

This is Watertown.

WELCOME



COMPREHENSIVE PLAN

2019

City of Watertown, New York



Acknowledgements

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This report has been formatted for two-sided printing.



A Message from Mayor Butler

I am pleased to present the City of Watertown's first ever Comprehensive Plan. This plan outlines the principles that will shape our city's growth for the next 10 years. It's our blueprint to guide our efforts to create more jobs, safer/more vibrant neighborhoods and abundant recreational opportunities centered on one of our greatest assets – the Black River.

Watertown's Comprehensive Plan reflects the vision of numerous residents and stakeholders who took part in its creation. I am thankful to everyone who participated and I look forward to all of us working jointly to continue to make Watertown the 'North Country's City – Inspired and Powered by People.'

Thank You!

Joseph Butler, Jr.

Mayor, City of Watertown



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1

Introduction

Section Contents:

1. Introduction
2. What is a Comprehensive Plan?
3. Why do a Comprehensive Plan?
4. How the Comprehensive Plan was Developed



1. Introduction

Watertown is located in the greater Tug Hill region of northern New York in close proximity to Lake Ontario, the St. Lawrence River, and the Canadian border. The City is the seat of Jefferson County and is home to approximately 27,000 people. It spans both sides of the Black River and features a walkable, historic downtown, close-knit neighborhoods, a beautiful park system with the Olmsted-group-designed Thompson Park, and a diverse array of arts and cultural amenities.

Watertown's rich history is intertwined with the Black River, which provided power for industrial activities from the first years of the settlement over 200 years ago. During the height of the industrial era from 1860-1910, Watertown was known for its paper-making industry, as well as for its saw and grist mills. Textiles (predominantly cotton and wool), tanneries, foundries, and carriage making were also important elements of the city's economy. Other industries began to appear along the Black River, filling in the gaps between Cowan's Island (Beebee Island) and Factory Square along Factory Street. By the early 1900s, Watertown had become a major city in New York State that was significant locally and regionally for its industry and exports. As industry gave rise to technology and changing transportation modes in the second half of the 20th Century, Watertown experienced a gradual decline similar to many post-industrial cities nationwide. By the 1960s, urban renewal replaced vast

areas of the city's historic infrastructure and architecture with more "modern" counterparts, although Public Square is still rich with Italianate-style facades representative of the second half of the 19th Century. Similarly, much of Watertown's industrial legacy has been cleared away. A few industrial sites and buildings remain which are in need of restoration and reuse.

Today, the local economy has transitioned to a focus on services and leisure activities. Watertown is a major center of retail, healthcare, education, tourism, and recreation for the North Country. Nearly 20,000 people work in the City, which is home to many of Jefferson County's largest employers including Samaritan Medical Center, New York Air Brake Corporation, Johnson Newspaper Corporation, Knowlton Technologies, Watertown Family YMCA, as well as several state, county, and federal agencies.

Watertown is also located in close proximity to Fort Drum, a 107,000+ acre US Army Military Installation that provides administrative and logistical support to tenant units, support to active and reserve units from all services in training at Fort Drum, and planning and support for the mobilization and training of almost 80,000 troops annually. According to the Fort Drum Joint Land Use Study conducted in 2018 by the Development Authority of the North Country (DANC), the base is the largest single-site employer in New York State with over 18,000 full-time employees. It contributed approximately \$1.4 billion to the regional economy in Fiscal Year 2018. In addition to being a significant economic generator for the region, Fort Drum is a strategic asset in the nation's defense.

Though it has several strengths and assets, Watertown's economy also faces challenges. According to a recent survey conducted by The Center for Community Studies at Jefferson Community College, community residents are concerned with the local economy and insufficient availability of good jobs. Many jobs are low-paying service sector positions and poverty rates are relatively high. Real estate development activity is modest as the City has not seen much new private investment. Vacant, dilapidated buildings threaten property values throughout the City, posing a risk to the healthy development of Watertown's neighborhoods.

Fortunately, there are numerous opportunities for growth. In 2017, Governor Cuomo's Regional Economic Development Council awarded Watertown \$10 million during the second round of the Downtown Revitalization Initiative (DRI). The funding will allow Watertown to build on its existing assets and undertake projects to transform the downtown, leverage significant private investment, increase jobs, provide diverse housing alternatives, attract future employers, and set the City on a path toward self-sustaining growth.

As part of the DRI planning process, the City prepared a Strategic Investment Plan that identified 21 projects, 14 of which will receive DRI funding. The projects are designed to leverage significant private investment to rehabilitate existing structures and undertake new development; to support public improvement projects that increase walkability and emphasize placemaking; and to market and brand downtown Watertown. When preparing the Comprehensive Plan, the Steering Committee incorporated implementation of the DRI projects into the vision, goals and recommendations.

2. What is a Comprehensive Plan?

Comprehensive plans are one tool municipalities can use to set a course for the future that addresses a variety of aspects of community life. It is an established process via General City Law §28-a and provides an opportunity for communities to ask:

- What is happening in our community today?
- What are anticipated future needs?
- What do we want the community to be, and how should it look?
- How do we accomplish and sustain that vision?

Comprehensive Plans are just that: ‘Comprehensive.’ They are intended to look broadly at a variety of aspects including housing, parks and recreation, economic development, infrastructure, transportation, etc. Key steps that are integrated into the plan making process include:

- **Taking stock** and building on previous planning efforts (e.g. DRI, Consolidated Plan);
- Inviting **public engagement** to help determine assets, opportunities, and needs;
- Producing a **shared vision** for the future;
- Developing **recommendations** to implement policies and objectives;
- Creating a **future land use plan** that exhibits a sustainable approach for growth; and
- Outlining a specific **implementation plan** to achieve the vision.

3. Why do a Comprehensive Plan?

A Comprehensive Plan is a document that enables residents to set a vision for their community’s future and outline the policies and projects required to achieve that vision. It helps guide decision-making on infrastructure spending, policies, land use regulations, and economic development strategies. Specifically, a comprehensive plan:

- Provides an occasion to formally consider the need for changes in city-wide development patterns through a community-based, community-driven process;
- Systematically identifies and creates a public record of community assets, opportunities, and needs;
- Produces a holistic vision for the future that is shared across a variety of community perspectives, including neighborhoods, businesses, institutions, and environmental interests;
- Outlines specific actions to achieve that shared vision;
- Guides future decision-making and spending;
- Establishes a framework for community and regional collaboration for implementation; and
- Is a tool for prioritizing projects and attracting funding.

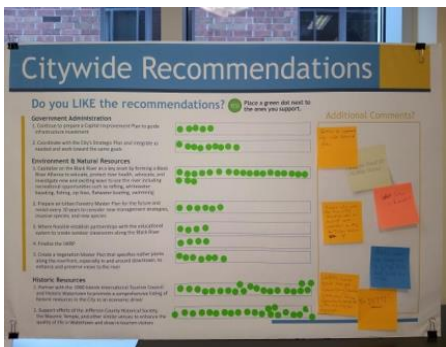
4. How the Comprehensive Plan was Developed



The Comprehensive Plan is the first such plan developed for Watertown. The Plan builds on public input and previous planning efforts to produce a shared vision for Watertown's future with a set of goals and recommended actions to achieve the vision. The Plan was developed in accordance with the process established via New York State General City Law §28-A. This process is an opportunity for the community to come together and make sure that the City's vision, goals, and recommendations reflect the collective desires of the residents of Watertown.



The City of Watertown established a Steering Committee comprised of volunteers and City staff to guide development of the Comprehensive Plan. One of the priorities of the Committee was to engage the public and provide them with multiple opportunities to be involved in the planning process. The Steering Committee continually sought input and advice from all segments of the community. They hosted focus group meetings, stakeholder interviews, community open houses, and a project website. Information collected from the community was carefully reviewed and extensively discussed by the Committee (see Appendix II for a summary of public input).



The resulting plan will not be a panacea for all of the challenges facing Watertown in the future. However, the plan does represent a community-wide effort to identify and address critical issues and opportunities facing the City at this point in its history. At its core, the Plan is intended to be a useful guide for public and private actions taken on behalf of the City. The Plan attempts to honor the community's history while embracing the changing opportunities that shape the character of Watertown.



2

Watertown Today

Section Contents:

1. Watertown Today: Summary of City-wide and Neighborhood Characteristics



1. Watertown Today

Watertown is a welcoming community committed to providing exceptional experiences, extraordinary opportunities, and enduring friendships that appeal to diverse residents, military families, students, employees, and visitors year-round. Watertown is defined by its **natural** beauty, **vibrant** community, and **enduring** role as a place where the North Country comes together. The City is preparing its first-ever Comprehensive Plan so that Watertown continues to be a dynamic river city, inspired and powered by people.

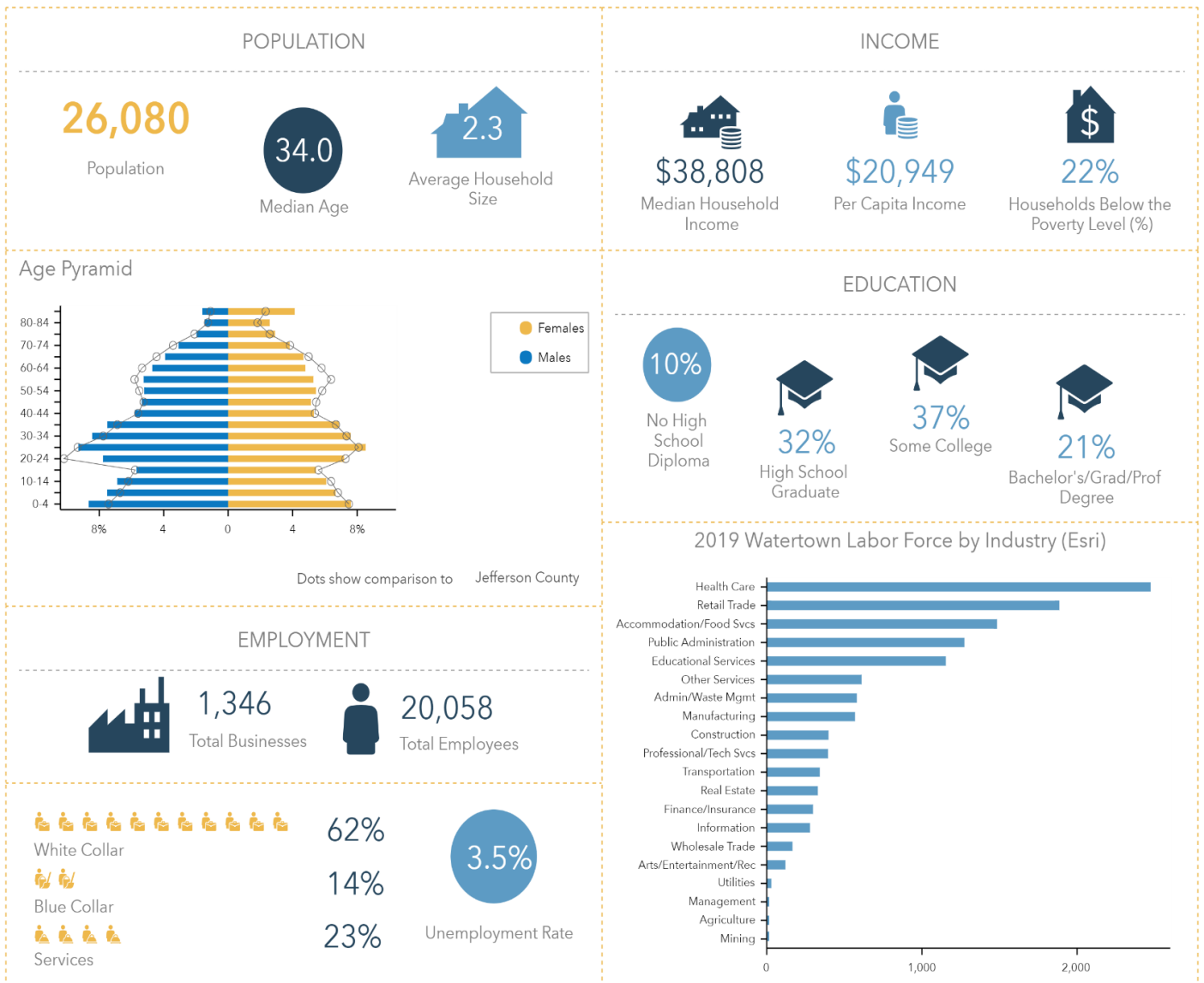
As part of the planning process, an inventory of existing conditions was conducted for the City of Watertown and its six neighborhoods: Northside, Sand Flats, Downtown, Sherman, Ohio, and Knickerbocker. A snapshot of these findings is provided here, with more detail given in Appendix I.

The City of Watertown

As of 2019, Watertown has a population of approximately 26,080. City residents are slightly younger than the rest of the state, with a strong cohort of residents between the ages of 25 and 40. Consistent with national trends, Watertown’s population has decreased slightly over the past decade, becoming slightly older as well as more racially and ethnically diverse.

Watertown’s workforce is primarily employed in white collar and service occupations including healthcare, retail, accommodation and food services, and public administration. Unemployment is relatively low, though median household income is 40% lower than the state as a whole. Residents have a high level of educational attainment - 90% have a high school diploma and over 55% have pursued higher education.

Watertown Today – City-Wide Statistics



Source: This infographic contains data provided by American Community Survey (ACS), Esri, Esri and Infogroup. The vintage of the data is 2013-2017, 2019, 2024.

For further information, see Appendix I.

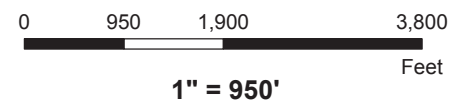
City of Watertown Features Map

Project:
Comprehensive Plan
City of Watertown, New York

Elan Project Number:
18-010

LEGEND

-  Existing Pedestrian Trail
-  Existing Bike Lanes
-  Existing Shared Roadway Trail
-  Existing Bike Hike Trail
-  Nationally Registered Historic Buildings
-  Public Square Historic District
-  Schools and Rec Facilities
-  Parks and Outdoor Recreation



Date: 11/12/2018
Data Sources: City of Watertown
NYS GIS Clearinghouse (gis.ny.gov)



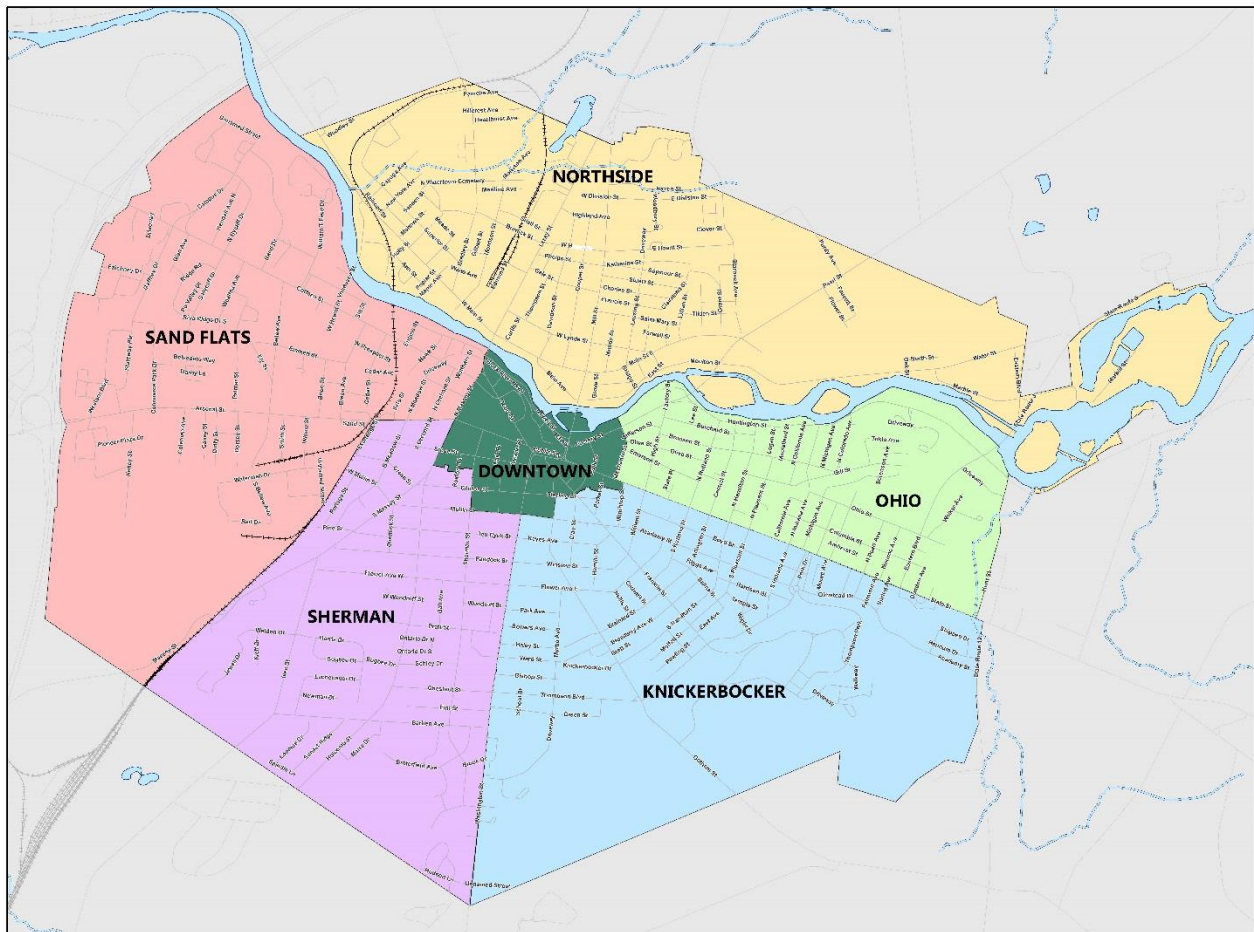
Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

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

Watertown has a large variety of natural, economic, and community assets (see map on previous page and neighborhood summaries below). Many of the city's assets and vacant lands are underutilized, presenting an opportunity for strategic development. By leveraging these resources, Watertown could attract further residents, businesses, and investment to contribute a strong and vibrant City.

Watertown's Neighborhoods

The City of Watertown is divided into six neighborhoods: Northside, Sand Flats, Downtown, Sherman, Ohio, and Knickerbocker. A summary of each neighborhood is provided below. More detailed information is provided in the inventory of existing conditions in Appendix I.



Northside*

Northside is a mixed-use neighborhood north side of the Black River. With 6,500 residents in 2018, it is the neighborhood with the largest and most stable population in Watertown. Median household income in Northside is \$32,356, which is half the New York State median and below average for the City.

Northside contains the Black River islands and approximately five miles of waterfront on the Black River, much of which is vacant land, unoccupied industrial or commercial property, or public works and power generation facilities. Several creeks and acres of wetlands also run through the neighborhood.

Currently, about a third of land use in Northside is classified as public services or vacant and another 28% is residential. Though only 10% is in use, nearly 20% of property in Northside is zoned as Industrial, mostly in the vicinity of New York Air Brake and the CSX railyard. Over 20% of property in Northside is zoned Waterfront, indicating a desire for new waterfront development, especially on the Black River islands.

Landmarks & Assets:

- Black River Islands (Sewall's, Diamond, Delano, Huntington)
- Black River Waterfront
- Creekwood development
- New York Air Brake Corp.
- W. Main St. Commercial Corridor
- North Elementary School
- Starbuck Elementary School
- North Watertown Cemetery
- Adams Recreation Fields



Neighborhood data source: Esri community profile 2018 including U.S. Census Bureau, Census 2010 Summary File 1. Esri forecasts for 2018 and 2023 Esri converted Census 2000 data into 2010 geography

*See Appendix I for additional neighborhood information

Sand Flats*

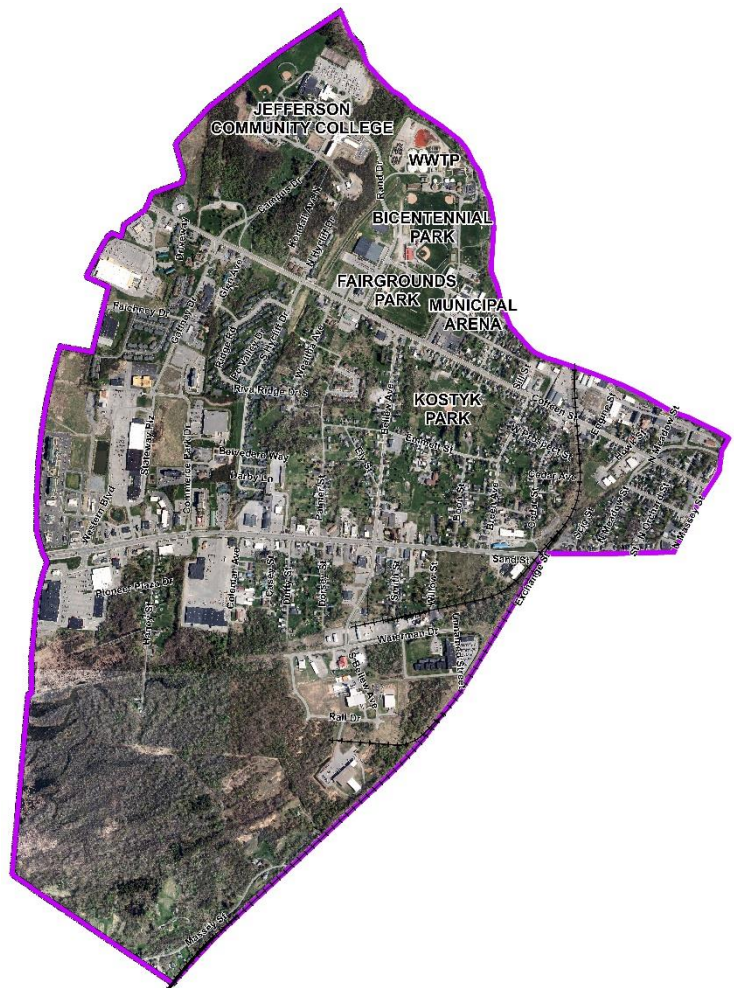
Sand Flats is a largely commercial and residential neighborhood with 3,062 residents (2018) located west of Downtown and south of the Black River. Median household income for the neighborhood is \$44,793, which is somewhat above the median for the City.

There is large format retail or “big-box” development along the main streets, Arsenal and Coffeen, which are also state highways. The neighborhood has approximately 1.5 miles of riverfront, much of which is developed, including two waterfront parks. The river is channeled at the falls near Whitewater Park by rock faces and shoreline bulkheads. To the southwest, a portion of a large wetland system extends into the neighborhood.

Land use in Sand Flats is currently 23% residential, 22% commercial, and 18% vacant (primarily south of Arsenal Street). Another 23% is used for recreation/entertainment, parks, or community services - which includes Jefferson Community College (JCC). Zoning in the Sand Flats closely represents existing land use, indicating an emphasis on commercial and residential development.

Landmarks & Assets:

- Bicentennial Park
- Whitewater Park
- Jefferson Community College
- Arsenal Plaza (shopping)
- Stateway Plaza Shopping Center
- Home Depot
- Fairgrounds YMCA
- Alex Duffy Fairgrounds Park
- Kostyk Field
- Watertown Municipal Arena
- Municipal Wastewater Treatment Plant
- Jefferson County Jail



*See Appendix I for additional neighborhood information

Downtown*

Downtown is the commercial and cultural hub of Watertown. Centered on Public Square, a park and traffic circle connecting four state highways and several local roadways, the neighborhood is populated with historic buildings, public offices, and mixed-use buildings. The waterfront, most of which is developed, stretches for 0.85 miles and includes Beebee Island and the Veteran’s Memorial Riverwalk. The latter provides public access to the Black River, though shoreline access is limited due to strong currents and steep banks.

Fewer than 1,000 people lived downtown in 2018. Median household income was only \$13,829. The number of residents with a secondary or tertiary education is below average for Watertown.

About three-quarters of property downtown is for commercial use or community services. Only 9% is solely residential, with additional residential units found in mixed-use areas (12%). Twelve percent of downtown is vacant property situated in key development areas, posing a potential investment opportunity. Most areas are zoned as Downtown or covered by a Downtown Core Overlay. Commercial zoning accounts for nearly 20% of property while less than 5% is Residential.

Landmarks & 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
- Knowlton Technologies
- Adirondack River Outfitters



*See Appendix I for additional neighborhood information

Sherman*

Sherman is a primarily residential neighborhood with a population of 4,814 (2018) in the south-southwestern area of the city. There is very little commercial property and no industrial property. Compared to other neighborhoods, Sherman has the highest percentage of residents that have pursued higher education. It also has the lowest unemployment rate - lower than both the New York State and national average (2018), in contrast to the rest of Watertown. Median household income is \$56,540, well above the median for the City, but lower than the State as a whole.

Two thirds of land use in Sherman is residential. The remaining property is primarily vacant (13%) or is used for recreation, entertainment, or community services (14%). The neighborhood also hosts a Health Services district at and near Samaritan Medical Center. Approximately 60 acres of NYSDEC Freshwater Wetlands are found in the southern portion of the neighborhood.

Landmarks & Assets:

- Samaritan Medical Center
- Sherman Street Elementary School
- Immaculate Heart Central High School
- Ives Hill Country Club
- Ives Hill Retirement Community
- Summit Woods Apartments
- Watertown Shopping Plaza



*See Appendix I for additional neighborhood information

Ohio*

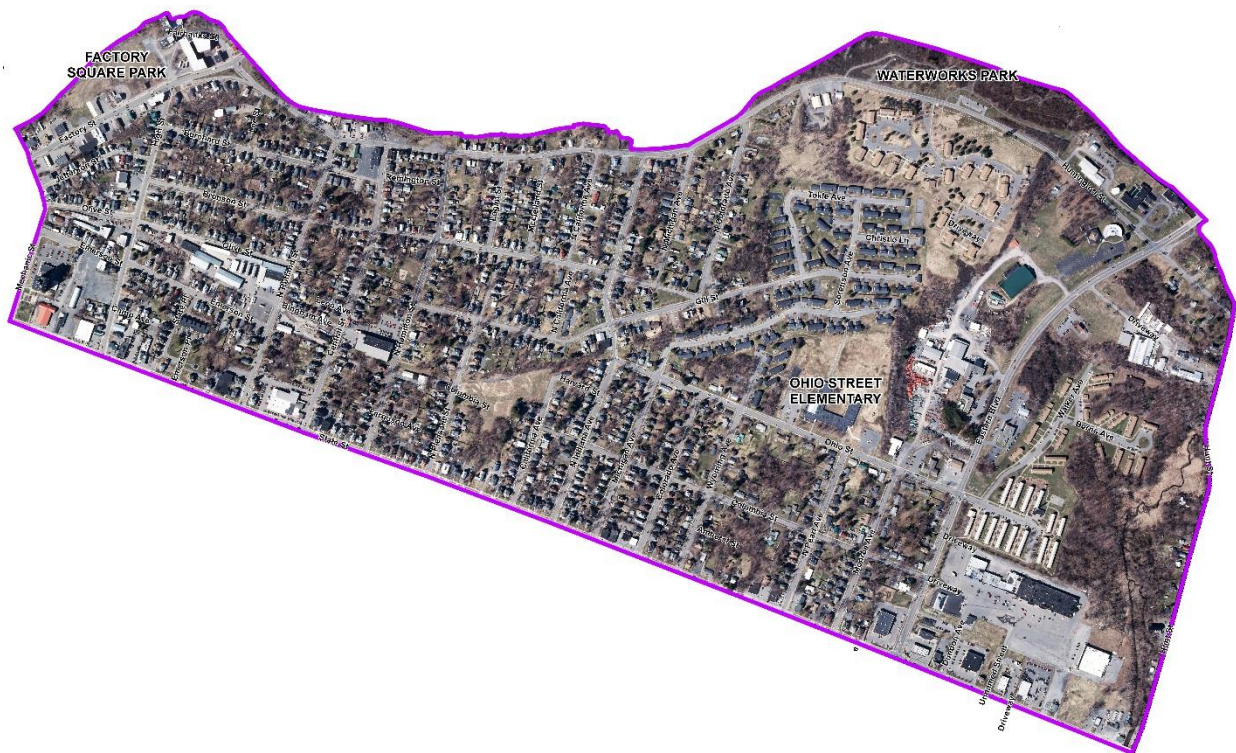
Ohio is a residential neighborhood with areas of commercial and light industry located east of Downtown between the Black River and State Street. Ohio has two miles of Black River waterfront along its northern boundary, much of which is developed. The neighborhood features two waterfront parks, Factory Square Park and Waterworks Park, which provide public access to the waterfront, though shoreline access is limited due to the velocity of the river in this area. Commercial areas are situated along key corridors including State Street and Factory Street.

Landmarks & Assets:

- Factory Square Park
- Waterworks Park
- Watertown Filtration Plant
- Ohio Street Elementary School
- Stebbins Engineering & Manufacturing
- White's Lumber
- East Hills Apartments

The neighborhood was home to 4,402 people in 2018. Median household income is below average for the City at \$27,277, which is less than half the New York State median.

Nearly 75% of property in Ohio is used for residential (51%) or commercial (22%) purposes including light industry. Another 10% is vacant land, distributed throughout the neighborhood as small parcels. A small portion (6%) is used for public services, including the municipal water works. Zoning in Ohio largely reflects existing land uses.



* See Appendix I for additional neighborhood information

Knickerbocker*

Knickerbocker is a largely residential neighborhood in the southeast corner of Watertown. It is the second largest neighborhood by population, with 6,227 residents (2018). The median household income is \$48,061, significantly higher than the City median. Knickerbocker is divided between a large residential area on the northwest side and the 450-acre Thompson Park on the southeast side. The Olmstead-designed Thompson Park is situated on a hill above the City with open green space, historic structures, a NYS Zoo and Conservancy, and a public golf course. There are also several schools in Knickerbocker, including Watertown High School. A relatively high number of residents have pursued higher education.

One third of land use in Knickerbocker is residential and another third is used by Thompson Park. About 14% of land is vacant, including a large wooded area between Thompson Park and the High School. Another 10% is used for community services, including schools. Under the current zoning map, over 90% of Knickerbocker is zoned as residential, including Thompson Park.

Landmarks & 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



* See Appendix I for additional neighborhood information



3

Vision & Goals

Section Contents:

1. Watertown's Vision
2. Guiding Principles
3. Comprehensive Plan Goals



1. Watertown's Vision

As part of the planning process, the public and stakeholders were engaged in a variety of ways to solicit their input on the future of the City. Building on this input, and existing documents and data, the Steering Committee prepared a vision statement summarizing what Watertown aspires to be and that serves as the basis for the Comprehensive Plan:

Anchored by its historic downtown and strong community, Watertown is the heart of Jefferson County, serving as a hub of commerce, healthcare, and education; a base for stable and competitive employment opportunities; and an incubator of innovation and entrepreneurship. Watertown is an international destination offering the best of active urban living in the North Country with a rich tapestry of arts, culture, and recreational opportunities for all seasons. The City's greatest strength lies in its residents, lifelong and new, who cultivate a vibrant community life, and take pride in their safe, walkable, family-friendly neighborhoods.

Watertown is the North Country's City - Inspired and Powered by People

2. Guiding Principles

The Comprehensive Plan is organized around three basic, interconnecting principles that align with the City’s vision and reflect the wisdom gathered from many community discussions. These principles were the basis for decision-making and helped guide the development of the plan. Upon adoption, these can be considered core values as the City implements the plan.

Natural

Watertown will celebrate its unique natural and cultural heritage, including its natural resources, recreational amenities, and scenic landscapes like the Black River and Thompson Park to stimulate new economic activity, foster social interaction, facilitate indoor and outdoor recreational opportunities, and promote Watertown as an attractive destination for residents and visitors.



Vibrant

Watertown will enhance the character and livability of the City to create an active, vibrant place where people desire to live. The design of public spaces and programs will celebrate and strengthen community engagement and the unique identity of our neighborhoods. New development will be designed around the human experience, promoting walkability and a mix of uses to create an attractive, welcoming environment for residents, visitors, and businesses.



Enduring

Watertown will be an enduring, intentional community that anticipates and adapts to changing needs and realities. It will shape a prosperous, resilient community by fostering economic opportunity while incorporating sustainable, responsive development policies that preserve and cultivate the best of Watertown for current and future generations.



3. Comprehensive Plan Goals

By definition, goals help us to focus on what we want to be or where we want to go. This is true either personally or as a community. For a Comprehensive Plan, goals are general statements stating the community’s intent and desire for key aspects including the social and/or economic environment, physical makeup, and quality of life. Goals set the tone for future decisions by focusing on priorities as defined by the community through the public engagement process. Toward this end, the following goals were developed for the City of Watertown. They were inspired by the vision and guiding principles and refined with citizen input.

Recommended actions and policies to achieve these goals are contained within subsequent sections of the Plan. They will help to clarify the position of the City and encourage specific steps for the community to advance these goals in a measured and coordinated way.

1	Strengthen community-building efforts, retaining and attracting more residents to the City
2	Foster a renewed interest and investment in Watertown’s neighborhoods
3	Create great public spaces and amenities that activate the public realm and enhance the character and livability of the City
4	Focus redevelopment to create dynamic nodes with a mix of uses
5	Leverage existing community assets by connecting and improving them for residents and visitors
6	Capitalize on the Black River as key asset to drive social, recreational, educational and economic opportunity
7	Position Watertown as a sustainable, competitive community for the future
8	Make Watertown more attractive to developers, investors, and businesses
9	Ensure Watertown’s infrastructure is modern, clean, safe, efficient and well maintained
10	Preserve and enhance Watertown’s natural, cultural, and scenic resources



4

Recommendations

Section Contents:

Pathways to Achieving the Vision

1. The Black River
2. Downtown
3. Neighborhoods and Housing
4. Parks and Recreation
5. Economic Development
6. Sustainability and Resilience
7. Transportation
8. Governance and Infrastructure



Pathways to Achieving the Vision

The following pages recommend specific strategies and actions for achieving Watertown’s vision and goals in accordance with the guiding principles. They include recommendations for targeted policies, plans, studies, and projects. Each one is mapped to the overarching goals (pg. 22) it seeks to achieve in order to build strong support for implementation. The recommendations are organized into eight topic areas:

1. The Black River
2. Downtown
3. Neighborhoods and Housing
4. Parks and Recreation
5. Economic Development
6. Sustainability and Resilience
7. Transportation
8. Governance and Infrastructure

1. The Black River

The Black River is a beautiful natural asset running through the center of the city. With flat water, white water, waterfalls, and gorges, it offers a diversity of experiences for a broad range of users from families to thrill seekers. The river is a source of power generation and drinking water and the site of historic mills, contemporary manufacturing companies, whitewater rafting companies, and waterfront trails. It is bordered on all sides by neighborhoods including Downtown and has numerous islands with latent potential.

Many riverfront properties are currently vacant, underutilized, and unmaintained, creating an unattractive and potentially unsafe waterfront experience. Additionally, some lands and roadways act as physical barriers to pedestrian-scaled waterfront access and circulation. For example, there is no strong connection linking the waterfront to downtown because the roadways and private property serve as barriers.

The Black River was a consistent theme during public engagement events. Of all the elements that drew public comment, it was the river that garnered the most attention. Most people felt it was a beautiful, but underutilized asset in the community. Many stated that the river has a reputation as being 'unsafe' or polluted. Many long-time residents were encouraged to stay away from the river in their youth.

Fast-forward to 2019 and a new era for the river. Watertown residents now see the Black River as a key economic and social driver. Whether it is using the river as a recreational attraction for people from around country or establishing outdoor science classrooms with area schools, many see a broad range of possibilities as the city looks to its future. Specific opportunities include:

- Expansion of flatwater activities in the eastern portion of the city;
- Expansion and diversification of whitewater activities;
- New recreational offerings such as a continuous surf wave near Waterworks Park;
- Supporting retail and other services for tourist markets;
- New, infill development and especially housing on vacant waterfront lands to take advantage of the waterfront setting; and
- Redevelopment of islands and open lands on the eastern portion of the river to expand opportunities for public access, passive and active recreation, and nature preservation and viewing areas.

In relation to tourism, Watertown and the surrounding area are well equipped to support a strong tourism industry based on outdoor recreation. There is potential to increase visitation by promoting natural resources and recreation opportunities, including on the Black River, and marketing the City as a place where visitors to the region can stay, shop, dine, and be entertained during their trip.

BR.4 Implement the District Plan for the area around the DPW Facility

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As part of the comprehensive planning process, an opportunity to reimagine the Department of Public Works (DPW) facility on Newell Street was undertaken. Acknowledging that this was not the highest and best use of prime waterfront land, the intention was to reimagine these lands as a waterfront amenity and build on the momentum created by Maggie’s and Garland City Beer Works.

Called the “Hole Brothers District” as a working title, the concept plan (see next page) illustrates a future vision should the DPW facility be relocated. It considers 3 key “moves in the landscape” that will reinvigorate this portion of the Black River waterfront:

1. The Band Shelter - A multi-functional, modern structure that defines a place within the neighborhood for the community to come together and socialize. A place for concerts, movies in the park, and other social events on the lawn.
2. Tech Building(s) – Small, sustainable office buildings that frame views to the river and define the space between the pedestrian-oriented street, a waterfront promenade, and the river. These buildings also increase the population of the neighborhood between the hours of 8 am – 8 pm, which will support the local economy.
3. The Mound / Restaurant – A structure with an ambitious architectural and engineering design that provides three key elements for the site: (1) noise reduction for the train (2) a major focal point for the neighborhood, and (3) a seamless connection to sites on the other side of the tracks.

The interconnection and collaboration between architecture and landscape architecture brings together a series of urban spatial compositions that enhance the site’s character and overall image.



As part of the comprehensive planning process, an opportunity to reimagine the DPW facility was undertaken. The intention was to reimagine these lands as a waterfront amenity and build on the momentum created by Maggie's and Garland City Beer Works and new market rate residential units at Howk and Newell Streets. Also, the waterfront trail connects the district to downtown and the Factory Square area which is emerging as another waterfront district at the east side of Downtown. As DPW considers a new facility in the future, this area can provide a lower and somewhat level connection to the waterfront and the ability to watch whitewater kayakers at Hole Brothers.



BR.5 Establish partnerships to create outdoor classrooms along the Black River

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Outdoor classrooms could change the public perception of the river, promoting public ownership and stewardship. They could also encourage scientific research and management of the Black River basin. Partnerships will be established between relevant stakeholders including educational institutions, such as Watertown City Schools and Jefferson Community College, government entities, such as the City of Watertown, community organizations, such as the Black River Alliance, and private entities to deliver hands-on educational programs in the natural and social sciences.

BR.6 Create a Vegetation Master Plan

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The Vegetation Master Plan should outline steps to protect and increase native plants along the river, especially in and around downtown, while preserving views of the waterfront. The plan may consider measures to reduce flooding and erosion, stabilize stream banks, enhance habitats and biodiversity, discourage invasive species, and manage vegetation growth.

BR.7 Partner with upstream communities to reduce pollution to the Black River that can impact water resources

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Watertown should coordinate with stakeholders along the Black River and its watershed, including communities, government entities, landowners, and relevant regulatory agencies, to pursue practices, policies, and/or regulations that reduce harmful pollution to the Black River in order to protect the quality and safety of water resources. The MS4 Coalition could be one mechanism to develop pollution reduction options.

BR.8 Pursue feasibility studies and the redevelopment of Beebee and Sewall’s Islands

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These two islands are underutilized assets in close proximity to downtown and residential neighborhoods. As referenced in the Economic Development and Parks and Recreation topic areas below, these two islands should be redeveloped to take full advantage of the Black River. The City has already obtained funding for a feasibility study of Sewall’s Island; the same should be sought for Beebee Island. After the studies are completed, the City could consider a public/private partnership for redevelopment.

2. Downtown

Momentum is building as more people experience Watertown's downtown as an exceptional place to live, work and play. Watertown is a hub of commerce, education and services, and the primary urban center for nearly 20,000 thousand residents of Fort Drum, which is less than 10 miles away. It attracts a growing number of visitors and seasonal residents of the international Thousand Islands Region each year.

The downtown is a compact, walkable area that is a 15-minute walk across its widest point along established pedestrian corridors. Its desirable location on the Black River attracts outdoor recreation enthusiasts, while its historic architectural charm makes it a sustainable city center that appeals to a wide cross-section of people. Anchor institutions in the downtown include multi-family residential developments, major employers, professional services, and cultural and recreational destinations.

Significant new public, private, and non-profit investment is fueling the rehabilitation of and supportive programming for historic buildings. The downtown holds great development potential due to its convenient location, Public Square character, growing population, the untapped market at Fort Drum, access to the Black River, extensive infrastructure, and expanding visitor and seasonal resident base.

Despite these opportunities, population growth in the downtown is slow. Residents are aging and earn less on average than the rest of the City and County. Local developers believe there is latent demand for new market-rate housing that will expand the downtown's role as a regional urban center with a large consumer base.

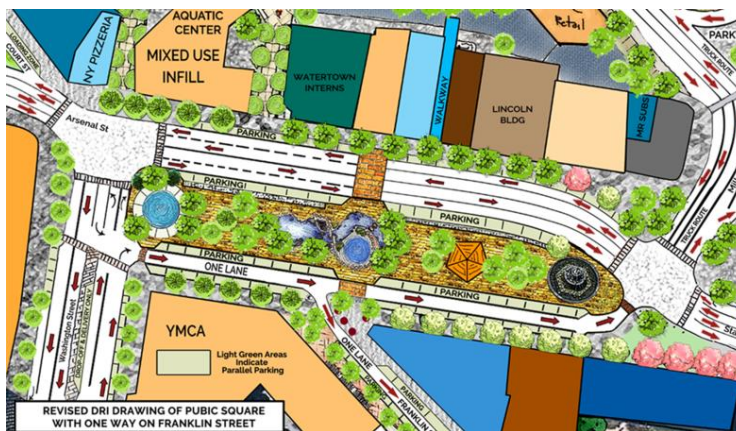
As part of the public engagement, residents of Watertown recognized downtown as a primary asset, especially when combined with the Black River. There is much interest in maintaining the historic character of the downtown, improving walkability and connections, enhancing wayfinding, increasing the availability of market-rate housing, and integrating arts and culture.

The downtown received a significant catalyst in 2017 when it was selected as a NYS Downtown Revitalization Initiative winner. The City has received \$10 million dollars for public and private projects that will advance the public's vision to turn Watertown's downtown into the North Country's downtown.

RECOMMENDATIONS FOR DOWNTOWN

STRATEGY	GOALS*								
<p>DT.1 Collaborate with the Downtown Revitalization Initiative (DRI) award recipients to implement all DRI projects, while actively implementing municipal DRI projects</p> <p>In 2017, Watertown was selected to receive \$10 million for catalytic redevelopment projects in its downtown area as part of a New York State initiative to improve the vitality of urban centers. Watertown’s DRI strategy focuses on improving opportunities to live, work, and play in the city’s downtown area, centered on Public Square. Fourteen public and private projects were selected by the state for DRI funding in 2018. Projects were projected to begin by 2019 and conclude after 1 to 3 years.</p>			4	5		7	8		

<p>DT.2 Create a more walkable downtown</p> <p>In order to make Watertown a more attractive, livable, dynamic, and connected City, efforts should be undertaken to increase walkability, particularly downtown. Potential actions include:</p> <ul style="list-style-type: none"> ■ Encourage development that enhances the pedestrian experience. For example, consider positioning buildings along the back edge of sidewalks, incorporating landscaping and outdoor cafes, and ensuring parking areas (including ingress and egress from parking areas) do not intrude into the pedestrian realm. ■ Evaluate traffic routing and calming measures that would increase walkability. For example, consider converting selected roads (e.g. the top of Franklin St. off Public Square) to one way or pedestrian streets. ■ Prioritize pedestrian safety and circulation in Public Square. For example, examine the Public Square Piazza plan from the DRI and other similar designs. 	1		3	4					9
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* Each strategy is mapped to the corresponding goals (listed on page 22) they help to achieve.

DT.4 Support the Business Improvement District

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Support the Watertown Downtown Business Association to create a Watertown Business Improvement District (BID). The BID is a defined area within which property owners contribute to a fund for projects of common interest - such as marketing and events, beautification, and capital improvements - through an additional tax levy and benefit. A BID is typically run by a not-for-profit organization with a Board of Directors elected by members in the district.

When the BID is created, the City will have an advisory seat on the Board and can act as a partner to help implement recommendations. In some cases, the community assists with workforce labor (e.g. for trash pick-up, watering flowers) or provides matching funds for marketing and events. These elements would be defined within the BID plan.

DT.5 Promote market-rate residential development downtown, incorporating the Black River as an amenity

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Mixed-use districts contribute to more active, vibrant downtowns. In downtown Watertown, however, local stakeholders note an abundance of affordable housing, but a shortage of market-rate housing. The City should promote market-rate housing options in the downtown neighborhood. Potential actions include:

- Assist with the implementation of DRI projects and continue to assist private developers with grants such as New York Main Street and RESTORE NY to increase market-rate units.
- Partner with Real Estate agencies to market Watertown as the place of choice for people to live, work and play, targeting millennials seeking exciting and vibrant places. Focus on key assets such as proximity to the Black River, historic architecture, new restaurants, arts and culture, and entertainment options.
- Consider adopting tax incentives such as the NYS Residential-Commercial Urban Exemption Program NYS RPT§ 485-a (see NH.3 below).

DT.6 Focus on 'experiential retail' opportunities in the downtown as a way to maintain the strength and competitiveness of downtown retail businesses

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Nationally, the retail industry is shifting towards more experiential retail to adapt to changing consumer interests and to compete against online or 'big box' stores. In addition to products, physical retail spaces are offering custom experiences such as interactive multi-media displays, live entertainment, cafes, and recreational activities. The City of Watertown should work with the Downtown Business Association or Business Improvement District (if formed) to support experiential retail opportunities, especially when they promote the unique character of the City or provide a co-benefit to the community.

3. Neighborhoods and Housing

Watertown's neighborhoods are affordable, livable places to own a home and raise a family. The City's existing housing stock includes many beautiful, historic homes as well as less appealing properties in need of modernization. Creating healthier, more complete neighborhoods requires targeted strategies that:

- leverage the existing housing stock;
- focus on deteriorated and vacant housing; and
- add desired streetscape and park enhancements.

There are several steps Watertown can take to maintain and improve its neighborhoods. Intensifying code enforcement will maintain high standards and property values. Creating select areas for compatible new infill housing will help keep established neighborhoods healthy. Encouraging pedestrian-friendly neighborhoods and a mix of activities within walking distance of homes will improve quality of life. Vibrant, mix-used areas promote urban character and opportunities for social connection that appeal to millennials, empty nesters, and young families.

During the Open Houses residents showed support for dealing with city-wide rehabilitation of older and vacant houses, expanding code enforcement staffing, and considering a land bank as a means of property disposition for sale of foreclosed properties. The Great Recession (2008-09) created a major negative impact on the housing market throughout the entire country. Watertown, like many cities in New York and other northeast and Midwest states, has experienced a significant increase in the deterioration of housing units. The City has started to implement new programs, which, over time, will begin to deal effectively with deterioration of housing as well as the significant amount of vacant or abandoned units. The City should continue and expand its commitment to efficiently combat deteriorated housing throughout the City and to effectively eliminate abandoned properties through rehabilitation or demolition. The City should continue to allocate adequate funding to implement a unified program to eliminate the causes of housing deterioration and deal with existing blight.

Residents also pointed to ways the City can link neighborhoods to the Black River, Thompson Park, and other areas. Ideas included developing amenities along underutilized riverfront park space, particularly in the downtown and eastern neighborhoods, and building key trail connections in the far eastern end of the City. Enhancing relationships between existing neighborhoods will make them more attractive places to live within the City and region.

There is no substitute for engaged community stakeholders who understand a community's history and goals. The Comprehensive Plan intentionally reinforces neighborhood cohesion and identity, using elementary schools as a defining feature to support organizing efforts and opportunities to create great places to live.

RECOMMENDATIONS FOR NEIGHBORHOODS AND HOUSING

STRATEGY	GOALS*								
NH.1 Evaluate current operations and local standards for the Bureau of Code Enforcement	1	2					7	8	

Watertown’s Bureau of Code Enforcement is the first line of defense to maintain a safe and desirable living and working environment. As with all municipalities across NYS, it locally administers and enforces the State Uniform Fire Prevention and Building Code (“Uniform Code”) related to buildings, plumbing, mechanical, fire and maintenance and many local laws including zoning.

Code enforcement is effective when it is sensible but strict. It should be administered fairly and consistently. This requires the City to walk a fine line: too little enforcement allows the problem to continue, but excessive enforcement may trigger abandonment, which worsens the problem. Being proactive requires the City to evaluate the minimum state standards and consider modifying them as it applies to the City of Watertown. Options include:

- Adopt a local law imposing standards that are higher or more restrictive than the Uniform Code. Once adopted, the NYS Code Council must approve the law.
- Adopt a local law allowing the City to commence and prosecute criminal court proceedings as an alternative to the administrative enforcement actions currently used.
- Significantly increase fines from the current \$50 per day and tiering fees depending on the severity of the violation or lack of offender response. The current NYS maximum fee is \$1,000 per day for each violation and NYS is considering raising the maximum in 2019 or 2020.
- Deny a construction permit, certificate of occupancy, rental registry approval, purchase of property from the City (until a land bank is established), or any property subsidized by public funds until violations are corrected.
- File liens against properties and charge back fees related to administration, stabilization, or demolition through property taxes.
- Consider criminal prosecution for reckless endangerment when first responders are put at risk due to violations such as illegal conversions, which impede egress during an emergency and create other dangerous situations.
- Work with court staff to expedite procedures including use of arrest warrants or bench warrants for serious cases and for failure to appear on a rescheduled or adjourned date.
- Establish clear criteria for issuing a full or partial waiver of code compliance, such as non-health and safety issues in certain historic structures.

* Each strategy is mapped to the corresponding goals (listed on page 22) they help to achieve

NH. 1a Evaluate Code Enforcement capacity as a means to protect and facilitate investment in the community

The City should evaluate if additional Code Enforcement Officers are necessary to maintain a high level of overview in order to protect the investment of businesses, property owners, and residents in Watertown.

NH.2 Prevent and manage building vacancy and abandonment

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The costs of abandonment and foreclosure are staggering. NeighborWorks America statistics estimate that each foreclosure costs a City \$34,000 in direct costs to local government agencies, including inspections, court actions, police and fire department efforts, potential demolition, unpaid water and sewage, and trash removal. A nearby foreclosure can reduce the value of a home by more than \$7,000, and surrounding homes can lose more than \$220,000 in aggregate value and home equity when a neighbor goes into foreclosure.

See https://www.fdic.gov/about/comein/files/foreclosure_statistics.pdf.

The best way to address abandonment is to prevent it. The City has established early warning systems to track property and collect neighborhood-level data that can signal disinvestment, deterioration and development of problem properties. These statistics underscore the need to hire and maintain code enforcement staff and take actions such as:

- Continue to require vacant and “zombie” properties to be registered and ensure emergency contact information is provided.
- Charge one time or ongoing fees and liens to cover the cost of inspection and any abatement measures the City may take.
- Require deed holders of abandoned properties commencing foreclosure to register with the City within 10 days of transfer from a private owner to a bank. This enables the City to require the deed holder to address code issues and maintain the building.
- Support efforts of a local land bank (once formed) to acquire and rehabilitate properties and land for public use or subsidizing responsible private ownership.
- Fund or support foreclosure-prevention counseling by nonprofits.
- Use Community Development Block Grants or other resources to provide low-cost or forgivable loans part of a target area concentrated code enforcement and housing rehabilitation program.

NH.3 Promote a variety of housing types, forms, and affordability levels

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Creating attractive neighborhoods means considering the needs of various populations now and in the future. The City should promote a variety of housing types, forms, tenure, and affordability levels including townhouses and multi-unit buildings. A tightening rental market should support new apartment development at a variety of price points. Potential actions include:

- Encourage developers to include a variety of housing types, forms, and affordability levels within new housing and mixed-use developments.
- Joint planning with Fort Drum to (1) better understand how the City can address the unmet needs of their population and (2) better anticipate troop fluctuations that impact housing demand, especially for rental properties.
- Develop a long-term strategy to address the shortage of new or recently renovated housing for single-families and professionals.
- Integrate affordable housing with market-rate housing where possible and locate it near transit, food, shopping, local amenities, and employers.
- Support homebuyer assistance and education programs to attract millennial families and extend homeownership opportunities to low- and moderate-income residents.
- Adopt tax incentives such as the NYS Residential-Commercial Urban Exemption Program provided at NYS RPT§ 485-a which authorizes a declining 12 year partial exemption from real property taxation and special ad valorem levies for non-residential property converted to a mix of residential and commercial uses.

NH. 3a Use zoning and other land management tools to stimulate housing variety and choice

The City's Zoning Ordinance should be updated to support good urban form, infill development, and new housing including live-work units, in-law apartments, and home businesses. This traditional urban development pattern could be supported by cluster zoning (conservation subdivision design), planned development districts, density bonuses, inclusivity and design standards, low impact development, and green building practices. The zoning ordinance could potentially include provisions to:

- Allow for a variety of neighborhood-scaled retail and services with residential uses on upper floors. This is especially relevant for areas downtown, adjacent to downtown, and along commercial corridors.
- Prevent the further subdivision of smaller residential buildings and identify incentives to restore impacted buildings to their as-built use.
- Protect buildings with heritage value and support adaptive reuse such as responsible conversion to apartments as long as the density does not adversely impact the existing neighborhood. *(continued on next page...)*

NH.5 Support city-wide and long-term housing reinvestment

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As Watertown’s rental housing market nears saturation, reinvestment in existing housing stock is a practical step to generate new units, including for seniors and lower income residents with specific housing needs. The City should take proactive steps to spur such investment. Potential actions include:

- Target housing rehabilitation assistance under the Community Development Block Grant program to improve existing single and multi-family housing in targeted areas.
- Focus public investments in areas at-risk of decline including in the Ohio, Knickerbocker, and Northside neighborhoods.
- Support the efforts of groups that connect individuals and families at-risk of default or foreclosure.
- Develop and implement strategies to increase accessibility, fair housing and environmental justice.

NH. 5a - Develop tools and set standards to support housing rehabilitation and mixed, adaptive reuse

The City should develop tools, programs, and standards to rehabilitate and reuse older homes, vacant housing, and underused properties and land. Potential actions include:

- Increase awareness of the City of Watertown’s currently adopted Residential Capital Improvements Tax Exemption Program at NYS RPT § 421-f, which partially exempts certain one and two family residences from taxation on a declining basis over seven years. The exemption applies to certain residences that have increased in assessed value as a result of reconstruction, alterations, or improvements, including those to prevent deterioration and correct code violations.
- Consider adopting the Residential-Commercial Urban Exemption Program provided at NYS RPT§ 485-a, which exempts residential property converted to mixed use from taxation for a period of 12 years. The exemption can help to incentivize additional investment.
- Create incentives to encourage adaptive reuse and other efforts to bring properties into compliance with the NYS Uniform Fire Prevention and Building Code.

NH.6 Explore the creation of a land bank

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Land banks are government-created non-profit corporations that convert vacant, abandoned, and tax delinquent properties - including “zombie properties” - into productive uses consistent with community goals and priorities. Land banks have special powers and legal authority to acquire title to problem properties, eliminate the legal and financial barriers that effect their marketability, and transfer the property to responsible owners, removing blight and growing the local property tax base. In most cases, properties become housing, but land banks also use vacant lots to create community amenities like community gardens, open space, and neighborhood beautification projects.

NH.7 Stimulate opportunities to enhance the character and dynamic nature of thriving neighborhoods

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The foundation of a stable and growing housing market is neighborhood experience and quality of life. Successful and healthy communities have a strong sense of place with pedestrian-friendly neighborhoods that offer a mix of activities – such as shops and community gardens - within walking distance of homes. When deciding where to live, people look for quality schools, reasonable taxes, job choice and flexibility, family-friendly environments, and a sense of community. Potential actions to achieve more successful neighborhoods include:

NH.7a Foster the creation of neighborhood associations

The City appreciates that residents want to make a difference in their neighborhoods and has a track record of engaging with citizens to identify a vision for their community. The City should support the creation of neighborhood associations. They can be loosely organized or formally incorporated. Each association may focus on different issues - from beautification and tree planting, to litter removal and public safety - depending on the specific needs and opportunities of the neighborhood. Whatever the level of organization, associations build cohesion and brand the City’s neighborhoods as offering an exceptional experience where every voice matters.

NH.7b Foster the creation of standalone neighborhood action plans

Housing investment is expected to occur first in mixed-use neighborhoods. Standalone action plans can help to ensure each neighborhood is ready to grow. This is particularly relevant for more dense neighborhoods such as Knickerbocker, Northside, and Ohio. Through standalone plans, communities can develop neighborhood stabilization and growth strategies, incentivizing block-by-block reinvestment and working directly with property owners as appropriate. Plans may include strategies to foster a mix of uses and activities (e.g. small shops and community gardens), improve multi-modal transport (e.g. pedestrian and bicycle lanes), and organize beautification efforts (e.g. landscaping, street furniture). If possible, the development of these plans should be led by local neighborhood associations.

4. Parks and Recreation

Watertown has 574 dedicated acres of Parks and Playgrounds which offer diverse and unique recreational opportunities. In addition to providing areas for a wide variety of recreational experiences, the City Parks and Recreation Department creates opportunities for all age groups to participate in recreational and leisure activities.

To take advantage of the Black River as a primary asset, the City has located Marble Street Park, Waterworks Park, Factory Square Park, Veterans' Memorial Riverwalk, Whitewater Park and Bicentennial Park and the Fairgrounds Trail along the River. These spaces provide scenic views, trails, picnic areas, and, in some cases, public access to the water.

Watertown's historic Thompson Park serves as a central gathering place for residents and visitors, hosting a variety of community uses and events. The Park is an Olmsted group design full of activity and scenic trails. The Park is home to the New York State Zoo at Thompson Park where one can see a collection of animals that are native to the area. The Park features:

- Community-built playground,
- Splash Pad,
- Swimming Pool,
- Picnic areas,
- Tennis court,
- Golf course,
- Exercise trail,
- Walk and trail systems, and
- Large open spaces.

As part of the annual budgeting process, the City includes funding to maintain these parks. During the public engagement process, many residents expressed a desire to further enhance the park system by improving specific existing parks, adding new parks in certain areas, and providing expanded opportunities for people of all ages and abilities. Given the size of the City's park system, it will be important to undertake an organized effort in order to maximize limited resources and take into consideration the public's wishes.

RECOMMENDATIONS FOR PARKS AND RECREATION

STRATEGY	GOALS*									
PR.1 Complete a detailed parks inventory and City-wide Parks Master Plan	1	2	3	4	5	6	7	8	9	10

To guide the coordinated growth and development of Watertown’s municipal park system, the City should seek funds for a detailed parks inventory and master plan. The plan should include recommendations and an implementation strategy to guide decision-making and secure funding for the acquisition, development, and management of municipal parks, open space, and recreation programming. The Master Plan will achieve the following:

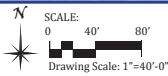
PR.1a Identify opportunities to expand and enhance the city park system

Potential actions include:

- Develop pocket parks on city-owned property/land.
- Enhance and connect existing Parks such as John Adams Field, Kostyk Field, Marble Street Park, Waterworks Park, and Bicentennial Park.
- Consider creating new parks, trails, and amenities as opportunities arise, such as:
 - A Black River Island Network (jade necklace) of parks on Huntington Island, BeeBee Island, and Sewall’s Island. (see BeeBee Island image below)
 - A city pocket park on the former Ogilvie site with recreational facilities designed as a ‘Children’s Adventure Play Area.’ Natural play features could include logs to climb/balance on, a spider web, grassy mounds to slide down, etc. (See image on next page)
 - Sewall’s Island Park and Water Street Rail Trail
 - Evaluate “The Rock” in the river, including engineering and design work to create a structure to permanently allow the wave to exist and to keep boulders from moving and affecting its location, and market Waterworks Park as a destination for river surfing, bodyboarding and other watersports.
- Creating a long-term Operations and Maintenance Plan to integrate into the City Budget.

* Each strategy is mapped to the corresponding goals (listed on page 22) they help to achieve.

Beebee Island Concept



CITY OF WATERTOWN COMPREHENSIVE PLAN
 OLGIVIE CONCEPT PLAN

Date: 9/04/2019

The city acquired the property where Olgivie is located about 15 years ago. It underwent environmental review and clean-up in 2015 and is now ready for redevelopment consistent with the environmental restrictions in place. The site is located between N. Pleasant St. and California Avenue in the Ohio neighborhood which has been identified as one of the neighborhoods in need of reinvestment. As such, the concept plan seeks to create residential lots for new single-family homes along the street edge with a new neighborhood park in the center that is accessed via a new through road. The playground would be designed as a 'children's adventure play area' with naturalistic play features such as stumps, spider web, earthen slides, twig tunnels.

PR.2 Create a Master Plan for Thompson Park

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A Master Plan for historic Thompson Park should be developed to guide future management, improvements, and use of the Park and its facilities. The plan should include strategies to market and promote year-round usage of the Park and to strengthen collaboration between the City and the Friends of Thompson Park volunteers.

PR.3 Expand recreational and community activities in public parks to attract a diversity of uses and visitors year-round

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Potential actions include:

- Promote winter activities with spaces, facilities, and/or rentals for winter sports such as ice skating, cross-country skiing, and snowshoeing.
- Design inclusive parks, with facilities and/or spaces that facilitate a diversity of uses for different ages, interests, abilities, and groups. Examples include accessible playgrounds, community gardens, dog parks, picnic areas, sitting areas, sports fields/courts, amphitheaters, event grounds, and sites for food-trucks or pop-up businesses.
- Evaluate the feasibility of installing recreational facilities such as mountain biking trails, a BMX pump track, and interpretative signage near the Beaver Meadows wetland area in Sand Flats.

PR.4 Elaborate strategies to activate parks with community-oriented programming for diverse audiences, ages, interests, and abilities

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The City should explore opportunities to create cultural, recreational, educational, environmental and other programs that are attractive to a variety of park visitors by taking into consideration best practices for creating accessible and inclusive places. There is a specific opportunity to complete this recommendation in Kostyk Field (see concept below). This area has been used for many generations as a baseball and T-ball field. Some maintenance has been done over the years, but there is land area enough to further improve the park by expanding the parking area, adding restrooms, creating walking paths to the baseball field, and adding bleachers. In addition, new types of facilities can be integrated that cater to people with different abilities such as an ADA accessible playground and community gardens designed for people who cannot easily bend down or are in a wheelchair. Sidewalk connections to Coffeen Street would to improve pedestrian access.

COMMUNITY GARDEN CHARACTER IMAGES



HANDICAP ACCESSIBLE RAISED GARDEN BED



PROPOSED FENCED IN ADA-COMPLIANT COMMUNITY GARDEN WITH STORAGE SHED

PLAY AREA CHARACTER IMAGES



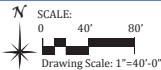
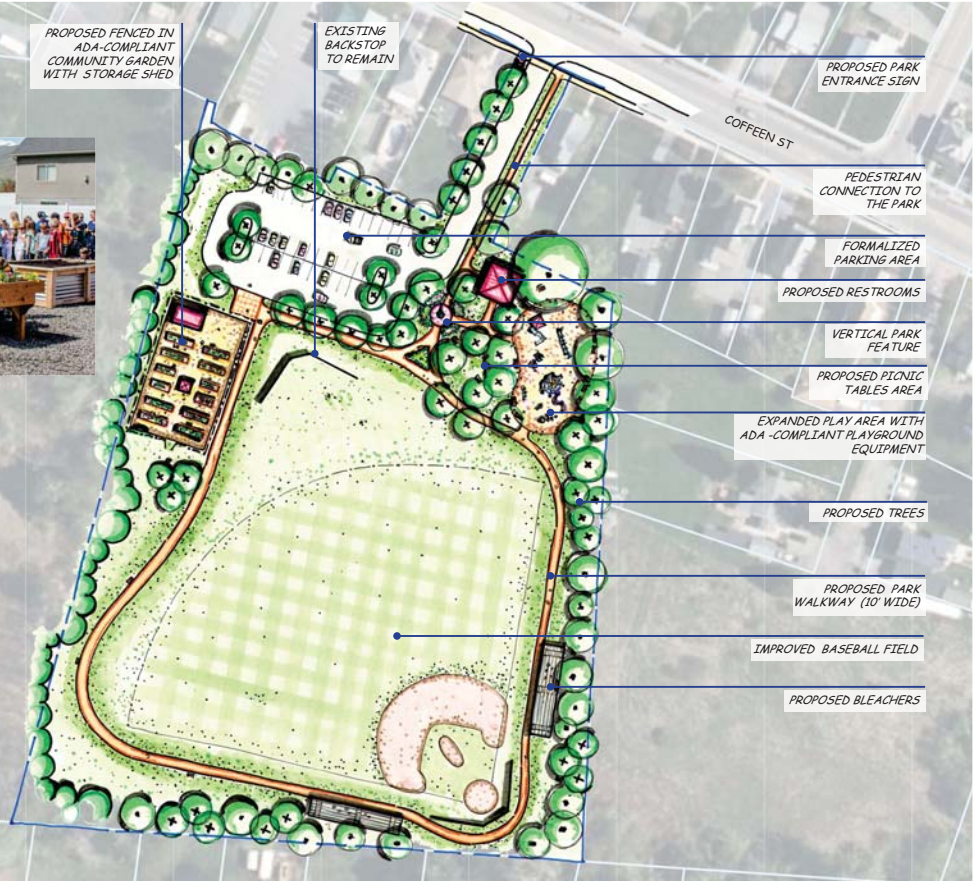
GLOBE NET CLIMBER



HANDICAP ACCESSIBLE SWING

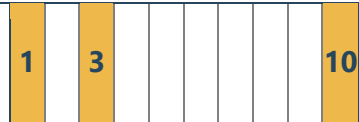


HANDICAP ACCESSIBLE PLAY FEATURE



This area has been used for many generations as a baseball and T-ball field. Some maintenance has been done over the years, but parts of the park have become worn down and/or outdated. Given its proximity to adjacent neighborhoods and access to Coffeen Street, Kostyk Field is an important neighborhood and city-wide amenity. With the current configuration of the park there is an opportunity to improve existing facilities (i.e., parking, baseball fields, etc.) while combining it with new amenities including walking paths and bleachers. In addition, new types of facilities can be integrated that cater to people with different abilities such as an ADA accessible playground and community gardens. Sidewalk connections to Coffeen Street could improve pedestrian access.

PR.5 Ensure funding for continued maintenance of parks and operations



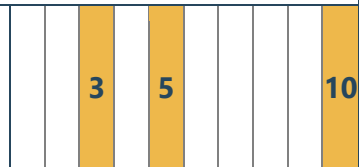
To maintain Watertown’s existing natural and cultural assets and attract residents as well as tourists, the City should ensure sufficient funding through its Capital Improvement Plan and capacity to support park operations.

PR.6 In cooperation with Watertown School District, encourage the formalization of recreational uses behind public schools



The City should partner with the Watertown City School District about the possibility of utilizing land behind the High School for publicly accessible recreation facilities, such as cross-country skiing trails, obstacle courses, or fitness trails, and linkages to Thompson Park.

PR.7 Complete sections of trails as identified in the GIS system, identify potential new connections and create a plan to make those connections.



Within the City of Watertown’s online Geographic Information System (GIS), a number of on-road and off-road trails and linkages have been identified. Some are proposed in new locations independent of existing trails and others are intended to complete or connect to an existing trail. As funding becomes available, the City should complete the trail system as conceptualized, determine any projected missing linkages and create a proactive plan to fill in those gaps.

PR. 8 Support the YMCA in their effort to identify a location for a future community/aquatics center



The Watertown Family YMCA is a valuable community asset that provides tremendous economic, health, and social benefits for Watertown. To continue to meet the diverse needs of the community, the YMCA is seeking to construct a new, modern facility. A proposal for a new YMCA Aquatics, Racquet Sport and Wellness Center was included in Watertown’s DRI. The project is currently seeking funding as well as a suitable location. In addition to providing a year-round facility for water-dependent activities, it is estimated that the facility would generate 15,000 visits monthly to the downtown, with secondary economic impacts for local businesses. The City should seek ways to support the Watertown Family YMCA as they secure funding and a suitable location for the proposed center.

5. Economic Development

As part of the Comprehensive Plan, an Economic Development analysis (see Appendix I) was completed to provide an inventory of Watertown's economic assets and advantages and to identify opportunities for a city-wide coordinated effort to grow Watertown's economy. As a regional destination for retail and healthcare, the City draws people from more rural communities in the surrounding region. 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 primary industries driving Watertown's economy today are Healthcare and Social Services, Retail Trade, and Accommodations and Food Service. The fastest growing industries are Healthcare and Social Services, Light Manufacturing, and Accommodations and Food Service. These industries are more concentrated 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.

The Economic Analysis examined these industries and considered additional opportunities:

- **Health Services:** Within the City, the Healthcare Industry is large, relatively concentrated, and growing. Economic development opportunities within the sector include expanding and attracting additional healthcare providers, including specialized practices. Other related opportunities may include locating 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:** Manufacturing is a locally competitive industry that has seen growth in recent years. Small-scale light manufacturing appropriate for an urban setting could have potential in the City. Examples include value-added and specialty food products and local beverage production such as microbreweries. These types of businesses also have crossover benefits with other strategic industries such as retail, tourism, entertainment, and food services. Therefore, they may be important focus areas for economic development efforts.
- **Accommodation, Food Services, & Entertainment:** Watertown is a dining destination. It may be advantageous to continue to build the City, and especially the downtown area, as a dining destination with new restaurants that provide a variety of dining experiences. The City also has a concentration of lodging establishments. There may be an opportunity to attract new hotels or other lodging businesses, especially in the downtown area, and 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. To increase visitation, there may be opportunities to better market the (1) natural resources and outdoor recreation opportunities in the Watertown area and (2) the City as a place where visitors can stay, shop, dine, and be entertained during their trip.
- Retail:** The retail industry is the Watertown region’s largest and most concentrated industry (relative to the U.S.). A leakage (gap) analysis indicated that the City should focus on its strength 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 focusing on downtown retail that provides a unique experience, blending shopping with entertainment, in line with national trends.

The following recommendations are based on key findings from the Economic Development analysis. An ‘Asset-Based Economic Development’ approach is suggested to leverage Watertown’s unique economic, cultural, natural resource, and other physical assets. These include:

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

RECOMMENDATIONS FOR ECONOMIC DEVELOPMENT										
STRATEGY					GOALS*					
ED.1	Focus on retaining key industries such as Healthcare & Social Services, Light Manufacturing, Retail, and Accommodation & Food Services as economic drivers of Watertown’s economy				1			5	7	8
<p>Watertown is a regional center for jobs, retail shopping and services, and restaurants and lodging serving thousands of local residents, commuters, and military personnel stationed at Fort Drum. As a regional destination, the City should reinforce existing strengths and markets. It should also support the growth of key industries, including by attracting new businesses, employees, and potential consumers to Watertown. Potential actions include:</p> <ul style="list-style-type: none"> Support land use regulations that will facilitate the expansion of growing sectors such as healthcare, manufacturing, and administrative services. Consider economic strategies that will facilitate growth, for example, by expanding . . . 										

ED.3 Develop a comprehensive program to advance the reuse of strategic development sites

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Dilapidated and abandoned properties can have a corrosive effect on local communities, lowering property values, creating health and safety hazards, and imposing extra costs on local governments due to the additional police, fire and building safety resources they require. The City should create a comprehensive program for strategic development sites that will document existing conditions, foster partnerships with landowners of privately-owned properties, and promote site reuse. Potential actions include:

- Maintain a list of strategic development sites, partnering with the City LDC and County IDA.
- Pursue master planning and environmental remediation funds, for example, from the NYS Brownfield Opportunity Areas (BOA) Program, NYSDEC Remediation Funding, or the Federal EPA site assessment funding.
- Actively market the sites through multiple platforms and partners such as with the Watertown LDC or Neighborhood Associations as they develop over time.

ED.4 Stimulate redevelopment of strategic public sites

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The City should continue to pursue grant funding to prepare master plans for strategic public sites including:

- Sewall’s Island and Factory Square (in process)
- Ogilvie Site – create a redevelopment strategy with new single family housing including green recreational space as discussed under the Parks and Recreation topic area.
- VanDuzee Site on the northside of the Black River

ED.5 Incubate new businesses by partnering with Jefferson Community College, the Downtown Revitalization Initiative, and others

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Economic diversification reduces risk by decreasing dependence on a single sector, employer, or consumer base. The City should partner with JCC and the DRI to attract new businesses, focusing on growing and emerging sectors. More specifically, the JCC TechSpace project identified in the City’s application to the DRI program could be a catalyst to economic growth and entrepreneurialism. DRI funding will improve the space so JCC can begin operations after minimal improvements. Continuing to partner with JCC on this initiative will be important to diversify employment options and offer job training to Watertown residents in new and emerging industries.

ED.6 Continue to support the Local Development Corporation’s Facade and Rental Assistance Programs

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DRI funding was allocated to the Watertown Local Development Corporation to be used to capitalize Phase 2 of the Public Square Commercial Rent Assistance Program and the Downtown Facade Improvement Program. With a seat on the LDC Board the City will continue to support these efforts, which ultimately assist in business development and downtown revitalization.

ED.7 Maintain and enhance regional cooperation relationships for Tourism Development

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To continue to be a destination in the North Country and 1000 Islands region, the City should:

- Partner with the 1000 Islands International Tourism Council and Jefferson County Historic Society to promote a comprehensive listing of historic resources in the City as an economic driver.
- Evaluate ways to capitalize on Watertown’s proximity to Canadian market opportunities.
- Cross-promote tourist activities such as whitewater rafting and mountain biking and supportive services such as restaurants, breweries, and hospitality services.

ED.8 Collaborate with Samaritan Medical Center (SMC) to plan responsibly for Samaritan’s anticipated growth

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The City should partner with SMC as they develop a master plan for the future growth of their primary campus on Washington Street to better understand their expansion needs, including parking, and the need to comply with federal regulations surrounding medical cost reimbursements. Care should be taken to ensure expansions are responsibly planned to minimize adverse impacts on the surrounding neighborhood, including by incorporating adequate buffers and traffic patterns. Once finalized, the City should incorporate necessary changes into the zoning update.

ED.9 Support marketing of the Black River Scenic Byway

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NYS Scenic Byways are a means of showcasing the state’s beauty and communities. The Black River Scenic Byway is one such roadway. The City should continue to partner with the Tug Hill Commission to market the byway in order to attract more, varied tourists and visitors to the Black River Scenic Byway. This can be accomplished by increasing outreach to new and existing markets through a diversity of platforms and cross-promotion.

ED.10 Celebrate Watertown’s identity by investing in cultural and historic resources

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The City should contribute to Watertown’s sense of place by investing in cultural and historic resources that make it an attractive place to live, work, and play. Potential actions include:

- Ensure critical resources such as the Flower Memorial Library are sufficiently resourced through the City Budget.
- Support efforts to secure funding and incentives for preservation and enhancement of historic and cultural resources, for example, through special grants, tax breaks, subsidies, and registries.
- Partner with organizations and venues such as the North Country Arts Council, the Little Theatre of Watertown, the Lyric Theater and Stage Notes, the Sci-Tech Center, the Jefferson County Historical Society, the Masonic Temple, to sponsor events and activities such as walking tours, living history programs, fairs, heritage days, and workshops.
- Continue to integrate city and neighborhood branding both formally and imaginatively, for example, into wayfinding signage, tourism materials, and public art.

ED.11 Create a Public Art Master Plan

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The plan, to be developed in partnership with local artists, should outline a strategy for incorporating temporary, rotating, and/or permanent public art into new and existing public and private spaces in Watertown. DRI funding has been designated to develop a "public art" program, including identified locations for installments and the development and implementation of the initial piece of public art. The City should continue to support this effort through implementation.

ED.12 Evaluate access to food in Downtown and adjacent neighborhoods

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While there are grocery stores at the edges of the city, there are none within walking distance to Downtown or the neighborhoods immediately adjacent. The City should work with the neighborhoods, non-profits and private sector to evaluate access to food for these neighborhoods.

6. Sustainability and Resilience

As part of the public participation, residents discussed strategies for sustainable and resilient development in Watertown. For them, this means protecting and enhancing natural, cultural, and historic assets that make the City an attractive place to be, while responding to current and future needs to create a vibrant, prosperous city. In particular, residents would like to see Watertown develop into a family-friendly center for active living on the Black River that serves as a gateway to the region, with good jobs, beautiful natural areas, a stable population, and a high quality of life.

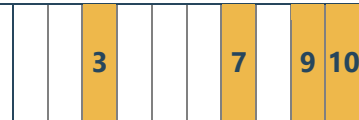
Key to achieving a high quality of life is maintaining a healthy, livable environment. Watertown aims to be a community with clean air, land, and water that is resilient to environmental shocks and stresses such as storms and extreme temperatures. Greenhouse gas (GHG) emissions and global climate change pose an ongoing challenge to this goal, especially for already vulnerable populations. Local climate action planning is a proactive way to address this challenge. Deliberate planning and action can greatly reduce the amount of GHGs produced and increase local resilience to climate change impacts such as extreme flooding or heat. Climate change mitigation and adaptation measures can also generate numerous community benefits, such as lower utility costs and improved environmental and public health.

The strategies below detail specific actions Watertown can take to improve local sustainability and resilience, particularly in relation to protecting and enhancing natural resources.

RECOMMENDATIONS FOR SUSTAINABILITY AND RESILIENCE											
STRATEGY			GOALS								
SR.1	Develop a Climate Action Plan to reduce greenhouse gas emissions and increase resilience to climate change				3			6	7	9	10
<p>The City should create a Climate Action Plan in cooperation with local residents and stakeholders that outlines a holistic strategy to reduce local GHG emissions and increase resilience to climate change. Climate Action Plans typically include (1) an inventory of existing conditions including a baseline inventory of GHG emissions and a baseline risk and vulnerability assessment for climate hazards (current and projected) (2) a strategy to shift toward a low-emission, climate-resilient development pathway with overarching goals and targets (3) a prioritized list of actions to implement the strategy, and (4) a method to measure and track progress. The plan may align with initiatives, goals, recommendations, or frameworks at the local, subnational, national, and/or international level. The City could complete this with other local entities such as Jefferson Community College, DANC, NYSERDA. Reference should also be made to the North Country Regional Sustainability Plan. Potential actions under the Climate Action Plan include:</p>											

- Conduct a comprehensive municipal energy audit to evaluate city-wide energy needs and identify long term energy/greenhouse gas emission reduction goals and strategies, such as:
 - Transitioning public buildings, infrastructure, and operations to renewable energy sources and more energy-efficient designs (e.g. through passive design techniques and technological solutions like LED lighting and solar panels), in cooperation with local stakeholders and utility providers, including National Grid when the power purchase agreement is expired.
- Integrate the Sustainability and Resiliency recommendations from the Comprehensive Plan.

SR.2 Coordinate with State programs on resiliency and climate smart communities



The City should continue to pursue existing sustainability programs and opportunities including Climate Smart Community Certification from NYS Department of Environmental Conservation (DEC) and the Clean Energy Communities program administered by NYSERDA.

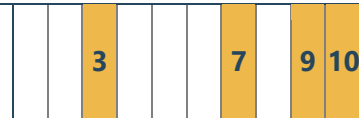
SR.3 Expand renewable energy opportunities for the City



Investigate opportunities to increase renewable energy production and consumption for both the public and private sector. Potential actions include:

- Evaluate the feasibility of installing renewable energy arrays (e.g. wind, solar, wave action) on public property (e.g. municipal buildings, parking areas, landfills, open spaces, infrastructure).
- Ensure local regulations allow for a broad range of renewable energy production including building integrated and small scale solar for residential properties, geothermal, and others as feasible.
- Consider working with public and private partners such as JCC to increase access to and awareness of renewable energy, for example, through educational workshops, fairs, demonstration projects, and incentive programs.

SR.4 Support the goals and actions of the Jefferson County All Hazards Mitigation Plan



Support the engagement of municipal staff and local residents in the continued implementation of the plan. Integrate the goals and actions of the plan into relevant city plans and initiatives.

* Each strategy is mapped to the corresponding goals (listed on page 22) they help to achieve.

SR.5 Improve recycling rates in Watertown

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Support public and private efforts to make recycling easier and more widespread. Potential actions include:

- Support efforts to launch a single-stream recycling program.
- Install recycling and composting receptacles in public places.
- Explore opportunities to improve the feasibility and cost-effectiveness of a comprehensive recycling program by partnering with other governments or private service providers.
- Explore city-wide composting as a means to refine the waste stream and tipping fees.

SR.6 Prepare an Urban Forestry Master Plan

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Every year since 2000, the City of Watertown has been named a Tree City USA by the National Arbor Day Foundation. The Tree City USA award recognizes communities across the country with exceptional community forestry programs. In continuation of these efforts, the City should develop a plan to sustainably manage and care for Watertown’s tree population over the long term. The plan should include provisions to promote biodiversity and tree health, manage invasive species, and capitalize on the many co-benefits and eco-system services provided by urban forests. For example, the plan should capitalize on their contributions to creating more healthy, livable, low-carbon, and climate-resilient environments. The Master Plan would outline a long term strategy to build on the short -term 2018 Community Forest Management Plan.

SR.7 Continue and expand current urban forestry efforts

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Potential actions include:

- Continue tree planting efforts to regrow canopy throughout neighborhoods, playgrounds and parks.
- Continue proactive tree maintenance efforts to create a more resilient and sustainable urban tree resource.
- Contribute to local Emerald Ash Borer community outreach and education.
- Update the City’s Tree Ordinance and Arboricultural Specifications Manual.
- Continue to strengthen and foster community partnerships and involvement through community enrichment opportunities.
- Continue to work with and support Tree Watertown, the City’s street tree advisory board, in tree planting and community enrichment opportunities.

SR.8 Embrace aspects of the Smart Cities movement (economy, environment, society, mobility, government, quality of life)

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A smart city is a municipality that uses information and communication technologies, together with good governance, to improve operational efficiency, government services, and quality of life as part of a broader vision to achieve an attractive, sustainable community. Watertown should integrate smart city policies into city development plans including the Capital Improvement Plan. Potential actions include:

- A digital inventory of infrastructure to assist in long term maintenance.
- Install sensors for streetlight activation, emergency services, weather alert systems, etc.
- Integrate smart technology into the CitiBus system to provide services such as real-time tracking and a CitiBus mobile application.
- Establish free WiFi hot spots downtown.
- Establish a practice of integrating smart city improvements into new developments, retrofit projects, and maintenance projects.

SR.9 Incorporate green infrastructure practices into zoning code

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Green and blue infrastructure (GI) works with the natural environment to provide a range of services. GI may provide greater co-benefits for sustainability, resilience, and quality of life at a lower cost than conventional gray infrastructure. For example, GI can be used to improve energy efficiency, biodiversity, air and water quality, water and waste management, and community aesthetics; reduce flood risk and net GHG emissions; regulate temperatures; and provide spaces for recreation, exercise, socializing, and amenities such as community gardens. As the City's zoning is updated, incorporate GI techniques.

7. Transportation

Transportation infrastructure is often a defining feature of great cities and neighborhoods. As an employment and residential center for Jefferson County, approximately 15,820 commuters move in and out of Watertown the City every weekday. As a regional tourist destination and “Gateway to the Thousand Islands,” Watertown receives thousands of visitors for short and long stays. As a commercial center with an active manufacturing sector, Watertown is a terminus for commercial and freight shipments. Finally, as a compact city with a mix of uses and residential neighborhoods, Watertown has abundant opportunities for pedestrian and non-motorized traffic. Serving these diverse uses and populations requires targeted, cross-cutting strategies.

During the public meetings, residents expressed a strong desire for a well-connected City with inclusive, multi-modal linkages between neighborhoods, assets, and regional destinations. Many discussions focused on improving pedestrian safety and bicycle access, especially near schools and downtown. Residents also shared ideas for improving public transit and road safety. The concept of “place making” was introduced to address future improvements for more pedestrian-oriented spaces. People are more likely to walk in mixed-use communities with higher population densities, diverse land uses, and transit-friendly design. Increased walkability in mixed used commercial areas also encourages people to visit and shop longer. 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.

Strategies for Watertown’s transportation infrastructure are presented below. These are intended to complement existing plans such as the 2045 Long-range Transportation Plan and its goals to protect and enhance the environment, improve quality of life, enhance transportation connections across and between modes, and promote consistency between transportation improvements and the community’s other goals.

RECOMMENDATIONS FOR TRANSPORTATION

STRATEGY	GOALS*								
<p>TR.1 Build from the Complete Streets Policy to create opportunities for convenient and safe circulation for all modes of transportation to allow for equity, safety, and enhanced public health</p> <p>TR1.a Ensure all street projects undertaken in the City consider the goals and applicability of the City’s complete streets policy.</p> <p>Potential actions include:</p> <ul style="list-style-type: none"> ■ Initiate discussions between city departments prior to the design process for projects in the public right-of-way to ensure integration of all modes of travel are being considered equally. ■ Establish procedures for the engineering department to document how the policy has been considered, or was not applicable. ■ Ensure planning board members are reviewing site plans in consideration of the Complete Streets Policy. <p>TR1.b Ensure high-quality pedestrian and bicycle infrastructure supports safe and active transportation, prioritizing/especially safe routes to school</p> <p>Potential actions include:</p> <ul style="list-style-type: none"> ■ Expand complete streets measures to parks, trails and open spaces to encourage connectivity within and between neighborhoods. Continue to implement the city-wide sidewalk plan (ensure safe, repaired sidewalks are in place). ■ Evaluate opportunities for traffic-calming measures and integration of Complete Streets principles in new and existing development, such as: <ul style="list-style-type: none"> □ Crosswalks, sidewalks, street trees, street narrowing, bike lanes, transit stops, on-street parking, speed bumps, bump-outs, and, where there is the highest need, neighborhood size roundabouts and additional stop signs. ■ Consider adequate pedestrian lighting to improve the pedestrian environment in new developments. <p>TR1.c Consider transit users as an important part of a complete street</p> <p>As part of the complete streets coordination, all forms of public transit should be considered.</p>	1	2	3	4	5	6	7	8	9

* Each strategy is mapped to the corresponding goals (listed on page 22) they help to achieve.

TR.2 Ensure safe access to the City’s schools that is consistent with “Safe Routes to School” principles

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According to the Centers for Disease Control and Prevention, childhood obesity has more than tripled in the past 40 years while the number of students who walked or bicycled to school decreased from 48% to 13%.¹ Safe Routes to School is at the heart of a growing national and international movement to increase children’s physical activity, improve safety while walking and bicycling to school, and create healthy environments for children.

The City should institute a policy to implement safe routes to schools consistent with federal guidelines. The policy should be developed in coordination with the Watertown City School District, neighborhood associations, NYS DOT, and Watertown Police Department, and others as appropriate. Potential actions include:

- Institute the Five E’s of the Safe Routes to School program to effectively build infrastructure, improve safety, and change travel behaviors:
 - Education – Teach children about transportation choices
 - Encouragement – Use events and activities to promote walking and bicycling
 - Engineering – Create operational and physical improvements
 - Enforcement – Partner with local law enforcement in the vicinity of schools
 - Evaluation – Monitor and document outcomes

TR.3 Continue to coordinate with Jefferson County and Watertown/Jefferson County Area Transportation Council to implement the 2016 Mobility Plan

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Jefferson County and MPO prepared the Mobility Plan in 2016 focused on increasing transportation options to provide greater mobility, particularly for an aging population, throughout the city. While this plan is focused on increased mobility for seniors and people with disabilities, the City can also continue to work with the County and MPO to integrate recommendations to reduce greenhouse gas emissions by reducing dependence on fossil fuels. Potential actions include:

- Improve public transport systems (bus, tram, electric and non-motorized vehicles).
- Install EV charging stations and supporting car and bike-sharing programs.
- Prioritize human-scale development and streetscapes including pedestrian walkways.
- Ensure all surface transportation projects are reviewed from a complete streets lens.

¹ Safe Routes to School Local Policy Guide, June 2011

TR.4 Coordinate with the MPO to evaluate and potentially update the Citibus service

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Public transit in the City of Watertown is provided by Citibus. Current service is limited to a 17-mile service area in the City of Watertown, however destinations beyond the city may be programmed in the future. Local service includes five fixed, hub-and-spoke style routes from the Arcade Street Transfer Center to neighborhoods within the city. During the summer a bus also provides transportation to Thompson Park. Citibus has limited service hours on weekdays and does not provide late evening service or service on Sundays. Citibus also operates a paratransit bus service on-demand for passengers with special needs with ADA compliant access and a bicycle rack. Residents are interested in expanding the Citibus offerings.

The City just coordinated with the Watertown Jefferson County Area Transportation Council (WJCTC) to complete a transit study that should be used in considering the following actions. Care should be given to consider the transit system as a means of economic development that bring people into the city. Potential actions include:

- Expand CitiBus system, considering public transit to/from city schools, Dry Hill Ski Area, Thompson Park, Mall, and shopping areas such as Target and Walmart.
- Evaluate and adjust CitiBus hours and routing so that the system meets the needs of commuters.
- Continue to accommodate bicycles.
- Mark bus stops.
- Consider 'real-time' apps for ease of use and scheduling.
- Examine regional connections.
- Consider JCC class schedules when developing bus route schedules and corners.

TR.5 Improve traffic circulation and pedestrian safety downtown

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Evaluate traffic routing and calming measures for downtown. Potential actions include:

- Coordinate with the Watertown Jefferson County Area Transportation Council to implement the truck traffic re-routing study and advance designs that better program Public Square for pedestrians

TR.6 Complete an Arsenal Street Corridor Study

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Arsenal Street contains 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 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.

The City should coordinate with NYSDOT to commission a detailed corridor study to ensure Arsenal Street remains a viable retail corridor that is safe, visually appealing, has amenities for pedestrians and bicyclists, and retains a high level of service for motor vehicles.

8. Governance and Infrastructure

Successful implementation of the Watertown Comprehensive Plan will require strong leadership, government accountability, and regional cooperation. The following recommendations are designed to incorporate best practices to enhance efficiency and effectiveness of local governance, build cost effective infrastructure, prioritize street design that enhances health and safety, and foster a balanced transportation system.

RECOMMENDATIONS FOR GOVERNANCE AND INFRASTRUCTURE														
STRATEGY						GOALS*								
GI.1 Continue to prepare a Capital Improvement Plan to guide infrastructure investment												7	8	9
<p>The City annually completes a Capital Improvement Plan (CIP) as part of the City budget process in order to guide resources in a focused manner. To maintain and improve infrastructure including safe water, streets, sewer and other critical elements, this process should continue, taking into consideration elements in the Comprehensive Plan that require City resources. The CIP should also seek to coincide with the various planning documents of the Watertown Jefferson County Area Transportation Council such as the Unified Planning Work Program and Coordinated Transportation Plan for Mobility Services. As projects are undertaken in the City, efforts can be coordinated and leveraged.</p>														

* Each strategy is mapped to the corresponding goals (listed on page 22) they help to achieve.

GI.2 Partner with private sector to expand fiber

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As communities compete for investment and seek to attract the next generation of residents, there are certain aspects that can offer leverage such as a highly functioning, next generation broadband network. Focusing on building and expanding this type of infrastructure over time is a low-cost, low-risk strategy that will have real impact and result in renewed investment. There are a number of ways the City can incentivize private investment in broadband infrastructure. Potential actions include:

- Facilitate underground construction of conduit and fiber by implementing a “dig-once” policy for all road and related transportation projects, and facilitating in-building access through construction specifications for new buildings.
- Provide specific economic development incentives such as tax benefits to encourage private investment.
- Develop and strengthen local infrastructure assets that enable the deployment of broadband, including fiber, conduit, and real estate. For example, new network deployments can benefit enormously from access to existing government fiber strands, underground communications conduit in which fiber is placed or is ready to be placed, or real estate where equipment or exterior huts can be located.
- Improve access to information. Sharing information demonstrates a willingness to engage with the private sector to spur investment. The City should use the GIS system to make data available wherever possible both for public and private uses. Data should include information on street centerlines, home and business locations, demographics, and details on existing utilities, public infrastructure, rights-of-way, and available easements.
- Enable broadband construction by making the processes around permitting, rights-of-way access, and inspections more efficient and smoother. For example, the permitting process could be on-line and paperless rather than requiring a trip to City Hall.

GI.3 Target improvements to the existing Wastewater Treatment Plant and City sewer infrastructure to maintain a clean and safe environment

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A review completed for the Comprehensive Plan found the City of Watertown’s Water Pollution Control Plant or Wastewater Treatment Plant (WWTP) to be running at approximately 60% of capacity in sound operation and condition, with continual upgrades. It is a modern facility able to provide adequate service to the city and surrounding community and accommodate future commercial and/or industrial growth. The city is undertaking a study to identify Infiltration and Inflow (INI Study), or unwanted sources of stormwater that are entering the sewer collection system, to recommend corrections that will increase capacity. The City should continue . . .

... as usual to ensure that the WWTP remains a highly functioning, safe system. Other potential actions include:

- Implement the Infiltration and Inflow study recommendations to reduce infiltration and inflow within wastewater infrastructure to reduce the amount of volume that the WWTP must handle.
- Cooperate with Jefferson County and the Town of Watertown 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. Where such expansion is made annexation into the city should be considered.

GI.4 Update zoning, incorporating form-based codes

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Zoning regulations are the primary tool to implement the Comprehensive Plan and shape how and where future private development occurs. The City's zoning laws should be updated to reflect the Future Land Use Map and to incorporate form-based code elements that emphasize high quality design. Form-based elements ensure that future development allows for an appropriate mixing of uses, emphasizes a mix of housing and building types that are complementary and of appropriate scale, requires well-designed buildings with proper architectural elements and facades, and creates a pedestrian-friendly and walkable environment. The public should have the opportunity to provide input on zoning updates. Potential actions include:

- Identify key corridors and districts within the city that would benefit from form-based code elements.
- Assess existing conditions and invite public engagement, using visualization techniques to better envision potential changes.

GI.5 Enhance opportunities for inclusive, public and civic engagement

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The City should encourage public engagement and participation. Potential actions include:

- Consider hiring a Community Information Officer for the City. This position would support City efforts to interface with the public, both in-person and remotely through physical and digital materials. The Officer would support public engagement in the planning process and manage public information to ensure it is safe, secure, and easily accessible.
- Enhance outreach and engagement with underrepresented demographics including low-income residents.



5

Future Land Use

Section Contents:

1. Watertown's Future Land Use
2. Future Land Use Character Areas
3. Future Land Use Map



1. Watertown's Future Use of Land

Comprehensive Plans typically include a 'Future Land Use Plan' that depicts how land uses should be in 10 to 15 years. In cities such as Watertown where much of the land is already built upon, it is typical to create a future land use plan that seeks to preserve some areas while encouraging redevelopment in others. It is intended to illustrate a blend of orderly growth, preservation of areas such as Watertown's neighborhoods and natural assets while providing some flexibility.

The land use areas depicted on the Future Land Use Map have deliberately blurred edges between the districts. This is meant to graphically reinforce the conceptual and visionary nature of future land use planning. While the map is intended to inform a future zoning map, the boundaries do not follow property lines and should not be interpreted as specific edges of new zoning districts.

In many areas, such as the single-family areas in the Sherman neighborhood, the desired character is consistent with the existing character and therefore the Future Land Use Map serves as a guide for preserving and strengthening that character. In other locations, modest modifications to the pattern of use and form are envisioned that will be accomplished when the City updates the Zoning Code.

New York State's Consolidated Laws, General City Law, §28a contains the enabling legislation that encourages municipalities to address "the existing and proposed location and intensity of land uses" for the purpose of "protecting the public health, safety and general welfare of its citizens". Whereas the City's Zoning Map and ordinance serve as the regulatory tool for managing growth, the Future Land Use Plan provides concept-level guidance for future zoning updates.

2. Future Land Use Character Areas

Watertown's Future Land Use Plan displays categories of various generalized land uses, or Character Areas, as they are recommended to evolve over the next 10 to 15 years. As the City is almost entirely built out, the Future Land Use Plan depicts areas that will remain largely the same while it encourages an appropriate mix of uses in selected areas, especially those adjacent to downtown.

When determining the location of the future land use Character Areas, several factors were considered including:

- existing land use and zoning;
- current patterns of residential density (e.g., single family, two family, or multi-family);
- patterns of development along existing commercial corridors (e.g., Arsenal, Coffeen, State, LeRay, West Main, and Washington);
- location of elementary schools and parks as central/defining features;
- historic settlement patterns; and
- a review of all Variance requests over the last eight years.

The Future Land Use Character Areas described on the following pages are intended to provide guidance with regard to preferred uses that should be considered during a future zoning code update. It also includes a description of the general form and function of the built environment as it pertains to scale and density and the ability to reinforce Watertown's walkable nature.

While the names, locations, and associated recommendations of these Character Areas should not necessarily be interpreted as new zoning districts, they do provide a community-wide vision for development and substantial guidance for revising the City's Zoning Code and Map.

Black River Waterfront

The Black River is the spine of Watertown and a core part of the City's identity. As the primary natural asset, it is the basis for economic development, education, recreation, and scenic beauty. The intention of this Character Area is to build on the setting of the river as a reinforcing asset to redevelopment. New development and redevelopment should be oriented around the river in all aspects of design, including preserving views, increased public access where feasible, and integrating green infrastructure or low impact development design (e.g., rain gardens, porous pavers, native plantings, etc.) to treat stormwater runoff before entering the river. Buildings should be placed on the site so that they do not obstruct the public's enjoyment of the river whether physically or visually. Open space should be integrated and developed for all users regardless of abilities.

Downtown/Central Business District

This district has the highest density, greatest variety of uses, and includes buildings of regional and historic significance. New infill development should reinforce the urban and historic character. Buildings are taller than in other parts of the City and parking is generally off-site. On-site parking, where it exists, is behind the building to preserve the historic building pattern and reinforce the walkable nature of downtown.

Urban Mixed Use/Downtown Transition

The Urban Mixed-Use areas are historic areas generally located between the Central Business District (CBD) and residential neighborhoods where land use transitions from intense urban business to lesser intense residential and compatible non-residential uses. These transitional areas begin to have obvious changes in building types, architectural styles, lot sizes, and pedestrian activity. Buildings are generally lower in height and parking may be onsite, preferably behind or at the side of the building to avoid a suburban look. Buildings are designed to be visually appealing with shorter setbacks to address the sidewalk and help reinforce a positive pedestrian experience.

Corridor Mixed Use

Watertown has a number of mixed-use corridors radiating out from the center of the City. While each of these corridors generally serve the local and regional population, they exhibit different characters. Areas along Coffeen, Washington, and State Streets have a mixture of residential and commercial uses where the commercial uses are often in converted large residential structures. Buildings are set back a modest distance from the road, parking is typically behind or at the side of the building, and there are sidewalks that connect to the adjacent neighborhoods. The intent of these areas is to preserve the urban form and limit intrusion of suburban character (i.e., parking in front, large signs, franchise architecture), as well as to serve as gateways into the City. New development and redevelopment should consider pedestrians, bicycles, and transit as a means of integrating into the urban fabric.

Commercial Corridor

As opposed to Coffeen, Washington and State Streets, Arsenal Street from the western edge of downtown west toward Interstate 81 is primarily commercial and serves a much broader regional population. Arsenal Street is also a high volume arterial road, carrying 30,000 vehicles per day into the City from Interstate 81. As the regional retail center for the North Country, Arsenal Street provides a land area capable of higher density commercial and retail uses including modestly sized franchise companies. Parking is generally in front of these buildings and signage is prominent. While the desire is to maintain this land use, a higher standard of design to create a uniform/uncluttered look is anticipated. This can be accomplished with good site design and sign standards. Sidewalks, bike lanes, and transit stops should also be integrated in the design.

Interstate Commercial

The land area located just east and along Interstate 81 contains large lots with most of Watertown's big box retailers, hotels, and chain restaurants that are typically found along Interstates. As a key stop along I-81, the desire is to continue these types of uses to cater to the regional population, travelers, and the local population. As this area continues to be built-out, pedestrian and bicycle infrastructure should be integrated as both an amenity to the traveler staying in Watertown and to connect to the adjacent high-density residential apartment buildings. While franchise architecture will be allowed, site design and sign standards will combine to create an orderly pattern.

Residential Mixed-Use

Over the years, a number of large apartment complexes have been built in Watertown; many of them serving the transient population of Fort Drum. While these are typically pockets of residential units, they should be connected to the adjacent neighborhood and/or commercial area via a good sidewalk and bicycle network to encourage walking. This Character Area recognizes these complexes and seeks to preserve them in place.

Residential Medium

These are compact residential neighborhoods that provide a variety of housing options reflective of the needs of all residents. They contain primarily one, two and three-family structures and some multifamily structures that are smoothly integrated into the fabric of existing neighborhoods. Where appropriate, these areas may contain small scale commercial uses that were historically found in these neighborhoods. Buildings are typically 2 -3 stories with lot sizes that are small to medium in size. Parking is at the side of the building or behind, but never in the front yard.

Residential Low Density

These are low density residential areas where the primary use is single and two-family homes. Lot sizes vary from medium to large. Streets are lined with sidewalks and there is ample greenery. Homes are set back from the sidewalk with front yards and parking is at the side or behind but never in the front yard.

Campus Health & Education

This Character Area is intended to recognize existing institutional and campus type facilities in the City. The existing layout of the land and buildings requires a flexible approach to redevelopment. It should respect the unique characteristics of the institution and be configured to blend into the urban fabric while minimizing impact on the surrounding neighborhoods. Buildings will vary in height and parking will be integrated throughout the campus. Sidewalks, bicycle and transit infrastructure are provided that connect into the City's broader system, offering an alternative means of accessing these facilities.

Light Industry

This Character Area is designed to diversify and strengthen the local economic base by allowing for light manufacturing, assembly, and fabrication, including small scale or specialized industrial operations and offices. These areas recognize Watertown's existing light industrial uses such as the industrial park and are adjacent to the railroad. Buildings are often multi-story with on-site parking for automobiles and/or trucks.

Heavy Industry

The Future Land Use Map recognizes an area of the City with the one of the largest employers – New York Air Brake Corp. - and adjacent lands. This area is intended to continue the allowance of heavy industrial uses and provide some expansion capabilities. Buildings vary in height and scale with on-site parking for automobiles and/or trucks.

Open Space

These areas are located throughout the city and are generally existing parks and playgrounds. There are additional areas to be considered, such as the south and southwest portions of the city where a large wetland system is located. These are areas that can serve as connections between neighborhoods and the broader regional system. Active and passive recreational uses should be considered in these areas such as nature trails, educational components, bird watching, jogging, and mountain biking.

City of Watertown Future Land Use

Project:
Comprehensive Plan
City of Watertown, New York

Plan Project Number:
18-010

LEGEND

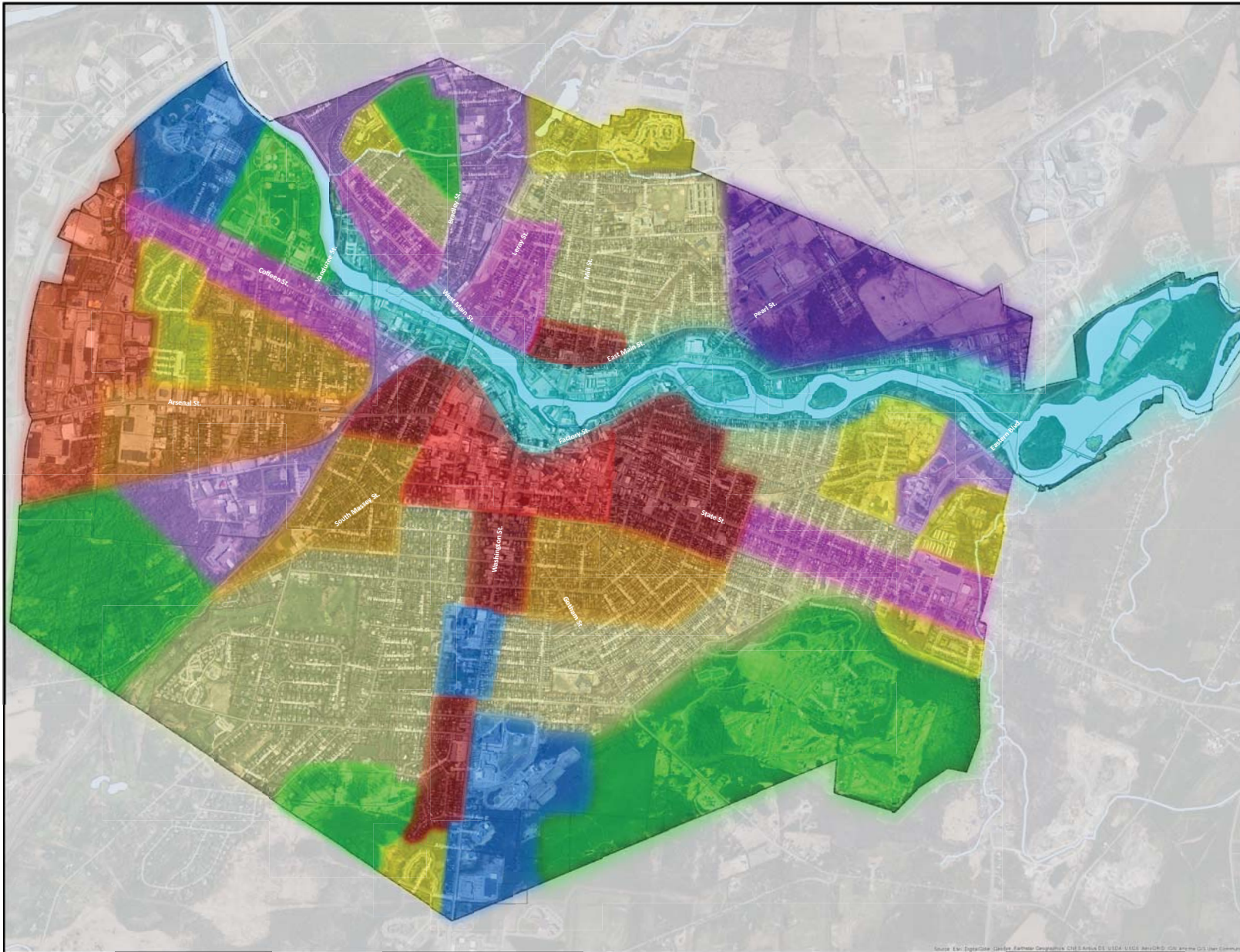
- Black River Waterfront
- Downtown/Central Business District
- Urban Mixed Use
- Corridor Mixed Use
- Commercial Corridor
- Interstate Commercial
- Residential Apartments
- Residential Medium
- Residential Low Density
- Campus Health & Education
- Light Industry
- Heavy Industry
- Open Space



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.





6

Implementation Plan

Section Contents:

1. Introduction
2. Priority Projects
3. Implementation Matrix



1. Introduction

According to §28-a of the NYS General City Code, the legislature finds that “among the most important powers and duties granted by the legislature to a city government is the authority and responsibility to undertake city comprehensive planning and to regulate land use for the purpose of protecting the public health, safety and general welfare of its residents.” To that end, Watertown prepared this Comprehensive Plan which is a statement of intent with recommended steps toward action. It translates community goals into long-range social, economic, and land use action programs for the City. It is designed to obtain a commitment by decision-makers to a coordinated set of actions that will maintain and improve the City’s quality of life for future generations.

Watertown’s Comprehensive Plan includes goals and strategies, some of which can be implemented quickly and others that require organizational changes, collaboration, innovation, and funding. Each strategy is assigned implementation “partners,” which often includes the City of Watertown. This may mean that the City will implement the strategy itself or that it will lead as the convener of stakeholders who will implement the strategy together. In other instances, partner organizations are listed where the City does not have a role or is not the appropriate lead. The Implementation Matrix located in this chapter is intended as an ‘executive summary’ listing all recommendations. It should also be noted that the citizens of Watertown can be considered as ‘stakeholders’ in every recommendation. That is, while certain organization and groups are specifically listed, the intention is that all the citizens of Watertown should and can be involved in the implementation of this plan.

The Planning and Community Development Department, in conjunction with the Planning Board, will be responsible for the overall stewardship and monitoring of the plan and will conduct periodic

updates. Effective monitoring and implementation will help Watertown attract public and private investment and financing to achieve the vision, goals and strategies of the Plan.

Using the implementation matrix, monitoring should take place at regular intervals. The plan should be reviewed briefly annually to make sure the highest priority recommendations are moving forward. Every three (3) to five (5) years a closer review should be completed. Questions such as should be asked: Has the recommendation been complete? If not, is it still relevant? If it is still relevant, what needs to be done, if anything, to move it forward, and Is there anything new that should be considered?

Given that communities are dynamic, not static, places it is important to consider changes in the community as it relates to the Comprehensive Plan. For example, city budgets are updated annually and may reflect new or different priorities, new legislators may be elected, there may be staff changes, etc. All of these changes may impact the implementation of the plan which is why continual monitoring the plan is important.

2. Priority Projects

Once the Comprehensive Plan is adopted, the City can begin to focus on priority projects. These priority projects are intended to give some focus to early implementation activities. With the understanding that funding priorities change annually, it is strongly recommended that the Comprehensive Plan be reviewed annually and when funding rounds are initiated. To some extent, the priorities of funding agencies will help guide annual priorities. All projects should be developed in a fiscally responsible manner. The following projects have been identified as immediate and short-term need. These projects have either already been initiated to some extent, are relatively low-cost and effort, or are considered catalysts for future investments.

1. Update and modernize Zoning to Incorporate Form-Based Codes
2. Stimulate Redevelopment of Strategic Sites
3. Black River Watertown Revitalization Project: Sewall's Island and Downtown Connector
4. Complete a Detailed Parks Inventory and City-Wide Parks Master Plan

Full descriptions of the priority projects are provided on the following pages.

1. Update Zoning to Incorporate Form-Based Codes

Overview

Timeframe:
1-2 Years

Lead:
City Planning

Potential Partners:
Consultant Team;
Stakeholders from CP
Process

Potential Funding:
CDBG

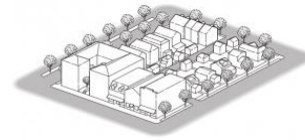
Conventional Zoning

Density use, FAR (floor area ratio), setbacks, parking requirements, maximum building heights specified



Form-Based Codes

Street and building types (or mix of types), build-to lines, number of floors, and percentage of built site frontage specified.



The City currently has traditional zoning laws that should be updated to reflect the Future Land Use Map and incorporate form-based code elements. Zoning regulations are the primary tool to implement the Comprehensive Plan and shape how and where future private development occurs. Form-based elements emphasize high quality design compared to traditional zoning that includes only basic site placement and massing restrictions.

Form-based elements ensure that future development allows for an appropriate mixing of uses, emphasizes a mix of housing and building types that are complementary and of appropriate scale, requires well-designed buildings with proper architectural elements and facades, and creates a pedestrian-friendly and walkable environment.

Form-based codes should follow the recommendations of the Comprehensive Plan and also include opportunities for public input and engagement.

Tasks to Complete:

- **Identify Key Corridors and Districts within the City that would benefit from form-based code elements.** This would include Downtown and other major commercial corridors. The Mercy Site would also be an ideal candidate for form based code elements.
- **Assess Existing Conditions.** The assessment will ensure that the code will build upon the unique characteristics of the City's distinct districts, corridors, and neighborhoods. The assessment will largely focus on the existing urban form at the neighborhood scale down to the architectural details of buildings.

- **Engage the Community and Stakeholders.** The engagement process should focus on the community vision for the specific areas that the form based codes will apply to.
- **Utilize Visualization Techniques.** Visualizations should be used to help community members understand the implications of different code elements.

2. Stimulate Redevelopment of Strategic Sites

Overview
<u>Timeframe:</u> 1 – 2 Years
<u>Lead:</u> City Planning
<u>Potential Partners:</u> Consultant Team; DANC, Jefferson County, NYSDOS
<u>Potential Funding:</u> NYS BOA Program

The City currently has a number of underutilized and vacant sites that can be considered brownfields, which are defined as places where real or perceived contamination complicates redevelopment. These include VanDuzee, the Edmund Street property, and other sites along the Black River. Some are publicly owned while others are private.

Redeveloping these sites can be catalytic to the immediate neighborhood and entire city. It is recognized, however, that these sites are often complicated and multiple aspects need to be considered in their redevelopment including level of contamination, economic and market opportunities, and access and infrastructure.

To advance these sites, the City should pursue funding through the NYS Brownfield Opportunity Areas Program (NYS BOA), which provides resources to New York communities to establish effective revitalization strategies that return dormant and blighted parcels into productive, catalytic properties. The outcome is a shared vision in the form of a master plan so that the City can seek clean-up funds and/or seek private development interests who can potentially obtain brownfield tax credits.

Tasks to Complete:

- **Identify Key Sites and General Need(s).** Using guidance from the Comprehensive Plan, identify key sites to be analyzed through the BOA program. General needs should be characterized that can be included in a grant application. This may include the need to better understand level and type of contamination, structural issues, site access, and general blight.
- **Submit a NYS Consolidated Funding Application.** The CFA's are solicited annually starting in May of each year with applications due in July. This is a very competitive program so a meeting with NYS Department of State should be held prior to submission to discuss the approach and funding level needed.
- **Establish a Steering Committee.** If awarded, a Steering Committee should be created that includes city departments,

private land owners, and other partners such as DANC and Jefferson County.

- **Complete BOA Plan.** Assemble a multidisciplinary consultant team of planners, economic developers, landscape architects, and environmental engineering. Consider specialty consultants (e.g., transportation) should the need arise.

3. Black River Watertown Revitalization Project: Sewall’s Island and Downtown Connector

Overview
Timeframe: 1 – 2 Years
Lead: City Planning
Potential Partners: Consultant Team; NYSDOS, NYSDOT, Black River Alliance (when formed)
Potential Funding: NYSDOS Program

The City completed the ‘Downtown Connection Feasibility Study’ in 2019 to study options to improve pedestrian and bicycle connections between Public Square and two of its riverfront parks, Veterans Memorial Riverwalk and Whitewater Park. This study advances recommendations in the city’s draft Local Waterfront Revitalization Program and meets with the vision and guiding principles of this plan.

Secondly, the City is about to embark on a Revitalization and Redevelopment Design Plan for Sewall’s Island and Factory Square. The plan will create a vision and capitalize on community assets and recreation opportunities, guide redevelopment and help attract new investments, businesses, and identify transformational projects in this area of downtown Watertown. The City was awarded a Strategic Planning and Feasibility Studies grant from the New York State Department of State, which will be used to pay for the plan.

The project involves developing preliminary designs and cost estimates for the commercial development of the island along with the park and trail development on the eastern portion of the island. The preliminary designs and cost estimates will be used for future budgeting and potential grant applications for construction. To inform the planning process, the project will include economic analyses and public outreach such as surveys, stakeholder meetings and community workshops.

Tasks to Complete:

- **Downtown Connector.** Priority 1 recommendations are focused on JB Wise Parking Lot and the study suggests the city should implement these streetscape and pedestrian connections as soon as funding is available. It suggests funding the main pedestrian path and sidewalks, crossing plaza and selective trimming along Veteran’s Memorial Walk. The total cost, as of 2019, for these improvements is estimated to be ~ \$789,000.
- **Sewalls Island.** The City should work to complete the plan, or at least progress the plan enough to submit an application in the 2020 Consolidated Funding Application round to implement key recommendations.

4. Complete a Detailed Parks Inventory and City-wide Parks Master Plan

Overview

Timeframe:

3 – 5 Years

Lead:

City Parks and Recreation

Potential Partners:

Consultant, City Planning, Public Works

Potential Funding:

NYS Office of Parks, Recreation and Historic Preservation

A Parks and Recreation Master Plan is necessary to ensure that the City's parks and recreational offerings continue to meet the needs of residents and address any existing shortcomings. The Master Plan will inventory the number of parks, acreage, and amenities (tennis courts, playgrounds, etc.) as well as the location and distribution of facilities. Through the process, the condition of existing amenities will be evaluated. The plan will also include an analysis of the needs and preferences of City residents.

The final plan will identify any gaps or needs for additional parks and recreational offerings as well as any specific maintenance or replacement recommendations for existing facilities.

Given the importance of Thompson Park to the community, a detailed and focused master plan for this park should be completed as part of this process. This will include an evaluation of the park including an inventory of all assets. The process should engage the Friends of Thompson Park and the NYS Zoo to identify their unique needs.

Tasks to Complete:

- **Secure Funding & Solicit Consultant.** The City should explore potential funding sources to conduct the plan including the grants offered through the CFA.
- **Review Existing Conditions:** The existing conditions analysis should examine population and demographic trends, feature site inventories, inventory and analyze current park facilities and recreation programs, map current and potential parks, and review facilities for accessibility to persons with disabilities.
- **Analyze Needs and Preferences:** This task will assess community needs and preferences for recreation. Note that while there are national standards for parks and recreation facilities, it is important to also tailor the City's offerings based on the community's input. Therefore, community involvement is important in addition to benchmarking the City's offering against established standards. The City will help to convene public meetings and work sessions.

- **Develop Prioritized Plan:** The Plan should include prioritized recommendations for facilities, recreation programs, and management and operations. The City should work closely with the consultant to formulate recommendations.
- **Adopt and Implement Plan:** The final plan should be adopted by the City and made public. The City should focus on implementing the priority recommendations identified.

3. Implementation Matrix

The Implementation Matrix outlined on the following pages has been developed to support the Comprehensive Plan. The matrix organizes recommendations by topic area. Each recommendation has been assigned a project champion, potential partners, and potential funding sources. As noted above, it is taken as a given that the citizens of Watertown are ‘stakeholders’ in every recommendation. A proposed time frame and priority level was assigned by City Staff and reviewed by the Steering Committee for each recommendation. The Priority Projects, discussed in the previous section, are highlighted in light yellow.

The intent of this matrix is to serve as the ‘Executive Summary’ for each and every recommendation in the plan. It is designed in such a way as to make it easier for users of the plan to quickly see how the recommendations are intended to be acted upon, how they are funded, and the desired priority. This matrix should be reviewed annually to gauge the metrics provided. Every three (3) to five (5) years it should be thoroughly reviewed and adjusted based on current conditions within the city.

The City’s capital improvement and budgeting processes should also incorporate the priority requirements on an annual basis. And, it is recommended that the City Council undertake a full review of the adopted Comprehensive Plan within a ten-year interval.

Legend

	Timeframe			Ongoing	Priority			
Short-term (1-2 years)								Medium priority
Medium-term (3-5 years)								High priority
Long-term (6-10 years)								Top priority
Ongoing				X				

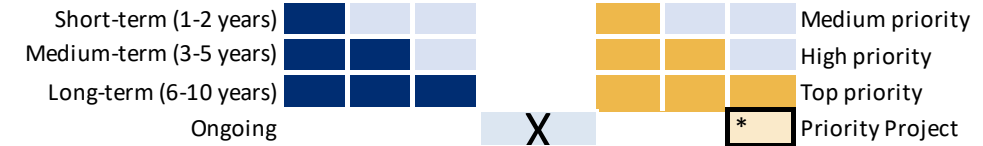
* Priority Project

Legend

Short-term (1-2 years)							Medium priority
Medium-term (3-5 years)							High priority
Long-term (6-10 years)							Top priority
Ongoing							Priority Project


WATERTOWN COMPREHENSIVE PLAN - IMPLEMENTATION MATRIX																			
Recommendations		Corresponding Goals								Project Champion	Potential Partners	Potential Funding	Timeframe			Ongoing	Priority	KPI	
The Black River																			
BR.1	Finalize the Watertown Local Waterfront Revitalization Program					5	6	7	8	10	Planning & Community Development (PCD)	NYSDOS, City Council, Black River Alliance (BRA), Black River Water-Based Businesses, NYSDEC, Water Quality Control Committee (WQCC), JCSWCD, Eastern Lake Ontario Partner Group,	NYSDOS						Complete and adopt LWRP
BR.2	Form a Black River Alliance to protect, promote, and enhance the Black River			3	4	5	6			10	PCD	Black River Water-Based Businesses, City Council, NYSDEC, WQCC, JCSWCD, Eastern Lake Ontario Partner Group,	NYSDOS, Eastern Lake Ontario Partner Group, JCSWCD						BRA established; first meeting convened
BR.3	Increase and improve connections and public access to the Black River			3		5	6				City Council	PCD, NYSDOT, City Engineering, BRA, NYSDOS, Complete Streets	NYSDOS, NYSDEC, NYSERDA, City Black River Fund						
BR.4	Implement the District Plan for the area around the DPW facility	1	2	3	4	5		7	8	10	City Council	DPW, PCD, Private Sector, National Grid, Railroad, NYSDEC, NYSDOS	NYSESD, NYSDOS, Public-private partnership (P3)						Finalize the plan for relocation
BR.5	Establish partnerships to create outdoor classrooms along the Black River			3			6	7		10	BRA	Watertown School District, Cornell Cooperative Extension (CCE), Jefferson Community College (JCC), YMCA, NYSDEC, 4H, FFA, Jefferson County Historical Society, NYSDEC, WQCC, JCSWCD, Eastern Lake Ontario Partner Group	NYSDOS, CCE						1 or more outdoor classrooms in operation
BR.6	Create a Vegetation Master Plan	1		3			6	7		10	DPW	PCD, NYSDEC, JCSWCD, CCE, Master Gardeners, 4H	NYSDEC, NYSDOS						Vegetation Master Plan Adopted
BR.7	Partner with upstream communities to reduce pollution to the Black River that can impact water resources						6	7		10	Watertown Water Department (WWD)	PCD, NYSDEC, NYSDOS, JCSWCD, BRA, MS4 Coalition, JCDOH	NYSDEC, NYSDOS						Quarterly Meetings Held
BR.8	Pursue feasibility studies and redevelopment of Beebee and Sewall's Islands		2	3	4	5	6	7	8	10	City Council	PCD	NYSDOS, NYSESD						Feasibility studies complete
BR.9	Conduct a financial study for the City-owned hydroelectric plant							7	9		City Council	Comptroller's Office, WWD, NG	NYSESDA						Study completed
Downtown																			


Legend



WATERTOWN COMPREHENSIVE PLAN - IMPLEMENTATION MATRIX																				
Recommendations		Corresponding Goals						Project Champion	Potential Partners	Potential Funding	Timeframe			Ongoing	Priority	KPI				
DT.1	Collaborate with the Downtown Revitalization Initiative (DRI) award recipients to implement all DRI projects, while actively implementing municipal DRI projects			4	5		7	8		PCD	Private sector, Engineering, DPW, NYSDOT, NYSDOS, NYSES, NYSHCR, Downtown Business Association (DBA)	DRI	[Dark Blue]	[Light Blue]	[Light Blue]	X	[Yellow]	[Yellow]	[Yellow]	Ongoing; Completion of Projects
DT.2	Create a more walkable downtown	1		3	4				9	City Council	PCD, Engineering, DPW, NYSDOT, WJCTC, DBA, Complete Streets	NYSERDA, TAP, NYSDOT	[Dark Blue]	[Dark Blue]	[Dark Blue]	X	[Yellow]	[Yellow]	[Light Blue]	Ongoing. Progress on track with Complete Streets Policy metrics, as reported on in the Complete Streets Annual Report for the downtown area
DT.3	Proactively support redevelopment of the former Mercy Hospital site						7	8		City Council	PCD, Private sector, NYSES, JCIDA, Watertown LDC, DANC	CDBG, NYSES, P3	[Dark Blue]	[Dark Blue]	[Light Blue]		[Yellow]	[Yellow]	[Yellow]	Zoning update complete
DT.4	Support the Business Improvement District						7	8		DBA	PCD, Chamber of Commerce, WLDC	BID Levy	[Dark Blue]	[Light Blue]	[Light Blue]		[Yellow]	[Yellow]	[Yellow]	BID established
DT.5	Promote market-rate residential development downtown, incorporating the Black River as an amenity	1	2		4		6			City Council	PCD, DANC, Private Sector	NYSES, WLDC, DANC, P3	[Dark Blue]	[Dark Blue]	[Dark Blue]	X	[Yellow]	[Yellow]	[Yellow]	Ongoing. 50 units created beyond 2019 baseline
DT.6	Focus on 'experiential retail' opportunities in the downtown as a way to maintain the strength and competitiveness of downtown retail businesses						7			DBA	BID, Chamber of Commerce, WLDC	BID Levy	[Dark Blue]	[Dark Blue]	[Dark Blue]	X	[Yellow]	[Yellow]	[Light Blue]	Ongoing. 1-2 new 'experiences' offered beyond 2019 activities
Neighborhoods and Housing																				
NH.1	Evaluate current operations and local standards for the Bureau of Code Enforcement	1	2				7	8		City Council	City Manager	City budget, HCR	[Dark Blue]	[Light Blue]	[Light Blue]		[Yellow]	[Yellow]	[Yellow]	Evaluation of Bureau of Code Enforcement completed and implementation of key recommendations by end of 2020
NH.1a	Evaluate Code Enforcement capacity as a means to protect and facilitate investment in the community	1	2				7	8		City Council	City Manager	City budget, HCR	[Dark Blue]	[Light Blue]	[Light Blue]		[Yellow]	[Yellow]	[Yellow]	Increase of Code Enforcement staff by 1+ positions as defined by the evaluation
NH.2	Prevent and manage building vacancy and abandonment	1	2				7	8		City Council	City Manager, Bureau of Codes, Assessment Department, and PCD	CDBG, LISC, HCR	[Dark Blue]	[Light Blue]	[Light Blue]		[Yellow]	[Yellow]	[Yellow]	Bring vacancy and abandonment rates in line with NYS (excluding 5 boroughs of NYC) average by 2030
NH.3	Promote a variety of housing types, forms, and affordability levels	1	2		4		7			PCD	City Council, Housing Task Force, Ft. Drum, Neighbors of Watertown, P3, DANC	CDBG, LISC, HCR, Department of Defense (DOD), OEA	[Light Blue]	[Light Blue]	[Light Blue]	X	[Yellow]	[Yellow]	[Yellow]	Continue average 5 per year Home Buyers Assistance grants from 2020 to 2025
NH.3a	Use zoning and other land management tools to stimulate housing variety and choice	1	2		4		7			PCD	City Council, Housing Task Force, Ft. Drum, Neighbors of Watertown, P3, DANC	CDBG, LISC, HCR, Department of Defense (DOD), OEA	[Light Blue]	[Light Blue]	[Light Blue]	X	[Yellow]	[Yellow]	[Yellow]	Increase market rate housing downtown by 70+ units by 2023;

Legend

Short-term (1-2 years)       Medium priority











Medium-term (3-5 years)       High priority

Long-term (6-10 years)       Top priority









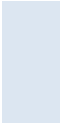

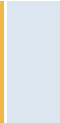



Ongoing   Priority Project

WATERTOWN COMPREHENSIVE PLAN - IMPLEMENTATION MATRIX																	
Recommendations		Corresponding Goals					Project Champion	Potential Partners	Potential Funding	Timeframe			Ongoing	Priority			KPI
NH.3b	Promote development of downtown housing and especially market-rate apartments	1	2	4		7	PCD	City Council, Housing Task Force, Ft. Drum, Neighbors of Watertown, P3, DANC	CDBG, LISC, HCR, Department of Defense (DOD), OEA				X				Increase diversity of housing types via zoning
NH.4	Promote age-friendly, adaptive, intergenerational senior housing, amenities, and facilities	1	2				PCD	Private sector, Office of the Aging, SMC	AARP, HCR								Senior living options incorporated into zoning code
NH.4a	Create neighborhood(s) zoned for smaller homes where seniors can downsize affordably	1	2				PCD	Private sector, Office of the Aging, SMC	AARP, HCR								Senior living options incorporated into zoning code
NH.4b	Support variety in senior housing	1	2				PCD	Private sector, Office of the Aging, SMC	AARP, HCR								Senior living options incorporated into zoning code
NH.4c	Support future efforts to create a Senior Center	1	2				Office of Aging	YMCA, City, SMC, Neighbors of Watertown	AARP, USDA, HCR								Initial conversations among partners held by 2021
NH.5	Support city-wide and long-term housing reinvestment	1	2			7	8	PCD	Neighborhood Associations, Neighbors of Watertown, Ft. Drum	CDBG, LISC, HCR, EPA EJ, NYS Office of Environmental Justice				X			Identify target neighborhoods as part of Annual Action Plan
NH.5a	Develop tools and set standards to support housing rehabilitation and mixed, adaptive reuse	1	2			7	8	PCD	City Council, Bureau of Codes	CDBG, LISC, HCR, NYSERDA							Adopt residential capital improvements tax Exemption Program at NYS RPT § 421-f and Residential-Commercial Urban Exemption Program NYS RPT §485-2 by mid 2020
NH.6	Explore the creation of a land bank	1	2				8	City Council	PCD, NDC (partnership between Neighbors, DANC, and City)	CDBG							Feasibility Study completed by 2021
NH.7	Stimulate opportunities to enhance the character and dynamic nature of thriving neighborhoods	1	2	3	4	5	7	8	9	10	Neighborhood Residents	PCD, City Council, CCE, Watertown School District, Civic Associations	N/A				Formulation of 2+ Neighborhood Associations by 2025
NH.7a	Foster the creation of neighborhood associations	1	2	3	4	5	7	8	9	10	Neighborhood Residents	PCD, City Council, CCE, Watertown School District, Civic Associations	CDBG, NNYCF, LISC, HCR, NYS Office of EJ				Formulation of 2+ Neighborhood Associations by 2025
NH.7b	Foster the creation of standalone neighborhood action plans	1	2	3	4	5	7	8	9	10	Neighborhood Residents	PCD, City Council, CCE, Watertown School District, Civic Associations	CDBG, NNYCF, LISC, HCR				Neighborhood Action Plan within 5 years of establishment of Neighborhood Associations
Parks and Recreation																	
PR.1	Complete a detailed parks inventory and City-wide Parks Master Plan*	1	2	3		5	6		10	City Council	PCD, Tree Watertown, Friends of Thompson Park, Tug Hill Tomorrow Land Trust (THLT), YMCA, DEC	NYSOPRHP, NYSHPO					Plan adopted
PR.1a	Identify opportunities to expand and enhance the City park system	1	2	3		5	6		10	Parks and Recreation Department (PRD)	PCD, CCE, DEC				X		Creation of 1 or more new parks (see below)

Legend

Short-term (1-2 years)							Medium priority
Medium-term (3-5 years)							High priority
Long-term (6-10 years)							Top priority
Ongoing							Priority Project

WATERTOWN COMPREHENSIVE PLAN - IMPLEMENTATION MATRIX

Recommendations		Corresponding Goals										Project Champion	Potential Partners	Potential Funding	Timeframe			Ongoing	Priority			KPI		
PR.2	Create a Master Plan for Thompson Park											10	Friends of Thompson Park	PCD, PRD, DEC, NYS Zoo, Watertown Golf Club,	Northern NY Community Foundation, NYSOPRHP								Plan adopted	
PR.3	Expand recreational and community activities in public parks to attract a diversity of uses and visitors year-round											10	PRD	Chamber of Commerce, YMCA	Community foundation, NYSOPRHP, AARP, ADA				X				1 or more additional activity or infrastructure that is ADA accessible from 2019 baseline	
PR.4	Elaborate strategies to activate parks with community-oriented programming for diverse audiences, ages, interests, and abilities											9	10	PRD	YMCA, CCE, FFA, 4H, Transitional gardening, Northern Regional Center for Independent Living (NRCIL), Friends of Thompson Park, Boy Scouts, Girl Scouts, Watertown Farmers Market, Jefferson County Economic Development, Little Theater of Watertown, Lyric Theater,	Community foundation, NYSOPRHP, AARP, ADA				X				Increase in programming at parks
PR.5	Ensure funding for continued maintenance of parks and operations											10	City Council	PRD, Friends of Thompson Park, Community Foundation	Capital Improvement Plan				X				Annual allocation is maintained or increased each year compared with the previous year	
PR.6	In cooperation with Watertown School District, encourage the formalization of recreational uses behind public schools											10	Watertown City School District	City Council, YMCA, PCD, PRD, Girls Scouts, Boy Scouts	Community Foundation, PRD								MOU signed	
PR.7	Complete sections of trails as identified in the GIS system, identify potential new connections and create a plan to make those connections.											10	PCD	DPW, Engineering, Complete Streets, BRA, NYSOPRHP	PRD, PRHP, TAP, CDBG				X				3 or more new sections completed every 5 years (2020-2025, 2025-2030)	
PR.8	Support the YMCA in their efforts to identify a location for a future community/aquatics center												YMCA	City Council, PCD	Capital Campaign, ESD				X					

Legend

Short-term (1-2 years)							Medium priority
Medium-term (3-5 years)							High priority
Long-term (6-10 years)							Top priority
Ongoing							Priority Project


WATERTOWN COMPREHENSIVE PLAN - IMPLEMENTATION MATRIX														
Recommendations		Corresponding Goals				Project Champion	Potential Partners	Potential Funding	Timeframe			Ongoing	Priority	KPI
Economic Development														
ED.1	Focus on retaining key industries such as Healthcare & Social Services, Light Manufacturing, Retail, and Accommodation & Food Services as economic drivers of Watertown's economy	1			5		7	8				X		Number of employers in Watertown is maintained in these industry types from 2019 levels
ED.2	Integrate artists and creative businesses into economic development efforts to test, incubate, and grow emerging business types in the City						7	8				X		1 or more creative businesses opens after 2019
ED.3	Develop a comprehensive program to advance the reuse of strategic development sites						7	8						Program developed by 2021; Development plan for 2 or more sites in 5 years by 2023
ED.4	Stimulate redevelopment of strategic public sites	1	3	4			7	8						New development at Ogilvie, development plan complete at Sewall's Island
ED.5	Incubate new businesses by partnering with Jefferson Community College, the Downtown Revitalization Initiative, and others	1		4			7	8						JCC Techspace is established
ED.6	Continue to support the Local Development Corporation's Facade and Rental Assistance programs	1	3					8				X		6 New Facades in 2020 and 6 Rental Assistance applications approved
ED.7	Maintain regional cooperation relationships for Tourism Development				5	6						X		1-2 Strategic Planning meetings held among tourism partners
ED.8	Collaborate with Samaritan Medical Center (SMC) to plan responsibly for Samaritan's anticipated growth	1	2		5							X		SMC completion of Master Plan while coordinating with the City and neighborhoods (as needed) and City incorporates zoning changes as needed/necessary. Annual meetings held between City and SMC.



Legend


Short-term (1-2 years)							Medium priority
Medium-term (3-5 years)							High priority
Long-term (6-10 years)							Top priority
Ongoing	X			*			Priority Project

WATERTOWN COMPREHENSIVE PLAN - IMPLEMENTATION MATRIX																	
Recommendations		Corresponding Goals						Project Champion	Potential Partners	Potential Funding	Timeframe			Ongoing	Priority	KPI	
ED.9	Support marketing of the Black River Scenic Byway					5	6							X			Creation and distribution of marketing materials
ED.10	Celebrate Watertown's identity by investing in cultural and historic resources	1					5							X			1-2 improved or new art or cultural events by 2022; 1 new major public art installation by 2021; maintained or increase funding for the Library through city budget or other taxing mechanism
ED.11	Create a Public Art Master Plan	1	2	3													Public Art Master Plan completed by 2023
ED.12	Evaluate access to food in downtown and adjacent neighborhoods	1	2	3													Complete Food Accessibility Assessment
Sustainability & Resilience																	
SR.1	Develop a Climate Action Plan to reduce greenhouse gas emissions and increase resilience to climate change			3			6	7		9	10						Complete Climate Action Plan by 2023
SR.2	Coordinate with State programs on resiliency and climate smart communities			3				7		9	10			X			Certification completed by 2023
SR.3	Expand renewable energy opportunities for the City			3	4	5		7	8	9							Solar arrays installed on landfill by 2021; regulations in place in 2020
SR.4	Support the goals and actions of the Jefferson County All Hazards Mitigation Plan			3				7		9	10			X			Annual input and evaluation of city-related actions

Legend

Short-term (1-2 years)       Medium priority

Medium-term (3-5 years)       High priority

Long-term (6-10 years)       Top priority

Ongoing   Priority Project

WATERTOWN COMPREHENSIVE PLAN - IMPLEMENTATION MATRIX																									
Recommendations		Corresponding Goals										Project Champion	Potential Partners	Potential Funding	Timeframe			Ongoing	Priority			KPI			
SR.5	Improve recycling rates in Watertown											7	9	City Council	DPW, City Manager, Jefferson County, DANC, Neighbors of Watertown, Watertown Housing Authority, DBA, CCE	NYSERDA, BID, DANC				X				Reduction in tipping fees of 25% by 2025	
SR.6	Prepare an Urban Forestry Master Plan	1	2	3	4	5	6	7	8	9	10			City Council	DPW, Engineering, Water Department, Complete Streets Committee, JCC, DANC, CCE, Fire Department, Red Cross, JCDOH, St. Lawrence Eastern Lake Ontario Partnership for Invasive Species (SLELOPRSM), Black River Alliance, Office for the Aging	NYSERDA, National Grid,, NYSEDEC, NNYCF, Private Foundations, NYS EPF, Audubon Society								Integrated into the Climate Action Plan by 2023	
SR.7	Continue and expand current urban forestry efforts	1	2	3					7				10	PCD	City Council, Tree Watertown, DPW, Engineering, Water Department, Sewer Department, Complete Streets Committee, JCC, CCE, Fire Department, Red Cross, St. Lawrence Eastern Lake Ontario Partnership for Invasive Species (SLELOPRSM), Black River Alliance, Office for the Aging	CIP, NYSEDEC, NNYCF, National Grid, NYSERDA				X				Maintain carbon sequestration rate through urban forestry planting; plant over 100 trees per year	
SR.8	Embrace all aspects of the Smart Cities movement (economy, environment, society, mobility, government, quality of life)	1		3					7	8	9			City Council	DPW, Electric Department, DANC, NYSERDA, WJCTC, Fire Department, Watertown School District, JCC, DBA, VTC, IT Department	NYSERDA, National Grid, CIP, USED, FTA, USDA				X				WiFi downtown by 2021; Smart Technology on Citibus by 2022	
SR.9	Incorporate green infrastructure practices into zoning code	1	2	3	4	5			7				9	10	PCD	DPW, City Council, City Manager, Engineering, Planning Board, Complete Streets Committee, Private Sector	CDBG, NYSERDA, NYSEFC - GIGP, NYS DOS, National Grid, USDA								Zoning complete by 2021 with green infrastructure practices incorporated

Legend



WATERTOWN COMPREHENSIVE PLAN - IMPLEMENTATION MATRIX																				
Recommendations		Corresponding Goals				Project Champion	Potential Partners			Potential Funding		Timeframe		Ongoing	Priority	KPI				
7: Transportation																				
TR.1	Build from the Complete Streets Policy to create opportunities for convenient and safe circulation for all modes of transportation to allow for equity, safety, and enhanced public health	1	2	3	4	5	6	7	8	9	City Council	PCD, Engineering, DPW, Police Dept, NYSDOT	Capital Improvement Plan, TAP				X	High priority	Every surface transportation or redevelopment project is vetted prior to design by all departments (i.e., Complete Streets Committee)	
TR.1a	Ensure all street projects undertaken in the city consider the goals and applicability of the City's complete streets policy	1	2	3	4	5	6	7	8	9	City Council	PCD, Engineering, DPW, Police Dept, NYSDOT	Capital Improvement Plan, TAP				X	High priority	Every surface transportation or redevelopment project is vetted prior to design by all departments (i.e., Complete Streets Committee)	
TR.1b	Ensure high-quality pedestrian and bicycle infrastructure supports safe and active transportation, prioritizing/especially safe routes to school	1	2	3	4	5	6	7	8	9	City Council	PCD, Engineering, DPW, Police Dept, NYSDOT	Capital Improvement Plan, TAP				X	High priority	Every surface transportation or redevelopment project is vetted prior to design by all departments (i.e., Complete Streets Committee)	
TR.1c	Consider transit users as an important part of a complete street	1	2	3	4	5	6	7	8	9	City Council	PCD, Engineering, DPW, Police Dept, NYSDOT	CIP, TAP				X	High priority	Every surface transportation or redevelopment project is vetted prior to design by all departments (i.e., Complete Streets Committee)	
TR.2	Ensure safe access to the City's schools that is consistent with "Safe Routes to School" principles	1	2	3				7		9	Watertown City School District	PCD, Police Department, NYSDOT, Neighborhood Associations, Safe Routes to School National Partnership	NYSDOT, CIP/Sidewalk Improvement District, Watertown School District, AARP				X	High priority	Address all 5 'Es' - Annually address Education, Encouragement and Evaluation. Address 1 of Engineering and Enforcement annually.	
TR.3	Continue to coordinate with Jefferson County and Watertown/Jefferson County Area Transportation Council to implement the 2016 Mobility Plan	1		3	4	5		7	8	9	10	City Council	DPW, PCD, Planning Board, Engineering, Complete Streets Committee	WJCTC via UPWP					High priority	Complete 2 of 4 actions by 2025 and all 4 by 2030
TR.4	Coordinate with the MPO to evaluate and potentially update the Citibus service			3		5						DPW	WJCTC, PCD, VTC, JCC, Watertown Housing Authority, Private Sector	FTA, AARP, CIP				X	High priority	Expand routes and/or operating hours by end of 2021
TR.5	Improve traffic circulation and pedestrian safety downtown	1		3	4					9	WJCTC	PCD, Engineering	WJCTC via UPWP, NYSDEC CMAQ					High priority	Truck re-routing study complete by 2023 and officially implemented through signage and/or mapping apps by 2025	

Legend

Short-term (1-2 years)							Medium priority
Medium-term (3-5 years)							High priority
Long-term (6-10 years)							Top priority
Ongoing							Priority Project

WATERTOWN COMPREHENSIVE PLAN - IMPLEMENTATION MATRIX																	
Recommendations		Corresponding Goals				Project Champion	Potential Partners	Potential Funding	Timeframe			Ongoing	Priority	KPI			
TR.6	Complete an Arsenal Street Corridor Study			4			8 9	City Council	PCD, NYSDOT, City Engineering, Complete Streets Committee, DPW, Arsenal St. Businesses, Ft. Drum	WJCTC via UPWP, NYSDEC CMAQ							Study complete by 2030
8: Governance & Infrastructure																	
GI.1	Continue to prepare a Capital Improvement Plan to guide infrastructure investment						8 9	City Council	City Manager, all City Departments	City				X			CIP by June 1st every year
GI.2	Partner with the private sector to expand fiber	1		3			7 8 9	City Council	DANC, Westelecom, Private Sector, Engineering, PSC, National Grid, Spectrum, Verizon	NY Broadband Program, P3, DANC, FCC - Connect America Fund, Verizon				X			Expansion of fiber to homes throughout the city by 2030
GI.3	Target improvements to the existing Wastewater Treatment Plant and City sewer infrastructure to maintain a clean and safe environment						7 8 9	WWD	City Council, City Manager, Engineering, DPW, DANC, Jefferson County, Adjacent Communities	NYSEFC, DANC, USDA, CDBG							Complete infiltration and inflow study by mid 2020; Strategic meeting with adjacent municipalities by 2021
GI.4	Update zoning, incorporating form-based codes	1	2	3	4		9	PCD	City Council, Planning Board, Private Sector, SMC, JCC	CDBG							Zoning update complete by end of 2021
GI.5	Enhance opportunities for inclusive, public and civic engagement		2	3			7	City Council	City Manager	City, Private Foundations							CIO hired by 2020
GI.6	Target strategies to maintain a safe and potable water supply						7 9	WWD	City Council, City Manager, Engineering, DANC, JCDOH, Fire Department, Jefferson County, Adjacent Communities	NYSEFC, Department of Homeland Security, CIP				X			GIS based Regional Asset Management Plan by 2025; Water pressure plan developed for southern end of the city by 2021

List of Abbreviations in the Matrix

4H	4H Clubs
AARP	American Association of Retired Persons
ACR Health	(Community organization)
ADA	Americans with Disabilities Act
BID	Business Improvement District Board of Directors xxx
BRA	Black River Alliance
BSA	Boy Scouts of America
CCE	Cornell Cooperative Extension
CDBG	Community Development Block Grant
CIP	Capital Improvement Plan
CMAQ	Congestion Mitigation and Air Quality Improvement Program
Complete Streets	Complete Streets Committee
DBA	Downtown Business Association
DANC	Development Authority of the North Country
DRI	Downtown Revitalization Initiative
DPW	Department of Public Works of the City of Watertown
DOD	U.S. Departments of Defense
DOE EERE	U.S. Department of Energy – Energy Efficiency & Renewable Energy
Engineering	Watertown Engineering Department
EPA EJ	Environmental Protection Agency, Environmental Justice grant
ESD	Empire State Development
FFA	Future Farmers of America
FTA	Federal Transit Administration
Girl Scouts	Girl Scouts of NYPENN Pathways
GWNCC	Greater Watertown North Country Chamber of Commerce
HCR	NYS Homes and Community Renewal
JCC	Jefferson Community College
JCDOH	Jefferson County Department of Health
JCIDA	Jefferson County Industrial Development Agency
JCSWCD	Jefferson County Soil and Water Conservation District
LDC	Watertown Local Development Corporation
LISC	Local Initiatives Support Corporation
Main Street	NYS Main Street grant program
MS4 Coalition	Municipal Separate Storm Sewer System Coalition
Master Gardeners	Cornell Cooperative Extension Master Gardners program
NDC	partnership between Neighbors of Watertown, DANC, and City
NRCIL	Northern Regional Center for Independent Living
NG	National Grid
NNYCF	Northern New York Community Foundation (also listed above as Community Foundation)
NYSCA	NYS Council of the Arts
NYSDEC	New York State Department of Environmental Conservation
NYSDOS	New York State Department of State
NYSDOT	New York State Department of Transportation
NYS EPF	New York State Environmental Protection Fund
NYSHCR	NYS Homes and Community Renewal (listed above as HCR)

NYS Office of EJ	NYS Office of Environmental Justice
NYSOPRHP	New York State Office of Parks, Recreation and Historic Preservation
NYSERDA	New York State Energy Research and Development Authority
NYSES	NYS office of Empire State Development (listed above as ESD))
NYSEFC – GIGP	NYS Environmental Facilities Corporation- Green Infrastructure Grant Program
NYS Zoo	NYS Zoo at Thompson Park
SHPO	New York State Historic Preservation Office (within NYS OPRHP)
SMC	Samaritan Medical Center
OEA	Office of Economic Adjustment
P3	Public Private Partnership
PCD	Planning and Community Development Department of the City of Watertown
PRD	Parks and Recreation Department
ORHP	NYS Office of Recreation and Historic Preservation
TAP	Transportation Alternatives Program
THLT	Tug Hill Tomorrow Land Trust
UPWP	Unified Planning Work Program
USDA	United States Department of Agriculture
USEDA	United States Economic Development Administration
USFW	United States Fish and Wildlife Service
VTC	Volunteer Transportation Center
WJCTC	Watertown Jefferson County Area Transportation Council
WLDC	Watertown Local Development Corporation
WWD	Watertown Water Department
WQCC	Water Quality Control Committee