



Appendices

- I. Inventory and Analysis
- II. Public Engagement



I

Inventory & Analysis

1. Summary of Past Planning Studies
2. Existing Neighborhood Conditions
3. City-wide Maps
4. Zoning Diagnostic
5. Infrastructure Assessment
6. Housing Analysis
7. Economic Study

1. Summary of Past Planning Studies

A review of past planning studies and downtown revitalization efforts was completed in mid-2019. The following documents are summarized below:

- Economic and Market Condition Analysis (2006)
- Black River Whitewater and Trail Feasibility Study (2006)
- Draft Local Waterfront Revitalization Program for the Black River (2010)
- Reconstruction of J.B. Wise Lot and Pavilion (2012)
- Restore NY Program – Masonic Temple (2016)
- Complete Streets Policy (2017)
- Community Forest Management Plan (1999)
- Community Forest Management Plan (2018)
- Public Square Reconstruction and Streetscape Enhancement Project (2006-2008)

Economic and Market Condition Analysis (2006)

The objective of this study was to identify demographic, economic, and real estate market conditions and commercial development opportunities in the City, particularly in downtown and along the Black River.

The assessment of the area's market conditions was comprised of the following elements:

- Review of existing planning studies and reports that focus on the City of Watertown and the Black River
- Compilation and analysis of resident and visitor market demographics
- Analysis of local and regional economic trends, retail sales, and the amount of sales leakage
- A focus group discussion with local businesses to discuss potential market opportunities
- Review of the findings of downtown business and property owner surveys conducted in 2004 by the Center for Community Studies at Jefferson Community College
- Interviews with local realtors, property owners, developers, and investors to assess the real estate market.

Findings/Recommendations (taken directly from the report):

- The trade area experienced an increase in resident population and household income levels rose. It is estimated that 9.5% of the households in the trade area have incomes of \$100,000 or above. A majority of this growth is attributable to demographic changes, as the number of households headed by individuals between the ages of 45 and 64 (peak earning years) increased.

- There is a considerable seasonal population in the trade area, with 6,000 seasonal homes on the tax rolls in Jefferson County alone. Seasonal residents represent an important target market, as they tend to have above-average income levels and spend more than the average year-round resident on specialty retail, dining, and entertainment.
- Market segmentation data indicate a trade area market comprised primarily of moderate income to middle-class families and couples with interest in traditional small town or rural pursuits. These households tend to shop at discount stores and dine at value-priced or fast-food restaurants.
- As a special segment of the trade area market, the Fort Drum market is generally characterized as young, ethnically diverse, and well-educated. The majority of households living on-base include children under age 18. It may be worthwhile for the City to commission a survey, via base command or the Fort Drum Regional Liaison Organization, of soldiers and their families to get a better understanding of their consumer spending patterns, entertainment preferences, and lifestyle behaviors, as this information is not available through standard demographic data sources.
- Based on information provided by Fort Drum, the third brigade assigned to the 10th Mountain Division would add more than 5,000 soldiers and 4,708 family members to the trade area market by 2009. The new brigade is expected to affect not only the overall size of the market, but also the demand for goods and services, as many of the additional households have higher than average income levels. In fact, as a result of the new brigade, the aggregate income in the trade area is projected to increase by more than \$208 million, excluding spousal earnings or other sources of household income. This could increase retail opportunities substantially in the Watertown trade area.
- The Black River clearly provides an opportunity for the City to capitalize on the already strong market for water-based recreation in the region. Various studies suggest, however, that riverfront festivals offering a mix of activities tend to be more successful (and lucrative) than competitive events that target “hardcore” kayakers. According to outfitters and guides in the Watertown area, most participants in canoeing, kayaking, and rafting tours are “entry level” or casual users with interest in a range of recreational pursuits. We recommend that the City focus on ways to lower barriers to river use by, for example, making it easier to rent bikes and kayaks, offering instruction to beginners, and/or providing transportation between launch sites and convenient “rendezvous points” located near downtown restaurants and stores.
- The City of Watertown has established itself as a destination for shopping, as evidenced by its large net sales surplus. This may present an opportunity for spin-off economic activity, particularly in the downtown business district. A customer intercept study targeting Public Square and adjacent areas was conducted under the aegis of the Center for Community Studies at Jefferson Community College in 2000. It is recommended that an update of this

survey be conducted in 2006 to identify additional amenities that would attract more residents and visitors downtown.

- Based on the sales-leakage analysis, focus group discussions, and recent downtown business survey, specific opportunities for business development and expansion in downtown Watertown include:
 - Restaurants – fine dining and/or ethnic restaurants in particular
 - Apparel and accessory stores – women’s/men’s/kids’ clothing, high quality apparel for work
 - Specialty food stores – gourmet foods and groceries, ethnic food items, year-round farmers’ market
 - Specialty retail stores – in particular, jewelry, photography and art supplies, hobby and toy shops
 - Entertainment venues – for music and theater performances, particularly during the tourist season, to expand on Watertown’s cultural assets and make the downtown into a destination for entertainment.

Black River Whitewater and Trail Feasibility Study (2006)

The Black River Whitewater and Trail Feasibility Study explores the opportunities that exist along and within the Black River for recreational enhancement. The scope of this study was to identify possibilities for in-stream improvement on a selected reach of the Black River through the City.

The objectives of this study included:

- Creating a physical connection between the downtown area and the river corridor
- Re-developing historic sites of industry and brownfield sites for recreation and commerce
- Enhancing a regional tourism economy centered around the Black River
- Creating continuity both within the stream and along the riparian corridor through a pedestrian corridor and modification of the low head dams for safe passage
- Overcoming the perception of the Black River as polluted and unsafe
- Providing venues for future river events and whitewater competitions
- Creating recreational assets along the Black River that are valued by the local residents in addition to serving as tourist attractions.

Recommendations/Proposed Improvements (taken directly from the report):

The following recommendations are for projects that are directly within or adjacent to the DRI Study Area. The Feasibility Study also included other City-wide improvements in areas outside of the DRI Study Area.

- Mill Street Falls and Beebee’s Island – It is recommended that the “Mill Street Canyon” be restored to its original flow as it existed in the early 1900s. Large diversion structures in the flume would need to be removed and any remaining pipes or utilities would need to be rerouted. Additionally, access trails and spectator points would need to be added to the river left bank with the objective of bringing people from downtown into the river corridor. The channel itself would have to be largely reshaped. It is recommended that the City consider this option. No other proposed improvements considered by this study would do more to enhance Watertown’s downtown and to showcase Watertown’s pride in its unique history.
- The First Three Rapids and Veteran’s Memorial Riverwalk – The recommendation for this site focuses primarily on access. A proposed trail connection is recommended that would take pedestrians off the Riverwalk to the large limestone ledge system that parallels the river at this site. The new trail corridor could link with Hole Brothers, passing under Court Street, utilizing the unique geology as the foundation for an improved pedestrian trail. It is recommended that the City pursue these improvements as a possible early-stage project in order to create momentum and excitement for future, upstream projects.

Draft Local Waterfront Revitalization Program for the Black River (2010)

The City of Watertown Local Waterfront Revitalization Program for the Black River (LWRP), provides a comprehensive structure within which critical waterfront issues can be addressed in the City of Watertown. The Plan identifies goals and corresponding initiatives that the City can implement to revitalize the Black River Corridor.

The Black River waterfront is a diverse and dynamic interface between natural, urban, and suburban development. The vision for the Black River calls for maintaining the existing water dependent uses such as hydroelectric facilities, and whitewater rafting outfitters. It also supports the transition of the waterfront from industrial and warehouse facilities to uses such as restaurants, specialty stores, and quality residential options. This new development should form a mixed-use pattern that fully showcases the natural, scenic, historic, and recreational opportunities of the riverfront and provides “people places” and areas for public interaction.

A proposed land-use vision for the riverfront includes the following uses:

- Water-Dependent Uses – includes hydroelectric facilities and whitewater rafting and kayaking facilities in a pattern that allows for waterfront open space and access.
- Water-Enhanced Uses – primarily recreational, cultural, retail or entertainment uses that are enhanced by a waterfront location.
- Open Space and Recreation – includes waterfront preserves, parks, recreation, trails, fishing access, boating access, open space and park-and-play whitewater access.

- Waterfront Trail – an interconnected trail system that follows the Black River shoreline (and other important connections) and links together many of the open space and community resources along the Black River.
- Dams – dams, diversions, and infrastructure for water-dependent uses.
- Access points – access to the river for fishing, kayaking, canoeing, and rafting.
- Blueway Trail – dedicated access for navigation by kayaks, rafts and other non- motorized boats; fishing; and canoe access along shoreline and flatwaters.

Plan Goals:

- Foster appropriate zoning and land use patterns along the Black River.
- Create a dynamic, diverse pedestrian connection between the Black River and Downtown.
- Build upon and diversify the existing whitewater recreation system, including the whitewater courses and “play spots” as well as land-side amenities such as parking areas, portage trails, parks, and event staging and viewing areas.
- Clean up and reuse vacant industrial sites and buildings.
- Create physical, pedestrian-scaled connections to the Black River waterfront from roads, neighborhoods, commercial centers, parks and other recreational amenities.
- Implement aesthetic improvements such as removing large obtrusive signs along riverfront roads and cleaning up junk and trash.

Area Specific Recommendations (taken directly from the report):

The following recommendations are for projects that are located within or adjacent to the DRI Study Area. The plan also includes other City-wide recommendations.

- Downtown Connection – Create a connection between Downtown Watertown and the riverfront. Recommended uses for this area include restaurants, cafes, river outfitters, and outdoor food stands, as well as open space, community and civic activities, parks and trails.
- Factory Square and Sewall’s Island Mixed-Use Communities - Factory Square provides substantial opportunities for mixed-use redevelopment, including residential, commercial, and open space uses. The area includes several very unique industrial waterfront buildings that have an interesting relationship to the waterfront. These buildings should be preserved and featured in new development efforts and can serve as the primary design interest for any new development. Sewall’s Island offers the best opportunity for a destination whitewater park within the study area. Any future development on Sewall’s Island will be highlighted by access to this attractive stretch of the Black River. Future competitions and daily recreational use of this corridor would provide an attraction to the island and an anchor for potential future businesses.

River-wide Recommendations (taken directly from the report):

- Black River Greenway and Blueway Master Plan to create a river-wide interconnected park and trail system.
- Develop and implement a river-wide sign program
- Develop a financing strategy for implementing the LWRP
- Develop a local Black River tourism strategy
- Develop a building stabilization program
- Conduct a river-wide brownfield assessment and remediation program
- Conduct detailed architectural site assessment for adaptive reuse buildings
- Create a waterfront facade program

Reconstruction of J.B. Wise Lot and Pavilion (2012)

The reconstruction of the J.B. Wise Parking Lot and Pavilion were part of a larger project called the Phase III Black River Rediscovery project, which was developed to implement a priority that was identified in the City's Local Waterfront Development Project. This project was developed to improve the connection between Public Square and the Black River. The project involved the revitalization of the J. B. Wise Parking Lot, the construction of a small covered walkway or pavilion, improved traffic access and circulation improvements, utility upgrades, pavement replacement and pedestrian improvements.

Construction began on the project with the installation of a new sanitary sewer, followed by the installation of a new water line and storm sewer. The upgrade of the utilities provided new infrastructure that replaced lines that were more than 100 years old and were in desperate need of replacement. The construction of the new storm sewer allowed the City to separate storm water from the combined sanitary sewer that would overflow into Black River during heavy rain events.

After the major underground utilities were constructed, vehicular and pedestrian access improvements were constructed including a new vehicular entrance to the parking lot from Public Square and a new access drive to connect the parking lot to Marshall Place and Court Street. Construction of the sidewalks leading from Public Square to Veteran's Memorial Riverwalk followed along with the installation of curbing and landscaped islands within the parking lot area. While this connection has been created, it still does not achieve what the LWRP originally envisioned. The new curbing defined the edge of the widened pedestrian walkways and defined the traffic islands within the parking lot. Many of the new traffic islands were designed and built to be rain gardens. The rain gardens were designed to collect stormwater that flows across the surface of the parking lot. As storm water flows into the rain garden, pollutants are removed using a combination of physical, chemical and biological processes, including the uptake of some pollutants by the plants. This process results in cleaner groundwater and cleaner discharge into the Black River.

After the construction of the curbing and islands, the old parking lot foundation (base) was excavated and new pavement was installed. Sidewalks were then constructed, topsoil was placed, and trees and other landscaping were planted.

At the west end of the project, a covered walkway or pavilion was constructed along with a new restroom facility. In the parking area around the pavilion, a pavement surfacing material called Flexipave was installed. Flexipave is a permeable paving material that allows stormwater to pass through and recharge into the ground rather than be piped into a stormwater collection system. With the installation of the Flexipave, the project was complete.

Restore NY Program – Masonic Temple (2016)

The Masonic Temple Restoration Project will transform the former Masonic Temple in the City of Watertown, New York into a mixed-use facility that offers commercial, retail, performing arts, and entertainment space all under one roof. As a unique historic building, the Masonic Temple will provide for a variety of commercial and retail entities, increase economic activity, and encourage the continuation of revitalization efforts throughout the City and downtown.

The Masonic Temple Restoration Project received \$500,000 in Restore New York funding in 2016, which provides municipalities with financial assistance for revitalization of commercial and residential properties. The program encourages community development and neighborhood growth through the elimination and redevelopment of blighted structures.

Through efforts of the current property owner, the Masonic Temple's exterior has been stabilized, the main roof has been replaced, windows secured, pipes repaired and asbestos remediated. Many improvements are still underway. The First floor has been renovated to create rentable office space and currently has two tenants occupying the space. The funding from Restore New York is being used to continue renovations in other parts of the building including the basement, portico roof and exterior column restoration.

City of Watertown Complete Streets Policy (2017)

The City of Watertown Complete Streets Policy guides the City of Watertown to design, provide and maintain a safe, accessible and well-connected multimodal surface transportation network that meets the needs of all users, regardless of age or ability level, including drivers of automobiles, emergency and freight vehicles, bicyclists, pedestrians, transit users and those with disabilities.

The City of Watertown Complete Streets Policy was adopted on January 17, 2017 to ensure that planning and engineering decisions affecting surface transportation in the City of Watertown are made with consideration for the safety and convenience of all users, regardless of their mode of transportation, age or ability level. This policy applies to all publicly and privately funded projects and developments that affect the right-of-way. This also applies to privately constructed streets,

parking lots and connecting pathways. Review for Complete Streets consistency will be added to the existing Planning and Community Development review process.

Goals of this policy include (taken directly from policy):

- To ensure safe travel for pedestrians, bicyclists, transit users and those with disabilities, in addition to motor vehicle operators.
- To increase economic activity by making the City's commercial areas more attractive and more accessible to users of all transportation modes and to encourage non-vehicular travel within these areas.
- To provide safe routes to school and encourage walking and bicycling as safe, healthy and convenient ways for children to travel to and from school.
- To improve the health and physical fitness of the City's population by encouraging walking and bicycling among its residents, thereby yielding more of the health benefits that these activities provide.
- To ensure that all sidewalk and street reconstruction projects are designed appropriately for all users prior to undertaking any construction, eliminating the need for costly rebuilds in the future.

Community Forest Management Plan (1999)

The 1999 Urban Forest Management Program detailed the estimated budgets for tree management activities prescribed across a 5-year time period. This budget applied only to the street trees, planting sites and stumps inventoried on City property. Specific street tree management recommendations included:

- Priority Tree Maintenance Summary - Primary tree maintenance recommendations are based on the data collection phase of the project. Implementation of these recommendations allowed Watertown to first address the highest priority maintenance needs related to public safety.
- Routine Pruning Program – Routine pruning is an activity that should take place on a cyclical basis for the entire tree population once all high priority maintenance removal and pruning activities have been addressed.
- Training/Small Tree Pruning Program - Young tree training addresses the removal of dead, dying, diseased, interfering, conflicting and weak branches as well as selective pruning to direct future branch growth and lessen wind resistance on trees less than 20 feet in height. This program has been extremely successful in fostering the health of Watertown's future tree population.
- Annual Street Tree Planting Program – Planting sites candidates are identified with the objective of selecting the right tree for the right place.

- Public Relations –This instrumental aspect of Watertown’s successful urban forestry program has directed Staff and volunteers to engage the public and stimulate community support for future expansion of the City’s urban forestry program.
- Five Year Estimated Urban Forestry Program Budget – These numbers are intended to provide an example of the relative costs that could be incurred in recommended maintenance activities.
- Sources of Funding – Funding sources for tree care range from the City’s general fund to joint programs with area companies or other organizations.
- Street Tree Ordinance Recommendations –The City of Watertown has a street tree ordinance, which addresses the concerns and issues of a street tree management program.

Community Forest Management Plan (2018)

The City of Watertown’s Tree Inventory Management Plan details an action plan for urban forest maintenance based on an analysis of tree inventory data. Included in the management plan is a breakdown of the inventoried tree population and maintenance recommended during the inventory including tree removal and pruning needs. Annual budget preparations for the work identified are provided as a 5-year maintenance schedule. Recommended management plan sections include:

Executive Summary – A brief overview of inventory findings including the current state of the City of Watertown’s urban forest and recommended tree maintenance.

Benefits of the Urban Forest – An analysis of the economic, environmental, and social benefits trees provide to all who live, work and play in Watertown. The analysis uses the most recent version of the i-Tree suite of software tools. Designed by the USDA Forest Service, i-Tree analyses the qualitative and quantitative benefits that trees provide, producing a monetary benefit for each tree.

- Tree Inventory Analysis – Identifies the area inventoried and discusses the tree population characteristics that affect management including: species diversity, diameter size class distribution, and general health. Trends, objections, and concerns noted during the inventory or identified during analysis of the data are discussed in this section.
- Tree Management Program – This section details the activities that constitute a multi-year urban forest management program. Headings in this section include: How risk was assessed during the inventory; priority and proactive maintenance including priority tree removal and pruning; routine tree pruning and young tree pruning cycles; inspections; community outreach; and plan and inventory updating.
- Invasive Species Response and Management Strategy–This section addresses a comprehensive response to invasive species that threaten the urban forest.
- Planting Plan – A sustainable community forest must be diverse, vigorous, and properly stocked. This goal is often accomplished by having a planting plan. A planting plan will

inform and advise trees managers and other stakeholders on the overall capacity for new trees, locations, where the City's tree canopy should be expanded, improved species diversity measures, and the best analysis of planting sites (type, dimensions, and quantity).

- Storm Preparedness Plan – A Storm Response and Recovery Plan is a practical document that details policies and procedures to increase the efficiency and productivity of tree risk reduction and storm response operations.

Public Square Reconstruction and Streetscape Enhancement Project (2006-2008)

The Downtown Watertown Streetscape Enhancement Project began as a \$1,500,000 project aimed at improving the aesthetic quality of the downtown streetscape. The project was expanded in scope and ended up being a \$7,100,000 investment in the downtown. The project scope involved streetscape improvements, street reconstruction, sidewalk vault infilling and repair, sidewalk replacement, and utility replacement throughout Public Square and Washington Street up to Stone Street. Improvements included new streets, curbing, sidewalks, brick pavers, street trees, tree grates, landscaping, ornamental streetlights, kiosks and street furniture. Other improvements included new water lines, sewer lines, improved crosswalks, event space, fountain repairs, modification to the existing channelizing islands and additional landscaping.

The project was funded with \$1,100,000 in grants from the Transportation Enhancements Program of TEA-21, \$300,000 in NYS Senate Multi-Modal funding from former State Senator James Wright, \$100,000 in Community Capital Assistance Program funding from former State Senator James Wright, \$500,000 in NYS Assembly Community Enhancement Facilities Assistance Program funding from former State Assemblyman Darrel Aubertine, \$350,000 in Consolidated Highway Improvement Program (CHIPS) funding, \$25,000 in Main Street New York funding from Empire State Development Corp., \$2,400,000 High Priority Project funds through the Federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU) and local match.

Planning for the project began in 1999 when the City of Watertown applied for funding for a Streetscape Enhancement Project through the NYS Department of Transportation's Transportation Enhancement Program. The City was awarded funding through this program in 2000 and again in 2002. In early 2003, the City of Watertown entered into an agreement with Clough, Harbour and Associates to design the project.

As the preliminary design progressed, it became evident that many of the proposed streetscape enhancements would be located within the roadway area. Those improvements include a central plaza area, new channelizing islands, and improved crosswalks. Review of the preliminary designs led to discussion by the City Council and City Staff to consider expanding the scope of the Downtown Streetscape Project to include such items as paving and utility enhancements. The purpose of expanding the scope was to provide a more complete project that would better enhance the downtown area for both pedestrians and motorists. It was also hoped that by building a

complete project, the City would avoid damaging improvements with changes that may be required after the streetscape enhancements were made.

Several additional improvements were considered including sidewalks and sidewalk vaults, street reconstruction, repaving and utility replacement. Further investigation and study was completed on each of the additional components and it was decided by the City Council and City Staff to expand the project from a streetscape enhancement to a full reconstruction project.

The additional work raised the estimated overall project cost to nearly \$4,000,000. City Staff then began exploring alternatives and seeking grant funding to cover the additional project costs. The City of Watertown committed \$350,000 in Consolidated Highway Improvement Program (CHIPS) funding and former State Senator James Wright and former State Assemblyman Darrel Aubertine were able to obtain a total of \$900,000 for the project as detailed above.

Still short in project funding, the City approached former Congressman John McHugh to try and obtain Federal Assistance for the project. Congressman McHugh was able to secure \$2,400,000 in High Priority Project funds through the Federal Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU).

After securing the last piece of funding, the design plans were completed and the project was put out to bid in February of 2006. The bid for the construction work was \$4,700,000. The total project cost was \$5,400,000 when the design and construction inspection totals were added in. The total amount of outside funding that the City was able to obtain for the project was \$4,775,000. The City's share of the project was therefore \$625,000.

Construction on the project began in May of 2006 but quickly slowed when the contractor encountered several unknown shallow electrical and phone lines. The City entered into negotiations with Verizon and National Grid to get them to agree to lower their conflicting utilities out of the contractor's work zone. An agreement was reached, but the project was essentially stalled for the remaining part of 2006 and all of 2007 while the utilities were lowered.

The delays caused by the utility work and unforeseen change orders caused the total project price to escalate. The total project cost was \$7,100,000. This was an increase of \$1,700,000 from the original project cost, all of which will be paid by the local taxpayer. The new local share now stands at \$2,325,000. Construction resumed on the project in April 2008 and was completed in December 2008.

2. Existing Neighborhood Conditions

Neighborhood profiles for Sherman, Northside, the Sand Flats, Ohio, Downtown, and Knickerbocker are included below. The profiles summarize the following, including maps and data tables:

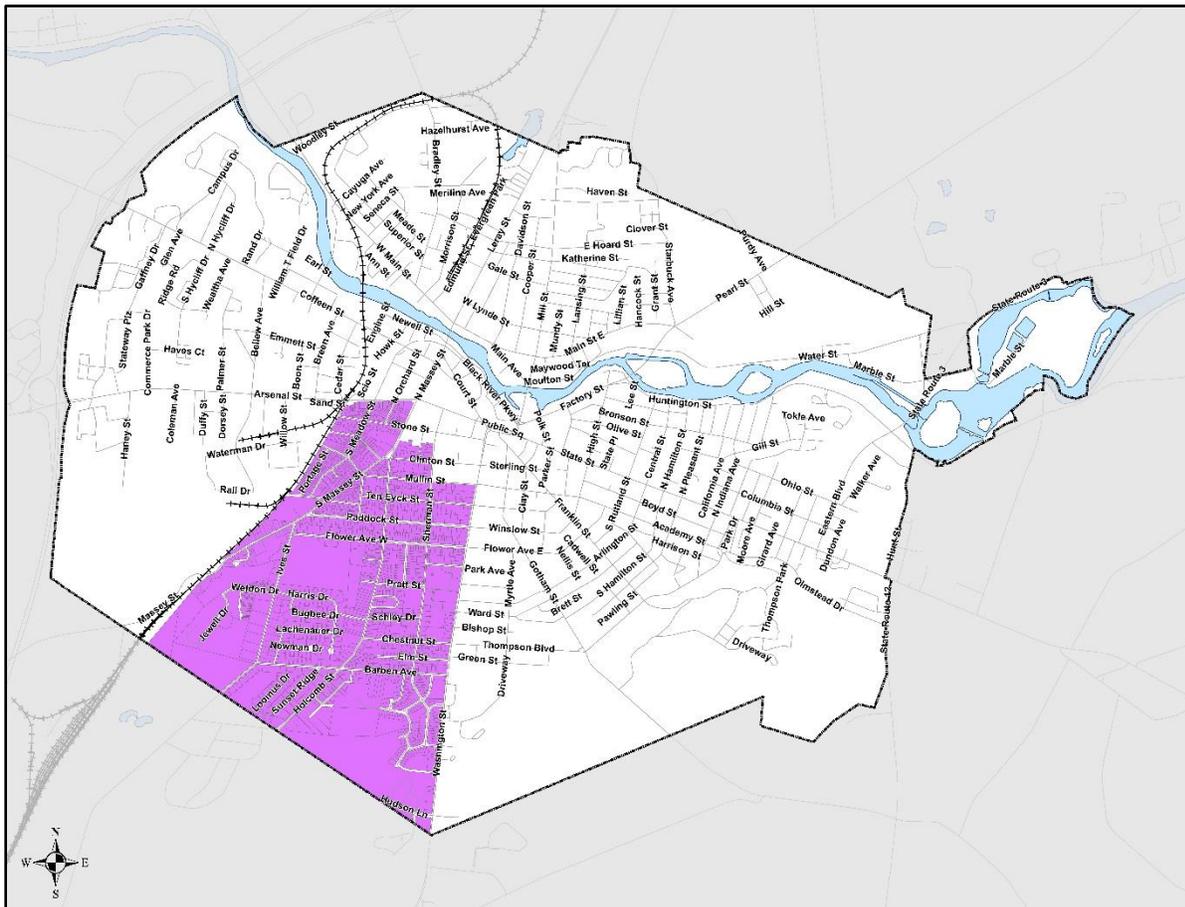
- Neighborhood setting
- Landmarks and assets
- Natural and environmental features
- Neighborhood trends and forecasts
- Neighborhood built environment and development

SHERMAN

NEIGHBORHOOD SETTING

Sherman is a primarily residential neighborhood that occupies the south-southwestern area of the city. The neighborhood is bounded by Washington Street to the east, the city boundary to the south; and the active CSX freight railroad R.O.W. to the west. Due to their footprint and importance as transportation routes, Washington Street and the CSX freight railroad naturally create boundaries for this neighborhood. The northern end of Sherman is bounded by Arsenal Street, and interfaces with and transitions to the commercial Downtown in the vicinity of North Massey Street, and the key intersections of Clinton Street/Sherman Street, Mullin Street/Sherman Street, and Mullin Street/Washington Street.

Sherman Location Map



LANDMARKS & NEIGHBORHOOD ASSETS

- Ives Hill Country Club
- Samaritan Medical Center
- Sherman Street Elementary School
- Ives Hill Retirement Community
- Summit Woods Apartments
- Watertown Shopping Plaza (Tops, Kinney Drugs)

NATURAL & ENVIRONMENTAL FEATURES

Approximately 60 acres of NYSDEC Freshwater Wetlands are mapped to the south of Butterfield Avenue and to the east of Holcomb Street, in the southern extent of Sherman.

NEIGHBORHOOD TRENDS AND FORECASTS

Education Trends and Forecasts

- Approximately 92% of Sherman residents have a high school diploma or similar credential.
- Approximately 66% of these high school graduates have pursued higher education, which is greater than the New York State average of 60%.

EDUCATIONAL ATTAINMENT (2018 POPULATION 25+)

NEW YORK

U.S.

		<u>NEW YORK</u>	<u>U.S.</u>
HIGH SCHOOL DIPLOMA OR EQUIVALENT	25.4%	26.4%	27.5%
SOME COLLEGE, NO DEGREE	19.2%	16.1%	21.0%
BACHELOR'S DEGREE	18.8%	19.7%	18.8%
GRADUATE/PROFESSIONAL DEGREE	14.1%	15.2%	11.5%
ASSOCIATE DEGREE	14.0%	8.6%	8.2%
9TH - 12TH GRADE, NO DIPLOMA	5.1%	7.5%	7.4%
LESS THAN 9TH GRADE	3.4%	6.5%	5.6%

Population Trends and Forecasts

- Sherman lost population and households at a nearly equal rate between 2010 and 2018.
- Sherman became slightly older between 2010 and 2018.
- Sherman became more racially and ethnically diverse between 2010 and 2018.
- Sherman is expected to lose population and households at a rate of approximately 1% per year over the next five years.

POPULATION CHARACTERISTICS

2010 POPULATION	5,098
2018 POPULATION	4,814
2023 POPULATION*	4,552
2010 - 2018 % CHANGE	-5.6%
2018 - 2023 PROJECTED ANNUAL RATE	-1.1%
2010 HOUSEHOLDS	2,124
2018 HOUSEHOLDS	1,994
2023 HOUSEHOLDS	1,874
2010 - 2018 % CHANGE	-6.1%
2018 - 2023 PROJECTED ANNUAL RATE	-1.2%
2010 AVERAGE HOUSEHOLD SIZE	2.24
2018 AVERAGE HOUSEHOLD SIZE	2.24
2023 AVERAGE HOUSEHOLD SIZE	2.25
2010 - 2018 % CHANGE	0.0%
2018 - 2023 PROJECTED ANNUAL RATE	0.1%
2010 MEDIAN AGE	40.1
2018 MEDIAN AGE	41.2
2023 MEDIAN AGE	42.7
2010 - 2018 % CHANGE	2.7%
2018 - 2023 PROJECTED ANNUAL RATE	0.7%
2010 DIVERSITY INDEX**	24.1
2018 DIVERSITY INDEX	33.3
2010 - 2018 % CHANGE	38.2%

* ESRI Projected Value

** The Diversity Index measures the probability that two people from the same geography will be from different race/ethnic groups.

Income & Employment Trends and Forecasts

- Median household income in Sherman is slightly lower than New York State, but similar to the rest of the United States. Per-capita income is slightly higher than both New York and the rest of the United States.
- Median household income in Sherman is expected to increase by approximately 2.4% per year over the next five years.

- Per-capita income in Sherman is expected to increase by approximately 3.8% per year over the next five years.
- The unemployment rate in Sherman is lower than those of New York and the rest of the United States.
- The majority of workers in Sherman are employed in a white-collar occupation.

INCOME & EMPLOYMENT CHARACTERISTICS		<u>NEW YORK</u>	<u>U.S.</u>
2018 MEDIAN HOUSEHOLD INCOME	\$56,540	\$62,909	\$57,617
2023 MEDIAN HOUSEHOLD INCOME*	\$63,357	---	---
2018 - 2023 PROJECTED ANNUAL RATE	2.4%	---	---
2018 PER-CAPITA INCOME	\$38,983	\$35,534	\$31,128
2023 PER-CAPITA INCOME*	\$46,406	---	---
2018 - 2023 PROJECTED ANNUAL RATE	3.8%	---	---
2018 UNEMPLOYMENT RATE	3.6%	4.3%	3.9%
2018 WHITE COLLAR OCCUPATIONS	67.6%	---	---
2018 SERVICE OCCUPATIONS	21.2%	---	---
2018 BLUE COLLAR OCCUPATIONS	11.3%	---	---

NEIGHBORHOOD BUILT ENVIRONMENT & DEVELOPMENT

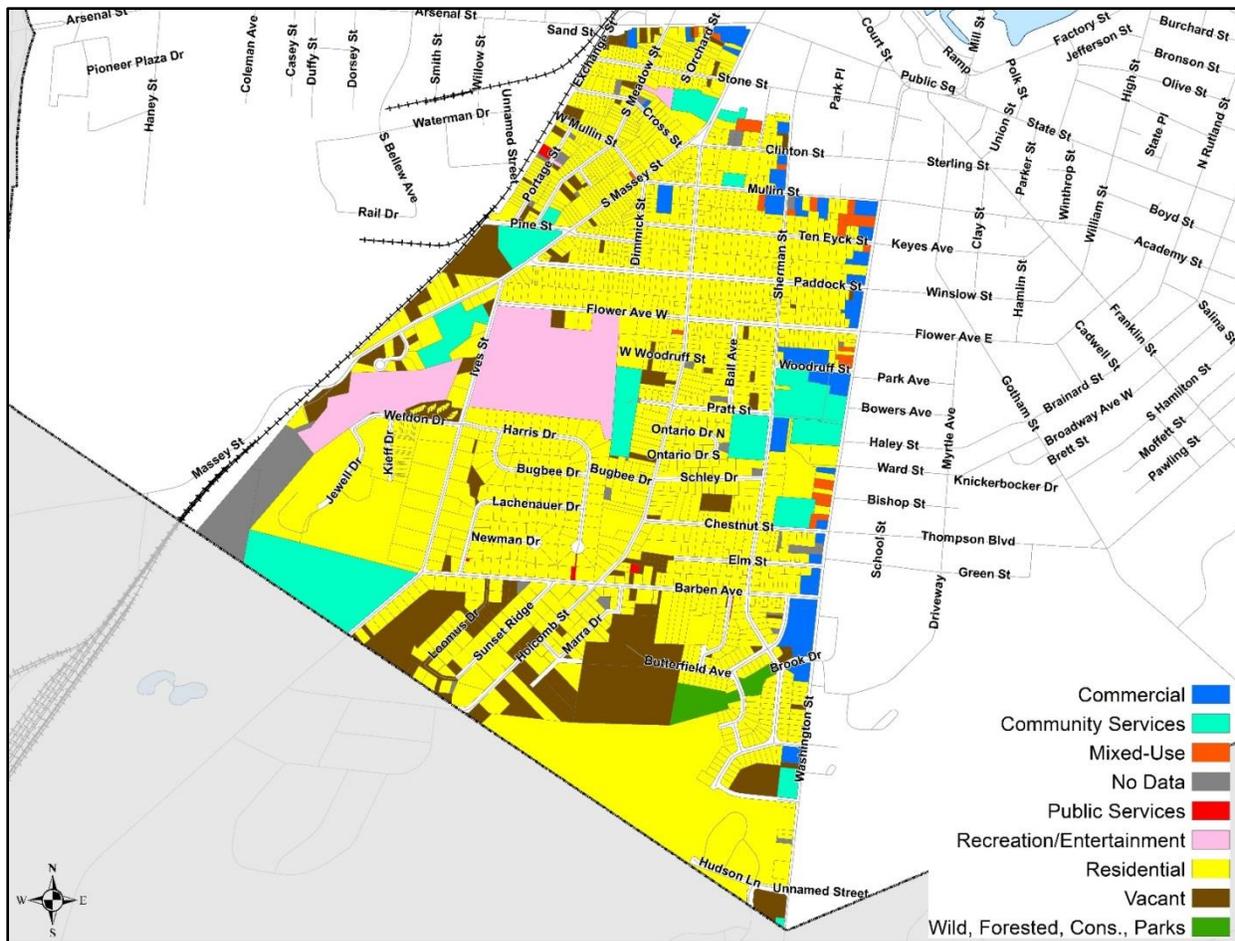
Land Use Trends

- Nearly 78% of property in Sherman is either residential or vacant land.
- Nearly 14% of property in Sherman is either used for recreation, entertainment, or community services.
- Very little commercial property is located in Sherman, and no industrial property is located in the neighborhood.
- Based on land use, Sherman is a residential neighborhood.

SHERMAN LAND USE BREAKDOWN

LAND USE	ACREAGE	%
RESIDENTIAL	555.73	65.2%
VACANT	107.89	12.6%
COMMUNITY SERVICES	66.82	7.8%
RECREATION/ENTERTAINMENT	57.16	6.7%
COMMERCIAL	28.38	3.3%
NO DATA	22.49	2.6%
MIXED-USE	6.90	0.8%
WILD, FORESTED, CONS., PARKS	6.66	0.8%
PUBLIC SERVICES	0.97	0.1%
AGRICULTURAL	0.00	0.0%
INDUSTRIAL	0.00	0.0%

Sherman Land Use Map



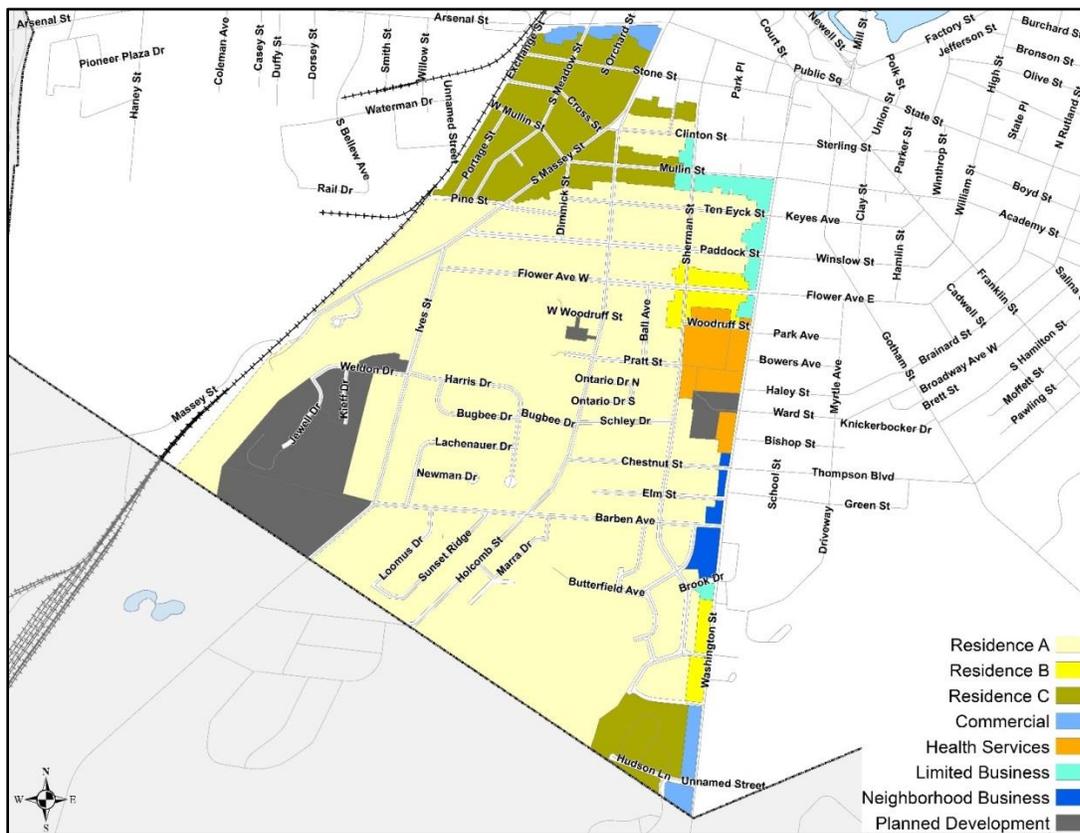
Zoning Trends

- Nearly 85% of property in Sherman is zoned for sole residential use.
- Less than 5% of property in Sherman is zoned for commercial use.
- No industrial zones are located in Sherman.
- The Health Services district accounts for property at and near Samaritan Medical Center.

SHERMAN ZONING BREAKDOWN

ZONING DISTRICT	ACREAGE	%
RESIDENCE A	579.26	70.5%
RESIDENCE C	99.94	12.2%
PLANNED DEVELOPMENT	73.30	8.9%
HEALTH SERVICES	20.34	2.5%
RESIDENCE B	15.66	1.9%
LIMITED BUSINESS	13.99	1.7%
COMMERCIAL	11.65	1.4%
NEIGHBORHOOD BUSINESS	6.94	0.8%

Sherman Zoning Map



- West Main Street Commercial Corridor
- Adams Recreation Fields
- Black River Islands and Waterfront (Sewalls, Diamond, Delano, Huntington)

NATURAL & ENVIRONMENTAL FEATURES

Northside contains approximately five miles of waterfront on the Black River, much of which is unoccupied and/or vacant industrial or commercial property. The Black River islands are either vacant, former industrial property, or are occupied by public works or power generation facilities and infrastructure. In addition, Kelsey Creek and two of its tributaries flow southwesterly through Northside and into the Black River at a point north of Vanduzee Street. Approximately 23 acres of NYSDEC Freshwater Wetlands are mapped at the northern extent of the neighborhood, between Leray Street to the east and Kelsey Creek to the south and west. This wetland includes an area of surface water.

NEIGHBORHOOD TRENDS AND FORECASTS

Education Trends and Forecasts

- Approximately 85% of Northside residents have a high school diploma or similar credential, which is about the same as New York State and the United States as a whole.
- Approximately 52% of these high school graduates have pursued higher education, which is less than the New York State average of 60%.

EDUCATIONAL ATTAINMENT (2018 POPULATION 25+)		<u>NEW YORK</u>	<u>U.S.</u>
HIGH SCHOOL DIPLOMA OR EQUIVALENT	32.4%	26.4%	27.5%
SOME COLLEGE, NO DEGREE	27.8%	16.1%	21.0%
ASSOCIATE DEGREE	12.2%	8.6%	8.2%
9TH - 12TH GRADE, NO DIPLOMA	10.9%	7.5%	7.4%
BACHELOR'S DEGREE	7.9%	19.7%	18.8%
LESS THAN 9TH GRADE	4.7%	6.5%	5.6%
GRADUATE/PROFESSIONAL DEGREE	4.1%	15.2%	11.5%

Population Trends and Forecasts

- The population of Northside was stable between 2010 and 2018, but is projected to decline slowly over the next five years at a rate of less than 1% per year. Similarly, the number of households is also projected to decline over the next five years at a nearly identical rate.
- Northside became slightly older between 2010 and 2018, but median age is not projected to increase over the next five years.

- Northside became more racially and ethnically diverse between 2010 and 2018.

POPULATION CHARACTERISTICS

2010 POPULATION	6,497
2018 POPULATION	6,500
2023 POPULATION*	6,249
2010 - 2018 % CHANGE	0.0%
2018 - 2023 PROJECTED ANNUAL RATE	-0.8%
2010 HOUSEHOLDS	2,823
2018 HOUSEHOLDS	2,802
2023 HOUSEHOLDS	2,686
2010 - 2018 % CHANGE	-0.7%
2018 - 2023 PROJECTED ANNUAL RATE	-0.8%
2010 AVERAGE HOUSEHOLD SIZE	2.30
2018 AVERAGE HOUSEHOLD SIZE	2.32
2023 AVERAGE HOUSEHOLD SIZE	2.32
2010 - 2018 % CHANGE	0.9%
2018 - 2023 PROJECTED ANNUAL RATE	0.0%
2010 MEDIAN AGE	33.5
2018 MEDIAN AGE	34.8
2023 MEDIAN AGE	36.0
2010 - 2018 % CHANGE	3.9%
2018 - 2023 PROJECTED ANNUAL RATE	0.7%
2010 DIVERSITY INDEX**	30.2
2018 DIVERSITY INDEX	40.0
2010 - 2018 % CHANGE	32.5%

* ESRI Projected Value

** The Diversity Index measures the probability that two people from the same geography will be from different race/ethnic groups.

Income & Employment Trends and Forecasts

- Median household income in Northside is approximately half of New York State as a whole, and lower than the rest of the United States. Per-capita income is also lower in Northside when compared to New York State and the rest of the United States.
- Median household income in Northside is expected to increase gradually by approximately 1.4% per year over the next five years.
- Similarly, per capita income in Northside is expected to increase by approximately 2.6% per year over the next five years.
- The unemployment rate in Northside is more than double that of New York State and the United States.
- The majority of workers in Northside are employed in a white-collar or service occupations.

INCOME & EMPLOYMENT CHARACTERISTICS		NEW YORK	U.S.
2018 MEDIAN HOUSEHOLD INCOME	\$32,356	\$62,909	\$57,617
2023 MEDIAN HOUSEHOLD INCOME*	\$34,700	---	---
2018 - 2023 PROJECTED ANNUAL RATE	1.4%	---	---
PER-CAPITA INCOME			
2018 PER-CAPITA INCOME	\$19,321	\$35,534	\$31,128
2023 PER-CAPITA INCOME*	\$21,814	---	---
2018 - 2023 PROJECTED ANNUAL RATE	2.6%	---	---
UNEMPLOYMENT RATE			
2018 UNEMPLOYMENT RATE	9.8%	4.3%	3.9%
OCCUPATIONS			
2018 WHITE COLLAR OCCUPATIONS	52.3%	---	---
2018 SERVICE OCCUPATIONS	28.6%	---	---
2018 BLUE COLLAR OCCUPATIONS	19.0%	---	---

NEIGHBORHOOD BUILT ENVIRONMENT & DEVELOPMENT

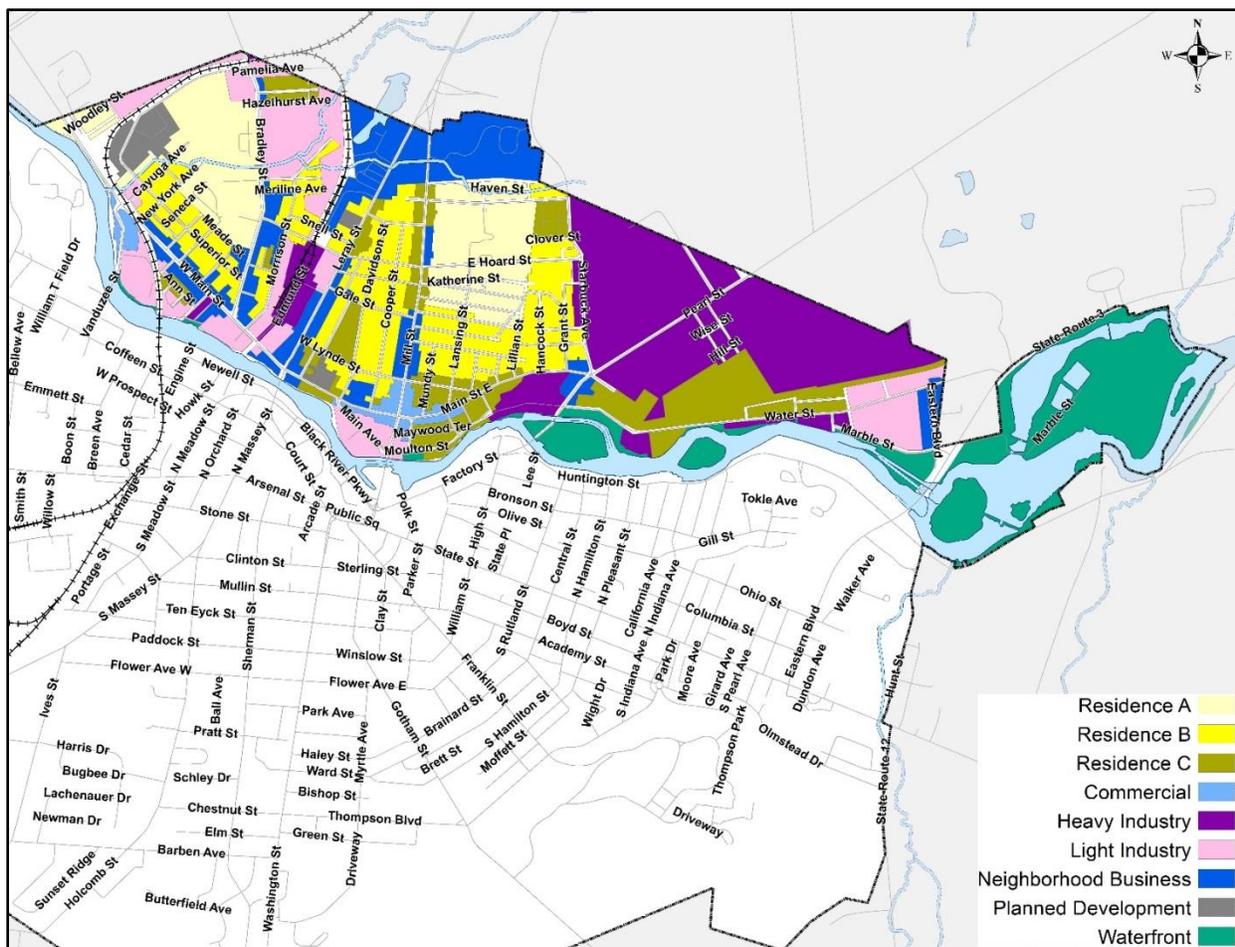
Land Use Trends

- Nearly 75% of the land in Northside is comprised of residential uses, public services, and vacant properties.
- Over 10% of the property in Northside is used for industrial purposes.
- Another 10% of Northside property is used for commercial purposes and community services.
- Based on land use, Northside is a mixed-use neighborhood.
- Due to the presence of public works facilities, the large amount of vacant land encompassing the Black River islands is classified as public services.

NORTHSIDE ZONING BREAKDOWN

ZONING DISTRICT	ACREAGE	%
WATERFRONT	310.40	22.6%
HEAVY INDUSTRY	269.50	19.6%
RESIDENCE B	172.56	12.6%
RESIDENCE A	155.35	11.3%
NEIGHBORHOOD BUSINESS	150.18	10.9%
RESIDENCE C	136.68	10.0%
LIGHT INDUSTRY	136.00	9.9%
PLANNED DEVELOPMENT	22.61	1.6%
COMMERCIAL	18.38	1.3%

Northside Zoning Map



Zoning Trends

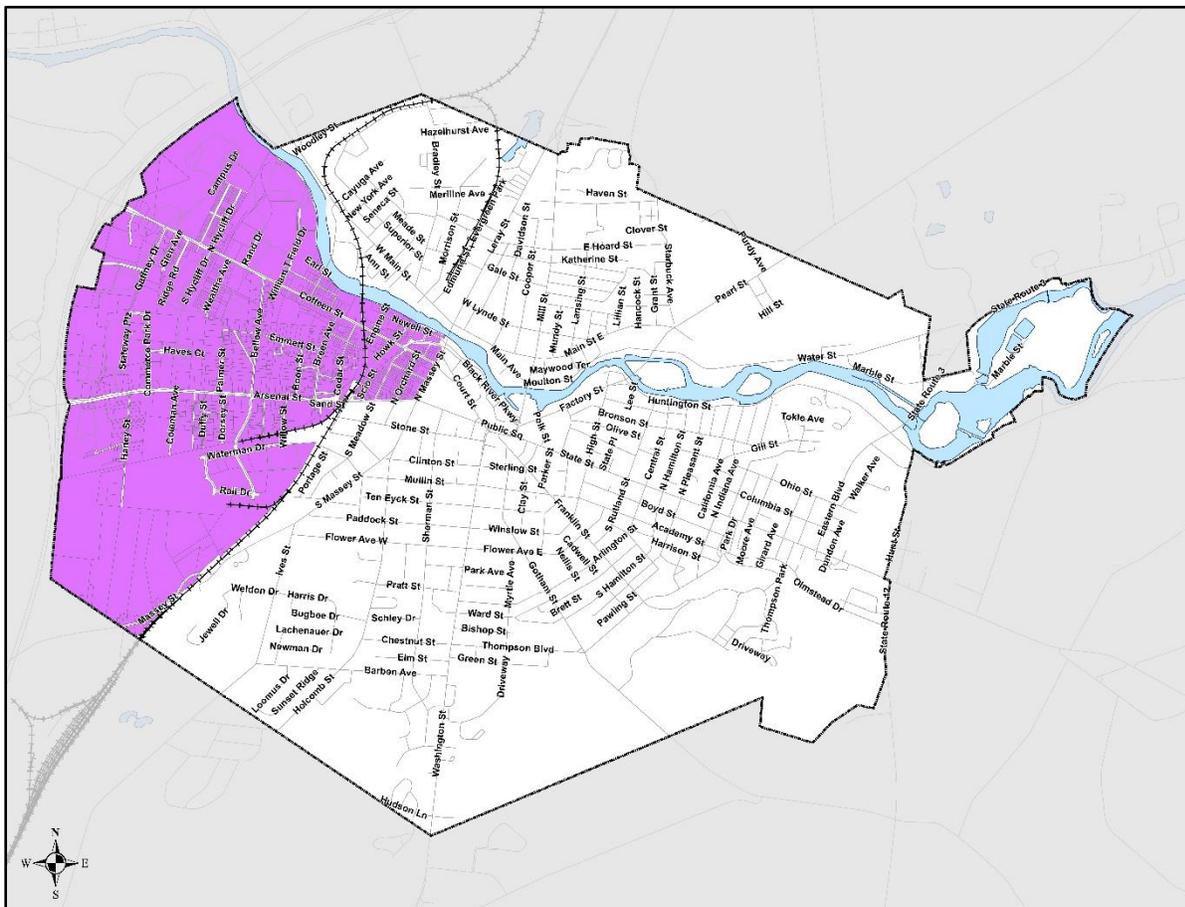
- Over 20% of property in Northside is zoned Waterfront, indicating a desire for new waterfront development, especially on the Black River islands.
- Nearly 20% of property in Northside is zoned Industrial, mostly in the vicinity of New York Air Brake and the CSX railyard near Edmund Street.
- Overall, existing residential areas are zoned Residential.

THE SAND FLATS

NEIGHBORHOOD SETTING

The Sand Flats is a largely commercial and residential neighborhood that occupies the area of the city west of Downtown, and south of the Black River. The neighborhood is bounded to the north by the Black River; to the south and west by the municipal boundary and Interstate 81; and southeast by the active CSX freight rail. The far eastern end of the neighborhood interfaces and blends with Downtown and Sherman in the vicinity of North Massey Street and Arsenal Street. The Sand Flats contains large format retail or “big-box” development in the area between Arsenal Street and Coffeen Street, which are both state highways, and are also the main transportation routes through the neighborhood. Big-box retail development expands west into the Town of Watertown, and is serviced by an Exit 45 off Interstate 81. In addition, areas of the Black River waterfront in the Sand Flats are accessible to the public via parks and other publicly accessible commercial developments.

The Sand Flats Location Map



LANDMARKS & NEIGHBORHOOD ASSETS

- Arsenal Plaza (Price Chopper, Staples, Joann Fabrics and Crafts, T.J. Maxx)
- Stateway Plaza Shopping Center
- Home Depot
- Fairgrounds YMCA
- Alex Duffy Fairgrounds Park
- Bicentennial Park
- Whitewater Park
- Watertown Municipal Arena
- Kostyk Field
- Jefferson Community College
- Municipal Wastewater Treatment Plant
- Jefferson County Jail

NATURAL & ENVIRONMENTAL FEATURES

The Sand Flats contains approximately 1.5 miles of waterfront on the Black River, much of which is developed. The Sand Flats hosts two waterfront parks – Whitewater Park and Bicentennial Park – allowing users to access the waterfront. The river is channeled at the falls near Whitewater Park by rock faces and shoreline bulkheads.

NEIGHBORHOOD TRENDS AND FORECASTS

Education Trends and Forecasts

- Approximately 93% of The Sand Flats residents have a high school diploma or similar credential, which is higher than New York State and the United States as a whole.
- Approximately 59% of these high school graduates have pursued higher education, which is about the same as the New York State and United States average of 60%.

EDUCATIONAL ATTAINMENT (2018 POPULATION 25+)		<u>NEW YORK</u>	<u>U.S.</u>
HIGH SCHOOL DIPLOMA OR EQUIVALENT	34.5%	26.4%	27.5%
SOME COLLEGE, NO DEGREE	31.4%	16.1%	21.0%
ASSOCIATE DEGREE	11.5%	8.6%	8.2%
BACHELOR'S DEGREE	9.7%	19.7%	18.8%
GRADUATE/PROFESSIONAL DEGREE	6.2%	15.2%	11.5%
9TH - 12TH GRADE, NO DIPLOMA	5.4%	7.5%	7.4%
LESS THAN 9TH GRADE	1.3%	6.5%	5.6%

Population Trends and Forecasts

- The population of the Sand Flats decreased gradually between 2010 and 2018, and is projected to continue to decline over the next five years at a rate of less than 1% per year.
- The Sand Flats became slightly older between 2010 and 2018. Median age is projected to increase over the next five years at a rate of less than 1% per year.
- The Sand Flats became more racially and ethnically diverse between 2010 and 2018.

POPULATION CHARACTERISTICS

2010 POPULATION	3,142
2018 POPULATION	3,062
2023 POPULATION*	2,923
2010 - 2018 % CHANGE	-2.5%
2018 - 2023 PROJECTED ANNUAL RATE	-0.9%
HOUSEHOLDS	
2010 HOUSEHOLDS	1,266
2018 HOUSEHOLDS	1,231
2023 HOUSEHOLDS	1,171
2010 - 2018 % CHANGE	-2.8%
2018 - 2023 PROJECTED ANNUAL RATE	-1.0%
AVERAGE HOUSEHOLD SIZE	
2010 AVERAGE HOUSEHOLD SIZE	2.33
2018 AVERAGE HOUSEHOLD SIZE	2.33
2023 AVERAGE HOUSEHOLD SIZE	2.33
2010 - 2018 % CHANGE	0.0%
2018 - 2023 PROJECTED ANNUAL RATE	0.0%
MEDIAN AGE	
2010 MEDIAN AGE	29.1
2018 MEDIAN AGE	30.9
2023 MEDIAN AGE	31.6
2010 - 2018 % CHANGE	6.2%
2018 - 2023 PROJECTED ANNUAL RATE	0.5%
DIVERSITY INDEX**	
2010 DIVERSITY INDEX**	42.2
2018 DIVERSITY INDEX	52.6
2010 - 2018 % CHANGE	24.6%

* ESRI Projected Value

** The Diversity Index measures the probability that two people from the same geography will be from different race/ethnic groups.

Income & Employment Trends and Forecasts

- Median household income and per-capita income in the Sand Flats are less than those of New York State as a whole, as well as the United States figure.
- Median household income and per capita income in the Sand Flats are expected to increase gradually by less than 3% per year over the next five years.
- The unemployment rate in the Sand Flats is about the same as New York State, and slightly higher than the United States unemployment rate.
- Nearly half of the Sand Flats residents are employed in white-collar occupations.

INCOME & EMPLOYMENT CHARACTERISTICS		NEW YORK	U.S.
2018 MEDIAN HOUSEHOLD INCOME	\$44,793	\$62,909	\$57,617
2023 MEDIAN HOUSEHOLD INCOME*	\$49,772	---	---
2018 - 2023 PROJECTED ANNUAL RATE	2.2%	---	---
PER-CAPITA INCOME			
2018 PER-CAPITA INCOME	\$19,321	\$35,534	\$31,128
2023 PER-CAPITA INCOME*	\$21,814	---	---
2018 - 2023 PROJECTED ANNUAL RATE	2.6%	---	---
UNEMPLOYMENT RATE			
2018 UNEMPLOYMENT RATE	4.4%	4.3%	3.9%
2018 WHITE COLLAR OCCUPATIONS	49.3%	---	---
2018 SERVICE OCCUPATIONS	27.4%	---	---
2018 BLUE COLLAR OCCUPATIONS	23.3%	---	---

NEIGHBORHOOD BUILT ENVIRONMENT & DEVELOPMENT

Land Use Trends

- Nearly 45% of the land in the Sand Flats is comprised of residential and commercial uses.
- A relatively large percentage of land is used for recreation/entertainment and parks, due to the presence of Fairgrounds Park, Bicentennial Park, and the Municipal Arena.
- A relatively large percentage of land is vacant – primarily to the south of Arsenal Street.
- Approximately 15% of property is used for community services, which includes Jefferson Community College.

SAND FLATS LAND USE BREAKDOWN

LAND USE	ACREAGE	%
RESIDENTIAL	370.79	23.1%
COMMERCIAL	353.98	22.0%
VACANT	281.50	17.5%
COMMUNITY SERVICES	250.04	15.6%
NO DATA	149.53	9.3%
RECREATION/ENTERTAINMENT	96.59	6.0%
PUBLIC SERVICES	36.61	2.3%
WILD, FORESTED, CONS., PARKS	24.06	1.5%
AGRICULTURAL	15.52	1.0%
INDUSTRIAL	15.54	1.0%
MIXED-USE	12.21	0.8%

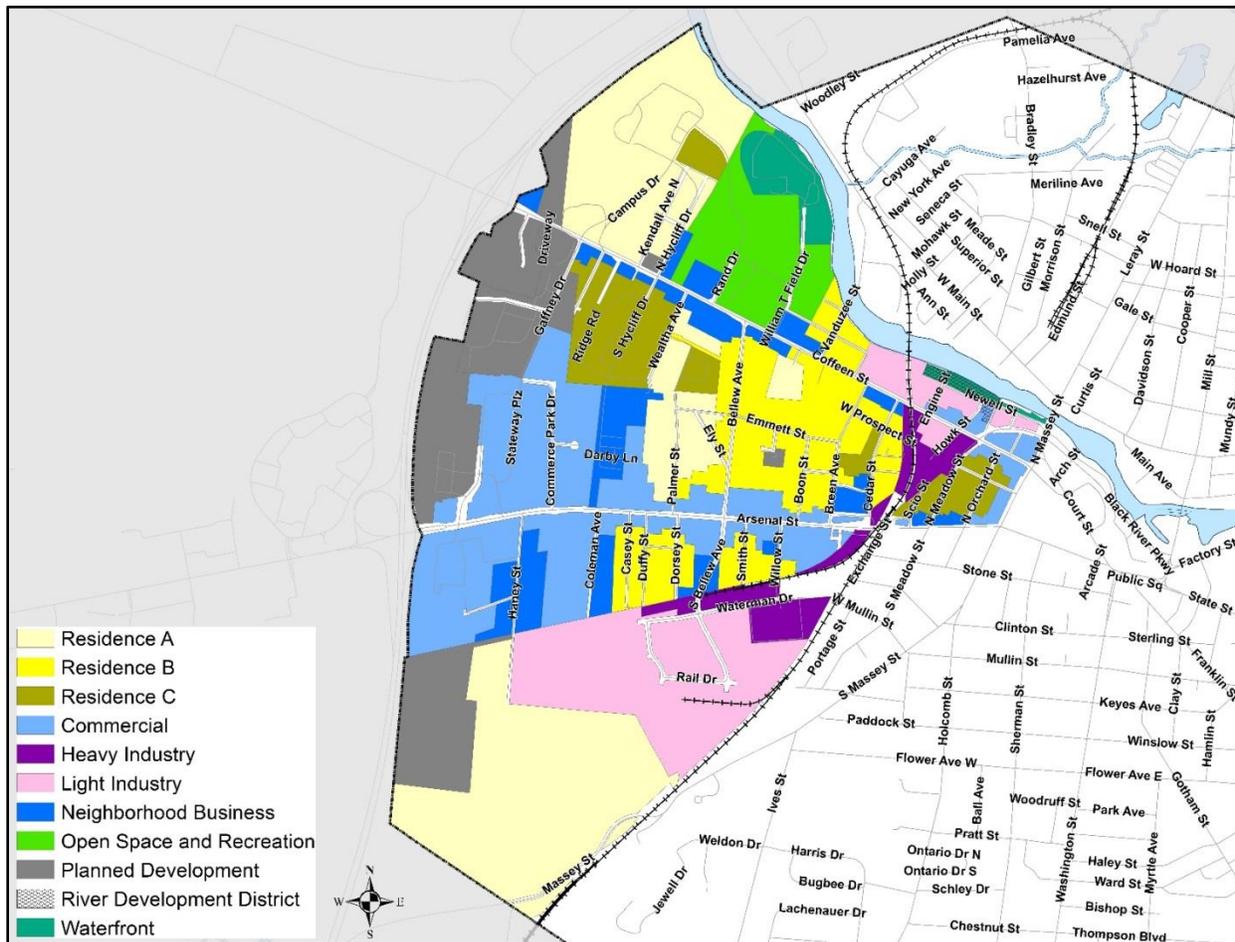
The Sand Flats Land Use Map



THE SAND FLATS ZONING BREAKDOWN

ZONING DISTRICT	ACREAGE	%
RESIDENCE A	320.56	25.1%
COMMERCIAL	214.92	16.9%
PLANNED DEVELOPMENT	156.25	12.3%
LIGHT INDUSTRY	144.20	11.3%
RESIDENCE B	132.98	10.4%
NEIGHBORHOOD BUSINESS	83.83	6.6%
RESIDENCE C	76.36	6.0%
OPEN SPACE AND RECREATION	66.74	5.2%
HEAVY INDUSTRY	39.28	3.1%
WATERFRONT	32.05	2.5%
RIVER DEVELOPMENT DISTRICT	7.54	0.6%

The Sand Flats Zoning Map



Zoning Trends

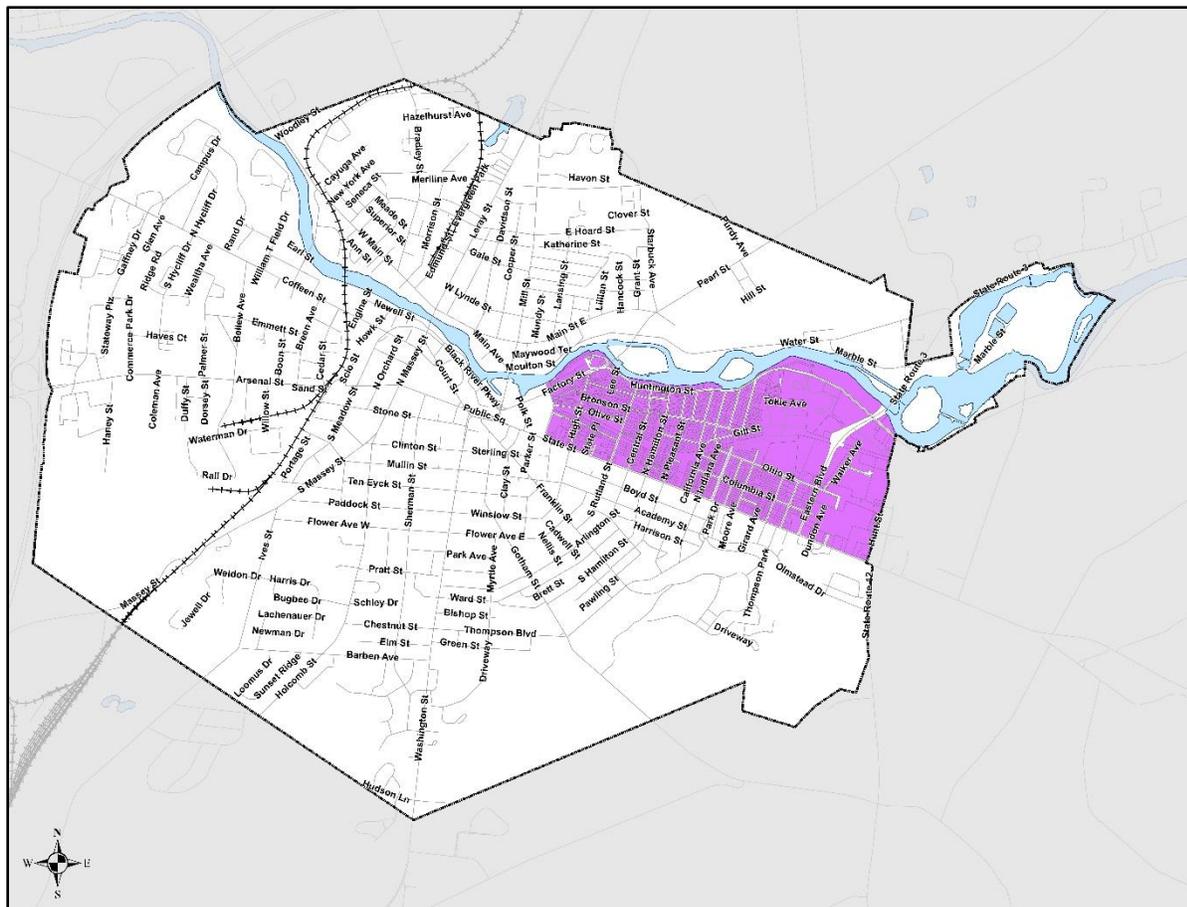
- Zoning in the Sand Flats closely represents existing land use, indicating an emphasis on commercial and residential development.
- A relatively large area of land near existing big-box retail development and Interstate 81 is zoned as Planned Development.
- Over 10% of property is zoned Light Industrial, some of which is on the waterfront near the CSX railroad bridge.

OHIO

NEIGHBORHOOD SETTING

Ohio is primarily a residential neighborhood located to the east of Downtown, between the Black River and State Street. The neighborhood is bounded to the north by the Black River; to the south by State Street; to the east by the municipal boundary, which is created by Hunt Street; and to the west by Mechanic Street. Ohio features waterfront properties to the north of Factory Street, including two public parks. Large commercial areas in Ohio flank Eastern Boulevard, and along the north side of State Street, both of which are state highways. A smaller commercial cluster is located on both sides of Factory Street at the northwest corner of the neighborhood.

Ohio Location Map



LANDMARKS & NEIGHBORHOOD ASSETS

- Factory Square Park
- Waterworks Park
- Watertown Filtration Plant

- Ohio Street Elementary School
- Stebbins Engineering & Manufacturing
- White’s Lumber
- East Hills Apartments

NATURAL & ENVIRONMENTAL FEATURES

Ohio features nearly two miles of Black River waterfront along its northern boundary, much of which is developed. The waterfront features two parks – Factory Square Park and Waterworks Park, which provide public access to the waterfront; however, due to the velocity of the river in this area, shoreline access is limited.

NEIGHBORHOOD TRENDS AND FORECASTS

Education Trends and Forecasts

- Approximately 93% of Ohio residents have a high school diploma or similar credential, which is higher than New York State and the United States as a whole.
- Approximately 52% of these high school graduates have pursued higher education, which is less than the New York State and United States average of 60%.

EDUCATIONAL ATTAINMENT (2018 POPULATION 25+)		<u>NEW YORK</u>	<u>U.S.</u>
HIGH SCHOOL DIPLOMA OR EQUIVALENT	40.7%	26.4%	27.5%
SOME COLLEGE, NO DEGREE	24.9%	16.1%	21.0%
ASSOCIATE DEGREE	11.7%	8.6%	8.2%
BACHELOR'S DEGREE	6.8%	19.7%	18.8%
GRADUATE/PROFESSIONAL DEGREE	8.5%	15.2%	11.5%
9TH - 12TH GRADE, NO DIPLOMA	4.2%	7.5%	7.4%
LESS THAN 9TH GRADE	3.2%	6.5%	5.6%

Population Trends and Forecasts

- The population of Ohio decreased between 2010 and 2018, and is projected to continue to decline over the next five years at a rate of 1.3% per year. Household demographics mimic these patterns.
- Residents of Ohio became slightly older between 2010 and 2018. Median age is projected to increase slightly over the next five years at a rate of less than 0.5% per year.
- Ohio became more racially and ethnically diverse between 2010 and 2018.

POPULATION CHARACTERISTICS

2010 POPULATION	4,739
2018 POPULATION	4,402
2023 POPULATION*	4,124
2010 - 2018 % CHANGE	-7.1%
2018 - 2023 PROJECTED ANNUAL RATE	-1.3%
2010 HOUSEHOLDS	1,949
2018 HOUSEHOLDS	1,807
2023 HOUSEHOLDS	1,689
2010 - 2018 % CHANGE	-7.3%
2018 - 2023 PROJECTED ANNUAL RATE	-1.3%
2010 AVERAGE HOUSEHOLD SIZE	2.39
2018 AVERAGE HOUSEHOLD SIZE	2.39
2023 AVERAGE HOUSEHOLD SIZE	2.39
2010 - 2018 % CHANGE	0.0%
2018 - 2023 PROJECTED ANNUAL RATE	0.0%
2010 MEDIAN AGE	27.7
2018 MEDIAN AGE	28.5
2023 MEDIAN AGE	29.1
2010 - 2018 % CHANGE	2.9%
2018 - 2023 PROJECTED ANNUAL RATE	0.4%
2010 DIVERSITY INDEX**	42.1
2018 DIVERSITY INDEX	52.5
2010 - 2018 % CHANGE	24.7%

* ESRI Projected Value

** The Diversity Index measures the probability that two people from the same geography will be from different race/ethnic groups.

Income & Employment Trends and Forecasts

- Median household income and per-capita income in Ohio are less than half of New York State as a whole, as well as the United States median income.
- Median household income and per capita income in Ohio are expected to increase gradually by less than 3% per year over the next five years.
- The unemployment rate in Ohio is more than double the New York State and United States unemployment rates.

- Nearly half of Ohio residents are employed in white-collar occupations.

INCOME & EMPLOYMENT CHARACTERISTICS

NEW YORK U.S.

2018 MEDIAN HOUSEHOLD INCOME	\$27,277	\$62,909	\$57,617
2023 MEDIAN HOUSEHOLD INCOME*	\$29,557	---	---
2018 - 2023 PROJECTED ANNUAL RATE	1.7%	---	---
PER-CAPITA INCOME			
2018 PER-CAPITA INCOME	\$16,375	\$35,534	\$31,128
2023 PER-CAPITA INCOME*	\$18,477	---	---
2018 - 2023 PROJECTED ANNUAL RATE	2.6%	---	---
UNEMPLOYMENT RATE			
2018 UNEMPLOYMENT RATE	10.7%	4.3%	3.9%
WHITE COLLAR OCCUPATIONS			
2018 WHITE COLLAR OCCUPATIONS	47.4%	---	---
SERVICE OCCUPATIONS			
2018 SERVICE OCCUPATIONS	32.7%	---	---
BLUE COLLAR OCCUPATIONS			
2018 BLUE COLLAR OCCUPATIONS	20.0%	---	---

NEIGHBORHOOD BUILT ENVIRONMENT & DEVELOPMENT

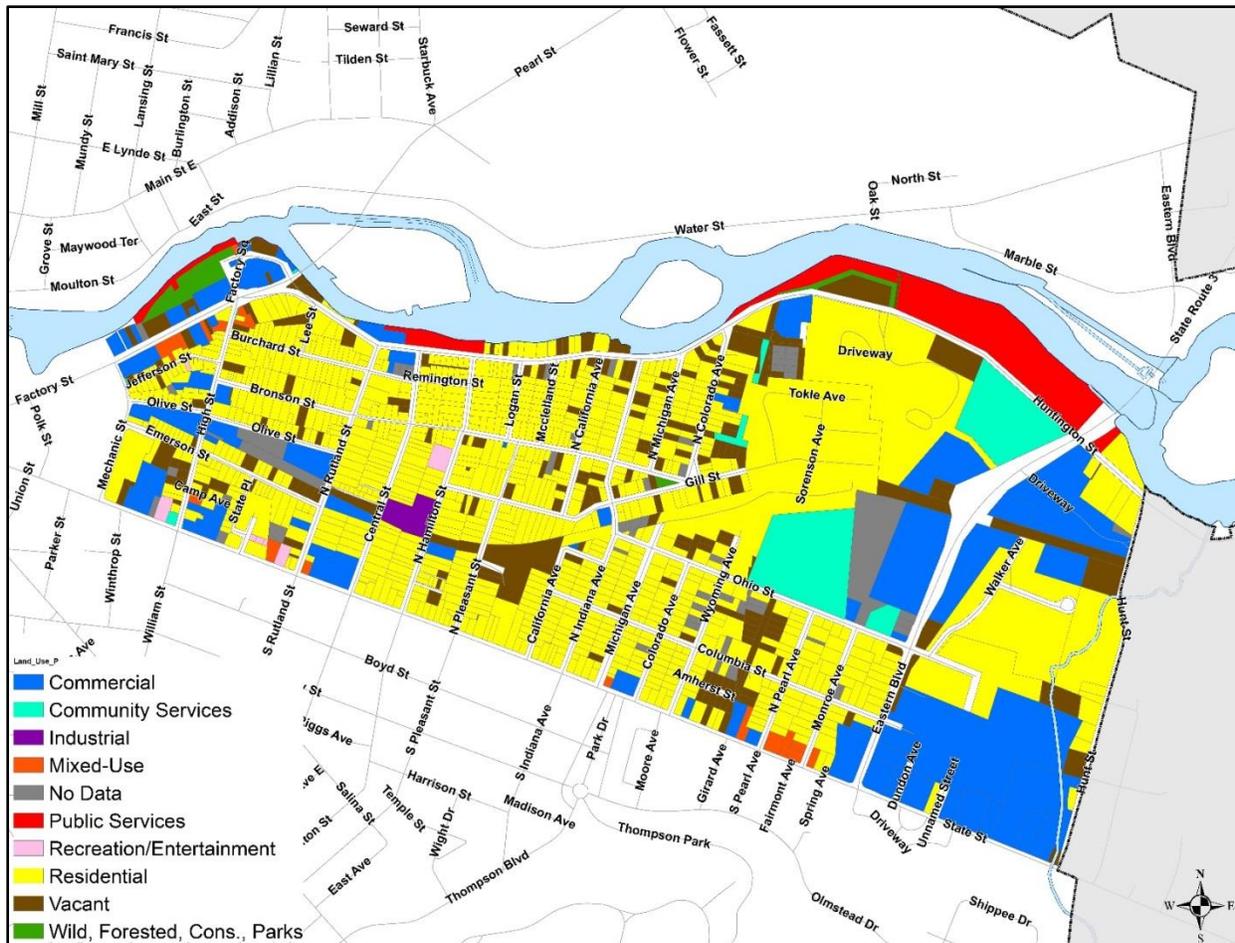
Land Use Trends

- Nearly 75% of property in Ohio is used for residential and commercial purposes.
- Over 10% of land in Ohio is vacant, and appears to be distributed throughout the neighborhood as small parcels.
- A relatively large percentage of land is used for public services, which accounts for the municipal water works.

OHIO LAND USE BREAKDOWN

LAND USE	ACREAGE	%
RESIDENTIAL	251.33	51.3%
COMMERCIAL	105.73	21.6%
VACANT	52.15	10.7%
PUBLIC SERVICES	29.46	6.0%
COMMUNITY SERVICES	22.02	4.5%
NO DATA	17.23	3.5%
MIXED-USE	4.28	0.9%
WILD, FORESTED, CONS., PARKS	3.74	0.8%
INDUSTRIAL	2.03	0.4%
RECREATION/ENTERTAINMENT	1.69	0.3%
AGRICULTURAL	0.00	0.0%

Ohio Land Use Map



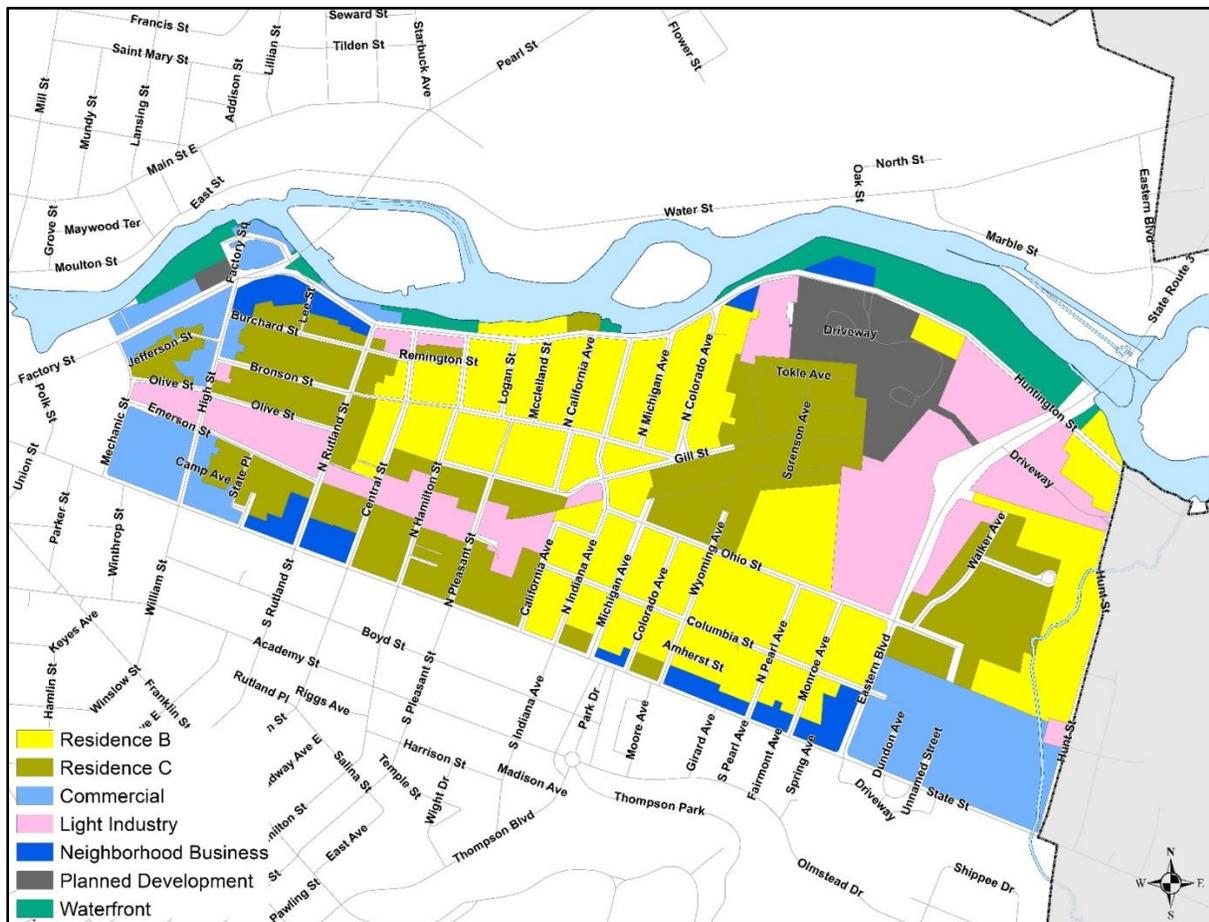
Zoning Trends

- Over half of the property in Ohio is zoned for residential use.
- Light Industry accounts for over 15% of the property in Ohio, and largely represents existing land use.
- Areas zoned Waterfront largely consist of existing public parks and landside property at the Sewalls Island dam.

OHIO ZONING BREAKDOWN

ZONING DISTRICT	ACREAGE	%
RESIDENCE B	147.00	31.3%
RESIDENCE C	113.09	24.1%
LIGHT INDUSTRY	73.12	15.6%
COMMERCIAL	53.70	11.4%
WATERFRONT	34.15	7.3%
PLANNED DEVELOPMENT	24.05	5.1%
NEIGHBORHOOD BUSINESS	18.70	4.0%

Ohio Zoning Map

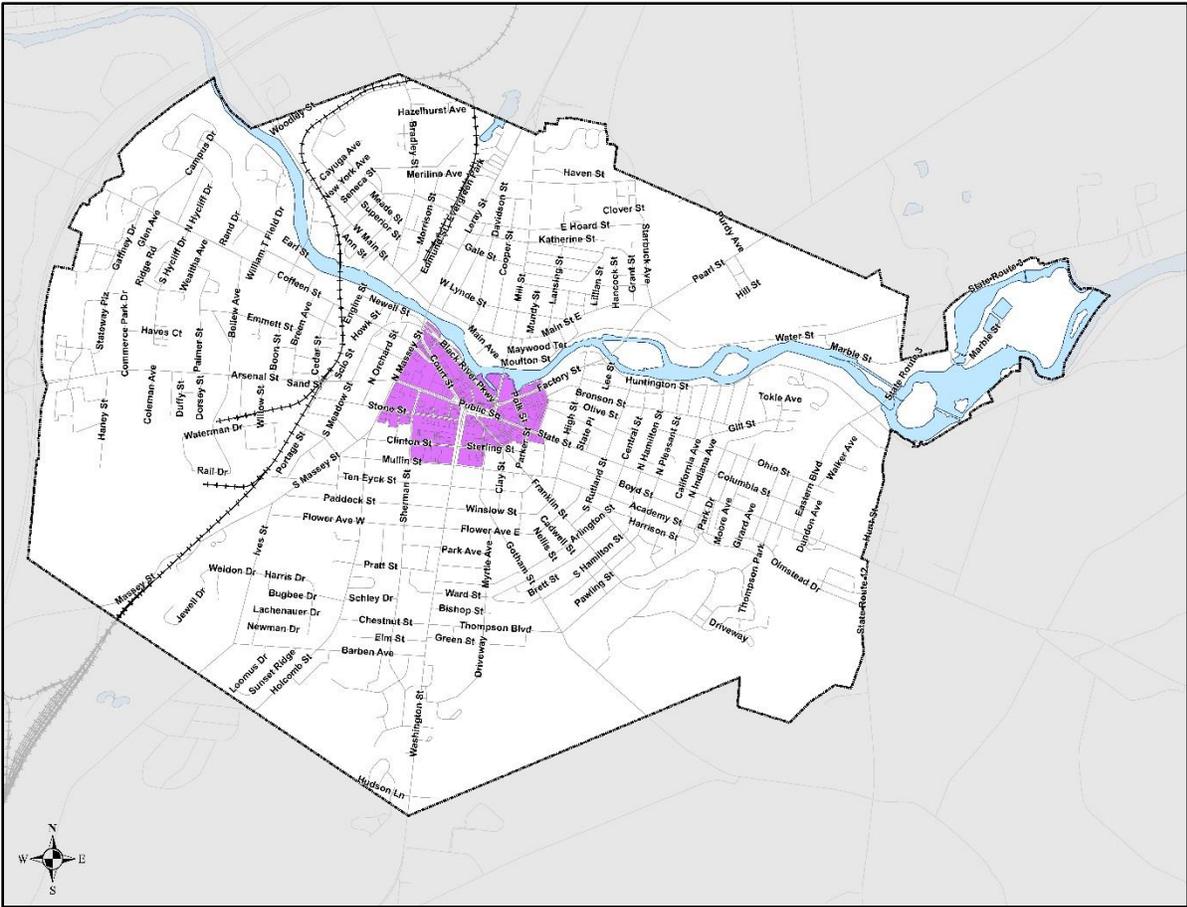


DOWNTOWN

NEIGHBORHOOD SETTING

Downtown is the commercial and cultural hub of Watertown. Its geography is centered on Public Square, which is a traffic circle and park connecting four state highways and several local roadways. The neighborhood is represented by a mix of historic buildings, government offices and public buildings, mixed-use buildings, and residential areas. The neighborhood also features a waterfront on Black River, and includes Beebe Island. Downtown is bounded to the south by Mullin Street; to the east by Mechanic Street; to the west by North and South Massey Street; and to the north by the Black River. Downtown features Public Square Park and Veteran’s Memorial Riverwalk.

Downtown Location Map



LANDMARKS & NEIGHBORHOOD ASSETS

- Public Square
- Veteran’s Memorial Riverwalk

- Watertown City Hall
- Flower Memorial Library
- Dulles State Office Building
- Watertown Masonic Temple
- J.B. Wise Plaza and Parking Lot
- Jefferson County Office Buildings
- First Baptist Church
- Watertown Family YMCA
- Convergys
- Knowlton Technologies
- Adirondack River Outfitters

NATURAL & ENVIRONMENTAL FEATURES

Downtown features approximately 0.85 miles of waterfront on the Black River, much of which is developed. The waterfront features a riverside trail – Veteran’s Memorial Riverwalk – which provides public access to the waterfront; however, due to the velocity of the river in this area, as well as steep rocky banks, shoreline access is limited.

NEIGHBORHOOD TRENDS AND FORECASTS

Education Trends and Forecasts

- Approximately 80% of Downtown residents have a high school diploma or similar credential, which is less than New York State and the United States as a whole.
- Only 36% of these high school graduates have pursued higher education, which is less than the New York State and United States average of 60%.

EDUCATIONAL ATTAINMENT (2018 POPULATION 25+)		<u>NEW YORK</u>	<u>U.S.</u>
HIGH SCHOOL DIPLOMA OR EQUIVALENT	44.6%	26.4%	27.5%
SOME COLLEGE, NO DEGREE	15.2%	16.1%	21.0%
9TH - 12TH GRADE, NO DIPLOMA	12.3%	7.5%	7.4%
ASSOCIATE DEGREE	10.0%	8.6%	8.2%
LESS THAN 9TH GRADE	6.8%	6.5%	5.6%
GRADUATE/PROFESSIONAL DEGREE	5.7%	15.2%	11.5%
BACHELOR'S DEGREE	5.4%	19.7%	18.8%

Population Trends and Forecasts

- The population of Downtown decreased slightly between 2010 and 2018, and is projected to continue to decline gradually over the next five years at a rate of 1.0% per year. Household demographics closely resemble these patterns.
- Residents of Downtown became slightly older between 2010 and 2018. Median age is projected to increase slowly over the next five years at a rate of less than 0.5% per year.
- Downtown became more racially and ethnically diverse between 2010 and 2018.

POPULATION CHARACTERISTICS

2010 POPULATION	962
2018 POPULATION	924
2023 POPULATION*	876
2010 - 2018 % CHANGE	-4.0%
2018 - 2023 PROJECTED ANNUAL RATE	-1.0%
2010 HOUSEHOLDS	524
2018 HOUSEHOLDS	496
2023 HOUSEHOLDS	468
2010 - 2018 % CHANGE	-5.3%
2018 - 2023 PROJECTED ANNUAL RATE	-1.1%
2010 AVERAGE HOUSEHOLD SIZE	1.58
2018 AVERAGE HOUSEHOLD SIZE	1.59
2023 AVERAGE HOUSEHOLD SIZE	1.59
2010 - 2018 % CHANGE	0.6%
2018 - 2023 PROJECTED ANNUAL RATE	0.0%
2010 MEDIAN AGE	47.1
2018 MEDIAN AGE	49.3
2023 MEDIAN AGE	50.4
2010 - 2018 % CHANGE	4.7%
2018 - 2023 PROJECTED ANNUAL RATE	0.4%
2010 DIVERSITY INDEX**	33.9
2018 DIVERSITY INDEX	44.3
2010 - 2018 % CHANGE	30.7%

* ESRI Projected Value

** The Diversity Index measures the probability that two people from the same geography will be from different race/ethnic groups.

Income & Employment Trends and Forecasts

- Median household income Downtown is less than a quarter of New York State as a whole, as well as the United States median income. Per-capita income Downtown is approximately half of New York State as a whole, as well as the United States per-capita income.
- Median household income and per capita income Downtown are expected to increase gradually by less than 2% per year over the next five years.
- The unemployment rate in Downtown is more than double the New York State and United States unemployment rates.
- Approximately 90% of Downtown residents work in white collar or service occupations.

INCOME & EMPLOYMENT CHARACTERISTICS		NEW YORK	U.S.
2018 MEDIAN HOUSEHOLD INCOME	\$13,829	\$62,909	\$57,617
2023 MEDIAN HOUSEHOLD INCOME*	\$14,414	---	---
2018 - 2023 PROJECTED ANNUAL RATE	0.8%	---	---
PER-CAPITA INCOME			
2018 PER-CAPITA INCOME	\$14,879	\$35,534	\$31,128
2023 PER-CAPITA INCOME*	\$16,079	---	---
2018 - 2023 PROJECTED ANNUAL RATE	1.6%	---	---
UNEMPLOYMENT RATE			
2018 UNEMPLOYMENT RATE	10.5%	4.3%	3.9%
WHITE COLLAR OCCUPATIONS			
2018 WHITE COLLAR OCCUPATIONS	55.9%	---	---
SERVICE OCCUPATIONS			
2018 SERVICE OCCUPATIONS	35.5%	---	---
BLUE COLLAR OCCUPATIONS			
2018 BLUE COLLAR OCCUPATIONS	8.9%	---	---

NEIGHBORHOOD BUILT ENVIRONMENT & DEVELOPMENT

Land Use Trends

- Nearly 75% of property in Downtown is used for community services and commercial purposes.
- Only 9% of land Downtown is used solely for residential purposes, but an additional 12% is accounted as mixed-use, which also may include residential units.
- An additional 12% of land is vacant on sites that could be considered key development sites based on their location.

DOWNTOWN LAND USE BREAKDOWN

LAND USE	ACREAGE	%
COMMERCIAL	49.82	41.0%
COMMUNITY SERVICES	38.83	31.9%
MIXED-USE	15.27	12.6%
VACANT	14.48	11.9%
RESIDENTIAL	11.07	9.1%
NO DATA	4.83	4.0%
INDUSTRIAL	3.87	3.2%
RECREATION/ENTERTAINMENT	2.36	1.9%
PUBLIC SERVICES	0.84	0.7%
WILD, FORESTED, CONS., PARKS	0.26	0.2%
AGRICULTURAL	0.00	0.0%

Downtown Land Use Map



Zoning Trends

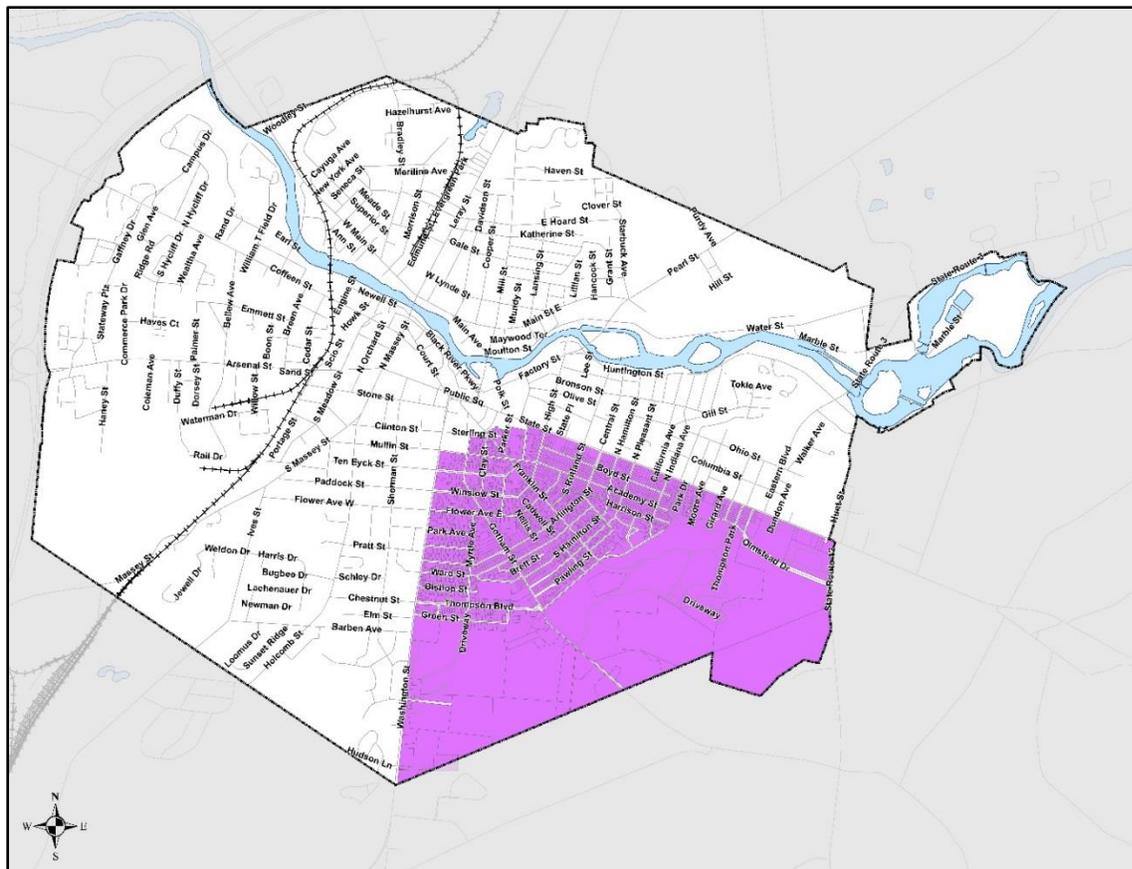
- Over half of the property Downtown is either zoned as Downtown, or is covered by a Downtown Core Overlay.
- Commercial zoning accounts for nearly 20% of property Downtown, some of which is covered by the Downtown Core Overlay.
- Less than 5% of property Downtown is zoned as Residence C. No other residential zones are represented.

KNICKERBOCKER

NEIGHBORHOOD SETTING

Knickerbocker is a largely residential neighborhood in the southeast corner of Watertown. In addition to a large contiguous residential area, Knickerbocker also is home to the vast Thompson Park in the southeastern extent of the neighborhood, as well as multiple schools including Watertown High School on Washington Street. The neighborhood is bounded to the west by Washington Street, to the south by the municipal boundary, and to the north-northeast by State Street. Knickerbocker integrates with Downtown in the vicinity of Academy Street, Sterling Street, and the Franklin Street/Sterling Street triangle.

Knickerbocker Location Map



LANDMARKS & NEIGHBORHOOD ASSETS

- Thompson Park
- NYS Thompson Park Zoo and Conservancy
- Watertown Golf Club

- Knickerbocker Elementary School
- Case Middle School
- H.T. Wiley Intermediate School
- Watertown High School
- Immaculate Heart Primary School

NATURAL & ENVIRONMENTAL FEATURES

While Knickerbocker does not contain any riverfront properties, it does contain Thompson Park, which is an approximately 450-acre green space that features historic open park space and structures, a NYS Zoo and Conservancy, and a public golf course. Thompson Park is situated in a hill, which overlooks the rest of Watertown.

NEIGHBORHOOD TRENDS AND FORECASTS

Education Trends and Forecasts

- Approximately 92% of Knickerbocker residents have a high school diploma or similar credential, which is greater than New York State and the United States as a whole.
- Approximately 62% of these high school graduates have pursued higher education, which is about the same as New York State and United States average of 60%.

EDUCATIONAL ATTAINMENT (2018 POPULATION 25+)		NEW YORK	U.S.
HIGH SCHOOL DIPLOMA OR EQUIVALENT	30.6%	26.4%	27.5%
SOME COLLEGE, NO DEGREE	21.6%	16.1%	21.0%
9TH - 12TH GRADE, NO DIPLOMA	6.4%	7.5%	7.4%
ASSOCIATE DEGREE	12.5%	8.6%	8.2%
LESS THAN 9TH GRADE	1.3%	6.5%	5.6%
GRADUATE/PROFESSIONAL DEGREE	14.0%	15.2%	11.5%
BACHELOR'S DEGREE	13.6%	19.7%	18.8%

Population Trends and Forecasts

- The population of Knickerbocker decreased by about 5.5% between 2010 and 2018, and is projected to continue to decline gradually over the next five years at a rate of about 1.0% per year. Household demographics closely resemble these patterns.
- Residents of Knickerbocker became slightly older between 2010 and 2018. Median age is not projected to increase significantly over the next five years.
- Knickerbocker became more racially and ethnically diverse between 2010 and 2018.

POPULATION CHARACTERISTICS

2010 POPULATION	6,590
2018 POPULATION	6,227
2023 POPULATION*	5,877
2010 - 2018 % CHANGE	-5.5%
2018 - 2023 PROJECTED ANNUAL RATE	-1.1%
2010 HOUSEHOLDS	2,725
2018 HOUSEHOLDS	2,562
2023 HOUSEHOLDS	2,408
2010 - 2018 % CHANGE	-6.0%
2018 - 2023 PROJECTED ANNUAL RATE	-1.2%
2010 AVERAGE HOUSEHOLD SIZE	2.36
2018 AVERAGE HOUSEHOLD SIZE	2.37
2023 AVERAGE HOUSEHOLD SIZE	2.38
2010 - 2018 % CHANGE	0.4%
2018 - 2023 PROJECTED ANNUAL RATE	0.1%
2010 MEDIAN AGE	31.4
2018 MEDIAN AGE	32.9
2023 MEDIAN AGE	33.0
2010 - 2018 % CHANGE	4.8%
2018 - 2023 PROJECTED ANNUAL RATE	0.1%
2010 DIVERSITY INDEX**	30.9
2018 DIVERSITY INDEX	41.2
2010 - 2018 % CHANGE	33.3%

* ESRI Projected Value

** The Diversity Index measures the probability that two people from the same geography will be from different race/ethnic groups.

Income & Employment Trends and Forecasts

- Median household income in Knickerbocker is less than that of New York State as a whole, as well as the United States median income. Per-capita income is slightly less than both New York State and United States averages.
- Median household income and per capita income in Knickerbocker are expected to increase gradually by less than 3% per year over the next five years.

- The unemployment rate in Knickerbocker is the same as the New York State rate, which is slightly greater than the United States unemployment rate.
- The majority of Knickerbocker residents work in white collar occupations.

INCOME & EMPLOYMENT CHARACTERISTICS		NEW YORK	U.S.
2018 MEDIAN HOUSEHOLD INCOME	\$48,061	\$62,909	\$57,617
2023 MEDIAN HOUSEHOLD INCOME*	\$50,657	---	---
2018 - 2023 PROJECTED ANNUAL RATE	1.1%	---	---
PER-CAPITA INCOME			
2018 PER-CAPITA INCOME	\$27,346	\$35,534	\$31,128
2023 PER-CAPITA INCOME*	\$31,237	---	---
2018 - 2023 PROJECTED ANNUAL RATE	2.8%	---	---
UNEMPLOYMENT RATE			
2018 UNEMPLOYMENT RATE	4.3%	4.3%	3.9%
OCCUPATIONS			
2018 WHITE COLLAR OCCUPATIONS	64.7%	---	---
2018 SERVICE OCCUPATIONS	19.5%	---	---
2018 BLUE COLLAR OCCUPATIONS	15.7%	---	---

NEIGHBORHOOD BUILT ENVIRONMENT & DEVELOPMENT

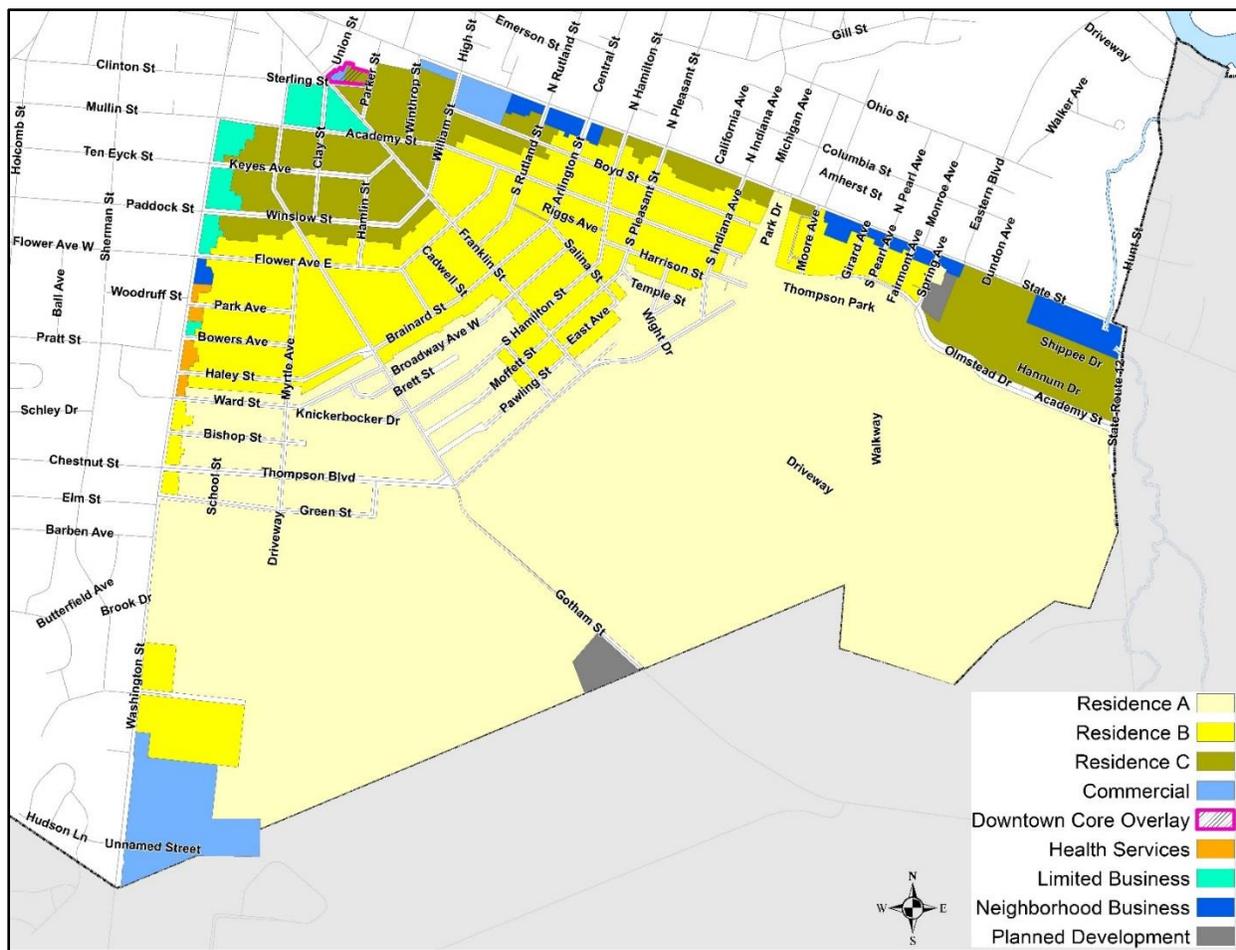
Land Use Trends

- Over 30% of property in Knickerbocker is used for residential purposes, and another 30% is accounted as Thompson Park.
- A relatively large amount of land is vacant, which is mostly one contiguous wooded area between Thompson Park and the High School.
- Over 10% of land in Knickerbocker is used for community services, most of which is used for schools.

KNICKERBOCKER ZONING BREAKDOWN

ZONING DISTRICT	ACREAGE	%
RESIDENCE A	808.61	67.3%
RESIDENCE B	205.07	17.1%
RESIDENCE C	109.90	9.1%
COMMERCIAL	34.77	2.9%
NEIGHBORHOOD BUSINESS	16.80	1.4%
LIMITED BUSINESS	14.46	1.2%
PLANNED DEVELOPMENT	7.52	0.6%
HEALTH SERVICES	2.61	0.2%
DOWNTOWN CORE OVERLAY	1.49	0.1%

Knickerbocker Zoning Map



Zoning Trends

- Over 90% property in Knickerbocker is zoned for residential, including all of Thompson Park.
- A limited amount of neighborhood business and commercial zoning is located along State Street and Washington Street.
- A small area of Downtown Core Overlay is located in the northwest corner of the neighborhood, where it interfaces with Downtown.
- Overall, Knickerbocker can be characterized as a residential neighborhood

3. City-wide Maps

The following maps are included in this section for reference:

- A. City of Watertown Existing Land Use
- B. City of Watertown Zoning
- C. City of Watertown Parks and Recreation
- D. City of Watertown Wetlands and Floodplains
- E. Watertown Census Tracts
- F. Black River Map

City of Watertown Existing Land Use

MAP A

Project:
Comprehensive Plan
City of Watertown, New York

Elan Project Number:
18-010

LEGEND

Zoning

CityLandUs

- Agriculture
- Residential (Single-Family)
- Residential (Two-Family)
- Residential (Three-Family)
- Residential (Apartments)
- Residential (Accessory Apt.)
- Residential (Mobile Home)
- Residential (Mixed-Use)
- Residential (Multiple)
- Mixed-Use
- Recreation/Entertainment
- Public Services
- Community Services
- Commercial
- Industrial
- Wild, Forested, Conservation, & Parks
- Vacant (Residential)
- Vacant (Commercial)
- Vacant (Industrial)
- Vacant (Underwater)
- No Data



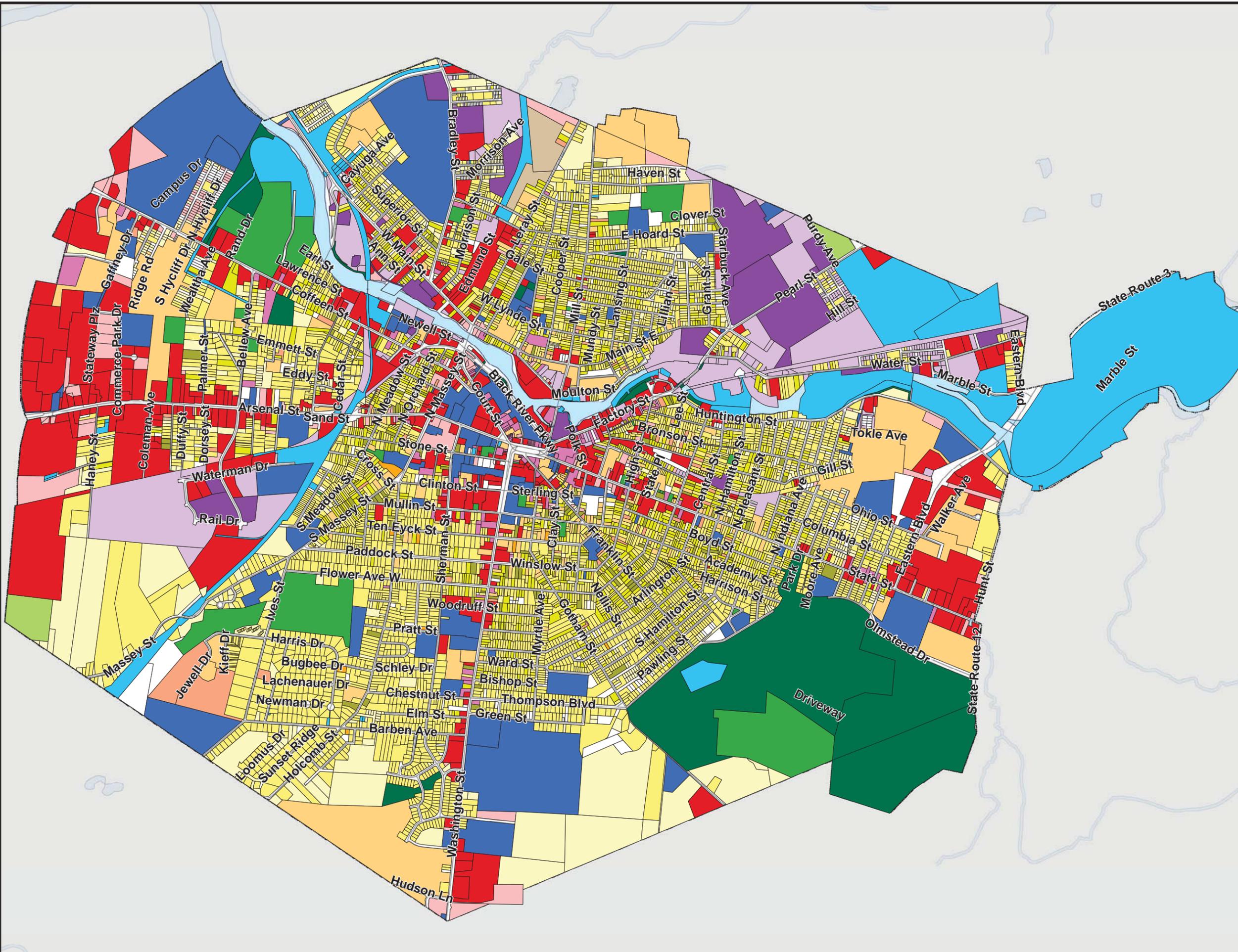
1" = 950'

Date: 10/27/2019

Data Sources: City of Watertown
NYS GIS Clearinghouse (gis.ny.gov)



Note: This map was prepared for illustrative purposes only and is not suitable for engineering, surveying or legal purposes.



City of Watertown Zoning

MAP B

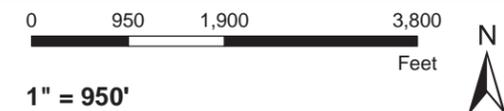
Project:
Comprehensive Plan
City of Watertown, New York

Elan Project Number:
18-010

LEGEND

Zoning

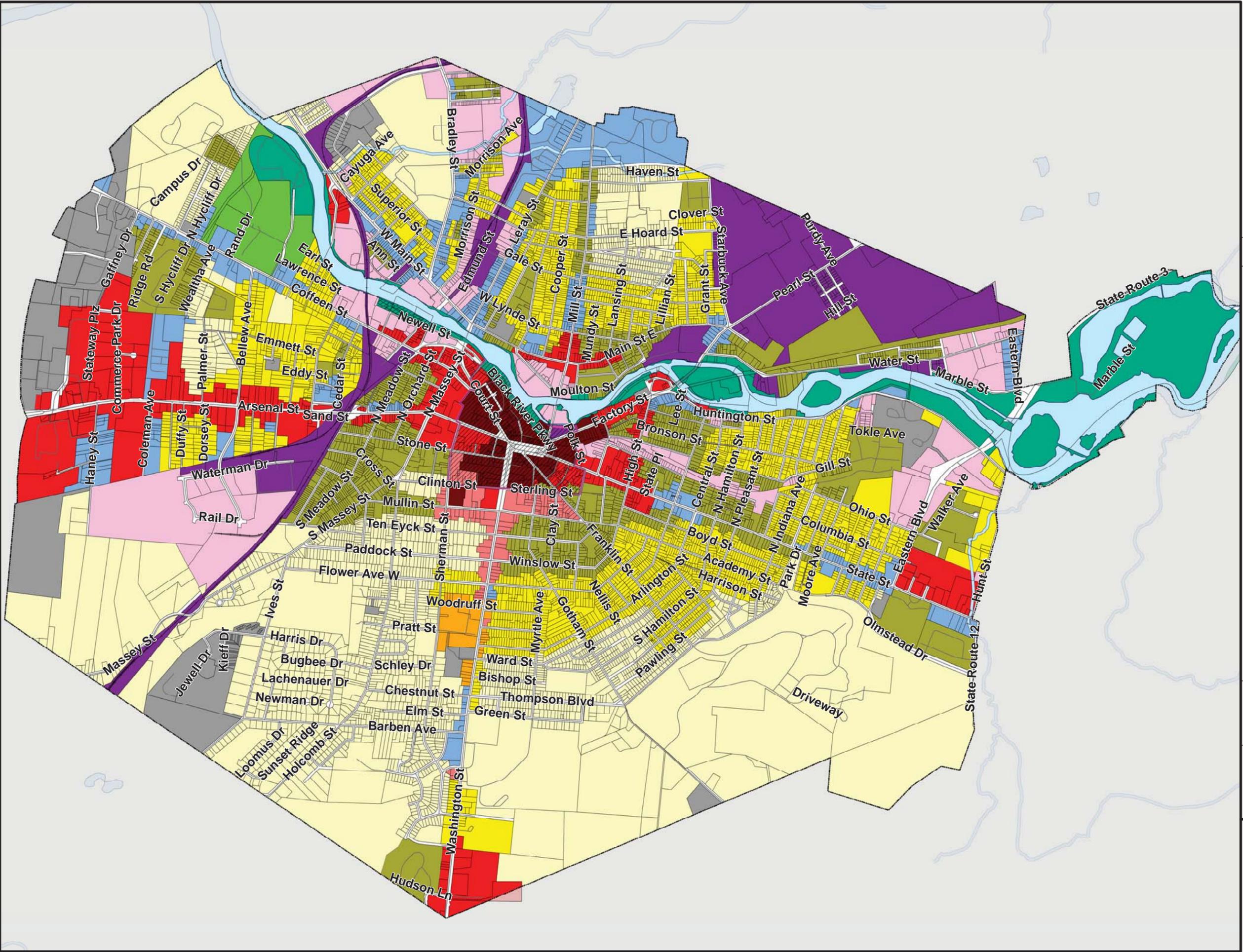
- Downtown
- Downtown Core Overlay
- Commercial
- Limited Business
- Neighborhood Business
- Health Services
- Heavy Industry
- Light Industry
- Planned Development
- Residence A
- Residence B
- Residence C
- Open Space and Recreation
- River Development District
- Waterfront



Date: 07/03/2019
Data Sources: City of Watertown
NYS GIS Clearinghouse (gis.ny.gov)



Note: This map was prepared for illustrative purposes only and is not suitable for engineering, surveying or legal purposes.



City of Watertown Parks and Recreation

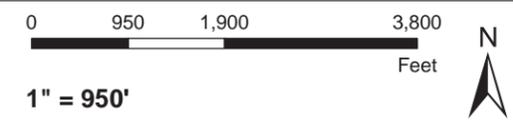
MAP C

Project:
Comprehensive Plan
City of Watertown, New York

Elan Project Number:
18-010

LEGEND

-  City of Watertown
-  Watertown Tax Parcels
-  Streets
-  Watertown Railroads
-  Surface Water
-  LinearHydrography
-  Parks & Outdoor Recreation
-  Existing Pedestrian Trail
-  Existing Bike Lanes
-  Existing Shared Roadway Trail
-  Existing Bike Hike Trail



Date: 07/03/2019
Data Sources: City of Watertown
NYS GIS Clearinghouse (gis.ny.gov)



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Note: This map was prepared for illustrative purposes only and is not suitable for engineering, surveying or legal purposes.

City of Watertown Wetlands & Floodplains

Project:
Comprehensive Plan
City of Watertown, New York

Elan Project Number:
18-010

LEGEND

-  City of Watertown
-  NYS Recognized Wetlands
-  Jefferson County Wetland Checkzones
-  Surface Water
-  Linear Hydrography
-  Watertown Tax Parcels
-  Streets
-  Watertown Railroads

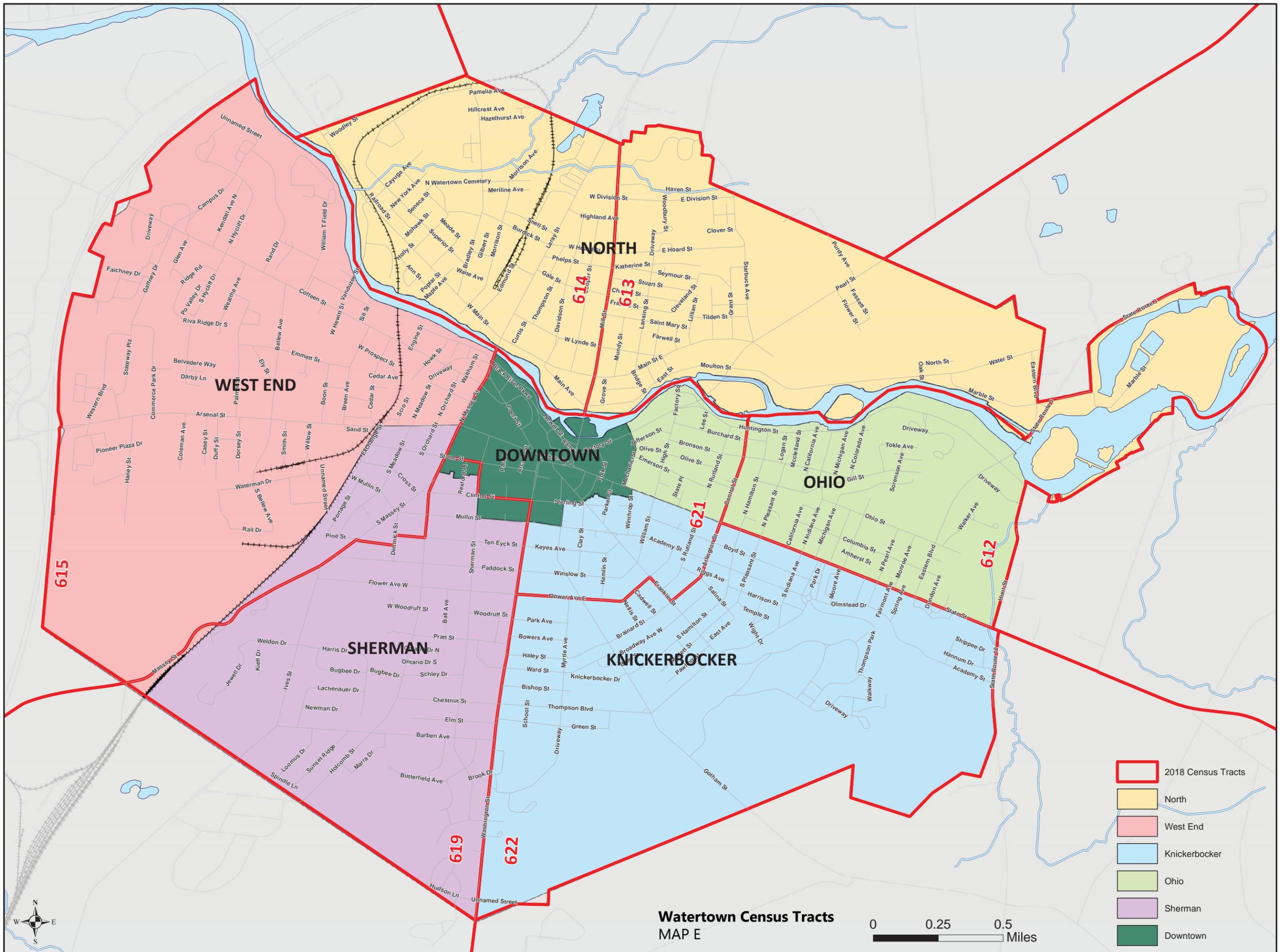


Date: 10/29/2019
Data Sources: City of Watertown
NYS GIS Clearinghouse (gis.ny.gov)



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

Note: This map was prepared for illustrative purposes only and is not suitable for engineering, surveying or legal purposes.



WEST END

NORTH

DOWNTOWN

OHIO

SHERMAN

KNICKERBOCKER

- 2018 Census Tracts
- North
- West End
- Knickerbocker
- Ohio
- Sherman
- Downtown

Watertown Census Tracts
MAP E

0 0.25 0.5 Miles



Watertown, NY: Black River Map

MAP F

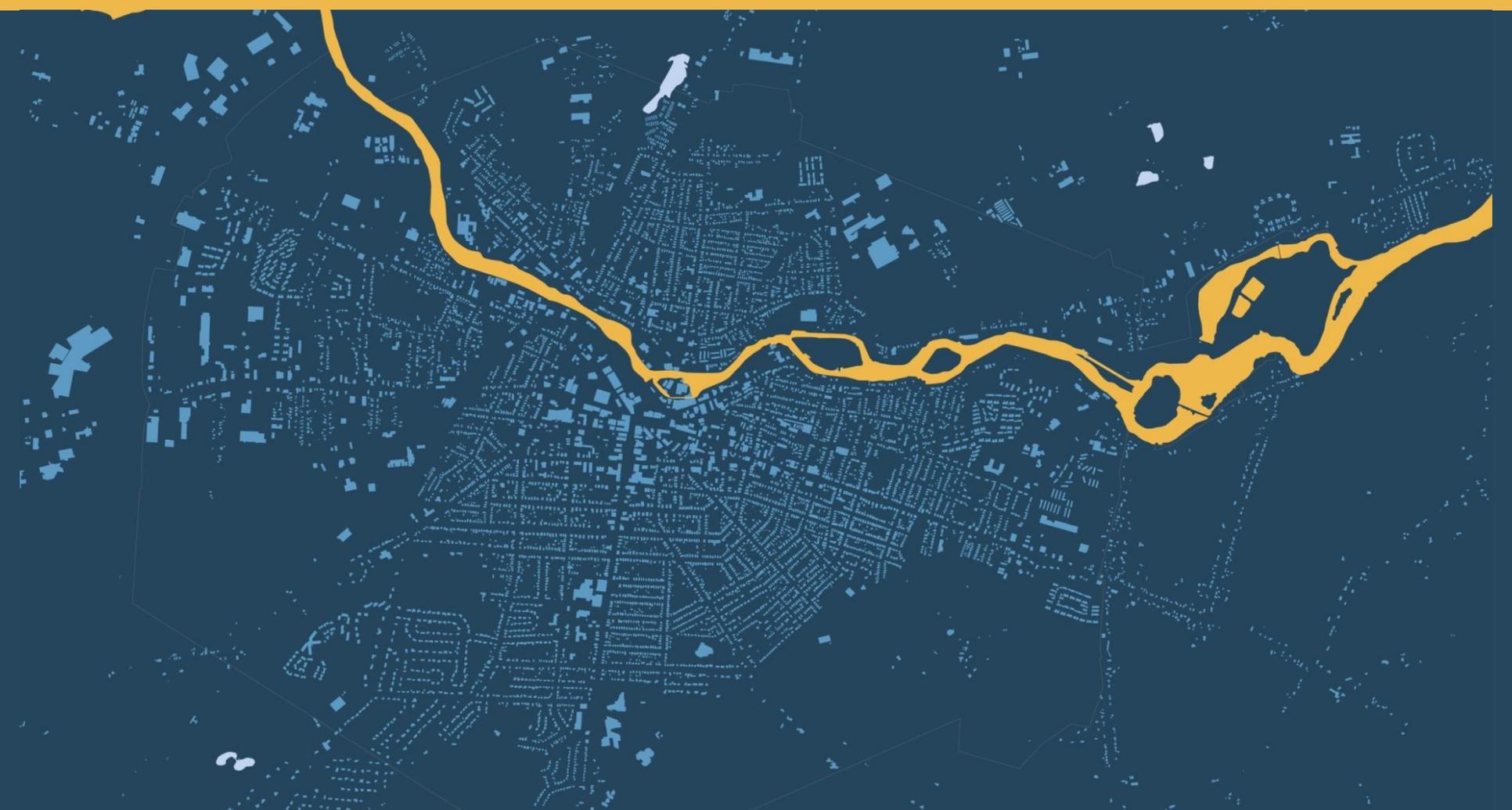
Legend

-  Whitewater Rapids
-  "Car Top" Boat Launch/Access
-  Rafting Companies
-  Dams
-  Designated Fishing Access



4. Zoning Diagnostic

Watertown Comprehensive Plan

An aerial photograph of Watertown, Massachusetts, with a yellow line tracing the path of the Neponset River through the city. The map shows a dense grid of streets and buildings, with the river flowing from the upper left towards the lower right. The background is a dark blue color.

Committee Meeting 9
July 10, 2019

Agenda

- **Committee Updates**
- **Zoning Discussion**
 - **Zoning Analysis**
 - **Form-Based Code Primer**
- **Housing Discussion**
- **Next Steps**

What does zoning do?

“[Zoning] Codes that guide development are the DNA of human settlement.”

Anthony Flint, City Lab, August 12, 2014

- Euclidean zoning can actually serve as a barrier to good urban development and prohibited a mix of uses that make cities vibrant and engaging
- Zoning CAN BE Economic Development
- Proactively seeking new development that enhances Elmira
- Brings predictability – saves time and money
- Provides for a mix of uses
- Zoning can help achieve long-term sustainability – green infrastructure, parking requirements, landscaping, floodplain regulations, urban agriculture, energy systems, etc.

Why Update Zoning?

- Originally written in late 1950s
- Never had a full update – only piecemeal
- First Ever Comprehensive Plan and DRI Strategic Plan
- Changes in Terminologies and Techniques
- Court Rulings (State and Federal court rulings have impact on local laws)
- New Technology (alternative energy, digital signs)
- Changing Demographics (more diverse, aging population)
- Integrate Form Based Code Including Graphics

Zoning History

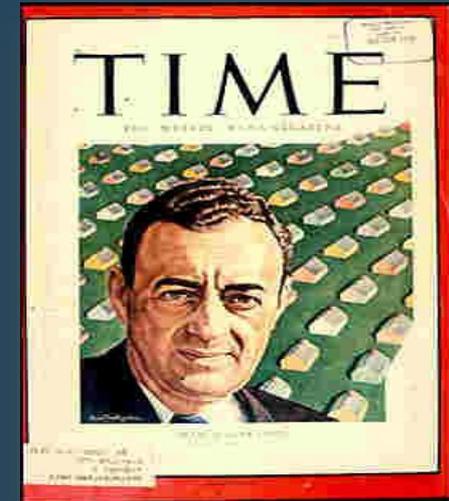
- 1880s: San Francisco restricts dance halls, livery stables, slaughterhouses, saloons, pool halls
- 1882: Oak Park, IL adopts subdivision control
- 1885: NYC limits height of tenements to 1.5x street width
- 1898: MA restricts buildings around Boston's Copley Square to 90 feet in height
- 1909: U.S. Supreme Court upholds height restrictions
- By 1913, 22 cities had height control
- By 1915, LA divides city into 27 districts including one large residential zone.

NYC 1916 Code

- In NYC, a need to get light and air into the street resulted in the 1916 code
- Resulted in Separation of Uses
- 3 Districts
 - Business
 - Residential
 - Unrestricted



Next Landmarks



Source: <http://tiger.uic.edu/~pbhales/Levittown.html>

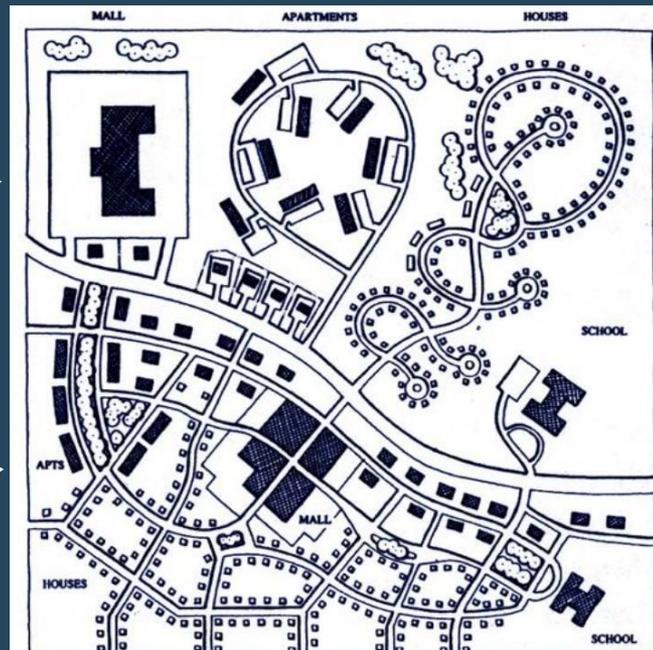
- **1926 Landmark Zoning Case**

- Village of Euclid v. Ambler Realty
- US Supreme Court upholds constitutionality of zoning

- **Post WWII**

- Levittown
- Suburban Sprawl

Euclidean zoning →



Traditional neighborhood →

The Shift

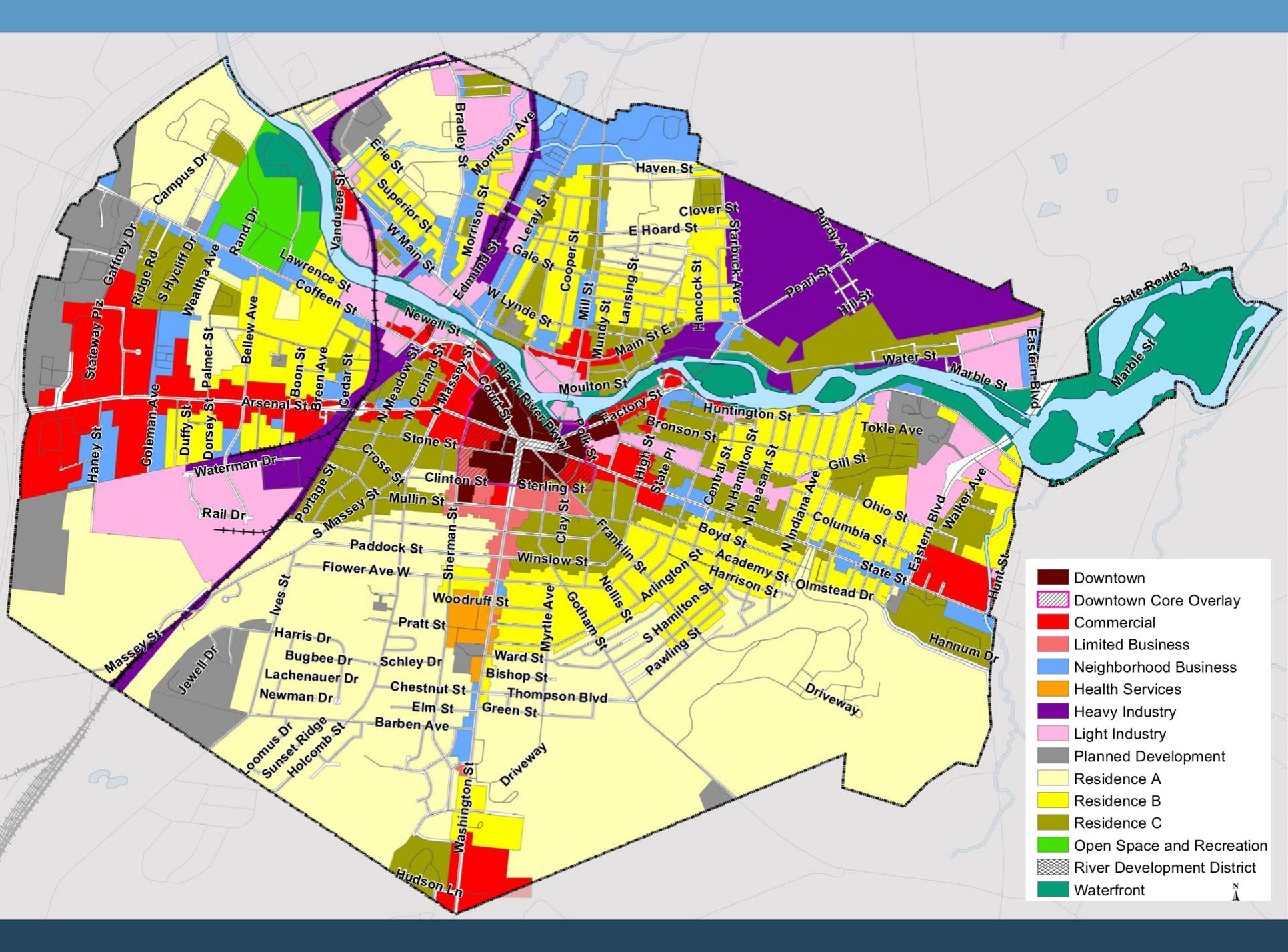
1980's to Today

- Environmental regulations
- New Urbanism movement
 - **Traditional Neighborhood Development/Transit Oriented Development**
- Growth management
 - Adequate public facilities
 - **Urban growth areas**
- Smart Growth
- Healthy/Sustainable Communities



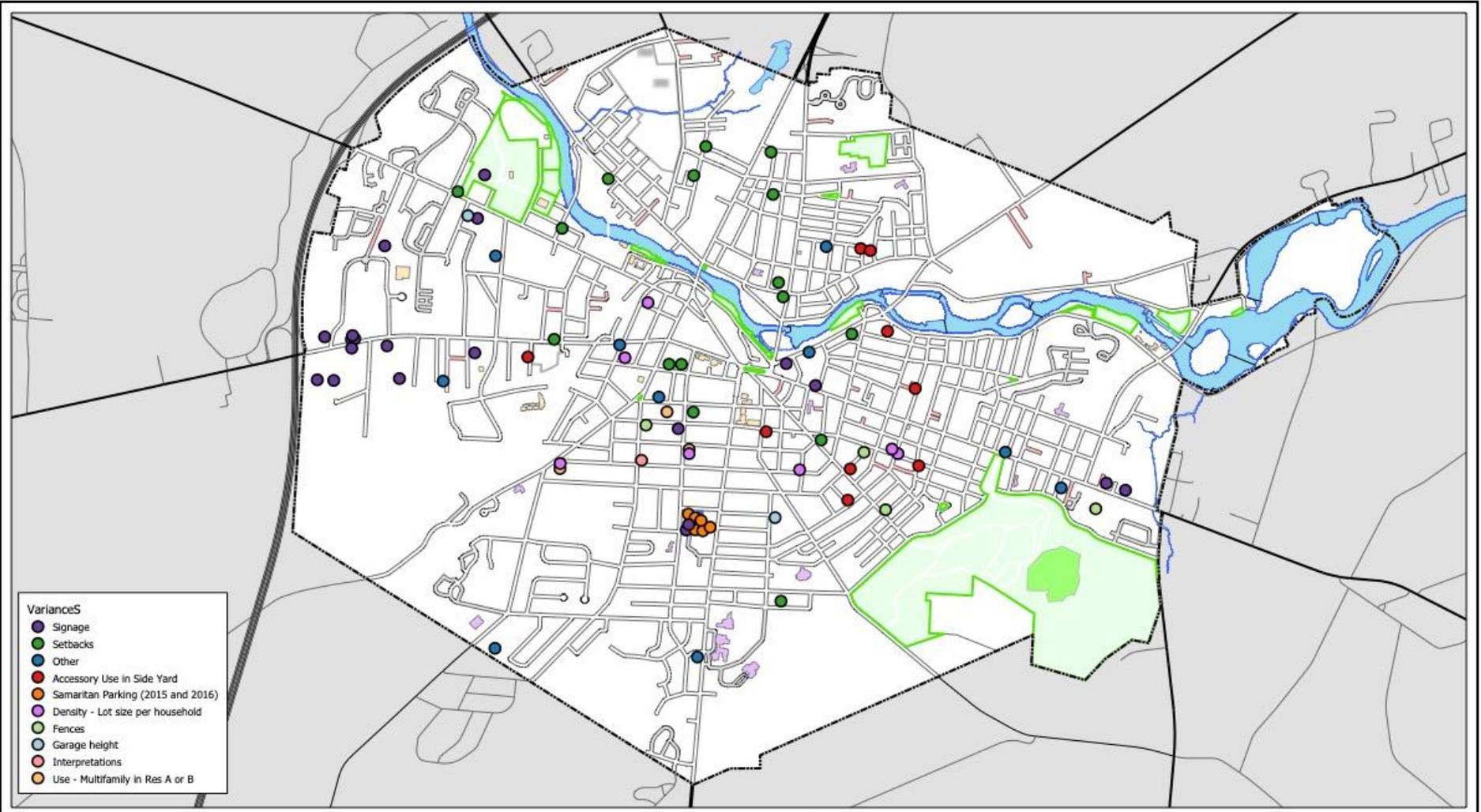
Watertown Zoning Overview

Article	General Comment
I: Definitions	<ul style="list-style-type: none">• Outdated and not comprehensive
II: Districts	<ul style="list-style-type: none">• No clear discussion of district purposes
III: Uses	<ul style="list-style-type: none">• No use table• Cumulative to next district• No need to list every use nor accessory uses• Outdated uses (Snowmobile Vending Lot)
IV: Area and Yard Regulations	<ul style="list-style-type: none">• No table• Odd regulations – ‘Rear Dwellings’ and ‘Changes in Size and Shape’
V: Accessory Uses	<ul style="list-style-type: none">• Not needed• Address more simply in Supplemental Regulations
VI: Non-Conforming	<ul style="list-style-type: none">• Need to update: uses, structures, and lots
VII: Parking	<ul style="list-style-type: none">• Pkg Table needed• Add Green Infrastructure• Consider parking maximums
VIII: Misc. Prov.	<ul style="list-style-type: none">• Change to Supplemental Regulations and link to use table• Make Signs it’s own Article and update
IX: Site Plan Review	<ul style="list-style-type: none">• Outdated – incorporate NYS General City Law
X: Admin	<ul style="list-style-type: none">• Need to update• Change Special Use Permit to PB



- Downtown
- Downtown Core Overlay
- Commercial
- Limited Business
- Neighborhood Business
- Health Services
- Heavy Industry
- Light Industry
- Planned Development
- Residence A
- Residence B
- Residence C
- Open Space and Recreation
- River Development District
- Waterfront





- VarianceS**
- Signage
 - Setbacks
 - Other
 - Accessory Use in Side Yard
 - Samaritan Parking (2015 and 2016)
 - Density - Lot size per household
 - Fences
 - Garage height
 - Interpretations
 - Use - Multifamily in Res A or B

Revision	Description of Revision	Date	By

City of Watertown Variance Requests



CITY OF WATERTOWN, NEW YORK
GIS DEPARTMENT
 ROOM 305B, MUNICIPAL BUILDING
 245 WASHINGTON STREET
 WATERTOWN, NEW YORK 13601
 TEL: (315) 785-7793 EMAIL: gis@watertown-ny.gov

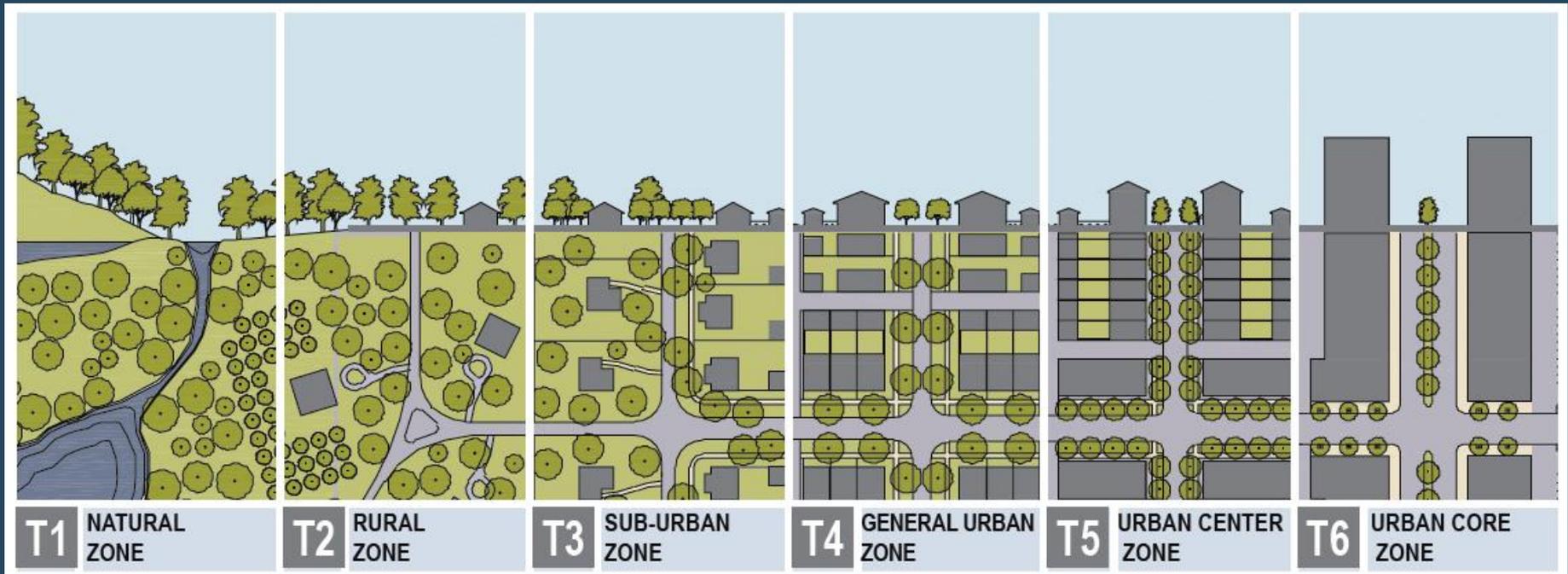


City of Watertown Variance Requests	
Requested By:	G.Urso
Drawn By:	V.Bink
Date:	6/14/2019
Scale:	1 inch = 2,000 feet

New approach: Form-Based Code

Form-based codes address:

- Relationship between building facades and the public realm
- Form and mass of buildings in relation to one another
- Scale and types of streets and blocks
- Flexible approach that encourages creative development
- Focus on form and function, not use
- Adds predictability to the process
- Presented in words and clearly-drawn diagrams



Form-Based Code

“FORM” means:

- Setbacks
- Lot coverage
- Stories
- Frontage type
- Build-to lines
- Parking location
- Street type
- Etc.

Urban Mixed Use

1. Purpose

High density commercial and residential area. Contains many of the historic areas and areas of the city with existing design guidelines. Adaptive reuse of large buildings and new infill construction of mixed use buildings is preferred.

2. Description

Buildings are 3-6 stories high, parking requirements are flexible. Maximum lot coverage is roughly 75%.



2. Frontage Elements

Only the following frontage elements indicated in BOLD are allowed:

Stoop Porch Lightwell **Awning**

3. Lot Dimensions

A	Lot area (min)	NO MIN
B	Lot width (min/max)	20-100
C	Building coverage (max)	75%

4. Building Setbacks

D	Front yard (min/max)	0
E	Facade length (max)	60
F	Side yards (min total)	0
G	Rear yard (min)	10
H	Parking Setback	10

5. Building Height

I	Building height (max)	6 Stories*
---	-----------------------	------------

6. Story Height

J	First Story Minimum Height	9'
K	Story height (min)	9'

7. Transparency

L	Ground floor transparency, front facade (min)	65%
M	Ground floor transparency, corner side facade (min)	30%
N	Upper floor transparency, front and corner side facades (min)	50%

8. Pedestrian Access

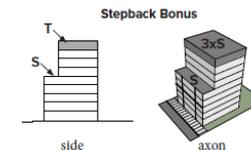
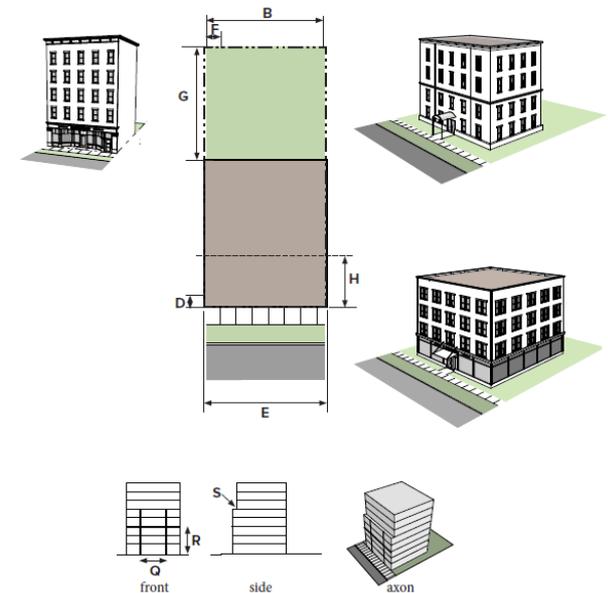
O	Main entrance location (required)	Facing Sidewalk
P	Functional entry spacing	30' MAX

9. Building Articulation

Q	Vertically oriented projection or recess no greater than 30 ft apart. Exceptions: not required above 5th story or where windows are consistently recessed 4 in. or more.
R	A horizontal projection is required between the first and third stories.
S	Any building taller than 50 ft must have a 4 ft minimum front facade stepback between 20 ft minimum and 60 ft maximum above grade.
T	*Stepback Bonus: Stepbacks greater than 8 ft allow for additional stories with a floor area no more than 3 times the total area of the stepback.

10. Other Standards

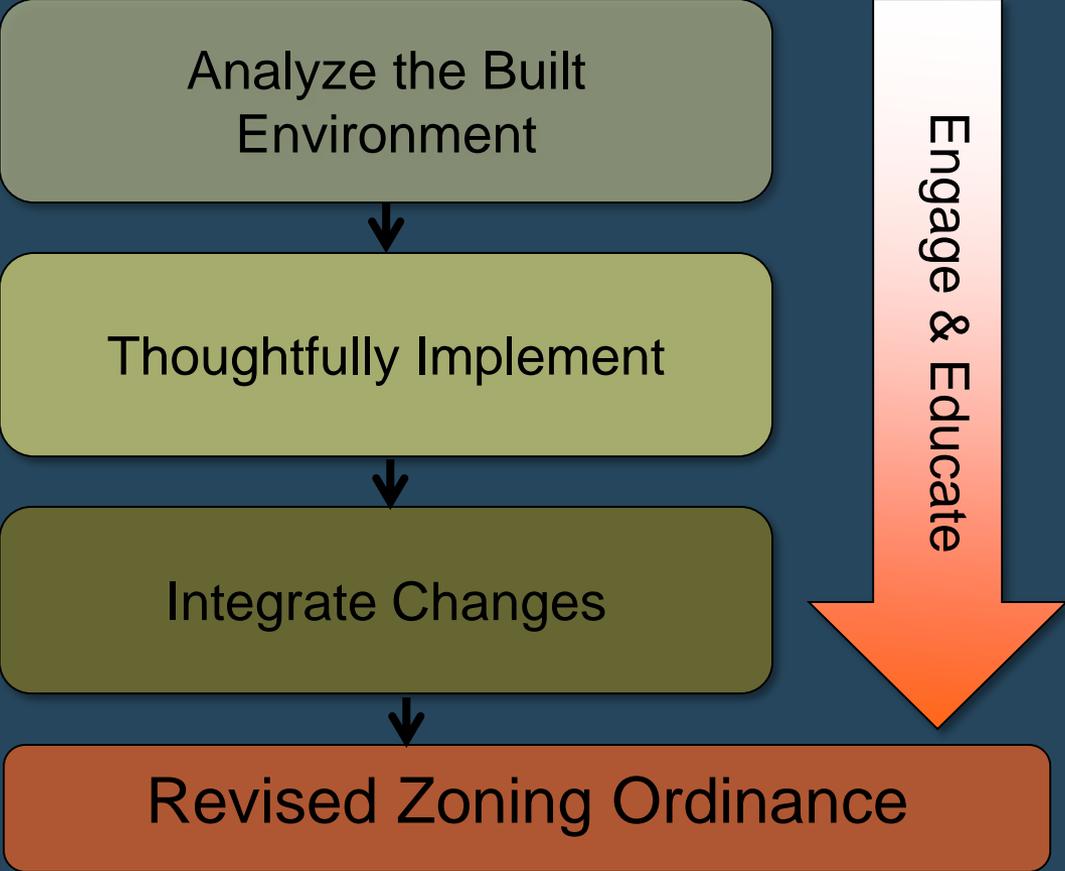
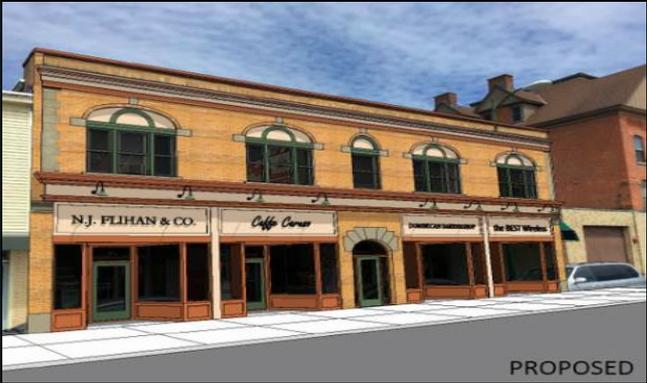
max 12' frontage unbuilt



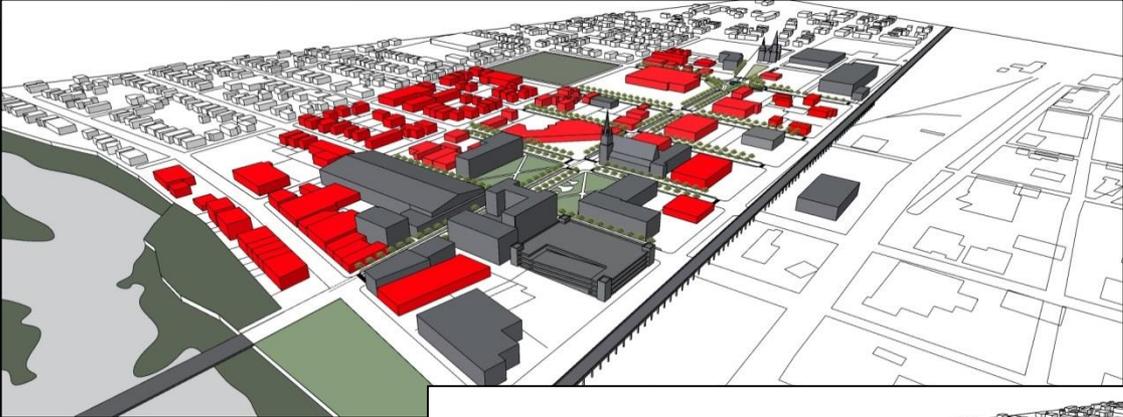
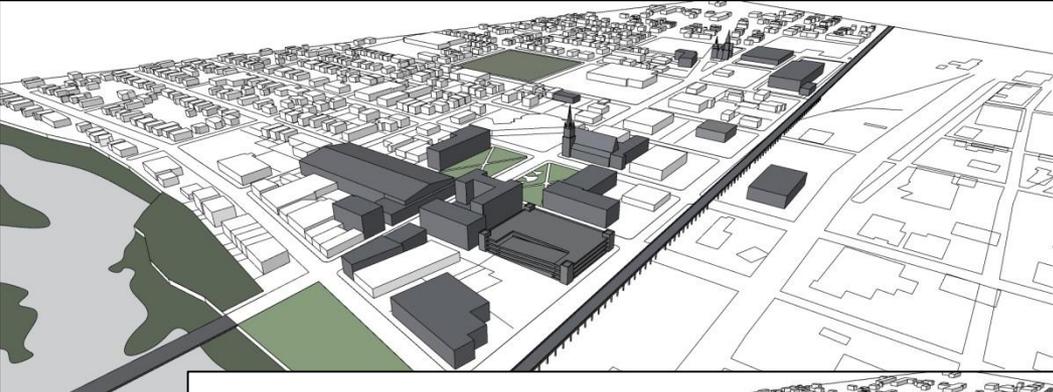
How do you get there?



Focused and Simplified Approach for Ease of Use and Implementation



Modeling the Future



Fiscal Implications



715 Elmwood Avenue,
\$18,197 (property tax)
Approx \$1.21 per sf



701 Elmwood Avenue,
\$11,423 (property tax)
Approx \$0.51 per sf

5. Infrastructure Assessment

City of Watertown Comprehensive Plan Water, Wastewater and Transportation Infrastructure Supplemental Section

GYMO Architecture, Engineering and Land Surveying

18969 U.S. Route 11

Watertown, New York 13601

(315) 788-3900

INTRODUCTION

The purpose of this section is to provide a general inventory of water, wastewater and transportation infrastructure within the City of Watertown. This will be followed by a list of Goals, Objectives and Strategies (G&O's) that the city may pursue over the twenty-year planning horizon to address the future needs of the community. As additional planning efforts are already underway at the time of this inventory, there are several sources available with in-depth information that is useful to the community going forward. A short list of these planning documents is as follows:

- City of Watertown Annual Drinking Water Report (2019)
- City of Watertown Inflow and Infiltration Study (Expected fall of 2019)
- The Watertown/Jefferson County 2045 Long-Range Transportation Plan (2019)
- The Downtown-Riverfront Parks Connection Feasibility Study
- City of Watertown Consolidated Plan – Program Year 2016-2020
- Watertown Jefferson County Area Transportation Council, Unified Planning Work Program (2016-2019)
- Jefferson County Coordinated Transportation Plan for Mobility Services (2016)
- Watertown Jefferson County Area Transportation Council Public Participation Plan (2016)
- Watertown Jefferson County Area Transportation Council Unified Work Program (2015-2016)
- Planning Targets for Federal Transportation Administration NYS Public Transportation Programs (2014)
- Fort Drum Region Transit Needs Assessment (2012)

- Jefferson County Economic Development Strategy (2012-2014)
- City of Watertown Local Waterfront Revitalization Program for the Black River (2010)
- City of Watertown Local Multi-Hazard Mitigation Plan (2008)
- Fort Drum Growth Management Strategy-Summary Report (2008)
- Economic & Market Condition Analysis LWRP City of Watertown (2006)
- Black River Whitewater & Trail Feasibility Study (2005)
- Land Use Plan City of Watertown (1987)

WATER SUPPLY

Inventory:

The City of Watertown's municipal water source is the Black River. The Black River originates in the Adirondack Mountains and passes through the City of Watertown to its outlet in the Black River Bay. The flow of the Black River is controlled by the Hudson-Black River Regulating District, (HBRRD) through a series of hydro-electric power dams. Regulating reservoirs operated by the (HBRRD) include Great Sacandaga Lake, Indian Lake, Stillwater Reservoir, Sixth Lake, and Old Forge. On the Beaver River, the (HBRRD) operates the Stillwater Reservoir, which has a 10.5-square-mile surface area and a 48-mile shoreline. On the Moose River, reservoir operations include the Fulton Chain of Lakes via dams at Old Forge and Sixth Lake. The combined storage capacity of these reservoirs is over forty billion gallons.

Historically, the drop in the Black River at Watertown's location (40 feet in the center of town, and 120 feet over 2.5 miles) has provided abundant supply of water power for industry and potable water for residents. Watertown's water supply is chemically treated according to NYS Dept. of Health regulations and pumped to the city's distribution system via the Development Authority of the North Country's (DANC) supply main.

The city's municipal water treatment plant (WTP) has a 15 million gallon per-day capacity and requires only 2.3% of the Black River's minimum flow to run at full capacity. The WTP is a modern facility, reconstructed between 1987 and 1991 and the distribution system serves residents, businesses and industry in the city, as well as, water districts in the Town of Watertown, the Lettiere Tract, and Watertown Correctional Facility. Water processed at the WTP also serves the Township of Champion, LeRay and Pamelaia.

According to the 2010 Census, the population within the city limit is approximately 26,705. An additional ± 23,000 consumers live or work in the Towns of Watertown, Champion, Hounsfield, LeRay, and Pamelaia. Therefore, the City Water Department estimates that 8,250 service connections currently exist within the city through an extensive network of over 100 miles of water mains that range in size from 4" to 24" in diameter.

The following figures provided by the City Water Department provide a summary of the water supply serving the City of Watertown and adjoining areas:

- The total annual output of municipal water in 2017 was 1 billion, seven hundred fifty-six-million, four- hundred forty-six thousand gallons. (1,756,446,000).
- The daily average water use in 2017 was 4,812,000 (4.821M) gallons.
- The highest use for a single day in 2017 was 6,317,000 (6.3M) gallons.
- Based on the highest use of 6,317,000 (6.3M) gallons per- day as opposed to a 15 million gallon per- day capacity, the WTP is running at approximately 42% of its current capacity.
- 1,271,452,748 (1.3B) gallons of water was delivered to customers in 2017
- 484,995,252 (485 M) gallons of water produced (\pm 28%) can be attributed to leakages, firefighting, system flushing.
- The annual cost for an inside residential use of 30 units (22,440 gallons) every 3 months is \$357.60. This amounts to an average of \$3.984 per 1 thousand gallons.
- The minimum billing for the average residential water user within the City of Watertown is \$33.30 for 6,732 gallons every quarter (4 months).

Some additional facts regarding the city's water distribution system (water supply lines) include:

- The city distribution system consists of over 100 miles of water main ranging in diameter from 4 inches to 24 inches.
- The city maintains over 800 fire hydrants, 9,000 water service lines and 2,600 gate valves.
- The city services (1) 250,000-gallon elevated water tank and maintains (2) reservoirs with a total storage capacity of 8 million gallons.
- In 2017, the city installed 2,200 feet of new 8" water main along Knickerbocker Road, installed 20 new water services, repaired 13 services for city customers and (4) new fire hydrants.
- In the year 2017, 1,100 residential and commercial water meters were upgraded through the city's water meter replacement program.
- The city continues to upgrade and install fiber optic cable, video surveillance and measures to ensure security to the city's water supply.

A detailed discussion of water chemistry is beyond the scope of this plan. However, it should be noted that the city must comply with State and Federal regulations required for safe drinking water and must provide an Annual Drinking Quality Report every year. As a result, the city's available water quantity and quality meets, or exceeds, all Federal and State drinking water standards. Additional information beyond the scope of this report can be obtained at the City of Watertown Water Department (located at 245 Washington Street).

Analysis

Based upon meetings with city officials and an evaluation of the existing water supply, Watertown has adequate volume of potable water to meet the demands of city residents. In addition, the city has adequate

supply to service surrounding communities through water district expansion and shared service agreements. However, the fact is that the supply system continues to age and requires ongoing operations and maintenance that is critical to address the current and future needs of the community. In order to reduce or eliminate the number of breaks or leakages, the need for ongoing improvements is important to ensure that quantity and quality of the future water supply is not compromised.

New development proposals within proximity to the city provide opportunity to update and expand service to new users. These improvements will require cooperation between city officials and the surrounding municipalities. Moving forward, shared service agreements could be developed to create additional redundancy in the water distribution system. In other words, the supply lines can be fed from several directions in order to improve water pressure and allow service to continue to the maximum number of residents in the event of a break or failure in a portion of the system.

One concern includes the potential for changes in climate to bring more frequent rainfall as well as more intense rain events. As this will undoubtedly affect that the source of the city's water supply, protection of the water sources must remain a priority. Working with the communities to address land use and stormwater runoff, costs associated with the impact of increased runoff (both within the community and within communities where reservoirs are located) will ensure a safe and adequate water supply. In addition, increasing rates of rainfall may increase infiltration of aging water lines and continued upgrades must continue to be programmed into the future.

In summary, our review of the city water supply reveals that there is an abundant source of potable water to support the community well into the future. In order to ensure that the quantity and quality of the water supply continues through the Comprehensive Planning horizon of twenty years, we recommend the following Goals and Objectives (G&O's).

Twenty Year Long-Range Water Infrastructure Planning Goal - The City of Watertown will continue to provide a safe and adequate potable water supply to accommodate the future growth of the community in, and around the City of Watertown, that is logical, and compatible with adjoining land use.

Mid-Range Objectives (5-10 years):

- Program additional redundancy into the water distribution system so that water service can be maintained to the maximum number of residents in the event of a breakage or contamination in a portion of the system.
- Program expansion to surrounding communities in a cooperative manner and in a way that protects surrounding agricultural operations.
- Strive to expand water service in a logical manner that is efficient and reduces long term operation and maintenance of the system.
- Continue to maintain and improve existing water supply infrastructure designed to last well beyond the 20-year planning horizon.

- Continue to maintain and improve a computerized (GIS) inventory of the public water distribution system and provide necessary information to the existing water districts within the city and the surrounding communities.
- Explore a plan to increase available water pressure in the southern portion of the city to adequately serve residents and improve firefighting capabilities.
- Cooperate with Jefferson County and neighboring municipalities to develop a regional GIS-based asset management plan in order to facilitate and coordinate infrastructure development, upgrades and replacement (example. coordinate water line repairs with highway and utility projects).

Short Term Strategic Actions (0-5 years):

- Continue to maintain or improve the quality of the city's potable water supply.
- Cooperate with the Town of Watertown to improve low pressure issues and firefighting capabilities in the southern portion of the city.
- Strive to make basic improvements to, and, replace aging infrastructure during the approval of development proposals as they are introduced (i.e. on a schedule matching the rate of new development).
- Continue to establish supply-line target areas within the city for appropriate water infrastructure replacement or upgrades.
- Consider the routing of a new water main south of Thompson park or explore a potential new water source of potable water to increase water pressure in proximity to the U.S. Route 11 corridor south of the city.
- Explore the possibility of additional service extensions in adjacent townships at a rate matching the schedule of development.

SANITARY SYSTEM

Inventory

The City of Watertown's Water Pollution Control Plant or Wastewater Treatment Plant (WWTP) has a working capacity of 16 million gallons per day (15.9 Average Design Hydraulic Flow) discharging regulated effluent into the Black River. In 2018, the plant treated an average of 11.5 million gallons per day (MGD) with a recorded peak flow of 16 MGD. The WWTP is currently permitted to handle 27 MGD of effluent volume before the system must be bypassed. The plant was constructed as a primary treatment facility in 1966 and was upgraded with secondary treatment trickling filter process in 1981.

In 1989, an activated sludge process (activated sludge) was needed to facilitate the expansion at Fort Drum. The trickling filter process (trickling filter) and the activated sludge flow is split 50/50 with the activated sludge limited to a maximum of 8 MGD. The trickling filter provides secondary treatment for a sustained flow of an additional 8 MGD million gallons per day (hence the total 16 MGD working capacity).

There are three steps to treating waste in modern treatment plants to ensure safe discharge of treated wastewater into the environment. These three steps involve a combination of mechanics, chemical, and natural processes that are beyond the scope of this report. However, it is helpful to understand the basic operation of the city's WWTP and therefore a general description of the process derived from the city's web site is as follows:

Primary Treatment: Primary Treatment (sometimes called "screen and grit") involves removal of large items from the wastewater stream by the screening (large screen filters, like trash racks), and settling of debris, large solids, and grit that can be removed and landfilled.

Secondary Treatment: Secondary treatment at the WWTP involves two processes. The first is a series of large tanks or "trickling filters," with a 5-foot depth filled with stones. Wastewater is distributed over the stone which acts as a filter as the wastewater clings to microorganisms that consume some of the waste products. The two filter tanks normally operate in series. However, during large volume events the filters may operate in parallel in order to treat larger volume.

The other secondary treatment process at the plant is known as activated sludge, which is a biological process that speeds up decomposition of the waste. This creates a mixture of wastewater that is aerated and agitated. After a period in the tanks, the sludge settles out of the mixture and is either disposed of or returned to the tanks for further treatment.

Tertiary Treatment: Tertiary Treatment (Third Stage) involves the treatment of sludge by dewatering through filter presses to create a cake-like substance. This slurry or "sludge" is removed by trucks to be applied to farmland or shipped to a landfill. Currently, the WWTP sends most of the sludge by product to farmland which is shipped by independent haulers approximately twice per year. In the past, the remaining waste material was sent to an incinerator which creates an ash that is removed by trucks to be applied to farmland or landfill. However, Watertown's WWTP operations is currently phasing out the incineration of sludge and, within a 4-year timeframe, the city plans to export 100% of the sludge produced at the plant to be applied to farmland as a fertilizing agent.

Once the wastewater treatment process is completed, the treated effluent is discharged into the Black River. The city's discharge permit requires the removal of 85% of suspended solids and Biological Oxygen Demand (BOD). Recently, a disinfection process was added to the WWTP process in order to meet new standards being placed on the facility. This process adjusts levels of fecal coliform and residual chlorine left over from the wastewater treatment process.

At the time of this report, City of Watertown Dept. of Public Works maintains ± 69 miles of sanitary sewers and 46 miles of storm sewers. Thirty miles of the network consist of combined sewers (CSO's) that mix sanitary waste with stormwater.

Municipalities throughout New York State are striving to separate stormwater from sanitary lines in order to prevent overflows and/or overburdening of wastewater facilities. This can occur during major, or prolonged rain events. Combined sewers collect stormwater runoff, domestic sewage and industrial sewage in the same pipe and convey it to the WWTP. They are designed to overflow into the discharge stream when the rainwater volume, combined with sewage, exceeds the WWTP's capacity to treat the effluent. These discharges can affect human health and water quality, as well as fish and shellfish populations. The city, like other municipalities, must have a long-term control plan by presenting options to reduce overflows.

To date, the city has eliminated approximately 91% of their combined sewer overflows and continues to make improvements. As a result, the City of Watertown is no longer regulated by a Long-Term Pollution Control Plan because they have exceeded the number of CSO's to be eliminated per their Plan submitted to NYS Department of Environmental Conservation in 2011. The city is also required to develop and Annual Report under the New York State Pollution Discharge Elimination System (SPDES) Permit.

In addition to sanitary sewers and storm sewers, the city maintains approximately 4,500 sewer manholes, 6,000 stormwater catch basins, inspects the pipes, residential connections, and maintains the system.

A substantial amount of information is contained in the WWTP's Bi-Annual Report for 2018 Best Management Practices (BMP's) and is available at the city website. Additional information beyond the scope of this Comprehensive Plan can be obtained from the City of Watertown or by visiting the WWTP facility by appointment.

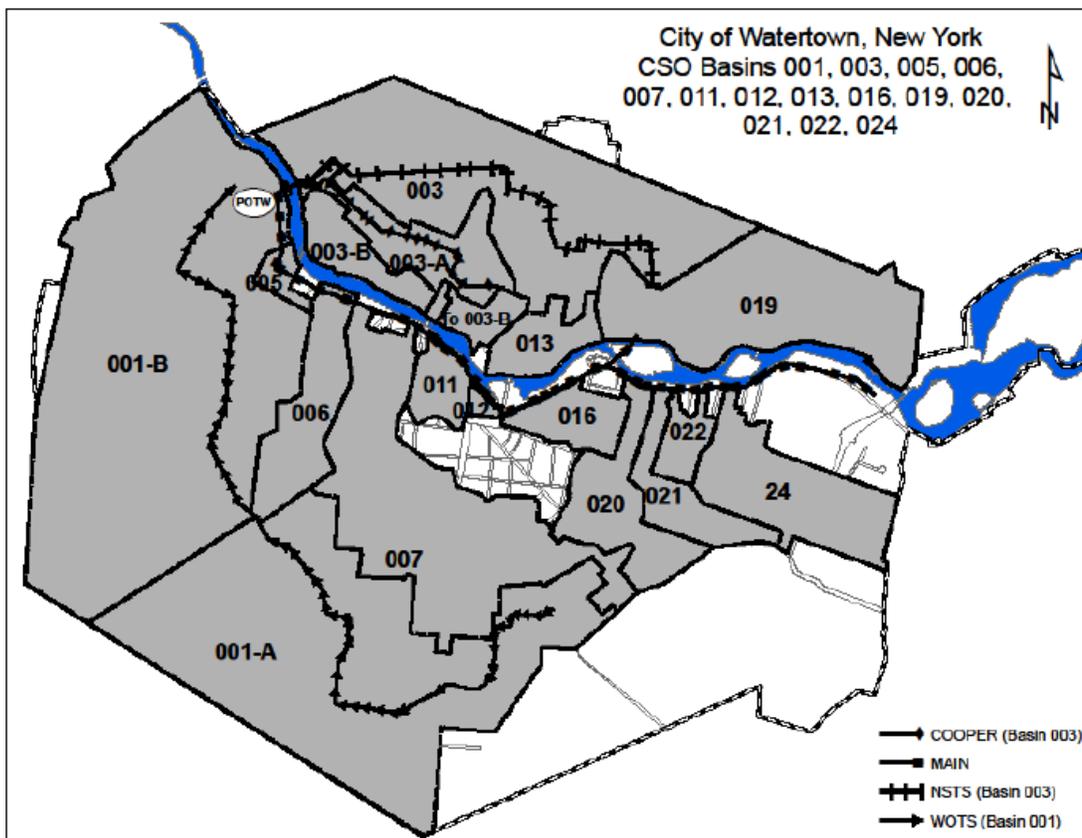
Analysis

The city's Water Pollution Control Plant (WWTP) is currently running at approximately 60% of capacity and is in sound operation and condition. The plant is monitored by a computerized supervisory control and data acquisition system, or SCADA, that was installed and is maintained by existing staff at the plant. SCADA allows plant operators to see a snapshot of the WWTP along with automatic or semi-automatic control of pumps, gates, flows and chemical dosing. SCADA is also linked to lift stations within the city and signals an alarm if there is a problem. The alarm sounds on the display panel so the staff is alerted to any issues within the sewer network that can cause a backup in the collection system.

Currently, all pumps in the sludge disposal buildings have been replaced and new, reliable, direct-drive motors in several buildings are being installed. Several of these motors will be powered by recycled methane natural gas produced within the plant (a by-product of the wastewater treatment process). In addition, upgrades to remaining outdated equipment are underway through implementation of Phase 1B of the city's Long-Term Pollution Control Plan (a 5.5 million dollar / 18-month project). Wendel Engineering is currently developing an Infrastructure Capacity Enhancement Grant (ICE) to identify additional upgrades to WWTP blowers, pumps, lighting and motors.

The city is also undertaking a study to identify Infiltration and Inflow (INI Study), or unwanted sources of stormwater that are entering the sewer collection system. This study is programmed to be completed in the fall of 2019. It will identify INI and recommend corrections that will increase the WWTP’s capacity by eliminating the amount of runoff and groundwater entering the collection system. By reducing the amount of groundwater and runoff entering the plan through aging pipes, leakages or unknown sources it may be possible to reduce inflow into the plant so that there will be more available capacity.

Based upon this analysis and a tour of the facility, the City of Watertown’s WWTP is essentially a modern facility and provides an opportunity to extend adequate service to the city and surrounding community and has available capacity to accommodate future commercial and/or industrial growth.



Source: Semi-Annual LTCP, Phase 1 Report for period July 1 through December 31, 2018.
 In the above map, the shaded areas are those within sewer collection basins served by an active CSO device (hence referred to as a CSO basin). The areas not shaded are those within sewer basins with no such CSO device but none-the-less discharging to a sanitary sewer interceptor carrying the sanitary waste to the POTW.

Though, the city’s WWTP is in excellent shape, a few current needs were identified during a May 6, 2019 site visit and, are being planned or are in the process of being funded. Short-term strategies for addressing these needs are listed below:

Twenty Year Long-Range Wastewater Treatment and System Goal:

The City of Watertown will continue to assure the management of wastewater to provide a clean and safe environment to the community while maintaining the quality of the surface and groundwater resources of the Black River watershed.

Mid-Range Objectives (5-10 years):

- Continue working to maintain and improve sewer service in the City of Watertown in a manner that minimizes future operation and maintenance costs to local taxpayers.
- Continue to employ Best Management Practices (BMP's) to eliminate the remaining combined sewer overflows (CSO's) and address the ongoing needs for operation and maintenance of the city's sewer infrastructure.
- Work to expand the capacity of the city's WWTP and avoid surcharge (backups) in the sewer system by reducing Infiltrations and Inflows (INI) in the sewer collection system.
- Facilitate improvements to the sewer system to accommodate growth within and adjacent to the city boundary for the purpose of improving economic opportunities to the greater Watertown area.
- Cooperate with Jefferson County to determine areas outside of the city that can be best served to improve surface and groundwater quality in developed (or developing) areas.
- Plan future expansion of the city sewer network in an efficient pattern that is compatible with land use at a schedule matching the anticipated rate of development.

Short Term Strategic Actions (0-5 years):

- Work toward the replacement of trickling filter covers and seek funding needed to undertake repair and replacement.
- Continue to program the re-lining and/or replacement of aging sewer lines by addressing the oldest portions of the system as a priority.
- Work to develop a sludge-hauler receiving station that includes independent grit removal.
- Continue to perform additional upgrades to operating equipment, lighting and power equipment designed to achieve a 40% reduction in energy costs.
- Continue to support upgrades to the facilities power "wake up" system.
- Continue ongoing roof replacements to existing buildings and structures to provide for a minimum twenty-year design life.
- Work to relocate the current methane gas waste stack to a more remote location away from existing structures to comply with new code regulations.

TRANSPORTATION SYSTEM

Inventory

A great deal of information in this section was derived from the Watertown/Jefferson County Transportation Councils 2045 Long-Range Transportation Plan (LRTP). Assistance was also provided by the City of Watertown's Department of Planning and Development, the City Engineering Department, and the New York State Department of Transportation. In order to avoid duplication in planning efforts, regional trends, including demographic trends are included in the demographic section of the Comprehensive Plan. Therefore, a summary inventory of the current highway system in the City of Watertown is as follows:

Watertown's highway and street system includes a series of local roads that connect Watertown to the larger region by state and county highways. Interstate 81 connects Watertown to Canada to the north and Central New York to the south. Within the city, major regional roadways include U.S. Route 11, and State Routes 3, 12, 12E, 12F, and 283.

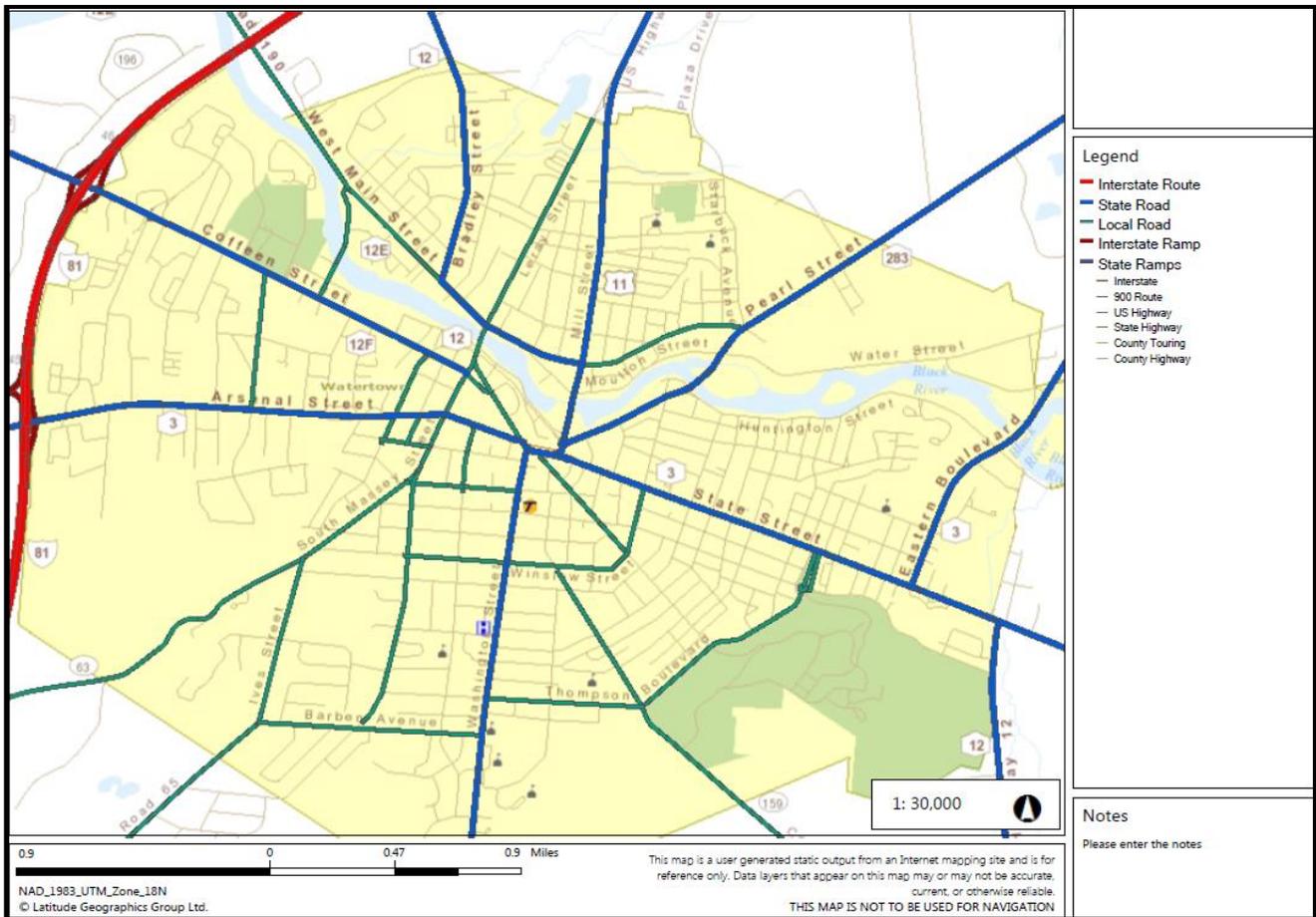
As with many communities, Watertown's street pattern reflects the requirements of the historic settlement. The major local roadways (Arsenal Street, State Street, Washington Street, Coffeen Street, Franklin Street, Mill Street) converge on the historic center of town (Public Square). State Route 3 (Arsenal Street on the west side of Public Square and State Street on the east) provide the main east-west connection through the city, while U.S. Route 11 (Washington Street south of Public Square and Mill Street north of Public Square) collect traffic from areas to the north and from the south of the city center and converge at Public Square.

North of the Black River corridor, major streets include LeRay Street, Mill Street, Bradley Street, and Main Street. These streets primarily serve residential neighborhoods on the "north side" and commercial development along the Black River. Water Street and Marble Street provide access to industrial areas and vacant land on the eastern edge of the waterfront boundary, as well as city services in the eastern portion of the city.

Other roadways collect traffic and convey the population to industrial, commercial and residential areas. Factory Street, for example, once linked industries along Factory Square (then Factory Village) and Sewall's Island to Public Square and is now a primary commercial corridor. Huntington Street parallels the south side of the Black River from Sewall's Island to the Route 3 area and traverses a mix of residential and commercial and residential neighborhoods, with the bulk of the residential development on the south side of the road.

Highway Jurisdiction

Due to the number of State Highways (and one U.S. Route), streets in the city fall under different jurisdictions. As a result, the role of agencies involved in the construction, maintenance and repair of the city's street network and the engineering standards that apply to different roadways, may differ. Therefore, coordination between state and local transportation agencies becomes very important.



Source: NYSDOT

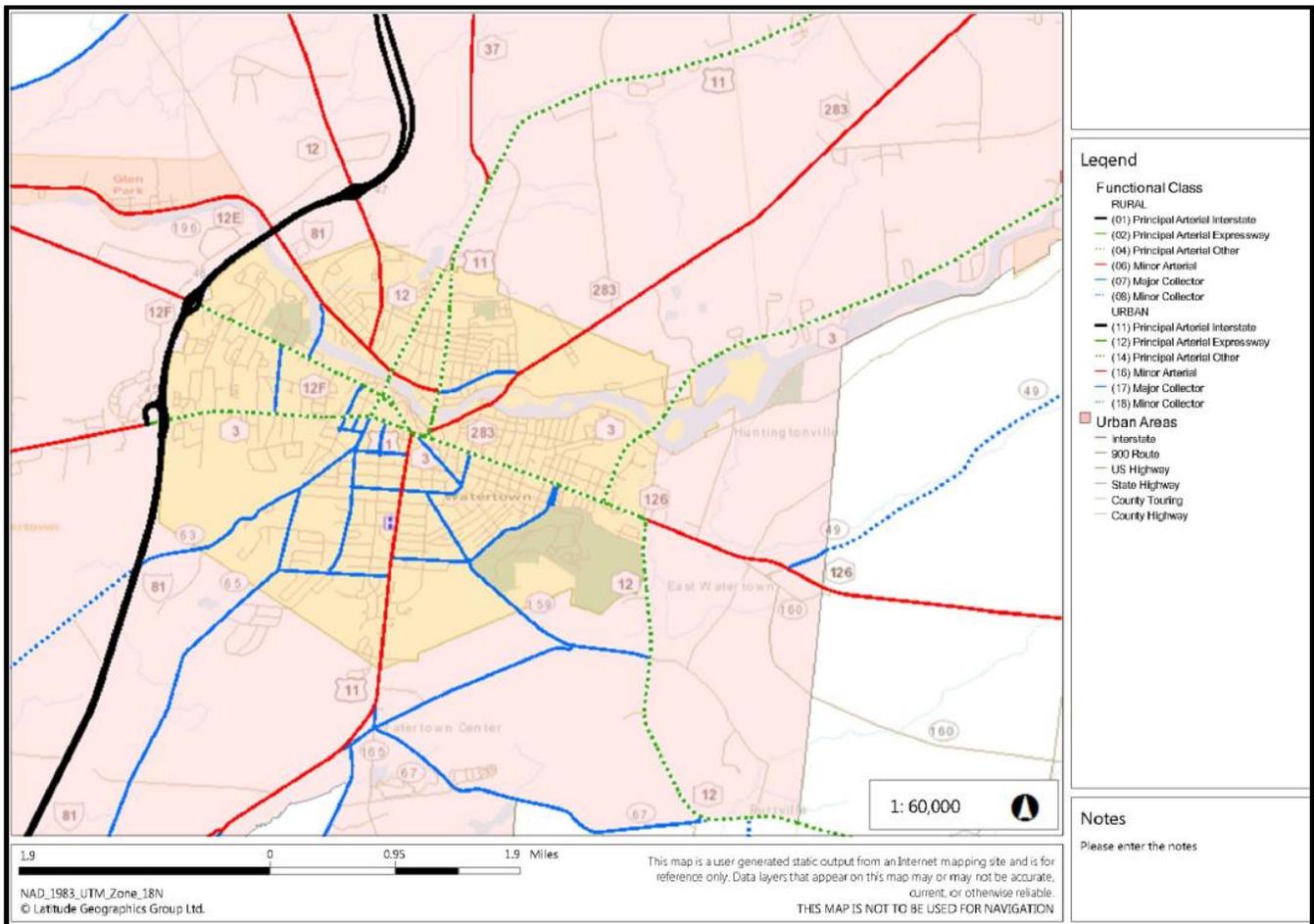
Highway jurisdiction is an important factor in providing an understanding of which entities in the city are responsible for the design, maintenance and long-range planning of the street network. It is also important to determine funding sources for future operation and maintenance.

The Highway Functional Classification System

The most useful way of programming and planning the city's street system is through highway/street functional classification. Essentially there are six basic categories, based on volume, speed and the relationship to adjacent land use. Arterials, for example, are designed to carry higher volumes of traffic with limited or no access to adjacent land use (i.e. property). Collector roads are designed to carry inter-community traffic between neighborhoods with limited access to adjoining property. Whereas, local roads are designed to carry local traffic and provide direct access to individual parcels. The following chart illustrates the rationale for the functional classification of the highway system in and around the City of Watertown.

Functional Class	Primary Function	Access to Adjacent Land	Pedestrian Orientation
Interstate	High Volume/High Speed	Without Access	None
Arterial	High Volume/Road Speed	Limited Access	Limited
Collector	Medium Volume/Medium Speed	Controlled Access	Medium
Local Road	Low Volume/Low Speed	High	High

Source: MPO



Source: NYS DOT

Summary of the Functional Classification System

- Interstates and arterials primarily function to carry high volumes of traffic, provide limited or no access to adjoining land and require the separation and/or careful consideration for bicycle and pedestrian use. (Example: Interstate Route 81)

- Collector roads like US Route 11, State Route 3 (Arsenal Street) and State Route 12 carry inter-community traffic at moderate volume, provide access to adjoining land in a controlled manner and should accommodate bicycle/pedestrian use and safe pedestrian crossings in the proper locations and at controlled intersections.
- Local roads carry neighborhood traffic at low volume and low speed. Access to adjoining land is the primary function and the streets should be pedestrian friendly and allow for safe and walkable neighborhoods.

Preserving highway function within a community is an important objective when planning for the safety of motorist, bicyclist and pedestrians, allowing for a pedestrian friendly atmosphere. By considering highway function many objectives can be achieved ranging from highway safety to supporting the economic vitality of local business, enhancing local travel and tourism.

To conclude this portion of the inventory, one major project that is underway, the Factory Avenue Reconstruction Project, bears mentioning in this Comprehensive Plan. This strategic project will reconstruct Factory Street from Mill Street to Huntington Street, (approximately 2,600 feet, or 1/2 mile), as well as sections of side streets including Polk St, Mechanic St, and High St. The primary scope of work includes a full-depth roadway, curb, and sidewalk reconstruction, generally from face of building to face of building on either side. Other work includes sewer separation, water main replacement, traffic signal alterations, private utility relocations, as well as pedestrian/bicycle accessibility improvements, streetscape and landscaping features. The City of Watertown's website serves as a resource for the public to view the proposed improvements, obtain project updates, solicit feedback, and find contact information. The city is undertaking this project to reduce congestion in Public Square while incorporating traffic calming and bicycle/pedestrian friendly amenities along the street corridor. While this is only one of the progressive projects underway, additional projects are included in the Watertown/Jefferson County Transportation Councils 2045 Long-Range Transportation Plan (LRTP) which is nearing completion.

Bridges

Watertown, like many small cities, developed out of the need for water power to run mills and fuel local enterprise. As the city grew, the need for crossings over the Black River became more important. As a result, five major highway bridges traverse the Black River in Watertown, to serve vehicle traffic across the Black River. Listed geographically from west to east through the city the bridges are: Vanduzee Street Bridge, Court Street Bridge, Mill Street Bridge, Pearl Street Bridge and Route 3 (Eastern Boulevard) Bridge.

These crossings provide important connectivity between Watertown's north and south side and their maintenance is critical to the viability of the city. Fortunately, these structures are in good repair and considered in fair to good condition as rated by the New York State Department of Transportation Bridge Rating System. One exception is the Arsenal Street bridge over CSX Railroad and Exchange Street. However, at the time of this report, work scheduled to replace the bridge has begun.

Community Patterns

Community patterns are also important in planning for a safe and efficient transportation system. Although the City of Watertown is an urbanized area, 77% of residents commute alone in a vehicle. Only 12% of residents carpool and 6% walk to work while 1.2% report using some form of transit (Citibus etc.). Carpooling in the city (12%) however is the highest rate of carpooling in the region. The LRTP concludes that this may be because carpooling is more convenient, and the urban area is traversed by many of the commuter corridors between Fort Drum and the city.

COMMUNTING PATTERNS 2015 AMERICAN COMMUNITIES SURVEY

Workers 16 years & over commuting to work	Estimated Number of Commuters total (12,184)	Percent of Total 100%
Commuted alone by car, truck or van	9,321	76.5%
Carpooled to work by car, truck or van	1443	11.8%
Public Transportation (excluding cab)	146	1.2%
Walked	717	5.9%
Other Means	338	2.8%
Worked @ Home	219	1.8%
Average Travel Time to Work	14.9 Minutes	

Source: MPO

Average travel time to work in the City of Watertown (14.9 minutes) and the average in Jefferson County of 18 minutes. This compares to the average travel time to work in New York State of 32 minutes.

Public Transportation

Public transit in the City of Watertown is provided by Citibus located at 544 Newell Street. Current service is limited to the City of Watertown, however route to destinations beyond the city may be programmed in the future. Currently Citibus operates within a 17-mile service area. Local service includes five fixed routes from Public Square to neighborhoods within the city. Citibus has limited service hours on weekdays and does not provide late evening service or service on Sundays. During the summer a bus also provides transportation to Thompson Park.

Citibus also operates a paratransit bus service providing on-demand for passengers with special needs that prevent them from using the regular bus fleet. Their buses provided ADA compliant access and a rack to accommodate bicyclists.

Watertown International Airport

Watertown International Airport is located 6 miles west of Watertown's Central Business District (Public Square). The airport has scheduled passenger service by one commercial airline, subsidized by the Essential Air Source program. Watertown International does not currently have any scheduled international passenger flights. However, the airport is available as an international Port of Entry for private aircraft on two hours advance notice to Customs from pilots. The airport is owned by Jefferson County and is open to use public.

In 2010, Watertown International Airport had 2,203 passengers boarding, and in 2012 the airport had 16,988 passengers boarding. The airport is categorized as a non-hub primary commercial service facility by the Federal Aviation Administration. Due to relatively high cost associated with freight movement via air transportation, the airport has less than 1 ton of freight traffic per month.

Rail Service

The Messina rail line is owned and operated by CSX. The line passes through Watertown, running from Syracuse north to the Province of Quebec in Canada. The line supports the movement of freight to manufacturing facilities in Watertown and Carthage.

Bicycle/Pedestrian Trails (MULTI-MODAL SYSTEM)

Watertown is a small city in land area and has a radial street pattern. As a result, the potential to improve walking and bicycle opportunities is abundant. The Black River, tightly compact neighborhoods and biking/walking destinations like Thompson Park, Public Square and many greenspace locations along the river corridor create ideal potential to provide an integrated bicycle pedestrian system.

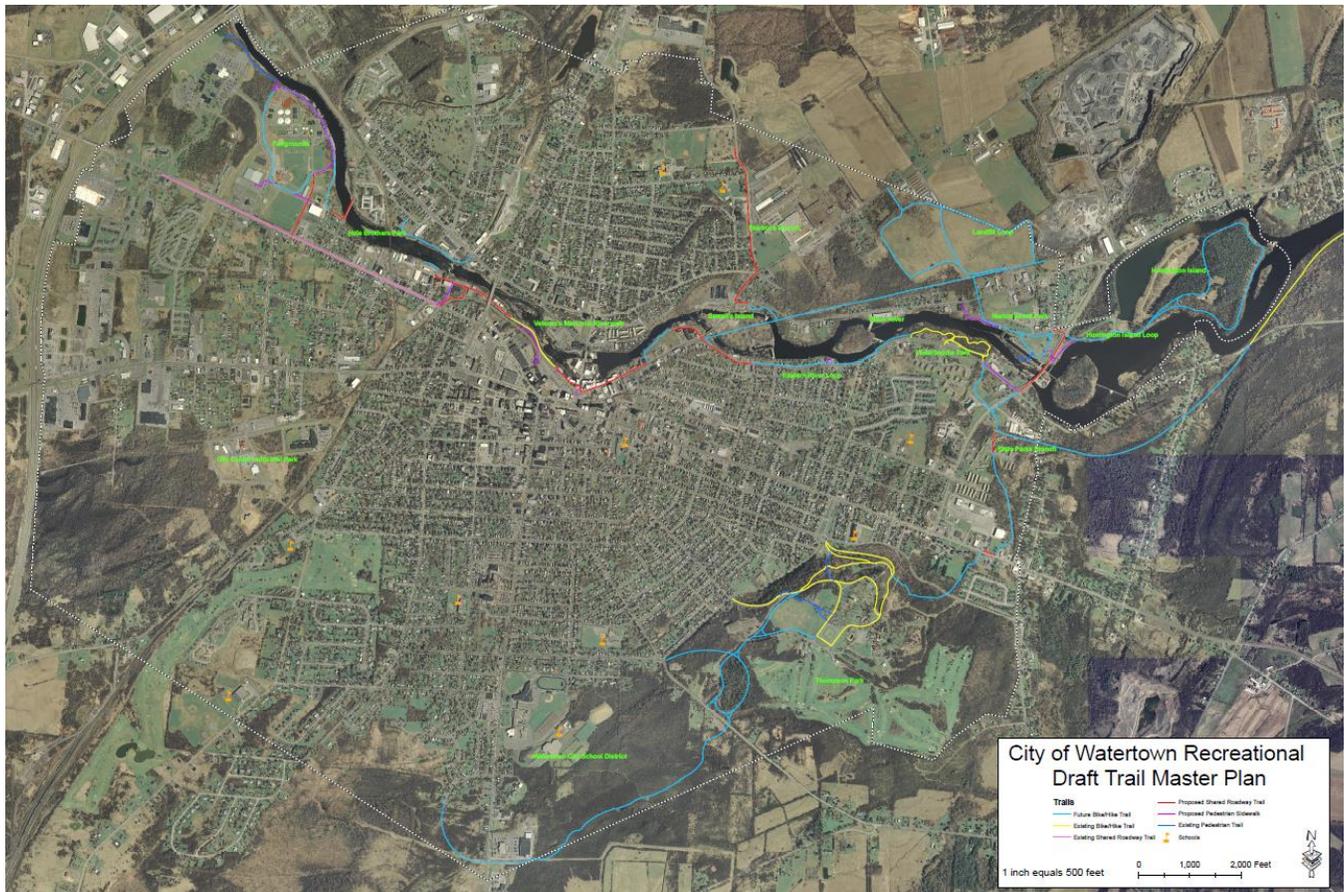
The city is served by a network of pedestrian facilities, including sidewalks, paths, and recreational trails. Walking is the most basic form of transportation and is an important part of healthy and active lifestyles. It is viewed by residents both as a form of transportation as well as exercise and recreation. However, the level of pedestrian activity is influenced by surrounding land use and perceived safety. People are more likely to walk in mixed-use communities with higher population densities, diverse land uses, and transit-friendly design. In some locations, the safety of pedestrians is both a real and perceived concern. As public meetings during the winter of 2019 revealed, a high degree of support for safe walkways and bicycle facilities was observed and the goals and objectives of this plan will address the popularity and demand for a safe bicycle/pedestrian community.

The city has approximately two miles of bicycle lanes along portions of West Main Street, Coffeen Street and Washington Street and a 19-mile network of Type I bicycle and hiking trails along the Black River. A portion of the trail system includes trails around Thompson Park. These trails are part of proposed improvements to create a fully connected and integrated system throughout the city. As a gateway to the Tug Hill and Adirondack Region, these proposed improvements are designed to attract tourists for bicycling, hiking and recreational purposes into the future.

A brief summary of existing Bicycle, Pedestrian trails is as follows:

- Approximately 2 miles of bicycle lanes (lanes on shoulders) located on Washington Street, West Main Street and Coffeen Street
- 19 miles of trails (off street trails) along the Black River corridor and Thompson Park Zoo.
- A well-connected system of sidewalks throughout the city.

The Black River Trail is the longest continuous paved bike/pedestrian trail in the North Country and plans are in place to extend the trail an additional mile. Utilizing trail connections to create a 7-mile stretch from Jefferson County Community College (JCC) to the Village of Black River will create a precedent that could motivate the State to extend it further in either direction. This may increase foot traffic for downtown, which will benefit from bicycle and pedestrian traffic created by the trails.



Source: City of Watertown

The city also has plans to expand the bicycle/pedestrian network to include over eleven miles of bicycle/hiking trails and 12 miles of pedestrian trails designed to connect the trail system from the Black

River Corridor to Thompson Park on the east side. In addition, several other projects are proposed within the City of Watertown and a list of currently proposed bicycle and pedestrian trails is included in this section.

Analysis

Due to the level of analysis of the city's transportation system provided in the recent release of the City/County 2045 Long-Range Transportation Plan (LRTP), it is not prudent to provide an extensive analysis in this Comprehensive Plan. Therefore, to avoid duplication we have reviewed the LRTP and have included the most overriding G&O's of that report rather than revisit the effort that went into that document. Essentially, it is important to build upon the document and expand it with additional goals and objectives designed to guide policy over the next 20 years and beyond.

Although the source of this analysis is provided by referencing the LRTP, we should address a couple of major locations. One is the perceived lack of bicycle and pedestrian safety in Public Square. Due to the radial pattern of streets that converge on the "square," locals feel that downtown is congested and unfriendly to bicyclists and pedestrians. Approximately ten years ago, Public Square was redesigned to improve the flow of traffic. However, the street system is wide, with multiple lanes, "turnarounds" and interrupted by islands that pedestrians must navigate. Amenities were installed to improve pedestrian access, but the square is still viewed as difficult for bicyclists and pedestrians due to the number of turning movements that motorists encounter. Essentially, the traffic issues were addressed, but it provided a vehicle-oriented solution rather than a calming approach to allow for better pedestrianization.

Many discussions during public meetings for the Comprehensive Plan addressed concern for pedestrian safety, bicycle access and creating a more pedestrian oriented downtown and, one item was mentioned that may provide a solution. The concept of "place making" was introduced to address future improvements in the city's downtown. More than just promoting better urban design, place making facilitates creative patterns of use, paying attention to the physical, cultural, and social identities that define a place. This can support the ongoing evolution of Public Square as a walkable and safe city center. The place making concept could return the square to a more pedestrian oriented shopping district, allowing visitors and residents to access local businesses without experiencing a perceived risk.

Two other major areas that bear mentioning are the streetscapes of Arsenal Street and Washington Street. Arsenal Street and, to a lesser degree, Washington Street contain tightly spaced driveways that create many turning movements. This causes motorists to change lanes and make frequent stops behind vehicles that are entering or exiting the corridor. In addition, the travel speed prior to entering the city is encouraged by wide lanes and a lack of traffic calming amenities like street trees, pedestrian crossings and visual cues that create a sense of arrival. Arsenal Street in particular, also has a confusing visual quality due to the lack of coordinated signs (particularly commercial signage). This creates an additional visual distraction to motorists who are focused upon traffic entering and exiting the roadway from commercial driveways.

Although U.S. Route 11 and Arsenal Street are not the only major routes that could benefit from changes to geometry and improvements to pedestrianization, they are the two streets most frequently mentioned during public meetings, subsequent conversations with residents and city officials.

As stated in the introduction of this section, several previous planning documents were reviewed during our inventory for the City of Watertown Comprehensive Plan. All the documents reviewed have Goals and Objectives (G&O's) that are important to be folded into the Comprehensive Planning effort. Very important among these are the G&O's of the 2045 Long-Range Transportation Plan developed by the Metropolitan Planning Organization (February 2019). The Metropolitan Planning Organization, or MPO" is a federally mandated and federally funded transportation policy-making organization comprised of representatives from local government and transportation officials. The G&O's are important to creating a sound and efficient transportation system as follows:

Transportation Goals and Objectives set forth in the 2045 Long-range Transportation Plan

Goal 1 - Emphasize Preservation of the Existing Transportation System

Objectives

- *Maintain pavement and bridges in a condition that meets the targets adopted by NYSDOT and Watertown Jefferson County Transportation Council.*
- *Renew pavement markings and signs as needed to maintain visibility.*
- *Maintain safe, accessible sidewalks and trails*
- *Replace transit vehicles by the end of their useful life.*

Goal 2 - Support the Economic Vitality of the Region

Objectives

- *Facilitate cross-border business opportunities, including Canadian tourism, and capitalize on the convenience of the Thousand Island Bridge crossing.*
- *Develop strategies to help area businesses manage high transportation costs for agricultural and manufacturing goods.*
- *Improve rail siding infrastructure to support growth of the region's agricultural industry.*
- *Facilitate the ability for Fort Drum to drive economic vitality for the region.*

Goal 3 - Promote Efficient Transportation System Management and Operations

Objectives

- *Use technology as appropriate to improve and manage roadway and transit operations.*
- *Coordinate with NYSDOT on traffic plans for alternative routes during interstate 81 closures.*

Goal 4 - Enhance Travel and Tourism

Objectives

- *Identify and promote walking, hiking, and bicycling routes to foster tourism.*
- *Develop and publicize a system of recommended truck routes to help separate thru-traffic from pedestrian-oriented downtown areas*

Goal 5 - Increase the Safety and Security of the Transportation System for Motorized and Non-Motorized Users

Objectives

- *Design "Complete Streets" that accommodate motorized vehicles, transit, bicycling, and walking for all users, including those with disabilities.*
- *Promote awareness and enforcement of traffic laws, particularly near schools and in residential areas.*
- *Continue coordination for emergency preparedness among Fort Drum, emergency responder, and operators of the area's transportation system.*

Goal 6 - Increase the Accessibility and Mobility of People and Freight

Objectives

- *Connect the area's workforce to available jobs.*
- *Strengthen transportation links between Fort Drum and surrounding communities.*

Goal 7 - Protect and Enhance the Environment. Improve Quality of Life. and promote Consistency Between Transportation Improvements and the Community's Other Goals

Objectives

- *Prioritize transportation investments that help the area's businesses remain viable and attract new residents.*
- *Preserve and stabilize neighborhoods by focusing transportation investment in areas with other existing infrastructure.*
- *Provide additional public access to the waterfront area while protecting its scenic and historic qualities.*

Goal 8 - Enhance Transportation Connections, Across and Between Modes, for People and for Freight

Objectives

- *Build partnerships among the region's public and private transit operators to extend the areas and hours for which service can be provided.*
- *Develop and maintain convenient connections to and from Watertown International Airport, both by road and by public transit.*

Goal 9 - Improve Transportation System Resiliency and Reliability

Objectives

- *Manage delays, including those resulting from seasonal traffic changes.*
- *Reduce or mitigate stormwater impacts on the surface transportation system.*
- *Reduce the percentage of trips taken by Single Occupancy Vehicles.*

During the development of the Comprehensive Plan, several meetings were held to obtain public input into the planning process. As a result, we have developed additional Comprehensive Plan Goals and Objectives, based upon input provided by local officials and residents during these important public sessions. These are designed to build upon the G&O's of the 2045 long-Range Transportation Plan listed above.

Comprehensive Transportation Planning Goal #1 - Ensure a safe, balanced and efficient transportation system throughout the City of Watertown that is inclusive of all forms of transportation mobility.

Mid-Range Objectives (5-10 years):

- Encourage commercial development within planned infrastructure capabilities and avoid the typical strip form of commercial growth, particularly along collector roads and state highways.
- Reflect the practice of sound corridor management through local land use policy, particularly along streets with high traffic volumes.
- Encourage sound access management and promote good design with respect to commercial, industrial and major residential development (or redevelopment).
- Encourage a high-quality coordinated system of signs and directional devices to provide a safe and cohesive flow of traffic throughout the city, particularly along arterial and collector roads
- Work with NYSDOT to create a gateway at the entrance of NYS Route 3 (Arsenal) Street, US Route 11 and roads entering the city designed to welcome visitors and provide a visual cue to slow traffic prior to entering the city limits.
- Encourage traffic calming on all major streets including, tabletop intersections, pedestrian orientated bump outs, street tree programs etc.
- Continue working to provide pedestrian oriented "bump outs" on arterial and collector roads to reduce pedestrian crossing time and calm traffic at major intersections.
- Where feasible, work with adjacent Townships to connect existing and future neighborhoods to the city's sidewalk and trail systems.
- Encourage improvements to the visual character of streets, to alert motorists of changes in street geometry and adjacent land uses by providing gateways outside of the city limits to indicate a transition into the urban pattern.
- Support a balanced, safe and efficient movement of goods throughout the city with local access and circulation needs.

Short Term Strategic Actions (0-5 years):

- Work to maintain or improve the Level of Service at all city street intersections.
- Encourage protection of the existing tree canopy and street landscape plantings and expand it where possible to calm traffic flow and improve the visual quality of city streetscapes.
- Work to establish a well-marked truck route around Public Square based upon consensus with NYSDOT & city officials (Coffeen Street, Black River Parkway, Factory Street).
- Provide safe crossing and ADA upgrades through improved geometric design changes in pavement color/texture and traffic signal control.
- Develop design standards, landscape design and progressive techniques to accomplish bicycle/pedestrian safety while maintaining safety for motorist.
- Work with NYSDOT and the Watertown Department of Public Works (DPW) to reduce speed on State Highways approximately 1500 feet prior to entering the city limits within the surrounding municipalities, particularly on US Route 11 south of the High School.
- Work with city property owners and the City Department of Public Works to enhance street trees in appropriate locations to provide a visual traffic calming effect along all city streets and highways.
- Contact NYSDOT and request signage on I-81 to direct through truck traffic to the Coffeen Street exit (or, the preferred truck route and away from Arsenal Street).
- Undertake an evaluation of existing signage to enhance traffic safety and reduce visual distractions for motorists.
- Encourage the reduction of pavement within the city by adopting a standard travel-lane width of 12 feet to reduce street width, reduce vehicle speed and improve opportunities for bicycle lanes and pedestrians.

Long-Range Comprehensive Transportation Planning Goal #2 - Maintain a safe and efficient transportation network by preserving the functional hierarchy of the city's highway system.

Mid-Range Objectives (5-10 years):

- Encourage land use activities that are compatible with the functional capacity of adjacent roads.
- Encourage concentrated access points to the highway system from commercial centers and major subdivisions, particularly along collector roads.
- Support the undertaking of access management plans for Arsenal Street, US Route 11, Coffeen Street and Factory Street.
- Work with NYSDOT, to develop uniform design standard of access management along US Route 11, NYS Route 3, NYS Route 283, NYS Route 37 as well as the approach the city from surrounding townships.
- Work to reduce side friction (turning movements) along all arterial and collector roads by shared use of driveways and cross access.

- Enhance and maintain local street access and circulation, while protecting neighborhoods from through traffic to the greatest extent possible.

Short Term Strategic Actions (0-5 years):

- Encourage shared access, cross access, and reverse access of all commercial parcels through the site plan review process to reduce turning movement side friction etc.
- Consider a Planning Board policy, to achieve a net reduction in driveway access along arterial and collector roads (ex. Route 11, Arsenal Street) through the current Site Plan review process.
- Evaluate circulation patterns and implement appropriate traffic-calming measures to prevent speeding in neighborhoods.

Long-Range Comprehensive Transportation Planning Goal #3 - Provide a comprehensive, integrated, and connected network of transportation facilities and services for all modes of travel.

Mid-Range Objectives (5-10 years):

- Work with NYSDOT and DPW to re-evaluate Public Square to improve bicycle and pedestrian safety within the city's CDB.
- Strengthen safe bicycle/pedestrian routes to local schools and connections to shopping areas, JCC and local employment centers.
- Create and maintain a safe, and integrated bicycle system (including support facilities) throughout the city that encourage bicycling and is accessible to all residents.
- Strive to balance needs of all modes of travel when planning for roadway improvements and managing transportation use in the public right-of-way.
- Consider safe, convenient bikeways and pedestrian crossings to reduce conflict between pedestrians, bicyclists, and motor vehicles on streets, trails, and sidewalks.

Short Term Strategic Actions (0-5 years):

- Continue to support the development of a regional and inter-community trail system(s) with trails that originate from and terminate within the city to enhance local tourism and improve bicycle, pedestrian, ADA access and safety.
- Explore the use of available road right of ways to provide for bioretention as well as dual use for pedestrians & bicyclists.
- Improve coordination among agencies and transit providers to meet public transit needs and provide greater mobility, particularly for an aging population, throughout the city.
- Continue to provide complete streets (per the City of Watertown Complete Streets Policy) that balance the diverse needs of users of the public right-of-way including all forms of transportation.
- Encourage alternatives to road construction and expansion as a "stop-gap" (e.g., adaptive signals and coordinated signals) necessary for improving traffic flows as a permanent solution or as an interim solution to future streetscape improvements.

- Consider the needs of all transportation users when reviewing development proposals to ensure transportation facility improvements complement existing and planned land uses.
- Continue to upgrade streetscapes and street crossings to the current standards of the Americans with Disabilities Act when designing, constructing, or improving transportation facilities.
- Continue to improve safe sidewalks and pedestrian facilities that are universally accessible, adequately illuminated, and properly designed to reduce conflicts between motor vehicles and pedestrians.
- Facilitate currently proposed bicycle/pedestrian projects currently programmed for implementation (See Attachment).

Long-Range Comprehensive Transportation Planning Goal #4 - Utilize advanced technology and innovation to create a safe and efficient transportation system.

Mid-Range Objectives (5-10 years):

- Encourage greater use of technology to support mobility.
- Continue to invest in an intelligent transportation system to improve the efficiency of arterial/collector streets as well as cross streets that serve local traffic.
- Consider improvements to accommodate future transportation trends that may increase through a 20-year planning horizon and improve services, safety and efficiency (e.g. electric vehicles, automated vehicles).

Short Term Strategic Actions (0-5 years):

- Support alternative fuel vehicles by encouraging charging stations within the city.
- Consider policies that will support both existing and evolving modes of transportation including bicycle sharing programs, shuttle services, Uber, Lyft and other services.

As previously stated, several bicycle/pedestrian projects are in the works by the City Planning Department and the City Engineer. Due to the number of proposed future bicycle pedestrian projects, a list provided by the City of Watertown Department of Planning and Development is included as follows:

Attachment

Proposed Bicycle and Pedestrian Projects in the City of Watertown 2019

- Extension of Black River Trail from terminus at Ridge Road to Walker Avenue along old railroad right-of-way. NYS OPRHP implemented this section, and it opened in 2017. This exists now and may be re-numbered as a segment because it functions as part of the trail leaving the city.

- Connection of Black River Trail Extension to Waterworks Park. The city and NYS OPRHP were awarded a TAP Grant in 2017 to fund this segment. Implementation will begin in 2018. Funding is secure and State Parks is working on the design specs.
- The Water Treatment Plant Trail involves Construction of a trail along Huntington Street to connect Waterworks Park and Marble Street Park via the sidewalk on the Eastern Boulevard Bridge. This will link two major riverfront parks, expanding the recreational opportunities in the area. This would simultaneously serve as a segment of the connection described in Item 2. Special design considerations will be needed to address a steep grade between the road and the Water Distribution Building may limit width or require retaining walls and additional site work.
- Marble Street Park to the Rotary Fishing Access Site Connection, will extend the riverfront trail system at the east end of the Black River. Trail could be built in conjunction with a scenic overlook along Route 3. Builds on north side trail system and could lead to additional trail and park development on Huntington and Delano Islands. Crossing Route 3 would require DOT approval but could be built as an independent trail network without a street crossing. The connection will have to work around crane system near power canal intake. This does not fit into a citywide connection route, but instead acts as more of a spur to the Rotary Fishing Access Site.
- Completion of trail system loop around Marble Street Park is another proposed trail project. It will be easy to implement as there are no major engineering concerns or other obstacles. Conceptual design work has been completed. No physical challenges exist. However, loops trails present a challenge for obtaining State grants and NYS OPRHP wants to see connections.
- An extension of Marble Street Park trail system along Marble Street to Water Street with possible connection to Sewall's Rail Trail is also proposed. The Marble Street section would be easy to implement since there are no major engineering concerns or other obstacles. An extension past the hydro facility provides good views of the river and a connection to the Water Street sidewalk. A spur connecting future Sewall's Rail Trail could be difficult because it may have to cross private property or a paper street, requiring an easement or purchase. A possible route that avoids this challenge is to use Oak Avenue to make the connection from Water Street to the Rail Trail.
- Sewall's Rail trail involves construction of a 0.75-mile long trail on the old railroad bed that runs from Sewall's Island east toward the landfill and edge of the city. With the development of a standalone trailhead parking area near Water Street and/or a link to Sewall's Island on the west or Marble Street Park on the east, the trail could become a popular destination for walking and running. The relatively flat grade and suitable base would make trail construction easy. This project is may be unproductive if constructed in a vacuum, and its value is dependent on the terminus points at each end connecting to a development, existing park area or other trails. A study will be needed to evaluate a crossing at Water Street.

- Sewall's Rail Trail (Sewall's Island section) will include development of rail trail system across Sewall's Island, including the two railroad bridges. The trail would be an asset to future business and residential development on the island as the trail could be integrated into a larger island trail network. It could be the first phase of the larger Sewall's Rail Trail system located to the east or could follow that project. This would also connect to the redeveloped Factory Street, which is currently under construction. The railroad bridges would need structural evaluation and engineering study prior to any reuse. Plans for the redevelopment of the island are undecided currently. Potential higher costs because of bridges.
- Huntington Street Overlook park involves the construction of an overlook and small park area on city-owned land located at 1133 Huntington Street, across from Indiana Avenue N. This creates a small park and overlook along a scenic section of the river that could serve as a terminus for the proposed extension of the Waterworks Park Trail.
- Huntington Street Trail/Sidewalk (East) will include construction of a trail along the north side of Huntington Street from the end of the Waterworks Park trail to the Huntington St. Overlook Park near Michigan Avenue N. This segment is now being implemented as an asphalt trail, although the trail section will terminate at Colorado Ave N, where the path will cross to the south side of Huntington Street and consist of sidewalk the rest of the way. This extends the riverfront trail system along the Black River by extending the trail system at a major riverfront park approximately 1350' to the west. This project is in the environmental review phase and is scheduled for construction this spring and summer.
- Huntington Street Sidewalk (Center) includes construction of enhanced sidewalks along Huntington Street from Michigan Avenue N and the Huntington Street Overlook Park near North Indiana Avenue to Central Street. This will extend the river trail system and improves the existing sidewalk infrastructure at the same time. The project could be easy to implement as there are no major engineering concerns or other obstacles. Possible tie in with Brookfield overlook and boater access site near North Hamilton Street. The existing houses in this area limit the construction of a riverfront trail directly on the river.
- Construction of sidewalks along Huntington Street from Central Street to Factory Street near Sewall's Island is also proposed. This would simultaneously extend the river trail system and improve the existing sidewalk infrastructure. There are several challenges to the implementation of this project. Three or four existing businesses and parking areas located west of Central Street could be impacted with the installation of sidewalks where none currently exist. The distance between the edge of the road and the riverbank between North Rutland Street and Lee Street may hinder the ability to construct a sidewalk or limit its width. This and No. 11 are the most difficult segments of the entire Greenway. The difficulties here would seem to suggest that the northern rails-to-trails route is preferable for bikes. The southern Huntington Street route would give pedestrians an alternate option.

- The Fairbanks Street Sidewalk or Shared Roadway includes construction of an enhanced sidewalk along Fairbanks Street to connect Huntington Street, Sewall's Island and Factory Street to Factory Square Park. This would extend the river trail system and improve the existing sidewalk infrastructure. It would specifically connect the existing trail within Factory Square Park with the proposed Sewall's Rail Trail.
- The existing buildings and right-of-way width in this area may limit the construction of a sidewalk or its width. Another alternative would be to develop the street as a shared roadway. A survey of the right-of-way and building locations would be a first step in determining the feasibility. Some property owner may have objections to this. Some had expressed concern over potential pedestrian use of Factory Square to access the previously proposed dog park. The Factory Street Sidewalk and/or shared roadway as a direct connection to the Sewall's Rail Trail may be the easier solution, as the Factory Street Reconstruction will result in a significant increase in off-street right-of-way on the south side of the street in this area.
- Factory Square Park Trail Extension to Factory Street includes the extension of the Factory Square Park trail at both ends of the park to connect to Factory Street. This would consist of a 300' perpendicular extension adjacent to Factory Square at the east end of the park, and an approximately 465' extension along the river out the western end of the park and across the city-owned property at 429 Factory Street to connect to the existing sidewalk. The extension connects the riverfront trail at Factory Square Park to Factory Street, improving access on the west end of the trail. There are no major engineering concerns and it would only require minimal excavation and backfill of stone surfacing or pavement. Low cost. In order to make the connection, the city needs an easement across private property.
- The Factory Street Sidewalk and/or Bike Lane includes construction of an ADA-compliant sidewalk and establishment of a shared roadway along Factory Street to connect Huntington Street, Sewall's Island and Factory Square Park to the downtown area and Veterans Memorial Riverwalk. The City Engineering Department is implementing this segment now and will finish work in the fall. This will extend the river trail system by improving the existing sidewalk infrastructure and by establishing a shared roadway. Its completion was part of the Factory Street Reconstruction Project without an additional capital expense. The shared roadway will not include a dedicated bike lane, meaning bicyclists will share the travel lane with vehicular traffic. Inexperienced riders may not be as comfortable in this environment as more experienced bicyclists. Vehicle counts are high on Factory Street (12,000 AADT).
- The Veterans Memorial Riverwalk – (Downtown Access Phase 2) includes the construction of a 750' - 1000' trail/sidewalk system along the upper section of Veterans Memorial Riverwalk (VMR) and a set of stairs leading to the VMR pavilion. The trail will provide a secondary access from downtown and the J.B. Wise Parking Lot to the Riverwalk and provides another access point to the difficult to reach Riverwalk from downtown. It utilizes the upper portion of the VMR, providing scenic views of

the Black River and Great Falls. Design work for the stairs and sidewalk system has been completed and the design should be updated (It was originally included in the scope of a previous project but was not completed due to funding constraints). The steep slope near the proposed stairs may make construction problematic.

- The Newell Street Sidewalk/Trail or Shared Roadway involves the construction of a sidewalk/trail system to link Veterans Memorial Riverwalk (VMR) to Whitewater Park and bicycle lanes on Coffeen Street. An alternative could be a shared roadway/bike path system on the existing street. This will connect to major riverfront parks and would continue the riverfront trail system along the Black River, as well as expand recreational opportunities in the downtown area. It would also provide a direct connection from the Veterans Memorial Riverwalk to the existing Coffeen Street Bike Lanes. The existing buildings and private ownership of lands limit the construction of a riverfront trail directly on the river. The right-of-way in a portion of this area is extremely narrow and the simple construction of a sidewalk may require property acquisition or an easement. Alternatively, the right-of-way on Black River Parkway is quite wide in this area, especially on the north side of the street, allowing for possible construction of an off-street trail from Whitewater Way to Coffeen Street.
- Edmund Street River Access and Overlook includes Construction of a river access and/or overlook area at the end of the Edmund Street right-of-way (paper street) located on the north side of the river off West Main Street. It would require minor grading, benches and fencing. It could also include a short trail segment and parking area. An access point to the Hole Brothers whitewater feature from the north side of the river is also proposed. This may also serve as a trail head for the Poplar Street Park Trail. The project may be completed with a small investment of time and money and is an opportunity for a volunteer improvement project. The result will the recreational opportunities on the north side of the river.
- Construction of the Poplar Street Park and Trail includes a 1700' riverfront trail and possible park area from the Edmund Street River Access/Overlook to the Poplar Street or Martin Street area. Would provide a riverfront trail and recreational area along the north side of the river that would link the river with the neighborhoods to the south of the North Watertown Cemetery. A portion of the trail would follow an old rail spur which would be easy to convert into a trail system. It would open a scenic section of the river that has not been accessible to the public from the north side. The property is completely privately owned, and any trail or park construction would require the purchase of property by the city or obtaining an easement. This would also be essentially a stand-alone trail and would not contribute to citywide trail connectivity.
- Construction of the Engine Street MGP Trail would start at the end of the existing trail at Whitewater Park and continue to the west approximately 700' through the former MGP site located on Engine Street. Would continue the riverfront trail in this area and expand the recreational presence in this former industrial area. The trail could be constructed as part of the Engine Street MGP Site clean-up being planned by National Grid with minimal capital investment from the city. It

would create green space in this brownfield area. There is an opportunity for a scenic overlook or river access at the west end of the project. DEC has control and influence over how the project will proceed and seems willing to listen to trail suggestions. Working with DEC and National Grid to convince them that constructing the trail is a good idea. The ownership of the property at the end of the project may present a challenge especially if the owners have other plans.

- The Verizon Trail would start at the end of the proposed Engine Street MGP Trail, cross the railroad right-of-way and continue along the riverfront approximately 650' to Lawrence Street. Would continue the riverfront trail in this area and expand the recreational presence in this industrial area. The successful completion of the Engine Street MGP Trail would have to precede this trail. This trail would also likely require an at-grade crossing of the CSX railroad tracks. Crossing the railroad right-of-way would require approval of the owner and appropriate pedestrian crossing protection. The trail would also require easements across two other private properties to get to the Lawrence Street right-of-way.
- The Lawrence Street Sidewalk project will include enhancement of the sidewalk system that would starting at the end of the proposed Verizon Trail, continuing along the Lawrence Street right-of-way to the Fairgrounds. This project will extend river trail system and improves the existing sidewalk infrastructure at the same time. Could be easy to implement as there are no major engineering concerns or other obstacles. Without the successful completion of the Engine Street MGP Trail and Verizon Trail there may not be a need for this section of sidewalk improvement, unless Sill Street was included in the scope which would then provide an alternate route from Coffeen Street to the Fairgrounds. Narrow right-of-way may limit ability to increase sidewalk width.
- The Fairgrounds Trail West involves a trail system along the east side of Rand Drive that connects the Line Drive Trail with the Fairgrounds Trail along the riverfront. It will extend the Fairgrounds internal trail system by 1800' and would create a looped trail system over 1 mile long. Relatively flat and open for the first 800' starting from Line Drive. Would provide a great venue for Heart Walk, Relay for Life, etc. Possible topography issues along the Sewage Treatment Plant perimeter fence over the last 1000' of trail. Some basic survey information along the centerline of the proposed trail could address this concern.

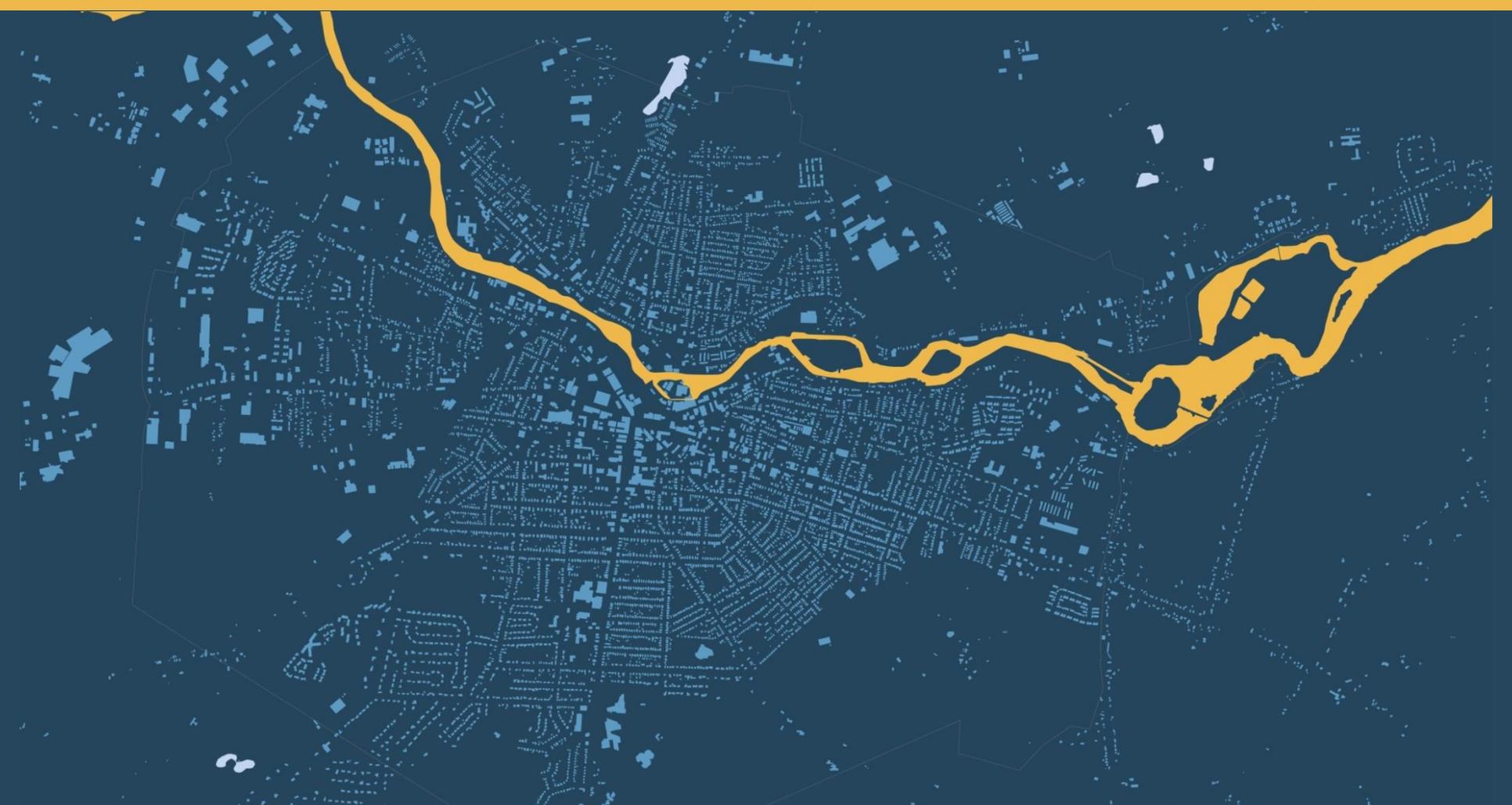
In addition to the current bicycle/pedestrian projects proposed within the city, there are also several improvements that are proposed to the existing system. These projects include the following:

- Pave existing trails located at Factory Square Park, Whitewater Park and at the Fairgrounds Trail to improve surfaces for walking, biking and ADA access. Pavement will allow for easier to maintenance. The upgrade will be implemented as grading work is complete and gravel base is in place. Funding, approximately \$10 per linear foot of trail (10' wide) will be necessary, however, paving could be completed by in-house crews for materials cost only.

- Better marking of trails through the installation of trail markers, or medallions in the ground surfaces along the entire length of the river in existing trails and sidewalks will be installed to identify the trail corridor. Would help to identify the trail system, particularly in areas where the trail system cannot be directly on the river and where it cannot be a dedicated trail (such as concrete sidewalk along the street). This would also increase awareness that a comprehensive trail system exists, as many potential users currently may only perceive separate trails that exist in their own vacuums. This has a relatively low cost and could be retrofitted into existing projects or streets. In areas with shared roadways, e.g. Factory Street, "Share the Road" signs and "share arrows" could be employed to alert motorists to the presence of pedestrians and bicyclists. A branding design that is acceptable to all stakeholders must be developed.
- The proposed Vanduzee Street extension will utilize a shared roadway across the Vanduzee Street Bridge and construct a trail across the city owned Vanduzee Street Barns site to connect to the Poplar Street Park and Trail (Segment #19 above). The Barns site could be converted into a riverfront park in the process. Completes a spur to provide access to the trail network from the northwest part of the city. Provides a bike/ped connection from the northwest part of the city to JCC. Establishes a productive use for a large city-owned site that is currently fallow. This connection crosses a site that recently experienced a massive fire and significant cleanup would need to take place. A complete connection to Segment #19 would require an at-grade crossing of railroad tracks and several other properties that are privately owned.
- The existing bike lanes on Coffeen Street are a crucial connection between JCC and the Veterans Memorial Riverwalk. The link that they provide means that a complete cross-city connection would still be possible without needing to complete the challenging Segments 20-22. It is anticipated that State replacement of the Arsenal Street Bridge in 2019 will create traffic congestion that will divert many automobiles to seek Coffeen Street as an alternate route west. This could create pressure to convert Coffeen Street to four vehicular travel lanes, resulting in elimination of the bike lanes. This course of action should be strongly discouraged, as elimination of these bike lanes would cause the city to lose a lengthy existing link in the current trail network.

6. Housing Analysis

Watertown Comprehensive Plan

An aerial photograph of Watertown, Massachusetts, with a yellow line tracing the path of the Charles River through the city. The map shows a dense urban grid with various buildings and green spaces. The river flows from the top left towards the right side of the image.

Committee Meeting 4
March 26, 2019

Agenda

- **Committee Updates**
- **Open House Summary**
- **Housing Discussion**
- **Next Steps**

Open House Themes



Parks & Natural Areas

- Parks need to be connected
- Promotion of the Park network
- Improved signage at parks
- Improved accessibility for people with disabilities
- More neighborhood parks
- Thompson Park is a 'jewel' and needs more resources dedicated to its maintenance and improvement



Mobility & Connectivity

- Overall sidewalk maintenance throughout the City needs to be addressed
- Call for more safe bike and pedestrian throughout the City, specifically for more trails
- Bus network considered to be sub-par by many in the community: more bus shelters, better connections, increased hours of operation, more buses



Housing

- Split between being affordable and too expensive
- City has many beautiful old homes in "cool" neighborhoods
- Older housing stock creates maintenance issues for many
- Too many zombie homes
- Need rental registration and inspections

Open House Themes



Business & Economy

- Number of family owned businesses in Watertown is a source of pride and people want more of them
- Need a one-stop shop for ease of permitting and more business-friendly approach
- Recognize recreation as an economic driver
- Need to make downtown more pedestrian-friendly to support and attract businesses



Black River

- River is underutilized asset
- Many do not know where or how to access the River; call for significantly more access points
- Market the River
- Educate to change the perception that it's dirty and unsafe
- People recognize the value of the property along the river – particularly for housing



Creative & Open Thinking

- Garbage service: consolidate and single stream recycling
- Keep public better informed: do more Open House events to share what's going on and get feedback
- Incorporate more public art throughout the community
- Create more opportunities for urban food production & community gardens
- Support a new YMCA downtown

Status of Housing and Demographics

What We Have Done

- Completed detailed census analysis of housing and related demographics
- Corrected vacancy data and correlated all data to census tracts to make it easier for the City to update plans and HUD CDBG reporting
- Reviewed various State economic data
- Reviewed GAR Market Analysis
- Reviewed City Consolidated Plan
- Reviewed Zombie Building Application
- Integrated MLS data

What We Still Need To Do

- Integrate foreclosure trends and data
- More comparison of year to year MLS data
- Elementary enrollment projections
- Building permit trends
- Discuss trends with some realtors
- Discuss occupancy/sales trends with operators of housing surrounding the City

Leading Index of Healthy Housing Markets

Nationwide Insurance index to track market trends reports the 10 metro areas with the most positive LIHHM forecasts (in order) in March 2019:

- Lawton, Oklahoma
- Waterloo-Cedar Falls, Iowa
- Sumter, South Carolina
- Trenton, New Jersey
- **Watertown-Fort Drum, New York**
- Houston-The Woodlands, Texas
- Chicago-Naperville, Illinois
- Hinesville, Georgia
- Des Moines-West Des Moines, Iowa
- Abilene, Texas
- Report concludes that new limits for the state/local tax and mortgage interest deductions in the Tax Cuts and Jobs Act of 2017 are slowing growth on the upper-end housing market.

Current Multiple Listing Service Trends

Single Family Home Sales 2018:

- 243 single family properties in the City changed hands in 2018
- Average list price of \$111,459
- On the market for an average of 104 days
- Closed (sold) price ranged from \$4,900 - \$360,000

As of March 1, 2019 there are:

- 135 single family properties on the market
- Range of \$9,900-\$299,000
- Average list price of \$125,847
- On the market for **average of 194 days**

NOTE: Numbers are based on 2018 closed listings in the City of Watertown except where noted and are derived from the Jefferson-Lewis Board of REALTORS® and its Multiple Listing Service.

Demographic Trends Impacting Housing

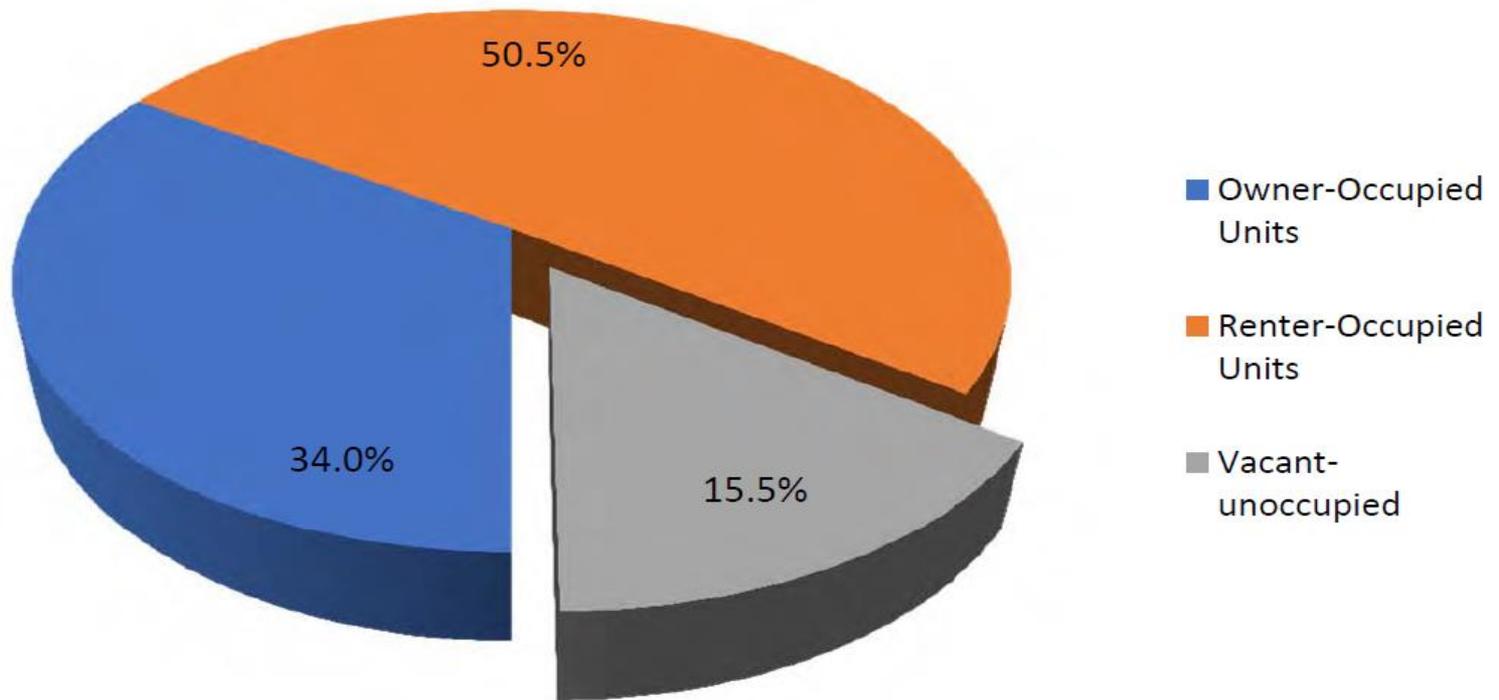
- Population is **stable** - has declined by 1%
- 45-64 years (**peak earners**) and older segments are fastest: up 10% since 2000
- Rental units increased by 5.7% since 2000
- Median income **up 38%** since 2000
- Poverty has risen
- Unemployment rate **down 6%**

Housing Trends - Age

	2017	%	% Change 2000-2010	% Change 2010-2017	% Change 2000 - 2017	
TOTAL	26,437		0.20%	-1.20%	-1.00%	
Under 5 years	2,040	7.70%	-2.30%	3.20%	0.80%	
5 to 9 years	1,794	6.80%	-0.60%	-5.10%	-5.70%	Families
10 to 14 years	1,489	5.60%	-17.40%	-4.20%	-20.80%	Families
15 to 19 years	1,263	4.80%	2.50%	-30.60%	-28.90%	Families
20 to 24 years	2,768	10.50%	40.20%	-5.50%	32.40%	
25 to 34 years	5,462	20.70%	9.80%	29.70%	42.40%	Millennials
35 to 44 years	2,862	10.80%	-9.70%	-20.50%	-28.20%	Millennials
45 to 54 years	2,880	10.90%	1.60%	-9.40%	-8.00%	
55 to 59 years	1,462	5.50%	37.60%	6.60%	46.60%	
60 to 64 years	1,180	4.50%	17.40%	12.30%	31.80%	
65 to 74 years	1,658	6.30%	-26.70%	20.80%	-11.40%	Boomers
75 to 84 years	988	3.70%	-18.90%	-20.10%	-35.20%	Boomers
85 years +	591	2.20%	-29.40%	5.50%	-25.50%	

Housing Trends – Housing Tenure

City of Watertown
Jefferson County, NY
Housing 2017

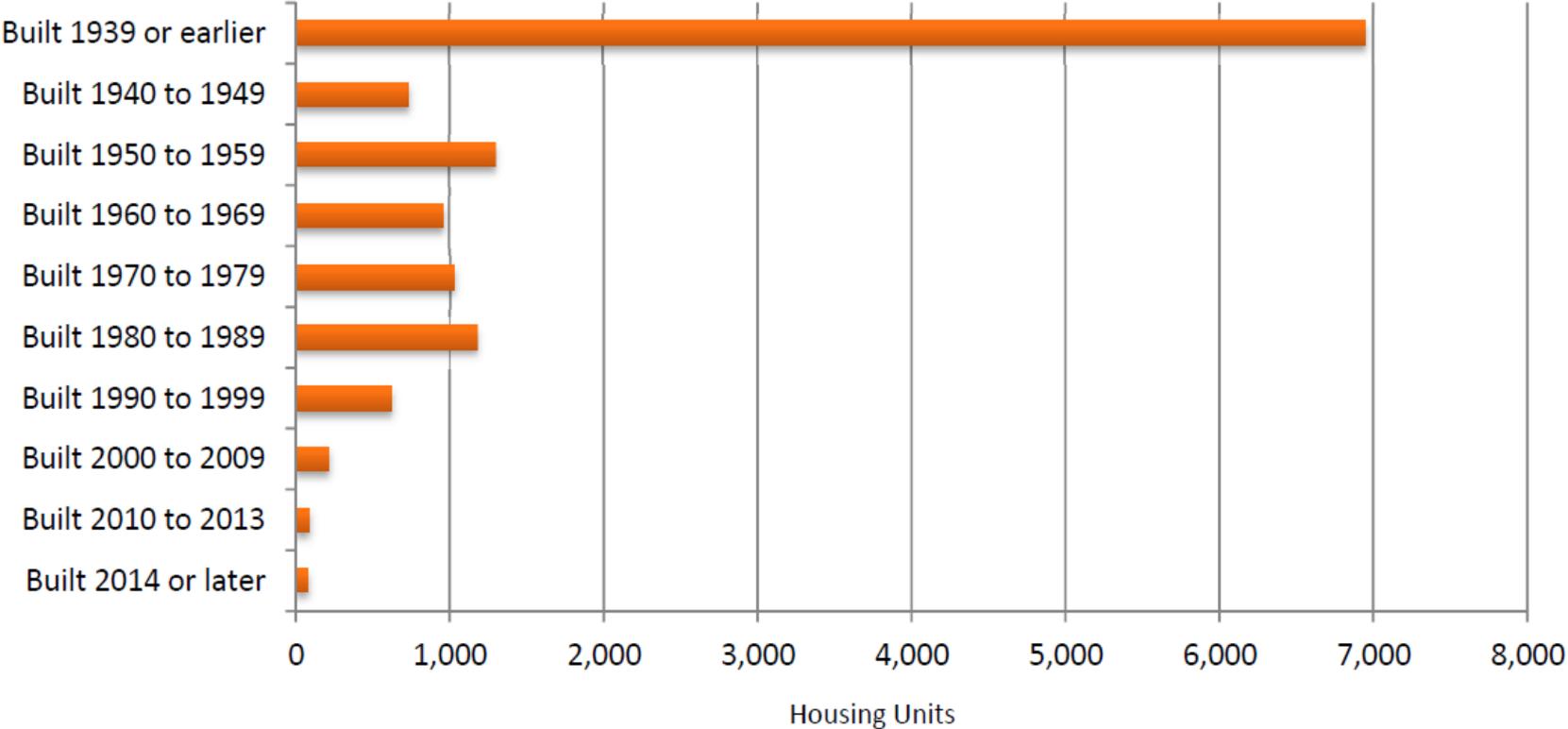


Housing Trends - Age of Housing

City of Watertown

Jefferson County, NY

Year Housing Built 2017

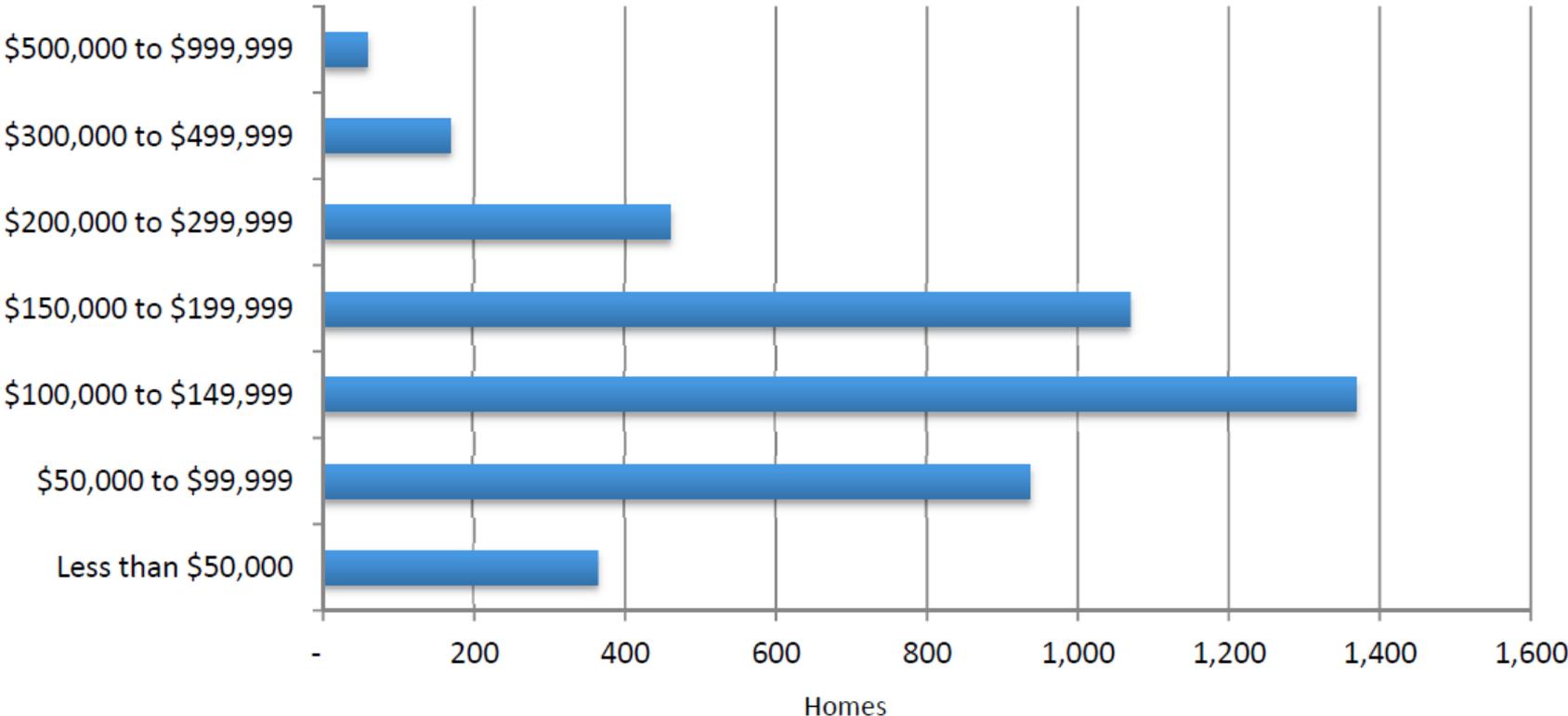


Housing Trends - Home Values

City of Watertown

Jefferson County, NY

Home Values 2017

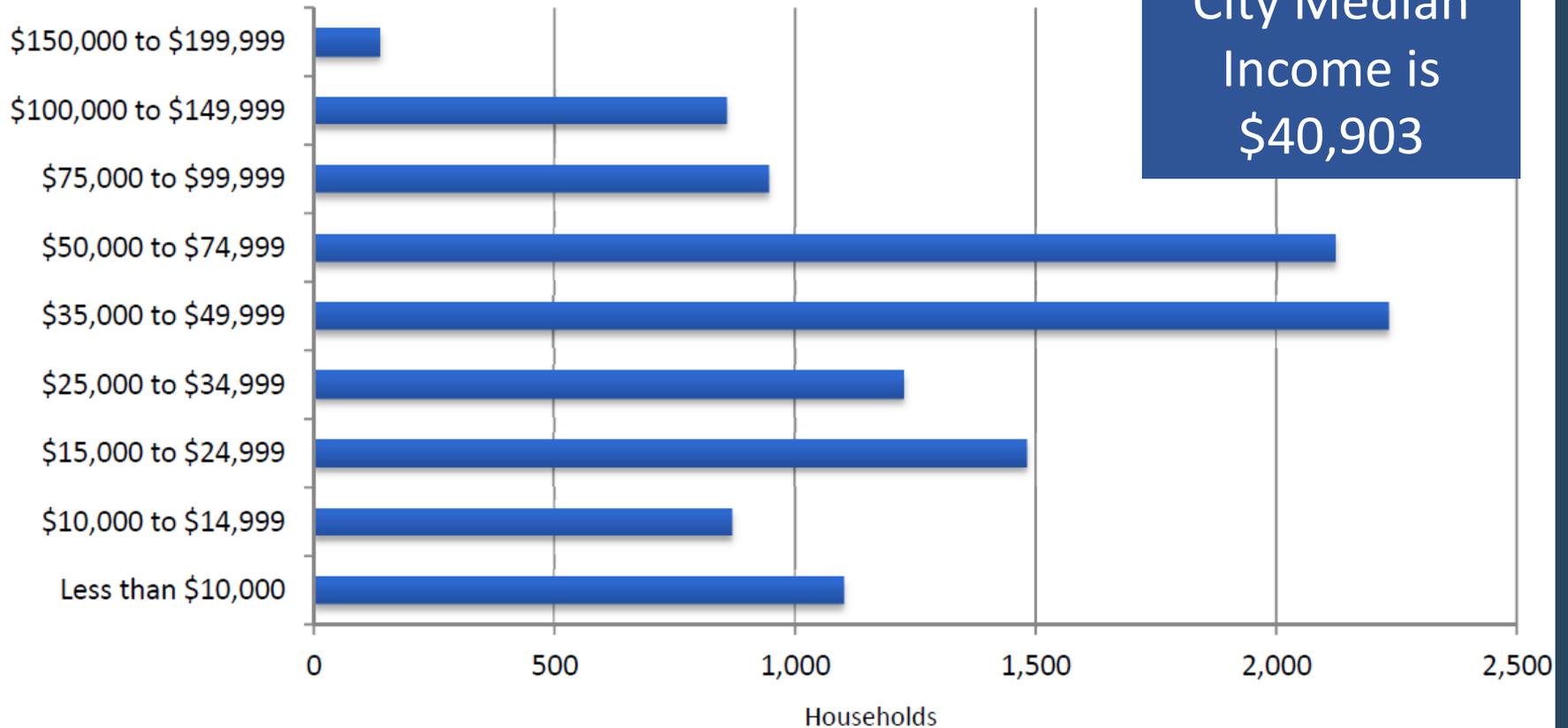


Housing Trends - Household Income

City of Watertown

Jefferson County, NY

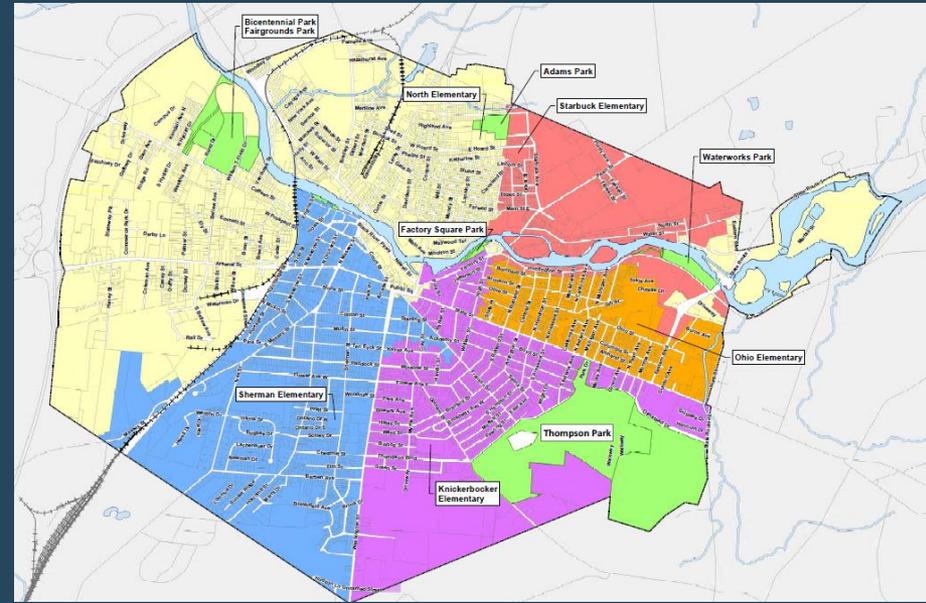
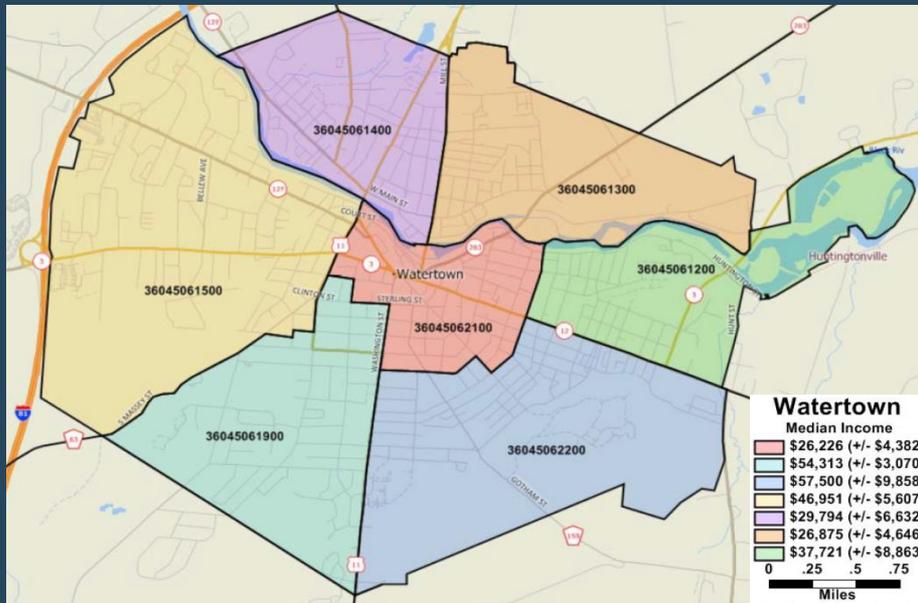
Household Income 2017



NYS Economic Statistics

- Jefferson tied for **60th out of 62 counties for highest unemployment rate** (not seasonally adjusted) in December 2018 at 5.6 %.
- The Watertown/Fort Drum Metro Area **ranks last (15th) of all MSA's** with the highest unemployment rate (also 5.6%).
- The North Country ranked **last among the 10 labor market regions** with a regional unemployment of 4.9%.
- Relatively **low credit card balances** (\$4,900) but the County placed much higher on average rate of delinquencies over 90 days (2017).
- Same trend for average **college loan debt** – lowest amount of borrowing among all counties (\$23,000 average), but high rate of delinquency (2017)
- Although Jefferson County leads the NC Counties as a sales tax generator at \$75.6 Million in 2018, its rate of growth of 4.76% was low, representing a **year over year difference** of just over \$3.57 million and placing it in the lower third of counties and regions (29th out of 87).

Watertown Census Tracts



City of Watertown Neighborhood By Census Tract (2017)

	Ohio CT 612	North CT 6 13 and CT 614		West End CT 615	Sherman CT 619	Downtown CT 621	Knickerbocker CT 622	Entire City
POPULATION	3,307	3,105	3,748	4,113	3,958	3,814	4,392	26,437
Median Age	26.8	30.5	31.1	28.9	42.2	33	31.3	32
HOUSING UNITS	1,527	1,421	1,819	2,181	1,736	2,515	1,963	13,162
Occupied Units	1,262	1,213	1,548	1,775	1,556	2,015	1,754	11,123
<i>Owner-Occupied Units</i>	404	532	609	622	926	433	954	4,480
Vacancy Rate	10.2%	5.1%	0.0%	6.9%	4.6%	0.0%	3.3%	4.3%
Median Mortgage Pmt.	\$1,078	\$1,029	\$936	\$1,050	\$1,446	\$882	\$1,085	\$1,072
Housing Burden 30% >	21.9%	26.9%	24.8%	32.3%	9.6%	30.4%	28.1%	23.9%
Median Home Value	\$131.6K	\$114.1K	\$82.6K	\$111.6K	\$189.2K	\$97.7K	\$156.8K	\$126.2K
<i>Renter-Occupied Units</i>	858	681	939	1,153	630	1,582	800	6,643
Vacancy Rate	16%	10.3%	9.2%	12.1%	5.0%	13.6%	4.1%	8.7%
Vacant Units	265	208	271	406	180	500	209	2,039
Median Rent	\$768	\$940	\$751	\$966	\$801	\$618	\$978	\$832
Rent Burden 30% >	46.6%	46.7%	45.4%	38.9%	50.7%	40.7%	35.1%	42.6%
MEDIAN HSE. INCOME	\$34,310	\$42,787	\$35,053	\$46,967	\$51,818	\$25,417	\$49,970	\$40,903
Living in Poverty	1,368	817	886	569	725	1,473	538	24.10%

City Neighborhoods by Census Tract

	North		Downtown	Entire City
	CT 613	CT 614	CT 621	
POPULATION	3,105	3,748	3,814	26,437
Median Age	30.5	31.1	33	32
HOUSING				
Total Units	1,421	1,819	2,515	13,162
<i>Owner Occupied</i>	532	609	433	4,480
Vacancy Rate	5.1%	0.0%	0.0%	4.3%
Median Mortgage Payment	\$1,029	\$936	\$882	\$1,072
Housing Burden 30% >	26.9%	24.80%	30.4%	23.9%
Median Home Value	\$114,100	\$82,600	\$97,700	\$126,229
<i>Renter-Occupied</i>	681	939	1,582	6,643
Vacancy Rate	10.3%	9.2%	13.6%	8.7%
Vacant Units	208	271	500	2,039
Median Rent	\$940	\$751	\$618	\$832
Rent Burden 30% >	46.70%	45.40%	40.70%	42.60%
INCOME (Household)				
Median Income	\$42,787	\$35,053	\$25,417	\$40,903
Individuals Living in Poverty	817	886	1,473	24.1%

City Neighborhoods By Census Tract

	West End	Ohio	Entire City
	CT 615	CT 612	
POPULATION	4,113	3,307	26,437
Median Age	28.9	26.8	32
HOUSING			
Total Units	2,181	1,527	13,162
<i>Owner Occupied</i>	622	404	4,480
Vacancy Rate	6.9%	10.2%	4.3%
Median Mortgage Payment	\$1,050	\$1,078	\$1,072
Housing Burden 30% >	32.3%	21.9%	23.9%
Median Home Value	\$111,600	\$131,600	\$126,229
<i>Renter-Occupied</i>	1,153	858	6,643
Vacancy Rate	12.1%	16.0%	8.7%
Vacant Units	406	265	2,039
Median Rent	\$966	\$768	\$832
Rent Burden 30% >	38.9%	46.6%	42.6%
INCOME (Household)			
Median Income	\$46,967	\$34,310	\$40,903
Individuals Living in Poverty	569	1,368	6,376

City Neighborhoods By Census Tract

	Sherman	Knickerbocker	Entire City
	CT 619	CT 622	
POPULATION	3,958	4,392	26,437
Median Age	42.2	31.3	32
HOUSING			
Total Units	1,736	1,963	13,162
<i>Owner Occupied</i>	926	954	4,480
Vacancy Rate	4.6%	3.3%	4.3%
Median Mortgage Payment	\$1,446	\$1,085	\$1,072
Housing Burden 30% >	9.6%	28.1%	23.9%
Median Home Value	\$189,200	\$156,800	\$126,229
<i>Renter-Occupied</i>	630	800	6,643
Vacancy Rate	5.0%	4.1%	8.7%
Vacant Units	180	209	2,039
Median Rent	\$801	\$978	\$832
Rent Burden 30% >	50.7%	35.1%	42.6%
INCOME (Household)			
Median Income	\$51,818	\$49,970	\$40,903
Individuals Living in Poverty	725	538	24.10%

Recent, Ongoing and Planned Initiatives

- **Woolworth Building** - Mixed-use commercial, retail, and 50 income-based housing units.
- **The Brighton Empsall Apartments** - Multifamily, intergenerational, mixed income and mixed-use project including 36 apartments.
- **Neighbors of Watertown, Inc.** - Renovation of 262 units of senior housing at the Bugbee, Henry Keep, Centennial, Brighton and Olympic apartment buildings.
- **Berow and Monroe Building** - Ground-floor commercial space and upper-floor loft-style apartments.
- **Various Buildings on Court Street** - Market-rate housing on the second floor.
- **Arcade Building Upper Floor** – Two market rate apartments.

GAR Associates – Issues Identified

- **Limited number** of homes constructed annually.
- GAR reported a total of nearly **600 new apartments and 320 new single or multi-family units** (4 or more apartments) have been created in the City between **2005 - 2016**, many targeted to lower income families.
- Market rate housing product in the City (townhomes, lofts, etc.) has often **required rental concessions**.
- Substantial construction of **new product types outside the City** has accommodated much of the regional demand for housing.
- Property managers at Beaver Meadows, Eagle Ridge and The Preserve at Autumn Ridge indicate tenant profiles include **empty nesters, relocations and smaller families**.
- There has not been significant **movement from existing city residents** to these projects.

Zombie Buildings

- In its Zombie Building Application the City estimated **150 vacant**, zombie, or abandoned residential properties.
- Plus **71 properties “at risk”** that still appear to be occupied.
- And an additional **53 properties appear to be abandoned** but have yet to have initiated the public foreclosure process.

Strategy

- Zombie and Vacant Property **Task Force**.
- **Outreach strategy** to connect individuals and families who are in jeopardy of defaulting or at risk of foreclosure with programs such as the Homeowner Opportunity Protection Program, (“HOPP”) and Mortgage Assistance Program (“MAP”).
- Increased **code enforcement capacity**.
- A code enforcement **software package** as well as tablets to facilitate field work.

HUD Consolidated Plan

Housing Needs

- **Cost burden** is a prevalent housing problem. The lowest income individuals are driven into the poorest quality housing.
- Increasing vacancies are reported by managers of **older apartment complexes.**
- **Fluctuating** Fort Drum population levels.
- Competition from newer complexes has increased availability and helped to **stabilize rent prices**, but the City has been left with **many vacant substandard units.**
- Base families buying homes and being relocated sometimes **resulting in conversion to rental.**

HUD Consolidated Plan

Needs of the Homeless

- Estimated 310 homeless persons in Jefferson, St. Lawrence and Lewis County.

Non-housing Community Development Needs

- Primary needs are for public facilities in **neighborhood parks**, improvements to water and sewer lines, **streets, sidewalks and additional street trees**, and bus shelters.

Public Services Needs

- Issues identified include **public transportation, food insecurity**, bed bugs, and fair housing education.

Future Housing Approaches

Affordability is not the only factor to consider.

- In successful markets, it's the **experience and quality of life** that is the foundation of a stable and growing housing market.
- **Biggest determinants** regarding where people live:
 - Quality of schools
 - Reasonable taxes
 - Job choice and flexibility
 - Sense of community/family friendliness

Future Housing Approaches

Successful and healthy communities have a strong sense of place.

- Engage citizens in identifying a **community vision**.
- Millennials look for places where they can be involved and **make a difference**.
- Support formation of neighborhood associations to **build cohesion**.
- Strengthen **pedestrian-friendly neighborhoods** that offer a mix of activities within walking distance of homes.
- **Brand the City's neighborhoods** and downtown as offering an exceptional experience.
- Continually **promote school success** – especially at the elementary school level.
- Leverage assets including the **River, Thompson Park, etc.**

Future Housing Approaches

- **Aging Housing Stock**
 - Right sizing neighborhoods
 - Restoration and historic preservation
 - HUD and NYS HCR housing initiatives
- **Flexible Zoning** (inclusivity, incentives, form-based)
- **Culture**
 - Changing Population
 - Growth in non-baby boomers segments
 - Seniors peaking around 2015
 - Focus on **health capacity** to meet these changes

Future Housing Approaches

Housing Trends

- Adaptive housing
- Intergenerational housing
- Naturally Occurring Retirement Communities
- Millennial friendly housing products
- Walkability/mobility

Provide Improved Neighborhood & Housing Alternatives

- **Diversify** the mix of housing stock.
- Create **more density in some neighborhoods**.
- **De-densify** neighborhoods that have carved-up housing.
- Attract market rate housing downtown.
- Provide **enhancement-based code enforcement** where landlords are reviewed less frequently if they maintain properties well.
- Consider establishing a **land bank** and provide residential reinvestment incentives through it.
- Continue to transfer properties to **nonprofit groups** to repair and sell.

Future Housing Approaches

Strategically Stem Population Loss

- **Attract/retain millennials.**
- Elevate the City's **brand.**
- Work regionally.
- Leverage higher education and medical institutions workforce.

Improve the Economic Health of City Residents

- Create and retain jobs.
- Keep taxes competitive/provide **targeted incentives.**
- Capture resident spending.

Establish Priorities Within the Zombie Building Program

- Should priority be given to rehabbing the buildings that have the **greatest blighting impact?**
- Or is it a higher priority to rehab buildings in neighborhoods with stronger markets and **greater likelihood of reinvestment?**

Discussion

Opportunities and Needs

- Did anything surprise you? What **“good news”** do you see?
- What do you feel are the **top priority housing needs** for the constituencies you represent?
- How should the City try to **compete in the regional housing market?**

New Housing Development

- What **housing types** do you feel hold the most promise for Watertown?
- Are there opportunities for **site assembly** and new market rate single family development?
- Would you support any **specific incentives** to encourage new housing development, if any?

Demographic Report: **Housing “Lite” Report**

Watertown, New York

Primary Topics:

Population, Housing, Income

Prepared for;

River Street Planning & Development
4 Ridge Road
Troy, NY 12180

17 March 2019

TABLE OF CONTENT

SECTION I:	INTRODUCTION
SECTION II:	LOCATION
SECTION III:	KEY FINDINGS
SECTION IV:	DATA
SECTION V:	APPENDIX
	<i>I. COMPARISON WITH TOWN, COUNTIES, AND NYS</i>
	<i>II. SUBJECT AREA MAPS</i>
	<i>III. WATERTOWN SCHOOL DISTRICT DATA</i>
	<i>IV. THE OPINE</i>
	<i>V. POVERTY DATA</i>
	<i>VI. FOOD STAMPS & SNAP</i>

INTRODUCTION

PURPOSE OF THIS REPORT

This **Housing "Lite" Report** provides census data about the City of Watertown NYS. It is intended to provide a baseline of information for review and planning purposes. The research includes analysis of census data and trends between 2000 and most current data. The **Housing "Lite" Report** provides data on the following area;

SUBJECT AREA: Watertown, NY

TOPICS

1. Population
Population data is sourced from the U.S. Census and includes total population, 13 age segments, male and female and median age.
2. Housing
The housing data includes total units, occupied and vacant units. Data includes ages of occupants, bedroom types, home values, rents, building permits, and housing burdens.
3. Income
The income data includes 10 segmented brackets, median and mean incomes, poverty levels and households receiving food stamp/SNAP
4. Educations
The education data includes population in school from preschool through college and attainment of high school diplomas and college degrees.
5. Race & Ethnicity
Race and ethnicity data include tabulation groups.
6. Employment and Economy
The employment and economic data include labor force, employed, unemployed, mean travel time to work, plus occupation and industries.

ANALYSIS

1. Census Data
The census data provides a comparison of the population demographics for 2000, 2010 and 2015-16, plus a segmented breakdown when applicable.
2. Trends
Trend analysis is provided for 2000 and 2010, 2010 and 2015, and 2000 and 2015. This practice is used to spot patterns in data and illustrates changes in the population, housing, income, education, Race and employment, and industry.

DATA SOURCES

U.S. Census for 2000
U.S. Census for 2010
U.S. Census Bureau, 2006-2010 American Community Survey
U.S. Census Bureau, 2013-2017 American Community Survey
HUD

KEY TERMINOLOGY AND CONCEPTS

1. **Burdens:**
Housing Burdens can be defined as those households that pay over 30% of their income for rent or mortgages. While the issues that define affordability are often complex and diverse, it is affected by demographics, economics, and climate. A healthy single person or couple may be able to spend 30 to 50% of his or her income on housing and still be able to afford other necessities of life. At lower income levels a 30% threshold is recognized as the point where a household will be able to maintain a standard of living. If the housing burden rises above this threshold the quality or standard of living declines due to unaffordability. As income increases, this threshold will rise too. It is commonly accepted that 48%-50% is the highest threshold before housing burdens are realized.
2. **Capture Rate:**
The percentage of age, size, and income qualified renter households in the *primary market area* that the property must capture to fill the units. Funding agencies may require restrictions to the qualified households used in the calculation including age, income, living in substandard housing, mover-ship, and other comparable factors. The *Capture Rate* is calculated by dividing the total number of units at the property by the total number of age, size and income qualified renter households in the *primary market area*.
3. **HH:** Household
4. **Household Trends:**
Household Trend represents changes in the number of households for a particular area over a specific period of time, which is a function of new household formations (e.g. at marriage or separation), changes in average household size, and net *migration*.
5. **Median Income:**
Median Income is the amount that divides the income distribution into two equal groups, half having income above that amount, and half having income below that amount.
6. **Median Rent:**
The median rent is the midpoint in the range of rents for a unit type(s) at which exactly half of the units have higher rents and half have lower rents.
7. **Market Demand:**
The total number of households in a defined market area that would potentially move into any new or renovated housing units. Market demand is not projected specifically and refers to the universe of tenure appropriate households, independent of income. The components of market demand are similar to those used in determining project-specific demand. A common example of market demand used by HUD's MAP program, which is based on three years of renter household growth, loss of existing units due to demolition, and market conditions.
8. **Mean Income:**
Mean Income (average) is the amount obtained by dividing the total aggregate income of a group by the number of units in that group.

9. Primary Market Area (PMA):

The PMA is the most likely geographic area from which a project would draw its support and competition. The PMA is a geographic area, from which a subject property is expected to draw the majority of its residents.

10. Vacancy Rates:

The number of available rentals unoccupied divided by the total number of rental units expressed as a percentage.

11. Vacant Units:

A vacant unit is a housing unit that is not occupied. This definition of vacant units includes both rental and owner-occupied units. It includes housing units under construction or renovation, seasonal units (such as cottages) or housing units rented or owned but not occupied.

ASSUMPTIONS AND LIMITATIONS

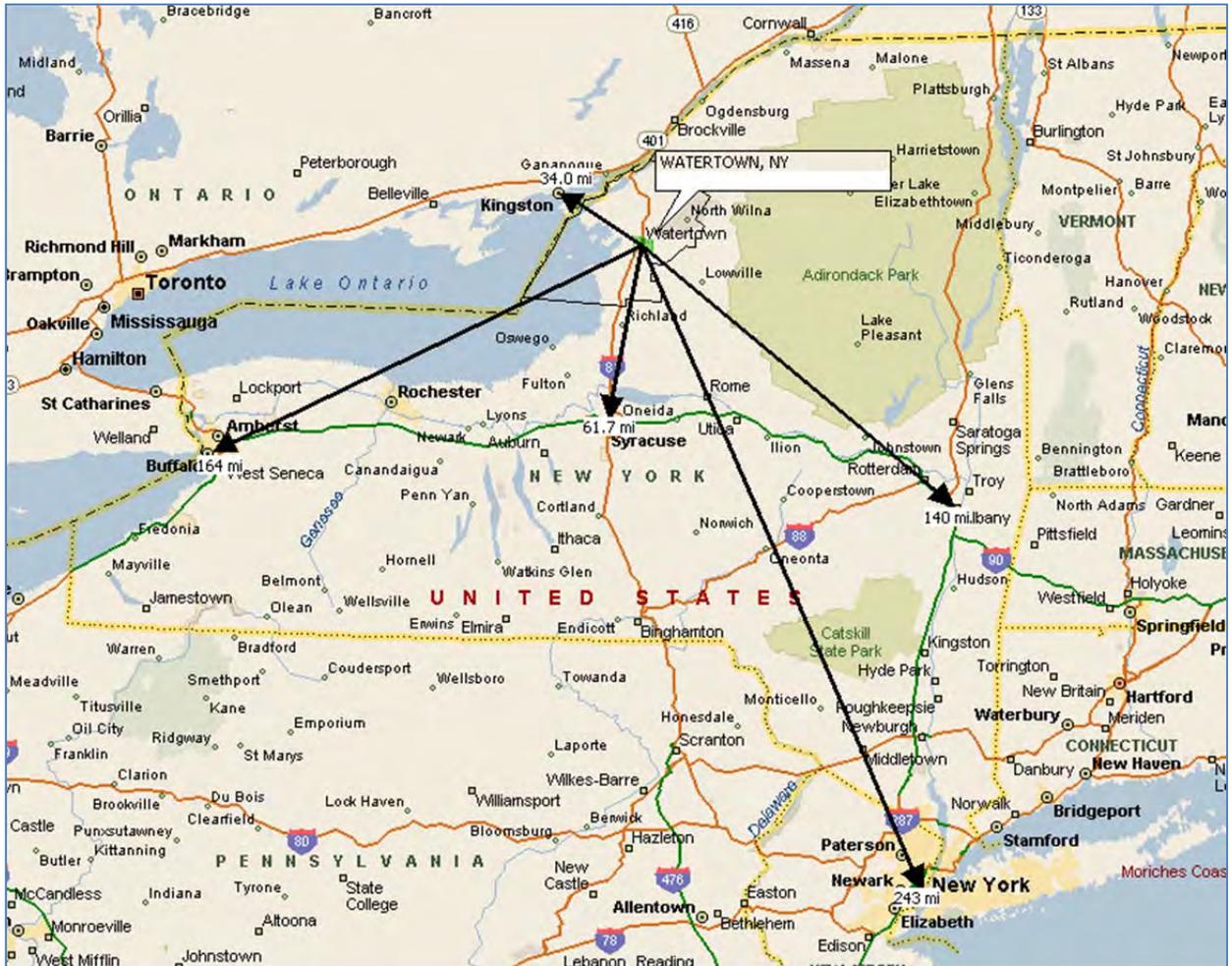
Use of this Report

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- This document may not be used for any purpose or by any person or entity, other than the party for whom it was prepared, without the written permission of Asterhill Incorporated.
- The information contained herein is applicable only to the time frame indicated in the report.

Findings

- The statements of fact contained herein are believed to be true and correct, insofar as they have been derived from sources believed to be reliable and accurate. No responsibility is assumed for legal descriptions or matters that pertain to legal expertise.

LOCATION: WATERTOWN, NY



KEY FINDINGS

TRENDS

1. The population has declined by 1%
2. 45-64 years and older fastest grown segment up 10% since 2000
3. Rental Units increased by 5.7% since 2000
4. Median income up 38% since 2000 & Poverty has risen
5. Unemployment rate down 6%

Key Findings			
	2017	Change from 2000	
POPULATION			
Total	26,437	-1.00%	
< 25 Years Old	9,354	-3.30%	
25-44 Years Old	8,324	6.43%	
45-64 Years Old	5,522	9.98%	
65 > Years Old	3,237	-22.74%	
Female	13,130	-7.10%	
Male	13,307	5.85%	
Median Age	32.0	-8.28%	
HOUSING			
Total Housing Units	13,162	5.72%	
Occupied Housing Units	11,123	0.79%	
Owner-Occupied	4,480	-5.66%	40.28%
Renter-Occupied	6,643	5.66%	59.72%
Vacancy Rate (renters)	8.70%	-33.04%	
Vacant Units	2,039	44.20%	
Median Home Value	126,229	101.60%	
Median Mortgage	1,072	27.24%	
Median Rent	832	79.58%	
INCOME			
Median Income	40,903	38.14%	
Poverty Rate	24.12%	29.51%	
EDUCATION			
High School Graduate	5,438	-7.19%	
College Degrees	5,445	12.87%	
RACE & ETHNICITY			
White	23,479	-1.35%	
Black	2,995	126.72%	
Hispanic	1,908	98.75%	
EMPLOYMENT			
Employed	11,461	14.93%	
Unemployment Rate	4.41%	-6.17%	
Mean Travel Time to Work	14.8	-9.97%	

SUPPLEMENTAL

It is our understanding that Watertown is updating its Comprehensive Master Plan. As with many cities across New York State, they all are experiencing changes to population (including age composition), economic, infrastructure, transportation and overall health of the community. As a community looks forward it wants to fully develop economic initiatives, expand employment, capitalize on educational opportunities, improve healthcare delivery, sustain a healthy community and promote an equitable quality of life for all. The following are some takeaways and recommendations to that end.

TAKEAWAYS

1. Sense of Urgency

With changes in populations and economic conditions, there should be a strong sense of urgency. Regional economic initiative and national trends towards urban living, employment centers, new leadership and the potential for capitalizing on the community's higher education and medical industries offer a clear reason for optimism.

- a. Branding
 - i. Who is Watertown?
 - ii. What does it look like?
 - iii. How does it communicate?
 - iv. Are you market driven
- b. Leverage Assets
 - i. Black River
 - ii. Green Retail
 - iii. Gateway to natural resources regionally
- c. Aging Housing Stock
 - i. Housing units lost
 - ii. Restoration & preservations
 - iii. Replacement stock
 - iv. HUD housing initiatives
- d. Flexible Zoning
- e. Culture
 - i. Natural Resources/Tourism
 - ii. Public
 - iii. Historical

2. Changing Population

- a. Growth in Non-Baby Boomers segments
- B. Seniors Peaking around 2015
- C. What is your communities Health Capacity to meet these changes

3. Housing Trends

- A. Adaptive Housing
- B. Intergenerational Housing

- C. NORCS
- D. Millennial
- E. Walkability/Mobility
- F.

COMMENTS & RECOMMENDATION

1. Quality of Life
 - a. What is your plan doing to improve the quality of life for all residents?
2. Making a Healthy Community
3. Increasing Health Capacity
4. Cross Utilization and coordination of resources through collaborations with:
 - a. CAPC Jefferson
 - b. Office of the Aging
 - c. Chamber of Commerce & Tourism
 - d. Regional & County
 - i. Tourism
 - ii. Economic development
 - e. Towns, villages & Cities Retail Trade Analyses
 - f. NYS Tourism
 - g. Local & regional non-for-profits
 - h. The Fort Drum
 - i. Education
 - ii. Economic Development
 - iii. Health and Social serves
5. Guiding Principles to Consider:
 - a. Strategically Stem Population & Job Loss: Attracting millennials, elevating the City's brand, working regionally, leveraging higher education and medical institutions and developing the City's workforce.
 - b. Improve the Economic Health of City Residents: Creating and retaining jobs, reducing taxes, capturing resident spending and tightening controls on social programs.
 - c. Provide Improved Neighborhood & Housing Alternatives: Offering new appropriate mix of housing stock, creating density in neighborhoods, reducing the impact of vacant properties and utilizing foreclosure controls.
 - d. Act Environmentally Responsible & Sustainable: ...by growing smart, utilizing green infrastructure, building green and eating locally.
 - e. Improve the Financial Sustainability of City Government: ...by utilizing shared services, increasing the tax base and leveraging assistance.

- f. **Boast of Healthy & Safe Residents:** Encouraging activity, supporting great health care, reducing poverty, investing in public safety and participating in National programs.
- g. **Provide Strong Leadership:** Within the City, County, Region, State business, agencies and Neighborhoods
- h. **Create a Vibrant & Culturally Rich Downtown:** Complete streets, fully utilized buildings, new parks and plazas, an emphasis on the City's culture and by celebrating the Black River.
- i. **Leverage the City's Successful:** Integrating local institutions into the urban fabric, with new programming and facilities, with new students and faculty life, Higher Education and Medical Industries.
- j. **Attracting Market Rate Housing:** Downtown development is an essential component for smart growth. ***Affordability is not the only factors to consider.*** In successful markets, it is the experience and quality of life that is the foundation of a stable and growing housing market. Successful and healthy communities have a strong sense of place include the following;
- i. **Engaging citizens** in identifying a community vision for growth.
 - ii. **Strengthening pedestrian-friendly neighborhoods** that offer a mix of activities within walking distance of homes.
 - iii. **Reclaiming blighted and abandoned areas** to restore the community's economic and social fabric.
 - iv. **Connecting neighborhoods** to local, regional transportation and land use systems.
 - v. **Providing public open spaces** for cultural event, recreation and landscapes for civic buildings.
 - vi. **Integrating new buildings with the architectural character of the neighborhood**, reflecting the best examples of local architecture
 - vii. **Vibrant retail center**, often with themes and going green. It needs to be a destination to attract tourism dollars.



DATA

City of Watertown

Jefferson County, NY

Demographic Profile

	Census Data						Trends		
	2000		2010		2017		00-10	10-17	00-17
POPULATION									
Total	26,705		26,753		26,437		0.2%	-1.2%	-1.0%
Age Segmentation									
Under 5 years	2,024	7.6%	1,977	7.4%	2,040	7.7%	-2.3%	3.2%	0.8%
5 to 9 years	1,902	7.1%	1,890	7.1%	1,794	6.8%	-0.6%	-5.1%	-5.7%
10 to 14 years	1,881	7.0%	1,554	5.8%	1,489	5.6%	-17.4%	-4.2%	-20.8%
15 to 19 years	1,776	6.7%	1,821	6.8%	1,263	4.8%	2.5%	-30.6%	-28.9%
20 to 24 years	2,090	7.8%	2,930	11.0%	2,768	10.5%	40.2%	-5.5%	32.4%
25 to 34 years	3,836	14.4%	4,211	15.7%	5,462	20.7%	9.8%	29.7%	42.4%
35 to 44 years	3,985	14.9%	3,598	13.4%	2,862	10.8%	-9.7%	-20.5%	-28.2%
45 to 54 years	3,129	11.7%	3,180	11.9%	2,880	10.9%	1.6%	-9.4%	-8.0%
55 to 59 years	997	3.7%	1,372	5.1%	1,462	5.5%	37.6%	6.6%	46.6%
60 to 64 years	895	3.4%	1,051	3.9%	1,180	4.5%	17.4%	12.3%	31.8%
65 to 74 years	1,872	7.0%	1,372	5.1%	1,658	6.3%	-26.7%	20.8%	-11.4%
75 to 84 years	1,525	5.7%	1,237	4.6%	988	3.7%	-18.9%	-20.1%	-35.2%
85 years and over	793	3.0%	560	2.1%	591	2.2%	-29.4%	5.5%	-25.5%
Gender									
Females	14,134	52.9%	13,217	49.4%	13,130	49.7%	-6.5%	-0.7%	-7.1%
Males	12,571	47.1%	13,536	50.6%	13,307	50.3%	7.7%	-1.7%	5.9%
Median Age	34.9		32.8		32.0		-5.8%	-2.6%	-8.3%
HOUSING									
Total Units	12,450		12,250		13,162		-1.6%	7.4%	5.7%
Occupied Units	11,036		11,075		11,123		0.4%	0.4%	0.8%
Owner -Occupied	4,749		4,944		4,480		4.1%	-9.4%	-5.7%
Segmented Age of Occupant									
Householder ≤ 24 years	48	1.0%	114	2.3%	103	2.3%	137.5%	-9.6%	114.6%
Householder 25 to 34 years	462	9.7%	660	13.3%	577	12.9%	42.9%	-12.6%	24.9%
Householder 35 to 44 years	1,046	22.0%	914	18.5%	694	15.5%	-12.6%	-24.1%	-33.7%
Householder 45 to 54 years	965	20.3%	1,169	23.6%	874	19.5%	21.1%	-25.2%	-9.4%
Householder 55 to 59 years	378	7.9%	571	11.5%	547	12.2%	51.2%	-4.2%	44.9%
Householder 60 to 64 years	264	5.6%	400	8.1%	356	7.9%	51.2%	-11.0%	34.6%
Householder 65 to 74 years	740	15.6%	514	10.4%	686	15.3%	-30.5%	33.5%	-7.3%
Householder 75 to 84 years	642	13.5%	489	9.9%	425	9.5%	-23.8%	-13.1%	-33.8%
Householder 85 years >	204	4.3%	113	2.3%	218	4.9%	-44.6%	92.9%	6.9%
Vacancy Rate	4.7%		2.51%		4.30%		-46.6%	71.0%	-8.6%
Ave Household Size	2.54		2.78		2.54		9.6%	-8.6%	0.1%
Bedrooms									
No bedroom	10	0.2%	0	0.0%	0	0.0%	-100.0%	n/a	-100.0%
1 bedroom	106	2.2%	137	2.8%	183	4.1%	29.2%	33.6%	72.6%
2 bedrooms	704	14.8%	685	13.9%	805	18.0%	-2.7%	17.5%	14.3%
3 bedrooms	2,371	49.9%	2,224	45.0%	2,118	47.3%	-6.2%	-4.8%	-10.7%
4 bedrooms	1,195	25.2%	1,468	29.7%	980	21.9%	22.8%	-33.2%	-18.0%
5 or more bedrooms	363	7.6%	430	8.7%	394	8.8%	18.5%	-8.4%	8.5%
Home Values									
Less than \$50,000	1,089	27.3%	434	8.8%	365	8.1%	-60.1%	-15.9%	-66.5%
\$50,000 to \$99,999	2,320	58.3%	1,657	33.5%	937	20.9%	-28.6%	-43.5%	-59.6%
\$100,000 to \$149,999	308	7.7%	1,289	26.1%	1,370	30.6%	318.5%	6.3%	344.8%
\$150,000 to \$199,999	165	4.1%	900	18.2%	1,071	23.9%	445.5%	n/a	549.1%
\$200,000 to \$299,999	93	2.3%	381	7.7%	460	10.3%	309.7%	n/a	394.6%

City of Watertown

Jefferson County, NY

Demographic Profile

	Census Data						Trends		
	2000		2010		2017		00-10	10-17	00-17
\$300,000 to \$499,999	7	0.2%	173	3.5%	170	3.8%	n/a	-1.7%	n/a
\$500,000 to \$999,999	-	0.0%	110	2.2%	59	1.3%	n/a	-46.4%	n/a
Median (dollars)	62,614		111,814		126,229		78.6%	12.9%	101.6%
Mortgages (Housing Units with Mortgages-segmented)									
Less than \$500	112	4.9%	35	0.8%	103	3.5%	-68.8%	n/a	-8.0%
\$500 to \$999	1,393	60.5%	1221	27.7%	1,066	36.7%	-12.3%	-12.7%	-23.5%
\$1,000 to \$1,499	592	25.7%	1157	26.3%	1,182	40.7%	95.4%	2.2%	99.7%
\$1,500 to \$1,999	173	7.5%	1651	37.5%	352	12.1%	854.3%	-78.7%	103.5%
\$2,000 to \$2,499				7.7%	159	5.5%	959.4%	-53.1%	396.9%
\$2,500 to \$2,999	32	1.4%	339	0.0%	-	0.0%	n/a	n/a	n/a
\$3,000 or more				0.0%	44	1.5%	n/a	n/a	n/a
Median (dollars)	843		1,117		1,072		32.6%	-4.0%	27.2%
Housing Burden 30% ≥	19.4%		32.3%		23.9%		66.8%	-25.9%	23.6%
Renter-Occupied	6,287		6,131		6,643		-2.5%	8.4%	5.7%
Segmented Age of Occupant									
Householder < 24 years	906	12.4%	1,057	17.2%	989	14.9%	16.7%	-6.4%	9.2%
Householder 25 to 34 years	1,747	23.8%	1,666	27.2%	2,229	33.6%	-4.6%	33.8%	27.6%
Householder 35 to 44 years	1,257	17.2%	1,204	19.6%	905	13.6%	-4.2%	-24.8%	-28.0%
Householder 45 to 54 years	815	11.1%	836	13.6%	953	14.3%	2.6%	14.0%	16.9%
Householder 55 to 59 years	523	7.1%	263	4.3%	521	7.8%	-49.7%	98.1%	-0.4%
Householder 60 to 64 years	1,039	14.2%	237	3.9%	401	6.0%	-77.2%	69.2%	-61.4%
Householder 65 to 74 years	434	5.9%	339	5.5%	327	4.9%	-21.9%	-3.5%	-24.7%
Householder 75 to 84 years	384	5.2%	318	5.2%	215	3.2%	-17.2%	-32.4%	-44.0%
Householder 85 years ≥	221	3.0%	211	3.4%	103	1.6%	-4.5%	-51.2%	-53.4%
Vacancy Rate	13.0%		0.0%		8.7%		-100.0%	#DIV/0!	-33.0%
Ave Household Size	2.21		2.76		2.36		25.0%	-14.5%	6.9%
Bedrooms									
No bedroom	235	3.7%	246	4.0%	274	4.1%	4.7%	7.3%	16.6%
1 bedroom	1,999	31.8%	1903	31.0%	1773	26.7%	-4.8%	-6.8%	-11.3%
2 bedrooms	2,370	37.7%	2401	39.2%	2665	40.1%	1.3%	11.0%	12.4%
3 bedrooms	1,267	20.2%	1183	19.3%	1505	22.7%	-6.6%	27.2%	18.8%
4 bedrooms	293	4.7%	288	4.7%	364	5.5%	-1.7%	26.4%	24.2%
5 or more bedrooms	123	2.0%	110	1.8%	62	0.9%	-10.6%	-8.3%	-49.6%
Gross Rents Segmented									
Less than \$200	626	11.1%	136	2.3%		20.9%	n/a		
\$200 to \$299	679	12.0%	685	11.7%	1,332	0.0%	0.9%	-22.4%	-59.7%
\$300 to \$499	2,003	35.5%	896	15.3%		0.0%	-55.3%		
\$500 to \$749	1,965	34.8%	1815	30.9%		49.4%	-7.6%		
\$750 to \$999	308	5.5%	1454	24.8%	3,151	0.0%	372.1%	-3.6%	38.6%
\$1,000 to \$1,499	59	1.0%	785	13.4%	1,613	25.3%	1230.5%	105.5%	2633.9%
\$1,500 or more	5	0.1%	98	1.7%	280	4.4%	n/a	185.7%	n/a
Median (dollars)	463		694		832		49.9%	19.8%	79.6%
Housing Burden 30% ≥	37.0%		47.7%		42.6%		28.8%	-10.5%	15.3%
Vacant Units	1,414		1,175		2,039		-16.9%	73.5%	44.2%
Seasonal	40		19		124		-52.5%	552.6%	210.0%
Rented/Sold-unoccupied	93		0		359		-100.0%	#DIV/0!	286.0%
Other	240		704		512		193.3%	-27.3%	113.3%

City of Watertown

Jefferson County, NY

Demographic Profile

	Census Data						Trends		
	2000		2010		2017		00-10	10-17	00-17
Unit in Structure									
Total housing units	11,036		12,250		13,162		11.0%	7.4%	19.3%
1-unit, detached	4,809	43.6%	5,047	41.2%	5,536	42.1%	4.9%	9.7%	15.1%
1-unit, attached	274	2.5%	231	1.9%	898	6.8%	-15.7%	288.7%	227.7%
2 units	1,898	17.2%	2,347	19.2%	1,449	11.0%	23.7%	-38.3%	-23.7%
3 or 4 units	1,681	15.2%	1,826	14.9%	1,854	14.1%	8.6%	1.5%	10.3%
5 to 9 units	961	8.7%	1,025	8.4%	1,487	11.3%	6.7%	45.1%	54.7%
10 to 19 units	322	2.9%	277	2.3%	387	2.9%	-14.0%	n/a	20.2%
20 or more units	973	8.8%	1,304	10.6%	1,405	10.7%	n/a	n/a	n/a
Mobile home	118	1.1%	193	1.6%	146	1.1%	n/a	-24.4%	n/a
Boat, RV, van, etc.	-	0.0%	0	0.0%	0	0.0%	n/a	n/a	n/a
Year Structure Built									
Total housing units					13,162				
Built 2014 or later					81	0.6%			
Built 2010 to 2013					89	0.7%			
Built 2000 to 2009					217	1.6%			
Built 1990 to 1999					625	4.7%			
Built 1980 to 1989	Not Applicable				1,177	8.9%	Not Applicable		
Built 1970 to 1979					1,028	7.8%			
Built 1960 to 1969					960	7.3%			
Built 1950 to 1959					1,301	9.9%			
Built 1940 to 1949					732	5.6%			
Built 1939 or earlier					6,952	52.8%			
INCOME (Households)									
Segmented income brackets									
Less than \$10,000	1,758	15.9%	1,216	11.0%	1,101	9.9%	-30.8%	-9.5%	-37.4%
\$10,000 to \$14,999	1,243	11.3%	1,000	9.0%	869	7.8%	-19.5%	-13.1%	-30.1%
\$15,000 to \$24,999	1,972	17.9%	1,699	15.3%	1,483	13.3%	-13.8%	-12.7%	-24.8%
\$25,000 to \$34,999	1,479	13.4%	1,382	12.5%	1,226	11.0%	-6.6%	-11.3%	-17.1%
\$35,000 to \$49,999	1,765	16.0%	1,828	16.5%	2,234	20.1%	3.6%	22.2%	26.6%
\$50,000 to \$74,999	1,717	15.6%	2,191	19.8%	2,122	19.1%	27.6%	-3.1%	23.6%
\$75,000 to \$99,999	623	5.6%	719	6.5%	946	8.5%	15.4%	31.6%	51.8%
\$100,000 to \$149,999	303	2.7%	718	6.5%	856	7.7%	137.0%	19.2%	182.5%
\$150,000 to \$199,999	78	0.7%	152	1.4%	138	1.2%	94.9%	n/a	76.9%
Median Income	29,610		38,315		40,903		29.4%	6.8%	38.1%
Mean Income	44,361		48,873		50,980		10.2%	4.3%	14.9%
Poverty (Living below the poverty level)									
Individuals	4,973	18.6%	5,078	19.0%	6,376	24.1%	2.1%	25.6%	28.2%
HH Receiving Food Stamps/SNAP	n/a		840	3.1%	1,243	4.7%	n/a	47.9%	n/a
EDUCATION									
Pop 3yrs ≥	6,808		6,777		6,016		-0.5%	-11.2%	-11.6%
Nursery School/Preschool	436	6.4%	473	7.0%	478	7.9%	8.5%	1.1%	9.6%
Kindergarten	366	5.4%	441	6.5%	480	8.0%	20.5%	8.8%	31.1%
Elementary	3,107	45.6%	2,882	42.5%	2,346	39.0%	-7.2%	-18.6%	-24.5%
High School	1,466	21.5%	1,348	19.9%	1,206	20.0%	-8.0%	-10.5%	-17.7%
College +	1,433	21.0%	1,633	24.1%	1,506	25.0%	14.0%	-7.8%	5.1%
Attainment									
Pop 25 yrs. ≥	17,032		16,581		17,083		-2.6%	3.0%	0.3%
High School Diploma	5,859	34.4%	5,894	35.5%	5,438	31.8%	0.6%	-7.7%	-7.2%
College Degrees	4,824	28.3%	5,089	30.7%	5,445	31.9%	5.5%	7.0%	12.9%

City of Watertown

Jefferson County, NY

Demographic Profile

	Census Data						Trends		
	2000		2010		2017		00-10	10-17	00-17
RACE & ETHNICITY									
White	23,801	89.1%	24,306	90.9%	23,479	88.8%	2.1%	-3.4%	-1.4%
African American	1,321	4.9%	1,982	7.4%	2,995	11.3%	50.0%	51.1%	126.7%
Native	144	0.5%	301	1.1%	510	1.9%	109.0%	69.4%	254.2%
Asian	309	1.2%	252	0.9%	693	2.6%	-18.4%	175.0%	124.3%
Pacific Islanders	30	0.1%	154	0.6%	88	0.3%	n/a	n/a	n/a
Other	446	1.7%	748	2.8%	299	1.1%	67.7%	-60.0%	-33.0%
Hispanic	960	3.6%	1,084	4.1%	1,908	7.2%	12.9%	76.0%	98.8%
EMPLOYMENT									
Population 16 years old ≥	20,610		20,985		20,899		1.8%	-0.4%	1.4%
Labor Force	12,134		13,791		13,526		13.7%	-1.9%	11.5%
Civilians	10,941		12,373		12,383		13.1%	0.1%	13.2%
Employed	9,972		11,175		11,461		12.1%	2.6%	14.9%
Unemployed	969		1,198		922		23.6%	-23.0%	-4.9%
Unemployment Rate	4.7%		5.7%		4.4%		21.4%	-22.7%	-6.2%
Mean Commute Time (minutes)	16.5		15.3		14.8		-7.2%	-3.0%	-10.0%
OCCUPATION									
Civilians Employed 16 years ≥	9,972		11,175		11,461		12.1%	2.6%	14.9%
Management/Professional	2,962	29.7%	3,062	27.4%	3,836	33.5%	3.4%	25.3%	29.5%
Service	2,119	21.2%	2,682	24.0%	2,947	25.7%	26.6%	9.9%	39.1%
Sales/Office	2,834	28.4%	3,370	30.2%	2,916	25.4%	18.9%	-13.5%	2.9%
Natural Resource, Construction & Maintenance	775	7.8%	889	8.0%	742	6.5%	n/a	-16.5%	n/a
Production/Transport/Material Moving	1,282	12.9%	1,172	10.5%	1,020	8.9%	-8.6%	-13.0%	-20.4%
INDUSTRY									
Civilians Employed 16 years ≥	9,972		11,175		11,461		12.1%	2.6%	14.9%
Agriculture, forestry, fishing, hunting & mining	35	0.4%	54	0.5%	17	0.1%	54.3%	n/a	-51.4%
Construction	423	4.2%	646	5.8%	324	2.8%	52.7%	-49.8%	-23.4%
Manufacturing	811	8.1%	679	6.1%	550	4.8%	-16.3%	-19.0%	-32.2%
Wholesale trade	284	2.8%	142	1.3%	161	1.4%	-50.0%	13.4%	-43.3%
Retail trade	1,570	15.7%	1,713	15.3%	1,912	16.7%	9.1%	11.6%	21.8%
Transportation, warehousing, & utilities	351	3.5%	600	5.4%	304	2.7%	70.9%	-49.3%	-13.4%
Information	437	4.4%	310	2.8%	253	2.2%	-29.1%	-18.4%	-42.1%
Finance and insurance, real estate, rental & leasing	365	3.7%	519	4.6%	575	5.0%	42.2%	10.8%	57.5%
Professional, scientific, management, administrative and waste management services	507	5.1%	810	7.2%	909	7.9%	59.8%	12.2%	79.3%
Educational services, health care & social assistance	2,513	25.2%	2,702	24.2%	3,246	28.3%	7.5%	20.1%	29.2%
Arts, entertainment, recreation, accommodation food services	1,223	12.3%	1,442	12.9%	1,511	13.2%	17.9%	4.8%	23.5%
Other services, except public administration	554	5.6%	613	5.5%	504	4.4%	10.6%	-17.8%	-9.0%
Public administration	899	9.0%	945	8.5%	1,195	10.4%	5.1%	26.5%	32.9%

City of Watertown

Jefferson County, NY

Demographic Profile

	Census Data			Trends		
	2000	2010	2017	00-10	10-17	00-17

Notes

Data Sources: US Census Bureau (2000, 2010, And 2017). U.S. Census Bureau, 2013-2017 American Community Survey.

HH: Households

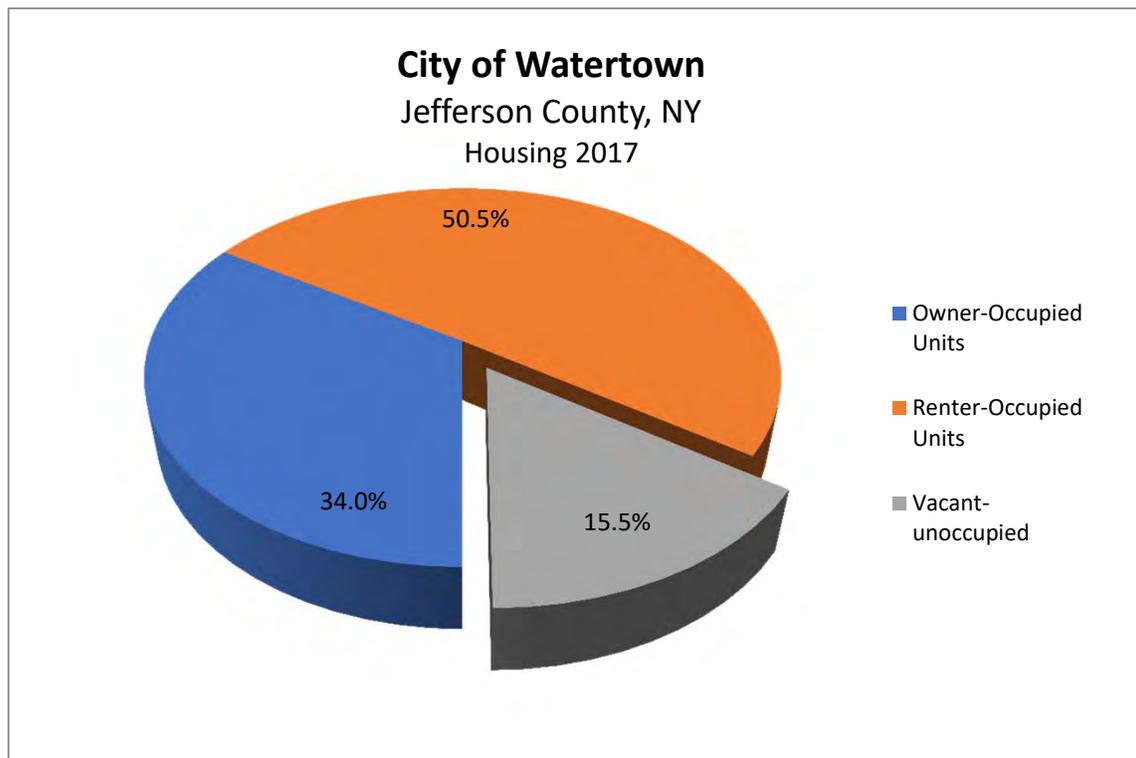
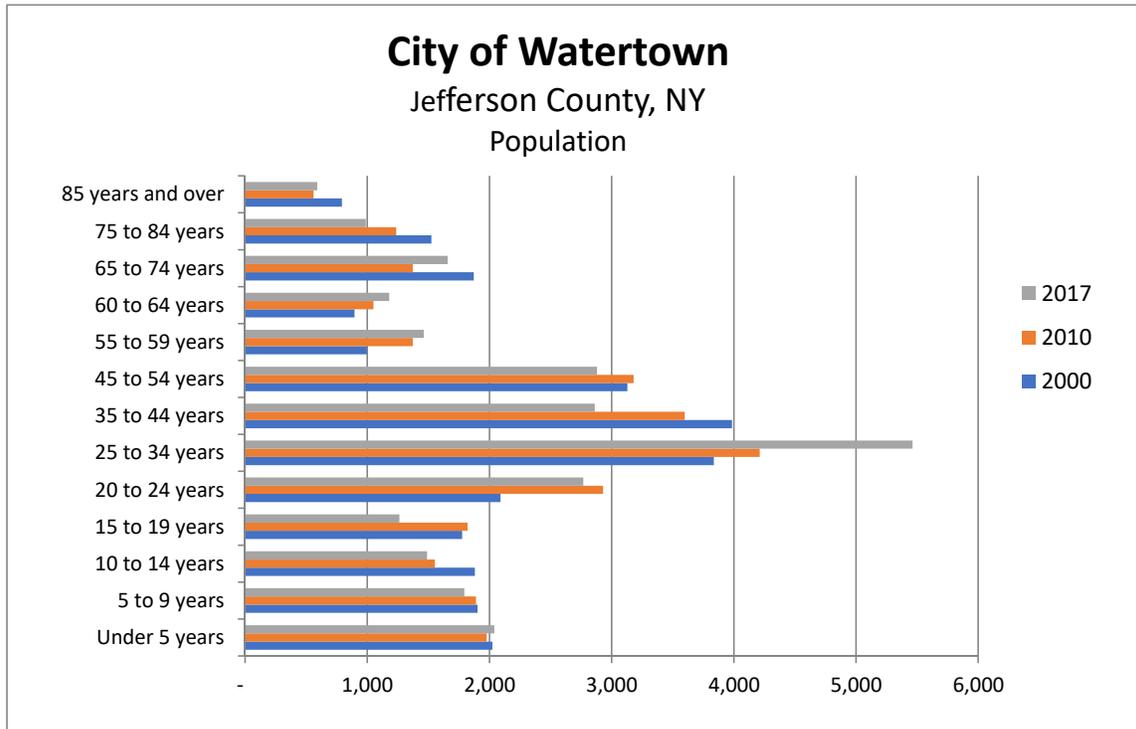
Burden: The burden of housing cost is measured by the percentage of gross income applied to rent or mortgage costs. The accepted

Vacancy Rate is the number of available rentals unoccupied divided by the total number of rental units, expressed as a percentage.

Vacant Units: Seasonal is the number units use as a second home or occupied for only part of the year, such as cottage, trailers and camps. income below that amount.

Mean Income (average) is the amount obtained by dividing the total aggregate income of a group by the number of units in that group.

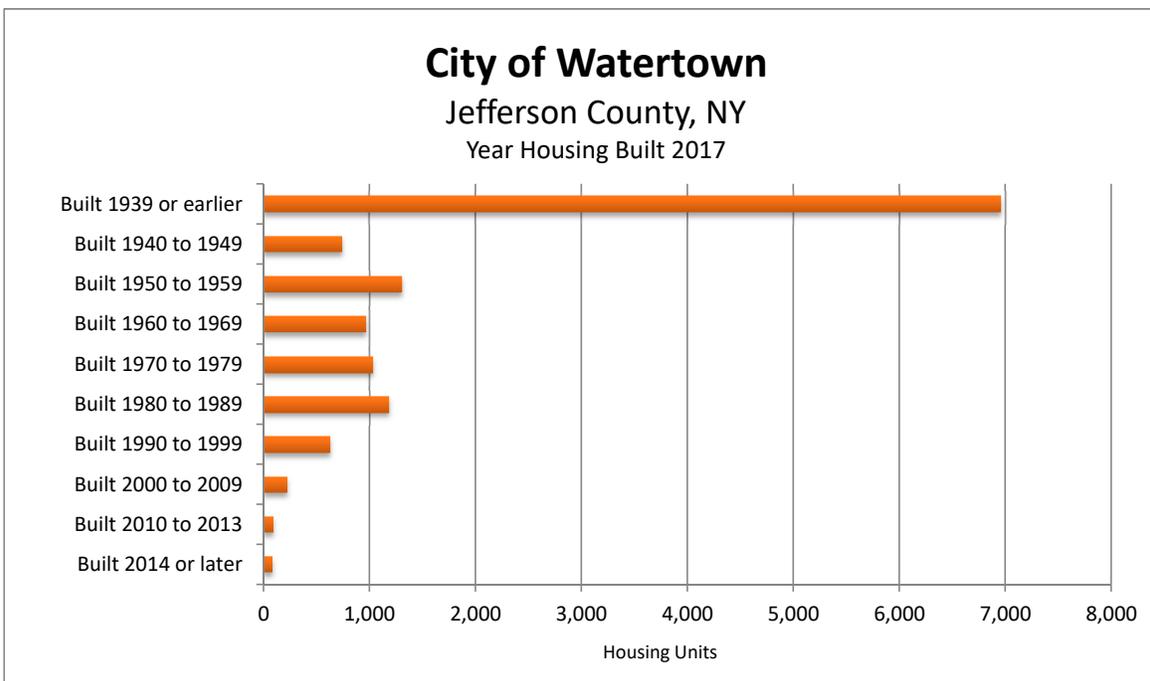
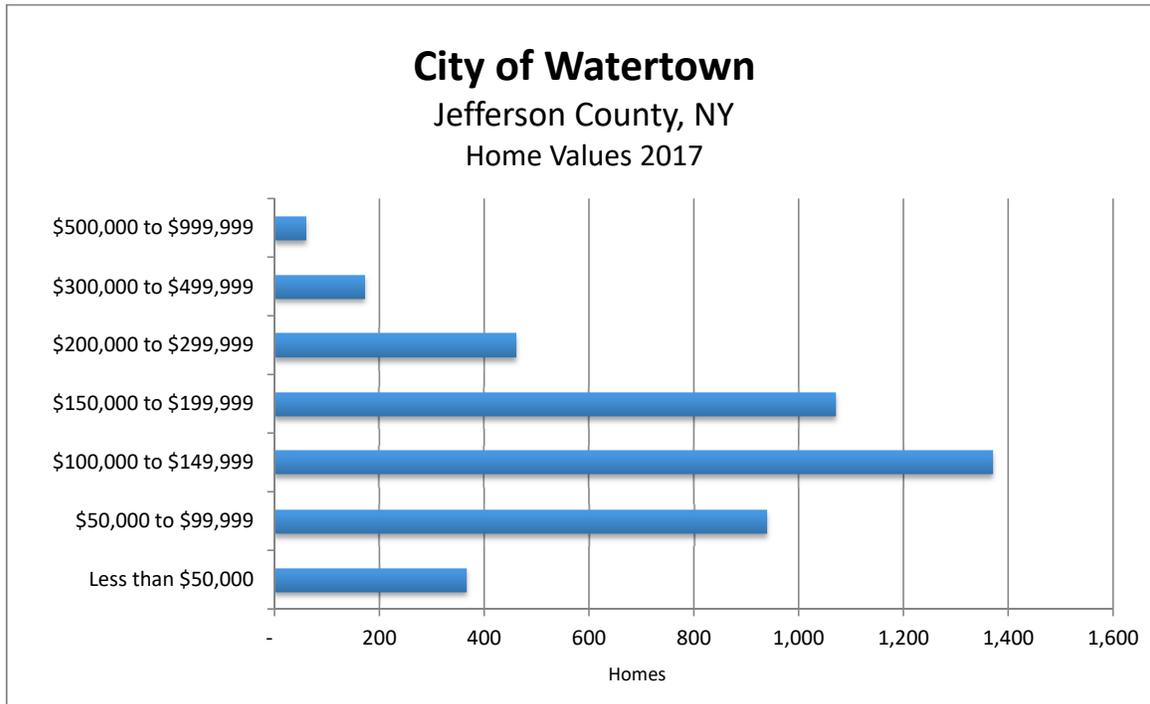
City of Watertown Jefferson County, NY Demographic Profile



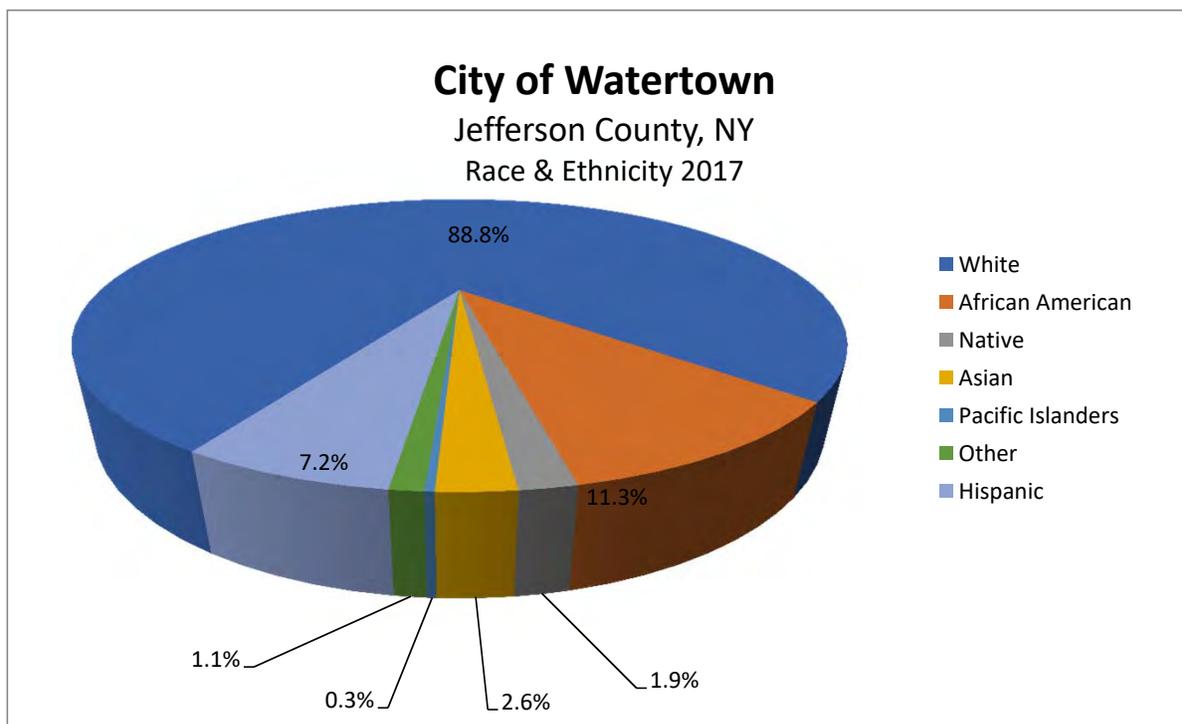
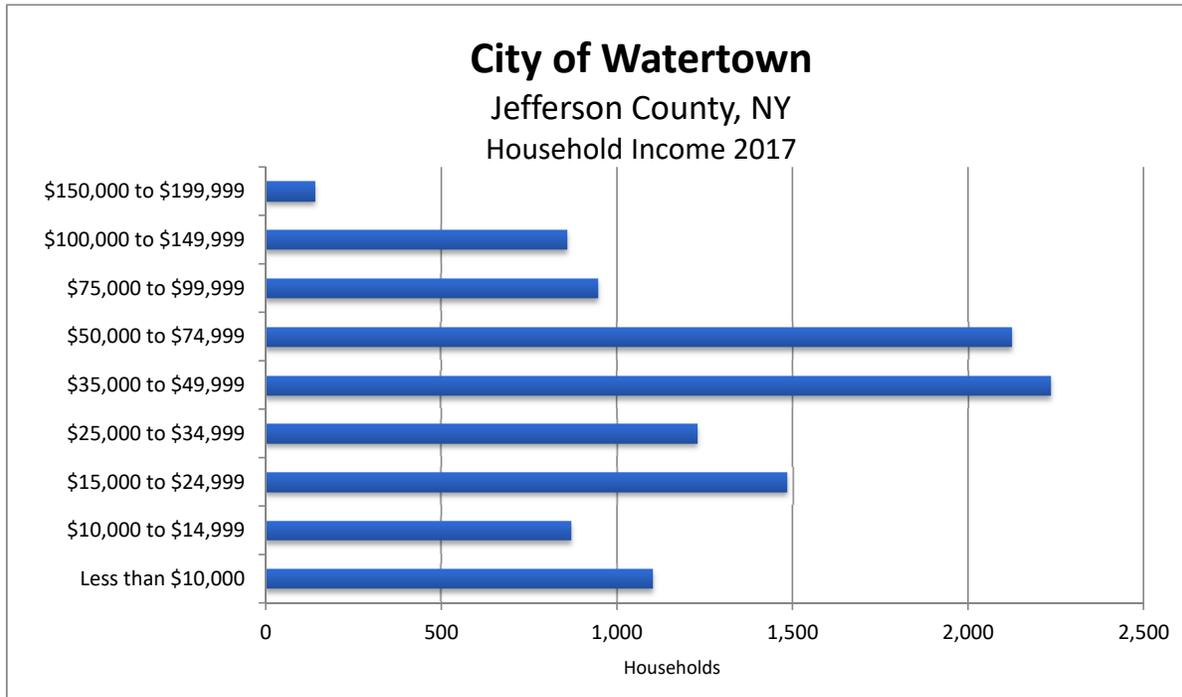
City of Watertown

Jefferson County, NY

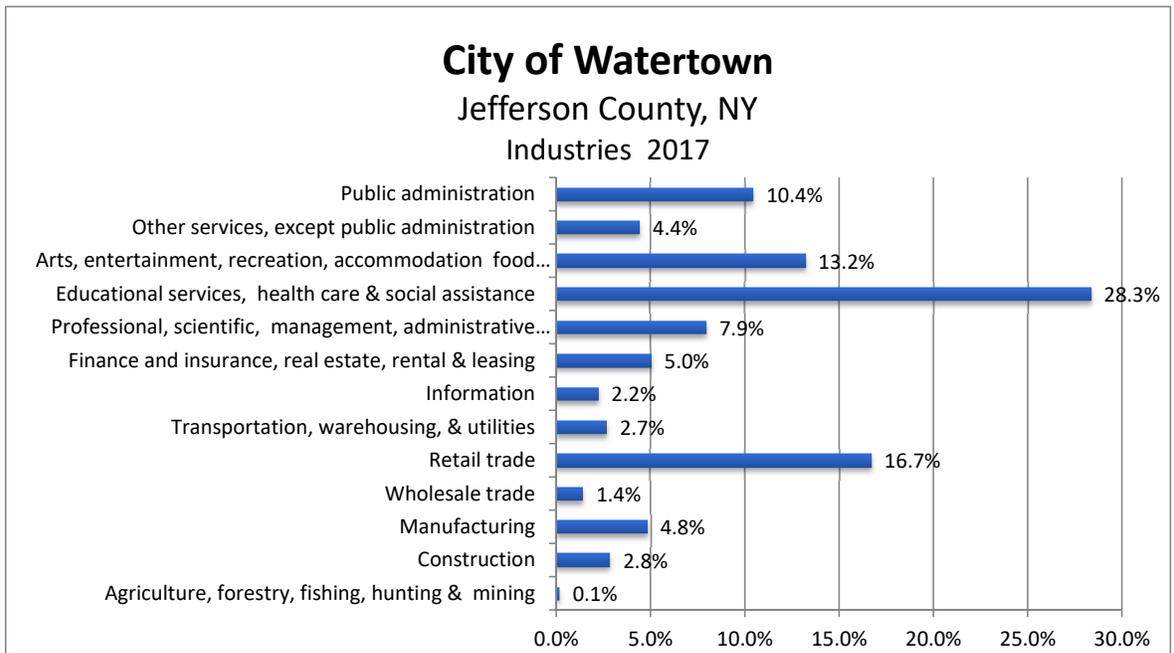
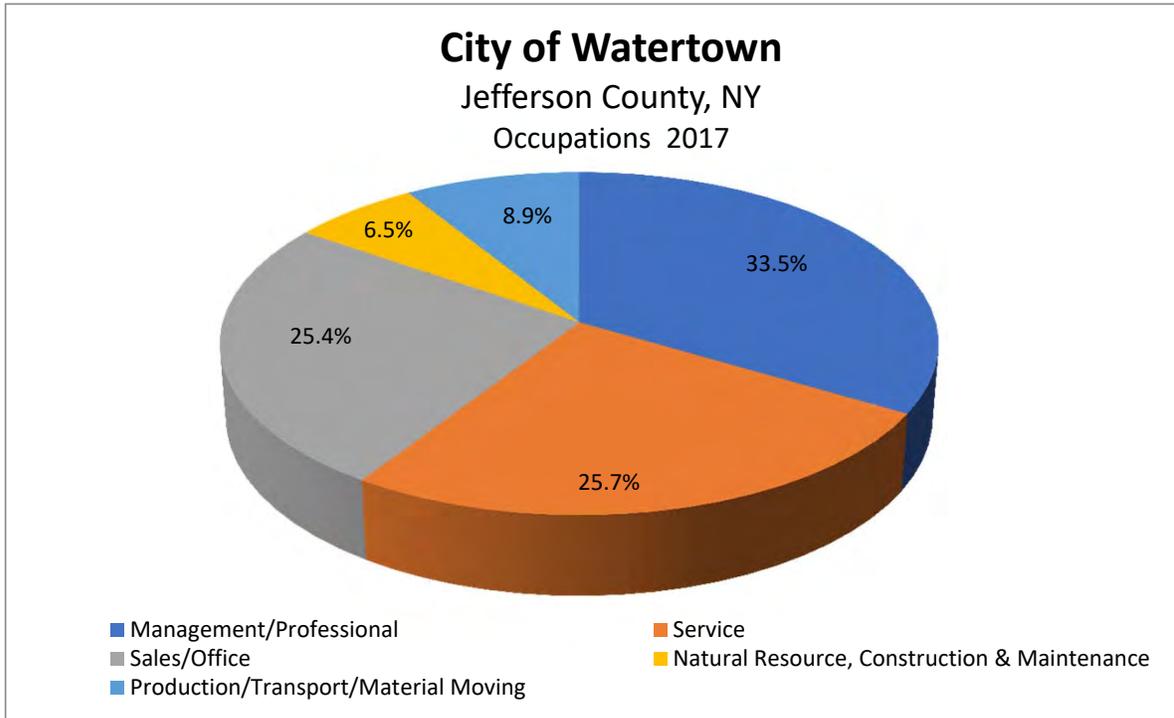
Demographic Profile



City of Watertown Jefferson County, NY Demographic Profile



City of Watertown Jefferson County, NY Demographic Profile



City of Watertown
Jefferson County, NY
Demographic Profile by CT and Neighborhood

	Watertown Neighborhoods							City of Watertown
	Ohio	North	West End	Sherman	Downtown	Knickerbocker		
	Census Tract 612, Jefferson County, New York	Census Tract 613, Jefferson County, New York	Census Tract 614, Jefferson County, New York	Census Tract 615, Jefferson County, New York	Census Tract 619, Jefferson County, New York	Census Tract 621, Jefferson County, New York	Census Tract 622, Jefferson County, New York	2017
POPULATION								
Total	3,307	3,105	3,748	4,113	3,958	3,814	4,392	26,437
Age Segmentation								
Under 5 years	387	247	322	173	252	273	386	2,040 7.7%
5 to 9 years	373	314	294	137	231	232	213	1,794 6.8%
10 to 14 years	85	220	174	215	274	168	353	1,489 5.6%
15 to 19 years	226	96	173	263	153	52	300	1,263 4.8%
20 to 24 years	450	237	332	633	267	371	478	2,768 10.5%
25 to 34 years	717	726	678	1,063	535	900	843	5,462 20.7%
35 to 44 years	330	269	410	484	397	462	510	2,862 10.8%
45 to 54 years	326	418	433	430	453	477	343	2,880 10.9%
55 to 59 years	72	190	199	206	250	338	207	1,462 5.5%
60 to 64 years	126	70	219	136	268	215	146	1,180 4.5%
65 to 74 years	126	199	273	196	292	231	341	1,658 6.3%
75 to 84 years	65	107	157	137	219	84	219	988 3.7%
85 years and over	24	12	84	40	367	11	53	591 2.2%
Gender								
Females	1,766	1,595	1,830	1,883	2,099	1,616	2,341	13,130 49.7%
Males	1,541	1,510	1,918	2,230	1,859	2,198	2,051	13,307 50.3%
Median Age	26.8	30.5	31.1	28.9	42.2	33.0	31.3	32.0
HOUSING								
Total Units	1,527	1,421	1,819	2,181	1,736	2,515	1,963	13,162
Occupied Units	1,262	1,213	1,548	1,775	1,556	2,015	1,754	11,123
Owner -Occupied	404	532	609	622	926	433	954	4,480
Segmented Age of Occupant								
Householder < 24 years	9	17	6	37	-	-	34	103 2.3%
Householder 25 to 34 years	51	93	96	51	86	87	113	577 12.9%
Householder 35 to 44 years	72	50	118	107	133	34	180	694 15.5%
Householder 45 to 54 years	94	110	79	118	200	106	167	874 19.5%
Householder 55 to 59 years	33	56	59	69	115	79	136	547 12.2%
Householder 60 to 64 years	41	29	70	52	101	-	63	356 7.9%
Householder 65 to 74 years	50	116	97	110	101	95	117	686 15.3%
Householder 75 to 84 years	37	49	70	52	71	32	114	425 9.5%
Householder 85 years >	17	12	14	26	119	-	30	218 4.9%
Vacancy Rate	10.20%	5.10%	0.00%	6.90%	4.60%	0.00%	3.30%	4.30%
Ave Household Size	2.87	2.21	2.34	2.42	2.6	2.33	2.54	2.54
Bedrooms								
No bedroom	0	0	0	0	0	0	0	0 0.0%
1 bedroom	9	13	8	19	21	70	43	183 4.1%
2 bedrooms	59	175	171	91	124	55	130	805 18.0%
3 bedrooms	198	274	317	335	399	141	454	2,118 47.3%
4 bedrooms	93	44	99	129	294	32	289	980 21.9%
5 or more bedrooms	45	26	14	48	88	135	38	394 8.8%
Home Values								
Less than \$50,000	39	53	134	62	7	24	46	365 8.1%
\$50,000 to \$99,999	90	121	226	170	38	218	74	937 20.9%
\$100,000 to \$149,999	137	274	196	221	137	111	294	1,370 30.6%
\$150,000 to \$199,999	102	61	44	64	352	67	381	1,071 23.9%
\$200,000 to \$299,999	-	23	-	22	290	13	112	460 10.3%
\$300,000 to \$499,999	16	-	-	65	73	-	16	170 3.8%
\$500,000 to \$999,999	20	-	9	9	21	-	-	59 1.3%
Median (dollars)	131,600	114,100	82,600	111,600	189,200	97,700	156,800	126,229
Mortgages (Housing Units with Mortgages-segmented)								
Less than \$500	-	38	15	-	18	32	-	103 3.5%
\$500 to \$999	93	131	179	151	74	157	281	1,066 36.7%
\$1,000 to \$1,499	92	181	132	145	239	96	297	1,182 40.7%
\$1,500 to \$1,999	-	14	13	39	199	19	68	352 12.1%
\$2,000 to \$2,499	23	-	-	18	35	13	70	159 5.5%
\$2,500 to \$2,999	-	-	-	-	-	-	-	- 0.0%
\$3,000 or more	16	-	-	-	28	-	-	44 1.5%
Median (dollars)	1,078	1,029	936	1,050	1,446	882	1,085	1,072
Housing Burden 30% ≥	21.9%	26.9%	24.8%	32.3%	9.6%	30.4%	28.1%	23.9%

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Renter-Occupied	858	681	939	1,153	630	1,582	800	6,643
Segmented Age of Occupant								
Householder ≤ 24 years	175	67	115	289	59	125	159	989 14.9%
Householder 25 to 34 years	349	328	196	454	162	423	317	2,229 33.6%
Householder 35 to 44 years	103	63	114	120	92	293	120	905 13.6%
Householder 45 to 54 years	148	82	189	117	82	229	106	953 14.3%
Householder 55 to 59 years	16	99	74	81	39	190	22	521 7.8%
Householder 60 to 64 years	28	8	69	41	53	193	9	401 6.0%
Householder 65 to 74 years	26	23	92	25	34	83	44	327 4.9%
Householder 75 to 84 years	13	11	54	26	59	35	17	215 3.2%
Householder 85 years >	-	-	36	-	50	11	6	103 1.6%
Vacancy Rate	16.0%	10.3%	9.2%	12.1%	5.0%	13.6%	4.1%	8.7%
Ave Household Size	2.50	2.83	2.46	2.06	1.93	1.72	2.36	2.36
Bedrooms								
No bedroom	32	15	0	7	0	179	41	274 4.1%
1 bedroom	120	73	349	157	255	726	93	1,773 26.7%
2 bedrooms	473	255	318	701	154	354	410	2,665 40.1%
3 bedrooms	178	291	204	258	197	193	184	1,505 22.7%
4 bedrooms	55	43	36	30	24	130	46	364 5.5%
5 or more bedrooms	0	4	32	0	0	0	26	62 0.9%
Gross Rents Segmented	787	681	853	1,137	613	1,521	784	6,376
Less than \$500	189	116	302	36	163	482	44	1,332 20.9%
\$500 to \$999	280	290	419	586	265	942	369	3,151 49.4%
\$1,000 to \$1,499	281	202	126	454	149	97	304	1,613 25.3%
\$1,500 to \$1,999	30	63	6	61	20	-	55	235 3.7%
\$2,000 to \$2,499	7	-	-	-	16	-	12	35 0.5%
\$2,500 to \$2,999	-	10	-	-	-	-	-	10 0.2%
\$3,000 or more	-	-	-	-	-	-	-	- 0.0%
Median (dollars)	768	940	751	966	801	618	978	832
Housing Burden 30% >	46.6%	46.7%	45.4%	38.9%	50.7%	40.7%	35.1%	42.6%
Vacant Units	265	208	271	406	180	500	209	2,039
Seasonal	43	34	0	0	47	0	0	124
Rented/Sold-unoccupied	0	23	46	72	0	151	67	359
Other	12	43	127	120	55	82	73	512
Unit in Structure								
Total housing units	1,527	1,421	1,819	2,181	1,736	2,515	1,963	13,162
1-unit, detached	458	795	785	808	1,037	447	1,206	5,536 42.1%
1-unit, attached	146	40	96	154	157	193	112	898 6.8%
2 units	201	130	291	265	107	188	267	1,449 11.0%
3 or 4 units	350	139	125	433	110	427	270	1,854 14.1%
5 to 9 units	281	167	44	384	67	462	82	1,487 11.3%
10 to 19 units	27	30	59	11	108	152	0	387 2.9%
20 or more units	42	88	359	126	150	634	6	1,405 10.7%
Mobile home	22	32	60	0	0	12	20	146 1.1%
Boat, RV, van, etc.	0	0	0	0	0	0	0	0 0.0%
Year Structure Built								
Total housing units	1,527	1,421	1,819	2,181	1,736	2,515	1,963	13,162
Built 2014 or later	0	47	7	27	0	0	0	81 0.6%
Built 2010 to 2013	0	45	6	21	11	0	6	89 0.7%
Built 2000 to 2009	4	34	6	26	103	0	44	217 1.6%
Built 1990 to 1999	141	24	86	181	49	78	66	625 4.7%
Built 1980 to 1989	368	44	159	303	96	131	76	1,177 8.9%
Built 1970 to 1979	97	40	66	221	166	392	46	1,028 7.8%
Built 1960 to 1969	101	144	140	180	210	128	57	960 7.3%
Built 1950 to 1959	170	143	92	137	342	148	269	1,301 9.9%
Built 1940 to 1949	5	60	142	47	203	207	68	732 5.6%
Built 1939 or earlier	641	840	1,115	1,038	556	1,431	1,331	6,952 52.8%
INCOME (Households)								
Segmented income brackets								
Less than \$10,000	107	108	127	61	128	492	78	1,101 9.9%
\$10,000 to \$14,999	193	131	155	70	65	204	51	869 7.8%
\$15,000 to \$24,999	200	191	241	202	205	302	142	1,483 13.3%
\$25,000 to \$34,999	139	98	248	303	111	209	118	1,226 11.0%
\$35,000 to \$49,999	200	178	390	340	261	376	489	2,234 20.1%

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\$50,000 to \$74,999	214	257	227	477	241	287	419	2,122	19.1%
\$75,000 to \$99,999	104	151	109	174	174	45	189	946	8.5%
\$100,000 to \$149,999	105	73	44	90	242	79	223	856	7.7%
\$150,000 to \$199,999	0	0	0	51	56	0	31	138	1.2%
\$200,000 or more	0	26	7	7	73	21	14	148	1.3%
Median Income	34,310	42,787	35,053	46,967	51,818	25,417	49,970	40,903	
Mean Income	43,094	51,808	39,067	52,884	72,630	35,872	61,505	50,980	
Poverty (Living below the poverty level)									
Individuals	1,368	817	886	569	725	1,473	538	6,376	24.1%
HH Receiving Food Stamps/SN/	519	414	522	272	238	884	139	2,988	26.9%
EDUCATION									
Pop 3yrs ≥	829	945	747	993	903	563	1,036	6,016	
Nursery School/Preschool	123	96	29	17	111	52	50	478	7.9%
Kindergarten	129	132	81	24	39	22	53	480	8.0%
Elementary	246	384	349	260	415	224	468	2,346	39.0%
High School	182	97	154	244	150	153	226	1,206	20.0%
College +	149	236	134	448	188	112	239	1,506	25.0%
Attainment									
Pop 25 yrs. ≥	1,786	1,991	2,453	2,692	2,781	2,718	2,662	17,083	
High School Diploma	757	430	879	970	767	963	672	5,438	31.8%
College Degrees	370	443	657	919	1,213	671	1,172	5,445	31.9%
RACE & ETHNICITY									
White	2,876	2,751	3,444	3,431	3,666	3,280	4,031	23,479	88.8%
African American	630	379	129	697	337	508	315	2,995	11.3%
Native	2	175	106	71	-	65	91	510	1.9%
Asian	27	101	125	147	-	172	121	693	2.6%
Pacific Islanders	-	-	-	29	20	-	39	88	0.3%
Other	104	63	-	120	2	2	8	299	1.1%
Hispanic	402	344	52	272	92	551	195	1,908	7.2%
EMPLOYMENT									
Population 16 years old ≥	2,384	2,303	2,907	3,569	3,178	3,141	3,417	20,899	
Labor Force	1,563	1,616	1,616	2,456	1,812	2,053	2,410	13,526	
Civilians	1,319	1,451	1,606	1,992	1,766	1,990	2,259	12,383	
Employed	1,202	1,378	1,484	1,845	1,648	1,767	2,137	11,461	
Unemployed	117	73	122	147	118	223	122	922	
Unemployment Rate	4.9%	3.2%	4.2%	4.1%	3.7%	7.1%	3.6%	4.4%	
Mean Commute Time (minutes)	16.4	12.8	14.8	13.8	15.9	15.9	14.3	14.8	
OCCUPATION									
Civilians Employed 16 years ≥	1,202	1,378	1,484	1,845	1,648	1,767	2,137	11,461	
Management/Professional	354	353	379	680	710	436	924	3,836	33.5%
Service	400	393	433	374	321	658	368	2,947	25.7%
Sales/Office	249	328	347	517	377	499	599	2,916	25.4%
Natural Resource, Construction & Maintenance	125	197	97	43	116	56	108	742	6.5%
Production/Transport/Material Movir	74	107	228	231	124	118	138	1,020	8.9%
INDUSTRY									
Civilians Employed 16 years ≥	1,202	1,378	1,484	1,845	1,648	1,767	2,137	11,461	
Agriculture, forestry, fishing, hunting & mining	0	0	0	8	9	0	0	17	0.1%
Construction	64	39	68	17	32	69	35	324	2.8%
Manufacturing	82	78	114	113	49	56	58	550	4.8%
Wholesale trade	16	26	2	56	0	14	47	161	1.4%
Retail trade	197	232	288	258	218	291	428	1,912	16.7%
Transportation, warehousing, & utilities	0	33	21	144	22	65	19	304	2.7%
Information	0	9	21	93	29	62	39	253	2.2%
Finance and insurance, real estate, rental & leasing	18	55	95	96	45	54	212	575	5.0%
Professional, scientific, management, administrative and waste management services	125	131	66	124	162	147	154	909	7.9%

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Educational services, health care & social assistance	337	265	419	507	581	468	669	3,246	28.3%
Arts, entertainment, recreation, accommodation food services	200	166	202	248	185	294	216	1,511	13.2%
Other services, except public administration	35	74	83	0	77	115	120	504	4.4%
Public administration	128	270	105	181	239	132	140	1,195	10.4%

Notes

Data Sources: US Census Bureau (2000, 2010, And 2017). U.S. Census Bureau, 2013-2017 American Community Survey.

HH: Households

Burden: The burden of housing cost is measured by the percentage of gross income applied to rent or mortgage costs. The accepted benchmark is 30%. When this percentage rises, there is less income to cover other costs such as food, medicine, clothes and other needs.

Vacancy Rate is the number of available rentals unoccupied divided by the total number of rental units, expressed as a percentage.

Vacant Units: Seasonal is the number units use as a second home or occupied for only part of the year, such as cottage, trailers and camps.

Median Income is the amount that divides the income distribution into two equal groups, half having income above that amount, and half having income below that amount.

Mean Income (average) is the amount obtained by dividing the total aggregate income of a group by the number of units in that group.

APPENDIX

PROFILE WITH THE CITY, COUNTY, AND STATE

SUBJECT AREA MAPS

City of Watertown Jefferson County and New York State Demographic Profile - Comparison

Census Data																		
	2000						2010						2017					
	City of Watertown		Jefferson County, NY		New York State		City of Watertown		Jefferson County, NY		New York State		City of Watertown		Jefferson County, NY		New York State	
POPULATION																		
Total	26,705		111,738		18,976,457		26,753		115,069		19,229,752		26,437		116,567		19,673,174	
Age Segmentation																		
Under 5 years	2,024	7.6%	8,176	7.3%	1,227,347	6.5%	1,977	7.4%	8,795	7.6%	1,158,665	6.0%	2,040	7.7%	9,432	8.1%	1,176,432	6.0%
5 to 9 years	1,902	7.1%	8,471	7.6%	1,357,191	7.2%	1,890	7.1%	7,802	6.8%	1,169,730	6.1%	1,794	6.8%	7,963	6.8%	1,150,246	5.8%
10 to 14 years	1,881	7.0%	8,129	7.3%	1,336,043	7.0%	1,554	5.8%	7,415	6.4%	1,239,565	6.4%	1,489	5.6%	7,068	6.1%	1,179,723	6.0%
15 to 19 years	1,776	6.7%	8,035	7.2%	1,267,339	6.7%	1,821	6.8%	8,060	7.0%	1,381,069	7.2%	1,263	4.8%	7,030	6.0%	1,293,794	6.6%
20 to 24 years	2,090	7.8%	9,962	8.9%	1,246,001	6.6%	2,930	11.0%	11,595	10.1%	1,366,287	7.1%	2,768	10.5%	12,066	10.4%	1,437,184	7.3%
25 to 34 years	3,836	14.4%	17,145	15.3%	2,727,492	14.4%	4,211	15.7%	16,975	14.8%	2,604,308	13.5%	5,462	20.7%	19,680	16.9%	2,803,612	14.3%
35 to 44 years	3,985	14.9%	17,839	16.0%	3,128,592	16.5%	3,598	13.4%	15,425	13.4%	2,728,154	14.2%	2,862	10.8%	13,432	11.5%	2,528,797	12.9%
45 to 54 years	3,129	11.7%	13,040	11.7%	2,555,339	13.5%	3,180	11.9%	14,898	12.9%	2,836,565	14.8%	2,880	10.9%	13,495	11.6%	2,819,175	14.3%
55 to 59 years	997	3.7%	4,644	4.2%	928,351	4.9%	1,372	5.1%	5,869	5.1%	1,202,019	6.3%	1,462	5.5%	6,641	5.7%	1,318,765	6.7%
60 to 64 years	895	3.4%	3,596	3.2%	752,065	4.0%	1,051	3.9%	5,348	4.6%	988,062	5.1%	1,180	4.5%	5,515	4.7%	1,145,011	5.8%
65 to 74 years	1,872	7.0%	6,636	5.9%	1,285,467	6.8%	1,372	5.1%	6,658	5.8%	1,305,079	6.8%	1,658	6.3%	8,233	7.1%	1,537,968	7.8%
75 to 84 years	1,525	5.7%	4,464	4.0%	860,074	4.5%	1,237	4.6%	4,602	4.0%	882,458	4.6%	988	3.7%	4,195	3.6%	863,826	4.4%
85 years and over	793	3.0%	1,601	1.4%	305,156	1.6%	560	2.1%	1,627	1.4%	367,791	1.9%	591	2.2%	1,817	1.6%	418,641	2.1%
Gender																		
Females	14,134	52.9%	54,078	48.4%	9,842,203	51.9%	13,217	49.4%	55,785	48.5%	9,928,898	51.6%	13,130	49.7%	55,182	47.3%	10,131,373	51.5%
Males	12,571	47.1%	57,660	51.6%	9,134,254	48.1%	13,536	50.6%	59,284	51.5%	9,300,854	48.4%	13,307	50.3%	61,385	52.7%	9,541,801	48.5%
Median Age	34.9		32.6		36.0		32.828571		32.6		37.7		32.0		31.9		38.1	
HOUSING																		
Total Units	12,450		54,070		7,679,307		12,250		57,168		8,050,835		13,162		59,547		8,171,725	
Occupied Units	11,036		40,068		7,056,860		11,075		44,109		7,205,740		11,123		43,206		7,262,279	
Owner -Occupied	4,749		23,950		3,739,247		4,944		25,234		3,977,188		4,480		24,012		3,894,722	
Segmented Age of Occupant																		
Householder ≤ 24 years	48	1.0%	246	1.0%	25,668	0.7%	114	2.3%	326	1.3%	26,867	0.7%	103	2.3%	201	0.8%	17,294	0.4%
Householder 25 to 34 years	462	9.7%	2,727	11.4%	362,238	9.7%	660	13.3%	2,478	9.8%	336,867	8.5%	577	12.9%	2,514	10.5%	282,625	7.3%
Householder 35 to 44 years	1,046	22.0%	5,621	23.5%	836,993	22.4%	914	18.5%	4,807	19.0%	756,166	19.0%	694	15.5%	3,605	15.0%	619,421	15.9%
Householder 45 to 54 years	965	20.3%	5,366	22.4%	884,282	23.6%	1,169	23.6%	6,164	24.4%	987,264	24.8%	874	19.5%	5,623	23.4%	924,631	23.7%
Householder 55 to 59 years	378	7.9%	2,274	9.5%	648,192	17.3%	571	11.5%	2,781	11.0%	458,717	11.5%	547	12.2%	2,891	12.0%	485,425	12.5%
Householder 60 to 64 years	264	5.6%	1,593	6.7%	981,874	26.3%	400	8.1%	2,433	9.6%	390,270	9.8%	356	7.9%	2,491	10.4%	443,373	11.4%
Householder 65 to 74 years	740	15.6%	3,359	14.0%	532,008	14.2%	514	10.4%	3,275	13.0%	528,012	13.3%	686	15.3%	3,822	15.9%	622,519	16.0%
Householder 75 to 84 years	642	13.5%	2,212	9.2%	358,591	9.6%	489	9.9%	2,268	9.0%	368,049	9.3%	425	9.5%	1,981	8.3%	351,410	9.0%
Householder 85 years >	204	4.3%	552	2.3%	91,275	2.4%	113	2.3%	702	2.8%	124,976	3.1%	218	4.9%	884	3.7%	148,024	3.8%
Vacancy Rate	4.7%		3.2%		1.6%		2.51%		2.00%		1.70%		4.30%		2.60%		1.80%	
Ave Household Size	2.54		2.65		2.83		2.78		2.67		2.75		2.54		2.63		2.77	
Bedrooms																		
No bedroom	10	0.2%	52	0.2%	34,489	0.9%	0	0.0%	48	0.2%	29,526	0.7%	-	0.0%	50	0.2%	34,971	0.9%
1 bedroom	106	2.2%	662	2.8%	227,877	6.1%	137	2.8%	830	3.3%	238,778	6.0%	183	4.1%	627	2.6%	238,504	6.1%
2 bedrooms	704	14.8%	4,628	19.3%	704,783	18.8%	685	13.9%	4,744	18.8%	740,020	18.6%	805	18.0%	4,546	18.9%	725,000	18.6%
3 bedrooms	2,371	49.9%	12,163	50.8%	1,678,776	44.9%	2,224	45.0%	12,054	47.8%	1,772,592	44.6%	2,118	47.3%	11,474	47.8%	1,736,616	44.6%
4 bedrooms	1,195	25.2%	4,969	20.7%	831,546	22.2%	1,468	29.7%	5,598	22.2%	900,278	22.6%	980	21.9%	5,145	21.4%	879,274	22.6%
5 or more bedrooms	363	7.6%	1,476	6.2%	261,776	7.0%	430	8.7%	1,960	7.8%	295,994	7.4%	394	8.8%	2,170	9.0%	280,357	7.2%

City of Watertown Jefferson County and New York State Demographic Profile - Comparison

Census Data																		
	2000						2010						2017					
	City of Watertown		Jefferson County, NY		New York State		City of Watertown		Jefferson County, NY		New York State		City of Watertown		Jefferson County, NY		New York State	
Home Values																		
Less than \$50,000	1,089	27.3%	4,043	24.7%	151,310	5.6%	434	8.8%	2,837	11.2%	209,814	5.3%	365	8.1%	2,243	9.3%	221,641	5.7%
\$50,000 to \$99,999	2,320	58.3%	9,191	56.2%	714,774	26.6%	1,657	33.5%	7,514	29.8%	531,758	13.4%	937	20.9%	4,170	17.4%	443,819	11.4%
\$100,000 to \$149,999	308	7.7%	1,975	12.1%	491,060	18.3%	1,289	26.1%	5,632	22.3%	435,715	11.0%	1,370	30.6%	5,652	23.5%	439,759	11.3%
\$150,000 to \$199,999	165	4.1%	569	3.5%	468,384	17.4%	900	18.2%	3,746	14.8%	340,697	8.6%	1,071	23.9%	5,048	21.0%	381,930	9.8%
\$200,000 to \$299,999	93	2.3%	383	2.3%	501,839	18.7%	381	7.7%	3,151	12.5%	451,898	11.4%	460	10.3%	4,431	18.5%	547,678	14.1%
\$300,000 to \$499,999	7	0.2%	165	1.0%	252,136	9.4%	173	3.5%	1,474	5.8%	956,393	24.0%	170	3.8%	1,660	6.9%	953,396	24.5%
\$500,000 to \$999,999	-	0.0%	14	0.1%	87,898	3.3%	110	2.2%	741	2.9%	851,451	21.4%	59	1.3%	624	2.6%	702,330	18.0%
\$1,000,000 or more	-	0.0%	2	0.0%	22,327	0.8%	0	0.0%	139	0.6%	199,462	5.0%	48	1.1%	184	0.8%	204,169	5.2%
Median (dollars)	62,614		68,200		148,700		111,814		116,800		303,900		126,229		149,300		283,400	
Mortgages (Housing Units with Mortgages-segmented)																		
Less than \$500	112	4.9%	726	7.1%	37,598	2.1%	35	0.8%	333	1.6%	33,699	1.1%	103	3.5%	174	1.2%	29,023	1.2%
\$500 to \$999	1,393	60.5%	6,191	60.8%	474,941	26.0%	1,221	27.7%	5,155	24.7%	345,235	11.1%	1,066	36.7%	3,904	27.6%	313,036	12.7%
\$1,000 to \$1,499	592	25.7%	2,522	24.8%	544,980	29.9%	1,157	26.3%	5,400	25.9%	525,940	16.8%	1,182	40.7%	5,422	38.4%	476,807	19.4%
\$1,500 to \$1,999	173	7.5%	522	5.1%	390,485	21.4%	1,651	37.5%	8,198	39.3%	953,384	30.5%	352	12.1%	2,467	17.5%	397,384	16.1%
\$2,000 to \$2,499								7.7%					159	5.5%	1,406		337,978	
\$2,500 to \$2,999	32	1.4%	227	2.2%	376,980	20.7%	339	0.0%	1,765	8.5%	1,264,882	40.5%	-	0.0%	342	9.9%	290,152	13.7%
\$3,000 or more								0.0%					44	1.5%	421		617,835	
Median (dollars)	843		842		1,357		1,117		1,180		1,958		1,072		1,247		2,022	
Housing Burden 30% ≥	19.4%		20.2%		26.4%		32.3%		28.8%		41.3%		23.9%		25.9%		38.2%	
Renter-Occupied																		
Segmented Age of Occupant	6,287		16,118		3,317,613		6,131		18,875		3,228,552		6,643		19,194		3,367,557	
Householder ≤ 24 years	906	12.4%	2,358	12.9%	232,309	5.9%	1,057	17.2%	4,026	21.3%	217,975	6.8%	989	14.9%	2,958	15.4%	185,462	5.5%
Householder 25 to 34 years	1,747	23.8%	5,128	28.0%	804,598	20.6%	1,666	27.2%	5,919	31.4%	756,082	23.4%	2,229	33.6%	7,142	37.2%	792,564	23.5%
Householder 35 to 44 years	1,257	17.2%	3,615	19.7%	761,419	19.5%	1,204	19.6%	3,606	19.1%	670,607	20.8%	905	13.6%	3,328	17.3%	667,067	19.8%
Householder 45 to 54 years	815	11.1%	1,708	9.3%	563,949	14.4%	836	13.6%	2,198	11.6%	603,156	18.7%	953	14.3%	2,006	10.5%	625,931	18.6%
Householder 55 to 59 years	523	7.1%	1,098	6.0%	359,249	9.2%	263	4.3%	536	2.8%	238,641	7.4%	521	7.8%	958	5.0%	270,214	8.0%
Householder 60 to 64 years	1,039	14.2%	2,211	12.1%	596,089	15.2%	237	3.9%	589	3.1%	191,423	5.9%	401	6.0%	806	4.2%	225,882	6.7%
Householder 65 to 74 years	434	5.9%	883	4.8%	283,351	7.2%	339	5.5%	786	4.2%	267,168	8.3%	327	4.9%	1,006	5.2%	310,084	9.2%
Householder 75 to 84 years	384	5.2%	876	4.8%	221,800	5.7%	318	5.2%	808	4.3%	193,650	6.0%	215	3.2%	669	3.5%	187,069	5.6%
Householder 85 years ≥	221	3.0%	452	2.5%	90,938	2.3%	211	3.4%	407	2.2%	89,850	2.8%	103	1.6%	321	1.7%	103,284	3.1%
Vacancy Rate																		
	13.0%		10.5%		4.8%		0.0%		3.9%		4.7%		8.7%		8.2%		4.3%	
Ave Household Size																		
	2.21		2.48		2.36		2.76		2.34		2.39		2.36		2.44		2.46	
Bedrooms																		
No bedroom	235	3.7%	346	2.1%	332,240	10.0%	246	4.0%	340	1.8%	221,257	6.9%	274	4.1%	444	2.3%	253,735	7.5%
1 bedroom	1,999	31.8%	3,872	24.0%	1,238,060	37.3%	1,903	31.0%	3,934	20.8%	1,149,932	35.6%	1,773	26.7%	3,527	18.4%	1,161,671	34.5%
2 bedrooms	2,370	37.7%	6,658	41.3%	1,114,274	33.6%	2,401	39.2%	8,575	45.4%	1,159,566	35.9%	2,665	40.1%	7,799	40.6%	1,196,299	35.5%
3 bedrooms	1,267	20.2%	3,793	23.5%	503,409	15.2%	1,183	19.3%	4,406	23.3%	551,392	17.1%	1,505	22.7%	5,345	27.8%	598,611	17.8%
4 bedrooms	293	4.7%	1,137	7.1%	99,908	3.0%	288	4.7%	1,331	7.1%	107,039	3.3%	364	5.5%	1,705	8.9%	119,277	3.5%
5 or more bedrooms	123	2.0%	312	1.9%	29,722	0.9%	110	1.8%	289	1.5%	39,366	1.2%	62	0.9%	374	1.9%	37,964	1.1%

City of Watertown Jefferson County and New York State Demographic Profile - Comparison

Census Data																		
	2000						2010						2017					
	City of Watertown		Jefferson County, NY		New York State		City of Watertown		Jefferson County, NY		New York State		City of Watertown		Jefferson County, NY		New York State	
Gross Rents Segmented																		
Less than \$200	626	11.1%	1,118	9.1%	180,305	5.6%	136	2.3%	309	2.1%	54,923	1.8%	1,332	20.9%	2,530	14.6%	383,896	11.8%
\$200 to \$299	679	12.0%	1,213	9.9%	157,990	4.9%	685	11.7%	1,019	6.8%	137,355	4.4%	1,332	0.0%	2,530	0.0%	383,896	0.0%
\$300 to \$499	2,003	35.5%	4,188	34.2%	517,885	16.2%	896	15.3%	1,743	11.6%	243,414	7.8%	1,332	0.0%	2,530	0.0%	383,896	0.0%
\$500 to \$749	1,965	34.8%	4,714	38.4%	1,073,246	33.5%	1815	30.9%	4,052	27.0%	543,743	17.5%	3,151	49.4%	6,638	38.4%	949,465	29.2%
\$750 to \$999	308	5.5%	829	6.8%	699,725	21.9%	1454	24.8%	3,731	24.8%	633,591	20.4%	3,151	0.0%	6,638	0.0%	949,465	0.0%
\$1,000 to \$1,499	59	1.0%	175	1.4%	390,325	12.2%	785	13.4%	3,520	23.4%	884,008	28.4%	1,613	25.3%	5,894	34.1%	985,618	30.3%
\$1,500 or more	5	0.1%	24	0.2%	180,569	5.6%	98	1.7%	647	4.3%	615,715	19.8%	1,613	4.4%	2,240	12.9%	929,595	28.6%
Median (dollars)	463		486		672		694		769		977		832		966		1,132	
Housing Burden 30% ≥	37.0%		29.5%		40.5%		47.7%		47.8%		51.5%		42.6%		47.0%		53.9%	
Vacant Units	1,414		14,002		622,447		1,175		13,059		New York		2039		16,341		909,446	
Seasonal	40		9,939		235,043		124		11086		321733		124		11,086		321,733	
Rented/Sold-unoccupied	93		605		40,439		359		920		77960		359		920		77,960	
Other	240		987		128,241		704		2124		256696		512		1,916		284,091	
Units in Structure																		
Total housing units	11,036		40,068		7,056,860		12,250		57,168		8,050,835		13,162		59,547		8,171,725	
1-unit, detached	4,809	43.6%	22,123	55.2%	2,931,651	41.5%	5,047	41.2%	31,666	55.4%	3,387,703	42.1%	5,536	42.1%	34,043	57.2%	3,420,777	41.9%
1-unit, attached	274	2.5%	1,694	4.2%	355,961	5.0%	231	1.9%	1,352	2.4%	390,953	4.9%	898	6.8%	3,810	6.4%	404,467	4.9%
2 units	1,898	17.2%	3,409	8.5%	760,501	10.8%	2,347	19.2%	4,847	8.5%	877,363	10.9%	1,449	11.0%	3,247	5.5%	865,145	10.6%
3 or 4 units	1,681	15.2%	4,284	10.7%	501,609	7.1%	1,826	14.9%	5,351	9.4%	591,818	7.4%	1,854	14.1%	4,348	7.3%	600,687	7.4%
5 to 9 units	961	8.7%	1,963	4.9%	369,986	5.2%	1,025	8.4%	3,179	5.6%	429,203	5.3%	1,487	11.3%	3,009	5.1%	428,012	5.2%
10 to 19 units	322	2.9%	595	1.5%	303,405	4.3%	277	2.3%	933	1.6%	334,146	4.2%	387	2.9%	996	1.7%	335,366	4.1%
20 or more units	973	8.8%	1,661	4.1%	1,660,595	23.5%	1,304	10.6%	2,446	4.3%	1,835,302	22.8%	1,405	10.7%	2,579	4.3%	1,918,366	23.5%
Mobile home	118	1.1%	4,326	10.8%	171,319	2.4%	193	1.6%	7,379	12.9%	201,159	2.5%	146	1.1%	7,512	12.6%	195,209	2.4%
Boat, RV, van, etc.	-	0.0%	13	0.0%	1,833	0.0%	0	0.0%	15	0.0%	3,188	0.0%	0	0.0%	3	0.0%	3,696	0.0%
Year Structure Built																		
Total housing units													13,162		59,547		8,171,725	
Built 2014 or later													81	0.6%	428	0.7%	3,089	0.0%
Built 2010 to 2013													89	0.7%	1,776	3.0%	66,437	0.8%
Built 2000 to 2009													217	1.6%	6,421	10.8%	549,482	6.7%
Built 1990 to 1999													625	4.7%	6,159	10.3%	500,350	6.1%
Built 1980 to 1989													1,177	8.9%	8,120	13.6%	616,233	7.5%
Built 1970 to 1979													1,028	7.8%	6,549	11.0%	819,939	10.0%
Built 1960 to 1969													960	7.3%	3,934	6.6%	1,026,351	12.6%
Built 1950 to 1959													1,301	9.9%	3,757	6.3%	1,225,590	15.0%
Built 1940 to 1949													732	5.6%	2,240	3.8%	696,329	8.5%
Built 1939 or earlier													6,952	52.8%	20,163	33.9%	2,667,925	32.6%

City of Watertown

Jefferson County and New York State

Demographic Profile - Comparison

Census Data																		
	2000						2010						2017					
	City of Watertown		Jefferson County, NY		New York State		City of Watertown		Jefferson County, NY		New York State		City of Watertown		Jefferson County, NY		New York State	
INCOME (Households)																		
Segmented income brackets																		
Less than \$10,000	1,758	15.9%	4,202	10.5%	809,507	11.5%	1,216	11.0%	3,408	7.7%	580,138	8.1%	1,101	9.9%	2,973	6.9%	569,147	7.8%
\$10,000 to \$14,999	1,243	11.3%	3,464	8.6%	453,320	6.4%	1,000	9.0%	2,771	6.3%	384,225	5.3%	869	7.8%	2,348	5.4%	379,134	5.2%
\$15,000 to \$24,999	1,972	17.9%	6,797	16.9%	822,611	11.7%	1,699	15.3%	5,667	12.8%	718,995	10.0%	1,483	13.3%	4,181	9.7%	713,569	9.8%
\$25,000 to \$34,999	1,479	13.4%	6,087	15.2%	807,043	11.4%	1,382	12.5%	5,489	12.4%	679,265	9.4%	1,226	11.0%	4,567	10.6%	641,022	8.8%
\$35,000 to \$49,999	1,765	16.0%	7,687	19.2%	1,047,001	14.8%	1,828	16.5%	7,726	17.5%	906,907	12.6%	2,234	20.1%	7,377	17.1%	848,598	11.7%
\$50,000 to \$74,999	1,717	15.6%	7,129	17.8%	1,297,712	18.4%	2,191	19.8%	8,717	19.8%	1,250,942	17.4%	2,122	19.1%	8,705	20.1%	1,189,040	16.4%
\$75,000 to \$99,999	623	5.6%	2,787	6.9%	746,384	10.6%	719	6.5%	5,021	11.4%	878,506	12.2%	946	8.5%	5,524	12.8%	863,158	11.9%
\$100,000 to \$149,999	303	2.7%	1,390	3.5%	639,525	9.1%	718	6.5%	3,761	8.5%	973,368	13.5%	856	7.7%	5,439	12.6%	1,042,528	14.4%
\$150,000 to \$199,999	78	0.7%	298	0.7%	202,640	2.9%	152	1.4%	977	2.2%	394,523	5.5%	138	1.2%	1,215	2.8%	468,997	6.5%
\$200,000 or more	101	0.9%	267	0.7%	234,852	3.3%	170	1.5%	572	1.3%	438,871	6.1%	148	1.3%	877	2.0%	547,086	7.5%
Median Income	29,610		34,006		43,393		38,315		43,410		55,603		40,903		50,322		59,269	
Mean Income	44,361		37,601		61,856		48,873		54,737		80,374		50,980		63,176		86,825	
Poverty (Living below the poverty level)																		
Individuals	4973	18.6%	13,751	12.3%	2,692,202	14.2%	5,078	19.0%	31,140	27.1%	2,712,860	14.1%	6,376	24.1%	16,189	14.8%	3,005,943	15.7%
HH Receiving Food Stamps/SNA	n/a		n/a		n/a		840	3.1%	1,726	1.5%	326,906	1.7%	1,243	4.7%	2,798	2.4%	314,771	1.6%
EDUCATION																		
Pop 3yrs ≥	6,808		28,331		5,217,030		6,777		28,403		5,056,560		6,016		54,507		4,967,141	
Nursery School/Preschool	436	6.4%	1,598	5.6%	331,376	6.4%	473	7.0%	1,533	5.4%	298,179	5.9%	478	7.9%	2,646	4.9%	301,786	6.1%
Kindergarten	366	5.4%	1,756	6.2%	272,504	5.2%	441	6.5%	1,751	6.2%	235,906	4.7%	480	8.0%	2,334	4.3%	238,409	4.8%
Elementary	3,107	45.6%	13,566	47.9%	2,208,497	42.3%	2,882	42.5%	12,304	43.3%	1,940,327	38.4%	2,346	39.0%	17,375	31.9%	1,865,099	37.5%
High School	1,466	21.5%	6,449	22.8%	1,103,278	21.1%	1,348	19.9%	6,452	22.7%	1,106,748	21.9%	1,206	20.0%	9,715	17.8%	1,020,556	20.5%
College +	1,433	21.0%	4,962	17.5%	1,301,375	24.9%	1,633	24.1%	6,363	22.4%	1,475,400	29.2%	1,506	25.0%	22,437	41.2%	1,541,291	31.0%
Attainment																		
Pop 25 yrs. ≥	17,032		68,965		12,542,536		16,581		71,402		12,914,436		17,083		131,269		13,435,795	
High School Diploma	5,859	34.4%	25,004	36.3%	3,480,768	27.8%	5,894	35.5%	26,131	36.6%	3,646,632	28.2%	5,438	31.8%	42,294	32.2%	3,588,894	26.7%
College Degrees	4,824	28.3%	17,619	25.5%	4,332,040	34.5%	5,089	30.7%	22,451	31.4%	5,208,544	40.3%	5,445	31.9%	51,737	39.4%	5,740,475	42.7%
RACE & ETHNICITY																		
White	23801	89.1%	99,118	88.7%	12,893,689	67.9%	24,306	90.9%	104,058	90.4%	13,069,889	68.0%	23,479	88.8%	104,601	89.7%	13,131,658	66.7%
African American	1,321	4.9%	6,517	5.8%	3,014,385	15.9%	1,982	7.4%	7,364	6.4%	3,200,210	16.6%	2,995	11.3%	9,403	8.1%	3,344,602	17.0%
Native	144	0.5%	589	0.5%	82,461	0.4%	301	1.1%	1,369	1.2%	155,778	0.8%	510	1.9%	1,873	1.6%	193,357	1.0%
Asian	309	1.2%	1,027	0.9%	1,044,976	5.5%	252	0.9%	2,090	1.8%	1,491,647	7.8%	693	2.6%	2,772	2.4%	1,733,149	8.8%
Pacific Islanders	30	0.1%	156	0.1%	8,818	0.0%	154	0.6%	445	0.4%	12,513	0.1%	88	0.3%	599	0.5%	26,560	0.1%
Other	446	1.7%	2,296	2.1%	1,341,946	7.1%	748	2.8%	3,571	3.1%	1,732,144	9.0%	299	1.1%	2,409	2.1%	1,853,699	9.4%
Hispanic	960	3.6%	4,677	4.2%	2,867,583	15.1%	1,084	4.1%	6,039	5.2%	3,288,880	17.1%	1,908	7.2%	8,465	7.3%	3,619,658	18.4%
EMPLOYMENT																		
Population 16 years old ≥	20,610		85,441		14,805,912		20,985		89,369		15,394,140		20,899		90,892		15,921,937	
Labor Force	12,134	59%	54,572	64%	9,046,805	61%	13,791	66%	58,111	65%	9,808,150	64%	13,526	65%	59,039	65%	10,107,278	63%
Civilians	10,941	53%	44,556	52%	9,023,096	61%	12,373	59%	50,639	57%	9,781,731	64%	12,383	59%	48,770	54%	10,083,719	63%
Employed	9,972	48%	40,482	47%	8,382,988	57%	11,175	53%	46,076	52%	9,045,999	59%	11,461	55%	44,883	49%	9,254,578	58%
Unemployed	969		4,074		640,108		1,198		4,563		735,732		922		3,887		829,141	
Unemployment Rate	4.7%		4.8%		4.3%		5.7%		5.1%		4.8%		4.4%		4.3%		5.2%	
Mean Commute Time (minutes)	28.2		28.2		28.2		15.3		18.7		31.3		14.842857		17.4		32.3	

City of Watertown

Jefferson County and New York State

Demographic Profile - Comparison

Census Data																		
	2000						2010						2017					
	City of Watertown		Jefferson County, NY		New York State		City of Watertown		Jefferson County, NY		New York State		City of Watertown	Jefferson County, NY	New York State			
OCCUPATION																		
Civilians Employed 16 years ≥	9,972		40,482		8,382,988		11,175		46,076		9,045,999		11,461	44,883	9,254,578			
Management/Professional Service	2,962	29.7%	12,110	29.9%	3,079,837	36.7%	3,062	27.4%	13,478	29.3%	3,432,468	37.9%	3,836	33.5%	14,466	32.2%	3,627,956	39.2%
Sales/Office	2,119	21.2%	7,833	19.3%	1,389,202	16.6%	2,682	24.0%	9,483	20.6%	1,731,594	19.1%	2,947	25.7%	9,926	22.1%	1,879,463	20.3%
Natural Resource, Construction & Maintenance	2,834	28.4%	10,350	25.6%	2,272,500	27.1%	3,370	30.2%	12,120	26.3%	2,281,008	25.2%	2,916	25.4%	10,592	23.6%	2,198,961	23.8%
Production/Transport/Material Moving	775	7.8%	537	1.3%	24,609	0.3%	889	8.0%	5,436	11.8%	703,623	7.8%	742	6.5%	5,503	12.3%	673,298	7.3%
	1,282	12.9%	4,037	10.0%	633,091	7.6%	1,172	10.5%	5,559	12.1%	897,306	9.9%	1,020	8.9%	4,396	9.8%	874,900	9.5%
INDUSTRY																		
Civilians Employed 16 years ≥	9,972		40,482		8,382,988		11,175		46,076		9,045,999		11,461	44,883	9,254,578			
Agriculture, forestry, fishing, hunting & mining	35	0.4%	1,369	3.4%	54,372	0.6%	54	0.5%	713	1.5%	54,877	0.6%	17	0.1%	931	2.1%	54,493	0.6%
Construction	423	4.2%	2,363	5.8%	433,787	5.2%	646	5.8%	3,812	8.3%	533,243	5.9%	324	2.8%	3,247	7.2%	514,033	5.6%
Manufacturing	811	8.1%	3,890	9.6%	839,425	10.0%	679	6.1%	3,201	6.9%	654,700	7.2%	550	4.8%	2,653	5.9%	600,408	6.5%
Wholesale trade	284	2.8%	1,083	2.7%	283,375	3.4%	142	1.3%	916	2.0%	254,079	2.8%	161	1.4%	780	1.7%	229,075	2.5%
Retail trade	1,570	15.7%	5,764	14.2%	877,430	10.5%	1,713	15.3%	7,006	15.2%	955,413	10.6%	1,912	16.7%	6,213	13.8%	1,000,895	10.8%
Transportation, warehousing, & utilities	351	3.5%	1,838	4.5%	460,485	5.5%	600	5.4%	2,415	5.2%	479,165	5.3%	304	2.7%	1,708	3.8%	472,856	5.1%
Information	437	4.4%	1,078	2.7%	340,713	4.1%	310	2.8%	824	1.8%	282,991	3.1%	253	2.2%	633	1.4%	270,734	2.9%
Finance and insurance, real estate, rental & leasing	365	3.7%	1,381	3.4%	736,687	8.8%	519	4.6%	1,883	4.1%	775,195	8.6%	575	5.0%	2,063	4.6%	744,556	8.0%
Professional, scientific, management, administrative and waste management services	507	5.1%	1,858	4.6%	849,124	10.1%	810	7.2%	3,171	6.9%	980,577	10.8%	909	7.9%	2,993	6.7%	1,059,499	11.4%
Educational services, health care & social assistance	2,513	25.2%	9,886	24.4%	2,039,182	24.3%	2,702	24.2%	10,807	23.5%	2,409,408	26.6%	3,246	28.3%	11,625	25.9%	2,540,670	27.5%
Arts, entertainment, recreation, accommodation food services	1,223	12.3%	3,698	9.1%	611,280	7.3%	1,442	12.9%	4,666	10.1%	766,879	8.5%	1,511	13.2%	4,275	9.5%	875,623	9.5%
Other services, except public administration	554	5.6%	2,070	5.1%	423,756	5.1%	613	5.5%	2,106	4.6%	453,649	5.0%	504	4.4%	2,340	5.2%	465,436	5.0%
Public administration	899	9.0%	4,204	10.4%	433,372	5.2%	945	8.5%	4,556	9.9%	445,823	4.9%	1,195	10.4%	5,422	12.1%	426,300	4.6%

Notes:

Data Sources: US Census Bureau (2000, 2010, And 2017). U.S. Census Bureau, 2013-2017 American Community Survey.

HH: Households

Burden: The burden of housing cost is measured by the percentage of gross income applied to rent or mortgage costs. The accepted benchmark is 30%. When this percentage rises, there is less income to cover other costs such as food, medicine, clothes and other needs.

Vacancy Rate is the number of available rentals unoccupied divided by the total number of rental units, expressed as a percentage.

Vacant Units: Seasonal is the number units use as a second home or occupied for only part of the year, such as cottage, trailers and camps.

Median Income is the amount that divides the income distribution into two equal groups, half having income above that amount, and half having income below that amount.

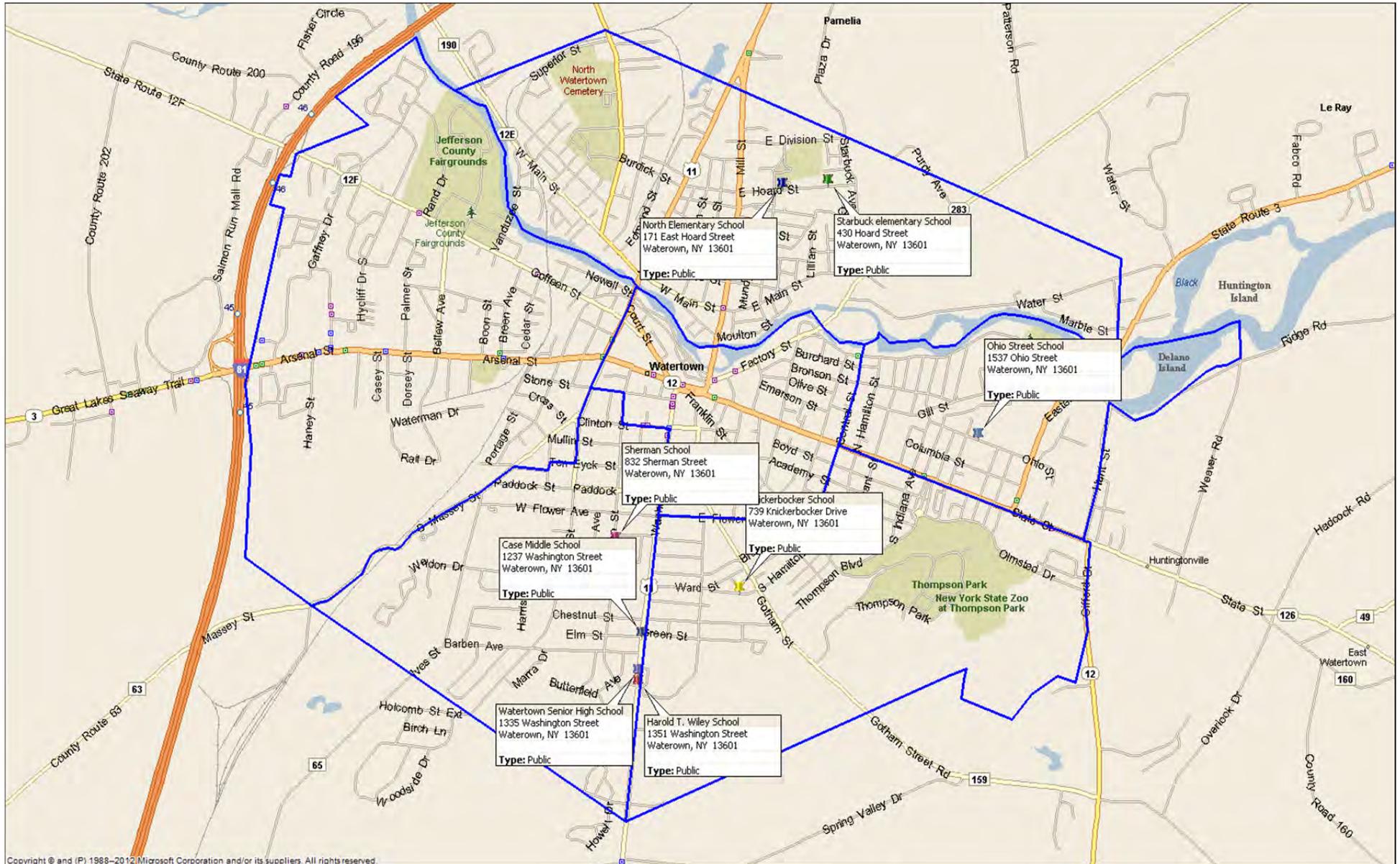
Mean Income (average) is the amount obtained by dividing the total aggregate income of a group by the number of units in that group.

City of Watertown_Jefferson County



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WATERTOWN PUBLIC SCHOOL



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City of Watertown School enrollment by Census Tract Neighborhood

2013-2017 American Community Survey 5-Year Estimates

City of Watertown Neighborchoods															
Neighborhood	Ohio			North			West End			Sherman					
Census tract	Census Tract 612, Jefferson County, New York			Census Tract 613, Jefferson County, New York			Census Tract 614, Jefferson County, New York			Census Tract 615, Jefferson County, New York			Census Tract 619, Jefferson County, New York		
School	Total	In public school	In private school	Total	In public school	In private school	Total	In public school	In private school	Total	In public school	In private school	Total	In public school	In private school
Descriptions	Estimate	Estimate	Estimate												
Population 3 years and over enrolled in	829	(X)	(X)	945	(X)	(X)	747	(X)	(X)	993	(X)	(X)	903	(X)	(X)
Nursery school, preschool	123	123	0	96	53	43	29	29	0	17	17	0	111	44	67
Kindergarten to 12th grade	557	530	27	613	553	60	584	544	40	528	443	85	604	508	96
Kindergarten	129	129	0	132	90	42	81	81	0	24	24	0	39	39	0
Elementary: grade 1 to grade 4	172	172	0	209	191	18	175	148	27	137	137	0	192	167	25
Elementary: grade 5 to grade 8	74	74	0	175	175	0	174	161	13	123	123	0	223	198	25
High school: grade 9 to grade 12	182	155	27	97	97	0	154	154	0	244	159	85	150	104	46
College, undergraduate	147	92	55	202	183	19	88	80	8	355	320	35	178	149	29
Graduate, professional school	2	2	0	34	34	0	46	33	13	93	21	72	10	10	0
Population enrolled in college or graduate :	149	94	55	236	217	19	134	113	21	448	341	107	188	159	29
Males enrolled in college or graduate sch	41	26	15	125	115	10	67	67	0	142	118	24	83	75	8
Females enrolled in college or graduate s	108	68	40	111	102	9	67	46	21	306	223	83	105	84	21
Population 3 to 4 years	115	(X)	(X)	116	(X)	(X)	125	(X)	(X)	56	(X)	(X)	131	(X)	(X)
3 to 4 year olds enrolled in school	73	73	0	87	53	34	0	0	0	17	17	0	111	44	67
	63%			75%			0%			30%			85%		
Population 5 to 9 years	373	(X)	(X)	314	(X)	(X)	294	(X)	(X)	137	(X)	(X)	231	(X)	(X)
5 to 9 year olds enrolled in school	351	351	0	314	245	69	285	258	27	137	137	0	231	206	25
	94%			100%			97%			100%			100%		
Population 10 to 14 years	85	(X)	(X)	220	(X)	(X)	174	(X)	(X)	215	(X)	(X)	274	(X)	(X)
10 to 14 year olds enrolled in school	85	85	0	220	220	0	174	161	13	215	163	52	263	230	33
	100%			100%			100%			100%			96%		
Population 15 to 17	131	(X)	(X)	69	(X)	(X)	130	(X)	(X)	115	(X)	(X)	127	(X)	(X)
15 to 17 year olds enrolled in school	131	104	27	69	69	0	130	130	0	106	92	14	127	90	37
	100%			100%			100%			92%			100%		
Population 18 to 19 years	95	(X)	(X)	27	(X)	(X)	43	(X)	(X)	148	(X)	(X)	26	(X)	(X)
18 and 19 year olds enrolled in school	61	61	0	27	27	0	22	22	0	114	114	0	13	13	0
	64%			100%			51%			77%			50%		
Population 20 to 24 years	450	(X)	(X)	237	(X)	(X)	332	(X)	(X)	633	(X)	(X)	267	(X)	(X)
20 to 24 year olds enrolled in school	88	33	55	17	17	0	22	14	8	102	58	44	75	61	14
	20%			7%			7%			16%			28%		
Population 25 to 34 years	717	(X)	(X)	726	(X)	(X)	678	(X)	(X)	1,063	(X)	(X)	535	(X)	(X)
25 to 34 year olds enrolled in school	34	34	0	164	154	10	95	82	13	209	136	73	18	10	8
	5%			23%			14%			20%			3%		
Population 35 years and over	1,069	(X)	(X)	1,265	(X)	(X)	1,775	(X)	(X)	1,629	(X)	(X)	2,246	(X)	(X)
35 years and over enrolled in school	6	6	0	47	38	9	19	19	0	93	84	9	65	57	8
	1%			4%			1%			6%			3%		
Population 18 to 24 years	545	(X)	(X)	264	(X)	(X)	375	(X)	(X)	781	(X)	(X)	293	(X)	(X)
Enrolled in college or graduate school	109	54	55	25	25	0	20	12	8	210	166	44	81	68	13
	20%			9%			5%			27%			28%		
Males 18 to 24 years	241	(X)	(X)	107	(X)	(X)	169	(X)	(X)	429	(X)	(X)	184	(X)	(X)
Enrolled in college or graduate school	41	26	15	7	7	0	6	6	0	65	53	12	45	45	0
	17%			7%			4%			15%			24%		
Females 18 to 24 years	304	(X)	(X)	157	(X)	(X)	206	(X)	(X)	352	(X)	(X)	109	(X)	(X)
Enrolled in college or graduate school	68	28	40	18	18	0	14	6	8	145	113	32	36	23	13
	22%			11%			7%			41%			33%		

City of Watertown School enrollment by Census Tract Neighborhood

2013-2017 American Community Survey 5-

Neighborhood	City of Watertown Neighborchoods											
	Downtown			Knickerbocker			Watertown city, Jefferson County, New York			Jefferson County, New York		
	Census Tract 621, Jefferson County, New York			Census Tract 622, Jefferson County, New York								
Census tract	Total	In public school	In private school	Total	In public school	In private school	Total	In public school	In private school	Total	In public school	In private school
School	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate
Population 3 years and over enrolled in	563	(X)	(X)	1,036	(X)	(X)	6,016	(X)	(X)	27,217	(X)	(X)
Nursery school, preschool	52	25	27	50	18	32	478	309	169	1,817	1,199	618
Kindergarten to 12th grade	399	386	13	747	715	32	4,032	3,679	353	18,867	17,374	1,493
Kindergarten	22	22	0	53	34	19	480	419	61	1,590	1,449	141
Elementary: grade 1 to grade 4	172	172	0	190	190	0	1,247	1,177	70	6,197	5,707	490
Elementary: grade 5 to grade 8	52	52	0	278	278	0	1,099	1,061	38	5,588	5,242	346
High school: grade 9 to grade 12	153	140	13	226	213	13	1,206	1,022	184	5,492	4,976	516
College, undergraduate	112	112	0	178	167	11	1,260	1,103	157	5,523	4,624	899
Graduate, professional school	0	0	0	61	48	13	246	148	98	1,010	475	535
Population enrolled in college or graduate school	112	112	0	239	215	24	1,506	1,251	255	6,533	5,099	1,434
Males enrolled in college or graduate school	70	70	0	102	95	7	630	566	64	2,755	2,188	567
Females enrolled in college or graduate school	42	42	0	137	120	17	876	685	191	3,778	2,911	867
Population 3 to 4 years	128	(X)	(X)	147	(X)	(X)	818	(X)	(X)	3,675	(X)	(X)
3 to 4 year olds enrolled in school	27	0	27	80	29	51	395	216	179	1,596	1,001	595
	21%			54%			48%			43%		
Population 5 to 9 years	232	(X)	(X)	213	(X)	(X)	1,794	(X)	(X)	7,963	(X)	(X)
5 to 9 year olds enrolled in school	204	204	0	213	213	0	1,735	1,614	121	7,533	6,883	650
	88%			100%			97%			95%		
Population 10 to 14 years	168	(X)	(X)	353	(X)	(X)	1,489	(X)	(X)	7,068	(X)	(X)
10 to 14 year olds enrolled in school	168	168	0	304	304	0	1,429	1,331	98	6,922	6,497	425
	100%			86%			96%			98%		
Population 15 to 17	41	(X)	(X)	161	(X)	(X)	774	(X)	(X)	4,045	(X)	(X)
15 to 17 year olds enrolled in school	41	28	13	161	153	8	765	666	99	3,871	3,643	228
	100%			100%			99%			96%		
Population 18 to 19 years	11	(X)	(X)	139	(X)	(X)	489	(X)	(X)	2,985	(X)	(X)
18 and 19 year olds enrolled in school	11	11	0	57	48	9	305	296	9	1,290	1,187	103
	100%			41%			62%			43%		
Population 20 to 24 years	371	(X)	(X)	478	(X)	(X)	2,768	(X)	(X)	12,066	(X)	(X)
20 to 24 year olds enrolled in school	15	15	0	97	90	7	416	288	128	1,856	1,452	404
	4%			20%			15%			15%		
Population 25 to 34 years	900	(X)	(X)	843	(X)	(X)	5,462	(X)	(X)	19,680	(X)	(X)
25 to 34 year olds enrolled in school	97	97	0	100	87	13	717	600	117	2,488	1,819	669
	11%			12%			13%			13%		
Population 35 years and over	1,818	(X)	(X)	1,819	(X)	(X)	11,621	(X)	(X)	53,328	(X)	(X)
35 years and over enrolled in school	0	0	0	24	24	0	254	228	26	1,661	1,190	471
	0%			1%			2%			3%		
Population 18 to 24 years	382	(X)	(X)	617	(X)	(X)	3,257	(X)	(X)	15,051	(X)	(X)
Enrolled in college or graduate school	15	15	0	110	99	11	570	439	131	2,620	2,177	443
	4%			18%			18%			17%		
Males 18 to 24 years	201	(X)	(X)	409	(X)	(X)	1,740	(X)	(X)	9,445	(X)	(X)
Enrolled in college or graduate school	0	0	0	48	41	7	212	178	34	918	769	149
	0%			12%			12%			10%		
Females 18 to 24 years	181	(X)	(X)	208	(X)	(X)	1,517	(X)	(X)	5,606	(X)	(X)
Enrolled in college or graduate school	15	15	0	62	58	4	358	261	97	1,702	1,408	294
	8%			30%			24%			30%		

City of Watertown Public Schools Data

2005

Schools						Grades												Ungraded Secondary	Student Info								
Name	Address	Zip	Type	Grades	Student	Pk	K	1	2	3	4	5	6	7	8	9	10		11	12	Attendance	Suspensions	SI/T	Fee Lunch	Reduced Lunch	Data Last updated	
Case Middle School	1237 Washington Street	13601	Public	7-8	696										353	343					0.94	88	14.5	254	254	2005	
Harold T. Wiley School	1351 Washington Street	13601	Public	4-6	987						316	334	337								0.95	71	13.9	354	145	2005	
Knickerbocker School	739 Knickerbocker Drive	13601	Public	PK-3	438	36	109	95	114	84											0.95	1	19	122	34	2005	
North Elementary School	171 East Hoard Street	13601	Public	PK-3	529	34	123	126	109	137											0.94	0	2.24	219	79	2005	
Ohio Street School	1537 Ohio Street	13601	Public	PK-3	410	31	100	101	84	94											0.94	4	17.8	175	80	2005	
Sherman School	832 Sherman Street	13601	Public	K-3	266		58	63	65	80											0.95	1	16.6	72	21	2005	
Watertown Senior High School	1335 Washington Street	13601	Public	9-12	1282												367	307	281	283	0.91	193	16.9	403	136	2005	
Totals					4608	101	390	385	372	395	316	334	337	353	343	367	307	281	283	44				1,599	749		
Percentages						2.2%	8.5%	8.4%	8.1%	8.6%	6.9%	7.2%	7.3%	7.7%	7.4%	8.0%	6.7%	6.1%	6.1%	1.0%				358		34.7%	16.3%

Sources <http://www.newyorkschools.com/schools/watertown.html>

2018

LOCATION NAME	PK12 TOTAL	PK (HALF DAY)	PK (FULL DAY)	KG (HALF DAY)	KG (FULL DAY)	GRADE 1	GRADE 2	GRADE 3	GRADE 4	GRADE 5	GRADE 6	UNGRADED (ELEMENTARY)	GRADE 7	GRADE 8	GRADE 9	GRADE 10	GRADE 11	GRADE 12	UNGRADED (SECONDARY)	SCHOOL YEAR	DATE OF REPORT																		
CASE MIDDLE SCHOOL	523	0	0	0	0	0	0	0	0	0	0	3	269	243	0	0	0	0	8	2017-18	10/11/2018																		
HAROLD T WILEY SCHOOL	598	0	0	0	0	0	0	0	0	310	273	15	0	0	0	0	0	0	0	2017-18	10/11/2018																		
KNICKERBOCKER SCHOOL	367	0	0	0	71	80	77	79	60	0	0	0	0	0	0	0	0	0	0	2017-18	10/11/2018																		
NORTH ELEMENTARY SCHOOL	501	0	0	0	102	104	102	91	92	0	0	10	0	0	0	0	0	0	0	2017-18	10/11/2018																		
OHIO STREET SCHOOL	340	0	0	0	79	67	73	68	53	0	0	0	0	0	0	0	0	0	0	2017-18	10/11/2018																		
SHERMAN SCHOOL	331	0	0	0	74	56	72	63	66	0	0	0	0	0	0	0	0	0	0	2017-18	10/11/2018																		
STARBUCK ELEMENTARY SCHOOL	217	0	0	0	41	45	44	40	44	0	0	3	0	0	0	0	0	0	0	2017-18	10/11/2018																		
WATERTOWN SENIOR HIGH SCHOOL	1035	0	0	0	0	0	0	0	0	0	0	1	0	0	279	245	221	268	21	2017-18	10/11/2018																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td>3912</td> <td>0</td> <td>0</td> <td>0</td> <td>367</td> <td>352</td> <td>368</td> <td>341</td> <td>315</td> <td>310</td> <td>273</td> <td>32</td> <td>269</td> <td>243</td> <td>279</td> <td>245</td> <td>221</td> <td>268</td> <td>29</td> </tr> </table>																					3912	0	0	0	367	352	368	341	315	310	273	32	269	243	279	245	221	268	29
3912	0	0	0	367	352	368	341	315	310	273	32	269	243	279	245	221	268	29																					

Sources <http://www.p12.nysed.gov/irs/statistics/enroll-n-staff/home.html>

2019

DISTRICT NAME	PK12 TOTAL	PK (HALF DAY)	PK (FULL DAY)	KG (HALF DAY)	KG (FULL DAY)	GRADE E 1	GRADE E 2	GRADE E 3	GRADE E 4	GRADE E 5	GRADE E 6	UNGRADED (ELEMENTARY)	GRADE E 7	GRADE E 8	GRADE E 9	GRADE 10	GRADE 11	GRADE 12	UNGRADED (SECONDARY)	SCHOOL YEAR	DATE OF REPORT
WATERTOWN	4372	46	350	0	381	343	319	361	334	309	309	45	276	289	247	279	229	221	34	2018-19	1/14/2019

Sources <http://www.p12.nysed.gov/irs/statistics/enroll-n-staff/home.html>

The OPINE (Asterhill's Blog)

Summer Series: "Health Capacity"

7 July 2017

Number 1

COMMUNITY HEALTH: *Health literacy and Leadership in making healthy communities*

James Carroll, APA, APHA, IEDC

Senior Community Health Planner

What does it mean to have a healthy community? Can it really be achieved? Is it a destination or a journey? A lot of professions are talking about making communities healthier. For example, Urban Planners, Architects, Engineers and other professionals engaged in shaping our environments are discussing this within the scope of their expertise. Leadership groups and healthcare organizations such as hospitals are engaged in changing their health cultures. Politicians are busy debating health care, who should have it, when it should be available and who is going to pay for it. All communities across the United States have organizations battling drug abuse and addictions. Social media debate the problems, places blame, talks of corruption and yet is not engaged in finding answers. Academia is teaching the elements of public health and pushing students to be agents of positive social change.

I think it can be said, we are engaged with the issue. What is ironic is we are not talking to or working with each other. Yes, there is some cross talk. The first problem is health literacy. Many professions have their own technical language and acronyms that do not easily cross into the mainstream. The second problem is the disconnect between professions and leaders. The third problem is the lack of a mechanism that engages the different disciplines and professions to a common outcome. Yes, some non-profits do engage different professionals to the mission of that non-profit, but this is limited and very narrow in scope.

Let's illustrate this issue with an example; a municipality in the northeastern part of the United States recently completed updating their Master plan. The process included planners, municipality officials, local business officials, community leaders, and public participation. During one of the workshops, the issue of employing more residents from the municipality was discussed. Everyone agreed that all efforts should be made to hire residents first to help reduce poverty and unemployment.

A couple of local businesses stated they try to hire residents first, but the prospective employee can't pass the drug test. A suggestion was made to get social services more engaged. A Social Service representative states they are understaffed and don't have the budget, plus why is this, their problem. Upon approval of the updated Master Plan, the municipality's legislative body posed one question back to the planning department, "Who is going to implement this plan?" Is this a health literacy or leadership problem?

So many have started to have the conversation about becoming healthier, should we perceive this as a good start? What are your thoughts and how would you address these problems?

City of Watertown Poverty Status

2017

2013-2017 American Community Survey 5-Year Estimates

Neighborhood Census Tracts	Ohio			North						West End		
	Census Tract 612, Jefferson County, New York			Census Tract 613, Jefferson County, New York			Census Tract 614, Jefferson County, New York			Census Tract 615, Jefferson County, New York		
	Total	Below poverty level	Percent below poverty level	Total	Below poverty level	Percent below poverty level	Total	Below poverty level	Percent below poverty level	Total	Below poverty level	Percent below poverty level
Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	
Population for whom poverty status is determined	3,267	1,368	41.90%	3,105	817	26.30%	3,683	886	24.10%	3,928	569	14.50%
AGE												
Under 18 years	936	674	72.00%	850	461	54.20%	855	237	27.70%	628	148	23.60%
Under 5 years	387	280	72.40%	247	137	55.50%	286	10	3.50%	173	34	19.70%
5 to 17 years	549	394	71.80%	603	324	53.70%	569	227	39.90%	455	114	25.10%
Related children of householder under 18 years	936	674	72.00%	850	461	54.20%	855	237	27.70%	628	148	23.60%
18 to 64 years	2,116	642	30.30%	1,937	344	17.80%	2,314	585	25.30%	2,927	390	13.30%
18 to 34 years	1,262	345	27.30%	990	239	24.10%	1,053	226	21.50%	1,744	313	17.90%
35 to 64 years	854	297	34.80%	947	105	11.10%	1,261	359	28.50%	1,183	77	6.50%
60 years and over	341	111	32.60%	388	12	3.10%	733	145	19.80%	502	39	7.80%
65 years and over	215	52	24.20%	318	12	3.80%	514	64	12.50%	373	31	8.30%
SEX												
Male	1,501	570	38.00%	1,510	303	20.10%	1,889	376	19.90%	2,052	277	13.50%
Female	1,766	798	45.20%	1,595	514	32.20%	1,794	510	28.40%	1,876	292	15.60%
RACE AND HISPANIC OR LATINO ORIGIN												
White alone	2,531	1,000	39.50%	2,432	549	22.60%	3,325	836	25.10%	3,032	505	16.70%
Black or African American alone	339	187	55.20%	168	51	30.40%	96	29	30.20%	424	19	4.50%
American Indian and Alaska Native alone	0	0	-	58	22	37.90%	99	13	13.10%	16	0	0.00%
Asian alone	0	0	-	20	0	0.00%	109	1	0.90%	69	29	42.00%
Native Hawaiian and Other Pacific Islander alone	0	0	-	0	0	-	0	0	-	21	0	0.00%
Some other race alone	92	0	0.00%	63	0	0.00%	0	0	-	46	0	0.00%
Two or more races	305	181	59.30%	364	195	53.60%	54	7	13.00%	320	16	5.00%
Hispanic or Latino origin (of any race)	402	212	52.70%	344	91	26.50%	52	0	0.00%	220	13	5.90%
White alone, not Hispanic or Latino	2,319	909	39.20%	2,227	525	23.60%	3,273	836	25.50%	2,994	492	16.40%
EDUCATIONAL ATTAINMENT												
Population 25 years and over	1,786	574	32.10%	1,991	298	15.00%	2,453	521	21.20%	2,546	273	10.70%
Less than high school graduate	100	63	63.00%	325	85	26.20%	429	242	56.40%	159	15	9.40%
High school graduate (includes equivalency)	757	226	29.90%	430	48	11.20%	879	139	15.80%	868	131	15.10%
Some college, associate's degree	737	249	33.80%	984	140	14.20%	839	129	15.40%	954	121	12.70%
Bachelor's degree or higher	192	36	18.80%	252	25	9.90%	306	11	3.60%	565	6	1.10%
EMPLOYMENT STATUS												
Civilian labor force 16 years and over	1,319	305	23.10%	1,451	258	17.80%	1,606	197	12.30%	1,992	281	14.10%
Employed	1,202	268	22.30%	1,378	185	13.40%	1,484	115	7.70%	1,845	246	13.30%
Male	532	99	18.60%	637	12	1.90%	777	27	3.50%	819	76	9.30%
Female	670	169	25.20%	741	173	23.30%	707	88	12.40%	1,026	170	16.60%
Unemployed	117	37	31.60%	73	73	100.00%	122	82	67.20%	147	35	23.80%
Male	41	9	22.00%	27	27	100.00%	63	29	46.00%	60	8	13.30%
Female	76	28	36.80%	46	46	100.00%	59	53	89.80%	87	27	31.00%
WORK EXPERIENCE												
Population 16 years and over	2,384	732	30.70%	2,303	384	16.70%	2,907	672	23.10%	3,396	444	13.10%
Worked full-time, year-round in the past 12 months	981	178	18.10%	1,063	34	3.20%	913	32	3.50%	1,650	73	4.40%
Worked part-time or part-year in the past 12 months	599	157	26.20%	621	209	33.70%	798	159	19.90%	812	223	27.50%
Did not work	804	397	49.40%	619	141	22.80%	1,196	481	40.20%	934	148	15.80%

City of Watertown Poverty Status

2017

2013-2017 American Community Survey 5-Year

Neighborhood Census Tracts	Sherman			Downtown			Knickerbocker			Watertown city, Jefferson County, New York		
	Census Tract 619, Jefferson County, New York			Census Tract 621, Jefferson County, New York			Census Tract 622, Jefferson County, New York			Watertown city, Jefferson County, New York		
	Total	Below poverty level	Percent below poverty level	Total	Below poverty level	Percent below poverty level	Total	Below poverty level	Percent below poverty level	Total	Below poverty level	Percent below poverty level
	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate	Estimate			
Population for whom poverty status is determined	3,684	725	19.70%	3,814	1,473	38.60%	4,343	538	12.40%	25,824	6,376	24.70%
AGE												
Under 18 years	879	288	32.80%	714	348	48.70%	1,069	216	20.20%	5,931	2,372	40.00%
Under 5 years	252	116	46.00%	273	101	37.00%	386	71	18.40%	2,004	749	37.40%
5 to 17 years	627	172	27.40%	441	247	56.00%	683	145	21.20%	3,927	1,623	41.30%
Related children of householder under 18 years	879	288	32.80%	714	348	48.70%	1,069	216	20.20%	5,931	2,372	40.00%
18 to 64 years	2,148	420	19.60%	2,774	1,080	38.90%	2,661	297	11.20%	16,877	3,758	22.30%
18 to 34 years	824	167	20.30%	1,282	472	36.80%	1,455	165	11.30%	8,610	1,927	22.40%
35 to 64 years	1,324	253	19.10%	1,492	608	40.80%	1,206	132	10.90%	8,267	1,831	22.10%
60 years and over	909	48	5.30%	541	193	35.70%	759	44	5.80%	4,173	592	14.20%
65 years and over	657	17	2.60%	326	45	13.80%	613	25	4.10%	3,016	246	8.20%
SEX												
Male	1,765	374	21.20%	2,198	844	38.40%	2,016	231	11.50%	12,931	2,975	23.00%
Female	1,919	351	18.30%	1,616	629	38.90%	2,327	307	13.20%	12,893	3,401	26.40%
RACE AND HISPANIC OR LATINO ORIGIN												
White alone	3,330	639	19.20%	3,067	1,127	36.70%	3,843	452	11.80%	21,560	5,108	23.70%
Black or African American alone	277	32	11.60%	396	165	41.70%	171	0	0.00%	1,871	483	25.80%
American Indian and Alaska Native alone	0	0	-	17	0	0.00%	70	0	0.00%	260	35	13.50%
Asian alone	0	0	-	119	43	36.10%	82	0	0.00%	399	73	18.30%
Native Hawaiian and Other Pacific Islander alone	11	0	0.00%	0	0	-	0	0	-	32	0	0.00%
Some other race alone	0	0	-	2	0	0.00%	3	3	100.00%	206	3	1.50%
Two or more races	66	54	81.80%	213	138	64.80%	174	83	47.70%	1,496	674	45.10%
Hispanic or Latino origin (of any race)	89	0	0.00%	551	474	86.00%	190	65	34.20%	1,848	855	46.30%
White alone, not Hispanic or Latino	3,307	639	19.30%	2,632	746	28.30%	3,703	390	10.50%	20,455	4,537	22.20%
EDUCATIONAL ATTAINMENT												
Population 25 years and over	2,516	336	13.40%	2,718	985	36.20%	2,657	279	10.50%	16,667	3,266	19.60%
Less than high school graduate	101	37	36.60%	466	346	74.20%	182	62	34.10%	1,762	850	48.20%
High school graduate (includes equivalency)	622	102	16.40%	963	434	45.10%	667	97	14.50%	5,186	1,177	22.70%
Some college, associate's degree	920	152	16.50%	942	205	21.80%	919	63	6.90%	6,295	1,059	16.80%
Bachelor's degree or higher	873	45	5.20%	347	0	0.00%	889	57	6.40%	3,424	180	5.30%
EMPLOYMENT STATUS												
Civilian labor force 16 years and over	1,766	186	10.50%	1,990	545	27.40%	2,259	146	6.50%	12,383	1,918	15.50%
Employed	1,648	121	7.30%	1,767	353	20.00%	2,137	102	4.80%	11,461	1,390	12.10%
Male	840	37	4.40%	1,047	145	13.80%	968	32	3.30%	5,620	428	7.60%
Female	808	84	10.40%	720	208	28.90%	1,169	70	6.00%	5,841	962	16.50%
Unemployed	118	65	55.10%	223	192	86.10%	122	44	36.10%	922	528	57.30%
Male	62	48	77.40%	170	158	92.90%	46	16	34.80%	469	295	62.90%
Female	56	17	30.40%	53	34	64.20%	76	28	36.80%	453	233	51.40%
WORK EXPERIENCE												
Population 16 years and over	2,905	459	15.80%	3,141	1,137	36.20%	3,403	352	10.30%	20,439	4,180	20.50%
Worked full-time, year-round in the past 12 months	1,143	43	3.80%	1,262	158	12.50%	1,712	19	1.10%	8,724	537	6.20%
Worked part-time or part-year in the past 12 months	683	126	18.40%	689	260	37.70%	739	111	15.00%	4,941	1,245	25.20%
Did not work	1,079	290	26.90%	1,190	719	60.40%	952	222	23.30%	6,774	2,398	35.40%

City of Watertown Poverty Status

2017

2013-2017 American Community Survey 5-Year

Neighborhood
Census Tracts

	Jefferson County, New York			New York		
	Total	Below poverty level	Percent below poverty level	Total	Below poverty level	Percent below poverty level
Population for whom poverty status is determined	109,663	16,189	14.80%	19,164,034	3,005,943	15.70%
AGE						
Under 18 years	27,889	5,883	21.10%	4,182,128	929,921	22.20%
Under 5 years	9,259	1,997	21.60%	1,155,815	277,982	24.10%
5 to 17 years	18,630	3,886	20.90%	3,026,313	651,939	21.50%
Related children of householder under 18 years	27,763	5,762	20.80%	4,165,149	914,315	22.00%
18 to 64 years	67,923	9,423	13.90%	12,257,771	1,762,879	14.40%
18 to 34 years	29,845	4,727	15.80%	4,513,954	816,957	18.10%
35 to 64 years	38,078	4,696	12.30%	7,743,817	945,922	12.20%
60 years and over	19,294	1,646	8.50%	3,860,139	442,475	11.50%
65 years and over	13,851	883	6.40%	2,724,135	313,143	11.50%
SEX						
Male	55,264	7,322	13.20%	9,266,327	1,326,089	14.30%
Female	54,399	8,867	16.30%	9,897,707	1,679,854	17.00%
RACE AND HISPANIC OR LATINO ORIGIN						
White alone	96,142	13,452	14.00%	12,388,352	1,404,979	11.30%
Black or African American alone	5,382	904	16.80%	2,960,574	691,900	23.40%
American Indian and Alaska Native alone	640	41	6.40%	72,673	19,805	27.30%
Asian alone	1,743	312	17.90%	1,537,953	278,136	18.10%
Native Hawaiian and Other Pacific Islander alone	325	33	10.20%	6,220	1,476	23.70%
Some other race alone	1,164	158	13.60%	1,655,501	492,865	29.80%
Two or more races	4,267	1,289	30.20%	542,761	116,782	21.50%
Hispanic or Latino origin (of any race)	6,974	1,537	22.00%	3,541,633	917,179	25.90%
White alone, not Hispanic or Latino	91,965	12,478	13.60%	10,887,519	1,093,870	10.00%
EDUCATIONAL ATTAINMENT						
Population 25 years and over	70,434	8,343	11.80%	13,233,875	1,673,985	12.60%
Less than high school graduate	6,402	1,759	27.50%	1,864,252	546,529	29.30%
High school graduate (includes equivalency)	23,541	3,474	14.80%	3,510,078	529,916	15.10%
Some college, associate's degree	24,959	2,473	9.90%	3,286,320	356,417	10.80%
Bachelor's degree or higher	15,532	637	4.10%	4,573,225	241,123	5.30%
EMPLOYMENT STATUS						
Civilian labor force 16 years and over	48,760	4,634	9.50%	10,008,645	865,455	8.60%
Employed	44,873	3,322	7.40%	9,189,651	616,666	6.70%
Male	22,890	1,325	5.80%	4,738,812	277,074	5.80%
Female	21,983	1,997	9.10%	4,450,839	339,592	7.60%
Unemployed	3,887	1,312	33.80%	818,994	248,789	30.40%
Male	2,088	753	36.10%	441,265	122,356	27.70%
Female	1,799	559	31.10%	377,729	126,433	33.50%
WORK EXPERIENCE						
Population 16 years and over	84,590	10,893	12.90%	15,474,683	2,171,336	14.00%
Worked full-time, year-round in the past 12 months	35,631	953	2.70%	6,490,750	186,474	2.90%
Worked part-time or part-year in the past 12 months	21,319	3,569	16.70%	3,591,948	601,306	16.70%
Did not work	27,640	6,371	23.00%	5,391,985	1,383,556	25.70%

City of Watertown Food Stamp/ SNAP

2017														
2013-2017 American Community Survey 5-Year Estimates														
Neighborhood	Ohio		North				West End		Sherman		Downtown		Knickerbocker	
Census Tracts	Census Tract 612, Jefferson County, New York		Census Tract 613, Jefferson County, New York		Census Tract 614, Jefferson County, New York		Census Tract 615, Jefferson County, New York		Census Tract 619, Jefferson County, New York		Census Tract 621, Jefferson County, New York		Census Tract 622, Jefferson County, New York	
	Total	Households receiving food stamps/SNAP												
	Estimate													
Households	1,262	519	1,213	414	1,548	522	1,775	272	1,556	238	2,015	884	1,754	139
With one or more people in the household 60 years and over	247	114	300	70	522	177	340	49	648	58	471	300	462	13
No people in the household 60 years and over	1,015	405	913	344	1,026	345	1,435	223	908	180	1,544	584	1,292	126
% of households receiving assistance		41.1%		34.1%		33.7%		15.3%		15.3%		43.9%		7.9%
HOUSEHOLD TYPE														
Married-couple family	435	85	450	53	511	129	704	24	723	26	505	213	691	29
Other family:	407	217	280	196	248	114	213	122	263	98	319	135	318	36
Male householder, no wife present	138	57	68	33	124	50	63	6	35	7	97	28	73	0
Female householder, no husband present	269	160	212	163	124	64	150	116	228	91	222	107	245	36
Nonfamily households	420	217	483	165	789	279	858	126	570	114	1,191	536	745	74
With children under 18 years	523	222	366	186	383	140	405	90	432	102	494	203	483	58
Married-couple family	209	53	160	44	192	58	257	16	225	13	259	92	276	22
Other family:	314	169	206	142	191	82	148	74	207	89	235	111	207	36
Male householder, no wife present	121	50	68	33	114	40	47	0	26	7	81	28	41	0
Female householder, no husband present	193	119	138	109	77	42	101	74	181	82	154	83	166	36
Nonfamily households	0	0	0	0	0	0	0	0	0	0	0	0	0	0
No children under 18 years	739	297	847	228	1,165	382	1,370	182	1,124	136	1,521	681	1,271	81
Married-couple family	226	32	290	9	319	71	447	8	498	13	246	121	415	7
Other family:	93	48	74	54	57	32	65	48	56	9	84	24	111	0
Male householder, no wife present	17	7	0	0	10	10	16	6	9	0	16	0	32	0
Female householder, no husband present	76	41	74	54	47	22	49	42	47	9	68	24	79	0
Nonfamily households	420	217	483	165	789	279	858	126	570	114	1,191	536	745	74
POVERTY STATUS IN THE PAST 12 MONTHS														
Below poverty level	467	344	241	233	321	281	247	153	256	130	807	629	135	66
At or above poverty level	795	175	972	181	1,227	241	1,528	119	1,300	108	1,208	255	1,619	73
DISABILITY STATUS														
With one or more people with a disability	467	259	318	144	629	348	462	187	347	96	669	580	329	41
With no persons with a disability	795	260	895	270	919	174	1,313	85	1,209	142	1,346	304	1,425	98
RACE AND HISPANIC OR LATINO ORIGIN OF HOUSEHOLDER														
White alone	1,121	490	1,084	367	1,423	447	1,415	212	1,452	225	1,576	730	1,622	129
Black or African American alone	72	0	57	36	59	42	209	31	92	13	182	71	62	0
American Indian and Alaska Native alone	0	0	25	11	31	14	16	0	0	0	17	0	14	0
Asian alone	0	0	0	0	14	14	49	29	0	0	119	0	46	0
Native Hawaiian and Other Pacific Islander alone	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Some other race alone	30	0	23	0	0	0	0	0	0	0	0	0	0	0
Two or more races	39	29	24	0	21	5	86	0	12	0	121	83	10	10
Hispanic or Latino origin (of any race)	96	14	93	11	31	0	85	0	7	4	181	148	46	9
White alone, not Hispanic or Latino	1,039	476	1,021	367	1,392	447	1,398	212	1,448	221	1,466	632	1,591	120
HOUSEHOLD INCOME IN THE PAST 12 MONTHS (IN 2015 INFLATION-ADJUSTED DOLLARS)														
Median income (dollars)	34,310	17,460	42,787	14,655	35,053	16,413	46,967	22,109	51,818	20,093	25,417	11,240	49,970	-

City of Watertown Food Stamp/ SNAP

2017

2013-2017 American Community Survey 5-Year Estimate

Census Tracts	Watertown city, Jefferson County, New York		Jefferson County, New York		New York	
	Total	Households receiving food stamps/SNAP	Total	Households receiving food stamps/SNAP	Total	Households receiving food stamps/SNAP
	Estimate		Estimate			
Households	11,123	2,988	43,206	7,057	7,262,279	1,110,617
With one or more people in the household 60 years and over	2,990	781	13,359	2,116	2,723,953	456,987
No people in the household 60 years and over	8,133	2,207	29,847	4,941	4,538,326	653,630
% of households receiving assistance		26.9%		16.3%		15.3%
HOUSEHOLD TYPE						
Married-couple family	4,019	559	22,757	1,866	3,194,010	258,597
Other family:	2,048	918	6,447	2,193	1,431,950	450,855
Male householder, no wife present	598	181	1,846	430	360,634	77,909
Female householder, no husband present	1,450	737	4,601	1,763	1,071,316	372,946
Nonfamily households	5,056	1,511	14,002	2,998	2,636,319	401,165
With children under 18 years	3,086	1,001	14,843	2,799	2,243,159	477,021
Married-couple family	1,578	298	9,991	1,073	1,403,631	158,765
Other family:	1,508	703	4,684	1,696	823,407	313,401
Male householder, no wife present	498	158	1,285	360	179,128	45,809
Female householder, no husband present	1,010	545	3,399	1,336	644,279	267,592
Nonfamily households	0	0	168	30	16,121	4,855
No children under 18 years	8,037	1,987	28,363	4,258	5,019,120	633,596
Married-couple family	2,441	261	12,766	793	1,790,379	99,832
Other family:	540	215	1,763	497	608,543	137,454
Male householder, no wife present	100	23	561	70	181,506	32,100
Female householder, no husband present	440	192	1,202	427	427,037	105,354
Nonfamily households	5,056	1,511	13,834	2,968	2,620,198	396,310
POVERTY STATUS IN THE PAST 12 MONTHS						
Below poverty level	2,474	1,836	6,159	3,644	1,081,170	555,536
At or above poverty level	8,649	1,152	37,047	3,413	6,181,109	555,081
DISABILITY STATUS						
With one or more people with a disability	3,221	1,655	11,781	3,783	1,667,312	509,184
With no persons with a disability	7,902	1,333	31,425	3,274	5,594,967	601,433
RACE AND HISPANIC OR LATINO ORIGIN OF HOUSEHOLD						
White alone	9,693	2,600	38,856	6,329	5,051,775	516,220
Black or African American alone	733	193	2,140	356	1,065,864	301,373
American Indian and Alaska Native alone	103	25	212	30	26,323	8,180
Asian alone	228	43	657	43	487,325	69,995
Native Hawaiian and Other Pacific Islander alone	0	0	82	0	1,981	467
Some other race alone	53	0	352	51	491,977	179,872
Two or more races	313	127	907	248	137,034	34,510
Hispanic or Latino origin (of any race)	539	186	1,990	315	1,074,796	343,584
White alone, not Hispanic or Latino	9,355	2,475	37,684	6,126	4,579,652	398,542
HOUSEHOLD INCOME IN THE PAST 12 MONTHS (IN 2013 INFLATION-ADJUSTED DOLLARS)						
Median income (dollars)	40,767	15,390	50,322	17,803	59,269	18,828



Economic Development Overview

Chapter Contents

- Introduction
- Economic Profile
- Industry Opportunities
- Asset-Based Opportunities
- SWOT Summary

INTRODUCTION

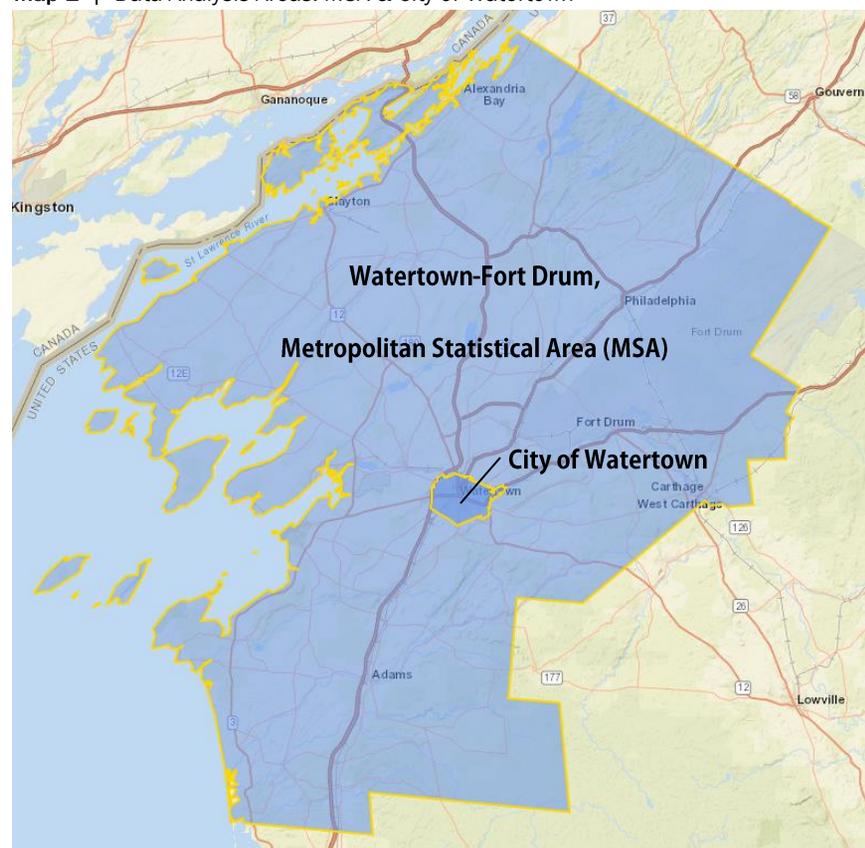
The Economic Development Section provides an inventory of the economic assets and advantages of the City of Watertown and what opportunities exist to grow the City's economy. Understanding the economic development potential for the City is essential in the Comprehensive Planning Process as future land use and other city policies and programs should seek to capitalize on these opportunities.

The City of Watertown is a regional destination for retail and healthcare, drawing people from the surrounding region's more rural communities. Fort Drum, a substantial military installation, is only a short-drive from the City and helps sustain the City's economy. The Watertown region also has a base of manufacturing businesses including New York Air Brake Corporation, a long-term employer in the City that provides over 300 jobs. The City also boasts a traditional walkable downtown area and high-quality parks and recreational offerings, which supports a high quality of life in the City. Other important assets include a major regional hospital and Jefferson Community College, which provides workforce training opportunities for local residents.

Despite its strengths and assets, the City's economy faces challenges. Many jobs are low-paying service sector and poverty in the City is relatively high. The School District lags behind most in the region making it difficult to attract and retain families. Real estate development activity is modest as the City has struggled to bring in new private investment. A survey of residents reflects the economic challenges facing Watertown. According to a recent survey of community residents conducted by The Center for Community Studies at Jefferson Community College, only 36% of respondents rated the state of the local economy as 'excellent or good' (17% rated it 'Poor'). The availability of good jobs ranked even lower with only 28% indicating that the availability of quality of jobs is 'excellent or good' compared with 29% that say their availability is 'poor.'

Despite the challenges, there are numerous opportunities, identified in this section, for the City to grow and revitalize its economy. In 2018, New York State awarded the City \$10 million through its Downtown Revitalization Initiative (DRI) that will help catalyze economic development by supporting 14 transformative projects. The Comprehensive Plan is another tool that can sustain this momentum and help spur future economic growth in the City.

Map 1 | Data Analysis Areas: MSA & City of Watertown



This chapter uses data for the Watertown-Fort Drum MSA, which is a larger region than the City of Watertown. The MSA, shown on the map above, is used because detailed industry data is not available at the City level and because it is important to consider regional economic activity and strengths in identifying economic development opportunities for the City of Watertown.

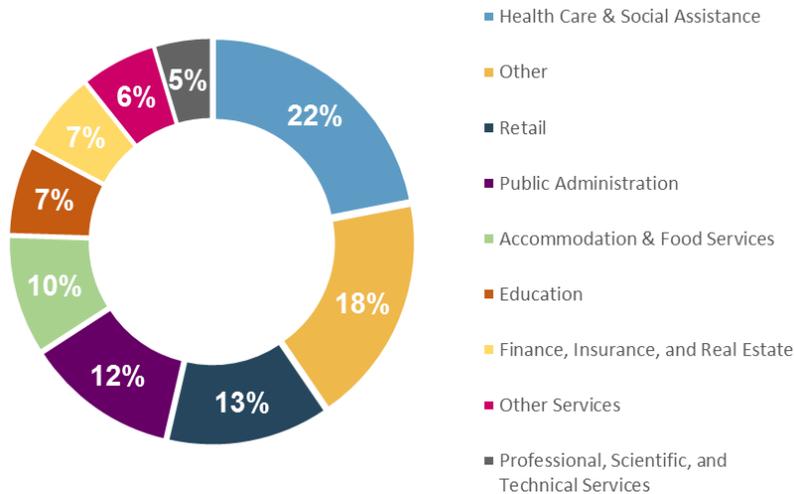
ECONOMIC PROFILE

This section provides a snapshot of the key characteristics and trends of Watertown’s economy including the current mix of business, largest employers, workforce characteristics, and quality of life attributes.

Jobs in Watertown

There are approximately 19,540 jobs provided by businesses in the City of Watertown. Health Care & Social Assistance represents the largest component of Watertown’s economy as measured by jobs. The sector provides more than 1 out of 5 jobs in the City (4,290). Retail is the city’s second largest industry sector accounting for 13% (2,570) of jobs in the City. The closely related Accommodation & Food Services industry accounts for an additional 10% (1,880) of jobs. Institutional and public sectors also account for a significant share of the jobs in the City.

Chart 1 | City of Watertown Business Mix (by Industry & Employment)



Source: ESRI Business Analyst Online (2018 est.)

Largest Employers

Watertown is home to many of Jefferson County’s largest employers. Major private business employers include Samaritan Medical Center, New York Air Brake Corp., Johnson Newspaper Corp., and Watertown Family YMCA. Major Public sector employers in the City include the State, County, and City as well as Jefferson Community College. Fort Drum, the largest employer in the region, is located within a short commute time of the City.

Table 1 | Jefferson County & City of Watertown Largest Employers

Employer	In City	# of Employees	Function
Fort Drum		4,048 (civilian)	Defense
Samaritan Medical Center & Samaritan Keep & Summit Senior Village	✓	2,455	Healthcare
New York State	✓	1,900	Government
Jefferson County	✓	830	Government
Convergys	✓	800	Call Center
Jefferson Rehabilitation Center	✓	548	Healthcare
Jeff-Lewis BOCES	✓	500	Education
Carthage Area Hospital		384	Healthcare
City of Watertown	✓	367	Government
New York Air Brake Corp.	✓	355	Manufacturing
Jefferson Community College	✓	273	Education
Johnson Newspaper Corp.	✓	246	Publishing
Watertown Family YMCA	✓	239	Recreation & Childcare
National Grid		200	Utility
Timeless Frames		190	Manufacturing
Purcell Construction	✓	140	Construction

Source: Jefferson County, NY Economic Development

Workforce

A community’s workforce has become increasingly important as competition among businesses for qualified and skilled workers has intensified, leading many to places where there is an available supply of workers now and in the future. This section provides an overview of the key characteristics of the City’s workforce. Note that education is discussed as part of the demographic profile found in section #.

Occupations

The most common job type among residents is Office and Administrative Support, accounting for 13% of all resident jobs. Education, legal, community service, arts, and media ranks a close second at 12% of jobs followed by sales and related occupations and serving related occupations. Overall, the most common job types among residents are generally lower-paying service jobs.

Table 2 | Most Common Job Types of City of Watertown Residents

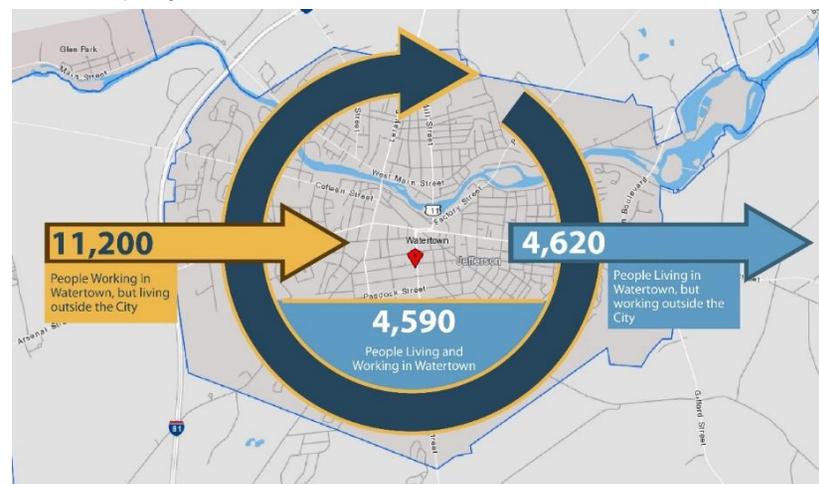
Occupation	Number Employed	Percent Employed
Office and administrative support	1,502	13%
Education, legal, community service, arts, and media	1,322	12%
Sales and related occupations	1,296	11%
Food preparation and serving related occupations	1,224	11%
Management, business, and financial	1,126	10%
Healthcare practitioner and technical	928	8%
Personal care and service	679	6%
Production	587	5%
Installation, maintenance, and repair	510	4%
Building and grounds cleaning and maintenance	348	3%
Construction and extraction	334	3%
Healthcare support occupations	327	3%
Computer, engineering, and science	321	3%
Protective service occupations	307	3%
Transportation	272	2%
Material Moving	270	2%
Total Residents Employed	11,353	100%

Source: U.S. Census Bureau, 2012-2016 American Community Survey 5-Year Estimates

Commuting Patterns

The City of Watertown is an employment center that draws in workers from surrounding areas. Approximately 11,200 people live outside of the City, but work at jobs within the City. By comparison, only 4,620 people live in the City and work elsewhere. As a result, the City experiences a net influx of workers measuring approximately 6,600 due to in-commuting. Commuters into the City come from many communities with the Town of Watertown being the municipality where the greatest number of in-commuters live (844 workers live in the Town of Watertown). A significant number of workers in the city also live in the Towns of Pamela, Le Ray, and Hounsfield.

Chart 2 | City of Watertown Inflow and Outflow of Workers

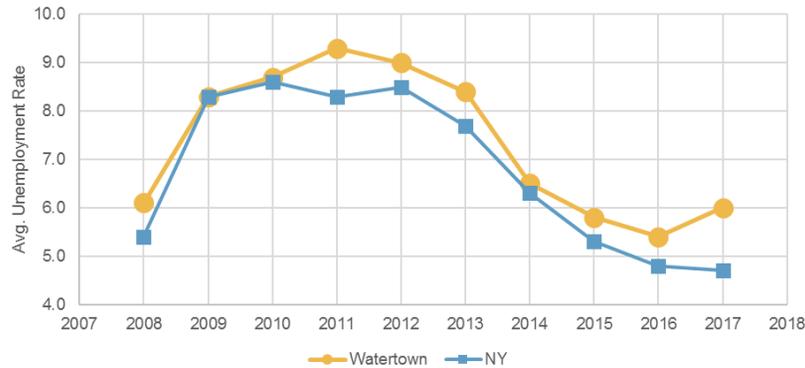


Source: U.S. Census Bureau OnTheMap, 2015 data.

Unemployment

The average unemployment rate in Watertown in 2017 was 6% compared to 4.7% for New York State. The City’s unemployment rate has closely followed that of New York State until recently. Data available for 2018 indicates that the unemployment rate has dropped to below 5% approaching the end of the year.

Chart 3 | Average Annual Unemployment Rate: City of Watertown & New York



Source: U.S. Bureau of Labor Statistics

School Quality

Quality schools are critical economic development infrastructure that can either help or hinder building a talented workforce for a community’s businesses. Communities with good schools help attract workers with school aged children whereas those without have difficulty in attracting these workers. The quality of schools is also important because communities with quality schools attract wealthier families with more discretionary income, which is spent at local businesses.

The Watertown City School District is one of the lowest rated relative to the other School Districts in Jefferson County. The District’s high school graduation rate in 2017 of 69% lagged well behind the other districts in the County, which had an average graduation rate of 90%. GreatSchools, an independent nonprofit, scores school districts throughout the U.S. and is used by popular home buying websites such as Zillow. Watertown City School District received a rating of 5/10

from the organization, which is tied for the lowest in the County along with Carthage.

Chart 4 | Jefferson County School District Comparison

District	Students in Graduating Cohort	High School Graduation Rate (2017)	GreatSchools Rating* (10=best)
Alexandria	49	90%	6
Belleville Henderson	40	88%	7
Carthage	229	86%	5
General Brown	116	89%	7
Indian River	196	87%	6
La Fargeville	31	87%	7
Lyme	19	100%	7
Sackets Harbor	43	88%	7
South Jefferson	141	91%	6
Thousand Islands	78	92%	7
Watertown City	293	69%	5

*Great Schools.org; rating based on test scores, student progress, academic progress, college readiness, advanced courses, Low-income scores, discipline and attendance flags

Source: Zillow, New York State Education Department

The comparatively lower quality of the Watertown City School District will likely deter many families from living in the City, depriving it of potential property tax revenue and sales at local businesses while making it more difficult for businesses in the City to attract talented workers. Therefore, the City may need to focus on creating and improving family-friendly amenities in the City to retain and attract families with children. It may also be prudent for the City to focus on attracting younger professionals and empty nesters rather than families.

Planning Implications: Economic Profile

- Fort Drum is the largest regional employer and its thousands of residents also help support businesses in Watertown. The City's close proximity to the Fort is an economic strength and opportunity to grow the City's economy by drawing more residents into the City. While the Fort is generally a stable presence, the level of activity at the Fort and therefore its local economic impact is subject to federal policy and any substantial decline in personnel or activity in the future, like any other major employer, would have a major negative impact on the City economy. Therefore, continuing efforts to diversify the economy to reduce dependency on the Fort is important.
- The City of Watertown is a regional employment hub with a net influx of people during the day with more people commuting into the City than leave the City to work. The City's strength as an employment center is an asset to build off through the growth and attraction of businesses. The City should continue to build a vibrant mixed-use downtown area that will attract businesses as well as new residents and visitors. There may also be an opportunity to attract in-commuters to live in the City, if the right housing and amenities targeted to those commuters were present.
- One potential hindrance to economic development is the quality of the Watertown City School District, which lags behind other districts in Jefferson County. This may make it difficult to attract high quality workers with children to live and work in the City. Therefore, family-friendly amenities are critical.

INDUSTRY ASSETS

Largest Industries

The largest industries in the Watertown Region are important to understand because land use policies should accommodate growth and expansion.

Retail, Health Care and Social Assistance, and Accommodation and Food Services are the largest industry sectors in the Watertown Region. Manufacturing also composes a significant portion of the regional economy as a largest sector. Manufacturing provides more jobs than FIRE sectors (finance, insurance, and real estate) as well as Professional, scientific, and technical service jobs.

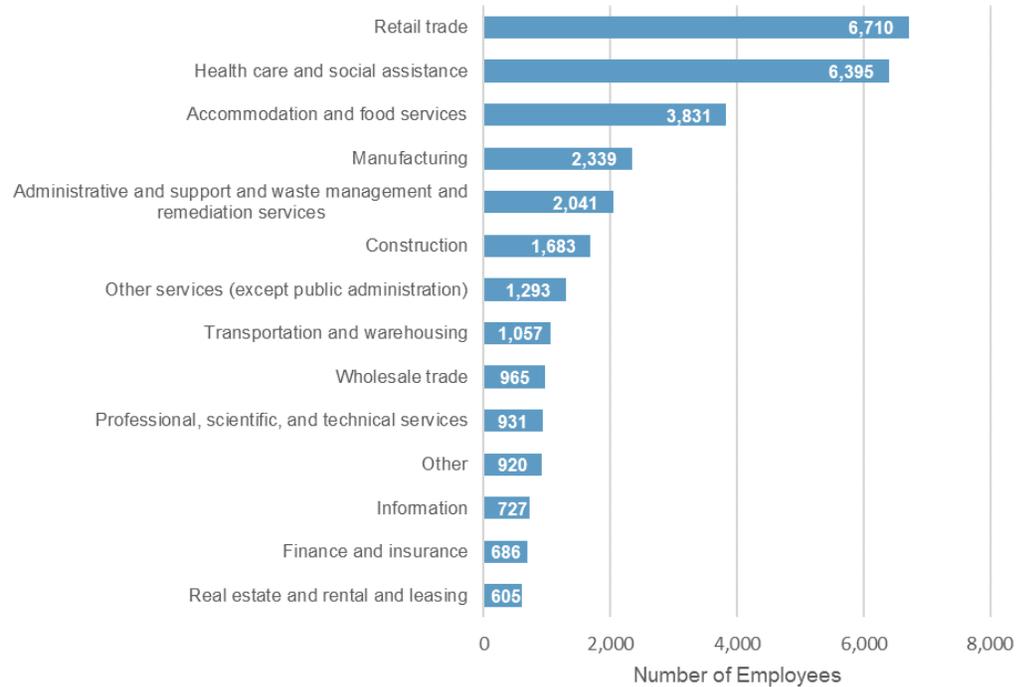
Within the Retail Sector, the largest regional industry, General Merchandise stores, Food and Beverage Stores, and Motor Vehicle and Parts Dealers are the most significant in terms of number of jobs.

In the Health Care and Social Assistance industry, nearly 30% of jobs are in Ambulatory health care services, which includes physicians' offices, dentist offices, and other offices of health practitioners. Hospitals and Nursing and residential care facilities also provide significant numbers of regional jobs.

Restaurants and Eating Places represent the largest portion of the Accommodation and Food Services sector providing over 3,200 jobs alone.

Manufacturing has several notable subsectors including Food Manufacturing, Paper Manufacturing, and Cement and Concrete Manufacturing.

Chart 5 | Largest Industries: Watertown-Fort Drum MSA (2-digit NAICS)



Source: U.S. Census Bureau, 2016 County Business Patterns

Planning Implications: Largest Industries

The City's (MSA) employment is concentrated in three major sectors (Retail, Health Care, and Accommodation and Food Services). These sectors represent existing strengths with the potential to provide the greatest number of new jobs, as even modest growth can generate many new jobs. The Comprehensive Plan should ensure existing land use regulations can facilitate growth in these sectors and are complemented by economic development strategies to grow them.

Industry Focus: Retail

A retail leakage analysis is a statistical tool to help understand the retail dynamics in a certain geography. It is commonly referred to as a retail “gap” analysis because it identifies gaps in the retail market where demand for retail goods and services in a specific category is not being satisfied by the existing retail businesses in that geography (i.e., sales are leaking out of the geography).

The analysis compares the estimated spending of households in the City to actual sales at retail businesses within the City (supply). Retail leakage (gap) is calculated as demand minus supply. Therefore, a positive retail gap (indicated in green in Chart 6) indicates that demand exceeds supply within the City, and consumers are leaving the area (or going online) to purchase goods and services in that category. It may be possible to recapture some of that spending in the City.

A negative retail gap (indicated in red in Chart 6) indicates a net inflow of spending in a retail category within a given geography. Therefore, a negative retail gap indicates that supply exceeds demand from within the geography, indicating that customers are coming from outside the geography. Overall, the City has a substantial Negative Retail Gap of nearly \$253 million, indicating that the City serves as a major retail destination.

Planning Implications: Retail

The data suggests that many people from outside of the City shop at businesses such as General Merchandise Stores, Office Supplies & Gift Stores, Grocery Stores, and Restaurants, which have the greatest negative retail gaps. Categories where the City may be able to “recapture” spending that is “leaking” out of the City includes Automobile Dealers, Department Stores, and Clothing Stores – although the viability of new businesses in these categories would require further analysis.

Chart 6 | Retail Leakage (Gap) by Category: City of Watertown



Source: ESRI Business Analyst Online. Note that the data above is for the City of Watertown and does not represent the City’s Retail Trade Area, which would encompass a broader area and account for retail activity outside of the City Boundary.

Fastest Growing Industries

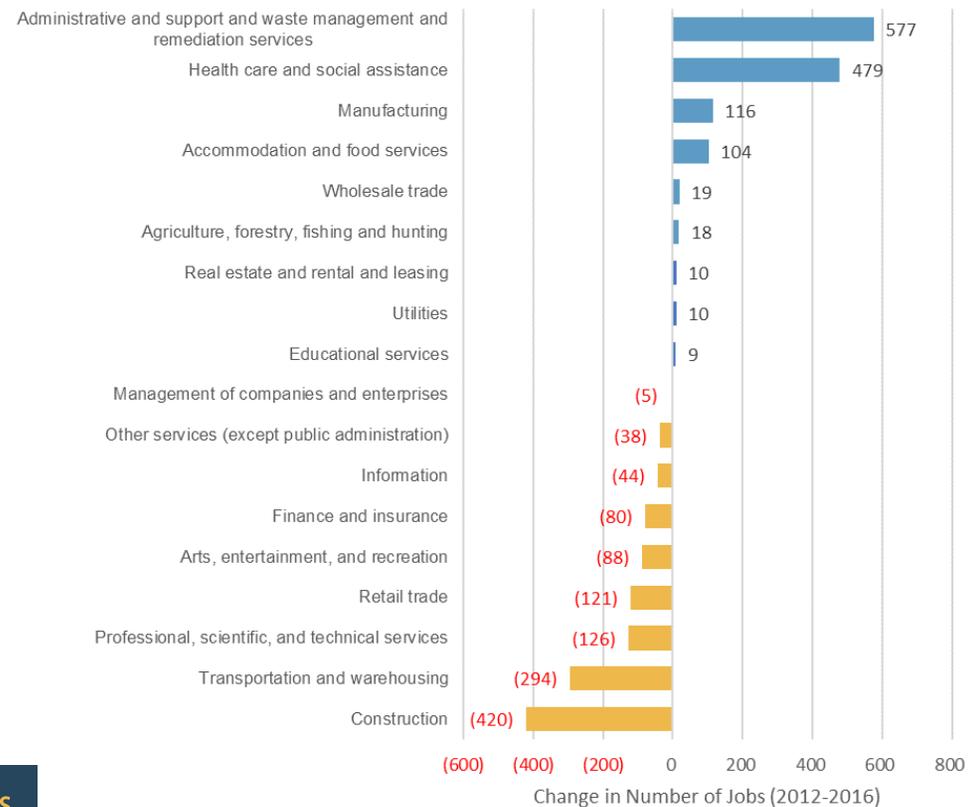
Understanding the region’s fastest growing industries in the City helps to identify opportunities to potentially capture new business and economic activity in the City. Overall, the number of jobs in the region remained stagnant from 2012 to 2016 adding only 126 – job growth of only 0.4%. Despite the overall stagnation, several industries had notable increases (and decreases).

Administrative and support and waste management and remediation services saw the greatest growth between 2012 and 2016 adding 577 jobs. The largest components of this industry sector include Professional Employer Organizations (i.e., provide human resources services to other businesses), Services to Buildings and Dwellings, and Janitorial Services.

Health Care and Social Assistance, the second largest industry in the region, saw growth of 479 jobs over the period representing a growth rate of 8%. Manufacturing also saw growth in the region with the addition of 116 jobs – an increase of 5% from 2012 to 2016.

The most significant job losses were found in Construction, Transportation and Warehousing, and Professional, Scientific, and Technical Services. The region’s largest sector, Retail, also lost jobs.

Chart 7 | Fastest Growing Industries 2012-2016: Watertown-Fort Drum MSA (2-digit NAICS)



Planning Implications: Fastest Growing Industries

The Watertown Region (MSA) has several growing sectors, whose growth may be able to be accommodated within the City. Future land use policies and regulations should be considerate of these growing industries. This may include permitting small-scale light manufacturing in appropriate places. Declining industries may indicate a need to focus new attention on retaining jobs in these sectors.

Most Concentrated Industries

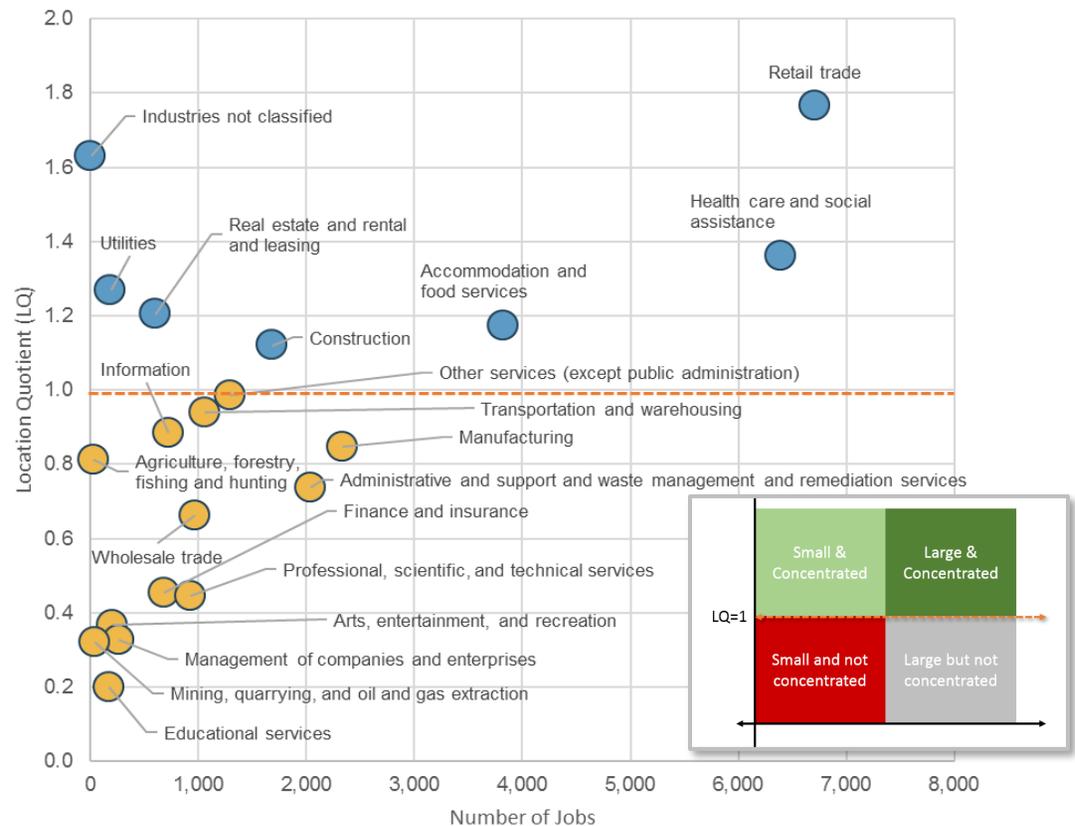
Industry concentration is most commonly measured by Location Quotient (LQ), which indicates how concentrated an industry is compared to the nation overall. It is helpful in understanding what is unique about the Watertown Region and in identifying any economic “niches” to build off of.

The statistical calculation of LQ is computed as an industry’s share of employment divided by the industry’s share of the national employment. Therefore, the following is how to understand the LQ calculation:

- **If LQ =1.0**, it means that the region and the nation are equally specialized in that industry.
- **If LQ is greater than 1**, it means that the region has a *higher* concentration (or specialization) in that particular industry. Note that the higher the LQ the greater the concentration. As an example, an LQ of 2 means that the industry is twice as concentrated in the region compared to the U.S.
- **If LQ is less than 1**, it means that a particular industry has a relatively *lower* concentration in the region compared to that industry’s overall concentration in the country. As another example, a LQ of 0.5 means the industry is half as concentrated in the region compared to the U.S.

Chart 8. Shows how the Watertown Region’s industries compare in terms of both industry size and relative concentration compared to the U.S. The Region’s largest industries are also more concentrated in the Watertown Region compared to the nation. Retail Trade is significantly more concentrated with a LQ of 1.8 indicating the industry is nearly twice as concentrated in the Watertown area compared to the U.S.

Chart 8 | Largest & Most Concentrated Industries: Watertown-Fort Drum MSA (2-digit NAICS)



Source: Elan; U.S. Census Bureau, 2016 County Business Patterns

Planning Implications: Most Concentrated (& Largest) Industries

The Watertown Region’s three largest industries are also relatively more concentrated than in the U.S. overall. Retail Trade, Health Care and Social Assistance, and Accommodation and Food Services should therefore be considered economic strengths to build off of. However, this does not necessarily mean there are not opportunities in other industries.

Most Competitive Industries

A shift-share analysis is one method of accounting for the City's competitiveness by determining how much job growth can be attributed to unique local factors rather than national or industry trends. These factors include advantages such as natural resources, entrepreneurial skill, favorable local labor factors, or local infrastructure. The analysis identifies in which industries the City of Watertown (MSA) has a competitive advantage but does not identify the reason or reasons for that advantage. In this analysis, industry employment trends are analyzed between 2012 and 2016, the most recent five-year period for which data is available. As shown in Chart 9, a shift-share analysis divides employment change (i.e., change in the number of jobs) into three contributing factors. These are described in detail below:

National Growth Effect (NG)

National Growth Effect looks at growth (in this case employment) that is attributable to growth in the national economy. This represents the **number of jobs that would have been created locally if local industries were growing as the same rate as the overall national rate** for total employment. NGS answers "If the City's industry grew at the national growth rate, would be the result?"

NG = Local Industry Employment * National Growth Rate for Total Overall Employment

Industrial Mix Effect (IM)

Industrial Mix Effect measures the growth that is attributable to the mix of faster or slower than average growing industries. This represents the **number of jobs that would have been created locally if each local industry was growing at the same rate as that industry grew nationally**. IMS answers the question "How much growth can be attributed to the City's mix of industries?"

IM = Local Industry Employment * (National Industry Growth Rate – National Average Growth Rate)

Competitive Effect (CE)

Competitive is the **growth that is attributable to the competitive nature of the local industries**. It identifies the City's leading and lagging industries. The City has a competitive advantage in a particular industry if its employment in that industry is growing faster than the industry's employment nationally, that is, it is the growth that cannot be explained by national trends in that industry or the national economy as a whole. CE answers the question "How many jobs were created (or not) as a result of the City's competitiveness?"

CE = Local Industry Employment * (Local Industry Growth Rate – National Industry Growth Rate)

Chart 9 | Shift-Share Analysis: Competitive Industries in Watertown (Watertown-Fort Drum MSA)

NAICS	Industry	National Industry Growth Rate	Watertown Growth Rate	Employment Change			Total (Actual Change)
				NG	IM	CE	
11	Agriculture, forestry, fishing and hunting	0%	138%	1	(1)	18	18
21	Mining, quarrying, and oil and gas extraction	NA	NA	NA	NA	NA	NA
22	Utilities	0%	5%	17	(18)	11	10
23	Construction	20%	-20%	196	224	(840)	(420)
31-33	Manufacturing	4%	5%	207	(128)	37	116
42	Wholesale trade	6%	2%	88	(33)	(36)	19
44-45	Retail trade	8%	-2%	637	(102)	(656)	(121)
48-49	Transportation and warehousing	12%	-22%	126	32	(452)	(294)
51	Information	10%	-6%	72	5	(121)	(44)
52	Finance and insurance	6%	-10%	71	(26)	(126)	(80)
53	Real estate and rental and leasing	9%	2%	55	(3)	(42)	10
54	Professional, scientific, and technical services	10%	-12%	99	5	(229)	(126)
55	Management of companies and enterprises	11%	-2%	25	5	(35)	(5)
56	Administrative and support and waste management and remediation services	18%	39%	137	125	316	577
61	Educational services	6%	5%	16	(6)	(1)	9
62	Health care and social assistance	7%	8%	552	(115)	42	479
71	Arts, entertainment, and recreation	12%	-30%	27	9	(124)	(88)
72	Accommodation and food services	14%	3%	348	187	(430)	104
81	Other services (except public administration)	5%	-3%	124	(63)	(100)	(38)
99	Industries not classified	NA	NA	NA	NA	NA	NA
Total		9.3%	0.4%	2,798	97	(2,769)	126

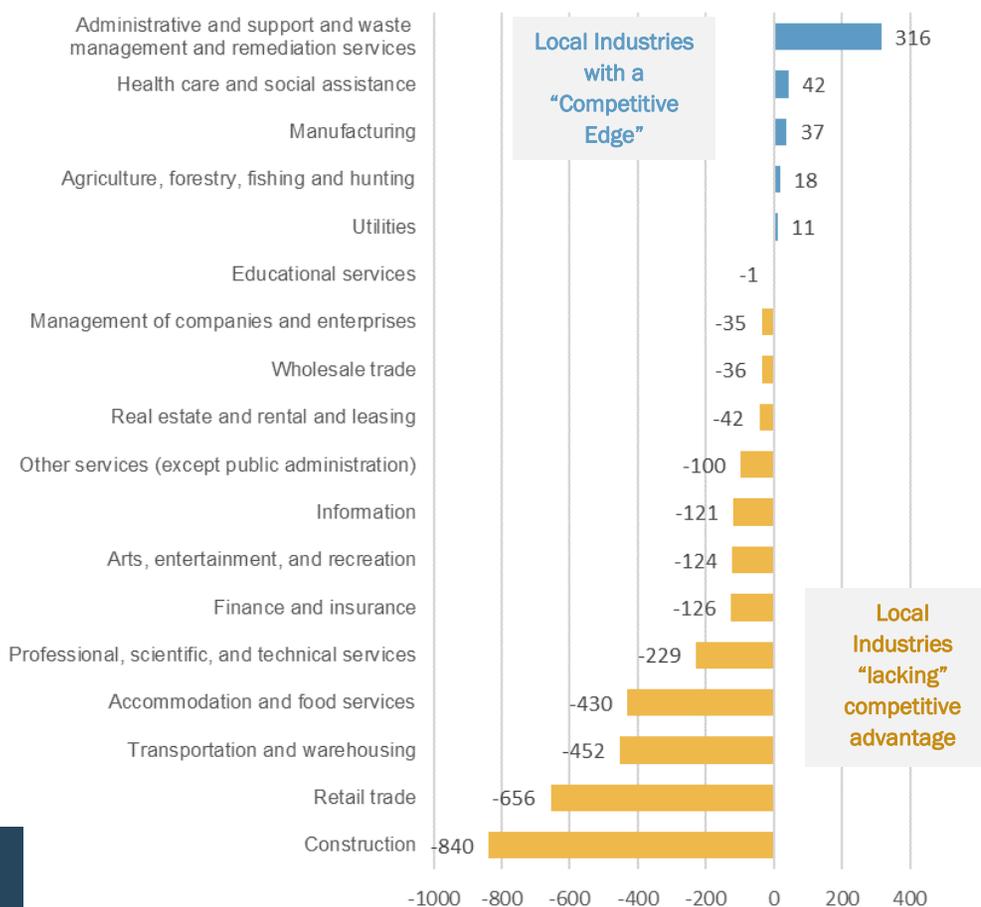
Source: Elan; U.S. Census Bureau, 2016 County Business Patterns

The results shown in Chart 10 indicate that the Watertown Region’s industries would have been expected to gain jobs between 2012 and 2016 based on the combination of the National Growth Effect and Industrial Mix Effect. In other words, during this period, the national economy grew and some industries grew even faster than the average rate. Had the Region’s industries followed these trends, it would have gained 2,895 jobs. Instead, the Region’s industries gained only 126 jobs.

As shown in Chart #, many of the industries lagged behind where they “should” have been because of a lack of competitiveness. That is, local factors prevented these industries from keeping up with national trends. Chart # looks specifically at the Competitive Effect (“CE”) and not the actual job change. For example, the Retail Trade Industry lost 121 actual jobs during the time period; however, the Industry is actually “worse off” by 656 jobs when the jobs it should have gained (based on national trends) are considered.

While many industries had a negative competitive effect during this period, there were some bright spots where regional industries performed better than would have been expected. Administrative and support and waste management and remediation services ranked highest among these, outperforming its expected job growth due to national trends by 316 jobs. Health Care and Social Assistance as well as Manufacturing were also found to have a positive local competitive effect.

Chart 10 | Shift-Share Analysis: Competitive Industries in Watertown–Fort Drum MSA (2012-2016)



Local Competitive Effect: Change in number of jobs relative to job change expected based on national trends

Planning Implications: Most Competitive Industries

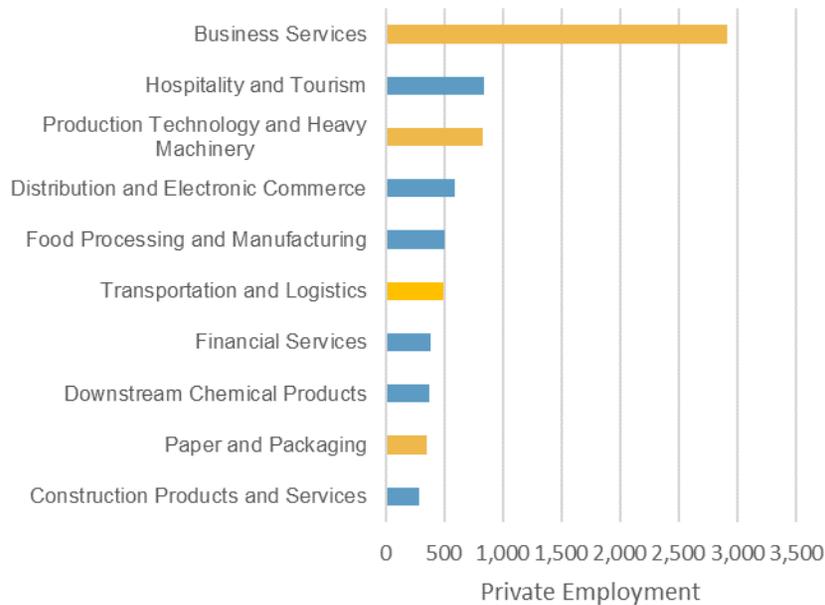
The three “most competitive” industries in the Watertown Region are Administrative and support and waste management and remediation services, Health care and social assistance, and manufacturing. These industries have done better in terms of job growth in Watertown than in the U.S. overall. There may be an opportunity to grow businesses or attract new businesses in these sectors and related sectors due to the region’s competitive advantage.

Industry Clusters

Industry clusters are groups of related industries. By definition, a cluster is a regional concentration of related industries that arise out of the various types of linkages or externalities that span across industries in a particular location. A cluster analysis can reveal important economic linkages that may not be readily apparent when analyzing individual industries.

As shown in Chart 11, the Watertown Region has a strong Business Services cluster, which includes the Professional Employer Organizations. Hospitality and Tourism is the second largest cluster (though not considered a “strong” Traded Cluster based on employment specialization). Production Technology and Heavy Machinery ranks third in Cluster size.

Chart 11 | Largest and “Strongest” Industry Clusters: Watertown, NY Metropolitan Area



Orange = Strong Traded Cluster (high employment specialization)
 Source: U.S. Cluster Mapping

Jefferson County Industry Priorities

Several priority industries have previously been identified through county-led efforts including a 2012 Comprehensive Economic Development Strategy (CEDS) titled *A “Blueprint” For Economic Development Action* and a 2014-2015 CEDS update that reflects action “highlights” towards achieving the CES goals. The Strategic Industries for Jefferson County include the following:

1. Manufacturing

Particularly advanced manufacturing is a target because of the existing base of manufacturers, availability of space, and other factors. Legacy firms were specifically identified as a strength and an opportunity to build on. Specific manufacturing sectors of opportunity in the County include railroad rolling stock manufacturing, rubber product manufacturing, electrical equipment manufacturing, and food manufacturing. Within food manufacturing, dairy and wine and beer production were identified as opportunities.

2. Tourism, Accommodation, Food Services, and Retail Trade

Watertown was specifically identified as a regional service center and retail destination for the North Country and Southern Ontario. The industry depends largely on having a stable number of personnel at Fort Drum and Canadian visitation levels. Opportunities in the industry that the CEDs identified include the potential for additional accommodation facilities or the upgrade of existing facilities. Marketing was also indicated as an opportunity, especially to attract more Canadian residents. The County’s recreational resources for activities like hunting, fishing, hiking, ATVing, snowmobiling, and boating are another opportunity to grow this industry group.

3. Agriculture

The County has a large cluster of dairy farming, which has helped attract dairy product manufacturing firms to the county. According to the CEDs, an increasing number of farmers and entrepreneurs have been establishing wineries, distilleries, and breweries while farmers have moved towards growing grapes and hops (and making and selling their own value-added end products). Opportunities in the Agriculture sector include manufacturing more value-added products, marketing crops grown locally, and potentially biomass.

4. Health Care & Social Assistance

Watertown is a destination for health care services. The City's health care services also provide services to Fort Drum, which does not have its own hospital. The Health Care and Social Assistance industry has been growing and there is unmet demand for specialized health care services, which may offer an opportunity for additional growth.

5. Information Technology

The Information Technology (IT) Industry was identified in the CEDs as an important part of the county economy due to increased interest in telemedicine, health care related call centers and general innovation and advanced

manufacturing. The report recommends focusing on the intersection of health care and information technology and supporting the growth of not only the IT Industry but also the skilled jobs to service IT equipment.

6. Call Centers and Back Office Support Operations

This sector was identified as a strategic industry because of its importance in providing support for larger legacy firms and industry sectors. Call centers are a small part of the economy but growth potential exists according to the CEDs. Insurance carriers may be one specific subsector of strategic importance since there may be an unmet need to serve the Fort Drum population and residents.

Summary of Industry Opportunities

There are several strategic industries for the City of Watertown to focus on to sustain and grow the City's economy in the coming years. Based on the industry analysis, the following industries represent the best strategic industry opportunities for economic growth in the City:

Health Care and Social Assistance: The City is a health services destination for the region and its Health Care Industry is large, relatively concentrated, and growing. Economic development opportunities within the sector include growing and attracting additional health care providers, including more specialized practices. Other related opportunities may include new senior housing facilities within walking distance of the hospital and other medical facilities. There may also be an opportunity for new housing targeted towards medical professionals.

Light Manufacturing: Small-scale light manufacturing appropriate for an urban setting could have potential in the City. The City already has some manufacturing activity new businesses in the sector could create jobs for local residents and increase the City's tax base. The analysis indicated that manufacturing is a locally competitive industry and has seen growth in recent years. Examples of potential opportunities in manufacturing include value-added and specialty food products and local beverage production such as microbreweries. These types of manufacturers also have crossover benefits with other strategic industries such as retail, tourism, entertainment, and food services. Therefore, they may be important focus areas for the City's economic development efforts.

Accommodation, Food Services, & Entertainment: Watertown is a dining destination, evidenced by the large "surplus" of retail spending on restaurants in the City and the overall size of the industry. There may be opportunities around this strength to continue to build the City, and especially the downtown area, as a dining destination with new restaurants providing a variety of dining experiences. Similarly, the City has a concentration of lodging establishments. There may be an opportunity to attract new hotels or other lodging businesses, especially in the downtown area to create a vibrant "entertainment district" with a mix of dining, entertainment, and arts & culture venues and businesses.

Tourism & Outdoor Recreation: The City and its surroundings have the assets to support a strong tourism industry based largely on outdoor recreation. The Black River is an especially underutilized asset, as discussed in the next section. There may be opportunities to better market the Watertown's areas natural resources and outdoor recreation offerings to increase visitation to the area, and into the City where visitors can shop, dine, be entertained, and stay while on their trip.

Retail: The retail industry is the Watertown Region's largest and most concentrated industry (relative to the U.S.) indicating the industry's importance to the local economy. The leakage (gap) analysis indicated that the City should focus on existing strengths as a regional destination, rather than filling unmet gaps in categories dominated by online shopping. Capitalizing on its position as a retail destination will likely mean a focus on downtown retail that provides a unique experience where shopping blends with entertainment, which is where the national retail industry has been shifting towards.

“Asset-Based” Opportunities

Asset-Based economic development provides an approach that builds off of a community’s unique economic, cultural, natural resource, and other physical assets. Watertown has several significant assets that can be leveraged for economic development. These assets include:

- Fort Drum
- The Black River
- Downtown
- Thompson Park
- Watertown Regional Medical Center
- Jefferson Community College

These assets are described in the following chart along with the economic development opportunities that exist for the City to take advantage of these key elements.

ASSET BASED ECONOMIC DEVELOPMENT

“ Asset-based economic development is a bottom-up approach to economic development that builds on existing local resources to strengthen local and regional economies. Asset-based economic development focuses on a community’s natural environmental, socio-cultural, and economic advantages and how these can be leveraged into sustained economic growth and productivity.

ICMA Center for Sustainable Communities

Asset	Description of Asset	Economic Development Opportunity
 <p style="font-size: 1.2em; color: #1a3d4d; margin-top: 10px;">Fort Drum</p>	<p>Fort Drum is home of the 10th Mountain Division (LI) and provides training and base operations support to all of the service branches and to more than 26,000 Reserve and National Guard Members. Key facts and figures for Fort Drum include:</p> <ul style="list-style-type: none"> ▪ 14,960 Active Duty Military Members plus 17,171 Military Family Members, including over 6,000 school aged children ▪ 27,514 “Transient and Rotational” Military ▪ The Fort provides over 4,100 on-site jobs to civilians that live in the region ▪ Over 13,310 Military/Family members live off-base in North Country Communities ▪ Direct Economic Impact of approximately \$1.22 Billion Annually. 	<ul style="list-style-type: none"> ▪ Retail and Entertainment Hub for Soldiers/Families Housed on Fort Drum There is an opportunity for Watertown better draw residents of Fort Drum into the City to support local retail and entertainment businesses. More than half of the Assigned military are married and many families with children reside on post. The City may be able to bring residents downtown by facilitating the development of quality shopping and entertainment experiences, including walkable downtown shops, nightlife, and family-friendly activities. While the right mix of businesses and activities in an attractive setting is critical, the lack of reliable public transportation to connect residents on the Fort to the City and downtown will also need to be addressed to capitalize on this opportunity. ▪ Off-Site Housing for Soldiers/Families and On-Site Civilian Workers The City of Watertown has an opportunity to be the community of choice for military personnel and their families that are not residing on post. This includes having the right mix of quality housing and amenities to attract people to live.

Asset	Description of Asset	Economic Development Opportunity
 <p data-bbox="331 565 491 597">Black River</p>	<p data-bbox="646 277 1037 513">The Black River extends for 125 miles, ultimately emptying into the eastern end of Lake Ontario. There are over 17 dams on the Black River and is known as an excellent location for fishing, including trout, salmon, bass, and pike. The Black River Canyon that begins in Watertown and ends in Brownville is a notable whitewater stream with reliable flows through the summer.</p>	<ul style="list-style-type: none"> <li data-bbox="1079 256 1881 472"> <p>■ Improved Fishing Quality and Access While the Black River is a great recreational fishing resource, the quality of fishing in the portion that runs through Watertown is diminished due to the lack of fish movement from further upstream. Salmon is especially affected by this and is not found in the Watertown portion of the river. Furthermore, the City lacks an adequate number and variety of fishing access points. Addressing these two issues will help support visitation to the City and local businesses benefitting from this visitation. Improving fishing in the Black River may also help support new fishing-related events, further increasing the economic benefits.</p> <li data-bbox="1079 500 1850 618"> <p>■ Whitewater Destination The River provides a high-quality whitewater experience, which has already helped support whitewater rafting companies to the Watertown area. There may be opportunities to build on this through increased marketing, new events, and connecting new users with whitewater experiences.</p> <li data-bbox="1079 646 1860 764"> <p>■ Quality of Life Enhancement New recreation opportunities and access to the Black River will help support a high quality of life in the City, which will help attract new residents and workers to Watertown. Potential examples include waterfront trails and parks, places to rent canoes/kayaks/paddleboards, and new designated fishing points.</p>
 <p data-bbox="331 1182 491 1214">Downtown</p>	<p data-bbox="646 846 1037 1016">The City's downtown is an attractive and walkable center with a mix of uses. The Public Square Park provides a high-quality public space at the heart of the community. Downtown offers a mix of business types including retail, restaurants, and professional offices.</p>	<ul style="list-style-type: none"> <li data-bbox="1079 824 1881 967"> <p>■ Entertainment Destination The Downtown Area has the potential to be a vibrant entertainment area through the addition of new arts and cultural venues, restaurants, microbreweries, and other similar establishments. Building the downtown as an entertainment destination will help draw in visitors from outside the City, including those residing at Fort Drum, while helping to support other downtown businesses such as local retailers.</p> <li data-bbox="1079 995 1881 1195"> <p>■ New Retail Experiences While downtown features some retail offerings, the retail experience can be improved as a way to draw more people into the City and downtown area. National retail trends have seen a shift towards retail that provides a unique experience, blending retail with entertainment. Downtown should provide an environment that supports this type of retail and that provides a variety of complementary businesses such as brewpubs, cultural venues, restaurants, and other businesses that enhance downtown as a shopping, dining, and entertainment destination.</p> <li data-bbox="1079 1222 1860 1341"> <p>■ New Housing New Housing downtown would increase its vibrancy and help support downtown businesses. As downtown becomes more of a vibrant entertainment hub, it will also increase the market viability of market-rate apartments, which in turn will support additional business growth.</p>

Asset	Description of Asset	Economic Development Opportunity
	<p>Thompson Park was designed by the renowned landscape architect Frederick Law Olmstead, who also designed Central Park in New York City. Thompson Park features a zoo operated by the Thompson Park Conservancy, a children’s creative playground, stone pavilion, sledding areas, Watertown Golf Club, exercise trails and country drives, tennis courts, an outdoor skating area, and cross-country ski trails.</p>	<ul style="list-style-type: none"> ■ Historic/Cultural Tourism Thompson Park has significant historic and cultural value that is of particular interest to a certain subset of historic and cultural tourists. The City may be able to better leverage the park to increase tourism to the City through marketing and promotional activities, which may include “packaging” together the Park with other historic and cultural sites and visitor attractions to provide a full-day itinerary for visitors. ■ Quality of Life The Park already provides an important quality of life benefit to residents of Watertown and maintaining the Park as a world-class asset will continue to make the City an attractive place for both residents and workers.
<p>Thompson Park</p>	<p>Samaritan Medical Center is a 294-bed not-for-profit community hospital providing a full range of inpatient and outpatient healthcare services. The Samaritan Keep Home is a 272-bed long-term care facility and a recently opened Samaritan Summit Village provides an additional 288 beds in a long-term care and assisted living facility.</p>	<ul style="list-style-type: none"> ■ Healthcare Cluster As a regionally serving hospital, the Samaritan Medical Center can anchor a substantial healthcare cluster of businesses including clinics, specialized service providers, and other physicians’ offices. Continuing to build a healthcare cluster would help the city maintain and grow its function as a healthcare destination for much of the north country. There may be an opportunity to locate new offices around the hospital or neighborhood locations throughout the City. ■ Medical Professional Housing Medical professionals should be a target market for the City, especially young professionals without children who would be attracted by a vibrant downtown with new entertainment options and amenities. As the healthcare industry continues to grow, new high-quality housing may be feasible within the City which would help draw in professionals to live in the City and patronize local businesses. ■ Senior Housing There is already a number of long-term care and assisted living housing units associated with Samaritan Medical Center, but there may be an opportunity to add more and a greater variety of option options. ■ Accommodations Growth in the healthcare industry may help draw new lodging/accommodation establishments to locate in Watertown to serve the families of patients and for patients traveling from around the region for medical services.
	<p>Samaritan Medical Center</p>	

Asset	Description of Asset	Economic Development Opportunity
 <p data-bbox="254 553 569 643">Jefferson Community College</p>	<p data-bbox="646 274 1031 586">Jefferson Community College (JCC) serves approximately 3,800 students, including many active duty service members and their families. JCC offers more than 40 associate degrees and certificates and offers lifelong learning opportunities. Of particular importance to economic development in the City is the business and industry workforce training that JCC provides. The school also provides assistance for entrepreneurs and start-ups through its Small Business Development Center.</p>	<ul data-bbox="1079 277 1864 448" style="list-style-type: none"><li data-bbox="1079 277 1864 448">■ Alignment of Workforce Training with Existing and Emerging Strategic Industries Perhaps the most significant opportunity associated with JCC is that it provides the necessary workforce training infrastructure to support new business and industry growth in the Watertown region. Economic development efforts should continue to coordinate between JCC, economic development organizations, and employers to ensure that the institution has the curriculum and certifications that are aligned with the workforce needs of strategic industries and their businesses.

SWOT SUMMARY

Key Economic Strengths & Advantages

Regional Service & Shopping Destination

Watertown is the region's largest urban center and as such functions as one of the North Country's most significant service and shopping destinations. Its regionally-serving businesses and large draw area are a major strength that can be built upon.

Fort Drum Proximity

Fort Drum, a 15-minute drive from the City, is a substantial military installation that provides thousands of civilian jobs and has a full-time resident population (on and off post). This stable concentration of activity and people within a reasonable distance of the City and its businesses is a competitive strength for the City.

Black River is World-Class Recreational Amenity

Black River is a strategic economic development asset for the City providing whitewater paddling, fishing, hydroelectric potential, and other quality of life benefits.

Walkable Downtown Center

The City has a downtown area that is pedestrian-friendly with a central green space and a built environment that makes it relatively easy to navigate on foot. Downtown represents an area with great "bones" for future investment and economic vitality.

Strong & Growing Healthcare Industry

Watertown has a large and growing Healthcare and Social Assistance Industry that is anchored by Samaritan Medical Center. The industry not only employs thousands of people but generally pays higher wages than others in the region.

Competitive Manufacturing Businesses

The Watertown Region has a relatively competitive manufacturing sector compared with many other Upstate New York areas. The sector has performed better locally than in the nation and manufacturing ranks as the fourth largest industry in the Watertown MSA.

Proximity to Canadian Markets

Hundreds of thousands of Canadians live within 90 minutes of the City of Watertown, and while visitation to the City from Canada has fluctuated over the years due in large part to changes in the currency exchange rate, the City's close proximity to this population is an economic advantage to explore for economic growth.

Workforce Training Through Jefferson Community College

Jefferson Community College is an economic asset for workforce development in the City and region, helping to provide a pipeline of qualified workers for key businesses and industries.

Interstate Highway Access

Watertown is situated on Interstate-81, which provides easy access to the Syracuse market (70 miles) and the Utica/Rome Region (75 miles). Interstate 81 also provides easy access to the New York State Thruway (I-90).

New York State Downtown Revitalization Initiative (DRI)

The DRI is infusing \$10 million of state investment in catalytic economic development projects in the City's downtown area. The City is well poised to capitalize on these projects through additional spinoff development and economic growth.

Critical Weaknesses & Challenges

Lack of Available Development Sites

Finding available property for development or redevelopment is a challenge in the City. Much of the city is built out and sites that are either available for redevelopment or could potentially serve as development sites are not adequately inventoried and marketed. Additionally, the City's industrial park is nearing capacity, which may pose a constraint to long-term light industrial development.

Perception of Not Being Development-Friendly

The City is not perceived by private developers as being development-friendly, whether that is the reality or not. Among the reasons for this perception is the City's development approvals process and the high cost of new development.

Lack of Diverse, High-Quality Jobs

While a community's economy should have a balance of jobs for residents of all backgrounds, Watertown lacks sufficient high quality (well-paying jobs) according to a survey of residents. The lack of quality jobs (real or perceived) is a challenge that the City should address in the Comprehensive Plan and its economic development efforts.

Access to and Quality of Fishing Not Ideal in Black River

Fish management in the Black River has been inadequate. Many species further upriver can't get to the portion of the river in Watertown because the New York State Department of Environmental Conservation (DEC) does not operate the fish ladder in Dexter. As a result, the quality of fishing in Watertown is diminished. Furthermore, there is inadequate public access to the River for fishing. It should also be noted that the Black River has a reputation among some residents as dangerous, which is a notion that may need to be overcome to effectively capitalize on the River as a recreational asset.

Difficulty in Attracting Visitors from Canada

Despite the proximity of the Canadian market, the level of visitation has fallen from historic highs. The challenge of drawing Canadian visitors is linked closely with the unfavorable exchange rates.

Retail Competition from Locations Outside City

While Watertown is the region's major retail hub, a significant amount of retail is located outside of the City Boundary, which does not support the City's property tax base despite providing jobs for city residents and drawing shoppers to the area from around the region.

Insufficient Marketing of Watertown and its Assets

Watertown has high quality assets, including arts and culture, restaurants, parks and recreation, and others – but these assets are not well known outside of the City due to a lack of effective marketing both to potential businesses and residents who could be attracted to locate in the City.

Stagnation of Retail Industry

Despite the concentration and size of retail businesses in Watertown and its surrounding areas, the industry is not thriving in terms of job growth. Nationally the retail industry is shifting towards more experiential retail and the City's retail industry may need to adapt to maintain its position as a key industry.

High Transportation Costs for Goods

While the City is on the Interstate and within a reasonable drive time from Syracuse, it's distance from major markets restricts the Watertown Region from being a major national distribution or logistics center.

Limited Tourism Industry

The area's tourism industry is primarily based in two seasons, which has been limiting its potential. Additionally, its infrastructure including high end hotels, restaurants, and other recreational amenities is generally considered dated and sub-par.

Lack of High-Quality Rental Housing

There has been high demand for rental units in Watertown, due in part to demand generated by Fort Drum but the City lacks enough high-quality rental units. The mismatch between supply and demand has led many landlords not to invest in improving their property as there is not a strong need to compete for tenants.



II

Public Engagement

Section Contents:

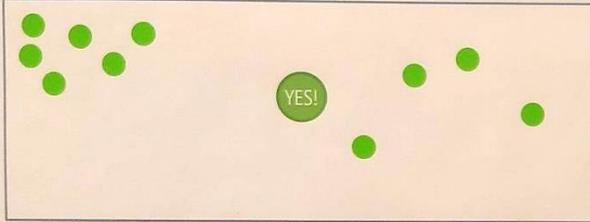
1. Introduction
2. Steering Committee
3. Focus Group Meetings
4. Community Open Houses
5. Project Website and Social Media

Vision & Planning Principles

THOUGHTS, COMMENTS, IDEAS? SHARE THEM HERE!

Do you LIKE the Vision?

Place a green dot here to show support!

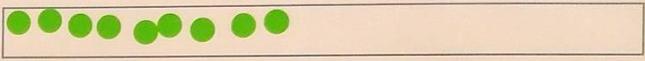
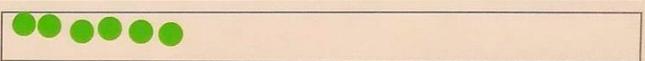
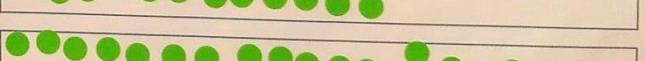
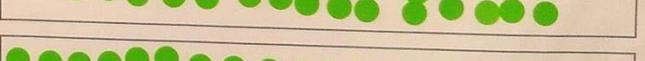


Place any thoughts, comments, ideas on post-it note here:



Do you LIKE the Planning Principles?

Place a green dot below next to the ones you support:

1 RESIDENTIAL NEIGHBORHOODS	
2 PUBLIC SPACES	
3 URBAN DISTRICTS	
4 STREET DESIGN	
5 CONNECT ASSETS	
6 SMART CITIES	
7 BLACK RIVER	
8 COMMUNITY ENGAGEMENT	
9 HISTORY THROUGH ART & BUILDINGS	
10 DEVELOPMENT & APPROVAL PROCESS	

1. Introduction

The goal of engaging the public in the comprehensive planning process was to foster communication, create a sense of ownership, and build trust between residents, property owners, and the City of Watertown to help ensure the Plan's long-term success. Citizen participation provided an opportunity to compile the public's knowledge of the community and understand their hopes and concerns for the future of the City. Bringing together the general public, private sector, not-for-profit organizations, and community leaders was also critical for consensus building.

The following public engagement tools were used to gather input for the Comprehensive Plan:

- Steering Committee
- Focus Group Meetings
- Community Open Houses
- Project Website

Community input provided a wealth of ideas and resources that could prove critical to the future of Watertown.

2. Steering Committee

To guide development of the Comprehensive Plan, a Steering Committee comprised of residents and representatives from local businesses, not-for-profits, Fort Drum, the Watertown City School District, and the City of Watertown was established. Multiple meetings were held to discuss community issues and concerns, identify stakeholders, enlist the general public, review key findings, prepare a vision statement and goals, and prioritize recommendations.

Committee members included:

- Michelle Capone, *Development Authority of the North Country; City Planning Board*
- Katie Dermody, *Immaculate Heart Central School Teacher; City Planning Board*
- Lynn Godek, *New York State Department Of Transportation*
- Allison Gorham, *Resident*
- Ryan Henry-Wilkinson, *City Council Member*
- Steve Jennings, *Jefferson County Public Health Planner*
- Brian Murray, *Local Developer*
- Chris Nestico, *Plans, Analysis and Integration Office, Fort Drum*
- Patti LaBarr, *Watertown City School District Superintendent*

3. Focus Group Meetings

As part of the public outreach process, the Comprehensive Plan Steering Committee identified a number of organizations and key stakeholders to be interviewed. Representatives from the refined list of organizations were invited to attend one or more of the following focus group meetings, which were held in November 2018:

- City Department Heads
- Housing & Neighborhoods
- Business & Economic Development
- Black River
- Parks and Recreation
- Mobility
- Infrastructure

City Department Heads focus group

City Department Heads gathered to share their thoughts about the future of Watertown specifically as it relates to their department. Topics of discussion included:

- DPW stated that their facility is in need of updating and that the buildings do not function well for their use.
- There is a continual need to update roads with limited resources.
- The sidewalk special assessment district works well for reconstructing sidewalks on a rotating basis.
- There was a feeling that Watertown should be more business friendly.
- City should market itself with a brand/image.

Housing and Neighborhood Development focus group

Representatives from local housing not-for-profits and government agencies were asked to attend a focus group to discuss how the current housing supply meets, or does not meet, the needs of the community, and other concerns in the City's neighborhood. Issues discussed included:

- The need to identify and upgrade distressed housing.
- The difficulty of creating housing when competing with new product being built at the edge of the city.
- JCIDA provided incentives for housing at the edge of city, but then supply exceeded demand.
- There are not enough rental options in the city.
- Incentives/tax breaks would help new housing in the city.
- It is hard to compete on price given the higher development costs.
- Houses in the \$160,000 to \$200,000 price range are not staying on the market long.
- There are young developers looking to rehab buildings, but permit processes takes too long.
- The Housing Authority is looking to maintain what they have and improve quality of life for its residents.
- People 'aging in place' prevents homes from moving into the market.

Business & Economic Development focus group

A diverse group of local business owners and economic development professionals attended a focus group meeting to discuss the current economic climate in Watertown. Attendees from the Chamber, Samaritan Hospital, JCC, School District, Watertown Local Development Corporation, Watertown Savings Bank, Advantage Watertown, and DANC were invited. Issues discussed included:

- The need for additional market-rate housing in downtown is a critical issue.
- Market-rate housing should be incentivized if possible.

- Finding available property for redevelopment is difficult.
- There is a need to foster partnerships between City and others such as DANC.
- A discussion of back office operations is potentially feasible.
- The desire to create an 'Economic Blueprint' to be ready for new development. Ideas for this blueprint included:
 - Target the approach to business development (DANC does this for the counties but not the City).
 - Define economic assets.
 - Address the lengthy permit process.
 - Create a 'Citizens Guide to Zoning' after rewrite.
 - Consider a BID to promote and organize downtown.

Black River focus group

Representatives that are associated with or have knowledge of the Black River attended a Focus Group meeting. Points discussed included:

- People believe that the river is an inherently dangerous place.
- Fishing needs to be assessed as fish populations are being negatively impacted.
- Water quality is much better.
- Some fishing is taking place, but there are few access points.
- A relationship with dams should be developed to maintain water flow for whitewater rafting.
- The Route 3 'Wave' should be reinstated.
- The Black River Trail needs better lighting and trash management.
- Interpretive Signage.

Parks and Recreation focus group

Representatives from various organizations related to parks and recreation were gathered for a focus group which discussed the following:

- The Friends of Thompson Park are working on a Master Plan.
- The City has three different departments that oversee parks: Parks and Recreation, DPW, and Water Department.
- The Zoo in Thompson Park is run by a 501(c)3 non-profit organization.
- Trails behind the High School are a potentially new recreation area.
- The Fairgrounds have multiple uses and are seen as an asset on the river.
- New 'ReCre Bike Studio' is working to cross-promote with other recreational activities.
- YMCA looking for a new downtown facility and aquatics center.
- The Sand Flats neighborhood, parts of Knickerbocker, and southeast Downtown are seen as underserved areas.

- The Watertown City School District is working on a strategic plan for all their facilities.
- A Trail Feasibility Study is needed for regional connections.
- North Country Health Compass is a data resource from Fort Drum.

Mobility focus group

Representatives from various organizations related to mobility and transportation gathered and discussed the following:

- Jefferson County Public Transit Task Force - meets once a month to provide input to the MPO.
- North Country Mass Transit (501c3)
 - Could connect services outside the city to the city.
 - There is a wish to create a rural transit system
 - South from Adams;
 - Down Rt. 11; in
 - Bay Area;
 - Carthage; and
 - Cape.
 - Should create a mobility coordinator.
 - Could connect to Fort Drum so the Fort will have a more formal system – bring value
 - Could extend to BOCES and to Summit Village and Fort Drum.
 - Have five fixed routes with a budget of \$5M, but run 3 buses at a time.
 - Frequency of bus stops is an issue because the bus cycles through North Side/Coffeen and Washington St./State Street.
- MPO is potentially looking at a different transfer site, possibly at Jefferson Community College.
- Consider a Bike Share.
- Consider ADA accessibility standards.
- CitiBus has a paratransit system.
- There is a need to clear sidewalks in the winter.
- The MPO is looking at truck traffic through downtown.

Infrastructure focus group

Representatives from various organizations related to infrastructure gathered and discussed the following:

- The competition between short-term crises and a long-term outlook – how can this be resolved?
- There are drainage issues in southwest Sherman. The Western Outflow Project is to be completed.

- Northside stormwater.
- It is difficult to be proactive rather than reactive.
- There is an interest to integrate more green infrastructure.
- Good water and sewer infrastructure – except the wastewater treatment plan (WWTP) is impacted during stormwater events.
- Sidewalks
 - City pays about 75%; homeowners pays 25%.
 - Sidewalk Assessment District.
- Wireless internet – looking at where this can be integrated.
- National Grid – Advance Metering Infrastructure (New Program).
 - Installing 1.7M smart meters to control electric utilities in homes.

4. Community Open Houses

Throughout the planning process, the general public was provided with opportunities to get involved. The Steering Committee hosted two Open Houses and maintained a project website to provide those with busy schedules and/or limited mobility an opportunity to stay engaged.

Open House #1

The first Open House was held over consecutive days in January 2019. The intent was to hold an Open House in every neighborhood in Watertown. A major snowstorm impacted the first set of Open Houses so some were rescheduled. By the end of February 2019, the Open Houses were completed.

Approximately 100 community members dropped by the Open Houses to contribute their ideas for the Plan. Participants were asked to visit different stations set up throughout the room to learn some facts and figures about the City and, more importantly, to share their thoughts and ideas about the future of Watertown. Stations were organized by topic areas including *Parks and Natural Areas, Housing & Neighborhoods, Mobility and Connectivity, Black River, Business & Economic Development, and 'Creative and Open Thinking.'* Representatives of the Steering Committee and Elan Planning and Design were present to help guide participants through the various stations.



A summary table of the most common themes identified during the Open House is presented below.

<h3>PARKS & NATURAL AREAS</h3>	<ul style="list-style-type: none"> • Parks need to be connected • Promotion of the Park network • Improved signage at parks • Improved accessibility for people with disabilities • More neighborhood parks • Thompson Park is a 'jewel' and needs more resources dedicated to its maintenance and improvement 	<h3>BUSINESS & ECONOMY</h3>	<ul style="list-style-type: none"> • Number of family owned businesses in Watertown is a source of pride and people want more of them • Need a one-stop shop for ease of permitting and more business-friendly approach • Recognize recreation as an economic driver • Need to make downtown more pedestrian-friendly to support and attract businesses
<h3>MOBILITY & CONNECTIVITY</h3>	<ul style="list-style-type: none"> • Overall sidewalk maintenance throughout the City needs to be addressed • Call for more safe bike and pedestrian throughout the City, specifically for more trails • Bus network considered to be sub-par by many in the community: more bus shelters, better connections, increased hours of operation, more buses 	<h3>BLACK RIVER</h3>	<ul style="list-style-type: none"> • River is underutilized asset • Many do not know where or how to access the River; call for significantly more access points • Market the River • Educate to change the perception that it's dirty and unsafe • People recognize the value of the property along the river – particularly for housing
<h3>HOUSING</h3>	<ul style="list-style-type: none"> • Split between being affordable and too expensive • City has many beautiful old homes in "cool" neighborhoods • Older housing stock creates maintenance issues for many • Too many zombie homes • Need rental registration and inspection 	<h3>CREATIVE & OPEN THINKING</h3>	<ul style="list-style-type: none"> • Garbage service: consolidate and single stream recycling • Keep public better informed: More Open House events to share what's going on and get feedback • Incorporate more public art throughout the community • Create more opportunities for urban food production & community gardens • Support a new YMCA downtown

Open House #2

On September 24 and 25, two Open Houses were held at the Community Foundation and the Italian American Club. Community members were asked to reflect and provide feedback on the draft Vision, Goals, and Recommendations. Attendees were invited to use colored dots, markers, pens, and Post-it Notes to indicate approval or disapproval of the draft recommendations and provide the Committee with additional feedback and ideas. The Plan's goals and recommendations were refined based on information provided at the Open House.

5. Project Website

The Steering Committee recognized that not everyone would be able to join the public engagement events, including the community open houses. In response, a project website (www.planwatertown.com) was created to provide those with busy schedules or limited mobility an opportunity to stay informed and provide project feedback.

THE CITY OF WATERTOWN
Watertown Comprehensive Plan

HOME ABOUT MEETING ANNOUNCEMENTS DOCUMENTS MEDIA COMMENT BOX

View & leave comments on the Open House Presentation!

About the Comprehensive Plan

- The City of Watertown is in the process of preparing their first ever Comprehensive Plan.
- [A Comprehensive Plan](#) is a document that sets a **vision** for the City for the next 10 to 20 years.
- It helps guide decision-makers on infrastructure spending, **policy** decisions, land use regulations and economic development strategies.
- A Comprehensive Plan takes into account existing physical, economic and social conditions of the City to develop **goals** and **priorities** - and the **strategies** to achieve them.

[READ MORE](#)

Announcements *NEW!*

Public Open House Events:
Tuesday, Sept. 24 & Wednesday, Sept. 25
September 9, 2019

City of Watertown
COMPREHENSIVE PLAN
OPEN HOUSE EVENTS
YOU'RE INVITED!

Thursday, September 24
6:00 - 8:00 PM
Public Meeting Room, 100
W. Main Street, Watertown, VT

Wednesday, September 25
10:00 - 12:00 PM
Public Meeting Room, 100
W. Main Street, Watertown, VT

Watertown is creating our Comprehensive Plan that will set a long-range vision for the City.

1 2 3 Next >

Accessibility Accommodations: To request accessibility accommodations, please contact Michael Lumbis at

