

Eighth Annual
Adirondack Common Ground Alliance Forum
July 16, 2014

Forum Documentation



Dave Mason and Jim Herman

About this Document

This document summarizes the feedback and ideas that we received through the group process at the Adirondack Common Ground Alliance (CGA) Forum in Long Lake, NY on July 16, 2014. Corrections or additions can be sent to Jim Herman (jim12942@gmail.com).

We thank everyone for their enthusiastic participation in the Forum.

Table of Contents

Executive Summary.....	4
Forum Agenda.....	5
Our Sponsors.....	6
Workshop Participants.....	8
Summaries of the Morning Sessions with Feedback	12
1. CGA: Past, Present and Future.....	12
2. Non-Profit Summit	14
3. Economic Strategies.....	14
4. Amendment Proposal	15
5. The Perspective from Albany	16
The Workgroup Exercises.....	18
Group 1: Backing Off the Back Country, Promoting Hamlet Life	19
Group 2: Recreation/Destination Planning.....	21
Group 3: Thwarting Invasive Species	24
Group 4: Adirondack Response to Climate Change	25
Group 5: Scaling Up Local Food	27
Group 6: Forging a Regional Identity	29
Group 7: Financing Innovations for Small Business	31
Group 8: Waste Water, Storm Water and Drinking Water Infrastructure	33
Group 9: Stabilizing the Agriculture and Forest Industries.....	36
Group 10: Transportation	37
Group 11: Renewable Energy	38
Group 12: Making our Small Schools Great and Affordable	40
Group 13: SLMP Update and Landscape Planning (Complexes).....	44
Group 14: Arts, culture and heritage as drivers of Park revitalization	45
General Notes and Feedback	47
Overall.....	47
Economic Development Ideas.....	47
Networking.....	49
General Feedback – general comments not otherwise categorized	49
Infrastructure - comments.....	50
Education, Higher Ed and Academics comments	51

People Related comments	51
Meeting Format - comments	51
FOOD comments.....	53
PLACE, VENUE comments	53
Suggested Topics for Next Year	54
Appendix 1: Slides on Economic Strategies	54

Executive Summary

Our sincere thanks to all who participated and have remained engaged in the Common Ground process. This was an uplifting, hopeful day, but also one in which those gathered considered difficult challenges and sought answers and action. This was a great manifestation of collaboration in action. We hope it continues on in active workgroups and other organizations. Diving into 14 workgroups, the participants worked through lunch and sat patiently as summaries were read out. There are a wealth of good ideas scattered through these pages. We hope that many who could not be at the Forum can take the time to read through this report and find a way to make something happen.

This feedback from a Forum participant sums the day up well:

“This is one of the most important events of the year in the Adirondacks. The people who attend are the leaders, knowledgeable about the progress, projects, etc. They have a sophisticated understanding of the barriers and issues. They can point the way to next steps.”

You can download the materials prepared for the Forum including the 14 datasets for each workgroup from the ADK Futures website <http://adkfutures.org/2014/07/14/2014-cga-forum-materials/>

Overall feedback on the event’s morning sessions is summarized in this table.

Session	Rating (1 to 5)
Overall	4.7
Core Team	4.7
Albany	3.8
Economic Strategies	4.4
Non-Profit Summit	4.3
Amendment Proposal	4.6
Workgroup Task 1	4.4
Workgroup Task 2	4.5
Networking	4.7

The feedback comments scattered throughout these pages were transcribed from the 57 feedback cards that were handed in at the end of CGA 2014. They are grouped and organized by topic for easier reading.

Forum Agenda

The theme of this year's Forum was Collaboration Works. The agenda was therefore designed to maximize the time spent in focused workgroup discussions around 14 issue areas. The first session discussed the history of CGA and its recent accomplishments. Next the Forum chairwoman, Teresa Sayward moderated a panel on the Perspective on CGA from Albany.

After this, we broke into 14 workgroups. The topics had been chosen using an online survey, which 135 completed. The topics were:

1. Backing off the back country, promoting hamlet life
2. Recreation destination planning
3. Thwarting invasive species
4. Adirondack response to climate change
5. Scaling up the local food sector
6. Creating a regional identity
7. Financing innovations for small business
8. Waste water, storm water, drinking water infrastructure
9. Enhance stability of agriculture and forest industries
10. Transportation infrastructure improvements
11. Renewable energy
12. Making small schools affordable and good
13. SLMP update and moving to landscape scale planning
14. Arts, culture and heritage as drivers of Park revitalization

The workgroup exercise was divided into two pieces. In the first part before lunch, participants reviewed the materials assembled on the topic by the organizers and added to them from their personal knowledge of what was happening in this topic area. The second part posed a series of questions for the participants to answer about how to make more progress on the issue.

The day ended with 5 minutes summaries of each workgroup's findings.

Each participant was given a feedback card to use in evaluating the opening sessions, documenting the workgroup discussions, and proposing new topics for next year's forum. This feedback is provided throughout this documentation.

The Forum was held in the Sabattis Pavilion in Long Lake. We wish to thank Alexandra Roalsvig, Long Lake Director of Parks, Recreation and Tourism, and her staff that helped us in every way to make the event successful. We also wish to thank the Town of Long Lake and Supervisor Carl Seaman for their welcoming support of the Forum. Thanks also to Sherm and Annette Craig for the table signs and thanks to the team at ANCA for conference logistics.

Our Sponsors

We wish to thank our sponsors who were essential to making the Forum possible.



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Adk Futures
Jim Herman
and Dave Mason



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Elizabeth M. Lowe

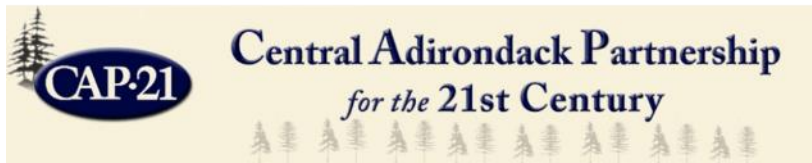
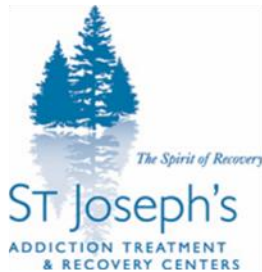


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Workshop Participants



166 people participated in this Forum and we greatly appreciate them giving of their time and ideas.

<u>Last Name:</u>	<u>First Name:</u>	<u>Organization Name:</u>
Armani	Michele	North Country Workforce Investment Board
Ball	Julie	Adirondack Council
Bauer	Peter	Protect the Adirondacks
Becker	Susie	
Bine	Jennifer	Adirondack Museum
Bird	Richard	ANCA
Bradford	Colin	Brandreth Park and Adirondack Landowners Association
Breit	Jill	TAUNY
Brooks	Cali	Adirondack Foundation
Burgess	Robyn	Adirondack Park Agency
Butler	Marc	NYS Assembly
Calabrese	Carol	Essex County IDA
Carlisto	Don	NYSUT
Carr	Rob	The Wild Center
Chlad	Kevin	Adirondack Council
Collins	John	Northern Forest Center
Cooper	Matthew	Bernier, Carr & Associates
Craig	Sherman	Adirondack Park Agency
Craig	Annette	Wanakena Woodworks
Criss	Alicia	NYS DOB
Curran	Raymond	Adirondack Sustainable Communities
Dadey	Joe	
Darney-Buehler	Jessica	Essex County Public Health
DeAngelo	Maria	Saranac Middle School
Deming	Anita	Cornell Cooperative Extension
Dennon	Jason	
DeWein	Michael	North Branch Services
Dickerson	Mary	Long Lake Central School District
Dillon	Bob	Hartford Town Council
Drabicki	Judy	NYS DEC
Drozd	Michele	Adirondack Architectural Heritage
Eisinger	Melissa	Adirondack Foundation
Engelhart	Steven	Adirondack Architectural Heritage
Farber	William	Hamilton County
Fenster	Nancy	
Filler	Shir	Saranac Lake Central School

Fink	Sarah	Minerva Central School
Fink	Chris	Minerva Central School
Finnigan	Kimberly	Center for Economic Growth
Fish	Kate	ANCA
Fish	Margo	
Flagg	Jeffrey	Great Camp Sagamore
Frantz	Ed	NYS DOT
Frenette	Jim	
Granger	Mark	Schroon Lake Association
Hai	Paul B.	SUNY ESF
Haight	Karen	
Hall	Mark	Town of Fine
Hanford	Hannah	Adirondack Health Foundation
Hart	Carol	Adirondack Association of Towns & Villages
Hart	Melissa	Adirondack North Country Association
Hart	Sally	Wild Centr
Hart	Greg	Workforce Development Institute
Hartley	Jessica	North Country SPCA
Hawks	Kenneth	Raquette Lake Preservation Foundation, Inc
Henderson	Sharon	
Herman	Jim	ADK Futures
Herrera	Gabriel	Union College
Hughes	Jecinda	ANCA
Hunt	Steve	Empire State Development
Irwin	Margaret	River Street Planning & Development
Janeway	Willie	Adirondack Council
Jubin	Jennifer	ANCA
Karasin	Leslie	
Keegan	Joe	North Country Community College
Keet	Lee	AdkAction.org
Kelleher	Dan	Adirondack Park Agency
Kilburn	Emily	NYS DEC
Konowitz	Ron	Adirondack Powder Skier Association
Kostecki	Tony	Seagle Music Colony
Kruger	Jake	
Larkin	Abigail	SUNY ESF
Lawler	Mark	
Lawrence	Ginger	Adirondack Council
Lemons	James	Lake Placid Center for the Arts
Lewin	Sarah	Adirondack Museum
Little	Melinda	Point Positive, Inc.
Little	Betty	NYS Senate
Mahoney	Andrew	Adirondack Teleworks
Malsbary	Dorothea	Back Log Camp Association
Mangle	Elizabeth	Hamilton County Soil & Water Conservation District
Mangun	Jean	Siena College
Mann	Nick	Adirondack Foundation
Mansion	Michael	Walk-In
Maron	Chris	Champlain Area Trails
Martin	Thomas	NYS DEC
Mason	Dave	ADK Futures
McGovern	Neil	Town of Lake Pleasant
McKenna	James	Regional Office of Sustainable Tourism (ROOST)
Merrill	Nina	

Mills	John	Paul Smith's College
Monster	Willem	Sacandaga Station Project
Montanye	Dawn	Montanye Consulting
Montgomery		
Corey	Sue	Community Power Network of New York State, Inc.
Moore	Ronald	Town of North Hudson
Morris	Chris	Adirondack Foundation
Morrissey	Spencer	Clifton Fine Smart Growth Committee
Munk	Fred	NYS DEC
Murphy	William	Adirondack Teleworks
Nagle	George	Episcopal Church
Ness	Antonia	
Nethaway	Dave	
Norfolk	Darcy	AdWorkshop
Olcott	Jody	Essex County IDA
Pain	Peter	
Parker	Megan	Essex County Public Health
Parker	Charles	New York State Conservation Council
Pedler	Cathy	Adirondack Mountain Club
Pike	Marne	Woolf for Congress
Pittis	Laurence	
Potter Hayes	Jennifer	View
Prickett	Connie	The Nature Conservancy
Pulling	Jordan	Union College
Recchia	Kathleen	Essex County Arts Council
Regan	Kathy	Adirondack Park Agency
Reinhardt	Kelly	Bernier, Carr & Associates
Reynolds	Sarah	Adirondack Park Agency
Richard	Lauren	ANCA
Richards	Karyn	NYS DEC
Riley	Rob	Northern Forest Center
Roalsvig	Alex	Town of Long Lake
Rose	Nicholas	Central Adirondack Partnership
Ross	Robert	St. Joseph's Addiction Treatment & Recovery Centers
Rouse	Brooke	St. Lawrence County Chamber of Commerce
Ryan	Monica	River Street Planning & Development
Sayward	Teresa	
Seggos	Basil	Governor's Office
Shannon	Kerry	Regional Office of Sustainable Tourism (ROOST)
Shaw	Danielle	Indian Lake Theater
Simpson	Matthew J	Town Of Horicon
Smith	Hilary	Adirondack Park Invasive Plant Program
Smith	Zoe	Wildlife Conservation Society
Spear	Martha	Planned Parenthood North Country New York
Stathopoulos	Elaine	
Stec	Dan	NYS Assembly
Stegemann	Robert	NYS DEC
Stofelano Jr	Steve	Hamilton County
Stone	Sharon	Minerva Central School
Strader	Ben	Blue Mountain Center
Svenson	Charles	Adirondack Nature Conservancy
Swallow	Erin	SUNY ESF
Talgo	Arnie	ANCA
Townsend	James	Adirondack Park Agency

Tyner	Emily	Adirondack Park Agency
Ulrich	Leilani	Adirondack Park Agency
Ulrich	Jim	
Valentine	Brenda	Indian Lake Community Development Corp.
Valentine	Jack	Town of Indian Lake
Van Wert	Chattie	Town of Ticonderoga
Vennie-Vollrath	Erin	Adirondack Park Invasive Plant Program
Vidon	Elizabeth	SUNY ESF
Walke	Peter	State of New York
Wargo	Caitlin	ANCA
Warren	John	Adirondack Almanack
Wells	Brian	Town of Indian Lake
Westbrook	Sue	Town of Fine
Whaley	Ross	Adirondack Landowners Assoc.
Wies	Lorie	Union College
Wikoff	Naj	Creative Healing Connections
Winchell	David	NYSDEC Region 5
Winter	James	
Woo	Peter	Wholeshare
Woolf	Aaron	Woolf for Congress
Yost	Lindsay	National Outdoor Leadership School
Zubin	David	

Summaries of the Morning Sessions with Feedback

1. CGA: Past, Present and Future

This session started with a short photo show of CGA through the years, which can be viewed on YouTube at:

https://www.youtube.com/watch?v=O_a_PkEkV8

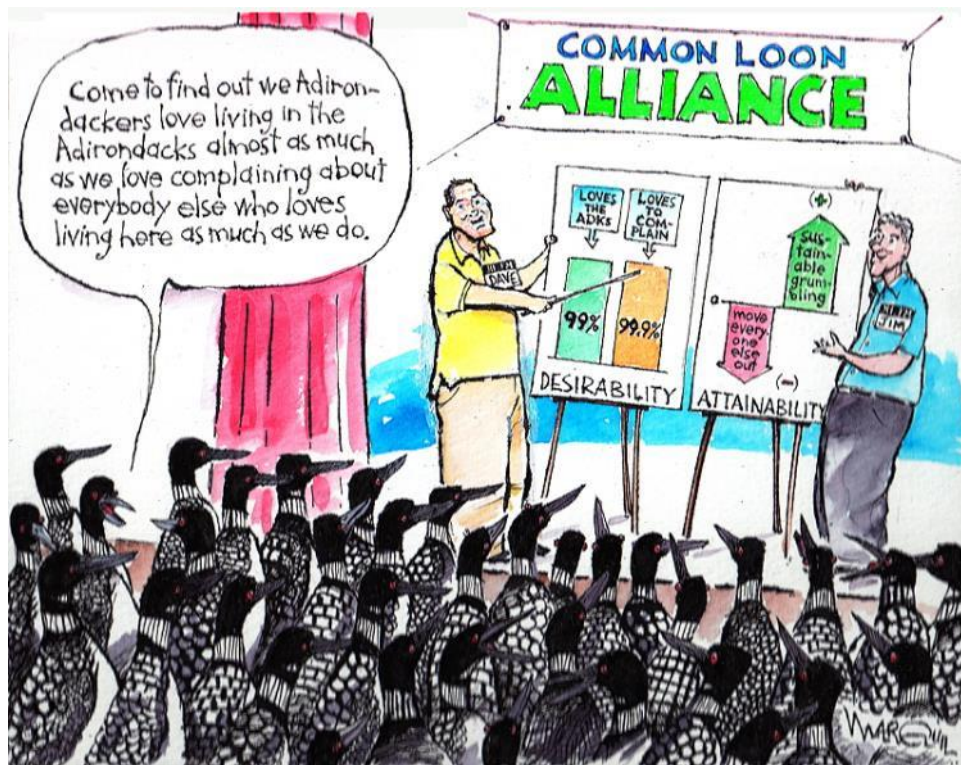
Next Ross Whaley and Cali Brooks talked about the accomplishments of CGA and the Core Team's recurring question of whether it should continue or declare victory and disband.

They also revealed the results of the Legislative Priorities Poll, which was conducted via Survey Monkey during May 2014. 135 people completed the poll, which will be used in updating the Blueprint for the Blue Line later this year.

Increase funding and effort on stopping invasive species	4.82
Fund broadband deployment, training in how to use for economic benefit	4.91
Funding for water systems: waste treatment, storm management, drinking	4.96
Update to SLMP, move to landscape planning	6.14
Pass Community Net Metering for renewable energy projects (\$4722)	6.89
Assist farm transfers to young people	6.94
Create inter-regional REDC sub-council for the Park	7.55
Assist in conversion to safe, clean biomass heating	7.62
Pass proposed Article XIV amendment to allow for utility modernization	8.15
Pass and implement a successful TDR system	8.38
Submit a bid to create a regional smart grid	8.49
Address rail safety issues with oil trains along Lake Champlain	8.68
Support the NC Health Systems Redesign Commission	10.38
Increase scheduled air access at all regional airports	11.10

Results of Legislative Priorities Poll

This session ended with the presentation of a custom cartoon by Mark Wilson of Saranac Lake to Jim Herman and Dave Mason for their three year effort on the ADK Futures project.



Feedback on the Core Team

Work done by Core Team during the year results in a well-organized meeting and format ...resulted in a productive meeting ...resulting in a positive exchange and development of topics for the next session. The report outs to everyone resulted in a good educational experiences and direction for action. Clearly a team of folks dedicated to the continued dialogue (and value of it) and focusing on bringing actions/solutions forward

Good job :)

Recap went on too long

Everyone has great input, diverse backgrounds, fun

Non-profit study support was terrific

Kept things moving in the morning

Ross and Cali nailed it

Thanks for your efforts

Dedicated and this represented by a very productive meeting

Learned a lot

While one amendment passed overwhelmingly the other was, and remains, very divisive and passed narrowly thus it should not be touted as a success.

Tell Ross Whaley we shouldn't disband ;) This is a valuable summer day in the Adirondacks. Thank you for organizing.

Keep having these meetings even if Ross changes his mind and doesn't think they should continue!

Continue the momentum that keeps building from this effort.

2. Non-Profit Summit

Next were short presentations on recent CGA accomplishments. The first was a brief recap by Chris Morris of the Adirondack Foundation of the CGA-cosponsored Adirondack Non-Profit Summit which announced the findings the Non-Profit Economic Impact Study. The study can be found at

www.generousact.org/leading/economic-impact-study

The study showed the enormous contribution that the region's non-profits make to local economy.

Feedback on Non-Profit Summit

The presenter was good but his partner was missing

Not sure what to say about this. Was the data related to the economic presentation?

Very interesting

Good, especially as Chris had to do it solo

Amazing impact to our entire region. Need to get the story out to more people.

Good info, weak visuals

Clear and informative presentation

Nice quick summary

Non-profit report was terrific

Very vague, not sure why you did it

3. Economic Strategies

Next, Margaret Irwin, Principal at River Street Planning and Development in Troy, NY. She provided an overview of the Economic Strategies Development project, done for the Adirondack Partnership, which was formed as a result of the efforts of CGA. Her slides are included in Appendix 1. She described the study that she and a group of consultants performed and concluded that success in our region will require a new mindset that prepares us for the realities of the new economy based on sustainability and entrepreneurship. We will need to recognize that "place matters more than location", that innovation is essential, that bigger is not necessarily better and that talent will drive the decisions. Overall, collaboration is the "silver bullet" we need.

The project established four main goals for the region:

1. **Inspire a culture of entrepreneurship with a globally competitive workforce and rich business base.** This will require significant investment in education and creation of a support network for entrepreneurs and small business owners.
2. **Promote a sustainable and connected rural life and quality infrastructure.** This requires a number of infrastructure investments.
3. **Reinvent traditional industry in forest products, natural resources and agriculture.** Encourage a build local, grow local and make local mindset and remove barriers to scaling up current businesses in these sectors.
4. **Advance the Park as a world class destination.** Anticipate growth in “millennial visitors and geotourists” who expect a higher grade of amenity than we generally provide today in the region. Unify tourism marketing.

At the end, Margaret encouraged us to be more optimistic about the region and to “smile more”. The full report of the project can be found at: www.AdirondackStrategies.com

Feedback on Economic Strategies

Positive discussion of ideas for the Park

More time for questions and comments

Need more serious business development

Awaiting results ☺

Very interesting

Good report although it is not as simple as smile

Late to show up

Margret Irwin’s slides should have been distributed

Speaker was well prepared and delivery was excellent

I urge all to recognize that the large pot of money called the “Environmental Protection Fund” to be used for waste water facilities, NOT more land acquisition. In the East’s greatest watershed, it is imperative that we protect it while investing in our visitor based economy.

Thanks for the link to learn more.

4. Amendment Proposal

Next, Dave Mason summarized the CGA Amendment Working Group proposal for an amendment to facilitate modernization of utilities in Park communities. The [White Paper](#) and accompanying [Frequently Asked Questions](#) documents were distributed to all attendees and can be found at the Adkfutures.org website.

The proposed amendment is in two parts:

1. A use amendment that will allow burial of new utility infrastructure in the right of way (ROW) of legal roads that traverse the Forest Preserve. This part of the amendment also establishes the legality of existing utilities associated with roads in the Forest Preserve as a permitted use, which is a legal correction of a long-known problem where the utility lines are all currently in violation of Article XIV when they cross the Forest Preserve.

2. Establishment of a third land bank of 500 acres for use by town and county roads. The existing land banks cover the Northway and State Highways. In addition, additional uses are proposed for the land bank beyond road safety and maintenance.

The proposal is currently under review by various groups and the working group is taking feedback. There will be a major revision released in the early fall. Because of the process for approving an amendment, the soonest this could become law is November 2017.

Feedback on Amendment Proposal

Essential. Absolutely a key issue to address to create a destination in the Park for visitors and improve the quality of life for residents.

Great progress

Good work, important, needs to move faster. Go for 750 acres.

Well thought out. Hope it comes to fruition

Makes good sense

Make it happen, great work!

I look forward to reading more and understanding this

Still need large amount of refinement. Don't push the process too hard. Takes time.

Utilize CGA to advocate and other grass root orgs

Nice quick summary

The exclusion of submarine cables is irrational. Allow utilities under water.

5. The Perspective from Albany



Present were Betty Little, State Senator, Dan Stec and Mark Butler, State Congressmen, and Basil Seggos, Under Secretary for the Environment from the Governor's Office. Each commented on the important role that CGA has played and encouraged the organization to continue its efforts. There was discussion of signage issues for towns and attractions because of existing DOT rules. There was also discussion of the need to diversify visitors to the region and to do more to accommodate persons with disabilities. It was also noted that more public transport options are needed for accessing the Park, especially to attract younger visitors.

Feedback on Perspective from Albany

Fabulous to have them here

Great participation and attendance – shows involvement

Disappointing focus on the immediate, not long term thinking (except for the new guy from the western part of the Adirondacks)

Not much said new – luckily the Governor knows and likes the region

Great to see legislators in the Adirondacks

More time for questions

Wonder if having them at the end would give them more time to hear breakout results

Ask for, identify, solicit some issues/questions upfront for them to address

Glad to see Albany at the event, great, diverse, pro-active leaders

Would have liked more updates in applicable areas

Basil: “Hasn’t it always been this way?”

Same old same old. Some hope that concerns are being addressed

Informative! What about an outside politician’s perspective?

Very glad they were here but their level of connection and informed-ness seems very superficial. Are they really part of the conversation or bystanders?

The way the Governor’ office clearly dropped in at the last second and got moved to the front left a feeling that his office may have more power than it should

While nice that they came, it wasn’t very substantive – felt like a PR opportunity instead of a chance for our public officials to answer to and work with an important group of stakeholders

Thank you for expanding to include Stec and Butler

Occasionally reliant on political vagaries

Rhetoric – necessary but not important

Too glib

Dan Stec should know it is appreciated that he stayed all day

I was pleased we had a rep from the Governor’s Office as well as State and Assembly reps.

Work to connect more solidly with the Albany bubble and get them up to speed on issues and topics before they attend.

The Workgroup Exercises

The bulk of the Forum was devoted to a two-part workgroup exercise. Part 1 was devoted to reviewing the information assembled for the group by Jim and Dave from the ADK Futures database at www.ADKfutures.net. In addition, group members shared information that they had about what has happening with regard to the workgroup issue area.

In Part 2, the group members answered a specific set of questions with the goal of determining a vision for success and next step(s) to take. The questions were:

1. **Expand the vision** for this issue area: describe what success looks like.
2. Considering what is already happening (the prior hour's discussion), are we making positive progress in this area or not? **Is the progress sufficient?**
3. Brainstorm a list of **new, or enhanced, activity** needed to better move forward in this area
4. Decide as a group or use dots to select the **single most important** increased activity from the list you just made.
5. **Who** can take on this activity? What are the **next 2 steps** forward?
6. Is there a specific **legislative message** for Albany or Washington on this issue?

Each group appointed a spokesperson to give a five minute summary of their work.

Feedback on Workgroup Exercise Task 1

Brings focus and results – good idea to base topics on poll feedback

Very productive time

Guidelines and handouts very helpful, great to do some thinking w/people I would not otherwise think with.

Great collaboration, interesting breadth and depth of group

Excellent discussions. Important points made and the exchange informed participants

Got through the tasks had some trouble sticking with the big picture. Moderator did a good job but we had 1 or 2 dedicated to bringing up one specific issue or opinion

Good overview in handout but didn't know what scenarios A-F were

We had some trouble getting organized but we worked through it and had a solid thoughtful conversation

Maybe a little more consistency – change how to work through the process and answer the questions

Arts and cultural heritage had excellent, diverse group of participants. Excellent discussion that will activate real results

Learned so much!

Concrete goals

Felt extremely rushed, many inside references w/out full explanation, positioning of power

The time was sufficiently allocated to working groups

Feedback on Workgroup Exercise Task 2

Excellent opportunity to refocus and sum up

Good questions for group to address

Good to have enough time to dig in and discuss

Difficult to keep group focused on questions and tasks. Facilitations was key and I was very glad to have a facilitator.

Jim McKenna was an excellent group leader

Lots of great ideas

I would have liked to have seen more open discussion rather than the discussion be driven nearly completely by a pre-written outline.

Was nice to have some structure but we may have liked going in a different way and not realized we could have

Felt like it needed more time, maybe another 30 minutes

Overlap between topics/groups

Much improved, The group was more engaged, folks moved around, tasks were accomplished

Too many tasks in time allowed, streamline it

The steps listed for the work groups to take need to be simplified and clearer: Example: 1. Positives 2. Negatives, 3. Vote, 4. Next Steps

Group 1: Backing Off the Back Country, Promoting Hamlet Life

Summary

In their vision the Park's hamlets have unique character. Orderly and scenic. Sense of place and hometown pride. Residents want to live there.

Right now, there is lots going on. For example, in Ticonderoga they are building new student housing right in the hamlet. New hotels in SL, LG, LP. Communities take active role in improving the community with local development corporations. There are more marketing initiatives. More stakeholder driven, less top-down. APA has a hamlet economic planning and assistance initiative. More plans for revitalization of hamlet center. Working with Northampton and Northville.

Top priority new activities with the highest priority last:

3. Work on planning documents and regulations like local zoning to promote the kind of development we want. Walkable main streets. The communities we want to see develop.

2. Waste water and water infra. If you want more density, you need these capabilities.

1. Local capacity building. Local communities take charge of their own futures. Creation of quasi-public nonprofits to facilitate these plans. Encourage entrepreneurship, enable micro-loans, training, etc.

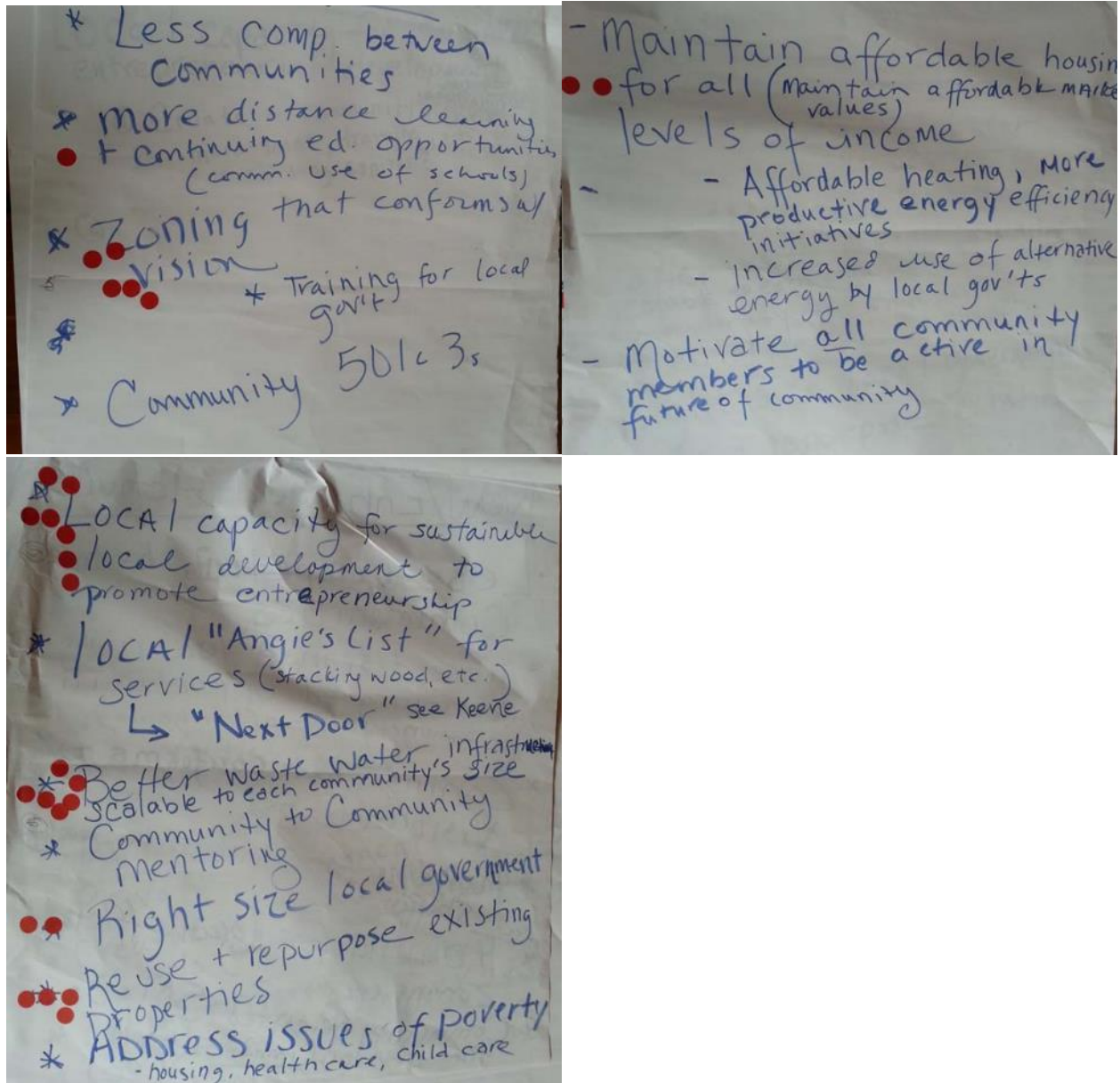
What's happening that works:

- * **ARISE**
- * **Community Empowering**
- * **Main St. revitalization + grants for it (DOS.)**
- * **Smart Growth projects**
- * **Town/Village buy in + taking tangible steps to make difference**
- * **Involvement of non-profits**
- * **Private investment**
- * **Creative ways to maintain local schools (bringing in Newcomb Schools)**
- * **Local Farmers' Markets**
- * **Go Digital or Go DARK**
- * **Shared services**

- * **Five Towns Effort**
- * **Use of Social Media (28N video, Rt. 86 shoulder effort)**
- * **Hamlet Economic Planning Assist. Initiative (APAs)**
- * **Saranac Lake Artist Guild**
- * **Lots of Events** * protecting + taking advantage of view sheds from hamlet
- * **Bike Traffic**
- * **Several towns are involved in planning process**
- * **Involvement of year-round and seasonal residents**

- * **New apts. in Ti downtown**
- * **Complete Streets**
- * **APA's increased interest in Economic development**
- * **Services within hamlets (groceries, schools, health care, theaters, etc.)**
- * **Broadband**

New Activity



Group 2: Recreation/Destination Planning

Summary

Vision:

We have world class recreation, and we want a world class economy, so we need world class infrastructure.

Tourism is a catalyst to community development and sustainable diversification of an economy.

Tourism is not just recreational trails, it's also culture, food, history, agriculture.

Need public infrastructure, e.g waste water treatment.

80% of Adk Experience at trail heads registries are for day use.

60% of hits on hiking options are for 1-2 hours.

Success:

New partners, like health care industry.
Integration of tourist and resident needs.
Revitalized communities and hamlets.
More even distribution of visitation economy throughout the Park.
Eased transportation for public and visitors.
ADK Brand
SLMP

Measuring Success:

Tracking new business increase
Tracking new employment increase
Tracking sustained occupancy increase
Tax reporting
Lodging capacity increase - conversion and new
Track lodging occupancy
Increases in school enrollment
Year-round residency
Adaptive re-use of existing but vacant infrastructure

Progress:

Tourism infrastructure recognition
Recreation planning
Community efforts
Expand and implement park wide community trail system

Activity to move forward:

Business increase in community
Contemporary lodging at all scales
Visitor amenities and services
Enhance private investment environment
Resident buy-in primary and secondary for recreation and destination planning
Human capital network
Destination master plans

Message to leaders:

Legislation for public investment in Adirondack Hamlets
Incentives for private investment in Adirondack Hamlets

PURPOSE: Group 2 - Tourism

- economics
- public support for conservation
- community/residents quality of life
- visitors provide support/demand
- sustainability

* Appropriately scaled lodging, activities, etc

* Authentic Open 24/7/365

* Diversity Pent up demand

* Health & wellness AGE

* FOOD invasives birding

Hunting/fishing losing ground

water access, Land access

2) Progress?

yes → recognition of Tourism as an economic tool.

yes → Communities taking advantage of recreational opportunities

Message:

Incentives for private investment geared towards the Adirondacks hamlets.

Legislation for public infrastructure in the Adirondack communities.

Success.

Visitor

- World-class economy
- utilization of tourism for community development and sustainability
- public infrastructure

Success is:

- Sustained business
- more evenly distributed visitor economy
- increase ease of transportation between communities
- brand awareness

3) Increase contemporary lodging throughout our hamlets.

- Increase amenities and services for residents and visitors
↳ plus increase awareness of these amenities and services
- Enhance environment for private investment
- Expand Trail Town concept
- Link in appropriate educational facilities
- Community buy-in for recreation and destination planning

Group 3: Thwarting Invasive Species

Summary

We have made progress, but the problem will never go away. There is a lot more hard work to do. Invasive challenges both aquatic and terrestrial seem to be increasing at a geometric rate.

Proposed action: regional boat washing stations along major corridors into and out of the park. Tie in to education regarding terrestrial, aquatic, plants, and animal invasives. Increase outreach and education on all invasives. Creatively use existing resources and increase new resources for education. We want to approach the REDCs but we need to link this to economic development. Obviously infested water is a detriment to the local economy and property values. This is a major focus of APIPP right now. Get businesses working with the State to work on these issues.

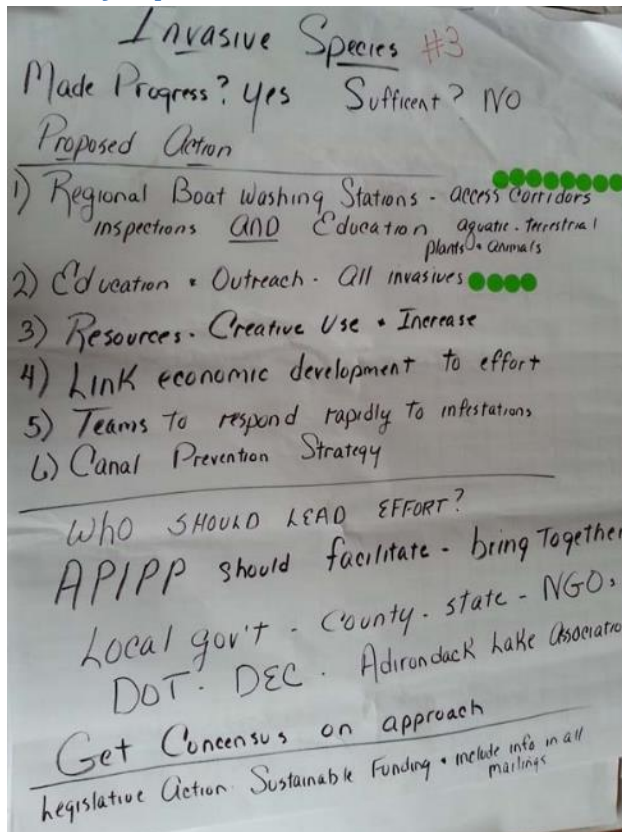
A lot of good stuff is happening and we should do more of what is working in boat washing and education. Add a section on invasives to required boating courses.

We need to fund teams to respond rapidly to infestations, including fast permitting from the APA. DEC needs increased resources in order to enforce the regulations. Regional approach so no town can be left out and so resources can be maximized. A single umbrella would be better. We need a canal prevention strategy. The Erie Canal and the Lake Champlain canal are big corridors for invasives to reach other water ways.

Who should lead: APIPP should facilitate and bring together local government, county, State, NGOs, DOT, Adirondack Lakes Alliance and others to create a consensus on approach.

Message to Albany: We need sustained funding so it doesn't get yanked in the future. The environmental groups need stopping invasive species to be central to their mission.

Photo of Flip Chart



Group 4: Adirondack Response to Climate Change

Summary

The other groups are doing the work for this problem in areas such as renewable energy, hamlet life, storm water management, invasive species, food, etc. The team applauded the plan for Jim Herman and Dave Mason to engage on the issue of Climate Change going forward. And the group saw three basic areas to focus on now (and had difficulty prioritizing among these): a) energy policy, b) community-level education, and c) infrastructure. A theme across all these areas is the need to model, protect and enhance “ecosystem services.” The group concluded it was critical to address and combat climate change in the Adirondack North Country, to protect this area and to show the rest of the world how to address Climate change while protecting nature, ecosystem services and vibrant communities.

Energy policy is critical. To address emissions, and for adaptation. More incentives are needed to get people to move off fossil fuels, reuse more and improve efficiency. We need to grow the use of sustainable energy sources, including solar, hydro and smart biomass. Net metering and homes and buildings that are net zero are needed. The region needs to be clear in its goal: we’re trying to lower our carbon footprint. Some change is coming. But we still need to mitigate our contribution. We need to include biomass in a way that is fully sustainable and does not generate additional contributions of carbon to the atmosphere or threaten public health. Locally produced organic food, better recycling and composting can help.



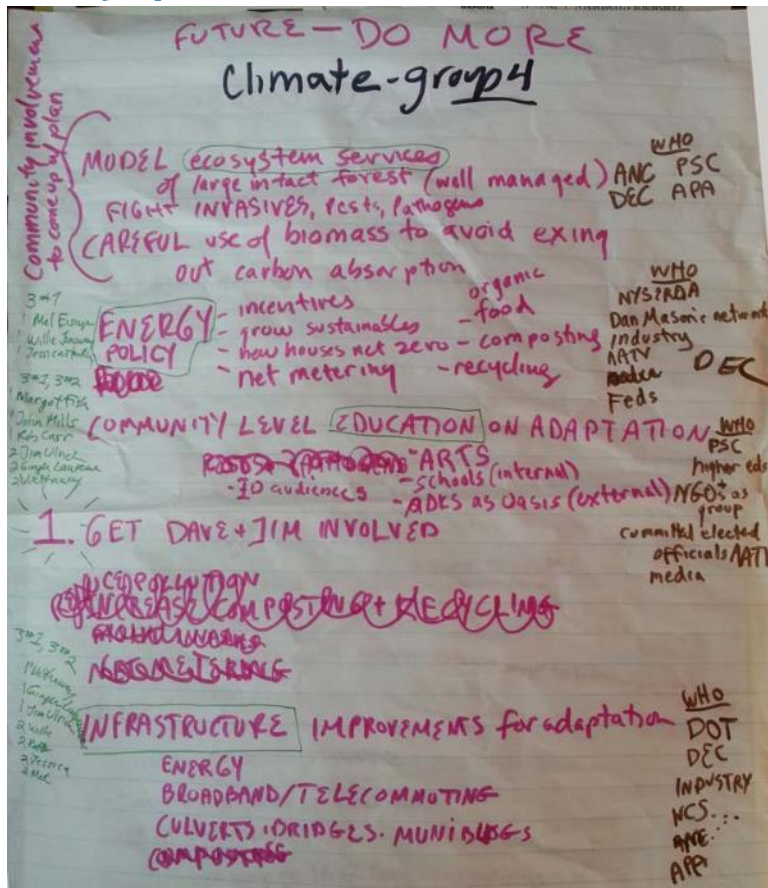
Community level **education** on adaptation is needed. This includes but is not limited to public schools, and the arts. A lot of people believe in the need to do something. But there are a lot who don't want to accept this. It's time to focus on doing something and not spending too many resources trying to convince a small minority that denies Climate Change. Local elected leaders who are taking action are perhaps the best ambassadors for the need for change in policy, and action, to address climate change.

Infrastructure improvements: to respond and adapt are needed. This includes energy, broadband culverts, bridges and other municipal infrastructure, and expanded telecommuting.

Partners: Energy. NYSEERDA. Clean Energy conf. The energy companies. DEC, Feds, etc. Education: the colleges. The ring colleges care about the ads too. They have to be part of the education process. Partner with enviros who are also active in this. Some elected officials get it and work with them to get to the rest. Infra: DOT, DEC, APA.

Legislative message: the money for an Adirondack infrastructure fund is needed, for adaptation and mitigation. Dedicated fund in NYS for infra changes in communities that have the identified need after doing an assessment. Know the impending threats.

Photo of Flip Chart



Group 5: Scaling Up Local Food

Summary

The team identified five areas of need.

1. Marketing. We should be thinking about national press coverage. Coverage for farmers markets and local food businesses. Capitalize on the foodie movement down state.
2. Access and distribution. We need online markets for local food.
3. Production and consumer interface. Processing is important to serve institutions. They can't just take a bunch of carrots from the ground. Access to processing facilities is critical and often not as available as it needs to be. Land trusts to help get land to farmers.
4. Technical assistance is most important. USDA inspectors – one size fits all doesn't work here. Farmers who lose their inspector often cannot bring their product to market (discussion was mostly about meat inspectors). Grants for diverse set of providers and issues. Smaller grants. Farm to garden education. Greenhouse building. Grow your own. Teach people how to buy and use local seasonal food. Groups like Adirondack Harvest need more resources to do more. We will see more startups and entrepreneurs in this area. There should be local procurement policies to make it easier for people to get local food that isn't always the cheapest.
5. Policy. The Future is all about Small Farms. Better support for small farms. Funding for cooperative extension. Small farm taxation relief. Farmers don't have time to search out grant opportunities. Procurement priorities should include buying local.

Photos of Flip Charts

Marketing

- National Press Coverage
- Marketing for farmers markets / local food businesses
 - online marketing / directories
- Capitalize on Foodie movement (more diverse / new foods)

Access

- online food markets
- Distribution
- Dietary needs awareness (producer and consumers)

Production <-----> consumer interface

- Processing (large institutions, new thing)
- Land trust

Technical Assistance

- USDA - inspector - "one size fits all does not fit our size"
- Grants - funding for a more diverse set of institutions/projects
- Farm/garden education → individuals + community-level
 - victory garden
 - how to buy + use local / seasonal food
 - greenhouses
 - teach buyers / chefs how to buy / cook local food

WHOA →

Funding →

- Coop education / FDIK harvest
- Resources
- Startup / entrepreneurship
- ANCA
- How to develop local procurement policies

Initiative that pulls in all together

- Vision
- Processing
 - Technical assistance availability to farmers
 - start-ups
 - changes from one industry to another
 - entrepreneurship help
 - time flexibility
 - (cooperative extensions are natural player, but ^{are} scaled back)
 - ADK web resource - plug in where you are & what food you want
- Distribution
- Marketing for farmers markets / local farm products
- Dietary Needs / Education for consumers & providers
- Capitalize on Foodie / Microbrew movement happening downstate
- Access to food online - need internet!
 - Amazon
 - Wholesale
 - ADK / North Country online shopping option?
 - coordinated w/ CSAs & other ^{small} businesses
 - CST - community-supported table - for start-up restaurants
- Loss of USDA Tri-Town sends us backward
 - Is there a better way to do USDA & other inspections?
 - Sen. Gillibrand as champion
- How do you make local organics available
 - affordability for sellers & consumers

- Policy
 - Ask Sen. Gillibrand to have a North Country Forum on future of small farms
 - USDA support of small farmers (NYs)
 - Funds co-op extension
 - Small farm taxation
 - grants - difficulty of applications
 - need smaller grants (micro-grants)
 - Procurement priorities should include buying local

Group 6: Forging a Regional Identity

Summary



The ADK region is poised for lasting, positive change, but needs a national and international, identifiable brand (similar to places such as Vermont or Yellowstone). ANCA has funding for a branding project for the North Country (the economic development regions of the ADK's both in and out of the Park). The effort has funding to develop a detailed business plan for the branding effort over a 3 year period. The team explored their program, answering CGA as well as ANCA questions.

The team quickly encountered the question of a North Country brand vs. an ADK brand with very different ideas. We want to focus on the Adirondacks. NC is pretty generic, lots of places have a north country, many of which are immediately associated with rural poverty. ADK is unique and a good basis for a brand. Some real substance.

Is this a geographic brand? Success will mean people know what it is and where it is. Is it about branding a specific product? With a sense of quality and rustics. Need both of these kinds of brand activity. What is our product?

Answers to ANCA's questions included:

Images of ADKs: ADK chairs. The tapestry of mountains, rivers, kayaks/canoes, loons, etc. How can we capture the smell of the landscape and the feel of returning and knowing "I'm back!")?

Personality: The true ADK'er is complex - More than meets the eye. Friendly with depth and ability. Ross Whaley, not just his smiling face as the icon of a warm and welcoming Adirondacks, but the depth of being a scholar, woodsman, leader, author, self-sufficient as well as accomplished.

What would tell someone who was moving here? Enjoy small town life and participate. Expect lots of surprises. Embrace the outdoors, especially in winter.

What could be a unique ADK Holiday: The first warm day of spring; the summer or winter solstice; leaf-peeping or the 3rd of September for when the Wilderness Act was signed (birthed in the ADKs).

What would need to happen first to get our brand to be truly effective? Upgrading and retrofitting lodging was our first choice including the concept of and facilities for "glamping". Health and wellness aspect of the area was another factor. Come here to be Re-Created not just to Recreate. Retreat value in all 4 seasons. Tie into the unique history of the region, the TB cure story, leader for Wilderness Act and much more.

Photos of Flipcharts

Adk Brand - What success would look like -

1. L.A. resident saying it sounds Adk
Quality of goods, life, people
Sturdy, grounded & sustainable
Become a "Semester Abroad" location
Adventure location / Tour groups
Better value for Adk business's
It's not that far away - ability to travel here
Renewed pride in residents
2. Started but never enough
3. See sheets
6. - Funding without borders (N.C. vs Adk)
- Creating an Adk sub group for Mohawk/Capital Regions
to work with N.C. ~~and~~ Region

WHY vs WHAT

Images

- Adirondack Chairs
- Sparkling water
- Outdoor Sports/Recreation
- Long Lake "Bears"
- N.C. - Long winding crappy roads with rundown houses
- Adk - Relaxation
- Mountains/Rivers/Forests "TAPESTRY"
- Loons
- Complex tapestry
- Arts Center/Saranac Lake
- Wildlife in your yard
- 4 Season sports/scenery
- Black Flies
- Mud Season/Indoor activities
- Campfires
- Smell/Landscape "Feel" difference when entering "Jim Back"
- "Take a fresh breathe"

Personality

Dan S "caretaker"
dry humor/slight smile

- Never black & white (many facets)
- Multi Tasker/generalist
- Traditional Skills w/entrep.
- Informal dress (w/entrep. all year)
- Appearance not always true to personality
- More than meets the eye
- Resourceful/determined
- Self reliant
- Friendly/Interactive
- Community minded
- Reliable
- Ross Whaley
- Roger Heslett (wildwood)

Day/Holiday

- * Summer Solstice
- * Ice Out
- *** First Warm Day of Spring
- * Sept 3 - Wilderness Act Signed
- *** Leaf "Peeping/Watching"
- Winter Solstice

Fitting In Traits

- Layering clothes
- Flexibility
- Appreciate the outdoors (love it)
- Multi Tasking
- Embrace winter
- "Small town" life ability to embrace
- Lose "expectations" of daily life - be ready for surprises
- Embrace complexities
- Self motivated
- Be Prepared..... meet people, weather, everyday life, diversity/community life

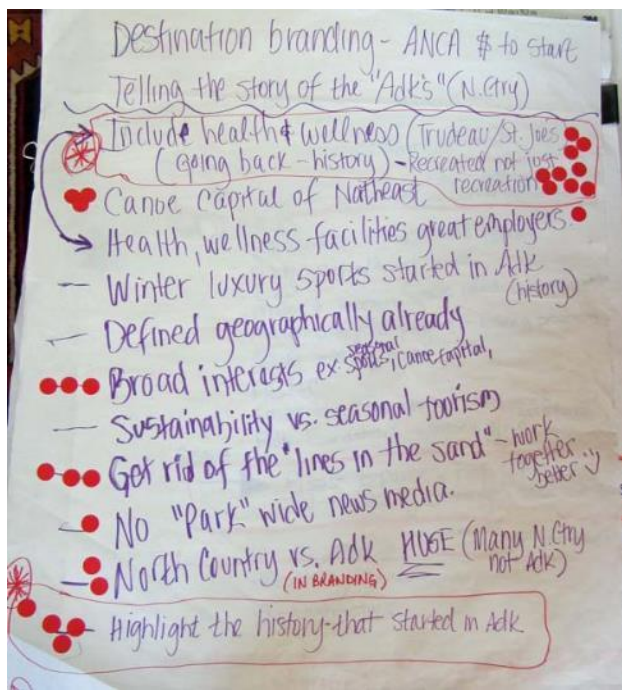
BRAINSTORMING

(A) Glamping (Glamorous camping)

Incubators for small business

Lodging (upgraded & retrofitted) Glamping

- Authenticity
- Farm to fork (chef) movement - Grow local - buy local -
- Educational opportunities (marketing education experiences)



Group 7: Financing Innovations for Small Business

Summary

Investment in sustainable year around economy for our communities. Investment is the tipping point. Key to the good stuff coming. Yet very difficult to trigger private investment. How does money come into the region and how do we decide to invest it and how to manage to success so there is more investment? Current efforts focus on supply side rather than increasing market demand.

So what is needed to get it there? Vision: create resilient, inclusive, year-round, diverse sustainable communities. Increased population and jobs are the signs of success. Workforce development in regional colleges is key. The trigger: marketing is key. Integrates the vision and carries into reality. In agriculture it is also marketing and distribution. For startups it is also important to pay attention to existing business and add training and allow them expand into the new economy.

Attracting capital is still the main issue: are the banks in the region lending? They have to before you go outside to get capital. Shortage of opportunities that attract investment.

Policy: define what is a small business? Defined as 50 or more employees by the state. That is a large business here in the ADKs. The manufacturing resurgence is happening outside region rather than inside.

What we need is a major marketing campaign for the Adirondacks. Is the State campaign an impediment to our getting our identity out?

Legislative message: sharpen focus of adk economic development programs to meet the unique needs of Adirondack small businesses in the areas of capital investment, development of human capital, marketing and professional networking.

Photos of Flip Charts

Financing Small Business ①

Task 1
Review futures elements

① Land Trust

- Essex Institute
- Conservation easements (OSI)
- Adk Harvest
- Distribution
 - commercial kitchens
 - food hubs
 - continued support of farmers/

② Agriculture

→ current evidence deals w/ supply side - more focus is needed on demand side (eg. local market demand)

③ Start-ups

- Point Positive - Investment Forum
- ALA - Advice/finance service
- ESD
- Main St. Program } more need than resources
- Micro-enterprise program - training program
- IDA revolving loans
- AEDC
- Small biz dev. centers - technical assistance
- Adk Foundation - advisory group

④ Start-ups

→ Assist expansion, not just new - including training + technical assist.

③ Attracting Capital ②

- point positive
- ALA
- EB5

→ Better evidence of lending / Bank/AEDC data (case studies) #Awareness

④ NYS Policies support small businesses

- point positive

⑤ Resurgence of manuf.

→ Most evidence ^{needed} is outside of Park - more focus is needed w/in Park

- Whallonsburg processing facility
- microbrews
- Adk Pellets
- Biotech - Trudewell
- boat manuf. (Hornbeck/LP boatworks)
- regional identity

⑥ EB5 Foreign Investment (regionally)

→ needs to be marketed/capitalized on regionally

- Montreal/Canada
- Infrastructure

⑥ Private Investments in Tourism * highly influenced scenario ③

- Richer towns get richer, poor get poor
- 5 towns - better collaboration between towns + (ROOST)
- Wild Center
- TNC Fund (500k)
- Adk Ec. Dev. Council
- rec. on lodging (small hotels) - study that shows its economically viable
- NorthGuide
- AdkApp
- social mktg
- NYSERDA investment

→ Disjointed efforts need to do a better job of comprehensive marketing - sustainable funding sources over multiple years

⑦ Colleges focus on entrepreneurial efforts

- Start up NY (need to make it more relevant for all local)
- growing awareness in business plan comp. (regional)
- plant entrepreneurial seed younger - elementary school

⑧ Envi + Entrep. studies widespread ④

- Destination for sustainability seminars/research
- St. Lawrence + Clarkson programs, Paul Smith
- connecting highschools w/ colleges in Park presence
- Interns, work readiness, apprenticeship, training - senior years pre-college

→ Increased continuity between colleges, students, business

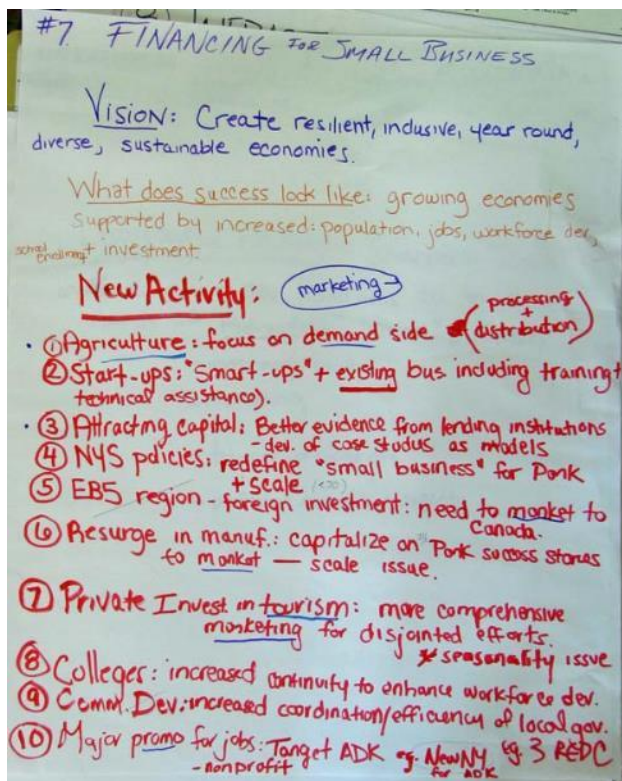
- human capital/workforce development
- workforce to satisfy regional needs
- professional network
- distance learning/abroad prog. - wireless

⑨ Community Development Organizations

- Every county has an IDA/planning department

→ Increased coordination + collaboration of local gov. departments - increased efficiency - including 3 REDC regions

- SART groups



- ⑩ Major promotion of jobs, entrep, networks
- improving cell service
 - Broadband - connect NY
 - 3x REDC
 - Market NY
 - Start up NY
- Area for improvement
- a major strategic campaign to attract bus.
 - "New NY rebranded for the ADK"

Legislative message: Sharpen focus on economic dev. programs to unique needs of Adirondack "small" businesses.

- investment/capital
- marketing
- training/workforce dev.
- profession network + capacity

Group 8: Waste Water, Storm Water and Drinking Water Infrastructure

Summary



In their vision communities are familiar with the process for getting funding and the need to plan. They know how to develop an adequate plan. There are fully funded intended use plans (IUP). This is about local capacity building.

Funding increasing but the needs increasing faster than that. We need more proactive

planning. Start ahead of time rather than crisis intervention. Support asset management by Municipalities, they need to do this.

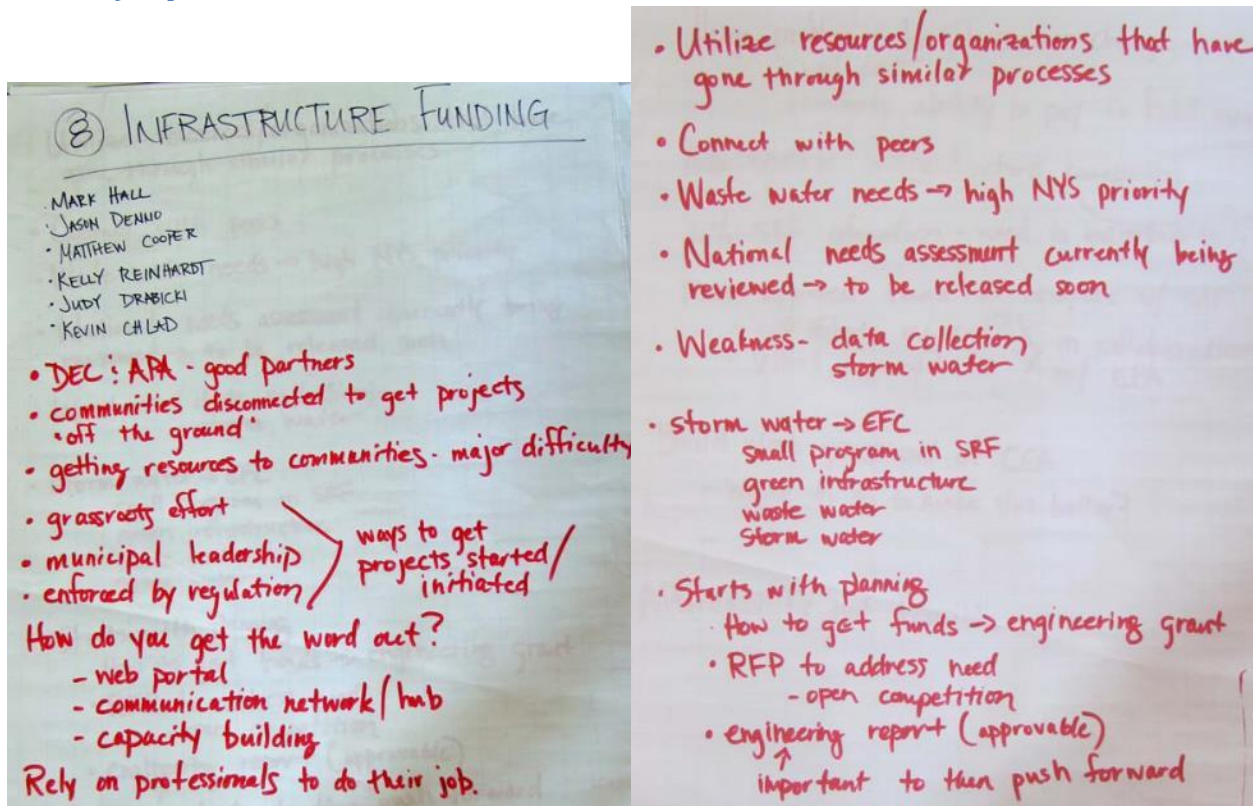
Greater collaboration among stakeholders. The group was a good collaboration. Develop a campaign for finding infrastructure funding. Bricks and mortar.

Make the case that these infrastructure improvements are critical for increasing new business opportunities. Make the case that waste water management is an impediment to economic growth in our communities. This investment in infrastructure creates jobs.

Who: form a group to push further on this. Get a bunch of players involved.

The message is that we need more money. But we have to make the case for this in economic terms.

Photos of Flip Charts



Huge problem - target service charge
 "real costs"
 residents ability to pay i.e. fixed income

Adk centric infrastructure campaign

10% SRF allocation - need to maintain this

Pres approved fund to compete w/ SRF

- will State manage?
- What agency?

} in collaboration w/ EPA

Build work group out of CGA

- What to do to make this better?
-

Affordability not feasible

Expand Vision

- Educating local govts - knowledge of process ^{of needs} boils down to planning
- Fully funding LUP
- Need tools: mechanics to implement capacity building

Is progress sufficient?

- Big picture - limited progress climate change
- Spending more in ADKs? YES but projects take time: needs are greater
- deteriorated systems in lake communities

enhanced New activity →

- BETTER COLLABORATION: PARTNERSHIP AMONG COMMUNITIES, STAKEHOLDERS, ORGANIZATIONS
- Supporting asset mgmt.
- Infrastructure campaign

SINGLE MOST IMPORTANT INCREASED ACTIVITY

- CAMPAIGN TO INCREASE APPRECIATION FOR RESOURCE BY EDUCATION
- GREATER EDUCATION → GREATER \$\$
- UNDERSTANDING IMPORTANCE OF INFRASTRUCTURE

WHO CAN TAKE ON ACTIVITY: NEXT 2 STEPS

- MANY POSSIBILITIES → WHO HAS CAPACITY
- EDUCATION AT COMMUNITY LEVEL MAY "FLUSH OUT" PROSPECTIVE ORG.
- BRING EDUCATION CAMPAIGN TO LGD
- HOW TO GET TO FIXED INCOME PERSON - MEDIA CAMPAIGN

SHOULD SMART GROWTH BE TAKEN INTO CONSIDERATION? → YES

IS THERE A MESSAGE TO SEND?

- WE NEED MONEY!

Group 9: Stabilizing the Agriculture and Forest Industries

Summary

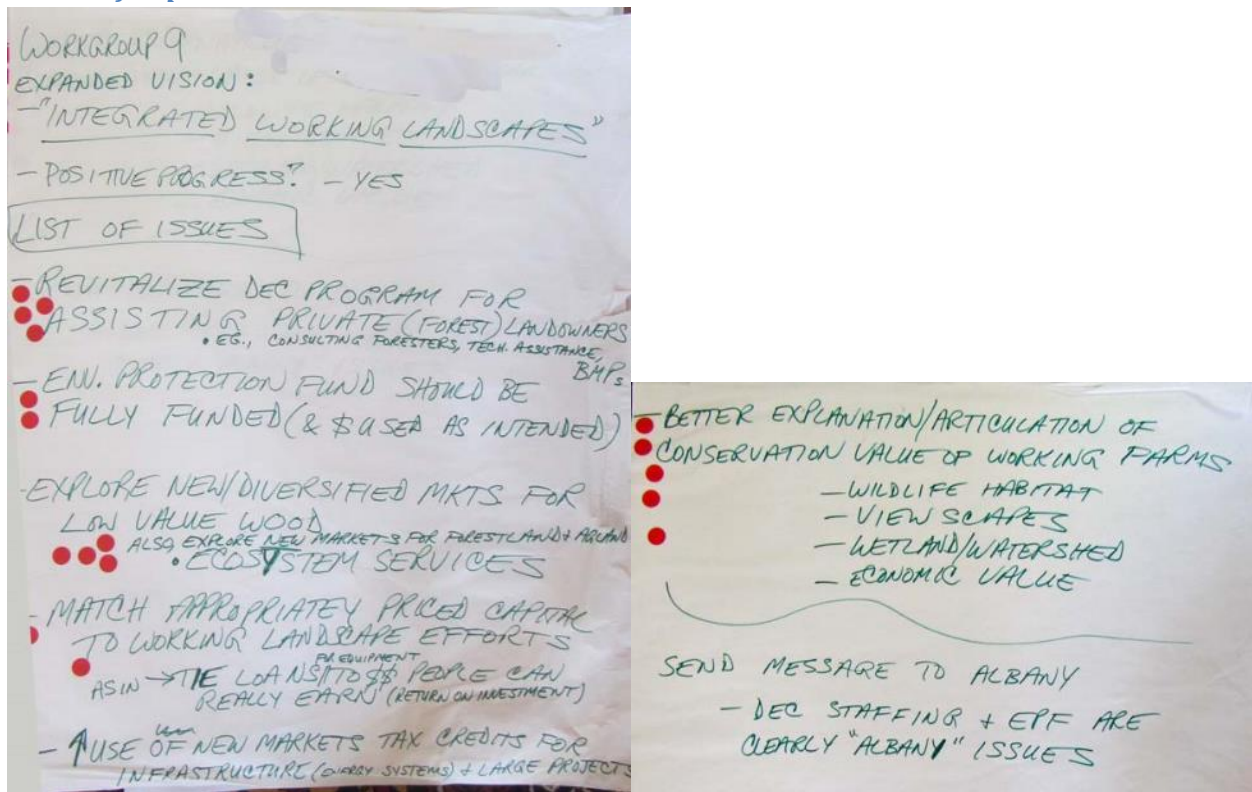
We should really think about these as integrated. Look at the broader landscape. Also includes wildlife habitat. Helps with the character of the region. A more integrated approach would be better. Positive progress is being made. But there are struggles too.

New actions to take:

1. Revitalize DEC program for assisting private land owners in forestry.
2. EPF fully funded and used as intended.
3. Explore new and diversified markets for low value wood.
4. Look at ecosystem services payments as market opportunities possibility. The integrated landscape that includes ecosystem services.
5. Match appropriately priced capital to working landscape efforts. Tie loan terms and agreements to ability to actually earn a return on this investment in equipment or land.
6. Use new market tax credits for infrastructure and large projects.
7. Better articulation of the conservation value of working farms: wildlife habitat, viewsapes, wetland/watershed protection, the economic value produced. Use easements. Integrate into grant writing.

Legislative message: DEC staffing levels and appropriate use of the EPF

Photos of Flipcharts



Group 10: Transportation

Summary

This group is certainly on the action track to do more.

- 1.) ADK Action is organizing a transportation conference for the spring of 2015. In addition, it is hosting its third road salt conference in September of 2014
- 2.) NYS DOT is organizing a UMP (unit management plan) process for travel corridors. The plan will be out for public comment by year-end 2014. There could be concurrent workgroups getting organized. Examples include: signage at parking areas for visitor interpretation, user groups like bikers, snowmobiles. One output for this kind of UMP might be a 'checklist' for corridor design with respect to issues like bike paths, signage, drainage design, and so on. As more information becomes available from DOT, Dave Mason will engage with this group to try and organize some further work.

Bike Paths

Bike paths associated with roads came up. While wider shoulders help, paths that are separated from the main pavement are safer and more enjoyable. In many cases, the ROWs are sufficient for bikes and fit the definition of 'highway use' so they can be built w/o any Article 14 issues. However, there will inevitably be short areas where the bike path must leave the ROW for a short distance, and this should be accommodated in the proposed land bank.....this is NOT the same as back country bike paths.

Lack of a Single Source for Public Transport Information

The group began to share stories about their own use of bus systems, the train to Montreal, and the Saranac Lake Airport. We were all surprised to find a quicker route, or a better ticket purchasing method, for example.

The group felt a worthwhile project would be to gather and make available information about public transportation into the Park, and within the Park. The public doesn't know what already exists and it is hard to find out.

This information would also enable much better region-wide schedule integration for busses.

Finally, such information would likely reveal some obvious 'hubs' where people could change busses, or even transfer packages between different systems if schedules were better coordinated.

Plattsburgh Airport

In the event tracking data provided it was noted that the Plattsburgh Airport is currently building an expansion to 9 gates. It will also build an international customs area that will support flights to/from Europe, especially France. The primary market served by the airport is Montreal which is only an hour away. The French speaking Canadian market are the largest customer group.

This group did not use flipcharts.

Group 11: Renewable Energy

Summary

It is not just switching to renewables, also must consider energy efficiency. Lots of good stuff happening in the region. Many municipalities doing solar. Program for pellet boilers through Northern Forest Center. District Biomass in Tupper Lake. The Wild Center is doing everything and a great leader. Sustainability Plan done. In round 1: \$3.3.M projects. The North Country: 95% renewable in generation. More biomass applications. Make the economic connection between efficiency /low cost renewable energy and growth.

Vision: make efficiency part of the vision as well as renewables. More diverse options needed. When do we get EV charging stations for electric cars up here? Microgrid development is important. Communities need the aggregation of demand matched to appropriate energy supply.

Success: less money spent on energy dollars. We don't want people to choose between heat and other needs. Small hydro is huge underutilized resource. Spend your dollars locally in things like biomass. Municipalities do more in renewable. Need technical specialists. Get the local colleges to train people in the technology. Need a comprehensively and sustainably managed wood basket for biomass supply. Community level planning. Update energy codes. More happy people. Good progress but need to do more.

Messages to Albany:

1. Get the net metering legislation passed.
2. Financing access through PACE for residential
3. Increase community capacity. Energy circuit riders that go into a community to provide assistance.

There should be a CGA energy working group.

Photos of Flipcharts

Price of electricity \Rightarrow natural gas

old municipal buildings; \uparrow \$ electricity

Municipal solar

Small hydro

IBTS: emerging technologies

Efficiency under-represented

T.L.K. district biomass

\rightarrow municipally run

\rightarrow past feasibility; next step: implementation

Town of Steuben: solar panels
\$19/mo. (net meter)
owns systems

Successes

Town of Steuben
 \rightarrow solar

Young people 😊

Energy Study

benefits of E. Efficiency

Municipal solar

Biomass thermal

Wild Ctr. as a leader

Sust. Plan
\$3.3 million in
N.C. projects

Cleaner greener
communities

Issues/Needs

Nat gas - renewables
 \downarrow \$ electricity

Small hydro

Efficiency under-represented

old municipal
buildings

municipal electricity
\$

Why is RE + En. Efficiency important?

Large-Scale (systemic) change is
Necessary for env'tl protection

\rightarrow locals wanting stability in E choices
(+ independence)
 \Rightarrow involve locals +

Protection of local resources

Opportunity: rooftop solar + geothermal

Hamilton College: geothermal in all
Success buildings

Opport.: solar thermal

Public Purpose Energy Service Corporation

Opportunity: Small scale RE/EE support

Opp.: Net exporter of E; mostly RE

Opp.: Small Hydro as a generator of RE
need to get fair price

Issue: legislation stacked against
community E

Success: Model Neighborhood / No. Forest Ctr

Opp.: Core of efficiency w/ fuel switching

Opp/Issue: ^{protect} Wood basket; match
re source to appropriate end-use

Opp: Keep local wood local

Issues: Why not more biomass here?

Q1: Vision

- Optimize efficiency Efficiency First!
- Increased diversity of thermal/renewable local choices
- Integrated E sourcing appropriate to community
- Micro grid: technology is there
- Aggregation of resources + ^(demand) decisions supply + demand

Q: What does success look like?

- Less \$ spent on E
- More E \$ remaining local
- NE is compensated appropriately to contribution to overall RE contribution

→ People can afford to live here because E justice of ↓ E costs

→ Efficiency is embedded into RE process (NYS already does well, ... continue)

→ ~~Expanded~~ Increased entrepreneurship opportunities for RE

→ ~~MA~~ Community mandates (code)

→ 😊 people

→ NYS as a supporter of RE not impediment

→ Community level planning) mgmnt.

Q. Is progress sufficient?

- It's progressing, but not sufficiently

Q. Brainstorm ideas/ Legislative; new/enhanced activities

- ~~fix PACE/onbill financing~~
- net metering ①
- More technical training (solar, hydro)
- More E in education generally
- More micro grid focus ②
- Community mandates/codes
- Improved community capacity building ②
- financing targeted for EE/RE (PACE/PFESCO) ①
- Utility restructuring (REV) ①
- Compensate NE for RE RES

Legislative Message to support

- PACE legislation (residential) Albany
- Streamline PSC cost effective financing measures
- ^{support} Community/ net metering legislation virtual (Broaden statewide support for)

Group 12: Making our Small Schools Great and Affordable

The main message: Public schools are part of a larger regional economic development strategy. We need to change our messaging from our schools are dying to "Invest in schools to revitalize hamlets".

Adirondack Schools need a regional vision: The State is defunding the public schools yet it is their mandate to support public education. Unfortunately our schools are scaled to the communities, and the equation for state aid is skewed against small rural schools.

Next steps:

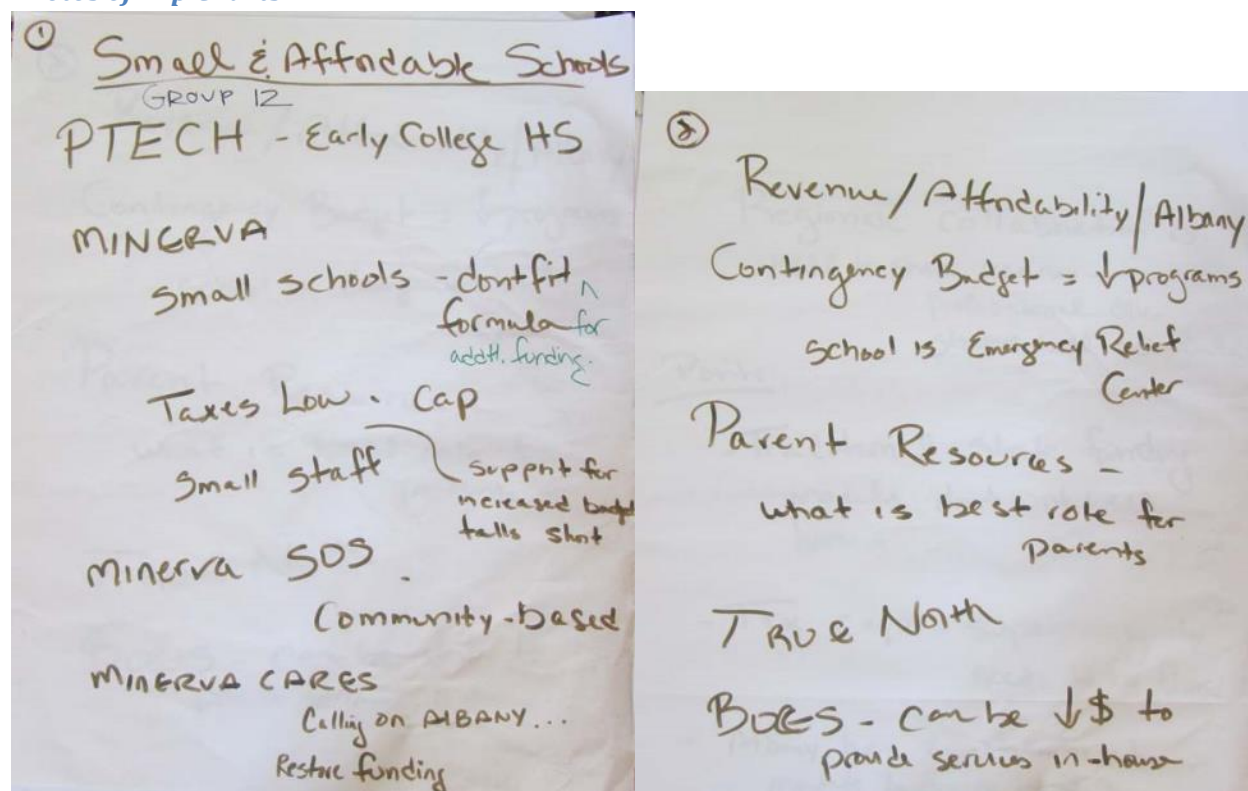
Create a regional school group that can take inventory on what small efforts are ongoing and how a regional group could have an impact. Perhaps The Adirondack Education Alliance. We are too fragmented in the region. There are 10 BOCES districts in the Park. This doesn't work for us.

What we could do:

- Develop the story - What is an ADK education and why and how are schools vital to our communities. It is important for all residents to understand, not just staff or families in the schools. What do we have to lose if our schools close (e.g. some schools serve as the emergency evacuation center, in many places, schools are raising our kids). Building human capacity is what schools do.
- Minerva had serious funding issues in the past year, due to the property tax cap and this could be the future for other regional schools. How can we fight to reinstate the GEA (Gap Elimination Adjustment): during recession the state took back a lot of money. They need to stop this. Got only 59% of it restored.

Legislative message: hold state accountable for funding the schools. Schools are an integral part of any economic development for the PARK. Get rid of the GEA and reform tax cap legislation to allow simple majority to override.

Photos of Flip Charts



Regional Collaboration as
model to share resources -
professional dev.
shared bell schedule

Points

- Traditional State funding models don't work well here -
- Tax Cap - super majority needs to be fixed
- Albany has constitutional mandate to provide education
- Tax Cap = putative & undemocratic
- Many communities had self-imposed caps before
- "Spending like a drunken sailor"
- CENTRALIZED CARES network - pool talents
- Other rural areas in NYS?
- Hobbit Study

Rural Schools Association

- Next Steps: Regional Connections
- Get RSA rep to speak
 - Find interested parties -

How Can CGA Support?

Legislative Actions?

↓
This area can't attract new businesses, residents, people w/ families when schools are 25m. away...

Key - Tie schools to job preservation/creation -

- State Funding

Foundations

Boards

Community Schools Funding Initiative

- Pooling of resources - already happening
- Collaborative Group - gather examples & show state that is not an answer to larger problem

- Public Perspective
 - Drain on resources
 - Gov saves Time & money

Inclusive message

SL Community Group
- spoke at board mtg.

CAFE

Community alliance for ed.

Success

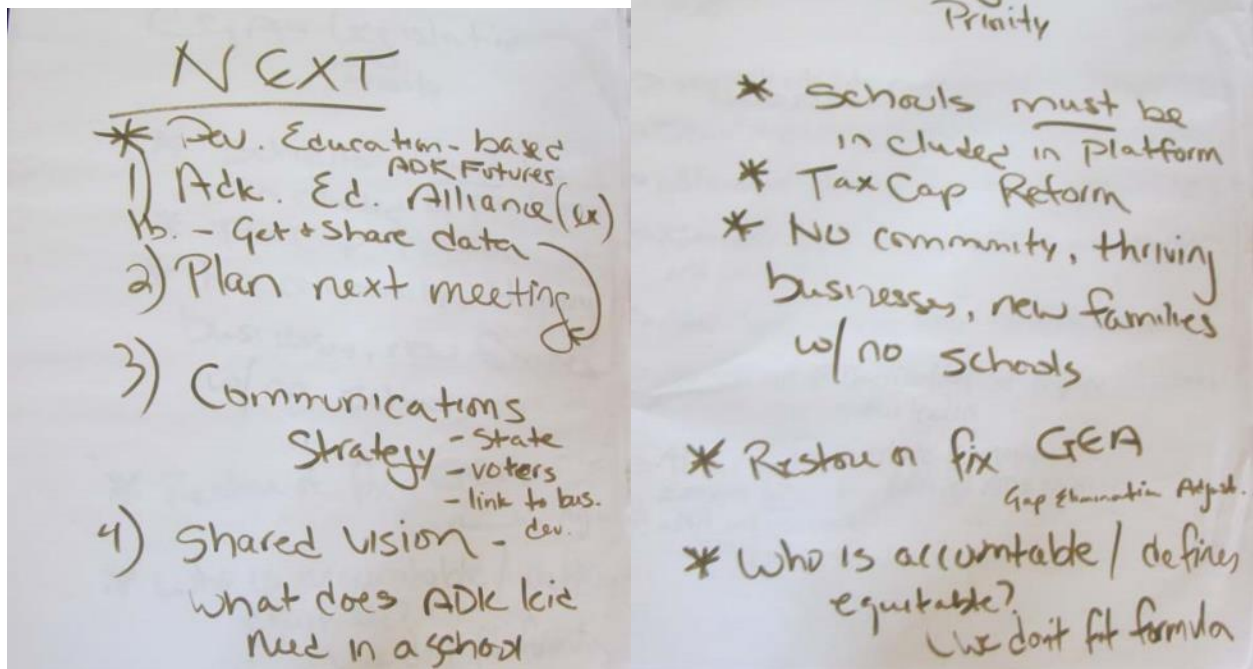
- Rural Schools Alliance
 - but specific to ADK's (BOCES?)
 - research & obtained funding
- Small Schools legislation
- Unified Area -
- Supporting School faculty
 - asking too much
 - effect quality

Global NY

Teacher Certification
ADK Fndtn - new grants

Adirondack Identity

- Check Futures
- time to collaborate
 - Schools that ADK kids need
 - PR effort
 - Link schools to community
 - White paper (chicago)
 - myths Look @ data
 - best practice



Group 13: SLMP Update and Landscape Planning (Complexes)

The State Land Master Plan (SLMP) is a solid document which has stood the test of time. There are many great concepts in the SLMP, but there are some things that need to be updated. The DEC and the APA are developing Complex Planning. This type of planning would group multiple Units together into "complexes" which are ecologically similar and geographically aligned. The concept is to investigate front-country versus back-country recreational planning (without defining what a specific distance is for front versus back country).

Planning would include local government, residents and any interested party. Protection of the natural resources is still primary objective.

No change is needed to the SLMP to start this process. Complex Planning does not substitute the need for Unit Management Plans (UMPs).

New activities: Start with one complex (Great South Woods) and see how it works. It is anticipated that needs for SLMP revisions will be identified.

Who: DEC has the lead on planning; APA has the lead on SLMP. Make sure everyone is involved. Do not make promises that cannot be kept. Be willing to compromise. Look at the big picture and do not cater to individual special interest groups.

Needs: Better recreational user data, natural history information, and local community surveys (What does each Town want?). Must follow process (SLMP) and laws.

No legislative message now. Early in the process. SLMP update doesn't need legislative approval. Flip charts from this team were not preserved.

Group 14: Arts, culture and heritage as drivers of Park revitalization

Summary

The arts promote economic stability. Keep young people in the Park. Promote wellness and quality of life.

Arts, culture and heritage must be better integrated with regional economic development. Ecotourism, arts and heritage can come together to create integrated experience for people visiting the Park.

There is a lack of representation of arts, culture and heritage people in local decision making.

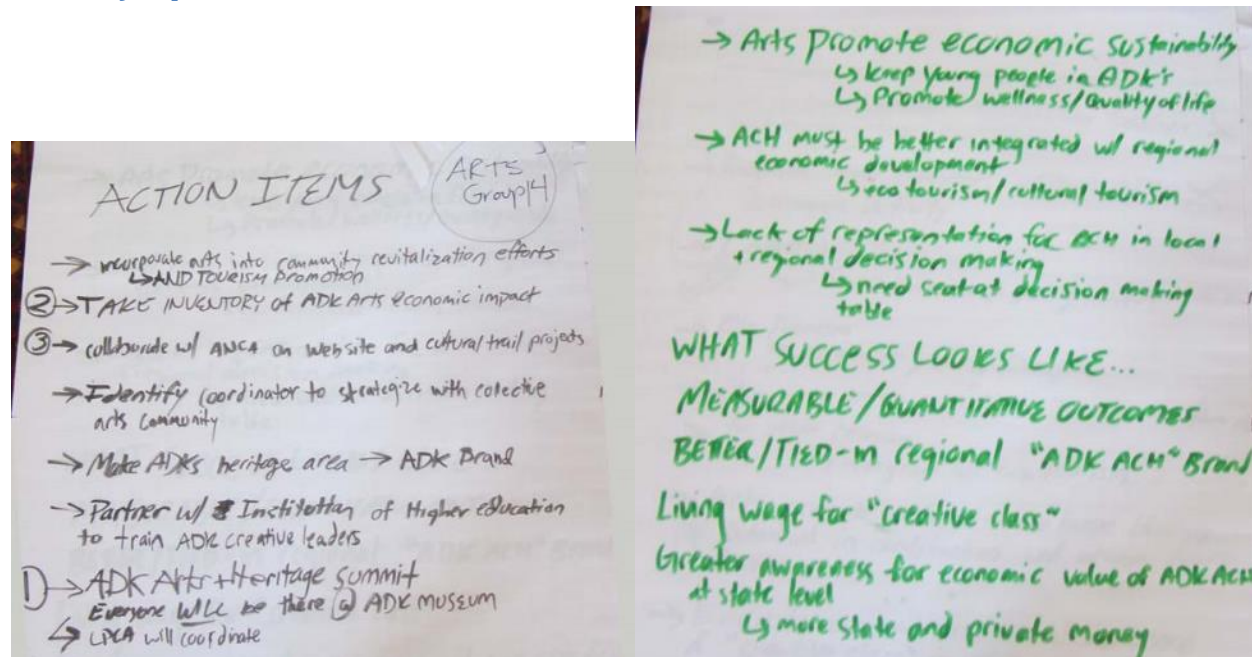
We want measurable successes. Want to see jobs created, satisfaction from tourists that tell us we are making progress, a brand for the Adirondacks and to be associated with arts, culture and heritage. Living wage for creative class. Greater awareness of the economic value of these sectors. The economic impact of these activities is not understood by legislators and investors.

We need more state and private investment in these sectors of our economy. Incorporate arts in community revitalization efforts. Theaters and cultural centers can anchor a hamlet center. Have a good characterization of the economic impact from the arts. Cultural trail projects. Unify the vision for all visitors and residents.

Need a coordinator to be the catalyst that pulls all these groups together. Consider going for national heritage area status for the Park. Partner with institutions in higher ed to create arts leaders.

We want to hold an ADK Arts and Heritage Summit. Adk museum is willing to host this.

Photos of Flipcharts



- ## ARTS CULTURE AND HERITAGE
- Connection between organization location and boosting local economies X
 - Regional arts projects support ADK economic activity X
 - Community Sustainability
 - ↳ Arts + Culture keep young people in ADKs
 - Eco Tourism
 - ↳ Attracts young people
 - Become more visible to tourist in the ADKs for other reasons
 - ↳ Integrate w/ Eco Tourism
 - Arts promote wellness + have therapy potential in combination w/ other Park assets
 - Evaluate economic and social influence of "creative class" in ADKs
 - Possibility of interpretation as economic driver

- Disconnect between tourism and...
 - ↳ History
 - ↳ Arts + Culture
- Naturally occurring retirement communities
- Isolated and independent visitors centers
 - ↳ focus on businesses and eco tourism not arts and culture
- Lack of representation for arts + culture
- SL → Arts org. successful
 - ↳ Artwalks boost economies
- REDC → regional org. have success in grant making
- coordinating connected/integrate events
- Multi use arts facilities save money and bring more people to arts spaces
- Large and Recovery Large
- Arts and health work together
- Buyers day + artists profit development

- ## What does success look like?
- MEASURABLE OUTCOMES! Quantitative Success
 - ↳ years from now...
 - ↳ people think of arts and culture as much as eco tourism in ADKs
 - Better brand for ADK Heritage Arts
 - Sense of Place through Arts in ADKs
 - Have a voice at the table in regional decision making
 - ADK communities represented through their arts and culture + history
 - ↳ integrated regional identity
 - Professional artists in ADKs making a living
 - ↳ + people doing heritage related work
 - Better dialogue w/in Arts/Culture community
 - ↳ collaboration → tech (communications) will flourish
 - Greater awareness for value of arts + investment from state gov't + private
 - Arts in schools **ROBUST** Heritage Arts

- ## New or enhanced ideas
- Cultural Data Project
 - ↳ make info available / shareable
 - ↳ Hire someone to consolidate data?
 - ↳ assess impact of arts and culture in region
 - * ↳ inventory of creative economy
 - Collaborative summit of arts and cultural organizations + creative economy
 - REGIONAL ARTS WEBSITE / DATABASE
 - ↳ ANCA
 - ↳ Simple + easily accessible
 - Arts trail
 - ↳ integrates arts w/ other attractions
 - Trail Towns Network → represents arts attraction in vacation planning
 - Creative professionals join leadership

General Notes and Feedback

We invited all participants to comment on their discussions using a card that we collected. The card could also be used to provide other feedback or suggest other topics or projects for CGA to work on. Here are the contents of the main body of the cards.

Overall

So well organized, thank you

It is always amazing to be with the wide range of people and interests who are eager to work things out together

Well prepared, timely, informative

A bit too much talking in the morning, could perhaps have 2 working group sessions so people could participate in more than one in the day

Opening slide show not necessary

Nice slide show

Great to see so many bright, knowledgeable, and passionate folks who have great visions for the future of the Adirondack

Excellent Forum, Collaboration phenomenal

Great organization, informative overview, Albany legislators very good

Great event! Wonderful people in the room

Always difficult to pull people together between sessions

Jim and Dave have done an excellent job addressing ways to move forward

Wonderful opportunity for cross pollination

Nice job...as usual

Well run!

Excellent commitment to future action

Economic Development Ideas

On the feedback cards, a number of economic development things came up. What follows is a list of specific projects that people recorded:

SPECIFIC IDEAS for Economic Development PROJECTS

- Partner with world class medical institutions to promote medical and wellness tourism
- Seek partners, already established anchors, for activity-specific recreation tourism. E.g. Orvis, Patagonia, NOLS and invite them to help with funding their own customer communities and groups.
- Adirondack Gateway signs on the NYS Thruway, Northway was a great suggestion from the floor.
- Targeting people of color in promotion was a great suggestion from the floor
- Great to know the recommended plan will be a single website calendar for all arts and cultural events bringing together ROOST and ANCA and any other regional calendars so there will be one unified source
- For renewable energy, seek to change NYSEDA regulations that prohibit funding for wood pulp/chips

- More farm-to-school projects, need for more USDA inspectors (to enable local farms sales to restaurants and hotels)
- Local foods processing and value added, scalable projects, were common threads
- Vehicle for local stories to national press re the foodie movement
- Developing and promoting the ADK event like New Orleans Jazz Fest, Sturgis Fall Motorcycle Rally, Des Moines Iowa State Fair
- Identifying and recruiting needed small businesses like groceries and veterinarians.
- Connecting professionals with businesses: fishing guides, trail guides, etc
- Connected camping communities.
- How can, or how does, the Forest Preserve drive local economic development?
- What are the (5 or 10 or 15) top small business concepts that can be developed in the park?
- How to create an Adk Park Chamber of Commerce? It could organize information presentations, organize venture capital, etc.
- What is our economic carrying capacity? Within a park it will/must be different from other regions.
- Lodging and associated services 'in scale' are in greatest need and critical to economic, cultural and population stability. Resident connectivity to tourism, recognizing advantages of visitors (economic vitality and energy they bring).

Networking

Great opportunity to meet and mingle with the broad range of interests

Big reason I was here and I wasn't disappointed

Need more of this

Great turnout

Excellent! Would be great to get a list of attendees with contact info

We could use more breaks to network more

Great networking opportunity

Working thru lunch meant networking was limited to before the meeting started

Just never have enough time to catch up

Could have used more time

Great location and the setup was conducive to meeting and greeting

Good job having the photo in the morning

Wonderful opportunities

Professional and personal connections are fabulous at CGA meetings

Best, necessary, important

Good attendance from elected officials

Networking OK, need more town, village and county representatives

Great networking with other educators, building on local advocacy efforts to plan for a regional network of support (Adk Education Alliance) to promote and enhance local schools.

Connected to like-minded people for the most part, and neighbors

Met a lot of people who are active in the North Country and it was really interesting

As a young person with ties to the Adirondacks, it was refreshing and reassuring to see the commitment to the North Country by the general population

I was pleased to see the diversity of people and backgrounds working together to address important issues.

Congratulations. Excellent. Thank you for organizing this event. Glad to see people I had not seen in a long time. Lots of motivated people.

Connections and contacts are very useful.

A good variety of perspectives represented as always.

Is it possible to send an email to all attendees with names and contact info? It is crucial to building stakeholder interaction [fyi, this has been done]

General Feedback – general comments not otherwise categorized

There was great turnout but one challenge is that the timing of the event excludes certain constituencies – particularly young farmers (who are growing food) and college students. If younger folks are key to the future economic development of the area, a late fall event might be able to garner more participation from that population.

More collaboration among players in the categories delineated.

Many new connections made. Saw many old friends and business colleagues. Lots of great new ideas generated, new ways to look at old ideas. While much of the discussion was focused on the environment and beauty of the region, water, mountains, clean air, etc. I think more needs to be discussed about promoting economic development, making it easier to start-up grow and

expand businesses into new areas. NIMBY and much of the push back on real estate development on a larger scale (e.g. the Adirondack Club and Resort project in Tupper) in the Park needs to be addressed. I believe more collaboration, some updating/rewriting of regulations and an ability to expedite is needed. Good jobs, especially construction and tourism, are needed and certain clusters in the Park and are 'shovel ready' now. North Creek, Tupper Lake, and upgrades/rebuilds in Saranac Lake are 'now'.

Every group seemed to come back to funding but realistically there is not likely to be more money so need to be more viable and locally sustainable ideas.

Many areas seem to be an issue at the scale of NYS policies and programs – specific to the Blue Line, and appropriate to scale whether infrastructure or economic development.

Great working group [transportation]. Future collaboration has been planned. Will participate in the travel corridor work group. Will attend the transportation conference in the Spring of 2015. I was impressed with my work group, a wealth of ideas and insightful visions for a sustainable and viable Adirondack future. I look forward to collaborating and contributing to an exciting master plan for the Adirondacks.

The Forum is an opportunity for me as a summer homeowner to gain insights into the challenges and opportunities here. We can meet the State, local and NGOs and elected official who are players in meeting the challenges and capitalizing on the opportunities.

No surprise that money needs are far greater than the supply. CGA cannot increase the voting population but its effort to draw attention to the nationally unique attributes can/will increase the will of government and industry to invest in the Adirondacks. Keep it up!

Appreciate the ideas but who is actually going to do it. If it is towns, they need staffing and money.[*editor: in the past, working group emerge from the Forum to continue the work...the ethic is something like 'if you don't do it, no one else will either...'*]

Infrastructure - comments

Heard the word 'infrastructure' most today. We need a unified ask for dedicated funding to infrastructure or jobs. Water. Tourism, all businesses, hamlet development. This would be supported by municipalities, enviros, businesses, unions, health groups, agencies...

The nexus of economic development and environmental protection is waste water treatment! Investment from the EPF and other state funds to increase and upgrades to these systems park-wide is needed.

Waste water infrastructure upgrade and expansion has to happen before all/any of the increase in lodging opportunities begin. All these potential tourist poop and no one seemed to acknowledge that.

World class, economy of scale, growing infrastructure to grow economy. Comprehensive integration of resources, an indicator of success, parity throughout the Park, adaptive reuse of infrastructure. All roads lead back to economic opportunity and development.

Adirondacks have world class outdoor recreation opportunities but not world class infrastructure and amenities.

Preparing for major storms like Irene, so that towns and businesses can recover quickly

Please continue the water, waste water, storm water conversations in 2015

Education, Higher Ed and Academics comments

Want to conduct an 'ADK Futures' study for education vision/future. Identify the endpoint of Adk education. What do our students need to know or do when they leave school?

Idea forming for the AEA: Adk Education Alliance to promote schools, find ways to fund them, share resources, etc.

Connected with educators on small and affordable school, creating and identity for Adirondack kids, foundation for legislative action is a core component of CGA

Thank you for including schools as a working group and recognizing their importance as an asset in the overall strategy of ADK Futures.

Something about leveraging the academic institutions to engage with communities and topics

Higher Ed's role in the Adirondack's future

Get all 3 REDCs to invest \$ into a regional education fund to move forward action items from the regional education strategies workgroup.

Continue the education theme at CGA in 2015 and connect schools back to all the other topics as this is the foundation of our region.

People Related comments

Local capacity building came up very often as a high priority in the Park on many issues. Shared positions between communities?

Local capacity building, perhaps sharing a grant writer or grant administration function among Towns

Workforce development, include REDC representation, the opportunity agenda, SUNY, SBDC

Health care – lack of qualified professionals and facilities. People will not retire where there is no hospital or support for an aging population.

Get more young people involved

Retaining human capital, attracting human capital

Lots of common thread among work groups. Right-sized investments in the Park, funding models, entrepreneurship, collaboration, human/social capital

Poverty – leveling the playing field in the communities

Human diversity in the Adirondacks: Where is the afro-am community? The latino community? The Native American point of view?

We need to find a way to involve people from downstate and especially people of color in our region's planning process – i.e. more diversity on the Boards of ORDA, APA, DEC, Parks and Rec, and conduct some planning sessions in Albany, NYC, Syracuse, etc.

Human Capacity – this is our biggest resource beyond nature in the Park. We as local 'units' need to be given more control over our lives. The Adirondacks are not uniform even though we have to work regionally.

Meeting Format - comments

It was, in my opinion, a very effective event with tangible outcomes

This year's event seemed the most focused and productive of any CGA event to date. The working group structure worked.

The format of this CGA meeting with workgroups was excellent for allowing so many participants to have their voices heard and to leave with some realistic actions to move forward on specific initiatives to enhance our areas of interest.

I appreciate the move towards workgroups. I would have liked the opportunity to participate in more than one topic or to float between topics without negatively impacting the continuity of the conversations

I would have appreciated more time to learn more and contribute w/other groups.

Great work groups. Would like to have attended several. Would have enjoyed that more than the morning agenda. Shorter summaries would be better.

Not sure if it is possible, but it would be nice to participate in two work groups, but two rounds would make for a long day. I think it was hard for a lot of people to choose between something they knew a lot about and something that want to learn about.

I recently moved to the Adirondacks to live and work. This forum was a great introduction to the top issues of the region and was a great venue to discussion solutions and future steps

Very rewarding day. Much to think about. Great variety of topics.

I feel this was the best CGA session yet. I was very pleased that the arts, culture and heritage was finally included and that session went very well. The opening presentations went well.

Maybe the Core Team can collect a short list of next steps from working groups and do a briefer presentation back to the larger group. Or hold presenters to 5 minutes or have the task use a shorter list of questions.

Liked this year's format except limited time to talk to each other. Maybe not work through lunch next year.

Good job ☺ Thanks for your efforts Dave and Jim!

Attendees need to be more respectful, too many side conversations

Summaries too long

Keep time limits for group reports

When speakers got long in the end, people were losing steam.

Break out reports were too long, many people left, how to address this?

Need more background info on topic for work group – already, on-going, up coming

Too many work groups and some overlap, report outs too long

Almost too many topics to deal with and absorb

Pick a few priorities and develop an action plan for them.

The final session was a benefit. I heard from other groups I would like to be involved in

Reporting to plenary is tedious to present and to listen to. Hard to know how to fix this. 14 groups is a lot but probably an excellent vehicle for participation and involvement of all. The synthesis cannot me done on the spot, but it is vital

14 topics need to be consolidated – find 3 important, focused, Park-wide, controversial issues to address and hammer down. Examples: legislative approach to fixing roads, the amendment, address the constant litigation and challenges made once projects have been legally approved ie snowmobile trails, mining, Tupper Lake....where does it end?

Food comments

Could have used afternoon snack or fruit and a drink

Food: Need to be aware of food allergies (gluten, dairy) of visitors.

Lunch was great, Thanks for using a caterer.

Kudos to whomever chose Flavor catering for lunch – it was delicious! ☺

Can we reduce the waste from lunch in the future?

Venue comments

More porta potties next year

Beautiful venue. Brilliant facilitation by Jim and Dave. In small group, there are always people who talk too much, but Cali did a great job of managing that and synthesizing the info.

Great location, loved the atmosphere staff was friendly,

Perfect day, not too hot, no bugs.

Love the location, good food, well organized. Jim and Dave are great hosts. The sound system was great and it was easy to hear everyone speak.

List participants by town to facilitate carpooling, perhaps share emails so the registrants can organize travel. Could have HOV (3+people) parking near the pavilion

Keep the event at Long Lake. It works.

Suggested Topics for Next Year

Report out on implementation of Adk Economic Strategy actions

Report out on the actions from this 2014 meeting. What progress was made?

Complex planning, how is the Great Southern Forest project going?

Clearing house for invasives – threats and remedies

Communication between areas of the Park (events, news, ideas, activities)

The rail-trail debate – let's talk!

North Country buildings need advanced and better implemented building codes.

Economic development, real estate development. Some big goal like a new interstate across the north near the border, rewrite some APA regulations, deregulation

Feedback from any municipality that is growing – have its leaders talk about what they are doing

Energy efficiency cuts across all work groups and if should play a role in future CGA forums

Create a theme/thread that the CGA can get behind similar to REDC. Example: “connected” and how our CGA priorities all feed into making the Adirondacks connected....similar to collaboration. It may help illustrate how all CG issues and efforts are connected and feed into the larger vision.

How are other rural wild areas able to deal with the issues we share?

Governor's task force focused on reducing/simplifying business regulations in NYS


Appendix 1: Slides on Economic Strategies

Following are the slides used by Margaret Irwin.



Adirondack Economic Development Strategy

*Moving the Needle in the
Adirondack Park*



The Emerging Economy

- Blueprint for the Blueline
- Advance strategies/align with REDC's
- Building on a strong base
- Stabilize and then revitalize
- Accept current rural realities
- Move into a new economy: sustainable and entrepreneurial
- Requires a new mindset:
 - Place matters more than location
 - Focus on innovation
 - Bigger is not necessarily better
 - Talent drives decisions
- Collaboration is the "silver bullet"



Approach

- **Quantitative**
 - Asset evaluation
 - Review existing efforts
 - Data and trends
 - Cluster analysis
 - Original research
 - Priority project survey
- **Qualitative**
 - Interviews
 - Site visits
 - Conference presentations
 - Six regional workshops
 - PAC meetings



Draft Goals

Goal One: Inspire a culture of entrepreneurship with a globally competitive workforce and rich business base.

- Higher education partnerships
- Leadership Adirondacks
- Job satisfaction strategy
- Adult education
- Entrepreneurship K-12+
- Path for new entrepreneurs
- "Brain gain" student retention
- Park-wide small business support
- Teleworking
- LEND local



Goal Two: Promote a sustainable and connected rural life and quality infrastructure.

- Community attachment
- Broadband
- Community capacity building
- Affordable housing
- Accessible health care
- Revitalized hamlets
- First responder incentives
- Resilient infrastructure
- Alternative water/wastewater
- Underutilized properties



Goal Three: Reinvent traditional industry in forest products, natural resources and agriculture.

- Build local mentality/incentives – ADK Green Building Fund
- Grow local mentality/incentives – Made in the Adirondacks Tax Credit
- Wood pulp/pellet commercialization/NYS rebates
- Forest product small business
- Scale up small farms
- Continue regulatory review /sub-regional planning



Goal Four: Advance the Park as a world class destination.

Anticipate growth in "millennial" visitors and "geotourists"

- Implement Adirondack Trail Towns Initiative
- Implement a tourism ambassador program
- Upgrade and diversify lodging
- World class sports recreation facilities
- Expand ADK recreation portal
- Unify tourism marketing



Next Steps

- There is promising growth... understand and accelerate it
- Excellent models exist: replicate and unify efforts
- Create an entrepreneurial ethic at all ages
- Think about community cohesion and attachment
- There is low hanging fruit – but your trees are really tall, and you just may need to stand on each others shoulders to reach it