



STILL TIME TO SIGN UP FOR COUNTY LEADERS BREAKFAST

Alvarez, Hein, Molinaro, Neuhaus on stage

Join the hundreds who already are coming! Move quickly to reserve your seat for Pattern For Progress' annual County Leaders Breakfast Feb. 28 in Poughkeepsie.



Only Pattern For Progress brings together Dutchess County Executive Marcus Molinaro, Orange County Executive Steven Neuhaus, Sullivan County Legislative Chairman Luis Alvarez and Ulster County Executive Michael Hein for an annual panel discussion.

It's a bipartisan discussion that will provide insights that affect your company, community and how the valley at large is changing.

Have questions we should consider asking? Email them to sshinske@pfprogress.org.

We welcome your presence at the Poughkeepsie Grand Hotel, 40 Civic Center Plaza.

We start at 7:45 a.m. and conclude at 9:30 a.m. Tickets are \$45 for Pattern for Progress members, \$60 for non-members. Tables of 10 and sponsorships are available. Call (845) 565-4900 or email rdegroat@pfprogress.org.

Newburgh Creative Neighborhood moves ahead



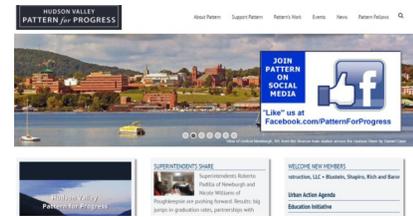
Newburgh's signature was once as a thriving waterfront city with industry, a bustling downtown and a reputation as a great place to live.

There's a team of folks working to bring back those glory days. Pattern For Progress is partnering with the Orange County Partnership, Newburgh city planners, SUNY Orange and other community stakeholders to create the Newburgh Creative Neighborhood. To lay the groundwork, Pattern Research Associate Calvin Wing and Senior Research Planner Elijah Reichlin-Melnick (above), working with Senior Vice President for Research, Development & Community Planning Joe Czajka, are inventorying every building in a section of downtown. They're noting buildings' condition, how they're used -- and keeping in mind how it all can add up into a neighborhood that would attract artists, writers, entrepreneurs, tech businesses and more. And yes, there already are several bright spots, where owners work to keep their properties at their best. Want to learn more? We'd welcome your call.

Valuable research data at *PatternForProgress.org*

Have you visited PatternforProgress.org lately?

There's a treasure trove of reports, information, data and more that are not only valuable but identify key issues that underline how the Hudson River Valley is changing.



Pattern does a variety of research on topics such as housing, municipal sharing, transportation, education, infrastructure, government efficiency and land use. Our team of experienced planners are expert at identifying trends that directly tie in to quality-of-life opportunities and impact the growth and vitality of the regional economy. We then make many reports available to the public.

Check out our entire website, but be sure to visit our Reports Library, which you'll find under the "Pattern's Work" label in the top navigation bar.

Second Community Builders Program set to go; program helps take concepts to reality

Taking a vision for a community and making it happen is an important way to keep the Hudson Valley evolving. Last year, Pattern debuted its Community Builders program, designed to increase the knowledge and capacity of participants as they seek to advance specific projects to help their cities and urban centers.

Now, the second Community Builders class is about to kick off. It's a six-month program led by President/CEO Jonathan Drapkin and Senior Vice President for Research, Development & Community Planning Joe Czajka.

We welcome Karen D'Attore, IFCA Housing Network; Faith Moore, Rural Development Advisory Corp.; John MacEnroe, Topfield Equestrian Center; Robert Wright, Nubian Directions; Corey Allen, Habitat for Humanity; Anthony Ruggiero, City of Beacon; and Robin Rosenberg and Christine Olivier de Molina, Rockland County.

Visit PatternForProgress.org for more.

SOCIAL MEDIA REVS UP: JOIN US

It's a big valley, but it's well connected on social media. That's why Pattern is broadening its reach with a new strategy on Facebook and Twitter — and we want you to connect with us.

We share our expertise with officials. We help solve community problems. We're in the media. Learn about all of that and more: "Like" us on Facebook ([Facebook.com/PatternForProgress](https://www.facebook.com/PatternForProgress)) and follow us on Twitter (@HVPattern) to get the latest about our efforts.

Welcome to the debut of "Meet The Board." Each month, two Pattern board members will be profiled. Learn about them, their business – and their commitment to the Hudson Valley.



**Tim Dean, president,
Marshall & Sterling, Dutchess County**

Why are you and your business in the Hudson Valley?

Our agency was formed in 1864 in the City of Poughkeepsie. We have expanded exponentially since then, but our headquarters has remained here. We love the Hudson Valley. I'm from Ann Arbor, Mich. I came here for a job with Pitney Bowes.

How does your business help quality of life in the valley?

We encourage all 425 of our employees to be active in charitable causes that matter to them. As a corporation, we provide donations to as many as we can. We are also a 100% employee-owned firm so our profits remain in the communities we serve. Our employees take things on. We just love that. We've adopted families at Christmas. The families are shocked when employees roll up with stuff that's been donated.

What new strategy helped business growth in the past year?

After many years of trying, we finally entered the Ulster County market through the acquisition of the Valley Group. Kevin Ryan, Michael Ryan and the rest of their quality staff match our reputation for integrity and long-term focus. This will help us add clients and better serve the ones we already have. We also just purchased the assets of the Henke Warren Agency in Coxsackie.

The valley is changing. What best practice would you share to make the most of that evolution?

Baby boomers are retiring; we need to recruit the next generation of employees. As an Employee Stock Ownership Plan firm, our employees feel more secure in their future. We need to aggressively reduce the cost of mandates, taxes and bureaucracy so young adults can afford to live here and raise families. We also need to make sure that students graduate from high school and college with sound fundamentals and the ability to learn quickly.

Briefly describe the Hudson Valley in five years, 2022.

Hopefully, we will continue to have significant manufacturing occurring here while we also see start-up and early stage businesses choosing to locate here because of our great colleges and universities, unmatched combination of historic sites, agricultural and outdoor activities, and incredible food-and-beverage culture. We have to hope businesses also hire people here and they make stuff. We have to sell products outside the valley. We will see more people move back to our cities due to affordable home prices and a greater sense of community.

What was your first job?

Newspaper delivery of The Detroit News when I was 12 or 13. I rode my bike. It took me three or four miles to deliver my papers.

Why have you chosen to support Pattern for Progress?

It does research and serves as a convener on topics and issues important for our area that are challenging and often considered controversial. Pattern looks at issues... research on consolidation of municipalities, etc. That's good work. It's willing to tackle that work. Pattern is apolitical, which is very important.

A message for Pattern's membership?

Investing in Pattern's work is one of the checks I am happy to write each year. This is work that really no one else is doing.



**Joseph McPheter, senior vice president,
KeyBank, Rockland County**

Why are you and your business in the Hudson Valley?

KeyBank has a long history serving the Hudson Valley and state, tracing our roots back 190 years ago in Albany. The valley is an important growth market for us; we are committed to providing products & services consumers & businesses need.

How does your business help quality of life in the valley?

We provide the solutions consumers need. We lend money to small businesses to grow, provide jobs and enrich the local economy. We support nonprofits and community programs that provide financial education, workforce development, social services and increase communities' cultural vitality. And we promote diversity and inclusion. KeyBank can be strong only if our communities are empowered to be strong.

What new strategy helped business growth in the past year?

KeyBank brings consumer clients exclusive access to our innovative Financial Wellness program. We're partnering with HelloWallet so our clients can set financial goals, tap KeyBank expertise to understand how to reach them, and track progress. Clients report having more confidence in financial decisions. Our new mobile-banking system is easy to use, offers faster access to common banking tasks and is personalized. We also have broader commercial expertise to help business banking & middle-market clients, which many competitors can't provide.

The valley is changing. What best practice would you share to make the most of that evolution?

The valley has tremendous potential; due to its proximity to urban centers, especially NYC, we will continue to see change. I have clients in NYC; many are building plans on how to deal with NYC's minimum wage going to \$15 per hour. Some are automating; others are looking to relocate and have mentioned the valley as a possibility. We need to participate in driving the evolution and keeping a finger on the pulse of change.

Briefly describe the Hudson Valley in five years, 2022.

It's a place that's taken big steps to revitalize our small urban centers. We're seeing success in attracting young bright people by providing beautiful communities that are walkable and have arts. We need to make it affordable for people and businesses.

What was your first job?

I was 12 years old and I stocked shelves and delivered groceries. I made \$2.50 an hour and worked 12 to 15 hours week.

Why have you chosen to support Pattern for Progress?

I live here, and too often, important issues are clouded and polarized by politics. Pattern presents facts and a nonpartisan view. From a business perspective, it's important that KeyBank understands issues in our communities. We succeed when communities are healthy and growing.

A message for Pattern's membership?

I'm proud to be on the board of such a fantastic organization. I believe our work makes a difference.