

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



LOOKING BACK  
ON ANOTHER GREAT YEAR

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

November 8, 2017

Dear Friends:

The world just seems to get more complicated all the time. Luckily our territory is only nine counties within the Hudson Valley. It keeps a staff of seven more than occupied, and thankfully we have an incredibly talented Board of Directors and members like you to help support us!

Things have never felt more upbeat in the Hudson Valley than in 2017. More people employed. Major projects in every county. Tourism at record heights. Home sales picking up. Yes, there is a spirit of optimism that is felt by many through the Valley.

Yet not all share it and certainly not all feel it equally. That means, more so than ever, there is work to be done and Pattern has been busy doing that work.

Our Urban Action Agenda has been embedded in 25 communities throughout the Valley working on creating a sense of renewal and looking towards the future. Pattern is working on revitalizing main streets, improving infrastructure and fostering dialogue that helps share ideas among the different municipalities of the region.

Our work in housing, especially affordable housing, continues to lead policy discussions. This year's housing event was highlighted by insights from nationally renowned experts.

We completed a three year review of the Valley's infrastructure and based on the analysis we created an active roundtable of experts to find ways to advocate and implement new strategies in infrastructure.

When it comes to our research we continue to maintain our role as "honest brokers." Our research is marked by fresh ideas and we continuously strive to convince our clients to innovate, be bold and try something different.

Take a moment to read this year's accomplishments. It will give you a better understanding of what we are all about.

It is precisely during this period of renewed optimism for the Valley that we must integrate new approaches. We must try to push the proverbial envelope in an effort to make the region's quality of life better not just now but for the future. That is why we celebrate tonight's award recipients, whose regional thinking is not just for today but for tomorrow and for all of those in the Hudson Valley. Congratulations to Ulster County Executive Mike Hein, Assemblywoman Aileen Gunther and the general manager of Stewart International Airport, Ed Harrison

And yes we are also about having fun, so please enjoy tonight's line-up featuring Broadway star Syndee Winters, Bonnie Bernstein — one of the most accomplished sports journalists of our time and former NFL MVP and the most visible national figure in the fight against cystic fibrosis, Boomer Esiason.

Please enjoy the evening as we have some fun together. We recognize that all of this would not possible without your support.

So...thank you!

Michael Turturro  
Chairman, Board of Directors

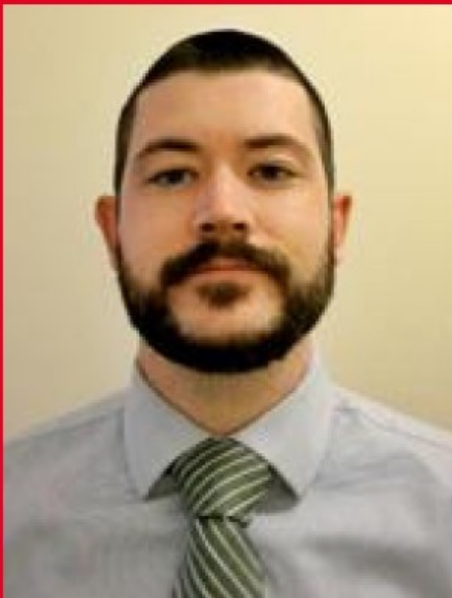
Jonathan Drapkin  
President & CEO

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**HUDSON VALLEY  
PATTERN FOR PROGRESS STAFF**  
*Top Row -Center, Left, Right*  
**Jonathan Drapkin**  
 President & CEO  
**Joe Czajka**  
 Sr. Vice President &  
 Exec. Dir-Center for Housing Solutions  
**Robin DeGroat**  
 Vice President of Operations &  
 Executive Assistant  
*Middle Row*  
**Elijah Reichlin-Melnick**  
 Senior Research Planner  
**Emily Hamilton**  
 Deputy Director of Housing  
*Bottom Row*  
**Eric Pierson**  
 Junior Research Planner  
**Evan Menist**  
 Junior Research Planner



**Past Presidents of Pattern for Progress**

**C. David Loeks**  
1965-1980

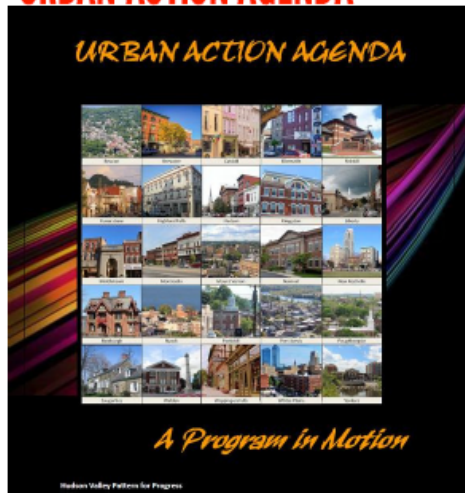
**William Boyd**  
1980-1993

**Linda Dickerson**  
1993-1998

**Michael DiTullo**  
1999-2006

# PATTERN'S ACCOMPLISHMENTS 2017

## URBAN ACTION AGENDA



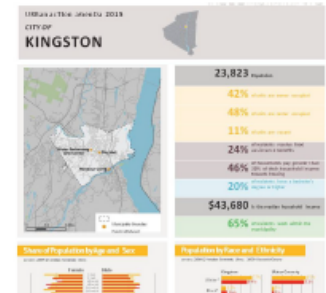
Hudson Valley Pattern for Progress has committed itself to a broadbased unparalleled undertaking. Its breadth, impact, and magnitude will be felt with your support for years to come. Pattern's Urban Action Agenda (UAA) is dedicated to working with 25 urban centers across Pattern's nine-county region to strengthen their urban fabric, promote economic development, identify commonalities, help find solutions and work to reduce sprawl while promoting the preservation of green space. The goal of the UAA is to support the efforts of urban areas throughout the region to revitalize their communities. This year, Pattern staff have continued to push the boundaries of what it means to be a truly regional organization, and have intensified their efforts on the Urban Action Agenda. In the first half of 2017, Pattern for Progress published a new 44-page report entitled "Urban Action Agenda: A Program in Motion," that describes strategies for positioning urban areas in the region as magnets for residents and businesses.

By the end of this year, Pattern for Progress will publish a set of 25 updated Community Profiles – one for each UAA community – that will include information on demographics, housing, education, quality of life, the local economy, public health, and income and poverty. The first versions of these Community Profiles issued in 2015 were praised for their rigorous use of data, and their easy-to-read charts, graphs, and maps. The combination of depth and ease of use meant that they served a number of purposes for each municipality. The City of Hudson, for example, most recently used our UAA Community Profile as part of their request for proposal for a redevelopment project. The new Community Profiles promise to be even more robust and data-rich while still remaining easy to read and understand.

In addition to the Community Profiles, Pattern will also be creating new Housing Profiles for the majority of UAA communities. These profiles will take a more comprehensive look at housing data for each of the target communities. This project to update the Community Profiles and create new Housing Profiles is being funded by New York State Dept. of State and Empire State Development. Among the other UAA highlights this year is Pattern's work on the Newburgh Creative Neighborhood. Pattern Staff conducted a survey of the existing conditions of the nearly 400 buildings and properties in the district. Rhinebeck Bank is a key partner on this project and has made available a \$3 million pool of below-market rate loans for businesses opening in the Creative Neighborhood. In the past year, Rhinebeck Bank has closed on several new business loans in the district.

Pattern's Center for Housing Solutions and Urban Initiatives has partnered with Community Capital of New York to assist the development of small business in the fast-growing Hispanic/Latino community in 10 of the UAA's urban centers. The project takes a two-pronged approach by providing research and planning in addition to direct technical assistance for start-ups and expansions. This research has been funded in part by grants from the utility NYSEG and from the U.S. Department of Commerce - Economic Development Agency (EDA).

Finally, Pattern has continued our work to increase dialogue between urban areas by facilitating a quarterly Mayors Forum for mayors of the seven mid-Hudson cities. These forums are designed for urban leaders to share and learn from each other about their challenges and explore solutions to common problems. Dialogue between municipalities has increased greatly as a direct result of these forums and local officials and government staff reach out to each other on a regular basis to ask questions and find answers. Many of these communities have called on Pattern to provide technical assistance with planning or economic development projects as well.



# PATTERN'S ACCOMPLISHMENTS 2017

## HOUSING

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

The Center has partnered with Rand Realty-Better Homes and Gardens Real Estate to compile and publish a quarterly newsletter looking at all levels of housing needs throughout the region. This year Pattern conducted a housing forum that featured nationally recognized speakers on affordable housing, neighborhood revitalization, and gentrification. The forum was sold-out and feedback from attendees indicated that it was a major success—they can't wait to attend again next year! The Center also released an update of the annual housing report, entitled "Out of Reach 2017," an in-depth look at the gap between wages and housing costs in the region.



Recently, The Center also completed a housing assessment for the Town of Rhinebeck. Town Board member Joseph Gelb had this to say of Pattern's work:



*"Pattern provided the Town of Rhinebeck with a data-rich housing assessment. The report also included solid recommendations and strategies for the Town in order to move forward with our affordable housing efforts"*

## COMMUNITY DEVELOPMENT

Other items of note from the Center fall under the category of community development. Pattern assisted various municipalities, including many UAA communities, by hosting a NYS Consolidated Funding Application (CFA) workshop designed to help grant writers and local leaders write better and more effective grant proposals in the hopes of winning more funding for the region. Pattern also participated in a presentation with Empire State Development (ESD) in Putnam County on statistics, demographics, and grant writing.



Another service that Pattern provided this year was the hosting and facilitation of multiple charrettes for various communities. Pattern conducted a series of charrettes in the Newburgh Creative Neighborhood to determine challenges, barriers, assets, and needs for reinvestment in the city. Pattern also partnered with the Pathstone organization to lead a charrette for stabilization and reinvestment of a small district in the City of Newburgh, dubbed "Landers Street 2.0". These charrettes brought together teams 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, and resulted in the creation of a series of strategies and recommendations for redevelopment in the target communities.



## EDUCATION

Based on the idea of the successful Mayors Forums where leaders learn from each other and share solutions, Pattern began hosting roundtable discussions with superintendents from a number of urban school districts throughout the Hudson Valley in 2017. In these meetings, urban school superintendents had an opportunity to compare experiences and devise strategies for success, and Pattern staff learned key insights about the issues in K-12 education, and how to help the districts overcome them. These discussions have helped to shape an upcoming research paper, set to be released at the end of this year, that will focus on proven frameworks for repurposing closed school buildings, with case studies from throughout the region.

In an effort to better engage the graduates of Pattern's Regional Fellows program, Pattern has begun encouraging these alumni to attend local school board meetings and compile data that Pattern will use in the future to learn even more about the state of education in the Hudson Valley.



# PATTERN'S ACCOMPLISHMENTS 2017

## INFRASTRUCTURE



Pattern has remained one of the leading advocates for infrastructure investment in the Hudson Valley. Pattern's Board of Directors view infrastructure as a critical element in the revitalization of urban centers and the region as a whole. In our 2017 report titled "Rebuilding Our Infrastructure: Got a Spare Billion? Action, Dollars Needed Now," Pattern addressed the state of infrastructure in the Hudson Valley. From bridges and roads, to water and sewer, to energy and utilities, Pattern has pushed for renewed investment to prepare the region for the next generation that is looking to move back home after college to start a family, or get out of an overcrowded and unaffordable New York City. This research is the culmination of a two-year analysis supported by the State of New York that included annual conferences, 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.

Pattern also hosted several Infrastructure Roundtable discussions at our offices in Newburgh. These roundtables brought engineers and consultants together with Pattern Board members and staff to discuss topics that key stakeholders can address with the State of New York in an attempt to improve the region's infrastructure. These discussions continue to result in clear, actionable strategies and recommendations.

## PATTERN FELLOWS PROGRAM

In June of this year, Pattern graduated its tenth class of the successful Fellows Program. This year the research component supported Pattern's work on education (school/business partnerships), and the Urban Action Agenda by examining police/community relations and sustainable practices for small cities.

At the graduation ceremony, the keynote speaker was former Congressman Chris Gibson, who gave a stirring speech about leadership and unity in the face of today's political climate.

With this year's graduating class there are now over 240 alumni of the program! Pattern has begun a Pattern Fellows Alumni Association designed to help connect Fellows Alumni with each other and to find innovative ways to leverage this high-powered group to help us tackle the litany of issues facing the Hudson Valley.

This year Pattern will host its 11th class of the Fellows Program focusing on leadership and regionalism, with participants joining us from across the Hudson Valley region. The class is made up of representatives from many different fields including banking, municipal government, County government, the pharmaceutical industry, healthcare, and various non-profits focusing on affordable housing, community building, and quality of life. This year's projects will support Pattern's work on the UAA by examining the effect of anchor institutions on the quality of life for the communities that host them. One focus will be the Walkway over the Hudson in Poughkeepsie and Highland.

## DIRECTED RESEARCH

Each year Pattern undertakes a limited number of research projects in alignment with the goals of the organization in order to assist municipal needs throughout the Hudson Valley.

This year has found Pattern partnering with AKRF to assist the Putnam County Planning Department with a study to determine strategies for revitalization of nine commercial corridors throughout the county. Pattern continues to work with the City of Middletown on its redevelopment efforts as well. Other projects have been heavily focused on cost reduction for municipalities through shared services. These projects included shared services studies for the Beacon and Fishkill police departments, dissolution of the Village of Ellenville, and assistance to Rockland County as the County prepared a response to the New York State Shared Services Property Tax Savings Initiative.



# PATTERN'S ACCOMPLISHMENTS 2017

## 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 local and regional policy.

A special event of Pattern has been the annual "Across the Aisle" event. This event began five years ago with Congressman Maloney (D) and ex-Congressman Chris Gibson (R), and we were very excited that our newest congressman John Faso (R) took up the mantle and participated in this highly anticipated event, which drew a sold-out crowd at Marist College in February.

Pattern's Southern and Northern "Breakfast with the County Leaders" provides the opportunity for attendees to hear county executives and/or the legislative chair address issues and priorities in the Hudson Valley. The panel for the northern part of the region included Steve Neuhaus (Orange), Mike Hein (Ulster), Marcus Molinaro (Dutchess) and Luis Alvarez (Sullivan). This year's discussion detailed numerous examples of how the county leaders have consolidated services and cut expenses in an effort to realign government to help reduce taxes. The panel for the southern part of the region included Mary Ellen Odell (Putnam), Ed Day (Rockland) and Rob Astorino (Westchester) who all discussed the challenges of improving quality of life, attracting jobs, improving transportation options, and managing tax dollars in constantly evolving communities while pushing for smart growth, navigating change, and addressing priorities from residents, New York State and Washington, D.C. The Southern Leaders breakfast was hosted by Pace University, and students from the MPA program there participated in the event by researching topics and asking questions of the three county leaders.

Pattern's President and CEO Jonathan Drapkin continues to serve 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 of 2017, the City of Kingston. Mayor Joseph DeStefano of the City of Middletown had this to say about Jonathan's work over the past year:

"Jonathan's insight and regional knowledge has been instrumental in helping the City of Middletown undertake the DRI initiative and guiding us towards being a more sustainable community of choice."



This year, Pattern has also served the region by participating in multiple panel discussions and providing numerous presentations, including taking part in the Community Preservation Corporation "Main Street Summits", advocating for increased funding for Stewart Airport, and by providing knowledge and expertise on an almost daily basis to countless private developers, housing organizations, lending institutions, municipal governments, and non-profits.



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