



# **Community Development Block Grant Entitlement Communities Program**

## **Consolidated Annual Performance Evaluation Report Program Year 2018-2019**

**Prepared by the City of Watertown  
Planning & Community Development Department  
245 Washington Street  
Watertown, NY 13601**

**Draft – September 1, 2019**

## **CR-05 - Goals and Outcomes**

### **Progress the jurisdiction has made in carrying out its strategic plan and its action plan. 91.520(a)**

Program Year 2018 was the fifth year the City of Watertown (City) participated as an Entitlement Community in the Community Development Block Grant (CDBG) Program administered by the U.S. Department of Housing and Urban Development (HUD). It was also the third year of our 5-year Consolidated Plan that covers Program Years 2016-2020. Staff made significant accomplishments this year in carrying out the Strategic Plan and Annual Action Plan. A large number of projects were completed this year, more than any previous year. Environmental reviews for all projects have been completed as well.

The City's current strategic plan identifies several high priority needs, including provisions for decent affordable housing, homeownership, public infrastructure improvements, blight elimination, economic development, fair housing education, targeted public services and homeless prevention. These needs are addressed by several goals including neighborhood stabilization and revitalization, affordable housing rehabilitation, increasing homeownership opportunities, job support and creation, fair housing education, supporting public services and homeless assistance.

### **Assess how the jurisdiction's use of funds, particularly CDBG, addresses the priorities and specific objectives identified in the plan, giving special attention to the highest priority activities identified.**

Staff made significant accomplishments in carrying out our Strategic Plan and Annual Action Plan. The sidewalk program continued to progress as the City was able to complete Phases 2 and 3 and complete a significant portion of Phase 4 of the Near East and East Target Area Sidewalk Construction Project. The City also completed Phase 3 of the ADA Accessible Sidewalk Ramp Construction Project and the Near East Playground Improvement Project. Additionally, the Point-In-Time Count Outreach and Education Initiative and Watertown City School District Food for Families programs were both completed for another year, helping low income families with homelessness prevention and access to food. Significant progress continues to be made on the owner-occupied and renter occupied rehabilitation programs, as well as the first time homebuyer program, addressing the City's goal of providing decent affordable housing for low income residents. Further discussion on the City's progress in each of the programmatic areas is below. Projects and accomplishments are listed by program year.

#### **Goal 1. Neighborhood Stabilization and Revitalization**

To accomplish the goal of Neighborhood Stabilization and Revitalization, the City identified several projects in our 2015 -2018 Annual Action Plans, many of which have been completed in previous program years. A project from the City's **PY 2015 Annual Action Plan** that was completed during PY 2018 was the Near East Playground Improvement Project. The project included upgrading the North Hamilton Street Playground with new playground equipment and surfacing. The Near East Target Area was identified in our outreach and consultation efforts as an area in which to focus our CDBG efforts.

The project allowed the City to help meet an important Non-Housing Community Development Need identified in our Consolidated Plan. That is to ensure that adequate recreational facilities are available for residents in all low to moderate income neighborhoods. LMI neighborhoods in the City contain a very low percentage of the total park land in the City. Where parkland and recreational facilities do exist, they are often inadequate in terms of the condition of the existing equipment, landscaping and access to the site. This project addressed that important need in our community.

A project from the City's **PY 2016 Annual Action Plan** that was completed during PY 2018 was the ADA Accessible Sidewalk Ramp Construction Project Phase 2. The original project scope consisted of constructing 12 new accessible ramps in locations where either none currently exist or where the existing ramps do not comply with the current ADA PROWAG requirements. City crews constructed two (2) additional ramps in PY 2018 and have constructed eight (8) total ramps as part of this activity across Program Years 2016, 2017 and 2018. Due to higher than expected construction costs, the project has already gone over budget and as a result of this overrun; the City will not construct any more ramps as a part of this project. We have planned to construct the four remaining unconstructed ramps as part of our PY 2019 project, entitled "North Side ADA Accessible Ramp Construction." The project helped the City meet an important non-housing community development need identified in the City's Consolidated Plan, which is to ensure pedestrian safety by providing for the safe movement of the elderly and disabled by installing the accessible ramps.

During PY 2018, the 2016 Bus Shelter Replacement and Improvements Project was also completed. City crews had previously replaced a dilapidated and undersized bus shelter located on Superior Street near the Kelsey Creek apartment complex. The City purchased the new shelter with CDBG funds. The remaining facet of this project consisted of the construction of two ADA sidewalk ramps to comply with the current ADA PROWAG requirements. City crews completed this construction during PY 18 creating an accessible route of travel from the east side of the street, adjacent to a large apartment complex, to the west side of the street where the shelter is located.

During the last program year, the City completed three projects from our **PY 2017 Annual Action Plan** aimed at accomplishing the goal of Neighborhood Stabilization and Revitalization, including a demolition project, a sidewalk project, and an ADA ramp replacement project. For the 2017 Program Year, the City decided to focus its efforts on the Near East Target Area. The Near East Target Area Demolition Project, which involved the demolition of three blighted structures on property located at 715 State Street, was completed in PY 2018. The three blighted structures were located adjacent to the Watertown Salvation Army and the removal of them was completed in partnership with the organization in an effort to not only remove blight and prevent it from spreading to adjacent areas, but to aid in the redevelopment of the neighborhood. The Watertown Salvation Army has future plans to improve and stabilize the neighborhood through the expansion of its existing community programs.

Construction work on the Near East (Huntington St.) Sidewalk Project-Phase 3 was also completed during the program year. Sidewalk construction and reconstruction on Huntington Street has been a multi-phase project that began in 2016. The first phase included the construction of new sidewalks and

a section of asphalt trail on the eastern end of Huntington Street that filled a gap in the pedestrian infrastructure between an existing neighborhood and Waterworks Park. The second phase of the project replaced dilapidated sidewalks to the west of phase one, also improving access for nearby residents to Waterworks Park and its internal trail system and amenities. Phase 3 included another section of sidewalk along Huntington St., between Hamilton St. North and Lee St. With the completion of Phase 4, which will be further described below, approximately 4,800 feet of new and reconstructed sidewalks and trails will have been completed along the Huntington Street corridor. These improvements are not only important to the immediate neighborhood, but they connect to previous improvements on Factory St., located to the west and improvements to the Black River Trail located to the east.

The ADA Accessible Ramp Construction Project Phase 3 was also completed in PY 2018. The project scope consisted of the construction of 14 new accessible ramps in the Near East Target Area by a contractor hired by the City. These ramps were in locations where either none currently existed or where the existing ramps did not comply with the current ADA PROWAG requirements. The project helped the City meet an important need in the community, which is to ensure pedestrian safety by providing for the safe movement of the elderly and disabled by installing the accessible ramps.

During PY 2018, the City completed one project and began work on three others that were identified in our **PY 2018 Annual Action Plan**. The Demolition of 549 Leray Street Project involved the demolition of a blighted structure located at 549 Leray St. on the City's north side in the Northwest Target Area. The building was a single family home owned by the City that was acquired through tax foreclosure. The project was completed during PY 2018 and resulted in the removal of a blighted structure from the neighborhood. The goal of the project was to prevent the spread of blight to adjacent properties.

In addition, the City made significant progress on both the Bus Shelter Installation Project 2018 and the Academy Street Playground Improvements Project. For the bus shelter project, the City purchased two bus shelters and worked to finalize the location and installation details. While the installation was not completed during PY 2018, the City expects that it will occur early in PY 2019. Similarly, the City purchased the playground equipment for the Academy Street Playground Project but was unable to complete the installation prior to the end of the program year. The City faced difficulties in obtaining acceptable quotes from contractors so the installation was delayed. It is the City's hope that the installation can occur early in PY 2019.

The City also made significant progress on the Near East (Huntington St.) Sidewalk Project Phase 4. The project consists of sidewalk reconstruction on the south side of the 800-1100 blocks of Huntington Street between Rutland St. North and McClelland St. and on the north side of the 1000-1100 blocks of Huntington St. between Hamilton St. North and California Ave. North. In PY 2018, the City was able to complete the work on the south side of the street. The City hired a contractor to complete the installation of approximately 1,280 linear feet of sidewalks in this area. With this portion of the project now complete, there is a continuous pedestrian connection in place along the length of Huntington St. from Waterworks Park to Factory St. This segment of sidewalks and trails is approximately 4,800 feet in

length and serves to connect the various neighborhoods through which the corridor passes through Factory Square Park and Waterworks Park, both riverfront parks located on each end of the project limits. The final portion of the project, the replacement of sidewalks on the north side of the 1000-1100 blocks of Huntington St. between Hamilton St. North and California Ave. North will be completed in PY 2019.

## **Goal 2. Affordable Housing Rehabilitation**

To accomplish the goal of Affordable Housing Rehabilitation, the City identified several projects in our 2014 through 2018 Annual Action Plans, including several Owner-Occupied and Rental Housing Rehabilitation Programs. A project from the City's **PY 2014 Annual Action Plan** that was completed during PY 2018 was the 2014 Rental Rehabilitation Program. This program included the rehabilitation of 11 total units of rental housing in five separate properties. At the beginning of the program year three of the projects had been previously completed and the remaining two were finished in PY 2018. With the completion of this project, the City's 2014 CDBG Entitlement Grant has been completely expended.

The City included two projects in its **PY 2015 Annual Action Plan** to address the Affordable Housing Rehabilitation goal. The 2015 Owner-Occupied Housing Rehabilitation Program was initiated in PY 2016 and during PY 2017, 11 projects were approved by the City's Project Review Committee and construction began. A total of 8 projects were completed during PY 2017. At the beginning of PY 2018, four more projects were under construction and have since been completed. The project has a very small funding balance remaining which the City expects to expend by the fall of 2019 which will complete the last project for this program.

The City continued to make progress on the PY 2015 Rental Housing Rehabilitation Program. Neighbors of Watertown (NOW), the City's subrecipient for this program has been working to identify property owners who are interested in participating in the program. During PY 18, the applicant list was finalized and inspections were done to create the work scopes. There was a delay in getting the contracts out to bid due to the landlords financial institutions requiring additional information. At the time of writing, it is expected that all projects will be underway in the fall of 2019 with completion expected by spring 2020.

During the last program year, the City completed one remaining project from our **PY 2016 Annual Action Plan** that was aimed at accomplishing the goal of Affordable Housing Rehabilitation. This project was the **2016 Owner-Occupied Rehabilitation Program**, which the City completed. A total of 11 owner occupied properties, totaling 15 units were rehabilitated at locations throughout the City.

The **PY 2017 Annual Action Plan** also included two projects aimed at accomplishing the goal of Affordable Housing Rehabilitation. The first, a 2017 Owner-Occupied Rehabilitation Project was nearly completed during PY 2018. A total of seven owner occupied properties, totaling ten units were rehabilitated at locations throughout the City. Three additional properties, totaling four units were under construction and were scheduled to be completed early in PY 2019. Work on the 2017 Rental

Rehabilitation Project was initiated during the last program year as well. One rental property, consisting of two units had begun construction by the end of the program year. Two other properties, each with two units were progressing through the application and project development process.

During PY 2018, the City completed the rehabilitation of total of 21 owner occupied properties that consisted of 29 units using project funds from various program years. During PY 2018, the City completed the rehabilitation of one rental property that consisted of two units using project funds from various program years. The various funding sources and programs allowed the City to make significant progress towards accomplishing our goal of Affordable Housing Rehabilitation.

### **Goal 3. Homeownership Assistance**

**In PY 2016 and PY 2017**, one project was planned for each year to accomplish the City's goal of providing homeownership assistance. The grants are used to assist qualified low-to-moderate income individuals or households with down payment assistance toward the purchase of a new home along with funds for minor rehabilitation of the home after closing. During PY 2018, three first time homeowners were assisted from the 2016 Homebuyer Program, with funds used to help with down-payment assistance, totaling \$38,552. Additional funds will be used on each property to assist with minor rehabilitation before each project is complete. Once the rehabilitation is complete at each property, the program funds will be completely expended. It is anticipated that the remainder of the project funds will be spent in the fall of 2019.

During PY 2018, the 2017 Homebuyer Program assisted four first time homeowners with funds to help with down payment assistance totaling \$48,789. Additional funds will be used on each property to assist with minor rehabilitation before each project is complete. Once the rehabilitation is complete at each property, the program funds will be completely expended. It is anticipated that the remainder of the project funds will be spent in the fall of 2019.

### **Goal 4. Fair Housing Education**

The City entered into a Memorandum of Understanding (MOU) with CNY Fair Housing to act as the City's qualified Fair Housing Enforcement Agency. This contract and all of its associated activities represent the implementation of the 2017 Fair Housing Education Project that the City included in its **PY 2017 Annual Action Plan**. The contract period ran from January 1, 2018 to December 31, 2018. The scope of services included Fair Housing Education and Marketing as well as complaint intake. CNY Fair Housing conducted training sessions geared toward landlords and service providers on October 12, 2018 at the Watertown Urban Mission, completing the education component. The marketing component consisted of billboards and other advertisements that CNY Fair Housing bought in the City of Watertown. Finally, CNY Fair Housing is also acting as the City's Qualified Fair Housing Enforcement Agency, and has the authority to investigate complaints and provide legal representation to victims of discrimination in any case where CNY Fair Housing determines that discrimination has occurred.

The City renewed its MOU with CNY Fair Housing for PY 2018, representing the implementation of the Fair Housing Education Project 2018. The scope is largely identical to the above description for PY 2017,

except with a modest funding increase from \$4,100 to \$5,000. CNY Fair housing will conduct training sessions in late October 2019 at the Watertown Urban Mission. The Urban Mission will promote the sessions among those people they assist on a regular basis, in an effort to draw tenants to attend the sessions. Typically, landlords and service providers make up the bulk of attendees.

### **Goal 5. Homeless Assistance**

Another goal of the City's Strategic Plan was to provide homeless assistance to the Points North Housing Coalition (PNHC), the local Continuum of Care. The City utilized CDBG funding to assist the PNHC with its annual Point-In-Time (PIT) study of the homelessness in Jefferson, Lewis and St. Lawrence Counties, New York. In an effort to continue to develop innovative strategies to address homelessness in the region and specifically expand and improve its outreach and methodology for counting the homeless, PNHC organized five "Homeless No More" Open Houses in the three counties on the date of the PIT Count. The open houses were an opportunity for those struggling with homelessness to share food and conversation with volunteers who helped them connect with resources to secure housing and other needs, as well as participate in the PIT survey.

To make the Home of Your Own events as successful as possible, the PNHC and the City of Watertown implemented the 2019 Point-In-Time Count Outreach and Education Initiative. Utilizing CDBG funding, a television marketing campaign was created, that included producing commercials that ran from January 11 to 24, 2019 preceding the PIT Count on January 24, 2019. The commercials' message targeted the region's non-traditional homeless population, and provided an opportunity to raise awareness and educate the general North Country population, so they could inform family and friends about this opportunity.

PNHC aired the commercials on four TV stations throughout the region. (WWNY, WNYF, METV and NBC). The commercials ran for two weeks, beginning on January 11, and aired a total of 212 times.

A sixty second radio ad was produced using the audio from the television commercials. The commercials were aired on the radio stations owned by Stephens Media group, and Community Broadcasters. There were a total of 103 spots that were on the air between January 14 and January 24, 2019.

The four Homeless No More open houses helped a total of 82 people. Thirty-five of them identified themselves in Emergency Shelters, 43 of them were in transitional shelters, and the remaining 4 were unsheltered on that date. While it is difficult to track attendees' movements once they leave the open house and therefore difficult to determine those who were provided Continuing Access to a Service or Benefit or Improved Access to a Service, this report assumes that the attendees who filled out a PIT Count survey were able to access new or existing services as they were provided information on how to do so.

### **Goal 6. Public Services Support**

A project that was identified in the City's **PY 2018 Annual Action Plan** to accomplish the goal of Public Services Support was the Watertown City School District Food for Families Program. This project was

completed during PY 2018 and provided funding for the Watertown City School District (WCSD) Food for Families Program, or Backpack Program. The Backpack Program provided under-resourced children and their families with a backpack full of food each Friday so they had food for the weekend. This enables them to be better prepared and ready to learn when the new school week starts. The long term goals of the program include improving scores, attendance, graduation rates, etc. The program used \$5,500 in CDBG funding to purchase food from the Central New York Food Bank, which provided enough to fill approximately 733 backpacks and feed 18 families per week for approximately 40 weeks.

The program is carried out at all school buildings within the District, with the numbers of backpacks per school being divided evenly based on school population and need. For school year 16-17, the school district reported 68 percent of its students as economically disadvantaged. The program is currently run entirely on donations made to a backpack fund set up at the United Way, which allows for the purchase of food through the CNY Foodbank. Volunteers from the community raise funds for the purchase of food, which is packed into bags each Wednesday by students and volunteers. The program provides approximately 120 backpacks each week during the school year, but there is greater need in the District than the program can provide. Beyond the CDBG funding provided by the City, the program received numerous community donations, fundraisers, as well as funding through payroll donations made to the United Way.

### **Goal 7. Economic Development**

The City's 5-year strategic plan also identified an economic development goal aimed at supporting the efforts of the Watertown Local Development Corporation (WLDC), the Jefferson County Job Development Corporation and the Jefferson County Industrial Development Agency. While there were no projects during the program year that were identified to allow the City to partner with these agencies to attract business or create new jobs, the City nonetheless continues to work with these agencies throughout the year. The City's Mayor, Joseph M. Butler, Jr. and Planning and Community Development Director, Michael A. Lumbis, both serve on the WLDC Board of Directors. Future projects and funding commitments will be determined for future program years as opportunities for projects and programs arise.

### **Goal 8. Planning and Administration**

As one can conclude from the various project descriptions noted above, the City has been actively implementing a variety of programs and projects during the last program year from our PY 2014 through PY 2018 Annual Action Plans. The City expended a total of \$70,324.83 on Planning and Administration during the Program Year. In addition to the project management for the various initiatives described above, Staff developed the City's 2019 Annual Action Plan during the program year.

The City also began work on the Comprehensive Plan Project, which was included as a project in our **PY 2018 Annual Action Plan**. The Comprehensive Plan will guide the City's development over the next 10-15 years and will help inform the development of future annual action plans as well as help to guide the City's next five-year Consolidated Plan.



**Comparison of the proposed versus actual outcomes for each outcome measure submitted with the consolidated plan and explain, if applicable, why progress was not made toward meeting goals and objectives. 91.520(g)**

Categories, priority levels, funding sources and amounts, outcomes/objectives, goal outcome indicators, units of measure, targets, actual outcomes/outputs, and percentage completed for each of the grantee’s program year goals.

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Affordable Housing Rehabilitation	Affordable Housing	CDBG: \$	Rental units rehabilitated	Household Housing Unit	129	87	148.28%	6	2	33.33%
Affordable Housing Rehabilitation	Affordable Housing	CDBG: \$	Homeowner Housing Rehabilitated	Household Housing Unit	46	37	80.43%	10	29	290.00%
Economic Development	Economic Development	CDBG: \$	Other	Other	1	0	0.0%	0	0	0.0%
Fair Housing Education	Fair Housing	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	125	50	40%	25	25	100%
Homeless Assistance	Homeless	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	50	178	356.00%	10	82	820.00%
Homeless Assistance	Homeless	CDBG: \$	Homelessness Prevention	Persons Assisted	50	0	0.0%	10	0	0.0%

Goal	Category	Source / Amount	Indicator	Unit of Measure	Expected – Strategic Plan	Actual – Strategic Plan	Percent Complete	Expected – Program Year	Actual – Program Year	Percent Complete
Homeownership Assistance	Affordable Housing	CDBG: \$	Direct Financial Assistance to Homebuyers	Households Assisted	25	2	8.00%	5	0	0.0%
Neighborhood Stabilization and Revitalization	Non-Housing Community Development	CDBG: \$	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit	Persons Assisted	5,700	8,223	144.26%	1,568	8,223	524.43%
Neighborhood Stabilization and Revitalization	Non-Housing Community Development	CDBG: \$	Buildings Demolished	Buildings	2	6	300.00%	1	4	400.00%
Planning and Administration	Planning and Administration	CDBG: \$	Other	Other	1	1	100.00%	1	1	100.00%
Public Services Support	Non-Homeless Special Needs	CDBG: \$	Public service activities other than Low/Moderate Income Housing Benefit	Persons Assisted	225	733	325.78%	60	733	1,221.7%

**Table 1 - Accomplishments – Program Year & Strategic Plan to Date**

## CR-10 - Racial and Ethnic composition of families assisted

Describe the families assisted (including the racial and ethnic status of families assisted).

91.520(a)

	<b>CDBG</b>
White	4,123
Black or African American	372
Asian	74
American Indian or American Native	40
Native Hawaiian or Other Pacific Islander	1
<b>Total</b>	<b>4,610</b>
Hispanic	222
Not Hispanic	4,388

**Table 2 – Table of assistance to racial and ethnic populations by source of funds**

### Narrative

The total families assisted during the 2018 Program Year was 4,610. These families were mainly assisted as a result of our Near East Playground Improvement Project, various sidewalk projects, the ADA Accessible Sidewalk Ramp Construction Project and housing projects. The race and ethnic breakdown is as shown above in Table 2.

## CR-15 - Resources and Investments 91.520(a)

### Identify the resources made available

Source of Funds	Source	Resources Made Available	Amount Expended During Program Year
CDBG	CDBG	910,226	1,542,877
HOME	HOME		
HOPWA	HOPWA		
ESG	ESG		
Other	Other		

**Table 3 - Resources Made Available**

### Narrative

The resources made available to the City of Watertown for Program Year 2018 were through the Community Development Block Grant Program administered by the U.S. Department of Housing and Urban Development. These funds included the balance of the City's PY 2014, 2015, 2016 and 2017 grants.

### Identify the geographic distribution and location of investments

Target Area	Planned Percentage of Allocation	Actual Percentage of Allocation	Narrative Description
Downtown	9%	1.7%	
East	22%	0.5%	
Near East	39%	42.0%	Sidewalks Phases 3 and 4, ADA Ramps Phase 3, Playground Improvements, State St Demolition
Near West	0%	4.2%	
Northeast	4%	10.2%	
Northwest	22%	7.9%	ADA Ramps Phase 2, Leray St Demolition
West	4%	n/a (no longer exists)	

**Table 4 – Identify the geographic distribution and location of investments**

### Narrative

The City spent a collective \$548,328.32 in the Near East Target Area on the Near East (Huntington Street) Sidewalk Project Phases 3 and 4, ADA Accessible Ramp Construction Project Phase 3, the 715-717-719 State Street Demolition Project, and the Near East Playground Improvement Project, as well as various Homeownership Assistance, Owner-Occupied Rehab and Rental Rehab locations. The Near East was the City's Focus Area for PY 2017, and several of the projects implemented in the Near East during PY 2018, including the sidewalks, ADA Ramps and demolition projects, were from the PY 2017 Annual Action Plan.

The City spent a collective \$103,646.07 in the Northwest Target Area on the Demolition of 549 Leray Street, the ADA Accessible Sidewalk Ramp Construction Project Phase 2, and installing two ADA ramps as part of a Bus Shelter Replacement and Improvement Project, as well as various Homeownership Assistance and Owner-Occupied Rehab locations. The ADA Ramp and Bus Shelter Projects in this area were both from the 2016 Annual Action Plan and are now completed.

The City spent a collective \$132,955.00 in the Northeast Target Area, all on various Homeownership Assistance, Owner-Occupied Rehab and Rental Rehab locations within the Target Area. The City spent \$54,970 in the Near West Target Area on an Owner-Occupied Rehab location.

The City spent a collective \$21,706.96 in the Downtown Target Area and \$6,945 in the East Target Area. This represents the Academy Street Playground Improvement Project and the Bus Shelter Installation 2018 Project, both of which have service areas that span both target areas as well as the Near East Target Area. In the case of these projects, the City divided the money spent on the projects proportionally across the target areas in order to avoid double counting dollars spent and report accurate percentages in the CAPER.

The City spent a total \$491,029.00 on projects outside of target areas, the entirety of which were Homebuyer, Owner-Occupied and Rental Rehabilitation project locations.

Finally, the City spent a collective \$36,689.28 on the following projects that had a citywide impact: Comprehensive Plan, 2018 Food 4 Families, Fair Housing Education Project 2017 and the 2019 Point-In-Time Outreach and Education Initiative.

## Leveraging

**Explain how federal funds leveraged additional resources (private, state and local funds), including a description of how matching requirements were satisfied, as well as how any publicly owned land or property located within the jurisdiction that were used to address the needs identified in the plan.**

The City began work on the Comprehensive Plan Project, which was included as a project in our **PY 2018 Annual Action Plan**. CDBG funds helped to leverage \$90,000 in grant funding for the project from New York State's Economic Development agency, Empire State Development. The Comprehensive Plan will guide the City's development over the next 10-15 years and will help inform the development of future annual action plans as well as help to guide the City's next five-year Consolidated Plan. CDBG funding was instrumental in financing the project and helped leverage the State funding as well as an additional \$18,000 in local funding.

The Watertown City School District Backpack program leveraged nearly \$20,000 in local funding during the 2018-2019 school year. While the CDBG funding for the project was \$5,500, the total cost of the program for the year was approximately \$25,000. Additional funds were provided through community donations and fundraisers.

## CR-20 - Affordable Housing 91.520(b)

Evaluation of the jurisdiction's progress in providing affordable housing, including the number and types of families served, the number of extremely low-income, low-income, moderate-income, and middle-income persons served.

	One-Year Goal	Actual
Number of Homeless households to be provided affordable housing units	0	0
Number of Non-Homeless households to be provided affordable housing units	5	0
Number of Special-Needs households to be provided affordable housing units	0	0
<b>Total</b>	<b>5</b>	<b>0</b>

Table 5 – Number of Households

	One-Year Goal	Actual
Number of households supported through Rental Assistance	0	0
Number of households supported through The Production of New Units	0	0
Number of households supported through Rehab of Existing Units	16	31
Number of households supported through Acquisition of Existing Units	0	0
<b>Total</b>	<b>16</b>	<b>31</b>

Table 6 – Number of Households Supported

### Discuss the difference between goals and outcomes and problems encountered in meeting these goals.

Program Year 2018 was the fifth year that the City participated as an Entitlement Community in the CDBG Program administered by HUD. After spending the first few years learning the requirements of the program and writing the guidelines, this year the City made much more progress on its housing programs. While the actual number of non-homeless households that were provided affordable housing units was reported as zero above, the City assisted seven qualified low-to-moderate income individuals in purchasing a home. Since the minor rehabilitation work included in each of these projects has not yet been completed, none of the seven projects had been completed, which delayed the reporting of accomplishments. These projects will be completed during PY 2019 and the accomplishments will be reported at that time.

There were many owner-occupied units that were completed with previous year funding, which inflated the total number complete well above the one-year goal. Additionally, although only two units of rental housing were completed, there were a number of other projects underway at report time that will be completed at the beginning of the new program year.

**Discuss how these outcomes will impact future annual action plans.**

These outcomes are not expected to impact our future annual action plans.

**Include the number of extremely low-income, low-income, and moderate-income persons served by each activity where information on income by family size is required to determine the eligibility of the activity.**

<b>Number of Households Served</b>	<b>CDBG Actual</b>	<b>HOME Actual</b>
Extremely Low-income	5	0
Low-income	12	0
Moderate-income	13	0
<b>Total</b>	<b>30</b>	<b>0</b>

**Table 7 – Number of Households Served**

**Narrative Information**

The City completed the rehabilitation of 29 units of owner-occupied rehabilitation and two units of renter occupied rehabilitation. One unit was vacant and therefore could not be reported on. The majority of the income levels were split between the moderate and low income brackets, as most of the projects were for owner-occupied rehabilitation which would make it difficult for someone at that income level to maintain their own household.



## **CR-25 - Homeless and Other Special Needs 91.220(d, e); 91.320(d, e); 91.520(c)**

**Evaluate the jurisdiction's progress in meeting its specific objectives for reducing and ending homelessness through:**

### **Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs**

Another goal of the City's Strategic Plan was to provide homeless assistance to the Points North Housing Coalition (PNHC), the local Continuum of Care. The City utilized CDBG funding to assist the PNHC with its annual Point-In-Time (PIT) study of the homelessness in Jefferson, Lewis and St. Lawrence Counties, New York. In an effort to continue to develop innovative strategies to address homelessness in the region and specifically expand and improve its outreach and methodology for counting the homeless, PNHC organized five "Homeless No More" Open Houses in the three counties on the date of the PIT Count. The open houses were an opportunity for those struggling with homelessness to share food and conversation with volunteers who helped them connect with resources to secure housing and other needs, as well as participate in the PIT survey.

To make the Home of Your Own events as successful as possible, the PNHC and the City of Watertown implemented the 2019 Point-In-Time Count Outreach and Education Initiative. Utilizing CDBG funding, a television marketing campaign was created, that included producing commercials that ran from January 11 to 24, 2019 preceding the PIT Count on January 24, 2019. The commercials' message targeted the region's non-traditional homeless population, and provided an opportunity to raise awareness and educate the general North Country population, so they could inform family and friends about this opportunity.

PNHC aired the commercials on four TV stations throughout the region. (WWNY, WNYF, METV and NBC). The commercials ran for two weeks, beginning on January 11, and aired a total of 212 times.

A sixty second radio ad was produced using the audio from the television commercials. The commercials were aired on the radio stations owned by Stephens Media group, and Community Broadcasters. There were a total of 103 spots that were on the air between January 14 and January 24, 2019.

The four Homeless No More open houses helped a total of 82 people. Thirty-five of them identified themselves in Emergency Shelters, 43 of them were in transitional shelters, and the remaining 4 were unsheltered on that date. While it is difficult to track attendees' movements once they leave the open house and therefore difficult to determine those who were provided Continuing Access to a Service or Benefit or Improved Access to a Service, this report assumes that the attendees who filled out a PIT Count survey were able to access new or existing services as they were provided information on how to do so.

In addition, the City has continued to attend quarterly meetings of the PNHC and attends monthly PNHC PIT Committee conference calls.

### **Addressing the emergency shelter and transitional housing needs of homeless persons**

Emergency shelter and transitional housing needs of homeless persons in the area are addressed by PNHC, the local Continuum of Care who work with the Department of Social Services as well as area non-profits. City Staff attends quarterly meetings of PNHC and attends monthly PNHC Point-In-Time Committee conference calls to continue to stay engaged on the strategies being used to combat homelessness in the City and surrounding areas.

### **Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: likely to become homeless after being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); and, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs**

PNHC, the local Continuum of Care, and its member agencies assist low-income and extremely low-income individuals and families in avoiding becoming homeless. The PNHC has developed a discharge plan to assist those who are likely to become homeless after being discharged from publicly funded institutions and systems of care such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions. Additionally, the PNHC has a Discharge sub-committee that actively works with public institutions on discharge procedures to ensure that individuals have housing upon release. Much progress has been made in the past year to institute policies and procedures are area institutions to help combat post-release homelessness.

### **Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again**

PNHC, the local Continuum of Care, and its member agencies assist homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living. This includes shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again.

## **CR-30 - Public Housing 91.220(h); 91.320(j)**

### **Actions taken to address the needs of public housing**

Staff from the City Planning and Community Development Department have been meeting regularly for the last two years with the Executive Director of the Watertown Housing Authority (WHA) in addition to representatives from other local agencies such as the Development Authority of the North Country, Neighbors of Watertown and the Thousand Islands Area Habitat for Humanity to discuss housing issues within the City and potential ways to collaborate in the future to address substandard housing in the City.

In addition, the City has collaborated with the WHA during past program years during the development of our Annual Action Plans to discuss how the City could help address the needs of public housing. A result of one of the meetings was a proposal for a project to be included in the City's 2016 Annual Action Plan to assist the WHA with a sidewalk reconstruction project at the WHA's Meadowbrook Apartment Complex. The WHA Meadowbrook Apartments Sidewalk Reconstruction Project was completed in PY 2017 and resulted in the replacement of substandard sidewalk sections and created accessible routes of travel along the streets and from the parking areas to the various buildings and apartment units.

While no specific projects were completed this year, Staff has developed an ongoing dialogue and relationship with the WHA so that we can be in a good position as new project ideas arise in the future.

### **Actions taken to encourage public housing residents to become more involved in management and participate in homeownership**

As was noted above, the City meets regularly with the Executive Director of the WHA to discuss housing issues facing the City. One of the projects that the City has been working on collaboratively with the WHA (and others) is the implementation of the Empire State Poverty Reduction Initiative (ESPRI) Housing Program. The program aims to increase homeownership in the City and provide assistance for housing rehabilitation for low and moderate income residents. The City also works with the WHA to identify potential applicants for both our CDBG and ESPRI Homebuyer Program.

### **Actions taken to provide assistance to troubled PHAs**

Not applicable.

### **CR-35 - Other Actions 91.220(j)-(k); 91.320(i)-(j)**

**Actions taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment. 91.220 (j); 91.320 (i)**

During PY 2018, no actions were taken to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment.

The City included a Homebuyer Program in its Annual Action Plans for PY 2016 and 2017, aimed at assisting qualified low-to-moderate income individuals or households with down payment assistance toward the purchase of a new home. During PY 2018, the City assisted seven qualified low-to-moderate income individuals in purchasing a home and doing some minor rehabilitation which will be completed during PY2019.

### **Actions taken to address obstacles to meeting underserved needs. 91.220(k); 91.320(j)**

During PY 2018, the City continued work on our Owner-Occupied Rehabilitation and Rental Rehabilitation programs. Both programs help to address the primary goals of our Strategic Plan to provide decent affordable housing for the underserved population. The City plans to continue the housing rehabilitation efforts in successive years as well in order to provide decent and affordable housing for the underserved populations.

### **Actions taken to reduce lead-based paint hazards. 91.220(k); 91.320(j)**

As noted above, the City is rehabilitating owner occupied and renter occupied houses in the City. For each of the houses, the City took actions to reduce lead-based paint hazards including testing for lead-based paint in each of the units, conducting a risk assessment and implementing lead-safe work practices during rehabilitation work.

### **Actions taken to reduce the number of poverty-level families. 91.220(k); 91.320(j)**

There were no actions undertaken during PY 2018 that were aimed at assisting poverty level families other than those identified above.

### **Actions taken to develop institutional structure. 91.220(k); 91.320(j)**

The City of Watertown Planning and Community Development Department remains responsible for the administration of the CDBG Program. Effective delivery of the CDBG Program requires constant communication and coordination with numerous City departments and agencies. Within the Planning and Community Development Department, CDBG duties and program areas (housing, public improvements and public services) have been divided among our four staff members. This provides

staff the ability to provide assistance in all program areas as the workload dictates. Additionally, an effort has been made to involve multiple staff members in each program area so that the Department is not left in a difficult position in the event of staff changes.

In early 2016, the Department was faced with significant Staff turnover due to a retirement and a resignation. However, the office has been fully staffed since November 2016 and we have made significant progress in implementing our various projects. With each passing year, our Staff continues to gain expertise and experience which makes the implementation of projects much more efficient. We expect to continue to implement and complete projects during the coming year.

Throughout the year, Staff participates in various training and educational opportunities such as conference calls, webinars and in person trainings that are offered by HUD, the local HUD field office and others.

**Actions taken to enhance coordination between public and private housing and social service agencies. 91.220(k); 91.320(j)**

In an effort to enhance coordination between public and private housing and social service agencies, Planning Staff regularly attends quarterly meetings of the Points North Housing Coalition (PNHC), the local Continuum of Care. In addition, Staff participates in monthly conference calls of PNHC's Point-In-Time Committee.

Staff also participates on a local housing committee as well as a housing partnership committee between the Development Authority of the North Country and local not-for-profit housing agencies. The group continues to work on an initiative to eliminate some of the “zombie” homes in the City of Watertown and at the same time, work with families living in poverty so that they can become homeowners. Collectively, it is known as the “Housing Strategy Group.” This group brings together a number of local officials and not-for-profit partners that want to see the City of Watertown prosper, including eliminating poverty for this area.

**Identify actions taken to overcome the effects of any impediments identified in the jurisdictions analysis of impediments to fair housing choice. 91.520(a)**

The City of Watertown previously researched and wrote an Analysis of Impediments to Fair Housing (AI) during PY 2015. The AI identified four major impediments to fair housing in the City including the following: 1. The influence of Fort Drum and the military’s Basic Allowance for Housing makes it difficult for low-income, non-military families to find affordable housing in the City and creates a bias where landlords are eager to rent to the military. 2. The City’s aging substandard housing stock limits housing choice for households with small children or people with disabilities. 3. Voucher use is concentrated in parts of the city with the oldest housing stock and highest poverty rates. 4. A general lack of knowledge about Fair Housing rights, among both tenants and housing providers, enables the persistent imposition on undue hardships on disabled residents.

In PY 2018, the City addressed Impediment No. 4 by continuing our partnership with CNY Fair Housing. As part of the scope of services provided in an agreement with CNY Fair Housing, the organization conducted fair housing training sessions geared toward landlords and service providers October 12, 2018 at the Watertown Urban Mission. CNY Fair Housing also implemented a marketing component that consisted of billboards and other advertisements that CNY Fair Housing bought in the City of Watertown. Finally, CNY Fair Housing acted as the City's Qualified Fair Housing Enforcement Agency, and has the authority to investigate complaints and provide legal representation to victims of discrimination in any case where CNY Fair Housing determines that discrimination has occurred.

The City completed Environmental Reviews during PY 2018 for two projects that will help to address Impediment No. 2. They include an owner-occupied housing rehabilitation program and a rental housing rehabilitation program.

## **CR-40 - Monitoring 91.220 and 91.230**

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

Staff has developed and is implementing an on-going monitoring program in order to ensure compliance with the requirements of the CDBG program. The monitoring process will include requiring subrecipients to submit quarterly or semi-annual reports that detail the progress made toward implementing the program and review of those reports by the City. The City will also conduct annual on-site monitoring visits to review case files and program files to ensure compliance with all federal regulations.

## **Citizen Participation Plan 91.105(d); 91.115(d)**

**Describe the efforts to provide citizens with reasonable notice and an opportunity to comment on performance reports.**

In an effort to provide citizens with reasonable notice and an opportunity to comment on our CAPER, the City completed several tasks according to the process outlined in our Citizen Participation Plan.

First, at its regular meeting held on August 19, 2019, the City Council scheduled a public hearing for September 16, 2019. On September 1, 2019, a notice of the public hearing was published in the local newspaper, the *Watertown Daily Times*. In addition to advertising the date of the public hearing, the notice stated the City's draft CAPER was available for review and public comment. The draft CAPER was finalized and made available for public inspection on September 1, 2019 at City Hall in the Planning and Community Development Department and the City Clerk's Office, the Roswell P. Flower Memorial Library and at the Watertown Housing Authority administrative offices. The CAPER was also available on the City's website. Also, on August 30, 2019, Staff issued a separate notice via email to all constituency groups and organizations identified in our Citizen Participation Plan, notifying them that the CAPER was available for review and comment. On September 16, 2019 at 7:30 p.m., the City Council held a public hearing on the draft CAPER. At the hearing, Staff provided a brief summary of the CAPER.

**CR-45 - CDBG 91.520(c)**

**Specify the nature of, and reasons for, any changes in the jurisdiction’s program objectives and indications of how the jurisdiction would change its programs as a result of its experiences.**

During Program Year 2019, the City of Watertown did not make any changes in the program objectives of our CDBG Program.

**Does this Jurisdiction have any open Brownfields Economic Development Initiative (BEDI) grants?**

No