Happy 50th!

Congratulations to Hudson Valley Pattern for Progress on your 50th Anniversary! Crystal Run Healthcare is proud to support this important milestone as a “Flagship Sponsor” and applauds your work to promote economic growth and prosperity in our community.

Hal Teitelbaum, MD, JD, MBA, Managing Partner & CEO
Michelle A. Koury, MD, Chief Operating Officer

And all of the physicians and staff of Crystal Run Healthcare.

845.703.6999 • CrystalRunHealthcare.com
Dear Friends,

Fifty years of doing anything is a milestone.

Pattern has reached 50 and is stronger than we have ever been. That is not simply a testament to longevity, but to an ability to understand the region we serve and find ways we can help our fellow residents. It is also a testament to the hundreds—if not thousands—of individuals and organizations that nurtured Pattern from the seed of an idea in 1965 so that it could grow to become the institution it is today. In so many ways, we ride on the coattails of the leaders and visionaries of the past. It is due to them that Pattern has been a resource of great benefit to our historic and vibrant region. It is our honor to carry forward the promise made by the founders in 1965—that Pattern for Progress would assist the region in achieving “optimal, social, economic, cultural and scenic development.”

More and more, we have been called upon for creative solutions to what can seem to be insurmountable challenges. Time after time, we have analyzed trends and developments in an effort to help governments and organizations throughout the Hudson Valley with detailed information by which they can chart their own course and better plan their futures and that of the region.

Our capacity to help has been limited only by our resources. That is but one of the reasons this special anniversary has been so satisfying to us. By the end of the year, Pattern will have reached its goal of raising $1 million. Additionally, our anniversary celebration surpassed its goals in every way imaginable. It is with gratitude that we say Pattern will be well-positioned to help our members, supporters and all residents of the Hudson Valley for years to come.

When we started this year, we envisioned a pathway that would help to plan for the reinvigoration of our urban areas and help us to become a strong, independent voice for finding new models for the delivery of public education. The Pattern Board of Directors has long felt these were the issues on which to focus our attention and we learned this year that you agree. We have said that if we hit our financial goals this is where we would concentrate our efforts. We take your generous support as a firm endorsement that we are on the right track.

We will not be focused on these subjects alone. Housing, infrastructure and the delivery of efficient, effective, governmental services have always been in our repertoire and they remain critically important aspects of Pattern. In addition, the times demand that we also give close attention to other issues facing the Valley. The region is faced with unprecedented demographic challenges. And so, in collaboration with our colleagues in organizations throughout the region, we look forward to devising ways to improve our quality of life even as changes take their course. It has always been true that together we make the greatest strides toward ensuring a bright future for the Hudson Valley, our home.

So we thank you for your unflagging support these 50 years and in particular during this anniversary year. We are more pleased than ever to carry the Pattern mission toward our one-century mark!

Sincerely,

Jonathan Drapkin
President & CEO

Michael J. Quinn
Chairman, Board of Directors
It is our honor to be the Platinum Sponsor of tonight’s event.
Congratulations to
Hudson Valley Pattern for Progress
on your 50th Anniversary!

Call 888.481.0370
or visit frontier.com
to lock in your price
on business products
for LIFE.

Congratulations
Hudson Valley
Pattern for Progress
On your 50th Anniversary

Paul Ryan
Assistant Business Manager
IBEW Local #3
200 Bloomingdale Road
White Plains, NY 10605
914-948-3800

Thank you for 50 years of supporting
visionary progress in the Hudson Valley.
We are excited to see what the next 50 bring!

St. Luke’s Cornwall Hospital
With you for life.
With Sincere Appreciation

PLATINUM SPONSOR
CENTRAL HUDSON GAS & ELECTRIC CORPORATION

GOLD SPONSORS
Advance Testing Company
Hudson River Ventures
IBM
Orange & Rockland Utilities
Ulster Savings Bank
Vanacore DeBenedictus DiGiovanni & Weddell
Verizon

SILVER SPONSORS
The Center for Discovery
Community Colleges of the Hudson Valley
Hudson Valley Federal Credit Union
Keane & Beane, P.C.
Kearney Realty & Development
Marshall & Sterling Insurance
Montreign
St. Luke’s Cornwall Hospital
Stewart International Airport
SUNY New Paltz
TD Bank
Wilson Elser Moskowitz Edelman & Dicker
and Thanks to Our Sponsors

**BRONZE SPONSORS**

AKRF
Armistead Mechanical
Cablevision
Chase
The Chazen Companies
Construction Contractors Association
Construction Industry Council of Westchester
CPC Hudson Valley
DJ Consulting Services
Frontier Communications
Holt Construction
Irwin Siegel Agency
Lakeland Bank
Luzon Environmental Services
M&T Bank
MJJ Builders Corp.
Mohonk Preserve
Monticello Motor Club
Open Space Institute
Orange Regional Medical Center
Regeneron
Riverside Bank a Division of Salisbury Bank
Walden Savings Bank

**MEDIA SPONSOR**

Hudson Valley News Network

**PROMOTIONAL SPONSOR**
**Pattern Board of Directors**

<table>
<thead>
<tr>
<th>Name</th>
<th>Company/Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dennis Barnett</td>
<td>Propinquity Associates</td>
</tr>
<tr>
<td>Alexander Betke</td>
<td>Wilson Elser Moskowitz Edelman &amp; Dicker</td>
</tr>
<tr>
<td>Debbie Bogdanski</td>
<td>Frontier Communications</td>
</tr>
<tr>
<td>Michael Bonura</td>
<td>Bonura Hospitality Group</td>
</tr>
<tr>
<td>Geoffrey Brackett</td>
<td>Marist College Executive Board Member</td>
</tr>
<tr>
<td>Timothy Cawley</td>
<td>Orange &amp; Rockland Utilities</td>
</tr>
<tr>
<td>Donald Christian</td>
<td>SUNY New Paltz</td>
</tr>
<tr>
<td>Tim Dean</td>
<td>Marshall &amp; Sterling Insurance</td>
</tr>
<tr>
<td>Todd Diorio</td>
<td>HV Building &amp; Construction Trades Council</td>
</tr>
<tr>
<td>Richard Donatuti</td>
<td>JP Morgan Chase</td>
</tr>
<tr>
<td>Patrick Doulin</td>
<td>Sterling National Bank</td>
</tr>
<tr>
<td>Austin DuBois</td>
<td>Blustein, Shapiro, Rich &amp; Barone</td>
</tr>
<tr>
<td>Pamela Edington</td>
<td>Dutchess Community College</td>
</tr>
<tr>
<td>Darlene Fedun</td>
<td>Bethel Woods Center for the Arts</td>
</tr>
<tr>
<td>Karen Fisher</td>
<td>FisherMears Associates</td>
</tr>
<tr>
<td>A. James Forbes, Jr.</td>
<td>New Hope Community</td>
</tr>
<tr>
<td>Edmond Harrison</td>
<td>The Port Authority of NY &amp; NJ</td>
</tr>
<tr>
<td>William Helmer</td>
<td>Helmer-Cronin Construction</td>
</tr>
<tr>
<td>Glenn Hoagland</td>
<td>Mohonk Preserve Executive Board Member</td>
</tr>
<tr>
<td>Jay Holt</td>
<td>Holt Construction</td>
</tr>
<tr>
<td>Donna Johnson-Klonsky</td>
<td>DJ Consulting Services, Inc. Executive Board Member</td>
</tr>
<tr>
<td>Mark Kastner</td>
<td>The Chazen Companies</td>
</tr>
<tr>
<td>Ken Kearney</td>
<td>Kearney Realty &amp; Development</td>
</tr>
<tr>
<td>Julie Krieger</td>
<td>M&amp;T Bank Treasurer</td>
</tr>
<tr>
<td>Robert R. Lane</td>
<td>Phelps Memorial Hospital Center</td>
</tr>
<tr>
<td>James Laurito</td>
<td>Central Hudson Gas &amp; Electric Corporation Executive Board Member</td>
</tr>
<tr>
<td>Suzanne Loughlin</td>
<td>Firestorm Solutions, LLC Second Vice Chair</td>
</tr>
<tr>
<td>Mary Madden</td>
<td>Hudson Valley Federal Credit Union</td>
</tr>
<tr>
<td>Anthony Mahler</td>
<td>Westchester Medical Center Health Network</td>
</tr>
<tr>
<td>Joseph McPheter</td>
<td>Key Bank</td>
</tr>
<tr>
<td>Carl Meyer</td>
<td>The Solar Energy Consortium</td>
</tr>
<tr>
<td>Mike Oates</td>
<td>Hudson River Ventures</td>
</tr>
<tr>
<td>Kevin O’Connor</td>
<td>RUPCO</td>
</tr>
<tr>
<td>Richard O’Rourke</td>
<td>Keane &amp; Beane, PC Secretary</td>
</tr>
<tr>
<td>Ross Pepe</td>
<td>Construction Industry Council</td>
</tr>
<tr>
<td>Michael Quinn</td>
<td>Rhinebeck Bank Chair</td>
</tr>
<tr>
<td>Matt Rand</td>
<td>Rand Realty</td>
</tr>
<tr>
<td>John Rath</td>
<td>Lakeland Bank Executive Board Member</td>
</tr>
<tr>
<td>Andrea Reynolds</td>
<td>The Dyson Foundation</td>
</tr>
<tr>
<td>Alan Seidman</td>
<td>Construction Contractors Association of HV</td>
</tr>
<tr>
<td>James P. Smith, Jr.</td>
<td>Advance Testing Company, Inc.</td>
</tr>
<tr>
<td>Glenn Sutherland</td>
<td>Ulster Savings Bank</td>
</tr>
<tr>
<td>Rick Tiegen</td>
<td>The Culinary Institute of America</td>
</tr>
<tr>
<td>Graham Trelstad</td>
<td>AKRF</td>
</tr>
<tr>
<td>Michael Turturro</td>
<td>Vanacore, DeBenedictus, DiGovanni &amp; Weddell First Vice Chair</td>
</tr>
<tr>
<td>Larry Wolinsky</td>
<td>Jacobowitz &amp; Gubits Immediate Past Chair</td>
</tr>
</tbody>
</table>

**Past Presidents of Pattern for Progress**

<table>
<thead>
<tr>
<th>Name</th>
<th>Years</th>
</tr>
</thead>
<tbody>
<tr>
<td>C. David Loeks</td>
<td>1965-1980</td>
</tr>
<tr>
<td>William Boyd</td>
<td>1980-1993</td>
</tr>
<tr>
<td>Linda Dickerson</td>
<td>1993-1998</td>
</tr>
<tr>
<td>Michael DiTullo</td>
<td>1999-2006</td>
</tr>
</tbody>
</table>
Pattern Staff

Jonathan Drapkin
President & CEO

Joseph Czajka
Senior Vice President for Research, Development & Community Planning
Executive Director, Center for Housing Solutions & Urban Initiatives

Robin Degroat
Vice President of Operations
Executive Assistant

Allison Dunne
Vice President, Research and Communications

Barbara Gref
Vice President, Education Research

Paul Hesse
Senior Research Planner

Michael Welti
Vice President, Urban and Regional Planning

SINCE
1965.

Shining a LIGHT on the issues.

Exploring the POSSIBILITIES for change.

HUDSON VALLEY PATTERN for PROGRESS
TIOMBE TALLIE CARTER
THE FELLOWS CLASS
2013-2014

Congratulations
HUDSON VALLEY
PATTERN for PROGRESS

TALLIE CARTER LAW, P.C.
COUNSEL TO CREATIVES

888-983-8978 (Office) / 888-743-1256 (Fax) / talliecarterlaw.com

Armistead Mechanical
Armistead Mechanical Services
Acorn Plumbing & Heating

Our Family of Companies joins
Hudson Valley Pattern for Progress
as they celebrate their 50th Anniversary

Congratulations!

NEWBURGH, NY • WALDWICK, NJ
800.587.5267
www.armisteadmechanical.com

Orange Regional
Medical Center

707 East Main Street
Middletown, New York 10940
845-333-1000 • www.ormc.org

A member of the Greater Hudson Valley Health System
Welcome to the Cognitive Era.

A new era of technology.  
A new era of business.  
A new era of thinking.

ibm.com/outthink
No Better Time

As Hudson Valley Pattern for Progress begins its next 50 years, we seek your help in funding a vision for progress, a “Pattern for the Future.” Pattern is now positioned to build on a strong record of success alongside all those who view the well-being of the Hudson Valley as their mission and their goal. There is no better time to support the vision for keeping the region growing through a balanced and thoughtful approach that benefits all.
Dear Friends and Supporters of Pattern for Progress -

When we announced our $1 million campaign, "Pattern for the Future," last year, we knew our goal was lofty, but our sense of purpose was strong.

It has been enormously fulfilling to see that so many in the Hudson Valley connected to that sense of purpose. Throughout the campaign, we have felt a deep gratitude for the work that Pattern for Progress does to preserve and enhance the quality of life we enjoy in this very special region we all call home.

Now, as we celebrate our 50th anniversary year, it's a true tribute to Pattern as well as the generosity of individuals and organizations that we are closing in on our lofty goal. Indeed, our contributions have ranged from $20 and $25 given on the part of individuals to amounts as large as $45,000 and $50,000 from the corporate and charitable foundation sectors.

The campaign has told us how Pattern has touched the lives of people and organizations at every level—and that has been inspiring.

As chairman of the 50th anniversary "Pattern for the Future" campaign, allow me to thank everyone who has made that future bright and full of promise for the Hudson Valley by supporting Pattern for Progress.

Very truly yours,

John Rath
50th Anniversary Campaign Chair
$50,000
Westchester Medical Center Health Network

$10,000-$49,999
Anonymous Foundation
Crystal Run Healthcare
Key Bank Foundation
Lakeland Bank
M & T Bank
Carl Meyer
Orange County Trust Company
John Rath
Rhinebeck Bank
Sterling National Bank

In addition, various organizations have provided support for our two major initiatives through research grants.

$5,000-$9,999
Anonymous Foundation
Construction Advancement Institute
IBM
Kirchhoff-Consigli Construction
Suzanne & Joseph Loughlin
  (in memory of Walter Rhulen)
Joseph McPheter
TD Bank
Michael Turturro
Wallkill Valley Federal Savings & Loan

$1,000-$4,999
AKRF
Dr. Daniel Aronzon
Debbie Bogdanski
The Chazen Companies
Tim Dean
Empire State Bank
Frontier Communications
The Glickenhaus Foundation
William Helmer
Glenn Hoagland
Jay Holt
Hudson Valley Federal Credit Union-
  The Principal Financial Group
Jeff Bank
Keane & Beane
Kearney Realty Group
James Laurito
David MacFarland

$1,000-$4,999 continued
Susan Najork
Kevin O’Connor
Open Space Institute
Michael Quinn
Andrea Reynolds
Rose & Kiernan
James Smith
TEG Federal Credit Union
Tom Wade
Larry Wolinsky

Under $1,000
David Apps
Dennis Barnett
William Bassett
Corbally, Gartland & Rappleyea
Covington Development
Crystal Run Village
Dutchess Community College-Pamela Edington
The Gannett Foundation
April Gozza
Louis Heimbach
Donna Johnson-Klonsky
Mark Kastner
Key Construction Services-Alfred Torreggiani
Dana Levenberg
Richard O’Rourke
William Richards
Barry Rothfeld
Rick Struck
Patricia Stush
Pam Tarquinio
Thomas J. Kempton Jr., Inc.
Anthony Yu

To donate to Pattern for the Future visit pattern-for-progress.org and see updates to the donor list there.
Advance Testing Company would like to congratulate Hudson Valley Pattern for Progress on 50 years of excellence.

1974
Pattern’s seminal “Mid-Hudson Development Guide” was featured in the New York Times.

1995
At the request of Gov. George Pataki, Pattern launched a 5-year Hudson Valley Urban Coalition Project to address urban problems.

2011
Gov. Andrew Cuomo establishes Regional Economic Development Councils (REDC’s) and appoints Pattern to the Mid-Hudson REDC Committee.

2004
Sen. Hillary Clinton addresses the Pattern’s 40th Anniversary Annual Meeting & Reception.

Advance Testing
Construction Materials Testing + Inspection
Buildings | Highways | Bridges | Airports | Tunnels
845.496.1600 • www.advancetesting.com
Hudson Valley Pattern for Progress invites you to
The Most Unbelievable Party of the Year
To celebrate our 50th Anniversary!

Unarguably Unlike Any Pattern Event Ever!

Thursday, December 10
Anthony’s Pier 9 in New Windsor
5:30 PM – 9:00 PM

The largest regional networking event featuring:
Stilt Walkers & Magician
Cocktails & Food Stations
Craft Beer & Distilled Spirits Room
Lots of Live Music & Silent Auction
And more...

An uncharacteristically, uncommon evening with no speeches, and most of all lots of character!

Special Guest: Daymond John of Shark Tank
Tonight’s Line-up

In the Garden Room
Magician Adam Cardone
Bindlestiff Family Cirkus
Stilt Walkers
Lara Hope and Matt "The Knife"
Goldpaugh of the Ark-Tones

In the Hudson Valley Beer and Spirits Tasting Room
A collection from the region's finest craft beers and distilleries
Electronic violinist Emily Holden

In the Imperial Room
Singer Lindsey Webster with Keith Slattery at the Keyboard with an all-New York set of songs
Welcome from Pattern for Progress Board Chairman Michael Quinn
A few words from Pattern for Progress President and CEO Jonathan Drapkin
Special surprise presentation

Special Guest
Daymond John, co-star of ABC television's Shark Tank

* * * * *
Big thanks to our volunteers for this special event
Pattern would like to say a special thank you to the craft breweries and distilleries that gave us a taste of their local brews and spirits. We also express our gratitude to all those that made a donation to our silent auction showing the bounty of the Hudson Valley.

CRAFT BREWERIES
Bull & Barrel Brew Pub
Chatham Brewing Company
Clemson Bros. Brewery
Keegan Ales
North River Hops and Brewing
Rushing Duck Brewing Company
The Roscoe NY Beer Company
Westtown Brew Works
Yonkers Brewing Co.

DISTILLERIES
Catskill Distilling Company
Taconic Distillery
Tuthilltown Spirits

Bardavon 1869 Opera House
Bethel Woods Center for the Arts
Brotherhood Winery
Buttermilk Falls & Henry’s at the Farm
Caldwell House Bed & Breakfast
Crown Maple Syrup-Madava Farms
The Culinary Institute of America
Joseph Czajka & Michele Sevigny
Robin DeGroat
Jonathan & Paula Drapkin
ECCE
John Gioia
Gallery of the Lakes
Hidden Meadow Lodge
Holt Construction
The Hudson House of Nyack
Hudson River Cruise-Rip VanWinkle
Hudson Valley Renegades
G. Steve Jordan
Jordan Ryder Art
Marist College
MatchPoint Tennis
Millbrook Winery
Mohonk Mountain House
Mohonk Preserve
Monticello Motor Club
Storm King Art Center
TIME Nyack
Verizon Wireless Zone-Montgomery, NY
Walkway Over the Hudson
Whitecliff Vineyard and Winery
Winding Hills Golf Club
John & Marlene Wood
Xaviars on the Hudson
We strive to be good neighbors.

KeyBank believes in where we live. That’s why we help local families. Support programs that help children reach their full potential. Promote diversity. Help foster economic inclusion. And celebrate teamwork, cooperation, and respect for others. Because at KeyBank, we also believe that making a difference is what a local business should do.
Construction Industry Council of Westchester and Hudson Valley, Inc.

George Pacchiana, Chairman
Ross J. Pepe, President
629 Old White Plains Road
Tarrytown, NY 10591
(914) 631-6070    FAX: (914) 631-5172

Representing the Westchester / Hudson Valley Region’s Construction and Building Industries

THE CHAZEN COMPANIES
Engineers
Land Surveyors
Planners
Environmental & Safety Professionals
Landscape Architects

Congratulations
Hudson Valley Pattern For Progress
On Your 50th Anniversary

Designing Innovative Solutions to Meet
Our Clients’ Needs Since 1947
www.chazencompanies.com  888.539.9073
Hudson Valley  Capital District  North Country

We proudly support the Mid-Hudson Pattern for Progress.

Thank you for your 50 years of dedication and service to “Our Community!”

DJ Consulting Services, Inc.
Revitalizing Entrepreneurs. Growing Businesses

Congratulations Pattern for Progress for moving things forward for 50 years!

845.447.1037 djohnson@diysfirm.com
Stewart International Airport

Neighborhood airport. World-class carriers.

Conveniently located right in the Hudson Valley, Stewart’s comfortable size, modern amenities, friendly staff, and focus on customer care make getting to the airport, and flying out of it, hassle-free. In addition to its commercial services from Allegiant, American, Delta, and JetBlue, Stewart also features services for private or corporate air travelers from Independent Helicopters. All of these options make Stewart the most convenient and versatile airport in the region.

Stewart International
Your neighborhood airport.
Congratulations,
Hudson Valley Pattern for Progress,
for 50 years
of making life better in the valley.

Hudson Valley Pattern for Progress
growth & vitality

Proud to be Pattern's
50th Anniversary Media Sponsor
CONGRATULATIONS
HUDSON VALLEY PATTERN FOR PROGRESS
ON YOUR 50TH ANNIVERSARY!

We are proud to be a member of your organization

ZARIN & STEINMETZ

81 MAIN STREET, SUITE 415
WHITE PLAINS, NEW YORK 10601
(914) 682-7800
www.zarin-steinmetz.com

Real Estate • Land Use • Zoning • Environmental • Litigation
Investing in what matters, our community and you.

We are proud to support Pattern for Progress. Congratulations on your 50th Anniversary!

Banking that makes a difference.

Ulster Savings

Banking • Loans • Investments • Tax & Payroll • Insurance

Locations throughout the Hudson Valley
866.440.0391 • ulstersavings.com

Investment, Tax, Payroll and insurance products and services available through Ulster Insurance Services, Inc., and Ulster Financial Group, Inc., subsidiaries of Ulster Savings Bank, are NOT FDIC INSURED.
The Marist College Community salutes and congratulates Hudson Valley Pattern for Progress in celebrating their 50th year.
Convening the Valley to Focus on Regional Matters

Pattern is known for bringing people together on topics of deep concern for the Hudson Valley. The 2015 year was no different, getting off the ground with a gathering of the region's leaders from government, environment, housing, anti-poverty, education and business sectors in mid-January. The meeting at SUNY New Paltz was held jointly by Pattern and Manhattan-based Regional Plan Association (RPA) as part of the preparation for RPA's Fourth Regional Plan - a strategy created once every 30 years that helps shape and improve the entire metropolitan region, including the Hudson Valley. To ensure a clear voice for the Hudson Valley in the plan, Pattern convened the group in its role as a member of the Fourth Regional Plan's steering committee. Participants cited a full range of issues from the cost of infrastructure improvements to ongoing struggles for small businesses to widespread population stagnation and decline to growth spurts in certain areas. In February, Pattern organized its third annual Across the Aisle session with Hudson Valley Congressmen Sean Patrick Maloney (D-18) and Chris Gibson (R-19) at Marist College.

In March and April, more than 500 Hudson Valley professionals and public officials attended the annual County Executives breakfasts - now a signature event for Pattern about the status of our counties.

Infrastructure Needs Take Center Stage

Just days after the tragic May 12 Amtrak Northeast Regional passenger train derailment that left eight dead near Philadelphia, the Pattern for Progress infrastructure conference highlighted a host of needs on the local and regional front. Topics ranged from rail safety improvements to a need for overall, systemic investment in infrastructure and infrastructure planning. The conference was headlined by Congressman Sean Patrick Maloney, New York State Comptroller Thomas DiNapoli and New York State Department of Transportation Commissioner Joan McDonald. A Pattern report, Hudson Valley Infrastructure: Is It Safe? Is It Fair? Is It Informed? was released in advance of the conference. Among its features was an interactive digital map created by Pattern that shows spare water and sewer capacity throughout the region.
The Urban Action Agenda Seeks to Help Cities

The Urban Action Agenda (UAA) got into higher gear in 2015. The UAA is a Pattern for Progress research and policy project centered on 25 cities and urban centers in the nine counties of the Hudson Valley. After a kickoff meeting last fall, Pattern staff made site visits to the 25 communities. In June, Pattern hosted the first UAA event of 2015. Downtown Turnaround: Restoring the Promise of Our Population Centers focused on hot topics in urban communities, including transit-oriented development and downtown parking policy; housing issues such as mixed-use, mixed-income projects; urban infill; and adaptive reuse of downtown properties. The event featured keynote speaker Tom Murphy, senior fellow at the Urban Land Institute and former mayor of Pittsburgh from 1994 to 2006. In October, the UAA held a roundtable on the topic of Business Improvement Districts (look for our report in early 2016). In other action items, the UAA created 25 community profiles in partnership with RPA and these were released on the Pattern website in late fall. In addition, the UAA is working with students from the Columbia University Graduate School of Architecture, Planning and Preservation to find connectivity between the cities of Beacon and Newburgh. The Urban Action Agenda is currently funded by the Ford Foundation through a $400,000 grant and is part of Pattern's 50th anniversary fundraising effort.

Demographics: As Populations Change, So Must We

The Pattern report entitled Changing Hudson Valley – Population Trends was released in September providing an overview of trends in the region's demographics. The report detailed where there is growth and where there is decline, along with who is moving in and out of the Hudson Valley. From 2010-2014, the nine counties of the Hudson Valley grew at 1.3%, or 31,974 new residents, but the only counties that saw population growth were Westchester, Rockland and Orange. Communities showing the greatest numerical decline between 2000 and 2013 were the cities of Hudson (Columbia County) and Mount Vernon and the Town of Bedford (both in Westchester County). The paper also highlighted the growth in segments of the regional population including Latino and Orthodox /Hasidim. The report was issued as part of Pattern’s Urban Action Agenda.

Pattern on the Road

In part to celebrate the 50th Anniversary, but also to call attention to the Valley's changing demographics as well as other changes that have taken place since the Great Recession, Pattern made presentations to a number of groups and throughout the region. These included the Dutchess Chamber, a coalition of Sullivan County organizations, the Orange County Chamber, the Rockland Business Association, the Board of Directors of the Westchester Business Council and the Putnam Chamber. These events enabled Pattern to share its research with close to 700 business leaders and residents of the Hudson Valley.
2015: Year in Review

**Housing Report Highlights the Affordability Challenge**

Housing across the Hudson Valley went into a nose dive during the depth of the recession, especially in terms of homeownership as seen in those applying for first-time mortgages. Have things rebounded? Somewhat. That is what Pattern found in the 2015 edition of the annual report. The report, drawing on an earlier 2015 study for New York State Homes and Community Renewal, also examined the ongoing issue of lack of affordable housing in the region. In summary: Housing affordability is more elusive than ever in the post-recession Hudson Valley. According to the report: "For low-income renters, the percentage that is severely cost burdened increased in each county except Greene and Sullivan counties. For low-income homeowners, the percentage that is severely cost burdened increased in each county except Columbia and Greene counties where the percentages remained essentially unchanged." On December 1, the Center for Housing Solutions held a roundtable for Hudson Valley housing professionals and organizations with New York State Homes and Community Renewal Commissioner James Rubin.

**Education Initiative Examines College and Career Readiness**

When is the graduation rate no longer a valid measure of the performance of your local school system? That, in essence, is the question posed in *Diploma Disconnect*, an exploration of college and career readiness in New York state and in the nine-county Hudson Valley region in particular. Pattern's August 2015 report examined graduation rates in all 109 public high school level districts of the region and then compared college and career readiness rates in those districts. College and career readiness is a measurement based on how well high school students score on English and Math Regents tests (scores of 75 or greater on the English test and an 80 or above on the Math connote a student will not need remediation once in college). In a stunning disparity, the statewide graduation rate is 76% but the college and career readiness rate is 38% – i.e., six out of 10 students who are given a diploma are not ready for college or career. The disparity is reflected throughout the Hudson Valley’s nine counties. In other findings, the report showed that the amount of money spent by districts – sometimes as great as $39,299 per pupil per year – has no correlation to performance. The report was produced as part of the Center for New Models in Education, a Pattern for Progress 50th anniversary initiative. In other Center activities, Pattern discussed a pilot program for Wi-Fi on buses with the Monticello School Board and administration, a program now in development in the district. In addition Pattern commenced an interview and data collection project with the Hudson Valley’s seven community college presidents in light of the many new community college presidents in office regionally; a report is forthcoming.

**Urban Revitalization Initiative (URI) Showcases Creative Approaches**

In a first-ever competition for specially targeted funds, Pattern was asked to assemble a high-stakes application for revitalization of the Mid-Hudson region. The competition, called the Upstate Revitalization Initiative (URI), was devised by the state of New York to stimulate areas north of New York City where regional economies had lost momentum. The contest: Three of the seven upstate regions in the competition would be awarded $500 million of the $1.5 billion in bank settlement funds set aside for this purpose. Pattern worked alongside the Mid-Hudson Regional Economic Development Council and dozens of public and private sector innovators to put together a plan to boost the region’s tourism, find and create jobs for hard-to-place workers and develop high-paying permanent jobs in technology. The result was an imaginative, comprehensive document lending new insights to the future of the Mid-Hudson.
This past year, Pattern laid the groundwork for its second training program (modeled after the Pattern Fellows program). The Community Builders is designed to help UAA communities to conceive of and move anchor projects forward in their communities. Participants were invited to apply and the first class was filled as of mid-November. The program is set to kick off in January. The program was made possible through funding by the Dyson Foundation and TD Bank.

**Community Builders on the Launch Pad**

The eighth class of the Pattern Regional Leadership Fellows program earned its graduation certificates in June at the Powelton Club in Newburgh by presenting marketing plans for urban areas with Fishkill, New Rochelle and Middletown as models - dovetailing with the Urban Action Agenda. That class paved the way for the 2015-16 program which began its studies in October in the Pattern classroom at 3 Washington Center, Newburgh. The class of 24 has broad representation from the public, private and nonprofit sectors. This year, the Fellows will focus on Main Streets and downtowns – also as part of the Urban Action Agenda. Once this class, the ninth class of Fellows, reaches graduation, some 180 mid-career professionals from around the Hudson Valley will have completed the innovative program of regional knowledge and problem solving.

**Pattern Fellows Program: Ninth Year of Leadership in the Region**

The eighth class of the Pattern Regional Leadership Fellows program earned its graduation certificates in June at the Powelton Club in Newburgh by presenting marketing plans for urban areas with Fishkill, New Rochelle and Middletown as models - dovetailing with the Urban Action Agenda. That class paved the way for the 2015-16 program which began its studies in October in the Pattern classroom at 3 Washington Center, Newburgh. The class of 24 has broad representation from the public, private and nonprofit sectors. This year, the Fellows will focus on Main Streets and downtowns – also as part of the Urban Action Agenda. Once this class, the ninth class of Fellows, reaches graduation, some 180 mid-career professionals from around the Hudson Valley will have completed the innovative program of regional knowledge and problem solving.

**...And There's More**

**Facilitating the Discussion on Shared Services**

- In August, Pattern was asked by New York Secretary of State Cesar Perales to host a roundtable discussion on shared services. Pattern enabled Secretary Perales to convene 25 local government officials from throughout the Hudson Valley to identify potential ways to restructure the delivery of local government services in an effort to create greater efficiencies and more effective strategies.
- In October, Pattern completed work with SUNY Orange on a manufacturing web app, a new tool developed by Pattern in consultation with the Council of Industry and with funding from the U.S. Department of Labor, Employment and Training Administration. The map-based app inventories current assets in the Hudson Valley's manufacturing sector and encourages relationship building between manufacturers, training providers and service agencies.
- Pattern was selected by the Ulster County Executive's Office to act as project manager for the county’s targeted $1 million revitalization effort in Ellenville.
- Pattern was engaged by the Rockland Business Association to determine why the county is ranked second highest in the nation in terms of property taxes.
- Pattern was engaged to help identify a new economic development strategy for Sullivan County and to find ways to reduce the tax burden in the Village of Liberty.
- Pattern continued its participation on the Mid-Hudson Regional Economic Development Council as well as on the Mass Transit Task Force for the Tappan Zee Bridge.
Why I am a Member

Proactive, Productive, Prolific: What Pattern Means to Me

Susan E. MacDonald

When I consider what Hudson Valley Pattern for Progress means to me, three words readily come to mind: Proactive, Productive and Prolific. Proactive because this organization stays on top of just about every one of the contemporary issues that occurs within a nine-county region. That is a lot of ground to cover when you think about it! Examples of this include infrastructure which at the current time affects all of us who live, work and play here in the Hudson Valley. There is also the very popular annual symposium where our congressional leaders, in the "Across the Aisle" discussions, are called upon to give accountability on the issues at hand within the region at the federal level.

As a member, and therefore a frequent attendee at Pattern for Progress programs, I can also say the organization represents productivity. The issues that are discussed are analyzed and defined in great detail while arriving at practicable solutions, especially when it comes to those issues nobody wants to talk about. The programs are carefully planned and thought-out and very well organized. Anyone who attends one of the programs quickly realizes how much time, effort, and research is put into each and every one. That is what makes this organization stand apart from many of the others out there.

Hudson Valley Pattern for Progress can be considered prolific given the amount of research they put into every issue they investigate. In part, this is accomplished by the Pattern Fellows program. Each year, Pattern invites potential applicants to apply for this nine-month course on regionalism. Those selected will work on a target project that Pattern has designated for in-depth examination, and these studies culminate in a rich body of information pertinent to the issues the Fellows have been analyzing. The invaluable research serves as the backbone for the great programs that this organization, now in its "Golden Year," has been known for and that have put Pattern on the map.

So, Happy 50th Anniversary, Pattern for Progress, continued success in the next 50 – and in the lyrics of Neil Young (who became a septuagenarian this year) "Long May You Run!"

Susan E. MacDonald has been a member of Pattern as an individual since February 2014. She was born in Newburgh, NY, and currently resides in Beacon. Current community affiliations include Beacon Arts, Beacon Elks Lodge #1493, Friends of the Desmond-Fish Library, Hudson Valley Iris and Daylily Society and the Historical Society of Newburgh Bay and the Highlands. One of her greatest inspirations in life would have to be her grandfather, the late Harry F. Smith, a banker for 60 years with the former Newburgh Savings Bank (now the Karpeles Library Manuscript Museum).

Pattern Members:
Investing in the Next 50 Years

Pattern membership offers you the connections, tools and resources needed to understand and influence critical issues affecting our region.

Pattern views our members not simply as financial supporters, but as valuable partners in the research, planning, and policymaking process. Pattern encourages its members to directly participate in policy deliberations at meetings and working groups that involve all elements of the policy community.
We Thank Our Members for Their Support

A. Page & Associates LLC
A.V.R. Realty Co.
Access: Supports for Living
Advance Testing Co., Inc.
AKRF
Alcoa Fastening Systems
Alfandre Architecture
All New York Title Agency
American Cancer Society
Anderson Center for Autism
Andrea Reynolds *
Anthony’s Pier 9
ARC-Alternative Renewable Construction LLC *
Armistead Mechanical
Arthur Weintraub
Bardavon
Barton Loguidice
Better Homes & Gardens Rand Realty
Billig, Loughlin & Baer
Birchez Associates
Bon Secours Charity Health System *
Boys & Girls Club, Town of Wallkill
Broadway Tailors
Burke, Miele & Golden LLP
Burton Gold
C.T.Male Associates
Cannon Heyman & Weiss
Cappelli Organization
Castagna Realty
Catania Mahon Milligram & Rider
Catskill Hudson Bank
Central Hudson Gas & Electric Corporation
Chamber of Commerce Ulster County
Charles B. Merrill
Charles T. Bazydlo, Esq.
Chase Bank
City of Beacon
City of Middletown
City of Newburgh
City of Port Jervis
City of Poughkeepsie
Community Capital Resources
Community Foundation of Orange & Sullivan Counties
Community Foundations of the Hudson Valley
Community Housing Innovations
Construction Contractors Association of the Hudson Valley
Construction Industry Council of Westchester & Hudson Valley
Cornell Cooperative Extension of Orange County
Cornell Cooperative Extension of Ulster County
Cornwall Commons
Corporate Fuel Advisors
Cragsmoor Association
Crystal Run Healthcare LLP
Crystal Run Village
Cuddy & Feder
Daily Freeman
Darlind Construction
David DeWilde/Clemson Bros. Inc.
David MacFarland
Day Seckler *
Devitt Management & Associates, Inc.
Dia: Beacon
DJ Consulting Services, Inc.
DRA Imaging
Drake, Loeb, Heller, Kennedy, Gogerty, Gaba & Rodd
Dutchess Community College
Dutchess County Arts Council
Dutchess County BOCES
Dutchess County Department of Planning & Development
Dutchess County Economic Development Corporation
Dutchess County Regional Chamber of Commerce
Dutchess Tourism *
Eagle Riverview Group Inc.
EFCO Products Inc.
Elant, Inc.
Ellenville Regional Hospital *
Empire Resorts
Empire State Bank
ENAP, Inc.
Engineers Labor-Employer Cooperative 825
Fairweather Consulting
Fala Technologies *
Family Services
Firestorm Solutions
First Federal Savings of Middletown

* New member since last year’s event
We Thank Our Members for Their Support

FisherMears Associates
Focus Media Group
Frontier Communications of New York
Fusco Engineering *
Galleria at Crystal Run
Ginsburg Development Corp.
Habitat for Humanity of Greater Newburgh
HAKS
Harris Beach
Healey Brothers, Inc.
HealthAlliance of the Hudson Valley
HealthQuest
Helmer Cronin Construction
Herbert Redl *
Hodgson Russ
Holt Construction
Hometown Bank of the Hudson Valley
Hospice of Orange & Sullivan
Hudson Gateway Association of Realtors
Hudson River Housing, Inc.
Hudson River Valley Greenway
Hudson River Valley Resorts
Hudson River Ventures *
Hudson Transit Lines/Coach USA
Hudson Valley Building and Construction Trades Council
Hudson Valley Federal Credit Union
Hudson Valley Oil Heat Council
Hudson Valley Regional Council
Hudson Valley Renegades *
IBM Corporation
Irwin Siegel Agency
Jacobowitz & Gubits, LLP
Jan Degenshein
Jeff Bank
Jellybean Promotions
John S. Dyson
Journal News
Judelson Giordano & Siegel
Keane & Beane, PC
Kearney Realty & Development Group
Key Bank
Key Construction Services
Kirchhoff-Consigli Construction Management *
L.C.S. Facility Maintenance *
Lakeland Bank *
Lanc & Tully Engineering
Leviticus Fund
Leyland Alliance
Luzon Environmental Services
M & T Bank
Majestic Drug Company, Inc.
Marist College
Marshall & Sterling Insurance
McCabe & Mack LLP
McCann Foundation
McGoey, Hauser & Edsall Consulting Eng
Melville Enterprises
Mid-Hudson Valley Federal Credit Union
Mid-Hudson VIP
MJJ Builders of Orange Limited
Mobile Life Support Services
Mohonk Mountain House
Mohonk Preserve Inc.
Monticello Motor Club
Mount Saint Mary College
Mountco Construction & Development Corp.
N & S Supply
New Hope Community *
New Paltz Regional Chamber of Commerce
New York State Association of Counties
New York State Bridge Authority
New York Business Development Corporation
Northern Metropolitan Hospital Association
Open Space Institute
Orange & Rockland Utilities Inc.
Orange County Chamber of Commerce
Orange County Citizens Foundation
Orange County Industrial Development Agency
Orange County Land Trust
Orange County Partnership
Orange County Planning Department
Orange County Rural Development Advisory Corp.
Orange County Trust Company
Orange Regional Medical Center
Orange Ulster BOCES
Pannone Lopes Devereaux & West
Parsons
PathStone Corporation
Pattycake Playhouse *

* New member since last year's event
We Thank Our Members for Their Support

Paul Hakim
Perreca Electric
Phelps Memorial Hospital Center
Poughkeepsie Grand Hotel
Poughkeepsie Newspapers Inc.
Profex Inc.
Propinquity Associates
Putnam County
Putnam County Chambers of Commerce
Putnam County Housing Corp.
PVE Sheffler
Quality Environmental Solutions & Technologies
R.J. Smith Realty
Regan Development Corp.
Rhinebeck Bank
Richard Rowley
Riverside Bank a division of Salisbury Bank
Robert J. Ryan, Jr.
Rocking Horse Ranch
Rockland Business Association
Rolling V Transportation Services
Rondout Savings Bank
RUPCO
St. Lukes Cornwall Hospital
Scenic Hudson, Inc.
Silverman Wealth Management
Sperry VanNess Deegan Collins Commercial Associates
Stanley Marks & Company LLP
Sterling National Bank
Storm King Art Center
Sullivan County Industrial Development Agency
Sullivan County Partnership for Economic Development
SullivanArc
SUNY New Paltz
SUNY Orange
SUNY Rockland
SUNY Sullivan
SUNY Ulster
Susan E. MacDonald
TD Bank
TEG Federal Credit Union
The Beacon Institute for River and Estuaries
The Bonura Hospitality Group
The Business Council of Westchester
The Center for Discovery
The Chazen Companies
The Community Preservation Corp.
The Council of Industry
The Culinary Institute of America

The Dyson Foundation
The Gerry Foundation
The Greater Hudson Valley Family Health Center
The Leprechaun Companies
The Port Authority of New York & New Jersey
The Solar Energy Consortium (TSEC)
The Valley Table
The Westchester County Association
Thompson Education Center
Tilcon New York, Inc.
Tinkelman Architecture
Touro College of Osteopathic Medicine
Town of Clarkstown
Town of Saugerties
Town of Thompson
Turner Miller Group
Ulster County
Ulster County BOCES
Ulster Savings Bank
United Water of New York
USIS
Valuation Consultants Inc.
Vanacore DeBenedictus DiGiovanni & Weddell
VHB/Saccardi & Schiff
VNS Services in Westchester
Wade Associates
Walden Savings Bank
Wallkill Valley Federal Savings and Loan
Warwick Valley Chamber of Commerce
Westage Companies
Westchester Medical Center Health Network
Whiting Turner Contracting Corp.
William A. Smith & Son
Wilmarote Management
Wilson Elser Moskowitz Edelman & Dicker
Zarin & Steinmetz
Hudson Valley Pattern for Progress is a membership organization. Together with our members, Pattern has worked to preserve and improve the quality of life in the Hudson Valley for the last 50 years.

Heading into our 50th anniversary celebration, Pattern put three questions to our members:

What do you see as the best qualities of the Hudson Valley? What are the top challenges?

Location! Location! Location! And, the natural beauty of our magnificent valley.

Challenges: Our high taxes and other costs of doing business.

We need to take a very grown-up look at what we think we want and what we can realistically provide. We need to temper our ideologies and our romanticism.

Al Samuels
President/CEO
Rockland Business Association, Inc.

I see one of our best qualities in the region being our intellectual capital. We have, I believe, the largest pool of “smart people” in the country in all age categories. This is due to those who have grown up here and continue to want to live here along with those who have moved here from other areas because of the opportunities.

One of the biggest challenges we face as a region is the high cost of living which can prevent some of the aforementioned “smart people” from living here permanently. To raise a family of four in the area can be overwhelming.

Joseph B. McCoy
Region Manager, SVP
People’s United Bank, N.A.

The scenery, the weather, arts and culture. And wineries, did I mention the wineries?

Challenges: Higher paying jobs and more innovative venues (music, culture, boutique industries) that bring people to the area from other places. Additionally, senior care for our aging population. Better healthcare and more inventive senior housing for the healthy, outgoing, athletic, alternative baby boomers fashioned on European methods.

Mary Lou Carolan
Director
Wallkill Public Library

The natural beauty of our region is breathtaking.

Challenges include taxes, over-regulation and over-aged stressed infrastructure.

I think we need to lower taxes to attract business, consolidate school districts, consolidate levels of government and services to fund lowering of taxes and funding of infrastructure projects. One county school district, one police force as starters.

Alan Seidman
Executive Director
Construction Contractors Association Fabricators, Erectors & Reinforcing Contractors Association

As longtime residents and business owners, we celebrate the conditions that allow welcoming, world-class recreational and leisure activities to coexist with a delightfully rural foundation punctuated by historic, community-scale settlements.

The greatest challenge to the Hudson Valley’s exceptional character is economic development that is not as thoughtful as it must be in every regard.

As engineers and builders, we know that any problem can be solved. To stay on track requires a commitment to identify solutions to the right concerns, with due emphasis on maintaining rural and historic character while embracing development. Conservation-based development practices must be fully leveraged. Municipalities and regulatory agencies may need to refurbish old building codes, zoning policies and review/approval regimens to stay ahead of technologies that untether us from old infrastructure while protecting – even reinforcing – the natural, historic and open space values so distinctive to the Hudson Valley’s character.

Lonnie Coplen
President
Cragsmoor Association
Our greatest asset is our people. We have an extraordinarily talented and skilled workforce. These same people also play a vital role in the betterment of their local Hudson Valley communities as coaches, school volunteers and fundraisers for many of the area’s not-for-profits. We are the Hudson Valley and the Hudson Valley is its residents.

Taxes, taxes and taxes ... Unfortunately the cost of doing business or residing in the Hudson Valley is the greatest obstacle we face. If we are creating local government, school districts and the delivery of other vital services for a 21st century world that is mobile, flat and social, would we organize it the way it is now or would we do it differently? Our current structure was built for the horse and buggy age, not for a generation that grew up on iPhones and iPads.

Diego Aviles  
Vice President Fund Development  
YMCA of Greater New York

Location, history, the various rail trails, hiking and dining areas and active tourism sites throughout the multi-county region.

Challenges: Having more employers in the areas and/or expand their businesses so jobs are created.

Also, the NYS taxes are a problem. So have a conference, led by Pattern, to develop a serious plan to address this issue.

Michael A. Smith,  
VP Community Relations  
Nevele Resort

The beauty of our physical environment with the Hudson River and many forests, lakes, mountains and farms. The many opportunities we have to enjoy and appreciate great food and beverages due to the influence of the Culinary Institute of America on our region. Our historical significance as a place of many events and people connected to our country’s founding and Revolutionary wars. Our many fine schools and the great students who come to learn, and stay in the Hudson Valley.

Challenges: The high cost of over-regulation and taxation on the businesses and people of New York – we must eliminate or lower them. The outflow of young people and retired people from our area due to the financial effects of over-regulation and high taxes. We must make New York a more cost effective place to do business. The need for better public school K-12 education opportunities for our urban population. We must hold their leaders accountable for performance.

Tim Dean  
CIC CRM  
President  
Marshall & Sterling, Inc

Natural beauty, fresh local food, laid-back pace.

Challenges and solutions: Expansive geography and maintaining connections between communities. We need to improve public transportation to travel and commute between Hudson Valley communities.

Many different small communities competing for resources, funding, tourism, business investment. We must continue to support regional planning and development organizations like Pattern for Progress!

Lindsay Duvall  
Community Development Manager  
Hudson River Housing, Inc.

Quality of Life: The Hudson Valley is one of the most picturesque four-season destinations on the planet, all within easy reach of the financial, arts, entertainment and healthcare capital of the world.

Threat to Quality of Life: The suburban pattern of growth no longer works. The natural environment is in danger of depletion; employment is out-migrating to other less expensive geographic regions; and taxes are escalating, barely keeping track with the demand for government services.

Land and financial incentives must be set aside to attract, retain and expand tax-ratable businesses; processing site plan approvals must be streamlined; regional hamlet centers and small cities must be rejuvenated and repopulated; and the mass transit network must be improved.

Jan Degenshein  
AIA AICP LEED AP  
Architect Planner PC

Additional responses appear on our website pattern-for-progress.org
C.T. Male Associates
Engineering, Surveying, Architecture & Landscape Architecture, P.C.
www.ctmale.com

Science drives our business, and passion drives our science.

At Regeneron, we bring innovative thinking to the discovery, development and commercialization of treatments that help improve the lives of patients in need.

REGENERON
science to medicine

WORKING TOGETHER FOR A COMMON GOAL

Proud to Support Yonkers Partners in Education

Making a Difference Together

America’s Most Convenient Bank®

1-888-751-9000 | www.tdbank.com
Local Expertise, Local Decision Making.
Put Chase to work for you.

Chase congratulates Hudson Valley Pattern for Progress on your 50th Anniversary!
For insights that will help take your business to the next level, visit chase.com/executiveconnect
Congratulations to Pattern for Progress on 50 years of exceptional service to the Hudson Valley.

www.newpaltz.edu

Montreign Resort Casino

Congratulations
Hudson Valley Pattern for Progress
On their 50th anniversary.
WE SALUTE
Hudson Valley Pattern for Progress

On Its 50th Anniversary Celebration

"Without continued growth and progress, such words as improvement, achievement and success have no meaning."

Benjamin Franklin

KEANE & BEANE, P.C.
Attorneys at Law

Multi-Faceted Law Firm. Singular Client Focus.

914.946.4777
White Plains, NY
845.896.0120
Fishkill, NY

www.kblaw.com

MJJ Builders Corp.
Excellence in Affordable Housing

HAPPY 50TH ANNIVERSARY
PATTERN FOR PROGRESS!

Wishing you continued success as you help build the future of the valley!!

www.devonmgmt.com

CPC congratulates
Pattern for Progress on
50 years of making a difference in
the vitality and quality of life in the Hudson Valley.

www.communityyp.com
O&R has an economic development rate to help jump start your business.

RECEIVE YOUR
5 Yr. 20% Discount
ON THE DELIVERY PORTION OF ELECTRIC BILLS FOR QUALIFIED BUSINESS CUSTOMERS

CONTACT:
Deborah Patterson  (845) 577 2498  or  pattersonde@oru.com
Toni Graziano   (845) 577 2516  or grazianot@oru.com
CONGRATULATIONS TO
Hudson Valley Pattern for Progress
ON 50 YEARS OF SERVICE TO OUR COMMUNITY!

A Full Service Environmental Consulting & Contracting Firm Since 1975
P.O. Box 1070
Woodridge, NY
845-434-7805
info@LuzonEnv.com
www.LuzonEnv.com

We proudly support and extend best wishes to
Hudson Valley Pattern for Progress on their 50th Anniversary

Lakeland Bank
We're simplifying banking

Congratulations
Hudson Valley Pattern for Progress

Your work over the last 50 years has made a difference.
Thank you for continuing to build a future for the Valley.
Observations from Our Members

Approaching our 50th year, Pattern sought to take the pulse of the Hudson Valley from a number of vantage points in a survey of 10 questions - some serious, some more light-hearted. Here, we reprint three of those views.

Vantage Point / Business

Mike Oates is president and CEO of Hudson River Ventures, a small business investment fund that works to empower entrepreneurs throughout the Hudson Valley. Mike has lived in the Hudson Valley for many years and was formerly President of HVEDC and is a member of the Pattern’s board of directors.

Q. How long have you lived in the Hudson Valley?
I had the opportunity to escape New Jersey and move to the Hudson Valley in my early 20s. I am thrilled to work and raise my family in the Hudson Valley.

Q. If not a native, what caused you to come to the Hudson Valley?
My wife and I started a business shortly after we graduated from college. We listened to Frank Sinatra and believed that if we could make it here we could make it anywhere. It is really hard not to fall in love with the region. We set up our business in Westchester and moved it a few years later to Rockland. The funny thing is we started living in Rockland and ultimately moved to Westchester. I guess I liked driving over the Tappan Zee Bridge.

Q. Are you satisfied with how the Hudson Valley has developed to date?
The Hudson Valley has great diversity. There is cultural diversity with many different racial and ethnic groups adding to our strength. There is also great diversity between our small towns, villages and small cities. While I am rarely satisfied with things, I am hugely optimistic. I do believe that the Hudson Valley has many things that make me happy. I feel very lucky to be able to work here and to live here. I also believe that we have a great ability to change and move forward. The best is yet to come for the Hudson Valley.

Q. What’s missing from your experience of life in the Hudson Valley?
My major concern is that we will be pricing out future generations of residents by making it increasingly difficult to afford to do business or raise a family here. We must continue to work to attract and retain quality businesses and provide long-term career opportunities.

Q. What are the top challenges the Hudson Valley faces?
Our top challenge is the high cost of living in the Hudson Valley. We must continue to work to diversify our economy by supporting key industry clusters. If we are able to create job opportunities we can work on innovative solutions to drive the cost of doing business down. Shared services and consolidation is one of those solutions.

Q. What’s the best kept secret in the Hudson Valley?
If I tell you the secret would be out! We have many gems that it is hard to pick one. Our strong academic institutions are clearly some of the best-kept secrets. From SUNY New Paltz to The Culinary Institute of America to Marist, Bard, Vassar and our community college we have plenty to choose from.

Q. Do you view the Hudson Valley as a region? What’s the one thing that makes it a region - one binding factor?
We are a region and, in fact, we are the best region in New York. No other region has what we have - great infrastructure, highly skilled workforce, access to major markets, innovative small businesses and entrepreneurs. The people are the binding factor. I think we all realize that we live and work in a unique place.

Q. What’s your favorite movie or book that features the Hudson Valley?
The Execution of Major Andre by John Walsh. It is an entertaining book about Major John Andre, the British gentleman-spy hanged by George Washington for his conspiracy with Benedict Arnold to crush the American battle for independence. Movies are easy. Zoolander, Sleepy Hollow, Hello Dolly, Nobody’s Fool to name a few were all filmed in the Hudson Valley.

Q. Many people feel revitalization of the cities and urban centers of the Hudson Valley hold the key to the region’s future. What are the best ways to help these locations?
We need to make our cities and urban centers attractive to young people and entrepreneurs. There are a number of ways to do that including reducing crime, beautification of main streets, innovative live/work spaces. We should also work to support industry clusters helping to attract and retain skilled workers. We need to make sure that our infrastructure (high speed broadband, roads, sewers, energy) is all in good working order. The competition to attract high quality companies is very intense. We cannot sit back and hope that our infrastructure is up to speed. We need to make sure that it is.

Vantage Point / Nonprofit

Diane Serratore is executive director of People to People – Rockland County’s Hunger Relief Organization. She is a lifelong Hudson Valley resident, as she says, “I was born in Nyack, raised in Nyack and returned to Nyack after graduating from the University of Missouri School of Journalism.”

She is a current member of the Pattern for Progress Board of Directors having been named to the board as part of the Pattern Fellows Award she was given in 2014.

Q. Are you satisfied with how the Hudson Valley has developed to date? Why or why not?
No. Just thinking about how to respond to this question reminded me of the essay I had to write and submit as part of my Leadership Rockland application in 2001. Applicants were asked to identify an issue and suggest ways to address it. My essay was entitled "Managing Growth in Rockland County." I suggested that growth/development be looked at as a county-wide issue, not just a town or village or hamlet or whatever issue. I expressed concern that the focus of new housing was McMansions and not affordable housing. And I think I mentioned the fact that the county’s infrastructure was being overwhelmed by poorly planned development. So, no, I am not satisfied with how the Hudson Valley has developed to date.
Q. *What’s missing from your experience of life in the Hudson Valley?* The willingness of folks to work together. It seems it always comes down to “them vs. us” and that is getting tiring. It also isn’t working.

Q. *What are the top challenges the Hudson Valley faces? What direction do we need to take to meet those challenges over the next decade? Over the next 50 years?* Job Creation. Workforce Housing. Mass Transit. The HV region needs to attract jobs with salaries that allow folks to LIVE in the HV. In the meantime, the HV needs to develop workforce housing (and we need to come up with another word for it. We used to call it “affordable housing” but I was told by Rockland’s former county executive that when people hear the term “affordable housing,” they think it’s Section 8 Housing. Not the same thing.) We MUST figure out a way to put some mass transit options in place here in the HV. We can’t keep making the bridges and roads bigger. That’s just dumb.

Q. *What’s the best kept secret (dining, place to visit, product, so forth) in the Hudson Valley? Tell us about it, please.* Well, Nyack is not a secret, but there are so many good and a few great restaurants in Nyack. Nyack’s Farmers Market is held not only on the traditional Thursday but also takes place on Saturdays as of this June. Nyack has film festivals, summer concerts, street fairs and more.

Q. *Many people feel revitalization of the cities and urban centers of the Hudson Valley is the key to the region’s future. What are the best ways to help these locations?* Jobs. Housing. Infrastructure. Education. Repurposing of property.

---

**Vantage Point / Environment**

Glenn Hoagland is executive director of the Mohonk Preserve and has been in that role, caring for one of the region’s environmental treasures and leading the conservation organization, since 1993. Glenn has lived in the Hudson Valley for 32 years and is a member of the Pattern for Progress board and executive committee.

Q. *What caused you to come to the Hudson Valley?* I came to the Hudson Valley from northern NJ, where I grew up, to attend SUNY New Paltz as an undergraduate student.

Q. *Are you satisfied with how the Hudson Valley has developed to date? Why or why not?* Not exactly. While we have done a pretty good job of preserving our environment and staying mostly rural in character in many parts of the Hudson River Valley, we still strive to do a better job of linking this natural infrastructure together into a more functional, connected, open space network that integrates with developed/developable areas. Poor zoning codes, lack of planning leadership at the local level, the SEQRA process, high taxes, and the lack of hard infrastructure (central sewer and water) to accommodate higher density growth in centers, has stymied good growth, increased the cost of development and reduced the return on investment for developers. Retrograde planning practices, and in some cases non-creative designs by development project proponents, have resulted in some developments that are not context-sensitive and thus poorly fitted into their communities. This has unnecessarily set up a conflict between development and environment, and change vs. no change.

Q. *What are the top challenges the Hudson Valley faces? What direction do we need to take to meet those challenges over the next decade? Or, over the next 50 years?* 
- Lack of senior housing, particularly well-designed, downtown, community-integrated housing for independent seniors, and also continuing care retirement communities that would keep seniors here after retirement (model Holland, MI)
- Need for revitalization of river cities, with transit-oriented developments and vibrant, walkable main streets with mixed-use commercial/residential cores connected to riverfronts (model Beacon, NY; Portland, ME)
- Lack of higher paying information and technology jobs and a globally competitive economy (model Savannah, GA, Saratoga Springs, NY)

Q. *What’s the best kept secret (dining, place to visit, product, so forth) in the Hudson Valley?* Best kept secret place is Dover Stone Church, a natural cave in a deep cool ravine with a cascading brook through it, where Sassacus, the Pequot sachem, hid out from the English in the 1630s, and where in the mid-1800s people used to get off the train and hike up into the deep ravine to get married at the cave opening, which looks like a church.

Q. *Do you view the Hudson Valley as a region? What’s the one thing that makes it a region - the one binding factor?*

When I think at the landscape scale, it is the Hudson Estuary Watershed’s mosaic of natural and working land uses and funky, historic centers that binds us together as an ecoregion. The majority of the 9-county area that defines the geopolitical Hudson River Valley is almost entirely within the estuary, with its rich array of pastoral landscapes, working farms and forests, natural areas that are publicly accessible, and that support rich diversity of plant and animal habitats, the small hamlets and villages, creeks and streams that flow from the upland headwaters to the Hudson River, its historic rural communities, multiple cultural sites, accessible riverfront landing towns and cities, and the world-famous river and ridge views – all of which together define the rich character and regional sense of place.

Q. *Many people feel revitalization of the cities and urban centers of the Hudson Valley hold the key to the region’s future. What are the best ways to help these locations?* Invest in infrastructure for higher density housing, for revitalization of historic streetscapes and buildings that are now run-down, and in strategies to attract and retain a diverse “creative class” of young people and senior citizens, who want to live in downtowns for walkability, nearby eateries, fresh food farm markets, where there is accessibility to transit, and access to a functional linked network of parks, trails, other urban open spaces, and to the river. Maximize the relationship to anchor institutions such as colleges where cultural, creative, intellectual, and sports events/opportunities abound.

A number of other friends and affiliates of Pattern for Progress responded to the Hudson Valley Q & A as well. Many of these responses may be found at pattern-for-progress.org
CELEBRATING FIFTY YEARS OF PROGRESS

Wilson Elser is proud to support Hudson Valley Pattern for Progress and salutes its enduring contributions to the region. While the Hudson has been flowing for an estimated 20,000 years, the efforts of this outstanding organization over the past half-century have given it—and its surrounding communities—renewed life and vitality.

677 Broadway | Albany, NY 12207
518.449.8893 | wilsonelser.com
27 Offices Nationwide

© 2015 Wilson Elser. All rights reserved. Vol. 3

WE PLEDGE TO SUPPORT SPONSOR VOLUNTEER

invested in you & our community

personal banking | business banking
wealth advisory services | consumer loans
equity loans | mortgages | commercial loans
credit cards | health savings accounts
cash management services | merchant services
e-banking & e-pay | mobile banking & e-deposit
bank-by-phone

RIVERSIDE BANK
A Division of Salisbury Bank and Trust Company

Connecticut | Massachusetts | New York
660.435.9901 | 413.528.1201 | 845.454.5511

salisburybank.com

Irwin Siegel Agency, Inc.
is a proud supporter of
HUDSON VALLEY PATTERN FOR PROGRESS

Congrats
on 50 years!

Wishing you many more successful years of promoting regional, balanced and sustainable solutions that enhance the growth and vitality of the Hudson Valley.

irwin siegel agency, inc.
INSURANCE PROGRAMS & RISK MANAGEMENT

908.622.8272 | www.siegelagency.com | siegel@siegelagency.com

Find us on Facebook | Follow us on Twitter | Connect on LinkedIn
Celebrating Hudson Valley Pattern for Progress’ 50th Anniversary
and its leadership that promotes sustainable solutions
to the issues that confront the entire Hudson Valley.

www.thecenterfordiscovery.org

Happy 50th Anniversary
Hudson Valley Pattern for Progress.

Hudson Valley®
FEDERAL CREDIT UNION

845.463.3011 | hvfcu.org

Federally insured by the NCUA
What We Do:
In order to provide clients with the highest quality professional services, the firm is organized into five principal divisions.
- Accounting & Auditing
- Tax Services
- Consulting & Special Projects Services
- Accounting Support Services
- Computer Consulting

Who We Serve:
We also provide accounting services to a diverse client base in the following industries:
- Construction
- Employee Benefit Plans
- Governmental
- Hospitality
- Manufacturing
- Non-Profit
- Veterinary
- Wholesale, Retail, Distribution

Call 845-567-9000  .  www.vddw.com
Offices in Newburgh and Wappingers Falls

Over 40 Years of Personal Attention & Solutions for Your Professional Financial Needs!
Happy 50th Anniversary Hudson Valley Pattern for Progress

Since 1864, the employee-owners of Marshall & Sterling, Inc. have provided innovative and affordable risk management and insurance solutions for our clients, helping them protect their most valued assets. Our team works to exceed our clients' expectations by providing exceptional coverage with outstanding service and support.

- Insurance for Business, Auto, Home, Life
- Group Benefits
- Fidelity & Fiduciary Bonds
- Wealth Management
- Loss Control

Our People Are Your Best Insurance
www.marshallsterling.com
www.facebook.com/MarshallSterling

Marshall & Sterling
RISK MANAGEMENT
845-454-0800

THANK YOU
Pattern for Progress for the great work you do for our communities.
The Last Word:

For 50 years, Pattern for Progress has been a force for the future. It has shaped the region’s thinking on issues that are at the heart of the Hudson Valley – revitalization of urban and village centers, transportation and infrastructure planning, resource protection, government efficiency, the economy and the environment. It has galvanized landmark thinking and catalyzed action. It has led through times of growth, as well as waves of change.

Much has changed over 50 years. But what has not changed is that government, corporate and civic leaders, and community members across the Hudson Valley continue to look to Pattern for intelligent, independent research, analysis and guidance on pressing issues that shape the region.

Pattern’s founders envisioned an organization that would endure. Endurance takes collective vision and common ground. But while time has a way of shifting the sands, Pattern has demonstrated a remarkable ability to stay the course, keeping its eye on the horizon while navigating long-term change. From traditional land use planning, to development of high technology creative clusters, fostering entrepreneurship, affordable workforce housing, and next generation leadership development, today’s Pattern for Progress is a culmination of what has come before ... and a prelude to a future still to be fashioned.

Five decades later, there is no organization with more thoughtful history and relevancy, or exuberant forward-thinking perspective, to bring people together around issues that address growth and development, as well as the preservation of the region’s indelible scenic and historic values, than Hudson Valley Pattern for Progress.
Why Pattern Matters

Tonight we celebrate the vision of Pattern’s founders and the countless volunteers who have kept that vision alive, as well as the passion of those who will lay the groundwork for the next 50 years. A theme of this anniversary party, entrepreneurship, is especially relevant because more than anything, that force has been the soul of Pattern. Managing change – economic, demographic and environmental – calls for dynamic, catalytic thinking that is at the heart of civic entrepreneurship.

Pattern embodies the entrepreneurial spirit, and has done so for 50 years, shaped by people who have undertaken the mission of caring for the region in a way that continues to evolve as the region itself does. As Pattern’s founders so eloquently wrote, “No one has all the answers, but collectively we can fashion a ‘pattern’ that leverages our strengths, creating opportunity while preserving a high quality of life for ourselves and our children.”

For all of us who will always carry the majestic Hudson Valley region in our hearts, we know and are heartened that Pattern will continue to be its voice for decades to come.

Congratulations and thanks to all who have been part of the journey.

Linda Dickerson
Former President and CEO 1993-1998
Hudson Valley Pattern for Progress

Continue the Legacy.

To join Pattern or to make an additional donation, visit pattern-for-progress.org or call (845) 565-4900
At M&T Bank, we know it's important to support the people, businesses and organizations in all the communities we serve – and that's what we've been doing for more than 155 years. Because when our community succeeds, we all succeed.

Optimum Community is proud to recognize the 50th Anniversary of the Hudson Valley Pattern for Progress.
A team of experienced financial professionals, all dedicated to a singular corporate mission. Yours.

Imagine a single point of contact – a relationship manager who takes personal responsibility for bringing you tailored financial solutions that meet the needs of your business. No getting lost between departments. No waiting for days for someone to call you back. That’s Sterling.

Sterling relationship managers are not merely responsive. They’re able to draw upon a unique breadth of tools and expertise, applying a thorough understanding of your business and the Hudson Valley marketplace, and serving as a valuable financial ally.

Expect extraordinary.

Christopher J. Fiorillo  
Senior Managing Director  
845-685-2970 ext. 271  
cfiorillo@snb.com  

John Veleber  
Senior Managing Director  
845-695-2970 ext. 245  
jveleber@snb.com  

snb.com
Proud to be the presenting sponsor of the 50th anniversary year of Hudson Valley Pattern for Progress.

westchestermedicalcenter.com