



Downtown Revitalization Initiative (DRI) Instructions

The North Country Regional Economic Development Council (NCREDC) is accepting Downtown Revitalization Initiative (DRI) applications through May 27, 2016 at 4:00 p.m.

Completed applications can be e-mailed to NYS-NORTHCOUNTRY@esd.ny.gov

Answers to each question on the DRI application are limited to 5,000 characters.

If an answer to a DRI application question references an attached document or addendum, please reference the page number in the answer to the question to allow reviewers to consult the material.

DOWNTOWN REVITALIZATION INITIATIVE – DOWNTOWN TEMPLATE

BASIC INFORMATION

Regional Economic Development Council (REDC) Region: North Country

Municipality Name: City of Watertown

Downtown Name: Public Square

County: Jefferson

Downtown Description - Provide an overview of the downtown and summarize the rationale behind nominating this downtown for a Downtown Revitalization Initiative (DRI) award):

The City of Watertown seeks designation as the North Country region’s DRI community so that it can develop an overall long-range plan for downtown redevelopment and then, building on that, gain access to funding to assist in the implementation of that plan. The revitalization plan will include the renovation and adaptive reuse of buildings and historic properties into high-density mixed-use developments, improving the walkability of downtown Watertown, providing corridors of commerce leading to anchor institutions and employers, and capitalizing on the City’s unique riverfront setting.

Objectives to enhance the downtown area include preserving a City Center that serves as the primary venue for community and cultural events, providing employment opportunities for business owners and workers and providing goods and services for residents and visitors. An attractive downtown also serves as a focal point in marketing the City to potential businesses and tourists.

Downtown Watertown offers experiences and amenities not found elsewhere in the region, including views of the Black River’s Class 3 and Class 4 rapids and its unique historic architecture.

Looking at a map of the region, the City of Watertown stands out as the “Nexus of the North Country.” Many major transportation routes, coming from all directions, converge on the City of Watertown, and intersect at Public Square. Ever since the City was settled in the early 1800s, Public Square has remained a central activity node that epitomizes the City’s present and historic prominence as the commercial and industrial center of the region.

We believe the City of Watertown exceeds all established criteria for the DRI. The City, in recent years, has established real momentum in its downtown revitalization efforts. An investment of DRI funds in Watertown will help the North Country region achieve maximum economic benefit from the program by expediting the ongoing rejuvenation of downtown Watertown – an effort that is vital to both the City and the North Country region as a whole.

DOWNTOWN IDENTIFICATION

This section should be filled out with reference to the criteria set forth in the DRI Guidelines. Answers to each question on the DRI application are limited to 5,000 characters.

- 1) Boundaries of the Downtown Neighborhood.** Detail the boundaries of the targeted neighborhood, keeping in mind that there is no minimum or maximum size, but that the neighborhood should be compact and well-defined. Core neighborhoods beyond a traditional downtown or central business district are eligible, if they can meet other criteria making them ripe for investment.

Downtown Watertown begins with and radiates out from Public Square. Many of the streets that originate on Public Square radiate out to the City Limits and in some cases beyond. The compact area, commonly known as downtown, centers on Public Square and stems out along each of these radial corridors for two to three blocks from the core.

Watertown’s first landowners donated the land now known as Public Square in 1805. Originally called The Mall, the area was intended as a New England-style commons to cultivate a central business district. Over the last two centuries, as more institutions moved in, the downtown area slowly expanded in all directions, leading to the boundaries defined today.

Today’s defined downtown, in addition to Public Square itself, includes each of the following radial corridors, extending out in their respective directions to the identified intersections that mark the outer boundaries of downtown:

- Washington Street south to Mullin Street/Academy Street
- Stone Street west to Massey Street S

- Arsenal Street west to Massey Street S
- Court Street northwest to Massey Street N
- Black River Parkway northwest to the underpass beneath the Court Street Bridge
- Newell Street northwest to the underpass beneath the Court Street Bridge
- Mill Street north to the shore of the Black River
- Factory Street northeast to Mechanic Street
- State Street east to Mechanic Street
- Franklin Street southeast to Union Street

The defined downtown also includes the following side streets and spurs connecting to the primary radial corridors:

- Clinton Street between Washington and Sherman Streets
- Arcade Street between Stone and Arsenal Streets
- Park Place spurring off Stone Street
- Sherman Street between Stone and Arsenal Streets
- Coffeen Street between Court and Massey Street N
- JB Wise Place spurring off Black River Parkway
- Polk Street between Factory and State Streets
- Armstrong Place between State and Franklin Streets
- Union Street between State and Franklin Streets
- Goodale Street between Franklin and Sterling Streets

Any property fronting on one or more of the above-identified streets is considered part of the defined downtown. Within this area are several anchor institutions that include multi-family residential developments, major employers, professional services and cultural and recreational destinations.

The defined downtown is approximately 0.25 square miles in area, and is an approximate 15-minute walk from one end to the other at its widest point. A pedestrian walking at a comfortable pace from Public Square could reach any destination within the defined downtown in fewer than 10 minutes.

One block west of Public Square on Arcade Street is the CitiBus service's downtown transfer center. The CitiBus route system is a hub-and-spoke style organization of bus routes, with the transfer center acting as the hub. Any destination within the defined downtown is similarly within a comfortable 10-minute walk of the transfer station.

Please refer to the attached map (Exhibit A: Defined Downtown Area Map) to see a visual representation of the above-described downtown area.

- 2) Size.** Outline why the downtown, or its catchment area, is of a size sufficient to support a vibrant, year-round downtown, with consideration of whether there is a sizeable existing, or increasing, population within easy reach for whom this would be the primary downtown.

Downtown Watertown has been, and still is, the most important venue for civic life for residents of the City, the rest of Jefferson County and beyond. Parades culminate in Public Square and special events, such as the annual Christmas Parade and Tree Lighting Ceremony, take place there. Moreover, it is the commercial hub where residents shop, dine, do business, and address health care needs. Unlike many other downtowns in New York State, the City of Watertown has an intact central business district, with many existing companies and non-profit entities, as well as civic buildings such as the Jefferson County Office Buildings, Jefferson County Court Complex, Roswell P. Flower Memorial Library, Watertown City Hall and the Dulles State Office Building.

Within a few miles of Public Square are many of the North Country's premier anchor institutions, including Samaritan Medical Center with 2,400 employees, Jefferson Community College with over 4,000 students and 300 faculty and staff members, and the United States Army Base at Fort Drum with 19,605 active duty soldiers and 19,810 family members that accompany them. Hundreds of private employers are situated within walking distance of the area, including both Knowlton Technologies with 144 employees and Convergys with 900 current employees and 300 additional proposed.

The population of downtown Watertown's catchment area is of a size sufficient to support a vibrant, year-round downtown as it is the epicenter for the entire population of Jefferson County which, according to the U.S. Census Bureau was estimated to be 117,635 in 2015. Watertown is one of the few cities in Upstate New York that has gained population since the year 2000. The City's population grew from 26,705 in 2000 to 27,023 in 2010 (a 1.2 % increase), and to an estimated 27,590 in 2014 (a 2.1% increase from 2010). The 2014 number is from the Census Bureau's 2014 American Community Survey (ACS) 5-year estimates. The Jefferson County Planning Department developed a map (Exhibit B) that articulates how much faster Jefferson County's population is growing relative to the rest of the state.

Additionally, residents of Lewis, St. Lawrence, and northern Oswego counties regularly visit downtown Watertown to see doctors, dentists, lawyers, financial advisors and other professionals. Public Square is easily reachable as the roads that radiate out of Public Square extend to, and in many cases beyond, the City and Jefferson County boundaries. U.S. Route 11, N.Y. Route 3 and N.Y. Route 12 all come from outside the county and converge on Public Square.

Most notably, and aforementioned, Public Square serves as the primary downtown for the entire population of Fort Drum. Fort Drum is the largest employer in the North Country region and New York State's largest single-site employer with over 19,000 active duty soldiers and a civilian workforce of 4,739. In total, between active duty soldiers, civilians, and retirees, Fort Drum's annual payroll is in excess of \$1 billion. Fort Drum's presence fuels the economy of the North Country.

Four to five years ago, when confronted with a housing crisis begat by an increase in the number of soldiers garrisoned at Fort Drum, the City of Watertown played a pivotal role in partnering

with developers and New York State to implement a solution for the housing shortage, allowing the City to successfully meet the housing demands of our soldiers and their families. Providing a vibrant downtown community for Fort Drum soldiers and their families is essential to maintaining a strong relationship between the City and Fort Drum community.

Finally, in addition to the sizable year-round population described above, Public Square serves as the primary downtown destination for the tens of thousands of seasonal residents of the North Country who own or rent summer homes along the shores of Lake Ontario and the St. Lawrence River. Typically, this population has increased disposable income and is attracted to the shopping and cultural activities offered in Watertown's historic downtown.

3) Past Investments & Future Investment Potential. Describe how this downtown will be able to capitalize on prior, and catalyze future, private and public investment in the neighborhood and its surrounding areas.

Historically, like many other upstate downtown areas, Watertown's Public Square district experienced sustained physical deterioration, decay, neglect, and disinvestment over time. The dawn of the 21st Century brought a reversal in attitudes towards downtown, and there has been a resurgence of pride in Public Square and its important role in Watertown's history. Both civic and business leaders have stepped up and taken strong roles in its redevelopment.

In 2006, the City of Watertown began a \$7.4 million streetscape project that reinforced Public Square's infrastructure and beautified its roads, walkways and landscaping. The City completed this project in 2008. In 2012, the City completed the reconstruction of the J.B. Wise parking lot and pavilion at a cost of \$2.73 million. Currently underway, the City anticipates completing the reconstruction of Factory Street, a \$12.9 million project, later in 2016. Smaller public investments including the resurfacing of streets, streetscape projects, monument restorations, and the creation of public parks, have complemented the larger projects.

Substantial public and private commitments are in place to improve even more buildings in downtown. Recently, the Woolworth Building, the home of the original five and dime and the cornerstone of Public Square, was completely renovated at a cost of \$17 million into a mixed-use building with commercial and retail space as well as 50 income-based housing units. This building's first commercial tenant, a local optician, opened for business in 2015.

Washington Street Properties is an apartment and commercial real estate owner/operator that was founded in 2007. Since that time, the company has experienced tremendous growth and success by focusing on the renovation and turnaround of under-performing, strategically located apartments and commercial real estate assets. Washington Street Properties now owns and operates a large portfolio of properties located in downtown Watertown. As it stands, the company has invested \$8.7 million rehabilitating several residential, commercial, office, and mixed use properties in the downtown area. Washington Street Properties recently restored the façade and one of the five storefronts of the historic Lincoln Building during the first phase of a

substantial renovation. The second phase is expected to restore the remaining storefronts and convert the upper floors into apartments.

The former Mercy Hospital site, which encompasses an entire city block between Arsenal and Stone streets, has been demolished and the redevelopment plan calls for a \$60 to \$70 million in investment to create a new mixed-use site with 108 market-rate and affordable 1-and-2 bedroom apartment units, two office buildings and a community center.

The Brighton Empsall Apartments project on Court Street is a multifamily, intergenerational, mixed income and mixed use project in a prominent downtown historic building. The \$10 million project will preserve an eight-story historic 1904 downtown building and 36 apartments endangered by an obsolete elevator system. It will convert the vacant second floor into eight new apartments and create a new rear access through historically rehabilitated rear façades to connect the building with the J. B. Wise municipal parking lot. In addition, it will clean up and reuse several vacant lots into landscaped handicapped access and parking. The project will also include 22,500 square feet of historically renovated commercial space.

Neighbors of Watertown, Inc. is also planning a \$5.9 million rehabilitation of several senior housing complexes in the Public Square area. The Bugbee, Henry Keep and Olympic apartment buildings will be renovated to include energy efficient upgrades, heat pumps, roofs, window and door replacements, kitchen and bath upgrades, common area and community room upgrades.

The Watertown Local Development Corporation has operated a façade improvement program specifically targeting the downtown area for a period of 10 years. Over the life of the program, approximately \$2 million has been invested to improve and maintain the historic characteristics of the façades of the buildings in downtown Watertown.

These, and many other public and private investments totaling over \$50 million, have been implemented in the very concentrated Public Square area of Watertown (Exhibit C: Recent and Future Investments Map), demonstrating the momentum the City's downtown revitalization efforts have generated. This momentum will allow the City to capitalize on these prior investments and catalyze future investments in the downtown area.

4) Job Growth. Describe how recent or impending job growth within, or in close proximity to, the downtown will attract professionals to an active life in the downtown, support redevelopment, and make growth sustainable in the long-term.

Watertown's job market has steadily improved in recent years. Most recently, Convergys, the largest downtown employer, announced plans in early 2016 to create 300 new full-time positions. Convergys, which is a global communications provider, provides inbound and outbound call handling for sales, marketing, and support. Employees are often promoted from within and are offered health benefits, retirement, paid vacation, tuition reimbursement and paid training.

Knowlton Technologies LLC, the country's longest-running paper mill and one of the City's most prominent businesses, is also located in the Public Square area and was recently sold to Eastman Chemical Co. of Kingsport, Tennessee. Knowlton designs prototypes and manufactures wet-laid nonwovens in filtration, friction and custom-designed composite webs, including materials for the brake, engine drive train and aviation or fluid filtration markets. Under the new ownership, the company has made significant capital investments and plans to continue to do so in the next 5-year period. The company anticipates a 3-to-6 percent annual growth rate.

Samaritan Medical Center recently announced the development of a new comprehensive cancer center that is expected to be operational in 2017. Plans call for constructing the 17,300 square-foot, two-story addition behind the medical office building off Woodruff Street. This location is contiguous to the existing hospital building and within a few minutes walking distance of Public Square. The hospital has already recruited two new physicians in advance of the construction and anticipates the creation of many professional health care positions once the center is completed. Additionally, the hospital will embark on the construction of a new maternity/pediatric center further enhancing its comprehensive expansion plan.

Samaritan Medical Center also enjoys a unique relationship with Fort Drum, which is the only military base of its size and type in the country that does not have its own inpatient hospital on post. Samaritan fills this role for the soldiers and their families living on base and in the community. U.S. Army officials made this decision intentionally to strengthen the relationship between Fort Drum and its surrounding community.

According to information obtained from the Watertown Local Development Corporation, approximately 85 new positions in the small business sector have recently been created in the Public Square area. These new employment opportunities include positions in the retail, service, not-for-profit and professional service sectors. Examples of new businesses downtown include Fun Xcape, an indoor children's fun zone that will employ 15 people, Sweet Bean Café, an internet café and coffee shop to employ 5 people, and a yoga fitness studio, which will be the first tenant in the recently renovated Lincoln Building.

Jefferson Community College, which houses the Watertown Small Business Development Center (SBDC), has expressed an interest in partnering with the City to relocate the SBDC to a more centralized downtown location. In the past year, the SBDC served 706 entrepreneurs, including 228 Veterans. In the current fiscal year, the Watertown SBDC has facilitated the investment of \$14,353,950 into the region, created 128 jobs, saved 44 jobs, and assisted with 34 new business start-ups.

Fort Drum has also discussed the possibility of partnering with the City to establish a center for veterans and a 10th Mountain Division Museum. While discussion regarding these initiatives is preliminary, these potential partnerships demonstrate the enthusiasm and types of ideas that were generated in the DRI stakeholder meetings.

The above-described recent and impending job growth located within, and in close proximity to, downtown Watertown will attract professionals to an active life in the downtown, support revitalization efforts, and create sustainable, long-term growth. An expanded job market will

lend further support to redevelopment by adding to the number of professionals visiting downtown retail and dining establishments found within walking distance of their workplace.

The addition of quality market rate and income-based housing options to include the pending development of the former Mercy Hospital site, will now give employees the option of living downtown as well as enjoying numerous recreational and social opportunities in the defined downtown area. Downtown Watertown is poised to be a vibrant city center where tomorrow's workforce will want to live, work, play and raise families, sustaining growth and investments well into the future.

5) Attractiveness of the Downtown. Identify the properties or characteristics the downtown possesses that contribute or could contribute, if enhanced, to the attractiveness and livability of the downtown. Consider, for example, the presence of developable mixed-use spaces, housing at different levels of affordability and type, healthy and affordable food markets, walkability and bikeability, and public parks and gathering spaces.

The architecture and urban design of downtown Watertown preserve a distinct 19th Century feel that contributes to its attractiveness and small-city charm. Public Square and its immediate surrounding blocks contain many Italianate style façades representative of urban buildings in the late 1800s, and characterized by wide cornices. Like many of Watertown's residential streets, downtown also features Victorian-era street lights in lieu of modern cobras, which help maintain the historical ambiance.

Watertown's defined downtown area includes many developable mixed-use spaces. There are available buildings for development located on Public Square and along the radial corridors with a heavy concentration on Court Street. Many buildings are multiple stories, making them ripe for mixed-use development, with commercial and retail on the first or second floors and housing options on the upper floors. Specific sites that are targets for redevelopment include the Lincoln Building, the Globe Mini Mall, and the Masonic Temple to name a few.

Downtown Watertown is also home to a large concentration of both market rate and income-based housing options in the Brighton building, Franklin building, the newly renovated Woolworth and Solar buildings, Henry Keep apartments, Olympic Apartments, and soon to be at the Mercy hospital site where a developer has proposed an additional 108 units which are mostly targeted for market rate.

Many social service programs are located adjacent to Public Square. These include the Jefferson County Human Services Building and the Children's Home of Jefferson County, which operates out of the Marcy Building with 62 employees, and offers mental health services to thousands of individuals annually. The former Black River Valley Club, a half-block from Public Square, is currently being renovated by the NNY Community Foundation and will soon be the NNY Philanthropy Center, housing numerous not-for-profit agencies. The Foundation's endowment allows philanthropists to leave their legacy for generations of Watertonians.

In addition, there are a number of recreational and educational related sites within the defined downtown. The Flower Memorial Library, Jefferson County Historical Society, YMCA, Paddock Arcade, J.B. Wise Pavilion, Veterans Memorial Riverwalk and kayaking and rafting companies are all located in the Public Square area. Culturally, downtown Watertown is home

to the North Country Arts Council which is the creative center of downtown offering art classes and exhibits, the Little Theatre of Watertown, the City's community theatre, and the Sci-Tech Center, a year-round, hands-on museum of science and technology.

The downtown area is the destination site for most of the City's large events, including parades, the Farm and Craft Market, and public events and celebrations which take place at the State Office Building and First Presbyterian Church. The presence of the Best Western on Washington Street is a convenient location for downtown visitors to stay and walk to all of the City's events and recreational opportunities.

If enhanced, downtown Watertown's location on the Black River could contribute significantly to the attractiveness and livability of the area. A keystone project of future revitalization efforts will be developing a physical connection between Public Square and the City's waterfront. With improved signage, lighting and access, visitors and residents would be able to enjoy public parks, trails, and the Veterans Memorial Riverwalk which is located at the most picturesque location in the City. Today, there is little visible information on Public Square to describe to a visitor what is available on the waterfront and how to get there.

Downtown Watertown is a bikeable and walkable area with convenient public parking options and access to public transportation. Several recent public transportation infrastructure projects have included bicycle accommodations, as well as pedestrian walkways and crossings. Future revitalization efforts will also include the enhancement of corridors for pedestrians and bicyclists to the downtown from large development projects and anchor institutions. One such idea is to develop an urban fitness trail which loops from Samaritan Medical Center through downtown and to the waterfront. Another idea would be to beautify the Stone Street corridor as the main pedestrian access from the Mercy site development to Public Square by constructing pocket parks, green wall gardens, and commissioning artists to develop public artwork.

Adding to the attractiveness of downtown, the City has a robust urban forestry program. Every year since 2000, the City has been named a Tree City USA by the National Arbor Day Foundation. This award recognizes communities across the country that meet certain criteria and have exceptional community forestry programs.

Attached as Exhibit D are several photos that illustrate the attractiveness of our downtown.

6) Policies to Enhance Quality of Life. Articulate the policies in place that increase the livability and quality of life of the downtown. Examples include the use of local land banks, modern zoning codes, complete streets plans, or transit-oriented development. If policies achieving this goal are not currently in place, describe the ability of the municipality to create and implement such policies.

In 2011, The City of Watertown adopted the Downtown Zoning District and the Downtown Core Overlay District. The purpose of the Downtown Zoning District is to regulate development in such a way that the compact, pedestrian-oriented quality of the downtown area is maintained. This is primarily a commercially oriented district with a significant amount of upper-floor housing where the synergy between the uses is intended to revitalize the activity in the area.

Progressive features of the Downtown Zoning District include: a minimum lot size of only 250 square feet, as opposed to the 1,000 square-foot minimum lot size in Limited Business, Neighborhood Business and Commercial Districts, no required setbacks (a zero-foot setback is permitted on the front, rear and side for any property in the Downtown Zoning District so that the maximum lot area covered by buildings is 100 percent), and off-street parking is not required for any use within the Downtown Zoning District. Simultaneous to adopting the Downtown Zoning District, the City also adopted the Downtown Core Overlay District. The purpose of the overlay district is to extend the forgiveness of off-street parking requirements to properties that are within the walkable downtown area, but are in other zoning districts.

Also within downtown Watertown is the Public Square Historic District which is a significant collection of buildings, parks and statuary, which together reflect the development of Watertown's downtown business district from its most significant growth period from the 1850s to the 1930s. Any property designated as part of a historic district is available for certain tax credits, grant funding, and financial support from the state and federal governments. This provides a great incentive for current property owners to improve their buildings, helps to attract new businesses and redevelopment efforts to Public Square, and contributes to the historical character and quality of the area.

The City of Watertown anticipates adopting a Complete Streets policy within the next 12 months. In October 2015, City staff, elected officials and community leaders attended a workshop conducted by the National Complete Streets Coalition. In January 2016, Staff prepared a report for City Council detailing the purpose of a Complete Streets policy. It is anticipated that a policy will be drafted and adopted in the coming months.

The City is engaged in a Local Waterfront Revitalization Planning initiative that will lead to the development of a Waterfront Revitalization Plan for the Black River. The LWRP is currently in a draft form while the City examines revisions of its zoning laws to bring them in compliance with the goals and objectives of the LWRP.

Downtown Watertown is transit-accessible from all parts of the City, as the CitiBus downtown transfer center is one block away from Public Square on Arcade Street. Five bus routes radiate out from the transfer center and loop their respective sections of the City, with 86 percent of City addresses being within a quarter-mile walk to the bus. The City's Department of Public Works, which operates the CitiBus system, reports that there are more boardings and alightings at the downtown transfer center than any other bus stop in the City.

In addition, the City and County are members of the Metropolitan Planning Organization designated by the Governor for the City and surrounding areas in Jefferson County. The MPO is responsible for developing and maintaining both a Regional Transportation Plan and a Transportation Improvement Program for the area's federal-aid-eligible highway and public transit facilities. The MPO was established in 2014, as a result of the Watertown-Fort Drum urbanized area's designation as a Metropolitan Statistical Area following the 2010 Census.

- 7) Local Support.** Set forth the local and community support that exists for the revitalization of this downtown and the commitment among local leaders and stakeholders to building and implementing a strategic investment plan. Identify an initial local lead for the program that will work with outside experts to convene a local DRI Planning Committee to oversee the plan.

In anticipation of seeking the DRI designation for the North Country region, the City of Watertown assembled a stakeholder group. This group is comprised of local elected officials, developers, property owners, employers, business associations, and not-for-profit leaders. The stakeholder group has been instrumental in developing the City's application and has already demonstrated a commitment to building and implementing a strategic investment plan if the City is chosen.

This group has convened public meetings on a regular basis to discuss if and why the City should apply for the DRI designation, to determine the boundaries of the defined downtown area, and to offer input into the development of this application. A commitment by the group has already been made to also serve as the local DRI Planning Committee in order to develop and oversee the plan if Watertown is designated the North Country's DRI community.

In order to further articulate its support for the City's application, members of the group will be submitting support letters to the Co-Chairs of the North Country Regional Economic Development Council and to the Governor (Exhibit E: Letters of Support). A rally in support, organized by the City of Watertown and Greater Watertown North Country Chamber of Commerce, was held at the Jefferson County Historical Society on Thursday, May 26th.

Members of the stakeholder group include individuals from the following organizations:

- City of Watertown
- Jefferson County
- Jefferson Community College
- Fort Drum
- Samaritan Medical Center
- Watertown Daily Times
- Senator Patty Ritchie
- Assemblywoman Addie Russell
- Knowlton Technologies
- Children's Home of Jefferson County
- Washington Street Properties
- Greater Watertown North Country Chamber of Commerce
- Downtown Business Association
- COR Development
- Watertown Local Development Corporation
- Purcell Construction
- Development Authority of the North Country
- YMCA
- Neighbors of Watertown
- Fourth Coast

The initial local lead for the program, should the City be chosen, will be the City's Planning and Community Development Department, headed by its director Michael A. Lumbis, working in concert with the City Mayor, Joseph M. Butler, Jr., and the City Manager, Sharon Addison. The City's Planning Department will coordinate with outside experts and the local DRI Planning Committee to develop and oversee the plan.

8) Other. Provide any other information that informed the nomination of this downtown for a DRI award.

There are several additional pieces of information that support the nomination of downtown Watertown for a DRI award. These aspects, in addition to what has already been described above, articulate the momentum the City has created in its downtown revitalization efforts and its readiness to be the North Country's DRI community.

The Watertown Local Development Corporation (WLDC) is a 501(c) 3 public benefit corporation engaging in economic development in the City of Watertown. The WLDC primarily works with business ventures in the downtown area and offers financing options and incentives to new and expanding businesses. This very active entity recently began implementing a downtown commercial rent subsidy program that will assist new businesses that choose to locate in downtown Watertown. The WLDC is an asset to the Watertown community and will further enhance the City's redevelopment efforts by attracting new businesses to locate in the Public Square area.

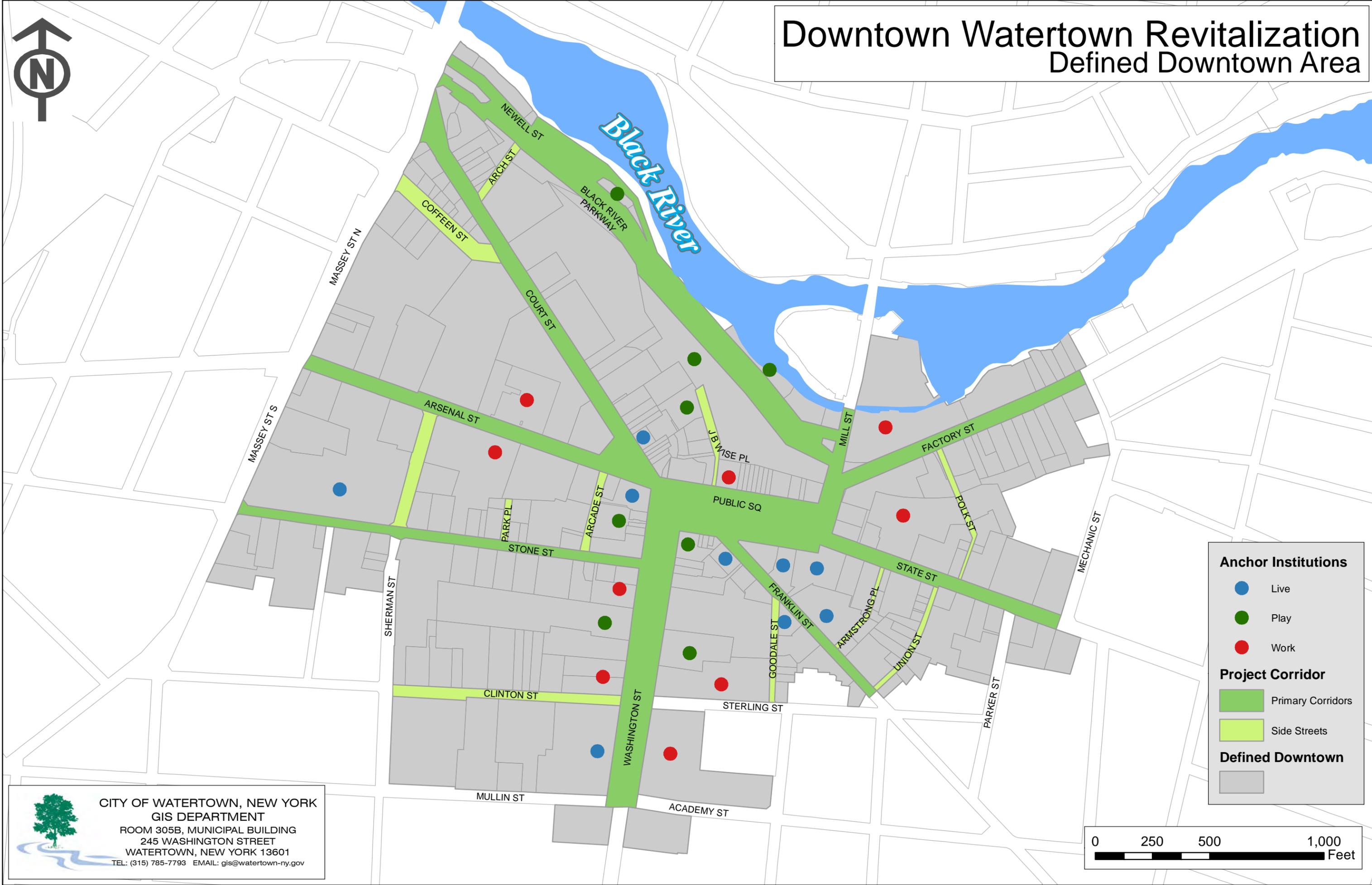
The City of Watertown has a very active business community, a Downtown Business Association, and the Greater Watertown-North Country Chamber of Commerce. These groups represent the interests of the City's business community and contribute significantly to the downtown revitalization efforts and the City's ability to sustain growth.

The proximity of downtown Watertown to the Watertown International Airport is also an aspect worth highlighting. A visitor can comfortably travel from the airport to downtown in less than 20 minutes by car. A business traveler utilizing the Watertown airport can easily reach many domestic and international destinations via daily flights out of this airport to the American Airlines hub in Philadelphia. The Watertown airport is a convenient asset for both visitors and residents.

The City is also uniquely located in close proximity to Canada. Many Canadian tourists travel over the Thousand Islands International Bridge to come to Watertown to shop, dine, and receive health care services.

Downtown Watertown has tremendous potential that it is only beginning to realize. The last decade has generated a significant amount of momentum towards restoring a vibrant downtown. Civic pride in Public Square has returned and investments are following. The right vision for downtown Watertown will harness this momentum and guide this historic city center into a future every bit as prosperous as its celebrated past. The need to create this vision and have the ability to implement it makes Watertown ripe for the type of planning assistance and investment that the DRI offers and makes our City the place where these funds would have the greatest impact.

Downtown Watertown Revitalization Defined Downtown Area



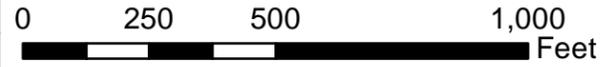
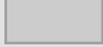
Anchor Institutions

- Live
- Play
- Work

Project Corridor

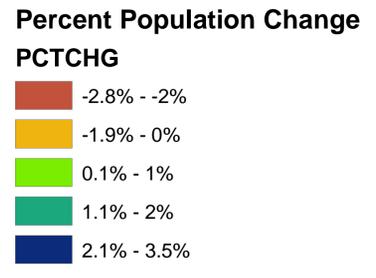
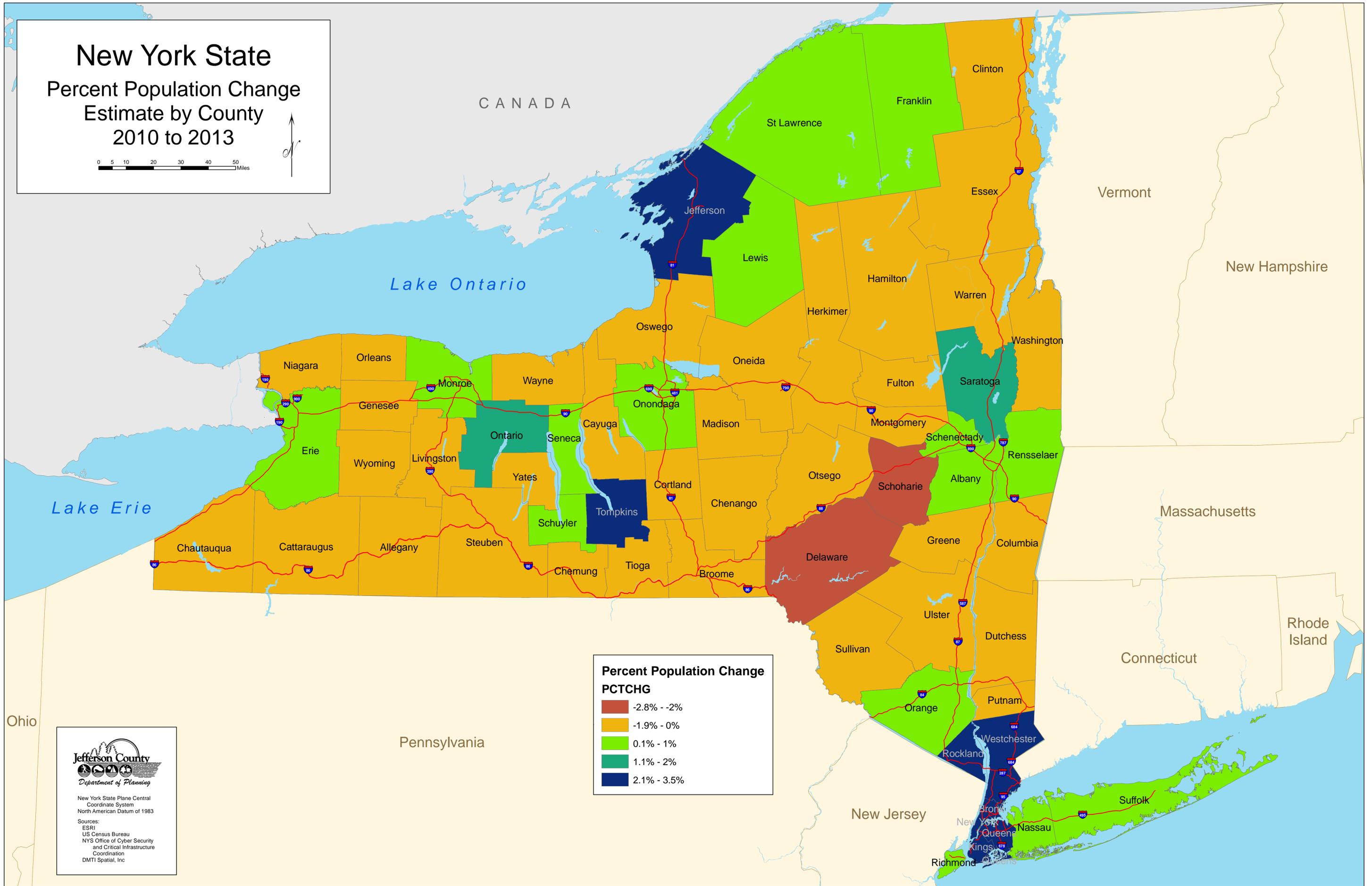
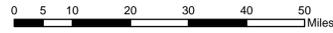
- Primary Corridors
- Side Streets

Defined Downtown



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

New York State Percent Population Change Estimate by County 2010 to 2013

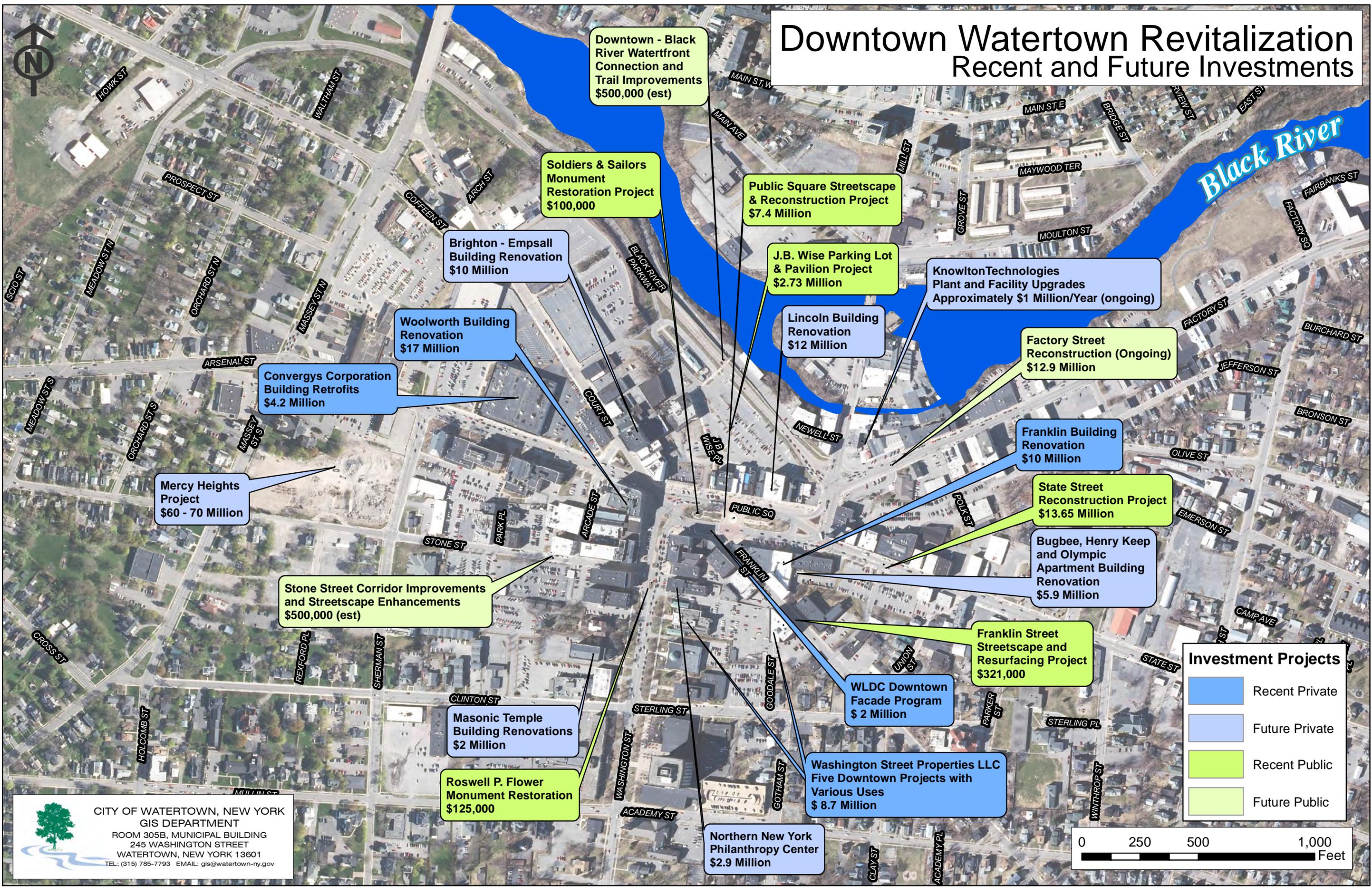


Jefferson County
Department of Planning

New York State Plane Central
Coordinate System
North American Datum of 1983

Sources:
ESRI
US Census Bureau
NYS Office of Cyber Security
and Critical Infrastructure
Coordination
DMTI Spatial, Inc

Downtown Watertown Revitalization Recent and Future Investments



Downtown - Black River Waterfront Connection and Trail Improvements
\$500,000 (est)

Soldiers & Sailors Monument Restoration Project
\$100,000

Public Square Streetscape & Reconstruction Project
\$7.4 Million

Brighton - Empsall Building Renovation
\$10 Million

J.B. Wise Parking Lot & Pavilion Project
\$2.73 Million

Knowlton Technologies Plant and Facility Upgrades
Approximately \$1 Million/Year (ongoing)

Woolworth Building Renovation
\$17 Million

Lincoln Building Renovation
\$12 Million

Factory Street Reconstruction (Ongoing)
\$12.9 Million

Convergys Corporation Building Retrofits
\$4.2 Million

Franklin Building Renovation
\$10 Million

Mercy Heights Project
\$60 - 70 Million

State Street Reconstruction Project
\$13.65 Million

Stone Street Corridor Improvements and Streetscape Enhancements
\$500,000 (est)

Bugbee, Henry Keep and Olympic Apartment Building Renovation
\$5.9 Million

Masonic Temple Building Renovations
\$2 Million

WLDC Downtown Facade Program
\$ 2 Million

Franklin Street Streetscape and Resurfacing Project
\$321,000

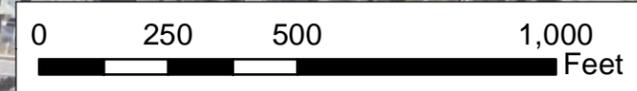
Roswell P. Flower Monument Restoration
\$125,000

Washington Street Properties LLC Five Downtown Projects with Various Uses
\$ 8.7 Million

Northern New York Philanthropy Center
\$2.9 Million

Investment Projects

- Recent Private
- Future Private
- Recent Public
- Future Public



Downtown Watertown Revitalization

Downtown Photos







May 24, 2016

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

Dear Co-Chairs Douglas and Collins,

The City of Watertown has submitted an application to be the North Country Region's target community for Governor Cuomo's \$100 million Downtown Revitalization Initiative (DRI). The City of Watertown seeks the DRI community in the North Country designation so it can build on the current momentum of downtown revitalization efforts and further implement its vision of a vibrant future for the downtown Watertown area. By this letter, I offer my full support for the application and the project.

The Public Square area is the City's target neighborhood for the DRI. Public Square is a historical central business district, home to many recent public and private revitalization projects, and significant additional development prospects. The City believes this area should be a vibrant center of the community with rich recreational, cultural, and economic opportunities, balancing modern appeal with quaint, small city charm.

Within a radius of a few miles of Public Square are many of the North Country's premier anchor institutions, including Samaritan Medical Center, Jefferson Community College, and the United States Army Base at Fort Drum. Hundreds of private employers are situated within walking distance of the area, including both Knowlton Technologies and Convergys.

As the President and Chief Executive Officer of Samaritan Medical Center, I represent over 2,200 employees, with the vast majority within walking distance of Public Square. On any given Wednesday during the summer, I see dozens of staff walking to the Farmer's Market which lines Washington Street, just off Public Square. Other times, I see staff walking to the YMCA or to other stores/services located on Public Square. Since my arrival to the community in 2004, I have witnessed a thoughtful transformation of many of the buildings surrounding Public Square. With additional financial support, this transformation could catapult to greatness.

Like many other North Country downtown areas, the Public Square district experienced sustained physical deterioration, decay, neglect, and disinvestment over time. With the dawning of the 21st century came a reversal in attitudes toward Public Square. There has been a resurgence of pride in Public Square and its important role in Watertown's history. Both civic and business leaders have stepped up and taken strong roles in its redevelopment. Depending on their condition, some of the buildings were refurbished and became home to new local businesses, and some decaying structures beyond repair were demolished.

In 2006, the City of Watertown began a multi-million dollar streetscape project that reinforced the Square's infrastructure and beautified its roads, walkways, and landscaping. Substantial public and private commitments are in place to continue improvements to the newly renovated Woolworth Building, the cornerstone of this area, and to the ongoing revitalization of the Mercy Hospital site. The Woolworth and Mercy project alone amount to over \$75 million in investments into Watertown's downtown area. Watertown's job market improved when Convergys, a large employer with offices in the Public Square district, announced in 2016 plans to fill 300 new full-time positions.

The City of Watertown seeks designation as the North Country region's DRI community so that it can develop an overall long-term plan for downtown redevelopment and then, building on that, gain access to funding to assist in the implementation of those plans. The redevelopment plan will include the renovation and adaptive reuse of buildings and historic properties into high-density mixed use developments, improve the walkability of downtown Watertown, provide corridors of commerce leading to anchor institutions and employers, and capitalize on the City's unique riverfront setting.

It is evident from a review of the City of Watertown's submittal for the DRI that Watertown has built real momentum in its downtown revitalization efforts. An investment of DRI funds in Watertown will help the North Country region achieve maximum economic benefit from the program by expediting the long-awaited rejuvenation of downtown Watertown – a project vital to both the City and the North Country region as a whole. I urge your favorable consideration of the City's application.

Sincerely,



Thomas H. Carman
President/CEO

cc: The Honorable Andrew M. Cuomo
Governor of New York State
NYS State Capitol Building
Albany, NY 12224



DEPARTMENT OF THE ARMY
HEADQUARTERS, FORT DRUM
FORT DRUM, NEW YORK 13602-5000

Office of the Acting Senior Commander

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

Dear Co-Chairs Douglas and Collins,

It is my pleasure as the Fort Drum Acting Senior Commander to submit this letter for the Downtown Revitalization Initiative City of Watertown, New York application submission.

Located approximately ten miles from United States Army Fort Drum, downtown Watertown is the social and entertainment hub for the Fort Drum military community. In recent years, city leadership has invested significantly to revitalize downtown Watertown, New York. Home to one of the oldest covered shopping malls, The Paddock Arcade, city leaders have incentivized local and small business owners to relocate downtown and renovate original infrastructure such as the Woolworth and Franklin buildings to boost economic growth, as well as provide residential housing. Additionally, Public Square has been redesigned with increased sidewalk capacity to accommodate larger crowds for special events. These aesthetically welcoming improvements attract Soldiers and their Families to take part in local community activities such as farmer's markets, parades and races. Fort Drum is the largest single-site employer in New York State; awarding the city of Watertown the \$10 million investment would allow for continued improvements and add to a more thriving community.

In conclusion, I fully appreciate the leadership of Watertown, New York and their pursuit of the Downtown Revitalization Initiative. They have demonstrated a commitment to downtown revitalization to improve the quality of life for the local community, Soldiers and Families of Fort Drum. A copy of this letter will be furnished to The Honorable Andrew M. Cuomo, Governor of New York State, NYS Capital Building, Albany, NY 12224.

Sincerely,


Paul Bontrager
Brigadier General, U.S. Army
Acting Senior Commander



DEPARTMENT OF THE ARMY
US ARMY INSTALLATION MANAGEMENT COMMAND
HEADQUARTERS, UNITED STATES ARMY GARRISON, FORT DRUM
10000 10TH MOUNTAIN DIVISION DRIVE
FORT DRUM, NEW YORK 13602-5046

Office of the Garrison Commander

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

Dear Co-Chairs Douglas and Collins:

On behalf of United States Army Garrison Fort Drum, I submit this letter for the Downtown Revitalization Initiative City of Watertown, New York application submission.

Located approximately ten miles from United States Army Fort Drum, downtown Watertown is the social and entertainment hub for the Fort Drum military community. In recent years, city leadership has reinvested significantly to revitalize downtown Watertown, New York. They have incentivized local and small business owners to relocate downtown and renovate original infrastructures such as the Woolworth and Franklin buildings and the Black River Valley Club to increase economic growth as well as provide residential housing. Additionally, Public Square has been redesigned with increased sidewalk capacity to accommodate larger crowds for special events. These aesthetically welcoming improvements attract Soldiers and their Families to take part in local activities such as farmer's markets, parades and races. Fort Drum is the largest single-site employer in New York State; awarding the city of Watertown the \$10 million investment would allow for continued improvements and add to a more thriving community.

In conclusion, I fully appreciate the leadership of Watertown, New York and their pursuit of the Downtown Revitalization Initiative and, if selected, will continue to participate in the local planning committee. They have demonstrated a commitment to downtown revitalization to improve the quality of life for the local community, Soldiers and Families of Fort Drum. A copy of this letter will be furnished to The Honorable Andrew M. Cuomo, Governor of New York State, NYS Capital Building, Albany, NY 12224.

Sincerely,

A handwritten signature in black ink, appearing to read "Bryan J. Laske", is written over a horizontal line.

Bryan J. Laske
Colonel, U.S. Army
Garrison Commander



Your Life is Downtown!

Wednesday, May 25, 2016

Joseph Butler, Mayor
City of Watertown
245 Washington Street
Watertown, New York 13601

Dear Mayor Butler,

On behalf of the Watertown Downtown Business Association, it is my pleasure to write this letter of support for the City of Watertown's application for the Downtown Revitalization Initiative being submitted to New York State.

The \$10 million investment would help boost downtown Watertown's effort to transform our district into a vibrant area where tomorrow's workforce will want to live, work and raise families. The DRI funding will help reinforce and secure more investment for downtown Watertown.

The Watertown Downtown Business Association represents more than 80 businesses, institutions and non-profit groups in the downtown business district, which including the historic Public Square. The Watertown Downtown Business Association aims to cultivate the economic growth of downtown Watertown by creating an inviting, dynamic and sustainable business district.

In conclusion, the Watertown Downtown Business Association fully supports the City of Watertown's effort to secure the DRI for our region and looks forward to hearing about its success.

Sincerely,

David Winters
Watertown DBA President

www.publicsquare.com

P.O. Box 482, Watertown, New York 13601 | **Watertown Downtown Business Association**

CITY OF WATERTOWN, NEW YORK

CITY HALL

245 WASHINGTON STREET

WATERTOWN, NEW YORK 13601-3380

(315) 785-7730

Fax (315) 782-9014



1869

OFFICE OF
THE CITY COUNCIL

May 25, 2016

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

RE: City of Watertown Downtown Revitalization Initiative (DRI) Application.

Dear Co-Chairs Douglas and Collins:

This letter signifies my absolute support for the City of Watertown's application to be the North Country Region's target community for Governor Cuomo's \$100 million Downtown Revitalization Initiative (DRI). The City of Watertown seeks the DRI community in the North Country designation so it can build on the current momentum of downtown revitalization efforts and further implement its vision of a vibrant future for the downtown Watertown area.

The historic Public Square area is the City's target neighborhood for the DRI. After a number of years of decline, Public Square has seen significant and diverse private and public investment to revitalize the area. Housing investments have created safe and beautiful market rate and income qualifying units in buildings that once housed downtown offices and shopping centers. Telecommunications investments, including the Open Access Telecom Network (OATN), supports major local businesses on and around Public Square, including Convergys and Westelcom. The Fort Drum Regional Health Planning Organization located in the Public Square area leads health information technology investments for the health care systems throughout Jefferson, Lewis, and St. Lawrence Counties, and relies on these telecommunications capacities to function successfully. Knowlton Technologies is also located in the Public Square area. Combined, these business employ hundreds of individuals. Additionally, within a radius of a few miles of Public Square are many of the North Country's premier anchor institutions, including Samaritan Medical Center, Jefferson Community College, and the United States Army Post at Fort Drum.

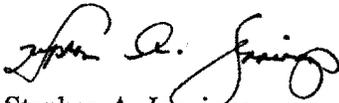
Many buildings and stores on Public Square have made façade improvements which have significantly improved the aesthetics of the area. Despite these and many other wonderful advancements in the Public Square area, opportunity for further growth exists, mainly in the way of filling vacant buildings, storefronts, and spaces with business, shopping, and cultural commerce.

My Council colleagues and I are supporting recreational investment by advancing the creation of a City Greenway, connecting disparate trails and creating new pathways, to run from Jefferson

Community College on the City's west side, along the Black River and through the Public Square area, to the Black River Trail and Thompson Park trail systems on the City's east side. We have also proposed Complete Streets legislation for the City and anticipate adopting this year.

It is evident from a review of the City of Watertown's submittal for the DRI that Watertown has built real momentum in its downtown revitalization efforts. An investment of DRI funds in Watertown will help the North Country region achieve maximum economic benefit from the program by expediting the long-awaited rejuvenation of downtown Watertown – a project vital to both the City and the North Country region as a whole. Likewise, DRI investment in the City of Watertown will yield measurable returns on that investment. I respectfully request your favorable consideration of the City's application. Thank you.

Sincerely,



Stephen A. Jennings
Councilman

cc: The Honorable Andrew M. Cuomo
Governor of New York State
NYS State Capitol Building
Albany, NY 12224

CHILDREN'S HOME OF JEFFERSON COUNTY

Legacy of Compassion Since 185

www.nnychildrenshome.com



Greater Watertown North Country Chamber of Commerce
2015 Business of the Year

May 18, 2016

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

Dear Co-Chairs Douglas and Collins:

The City of Watertown has submitted an application to be the North Country Region's target community for Governor Cuomo's \$100 million Downtown Revitalization Initiative (DRI). The City of Watertown seeks the DRI community in the North Country designation so it can build on the current momentum of downtown revitalization efforts, and further implement its vision of a vibrant future for the downtown Watertown area. The Children's Home of Jefferson County offers our full support of the application and the project.

The Public Square area is the City's target neighborhood for the DRI. Public Square is a historical central business district, home to many recent public and private revitalization projects, and significant additional development prospects. The City believes this area should be a vibrant center of the community with rich recreational, cultural, and economic opportunities, balancing modern appeal with quaint, small city charm.

Within a few miles of Public Square are many of the North Country's premier anchor institutions including the Children's Home of Jefferson County's Marcy Building offices employing 61 individuals housing several child and family welfare based services including:

- **Community Clinic of Jefferson County:** An Article 31 behavioral and mental health out-patient clinic treating a majority of Medicaid patients annually serving 1,500 adults and children.
- **Crisis Response:** In partnership with Jefferson County Community Services, this 24-hour crisis hotline accessible to anyone in Jefferson County, provides immediate crisis triage to individuals experiencing a mental health crisis. To help connect individuals to appropriate services, follow-up care is also provided. In 2015, 3,000 crises contacts were received and acted upon.
- **Forensics:** Provides mental health and case management services to more than 1,700 incarcerated individuals each year. The program assists in reducing recidivism, transition planning, and helping released individuals connect to community supports.
- **Intensive Case Management for Children:** Provides critical services to both seriously emotionally disturbed more than 70 children annually living within the community.
- **Health Home Care Management for Adults:** Each year, provides critical services to more than 200 seriously emotionally disturbed adults living within the community.

Administrative Office
253 State Street
Watertown, NY 13601
Phone: 315-788-7430
Fax: 315-779-1726

Campus/Residential/Foster Care
1704 State Street
Watertown, NY 13601
Phone: 315-788-7430
Fax: 315-785-5637

Community Clinic of Jefferson County
167 Polk Street
Watertown, NY 13601
Phone: 315-782-7445
Fax: 315-779-1184

St. Lawrence County Foster Care
80 State Highway 310
Canton, NY 13617
Phone: 315-229-3480
Fax: 315-229-3489

- **Single Point of Access (SPOA):** The process whereby more than 150 children in the community each year can be referred to the appropriate service providers to assist in meeting identified needs.
- **Single Point of Entry (SPOE):** The process whereby more than 130 adults in the community each year can be referred to the appropriate service providers to assist in meeting identified needs.
- **SoZo Teen Center:** A safe, well supervised drop-in center for teens aged 13 through 19 where they can participate in life skills training, recreation and challenging activities, and receive homework assistance and tutoring. Nutritious snacks and a hot dinner are served daily at no cost to the teens. The Center annually serves more than 300 youth.
- **Children's Home Intensive Preventative Services (CHIPS):** In partnership with Jefferson County Community Services, this program is designed to prevent out-of-home placement for youth. By assisting clients and families achieve their health and safety needs as well as family and youth service needs, it also reduces the risk of child abuse and neglect.
- **Bridges to Health (B2H):** Designed to provide community-based health care services and supports to children in Foster Care. The program is designed to recognize children in Foster Care may have many caregivers involved in their lives.

Also located within close proximity of downtown Watertown area are Samaritan Medical Center, Jefferson Community College, and the United States Army Base at Fort Drum. Hundreds of private employers are situated within walking distance of the area including both Knowlton Technologies and Convergys.

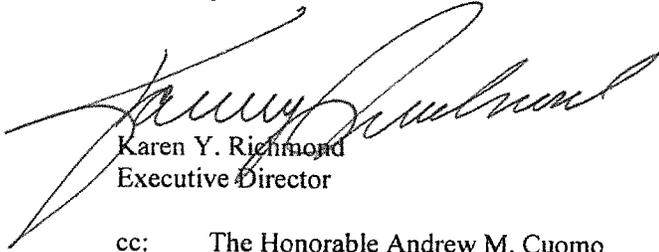
Like many other North Country downtown areas, over time, the Public Square district experienced sustained physical deterioration, decay, neglect, and disinvestment. With the dawning of the 21st century came a reversal in attitudes toward Public Square. There has been a resurgence of pride in Public Square and its important role in Watertown's history. Both civic and business leaders have stepped up and assumed strong roles in its redevelopment. Depending on their condition, some of the buildings were refurbished and became home to new local businesses. Some decaying structures beyond repair were demolished.

In 2006, the City of Watertown began a multi-million dollar streetscape project reinforcing the Square's infrastructure and beautifying its roads, walkways, and landscaping. Substantial public and private commitments are in place to continue improvements to the newly renovated Woolworth Building, the cornerstone of this area, and to the ongoing revitalization of the former Mercy Hospital site. The Woolworth and Mercy project alone amount to more than \$75 million in investments into Watertown's downtown area. Watertown's job market improved when in 2016, Convergys, a large employer with offices in the Public Square district, announced plans to fill 300 new full-time positions.

The City of Watertown seeks designation as the North Country region's DRI community so it can develop an overall long-term plan for downtown redevelopment and then, building on that, gain access to funding to assist in the implementation of those plans. The redevelopment plan will include the renovation and adaptive reuse of buildings and historic properties into high-density mixed use developments, improve the walkability of downtown Watertown, provide corridors of commerce leading to anchor institutions and employers, and capitalize on the City's unique riverfront setting.

It is evident from a review of the City of Watertown's submittal for the DRI, Watertown has built real momentum in its downtown revitalization efforts. An investment of DRI funds in Watertown will help the North Country region achieve maximum economic benefit from the program by expediting the long-awaited rejuvenation of downtown Watertown – a project vital to both the City and the North Country region as a whole. I urge your favorable consideration of the City's application.

Sincerely,

A handwritten signature in cursive script, appearing to read "Karen Y. Richmond".

Karen Y. Richmond
Executive Director

cc: The Honorable Andrew M. Cuomo
Governor of New York State
NYS State Capitol Building
Albany, NY 12224

County of Jefferson Board of Legislators

Scott A. Gray
Chairman of the Board
Legislator, District 13

County Address:
Historic Courthouse
195 Arsenal Street, 2nd Floor
Watertown, NY 13601
Phone: 315-785-3075
Fax: 315-785-5070



Home Address:
P.O. Box 825
Watertown, NY 13601
Phone: 315-788-8476
Email: scottg@co.jefferson.ny.us

May 17, 2016

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901



Dear Co-Chairs Douglas and Collins:

The City of Watertown has submitted an application to be the North Country Region's target community for Governor Cuomo's \$100 million Downtown Revitalization Initiative (DRI). The City of Watertown seeks the DRI community in the North Country designation so it can build on the current momentum of downtown revitalization efforts and further implement its vision of a vibrant future for the downtown Watertown area. By this letter, I offer my full support for the application and the project.

The Public Square area is the City's target neighborhood for the DRI. Public Square is a historical central business district, home to many recent public and private revitalization projects, and significant additional development prospects. The City believes this area should be a vibrant center of the community with rich recreational, cultural, and economic opportunities, balancing modern appeal with quaint, small city charm.

Within a radius of a few miles of Public Square are many of the North Country's premier anchor institutions, including Samaritan Medical Center, Jefferson Community College, and the United States Army Base at Fort Drum, as well as three active business/industrial parks. Hundreds of private and public employers are situated within walking distance of the area, including Knowlton Technologies, Convergys, Regional State Office Building, primary County Office facilities and City Hall.

Like many other North Country downtown areas, the Public Square district experienced sustained physical deterioration, decay, neglect, and disinvestment over time. With the dawning of the 21st century came a reversal in attitudes toward Public Square. There has been a

resurgence of pride in Public Square and its important role in Watertown's history. Both civic and business leaders have stepped up and taken strong roles in its redevelopment. Depending on their condition, some of the buildings were refurbished and became home to new local businesses, and some decaying structures beyond repair were demolished.

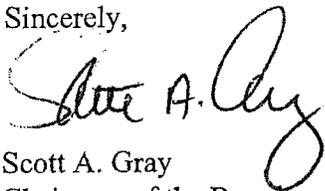
Shortly after the beginning of this new century Jefferson County undertook a \$14 million Court Complex Project that included a sizeable restoration and reuse of the historic but vacant 1932 Federal Post Office. Both a complementary 32,000 square foot addition and demolition of dilapidated buildings were included, and the Jefferson County Court Complex Dedication was held on October 22, 2004. All of this important capital investment took place along one of the main corridors and in close proximity to Watertown's Public Square.

In 2006, the City of Watertown began a multi-million dollar streetscape project that reinforced the Square's infrastructure and beautified its roads, walkways, and landscaping. Substantial public and private commitments are in place to continue improvements to the newly renovated Woolworth Building, the cornerstone of this area, and to the ongoing revitalization of the Mercy Hospital site. The Woolworth and Mercy project alone amount to over \$75 million in investments into Watertown's downtown area. Watertown's job market improved when Convergys, a large employer with offices in the Public Square district, announced in 2016 plans to fill 300 new full-time positions.

The City of Watertown seeks designation as the North Country region's DRI community so that it can develop an overall long-term plan for downtown redevelopment and then, building on that, gain access to funding to assist in the implementation of those plans. The redevelopment plan will include the renovation and adaptive reuse of buildings and historic properties into high-density mixed use developments, improve the walkability of downtown Watertown, provide corridors of commerce leading to anchor institutions and employers, and capitalize on the City's unique riverfront setting.

It is evident from a review of the City of Watertown's submittal for the DRI that Watertown has built real momentum in its downtown revitalization efforts. An investment of DRI funds in Watertown will help the North Country region achieve maximum economic benefit from the program by expediting the long-awaited rejuvenation of downtown Watertown – a project vital to both the City and the North Country region as a whole. I urge your favorable consideration of the City's application.

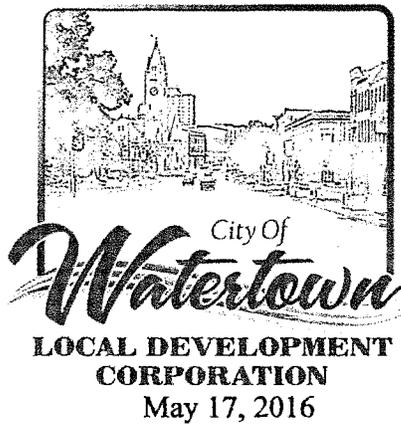
Sincerely,



Scott A. Gray
Chairman of the Board

c: Hon. Andrew M. Cuomo
New York State Governor

✓ Mayor Joseph Butler
City of Watertown



Donald W. Rutherford, CEO

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

Dear Co-Chairs Douglas and Collins:

The City of Watertown has submitted an application to be the North Country Region's target community for Governor Cuomo's \$100 million Downtown Revitalization Initiative (DRI). The City of Watertown seeks the DRI community in the North Country designation so it can build on the current momentum of downtown revitalization efforts and further implement its vision of a vibrant future for the downtown Watertown area. By this letter, I offer my full support for the application and the project.

The Public Square area is the City's target neighborhood for the DRI. Public Square is a historical central business district, home to many recent public and private revitalization projects, and significant additional development prospects. The City believes this area should be a vibrant center of the community with rich recreational, cultural, and economic opportunities, balancing modern appeal with quaint, small city charm.

Within a radius of a few miles of Public Square are many of the North Country's premier anchor institutions, including Samaritan Medical Center, Jefferson Community College, and the United States Army Base at Fort Drum. Hundreds of private employers are situated within walking distance of the area, including both Knowlton Technologies and Convergys.

Like many other North Country downtown areas, the Public Square district experienced sustained physical deterioration, decay, neglect, and disinvestment over time. With the dawning

of the 21st century came a reversal in attitudes toward Public Square. There has been a resurgence of pride in Public Square and its important role in Watertown's history. Both civic and business leaders have stepped up and taken strong roles in its redevelopment. Depending on their condition, some of the buildings were refurbished and became home to new local businesses, and some decaying structures beyond repair were demolished.

In 2006, the City of Watertown began a multi-million dollar streetscape project that reinforced the Square's infrastructure and beautified its roads, walkways, and landscaping. Substantial public and private commitments are in place to continue improvements to the newly renovated Woolworth Building, the cornerstone of this area, and to the ongoing revitalization of the Mercy Hospital site. The Woolworth and Mercy project alone amount to over \$75 million in investments into Watertown's downtown area. Watertown's job market improved when Convergys, a large employer with offices in the Public Square district, announced in 2016 plans to fill 300 new full-time positions.

The City of Watertown seeks designation as the North Country region's DRI community so that it can develop an overall long-term plan for downtown redevelopment and then, building on that, gain access to funding to assist in the implementation of those plans. The redevelopment plan will include the renovation and adaptive reuse of buildings and historic properties into high-density mixed use developments, improve the walkability of downtown Watertown, provide corridors of commerce leading to anchor institutions and employers, and capitalize on the City's unique riverfront setting.

It is evident from a review of the City of Watertown's submittal for the DRI that Watertown has built real momentum in its downtown revitalization efforts. An investment of DRI funds in Watertown will help the North Country region achieve maximum economic benefit from the program by expediting the long-awaited rejuvenation of downtown Watertown – a project vital to both the City and the North Country region as a whole. I urge your favorable consideration of the City's application.

Sincerely,

A handwritten signature in black ink, appearing to read 'D. Rutherford', written over a horizontal line.

Donald W. Rutherford
CEO

cc: The Honorable Andrew M. Cuomo
Governor of New York State
NYS State Capitol Building
Albany, NY 12224

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

Dear Co-Chairs Douglas and Collins,

Jefferson Community College supports the City of Watertown's application to be a target community for Governor Cuomo's \$100 million Downtown Revitalization Initiative (DRI). Building on the current momentum of downtown revitalization efforts, the City of Watertown seeks the DRI designation to further implement its vision of a vibrant future for the downtown Watertown area.

The Public Square area is the City's target neighborhood for the DRI. Public Square is a historical central business district, home to many recent public and private revitalization projects, and significant additional development prospects. Located only two miles west, Jefferson Community College's 4,000 students will benefit from a revitalized downtown destination that provides rich recreational, cultural, and economic opportunities. The College is prepared to partner with the City to expand and support these opportunities. Jefferson Community College has undergone a number of positive changes in the past several years including significant facilities renovations, creation of a higher-education center to house partner colleges offering bachelors and masters degrees, addition of a 294 bed residence hall, and addition of a 36,000 sf collaborative learning center. These investments support the community, including downtown Watertown and future DRI projects.

There has been a resurgence of pride in Public Square and its important role in Watertown's history. Both civic and business leaders have stepped up and taken strong roles in its redevelopment. In 2006, the City of Watertown began a multi-million dollar streetscape project that reinforced the Square's infrastructure and beautified its roads, walkways, and landscaping. Substantial public and private commitments are in place to continue improvements to the newly renovated Woolworth Building, the cornerstone of this area, and to the ongoing revitalization of the Mercy Hospital site. The Woolworth and Mercy project alone amount to over \$75 million in investments into Watertown's downtown area.

The City of Watertown seeks designation as the North Country region's DRI community so that it can develop an overall long-term plan for downtown redevelopment and then, building on

that, gain access to funding to assist in the implementation of those plans. The redevelopment plan will include the renovation and adaptive reuse of buildings and historic properties into high-density mixed use developments, improve the walkability of downtown Watertown, provide corridors of commerce leading to anchor institutions and employers, and capitalize on the City's unique riverfront setting. Jefferson Community College stands prepared to support these efforts and to partner with the City to build, enhance, and sustain educational opportunities that benefit students and the community.

It is evident from a review of the City of Watertown's submittal for the DRI that Watertown has built real momentum in its downtown revitalization efforts. An investment of DRI funds in Watertown will help the North Country region achieve maximum economic benefit from the program by expediting the long-awaited rejuvenation of downtown Watertown – a project vital to both the City and the North Country region as a whole. I urge your favorable consideration of the City's application.

Sincerely,

Carole A. McCoy
President

cc: The Honorable Andrew M. Cuomo
Governor of New York State
NYS State Capitol Building
Albany, NY 12224

Washington Street PROPERTIES

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

Dear Co-Chairs Douglas and Collins,

The purpose of this letter is to offer my support for the City of Watertown's application to be the North Country Region's target community for Governor Cuomo's \$100 million Downtown Revitalization Initiative (DRI).

As the Founder and CEO of Washington Street Properties, I have overseen the acquisition and restoration of 27 properties in the City of Watertown over the past 10 years. This represents more than \$30M in private investment, with the highest concentration being in and around the City's downtown district.

Washington Street Properties is deeply committed to the revitalization of downtown Watertown. Some of our more notable projects include renovation of the Solar Building (200 Franklin Street), the Agricultural Insurance Building (215 Washington Street), Top of the Square (105-111 Court Street), City Center Plaza (L146 Arsenal Street), The Lincoln Building (89-99 Public Square), The Hospice Building (425 Washington Street), the former Roadway Inn (652 Arsenal Street), Washington Manor (505 Washington Street), and the Rouse Building (513, 531 Washington Street.)

Based on the success of our redevelopment projects, Washington Street Properties has garnered national recognition. We were named the national Real Estate Company of the Year at the 12th Annual American Business Awards in Chicago. The company has also been ranked for three consecutive years in the Inc. 500|5000 list of the nation's fastest-growing private companies. In 2014, Community Investor Magazine featured Washington Street Properties as their cover story for their September/October issue.

Washington Street Properties has played a major role in generating momentum toward the revitalization of downtown, but there is still a long way to go. The City of Watertown seeks the DRI community in the North Country designation so it can build on the current momentum of downtown revitalization efforts and further implement its vision of a vibrant future for the downtown Watertown area. By this letter, I offer my full support for the application and the project.

Washington Street Properties
215 Washington Street, Suite 001
Watertown, New York 13601
Office: (315) 405-8161
Fax: (315) 222-7400

The Public Square area is the City's target neighborhood for the DRI. Public Square is a historical central business district, home to many recent public and private revitalization projects, and significant additional development prospects. The City believes this area should be a vibrant center of the community with rich recreational, cultural, and economic opportunities, balancing modern appeal with quaint, small city charm.

Like many other North Country downtown areas, the Public Square district experienced sustained physical deterioration, decay, neglect, and disinvestment over time. With the dawning of the 21st century came a reversal in attitudes toward Public Square. There has been a resurgence of pride in Public Square and its important role in Watertown's history. Both civic and business leaders have stepped up and taken strong roles in its redevelopment. Depending on their condition, some of the buildings were refurbished and became home to new local businesses, and some decaying structures beyond repair were demolished.

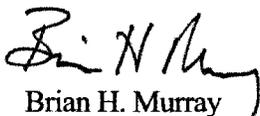
In 2006, the City of Watertown began a multi-million dollar streetscape project that reinforced the Square's infrastructure and beautified its roads, walkways, and landscaping. Substantial public and private commitments are in place to continue improvements.

The City of Watertown seeks designation as the North Country region's DRI community so that it can develop an overall long-term plan for downtown redevelopment and then, building on that, gain access to funding to assist in the implementation of those plans.

An investment of DRI funds in Watertown will help the North Country region achieve maximum economic benefit from the program by expediting the long-awaited rejuvenation of downtown Watertown – a project vital to both the City and the North Country region as a whole.

I strongly encourage your favorable consideration of the City's application.

Sincerely,



Brian H. Murray
Founder and CEO

cc: The Honorable Andrew M. Cuomo
Governor of New York State
NYS State Capitol Building
Albany, NY 12224

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215 Washington Street, Suite 001
Watertown, New York 13601
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Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

Dear Co-Chairs Douglas and Collins,

The City of Watertown has submitted an application to be the North Country Region's target community for Governor Cuomo's \$100 million Downtown Revitalization Initiative (DRI). The City of Watertown seeks the DRI community in the North Country designation so it can build on the current momentum of downtown revitalization efforts and further implement its vision of a vibrant future for the downtown Watertown area. By this letter, I offer my full support for the application and the project.

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Within a radius of a few miles of Public Square are many of the North Country's premier anchor institutions, including Samaritan Medical Center, Jefferson Community College, and the United States Army Base at Fort Drum. Hundreds of private employers are situated within walking distance of the area, including both Knowlton Technologies and Convergys.

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In 2006, the City of Watertown began a multi-million dollar streetscape project that reinforced the Square's infrastructure and beautified its roads, walkways, and landscaping. Substantial public and private commitments are in place to continue improvements to the newly renovated Woolworth Building, the cornerstone of this area, and to the ongoing revitalization of the Mercy Hospital site. The Woolworth and Mercy project alone amount to over \$75 million in investments into Watertown's downtown area. Watertown's job market improved when



Convergys, a large employer with offices in the Public Square district, announced in 2016 plans to fill 300 new full-time positions.

The City of Watertown seeks designation as the North Country region's DRI community so that it can develop an overall long-term plan for downtown redevelopment and then, building on that, gain access to funding to assist in the implementation of those plans. The redevelopment plan will include the renovation and adaptive reuse of buildings and historic properties into high-density mixed use developments, improve the walkability of downtown Watertown, provide corridors of commerce leading to anchor institutions and employers, and capitalize on the City's unique riverfront setting.

It is evident from a review of the City of Watertown's submittal for the DRI that Watertown has built real momentum in its downtown revitalization efforts. An investment of DRI funds in Watertown will help the North Country region achieve maximum economic benefit from the program by expediting the long-awaited rejuvenation of downtown Watertown – a project vital to both the City and the North Country region as a whole. I urge your favorable consideration of the City's application.

Sincerely,

A handwritten signature in black ink, appearing to read 'Richard Gefell', written in a cursive style.

Richard Gefell
Business Development

A smaller version of the Purcell Construction Corporation logo, including the stylized 'P' icon and the company name.

p: (315) 782-1050
purcellconstruction.com

cc: The Honorable Andrew M. Cuomo
Governor of New York State
NYS State Capitol Building
Albany, NY 12224



May 26, 2016

As a resident and businessman in the City of Watertown for 30 years, I am writing this letter to show support for the Watertown Revitalization Project. I feel so strongly about this project that I recently put over \$700,000.00 into a remodeling project for my restaurant which is located just beyond the eastern boundary of the downtown district.

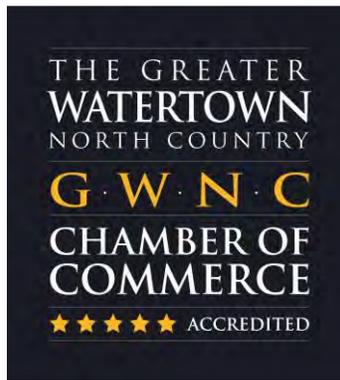
I feel that there is strong interest in the project with many capable people who can work together to create a vibrant, thriving, livable downtown district. The 10 million dollar grant would go a long way towards this goal. Watertown is already on the cusp of becoming a great downtown and I look forward to seeing this project become a shining example to all of New York State.

I strongly recommend that you award Watertown, New York the 10 million dollar grant.

Sincerely,



Peter J. Bouch, III



May 27, 2016

Garry Douglas, Co-Chair
Tony Collins, Co-Chair
North Country Regional Economic Development Council
Plattsburgh Office
61 Area Development Drive
Plattsburgh, NY 12901

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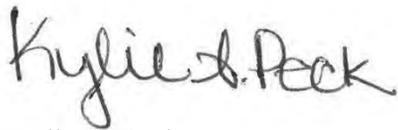
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Sincerely,



Kylie S. Peck
President & CEO

cc: The Honorable Andrew M. Cuomo
Governor of New York State
NYS State Capitol Building
Albany, NY 12224