



HUDSON VALLEY
PATTERN
for
PROGRESS

THE MOMENTUM CONTINUES

THE URBAN ACTION AGENDA

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A LETTER FROM THE CEO

Attached you will find the second annual report on Hudson Valley Pattern for Progress's Urban Action Agenda (UAA). The UAA continues our efforts to support 25 of the region's urban areas to revitalize their communities.

We have observed this past year a wide variety of approaches to reshape the trajectory of the UAA communities. We continue to believe this regional approach of improving our urban areas has the benefits of reducing sprawl and continues to preserve open space that we all cherish in the Hudson Valley.

Each urban center finds different challenges to their revitalization. Some have developed new plans and exhibit visible positive changes to their downtown landscape, while others struggle with issues of capacity, fiscal instability and clashing political leadership.

The UAA continues to lend its support within 12 subject areas. This year, we made two changes to these subject areas. We added Urban Parks as a new focus area, and, because there are already many Hudson Valley organizations focused on sustainability, we changed our Sustainability topic area to Technology. Pattern's research, analysis and regional programs also seek to touch as many UAA communities as we can. All the UAA communities have received updated Community Profiles with the most recent data, statistics and demographics, which are also available on our website. This year's report includes recent trends that may impact the urban centers and Pattern offers potential next steps.

When describing what is happening within 25 communities, no one narrative will suffice. They are each unique, which in turn is what makes them exciting places to live, work and play. We look forward to finding new ways to grow the UAA and assist the region's urban centers to be centers of growth and dynamic communities to visit.



Jonathan Drapkin, President and CEO

THE URBAN ACTION AGENDA (UAA)

The UAA is a multi-year initiative led by Hudson Valley Pattern for Progress to promote the revitalization and growth of urban centers throughout the nine-county Hudson Valley Region, which includes Westchester, Rockland, Orange, Putnam, Dutchess, Ulster, Sullivan, Columbia and Greene Counties. Urban centers include the region's villages, and other areas where population, social, cultural, civic, and economic activity have traditionally clustered. With their existing infrastructure, access to transit, and traditions of denser development, these communities are well positioned to accommodate the region's growth. Pattern also believes that a focused approach to growth in the region's urban areas can help protect and preserve green space.

Funding for the UAA's launch was initially provided by a multi-year grant from The Ford Foundation and by generous donations from many of Pattern's Board of Directors and Members. In the past year, Pattern has received state and federal grants focused on UAA projects (e.g. funds from Empire State Development to update the community profiles) as well as funding from multiple municipalities and Pattern board members.

Consistent with Pattern's role as a policy, planning, advocacy, and research organization whose mission is to enhance the growth and vitality of the Hudson Valley, the UAA aims to make the revitalization of our urban areas a priority for local, regional, and state policy makers. Though the UAA will benefit all urban areas in the Hudson Valley, as well as surrounding suburban and rural areas, the UAA's focus is on working with 25 initial urban centers across the nine-county region. Pattern will seek to identify collaborative opportunities, best practices, and resources and expertise that can be shared in an effort to advance these urban areas.



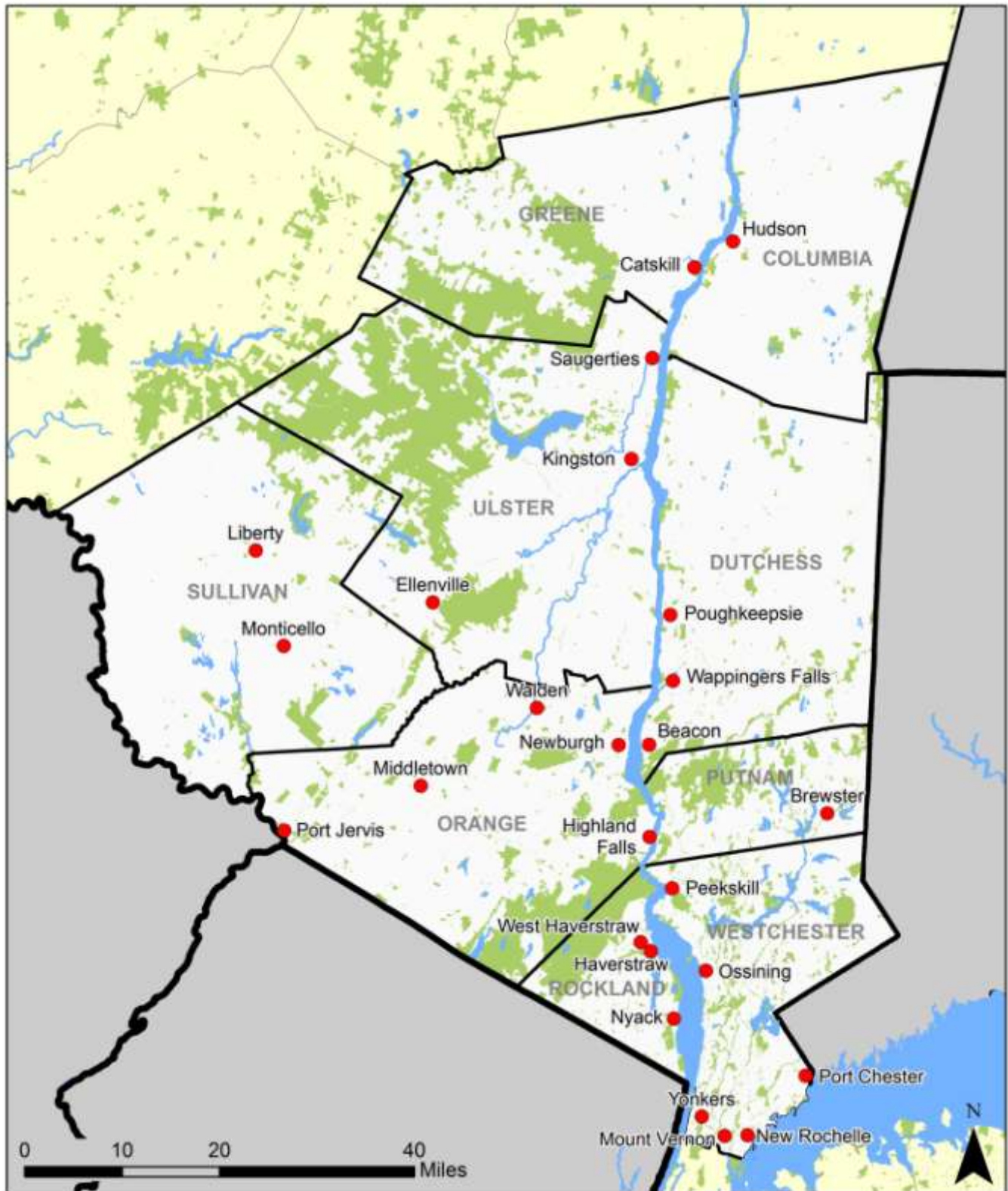
COMMUNITIES OF THE UAA

The 25 communities of the UAA covers a cross-section of the region's urban centers—from the largest cities to several smaller villages which have many characteristics of dense urban areas. Pattern selected at least one community from each of the 9 counties in the Hudson Valley region (as indicated in the map on page 7). The selection was based in part on Pattern's belief that a regional approach can solve problems more effectively and efficiently in an effort to assist communities of the Hudson Valley. The approach includes sharing best practices, developing new strategies, and collectively seeking state and federal aid. Among the communities of the UAA are 11 cities and 14 villages. Westchester County has six communities, Orange County has five, Rockland, Dutchess, and Ulster Counties have three, Sullivan County has two, and Putnam, Columbia, and Greene have one each. UAA communities range in size from the City of Yonkers, with a population of nearly 200,000, to the Village of Brewster, with a population of around 2,300. Most of the communities selected have economic indicators (e.g. poverty and unemployment rates) that are below the regional average. Furthermore, Pattern took into consideration the staff capacity of each community and prioritized those communities who could most benefit from Pattern's assistance.

Since initiating the UAA, Pattern has made a few changes to the list of communities in the project in order to ensure that the focus remains on communities that have urban characteristics and a need for outside assistance. The Villages of Ossining and Port Chester in Westchester County and the Village of West Haverstraw in Rockland County have been added. The Town of Fishkill (Dutchess County), City of White Plains (Westchester) and hamlet of Nanuet (Rockland) have been removed. Instead of including the Town of Saugerties, which includes substantial rural areas, the UAA now includes only the more urban Village of Saugerties within the town.

Port Chester and Ossining were added because they have dense, urbanized downtown areas, growing populations, and concentrations of poverty, while White Plains was removed because although it is one of the larger urban centers in the region, it ranks well above average on many metrics of urban conditions, and did not appear to need assistance from the UAA. In Rockland the hamlet of Nanuet was removed due to a decision to focus on cities and villages, which have independent local governments, rather than unincorporated hamlets like Nanuet (which is governed by the Town of Clarkstown). High median income and home values also made Nanuet an outlier in the generally less affluent UAA communities. West Haverstraw was selected as a new UAA community in Rockland due to its relatively large size for a village (over 10,000 residents) and its changing demographics which mirror trends taking place in other UAA communities. Pattern will reevaluate the 25 UAA communities on an annual basis as revitalization and changing demographics continue to occur.

THE UAA ON THE MAP



DEMOGRAPHICS

Collectively, the 25 UAA communities have 637,708 residents according to the 2016 American Community Survey, which is 26.2% of the region's population. With a quarter of the region's population, and an even larger share of the region's jobs and economic potential, what happens here matters to communities throughout the Valley. Since 2000, the total population of UAA communities has increased by 20,578 people, a 3.3% increase. During that time span, the Hudson Valley's overall population grew by 139,200 (from 2,290,478 to 2,429,678), a 6.1% increase. Growth in the UAA communities represents 15% of the region's total growth from 2000 to 2016.

The 6 UAA communities in Westchester have 67% of the total population in the UAA and accounted for 74% of new residents in the UAA since 2000.

Mount Vernon was the only Westchester community that lost population since 2000 (it was down 164 resident or 0.2%). Urban areas in the northern part of the Valley had the slowest growth. Hudson and Catskill lost population (-13.0% and -10.8%, respectively). The three UAA communities in Ulster County all decreased or grew by less than 1% since 2000 (Ellenville decreased by 0.8%, Saugerties decreased by 0.2%, and Kingston grew, but only by 0.2%). Port Jervis, in Orange County, saw a population decline of 2.4%.

Haverstraw had the largest growth proportionally, with a 19.8% increase in the village's population, up by 2,003 people (from 10,117 to 12,120), followed by Wappingers Falls, with 10.1% growth. But New Rochelle's growth was by far the largest in raw numbers. The city added 7,117 residents, as the population grew from 72,182 to 79,299 (+9.9%)--more than double the number of any other UAA community. Yonkers had the second largest numerical increase (+3,639); however, this represents only a 1.9% increase in the city's population. The third largest increase was in Middletown, which added 2,213 residents and saw its population grow by 8.7% since 2000.

Ossining, Peekskill and Port Chester all added at least 1,200 new residents and grew by between 5.4% and 6.8%. In the chart on page 9, the five communities with the largest

population losses are colored in red. The five communities with the largest population increase, and the five communities with the fastest population growth are colored in green.

Since 2010, all of the UAA communities in Westchester and Rockland have grown, while the UAAs in the other six counties have lost population. The population decline in UAA communities within seven of the region's nine counties is a potentially concerning trend which will need to be watched closely in coming years.

Population Change in UAA Communities: 2000 to 2016

- *Decreased by 10% or more:* 2
- *Decreased by less than 10%:* 4
- *Increased by less than 1%:* 4
- *Increased by 1% to 9.9%:* 13
- *Increased by 10% or more:* 2

Urban Action Agenda Communities-Population Change (2000-2016)

	Population (2000)	Population (2010)	Population (2016)	# Change 2000- 2016	% Change 2000- 2016	#Change 2010- 2016	% Change 2010- 2016
Beacon	13,808	15,541	14,289	481	3.5%	-1,276	-8.2%
Brewster	2,162	2,390	2,294	132	6.1%	-96	-4.0%
Catskill	4,392	4,081	3,917	-475	-10.8%	-164	-4.0%
Ellenville	4,130	4,135	4,097	-33	-0.8%	-38	-0.9%
Haverstraw	10,117	11,910	12,120	2,003	19.8%	210	1.8%
Highland Falls	3,678	3,900	3,828	150	4.1%	-72	-1.8%
Hudson	7,524	6,713	6,549	-975	-13.0%	-108	-1.6%
Kingston	23,456	23,893	23,506	50	0.2%	-381	-1.6%
Liberty	3,975	4,392	4,193	218	5.5%	-199	-4.5%
Middletown	25,388	28,086	27,601	2,213	8.7%	-642	-2.3%
Monticello	6,512	6,726	6,577	65	1.0%	-149	-2.2%
Mount Vernon	68,381	67,292	68,217	-164	-0.2%	437	0.6%
New Rochelle	72,182	77,062	79,299	7,117	9.9%	1,693	2.2%
Newburgh	28,259	28,866	28,406	147	0.5%	-620	-2.1%
Nyack	6,737	6,765	6,788	51	0.8%	23	0.3%
Ossining	24,010	25,060	25,299	1,289	5.4%	239	1.0%
Peekskill	22,441	23,583	23,977	1,536	6.8%	222	0.9%
Port Chester	27,867	28,967	29,417	1,550	5.6%	450	1.6%
Port Jervis	8,860	8,828	8,650	-210	-2.4%	-228	-2.6%
Poughkeepsie	29,871	32,736	30,511	640	2.1%	-2,279	-7.0%
Saugerties	3,906	3,971	3,900	-6	-0.2%	-71	-1.8%
Walden	6,164	6,978	6,769	605	9.8%	-209	-3.0%
Wappingers Falls	4,929	5,522	5,429	500	10.1%	-93	-1.7%
West Haverstraw	10,295	10,165	10,334	39	0.5%	169	1.7%
Yonkers	196,086	195,976	199,725	3,639	1.9%	2,326	1.2%
TOTAL	617,130	638,558	637,708	20,578	3.3%	-850	0.1%

Source: U.S. Census Bureau and ACS

NEW FACES IN UAA COMMUNITIES

Across the UAA communities, there was a large influx of Hispanic residents and a decline in White residents between 2000 and 2015. During this time, the White population of the UAA communities declined by 59,269 people, from 306,052 (49.7%) to 246,783 (38.8%). The number of White residents shrank in every UAA community except for the Village of Nyack, where the White population grew by just 36. The Cities of Yonkers (-17,209), Mount Vernon (-5,567) and Middletown (-4,709) saw the biggest drops in the White population. However, the largest demographic shifts in the White population occurred in the Village of West Haverstraw, where the White population dropped 43% since 2000, from 5,246 to 2,983, and the Village of Monticello, where the White population dropped 38% since 2000, from 2,887 to 1,788.

Since 2000, the number of Hispanic residents in UAA communities increased by 69,893, from 138,046 (22.4%) to 207,939 (32.7%). The Hispanic population grew in 23 out of 25 communities. Only the Villages of Catskill (-168) and Saugerties (-33) saw small decreases in the number of Hispanic residents. In 2000, Hispanics were a majority of the population in just one UAA community (Haverstraw - 59%) and a plurality in one other (Port Chester - 46%). By 2015, a majority of residents in five communities were Hispanic¹ and a plurality of residents in three additional communities were Hispanic.² In Kingston, Liberty, Poughkeepsie, Walden, and Wappingers Falls, the number of Hispanic residents more than doubled since 2000, and in Brewster, Middletown, New Rochelle, Nyack, Ossining, Peekskill, and West Haverstraw, the size of the Hispanic community grew by 50% to 99%.



*Since 2000,
the number
of Hispanic
residents in
UAA
communities
increased by
69,893
(32.7%)*

The number of Black residents in UAA communities grew only slightly since 2000, rising by 4,357, from 134,314 to 138,671. Because the overall population in UAA communities also grew, the percent of Black residents stayed exactly the same--it was 21.8% in 2000 and in 2015. The number of Black residents increased in 14 communities and decreased in 11. The cities of Mount Vernon and Middletown saw by far the largest growth in the Black community, with Mount Vernon's Black population increasing by 3,391 from 39,889 to 43,280, and Middletown's growing by 2,643 from 3,350 to 5,993. The City of Port Jervis had the third largest numerical growth in the number of Black residents, up 606 people from 333 to 939--this change, representing a 182% increase in the Black population was the largest growth of any UAA community. The Black population grew by 50% or more in Catskill, Middletown, Walden, and Wappingers Falls. The City of Newburgh saw the largest decrease in the number of Black residents, with the population falling by 1,579, from 8,961 to 7,382, an 18% decline. The Village of Ossining and City of Peekskill each lost over 800 Black residents between 2000 and 2015, reflecting a 19% and 16% reduction, respectively, in the size of the Black population in those communities. The Village of Nyack lost 569 Black residents, a 33% drop in the size of the Black population.

¹ Brewster (60%), Haverstraw (65%), Newburgh (52%), Port Chester (64%), and West Haverstraw (52%).

² Middletown (38%), Monticello (32%), and Ossining (47%).

URBAN ACTION AGENDA: ADVANCING A PROGRAM

After initiating the program in 2016, Pattern has worked over the past year to advance the goals and priorities of the UAA. This document offers an overview of the work that Pattern accomplished in 2017, including ongoing regional initiatives, milestone events, and community-specific projects. Also included in this report are 12 short issue "snapshots" each focusing on one of the 12 different focus areas of the UAA. The report's conclusion features a look ahead at some initiatives and projects that will continue to advance the UAA in 2018-19.

UAA INITIATIVES/PROGRAMS

Pattern administers several ongoing programs targeted to benefit the communities of the UAA. This section provides an overview of these efforts in 2017.

Pattern Fellows Program

Marking its 11th anniversary this year, the Pattern Fellows Program is an innovative leadership curriculum designed to expand the horizons of those already active in their communities and disciplines. Prominent guest speakers from government, business, education, and the non-profit sector provide insights and share their experiences with program participants, who then spend several months working on a research project to be presented at a graduation and leadership luncheon each June. Over the past decade, nearly 250 fellows have graduated from the program, including leaders from the fields of finance, government, economic development, land conservation, law, human services, healthcare, academia and more. Many are uniquely situated to provide direct assistance to the UAA communities and help as conduits to our resources.

Pattern started the program with the goal of emphasizing the common issues and concerns

that bind together the communities of the Hudson Valley and forcing participants to think about problems in a regional context. Running from October-June, each year's program focuses on a different set of topics, which in recent years have been geared towards addressing issues facing the urban areas of the Valley.

Starting in 2014-2015, the Fellows Program used its project component to tackle issues in support of the UAA. The 2014 class was split into three groups, each of which focused on creating a plan to "market" a different UAA municipality to the Millennial Generation, and developing ideas and strategies for municipal leaders to pursue. The Fellows focused on the Town of Fishkill, the City of Middletown, and the City of New Rochelle.



In 2015-2016, the program focused on downtown revitalization, with a concentration on three UAA communities: the city of Port Jervis, the Village of Haverstraw and the Village of Wappingers Falls. Starting with independent research in late 2015, and progressing in the first half of 2016 through meetings with elected officials, municipal staff, and business and community leaders in each of the downtowns, the Fellows groups generated a suite of concepts for marketing and revitalizing the downtowns in each of these historic communities. Presented at Pattern's Annual Leadership Luncheon in June (which doubles as the graduation ceremony for the Fellows Program), the finished projects were well received by the crowd, which included representatives from the three communities.



The 2016-17 Fellows class broadened their focus. Instead of addressing just three communities, the class worked on three critical issues facing all urban areas in the Hudson Valley: education, public safety, and sustainability. Each group designed a pilot program that could be implemented in a community or communities in the Valley. For example, the education group researched best-practice models for public-private partnerships between school districts and the business sector in order to help students become career-ready and allow them to graduate with skills that they can take with them to the workplace.



This year's Fellows class, which began in October 2017, evaluated the impact of three "Anchor Projects" in or near UAA communities. Anchor projects are major destinations or attractions that can single-handedly have a major impact on the direction of a city, town, or village. The three anchor projects studied by the class were the Walkway Over the Hudson in Poughkeepsie, SUNY Orange County Community College in Newburgh, and the new Resorts World Catskills Casino in the Town of Thompson, just outside the Village of Monticello in Sullivan County. In June, each group presented their findings about the impact of these projects on their respective communities along with recommendations for how the communities can best leverage these anchor projects.



Community Builders Program

Pattern began a new program in 2016 called "Community Builders" in response to the need to revitalize neighborhoods, especially those within our urban centers. The Community Builders program aimed at providing a select group of participants the tools to move forward with transformative projects in their communities.

The Community Builders build skills and work collaboratively to move "anchor projects" forward in their communities. The program's first class, which graduated in June, 2016 included eight individuals from Newburgh, Middletown, Beacon, Yonkers, Port Jervis and New Rochelle, who worked on projects ranging from the proposed Mount Beacon Incline Railway to the creation of a performing arts, gallery and studio space in Newburgh.

The Community Builders provides participants with the tools to identify local issues, study and research their community, and establish potential solutions with a focus on moving specific objectives and projects to completion. Participants from throughout the Hudson Valley apply to the program with an identified project that they or their organization has either conceptualized or is currently working on, and then learn from the professional staff at Pattern, from guest speakers, and from peer reviews how to advance their project toward completion.

The 2017 class of Community Builders included eight individuals from seven organizations working on projects to benefit urban communities such as Beacon, Newburgh, Poughkeepsie, Ossining, Walden, and West Haverstraw. The productive

In November, 2016, Planning Magazine, the widely respected monthly publication of the American Planning Association, spotlighted the Community Builders program. The six-page story authored by Jonathan Lerner focused on the efforts of Pattern's first class of Community Builders to advance major projects in several Hudson Valley communities.

*The article can be found on Pattern's website:
www.pattern-for-progress.org/a-course-in-small-town-revitalization*

relationships forged in the Community Builders Program have led to further advancement for many of the participants. In Poughkeepsie, Pattern assisted Nubian Directions, a non-profit focused on enrichment programs for at-risk youth, to successfully apply for a Youth Build grant. In Ossining, Pattern is now partnering with IFCA Housing Network, an affordable housing group, on a series of visioning charrettes as part of their new strategic plan. And in West Haverstraw, Pattern led a planning charrette in 2018 to assist the GARNER Arts Center in developing their comprehensive vision for the historic factory complex that they occupy.

Mid-Hudson Mayors Forum

Several years ago, Pattern decided to initiate a quarterly gathering of mid-Hudson city mayors, bringing together the Mayors of Beacon, Newburgh, Poughkeepsie and Kingston. More recently, an expanded version of the "Mid-Hudson Mayors Forum" meets four times a year. At these meetings, the mayors of Beacon, Poughkeepsie, Middletown, Newburgh, Port Jervis, Kingston, and Hudson convene for a roundtable discussion of the issues facing their cities. The forum allows the mayors to share best practices and exchange ideas on how to confront some of the challenges of running their cities. Pattern staff serves as researchers for the topics of discussion which vary session to session depending on the preferences of whichever mayor is hosting the quarterly meeting. Pattern also provides demographic trends and analysis for each city. Mayors Forum topics in 2017 ranged from parking, to municipal payroll and personnel, to skate parks, and Main Street revitalization. Pattern looks forward to another successful series of forums in 2018 and beyond.

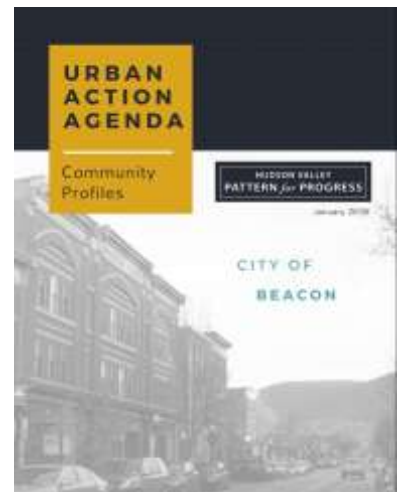
UAA MILESTONES—ADVANCING A PROGRAM

Second Round of Community Profiles

In early 2016, the first edition of the UAA Community Profiles were released. A joint product of Pattern for Progress and the Regional Planning Association, these eight-page documents provided a "snapshot" of each UAA community, using charts, tables, and maps to tell their story. The profiles assembled data from a variety of sources in order to provide a comprehensive look at the characteristics of the UAA communities and the trends shaping their futures.

Since the profiles were issued, Pattern received very positive feedback from elected officials and business and community leaders on their usefulness. Some of the UAA municipalities put the profiles on their websites, others distributed copies to potential business investors or new residents in order to provide a quick overview of the relevant facts about the community. The profiles were also used by local economic and community development agencies, grant writers and local planning staff.

In December, 2016, Pattern was awarded two state grants to update and expand the profiles with new data. Following consultation with individuals from UAA Communities, the effort to update the profiles commenced in late 2017. The new editions of the Community Profiles were released in early 2018. Expanded from 8 pages to 12, the new and redesigned profiles include additional maps, charts, graphs, and analysis to display information about population and demographic changes, housing costs, income and poverty, jobs and commuting patterns, municipal finances, public education, crime rates, health, quality of life, and more. Most of the data in the profiles is publicly available but is scattered in various places or located on difficult-to-navigate government websites. The profiles bring together the most relevant data in a way that allows the general public to quickly and easily understand what's going on in their community. The new profiles are available to the public on Pattern's website.



Housing Conference

In September, 2017, Pattern held its Annual Housing Forum. The half-day event gave attendees a chance to hear and learn from some of the leading voices in the field of affordable housing and community development, including Jonathan Rose, the President of the Jonathan Rose Companies and author of "The Well-Tempered City," who kicked off the morning with a thought-provoking speech that traced the history of cities and urbanism from ancient Mesopotamia to modern efforts to create sustainable "green buildings" and recycle wastewater. Rose, a rare for-profit developer who champions the creation of green affordable housing with access to transportation, social services, education and health care, noted that, "We're seeing an enormous amount of people who want to live in urban places that are surrounded by green spaces."

A panel of experts from NeighborWorks America discussed strategies for accomplishing urban revitalization without gentrification and cited examples of successful efforts from the region and beyond. The presenters included Joan Straussman Brandon, Northeast Regional Vice President, Paul Singh, Director of Community Stabilization, and Lynn Peterson, Senior Relationship Manager. Singh addressed the importance of building a neighborhood "brand" to spur revitalization while Peterson stressed the importance of proactively implementing zoning and other regulations ahead of time to avoid runaway gentrification.



The next presenter was Diane Yentel, the CEO of the National Low Income Housing Coalition, who traveled from Washington, DC to share the national perspective on trends in low income housing. "The affordable housing crisis is pervasive," she said. "Nationally, there is a shortage of 7.4 million homes."

Yentel spoke about the difficult funding environment confronting affordable housing activists. She also argued in favor of reducing the mortgage interest deduction, a popular tax break for upper middle class families but one which she argued disproportionately benefits the wealthiest individuals and starves other housing programs of funds.

Following Yentel's talk and a break for lunch, Pattern's Regional Housing Award for Excellence was presented to Kevin O'Connor, CEO of RUPCO, Inc., a Kingston-based nonprofit that advocates for quality, affordable housing and community development.

Dr. Tiffany Manuel, vice president of Enterprise Community Partners, brought the day to a rousing conclusion with a passionate presentation on how to ensure dollars invested in housing create better opportunities for residents in low-income neighborhoods. She offered a wealth of specific strategies for how advocates of affordable housing can better frame the conversation to skeptical elected officials and members of the public. Simply presenting the daunting statistics around housing affordability can actually trigger a "backfire" effect and make it more difficult to accomplish the goal of increasing affordable housing options.

DRI and CFA Training Workshop for UAA Communities

Following up on a successful series of workshops in past years that helped provide guidance to UAA communities seeking to navigate the Consolidated Funding Application (CFA) process, in 2017, Pattern continued our CFA trainings and added a new element to focus on crafting application proposals for the \$10 million Downtown Revitalization Initiative (DRI) program. Initiated in 2016, the DRI is an annual competition that gives communities in each of the state's ten regions the opportunity to compete for a \$10 million grant from New York State. Winning communities must have a clear and compelling plan for how to use the \$10 million to fuel the revitalization of their downtown area. The workshop was led by Pattern's Jonathan Drapkin and Joe Czajka and featured Meghan Taylor, the Mid-Hudson Regional Director of Empire State Development, who shared insights on how communities can present compelling DRI applications.



Infrastructure Roundtables

New in 2017, Pattern began organizing a regular quarterly infrastructure roundtable. Bringing together the region's key infrastructure stakeholders--from planning, civil infrastructure, construction, and more--the roundtables are a unique opportunity for these professionals to share best practices and formulate ideas for advancing the region's infrastructure needs. Discussions have included efforts to identify which "big projects" are most vital to the region's infrastructure needs, what improvements to the process of funding infrastructure would have the most significant impacts, and how the legislative process could best be utilized to secure additional infrastructure funding. The roundtables are continuing in 2018.

PATTERN PROJECTS BENEFIT UAA COMMUNITIES

In addition to the ongoing UAA Initiatives and programs described above, Pattern has worked on a wide variety of specific projects designed to benefit the communities of the UAA, including several initiatives of regional scope that will benefit the region's urban areas in particular.

REGIONAL PATTERN PROJECTS

Center for Housing Solutions and Urban Initiatives

In addition to the Housing Conference in the fall of 2017, the Center for Housing Solutions and Urban Initiatives authored newsletters covering the real estate market, which included trends and analysis of home sales data throughout the Hudson Valley. The Center responded to dozens of requests for demographics, data and information on affordable housing programs, residential real estate trends and funding opportunities.

Infrastructure: Got a Spare Billion?

In early 2017, Pattern completed a major study, "Infrastructure: Got a Spare Billion?", that assessed the state of infrastructure—roads, bridges, water and wastewater systems—in the Hudson Valley, with a special focus on seven small and mid-sized urban communities: the Villages of Brewster and Monticello and the Cities of Kingston, Mount Vernon, Newburgh, Peekskill and Poughkeepsie. The report also aimed to support building projects and foster housing investment in these communities.

Pattern's research showed that billions of additional dollars, and quick action, are needed to fortify the region's future, even though significant money and resources to bring infrastructure to a state of good repair have already been committed. Stretched municipal budgets have delayed or prevented maintenance or replacement of critical components of communities' infrastructure, and some municipalities no longer have the staff capacity or expertise to manage such projects even though many roads and systems are already well beyond their normal life expectancy.

The report provided municipalities with proven techniques to track down funding and gave elected leaders the tools to plan, strategize and sequence short- and long-term visions for repairs and upgrades. Made possible with the support of the Regional Economic Development Council (REDC) and financed with a grant from Empire State Development (ESD), the report offered a roadmap for investment in infrastructure throughout urban, and other, communities in the Hudson Valley.

Economic Development for Hispanic and Latino Businesses

The Hispanic community is one of the fastest growing segments of the region's population, having grown by 50% in the UAA's communities since 2000. To better understand and support this growing community, Pattern partnered with Community Capital NY in 2016 to secure two research grants, one from the U.S. Department of Commerce - Economic Development Administration, and another from New York State Electric & Gas (NYSEG). These grants allowed Pattern and Community Capital NY to collaborate on an initiative to prepare strategies and recommendations to assist existing Hispanic- and Latino-owned businesses to sustain themselves and grow. The goal of the project was to establish an environment for the creation of new businesses and the expansion of existing businesses in 10 of the UAA communities that have witnessed increasing Hispanic populations: the cities of Beacon, Kingston, Middletown, Newburgh, Poughkeepsie, and Port Jervis, and the villages of Brewster, Liberty, Monticello, and Walden.

With guidance from local leaders, Pattern and Community Capital NY conducted outreach and listening sessions to determine needs and identify barriers facing this business community. Extensive research was conducted to develop a guide including best practices for business success, including local and regional resources for business owners. Through months of meetings, public forums, and outreach to the Hispanic/Latino business community in these 10 cities and villages, Pattern accumulated a wealth of knowledge about the opportunities and challenges facing Hispanic and Latino business owners as they seek to start or expand businesses.

The final reports, issued in the second quarter of 2018, establish a road map and provide technical assistance for current or prospective business owners to access business resources and capital. They also cover strategies to enhance the integration of the growing Hispanic and Latino business community into existing business organizations, agencies, and programs. The completed project aims to enhance the economic potential of Hispanic and Latino businesses as an integral component of the local economies of the region's cities and urban areas.



COMMUNITY SPECIFIC PROJECTS

While the initiatives described above deal with issues at the regional scale, Pattern also worked in 2017 on several projects focused on particular communities within the UAA. In addition to directly benefiting the targeted communities, these projects helped Pattern develop approaches to community problem-solving that can be applied to help other municipalities in the UAA. Here are a few of the community-specific Pattern projects from 2017.

DRI Project Support for Middletown, Kingston and Hudson

Two years ago, New York State announced an exciting new program to benefit urban communities. Overseen by the ten Regional Economic Development Councils, the Downtown Revitalization Initiative (DRI) is an annual competition that gives communities in each of the state's ten regions the opportunity to compete for a \$10 million grant from New York State. Winning communities must have a clear and compelling plan for how to use the \$10 million to fuel the revitalization of their downtown area.

In 2016, the first winners of the DRI competition were announced, and the City of Middletown was selected as the recipient of the \$10 million in the Mid-Hudson Region. In 2017, City of Kingston was the Mid-Hudson winner, and the City of Hudson was the winner in the Capitol Region. In 2017, Pattern has been working with all three cities on the implementation of their DRI awards.

Middletown

The City of Middletown chose to use the \$10 million received from the state to encourage small business growth, increase parking, boost job creation, and integrate efforts for improving their downtown business district. The DRI funds are helping spur a renaissance for Orange County's second-largest city.

Along with Middletown's Mayor Joe DeStefano, Pattern served as co-chair of the DRI Local Advisory Committee in 2016. In 2017, Pattern continued working with the City of Middletown on their Downtown Revitalization Initiative (DRI). In addition to providing technical and project management assistance, Pattern worked with city staff to design three new programs that provide matching grant funds for existing building owners and businesses in the downtown. A new Main Street Façade Program and a Signage Assistance Program were established in the fall of 2017. The city is providing up to \$75,000 in grant funds for the rehabilitation of downtown building facades. There are currently 14 projects in various stages of approval that are anticipated to be completed by the end of 2018.



Pattern also worked with the city to design the "Race For Space" Program in the City of Middletown. The city, in conjunction with the Business Improvement District (BID) and the Community Development Agency (CDA) is re-purposing a vacant downtown structure (the Woolworth Building) into new retail space with the intent to directly stimulate economic and business development. The City's plan for the building includes the creation of four "vanilla-boxes" to be fit-out by new tenants (each approximately 2,000 square feet). Businesses will be competing for awards of up to \$20,000 in matching grants and a 50% discount on the rent for a 24 month period. The goal is to occupy the spaces with active, new, unique, and vibrant uses as soon as construction is complete. An additional project in Middletown will see the extension of the Orange County Heritage Bike Trail into downtown, running directly through a renovated former Woolworth's Building (where the conversion will include new retail space).

Kingston

In late 2017, the City of Kingston was selected as the Downtown Revitalization Initiative winner in the Hudson Valley. Pattern staff again assisted the Kingston DRI committee, providing guidance throughout the planning and community engagement process leading to the development of the DRI plan. The plan identified a number of priority projects targeted in the historic Stockade District and was submitted to the State of New York for final approval in March, 2018.



Hudson

Pursuant to the Columbia County housing assessment and the City of Hudson Downtown Revitalization Initiative announcement in the fall of 2017, Pattern's Center for Housing Solutions, working with a local Housing Task Force, began the development of a Strategic Housing Action Plan (SHAP) in the City of Hudson. The SHAP will provide the city with goals, strategies and an action plan with a series of recommendations for housing development options, policies and programs. The SHAP is anticipated to be completed towards the end of the second quarter in 2018. As a result of an intensive public engagement process, the City of Hudson identified a number of economic development, infrastructure, and housing projects for the DRI in the "BRIDGE District."



Poughkeepsie Innovation District

With four colleges, two hospitals, and IBM all within a few minutes of downtown, Pattern has long believed that Poughkeepsie has terrific potential to become a hub of activity related to these anchor institutions. Over the past year, Pattern staff has worked alongside stakeholders in Poughkeepsie including the Mayor and Common Council, members of local nonprofit organizations, business leaders, and educational institutions and medical centers, in order to determine partnership strategies that will result in investment, development, and the creation of jobs in the historic core of Poughkeepsie.

In December 2017, Pattern's application to prepare a feasibility study and create a strategic plan for coordination among the anchor institutions within the proposed "Innovation District" in downtown Poughkeepsie was approved. Pattern will receive grant funds from the Empire State Development to evaluate the feasibility of establishing increased collaboration among the anchor institutions and other strategies to boost investment in the city's new Innovation District zone. In 2018, Pattern will deliver a completed feasibility study outlining these strategies. Plans are underway to apply for a follow-up grant to implement the strategies outlined in the feasibility study.

Walkway Over the Hudson Project

The Walkway Over the Hudson, the dramatic pedestrian and bike route on a former railroad bridge spanning the Hudson between the City of Poughkeepsie and the Town of Lloyd, has been the subject of accolades and glowing praise ever since it opened to the public in 2009. The Walkway has been credited with bringing hundreds of thousands of visitors to the area and helping to spur a revival of downtown Poughkeepsie, but data on the true impact of the project has been in short supply.

In 2017, the Walkway Over the Hudson commissioned Pattern to go beyond anecdotal reports about the transformative impact of the Walkway as a destination for visitors and an amenity for residents. Pattern was charged with creating a study of the impact that the Walkway has had on the quality of life in Poughkeepsie and Highland and the greater Dutchess/Ulster County region.

To pursue the study, Pattern employed multiple avenues of data collection in order to better understand the impact of the Walkway. Pattern designed a survey for use by Walkway staff and volunteers to find out more about the demographics of Walkway users and their opinions about what would improve the visitor experience and persuade them to return. Additionally, one of the groups in the 2017-18 Fellows class conducted research into economic factors such as changes in sales tax receipts in the city and retail and residential vacancy rates.

In the spring of 2018 Pattern's CEO & President Jonathan Drapkin taught a semester long course at Marist College about economic revitalization through the use of "Anchor Projects." The course focused on the Walkway as a case study, and had the 16 students (mostly economics and business majors) pounding the pavement in Poughkeepsie, conducting street level research by interviewing residents about their usage of the Walkway and its impact on their quality of life. Interview results will form part of Pattern's quality of life study for the Walkway, and the research completed by the students and Fellows will be included in the final report for the organization.

Highland Falls/West Point Study

The Village of Highland Falls is the gateway to the U.S. Military Academy at West Point. Yet Highland Falls has struggled to reap the benefits of the tens of thousands of people a year who come to the Academy to go to football games, attend shows, visit the military history museum, or tour the grounds—not to mention the cadets who attend the Academy and the faculty and staff who work there. In 2017, Pattern initiated a study commissioned by the Orange County Industrial Development Agency that aims to evaluate the sometimes tense history of the relationship between the Academy and the Village of Highland Falls and recommend ways to create a more symbiotic relationship and improve the business climate in Highland Falls. The project has included interviews with elected officials, business leaders, and military officials.

Beacon/Fishkill Police Study

In 2017, Pattern completed a detailed study of the police departments for the City of Beacon, Town of Fishkill, and Village of Fishkill that was funded by the Dutchess County Community Investment Program. The study advised against merging all three departments but found that if the Village of Fishkill dissolved its department and allowed the Town of Fishkill to provide police services, it would reduce costs and improve efficiency. The study also outlined a number of recommendations for shared services and improved coordination between the three departments, including the creation of a new civilian position shared between the three municipalities to coordinate the response to the opioid crisis. Pattern staff presented the completed report to the Beacon City Council and other invited stakeholders in October, 2017 and took questions from the Mayor and City Council Members.

Newburgh Creative Neighborhood

In the summer of 2016, Hudson Valley Pattern for Progress, in collaboration with the Orange County Partnership, SUNY Orange, the City of Newburgh Planning Department, and Rhinebeck Bank introduced the concept of a Creative Neighborhood in a specific region within the City of Newburgh. The Creative Neighborhood aims to establish a dynamic environment to facilitate and foster the growth of socially responsible businesses complemented by dynamic residential and community space. In early 2017, Pattern conducted a comprehensive survey of the existing condition of the approximately 400 properties located in the neighborhood, in order to provide a baseline understanding of neighborhood conditions. Throughout 2017, Pattern continued its work in the Creative Neighborhood and prepared a strategic plan and recommendations for the redevelopment of 3 county-owned buildings on Grand Avenue adjacent to the SUNY Orange campus.

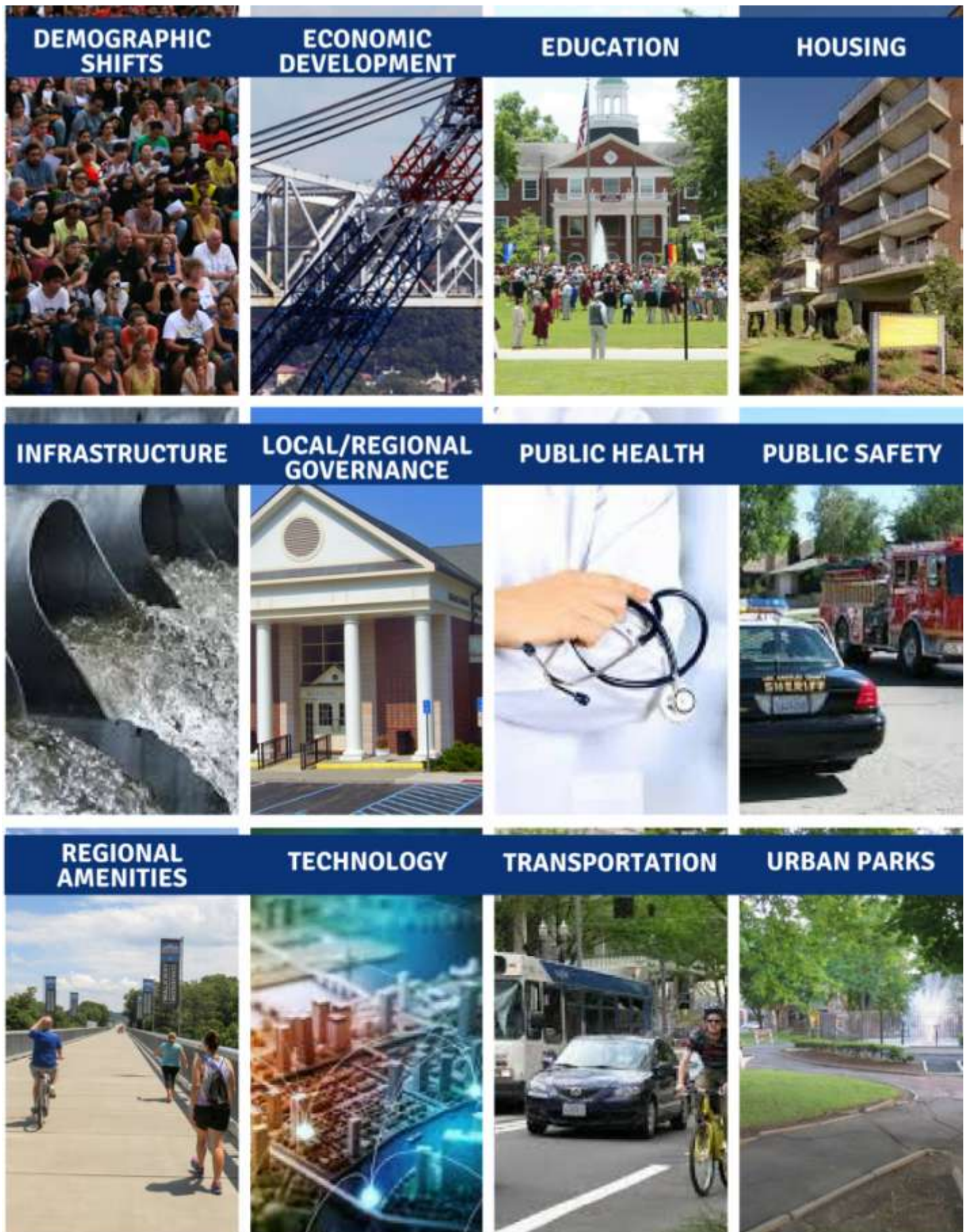
Ellenville: Parks Grant, Parks Commission, and Other Efforts

Pattern has been actively engaged to assist the Village of Ellenville in southwest Ulster County. CEO & President Jonathan Drapkin successfully aided in the formation of a Joint Parks Commission (JPC) for the Village and the Town of Wawarsing, which completely surrounds Ellenville. The JPC allows these neighboring municipalities to better work together on shared recreation issues. It also represents the kind of shared services that provide both a common sense and cost effective way to deliver government services. Subsequent to its creation, the JPC produced a parks master plan for Ellenville and Wawarsing and have been working on priorities for improvement of town and village parks. In 2017, Pattern further assisted Ellenville by writing a grant application, which was approved, for \$15,000 in funds from the Hudson River Valley Greenway grant program. The funds will go towards the creation of a site plan and itemized engineering estimates for improvements to Ellenville's Berme Road Park recommended by the JPC. The improvements will form the basis for revitalizing the park as a gateway to the O&W Rail Trail and Minnewaska State Park.

Jonathan Drapkin continues to work on efforts in the area of infrastructure related to Ulster County's "Ellenville Million" initiative. The Ulster County Executive also commissioned Pattern to explore the feasibility of a possible consolidation/dissolution of the Village of Ellenville into the Town of Wawarsing which completely surrounds the village. A detailed review of the finances of the village and the town showed that dissolving the village had the potential to reduce taxes and enhance the delivery of services.



Lippman Park, Wawarsing NY



UAA TOPIC AREAS

With so many issues affecting urban areas, it is impossible to focus equally on all of them. Instead, following input from stakeholders throughout the region, the UAA is focusing on 12 broad topic areas that any efforts to help the region's urban areas must address. The topic areas are:

Demographic Shifts

Economic Development

Education

Housing

Infrastructure

Local/Regional Governance

Public Health

Public Safety

Regional Amenities

Technology

Transportation

Urban Parks

Each of these topic areas encompasses a range of specific subjects, which have formed the basis for Pattern's work on the UAA, described above. In this report, similar to our first UAA summary report, rather than attempting to cover all aspects of the topic areas, the focus is on only one selected issue within each topic area. The following pages therefore contain a set of 12 "mini-reports," each briefly providing data and analysis for one specific aspect of each of the 12 topic areas. The issues selected for these "mini-reports" are among many aspects within each of the topic areas that need to be addressed. The topics chosen were picked because they could be succinctly introduced and analyzed within the framework of this larger report.

These "reports" are meant not to be exhaustive on the subjects in question, but to provide a quick "snapshot" of the type of work Pattern is doing to research, analyze, and share information on a broad cross-section of the topics important to urban communities in our region. Input from UAA communities to determine which topics warrant further research and analysis is welcomed. At the end of each snapshot is a listing of next steps to be undertaken by Pattern in each topic area. These next steps are not meant to be a comprehensive list of all UAA actions that will be undertaken in 2018 as Pattern intends to continue its commitment to the UAA within these broader subject areas.

DEMOGRAPHIC SHIFTS: Immigrants in Urban Areas

While national politicians argue over immigration policy, in the urban communities of the Hudson Valley, immigrant communities are here to stay. Across the 25 cities and villages of the UAA, over 176,000 residents (27.8%) were born outside the United States, according to the 2016 American Community Survey of the U.S. Census. Slightly less than half of these residents (47.7%) who were born outside the United States are naturalized U.S. citizens, leaving a total of approximately 92,000 residents of the UAA communities (14.5% of the total population) who were born in a foreign country but have not become naturalized. This group includes individuals present in the U.S. as legal permanent residents (green card holders), on student or work visas, and other types of legal immigrants; it also includes individuals who are present in the U.S. without legal documents. The Census does not ask residents about their immigration status.

Since 2000, the total foreign-born population in UAA communities has grown from 23.2% of the total to 27.8% of the total, but most of that growth has come from foreign-born residents who have become naturalized citizens. The population of foreign-born U.S. citizens has grown from approximately 54,000 to approximately 84,000, while the population of foreign-born non-citizens has grown from 88,000 to 92,000. These figures strongly suggest that as immigration to the region's urban areas has continued over the past 16 years, many people in the existing immigrant communities have chosen to become U.S. citizens. While in 2000, only 4 out of 25 UAA communities had a larger population of foreign-born naturalized citizens than foreign-born non-citizens, in 2016, 11 of the 25 did. Looking at all foreign-born residents (including naturalized citizens), they make up at least a quarter of the population in 10 of the 25 UAA communities: Brewster, Haverstraw, Mount Vernon, New Rochelle, Ossining, Peekskill, Port Chester, Wappingers Falls, West Haverstraw, and Yonkers.

While non-citizens make up only 14.5% of the overall UAA population, there are some cities and villages where they make up a much larger share. In Brewster, for instance, 44% of residents are not citizens, and in Port Chester, 32% of residents fall into this category. In Haverstraw, Ossining, and Peekskill, at least 20% of residents are in this category. On the other end of the scale, less than 5% of residents of Catskill, Ellenville, Highland Falls, Port Jervis, Saugerties, and Walden are non-citizens.

Some communities saw large increases in the share of residents born abroad since 2000, while a few saw no change, or even a small decrease. Brewster saw by far the biggest increase in residents born abroad, who grew from 32% to 52% of the village's population. Ossining, Peekskill, and Wappingers Falls all also saw large increases in the percent of the population born abroad. In Ossining, the foreign-born population increased from 30% to 39% of the total, in Peekskill from 20% to 29%, and in Wappingers Falls from 17% to 26%. In Catskill and Ellenville, the foreign born population decreased slightly since 2000, dropping from 4.4% to 3.6% in Catskill, and from 11% to 9% in Ellenville. In the Village of Haverstraw, the foreign-born population stayed exactly the same, at 36% of the total.

Next Steps: *Pattern issued newly updated community profiles in March, 2018 including an expanded range of data on demographic shifts and other topics. Pattern is also working with the Business Council of Westchester Data initiative, making county demographic information easily available. Demographic Analysis: Further research on the growing Latino/Hispanic population and the integration of the Millennial cohort in the Valley.*

Place of Birth & Citizenship Status in UAA Communities (2000 to 2016)

	Total Pop. (2016)	Born in U.S. (2000)	Born in U.S. (2016)	Born Abroad (2000)	Born Abroad (2016)	Born Abroad - Naturalized Citizens (2000)	Born Abroad - Naturalized Citizens (2016)	Born Abroad - Not a Citizen (2000)	Born Abroad - Not a Citizen (2016)
Beacon	14,289	91.7%	87.4%	8.5%	12.6%	4.3%	7.9%	4.2%	4.8%
Brewster	2,294	67.8%	47.9%	32.2%	52.1%	2.9%	7.9%	29.3%	44.2%
Catskill	3,917	97.4%	96.4%	4.4%	3.6%	2.7%	1.5%	1.7%	2.1%
Ellenville	4,097	89.3%	91.5%	11.2%	8.5%	3.5%	4.6%	7.7%	3.9%
Haverstraw	12,120	63.1%	64.0%	36.0%	36.0%	10.9%	14.8%	25.1%	21.2%
Highland Falls	3,828	91.0%	87.2%	8.6%	12.8%	3.4%	8.1%	5.1%	4.7%
Hudson	6,549	89.5%	84.0%	10.5%	16.0%	4.8%	9.6%	5.8%	6.4%
Kingston	23,506	94.6%	88.2%	5.1%	11.8%	2.4%	4.5%	2.7%	7.4%
Liberty	4,193	88.5%	84.0%	9.9%	16.0%	3.1%	3.8%	6.8%	12.1%
Middletown	27,601	86.3%	82.3%	13.5%	17.7%	4.8%	6.8%	8.6%	11.0%
Monticello	6,577	85.9%	84.2%	13.8%	15.8%	7.1%	10.6%	6.7%	5.2%
Mount Vernon	68,217	70.9%	65.6%	29.1%	34.4%	12.8%	19.4%	16.3%	15.0%
New Rochelle	79,299	72.7%	71.3%	27.3%	28.7%	10.1%	13.4%	17.3%	15.3%
Newburgh	28,406	79.6%	76.1%	20.3%	23.9%	4.0%	7.3%	16.3%	16.6%
Nyack	6,788	80.8%	80.2%	18.6%	19.8%	9.0%	10.9%	9.6%	8.9%
Ossining	25,299	69.6%	60.6%	30.4%	39.4%	8.5%	13.6%	22.0%	25.9%
Peekskill	23,977	79.9%	71.3%	20.1%	28.7%	5.7%	8.7%	14.4%	20.0%
Port Chester	29,417	58.6%	54.4%	41.4%	45.6%	10.9%	13.8%	30.4%	31.8%
Port Jervis	8,650	97.5%	92.9%	3.0%	7.1%	1.9%	4.1%	1.1%	3.0%
Poughkeepsie	30,511	86.1%	80.8%	13.9%	19.2%	4.0%	7.8%	9.9%	11.3%
Saugerties*	3,900		93.1%		6.9%		3.1%		3.9%
Walden	6,769	95.6%	94.9%	4.5%	5.1%	1.7%	3.6%	2.8%	1.5%
Wappingers Falls	5,429	83.7%	74.2%	16.7%	25.8%	7.2%	12.4%	9.5%	13.4%
West Haverstraw	10,334	78.7%	71.3%	21.4%	28.7%	9.7%	13.6%	11.6%	15.1%
Yonkers	199,725	73.6%	69.1%	26.4%	30.9%	11.5%	17.4%	14.9%	13.5%

Source: U.S. Census Bureau and ACS

* A Census Bureau error on the 2000 Census makes the use of 2000 Census for the Village of Saugerties inadvisable.

ECONOMIC DEVELOPMENT: 2017 Consolidated Funding Application Awards in UAA Communities

New York State, through its Consolidated Funding Application (CFA) process, has made funding economic development projects a priority. State grants awarded through the CFA are an important component to local economic development projects, funding a range of projects in the Hudson Valley.

In 2017, a total of \$84.8 million (spread across 113 separate projects) was awarded to communities in the Mid-Hudson Region (which includes Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester Counties). Within this region, 15 out of 23 UAA communities had projects funded (2 UAA communities, Catskill and Hudson, are in the Capitol Region, and both had projects funded). A total of \$20.9 million (25% of the total) was awarded to 30 projects within these communities, for an average award size of just under \$700,000. Relative to 2016, there were fewer awards to projects in UAA communities (30, down from 37), and less total money given to these projects (\$20.9 million, down from \$25.25 million). However, the number of communities with funded projects rose from 12 to 15.

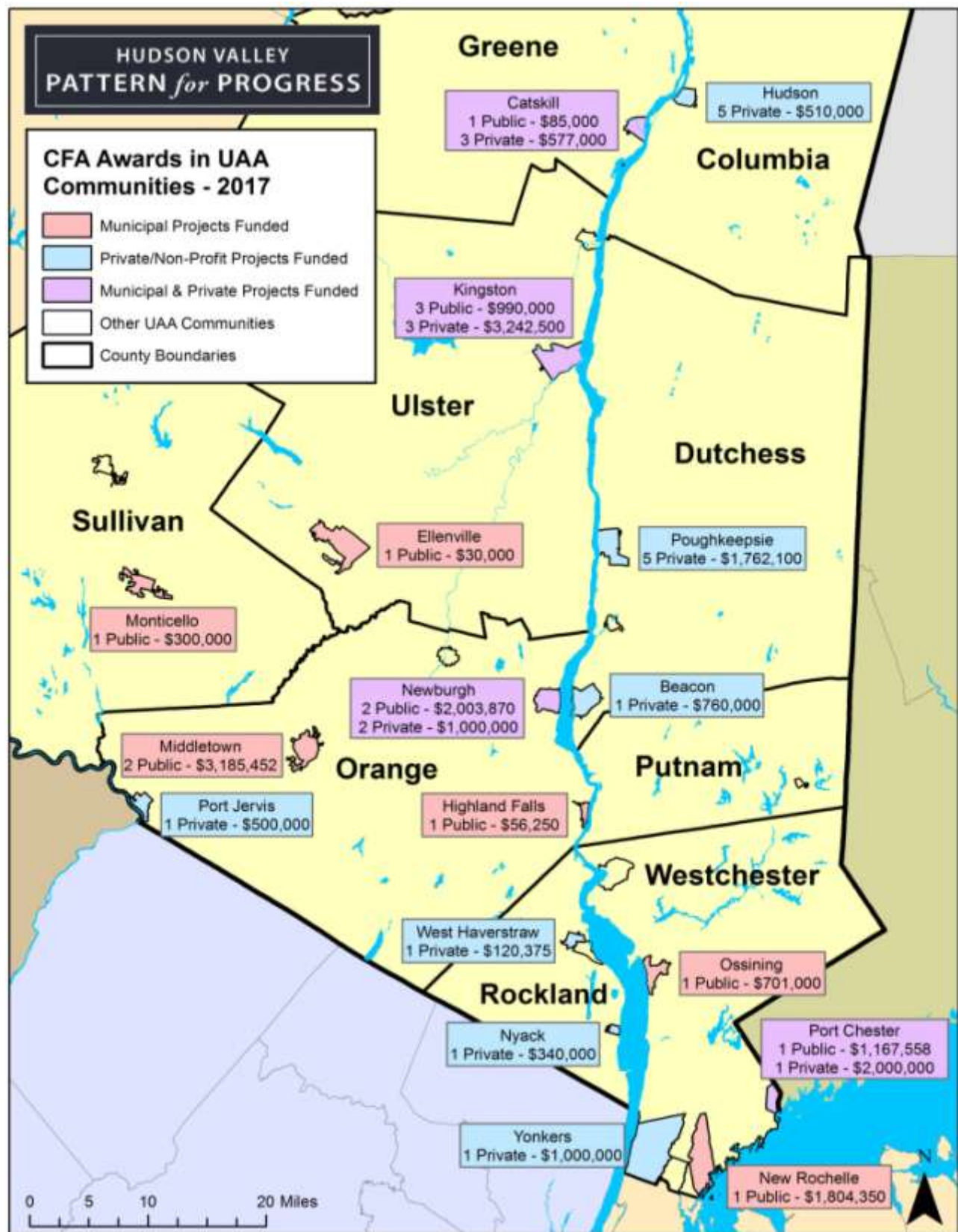
In 2017, 51% of awarded dollars went to applications by business or non-profit organizations in UAA communities. Poughkeepsie had 5 non-municipal projects funded, the most of any city. However, the \$1,762,100 total of these 5 awards was less than the \$2.0 million awarded in Port Chester (to a single project), the \$2,723,870 awarded in Newburgh (to 3 projects), and the \$3,242,500 awarded in Kingston (to 3 projects). Some of the largest awards to non-municipal applicants included: a \$2.0 million ESD Grant awarded to the Bowery Brewery to construct a new 30,000 sq. ft. building in downtown Port Chester to house a production brewery and taproom; a \$2.0 million ESD grant to JM Development Group to create a mixed-use development in Kingston's Stockade District with housing, parking, commercial space, and a hotel; and a \$1,000,000 ESD grant to the Lela Goren Group for phase two of a project to redevelop the historic Glenwood Power Plant in Yonkers into a cultural destination.

Almost half of the total money awarded went directly to local and county governments for 14 projects located within UAA communities. Middletown received \$3,056,565 from the DEC's Water Quality Improvement Program to purchase land and conservation easements to secure its water supply, and the Orange County Water Authority received \$1,723,870 from the same program to complete similar purchases to protect the City of Newburgh's water supply. Other large municipal awards included \$1,167,558 to Port Chester to replace bulkheads on the Byram River, and \$1,000,000 to New Rochelle to construct a 400-space "Green Parking Garage" with facilities for electric vehicles.

With 3 municipal and 3 non-municipal projects funded, and a total of \$4.2 million awarded, Kingston received the most assistance from the CFA process in 2017. Middletown, with 2 municipal projects totaling \$3.185 million was in second place, followed by Port Chester (\$3.167 million), and Newburgh (\$3.003 million). In addition, New Rochelle, Poughkeepsie, and Yonkers all had at least \$1 million go to projects within the community. The 2017 award recipient list: www.regionalcouncils.ny.gov

Next Steps: *Pattern will continue participating on the REDC and will remain involved in DRI communities. In partnership with the Rockland Economic Development Corp., Pattern will create a series of planning charrettes for key sites in the County. Pattern will track and advise UAA on the new Federal Opportunity Zones. Pattern will start a year-long study on the regional economy.*

State CFA Awards to Projects in UAA Communities – 2017



EDUCATION: Declining Enrollment

Across the Hudson Valley, public school enrollments are down since the start of the decade. Since the 2010-2011 school year, total enrollment in the 113 public school districts of the nine-county Hudson Valley region is down by 5.3%, a decline of 19,570 students in just seven years, from 367,926 to 348,356. Enrollment has declined in every county and in 77% of school districts. The enrollment decline has been most severe in rural Greene County, with 13.5% fewer students in the 2016-17 school year than the start of the decade, but Columbia, Dutchess, Putnam and Ulster Counties all saw enrollment declines of 10% or more. Westchester County saw the smallest enrollment decline, only 0.5%. Only 26 school districts have seen enrollment growth since the start of the decade, and 21 of those districts are in Westchester. Outside of the region's southernmost county, just five school districts have been growing--two in Rockland, two in Sullivan (by a total of only 51 students), and one in Orange County.

In the 24 districts serving the UAA³, the picture of enrollment decline is present, though the drop has not been as severe as in non-UAA communities. In these districts, the number of students fell from 140,483 to 136,977, a 2.5% drop, but well below the 5.3% drop in the region as a whole and the 7.1% drop in non-UAA districts. Seven of the 26 districts in the Hudson Valley with rising enrollment are UAA districts. Port Chester-Rye School District (up 17.8%) and Peekskill City School District (up 15.5%) led the growth, and were the only districts in the Hudson Valley with enrollment increases of more than 15%. Ossining School District also grew by a substantial 10.7%. The school districts serving Middletown, Yonkers, Liberty, and Nyack all grew by a more modest 3.0% to 3.5%. Why have these districts grown while others are shrinking? In most of them, especially the Westchester districts and Middletown, the answer can be found in growing immigrant communities, in which the median age is younger and the average family size is higher.

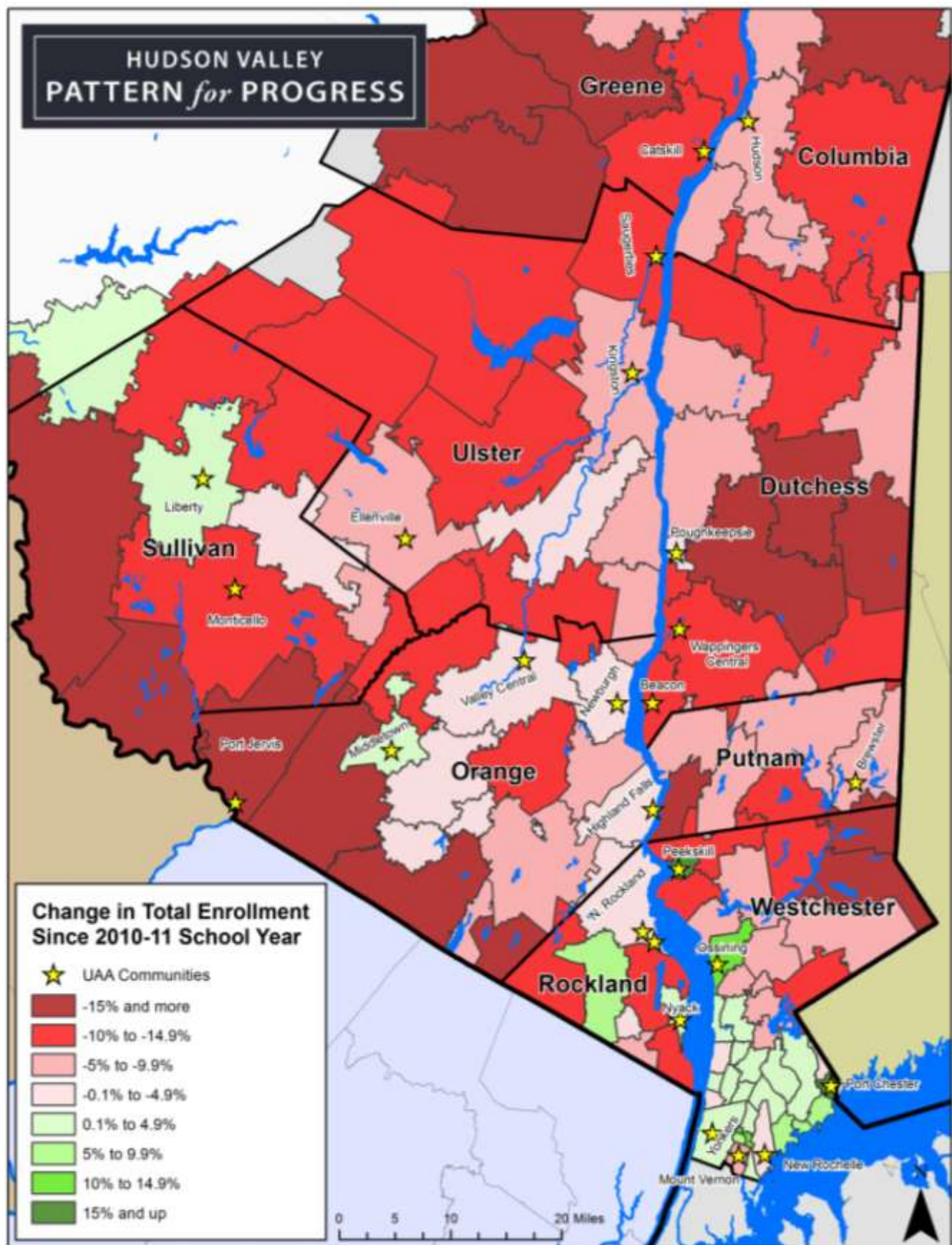
Some districts in the UAA, however, saw significant enrollment declines. Port Jervis City School District shrank by 15.1%, and Beacon City School District shrank by 14.9%. The districts serving Saugerties, Catskill, Wappingers Falls and Monticello all also saw enrollment declines of 10% or more. Collectively, the enrollment in the 17 UAA districts that shrank in size dropped by 6,413 students, while the 8 districts that grew added 2,907 students.

The impacts of declining enrollment can be serious for school districts and taxpayers. With fewer students, many districts need to question student-teacher ratios, yet they find it difficult to actually shrink the size of the workforce without running into union contract issues. This dilemma leaves a declining number of local taxpayers to shoulder a growing tax burden even as fewer students are served. Across the UAA districts, nearly all are seeing higher per pupil expenditures since the start of the decade, much of which could be explained by rising total costs (for benefits, salaries, etc.) divided among fewer students.

Next Steps: Pattern will focus attention on the school districts covering the 25 UAA communities and will issue a report regarding voting on school budgets and bond issues.

³ There are 25 UAA communities, but Haverstraw and West Haverstraw are both in North Rockland School District.

Declining Public School Enrollment in the Hudson Valley (2010-17)



HOUSING: Rising Rents, Declining Incomes-an Affordability Crisis for Renters

Throughout the urban areas of the Hudson Valley, there is an affordability crisis for renters caused by a combination of rising rents due to limited supply, and declining median incomes. Since 2000, the median rent has risen in 22 of the 25 UAA communities while the median income of renters has dropped in 23 of the 25 communities when accounting for inflation. This analysis uses median rent and median household income for renters figures from the 2000 Census and the 2016 American Community Survey. In order to meaningfully compare 2000 Census with the 2016 ACS data, the 2000 numbers were adjusted for inflation using rates from the Federal Bureau of Labor Statistics.

Median rents declined by 5% in Brewster and 1% in Ellenville, but in every other community besides Walden, Catskill and Port Jervis, median rents are up by at least 10% since 2000. Over that 16 year period, rents are up by at least 16% (equal to 1% annually) in 12 places: Kingston (26%), Liberty (20%), Monticello (18%), New Rochelle (16%), Newburgh (27%), Ossining (22%), Peekskill (17%), Poughkeepsie (21%), Saugerties (18%), Wappingers Falls (35%), West Haverstraw (20%), and Yonkers (21%). By 2016, the median monthly rent was over \$1,000 in 17 UAA communities, and over \$1,250 in nine of those communities. Catskill has the lowest median rent, at \$725, and Ossining has the highest, at \$1,450, although Nyack (\$1,440) and Port Chester (\$1,433) are close behind. The demand for rental housing has increased throughout the Hudson Valley while the supply of new housing has not kept pace.

Median incomes of renters, already lower than homeowner median incomes, have dropped nearly everywhere (only Highland Falls and Walden increased). Renter-households have a median income of more than \$50,000 in just three UAA communities. The median income for renters is in the \$40,000s in six communities, in the \$30,000s in six communities, in the \$20,000s in nine communities, and in one community (Liberty), is slightly below \$20,000 at \$19,943. The Hudson Valley is not alone when it comes to stagnating or declining incomes; a similar decline has occurred in New York State and nationally.

Given these trends, it is not surprising that the U.S. Department of Housing and Urban Development's Comprehensive Housing Affordability Strategy (CHAS) dataset shows a concerning picture on the extent to which renters are "cost burdened" (paying 30% to 50% of their income in rent) or "severely cost burdened" (paying more than 50% of their income in rent). According to the most recent CHAS data, majorities of renters in 19 of the UAA communities are cost burdened or severely cost burdened. In Newburgh, Catskill, Ellenville, and Port Chester, more than 60% of renters are cost burdened. In 9 UAAs, a third or more of renters are severely cost burdened, ranging from Mount Vernon with 33%, to Newburgh, with 45%. Haverstraw, Brewster, Port Jervis, Middletown, Peekskill, Poughkeepsie, and Walden, are the other communities where at least a third of renters are severely cost burdened. Conversely, rental costs are affordable (less than 30% of monthly income) for at least 50% of renters in Beacon, Yonkers, Wappingers Falls, Hudson, Nyack, and Highland Falls, and Highland Falls and Hudson are the only communities where less than 20% of renters are severely cost burdened.

Next Steps: Pattern will hold its annual housing conference in September. New "Housing Profiles," similar in style to the community profiles will be released for all 25 UAA communities taking a deeper dive into housing information. Pattern is working on a Strategic Housing Plan for the City of Hudson, providing technical assistance in affordable housing policy to New Rochelle and is creating a strategic plan for the IFCA Housing Network, an affordable housing group in Ossining.

Rental Affordability, Median Rent and Renter Incomes

	Median Rent (2016)	% Change since 2000	Median Income of Renters	% Change since 2000	Affordable (<30%)	Unaffordable (30-50%)	Severely Unaffordable (>50%)
Beacon	\$1,109	20%	\$33,922	-15%	50%	25%	25%
Brewster	\$1,138	-5%	\$51,838	-4%	47%	19%	34%
Catskill	\$725	2%	\$21,341	-8%	34%	35%	32%
Ellenville	\$766	-1%	\$23,910	-2%	38%	34%	28%
Haverstraw	\$1,295	11%	\$38,750	-2%	45%	21%	34%
Highland Falls	\$1,099	12%	\$57,321	25%	60%	28%	12%
Hudson	\$749	10%	\$25,399	-9%	54%	27%	19%
Kingston	\$1,018	26%	\$29,917	-7%	44%	25%	31%
Liberty	\$771	20%	\$19,943	-14%	47%	25%	28%
Middletown	\$1,101	15%	\$33,820	-7%	46%	18%	36%
Monticello	\$853	18%	\$21,236	-12%	42%	29%	29%
Mount Vernon	\$1,216	15%	\$36,831	-17%	42%	25%	33%
New Rochelle	\$1,382	16%	\$44,640	-10%	45%	28%	27%
Newburgh	\$1,094	27%	\$25,823	-23%	33%	22%	45%
Nyack	\$1,440	10%	\$55,268	-6%	56%	19%	25%
Ossining	\$1,450	22%	\$42,164	-16%	44%	25%	31%
Peekskill	\$1,324	17%	\$36,158	-19%	42%	21%	36%
Port Chester	\$1,433	12%	\$41,684	-14%	39%	29%	32%
Port Jervis	\$929	7%	\$27,966	-17%	41%	25%	34%
Poughkeepsie	\$1,033	21%	\$27,040	-7%	42%	21%	37%
Saugerties	\$920	18%	\$27,460	-9%	48%	21%	31%
Walden	\$972	0%	\$45,588	37%	48%	8%	44%
Wappingers Falls	\$1,295	35%	\$40,777	-9%	53%	24%	23%
West Haverstraw	\$1,396	20%	\$34,838	-19%	49%	22%	29%
Yonkers	\$1,252	21%	\$40,217	-7%	50%	22%	28%

INFRASTRUCTURE: Sewers-The Hidden Cost of Deferred Investment

New York's dire need for water infrastructure funding is well documented, with conservative estimates of \$31.4 billion and \$22 billion needed for wastewater and drinking water systems, respectively, in the coming decades.⁴ In light of diminished federal support, and despite increased NYS funding, the cost of water systems falls largely on local taxpayers. UAA communities, with their older downtowns and aging water infrastructure, are especially sensitive to these financial challenges. Capital planning and spending is essential to avoid more costly emergency repairs and to foster economic development in places, such as the UAA communities, where infrastructure capacity exists, albeit in need of an expanded tax base to support its operation. The data presented here briefly illustrates the current distribution and status of wastewater treatment facilities in the Hudson Valley.

There are 140 WWTPs (wastewater treatment plants) in the Hudson River watershed south of Albany, treating about 245 million gallons of wastewater per day. The average WWTP in the Hudson region is operating at 59% capacity, meaning there is room for growth in the volume of wastewater, though in several cases this flow meets or exceeds capacity. The 140 WWTPs are connected to thousands of miles of sewer lines and hundreds of pump stations moving wastewater from users to the treatment plants. The owners of the WWTPs own and operate roughly 3000 miles of sewer lines, but the total miles of sewer lines in the Hudson region connecting to these WWTPs is vastly larger, and owned by a diversity of districts and municipalities. For example, the Yonkers Joint WWTP is owned by Westchester County and the County's 100 miles of sewer lines in this district are included in the above regional total, but the 400 miles of combined sewer and stormwater pipes owned and maintained by the City of Yonkers are not included. Of the 25 UAA areas, 14 own WWTPs and the others commonly own and operate a satellite system of sewer lines and pump stations.

The average age of sewer lines in the Hudson Valley is 52 years. Sewer lines in the UAA communities, the historic commercial centers of the Hudson Valley, are much older at an average of 80 years.⁵ Newburgh has the highest average sewer line age at 115 years, followed by Poughkeepsie (104 years) and Hudson (97 years). Parts of Hudson's sewer system are over 180 years old.⁶

With the average WWTP operating at 59% capacity (61% in UAA communities), this suggests there is room for business and population growth. NYS infrastructure policy favors "smart growth" and improved capital planning and asset management in areas with existing infrastructure over "sprawl" development, but the actual work to align infrastructure investment and economic development requires data that in many cases does not yet exist. For example, only 57% of Hudson Valley communities had capital plans in 2014⁷ and many sewer collection systems remain unmapped.

Next Steps: Pattern will continue convening a quarterly infrastructure roundtable. In a pilot program, Pattern is seeking to produce a capital budget and plan for one of the UAA communities.

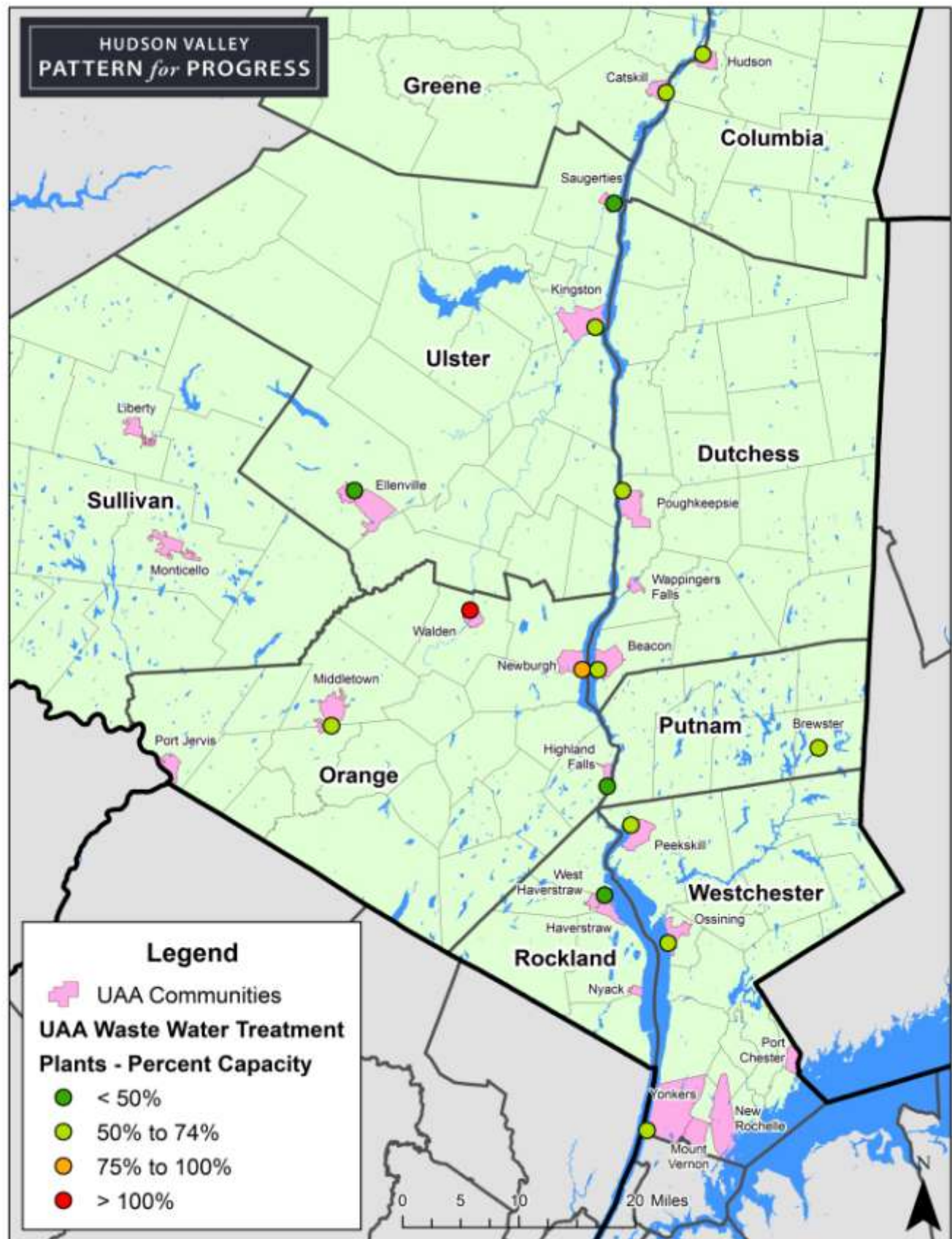
⁴ Pattern, "Rebuilding our Infrastructure: Got a Spare Billion?"

⁵ Data on WWTPs in Liberty and Monticello was not available.

⁶ Delaware Engineering, April 2018.

⁷ Hudson Valley Pattern for Progress (May, 2014) Infrastructure Planning and Investment: A Widening Gap. P.5.

Wastewater Treatment Plant Capacity in UAA Communities



LOCAL/REGIONAL GOVERNANCE : Municipal Finances-Key Trends Since 2012

When Governor Cuomo introduced the New York State Tax Cap in 2011, majorities of taxpayers welcomed the move, even as some local elected officials feared it would be impossible to meet the cap without drastic cutbacks in services. The need for some form of control on property taxes was clear in 2011 and remains clear today. Since 2012, most UAA communities have stayed within the tax cap every year, and only a handful of communities have exceeded the tax cap in a majority of recent years. But how has the need to keep budgets below a 2% (or lower) tax increase impacted the bottom line for the cities and villages of the UAA? And will rising costs soon force municipal leaders to make even more difficult choices in order to stay under the cap?

To evaluate these questions, five years of municipal expenditure and revenue data (2012 through 2016) from the Office of the New York State Comptroller were reviewed. Revenue and expenditure data represent actual totals received and expended, not simply budgeted totals. Municipal budgets must be balanced when passed each year, but of course, actual revenues and expenditures do not always balance, for a variety of reasons. Sales tax receipts may come in lower than expected, for instance, or a particularly snowy winter may overwhelm budgeted expenses for snow removal and road salt. So this analysis first looked at which municipalities had revenues that exceeded expenditures over the last five years, and which had they fallen short in. Most municipalities have some type of contingency or "rainy day" fund to make up unanticipated shortfalls, so if a city or village runs a deficit one or two years, it may not be a huge concern. Too many years in the red, however, can lead to severe financial problems down the line.

In the 23 communities evaluated,⁸ only four showed revenues exceeding expenditures all five years--Haverstraw, Newburgh, New Rochelle, and Yonkers. Middletown, Ossining, and Port Chester all finished the year with revenues exceeding expenditures in four of five years since 2012. No municipality ran a deficit all five years, but five communities finished the year with expenditures exceeding revenues in four out of the past five budgets--Ellenville, Liberty, Peekskill, Poughkeepsie, and Wappingers Falls. Over the five year period, seven UAAs (Catskill, Ellenville, Monticello, Peekskill, Poughkeepsie, Wappingers Falls, and West Haverstraw) had a net budget deficit even though they all had one or more years where revenues exceeded expenditures. Not all of these budget deficits were equally large, however. Relative to the average size of the budget, Ellenville's finances appeared in particularly troubled shape, with a cumulative deficit of \$6.2 million since 2012 even though average municipal expenditures were just \$9.8 million. West Haverstraw's cumulative deficit, by contrast was just \$170,000 while average expenditures were \$6.7 million.

Next Steps: Pattern will continue the development of a legislative agenda for UAA communities by surveying leaders from these communities. Pattern is also working on Part II of the Rockland Shared Services Study.

⁸ Revenue and expenditure data for Mount Vernon was unavailable for 2016 and for Saugerties was unavailable for 2015 and 2016, so these communities were excluded from the analysis.

UAA Municipal Finances 2012-16: Annual Net Surplus/Deficit

	2012	2013	2014	2015	2016	NET
Beacon	-\$3,721,459	-\$3,898,326	\$7,412,985	-\$3,380,426	\$8,048,412	\$4,461,186
Brewster	-\$122,661	\$1,761,715	\$358,360	-\$218,857	\$5,603,449	\$7,382,006
Catskill	\$67,389	\$245,313	-\$17,508	-\$169,324	-\$1,139,335	-\$1,013,465
Ellenville	-\$5,783,367	-\$933,499	-\$1,880,555	-\$2,275,540	\$4,629,820	-\$6,243,141
Haverstraw	\$482,250	\$167,959	\$113,071	\$1,979,161	\$3,933,113	\$6,675,554
Highland Falls	\$2,688,393	-\$93,927	-\$179,817	\$405,883	\$1,227,316	\$4,047,848
Hudson	-\$46,582	\$206,858	\$2,726,992	\$546,315	-\$417,761	\$3,015,822
Kingston	-\$1,687,592	\$3,253,789	-\$1,025,781	\$4,467,928	-\$1,960,361	\$3,047,983
Liberty	-\$523,228	-\$1,094,585	-\$361,008	\$2,628,894	-\$161	\$649,912
Middletown	\$16,445,469	-\$310,162	\$4,655,808	\$821,596	\$13,440,564	\$35,053,275
Monticello	-\$2,402,844	\$301,648	\$247,824	-\$5,698,347	-\$64,560	-\$7,616,279
Mount Vernon	\$11,124,881	-\$119,428	\$1,120,730	\$3,551,211	N/A	\$15,677,394
Newburgh	\$19,377,067	\$2,144,830	\$1,229,641	\$2,748,895	\$1,163,455	\$26,663,888
New Rochelle	\$1,752,276	\$31,767,969	\$18,030,462	\$6,614,487	\$8,011,076	\$66,176,270
Nyack	-\$735,513	\$2,106,348	-\$722,375	\$1,279,578	-\$753,722	\$1,174,316
Ossining	\$11,597,739	\$1,941,022	\$12,009	-\$759,771	\$2,587,272	\$15,378,271
Peekskill	-\$2,892,179	\$3,646,709	-\$4,908,715	-\$4,149,561	-\$2,954,060	-\$11,257,806
Port Chester	\$8,526,201	-\$1,234,703	\$4,008,564	\$1,235,148	\$277,039	\$12,812,249
Port Jervis	-\$151,788	\$2,383,014	-\$2,081,368	\$358,045	\$49,921	\$557,824
Poughkeepsie	-\$3,131,294	-\$1,804,113	\$4,134,844	-\$1,286,617	-\$3,321,312	-\$5,408,492
Saugerties	\$104,126	\$197,037	-\$4,410	N/A	N/A	\$296,753
Walden	-\$1,153,701	\$1,400,186	-\$180,195	\$203,260	-\$173,524	\$96,026
Wappingers Falls	\$4,403,352	\$101,068	-\$667,652	-\$2,103,064	-\$2,702,176	-\$968,472
West Haverstraw	-\$1,001,861	\$54,894	\$29,816	\$907,808	-\$160,311	-\$169,654
Yonkers	\$27,680,359	\$63,838,172	-\$7,117,983	\$57,239,547	\$82,436,647	\$224,076,742

PUBLIC HEALTH: Many UAA Residents Still Lack Health Insurance

The passage of the Affordable Care Act (ACA) in 2010 created many new options for New Yorkers to obtain health insurance, including the expansion of the Medicaid program, and allowing individuals under age 26 to remain on their parents' health insurance policy. The law also created a health insurance marketplace so that anyone not covered by an employer or public health plan could sign up for a policy offered by the marketplace, with subsidies offered to individuals earning up to 400% of the federal poverty line. And yet, despite these efforts, there are still over 77,000 residents of the UAA communities who lack health insurance--12% of the total. Because children are eligible for Medicaid, and seniors are eligible for Medicare, 92% of residents who lack health insurance are between the ages of 18 and 64. Within this age range, 18% of residents (71,392 people) lack health insurance.

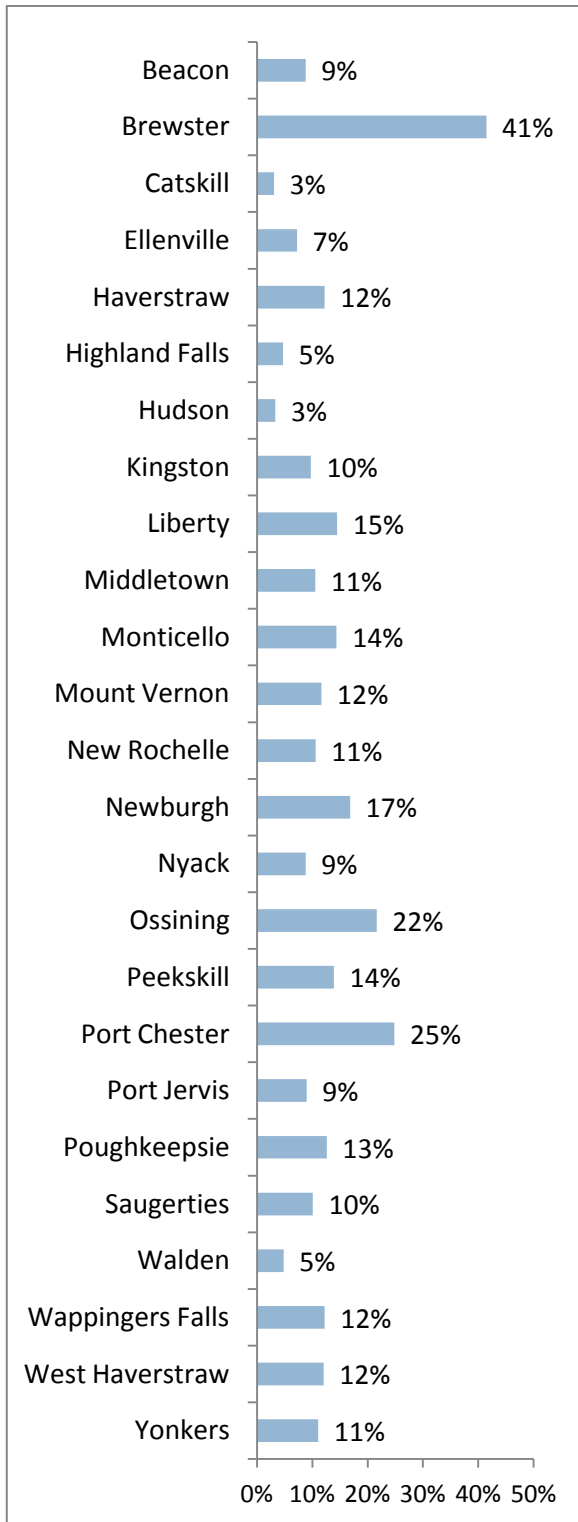
In some UAA communities, there are relatively few uninsured residents. More than 90% of the population in Beacon, Catskill, Ellenville, Highland Falls, Hudson, Nyack, Port Jervis, and Walden have health insurance, although in all those communities except Catskill, Highland Falls, Hudson, and Walden, more than 10% of residents ages 18-64 are uninsured. With the exception of Beacon, these communities are all among the smaller UAAs in population, although some other small UAAs such as Liberty and Monticello have higher numbers of uninsured residents. Brewster, the smallest UAA community, has by far the highest rate of uninsured residents, with 41% of all residents and 55% of residents ages 18-64 lacking health insurance. Ossining and Port Chester also have unusually high numbers of uninsured residents; 22% in Ossining (32% of 18-64 year olds) and 25% in Port Chester (35% of 18-64 year olds). All three communities share a high number of recent immigrants, many of whom are unable to take advantage of the ACA due to barriers of language and/or immigration status.

What are the demographics of the uninsured population? A 59% majority of uninsured residents are male, and 15% of all men in UAA communities lack health insurance, in contrast to only 10% of women. Hispanics are far more likely to lack health insurance than non-Hispanics. Across the UAA, 22% of Hispanic residents are uninsured, and 58% of uninsured residents are Hispanic. Immigrants are far more likely than those born in the U.S. to lack insurance. Just 6% of UAA residents born in the U.S. are uninsured, compared to 28% of those born abroad; 63% of the uninsured population was born abroad. The likelihood of having health insurance is also directly correlated with education. Only 7% of residents (age 25 and older) with a bachelor's degree or higher are uninsured, while 17% of high school graduates, and 27% of people without a high school diploma are uninsured. Not surprisingly, residents with incomes above \$100,000 are the least likely to be uninsured (93% have insurance). However, residents with incomes between \$75,000 and \$99,999 are only slightly less likely than residents with incomes under \$25,000 to be insured; 13% of the former group are uninsured, and 15% of the latter group.

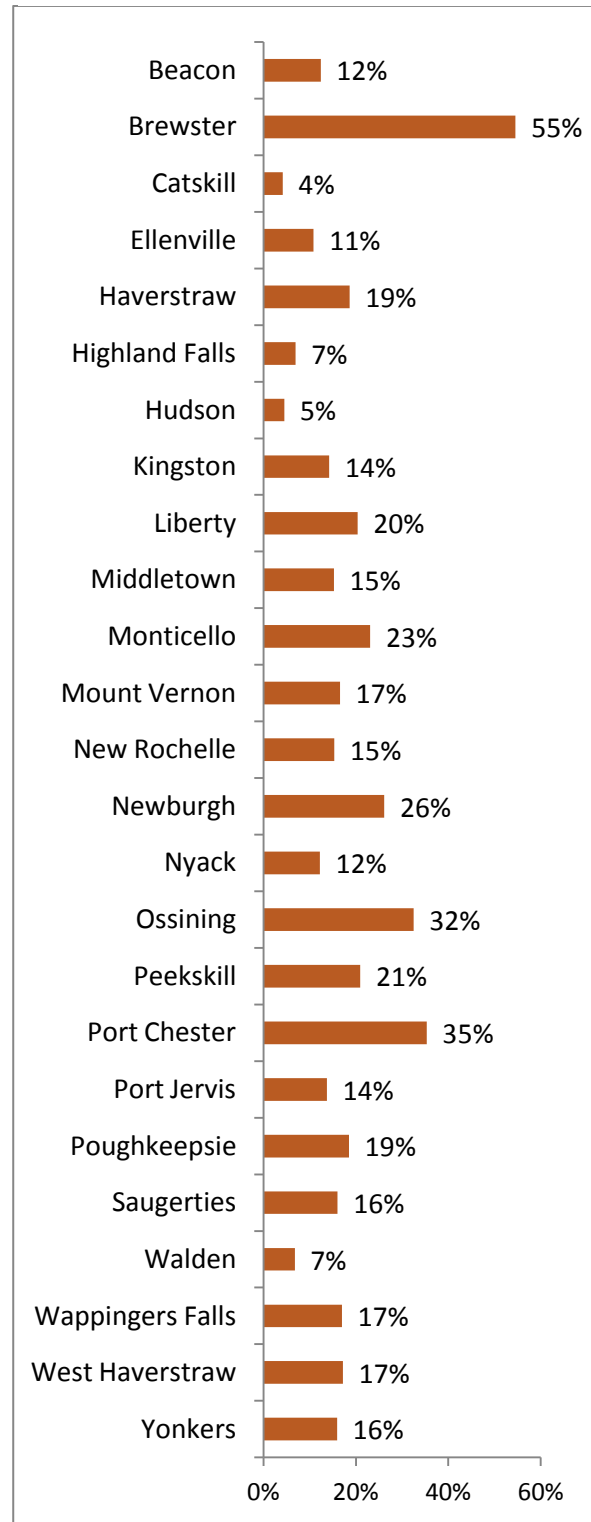
Next Steps: *Pattern continues to seek funding for a pilot program based on the Robert Wood Johnson model for select small urban areas.*

Health Insurance Data

*Percent of All Residents
Without Health Insurance*



*Percent of Residents Ages 18-64
Without Health Insurance*



PUBLIC SAFETY: Fewer Cops, Lower Police Budgets...and Less Crime?

Standard criminal justice theory and common sense suggest that if cities reduce the number of police officers while spending less on police services, that the crime rate should rise. Yet an examination of crime and staffing data from the New York State Division of Criminal Justice Services and spending data from the Office of the New York State Comptroller⁹ raises questions about that relationship. This report looked at data for 10 cities and one large village in the UAA, the communities for which data was available over the time period studied.¹⁰

Over the decade between 2007 and 2016, the number of sworn law enforcement officers declined in 10 of 11 communities and stayed constant in the 11th--a total decrease of 116 officers. In four communities (Kingston, Middletown, New Rochelle, and Poughkeepsie) the number of police dropped by 10% or more while in four communities, the change in officers was minimal (2 fewer in Port Jervis, 1 fewer in Hudson and Port Chester, and no change in Beacon). Inflation-adjusted spending on police services declined along with the reductions in staffing in eight of eleven communities, rising only in Hudson (+6%), Port Chester (+18%) and Port Jervis (+20%).¹¹ Newburgh (-17%) and Poughkeepsie (-13%) saw the largest drops in spending, while in Yonkers, spending fell only 2%, and in Middletown, only 3%. Inflation-adjusted figures were used in order to provide an accurate picture of the change in spending; in non-adjusted dollars, spending increased in every community but Newburgh, however, in most communities the increase did not keep pace with inflation.

Despite spending less money, and fielding fewer law enforcement officers, every community saw drops in index crimes reported to the FBI.¹² The declines ranged from a 7% drop in Beacon to a 50% reduction in Hudson. There is little correlation in crime declines between cities which sharply reduced their police department size and cities that did not reduce department size. Beacon was the only city where the police department size was unchanged, yet it saw the smallest crime decline of any community. Poughkeepsie's police department shrank from 107 to 91 officers (a 15% decline) yet crime in the city plummeted by 43% over the decade. This analysis does not argue that reducing the size of police departments reduces crime, but it does suggest that the relationship between the size and cost of a police department and the crime rate may not be as straightforward as is commonly assumed. This also raises the question of what is responsible for the crime declines in UAA communities if it is not a larger police presence.

Next Steps: A forthcoming report will evaluate the relationships between law enforcement spending, police spending, and crime in more detail with a focus on a broader range of communities throughout the Hudson Valley. Pattern will explore the creation of policing districts.

⁹ Spending data includes only direct spending on police salaries and operational expenditures. Spending on employee benefits is reported differently in different cities, so is not included here, in order to maintain consistency.

¹⁰ Mount Vernon was the only city that could not be included, because police spending data for 2016 was not available on the Comptroller's website. Other communities were excluded either because crime data was missing or unavailable, law enforcement staffing levels were complicated by the presence of part time officers, or the community lacks a local police department.

¹¹ 2007 spending totals were adjusted for inflation using the Bureau of Labor Statistics' CPI Inflation Calculator.

¹² Index crimes reported are murder, rape, robbery, aggravated assault, burglary, larceny, and motor vehicle theft

Law Enforcement Personnel, Spending and Crime

	Number of Full Time Law Enforcement Officers				Spending on Police (millions of dollars)				FBI Index Crimes			
	2007	2016	Change	% Change	2007	2016	Change	% Change	2007	2016	Change	% Change
Beacon	34	34	0	0%	\$4.38	\$4.10	-\$0.28	-6%	309	286	-23	-7%
Hudson	26	25	-1	-4%	\$2.59	\$2.74	\$0.15	6%	325	164	-161	-50%
Kingston	79	71	-8	-10%	\$9.04	\$8.21	-\$0.84	-9%	766	560	-206	-27%
Middletown	75	64	-11	-15%	\$8.79	\$8.56	-\$0.23	-3%	1,136	814	-322	-28%
New Rochelle	183	152	-31	-17%	\$26.70	\$24.00	-\$2.69	-10%	1,673	1,347	-326	-19%
Newburgh	95	86	-9	-9%	\$11.98	\$9.98	-\$2.00	-17%	1,612	1,288	-324	-20%
Peekskill	59	54	-5	-8%	\$8.58	\$7.60	-\$0.99	-11%	289	200	-89	-31%
Port Chester	62	61	-1	-2%	\$7.77	\$9.20	\$1.43	18%	774	550	-224	-29%
Port Jervis	32	30	-2	-6%	\$2.93	\$3.52	\$0.59	20%	248	214	-34	-14%
Poughkeepsie	107	91	-16	-15%	\$13.53	\$11.77	-\$1.75	-13%	1,453	833	-620	-43%
Yonkers	645	613	-32	-5%	\$96.79	\$95.33	-\$1.45	-2%	3,890	3,132	-758	-19%

REGIONAL AMENITIES: Breweries Revitalize Urban Areas

From Yonkers to Poughkeepsie, and from Port Jervis to Hudson, across the urban areas of the Hudson Valley, communities are finding that breweries can act as small scale anchor institutions, bringing a surge of new visitors and energy into downtowns. These businesses provide direct benefits to cities, in the form of increased tax revenue and new jobs. But beyond the direct financial benefits, breweries can bring an important long term benefit to communities in helping to "rebrand" downtown areas as exciting and vibrant places to visit and live. The visitors who travel to a brewery often patronize other restaurants and stores on their visit.

Twelve cities and villages in the UAA have at least one brewery, and four of the twelve communities (Middletown, Beacon, Poughkeepsie, and Wappingers Falls) have two breweries. There are a total of 16 breweries in UAA communities--6 in Dutchess County, 4 in Orange County, 2 in Westchester Counties, and 1 each in Columbia, Greene, Rockland, and Ulster Counties. While some are more established, most of these breweries have opened in just the last several years. There are also at least two distilleries in UAA communities--in Beacon and Port Chester--and additional breweries, distilleries, and cideries in UAA communities that make and distribute beer, alcohol, or hard cider but are not open to the public. While these businesses also create tax revenue and jobs, they are not included in this analysis since unlike the other establishments, they do not draw visitors or create a sense of buzz in the way that breweries can for a downtown.

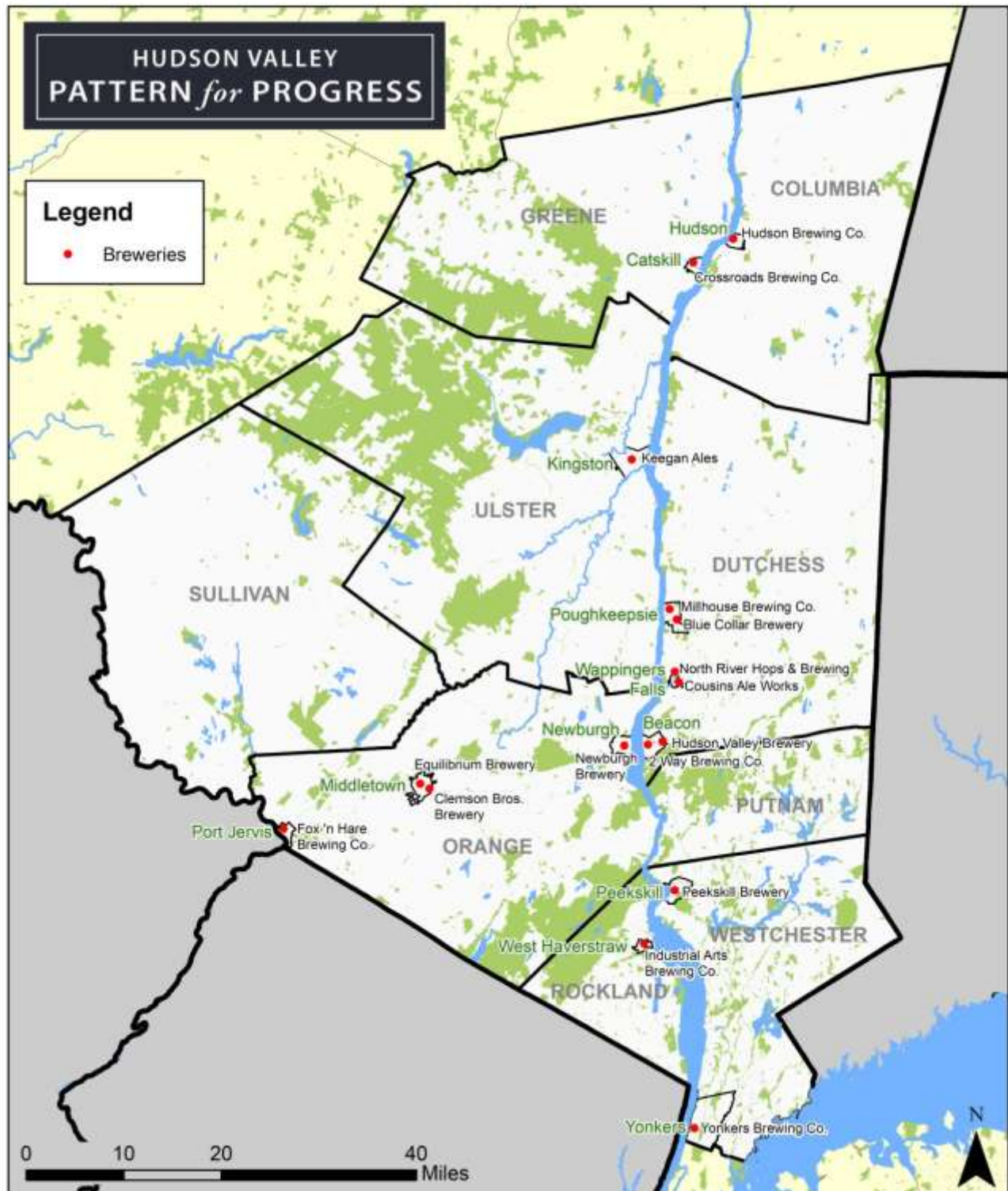
In many of the UAA communities, breweries have taken over unused 19th and 20th century industrial buildings and repurposed them for the 21st century. Newburgh Brewery, for instance, opened seven years ago in a paper box factory overlooking the Hudson River that was originally built around 1850. In West Haverstraw, Industrial Arts Brewing Company has repurposed the interior of a similarly aged dye factory at the Garner Historic District, a former mill complex along the Minisceongo Creek. Poughkeepsie's Blue Collar Brewery, which opened in 2013, used a former paper company building from the early 20th century in the city's historic industrial North End. These old industrial buildings offer both aesthetic appeal--plenty of exposed brick, wood, and iron--and practical benefits, with the high ceilings and large, unobstructed floor plans needed for brewing equipment.

The Regional Economic Development Council has recognized the important boost that a successful brewery can bring to a downtown. In 2017, a \$2 million ESD grant went to the Bowery Brewery, a company that will be constructing a new 30,000 square foot building in Port Chester to house a "mid-size production brewery, taproom, and covered parking lot."¹³ Other breweries that have received ESD funding in recent years include Equilibrium Brewery in Middletown and Hudson Valley Brewery in Beacon.

Next Steps: Pattern is conducting research on anchor projects including studying the Walkway Over the Hudson, having Jonathan Drapkin teach a course at Marist College about anchor projects, and incorporating them into the Fellows curriculum in 2017-18. Pattern will also explore a new format for the Community Builders program. In December 2017, Pattern received a strategic planning grant from ESD to create a collaboration among anchor institutions in the City of Poughkeepsie.

¹³ <http://regionalcouncils.ny.gov/cfa/project/267874>

Breweries in UAA Communities



Note: As indicated by the title, this map only illustrates breweries located within the 25 UAA communities. There are of course many other breweries located throughout the Hudson Valley in other communities that are not part of the UAA.

TECHNOLOGY: LED Streetlight Conversions in the Hudson Valley

Communities of the Hudson Valley and throughout New York are converting their streetlights to Light Emitting Diode (LED) bulbs in order to save money on energy and maintenance costs, improve lighting, and decrease greenhouse gas production.

The conversion of all 1.4 million streetlights in New York would save taxpayers an estimated \$97 million per year, and reduce energy consumption by 524 GWh per year, helping NY meet its aggressive greenhouse gas reduction targets. LEDs emit a quality of light that produces comparable light levels at lower wattages than traditional lights, further enhancing their energy efficiency. Almost 90% of streetlights in New York are High Pressure Sodium (HPS) lights. LEDs use 45-70% less energy and last four times longer than HPS lights (100,000 hours rather than only 25,000 hours). The long life of an LED bulb means low maintenance costs, for instance, fewer trips with a bucket truck to replace a bulb. This, in turn, makes municipal ownership of LEDs relatively non-burdensome from an operational perspective.

Lastly, LEDs, with their tightly controlled directionality, bring the additional benefit of reduced “light pollution,” or the accidental, annoying and wasteful illumination of private yards and even the night sky. On this latter point, to the extent LEDs help salvage a better view of the nighttime sky, LED streetlight conversions have a role to play in preserving the scenic values on which much of tourism in the Hudson Valley depends.

Despite the clear benefits of LEDs, challenges to adoption exist and for the most part only UAA communities that already owned their streetlights, such as Yonkers and Peekskill, have converted to LEDs. The exceptions to this rule are Beacon and Poughkeepsie. In 2016, the PSC approved their purchases from Central Hudson Gas and Electric Corp., of 1,020 and 1,492 lights each, respectively.¹⁴ Poughkeepsie paid \$234 per light, with a total project cost, including LED fixtures, installation and finance costs, of about \$2.4 million. The city projected total annual savings in energy and maintenance of \$369,010, for a 6.5 year simple payback period on its investment.

The majority of savings are not from energy efficiency, but from the lower cost of operating streetlights under the PSC tariff for municipal ownership. In 2015 the Cuomo administration, as part of its Reforming the Energy Vision campaign for renewable energy, changed the Public Service Law to empower localities to buy their lights from utilities and dramatically reduce their streetlight rental costs. The New York Power Authority, the Hudson Valley Regional Council, NYSERDA and various engineering companies offer services to municipalities exploring the benefits of LED streetlight conversion, ranging from streetlight audits and lighting designs to the financing, installation and maintenance of new fixtures. The path to completion can be complex, but the opportunity to save money, over \$30,000 per month in the case of Poughkeepsie, is a great motivator for communities working to meet the NYS Tax Cap, rising personnel costs and sustainability goals. Many Hudson Valley municipalities are currently exploring this proven approach to energy efficiency, cost reduction and public safety.

Next Steps: Formulate an advocacy agenda focused on Digital Maturity, or the extent to which routine paper-intensive operations are digitized and automated, as a key indicator of local government efficiency.

¹⁴ NYS PSC (7/14/16) PSC Approves Street Lighting Sale to Dutchess County Cities

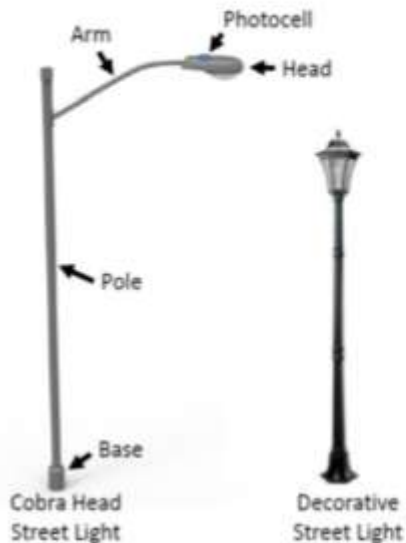
Sustainability Snapshot: LED Streetlights



Steve Homic of D & M Electric in Elmsford replaces street lights along Old Mamaroneck Ave in White Plains.
(Photo: John Meore/The Journal News)



**LED LIGHTS PROVIDE BETTER
VISIBILITY AT LOWER WATTAGE THAN
TRADITIONAL STREETLIGHTS**



MUNICIPAL STREETLIGHTS

- There are approximately 1.4 million streetlights in New York State
- Costs are typically a municipal expense borne by local taxpayers
- The most common existing technology is High Pressure Sodium
- Street lights are typically unmetered



CITY OF YONKERS

- 12,000 lights
- \$8.7 million project cost repaid from energy savings
- Net savings almost \$1 million/year
- Municipal GHG reduced by 10%

TRANSPORTATION: Commuting Pattern in the Hudson Valley

Across the Hudson Valley, nearly 1.4 million people are on the move for work each day, travelling to or from one of the nine counties in the region--or staying in their home county to work. Even though detailed data for commuting destinations is not available at the municipal level, an examination of where people in the Hudson Valley are commuting to offers insights into the patterns of jobs and the workforce in our region that can be applied to the 25 UAA communities.

In every county except Putnam, a majority of workers have jobs within the county they live in. Sullivan County has the highest percentage of workers (72%) who work within the county (a number that may rise even higher with the opening of the new casino), and Ulster (68%) is not far behind. These counties' distance from major job centers is certainly a factor in the high share of residents who work in the county. For example, Sullivan is located too far from New York City (and lacks mass transit) to enable widespread commuting there, and the Middletown/Goshen area is the only significant concentration of jobs available within less than an hour's drive from most of the county. In Putnam by contrast, only 31% of workers stay within the county for work. With so many people leaving Putnam for work it is not surprising that only 13% of Brewster residents (the only UAA in Putnam) work within Brewster (43% work within Putnam). Putnam's rugged topography, and its convenient mass transit and highway access to the job centers of New York City and Westchester coupled with a cost of living that is lower than either of those areas has made the county much more of a bedroom community than others in the Hudson Valley.

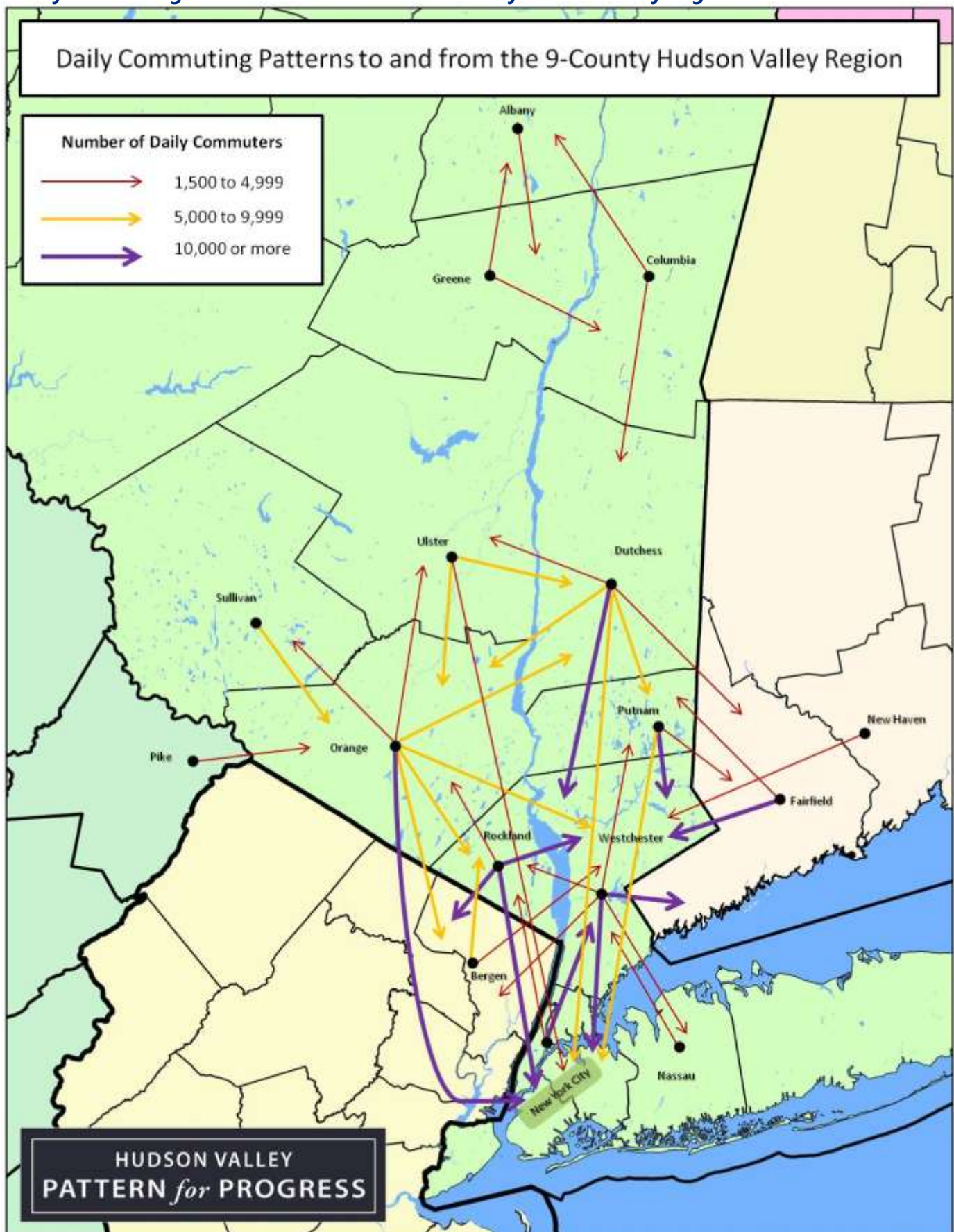
In nearly all the counties in the Hudson Valley, the number of commuters coming into the county for work is significantly lower than the number leaving. In Ulster County, for instance, approximately 26,500 people leave the county for work but only 12,000 come in--just 45% of the outbound total. In Westchester by contrast 165,000 people leave for work but 147,000 people enter the county--89% of the outbound total. Westchester's county seat, White Plains, is one of the top reverse-commute destinations in the metro area. Westchester sees a substantial inbound commute from the counties of the Hudson Valley. Dutchess (15,162), Putnam (19,136), and Rockland (10,368) each send more than 10,000 commuters a day to Westchester, and Orange County sends nearly 7,000.

A more detailed look at the county to county commuting data reveals some interesting patterns (see map at right). The three outer counties in the region--Columbia, Greene, and Sullivan--are less tied into regional commuting networks than the other six counties in the Hudson Valley. Though just over 5,000 Sullivan residents commute to Orange County, there are no other counties to which even 1,000 Sullivan residents commute, and no counties that send 1,000 or more commuters to Sullivan (though this could change with recent investments and job creation).

By contrast, Orange County has the most varied commuting patterns of any in the region. Besides the nearly 18,000 commuters to New York City, between 5,000 to 10,000 commuters from Orange work in each of Bergen, Rockland, Westchester, and Dutchess Counties and between 1,500 and 5,000 work in both Sullivan and Ulster Counties.

Next Steps: Pattern will continue to work with communities on transit-oriented development (TOD) projects.

Daily Commuting Patterns to and from the 9-County Hudson Valley Region



URBAN PARKS: Making Places for People

Parks and green spaces are a key factor in urban quality of life, affecting residents' sense of personal and community wellbeing, and their frequency of physical exercise. Proximity makes a difference, as anybody pushing a baby stroller or recovering from hip surgery knows, so this analysis looks not just at the existence and size of parks, but at how many people live within a short walk of a park boundary. By this measure, Hudson Valley communities are quite diverse.

Ellenville, for example, boasts extraordinary nearby natural scenery and 82% of its land area is park, since municipal boundaries encompass parts of the Shawangunk Ridge. Yet a relatively low 17% of residents live within a quarter mile walk of a park since there are few parks located within the more densely populated parts of the village. In Nyack, by contrast, 73% of residents, exactly the regional average, live near a park, but these parks serve a much higher population of about 1,000 people per acre. According to the Trust for Public Land (TPL), only 55% of U.S. youth live within a half mile of a park, or about a ten minute walk, revealing that Hudson Valley residents have above average access to local parks. TPL has built a national online database of urban parks called "ParkServe" designed to help communities understand issues of park accessibility and to target investments.

On average, UAA cities and villages are about 7% parkland – that's over 10,000 acres of parks serving the 656,000 residents. Many parks originated as private land donations, and public-private partnerships continue to play an important financial role in the face of strained municipal budgets. When residents gather resources to invest in a new playground, for example, the civic pride and community solidarity the playground represents are part of a positive social and economic cycle. This cycle is much harder to begin in places where high rates of poverty make private fundraising less likely.

At their best, small urban parks are exercises in creative "placemaking," responding to changing demographics while building on opportunity and local history. Nyack's waterfront park began as landfill from the construction of the Tappan Zee Bridge in the 1950s, with old barges functioning as bulkheads. It now features a fishing pier for viewing the new bridge over the Hudson, along with a new skate park, playground, gazebo, butterfly garden, war memorial, basketball court and little league field, each a joint project of dedicated volunteers and village government.

In Newburgh, the Safe Harbors Green was developed to complement a multifaceted anchor project on Broadway including affordable housing, a historic theater, art galleries, social services for the homeless and mentally ill, and retail business. The park hosts public art and cultural events, serves local residents as a place to picnic and relax and demonstrates green infrastructure and ecological landscaping techniques. On a small scale, it is a "high-performing park," aiming to catalyze positive change in a city seeking to embrace its past and obtain a more prosperous and inclusive future.

Exercise takes place not just at park facilities but also when people walk to and from parks. And public health experts estimate that 80% of a population's health is determined by social and economic factors ranging from income to housing, education, and yes, access to parks.

Next Steps: Pattern will assist the City of Middletown with parks development strategy linked to downtown redevelopment.

Population, Parks and Open Space

		Population within ¼ mile of park/open space		Municipality			
	Total Population *	# of residents	% of residents	Area (acres)	Acres of park/open space	% park/open space	Residents per acre of park/open space
Beacon	16,017	8,495	53%	3,120	234	8%	68
Brewster	2,462	2,462	100%	302	12	4%	205
Catskill	4,157	2,978	72%	1,829	32	2%	130
Ellenville	4,303	749	17%	5,618	4,627	82%	1
Haverstraw	12,804	11,959	93%	3,223	297	9%	43
Highland Falls	4,066	2,941	72%	705	9	1%	452
Hudson	6,811	5,256	77%	1,491	18	1%	378
Kingston	24,224	15,308	63%	5,612	181	3%	134
Liberty	4,346	2,442	56%	1,660	58	3%	75
Middletown	29,043	18,389	63%	3,264	67	2%	433
Monticello	6,634	3,274	49%	2,554	20	1%	332
Mount Vernon	69,600	47,970	69%	2,818	260	9%	268
New Rochelle	79,693	57,807	73%	8,470	592	7%	135
Newburgh	30,275	29,089	96%	3,062	232	8%	130
Nyack	7,009	5,128	73%	1,029	7	1%	1,001
Ossining	27,009	23,271	86%	4,122	122	3%	221
Peekskill	24,372	19,983	82%	3,582	557	16%	44
Port Chester	30,524	19,424	64%	1,537	22	1%	1,387
Port Jervis	8,961	8,368	93%	1,733	386	22%	23
Poughkeepsie	32,485	26,798	82%	3,660	508	14%	64
Saugerties	3,872	2,982	77%	1,446	99	7%	39
Walden	7,085	6,031	85%	1,312	188	14%	38
Wappingers Falls	5,828	4,910	84%	759	20	3%	291
West Haverstraw	10,406	6,928	67%	987	60	6%	173
Yonkers	204,204	181,441	89%	12,988	2,057	16%	99

Source: ESRI Business Analyst, 2017

* The municipal population figures in the above table differ from population figures found elsewhere in this report. The above population figures are 2017 estimates derived from ESRI Business Analyst.

NEXT STEPS: LOOKING TO 2018

DEMOGRAPHIC SHIFTS

Pattern issued newly updated community profiles in March 2018 including an expanded range of data on demographic shifts and other topics.

Pattern is also working with the Business Council of Westchester Data initiative, making county demographic information easily available.

Demographic Analysis: Further research on the growing Latino/Hispanic population and the integration of the Millennial cohort in the Valley.

ECONOMIC DEVELOPMENT

Pattern will continue participating on the REDC and will remain involved in DRI communities. In partnership with the Rockland Economic Development Corp., Pattern will create a series of planning charrettes for key sites in the County. Pattern will track and advise UAA on the new Federal Opportunity Zones. Pattern will start a year-long study on the regional economy.

EDUCATION

Pattern will focus attention on the school districts covering the 25 UAA communities and will issue a report regarding voting on school budgets and bond issues.

HOUSING

Pattern will hold its annual housing conference in September. New "Housing Profiles," similar in style to the community profiles will be released for all 25 UAA communities taking a deeper dive into housing information. Pattern is working on a Strategic Housing Plan for the City of Hudson, providing technical assistance in affordable housing policy to New Rochelle and is creating a strategic organization plan for the IFCA Housing Network, an affordable housing group in Ossining.

INFRASTRUCTURE

Pattern will continue convening a quarterly infrastructure roundtable. In a pilot program, Pattern is seeking to produce a capital budget and plan for one of the UAA communities.

LOCAL/REGIONAL GOVERNANCE

Pattern will continue the development of a legislative agenda for UAA communities by surveying leaders from these communities. Pattern is also working on Part II of the Rockland Shared Services Study.

PUBLIC HEALTH

Pattern continues to seek funding for a pilot program based on the Robert Wood Johnson model for select small urban areas.

PUBLIC SAFETY

A forthcoming report will evaluate the relationships between law enforcement spending, police spending, and crime in more detail with a focus on a broader range of communities throughout the Hudson Valley. Pattern will explore the creation of policing districts.

REGIONAL AMENITIES

Pattern is conducting research on anchor projects including studying the Walkway Over the Hudson, having Jonathan Drapkin teach a course at Marist College about anchor projects, and incorporating them into the Fellows curriculum in 2017-18. Pattern will also explore a new format for the Community Builders program. In December 2017, Pattern received a strategic planning grant from ESD to create a collaboration among anchor institutions in the City of Poughkeepsie.

TECHNOLOGY

Formulate an advocacy agenda focused on Digital Maturity, or the extent to which routine paper-intensive operations are digitized and automated, as a key indicator of local government efficiency.

TRANSPORTATION

Pattern will continue to work with communities on transit-oriented development (TOD) projects.

URBAN PARKS

Pattern will assist the City of Middletown with parks development strategy linked to downtown redevelopment.

Pattern for Progress is the Hudson Valley's public policy and planning organization that creates regional solutions to quality-of-life issues by bringing together business, nonprofit, academic and government leaders from across nine counties to collaborate on regional approaches to affordable/workforce housing, municipal sharing and local government efficiency, land use policy, transportation and other infrastructure issues that most impact the growth and vitality of the regional economy. To read this report and others please go to <http://www.pattern-for-progress.org/what-we-do/libraries/reports/>

Join Pattern and be part of the solution!

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

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