



Downtown Watertown: EXPERIENCE EXCEPTIONAL



City of Watertown, New York New York State Downtown Revitalization Initiative Strategic Investment Plan

March 2018

North Country



**Downtown
Revitalization
Initiative**



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This document was developed by the Watertown Local Planning Committee as part of the Downtown Revitalization Initiative and was supported by the NYS Department of State, NYS Homes and Community Renewal, and Empire State Development. The document was prepared by the following consulting team:



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Downtown Revitalization Initiative

Foreword

"A thriving downtown can provide a tremendous boost to the local economy. The Downtown Revitalization Initiative will transform selected downtown neighborhoods into vibrant places for people to live, work and raise a family, which will also help attract new investments and business for years to come." ~ Governor Andrew M. Cuomo

Nationally and globally, business and development leaders recognize that the creation of new downtown communities with public amenities and a high quality-of-life can provide a catalyst for increased economic development, re-population (particularly by young professionals) and urban vibrancy. Governor Andrew Cuomo recognized this potential and launched a major new initiative in the spring of 2016 – the Downtown Revitalization Initiative (DRI).

The Governor's ten Regional Economic Development Councils (REDCs) each identified one community in which to invest \$10 million to improve the vitality of those urban centers. The Downtown Revitalization Initiative (DRI) funding supports a community planning and implementation process where each community develops the key ingredients needed for successful downtown revitalization: a clear vision for the downtown; goals and strategies to accomplish the vision; and a strategic plan to implement catalytic projects identified in the plan.

Communities that were selected in Round One included:

- Elmira (Southern Tier Region)
- Geneva (Finger Lakes Region)
- Glens Falls (Capital Region)
- Jamaica (NYC Region)
- Jamestown (Western NY Region)
- Middletown (Mid-Hudson Region)
- Oneonta (Mohawk Valley Region)
- Oswego (Central NY Region)
- Plattsburgh (North Country Region)
- Westbury (Long Island Region)

In 2017, the enacted state budget included another \$100,000,000 for downtown revitalization. DRI Two is again supporting a community planning process, conducted by staff from the Department of State Office of Planning, Development, and Community Infrastructure and the NYS Homes and

Community Renewal. This multi-agency effort, led by Secretary of State Rossana Rosado, also includes staff from Empire State Development and assistance from other agencies like the state Department of Transportation and state Department of Labor based on projects identified by the communities.

Communities that were selected in Round Two included:

- Watkins Glen (Southern Tier Region)
- Batavia (Finger Lakes Region)
- Hudson (Capital Region)
- South Bronx (NYC Region)
- Olean (Western NY Region)
- Kingston (Mid-Hudson Region)
- Rome (Mohawk Valley Region)
- Cortland (Central NY Region)
- Watertown (North Country Region)
- Hicksville in Oyster Bay (Long Island Region)

The program emphasizes using DRI investments to reinforce and secure additional public and private investment within and near downtown neighborhoods, building upon growth supported by the REDCs. To fully leverage the impact of the DRI, Local Planning Committees identified projects that totaled in excess of the available DRI funds to ensure a continued pipeline of projects ready for funding within the community in the event that alternate funding sources are identified for projects; additional State funds become available; or projects drop from consideration. The most transformative and catalytic projects from those identified for each downtown will receive DRI funding.

With the assistance of the State, leadership from within the communities, and public and private investors, these communities will become vibrant communities where people will want to live, work and raise families.



Executive Summary

Downtown Watertown: Experience Exceptional



INTRODUCTION

Momentum is building as more people experience Watertown's Downtown as an exceptional place to live, work and play. As the North Country Region's Round Two Downtown Revitalization Initiative (DRI) winner, the City of Watertown, its community members and Local Planning Committee (LPC) have recommended project investments and prepared this Strategic Investment Plan by evaluating assets; cataloging past efforts; identifying partners; setting a vision, goals and strategies; and engaging the public.

Watertown is a hub of commerce, education and services, and the primary urban center for 40,000 plus residents of Fort Drum which is less than 10 miles away. The military base is the largest employer in the North Country and New York State's largest single-site employer with over 15,000 active duty soldiers and over 3,700 civilian employees. The City accounts for approximately 40% of County employment with nearly 19,900 workers at an estimated 1,320 businesses. It attracts a growing number of visitors and seasonal residents attracted to the Thousand Islands Region each year.

Dozens of projects and ideas were submitted through the project website in response to a public call to action. Three subcommittees of the LPC evaluated the ideas using criteria including: readiness, site control status, sponsor experience, equity ratio documenting local leverage, transformational/catalytic nature of the project and community support.

The LPC recommends 21 projects to receive DRI investment across three categories:

- Eleven projects are recommended in the **New Development and Rehabilitation of Existing Structures** category including developing or redeveloping property for mixed use, commercial, residential, or public uses.
- Six projects are recommended in the **Public Improvement** category including the preservation of the City's historic resources, beautification, streetscaping and placemaking investments in parking, signage and wayfinding.
- Four projects are recommended in the **Revolving Loan and Grant Fund/Branding and Marketing** category including improvements to façades, residences, sidewalks, public art and the public realm and vacant spaces, such as tenant fit-up.

Together these projects have a combined value of as much as \$42 million, including local leverage of \$25.1 million and requested DRI funds totaling nearly \$15 million, resulting in an overall leverage ratio of 2.7 to 1. These projects are projected to create nearly 370 jobs, and most are estimated to be completed by the end of 2019. Additional impacts are anticipated as follows:

- New investment in market-rate housing.
- Improved building façades.
- A more active public realm.
- A high quality experience for visitors, residents and businesses in Downtown.



Map of DRI Boundary Area and Projects Proposed for DRI Funding

VISION STATEMENT

Downtown Watertown: EXPERIENCE EXCEPTIONAL

*Exceptional experiences,
extraordinary
opportunities and
enduring friendships
appeal to our diverse
and multi-cultural
residents, military
families, students,
employees and year-
round visitors.*

*Centered in historic
Public Square,
Downtown is the heart
of a dynamic region, a
center of employment
and a growing hub
of innovation and
entrepreneurship. We
are a thriving and multi-
cultural international
destination with
a rich choice of
entertainment, culture,
heritage, art and
recreation. Young and
old enjoy the best of
a safe small city by
living in a Downtown
neighborhood that's
close-knit, cool, fun and
feels like home. Our
City center is quaint yet
modern, a friendly place
where history meets the
future. Our distinctive
historic buildings are
full of memorable
shops, restaurants,
entertainment and art,
community institutions
and successful
businesses.*

NEW DEVELOPMENT & REHABILITATION OF EXISTING STRUCTURES

- A1 MASONIC TEMPLE
PERFORMING ARTS CENTER
DEVELOPMENT
- A2 THE LINCOLN BUILDING
RENOVATION
- A3 FRANKLIN STREET FACADE
IMPROVEMENTS
- A4 COMMUNITY CAFE & GROCERY
DEVELOPMENT
- A5 PADDOCK MARKET-RATE
HOUSING RESTORATION
- A6 PADDOCK ARCADE
ENHANCEMENT
- A7 JEFFERSON COUNTY
HISTORICAL SOCIETY UPDATES
- A8 YMCA AQUATICS, RACQUET
SPORT, AND WELLNESS CENTER
DEVELOPMENT*
- A9 YEAR-ROUND MARKET
DEVELOPMENT: COMMUNITY
ENHANCEMENT PROJECT
- A10 POWER PLAY SPORTS
DEVELOPMENT
- A11 JCC DOWNTOWN TECHSPACE
DEVELOPMENT*

PUBLIC IMPROVEMENTS

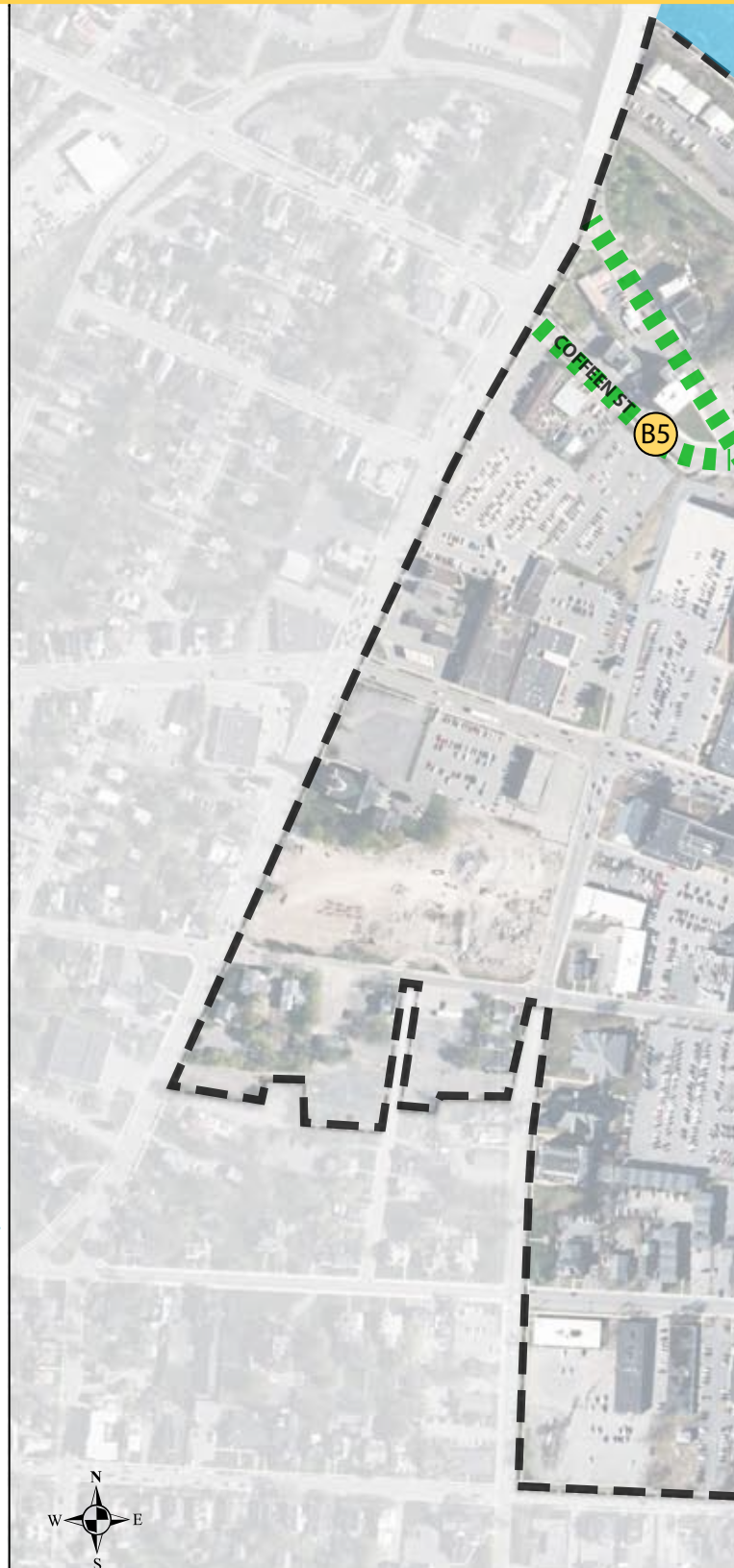
- B1 STONE STREET PARKING
STRUCTURE
- B2 WLDC DOWNTOWN
BEAUTIFICATION PROJECT**
- B3 STRAUSS MEMORIAL WALKWAY
ENHANCEMENTS
- B4 PUBLIC SQUARE FOUNTAIN
IMPROVEMENTS
- B5 DOWNTOWN STREETScape
PROJECT ■■■■■■
- B6 GOVERNOR FLOWER
MONUMENT ENHANCEMENT

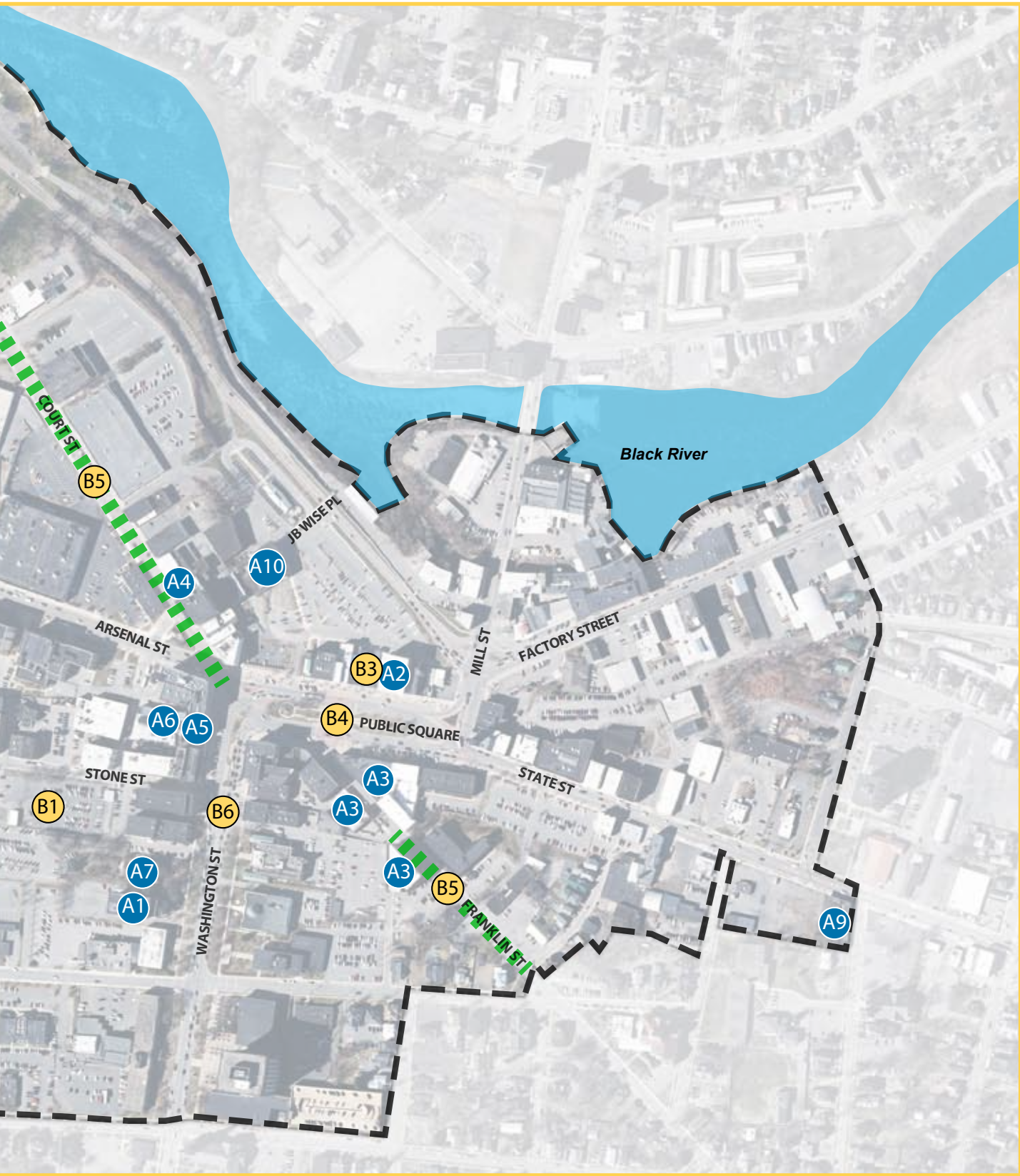
REVOLVING LOAN & GRANT FUND/ BRANDING & MARKETING

- C1 WLDC DOWNTOWN FUND**
- D1 DOWNTOWN SIGNAGE &
WAYFINDING PROJECT**
- D2 DOWNTOWN PUBLIC ART
PROJECT**

* Project location currently TBD

** Project will include multiple
TBD Downtown sites







THE DOWNTOWN REVITALIZATION INITIATIVE AREA

The DRI area covers 0.25 square miles radiating out from the historic Public Square. It includes a compact and walkable area that is a 15-minute walk at its widest point from side to side along established pedestrian corridors. Its desirable location on the Black River attracts recreation enthusiasts, and its historic architectural charm makes it a sustainable city center that appeals to a diverse base of people. Anchor institutions include multi-family residential developments, major employers, professional services, and cultural and recreational destinations. The DRI area boundaries are shown on the map on the prior page (page ii).

RELEVANT PLANNING EFFORTS

Watertown has a long history of public planning. Many plans, strategies and conceptual designs advanced by the City are directly relevant to the DRI area, including:

- Community Forest Management Plans (2018 and 1999)
- City of Watertown Complete Streets Policy (2017)
- Restore NY Program – Masonic Temple (2016)

- Reconstruction of JB Wise Lot and Pavilion (2012)
- Draft Local Waterfront Revitalization Program for the Black River (2010)
- Public Square Reconstruction and Streetscape Enhancement Project (2006-2008)
- Economic and Market Condition Analysis (2006)
- Black River Whitewater and Trail Feasibility Study (2006)

COMMUNITY ENGAGEMENT

The Strategic Investment Plan was driven by community engagement including:

- A kickoff meeting with 15 City leaders, NYS Partners and Consultant team members.
- The Local Planning Committee (LPC) was appointed to ensure that the DRI Strategic Investment Plan reflects “a unique community vision to guide and direct public and private investment...”ⁱ Over 300 community members attended five LPC meetings throughout the process.
- Three LPC subcommittees were formed and met five times to evaluate projects based on established criteria.
- Three-day community planning and design workshop including a walk and talk tour, visioning workshop and movie night, and two open houses (250 participants).
- Follow up meeting with Downtown merchants (30 participants) and NYS Department of Transportation Region 7 (15 participants).
- Four-hour community open house to review potential priority projects with participants (120+ participants).
- Eight interviews and 12 focus groups (215 participants).
- Interactive project website.
- 170 survey responses from residents, businesses, seniors, college students, youth and Fort Drum families.
- Coordination with the involved State agencies.

DOWNTOWN ASSESSMENT

Five key observations emerged from the Downtown Assessment:

Key Observation One:
Downtown Watertown has the momentum, character and assets to be a great place to live, work and play.

Significant new public, private and non-profit investment is fueling historic building rehabilitations and supportive programming, drawing from 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.

Key Observation Two:
Watertown is the primary Downtown for a diverse region with an expanding visitor base, but millennials have not made their move to call it home.

Watertown's Downtown is growing slowly, aging and earns less than the rest of the City and the County. Local developers believe there is latent demand for new Downtown market-rate housing that will expand Downtown's role as a regional urban center with a large consumer base. Considerable riverfront investments have been made including two ongoing NYS Department of State LWRP planning projects.

Key Observation Three:
Downtown is a growing employment center with Fort Drum as its largest untapped consumer market.

Downtown's job base has steadily improved in recent years as retail, commercial and service-based industries diversify. The City

enjoys a broad base of local companies and supports a large base of small businesses. As the job market expands, more professional workers will walk to shops and services throughout business hours. Expanding market-rate housing Downtown will help improve activity on evenings and weekends, as well as supporting full-time employment at Downtown businesses. Fort Drum is a largely untapped market of consumer spending.

Summary of Downtown Goals and Strategies

Goal One: Work in Downtown

- Increase opportunity, business starts, consumer spending and jobs.
- Incentivize rehabilitation and reuse of existing buildings infill of sites.
- Be a center for employment and a place to learn.
- Promote partnerships with Fort Drum.
- Promote small, locally owned businesses.
- Build on nonprofits, government agencies, service providers and major employers.
- Make Downtown more accessible.
- Establish a brand for Downtown.

Goal Two: Live in Downtown

- Increase the number of market-rate residences.
- Attract artists and others who stimulate creative places.
- Maintain Downtown's character and architecture.
- Be intentionally intergenerational.
- Maintain Downtown's charm and character.
- Be multi-modal, emphasizing the pedestrian.

Goal Three: Play in Downtown

- Advance entertainment, recreation and gathering spaces.
- Be a North Country entertainment and recreation hub.
- Celebrate the region's military history.
- Capitalize on enviable riverfront recreation.
- Make Downtown visitor-friendly.
- Implement streetscaping, focusing on Public Square.



LPC Members

Co-Chairs:

*Hon. Joseph M. Butler,
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and Kylie Peck,
President/CEO,
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Colonel Mark Manns,
Carl Mc Laughlin,
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“Reg” Schweitzer,
Jeffrey Smith, Dale
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Dr. Jason White,
James Wright*

Key Observation Four:

Market-rate housing is needed to complement affordable housing investments and attract diverse residents to live Downtown.

Downtown Watertown is home to a growing concentration of both market-rate and affordable housing options, and more people living Downtown can make-or-break the scale and pace of revitalization. Clustering new housing around Public Square and connector streets is more likely to attract millennials.

Key Observation Five:

Opportunities exist to strengthen and expand Downtown’s rich array of recreation, art, cultural and entertainment amenities.

Millennials and empty nesters will seek Watertown’s signature amenities including historic architectural charm, walkability and bikability. Creating gathering spaces around Public Square and improving accessibility, wayfinding signage and lighting will help brand Downtown as an intergenerational urban neighborhood with incredible recreation and a diverse cultural amenity.

BUILDING ON THE NORTH COUNTRY REDC PRIORITIES

Community, the 2016 NC REDC Strategic Plan Progress Report, speaks directly to Watertown, saying that “significant investments have been and continue to be made in the City of Watertown, helping the county seat of Jefferson County make physical improvements in the Downtown center and prepare for more economic growth related to Fort Drum, manufacturing and the service/tourism industries.” Through its Veterans Initiative, the NC REDC recognizes “the men and women of Fort Drum who are defending freedom around the world...” and argues that “the North Country is

uniquely positioned to harness the skills and leadership abilities of our military veterans, thanks to the presence of the 10th Mountain Division and Fort Drum.”

In selecting projects to recommend for DRI assistance, the LPC considered consistency with the DRI, URI, Veterans Initiative, annual progress reports and the 2011 Plan strategies including:

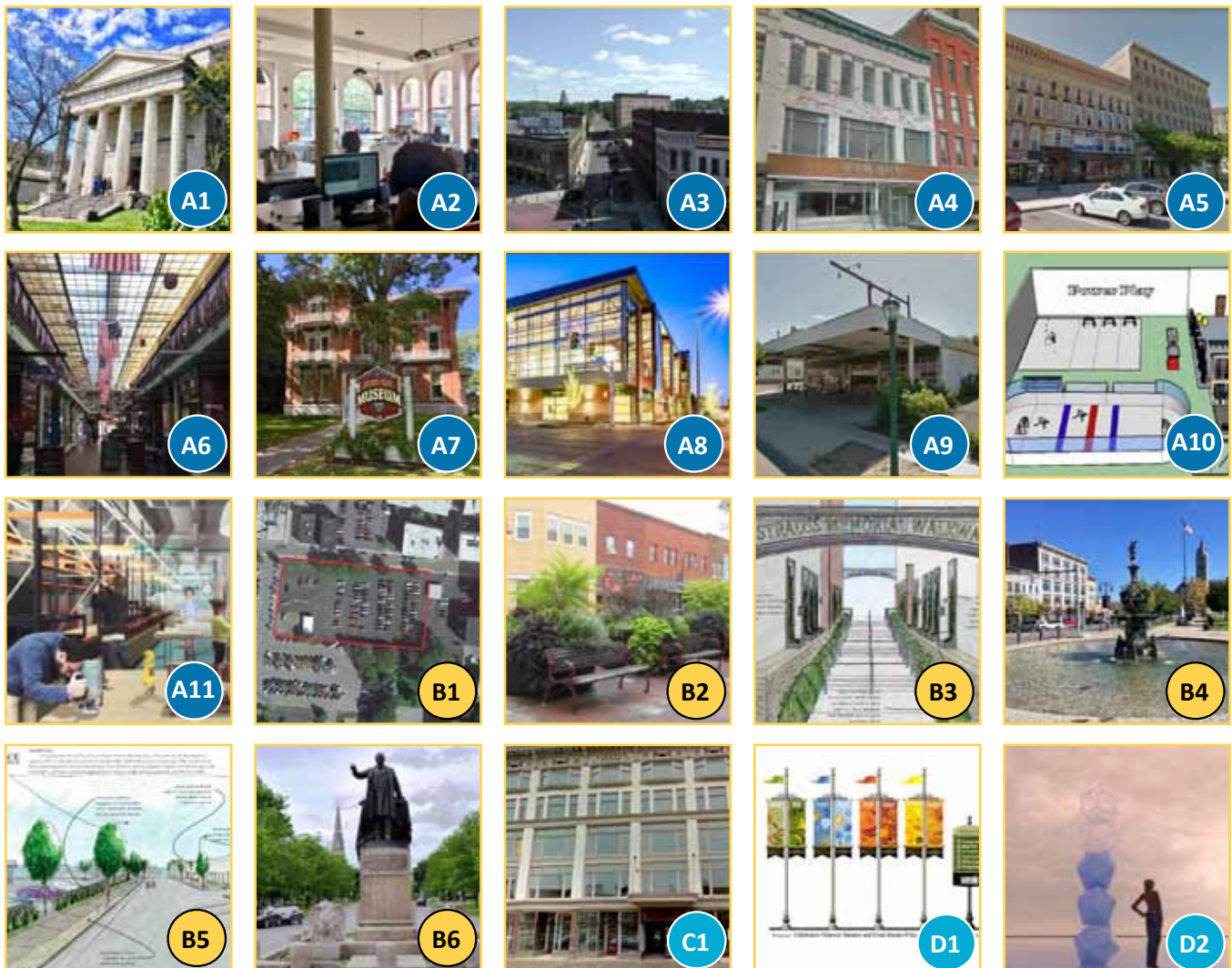
- Energize our micropolitan cities, building on growth in a variety of industries.
- Attract and nurture entrepreneurial pioneers.
- Mobilize the creativity and capacity of local College graduates.
- Catalyze a high rate of small business start-ups.
- Elevate the region’s global recognition.
- Activate tourism as a driver to diversify our economies.
- Propagate an agricultural revolution.
- Create a green energy economy.

DOWNTOWN MANAGEMENT AND IMPLEMENTATION STRATEGY

The following partners will play leading roles in managing DRI implementation:

- **The City Planning Department guides development and manages growth**, proposes and implements projects, administers grants and the CDBG program and supports Planning Board and Zoning Board of Appeals.
- **The Watertown Local Development Corporation (WLDC)** works to foster cooperation between government, economic development agencies and the private sector. In February 2018, it developed a Downtown Revitalization Initiative Committee to help implement the DRI Plan.
- **The DRI Local Planning Committee’s** 19 community leaders who developed this Strategic Investment Plan will be called upon in the future to assist with implementation as necessary.
- **Private and Non-Profit Partners** are sponsors of the majority of the priority projects and will drive successful implementation of the strategy.

DRI PRIORITY PROJECT GALLERY



A

New Development and Rehabilitation of Existing Structures

Projects may include development or redevelopment of real property for mixed use, commercial, residential, or public uses.

B

Public Improvements

Projects may include infrastructure projects such as broadband and other communications connectivity, stormwater, green infrastructure, streetscape improvements, transportation, recreational trails, parking, signage, open space improvements and other public realm projects that contribute to revitalization of Downtown.

C-D

Revolving Loan and Grant Fund/Branding and Marketing

Projects may include activities such as façade improvements, minor residential improvements, sidewalk improvements, public art and public realm improvements, physical improvement to existing and/or vacant commercial space (e.g. tenant fit-up) and other similar activities.



PROJECT SUMMARY TABLE

Project Name	Project Description	Responsible Party
Masonic Temple Performing Arts Center Development (#A1)	Continue building improvements leading to creation of a new performing arts center.	242 Washington Street
The Lincoln Building Renovation (#A2)	Restore 16,000 SF (across two floors) and convert it into a hub for innovation that cultivates startups and helps local businesses to grow.	Doolittle & Hall
Franklin Street Façade Improvements (#A3)	Restore over 600 feet of historic street frontage and 25 storefronts through improvements to three key buildings along Franklin Street.	Washington Street Properties
Community Café and Grocery Development (#A4)	Build out a community café and grocery, including a kitchen, community room, lobby, office grocery area and storage room.	ACR Heath
Paddock Market-Rate Housing Restoration (#A5)	Rehabilitate 5 upper-story market-rate housing units with views looking east onto Public Square.	Watertown Rx
Paddock Arcade Enhancement (#A6)	Rehabilitate the public space of the historic Paddock Arcade, including a new elevator to allow ADA accessibility to upper level.	Watertown Rx
Jefferson County Historical Society Updates (#A7)	Update the museum facility and exhibits, including a new elevator, new interactive exhibits and a new HVAC system.	Jefferson County Historical Society
YMCA Aquatics, Racquet Sport and Wellness Center Development (#A8)	Develop a new 40,000 - 45,000 square foot YMCA Aquatics, Racquet Sport and Wellness Center within Downtown Watertown. The project includes a partnership with the City to help locate publicly-owned lands to develop the project.	Watertown Family YMCA
Year-Round Market Development: Community Enhancement Project (#A9)	Rehabilitate a now vacant, dilapidated building into a year-round indoor/outdoor market for fresh produce, prepared foods and other goods from local vendors.	Jake's Lawn Care
Power Play Sports Development (#A10)	Purchase a RapidShot Hockey Training System to expand operations of Power Play Sports.	Power Play Sports
JCC Downtown TechSpace Development (#A11)	Redevelop a Downtown building to establish a TechSpace that supports entrepreneurs and offers workforce training and applied learning opportunities.	WLDC
Stone Street Parking Structure (#B1)	Construct a 150-space parking structure along Stone Street for work-day permit use and public use on evenings and weekends.	200 Washington Street Associates
WLDC Downtown Beautification (#B2)	Purchase and install new permanent landscape structures and planters throughout the Downtown.	WLDC
Strauss Memorial Walkway Enhancements (#B3)	Enhance the Strauss Memorial Walkway to improve perceptions of safety and overall condition.	City of Watertown
Public Square Fountain Improvements (#B4)	Construct and install a decorative, replica wrought-iron fence and repainting of the bottom of the fountain.	City of Watertown
Downtown Streetscape Project (#B5)	Install enhancements to Franklin Street, Court Street and Coffeen Street.	City of Watertown
Governor Flower Monument Enhancement (#B6)	Design and implement improvements to protect the Governor Flower Memorial located at the gateway to Public Square.	City of Watertown
Watertown Local Development Corporation Downtown Fund (#C1)	Capitalize the Public Square Commercial Rent Assistance Program (Phase 2) and the Downtown Façade Improvement Program.	WLDC
Downtown Signage and Wayfinding Project (#D1)	Create a recognizable brand for Downtown to be used on signage to direct people to Public Square and other Downtown amenities.	City of Watertown
Downtown Public Art Project (#D2)	Develop a "public art" program, including identifying locations and implementing the initial piece of public art.	City of Watertown

WATERTOWN DOWNTOWN
REVITALIZATION INITIATIVE

Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
\$2,300,000	\$2,200,000	DRI Funds; Empire State Development Grant Funds; private investment	1Q 2019	3Q 2019	0
\$1,650,000	\$825,000	DRI Funds; private investment	3Q 2018	3Q 2019	20-25
\$1,658,000	\$1,243,500	DRI Funds; private investment	After award announcement	Within 6 months of project initiation	0
\$334,000	\$149,568	DRI Funds; private investment	3Q 2018	2Q 2019	8-10
\$365,000	\$123,000	DRI Funds; private investment	3Q 2018	4Q 2019	0
\$870,000	\$435,000	DRI Funds; private investment	1Q 2019	2Q 2020	0
\$1,231,668	\$506,600	DRI Funds; Jefferson County Historical Society funds	1Q 2019	1Q 2020	0
\$18,708,500	\$2,000,000	DRI Funds; Capital Campaign; Northern New Community Foundation; Y National Development; State and federal grants	1Q 2018	3Q 2020	Variable
\$485,000	\$225,000	DRI Funds; private investment	1Q 2019	3Q 2019	0
\$266,220	\$49,700	DRI Funds; private investment	1Q 2018	4Q 2019	1 full-time; 4 part-time
\$6,500,000	\$2,500,000	DRI Funds; SUNY 2020 Grant	After SUNY 2020 Grant announcement and DRI funding award		352 by 2020 with ongoing growth
\$2,500,000	\$1,500,000	DRI Funding; private investment	Depending on DRI funds	TBD	0
\$80,000	\$50,000	DRI Funding; WLDC funds	3Q 2018	Ongoing	0
\$375,000	\$375,000	DRI Funding	4Q 2018	3Q 2019	0
\$55,000	\$55,000	DRI Funding	TBD	TBD	0
\$1,500,000	\$1,500,000	DRI Funding	TBD	TBD	0
\$100,000	\$100,000	DRI Funding	TBD	TBD	0
\$700,000	\$600,000	DRI Funding	4Q 2018	Ongoing	Varied
\$320,000	\$320,000	DRI Funding	3Q 2019	2Q 2020	0
\$155,000	\$155,000	DRI Funding	1Q 2019	Ongoing	0



Section I

Downtown Profile and Assessment

I. OVERVIEW

Serving as the primary Downtown and regional center for nearly 120,000 people, Watertown's exciting momentum is fueled by dedicated property owners who are restoring historic buildings around Public Square and offering newly designed spaces that preserve the City's sense of place, attract visitors and engender long-term investment.

Unprecedented momentum is building in Watertown, positioning it to lead an economic renaissance in the region, making it a smart choice for the Downtown Revitalization Initiative (DRI) and other investment, and a great place to live, work and play. Long term implementation of the DRI Strategy will strengthen Watertown's position as the primary hub of commerce, education, services and culture for Jefferson and neighboring counties. It will draw residents from surrounding areas to its assets and attract spending from visitors and thousands of seasonal residents and tourists that visit northeastern Lake Ontario and the Greater Thousand Islands Region every summer.

Downtown Watertown is a regional employment hub, county seat and center of government, and home to many services and nonprofit organizations. It accounts for approximately 40% of County jobs, employing nearly 19,900 people at an estimated 1,320 businesses. Downtown Watertown hosts many civic institutions including the Jefferson County Office Buildings, Jefferson County Court Complex, Roswell P. Flower Memorial Library, Watertown City Hall, and the Dulles State Office Building. It is also the primary downtown for 40,000 plus residents of Fort Drum (active duty and family members), which is less than 10 miles away. The military base is the largest employer in the North Country and New York State's largest single-site employer with over 15,000 active duty soldiers and over 3,700 civilian employees.

In order to evaluate potential DRI investment, a variety of economic, housing, social and cultural opportunities and challenges have been examined and related recent, ongoing and planned projects have been identified. A set of five key observations emerged which are used to organize this Downtown Assessment:

- **One:** Downtown Watertown has the momentum, character, and assets to be a great place to live, work, and play.
- **Two:** Watertown is the primary Downtown for a diverse region with an expanding visitor base, but millennials have not made their move to call it home.
- **Three:** Downtown is a growing employment center with Fort Drum as its largest untapped consumer market.
- **Four:** Market-rate housing is needed to complement affordable housing investments and attract diverse residents to live Downtown.
- **Five:** Opportunities exist to strengthen and expand Downtown's rich array of recreation, art, cultural, and entertainment amenities.

Many public and private investments have occurred recently in the Public Square area. Further investment and improvements supported by the DRI will continue to transform Downtown for local residents, businesses, and visitors while attracting new investment to the urban core of the North Country.



II. WATERTOWN DRI DOWNTOWN DEFINED

Corridors

Radiating from the Public Square hub, the DRI boundary follows important commercial corridors that link regional population centers and pedestrian-friendly side streets, connecting anchor buildings and expanding street frontage for small businesses.

For the DRI Strategic Investment Plan, the Downtown boundary covers about 0.25 square miles radiating out from the historic Public Square. The DRI area is a 15-minute walk at its widest point from side to side. It utilizes established pedestrian corridors to maintain urban density and walkability. The Downtown's desirable location on the Black River attracts recreation enthusiasts, and its historic architectural charm makes it an attractive and sustainable city center that appeals to a diverse base of people. Anchor institutions include multi-family residential developments, major employers, professional services, and cultural and recreational destinations. The boundaries are:

- **On the north**, the boundary follows the Black River west to North Massey Street and east to Mechanic Street.
- **On the west**, the boundary follows North and South Massey Street from the River to the intersection with Stone Street.
- **On the east**, the boundary follows Mechanic Street from the River to the intersection with State Street.
- **On the south**, the boundary continues from State Street along Parker, Sterling and Gotham Streets, following Mullin Street to the intersection with Sherman Street, and then along Stone Street to its connection with South Massey Street on the west.

A full page map of the DRI boundaries and characteristics is shown on page I-4.

III. DOWNTOWN TODAY: KEY OBSERVATIONS

Key Observation One:

Downtown Watertown has the momentum, character and assets to be a great place to live, work and play.

Despite challenges, Watertown is building momentum and significant new public, private and non-profit investment is fueling building rehabilitations and supportive programming. Downtown can continue to revitalize by taking advantage of its convenient location, growing population in the City and region, untapped market at Fort Drum, and expanding visitor and seasonal resident base.

The Black River Flows Through the Heart of the Downtown.

The Black River flows along the northern edge of Downtown, with the river's Class 3 and Class 4 rapids attracting whitewater kayakers, rafters and outdoor enthusiasts. Integrating activities and Downtown's historic landscape with the Black River and potential park and entertainment amenities at Beebee Island will offer unprecedented free and healthy opportunities for residents and visitors. Reflecting the growing focus on improving walkability and bikeability within the Downtown, a study is underway to improve connections between Public Square and two riverfront parks – the Veterans' Memorial Riverwalk and Whitewater Park. Given the high median age (49) and current concentration of seniors living Downtown, special consideration should be given to ensure that recreation is accessible to older residents including those with mobility challenges.

The river, the hillside along Black River Parkway and several other locations

have slopes which limit certain types of recreation, but can offer unique opportunities to work with the natural landscape. While the river's steep slopes may limit public access, they also inhibit flooding, with only a few narrow strips of the riverfront lying within the 100-year flood zone.

Downtown is a Historic and Cultural Gem.

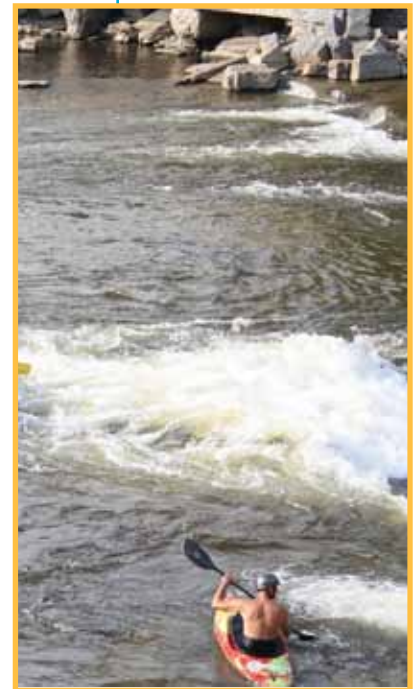
In its DRI application the City set a priority to amplify its efforts in placemaking, capitalizing on its unique and attractive riverfront setting. Civic pride in Public Square has returned and the City has committed to improve its walkability and accessibility. The heart of the Downtown, Public Square is framed by multiple historic and architecturally significant buildings, many with Italianate style façades, and also includes open space, a fountain and monuments.

The Public Square Historic District was listed on the National Register of Historic Places in 1984 to celebrate the area's industrial and community growth between the 1850s and the 1930s.

Listed buildings within the district and in the nearby area, shown in Table 1 on page I-6, include the Paddock Mansion, Masonic Temple, Trinity Episcopal Church, the Jefferson County Courthouse and the Roswell P. Flower Memorial Library. Acknowledging the identity-defining value of history and heritage, especially the City's proud military history and relationship with Fort Drum, is an important component of the City's draw. With this in mind,

Building Blocks

Watertown's many advantages and opportunities include a growing consumer base, balanced employment profile, job growth, current and planned private and non-profit investment and aesthetic appeal; these are the building blocks to revitalization.



Black River

The Black River, which flows through the heart of Downtown, attracts whitewater kayakers, rafters and outdoor enthusiasts.



Map 1. City of Watertown Downtown Revitalization Area Characteristics







Public Square

The heart of the Downtown, Public Square, is framed by multiple historic and architecturally significant buildings, many with Italianate style façades, and also includes open space, a fountain and monuments.

rehabilitation of listed and unlisted structures is of paramount importance in retaining and drawing new residents, businesses and visitors.

Watertown is home to many cultural resources, including the North Country Arts Council, which feature local artists and carry on rich North Country traditions and folk art. Assets also include community theater groups such as the 85-year-old Little Theatre of Watertown, the Lyric Theater and Stage Notes; and the Sci-Tech Center, a year-round hands-on museum of science and technology, designed to drive traffic and interest in Downtown Watertown. The Jefferson County Historical Society collects artifacts, books and documents that reflect a complete record of the history of the County, preserving the history that makes Jefferson County a special place to live, work and visit.

Downtown is Conveniently Located for Residents and Visitors.

Downtown is conveniently located at the junction of three major regional roadways providing easy access to a range of jobs, housing, services, retail and entertainment that residents access every day. The City Center has retained elements of traditional urban character including density, building forms, street system and pedestrian amenities (sidewalks, crosswalks, signalized intersections). Over the past two decades, the City invested approximately \$36 million in streetscape and other public improvements to strengthen the Downtown experience.

Branching out from Public Square, primary transportation corridors include Washington Street (US Route 11), State Street (State Route 12), Arsenal Street (State Route 3), Stone Street, Massey Street, Court Street, Factory and Mill Street. Connecting side streets include Clinton Street, Arcade Street, Park Place, Sherman Street and Coffeen Street. Once a good way-finding system, business signage and lighting is put in place, Downtown will be a logical stopping point for residents and Jefferson County visitors who frequent the Thousand Islands region each year and represent 49% of the region's tourism sales countywide.

While vehicular and freight traffic must be moved through Downtown, high traffic volumes affect the quality of place and essential pedestrian framework of this urban core. Establishing the pedestrian as the mode of priority that drives the acceptable level of service for local streets is standard practice in dense city centers. In January 2017, the City of Watertown adopted a Complete Streets Policy with a goal to "...design, provide and maintain a safe, accessible and well-connected, complete multi-modal

Table 1: Buildings on the National Register of Historic Places

BUILDING NAME	YEAR LISTED
Jefferson County Courthouse	1974
Paddock Arcade	1976
Paddock Mansion	1979
Watertown Masonic Temple	1980
Roswell P. Flower Memorial Library	1980
Public Square Historic District	1984
St. Paul's Episcopal Church	1997
Trinity Episcopal Church and Parish House	2000
Thomas Memorial AME Zion Church	2002
Emma Flower Taylor Mansion	2002
Emerson Place	2003
Public Square Historic District - Boundary Expansion	2016

surface transportation network that meets the needs of all users, regardless of age or ability level, including drivers of automobiles, emergency and freight vehicles, bicyclists, pedestrians, transit users and those with disabilities.” The Complete Streets Policy adopted in 2017 includes context-sensitive design solutions to implement this goal.

Daily traffic volumes and congestion affect safety and the experience of Downtown users. The Annual Average Daily Traffic (AADT) is highest around Public Square (average daily volume of nearly 17,200), followed by Massey Street from Arsenal Street north to Coffeen Street (average daily volume just over 16,000). Other streets with AADT over 7,500 vehicles each day include:

- 13,400 on State Street (Public Square to Mechanic).
- 12,600 on Washington Street (Public Square to Academy).
- 11,600 on Arsenal Street (Massey to Public Square).
- 10,000 on Factory Street (Mill to Mechanic).
- 8,000 on the Black River Parkway (north at Coffeen).
- 7,600 on the Black River Parkway (west at Mill).

Downtown is transit and paratransit-accessible from all parts of the City. The CitiBus Downtown transfer center is one block away from Public Square on Arcade Street. Five bus routes radiate out from the transfer center with 86% of the City within a quarter-mile walk to the bus. Operated by the City’s Department of Public Works, the CitiBus system provided just over 141,000 one way rides on fixed route buses and almost 7,900 paratransit rides in 2014-2015. Buses include wheelchair access and accommodate bicycles with a front bicycle rack. In addition to CitiBus,



transit options include human service agency transport, private taxi, ride share services, volunteer transportation services, private medical transport and private contract service.

The City is working with the Watertown Jefferson County Area Transportation Council (WJCATC), which is the region’s Metropolitan Planning Organization designated by New York State, to improve access for people with disabilities and lower income residents and add routes to meet expanded demand at Fort Drum and new housing and commercial developments. The City and the WJCTAC are also working to expand hours of operation, including evenings, Sundays and holidays, to accommodate child care, evening classes at Jefferson Community College (JCC), shift work, evening events and entertainment and religious services, among others.

Paddock Arcade

The Paddock Arcade is one of many historic and architecturally significant buildings in the Public Square Historic District and listed on the National Historic Register.



Play Downtown

Adirondack River Outfitters, situated along the Black River, is one of Downtown's many "Play" Assets.

Looking regionally as well as across state borders, the Watertown International Airport is a convenient asset for both visitors and residents. Additionally, many Canadian tourists from Ottawa and Kingston travel over the Thousand Islands Bridge by car to shop, dine and receive health care services provided in the region.



Public and Private Investment is Taking Place Across Downtown with More Projects in the Pipeline.

Opportunities for Downtown development include many mixed-use spaces in prime buildings on Public Square and along the radial corridors with a heavy concentration on Franklin Street (Commerce Building, Solar Building and Franklin Street Plaza) and Court Street. Many buildings are multiple stories, making them ideal for mixed-use development, with commercial and retail on the first or second floors and housing options on the upper floors. Specific targets for redevelopment include the Smith Restaurant Supply, Globe Mini Mall and Goodyear buildings on Court

Street and the Tallmadge Tire building on Arsenal Street.

Private developers and business tenants have recently invested approximately \$55 million in Downtown buildings, with approximately \$115 million in planned future investments. The City has invested approximately \$225,000 to restore monuments and approximately \$3.1 million in the Flower Memorial Library. Despite recent activity by some developers, in many cases attainable rents are not currently adequate to cover the cost of rehabilitating upper stories. In addition, the cost of fitting out space for commercial tenants is considerable, and rent concessions are common. Developers are taking a risk, largely because they care about Downtown's future and can see that the momentum is returning both residents and employers to the heart of the City.

Downtown has Exceptional Live, Work and Play Assets.

Downtown may be poised to become a regional choice for Downtown living for a variety of populations including families, members of the military, employees and students. Building on local and regional collaborations with important anchor institutions, like Jefferson Community College (JCC), the City hopes to attract more of tomorrow's young professional's looking for a vibrant mixed-use environment that operates day and night. To be successful, Downtown should be branded and promoted widely to build greater awareness of its assets for Downtown living, especially the important anchor institutions shown on Table 2 (page I-9 opposite) and Map 2 (page I-10).



The Roswell P. Flower Memorial Library, one of Downtown's anchor institutions, is listed on the National Historic Register.

Table 2: Downtown Live, Work and Play Assets

LIVE	WORK	PLAY
Cityview Apartments	Convergys	Paddock Arcade
Brighton Building	Knowlton Technologies	Flower Memorial Library
Mercy Heights	Woodruff Professional Building	Jefferson County Historical Society
Burdick Building	Jefferson County Office Building	JB Wise Pavilion
Bugbee Apartments	City Hall	Veteran's Memorial Riverwalk
Woolworth Building	Key Bank/Community Bank	YMCA
Solar Building	Dulles State Office Building	Adirondack River Outfitters
Franklin Building	Marcy Building	Fun Xcape
Henry Keep Apartments	Watertown Daily Times	Best Western
Olympic Apartments	North Country Family Health Center	Public Square Park
Buck Building	Jefferson County Social Services	Farmer's Market
Black River Apartments	Jefferson County Court Complex	Sci-Tech Center
	WWNY TV-7	
	Agricultural Insurance Company Bldg.	
	Clinton Center	
	Watertown Savings Bank	
	Northern Credit Union	
	The Lincoln Building	



Map 2. City of Watertown DRI Downtown Anchor Institutions

Anchor Institutions

LIVE

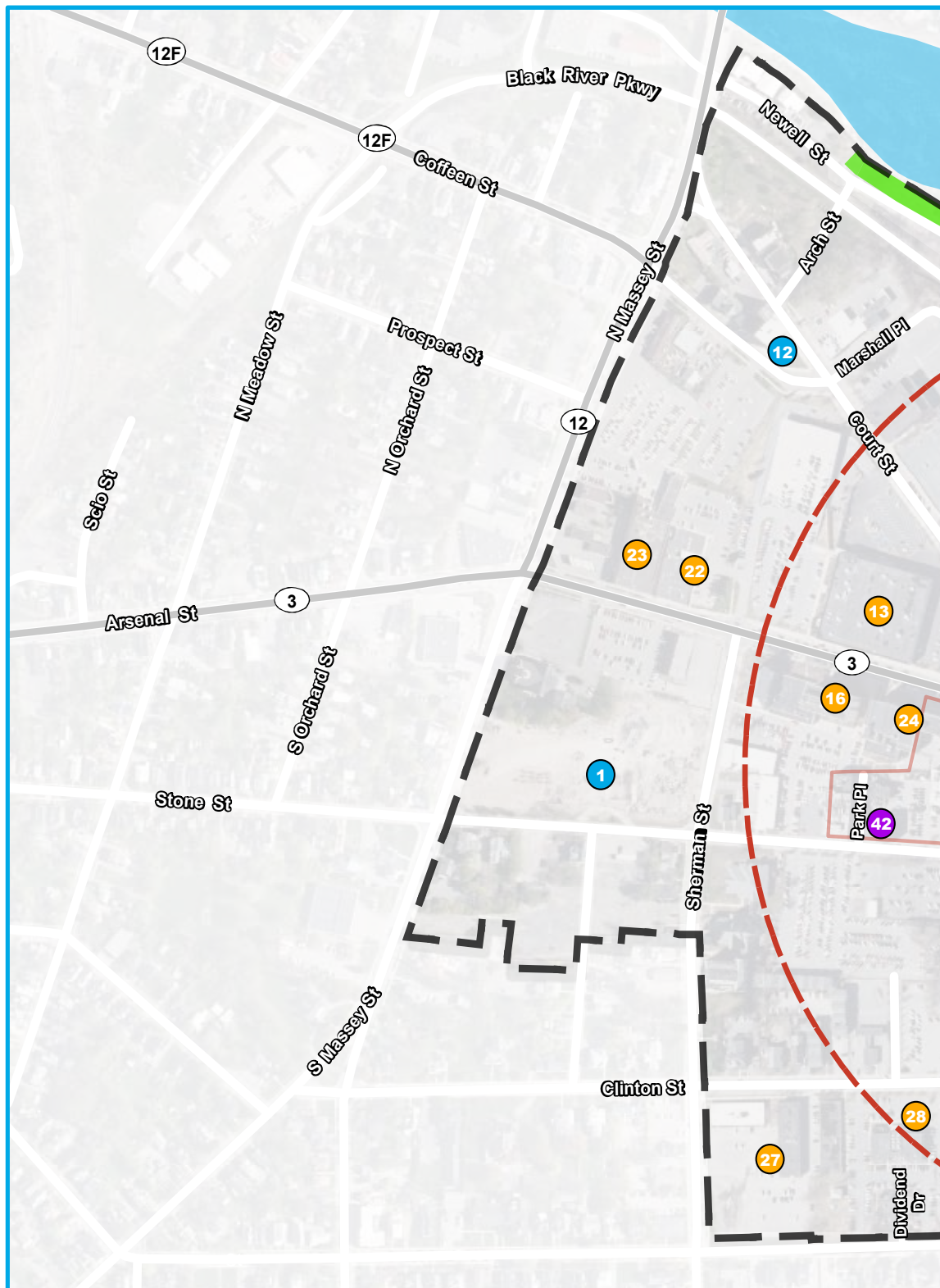
- 1 Mercy Heights
- 2 Woolworth Building
- 3 Solar Building
- 4 Franklin Building
- 5 Henry Keep Apartments
- 6 Olympic Apartments
- 7 Brighton Building
- 8 Burdick Building
- 9 Bugbee Apartments
- 10 Buck Building
- 11 Black River Apartments
- 12 City View Apartments

WORK

- 13 Convergys
- 14 Knowlton Technologies
- 15 Woodruff Professional Bldg
- 16 Jefferson Co. Office Bldg
- 17 City Hall
- 18 Key Bank/Community Bank
- 19 State Office Building
- 20 Marcy Building
- 21 Watertown Daily Times
- 22 North Country Family Health Center
- 23 Jeff. Co. Social Services
- 24 Jeff. Co. Court Complex
- 25 WWNY TV-7
- 26 Agricultural Insurance Co.
- 27 Clinton Center
- 28 Watertown Savings Bank
- 29 Northern Credit Union
- 30 The Lincoln Building

PLAY

- 31 Paddock Arcade
- 32 Flower Memorial Library
- 33 Jefferson County Historical Society
- 34 JB Wise Pavilion
- 35 Veterans Memorial Riverwalk
- 36 YMCA
- 37 Adirondack River Outfitters
- 38 Fun Xcape
- 39 Best Western
- 40 Public Square Park
- 41 Farmer's Market
- 42 Sci-Tech Center



Legend

[] Study Area

[] Parks

[] Five Minute Walkability Circle

Anchor Institutions

● Live

● Work

● Play





Downtown Core Overlay

Most of the DRI area is also in the Downtown Core Overlay, which advances a compact, pedestrian-oriented quality where the synergy between the uses is intended to revitalize the area.

Downtown's Mix of Uses Appeals to its Diverse Population.

Today's Downtown mix of uses is largely commercial (31%) and community services (22%). Housing (including mixed use) occupies approximately 11% of the land. Only 1.5% is used for recreation and entertainment, including the Veterans Memorial Riverwalk Park along the Black River, the YMCA, the JB Wise Pavilion (which hosts the Farmer's Market), Adirondack River Outfitters, Fun Xcape, Public Square Park, Sci-tech Center, the Jefferson County Historical Society, the Flower Memorial Library and the Paddock Arcade.

While parking is an essential component of a viable downtown, within the DRI there are approximately 50 acres of land used for surface parking with less than 10% of the spaces in parking structures. The surface lots are disconnected and disrupt the flow of Downtown activities. Wayfinding signage is limited and potential shoppers, including families at Fort Drum, say confusion about how to navigate Public Square and about where to park deters them from coming Downtown. There was considerable discussion in community meetings about parking issues including whether surface parking breaks down the urban fabric and density; if parking is the highest and best use of Downtown land; whether a new parking structure(s) is needed; options to include structured parking in future newly constructed buildings; and opportunities to repurpose existing surface lots for development or greenspace.

The City's land management regulations encourage a diverse mix of uses necessary for a live-work-play district.

Watertown revised its zoning in 2011 to create a Downtown District, the purpose of which is to support a primarily commercially-oriented district along with a significant amount of upper-floor housing. Approximately 43% of land in the Downtown Revitalization Area is in the Downtown District, 30% is in the Commercial District, 10% is in the Limited Business District and the remaining 17% is a combination of Waterfront, Higher Density Residential and Industrial Districts. Most of the DRI area is also in the Downtown Core Overlay, which advances a compact, pedestrian-oriented quality where the synergy between the uses is intended to revitalize the area. Progressive features of the Downtown Zoning District include relaxed standards for minimum lot size, setbacks and off-street parking requirements.

Table 3: Downtown Land Use

MAJOR LAND USE CATEGORIES	ACREAGE (ROUNDED)	PERCENT
Commercial	52	31%
Community Services	37	22%
Transportation	31	19%
Mixed Use	14	9%
Vacant Land	14	8%

Taken together, parks and conservation; recreation and entertainment; high, medium and low density residential; utilities; industrial and unclassified uses occupy only 18 acres (11%).

A significant amount of land within the Downtown is occupied by public and privately-owned parking lots and structures (See diagram on page I-15). There are 15 public parking lots and structures owned by the City, County and State covering approximately 20 acres and including approximately 1,700 spaces. There are 60 privately owned lots covering approximately 30 acres and including approximately 2,700 spaces. Nearly 400 of the 4,400 total spaces (public and private) are in structured parking located at the Convergys parking area off Arsenal Street and the Dulles State Office Building off of Academy Street.

Table 4: Downtown Zoning

ZONING DISTRICT	ACRES (ROUNDED)	PURPOSE/ALLOWED USES
Downtown Core Overlay	100	Advances compact, pedestrian-oriented quality where the synergy between the uses is intended to revitalize the area.
Downtown	60	Compact pedestrian-oriented quality, primarily commercial district with significant amount of upper-floor housing, etc.
Commercial	40	Neighborhood businesses, professional services, motor vehicle services, gas stations and multi-family uses, etc.
Limited Business	14	Array of professional services and multi-family housing, etc.
Light Industry	7	Wholesale and warehouses, building material and light manufacturing, etc.
Heavy Industry	2	Traditional heavy industry including production, junkyards, stockyards, storage of gasoline, etc.
Residence C	6	Wide array of residential densities, dormitories, health care, education and multi-family housing, etc.
Waterfront	9	Water dependent and water enhanced uses including various forms of recreation and specialty businesses, etc.

Downtown Zoning

Watertown revised its zoning in 2011 to reflect the community's goal for encouraging mixed use development Downtown. The purpose of the Downtown Zoning District is to support a primarily commercially-oriented district along with a significant amount of upper-floor housing.

In addition to maintaining zoning and adopting Complete Streets guidelines, the City is developing a Waterfront Revitalization Plan for the Black River. The City has also been named a Tree City USA by the National Arbor Day Foundation every year since 2000. This award recognizes communities across the country that meet certain standards and have exceptional community forestry programs that contribute to community health and environmental sustainability.

Public Infrastructure Has Capacity to Support Revitalization.

The Watertown Water Department manages the water plant (with capacity

of 15 million gallons per day) and public water lines. The Black River is the City's water source and its quality meets or exceeds all applicable State and Federal Drinking Water Quality Standards. Recent improvements include tank replacement in 2015 and partial water meter upgrades in 2016. The City expanded its lead and copper sampling program in 2017.

The Watertown Department of Public Works maintains 69 miles of sanitary sewers, 46 miles of storm sewers and 30 miles of combined sewers with flows treated at the Watertown Pollution Control Plant (with a 16 million GPD, treatment facility). The City is part of the



Complete Streets

With better utilization of the center of the Public Square, and safer and shorter crossings at the ends, Downtown can become an extraordinary walkable urban place.

Jefferson County Stormwater Coalition. As a Municipal Separate Storm Sewer System (MS4) community, it addresses stormwater control measures identified by the NYS Department of Environmental Conservation (DEC) through the State Pollutant Discharge Elimination System (SPDES) General Permit for Stormwater Discharges from MS4s.

The Watertown Electric Department maintains the City's traffic signals and the electric supply to all City-owned buildings. Private electric service and natural gas service is provided by National Grid. Time Warner/Spectrum, Verizon and WestelCom offer high-speed fiber internet service. Verizon and WestelCom also offer DSL internet service and Time Warner/Spectrum offers cable internet service.

Public Square is a Downtown Icon, but Residents Have Raised Concerns About Walkability, Safety and Accessibility.

Public Square has been a center of business, a community gathering place and a social commons for generations. Communities across the state and around the country are using similar designs to create great places and extraordinary pedestrian environments. Walkability is the heart of urban design, and pedestrian safety is the essence of walkability. Many people, especially seniors and young families with children, say they don't understand how automobiles, trucks, pedestrians and cyclists are supposed to share the streets and safely navigate Public Square. As a result, many say that they avoid the area. Walkability is also more than just a sidewalk. Interesting spaces fuel people's desire to explore on foot.

Considerable effort was made in 2006 to reconstruct the street and improve the Public Square streetscape, but more

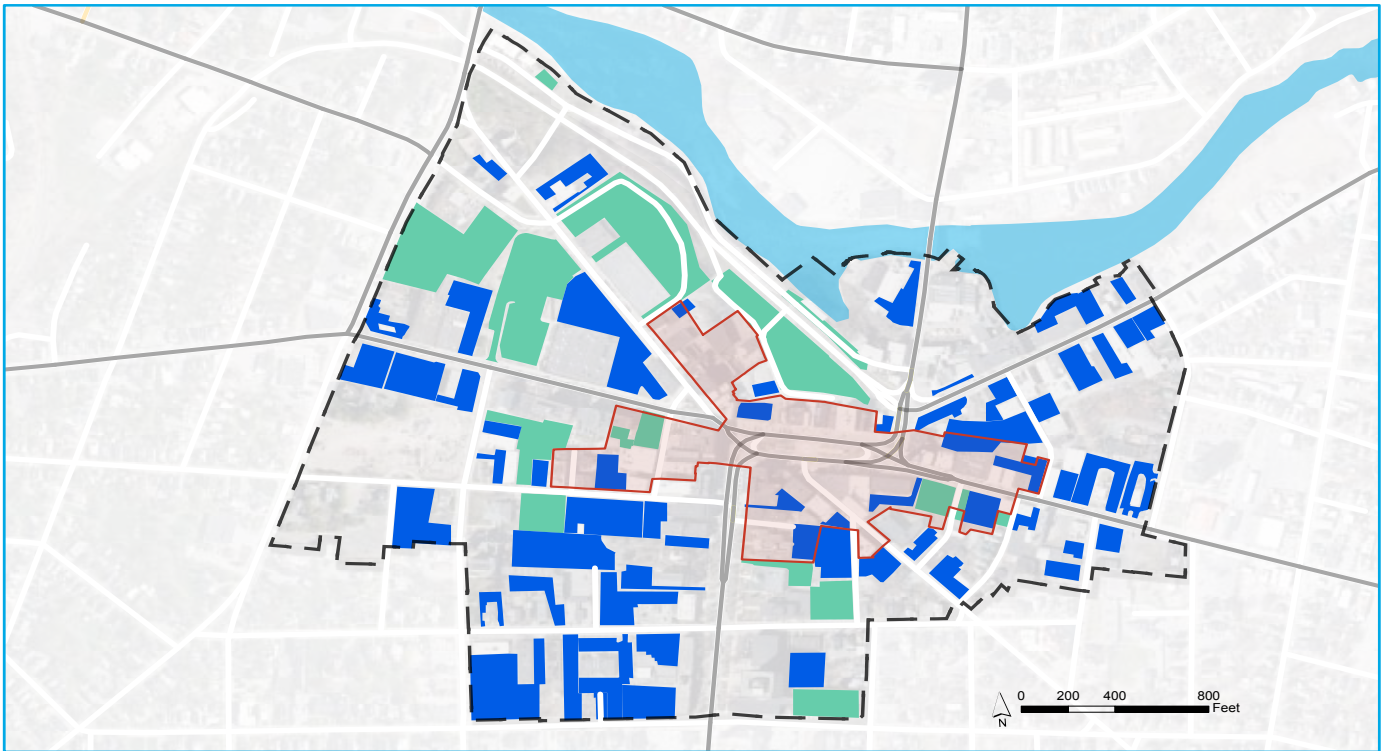


improvements are needed to meet the City's own Complete Streets objectives and address essential urban design principles. With better utilization of the center of the Square, and safer and shorter crossings at the ends, Downtown can become an extraordinary walkable urban place.

The current configuration with six lanes of traffic, long blocks, long crossing distances, and limited active use of the center of the Square makes the area challenging for people and businesses. Today the crossings at each end of the Square are well over 200 feet, and in one instance 282 feet (which takes 3 1/2 minutes to cross from the north side to the south side of the Square). The average Downtown crossing with 4 lanes of traffic and parallel parking is about 60 feet. Designers have observed that these crossing distances and times go directly against human nature.

At a community walk and talk and other discussions as part of this DRI Strategic Plan, participants identified the need to improve and reduce crossing delays and mark crosswalks, make the Square much more accessible, improve circulation, lighting, safety and signage, install bicycle lanes, limit entrances, expand gathering space for events and activate Public Square year-round, including use of empty store fronts as pop-up retail or temporary art space. A heated bus terminal was also suggested. Wayfinding is a critical

Map 3. Downtown Parking



component to helping guide Downtown visitors both as vehicle passengers as well as pedestrians. Consequently, installing directional signage, including shop directories around Public Square and a 'Welcome to Watertown' sign should be considered for the Downtown. It was also recognized that a mural at the Veterans Memorial Riverwalk will increase overall use of the trail.

There was a lot of discussion during the DRI planning process about the need to balance on-street parking and destination parking. People believe there is a parking problem despite there being approximately 4,400 parking spaces Downtown. The number of parking spaces suggests that there should be enough parking available, but location of parking matters a great deal. Poorly located and designed parking lots create gaps that make Downtown less walkable and feel less safe. When a street does not feel safe, people arriving by automobile tend to park as close as possible to their destination, rather than going to the parking lot that may have the

best accessibility. A parking assessment and strategy are needed to identify the best options for Downtown parking to serve a variety of users including business, nonprofit, government and residential.

Related recent, ongoing and planned initiatives include:

- 2006 Public Square Street Improvement**
 In 2006, a \$7.4 million streetscape project was completed to improve traffic flow, walkability and pedestrian and bicycle accessibility, and general Downtown beautification around Public Square.
- Smaller Investments Across Downtown**
 A range of smaller public investments including the resurfacing of streets, streetscape projects, monument restorations and the creation of public parks have complemented the larger projects and added significantly to Downtown attractiveness as well as accessibility.

Downtown parking:

- **Private parking lots**
- **Public parking lots**
- **Historic District**

There are approximately 4,400 parking spaces in Downtown Watertown. This number suggests that there should be enough parking available, but location of parking matters a great deal.



Students Downtown

If awarded funding from the SUNY 2020 program, Jefferson Community College plans to develop TechSpace for workforce training and to serve emerging entrepreneurs in its innovative Fab Lab space similar to the picture shown above. This proposal would draw students and entrepreneurs Downtown every day. As students are exposed to housing choices more may choose to live Downtown, expanding the market for Downtown dining and entertainment.

- **Riverfront Investments**

Over 25 years, new parks and trails such as the Veterans' Memorial Riverwalk have been constructed along the Black River supported by local, State and federal funding sources. More recently, the City invested \$2.7 million in the JB Wise Parking Lot and Pavilion Construction Project which further strengthened the Downtown-river connection. This project utilized a variety of green infrastructure techniques to capture and filter stormwater, eliminated a combined sewer overflow and constructed the Mayor Joseph M. Butler, Sr. Pavilion, which is a central gathering space for the Saturday Farmer's Market, ice skating during the winter and a variety of events throughout the year.

- **NYS Department of State (DOS) Environmental Protection Fund Local Waterfront Revitalization Program (LWRP) Planning Grants**

In 2016, two planning grants were awarded to the City of Watertown for a Downtown Revitalization Plan (\$50,000) and a Downtown-Riverfront Parks Connection Feasibility Study (\$30,000). Both of these will provide a blueprint for Downtown development connected to the waterway. In light of the City's winning of the \$10 million DRI Two funding, the \$50,000 DOS

LWRP Downtown Revitalization Plan award will be used to meet specific planning needs identified during the DRI Two planning process.

Key Observation Two:

Watertown is the primary Downtown for a diverse region with an expanding visitor base, but millennials have not made their move to call it home.

Watertown's Downtown population is growing slowly, aging and earns less than the rest of the City and the County. Although the DRI vision expresses the desire to be a diverse multi-cultural urban center, today's residential population is largely Caucasian. Leading local developers believe there is a latent demand for new Downtown market-rate housing, a trend that is consistent with what's happening in many small- to medium-sized urban communities across the country.

Watertown's Role as the Regional Urban Center Provides It With a Large Consumer Base From Which to Draw.

Watertown draws from a region with enough population and visitor base (including a population of over 40,000 residents of Fort Drum) to support a vibrant, year-round Downtown. The City is one of a few upstate cities to gain population since 2000, growing gradually by 1.2% between 2000 and 2010 and by 2.1% since the last census to an estimated population of nearly 27,000 (in 2016). A summary of demographic trends is shown in Table 5 on the opposite page.

Downtown's population of just over 960 people in 2010 represents roughly 4% of the City's population. The median age of Downtown residents is a significant 15 years older than the City as a whole and the County, with over one-quarter

Table 5: Summary of Downtown Demographics

	DRI DOWNTOWN	CITY OF WATERTOWN	JEFFERSON COUNTY
Population			
Census 2010	962	27,023	116,229
Estimated 2017	973	27,064	120,954
Projected 2022	975	27,062	123,219
Total Households			
Census 2010	524	11,409	43,451
Estimated 2017	530	11,435	45,264
Projected 2022	531	11,442	46,132
Median Age			
Census 2010	47.1	32.4	32.7
Estimated 2017	49.0	33.8	33.8
Projected 2022	50.0	34.8	34.7
Percent of Population Age 65+			
Census 2010	25.8%	13.2%	11.1%
Estimated 2017	28.4%	14.7%	13.1%
Projected 2022	30.5%	16.1%	14.8%
Median Household Income			
Estimated 2017	\$14,694	\$39,374	\$48,862
Projected 2022	\$14,328	\$39,304	\$50,724

Data Sources: (1) ESRI 2017. (2) 2010-2014 ACS 5-year estimate (via Comprehensive Housing Analysis, Watertown Housing Market and Vacant and Distressed Housing Concerns, City of Watertown, New York. GAR Associates, LLC. January 25, 2017).

of residents over age 65. The recent and current efforts to build affordable senior housing Downtown may be reflected in this population trend.

Although the baby boomer generation is healthier and more engaged than past generations, a Downtown with a projected median age of 50 in 2022 will have significantly different accessibility needs, spending power and demand for goods and services than one with a more balanced age distribution. There are concerns about the pedestrian friendliness and safety of the area around

Public Square for seniors and people with disabilities.

Not unexpected, given the concentration of affordable family and senior housing, median household income Downtown is significantly lower than Citywide. While continuing to maintain affordable housing options, the addition of market-rate housing and new commercial space would support the long-term viability of the Downtown and encourage uses such as shops, services, dining and entertainment.

Baby Boomers Downtown

A downtown with a projected median age of 50 in 2022 will have significantly different accessibility needs, spending power and demand for goods and services than one with a more balanced age distribution.



Recreation Tourism

Public Square is a gateway for recreation enthusiasts attracted to the Black River (shown below), which flows through the heart of Downtown, and the greater Adirondacks.



Decisions by two anchor institutions impact the opportunity to attract new residents. Over the past decade, Fort Drum has built a large supply of modern and comfortable housing at a variety of densities on the base. Families and single soldiers who might have considered becoming Downtown residents now have access to affordable new housing that is convenient to their work and on-base services.

Watertown with diverse businesses and services, cultural assets and family friendly entertainment stand to gain the most. In addition to hosting local private and corporate events, the Downtown Best Western provides a convenient location for visitors to explore Downtown. With modern hospitality amenities that appeal to baby boomer and millennial travelers, Watertown can convince day trippers to stay overnight (or longer). Building on regional successes in craft beverages and local food, such as the Thousand Islands-Seaway Wine Trail, has been identified by the City as an obvious opportunity.

Public Square is a primary draw for tens of thousands of American and Canadian visitors and seasonal residents who own or rent summer homes along the shores of Lake Ontario and the St. Lawrence River. It's a gateway for recreation enthusiasts attracted to the Black River and the greater Adirondacks. Visitors often come to Downtown Watertown with the intent to shop, visit cultural activities and take part in the entertainment that Downtown offers. However, to be more effective in drawing these populations into Downtown, there needs to be more emphasis on excellent wayfinding, lighting, signage and well-marked parking to ensure that visitors feel comfortable, want to get out of their cars and spend more time Downtown.

At Jefferson Community College, the addition of dormitories has attracted students who had been commuting to campus to live locally. JCC's proposal to create a Downtown TechSpace will draw students and entrepreneurs every day. As students are exposed to housing choices more may choose to live Downtown, expanding the market for Downtown dining and entertainment.

Watertown is the Primary Downtown for Visitors and Seasonal Residents.

As the Thousand Islands Region achieves international acclaim as a vacation destination, vibrant downtowns like

Tourism is an important and growing industry in Jefferson County. As the county seat and primary downtown, Watertown can benefit, but must avoid becoming dependent on the tourism industry since it typically offers seasonal employment and lower wages. Each year, New York State (NYS) Empire State Development (ESD) issues a report titled "Economic Impact of Tourism in New York – Thousand Islands Region." The report from 2016 finds that Jefferson County remains a

major contributor, although it is more dependent on tourism than other counties in the region. Important findings include:

- Tourism in the Thousand Islands region is a \$522 million industry that supports 9,409 jobs. Jefferson County represents 49% of the region's tourism sales with \$253 million in traveler spending, just over 4,500 jobs and labor income of \$116 million.
- Tourism generated \$64 million in State and local taxes in 2016. Sales, property and hotel bed taxes contributed to \$35 million in local taxes. Jefferson County produced 49.4% of the region's tourism tax base in 2016.
- 8.5% of all employment in the Thousand Islands region is generated by tourism. Jefferson County is the most dependent upon tourism with 10.9% of all employment sustained by visitors.
- 5.0% of all labor income in the Thousand Islands region is generated by tourism. Jefferson County is the most dependent upon tourism with 7.1% of all labor income generated by visitors.
- Tourism spending in Jefferson County has grown by 4.6% since 2014. This spending generates just over \$17 million in local taxes.
- Traveler spending in Jefferson County in 2016 breaks down as follows:
 - Lodging: \$41.2 million
 - Recreation: \$14.8 million
 - Food and Beverage: \$66.5 million
 - Retail Services: \$36.4 million
 - Transportation: \$15.7 million
 - Second Homes: \$78.4 million

Despite focusing more on the Adirondacks than the Thousand Islands, Longwood's International 2016 Adirondack Visitors Report for the Adirondack and North Country Region is instructive for Watertown, especially for turning day

trippers into overnight visitors. It reports 17.8 million person trips to the region including 43% overnight trips with an average stay of 3.7 nights. The overnight trips generated \$1.08 billion in spending, increasing 3.5% from 2015. "Visiting friends and relatives" (at 46%) was the most frequent purpose for an overnight trip, followed by "touring the area" and enjoying activities such as camping, fishing and hiking. Over three-quarters of visitors arrived by a personal vehicle. The top five overnight trip activities and experiences were "Shopping," "Swimming," "Hiking/Backpacking," "Fine Dining," and "National/State Park visits." Watertown has the ability to provide two of these overnight activities: shopping and fine dining.

Key Observation Three:
Downtown is a growing employment center with Fort Drum as its largest untapped consumer market.

Watertown's Downtown enjoys untapped opportunities, positive regional labor force trends and growing tourism investment and related consumer spending. With a solid base of large employers, major nonprofits and public institutions, Downtown's job base has steadily improved in recent years as retail, commercial and service-based industries diversify. As the job market expands, more professional workers will walk to shops and services throughout business hours. Growing the market-rate housing Downtown will help improve activity on evenings and weekends, supporting full-time employment at Downtown businesses.

Downtown can also be a supportive place for entrepreneurs and small business, with partners like the Watertown Local Development Corporation (LDC) already providing financial support to help them

Public Square

Public Square is a primary draw for tens of thousands of American and Canadian visitors and seasonal residents who own or rent summer homes along the shores of Lake Ontario and the St. Lawrence River.



JCC Tech Space
Locating the JCC Tech facility Downtown could help establish Watertown as the entrepreneurial hub in the region.

succeed. JCC has applied for a SUNY 2020 grant that could result in the creation of the JCC TechSpace, a unique Downtown entrepreneurial development and training facility modeled in part around the maker movement.

The Downtown competes with automobile oriented suburban locations and shopping centers near I-81. The retailers in these areas appeal to many shoppers including Fort Drum families who are used to patronizing the same franchise brands when their military service-men and -women are deployed to other areas of the country. These families also consider visiting malls and big-box retail for family entertainment since they offer variety that appeals to many ages. Specific outreach and promotion is needed to engage these and other families and show them that Downtown can offer a mix of goods, services and activities to entertain a family for an afternoon or evening.

The US Department of Agriculture (USDA) rated Jefferson County an A- for food access, with only 14.5% of the population unable to access fresh, healthy groceries and food by USDA. For urban areas, the USDA defines low access to grocery stores as living more than one mile from a supermarket or large grocery store. Stores must meet the definition of a supermarket or large grocery store based on sales and inventory found in a traditional supermarket. While the rating for the County is very good, a portion of the Downtown core is beyond the one mile limit and has considerably lower spending potential making it likely that their food access is more limited. This shortage may help explain growing interest in expanding access to groceries through small Downtown shops as well as the popularity of the farmers market (and the call to expand it to year-round operation).

Economic Trends are Largely Positive and Support a Mix of Employment Opportunities.

A summary of economic trends is shown in Table 6 on the opposite page.

As of 2015, the City of Watertown (zip code 13601) had 1,215 businesses with nearly 19,900 employees (not including Fort Drum) and an annual payroll of \$700.5 million. Average wages increased by nearly 4% between 2015 and 2016 to \$20.82 per hour representing an annual average wage level of \$43,300. It can be inferred that for Jefferson County, the annual average weekly wage rose 6.8% from 2013 through 2015 from approximately \$650 in 2013 to \$690 per week in 2015.



Nearly two-thirds of all residents are in the workforce, reflecting the high percentage of residents over age 65 (28.4%) and high median age (49 years in 2016) who are more likely to work part time or be retired. The unemployment rate reported for 2016 (9.2%) was down from 12.8% in 2013, but higher than the County (6.2% in 2016). In the City of Watertown just under 32% of residents have some form of college but only 20% have earned a Bachelor's degree or higher. Communities with a high percentage of people over 65 who may not have had the opportunity to pursue higher education see lower education

Table 6: Watertown Area Economic Trends

Education	
Some College	31%
Associates Degree	12%
Bachelor's Degree	11%
Graduate Degree	9%
Labor Force Characteristics	
Labor Force Participation Rate	65.2%
Unemployment Rate – City of Watertown (2016)	9.2%
Unemployment Rate – City of Watertown (2013)	12.8%
Unemployment Rate – Jefferson County (2016)	6.2%
Inflow/Outflow of Workers (2015)	
Total Jobs in the City of Watertown	14,900 jobs
Net Jobs Inflow (People Who Live Elsewhere but Commute into Watertown for Work)	6,365 people
Percent of Jobs Held by People Who Both Live and Work in Watertown	29% or 4,300 jobs
Percent of Jobs Filled by In-commuters	71% or 10,600 jobs
Employment Patterns	
Employment in Management, Business, Science and Arts Occupations	33% or 3,600 workers
Employment in Sales Occupations	25% or 2,980 workers
Most Common Types of Employment	
Office and Administrative Support Occupations	1,500 workers
Sales and Related Occupations	1,300 workers
Food Preparation and Serving Related Occupations	1,224 workers
Healthcare Practitioner and Technical Occupations	928 workers
Management Occupations	824 workers
Education and Related Occupations	720 workers
Wage Trends	
Median Hourly Wage Watertown – Fort Drum MSA (2016)	\$16.23 (+ 4% from 2015)
Average Hourly Wage Watertown – Fort Drum MSA (2016)	\$20.82 (+ 3.9% from 2015)
Average Annual Wage Equivalent – MSA (2016)	\$43,300
Average Annual Wage Weekly Increase 2013-2016 (Inferred from County Wage Data)	+6.8% (\$647 to \$691 per week)
Business Count	
Businesses in Watertown Zip Code 13601 (2015)	1,215 businesses
Employees at City Businesses (not including Fort Drum) (2015)	19,900 employees
Annual Payroll at City Businesses (2015)	\$700.5 million
Employment by Industry	
Educational Services, Health Care and Social Assistance Industry	3,049 workers (27% of working residents)
Retail Industry	1,885 workers (16.6% of working residents)
Arts, Entertainment, Recreation, and Accommodation and Food Services Industries	1,500 workers (13.3% of working residents)
Information, Finance & Insurance Real Estate and Professional Services Industries	15% of working residents



Fort Drum

Fort Drum is an untapped market of over 40,000 people who can support Downtown as a place to shop, eat, play and be entertained.

attainment. Since Downtown offers a mix of jobs that are accessible to workers at all education levels, low advanced education levels may be less of a concern than it might otherwise be. Locating the JCC TechSpace (see Priority Project A11) can have a meaningful impact on raising the education level, and thereby employment opportunities in the Downtown. Because the facility also has a strong focus on entrepreneurship, it could help establish Downtown as the entrepreneurial hub in the region.

Consistent with being a center of employment, Watertown has a greater influx of people commuting into the City to work than leave the City to work elsewhere (a net job inflow of 6,365). Of the approximately 14,900 jobs in the City, 29% (4,300) are filled by people that both live and work in the City. The remaining 71% (10,600) are filled by “in-commuters.”¹ These workers live in a wide variety of surrounding communities, with the greatest number coming from Le Ray (5.5%), Brownville (5.5%), Adams (5.1%) and the Town of Watertown (3.9%). Since these workers are familiar with Downtown’s assets they are a good target for recruitment to be future residents if the right choice of housing is available. Whether these non-resident workers move Downtown or not, they are a significant source of consumer demand with each worker estimated to spend approximately \$100.00 per week on retail goods alone.

Although industry and employment data is reported at the City or MSA level, it is largely consistent with the pattern of employment expected in a downtown including dominance of the retail, arts, entertainment and recreation; and accommodation and food services industries, and higher percentages of the people employed in service, sales

and food preparation occupations. The low percentage (only 15%) of residents employed in the higher wage industries including, Information, Finance and Insurance, Real Estate and Professional Services is a concern and may mean that promotion of new market-rate housing will need to reach beyond the City or County.

Fort Drum’s Consumer Spending Potential is Largely Untapped.

Fort Drum is an untapped market of over 40,000 people who can support Downtown as a place to shop, eat, play and be entertained. The base fuels the North Country and the Watertown DRI Downtown is its primary urban center. The military base is New York State’s largest single-site employer and the largest employer in the North Country with over 15,000 active duty soldiers (and the same number of family members) and thousands more civilian workers earning an annual payroll in excess of \$1 billion including over \$300 million in contracts for community development, construction, education, and other services. Fort Drum has one of the highest rates in the nation of military personnel retiring locally. This is a meaningful target market for new Downtown housing and economic activity.

The City and Downtown Enjoy a Broad Base of Local Companies.

The City’s critical employers outside of Downtown include New York Air Brake, Timeless Frames, Car-Freshener Corporation, Samaritan Medical Center, Children’s Home of Jefferson County, Jefferson Community College and Jefferson Rehabilitation Center.

Convergys, Downtown’s largest employer, is a global communications provider of inbound and outbound call handling for sales, marketing and support. Employees

are offered health benefits, retirement, paid vacation, tuition reimbursement and paid training. Convergys created 300 new full-time positions in 2016.

Founded in 1808, Knowlton Technologies LLC, is Downtown's other private major employer. Knowlton is the country's longest-running paper mill. It prototypes and manufactures wet-laid nonwoven infiltration, 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 invest more over the next five years. The company has performed with a 3-to-6% annual growth rate over the last ten years, with workforce expanding from 98 full-time employees in 2008, to 134 in 2014, to its current staff of 150. Current plans are to hire additional employees over the next two years, invest in machinery improvements and go to a three-shift rotation.

Downtown Has an Established Role as a Professional Service Center.

Residents of Lewis, St. Lawrence and northern Oswego counties regularly visit Downtown Watertown to see doctors, dentists, lawyers, financial advisors and other professionals. These visits are opportunities to expose people to shopping, dining and entertainment that may draw them Downtown more frequently. Samaritan Medical Center, which is the primary health care provider for Fort Drum as well as local residents, is undertaking major developments that increase the range of services and improve quality of care. Samaritan continues to exhibit strength as a premier employer, growing by 3% from 2,339 employees in January 2016 to 2,413 in January 2017.



Downtown Supports Small Businesses.

Watertown views small businesses as the backbone of the Downtown economy. The City has a goal of supporting entrepreneurs to open and expand business. The Watertown Local Development Corporation (LDC) has been studying potential opportunities for Downtown retail. The LDC reports that the small business sector has recently created approximately 29 new full-time positions in the Public Square area. These new entities represent the retail, service, non-profit and professional service sectors and provide diverse types of employment opportunities. The Small Business Development Center (SBDC), which is housed in Jefferson Community College, has served nearly 1,500 people, including nearly 480 veterans, in the past two years. Since June of 2015, the Watertown SBDC has facilitated the investment of over \$35.3 million into the region, created 373 jobs, retained 177 jobs and assisted with 169 new business start-ups.

Downtown Supports Small Businesses.

Watertown views small businesses as the backbone of the Downtown economy.



Historic Renovations

Five storefronts of the historic Lincoln Building were recently restored.

Jefferson Community College (JCC) TechSpace Brings Higher Education Downtown and Offers Workforce and Entrepreneurial Development.

The proposed JCC TechSpace will bring students and faculty Downtown, adding a new dimension to daily activity and reinforcing the City's desire to be a center of education as well as employment. JCC TechSpace is an innovative move to transform and expand opportunities for applied learning, create new programs



aligned with community and workforce needs and increase adult learner enrollment. Serving students as well as entrepreneurs, TechSpace will be a multi-faceted program to increase participation and activities in the STEM (Science, Technology, Engineering and Math) subjects and introduce new opportunities for applied learning in Computer Science, Engineering, Energy and Technology.

Related recent, ongoing and planned initiatives include:

- **Washington Street Properties**

Washington Street Properties has invested \$8.7 million to rehabilitate several residential, commercial, office and mixed-use properties in the Downtown, including 215 Washington Street, the Solar Building, Commerce Building and the Lincoln Building, among others.

- **Doolittle & Hall, LLC**

The company recently restored the front façade and five ground floor storefronts of the historic Lincoln Building during the first phase of a substantial renovation. The second phase will restore the rear façade and two second floor commercial units. In December 2016, \$950,000 in State funding helped expedite the total transformation of this key Public Square property that, today, is close to full occupancy of its first floor commercial and retail space.

- **Former Black Valley Club**

The Northern New York Community Foundation recently transformed the former Black River Valley Club at 120 Washington Street into the Northern New York Philanthropy Center. The \$3 million, year-long restoration of the 110-year-old building created space for not-for-profit organizations including The Association for the Blind and Visually Impaired of Jefferson County, Girls Scouts NY-Penn Pathways and the Food Bank of Central NY.

- **The Watertown Local Development Corporation (LDC)**

The Watertown LDC has operated a façade improvement program specifically targeting the Downtown to improve and maintain the historic characteristics of building façades. Over \$2 million has been invested in

façade projects over the past decade.

- **Downtown Retail Market Analysis**

The Watertown Local Development Corporation is conducting a year-long study of potential retail opportunities in Downtown as a key component of business attraction to fill Downtown spaces, reduce competition with suburban shopping and expand the labor force.

- **New Downtown Businesses**

New businesses are opening in recently rehabilitated spaces including Marcy Spa, Boots Brewing Company, Vigilante Yoga and Juice Bar in the Lincoln Building; Spokes Craft Beer and Tapas at 81 Public Square; Rhonda Foote-Works, The Whimsical Pig, Moontide Arts, Bare Knuckle Tattoo, Tarot Café and the Downtown Local Lounge (a wine lounge serving NY State based products) in the Franklin Building. Potential tenants, including a prominent local craft brewery and a local catering business have expressed interest in the soon-to-be restored Masonic Temple.

Key Observation Four:

Market-rate housing is needed to complement affordable housing investments and attract diverse residents to live Downtown.

More people living Downtown can make-or-break revitalization. Downtown Watertown is home to a growing concentration of both market-rate and affordable housing options in the Brighton building, Franklin building, the newly renovated Woolworth and Solar buildings, Henry Keep apartments, Olympic Apartments, Abbey Carpet Building and potentially at the Mercy hospital site where a developer has proposed an additional 108 units which are mostly market rate. The variety of housing plays

a role in attracting residents Downtown, offering a vibrant city center where people want to work, live and raise a family and will stimulate new economic activities.

Housing in the Downtown is Clustered Around Public Square and Connector Streets.

Clustered around Public Square, 570 Downtown housing units (5% of City total) radiate out along Court, State, Franklin and Washington Streets. Almost 87% of Downtown residents are renters and the vacancy rate of 8.6% is only slightly lower than the Citywide rate of 9.2%. Just over 71% of units were built before 1959, with little new housing added since 2010. A summary of housing trends is shown in Table 7 on page I-27.

The 2016 Housing Analysis Evaluated a Range of Housing Issues.

A 2016 Housing Analysis conducted by GAR Associates identified an optimal Citywide housing strategy with a focus on affordable housing. It considered population projections, changing military troop strength at Fort Drum and an increase in rental occupancy over homeownership. Findings related to Downtown include a shortage of newly constructed or rehabilitated spaces and a need for senior housing at all price points. The analysis also found that there is a perceived substandard level of housing options within the City of Watertown and a somewhat aged and dated nature of many of the physical properties.

Based on review of building permits and development activity, a total of nearly 600 new apartments and 320 new single or multi-family units (4 or more apartments) have been created within the city since 2005, which has adequately accommodated population and household growth. Much of this rental product has

Downtown Housing

More people living Downtown can make or break revitalization.



Brighton Empsall Apartments

*Just one of
the growing
concentration of
both market-rate and
affordable housing
options in Downtown
Watertown, the
Brighton building
will offer 36 mixed
income apartments
in a restored historic
1904 building.*

been targeted to lower income families, and very little new market-rate housing has been developed.

There has been a substantial amount of new construction of new housing types outside the city that has accommodated much of the regional demand. Discussions with property managers at Beaver Meadows, Eagle Ridge and The Preserve at Autumn Ridge indicate tenant profiles that include empty nesters, relocations



and smaller families, but there has not been significant movement by existing city residents to these projects. When given the option, households that have never lived in the City of Watertown appear to be choosing newer products as opposed to existing, but older, housing in the City. This has resulted in rental concessions and in many cases increased vacancy for city properties.

Downtown Needs to Balance Affordable and Market-Rate Living.

Recent restoration and development of residences, both affordable and market rate, will offer a variety of price points that can draw students, young professionals, families at all income levels, entrepreneurs and seniors, creating a model mixed-use, mixed-age and mixed-income urban center.

In recent years, significant progress has been made by Neighbors of Watertown and other non-profit private developers to develop mixed-use buildings with affordable housing. There is a current need for market-rate rental units to balance the Downtown inventory, but the costs of rehabilitating many buildings are high, especially for fire suppression and providing multiple means of egress, and current market rents do not justify the investment by some developers.

Related recent, ongoing and planned initiatives include:

- **Woolworth Building**

Home of the original five and dime and an anchor of Public Square, the Woolworth Building was rehabilitated, 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, and full occupancy of the housing units was achieved shortly after the renovations were completed.

- **The Brighton Empsall Apartments**

A multifamily, multiage, mixed income and mixed-use project on Court Street, located in a 22,500 square foot historic 1904 building, the Brighton Empsall Apartments were recently restored, including 36 apartments, a connection to the J. B. Wise municipal parking lot, and reuse of several vacant lots for landscaped handicapped access and parking.

- **Neighbors of Watertown, Inc.**

The organization recently invested \$5.9 million in the renovation of 262 units of senior housing at the Bugbee, Henry Keep, Centennial, Brighton and Olympic apartment buildings.

Table 7: Downtown Housing Summary

	DRI DOWNTOWN	CITY OF WATERTOWN	JEFFERSON COUNTY
Total Housing Units			
Census 2010	573	12,562	116,229
Estimated 2017	579	12,818	120,954
Projected 2022	584	13,017	123,219
Percent of Renter Occupied Households			
Census 2010	86.7%	53.2%	31.4%
Estimated 2017	87.0%	53.3%	31.8%
Projected 2022	86.6%	52.9%	31.8%
Percent of Owner Occupied Households			
Census 2010	4.7%	37.6%	43.6%
Estimated 2017	4.5%	35.9%	42.3%
Projected 2022	4.3%	35.0%	41.4%
Overall Vacancy Rate			
Census 2010	8.6%	9.2%	25.0%
Estimated 2017	8.5%	10.8%	25.9%
Projected 2022	9.1%	12.1%	26.8%
Median Value of Owned Home			
Estimated 2017	\$112,500	\$132,691	\$146,192
Projected 2022	\$120,000	\$150,222	\$189,042
Percent of Housing Units Built 1959 or Earlier	-	71.1%	47.1%
Percent of Housing Units Built 2010 or Later	-	0.3%	1.3%

Data Sources: (1) ESRI 2017. (2) 2010-2014 ACS 5-year estimate (via Comprehensive Housing Analysis, Watertown Housing Market and Vacant and Distressed Housing Concerns, City of Watertown, New York. GAR Associates, LLC. January 25, 2017).

Improvements have been made to energy efficiency, heat pumps, roofs, windows and doors, kitchen and baths and the common area and community room.

- Former Mercy Hospital Site**

The former Mercy Hospital, which encompassed an entire city block between Arsenal and Stone streets, has been demolished and the redevelopment plan calls for a \$60 to \$70 million investment to create a

new mixed-use site with 108 market-rate and affordable one and two bedroom apartment units, two office buildings and a community center.

- Berow and Monroe Building**

A local developer, S&J Properties of Watertown, LLC, has started the \$650,000 Phase I restoration of the long-abandoned Berow and Monroe Building at 138 Court Street. The project will create ground-floor



Attracting Generations

Millennials and empty nesters seek places with Watertown's signature amenities including historic architectural charm, walkability and bikability, accessible parks, waterfront access, culture and the arts and entertainment.

commercial space (possibly for a grocery store) and upper-floor loft-style apartments. The same developer is also pursuing mixed-use development at 152-154 Court Street, the home of Dr. Guitar Music, with plans to invest \$750,000 to create additional market-rate housing in the spacious second floor of the structure.

Key Observation Five:

Opportunities exist to strengthen and expand Downtown's rich array of recreation, art, cultural and entertainment amenities.

Millennials and empty nesters seek places with Watertown's signature amenities including historic architectural charm, walkability and bikability, accessible parks, waterfront access, culture and the arts, and entertainment. While the percentage of baby boomers living Downtown is higher (based on median age), millennials have not made their move to Downtown Watertown yet.

To attract more residents and visitors, creating and expanding public gathering spaces around Public Square should improve accessibility and pedestrian amenities, wayfinding signage, lighting and street and traffic patterns. Branding Downtown as a live-work-play district with the explicit goal of being an intergenerational urban neighborhood, and promoting housing as it comes on line as part of the live-work-play identity will be important.

Current and future investments including reconstruction of the JB Wise Parking Lot and Pavilion and development of the Veteran's Memorial Riverwalk development are strong draws. A new shuttle service brings people to the popular Greater Watertown-North

Country Farm and Craft Market located at the JB Wise Pavilion. The City and the LDC sponsored three summer block parties on Public Square to draw more residents, military families, students and seasonal residents and visitors Downtown.

Broadening Recreation Opportunities Promotes Community Health.

The present YMCA provides tremendous economic, healthy living, and social benefits for Downtown Watertown. Many of its traditional activities such as exercise classes and a variety of after-school educational programs create more opportunities for socialization and increasing economic activity. For example, the YMCA's after-school programs allow working parents to give their children a safe place to be active while receiving tutoring services after school. Studies have also found that adolescents and older teens who participate in education programs offered by YMCAs improve their achievement levels, are less likely to drop out and are more likely to pursue higher education. The Watertown YMCA is a staple Downtown, but is in significant need of a new modern facility that can meet the diverse needs of the community. Participants in the DRI process have expressed the need for a new aquatics facility and a center for racquet sports. The City is actively working to keep the YMCA Downtown including identifying a preferred location to construct a new facility.

The Black River is a Recreation Spine.

Few cities have the opportunity to connect to a river and riverwalk within a five minute (or shorter) walk. An ongoing study will identify opportunities to improve linkages to Public Square, create safe pedestrian and bicycle access and broader access and use of this incredible asset. Discussion in the DRI community engagement process



Masonic Temple
Adding another cultural and entertainment venue at the Masonic Temple will encourage exploration in the neighborhood.

strongly supported working with existing owners to determine the feasibility of acquiring Beebee Island for a public park, creating a major amenity and event space.

Embracing Downtown's Cultural Identity Makes Watertown a Model Creative Place.

Creative placemaking leverages the power of the arts, culture and creativity to catalyze positive economic and social change, and enhance quality of life. Public Square is a highly visible “creative place” and community gathering center. It is the hub of cultural, arts and heritage activities and the destination for most of the City’s large community events including holiday gatherings, parades, the Farm and Craft Market and public celebrations. It’s an obvious location to be the core of a public art program.

Downtown boasts many other important cultural assets as well. Watertown’s creative center, the North Country Arts Council, offers classes and brings artists and art to the City. The Little Theatre of Watertown, the City’s 85-year-old

community theatre, and the Sci-Tech Center, a year-round hands-on museum of science and technology, can also attract local and regional residents as well as visitors.

Adding an additional entertainment and cultural venue at the Masonic Temple will encourage visitors and residents to explore the neighborhood, and linger longer. In 2014 the building was purchased by 242 Washington Street LLC and \$600,000 worth of improvements were made to stabilize it, replace the main roof and develop office space on the first floor. The second phase of the project, funded by a \$500,000 Restore NY grant and \$125,000 in owner match, will replace the portico roof, restore two supporting columns, construct a new entrance and replace the back wall and basement windows. After the building is stabilized much work remains in order to fully restore the structure and create a property that will help to transform the cultural scene in Downtown Watertown.



North Country Farm and Craft Market

The City's support of this market is a direct link to its goal of strengthening ties to locally-produced food, craft beverage and culture.

Related recent, ongoing and planned initiatives include:

- **The Flower Memorial Library**

Listed on the National Register of Historic Places in 1980 the Library remains one of Downtown's most prominent, unique and special historic buildings that attracts residents and visitors. The library invested \$2 million in 2005 and \$1.12 million in 2017 to replace the HVAC system, ductwork, damaged flooring and ceiling tiles.

- **Greater Watertown - North Country Farm and Craft Market**

In an effort to draw residents and visitors Downtown to its popular Greater Watertown-North Country Farm and Craft Market, the City operates a new shuttle service from three public parking lots to and from the market. The 40-year-old market (which accepts EBT and SNAP) is the longest running in the North Country attracting over 50 vendors in 2017 (20% increase over 2016). Free performances, local musicians and vendor demonstrations further enhance the market which directly supports local agribusiness, artisans, crafters and farmers. The City's support of the market is a direct link to its goal of strengthening ties to locally-produced food, craft beverage and culture.

- **Summer Public Square Block Parties**

To increase cultural identity while attracting residents, military families, students and seasonal visitors, the City partnered with the Watertown Local Development Corporation (LDC) to host three Summer Block Parties on Public Square. The block parties feature family-friendly events, local bands, local food and beverages, a children's play area, entertainment,

games and opportunities to highlight local businesses. The LDC has committed \$12,000 towards the events for 2018, which harken back 25 years to when the City held a full series known as "Party in the Square."

- **Black River Fall Fest (BRFF)**

The BRFF is held the second Saturday of September each fall. It is a twenty-year tradition that showcases Downtown Watertown and the Black River. Organized and facilitated by the Downtown Business Association, the BRFF gives the public another opportunity to enjoy what Downtown has to offer. This family-friendly event attracts hundreds to Public Square to enjoy, local bands, food, entertainment, crafters with an opportunity to visit Downtown businesses during daytime hours.



Black River Fall Fest
*The Watertown
Downtown Business
Association hosts the
annual Black River
Fall Fest on Public
Square, with craft
and food vendors and
live entertainment
and demonstrations.*





IV. PAST DOWNTOWN MUNICIPAL PLANNING EFFORTS

Watertown Has a Long History of Public Planning

This section summarizes some of the many plans, strategies and conceptual designs the City has advanced and, where appropriate, calls out the recommendations that are directly relevant to the DRI Downtown.

Economic and Market Condition Analysis (2006)

The 2006 study identified real estate market conditions and commercial development opportunities, particularly in Downtown and along the Black River. The process analyzed trends, conducted focus groups, surveyed businesses and property owners and interviewed realtors, property owners, developers and investors. It found that:

- The Watertown trade area is increasing in size and spending power.
- 6,000 seasonal homes were on the County tax roll in 2009, representing consumers with higher incomes and more discretionary spending potential.
- Dominant market segments include moderate income to middle-class families and couples with interest

in traditional small town or rural pursuits.

- The Fort Drum market is young, ethnically diverse and well educated. The majority of households living on base include children under age 18. Fort Drum was projected to add more than 5,000 soldiers and 4,700 family members to the trade area market by 2009, increasing spending power and demand for goods and services.
- The Black River draws on a strong market for water-based recreation in the region, drawing tourists with considerable consumer spending power.

Recommendations that are relevant to the DRI Strategic Investment Plan include:

- Lower barriers to river use by making it easier to rent bikes and kayaks, offering instruction to beginners, providing transportation between launch sites, and offering convenient “rendezvous points” located near Downtown restaurants and stores.

- Repeat 2006 intercept surveys to identify additional amenities that would attract more residents and visitors Downtown.
- Advance the specific opportunities identified through research and by participants including demand for:
 - o Fine dining and/or ethnic restaurants.
 - o Apparel and accessory stores.
 - o Specialty food stores including gourmet and ethnic foods and a year-round farmers market.
 - o Specialty retail stores including jewelry, photography, art supplies, hobby and toy shops.
 - o Entertainment venues for music and theater, particularly during the tourist season.

Black River Whitewater and Trail Feasibility Study (2006)

The Black River Whitewater and Trail Feasibility Study identified possibilities for in-stream improvement on a selected reach through the City. The project sought to create linkages, redevelop historic sites, enhance tourism, increase pedestrian access, refute concerns about safety and pollution and increase recreation assets.

Recommendations that are relevant to the DRI Strategic Investment Plan include:

- Integrating Mill Street Falls and Beebe Island. The “Mill Street Canyon” should be restored to its early 1900s flow path. This would require eliminating in-river structures, rerouting utilities, and adding access trails and spectator points along the River’s left bank to connect to the Downtown core, and draw people to the River.
- Focusing on the first three rapids and Veteran’s Memorial Riverwalk. Develop a trail connection that uses

the area’s unique geography and takes pedestrians to the large limestone ledge that parallels the river and links to Hole Brothers, passing under Court Street.

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

The City’s Black River Local Waterfront Revitalization Program (LWRP) identifies revitalization actions. Its vision maintains water dependent uses (hydroelectric facilities and whitewater rafting outfitters) while transitioning the riverfront to a mixed-use social gathering place with restaurants, specialty stores, cultural amenities and quality residences. New development will showcase the natural, scenic, historic, open space and recreational opportunities, increase public access and create a dedicated blueway trail. Goals address land use and zoning, pedestrian connections, maintaining diversity of the whitewater recreation system, reuse of vacant properties and aesthetic improvements.

Recommendations that are relevant to the DRI Strategic Investment Plan include:

- Connect Downtown to the waterfront by adding restaurants, cafes, river outfitters, outdoor food stands, open space, community and civic activities, parks and trails.
- Support mixed-use development of Factory Square including preservation and reuse of several very unique industrial waterfront buildings. Create a destination whitewater park at Sewall’s Island to encourage future competitions and daily recreational use.
- Develop a Black River Greenway and Blueway Master Plan, advancing programs to improve signage and façades, stabilize buildings, assess adaptive reuse feasibility of properties and develop strategies to finance improvements and promote the River as a tourism driver.

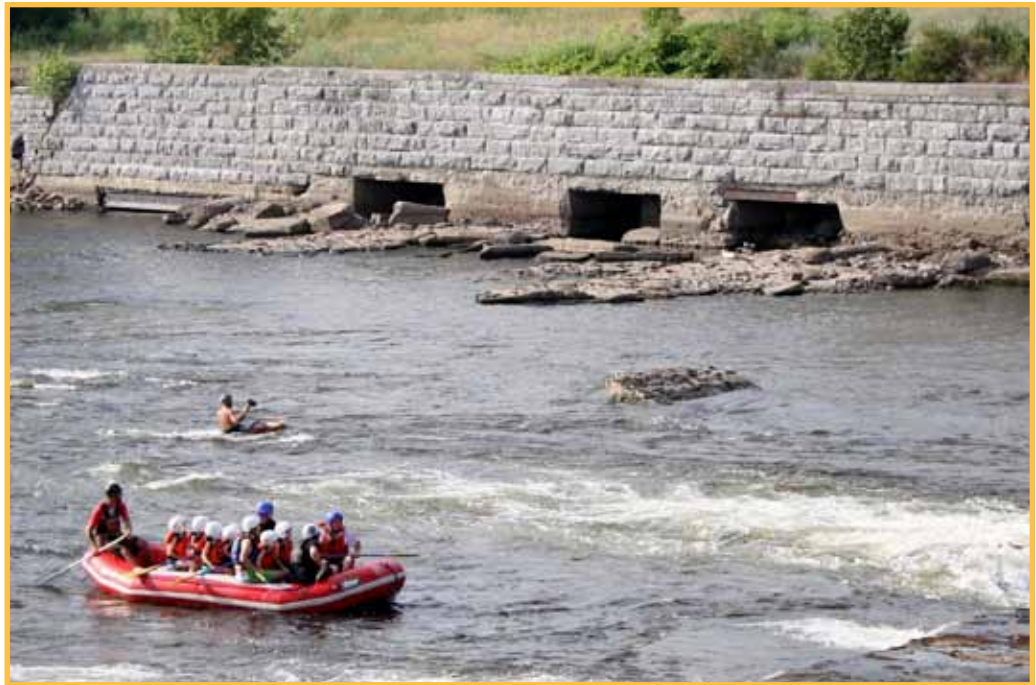
Economic and Market Conditions Analysis

This study identified a range of existing conditions and commercial development opportunities in Downtown and along the Black River.



Black River Whitewater and Trail Feasibility Study

This study explores the opportunities that exist along and within the Black River for recreational entertainment.



Reconstruction of JB Wise Lot and Pavilion (2012)

Phase III Black River Rediscovery includes reconnecting Public Square and the Black River. In 2012, this linkage was improved by making improvements to traffic access and circulation, utility upgrades, pavement replacement and pedestrian improvements at the JB Wise Parking Lot. New water lines and sanitary and storm sewers replaced 100-year-old facilities and eliminated combined sewer overflows into the river. A new entrance from Public Square and a new access drive connecting to Marshall Place and Court Street improve vehicular and pedestrian access. Green infrastructure that improves water quality was added through landscaped rain gardens and permeable pavement. A covered walkway and restrooms were also constructed.

Restore NY Program – Masonic Temple (2016)

The Masonic Temple Restoration Project will create a mixed-use facility with commercial, retail, performing arts, and

entertainment space under one roof that can increase economic activity and drive continued Downtown revitalization. To date the building exterior has been stabilized, the main roof has been replaced, windows secured, pipes repaired and asbestos remediated. The renovated first floor has two professional office tenants. The project received \$500,000 in Restore NY funds in 2016 that will be used to rehabilitate the basement, portico roof and exterior columns.

City of Watertown Complete Streets Policy (2017)

The Complete Streets Policy, adopted in 2017, guides the design and maintenance of a safe, accessible and well-connected multi-modal surface transportation network that meets the needs of all users, regardless of age or ability level, including drivers of automobiles, emergency and freight vehicles, bicyclists, pedestrians, transit users and those with disabilities. The policy applies to all publicly and privately funded projects that affect the right-of-way and to privately constructed

streets, parking lots and connecting pathways. The goals behind the policies include:

- Ensuring safe travel for pedestrians, bicyclists, transit users and those with disabilities, in addition to motor vehicle operators.
- Increasing economic activity by making the City's commercial areas more attractive and accessible, and encouraging non-vehicular travel.
- Providing safe walking and bicycling routes to school for students.
- Improving health and physical fitness of City residents.
- Considering population and other trends leading to reduced need for future rebuilding.

1999 and 2018 Community Forest Management Plans

The City's Community Forest Management Plans analyze the tree inventory and provide management recommendations. The 2018 strategy builds on the 1999 Urban Forest Management Program which focused on street tree management for City owned property and outlined maintenance priorities, routine pruning schedule, young tree/small tree training approaches, and annual street tree planting guidelines. The 2018 Strategy inventories the tree population, identifies maintenance including replacement when necessary, annual pruning needs, a five-year budget and maintenance schedule. It describes the:

- Economic, environmental and social benefits of an urban forest using the USDA Forest Service's i-Tree suite of software tools.
- Current tree inventory including a range of characteristics that affect management such as species diversity, diameter, class distribution and general health.



JB Wise Lot and Pavilion Reconstruction

Developed to improve the connection between Public Square and the Black River, this project revitalized the JB Wise parking lot, constructed a small walkway and implemented a variety of traffic, utility and pedestrian improvements.

- Activities to advance a multi-year management program including tree removal, routine tree pruning cycles, inspections, community outreach and timeframe to updating the inventory and plan.
- Comprehensive response to invasive species that threaten the urban forest.
- Overall planting plan including overall capacity for and location of new trees, tree canopy expansion, species diversification and analysis of planting sites by type, dimensions and quantity.
- Storm preparedness plan policies to reduce storm related risks the forest faces.

2006-2008 Public Square Reconstruction and Streetscape Enhancement Project

The Downtown Watertown Streetscape Enhancement Project invested \$7.1 million for complete reconstruction throughout Public Square and Washington Street up to Stone Street, using funding from a variety of federal, State and local sources leveraged by legislators representing Watertown. Improvements included streets, curbing, sidewalks, brick pavers, street trees, tree grates, landscaping, streetlights, kiosks and street furniture, water lines, sewer lines, improved crosswalks, event space, fountain repairs, and modification to existing channelizing islands as well as additional landscaping. Unforeseen delays related to shallow electrical and phone lines delayed completion to December 2008.



Factory Street

The \$13 million reconstruction of Factory Street represents a significant Downtown investment. View looking east down Factory Street.



V. BUILDING ON THE NORTH COUNTRY REDC PRIORITIES

Watertown's DRI priority projects help the North Country Regional Economic Development Council (NC REDC) to meet its goals of job growth, business development, downtown attractiveness, livability, walkability, complete streets and connectivity.

The NC REDC has observed that “many North Country communities maintain historic but underutilized downtowns and main streets that must be transformed into vibrant centers to attract new visitors and residents alike.” In response, Watertown's DRI Strategic Investment Plan advances the NC REDC's vision, Strategic Plan, Urban Revitalization Initiative and Veterans Initiative by advancing community development, supporting entrepreneurs and small businesses; promoting the region as a special place to visit, live, work and study; and activating international tourism to diversify the economy.

Community, the 2016 NC REDC Strategic Plan Progress Report, speaks directly to Watertown, saying that “significant investments have been and continue to be made in the City of Watertown, helping

the county seat of Jefferson County make physical improvements in the Downtown center and prepare for more economic growth related to Fort Drum, manufacturing and the service/tourism industries.” The investments mentioned include:

- A \$2.5 million Restore NY award for rehabilitation of the Woolworth Building for affordable housing and small business.
- Over \$4 million supporting demolition of the blighted Mercy Hospital.
- The \$13 million reconstruction of Factory Street (NYS Route 283), a key link between Downtown Watertown, the northeast section of the city, and Fort Drum.



Woolworth Building

A \$2.5 million Restore NY award rehabilitated the Woolworth Building for small business and affordable housing.

2016 projects included completing Phase II Revitalization of the historic Lincoln Building; preparing a Downtown-Riverfront Parks Connection feasibility study; finalizing the LWRP; adopting a Complete Streets Policy, and planning to create a Cross-City Trail Connection Plan.

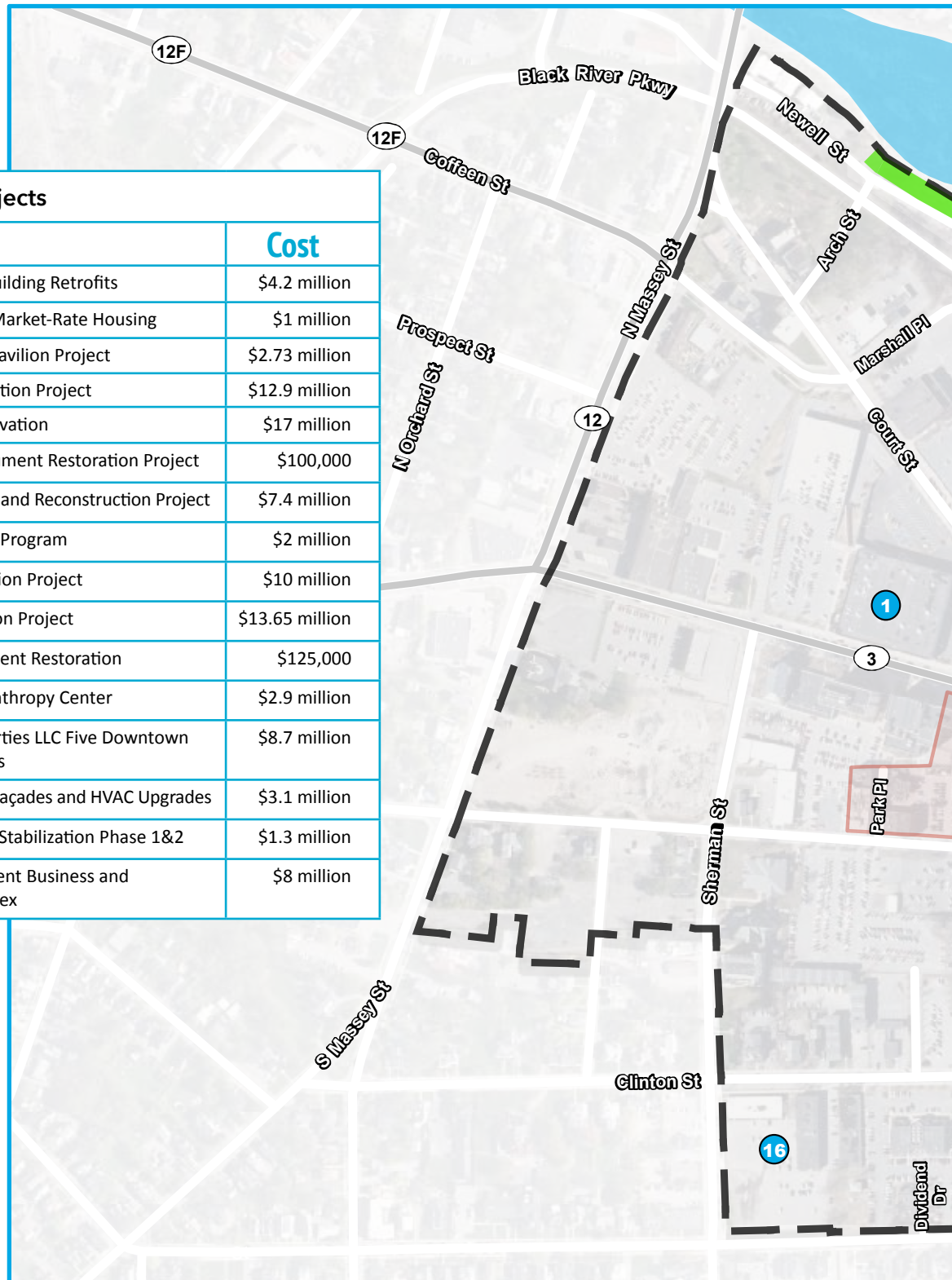
Although well outside the DRI boundary, the City will also use \$5.85 million to construct the Western Boulevard Road Connector immediately adjacent to I-81, the retail and service-related activity hub in Watertown and Jefferson County. Other priority projects have included the Community Rental Housing Program; support for expansion of North American Tapes Machinery Business; and support to develop the new Watertown Industrial Center Building.

Through its Veterans Initiative, the NC REDC recognized “the men and women of Fort Drum who are defending freedom around the world...” and argued that “the North Country is uniquely positioned to harness the skills and leadership abilities of our military veterans, thanks to the presence of the 10th Mountain Division and Fort Drum.” The NC REDC also praised the Adirondack Economic Development Corporation’s Veterans Assistance Program for helping departing military personnel who are interested in pursuing entrepreneurial opportunities. These programs are of critical interest to Watertown.



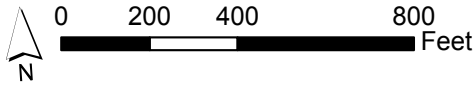
Map 4. Recent Downtown Investment Projects

Recent Investment Projects		
#	Project	Cost
1	Convergys Corporation Building Retrofits	\$4.2 million
2	S&J Properties Court St. Market-Rate Housing	\$1 million
3	JB Wise Parking Lot and Pavilion Project	\$2.73 million
4	Factory Street Reconstruction Project	\$12.9 million
5	Woolworth Building Renovation	\$17 million
6	Soldiers and Sailors Monument Restoration Project	\$100,000
7	Public Square Streetscape and Reconstruction Project	\$7.4 million
8	WLDC Downtown Façade Program	\$2 million
9	Franklin Building Renovation Project	\$10 million
10	State Street Reconstruction Project	\$13.65 million
11	Roswell P. Flower Monument Restoration	\$125,000
12	Northern New York Philanthropy Center	\$2.9 million
13	Washington Street Properties LLC Five Downtown Projects with Various Uses	\$8.7 million
14	Flower Memorial Library Façades and HVAC Upgrades	\$3.1 million
15	Masonic Temple Building Stabilization Phase 1&2	\$1.3 million
16	Clinton Center Development Business and Professional Office Complex	\$8 million



Legend

- Study Area
- Recent Investment Projects
 - Private
 - Public
- National Register Historic District
- Parks





VI. LOCAL ORGANIZATIONAL AND MANAGEMENT CAPACITY TO EFFECT CHANGE

The City has the capacity to implement the DRI Strategic Investment Plan through a variety of local development agencies, City leadership and non-profit organizations. It has a long history of managing and implementing a diversity of economic development initiatives that include publicly funded initiatives and projects developed through public/private partnerships.

Key Partners Possess the Skill and Experience to Implement the DRI Strategic Investment Plan.

In 2016, in anticipation of seeking the DRI designation for the 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 was instrumental in developing the City's successful DRI application and has demonstrated a commitment to building and implementing the Strategic Investment Plan that the City is developing. Together with members of the Local Planning Committee these partners remain staunch advocates for Downtown Watertown's revitalization.

Leadership from the following key local partners will help leverage resources and implement the DRI Strategic Investment Strategy:

- **City Planning Department**

The City of Watertown Planning Department is responsible for guiding development and managing future growth patterns within the City. It proposes and implements programs, projects and legislation that positively affect the development of the City as a community. Topics that fall under the Planning Department's purview include Zoning, downtown revitalization, tree planting, historic preservation, housing programs and economic development.

- **Greater Watertown North Country Chamber of Commerce**

With roughly 700 members, the Chamber represents the business interests of over 22,000 employees throughout Jefferson County and the region, and has representation from every business sector as well as government and the military.

- **Development Authority of the North Country (DANC)**

The Development Authority of the North Country works with partners to meet the region's infrastructure needs in water, sewer, housing, telecommunications and in solid waste management. The Authority also provides technical services to North Country municipalities to strengthen communities and build capacity for economic development.

- **Watertown Downtown Business Association**

The Watertown Downtown Business Association (DBA) is a consortium of businesses and individuals that work to create opportunities for members to promote and improve the quality of Downtown Watertown. The Watertown DBA aims to cultivate the economic growth of Downtown Watertown by creating an inviting, dynamic and sustainable business district.

- **Watertown Local Development Corporation**

The Watertown Local Development Corporation's (LDC) mission is to help foster an environment of cooperation between City government, economic development agencies and the private sector with the goal of promoting economic expansion and prosperity in the City of Watertown.

- **Watertown Urban Mission**

Watertown Urban Mission serves residents in the City and throughout Jefferson County, and works with community services organizations to meet needs adequately and efficiently. The Urban Mission brings more than 50 member churches together with a range of community-minded organizations, businesses and individuals to help people through difficult times.

- **Neighbors of Watertown, Inc.**

Neighbors of Watertown (Neighbors) is a not-for-profit corporation and Neighborhood Preservation Company serving an area that encompasses Downtown. Over the years, Neighbors of Watertown has provided a range of housing services including advocacy, counseling, referral and other related activities. Services shifted to the rental housing arena in 1983 in response to a need for safe, decent, affordable housing.

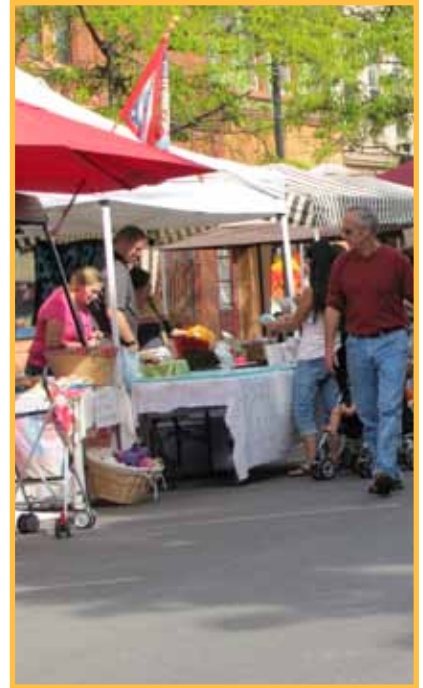
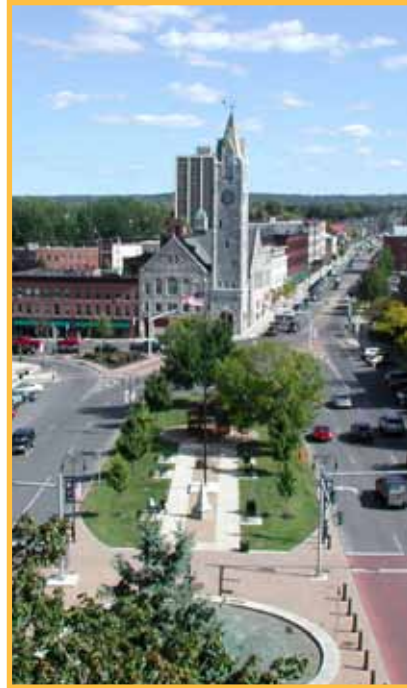
Housing Downtown

The Franklin Building, an example of recent investment in Downtown moderate income housing.



- **Advantage Watertown**

Advantage Watertown is an official committee of the City of Watertown comprised of community and business leaders who work with elected officials and staff to enhance and sustain the economic and social prosperity of the community. The committee accomplishes these goals by supporting initiatives that revitalize Watertown.



Section II

Downtown Vision, Goals and Strategies

VISION STATEMENT

Downtown Watertown: EXPERIENCE EXCEPTIONAL

Exceptional experiences, extraordinary opportunities and enduring friendships appeal to our diverse and multi-cultural residents, military families, students, employees and year-round visitors.

Centered in historic Public Square, Downtown is the heart of a dynamic region, a center of employment and a growing hub of innovation and entrepreneurship.

We are a thriving and multi-cultural international destination with a rich choice of entertainment, culture, heritage, art and recreation.

Young and old enjoy the best of a safe small city by living in a Downtown neighborhood that's close-knit, cool, fun and feels like home.

Our City center is quaint yet modern, a friendly place where history meets the future. Our distinctive historic buildings are full of memorable shops, restaurants, entertainment and art, community institutions and successful businesses.



GOALS AND STRATEGIES

Goal One: Work In Downtown Watertown

Revive and spark a culture of entrepreneurship that makes Watertown a great place to grow, the heart of a dynamic region and seat of the County, a center of employment and commerce, home to important institutions and a hub of innovation and education.

- Advance ready-to-go and strategic projects that that grow consumer spending, increase business starts, and advance economic opportunity.
- Advance projects and programs that incentivize rehabilitation and reuse of existing buildings and infill of sites with compatible new development as mixed-use spaces. Work to build from the core around Public Square to maintain urban density.
- Grow Downtown as a center for employment and a place to learn by integrating educational institutions.
- Promote partnerships that support the very high percentages of Fort Drum retirees and spouses who choose to live in and grow businesses in Watertown.
- Promote small and locally owned businesses that are the backbone of Downtown's economy. Cultivate entrepreneurs to open or expand businesses. Help them to focus on adding goods and services identified as priorities by local residents and that encourage purposeful visits by all users.
- Build on the base of non-profit organizations, government agencies, service providers and employers.
- Make Downtown both accessible and comfortable for people with disabilities.
- Establish a brand for Downtown business and commerce, including, for example, defining it as a funky, fresh and fun place with unique shops and entertainment, an arts and artisans center and a hub for craft beverages and local foods.

Goal Two: Live In Downtown Watertown

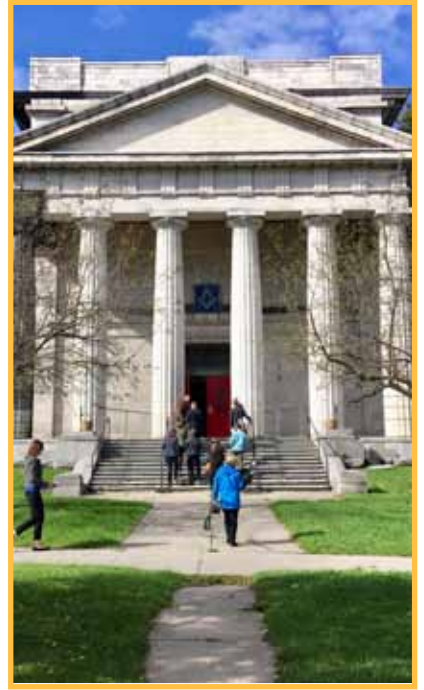
Offer young and old abundant amenities and the best of safe small-city living in a Downtown neighborhood that's close-knit, cool, fun and feels like home.

- Grow the number of market-rate residences and maintain a sustainable base of affordable housing.
 - Attract people who stimulate creative places and drive revival of urban areas to live and work Downtown.
 - Maintain Downtown's character and its architecture with programs that reinforce the Public Square, historic preservation, façade improvements and building restoration.
 - Be intentionally intergenerational, appealing to all from millennials to baby boomers who are looking for walkable, vibrant, mixed-use places.
- Fully integrate people who have mobility challenges, disabilities and special needs.
 - Celebrate the history and maintain the charm and close-knit character evident in Downtown as development continues.
 - Be multimodal, offering residents comprehensive options for transit, ride-sharing, walking and biking through complete streets projects and streetscaping that emphasize the pedestrians as the "mode of priority."

Goal Three: Play In Downtown Watertown

Be a lively and eclectic year-round international destination that's celebrated for its rich choice of family-friendly entertainment, culture, heritage, art and recreation.

- Advance the strategic projects that appeal to all people for entertainment and recreation venues and gathering spaces that keep the community healthy and active.
 - Strengthen the brand and promote the Downtown as an entertainment and recreation hub of the North Country and a primary destination for international tourists.
 - Take pride and celebrate the region's military history at existing institutions within the Downtown.
- Capitalize on the enviable recreation amenities and create a variety of year-round sports venues, public event space and enhanced trails.
 - Make Downtown Watertown visitor-friendly with easy access to safe parking, wayfinding signage, online place-finding apps, free WiFi and tourist passports, etc.
 - Implement a comprehensive, ongoing streetscape package that defines Downtown as a unique place, focusing on Public Square, including structured parking, event space, landscaping, signage, lighting, sidewalks and improvements that are age-friendly and increase accessibility.



Section III

Downtown Management and Implementation Strategy

Regional Partners

Some of the DRI projects will require the assistance and support of other regional partners. Community partners such as the Greater Watertown North Country Chamber of Commerce, Development Authority of the North Country (DANC), Watertown Downtown Business Association, Advantage Watertown, Watertown Urban Mission and Neighbors of Watertown will all play roles in helping to implement DRI projects.

Alongside private and non-profit project sponsors, the City Planning Department and the Watertown Local Development Corporation will play leading roles in managing DRI implementation.

The Planning Department was created in 1984 to guide development and manage growth. The Department proposes and implements a wide range of programs, projects and legislation, and administers Downtown revitalization grants focused on historic preservation, zoning, urban forestry, riverfront development, housing programs and economic development. It administers the Community Development Block Grant (CDBG) program and provides staff support to the Planning Board and Zoning Board of Appeals.

The Watertown Local Development Corporation (WLDC), a non-profit, public benefit corporation, has a mission to foster an environment of cooperation between the government, economic development agencies and the private sector to promote economic expansion and prosperity in the

City of Watertown. The WLDC is guided by a Board of Directors led by the Mayor of Watertown. A Downtown Revitalization Initiative Committee, led by the Director of the City Planning Department, was formed in February 2018 to help implement the DRI Strategic Investment Plan.

The DRI Local Planning Committee (LPC), formed in October 2017, is led by Mayor Joseph M. Butler, Jr. and Kylie Peck and includes 19 leaders from the community and Regional Economic Development Council who developed this Strategic Investment Plan and will be called upon as necessary in the future.

The majority of the priority projects identified in the DRI Strategic Investment Plan involve private and non-profit sector sponsors whose active, supportive and cooperative participation with the City, its Planning Department and the WLDC will drive the successful implementation of the strategy.



Section IV

Public Involvement

“People make cities, and it is to them, not buildings that we must fit our plans.”
-Jane Jacobs

The City of Watertown and the Local Planning Committee share Governor Andrew Cuomo’s commitment that the DRI strategic planning process must be informed by a broad base of stakeholder input gathered through a wide array of community engagement approaches. As a result of taking this holistic approach, Watertown is proud that a total of nearly 900 people attended public meetings and events representing more than 215 individuals. In addition, 170 respondents answered surveys that were made available at the November public meetings and on the DRI project website.

Engaging the Public

The City of Watertown is committed to ensuring that the DRI plan is supported by broad community agreement and support. Public input builds upon numerous past engagement achievements. A Community Engagement Plan developed for the DRI outlines a comprehensive process for involving stakeholders. Major elements include:

- Kickoff Meeting.
- Five Local Planning Committee (LPC) Meetings.
- Three LPC Subcommittees formed to review proposed projects.
- Three-Day Community Planning and Design Workshop (series of events with a walking tour, visioning workshop, design workshop, movie night and open house).
- Downtown Merchants Meeting and follow up with NYS Department of Transportation.
- Four-Hour Community Open House with the opportunity for the community to express their level of support for the potential projects.
- Eight Interviews and 12 Focus Groups.
- Interactive Project Website.

- Five Community Stakeholder Surveys of residents and families, Downtown property owners, seniors, students and community service consumers.
- Ongoing coordination with involved State agencies, which included the Department of State, Homes and Community Renewal, Empire State Development, Department of Labor, the Governor’s Office and others, including weekly progress calls.

Outreach Methods

A variety of outreach approaches were used to raise stakeholder awareness of the various DRI community engagement opportunities. Key outreach components included:

- **Contact Database**
A comprehensive database of contacts and event participants was maintained and integrated with the City’s master database.
- **Outreach Materials**
The Consultant team developed a range of outreach materials including DRI business cards, save the date cards, flyers and posters, press releases and public notices.



Table 8: City of Watertown DRI Community Engagement Events Summary

ACTIVITY	DATES	PARTICIPATION
Project Kickoff Meeting		
Project Kickoff Meeting	10/12/2017	15+ Participants
Local Planning Committee (LPC) Meetings		
LPC Meeting 1	10/26/2017	30 Members of the Public
LPC Meeting 2	11/16/2017	67 Members of the Public
LPC Meeting 3	12/21/2017	84 Members of the Public
LPC Meeting 4	1/25/2018	71 Members of the Public
LPC Meeting 5	3/1/2018	50 Members of the Public
LPC Conference Call Workshop	2/27/2018	21 Participants
LPC Subcommittee Meetings	1/18/2018	LPC Subcommittee Members
LPC Subcommittee Meeting: New Buildings & Rehab	1/22/2018	LPC Subcommittee Members
LPC Subcommittee Meeting: New Buildings & Rehab	1/30/2018	LPC Subcommittee Members
LPC Subcommittee Meetings: Revolving Loan and Grant Fund/Branding and Marketing; Public Improvements	2/1/2018	LPC Subcommittee Members
LPC Subcommittee Meetings	2/15/2017	LPC Subcommittee Members
Community Planning and Design Workshop		
Community Walk and Talk	11/28/2017	50+ Members of the Public
Community Vision Workshop and Movie Night	11/28/2017	50+ Members of the Public
Stakeholder Focus Groups (12 in two days)	11/28/17–11/29-17	215+ Participants
Community Open House	11/29/2017	74 Members of the Public
Final Community Open House	11/30/2017	72 Members of the Public
Downtown Merchants Meeting	12/12/2017	30 + Members of the Public
NYS Department of Transportation Region 7 Meeting	12/21/2017	15 + Participants
Community Open House		
Community Open House (Four Hours)	2/7/2018	120+ Members of the Public
Community Surveys and Website Comments		
Total Surveys Received	Ongoing	170 Responses
Watertown Resident Survey	Ongoing	77 Responses
Community Services Consumers Survey	Ongoing	54 Responses
Jefferson Community College Survey	Ongoing	26 Responses
Senior Survey	Ongoing	4 Responses
Business Survey	Ongoing	7 Responses
Website Comments	Ongoing	81 Comments
Interviews		
Stakeholder Interviews (8 total)	11/28-11/29/2017	33 Participants

- **Social Media**

Electronic outreach and engagement tools included an interactive project website at www.watertownDRI.com and the NYS DRI website for the Watertown project at <https://www.ny.gov/downtown-revitalization-initiative/north-country-watertown>.

Local Planning Committee Meetings

A Local Planning Committee (LPC) was appointed to ensure that the DRI Strategic Investment Plan reflects “a unique community vision to guide and direct public and private investment within and around the Downtown area.” The LPC (membership list follows) includes representatives from key public, private, non-profit and institutional stakeholder groups and organizations. The LPC Co-Chairs were Joseph M. Butler, Jr., Mayor of the City of Watertown, and Kylie Peck, President and CEO of the Greater Watertown North Country Chamber of Commerce, who are both members of the North Country Regional Economic Development Council (NC REDC). The full committee list includes:

- **Co-Chair** - Hon. Joseph M. Butler, Jr., Mayor, City of Watertown and member of the NC REDC
- **Co-Chair** - Kylie Peck, President/CEO, Greater Watertown and member of the NC REDC
- Brian Ashley, Resident
- Jeff Fallon, Commercial Loan Officer, Watertown Savings Bank
- John Gaus, Owner, Agbotic
- Scott Gray, Chairman, Jefferson County Legislature
- Carol Loch, Member, Watertown Downtown Business Association
- Joanna Loomis, Director, Watertown Urban Mission
- Colonel Mark Manns, Special Assistant to the Commanding General, Fort Drum/10th Mountain Division

- Carl Mc Laughlin, Vice-Chairman, North Country Arts Council
- Brian Murray, CEO, Washington Street Properties
- Rande Richardson, Executive Director, Northern NY Community Foundation and Philanthropy Center
- Donald Rutherford, Executive Director, Watertown Local Development Corp
- Reginald “Reg” Schweitzer, Executive Director, Neighbors of Watertown
- Jeffrey Smith, Pastor, Watertown First Baptist Church
- Dale Stehlin, Business Manager, Bricklayers Allied Craftworkers Local #2
- Dr. Ty Stone, President, Jefferson Community College
- Dr. Jason White, Chairman, Advantage Watertown
- James Wright, Executive Director, Development Authority of the North Country and member of the NC REDC

Five Local Planning Committee Meetings were held throughout the DRI planning process. A public comment session followed completion of discussion on the LPC agenda items. Meeting notes with details of all meetings are available on the Watertown DRI web page located on the NYS DRI website. Regular team calls with the DRI co-chairs and State Planning Partners helped to fine tune the planning process and ensure that community engagement was successful.

LPC Meeting I (10/26/2017)

The organizational meeting of the LPC focused on introducing all the partners including State agency representatives and consultant members. The agenda reviewed the DRI process, context and goals, schedule, scope and community engagement strategy.

Local Planning Committee

A Local Planning Committee (LPC) was appointed to ensure that the DRI Strategic Investment Plan reflects “a unique community vision to guide and direct public and private investment within and around the Downtown area.”



LPC Meeting 1

The LPC took part in an exercise to determine the vision concepts that would drive the vision statement, goals and strategies.

LPC Meeting 2

LPC members shared their perspectives on the existing strengths and weaknesses of Downtown.

LPC Meeting 3

The LPC reviewed community input and design concepts that emerged from the Community Planning and Design Workshop in late November 2017.

LPC Meeting 4

LPC Subcommittee members presented their initial review of potential DRI projects; the LPC discussed the merits of the full range of projects.

LPC Meeting 2 (11/16/2017)

The agenda for the second LPC meeting included review of the draft Downtown profile; vision statement, goals and strategies; and community engagement strategies including the project website and Community Planning and Design Workshop. The discussion among LPC members focused on:

- Perspectives about the strengths and weaknesses of Downtown.
- Additional language for the vision statement describing Downtown.
- New ideas for inclusion in draft goals.
- Using “pop-up outreach” in addition to the DRI website to ensure inclusion of local underrepresented populations, Fort Drum families and schools/youth centers in outreach efforts.
- Distributing the DRI study area map so people understand boundaries for eligible projects.
- Presentation by an LPC member of drawings and ideas for use of the Public Square as an outdoor event venue and connector to the Riverwalk.

Public comments included ideas such as:

- Developing an ice rink and hockey training facility in the Empsall Building.
- Developing an indoor aquatics and racquet sports center.
- Rebranding Downtown as a historic place.
- Renovating the Masonic Temple as a performing arts space.
- The need to draw people Downtown by offering family-oriented activities and increasing transportation options.
- Establishing a pet-friendly Downtown.
- Expanding parking options Downtown.

LPC Meeting 3 (12/21/2017)

The agenda for the third LPC meeting included reviewing the community input and design concepts that emerged from



the Community Planning and Design Workshop; establishing a final vision, goals and strategies; becoming familiar with submitted DRI projects and reviewing criteria for evaluating project eligibility and viability. LPC discussion focused on:

- Minor changes made to the vision, strategies and goals.
- Approving the grouping of projects into three categories, including new buildings and site development or rehabilitation, public improvements, and branding and marketing.
- Understanding what a “sponsor” is. Projects considered for DRI investment need to have a public or private sponsor with an established track record of successfully implementing a comparable project.
- The framework for evaluating projects, including objective criteria to evaluate projects.

The public asked the LPC to consider transit needs, accessibility for people with disabilities and others who need more time to safely move through Public Square, and expressed both strong support for the Public Square improvements, as well as some concerns about the preliminary design concept.

LPC Member Subcommittees

Given the large number of potential projects submitted through the project website, at its third meeting the LPC formed three subcommittees to evaluate projects based on a set of criteria including:

- Readiness of the project.
- Whether the project sponsor has site control.
- Whether the sponsor can demonstrate that they have completed comparable projects.
- Equity ratio showing how the project is financed, level of investment by the sponsors and leverage from future public or private investment that can be clearly documented.
- Transformational nature of the project and its ability to catalyze investment outside of the DRI.
- Community support.

LPC Meeting 4 (1/25/2018)

At the fourth meeting, the LPC discussed the initial project review performed by the three LPC subcommittees, reviewing how well projects aligned with DRI vision and goals, and planning for the February Open House to gather community input on projects. The LPC discussed the merits of the full range of projects and made a preliminary assessment of priorities, considering the established criteria.

LPC Conference Call Workshop

(2/27/18) The LPC met for a workshop via conference call on February 27, 2018 to discuss the results of the LPC Priority Project Surveys. The goal of their call was to discuss projects with the full LPC and to answer outstanding questions regarding specific projects. By the end of the meeting, a list of priority projects for both DRI funding and other funding sources was developed to be discussed at the March 1, 2018 LPC meeting. Thirteen of the nineteen LPC members participated in the workshop.

Table 9: LPC Subcommittees

SUBCOMMITTEE NAME	LPC MEMBERS	MEETING DATES
New Development and Rehabilitation of Existing Structures	Jeff Fallon John Gaus Scott Gray Reginald Schweitzer Dale Stehlin Dr. Ty Stone Jim Wright	1/18/2018 1/22/2018 1/30/2018 2/15/2018
Public Improvements	Joanna Loomis Colonel Mark Manns Brian Murray Rande Richardson Rev. Jeffrey Smith Dr. Jason White	1/18/2018 2/01/2018 2/15/2018
Revolving Loan and Grant Fund/Branding and Marketing	Brian Ashley Carl McLaughlin Carol Loch Kylie Peck Don Rutherford	1/18/2018 2/01/2018 2/15/2018

The meeting opened with a review of the LPC Priority Project Surveys completed by the LPC members. Overall the surveys revealed a high level of consensus regarding which projects should receive DRI priority funding and which should receive priority for other funding sources. The LPC agreed that the Lincoln Room and Sci-Tech Entertainment projects should be recognized as priority funding for other funding sources. After discussion about the Franklin Street Façade proposal, LPC members agreed that the project should be recommended for DRI priority funding because it complements the proposed Downtown Streetscape Project, which was also recognized for priority DRI funding.

The call concluded with consensus on the proposed slate of projects.

LPC Meeting 5

The LPC introduced and unanimously voted on the slate of projects to receive DRI funding.



LPC Meeting 5 (3/1/2018)

At the final LPC meeting, the Committee introduced the slate of proposed priority projects. The meeting included a brief presentation and overview of the Public Open House held on February 7, 2018. At the Open House, 31 potential DRI projects were put on display, and the public were encouraged to indicate their preferences for which should be selected as priority projects. Over 100 residents participated in the event. This input was used by the LPC to gauge public support for the various projects.

The process used to develop the slate of priority projects was also reviewed. The process began with projects identified in the City's DRI application, which were supplemented with ideas generated at a 3-day Community Planning and Design Workshop held in November 2017. Additional ideas were submitted via the website. In total, nearly 100 ideas were introduced for LPC consideration. After a thorough vetting process that included subcommittee meetings and additional requests for more information on various projects, the list of proposed priority projects was brought to 31 and shared at the February 7, 2018 Open House event.

Representatives from each subcommittee presented the slate of DRI Priority Funding Projects. The LPC discussed next steps and welcomed public comment. One member of the public asked how funding

will be distributed to selected projects. After the public comment, the LPC voted on the proposed slate of Priority DRI and Other Funding projects. The vote was unanimous, with only one member absent from voting.

Interviews

Eight interviews with a total of 33 participants were conducted throughout the DRI process. Participants included municipal staff, Downtown property and business owners and potential project sponsors, including:

- ACR Health
- CCNC Dove Holdings
- Code Enforcement and Public Safety
- Jefferson Community College
- Masonic Temple
- Parks and Recreation
- Transportation and Infrastructure
- Washington Street Properties
- Watertown Local Development Corporation (LDC) Representatives

Interviews focused on understanding how the DRI area functions; understanding each organization's programs and discussing potential projects related to their efforts; and identifying overall concerns and perceptions related to the Downtown area.

Community Engagement Events

The DRI process builds on past efforts, focusing attention on strategic investments and identifying other near-term projects that represent the next phase of development in and around the Downtown. The City has undertaken numerous planning programs in recent years that have built consensus and created strong momentum for implementation. Regional plans also address relevant Downtown issues. Given the extensive amount of successful community engagement the City has completed it was important that the formal public workshop component of the DRI process



Public Walk and Talk

The Community Planning and Design Workshop kicked off with a Public Walk and Talk Tour with team designers and 50+ public participants, including stops and group discussion at seven locations in the Downtown target area.

move ideas forward. While confirming vision and goals was a component of this effort, key tasks also included:

- Reviewing DRI program goals and Downtown profile, including existing conditions and opportunities.
- Soliciting input for Downtown vision, goals, revitalization strategies and preliminary priority projects.
- Soliciting input for final DRI Plan.

Community Planning and Design Workshop

A multi-day highly interactive Community Planning and Design Workshop was held on November 28, 29 and 30th, 2017. The workshop included a pop-up community design center located in the Empsall Building in Downtown Watertown. A number of formal and informal elements designed to gather community input took place over the three days, as described in more detail below.

Day One

The first day included setup of the workspace, posting of a graffiti wall exercise in the Empsall Building, a public Walk and Talk tour of Downtown, ongoing

focus groups and movie night followed by a vision workshop.

Public Walk and Talk Tour

The Walk and Talk of the Downtown target area attracted 50+ participants. The tour included stops at seven locations in the Downtown target area. Key takeaways from conversation during the tour included participant comments and suggestions such as:

- Improving circulation around Public Square.
- Activating Public Square year-round, including possible use of empty store fronts as pop-up retail or temporary art space.
- Installing streetscape and other improvements such as pavers, crosswalks, heated bus terminals.
- Increasing safety.
- Obtaining façade improvement grants.
- Addressing parking issues throughout target area.
- Programming vacant storefronts.
- Installing welcoming signage, directories and murals.
- Improving safety, signage and overall use of the trail at the Riverwalk.



Day One

Visioning

The evening visioning workshop included a showing of the movie “Urban Century: America’s Return to Main Street,” followed by conversation about Downtown, and a visioning activity to address the DRI “fundamental goals.”



Movie Night and Vision Workshop

The evening visioning workshop (with 50+ participants) included a showing of the movie “Urban Century: America’s Return to Main Street” (<https://vimeo.com/93107400>) followed by community discussion. The film chronicles recovery and reinvestment that is happening in cities like Watertown, and how traditional Main Streets are drawing young and old alike to live, work and visit. Key takeaways from the discussion included such ideas as:

- Need for Downtown housing.
- Support for small businesses.
- Opportunity to build on public art.
- Creation of open spaces.
- Balance of new and existing properties.
- Offer more public transportation.
- Need to support local merchants.
- Building a sense of community.
- The role of millennials and the need for innovators and young entrepreneurs in the ‘revolution’ to improve Downtown.

After discussion of the movie, the visioning activity addressed the DRI “fundamental goals” (activity and sense of place, business attraction, arts and culture, population diversity, housing choice, health and food security, etc.) An informal “Graffiti Wall” activity provided a large visioning exercise.

Following the events, key stakeholders and the consultant team agreed that the day two design work would focus on:

Potential Public Square Enhancements

- Reconfiguration of the roadway and intersection geometry around Public Square.
 - o Shorten pedestrian crossings.
 - o Improve pedestrian/driver safety.
 - o Improve pedestrian ability to shop on both sides of Public Square.
 - o Improve the connections to public parking.
 - o Improve accessibility for all.
 - o Improve the connections to civic, cultural, entertainment assets.
- Connection to the central green.
 - o Improve utilization of the green.
 - o Improve pedestrian safety.
 - o Improve ability to program (hold events at) the central green space.
- Long-term infill redevelopment.
 - o Opportunities exist for market-rate infill development to help fill urban gaps.

Explore Connection from Downtown to Black River

- Improve both visual and physical connections to Black River.
- Improve accessibility for visitors of all ages and abilities.
- Investigate opportunities to create both commercial and recreational destinations at the river.
- Investigate opportunities that exist for market-rate development between Downtown and Black River.

Day Two

During the second day, the design team worked to identify a range of alternative designs and concepts. The goal was for these concepts to be the foundation for development of a graphic Downtown Master Plan. By the start of the Open House the designers had several concept ideas sketched for participants to react to and comment on at various stations. Participants were also invited to use dots to mark Downtown target areas that need attention or offer good opportunities. Ideas resulting from the vision and action planning exercises include:

- Enhancing or taking advantage of waterfront views.
- Improving and enhancing existing parking lots in different areas.
- Creating safer street crossings and improving traffic flow.
- Using vacant buildings for new uses.
- Improving access to and increasing public awareness of the Riverwalk and adding landscaping near the Veterans Memorial Park.
- Creating public performance space (music, etc).

The planners and designers reported that the majority of participants that they spoke to at each breakout station confirmed that:

- Pedestrian safety, accessibility and connectivity within and surrounding

Public Square needed significant improvement.

- Enhancements to Public Square would establish the Square as a unique destination; improve connections to public parking and civic and cultural anchors; provide opportunities to program the Square and central green for year-round events; increase opportunities for market-rate housing; and increase visitation to businesses around the Square.
- There is a long-term need for a parking structure to service Public Square.
- Conceptual recommendations for both recreational and commercial development associated with the the Black River were enthusiastically supported, including developing a riverfront park or outdoor event space on Beebee Island, creating better pedestrian connections between the Riverwalk and Public Square, and the opportunity for market-rate housing with river views.
- One participant strongly supported the concepts associated with potential Public Square enhancements but requested that the team explore redirecting the traffic flow to the south instead of the north as was depicted in the sketches. The design team agreed to explore the recommended alternative.

Day Three

On the third day, the planners continued formal and informal outreach, interviews and focus groups. The designers focused on refining the alternative concepts. By the end of the day, the team had developed several color-rendered alternative concept plans that were presented at the evening Public Design Review Workshop. These renderings showed:

Day Two

Day two design work focused on potential Public Square enhancements and exploring connections from Downtown to Black River.



Pedestrian Power

Unlike auto-oriented retail, vibrant and sustainable Downtowns are reliant on pedestrians and their ability to visit multiple locations on a single trip.



- Alternatives for the reconfiguration of Public Square, Franklin Street and the Riverfront. These options demonstrated how the proposed expansion of the central green would direct traffic flow to the north or south of the Square and provide the opportunity to create an expanded plaza area and green space connected directly to the central green.
- Reconfiguration of Public Square's intersections would enable traffic flow to be reduced to 2-lanes in each direction.
- The lane reduction in combination with going to parallel parking instead of diagonal parking would greatly improve safety of the crosswalks at each end of the Square (including the addition of a parking structure to compensate for going to parallel parking and add needed public parking spaces).
- Improved pedestrian safety and quality of the experience.
- Improved ability to visit both sides of Public Square.

Comments from day two and day three open houses included:

Public Square

Significant interest in Public Square redesign led to discussion about ways to enlarge the public space, working with the Department of Transportation to explore ideas, integration of historic elements

like the fountain and monuments, and ways to make the Square safer and more accessible for all ages. Some concern was expressed about the permanent closing of either side because of perceived negative impacts on parking and accessibility to some of the businesses.

Recreation

Participants liked ideas to acquire and turn Beebe Island into an event and park space, particularly for larger events, if property owners would be interested in selling. They asked that consideration be given to reusing the historic buildings on the site. One of the property owners of Beebe Island commented that he would love to see the area redeveloped if he could deal with the need for safe and accessible parking for his employees and the ability to store materials.

Participants also felt that more public access to Black River would be great, noting that the trail is not safe in parts and needs better supervision and lighting. Concern was also shared about crossing the Black River Parkway. There was positive discussion of connecting amenities such as a seasonal beer garden. A recommended ongoing study was recommended as a way to look at these and other opportunities for connections.

Urban Design

Participants were introduced to some of the basic elements of urban design, and largely agreed that improvements could be



Day Three

Design Concepts

Designers focused on refining alternative Downtown concepts, including multiple alternatives for reconfiguration of Public Square, Franklin Street and the Riverfront.

made to create a more vital environment within Downtown. It was suggested that physical elements could make a positive impact, particularly around Public Square, by making people feel welcome and comfortable, including seating, new landscaping, public art, changes in the pedestrian circulation pattern, and more effective relationships between the surrounding retail and activities going on in public spaces.

Community Planning and Design Workshop Follow Up

Although there was strong support among participants in the events for the conceptual plans for Public Square, Beebee Island Park, parking improvements and other investments at the community events, some merchants were concerned about preliminary alternatives that considered changes to the traffic pattern and creation of an expanded public piazza around Public Square. As a result, a meeting was held with 30 merchants and Downtown stakeholders on December 12, 2017. Urban designers presented a new idea for the project which had less impact on on-street parking and circulation that was more popular with the participants, though concerns remained for some

business owners, and it was decided that the project should be evaluated in more detail.

Community Open House

A community open house was held at the Empsall Building on February 7, 2018 with over 115 people in attendance on a snowy day to express their support for the 31 potential DRI projects. The purpose of the workshop was to gather input about which DRI projects the community felt the Local Planning Committee (LPC) should nominate for DRI funding or other sources of State support. The 31 projects fell into 3 DRI categories: New Development and Rehabilitation of Existing Structures, Public Improvements and Revolving Loan and Grant Fund/Branding and Marketing. Participants in the open house were asked to identify the range of projects they most supported.

Community Surveys

Five surveys were conducted to ensure broad understanding of the purpose of the DRI Program and Strategic Investment Planning process and solicit input from the general public and stakeholders. The surveys were available online, provided at DRI events and conducted face-to-face with merchants and by community



Focus Groups

The planning team conducted focus group sessions throughout the workshop, with a total of 215 representatives from a wide range of Watertown organizations.



organizations including the Watertown School District, the Watertown Urban Mission, Watertown First Baptist Church, a Human Service Agency Directors group and the Children's Home of Jefferson County. Surveys asked a variety of questions about Downtown that were targeted to a range of Watertown residents, including local businesses, seniors, Jefferson Community College students, youth, Fort Drum families and social services consumers.

A total of 170 responses were completed. Most of the respondents indicated that they visit Downtown on a daily or weekly basis, with many living Downtown, within walking distance or within a 10-minute drive of Downtown. Key takeaways from Watertown DRI Surveys include:

- People commonly visit Downtown to frequent restaurants, bars, shopping, entertainment and events. Among respondents, the farmers market is a popular Downtown event and the YMCA is frequently a destination. Parking was identified as an issue that kept people from coming Downtown more frequently.
- Overall respondents indicated support for Downtown offering a greater range of family activities; expanding the variety of drinking, eating and shopping establishments; developing

event spaces for music, arts and entertainment; continuing popular Downtown events including parades, farmers markets and functions on the Public Square; addressing existing parking issues and increasing the feeling of safety Downtown.

Focus Groups

A series of 12 focus groups including 215+ participants were held throughout the three-day event, focusing on Downtown in general, public art, Downtown businesses, underserved communities, parks and recreation and the needs of Fort Drum families.

Key takeaways from the focus groups included:

- **Advantage Watertown:** Brainstormed a variety of ways to make Downtown better, with ideas ranging from storefront programs, art and lighting installations, and short-term walkway connections between parking.
- **Arts:** Discussed public art in the form of sculpture, ongoing art projects, lighting, a periscope at the waterfront with historic pictures and interactive art pieces used as wayfinding tools and branding Downtown.

- **Downtown Businesses Focus Group:** Discussed issues with Downtown wayfinding and parking, improving signage Downtown, need for increased variety in restaurants and shops, lighting enhancements, possibility of a major music venue and opportunity for smart cities technology.
- **Community Services:** Representatives from the Watertown Urban Mission and Watertown First Baptist Church provided overviews of the community services their organizations provide. Access to adequate transportation was identified as a key issue for consumers of community services.
- **Fort Drum:** Team members attended a meeting of service member families held to discuss integration into the life of Fort Drum and the community. The DRI process was introduced and participants were asked about their experiences related to Downtown. Feedback included that they are unaware of what amenities are located Downtown, particularly for families, and as a result they are more likely to visit larger retail or a mall located outside of Downtown. Those who have been Downtown mentioned that finding parking was confusing and it was hard to know where activities that they would enjoy are located.
- **Recreation Focus Group:** Discussed the history of tennis as a popular recreation in Watertown, costs of a new tennis court and the value and importance of the YMCA being located Downtown. Discussed the renovation of Empsall Plaza into a family complex offering education and themed sports, including a playground and hockey rink.

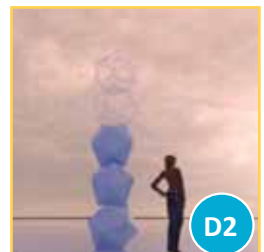
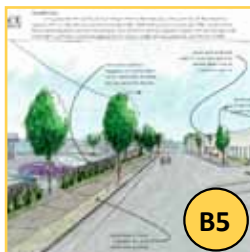
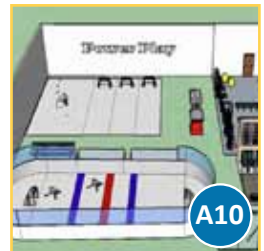
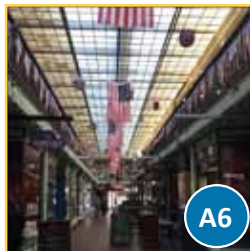
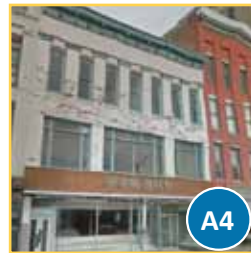
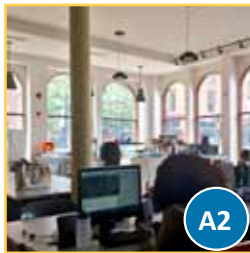
Table 10: Stakeholders Focus Groups

FOCUS GROUP TOPIC	DATE	# OF PARTICIPANTS
Community Services	11/16/2017	2
Fort Drum	11/28/2017	75+
Arts	11/28/2017	3
Watertown High School	11/28/2017	9
Watertown Middle School	11/28/2017	45
Watertown Elementary	11/28/2017	18
Getting Ahead Course	11/28/2017	15
Children's Home of Jefferson Co./Teen Center	11/28/2017	9
Social Service Agency Directors	11/29/2017	18
Recreation	11/29/2017	9
Downtown Businesses	11/30/2017	8
Advantage Watertown	11/30/2017	3

- **Underserved Community Focus Groups:** A focused effort was made to engage people who typically do not participate in planning programs to the greatest amount possible including seniors, youth, residents with special needs and people with disabilities. Six focus groups involving a total of 114 participants were held with the non-profit organization agency directors; members of the Getting Ahead course; elementary, middle and high schoolers and participants at the Teen Center.



DRI Priority Project Gallery



- A** New Development and Rehabilitation of Existing Structures
- B** Public Improvements
- C-D** Revolving Loan and Grant Fund/Branding and Marketing

Section V

Projects Proposed for DRI Funding

PROJECT TYPES:

Projects were separated into three distinct DRI categories based on the types of projects included in the DRI application.

Project Number	Project Name	Page
A NEW DEVELOPMENT AND REHABILITATION OF EXISTING STRUCTURES		
A1	Masonic Temple Performing Arts Center Development	V-67
A2	The Lincoln Building Renovation	V-70
A3	Franklin Street Façade Improvements	V-74
A4	Community Café and Grocery Development	V-77
A5	Paddock Market-Rate Housing Restoration	V-82
A6	Paddock Arcade Enhancement	V-84
A7	Jefferson County Historical Society Updates	V-87
A8	YMCA Aquatics, Racquet Sport and Wellness Center Development	V-92
A9	Year-Round Market Development: Community Enhancement Project	V-96
A10	Power Play Sports Development	V-100
A11	JCC Downtown TechSpace Development	V-103
B PUBLIC IMPROVEMENTS		
B1	Stone Street Parking Structure	V-109
B2	WLDC Downtown Beautification Project	V-111
B3	Strauss Memorial Walkway Enhancements	V-113
B4	Public Square Fountain Improvements	V-115
B5	Downtown Streetscape Project	V-118
B6	Governor Flower Monument Enhancement	V-120
C-D REVOLVING LOAN AND GRANT FUND/BRANDING AND MARKETING		
C1	Watertown Local Development Corporation Downtown Fund	V-123
D1	Downtown Signage and Wayfinding Project	V-126
D2	Downtown Public Art Project	V-129



Map 5. DRI Boundary Area and Projects Proposed for DRI Funding

**NEW DEVELOPMENT & REHABILITATION
OF EXISTING STRUCTURES**

- A1** MASONIC TEMPLE
PERFORMING ARTS CENTER
DEVELOPMENT
- A2** THE LINCOLN BUILDING
RENOVATION
- A3** FRANKLIN STREET FACADE
IMPROVEMENTS
- A4** COMMUNITY CAFE & GROCERY
DEVELOPMENT
- A5** PADDOCK MARKET-RATE
HOUSING RESTORATION
- A6** PADDOCK ARCADE
ENHANCEMENT
- A7** JEFFERSON COUNTY
HISTORICAL SOCIETY UPDATES
- A8** YMCA AQUATICS, RACQUET
SPORT, AND WELLNESS CENTER
DEVELOPMENT*
- A9** YEAR-ROUND MARKET
DEVELOPMENT: COMMUNITY
ENHANCEMENT PROJECT
- A10** POWER PLAY SPORTS
DEVELOPMENT
- A11** JCC DOWNTOWN TECHSPACE
DEVELOPMENT*

PUBLIC IMPROVEMENTS

- B1** STONE STREET PARKING
STRUCTURE
- B2** WLDC DOWNTOWN
BEAUTIFICATION PROJECT**
- B3** STRAUSS MEMORIAL WALKWAY
ENHANCEMENTS
- B4** PUBLIC SQUARE FOUNTAIN
IMPROVEMENTS
- B5** DOWNTOWN STREETSCAPE
PROJECT ■■■■■■
- B6** GOVERNOR FLOWER
MONUMENT ENHANCEMENT

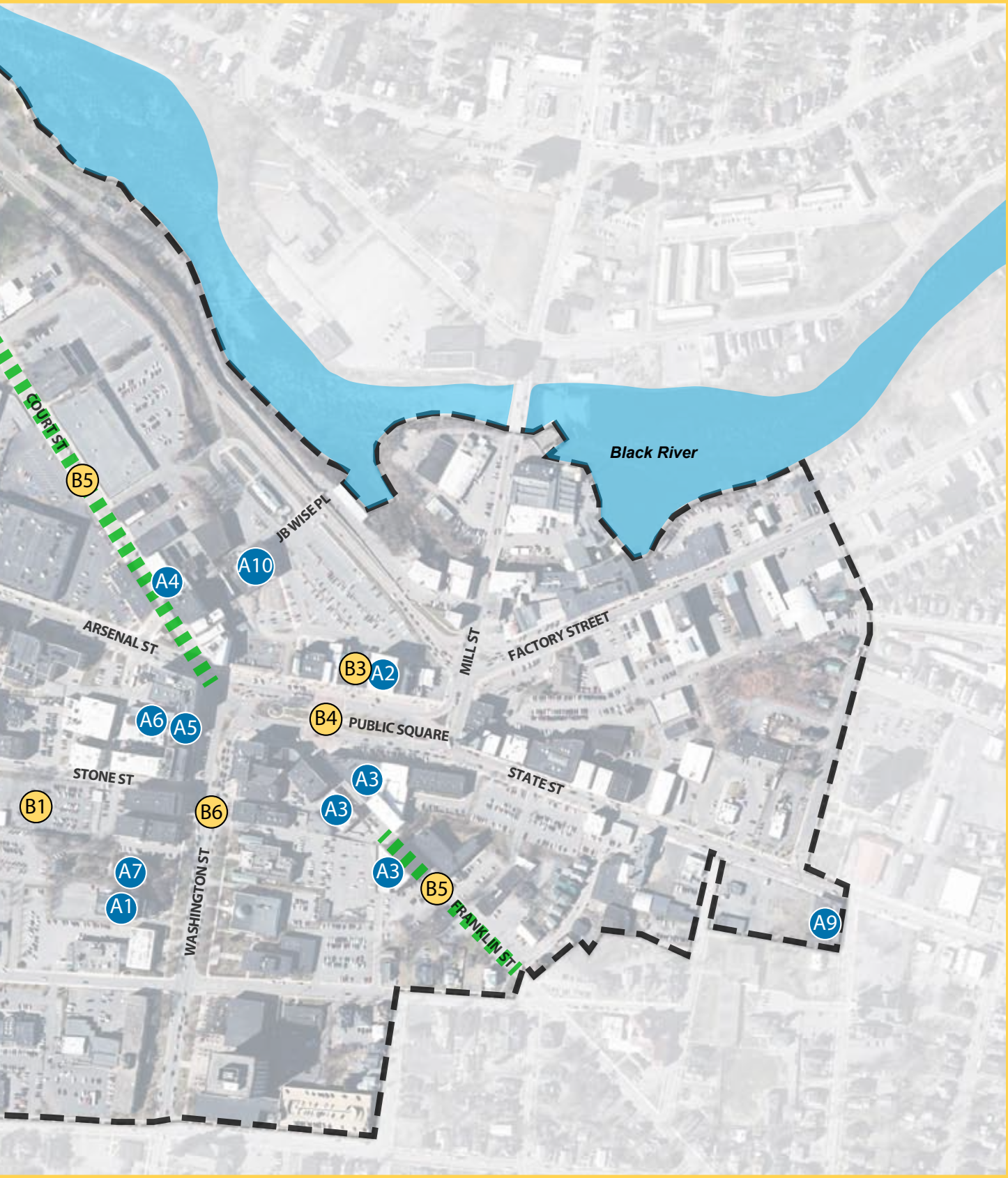
**REVOLVING LOAN & GRANT FUND/
BRANDING & MARKETING**

- C1** WLDC DOWNTOWN FUND**
- D1** DOWNTOWN SIGNAGE &
WAYFINDING PROJECT**
- D2** DOWNTOWN PUBLIC ART
PROJECT**

* Project location currently TBD

** Project will include multiple
TBD Downtown sites

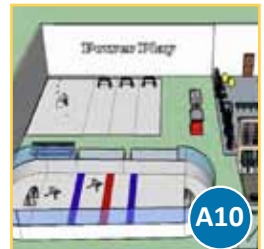
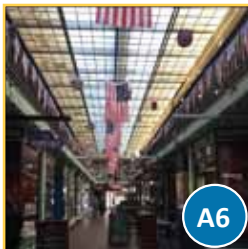
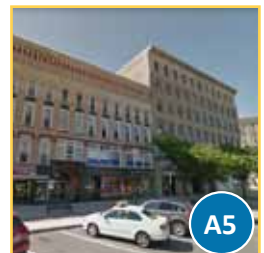
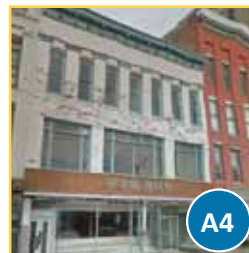
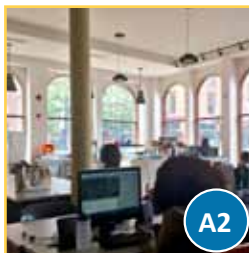


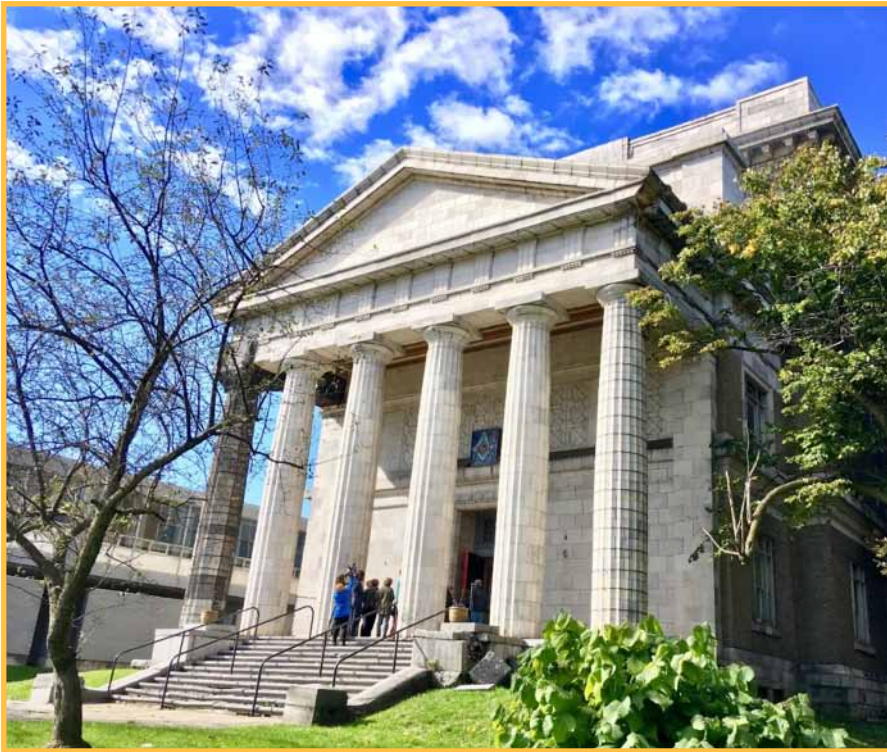




Projects A1-A11: New Development and Rehabilitation of Existing Structures

New Development and Rehabilitation of Existing Structures projects may include: development or redevelopment of real property for mixed use, commercial, residential, or public uses.





A1 Masonic Temple Performing Arts Center Development

Continue building improvements that will ultimately lead to the creation of a new Performing Arts Center.



DRI Funding Request

Total DRI Funds: \$2,200,000

Total Project Cost: \$2,300,000

Project Description

Accessibility Attracts Investment

The Performing Arts Center is planned for the second and third levels of the historic Masonic Temple building. The DRI funding will be used to build a 4-stop elevator, which will provide access for future commercial space planned in the basement, the performance arts space planned for the 2nd/3rd floors and the former gymnasium on the 4th floor. The DRI funding

will also be used to build-out a new, ADA compliant entrance, restore critical areas of the exterior façade and perform some work on the performing arts space.

Project Location and Address

Masonic Temple

242 Washington Street

Ownership and Project Sponsor Information

Project Sponsor:

242 Washington Street, LLC

Project Contacts:

Ms. Augusta Withington and Mr. Robert Campany

The site and building are owned by the project sponsor that has professional expertise renovating and retrofitting historic buildings. The sponsor has already invested approximately \$500,000 in the building and on emergency façade stabilization, first floor renovation and leasing, main roof replacement, increased accessibility and soft costs. In addition, the project sponsor was recently awarded two \$500,000 grants from New York State that are allocated to restore the front portico of the building and renovate the basement in order to accommodate a commercial venture.

Acquisition of Real Property

Property acquisition is not a component of this project.

Public Support

This project has been recognized in the City's application to the DRI program as an important community asset. Public meetings throughout the process supported the importance of this facility



Public Support

Support for this project was shared at the following community engagement events:

- Supported for Inclusion in the City's DRI Application
- Interviews and Focus Groups
 - Community Planning and Design Workshop
- Final Community Open House
 - Website Comments
- Public Comments at LPC Meetings
 - LPC Member Comments and Recommendations
 - Subcommittee Recommendations
 - Shared by the City and/or Key Stakeholders

A1. DRI Project Budget, Sources and Uses Masonic Temple Performing Arts Center Development		
TASK	SOURCE	COST
Accessibility Improvements and Exterior Façade Improvements		\$2,300,000
Exterior Masonry Stabilization		\$390,000
Window Restoration		\$610,000
Interior Stair		\$200,000
Exterior Stair		\$500,000
Elevator		\$600,000
	Total DRI Funds	\$2,200,000
	Total Developer Funds	\$100,000
	= Total Project	\$2,300,000
	Equity Leverage Ratio	0.05 : 1

to contribute to the cultural activities available Downtown. At the second public meeting, the Masonic Temple investments were recognized as a top priority by the public. See sidebar to the left for a list of community engagement events where support was expressed for this project.

Jobs Created

No jobs will directly result from this project in the short term. However, as the Masonic Temple Performing Arts Center becomes operational, and other spaces are developed and occupied within the building, jobs will be created. Accessibility is needed for this additional development and investment to occur.

Anticipated Revitalization Benefits

Renovation of the Masonic Temple will provide Watertown with a restored historic performance and event space, as well as additional commercial spaces that can be adapted to various uses. The historic restoration of this unique building will enhance the aesthetic character of Downtown's built environment, which is geared toward historic preservation and adaptive reuse of existing structures.

The new venue has the potential to be a destination that brings visitors Downtown and results in ancillary commercial activity in other Downtown businesses.

Future Use of Structures

The future use of the structure will be as a Performing Arts Center along with mixed commercial space.

Feasibility and Cost Justification

Building accessibility is the first step to opening up the upper-floors and basement to new ideas and sources of investment. Providing improved accessibility at this point in the overall restoration of the Masonic Temple will help to attract additional investors and tenants to transform the unique spaces in the building, generating a cash-flow positive building that will become self-sustaining and benefit the public. The requested DRI funding for accessibility, restoration and some public performance space improvements will generate other investment, making it a great candidate for DRI as well as other grant funding.



Project Category:
*New Building and
Rehabilitation of Existing
Structures*

Project Site:
*Masonic Temple
242 Washington St.*

Project Sponsor:
242 Washington Street, LLC

Project Contact:
*Ms. Augusta Withington
and Mr. Robert Campany*

DRI Funding Request:

\$2,200,000

Revitalization Benefits:

- *Unique mixed-use building.*
- *Historic performance and event space.*
- *Additional commercial spaces.*
- *Enhances aesthetic character of Downtown's built environment.*
- *Destination that brings visitors Downtown.*
- *Results in ancillary commercial activity in other Downtown businesses.*

DRI and REDC Strategies Aligned with Priority Project A1 (See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

- Increase opportunity, business starts, consumer spending and jobs.
- Incentivize rehabilitation and reuse of existing buildings and infill of sites.
- Promote small, locally owned businesses.
- Make Downtown more accessible.
- Establish a brand for Downtown.

Goal Two: Live in Downtown

- Attract artists and others who stimulate creative places.
- Be intentionally intergenerational.
- Maintain Downtown's charm and character.

Goal Three: Play in Downtown

- Advance entertainment, recreation and gathering spaces.
- Be a North Country entertainment and recreation hub.

REDC Strategies

- Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities.
- Activate tourism as a driver to diversify our economy.

Regulatory Requirements

No regulatory challenges are associated with this project.

Timeframe for Implementation and Project Readiness

The DRI portion of the project is ready to move forward as soon as possible. Estimated completion of the Performance Arts Center is Q4 2020, depending on the timing of funding commitments.

Project Reporting

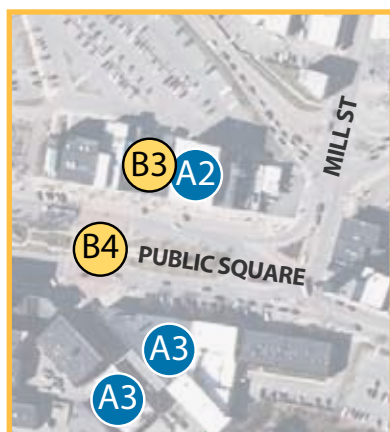
Document the number of visitors to and users of the Performing Arts Center; document any new tenants to the building and additional private investment in the building; track the financial performance of the building over time.



A2

The Lincoln Building Renovation

Continue renovation of the historic 48,000 square foot Lincoln Building to an updated and fully restored commercial building containing Class A office space, including a Co-Working Innovation Center that will cater to budding entrepreneurs.



DRI Funding Request

Total DRI Funds: \$825,000

Total Project Cost: \$1,650,000

Project Description

This project will advance the renovation of the historic 48,000 square foot Lincoln Building to construct Class A office space and other commercial space including a Co-Working Innovation Center by Washington Street Properties. In 2016 Brian Murray, one of the owners, bought a two-story public square building in poor condition and with a ground floor retail

space and upstairs vacant small offices. To generate revenue to carry the building he had the idea to lease the spaces with minimal fit up at as low as \$100 per month. Demand was surprisingly strong and the building was soon leased to a wide variety of businesses, including both entrepreneurs and artists who would not otherwise have been able to afford space in Downtown. The idea for a space with range of affordable, well equipped co-working spaces was born. This project includes a Co-Working Innovation Center, buildout of an event space and an accessible elevator and staircase.

Co-Working Innovation Center

The Co-Working Innovation Center on the 3rd and 4th floors will require converting 16,000 SF into a hub for innovation with a full range of spaces and resources to help cultivate startups and growth of existing small businesses including:

- **Collaborative co-working space**
Entrepreneurs will be able to work and collaborate with other members in a bright, vibrant and open space.
- **Dedicated desks** – Dedicated desks will be available for members to work and store belongings.
- **Private furnished offices**
A range of affordable furnished offices in a number of sizes will be available to rent to entrepreneurs.
- **Conference room** – A spacious, multipurpose conference room will be available on a reservation and as need basis for meetings, training and educational course delivery.

A2. DRI Project Budget, Sources and Uses
The Lincoln Building Renovation

TASK	SOURCE	COST
Co-Working Innovation Center <ul style="list-style-type: none"> Demo New Bathrooms Kitchen/Break Room Conference Room Electrical HVAC Sprinkler Interior Surfaces Restoration (Floors, walls, ceiling) A&E Fees 	Equity/Financing	\$455,000
	DRI Funds	\$455,000
	Task Total	\$910,000
Event Space Build-Out <ul style="list-style-type: none"> Demo New Bathrooms Electrical HVAC Sprinkler Interior Surfaces Restoration (floors, walls, ceiling) A&E Fees 	Equity/Financing	\$91,000
	DRI Funds	\$91,000
	Task Total	\$182,000
Replace Elevator and Stair Tower	Equity/Financing	\$279,000
	DRI Funds	\$279,000
	Task Total	\$558,000
	Total DRI Funds	\$825,000
	Total Developer Funds	\$825,000
	= Total Project	\$1,650,000
	Equity Leverage Ratio	1:1

- **Studio** – A well-lit studio will be available to artists for on a reservation and as needed basis and as a venue for art classes.
- **Kitchenette** – A basic kitchenette will be available for shared use.
- **Equipment and Telecommunications** All users will have free high speed Wi-Fi, banks of USB ports that will be provided throughout the space to accommodate any USB-equipped electronic devices, a high capacity multipurpose printer, copier, fax

- machine, and mailboxes.
- **24/7 Secure Access** – An electronic keycard will allow safe access 24 hours a day and security cameras will cover all access points.

Members will include new entrepreneurs, startups, home-based business owners needing office space, freelancers needing a conference room or artists needing studio space. Rentals will be month-to-month and it will be very easy to move between sizes and types of spaces as businesses grow. Entrepreneurs needing incubator-

Project Category:
New Building and Rehabilitation of Existing Structures

Project Site:
The Lincoln Building
89-99 Public Square

Project Sponsor:
Doolittle & Hall, LLC

Project Contact:
Mr. Brian Murray and
Mr. Mark Purcell

DRI Funding Request:
\$825,000

- Revitalization Benefits:**
- Cultivation and expansion of local businesses.
 - Job creation and economic activity.
 - New venue for entertainment and gatherings Downtown.
 - Studio space for artists, bringing artistic element Downtown.



The Lincoln Building
*Interior of the
existing building.*



level assistance will be referred to the New York Small Business Development Center (NYSBDC).

Event Space Build-Out

A prospective tenant proposes to open a 4,000 SF event space on the 5th floor in 2019 to host a wide variety of activities, filling an unmet need in Downtown and drawing more visitors.

Elevator and Stairs

The Lincoln Building is a historic structure with an existing stairway and elevator that are being upgraded but are not adequate for modern tenants. Requested DRI funds would provide safe egress, including:

- A vertical platform that will provide accessibility from the JB Wise parking lot entrance to the building.
- A new stairwell and ADA compliant elevator, serving the basement and all floors, with the stairwell extending to the roof.

Project Location and Address

The Lincoln Building
89-99 Public Square

Ownership and Project Sponsor Information

Project Sponsor:

Doolittle & Hall, LLC

Project Contacts:

Mr. Brian Murray and Mr. Mark Purcell

The site and building are owned by the project sponsor who has a proven track record developing properties Downtown including the Solar Building and the Commerce Building featured in the 2017 DRI application.

Acquisition of Real Property

Property acquisition is not a component of this project.

Public Support

This project was both recognized in the DRI application and was among the top priority projects recommended by the public. See sidebar on page V-73 for a list of engagement activities that supported the project

Jobs Created

The space will accommodate over 20 work stations and several new offices, which is a good indication of potential job creation.

Anticipated Revitalization Benefits

The center will support businesses, offer meeting meetings and draw artists. The event space will offer a modern venue. Building accessibility will draw remaining tenants needed for full rent up.

Future Use of Structures

The planned uses of the structure include the Co-Working Innovation Center and event space build-out.

Feasibility and Cost Justification

The projects are transformational and catalytic. The idea for the Co-Working Center comes from the sponsor's actual experience with renting affordable small spaces for \$100 per month with

DRI and REDC Strategies Aligned with Priority Project A2*
(See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Increase opportunity, business starts, consumer spending and jobs.
Incentivize rehabilitation and reuse of existing buildings and infill of sites.
Be a center for employment and a place to learn.
Promote partnerships with Fort Drum.
Promote small, locally owned businesses.

Goal Two: Live in Downtown

Maintain Downtown's character and architecture.
Be intentionally intergenerational.

Goal Three: Play in Downtown

Advance entertainment, recreation and gathering spaces.
Be a North Country entertainment and recreation hub.
Capitalize on enviable riverfront recreation.
Make Downtown visitor-friendly.

REDC Strategies

Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities.

**In addition, this project achieves the goals articulated in the Watertown DRI Application (2017).*

full amenities. The Lincoln Room fills a need for a modern event space for family celebrations, business meetings, reunions, etc. Seventy-five percent of the matching funds are committed from Watertown Savings Bank for \$1.65 million construction financing and for permanent financing. The remaining 25% is a cash investment by the sponsors.

Regulatory Requirements

A construction permit from the Code Enforcement Office.

Timeframe for Implementation and Project Readiness

The project will start immediately upon grant award. It only requires is a new construction permit from the City Code Enforcement Office. Full environmental and abatement testing and documentation of insurance, incorporation, financing,

SEQR, M/WBE utilization plan and EEO report are complete.

Project Reporting

Document the number of rentals in the co-working space, and the number of spin-off businesses as a result. Document the number of events and number of people per year as a result of the Lincoln Room.

Public Support

Support for this project was shared at the following community engagement events:

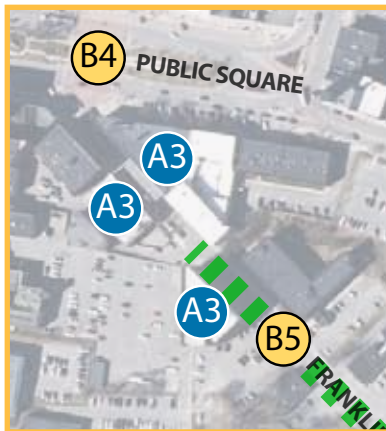
- Supported for Inclusion in the City's DRI Application
- Interviews and Focus Groups
- Community Planning and Design Workshop
- Final Community Open House
- LPC Member Comments and Recommendations
- Shared by the City and/or Key Stakeholders



A3

Franklin Street Façade Improvements

Restore over 700 feet of historic street frontage and 25 storefronts, all in close proximity.



DRI Funding Request

Total DRI Funds: \$1,243,500

Total Project Cost: \$1,658,000

Project Description

The Franklin Street Façade Improvement project represents a unique opportunity to restore over 700 feet of historic street frontage and 25 storefronts, all in close proximity. DRI funding will be used for façade improvements including windows, masonry and storefronts.

Project Location and Address

1. The Commerce Building, 26-44 Public Square
2. The Lamon Building, 124 Franklin Street
3. The Solar Building, 200 Franklin Street

Ownership and Project Sponsor Information

Project Sponsor:

Washington Street Properties, LLC

Project Contacts:

Mr. Brian Murray

Properties encompassed by this project are owned by Washington Street Properties, LLC, while the buildings are owned by wholly-owned subsidiaries of the project sponsor under these entities:

- Watertown Holdings, LLC (Commerce Building and Lamon Building)
- Solar Building LLC and Solar Building Holdings, LLC (Solar Building)

Washington Street Properties, led by Brian Murray, is an active real-estate development group in Watertown, with the experience as well as the capacity to successfully complete this project. The project sponsor has demonstrated their ability to successfully complete similar projects, both in Watertown and across the country, including the Lincoln Building façade.

Acquisition of Real Property

Property acquisition is not a part of this project.

A3. DRI Project Budget, Sources and Uses
Franklin Street Façade Improvements

TASK	SOURCE	COST
Project Summary		
	Total DRI Funds	\$1,243,500
	Total Developer Funds	\$414,500
	= Total Project	\$1,658,000
	<i>Equity Leverage Ratio*</i>	0.33 : 1
*The ratio of grant funds to developer funds in this project is 75%:25%. This is the ratio that the Watertown Local Development Corporation has historically used and is planning to use to administer its façade grant program.		
Commerce Building Façade (26-44 Public Square)		
Window Restoration	Equity/Financing	\$30,000
	DRI Funds	\$90,000
Masonry Restoration	Equity/Financing	\$7,500
	DRI Funds	\$22,500
Storefront Restoration	Equity/Financing	\$120,000
	DRI Funds	\$360,000
	SUB-TOTAL DRI FUNDS	\$472,500
	SUB-TOTAL EQUITY/FINANCING	\$157,500
	=SUB-TOTAL BUILDING	\$630,000
Lamon Building Façade (124 Franklin Street)		
Masonry Restoration	Equity/Financing	\$2,000
	DRI Funds	\$6,000
Storefront Restoration	Equity/Financing	\$30,000
	DRI Funds	\$90,000
	SUB-TOTAL DRI FUNDS	\$96,000
	SUB-TOTAL OTHER SOURCES	\$32,000
	=SUB-TOTAL BUILDING	\$128,000
Solar Building Façade (200 Franklin Street)		
Window Restoration	Equity/Financing	\$112,500
	DRI Funds	\$337,500
Masonry Restoration	Equity/Financing	\$22,500
	DRI Funds	\$67,500
Storefront Restoration	Equity/Financing	\$90,000
	DRI Funds	\$270,000
	SUB-TOTAL DRI FUNDS	\$675,000
	SUB-TOTAL OTHER SOURCES	\$225,000
	=SUB-TOTAL BUILDING	\$900,000

Project Category:
New Building and
Rehabilitation of
Existing Structures

Project Site:
*The Commerce
Building*
26-44 Public Square
The Lamon Building
124 Franklin Street
The Solar Building
200 Franklin Street

Project Sponsor:
Washington Street
Properties, LLC

Project Contact:
Mr. Brian Murray

DRI Funding Request:
\$1,243,500

**Revitalization
Benefits:**

- Transform perceptions of Downtown at the heart of Public Square's south side.
- Allow merchants to prosper.
- Attract more Downtown residents.



Public Support

Support for this project was shared at the following community engagement events:

- Interviews and Focus Groups
 - Community Planning and Design Workshop
 - Meeting with Downtown Merchants
- Final Community Open House
 - Website Comments
 - LPC Member Comments and Recommendations
 - Shared by the City and/or Key Stakeholders

DRI and REDC Strategies Aligned with Priority Project A3 (See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Incentivize rehabilitation and reuse of existing buildings and infill of sites.

Goal Two: Live in Downtown

Maintain Downtown's character and architecture.

Public Support

Residents recognize the need to make Downtown more attractive. Improvements to the Franklin Street corridor will both enhance its visual appearance and improve perceptions of the corridor as a place to live and open new businesses. See sidebar to the left for a list of community engagement events where support was expressed for this project.



Jobs Created

No jobs will be created as a result of this project.

Anticipated Revitalization Benefits

This project will completely transform the perception of a critical segment of Downtown Watertown—right at the heart of Public Square's south side. Historically, the Franklin Street spoke, extending from Public Square down Franklin Street, has been unsightly, depressed and plagued with criminal activity. Over the past few years, Washington Street Properties has invested millions of dollars in turning around and renovating these properties, entirely through private investment. New façades would continue build on this positive momentum by transforming the

public perception of the corridor, allowing merchants to prosper and attracting more people to live Downtown.

Future Use of Structures

The three structures encompassed by this project will consist of Downtown mixed uses. Commercial/retail space will occupy the ground floors of the buildings.

Feasibility and Cost Justification

Façade improvements on this section of Franklin Street will improve the aesthetic quality of the corridor, and make it a more attractive place for people to spend time and money. This will bolster economic activity in this area, and prepare the properties for new investment and immigration of commercial ventures.

Regulatory Requirements

There are no regulatory challenges associated with this project.

Timeframe for Implementation and Project Readiness

The project is ready to move forward as soon as grant funds are received. Any preliminary work will be completed prior to the award date. Construction will take approximately 6- 7 months to complete.

Project Reporting

Document the number of new businesses or tenants that sign a lease in these buildings or surrounding buildings after or in anticipation of updated façade and storefronts.



A4 Community Café and Grocery Development

Operate a community café and grocery store within 3,330 SF in a restored building in Downtown Watertown.



DRI Funding Request

Total DRI Funds: \$149,568
Total Project Cost: \$334,000

Project Description

The DRI funding will be used to build-out and outfit the Community Café and Grocery. The Community Café would be located in a ground-level commercial space within 138 Court Street, which is another Watertown DRI project (Court Street Commons Redevelopment). This tenancy will add to the vitality of that project and this block of Court Street.

The Community Café will offer breakfast and lunch options, coffee and espresso drinks, and freshly made seasonal bakery items. Sourcing and supporting local foods will provide farm-to-table products while supporting community farmers and businesses when possible. The Grocery Store will offer staple pantry items and include locally sourced products from Watertown's nine-county service area when available. There will also be a Community Room on site that will be open for use by outside businesses and organizations.

The Community Café will not only maintain and increase vital funds for ACR Health programs, but will serve the community beyond the organization's current scope. Paired with integrated programming, an adult teaching facility and LGBTQ Youth programs, this Café will greatly enhance the services the organization provides.

The Grocery Store will have a strong focus on nutrition, and all items will include a nutritional fact sheet to help customers select the right options for them. It also allows for expansion of the Good Eats program, which gives consumers the opportunity to purchase food options that will increase positive nutritional outcomes and therefore benefit their overall health.

There will also be a Community Room, which is to be a multi-use space that local groups and community partners can access. This space will include tables, chairs, computers, whiteboards



A4. DRI Project Budget, Sources and Uses <i>Community Café and Grocery Development</i>		
TASK	SOURCE	COST
Leasehold Improvements		\$69,000
Equipment		\$105,568
Kitchen		\$40,366
Community Room		\$6,327
Lobby		\$5,471
Counter		\$27,714
Office		\$1,209
Grocery Area		\$22,481
Storage Room		\$2,000
Other Non-DRI Project Costs		\$159,432
	Total DRI Funds	\$149,568
	Total Developer Funds	\$184,432
	= Total Project	\$334,000
	Equity Leverage Ratio	1.23 : 1

and conference services. Reservations for the room will be free for nonprofits and will be available to for-profit organizations to rent. The Community Room will accommodate the Q-Center, which is a safe space for LGBTQ+ Youth. The Community Café, Grocery and Community Room will enhance nutrition education for the community's youth and their families by giving them access to healthier foods while reducing their dependency on purchased precooked food. It will also provide an additional meeting space for youth programming to accommodate their families and expand the sit-down dinner initiative, which is an opportunity for community members to cook a meal with at-risk youth and teach them about healthy lifestyle options.

The Community Café will also establish a Return to Work program, providing professional experience to a mix of care-managed clients as well as individuals

currently completing rehabilitation from substance abuse. They will regain and solidify their status in the workforce and become productive, working members of society. This six-month curriculum will be a combination of classroom and hands-on training that will be tailored to each individual's needs. This will empower them to feel engaged and valued as they build necessary skills to find jobs within the community, with the goal of becoming an active and contributing citizen.

The Community Café and the programs it is going to support will help fulfill the Mission and Vision of ACR Health while providing steady revenue for increased sustainability.

Project Location and Address

138 Court Street

DRI and REDC Strategies Aligned with Priority Project A4*
(See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Increase opportunity, business starts, consumer spending and jobs.
Promote small, locally owned businesses.
Build on nonprofits, government agencies, service providers and major employers.

Goal Two: Live in Downtown

Maintain Downtown's character and architecture.

Goal Three: Play in Downtown

Advance entertainment, recreation and gathering spaces.
Be a North Country entertainment and recreation hub.
Capitalize on enviable riverfront recreation.
Make Downtown visitor-friendly.

REDC Strategies

Invest in community development infrastructure that expands opportunities and capacity.

**Ownership and Project Sponsor
Information**

Project Sponsor:

ACR Heath

Project Contacts:

Mr. Anthony McEachern

138 Court Street is owned by S&J Properties of Watertown, LLC (Stephen J. Bradley). 138 Court Street is included in another Watertown DRI project (Court Street Commons Redevelopment), and was recently awarded a 2017 RESTORE NY Grant Applicant. The project sponsor stated that he has been working with Mr. Bradley and has secured the space, and that Mr. Bradley supports the project within his building. ACR Health has a presence in Downtown Watertown, and has experience completing similar project in New York State.

Acquisition of Real Property

Property acquisition is not a component of this project.

Public Support

In October of 2017, word of the Community Café and Grocery plans spread to community members, who spoke to the possibility. "I think it would be a very convenient for the people living Downtown not having to drive a mile or two to the grocery store", one Watertown resident said, and added that he believed it would attract people to the business district (Watertown Daily Times, October 2017). Other Watertown residents have commented that it would be "easier" and "great" to have a more centrally located market (WWNY, October 2017). A Watertown Chamber of Commerce business after hours event took place in the home of the new Café and Grocery store in November. With well over 150 local business owners and professionals in attendance, their support for this project was tremendous. Given the public support for this project and the facts regarding the area, it is evident that there is not only a want, but a need for the Community Café and Grocery. See sidebar on page V-81 for

Project Category:

New Building and
Rehabilitation of
Existing Structures

Project Site:

138 Court Street

Project Sponsor:

ACR Heath

Project Contacts:

Mr. Anthony
McEachern

DRI Funding Request:

\$149,568

Revitalization Benefits:

- Range of community services offered, including grocery store, return-to-work program, community room and safe space for LGBTQ youth.
- Attraction of new commercial investment.
- Positive health impacts.



The Community Café and Grocery is transformational in its versatility, range of services and community building potential.

a list of community engagement events where support was expressed for this project.

Jobs Created

The Community Café will hire 8-10 full and part-time employees, with a revolving door of 10 return-to-work individuals. Monies raised from this venture will support and create future jobs at ACR Health. These jobs will be a mix of salary based and above minimum wage employees who will be eligible to receive ACR Health's current benefits.

Anticipated Revitalization Benefits

The Community Café and Grocery is transformational in its versatility, range of services and community building potential which will certainly attract additional investment. As part of the Downtown Revitalization district, this project fits into the bigger picture of Downtown Watertown's redevelopment. Steven Bradley, the local property owner and developer was awarded grants to update and renovate the Community Café's future site at 138 Court Street, and was recently awarded \$1,000,000 to complete additional projects on Court Street. These projects will include updating buildings, adding market-rate apartments as well as additional store fronts. Adding a retail mashup concept on Court Street will meet multiple needs within the community and adds another storefront along a path already benefitting from the redevelopment of Downtown Watertown.

The project's unique cohesion of programs and services meet the many changes, challenges and opportunities that retail is undergoing. A strong branding and marketing strategy will help propel the project, as well as attract new people into Downtown to receive products, good and service that they may not receive in other parts of the city.

All of these factors combined will attract additional investment, because the community will be benefitting in infinite ways due to the diverse setting that the Community Café and Grocery creates.

Each of the Café's four main programs will help people who work, play and live in not only Downtown Watertown but the surrounding communities. The Community Café and Grocery will vastly improve quality of life given its unique aspects of community engagement and goals of positive health outcomes.

The four main programs include:

- **Grocery Store:** Ending the dry food desert while providing nutritious farm to table style foods, and a grocery incubator to help newly produced marketable items get off the ground.
- **Return to Work Program:** Allowing individuals with gaps in their resume to gain the skills they need to return to workforce and have the opportunity to be productive members of society.
- **Community Room:** Bringing together non-profit and civic groups to help share services while providing a safe and central meeting space.
- **Q Center Expansion:** Providing a new safe space for Northern New York's Lesbian, Gay, Bi-Sexual, Transgender and Questioning youth.

Future Use of Structures

138 Court Street will consist of Downtown mixed uses. The Community Café and Grocery will occupy the ground floor of the building.

Feasibility and Cost Justification

The retail trade area of Downtown Watertown has a population of 17,544, which is projected to remain stable. 80.96% of the population is white, while the remaining 19.04% are Black, American Indian, Mixed Race, or Hispanic. The

median age of this area is 33.73 years, and 33.24% of residents in the retail trade area have an associate's degree or higher. The average household income is \$52,001 per year with an average of 2.3 persons per household, with majority of the Downtown population making between \$50-74K per year.

For context, the county population is 50,021. 76.29% are white, while the remaining 23.71% are Black, American Indian, Mixed Race, or Hispanic. The average county income is \$56,806 and the median age is 28.9 years. 13.56% of county residents have an associate's degree or higher.

The estimated retail area for food/lunch is \$4,616,205, which places it in the top three projections for the area alongside TV, Radio and Sound Equipment and Sports and Recreation.

As the analysis shows, the relevant market is large enough for the café and grocery store to enjoy considerable success.

Customer Needs

- **Grocery Store**
Currently there is no grocery or bodega style store Downtown, creating a dry food desert. Residents and individuals seeking staple pantry items, fresh produce and local products have to travel more than 2 miles to seek these items.
- **Additional Meeting Space**
The Watertown Chamber of Commerce has recognized the lack of meeting space within the Downtown area. Local businesses are looking for a meeting space with access to catered food.
- **Quick Service Breakfast and Lunch Options**
There are currently minimal options for quick service breakfast and lunch options within Downtown Watertown. Most options available offer similar menus.

- **Farm-To-Table Style Foods**

Farm-To-Table foods and grocery options are a big focus to consumers as they look to eat nutritiously and support their local farmers. There are only a few similar food co-ops within the Watertown area, none of which are within the Downtown limits.

Regulatory Requirements

NYS Department of Health approval- Needed to run a restaurant (in progress)
NYS Department of Agriculture approval – Needed to run a grocery store (in progress)
City of Watertown electrical and plumbing permits needed (in progress).

Timeframe for Implementation and Project Readiness

The project is ready to proceed as soon as the required funding is secured.

Project Reporting

Meet target revenues and margins. Create a sustainable model that supports the programs offered by ACR Health, and provides a new Downtown amenity.

Public Support

Support for this project was shared at the following community engagement events:

- *Community Planning and Design Workshop*
- *Final Community Open House*
- *Shared by the City and/or Key Stakeholders*



A5 Paddock Market-Rate Housing Restoration

Rehabilitate 5 upper-story market-rate apartment units with views looking east onto Public Square.



DRI Funding Request

Total DRI Funds: \$123,000
Total Project Cost: \$365,000

Project Description

Rehabilitation of five upper-story market-rate apartment units that are overlooking Public Square. The addition of market-rate housing will make the Downtown more viable. In addition, it would help to prolong the useful life of the 167-year-old Paddock Arcade.

Project Location and Address

3-7 Public Square

Ownership and Project Sponsor Information

Project Sponsor:

Watertown Rx, LLC

Project Contact:

Mr. Donald Coon

When Watertown Rx, LLC (Donald Coon) acquired Paddock Arcade it was on the verge of being condemned, and they restored it to a working building with many renovated spaces. The sponsor has completed build-outs and tenant improvements on 100K square feet of offices in their buildings at 120 Washington St. and 210 Court St.

Acquisition of Real Property

Property acquisition is not a part of this project.

Public Support

This project will serve as an example for the potential for market-rate housing Downtown and stimulate similar investments. See sidebar on page V-83 for a list of community engagement events where support was expressed for this project.

Jobs Created

No jobs will be created as a result of this project.

Anticipated Revitalization Benefits

The millennial and baby boomer expectations for diverse housing, higher-density apartments and walkable neighborhoods remains an ongoing trend. This project builds on that momentum, offering five market-rate apartment units with views of Public Square. It will be able to attract residents who will make Downtown more vibrant and will preserve the 167-year-old Paddock Arcade.

A5. DRI Project Budget, Sources and Uses <i>Paddock Market-Rate Housing Restoration</i>		
TASK	SOURCE	COST
Renovate 5 Vacant Apartments and Common Spaces		\$365,000
	<i>Demolition and Removal</i>	\$47,500
	<i>Electrical , Plumbing, HVAC and HW Heater</i>	\$108,450
	<i>Fixtures</i>	\$21,400
	<i>Flooring , Ceiling, Wall Treatments</i>	\$77,190
	<i>Kitchen Cabinets , Countertops and Appliances</i>	\$25,000
	<i>Common Areas</i>	\$85,460
	Total DRI Funds	\$123,000
	Total Developer Funds	\$242,000
	= Total Project	\$365,000
	<i>Equity Leverage Ratio</i>	1.97 : 1

DRI and REDC Strategies Aligned with Priority Project A5 (See page II-43 for full vision, goals and strategies)	
Goal One: Work in Downtown	
Incentivize rehabilitation and reuse of existing buildings and infill of sites.	
Promote small, locally owned businesses.	
Goal Two: Live in Downtown	
Increase the number of market-rate residences.	
Maintain Downtown's character and architecture.	

Future Use of Structures

The building will consist of Downtown mixed uses consisting of commercial retail space on the ground floor and upper-story apartments.

Feasibility and Cost Justification

Market-rate housing is needed to fully activate Downtown Watertown.

Regulatory Requirements

There are no known regulatory challenges associated with this project.

Timeframe for Implementation and Project Readiness

The project could start as soon as grant funds are awarded. The project is estimated to take between 14-16 months to complete.

Project Reporting

Document the additional new residents in this building and surrounding buildings as a result of the building and area revitalization. Document any uptick at businesses in close proximity to the project.

Project Category:
New Building and Rehabilitation of Existing Structures

Project Site:
3-7 Public Square

Project Sponsor:
Watertown Rx, LLC

Project Contact:
Mr. Donald Coon

DRI Funding Request:
\$123,000

Public Support:

Support for project was shared at the following community engagement events:

- Final Community Open House
- LPC Member Comments and Recommendations
- Shared by the City and/or Key Stakeholders

Revitalization Benefits:

- Fulfill need for additional market-rate housing Downtown.
- Prolong the life of the historic Paddock Arcade.
- Activate Downtown area with additional residents.

**A6**

Paddock Arcade Enhancement

Repair and rehabilitate the public space of the historic Paddock Arcade.



DRI Funding Request

Total DRI Funds: \$435,000

Total Project Cost: \$870,000

Project Description

The project will enhance the historic Paddock Arcade by improving the glass roof structure, installing radiant in-floor heat and air conditioning in the “covered street,” and improving the interior “streetscape.” Installation of an elevator will provide handicapped accessibility to upper floors and open up more space to attract new professional uses and businesses. The project would enhance appeal and usability of the public portion

for both tenant and public events, attracting people, business and events Downtown as well as prolonging the useful life of the 167-year-old Paddock Arcade.

Elevator

Install an elevator in order to provide access to the second floor of the building for offices or destination uses (such as a yoga studio). This will open up opportunities to attract new businesses to the second floor.

Second Floor Enhancement

Demolish and reconstruct the nine available commercial spaces into tenant ready spaces with remodeled interiors. The open common area of the second floor will also be carpeted and painted.

Glass Roof Area

The iconic glass roof is in need of repair/replacement of panes. The roof section has two sets of 2’ x 5’ glass panes on each side that need to be removed, reset and/or replaced. There are a total of 248 panes. The frame must be sanded and painted. The adjacent recovering should be replaced to assure the water tight protection of the Arcade. The area above the glass ceiling could be opened so that the glass roof, four stories above the ground floor is visible.

First Floor Area

The first-floor area consists of a central “covered street” which has long been used for public events. In the past there were two boilers under the section that would heat the floor due to their inefficiency. With the boilers retired, the central, public area is very cold in the winter months. An in-floor radiated heating system

A6. DRI Project Budget, Sources and Uses <i>Paddock Arcade Enhancement</i>		
TASK	SOURCE	COST
Elevator/Accessibility		\$180,000
Second Floor Enhancements		\$395,000
Glass Roof Rehabilitation		\$102,000
First Floor Area (Radiant Heat/HVAC)		\$33,000
South Side Exterior Renovation		\$160,000
	Total DRI Funds	\$435,000
	Total Developer Funds	\$435,000
	= Total Project	\$870,000
	<i>Equity Leverage Ratio</i>	<i>1:1</i>

that would warm the floor structure from underneath is proposed, allowing the use of the public area for events, such as the indoor farmers market, Christmas and holiday celebrations as well as business gatherings.

South Side Exterior Renovation

Remove non-original areas that are in disrepair. Replace south side curtain wall with a brick façade. Replace the awning structure to match the north side. Repave area, creating 20 parking spots.

Project Location and Address

Paddock Arcade
1 Public Square

Ownership and Project Sponsor Information

Project Sponsor:
Watertown Rx, LLC

Project Contacts:
Mr. Donald Coon

The property is owned by the project sponsor, Watertown Rx, LLC (Donald Coon). The project sponsor owns and has redeveloped over 100,000 square feet of space in Downtown Watertown. They

acquired Paddock Arcade when it was on the verge of being condemned and returned it to a working building with many renovated spaces.

The project sponsor has completed build-outs and tenant improvements on more than 100,000 square feet of office space in the office buildings located at 120 Washington and 210 Court Street.

Acquisition of Real Property

Property acquisition is not a component of this project.

Public Support

The Paddock Arcade is recognized by the public as an important historic space. At the second public meeting, residents ranked this project among the top priorities for DRI funding. The community recognizes this as an important project to create more attractive development in this prime location. See sidebar on page V-86 for a list of community engagement events where support was expressed for this project.

Project Category:
New Building and Rehabilitation of Existing Structures

Project Site:
*Paddock Arcade
1 Public Square*

Project Sponsor:
Watertown Rx, LLC

Project Contact:
Mr. Donald Coon

DRI Funding Request:
\$435,000

Revitalization Benefits:

- Enhance the historic Paddock Arcade.
- Open up additional second-story space.
- Attract people, businesses and events Downtown.



Public Support

Support for this project was shared at the following community engagement events:

- Interviews and Focus Groups
- Community Planning and Design Workshop
- Final Community Open House
- Public Comments at LPC Meetings
 - LPC Member Comments and Recommendations
 - Shared by the City and/or Key Stakeholders

DRI and REDC Strategies Aligned with Priority Project A6

(See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Incentivize rehabilitation and reuse of existing buildings and infill of sites.

Promote small, locally owned businesses.

Make Downtown more accessible.

Establish a brand for Downtown.

Goal Two: Live in Downtown

Maintain Downtown's character and architecture.

Maintain Downtown's charm and character.

Jobs Created

No jobs will be created as a result of this project.

and office space in a unique, Downtown setting.

Anticipated Revitalization Benefits

The project will enhance the historic Paddock Arcade by improving the glass roof, the heat and air conditioning and the interior "streetscape." The elevator will provide access to the upper-floors, opening up more space. These improvements will attract people, businesses and events Downtown.

Regulatory Requirements

There are no known regulatory challenges associated with this project.

Timeframe for Implementation and Project Readiness

The project could start as soon as grant funds are awarded. The project is estimated to take between 14-16 months to complete.

Future Use of Structures

This portion of the building will consist of commercial and retail spaces.

Project Reporting

Document the additional commercial tenants in this building and in surrounding buildings as a result of the building and area revitalization. Document any uptick at businesses at or in close proximity to the project.

Feasibility and Cost Justification

This project will inject new life into the 160-year-old Paddock Arcade, which is the longest continually operating covered mall in the USA. This will open up retail

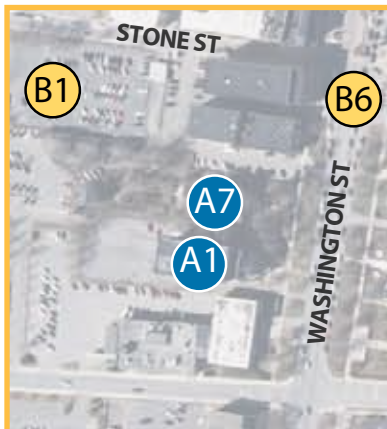




A7

Jefferson County Historical Society Updates

Update the Jefferson County Historical Society museum facility/exhibits.



DRI Funding Request

Total DRI Funds: \$506,600

Total Project Cost: \$1,231,668

Project Description

The Jefferson County Historical Society, located just off the edge of Public Square, will use funding assistance for facility improvements to support the preservation of historic artifacts and continued patronage of the museum. A new elevator will provide handicap accessibility and increase the opportunity for more visitation. Funding will also allow the museum to provide

new interactive and modernized exhibit displays, which will considerably broaden its attraction to younger populations. Updates to the heating and cooling system will enable the facility to meet the accepted museum industry standards of temperature and humidity control, which currently limits the JCHS from receiving the formal museum accreditation that is essential for a range of grant applications.

This project consists of critical improvements to both facility and exhibit space to support the preservation of historic artifacts and increase the patronage of the museum. The improvements include the following tasks:

Elevator

- 4-Stop Elevator
- Exterior Shaft and Ramp Construction
- Legal, Technical and Administrative Expenses

Installation of an elevator will allow for handicap accessibility to the entire museum. Without this, JCHS has severely limited opportunity for encouraging visitation. By improving accessibility, JCHS can also open the 3rd floor archives to the public and provide true access for research requests. JCHS currently denies hundreds of people each year based on their inability to climb stairs. Many of the exhibits are on the second floor, including the new Military Fort Drum exhibit and the Pre-Contact Archaeological Exhibit.

Museums are most successful when they rotate their exhibits frequently. This is extremely



Public Support

Support for this project was shared at the following community engagement events:

- Final Community Open House
- Public Comments at LPC Meetings
 - LPC Member Comments and Recommendations
 - Subcommittee Recommendations

A7. DRI Project Budget, Sources and Uses Jefferson County Historical Society Updates

TASK	SOURCE	COST
4-Stop Elevator		\$400,000
Interactive Modernized Exhibit Displays and Technology		\$96,600
Update to Pre-Existing HVAC System on 3rd Floor Archives		\$10,000
Other Renovation and Roof Repairs		\$725,068
	Total DRI Funds	\$506,600
	Total Developer Funds	\$725,068
	= Total Project	\$1,231,668
	Equity Leverage Ratio	1.43 : 1

difficult without an elevator. With the majority of the collection on the 3rd floor, it takes several staff members to move the display cases and exhibits up and down three flights of stairs.

The elevator quotes came from OTIS and BCA Engineers and Architects. BCA has an initial sketch and an outlined plan of the elevator, which would be placed on the outside of the building to limit the damage to the floors and walls. It is proposed to face the Masonic Temple Building, towards the back of the building for ease of access from the rear parking lot.

Interactive, Modernized Exhibit Displays and Technology

- Free Standing Display Cases
- Free Standing Tower Cases
- Display Pedestal
- Tablets
- Tablet Kiosks
- 32-Inch Multi Touch Display
- LED Lighting for Improved Displays and Preservation
- Track Lighting Installation
- Sound System
- Electrical Contracting

Each of these exhibit items are crucial for enhancing the layout of the museum and improving the experience for visitors. Currently, there are no interactive displays, meaning no touch screen technology, no child friendly exhibit space, no informative videos and a limited enhanced atmosphere. All of the items are essential to creating a vast experience for the visitor.

The free-standing display cases are important for advancing displays as they are collapsible, easy to store and can be used and reused in a multitude of exhibits.

Both lighting and sound are essential to creating the museum atmosphere. This upgrade will also allow the museum to affordably change and adjust exhibits more frequently.

These interactive exhibits will improve the following exhibits at the JCHS:

- The Military and Fort Drum Exhibit
- The Pre-Contact Archaeological Exhibit
- The Jefferson County Room
- Olive Paddock's Bedroom
- Edwin Paddock's Bedroom
- The Front Parlor

DRI and REDC Strategies Aligned with Priority Project A7 (See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

- Incentivize rehabilitation and reuse of existing buildings and infill of sites.
- Be a center for employment and a place to learn.
- Promote partnerships with Fort Drum.
- Build on nonprofits, government agencies, service providers and major employers.
- Make Downtown more accessible.

Goal Two: Live in Downtown

- Be intentionally intergenerational.
- Maintain Downtown's charm and character.

Goal Three: Play in Downtown

- Celebrate the region's military history.

- The Music Room
- The Main Hall
- The Edwin Paddock's Library
- The Main Gallery Rotating Exhibit Space
- The Back Gallery Rotating Exhibit Space

Update to Pre-Existing HVAC System on 3rd Floor Archives

- HVAC Update
- Contracting

Heating, Ventilation and Air Conditioning is an essential tool for the preservation of the collection. The primary concern is that the collection is not being properly maintained due to an old HVAC system that is on the 3rd floor that requires updating.

Without meeting the accepted museum industry standards of temperature and humidity control, the JCHS cannot receive formal museum accreditation. Without accreditation, the JCHS will struggle with receiving grants that use accreditation as a competitive standard.

Other Renovation and Roof Repairs

JCHS is planning to repair the roof of the historic Paddock Mansion as well as other necessary building renovations as

components of this capital improvement project. However, the renovations and roof repair are not included as DRI-funded tasks.

Project Location and Address

Paddock Mansion
228 Washington Street

Ownership and Project Sponsor Information

Project Sponsor: Jefferson County Historical Society

Project Contact: Ms. Jordan Walker

The property is owned by the Jefferson County Historical Society, which is a 501-(c)-3 charitable organization chartered by the New York State Department of Education. Governance of the Society is by a Board of Trustees and the day-to-day operations are managed by the Society/Museum staff.

Acquisition of Real Property

Property acquisition is not a component of this project.

Project Category:
New Building and
Rehabilitation of
Existing Structures

Project Site:
Paddock Mansion
228 Washington Street

Project Sponsor:
Jefferson County
Historical Society

Project Contact:
Ms. Jordan Walker

DRI Funding Request:
\$506,600

Revitalization Benefits:

- Potential for increased membership and foot traffic.
- Regaining accreditation for the JCHS, with opportunity to contribute higher economic impacts.



Accreditation

By providing increases in handicap accessibility, interactive exhibits and better collection temperature and humidity control, JCHS will be qualified to apply for accreditation again.

Public Support

The Jefferson County Historical Society is an important place to share the history of the region while attracting visitors. The public emphasized throughout the process to host more family-friendly events Downtown, and highlight arts and culture. This project advances the call for enhanced arts and culture Downtown and compliments the neighboring Masonic Temple improvements underway. See sidebar on page V-88 for a list of community engagement events where support was expressed for this project.

Jobs Created

No new jobs will be created as a direct result of this project.

Anticipated Revitalization Benefits

The potential for increased membership and foot traffic could be quite significant. Museums that are considered “accredited” under the American Alliance of Museums contribute significantly higher economic impacts to their surrounding towns or cities because the quality of the museum is held to a much higher standard. The historical society was once accredited,

and by providing these increases in handicap accessibility, interactive exhibits and better collection temperature and humidity control, JCHS will be qualified to apply for accreditation again.

Jefferson County Historical Society Statistics

- Visitors in 2017: 4,500
- Research Requests 2017: 837
- Members of the Museum: 481
- Museums to Schools Presentations through BOCES/JCHS 2016-2017 school year:
 - o 17 schools
 - o 9 Districts
 - o 336 Presentations

Future Use of Structures

The building will be fully occupied by the JCHS as a history museum, historical research center, archive storage and office space.

Feasibility and Cost Justification

Preserving the history of Watertown in a unique historical space Downtown is hugely important to draw people Downtown, and preserve the identity of the place by linking past and present. JCHS needs accreditation – and without these critical facility upgrades, as well as modernizing the exhibits, this may not be achieved. All of these tasks include retrofitting existing structures and exhibits, which can often be a minefield of unknowns and unforeseen costs. JCHS has built in adequate contingency to ensure they complete the project within the allotted budget, and achieve their goal of accreditation, exhibit variety and flexibility and overall patron growth.

Regulatory Requirements

There are no known regulatory challenges associated with this project.



Timeframe for Implementation and Project Readiness

The project could begin in the late winter, early spring of 2019. The DRI portion of the project can begin prior to the exterior renovations and roof project, which will be dependent upon the success of a capital campaign and approved grants.

The DRI portion of the project, pending decent weather, would take only 1-2 months to complete, or a maximum of 3-4 months if an issue arises.

The JCHS Roof Renovation portion of the project is dependent on outdoor work, and would need to take place in the spring of 2019 and no sooner. The estimated

time of completion could also be less than 1 month, or up to 3-4 months dependent upon unforeseen issues.

Project Reporting

Document the increase in additional visitors to the JCHS over past years, and therefore visitors to Downtown Watertown; track the status of the accreditation.

Museum Exhibits

New interactive, modernized exhibit displays will enhance the layout of the museum and improve the visitor's experience.



but is expected to feature the following: lobby; child watch and kids adventure area; community meeting/multi-purpose rooms; community kitchen; teen center; gym or racquet courts; group exercise studios; wellness area; aquatics; locker rooms; and their administrative offices. The Watertown Family YMCA has been committed to, and investing in, Downtown Watertown since 1855. This proposal ensures that in the future the Y will be an anchor in Downtown Watertown, continuing the strong role it has played in the past as a community activity center.

Project Location and Address

To Be Determined

Ownership and Project Sponsor Information

Project Sponsor: Watertown Family YMCA

Project Contact: Ms. Denise Young

The YMCA is a 510-(c)-3 charitable organization. The Y is dedicated to finding a suitable Downtown site.

Acquisition of Real Property

Property acquisition by the YMCA is a component of this overall project; however, it will not be the DRI-funded portion of this project.

Public Support

This project received extensive public support at the second Public Open House. In addition, the Watertown Family YMCA is recognized as a key community facility Downtown. This project benefits from broad community support as evidenced by the public

A8

YMCA Aquatics, Racquet Sport and Wellness Center Development

Build a new 40,000 – 45,000 SF YMCA Aquatics, Racquet Sport and Wellness Center in Downtown Watertown.

Site Location TBD

DRI Funding Request

Total DRI Funds: \$2,000,000

Total Project Cost: \$16,649,500-\$18,708,500

Project Description

The Watertown Family YMCA is proposing to develop a 40,000 – 45,000 square foot YMCA Aquatics, Racquet Sport and Wellness Center in the DRI project area. This facility will bring 15,000 visits monthly to Downtown, and will link those visitors to the riverfront and store fronts of Downtown Watertown. The exact program of the facility has not been finalized

A8. DRI Project Budget, Sources and Uses* YMCA Aquatics, Racquet Sport and Wellness Center Development		
TASK	SOURCE	COST
Hard Costs <ul style="list-style-type: none"> Lobby and Entry Public Restrooms Branch Administration Child Watch Family Adventure Center Community Multi-Purpose Room Community Meeting/Conference Room Community Kitchen Teen Center Gymnasium, including cross courts Indoor Track Group Exercise Rooms Wellness Center Aquatic Center 		\$14,060,000
Site Work		\$500,000
Parking		\$1,000,000
Soft Costs		\$3,148,500
Total (before financing)		\$18,708,500
	Total DRI Funds	\$2,000,000
	Total Developer Funds	\$16,708,500
	= Total Project	\$18,708,500
	Equity Leverage Ratio	8.32 : 1 to 9.35 : 1

* Assuming a 40,000 – 45,000 square foot facility. The costs were developed utilizing existing knowns. As the project planning progresses these will be refined as will the scope of work.

outpouring of response the YMCA has received and letters/comments of support from the community. See sidebar on page V-95 for a list of community engagement events where support was expressed.

Partnerships

The North Country Tennis Association (NCTA) is committed to supporting this YMCA proposal and will be an active player in the raising of capital funds. Indoor tennis has been in Watertown since Bobby

Riggs and Billy Jean King in the early 1970s. When the Racquet club closed in 2012, the NCTA's 50 active members moved to a temporary on Fischer Road, but the building was sold in 2017. The NCTA is playing a modified form of tennis called Pop Tennis in the YMCA Fairgrounds Facility.

Project Category:
New Building and
Rehabilitation of
Existing Structures

Project Site:
To Be Determined

Project Sponsor:
Watertown Family
YMCA

Project Contact:
Ms. Denise Young

DRI Funding Request:
\$2,000,000

Revitalization Benefits:

- Catalyst to transform Downtown.
- Attract residents, businesses visitors Downtown.
- Visual linkage to Black River and storefronts.



DRI and REDC Strategies Aligned with Priority Project A8 (See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Incentivize rehabilitation and reuse of existing buildings and infill of sites.

Build on nonprofits, government agencies, service providers and major employers.

Make Downtown more accessible.

Goal Two: Live in Downtown

Be intentionally intergenerational.

Goal Three: Play in Downtown

Advance entertainment, recreation and gathering spaces.

Capitalize on enviable riverfront recreation.

REDC Strategies

Invest in community development infrastructure that expands opportunities and capacity.

Innovate effective rural healthcare and education delivery networks.

The Watertown Blue Sharks Swim Team is a YMCA sponsored parent-coached competitive swim team that has been in existence since 1967 that has consistently produced state and national champions. Families of the YMCA, with 168 swimmers aged 4 to 19, are fully committed to supporting this project. The aquatics center will bring regional competitions to Downtown Watertown.

In addition, the YMCA will partner with the City for the 200-250 parking spaces needed. A public-linked parking structure connected to the Y and the street will add a much needed amenity Downtown needs to thrive.

Jobs Created

The facility would create 25-30 additional jobs at the YMCA alone with a significant ripple effect for the local economy and create a catalyst for residential growth including potentially a shop selling swim suits and tennis. As a result of active walking, snowshoeing and trail running on the existing Watertown Riverfront trail system it is anticipated that more participants will be drawn Downtown.

Anticipated Revitalization Benefits

This project will be the catalyst that transforms Downtown Watertown. It will attract and retain residents, visitors and businesses. The visual linkage of the YMCA infrastructure inside and out to both the Black River and the storefronts will be the critical transformational factor. This project will bring long-term irreversible improvement to the Downtown economy. It will be the catalyst that connects residents, visitors and workers to the Watertown riverfront trails and Downtown businesses. By visually connecting the 15,000 monthly YMCA patrons to the riverfront and the storefronts of Downtown Watertown, the YMCA will transform the economy of the Downtown businesses and improve utilization of the Black Riverfront.

Community Health – The Watertown Family Y is actively engaged in growing wellness and prevention programs that improve quality of life for retirees and those living with a variety of illnesses that benefit by regular exercise like heart disease and diabetes. The organization is

outgrowing its ability to accommodate the growing demand for wellness programs. This is especially true for aquatics, as aquatics provides a means for those with joint challenges to stay active and to rehabilitate following injury. The Y is also investing in programming to address high rates of childhood obesity in the region since water related exercise attracts children whose body weight may be a barrier to other sports.

Quality of Life – Multiple studies show that easy access to physical activity and recreation improve quality of life and impact where people choose to live, especially for millennials and empty nesters. YMCAs also create a sense of community, provide social connections within a community and promote lifelong activity. Fort Drum families identified the YMCA as one of few existing draws attracting them Downtown. An aquatics center will provide an opportunity for soldiers and spouses to bring their children; childcare will allow adults to work out.

Future Use of Structures

The new building will be fully occupied by the Watertown Family YMCA.

Feasibility and Cost Justification

The project will require a combination of public and private investment. In addition to recommended DRI funds, sources of the balance of the capital will be determined during the planning and pre-funding phase. The Watertown Family YMCA is a strong sustainable organization with a history of successful project completion.

Regulatory Requirements

The City's site plan review process and other agency reviews will be required for a new development. There are no regulatory challenges associated with this project that are expected to hinder implementation.

Timeframe for Implementation and Project Readiness

The Watertown Family YMCA has a specific sequenced timeline for this project. The planning and pre-funding phase is scheduled for completion by the end of March 2018, which will transition into the capital funding and architectural phase, with scheduled completion by March of 2019. Ground breaking is slated for the summer of 2019, and operational start-up is scheduled for 2020.

The Watertown Family YMCA is committed to a process that will result in a sustainable asset for the future of Downtown Watertown and the people of the region. The Y will undertake due diligence to ensure the projects viability, sustainability and transformational impact. At this time, the Watertown Family YMCA has engaged with Y National Development resources and with GRO architectural and design who works with YMCAs across New York State and the country. In addition, the Y has applied to the Northern New York Community Foundation for funding to support the market research necessary in the pre-funding component.

Project Reporting

Project reporting will include documenting the number of new visitors at the YMCA, spinoff on other Downtown assets and businesses and typical program specifics the YMCA uses currently to track membership rates and increased usage.

Public Support

Support for this project was shared at the following community engagement events:

- *Interviews and Focus Groups*
- *Community Planning and Design Workshop*
- *Final Community Open House*
- *Website Comments*
- *Public Comments at LPC Meetings*
- *LPC Member Comments and Recommendations*
- *Subcommittee Recommendations*
- *Shared by the City and/or Key Stakeholders*



A9

Year-Round Market Development: Community Enhancement Project

Create an indoor/outdoor year-round market for fresh produce, fruits, prepared foods and other goods from local vendors.



DRI Funding Request

Total DRI Funds: \$225,000
Total Project Cost: \$485,000

Project Description

This proposal is to completely rehabilitate the on site building and create an indoor/outdoor year-round market for fresh produce, fruits, prepared foods and other goods from local vendors. The market will consist of stands operated by independent farmers and small merchants with places where customers can purchase and eat food. Use

of the grant money will allow for the rental cost of the merchant booths and stalls to be kept at an affordable level to ensure that small businesses and vendors can sustain the occupancy market. Building improvements include the following tasks:

- Rebuild and refinish 3 exterior walls.
- Refinish the upper façade.
- Rebuild ceiling under canopy.
- Repair and finish block wall on parking lot side.
- Abatement and new EPDM roof.
- Remove overhead doors and rehabilitate storefront.
- Other: paint, siding, interior flooring, and concrete repairs.
- MEP improvements.
- Windows/door replacement.

Project Location and Address

454 State Street

Ownership and Project Sponsor Information

Project Sponsor: Jake's Lawn Care, Inc.

Project Contact: Mr. Jake Johnson

The property is owned by JSJ NNY, LLC. The project sponsor has demonstrated the ability to successfully complete similar projects within Watertown, and has experience and specialized knowledge about rehabilitating buildings and properties. The owner is a lifelong resident of Watertown as well as a local businessman who is committed to the realization of the community.

Acquisition of Real Property

Property acquisition is not a component of this project.

A9. DRI Project Budget, Sources and Uses		
Year-Round Market Development: Community Enhancement Project		
TASK	SOURCE	COST
Building Improvements and Rehabilitation and Market Build-Out <ul style="list-style-type: none"> Reside exterior walls Remove old and install new ceilings Repair block wall EPDM Roof Remove and replace overhead doors Establish booth space for vendors 		\$450,000
	Total DRI Funds	\$225,000
	Total Developer Funds	\$260,000
	= Total Project	\$485,000
	Equity Leverage Ratio	1.16 : 1

Public Support

The community repeatedly called for improving the aesthetics of Downtown and creating opportunity for community gathering throughout the DRI process. This project takes a dilapidated building at the edge of Downtown and creates a destination for the community to gather and share in the distribution of regional foods and entertainment. See sidebar on page V-99 for a list of community engagement events where support was expressed for this project.

Jobs Created

No jobs will directly result from this project.

Anticipated Revitalization Benefits

The project will help provide fresh foods to population groups without adequate access including those in the Downtown/eastside Watertown neighborhood, those that are handicapped or elderly through accessibility improvements, those that utilize public transportation (within the public transportation service area), to

low-income and senior households that are within walking distance. The project is expected to help catalyze neighborhood improvement and investment, increase surrounding property values and create new jobs.

Future Use of Structures

The new building will be fully occupied by the project sponsor. Due to its size, some of the building may be used for purposes other than the Year-Round Market in the future.

Feasibility and Cost Justification

This project will provide significant impact to the community:

- Jefferson Census Tract 621, which comprises Downtown Watertown and the adjacent Near East Side neighborhood includes an estimated 678 households without access to a vehicle, or 33.5% out of a total of 2,024 households.
 - 454 State Street is within the Downtown/Eastside Watertown neighborhood.

Project Category:
New Building and Rehabilitation of Existing Structures

Project Site:
454 State Street

Project Sponsor:
Jake's Lawn Care, Inc.

Project Contact:
Mr. Jake Johnson

DRI Funding Request:
\$225,000

Revitalization Benefits:

- Provide fresh foods to underserved population groups without adequate access.
- Catalyze neighborhood development.
- Increase property values.
- Create new jobs.



DRI and REDC Strategies Aligned with Priority Project A9

(See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Increase opportunity, business starts, consumer spending and jobs.

Incentivize rehabilitation and reuse of existing buildings and infill of sites.

Promote small, locally owned businesses.

Build on nonprofits, government agencies, service providers and major employers.

Establish a brand for Downtown.

Goal Two: Live in Downtown

Maintain Downtown's character and architecture.

Maintain Downtown's charm and character.

REDC Strategies

Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities.

- o *It is both handicapped and elderly accessible.*
 - o *It is located within a public transportation service area.*
 - o *It is within walking distance to multiple low income and/or senior housings.*
- 44.9% of households in Census Tract 621 receive food stamps/SNAP, and 24.6% of its households have incomes below the poverty level. The median income for households in this Census tract is \$26,932. (No other Census tract in Watertown City or Jefferson County has a median household income below \$31,000).
 - o *Money spent within this low-income community will benefit the community.*
 - o *Money earned locally will in return be spent locally, supporting the local economy.*
 - o *Business will increase property value, concurrently increasing the tax base.*
 - o *This rundown building will be transformed into a safe, attractive and well-maintained property. Moreover, the building owner*
- and this new venture could serve as a catalyst for neighborhood improvements and other types of reinvestment activities, which collectively restore neighborhood pride, stability and a sense of community.*
- o *Farmers markets and contributing farmers can be a way to help employ and create new jobs.*
- o *Building owner will commit to helping fledgling business owners who cannot get funds to otherwise find retail space.*
- o *Will work with local nonprofits in procuring produce and goods for farm to table concepts.*
- 31.4% of adults in Jefferson County are obese, compared to a rate of 24.9% for New York State. The percentage of adults who are overweight or obese in Jefferson County is 63.2%.
 - o *Preventing chronic disease by reducing obesity was identified as a health priority by the Jefferson County Public Health Department and each of the county's three hospitals in their most recent Community Health Assessments and*



Community Health Improvement Plans.

- o *Access to fresh fruits, vegetables, meats and fish year-round will help the community to be healthier.*
- o *People involved with the markets (both vendors and customers) learn new things about themselves and people around them, giving to a greater sense of community and local pride.*
- o *Thriving farmers markets create their own community; the events and happenings at the market will create an atmosphere that is more than just a shopping venue.*
- o *Money spent within this low-income community will also benefit the community.*
- 23.1% of adults in Jefferson County have experienced food insecurity within the past 12 months.
 - o *Unused and unsold foods can be delivered to local churches and other community organizations.*
- 19.2% of children in the Watertown City School District were obese as of 2014-2016, exceeding the rate for Jefferson County rate by 18.7% and the rate for New York State (excluding New York City) by 17.3%.
 - o *Access to fresh food year-round will help people to be healthier.*

Regulatory Requirements

No regulatory challenges are associated with this project.

Timeframe for Implementation and Project Readiness

Components of this project can begin as soon as Spring 2018.

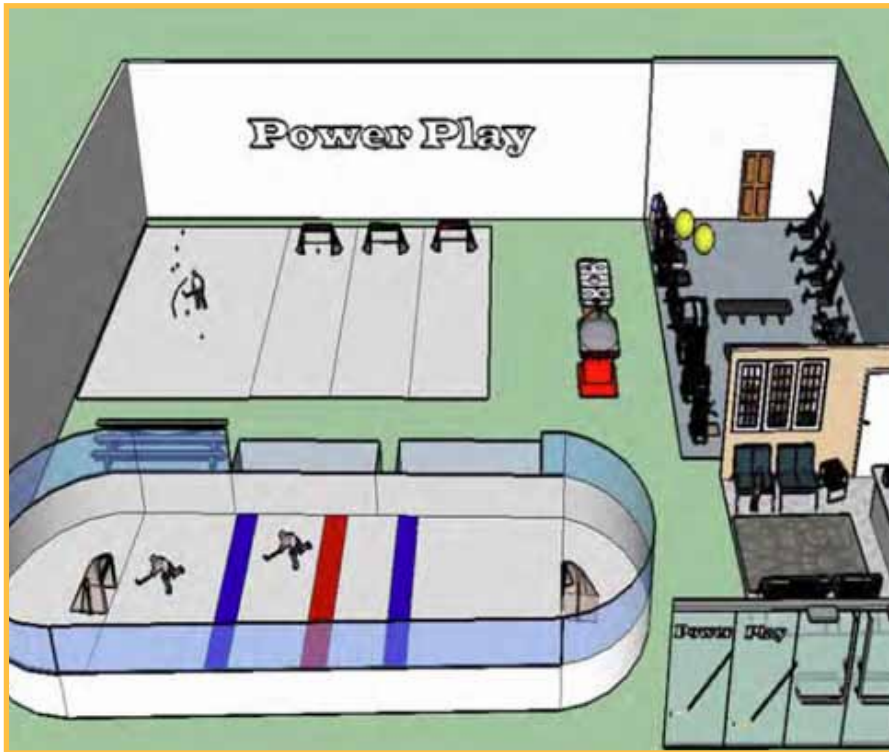
Project Reporting

Document the number of new vendors and business start-ups that use the Year-Round Market for retail and/or trade space. Document other nearby building or property improvements.

Public Support

Support for this project was shared at the following community engagement events:

- *Community Planning and Design Workshop*
- *Final Community Open House*
- *Public Comments at LPC Meetings*
- *LPC Member Comments and Recommendations*



A10 Power Play Sports Development

Purchase a RapidShot Hockey Training System to expand operations.



DRI Funding Request

Total DRI Funds: \$49,700

Total Project Cost: \$266,220

Project Description

The DRI-funded portion of project consists of purchasing a RapidShot Hockey Training System to augment the operations of Power Play Sports, and create an additional draw of hockey teams and families to Downtown Watertown. RapidShot is a world-class shooting training aid that is installed in many NHL and NCAA hockey training facilities. The RapidShot tracks user's performance over

time and compares their results to a worldwide database of other users of similar skill level/age. This enhances the data analytics component of the player training and the development regiment planned at Power Play Sports.

The overall project proposed by Power Play Sports includes transforming the 5,000 square foot first floor of the Empsall Plaza Building to a world-class hockey training facility. Other, non-DRI funded components of this project include installing a 1,000 square foot synthetic ice rink, allowing players to train indoors and year-round; stick handling and shooting training areas featuring advanced analytics to track progress and help players set goals; a strength and agility training area, where players will work out and target the types of motion and muscle groups that are needed to perform at a high-level and a retail pro-shop where players can purchase/sell/trade hockey equipment and accessories, including skate sharpening.

Regular services offered include team hourly rentals, a 3 vs. 3 league, birthday parties, hockey camp, private lessons, learn to skate/learn to play and open drop-in. The development of the facility is currently underway, with a Spring 2018 opening planned.

In addition to regular hockey team and family visits to Power Play Sports, the project sponsors also plan to host two sections of a new JCC course called "Ice Hockey", which will draw group of students Downtown. Given the nature of

A10. DRI Project Budget, Sources and Uses <i>Power Play Sports Development</i>		
TASK	SOURCE	COST
RapidShot Hockey Training System and Shipping and Installation		\$54,700
Synthetic Rink and Build-Out / Equipment		\$180,000
Introductory Hockey Team Visits to Power Play Sports		\$21,000
Rental Equipment for JCC course and other Introductory Programs		\$5,520
Grand Opening/Open House/Launch		\$5,000
	Total DRI Funds	\$49,700
	Total Developer Funds	\$216,520
	= Total Project	\$266,220
	<i>Equity Leverage Ratio</i>	4.36 : 1

this business, the potential for attracting new clients and people Downtown is not restricted.

Project Location and Address

Empsall Plaza Building – 1st Floor
223 JB Wise Place

Ownership and Project Sponsor Information

Project Sponsor: Power Play Sports, LLC

Project Contacts: Mr. Paul Trimper and Mr. Anthony Netto

The property is owned by FunXcape, LLC. As of February 2018, the project sponsor has signed a lease agreement with the property owner to lease the first floor of the Empsall Plaza Building for Power Play Sports.

Acquisition of Real Property

Property acquisition is not a component of this project. Leasing the space in the Empsall Plaza Building is not a DRI-funded component of this project.

Public Support

The community supports more active commercial spaces and more events Downtown. By locating Downtown, Power Play sports will draw new visitors, and potential patrons, to the Downtown from across the region and even Canada. See sidebar on page V-102 for a list of community engagement events where support was expressed for this project.

Jobs Created

This project will result in the creation of 1 full-time and 4 part-time employees, with future part-time employment based on customer demand.

Anticipated Revitalization Benefits

This project is anticipated to draw people from Watertown and outside of the area to Downtown Watertown. There are approximately 120 members of the Watertown Hockey Association and 1,000+ hockey players within a 1-hour drive within Downtown Watertown. This project intends to make Power Play Sports

Project Category:

New Building and Rehabilitation of Existing Structures

Project Site:

*Empsall Plaza Building
– 1st Floor
223 JB Wise Place*

Project Sponsor:

Power Play Sports, LLC

Project Contact:

*Mr. Paul Trimper and
Mr. Anthony Netto*

DRI Funding Request:

\$49,700

Revitalization Benefits:

- Draw residents and visitors to Downtown Watertown.
- Create a unique Downtown destination point.
- Encourage spending at local establishments.



Public Support

Support for this project was shared at the following community engagement events:

- Community Planning and Design Workshop
- Final Community Open House
 - Website Comments
- Public Comments at LPC Meetings

DRI and REDC Strategies Aligned with Priority Project A10 (See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Increase opportunity, business starts, consumer spending and jobs.
Incentivize rehabilitation and reuse of existing buildings and infill of sites.
Promote small, locally owned businesses.

Goal Three: Play in Downtown

Advance entertainment, recreation and gathering spaces.

REDC Strategies

Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities.

and therefore Downtown Watertown a unique destination point. Based on the anticipated training-based operations of the business, repeat customers in long-term training programs will drive multiple visits by the same users. While they are Downtown, customers may engage in other spending at local stores and businesses. Additionally, Power Play Sports intends to partner with other Downtown businesses including, but not limited to Page Fitness, the Watertown Family YMCA and AVL Graphics to serve their customers and visitors.

Future Use of Structures

In addition to Power Play Sports, the Empsall Plaza Building will also be occupied by other commercial tenants, some of which are also athletic/entertainment-based destination businesses.

Feasibility and Cost Justification

There are approximately 120 members of the Watertown Hockey Association and 1,000+ hockey players within a 1-hour drive within Downtown Watertown, including in Canada. This project is one-of-a-kind in this area, and with the RapidShot Hockey Training System, it will be set apart from its competitors. This project will become a destination and will draw

people Downtown, which will realize ancillary benefits.

Regulatory Requirements

No regulatory challenges are associated with this project.

Timeframe for Implementation and Project Readiness

Overall project build-out will begin immediately, with a planned Spring 2018 opening. The DRI-funded portion of this project will be ready for implementation as soon as grant funds are announced – planned for Summer/Fall 2018.

Project Reporting

Document the number of visitors to Power Play Sports and the number of jobs created.



A11 JCC Downtown TechSpace Development

Redevelop a Downtown building to establish a TechSpace that supports entrepreneurs and offers workforce training and applied learning opportunities.

Site Location TBD

DRI Funding Request

Total DRI Funds: \$2,500,000
Total Project Cost: \$6,500,000

Project Description

DISCLAIMER: The project is contingent on JCC being awarded a NY SUNY 2020 Round V grant.

DRI funds will be used by the WLDC to purchase, rehabilitate and ensure ADA compliance at a select Downtown building to be used by Jefferson Community College (JCC)

TechSpace. The project will expand opportunities for applied learning, create new programs aligned with community and workforce needs, and increase adult learner enrollment. It meets regional economic development priorities, addresses institutional barriers to performance improvement, meets immediate needs for workforce training space and provides new opportunities for corporate training and industry partnerships. With 15,000 square feet, it will include a corporate training space and a “Fab Lab.” The corporate training space will include 7,500 square feet of heavy equipment training space, two classrooms, locker rooms and 400 square feet of office space.

The project will have considerable impact, producing 25 trainees and 25 entrepreneurs and providing an applied learning experience to 40 JCC students and 50 high school students each year.

It is expected that programs in certified welding and engineering technology will be offered in year one. All new programs will be expected to produce meaningful, externally validated and stackable credentials that feed into credit degree programs and also lead directly to employment with a livable wage.

Fab Lab

The “Fab Lab” (fabrication lab), modeled on MIT’s Center for Bits and Atoms, will provide approximately 2,000 square feet of space for 20-30 students and entrepreneurs at one time to design and test new ideas in a low-cost environment. Although



A11. DRI Project Budget, Sources and Uses JCC Downtown TechSpace Development		
TASK	SOURCE	COST
Building Acquisition and Improvements (WLDC) <ul style="list-style-type: none"> • Building acquisition (to be determined) • Roof repairs • Windows • HVAC • Electrical • Plumbing • Sprinkler • Smoke/Fire • Elevator • Fire separation • Restrooms 		\$2,500,000
TechSpace Fit-Up/Furnishings/Equipment (JCC – SUNY 2020 Grant)		\$4,000,000
	Total DRI Funds	\$2,500,000
	Total Developer Funds	\$4,000,000
	= Total Project	\$6,500,000
	Equity Leverage Ratio	NONE – ALL PUBLIC FUNDS

The JCC TechSpace proposal is scalable based on the available space and the funding received. The five-year college in-kind and cash match is estimated at \$811,592.

there are over 200 Fab Labs around the world supported by the Fab Foundation at MIT, JCC will introduce the first Fab Lab in the SUNY system. The lab will provide metalworking and woodworking tools, CNC machinery, prototyping technology such as 3D printers, hand tools and electronics, such as a soldering station. A “design center” will include 10 computers for design work, a teacher’s station, projection equipment and video-conferencing technology.

The Fab Lab will strengthen the STEM pipeline by integrating applied learning into JCC classes. It is expected to result in a 13% increase in enrollment in JCC STEM programs over the next five years.

Partnering with the RISE program, which promotes academic success and personal growth for first-generation and traditionally underserved students, the Fab Lab will be available for high school student summer classes and the JCC Kids College afterschool and summer programming.

Entrepreneurship Education

The North Country Regional Economic Development Council has emphasized the importance of supporting entrepreneurs and linking them to the expertise of higher education institutions. Working with the Small Business Development Center and the Business Administration A.A.S. Program, the Fab Lab will serve

DRI and REDC Strategies Aligned with Priority Project A11 (See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Increase opportunity, business starts, consumer spending and jobs.
Incentivize rehabilitation and reuse of existing buildings and infill of sites.
Be a center for employment and a place to learn.

Goal Two: Live in Downtown

Attract artists and others who stimulate creative places.
Maintain Downtown's character and architecture.

REDC Strategies

Energize our cities, building on aerospace, transit equipment, defense, biotech and manufacturing.
Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities.
Elevate global recognition as one of the special places on the planet to visit, live, work and study.

students and entrepreneurs in designing, inventing and creating new products. The college piloted an entrepreneurship certificate program in Summer 2016, with full program implementation in Summer 2017. This 300-hour program will give graduates the knowledge and skills to open a traditional store-front, home operation, or online venture. By partnering with the Business Administration program and hiring current or former entrepreneurs as adjunct faculty, the program will influence curricula across the campus and enhance the overall ability of students to enter the market upon graduation.

Non-Credit to Credit Conversion

The TechSpace helps non-credit and credit programs to work together, enhance the rate of student enrollment conversions, and increase the number of credentials and degrees earned. Creating stackable credentials and new degree pathways will appeal to adult learners and military-affiliated students (42% of the JCC student population). As part of the TechSpace program, the Dean of Continuing Education

will work with the Associate Vice President of Math, Science, Technology, Health and Business to introduce short-term curricula aligned with credit programs. For example, discussions have begun to create an Engineering Technology program, which would lead to the Engineering program.

Project Location and Address

To Be Determined

Ownership and Project Sponsor Information

Project Sponsor: Watertown Local Development Corporation (WLDC)

Project Contact: Mr. Donald Rutherford

The WLDC is the primary non-profit, economic development entity within the City of Watertown. They have experience with property acquisition and building renovation projects, as well as commercial tenant attraction and assistance.

Project Category:
New Building and
Rehabilitation of
Existing Structures

Project Site:
To Be Determined

Project Sponsor:
Watertown Local
Development
Corporation (WLDC)

Project Contact:
Mr. Donald Rutherford

DRI Funding Request:
\$2,500,000

Revitalization Benefits:

- Serves the needs of students and results in enrollment gains.
- Addresses economic development needs of community.
- Will retain and create jobs.



Public Support

Support for this project was shared at the following community engagement events:

- *Supported for Inclusion in the City's DRI Application*
- *Interviews and Focus Groups*
 - *Community Planning and Design Workshop*
- *Final Community Open House*
 - *LPC Member Comments and Recommendations*
 - *Shared by the City and/or Key Stakeholders*

Acquisition of Real Property

Acquisition of a select Downtown property by the WLDC is a component of this project.

Public Support

Introducing high-quality public space and stimulating the Downtown economy was a top priority among the public throughout the DRI process. Residents recognize the JCC TechSpace as a significant opportunity to create a destination public facility Downtown while creating opportunity for entrepreneurial activity for the region. This project was one of the top-ranked projects at the second public meeting. The community see this as an important project to help transform the image of Downtown Watertown and to attract new spin-off development. This project was also included in the DRI funding application submitted by the City of Watertown. See sidebar to the left for a list of community engagement events where support was expressed for this project.

Jobs Created

JCC estimates the following jobs will be created and retained by 2020 as a result of this project:

- Construction Jobs (during development and buildout): 105
- Workforce Training Students (entering workforce): 175
- Employees Trained (incumbent and new employees): 61
- New Small Business Employees: 10
- New College Personnel: 1.5
- **Total:** 352.5 jobs created and retained by 2020

Anticipated Revitalization Benefits

Addition of the TechSpace will dramatically increase the college's capacity to serve students. Over the first five years, the college's goal is for the TechSpace to bring over 500 new students to JCC (466 new non-credit students and 42 new STEM students). The Dean of Continuing



Education, with the support of the Coordinator of Institutional Research, will report on enrollment gains each semester to the President's Cabinet.

The TechSpace directly addresses the economic development needs of the community and will retain and create jobs for the local economy. This will be accomplished by training new and incumbent employees, encouraging small business development and creating construction jobs.

The TechSpace helps accomplish goals identified by the North Country Regional Economic Development Plan (NCREDP) to develop a strong workforce system, reduce obstacles to postsecondary education and attract and support entrepreneurs. The TechSpace will help the NCREDC region to "develop a strong workforce system to support the needs of employers in the targeted clusters using a combination of new and incumbent worker training, certificate programs, degree programs, and recruitment assistance." It will enable JCC to introduce new non-credit programs aligned with regional employment demands, and link them to credit offerings that encourage student to move up the educational ladder.

TechSpace will help the NCREDP and the region to "reduce obstacles so that North Country residents can easily return to

post-secondary education or begin in their post-secondary education at institutions in the region” by providing additional entry-points to post-secondary education. New programs will attract adult learners to complete a post-secondary education while helping JCC to meet overall enrollment goals. With the expected influx of Veterans from Fort Drum, JCC is challenged to develop attractive entry-level training that allows Veterans to repackage their skills to enter the civilian workforce.

The NCREDP has established the goal to “attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities and to catalyze the highest per capita rate of small business start-ups in the State.” The TechSpace’s partnership with the Small Business Development Center and new entrepreneurship program, paired with the Fab Lab resources, will attract and nurture small business, preparing them to start to expand businesses and support additional economic growth in the community.

Future Use of Structures

The structure will provide for the JCC TechSpace, including corporate training space; a Fab Lab with 3D printers, hand tools and electronics; computers and video-conferencing technology; class room space; and potentially brew master training equipment.

Feasibility and Cost Justification

Costs for years three through five and all ongoing expenses will be covered by the college. This includes personnel, periodic technology upgrades, ongoing maintenance, curriculum development, consumable supplies and utilities. JCC will hire a Lab Manager and a part-time network administrator who will report to the Dean of continuing education with an estimated annual contribution of \$120,000 and a commitment to increase

staff as appropriate to meet increasing enrollment. The Continuing Education Division currently runs on a self-sustaining budget model, and the TechSpace will be expected to reach self-sustaining budget levels by 2020.

Regulatory Requirements

No regulatory challenges are associated with this project that would hinder implementation however, it is in its entirety contingent on JCC being awarded a grant through the SUNY 2020 program.

Timeframe for Implementation and Project Readiness

Once funding awards are announced, the JCC TechSpace project can be completed within 15 months.

Project Reporting

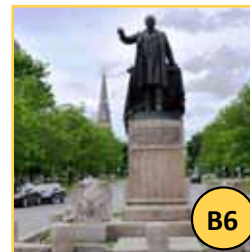
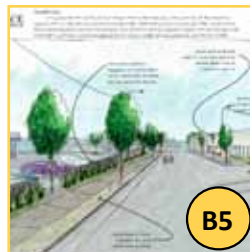
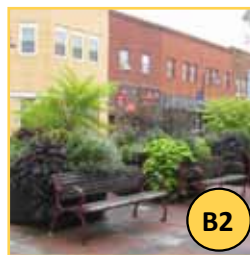
JCC aims to meet the following objectives:

- **Objective 1:** By 2020, serve over 500 additional students, increasing non-credit enrollment by 14.5% and STEM enrollment by 13%.
- **Objective 2:** In year one, determine a baseline conversion rate from non-credit enrollment to enrollment in credit bearing certificate and degree programs. Set annual goals for non-credit and credit enrollment aligned with this baseline and enrollment goal.
- **Objective 3:** By 2020, introduce at least three new programs that result in meaningful, externally validated credentials, which can be fed into credit-based programs.
- **Objective 4:** In years one, two and three introduce and document new applied learning exercises that can be shared internally for scalability and externally for replication.
- **Objective 5:** Estimate and document the amount of increased activity Downtown by users of the TechSpace.



Projects B1-B6: Public Improvements

Public Improvements projects may include : infrastructure projects such as broadband and other communications connectivity, stormwater, green infrastructure, streetscape improvements, transportation, recreational trails, parking, signage, open space improvements and other public realm projects that contribute to revitalization of Downtown.

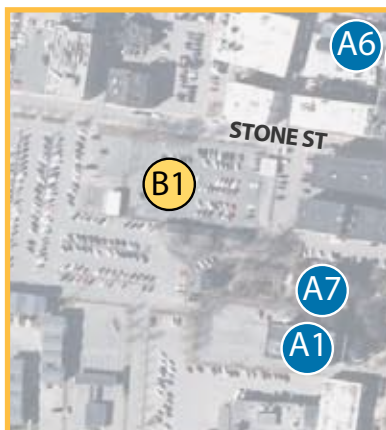




B1

Stone Street Parking Structure

Construct a 150-space, pre-stressed parking structure along Stone Street to the west of (behind) 200 Washington Street.



DRI Funding Request

Total DRI Funds: \$1,500,000

Total Project Cost: \$2,500,000

Project Description

Construct a 150-space parking structure towards the rear of the current 1.59 acre privately-owned, 115-space surface lot at 61 Stone Street and 200 Washington. The single deck structure will add up to 150 parking spaces, operating by permit during business hours and free to the public evenings and weekends.

Public Support

The public supports increasing parking turnover in on-street parking and the availability of structured parking at other times. See sidebar on page V-110 for engagement events where project support was expressed.

Project Location

161 Stone Street

200 Washington Street (rear parcels)

Project Ownership

The project sponsor, 200 Washington Street Associates, LLC owns and operates the property and will build, manage and own the new structure.

Project Partners

- 200 Washington Street Associates, LLC
- City of Watertown

Capacity

The sponsor has redeveloped over 100,000 square feet of space and related private parking Downtown.

Funding Sources

The sponsor has committed \$1.0 million, and no other public funds will be used.

Feasibility and Cost Justification

The need for more parking around Public Square has been documented by the sponsor, and is critical to support known and the expected developments coming online. It will attract new businesses, tenants and residents. Visitors will find it easier to locate parking.



Project Category:
Public Improvements

Project Site:
161 Stone Street
200 Washington Street
(rear parcels)

Project Sponsor:
200 Washington
Street Associates, LLC

DRI Funding Request:

\$1,500,000

Public Support:
Support for this project was shared at the following community engagement events:

- Interviews and Focus Groups
- Community Planning and Design Workshop
- Downtown Merchants Meeting
- Final Community Open House
- Public Comments at LPC Meetings
 - LPC Member Comments and Recommendations
 - Subcommittee Recommendations
 - Shared by the City and/or Key Stakeholders

Revitalization Benefits:

- Reduce daytime parking demands along streets.
- Provide parking for YMCA, Historical Society museum and Masonic Performing Arts Center.

B1. DRI Project Budget, Sources and Uses Stone Street Parking Structure

TASK	SOURCE	COST
Develop the Stone Street Parking Structure <ul style="list-style-type: none"> • Cost estimate provided by Carl Walker Construction (parking garage construction company) • \$15,000 - \$17,000 per parking space • 150 parking spaces 		\$2,500,000
	TOTAL DRI FUNDS	\$1,500,000
	TOTAL DEVELOPER FUNDS	\$1,000,000
	=TOTAL PROJECT	\$2,500,000
	EQUITY LEVERAGE RATIO	0.67 : 1

DRI and REDC Strategies Aligned with Priority Project B1 (See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

- Increase opportunity, business starts, consumer spending and jobs.
- Incentivize rehabilitation and reuse of existing buildings and infill of sites.
- Promote small, locally owned businesses.
- Make Downtown more accessible.

Goal Two: Live in Downtown

- Increase the number of market rate residences.

Goal Three: Play in Downtown

- Advance entertainment, recreation and gathering spaces.
- Make Downtown visitor-friendly.

Regulatory Requirements

New development site plan review will be required. There are no regulatory challenges.

Timeframe for Implementation and Project Readiness

The project can begin upon grant award and will take 12-16 months, depending on approvals.

Project Reporting

Document the changes in turnover around Public Square, the financial performance of the structure, and economic impact from new uses that the structure supports. The sponsor will meet management and reporting requirements.



B2

WLDC Downtown Beautification Project

Increase landscape installations Downtown and repair existing installations that need work.

Site Location TBD

DRI Funding Request

Total DRI Funds: \$50,000
Total Project Cost: \$80,000

Project Description

To beautify the public realm, the Watertown Local Development Corporation (WLDC) proposes to add new permanent plantings installations in multiple locations throughout Downtown. Funding will be used to purchase planters and containers.

Public Support

The public identified the need for landscape and public realm beautification. See sidebar on page V-112 for a list of engagement events where the project was supported.

Project Location

Select sites located within the DRI Downtown area.

Project Ownership

Improvements will be installed on public property, on public right-of-ways or on private property with the written approval of the owner. The WLDC, with City assistance as needed, will plan, install, manage and complete the project, as well as ensure ongoing maintenance.

Project Partners

- Watertown Local Development Corporation
- City of Watertown
- Jake's Lawn Care

Capacity

The Downtown Beautification Project will be managed by the non-profit WLDC, which seeks to foster cooperation between City government, various economic development agencies and the private sector in order to promote development and prosperity in the City. The WLDC also uses its financial resources to leverage other investment, to create jobs, retain businesses and eliminate blight.

Funding Sources

In addition to the proposed DRI funding, approximately \$30,000 worth of materials and installation costs will be provided by the WLDC and/or its project partners.



Project Category:
Public Improvements

Project Site:
Select sites around
the DRI-designated
Downtown area

Project Sponsor:
Watertown Local
Development
Corporation

DRI Funding Request:

\$80,000

Public Support:
**Support for this
project was shared
at the following
community
engagement
events:**

- Interviews and Focus Groups
- Community Planning and Design Workshop
- Downtown Merchants Meeting
- Final Community Open House
- Public Comments at LPC Meetings
 - LPC Member Comments and Recommendations
 - Shared by the City and/or Key Stakeholders

Revitalization Benefits:

- Stimulate economic growth and investment.
- Establish a strong sense of pride in the community.
- Draw visitors to businesses.

B2. DRI Project Budget, Sources and Uses

WLDC Downtown Beautification Project

TASK	SOURCE	COST
Downtown Beautification Project		\$80,000
	TOTAL DRI FUNDS	\$50,000
	TOTAL WLDC MATCH	\$30,000
	=TOTAL PROJECT	\$80,000
	Equity Leverage Ratio	N/A – PUBLIC PROJECT

DRI and REDC Strategies Aligned with Priority Project B2

(See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Incentivize rehabilitation and reuse of existing buildings and infill of sites.
Establish a brand for downtown.

Goal Two: Live in Downtown

Attract artists and others who stimulate creative places.
Maintain Downtown's character and architecture.
Maintain Downtown's charm and character.

Goal Three: Play in Downtown

Advance entertainment, recreation and gathering spaces.
Make Downtown visitor-friendly.
Implement streetscaping, focusing on Public Square.

Feasibility and Cost Justification

This is a public project. Beautifying the public realm will make Downtown more vibrant, encourage people to gather and socialize, and attract visitors to an exciting destination. It will help to promote active retail, dining, civic and cultural destinations in the heart of Watertown with plantings that activate the landscape and soften the hardscape, including ornamental containers of colorful annuals, perennials and small shrubs. These efforts support other planned investments to improve the Downtown environment.

Regulatory Requirements

With the exception of coordinating the new installation sites, there are no known

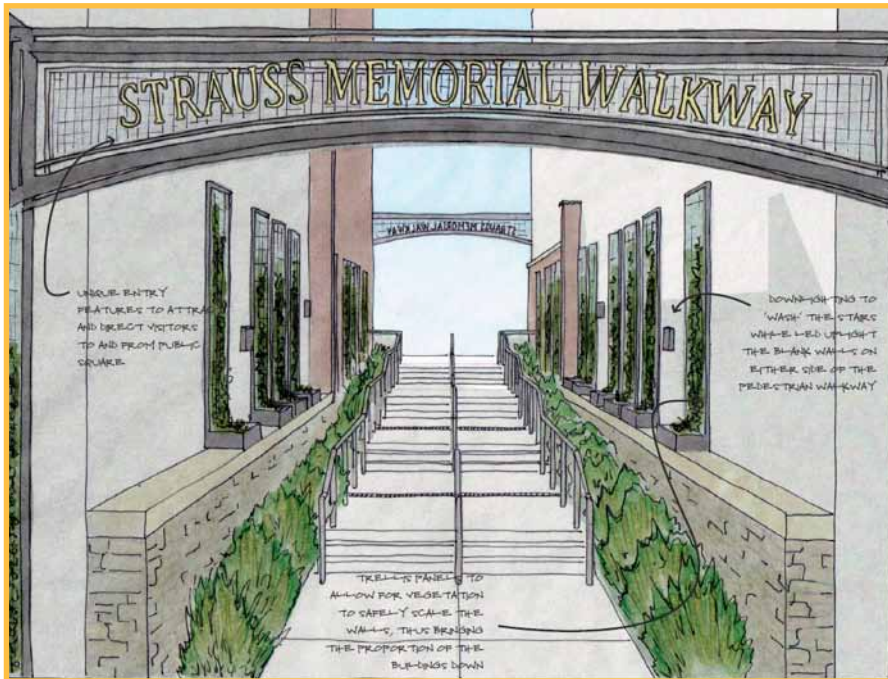
regulatory requirements associated with this project.

Timeframe for Implementation and Project Readiness

The project design can begin immediately and be installed in the first two planting seasons following grant award.

Project Reporting

Document the increased activity in Downtown Watertown, number of new beautification sites and lay out the initial maintenance schedule and responsibilities. Estimate added benefits that the project provides to other development initiatives qualitatively and anecdotally. The project sponsor will complete all management and reporting requirements.



Public Support

The Strauss Memorial Walkway is a critical pedestrian connection that the public feels is dark, uninviting and an underutilized space. See sidebar on page V-114 for a list of engagement events where the project was supported.

Project Location

Strauss Memorial Walkway, Public Square to JB Wise Place

Project Ownership

The City of Watertown is the project sponsor and will oversee the project.

Project Partners

None

Capacity

The City has the experience and capacity to administer the grant and oversee a small public improvement project.

Funding Sources

No other funding sources are proposed at this time.

Feasibility and Cost

Justification

Improving the Strauss Memorial Walkway connector will increase the safety around Public Square and improve appearance, connectivity, accessibility and utilization of the JB Wise parking lot.

Regulatory Requirements

There are no known regulatory requirements for this project.

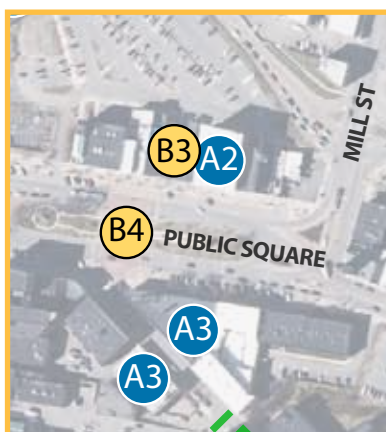
Timeframe for Implementation and Project Readiness

The City will develop and release a RFP for the desired improvements upon the grant award.

B3

Strauss Memorial Walkway Enhancements

Enhance the Strauss Memorial Walkway to improve perception, safety and its overall condition.



DRI Funding Request

Total DRI Funds: \$375,000

Total Project Cost: \$375,000

Project Description

Beautify the public realm by enhancing the Strauss Memorial Walkway to improve perception, safety and its overall condition. The project will repair the walls and walkway, add decorative lighting and paint murals or install other types of public art, providing a more inviting and safe pedestrian connection between Public Square and the JB Wise parking lot and JB Wise Place.

**Project Category:**

Public Improvements

Project Site:

Strauss Memorial Walkway, Public Square to JB Wise Place

Project Sponsor:

City of Watertown

DRI Funding Request:

\$375,000

Public Support:

Support for this project was shared at the following community engagement events:

- Interviews and Focus Groups
 - Community Planning and Design Workshop
- Final Community Open House
- Public Comments at LPC Meetings
 - Shared by the City and/or Key Stakeholders

Revitalization Benefits:

- Create a new public space.
 - Reduce perceptions of poor safety with new lighting.
- Provide well-identified connections between Public Square and the JB Wise parking lots.

Project Reporting

Document increased use of the Strauss Memorial Walkway and the JB Wise parking lot and estimate the benefit it provides to other planned Downtown initiatives qualitatively and anecdotally information. The sponsor will complete all management and reporting requirements.

B3. DRI Project Budget, Sources and Uses
Strauss Memorial Walkway Enhancements

TASK	SOURCE	COST
Strauss Memorial Walkway Enhancements		\$375,000
Site Preparation		\$8,000
Survey		\$2,000
Landscaping		\$8,253
Hardscape		\$61,600
Site Amenities		\$127,495
Architectural Improvements		\$42,000
Site Drainage		\$28,800
A/E Fees		\$41,210
Contingency		\$55,642
	TOTAL DRI FUNDS	\$375,000
	TOTAL LOCAL MATCH	\$0
	=TOTAL PROJECT	\$375,000
	Equity Leverage Ratio	N/A – PUBLIC PROJECT

DRI and REDC Strategies Aligned with Priority Project B3
*(See page II-43 for full vision, goals and strategies)***Goal One: Work in Downtown**

Incentivize rehabilitation and reuse of existing buildings and infill of sites.

Be a center for employment and a place to learn.

Promote small, locally owned businesses.

Make Downtown more accessible.

Goal Two: Live in Downtown

Maintain Downtown's character and architecture.

Maintain Downtown's charm and character.

Be multi-modal emphasizing the pedestrian.

REDC Strategies

Make Downtown visitor-friendly.

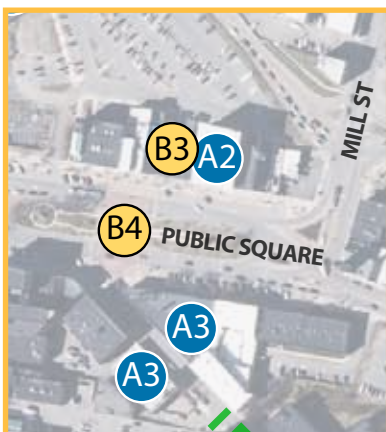
Implement streetscaping, focusing on Public Square.



B4

Public Square Fountain Improvements

Install a small, decorative, ornamental fence around the Public Square fountain.



Project Description

The City of Watertown is proposing to install a small, ornamental fence around the Public Square fountain. The fountain originally had a short, ornate fence located within the coping stones that surround the fountain basin, which was removed and never replaced. The project would also include stripping the existing paint off the fountain and repainting it.

DRI Funding Request

Total DRI Funds: \$55,000
Total Project Cost: \$55,000

Public Support

According to public outreach throughout the DRI process, public support exists for an ornamental fence closely replicating the fence that historically surrounded the fountain. This is an effort to link the Watertown of the past to Watertown of the future, celebrate the history of Public Square and further beautify the space. See sidebar on page V-116 for a list of community engagement events where support was expressed for this project.

Project Location

Public Square Fountain, Public Square Park

Project Ownership

The City of Watertown is the project sponsor, and will oversee the entire project. The Project is on the Public Square Park, which is property controlled by the City of Watertown.

Project Partners

None.

Capacity

The City has ample experience and capacity to manage and administer grant funds, and oversee a small public improvement project.

Funding Sources

There are no other funding sources proposed at this time.

Feasibility and Cost Justification

The fountain is the centerpiece of Public Square and as such is associated with the identity and image of Downtown Watertown. Its condition is therefore reflective



Project Category:
Public Improvements

Project Site:
Public Square Fountain,
Public Square Park

Project Sponsor:
City of Watertown

DRI Funding Request:

\$55,000

Public Support:
Support for this project was shared at the following community engagement events:

- Community Planning and Design Workshop
- Downtown Merchants Meeting
- LPC Member Comments and Recommendations
- Shared by the City and/or Key Stakeholders

Revitalization Benefits:

- Restore an iconic symbol to its original status.
- Create a place for visitors to have their pictures taken.

B4. DRI Project Budget, Sources and Uses Public Square Fountain Improvements

TASK	SOURCE	COST
Public Square Fountain Paint and Ornamental Fence Install		\$55,000
	TOTAL DRI FUNDS	\$55,000
	TOTAL LOCAL MATCH	\$0
	=TOTAL PROJECT	\$55,000
	Equity Leverage Ratio	N/A – PUBLIC PROJECT

DRI and REDC Strategies Aligned with Priority Project B4 (See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Incentivize rehabilitation and reuse of existing buildings and infill of sites.
Promote small, locally owned businesses.

Goal Two: Live in Downtown

Attract artists and others who stimulate creative places.
Maintain Downtown's character and architecture.
Maintain Downtown's charm and character.

Goal Three: Play in Downtown

Advance entertainment, recreation and gathering spaces.
Make Downtown visitor-friendly.

of the greater Downtown area. Adding an ornamental fence and repainting the fountain will help communicate a positive message about and image of Downtown, which will in turn help the area attract new investment.

Regulatory Requirements

There are no regulatory requirements associated with this project.

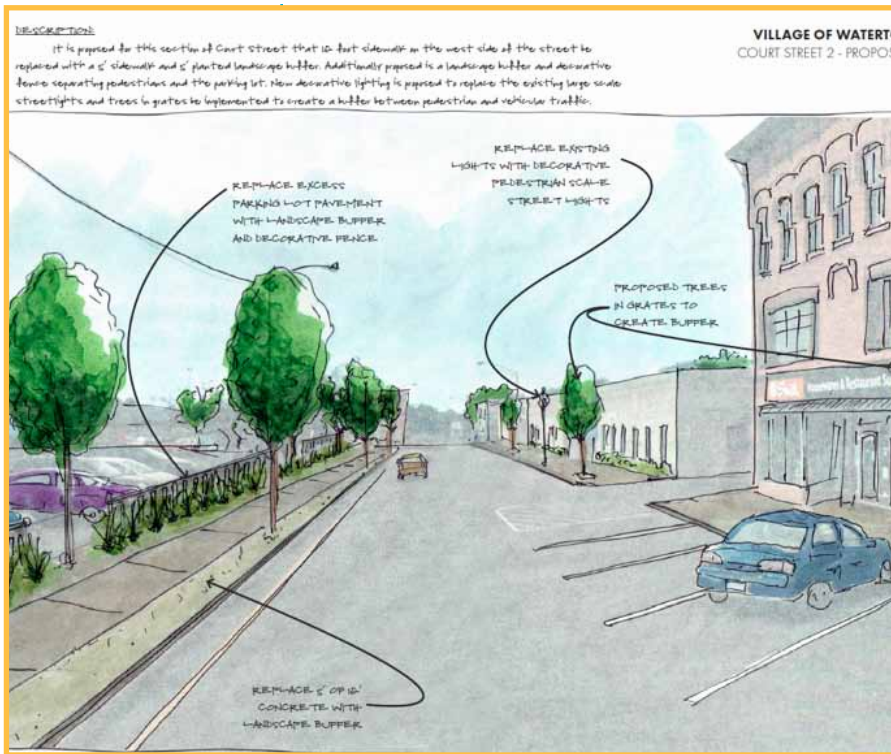
Timeframe for Implementation and Project Readiness

The DRI funding would be allocated as soon as grant awards are announced. Once announced, the City of Watertown will develop a scope of work and an RFP for the desired improvements.

Project Reporting

As the project will occur concurrently with other Downtown improvements, tracking its economic impact will most likely consist of qualitative and anecdotal information. All other required project management and reporting tasks that will occur during project implementation will be handled by the City of Watertown.





Court Street, areas of Franklin Street and areas of Coffeen Street. See sidebar on page V-119 for a list of community engagement events where support was expressed for this project.

Project Location

Franklin Street (from Goodale to Sterling); Court Street from Public Square to North Massey Street; Coffeen Street from Court Street to North Massey Street.

Project Ownership

The City of Watertown is the project sponsor, and will oversee the entire project. The project is in public right-of-ways. The proposed streets are not State highways.

Project Partners

None.

Capacity

The City has ample experience and capacity to manage and administer grant funds, and oversee a public streetscape improvement project.

Funding Sources

No other funding sources are proposed at this time.

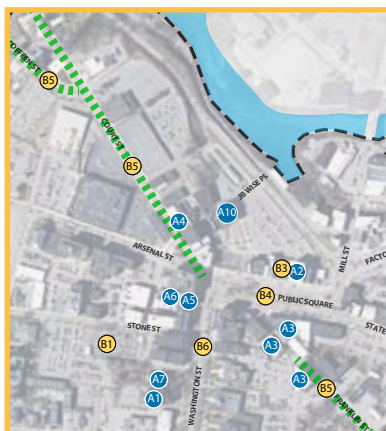
Feasibility and Cost Justification

Streetscape enhancements will make Court Street, Franklin Street and Coffeen Street more inviting to pedestrians and enhance the Downtown business environment. Streetscape improvements will boost property values and attract additional private investment. Court Street and Coffeen Street are both gateways to Downtown from the northwest. Improving streetscapes in these areas will build on momentum of existing and planned redevelopment.

B5

Downtown Streetscape Project

Install streetscape enhancements on Franklin Street (Goodale to Sterling); on Court Street from Public Square to N. Massey Street; and on Coffeen Street from Court Street to N. Massey Street.



DRI Funding Request

Total DRI Funds: \$1,500,000

Total Project Cost: \$1,500,000

Project Description

Install streetscape enhancements on Franklin Street (Goodale to Sterling); on Court Street from the Public Square to North Massey Street; and on Coffeen Street from Court Street to North Massey Street.

Public Support

Public support was shown during the DRI process for improved streetscapes Downtown—specifically

B5. DRI Project Budget, Sources and Uses
Downtown Streetscape Project

TASK	SOURCE	COST
Design and Install Downtown Streetscape		\$1,500,000
Site Prep		\$48,460
Landscaping		\$124,936
Hardscape		\$559,734
Furnishings		\$252,370
Miscellaneous		\$17,500
A/E Fees		\$497,000
	TOTAL DRI FUNDS	\$1,500,000
	TOTAL LOCAL MATCH	\$0
	=TOTAL PROJECT	\$1,500,000
	Equity Leverage Ratio	N/A – PUBLIC PROJECT

DRI and REDC Strategies Aligned with Priority Project B5
(See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Incentivize rehabilitation and reuse of existing buildings and infill of sites.

Promote small, locally owned businesses.

Make Downtown more accessible.

Goal Two: Live in Downtown

Attract artists and others who stimulate creative places.

Maintain Downtown's character and architecture.

Goal Three: Play in Downtown

Advance entertainment, recreation and gathering spaces.

Make Downtown visitor-friendly.

Implement streetscaping, focusing on Public Square.

Regulatory Requirements

There are no regulatory requirements associated with this project.

Timeframe for Implementation and Project Readiness

Once DRI grant awards are announced, the City of Watertown will develop a scope of work and an RFP for the desired streetscape improvements.

Project Reporting

Document increase in commercial leasing and property values over time on these three streets after improvements. As the project will occur concurrently with other Downtown improvements, tracking its economic impact will most likely consist of qualitative and anecdotal information. All other required project management and reporting tasks will be handled by the City of Watertown.

Project Category:

Public Improvements

Project Site:

Franklin Street (Goodale to Sterling); Court Street from Public Square to N. Massey Street; Coffeen Street from Court Street to N. Massey Street.

Project Sponsor:

City of Watertown

DRI Funding Request:

\$1,500,000

Public Support:

Support for this project was shared at the following community engagement events:

- Interviews and Focus Groups
- Community Planning and Design Workshop
- Final Community Open House
- LPC Member Comments and Recommendations
- Shared by the City and/or Key Stakeholders

Revitalization Benefits:

- Make corridors clean and enhance perceptions of safety.
- Provide improved mobility options with new sidewalks and bike lanes.
- Beautify the public space, creating an enhanced environment for private sector investment.



B6

Governor Flower Monument Enhancement

Enhance the 1903 Governor Flower Monument, to maintain its safety and presence as a gateway to Public Square.



DRI Funding Request

Total DRI Funds: \$100,000

Total Project Cost: \$100,000

Project Description

Enhance and protect the 1903 Governor Flower Monument to maintain its safety and presence as a gateway to Public Square. In addition to select visual and accessibility enhancements, the City of Watertown is proposing to install barriers to prevent large vehicles from damaging the sculpture installation.

Public Support

According to public outreach that occurred throughout the DRI process, there is public support for protecting and enhancing the Governor Flower Monument, which is a valuable installation of public art that was designed by Augustus St-Gaudens and installed at an important gateway into Public Square and Downtown. See sidebar on page V-121 for a list of community engagement events where support was expressed for this project.

Project Location

Governor Flower Monument,
Washington Street

Project Ownership

The City of Watertown is the project sponsor, and will oversee the entire project. The project is within the Washington Street right-of-way, which is also NYS Route 11.

Project Partners

Governor Flower Monument
Committee

Capacity

The City of Watertown has ample experience and capacity to manage and administer grant funds, and oversee this public improvement project.

Funding Sources

No other funding sources are proposed at this time.

Feasibility and Cost Justification

This monument is a historic piece of public art that, due to its design, has become an ongoing victim to traffic accidents. Planned

B6. DRI Project Budget, Sources and Uses
Governor Flower Monument Enhancement

TASK	SOURCE	COST
Governor Flower Monument Enhancement		\$100,000
	TOTAL DRI FUNDS	\$100,000
	TOTAL LOCAL MATCH	\$0
	=TOTAL PROJECT	\$100,000
	<i>Equity Leverage Ratio</i>	N/A – PUBLIC PROJECT

DRI and REDC Strategies Aligned with Priority Project B6
(See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Establish a brand for downtown.

Goal Two: Live in Downtown

Maintain Downtown's character and architecture.

Maintain Downtown's charm and character.

Goal Three: Play in Downtown

Be a North Country entertainment and recreation hub.

Implement streetscaping, focusing on Public Square.

enhancements and protective actions will create a safer, more accessible and more attractive gateway into the Public Square area, helping to enhance the attractiveness of Downtown.

Regulatory Requirements

Because it is a historic monument, SHPO review of any action may be required, along with a coordinated review with the NYSDOT if the existing travel lane is altered.

Timeframe for Implementation and Project Readiness

The DRI funding will be allocated as soon as grant awards are announced. Once announced, the City of Watertown will develop a scope of work and an RFP for the desired enhancements to the monument.

Project Reporting

Document the change in traffic incidents or near-misses with the monument after the enhancements are complete. This project will occur concurrently with other Downtown improvements, so tracking the economic impact of this public space improvement will most likely consist of qualitative and anecdotal information. All other required project management and reporting tasks that will occur during project implementation will be handled by the City of Watertown.

Project Category:

Public Improvements

Project Site:

Governor Flower Monument, Washington Street

Project Sponsor:

City of Watertown

DRI Funding Request:

\$100,000

Public Support:

Support for this project was shared at the following community engagement events:

- Interviews and Focus Groups
- Community Planning and Design Workshop
- Public Comments at LPC Meetings
- LPC Member Comments and Recommendations
- Shared by the City and/or Key Stakeholders

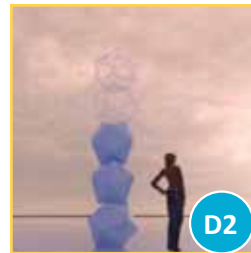
Revitalization Benefits:

- Reduce vehicle conflict damage to the monument.
- Improve driver safety with enhanced lighting.



Projects C1-D2: Revolving Loan and Grant Fund/ Branding and Marketing

Revolving Loan and Grant Fund/Branding and Marketing projects may include: activities such as façade improvements, minor residential improvements, sidewalk improvements, public art and public realm improvements, physical improvement to existing and/or vacant commercial space (e.g. tenant fit-up) and other similar activities.





Public Square Commercial Rent Assistance (Phase 2)

Continue the commercial rent assistance program by providing rent assistance to attract small business owners to lease spaces on and around Public Square. Phase I of the program was initiated in 2017 with a \$90,000 allocation, and resulted in bringing 45 new jobs and an estimated 450 patrons per day Downtown. The WLDC would like to continue this successful program to augment the push for redeveloped commercial spaces Downtown.

Under this program, the WLDC will provide 50% of rental costs to a new business (up to \$1,000 per month) in the first year of operation; 25% of rental costs in the second year of operation (up to \$500 per month); and 10% of rental costs in the third year of business. This program requires the business owner to sign a four-year lease in a building on or around Public Square.

Downtown Façade Improvement Program

Over the last ten years, the WLDC has funded upwards of \$2 million dollars in Downtown façade grants. This has made a substantial aesthetic impact. There are several more buildings Downtown that are in need of façade improvements. Due to the low return on investment of façade improvements, these projects often get delayed as property owners economize. Grant funds would alleviate some of the costs to property owners. The WLDC would like to see this work continue with DRI money

C1

Watertown Local Development Corporation (WLDC) Downtown Fund

Create a fund administered by the WLDC to offset costs for Public Square commercial rent assistance and Downtown façade improvement.

Site Location TBD

DRI Funding Request

Total DRI Funds: \$600,000
Total Project Cost: \$700,000

Project Description

Create a Downtown fund to be administered by the WLDC to provide local funding for the following pre-established local development programs that were determined to be critical by the WLDC, which has historically administered and are currently overseeing similar programs with continued success:



Public Support

Support for this project was shared at the following community engagement events:

- Supported for Inclusion in the City's DRI Application
- Interviews and Focus Groups
 - Community Planning and Design Workshop
- Final Community Open House
- Public Comments at LPC Meetings
 - LPC Member Comments and Recommendations
 - Subcommittee Recommendations
 - Shared by the City and/or Key Stakeholders

C1. DRI Project Budget, Sources and Uses <i>Watertown Local Development Corporation Downtown Fund</i>		
TASK	SOURCE	COST
Public Square Commercial Rent Assistance (Phase 2)		\$300,000
Downtown Façade Improvement Program		\$400,000
	Total DRI Funds	\$600,000
	Total Developer Funds	\$100,000
	= Total Project	\$700,000
	<i>Equity Leverage Ratio</i>	0.14 : 1

used to leverage private building owner investment.

Under this program, the WLDC will provide 75% of the cost of façade improvements to qualified property owners who wish to make these public-sphere improvements, leveraging 25% of the project cost from the owner.

Public Support

The public has expressed a desire for an enhanced business environment Downtown for many years. The current WLDC programs that provide for building façade enhancements and support of new Downtown, locally-owned businesses has been well received by business owners and community residents. Continuation of these programs is an important part of maintaining the momentum currently taking place Downtown. Maintaining these programs was also recognized as a priority in the City's DRI application. See sidebar to the left for a list of community engagement events where support was expressed for this project.

Anticipated Revitalization Benefits

Façade improvements will help improve the overall look of Downtown Watertown and help to attract additional investment,

while improving property values. Commercial rent assistance will help launch new businesses in newly renovated commercial space, creating jobs and resulting in additional investment. The Downtown fund will support new and existing qualified stakeholders, incentivize economic activity Downtown and leverage private investment.

Timeframe for Implementation and Project Readiness

Since the WLDC already has had these funds or similar business assistance funds established, there is institutional infrastructure already in place. The DRI funding would be used immediately upon award.

Organizational Structure/Responsible Parties

The Downtown Fund will be managed by the non-profit WLDC, which seeks to foster cooperation between City government, various economic development agencies and the private sector in order to promote development and prosperity in the City. The WLDC also uses its financial resources to leverage other investment, to create jobs, retain businesses and eliminate blight.

DRI and REDC Strategies Aligned with Priority Project C1 (See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Increase opportunity, business starts, consumer spending and jobs.

Incentivize rehabilitation and reuse of existing buildings and infill of sites.

Promote small, locally owned businesses.

Build on nonprofits, government agencies, service providers and major employers.

Goal Two: Live in Downtown

Maintain Downtown's character and architecture.

REDC Strategies

Attract and nurture entrepreneurial pioneers to cultivate innovative clusters in our rural communities.

Invest in community development infrastructure that expands opportunities and capacity.

Project Reporting

Document the number of new businesses that become established over time in Downtown Watertown as a result of the Commercial Rent Assistance Program. Document the number of facades that are improved from the Downtown Fund, and track the use of the building after the façade improvement. Document the amount of private investment leveraged from the use of the Downtown Fund.



Project Category:

Revolving Loan and Grant Fund/Branding and Marketing

Project Sponsor:

Watertown Local Development Corporation (WLDC)

DRI Funding Request:

\$600,000

Revitalization Benefits:

- Improve aesthetics of Downtown.
- Attract additional investment and improve property values.
- Provide commercial rent assistance.
- Create jobs.



from their vehicles, into parking locations and ultimately to become patrons of the businesses located within Downtown Watertown.

This project proposes developing a branded, coordinated wayfinding network of gateway signs, parking directional signs, information kiosks and interpretive signs, as well as the fabrication of several signs to implement the program. In addition, creating branded wayfinding signs connected to a Downtown website/app will enhance the public experience in locating and learning more about the Public Square area. The perception now is that parking and businesses are difficult to find, but the addition of easily recognizable wayfinding signs will alleviate that issue. In the end, this program will contribute to a sense of well-being, safety and security within Downtown Watertown.

D1

Downtown Signage and Wayfinding Project

Create a recognizable brand for Downtown to be used on signage to direct people to Public Square and other Downtown amenities.

Site Location TBD

DRI Funding Request

Total DRI Funds: \$320,000

Total Project Cost: \$320,000

Project Description

Create a recognizable brand for Downtown to be used on signage to direct people to Public Square and other Downtown amenities. Wayfinding refers to information systems that guide people through the physical environment and enhance their understanding and experience of the space. Effective wayfinding systems will move visitors to Downtown Watertown

Public Support

The general consensus from public feedback, including stakeholder, focus group meetings and public workshops, regarding circulation throughout Downtown is that it needs to be better articulated not just for visitors to the Downtown, but for new residents too. Given the presence of Fort Drum, it is important to help new residents find their way to various destinations in the Downtown area. See sidebar on page V-128 for a list of community engagement events where support was expressed for this project.

D1. DRI Project Budget, Sources and Uses
Downtown Signage and Wayfinding Project

TASK	SOURCE	COST
Downtown Wayfinding and Signage Project		\$320,000
	Total DRI Funds	\$320,000
	Total Developer Funds	\$0
	= Total Project	\$320,000
	Equity Leverage Ratio	N/A – PUBLIC PROJECT

DRI and REDC Strategies Aligned with Priority Project D1
(See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Establish a brand for Downtown.

Goal Two: Live in Downtown

Maintain Downtown's character and architecture.

Maintain Downtown's charm and character.

Goal Three: Play in Downtown

Be a North Country entertainment and recreation hub.

Make Downtown visitor friendly.

Implement streetscaping, focusing on Public Square.

REDC Strategies

Activate tourism as a driver to diversify our economy.

Project Target Area

Downtown Watertown – areas within or in close proximity to the DRI boundary.

Capacity

The City of Watertown has the capacity to manage and implement a project of this magnitude.

Ownership of Property/Legal

Jurisdiction

Wayfinding signage would be installed primarily within public right-of-ways, in concert with pre-existing signage. Any signage installed on private property would be done so with written permission of the land owner.

Anticipated Revitalization Benefits

An integrated wayfinding network Downtown will help direct both residents and visitors to parking and other amenities. This will help clarify confusion of the public spaces, and provide an avenue for local business promotion and patronage.

Project Partners

City of Watertown.

Project Category:

Revolving Loan and Grant Fund/Branding and Marketing

Project Sponsor:

City of Watertown

DRI Funding Request:

\$320,000

Revitalization Benefits:

- Bring the public realm to life Downtown.
- Enhance aesthetics of Downtown.
- Attract visitors to the City.



Public Support

Support for this project was shared at the following community engagement events:

- Interviews and Focus Groups
- Community Planning and Design Workshop
- Downtown Merchants Meeting
- Final Community Open House
- Public Comments at LPC Meetings
 - LPC Member Comments and Recommendations
 - Shared by the City and/or Key Stakeholders



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Feasibility and Cost Justification

Wayfinding and signage is a professional field in of itself. For the network to be effective, inviting, attractive and dynamic, it will take a team of specialists to determine the scope of work and other specialized firms to make the signs and fixtures. The City of Watertown will take the lead on installation and other public functions such as planning and public outreach.

Timeframe for Implementation and Project Readiness

The DRI funding would be allocated as soon as grant awards are announced. A professional consultant that specializes in Downtown signage and wayfinding would be engaged to develop a formal scope of work and cost estimate to initiate this project.

Project Reporting

Document the increased activity in Downtown Watertown. This project will occur concurrently with other Downtown improvements, so tracking the effectiveness of a new signage and wayfinding network would consist of qualitative and anecdotal information related to Downtown visitation. This project will play a supporting, yet critical role to other improvement projects planned in Downtown.



central piece of art that will help to attract people to Public Square in the gazebo area. Additional art structures will be developed over time with a similar theme, which will also highlight paths to the water or other 'spokes' of the Downtown area.

Public Support

The residents of Watertown have a rich story to tell and a growing artist population. All forms of outreach indicated that the City needs to better express and celebrate its story. Public art is recognized as an opportunity to bring together the growing arts population in Watertown to develop a series of installments that express pride and draw more visitors into Downtown. A public arts initiative was also recognized as a priority in the City's DRI application. See sidebar on page V-130 for a list of community engagement events where support was expressed for this project.

Project Target Area

Downtown Watertown – areas within or in close proximity to the DRI boundary.

Ownership of Property/Legal Jurisdiction

Most of the installations would be installed within public right-of-ways, in concert with pre-existing structures and roadways. Any installation on private property would be done so with written permission of the land owner. Large exposed building façades that could accommodate a mural are good examples of an installation on private property.

D2

Downtown Public Art Project

Install a cohesive group of art and sculptures strategically placed around Downtown that will highlight the beauty of Watertown and engage visitors.

Site Location TBD

DRI Funding Request

Total DRI Funds: \$155,000
Total Project Cost: \$155,000

Project Description

Install a cohesive group of art and sculptures strategically placed around Downtown that will highlight the beauty of Watertown and engage visitors.

The City of Watertown will partner with local arts organizations to generate concepts, design and create a variety of projects that celebrate Downtown Watertown. One idea is to create a striking



Public Support

Support for this project was shared at the following community engagement events:

- Supported for Inclusion in the City's DRI Application
- Community Planning and Design Workshop
- Final Community Open House
- Public Comments at LPC Meetings
- Shared by the City and/or Key Stakeholders

D2. DRI Project Budget, Sources and Uses

Downtown Public Art Project

TASK	SOURCE	COST
Downtown Public Art Project		\$155,000
	Total DRI Funds	\$155,000
	Total Developer Funds	\$0
	= Total Project	\$155,000
	Equity Leverage Ratio	N/A – PUBLIC PROJECT

Project Partners

City of Watertown; a local arts organization or collective (anticipated).

project will play a supporting role to other improvement projects planned in Downtown.

Capacity

The City of Watertown has the capacity to manage and implement a project of this magnitude. By partnering with a local arts organization that is yet to be determined, the City's role will shift to project management, procurement, site preparation and utility work, while the local arts organization will handle the technical aspects of the installation including the kind and style of the public art, as well as other advisory tasks.

Timeframe for Implementation and Project Readiness

The DRI funding would be allocated as soon as grant awards are announced. A professional consultant or advisory group that specializes in public art and large-scale installations would likely be engaged to develop a formal scope of work and cost estimate to initiate this project.

Anticipated Revitalization Benefits

Similar to the Downtown Signage and Wayfinding Project, this project has the potential to bring a new life to the public realm in Downtown Watertown through strategically placed and designed public art installations. This will enhance the aesthetic quality of the Downtown, and attract visitors and encourage them to explore the City.

Project Reporting

Document the increased activity in Downtown Watertown. This project will occur concurrently with other Downtown improvements, so tracking the economic impact of the public art installations will most likely consist of qualitative and anecdotal information. All other required project management and reporting tasks that will occur during project implementation will be handled by the City of Watertown.

Feasibility and Cost Justification

This is a public project. The funding will directly benefit the residents of and visitors to Downtown Watertown. Creating a more attractive and engaging public realm will supplement the other efforts to revitalize the Downtown area. Like the Downtown Signage and Wayfinding Project, this



Project Category:

*Revolving Loan and
Grant Fund/Branding
and Marketing*

Project Sponsor:

City of Watertown

DRI Funding Request:

\$155,000

Revitalization Benefits:

- *Bring the public realm to life Downtown.*
- *Enhance aesthetics of Downtown.*
- *Attract visitors to the City.*

DRI and REDC Strategies Aligned with Priority Project D2

(See page II-43 for full vision, goals and strategies)

Goal One: Work in Downtown

Establish a brand for Downtown.

Goal Two: Live in Downtown

Attract artists and others who stimulate creative places.

Goal Three: Play in Downtown

Implement streetscaping, focusing on Public Square.

REDC Strategies

Activate tourism as a driver to diversify our economy.

Invest in community development infrastructure that expands opportunities and capacity



Project Summary Table (by highest to lowest estimated cost)

#	Project Name	Project Description	Responsible Party
A8	YMCA Aquatics, Racquet Sport and Wellness Center Development	DRI funding will be used to develop a new 40,000 - 45,000 square foot YMCA Aquatics, Racquet Sport and Wellness Center within Downtown Watertown. The project includes a partnership with the City to help locate publicly-owned lands to develop the project.	Watertown Family YMCA
A11	JCC Downtown TechSpace Development	DRI funding will be used to rehabilitate a building (to be determined) that meets the needs of JCC's proposed TechSpace. A key project identified in the City's application to the DRI program, the Jefferson Community College (JCC) TechSpace will be a catalyst to economic growth and entrepreneurialism. Funding will improve space to the point that JCC can move in and begin operations with minimal improvements necessary.	WLDC
B1	Stone Street Parking Structure	DRI funding will be used to construct a 150-space parking structure along Stone Street for work-day permit use and public use on evenings and weekend.	200 Washington Street Associates, LLC
A1	Masonic Temple Performing Arts Center Development	DRI funding will fulfill the critical need for an elevator and new entrance meeting code requirements, making the space accessible to the performance arts space. Funds will also be used to restore the exterior façade.	242 Washington Street, LLC
A3	Franklin Street Façade Improvements	DRI funding will be used to make improvements to three key buildings along Franklin Street: Commerce Building; Lamon Building; Solar Building. Improvements will stimulate new commercial businesses to locate along Franklin Street and enhance the internal investments to attract residents on the upper floors.	Washington Street Properties, LLC
A2	The Lincoln Building Renovation	DRI funding will be used to develop the Lincoln Building Co-Working Innovation Center, incorporating the restoration of 16,000 SF (across two floors), converting it into a hub for innovation. Housing a full range of spaces and resources designed to cultivate startups and collaboration, the Center will facilitate the growth of locally owned businesses. It will incorporate desk space, furnished office space, conference room, studio, kitchenette, WiFi, multi-purpose print and copy machines and mailboxes.	Doolittle & Hall, LLC
B5	Downtown Streetscape Project	DRI funding will be used to develop design documents and installation of enhancements to Franklin Street, Court Street and Coffeen Street.	City of Watertown
A7	Jefferson County Historical Society Updates	DRI funding will be used to install a new elevator, develop a new interactive exhibit and install a new HVAC system, which is needed to meet industry standards and provide the opportunity for the Historical Society to access additional funding sources for improvements.	Jefferson County Historical Society

Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
\$18,708,500	\$2,000,000	DRI Funds; Capital Campaign; Northern New Community Foundation; Y National Development; various State and federal grants	1Q 2018	3Q 2020	Variable
\$6,500,000	\$2,500,000	DRI Funds; SUNY 2020 Grant	Dependent on SUNY 2020 Grant announcement and DRI funding awarded		352 by 2020 with on-going entrepreneurial growth
\$2,500,000	\$1,500,000	DRI Funding; private investment	Depending on DRI funds	TBD	0
\$2,300,000	\$2,200,000	DRI Funds; Empire State Development Grant Funds; private investment	1Q 2019	3Q 2019	0
\$1,658,000	\$1,243,500	DRI Funds; private investment	Depending on award announcement	Within 6 months of project initiation	0
\$1,650,000	\$825,000	DRI Funds; private investment	3Q 2018	3Q 2019	20-25
\$1,500,000	\$1,500,000	DRI Funding	TBD	TBD	0
\$1,231,668	\$506,600	DRI Funds; Jefferson County Historical Society funds	1Q 2019	1Q 2020	0



Project Summary Table continued...

#	Project Name	Project Description	Responsible Party
A6	Paddock Arcade Enhancement	DRI funding will be used to repair and rehabilitate the public space of the historic Paddock Arcade, including a new elevator to allow ADA accessibility to upper level professional tenant space.	Watertown Rx, LLC
C1	Watertown Local Development Corporation Downtown Fund	DRI funding will be used to capitalize the Public Square Commercial Rent Assistance Program (Phase 2) and the Downtown Façade Improvement Program.	WLDC
A9	Year-Round Market Development: Community Enhancement Project	DRI funding will be used to completely rehabilitate a now vacant, dilapidated building at the edge of the DRI boundary into a year-round market. Merchant booths will be established that will allow for local produce, prepared foods and other goods from the region to be sold to the community.	Jake's Lawn Care, Inc.
B3	Strauss Memorial Walkway Enhancements	DRI funding will be used to enhance the Strauss Memorial Walkway to improve perceptions of safety and overall condition. Improvements will include new lighting, plantings, repairs to building walls (owned by City) and a painted mural.	City of Watertown
A5	Paddock Market-Rate Housing Restoration	DRI funding will be used to rehabilitate 5 market-rate housing units.	Watertown Rx, LLC
A4	Community Café and Grocery Development	DRI funding will be used to build out the café and grocery, including a kitchen, community room, lobby, office grocery area and storage room.	ACR Heath
D1	Downtown Signage and Wayfinding Project	DRI funding will be used to develop a coordinated wayfinding systems to guide visitors from their vehicles to parking areas and transfer them into pedestrians to visit the various business and points of interest.	City of Watertown
A10	Power Play Sports Development	DRI funding will be used to purchase a RapidShot Hockey Training System. The system is unique to the North Country and will significantly advance the market opportunities for growth of Power Play Sports.	Power Play Sports, LLC
D2	Downtown Public Art Project	DRI funding will be used to develop a "public art" program, including identified locations for installments and the development and implementation of the initial piece of public art.	City of Watertown
B6	Governor Flower Monument Enhancement	DRI funding will be used to design and implement improvements to protect the Governor Flower Memorial located at the gateway to Public Square.	City of Watertown
B2	WLDC Downtown Beautification	DRI funding will be used to purchase and install new permanent landscape structures and planters throughout the Downtown.	WLDC
B4	Public Square Fountain Improvements	DRI funding will be used to construct and install a replica of the wrought-iron decorative fence that once surrounded the Public Square Fountain, as well as repainting of the fountain bottom.	City of Watertown

Estimated Total Project Cost	DRI Funding Request	Funding Sources	Proposed Start Date	Anticipated Completion Date	Jobs Created
\$870,000	\$435,000	DRI Funds; private investment	1Q 2019	2Q 2020	0
\$700,000	\$600,000	DRI Funding	4Q 2018	Ongoing	Varied
\$485,000	\$225,000	DRI Funds; private investment	1Q 2019	3Q 2019	0
\$375,000	\$375,000	DRI Funding	4Q 2018	3Q 2019	0
\$365,000	\$123,000	DRI Funds; private investment	3Q 2018	4Q 2019	0
\$334,000	\$149,568	DRI Funds; private investment	3Q 2018	2Q 2019	8-10
\$320,000	\$320,000	DRI Funding	3Q 2019	2Q 2020	0
\$266,220	\$49,700	DRI Funds; private investment	1Q 2018	4Q 2019	1 full-time; 4 part-time
\$155,000	\$155,000	DRI Funding	1Q 2019	Ongoing	0
\$100,000	\$100,000	DRI Funding	TBD	TBD	0
\$80,000	\$50,000	DRI Funding; WLDC funds	3Q 2018	Ongoing	0
\$55,000	\$55,000	DRI Funding	TBD	TBD	0



Priority Projects for Other Funding Sources

Project Name	Project Description
132 Court Street Improvement	Continue the renovation of 132 Court Street into a mixed-use building adjoining the Brighton Building to the northwest. The project adds two market-rate apartments to the third floor of the building, and improves the building exterior and façade by repainting the entire exterior, repairing the roof, installing new windows and embellishing the store fronts. Completing this renovation is vital to the fabric of this block of Court Street, as it is positioned between the newly renovated and iconic Brighton Building, and the planned Court Street Commons Redevelopment project.
City View Apartment Building Update	Preserve four market-rate housing units and create up to four more additional market-rate housing units. This project involves upgrades to the City View Apartments building, including a structural upgrade to the elevator, replacing the tank unit and controller, replacing the wiring and hoistway door equipment and installing a new oil cooler. The building needs a new roof, to meet NYS Building Code requirements. This project will help create a favorable impression for newcomers coming into Downtown and may help spur other property owners in the area to make improvements.
Court Street Commons Redevelopment	Remove blight and assist in the rehabilitation of three buildings located in Downtown Watertown, just west of Public Square. The buildings, located at 138, 152/154, and 170 Court Street, represent a total of ±42,693 SF. The mostly vacant buildings will be renovated into mixed-use facilities with a blend of retail, commercial and market-rate residential. This project will remove blight by completing façade restorations on all buildings, add up to 18 market-rate apartments, renovate 7,540 SF of commercial space and include surrounding site improvements. Continuing the path of progress in rehabilitating and restoring Public Square, these key properties will help complete Downtown's total and cohesive transformation.
Empsall Plaza Rehabilitation	Entertainment Sports Complex, with multiple local tenants. The Empsall Plaza Building is a 45,000 SF partially-occupied commercial building located at 223 JB Wise Place. The building owner reports having two local tenants interested in leasing space on the third-floor; a roof-top concept restaurant interested in leasing portions of the second and third floors (overlooking Public Square); a stable tenant leasing 7,000 SF of space on the second floor who is interested in expanding into an additional 1,800 SF space. Funding is needed to improve the building to attract and retain the local businesses, furthering the evolution of a hub of commercial and recreational activity in Downtown Watertown.
First Baptist Church Façade	Improve the façade of the historic First Baptist Church. Improve the façade of the historic First Baptist Church by repointing the masonry, and reconditioning and repairing several of the stained-glass windows throughout the building. Funding is also being requested to complete minor roof repairs. By making these improvements, the iconic "Lighthouse on the Square" church will continue as a beacon of architectural history on Public Square.
Knowlton Technologies Window and Roof Upgrade	Upgrade the roof of the Knowlton Technologies building and replace the east-facing windows above the Black River flume. Funding is necessary to offset the costs of these tasks to preserve and enhance Knowlton's historical presence Downtown. Knowlton Technologies is one of the largest employers Downtown, and have occupied the historic property since 1808. Maintaining their historical presence Downtown is very important.

Project Name	Project Description
Lincoln Room	Open a 4,000 square foot event center/banquet hall on the 5th floor of the Lincoln Building. This project encompasses fitting up the space with equipment for the kitchen and other essentials, helping to transform Downtown into a destination for events such as weddings, conferences, business meetings, bridal and baby showers and other life events. The Lincoln Room has the potential to bring more people Downtown, especially during the evenings and weekends. The project sponsors plan to partner with local vendors for specialty services related to the events.
Revitalize Best Western	Revitalize the Best Western Watertown Fort Drum Hotel and Savory Downtown restaurant in becoming the premier hotel and conference event center destination in Downtown Watertown. By enhancing the facility and building on synergy between the hotel, conference center and the Savory Downtown restaurant, the project sponsors would enhance the local economy by bringing more transient-travelers, events and group business to the Downtown area. The facility needs replacement of the heating and cooling system and roof repairs. The project also involves outfitting the Savory restaurant and kitchen with modern equipment, fixtures and furnishings; build-out of a patio space for outdoor dining; and updating the interior of the conference/banquet space.
Sci-Tech Entertainment Update	Update Sci-Tech, a “hands-on” science museum targeting families. This project will add new and enhance existing exhibits as well as make facility enhancements and upgrades. Exhibit improvements include adding interactive water-stream, electrical and sound waves exhibits; creating music through light; and engineering a path for rolling balls on a vertical wall. Funding assistance is needed for the cost of materials, equipment and outside assistance. Facility improvements include making the third floor accessible to the public with an elevator and emergency egress, a third-floor rest room and roof repairs. Adding new exhibits will help draw additional visitors to Downtown Watertown who will patronize local businesses.
The Globe Building Redevelopment	Restore the vacant Globe Building centrally located on Court Street. The Globe Building needs a new roof and façade improvements, assistance for to fit of space for a café, a restaurant and a bookstore. The Globe Cafe and Coffeehouse will serve the highest-quality affordable coffee and freshly-baked specialty goods in a homelike atmosphere. The Fast Casual BBQ Pit Style Restaurant will be the only established BBQ Pit restaurant in Jefferson County, dedicated to serving the highest-quality affordable BBQ in a rustic atmosphere. The Solid Ground Bookstore and Gift Shop will be designed to help people learn and grow, providing a variety of books, resources, gifts, music, movies, greeting cards, novelties and apparel that will meet the needs of all ages.
Wind and Wire Building Rehabilitation	Redevelop a vacant, four-story, mixed-use building in front of Public Square, formerly known as Wind and Wire, to a turn-key residential and commercial tenant-ready space. This project will bring a newly renovated, mixed-use, two-sided building to the north side of Public Square, and provide three additional units of needed market-rate housing and useful commercial space. With its ideal position next to the City owned public walkway that leads to the JB Wise parking lot, an increase in foot traffic on both Public Square and JB Wise store fronts will be realized by bringing this dynamic building back on-line. Parking for the building will be abundant in the JB Wise lot. The prime location and scope of this project has the potential to help continue the recent development along the north side of Public Square, and also attract additional investment and interest to the rear along the JB Wise Parking lot.

