

# 2025-2030 Comprehensive Economic Development Strategy



## Appendix. Summary of Existing Plans

July 2025



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HVRC analyzed 30 plans relevant to the Mid-Hudson Region that were written over the last decade. The plans ranged from County Hazard Mitigation Plans to the Regional Planning Association’s overarching plan for the NYC Metro Region. This analysis identified some cross-cutting themes throughout the plans. Many focused on the need for more housing in the Region, including a focus on building mixed-use housing close to transportation, affordability, and updating zoning. The Mid-Hudson Regional Economic Development Council’s 5-year plan noted an action should be to “Encourage municipalities to work with their residents, professional planners, and other stakeholders to adjust their zoning codes and regulations in ways that encourage more of the housing that is needed by their neighbors.” Updating and improving water and wastewater infrastructure was also a high priority mentioned throughout the plans – including hazard mitigation plans noting where water and wastewater infrastructure would need to be hardened to reduce impacts from flooding, and economic development plans noting the need to improve infrastructure to support further development in the Region. The importance of tourism, land preservation, and agriculture was a theme in many plans related to economic development, showing the Region’s planners understand the value natural resources play in

maintaining the attractiveness of our Region. Orange County’s Economic Development Plan notes agriculture is, “our largest nonresidential land use by acreage, and vital to our historic role as the Region’s breadbasket.” Transportation is also a key issue found in many of the plans. New York’s Metropolitan Transportation Council’s plan noted, the Region should, “Encourage walking and biking, transit-oriented development, Complete Streets, parking and curb management, and other long-term sustainable land use strategies that support passenger and goods movement.” This is a theme seen throughout the plans. The plans also noted the importance of ensuring the Region is a good place to do business, with a trained workforce, childcare availability for working parents, and affordable workspace and worker housing. **Overall, the Region’s planners appear to have similar goals throughout these plans, despite their varied topics and foci: To ensure a vibrant, livable Region in the future, we must invest in housing and water / wastewater infrastructure to promote prosperity in the Region, support land preservation including agriculture to foster tourism and overall quality of life, and make progress on building resilience to the physical hazards our Region faces.**

PLAN NAME	GOALS	TRENDS	OBJECTIVES	ACTIONS
<a href="#">Hudson Valley Regional Council (2019): 2019-2023 5-Year CEDS</a>	<p><u>The Vision</u>: The Mid-Hudson Region will maximize the advantages of its location at the nexus between the Upstate and Downstate economies.</p> <p><u>The Strategy</u>: Building connections for regional competitiveness, resiliency and prosperity. This strategy for the Mid-Hudson Region’s economic development has been created after careful consideration of the Mid-Hudson Regional Economic Development Council’s economic development strategy (e.g., “Live, Work &amp; Play”), the Hudson Valley Economic Development Corporation and its focus on 3-D printing, Eds &amp; Meds, Food &amp; Beverage, Biotech, Talent and Play (i.e., tourism, recreation &amp; the arts).</p>	<p>The Mid-Hudson Comprehensive Economic Development Strategy is driven by several key findings.</p> <ul style="list-style-type: none"><li>• The Mid-Hudson’s proximity to New York City is both an opportunity and a threat.</li><li>• Population stagnation.</li><li>• Limited infrastructure.</li><li>• Limited capacity to plan for infrastructure.</li><li>• Key threats require resiliency to be fully integrated throughout the CEDS.</li></ul> <p><u>Emerging Industries</u>: manufacturing; high-value-added services; health services; food, beverage, and agriculture; tourism, arts &amp; culture</p> <p><u>Declining Industries</u>: retail; routinized work</p> <p><b>SWOT:</b></p> <ul style="list-style-type: none"><li>• <u>Strengths</u>: Economic Diversity (biotech and life sciences, advanced manufacturing, information technology, distribution, financial and professional services, agriculture/food products, tourism), Talent / Workforce, Quality of Life, Proximity to NYC, Transportation Access to Key Markets</li><li>• <u>Weaknesses</u>: High tax/high cost location nationally, Infrastructure (Sewer &amp; Water, Transport, Broadband, Electricity), Pockets of Distress, Population stagnation/decline, Limited Regional Planning Capacity for Infrastructure/Resilience, Too many layers of government</li><li>• <u>Opportunities</u>: Urban Revitalization as exemplified by DRI Awardees (Kingston, Middletown, New Rochelle), Export/Traded Clusters (Business Services; Distribution and Electronic Commerce; Education and Knowledge Creation; Hospitality and Tourism; Financial Services; Marketing, Design, and Publishing; Information Technology</li></ul>	<p>Each aspect of the strategy, competitiveness, resiliency and prosperity, has its own needs for connectivity.</p> <ul style="list-style-type: none"><li>• Economic competitiveness depends upon the physical connections provided by infrastructure and the virtual and institutional connections needed to create an effective capacity to plan for future infrastructure needs</li><li>• Resiliency requires its own set of connections, particularly well-functioning sewer and water infrastructure along with providing local decisionmakers with the information and technical assistance they need to make decisions that foster economic and environmental resiliency in their communities.</li><li>• Prosperity is made more possible by tighter connections with the New York City area.</li></ul>	<p><b>Goal 1. Improve Economic Competitiveness through Physical Infrastructure Connections</b></p> <ul style="list-style-type: none"><li>• <u>Objective 1-1</u>. Provide technical and, as appropriate, financial support for sewer and water projects directly tied to job creation and/or improved environmental resiliency. <u>Evaluation</u>: HVRC will facilitate funding applications for at least 10 major sewer and water infrastructure projects in the Region by 2022.</li><li>• <u>Objective 1-2</u>. Foster expanded broadband connectivity throughout the region, but particularly in under-served areas experiencing economic street. <u>Evaluation</u>: “Fiber to the premises” broadband connections will be established in at least 2 of the distressed areas identified in the Hudson Valley Region Distressed Criteria Statistical Report as included in the Appendices to this report by 2022.</li></ul> <p><b>Goal 2. Improve Resiliency and Economic Competitiveness through connections to support the capacity for regional planning for municipal sewer and water infrastructure as a template for other types of regional infrastructure planning.</b></p> <ul style="list-style-type: none"><li>• <u>Objective 2-1</u>. Provide education and outreach to communities to give them the tools they need to make decisions about addressing vulnerabilities at all levels.</li><li>• <u>Objective 2-2</u>. Compile data on the condition and capacity of municipal sewer and water systems for each municipality in the Mid-Hudson. <u>Evaluation</u>: a compendium will be compiled on the condition and capacity of all municipal sewer and water systems in the Region by 2021, with special emphasis on resiliency issues related to this infrastructure.</li><li>• <u>Objective 2-3</u>. Establish a Task Force to address regional issues related to Sewer and Water infrastructure. <u>Evaluation</u>: By 2022, the task force will have representatives from all 7 counties and have established a work plan for addressing regional issues regarding sewer and water infrastructure. By 2023, this regional planning capacity will be extended by the creation of a task force to address another type of infrastructure (e.g., roads, electricity, natural gas, etc.).</li><li>• <u>Objective 2-4</u>. By 2020, begin to provide technical support to communities in the Region undergoing economic disruption, helping them define strategies for the growth of new industries, while identifying funding sources for areas of impact in each of the region’s counties. <u>Evaluation</u>: By 2021, the HVRC will have in place outreach and educational programs to help areas in the Region that are undergoing substantial and severe economic disruption.</li></ul> <p><b>Goal 3. Improve Economic Competitiveness through connections to Strengthen the Availability of a Skilled Workforce.</b></p> <ul style="list-style-type: none"><li>• <u>Objective 3-1</u>. Enhance the capacity to deliver skills training to entry level and incumbent workers at job sites outside of schools, with an emphasis on serving trainees from distressed communities. <u>Evaluation</u>: By 2022, the HVRC will conduct</li></ul>

		<p>and Analytical Instruments; Insurance Services, Food Processing and Manufacturing)</p> <ul style="list-style-type: none"><li>• <b>Threats:</b> Competition from other States/Regions for businesses and residents; Climate change; Continued technological disruption of retail; Global competition affecting local employers; Proximity to New York City</li></ul> <p><b>Priority Projects</b></p> <p><b>Observations of County Officials:</b></p> <ul style="list-style-type: none"><li>• Lack of infrastructure is a major impediment to continued economic growth</li><li>• Urban areas are continuing their comeback</li><li>• The supply of workforce housing in each community must be improved</li></ul>		<p>at least one seminar to provide information on funding available for workforce training, and will facilitate at least three funding applications for job training initiatives that will be launched providing employer specific skills training at an employer’s location and/or a facility designed specifically for such training.</p> <ul style="list-style-type: none"><li>• <b>Objective 3-2.</b> Improve the ability of employers to retain and attract qualified workers by improving quality of life in the Region’s communities. <b>Evaluation:</b> By 2022, there will be at least one major development project in each of the Region’s counties designed to improve quality of life by enhancing dense, mixed-use centers, expanding housing options for employees in the Region, and/or providing cultural and recreational amenities appropriate for the attraction and retention of a skilled workforce.</li></ul> <p><b>Goal 4. Support Connectivity for Regional Prosperity</b></p> <ul style="list-style-type: none"><li>• <b>Objective 4-1.</b> Support transit-oriented development to enhance the Region’s ability to support its population that works in the New York City area. <b>Evaluation:</b> By 2022, HVRC will hold at least one information session for communities on funding available to support transit-oriented development and will facilitate funding applications to support at least four transit-oriented developments that will be approved for communities providing transit service to New York City.</li><li>• <b>Objective 4-2.</b> Foster expanded specialty food manufacturing in the Region. <b>Evaluation:</b> By 2022, HVRC will facilitate at least one funding application to enable agricultural products from the Mid-Hudson to be processed for sale as value-added food products in New York City markets and beyond.</li><li>• <b>Objective 4-3.</b> Support continued development of destination tourism in the Region. <b>Evaluation:</b> By 2022, HVRC will facilitate at least one application to help expand overnight tourism destinations in the Region.</li></ul>
<p><a href="#">Hudson Valley Regional Council (2022): Towards a Regional Resiliency Network</a></p>	<p><b>GOALS</b></p> <p>The Mid-Hudson Region’s Response and Recovery Action Plan will involve a dispersed and diverse network of government agencies, civic organizations, and businesses that:</p> <ul style="list-style-type: none"><li>• Is based on region-wide coordination in preparedness and disaster response.</li><li>• Develops and disseminates objective indicators of the Region’s overall condition and preparedness.</li><li>• Supports innovation in service delivery in the face of crises.</li><li>• Actively communicates and engages with all communities in the Region.</li></ul> <p>The key concept in the overarching strategy is the reliance upon a network of allies rather than a single agency or small group of organizations to lead the effort. The elements of the Response Recovery Action Plan build upon the three primary actions laid out in the full plan and begin with a fourth additional action: planning for resilience and recovery.</p>	<p><b>TRENDS</b></p> <p><b>The Region We Serve: Hudson Valley and the Downstate/Upstate Nexus</b></p> <p>The 21st Century has seen the divergence of New York State into two distinct economies: the dynamic downstate region driven by New York City’s global prominence, and a rural upstate economy often lagging behind in the growth in jobs, income, and population. The Mid-Hudson’s geography provides the Region with a unique connection between both of these worlds, positioning it as an important laboratory to build a successful fusion between these two parts of the Empire State.</p> <p><b>II. THE HUDSON VALLEY’S ONGOING RECOVERY</b></p> <p>While the COVID-19 pandemic becomes endemic, the Mid-Hudson’s economic recovery continues. The latest analysis from the NYS Department of Labor documents this trend. As reported by the NYS Department of Labor in its Labor Market Briefing for the Hudson Valley, October 2022, during the period from October 2021 to October 2022, the Region added 34,700 nonfarm jobs, including 32,300 private sector jobs and 2,400 government job. The numbers in the private sector look even better, with an addition of 30,100 private sector jobs....</p> <p>As indicated in Figure 2, another encouraging sign is that 7,600 of the recent job gains have occurred in Leisure &amp; Hospitality, 8,300 in Educational and Health Services and 9,100 in Professional &amp; Business Services, sectors that were particularly hard hit by the pandemic.</p> <p><b>Changing Threats and Opportunities Associated with COVID-19</b></p> <p>Not only did the pandemic and its associated lockdowns dramatically reduce overall economic activity, the response by business in various sectors accelerated trends already at work in the economy. For example, transportation, distribution, and warehousing enterprises have seen pre-COVID trends accelerate. Networks of large scale, remotely located, centralized distribution centers are being replaced by smaller facilities nestled in and around major market centers to enable more rapid, flexible responses to the growing volume of on-line orders. Similarly, as the pandemic has accelerated the move to remote work, existing models of stand-alone office parks are being reconsidered in lieu of smaller, mixed-use facilities. Complementing this trend is the “hybridization” of food and retail enterprises, where the concept of a stand-alone grocery store or restaurant is giving way to a recombination of this uses (along with office space and warehousing) into new multi-use enterprises and facilities.</p> <p>Finally, the use of remote work by companies has been accelerated by the pandemic.... At the same time, the rise of remote work has also given rise to a re-thinking of how to use office space itself. If workers are no longer bound to a particular office as part of their job, companies have been reconsidering how they use space to get their work done.</p> <p><b>Population &amp; Employment Trends</b></p> <ul style="list-style-type: none"><li>• Sizeable in-migration to the Mid-Hudson from NYC. 2010 – 2020 % Change: +4.7%</li></ul>		<p><b>ACTIONS</b></p> <p><b>Primary Action I: Planning</b></p> <p>Plans establish a context and focal points around which to build and maintain the organizational networks needed for effective disaster response and resiliency. There are three planning recommendations that are central to the implementation of the Response &amp; Recovery Action Plan:</p> <p><b>Recommendation I-1.</b> Ensure each county maintains a Current Continuity of Operations Plan (COOP).</p> <p><b>Recommendation I-2.</b> Maintain County and Local Hazard Mitigation Plans.</p> <p><b>Recommendation I-3.</b> Update the Mid-Hudson’s Comprehensive Economic Development Strategy to fully address issues of resiliency and disaster preparedness and create a coordinating mechanism for the Regional Resiliency Network.</p> <p><b>Primary Action II: Designate/Maintain Working Groups for a Resiliency Network</b></p> <p>The central lesson from the research and outreach conducted to prepare this plan is that resiliency is impossible without working relationships that extend across jurisdictions, across government agencies and civic groups and incorporate both the public and private sector. This plan recommends the designation and maintenance of four types of workings groups/response teams to be incorporated into a region-wide resiliency network. This may involve giving a designation to an already operating working group or response team.</p> <p><b>Recommendation II-1.</b> Each county should designate an economic development working group.</p> <p><b>Recommendation II-2.</b> Each county should designate strategic industries working groups.</p> <p><b>Recommendation II-3.</b> Each county should designate an intermunicipal working group.</p> <p><b>Recommendation II-4.</b> Each county should designate a human services response team.</p> <p><b>Primary Action III: Assigning Local Experts to Track Progress</b></p> <p>Getting access to timely, relevant, and credible data is essential for coordinating any response to a disaster. Thus, this Response and Recovery Plan recommends that each county designate organizations to track the performance indicators associated with this effort.</p>

	<ul style="list-style-type: none"><li>• Rising home prices</li></ul> <p><b>A Mixed Economic Recovery</b> ...To date, the recovery has been mixed, both geographically and by sector.....In every case, the Region and counties have gained establishments (i.e., numbers of businesses) since the year prior to the pandemic (2019). While the surge in inflation in the past year or so has probably diminished those gains, ...average annual wages (not adjusted for inflation) exceeded the pre-pandemic levels.</p> <p>However, changes in total employment since 2019 show a much more mixed picture. While the Region and counties have grown jobs significantly from 2020 to 2021, as of 2021, total jobs for all of these jurisdictions are still below the 2019 peak. Employment for the Region as a whole is still 6.9% below 2019. The shortfalls in total employment in each county ranges from 3.2% in Rockland to 8.7% in Ulster. At the writing of this report, the Mid-Hudson as a whole is still about 65,000 jobs below its previous peak.</p> <p><b>Employment, Unemployment &amp; Distress</b> The 24-month average unemployment of the Mid-Hudson Region is slightly below the United States as a whole at 6.57% and 6.72% respectively.... However, the Mid-Hudson is wealthier than the rest of the United States. Both money income per capita and personal income per capita are significantly higher in the Mid-Hudson Region. Note however, that this prosperity is not evenly shared throughout the region, with Ulster and Sullivan counties having incomes below the US average.</p> <p><b>Employment by Industry, 2021-22</b> Several counties show strength in manufacturing growth while others lag behind. Over 2021, the strongest recovery has occurred in the “eds and meds” sectors (education and health care). There are also signs of life in the hospitality-related sectors, with Sullivan’s jobs in that category estimated to have grown by 10%, year to year, although these estimates show Sullivan—and the entire region—still below pre-pandemic levels of employment in that sector. Putnam is estimated to have grown by 3% in that category, with all other counties essentially unchanged.</p> <p><b>III. ASSESSING REGIONAL VULNERABILITY</b> <b>Examining the Pandemic Impact through the CHERRI Database</b> Figure 3 shows how the economic recovery and resilience risk for Mid-Hudson Region’s counties are assessed using the CHERRI index....Note that Sullivan is classified as Very High Risk. Ulster, Orange, Rockland, and Westchester are High Risk, while Dutchess’s risk is considered Moderate, and Putnam is classified as a Low Risk county.</p> <p><b>Potential Areas of Risk for Mid-Hudson Counties</b> Every county is high in its Minority Status/Language Index, suggesting that a key component for recovery and to reduce future risks may be to provide better opportunities for engagement with minority and limited-English-language populations so that they have proper access to programs and opportunities that can help them avoid disasters or more effectively respond to them, should they arise. The Housing Stability Index ranges from Moderate to Very High for all counties. (Only Putnam and Rockland rate “Low” when compared to New York State counties.) This indicates that it may be important for these counties to address housing affordability, not only in terms of social equity, but also to ensure that the counties’ communities will be more resilient in the face of future calamities, whether they are caused by economic disruption, natural disaster, or public health emergencies.</p> <p><b>NYS Climate Act Disadvantaged Communities</b> As the maps in Figure 5 make clear, the factors that contribute to both climate burdens and socio-economic vulnerability are widely distributed throughout the Mid-Hudson[: Climate Burdens: wastewater discharge, inland flooding, regulated management plan (chemical) sites; Socio-economic Vulnerability: income below poverty line, housing cost burden (rentals), heart attack hospitalization].</p> <p><b>The US Census Bureau’s Community Resilience Estimates</b> “[The] Community Resilience Estimates (CRE).... tracks how at-risk every single neighborhood in the United States is to the impacts of COVID-19 and other local disasters, by measuring the capacity of individuals and households at absorbing, enduring, and recovering from the external stresses of the impacts of a disaster.” As expected, there are high concentrations of population with at least three of the risk factors in dense populations centers in the Mid-Hudson (e.g., Beacon, Brewster, Kingston, Kiryas Joel, Middletown, Newburgh, Yonkers, etc.). Yet, it is surprising that some rural, low-density towns in the northern reaches of Sullivan, Ulster, and Dutchess counties also have high concentrations of population with at least three risk factors. While some of these areas have prisons (which would increase the risk factors), not all do.</p>	<p><u>Recommendation III-1.</u> Each county should designate organizations tasked with collecting and analyzing data on key performance indicators for the county’s efforts at improving resiliency.</p> <p><b>Primary Action IV: Coordinating the Regional Resiliency Network, Hosting Progress Report Meetings, and Conducting Community Workshops for Network Members</b> Every member of this proposed Regional Resiliency Network is already fully engaged in providing services and conducting their essential businesses. In that context, those already-full agendas can eventually erode the network unless there is a catalyst keeping the network together and coordinating its activities. This plan has three recommendations to realize such a coordination role: <u>Recommendation IV-1.</u> Institutionalize the Response and Recovery Plan and the Regional Resiliency Network in the Hudson Valley Regional Council. <u>Recommendation IV-2.</u> Convene an Annual Resilience Summit to track progress of the Regional Resiliency Network. <u>Recommendation IV-3.</u> Conduct community workshops on issues related to resilience.</p>
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<a href="#">Mid-Hudson Regional Economic Development Council: State of the Region: Mid-Hudson 2023 Strategic Plan</a>	<p><b>GOALS</b> <i>The Mid-Hudson Regional Economic Development Council Strategic Plan has six goals.</i></p> <ol style="list-style-type: none"><li>Set a strong foundation for economic growth by investing in infrastructure, transportation, and housing.</li><li>Incentivize local planning and technical assistance to speed up review times, create shovel-ready development sites, and administer economic development funds.</li><li>Revitalize downtowns and community centers through adaptive reuse and packaged investments in the public realm that will further establish our walkable communities as economic engines for the region.</li><li>Attract new companies and support the growth of existing businesses in the Mid-Hudson Region, with a special focus on priority sectors that are likely to stay, expand, and pay a living wage for the region.</li><li>Support the region’s workforce by taking steps to attract and retain people, providing them with affordable access to education, training, and wraparound services, and by exposing them to regional workforce opportunities at an earlier age.</li><li>Preserve and create outdoor spaces that make the Mid-Hudson Region an attractive place to live and visit. Recognize</li></ol>	<p><b>TRENDS</b> The Region is home to numerous thriving industry sectors, including biotech and life sciences, TV and film production, distribution, agribusinesses, and the food, beverage and hospitality businesses that support our tourism sector. Healthcare, which remains the largest industry sector in the Mid-Hudson Region, will likely continue to grow as our aging population in the Region demands more medical services. The region’s higher education institutions – totaling more than three dozen colleges and universities – also remains a strong driver of economic activity, civic engagement, and workforce support.</p> <p>Since 2011, total jobs in the Region have grown by about 1 percent. Approximately 26,000 new jobs were added by private sector employers, while the ranks of public employees shrank by about 14,000. Some of the sectors that have added the most jobs since 2011 include biotech and life sciences (+7,000), agribusiness (+2,000), distribution (+1,500), and the craft beverage industry (+900). Healthcare gained approximately 20,000 jobs over the past decade.</p> <ul style="list-style-type: none"><li><u>Workforce:</u> The Region faces a 3-pronged challenge: lower birth rates, outward migration, and a wave of retirements all have stressed the regional workforce.</li><li><u>Housing:</u> Linked to workforce shortage; median price in the MH Region of a house have gone up 40-70%, largely driven by a NYC exodus. A Hudson Valley Pattern for Progress analysis showed that median-earning families in every county would fall at least \$100K short of qualifying for a mortgage necessary for a median-priced home.</li><li><u>Wages:</u> Over the last 12 years, median wages adjusted for inflation grew modestly for Dutchess, Sullivan, Ulster, and Westchester, but fell in Orange, Putnam, and Rockland. The purchasing power of the lower two quintiles (0-20% and 20-</li></ul>	<p><b>OBJECTIVES</b> The Mid-Hudson Regional Economic Development Council’s strategic plan aims to stimulate the economy, expand the number of well-paying jobs, and support vibrant community centers throughout the seven-county Region comprised of Dutchess, Orange, Putnam, Rockland, Sullivan, Ulster, and Westchester counties.</p>	<p><b>ACTIONS</b> <i>Each goal in the Strategic Plan includes a list of actions to be taken to achieve it.</i></p> <p><b>Goal 1: Investing in infrastructure, transportation, and housing Infrastructure:</b></p> <ul style="list-style-type: none"><li>Provide funding for communities to extend water, sewer, and road infrastructure to sites that would be prepared and marketed for economic development.</li><li>Make it easier for communities to access more than \$5 billion in capital funds that the State Legislature has allocated since 2015 for water and sewer upgrades.</li><li>Work with communications infrastructure companies and government agencies to extend broadband access, both wired and wireless, to all communities in the Mid-Hudson Region.</li><li>Create a fund to pay for energy upgrades in the Mid-Hudson Region, including the modernization of our electric distribution grid.</li><li>Provide communities with funding to right-size bridges, culverts and other infrastructure that will be necessary to pass the flow from larger rainstorms, snowmelts, and other extreme runoff events as a result of climate change.</li></ul> <p><u>Transportation:</u></p> <ul style="list-style-type: none"><li>Concentrate on investments and service at New York Stewart International Airport and Westchester County Airport as regional hubs for moving people and cargo.</li><li>Support the Gateway Program and its potential to provide a one-seat ride from Rockland and Orange counties into New York City.</li><li>Fund transportation plans that connect population centers with employment centers.</li><li>Support additional bike lanes, trails, and other aspects of nonmotorized transportation in communities throughout the Mid-Hudson Region.</li><li>Incentivize micromobility strategies, such as bike shares or scooter shares, to help residents and visitors travel throughout our downtowns.</li></ul> <p><u>Housing:</u></p> <ul style="list-style-type: none"><li>Utilize public financing and grants to subsidize capital and operating costs to develop the most affordable rent levels and purchase prices.</li><li>Encourage municipalities to work with their residents, professional planners, and other stakeholders to adjust their zoning codes and regulations in ways that encourage more of the housing that is needed by their neighbors.</li><li>Develop housing in locations where infrastructure is available, and utilize existing industrial, office, or institutional buildings to create housing through adaptive reuse.</li><li>Preserve existing housing by using local code enforcement, tax relief assistance, and programs to refinance debt and rehabilitate housing units.</li><li>Incentivize “town square” or “campus” style developments that incorporate housing into a broader plan that includes commercial, retail, office, and light-industrial uses.</li></ul>

	<p>the imperative need to protect our natural resources from degradation, while also leveraging them for tourism, agriculture, and the development of sustainable businesses.</p>	<p>40%) had their purchasing power decrease over the last 12 years.</p> <ul style="list-style-type: none"><li>• <u>Other</u>: Economic development in the Mid-Hudson Region is also challenged by the rising costs of interest rates, energy, and taxes. Although some of these factors are outside the control of state and local authorities, it is important to acknowledge that these costs affect investments in the region. The report also mentions the rising cost of energy and the need to make our Region more business friendly by considering tax and policy changes at the state level.</li></ul>		<ul style="list-style-type: none"><li>• Develop housing near mass transportation to New York City so that transit-oriented developments become new hubs of economic and residential activity in our communities.</li><li>• Adopt policies that encourage the development of senior housing, with universal design features, to meet the needs of our aging population in the Mid-Hudson Region.</li><li>• Rebuild the path to homeownership by diversifying ownership options and adjusting programs that assist first-time buyers of low and moderate income.</li></ul> <p><b>Goal 2: Incentivize Local Planning</b></p> <ul style="list-style-type: none"><li>• Fund the predevelopment work, such as a General Environmental Impact Statement (GEIS), that would allow local governments to create shovel-ready development sites in their communities, thereby minimizing the review time by land-use boards.</li><li>• The state should consider reducing the size of parcels that are eligible for the program, as the 40-acre minimum is too large for many parts of the Mid-Hudson Region, especially communities south of Interstate 84.</li><li>• Incentivize communities to create General Environmental Impact Statements (GEIS) to review a single site, or several contiguous or scattered sites, to expand the number of locations that are shovel ready.</li><li>• Encourage towns, villages, and cities to overhaul their zoning in ways that allow for modern patterns of development, including zoning that concentrates more on the form, size, and appearance of buildings.</li><li>• Continue to promote the availability of ESD’s strategic planning and feasibility grants to help communities hire the technical assistance needed for comprehensive plans, zoning overhauls, the rightsizing of parking regulations, and other vital actions outlined in this section.</li><li>• Activate vacant storefronts in our downtowns through vacant property registration ordinances.</li><li>• Continue to support funding programs that allow counties to apply for state grants through the Consolidated Funding Application process on behalf of their small/medium municipalities.</li></ul> <p><b>Goal 3: Revitalize downtowns and community centers</b></p> <ul style="list-style-type: none"><li>• Continue to prioritize and provide incentives to companies that site or expand their businesses within a city, village, hamlet, or other community center with existing water and sewer infrastructure and access to transportation.</li><li>• Continue to incentivize adaptive reuse projects at every scale to bring already developed areas back into productive use.</li><li>• Continue to fund the demolition of downtown structures that are beyond repair and promote infill buildings on vacant parcels to create open swaths of land where new job-creating projects can establish themselves downtown.</li><li>• Continue to invest in programs, such as the Mid-Hudson Momentum Fund, by allowing communities to apply for capital grants that would fund a package of infrastructure and community upgrades to foster economic activity in a particular portion of a city, village, hamlet, or town center.</li><li>• Survey people who moved into the Mid-Hudson Region and are working remotely from our neighborhoods to learn about the businesses and amenities they need during the workday.</li><li>• Continue to support planning and development projects that would connect waterfronts with downtowns, especially in cities where the downtown business corridor is cut off from the Hudson River, Delaware River, or another body of water by train tracks, highways, or steep slopes.</li></ul> <p><b>Goal 4: Attract new companies and support growth of existing businesses</b></p> <ul style="list-style-type: none"><li>• Target job-creating capital investments in the following industries that have been identified as priorities for the Mid-Hudson Region:</li><li>• Agriculture, Biotech and life sciences, Distribution, Film and TV production, Green energy and technologies, manufacturing, research &amp; innovation, and tourism.</li></ul>
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<a href="#">Regional Plan Association: Impact Analysis of Housing Undersupply on the Tri-State Region</a>	<b>GOALS</b> <i>Although the Regional Planning Association’s Impact Analysis of Housing Undersupply on the Tri-State Region does not have a stated goals section, its title lays out the goal, it is a report detailing the economic outcomes of continuing the housing undersupply in the broader Tri-State Region. The goal is to showcase the need for more housing.</i>	<b>TRENDS</b> <i>The report lays out the potential damaging effects from the housing under supply.</i>  The shortfall between the supply and demand for housing in the Tri-State region may reach 920,000 housing units by 2035, up from 540,000 currently, if the region adds housing at the rate of current projections. To fully close the gap between demand and supply, the region would need to build at the rate it did in the post-World War II period. Building at the rate of the 1990s would close about half of the gap.  The potential impacts of maintaining the current projection of housing production until 2035 include: <ul style="list-style-type: none"> <li>• The region could miss out on \$400-900B in cumulative GDP growth</li> <li>• The region may forgo a growth of 330K-730K jobs</li> <li>• Residents across the area could see real housing price hikes of 25%, all else being equal</li> <li>• The number of cost burdened households may increase by 7.6% (260,000 households)</li> <li>• The Tri-State region could also forgo at least \$3.7B in incremental annual state and local taxes, funding that could be used to support key public services such as education, infrastructure, and public safety</li> <li>• New York region could risk its global competitiveness without more housing</li> <li>• NYC has been ranked as the world’s most competitive city since 2018 based on several measures such as business development and human capital, much of which would be at risk if other regions grew more quickly \$30-60B of incremental annual investment would be needed through 2035 to alleviate the housing shortage.</li> </ul>		<b>ACTIONS</b> <i>The Analysis does not have specific actions for the Region to take. It does note that to alleviate the housing shortage, \$30-\$60B of incremental annual investment would be needed through 2035 to build housing units, including land acquisition costs, construction costs, and real estate broker fees.</i>
<a href="#">New York Metropolitan Transportation Council (2021): Regional Transportation Plan</a>	<b>GOALS</b> The goals of the NYMTC Regional Transportation Plan are to provide a transportation system that: <ul style="list-style-type: none"> <li>• ensures the safety and security of people and goods across all transportation uses and nodes;</li> <li>• is maintained operated and coordinated to enable reliable, easy, accessible, and seamless travel across the Region;</li> <li>• efficiently serves today’s population and plans for the growing number of residents, workers, and increasing amount of goods;</li> <li>• minimizes its impact on the environment, especially the effects of climate change; and</li> <li>• is resilient and can mitigate, adapt to, and respond to chronic and acute stresses and disruptions.</li> </ul>	<b>TRENDS</b> NYMTC’s socioeconomic and demographic forecasts establish the likelihood that the multi-state metropolitan region will experience significant growth in population, jobs, economic activity, and travel over the planning period. This likelihood presents a challenge to the regional transportation system and highlights the importance of accommodating future growth while safeguarding the quality of life and health of residents and visitors.  The COVID-19 pandemic has significantly disrupted growth trends. While adjustments have been made to the forecasts to reflect this short-term impact and resulting economic uncertainty, the ongoing conditions and effects of the pandemic are largely speculative. Nonetheless, the primary purpose of the forecast is the long-term outlook, which is less susceptible to short-term volatility.  Growth in travel is expected to occur in the NYMTC planning area and its subregions across all modes. Total daily trips are forecast to reach approximately 31 million by 2050, an increase of 10 percent. Daily auto trips are expected to grow by 8 percent, while daily transit trips are forecast to grow by 12 percent. Growth in daily vehicle miles of travel (VMT) and vehicle hours of travel (VHT) are expected to continue, as more trips taken on the transportation system add to vehicle use and congestion.  Meanwhile, more than 300 million tons of domestic freight worth more than \$430 billion moves into, out of, and within the NYMTC planning area by truck, rail,	<b>OBJECTIVES</b> <i>As NYMTC pursues the goals of the Plan, the following objectives will help target activities:</i>  <b>Safety and Security</b> <ol style="list-style-type: none"> <li>1. Ensure that investments in existing physical assets protect the safety of, among others, passengers and freight systems.</li> <li>2. Promote safe streets and intersections.</li> <li>3. Keep transportation systems secure from threats.</li> <li>4. Coordinate safety management, training, and education across jurisdictional borders.</li> <li>5. Improve the safety and security of system operations.</li> </ol> <b>Reliable and Easy Travel</b> <ol style="list-style-type: none"> <li>1. Rebuild/replace and modernize the assets that comprise the region’s vast transportation infrastructure for passengers and freight.</li> <li>2. Improve first- and last-mile access to transit.</li> <li>3. Provide more frequent and reliable transit service.</li> <li>4. Improve accessibility to the transportation system for users of all abilities.</li> <li>5. Invest in improving the integration of the multimodal transit network.</li> <li>6. Improve the integration of freight modes and facilities.</li> <li>7. Invest in collection and sharing of quality transportation data.</li> <li>8. Promote equity in transportation and workplace access opportunities for all populations, regardless of age, ability, race, ethnicity, or income.</li> </ol> <b>Planning for Changing Demand</b> <ol style="list-style-type: none"> <li>1. Invest in system capacity to satisfy demand, relieve overcrowding, address bottlenecks, and improve</li> </ol>	<b>ACTIONS</b> <i>NYMTC’s plan included recommendations under each of the vision goals. The recommendations range from research topics and data collection to planning process recommendations. Below are summaries of program recommendations under each vision area.</i>  <b>Safety and Security:</b> <ul style="list-style-type: none"> <li>• Regional guidance: Develop a common safe streets/intersections guidebook for all jurisdictions in the planning area; coordinate customer alert systems to notify of relevant events in a timely manner; and coordinate and enhance equitable safety-related traffic programs in the vicinity of schools</li> <li>• Education and training: Expand safety education programs and public awareness campaigns; Coordinate and enhance safety education and programs in the suburban subregions; execute training for multi-agency safety and security coordination and/or develop a common guidebook; and expand safety and security training programs for local municipalities and communities.</li> </ul> <b>Reliable and Easy Travel:</b> <ul style="list-style-type: none"> <li>• Regional guidance: coordinate suburban municipalities and appropriate jurisdictions to improve access to transit stops/stations; develop a common transit accessibility guidebook based on universal design standards and existing policies of the members agencies; and fully integrate transit mapping/trip planning resources and enhance integration of suburban services into regional public information portals.</li> <li>• Transit access: Increase transit access through micromobility and shared mobility; enhance fare and service integration between suburban transit providers and MTA services; expand the availability of real time information at transit stations and stops; improve public communication on transit service status and service changes; and Improve transit facility accessibility for all regardless of disability status.</li> <li>• Transit service enhancement: reduce commute times and improve transit speeds in low- and moderate-income communities underserved by transit; and expand the availability of shared-use mobility services, including bike share, carshare, and rideshare that support safe, affordable, and sustainable travel choices.</li> </ul>

		<p>water, air, and pipeline annually; around 18 million tons of international freight worth \$211 billion is imported to and exported from the NYMTC planning area annually. Trucks are responsible for moving more than 92 percent of domestic tonnage and nearly 88 percent of domestic value. Around 61 percent of tonnage and 65 percent of value is moving inbound to the NYMTC planning area; around 19 percent of tonnage and 18 percent of value is moving outbound; and the remainder is moving between or within NYMTC counties. The NYMTC planning area is expected to gain another 127 million tons of domestic freight worth nearly \$300 billion by 2045 and experience substantial growth in international freight.</p>	<p>performance for passengers and freight, with an emphasis on core markets and activity centers.</p> <ol style="list-style-type: none"><li>Expand the reach of the system to underserved communities and emerging markets, addressing passenger transportation as well as access to goods and freight services.</li><li>Encourage walking and biking, transit-oriented development, Complete Streets, parking and curb management, and other long-term sustainable land use strategies that support passenger and goods movement.</li><li>Modernize local freight networks to efficiently plan for growth in the volume of and change in product deliveries.</li><li>Incorporate emerging and innovative transportation services and tools into efficient network design.</li></ol> <p><b>Reducing Environmental Impacts</b></p> <ol style="list-style-type: none"><li>Encourage alternatives to single-occupant vehicle trips.</li><li>Encourage lower-emissions alternatives to trucking.</li><li>Modernize vehicle fleets to higher-standard and lower-emissions vehicles.</li><li>Efficiently manage limited roadway capacity to mitigate congestion and vehicular emissions.</li><li>Promote responsible environmental stewardship in transportation projects.</li><li>Address unequal impacts of transportation emissions on communities.</li></ol> <p><b>Resiliency</b></p> <ol style="list-style-type: none"><li>Protect and fortify major transportation assets.</li><li>Continue to invest in sea level rise and climate change risk analyses for transportation assets.</li><li>Improve regional coordination on emergency and long-term responses to system-wide climate impacts.</li><li>Enhance the transportation network’s resiliency by increasing travel options and redundancies.</li></ol>	<ul style="list-style-type: none"><li>Freight access: Improve truck access to industrial areas, marine terminals, and airports.</li></ul> <p><b>Planning for Changing Demand</b></p> <ul style="list-style-type: none"><li>Complete Streets: apply Complete Streets design principles that accommodate all users of the transportation network; improve the bus network by installing bus priority treatments such as bus lanes, traffic signal prioritization, and camera enforcement; expand the bicycle lane network and improve bike access to bridges; and strive to make sidewalks, pedestrian spaces, and transit stops and stations accessible.</li><li>Transit access: integrate the OMNY fare system with suburban bus systems and ferry services throughout the NYMTC planning area; and expand transit fare media purchase locations.</li><li>Shared Mobility: expand the availability of shared-use mobility services, including bike share, carshare, and rideshare that support safe, affordable, and sustainable travel choices.</li></ul> <p><b>Reducing Environmental Impacts</b></p> <ul style="list-style-type: none"><li>Community planning: include alternatives to single occupant vehicles (SOV) trips in the program of community planning activities.</li><li>Commuting alternatives: enhance and coordinate employer commuting programs throughout the NYMTC planning area; enhance outreach to major employers, the business community, hospitals, colleges, and other institutions to encourage alternatives to SOV travel; and continue and enhance model programs for use at developments such as office parks, medical facilities, and college campuses that includes emerging and innovative transportation services such as shared mobility and micromobility.</li><li>Public messaging and marketing: undertake initiatives that encourage use of public transit; encourage seniors to sign up for reduced fare transit services; and enhance the public visibility of the 511NY service and its various components.</li><li>Reduce emissions from publicly and privately owned vehicle fleets: purchase either hybrid or all-electric vehicles and ferries that run with cleaner engines in transit life-cycle replacement programs; continue and expand a program of information sharing for local municipal vehicle fleets, through existing Clean Cities programs where feasible; support accelerated retirement of pre-Tier 4 diesel engines in the legacy fleet and replace with cleaner alternatives such as trucks running on renewable diesel or alternative fuels such as compressed natural gas and EV; increase access and availability of electric vehicle charging stations and other alternative fuels to support clean freight goals; and encourage the use of cargo bicycles for commercial purposes.</li><li>Innovative materials: test permeable pavement and concrete; install green infrastructure on streets; and share information on tests of permeable surfaces among NYMTC’s members responsible for roadways.</li></ul> <p><b>Resiliency</b></p> <ul style="list-style-type: none"><li>Complete a broad range of resiliency projects, including retrofits to bridges, streets, traffic signals, yards, and facilities.</li></ul>
<a href="#">American Society of Civil Engineers, NYS Council (2022): Report Card for New York Infrastructure</a>	<p><b>GOALS</b></p> <p><i>The New York Council of the American Society of Civil Engineers’ 2022 report card for New York State has the goal to review the various forms of infrastructure of NYS, giving grades to rate each one.</i></p> <p>The forms of infrastructure rated are: aviation, bridges, dams, drinking water, public parks,</p>	<p><b>TRENDS</b></p> <p>New York State earned an overall grade of C compared to C- in 2015. While this indicates an improvement, it shows the state’s infrastructure is still in mediocre condition.</p> <p>Below are the grades the American Society of Civil Engineers gave each section of infrastructure:</p> <ul style="list-style-type: none"><li>Aviation: C+</li><li>Bridges: C-</li><li>Dams: C</li><li>Drinking water: C-</li><li>Public parks: B-</li><li>Ports: C+</li><li>Rail: C</li></ul>	<p><b>ACTIONS</b></p> <p><i>At the end of each infrastructure category are a list of recommendations that can be done to “raise the grade” of the category. Below is a list of general actions that the state could take to raise the overall grade among all infrastructure categories.</i></p> <ol style="list-style-type: none"><li>Today's safety needs and tomorrow's climate risk demand substantial, predictable, and equitable funding sources.</li><li>New York needs to reassess its infrastructure goals in light of new lifestyles, commuting patterns, and a changing climate.</li><li>Policy changes are needed that allow for the testing of new materials, utilization of new construction techniques, and broader adoption of alternative project delivery methods, including design-build.</li></ol>	

	<p>ports, rail, road, solid waste, transit, and wastewater.</p> <p>Infrastructure was graded on: capacity, condition, funding, future need, operation &amp; maintenance, public safety, resilience, and innovation.</p>	<ul style="list-style-type: none"> <li>• Road: D+</li> <li>• Solid waste: B-</li> <li>• Transit: D+</li> <li>• Wastewater: D+</li> </ul>	<p>4. Expanded technical training and apprenticeship programs are needed to address the operational worker shortfalls and general STEM programming can help interest young New Yorkers in engineering and science fields from an early age.</p>	
<p><a href="#">Pattern for Progress (2024): Local Zoning, Regional Needs</a></p>	<p><b>GOALS</b>  <i>Pattern for Progress’s Local Zoning, Regional needs is a regional review of how NYS and its neighbors are handling the housing crisis.</i></p> <p>This paper offers a brief outline of initiatives to address the growing need for housing in neighboring states, in the hope that it will inspire our state and local leaders to make real the intent of home rule and the Berenson decision, and take steps to meet the growing demand for safe, stable, and attainable housing for everyone.</p>	<p><b>TRENDS</b>  <i>The Review described how States use either Home Rule or Dillon's Rule.</i></p> <p>In a home rule system of governance, local municipalities can govern their communities and pass laws freely, as long as the actions they take are not prohibited according to state law.</p> <p>In a Dillon’s Rule system of governance, local municipalities only have the freedom to enact laws that are expressly permitted by the state. Many of the states surrounding NY have developed programs to address affordable housing. In 2023, Gov. Kathy Hochul proposed a statewide Housing Compact that would require and incentivize local municipalities to increase housing production. Though some elements of the governor’s housing policies were passed to support development, the Compact in its entirety was not adopted by the State Legislature.</p>	<p><b>ACTIONS</b>  <i>The Report notes ways that zoning in neighboring states could be replicated in NY. All require an interpretation of home rule that would allow mandates or programs to require municipalities to diversify their zoning.</i></p> <p>Home rule allows municipalities to meet the needs of their constituents in ways that are tailored to their unique local context. However, each municipality must operate within the zoning enabling framework established by state law. Compared to neighboring states, many of which are also governed by home rule, New York is lagging in its efforts to address the severe underproduction of housing in its municipalities. Home rule does not absolve municipalities of their responsibilities toward the greater good and toward meeting regional needs. On the contrary, state law is intended to grant municipalities freedom and self-determination within the context of meeting the needs of the broader regional community.</p> <p>The case of Berenson vs. Town of New Castle (1975) is legal precedent for requiring municipalities to contribute their fair share of housing under New York State Zoning Enabling Law, stating: “There must be a balancing of the local desire to maintain the status quo within the community and the greater public interest that regional needs be met. Although we are aware of the traditional view that zoning acts only upon the property lying within the zoning board’s territorial limits, it must be recognized that zoning often has a substantial impact beyond the boundaries of the municipality. Thus, the court, in examining an ordinance, should take into consideration not only the general welfare of the residents of the zoning township, but should also consider the effect of the ordinance on the neighboring communities.” (NY DOS, “Zoning and the Comprehensive Plan”, 2015)</p> <p>Despite this legal precedent, Berenson has not inspired mandates or programs in New York that would require its municipalities to diversify their zoning and allow for a broad range of housing types. Conversely, similar cases in other states have led to changes. In New Jersey, for example, legal action led to the establishment of a clear requirement for municipalities to meet their fair share of housing production. Importantly, the law in New Jersey, known as the Mount Laurel Doctrine, is not a Fair Housing issue, but rather is based on the basic premise that zoning is made to serve the public good of the state and all the state’s people, which includes those of low and moderate income. Any zoning ordinance that does not allow enough housing development to meet the municipality’s fair share of the regional housing need for people of modest means, by definition, fails to meet the broader public good.</p> <p>The Mount Laurel Doctrine is only one example of how New York’s neighboring states, most of whose cities and towns also enjoy home rule powers, have passed laws to ensure that municipalities fulfill their obligations to address regional housing needs. State law in Connecticut, Massachusetts, and New Jersey gives developers of projects including affordable housing strong legal recourse if their project is rejected by local governments, where the municipality has not met its state-mandated obligation to provide affordable housing. This appeal process, known as a Builder’s Remedy, has contributed significantly to housing production in those states.</p> <p>Some states have required that municipalities provide an affordable housing plan. This is an effective way to ensure that municipalities are thinking about affordable housing and adjusting their regulations and ordinances to allow for its production. To work, however, states must review and approve the local plans, which in turn requires the political will to enforce the plans. The Builder’s Remedy acts as a built-in enforcement feature. In fact, the threat of the Builder’s Remedy is often enough to nudge municipalities to meet fair-share requirements, thereby avoiding legal repercussions. Without a clearly established Builder’s Remedy in New York, the path is often too risky, lengthy, and expensive for developers looking to pursue legal recourse in response to exclusionary zoning.”</p>	
<p><a href="#">Office of the New York State Comptroller (2024): Performance of Industrial Development Agencies in New York State</a></p>	<p><b>GOALS</b>  <i>The NYS Comptroller report summarizes data reported by IDAs for local authority fiscal years ending 2022 in the Public Authorities Reporting Information System (PARIS).</i></p> <p>The Office of the State Comptroller furthers the goal of achieving transparency about IDA costs and accountability for IDA outcomes in several ways,</p>	<p><b>TRENDS</b>  <i>The report describes trends around how IDAs distribute their funds.</i></p> <p>In total, IDAs reported providing nearly \$2 billion in total tax exemptions to 4,320 projects in 2022. These tax exemptions were partially offset by nearly \$854 million in PILOTs, resulting in total net tax exemptions of almost \$1.1 billion. IDA projects reported 204,147 net jobs gained.</p> <p>As the number of active IDA projects has remained stable, the total value of those projects has continued</p>	<p><b>OBJECTIVES</b>  <i>While the report does not state clear objectives, it is clear an objective is transparency.</i></p> <p>IDAs commonly fund their operations by charging fees to the businesses that receive their financial assistance. They do not impose taxes themselves. However, the property tax exemptions that they grant to their projects can temporarily reduce the tax base of local governments and school districts for the period of the exemption, which may result in increases to taxpayers’ bills. Therefore, it is critical that New Yorkers be aware of these costs along with the benefits realized by IDAs.”</p>	

	including publishing all financial and project data reported by IDAs on its Financial Data for Local Governments web portal and performing audits of the operations of individual IDAs.	to climb, reaching a new reported high of nearly \$132 billion in 2022. Meanwhile, the estimated number of jobs created and retained dropped slightly from 2021 to 2022.																																
<a href="#">Office of the New York State Comptroller (2024): New York State Business Owners</a>	<b>GOALS</b> In 2021, New York ranked high among states for business creation; however, some business owners may face impediments to creating a new enterprise. While New York exceeds the nation in the share of business owners that are female and minority-owned, they are underrepresented relative to their share of the population. State policymakers should continue to facilitate access to capital, mentorship and other tools for underrepresented business owners.	<b>TRENDS</b> <i>The report describes lots of trends around business ownership in NYS. Some highlights are described below.</i> <ul style="list-style-type: none"><li>• The share of foreign-born New York business owners (28.7 percent) is higher than the commensurate share of the state’s population (22.3 percent). The share of foreign-born business owners is greatest in the New York-Newark-Jersey City MSA, where more than one-third of owners were not U.S. born citizens in 2021. New York State also significantly exceeds the national average of 18.5 percent.</li><li>• Majority female owned firms were only 23.2 percent of all firms in New York. An additional 8.7 percent were equally owned by men and women. New York’s share of majority-female owned firms was slightly higher than the national average of 22.5 percent although these firms employed a greater share of employees</li></ul> For 72 percent of New York business owners, their business serves as the primary source of their income. New York’s business owners also exhibit varied educational backgrounds, with 22 percent with a high school diploma or less; 21 percent with some college or technical training; 31 percent with a Bachelor’s degree; and 14 percent with a Master’s or Doctoral degree		<b>ACTIONS</b> <i>The report gives some overarching recommendations to increase business ownership in NY.</i>  Several State and federal programs provide technical assistance and mentorship to ensure small businesses remain viable for the long term such as Small Business Development Center, Empire State Development’s Division of Small Business, and the Entrepreneurial Assistance Centers. Increased visibility of these programs would help ensure they reach a larger audience.  In addition, the State should ensure federal funds intended to assist small businesses under the State Small Business Credit Initiative (SSBCI), a federal program established in 2010 to increase access to capital for traditionally underserved small businesses, are allocated efficiently and effectively.																														
<a href="#">UHY / Siena College Research Institute / HVEDC: 18th Annual Upstate New York Business Leader Survey</a>	<b>GOALS</b> <i>SCRI conducted the 18th annual Upstate New York Business Leader Survey from November 6th, 2024 to January 26, 2025. SCRI interviewed 533 CEOs of private, for-profit and non-profit companies throughout New York State, 100 in the Mid-Hudson Region. There are no specific goals mentioned for this survey.</i>	<b>TRENDS</b> <i>The report contains questions about current and future for business/industry/CEO confidence, business climate, revenue, profitably strategies, fixed assets, major areas of concentration, challenges they’re most concerned about, employment needs and adjustments, workforce development, attitudes toward the government, what they would like state government to focus on, government incentives, AI, environmental, social, &amp; governance, and outlook. A selection of questions is included below:</i>  Looking forward from today through next year, that is, the entire 2025 year, how would you describe your expectations for the economy in NYS?  <div><p><b>Mid-Hudson</b></p><table><tr><th>Expectation</th><th>Percentage</th></tr><tr><td>Considerably better</td><td>5%</td></tr><tr><td>A little better</td><td>29%</td></tr><tr><td>About the same</td><td>30%</td></tr><tr><td>A little worse</td><td>26%</td></tr><tr><td>Considerably worse</td><td>10%</td></tr></table></div> Thinking specifically about your company, what are your expectations for revenue through the end of the year 2025? Do you believe your revenue will...? <div><table><tr><th></th><th>Grow substantially</th><th>Grow moderately</th><th>Stay about the same</th><th>Decrease moderately</th><th>Decrease substantially</th></tr><tr><td>Total NYS</td><td>4%</td><td>34%</td><td>41%</td><td>19%</td><td>3%</td></tr><tr><td>Mid-Hudson</td><td>5%</td><td>36%</td><td>39%</td><td>18%</td><td>2%</td></tr></table></div> How likely would you and your company be to actively participate in a workforce development partnership program involving local educational institutions, local or state government and companies like yours?		Expectation	Percentage	Considerably better	5%	A little better	29%	About the same	30%	A little worse	26%	Considerably worse	10%		Grow substantially	Grow moderately	Stay about the same	Decrease moderately	Decrease substantially	Total NYS	4%	34%	41%	19%	3%	Mid-Hudson	5%	36%	39%	18%	2%	
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		<div><div><div><div>Very likely</div><div>Somewhat likely</div><div>Not very likely</div><div>Not at all likely</div><div>Don't know</div></div><div><div><div>Mid-Hudson</div><div><div><div>32%</div><div>10%</div><div>10%</div><div>13%</div><div>34%</div></div></div></div></div></div></div>		
<a href="#">Dutchess, Orange, &amp; Ulster Counties (2021): Connect Mid-Hudson Transit Study</a>	<b>GOALS</b> <p>The region’s transit services are provided by an array of public and private operators, each with its own approach to operating and marketing services. The Connect Mid-Hudson Transit Study aimed to identify ways to better coordinate and connect existing transit systems internally, between the three study area counties; and externally, between the three-county region and the Albany and New York City metropolitan areas. Key areas of analysis included the effectiveness of intercity coach services; opportunities for new technologies and service models such as app-based micro transit service; capital improvements to alleviate congestion or capacity constraints at park-and-rides and along transit corridors; and a review of service performance and customer satisfaction monitoring.</p>	<b>TRENDS</b> <p>The study conducted a market assessment and gaps analysis to identify existing service gaps and understand opportunities to expand service. This included population density, employment density, transit potential, micro transit opportunity zones, regional commuting patterns, and congestion and parking capacity constraints. The report also contained a section on the impacts of COVID-19 on transit.</p> <p><b>COVID-19</b></p> <p>The study was conducted in 2020 and published in 2021, when long-term effects of the Covid-19 virus on travel patterns and transit-use were still unknown. Given the enormous importance of New York City as a cultural and financial hub, and the status of Albany as the state capital with a large government workforce, the report noted that long-term travel patterns in the region will very likely resemble past travel patterns more than they resemble present ones. Thus, the document relies on pre-pandemic demographic data and service characteristics to assess the market for transit in the region, with one notable exception: demand for travel to New York Stewart International Airport.</p> <p>Between 2016 and 2018, New York Stewart International Airport experienced a 150 percent increase in passenger volumes, driven in large part by the growth in international traffic. In September 2019, Norwegian Air suspended all service to Stewart Airport after the global grounding of the Boeing 737 MAX aircraft used by the airline. In March 2020, JetBlue, Delta, and American Airlines suspended service to Stewart as well, in response to COVID-19. Airline passenger volumes post-pandemic are expected to slowly return to pre-pandemic levels and likely increase due to continued growth in the County’s population, influx of new residents from the New York City metropolitan area and the opening of major employers (e.g., Amy’s, Amazon and Legoland, etc.) in Orange County. The freight airline industry may also see strong growth for years to come as the pandemic has accelerated the trend toward online shopping and delivery. For regional travel patterns, this likely means higher demand for local service providing job-access for freight workers at Stewart.</p>	<b>OBJECTIVES</b> <p>The region’s designation as a Transportation Management Area following the 2010 Census was a catalyst for a more collaborative planning relationship between the MPOs of Dutchess, Orange, and Ulster Counties, to address regional transportation issues. The pandemic of 2020 introduced new challenges to the provision of effective and sustainable transit services in the Mid-Hudson Region, but also created opportunities to fundamentally rethink how transit services are provided, promoted, and funded in the region.</p> <p>The Connect Mid-Hudson Transit Study provides a vision for improving both the quality and accessibility of the regional transit services operating in Dutchess, Orange and Ulster Counties, as the Region prepares for a post-pandemic future. The Region continues to benefit from a stream of unallocated federal revenue generated by the commuter bus operations reporting to the urbanized area. These funds will help the Region implement several of the recommendations outlined in this plan, from piloting micro transit to introducing more centralized oversight of transit operations. The recommendations developed through this study aim to sustainably improve the region’s transit services while ensuring that Dutchess, Orange, and Ulster Counties have the financial flexibility to respond to needs that emerge over the next decade.</p>	<b>ACTIONS</b> <p>Key recommendations of the Connect-Mid Hudson Transit Study include the following:</p> <ul style="list-style-type: none"><li>• Creation of a Transit Ombudsman – to serve as an advocate and point of contact for the region’s commuters, especially those who rely on publicly-subsidized but privately-operated commuter bus services.</li><li>• Aggregation of Transit Service Information onto a Single Platform – to simplify trip planning and facilitate future functionality such as mobile fare payment and micro transit/micro-mobility integration.</li><li>• Capital Improvements – focusing on roadway congestion hot-spots and capacity-constrained park-and-ride lots that impact the efficient operation of regional transit service in the Mid-Hudson Region.</li><li>• Introduction of App-Based Micro transit Service – to provide local mobility and regional connections where fixed-route service is either not available or not effective.</li><li>• Adoption of a Regional Transit Funding Framework – to create a structure for planning and dispensing the region’s unallocated Federal transit funding balance and support the service and capital improvement recommendations.</li></ul>

		<p>Population Density:</p> <ul style="list-style-type: none"><li>• In Dutchess County, the transit-supportive population and employment densities are clustered along the US-9 corridor in the communities of Hyde Park, Poughkeepsie, Wappingers Falls, Fishkill, and Beacon. The more urban areas of Poughkeepsie and Beacon have the highest densities. Rhinebeck has high employment density, but not population density.</li><li>• In Orange County, the transit-supportive population and employment densities are spread throughout the county in the following communities: Newburgh, Walden, Montgomery, Washingtonville, Middletown, Goshen, Port Jervis, Kiryas Joel, Harriman, Warwick, and Cornwall. The more urban areas of Middletown and Newburgh have the highest overall concentrations. Woodbury has high employment density, but not population density.</li><li>• In Ulster County, the transit-supportive population and employment densities are clustered in the communities of Kingston, Saugerties, and New Paltz, with smaller concentrations in the Wallkill and Ellenville areas.</li></ul>		
<a href="#">Dutchess County: Dutchess County Economic Development</a>	<b>GOALS</b> n/a	<b>TRENDS</b> Dutchess county is strategically located in the Northeast, and "takes pride in:" <ul style="list-style-type: none"><li>• Economic development incentives, business support agencies, and forward-thinking local governments - all welcoming new enterprises and facilitating the growth of existing companies;</li><li>• Prime commercial, manufacturing, and retail development sites offering new businesses the widest possible range of locations and customized amenities;</li><li>• Extensive air, rail, and highway systems accommodating both commercial and commuter needs and providing efficient access to regional and global markets; and</li><li>• Cutting-edge telecommunications that keep local entrepreneurs in touch with a world-wide business network.</li></ul>	<b>OBJECTIVES</b> A concerted effort has been made to market the County's assets to a variety of research/development and manufacturing firms.	<b>ACTIONS</b> One of the County's most significant assets in this R&D and manufacturing recruitment campaign is its extensive inventory of research-and-development and high-tech manufacturing properties that include raised floor, clean room and data centers along with high-capacity water, power, and communications resources.  The County offers many business development and expansion incentives and advantages such as utility assistance, a commitment to excellence in education, a high employment rate, a variety of communities to choose from, lower real estate prices compared to neighboring counties, and state-of-the-art healthcare facilities."
<a href="#">Orange County (2015): Orange County Economic Development Strategy</a>	<b>GOALS</b> The Plan lays out four overall goals. Each goal has sub-goals for select industries as well as across all industries: 1. Attract & assist businesses 2. Improve Economic Development Capacity 3. Strengthen Key Industries 4. Create a Supportive Culture for Small Businesses	<b>TRENDS</b> While all industries in the County are important to our economic health and well-being, we determined that the following industries are key to our short-term economic success: <ul style="list-style-type: none"><li>• Manufacturing and Technology—in the information economy, technology will be vital to every industry.</li><li>• Manufacturing is our third-largest industry by revenue, and employs nearly 8,000 workers; biotech</li><li>• manufacturing was singled out as an emerging industry in the Mid-Hudson REDC plan.</li><li>• Medical—our fourth-largest industry by revenue (in 2007) is poised to grow with the new Orange</li><li>• Regional Medical Center and Touro College of Osteopathic Medicine.</li></ul>	<b>OBJECTIVES</b> Orange County has tremendous assets for economic development. To take full advantage of these assets and participate fully with our public and private partners including New York State, we need to focus our economic development efforts in a comprehensive, efficient strategy across our large and diverse county. At the same time, we need to protect these assets—our open space and scenic vistas, our connections to the Mid-Hudson and the Northeast, our quality of life—now and in the future, to ensure that Orange County remains a great place.  The foundation for this Plan is <b>START Orange County</b> : 1. <b>Shovel Ready</b> , promote and fast track smart, shovel ready sites.	<b>ACTIONS</b> <i>Orange County’s Plan lists actions for the County to take, broken up into timeframes:</i> <b>Short Term Recommendations (6m-1y)</b> <ul style="list-style-type: none"><li>• Implement a coordinated review process among County agencies for reviewing development actions as required by New York State General Municipal Law Section 239, Health code, and other County obligations.</li><li>• Evaluate the existing “shovel-ready” sites in the County to ensure that all necessary services are provided. Assist partner agencies to work with municipalities in expanding and maintaining the list of Shovel Ready sites.</li><li>• Give municipalities the results of the code and plan audit done for this strategy. Meet with interested municipalities to help them develop strategies to improve their downtowns and business districts.</li><li>• Institute an annual meeting—convened by the County Executive with the OC IDA and OC Partnership—of economic development-related interests, including County Planning, Orange County Tourism, the Association of Towns, Villages and Cities, the</li></ul>

		<ul style="list-style-type: none"><li>• Tourism—more than 4 million visitors came to Orange County in 2012, spending over \$430 million,</li><li>• supporting over 9,000 jobs and contributing more than \$28 million in local tax revenue.</li><li>• Arts—revenue from this sector has increased over 600% since the 2002 Economic Census, and has</li><li>• continued to grow through the recession and slow recovery period.</li><li>• Agriculture—our largest nonresidential land use by acreage, and vital to our historic role as the region’s breadbasket.</li></ul>	<ol style="list-style-type: none"><li>2. Team Up and collaborate with our communities on strategies to attract jobs and investment.</li><li>3. Agriculture can remain an integral part of our overall economic stability by bolstering farm to market opportunity.</li><li>4. Reward performance, not promises for activities receiving financial support including tax exemptions.</li><li>5. 5. Tout existing local businesses, big and small.</li></ol>	<p>Alliance for Balanced Growth, the Orange County Citizens Foundation, and others to discuss and resolve issues related to economic development activity in Orange County.</p> <ul style="list-style-type: none"><li>• Assess development potential of each property in the existing inventory of County-owned and government-owned property; work toward the most efficient use with the best public value for each property.</li><li>• Determine barriers that exist for smart and desirable business development in Orange County; these barriers may include outdated and complicated code language, operational costs, and so on. Assist municipal officials to identify problems and solutions specific to their municipalities.</li><li>• Establish a web portal of comprehensive information of policies, codes, and permits needed by businesses, entrepreneurs and others. Build this from the new municipal resources page of the Planning Department website.</li><li>• Assist municipalities to evaluate their existing business parks and potential sites for future nonresidential development; Generic Environmental Impact Statements may be developed for those sites.</li><li>• Help municipalities and school districts develop shared services agreements to reduce costs, as has occurred in the Town and Village of Warwick, for example.</li><li>• Develop model zoning and subdivision codes and language for municipal plans to support smart, desirable business uses. Provide language and technical assistance to municipalities.</li><li>• Direct County support and outside resources to projects and municipalities that support these actions.</li></ul> <p><b>Medium Term Recommendations (1-2y)</b></p> <ul style="list-style-type: none"><li>• Develop industry-specific economic strategies for key industries in Orange County, including supporting businesses or business clusters within those industries.</li><li>• Assist municipalities to evaluate their procedures for new development, new construction activity and reuse of existing structures. Develop “best practices” models and make available to all municipalities.</li><li>• Create and dedicate strategic small planning grants to downtown revitalization projects.</li><li>• Develop incentive programs for shovel ready sites, adaptive reuse of existing facilities, green infrastructure, and downtown revitalization activities.</li><li>• Develop solutions for existing traffic bottlenecks and other traffic problems.</li><li>• Market our quality of life to businesses and education facilities not currently located in Orange County.</li><li>• Assist municipalities in attracting visitors to their downtowns by increased tourism marketing, increased public transit options, and designing Complete Streets for a better pedestrian experience.</li><li>• Improve water and sewer capacity and delivery in existing public systems; the County’s designated Priority Growth Areas shall be the County’s first priority for capacity and service improvements.</li><li>• Implement the recommendations of the Orange County Comprehensive Plan housing element; create individual municipal plans to provide a full range of housing options.</li></ul> <p><b>Long Term Recommendations (3-5y)</b></p> <ul style="list-style-type: none"><li>• Evaluate results of all economic development work done as part of this strategy. Revisit this strategy with these results in order to capitalize on successes and revise less successful programs.</li><li>• Work with interested municipalities to create Arts Districts in accordance with New York State programs.</li><li>• Work with New York City’s “Silicon Alley” businesses to bring technology businesses and their related manufacturing facilities to Orange County.</li><li>• Encourage “visiting scholar” programs at colleges with art, medical and other schools in New York City.</li></ul>
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<a href="#">Rockland County: Rockland County Economic Development</a>	<p><b>GOALS</b></p> <p>The Rockland County Department of Economic Development and Tourism focuses on growing Rockland’s economy by attracting new businesses, promoting tourism and developing filming opportunities throughout the county. This is achieved through collaborations and partnerships that benefit our communities, businesses and residents.</p>	<p><b>TRENDS</b></p> <p>Make It Rockland is focused on business growth, making use of its many amenities including its proximity to NYC, various tax incentives, educated and skilled workforce, access to 4 airports in a 50 mi. radius, and its various partnerships including Empire State Development, Rockland County IDA, HVRC, and Rockland Chambers of Commerce among others.</p> <p>Destination Rockland focuses on tourism, promoting Rockland County as a premiere travel destination. They advertise about Rockland arts, history, culture, various outdoors activities (hiking, biking, golfing) and picturesque municipalities.</p> <p>Reel Rockland is focused on growing the film industry in the County. Staff help the motion picture industry with assistance in permits, locations, coordination with multiple offices, and logistics.</p>		<p><b>ACTIONS</b></p> <p>The Department of Economic Development connects companies with incentives, programs and services that encourage business support to Rockland's diversified industries, and we practice economic development through the implementation of innovative programs including:</p> <ul style="list-style-type: none"><li>• Business attraction, retention and expansion assistance.</li><li>• Workforce development.</li><li>• Grant assistance.</li><li>• Resource and incentive coordinators.</li></ul>
<a href="#">Dutchess County: 2015 Hazard Mitigation Plan</a>	<p><b>GOALS</b></p> <p>The goal of the Dutchess County Hazard Mitigation Plan (HMP) is to identify projects that can reduce damage from future natural hazards. The plan includes a risk assessment and a hazard-mitigation strategy. This plan addresses the County and municipality’s risk to flooding, severe storms, severe winter storms, extreme temperatures, wildfires and other natural hazards. Mitigation projects and initiatives have been identified to address these risks to both public and private property.</p>	<p><b>TRENDS</b></p> <p>Dutchess County experienced a 7% increase in population since 2000, from 277,947 to 297,488. The County saw an increase in both number of households and housing units from 2000 to 2010, from 99,536 households (106,103 housing units) to 107,965 households (118,638 housing units).</p> <p>The HMP considered a full range of hazards that could impact the area, and a total of eight natural hazards of concern were identified as significant:</p> <ol style="list-style-type: none"><li>1. Coastal hazards: Projected increase in precipitation and frequency of extreme storms due to climate change will impact the entire County.</li><li>2. Drought: It is a concern for the County because the County’s water is supplied by both surface water and ground water. Increased demand for water will impact agriculture business in the County, will represents 112,482 acres of the County’s land.</li><li>3. Earthquake: Between 1973 and 2012, 189 earthquakes were epicentered in NY. Of those 189 occurrences, six were reported in Dutchess County.</li><li>4. Extreme temperature: There is an overall 6% average future probability that an extreme heat occurrence will impact the State in a given year and a 7% average future probability of an extreme cold event occurrence.</li><li>5. Flood: Precipitation totals will increase between 2-15% by the 2050s and 3-17% by the 2080s (baseline of 38.6 inches). Sea level is also projected to rise in the tidal Hudson River by 3-8 inches by the 2020s, 9-21 inches by the 2050s, and 14-39 inches by the 2080s. Approximately 38,444 acres (7.5%) of Dutchess County is prone to flooding. The County has a 108% chance of floods occurring in the future.</li><li>6. Severe storm: Between 1954 and 2015, NYS was included in 54 FEMA declared severe storm-</li></ol>	<p><b>OBJECTIVES</b></p> <p>The HMP developed the following objectives to help the County attain its overall goal:</p> <ol style="list-style-type: none"><li>1. Protect public health and safety</li><li>2. Protect property, including public and private property, critical facilities and infrastructure.</li><li>3. Increase education and awareness, and promote relationships with stakeholders, citizens, government officials, and property owners to develop opportunities for mitigation of natural hazards.</li><li>4. Encourage the development and implementation of long-term, cost-effective, environmentally sound, and resilient mitigation projects to preserve or restroe the functions of natural systems</li><li>5. Build regional, county, and local mitigation and related emergency management capabilities</li><li>6. Promote local and regional sustainability</li><li>7. Support comprehensive county and local mitigation through the integration of hazard mitigation planning into related county and local plans and programs.</li></ol>	<p><b>ACTIONS</b></p> <p>Dutchess County proposed a comprehensive range of specific mitigation actions that they would like to pursue in the future to reduce the effects of hazards, split up by Department who would head each initiative. Below is a selection of the high-ranking priority actions:</p> <p><b>Dept of Public Works (DPW)</b></p> <ul style="list-style-type: none"><li>• Fallkill Dam Safety Assessment and Upgrade/Rehabilitation Project to address flooding and severe storm hazards in Town of Poughkeepsie. Assessment is \$25K and future upgrades TBD. In progress (potentially completed in 2016).</li><li>• Back-Up Power for County Critical Facilities. Reduces all hazards resulting in loss of electricity. High cost but high benefit estimated. Planning to submit for FEMA grants.</li><li>• County-Wide Stream Debris Removal and Channel Improvement Projects. Mitigate flood and severe storm hazards. Ongoing project (potentially completed in 2016).</li></ul> <p><b>Dept of Emergency Response (DER)</b></p> <ul style="list-style-type: none"><li>• Upgrades to Farm and Home Center as a Designated County Emergency Facility. Addresses all hazards requiring sheltering and expanded emergency management facilities. Grant funding available through the Hurricane Sandy Hazard Mitigation Grant Program (LOI submitted).</li></ul> <p><b>Soil &amp; Water Conservation District (SWCD)</b></p> <ul style="list-style-type: none"><li>• Dutchess enhanced flood warning system on the Fishkill and Fallkill creeks. Address flood and severe storm hazards. Potential funding from the Sandy HMGP LOI that was submitted.</li><li>• Enhanced rain weather detection system installed in each major watershed. Mitigates flood, severe storm, and coastal hazards. Potential funding available from the Sandy HMGP (LOI submitted)</li></ul> <p><b>Cornell Cooperative Extension (CCE)</b></p> <ul style="list-style-type: none"><li>• Hudson Estuary Watershed Resiliency Project. Addresses flood and severe storm hazards by providing educational resources and technical assistance on issues related to flooding.</li></ul> <p><b>Water and Wastewater Authority</b></p> <ul style="list-style-type: none"><li>• Construct a 1M gallon elevated Central Dutchess Water Transmission System Water Storage Tank. Mitigates flood, severe storm, severe winter storm, and power outage hazards that may affected the Poughkeepsie Joint Water Treatment Plant.</li><li>• Hyde Park Water Treatment Facility Improvements. Addresses flood and severe storm hazards to this critical facility.</li><li>• Portable generator procurement at sewage treatment plants. Addresses all hazards resulting in loss of electricity. Potential FEMA funding.</li></ul>

		<p>related disasters or emergencies, of which Dutchess County was included in 9 declarations.</p> <p>7. Severe winter storm: The County has experienced a number of winter storms, Nor’Easters/heavy snow, and blizzards since the 1950s.</p> <p>8. Wildfire: The probability of occurrence for wildfires in the County is considered frequent (likely to occur within 25 years).</p>		<ul style="list-style-type: none"><li>• Dalton Farms Water and Sewer System Improvements. Construction of elevated access roads and berm around WWTP to mitigate flood and severe storm hazards. Potential FEMA funding.</li><li>• Valley Dale Sewer System Improvements. Construction of a berm around the WWTP and access driveway to mitigate potential flood and severe storm hazards. Potential FEMA funding.</li><li>• Emergency Response Equipment Procurement for county-wide WWTP. Addresses all hazards. Potential FEMA grants available.</li><li>• Fairways Water System Back Up Generator. Addresses all hazards resulting in loss of electricity. Potential FEMA grants available.</li><li>• Central Dutchess Water System Storage Facility. Addresses all hazards that may affect water distribution for four of the seven Hudson 7 communities that receive their water from the Hudson River. Potential FEMA grants available.</li></ul>
<a href="#">Putnam County: 2021 Hazard Mitigation Plan</a>	<p><b>GOALS</b> <i>The five goals of the Putnam County Hazard Mitigation Plan (HMP):</i></p> <ol style="list-style-type: none"><li>1. Protect Life and Property</li><li>2. Increase public awareness, education, and outreach efforts among all stakeholders to foster resiliency, preparedness and mitigation opportunities in the public and private spheres.</li><li>3. Protect natural systems and encourage the use to mitigation natural hazards.</li><li>4. Enhance or develop programs to build regional, county and local mitigation and related emergency management capabilities.</li><li>5. Promote resilient and sustainable land development practices to improve the ability to recover and bounce back faster from impacts of natural hazard events.</li></ol>	<p><b>TRENDS</b> Putnam County is home to an estimated population of 99,070 residents as of 2018. It is one of the most affluent counties in the U.S., ranked 7<sup>th</sup> by median household income (MHI was \$102,186 as of 2018 ACS estimates). 10.2% of county residents are living with a disability and 18.5% of the county’s population primarily speaks a language other than English at home. In 2018, 34,847 households (38,605 housing units) in Putnam County were identified, which is a slight decrease from 2010.</p> <p>The HMP identified and ranked multiple hazards of concern for Putnam County. Of these concerns, the hazards that ranked the highest were severe storm and severe winter storm.</p>	<p><b>OBJECTIVES</b> <i>The plan describes the following objectives within each goal:</i></p> <p><b>Goal 1: Protect Life and Property</b></p> <ul style="list-style-type: none"><li>• Integrate Putnam County’s hazard mitigation framework with federal, state, and local mitigation and planning programs to enhance coordination, cooperation, and resilient outcomes.</li><li>• Diversify supply and breadth of financial resources and equipment to improve response and ensure resilience during and after disasters.</li><li>• Protect public and private property, critical facilities, and lifelines.</li><li>• Proactively identify and address potential hazards such as trees and watercourse obstructions.</li><li>• Encourage homeowners, renters, and businesses to purchase insurance coverage for damages caused by hazards.</li><li>• Mitigate impacts of natural hazards to businesses, communities and local economies.</li><li>• Improve or protect vital infrastructure and critical facilities to reduce the disruption of activities after a natural hazard event.</li></ul> <p><b>Goal 2: Increase public awareness, education, and outreach efforts among all stakeholders to foster resiliency, preparedness and mitigation opportunities in the public and private spheres.</b></p> <ul style="list-style-type: none"><li>• Establish and support training for all stakeholders to enhance preparedness and response for hazards.</li><li>• Inform government officials, non-profits, and school districts about tools, partnership opportunities, funding resources, and government initiatives to assist in implementing mitigation activities.</li><li>• Provide comprehensive information online and through media to communicate information about shelters, evacuation routes, and preparedness to the public.</li><li>• Educate and encourage private property owners to take preventive mitigation actions in areas that are especially vulnerable to hazards.</li></ul> <p><b>Goal 3: Protect natural systems and encourage the use to mitigation natural hazards.</b></p> <ul style="list-style-type: none"><li>• Encourage the development and implementation of long-term, cost effective, and resilient mitigation projects to</li></ul>	<p><b>ACTIONS</b> <i>The County HMP lists 10 proposed actions. A selection of the various actions (one from the County and one from each municipality, unless none were proposed) with their estimated time and cost are included here:</i></p> <ul style="list-style-type: none"><li>• County-wide: Highway Department Generators. Addresses extreme temperatures, earthquake, flood, severe storm, severe winter storm, and terrorism hazards. 1-5 years. Medium cost. Potential BRIC, HMGP, and County funds.</li><li>• Town of Brewster: Water Backup Power Supply. Mitigates severe storm and severe winter storm hazards. Short-term once funding is secured. \$240k. Potential HMGP, BRIC, and local match funds.</li><li>• Town of Carmel: Carmel Repetitive Loss. Mitigates flood hazard. To be done annually. No cost estimated.</li><li>• Town of Kent: Vegetation Management Plan. Addresses severe storm and severe winter storm hazards. Within 2 years. Low cost. Potential HMGP and Town funds.</li><li>• Town of Patterson: Continuity of Operations. Mitigates severe storm, severe winter storm, and disease outbreak hazards. Within 6 months. \$55k. Potential CDBG funds.</li><li>• Town of Philipstown: Brookside and Valley Lane Mitigation. Mitigates flood hazard. Long-term project. \$500k. Potential HMGP funding.</li><li>• Town of Putnam Valley: Oscawana Lake Dam Upgrades. Mitigates flood, severe storm, severe winter storm (heavy snowmelt) hazards. Long term depending on engineering, permitting, and funding available. High cost. Potential NYSDEC grant funding.</li><li>• Town of Southeast: Brewster Hill Road Culvert Replacement. Reduces flood and severe storm hazards. Long-term DOF. \$750k. Potential Federal Mitigation grant or Road/Infrastructure grant.</li><li>• Village of Nelsonville: Water Supply Backup. Addresses severe storm and severe winter storm hazards. Within 5 years. Medium cost. Potential NYCDEP funds and Village contribution.</li></ul>

			<p>protect life and property and to preserve or restore the functions of natural systems.</p> <ul style="list-style-type: none"><li>• Use natural infrastructure, ecosystems, and green infrastructure to reduce vulnerability and enhance the environment.</li><li>• Decrease the potential local economic loss and maintain local and government business continuity after a natural hazard event.</li><li>• Identify technological solutions that may help to improve the resiliency and redundancy of infrastructure and enhance the County’s ability to inform the public during a disaster.</li></ul> <p><b>Goal 4: Enhance or develop programs to build regional, county, and local mitigation and related emergency management capabilities.</b></p> <ul style="list-style-type: none"><li>• Fully integrate the recommendations of this plan into existing local and county laws, plans, ordinances, natural resource management activities and programs to encourage resilient and sustainable efforts throughout the county.</li><li>• Establish a Local Emergency Planning Committee to coordinate and plan emergency response.</li><li>• Examine and modify building codes, zoning regulations, and other practices that account for hazardous conditions and proactively reduce damage.</li><li>• Secure hazard mitigation financial assistance for facilities and structures in the County from state, federal, and non-profit sources.</li><li>• Support comprehensive county and local mitigation through the integration of hazard mitigation planning into related county and local plans and programs.</li><li>• Strengthen inter-jurisdiction and inter-agency communication, coordination, and partnerships to inform agencies of local project priorities and to foster hazard mitigation strategies and/or projects designed to benefit multiple jurisdictions.</li><li>• Secure sufficient equipment and supplies to improve response to natural disasters.</li><li>• Identify and implement ways to engage public agencies with individual citizens, non-profit organizations, business, and industry to implement mitigation activities more effectively.</li><li>• Encourage shared services in acquiring maintaining and providing emergency services and equipment and planning and executing mitigation projects.</li></ul> <p><b>Goal 5: Promote resilient and sustainable land development practices to improve the ability to recover and bounce back faster from impacts of natural hazards events.</b></p> <ul style="list-style-type: none"><li>• Develop and maintain adequate services and utilities to serve the County’s population and economy.</li><li>• Develop business and government continuity plans to decrease potential local economic losses.</li><li>• Reduce or eliminate hazard risks throughout the county.</li><li>• Encourage building and rebuilding practices that address resiliency through higher standards and sustainable design to resist impacts of natural hazards and to reinvest in</li></ul>	
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			existing infrastructure rather than expanding the urbanized area.	
<a href="#">Sullivan County: Hazard Mitigation Plan</a>	<p><b>GOALS</b> <i>Sullivan County’s Hazard Mitigation Plan (HMP) lists the following goals:</i></p> <ul style="list-style-type: none"><li>• <b>Coordinate a Comprehensive Countywide Mitigation Program:</b> Promote a comprehensive countywide hazard mitigation program that includes coordination among county departments, Sullivan County jurisdictions and federal, state, and local organizations</li><li>• <b>Protect life and Property:</b> Protect lives and existing property, including all populations vulnerable to hazards and vulnerable public, historic, and private structures, and critical facilities and infrastructure</li><li>• <b>Increase Awareness:</b> Increase awareness of hazard risk and mitigation capabilities among stakeholders, citizens, elected officials, and property owners to enable the successful implementation of mitigation strategies.</li><li>• <b>Preserve or Restore Natural Systems:</b> Encourage the development and implementation of long-term, cost effective, and resilient mitigation projects to preserve or restore the functions of natural systems.</li><li>• <b>Build Stronger:</b> Build stronger by promoting mitigation actions that emphasize sustainable construction and design measures to reduce or eliminate the impacts of natural hazards now and in the future.</li></ul>	<p><b>TRENDS</b> Sullivan County has a full-time population of approximately 75,783, down 2.3% from the 2010 population of 77,520. This number is estimated to triple during the summer season, when the County experiences an influx of second homeowners and vacationers. The median household income was \$53,877 as of 2017, and 14.7% of the population was estimated to live below the poverty level for the same period. There were a total of 33,799 housing units in the County, and the median home value was \$167,906. The racial/ethnic distribution is shown in the chart below, with 72% White, 8% African American, 2% Asian, 15% Latino and 3% of people identifying as having two or more races.</p> <p>The plan describes the annual average loss by hazard type from 1996-2017, with flooding loss being the most prevalent by far in the County at \$129.9M. The next closest risk was wind at \$21.4M in losses. The plan also identifies hazard events by type frequency, and location per year with wind, hail, snowstorms, and flooding as the most prevalent hazard events. The plan describes the critical assets in floodplains by town, with a total of 64 assets at a total of \$212.9M in total replacement dollars. Seven of those assets are in the 100 years floodplain at a total of \$19.6M in replacement costs.</p>	<p><b>OBJECTIVES</b> <i>The plan describes the objectives within each goal.</i></p> <p><b>Goal 1: Coordinate a Comprehensive Countywide Mitigation Program</b></p> <ul style="list-style-type: none"><li>• Strengthen inter-jurisdiction and inter-agency communication, coordination, and partnerships to foster hazard mitigation strategies and/or projects designed to benefit multiple jurisdictions.</li><li>• Identify and implement ways to engage public agencies with individual citizens, non-profit organizations, business, and industry to implement mitigation activities more effectively.</li><li>• Promote integrated land use planning and development to encourage resilience and sustainability through zoning, building codes, smart growth, capital improvement programs, open space preservation, critical infrastructure siting, and storm water management regulations.</li><li>• Continue to participate in state and local programs and efforts that focus on practices that support or enhance resiliency, including programs to ensure the maintenance and repair of critical assets like bridges and dams.</li><li>• Improve hazard data through studies, research, and mapping to enhance information related to the impacts of hazards and related risks, vulnerability, and losses.</li><li>• Encourage the establishment of policies at the local level to help ensure the prioritization and implementation of mitigation strategies and/or projects designed to benefit essential facilities, services, and infrastructure.</li><li>• Where appropriate, coordinate and integrate hazard mitigation activities with existing local emergency operations plans.</li><li>• Maintain emergency traffic routes, evacuation routes and a system of short- and long-term shelters. Disseminate information about emergency response and recovery to community leaders and the public. Coordinate with stakeholders such as the Red Cross, State and Federal departments of transportation, FEMA and New York State Division of Homeland Security and Emergency Services.</li></ul> <p><b>Goal 2: Protect life and Property</b></p> <ul style="list-style-type: none"><li>• Encourage homeowners, renters, and businesses to insure property for all hazards, including flood coverage under the National Flood Insurance Program.</li><li>• Identify mitigation opportunities to protect, upgrade and strengthen existing structures from all-hazards through acquisition, elevation, relocation, and retrofit.</li><li>• Encourage resilient and sustainable structural practices that reduce vulnerabilities and encourage the use of green and natural infrastructure.</li><li>• Promote the continued use of natural systems and features, open space preservation, and land use development planning with local jurisdictions.</li><li>• Acquire, retrofit, or relocate repetitive loss properties from hazard-prone areas in the County.</li><li>• Review existing local laws and ordinances, building codes, safety inspection procedures, and rules to ensure that they</li></ul>	<p><b>ACTIONS</b> <i>The County HMP lists 62 proposed actions. A selection of the various actions (one from each municipality) with their estimated time and cost are included here:</i></p> <ul style="list-style-type: none"><li>• <b>Town of Bethel:</b> Backup power generation to provide warming centers for influx of long-term summer camp populations in Bethel, 1-2 years at a cost of \$100-500K.</li><li>• <b>Town of Bloomingburg:</b> Increase Capacity to Manage Snow on Pedestrian Walkways, 1-2 years, &lt;\$100K</li><li>• <b>Town of Callicoon:</b> Dewitt Flats Rd. Flooding at County Owned Bridge, 2-3 years, \$100-500K</li><li>• <b>Countywide:</b> Town Highway 17-Bridge #241 Replacement including Flood Mit Improvement, 1-2 years, \$100-500K</li><li>• <b>Town of Delaware:</b> New Water District/wells, 2-3 years, \$1-5M</li><li>• <b>Town of Fallsburg:</b> Acquire generator for Mountaindale Fire District, 1-2 years, &lt;\$100K</li><li>• <b>Town of Forestburgh:</b> Gallagan Rd Flooding Issues Washout, 1-2 years, &lt;\$100K</li><li>• <b>Town of Fremont:</b> Newman Hill Rd. Culvert Flooding Issues, 1-2 years, \$100-500K</li><li>• <b>Town of Highland:</b> Storm Drain cleaning and maintenance, 1 year, \$100-500K</li><li>• <b>Town of Jeffersonville:</b> Lake Jeffersonville Dam Assessment, 1-2 years, \$100-500K</li><li>• <b>Town of Liberty:</b> Upsize Culvert on Aden Road, 1-2 years, \$100-500K</li><li>• <b>Village of Liberty:</b> 2020 Village of Liberty High Risk Culvert Collapse and Sanitary Sewer Failure Mitigation Project, 2-5 year, \$500K-\$1M</li><li>• <b>Town of Lumberland:</b> Rt. 97 Flooding, 1-5 years, \$500K-1M</li><li>• <b>Town of Mamakating:</b> Route 209 Flooding Assessment, 3-5 years, &lt;\$100K</li><li>• <b>Village of Monticello:</b> Upgrade Monticello Street and Lawrence Ave Culvert, 2-5 years, \$100-\$500K</li><li>• <b>Town of Neversink:</b> Critical Facilities Backup Generator, 1 year, &lt;\$100K</li><li>• <b>Town of Rockland:</b> Cattail Creek Culvert/Bridge, 1-2 years, \$100-500K</li><li>• <b>Town of Thompson:</b> Wastewater Infrastructure Modernization, 5-7 years, \$10M+</li><li>• <b>Town of Tusten:</b> Narrowsburg Flats Flooding Local Flood Analysis, 1-2 years, &lt;\$100K</li><li>• <b>Village of Woodridge:</b> Acquire new generator for Village Hall, 1-2 years, \$100-500K</li></ul>

			<p>employ the most recent and generally accepted standards for the protection of buildings and environmental resources.</p> <ul style="list-style-type: none"><li>• Integrate recommendations into existing local and County programs and incorporate hazard considerations into land-use planning and natural resource management.</li><li>• Ensure that public and private facilities and infrastructure meet established building codes and immediately enforce the codes to address any identified deficiencies.</li><li>• Identify and acquire emergency services and equipment to enhance response capabilities for specific hazards.</li></ul> <p><b>Goal 3: Increase awareness</b></p> <ul style="list-style-type: none"><li>• Offer trainings, education, technical support and awareness programs to better utilize funding opportunities and integrate mitigation into ongoing planning efforts and program functions.</li><li>• Develop and implement additional education and outreach programs to increase public awareness of the risks associated with hazards and to educate the public on specific, individual preparedness activities. Offer dedicated education and awareness programs to reduce the impact of hazards on vulnerable populations.</li><li>• Continue to develop and improve systems that provide warning, awareness, and emergency communication.</li><li>• Inventory, evaluate, and build local capacity for risk reduction.</li></ul> <p><b>Goal 4: Preserve or Restore Natural Systems</b></p> <ul style="list-style-type: none"><li>• Encourage the use of green and natural infrastructure.</li><li>• Provide technical assistance to communities and stakeholders in the application and implementation of mitigation projects that preserve or restore natural systems.</li><li>• Maintain and encourage ongoing relationships between agencies and other partners to play a role in preservation and restoration of vulnerable natural systems.</li><li>• Facilitate, encourage, and manage retreat where appropriate.</li></ul> <p><b>Goal 5: Build Stronger</b></p> <ul style="list-style-type: none"><li>• Encourage building and rebuilding practices that address resiliency through higher standards and sustainable design to resist impacts of natural hazards.</li><li>• Enhance coordination with state and local agencies that promote resiliency and sustainability.</li><li>• Identify sustainable flood and erosion control projects and activities that demonstrate resiliency practices.</li><li>• Provide assistance in the implementation of flood mitigation plans and projects in flood-prone areas, in accordance with federal and state regulatory, funding, and technical assistance programs.</li></ul>	
<a href="#">Westchester County: Hazard Mitigation Plan</a>	<p><b>GOALS</b></p> <p><i>Westchester County’s Hazard Mitigation Plan (HMP) lists the following goals:</i></p> <ul style="list-style-type: none"><li>• Goal 1: Protect Public Health and Safety.</li><li>• Goal 2: Protect property, including public and private</li></ul>	<p><b>TRENDS</b></p> <p>In 2019, Westchester County had a population of 968,065 people which represents approximately a 2-percent increase from 2010 when the population was 949,113 people. The County experienced an increase in both households and housing units from 2010 to 2020, from 345,795 households to 367,296 households.</p>	<p><b>OBJECTIVES</b></p> <p><i>The Westchester County HMP lists the following objectives within each goal:</i></p> <p><b>Goal 1: Protect Public Health and Safety.</b></p> <ul style="list-style-type: none"><li>• Identify and reduce the impacts of hazards on vulnerable populations and critical natural resources and infrastructure.</li></ul>	<p><b>ACTIONS</b></p> <p><i>The County HMP lists 22 proposed actions. A selection of the various actions (one from the large cities and towns who elected to participate) with their estimated time and cost are included here:</i></p> <ul style="list-style-type: none"><li>• <b>Westchester County:</b> Flood Mitigation Project at Garth Woods, BRP Reservation. Mitigates flood, severe storm, and severe winter storm hazards. Within 5 years. High estimated costs. Potential BRIC and HMGP funding.</li></ul>

	<p>property, critical facilities, and infrastructure.</p> <ul style="list-style-type: none"><li>• Goal 3: Increase education and awareness and promote relationships among stakeholders, citizens, government officials, and property owners to develop opportunities for mitigation of natural hazards and to increase resilience.</li><li>• Goal 4: Encourage the development and implementation of long-term, cost-effective, environmentally sound, and resilient mitigation projects to preserve or restore the functions of natural systems.</li></ul>	<p>In 2019, there were 162,363 elderly residents (persons aged 65 and older) and 83,783 residents living in low-income households.</p> <p>The County HMP identifies seven hazards of concern: disease outbreak, earthquake, extreme temperatures, flooding, severe storm, severe winter storm, and wildfire. Of note, there are 269,974 buildings located in a flood hazard area. Of those buildings, 1,545 are located in a high coastal risk hazard area and would cost \$13.4B in total replacement.</p>	<ul style="list-style-type: none"><li>• Improve and promote systems that provide early warning and emergency communications.</li><li>• Reduce public health impacts from natural and non-natural hazards by identifying associated risks and protective measures.</li><li>• Build regional, county, and local mitigation and related emergency management capabilities and support continuity of operations.</li><li>• Promote post-disaster mitigation as part of restoration and recovery</li></ul> <p><b>Goal 2: Protect property, including public and private property, critical facilities, and infrastructure.</b></p> <ul style="list-style-type: none"><li>• Reduce repetitive and severe repetitive losses through mitigation or adaptation.</li><li>• Implement mitigation programs that protect critical facilities and services and promote reliability of lifeline systems to minimize impacts from hazards, maintain operations, and expedite recovery from an emergency. Create redundancies for critical networks such as water, sewer, digital data, power, and communications.</li><li>• Improve availability of hazard data and information for inclusion into locally developed plans and procedures.</li><li>• Integrate new hazard and risk information into building codes and land use planning mechanisms.</li><li>• Address long-term vulnerabilities from High Hazard Dams</li></ul> <p><b>Goal 3: Increase education and awareness and promote relationships among stakeholders, citizens, government officials, and property owners to develop opportunities for mitigation of natural hazards and to increase resilience.</b></p> <ul style="list-style-type: none"><li>• Improve public knowledge of hazards and protective measures so individuals are able to appropriately respond during hazard events.</li><li>• Promote partnerships for improving integration of hazard mitigation into comprehensive emergency planning efforts.</li><li>• Educate public officials, developers, realtors, contractors, building owners, and the general public about hazard risks and building requirements.</li><li>• Increase social resiliency by improving knowledge about natural hazards along with corresponding adaptive mitigation strategies.</li><li>• Partner with the private sector to promote hazard mitigation as part of standard business practices.</li></ul> <p><b>Goal 4: Encourage the development and implementation of long-term, cost-effective, environmentally sound, and resilient mitigation projects to preserve or restore the functions of natural systems.</b></p> <ul style="list-style-type: none"><li>• Identify and promote the beneficial functions of natural systems as mitigation against natural hazards and climate change. Adopt and enforce public policies and ordinances that protect existing beneficial natural systems and minimize negative impacts of development on natural systems.</li><li>• Encourage use of nature-based solutions for development and mitigation strategies that reduce impacts to the environment and enhance mitigation effectiveness.</li></ul>	<ul style="list-style-type: none"><li>• <b>City of Mount Vernon:</b> Work with the Red Cross to repair Armory for sheltering. Mitigates all hazards. Within 5 years. High cost. Potential FEMA, HMGP, BRIC, USDA Community Facilities Grant Program, and Management Performance Grants (EMPG) funding.</li><li>• <b>City of New Rochelle:</b> Backup Power for Fire Station 1. mitigates all hazards. 2 years. High cost. Potential FEMA, HMGP, BRIC, USDA Community Facilities Grant Program, and EMPG grant program funding.</li><li>• <b>City of Peekskill:</b> Critical Facility Flood Outreach. Mitigates flood hazard. Within 6 months. Staff time cost.</li><li>• <b>City of White Plains:</b> Harden City Facilities and Infrastructure. Mitigates flood, severe storm, severe winter storm, and earthquake hazards. Within 5 years. High cost.</li><li>• <b>City of Yonkers:</b> Diversity Language Communication. Mitigates all hazards. Within 5 years. Low cost.</li><li>• <b>Town of Cortlandt:</b> Adopt Updated Hazard Related Ordinances. Mitigates flood, severe storm, severe winter storm, and wildfire hazards. 2 years. Staff time cost.</li><li>• <b>Town of Greenburgh:</b> Repetitive Loss Mitigation. Mitigates flood and severe storm hazards. 3 years. High cost. Potential FEM, HMGP, and FMA funding.</li><li>• <b>Town of Ossining:</b> Warming and Cooling Centers. Mitigates extreme temperature hazard. Within 5 years. Potential FEMA, HMGP, BRIC, USDA Community Facilities Grant Program, and EMPG grant program funding.</li><li>• <b>Town of New Castle:</b> Town Community Center Generator. Mitigates all hazards. Within 5 years. Potential FEMA, HMGP, BRIC, USDA Community Facilities Grant Program, and EMPG grant program funding.</li><li>• <b>Town of Yorktown:</b> Harden Wastewater Treatment Plant. Mitigates severe storm and CBRN hazards. 2 years. \$800k. Town sewer fund and potential BRIC funding.</li></ul>
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<p><u><b>Ulster County (2020): Building a People Centered Economy</b></u></p>	<p><b>GOALS</b> Ulster County’s Report on Building a People Centered Economy has the goal to set a bold vision for what the economy – and by extension the community – could look like by 2040.</p>	<p><b>TRENDS</b> <i>The report covers the trends that led to them crafting the report.</i></p> <p>In the decade following the Great Recession, Ulster County’s economy saw modest but steady growth, with declining unemployment, steadily rising GDP and the development of an undeniable buzz as increased wealth and incomes drove renewed investment in homes and neighborhoods, main streets, office parks and industrial plants. Our efforts to support business development and attraction, as well as promotion of our undeniable tourism appeal, paid off with steady growth in business numbers, visitors, and our accommodations, food and beverage, and recreation businesses, along with our arts and cultural communities.</p> <p>Already a County composed mainly of small businesses, the past decade saw an increasing trend toward micro-enterprise, with the average firm size declining and a clear uptick in the number of self-employed residents, freelancers and ‘solo-prenuers.</p> <p>Almost as quickly as they graduate high school, an increasing fraction of our children choose to leave the area to pursue education or career, depleting our communities of the vitality, creativity and drive that make 18-34 year-olds a cohort coveted by any region. And while their departure is offset by in-migration across age cohorts, our senior population continues to grow, with future projections pointing to a substantial increase in the age cohort over age 70.</p> <p>The County’s poverty rate has increased over the past two decades faster than in other counties throughout the state, rising to 14.3% in 2018 and placing Ulster County in 53rd place among the state’s 62 counties</p>	<p><b>OBJECTIVES</b> The consensus of the Ulster 2040 Working Group is that our new way must be a people-centered economic development strategy that generates not only growing GDP and job numbers, but creates opportunity, prosperity, and a high quality of life for all our residents. The Working Group has designated four industry clusters that build on and strengthen the natural and cultural assets that have made Ulster County such a special place to live and to visit.</p> <div data-bbox="1379 415 1995 943"> </div> <p>Each of the following categories had key strategies (<b>KS</b>) and next steps/near term projects (<b>NS/NTP</b>)  <b>Agriculture, Food &amp; Beverage: KS:</b> Building robust infrastructure across the value chain, expanding access to local and regional markets, and investing in protecting and ensuring access to farmland. <b>NS:</b> Gathering input from stakeholders across food systems.  <b>Makers &amp; Creators: KS:</b> Making affordable space available for cluster businesses and improving the reach and the effectiveness of our workforce training and business support programs. <b>NTP:</b> The redevelopment of the former Tech City property as a hub and working with a wide range of cluster businesses to understand and meet their training needs.  <b>Clean Energy &amp; Environment: KS:</b> Positioning our businesses and our workforce to make 21st-century green infrastructure investments and developing centers of excellence in the research and development of clean energy and water technologies. <b>NS:</b> building on our Green Careers Academy initiative to develop robust training pathways for green infrastructure jobs and engaging with university and industry partners to explore opportunities for collaboration.  <b>Health, Wellness, &amp; Care: KS:</b> Improving care access to residents throughout the County and supporting opportunities for career growth for cluster workers. <b>NS:</b> Strengthening training programs and career ladders throughout the cluster and convening stakeholders from across the cluster to develop strategies and test prototypes of new models.  <b>Economic &amp; Social Infrastructure: KS:</b> Strengthening connections between workers and employers to better align skills and talent development programs with promising career opportunities and partnering with local municipalities to</p>	<p><b>ACTIONS</b> <i>Each of the following categories had cluster goals and 2-5 potential investments per cluster goal:</i></p> <p><b>Agriculture, Food &amp; Beverage:</b>  <b>Goal 1: Enhance sustainability of local agricultural businesses</b>  <ul style="list-style-type: none"> <li>• Increase access to land and capital for new farmers</li> <li>• Protect high-priority farmland</li> <li>• Help farms connect with value-added processing to diversify and expand revenue</li> <li>• Maximize use of existing benefits that are designed to protect farmland</li> <li>• Grow agritourism and food/beverage tourism sector</li> </ul> <b>Goal 2: Expand local capacity for value-added processing</b>  <ul style="list-style-type: none"> <li>• Create shared incubator kitchens or processing lines</li> <li>• Support food/bev entrepreneurs</li> <li>• Expand existing food processors to help producers align with market demand</li> <li>• Fill key gaps in the local value chain, including aggregation and storage</li> </ul> <b>Goal 3: Expand cluster access to local and regional markets</b>  <ul style="list-style-type: none"> <li>• Develop cooperative models to enhance distribution and marketing</li> <li>• Establish or adopt a local or regional brand(s) for ag, food and bev products</li> <li>• Increase local products in currently under-served markets (farm-to-school, farm-to-institutions, fresh local foods into current food deserts)</li> </ul> <b>Goal 4: Capture value from waste stream</b>  <ul style="list-style-type: none"> <li>• Establish or support commercial composting programs</li> <li>• Explore waste-to-energy alternatives</li> <li>• Connect all levels of the value chain to waste-diversion programs</li> </ul> </p> <p><b>Makers &amp; Creators:</b>  <b>Goal 1: Encourage film collaboration to maximize economic impact and resiliency</b>  <ul style="list-style-type: none"> <li>• Ensure availability of affordable production and retail space where artists, makers and creators can connect with each other and customers</li> <li>• Selectively recruit firms or support new/existing firms to fill gaps in the supply chain</li> <li>• Expand outreach to business owners who are people of color, women and local immigrants</li> <li>• Establish a one-stop shop for artists, makers and creators to get business support services (including financing, site assistance, advisory services, marketing and workforce development)</li> </ul> <b>Goal 2: Expand access to qualified labor pool</b>  <ul style="list-style-type: none"> <li>• Develop specialized training and recruitment programs to improve access to qualified candidates</li> <li>• Provide funding/financing to support firms' "first hire"</li> <li>• Support employers’ recruitment efforts for hard-to-fill quality jobs (above average wages by occupation)</li> </ul> <b>Goal 3: Support small firms to increase profitability</b>  <ul style="list-style-type: none"> <li>• Develop a brand for locally-made products and support marketing efforts to expand access to consumer markets</li> <li>• Create "artist in residency" program to spur innovation</li> </ul> </p> <p><b>Clean Energy &amp; Environment:</b>  <b>Goal 1: Capture more economic benefits of large infrastructure projects</b>  <ul style="list-style-type: none"> <li>• Create programs to build workforce specialization in water infrastructure construction and maintenance</li> <li>• Support firm creation/expansion in key sectors related to clean energy, environmental/green infrastructure, and clean tech</li> <li>• Advocate for local purchasing preferences for large infrastructure projects</li> </ul> <b>Goal 2: Improve financial viability of locally-generated renewables</b>  <ul style="list-style-type: none"> <li>• Purchase 100% of County Government electricity from local renewable sources</li> <li>• Encourage and support local municipalities to purchase local renewable energy</li> </ul> </p>
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<a href="#">The Regional Planning Association’s Fourth Regional Plan (2017)</a>	<p><b>GOALS</b></p> <p><i>The Fourth Regional Plan is guided by four core values that serve as a foundation across issue areas.</i></p> <p><b>Equity</b></p> <p>In an equitable region, individuals of all races, incomes, ages, genders, and other social identities have equal opportunities to live full, healthy, and productive lives. The investments and policies proposed by RPA would reduce inequality and improve the lives of the region’s most vulnerable and disadvantaged residents.</p> <p><b>Goal:</b> By 2040, the tri-state region should sharply reduce poverty, end homelessness, close gaps in health and wealth that exist along racial, ethnic, and gender lines, and become one of the least segregated regions in the nation instead of one of the most segregated.</p> <p><b>Health</b></p> <p>Everyone deserves the opportunity to live the healthiest life possible, regardless of who they are or where they live. The Fourth Regional Plan provides a roadmap to address health inequities rooted in the built environment to create a healthier future for all.</p> <p><b>Goal:</b> By 2040, conditions should exist such that everyone is able to live longer and be far less likely to suffer from mental illness or chronic diseases such as asthma, diabetes, or heart disease, with low-income, Black and Hispanic residents seeing the greatest improvements.</p> <p><b>Prosperity</b></p> <p>In a prosperous region, the standard of living should rise for everyone. The actions in the Fourth Regional Plan will create the robust and broad-based economic growth needed to lift all incomes and support a healthier, more resilient region.</p>	<p><b>TRENDS</b></p> <p>The region’s economy is thriving. After the deep recession of the late 1980s and early 1990s, and the financial crisis of 2008–2009, the tri-state area bounced back. People are choosing to live, work, and visit here. New York City is now one of the safest big cities in the nation. Public health has improved, as has quality of life. But this recent economic success is not guaranteed, and past development trends teach us that growth alone does not always benefit everyone.</p> <p>For the bottom three-fifths of households, incomes have stagnated since 2000. More people live in poverty today than a generation ago. Those in the middle have fewer good job opportunities and chances to climb the economic ladder. There is greater income inequality in the region than elsewhere in the country.</p> <p>While household incomes have plateaued, housing costs have risen sharply and are taking a larger share of household budgets. For many people, discretionary income cannot cover critical expenses such as health care, college, child care, and food. When it becomes too expensive to live here, talented people pick up and leave for more affordable places. It’s no coincidence that peak real estate prices in the mid-2000s coincided with the highest recent level of outward migration.</p> <p>These dual crises of stagnant wages and rising costs are exacerbated by a legacy of discrimination in housing, transportation, education, and other policies that limit opportunities for low-income residents and people of color. Although the tri-state region is one of the most diverse in the country—nearly half of all residents are people of color, and a third are foreign-born—it is also one of the most segregated.</p>  <table><caption>Median Household Income by Quintile, 2000–2016</caption><thead><tr><th>Income Quintile</th><th>2000 Median Income</th><th>2016 Median Income</th></tr></thead><tbody><tr><td>Lowest</td><td>\$13,344</td><td>\$13,600</td></tr><tr><td>Second Lowest</td><td>\$40,310</td><td>\$39,400</td></tr><tr><td>Middle</td><td>\$69,500</td><td>\$71,900</td></tr><tr><td>Second Highest</td><td>\$109,671</td><td>\$117,400</td></tr><tr><td>Highest</td><td>\$199,465</td><td>\$220,000</td></tr></tbody></table> <p><b>Households in the lower three-fifths of the income distribution have seen little or no gains.</b> <i>Change in median income in the New York region, 2000–2016. Source: 2000 U.S. Census, 2016 American Community Survey</i></p>	Income Quintile	2000 Median Income	2016 Median Income	Lowest	\$13,344	\$13,600	Second Lowest	\$40,310	\$39,400	Middle	\$69,500	\$71,900	Second Highest	\$109,671	\$117,400	Highest	\$199,465	\$220,000	<p><b>OBJECTIVES</b></p> <p><i>The plan is organized into four action areas that represent major challenges and areas of opportunity.</i></p> <p><b>Institutions</b></p> <p>Our infrastructure is deteriorating, and it takes too long and costs too much to fix. Housing policies, local land-use practices, and tax structures are inefficient and reinforce inequality and segregation. Public institutions are slow to incorporate state-of-the-art technology to improve the quality of services. And truly addressing the growing threat of climate change requires investments far more ambitious and strategic than we have made so far. Solving these existential challenges will require public officials and citizens to reassess fundamental assumptions about public institutions.</p> <p><b>Transportation</b></p> <p>Transportation is the backbone of the region’s economy. It is also vital to the quality of life of everyone who lives and works here. But years of population and job growth and underinvestment in both maintenance and new construction have led to congestion, lack of reliability, and major disruptions on a regular basis. Some transportation improvements are relatively quick and inexpensive, such as redesigning our streets to accommodate walking, biking, and buses. But the region also needs to invest in new large-scale projects to modernize and extend the subways and regional rail networks, as well as upgrade airports and seaports. These investments will have far-reaching and positive effects on land use, settlement patterns, public health, goods movement, the economy, and the environment.</p> <p><b>Climate change</b></p> <p>Climate change is already transforming the region. Reducing the region’s greenhouse gas emissions is critical, but it won’t be enough. We must accelerate efforts to adapt to the impact of a changing climate. Today, more than a million people and 650,000 jobs are at risk from flooding, along with critical infrastructure such as power plants, rail yards, and water-treatment facilities. By 2050, nearly two million people and one million jobs would be threatened. We must adapt our coastal communities and, in some cases, transition away from the most endangered areas. We will also need to invest in green infrastructure in our cities to mitigate the urban heat-island effect, reduce stormwater runoff and sewer overflows, and improve the health and well-being of residents.</p> <p><b>Affordability</b></p> <p>Over the last two decades the tri-state region has become more attractive to people and businesses—but it has also become more expensive. While household incomes have stagnated, housing costs have risen sharply, straining family budgets and resulting in increased displacement and homelessness. What’s more, the region’s history of racial and economic discrimination has kept many residents away from neighborhoods with quality schools and good jobs. Instead, many live in areas that are unsafe or environmentally</p>	<p><b>ACTIONS</b></p> <p><i>The Fourth Regional Plan details 61 recommendations to make our region more equitable, healthy, sustainable, and prosperous. Here is an overview of the most urgent and potentially transformative ideas focused on those affecting the Mid-Hudson.</i></p> <p><b>Reform regional transportation authorities and reduce the costs of building new transit projects</b></p> <ul style="list-style-type: none"><li>The Port Authority of New York and New Jersey, and the Metropolitan Transportation Authority were created in the 1920s and the 1960s to address the challenges of their respective eras. The region has evolved since then, but the agencies haven’t. To fix our transportation system and expand capacity, we need to restructure the authorities that manage them.</li><li>RPA recommends reforming the governing and operating structures of both the MTA and the Port Authority to ensure they are more transparent, accountable, and efficient. Only then can the agencies regain the public’s trust and support for investing in costly new projects.</li></ul> <p><b>Price greenhouse gas (GHG) emissions using California’s comprehensive approach</b></p> <ul style="list-style-type: none"><li>RPA recommends strengthening and expanding the existing carbon pricing system, the Regional Greenhouse Gas Initiative, RGGI, to include emissions from the transportation, residential, commercial, and industrial sectors, as California has done. The three states could eventually join California and others to form a larger and more powerful cap-and-trade market.</li><li>The additional revenues that would be generated—potentially \$3 billion per year in the three states—could be used to invest in creating an equitable, low-carbon economy and increasing our resilience to climate change.</li></ul> <p><b>Establish a Regional Coastal Commission and state adaptation trust funds</b></p> <ul style="list-style-type: none"><li>RPA recommends New York, New Jersey, and Connecticut create a Regional Coastal Commission that would take a long-range, multi-jurisdictional, and strategic approach to managing coastal adaptation. The states should simultaneously establish Adaptation Trust Funds to provide a dedicated revenue stream for resilience projects. Funding should be determined by the Coastal Commission using a clear set of standards and evaluation metrics that include both local and regional impacts on flooding, ecological conditions, the economy, fiscal conditions, as well as public health and neighborhood stability, particularly for the most vulnerable and those with fewest resources.</li></ul> <p><b>Increase civic engagement at the local level and make planning and development more inclusive, predictable, and efficient</b></p> <ul style="list-style-type: none"><li>RPA recommends local governments engage with the public more effectively by making better use of technology and data, adopting participatory budgeting, and ensuring residents have more influence in decision-making. The planning process should be reformed to engage residents earlier in the process, establish a fixed timeline for community input and government approvals, and incorporate health-impact assessments. These initiatives will lead to decisions that better reflect community needs and aspirations.</li></ul> <p><b>Levy charges and tolls to manage traffic and generate revenue</b></p> <ul style="list-style-type: none"><li>Adding tolls to all crossings into Manhattan south of 60th Street would reduce traffic congestion in the core of the region, make trips by car more reliable and goods delivery more efficient, and free up space for buses, bikes, and pedestrians. Tolls would also generate much-needed revenue for roads and transit.</li><li>In addition to this congestion charge for the core of the region, departments of transportation and highway authorities across the region should use tolls to reduce traffic on all highways, which would make driving times more reliable while also generating revenue. Highway and bridge tolls could, in the long term, be replaced</li></ul>
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	<p><b>Goal:</b> By 2040, the tri-state region should create two million jobs in accessible locations, substantially increase real incomes for all households, and achieve a major boost in jobs and incomes for residents in the region’s poorer cities and neighborhoods.</p> <p><b>Sustainability</b> The region’s health and prosperity depend on a life-sustaining natural environment that will nurture both current and future generations. To flourish in the era of climate change, the fourth plan proposes a new relationship with nature that recognizes our built and natural environments as an integrated whole.</p> <p><b>Goal:</b> By 2040, the region should be nearing its goal of reducing greenhouse gas emissions by 80 percent, eliminating the discharge of raw sewage into its rivers and harbor, and greatly improving its resilience to flooding and extreme heat caused by climate change.</p> <p>.</p>	<p>Growth patterns within the region have changed dramatically over the last generation. Many urban areas have been reinvigorated, but that transition has put new strains on city housing markets and suburban economies. In the second half of the 20th century, suburbs grew quickly as middle-class and affluent city dwellers were able to take advantage of federal and local policies that promoted suburban home ownership. Cities were left behind, and struggled with growing unemployment, poverty, and crime. Over the last two decades, that trend has reversed, as people and jobs returned to New York and well-positioned cities such as Jersey City, White Plains, and Stamford.</p> <p>For many towns, villages, and rural communities, this reversal has resulted in fewer local jobs, an aging population, and a smaller tax base. And many older, industrial cities are still struggling to grow their economies.</p> <p>But for New York and other growing cities, the return of jobs and people has presented new challenges: rising real estate prices and rents, families displaced by unaffordable housing, and neighborhoods that longtime residents no longer recognize as their own. This growth has also put additional pressure on the region’s aging infrastructure, including subways and roads. The failure to invest in improvements and build new infrastructure has led to disruptions and unreliable services, which are further strained by the impact of severe storms, heat waves, and catastrophic events like Superstorm Sandy and Hurricane Irene. Lives are senselessly lost, and the economic toll registers in the billions of dollars.</p> <p>Metropolitan regions around the world are taking on these problems by investing in neighborhoods and business districts; building modern infrastructure that increases capacity, improves resilience, and boosts economic competitiveness; and adopting innovative solutions to protect coastal areas.</p> <p>Yet in our region, government institutions fail to make the difficult decisions necessary to address the persistent problems of affordability, opportunity, and resilience.</p> <p>We haven’t amended land-use and building regulations to facilitate the construction of more homes and encourage the development of communities that accommodate families of different incomes. We haven’t sufficiently reformed planning, management, or labor practices to reduce the high costs and slow pace of building new infrastructure. We haven’t modified tax structures to be fair and</p>	<p>hazardous. The region needs quality housing for all income levels in places that have good transit service. It must also invest in smaller cities and downtowns to boost economic opportunities throughout the region.</p>	<p>with a fee on all vehicle-miles traveled, or with tolls that vary depending on time of day and levels of congestion. Every two cents charged per mile driven on the region’s highways would raise about \$1 billion a year.</p> <p><b>Create a unified, integrated regional rail system and expand regional rail</b></p> <ul style="list-style-type: none"><li>• Outside New York City, our region has three of the busiest commuter rail systems in the country and bus systems that serve millions of local, regional, and long-distance trips. Funding for these systems has not kept pace with growing ridership, and in some cases has been drastically cut. NJ Transit, Metro-North, and the Long Island Rail Road need to scale up operations to serve this increased demand. RPA recommends increasing funding to these entities, and reforming their governance structures to promote innovation and coordination.</li><li>• RPA also envisions a series of new projects, phased in over the next few decades, to unify the commuter rail system and expand it into a seamless regional transit system. The resulting Trans-Regional Express (T-REX) would provide frequent, reliable service, directly connecting New Jersey, Long Island, the Mid-Hudson, and Connecticut, create new freight-rail corridors, and provide additional transit service to riders within New York City. T-REX would enable the transit system to comfortably serve an additional one million people by 2040, and support a growing regional economy.</li></ul> <p><b>Design streets for people and create more public space</b></p> <ul style="list-style-type: none"><li>• RPA recommends cities and towns across the region rebalance their street space to prioritize walking, biking, transit, and goods deliveries over private cars. Managing street space more strategically will be particularly important as shared, on-demand, and, ultimately, driverless vehicles become more commonplace. Cities and towns should take a number of measures to ensure these vehicles improve mobility and don’t result in more congestion, including creating protected bus lanes, repurposing parking lanes for bus/bike lanes, rain gardens or wider sidewalks, and “geofencing” particular districts to prevent vehicle use at certain times of day.</li><li>• Designing streets for people will make lower-cost transportation like biking, walking, or riding the bus safer and more pleasant, and encourage healthy physical activity. Prioritizing public transportation is particularly important for lower-income residents who disproportionately rely on buses.</li><li>• RPA also recommends larger, more crowded cities such as New York expand access to public spaces in more creative ways. This could include reopening streets and underground passageways, and integrating some privately owned spaces, such as building lobbies, into the public realm.</li></ul> <p><b>Strategically protect land to adapt to climate change and connect people with nature; establish a regional trail network</b></p> <ul style="list-style-type: none"><li>• RPA calls for creating a 1,620-mile tri-state trail network, building on existing and planned trails and establishing new connections to create a comprehensive network linked with transit. Almost nine million residents would live within a half-mile of a trail—nearly 25 percent more than today.</li></ul> <p><b>Create a greener, smarter energy grid</b></p> <ul style="list-style-type: none"><li>• RPA recommends creating a Tri-State Energy Policy Task Force to enable a more reliable, flexible, cleaner, and greener network. This task force should develop a comprehensive plan to utilize emerging renewables such as wind, solar, and storage technology; integrate distributed generation; and make the grid smarter and more efficient. As cleaner fuels generate more power, existing electricity-supply facilities—including fast-ramping plants necessary for rapid changes—could be updated and used more effectively.</li></ul> <p><b>Preserve and create affordable housing in all communities</b></p> <ul style="list-style-type: none"><li>• RPA recommends several actions by all levels of government to protect and increase the supply of homes for households of all incomes, and create affordable housing in all communities. Many of these recommendations will facilitate the creation of new housing without additional funding. RPA also calls on cities and</li></ul>
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		<p>promote a more productive and diversified economy. We haven’t built new public transportation to make sure people arrive at their jobs and schools faster. We haven’t done enough to update our technology infrastructure and reduce the digital divide. And we haven’t invested in the physical and natural systems that make our society and economy more resilient when disaster strikes.</p> 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	<p>Robert Wood Johnson Foundation indicate that 80% of a community’s health depends on place-based factors ranging from housing to air quality.</p> <p>To a large extent, these conditions are the result of planning and policy decisions made outside of a community’s or individual’s control.</p>	<p>is less than the national average of 30%, but still a significant absolute increase.</p> <ul style="list-style-type: none"><li>• While many common morbidities have been declining throughout the region, rates of diabetes, brain degenerative diseases, chronic liver disease and cirrhosis are rising.</li><li>• Poverty rates for Black and American Indian/Alaskan Native, Pacific Islanders, and Multi-Racial residents in the region exceed the national average and are more than twice as high compared with white residents.</li><li>• Almost half of the region’s population is housing cost burdened, spending 30% or more of their income on housing. This is the third highest rate of housing cost burden compared to other major metropolitan regions around the country.</li><li>• The New York City metropolitan region has the highest level of Black-White and Asian-White segregation compared to other large metropolitan areas. The region also has the second highest level of Latino-White segregation.</li><li>• Motor vehicle crashes in the region have been declining. Region-wide vehicle-related fatalities decreased from 6 per 100,000 (2006-2012) to 5.6 motor vehicle-related deaths per 100,000 in 2020.</li><li>• Adequate data on many health outcomes—particularly for American Indian/Alaskan Native populations—remains scarce and unreliable. More needs to be done to better assess the lived experiences of underrepresented populations and the health challenges they face.</li></ul>	<p>advocating for policies and practices that prioritize the health and wellbeing of present day communities and their future residents.</p>	<ul style="list-style-type: none"><li>• Inequality and segregation contribute to health disparities.</li><li>• Healthcare costs have increased sharply in recent decades.</li></ul> <p>In many ways, health equity across the region has improved in the last seven years. Many of the most common morbidities have declined across the region, and we had seen a steady increase in life expectancy prior to the pandemic.</p> <p>Unfortunately, we still have a number of health equity challenges that create disparities for too many people. This impacts us all—environmentally, socially and economically—and limits how prosperous the region can be. If we want to have a region that works for all of us, we must address disparities in health equity to create better health outcomes and improve lives.</p> <p>Health equity has deteriorated for some. In comparison to other very large metropolitan areas, the New York City metropolitan statistical area ranks near the bottom in terms of inclusion, with both racial and geographic gaps highlighting inequity in the region over the past decade.</p> <ul style="list-style-type: none"><li>• The New York City metropolitan region, as defined by the <a href="#">Diversity and Disparities</a> index cited in an earlier section of this report, has the highest level of Black-White and Asian-White, and the second-highest level of Latinx-White segregation when compared to the twelve largest metropolitan areas in the country.</li><li>• We must continue to invest and expand our transit networks to give more people access to opportunities, reduce costs and negative health impacts due to congestion, and improve our environment by reducing the amount of cars on our roads. In New York, <a href="#">Congestion Pricing</a>, has been approved by the Federal Highway Administration. This will both reduce traffic in Manhattan as well as generate much needed revenue to support the transit systems managed by the MTA - Metro-North Railroad, the Long Island Railroad and New York City Transit.</li><li>• Housing challenges have gotten even more concerning, with housing cost burden on the rise even <a href="#">outside of city centers</a>. Land use regulations continue to limit our ability to build more housing options to ease the burden, and we must continue to push for statewide frameworks that will provide both incentives and requirements to ensure all localities play their part in addressing our housing crisis.</li><li>• And while many of the impacts of health inequities in the region feel immediate, the looming impacts of climate change necessitate action now to limit the magnitude of long term impacts we’re likely to see. Investing and scaling up renewable energy, building our neighborhoods to fight extreme heat, and finding ways to help communities both mitigate and adapt to storm damage are critical.</li></ul>
<a href="#">Ulster County Multi-Jurisdictional Hazard Mitigation Plan (2024)</a>	<p><b>GOALS</b></p> <ul style="list-style-type: none"><li>• Goal 1: Prevent injury/death, damage, and other impacts from natural and man-made hazards in Ulster County</li><li>• Goal 2: Protect the citizens of Ulster County as well as public and private property from the impacts of natural and human-caused hazards</li><li>• Goal 3: Increase public education and awareness of existing and potential hazards in Ulster County and what people can do to reduce their vulnerability</li><li>• Goal 4: Protect and restore existing natural resources</li></ul>	<p><b>TRENDS</b></p> <ul style="list-style-type: none"><li>• In the 1990s, Ulster County experienced a change in economic climate with the closure of a major industrial plant that led to the dislocation of hundreds of local businesses. The County has struggled to revitalize its economy but is currently implementing economic development strategies to better coordinate the collective activities of the system and take advantage to its connection with the NYC Metropolitan Area</li><li>• Ulster County has a climate that is typical of Southern New York State, with average temperatures of 46F. Since the start of the 20th century, temperatures in the State have risen by nearly 2.5F. This warming has reduced the impact of winter storms in the State and County but has led to an increase in high volume rain events which produce intense flooding in many areas of the County</li></ul>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"><li>• <b>Goal 1: Prevent injury/death, damage, and other impacts from natural and man-made hazards in Ulster County</b><ul style="list-style-type: none"><li>○ Objective: Develop and enhance regulations limiting development in hazard prone areas</li><li>○ Direct new growth away from hazard-prone areas</li><li>○ Integrate hazard mitigation into other community plans and programs</li></ul></li><li>• <b>Goal 2: Protect the citizens of Ulster County as well as public and private property from the impacts of natural and human-caused hazards</b><ul style="list-style-type: none"><li>○ Protect and increase resilience of existing structures, including critical facilities, historic and cultural resources, and infrastructure, from damage that can be caused by hazards</li><li>○ Improve and maintain stormwater management systems to reduce backup and flooding</li></ul></li></ul>	<p><b>ACTIONS</b></p> <ul style="list-style-type: none"><li>• <b>Town of Denning</b> – Conduct a flood study to identify which roads need improvements</li><li>• <b>Village of Ellenville</b> – Create a yearly public hazard workshop to educate residents and business owners on the dangers of the hazards, what to look for, and how they can mitigate risk to their own properties</li><li>• <b>Town of Esopus</b> – Assist the County in a radio tower study to ensure that the entire County has service with radio tower implementation and emergency responders have County-wide communication</li><li>• <b>Town of Marlborough</b> – Conduct a culvert study to identify issues with the culvert and acquire the funding to fix/upsize the culvert to follow the study recommendations</li><li>• <b>Town of Marbletown</b> – Develop a Post Disaster Recovery Plan that addresses the concerns of the hazards identified</li><li>• <b>Town of Lloyd</b> – Obtain permanent maintenance easements for private properties and obtain funding to clean and dredge ponds out to increase stormwater detention which will limit flooding</li><li>• <b>Town of Kingston</b> – Determine the cost-effectiveness and feasibility of removing rocks for better drainage and to make the drainage ditch deeper for stormwater</li></ul>

		<ul style="list-style-type: none"><li>• According to the 2020 Census, Ulster County has a population of 181,851 people. The overall population of the County has decreased by 0.3% since 2010, albeit not uniformly. The rural areas of the County have seen a higher decrease in population while urban areas like the City of Kingston have seen an increase in population</li><li>• 19.9% of the County population is above the age of 65 and 4.3% of the County population is below the age of 5. 12.6% of the County households fall below the poverty level and 10.7% of the County residents live in non-English speaking households. All these groups are categorized as socially vulnerable populations in the Ulster County Hazard Mitigation Plan</li></ul>	<ul style="list-style-type: none"><li>○ Acquire, relocate, elevate, and/or retrofit existing structures and infrastructure, including repetitive loss properties, located in hazard areas</li><li>○ Continuously improve systems that provide warning and emergency communications</li><li>• <b>Goal 3: Increase public education and awareness of existing and potential hazards in Ulster County and what people can do to reduce their vulnerability</b><ul style="list-style-type: none"><li>○ Develop public education and outreach programs on hazards and hazard mitigation</li><li>○ Educate property owners in hazard risk areas regarding their risks and the precautions they can take</li><li>○ Encourage local participation in the Community Rating System Program and support programs that are creditable</li><li>○ Educate local officials regarding their municipalities' risk and precautions that they can take</li><li>○ Encourage homeowners, renters, and businesses to insure their properties against all hazards, including flood insurance coverage under the National Flood Insurance Program</li></ul></li><li>• <b>Goal 4: Protect and restore existing natural resources</b><ul style="list-style-type: none"><li>○ Restore degraded natural resources and open space to reduce vulnerability to hazards</li><li>○ Lessen impacts on natural resources and open space from natural and human-caused hazards</li><li>○ Improve floodplain conveyance through modification or removal of flood facilities when appropriate</li><li>○ Provide appropriate safeguards for the preservation of the quality of water resources, stream corridors, watershed areas, and floodplains</li><li>○ Preserve areas where natural hazard potential is high</li></ul></li></ul>	<ul style="list-style-type: none"><li>• <b>City of Kingston</b> – Work with USGS to install a new flood gage at the Rondout Creek for real-time information about upstream flow</li><li>• <b>Town of Hurley</b> – Update the building and zoning code to increase the wind capacity for new structures</li><li>• <b>Town of Hardenburgh</b> – Implement a technical assistance program for residents to access hazard data and resources to protect themselves and their properties from hazard events</li><li>• <b>Town of Gardiner</b> – Develop a plan and seek funding for backup power systems for those buildings that will become a part of the Town’s emergency shelter system</li><li>• <b>Town &amp; Village of Saugerties</b> – Evaluate implementing a secondary water source to support the Town and Village during drought and extreme temperature events</li><li>• <b>Town of Rosendale</b> – Conduct a study to determine the best and most cost-effective landslide and erosion mitigation techniques</li><li>• <b>Town of Rochester</b> – Acquire funding to obtain a supply of PPE to keep in the Town in case of emergencies</li><li>• <b>Town of Plattekill</b> – Install additional dry fire hydrants to cover the full area of the Town</li><li>• <b>Town of Olive</b> – Update the local laws to require permitting for all open fires except small personal fire pits</li><li>• <b>Village of New Paltz</b> – Conduct a feasibility assessment to identify what additional floodproofing measures are needed at the Waste Water Treatment Plant</li><li>• <b>Town of New Paltz</b> – Acquire funding to replace the decking on the Wallkill Valley Rail Trail bridge so that emergency responders have access to the western parts of the Town</li><li>• <b>Town of Woodstock</b> – Develop plans to bury lines and add a backup generator in case of emergencies</li><li>• <b>Town of Wawarsing</b> – Use social media as a supplement emergency warning system for residents and notify residents about hazards</li><li>• <b>Town of Ulster</b> – Conduct a study to determine where cell towers need to be located to have cell service throughout the entirety of the Town</li><li>• <b>Town of Shawangunk</b> – Create a debris management plan that incorporates the current hazards of concern</li><li>• <b>Town of Shandaken</b> – Create a continuity of operations plan to implement during hazard events and integrate the hazard mitigation plan</li></ul>
<a href="#">Orange County Multi-Jurisdictional Hazard Mitigation Plan (2025)</a>	<b>GOALS</b> <ul style="list-style-type: none"><li>• Goal 1: Promote disaster-resistant development</li><li>• Goal 2: Build and support local capacity to enable the public to prepare for, respond to, and recover from disasters</li><li>• Goal 3: Reduce the possibility of damages and losses to government-owned assets, including buildings, infrastructure, and protected land</li><li>• Goal 4: Reduce the possibility of damage and losses from all hazards of concern</li><li>• Goal 5: Enhance public safety and reduce flood risks by addressing vulnerabilities associated with high hazard potential dams</li><li>• Goal 6: Prioritize reaching vulnerable populations by</li></ul>	<b>TRENDS</b> <ul style="list-style-type: none"><li>• Orange County is projected to become warmer and wetter with the average temperature projected to be 58°F and the annual precipitation projected to be 52.5 inches by the end of the century</li><li>• Orange County has experienced a steady increase in population between 2000 and 2020, at 1.5%. This growth was not uniform, with the Village of Kiryas Joel experiencing the highest growth (an increase of 27%) while the City of Port Jervis experienced the least growth (a decrease of 2.3%)</li><li>• The unemployment rate in Orange County decreased from 4.74% in 2015 to 3.1% in 2024, remaining below the State average</li></ul>	<b>OBJECTIVES</b> <p><i>There were no objectives laid out in the plan, so this section is blank.</i></p>	<b>ACTIONS</b> <p><i>The plan has a list of proposed actions for 41 municipalities. Below is a list of select municipalities with details on one action per municipality. The municipalities were chosen at random.</i></p> <ul style="list-style-type: none"><li>• <b>City of Middletown:</b> Develop a study and design for the construction of detention basin(s) to capture downstream flow from the Monhagen Lake watershed area into the City</li><li>• <b>City of Newburgh:</b> Install emergency backup generators at the City emergency shelters</li><li>• <b>City of Port Jervis:</b> Seek funding for the automation and computer link of flood gauges</li><li>• <b>Town of Blooming Grove:</b> Install flood wall and barriers at the Tappan Water and Tappan Sewer Treatment Plant, move controls and electrical infrastructure higher in the structure to prevent flood damage</li><li>• <b>Town of Cornwall:</b> Purchase vehicles that are capable of driving in high water to assist the evacuation of vulnerable populations that become isolated during flood events</li><li>• <b>Town of Deerpark:</b> Prepare retaining walls at locations of potential landslides Town-wide</li><li>• <b>Town of Hamptonburgh:</b> Acquire repetitive loss (RL) and severe repetitive loss (SRL) properties within municipal limits</li><li>• <b>Town of Montgomery:</b> Install cyber security protection for all Town-owned facilities</li></ul>

	targeting outreach strategies and inclusive communication methods			<ul style="list-style-type: none"><li>• <b>Town of Warwick &amp; Village of Warwick:</b> Improve the waterway opening to current design to mitigate overtopping and backwater impacts</li><li>• <b>Village of Goshen:</b> Every spring, clear debris from culverts and stormwater infrastructure to ensure the free flow of water</li><li>• <b>Village of Monroe:</b> Map all properties within the floodplain so the properties can be readily identified in the event any permits are requested for construction within the flood zones</li><li>• <b>Village of Unionville:</b> Mitigate the Creamery Pond by demolishing a dilapidated structure within the flood zone running over the top of a stream, removing a pipe/culvert, and restoring the stream</li><li>• <b>Village of Walden:</b> Dredge an area of the Tin Brook around Wooster Grove Park to remove debris and sediment to improve drainage flow and reduce flooding</li><li>• <b>Village of Woodbury:</b> Ensure up-to-date codes and enhance training for code enforcement staff</li></ul>
<a href="#">Rockland County Multi-Jurisdictional Hazard Mitigation Plan (2024)</a>	<p><b>GOALS</b></p> <ul style="list-style-type: none"><li>• Goal 1: Protect life from natural and man-made hazards through planning, preparation, mitigation, and integration</li><li>• Goal 2: Protect existing and future property including critical facilities, community lifelines, infrastructure, public, and private structures</li><li>• Goal 3: Increase hazard risk and mitigation education and awareness programs for government agencies, private sector businesses, non-profit organizations, residents, and property owners</li><li>• Goal 4: Preserve and restore natural systems through sustainable, cost-effective, and resilient mitigation projects and programs</li><li>• Goal 5: Build emergency management capabilities through continuity of operations before, during, and after hazard events</li><li>• Goal 6: Promote and encourage sustainability practices to reduce or eliminate impacts from natural and man-made hazard events</li><li>• Goal 7: Integrate the hazard mitigation plan to ensure consistency with existing and future planning documents, regulatory programs, codes, ordinances, and state and federal hazard mitigation strategies</li></ul>	<p><b>TRENDS</b></p> <ul style="list-style-type: none"><li>• 15.5% of Rockland County’s population is above the age of 65, while 8.2% of the population is under the age of 5. 8% of the population lives in non-English speaking households and 8.6% of the County’s population are persons with disabilities. 32.6% of the County’s population are categorized as low-income residents. These groups make up the County’s socially vulnerable populations</li><li>• Since the 19030s, Rockland County has been experiencing a steady increase in population. The population was 8.7% higher than the 1900 levels in 2010 and 8.5% higher in 2020</li></ul>	<p><b>OBJECTIVES</b></p> <ul style="list-style-type: none"><li>• Enhance early notification systems and communication infrastructure to provide adequate warning and information regarding all hazards</li><li>• Review, strengthen, and enforce existing building codes, ordinances, and safety procedures to increase the resilience of construction to the impacts of hazards</li><li>• Identify and implement cost-effective structural and property protection projects to reduce the impacts from flooding, including acquisition, elevation, and relocation projects</li><li>• Develop and distribute public awareness materials about natural hazard risks, preparedness, and mitigation</li><li>• Ensure continuity of government operations, emergency services, and essential facilities, and adequate supplies for emergency response services at the local level during and immediately after hazard events</li><li>• Strengthen communication and cooperation between public agencies, citizens, non-profit groups, and businesses to implement mitigation activities effectively</li><li>• Maintain and encourage ongoing relationships between state agencies and partners to play an active and vital role in preservation and restoration of vulnerable natural systems</li><li>• Pursue mitigation actions that will preserve or restore the environment’s natural abilities to absorb the impacts of natural and man-made hazards</li><li>• Encourage smart growth, neighborhood revitalization, and economic development with an awareness of the existence and location of natural hazard areas to mitigate the impacts of hazards on life, property, and the economy, while exploring sustainable development measures and preserving quality of life and existing community and neighborhood character</li><li>• Improve hazard data through participation in studies, research, and mapping to enhance information related to the impacts of hazards and related risks, vulnerabilities, and losses</li><li>• Continue to participate in state, regional, and local programs and efforts that focus on practices that support or enhance resiliency</li></ul>	<p><b>ACTIONS</b></p> <ul style="list-style-type: none"><li>• <b>Village of Airmont</b> - Conduct a study to see which methods are the most feasible and cost-effective to stabilize the bank and will implement those actions as well as conduct routine maintenance to ensure the integrity of the bank</li><li>• <b>Village of Chestnut Ridge</b> - Improve public awareness on hazards, prevention, and mitigation through increased outreach, including but not limited to periodic discussion of hazard mitigation and the mitigation plan at other regular local meetings; use of annual flyers, newsletters, advertisements, or radio/TV announcements, etc.</li><li>• <b>Town of Clarkstown</b> - Require staff involved in floodplain management and ordinance enforcement to become Certified Floodplain Managers</li><li>• <b>Village of Grand View on Hudson</b> - Enforce environmental regulations for tree and removal of vegetation to start with improvement of drainage along the Hader Park property</li><li>• <b>Town of Haverstraw</b> - Implement stream maintenance and consider dredging to reduce potential flooding. Stabilize banks to reduce future erosion, narrowing of the streambed, and resulting flooding along Minesceongo</li><li>• <b>Village of Haverstraw</b> - Develop specific mitigation solutions for flood-prone road systems (roads, bridges, intersections, drainage, etc.) under the leadership of County DPW</li><li>• <b>Village of Hillburn</b> - Conduct a study to upgrade and replace the culvert to increase its capacity and reduce overflows</li><li>• <b>Village of Kaser</b> – Update the Emergency Response Plan to guide efforts in creating shelter systems and emergency warning systems to assist vulnerable populations before, during, and after disaster events</li><li>• <b>Village of Montebello</b> – Develop partnership with neighboring municipalities to coordinate efforts related to hazard mitigation</li><li>• <b>Village of New Hempstead</b> – Conduct a bank stabilization study along the Willow Tree Brook and implement the best and most cost-effective solutions</li><li>• <b>Village of New Square</b> – Remove all the garbage, debris, and fallen trees in the Pascack Brook to alleviate flooding</li><li>• <b>Village of Nyack</b> – Review current floodplain ordinance to determine if it meets current State and FEMA requirements</li><li>• <b>Town of Orangetown</b> – Replace the existing West Washington Avenue bridge, upgrade the drainage systems, and realign the channels so that the roadway is accessible for evacuations, travel, and emergency response</li><li>• <b>Village of Piermont</b> – Utilize the BRIC funding award to upgrade or replace the out-of-date drainage system to manage current stormwater runoff amounts</li><li>• <b>Village of Pomona</b> – Work with the dam owners to identify mitigation actions to protect the structures up to the 0.2-percent flood hazard, which will help to limit dam failure and over topping</li><li>• <b>Town of Ramapo</b> – Conduct a study to identify the best methods of flood mitigation to reduce aerial floods</li></ul>

				<ul style="list-style-type: none"><li>• <b>Village of Sloatsburg</b> – Update the Village Comprehensive Plan and ensure that the plan incorporates natural disaster mitigation techniques</li><li>• <b>Village of Spring Valley</b> – Develop a list for inventory system of properties damaged by flood events and property owners who are interested in flood mitigation measures, such as elevation and acquisition</li><li>• <b>Town of Stony Point</b> – Create outreach materials, or utilize those from Rockland County, on hazard risks for socially vulnerable populations. Methods of distribution may include Town events, the Town newsletters, social media, the Town website, and having the materials on display for the public at Town libraries and offices. Consider hiring staff to work directly with socially vulnerable populations</li><li>• <b>Village of Suffern</b> – Develop emergency kits, purchase materials to accommodate pets, and install kitchen equipment, where needed, at the Village emergency shelters</li><li>• <b>Village of Upper Nyack</b> – Determine the year built and level of protection for critical emergency facilities and shelters to highlight structures built before codes and standards were put in place to provide some degree of protection from natural hazards and pursue potential mitigation opportunities to protect these sites as funding becomes available</li><li>• <b>Village of Wesley Hills</b> – The Village, through its participation in the Stormwater Consortium, will provide and ensure their stormwater outfall data is included in the Rockland County GIS web portal</li><li>• <b>Village of West Haverstraw</b> – Coordinate with Rockland County Department of Fire &amp; Emergency Services to establish emergency notification parameters for delineated hazard areas and to ensure the Village and its residents are aware of the various mass notification systems in place. The Village will provide public outreach materials with how residents can sign up and utilize these systems. In addition, the Village will work with the County to develop notification parameters specifically for residents living in high-risk areas (e.g., flood hazard areas)</li></ul>
<a href="#">Pattern for Progress (2024): Childcare in the Hudson Valley</a>	<p><b>GOALS</b></p> <p>This report examines the underlying causes of childcare stress in the Mid-Hudson to help inform the public about this vital service, help them understand the practical challenges that are eroding the childcare system, and the policy changes that might improve the situation.</p>	<p><b>TRENDS</b></p> <p>In 2023, there were 143,000 children under the age of five in the Mid-Hudson Region. There are currently 1,685 childcare providers operating in the Region. This marks a 27% decline in providers since 2007, when there were 2.308 businesses licensed for childcare in the Region. The proportional decrease in childcare businesses has outpaced the decline in births and overall population of children under the age of 10 in nearly every County in the Region (except Westchester County); this means the availability of childcare services in the Mid-Hudson is less than the number of children who may need it.</p> <p>The cost of childcare is a large financial burden on families, estimated to cost an average of \$12-15k annually across the Mid-Hudson for one child. The US Department of HHS states that childcare should not cost a family more than 7% of household annual income. In every county in the Region, the average annual costs exceeded the 7% federal standard. The median-earning household in the Mid-Hudson spend approximately 13-15% of its income on childcare for one child.</p> <p>In the Mid-Hudson, the annual wages for a childcare workers range from \$31,980 to \$35,670. A total of 53% of childcare workers’ families were enrolled in at least one public assistance program, compared to 21% of families across the nation's entire workforce. More</p>	<p><b>OBJECTIVES</b></p> <p>This report aims to examine some of the factors that have caused or exacerbated childcare scarcity in the Mid-Hudson Region:</p> <p><b>Long-term trend towards fewer kids.</b></p> <p>The current birth rate portends population decline in the upcoming decades. This, along with the outward migration of families, has significantly reduced the number of kids who need childcare. The lower demand for childcare makes it difficult for providers to stay open to those who still need it the service.</p> <p><b>Unintended Consequences of Universal Pre-K (UPK)</b></p> <p>The implementation of the Universal Pre-K program has unintentionally hurt private childcare businesses because it removed a large proportion of 4-year-old children from the private system and shifted them into publicly funded programs. Many of these businesses relied on the 4-year-old age group as an important segment of revenue, because they generated a greater amount of revenue per child compared to infants (childcare staff can be responsible for more children who are older). More public funding is funneled into UPK programs than childcare businesses.</p> <p><b>Underutilized Subsidies</b></p> <p>The State of New York has offered financial assistance to help families pay for the high cost of childcare, but relatively few families that qualify for public assistance actually apply and receive it. Although the state has spent most of its funds to qualifying services, the remaining fund main unused and</p>	<p><b>ACTIONS</b></p> <p>The study reached five conclusions and recommendations for improving the childcare system in this Region:</p> <ol style="list-style-type: none"><li>1. NYS should subsidize childcare through a system similar to the Quebec Model (universal childcare) to help fund private-sector service, preserve access and affordability for parents and guardians, and ensure that childcare workers are paid a living wage.</li><li>2. The State should study the financial implications of UPK on the childcare system to understand the unintended consequences and how to allay them.</li><li>3. Improve the existing system of New York subsidies for childcare to increase its reach and impact.</li><li>4. Update childcare regulations to continue child protections but make it easier to start and operate daycare centers.</li><li>5. The State needs more programs to support childcare professionals through career training and higher earning.</li></ol>

		than 16% of the labor force in childcare turns over each year because people employed in the industry seek out jobs with better wages. Nationally, women comprise 97% of people working in the childcare sector. of the female workforce in childcare, 57.8% were non-Hispanic white women, 16.7% were non-Hispanic Black women, 16.4% were Hispanic women, 3.1% were multicultural respondents, and 2.7% were Asian women.	underutilized due to impending expiration and problems related to marketing, implementation, and ease of use. <b>Effects on the Workforce</b> The high cost and lack of available of childcare forces has affected some parents’ ability to work, making it hard for them to keep a job or make enough money to pay for childcare services.	
<a href="#">Pattern for Progress (2024): Closed Schools, Open Minds</a>	<b>GOALS</b> The goal of the report is to inspire the Mid-Hudson to think about closed school buildings as reuse development opportunities.	<b>TRENDS</b> Total population of children under the age of five has declined over the past decade. Total school enrollments have and will continue to decline, particularly among public school districts. An increased number of students are enrolled in private or home schooling.	<b>OBJECTIVES</b> The objective of the report is to document the school buildings that have closed throughout the Region, the demographic and economic factors that led to these closures, and examples of adaptive reuse projects of old school buildings.	<b>ACTIONS</b> The report suggests the following steps for planning the adaptive re-use of school buildings: <ol style="list-style-type: none"><li>1. Create an advisory committee that includes key stakeholders from the community.</li><li>2. Convene a charrette that gets the wider community involved.</li><li>3. Explore community needs to assess current resources and what services might be needed.</li><li>4. Pinpoint funding.</li><li>5. Utilize a strategic development process to identify a qualified developer who can rehabilitate the building into the re-use space of choice.</li></ol>
<a href="#">Pattern for Progress (2025): Moving In, Moving Out</a>	<b>GOALS</b> The report examines the effects of domestic migration on populations and regional incomes in the Mid-Hudson.	<b>TRENDS</b> <p>The Region gained 97,753 people and lost 110,010 people due to migration in 2021-2022, for a net loss of 12,257 people.</p> <p>There was a net inflow of 22,923 people from New York City in 2021-2022.</p> <p>The Mid-Hudson lost 13,760 residents to the neighboring states of Connecticut, Massachusetts, New Jersey, and Pennsylvania. Research shows that households tend to save about 30-60 percent property, income, and sales taxes combined when they move just over the border.</p> <p>Data indicates that climate refugees from the West are likely moving into the Mid-Hudson. A total of 1,877 people moved from Los Angeles County to the Mid-Hudson from 2018-2021, and a smaller number of people moving into the Region from Arizona and Texas. Interviews and other data shows that they liked moved here due to concerns about water restrictions and wildfires.</p> <p>In 2021, Dutchess, Sullivan, and Ulster Counties gained income from migration even though they lost people. At the same time, the Mid-Hudson lost a net of \$1.1 billion in adjusted gross incomes due to outward migration.</p>	<b>OBJECTIVES</b> The report raises significant questions as they relate to migration data:  <i><b>How will migration affect housing availability and cost?</b></i> The Mid-Hudson is suffering through a crisis of housing availability and affordability. Migration has worsened this crisis.  <i><b>How will future migration affect our workforce?</b></i> Migration might affect the quantity and composition of our workforce. All kinds of industry sectors are struggling to find enough employees. Migration is causing the Region to lose a proportion of the blue-collar workforce in exchange for white-collar employees. This could strain certain industry sectors that rely on lower-wage workers who cannot afford to stay.	<b>ACTIONS</b> There are no action items in this report.
<a href="#">Pattern for Progress (2025): Old Malls New Uses</a>	<b>GOALS</b> The goal of the report is to examine the state of indoor shopping malls throughout the Region and offer some advice that can revitalize faltering malls.	<b>TRENDS</b> The report outlines malls and resorts in the Mid-Hudson, and some examples of indoor malls that have converted to outdoor malls or plazas. <ul style="list-style-type: none"><li>• Former indoor malls in Newburgh, Poughkeepsie, and potentially Kingston are becoming strip malls, attracting large retailers to a mega strip-style center.</li></ul>	<b>OBJECTIVES</b> The report includes examples of malls in the Mid-Hudson that are struggling to stay afloat, and others that are being redeveloped as live-work-play communities. The report also includes a handful of anecdotes from other parts of New York and the United States, with a particular emphasis on projects that will raze malls and replace them with walkable, mixed-use, transit-connected communities.	<b>ACTIONS</b> The report recommends that local governments redevelop struggling malls as centers of community vibrancy by: <ul style="list-style-type: none"><li>• Change the zoning of mall properties to allow for mixed use.</li><li>• Pursue a site master plan or a GEIS to make their mall properties implementation-ready for a mix of uses that include residential, retail, office, and parks.</li><li>• Reduce parking requirements to induce redevelopment.</li></ul>

		<ul style="list-style-type: none"><li>• Property owners are replacing excess parking with new housing and swapping out traditional retailers with other leisure-time attractions and restaurants.</li><li>• Some malls are being torn down and replaced with walkable, mixed-used “20-minute” communities.</li></ul>		<ul style="list-style-type: none"><li>• Talk to the owners of defunct malls and resorts and offer to introduce them to development companies that have experience with these properties.</li><li>• Talk with Empire State Development (ESD) about funds to induce the redevelopment of malls.</li></ul>
<a href="#">Pattern for Progress (2014): The Hudson Valley Infrastructure Gap</a>	<p><b>GOALS</b></p> <p>Pattern for Progress was contracted by the Construction Industry Council of Westchester to prepare this report about municipal infrastructure in the Region.</p>	<p><b>TRENDS</b></p> <p>The report highlighted some of the feedback provided by Mid-Hudson city, town, and village leaders on existing infrastructure conditions:</p> <ul style="list-style-type: none"><li>• A majority of respondents expressed concerns over water and sewer infrastructure, including old water distribution systems that are cracked, leaking, and fragile.</li><li>• More than one in five municipal leaders believe that their systems will be unable to meet future needs, particularly water supply capacity and wastewater treatment capacity.</li><li>• There is widespread lack of cellular services, broadband availability and natural gas distribution.</li><li>• According to the Federal Highway Administration, 13% of the Mid-Hudson’s bridges are deficient and 32% of our bridges are functionally obsolete.</li></ul> <p>The report found that there has been an overall underinvestment in infrastructure. From 2002 to 2012, cities, towns, and villages in the Region spent substantially less of their overall budgets on infrastructure capital.</p> <p>Most Mid-Hudson communities are not using asset management or producing capital improvement plans for strategic infrastructure maintenance. For those with a plan, wastewater treatment capital planning was the least common element. However, a fairly high number of communities have adopted a hazard mitigation plan.</p>	<p><b>OBJECTIVES</b></p> <p>Pattern researched and evaluated the state of the Mid-Hudson’s infrastructure. They surveyed chief elected officials in Columbia, Dutchess, Greene, Orange, Putnam, Rockland, Sullivan, Ulster and Westchester counties. The survey focused on water, sewer, and transportation infrastructure and its management. In addition to the survey, Pattern gathered data from outside sources including the Office of the New York State Comptroller, the Federal Highway Administration, the Federal Bureau of Economic Analysis as well as other sources.</p> <p>These methods were used to develop the major findings and subsequently inform the best practices and policy recommendations found in the beginning of this report. These recommendations are followed by an analysis of available infrastructure metrics and conditions, funding sources, and trends in infrastructure spending.</p>	<p><b>ACTIONS</b></p> <p>The report gave the following recommendations at the local municipal level:</p> <ul style="list-style-type: none"><li>• Take asset management as an approach to infrastructure to prioritize maintenance.</li><li>• Institute capital project planning and budgeting to address infrastructure improvements.</li><li>• Maintain existing infrastructure by allocating needed maintenance resources and articulating the long-term savings to taxpayers.</li><li>• Share services and embrace regional planning for infrastructure.</li><li>• Use private capital wisely. Consider public private partnerships.</li></ul> <p>The report gave the following recommendations at the state policy level:</p> <ul style="list-style-type: none"><li>• Design-build contracting that allows design and construction teams to submit joint bids.</li><li>• Allow tax increment financing (TIF).</li><li>• Provide incentive for maintenance of existing assets.</li></ul>