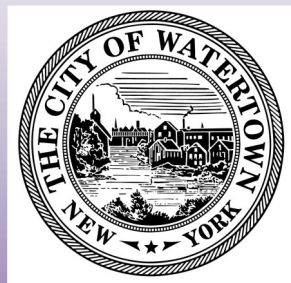


City of Watertown
Community Development Block Grant Program
Consolidated Plan 2026-2030



Prepared by the City of Watertown
Planning and Community Development Department

Draft—March 24, 2026

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 2026-2030. It also includes the City's Annual Action Plan for Program Year 2026. The City became an Entitlement Community under the CDBG Program for the first time in 2014 and developed a two-year Consolidated Plan followed by two five-year plans covering Program Years 2016-2020 and 2021-2025 respectively. The City wrote this Consolidated Plan 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 three Consolidated Plans focused on neighborhood stabilization and revitalization, affordable housing rehabilitation, homeownership, environment and quality of life enrichment, job support and creation, fair housing education, homeless assistance, and support of public services. The City's 2026-2030 Consolidated Plan also includes these same goals but modified slightly to reflect current needs more accurately. The City developed the plan with public outreach and citizen participation that included a public hearing, outreach to numerous partner agencies identified in our Citizen Participation Plan and a City Council work session dedicated to the development of this plan. In addition, City Planning Department Staff met with residents during a public meeting to identify community needs and to generate project ideas to help implement the plan. Additionally, Staff utilized the City's first ever Comprehensive Plan, adopted in 2019, to guide the development of the plan and used a 2025-2026 Strategic Planning process to identify some of our priority infrastructure projects.

During our various outreach initiatives, including the work session with the City Council and the public meeting held at Hilltop Towers, the common theme that was identified was the need to focus on neighborhood stabilization and revitalization through continued investment in public infrastructure and the removal of blight. While previous plans have included those goals and projects to implement them, this plan places an even stronger emphasis on our neighborhood stabilization and revitalization goal.

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

Overview

As is noted above, the City developed its 2026-2030 Consolidated Plan following an extensive citizen participation and community outreach process that has enabled the City to develop a wide-ranging plan to address the community development needs of our City. The plan identifies several high-priority needs, including public infrastructure improvements, blight elimination, homeownership, provisions for

decent affordable housing, environmental and quality of life enhancements, economic development, fair housing education, targeted public services, and homeless prevention.

The needs assessment identified housing cost burden, the high cost of maintenance and general affordability as the prevalent housing problems in the City. To address these issues, the City plans to allocate resources toward our homebuyer and housing rehabilitation programs during the next five years.

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. The needs assessment process identified infrastructure improvements such as sidewalk replacement, the replacement of aging water mains, separation of storm water from sewer flows, accessibility improvements and pedestrian safety as the most important needs and challenges facing. As the number one need identified in our needs assessment process, the City's proposed Consolidated Plan places a high emphasis on this need and allocates significant resources to address it.

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

Our Annual Action Plans will support these goals with specific projects such as improvements to public infrastructure, blight removal, 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

The City has participated in the CDBG Entitlement Program for the last twelve years, successfully completing numerous projects that implemented the goals and objectives identified in our first three Consolidated Plans. The City focused most of its resources on addressing the primary goals of neighborhood stabilization and revitalization, affordable housing rehabilitation and increasing homeownership opportunities. Our success in implementing the neighborhood stabilization and revitalization goal over the last twelve years has included the construction of multiple sidewalk replacement projects in our target areas including the multi-year Huntington Street sidewalk project, and projects on Gaffney Drive, Rutland Street North, and Grant Street. It has also included several demolition projects that resulted in the removal of ten dilapidated residential structures. To date, the City has also replaced approximately 90 substandard ADA ramps throughout the City that helped to improve accessibility and replaced four bus shelters at various locations. It has also included the support of complete street reconstruction projects on Grant Street, Seward Street, Henry Street and Burlington Street. In addition, the design for a watermain replacement project on Huntington Street has been completed with construction proposed to begin in 2026. The City's neighborhood stabilization and revitalization efforts also included several tree planting projects and the replacement of two playground structures in target areas that improved recreational opportunities in their service areas.

To address our affordable housing rehabilitation goal, the City has implemented several owner-occupied housing rehabilitation and rental housing rehabilitation programs in the last several years. Since becoming an entitlement community, the City has assisted in rehabilitating 75 owner-occupied homes consisting of 86 total units and 16 rental properties consisting of 26 total units.

To increase homeownership opportunities within the community, the City has included several homebuyer assistance projects that, to date, has resulted in 28 families becoming homeowners.

The City also partnered with developer Evergreen Partners on two large scale rental rehabilitation projects, the Maple Court Apartments Project and the Black River Apartments Project, by providing funding for a portion of the architectural and engineering design fees associated with the projects. This funding helped to leverage millions of dollars in financing including funding from the State of New York, Federal low-income housing tax credits and private funds. The Maple Court Project resulted in the rehabilitation of 92 units that make up the complex. The Black River Apartments project was comprised of seven buildings at six different locations in and around downtown Watertown. Within the seven buildings, 115 residential units were rehabilitated.

In addition, 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 the City implemented a couple of economic development projects.

4. Summary of citizen participation process and consultation process

The development of the City's Consolidated Plan and Annual Action Plan included extensive outreach to several different organizations and individuals throughout the community. The City 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 also contacted adjacent units of local government and local economic development agencies to obtain input on non-housing community development needs and priorities.

As part of the citizen participation process for the CDBG Program, the City also held a public meeting on January 8, 2026, with the City's citizens advisory board, Advantage Watertown. Board members were given an overview of the CDBG Program that included eligible uses of funds and examples of previous projects. Members then discussed community needs and provided recommendations for projects for the 2026 Annual Action Plan.

The City Council also discussed the proposed Consolidated Plan and Annual Action Plan at a City Council work session held on February 9, 2026. City Staff gave a presentation on the CDBG program, which included an overview of the program, eligible and ineligible activities, a review of past projects, community needs, plan goals and project ideas for 2026. City Council members discussed the proposed plan goals and provided recommendations for projects, stressing the need for infrastructure improvements.

The citizen participation process also included a public meeting on February 24, 2026, at Hilltop Towers, a Watertown Housing Authority Apartment Complex located on the north side of the City in our Northeast Target Area. This meeting was 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 then 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 important needs facing the City. Citizens were then given the option of voting on their most important needs and project ideas at the end of the public meeting.

The City also conducted an online survey for several weeks during late February and early March to gain additional public input for our plans. The survey asked participants to rank community needs and types of projects in order of importance and offered open-ended questions that allowed people to express their opinions and offer input. A total of approximately 90 responses to the survey were received.

Staff also participated in meetings and exchanged emails with various community members 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 then held a public hearing on March 2, 2026, to obtain input from citizens, involved agencies and interested persons on activities to be included in the Consolidated Plan and Annual Action Plan.

In addition, the City participated in a Community Stakeholders Input Session held by the North Country HOME Consortium to discuss needs and priorities for both organizations. The session was held during the development of the North Country HOME Consortium's 2026-2030 Consolidated Plan.

After seeking this input, a draft Consolidated Plan and Annual Action plan was 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 24, 2026 to April 24, 2026.

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.

Goals included investing in infrastructure and neighborhoods, creating and improving public spaces, ensuring the City's infrastructure is modern, safe and well maintained, taking pride in the City's appearance and preserving and enhancing the City's natural, cultural and scenic resources.

More specific project ideas included improving the sidewalk conditions in the City, improving housing conditions, assisting first-time homebuyers, improving ADA accessibility along streets, eliminating blight and improving facilities and infrastructure.

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 for the Consolidated Plan and Annual Action Plan were considered in the preparation of the draft plans. The suggestions were reviewed for common and recurring themes to help establish priorities and goals.

Most 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. The public meeting with citizens on February 24, 2026, did yield a few minor project specific ideas that were not accepted, due to the ideas being an ineligible use of CDBG funds.

While no public comments were received at the public hearing held on March 2, 2026, the City received valuable input during the various public meetings that were held as previously described.

7. Summary

The City of Watertown developed its Consolidated Plan for Program Years 2026-2030 with an extensive citizen participation and community outreach process that has enabled the City to develop a plan that addresses the community development needs of our City. The plan focuses on neighborhood stabilization and revitalization, affordable housing rehabilitation, homeownership, environmental enrichment, job support and creation, fair housing education, support of public services and homeless assistance.

Our 2026 Annual Action Plan includes several infrastructure initiatives including a sidewalk reconstruction project and a sewer replacement project. It also includes a demolition project to address blight, a homebuyer program and support to address food insecurity in our schools and community.

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 & Community Development Department

Table 1– Responsible Agencies

Narrative

The lead agency for the preparation of this Consolidated Plan was the City of Watertown through its Planning and Community Development Department.

Consolidated Plan Public Contact Information

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

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.

In the previous years, staff representing all City departments worked with City Council, City Manager, local stakeholders, and members of the public to create a Strategic Goals and Objectives document with the intent of improving City operations over the next decade. Elected officials and City staff invited all members of the public to attend multiple public outreach meetings in addition to a final public hearing to share thoughts and discuss strategies for improved communication, customer service, beautification, public safety and more. Through these efforts, the City created a Strategic Goals and Objective Plan.

As with the Strategic Goals and Objective Plan, staff worked with a wide range of individuals including City Council, City Manager, local stakeholders, and members of the public to create the City's Comprehensive Plan. Groundwork for public input began several years ago, which included robust public information planning, outreach, and neighborhood research to gain insight on how the City currently functions at the neighborhood level. Citizen input was the compass used to help set a course for the City's future.

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(I)).

The Watertown Housing Authority (WHA) is the only public housing authority in the City of Watertown. The City consulted the WHA while developing this plan to discuss unmet needs, which the City 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.

The City also sought input from private and governmental health, mental health, and human service agencies. In addition, the City obtained input from 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 attends 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	AIDS Community Resources, Inc
	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 February 19, 2026.

2	Ag Agency/Group/Organization	Association for the Blind and Visually Impaired of NNY
	Agency/Group/Organization Type	Services – Blind and visually impaired
	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 February 19, 2026.
3	Agency/Group/Organization	Advantage Watertown
	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?	A public meeting was held with members on January 8, 2026 and additional contact was made via email on February 19, 2026.
4	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 February 19, 2026.
5	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 February 19, 2026.
6	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?	Contact was made via email on February 19, 2026. Staff also participated in a Community Stakeholders Input Session on March 20, 2026 to discuss the North Country HOME Consortium’s 2026-2030 Consolidated Plan.

7	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?	Contact was made via email on February 19, 2026.
8	Agency/Group/Organization	Fort Drum Regional Health Planning Organization
	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?	Contact was made via email on February 19, 2026.
9	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 February 19, 2026.
10	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 February 19, 2026.
11	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 February 19, 2021.

12	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 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 February 19, 2026.
13	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 February 19, 2026.
14	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?	Contact was made via email on February 19, 2026. Staff also participated in a Community Stakeholders Input Session on March 20, 2026 to discuss the North Country HOME Consortium’s 2026-2030 Consolidated Plan.
15	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?	Contact was made via email on February 19, 2026.
16	Agency/Group/Organization	Literacy of Norther New York
	Agency/Group/Organization Type	Services-Education
	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 February 19, 2026.
17	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?	Contact was made via email on February 19, 2021. In addition, Staff is regularly in contact with NOW Staff to discuss various housing related issues, ongoing programs and long-range program goals.

18	Agency/Group/Organization	North Country Affordable Housing, Inc
	Agency/Group/Organization Type	Housing Services - Housing
	What section of the Plan was addressed by Consultation?	Housing Need Assessment
	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 February 19, 2026.
19	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?	Contact was made via email on February 19, 2026.
20	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?	Contact was made via email on February 19, 2026.

21	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?	Services-Persons with Disabilities
	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 February 19, 2026.
22	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?	Contact was made via email on February 19, 2026.
23	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?	Contact was made via email on February 19, 2026.
24	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?	Contact was made via email on February 19, 2026. Additionally, staff conducted a citizen meeting at one of the properties owned by the WHA, Hilltop Apartments. While there, staff collected valuable feedback and information for the Consolidated plan.
25	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?	Contact was made via email on February 19, 2026.
26	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?	Contact was made via email on February 19, 2026. Staff also consulted with the Watertown Urban Mission regarding food insecurity in the City and discussed a potential partnership to assist with their food pantry.
27	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?	Contact was made via email on February 19, 2026.
28	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?	Contact was made via email on February 19, 2026.
29	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?	Contact was made via email on February 19, 2026.
30	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?	Contact was made via email on February 19, 2026. Staff also attended a quarterly meeting of the PNHC on March 11, 2026.
31	Agency/Group/Organization	Jefferson County Public Health
	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?	Contact was made via email on February 19, 2026.
32	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?	Contact was made via email on February 19, 2026.
33	Agency/Group/Organization	The Work Place
	Agency/Group/Organization Type	Services – Employment Services-Education
	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?	Contact was made via email on February 19, 2026.
34	Agency/Group/Organization	Victims Assistance Center of Jefferson County, Inc.
	Agency/Group/Organization Type	Regional organization
	What section of the Plan was addressed by Consultation?	Services – abuse response and counseling Services - Housing Services - Children Services - Elderly Persons Services - homeless
	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 February 19, 2026.

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. 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(I))

As part of our consultation and outreach efforts, the City contacted three adjacent units of local government via email to solicit input on the plan: the Town of Watertown, the Town of Pamela and the Town of LeRay. The City also consulted several departments within the Jefferson County government, such as the Department of Social Services, Planning Department, the Office for the Aging, and the Public Health Department, and received valuable input which proved to be very important in developing the plan.

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 several different organizations and individuals throughout the community. Through an email sent on February 19, 2026, the City 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 also contacted adjacent units of local government and local economic development agencies to obtain input on non-housing community development needs and priorities. Additionally, the City created an online survey that was open for approximately one month.

The citizen participation process for the City's CDBG Program also involved holding a public meeting on January 8, 2026, with the City's citizens advisory board, Advantage Watertown. Board members were given an overview of the CDBG Program that included eligible uses of funds and examples of previous projects. Members then discussed community needs and provided recommendations for projects for the 2026 Annual Action Plan.

The City Council also discussed the proposed Consolidated Plan and Annual Action Plan at a City Council work session held on February 9, 2026. City Staff gave a presentation on the CDBG program, which included an overview of the program, eligible and ineligible activities, a review of past projects, community needs, plan goals and project ideas for 2026. City Council members discussed the proposed plan goals and provided recommendations for projects, stressing the need for infrastructure improvements.

The citizen participation process also included a public meeting on February 24, 2026, at Hilltop Towers, a Watertown Housing Authority Apartment Complex located on the north side of the City in our Northeast Target Area. This meeting was 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 then 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 important needs facing the City. Citizens were then given the option of voting on their most important needs and project ideas at the end of the public meeting.

The City also conducted an online survey for several weeks during late February and early March to gain additional public input for our plans. The survey asked participants to rank community needs and types of projects in order of importance and offered open-ended questions that allowed people to express their opinions and offer input. A total of approximately 90 responses to the survey were received.

The City Council held a public hearing on March 2, 2026 to obtain input from citizens, involved agencies and interested persons on activities to be included in the Consolidated Plan and Annual Action Plan.

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 and reaffirmed the order of importance of community needs and allowed the City to develop its Consolidated Plan and Annual Action Plan accordingly.

In the winter of 2025-26, the City worked on updating its internal Strategic Plan, which it intends to adopt later in 2026. Planning Staff interviewed department heads and other senior staff from all other departments to develop the update. All-encompassing themes included improved communication, meaningful partnerships and effective budgeting. This process is running concurrently with developing the Consolidated Plan helped Planning Staff establish priorities for the latter.

In addition to the Strategic Goals and Objective Plan, City staff, with the help of a contracted planning firm, worked with a wide range of individuals including City Council, City Manager, local stakeholders, and members of the public to create the City's first ever Comprehensive Plan. Groundwork and implementation of the City's public outreach efforts was completed years ago. These efforts included robust public information planning, outreach, and neighborhood research to gain a better understanding of how the City currently functions at the neighborhood level. Citizen input was used as essential information to help set a course for the City's future. All the information gained is still the core of the City's Comprehensive Plan.

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	Advisory Board Meeting	Citizens, Community Leaders	On January 8, 2026, Planning Staff gave a presentation on the CDBG program to members of Advantage Watertown, a group of private and public sector community leaders that serve as a Citizens Advisory Board to the City Council. Staff requested input from members on the program. Approximately 10 Advantage Watertown members attended this meeting.	The Advantage Watertown members in attendance generally supported the preliminary list of projects proposed for the 2025 Annual Action Plan. An individual from the Committee suggested a job training program for high school graduates who are not interested in pursuing a college education. Block parties and similar outdoor activities were also suggested as a way to market the downtown area.	All comments were considered in the preparation of the draft plan and were reviewed by the City to determine common and recurring themes to help establish priorities and projects for the plan.	

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	City Council Work Session	Members of City Council and meeting attendees	On the evening of February 9, 2026, Planning Staff gave a presentation to the City Council about the CDBG program and encouraged input for the 2026 Annual Action Plan and the 2026-2030 Consolidated Plan. Attendance included City Council members, the City Manager, Deputy City Clerk, and various City staff.	The City Council generally supported the preliminary list of projects proposed for the 2026 Annual Action Plan and the 2026-2030 Consolidated Plan. Council members reaffirmed their commitment to continue allocating CDBG funding for infrastructure projects in our target areas such as street reconstruction, utility replacement and sidewalk projects	All comments were considered in the preparation of the draft plan and were reviewed by the City to determine common and recurring themes to help establish priorities and projects for the plan.	https://rumble.com/v755jwq-wcc020226.html?e9s=src_v1_ucp_a

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	Internet Outreach	Non-targeted/ broad community	On February 18, 2026 –City Staff shared an online survey form by posting it on the City website, on Facebook and on posters that were placed around the City. The survey was also mentioned during the public hearing. Over 80 responses were recorded.	Citizens provided input on community needs and goals and objectives by ranking the listed needs in order of importance to them. Additionally, there was an open-ended question where respondents could include a comment if they felt it relevant.	All comments were considered in the preparation of the draft plan and were reviewed by the City to determine common and recurring themes to help establish priorities and projects for the plan.	

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)
4	Public Meeting	Non-targeted/ broad community	On February 24, 2026 – City Staff held a public meeting at the Hilltop Tower Apartment complex. Flyers were posted around Watertown businesses with permission advertising the meeting would occur. While the majority of attendees lived in the apartment complex, a few came from outside of the complex.	Many of the citizens in attendance expressed a desire for better sidewalks, bus shelters, and social events. Additionally, they expressed a desire for things to be made more accessible.	All comments were considered in the preparation of the draft plan and were reviewed by the City to determine common and recurring themes to help establish priorities and projects for the plan.	

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)
5	Public Hearing	Non-targeted/broad community	On the evening of March 2, 2026, City Council held a public hearing in Council Chambers at City Hall to obtain input from citizens, involved agencies and interested persons on activities to be included in the Annual Action Plan and the 2026-2030 Consolidated Plan.	Citizens provided input on the Goals and Objectives that the City Council has created to set a plan of action for the Annual Action Plan and the 2026-2030 Consolidated Plan. Goals for comment included: Communication, Customer Service, Economic Development, Fiscal Sustainability, Infrastructure, Partnership, Pride in City Appearance, Public Safety.	All comments were considered in the preparation of the draft plan and were reviewed by the City to determine common and recurring themes to help establish priorities and projects for the plan	https://rumble.com/v76h668-wcc030226.html?e9s=src_v1_ucp_a

Needs Assessment

NA-05 Overview

Needs Assessment Overview

Housing

Housing cost burden is a prevalent housing problem in the City of Watertown. The City's housing stock is a mix of affordable housing and housing that is too expensive. The presence of Fort Drum, the nearby military base, has driven up property values and made much of the housing options too expensive for many residents in the area. The majority of new housing stock within the City that has been created or rehabilitated within the last 25 years has been for the low to median income population, leaving many of those above median income with a high housing cost burden.

A majority of the City's housing stock was built prior to 1939 and is in need of maintenance. It is known from the many years of experience with CDBG rehabilitation programs that quality improvement of the housing stock is a great need. The City is seeing a rising number of dilapidated and abandoned properties because owners cannot afford the high costs of the mortgage and maintenance. To combat this issue, the City has been working on a program to identify these at-risk properties and connecting the owners with grant funding to make much needed repairs. The City has developed a database of over 250 homes to identify those homes with the greatest needs in an effort to reduce the number of vacant homes and improve the quality of life for residents while increasing the amount of available housing.

Using this data, the City is assisting Neighbors of Watertown (NOW), a local housing non-profit, to assist with the implementation of the Targeted Housing Improvement Program (T-HIP). New York State (NYS) has awarded NOW with a \$5 million grant from the T-HIP program to support critical repairs for low- and moderate-income homeowners. The program aims to help homeowners build and retain equity and support community stabilization and renewal efforts in low-income areas.

The City is also partnering with NOW on the Vacant Rental Program (VRP), a grant program funded by NYS and administered by the NYS Office of Community Renewal, to support repairs and rehabilitation of vacant rental units and other vacant spaces to increase the supply of critically needed apartments for low- and moderate-income renters. The program aims to help owners of rental properties bring vacant units and spaces in small-scale properties back into productive use to create safe, quality, and affordable long-term rental units.

Homeless

Homelessness in Jefferson County and the City of Watertown is a growing issue with an estimated 150-175 people experiencing housing instability. Jefferson County and the Points North Housing Coalition have taken the lead on addressing this issue in recent years, by supporting efforts to fund emergency shelters and long-term solutions to end homelessness.

Non-housing Community Development

The primary need for the City's non-housing community development activities is to ensure that adequate facilities are available for residents in all low to moderate income neighborhoods including streets, sidewalks, ADA ramps, adequate sewer and water service, as well as park improvements and elimination of slums and blight. The City has been working on creating a coordinated strategy for infrastructure improvements. Staff from the Planning, Engineering, Department of Public Works and Water departments meet monthly to discuss upcoming capital projects and needs in order to coordinate and better serve the City's residents by replacing aging infrastructure. The City has recently developed a GIS based prioritization matrix to identify the most critical capital projects that will enhance neighborhoods most in need.

These non-housing community development needs were also identified during the City's recent Consolidated Plan public meeting, and from discussion at a City Council work session. The City is also undertaking a strategic planning process that is helping to inform priorities and also using information gathered during the 2019 Comprehensive Plan public meetings.

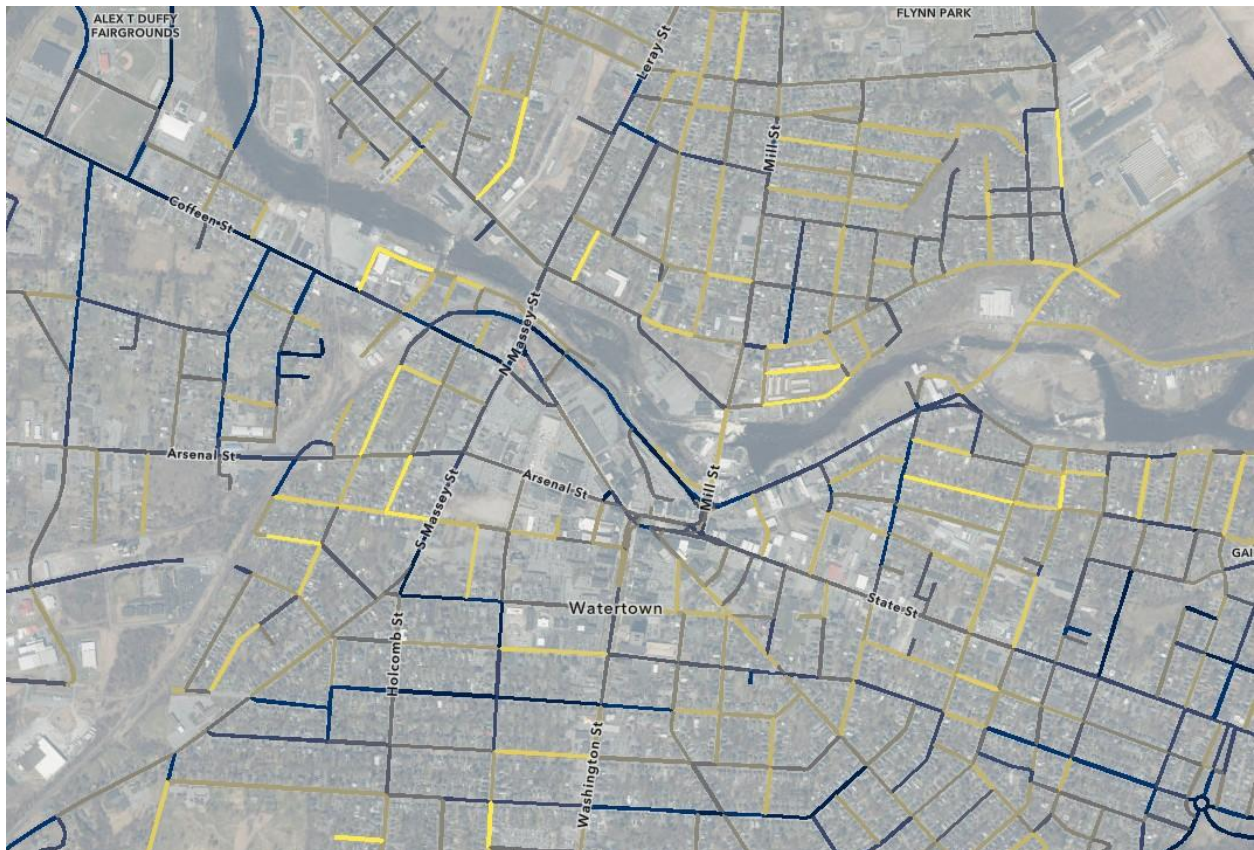
Public Services

One of the biggest public service needs identified during recent outreach activities was the need for enhanced public transportation through expanding the Citibus system's hours and routes. Many City residents lack transportation to get to work, medical appointments and basic life needs, so an expansion of the current bus system could greatly increase the quality of life for them. The planning process also identified food insecurity as a needed public service, given the high poverty level throughout the City. The City's food pantries report high levels of usage, especially over the last year.

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 facilities are available for residents in all low to moderate income neighborhoods. This includes streets, sidewalks, ADA ramps, adequate sewer and water service, as well as park improvements and elimination of slums and blight. The City's Planning Department, Engineering Department, Department of Public Works and Water Department, together with the Geographic Information System (GIS) Department have developed a capital project prioritization model to aid in the prioritization of proposed capital projects in the City. A number of factors are built into the model including the age and condition of the infrastructure (water, sewer, streets) and the location of a street within CDBG target areas. City departments also attend monthly planning sessions to work together to create complete infrastructure improvement projects that will enhance neighborhoods most in need. The intention of these capital project meetings is to share capital project plans between departments and create a plan moving forward to pair projects together in each area, to maximize available funding sources and complete projects that involve all department's infrastructure in each area. The map below shows a sample output of the highest priority infrastructure projects. The database and model will be used to create a long-range capital projects plan that includes priorities for our CDBG target areas.



Capital Project Planning Map

LMI block groups in the City have only 6.5% of the total parkland area, or approximately 36.3 acres out of the total of 561 acres of parkland in the City. This is due in part to the highly urbanized nature of our target areas and the fact that Thompson Park, consisting of close to 400 acres, skews the percentages significantly. However, the City still recognizes that park and recreational areas are limited in our target areas. To address this unmet need, our previous Consolidated Plan (2021-2025) included a priority to develop and support park, playground, and recreational facility projects in LMI areas.

This need is still evident, and additional efforts will be made to improve and expand park and recreational facilities as part of this Consolidated Plan. A specific emphasis will be 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 priorities identified above were developed with input from the public and municipal officials as well as extensive public participation during the development of the City's Comprehensive Plan in 2019. A public meeting was also held at Hilltop Towers Apartment Complex on February 24, 2026, and a public hearing was held on March 3, 2026. Additionally, City Staff along with the City Council completed a Strategic Planning Process in 2025 and 2026 that helped identify needs. Staff was able to use input collected during these planning processes and input collected during outreach to numerous partner agencies identified in our Citizen Participation Plan as well as a City Council work session dedicated to the development of this plan.

Staff participated in meetings and gave presentations in an effort 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.

Additionally, Planning Staff also used input from the City's draft LWRP and Sewall's Island and Factory Square Revitalization and Redevelopment Plan, which both focus primarily on the Black River corridor in the City. Both plans aim at revitalizing and redeveloping the Black River for recreational uses as well as a tool for economic revitalization. The riverfront corridor lies almost entirely within LMI areas, based on block group data, and therefore most riverfront improvements will benefit LMI residents. Major goals of the plans 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 a 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 connection of riverfront parks, trails and recreational opportunity areas.

These priorities were also confirmed through the recommendations identified in the City's public meetings that were held as a part of the planning process for the Comprehensive Plan. Since the City funded the Plan in part with CDBG funds, Citizens received an overview of the CDBG program during the public meetings, discussing what activities were eligible and ineligible for CDBG funding. City Staff facilitated discussion and encouraged members of the public to share their own ideas and help identify priorities. The City's public meetings showed that one of the largest challenges impeding community development within the City of Watertown, in relation to public facilities and amenities, is infrastructure improvements.

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 ADA accessible 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 and public meetings held during the development of the Consolidated plan and our outreach efforts during the Comprehensive

Planning and Strategic Plan processes. The City also reviewed and analyzed the existing conditions of various public infrastructure assets.

One of the data sets analyzed was a pavement condition survey, which the City completed in 2024 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 received 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.

Analyzing the digital images also provided an assessment of sidewalk conditions throughout the City. Each segment (block) of all the streets in the City were ranked based on the sidewalk failure rate. City GIS Staff then developed a list of worst sidewalks in the City in our CDBG target areas. This list is directly informing our 5-year plan as well as our 2026 Annual Action Plan.

During our public meeting at Hilltop Towers on February 24, 2026, sidewalk improvements was the highest ranking need and proposed project that was discussed.

City Staff constantly analyzes the City's 5-Year Capital Improvement Plan 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. 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, crime prevention, and fair housing education were identified as a needed public services.

How were these needs determined?

Improved bus routes were one of the most popular and recurring project ideas identified during public meetings held for the Comprehensive Plan and during our Consolidated Plan public meeting. It has also been consistently identified as part of the planning process for past Consolidated Plans and Annual Action Plans. Food insecurity, crime prevention and fair housing education needs were determined through outreach and subsequent feedback from our partners as well as through feedback from the City Council.

Housing Market Analysis

MA-05 Overview

Housing Market Analysis Overview:

Watertown, like many other Rust Belt communities, has experienced a decades-long trend of population loss mirroring the decline of the manufacturing sector. The City’s estimated population is 24,038 according to 2024 American Community Survey (ACS) five-year estimates. This represents a 30 percent decline since 1950, when the City’s population was 34,350.

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. Another modest population rebound in the late 2000s coincided with recent U.S. Military campaigns in Afghanistan and Iraq, with the City’s population reaching 27,023 at the time of the 2010 Decennial Census. 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 (now named Advocate Drum) 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 during the period from 2005 to 2015 in response to the troop surge and subsequent need for housing stock at the time, all of them either at the edge of the City or outside the City boundaries.

However, since then, troop reductions have had the opposite effect. In total, troop levels at Fort Drum have fallen 30.7 percent from 2010, when 19,447 soldiers were stationed on post, to the first quarter of 2025, when the Fort Drum Economic Impact Statement identified the garrison size as 13,480 soldiers. This led to a surplus of available housing units in the late 2010s, since the troop levels began dropping and a housing market in which supply exceeded demand.

The 2024 five-year ACS estimates that there are 1,559 vacant housing units out of an estimated total of 13,426 in the City of Watertown, a vacancy rate of 11.6 percent. While significant, that estimate is down from the 17.6 percent estimated by the 2019 ACS when the City completed its last Consolidated Plan. While this vacancy rate may be partially attributed to a reduction of troop levels, it is also likely due to the age and condition of the City’s housing stock. An estimated 5,212 (38.8 percent) of the housing units in the City were built in 1939 or earlier. Over half the housing units in the City were built before 1960.

Breaking down the above data into more detail, the ACS estimates that the 1,559 vacant units break down as follows:

- For rent: 259
- Rented, not occupied: 0

- For sale only: 77
- Sold, not occupied: 100
- For seasonal, recreational, or occasional use: 36
- For migrant workers: 0
- Other vacant: 1,087

The ACS by its nature has a high margin of error, and therefore all its data must be taken with a grain of salt. However, that the ACS classifies approximately two-thirds of the vacant units as “Other Vacant” creates even less clarity when trying to analyze the data and form a hypothesis. However, the age of the City’s housing stock and the availability of newer housing products in the Towns and Villages outside the City offer a strong explanation for vacancies within the City.

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

The BAH is a lurking variable that influences the market price of real estate 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 market.

Another challenge that Watertown has faced in recent years, mirroring national trends is the rising cost of homes for sale. The table below tracks the mean and median purchase price for home sales within the City in recent years.

Table 1: Housing Sale Prices (Source: City of Watertown Assessment Department)

Year	Total Sales	Arm’s Length	Non-Arms	Mean Price (Arms)	Median Price (Arms)
2015	519	177	342	\$186,314	\$120,000
2019	649	302	347	\$167,734	\$124,000
2021	806	545	261	\$186,159	\$142,500
2022	822	532	290	\$227,477	\$150,000
2023	705	454	251	\$181,219	\$162,500
2024	641	346	295	\$189,861	\$160,000
2025	632	399	233	\$250,623	\$180,000

A few data points immediately stand out. The first is a \$37,500 increase in the median arm’s length sale price over just the life of the City’s last Consolidated Plan, let alone the \$56,000 increase since the last year before the COVID-19 pandemic, a 45 percent increase from the median pre-pandemic sale price. Another is the 80 percent increase in arm’s length sales in 2021 and 2022 from pre-pandemic totals, although this has slowed somewhat in 2023 and 2024. Taken together, this data underscores the meaningfulness of the City’s First-Time Homebuyer program, without which buying a home in Watertown would be out of reach for many. While this data also mirrors a hot housing market nationally, it shows that Watertown is not immune to this national trend.

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 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	47	2	1	0	-1
Arts, Entertainment, Accommodations	1,123	1,757	17	14	-3
Construction	258	276	4	2	-2
Education and Health Care Services	1,844	5,222	28	42	14
Finance, Insurance, and Real Estate	333	629	5	5	0
Information	165	341	2	3	1
Manufacturing	483	927	7	7	0
Other Services	376	793	6	6	0
Professional, Scientific, Management Services	368	599	6	5	-1
Public Administration	0	0	0	0	0
Retail Trade	1,844	1,331	18	11	-7
Transportation and Warehousing	199	169	3	1	-2
Wholesale Trade	260	410	4	3	-1
Total	6,640	12,456	--	--	--

Table 4 - Business Activity

Data 2016-2020 ACS (Workers), 2020 Longitudinal Employer-Household Dynamics (Jobs)

Source:

Labor Force

Total Population in the Civilian Labor Force	10,830
Civilian Employed Population 16 years and over	10,135
Unemployment Rate	6.5
Unemployment Rate for Ages 16-24	26.06
Unemployment Rate for Ages 25-65	3.7

Table 5 - Labor Force

Data Source: 2016-2020 ACS

Occupations by Sector	Number of People
Management, business and financial	2,010
Farming, fisheries and forestry occupations	310
Service	1,620
Sales and office	2,515
Construction, extraction, maintenance and repair	385
Production, transportation and material moving	425

Table 6 – Occupations by Sector

Data Source: 2016-2020 ACS

Travel Time

Travel Time	Number	Percentage
< 30 Minutes	9,318	89%
30-59 Minutes	1,008	10%
60 or More Minutes	183	2%
Total	10,509	100%

Table 7 - Travel Time

Data Source: 2016-2020 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	380	35	720
High school graduate (includes equivalency)	2,980	130	1,540
Some college or Associate's degree	2,665	240	1,150
Bachelor's degree or higher	2,110	80	395

Table 8 - Educational Attainment by Employment Status

Data Source: 2016-2020 ACS

Educational Attainment by Age

	Age				
	18–24 yrs	25–34 yrs	35–44 yrs	45–65 yrs	65+ yrs
Less than 9th grade	35	100	155	100	200
9th to 12th grade, no diploma	160	280	59	440	415
High school graduate, GED, or alternative	1,155	2,180	735	1,925	1,310
Some college, no degree	775	910	935	1,300	680
Associate's degree	200	325	455	475	235
Bachelor's degree	205	590	390	640	350
Graduate or professional degree	20	390	220	600	315

Table 9 - Educational Attainment by Age

Data Source: 2016-2020 ACS

Educational Attainment – Median Earnings in the Past 12 Months

Educational Attainment	Median Earnings in the Past 12 Months
Less than high school graduate	20,986
High school graduate (includes equivalency)	21,785
Some college or Associate's degree	34,046
Bachelor's degree	45,982
Graduate or professional degree	60,957

Table 10 – Median Earnings in the Past 12 Months

Data Source: 2016-2020 ACS

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

The table above is populated with employment totals from two datasets [2016-2020 ACS (Workers) and 2020 Longitudinal Employer-Household Dynamics (Jobs)]. It identifies Education and Health Care Services as having the highest numbers of both workers and jobs within the City of Watertown. This is not surprising, as Samaritan Medical Center (including its associated long-term care facility, Samaritan Keep) is the largest private sector employer in the City of Watertown.

Fort Drum 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 boosts 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,” the latter three of which are in quotes because the table also aggregates them

together, are also large sectors in the City in terms of numbers of jobs. Some of these positions can be attributed to tourism in the summer. Fort Drum-related visits also drive the hotel industry in the area.

The table also identifies each sector's percentage of total workers in the City and percentage of total jobs in the City, as well as the difference between these percentages for each sector. Two sectors have a large difference between their respective shares of jobs and workers that warrant further examination.

The first is Education and Health Care Services, which accounts for 28 percent of workers and 42 percent of jobs, yielding a Jobs Less Workers percentage of 14 percent. The table identifies 1,844 workers and 5,222 jobs in this sector. This means that at least 3,378 employees with Education and Health Care Services positions in the City of Watertown live outside the City and are commuting into the City for work. The actual in-commuting number is likely higher though, as it's probable that some of the 1,844 workers in this sector living in the City commute to positions outside the City.

This is a troubling delta, as these tend to be stable, well-paying jobs, and these data suggest that many people with these jobs and the means to live outside the City are choosing to live outside the City.

The other sector with a significant difference is Retail Trade, which accounts for 18 percent of workers and 11 percent of jobs, yielding a Jobs Less Workers percentage of -7 percent. The table identifies 1,184 workers and 1,331 jobs in this sector. As with all other sectors, there is likely some cross-municipal commuting hidden within these numbers. However, this means that retail workers, a traditionally low-paying, high-turnover sector, are overrepresented in the City's population relative to the share of these jobs within the City.

The Salmon Run Mall and a cluster of adjacent big box stores on NYS Route 3 in the Town of Watertown are just outside the City boundary to the west, and this entire retail corridor is served by the CitiBus public transit system that serves the City. In addition, much of the housing immediately surrounding this area is newer and more expensive than most of the multifamily housing within the City. It is reasonable to infer from the data that there are retail employees working in this corridor that live in the City and commute to the Town of Watertown for their jobs.

The cross-municipal commuting in both directions is a limitation to the Business Activity table. Another is that it 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, which is useful studying local commuting patterns as discussed above, but is imperfect for analyzing what sectors an area is truly specialized in. 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 two-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 percentage of jobs within each industry by the percentage 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 second-highest LQ in the Watertown-Fort Drum MSA at the two-digit level is Retail Trade, which accounts for 21.3 percent of local employment compared to 11.48 percent nationally. Thus, Paper Manufacturing in Watertown has an LQ of 1.86 ($21.30 \div 11.48 = 1.855$).

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.”

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 below identify the industries with the highest Location Quotients at the two-digit levels in the Watertown-Fort Drum MSA. Total numbers of employees are also identified at the MSA using two-digit level NAICS Code classifications.

Basic Industries – Two Digit Level

Rank	NAICS Code - Industry	Location Quotient
1	22-Utilities	1.90
2	44-45 - Retail Trade	1.86
3	53-Real Estate and Rental and Leasing	1.44
4	62-Health Care and Social Assistance	1.40
5	72-Accomodation and Food Services	1.33
Source: County Business Patterns Data (2023)		

Table 12 - Watertown-Fort Drum MSA - Top Five Basic Industries (NAICS Code Two-digit level data)

Largest Industries – Two Digit Level

Rank	NAICS Code - Industry	Employees
1	Health Care and Social Assistance	6,322
2	Retail Trade	6,096
3	Accommodation and Food Services	3,974
4	Manufacturing	2,226
5	Construction	1,635
Source: County Business Patterns Data (2023)		

Table 13 - Watertown-Fort Drum MSA - Top Five Largest Industries (NAICS Code Two-digit level data)

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. 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.

While not accounted for in the Largest Industries table, the 12,367 soldiers garrisoned at Fort Drum, along with the 3,816 civilians working on post, together constitute the largest single-site employer in New York State. County Business Patterns only counts civilian employees. Therefore, while the 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 1.86 LQ for Retail Trade.

While the City did not perform an analysis of three-digit level data for this Consolidated Plan, previous deeper dives into three-digit level data, which measures employment in more specific subsectors, revealed high LQs in Support Activities for Transportation and Local Education. The former 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. Regarding Local Education

Local education employment is traceable to Fort Drum as well. The Watertown City School District estimates that approximately 23 percent of its students are from military or federally connected families. Although, that percentage is much higher outside the City at the Carthage and Indian River School Districts, which are closer to the base.

Utilities has the highest LQ of any sector at 1.90, it is also a small field, with 259 employees in the Watertown MSA. National Grid alone accounts for 207 local employees. Despite being specialized in Utilities, the sector accounts for just under 1 percent of local employment. In a larger metro area, 1 percent of a bigger pie would yield a more significant multiplier effect.

Three other major employers in the City, per data from the Jefferson County Industrial Development Agency, are New York Air Brake, Knowlton Technologies, LLC and Renzi Brothers. The first two are manufacturers and employ 355 and 143 people respectively. The third is a food distribution company that employs 181 people. This is significant, because even though the Manufacturing sector does not have a high local LQ, these companies are large sources of export employment that are not dependent on the military.

Finally, this data does not directly capture government employment, which accounts for 46.2 percent of jobs in Jefferson County according to the CEDS, and would radically alter all the LQs above if included in the analysis, with government employment dwarfing every other sector.

In summary, while the Watertown area's economic base has some diversity, and while some local employers such as Renzi Brothers, Knowlton Technologies and New York Air Brake create export employment that is 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.

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, Oswego, 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. Later in 2026, however, Jefferson County plans to launch an intermunicipal bus service that will have a hub in the City of Watertown and provide significantly enhanced mobility options for travel within the County.

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 and only one hub airport (Philadelphia) is accessible from Watertown. The City of Watertown has no passenger rail and the nearest Amtrak station is in Syracuse. The nearest deepwater shipping port is approximately 55 miles away at the Port of Ogdensburg on the St. Lawrence River.

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 continued downsizing of the uniformed garrison at Fort Drum. As troop levels decline, employment in many of the industries identified above as basic also declines 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 subsequent population loss would only further decrease discretionary spending in the area.

This has already borne out in the five years since the City completed its 2021 Consolidated Plan which was based on 2018 County Business Patterns data. The number of employees in the Retail Trade sector (two-digit level) in the Watertown MSA fell from 6,522 to 6,096, a loss of 426 positions (6.5 percent) over five years, while the Retail Trade sector added 363,060 jobs nationally over the same time period.

Interestingly, a growing industry in the Watertown MSA is Real Estate and Rental Leasing, in which local employment increased from 585 employees to 706 over five years. This represents a 20 percent increase, and more than doubled the rate of national growth in this sector, which was 8.2 percent. Correlation does not imply causality, but this somewhat mirrors the increase in home prices discussed in Section MA-05 above.

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 in IDIS, only 25.9 percent of the labor force in the City of Watertown has a Bachelor's degree or higher, down almost 3 percent from this table in the 2021 Consolidated Plan. In addition, 41.3 percent of the labor force in the City of Watertown has a High School degree or less, which is up almost five percent from five years ago. The remaining approximately 33 percent hold some college or an Associate's 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. Nor do many jobs in the Manufacturing and Construction sectors.

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 Bachelor's and Master's Degrees via a cooperative agreement with SUNY Potsdam. These include Bachelor's Degrees in Business Administration, Childhood Education and Early Childhood Education. Available Master's Degrees include Curriculum & Instruction, Literacy Specialist, Literacy Educator, Childhood Education and Management. SUNY Jefferson also offers a Certificate in Advanced Study (C.A.S.) in Inclusive & Special Education.

Many of the above degrees would lead to a career in the Educational Services sector. However, the future of K-12 education in the region is inexorably tied to Fort Drum as discussed above and the availability of local positions in local school districts are tied to enrollment levels. Even SUNY Jefferson itself is tied to Fort Drum, as many former servicemen and servicewomen seek degrees at SUNY Jefferson after they leave the military.

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. When local employers in blue-collar industries seek to hire for entry-level positions, BOCES provides them with a pool of potential applicants that already have some of the hand-on experience that the positions will require.

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
- Open Recruitment/Job Fairs
- Youth employment program
- Job matches to their customer database
- Training services in the form of Classroom Training and On-the-Job Training

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.

Jefferson County last completed an update of its CEDS in 2021. The update, prepared in the immediate wake of the COVID-19 pandemic, emphasizes supporting existing industries, retaining local business, helping them expand and addressing their workforce needs. The CEDS identified limited population growth in the region as a challenge and acknowledged that the local economy is driven by federal institutions and government operations.

The CEDS contains an Implementation Action Plan Matrix with several categories and multiple recommended actions under each category, many of which across the categories contain a tieback to expanding tourism. While there is limited opportunity for overlap between the goals of the Consolidated Plan and promoting tourism, one possible use for CDBG funding that would further the CEDS is enhancements to recreational assets located within CDBG Target Areas.

Discussion

A major limitation of the employment data listed above is that it does not include military employment, and as mentioned before, Fort Drum is the largest single-site employer in New York State. However, as illustrated by much of the preceding discussion, much of the civilian employment that does exist in the area is tied to the military. Many of the most important industry sectors in the Watertown-Fort Drum MSA are supported by military activity.

Overreliance on a single employer is risky, since a dramatic decrease in headcount on the part of that employer can cause significant subsequent job losses across in other sectors across the metro area. It is important for the City and region to keep striving to diversify the employment base so as to minimize the impact of any garrison reductions at Fort Drum as much as possible.

This includes preserving existing basic employment this is not tied to the military, such as New York Air Brake, Knowlton Technologies and Renzi Brothers. Another opportunity is to recruit some of the support activity for the new Micron semiconductor facility in Clay, NY to locate in Jefferson County. It is an approximately one-hour drive from Watertown to Clay. Micron estimates creating 9,000 jobs directly in Clay, and there is significant opportunity for surrounding regions to recruit supply chain and material support.

MA-50 Needs and Market Analysis Discussion

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

HUD identifies four commonly housing problems in its Comprehensive Housing Affordability Strategy (CHAS):

HUD identifies four commonly defined housing problems:

- 1) Housing unit lacks complete kitchen facilities.
- 2) Housing unit lacks complete plumbing facilities.
- 3) Household is overcrowded.
- 4) Household is cost burdened.

Any household with one of the four problems above has a housing problem. A household with two or more of these problems has multiple housing problems. If a geographic area has several units with multiple housing problems in proximity to one another, then that area has a concentration.

At least one of the four defined housing problems, Cost Burden, is a significant problem across the City of Watertown, partially due to the effects of the BAH. The other three problems are more difficult to identify. The City adopted a Rental Registration law in 2016 that contains a voluntary inspection requirement. According to the law, "After July 1, 2018, upon the request of any rental unit owner, managing agent, or tenant, the Code Enforcement Official shall have authority to inspect the subject rental property/rental dwelling unit(s)." However, because participation the Rental Registration program is voluntary, discovery of any interior problems is often complaint driven.

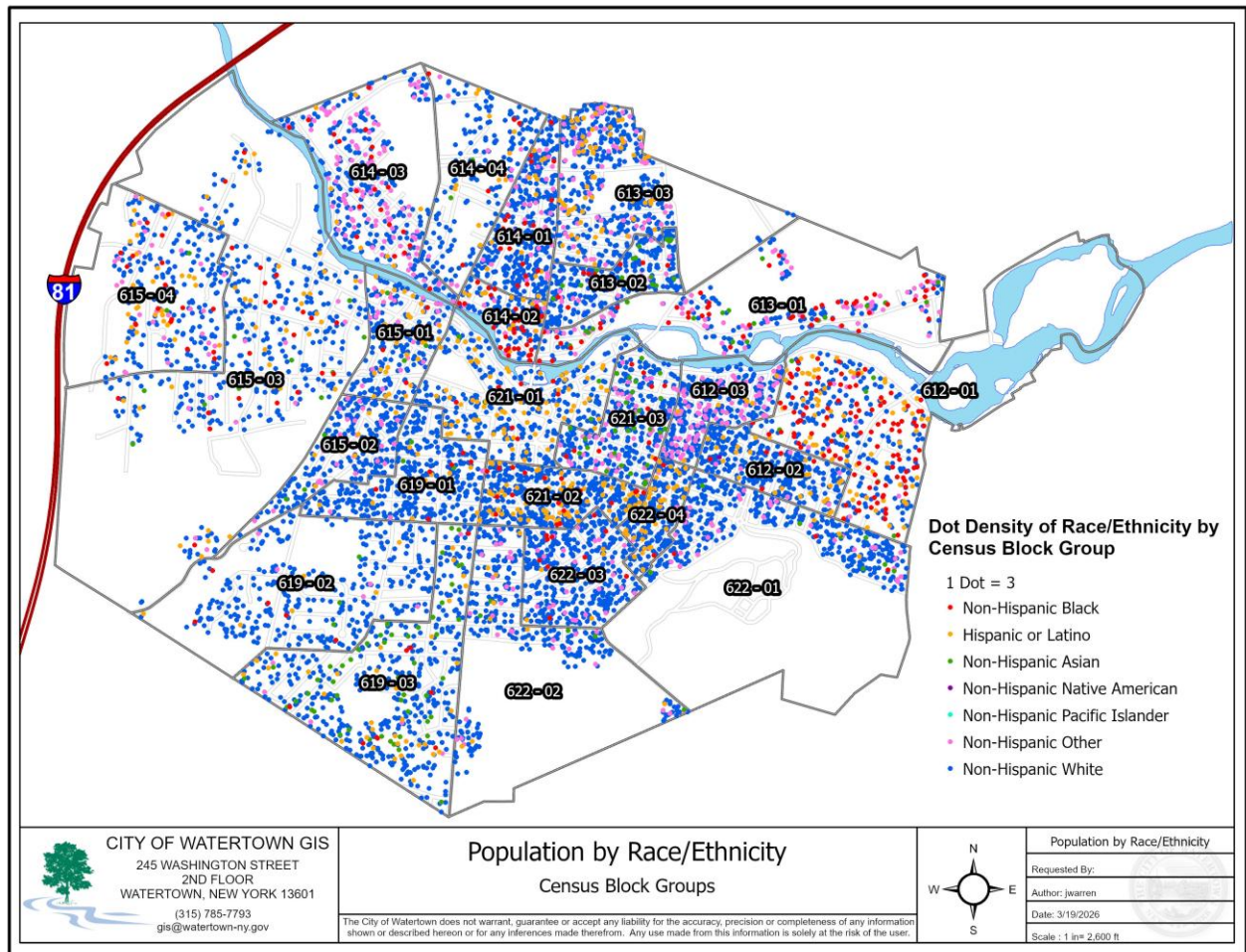
The City of Watertown developed a Rehab Need Index that it used in previous Consolidated Planning cycles, which considered housing age to household income and mapped areas with high levels of both old housing units and a high share of LMI households. However, the properties selected for the City's Owner-Occupied Rehab and First-Time Homebuyer programs have been guided more by the waiting list at the City's Subrecipient, Neighbors of Watertown.

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

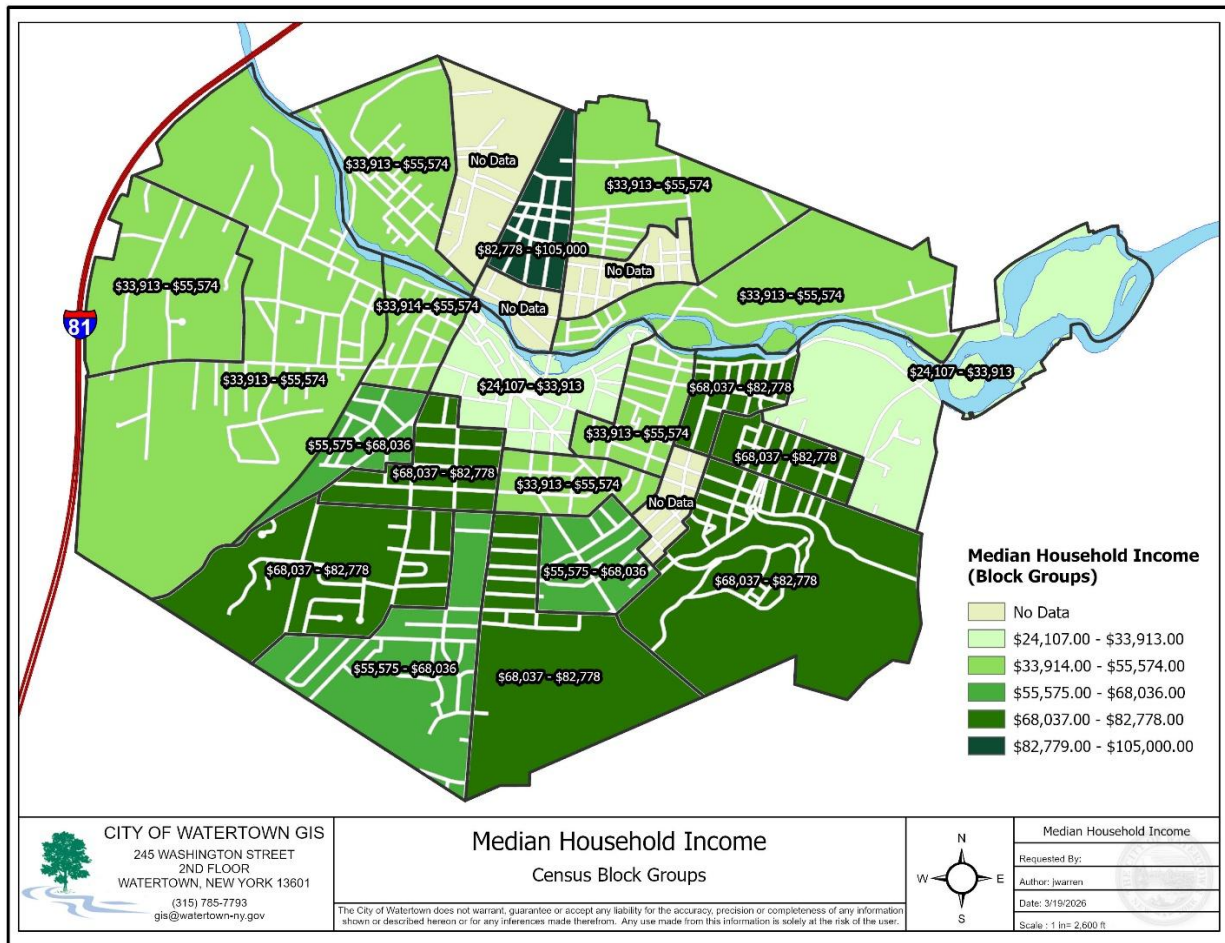
The City of Watertown's population is approximately 78 percent Non-Hispanic White, approximately 5 percent Non-Hispanic Black and 7 percent Hispanic. However, Census Tract 612, Block Group 1, which is at the far east end of the City and contains four large garden-style apartment complexes, is estimated by the 2024 ACS to be 27 percent Non-Hispanic Black and 18 percent Hispanic, far greater than the Citywide percentages for both groups.

Block Groups 1 and 2 in Census Tract 621, which comprise downtown Watertown and the area to the immediate east of downtown, have estimated respective Hispanic populations of 19 percent and 15 percent. The 2024 ACS also estimates Census Tract 614, Block Group 2, which is immediately across the Black River from downtown to be 23 percent Non-Hispanic Black.

The downtown area and the far eastern end of the City are the lowest income areas. The correlation in both these geographies is evident on the two maps below. The first is a dot density map that depicts the racial and ethnic distribution of Watertown’s population. The other map depicts median income by Block Group



Population by Race/Ethnicity map



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

These two areas also stand out for having lower homeownership rates than the rest of the City. There are more renter-occupied households (59 percent) than owner-occupied households (41 percent) 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 racial or ethnic concentrations and low-income concentrations, three of the four have a level of homeownership below 8 percent, with the Near East Block Group adjacent to downtown being the lone exception.

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 the Watertown Urban Mission, Victims Assistance Center, Catholic Charities and Jefferson County Human Services, among 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. However, downtown is also a food desert, as a convenience store and two gas stations just outside

downtown are the only places to purchase groceries. Any traditional grocery store is a bus ride away to other parts of the city.

Downtown also contains two parks: Veterans Memorial Riverwalk Park and Factory Square Park, both of which are along the south shore of the Black River

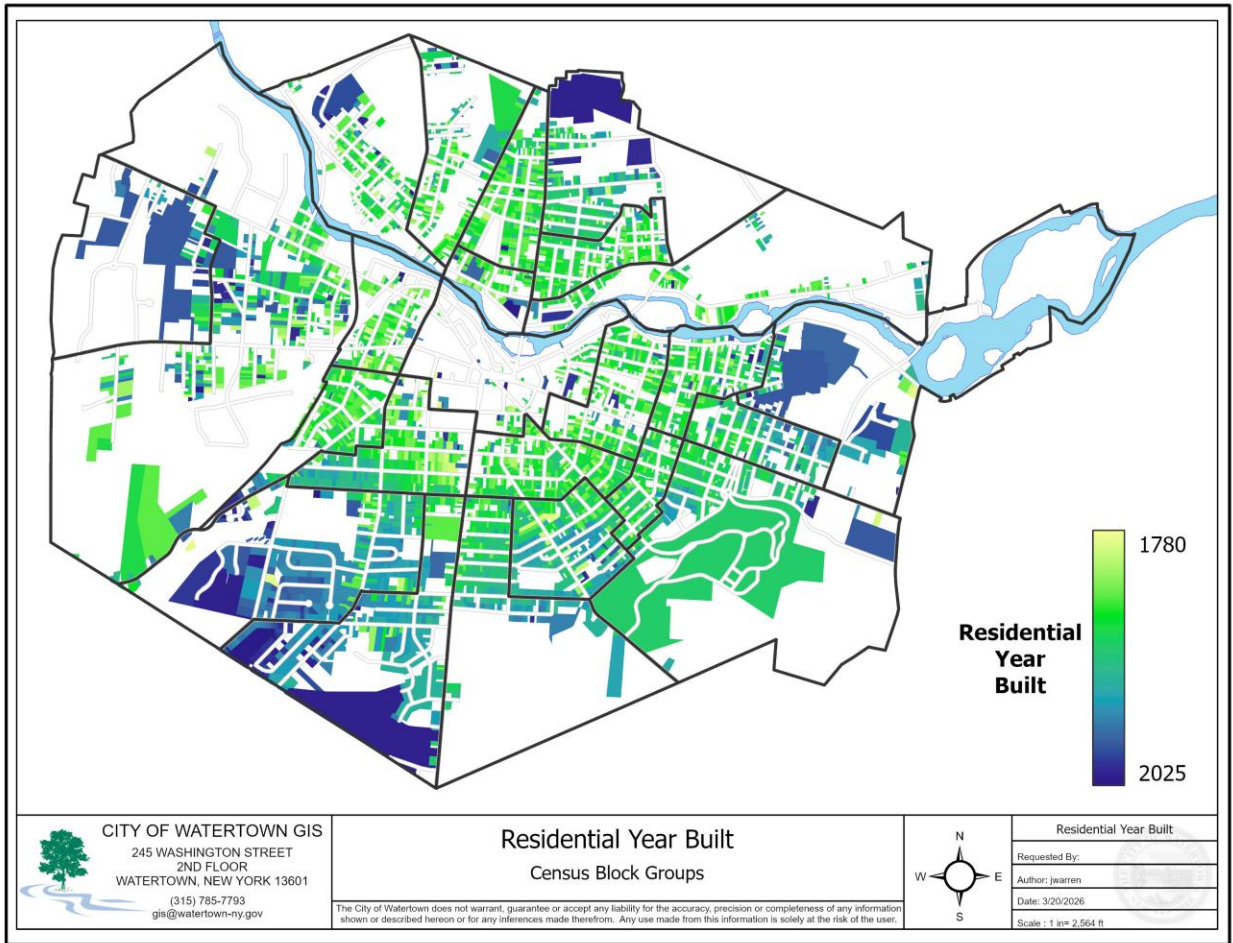
The area immediately across the Black River from downtown, despite containing a cluster of three multifamily public housing properties (including one in Census Tract 614, Block Group 2) contains few community assets. While the area contains a Tim Horton's, a Stewart's Shops and a pharmacy, it also lacks a grocery store.

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. This block group contains four large garden-style apartment complexes, two of which are public housing. This Block Group also contains a large shopping plaza with a Save-A-Lot grocery store, Kinney Drugs, a convenience store, a dollar store and several takeout style restaurants. All but one of the apartment complexes also offer immediate access to the Black River Trail, a 5.4-mile recreational trail that connects Watertown to the Village of Black River and is planned for an extension to downtown.

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. Establishing a downtown grocery store would make an immediate impact. Several residents of the Block Group across the river have requested sidewalk repairs to make access to downtown and walking within their neighborhood safer.

Finally, as Watertown's housing stock is substantially older than the national average, with over a third of the City's housing units predating World War II, continued housing rehabilitation will always be a significant strategic opportunity. The map below identifies the year built for all housing units within the City.

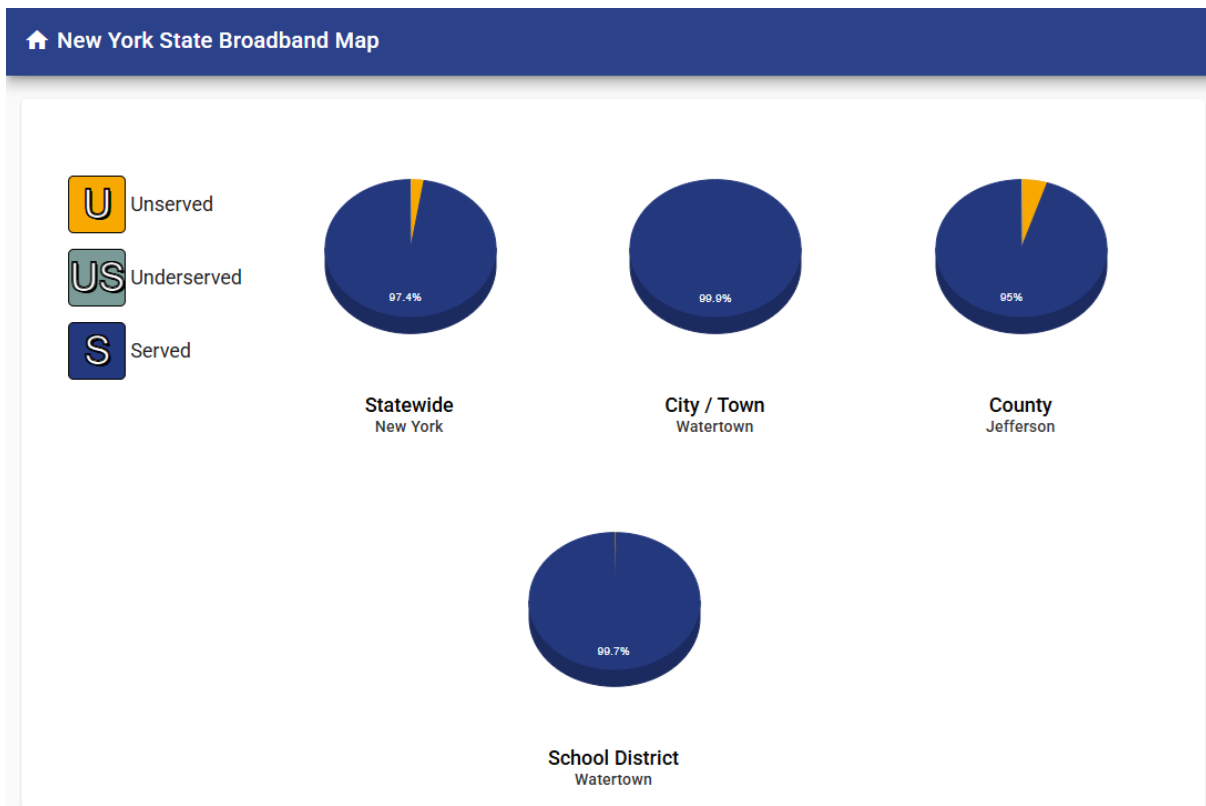


Housing Year Built

MA-60 Broadband Needs of Housing occupied by Low- and Moderate-Income Households - 91.210(a)(4), 91.310(a)(2)

Describe the need for broadband wiring and connections for households, including low- and moderate-income households and neighborhoods.

Internet availability within the City of Watertown is almost universal. According to the New York State Department of Public Service’s Broadband Map, the City and Town of Watertown combine for 99.9 percent coverage compared to a Countywide rate of 95 percent.



Spectrum is the dominant cable and internet provider in New York State and Spectrum has an effective monopoly creating an affordability issue, as the market price for internet access can be difficult for many LMI families to afford. Spectrum’s availability in the Watertown market is also only 84.7 percent, though many of the unavailable locations are likely outside the City. Satellite availability, such as Viasat, Starlink and HughesNet, while effectively 100 percent, is not typical option for residential service.

Describe the need for increased competition by having more than one broadband Internet service provider serve the jurisdiction

As in much of New York State, Spectrum is the leading internet provider in Watertown, and likely possesses a dominant market share locally. Cellular 5G internet from providers such as Verizon, T-Mobile and Mint Mobile are other options, but their availability is limited to 5G coverage.

The most significant improvement since the City's last Consolidated Plan is SLICFiber completing a major network upgrade following its strategic acquisition of and integration with Westelcom, bringing a substantial increase in fiber capacity to the North Country region.

MA-65 Hazard Mitigation - 91.210(a)(5), 91.310(a)(3)

Describe the jurisdiction's increased natural hazard risks associated with climate change.

Watertown Jefferson County Area Transportation Council (WJCTC), the local Metropolitan Planning Organization (MPO) for the Watertown urbanized area, retained a consultant to prepare a Resiliency Study. Although still in draft format at the time of this writing, the Resiliency Study discusses some of the area's vulnerability to severe rain, snow and wind events. It also identifies some recent severe weather events that affected the City.

In November and December of 2022, the Watertown area experienced two 40-inch-plus Lake Effect Snow events five weeks apart. When lake snows approach a rate of accumulation of three-or-more inches per hour, it stresses the City's snow removal operations and affects mobility within the region. As Lake Ontario is much deeper than Lake Erie, it takes much more sustained cold to freeze the lake surface and turn off the lake snow "machine." Watertown has always been, and will continue to be, vulnerable to these events.

In January 2024, a massive wind storm with gusts up to 78 mph downed several trees in the area and knocked out power to thousands of households across the City and region during one of the coldest months of the year.

In August 2024, a severe rain event that dropped over two inches of rain on the City in a single day ruptured a City sewer line, closed roads and caused millions of dollars of damage to classroom floors at Watertown High School.

Describe the vulnerability to these risks of housing occupied by low- and moderate-income households based on an analysis of data, findings, and methods.

Within the City of Watertown, approximately 20 percent of occupied households lack access to a personal vehicle, meaning they must rely on alternate means of transportation, such as walking, biking, public transit, taxis or rideshare (Uber, Lyft, etc.). Although lack of access to a vehicle in and of itself does not prove that a household is low-to-moderate income (LMI), it is fair to infer that there is some overlap.

More frequent and intense lake effect snow events during the winter would only make mobility even more challenging for these households. Contributing factors include inconsistency among local property owners in removing snow from the sidewalks that abut their property, snow-related bus system delays, the discomfort of waiting for a bus in a snowstorm, as well as the potential for surge pricing among rideshare apps during major snow events that would make an Uber or Lyft ride prohibitively expensive.

In addition, LMI households are less equipped to deal with property damage from severe weather events, such as flooded basements and downed trees. Prolonged power outages also carry the risk of spoiling food, which can be more financially damaging to households on tight budgets.

CDBG funds can assist with infrastructure projects, such as sewer line replacements, that will improve resiliency during severe rain events and snowmelts. The City's two nutrition assistance programs can help when an LMI family is forced to spoil food because of an extended power outage.

Strategic Plan

SP-05 Overview

Strategic Plan Overview

The City of Watertown developed its 2026-2030 CDBG Strategic Plan 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.

Several goals address these needs, including neighborhood stabilization and revitalization, affordable housing rehabilitation, increasing homeownership opportunities, job support and creation, fair housing education, supporting public services, environment and quality of life enrichment 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, complete streets improvements, utilities, lighting, technology, neighborhood facilities, facilities for persons with special needs and 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 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 generally be implemented City wide and not limited to specific neighborhoods.

Homeownership is also an important goal of neighborhood stabilization and revitalization. As a City close to a military base, Watertown has a somewhat transient population, with 59% of housing units 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 and their families, there is a desire to increase home ownership to help stabilize neighborhoods throughout the City.

As a means of addressing environmental justice issues in low-and-moderate income neighborhoods, one of the City's goals is environment and quality of life enrichment. The City will achieve this goal by constructing physical improvements such as parks, playgrounds, rain gardens and other green infrastructure, eliminating combined sewer overflows, addressing stormwater issues, increasing greenspace and implementing urban forestry initiatives such as tree planting, hazardous tree removal and invasive species management.

With relatively 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, providing employment training or by providing financial assistance to create jobs.

Public Service Support is another goal that was identified during the planning process for the strategic plan. This goal will include supporting agencies that are working to address social issues and concerns within the community including, but not limited to, food insecurity, health services, substance abuse services, education programs, services for senior citizens and recreational services.

Fair housing education is another important goal in our strategic plan. Our most recent 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 through education, marketing, outreach, training and technical assistance.

To support social agencies in the community who are working to address and prevent homelessness, the City is also including a goal to provide homeless assistance. The City will continue to work with the Points North Housing Coalition, the region's Continuum of Care and Jefferson County through support of services for unhoused persons, and long-range planning to address homelessness in the community.

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

Geographic Area

Table 11 - 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 many 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 include vacant housing units on the upper floors. As evidenced by the block group's 91.3% 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, infrastructure and 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 one of the city's highest share of low-mod households at 84.1%, making it a natural choice for targeted improvements.
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, infrastructure improvements, 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.	

3	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 is comprised of Block Group 2 of Census Tract 1 and Block Group 4 of Census Tract 622. It encompasses the residential areas immediately east of downtown, between High Street and Parker Street on the west, Academy Street and Pleasant Street South on the East and between Academy Street and the Black River.
	Include specific housing and commercial characteristics of this target area.	The area is almost entirely residential, with some retail and services clustered around State Street. Most housing in the area consists of detached houses divided into several rental units. There are few defunct and active industrial properties along the former railroad right-of-way near Olive Street and Emerson Street, and the Ogilvie Foods Brownfield site is located just east this target area, between Pleasant Street N. and California Ave. The aggregate low/mod percentage is 74%.
	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.	
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.	

4	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 area immediately west of downtown, between Massey Street South and Massey Street North on the east, the railroad on the west, north to the Black River. The neighborhood is comprised of Block Groups 1 and 2 in Census Tract 615.
	Include specific housing and commercial characteristics of this target area.	The area contains mostly detached houses with several rental units. There is commercial development along Arsenal Street and Coffeen Street and 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 is 56.04%.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	This area has been brought up at previous public meetings as an area needing improvements.
Identify the needs in this target area.	Residential rehabilitation and infrastructure improvements.	
What are the opportunities for improvement in this target area?	Infrastructure improvement to the riverfront area, improved pedestrian access to the Arsenal Street commercial area, and blight removal.	
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.	

5	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 Black River between Mill Street all the way eastward to the city line, and south of Lynde Street West to Leray Street. This includes all of Census Tract 613 and Block Group 2 of Census Tract 614. The aggregate low/mod percentage is 76.3%.
	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 and two large private apartment complexes, Starwood and Creekwood. There is commercial use along Mill Street and industrial activity along Starbuck Avenue. The area also contains large tracts of vacant land, including the Sewall's Island brownfield and the city's closed landfill.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	Redevelopment of Sewall's Island, including commercial and recreational amenities, has been discussed at many meetings and is part of the Sewall's Island and Factory Square Redevelopment Plan. The need for sidewalk improvements on Mill Street was brought up at our public meeting.
Identify the needs in this target area.	Residential rehabilitation, development or improvement of vacant lands, sidewalk improvements, infrastructure and recreational amenities.	
What are the opportunities for improvement in this target area?	The Sewall's Island brownfield redevelopment 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 3 and 4 in Census Tract 614.
	Include specific housing and commercial characteristics of this target area.	A large 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 a defunct railroad spur. The waterfront area contains many dilapidated or under-utilized commercial and industrial structures. There is one Watertown Housing Authority property on Leray Street, and a cluster of income-restricted housing on Superior Street. The aggregate low/mod percentage for this neighborhood is 67.5%.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	The need for accessibility improvements throughout this area of the City has been 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?	A portion of the City owned 424 Vanduzee Street site, the former Cleaves site on Main Street West and the vacant waterfront properties between the Court Street Bridge and the railroad bridge are 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. 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.	The neighborhood consists of the area located west of Palmer Street to the City boundary between Arsenal Street and Coffeen Street. It is coterminous with Block Group 4 in Census Tract 615.
	Include specific housing and commercial characteristics of this target area.	A large portion of the target area consists of commercial uses along the Arsenal Street corridor and along Western Blvd. and Commerce Park Drive. The remainder of the area is primarily residential, consisting of two large apartment complexes, Ontario Village Apartments and Parkstead Apartments. The low/mod percentage for this neighborhood is 62.1%.
	How did your consultation and citizen participation process help you to identify this neighborhood as a target area?	This area has been brought up at previous public meetings as an area needing improvements.
	Identify the needs in this target area.	Residential rehabilitation, development or improvement of vacant lands, sidewalk and infrastructure improvements.
What are the opportunities for improvement in this target area?	Improved pedestrian access from the large apartment complexes to the Arsenal Street, Western Blvd. and Commerce Park Dr. commercial areas.	
Are there barriers to improvement in this target area?	The Arsenal St. right-of-way is controlled by NYSDOT and many of the locations where pedestrian connectivity could be improved are on private property.	

General Allocation Priorities

The City has designated seven local target areas. These areas consist of census block groups that each have 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.

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

Priority Needs

Table 12 – Priority Needs Summary

1	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 Environment and Quality of Life Enrichment Planning and Administration
	Description	As an older community that was first settled 225 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 infrastructure improvements, neighborhood facilities, blight elimination, and 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.

2	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 Homeless 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. As a result of deferred maintenance, 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 proximity of Fort Drum and the housing allowance given to soldiers that drives up local housing prices. Additionally, the quality of the older housing stock remains a problem, as many units are substandard and in need of repair and deferred maintenance.

3	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 Affordable Housing Rehabilitation 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 number 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.

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 Environment and Quality of Life Enrichment Planning and Administration
	Description	Removal of blighting influences such as dilapidated 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 and Jefferson County Economic Development 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 Affordable Housing Rehabilitation 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 Homeless Assistance 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 Public Services Planning and Administration
	Description	Outreach and education to help prevent homelessness and provide assistance to those experiencing homelessness, as well as long-range planning to address homelessness in the community.
	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. Jefferson County has also increased outreach and education efforts and continues to work with the City on this need. While the City will continue to assist Jefferson County and the Points North Housing Coalition and other agencies, the overall need has a slightly lower priority than some of the others in this plan.

9	Priority Need Name	Environment and Quality of Life Enrichment
	Priority Level	Medium
	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	Environment and Quality of Life Enrichment Neighborhood Stabilization and Revitalization
	Description	Improve environmental conditions and issues in low- and moderate-income neighborhoods by constructing physical improvements such as parks, playgrounds, trails, rain gardens and other green infrastructure, eliminating combined sewer overflows, renewable energy initiatives, tree planting, other urban forestry initiatives and invasive species removal.
	Basis for Relative Priority	Many of the City’s neighborhoods lack basic quality of life amenities. Providing these improvements while also improving the physical environments will address environmental issues in low-and-moderate income neighborhoods.

Narrative (Optional)

The City of Watertown developed its 2026-2030 CDBG Strategic Plan 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 public infrastructure improvements, decent affordable housing, homeownership, blight elimination, economic development, fair housing education public services support, environment and quality of life enrichment and homeless prevention.

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

Introduction

The City of Watertown will receive funds from the CDBG program as an Entitlement Community for the eighth year. The City's Annual Action Plan will emphasize several of our primary goals including Neighborhood Stabilization and Revitalization, Affordable Housing Rehabilitation and Homeownership. The City has also allocated funding for Public Services Support and Environment and Quality of Life Enrichment which will improve several neighborhood playgrounds and parks areas and provide funding for various public service projects including the Watertown City School District Food 4 Families program and the Watertown Urban Mission food pantry. **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	862,000	0	0	862,000	3,448,000	This is the City's annual allocation from HUD for the CDBG program. Years 2-5 assume funding levels of \$862,000 per year.

Table 13 - 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 or first-time homebuyer programs. When used for larger housing projects and infrastructure projects, State and other Federal funds will also be leveraged. No matching funds are required.

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

All of the projects proposed for the Neighborhood Stabilization goal, such as blight elimination, sidewalk improvements, ADA ramps and other infrastructure projects will occur on City owned property. Additionally, playgrounds, parks, trails and tree planting will also occur on City owned property. These improvements will be done in the City's Target Areas to benefit the low- and moderate-income residents of the area.

Discussion

For 2026, the City expects to receive \$862,000 in CDBG Entitlement funding from HUD. The City will use the funding to advance the goals identified in the 5-Year Consolidated Plan and to benefit low- and moderate-income City residents.

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
CNY Fair Housing	Non-profit organizations	Public Services	Region

Table 14 - 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 30 years in delivering rehabilitation services. Before that, the City had Staff delivering the program directly.

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 collaborates with area service providers with the goal of ending homelessness. The Coalition participates in HUD's annual Point In Time Count to get a census of the number of homeless individuals within the community. As part of this Count, PNHC markets and holds events, where it invites homeless individuals in for food and conversation, so area agencies can connect the individuals with housing and needed services.

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.

Watertown City School District carries out a backpack program, Food 4 Families. The Program provides impoverished children and their families with a backpack full of food each Friday, so they have food to eat over the weekend.

The Watertown Urban Mission is a charity organization which runs a food pantry. The food pantry provides impoverished families with food to sustain them. Funding was provided to the food pantry from the City of Watertown through the CDBG program.

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.

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	X		
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 15 - 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 works with the Points North Housing Coalition annually to advertise the Point-In-Time Outreach and Education Initiative. The project involves a marketing campaign consisting of television, internet and newspaper advertising to be run through the month of January, in the weeks preceding the annual Point-In-Time Count of homeless. The advertising raises awareness of the homeless problem in the area, promote the PIT Count and encourage people to attend one of several “Homeless No More” events sponsored by the PNHC. The events are staffed by volunteers and partner agencies from the PNHC and offers 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 been working more closely with Points North Housing Coalition in the last 10-12 years 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	2026	2030	Non-Housing Community Development	Downtown East Near East Near West Northeast Northwest West	Public Infrastructure Improvements Blight Elimination	CDBG: \$2,435,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 3,750 Persons Assisted Buildings Demolished: 4 Buildings
2	Affordable Housing Rehabilitation	2026	2030	Affordable Housing	Downtown East Near East Near West Northeast Northwest West	Decent Affordable Housing	CDBG: \$240,000	Homeowner Housing Rehabilitated: 8 Household Housing Unit Rental units rehabilitated: 0 Household Housing Unit
3	Homeownership Assistance	2026	2030	Affordable Housing	Downtown East Near East Near West Northeast Northwest West	Decent Affordable Housing Homeownership	CDBG: \$1,080,000	Direct Financial Assistance to Homebuyers: 27 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Environment and Quality of Life Enrichment	2026	2030	Non-Housing Community Development	Downtown East Near East Near West Northeast Northwest West	Public Infrastructure Improvements	CDBG: \$110,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 3,750 Persons Assisted
5	Fair Housing Education	2026	2030	Fair Housing	Downtown East Near East Near West Northeast Northwest West	Fair Housing Education	CDBG: \$26,000	Other: 125 Other
6	Homeless Assistance	2026	2030	Homeless	Downtown East Near East Near West Northeast Northwest West	Homeless Prevention	CDBG: \$15,000	Homelessness Prevention: 75 Persons Assisted
7	Public Services Support	2026	2030	Non-Homeless Special Needs	Downtown East Near East Near West Northeast Northwest West	Support of Public Services	CDBG: \$85,500	Public service activities other than Low/Moderate Income Housing Benefit: 2,500 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	Economic Development	2026	2030	Economic Development	Downtown East Near East Near West Northeast Northwest West	Economic Development	CDBG: \$0	Jobs created/retained: 0
9	Planning and Administration	2026	2030	Planning and Administration	Downtown East Near East Near West Northeast Northwest West	Decent Affordable Housing Homeownership Public Infrastructure Improvements Blight Elimination Economic Development Fair Housing Education Support of Public Services Homeless Prevention	CDBG: \$330,500	Other: 1 Other

Table 16 – 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. Public infrastructure projects include, but are not limited to, sidewalk and street reconstruction, complete streets improvements, utilities, lighting, technology, neighborhood facilities, facilities for persons with special needs and 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	Owner-occupied and rental properties for low- and moderate-income families will be rehabilitated, with an emphasis on those properties that will contribute to neighborhood stabilization and revitalization.
3	Goal Name	Homeownership Assistance
	Goal Description	Homeownership assistance to low- and moderate-income families will be provided to increase the number of owner-occupied households and to help stabilize and revitalize neighborhoods throughout the City.
4	Goal Name	Environment and Quality of Life Enrichment
	Goal Description	Environmental conditions and quality of life will be improved in target areas by constructing physical improvements such as parks, playgrounds, rain gardens and other green infrastructure, eliminating combined sewer overflows, addressing stormwater issues, increasing greenspace and implementing urban forestry initiatives such as tree planting, hazardous tree removal and invasive species management.
5	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.

6	Goal Name	Homeless Assistance
	Goal Description	Support Jefferson County and the Points North Housing Coalition, the local Continuum of Care, and other local agencies that are working to prevent homelessness through support of services for unhoused persons and long-term planning to address homelessness in the community.
7	Goal Name	Public Services Support
	Goal Description	Support agencies that are working to address social issues and concerns within the community including, but not limited to, food insecurity, health services, substance abuse services, education programs, services for senior citizens and recreational services.
8	Goal Name	Economic Development
	Goal Description	Support the efforts of the Watertown Local Development Corporation, Jefferson County Economic Development and other local economic development agencies by partnering with these organizations on various initiatives to advance the reuse and adaptive reuse of strategic development sites, including brownfields, to retain key industries, attract businesses and create jobs.
9	Goal Name	Planning and Administration
	Goal Description	Conduct planning studies as needed to develop neighborhood revitalization strategies and to inform the development of consolidated plans and annual action plans and administer the City's CDBG Program including project management and the development of annual plans and reports.

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 2026-2030 time period covered by this Consolidated Plan, the City intends to assist residents with homeownership with homebuyer grants. The City anticipates providing approximately five grants per year for an aggregate total of 25 over the five-year period. Of the 25, the City anticipates that five low-income families and 20 moderate-income families will be supported by the homebuyer grant program.

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 approximately 80 percent of housing units in Watertown were 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 treated or abated 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 homebuyer program has a rehabilitation component as well which addresses lead-based paint issues.

The City follows a Lead Based Paint Hazard Reduction Plan in all its housing rehabilitation activities. This ensures compliance with HUD Lead-Based Paint regulations on every property built prior to 1978. The regulations require that, depending on the amount of Federal funds applied to a property, paint testing, risk assessment, treatment and/or abatement may be conducted. 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 are trained and certified in lead-safe work 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 20.1 percent (2019-2024 ACS 5-year estimate) for the entire population for whom poverty status is determined. When that statistical universe is confined to families, the number drops to 14.9 percent (2019-2024 ACS 5-year estimate).

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.

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. 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 address the above, the City will continue to make rehabilitating owner-occupied housing and homebuyer assistance high priorities in upcoming Annual Action Plans.

The City previously completed its Analysis of Impediments to Fair Housing Choice (AI) which identified five significant impediments facing the Watertown region:

- Lack of quality, affordable housing limits housing options for protected class members.
- Vacant housing and zombie properties undermine neighborhood stability and revitalization efforts.
- There are significant disparities in homeownership rates by race and ethnicity, limiting the ability of people of color to build household wealth.
- A large percentage of the population has disabilities, particularly ambulatory disabilities, which creates a need for accessible housing.
- Housing discrimination and lack of knowledge of fair housing rights continues to limit housing opportunities.

Prominent among the above is the fourth impediment, which references a high disability rate. The interrelatedness of disability and poverty looms large over the Watertown housing market, given that a greater percentage (19.4%) of Watertown’s population has at least one disability than the nationwide percentage (13.3%), and a percentage of disabled seniors (34.9%), defined as ages 65 and up, that is higher than the nationwide percentage (32.9%). (Data updated for 2026 and taken from the ACS 2024 5 year data)

To combat this impediment, the AI identifies the following policy recommendations:

- Identify and support scattered site housing options that promote integration of people with disabilities into the community.
- Develop incentives for creating accessible housing or modifying homes to be more accessible.
- Assure that all new construction or substantial rehabilitation complies with required accessibility guidelines. Monitor new construction prior to completion to identify accessibility violations while they are easier to correct.
- Explore passage of a visitability regulation that requires that all new construction of both multi and single-family homes conform with basic accessibility requirements.

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's Planning Department is responsible for monitoring all activities undertaken with CDBG funds. This includes ensuring that all such activities are eligible uses of said funds and meet a National Objective. The City of Watertown Planning Department 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 staff or by a Subrecipient. 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.

The City has a written Subrecipient Monitoring Plan which is used to ensure that all those that enter into a subrecipient agreement with the City comply with HUD CDBG regulations. The plan identifies the actions that will be taken during the monitoring process, such as an assessment of the subrecipient's performance, the type of monitoring review (e.g., desk or on-site), the programs/functions to be monitored, expected dates, identifying deficiencies and designing corrective actions to determine compliance. Monitoring is an ongoing process, which involves continuous communication and evaluation to assess the quality of the subrecipient's performance over a period.

In addition to subrecipients, Planning Staff will monitor progress of all CDBG grant recipients to ensure timely expenditures and track program performance. Staff will also require recipients to submit expense and program reports regularly to monitor program performance against goals and performance standards as defined in the Grant Agreement. Any concerns identified by Planning staff will be communicated to the grant recipient in writing.

For housing rehabilitation and first-time homebuyer loans to owner-occupants, the Subrecipient 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 during the affordability period required in the Loan Agreement.

The City will require landlords receiving rental rehabilitation loans 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, the City will require businesses 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.

The City will ensure that all recipients of CDBG funding will use its best efforts to afford small businesses, minority business enterprises, and women's business enterprises the maximum practicable opportunity to participate in the performance of the project.

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 thirteenth year. Program Year 2026 will be the first year of funding under our 2026-2030 Consolidated Plan. The City's timeline for writing the draft 2026 Annual Action Plan preceded an award letter from HUD that outlined the available funding amount for the CDBG Program for 2026. In drafting the proposed plan, the City utilized an anticipated budget of \$862,000 and the funding levels shown for each project are estimated amounts. The overall budget amount is an estimate, based on a slight increase from the amount the City received in PY 2025 (\$860,088). Once HUD informs the City of our actual funding amount for 2026, we will update the table below, and the individual project budgets based on the plan outlined below.

Budget Contingency Provision

As noted above, while developing the proposed 2026 Annual Action Plan, the City utilized an anticipated budget of \$862,000. The following "contingency provision" language is intended to explain how the City will adjust its proposed Annual Action Plan to match its actual allocation amount once the actual amount becomes known.

If the funding awarded to the City of Watertown is greater than the \$862,000 that is anticipated, the amount in excess will be split between the Central Street (300 Block) Sanitary Sewer Replacement Project and the Lead & Galvanized Water Service Replacement Program.

The anticipated accomplishments for the Central Street (300 Block) Sanitary Sewer Replacement Project will not change as the overall project scope will remain the same. Additional City funding will be allocated to the overall \$500,000 project, meaning that the full scope of the project will move forward and be accomplished, regardless of the exact CDBG funding level. The accomplishments for the Lead & Galvanized Water Service Replacement Program may change slightly if more funding is allocated to the project. Initially, it is anticipated that approximately three lead and galvanized water services will be able to be replaced with the current budget. The cost per service is approximately \$7,500, so for every \$7,500 in additional funding applied to the project, the accomplishments will increase by one additional water service being replaced.

If the funding allocated to the City is less than \$862,000, the City proposes to reduce the amount budgeted for the Mill Street (500-600 Blocks) Sidewalk Replacement Project.

In this scenario, the scope of the project will be reduced, and the City will replace less sidewalk, starting with the portion of the 600 Block of Mill Street that falls between Saint Mary Street and Francis Street on the east side of Mill Street.

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	\$862,000	\$0	\$0	\$862,000	\$3,460,000	This is the City's expected annual allocation from HUD for the CDBG program. Years 2-5 assume funding levels of \$865,000 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 or homebuyer programs. When used for larger housing projects, state and other federal funds will also be leveraged. No matching funds are required.

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

City-owned property will undergo evaluation for potential improvement and use as neighborhood public facilities or housing for low- and moderate-income persons. Occasionally, the City obtains property through the tax foreclosure process. 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. In the past the City has also included funding in our annual action plans specifically for tax-foreclosed properties. The funding was allocated to help stabilize properties until a full redevelopment plan was developed and to assist with needed environmental remediation in certain locations.

Discussion

The City of Watertown will be starting its thirteenth year as an Entitlement Community under the CDBG Program. The city still has unspent funds from a few previous years but expects to continue to draw down that funding and complete several projects by the end of Program Year 2026.

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	2026	2030	Non-Housing Community Development	Northeast Near East	Public Infrastructure Improvements Blight Elimination	CDBG: \$560,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 750 Persons Assisted Structures Demolished: 1
2	Affordable Housing Rehabilitation	2026	2030	Affordable Housing	Downtown East Near East Near West Northeast Northwest West	Decent Affordable Housing	CDBG: \$0	Homeowner Housing Rehabilitated: 0 Household Housing Unit
3	Homeownership Assistance	2026	2030	Affordable Housing	Downtown East Near East Near West Northeast Northwest West	Homeownership	CDBG: \$240,000	Direct Financial Assistance to Homebuyers: 6 Households Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
4	Environment and Quality of Life Enrichment	2026	2030	Non-Housing Community Development	Downtown East Near East Near West Northeast Northwest West	Public Infrastructure Improvements	CDBG: \$0	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 0 Persons Assisted
5	Fair Housing Education	2026	2030	Fair Housing	Downtown East Near East Near West Northeast Northwest West	Fair Housing Education	CDBG: \$0	Public service activities other than Low/Moderate Income Housing Benefit: 0 Persons Assisted
6	Homeless Assistance	2026	2030	Homeless	Downtown East Near East Near West Northeast Northwest West	Homeless Prevention	CDBG: \$0	Homelessness Prevention: 0 Persons Assisted
7	Public Services Support	2026	2030	Non-Homeless Special Needs	Downtown East Near East Near West Northeast Northwest West	Support of Public Services	CDBG: \$16,000	Public service activities other than Low/Moderate Income Housing Benefit: 500 Persons Assisted

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
8	Planning and Administration	2026	2030	Planning and Administration	Downtown East Near East Near West Northeast Northwest West	Decent Affordable Housing Homeownership Public Infrastructure Improvements Blight Elimination Economic Development Fair Housing Education Support of Public Services Homeless Prevention	CDBG: \$46,000	Other: 1 Other

Table 17 – 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. Public infrastructure projects include, but are not limited to, sidewalk and street reconstruction, complete streets improvements, utilities, lighting, technology, neighborhood facilities, facilities for persons with special needs and 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	Owner-occupied and rental properties for low- and moderate-income families will be rehabilitated, with an emphasis on those properties that will contribute to neighborhood stabilization and revitalization.
3	Goal Name	Homeownership Assistance
	Goal Description	Homeownership assistance to low- and moderate-income families will be provided to increase the number of owner-occupied households and to help stabilize and revitalize neighborhoods throughout the City.
4	Goal Name	Environment and Quality of Life Enrichment
	Goal Description	Environmental conditions and quality of life will be improved in target areas by constructing physical improvements such as parks, playgrounds, rain gardens and other green infrastructure, eliminating combined sewer overflows, addressing stormwater issues, increasing greenspace and implementing urban forestry initiatives such as tree planting, hazardous tree removal and invasive species management.
5	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

6	Goal Name	Homeless Assistance
	Goal Description	Support Jefferson County and the Points North Housing Coalition, the local Continuum of Care, and other local agencies that are working to prevent homelessness through support of services for unhoused persons and long-term planning to address homelessness in the community.
7	Goal Name	Public Services Support
	Goal Description	Support agencies that are working to address social issues and concerns within the community including, but not limited to, food insecurity, health services, substance abuse services, education programs, services for senior citizens and recreational services.
8	Goal Name	Planning and Administration
	Goal Description	Conduct planning studies as needed to develop neighborhood revitalization strategies and to inform the development of consolidated plans and annual action plans and administer the City's CDBG Program including project management and the development of annual plans and reports.

AP-35 Projects - 91.420, 91.220(d)

Introduction

For Program Year 2026, the City plans to address two high priority needs: improving public infrastructure and affordable housing. These needs address two important goals from our Consolidated Plan: neighborhood stabilization and revitalization and homeownership assistance. The City will also address one of our lower priority needs and goals which is support of public services, although at a much smaller funding level than the higher priority needs.

The City has identified the following projects to address the highest priority needs and goals: a sidewalk construction project, a sewer replacement project, a demolition project and a homebuyer program. To accomplish our lower priority goals, the City plans to provide support for two food pantries.

Planning and Administration will also be included in the plan and will provide funding for the overall administration of the CDBG Program.

#	Project Name
1	Mill Street (500-600 Blocks) Sidewalk Replacement Project
2	Central Street (300 Block) Sanitary Sewer Replacement
3	383 Flower Avenue East Demolition Project
4	Lead & Galvanized Water Service Replacement Program
5	Homebuyer Program 2026
6	Watertown Urban Mission Food Pantry
7	WCSD Food for Families (Backpack) Program
8	Program Administration

Table 18 – 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 two highest priority needs that were identified during our citizen participation and outreach initiatives, which were neighborhood stabilization and revitalization and homeownership. Approximately 93 percent of our available funding for this program year has been allocated to address these top priorities. The City will use the remaining funding for planning and administration and addressing our lower priority need of supporting public services.

AP-38 Project Summary Information

1	Project Name	Mill Street (500-600 Blocks) Sidewalk Replacement Project
	Target Area	Northeast
	Goals Supported	Neighborhood Stabilization and Revitalization
	Needs Addressed	Public Infrastructure Improvements
	Funding	CDBG: \$250,000
	Description	The Mill Street (500-600 Blocks) Sidewalk Replacement Project consists of the replacement of approximately 3,000 linear feet of 4' wide sidewalks along the 500 and 600 Blocks of Mill Street in the City's Northeast Target Area. This area of the City is heavily used by pedestrians due to the proximity of several Watertown Housing Authority apartment complexes including Hilltop Towers and Skyline Apartments.
	Target Date	10/31/2027
	Estimate the number and type of families that will benefit from the proposed activities	The City estimates that 688 low to moderate-income (LMI) families will benefit from the proposed project. The project footprint straddles four Block Groups, three of which are majority LMI, across two different Census Tracts, two Block Groups from each Census Tracts. Since 2024 ACS data on total families in a geography is only available at the Census Tract level, the City divided the number of families evenly across the Block Groups in both Census Tracts when estimating the number of families, then applied HUD's estimated LMI percentages in each Block Group to determine the number of LMI families.
	Location Description	The project will take place within the Mill Street Right-of-Way in the 500 and 600 Blocks of Mill Street. It is located in the Northeast Target Area.
	Planned Activities	Planned activities include installing approximately 3,000 linear feet of four-foot-wide sidewalk.

2	Project Name	Central Street (300 Block) Sanitary Sewer Replacement Project
	Target Area	Near East
	Goals Supported	Neighborhood Stabilization and Revitalization
	Needs Addressed	Public Infrastructure Improvements
	Funding	CDBG: \$240,000
	Description	The Central Street (300 Block) Sanitary Sewer Replacement Project involves the replacement of approximately 600 feet of compromised 20” sanitary sewer pipe and all associated sewer laterals installed back in 1893. The existing pipe and structures are broken, cracked and are in danger of collapsing.
	Target Date	10/31/2026
	Estimate the number and type of families that will benefit from the proposed activities	The City estimates that 286 low to moderate-income (LMI) families will benefit from the proposed project. The project footprint straddles two Block Groups, one of which is majority LMI, across two different Census Tracts, one Block Groups from each Census Tract. Since 2024 ACS data on total families in a geography is only available at the Census Tract level, the City divided the number of families evenly across the Block Groups in both Census Tracts when estimating the number of families, then applied HUD’s estimated LMI percentages in each Block Group to determine the number of LMI families.
	Location Description	The project will take place in the Right-of-Way on Central Street between Huntington Street and Bronson Street. It is located in the Near East Target Area.
Planned Activities	Planned activities include installing approximately 300 feet of new 20” sanitary sewer pipe, associated sewer laterals, stone backfill and asphalt pavement patch.	

3	Project Name	383 Flower Avenue East Demolition Project
	Target Area	None
	Goals Supported	Neighborhood Stabilization and Revitalization
	Needs Addressed	Blight Removal
	Funding	CDBG: \$50,000
	Description	The 383 Flower Avenue East Demolition Project involves the demolition of a City owned residential structure in the City's east side. The project will remove a blighted structure and will aid in the prevention of blight spreading to adjacent properties.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	Not applicable.
	Location Description	The project will take place at 383 Flower Avenue East.
	Planned Activities	A dilapidated single family residential home located on the parcel will be demolished and the site will be restored.

4	Project Name	Lead & Galvanized Water Service Replacement Program
	Target Area	Downtown, East, Near East, Near West, Northeast, Northwest, West
	Goals Supported	Neighborhood Stabilization and Revitalization Environment and Quality of Life Enrichment
	Needs Addressed	Affordable Housing Rehabilitation Neighborhood Stabilization and Revitalization
	Funding	CDBG: \$20,000
	Description	The Lead & Galvanized Water Service Replacement Program will provide rehabilitation assistance for the replacement of lead and galvanized water services for substandard 1-to-4-unit properties within the City.
	Target Date	12/31/2027
	Estimate the number and type of families that will benefit from the proposed activities	This program will assist approximately three low-to-moderate income families.
	Location Description	The project will take place throughout the City of Watertown.
	Planned Activities	The Lead & Galvanized Water Service Replacement Program will provide loans and/or grants to low-and moderate-income property owners for the replacement of lead and galvanized water services for substandard 1-to-4-unit properties within the City

5	Project Name	Homebuyer Program 2026
	Target Area	Downtown, East, Near East, Near West, Northeast, Northwest, West
	Goals Supported	Neighborhood Stabilization and Revitalization Homeownership Assistance
	Needs Addressed	Homeownership
	Funding	CDBG: \$240,000
	Description	The Homebuyer Program will provide grants to assist qualified low-to-moderate income individuals 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	12/31/2027
	Estimate the number and type of families that will benefit from the proposed activities	This program will assist approximately six low-to-moderate families.
	Location Description	The project will take place throughout the City of Watertown.
	Planned Activities	The Homebuyer Program will provide grants to assist qualified low-to-moderate income individuals with down payment assistance toward the purchase of a new home.

6	Project Name	Watertown Urban Mission Food Pantry Project
	Target Area	Downtown, East, Near East, Near West, Northeast, Northwest, West
	Goals Supported	Public Services Support
	Needs Addressed	Support of Public Services
	Funding	CDBG: \$8,000
	Description	The Watertown Urban Mission Food Pantry Project will provide funding for the Watertown Urban Mission’s (WUM) Food Pantry. The grant would help cover the costs for an increased demand for food and supplies that the WUM has been seeing in recent months. The increased demand has put unexpected strain on funding resources for providing food packages to those in need. Due to the increased demand, the agency anticipates a shortage of funds in the food pantry in the coming months.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	This program will assist approximately 100 low to moderate income families.
	Location Description	The project will serve residents located throughout the City of Watertown.
	Planned Activities	The Watertown Urban Mission Food Pantry Project will provide food and needed supplies for approximately 100 families throughout the City of Watertown.

7	Project Name	WCSD Food for Families (Backpack) Program
	Target Area	Downtown, East, Near East, Near West, Northeast, Northwest, West
	Goals Supported	Public Services Support
	Needs Addressed	Support of Public Services
	Funding	CDBG: \$8,000
	Description	The WCSD Food for Families (Backpack) Program will provide funding for the Watertown City School District to assist 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 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 carried out at all school buildings within the District, with the numbers of backpacks per school allocated based on school population and need. The program is currently run entirely on donations made to a backpack fund set up at the United Way, which allows for the purchase of food through the CNY Foodbank. Volunteers from the community raise funds for the purchase of food, which is packed into bags each Wednesday by students and volunteers. The program provides approximately 120 backpacks each week during the school year, but there is greater need in the District than the program can provide.
	Target Date	6/30/2027
	Estimate the number and type of families that will benefit from the proposed activities	This program will assist approximately 50 low to moderate income families, over the course of 40 weeks.
	Location Description	The program will service all schools in the Watertown City School District.
	Planned Activities	The Watertown City School District Food 4 Families Program will provide food for approximately 50 students and their families throughout the Watertown City School District each week for 40 weeks during the school year.

8	Project Name	Program Administration 2026
	Target Area	Downtown, East, Near East, Near West, Northeast, Northwest, West
	Goals Supported	Planning and Administration
	Needs Addressed	Decent Affordable Housing Homeownership Public Infrastructure Improvements Environment and Quality of Life Enrichment Blight Elimination Fair Housing Education Support of Public Services Homeless Prevention
	Funding	CDBG: \$46,000
	Description	This project is for the administration of the CDBG Program.
	Target Date	6/30/2026
	Estimate the number and type of families that will benefit from the proposed activities	Not applicable
	Location Description	This covers wherever the CDBG funds will be spent.
	Planned Activities	The City will administer the CDBG Program.

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 does not plan to designate an official Target Area as its focus area for Program Year 2026. However, the City is focusing on infrastructure improvements in this Program Year. Taken together, the Mill Street Sidewalk Replacement Project in the Northeast Target Area and the Central Street Sanitary Sewer, will account for a combined 57 percent of the City's PY 2026 Entitlement award. The focus on infrastructure follows feedback from the community and City Council.

Many proposed projects for Program Year 2026 will also be citywide. The Homebuyer Program, WCSD Food for Families (Backpack) Program, Urban Mission Food Pantry, and Lead & Galvanized Water Service Replacement Program will all have benefits across the City, including locations outside of Target Areas.

For the purpose of calculating the percentage of funds spent in each Target Area, the City took different approaches to each project. For the single-location projects within Target Areas, the City assigned those funds to the appropriate Target Areas. For the Backpack Program and Urban Mission Food Pantry, the City divided the total amount programmed by eight (the seven Target Areas plus Non-Target Area spending). For the Homebuyer Program, Lead & Galvanized Water Service Replacement Program, and Program Administration, the City divided the amount programmed by seven (the six Target Areas excluding Downtown plus Non-Target Area locations). The City excluded downtown because the number of homes available for purchase downtown is not statistically significant.

Since some spending will occur outside of Target Areas, including a planned demolition project outside a Target Area, the values in the "Percentage of Funds" table immediately below do not add up to 100 percent, as it only tabulates spending within Target Areas and does not account for the spending anticipated to occur outside of Target Areas, which is likely to be at least 11 percent.

Geographic Distribution

Target Area	Percentage of Funds
Downtown	1
Near East	33
East	5
Northeast	35
Northwest	5
Near West	5
West	5

Table 19 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

In City has selected projects based upon the most urgent needs and maximum impacts; and will continue that strategy in PY 2026. Over the four of the last five preceding program years, that prioritization strategy led to an unofficial focus on the Northeast Target Area, as that is where the City had identified the most impactful projects. This year, the two major infrastructure projects are in different Target Areas, making designating a formal focus area impractical.

Discussion

Although the City will again not designate a focus area for PY 2026, the City anticipates spending the majority of funds on infrastructure projects, as this is where the City has identified the greatest needs and most impactful potential projects. The Mill Street Sidewalk Replacement Project stemmed directly from a public meeting held at a mid-rise public apartment building on Mill Street and the Central Street Sanitary Sewer Replacement Project will replace one of the oldest sewer lines in the City.

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

Introduction

CDBG funded activities for this program year will address improvements to public infrastructure, owner-occupied 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.

Actions planned to address obstacles to meeting underserved needs

The City's owner-occupied housing rehabilitation program 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 Food4Families Program and assistance to Watertown Urban Mission's food pantry will provide food to students and families in some of the City's poorest areas.

Actions planned to foster and maintain affordable housing

The owner-occupied housing program will also help to maintain affordable housing in the community. The owner-occupied program will help rehabilitate seven homes. The homebuyer program will allow families to purchase a home that otherwise would not be able to afford to own a home of their own. The homebuyer program will help five families purchase a home.

Actions planned to reduce lead-based paint hazards

The housing rehabilitation program 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 Planning and Community Development Department 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 Planning and Community Development Department, 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 department is not left in a difficult position in the event of staff changes.

Planning Staff have also involved members of the City's GIS Department in spatial analyses related to planning efforts for the CDBG program. Planning Staff works closely with GIS Staff to educate them

about the CDBG program so that the GIS Department can continue to contribute to the City's administration of the CDBG program.

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

As part of our 2026 Annual Action Plan, the City is collaborating 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 also collaborate with CNY Fair Housing to provide Fair Housing services. The City has a sub-recipient agreement with Neighbors of Watertown, a not-for profit housing agency, to administer the housing programs funded with CDBG funds.

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 replacement and new infrastructure construction, including new sidewalks and ADA ramps.

Program Specific Requirements

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

Introduction

The City’s rental rehabilitation program is the only source of program income for our entitlement community. The payments received to date are typically spent with our next drawdown and we do not anticipate having any program income on hand at the end of this program year that has not been reprogrammed.

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	\$ 0
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:	\$ 0

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 approximately 90 percent 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 2026.

Appendix - Alternate/Local Data Sources

1	Data Source Name ACS 2019-2024
	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 data.census.gov
	What was the purpose for developing this data set? To obtain demographic data about the City of Watertown for the analyses contained in this plan. The 2019-2024 dataset was specifically used in Section MA-45 and MA-50.
	Provide the year (and optionally month, or month and day) for when the data was collected. 2019-2024
	Briefly describe the methodology for the data collection. N/A
	Describe the total population from which the sample was taken. Sampling determined by the United States Census Bureau.
	Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed. N/A
2	Data Source Name ACS 2019-2024
	List the name of the organization or individual who originated the data set. United States Census Bureau
	Provide a brief summary of the data set. ACS Data from data.census.gov
	What was the purpose for developing this data set? To obtain demographic data about the City of Watertown for the analyses contained in this plan.
	Provide the year (and optionally month, or month and day) for when the data was collected. 2019-2024
	Briefly describe the methodology for the data collection. N/A

	<p>Describe the total population from which the sample was taken.</p> <p>Sampling determined by Census</p>
	<p>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</p> <p>N/A</p>
3	<p>Data Source Name</p> <p>County Business Patterns (CBP) (2023)</p>
	<p>List the name of the organization or individual who originated the data set.</p> <p>United States Census Bureau</p>
	<p>Provide a brief summary of the data set.</p> <p>CBP Employment data from the U.S. Census Bureau across different industries and sectors at the local and national levels.</p>
	<p>What was the purpose for developing this data set?</p> <p>To analyze the Watertown Metropolitan Statistical Area’s (MSA) economic base and calculate Location Quotients for the analyses contained in this plan.</p>
	<p>Provide the year (and optionally month, or month and day) for when the data was collected.</p> <p>2023</p>
	<p>Briefly describe the methodology for the data collection.</p> <p>N/A</p>
	<p>Describe the total population from which the sample was taken.</p> <p>All known employers with paid employees.</p>
	<p>Describe the demographics of the respondents or characteristics of the unit of measure, and the number of respondents or units surveyed.</p> <p>N/A.</p>