were the demolition of blighted homes, connecting trails throughout the City, and a men's shelter for the homeless.	None.	
4	Public Hearing	Non-targeted/broad community	City Council also held a public hearing on March, 7, 2016 to obtain input from citizens, involved agencies and interested persons on activities to be included in the Consolidated Plan and Annual Action Plan.	An ADA advocate for the local Independent Living Center addressed the Council. He commented that the public meetings have been beneficial and requested that some of the funding be used towards more ADA accessible bathrooms within Thompson Park and the JB Wise Pavilion. He also mentioned replacing curb ramps with ADA accessible curb ramps.	None.	

Table 4– Citizen Participation Outreach

Needs Assessment

NA-05 Overview

Needs Assessment Overview

Housing

The cost burden is a prevalent housing problem as well as some overcrowding.

The following tables however, do not address the overall condition of the housing stock. It is known from the age of the City's housing and many years of experience with rehabilitation programs that quality improvement is a great need.

There are some groups in certain income categories that have a disproportionately greater need. However, the populations of these groups are quite small.

Homeless

There are no numbers available for just Watertown, but there are approximately 310 homeless persons in Jefferson, St. Lawrence and Lewis County. This is not a large number, but it is a need to be addressed.

Non-housing Community Development

The primary need for public facilities is neighborhood parks. The need for public improvements includes water and sewer lines, streets, sidewalks, street trees, bus shelters.

Public Services

Enhanced public transportation, food insecurity, bed bugs, and fair housing education were identified as a needed public service.

NA-50 Non-Housing Community Development Needs - 91.415, 91.215 (f)

Describe the jurisdiction's need for Public Facilities:

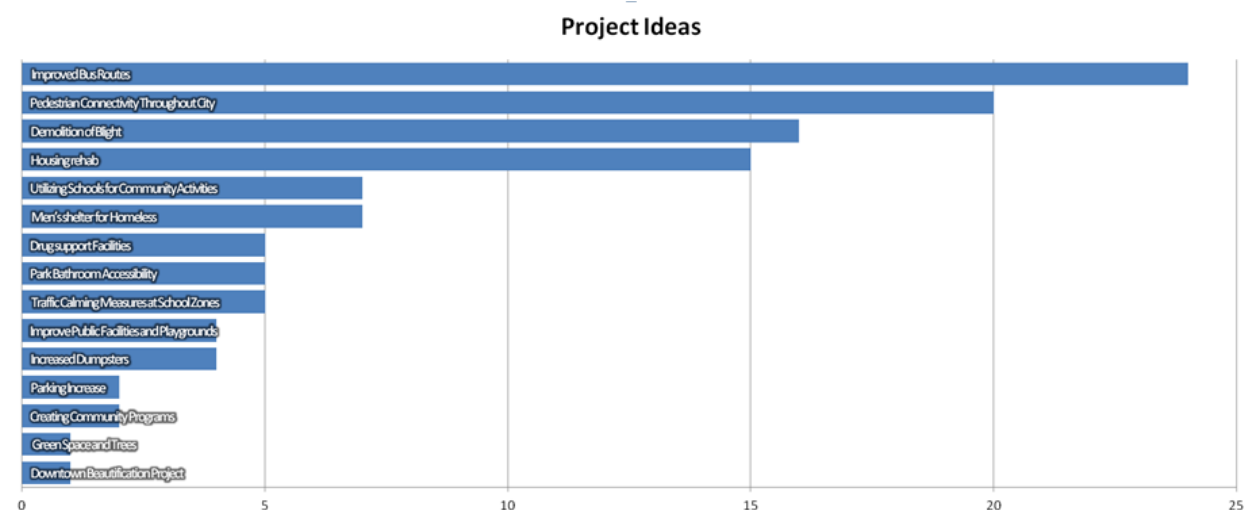
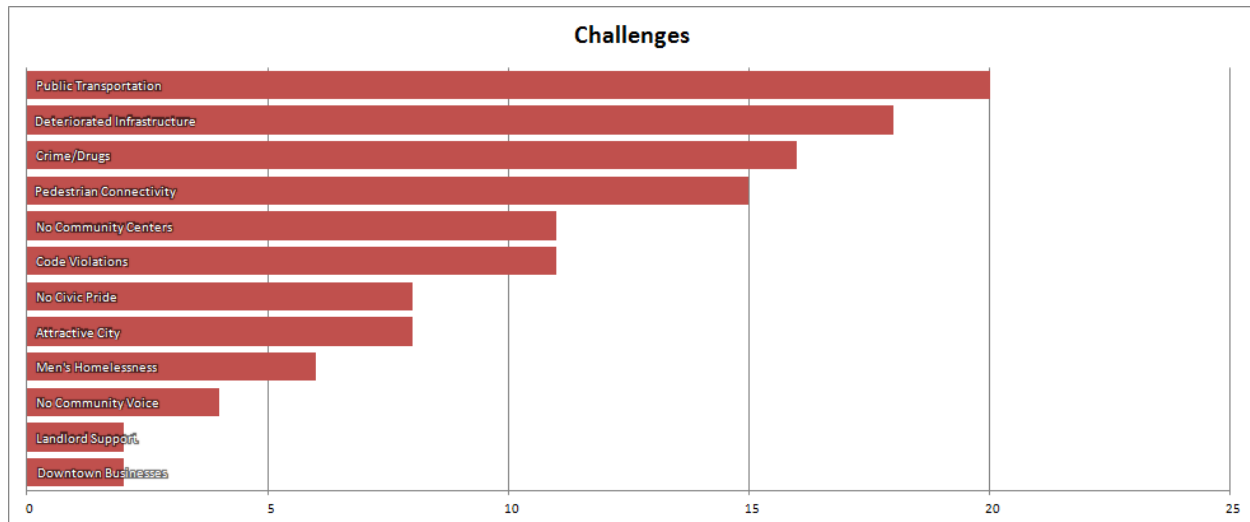
The primary objective of the City's non-housing community development activities related to public facilities is to ensure that adequate recreational facilities are available for residents in all low to moderate income neighborhoods. LMI block groups in the City have only 6.2% of the total parkland area, or approximately 30.5 acres out of the total of 491 acres, in the City. In order to address this current unmet need, our primary public facility priorities will include the development and support of park, playground, and recreational facility projects in LMI areas. Additional efforts will be made to connect LMI areas that are isolated from public facilities via the addition of recreational trails and sidewalks, with specific emphasis placed on projects that support the Local Waterfront Revitalization Program for the Black River. Creating new or improving existing park and recreational areas, as well as providing connections to these recreational areas through both pedestrian and public transportation, will provide relief from the urban setting for residents, will improve the aesthetic quality of neighborhoods and will provide much needed recreational opportunities in LMI areas. Many of the City's LMI areas are underserved or completely lacking in park and recreation amenities and this funding will give the City the opportunity to address this issue.

How were these needs determined?

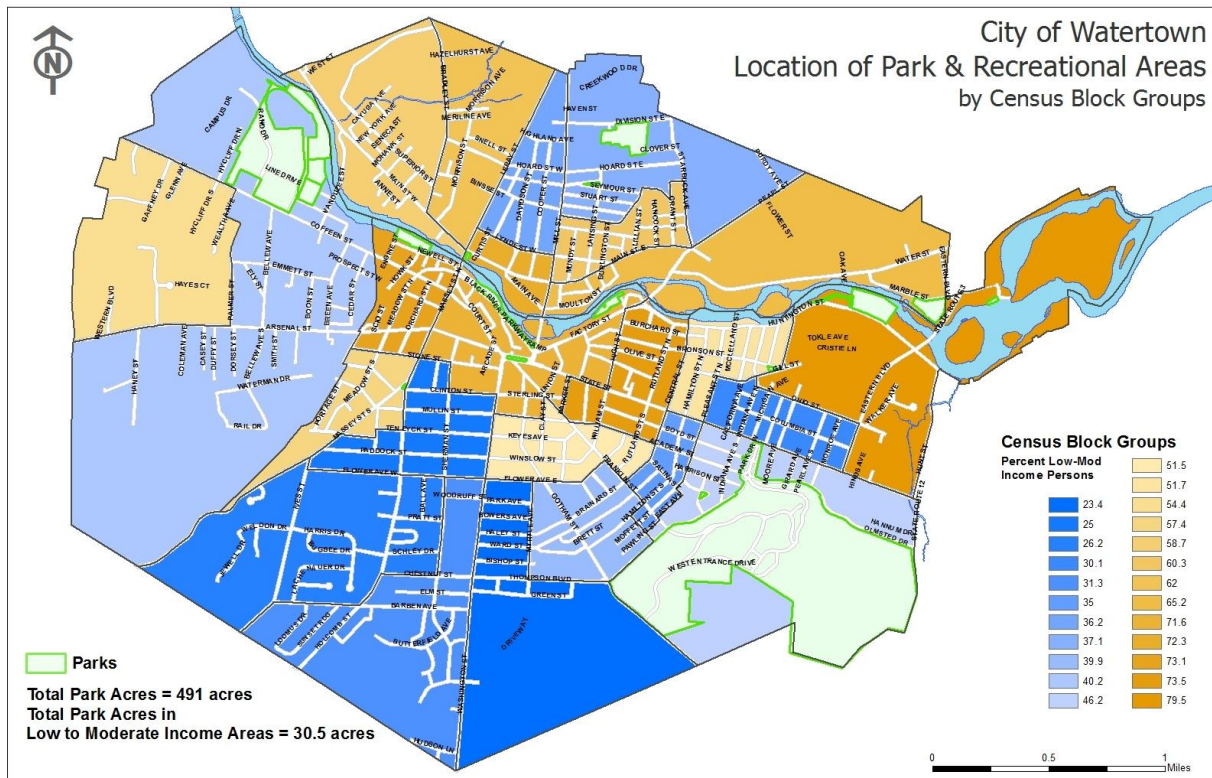
The priority identified above was developed with input from the public and municipal officials as well as extensive public participation during the development of the City's draft Local Waterfront Revitalization Program (LWRP). The LWRP focuses primarily on the Black River corridor in the City and the development of the plan was a multi-year initiative aimed at revitalizing and redeveloping the Black River for recreational uses as well as a tool for economic revitalization. This riverfront corridor lies almost entirely within LMI areas, based on block group data, and therefore most improvements in the LWRP boundary will benefit LMI residents. Major goals of the LWRP include creating a diverse and continuous waterfront experience composed of a mix of uses including recreation options and appropriate commercial opportunities. As the Black River transitions from its roots as source of industrial power to a recreational resource, a major component will include increasing public access and recreational use of the riverfront by transforming the corridor into a blueway or connected greenbelt of riverfront parks and recreational opportunity areas. While the City has made a significant effort to implement the LWRP in the last few years by building new parks and redeveloping or improving others, much work remains to be completed. Connecting existing residential neighborhoods to the waterfront to provide for continued long-term use and ownership of this resource is critical as we pursue the implementation of the plan.

These priorities were then confirmed through the recommendations identified in the City's two public meetings that were held as a part of the planning process for the Consolidated Plan. Citizens were given an overview of the CDBG program, discussing what activities were eligible and ineligible for CDBG funding. City Staff facilitated group discussion where members of the public were encouraged to share their own ideas and help identify priorities. The City's public meetings showed that the one of the

largest challenges impeding community development within the City of Watertown, in relation to public facilities and amenities, are trail systems. Park trails were also listed as a popular project idea.



The need for additional parkland and recreational space in the City's LMI areas is further demonstrated by comparing the location of our existing parks to the City's LMI neighborhoods. As shown on the attached map, a majority of the City's parkland is located outside of the LMI block group areas. The map and data show that of the 491 acres of parkland located in the City, only 30.5 acres, or 6.2%, are located within LMI neighborhoods. This environmental injustice is startling. Creating new (or improving existing) park and recreational areas, as well as connecting those which already exist, will greatly enhance the City by improving the aesthetic quality of neighborhoods and providing much needed recreational opportunities.



Parks and Rec Areas

Project Ideas

Describe the jurisdiction's need for Public Improvements:

As an established community with over 200 years of history, the City has a vast need for infrastructure improvements, which are important for public safety and for improving the quality of life in the City. Infrastructure improvements are needed to replace aging water mains, to eliminate leaks, to separate storm water from sewer flows, to improve accessibility, ensure pedestrian safety and improve the overall aesthetic quality of the community. The primary objectives of the City's non-housing community development activities related to public improvements include the following:

- Ensure that adequate infrastructure is in place throughout all of our LMI neighborhoods and finance enhancements to proposed capital program infrastructure projects that will improve the visual character or add to the value or desirability of LMI neighborhoods.
- Ensure pedestrian safety by assisting with the reconstruction of sidewalks and the construction of sidewalks where there are gaps in the system, provide for the safe movement of the elderly and disabled by installing curb ramps and fund projects that improve accessibility or remove architectural barriers in public spaces.

- Reduce the cost of mandatory improvements to the homes or properties of LMI persons which are triggered by local legislation or regulation such as the City sidewalk program or proposed capital program infrastructure improvements.
- Support programs that facilitate access to the public transportation system.

Enhancing the City's infrastructure through public improvements will enhance the aesthetic quality and visual character of neighborhoods, will increase public health and safety and will improve access and provide for the safe movement of the elderly and disabled. Many of the City's LMI areas are among the oldest in the City, and therefore have the most pressing needs to replace broken, deteriorated or damaged infrastructure. By implementing this plan the City will be able to provide a suitable living environment throughout its LMI areas and improve the overall aesthetic quality of the community.

How were these needs determined?

The priorities identified above were developed with input from the public, feedback obtained during meetings with local advisory boards and discussion with municipal officials. The existing condition of various public infrastructure were also reviewed and analyzed.

One of the data sets analyzed was a pavement condition survey that was completed in 2010. The condition survey was developed by analyzing thousands of digital images of City streets and assigning a pavement condition index to each of the streets throughout the City. The survey analyzed existing conditions such as pavement cracking, patching and potholes. Using the condition assessment, each street was rated and assigned a numeric value describing its condition. The pavement condition survey revealed that many of the streets in the City's LMI areas are in extremely poor condition and in need of repair.

In the City's two public meetings that were held as a part of the planning process for the Consolidated Plan, an increase in City sidewalks was heavily mentioned as a needed public improvement.

The City's 5-Year Capital Improvement Plan was also analyzed to determine the feasibility of financing enhancements to proposed capital program infrastructure improvements. The plan identifies some of the most pressing infrastructure needs within the City. A review of it indicated that three of the four major street reconstruction projects planned for FY 2014-2015 through FY 2017-2018 are located in LMI neighborhoods. Efforts to improve and enhance the visual character of the streetscapes and add to the value or desirability of LMI neighborhoods will be a key strategy in our public improvement plan.

Describe the jurisdiction's need for Public Services:

Enhanced public transportation, food insecurity, bed bugs, and fair housing education were identified as a needed public service.

How were these needs determined?

Improved bus routes was the most popular project idea identified in the City's two public meetings that were held as a part of the planning process for the Consolidated Plan. Public Transportation was also identified as the City's largest challenge in both public meetings. Food insecurity, bed bugs, and fair housing education needs were determined through outreach and subsequent feedback from our partners.

Based on the needs analysis above, describe the State's needs in Colonias

Not applicable.

Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

Watertown is one of the few cities in upstate New York that has actually gained population since the year 2000. The City's population grew from 26,705 in 2000 to 27,023 in 2010 (a 1.2 % increase), and to an estimated 27,590 in 2014 (a 2.1% increase from 2010).

This increase reverses a decades-long trend of population loss. Mirroring the decline of the manufacturing sector, the City's population fell from 34,350 in 1950 to the levels identified above. In total, the City lost 22.3% of its population in the second half of the 20th Century.

In 1984, the U.S. Army garrisoned the new 10th Mountain Division at nearby Fort Drum, which caused a slight population rebound in the mid-to-late 1980s before the decline resumed in the 1990s. The modest population rebound since 2000 coincides with recent U.S. Military campaigns in Afghanistan and Iraq. During the peak of these campaigns, the military population increased to levels that stressed the local housing stock.

In 2005, the Fort Drum Regional Liaison Organization and the Development Authority of the North Country created the Community Rental Housing Program, which pooled \$9 million in subsidies to create about 594 new units in the Fort Drum market.

In addition, private developers have also constructed six major apartment complexes in the Greater Watertown-Fort Drum area over the last decade, all of them either at the edge of the City or outside the City boundaries.

Future troop levels are difficult to forecast due to the looming possibility of sequestration. In August of 2014, the 10th Mountain Division's 3rd Brigade Combat Team was inactivated as a part of the Base Relocation and Closure (BRAC) process. At the time of the inactivation, there were 3,500 soldiers in the 3rd Brigade. 2,000 soldiers were absorbed by the 1st and 2nd Brigades, but the action still resulted in the net reduction of 1,500 soldiers at Fort Drum.

The base only lost 28 soldiers to sequestration in 2015. However, at the time of this writing, it is unclear how severely the BRAC process will affect Fort Drum over the five years covered by this Consolidated Plan.

The last official count at Fort Drum was 15,457 soldiers, as identified in Fort Drum's Fiscal Year 2015 Economic Impact Statement, which also stated that 3,857 civilians worked on or near the post.

Recent conversations with area property owners have indicated an increase in vacancies in older apartment complexes within the City boundaries since the City's last Consolidated Plan was published.

Whether that is due to recent troop reductions, competition from newer complexes or a combination of both factors is unclear at this time.

Varying troop levels that cause fluctuations in the demand for housing are one way that Fort Drum influences the Watertown housing market. Another is the U.S. Army's Basic Allowance for Housing (BAH), a subsidy that military personnel living off post receive in addition to their regular paycheck.

The BAH is a lurking variable that influences the market price of rental units even if supply exceeds demand at any given moment. Given that there are more renter-occupied households in the City of Watertown than owner-occupied households, the BAH will always hold some sway over the area's housing

MA-45 Non-Housing Community Development Assets - 91.410, 91.210(f)

Introduction

Although military employment is not recorded in the tables below, the jobs that Fort Drum generates in the area are evident in local employment data. The full relationship between Fort Drum and the local economy is examined in detail in the Major Employment Sectors and Discussion sections below. While Watertown's economy is not entirely dependent on the military, increasing the diversity of the economic base should be a goal moving forward.

Economic Development Market Analysis

Business Activity

Business by Sector	Number of Workers	Number of Jobs	Share of Workers %	Share of Jobs %	Jobs less workers %
Agriculture, Mining, Oil & Gas Extraction	44	21	1	0	-1
Arts, Entertainment, Accommodations	1,110	1,942	15	14	-1
Construction	267	398	4	3	-1
Education and Health Care Services	2,091	4,939	28	36	8
Finance, Insurance, and Real Estate	405	807	5	6	1
Information	198	505	3	4	1
Manufacturing	649	998	9	7	-2
Other Services	399	764	5	6	1
Professional, Scientific, Management Services	386	676	5	5	0
Public Administration	0	0	0	0	0
Retail Trade	1,449	1,880	19	14	-5
Transportation and Warehousing	269	409	4	3	-1
Wholesale Trade	283	417	4	3	-1
Total	7,550	13,756	--	--	--

Table 5 - Business Activity

Data Source: 2008-2012 ACS (Workers), 2011 Longitudinal Employer-Household Dynamics (Jobs)

Rank	NAICS Code - Industry	Location Quotient
1	44-45 - Retail Trade	1.76
2	62 - Health Care and Social Assistance	1.36
3	23 - Construction	1.27
4	48-49 - Transportation and Warehousing	1.23
5	72 - Accommodation and Food Services	1.19
Source: County Business Patterns Data (2013)		

Table 6 - Watertown-Fort Drum MSA - Top Five Basic Industries (NAICS Code Two-digit level data)

Rank	NAICS Code - Industry	Location Quotient
1	322 - Paper Manufacturing	3.67
2	236 - Construction of Buildings	3.60
3	488 - Support Activities for Transportation	3.59
4	447 - Gasoline Stations	2.81
5	485 - Transit and Ground Passenger Transportation	2.45
6	444 - Building Material and Garden Equipment and Supplies Dealers	2.30
6	441 - Motor Vehicle and Parts Dealers	2.30
8	452 - General Merchandise Stores	2.08
9	515 - Broadcasting (except Internet)	2.05
10	446 - Health and Personal Care Stores	2.01
10	523 - Securities, Commodity Contracts, and Other Financial Investments and Related Activities	2.01
Source: County Business Patterns Data (2013)		

Table 7 - Watertown-Fort Drum MSA - Top Ten Basic Industries (NAICS Code Three-digit level data)

Rank	NAICS Code - Industry	Employees
1	44-45 - Retail Trade	6,834
2	62 - Health Care and Social Assistance	6,565
3	72 - Accommodation and Food Services	3,813
4	31-33 - Manufacturing	2,277
5	23 - Construction	1,806
Source: County Business Patterns Data (2013)		

Table 8 - Watertown-Fort Drum MSA - Top Five Largest Industries (NAICS Code Two-digit level data)

Labor Force

Total Population in the Civilian Labor Force	12,298
Civilian Employed Population 16 years and over	10,961
Unemployment Rate	10.87
Unemployment Rate for Ages 16-24	38.60
Unemployment Rate for Ages 25-65	5.67

Table 9 - Labor Force

Data Source: 2008-2012 ACS

Occupations by Sector		Number of People
Management, business and financial	1,984	
Farming, fisheries and forestry occupations	584	
Service	1,482	
Sales and office	3,198	
Construction, extraction, maintenance and repair	797	
Production, transportation and material moving	364	

Table 10 – Occupations by Sector

Data Source: 2008-2012 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	10,617	90%
30-59 Minutes	943	8%
60 or More Minutes	262	2%
Total	11,822	100%

Table 11 - Travel Time

Data Source: 2008-2012 ACS

Education:

Educational Attainment by Employment Status (Population 16 and Older)

Educational Attainment	In Labor Force		Not in Labor Force
	Civilian Employed	Unemployed	
Less than high school graduate	430	171	684
High school graduate (includes equivalency)	2,638	229	1,288
Some college or Associate's degree	3,000	318	800
Bachelor's degree or higher	2,654	45	342

Table 12 - Educational Attainment by Employment Status

Data Source: 2008-2012 ACS

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	24	0	36	223	301
9th to 12th grade, no diploma	322	342	338	413	474
High school graduate, GED, or alternative	1,568	1,573	952	1,840	1,292
Some college, no degree	1,230	1,210	776	1,082	490
Associate's degree	183	235	440	746	226
Bachelor's degree	216	742	553	671	358
Graduate or professional degree	50	306	375	603	127

Table 13 - Educational Attainment by Age

Data Source: 2008-2012 ACS

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	20,127
High school graduate (includes equivalency)	21,281
Some college or Associate's degree	31,858
Bachelor's degree	39,040
Graduate or professional degree	52,899

Table 14 – Median Earnings in the Past 12 Months

Data Source: 2008-2012 ACS

Based on the Business Activity table above, what are the major employment sectors within your jurisdiction?

In terms of number of jobs, Health Care is the largest employment sector in the City, and Samaritan Medical Center is the City's largest employer. This is not surprising due to Samaritan's unique relationship with Fort Drum.

Fort Drum is the only military installation of its size and type in the nation that does not have its own inpatient hospital on post. Samaritan fills this role for all soldiers stationed at Fort Drum and for their family members living on post. This provides a major boost to the local health care sector, but also reveals one of the local economy's several underlying dependencies on the military.

Education (which the table lumps in with Health Care) as well as Retail Trade and Arts, Entertainment, Accommodations are also all large sectors in the City in terms of numbers of jobs. Some of the latter can be attributed to tourism in the summer. Fort Drum-related visits also drive the hotel industry in the area.

Some limitations to the Business Activity table however, are that it considers only employment with the City Boundaries, aggregates some sectors together, such as health care and education, and only measures raw employment without looking at Location Quotient. A more detailed analysis with additional data helps to create a more complete picture of the Watertown economy and provide a clearer understanding of the area's economic base.

Location Quotient Analysis at the MSA Level

Measuring employment at the City level is imperfect because many people commute across municipal boundaries from home to work, creating an inconsistency between the number of workers and the number of jobs in the study area, making it appear as if jobs are unfilled, when in reality they are filled by non-City residents. Measuring employment data at the Metropolitan Statistical Area (MSA) level provides a more accurate snapshot of a community's economy. Employment data at this level is available from the division of the U.S. Census Bureau known as County Business Patterns.

The Census data also classifies this employment data by North American Industrial Classification System (NAICS) Code industry definitions. NAICS Codes are organized at five levels, from the two-digit (broadest) level that considers an entire industry, to the six-digit (most specific) level that considers very particular and specialized subsectors. This analysis will only go as specific as the three-digit level.

Finally, in addition to raw employment numbers, the analysis below considers Location Quotient (LQ) to identify what industries the Watertown area is specialized in. Location Quotient is calculated by dividing the percent of jobs within each industry by the percent of jobs in the same industry nationally. The higher the location quotient for an industry, the more specialized the MSA is in that industry.

For example, the highest LQ in the Watertown-Fort Drum MSA at the three-digit level is Paper Manufacturing, which accounts for 1.1% of local employment compared to 0.3% nationally. Thus, Paper Manufacturing in Watertown has an LQ of 3.67 ($0.011 \div 0.003 = 3.67$).

This helps to identify what products and services an area is exporting. The higher an industry's local LQ, the more specialized in that industry the area is, and the more likely this industry is bringing wealth into the local economy from outside. The industries with the highest LQs generally make up an area's economic base and are thus called "Basic Industries."

Many of the industries with high local LQs are inexorably linked to the presence of Fort Drum. A detailed analysis of local basic industries is below in the "Discussion" section of this chapter, and is essential to understanding the Watertown economy.

Describe the workforce and infrastructure needs of the business community:

The most obvious missing link for local workforce development is the lack of a nearby four-year higher educational institution. SUNY Jefferson is an excellent two-year institution, which also offers some Bachelors and Masters Degrees at the Jefferson Higher Education Center, which is located on the SUNY Jefferson campus, via cooperative agreements with other schools.

However, the nearest four-year colleges are at least 50 miles away. One particular disadvantage of this for local employers is the absence of a source of interns. Any business in Watertown seeking to hire an intern that is still enrolled in school must compete with businesses in Syracuse, Potsdam and Canton, which all have local universities.

Watertown is served by a CSX freight rail track as well as Interstate 81, which provide strong highway and freight connectivity. However, the City's bus system has limited operating hours, and in many cases requires a potential rider to leave work prior to 5:00 p.m. if they use the bus as a means of commuting. The City of Watertown has no passenger rail and the nearest Amtrak station is in Syracuse.

Watertown International Airport serves the City and surrounding areas. However, ticket prices can be high in comparison to nearby alternatives (Syracuse, Toronto, Montreal), and in many cases, the Canadian airports offer direct flights to longer-range destinations for a lower airfare. By comparison, Watertown is served by a single airline, so not only is there no price competition locally, but only one hub airport (Philadelphia) is accessible from Watertown.

Internet access is widely available within the City. Businesses typically have multiple options for enterprise-scale cable, DSL or fiber. Many residential areas are limited to cable.

Describe any major changes that may have an economic impact, such as planned local or regional public or private sector investments or initiatives that have affected or may affect job and business growth opportunities during the planning period. Describe any needs for workforce development, business support or infrastructure these changes may create.

The most significant possible change is the looming threat of sequestration. If BRAC were to produce deep cuts at Fort Drum, then employment in many of the industries identified above as basic would also decline as a result. Impacts of a dramatic troop reduction at Fort Drum would likely include, but not be limited to, the following.

The health care industry would lose jobs locally due to decreased demand for inpatient care.

Demand for new construction on post would likely cease and would be severely curtailed off post.

There would be a decreased demand for retail goods in the area, putting local retailers at risk.

There would be a decreased demand for commercial air travel to and from the region.

Hotels would still see healthy business during the summer tourism season, but the year-round demand would likely drop.

Enrollment in local school districts would plummet, necessitating the consolidation of some schools and the elimination of teacher positions. The Watertown City School District would feel this impact less than Indian River and Carthage, but it would not be insignificant.

Finally, the employment losses across all these basic sectors and the subsequent population loss that would result would only further decrease discretionary spending in the area.

How do the skills and education of the current workforce correspond to employment opportunities in the jurisdiction?

According to the Educational Attainment by Employment Status table, only 28.5% of the labor force in the City of Watertown has a Bachelors degree or higher. In addition, 36.6% of the labor force in the City of Watertown has a High School degree or less. The remaining approximately 35% hold some college or an Associates degree.

Retail trade positions typically do not require a Bachelors degree and on-the-job training is the best qualifier. Jobs in the Accommodation and Food Services sector, with the exception of management also do not typically require a Bachelors degree.

Where the dearth in qualified workers is felt most acutely is in the Health Care and Social Assistance sector. Licensed Practical Nurses may be trained locally, but for the most part health care providers must attract employees from elsewhere, particularly for Medical Doctors and Physician Assistants.

Local health care providers report difficulty in attracting qualified professionals to Watertown. Particular challenges that were cited included difficulty in finding a job for the candidate's spouse and a desire to live in a bigger city with more amenities than Watertown. In recent years, the Health Care and Social Service sectors have been attempting to overcome this challenge with the help of the Jefferson Higher Education Center (JHEC) at SUNY Jefferson.

Competition with larger cities is not limited to the health care field. Local media outlets experience frequent turnover as their employees leave for positions in bigger markets. Local business leaders across several professional fields report that it is difficult to attract young professionals to Watertown unless they already have a personal connection to the area.

Describe any current workforce training initiatives, including those supported by Workforce Investment Boards, community colleges and other organizations. Describe how these efforts will support the jurisdiction's Consolidated Plan.

As mentioned above, SUNY Jefferson now offers a limited number of Bachelors and Masters Degrees at its Jefferson Higher Education Center, which opened in 2010 on the SUNY Jefferson Campus. JHEC currently offers six program-specific Bachelor's Degrees and eight program-specific Master's Degrees via its cooperative agreements with other schools.

The degrees offered at JHEC include both Nursing and Social work degrees at the B.S. and M.S. levels, as well as a Family Nurse Practitioner (M.S.) program and a Family Psychiatric Mental Health Nurse Practitioner (M.S.) program. This has helped the Health Care and Social Work sectors to create a local talent pipeline rather than having to recruit from outside, and has made a significant difference in the last six years.

Local health care providers must still typically recruit Medical Doctors from outside the area. To aid in this endeavor, if a medical student does a clinical rotation in Watertown, the Fort Drum Regional Health Planning Organization will pay for their housing and travel during their rotation.

In addition, BOCES collaborates with local High Schools to provide occupational training for juniors and seniors. Classrooms are set up to resemble typical workplaces in their respective industries and students spend much of their time performing the same work that they would be expected to perform on the job. BOCES reports that many local employers in blue-collar industries will approach them directly when they are seeking to hire entry-level positions.

Finally, the Workforce Investment board for Jefferson and Lewis Counties oversees a career center called the WorkPlace, with an office in the City of Watertown. The WorkPlace offers a variety of employment counseling services, including:

- Job-seeker training and application assistance
- Career fairs
- Youth employment program
- Recruitment and screening
- Testing

Does your jurisdiction participate in a Comprehensive Economic Development Strategy (CEDS)?

Yes

If so, what economic development initiatives are you undertaking that may be coordinated with the Consolidated Plan? If not, describe other local/regional plans or initiatives that impact economic growth.

A major goal of the CEDS for Jefferson County is to improve quality of life to support the local community and attract a skilled workforce. This includes developing a housing strategy for the County that responds to new unit demand and rehabilitation needs. The City CDBG program can support this goal through its ongoing housing rehabilitation efforts. The City CDBG program can also support this goal through its bus shelter construction, replacement and improvement program, which will help improve the transit experience for anyone that uses the bus to commute to and from work.

The CEDS also promotes downtown and neighborhood revitalization efforts. CDBG funds can support this goal through infrastructure projects.

Other cultural amenities may qualify for CDBG funding, like farmers markets and community arts programs.

CEDS Action/Objective E.6 encourages the implementation of the Fort Drum Regional Transit Needs Assessment. CDBG funding could assist with some transportation improvements.

CEDS Action/Objective G.1 encourages the development, enhancement and marketing of recreational opportunities, such as trails and parklands. CDBG funding could assist with some of these efforts that occur within CDBG Target Areas.

CEDS Action/Objective G.8 recommends pursuing the continued implementation of the Local Waterfront Revitalization Program (LWRP) and the Black River Blueway Trail Plan. Six of the City's seven CDBG Target Areas bound the shore of the Black River and are within the defined boundaries of the LWRP. There is a distinct possibility for overlap of the recommendations in these plans with CDBG National Objectives, specifically the LMI Area Benefit.

Discussion

This analysis continues the examination of major employment sectors from above, and focuses on the significance of Location Quotient and the impacts that Fort Drum has on sectors with high LQs.

A high LQ, such as 1.5 or above suggests that the MSA is specialized in that industry. The higher the LQ, the more specialized the MSA is in that industry. If LQ is at or around 1.0, then the MSA and the nation are equally specialized in that industry. If LQ is below 0.8, then the MSA is likely a net importer of that good or service.

The tables above identify the industries with the highest Location Quotients at the two-digit and three-digit NAICS Code levels in the Watertown-Fort Drum MSA. Total numbers of employees in each sector are also identified at the MSA using two-digit level NAICS Code classifications.

As mentioned above, Paper Manufacturing has the highest LQ at the three-digit level in the Watertown-Fort Drum MSA; most likely due to the presence of Knowlton Technologies, LLC within the City of Watertown. However, for many of the other industries with high LQs, a clear line can be drawn from that industry to the presence of Fort Drum.

Health Care's high LQ at the two-digit level is traceable to the lack of an on-post hospital at Fort Drum and Samaritan Medical Center's unique relationship with the base.

The respective high LQs of Construction at the two-digit level and Construction of Buildings at the three-digit level are traceable to Fort Drum's growth in the 2000s to include local contractors' heavy involvement in new construction on post as well as various private, off-post apartment complexes.

Support Activities for Transportation is traceable to civilian employment at Wheeler-Sack Army Airfield and employment at Watertown International Airport, which serves a fair amount of Fort Drum related air travel, such as soldiers travelling home or their families coming to visit.

Accommodation and Food Services, while partially traceable to summer tourism, is also connected to Fort Drum related travel, including both business travel and visiting families.

Local education employment is traceable to Fort Drum as well. Military children account for 17.64% of the enrollment in the Watertown City School District. That number is higher outside the City, 66.58% and 49.33% respectively at Indian River and Carthage, which are closer to the post.

Finally, not accounted for in the Largest Industries table are the 15,457 uninformed positions garrisoned at Fort Drum, which is the largest single-site employer in New York State. The Census only counts civilian employees. Therefore, while the 3,857 civilians working on post are accounted for within their respective industrial sectors, the soldiers are not. The collective spending power of these soldiers and the demand they create for certain goods that are not available on the base is reflected in the 1.76 LQ for Retail Trade.

New York Air Brake, which produces brakes, control systems and other equipment for railroads, employs 550 people in the MSA, and the LQ for Transportation Equipment Manufacturing is 1.74. This is significant, because even though it does not rank the top ten LQs locally among three-digit sectors, it is a large source of export employment that is not dependent on the military.

In summary, while the Watertown area's economic base has some diversity, and while some local employers such as Knowlton Technologies and New York Air Brake contribute to basic industries that are not related to the military, it is still fair to assess that much of the Watertown area's economic base is reliant on Fort Drum.

MA-50 Needs and Market Analysis Discussion

Are there areas where households with multiple housing problems are concentrated? (include a definition of "concentration")

There are three commonly defined housing problems: Cost Burden, Overcrowding and Without Kitchen/Plumbing. A housing unit with two or more of these problems is considered to have multiple housing problems. If an area has several units with multiple housing problems in proximity to one another, then that area has a concentration.

At least one of the three defined housing problems, Cost Burden, is a significant problem across the City of Watertown, partially due to the effects of the BAH. While some Overcrowding has been identified within the City, there are no known streets or neighborhoods where Overcrowding has been identified as a chronic problem. Information about the number and location of any units Without Kitchen/Plumbing is unknown at this time. The City does not have an interior inspection program, so the only way that housing units without a kitchen and/or plumbing would be identified is by receiving complaints.

Therefore, there are no identified areas where households with multiple housing problems are concentrated. However, the City of Watertown has developed a Rehab Need Index, which considers housing age to household income. Areas with high indices have both old housing units and a high share of LMI households.

A map in this section depicts all the Rehab Need Index by block group for the entire City. Areas with the highest rehab need indices include the block groups to the immediate east and west of downtown Watertown, as well as several block groups on the City's north side.

Are there any areas in the jurisdiction where racial or ethnic minorities or low-income families are concentrated? (include a definition of "concentration")

The City of Watertown's population is approximately 82% White and approximately 6% each Black and Hispanic. However, there are block groups where the percentages of Black and Hispanic residents reaches into the mid-to-upper teens. Given the small minority population in Watertown, any block group within the City where more than 12% of the population identifies as a particular racial or ethnic minority would be defined as having a concentration.

By this metric, there are block groups with Black and Hispanic concentrations at the far eastern and western ends of the City. There are two block groups, one at each end of the City, that have concentrations of both Black and Hispanic Residents. These concentrations are observable on the Population By Race Map.

In the west, Census Tract 615, Block Group 4 is 15.3% Black and 12.2% Hispanic. In the east, Census Tract 612, Block Group 1 is 18.2% Black and 14.8% Hispanic. These two block groups also each have multiple garden-style apartment complexes.

The downtown area and the far eastern end of the City are the lowest income areas. The area with the greater concentration depends on which metric you use. “Low-income concentration” means a block group with over 70% LMI households as calculated by HUD. By this metric, Census Tract 612, Block Group 1, noted immediately above for its minority concentrations, also has the highest concentration of low-income families, with 79.5% LMI households.

However, Census Tract 614, Block Group 2 and Census Tract 621, Block Group 1 have the lowest median annual incomes in the City at \$13,864 and \$14,459 per year respectively. The latter of these two encompasses downtown Watertown and the former is directly across the Black River from downtown. There are no racial or ethnic concentrations in either of these two block groups.

What are the characteristics of the market in these areas/neighborhoods?

These areas all stand out for having lower homeownership rates than the rest of the City. There are more renter-occupied households (58.4%) than owner-occupied households (41.6%) in the City of Watertown, which is typical of a military community, so there are significant amounts of renters all across the City.

Still, of the four block groups specifically identified above as having a racial or ethnic concentration, low-income concentration, or in one case both, none of the four have a level of homeownership higher than 7%.

Are there any community assets in these areas/neighborhoods?

There are several religious institutions within close proximity to the downtown area that provide childcare and community services. Several social service organizations also have offices in the downtown area, such as Catholic Charities, Meals on Wheels and many others. In addition, The Salvation Army and Cornell Cooperative Extension have offices to the east of downtown in the Near East neighborhood, less than a mile from downtown.

In the far western block group, the Jefferson Rehabilitation Center has its headquarters centrally located among the apartment complexes. This area is also walking distance from the SUNY Jefferson campus and the Alex T. Duffy Fairgrounds, which are immediately across Coffeen Street from the northern edge of the block group. There is also a Price Chopper grocery store across Arsenal Street from the southern edge of the block group.

The far eastern block group (identified for having concentrations of Blacks, Hispanics and of low-income households) is probably one of the most isolated parts of the City. Assets include Waterworks Park and one church. The State Department of Parks and Recreation also plans to extend the Black River Trail (a shared use recreational trail) into this part of the City. This block group has one discount grocery store and a Walgreen’s as its sole food sources.

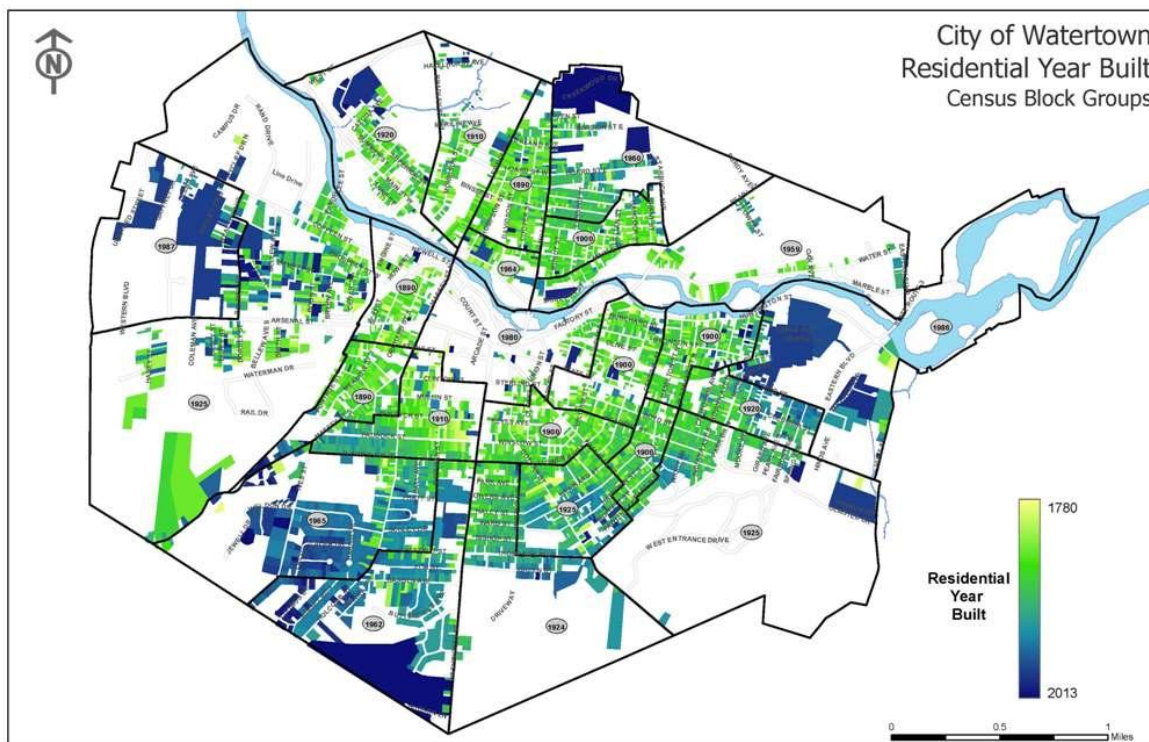
Are there other strategic opportunities in any of these areas?

Downtown revitalization has been identified as a priority in public meetings held during the City's citizen participation process. A more vibrant downtown would improve quality of life for downtown residents.

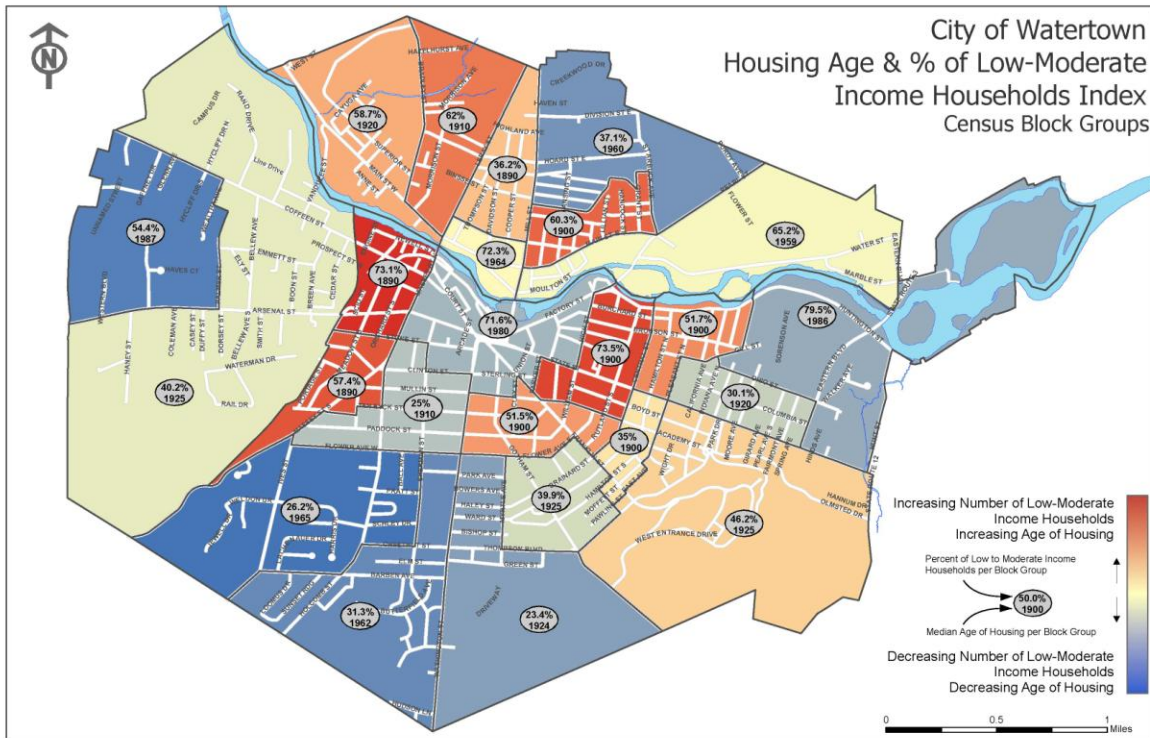
Riverfront amenities would benefit residents in both the downtown and eastern neighborhoods, both of which have underutilized riverfront park spaces.

An opportunity also exists for the far eastern end of the City to benefit from trail extensions and increased trail connections. The New York State Office of Parks, Recreation and Historic Preservation plans to extend the existing Black River Trail 1.1 miles west into the City of Watertown, beginning in the summer of 2016. The planned extension will lengthen the trail to 4.5 miles and would locate its new western terminus adjacent to one of the public housing complexes that exists in the far eastern block group.

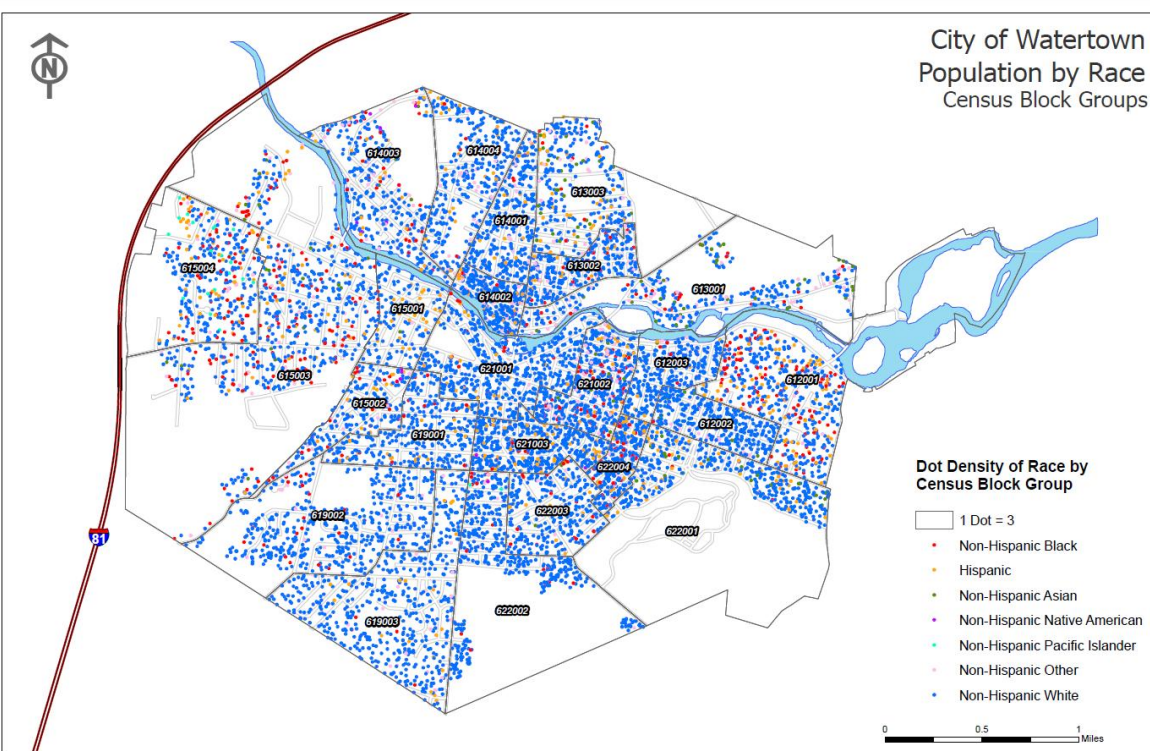
This is a popular shared-use recreational trail in the area. A strategic opportunity exists for the City to extend the trail further within its boundaries from that point. Such an extension would not only connect the trail to the other apartment complexes in the far eastern block group, but also to other CDBG Target Areas within the City and to other trail segments in those areas. This would greatly expand recreational opportunities for a large number of LMI residents.



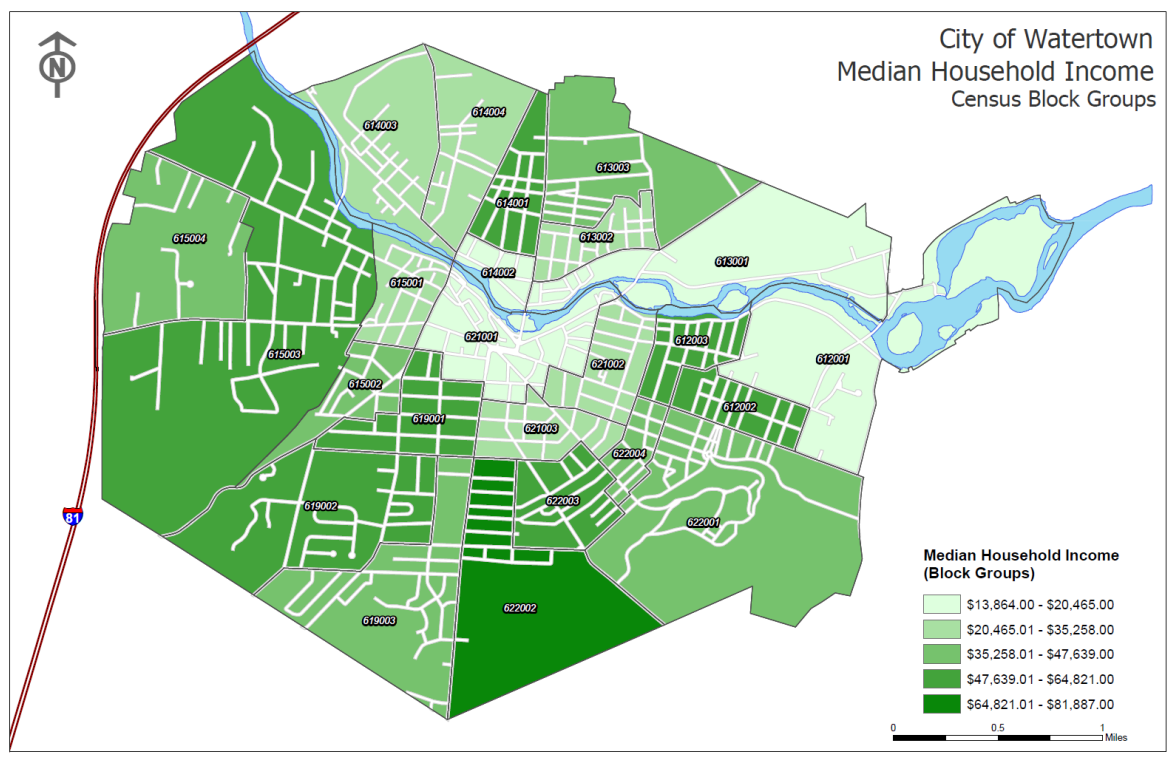
Housing Year Built



Rehab Need Index



Population By Race



Median Annual Household Income

Strategic Plan

SP-05 Overview

Strategic Plan Overview

The City of Watertown's 2016-2020 CDBG Strategic Plan was developed with an extensive citizen participation and community outreach process that has enabled the City to develop a comprehensive plan to address the community development needs of our City. The strategic plan identifies several high priority needs including provisions for decent affordable housing, homeownership, public infrastructure improvements, blight elimination, economic development, fair housing education, targeted public services and homeless prevention.

These needs are addressed by several goals including neighborhood stabilization and revitalization, affordable housing rehabilitation, increasing homeownership opportunities, job support and creation, fair housing education, supporting public services and homeless assistance.

The neighborhood stabilization and revitalization goal will include improvements to public infrastructure and the elimination of blighting influences in target areas. Examples of public infrastructure projects include, but are not limited to, sidewalk and street reconstruction, utilities, neighborhood facilities, facilities for persons with special needs and handicapped accessibility projects. Blight elimination includes the demolition of buildings in target areas or other areas in order to stop the spread of blighting influences throughout the City.

While affordable housing rehabilitation is also an extremely important component of neighborhood revitalization, it warrants its own goal. There is a great need for housing rehabilitation and it is not limited to lower income neighborhoods. In order to assist LMI persons throughout the city, housing programs and projects will be implemented City wide and not necessarily limited to specific neighborhoods. This is also part of an effort not to increase the concentration of lower income persons in a few areas.

Homeownership is also an important goal of neighborhood stabilization and revitalization. As a military town, Watertown has a somewhat transient population and has a large amount of renters in the city with 58.4% of the housing units being renter-occupied. While the rental market is an important piece of the housing picture in the City, especially in relation to providing adequate housing options for soldiers, there is a desire to increase home ownership to help stabilize neighborhoods throughout the City.

With high unemployment rates in the region, the City recognizes the importance of economic development efforts within the community. Our Strategic Plan includes an economic development goal that includes supporting the efforts of the Watertown Local Development Corporation and Jefferson County Economic Development, our local economic development agencies. This support may include partnering with these agencies on various initiatives to attract businesses, working with developers through approval processes or by providing financial assistance to create jobs.

Fair housing education is another important goal in our strategic plan. Our recently completed Analysis of Impediments to Fair Housing identified that there is a general lack of knowledge about fair housing rights among tenants, housing providers and City Staff. The City plans to work with fair housing providers to increase knowledge about fair housing rights within the community.

To address the social needs identified by the community through our public outreach process, the City is also including a goal to provide homeless assistance and public services. The City will continue to work with the Points North Housing Coalition, the region's Continuum of Care, on homeless issues and other local agencies to address social issues and concerns in the community.

SP-10 Geographic Priorities – 91.215 (a)(1)

Geographic Area

Table 15 - Geographic Priority Areas

1	Area Name:	Downtown
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	This target area consists of Block Group 1 of Census Tract 621.
	Include specific housing and commercial characteristics of this target area.	It is the city's downtown area, which consists of mixed commercial and residential uses. Commercial uses consist largely of offices and restaurants, with some retail. The area contains a large number of housing units, mostly in the form of multi-level apartment buildings located above street level commercial spaces.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	Downtown revitalization has been a major planning goal for the city for decades.
	Identify the needs in this target area.	There are several dilapidated structures in need of renovation, most of which included vacant housing units on the upper floors. As evidenced by the block group's 71.6% low/mod rate, there is a concentration of poverty in the area. Transportation options are limited, but access to public transit is better than other parts of the city, due to the location of the bus transfer station on Arcade Street, at the center of the target area.
	What are the opportunities for improvement in this target area?	Rehabilitation of upper floor apartments, streetscape improvements, transportation facilities improvements.
	Are there barriers to improvement in this target area?	Rehabilitation projects are more complicated and costly in this setting due to the compact zero-setback lots and high traffic levels.

2	Area Name:	East
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	This neighborhood is coterminous with Block Group 1 of Census Tract 612. It includes the areas between Huntington Street and Ohio Street, and between Eastern Boulevard and the City limit. The target area also happens to include a large swath of vacant riverfront land under the city's ownership.
	Include specific housing and commercial characteristics of this target area.	This area is predominantly rental housing, with some commercial development along Eastern Boulevard. The rental housing consists of relatively new low-rise rental complexes--many of which are Watertown Housing Authority properties. Commercial development consists mostly of single level retail.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	This target area has the city's highest share of low/mod households at 79.5%, making it a natural choice for targeted improvements.
3	Identify the needs in this target area.	Some of the older housing developments will need renovation in the coming years. This neighborhood also has inconsistent pedestrian access.
	What are the opportunities for improvement in this target area?	Rental rehabilitation, new sidewalks or multi-use paths, streetscape improvements, new or improved public transit facilities.
	Are there barriers to improvement in this target area?	The Eastern Boulevard right-of-way is controlled by NYSDOT, and many of the locations where pedestrian connectivity could be improved are on private property.
	Area Name:	Near East
	Area Type:	Local Target area

	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	This neighborhood encompasses the residential areas immediately south and east of downtown, between High Street and Colorado Ave N, and between Academy Street and Flower Ave East. This neighborhood is coterminous with block groups 612-03, 621-02, and 621-03.
	Include specific housing and commercial characteristics of this target area.	<p>The area is almost entirely residential, with some retail and services clustered around Washington Street and State Street. Most housing in the area consists of detached houses divided into several rental units. There are some defunct industrial properties along the former railroad right-of-way near Olive Street, and the Ogilvie Foods Brownfield site is located adjacent to this target area, just across Pleasant Street N.</p> <p>The aggregate low/mod percentage for the three block groups is 60.1%.</p>
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	The near east side has been the subject of revitalization efforts for some time. It contains some of the most threatened housing stock in the city, and was identified as a concern by the community.
	Identify the needs in this target area.	Housing rehabilitation, both for rentals and owner-occupied units, is a major need. Infrastructure improvements are also needed.
	What are the opportunities for improvement in this target area?	The Ogilvie Brownfield, the industrial properties near Olive Street, and a few vacant commercial or mixed-use parcels along State Street offer revitalization opportunities.
4	Are there barriers to improvement in this target area?	One of the major opportunities, the Ogilvie site, is not contained within the target area boundary.
	Area Name:	Near West
	Area Type:	Local Target area

	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	This target area encompasses the areas immediately west of downtown, between Massey Street and the railroad, south of the river. This includes block groups 615-01 and 615-02.
	Include specific housing and commercial characteristics of this target area.	The area contains mostly detached houses with several rental units. There is commercial and industrial development along Arsenal Street, Coffeen Street. There is some industrial activity near the intersection of Coffeen Street and the railroad. Some retail and recreational development exists near the river. The aggregate low/mod percentage for the target area is 64.3%.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	This area was brought up at two or more meetings as needing improvements.
	Identify the needs in this target area.	Residential rehabilitation and infrastructure.
	What are the opportunities for improvement in this target area?	Infrastructure improvement to the riverfront area, improve pedestrian access to the Arsenal Street commercial area, blight removal on Waltham Street.
5	Are there barriers to improvement in this target area?	Some blighted properties are not tax delinquent. The railroad right-of-way creates a barrier for accessing amenities to the west. Arsenal Street has heavy traffic and the right-of-way is not controlled by the City, but rather by NYSDOT.
	Area Name:	Northeast
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	

	Revital Type:	Comprehensive
	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	This area consists of neighborhoods north of the river between Leray Street all the way eastward to the city line, but south of Lynd Street West and south of Francis Street. This includes block groups 614-002, 613-001, and 613-002. The aggregate low/mod percentage is 64.8%.
	Include specific housing and commercial characteristics of this target area.	The area contains a substantial number of single-family homes intermixed with multi-family structures-- including both divided houses and major developments. The major developments include three Watertown Housing Authority properties. There is substantial commercial use along Mill Street and Leray Street. There is some industrial activity along Water Street. The area also contains large tracts of vacant land, including the Sewall's Island brownfield and the city's closed landfill facility.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	Redevelopment of Sewall's Island has been discussed at many meetings.
	Identify the needs in this target area.	Residential rehabilitation, development or improvement of vacant lands to eliminate blighting influence, infrastructure.
	What are the opportunities for improvement in this target area?	The Sewall's Island brownfield redevelopment (interim remediation is already complete) is a major opportunity, and the riverfront in general is under-utilized and can be improved or developed.
	Are there barriers to improvement in this target area?	Brownfield sites and former landfills are difficult or impossible to develop.
6	Area Name:	Northwest
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	
	Revital Type:	Comprehensive

	Other Revital Description:	
	Identify the neighborhood boundaries for this target area.	The neighborhood consists of the area west of Leray Street and north of the Black River. This is coterminous with block groups 614-003 and 614-004.
	Include specific housing and commercial characteristics of this target area.	<p>A larger portion of the target area is taken up by the North Watertown Cemetery. The remainder of the area is primarily residential, with collections of commercial and industrial uses along Main Street West and along the railroad spur. The waterfront area contains many dilapidated or under-utilized commercial and industrial structures.</p> <p>There is one Watertown Housing Authority property on Leray Street, and a cluster of income-restricted housing on Superior Street.</p> <p>The aggregate low/mod percentage for this neighborhood is 60.1%.</p>
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	The need for improvements in the Main Street West area was brought up at more than one meeting.
	Identify the needs in this target area.	Adaptive reuse and revitalization of the waterfront and the neighborhoods abutting industrial properties.
	What are the opportunities for improvement in this target area?	The largely vacant former DOT barns on Vanduzee Street, and the vacant waterfront properties between the Court Street Bridge and the railroad bridge are both good candidates for redevelopment.
	Are there barriers to improvement in this target area?	The former industrial properties are potential brownfields due to the nature of their previous uses. The Main Street West streetscape is not attractive to potential developers. Kelsey Creek causes a flood risk in a large portion of the target area.
7	Area Name:	West
	Area Type:	Local Target area
	Other Target Area Description:	
	HUD Approval Date:	
	% of Low/ Mod:	

Revital Type:	Comprehensive
Other Revital Description:	
Identify the neighborhood boundaries for this target area.	This target area includes the neighborhood west of Palmer Street, between Arsenal Street on the south and Coffeen Street on the north. It is coterminous with block group 615-004.
Include specific housing and commercial characteristics of this target area.	<p>This area is dominated by multi-family housing developments from the 1980s, and major retail development along Coffeen and Arsenal Streets. There is a cluster of single-family homes on the eastern end of the target area.</p> <p>The residential developments are organized in clusters of 2-3 floor buildings in managed complexes. The biggest complex was formerly Section 801 military housing.</p> <p>The low/mod percentage is 54.4%.</p>
How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	It has a notable concentration of low/mod households in an otherwise well-off part of the city.
Identify the needs in this target area.	There is limited need for housing rehabilitation, but some parts of the target area have notable gaps in the pedestrian infrastructure, and there are some substandard streets as well. There is a large amount of vacant land as well, but most of it has been slated for commercial development by its respective owner.
What are the opportunities for improvement in this target area?	Fill in gaps in pedestrian infrastructure and repair substandard vehicle infrastructure, develop vacant lands.
Are there barriers to improvement in this target area?	High traffic due to the fragmented street network is an obstacle to development.

General Allocation Priorities

Seven local target areas have been designated. These areas consist of census block groups that each has low and moderate income persons greater than 51% of the total population. The expenditure of CDBG funds will be concentrated within these target areas.

Housing rehabilitation programs and special needs housing will be available throughout the City, but an emphasis may be placed on projects within the target areas.

All public facility and infrastructure projects will take place within target areas.

Blight elimination funds will be spent primarily within target areas.

Planning efforts will cover target areas only.

SP-25 Priority Needs - 91.415, 91.215(a)(2)

Priority Needs

Table 16 – Priority Needs Summary

1	Priority Need Name	Decent Affordable Housing
	Priority Level	High
	Population	Extremely Low Low Moderate Large Families Families with Children Elderly Public Housing Residents
	Geographic Areas Affected	Downtown Near East East Northeast Northwest Near West West
	Associated Goals	Affordable Housing Rehabilitation Homeownership Assistance Planning and Administration
	Description	There is a great need to improve the quality of the City's housing stock, while at the same time keeping it affordable. Much of the housing is very old and in need of repair. The recent demand for additional housing units caused by expansion at Fort Drum resulted in the construction of many new housing units in the area, both inside and outside of the City. The number of new units has exceeded the demand and many residents living in older units have transitioned to the new units because they are higher quality accommodations. While the increased availability has helped to stabilize rent prices, the City has been left with many vacant substandard units. This has driven the lowest income individuals into the poorest quality housing.
	Basis for Relative Priority	Housing has been a major issue for years, because of the growth of Fort Drum. While the quantity of units has reached or exceeded the demand, the quality of the older housing still remains a problem.

2	Priority Need Name	Homeownership
	Priority Level	High
	Population	Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents
	Geographic Areas Affected	Downtown Near East East Northeast Northwest Near West West
	Associated Goals	Homeownership Assistance Planning and Administration
	Description	There is a strong need to make homeownership opportunities available to low and moderate income persons within the City. A large demand for housing in the City and the influence of Fort Drum's Basic Allowance for Housing has inflated home prices in many areas of the City, making homeownership often unattainable. An increase in homeownership will serve to help stabilize and revitalize neighborhoods throughout the City.
	Basis for Relative Priority	As a military community, Watertown has a somewhat transient population and has a large amount of renters in the city with 58.4% of the housing units being renter-occupied. A large demand for housing in the City and the influence of Fort Drum's Basic Allowance for Housing has inflated home prices in many areas, making homeownership often unattainable. While the rental market is an important piece of the housing picture in the City, especially in relation to providing adequate housing options for soldiers, there is a desire to increase home ownership to help stabilize neighborhoods.
3	Priority Need Name	Public Infrastructure Improvements
	Priority Level	High

	Population	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents
	Geographic Areas Affected	Downtown Near East East Northeast Northwest Near West West
	Associated Goals	Neighborhood Stabilization and Revitalization Planning and Administration
	Description	As an older community that was first settled over 200 years ago, Watertown has an overwhelming need for public infrastructure improvements. These needs are extremely evident in many of our target areas, as these areas are some of the oldest sections of the City. Needs include public facility improvements, neighborhood facilities, blight elimination and handicapped accessibility improvements.
	Basis for Relative Priority	One of the main points of emphasis of this plan is on neighborhood stabilization and revitalization and public infrastructure has a major impact on the quality of a neighborhood.
4	Priority Need Name	Blight Elimination
	Priority Level	High
	Population	Non-housing Community Development
	Geographic Areas Affected	Downtown Near East East Northeast Northwest Near West West

	Associated Goals	Neighborhood Stabilization and Revitalization Planning and Administration
	Description	Removal of blighting influences such as delapidated buildings, derelict lots and brownfields.
	Basis for Relative Priority	Blighted properties can negatively impact entire neighborhoods and prevent their revitalization.
5	Priority Need Name	Economic Development
	Priority Level	Low
	Population	Extremely Low Low Moderate Middle Other
	Geographic Areas Affected	Downtown Near East East Northeast Northwest Near West West
	Associated Goals	Economic Development Planning and Administration
	Description	With high unemployment rates in the region, the City recognizes the importance of economic development efforts within the community. There is a need to support the efforts of our local economic development agencies to attract businesses and to create jobs.

	Basis for Relative Priority	While economic development is an important need in the City, it has a slightly lower priority in this Consolidated Plan. Our local economic development agencies, including the Watertown Local Development Corporation, the Jefferson County Industrial Development Agency and the Jefferson County Job Development Corporation, take the lead on economic development within the City and Jefferson County. Our strategic plan includes providing support to these organizations by partnering on various initiatives to attract businesses, assisting developers through approval processes and by providing financial assistance to create jobs.
6	Priority Need Name	Fair Housing Education
	Priority Level	Low
	Population	Extremely Low Low Moderate Middle Large Families Families with Children Elderly Public Housing Residents Other
	Geographic Areas Affected	Downtown Near East East Northeast Northwest Near West West
	Associated Goals	Fair Housing Education Planning and Administration
	Description	Within the City there is a general lack of knowledge about Fair Housing rights among tenants, housing providers and City Staff. There is a need to provide educational opportunities throughout the community to improve the understanding of this issue.
	Basis for Relative Priority	While Fair Housing Education is an important need in the City, it has a slightly lower priority in this Consolidated Plan. While our strategic plan will include Fair Housing goals and will provide resources to address this need, the need overall has a slightly lower priority than some of the others.

7	Priority Need Name	Support of Public Services
	Priority Level	Low
	Population	Elderly Frail Elderly Persons with Mental Disabilities Persons with Physical Disabilities Persons with Developmental Disabilities Persons with Alcohol or Other Addictions Persons with HIV/AIDS and their Families Victims of Domestic Violence Other
	Geographic Areas Affected	Downtown Near East East Northeast Northwest Near West West
	Associated Goals	Public Services Support Planning and Administration
	Description	Address the social issues and concerns in the community by supporting various public services.
	Basis for Relative Priority	While the support of public services is an important need, there are many agencies that address social issues and concerns throughout the community. Our strategic plan will include resources to supplement and expand some of the services provided, but overall the need has a slightly lower priority than some of the others.
8	Priority Need Name	Homeless Prevention
	Priority Level	Low

	Population	Extremely Low Low Moderate Chronic Homelessness Individuals Families with Children Mentally Ill Chronic Substance Abuse veterans Persons with HIV/AIDS Victims of Domestic Violence Unaccompanied Youth
	Geographic Areas Affected	Downtown Near East East Northeast Northwest Near West West
	Associated Goals	Homeless Assistance Planning and Administration
	Description	Outreach and education to help prevent homelessness and provide assistance to those experiencing homelessness.
	Basis for Relative Priority	While outreach and education to help prevent homelessness is an important need, there are many agencies that address homelessness throughout the community. The Points North Housing Coalition is a network of the agencies that are working together to address this issue. While the City will assist the coalition and other agencies, the overall need has a slightly lower priority than some of the others.

Narrative (Optional)

The City of Watertown's 2016-2020 CDBG Strategic Plan was developed with an extensive citizen participation and community outreach process that has enabled the City to develop a comprehensive plan to address the community development needs of our City. The strategic plan identifies several high priority needs including provisions for decent affordable housing, homeownership, public infrastructure improvements, blight elimination, economic development, fair housing education, targeted public services and homeless prevention.

SP-35 Anticipated Resources - 91.420(b), 91.215(a)(4), 91.220(c)(1,2)

Introduction

The City of Watertown is receiving funds from the CDBG program as an Entitlement Community for the third year. The focus of our first Annual Action Plan, completed in 2014, was housing rehabilitation programs for owner-occupied and rental housing units. The City also allocated funding for blight removal and public improvement activities, including sidewalk construction and tree planting. In 2015, funding was utilized to continue housing rehabilitation efforts but the City also placed additional emphasis on public improvements activities. Our sidewalk construction work and tree planting initiatives were expanded and we allocated funding to improve several neighborhood playgrounds and parks areas.

In 2016, the City's Annual Action Plan will continue to emphasize several of our primary goals including Neighborhood Stabilization and Revitalization, Affordable Housing Rehabilitation and Homeownership.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	801,322	117,194	0	918,516	3,200,000	This is the City's annual allocation from HUD for the CDBG program. Program Income includes funding from an unused revolving loan fund that was returned from the Watertown Local Development Corporation. Years 2-5 assume funding levels of \$800,000 per year.

Table 17 - Anticipated Resources

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

These funds will leverage private equity and financing when used for one of the housing rehabilitation programs. When used for larger housing projects, State and other Federal funds will also be leveraged. No matching funds are required.

If appropriate, describe publically owned land or property located within the state that may be used to address the needs identified in the plan

Property currently owned by the City will be evaluated for potential improvement, use for potential neighborhood public facilities or potential housing for low and moderate income persons. Occasionally, the City obtains property through tax foreclosure. These properties will also be evaluated. For example, a salvageable house may be put into one of the rehabilitation programs or a dilapidated building may be demolished as part of blight elimination.

Discussion

For 2016, the City expects to be awarded \$801,322 in CDBG Entitlement funding from HUD. In addition, we anticipate that approximately \$117,194 from a revolving loan fund currently held by the Watertown Local Development Corporation will be returned to the City as Program Income that will be available to supplement our planned programs. The total amount of anticipated resources for 2016-2017 is therefore \$918,516.

SP-40 Institutional Delivery Structure - 91.415, 91.215(k)

Explain the institutional structure through which the jurisdiction will carry out its consolidated plan including private industry, non-profit organizations, and public institutions.

Responsible Entity	Responsible Entity Type	Role	Geographic Area Served
City of Watertown	Government	Economic Development Ownership Planning Rental neighborhood improvements public facilities public services	Jurisdiction
NEIGHBORS OF WATERTOWN	Non-profit organizations	Ownership Rental	Jurisdiction
Watertown Housing Authority		Public Housing neighborhood improvements	Jurisdiction
Points North Housing Coalition	Continuum of care	Homelessness	Region
Watertown City School District	Public institution	public services	Jurisdiction
Fair Housing of CNY	Non-profit organizations	public services	Region

Table 18 - Institutional Delivery Structure

Assess of Strengths and Gaps in the Institutional Delivery System

Neighbors of Watertown - The housing rehabilitation delivery system is very strong. The City of Watertown has had a relationship with Neighbors of Watertown for over 20 years in delivering rehabilitation services. Before that, the City had Staff delivering the program directly.

Of course, as a municipality, the City has a long history of delivering infrastructure projects both using its own forces and contracting for the work.

Points North Housing Coalition is the region's Continuum of Care and has been working on the issue for some time. PNHC will be marketing the annual Point-In-Time Count of the homeless and encourage people to attend one of the several "Home of Your Own" events sponsored by the PNHC.

The Watertown Housing Authority is a New York State public housing authority that manages and maintains public housing developments in order to provide low income individuals decent, affordable,

well-maintained housing in safe and secure environments while encouraging economic self-sufficiency. Recently the WHA is seeking to make its apartment complexes ADA accessible or ADA adaptable.

Starbuck Elementary School in the Watertown City School District carries out a backpack program that provides food for children and their families each Friday so they have food to eat over the weekend.

CNY Fair Housing is a private, non-profit organization based in Syracuse that works to ensure equal access to housing opportunity for all people in Central and Northern New York.

Additionally, the City of Watertown has been able to use CDBG funding to hire an additional Planner to administer CDBG funds, this has been instrumental in the progress of delivering CDBG programs during the City's transition into an Entitlement Community.

Availability of services targeted to homeless persons and persons with HIV and mainstream services

Homelessness Prevention Services	Available in the Community	Targeted to Homeless	Targeted to People with HIV
Homelessness Prevention Services			
Counseling/Advocacy	X	X	X
Legal Assistance	X		
Mortgage Assistance	X		
Rental Assistance	X		
Utilities Assistance	X		
Street Outreach Services			
Law Enforcement	X		
Mobile Clinics			
Other Street Outreach Services			
Supportive Services			
Alcohol & Drug Abuse			
Child Care	X		
Education	X		
Employment and Employment Training	X		
Healthcare	X		
HIV/AIDS	X		
Life Skills	X		
Mental Health Counseling	X		
Transportation	X		
Other			
	X		

Table 19 - Homeless Prevention Services Summary

Describe how the service delivery system including, but not limited to, the services listed above meet the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth)

The City is Working with Points North Housing Coalition to advertise the Point-In-Time Outreach and Education Initiative. The project would involve a small marketing campaign consisting of television and newspaper advertising to be run through the month of January 2017, in the weeks preceding the annual Point-In-Time Count of homeless. The advertising would raise awareness of the homeless problem in the area, promote the PIT Count and encourage people to attend one of several “Home of Your Own” events being sponsored by the PNHC. The events would be staffed by volunteers and partner agencies from the PNHC and would offer those attending a chance to find out about homeless services in addition to being included in the PIT Count.

Describe the strengths and gaps of the service delivery system for special needs population and persons experiencing homelessness, including, but not limited to, the services listed above

The most significant gap of service for special needs population and persons experiencing homelessness in the City of Watertown is that there is no homeless shelter for men in the City of Watertown.

Provide a summary of the strategy for overcoming gaps in the institutional structure and service delivery system for carrying out a strategy to address priority needs

The City has begun working more closely with Points North Housing Coalition and is expending CDBG funds on homeless assistance.

SP-45 Goals - 91.415, 91.215(a)(4)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Neighborhood Stabilization and Revitalization	2016	2020	Non-Housing Community Development	Downtown Near East East Northeast Northwest Near West West	Public Infrastructure Improvements Blight Elimination	CDBG: \$1,017,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 5700 Persons Assisted Buildings Demolished: 2 Buildings
2	Affordable Housing Rehabilitation	2016	2020	Affordable Housing	Downtown Near East East Northeast Northwest Near West West	Decent Affordable Housing	CDBG: \$2,045,000	Rental units rehabilitated: 129 Household Housing Unit Homeowner Housing Rehabilitated: 46 Household Housing Unit
3	Homeownership Assistance	2016	2020	Affordable Housing	Downtown Near East East Northeast Northwest Near West West	Decent Affordable Housing Homeownership	CDBG: \$625,000	Direct Financial Assistance to Homebuyers: 25 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Fair Housing Education	2016	2020	Fair Housing	Downtown Near East East Northeast Northwest Near West West	Fair Housing Education	CDBG: \$25,000	Other: 125 Other
5	Homeless Assistance	2016	2020	Homeless	Downtown Near East East Northeast Northwest Near West West	Homeless Prevention	CDBG: \$42,500	Homelessness Prevention: 50 Persons Assisted
6	Public Services Support	2016	2020	Non-Homeless Special Needs	Downtown Near East East Northeast Northwest Near West West	Support of Public Services	CDBG: \$37,000	Public service activities other than Low/Moderate Income Housing Benefit: 225 Persons Assisted
7	Economic Development	2016	2020	Economic Development	Downtown Near East East Northeast Northwest Near West West	Economic Development		

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	Planning and Administration	2016	2020	Planning and Administration	Downtown Near East East Northeast Northwest Near West West	Decent Affordable Housing Homeownership Public Infrastructure Improvements Blight Elimination Economic Development Fair Housing Education Support of Public Services Homeless Prevention	CDBG: \$327,016	Other: 1 Other

Table 20 – Goals Summary

Goal Descriptions

1	Goal Name	Neighborhood Stabilization and Revitalization
	Goal Description	Low and moderate income neighborhoods will be improved through the construction of public infrastructure improvements and the elimination of blighting influences in target areas. Examples of public infrastructure projects include, but are not limited to, sidewalk and street reconstruction, utilities, neighborhood facilities, facilities for persons with special needs and handicapped accessibility projects. Blight elimination includes the demolition of buildings in target areas or other areas in order to stop the spread of blighting influences throughout the City.
2	Goal Name	Affordable Housing Rehabilitation
	Goal Description	Rehabilitate owner-occupied and rental properties for low and moderate income persons, with an emphasis on those properties that will contribute to neighborhood stabilization and revitalization.
3	Goal Name	Homeownership Assistance
	Goal Description	Provide homeownership assistance to low and moderate income families to increase the number of owner occupied households and to help stabilize and revitalize neighborhoods throughout the City.
4	Goal Name	Fair Housing Education
	Goal Description	Reduce barriers to fair housing by increasing knowledge in the community of fair housing rights through education, marketing, outreach, training and technical assistance.
5	Goal Name	Homeless Assistance
	Goal Description	Support the Points North Housing Coalition, the local Continuum of Care, and other local agencies that are working to prevent homelessness.

6	Goal Name	Public Services Support
	Goal Description	Support agencies that are working to address social issues and concerns within the community.
7	Goal Name	Economic Development
	Goal Description	Support the efforts of the Watertown Local Development Corporation, the Jefferson County Job Development Corporation, the Jefferson County Industrial Development Agency and other local economic development agencies by partnering with these organizations on various initiatives to attract businesses and create jobs. The level of support and overall funding level is unknown at this time. The funding will be determined at a later time as opportunities for projects and programs arise.
8	Goal Name	Planning and Administration
	Goal Description	Plan for and administer the grant.

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.315(b)(2)

During the 2016-2020 time period covered by this Consolidated Plan, the City intends to assist residents with homeownership with homebuyer grants. It is anticipated that five grants per year will be provided for an aggregate total of 25 over the five-year period. Of the 25, it is anticipated that five low-income families and 20 moderate-income families will be supported by the homebuyer grant program.

In addition, the City's Rental Rehabilitation Program has the potential to create new housing units in the Downtown Target Area. It is estimated that four units serving low and moderate income families will be provided.

SP-65 Lead-based Paint Hazards - 91.415, 91.215(i)

Actions to address LBP hazards and increase access to housing without LBP hazards

Because of the age of Watertown's housing stock, most of the City's housing units were built prior to lead-based paint regulations. HUD considers any unit built prior to 1978 to be at risk for having lead-based paint; and 84.9% of Watertown's housing stock was built in 1979 or earlier.

As such, the vast majority of units rehabilitated by the City's housing rehabilitation program are likely to have lead-based paint, which will subsequently be eliminated as a part of the rehabilitation. Therefore, the greatest action the City can take to increase access to housing without lead-based paint hazards is to continue the renter and owner-occupied housing rehab programs.

The City follows a Lead Based Paint Hazard Reduction Plan in all of its housing rehabilitation activities. This requires a lead risk assessment and the deployment of appropriate interim controls based on the amount and type of lead found. By eliminating and mitigating lead hazards in each rehabilitated unit, the City hopes gradually to reduce the number of housing units with exposed lead-based paint hazards.

How are the actions listed above integrated into housing policies and procedures?

The City's rehabilitation coordinator collects documentation and screens contractors to ensure they have the correct insurance and that their workers are trained in lead-safe storage practices.

In addition, language regarding lead-based paint is included in the City of Watertown's Subrecipient Agreement with Neighbors of Watertown, which performs housing rehab on behalf of the City.

The agreement requires the Subrecipient to take steps to ensure compliance with Lead-Based Paint regulations in 24 CFR Part 35, including but not limited to testing of painted surfaces to identify lead based paint hazards, a plan for addressing any identified hazards in the work plan, assurance that work that disturbs painted surfaces where lead-based paint is identified is performed by contractors who are trained to use "safe work practices" and performance of a "clearance inspection" at the completion of the project to assure that no dust is present that is contaminated with lead based paint.

SP-70 Anti-Poverty Strategy - 91.415, 91.215(j)

Jurisdiction Goals, Programs and Policies for reducing the number of Poverty-Level Families

The City has a relatively high poverty rate, currently at 22.2% (2014 ACS estimate) for the entire population for whom poverty status is determined. When that statistical universe is confined to families, the number drops to 17.5% (2014 ACS).

By definition, the only way to decrease the poverty rate is to increase incomes. The local economic development agencies are attempting to do this, but the number of jobs they can impact is statistically low. The poverty rate will not likely move much just because of those efforts. Governor Andrew Cuomo's proposal to raise the statewide minimum wage to \$15/hour would likely bring some individuals and families out of poverty, but the aggregate economic effects of the Governor's proposal cannot be predicted at this time.

Another way to approach the problem is to reduce the cost of living. As discussed in the housing section, Watertown has relatively high housing costs for a City of its size. Non-military households with lower incomes may be spending a much greater percentage of their income on rent than they can afford.

If there is a mismatch between wages and housing costs in an area's housing market, and wages cannot be increased, then another strategy is to reduce housing costs. The City is attempting to do this with its housing programs.

How are the Jurisdiction poverty reducing goals, programs, and policies coordinated with this affordable housing plan

The City's housing programs are its main direct action against the poverty problem. By reducing housing costs for low-income families, the city is able to make an immediate positive impact on the finances of struggling families.

In its Analysis of Impediments to Fair Housing, the City of Watertown, the City identified housing cost burden as the most significant housing problem in the area. The interrelatedness of disability and poverty also looms large over the Watertown housing market, given that a greater percentage (15.4%) of Watertown's population has at least one disability than the nationwide percentage (12.1%), and a percentage of disabled seniors (45.3%) that is significantly higher than the nationwide percentage (36.5%).

Housing-related expenditures are not limited to monthly rent or mortgage payments. The repair and rehabilitation of substandard housing also costs money, and is typically beyond the economic means of individuals and families living in poverty.

To combat the above problems, the following policy recommendations are identified in the AI:

- Advocate for affordable units in new housing construction.
- Utilize flexible zoning tools, such as density bonuses, to achieve the above.
- Continue to use grants to support local nonprofits in their efforts to rehabilitate the City's housing stock.
- Continue to make the rehabilitation of owner-occupied and rental housing a priority in the City's 5-year Consolidated Plan and Annual Action Plans.
- Advocate for developers to set aside a greater percentage of accessible units, above and beyond what is required by law, for all new multi-family housing constructed in the City.

SP-80 Monitoring - 91.230

Describe the standards and procedures that the jurisdiction will use to monitor activities carried out in furtherance of the plan and will use to ensure long-term compliance with requirements of the programs involved, including minority business outreach and the comprehensive planning requirements

The City of Watertown Planning Office is responsible for monitoring all activities undertaken with CDBG funds. This includes ensuring that all such activities are eligible uses of said funds that meet a National Objective. The City of Watertown Planning Office is responsible for ensuring that no choice-limiting actions are performed prior to the completion of all required environmental reviews, whether the proposed activity being reviewed is being carried out by City employees or by a Subrecipient.

Whenever a subrecipient is appointed to carry out an activity or activities funded by CDBG grant money, Subrecipients will not perform any environmental reviews themselves. It will be specifically declared in the Subrecipient Agreement that the City of Watertown will retain all environmental review responsibilities. City staff will prepare all official HUD environmental review forms for the activity or activities. For tiered reviews, this will include both the broad-level environmental review and all site-specific reviews that follow.

Planning staff will monitor all Subrecipients under contract for timely expenditures and program performance. Subrecipients will be required to submit expense and program reports regularly in order to track program process. Staff will conduct formal annual visits, where program performance against goals and performance standards as defined in the Subrecipient Agreement will be discussed. Any concerns identified by Planning staff will be communicated to the subrecipient in writing.

Subrecipients will be responsible for monitoring all subcontracted services on a regular basis to assure contract compliance and must submit written reports to the City of Watertown summarizing these monitoring efforts.

Planning staff will monitor active loan funds. For housing rehabilitation loans to owner-occupants, the Planning Office will prepare a letter and a self-addressed stamped envelope requesting that the homeowner sign the letter verifying that the property is still their principal place of residence.

Investor-owners will be required to provide information on rents and tenant income to ensure that no more than fair market rent is charged to eligible low or moderate-income tenants during the term of the loan.

For business loans, businesses will be required to provide income information on employees that have been hired to meet the job creation requirements and verify that collateral for the loan is in place.

Expected Resources

AP-15 Expected Resources - 91.420(b), 91.220(c)(1,2)

Introduction

The City of Watertown is receiving funds from the CDBG program as an Entitlement Community for the third year. The focus of our first Annual Action Plan, completed in 2014, was housing rehabilitation programs for owner occupied and rental housing units. The City also allocated funding for blight removal and public improvement activities, including sidewalk construction and tree planting. In 2015, funding was utilized to continue housing rehabilitation efforts, but the City also placed additional emphasis on public improvement activities. Our sidewalk construction work and tree planting initiatives were expanded and we allocated funding to improve several neighborhood playgrounds and parks areas.

In 2016, the City's Annual Action Plan will continue to emphasize several of our primary goals including Neighborhood Stabilization and Revitalization, Affordable Housing Rehabilitation and Homeownership.

Anticipated Resources

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan \$	Narrative Description
			Annual Allocation: \$	Program Income: \$	Prior Year Resources: \$	Total: \$		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	801,322	117,194	0	918,516	3,200,000	This is the City's annual allocation from HUD for the CDBG program. Program Income includes funding from an unused revolving loan fund that was returned from the Watertown Local Development Corporation. Years 2-5 assume funding levels of \$800,000 per year.

Table 21 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

These funds will leverage private equity and financing when used for one of the housing rehabilitation programs. When used for larger housing projects, state and other federal funds will also be leveraged. No matching funds are required.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

Property currently owned by the city will be evaluated for potential improvement, potential use for neighborhood public facilities or potential housing for low and moderate income persons. Occasionally, the City obtains property through tax foreclosure. These properties will also be evaluated. For example, a salvageable house may be put into one of the rehabilitation programs or a dilapidated building may be demolished as part of blight elimination.

Discussion

For 2016, the City expects to be awarded \$801,322 in CDBG Entitlement funding from HUD. In addition, we anticipate that approximately \$117,194 from a revolving loan fund currently held by the Watertown Local Development Corporation will be returned to the City as Program Income that will be available to supplement our planned programs. The total amount of anticipated resources for 2016-2017 is therefore \$918,516.

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Neighborhood Stabilization and Revitalization	2016	2020	Non-Housing Community Development	Downtown Near East East Northwest	Public Infrastructure Improvements	CDBG: \$212,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 1700 Persons Assisted
2	Affordable Housing Rehabilitation	2016	2020	Affordable Housing	Downtown Near East East Northeast Northwest Near West West	Decent Affordable Housing	CDBG: \$495,000	Rental units rehabilitated: 115 Household Housing Unit Homeowner Housing Rehabilitated: 10 Household Housing Unit
3	Homeownership Assistance	2016	2020	Affordable Housing	Downtown Near East East Northeast Northwest Near West West	Homeownership	CDBG: \$125,000	Direct Financial Assistance to Homebuyers: 5 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Fair Housing Education	2016	2020	Fair Housing	Downtown Near East East Northeast Northwest Near West West	Fair Housing Education	CDBG: \$5,000	Public service activities other than Low/Moderate Income Housing Benefit: 25 Persons Assisted
5	Homeless Assistance	2016	2020	Homeless	Downtown Near East East Northeast Northwest Near West West	Homeless Prevention	CDBG: \$12,500	Homelessness Prevention: 10 Persons Assisted
6	Public Services Support	2016	2020	Non-Homeless Special Needs	Downtown Near East East Northeast Northwest Near West West	Support of Public Services	CDBG: \$17,000	Public service activities other than Low/Moderate Income Housing Benefit: 85 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
7	Planning and Administration	2016	2020	Planning and Administration	Downtown Near East East Northeast Northwest Near West West	Decent Affordable Housing Homeownership Public Infrastructure Improvements Blight Elimination Economic Development Fair Housing Education Support of Public Services Homeless Prevention	CDBG: \$52,016	Other: 1 Other

Table 22 – Goals Summary

Goal Descriptions

1	Goal Name	Neighborhood Stabilization and Revitalization
	Goal Description	Low and moderate income neighborhoods will be improved through the construction of public infrastructure improvements and the elimination of blighting influences in target areas. Examples of public infrastructure projects include, but are not limited to, sidewalk and street reconstruction, utilities, neighborhood facilities, facilities for persons with special needs and handicapped accessibility projects. Blight elimination includes the demolition of buildings in target areas or other areas in order to stop the spread of blighting influences throughout the City.
2	Goal Name	Affordable Housing Rehabilitation
	Goal Description	Rehabilitate owner-occupied and rental properties for low and moderate income persons, with an emphasis on those properties that will contribute to neighborhood stabilization and revitalization.
3	Goal Name	Homeownership Assistance
	Goal Description	Provide homeownership assistance to low and moderate income families to increase the number of owner occupied households and to help stabilize and revitalize neighborhoods throughout the City.
4	Goal Name	Fair Housing Education
	Goal Description	Reduce barriers to fair housing by increasing knowledge in the community of fair housing rights through education, marketing, outreach, training and technical assistance.

5	Goal Name	Homeless Assistance
	Goal Description	Support the Points North Housing Coalition, the local Continuum of Care, and other local agencies that are working to prevent homelessness.
6	Goal Name	Public Services Support
	Goal Description	Support agencies that are working to address social issues and concerns within the community.
7	Goal Name	Planning and Administration
	Goal Description	Planning and administration of the grant.

AP-35 Projects - 91.420, 91.220(d)

Introduction

The projects proposed for the City of Watertown's 2016-2017 Annual Action Plan emphasize the City's three primary goals of Neighborhood Stabilization and Revitalization, Affordable Housing Rehabilitation and Homeownership Assistance. Reconstructed sidewalks, ADA accessible sidewalk ramps, and bus shelters will make up the public improvements and will help to meet the Neighborhood Stabilization and Revitalization goal. Owner-occupied and rental housing rehabilitation programs will contribute to the Affordable Housing Rehabilitation goal and the homebuyer grant program will enable the City to address the Homeownership Assistance goal.

The City's lower priority goals of Fair Housing Education, Homeless Assistance and Public Services Support will also be addressed in our plan through a variety of projects but at a much smaller funding level than the higher priority needs.

#	Project Name
1	Owner-Occupied Housing Rehabilitation Program 2016
2	Black River Apartments Project
3	Homebuyer Program
4	Near East (Huntington Street) Sidewalk Project - Phase 2
5	Watertown Housing Authority Meadowbrook Apartments Sidewalk Reconstruction Project
6	ADA Accessible Ramp Construction Project Phase 2
7	Bus Shelter Replacement and Improvements
8	Fair Housing Education Project
9	Point-In-Time Outreach and Education Initiative
10	Watertown City School District Backpack Program
11	Bed Bug Education and Prevention Program
12	Planning and Administration

Table 23 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

In developing the projects for our Annual Action Plan, the City put the most emphasis on the three highest-priority needs that were identified during our citizen participation and outreach initiatives. The three highest-priority needs that were identified include neighborhood stabilization and revitalization, affordable housing rehabilitation and increasing homeownership opportunities. Over 85% of our available funding for this program year has been allocated to address these top priorities. The remaining funding will be used for planning and administration and to address our lower priority needs of fair housing education, supporting public services and homeless assistance.

AP-38 Project Summary

Project Summary Information

1	Project Name	Owner-Occupied Housing Rehabilitation Program 2016
	Target Area	Downtown Near East East Northeast Northwest Near West West
	Goals Supported	Neighborhood Stabilization and Revitalization Affordable Housing Rehabilitation
	Needs Addressed	Decent Affordable Housing
	Funding	CDBG: \$345,000
	Description	The Owner-Occupied Housing Rehabilitation Program will provide rehabilitation assistance for substandard 1-4 family owner-occupied properties.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that the Owner-Occupied Rehabilitation Program will benefit ten (10) low and moderate income families.
	Location Description	This program will take place throughout the City of Watertown.
	Planned Activities	Loans and/or grants will be offered to low and moderate income homeowners to rehabilitate their homes.

2	Project Name	Black River Apartments Project
	Target Area	Downtown Near East Northeast Near West
	Goals Supported	Neighborhood Stabilization and Revitalization Affordable Housing Rehabilitation
	Needs Addressed	Decent Affordable Housing
	Funding	CDBG: \$150,000
	Description	This project will fund architectural fees for the renovation of the Black River Apartments, which is comprised of seven buildings at six different locations in and around downtown Watertown. Within the seven buildings, there are 115 residential units, all of which are supported by a project based Section 8 subsidy. The building and apartments will be comprehensively rehabilitated to include new windows, roofs, HVAC systems, kitchens, baths, flooring in addition to exterior upgrades. The project will leverage private equity, federal low income housing tax credits and other sources of funding.
	Target Date	6/30/2017
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that this project will benefit 115 low and moderate income families.

	Location Description	Black River Apartments is comprised of seven buildings at six different locations as follows: -309 Mill Street -261 State Street -550 Coffeen Street -272 Mullin Street -536 Emerson Street 152 Academy Street
	Planned Activities	The architectural plans for the rehabilitation of the various buidlings will be paid for using the grant.
3	Project Name	Homebuyer Program
	Target Area	Downtown Near East East Northeast Near West West
	Goals Supported	Neighborhood Stabilization and Revitalization Homeownership Assistance
	Needs Addressed	Homeownership
	Funding	CDBG: \$125,000
	Description	This project will provide grants to assist qualified low-to-moderate income individuals or households with down payment assistance toward the purchase of a new home. The project is designed to increase the opportunity for homeownership throughout the City, with an emphasis on our CDBG target areas.
	Target Date	6/30/2017

	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that the Homebuyer Program will benefit five (5) low and moderate income families.
	Location Description	The Homebuyer Program will take place throughout the City.
	Planned Activities	The Homebuyer Program will provide grants to assist qualified low-to-moderate income individuals or households with down payment assistance toward the purchase of a new home.
4	Project Name	Near East (Huntington Street) Sidewalk Project - Phase 2
	Target Area	Near East
	Goals Supported	Neighborhood Stabilization and Revitalization
	Needs Addressed	Public Infrastructure Improvements
	Funding	CDBG: \$120,000
	Description	The Near East (Huntington Street) Sidewalk Project - Phase 2 consists of sidewalk reconstruction along Huntington Street, between Michigan Avenue N and Hamilton Street N. The intent of the project is to improve the pedestrian infrastructure in this area by reconstructing the sidewalks to provide safe and ADA accessible sidewalks. This is the second phase of sidewalk construction along the street. The first phase occurred along the 1300-1600 Blocks of Huntington Street and eliminated a gap in the sidewalk network. The second phase will improve sidewalks that are in extremely poor condition and will provide easier and improved accessibility to Waterworks Park, located to the east.
	Target Date	6/30/2017
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 400 low to moderate-income families will benefit from the proposed project based on the total population, average family size and the low to moderate-income percentages for the block groups that the project covers.
	Location Description	The proposed sidewalk reconstruction will occur in the 1000-1200 Blocks of Huntington Street, between Michigan Avenue N and Hamilton Street N. This area is located in the City's Near East Target Area in Census Tract 612, Block Group 3. This block group is characterized by having a low to moderate-income population of 51.7%.

	Planned Activities	The City is proposing the reconstruction of approximately 2,350 linear feet of sidewalks along the north and south sides of the 1000-1200 blocks of Huntington Street.
5	Project Name	Watertown Housing Authority Meadowbrook Apartments Sidewalk Reconstruction Project
	Target Area	East
	Goals Supported	Neighborhood Stabilization and Revitalization
	Needs Addressed	Public Infrastructure Improvements
	Funding	CDBG: \$50,000
	Description	The Watertown Housing Authority Meadowbrook Apartments Sidewalk Reconstruction Project involves the reconstruction of sidewalk ramps and sidewalks at Meadowbrook Apartments along Walker Avenue and Burns Avenue. The project will replace substandard sidewalk sections and create accessible routes of travel along the streets and from the parking areas to the various buildings and apartment units.
	Target Date	6/30/2017
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 100 low to moderate income families will benefit from the proposed project.
	Location Description	The proposed sidewalk construction will occur along the 300 Block of Walker Avenue and the 700 Block of Burns Avenue. This area is located in the City's East Target Area in Census Tract 612, Block Group 1. Block Group 1 is characterized by having a low to moderate income population of 79.5% and is predominantly residential in nature but it does contain a small area of industrial as well as commercial uses.
	Planned Activities	The City is proposing to support the Watertown Housing Authority with funding for this project that will result in the construction of sidewalk and accessibility improvements throughout the site.

6	Project Name	ADA Accessible Ramp Construction Project Phase 2
	Target Area	Northwest
	Goals Supported	Neighborhood Stabilization and Revitalization
	Needs Addressed	Public Infrastructure Improvements
	Funding	CDBG: \$26,000
	Description	This project involves public infrastructure improvements consisting of ADA sidewalk ramp construction in various locations throughout the City. Plans call for the construction of ADA sidewalk ramps at the intersections of several streets. The project will provide 12 new accessible ramps in locations where either none currently exist or where the existing ramps do not comply with the current ADA PROWAG requirements. This project will help to meet an important non-housing community development need identified in the City's Consolidated Plan which is to ensure pedestrian safety by providing for the safe movement of the elderly and disabled by installing the accessible ramps. This is the second phase of this project and will include improvements within the Northwest Target Area, identified in our Analysis of Impediments to Fair Housing as the area within the City that has the highest disabled population.
	Target Date	6/30/2017
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 200 low to moderate income-families will benefit from the proposed project. However, the primary beneficiaries of the project will be the elderly and severely disabled persons who reside in or utilize the areas where the improvements are proposed. It is difficult to accurately estimate the number of elderly and severely disabled persons who will ultimately utilize the improvements.
	Location Description	The proposed locations for the ADA sidewalk ramps include the following intersections and locations: Superior Street/Cayuga Street – 4 corners/ramps Superior Street/Frontenac Street – 4 corners/ramps Thompson Park – 4 ramps

	Planned Activities	The City is proposing the construction of 12 ADA accessible sidewalk ramps in the City that will serve to remove barriers and enhance the mobility and accesibility for elderly and severely disabled person. The work will consist of the ramp and landing construction, curbing, sidewalk transistions, the installation of tactile warning plates and other related work.
7	Project Name	Bus Shelter Replacement and Improvements
	Target Area	Northwest
	Goals Supported	Neighborhood Stabilization and Revitalization
	Needs Addressed	Public Infrastructure Improvements
	Funding	CDBG: \$16,000
	Description	This project involves the replacement of a dilapidated and undersized bus shelter located on Superior Street near the Kelsey Creek Apartment complex. In addition to upgrading the shelter, the City will construct two ADA sidewalk ramps that comply with the current ADA PROWAG requirements. This will provide an accessible route of travel from the east side of the street, adjacent to the apartment complex, to the west side of the street where the shelter is located. The improvements will occur within the Northwest Target Area, identified in our Analysis of Impediments to Fair Housing as the area within the City that has the highest disabled population. In addition to the improvements at this site, minor upgrades including the addition of bus system map information, will be made to other existing bus shelters within our target areas.
	Target Date	6/30/2017
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 200 low to moderate income families will benefit from the proposed project. However, the primary beneficiaries of the project will be the residents of the Kelsey Creek Apartment complex.
	Location Description	The project is located within the City right-of-way across the street from the Kelsey Creek Apartment complex located at 1206 Superior Street.

	Planned Activities	This project involves the replacement of a bus shelter and the construction of two ADA sidewalk ramps that comply with the current ADA PROWAG requirements. Minor upgrades, including the addition of bus system map information, will be made to other existing bus shelters within our target areas.
8	Project Name	Fair Housing Education Project
	Target Area	Downtown Near East East Northeast Northwest Near West West
	Goals Supported	Fair Housing Education
	Needs Addressed	Fair Housing Education
	Funding	CDBG: \$5,000
	Description	The City of Watertown plans to undertake a Fair Housing Education Project aimed at informing citizens of their Fair Housing rights and educating staff. This informational campaign will include, but not necessarily be limited to advertising and outreach, as well as in-person teaching sessions. Lack of knowledge of Fair Housing rights on the part of both tenants and housing providers was identified as an impediment in the City's Analysis of Impediments to Fair Housing. This education and outreach program will help to increase awareness and understanding of Fair Housing rights in the community.
	Target Date	6/30/2017
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 25 families will benefit from the proposed project.
	Location Description	This project will take place throughout the City.

	Planned Activities	The project will consist of an informational campaign to include advertising and outreach, as well as in-person teaching sessions.
9	Project Name	Point-In-Time Outreach and Education Initiative
	Target Area	Downtown Near East East Northeast Northwest Near West West
	Goals Supported	Homeless Assistance
	Needs Addressed	Homeless Prevention
	Funding	CDBG: \$12,500
	Description	The Point-In-Time Outreach and Education Initiative involves the implementation of a small marketing campaign consisting of television and newspaper advertising to be run through the month of January 2017, in the weeks preceding the annual Point-In-Time (PIT) Count of homeless. The PIT Count is conducted annually by the Points North Housing Coalition (PNHC). The advertising campaign would raise awareness of the homeless problem in the area, promote the PIT Count and encourage people to attend one of several "Home of Your Own" events being sponsored by the PNHC. The events would be staffed by volunteers and partner agencies from the PNHC and would offer those attending a chance to find out about homeless services in addition to being included in the PIT Count.
	Target Date	3/1/2017
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that ten homeless families will be assisted through this project.
	Location Description	The project will take place throughout the City of Watertown.

	Planned Activities	A small marketing campaign consisting of television and newspaper advertising will be conducted in advance of the annual Point-In-Time (PIT) Count of homeless conducted by the Points North Housing Coalition (PNHC). The advertising campaign will raise awareness of the homeless problem in the area, promote the PIT Count and encourage people to attend one of several “Home of Your Own” events being sponsored by the PNHC. The events would be staffed by volunteers and partner agencies from the PNHC and would offer those attending a chance to find out about homeless services in addition to being included in the PIT Count.
10	Project Name	Watertown City School District Backpack Program
	Target Area	East
	Goals Supported	Public Services Support
	Needs Addressed	Support of Public Services
	Funding	CDBG: \$5,000
	Description	This project will provide funding for the Watertown City School District (WCSD) Backpack Program. The Backpack Program provides impoverished children and their families with a backpack full of food each Friday so they have food to eat over the weekend. This enables them to be better prepared and ready to learn when the new school week starts. The long term goals of the program include improving scores, attendance, graduation rates, etc. The program is being carried out at Starbuck Elementary school where the poverty rate for the building is 77%. There is a need and desire to expand it to Ohio Elementary where there is a poverty rate of 73%. The proposed expansion will enable the program to serve 35 students and families at Ohio Elementary and will provide them with a backpack of food every Friday for approximately 40 weeks.
	Target Date	6/30/2017
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 35 low to moderate income families will benefit from the proposed project.
	Location Description	This project will take place at Ohio Elementary School located at 1537 Ohio Street.

	Planned Activities	The Watertown City School District Backpack Program will provide food for 35 students and their families at Ohio Elementary each week for 40 weeks during the school year.
11	Project Name	Bed Bug Education and Prevention Program
	Target Area	Downtown Near East East Northeast Northwest Near West West
	Goals Supported	Public Services Support
	Needs Addressed	Support of Public Services
	Funding	CDBG: \$12,000
	Description	The Bed Bug Education and Prevention Program will involve the development of an educational initiative to assist LMI Individuals and Families in the elimination and prevention of bed bugs. Identified as a serious issue within the community, the program will include educational programs within various affordable apartment complexes within the community aimed at educating residents about eliminating and preventing bed bugs. Property owners and/or property managers of selected apartment complexes will also be included in educational efforts regarding safe treatment options for bed bugs. Finally, the program will allow for the purchase and distribution of mattress enclosures and traps to aid in bed bug prevention and elimination.
	Target Date	6/30/2017
	Estimate the number and type of families that will benefit from the proposed activities	It is estimated that 50 low to moderate income families will benefit from the proposed project.

	Location Description	The Bed Bug Education and Prevention Program will include educational programs for residents, property owners and property managers of various affordable apartment complexes within the community.
	Planned Activities	The Bed Bug Education and Prevention Program will include an educational program for residents, property owners and property managers regarding the elimination and prevention of bed bugs and will allow for the purchase and distribution of mattress enclosures and traps to aid in bed bug prevention and elimination.
12	Project Name	Planning and Administration
	Target Area	Downtown Near East East Northeast Northwest Near West West
	Goals Supported	Planning and Administration
	Needs Addressed	Decent Affordable Housing Homeownership Public Infrastructure Improvements Blight Elimination Economic Development Fair Housing Education Support of Public Services Homeless Prevention
	Funding	CDBG: \$52,016
	Description	This project is for the administration of the CDBG Program.
	Target Date	6/30/2017

	Estimate the number and type of families that will benefit from the proposed activities	Not applicable.
	Location Description	This covers wherever CDBG funds will be spent. Plans will be for target areas only.
	Planned Activities	The CDBG Program will be administered and plans will be developed for the local target areas.

AP-50 Geographic Distribution - 91.420, 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

The City will direct the grant funding for the owner occupied and rental housing rehabilitation programs and the homebuyer program throughout the City of Watertown, but with an emphasis on the target areas. The sidewalk programs will be focused in the Near East and East Target Areas and the ADA Accessible Ramp Construction Project and the Bus Shelter Replacement Project will focus on the Northwest Target Area.

The Point-In-Time Outreach and Education Initiative, the Fair Housing Education Program and the Bed Bug Education and Prevention Program will be City wide initiatives.

Geographic Distribution

Target Area	Percentage of Funds
Downtown	10
Near East	25
East	20
Northeast	10
Northwest	15
Near West	10
West	10

Table 24 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

The rationale for priority allocations to the target areas is that they are low and moderate income neighborhoods. More funds will be spent in the older neighborhoods, which have the oldest housing stock and infrastructure.

Discussion

The Near East, East and Northwest Target areas will be the focus of the City's infrastructure improvements this year and will include the two sidewalk projects, the ADA ramp replacement project and the bus shelter replacement. The ADA ramps and bus shelters are within the Northwest Target Area, the area of the City that has the highest disabled population. The infrastructure work, coupled with housing rehabilitation work, will mean that a large percentage of the funds will be spent in these areas. The Near West, Downtown and Near East Target Areas have some of the oldest housing stock in the City and will likely receive a good portion of the housing rehabilitation funds.

AP-85 Other Actions - 91.420, 91.220(k)

Introduction

CDBG funded activities for this program year will address the following:

Actions planned to address obstacles to meeting underserved needs

The City's owner occupied and rental rehabilitation housing programs will help to improve the quality of the housing stock in the City by providing assistance to those who otherwise could not afford it. The Watertown City School District Backpack Program will provide food to students and families in one of the City's poorest areas and the Bed Bug Education and Prevention Program will assist residents in addressing a serious problem within the community.

Actions planned to foster and maintain affordable housing

The homebuyer program will provide grants to assist qualified low-to-moderate income individuals or households with down payment assistance toward the purchase of a new home. These individuals and families would not be able to afford a home without the program. The owner occupied and rental rehabilitation housing programs will also help to maintain affordable housing in the community. The owner occupied program will assist with the rehabilitation of 10 homes. Rental rehabilitation will be addressed through the Black River Apartments Project. The City will contribute funds to help pay for the architectural fees for the project which will help leverage millions of federal dollars and private equity.

The Watertown Housing Authority Meadowbrook Apartments Sidewalk Reconstruction project will indirectly foster affordable housing located in this apartment complex by providing safe and accessible routes of travel to over 100 housing units.

Actions planned to reduce lead-based paint hazards

The housing rehabilitation programs mentioned above will also serve to mitigate and remove lead based paint hazards.

Actions planned to reduce the number of poverty-level families

Housing rehabilitation will help to reduce the cost of living for poverty level families.

Actions planned to develop institutional structure

The City of Watertown Office of Planning and Community Development remains responsible for the administration of the CDBG Program. Effective delivery of the program requires constant communication and coordination with numerous City departments and agencies. Within the Office of Planning and Community Development, CDBG duties and program areas (housing, public improvements

and public services) have been divided among all staff members. This provides staff the ability to provide assistance in all program areas as the workload dictates. Additionally, an effort has been made to involve multiple staff members in each program area so that the Office is not left in a difficult position in the event of staff changes.

During March of 2016, the City's Planning and Community Development Coordinator retired. The City will be hiring a new Director, which will enable Staff to continue to deliver the programs included in our plan.

Actions planned to enhance coordination between public and private housing and social service agencies

As part of our 2016 Annual Action Plan, the City is partnering with the Watertown Housing Authority to make improvements at the Meadowbrook Apartments housing complex. In addition, the City is working with the Points North Housing Coalition on the Point-In-Time Outreach and Education Initiative to bring awareness to and to help end homelessness in the community. The City will continue to strive to find ways to help improve cooperation between the public and private entities that comprise its partner organizations

Discussion

In addition to the actions listed above, the City will direct funding toward infrastructure rehabilitation including sidewalks, bus shelters and ADA sidewalk ramps.

Program Specific Requirements

AP-90 Program Specific Requirements - 91.420, 91.220(I)(1,2,4)

Introduction

Since the City only recently became an Entitlement Community under the CDBG program and we have not yet implemented any of our housing programs that would generate income, we do not have any program income from our housing programs to report in this section. However, the City does anticipate that \$117,194 in program income will be available for the program year to be used in the projects identified in the projects table.

This program income will be obtained from the Watertown Local Development Corporation (WLDC). At its March 17, 2016 meeting, the WLDC discussed a CDBG revolving loan fund that they have available within their portfolio. The WLDC received a \$100,000 CDBG grant from the City several years ago to provide a loan to a local manufacturer for the purchase of equipment. The loan has been paid off and the original intent was to use the funds as a revolving loan fund for future projects. Since the WLDC has plenty of other sources of funding for loans, it has not utilized this revolving loan fund. The WLDC Board approved returning the funds to the City per the Subrecipient Agreement. The City will be able to recapture these funds and bring them into our CDBG program as Program Income. This amount will be approximately \$117,194.

With this program income, the City was able to add two public service projects and a sidewalk reconstruction project to our Annual Action Plan and increase the amount we were planning to spend on housing rehabilitation.

Community Development Block Grant Program (CDBG) Reference 24 CFR 91.220(I)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	117,194
2. The amount of proceeds from Section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	117,194

Other CDBG Requirements

- | | |
|---|--------|
| 1. The amount of urgent need activities | 0 |
| | |
| 2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income. Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan. | 90.00% |

Discussion

We expect that nearly all of the available funds for the program year will benefit low and moderate-income persons. We will use a 1-year period to determine the overall benefit for Program Year 2016.

Appendix - Alternate/Local Data Sources

1	Data Source Name ACS 2008-2012, ACS 2010-2014, County Business Patterns (2013)
	List the name of the organization or individual who originated the data set. US Census
	Provide a brief summary of the data set. ACS data from American FactFinder, County Business Patterns data from the U.S. Census Bureau.
	What was the purpose for developing this data set? To compare Watertown to other housing markets and other employment markets.
	Provide the year (and optionally month, or month and day) for when the data was collected. 2008-2012, 2010-2014, 2013.
	Briefly describe the methodology for the data collection. N/A
	Describe the total population from which the sample was taken. Sampling determined by Census, All known employers with paid employees.
	Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed. N/A

Citizen Participation Comments

As part of the development of the City of Watertown's Community Development Block Grant (CDBG) Program Consolidated Plan for Program Years 2016-2020 and the Annual Action Plan for Program Year 2016, the City conducted extensive outreach to a number of different organizations and individuals throughout the community.

The citizen participation process for the City's CDBG Program involved holding two public meetings on September 30, 2015 and March 3, 2016 to encourage citizen participation in the planning process for the City's CDBG program. Citizens were given an overview of the CDBG program, discussing what activities were eligible and ineligible for CDBG funding. City Staff facilitated group discussion where members of the public were encouraged to share their own ideas and help identify priorities and areas of concern. Citizens then produced a list of proposed project ideas and a list of challenges facing the City. Citizens were then given the option of voting on their favorite at the end of the public meeting.

The City also contacted numerous public and private agencies that provide assisted housing, health and social services, homeless services, child welfare services and other agencies that serve the low to moderate income population in the City. The City contacted adjacent units of local government and local economic development agencies to obtain input on non-housing community development needs and priorities.

Staff also participated in several meetings and conference calls to continue to seek input and discuss the needs of the community related to housing, homelessness, public facilities, infrastructure improvements, public services, economic development and planning.

The City Council held a public hearing on March, 7, 2016 to obtain input from citizens, involved agencies and interested persons on activities to be included in the Consolidated Plan and Annual Action Plan.

Throughout the development of the Consolidated Plan and Annual Action Plan, the City received many valuable comments and suggestions from the public. The suggestions ranged from ideas for general goals and objectives to project specific ideas for particular neighborhoods or geographic areas. General goals and objectives suggested for inclusion into the City's Consolidated Plan included increasing housing options and improving housing conditions, improving public facilities and public services, improving facilities and infrastructure and providing assistance to the Continuum of Care, Points North Housing Coalition, to help address homelessness. Public facilities and public services that were most commonly addressed were improved bus routes, pedestrian connectivity, park bathrooms, public trash disposal, and parks.

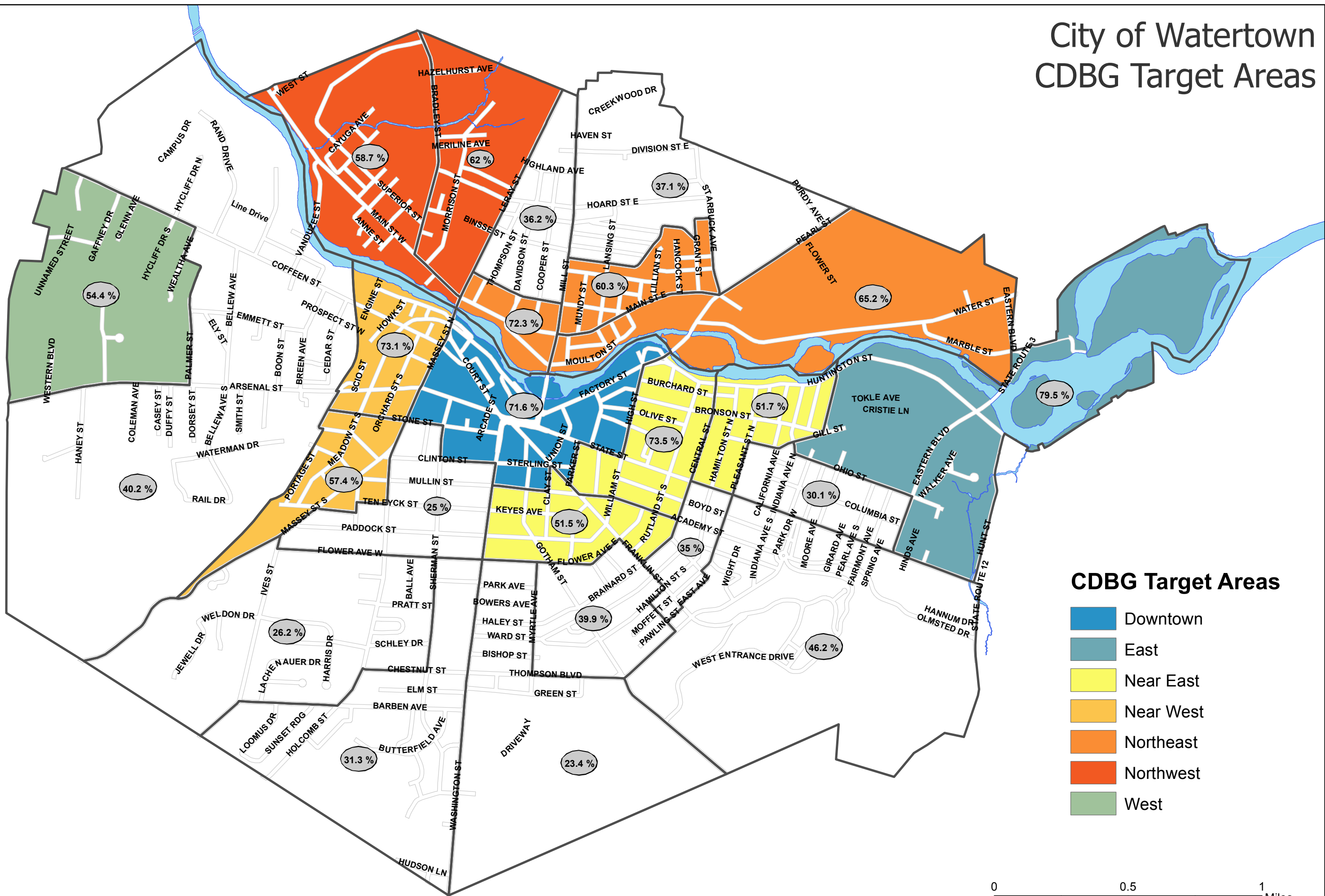
Specific program ideas suggested include improving the City's housing stock through owner-occupied and rental rehab programs, funding emergency repairs, developing a homebuyer program, housing counseling and the demolition of blight. Other program ideas included the development of a sidewalk program, expanding the tree planting program and enhancing the bus service.

Specific challenges that were identified by citizens included public transportation accessibility, deterioration of infrastructure, crime/drug related issues, and a lack of community centers. An ADA advocate for the local Independent Living Center addressed the City Council during the public hearing on March, 7, 2016. He commented that the public meetings have been beneficial and requested that some of the funding be used towards more ADA accessible bathrooms within Thompson Park and at the J.B. Wise Pavilion.

As noted above, the 30-day public comment period was held from March 27, 2016 to April 25, 2016. No public comments were received during that time period. Most of the comments that the City received during the development of the Annual Action Plan were through our consultation and outreach efforts.



City of Watertown CDBG Target Areas



CDBG Target Areas

- Downtown
- East
- Near East
- Near West
- Northeast
- Northwest
- West

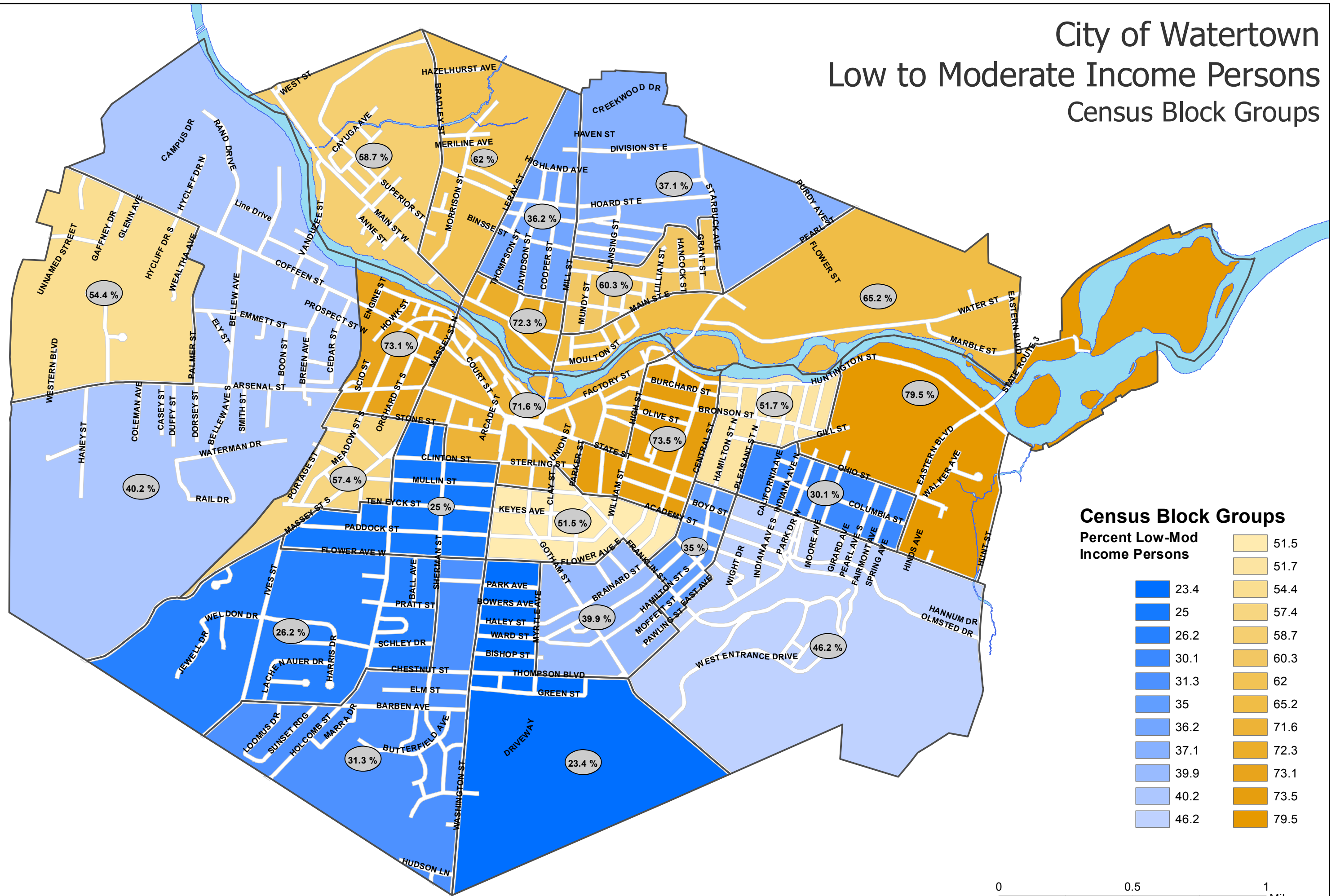
0 0.5 1 Miles



City of Watertown

Low to Moderate Income Persons

Census Block Groups



0 0.5 1 Miles