

# MILESTONES

## PATTERN'S PROGRESS IN 2019

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### PATTERN'S PEOPLE & PARTNERS

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New relationships and new staff have contributed to an exciting year for Pattern for Progress. In 2019 Pattern added two new staff members to the team, bringing the total number of staff to eight, the largest the Pattern team has ever been. Expanded capacity has led to new projects, partnerships, and initiatives that help drive the Hudson Valley forward.



Hema Easley, Vice President for Research and Communications (Left), spent more than two decades in journalism and communications as a correspondent for The Associated Press, a staff writer for The Journal News in Westchester and Rockland, and in her last position at the Times Herald-Record in Orange County. Hema's articles have been published in the Los Angeles Times, the Washington Post, and USA Today. Her dispatches from South Asia have been discussed on the floor of the U.S. Senate and the House of Representatives. She has received awards from the New York News Publishers Association and the NYS Associated Press Association, and was among a group of journalists selected to partner with United Nations agencies to write about development in the Philippines and Bhutan.

Research Planner Kate Stryker (Right), received a Master of Urban Planning degree from Hunter College in 2019. As a graduate student, she interned with the Newburgh Dept. of Planning and Development and with Scenic Hudson. In 2018, Kate traveled to Hungary and created a report on developing a circular economy in the Pannonian Region. Additionally, Kate was awarded a fellowship to work with the NYC Community Board to inventory and map district health services, and develop policy recommendations. For her graduate studio project, Kate collaborated on a 100-year vision for the Village of Hastings-On-Hudson's waterfront. Kate also holds a Master's Degree in Science Education from NYU Steinhardt.

# THE URBAN ACTION AGENDA

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## THE EVOLUTION CONTINUES

The link between police spending and crime, the opioid crisis in the Hudson Valley, and the affordability predicament faced by renters are a few of the topics that Pattern for Progress delved into in its third Urban Action Agenda (UAA) report released in May.

The report summarized the progress made by 25 urban hubs in the region and focuses on a dozen key subjects—from infrastructure and transportation to economic development and public health—that impact these urban communities.

Started in 2016, the UAA is a multi-year initiative led by Pattern to promote the revitalization and growth of urban centers (11 cities and 14 villages) throughout the nine-county Hudson Valley region.

The 2019 report offers an overview of the work that Pattern accomplished in 2018 and early 2019, including ongoing regional initiatives, milestone events, community-specific projects and the 12 mini reports on important issues.

The highlights of the reports include:

- An overview of the opioid crisis that is crushing communities across the Hudson Valley, which has a higher rate of opioid-related deaths than New York state and the nation as a whole.
- The link between police spending and the crime rate. An examination of crime and staffing data shows that despite fielding fewer officers and spending less money, 11 out of 12 UAA communities saw drops in index crimes reported to the FBI.
- The affordability crisis faced by renters in the Hudson Valley. Since 2000, the median rent has risen in 24 of 25 UAA communities while the median income of renters has dropped in all 25 communities when accounting for inflation.
- The shrinking young population and an aging workforce. Between 2000 and 2017, the percentage of residents under the age of 16 decreased by 8% and the percentage of residents ages 65 to 74 who remained in the workforce grew by 37%.

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“We believe that the regional urban centers will play a key role in the continued revitalization of the Hudson Valley. The sharing of best practices data and new policy initiatives serves to assist the management and residents of the focus communities.”

- Jonathan Drapkin, President and CEO

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## OPPORTUNITY ZONES

Government officials, business owners and professionals from a variety of industries packed Kaplan Hall in SUNY Orange on March 15 to learn about the Opportunity Zone program and take part in a lively discussion that aimed at demystifying the federal community development program. The program encourages private investment in low-income urban and rural communities designated as Opportunity Zones, and offers tax incentives to investors through Opportunity Funds. Pravina Raghavan, executive vice president for the Division of Small Business and Technology Development at Empire State Development (top), offered an overview of the program. She, together with Jonathan Drapkin, president and CEO of Pattern, fielded questions from an audience hungry for information. .

(From left to right) Pattern President & CEO Jonathan Drapkin, Noam Bramson, Mayor City of New Rochelle, Steve Noble, Mayor City of Kingston and Joe DeStefano, Mayor City of Middletown, talk DRI and where they are with their projects.



# ECONOMIC & COMMUNITY DEVELOPMENT

Pattern has continued to serve as a convener of local leaders, driving economic and community development discussions forward in the Hudson Valley

## DOWNTOWN REVITALIZATION INITIATIVE ROUNDTABLE

The mayors of three Hudson Valley cities that received \$10 million each in funding from Gov. Andrew Cuomo's Downtown Revitalization Initiative (DRI) gathered April 24 at SUNY Orange's Newburgh campus to discuss their experience negotiating the high stakes application process and responded to questions from community leaders who are considering applying for the funds to help transform their neighborhoods into vibrant communities.

Mayors Joe DeStefano of Middletown, Steve Noble of Kingston, and Noam Bramson of New Rochelle also discussed where they are in the various stages of the program. The panel discussion, which came just days after the state announced another round of funding for the program, was moderated by Jonathan Drapkin, president and CEO of Pattern for Progress.

# THE CENTER FOR HOUSING SOLUTIONS AND URBAN INITIATIVES

The Center for Housing Solutions and Urban Initiatives was founded in September 2012, and is the embodiment of Pattern's leadership as the prime source for regional information and trends in housing in the Hudson Valley. The Center has assisted housing agencies, developers, builders, Realtors, municipalities and advocates for affordable housing by providing industry leading research and policy analysis.



Pattern was contracted by Westchester County to produce a comprehensive Housing Needs Assessment for the County to be completed in 2019 (left image). This project included an inventory and analysis of the existing housing stock for the county and each municipality, an analysis of housing affordability at the county and municipal level, an analysis of the "gap" of existing housing opportunities, and recommendations for the county to help meet the housing needs of a growing population.

The Center for Housing Solutions and Urban Initiatives, partnering with Rand Realty - Better Homes and Gardens, continues to deliver a quarterly newsletter (right image) about the health of the Hudson Valley Regional Housing Market. Pattern for Progress has teamed with the experience and knowledge of Matt and Joseph Rand to bring an additional perspective and analysis of the regional housing market. Each issue focuses on trends to watch, analysis of market rate housing through a comparison of median sales, interest rates, income, insurance and taxes.

# STRATEGIC PLANNING

## THE GARNER HISTORIC DISTRICT

In 2018, Pattern partnered with the Rockland Economic Development Corporation to organize a charrette for the Garner Historic District (GHD) in West Haverstraw, bringing together almost two dozen experts in planning, land use, real estate, community development, housing, and adaptive reuse to brain-storm ideas for the future of the site, a 19th century factory complex which has found new life as a center for artists and artisans. Pattern has since contracted with GHD to create a new strategic plan for the site, to be delivered by the end of 2019.

Kingston is booming, and as the 2017 winner of the Downtown Revitalization Initiative award it is likely to see additional investment and growth in coming years. Pattern is working to synthesize the many existing plans and studies produced for the city in recent years into a Strategic Comprehensive Community Development Plan.

Pattern is working with the City of Middletown to produce a Conceptual Master Plan for the Community Campus on the grounds of the former State Psychiatric Hospital. Pattern is bringing our experience with community development to help Middletown prepare the property for redevelopment and generate ideas for the future uses of the site.

Pattern continues to support local municipalities and nonprofits by formulating strategic plans to help them achieve their goals.



HUDSON VALLEY



PATTERN FOR PROGRESS

## Leading the Initiative for Future Talent in the Hudson Valley

Pattern for Progress announced the launch of a Hudson Valley-wide initiative to promote young professionals before a sold-out crowd that attended the second annual Greater Hudson Valley Young Professional Summit.

LIFT/HV, or "Leading the Initiative for Future Talent in the Hudson Valley", will focus on nurturing, building and growing the number of young professionals who are essential for the growth and vitality of the Hudson Valley.

As part of its efforts, LIFT/HV will create programming to engage and attract young professionals to the region, and provide them with a voice, opportunities and a platform to shape the future.



### THE MATH JUST DOESN'T WORK

WHY YOUNG  
PROFESSIONALS ARE  
LEAVING THE HUDSON  
VALLEY

What can we do  
to keep them  
here?



Pattern launched the initiative in response to our report, "The Math Just Doesn't Work", which found a discouraging decline in the number of young adults aged 20 to 39 in the Hudson Valley and detailed the economic challenges facing them. While 20-39-year-olds make up 27% and 28% of the population in the nation and New York state respectively, that number is a low 24% in the Hudson Valley, down from 27% in 2000. The reasons behind the numbers are many: declining birth rates; outmigration from the region; high taxes and high cost of living; stagnant wages and a perception there are fewer opportunities for professional growth.

"Pattern for Progress is proud to be spearheading the effort to cultivate the future workforce of the region through our new initiative, LIFT/ HV"

- Jonathan Drapkin, President and CEO

# ONGOING PROGRAMS AND EFFORTS

## Amid the exciting new projects in 2019, Pattern continued many important efforts

Eighteen Pattern Fellows graduated on June 19, (top) completing an eight-month-long innovative leadership curriculum designed to expand the horizons of those already active in their communities and disciplines. Pattern started the program 13 years ago with the goal of emphasizing the common issues and concerns that bind together the communities of the Hudson Valley and encouraging participants to think about problems in a regional context.

Pattern continued facilitating the Mid-Hudson Mayors Forum, bringing together the mayors of seven cities for a round table 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's quarterly infrastructure round tables that bring together the region's key infrastructure stakeholders and create a unique opportunity for these professionals to share best practices and formulate ideas for advancing the region's infrastructure needs continued in 2019.

As a member of the Regional Economic Development Council's Executive Committee, Pattern President and CEO Jonathan Drapkin continues to represent Pattern and seeks ways to further focus state attention on the needs of our urban areas, housing, and infrastructure as part of an overall effort to grow the region's economy.

## Pattern to Host Annual Housing Forum on November 1 - Save the Date!

Pattern's Center for Housing Solutions and Urban Initiatives will host its annual housing forum on Friday, November 1. The theme of the 2019 forum will be "From Blight to Bright", and will bring together three nationally recognized speakers who will present real time solutions to help mitigate blight and revitalize our communities. Speakers will discuss the benefits and impacts of land banks and community land trusts, and will address the issue of affordable housing. Madeline Fletcher, director of Distressed Asset Preservation at NYS Homes and Community Renewal, will moderate a panel on Comprehensive Community Development.

**SAVE  
THE  
DATE**

**NOVEMBER 1, 2019**

**FROM BLIGHT  
TO BRIGHT**

**RECLAIMING YOUR NEIGHBORHOOD**

HUDSON VALLEY **PATTERN** for PROGRESS

# THE HUDSON VALLEY: OUT OF ALIGNMENT

Pattern's major project in 2019 was funded by Central Hudson and sought to evaluate how the seven counties of the mid-Hudson (Columbia, Greene, Dutchess, Ulster, Sullivan, Orange, and Putnam) have recovered from the Great Recession and what the region will look like in 2030.

Pattern has reviewed unprecedented amounts of data, generating new research, interviewing municipal officials and regional CEOs, establishing working groups in a variety of industries and examining comparable regions in other parts of the country in an effort to create a comprehensive forecast for the region in 2020-2030.

To be completed by the end of 2019, the report will include dozens of recommendations along with a unique look at the state of our region and our trajectory as we head into the third decade of the 21st Century. Pattern anticipates this landmark research to become part of the canon for planners, local leaders, and decision makers through 2030.

The highlights of the report will include:

- Detailed county profiles for each of the seven counties in the study area, providing easy to consume data about the economy, workforce, housing, education, government spending, and other key data points of each county.
- Deep dives on over twenty different specific issues facing the Hudson Valley, and recommendations for how local leaders can confront them.
- Detailed demographic research highlighting the shifting landscape of the Hudson Valley region, and ten year projections of continued trends that decision makers can use to navigate the next decade.
- Easily digestible publications and presentations that Pattern staff will present to leaders throughout the Hudson Valley in an attempt to help decision makers understand overarching trends and help them to move the dial forward.

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“The return from the Great Recession has posed a great number of challenges. Some economic, some social and some demographic. The Mid-Hudson Valley has changed in profound ways, and our next challenge will be adjusting to those changes.”

- Jonathan Drapkin, President and CEO

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## NY FEDERAL RESERVE

In July, Hudson Valley Pattern for Progress hosted President John C. Williams of the Federal Reserve Bank of New York (top image) and his team who were on a two-day listening tour of the Hudson Valley. The visits were part of their effort to assess economic conditions in the Federal Reserve's Second District. Pattern invited regional leaders in banking, nonprofit housing and community development to meet with President Williams and share their views on the most pressing challenges facing their communities.



## NEW STRATEGIC PLAN

The Board of Directors unanimously voted to adopt an updated strategic plan that will guide the organization for the next three years. Pattern updates its strategic plan every three years to ensure that it always stays true to its mission – to improve the quality of life in the Hudson Valley.

# ADVANCING THE MISSION OF PATTERN

Pattern has continued to serve as a convener of local leaders and driver of important conversations in the pursuit of improving the quality of life for residents of the Hudson Valley

## DRAWING PARALLELS: THE 1960'S AND THE 2010'S

On the 50th anniversary of Woodstock, Hudson Valley Pattern for Progress President and CEO Jonathan Drapkin spoke before Rockland Business Association members (bottom image) and offered an informational and sometimes lighthearted take on today's socio-economic and political climate in a presentation on "The '60s vs. Whatever It Is We Have Today." "America will survive the current divisive national political climate and its impact on society just as the country did during turbulent times in the 1960s", Drapkin told the general membership of the RBA. "Many of the challenges that defined the baby boomer era – a president under investigation for alleged corruption, an unpopular war that seemed unwinnable, pressure to break up massive corporations that dominate the market – are present in the current age", which Drapkin referred to as "The Techno Teens."