



PK Keeps

A Comprehensive Plan
for Poughkeepsie

**Adopted
September 2022**



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City of Poughkeepsie



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City of Poughkeepsie



Planning
Consultants



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PLAN SUMMARY

The first decades of the 21st Century were a time of achievement as well as stalled progress for the City of Poughkeepsie. Both pride and frustration are evident when the community assesses where it is today and where it wants to be tomorrow.

What will it take to put Poughkeepsie on a better, more sustainable path for ***the next 20 years?***

How can the community realize long-sought change while embracing its one-of-a-kind assets?



PK4Keeps is a comprehensive plan that the City of Poughkeepsie can use to forge a new path over the next two decades.

Using PK4Keeps to shape Poughkeepsie's future will require a commitment to make decisions that consistently reflect...

Poughkeepsie's core values and the principles that will put those values into action

CORE VALUES

INCLUSIVE

ENTREPRENEURIAL

FAR-SIGHTED

PRINCIPLES



BUILD AND MAINTAIN OUR FISCAL STRENGTH

WORK TOGETHER AND INCLUDE ALL VOICES

SUPPORT CREATIVITY AND RISK-TAKING

TAKE THE LONG VIEW

These values and principles are defined in Part 2

the community's priorities and chosen outcomes

Improve residential quality of life



- Sense of safety for all
- Public schools are neighborhood assets
- Basic infrastructure is well-maintained

Expand access to good and affordable housing



- Homeownership expands
- Neighborhoods improve and retain affordable opportunities

Strengthen civic life and commercial vitality



- Businesses develop and thrive along Main Street
- PK is a community of choice in the region
- North/south divide diminishes

a commitment to change

Application of Poughkeepsie's values and principles, and advancing its priorities, will often require that the community do things differently—not for the sake of change but to achieve different outcomes.

a new way of working together

Making major strides on community priorities under the condition of constrained resources will require geographic focus and determined partnerships with residents at the center – a Whole Block / Whole Community approach to community improvement.

**WHOLE BLOCK
WHOLE COMMUNITY**



Introduction

Poughkeepsie today is a city defined by its contrasts and contradictions.

They begin—as Poughkeepsie began—at the river, where the Walkway Over The Hudson, the envy of any waterside city and a bold reclamation of a historic asset, overlooks a riverfront that feels remote and underutilized.



They continue inland, where a Main Street with exceptional businesses, large areas of intact historical charm, excellent topography, and emergent energy is less than the sum of its parts—an incoherent corridor that fails to deliver on its full potential to connect and gather the community.

They can be found in every neighborhood, where a superb park system is in need of investment and stewardship, where public education (in a city with New York’s oldest tax-supported library) is a cause for real concern, and where outstanding residential environments and ones that are marked by years of disinvestment are often close to one another.

And they can be found in most conversations about Poughkeepsie’s present and future. Fear that change is happening too quickly exists alongside frustration about hesitance and stagnation. Enthusiasm about the unique opportunities made possible by the city’s history, location, and cultures is tempered by the recognition and weight of its challenges—especially of the social and economic divides within the city that are mirrored by equally deep city-suburban divides.

A new comprehensive plan is an opportunity to define a clear vision for the community to collectively work towards. Against the backdrop of paradoxes that describe Poughkeepsie in the early 2020s, this is not an easy task—not when there is much uncertainty about a fundamental question: “Who is Poughkeepsie’s future for?” But, defining such a vision—and providing the tools for making decisions that will support that vision day by day and year after year—is what PK4Keeps is about.

PK4Keeps is a plan to focus Poughkeepsie on a vision for a **more sustainable, equitable, and dynamic place** where all areas stand to benefit from **the city’s inherent assets and opportunities**, and where farsighted decisions **nurture a more resilient, engaged, and beloved community.**

Sustainable how?

Economic and fiscal
Environmental
Social

As a guide for making—and taking ownership of—decisions that consistently align with the community’s vision, PK4Keeps will help Poughkeepsie’s public officials, residents, business stakeholders, and institutional leaders make sound decisions for the next 20 years when confronted with both predictable and unforeseeable choices. Whenever a decision can be tied to a collective understanding of what is most important to Poughkeepsie, the PK4Keeps vision will be one step closer to reality.

It does so by giving clarity to Poughkeepsie’s utmost priorities, providing values and principles as a basis for sound decision-making, and pointing the community in a direction that will allow it to make the tangible progress needed to cultivate—over time, by every inch of progress made to erode these contradictions—renewed confidence and trust.

The Process to Define a New Vision for Poughkeepsie

PK4Keeps was developed over three phases during 2021 and 2022. It was guided by input from a steering committee and the broader public to ensure that the resulting vision is a reflection of the community's values, priorities, and desired direction.



Steering Committee

A steering committee of **local residents, businesses owners, and civic leaders** worked closely with project consultants throughout the process. Their input was supplemented by knowledge from **City staff and officials** from other public agencies.



Kitchen Table Conversations

Steering committee members hosted **four rounds of Kitchen Table Conversations** during the planning process—small, facilitated conversations with groups of neighbors, friends, and colleagues. These conversations aided the identification of community values and priorities.



Online Surveys

Nearly **500 completed responses** were provided by community stakeholders during two month-long surveys, providing direction on Poughkeepsie's priority issues and the most important outcomes to achieve.



Open Houses

In-person, interactive open houses were **held three times during the planning process** to update the public and generate feedback on values, priorities, and preferred outcomes.

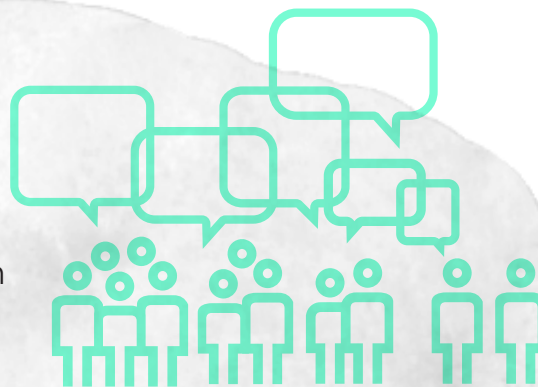
Beyond the open houses, **PK4Keeps.org** was used to keep the public up-to-date on the planning process and its findings.

How did we get here?

In recognition of the role that inequality has played in Poughkeepsie, a special briefing was prepared early in the process to document north/south fissures, their roots, and how they are expressed in the city today.



With remarkable consistency, community voices identified the components of the PK4Keeps vision for the future: what Poughkeepsians value, what they prioritize, and the direction they want the community to take.



OUR PRIORITIES



✓
Improve
residential
quality of
life

✓
Expand access
to good and
affordable housing
opportunities

✓
Strengthen
civic life
and commercial
vitality

OUR CORE VALUES



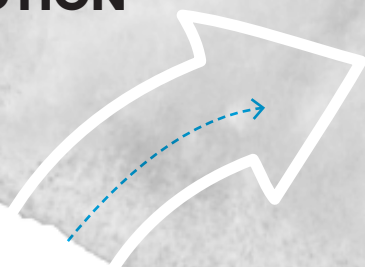
We are
committed
to being...

INCLUSIVE

ENTREPRENEURIAL

FAR-SIGHTED

OUR DIRECTION



A Change of Course

to meaningfully
advance
Poughkeepsie's
priorities

Note: Housing is considered to be affordable if the occupant household is paying 30% or less of their gross income on monthly housing costs. This standard definition is used whenever affordable housing is mentioned in PK4Keeps.

What does our future look like if we realize the PK4Keeps vision?

Poughkeepsie in the 2040s is a place where...



Our decisions consistently reflect our core values

WE ARE INCLUSIVE

WE ARE ENTREPRENEURIAL

WE ARE FAR-SIGHTED

We embrace new ways to address our challenges and opportunities

We have followed through on our commitment to **change course**. If something isn't producing results, we work together to find new solutions and refine them until they work.

Experimentation through the Whole Block / Whole Community framework has honed our civic creativity.



Residential quality of life has improved

We feel safe in our neighborhoods, we feel confident about our schools, and our streets and parks reflect a community of rising standards.

Access to good and affordable housing has expanded

The quality of our housing has improved due to renewed investment and pride, and more Poughkeepsians can affordably access this housing.

Civic life and commercial vitality are stronger

Our downtown and Main Street are thriving with new and growing businesses, more and more people are becoming engaged on local issues, and we are emerging as the region's model for equitable prosperity.

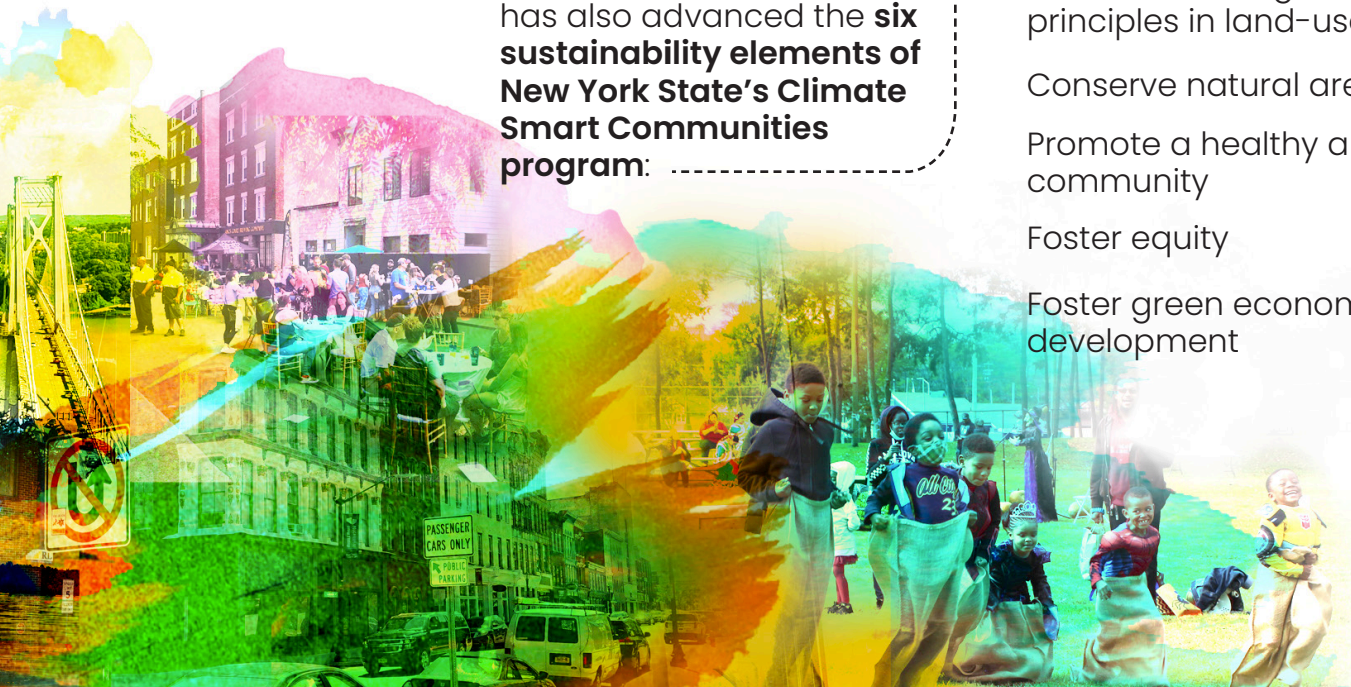
Our community is more equitable, more sustainable, and more adaptable to change.

- ✓ Our tax base is growing and supporting investments in our priorities
- ✓ People are engaged and work together to solve problems on their blocks
- ✓ We are a community of choice in the Mid-Hudson region for residents and businesses
- ✓ We make the most of our numerous assets



By making decisions in this manner and achieving these outcomes, Poughkeepsie in the 2040s has also advanced the **six sustainability elements of New York State's Climate Smart Communities program:**

- Support alternative modes of transportation
- Promote smart growth principles in land-use policies
- Conserve natural areas
- Promote a healthy and safe community
- Foster equity
- Foster green economic development



What is a comprehensive plan?

Comprehensive plans provide the legal basis for enacting and enforcing zoning regulations and other policies that shape where and how development happens. In New York, local planning and zoning are enabled by State laws that set the parameters for municipal governance.

More broadly, comprehensive plans have the potential to provide communities with strategic direction on any number of issues that are deemed important—if they prioritize key issues, are grounded by what is known about those issues, and provide direction on how to consistently make decisions that support the plan.

How does a plan become a reality?

A comprehensive plan's vision—as expressed by core values, priorities, preferred outcomes, and recommended strategies—becomes a reality only when a community is willing to make the choices that will bring it to fruition. How the community spends money, shapes regulations and policies, and decides “what goes where” should all be consistent with the comprehensive plan.



Land Use and Design Regulations (Zoning)

The comprehensive plan is the legal basis for the zoning code, which determines land use, density, and other characteristics of the built environment. The adoption of zoning updates after the plan's completion will be the first real test of implementation.



Transportation and Infrastructure

The comprehensive plan should influence how federal, state, and local transportation and infrastructure dollars are allocated to improve conditions, boost capacity, or change how infrastructure is used.



Capital Improvement Plan (CIP)

CIPs involve the annual allocation of resources to pay for improvements to public facilities, equipment, and infrastructure. The comprehensive plan should provide significant direction for CIPs.



Parks and Recreation

The CIPs, general fund, and zoning code can all be used to support investment to or expansion of parks and recreational facilities to meet quality of life goals expressed by the plan.



Housing and Neighborhood Policy

Goals related to housing can be realized through the zoning code, as well as the allocation of resources to encourage specific types of investments in new or existing housing.



Small Area Plans

The comprehensive plan cannot provide detailed direction for what should happen on every block. But subsequent plans or updated plans for specific neighborhoods, corridors, and districts can be developed to apply the overall goals of the comprehensive plan at a more granular level.



Economic Development Policy

Actions to promote economic activity of specific types and in specific places—to create jobs, build the tax base, or provide desired services—can be molded to reflect goals, trends, and conditions described in the plan.



To support the application of PK4Keeps as a strategic decision-making guide for Poughkeepsie, this document is organized into four parts that outline the components of the PK4Keeps vision and how to make choices as a community that will help realize that vision.



PART 1

OUR PRIORITIES AND DIRECTION

Influential trends of the past 20 years, priorities expressed by the community during the PK4Keeps process, and the “change of course” prescribed by the plan are outlined in Part 1. This part of PK4Keeps provides focus and **ensures that the plan is grounded** to what is actually known and knowable about key issues.



PART 2

OUR VALUES AND PRINCIPLES

Poughkeepsie’s core values and the planning principles that stem from those values are the **foundation of this plan’s role as a decision-making guide**. Part 2 describes these values and principles, what they mean, and offers a primer on how to apply them on a regular basis.



PART 3

OUR CHOSEN OUTCOMES

Part 3 narrows the priorities outlined in Part 1 into specific **outcomes to measure and influence through responsive strategies and policies**. It describes a set of outcomes for each priority as well as broader outcomes that will indicate progress towards achieving the PK4Keeps vision.



PART 4

OUR PLAN FOR ACTION

A strategic framework for implementation that marks a clear change of course for Poughkeepsie is outlined by Part 4. **The Whole Block / Whole Community approach and the tools and processes** that will be needed to put it into action are described to provide implementation with a clear path forward.

PART

1



OUR PRIORITIES AND DIRECTION

- 16 Key Trends and Conditions
- 20 How did we get here?
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- 28 Strengthen Civic Life and Commercial Vitality
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The first two decades of the 21st Century was a complicated period for the City of Poughkeepsie.

Serious strides were made on several fronts such as educational attainment, the production of new housing, crime rates, and the development of superb community assets. At the same time, incomes were stagnant, housing costs remained unaffordable for nearly half of all households, the city's fiscal health was precarious, and concerns about fundamental services such as schools and public safety lingered.

This mixture of achievement and stalled progress has directly shaped the PK4Keeps planning process—especially the contours of the three priorities identified by the community and the change of course that describes this plan's direction for the next 20 years.

This section of PK4Keeps presents key findings about some of the most important trends that have been shaping Poughkeepsie, what is known about the community's priority issues, and the rationale for pivoting in a new direction to achieve the PK4Keeps vision.

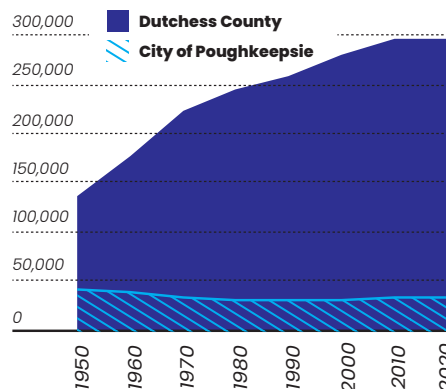
Key Trends and Conditions

Population is stable, with modest declines and rapid aging projected

Poughkeepsie was 23% smaller in 2020 than at its peak in 1950, but the population has largely stabilized since reaching a low point in 1980. After a few decades of modest population growth through 2010, the city declined by 3.5% between 2010 and 2020—a period when the Town of Poughkeepsie grew by almost 5%.

At the county level, limited population growth over the past decade is projected to continue into the next 20 years due, in part, to a rapid aging of the population. Notably, the city's population is younger, and has been aging at a slower rate, than the rest of the county.

Population Change Since 1950



Median Age

	Dutchess County	City of Poughkeepsie
2000	36.7	33.3
2010	39.4	35.3
2019	42.2	37.8

Source: U.S. Census Bureau, Decennial Census and ACS 5-Year Estimates

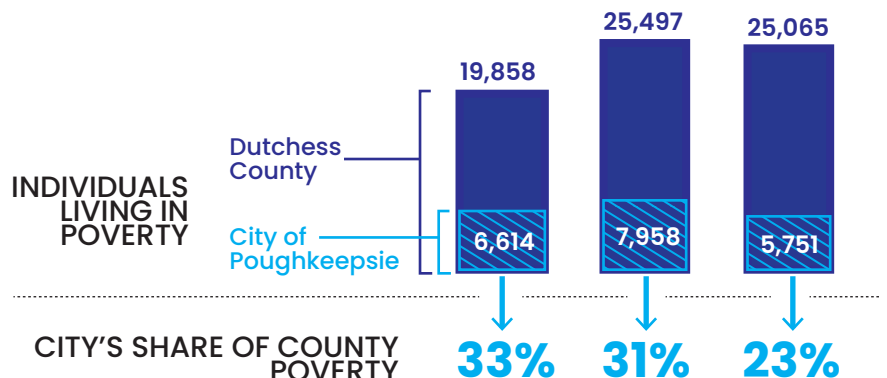
Poverty has declined in the city, but is still high—especially for children

Contrary to trends in many of upstate New York's cities, the poverty rate in Poughkeepsie was lower in 2019 than it was in 2000—after experiencing a rise in the wake of the Great Recession. In addition to a smaller poverty rate, the city's share of poverty in the county has fallen sharply since 2000, resulting in less concentrated poverty within the county.

Despite these positive trends, the city's poverty rate remains more than double the countywide rate. And child poverty (25.9% in 2019) remains stubbornly high despite falling over the past decade.

Poverty Levels Since 2000

	2000	2012	2019
POVERTY RATE			
Dutchess County	7.5%	9.1%	9.0%
City of Poughkeepsie	22.7%	25.9%	19.4%



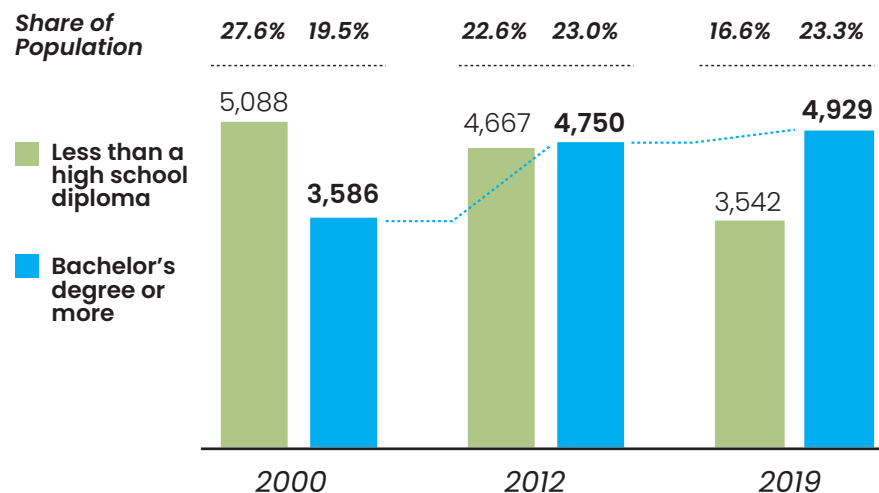
Source: U.S. Census Bureau, Decennial Census and ACS 5-Year Estimates

A profound shift in educational attainment has occurred since 2000

The declining poverty rate in Poughkeepsie has occurred alongside a dramatic change in educational attainment. In 2000, there were nearly 1,500 more adults in the city without a high school diploma than there were adults with at least a four-year college degree. By 2019, the reverse was true. The decline in adults without a high school diploma was largely driven by a natural decrease (deaths) of older adults who were raised early in the 20th Century when leaving school to enter the workforce was much more common.

Despite the rise in college graduates who live in the city, their share of the population (23.3%) remained well below countywide levels (35%).

Educational Attainment for Persons Age 25+ in Poughkeepsie



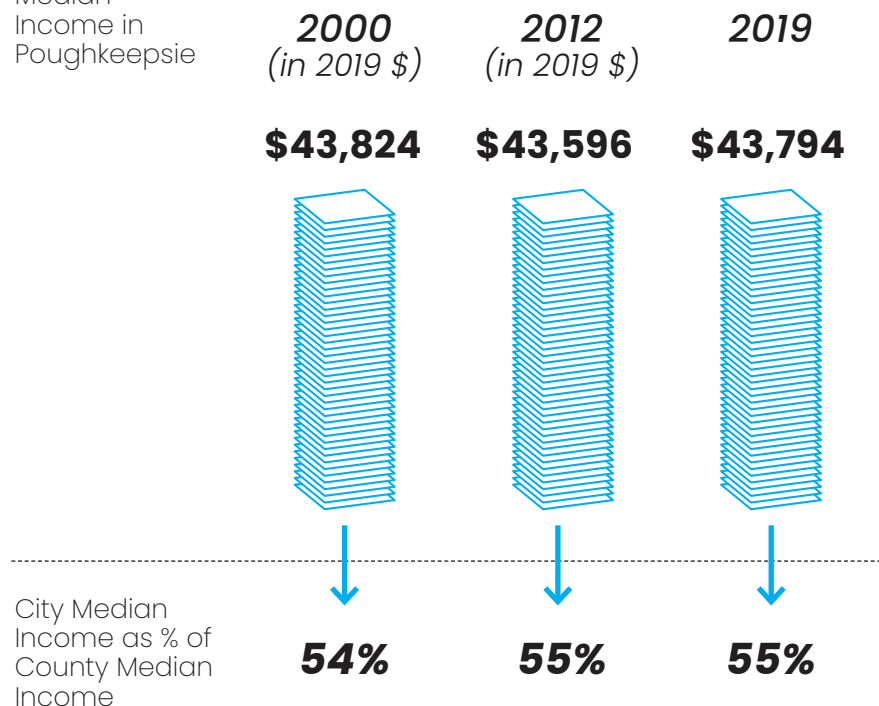
Source: U.S. Census Bureau, Decennial Census and ACS 5-Year Estimates

City income levels have stagnated and remain well below county levels

Despite the transformational shift in educational attainment in Poughkeepsie since 2000, the median household income has barely budged when adjusted for inflation—and remains just over half of Dutchess County's median income.

The high share of adults in the city with less than an associate degree (67.4% compared to 54.1% countywide), and income stagnancy among those households, is one cause. Another potential cause is the presence of early-career college graduates in the city who have a high probability of shifting to other parts of the county as they pair-up, form families, and earn higher incomes.

Household Median Income in Poughkeepsie



Source: U.S. Census Bureau, Decennial Census and ACS 5-Year Estimates; inflation adjustments based on CPI

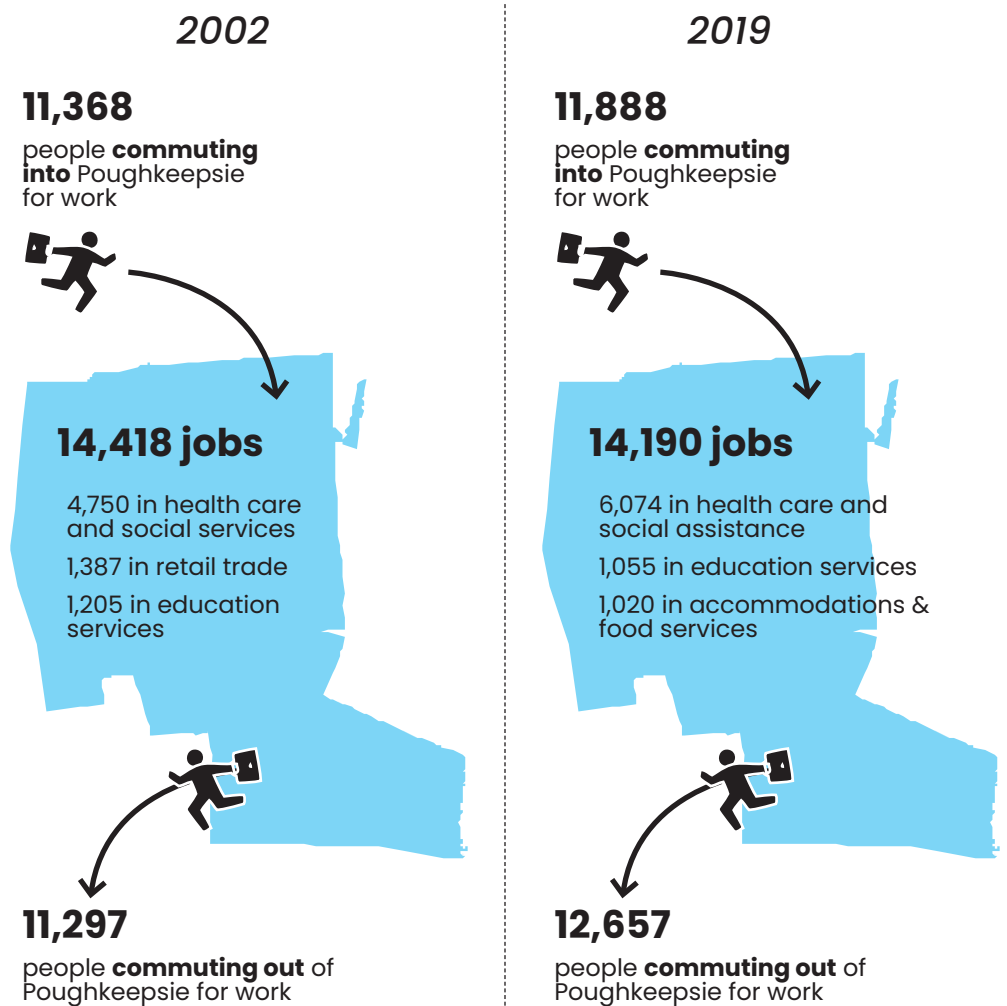
The job market in Poughkeepsie has become increasingly regional

The number of jobs in the City of Poughkeepsie remained mostly flat in the 14,000 to 14,500 range between 2002 and 2019. Underneath those totals, however, some important changes took place. The health care sector, for example, became increasingly dominant, rising from a 32% share of all jobs in the city to 43%. The second and third largest sectors in 2019—education and accommodations/food services—were well behind at 7% each.

Another notable trend over this period was the continued reliance on commuting to fill city jobs and for city residents to get to their jobs. In 2002, 21% of jobs in the city were held by Poughkeepsie residents, a share that fell to 16% (or 1 in 6) by 2019. The share of workers residing in Poughkeepsie who traveled at least 10 miles to get to their jobs climbed from 41% in 2002 to 54% by 2019, and the share traveling at least 50 miles grew from 18% to 29%.

The highly and increasingly dispersed nature of employment and residential locations in the region has implications for transportation—especially congestion on the area's highways and arterials. It also raises important questions about community goals and investments. For example, what is the right balance to strike between investments in residential quality of life and investments that support the viability of major employers and institutions that draw most of their workers from elsewhere?

Commuting Trends, 2002 and 2019



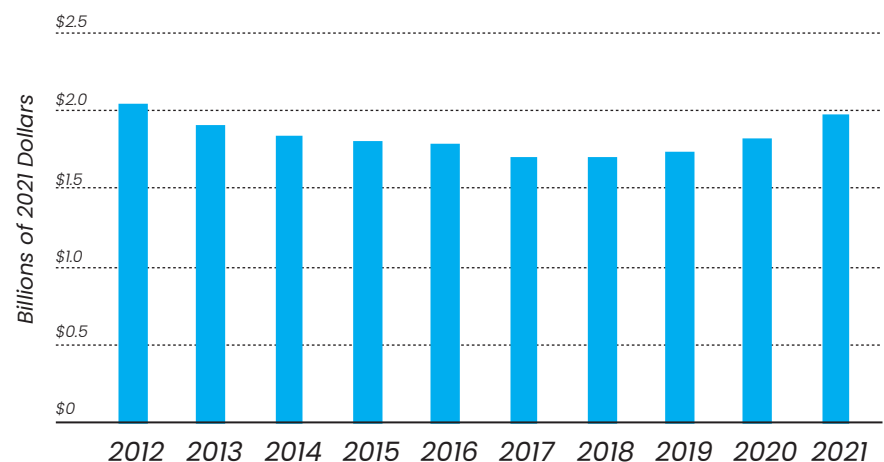
Source: U.S. Census Bureau, Longitudinal Employer-Household Dynamics

City's fiscal health has been tenuous, but is improving

After decades of experiencing a steady erosion of its tax base, Poughkeepsie's financial condition became critical during the middle of the last decade when its credit rating was downgraded to just above junk bond status—hindering the City's ability to invest in the future. A decline in the property tax base following the Great Recession played a role in this.

Poughkeepsie's fiscal outlook has improved in recent years and its tax base has rebounded. But its fiscal health remains weak compared to the county and surrounding municipalities.

City's Taxable Assessed Value, Adjusted for Inflation, 2012-2021



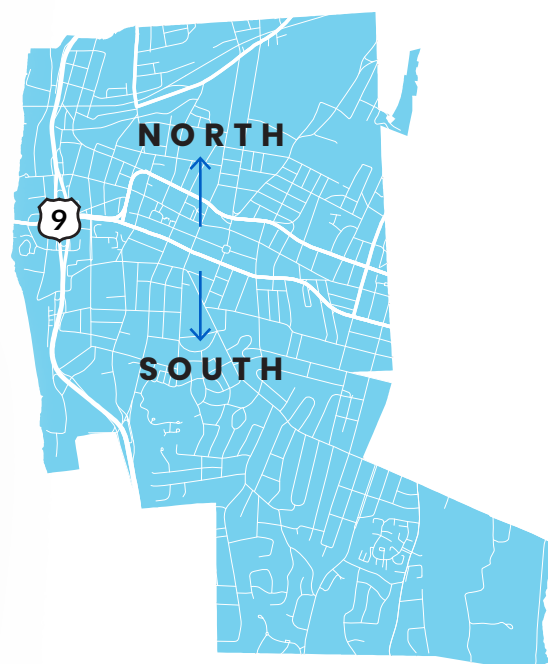
Source: czb analysis of City of Poughkeepsie budget documents; inflation adjustments based on CPI

A longstanding north/south divide in the city remains highly influential

Understanding change in Poughkeepsie will often hinge on where one is looking within the city—to the north or to the south. This divide has a long history and continues to have a heavy influence on how change is experienced in Poughkeepsie and the issues that rise to the surface.

This division—which has become more acute during a time of widening wealth gaps both nationally and locally—has significant implications for long-term planning and plan implementation.

Poughkeepsie's North/South divide



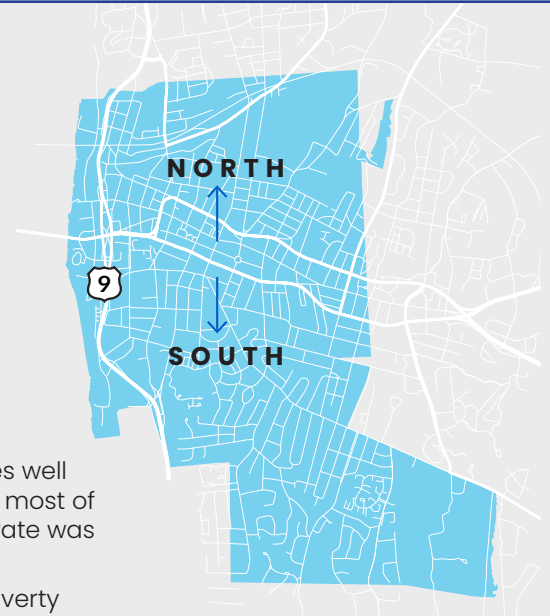
The North/South Divide in Poughkeepsie

How did we get here?

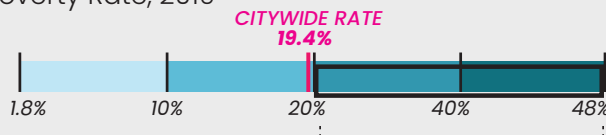
The PK4Keeps process explored north/south divisions in Poughkeepsie from a number of different angles to understand its history, its presence in current demographic, socioeconomic, and housing conditions, and its influence on efforts to plan for the future. One of the clearest expressions of the divide came from looking at patterns of poverty, race, and ethnicity. The overall poverty rate in Poughkeepsie was 19.4% in 2019. Along most of the Main Street corridor and the bulk of the north side, however, the

rate was above—sometimes well above—20%. Meanwhile, on most of the south side the poverty rate was under 10%.

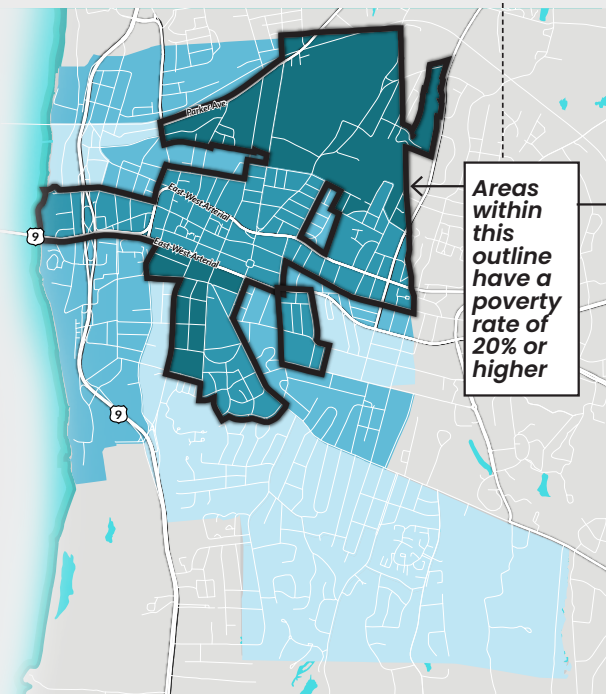
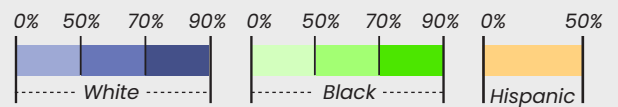
These concentrations of poverty clearly correlate with racial and ethnic distributions in the city. Among areas that were predominately Black in 2019, most had a poverty rate above 20%, as did one of the two block groups that were predominately Hispanic. Every block group with a poverty rate under 10% was predominately white.



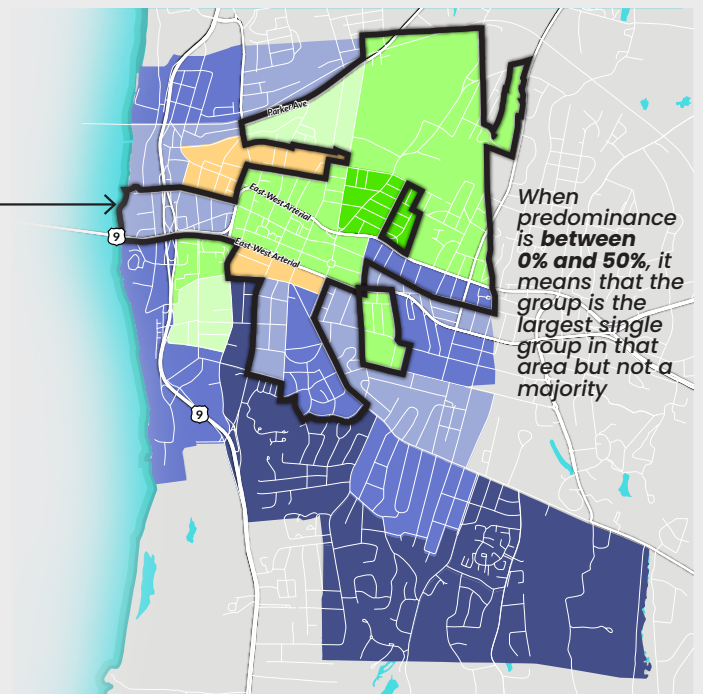
Poverty Rate, 2019



Predominant Race or Ethnicity, 2019



Source: American Community Survey, 5-Year Estimates; analysis by block group



Source: American Community Survey, 5-Year Estimates; analysis by block group

These patterns have a long history in Poughkeepsie. In 1938, for example, neighborhoods in the city were graded by the federal **Home Owners' Loan Corporation**



Corporation as part of a process to inform lending decisions by banks that were still in the grip of the Great Depression. Most of the north side and areas closest to the river received the two lowest grades (C and D), while most of the south side received the two highest grades (A and B). C/D areas tended to have higher shares of immigrants (then 12% of the city's population) and Black residents (then 3% of the population), while A/B areas tended to be mostly white and native-born. The presence of immigrants and Black residents played a role in these evaluations, as did housing quality, and mixing of land uses.

The 1938 grades influenced postwar lending practices within city neighborhoods and were reflected by housing conditions in 2021, which were notably stronger in areas that had long ago been rated "A".

Average Conditions in 2021 by HOLC Grade Boundaries

1938 HOLC Grade	2021 Average Property Condition Score (lower scores equate to better conditions)
A	1.86
B	3.00
C	3.32
D	3.23

Discriminatory mortgage underwriting practices from the 1930s up through the 1968 Fair Housing Act are a few among **many historical layers that are reflected in current conditions and contribute to the range of issues** that the Poughkeepsie community contends with in the early 2020s.

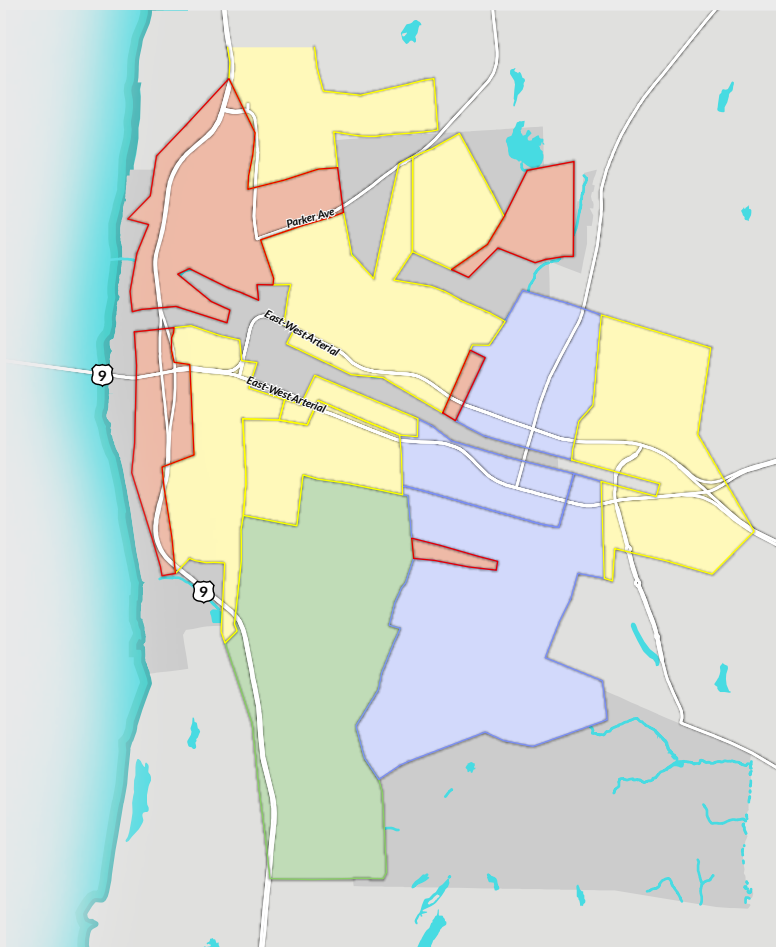
Layers beneath the divide



Residential Evaluations

1938 HOLC Area Grades

A	B	C	D
Best	Still Desirable	Declining	Hazardous



Source: czb cross-analysis of 2021 field survey results and 1938 HOLC grades; HOLC digital boundaries courtesy of Mapping Inequality Project at University of Richmond

Boundaries drawn by the federal Home Owners' Loan Corporation (HOLC) in 1938

The **distribution of rental housing** and its relationship to Industrial Age corridors and early zoning

The **location of mid-century public infrastructure**, such as **highways and public housing**

The **construction of new housing outside the city after 1950** and its relationship to **discriminatory loan underwriting practices**

The role that **school district boundaries** have played, in tandem with housing costs, as a segregative device

These three priorities, which are not ranked, feed into and influence one another. The components that make for a **strong residential quality of life** influence the **quality of housing opportunities** for households at every income level. Together, these serve as a precondition for a **city with vibrant civic and commercial spheres**.

PK4KEEPS PRIORITIES

How these priorities emerged

The key trends and conditions that broadly describe how Poughkeepsie has changed in recent years serve as context for understanding where we've been, where we are, and where we might be going. So, too, do the three priorities that emerged from the PK4Keeps planning process.

Each priority is broad in scope, encompasses a range of issues directly or indirectly, and will play a central role in determining Poughkeepsie's health and sustainability over the next two decades. Analysis of these priorities revealed where we are starting our work from, why these priorities matter, and what is likely to happen if the city remains on its present course.



Improve residential quality of life

What this priority refers to:

- Sense of safety and comfort
- "First-choice" neighborhoods with broad appeal
- Feeling of connectedness to neighbors
- Confidence in neighborhood direction
- Services and amenities that support family well-being



Expand access to good and affordable housing opportunities

What this priority refers to:

- Condition and appeal of the city's housing stock
- Presence of high-quality housing options
- Healthy levels of reinvestment and upkeep
- Opportunities to afford good housing throughout the city
- Diverse housing options for a diverse population

Strengthen civic life and commercial vitality

What this priority refers to:

- Engagement in the civic life of the community
- Active participation in decision-making and plan implementation
- A Main Street that brings the community together
- Expansion of small and growing businesses that actively choose to be here
- A model for an economically thriving, equitable, and sustainable small city



Improve residential quality of life

What do we know?

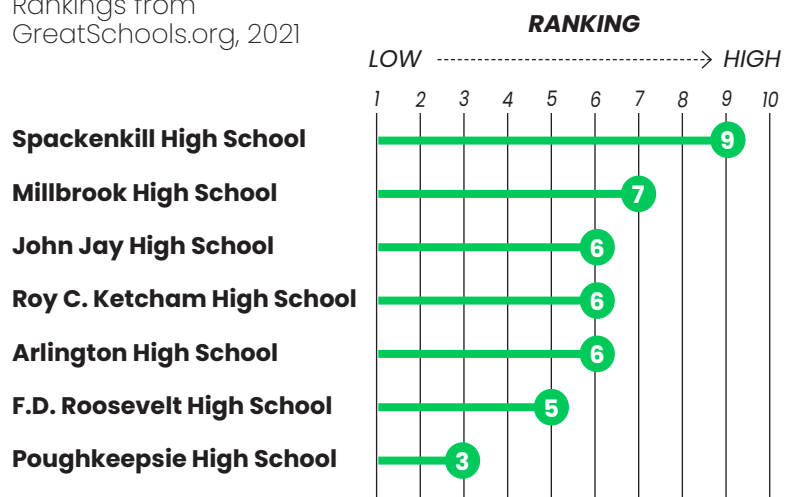
Quality of public schools a major influence on desirability of Poughkeepsie neighborhoods

Public school performance has a direct impact on the prospects of Poughkeepsie's youth. But it also influences decisions that many families make to live in Poughkeepsie or not.

Currently, school performance is viewed as a serious constraint on neighborhood quality of life and desirability, and a factor that puts the city at a competitive disadvantage to surrounding communities. Among the public high schools in Poughkeepsie and nearby school districts, Poughkeepsie's ranks lowest overall according to indicators of quality compiled by GreatSchools.org.

A \$99 million rebuilding plan for the Poughkeepsie City School District was approved by voters in 2020, and new infusions of state aid are anticipated.

High School Summary
Rankings from
GreatSchools.org, 2021



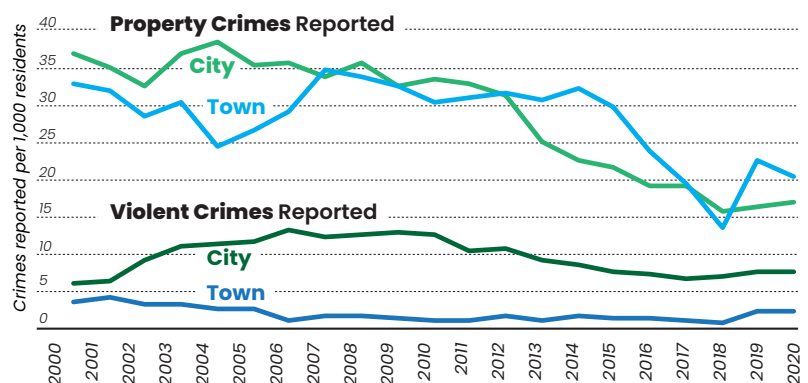
Source: GreatSchools.org

Crime levels have climbed after years of decline and remain a key quality of life concern

As in most American cities, levels of crime in Poughkeepsie are lower today than they were a generation ago. According to data reported to the FBI by the Poughkeepsie Police Department, the number of property crimes reported annually fell nearly 60% between 2004 and 2018 before ticking up slightly. And the number of violent crimes fell almost 50% between 2006 and 2018 before also seeing a recent uptick.

The impression left by historical periods of high crime, the continuing gap between the City and Town when it comes to violent crime rates, and the recent upticks in crime combine to keep public safety as a primary quality of life concern for many residents.

Property and Violent Crime Rates in City and Town of Poughkeepsie, 2000-2020



Source: czb analysis of data from the FBI's Uniform Crime Reporting Program; rates based on averaging of 2000, 2010, and 2020 populations

Park system is well-developed, but spending on upkeep is low

Poughkeepsie has a remarkable collection of parks for a city of five square miles, as well as some extraordinary recreational assets—such as Walkway Over the Hudson—to supplement City-owned parks.

Years of disinvestment, however, have taken a toll on city parks and their potential to serve as contributors to healthy neighborhoods. Per capita operating budgets that are a fraction of the national median for similarly-sized cities is one of the main factors behind this.

Major commitments to parks and pools in the City's latest five-year capital budget (much of it tied to Kaal Rock Park) is a significant change of course and a move towards "catching up" on long-deferred maintenance. Funds from the American Rescue Plan Act will play a major role in underwriting these commitments.

Highways have a clear impact on residential investment and quality of life

As a regional transportation, employment, and population center, Poughkeepsie hosts several busy transportation arteries. A few of them, including the East-West Arterial system, have a significant impact on neighborhoods and residential investment.

For example, 46% of residential properties within 1/8 of a mile of a state or federal route in Poughkeepsie showed signs of moderate or severe distress in 2021 compared to 30% of all residential properties in the city. And 73% of all distressed residential properties in the city were located within 1/4 mile of these routes.



73%

of residential properties that showed **signs of moderate or severe distress** in 2021 were within 1/4 mile of a state or federal route

Per Capita Annual Operating Expenditures for Parks

Median for cities with 20,000 to 49,999 residents

\$100.93

\$29.39

Poughkeepsie

Five-Year Capital Budget for Parks

Median for cities with 20,000 to 49,999 residents

\$3 million

Poughkeepsie

\$29.18 million
(spending planned for 2022-26)

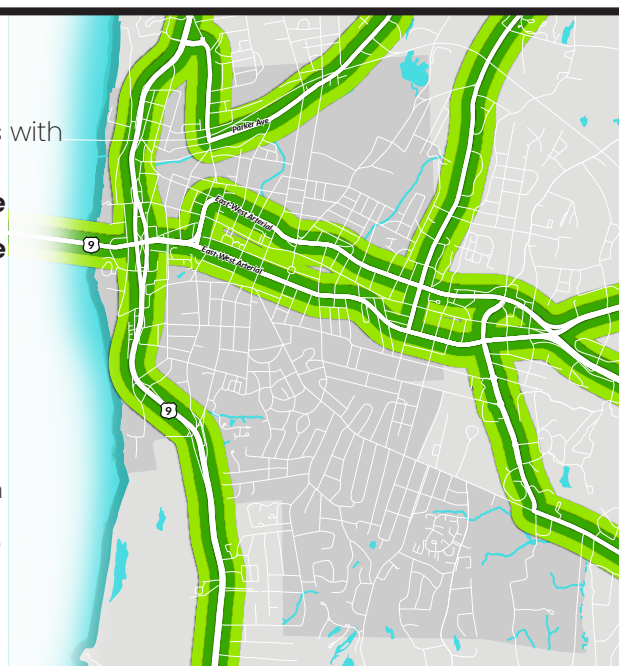
\$7.5 million
(allocated as of March 2022)

Source: Analysis of current parks spending in Poughkeepsie (2022 budget) compared to median figures from the National Recreation and Park Association's (NRPA) 2020 Agency Performance Review

Major roads with a buffer of:

— 1/8 mile

— 1/4 mile



Source: czb analysis of major road locations and results from the 2021 field survey of residential property conditions



Expand access to good and affordable housing opportunities

What do we know?

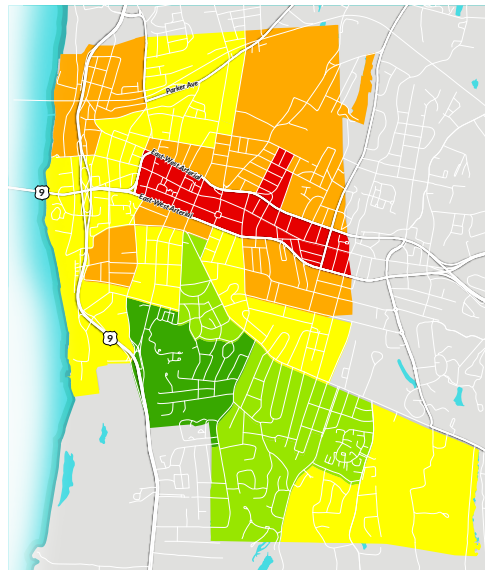
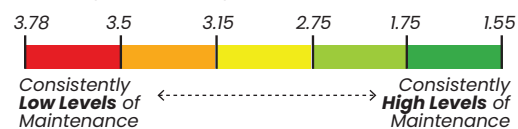
A large number of residential properties show signs of neglect, and an even larger number are vulnerable to future neglect

Housing conditions in Poughkeepsie are highly mixed. A survey of all residential properties in 2021 revealed that 30% of all properties (just over 2,100) showed signs of neglect and deferred maintenance. Nearly the same number of properties were in excellent or good shape. And 40% of all properties were somewhere in between and considered vulnerable to decline in the coming decade due to an absence of active ownership.

Distressed property conditions are more common along the Main Street corridor and areas to the north—a pattern that reflects wider north/south divides in Poughkeepsie and a history of racially discriminatory disinvestment. 41% of residential properties in areas of the city with an above average poverty rate, for example, showed signs of moderate or severe distress.

Rates of distress were also higher than the citywide average among rental properties (52%).

Average Housing Conditions, 2021



31% Excellent or Good

Pride of ownership and attention to detail is apparent. Property is healthy and contributes positively to neighborhood health.

40% Average Condition

Signs of disinvestment are not apparent, but neither are signs of active investment. Property is vulnerable to decline.

30% Moderate or Severe Distress

Deferred maintenance is apparent and has been mounting for a few years or many years. Property is clearly in decline and contributes negatively to neighborhood health.

Source: czb field survey of residential property conditions, 2021; analysis by block group

Housing prices and rents lag behind the rest of Dutchess County

Lower home values and prices in Poughkeepsie, compared to the rest of Dutchess County and much of the region, are a reflection of property conditions and marketability. Single-family homes, for example, sold for an average price between 2017 and 2020 that was 59% of the average sale price elsewhere in Dutchess County.

However, lower prices and values also make the Poughkeepsie market more accessible and represent opportunities for households who seek what Poughkeepsie has to offer.

City/County Housing Cost Comparisons

	City of Poughkeepsie	Dutchess County
Average sale price for single-family homes, 2017–20	\$187,702	\$315,757
Change in average sale price, 2012–16 to 2017–20	+18%	+22%
Median home value	\$196,800	\$282,000
Gross median rent	\$1,113	\$1,220

Source: czb analysis of data from 2015–2019 ACS Five Year Estimates and New York State SalesWeb

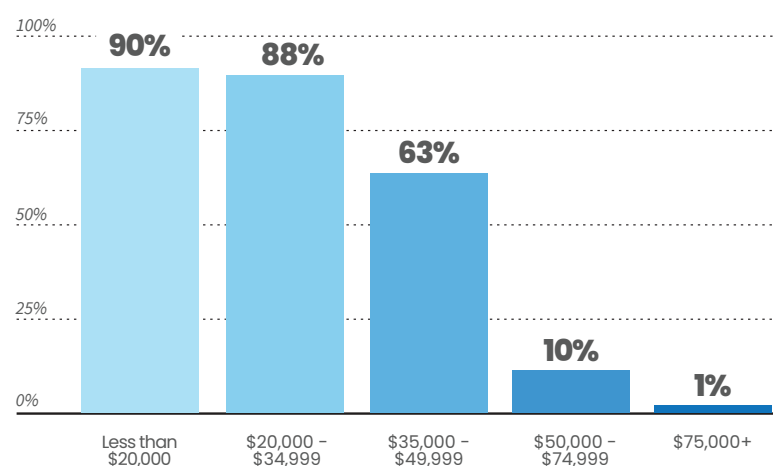
Despite lower prices and rents, many households are cost-burdened

While it is true that typical housing costs are lower in Poughkeepsie than elsewhere in the region, lower incomes in the city mean that many households are considered “cost burdened” and pay more than 30% of their monthly incomes on housing costs.

This is most commonly the case for renters who make less than \$50,000—and especially those who make less than \$35,000 and can afford to spend no more than \$875 per month on rent. For these households, paying for housing without assistance has been, and continues to be, a challenge in Poughkeepsie and anywhere in the region.



Percentage of Renters Cost Burdened, by Income



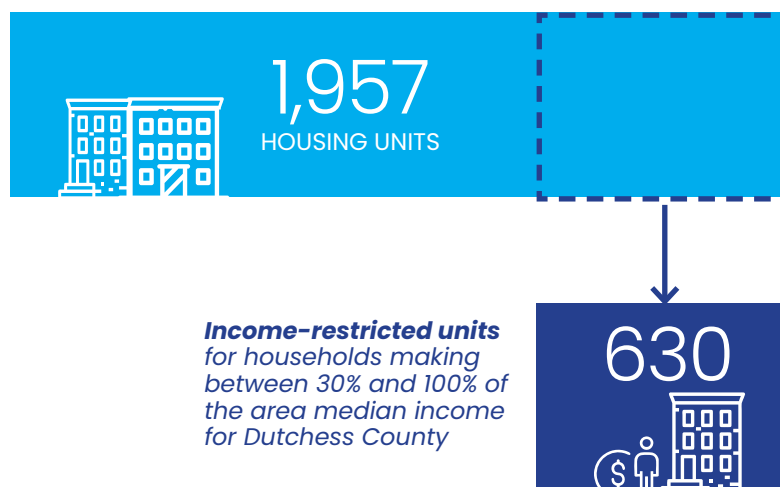
Source: czb analysis of data from 2015–2019 ACS Five Year Estimates

An ongoing uptick in housing development includes affordable units, but zoning is a barrier to diverse housing in many neighborhoods

Poughkeepsie has experienced significant levels of new housing development and interest in recent years, with over 1,950 units at 46 different sites either completed, under construction, or in the planning and approval stages. Of these units, an estimated 630 (or one-third) are income-restricted to provide affordable housing.

While these new units are mostly in larger multi-family structures, the current zoning code presents barriers to the development of diverse housing types. In some areas that allow duplexes and triples, for example, the actual parcel dimensions are inadequate to meet code requirements for those housing types.

Number of housing units in properties recently completed, under construction, or in the planning/approval stage



Source: czb analysis of housing development inventory maintained by City of Poughkeepsie



Strengthen civic life and commercial vitality

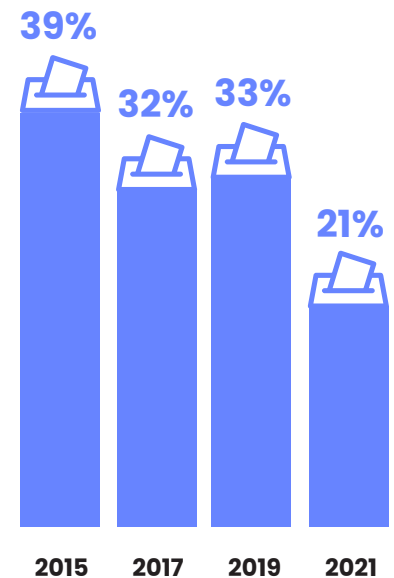
What do we know?

Disconnection and disengagement identified as a real, if somewhat intangible, problem

Discussions during the PK4Keeps planning process revealed deep concerns about levels of resident interest and involvement in local affairs. The erosion of traditional media as sources of information, the large number of renters who move frequently, difficulties with accessing or navigating public processes, low levels of trust, and a range of other factors were identified as possible contributors to this—within Poughkeepsie and in society more broadly.

Voter participation is one of a few ways to quantify this complex phenomenon. In 2021, 21% of active enrolled voters in Poughkeepsie voted for a Ward councilperson, down from 33% in 2019 (when mayor and county executive were also on the ballot) and 32% in 2017. In Dutchess County overall, participation in non-presidential elections since 2000 has averaged 38%.

Voter Participation in Recent Common Council Elections

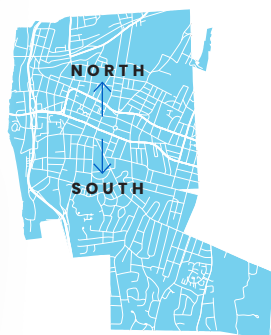


Source: czb analysis of active enrolled voters from New York State Board of Elections and Ward-level election results from Dutchess County Board of Elections

Gaps in prosperity and ownership reflect and perpetuate community fissures

Many factors can be used to understand differences between the north and south sides and their impact on civic life and community outlook. Gaps in prosperity are one factor. While the gap in household income between the north and south has been stable for 20 years, it is substantial, with the **typical household in the south earning 1.6 times more than their typical neighbor to the north.**

That gap is mirrored by an even greater gap in homeownership that has widened since 2000. While part of that gap is due to housing stock—there are more single-family houses in the south—the prosperity gap makes most of those homes inaccessible to households in the north. These gaps, combined with the fact that they seem to be fixed in place, shape how many residents see their place in Poughkeepsie's present and future and their ability to influence it for the better. Voter participation in northern voting districts, for example, is often much lower than in the south.



South to North Ratios

Number of times higher for Poughkeepsie's South side compared to the North Side:



Household Income

1.6 X HIGHER

1.6 X HIGHER



Homeownership Rate

2.7 X HIGHER

2.9 X HIGHER

This means that the homeownership rate on the city's south side was 2.9 times higher than on the north side in 2019



Source: czb analysis of Census Tracts north and south of the Main Street corridor using 2000 Decennial data and 2019 ACS 5-Year Estimates

Main Street is lagging behind, but can and should play a vital connective role

Main Streets and downtowns across New York have experienced remarkable progress over the past 20 years, with more residents, more businesses, and better public spaces providing communities with vibrant and diverse centers. While some progress has been made in Poughkeepsie, most parts of Main Street continue to struggle.

Vacancies at business addresses along the Main Street corridor, for example, have remained at or around 25% for several years—higher than vacancy rates elsewhere in the city and much higher than countywide rates. The total assessed value of properties along Main Street has also lagged, and most properties with residential units along Main Street (71%) show clear signs of deferred maintenance.

The Main Street corridor's position between the north and south sides means that it can and should plan an important role in connecting neighborhoods and contributing to economic opportunity and quality of life.

	Main Street Corridor	Poughkeepsie – Beyond Main Street	Dutchess County
Vacancy Rate at Business Addresses, Range for 2015–2021	23–25%	18–20%	10–12%
Change in Total Assessed Value, 2011–2020	-12.4%	-9.8%	+29.7%
Share of Residential Properties in Moderate or Severe Distress in 2021	71% 	29% 	NA

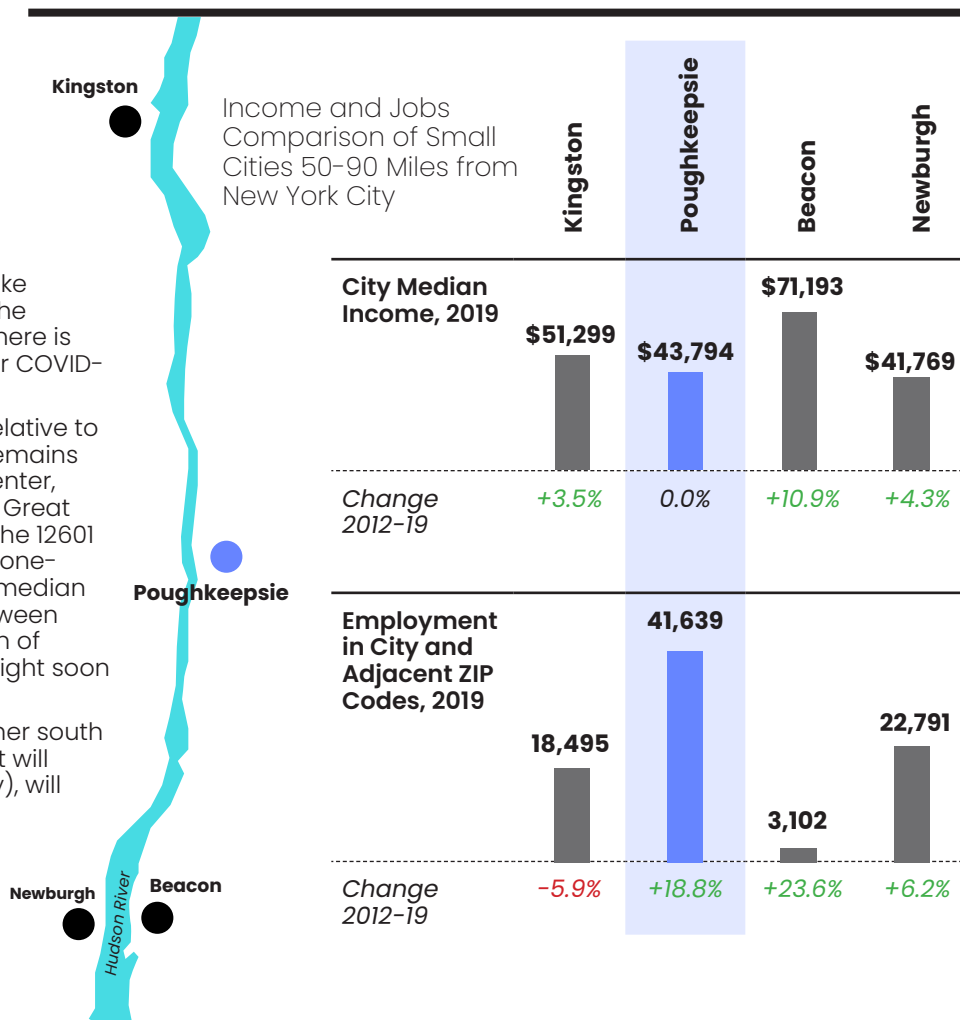
Source: czb analysis of business address vacancies at the Census Tract level from Valassis Lists; City of Poughkeepsie assessment data in current dollars; and 2021 field survey of residential property conditions

The city's competitive position within the region is unclear

Most counties between Westchester and the Capital Region lost population between 2010 and 2020—while counties closest to New York City and Albany grew. This and other factors make the long-term competitive position of the Mid-Hudson region unclear, although there is speculation that remote work and other COVID-era shifts will benefit the region.

Poughkeepsie's position in the region relative to other urban centers is also unclear. It remains the heart of the largest employment center, which saw substantial growth after the Great Recession. Of the nearly 42,000 jobs in the 12601 through 12604 ZIP codes, however, only one-third are in the city itself. And the city's median household income—which was flat between 2012 and 2019—was only 51% of the Town of Poughkeepsie's median income and might soon be eclipsed by Newburgh.

While growth in Beacon and areas farther south may signal a rising tide of demand that will reach Poughkeepsie (if it hasn't already), will that demand produce job and income gains within the city itself? If gains materialize, will they be equitable? Or, will the city lag as surrounding towns prosper—repeating patterns of the past 70 years?



Source: Analysis of U.S. Census Bureau ACS 5-Year Estimates and County Business Patterns

PK4Keeps Direction: A Change of Course

Poughkeepsie has experienced progress in important areas in recent years. As the review of existing conditions in Part 1 shows, this includes:



*a lower
poverty
rate*



*rising education
levels among
adults*



stabilization of City finances



*an acceleration
of investment in
housing, including
affordable housing*



*crime levels that
are lower than they
were a decade ago*

Each point of progress, however, has its caveats. And there are many facets of the community where stagnation or underperformance are the takeaways from the past decade.

These trendlines may appear to send mixed signals about where Poughkeepsie is headed. But the PK4Keeps process determined that, on its present course, Poughkeepsie is not likely to advance its top priorities in the manner and with the speed that the community is looking for.

Accordingly, PK4Keeps is a plan that proposes and embraces a change of course for Poughkeepsie. It recognizes that **the community is now in a position to innovate and evolve at a faster pace and on a wider range of issues**, and that this will be necessary to achieve the ambitious vision of PK4Keeps. In other words, marginal adjustments will not take Poughkeepsie where the community wants to be in the 2040s.



Outstanding assets to preserve and build upon as Poughkeepsie charts a new path

Embracing a change of course does not, however, mean rejecting what is working in Poughkeepsie or the assets that make it a place worth investing time and effort to improve. **No other community has the combination of geography, history, and architecture that Poughkeepsie has. Making the most of these assets will be a critical part of achieving the PK4Keeps vision.**



People



Culture

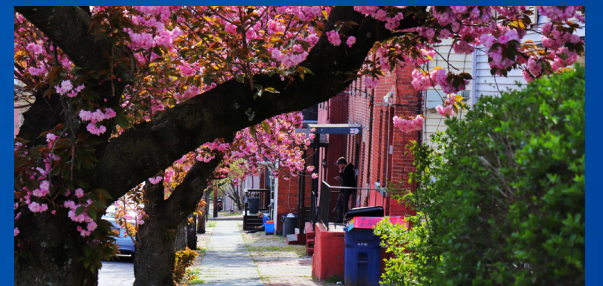
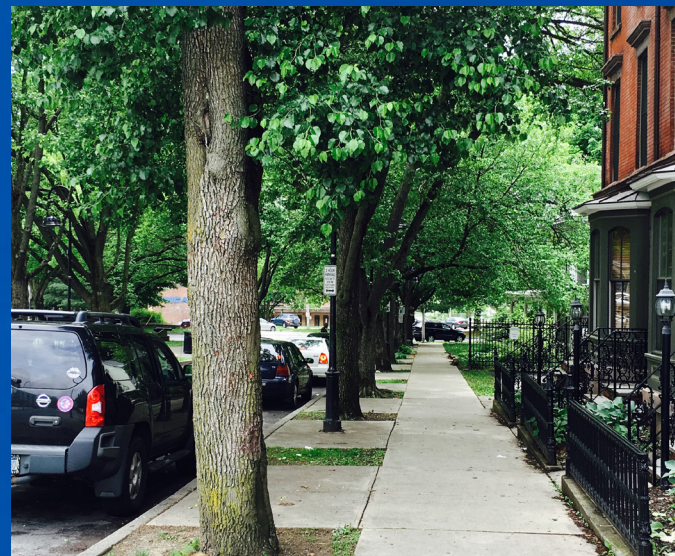




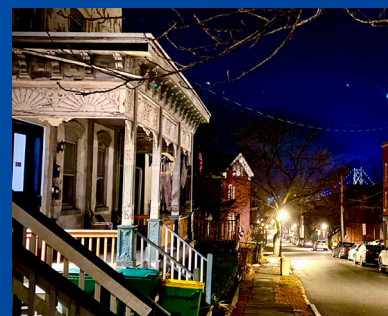
Landscape



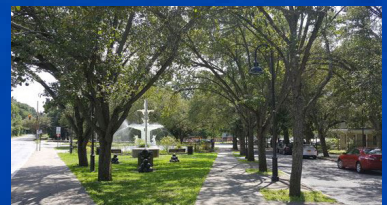
Neighborhoods



History



Energy



Innovation



PART

2



OUR VALUES AND PRINCIPLES

36 What are our core values? And what do they mean?

38 Our Values and Principles in practice

Decision-making that is consistent with PK4Keeps and its vision for Poughkeepsie will reflect core values enunciated by the community and the planning principles that derive from those values.

Interpretation of these values and principles as a community, and the application of them to a broad range of short-term and long-term decisions, will be an ongoing task and a key part of the implementation process. The decisions that accrue year by year—and their consequences—will determine how close Poughkeepsie gets to realizing the PK4Keeps vision.

Our Core Values

INCLUSIVE

ENTREPRENEURIAL

FAR-SIGHTED

Our Planning Principles

**BUILD AND MAINTAIN
OUR FISCAL STRENGTH**

**WORK TOGETHER AND
INCLUDE ALL VOICES**

**SUPPORT CREATIVITY
AND RISK-TAKING**

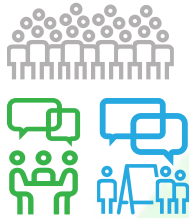
TAKE THE LONG VIEW

*What are our core values and planning principles?
What do they really mean?
How do we use them?*

What are our core values? And what do they mean?

Our core values are deeply-held, widely-shared beliefs that serve as **building blocks for our vision of the future**. They reflect what we are willing to defend and fight for as well as what we aspire to be. We're at our best when we act in ways that are consistent with these values.

The **values listed and defined here are based on work by the PK4Keeps steering committee, conversations they held in the community, and input from public open houses**. All three have aspirational qualities to them, but they also tap into the stronger elements of Poughkeepsie's past and present. When something truly "works" in Poughkeepsie, it is often because it reflects these values.



**WE ARE
COMMITTED
TO BEING:**

AN INCLUSIVE COMMUNITY

- We recognize that our community has struggled and continues to struggle with being an inclusive and welcoming place to all its citizens, and that a lack of collaboration has often held back our progress.
- The decisions we make going forward must include active participants from throughout the city to ensure that we truly benefit from all of our community's strengths and that ownership of what we achieve is shared.
- Our actions must reflect a commitment to meaningful collaboration and inclusion in order for Poughkeepsie to become more socially sustainable.

AN ENTREPRENEURIAL COMMUNITY

- Overcoming adversity in recent decades has required grit and creativity. We recognize that this is a strength and that it builds on a long history of community enterprise.
- The decisions we make should continue to reflect that we are willing to seize opportunities and try new approaches to familiar issues. This mindset will help Poughkeepsie become more sustainable on all fronts.

A FAR-SIGHTED COMMUNITY

- Poughkeepsie was founded nearly 350 years ago and reflects the cumulative work of over a dozen generations. We recognize that what we do today will have a long-term influence and must be made with an eye toward long-term impacts.
- Our decisions should always reflect consideration of long-term impacts and the level of boldness necessary to make a lasting imprint on important issues. Our fiscal and environmental sustainability depend on adherence to this value.



OUR PLANNING PRINCIPLES

Our planning principles are rules that govern what we do and help us **translate our values into actions**. PK4Keeps proposes four basic principles to invoke as decisions are made to ensure fidelity to the community's core values.

BUILD AND MAINTAIN OUR FISCAL STRENGTH

- A City that is fiscally strapped year after year will not be able to address important needs or invest sufficiently for long-term advancement. And a City overly reliant on state or federal resources will be subject to rules set in Albany and Washington that might not reflect Poughkeepsie's priorities and needs.
- The decisions we make should put our community in a position to boldly invest in itself and become more self-reliant.

WORK TOGETHER AND INCLUDE ALL VOICES

- When true collaboration is rare and too many people feel shut out of meaningful civic conversations, the result is often cynicism, distrust, and indifference.
- How we make decisions—and how we act on those decisions—should reflect a commitment to including historically ignored voices and building connections and trust within the community.

SUPPORT CREATIVITY AND RISK-TAKING

- Boldness and experimentation require a willingness to take risks. Nothing is guaranteed, but there are no rewards without risk. When there is insufficient appetite to take chances in a community, the common impulse is to abandon risk-takers and criticize failure, which discourages future risk-taking.
- The decisions we make should acknowledge the realities of risk and reflect a commitment to learning from our actions and moving forward.

TAKE THE LONG VIEW

- Hard times can erode a community's capacity to think long-term. While fixation on short-term solutions serves a practical purpose, it often leads to decisions that are at odds with the creation of long-term value.
- The decisions we make should always recognize and weigh the long-term costs (social, economic, fiscal, and environmental) of near-term convenience.

Our Values and Principles in Practice

Whether a decision aligns with these values and planning principles or not will not always be straightforward. A decision-making framework such as this requires a willingness by the community to openly interpret and discuss what the values and principles mean and how they should be applied. At a basic level, though, there are some simple rules to apply that will serve the community well.



Our values are our starting point and shape our planning principles

INCLUSIVE

ENTREPRENEURIAL

FAR-SIGHTED

Planning principles are rules that govern what we do and help us translate our values into action

**BUILD AND
MAINTAIN
OUR FISCAL
STRENGTH**

**WORK
TOGETHER AND
INCLUDE ALL
VOICES**

**SUPPORT
CREATIVITY AND
RISK-TAKING**

**TAKE THE
LONG VIEW**

**DO****DON'T**

A key to interpreting whether a decision or activity is aligned with Poughkeepsie's values and planning principles—or whether adjustments are needed to bring it into alignment—is to have a basic grasp of what it means to reflect these values and principles and what it means to diverge from them.

- | | |
|---|--|
| <ul style="list-style-type: none"> ✓ Cultivate value (demand) that can be extracted in ways that will help pay for public priorities. ✓ Use a strengthened financial position to equitably invest in Poughkeepsie's future. ✓ Ask the question: How does this action contribute to Poughkeepsie's desirability as a place to live or do business? | <ul style="list-style-type: none"> ✗ Mistake cheapness for frugality—doing so will lead to lower returns and higher costs down the road. ✗ Engage in a “worst first” mindset that only addresses problems when they become chronic or severe. ✗ Underinvest in basic assets and expect the savings to neutralize the long-term costs of deferred maintenance. |
| <ul style="list-style-type: none"> ✓ Treat every project or civic discussion as an opportunity to widen the circle of participation and include more voices. ✓ Take full advantage of the diverse perspectives, experiences, and expertise in the community to improve the decisions that get made. ✓ Ask the question: Who else needs to be involved in making—and having ownership of—this decision? | <ul style="list-style-type: none"> ✗ Expect decisions based on a narrow range of perspectives to be well-rounded and “owned” by the community. ✗ Let the Ward system be an excuse to engage in zero-sum thinking. ✗ Shy away from complicated public conversations that are necessary to enlighten and persuade. |
| <ul style="list-style-type: none"> ✓ Encourage risk-taking by individuals and organizations by collectively sharing the risk. ✓ Treat inclusion and collaboration as intrinsic to being creative as a community. ✓ Ask the question: Are we doing this because it's how we've always done it, or because this is the best way to accomplish our goals? | <ul style="list-style-type: none"> ✗ Look for the first signs of failure to cast blame and discard an idea. ✗ Expect immediate results from an experiment when years may be needed to learn from experience and optimize. ✗ Reflexively ask “who else has done this?” before trying something new. |
| <ul style="list-style-type: none"> ✓ Look beyond the near-term costs and benefits of any decision. ✓ Use diverse perspectives to explore and predict what the long-range impacts of a decision might be, and how those impacts might ripple (in positive or negative ways) across seemingly unrelated subjects. ✓ Ask these questions: “Will this age well? Will we be proud of this a decade from now?” | <ul style="list-style-type: none"> ✗ Fixate on specific policies or programs instead of the challenges or opportunities that those tools are created to address. ✗ Let hot button issues distract attention and energy from the pursuit of well-defined outcomes. ✗ Allow decision-making to be overly bound by short-term constraints and operating assumptions. |

How will these values and principles be tested?

Are we willing to change to make our priorities real?

If there is little or no willingness to change course—and do things differently—in order to advance what the community says is a priority, then it really isn't a priority.

For example, if expanding access to good and affordable housing opportunities means a true commitment to mixed-income development and a shift away from concentrating poverty in a few areas, will policies and resources be committed accordingly? If the answer is “no,” this is not a priority and the status quo will be maintained.



Will we stand by our values as individuals, as well as collectively?

If our stated values are truly meaningful, they shouldn't just be values that we use to make decisions with public resources. They should influence our actions and expectations as citizens of Poughkeepsie.

If we say...

...we will **build and maintain our fiscal strength**, will we be mindful of our need to make Poughkeepsie more desirable and cultivate value that will help us pay for our priorities? Or will we sell ourselves short and expect our priorities to pay for themselves?

...**working together and including all voices is important**, do we reach out and connect with people and groups we aren't familiar with? Do we widen our sense of community? Or do we retreat behind long-established lines?

...**we support creativity and risk-taking**, will we patiently support new approaches to familiar problems, or calculated risks taken by members of our community? Or will we say “I told you so” at the first hint that something isn't working as hoped?

...we will **take the long view**, will we consistently and thoughtfully consider the impact a decision might have in 10 years or more? Or will we let short-term considerations dominate how we weigh our choices?

PART 3

OUR CHOSEN OUTCOMES

- 42 Expand access to good and affordable housing opportunities
- 44 Strengthen civic life and commercial vitality
- 46 Improve residential quality of life
- 48 Broader Outcomes to Prioritize
- 49 Assessing Outcomes at Different Scales

The three PK4Keeps priorities identified and analyzed in Part I represent broad issues. To guide the development of implementation strategies, each priority was narrowed down to a small set of prioritized outcomes to be measured and tracked—as well as a set of broader outcomes that will signify general community improvement.

Progress towards these outcomes will indicate whether the PK4Keeps vision is being advanced and will help to identify areas of underperformance that require further attention.

Improve residential quality of life

In addition to the quality and cost of housing, a number of other factors determine quality of life in Poughkeepsie's residential areas. Three, in particular, were singled out for attention during the PK4Keeps process and translated into plan outcomes: sense of safety, confidence in local schools, and the quality of essential neighborhood infrastructure.

Neighborhoods across the city are safer and feel safer to residents from all backgrounds.



Violent and property crime rates in Poughkeepsie posted healthy declines between the mid-2000s and mid-2010s before climbing once again. For both classes of crime, PK4Keeps sets target rates that are 5% lower by 2027 and 15% lower by 2032.



Violent crime rate

BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
7.7 per 1,000 residents 2020	7.3 per 1,000 residents 2027	6.5 per 1,000 residents 2032



Property crime rate

BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
16.8 per 1,000 residents 2020	16.0 per 1,000 residents 2027	14.3 per 1,000 residents 2032

Metrics to track through a PK4Keeps survey

Share of residents, by Ward, that:

- Feel safe in their neighborhoods
- Feel that safety in their neighborhood is improving or at least stable
- Have confidence and trust in the PPD



Schools are neighborhood assets and have the confidence of residents and parents.



Overall performance ratings from GreatSchools.org show Poughkeepsie Middle and High School have similarly low scores (3/10), and that the high school has a score that is 50% of the average score for high schools in southwest Dutchess County. PK4Keeps sets 2027 and 2032 targets that would narrow the regional performance gap.



Poughkeepsie Middle and High School performance ratings

	BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
High School:	3/10	4/10	6/10
Middle School:	3/10	4/10	6/10
	2021	2027	2032



Performance gap between Poughkeepsie High School and local average High School rating

	BASELINE	5-Year TARGET	10-Year TARGET
Poughkeepsie:	3/10	4/10	6/10
Local Average:	6/10	6/10	7/10
	2021	2027	2032

Metrics to track through a PK4Keeps survey

Share of residents, by Ward, that:

- Have a good impression about the direction of the Poughkeepsie City School District
- Have confidence in City schools
- Feel that schools are an asset to their neighborhood





Basic infrastructure, including parks, are well-maintained.



Street condition is a basic measurement of municipal infrastructure performance, and just under half of city streets eligible for federal aid in 2020 were deemed to be in good or excellent condition. PK4Keeps sets a good/excellent condition target of 50% by 2027 and 66% by 2032.

As outlined in Part 1, per capita spending on park maintenance and operations by the City of Poughkeepsie is less than 1/3rd of what peer cities of a similar size spend. PK4Keeps sets a target that would more than double per capita spending by 2032 towards an ultimate goal of parity with peer cities by 2040.



Share of local street mileage in good repair

BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
46%	50%	66%
2020	2027	2032



Per capita resources devoted to park maintenance and operations

BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
\$29	\$40	\$70
2022	2027	2032

Metrics to track through a PK4Keeps survey

Share of residents, by Ward, that:

- Use/visit parks at least once per month
- Have a good impression of park maintenance and improvements
- Are happy with the condition of public infrastructure on their block



A rigorous, statically valid survey performed every two years on subjects relating to quality of life and engagement in Poughkeepsie is recommended to track sentiments that reflect PK4Keeps outcomes and to gather actionable information at the Ward level

Expand access to good and affordable housing opportunities

The quality and affordability of housing in the City of Poughkeepsie has wide-reaching implications. The quality of life of city residents, who those residents are, and how a housing market with over 7,000 properties operates are all potentially impacted by how the City and other parties choose to intervene on this broad subject.

Out of numerous possible outcomes to seek on this priority, two rose to the top during the PK4Keeps process: the expansion of homeownership opportunities for working and middle-class households, and ensuring that areas with poor property conditions improve while retaining affordable housing opportunities.

Homeownership opportunities for working and middle-class households have expanded.

The homeownership rate for all households in 2019 was 35%. For households making less than \$100,000 (which is now considered to be squarely in the middle of the middle-class income spectrum) it was 28%. Keeping that rate from slipping will be a significant achievement. PK4Keeps sets an aggressive target of 32% by 2032.

On the north side, homeownership is lower—an average of 18% across the Census Tracts along and north of Main Street. PK4Keeps sets a similarly aggressive target of 25% by 2032.



Homeownership rate for households earning less than \$100,000

BASELINE	5-Year TARGET	10-Year TARGET
28%	30%	32%
2019	2027	2032

Note: The \$100,000 threshold (in 2019 \$) should be adjusted to reflect inflation



Homeownership rate on city's north side

BASELINE	5-Year TARGET	10-Year TARGET
18%	20%	25%
2019	2027	2032



Areas with the highest levels of deferred maintenance are in better condition but continue to provide affordable housing opportunities.



Among areas that had average property condition ratings in 2021 that were below the citywide average, the baseline condition score was 3.13 on a scale of 1 to 5 (where scores closer to '1' represent stronger conditions). PK4Keeps sets a target of 5% improvement on that score by 2027 and a 15% improvement by 2032.

In those same areas, 38% of rental units were affordable to a household earning Poughkeepsie's median income in 2019. Keeping that rate from falling (while conditions improve) and boosting it incrementally over the next 10 years is PK4Keeps' targeted outcome.



Average property condition rating in areas with below-average conditions in 2021

BASELINE	5-Year TARGET	10-Year TARGET
3.13 2021	2.97 2027	2.66 2032



In areas with below-average conditions in 2021, the share of rental units affordable to households making Poughkeepsie's median income

BASELINE	5-Year TARGET	10-Year TARGET
38% 2019	40% 2027	45% 2032

Strengthen civic life and commercial vitality

Healthy residential outcomes have the potential to contribute to a more civically active city that is also a vibrant regional center for commerce and culture. For this broad priority, three outcomes were identified as having particular importance to Poughkeepsie over the next two decades: a thriving small business scene along Main Street, Poughkeepsie's emergence as a clear community of choice in the region, and the erosion of historical north/south disparities.

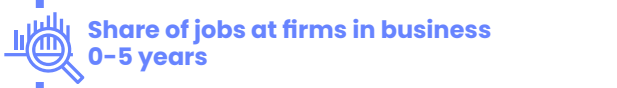
Small businesses are developing and thriving along Poughkeepsie's commercial corridors—especially downtown and along Main Street.

Poughkeepsie's downtown and Main Street corridor contain 40% of all business addresses in the city—in a wide range of office, retail, and other commercial spaces. But a persistently high share of those business addresses are vacant. PK4Keeps sets a target that would bring the vacancy rate of this core area to the county's current vacancy rate (12%) by 2032.

Growing the city's corps of young businesses in improved commercial properties is one way to fill vacancies in this important part of the city. PK4Keeps sets a target for the share of jobs at young companies—12%—that would bring the city on par with the state average. A higher share of jobs at young firms is a sign of business dynamism and an entrepreneurial culture.



BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
24% 2021	18% 2027	12% 2032



BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
8% 2017	10% 2027	12% 2032

Poughkeepsie is emerging as a community of choice for households and businesses in the Mid-Hudson region.

Emerging as a community of choice means that households and businesses that have options will increasingly choose the City of Poughkeepsie. PK4Keeps sets two measurements that reflect such increases. One is growth in the city's share of the county's family households—from the current baseline of 9.2% to a level (11%) that reflects the city's share of the overall county population.

The other is growth in the city's share of jobs in the county, which is currently 12.3%. If downtown and Main Street become ever more attractive to a variety of young businesses, this share has the potential to grow modestly.



BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
9.2% 2019	10% 2027	11% 2032



BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
12.3% 2019	14% 2027	16% 2032



North/south disparities within the city have diminished.

North/south disparities in Poughkeepsie, and the corrosive impact they have on a shared sense of community in the city, did not take shape overnight and will not dissipate overnight. But movement towards the PK4Keeps vision should result in both a halt to disparities getting wider and movement in the right direction. PK4Keeps sets two targets that would reflect steady progress in the right direction: shrinkage of the household income ratio and the housing condition ratio between north and south.

South-to-north household income ratio

BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
1.6 2019	1.5 2027	1.4 2032

South-to-north housing condition ratio

BASELINE	→ 5-Year TARGET	→ 10-Year TARGET
.81 2021	.85 2027	.90 2032

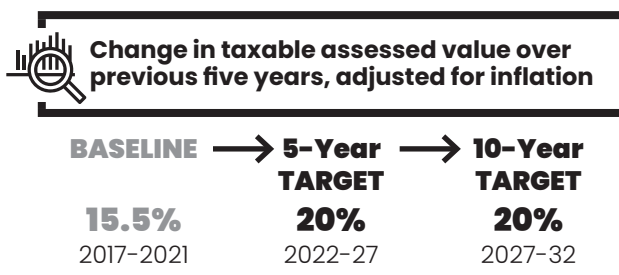
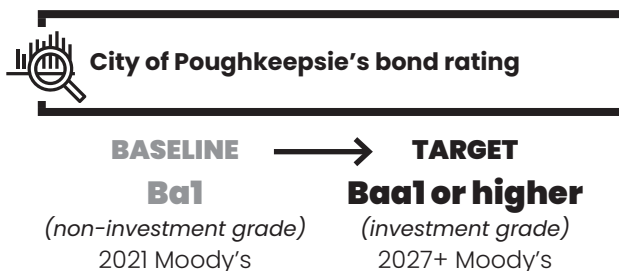
Movement towards 1.0 signifies progress

Broader Outcomes to Prioritize

Beyond the PK4Keeps priorities, there are basic, broader outcomes that will indicate whether the PK4Keeps vision is being achieved and placing the City of Poughkeepsie in a position to maintain its gains and continue to move forward: financial capacity to do more than just survive from year to year and community capacity to make hard decisions and solve problems together.

The financial stability of the city has improved, enhancing its capacity to invest further in community priorities.

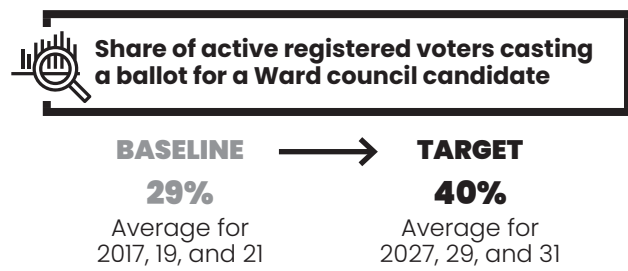
The City of Poughkeepsie's precarious financial condition has improved in recent years—and strengthening that condition further is one of the PK4Keeps planning principles. Lifting the City's bond rating from non-investment grade to investment grade is one of the fiscal outcomes set by this plan. The other is to see growth in the City's taxable assessed value that continues to exceed the rate of inflation—making up for years of stagnation and the significant dip following the Great Recession.



Involvement in civic affairs (broadly defined) is expanding and representative of Poughkeepsie's diverse population.

A reduction in apathy and a renewed sense of civic ownership and stewardship are part of the PK4Keeps vision. Greater engagement in Common Council elections is, therefore, an important outcome to track going forward. Are people engaged enough by local issues to show up on Election Day?

Other outcomes to consider tracking include the degree to which residents participate in neighborhood-level problem-solving through block clubs and similar volunteer activities.



Metrics to track through a PK4Keeps survey

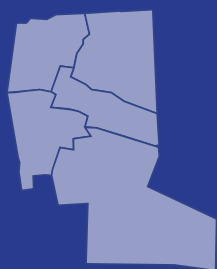
Share of residents, by Ward, that:

- Participate with or contribute to a neighborhood-level organization
- Have attended a community meeting in the past year



Assessing Outcomes at Different Scales

OUTCOMES



Most of the outcome measurements proposed by PK4Keeps use the city as the unit of analysis. There are practical reasons for this—such as the nature of the data sources and what is possible to extract from them. It is also helpful to understand how the city as a whole is fairing on these outcomes, especially when compared to other parts of the region.

In a few instances, the proposed measurements reflect concerns about Poughkeepsie's north/south divide and are designed to track the widening or narrowing of equity gaps. There are a number of other way to measure these gaps and the community is encouraged to explore those metrics and which ones might be meaningful as supplemental measurements.

While none of the outcome measurements presented here are Ward-specific or focus on any smaller geographies, the implementation framework presented in Part 4 will involve focused work at a small scale. This will require the selection and tracking of characteristics that are most meaningful and useful to the blocks involved and will depend on the nature of the work being performed (some may involve the simple re-scaling of citywide metrics).

Getting the community invested in the selection and collection of data in their own neighborhood is highly recommended as a way to build ownership of results and an understanding of the components of neighborhood change.

PART 4



OUR PLAN FOR ACTION

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WHOLE BLOCK WHOLE COMMUNITY

To achieve different outcomes around the community's priority issues, a different approach to plan implementation is needed in Poughkeepsie. This change of course is outlined in Part 4 as a Whole Block / Whole Community framework to implementation.

The Whole Block / Whole Community approach will require the assemblage of the right tools for the right jobs and a capacity to select areas of Poughkeepsie for focused and patient work guided by customized strategies. More than anything, the success of PK4Keeps will be determined by the strength of resident participation at the block level—by a collective sense of ownership for the future of each block and each neighborhood.



WHOLE BLOCK/ WHOLE COMMUNITY FRAMEWORK FOR IMPLEMENTATION

WHOLE BLOCK WHOLE COMMUNITY

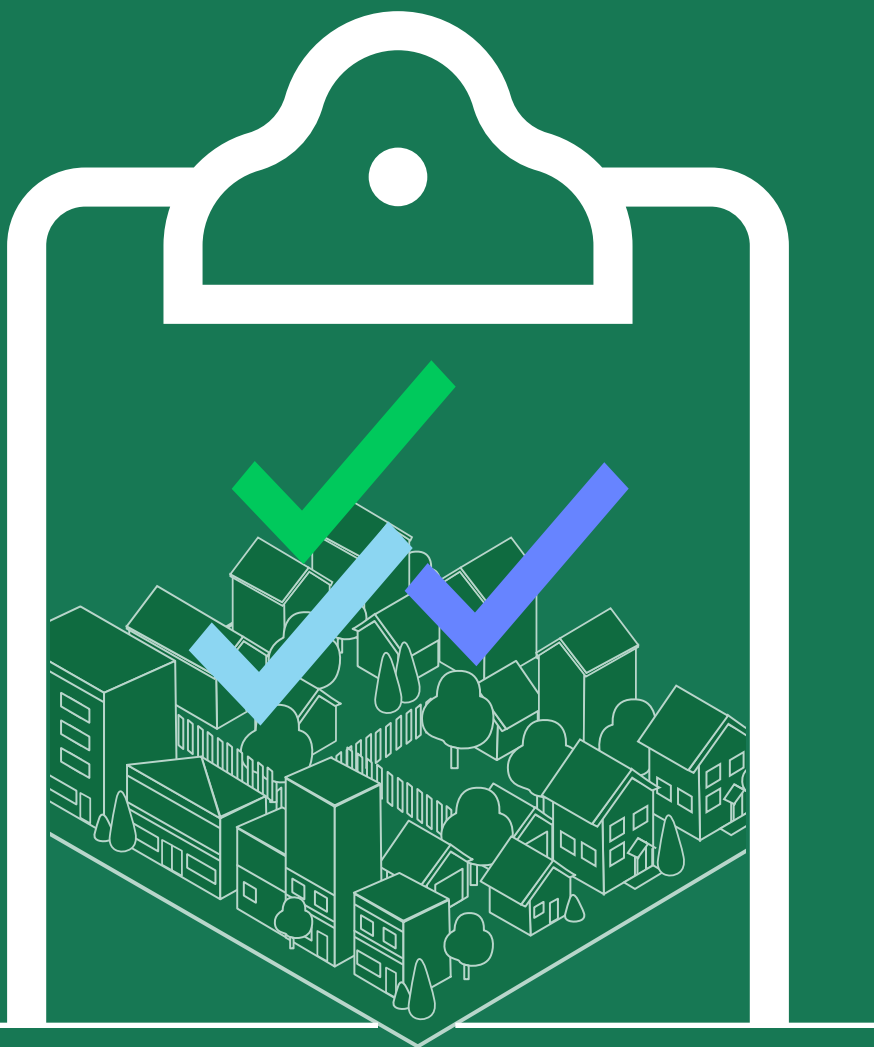


For decades, the City of Poughkeepsie—like many postindustrial cities—has been dealing with mismatches between the challenges and opportunities it has sought to address and the resources on hand to address them.

In many cases, this has taken the form of a mismatch between the scale of an issue and the funding available to do anything substantial about it—such as having a budget to completely fix only a fraction of the streets that need fixing at any given time. In other cases, it has taken the form of a mismatch between the goals being sought and the

tools being used—such as attempting to use federal anti-poverty grants to revitalize a neighborhood when a far more diverse set of tools is needed to rekindle confidence and spur reinvestment.

When insufficient funding has been the problem, typical responses have been to spread limited resources too thin, to use them in a one-off manner, or to pursue a “worst-first” approach that addresses an issue in order of severity—none of which put the city in a position to “catch up” on the condition being addressed. When wrong or incorrectly used tools have been the problem—which often stems from inadequate resources—promised results rarely materialize or last, feeding a sense of cynicism and distrust in the community.



The PK4Keeps vision for Poughkeepsie calls for a change of course based on a recognition that the community's priorities are not likely to be advanced in meaningful and sustainable ways without an adjustment to how the community has approached its most critical issues for several generations.

To initiate the change of course, this plan recommends the adoption of a new strategic framework to organize Poughkeepsie's implementation efforts—a **Whole Block / Whole Community approach that is intentional about responding differently to the persistent reality of constrained resources.**

The Whole Block / Whole Community approach is about community partnerships choosing to perform focused, patient, and holistic work

at the block level in order to realize tangible results that reflect the PK4Keeps vision. ***Over time, the aim of this approach is to connect stabilized and strengthened blocks to one another and to their surrounding blocks so that increasingly wide areas of Poughkeepsie reflect the PK4Keeps vision.***

This focus at the block level is, fundamentally, about cultivating and strengthening a sense of community and putting it to work for the community. In a city where low levels of engagement have been identified as a pressing issue, this framework has the potential to boost civic participation where people live—at a level where an individual's impact is most palpable.

WHOLE BLOCK WHOLE COMMUNITY FRAMEWORK



Part 4 of PK4Keeps outlines **three interdependent steps** that will be needed to activate and maintain a Whole Block / Whole Community framework:

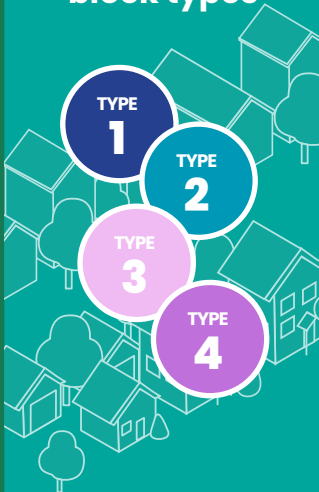
STEP

1

Tool Identification and Assembly

The first step is about selecting the right tools for the right jobs. It describes **four residential block types** and **three commercial block types**—all with specific challenges and opportunities. It then identifies **residential and commercial toolkits** that are responsive to the needs of those block types and that should be drawn from to achieve outcomes consistent with the PK4Keeps vision.

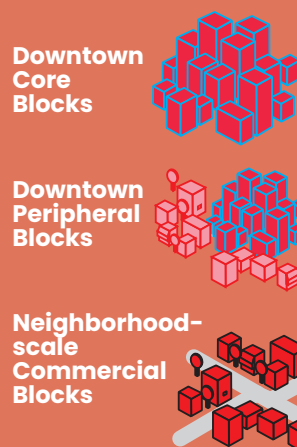
Four residential block types



PK4Keeps Residential Toolkit

- _____
- _____
- _____

Three commercial block types



PK4Keeps Commercial Toolkit

- _____
- _____
- _____

STEP

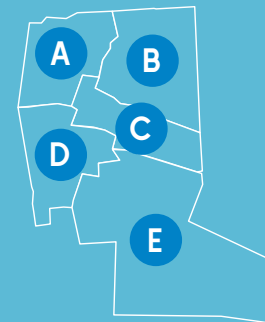
2

Guidance for Block Selection and Strategy Development

The second step begins with block selection. It outlines **principles** that should inform the selection of areas where focused work will occur and presents **five geographies** that are recommended for use in organizing the selection process. It concludes by describing the **development of tailored strategies** for selected blocks.



Principles for selecting areas of work



Five geographies for organizing the work



Tailored strategies for selected blocks

STEP

3

Prioritized Action Plan

The third step is focused on the **specific actions to take**—citywide—to assemble the toolkits required by the Whole Block / Whole Community framework, and **how to sequence work** during the first 12 to 24 months to activate the framework and put the community in a position to succeed.



Sequenced Actions



Focused Work Complemented by Work Citywide

A critical part of the Whole Block / Whole Community framework is the selection of small areas for focused attention. This does not mean that non-selected areas are ignored by plan implementation. Indeed, several tools mentioned in Part 4 need to be implemented at a citywide level—such as zoning updates, changes to code enforcement, and boosts in funding for parks, for example—to be of use in areas of focused work. And the values and principles expressed in Part 2 should be applied to decision-making citywide.

Tools outlined in Part 4 that are recommended for focused application will tend to be “additive” in nature—new practices that will begin and be tested on a small scale in selected areas that will be more widely applied as additional areas of focus are chosen.



STEP

1

Tool Identification and Assembly

Four residential block types

TYPE

1

For a city of just five square miles, Poughkeepsie has many different types of neighborhoods with very distinct characteristics and needs. This means that even within PK4Keeps' priority issues, the exact combination of tools that will work best for one block may be different from those that will work best just two blocks away.

TYPE

2

To aid the development of appropriate toolkits—as well as the development of responsive strategies for blocks that are selected for focused attention—PK4Keeps has identified four residential block types that can be used to guide work on each type of block.

TYPE

3

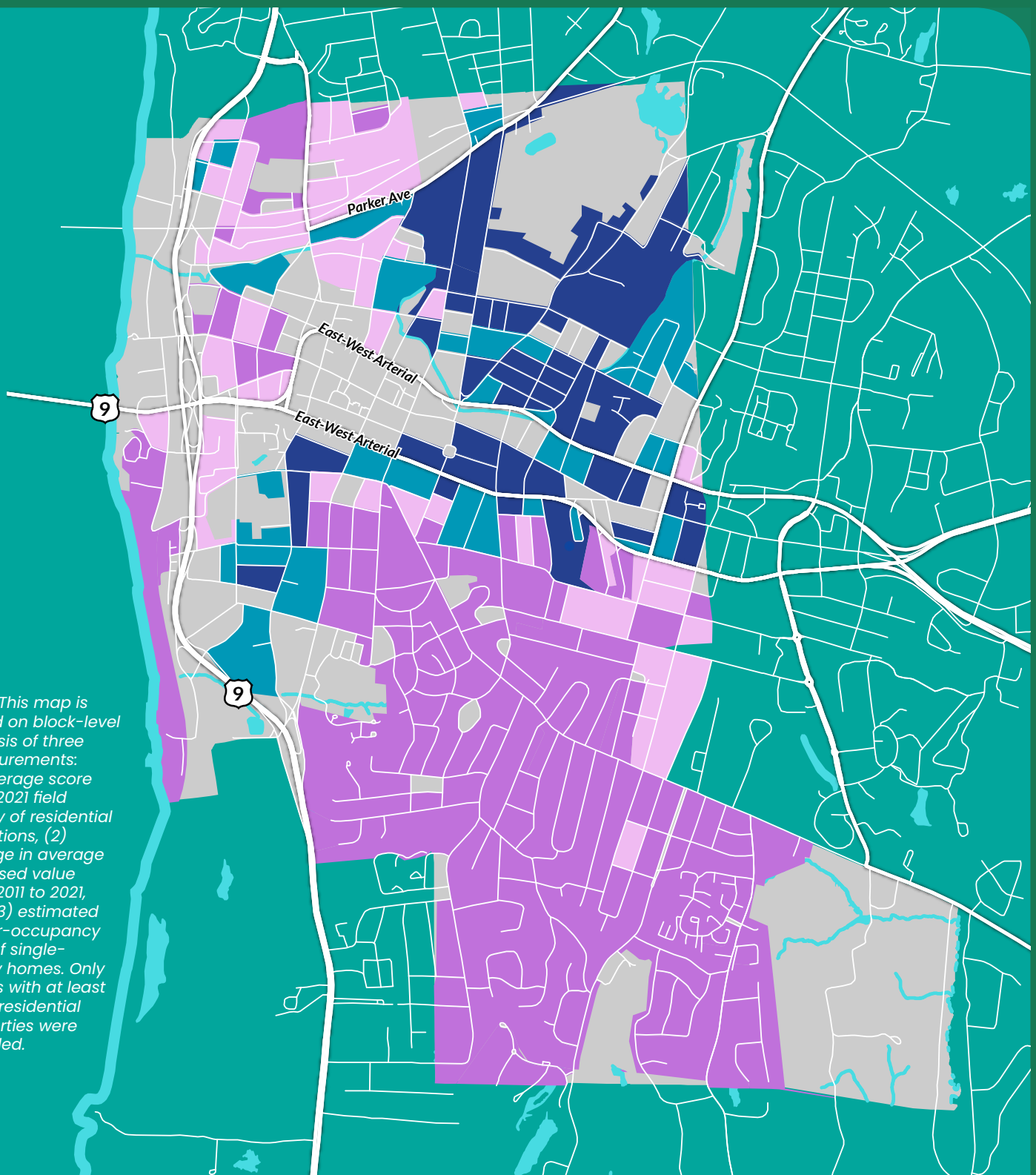
This block typology recognizes that selected areas of work will often include a small series of blocks that are of different types—situations that will require great precision in tool selection and use.

TYPE

4



Note: This map is based on block-level analysis of three measurements: (1) average score from 2021 field survey of residential conditions, (2) change in average assessed value from 2011 to 2021, and (3) estimated owner-occupancy rate of single-family homes. Only blocks with at least eight residential properties were included.



STEP

1

Tool Identification and Assembly

What is essential about each residential block type?

Summary of guidance for the residential block types

Property Conditions, 2021

Excellent or Good Average Moderate or Severe Distress

0% 10% 20% 30% 40% 50% 60%

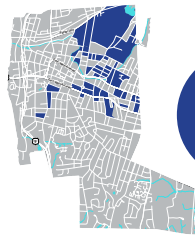
HIGHEST



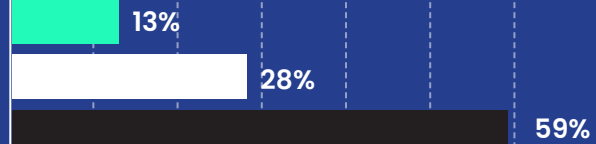
Cost per block to intervene in ways that yield sustainable results



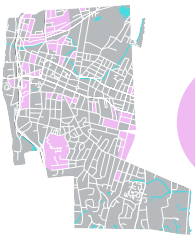
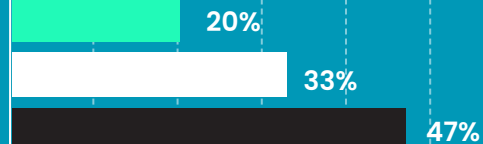
LOWEST



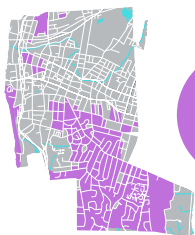
TYPE 1



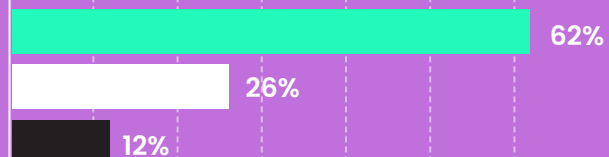
TYPE 2



TYPE 3



TYPE 4





Average Assessed Value, 2021 % Change Since 2011	Homeownership Rate for Single-Family Homes, 2021	Opportunities	Challenges	Goals
\$147,673 -32%	58%	<p>Accessible pricing for affordable homeownership</p> <p>Wide range of housing types</p>	<p>60% of properties show signs of deferred maintenance, and another 30% are at risk of slipping</p> <p>High levels of absentee-ownership with a poor track record</p>	Stabilization to protect community assets, improve quality of life, and position the block for inclusive reinvestment.
\$165,271 -22%	59%	<p>Accessible pricing for affordable homeownership</p> <p>20% of properties show strong levels of reinvestment and are an asset to build on</p>	<p>Almost 50% of residential properties show signs of deferred maintenance</p> <p>High levels of absentee-ownership with a poor track record</p>	A combination of condition stabilization and inclusive reinvestment that leverages the presence of stronger properties and community assets.
\$183,074 -9%	67%	<p>Accessible pricing for affordable homeownership</p> <p>One-third of properties show strong levels of reinvestment and are an asset to build on</p> <p>High adjacency to stronger residential blocks</p>	<p>Nearly 30% of homes have deferred maintenance issues and another 40% are vulnerable to decline</p>	Inclusive reinvestment that leverages the presence of stronger properties and community assets.
\$253,619 +1%	80%	<p>Highest rates of homeownership and healthy maintenance in the city</p> <p>Small, older homes present opportunities for first-time homeowners</p>	<p>26% of properties are in average condition and are vulnerable to decline</p>	Maintain existing strengths by boosting confidence; actively create opportunities for socioeconomic inclusion.

STEP

1

Tool Identification and Assembly

PK4Keeps Residential Toolkit

Which tools have the potential to play a strong role in addressing the opportunities and challenges of Poughkeepsie residential blocks in ways that align with the PK4Keeps vision?

This proposed residential toolkit outlines a collection of such tools and is organized into five categories. For the most part, these tools represent additions to, or expansions of, current interventions. A wide range of existing investments and tools may also be considered tools for implementing the PK4Keeps vision in Poughkeepsie's residential areas.



Development Regulations and Incentives

ACTIVITY OR OUTPUT

Zoning updates to improve quality of place

Zoning updates to expand affordable housing opportunities

CONDITION, CHALLENGE, OR OPPORTUNITY TO ADDRESS

Ensure that new development contributes to well-designed public/private realm

Reward new developments that contribute to mixed-income environments; strengthen diversity of housing stock

PK4Keeps Priorities with Direct Connection

Improve residential quality of life

Expand access to good and affordable housing opportunities

Strengthen civic life and commercial vitality



OUTCOMES SUPPORTED

Poughkeepsie emerges as a community of choice in Mid-Hudson region for businesses and households

Affordable housing opportunities and options expand, even as conditions improve

INPUTS

Updated zoning ordinance

Updated zoning ordinance

PK4KEEPS PRIORITIES





Neighborhood Leadership and Community Engagement

Stimulate, coordinate, and build capacity of block clubs

Limited/declining levels of civic engagement and capacity to address localized issues; opportunity to boost confidence and sense of ownership

"Friends of..." system for city parks to bolster stewardship and usership

Underinvestment and underutilization hold back potential of park system

Expand youth outreach and engagement

Poughkeepsie has a younger population than the rest of Dutchess County and an opportunity to meaningfully engage young people through emerging tools and assets

	✓	✓	✓
	✓		
	✓	✓	✓

Involvement in civic affairs is expanding

Basic infrastructure, including parks, is well-maintained; involvement in civic affairs is expanding

Involvement in civic affairs is expanding; neighborhoods across the city are safer and feel safer to residents of all backgrounds

Creation of neighborhood coordination capacity at City Hall

Expansion of public/private partnerships to fundraise, rally volunteers, program activities, and contribute to higher levels of maintenance

Capacity for youth engagement created by the new Youth Opportunity Union (YOU) and the new Youth Division within City government

STEP
1

Tool Identification and Assembly

PK4Keeps Residential Toolkit



Housing Conditions, Opportunities, and Reinvestment

ACTIVITY OR OUTPUT	Support rehab and preservation of existing affordable housing	Support homeownership via soft-second mortgages	Promote curb appeal and pride	Proactive code enforcement paired with compliance assistance
CONDITION, CHALLENGE, OR OPPORTUNITY TO ADDRESS	Improve condition of older rental stock while maintaining affordable opportunities in that segment of supply	Low homeownership reduces the potential for wealth generation for households and can lead to reduced levels of maintenance in a neighborhood	Properties that exhibit pride of ownership contribute to confidence and the desirability of a block or neighborhood	A large share of residential properties suffer from poor maintenance; some owners willingly neglect their properties while others are unable to afford needed repairs

PK4Keeps Priorities with Direct Connection

Improve residential quality of life	✓	✓	✓	✓
Expand access to good and affordable housing opportunities	✓	✓		✓
Strengthen civic life and commercial vitality				
OUTCOMES SUPPORTED	Affordable housing opportunities and options expand, even as conditions improve	Homeownership opportunities for working and middle-class families have expanded	Poughkeepsie is emerging as a community of choice for businesses and households	Areas with highest levels of deferred maintenance are in better condition but continue to provide affordable opportunities

INPUTS	Grants/low-interest loans for the rehab of naturally occurring affordable housing (with deed restrictions or minimum stay timelines) with possible support from newly established Dutchess County Housing Trust Fund	Potential partnership between local financial institutions, the newly established County housing trust fund, and local philanthropies	Small matching grants for property owners that invest in curb appeal improvements; recognition / celebration of outstanding exterior or garden improvements	Adjustment of current, more reactive, code enforcement practices to include proactive approaches; pair enforcement with financial assistance when appropriate
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Public Infrastructure Investments



Public Wellness and Safety

Increase operating/maintenance budget for parks

Proximity to parks, trails and open space traditionally increases property values unless maintenance or safety concerns are present

Additive resources for targeted improvements to public realm (on blocks of focus)

The quality of the public realm, if not properly maintained and updated, negatively impacts nearby residential units

Investments in school facilities and use of grounds as neighborhood assets

Older and more densely developed neighborhoods often do not have the land necessary for new park or recreational amenity development

Expand residential lead abatement efforts

Younger populations in Poughkeepsie are often concentrated in areas with older rental units where lead plumbing and lead-based paint are most common

Boost resources for community policing (police/community partnerships)

Improve cooperation between police and neighborhoods

	✓	✓	✓	✓	✓
				✓	
		✓	✓		
Basic infrastructure, including parks, is well-maintained		Basic infrastructure, including parks, is well-maintained	Schools are neighborhood assets and have the confidence of residents and parents	Neighborhoods are safer and feel safer to residents of all backgrounds; areas with the highest levels of deferred maintenance are in better condition but continue to provide affordable housing opportunities	Neighborhoods are safer and feel safer to residents of all backgrounds
City commitment to increase funding for parks and recreation		Development of a multi-year citywide paving schedule; allocation of additive resources for prioritized investments in areas of focus	School bond for capital upgrades (ongoing); partnership with City Parks and neighborhood groups to promote reasonable community use of school grounds	Make lead awareness and abatement part of rental rehab and residential reinvestment efforts	Commitment by the City to increase police funding specifically aimed at neighborhood and community relationship-building based on national best practices

STEP

1

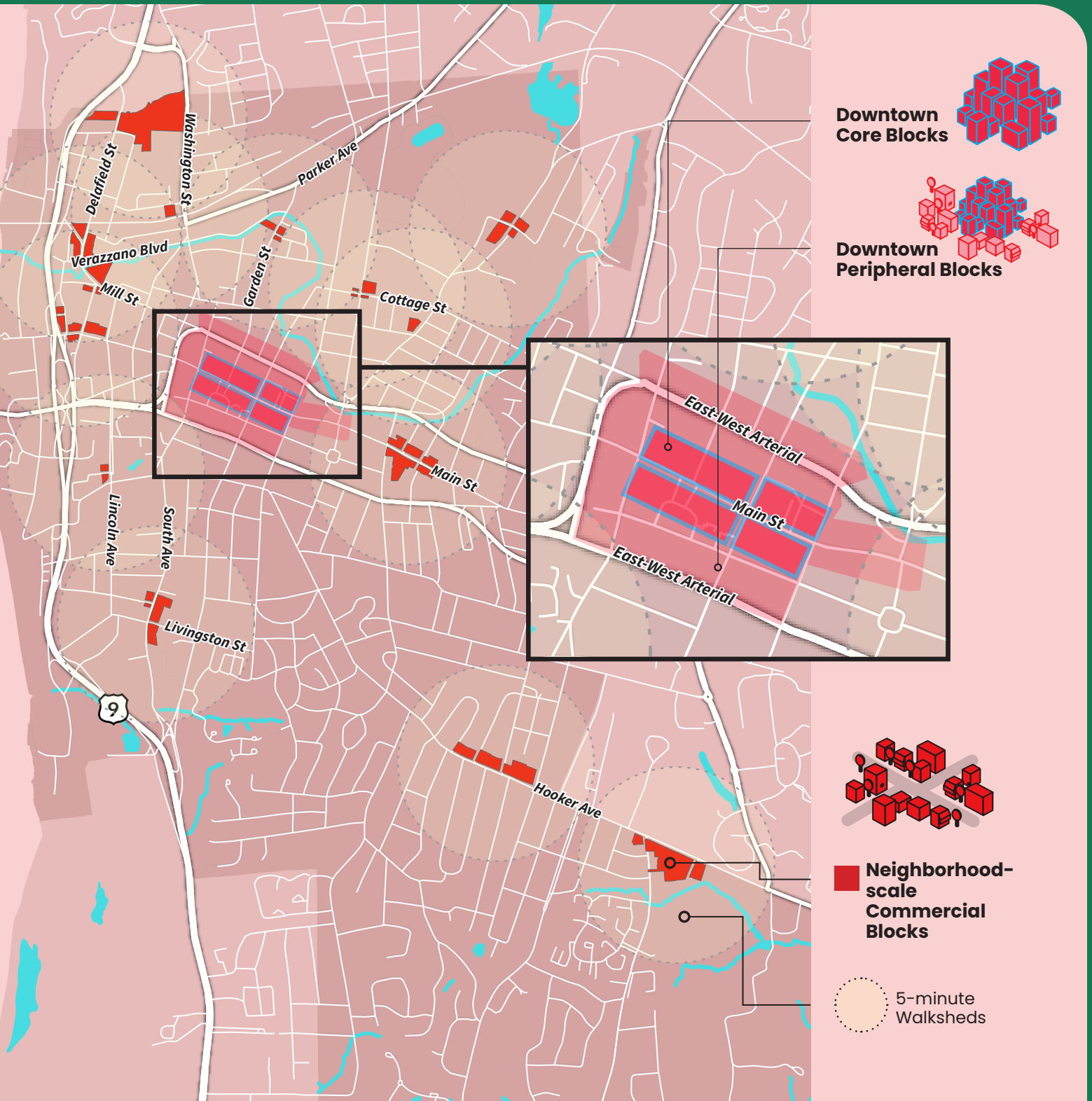
Tool Identification and Assembly

Three commercial block types

As a city that was already developed (for the most part) by the time car ownership became widespread, most of Poughkeepsie's residential blocks are within walking distance of a commercial block or corner. As a result, the city's commercial areas have a significant impact on the health and vitality of adjacent residential areas, and vice versa.

In order to complement a residential toolkit with one that is responsive to the needs of commercial areas, PK4Keeps has **identified three commercial block types** to guide toolkit and strategy development. The three types range from very specific to general in recognition of the hierarchy of commercial spaces in Poughkeepsie—with downtown being the dominant type.





STEP

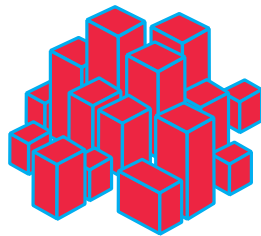
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Tool Identification and Assembly

What is essential about each commercial block type?

Summary of guidance for the commercial block types

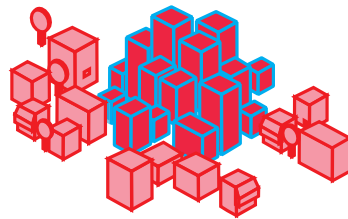
Downtown Core Blocks



Prevailing Conditions

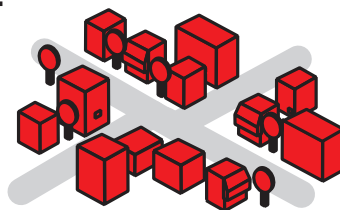
The Downtown Core Blocks—Main Street from Market to Hamilton—is a largely intact stretch of charming older buildings with a few notable gaps. But the quality of public spaces and property maintenance are highly uneven. Underutilized upper floor and even street-level spaces are abundant. Vacancies, poor maintenance, and inconsistency of space contributes to inadequate levels of perceived safety, as does the presence of individuals struggling with homelessness.

Downtown Peripheral Blocks



The downtown blocks that surround the core blocks on Main Street have some of the city's key assets, such as the Bardavon Theater, the Mid-Hudson Civic Center, and many popular businesses. But these blocks are dominated by surface parking and leftover spaces that make them feel incomplete and have a low sense of place. They play an important utility function for downtown (especially parking) but this is outweighed by their sense of emptiness and disorder.

Neighborhood-scale Commercial Blocks



Poughkeepsie's 13 neighborhood-scale commercial blocks vary considerably in size, scale, and condition. To a large extent, they reflect the residential blocks that surround them and reinforce prevailing residential conditions. At the parcel level, the typical building type on these blocks is a two- to three-story structure that is currently—or has the potential for—a mixture of commercial and residential uses.



Opportunities

The core blocks are a well-defined space given the rapid drop-off in density around them due to surface parking—this makes focused attention to them easier.

Major mixed-income residential developments are ongoing and will contribute to greater vibrancy.

Challenges

However well-defined, the core is still large and will require significant and carefully phased resources to transform public spaces and reactivate older buildings.

Goals

These core blocks become two of the strongest commercial blocks in the Hudson Valley—a magnet for a vibrant mix of businesses with an exceptional sense of place.

Some simple and creative methods can be used to enhance the pedestrian experience on these blocks until infill development takes place—as outdoor dining during COVID demonstrated.

Large empty parcels will ultimately support forms of infill that are better suited for new construction than adaptive reuse.

Patience will be a critical ingredient on these blocks, as infill may not be feasible for several years (and until the core blocks have been fully revitalized).

These blocks emerge as stronger utility blocks in the near-term with an improved sense of place; in the long-term, as core blocks fully revitalize, the peripheral blocks become critical locations for supportive residential and commercial infill development.

Neighborhood-scale commercial blocks offer opportunities for place-making that support commercial and residential improvement efforts.

Active and vibrant neighborhood commercial blocks can contribute to goals related to walkability and residential quality of life.

A vision for a given block must be grounded in the potential for surrounding neighborhoods to support commercial activities, and/or for the block to attract outside income.

One by one, these blocks contribute what they can to the emergence of mixed-use neighborhood hubs that have a distinctive sense of place and contribute to residential quality of life.

STEP

1

Tool Identification and Assembly

PK4Keeps Commercial Toolkit

Which tools have the potential to play a strong role in addressing the opportunities and challenges of Poughkeepsie's commercial blocks in ways that align with the PK4Keeps vision? Similar to the residential toolkit, this proposed commercial toolkit outlines a collection of relevant tools organized into categories.

To a large extent, these tools represent additions to, or expansions of, current interventions. A wide range of existing investments and tools may also be considered tools for implementing the PK4Keeps vision in Poughkeepsie's commercial areas.



Development Regulations and Incentives

ACTIVITY OR OUTPUT

Zoning updates to encourage mixed-use development and improve quality of place

CONDITION, CHALLENGE, OR OPPORTUNITY TO ADDRESS

Ensure that new development contributes to well-designed public/private realm; build on the successful example set by land use regulations within the Poughkeepsie Innovation District

PK4KEEPS PRIORITIES



PK4Keeps Priorities with Direct Connection

Improve residential quality of life



Expand access to good and affordable housing opportunities

Strengthen civic life and commercial vitality



OUTCOMES SUPPORTED

Poughkeepsie emerges as a community of choice in Mid-Hudson region for businesses and households

INPUTS

Updated zoning ordinance



<p>Zoning revisions to define minimum standards for commercial development</p>	<p>National Register listing of commercial districts</p>	<p>Establish a private not-for-profit development corporation to proactively undertake catalytic projects that reflect the PK4Keeps vision</p>
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<p>Address abrupt and unmitigated transitions between commercial and residential development</p>	<p>Make contributing historic resources eligible for the use of federal and state historic tax credits to aid with architecturally-sensitive renovations</p>	<p>The scale of redevelopment work needed to accelerate progress, especially downtown, is significant and calls for additional capacity that is oriented to long-term community goals</p>
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	✓		
	✓	✓	✓

<p>The residential character of neighborhoods is maintained as commercial development receives much needed investment</p>	<p>Poughkeepsie emerges as a community of choice in Mid-Hudson region for businesses and households</p>	<p>Poughkeepsie emerges as a community of choice in Mid-Hudson region for businesses and households; Small businesses are developing and thriving</p>
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<p>Updated zoning ordinance</p>	<p>Identification of eligible districts and preparation of nominations</p>	<p>Establish and capitalize a new entity</p>
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STEP
1

Tool Identification and Assembly

PK4Keeps Commercial Toolkit



Business and Workforce Development

ACTIVITY OR OUTPUT	Support start-up entrepreneurial projects within the city	Capital support for existing or new commercial enterprises located in neighborhood commercial districts	Initiate a training program for established and emerging entrepreneurs	Bolster workforce development efforts through connections with Poughkeepsie youth
CONDITION, CHALLENGE, OR OPPORTUNITY TO ADDRESS	Opportunity to position Poughkeepsie as the go-to community in the region for new and expanding businesses	Lack of maintenance and ongoing investment has resulted in commercial establishments that appear tired	Local business owners or entrepreneurs often don't have access to business managers and may need educational sessions to hone their financial skills	Expose teenagers and young adults in Poughkeepsie to local economic opportunities that support skill development and provide a pathway to employment
PK4Keeps Priorities with Direct Connection				
Improve residential quality of life		✓		
Expand access to good and affordable housing opportunities				
Strengthen civic life and commercial vitality	✓	✓	✓	✓
OUTCOMES SUPPORTED	Small businesses are developing and thriving	Poughkeepsie emerges as a community of choice in Mid-Hudson region for businesses and households; Small businesses are developing and thriving	Small businesses are developing and thriving	Small businesses are developing and thriving
INPUTS	Low interest loans; forgivable loans (based on number employed and duration)	Loans, grants, or other financial tools to support improvements to physical space and building appearance	Establish a local small business support partnership that includes interested colleges	Coordination by the new Youth Opportunity Union, the City's Youth Division, and local business groups to connect young people with local businesses and organizations



Public Infrastructure Investments

Investments in streetscape (e.g., street trees, sidewalk, furniture, etc.) infrastructure

Initiate a downtown business improvement district

The quality of the public realm, if not properly maintained and updated, negatively impacts the private commercial development nearby

Downtown needs specialized attention and support to maintain public spaces and program activities; that support doesn't currently exist and won't materialize without designation of a responsible entity supported (in part) by the owners of downtown property



Public Safety and Health

Boost resources for community policing (police/business partnerships)

Sense of safety and predictability is an important precondition for thriving commercial districts

	✓			
	✓	✓		✓

Poughkeepsie emerges as a community of choice in Mid-Hudson region for businesses and households

Poughkeepsie emerges as a community of choice in Mid-Hudson region for businesses and households; Small businesses are developing and thriving

Neighborhoods across the city are safer and feel safer to residents from all backgrounds

Development of a multi-year citywide paving schedule; allocation of additive resources for prioritized commercial block investments via bonding or TIF

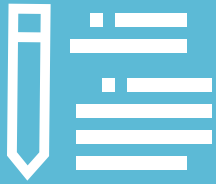
Initiate planning for a BID in concert with downtown property owners

Commitment by the city to increase police funding specifically aimed at establishing a partnership approach towards safety

STEP

2

Guidance for Block Selection and Strategy Development



Principles for Selecting Areas of Work

The selection of blocks (or 'areas of work') will, at a basic level, determine where and how the residential and commercial toolkits are applied. More importantly, the process of selecting areas of work will determine whether or not the PK4Keeps vision—and its call for a change of course—can be achieved. Can the community choose to focus its limited resources in a manner that will create

the potential for lasting progress on its priorities? Or will historical tendencies remain in place?

Making these difficult choices and living with the opportunity costs of focusing efforts in some places but not others is a capacity the Poughkeepsie community must grow to implement this plan and realize different outcomes. PK4Keeps provides two forms of guidance for making these choices: **selection principles** and a **set of districts** to organize the selection process and ensure that the Whole Block / Whole Community framework is applied in all parts of the city.



Potential Assets to Use as Guides for Selection

- Parks and Recreation Assets
- Public Schools



Residential Principles



- 1. Be close to community assets:** Use focused work on a residential block as an opportunity to strengthen or preserve an asset within or adjacent to that block—with a special focus on parks and schools.
- 2. Be close to a stronger block:** Proximity to a stronger block (a Type 1 next to a Type 2 or 3, for example) does double duty: it helps the stronger block and it gives work on the chosen block greater traction. Transitional areas (where multiple block types meet) have great strategic value.
- 3. Have a clear connection to other areas of work:** An area of work should not seem orphaned from other areas of focus. Collectively, they should connect to one another through shared corridors, shared assets, or some other logic that contributes to momentum over time.
- 4. Be visible:** The visibility of an area of work is an asset. The more people see and experience progress, the more likely it will be that confidence spills over and has a positive impact on other parts of the city.
- 5. Be limited:** At any given time, there should be at least five residential areas of work in the city. The number should not exceed nine, however, to ensure that focus can be maintained.



Commercial Principles



Downtown Blocks

- 1. Maintain focus on Downtown Core Blocks:** These blocks should always be areas of focused work.
- 2. 'Do no harm' on Downtown Peripheral Blocks:** These blocks will be helped by the focus on the Downtown Core Blocks and should not be selected as priorities themselves beyond improvements to quality of place. When investment energy materializes on the periphery, have regulations in place to ensure that it complements the core blocks and the PK4Keeps vision.

Neighborhood Commercial Blocks

- 1. Take advantage of residential densities:** The more households that live within a five minute walk, the more likely a residential area is to contribute to the health of a commercial block.
- 2. Be on a collector street:** Location on a street with traffic of at least 3,000 vehicles per day—but no more than 10,000—is an ideal range to support a visible and walkable commercial block.
- 3. Be close to assets or areas of investment:** As with residential blocks, proximity to community assets or areas where substantial resources are being invested in infrastructure are important for commercial blocks.
- 4. Be close to stronger residential blocks:** Proximity to stronger residential blocks helps in terms of access to discretionary income and sense of stability.
- 5. Be limited:** Out of the 13 existing neighborhood commercial blocks that have been identified by PK4Keeps, no more than three should be selected for focused attention at any given time.

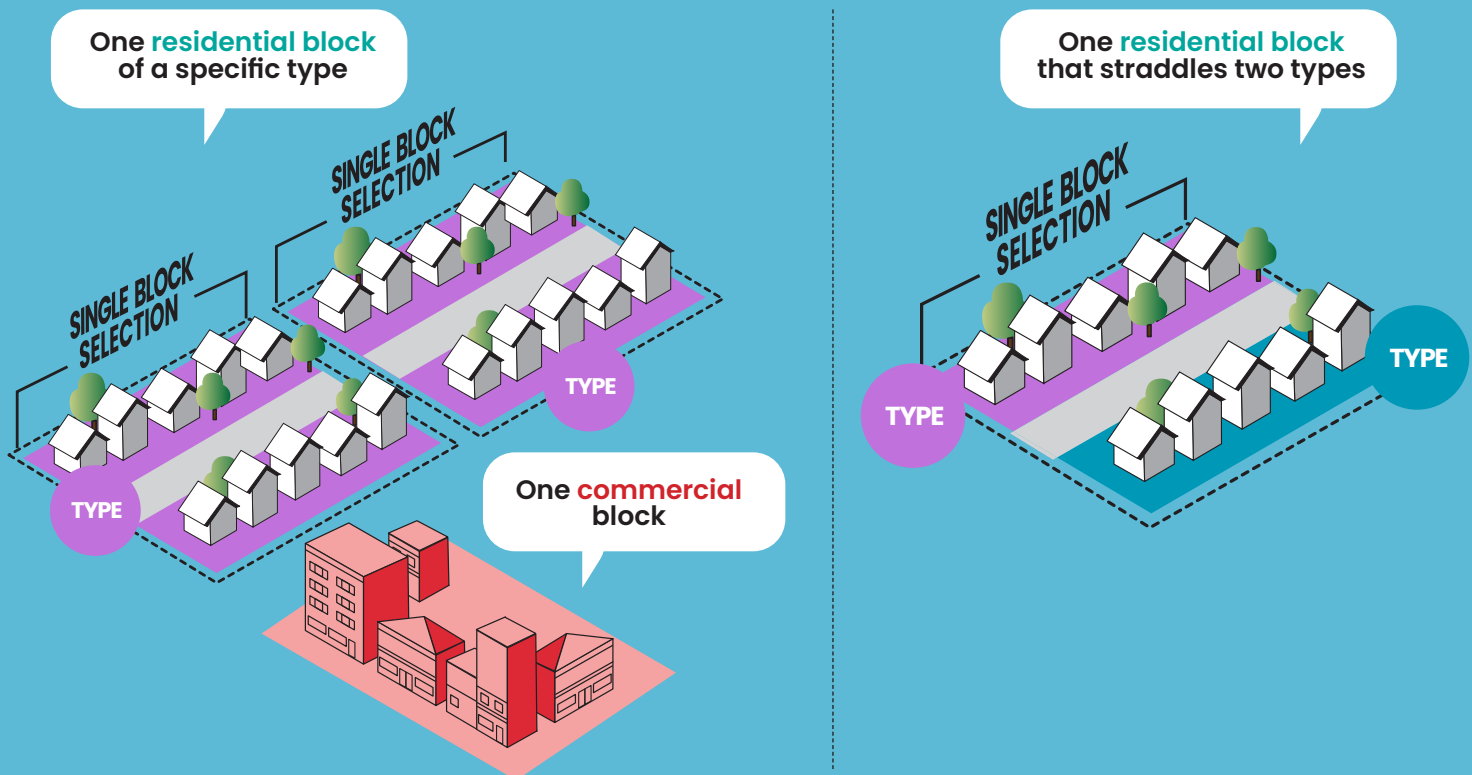
STEP

2

Guidance for Block Selection and Strategy Development

Potential Configurations for Selected Areas

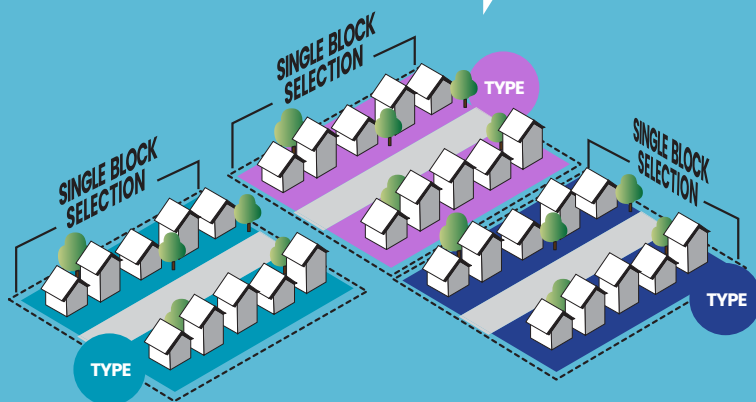
Every area of work will be distinct—chosen for its own reasons and in need of a customized strategy that draws from the PK4Keeps toolkits. As a result, it is possible the selected **areas of work at any given time will range from individual blocks to small clusters of blocks.**



COMPLEXITY Lower ←

The least complex areas of work will be those that consist of a **single block**. Complexity is added if that single block is in a transitional area where physical and market conditions are more varied.

Two or three **residential blocks** of different types



Small cluster of **residential and commercial blocks**



→ Higher

*The most complex areas of work—and those offering the highest returns—are those that integrate **residential and commercial blocks in a strategic cluster**. Such as area also runs the risk of being too large for the resources the community can realistically commit to it.*

STEP

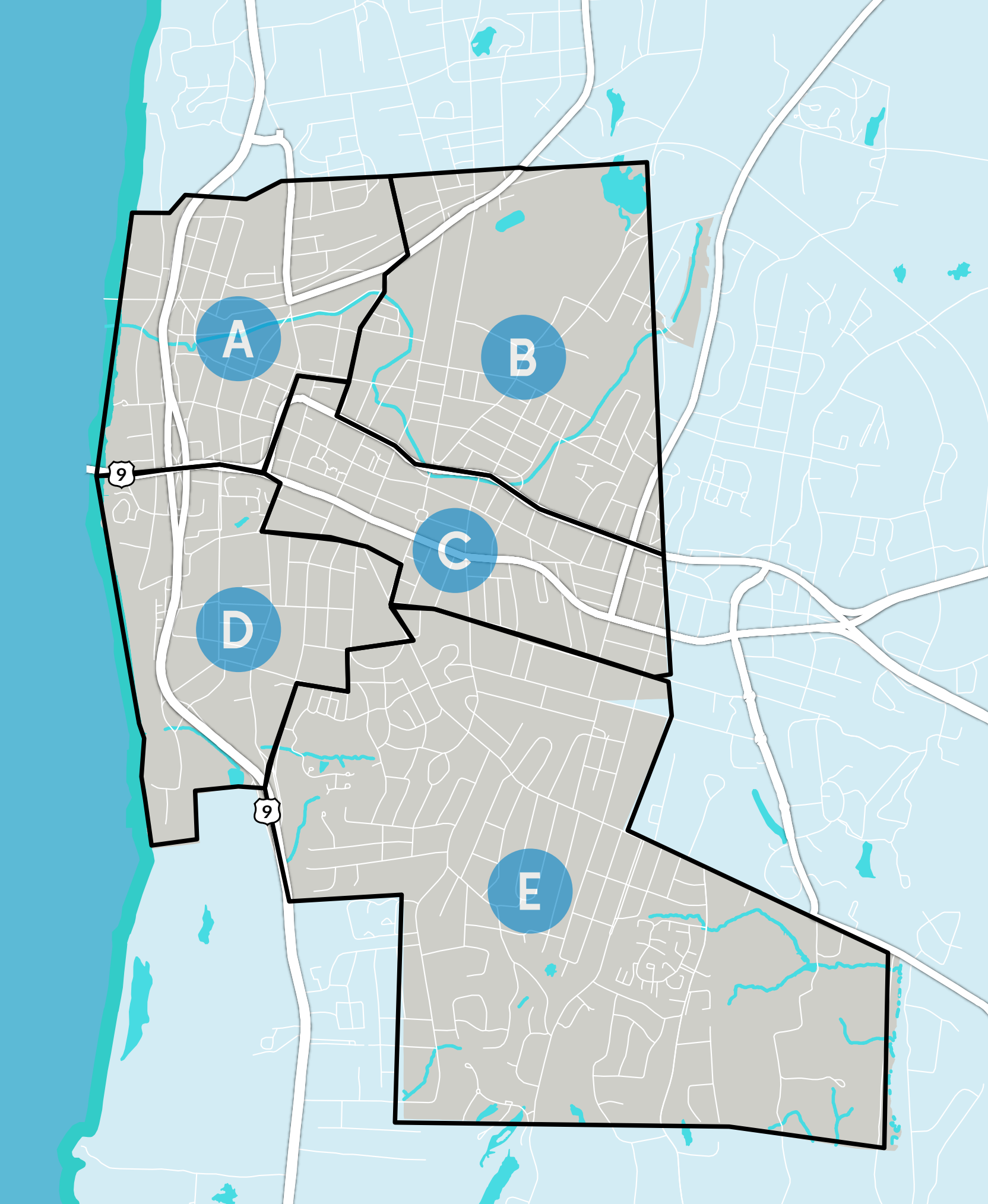
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Guidance for Block Selection and Strategy Development

Five Proposed Districts

In addition to the use of principles to guide the selection of areas of work, PK4Keeps recommends the use of a districting geography to organize selection. Five districts are proposed that each reflect a special combination of geographic conditions, residential conditions, and asset groupings.

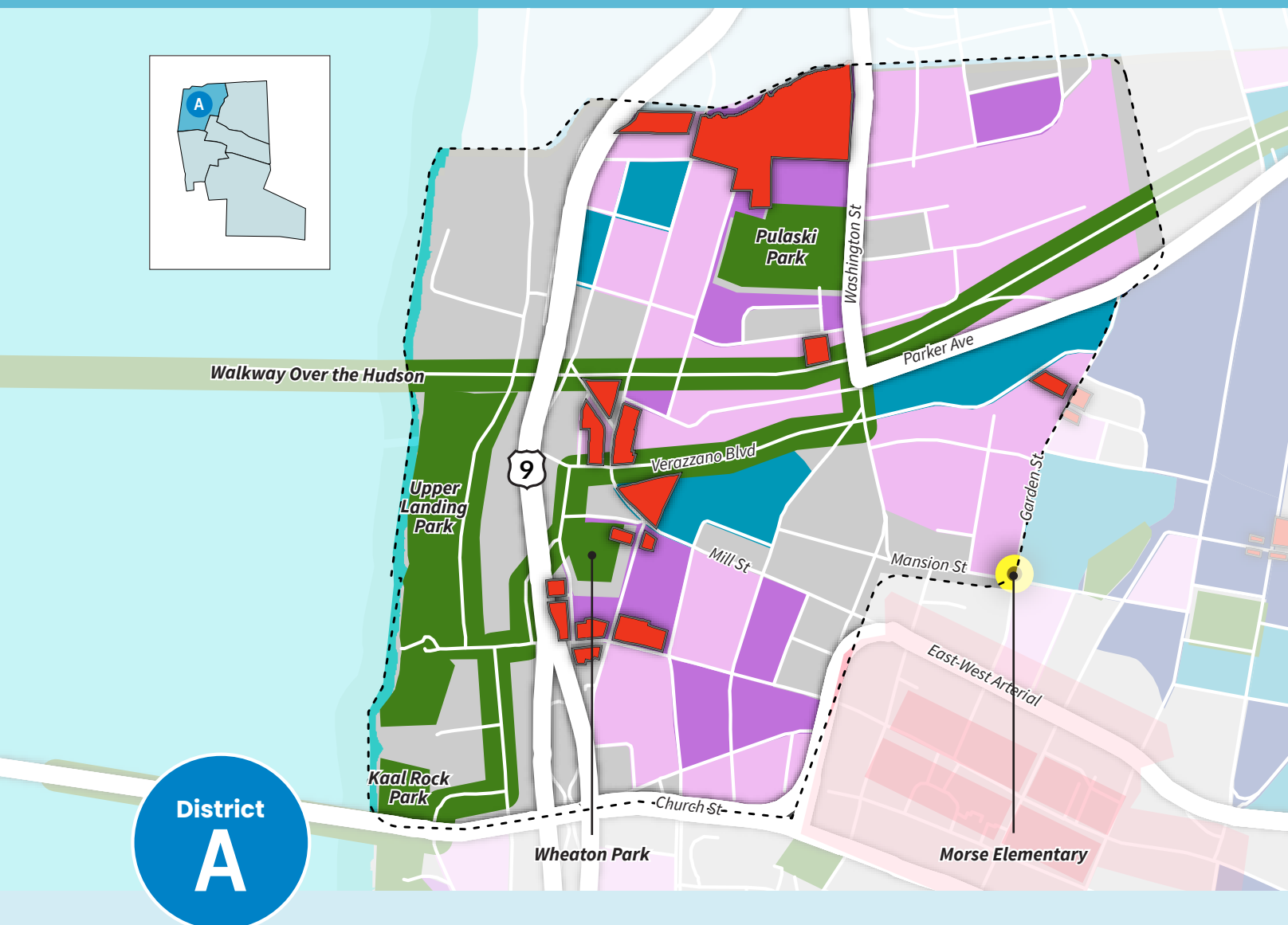
At any given time, it is recommended that an active area of work be present within each of these five districts.



STEP

2

Guidance for Block Selection and Strategy Development



District
A

District A has the city's most diverse and historic housing stock and some of its most distinctive commercial blocks. The residential fabric—most of it built before 1900, especially in the Union Street area—includes narrow lot single-family homes, duplexes, and apartment complexes. The character of these blocks is greatly enhanced by the amount of greenspace, prospects of the river, the Walkway Over the Hudson, and the uniqueness of the Little Italy commercial area.

Efforts here should strive to strengthen conditions on vulnerable Type 3 residential blocks, especially near city assets and commercial blocks. Inclusive reinvestment efforts that improve access to good rental housing will be important, as will efforts to boost owner-occupancy of single-family homes and duplexes.

RESIDENTIAL BLOCK TYPE

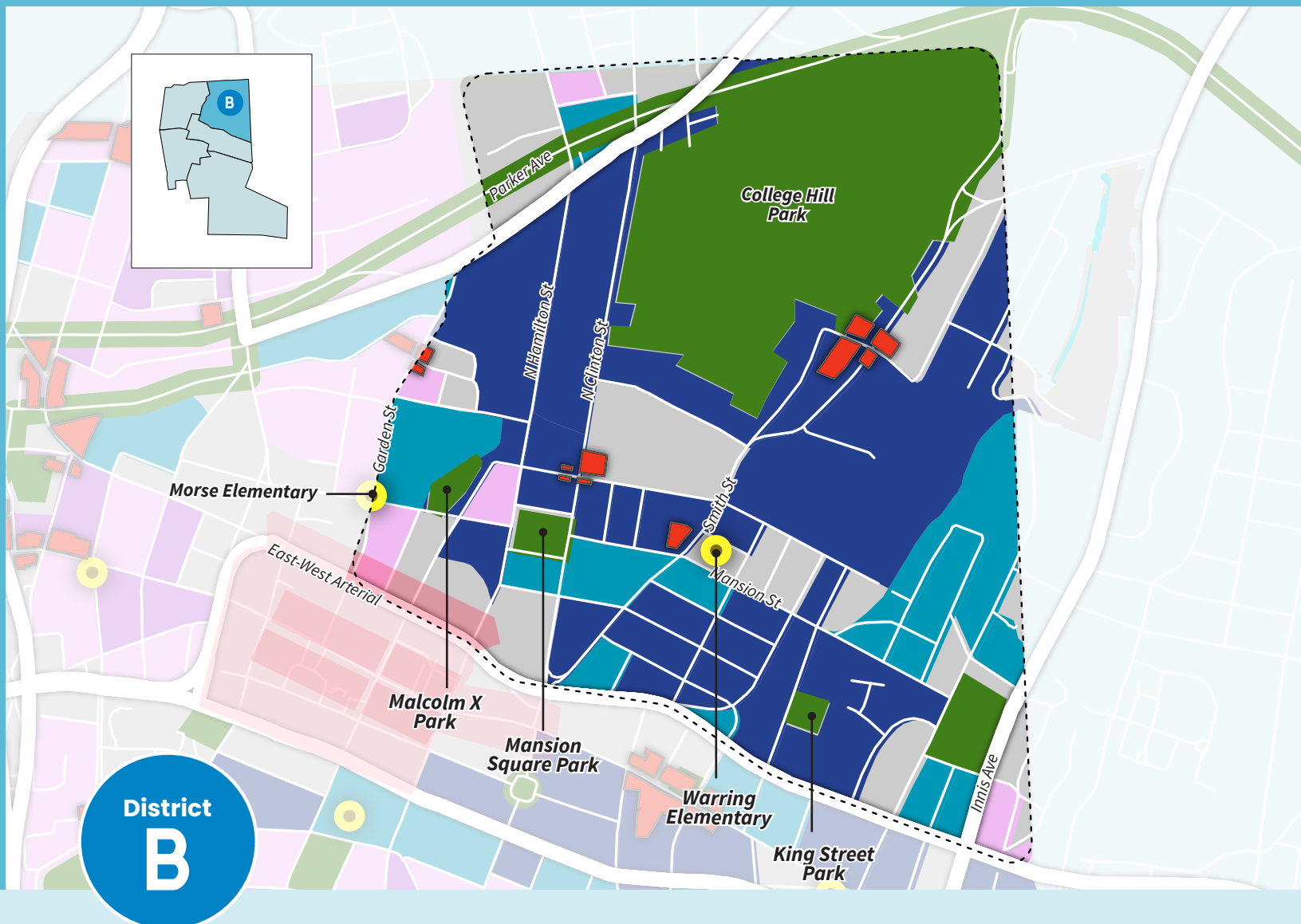


COMMERCIAL BLOCK TYPE

Neighborhood-scale Commercial Blocks

ASSET TYPE

Parks and Recreation Assets
Public Schools



District B is home to more park acreage than any other district and hosts two of the city's four elementary schools. A majority of the District is made up of Type 1 and Type 2 residential blocks, which reflects high levels of deferred maintenance and absentee-ownership (even among single-family homes). Like District C, the East-West Arterial system has a clear impact on neighborhood livability and investment here and blunts the potential positive impact of the district's proximity to Main Street and downtown.

Efforts here should focus on stabilizing conditions that have been on the decline, especially around the schools—which will see considerable investment in the coming years—and around the district's parks. The rehab or inclusive redevelopment of blighted properties in those areas will serve to both preserve city assets while improving access to good housing. At the same time, lower land prices in this part of the city present opportunities for homeownership expansion through rehab of smaller existing properties or sensitive infill.

Over time, updates to the East-West Arterial should account for the need to better integrate this district with emerging assets along Main Street.

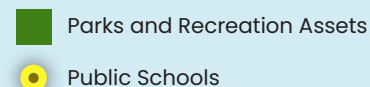
RESIDENTIAL BLOCK TYPE



COMMERCIAL BLOCK TYPE



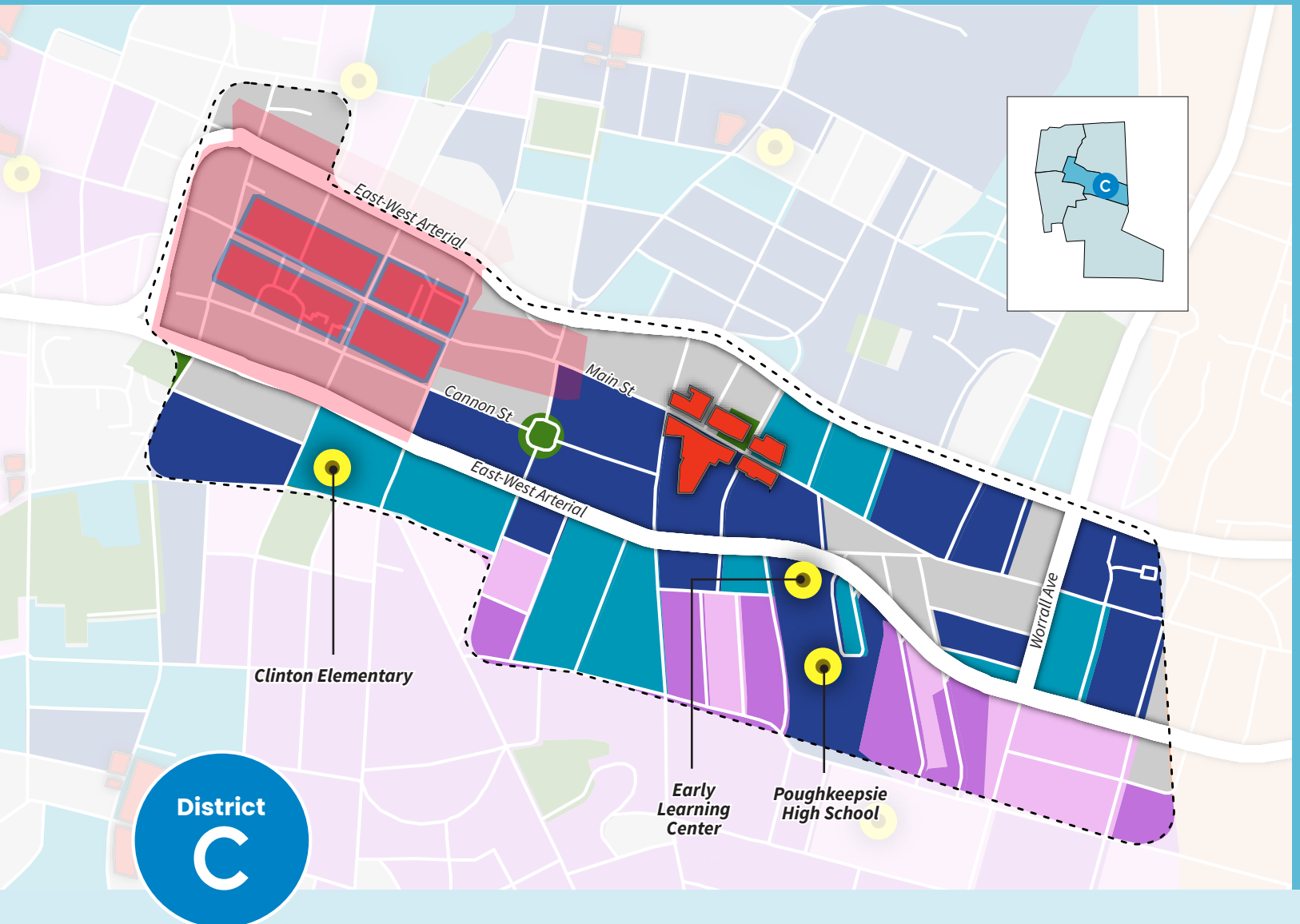
ASSET TYPE



STEP

2

Guidance for Block Selection and Strategy Development



District C encompasses downtown Poughkeepsie, most of the city's Main Street corridor, multiple public schools, and a wide range of residential environments. More than any other district, the legacy of mid-20th Century urban renewal and highway development is apparent here—especially in the form of the East-West Arterial and its impact on neighborhood livability. But much remains intact, including a large and diverse supply of space for small business development.

Efforts here should include a fixed focus on the Downtown Core Blocks—making them as healthy and vibrant as possible—and on ensuring that Downtown Peripheral Blocks contribute to strength on the Core Blocks. Outside of downtown, efforts should focus on tying mixed-income reinvestments in residential properties to infrastructure upgrades and improvements—especially in relation to Poughkeepsie 9.44.55 planning.

RESIDENTIAL BLOCK TYPE

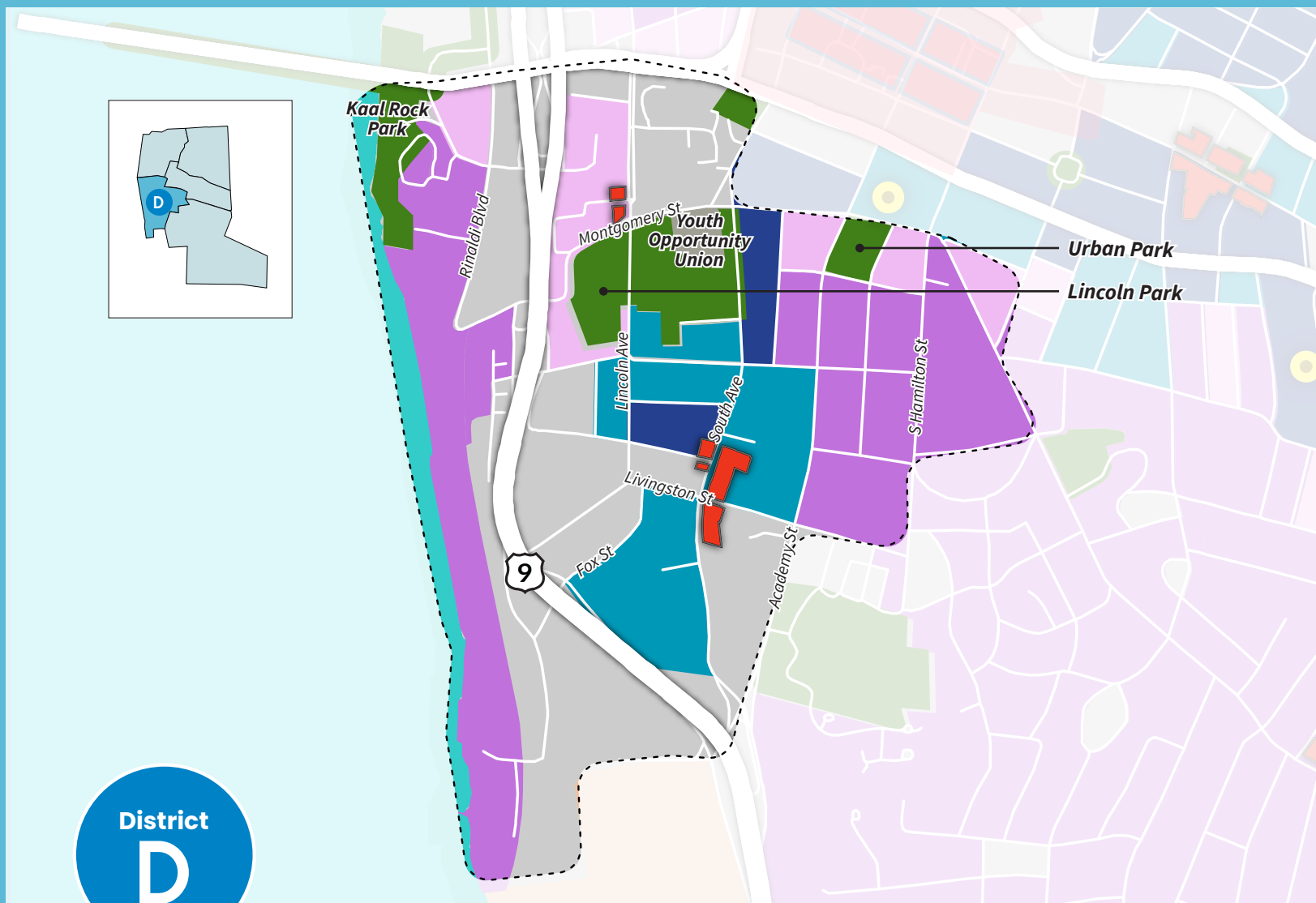


COMMERCIAL BLOCK TYPE

- Downtown Core Blocks
- Downtown Peripheral Blocks
- Neighborhood-scale Commercial Blocks

ASSET TYPE

- Parks and Recreation Assets
- Public Schools



District
D


Historic Academy Street, Eastman and Lincoln Parks, the Youth Opportunity Union, and Vassar Brothers Medical Center are among the key assets in this district—most of which is 10-minutes or less, by foot, from downtown. This mixture of institutions, parkland, and older neighborhoods—along with newer housing across Route 9—presents a range of challenges and opportunities for block-level strategies.

Efforts here should aim to bolster recent reinvestment momentum between Garfield Place and S. Hamilton Street—chipping away at decades of deferred maintenance. They should also seek to improve the condition of rental stocks along the South Avenue corridor while preserving their affordability. The presence of the parks and new youth center, in particular, present an opportunity to expand levels of resident engagement and stewardship.


RESIDENTIAL BLOCK TYPE



COMMERCIAL BLOCK TYPE

 Neighborhood-scale Commercial Blocks

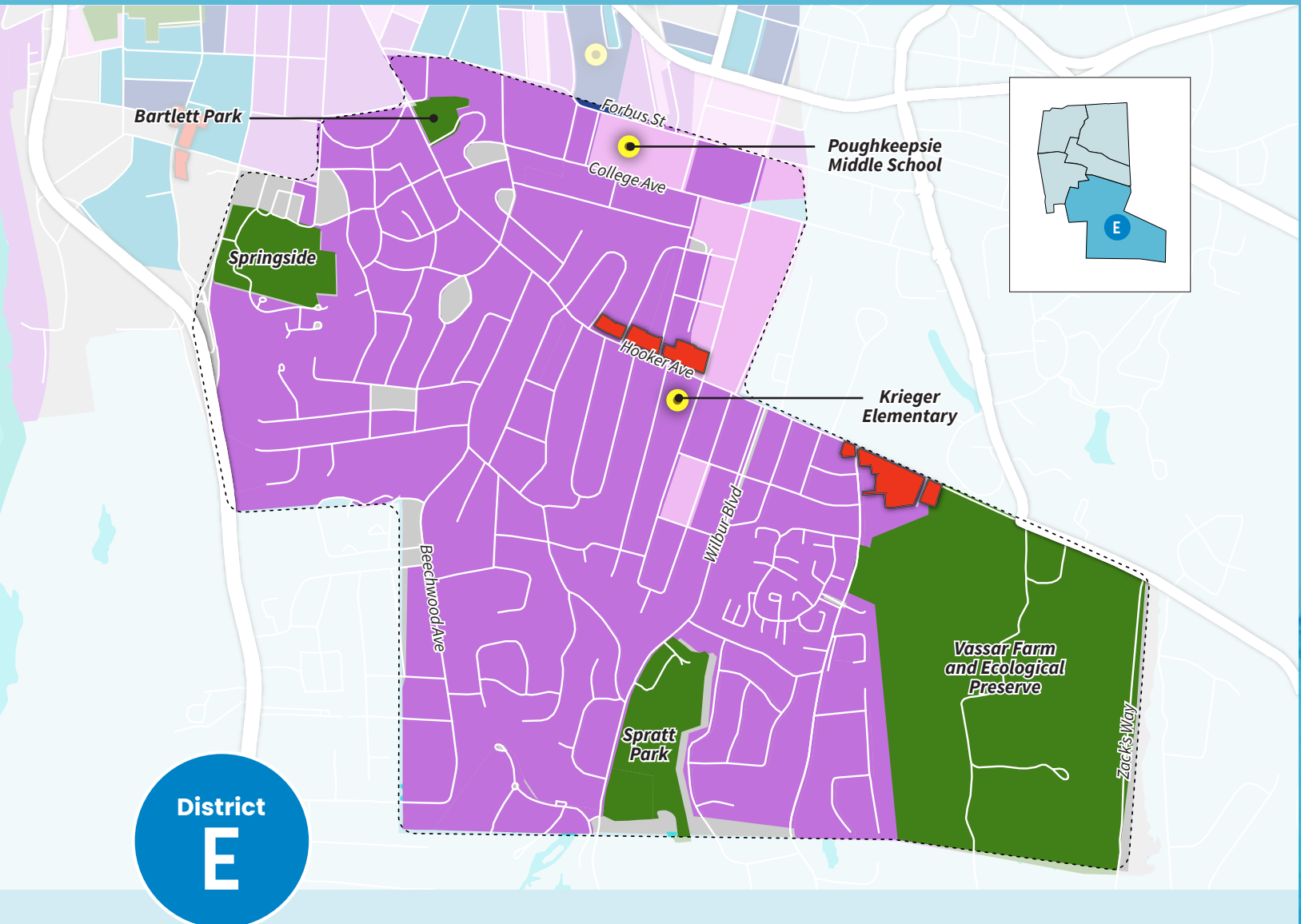
ASSET TYPE

 Parks and Recreation Assets

STEP

2

Guidance for Block Selection and Strategy Development



District
E

District E includes almost all of Poughkeepsie's south side—an area of mostly single-family homes on Type 3 and Type 4 residential blocks. Property conditions and homeownership rates are generally strong, and the character of the housing reflects periods of development from the 1910s through 1960s. Hooker Avenue is the busiest street and features two small commercial nodes.

As an already strong residential asset for the City of Poughkeepsie, efforts here should preserve that strength—especially in areas where property maintenance and homeownership are vulnerable to decline (within and around Type 3 blocks). Efforts should also strive to expand access to affordable and inclusive housing opportunities here—including ownership of the many small and charming homes in the neighborhood and more diverse housing options along or adjacent to the Hooker Avenue corridor.

RESIDENTIAL BLOCK TYPE

3

4

COMMERCIAL BLOCK TYPE

Neighborhood-scale
Commercial Blocks

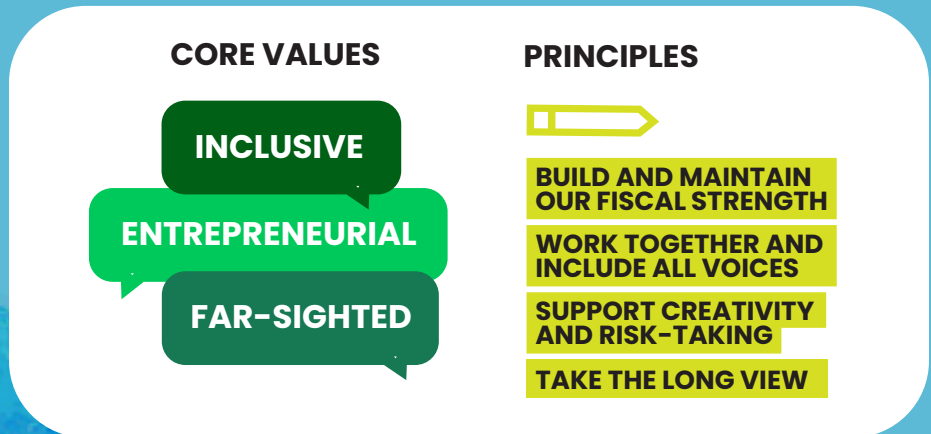
ASSET TYPE

Parks and Recreation Assets

Public Schools

Together, the principles for selection and the district geographies should be viewed as guide rails for a selection process (described on the following pages) that will require open and transparent discussion to arrive at decisions that are balanced, sensible, and defensible.

Selections should also express, in some combination, the core values and planning principles of PK4Keeps—but what might it mean to apply them to the selection process?



Thinking a few steps ahead

Every selection should be made with some sense of how that selection ties into a bigger picture, and where it might be wise to shift attention to as progress is made.

Building true partnerships

The potential for genuinely inclusive partnerships should be considered. Are there already stakeholders in place ready to share ownership of strategy development and implementation? Are there opportunities to cultivate and strengthen block-level leadership, which would have long-term benefits?

Potential for flexibility and innovation

Does the nature of the selection area reflect the potential for numerous small-scale and creative interventions that could add up to something of high impact after a few years? Or might the success of the selection area hinge on just one or two large interventions that may be difficult to pull off?

Investing for future returns

Is it foreseeable that near-term investments by public agencies, residents, and property owners (time, energy, and money) will pay off in tangible ways for all involved: better quality of life, better living environments, accessible housing, a stronger tax base?

STEP

2

Guidance for Block Selection and Strategy Development

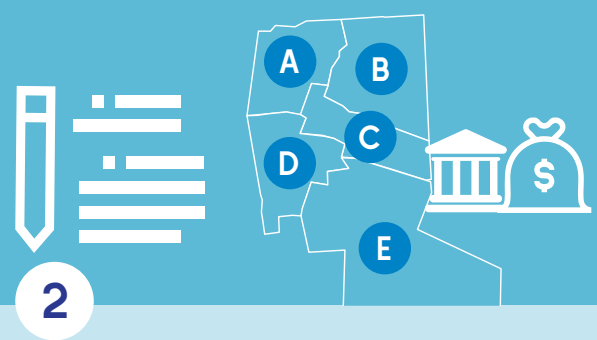
Recommended Process for the Selection of Areas of Work

With the exception of the Downtown Core Blocks, which are recommended for automatic selection, the Poughkeepsie community must own the process of selecting areas of work and determining how best to apply appropriate tools in those areas.



1 Establish a committee to recommend areas of work

Include representatives from the Common Council, Planning Board, and City staff from relevant departments on an ad hoc committee that will deliberate options and formally recommend areas of work for approval by the Common Council.



2 Use selection principles, district geographies, and levels of committed resources to choose areas of work

The ad hoc committee should use guidance from PK4Keeps, as well as an accounting of committed resources to make its recommendations (with resources helping to determine the geographic scale). Every effort should be made to recommend one area of work per district (including District C, where the chosen area would be in addition to the automatic selection of Downtown Core Blocks). For each recommended area, the committee should be able to clearly answer the following questions:

Why are we choosing this area?

What principles have we applied?

How does this fit into a bigger picture?

WHOLE BLOCK WHOLE COMMUNITY



3

Create a Whole Block/ Whole Community working group to develop a strategy with residents and stakeholders in each area

A working group that includes City staff, representation from the Planning Board and Common Council, and partners from other public and non-profit agencies should be tasked with co-creating strategies with residents and stakeholders of each area of work. The strategy would answer questions such as:

What metrics/conditions will we be looking at to indicate that we are making progress? In other words, what specific outcomes are we after and how do they tie back to PK4Keeps?

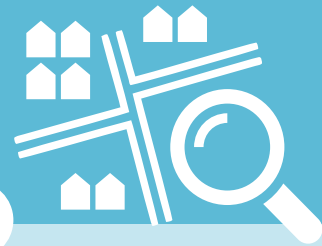
What is a feasible implementation timeline based on the scale of work to be completed by public or private stakeholders? What is the approximate cost?



4

Perform annual progress evaluations

An assessment of work completed, work in progress, and the status of stated outcomes to achieve should be reported to the Planning Board and Common Council annually.



5

Select additional areas as capacity allows

If outcomes have been achieved in one or more areas of work, and/or if more resources permit, reactivate the ad hoc committee to recommend additional areas of work.

STEP

3

Prioritized Action Plan

Action Planning to Support the Whole Block / Whole Community Framework

The first 12 to 24 months of plan implementation will be **a critical period of partnership formation, capacity development, policy updates, and shifts in resource allocation** to begin the patient and long-term process of putting PK4Keeps into action. The following is a list of prioritized steps and milestones for this period, followed by additional detail on action planning to fully assemble the residential and commercial toolkits.

Experimentation and flexibility should be seen as a necessity of the implementation process—which means that the exact nature of the activities implemented and their sequencing will be subject to the realities encountered on the ground. Regular revisions to this action plan will be needed, annually, to reflect decisions that have been made—**decisions that should always strive to apply the values, principles, strategic thrust of PK4Keeps.**



2022

WINTER

SPRING

SUMMER

FALL

WINTER

MILESTONE #1

Adopt zoning code updates to reflect PK4Keeps

An early test of plan implementation will be the successful completion and adoption of zoning code updates that align with this comprehensive plan. These updates will assist with implementation by ensuring that future development in the city reflects the PK4Keeps vision.

MILESTONE #2

Use the 2023 budget to begin resource allocation that supports plan implementation

Having a City budget that fully reflects the PK4Keeps vision will take multiple budget cycles to realize given the reality of constrained resources. But 2023 budget planning will be another early test of community willingness to begin the change of course that PK4Keeps represents.

In addition to modifications to individual department budgets, it will be necessary to recognize the need to invest in implementation capacity within City Hall—which is currently low. Two additional planners will be needed, along with a boost in neighborhood coordination capacity, to support the Planning Division's function as the management home of PK4Keeps.



STEP

3 Prioritized Action Plan

Action Planning to Support the Whole Block/Whole Community Framework

The following is an outline of specific actions or activities to take in support of plan implementation and is organized by the same categories as the residential and commercial toolkits presented earlier in Part 4. A general description of how to approach the activity, when it should be implemented by, where it should be implemented, and who should be involved are included.

This outline of activities is highly malleable and should be re-assessed and updated on an annual basis to ensure that it reflects implementation resources, capacity, and lessons learned. It should also be recognized that many existing tools and efforts will also play an important role in the implementation of the PK4Keeps vision and should be continued in ways that align with the values and principles enunciated in Part 2.



Development Regulations and Incentives

WHAT Update Chapter 19 of City Code (Zoning and Land Use Regulations) to reflect PK4Keeps vision and toolkit recommendations	WHAT National Register listing of commercial districts to make historic tax credits more accessible	WHAT Establish a private not-for-profit development corporation to proactively undertake catalytic projects
HOW Updates to Chapter 19 are included as the final phase of the PK4Keeps process and will be fully developed upon adoption of the comprehensive plan.	HOW Identify districts that are eligible based on National Register criteria and prepare nomination paperwork for submission to the New York State Historic Preservation Office.	HOW Review the mission and functioning of model downtown development corporations in the Tri-State area; develop a feasible business plan that identified realistic capital partners; establish entity.
WHEN 2022	WHEN 2023-24	WHEN Select model in 2024 and establish by 2026
WHERE Citywide	WHERE Prioritize Main Street downtown and expand efforts to neighborhood commercial areas	WHERE Primary focus on downtown and Main Street corridor
WHO Updates prepared with oversight by an ad hoc technical committee; final updates to be recommended by Planning Board and adopted by Common Council	WHO Historic District and Landmark Preservation Commission; Planning Division	WHO Planning Division in partnership with Poughkeepsie Alliance
COST CONSIDERATIONS Potential for effort to raise awareness about how the updated code works and educate neighborhood stakeholders.	COST CONSIDERATIONS Technical assistance needed with district identification and preparation of nomination paperwork.	COST CONSIDERATIONS Technical assistance may be needed to explore options during the model identification stage. Model chosen will dictate capital requirements and sources.



Neighborhood Leadership and Community Engagement

WHAT Stimulate, coordinate, and build capacity of block clubs	WHAT "Friends of..." system for city parks to bolster stewardship and usership	WHAT Expand youth outreach and engagement
HOW Create neighborhood coordination capacity in City Hall that would be dedicated to cultivating residential leadership capacity; maintain a budget for relevant activities and programs.	HOW Build the capacity of existing groups focused on single parks, or create or adapt a non-profit to serve as an organization base for a more comprehensive "Friends of PK Parks." Define partnerships with Public Works inclusive of fundraising for special activities or projects, volunteer engagement, and promotion.	HOW Leverage the capacity of the new Youth Opportunity Union and the City's new Youth Division to engage young people in community improvement efforts.
WHEN Begin 2023 and maintain	WHEN Begin by 2024 and maintain	WHEN Begin 2023 and maintain
WHERE Citywide; would contribute key support to chosen areas of work under the Whole Block / Whole Community framework	WHERE Citywide	WHERE Citywide
WHO Capacity may be provided at onset by Youth Division, with capacity expansion within Planning Division over time	WHO Coalition of existing parks boosters, potentially aided by organizing capacity of Scenic Hudson and seeded by philanthropic community	WHO Youth Division and partners involved in the Youth Opportunity Union
COST CONSIDERATIONS Need for added capacity may require extra staffing by 2026.	COST CONSIDERATIONS Regardless of eventual form, a role for "Friends of..." partners will be the identification of fundraising needs to support programming and project goals.	COST CONSIDERATIONS Utilize emerging levels of capacity

3 Prioritized Action Plan



Housing Conditions, Opportunities, and Reinvestment

WHAT Support preservation and rehab of existing affordable housing	WHAT Support affordable homeownership via soft-second mortgages	WHAT Promote curb appeal and pride	WHAT Proactive code enforcement paired with compliance assistance
HOW Create program to partner with property owners on major rehabilitation of rental properties, requiring that a share of rehabbed units be preserved as affordable to Poughkeepsie households (with share reflecting degree of rehab support)	HOW Create a program (or refashion an existing program) to assist first-time homebuyers with downpayment and closing costs via a soft-second mortgage	HOW Create a program that provides small matching grants to property owners who make eligible curb appeal improvements to their properties; launch an initiative that celebrates home and garden/landscape improvements that set higher standards and build neighborhood confidence	HOW Modify existing code enforcement practices to put more resources and energy into proactive enforcement practices such as periodic sweeps; identify funding pool to assist eligible property owners with code compliance.
WHEN Begin by 2024 and maintain	WHEN Begin by 2024 and maintain	WHEN Begin by 2024 and maintain	WHEN Begin by 2024 and maintain
WHERE Prioritize in Whole Block / Whole Community areas of work	WHERE Managed by a local housing not-for-profit with administrative and promotional capacity, in partnership with local banks	WHERE Focus within Whole Block / Whole Community areas of work	WHERE Citywide
WHO Planning Division in partnership with Hudson River Housing, Dutchess County Planning, and other agencies	WHO Planning Division in partnership with Hudson River Housing, Dutchess County Planning, and other agencies	WHO Neighborhood coordination capacity within Planning Division, with financial partnerships with local banks, philanthropies, and neighborhood organizations	WHO Building Division with resources provided by Common Council; partnerships with local housing not-for-profits
COST CONSIDERATIONS Matching needs estimated at \$25,000 per unit rehabbed in partnership with private owners.	COST CONSIDERATIONS Potential sources include partnerships with local lenders and Dutchess County Housing Trust Fund.	COST CONSIDERATIONS Business sponsorships, local banks, and philanthropy are potential sources of small project funding.	COST CONSIDERATIONS Additional code enforcement staff may be needed; potential sources of emergency repair funds for eligible property owners to be identified.



Public Infrastructure Investments

WHAT Increase operation / maintenance budget for parks	WHAT Additive resources for targeted improvements to public realm in areas of focus	WHAT Investments in school facilities and use of grounds as neighborhood assets	WHAT Initiate planning for a downtown business improvement district
HOW Allocate additional resources for operation and maintenance of parks to reach levels closer to the per capita median for small cities in the U.S.; aim to increase the budget each year through 2030.	HOW Develop a clear, multi-year paving schedule and budget for the entire city; within that schedule and budget, identify additional capital to invest in public infrastructure in areas of focus.	HOW Alongside ongoing investments in school facilities, identify opportunities to turn schoolyards into more useable and presentable neighborhood assets that reflect local needs and interests.	HOW Organize existing downtown interest groups around the emergence of a more formalized and active effort to maintain downtown spaces, oversee programming, and other efforts to support a stronger core blocks.
WHEN 2023 and onward	WHEN 2023 and onward	WHEN 2023 and onward	WHEN 2023
WHERE Citywide	WHERE Whole Block / Whole Community areas of work (residential and commercial)	WHERE Citywide; prioritize pilot efforts in Whole Block / Whole Community areas of work	WHERE Downtown
WHO Common Council allocation of additional resources to Department of Public Works	WHO Include in Capital Improvement Planning by Public Works	WHO PCSD, City, and Poughkeepsie Children's Cabinet, with guidance from the Trust for Public Land's Community Schoolyards project	WHO Downtown property owners, Planning Division, Dutchess County Regional Chamber of Commerce
COST CONSIDERATIONS Incremental increases in general fund allocations to parks.	COST CONSIDERATIONS May include use of CDBG and CHIPS resources.	COST CONSIDERATIONS Integrate with wider City/PCSD service sharing discussions.	COST CONSIDERATIONS City resources may serve as seed money for operations and programming that would ultimately be covered by special property assessments and sponsorships.

3 Prioritized Action Plan



Public Wellness and Safety

WHAT

Boost resources for police / community partnerships

HOW

Identify opportunities to expand police department outreach and communication in the community. Increase staff capacity dedicated to relationship-building.

WHEN

Begin 2023 and maintain

WHERE

Citywide, with special effort focused on Whole Block / Whole Community areas of work

WHO

Poughkeepsie Police Department, neighborhood organizations, and community institutions

COST CONSIDERATIONS

Potential need for more staffing to boost relationship-building and communications capacity.

WHAT

Expand residential lead abatement efforts

HOW

Expand resources to bolster lead abatement efforts; use as an incentive for broader improvements to assisted properties

WHEN

Begin in 2024 and maintain

WHERE

Prioritize in Whole Block / Whole Community areas of work as a tool to support improvements to housing conditions

WHO

Planning Division in partnership with County Health Department and lead abatement service providers

COST CONSIDERATIONS

Potential sources of funds (to be matched by property owners) include Dutchess County Housing Trust Fund, CDBG, and City general fund



Business and Workforce Development

WHAT

Support start-up entrepreneurial projects within the city

HOW

Support and expand ongoing PKGO efforts through a campaign to promote Poughkeepsie as a home base for new small businesses and entrepreneurs, backed by tools to assist start-ups such as access to high-quality space, low-interest loans, or forgivable loans.

WHEN

Begin 2024 and maintain

WHERE

Downtown and Main Street corridor

WHO

Poughkeepsie Alliance, Dutchess County Economic Development Corporation, Think Dutchess Alliance for Business

COST CONSIDERATIONS

Identify capital requirements for a suite of ongoing PKGO tools and programming.

WHAT

Financial support for improvements to existing enterprises in commercial districts

HOW

Identify an appropriate long-term "home" for City economic development tools and strategy; assemble resources to support reinvestment by businesses and smaller property owners in commercial districts, providing financial incentives to upgrade operating space and improve the appearance of properties.

WHEN

Begin 2024 and maintain

WHERE

All commercial districts, with resources prioritized for Whole Block / Whole Community areas of work

WHO

Planning Division

COST CONSIDERATIONS

Identify capital requirements to support a suite of economic development tools.

WHAT

Initiate a training program for established and emerging entrepreneurs

HOW

In tandem with PKGO efforts, establish a local small business support partnership that combines the existing capacity of the Mid-Hudson SBDC with a wider range of local contributors and programming; reach out to Marist, Vassar, and CIA as potential partners.

WHEN

Begin 2024 and maintain

WHERE

Citywide

WHO

Mid-Hudson SBDC, Poughkeepsie Alliance, Think Dutchess, SCORE, and others

COST CONSIDERATIONS

Explore tuition and scholarship models to cover expenses and maximize access.

WHAT

Bolster workforce development through connections with Poughkeepsie youth

HOW

Use expanded youth engagement capacity in Poughkeepsie (City's Youth Division and Youth Opportunity Union) to create programming that connects teenagers and young adults to employers and organizations that have valuable skill-building opportunities

WHEN

Begin 2024 and maintain

WHERE

Citywide

WHO

Youth Division and Youth Opportunity Union, with potential involvement of Dutchess County Community College and other stakeholders in workforce training

COST CONSIDERATIONS

Identify capacity within partners to design and maintain programming, including youth and employer outreach

Sustainability and PK4Keeps

New York State Climate Smart Communities – Sustainability Elements



The City of Poughkeepsie has been certified in New York State's Climate Smart Communities program since 2021. This comprehensive plan and its alignment with principles of sustainability is an additional commitment by Poughkeepsie to the goals of the Climate Smart Communities program. The following is an outline of how PK4Keeps and complementary efforts in the City of Poughkeepsie align with sustainability elements recognized by the Department of Environmental Conservation.

Support alternative modes of transportation

How does this element fit within the PK4Keeps vision?

Most parts of Poughkeepsie pre-date the dominance of the automobile and were originally designed to support a wide range of travel modes. PK4Keeps' vision of inclusivity, neighborhoods with high quality of life, and a vibrant downtown at the heart of Poughkeepsie's civic and commercial life is synonymous with a city where a range of transportation modes are safe and appealing.

How is each part of PK4Keeps responsive to this element?

PART 1

Part 1: Our Priorities and Direction

- Analysis of property conditions within close proximity to arterials and highways demonstrated the negative impact that busy, auto-dominated roadways have on residential conditions and quality of life.
- An examination of live/work patterns also revealed how commuting patterns and the low share of city jobs filled by city residents is a major contributor to today's auto dominance.

PART 2

Part 2: Our Values and Principles

- Inclusiveness is a core value that contributes to the PK4Keeps vision, and ensuring that the mobility needs of all residents are integrated within city infrastructure is a key part of living up to this value.
- Far-sightedness is a planning principle that will contribute to decision-making in Poughkeepsie going forward. This requires thinking about the long-term impacts of infrastructure design and looking beyond the planning assumptions of the past that have contributed to auto dominance at the expense of other transportation modes.

PART 3

Part 3: Our Chosen Outcomes

- Relevant outcomes sought by PK4Keeps include: Neighborhoods across the city are safer and feel safer to residents from all backgrounds; basic infrastructure, including parks, are well-maintained; small businesses are developing and thriving along Poughkeepsie's commercial corridors — especially downtown and along Main Street.

PART 4

Part 4: Our Plan for Action

- Update Chapter 19 of City Code (Zoning and Land Use Regulations) to reflect PK4Keeps vision and toolkit recommendations (p. 88)
- Increase operation / maintenance budget for parks (p. 91)
- Additive resources for targeted public realm improvements in areas of focus (p. 91)

How are complementary or aligned efforts in Poughkeepsie responsive to this element?

- The Poughkeepsie 9.44.55 planning effort to rethink the city's arterials and Route 9 interchanges is wholly consistent with the PK4Keeps vision for a city with high residential quality of life and a thriving commercial core.
- Updates to Chapter 19 of the City Code will incorporate form-based land use regulation elements that promote walkability and the quality of the public realm in future development.
- Walk Bike Dutchess, the countywide pedestrian and bike plan, is consistent with the PK4Keeps vision and should be used to guide public realm improvements in the city whenever possible.

Promote smart growth principles in land use policies

How does this element fit within the PK4Keeps vision?

Poughkeepsie is a population, employment, health care, education, and cultural hub for the Mid-Hudson region. PK4Keeps vision for making this hub community a more vibrant urban center that successfully competes for residents and businesses is essential to achieving smart growth in the region. A fiscally strong city that is a community of choice for households and businesses will absorb demand that might otherwise push farther and farther to the region's edges.

How is each part of PK4Keeps responsive to this element?

PART 1

Part 1: Our Priorities and Direction

- Analysis of demographic trends showed that Poughkeepsie has achieved a more balanced share of regional poverty in recent years but continues to lag behind in terms of household income.
- A shaky fiscal foundation has become stronger in recent years but remains a vulnerability that prevents investment in core services and amenities that would boost the city's ability to compete for new development.
- Vacancy rates and assessed values along Poughkeepsie's commercial spine (Main Street) underperform compared to the rest of Dutchess County, and the city's competitive position among the region's other urban centers is unclear.

PART 2

Part 2: Our Values and Principles

- For smart growth to be achieved in the region, Poughkeepsie must be a strong urban center that attracts households and businesses. But it must do so in ways that are economically and socially inclusive in order to live up to the PK4Keeps' core value of inclusiveness.
- Growing and developing differently (compared to development patterns of the past 70 years) will be needed to realize smart growth in the region. Creativity and risk-taking are planning principles of PK4Keeps and will be needed for the community to break free from past habits.
- Far-sightedness is another planning principle of PK4Keeps and will be needed to ensure that near-term investments support the city's long-term competitiveness and its ability to be a community of choice for households and businesses.

PART 3

Part 3: Our Chosen Outcomes

- Relevant outcomes sought by PK4Keeps include: Neighborhoods across the city are safer and feel safer to residents from all backgrounds; schools are neighborhood assets and have the confidence of residents and parents; areas with the highest levels of deferred maintenance are in better condition but continue to provide affordable housing opportunities; small businesses are developing and thriving along Poughkeepsie's commercial corridors; Poughkeepsie is emerging as a community of choice for households and businesses in the Mid-Hudson region; the financial stability of the city has improved, enhancing its ability to invest in community priorities.

PART 4

Part 4: Our Plan for Action

- Update Chapter 19 of City Code (Zoning and Land Use Regulations) to reflect PK4Keeps vision and toolkit recommendations (p. 88)
- Establish a private, not-for-profit development corporation to proactively undertake catalytic projects (p. 88)
- Support preservation and rehab of existing affordable housing (p. 90)
- Initiate planning for a downtown business improvement district (p. 91)
- Support start-up entrepreneurial projects within the city (p. 92)

How are complementary or aligned efforts in Poughkeepsie responsive to this element?

- Updates to Chapter 19 of the City Code will incorporate form-based land use regulation elements that promote mixed-uses and walkability to support vibrant and thriving city neighborhoods that make the most of existing infrastructure.
- Poughkeepsie's Local Waterfront Revitalization Program update is wholly consistent with PK4Keeps in calling for a healthy balance of natural asset preservation and reinvestment along the city's waterfront in order to bolster local quality of life.

Conserve natural areas

How does this element fit within the PK4Keeps vision?

As a mostly built-out urban center in the Mid-Hudson region, the preservation and conservation of remaining natural areas is a critical part of achieving PK4Keeps' vision for a community with improved residential quality of life and more vibrant civic and commercial spheres -- both of which are supported and strengthened by well-stewarded natural assets.

How is each part of PK4Keeps responsive to this element?

PART 1

Part 1: Our Priorities and Direction

- PK4Keeps outlines a series of historical and recent patterns that require a change in direction going forward. But it recognizes the presence of outstanding assets that need to be preserved and strengthened while the city charts a new path, and that the Hudson River, Fall Kill, the city's parks, and a range of other natural and urban landscapes need to be protected for the city to realize its vision.

PART 2

Part 2: Our Values and Principles

- Being a far-sighted community is a core value of PK4Keeps, which has been translated into "taking the long view" as a planning principle. This part of the PK4Keeps decision-making framework call on the community to think seriously about the long-term impacts of its actions, especially as they relate to assets that are being stewarded for future generations.

PART 3

Part 3: Our Chosen Outcomes

- Relevant outcomes sought by PK4Keeps include: Basic infrastructure, including parks, are well-maintained; Poughkeepsie is emerging as a community of choice for households and residents in the Mid-Hudson region.

PART 4

Part 4: Our Plan for Action

- Update Chapter 19 of City Code (Zoning and Land Use Regulations) to reflect PK4Keeps vision and toolkit recommendations (p. 88)
- Friends of..." system for city parks to bolster stewardship and usership (p. 89)
- Increase operation / maintenance budget for parks (p. 91)
- Additive resources for targeted public realm improvements in areas of focus (p. 91)

How are complementary or aligned efforts in Poughkeepsie responsive to this element?

- Updates to Chapter 19 of the City Code will protect parks and natural conservation areas from development and limit the impact of development in proximity to those assets.
- Poughkeepsie's Local Waterfront Revitalization Program update is wholly consistent with PK4Keeps in calling for improvements to public access to waterfront resources while protecting water, air, and land quality along Poughkeepsie's waterways.
- Poughkeepsie's Natural Resources Inventory is an important supplemental resource of PK4Keeps.

Promote a healthy and safe community

How does this element fit within the PK4Keeps vision?

The three priorities of PK4Keeps, when combined, describe a community where residents of all backgrounds feel safe, included, and engaged in a community with rising quality of life. They also describe an “active” community where people make the most of their walkable neighborhoods and downtown, use their parks more frequently, and are more engaged in problem-solving at the block and neighborhood levels with their fellow residents and civic leaders.

How is each part of PK4Keeps responsive to this element?

PART 1

Part 1: Our Priorities and Direction

- Underinvestment in civic spaces, including parks, is a key concern raised by analysis for PK4Keeps. Lack of investment in these spaces, combined with the impact of the city’s arterial highways and vacancy conditions along Main Street contribute to a city that is often difficult for residents to engage with physically or socially.
- Although PK4Keeps shows that crime rates in the city have dropped since 2000, they are still high compared to surrounding towns and a recent uptick in crime has many residents unsettled.

PART 2

Part 2: Our Values and Principles

- The inclusiveness that is part of the PK4Keeps vision requires that decisions be made that take into account the full range of voices and needs of the diverse Poughkeepsie community. These voices will be essential to ensure that decisions and investments that aim to promote health and safety are actually responsive to Poughkeepsie’s population.

PART 3

Part 3: Our Chosen Outcomes

- Relevant outcomes sought by PK4Keeps include: Neighborhoods across the city are safer and feel safer to residents from all backgrounds; basic infrastructure, including parks, are well-maintained; involvement in civic affairs (broadly defined) is expanding and representative of Poughkeepsie’s diverse population.

PART 4

Part 4: Our Plan for Action

- Update Chapter 19 of City Code (Zoning and Land Use Regulations) to reflect PK4Keeps vision and toolkit recommendations (p. 88)
- Stimulate, coordinate, and build capacity of block clubs (p. 89)
- Friends of...” system for city parks to bolster stewardship and usership (p. 89)
- Expand youth outreach and engagement (p. 89)
- Proactive code enforcement paired with compliance assistance (p. 90)
- Investment in school facilities and use of grounds as neighborhood assets (p. 91)
- Increase operation / maintenance budget for parks (p. 91)
- Additive resources for targeted public realm improvements in areas of focus (p. 91)
- Boost resources for police / community partnerships (p. 92)
- Expand residential lead abatement efforts (p. 92)

How are complementary or aligned efforts in Poughkeepsie responsive to this element?

- Updates to Chapter 19 of the City Code will incorporate form-based land use regulation elements that promote mixed-uses and walkability to support vibrant and thriving city neighborhoods that are more safe and engaging.
- Poughkeepsie’s Local Waterfront Revitalization Program update is wholly consistent with PK4Keeps in calling for improved public access to waterfront assets to support more active lifestyles.
- The Poughkeepsie 9.44.55 planning effort to rethink the city’s arterials and Route 9 interchanges is wholly consistent with the PK4Keeps vision in its aim for improving neighborhood and transportation safety.

Foster equity

How does this element fit within the PK4Keeps vision?

Changing Poughkeepsie’s direction away from a history of reinforcing inequities and towards a future that is inclusive and intentional about realizing equitable outcomes is at the heart of the PK4Keeps vision.

How is each part of PK4Keeps responsive to this element?

PART 1

Part 1: Our Priorities and Direction

- PK4Keeps calls attention to the historic North/South divide within Poughkeepsie, its impact on the city over time, and its continuing impact on residents and neighborhoods. It recognizes that this divide needs to be thoughtfully confronted as part of future decision-making processes to ensure that the benefits that accrue from the PK4Keeps vision are equitably shared.

PART 2

Part 2: Our Values and Principles

- The core value of inclusiveness, the principle of working together and including all voices, and the principle of taking the long-view are all key parts of a decision-making framework that is intentional about generating decisions that are more representative of the community and more “owned” by residents of all neighborhoods.

PART 3

Part 3: Our Chosen Outcomes

- Relevant outcomes sought by PK4Keeps include: Neighborhoods across the city are safer and feel safer to residents from all backgrounds; schools are neighborhood assets and have the confidence of residents and parents; homeownership opportunities for working- and middle-class households have expanded; areas with the highest levels of deferred maintenance are in better condition but continue to provide access to affordable housing opportunities; north/south disparities within the city have diminished; involvement in civic affairs (broadly defined) is expanding and representative of Poughkeepsie’s diverse population.

PART 4

Part 4: Our Plan for Action

- Update Chapter 19 of City Code (Zoning and Land Use Regulations) to reflect PK4Keeps vision and toolkit recommendations (p. 88)
- Stimulate, coordinate, and build capacity of block clubs (p. 89)
- Expand youth outreach and engagement (p. 89)
- Support preservation and rehab of existing affordable housing (p. 90)
- Support affordable homeownership via soft-second mortgages (p. 90)
- Investment in school facilities and use of grounds as neighborhood assets (p. 91)
- Additive resources for targeted public realm improvements in areas of focus (p. 91)
- Boost resources for police / community partnerships (p. 92)
- Bolster workforce development through connections with Poughkeepsie youth (p. 93)

How are complementary or aligned efforts in Poughkeepsie responsive to this element?

- Updates to Chapter 19 of the City Code will incorporate land use regulation elements that diversify housing opportunities and require good urban form throughout the city.
- Poughkeepsie’s Local Waterfront Revitalization Program update is wholly consistent with PK4Keeps in calling for improved public access to waterfront assets for all residents
- The Poughkeepsie 9.44.55 planning effort to rethink the city’s arterials and Route 9 interchanges is wholly consistent with the PK4Keeps vision in its aim for improving neighborhood and transportation safety, especially in areas that have long been negatively impacted by the arterials
- The City of Poughkeepsie’s Children’s Cabinet works to ensure that all city youth and children have equitable opportunities to thrive and reach their full potential.
- The PKGO campaign promotes small businesses on Main Street, including minority- and women-owned businesses.

Foster green economic development

How does this element fit within the PK4Keeps vision?

Economic development that occurs in the region's established centers, makes use of existing infrastructure, and contributes to reinvestment in existing or underutilized real estate represents the most environmentally sustainable approach to expanding the region's economy. PK4Keeps embraces Poughkeepsie's role as an established economic center and prioritizes the city's commercial vitality.

How is each part of PK4Keeps responsive to this element?

PART 1

Part 1: Our Priorities and Direction

- Underutilization of commercial space is a key concern for downtown Poughkeepsie and the entire Main Street corridor. Analysis of vacant business addresses underscores the city's underperformance relative to the rest of Dutchess County.
- The status of Poughkeepsie and adjacent towns as a critical jobs center in the Hudson Valley is explored in Part 1, which finds that it is also one of the fastest growing employment hubs in the region.

PART 2

Part 2: Our Values and Principles

- Entrepreneurialism is a core value in Poughkeepsie that comes, in part, from a history of business innovation and a wide range existing businesses that are finding ways to compete and thrive.
- Ensuring that Poughkeepsie residents have the skills and resources they need to access economic opportunities will be an important part of ensuring that Poughkeepsie's economy is more inclusive going forward, and that the economy benefits from a broader range of experiences and skills.

PART 3

Part 3: Our Chosen Outcomes

- Relevant outcomes sought by PK4Keeps include: Small businesses are developing and thriving along Poughkeepsie's commercial corridors, especially downtown and along Main Street; Poughkeepsie is emerging as a community of choice in the Mid-Hudson region.

PART 4

Part 4: Our Plan for Action

- Update Chapter 19 of City Code (Zoning and Land Use Regulations) to reflect PK4Keeps vision and toolkit recommendations (p. 88)
- National Register listing of commercial districts to make historic tax credits more accessible (p. 88)
- Establish private not-for-profit development corporation to proactively undertake catalytic projects (p. 88)
- Initiate planning for a downtown business improvement district (p. 91)
- Support start-up entrepreneurial projects within the city (p. 93)
- Financial support for improvements to existing enterprises in commercial districts (p. 93)
- Initiate a training program for established and emerging entrepreneurs (p. 93)
- Bolster workforce development through connections with Poughkeepsie youth (p. 93)

How are complementary or aligned efforts in Poughkeepsie responsive to this element?

- Updates to Chapter 19 of the City Code will incorporate form-based land use regulation elements that promote mixed-uses and walkability to support vibrant and thriving commercial areas
- Poughkeepsie's Local Waterfront Revitalization Program update is wholly consistent with PK4Keeps in calling for improved public access to waterfront assets that will make the city more competitive as a hub for employers with skilled workers.
- The Poughkeepsie 9.44.55 planning effort to rethink the city's arterials and Route 9 interchanges is wholly consistent with the PK4Keeps vision in its aim for making core commercial areas more vibrant and walkable places for businesses, their employees, and their customers

APPENDIX

PK4Keeps provides an overarching vision and decision-making framework for the City of Poughkeepsie. It builds on several recent planning initiatives in Poughkeepsie and Dutchess County and should be treated as a document that informs, and is informed by, a broad range of planning efforts and activities. Specific documents and ongoing initiatives or programs that can be referenced in tandem with PK4Keeps and that will likely play a supporting role in plan implementation include, but are not limited to, the following:

ECONOMIC DEVELOPMENT

- Poughkeepsie Innovation District Policy Framework (2019)
- Poughkeepsie City Center Revitalization Plan (2014)
- Main Street Economic Development Strategy (2015)
- Poughkeepsie Waterfront Redevelopment Strategy (2015)
- Mid-Hudson Regional Economic Development Strategy (2019)
- Dutchess County Tourism's Strategic Plan (2019)
- PKGO Branding Campaign

HOUSING

- Poughkeepsie Housing Needs Assessment (2022)
- Dutchess County Housing Needs Assessment (2022)
- Dutchess County Rental Housing Survey (Annual)
- Analysis of Impediments to Fair Housing Choice (2012)
- Hudson River Housing's First Time Homebuyers program

TRANSPORTATION

- Poughkeepsie 9.44.55: Rethinking the Arterials & Interchange (2022)
- Poughkeepsie Downtown Parking Improvement Plan (2018)
- Poughkeepsie City Center Connectivity Project (2017)
- Walk Bike Dutchess (2014)
- City of Poughkeepsie Transportation Strategy (1997)

ENVIRONMENT

- Poughkeepsie Local Waterfront Redevelopment Program Draft (pending)
- Poughkeepsie Natural Resource Inventory (2019)
- Mid-Hudson Regional Sustainability Plan (2013)
- Climate Adaptive Design Studio (2021)
- Climate Smart Communities Certification (2021)

YOUTH

- Youth Opportunity Union
- Poughkeepsie Children's Cabinet
- Dutchess County Youth and Police Initiative
- Dutchess County City Connects



A Comprehensive Plan
for Poughkeepsie

City of Poughkeepsie



Planning
Consultants

