



LOOKING BACK
ON ANOTHER
GREAT YEAR

HUDSON VALLEY **PATTERN** *for* **PROGRESS**

2016: Looking Back on another great year

URBAN ACTION AGENDA

The UAA kicked into high gear this year with numerous activities helping us to continue our understanding of the needs and trends within the urban centers of the Hudson Valley region. The goal of the UAA is to support 25 urban areas throughout the region in their efforts to revitalize their communities. Among the highlights this year, Pattern conducted site visits to gain a better understanding from both municipal leaders and community organizations about the issues facing their community. There is no substitute for visiting each one and walking the streets with local stakeholders who best know their community. Pattern held the first class of "Community Builders" in which Pattern staff worked with 8 municipal and non-profit leaders to assist them in moving anchor projects forward. The program caught the eye of the premier journal in the planning field, Planning Magazine, which published a feature story in their November issue. Pattern continued to provide technical assistance for seven Mid-Hudson city mayors on a quarterly basis, helping to address each of their high priority issues. Both of these initiatives relied on peer review to help find solutions.

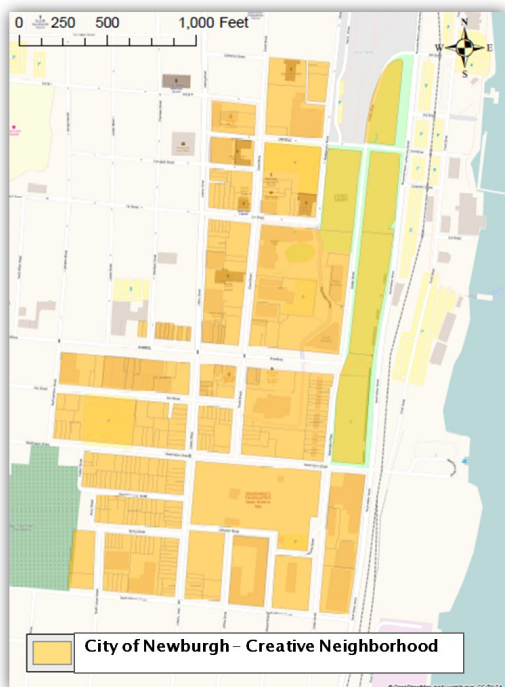
Urban Action Agenda

Hudson Valley Pattern for Progress



UAA Meeting in the Village of Haverstraw

City of Newburgh Creative Neighborhood map

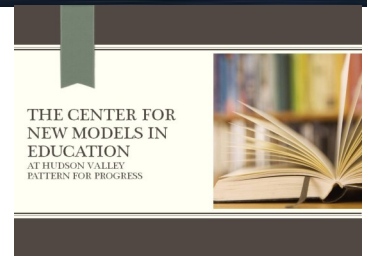


City Mayors Meet to Discuss Issues of Mutual Significance

Working with local partners, Pattern established a new initiative in the City of Newburgh called the Creative Neighborhood. The mission is to establish a dynamic environment to facilitate and foster the growth of socially responsible, entrepreneurial, businesses complemented by dynamic residential and community space.

EDUCATION

Pattern continued to delve deeper into efforts to find New Models in Education for K-12. Pattern began focusing on business and education partnerships with the goal of identifying programs to implement throughout the Hudson Valley. Similar to our efforts working with urban mayors, Pattern will convene and facilitate a group of Mid-Hudson urban school districts on a quarterly basis. To assist in this effort, Pattern retained a former educator who led an Academy of Finance, a national program, to help guide the initiative. With the goal of preparing students to be career ready, Pattern is conducting "Best Practices" research and analysis to assist local schools and educators. This year's Pattern Fellows class is also focusing on this initiative. Pattern also gathered the BOCES executives to discuss the role of their organizations in how opportunities are offered to public school students.



BOCES executives gather at Pattern

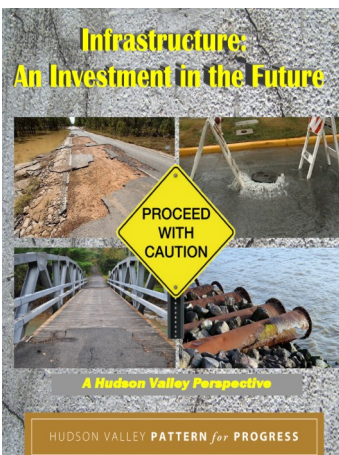
INFRASTRUCTURE

Pattern has remained very active in researching solutions to improve the region's infrastructure. Congressman Sean Patrick Maloney was the keynote for Pattern's third annual infrastructure conference. The Congressman provided a riveting presentation from the perspective of a federal representative in Washington. A special presentation on the status of New York City's third water tunnel was also provided at the conference.



Congressman Sean Maloney talks infrastructure.

Thanks to support provided by the State of New York, Pattern will complete a two year analysis of infrastructure needs in the Hudson Valley region. This initiative has included annual conferences, two regional surveys to determine municipal needs, and creation of community infrastructure snapshots focusing on seven "Opportunity Areas", as designated by the Mid-Hudson Regional Economic Development Council. The full report is expected to be released later in November. Accompanying this year's Pattern conference was a report and survey entitled, "Infrastructure: An Investment in the Future".



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HOUSING

Pattern's Center for Housing Solutions and Urban Initiatives remains an active source of research and insight into regional housing trends.



This year the Center added a new quarterly newsletter looking at all levels of housing needs throughout the region. Pattern teamed with Rand Realty - Better Homes and Garden Real Estate to compile and publish the newsletter. Every year Pattern takes on projects looking at housing conditions in particular communities. This year Pattern conducted a housing needs assessment for the Town of Rhinebeck. The draft report is complete and will be presented to the Town in the first half of November. The year will be capped off by the release of our annual housing report and a conference on understanding the impacts of gentrification. The conference will be accompanied by an Issue Brief on the same subject.

COMMUNITY DEVELOPMENT

The other items of note from the Center fall under the category of community development. Pattern completed a new strategic plan and housing assessment for Orange County's anti-poverty agency, the Regional Economic Community Action Program, Inc. Pattern obtained \$150,000 in grants from the utility NYSEG and from the US Department of Commerce - Economic Development Agency (EDA) to assist the development of small business in 10 urban centers primarily focusing on the Hispanic/Latino demographic - the region's fastest growing population. Pattern will be teaming with Community Capital of New York to provide a two pronged approach of providing research and planning in addition to directing technical assistance for start-ups and expansions.

Pattern also conducted a blight study of the Hudson Valley's highest taxed municipality - the Village of Liberty. To provide further assistance toward efforts to revitalize the village, Pattern conducted a full day charrette with a team of the region's "best and brightest" professionals from a multitude of disciplines in the fields of planning, housing, finance, and community and economic development. This effort resulted in the creation of a series of strategies and recommendations for



Village of Liberty

redevelopment of Liberty's downtown. On behalf of the City of Middletown, Pattern also completed a study for the potential development of student housing, focusing on the adaptive re-use of underutilized buildings that would also enhance the continued economic growth of the downtown.

PATTERN FELLOWS PROGRAM

This year Pattern celebrates the 10th anniversary of the Fellows Program with our largest class yet. Participants are coming from 8 counties including Saratoga county to learn about Pattern's approach to leadership and regionalism. This year's projects will support Pattern's work in education (business/education partnerships) and the UAA by examining sustainability and public safety.

A team of Pattern Fellows hard at work on their group project



In June of this year, Pattern graduated its ninth class with the research component having focused on "Main Streets" in the urban centers of Port Jervis, Wappingers Falls and Haverstraw. Our keynote was the former Mayor of Pittsburgh, Tom Murphy. Including the 10th anniversary class there have now been over 200 participants in the Program!

DIRECTED RESEARCH

Each year Pattern undertakes a limited number of research projects to further the goals of the organization and assist municipal needs throughout the Hudson Valley. This year's found Pattern assisting the Town of Clarkstown (Rockland) in undertaking several departmental efficiency studies; examining the delivery of police services for the City of Beacon, the Town of Fishkill and the Village of Fishkill (Dutchess); analyzing several aspects of the "Ellenville Million" including having formed a joint town/village Parks Commission on behalf of the Town of Wawarsing and the Village of Ellenville; providing a 75 page study to answer "Why is Rockland the second highest taxed county in the United States?" on behalf of the Rockland Business Association; and providing strategies on how to gain additional workforce placements for clientele of four human service agencies who work with the developmentally and intellectually disabled individuals.



"The Pattern study succinctly points out the contributory factors to Rockland being the second highest taxed country in the U.S. and offers 13 recommendations and best practices for the people of Rockland to consider if they wish to make any course corrections in terms of where we are heading," noted Al Samuels, RBA President/CEO. "Like the Pattern White Paper of 2012, this document is intended as an instrument to guide the people through a self-examination that could result in Rockland achieving a level of sustainability not currently evident in its future," Samuels added.

A Crushing Burden

Why Is Rockland County So Heavily Taxed?



An examination of property taxes in Rockland County, NY, and recommendations related to controlling them

by Hudson Valley Pattern for Progress
for the Rockland Business Association

August 2016

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SERVING THE REGION

Pattern serves the Hudson Valley in many ways. Through events, forums, conferences, charrettes, roundtable conversations, research and analysis, Pattern continues to provide the framework and foundation for discussions on policy.

A signature event of Pattern has been the annual "Across the Aisle" event with Congressmen Sean Patrick Maloney (D) and Chris Gibson (R). Pattern's Southern and Northern "Breakfast with the County Leaders" provides the opportunity for attendees to simultaneously hear each county executive and board chair address issues and priorities in the Hudson Valley. The panel for the North includes Steve Neuhaus (Orange), Mike Hein (Ulster), Marcus Molinaro (Dutchess) and Luiz Alvarez (Sullivan). This year's discussion was considered the most substantive ever as the county leaders discussed gaming, infrastructure, transportation systems, and public health and well-being. The panel for the South included Mary Ellen Odell (Putnam), Ed Day (Rockland) and Rob Astorino (Westchester) who all continued to provide a different perspective of the region's issues.



From left to right: Westchester County Executive Rob Astorino, Putnam County Executive Maryellen Odell and Rockland County Executive Ed Day

Pattern's President and CEO, Jonathan Drapkin serves on the Executive Committee of the Regional Economic Development Council. In addition to his many responsibilities on the council, Jonathan will also be serving as co-chair of the planning committee for the Hudson Valley Region's Downtown Revitalization Initiative winner, the City of Middletown. Pattern has provided numerous presentations and participated in several panel discussions, including: Orange County's Chamber of Commerce "Thinking Out of the Box in Economic Development"; Rockland Business Association's, "How does Rockland fit into the region?"; "Setting the Stage: A Demographic Overview" for the New York Health Foundation's tour of the Hudson Valley; and Keller Williams Realty, "Regional Trends." Pattern was also recognized by the Council of Industry as a "Manufacturing Champion" for our work on mapping local regional assets in manufacturing.

FINALLY...

Thanks to long time board member, Geoffrey Brackett, Pattern has charted its course for the next three years. Under Geoff's direction Pattern assembled a strategic planning committee to reexamine its strategic plan. The new plan was adopted by the full board on September 12, 2016.