

# Mapping the Future of the Adirondack Park

## Workshop One

### Paul Smiths College

### September 27-28, 2011

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Authors and Facilitators

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#### *About this Document*

This is the complete documentation of the scenario development workshop held at Paul Smiths College on September 27 and 28, 2011. It attempts to capture as faithfully as possible work done by the 34 participants and the various presentations and discussions that occurred. Corrections or additions can be sent to Jim Herman ([jim12942@gmail.com](mailto:jim12942@gmail.com)).

We wish to thank Paul Smiths College for generously donating the room for the meeting. We wish to thank the Adirondack Community Trust for their grant that covered the cost of food for the meeting.

This workshop is the first in a series that began with a presentation at the Common Ground Alliance meeting on July 20, 2011. The series is expected to conclude with a summary presentation at the next CGA meeting in summer 2012.

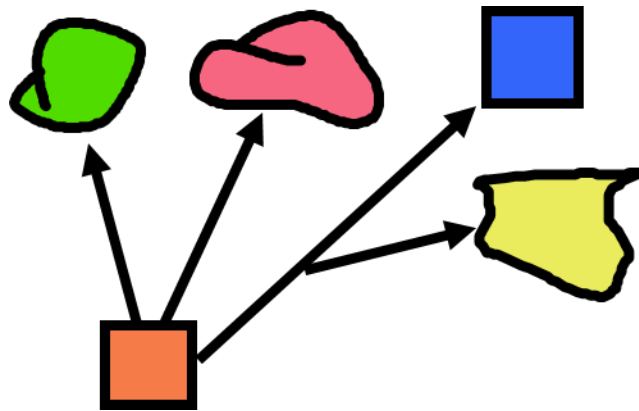
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## The Process and Content

This scenario development process is based on the following principles:

- The highly prepared meeting. We interviewed all participants ahead of time in order to understand the issues facing the Park and to solicit ideas about important actions, investments, changes in law and regulation, etc. that would be necessary for “good futures” to transpire. In this way, the participants were presented with a lot of ideas to work with and spent relatively little time getting started. All participants received the six endstates one-week prior to the workshop and were asked to read them carefully and complete an exercise in which they rank ordered them from most to least desirable and most to least attainable.
- Two-part definition of scenario. In this approach a scenario is divided into the **endstate** or outcome statement at the planning horizon (in this case 25 years from now) and a series of **events** that must occur or must not occur that lead us from the present to that outcome. For this project, we wrote six endstates and 135 events based on the interviews and other research. The endstates describe the Park in 2036, largely as a snapshot although in some there is some information on how it got that way. The events each describe a single action or condition at some point in time between now and 2036. Their timeframe is described as 5, 10, 15 or 20 years from now.
- Multiple, diverse but not necessarily divergent scenarios. The six scenarios are not all about the same issues and they are not all mutually exclusive. They take the tone, generally, of “this is the key to a great future”. By dividing up the issues into different scenarios, each team is not working on the same thing and more work gets done. Overall, the scenarios do frame important choices that we face here in the Park.



*Each Scenario is a Vector from Today to the Future*

The workshop is divided into these major task blocks:

- **Current Expectations.** Participants sit down in five teams, read through the 135 events one by one and vote on each one’s likelihood. Each person votes their personal opinion but because they are in a team they can see where their expectations align with their colleagues or not.

- **Analyze Endstate.** Each team has been assigned one of the endstates. They are asked to defend it as a lawyer would defend a client, in role play style, even if they have objections to it. (The sixth endstate F: The Adirondack Forest is a very negative scenario and the analysis was done by the facilitators). They must decide on the way they wish to interpret and defend it and answer these questions about it:
  - What are the major themes of the endstate?
  - What are the major changes from today?
  - Does the economy inside the Blue Line grow, shrink or remain the same? Which sectors grow and which shrink? Which areas of the Park do better and which do worse?
  - How has the Park population changed? Does it increase, decline or remain the same? What factors affect population levels? How will the demographic profile change?
  - Who are the players that make this endstate happen? Government? NGOs? Private Enterprise? Citizens?
  - What are the biggest obstacles that must be overcome?
- **Select Events.** Each team then went through the 135 events again and selected those that helped the development of their endstate or hurt its development. They also wrote additional events needed for their endstate to come about. They then clustered the events into major themes that related to their analysis of the endstate and pared them down to around 40. It was a lot of work to make sense of all the event selections and figure out which ones were really most relevant to the team's particular endstate. Often they laid out the cards on the floor.



- **Team Presentations.** On the morning of the second day each team presented its endstate analysis and their path of events that got us there. They then submitted to questions from the rest of the participants. Then each team member was given the opportunity to briefly describe their "true" opinion about the endstate. After all the presentations were given, the participants ranked the endstates in terms of Desirability and Attainability.
- **Data Feedback.** The results of the two ranking exercises (pre-read and after the presentations) were then presented and compared. Also, the ways in which the events selected by each team intersected was also examined.
- **Composite Scenario Development.** Participants were then assigned to new teams and asked to look at all the endstates and their event paths and consider how we might create a synthesis or composite that better expresses the opportunities and choices facing the Adirondack Park. Teams then briefly explained their synthesis. The meeting ended with a plenary discussion.

## The Participants

The 34 participants were nominated by the Core Team of the Common Ground Alliance. All were interviewed prior to the workshop. They represented a broad cross section of organizations and roles across the Park and were from many different areas of the Park. Here they are in alphabetical order.



Group Photo at Middle of Second Day of the Workshop

Jeff	Allott	General Composites Inc.	VP of New Products and Business Dev.
John	Bingham	Wild Orchard Farm	Owner
Cali	Brooks	Adirondack Community Trust	Executive Director
Carol	Brown	NCCC	President
Carol	Calabrese	Essex County IDA	Co-Executive Director
Mike	Carr	The Nature Conservancy	Executive Director
John	Collins	Northern Forest Center	Board Member
Sherm	Craig	Ranger School	retired - Wanakena resident
Ray	Curran	Adk Sustainable Communities	Advisor
Jerry	Delaney	Adk Park Gov Review Board	Chairman
Steve	Erman	ANCA	Chairman
Bill	Farber	Town of Morehouse	Supervisor
Cynthia	Ford-Johnston	Keene Central School	Superintendent
Ed	Frantz	NYS DOT	ADK Park and Forest Preserve Manager
Susan Day	Fuller	Fuller Communications	President
Mark	Hall	Town of Fine	Town Supervisor
Greg	Hart	Workforce Dev Institute	Regional Director
Greg	Hill	Adk Sustainable Communities	Director
Brian	Houseal	Adirondack Council	Executive Director
Eric	Kasza	DEC Region 5	Supervising Forester
Heidi	Kretser	Wildlife Conservation Society	Livelihoods & Conservation Coordinator

Art	Lussi	APA	Commissioner
Keith	McKeever	APA	Public Information Officer
John	Mills	Paul Smiths College	President
Megan	Murphy	AMC	Strategic Planner
Howard	Nelson	Hudson Headwaters Health Network	Executive Director
Karyn	Richards	NYS DEC	Forest Preserve Coordinator
Jamie	Rogers	ANCA	Energy Program Coordinator
Zoe	Smith	Wildlife Conservation Society	Director, Adirondack Program
Stephen	Svoboda	ADK Lakes Center for the Arts	Executive Director
Leilani	Ulrich	APA	Commissioner
Ross	Whaley	Adk Landowners Association	Senior Advisor
Dave	Wolff	AdkAction.org	Chair
Neil	Woodworth	Adk Mountain Club	Executive Director

## The Facilitators

This project is a *pro bono* effort by Dave Mason and Jim Herman. Dave and Jim ran a boutique strategic planning consulting firm through the 1990's. Their clients were large, global organizations as well as some government agencies. This scenario development methodology was the core of their practice. They sold the business in late 1999 and after a few years retired and moved to their vacation home in Keene, NY. They have contributed to a number of non-profit and public improvement projects in their town, most notably the Town-Wide Broadband Project.

Kathy Hornbach and John Kelly were senior consultants working with Dave and Jim and have volunteered their time to help facilitate this meeting. Currently they both work independently on various management consulting and facilitation assignments.

## Executive Summary

This was an exciting and dynamic workshop. The participants were extremely knowledgeable and worked hard in a focused manner. The results are thought provoking. Just as at the Common Ground Alliance meeting in July 2011, there was overwhelming support for the Sustainable Life scenario. Why is this? The Sustainable Life (C) scenario seems to have given voice to something that speaks to lots of people. The ranking results are startling to us. It is, apparently, our Common Ground. What is it about this scenario? We have some suggestions.

We think the diversity of ideas for economic improvements make C appear more stable. There are 4 components that offset shrinking government employment. These 4 legs of Sustainable Life give it a sense of economic stability without a scary level of growth.

- Keeping more of the existing economic activity in the Park is a big idea. Biomass heat would keep 75% of the money spent every heating season in the Park. An enhanced local food industry has a similar effect. Both appeal to smaller carbon footprints and self-sufficiency.
- Re-thinking of tourism as a kind import business. We import visitors. They spend money for goods and services here, and then they leave. The net gain for the Park is large and diverse but only if a well-designed Park-wide recreation plan can spread the activity around physically. The use of new types of guides, for example, to teach others about ecology and sustainability has appeal. Eco-tourism and agri-tourism appeal. We don't want people who will trash the place.
- Tele-work is seen as an export industry of a sort. The work is done here in the Park but delivered elsewhere. It has near-zero environmental impact. Since it is largely work-at-home it has unusual potential to enhance village life. Broadband enables this as well as the starting of new entrepreneurial businesses.
- The transition of some boomer's vacation homes to retirement residences mean more people with little new building or infrastructure. Health care and healing have a deep history in the Park so care for older people seems perfectly natural.

The workshop attendees said that this vision is what they believe the next generation in college today wants and will find increasingly attractive. It is simple logic that to keep youth here, we should provide what they want in their future. This was the one scenario that conveyed a sense of building something the next generation really wants, something that is future looking. We will find opportunities to test this as our project moves ahead.

There is no conflict between this scenario and protecting the wild nature of the Park as envisioned by the A scenario. There is also no conflict between this scenario and a measured approach to recreational use, tourism and encouraging retirees to spend more time here as envisioned by the B scenario.

This scenario didn't require a lot from government. In fact it has pretty low expectations for government. It needed solutions on point issues like rationalized government structure, a cooperative path to regulation and protection of the Forest Preserve that will be more responsive, enhanced school quality accomplished through logical mergers and broadband, more appropriate regulation of local food farming, and the like. It did not have a "throw the bums out" anti-government tenor. It did not involve



“big bang” heavy handed government changes. To some at least, this made it feel doable compared to the ADK County, for example, which requires a list of major government actions.

Community is a key part of this vision. It suggests that traditional residents and their skills (e.g., farming and forestry) can be integrated with a new population and its skills (e.g., net-based work) in a way that each values the other, overcoming old divisions. As the team that analyzed this said “This is the way life should be”. Building better connections between long-timers and new comers, between traditional farmers and new artisanal farmers, between the aging generation of retiring boomers and the next generation being educated today, these are themes that resonated. This is a vision to work towards.

It wasn’t about growth *per se* as what we need to have a healthy Adirondack Park. Instead it sought stability, community and innovation.

As this project unfolds we will need to dig deeper to find the enabling steps that put us on the path to the Sustainable Life.

We again wish to thank all the participants for giving us two days of their time. We have started something important. Tell others to come and map the future with us.



## Task 1: Current Expectations

The first major task of the workshop asked the participants to go through the 135 events and vote on whether they thought each was:

- Highly likely to occur within the specified timeframe (greater than 75% chance in their personal opinion) or
- Highly unlikely to occur (less than 25% chance) or
- Uncertain.

At each team table the number of each was recorded and then we summed the votes across the entire room.

The purpose of the exercise was twofold. First, we wanted the participants to become familiar with the events so they could use them well in the afternoon exercise. Second, we wanted to see what their *current expectations* were concerning possible future events.

The full listing of current expectations voting is available as an appendix. Here we summarize the 33 events for which there was significant agreement across the entire room. An event is deemed Highly Likely if the percentage of participants voting it highly likely *minus* the percentage of participants voting it highly unlikely is 60% or greater. An event is deemed Highly Unlikely if the percentage of people voting it highly unlikely *minus* the percentage of participants voting it highly likely is 60% or greater.

Most of the events<sup>1</sup> on local food and new agricultural ideas were considered highly likely. There is general optimism about a revival of agricultural in and around the Park.

26	5	ALT Starts Young Farmer Program
27	5	Regional Co-ops Improve Economics of Local Food Production
28	10	CSA Subscriptions Have Tripled in 10 Years
29	10	Various Measures Extend Local Growing Season

Many events about biomass energy were highly likely. The key here is that it becomes a major source of new jobs in the Park.

18	15	Biomass Energy Is a Major Source of New Jobs in the Park
48	5	ADK Research Cons. Hosts Conference on Sustainable Forest Management
51	10	DEC Sponsors Seminars on Managing Your Woodland for Sustainable Biomass Harvesting

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<sup>1</sup> When events are listed in the text the first number is the event card number. The second number is the timeframe (5, 10, 15 or 20 years from now). Then there is the event title. The detailed description can be found in an appendix by looking up the event by card number. If an event is listed with ~~striketrough~~ it means that the vote was negative (highly unlikely or must not happen).

The area colleges will help to generate new entrepreneurs. Perhaps they will focus on biomass and local food.

97 10 Area Colleges are the Focus for Entrepreneurial Development

Shared government/school administration services are going to increase with the availability of more broadband.

87 10 Widespread Broadband Enables State to Deliver More Services Electronically

88 10 Counties Set Up Shared "Back Office" Operations for Towns

91 5 Smaller School Districts Sharing Admin Functions

Greater citizen engagement, giving and volunteering is expected. We were especially interested in the idea that Lake Owners would voluntarily spend to combat invasives and improve septic systems.

However, we will still not meet the need for EMT volunteers.

112 5 ACT Creates The Guide to Volunteering in the Adirondacks

114 10 The Generous Aging Boomers Donate More to ADK Non-Profits of All Types

115 5 More Citizen-Sponsored Initiatives in the Park

57 10 Lake Owner Associations Double Spending to Combat Invasives and Septic

107 10 Emergency Medical Volunteers at All Time Low

The "new tourism" will take off in the region as we promote the Park to non-white and foreign visitors and increase our attention to different market segments.

24 15 Multicultural and International Marketing of the Adirondacks Changes the Profile of Visitors

36 10 Towns Sponsor Seminars for Their Workers in Visitor-Facing Roles

77 10 Airports At Park Edges Expand Flights to Major Cities

92 5 ADK 'Guide Schools' Train a New Cadre of Backcountry Guides

Retirees will be an important new group of residents.

103 15 Retiring in the Park is a Three Step Process, Enhancing Hamlet Life

108 10 Major CCR Opens in Tri-Lakes Area

This group believes that concern over water quality will increase. It is noteworthy that the group believed that stricter regulations are desirable and will be implemented.

133 15 New Stricter Water Quality Regulations Implemented

57 10 Lake Owner Associations Double Spending to Combat Invasives and Septic

We will address rural healthcare issues at least in part.

- 106     5    Health Systems Start “Grow Your Own” Health Professionals Programs
- 111     15   Counties Outsource Public Nursing Services
- 107     10   Emergency Medical Volunteers at All Time Low

We are not ready to abandon the interior towns of the Park. (These are highly unlikely)

- 1     5    ~~Fund Pays People to Leave Dying Interior Towns~~
- 124   15   ~~Largely Empty Interior Park Areas Declared a Formal Park~~

Other Events of Note. Concerns about effects of climate change and the need to conserve energy rose to the top. The spiritual value of wilderness is also a widely held belief.

- 62     10   Regular Severe Weather Events Stress The Park
- 101     5    Housing Rehabilitation for Energy Efficiency Takes Off
- 43     5    Wild Center Hosts International Conference on Spiritual Value of Wilderness

Some events were highly unlikely because the timeframe was too short.

- 32     5    ~~Most Government Owned Recreational Assets are Privatized~~
- 116     5    ~~Prison Closure Programs Put Former Guards to Work on State Infrastructure Projects~~
- 117     5    ~~One-Stop Permitting Process Operational~~

## Team Presentations of their Analysis and Event Paths

The next couple of team tasks are documented through the presentations that the teams made on the morning of the second day. For each team, we first include the original text of the endstate, then their themes, then answers to the questions and an overview of their event selections. Then we try to document the Q&A session followed by each team member's "true" opinion.

### Team A 2036: Wild Park

#### *Original Endstate Text*

This is what the Adirondack Park has always been in the minds of the rest of New York State and indeed the world: open, green, wet, with incredible vistas and deeply silent. It is an island of wild, a haven of peace and tranquility located within a days' drive of some 100 million people. New Yorkers are notoriously proud people and, as NYC is the greatest city in the world, this is the world's greatest achievement in wilderness preservation. Article 14 remains its foundation and the courts have continued to provide protection against shifting public attitudes and opportunistic politicians. This is the goose that laid this golden egg and the APA and especially DEC are clear that preserving this wild experience is their mission, with economic and even ecosystem health secondary. It is not about balance. They have recommitted to limiting human structures, motorized, noisy vehicles, large developments, and any encroachment on the Forest Preserve.

Land use regulation is designed around a hands-off approach that maximizes old growth forest. A unique human experience is enabled by the exceptional protection of the forever wild clause. The Forest Preserve is larger and more contiguous. Private land use regulation is tighter with fewer exceptions for developers.

Many treat this special place as 'their secret' that would be spoiled by too many visitors – better not brag about it too loudly lest it get too popular. It never has supported lots of people. Even the Native Americans in pre-historic time only visited here; they didn't live here. "Leave no trace" is a long-standing tag line with real meaning. From an environmental point of view, fewer people mean fewer generalist species that go where humans go and crowd out the rarer wild species. The Park's diverse ecosystem has turned out to be a resilient one, better able to fight off invasives and adapt to climate change than other parts of the State.

Today, in a world of water wars and a warmer climate, people realize there is economic value in large scale ecosystem services: water filtration and carbon sequestration. The Park produces amazing amounts of fresh water – it can flush salt out of the Hudson when needed. Old, untouched forests are different from managed forests that require roads and machinery.

The Park, largely, built from land abandoned in economic crises in the 1890s and 1931 is a symbol of recovery – proof that man-made insults to the land do heal, if given time. The healing of nature seems to heal people spiritually too. The citizens of New York State and those in its government entrusted with this treasure, take the long view of what they are doing. They won't exploit this place for short term gain. The forest will adapt to the threats around it because it is larger and less populated than any other

in US. No less wild, the ecosystem in 2150 will be fine, just different - as different perhaps as 2036's ecosystem is from that of 1900.

People got really scared when water quality began to tangibly decline in the Park. Large late summer algae blooms in lakes and streams became pervasive, ugly and stinky. Many stream-side farmers, lake front owners and Town road crews voluntarily organized to clean up septic, runoff and road salt problems. In Adirondack style, they did it themselves because they had to, to enjoy the life they wanted, not because the government said so. The Park continues to be a major research center for impacts of climate change, acid rain and invasives. Leading NGOs in the region are more unified to protect the Park. NGOs nationally have collaborated to eliminate mercury deposition and other ecosystem threats. The Park's communities suffer from the same problems as those faced by other northern forest regions: poor infrastructure, difficult transportation, abandonment by extraction industries, and an aging population. But, the Park is not the problem.

### *Team Members*

John Collins  
Ray Curran  
Greg Hart  
Heidi Kretser  
Eric Kasza  
Neil Woodworth  
Zoe Smith

### *Team Analysis: "The Park is the Solution"*

#### Themes

- The Adirondack Park has the strongest legal protection. "Forever Wild" is the goose that laid the golden egg and this is recognized by residents as well as national and international constituents. As an area we experience rural life similar to other places but we are better off because of the Park
- The Forest Preserve and private lands are interconnected in their ecological value and native biodiversity; while managed differently, together their ecological value is greater than the sum of the parts.
- Science research and inventory and analysis drive the Adirondack Park decisions and because of this the Adirondack Park is an international model for ecosystem research and management.
- Emphasis is on the environment and letting nature be nature to provide ecosystem services, clean water, and allowing natural processes to occur uninhibited.
- In order to maintain support for this model, we attract visitors and residents who support and favor wilderness protection.

#### Major Changes from Today

- The results of environmental damage have become plainly visible to the world, which has shifted attention to the Park

- \$ incentives for private land protection in order to protect the other half of the Park that isn't in the Forest Preserve
- Use science to determine and build support for ecological values to protect, and articulate it as public policy
- Public attitudes about the value of the Park, and using science
- Statutory framework for protecting private lands -> political will to focus on environment
- People around the world know Adirondack Park
- Constitutional guarantee that the State pays taxes on the Forest Preserve.

### Economic Changes

- Overall, the economy remains the same
  - Economy of core areas (Blue, Long Lake, etc.) will continue to shrink
  - Large towns & the periphery will grow (Tri-Lakes, Champlain Valley)
  - Neighboring cities (Watertown, Plattsburg) will grow from industry
- Sector changes
  - More: Science, research, biomass (if feasible), universities, telecommunication
  - More: Recreation and tourism (dependent on public attitude on the value of wilderness)
  - More: DEC and APA – more presence, more partnerships with governments and NGOs
  - Less: Local governments and schools

### Population

- Population remains the same
  - Core areas go down
  - Larger towns and Champlain Valley go up
- Shift in values – people who live here WANT to be here; they value the Park
- Young people looking for recreation, agriculture, value living in nature, less-pressured life style
- Climate and other environmental (e.g. fracking) refugees (and suburban)

### Major Players

- NYS Government – investing in the Park
- Park citizens – taking control, shift in attitudes
- NGOs and Science organizations
  - Pushing science agenda
  - Changing public perception
- Economic development NGOs and agencies – articulate the economic value of the Park
- Urbanites, taxi drivers, etc. – learn and taught value of Park and promote it

### Obstacles

- Core resident attitudes, perceptions
- NYS has less \$ to invest -> hydro-fracking could help this, like it or not
- Real estate industry that wants to continue to develop
- Decline in environmental support by the general public

## Event Flow

The team clustered their events in four major categories.

1. Forever Wild is the Foundation.  
Community land bank, new valuation methods, new targeted purchases of State land creating a more contiguous forest, finished recreation plan at DEC, pass program to generate fees, guide schools to help be environmentally sensitive.
2. Recognition that private and public lands are interconnected. There is more attention to water quality, DEC inspecting boats at launches. Many efforts are citizen driven – citizens are ardent supporters of the environment. Agencies like DOT also more focused on environment. Scientific testimony as part of the ACR hearings brought about a change in how private lands are managed and their impact on wildlife. Manage private lands better – many more incentives to do the right thing. Carbon sequestration and other payments show the value in managing private land in an environmentally sound way. APA power must be maintained to manage the lands well and preserve the unique Park resource.
3. Science and research lead the way. The Park becomes a destination on water quality research. Leverage our UNESCO Biosphere designation. More money comes to NGOs, colleges, government to do research. Public devaluing of science is reversed. People discover this is a wonderful place – people want to come here and study.
4. Let nature be nature. We build support for the protection of the environment the Park provides. People come here, give money to NGOs who build the attitude change – schools teach why the Park is important, get minorities and downstate and country interested in environmental values.

## *Questions from Audience (still in role play)*

Q. What happens to the local population and governments?

A. We don't really focus on people. The people that do remain are very supportive of this model. Local schools lose out. Still need local services.

Q. How is this different than what we've done over the last 40 years – more government investment, let nature be nature – not that different than where we have been working on.

A. We take all facilities/services out of the interior, whatever happens to the communities happens. It lives the original vision of Forever Wild without compromises.

Q. Do you really think you'll get science funding?

A. Science will have to regain its importance. When it gets so ugly everywhere else on the planet, people see what a great gem we have here, and they want to learn more about how we pulled it off. People realize it has to be protected. With fracking everywhere, support for environmentalism went up as people got scared, which generated a lot of donations. People focused on the beauty and uniqueness of



the Park. Fracking's upside is that it provides money and will to preserve this magnificent area. 2011 was the bottom of the anti-science cycle – it swings back up.

Q. Scientific management of the wilderness flies in the face of “Forever Wild”. What did you do?

A. We let invasives come in and watched/studied how it unrolled. We do scientific management of private land – more stewardship. It helps that people who live here are fully behind our approach.

Q. Can you achieve all this with people living in the Park?

A. We de-emphasized people, as that was the way we interpreted the endstate given us.

### *Real Opinions & Comments*

Team members take off their “scenario hats” and comment on their real feelings about the scenario:

- I hated that we didn't talk about people
- I like the science and research and that they become more important in driving decisions
- Didn't like letting the invasives come in
- The whole crux is Article 14 – nothing else like it – have to protect and nurture it.
- Need to build more partnerships – we can work with what we have without losing it.
- This scenario is fundamental to all the others – this is the golden goose.
- The core forest preserve concepts – we need the research on how to protect and monitor and to give feedback to the decision makers.
- The Forest Preserve needs to be well-managed; it's a question of balance.
- Everyone must recognize the Forest Preserve as key
- We can have visitors, even in this scenario
- The environment of the northeast will be degraded in the coming years. It's very important to protect what is wild. The landscape will be transformed like you won't believe elsewhere.
- Protect the wilderness areas and other special areas, but with good planning, we can have broad recreational use.
- This won't happen without wide public support for the Park.
- I was very irked with getting rid of people and infrastructure
- Aiming toward sustainability is where we want to go, including bringing in people.
- Very pleased with the focus on science and research, especially for private lands.
- This is what I have worked for my entire life.
- This is what makes the Adirondack Park different from elsewhere in the world – the Park needs to be the focus of attention
- We need a plan based on research. If we miss this chance, we will regret it forever.

## Team B: 2036 A Usable Park

### *Original Endstate Text*

The idea is to put PARK back in this place. The Park is not a museum piece or a time capsule. In fact, the economy and the environment beneficially re-enforce each other. People come to this world famous Park because it is such a beautiful place and a place with amenities that support people living and playing in harmony with nature. Even in a bad economy, people will take time off for recreation and people will retire. These two big trends are the engine of the Park economy's upturn. It is a vibrant, robust place where human energy is harnessed in the form of recreation. The wild parts of the Park have become more wild and the developed places, like the major highway corridors, more developed. Huge improvements in fuel efficiency allow cars to remain cost effective for transport even in such a spread out area. Expanded flights at airports around the edges of the Park have facilitated access by visitors from afar.

DEC's integrated recreation plan spreads out different types of uses for different users. From limited mobility golden agers to the multi-tasking next generation of youth, there is something here for everyone. It is still easy for silence seekers to avoid motors, but fewer people are looking for that kind of vacation. There is a very large interconnected snowmobile trail system that most backpackers aren't even aware of. Hunting, mountain biking and horseback riding areas are well separated from other uses. Some lakes are reserved for canoes and kayaks, while others allow jetskis and water skiing. Uses are separated seasonally as well – bike trails double as snowmobile trails or x-country ski trails. Overused areas are protected by online permitting systems (with fees) that allow appropriate numbers of campers, hikers and skiers at any given time.

Indoor attractions, ranging from ice rinks to arts complexes to themed shopping centers and even a casino or two, appeal to visitors who aren't up for climbing mountains or other hearty athletic activity. The sports culture is a major draw, even for those who just want to watch. Particular attention is paid to both attracting visitors to the deep interior of the Park and development of sporting and cultural events in all seasons.

There is a major increase in visitor-oriented "product" in the Park, i.e. things and services people pay for. Places to eat, sleep, shop. Adirondack-branded recreational equipment, some made here, some not, is a Park industry cluster. Boats and skis are successful. Many entrepreneurs start recreation-related businesses. Like Parks worldwide, people pay user fees to Park, camp, hike, fish, etc., which are used for global promotion and event development. Global visitors increase. Canadians love the place. This is a world class destination.

With all these leisure time activities, many visitors, seasonal residents and career State employees move here to retire. Retiring boomers move into their vacation homes in the areas with better access to health care, internet, cell phones, arts and other modern amenities. They're not arm-chair retired, they are active and healthy, many still working part time over the net. New retirement communities situated near the healthcare centers enable a more elderly population to stay here, among their friends, later in

life, instead of fleeing to warmer climates. The active retirees bring money, energy and volunteer time to strengthened non-profits.

Government has managed its downsizing effectively. The relatively small resident population, combined with the number and diversity of opportunities for developing the recreation-based economy, made the Park the perfect model for how to convert from a government dominated economy to a private one. All the other ideas like biomass and local food, although a part of the region, never could make up for the big drop in government employment the region experienced. Using the Park is what saved the day.

### *Team Members*

Sherman Craig  
Susan Day Fuller  
Greg Hill  
Art Lussi  
Howard Nelson  
Mike Carr  
Jeff Allot

### *Team Analysis: “Play, Work, Live”*

#### Themes

- Economically vibrant by leveraging our broad recreational and environmental assets
- Culturally strong
- Driven primarily by private sector
- A world class destination
- A place to live, work, play

#### Major Changes from Today

- Coherent recreation plan created by DEC and the communities.
  - Today’s huge rifts between skiers, bikers, snowmobilers, hikers, horses, etc was a hard problem to solve, but now everyone is on the same page
- Greater emphasis on four season use and in less used areas of the Park
- Global brand recognition successful
  - People say they are from the Adirondack Park, not their town
- Retirees stay here year-round
- Significant infrastructure expansion – retirees and visitors
- Shift away from government

#### Economic Changes

- No real losers – every boat rises – fairly rosy picture
- Grows significantly because it is a world class destination
- People come from worldwide to visit
- Sectors that grow:

- Recreation, light industry life recreation equipment manufacture, marketing and distribution
  - Telework
  - Healthcare
  - Local energy – part of our sustainability brand
- Declining areas
  - Government
  - Mining/extractive
  - Paper
- Most towns benefit, but some decline

### Population

- Generally grows
  - More full time residents
  - More retirees
  - Importation of labor for some lower paying jobs
  - Young ski bums work for no pay for five-ten years, then find a way to fit into the local economy

### Event Flow

This team had four major clusters of events.

1. Retirees are an important component of the economy and communities. Number of boomers that shift into retirement in the area is significant and we want to take advantage of the greatest intergenerational transfer of wealth ever that is about to occur. Focus as a retirement community. But not just old people. Retirees are not traditional – they want broadband, they want recreation, life long learning. Not a single grey haired community, more active. Families and kids will want to live here along with the older generation. Paid for by the people who live here. Won't wait for government to provide money. Shared transportation is key for older people and as gas gets more expensive.
2. Infrastructure is needed in areas such as transportation, lodging, and healthcare which is essential for retirees. Broadband is more than just an amenity it is crucial to economic growth and employment. Cellphones too. Tupper Lake is a model for other towns, more medical volunteers with younger people, private sector growth, more opportunity for inner towns in supporting the seniors.
3. Marketing and branding. Essential to promote the Park more widely.
4. Recreation. Fundamental to make it a user Park – make it Park-wide recreation, not just add property – need to look Park wide – interconnected paths – what recreation goes where. Recreation in the broadest sense – casinos, shopping, and wilderness to. You can live work play.

### Questions from Audience (still in role play)

Q. This scenario worries me – all the new infrastructure that is needed – can you explain the role of environmental protection – what might hinder this scenario because of restrictions?

A: Old schools turn into housing for elders. Existing buildings are re-used. Very large old homes turn into multiple apartments for retirees. We use what we have in smart ways. We leverage the environmental assets – they are key to attracting people here. Water quality is important, stopping invasives, public sewer systems. Key is to balance it all out.

Q. Isn't this putting all our economic eggs in one basket?

A. It is a really broad set of activities, and it is already happening. What we do is leverage it from regional to international. Healthcare is a major industry. People who move here to semi-retire are still running their businesses – it's just that their offices are elsewhere. The active retired baby boomers are a really strong part of the economy – they really like it here, but to attract them we have to have a lot of stuff. Not only do they mountain bike, they can provide labor for building the trails.

Q. How is this all going to happen – if Cuomo just walked in, what would you ask him to do?

A. Planning is everything. Not sure who would lead this – DEC? We need local voices to create a cohesive recreational plan, instead of one for each different interest area. Wake Robbin CCR model is what we need – ability to age in place, with grandkids nearby. And medical support.

Q. Today only a few tourism jobs are year-round with living wages and benefits, enough to support a family on. How do you overcome that?

A. Many more people live here year-round, so they want things year-round. Workers may do one thing in the summer, and a different thing in the winter. People will be trained as entrepreneurs.

Q. Role of the government?

A. This is a shift away from big government, but it has big government effect because of the income from the recreational Park. Retirees take over many roles – grass roots, low paying jobs. There's not a mass withdrawal of the government.

### *Real Opinions & Comments*

Team members take off their “scenario hats” and comment on their real feelings about the scenario:

- I've always been interested in the role of recreation – but I'm not comfortable on how to implement it in Adirondack Park. I really like the idea of an Adirondack-wide plan. APA has never looked at recreational use approaches and where different activities occur.
- I've always been a play-live-work person.
- My son works remotely from here, for Oracle. He has the infrastructure to leave the Park with the nearby airports. This attracts 25-35 year-olds who want to play in their own backyard.
- I like this. It doesn't require a huge change in town government. It allows us to rethink all of our land in the Park to maximize recreation. With that in place, we will recruit middle-aged and youth, not just retirees.
- I wonder if this is pie-in-the-sky – we seem to be moving in the other direction
- Looking at the big forces in the world – retiring boomers, people staying near home because of high gas prices, all that broadband enables, plus the fact the human soul needs beauty. This is doable because it lines up with these big forces.

- I work in health care – we are building an Adirondack-wide healthcare system. We coordinated amongst ourselves, and went together to government with a unified message. We got attention in Albany and Washington because of it – State government will place bets on the winners. You have to coordinate and tell them how they can help you.
- I am very passionate about creating a regional brand to help the Adirondacks succeed – we have the reality to back up the brand. I know how hard the government of Vermont worked across many agencies to get their strong brand – we have the opportunity to do the same thing here.
- This is one of my favorites, but it is difficult to get everyone on the same page to move forward.
- It is a slippery slope, from the environmental viewpoint. Users/visitors are not necessarily the best stewards of the land – I’ve seen it elsewhere. Need to cherry pick to get the right kind of visitors, not those who would trash the Park.

## Team C: 2036 The Sustainable Life

### *Original Endstate Text*

What made this Park different from the beginning is the life of the communities inside it. It is not a ring-fenced Park with no one home. Our cultural human values are just as important as our natural values. A healthy diverse economy supports a healthy environment. A sense of community is important here, living close to the land respectfully, not separately; living better without big growth. The old divisions between natives and newcomers have faded as the values they shared became more apparent.

The diversity of employment and the shortening of supply chains have made the Park more sustainable and resilient. Some sectors such as local food and local renewable energy keep more physical economic activity close-by, keeping money in the Park. Eco-friendly recreation and agro-tourism bring in people, we provide them with products and services here and they go home. The other new sector is telework - people working here, often at home and in creative and professional jobs, but the work product is somewhere else – they export online work, thereby bringing money into the Park. Overall these strategies reduce our population’s carbon footprint significantly. The Park is a model of sustainable communities and draws in green businesses.

Widespread broadband internet, cell service and global delivery services make it easy to live here and stay connected. People who already know the Park move here, as friends join friends already happy here. The people who live here *want* to live here and love the Park. Fine small schools, often with international exchange students, are a feature, not a problem. Hamlet life has more walking and biking, more local stores, and, in general, healthier people. Inter-village bus transport is heavily used. A greatly enriched arts scene is thriving. Construction/contracting focuses on reuse of existing structures and retrofitting to increase energy efficiency.

Most of the money spent on fossil fuel-based heat used to leave the Park. With widespread installation of biomass heating systems in homes, institutions and municipal buildings and the sourcing of fuel from local resources, that money now stays here. Agricultural and private forestlands hold plenty of fuel stock resources that are sustainably harvested. The forests also yield enough saw logs that new small saw mills have popped up. Community solar farms, retrofitted old hydro dams, home-scale wind, geo and solar thermal, and private solar all round out the renewable energy picture. An upgraded smart grid supports distributed power production and local use. It takes a lot of new production to make up for the old fossil fuel infrastructure, but people have become much more aware of the real cost of their energy use in the process and use less.

The local food industry in the Champlain and St Lawrence Valleys adds a lot to existing commercial farms. Regional cooperatives allow scaling up and bring prices to an affordable level, often in year-round CSA arrangements. Extended season farming fits well with the renewable energy efforts. Products of these farms now reach northeast cities. Most schools have gardens, teaching the next generation about healthy eating.

The State helped with more flexible regulation and investment in key infrastructure. It avoided crashing small town economies by gradually reducing employment and at times shifting government jobs from



prisons to information processing centers. Land use regulations have been updated to encourage clustering in expanded hamlets. DOT is more environmentally conscious, finding substitutes for road salt and changing culverts to improve wildlife migration. Climate change has reset priorities for environmental non-profits. It is stressing the forest and more active management is helping it to adapt. Invasives require clearing of dead trees even in the Forest Preserve. The forest is changing gradually but we have kept it healthy.

### *Team Members*

John Bingham  
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John Mills  
Keith McKeever  
Megan Murphy  
Leilani Ulrich

### *Team Analysis: "We're all in this together – the way life should be"*

Social, economic and the environmental spheres are interconnected.

#### Themes

- Shared values > self-reliance
- Regulatory responsiveness
- Renewable energy
- Local food production
- Telework
- Tourism/open space benefits
- Quality of life

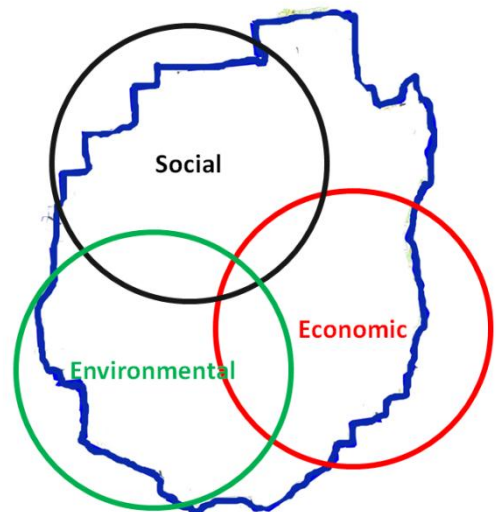
#### Major Changes from Today



- Higher gas costs
- Increased climate effects
- Dealing with severe invasives



- Less fossil fuel



- Increased consolidation of towns and villages



- Increased interest from outsiders
- Smart and appropriate regulations
- Cooperative regulatory approach
- Cheaper collaborative technology, more widely available
- Youth ownership – leaders
- Greater reliance on local foods
- More natural foods
- Personal responsibility for health
- Model for other regions
- More capital available
- Major acquisition of farm land by outsiders
- Consortium of educational institutions – leadership role

### Economic Changes

- Blue Line economy grows at a moderate pace
- Growth sectors:
  - Agriculture
  - Forestry
  - Tourism
  - Telework
  - Renewable Energy
- Shrinking sectors
  - Government shrinks
    - Doesn't have to mean less – could mean better
  - New construction
    - But reuse what we have
  - Some areas do better, some do worse, but no one suffers
    - Use what you do have
    - Services in remote towns won't be the same as Lake Placid – don't expect government to bring it to you – you're responsible too

### Population

- Population slightly increased by 10-15K
- Much more diversity
- Percentage of young and child-bearing age will go up
- Better off areas

- TriLakes,
- Champlain Valley
- Southwest
- Lake George
- NE

## Major Players

- Everyone is involved – the key is that confidence is built from this model, and that confidence generates interest
  - Citizens
  - Private Enterprise
  - NGO
  - Government
  - \$\$ (philanthropic)

## Obstacles

- Conflict from lack of a shared vision
- Stagnant regulatory policy

## Event Flow

This team clustered in to seven themes and found a great deal of interconnection. They referred to it as Charlotte's web. A key event that triggered a lot of other change was appealing to angel investors. This is a photo of their event map.



1. Regulatory responsiveness is key. Land bank, permitting, rethinking of the Park. People wanted APA to succeed. Regulatory has to happen first.
2. Renewable energy. Fed and State programs support local energy efforts. \$9 gas.

3. Local food.
4. Interconnectedness of communities in key – drive broadband – makes sustainable community. Broadband was the center of everything.
5. Education.
6. Health and wellness – how dependent on DC politics we are in this area – we have completed health network, CCR, if we don't have progressive care, we don't have young retirees and angel investors, they have to leave the Park for medical care.
7. Tourism and Recreation. Ecotourism grows fast. Keep invasives out.

Underpinnings: keep interior towns, ties back to broadband and renewable energy – we are all interconnected in Park and also in State. This is a sustainable lifestyle that will be marketed worldwide. Both young and retirees want this.

### *Questions from Audience (still in role play)*

Q. I like this, but the players necessary to make it happen are everyone – and if it is everyone's responsibility, it is no one's responsibility. Also, how does this come about?

A. First thing was a redefining of regulation – had to be driven at the State level. Locals helped to push the process. Some of the infrastructure already exists, like Adirondack Harvest. The infrastructure is there in small pieces – how do you interconnect the pieces, and understand their reliance on other sectors? We can't rely on just one sector. There is strength in the diversity of the economy. Each sector already exists, we just need to connect them. The growth is slow – it's a slow, continuous, process. Lack of building new second homes hurts, but instead they will rehab and that creates jobs. Everything is interdependent.

Q. Key component of sustainability is education – it's fundamental to this approach. How do you see education fitting into this?

A. Education is already taking steps – things like early Adirondack college in high school – what do we need to do career-wise to keep people in the Park and in sustainable jobs. We need to work together across colleges – that conversation is already going on. Also going on in some school districts – doing it out of sheer necessity. We believe a consortium of all the colleges in the Park is critical. Broadband has to be everywhere.

Q. This is a very likable scenario – if you could ask the Governor for two things, what would they be?

A. APA reform, and energy reform. We need to have local, distributed energy be able to sell back into the grid. Need local food policy changes to enable small farms. There are a bunch of point policies that need to be fixed. Broadband and renewable energy are key areas for Albany to support. This will grow slowly in any case – the only question is how quickly we can get there.

Q. Today government is directly 40% of Adirondack income, plus the NGOs indirectly via government funding. How much government spending is there in this scenario?

A. We saw a re-engineering of government to reduce costs.

Q. What triggers this cascade of events?

A. No money, less staff. Fuel prices going up. It doesn't take everyone – it just takes the right people go

to the Governor and tell him what needs to happen. People are tired of the mega-issues they don't have control of – war, energy prices, etc. – they want to take control. We hear on our campuses – this is where the kids want to go. They want quality of life and a good place to raise a family. They are well-connected via the internet, which opens up many more options for them.

Q. This (and all the scenarios) predict a drop in government spending. What happens if fracking yields \$15T in energy company revenue, and the State takes a big chunk of it?

A. This scenario will happen, regardless of funding level. Money would help speed up the broadband.

### *Real Opinions & Comments*

Team members take off their “scenario hats” and comment on their real feelings about the scenario:

- I think I'm experiencing it right now, and I like it a lot. This is an approach that benefits lots of people, not just the rich.
- This is the only way we can go – what the government did in the past made sense for that time, but the world has changed. We need to reshape government.
- Need to look at transportation – what is the effect of the road on the community?
- I learned a lot – about local food, about the APA.
- This is really the world where our kids will grow up.
- Hopeful that this happens – I'd like to age in place. But I'm not sure this is enough.
- Excited about sustainability here and across the world.
- How do all these groups learn to talk collaboratively? This is really difficult. Farmers are too busy to talk about it. Collaboration is the real opportunity – so many connections.
- This is a likeable scenario – there are no losers in this scenario. But, is it really possible, or will there be winners and losers?
- I like it because we are dependent on one another – like previous generations, the WWII generation. This was their way of life, and we are moving back towards that model. The next generation is looking to this as their model.
- We will not all rise at the same rate. This is doable on a lot of different levels.
- Once concern – some of this is predicated on things we can't control – at the national and State level, if the political climate changes.

## Team D: 2036 Adirondack County

### *Original Endstate Text*

The Blue Line was declared a single county, and State Agencies were required align to it. More than money, this was about giving residents an identity associated with the whole Park and a voice that can be heard above the din of Albany. All county leadership is directly elected. For the first time, the people of the Park think of themselves as a group and have stopped fighting village vs. village and town vs. town. Together, they wrestle with its future and define a path ahead. Instead of playing the victim of rules imposed by an elite population elsewhere, residents have a sense of “us” and take responsibility for sorting out their affairs internally.

A “Pride in the Park” program, aimed particularly at young people, is changing the negative stigma associated with youth who stay here. A “Buy in the Park” program encourages purchasing of products and materials made in the Park. To the extent there was any loss of local identity, it was offset by adoption of a Park-wide identity. Cooperation between towns based on arts, sports and education adds to a sense of identity that was for so long tied to narrow local concerns.

A new NGO became the flag bearer and force behind the movement to create the new county. The politicians and bureaucrats certainly didn’t want it, but common citizens could easily look around and see that the duplication of layers and services was wasteful, expensive, and cumbersome. The NGO took the data to the residents and to Albany, and the data showed a compelling need to shrink government by consolidating most functions and departments. The key was a Governor who forced it through because he knew Park residents were behind him. Redrawing county boundaries turned out to be close to revenue neutral for the slightly smaller counties now outside the Blue Line.

The transition was largely about privatization. Campgrounds, golf courses, county timberlands, ski resorts, nursing homes, nursing services, road maintenance - all sorts of things - are now private enterprises, run much more efficiently and without the burden of the old big State worker unions. The government jobs didn’t all disappear; many ended up in the private sector, but subject to the logic of profit and loss. A lot of time and energy was saved simply by aligning various State Agency Districts to the Blue Line.

School system consolidation started with superintendents and business operations. As benefits became clear, the next step was District consolidation that allowed creation of specialized Charter schools. By focusing State special education mandates on fewer schools, it became more cost effective to meet them.

Pooling of purchasing drew lower cost bids from suppliers. E-government put many services online that used to require office visits. Data-centric government (e.g. Mayor Bloomberg) put focused resources like police and health care in areas of clear need rather than blanketing the whole Park equally. Standardization and simplification of processes and policies across the county, from building permits to signage and property value assessments make things easier for businesses and citizens. It’s not just smaller government, it’s smarter government that uses information and technology better and puts more emphasis on integrated planning.

Even the Forest Preserve has been consolidated and rationalized through numerous land swaps. The core has been expanded and made more contiguous while removing small parcels elsewhere that created headaches for utilities and communities. It was a win-win situation that required constitution changes, but in the heady day of big changes this became possible.

### *Team Members*

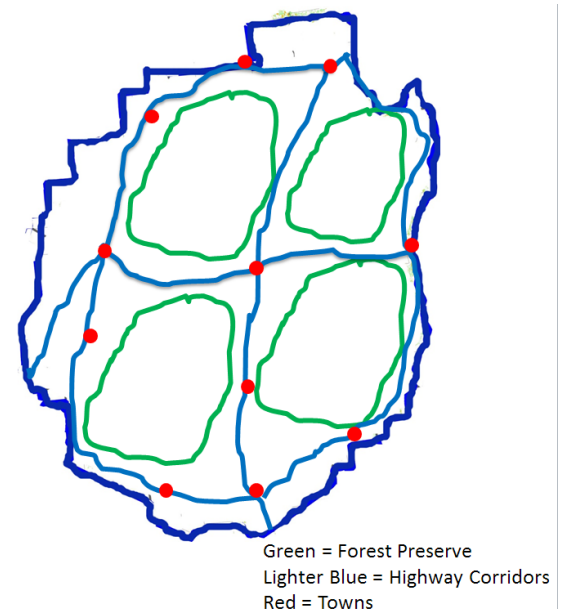
Cynthia Ford-Johnson  
 Mark Hall  
 Brian Houseal  
 Karyn Richards  
 Stephen Svoboda  
 Ross Whaley  
 Dave Wolff

### *Team Analysis: Adirondack County*

The team drew the accompanying diagram of the County within the Blue Line with more contiguous sections of Forest Preserve and the major transportation corridors cutting through the big sections with Towns along the highways.

### *Themes*

- Shift to county-wide mindset
  - Residents' identity = whole Park vs. community-centric
  - One voice beyond the Park boundaries "Think Adirondack-wide, act locally/community", "United we stand, divided we fall"
  - Initiation of County model requires local buy-in
  - Unified concept to move efforts forward
- State agencies aligned with the Blue Line
  - Consolidation = more \$\$ to recruit more qualified government professionals
  - One county = increased capacity and resource sharing across the Park
  - County plays role in facilitating efficiencies among communities and services
    - Assessments, highway departments, schools, emergency services, permitting
  - More efficient government = lower taxes = more attractive to private investment... partially achieved through privatization.
  - Adirondack County-wide school system
    - Tax system county-wide, one entity
    - One bargaining unit





- Multiple buildings still but more interactions among different sites
  - Consolidate back office functions
  - E-learning for advanced classes
  - Increased opportunities for students
  - County-wide schools think like a business
- Forest Preserve consolidates with land swaps. This provides more economic opportunities for communities, e.g. to solve broadband issues, power lines, communities manage campgrounds, etc
  - Rationalize town/community/Forest Preserve/private boundaries and infrastructure
    - E.g. Saranac Lake, Harrietstown, W. Elba, St. Armando Village
    - E.g. watersheds – invasive species, floods, etc.
- Organizations realign – goal is the most cost-effective and efficient delivery of services to communities
  - APA = comprehensive planning (and grants) on private lands
  - Adirondack-wide Industrial Development Agency
  - DEC= Adirondack Park Service
  - NGO=Adirondack-wide missions/programs, including a Park-wide investment bank.
  - Adirondack County has a major role in sustainable community planning and implementation, eg county-wide assessment
- Emerging economies of scale may indicate Adirondack-wide opportunities and interested investors
  - Support for Forest Preserve as part of Adirondack identity and brand
  - County reinforces the Adirondack Brand
    - Sales tax incentives to “buy local”
    - Tourism/marketing and resident pride
    - Assists in advocacy for funds
  - Brand success = attracts investments = Adirondack-wide businesses
- Private investment = increased jobs = more young professionals

### Major Changes from Today

- More cost effective and efficient delivery of service
- One Adirondack County
- Structural changes at agency level, NGOs, schools
- Rationalize geographic boundaries (e.g. towns, public/private lands)

### Economic Changes

- Economy grows, government shrinks
- Private sector grows
- Rural remote communities grow

### Population

- More attractive -> permanent population increases
  - Broadband, branding, tourism
  - Stronger economy

- Imaginative, energized place attract younger people – vibrant
- School district flexibility attracts teachers and talents, diverse skills (e.g. arts, science)
- Adirondack County = one community = creative culture = attracts younger people

### Major Players

- NGOs – civil society
- Local government/local residents
- State agencies
- Governors (current, future)
- Legislature
- Private investors

### Obstacles

- Overcoming dysfunctional government relationships and mandate overlaps
- Legislation required
- Would lose government employment

### Event Flow

This team clustered its events into five major clusters.

We have strings – series of simultaneous events. It all starts with grass roots citizens working to get their town issues solved. This leads to lots of consequences – we are all seeing this already.

1. One is regional efficiencies – increase to reduce cost, increase effectiveness. Consolidation driven by citizens. Health care goes Park wide.
2. Rationalizing boundaries next component. Towns dissolve and combine. State sees Park as less expensive. 2/3s of Towns have land use plans – towns become more vested in their own quality and success.
3. Changes to County and other Government Structures. Government driven responses to the grassroots movement. Consolidate the core Forest Preserve, opening up routes along roads. APA = private, DEC = Park service and State Land. Back office consolidation. Focus on data centric, teleconferencing becomes common.
4. Bigger picture brand, similar image across towns. Adk pass makes it look like one Park. Branded arts, ecotourism, agro, .
5. Leads to economic development – need adk development authority; adk investment bank to get new businesses started. Broadband made easier by land swap. Biomass and local food production.

Must not – don't abandon interior – allow them to survive. Can't lose to invasives.

### *Questions from Audience (still in role play)*

Q. With only 130k voters, won't you isolate yourselves in Albany? How do you get it approved?

A. We have too many units for too few people. By consolidating and working grass roots, we speak in Albany with one voice. (Today, we'd rather fight than win). Actually, 130k is a mid-sized county. If we were one area, we would be able to focus on our issues. Resources would be better protected than today – we could expand and protect the Forest Preserve. NGOs, hunters, sportsmen, local communities would all support this. We need to market to the rest of the State – the Forest Preserve is an asset you have to get behind.

Q. We would have 20% of the State in a single county. How do you manage social services, health, etc. in an area that large?

A. We would empower the towns more. They would still have snow plowers, but the back office is gone. No emergency services in Blue Lake. County level services can support some areas without local service. Towns would still retain their immediate focus; the county would focus on efficiency and brand. Right now, we have six highway crews managing one section of road.

Q. Sustainability came up a lot – is that a key part of this?

A. This is what we are protecting – an ecosystem, a way of life, specialized schools. This is a facilitator for other scenarios. We rationalize boundaries of towns and villages – to provide services efficiently we have to regionalize the towns. Maybe organize some services around a watershed/valley, for example. If the threat is an invasive species or major flood, it is better to think on a watershed basis. Today, some towns have a plan and a roadmap, but many areas don't have plans – with this scenario you have more resources to plan.

### *Real Opinions*

- I'm excited about the school option.
- I was concerned about how to get the government things done, but I'm less concerned now.
- Branding is a passion of mine, and this helps.
- This was a lot of fun – take the boundaries away, put it back together again – it was creative.
- Given the current realities, the government employment sector shrinking, we need to think about cost-effectiveness, slough off some of the government functions.
- Broadband is the number one issue.
- Something I'm passionate about. Public land management makes sense.
- We learned a lot from each other. I really think this can happen. Citizen driven.
- I'm excited – I'm doing this on a micro-level – figuring out how an NGO can go Park-wide.
- I see the redundancy – floored by the way we have to fight for funding the back office stuff.
- Like the citizen driven thinking beyond the boundary of their town.
- Initially, I tended to rank doability low. It was fun to be on the team. I thought the probability of this happening was very low. What happened with our work on the team is I now see the possibility that government consolidation can happen.

- Adirondack Park is a unique public/private mix – what is the right balance? Saranac has had 25% decline in school attendance. How do we turn this around? This scenario has to happen – it can facilitate everything else.

## Team E: 2036 Post “Big-Government” Solutions

### *Original Endstate Text*

One size does not fill all for the Park. It’s just so big and diverse. Figuring out what works in each town is largely left to local leaders. There isn’t much of a “Park” identity. The Park is not one economic region and it’s natural that different areas have better success with tailored strategies.

Towns and villages make a variety of different bets. Many succeed and, of course, some fail. This approach appeals to local strengths and the Adirondack spirit that “we take care of our own”, which tends to stop at the Town line, not the Blue Line. There have been so many disappointments with big government efforts that Towns depend on local strengths and local government focus, although some towns partner on projects. With all the big State land purchases done, loud harangues against the State don’t get the traction they used to. Most people have moved on from the old debates, electing leaders that have a vision for the future of their communities. Overall, local communities survive by caring for their own, as they always have.

An infusion of private capital into the stronger towns is invested in housing, retail and office space. Private citizens contribute talent and money to infrastructure like broadband, as well as the arts. They want government help, but they don’t wait for it, or count on it. Land owners and towns spend on combatting invasives and cleaning up septic systems in order to protect land values and the recreation they cherish. Private groups like ADK do more to maintain trails and campgrounds. Areas with better amenities and health care attract new residents, mostly retired boomers. Poorer towns don’t do as well, and the gap widens.

The areas around the Park have actually grown much faster than other rural areas of the State, building on early successes like Global Foundries and Laurentian Aerospace. The Park towns near the edge leveraged that success and encouraged sub-supplier businesses to build there and workers to reside there. Other towns leveraged special amenities like Lake Placid’s Olympic facilities, Old Forge’s View Arts center and Tupper Lake’s Wild Center, or special geography like the High Peaks and the western lake chains. Ski resorts with condos work in some areas, gateways to deep wilderness in others. Some towns leverage nearby educational institutions to attract entrepreneurs as well as the cultural amenities that students support. The most common theme is to leverage the Park as an asset and use balanced regulation to preserve that advantage.

But some areas did not thrive. Certain parts of the Park just didn’t have the assets needed for success in the 2020s and the government didn’t have the money to create them. The interior of the Park, isolated far from transportation, remains depressed, just barely hanging on. Interior tourism largely consists of day-trippers and tent campers. With interior lake fronts fully built already, there isn’t much new construction.

There is bottoms-up, opportunistic work on consolidation of government functions, particularly business operations of towns, villages and schools where the savings opportunities are obvious, but none of it is forced by the State. The Local Government Review Board works more closely with the APA, has more say in decisions, and actually nominates three commissioners. More towns have professional planners.

Clarification and simplification of APA jurisdiction and process have facilitated investment in the Park, since investors have less uncertainty about delays or potential approval. Overall a pragmatic, can-do attitude prevails, getting things done where you can and not waiting for the ultimate solution.

### *Team Members*

Steve Erman  
Cali Brooks  
Carol Calabrese  
Jerry Delaney  
Jamie Rogers  
Brian Towers

### *Team Analysis: “Civic Engagement: Recognizing and Nurturing our Diversity”*

#### Themes

- Government no longer can afford big spending; private and local government steps up to the challenge
- Activated private sector
  - “What can you do for your community” (social venture capital)
- Respected, self-reliant local government inspires and facilitates private investment
- Capitalize on economic opportunities inside and outside the Park
- Stream-lined and simplified regulation
- Embraced the diversity of each region’s economy and character
- Acknowledge the inherent nature of evolution and change
  - Social, economic, environmental
  - Some communities will not survive

#### Major Changes from Today

- Reduced regulation inspired private investments
- Community capacity builds/grows
- Big government is gone - local government has taken on more responsibility
- State no longer administers programs as “one size fits all”
- Local and private investment drives the train

#### Economic Changes

- Economy is growing – private investment is up
- Adirondack seen as a desirable place to live, work, play
- Communities in the interior will dwindle – exterior will prosper. Part of natural evolution.

#### Population

- Remains stable
- Some areas shift towards outer rims (100 years)
- Outer rim might get slightly younger

## Major Players

- Citizens, local government, businesses, NGOs work together -> Civic Engagement
- “Ask not what your town can do for you; but what you can do for your town”

## Obstacles

- Trust
- Special interest
- No longer look to Albany and Washington DC for problem solving

## Expectations

- State maintains its infrastructure
- Continued State tax payments to local government on Forest Preserve lands
- Build local capacity to provide:
  - Land use planning
  - Asset management planning
  - Downtown revitalization/community centers
- Creative new partnership between State and local government and educational institutions

## Event Flow

This team clustered its events in four areas.

1. Economic opportunity. What triggered it all was when we got a major \$40m grant through the Regional Economic Council competition. Used it to increase infrastructure, bring in businesses, which got more infrastructure, private investment after initial kick start. Angel investors played a role.
2. Then we worked on self-reliance and respect –driven to local level growth, APA got out of State land planning, State planned WITH local government.
3. Diversity – citizens sponsor initiatives, boomers throw money, more growth in international and multicultural visitors. Schools drawing students from outside the Park.
4. Evolutionary Change. Gas at \$6, boomers retire here, Park-wide healthcare network, more retirement facilities, a community land bank, no more State land purchase.

## *Questions from Audience (still in role play)*

Q. In the transition from big government to local – why did the investors come here, instead of going elsewhere?

A. We got the economic development grant, and it was a huge thing. That put a lot of eyes on us. There's already investment going on around us – Plattsburg, Saratoga. If Newcomb dies for lack of investment, well, that's just the evolution of things. We talk about self-reliance and took responsibilities for the future of our town. If you look at the whole US, we are extremely well-located – 100m people within a five hour drive. There is a market there. It's important to get infrastructure in – people want to live here and if you can support them they will come. We have invested in fiber to even the most remote regions of the Park.



Q. Why is this model attractive to young people?

A. The local government and initiatives from local people – because they love to live here. We have broadband, cell coverage, green energy. It's a quality of life place.

Q. Why is Global Foundries here?

A. It's about the water – they use 10m gallons of water a day. Water is one of our most important commodities.

Q. Trust and special interest groups are an obstacle. How do you overcome this? Common Ground is a great process, we all sing kumbaya around the fire, but it doesn't last through the week. People then go off on their own way.

A. Local government needs to step up, the State needs to trust the local government. If the decision is at the local level, people will support it. The APA is not involved; this saves money. Big government is told to get out (not completely). Focus the APA. APA works on making it a better place, this gives them more time to work on this. It goes back to trust – if you give responsibility to the local government, they will recognize the need to create their own plan. They need to take ownership of their own destiny – creates more buy-in. We have 2/3 of towns with their own plans.

Q. Towns will fail – how does this happen?

A. I sit on a town board – I don't want to do this. They may still live in these towns, they just don't get the services. This already happens naturally, they are usually picked up by a neighboring town.

Q. What about energy and climate change?

A. We have biomass. Small hydros, shared transportation keeps the money in the Park.

Q. You mention the Park is a great place to live, but you don't mention the Forest Preserve.

A. The Forest Preserve was not mentioned in this endstate; what makes this place special is the Forest Preserve.

Q. What economic sectors flourish?

A. Biomass creates many jobs. Resource extraction. Global Foundries drives the southern end. Still lots of tourism. Lots of entrepreneurship. Buy local, grow local. More green industries are located here. It's not that different from today except localities, NGOs, citizens and business play a big role. This is not pie-in-the-sky, we are living it now.

Q. There has never been 25 years without an economic resurgence – why do you think it is post-government?

A. Brand recognition is here. We are going to have some higher level of government. Even if we had a resurgence, all the things we are talking about are good things. Current economic conditions are a kick start to this endstate.

### *Real Opinions*

- I didn't like it before I came here, but now that we've done it, I think this is where we are going to go. Maybe a bit too far to the right.

- I like this – takes the best, shifts responsibility, increased civic engagement. Important to build up to this.
- This scared me at first – now I see it as a really unique opportunity see that it is already happening. We have a phenomenal opportunity.
- This was my least favorite coming into the workshop. I was thrilled to see the positive spin we put on it, especially the civic engagement. I loved it.
- I see a lot of the success in this scenario is movement to local government and citizens taking control and pushing their agendas. This reduces waste and stops finger pointing about who is wrong.
- This is happening – it is inevitable.

### **Team F: 2036: The Adirondack State Forest**

#### *Original Endstate Text*

External conditions have overwhelmed the Park from all sides. Climate change brought invasive species that killed large swaths of the forest and filled lakes with undesirable aquatics. The outdoor winter sports season is much shorter. The maples are fewer and fall foliage is muted. Repeated storms and flooding leave infrastructure in tatters all over the Park. It may be a wild place, but it is far from what it was and pristine wilderness is not what it brings to mind. Meanwhile, healthcare costs have eaten up government budgets and buried businesses and families. Political stalemate prevented good solutions to this and other problems. The gap between the haves and have nots has widened here and in America as a whole, hollowing out the middle class. Sure these are bigger problems, but we are not immune to them here.

The economy in the Park split. Some edge towns and the so-called gold-coast seasonal resort areas did OK. But the economy of the deep interior of the Park simply collapsed and people left. Poverty deepened in the Park and, with it, alcoholism, drug abuse and family and health problems. A downward spiral that couldn't be stopped ensued, as no one wanted to invest in an area that was obviously imploding. The crashes in the 1890s and 1931 were what created the Park originally and most view the current plight of the interior as the 3<sup>rd</sup> great collapse that will define a new core Park for the next 100 years with almost no residents.

The demographics of NYS have skewed toward non-white and urban. Now Park residents feel like victims again, but instead of the city elites keeping them down, it is the ever-growing young, non-white, urban masses that just are not motivated by a 19<sup>th</sup> century ideal of uplifting wilderness. These voters look at the loosely organized "Park" to the north and wonder how it ever got so big and cost so much for the benefit of so few, and with residents who always seem to be wrapped up in some arcane feudal conflict of their own making.

The lower taxes demanded by voters reprioritized all government spending. Parks versus pensions/healthcare for aging boomers was a major battle. Campgrounds and other public facilities fell further into disrepair and visitors have noticed. The Park had come to disproportionately depend on State jobs, so when the axe fell, the Park got nailed. Towns and counties were consolidated. Prisons

were simply shut. School systems were forced into consolidations that meant closure of lots of small town schools as populations shrank. The downward spiral was unrelenting. The theory was that, with lower taxes, the private sector would grow, but it didn't materialize here. Something had to fill the gap for the towns and the State had to take action.

Management of State land in the Park was restructured, following the National Park versus National Forest model. The half of the original Article 14 Forest Preserve that had been already classified as wilderness was unchanged. The other half become a managed State Forest under a multiple use regime (forestry, fish, wildlife, grazing, etc.). Local towns share income from activity on it, like user fees and logging, but receive no payments in lieu of taxes, which are still paid on the remaining Forest Preserve.

The new model was presented to voters as being more like the Green Mountain National Forest in Vermont, but better, with something like a National Park in the middle of it. The dominant voting bloc: urban, non-white and unfamiliar with the Park, passed it despite a desperate campaign by aging environmentalists. There has been widespread loss of support for environmental issues nationally in the age of constant economic crises. Environmental regulations are weakened or just ignored. Not just the APA but the State Environmental Quality Review Act is much less followed. How can DEC enforce it when they have so few people?

### *Team Members*

This scenario was analyzed and presented by Dave and Jim. It is obviously a negative scenario. We characterized it as the "sum of all fears". We presented it at the end of the first day as an added incentive for teams to come up with a better future than this for the Park.

### *Team Analysis: "If it's good enough for Vermont, it's good enough for us!"*

#### Themes

- Downward economic spiral
  - State/fed/country/town cut jobs
  - Poor maintenance and climate change
  - Because of this, the region is unattractive to visitors and investors
  - There is an economic implosion
- Loss of support for the Park in NYS
  - Weakened environmental enforcement nationally
- Partition State land to create a major State forest
  - Multi-use model
  - Revenue shared with towns
  - Had to do this to prevent total collapse

#### Major Changes from Today

- Forest Preserve cut in half through changes to Article XIV
- Climate change effects are visibly negative
- Demographic shifts in NYS to non-white, urban, young

- Political gridlock erodes belief in “good government”

### Economic Changes

- Third great crash for the region
- Government sector goes from about 30% to 15%
- Forestry and health care grow
- Southeast edge OK, Lake Placid and Saranac Lake OK

### Population

- Poor economy causes population to decline
- Working age population flees, others age in place

### Major Players

- Urban, non-white
- Tea party, low-tax, less government forces
- Free market, anti-regulation forces
- Middle class, who leave

### Obstacles

- Article XIV, courts
- Economic cycles
- “Our better angels”

### Event Flow

Dave and Jim clustered their event selections into five areas.

1. The interior population shrinks. The number of poor grow, visitors decline as economy goes down and private sector in the interior shrinks, fund pays people to leave the dying interior towns because it’s not possible to maintain basic services like EMTs. Certain towns are dissolved; unincorporated land becomes a more traditional Park.
2. A nice place to visit??? Climate change does a number on the Park. Regular severe weather events, fewer snow cover days, native species fade. ACR project fails. Fewer second home owners. Only the edges do OK. One plus: people will want inexpensive vacation options.
3. Government fails to solve major problems. The Supreme Court invalidates Health Care Reform. No solution to rising health care costs. No more broadband build out. Regulatory enforcement defunded. Rampant disregard for the APA.
4. Government sector shrinks. Fewer government jobs. Privatization. School consolidation. Villages disband.
5. Management of the Forest becomes the standard, not a hands-off wild approach. Threats to the forest require more active management. Biomass is popular for heating. Land is abandoned and this adds to State Land.

With less support in the State for the Park and Forever Wild and weakening of the environmental movement nationally, the voters approve an amendment to take about half the Forest Preserve and making it a working State Forest, managed sustainably for income to local towns and for new jobs.

## Endstate Ranking Exercises

Prior to the workshop, the participants were given the endstates and asked to read them carefully and then complete a ranking exercise. They were asked to rank order the endstates on two measures:

- Desirability: which endstate do you personally think would be most desirable if it could be made to happen? If you could only pick one, which one would you want to have happen?
- Attainability: which endstate do you personally think would be the easiest to make happen? If you had the job of implementing an endstate, which one do you think is most doable?

They had to put the endstates in a linear rank ordering from most to least on the two measures. We took these rankings and summed them across the entire group of 34 participants. We attach a score from 0 to 100 to each endstate. If an endstate is ranked first by all participants it gets 100. If it is ranked last by all participants it gets 0. Very high or very low scores show agreement in the room. Here is the result of the “before” ranking. To refresh your memory on the endstate letters, here’s the list:

- A: Wild Park
- B: Usable Park
- C: Sustainable Life
- D: Adirondack County
- E: Post Big Government Solutions
- F: Adirondack Forest

### Before Ranking w/Normalized Scores

	Desirability	Attainability
1	C 90	E 69
2	B 65	C 67
3	D 55	B 61
4	A 45	F 43
5	E 34	A 35
6	F 12	D 25

The Sustainable Life endstate C was an overwhelming favorite. A score of 90 is unusually high for a diverse group. It is even second in attainability. The Post Big Gov’t endstate was most attainable. The sense was that it was the “default” we would get if we can’t push for a better alternative.

After the presentation of the scenarios on day two of the workshop we again asked the participants to rank order the endstates on the same two measures. Now, however, they were ranking the endstates as interpreted and defended by the teams in the room.

## After Ranking w/Normalized Scores

Desirability			Attainability		
1	C	87	C	82	
2	D	65	B	61	
3	B	59	E	58	
4	E	47	A	39	
5	A	40	D	33	
6	F	2	F	27	

Now, the Sustainable Life endstate C is not only the most desirable, it is also overwhelmingly the most attainable. This is an unusual result, even more extreme than the result at the Common Ground Alliance meeting in July 2011. If we put the rankings side by side we can see that some opinions have changed.

## Ranking w/Normalized Scores

Desirability						Attainability					
Before			After			Before			After		
1	C	90	C	87		E	69		C	82	
2	B	65	D	65		C	67		B	61	
3	D	55	B	59		B	61		E	58	
4	A	45	E	47		F	43		A	39	
5	E	34	A	40		A	35		D	33	
6	F	12	F	2		D	25		F	27	

The Adirondack County endstate D has gone up in desirability. Indeed, one of the more exciting presentations was by this team. Even the Post Big Government endstate E went up in Desirability as the team emphasized the themes of greater civic engagement, more private investment, and more professional planning at the local level, although perhaps these aspects made it seem harder to achieve. The Wild Park endstate A went down in desirability as the lack of balance written into the endstate was viewed negatively by the participants.

The Sustainable Life went up considerably in attainability and indeed there is a strong alignment between the ideas in this endstate and the events that were deemed highly likely in the current expectations voting.

The Adirondack Forest endstate went down in attainability but this may be due to the fact that it was presented the night before and was not really debated in the course of the morning's work.

The Usable Park has good support and attainability and will be important to the final synthesis.



## The Common Events

Each team selected events to build their scenario from the present to their endstate. We recorded each team's event selections and a PDF with the full list of events and the selections by teams is an appendix. Our database then pulled out those events that were used in 3 or more of the five scenarios A through E. These represent issues and possible future actions that are clearly significant.

These events were chosen by 4 out of 5 teams. They are sort of the "must do" list.

- |     |    |  |
|-----|----|--|
| 104 | 5  | Park-wide Health Care Network Completed  |
| 12  | 5  | Main Street Revitalization Grants Improve Hamlet and Village Attractiveness                |
| 126 | 5  | Amendment Creates Community Land Bank to Facilitate Small Projects                         |
| 123 | 10 | Governor Issues an Executive Order for State Agencies to Treat the Park as a Single Region |
| 37  | 10 | Park-Wide Recreation Plan Published and Adopted by DEC                                     |
| 81  | 15 | Busses and Other Shared Transportation Infrastructure Widely Used in Park                  |

The remaining common events were selected by 3 of the 5 teams. They cluster into different topic areas. First we show events where all teams voted the same way for an event.

### Economic Development and Growth

- |    |    |  |
|----|----|--|
| 14 | 5  | Forum Seeks to Match Angel Investors to Business Start Ups in the Park |
| 2  | 5  | Boomers Retire to Their Vacation Homes                                 |
| 17 | 10 | Diverse Telework Jobs Develop at Many Levels, Grow Slowly              |
| 4  | 10 | Broadband Brings More Mid-Career Families into the Park                |
| 97 | 10 | Area Colleges are the Focus for Entrepreneurial Development            |

### Recreation

- |    |   |  |
|----|---|--|
| 20 | 5 | ADK Pass Program Widely Marketed                                   |
| 34 | 5 | New Trails Connect Backcountry to Hamlets and Interconnect Hamlets |

### Energy

- |    |    |   |
|----|----|---|
| 68 | 10 | Gas at \$9 gallon But Average Fuel Efficiency at 55mpg      |
| 71 | 10 | New Grid Plans Emphasize Distributed Local Power Production |

### Community Support

- |     |    |  |
|-----|----|--|
| 114 | 10 | The Generous Aging Boomers Donate More to ADK Non-Profits of All Types |
| 115 | 5  | More Citizen-Sponsored Initiatives in the Park                         |

### Consolidation

- 88 10 Counties Set Up Shared "Back Office" Operations for Towns
- 91 5 Smaller School Districts Sharing Admin Functions

## Regulation

- 117 5 One-Stop Permitting Process Operational
- 133 15 New Stricter Water Quality Regulations Implemented

There were a cluster of events where 3 or 4 teams voted against the event but the F scenario required the event. We call this cluster "Stop Scenario F"

- 15 10 ~~Private Sector Shrinkage in the Park's Interior is Leading to a Decline in Visitors~~
- 49 10 ~~Park Loses Battle to 3 Key Invasive Species~~
- 129 10 ~~Rampant Disregard for APA Rules~~
- 124 15 ~~Largely Empty Interior Park Areas Declared a Formal Park~~

Then there were some events where the teams differed on whether they wanted the event to happen or not happen. To see the way each team voted and the implications for the scenarios you must look to the full voting results appendix. In many cases the Wild Park A scenario requires events contrary to other scenarios.

- 100 5 Congress Eliminates Mortgage Interest Deduction on Second Homes
- 107 10 Emergency Medical Volunteers at All Time Low
- 132 10 APA Steps Aside from State Land Planning, Focuses on Private Land
- 41 10 The Great Adirondack Recreational Trail Completed and Heavily Used
- 63 15 Many Native Species Fade from Park
- 60 15 Municipalities in the Park with Public Sewer Systems Doubles
- 54 15 State Starts New Round of Forest Preserve Purchases
- 135 20 Two-Thirds of Park Towns have Local Land Use Plans
- 65 20 On Balance, Climate Change Has Made the Park More Attractive as a Place to Live

Then there were events where two teams voted opposite of Scenario F. This is a lighter version of "Stop Scenario F".

- 1 5 ~~Fund Pays People to Leave Dying Interior Towns~~
- 8 5 Park-Related Regional Economic Council Wins One of 4 Major Growth Grants
- 13 5 Global Foundries Project Brings Large Numbers of New Visitors and Residents
- 3 10 ~~Number of Poor in the Park Grow~~
- 5 10 ~~Retirees Don't Live Here More Than Six Months Due to High Taxes~~
- 18 15 Biomass Energy Is a Major Source of New Jobs in the Park
- 58 15 ~~Feral Swine Go Hog Wild in the Adirondacks~~
- 19 20 ~~Tupper Lake ACR Now a Zombie Subdivision~~

## Endstate Synthesis

At this point in the workshop we reshuffled the teams so there was at least one person on each new team that had worked previously on each of the endstates. They first reviewed the scenarios and compiled lists of likes and dislikes about each. We have compiled a single list of each for each scenario. Then teams worked on a diagram that tried to integrate the scenarios in some manner. They also listed what they saw as the critical events to make that good composite come about.

## Likes and Dislikes

### Scenario A: "The Park is the Solution"

Likes	Dislikes (possible improvements in parens)
<ul style="list-style-type: none"><li>• Gem, protect the golden egg, absolute protection of wilderness</li><li>• Fresh water</li><li>• Economic value of ecosystems, wilderness</li><li>• Science and research, data driven decision making</li><li>• Importance of the environment, recognition of economic value of "ecosystem services"</li><li>• Belief in better part of human nature</li><li>• Respect for, preserves Article XIV</li><li>• Land bank/swaps to make the Forest Preserve more contiguous</li><li>• Carbon tax payments, more conservation payments</li><li>• Achievable</li><li>• The Park is what makes us unique</li><li>• We ARE different</li><li>• Value of private lands in ecology</li></ul>	<ul style="list-style-type: none"><li>• Fewer people, weaker communities (Cluster development)</li><li>• Not about balance</li><li>• High cost (Consolidate services)</li><li>• Strict regulations (streamline, flatten)</li><li>• Lack of diversity of opportunities (Increase the usability of the Forest Preserve)</li><li>• Didn't recognize political system and contribution of its success and framework</li><li>• How will people make this happen?</li><li>• Too simplistic, restrictive</li><li>• No harvesting of dead trees from invasives in the FP, no management of forest resources, no fighting of invasives, just let nature happen</li><li>• Exclusion of local population in discussions</li><li>• No value to people</li></ul>

## Scenario B: “Play, Work, Live”

Likes	Dislikes (possible improvements in parens)
<ul style="list-style-type: none"> <li>• Global recognition, branding</li> <li>• World class</li> <li>• Resources are maximized</li> <li>• New recreational opportunities</li> <li>• Economy and environment benefit from each other, balanced</li> <li>• Private sector thrives with competition and resource base leveraged into \$\$</li> <li>• Better amenities</li> <li>• Coordinated recreation, comprehensive recreation plan</li> <li>• Reaches different constituencies, Park-wide</li> <li>• Draws on underutilized assets</li> <li>• Realistic about demographic trends</li> <li>• Four season approach</li> <li>• Existence of a unified, whole-Park plan</li> <li>• Recognition of the economic importance of the recreation industry</li> <li>• Attention to retirement opportunity, not just nature</li> <li>• Infrastructure development: broadband, cellphones, health care</li> <li>• User fees, not just gov’t supported</li> <li>• Pass allows for paying for venues, not at the entrance only</li> </ul>	<ul style="list-style-type: none"> <li>• Too much tourism, all eggs in one basket (Diversify the economy)</li> <li>• Increased development</li> <li>• Money flows out, drains local pool of \$\$</li> <li>• Didn’t recognize other uses of the Forest Preserve (e.g., ecological function), too focused</li> <li>• Not diverse economically</li> <li>• Not clear who pays for the needed development, are they State facilities? (create an investment fund)</li> <li>• Slippery slope leading to poor use, trashing the place</li> <li>• Stress to infrastructure</li> <li>• Lack of economic diversity</li> <li>• Low wage, seasonal jobs</li> </ul>

### Scenario C: “We’re all in this together – the way life should be”

Likes	Dislikes (possible improvements in parens)
<ul style="list-style-type: none"> <li>• Eco-friendly, eco-topia</li> <li>• Community at its best, shared values</li> <li>• Closed economic loop</li> <li>• Resilient, stable, diverse economy, slow growth</li> <li>• Flexible regulations</li> <li>• Emphasis on education as a means</li> <li>• Human centric</li> <li>• Green, progressive, grass roots</li> <li>• Sustainability drives consolidation of government</li> <li>• Attractive to the next generation</li> <li>• Self-reliant, self-sufficiency</li> <li>• Builds on existing assets</li> <li>• Social approach</li> <li>• Wholistic</li> <li>• Sustainable vision</li> <li>• Sustainable energy resources</li> <li>• Fits with ADK “myth” culture</li> <li>• Some regulatory reform, e.g., land bank</li> </ul>	<ul style="list-style-type: none"> <li>• It is really doable? Utopia?</li> <li>• Slow pace of change</li> <li>• Too broad, too many moving parts</li> <li>• No structure or specific policy points, how do you get there, too informal, loose</li> <li>• Weather dependency in areas like farming</li> <li>• Substantial investment</li> <li>• The drivers for this are not obvious, who’s driving the train</li> </ul>

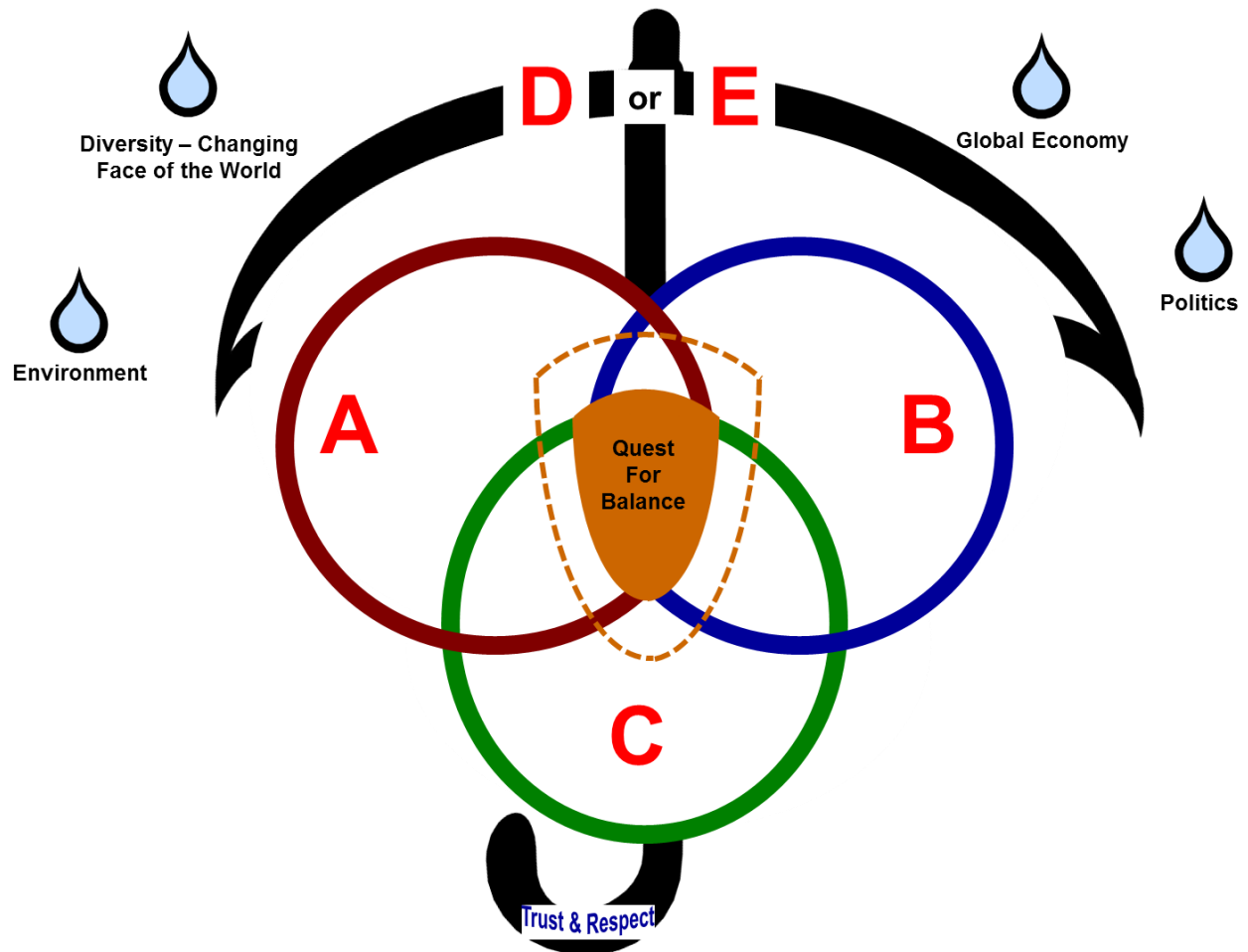
## Scenario D: “Adirondack County”

Likes	Dislikes (possible improvements in parens)
<ul style="list-style-type: none"> <li>• Rational, common sense approach</li> <li>• Big civic involvement</li> <li>• Branding, market reach</li> <li>• Broadband</li> <li>• Efficiencies, consolidated services and procurement, resource sharing</li> <li>• Government can be good</li> <li>• Coherent identity, brand, unity</li> <li>• Reduced overlap</li> <li>• A big idea, radical</li> <li>• Protects all resources</li> <li>• Power to the Park, more political clout</li> <li>• Pride in the Park</li> <li>• Most balanced</li> <li>• Clear mechanisms to achieve goals</li> <li>• No more Park isolation</li> <li>• APA focused on private land</li> <li>• Build Forest Preserve as an asset</li> <li>• Regional focus, not town vs. town</li> </ul>	<ul style="list-style-type: none"> <li>• Requires major legislation</li> <li>• Local resistance</li> <li>• Identity trumps functional path</li> <li>• Fragmentation of other counties by taking pieces away from them</li> <li>• Doesn't recognize parochialism of gov't</li> <li>• Top down</li> <li>• Missing unique, diverse character of communities</li> <li>• Replaced one big gov't with another</li> <li>• Big brother, monolithic, harder for people to access gov't.</li> <li>• De-emphasizing local control</li> <li>• Loss of “home rule”</li> <li>• One size doesn't fit all</li> <li>• Tele-education may not work</li> <li>• Loss of check and balance on FP issues</li> <li>• Underestimates obstacles</li> <li>• High up-front costs</li> <li>• May weaken political power by eliminating border cities, disconnect from adjacent regions</li> </ul>

## Scenario E: “Civic Engagement: Recognizing and Nurturing our Diversity”

Likes	Dislikes (possible improvements in parens)
<ul style="list-style-type: none"> <li>• Function trumps identity</li> <li>• More local control</li> <li>• Transition builds trust between State and Local Government</li> <li>• Private-sector driven</li> <li>• Natural progress</li> <li>• Power to the people, more control @ local level</li> <li>• More towns with professional planners</li> <li>• New relationship with local gov’t</li> <li>• Grass roots approach</li> <li>• Civic engagement</li> <li>• Entrepreneurialism, small scale</li> <li>• Empowerment of people</li> <li>• Empowerment of non-profits</li> </ul>	<ul style="list-style-type: none"> <li>• Lose some interior towns</li> <li>• Threat to wilderness</li> <li>• No interconnection</li> <li>• Focus on exterior rim</li> <li>• Haves and have nots</li> <li>• The weak lose, Darwinian</li> <li>• Rugged individualism at its worst</li> <li>• Wild west</li> <li>• No “We” or classic Adirondacks, dilutes ADK brand</li> <li>• Feudalistic</li> <li>• The team assumed a big government grant to make it feasible</li> <li>• No explanation of how people get more involved and engaged, unclear transition path</li> <li>• Persistent trust problem</li> <li>• Limited green basis of decisions</li> <li>• Infrastructure from private industry rather than gov’t</li> <li>• No economies of scale</li> </ul>

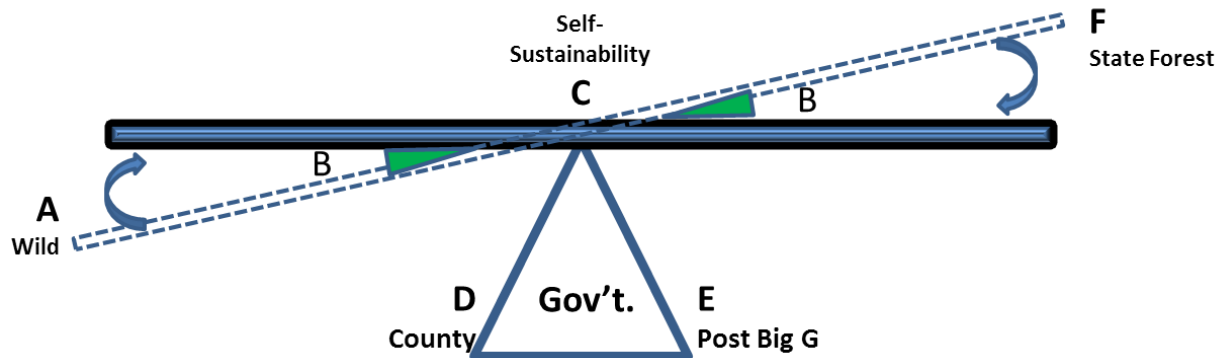
## Team 1 Synthesis



- We want to see A (Wild Park, i.e. Forest Preserve), B (Usable Park), and C (Sustainable Life) all happen and thrive
- They need to have a supportive structure for this to happen – could be either D or E
- Our goal is to have the “quest for balance” expand over time
- Trust and respect are the foundation for making this happen
- There are a lot of external forces that could impact us (raindrops); it is the job of D and E to protect us from these external events that we can’t change
- The center “quest for balance” means something a little different for everyone – we are not on the same page as to what is in that center – that is something that we must work on.
- Article 14 is common ground for all



## Team 2 Synthesis



- It's a teeter-totter – with C as the pivot point.
- Either D or E is the government holding us up
- Will move towards A or F depending on external factors ; if we tilt too far in one direction we get the “bad” version of A; if we tilt too far in the other direction we lose the gem and get the F scenario of a State Forest. B is a vision of how to maintain balance between the environment and the economy.

### Critical Events

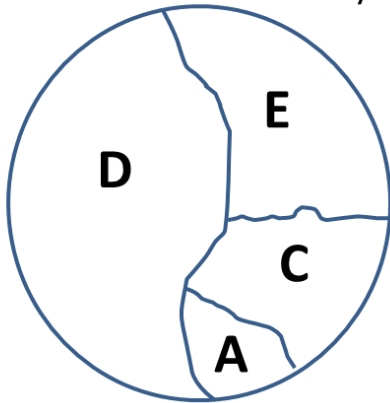
37 Park-wide recreation plan published and adopted by DEC

126 Amendment creates community land bank to facilitate small projects

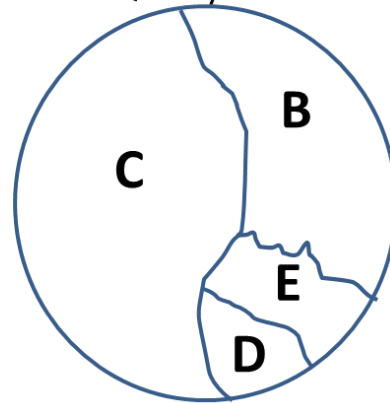
123 Governor issues an executive order for State agencies to treat the Park as a single region

## Team 3 Synthesis

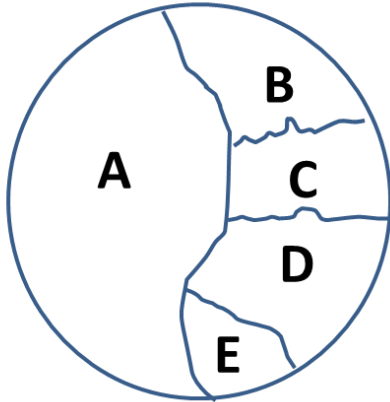
Government Efficiency



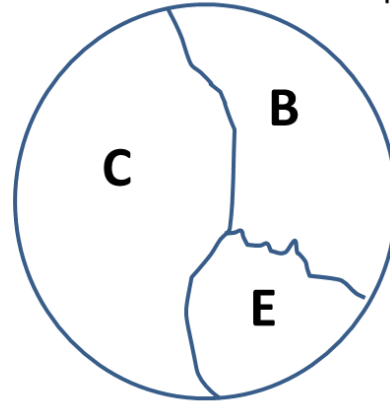
Quality of Life



Wild Land Protection



Sustainable Economic Development

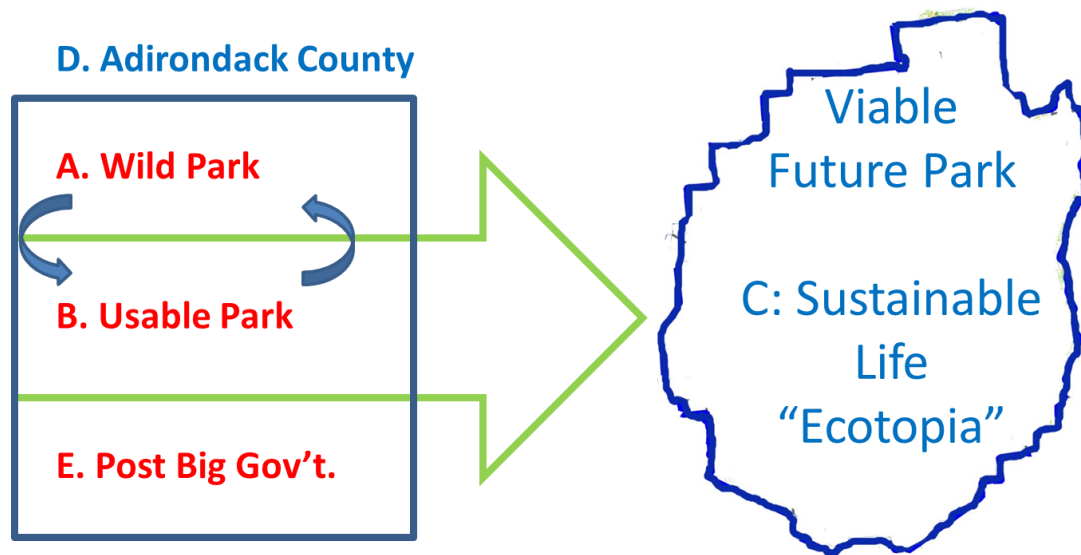


- We saw four common themes across the scenarios:
  1. Government efficiency
  2. Quality of life
  3. Wild land protection
  4. Sustainable economic development
- We looked at which scenarios contribute to making each of these themes a reality

### Critical Events

- Distributed/district heating/energy demonstration project
- Ubiquitous broadband
- Land bank
- Council of governments
- Centralized planning support
- Incentives for government consolidation
- NYSERDA-funded, Adirondack-focused research
- Recreation use plan
- Conservation education

## Team 4 Synthesis



- There were things we liked in all the scenarios
- A, B, E all happen within the structure of D. A and B reinforce each other. Can't let one dominate over the other too much. E is not mutually exclusive with D in the way that it was argued in the workshop. Local professionalism, engagement and private investment can happen within a rationalized government that takes advantage of economies of scale.
- Over time, this moves us to our vision of the future, C

### Critical Events

#### Scenario A

Preserve article XIV

Constitutionally mandated tax payments on FP

126 Amendment creates community land bank to facilitate small projects

#### Scenario B

37 Park-wide recreation plan published and adopted by DEC

20 ADK brand recognition how leads Yellowstone and Vermont

#### Scenario D

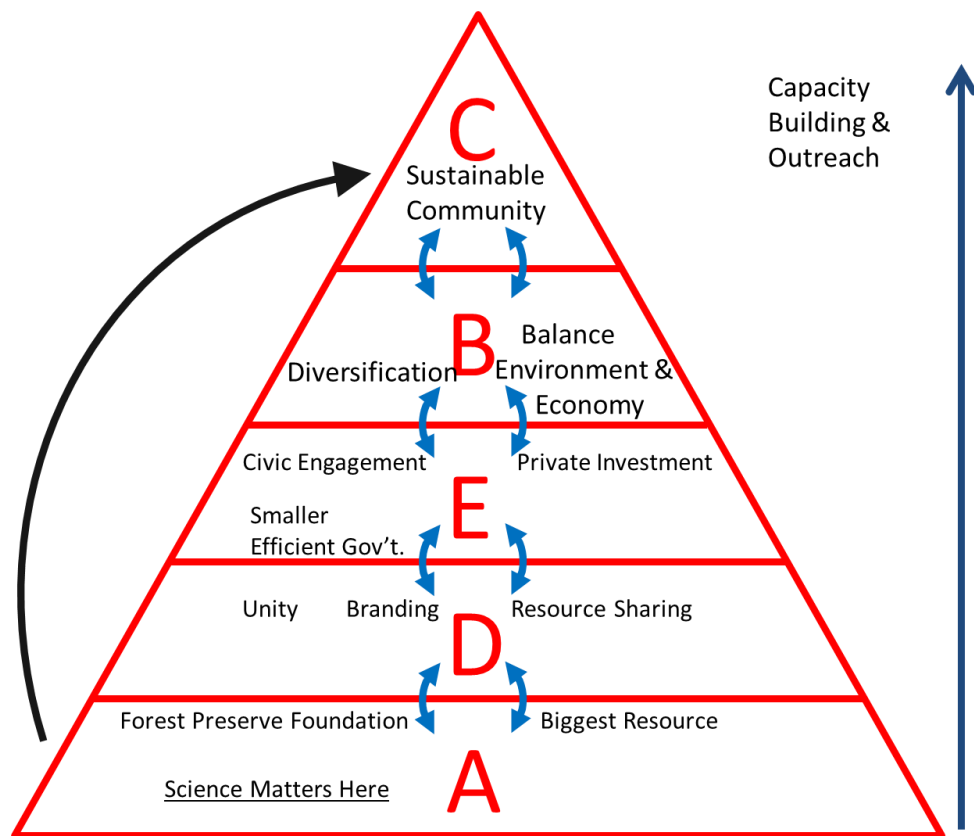
Consolidated services: cost effective government

One voice – political clout

#### Scenario E

135 Two-thirds of Park towns have local land use plans

## Team 5 Synthesis



- None of these can happen unless some of each of these happen
- C is the ultimate success
- A is the foundation for everyone and all the scenarios
- Building toward the goal of C, D provides the unity, branding and resource sharing
- E provides civic engagement, private investment, and efficient government
- B provides diversification and a balance between the environment and the economy
- There has to be continual capacity building
- Citizen sponsored initiatives are key

### Critical Events

37 Park-wide recreation plan published and adopted by DEC

126 Amendment creates community land bank to facilitate small projects

123 Governor issues an executive order for State agencies to treat the Park as a single region

115 More citizen-sponsored initiatives in the Park

## Plenary Discussion

Q. Most of us were at the Common Ground Alliance meeting in July – if you have an individual workshop at e.g. APA who are coming in cold (without something like the July workshop)– will this still work?

A. July work was just a teaser. The interviews are what really kicked off the workshop. If we were to do this internally, would do interviews. Can have different purposes – e.g., education or team building between agency people. We would have to work out objectives over time.

Q. It would be real interesting if you did this with a group outside the Park? NYC or Albany. You'd use basically the same stuff as today – see how they compare with today's results.

A. If you work with people who don't know much about the Park – you do it a different way – like the big ideas in July and 20 top events. Can make it shorter/simpler.

What do you think the core team could do with this information for next year? I think this is a great way to build shared ideas and language. This process will take a whole year – how can we take it to the next level next summer? But don't wait till next summer if there is something you can get started at. We will feed you back detailed info – you can use any of it. It is public information.

Thank you to the facilitators for this. Everyone dedicated two days and we all feel strongly – we all care about it. I have been to Common Ground Alliance meetings – this took it to the new level – raised the common ground – loved the current expectations session – got to know folks a whole lot better. Beginning of building of trust. Acknowledgement of strong common themes. No real combativeness.

I'm wondering if we could take this one step further. Can we pull out the best parts and create an endstate we all agree on. We can do a two slide version of the composite endstate. But we don't want to say it's done until more people are involved.

When this gets out to the community that this is what we want, we need to get youth and long-timers involved. We can do a couple of hour format. We could do it as an open meeting format – a couple of hours – endstates and a couple of events- get people engaged that way.

How about high schools – public speaking class? Teach public participation. High school preparedness to deal with such a complex set of ideas. Maybe there is another way to do it. We want outreach to people that don't normally debate in civic. Did it in Keene – they are still talking about it. 60 people came.

Thanks for your expertise – might be useful to do a reality check a year from now. Leaders are here from many groups – if what we express as beliefs and values – come back to it and see what actually happened. Also a couple of these are low hanging fruit. It would be easy to do a recreational plan for the Park. What is stopping us from doing this? Call each other, see what it takes, talk about it.

Why can't we can't define what the new events are to get to the new endstate. Go for it. I hope the sense of momentum continues when we're gone.

There is some power in the idea of reaching high school students. If they got the sense that a diverse group of people were creating a better place - inspire them to make decision about professional or career path. Same idea as youth climate summit. We can work with kids to create model of how they see the Park evolving – put it into a physical medium. Or maybe do 5 skits about alternate visions of the future. Could that be done in multiple high schools – Stephen can do this. Is there a way we could do a video. We are willing to devote an intense year to this – these cycles last about 3 years. Get into the details later on.

College & High School students, change their whole life possibly. Have the kids of the Adirondacks become world citizens – world class thinkers -- take it the next step. If we want to be world class what can we do to get the right people together – cross-pollination seeing ideas from somewhere else and bring ideas from outside back here. What do other local land owner associations do? There is a value to bring knowledge back here.

Nov 30 & Dec 1<sup>st</sup> in Chestertown town hall.

Jan 10-11 in Old Forge at the View.

Question – I understand the need to keep them moving fast. On the other hand, I have a hard time functioning at the speed. Will the workshop timing work for people without the broad background in Park issues most people here have. It will be hard if they are coming in cold. One person at a table more limited knowledge will work. Too many people – won't work. We would need a different type of simpler meeting for those people. E.g., second home owners, agencies outside the Park.

If the sign-ups for the future workshops are a little light, might want to craft a press release about their experience here. I think we can do it – if this group can't do it, we know you all can make it happen.

College student time frame – more near the end of January when they are just coming back – Jan 21<sup>st</sup>. It would be hard to find people who are home from school out of session. Students at college level or recent grads employed here. Including people from the commercial side – chamber of commerce. Not all of them would be willing to sit through 2 days. Get someone from Stewarts in corporate. The other people not represented is the legislature. Hard to get 2 full days.

Wings program- age group 21-45 – that would be a good age to have a workshop with. It's hard to get those people to get 2 days. Worth a shot. There's a young professionals association in Saranac that would be good to contact.

## Appendices

### Full text of events

#	Yr	Title	Description
1	5	Fund Pays People to Leave Dying Interior Towns	A combination of public and private funding is used to buy out homeowners in failing interior towns in the Park. This gives them the ability to start a new life elsewhere. The property becomes State land.
2	5	Boomers Retire to Their Vacation Homes	Boomers own a large portion of the vacation homes in the Park. As they retire, they certainly spend more time here and often retire here, making the Park their legal residence. This increases the population without a need for more building and, hence, more infrastructure.
3	10	Number of Poor in the Park Grow	The extraction industries have left the ADK Park largely due to competition from other parts of the nation and the world. Former workers in these industries have been largely abandoned, left with no pensions and unable or unwilling to leave the Park for improved opportunities. Aging in place, they are a large burden on strapped government budgets. Total number living below the poverty line has increased over the past decade.
4	10	Broadband Brings More Mid-Career Families into the Park	People around 40 with young families move to the Park as broadband allows them to bring their job with them or enables the startup of new small businesses. For most, they do give up some relative to what they could earn in cities, but they want community life and small schools for their children. They are generally well educated and bring new financial and intellectual horsepower to the Park. Broadband has changed the Park's workforce demographics in important ways.
5	10	Retirees Don't Live Here More Than Six Months Due to High Taxes	Retirees have been spending more time here in their old vacation homes but not that many of them make the Park their primary residence due to the relatively high tax rates here. If you live here more than six months you have to pay State income tax. That is, unless you are a retired State employee. They don't pay taxes on their State pension income.
6	15	ADK Mountain Club Still Overwhelmingly White, Professional, Well Educated	Outreach efforts by the Adirondack Mountain Club have not succeeded in diversifying their membership despite considerable effort. Membership has begun to decline slightly as the boomers begin to pass away.
7	20	One or More Refugee Relocation Programs in the Park	Programs bringing Ethiopians in particular into the Park. The programs are introducing more diversity and ensuring a younger population with families.
8	5	Park-Related Regional Economic Council Wins One of 4 Major Growth Grants	The Regional Economic Council process set up in 2011 was a competition with four regions winning significantly larger grants than the rest. One of the three Councils that cover the Park has won one of these top grants. The grant does not just go to one large big-bang project but includes smaller projects that are more suited to the needs of the Towns in the Park.
9	5	ADK Park Development Authority Announced	Modeled after the NY Metro Port Authority and other regional economic development groups, it becomes the

			Blue Line's unified economic development agency. One of its most important features is that it can issue bonds and guarantee loans related to development projects. Loan guarantees are important because in many areas of the Park there has been little or no private investment for a long time and Banks are reluctant to make loans to new ventures without guarantees.
10	5	Entrepreneurs Buying Up Large Buildings Along New Broadband Corridors	As broadband goes into some of the major corridors within the Park, entrepreneurs are buying up larger, often abandoned buildings to use as space for their new network-based ventures. Buildings can be purchased for 6 cents a sq. ft. Old prisons are a particularly good space to use for server farms being remote from terror attacks, equipped with backup power and, obviously, good security. A hotelling arrangement allows the server center to put customers' equipment in a locked cell.
11	5	Caretakers for Aging Baby Boomers are a Growth Employment Opportunity	The business of local home caretakers is growing fast as aging baby boomers pay for more home services. These jobs have always had appeal to the self-employed but now they are getting to be quite lucrative as boomers spend more time here and pay for year-round services. The number of homes dark and vacant all winter is declining all over the Park.
12	5	Main Street Revitalization Grants Improve Hamlet and Village Attractiveness	Relative to Vermont, for example, many ADK hamlets and villages were ugly and run down. To attract new residents and small shops, a variety of grants are used to improve the look and feel of Main Streets all over the Park.
13	5	Global Foundaries Project Brings Large Numbers of New Visitors and Residents	The Global Foundaries project brought about 2000 highly educated workers and their families to the Saratoga area. Additional families arrived with all the sub-suppliers needed by this facility. This moved the economic center of gravity in the Capitol Region well to the north. The result was many first time visitors as well as new seasonal homes and residents northward all along the I-87 corridor. North Creek and Lake George saw the biggest impacts.
14	5	Forum Seeks to Match Angel Investors to Business Start Ups in the Park	The program offers a forum 2x a year for angel investors to listen to pitches from people who want to start light manufacturing businesses in the Park. It attracts entrepreneurs pitching making recreational equipment (eg skis and boats), new concierge-class guide services, health care operations (CCRs), B&B chains, biotech firms, boomer-care services, new sports events, local food production and all manner of other ventures.
15	10	Private Sector Shrinkage in the Park's Interior is Leading to a Decline in Visitors	The Park's interior is seeing declines in visitors as the increasingly seasonal-only economy shrinks. Common services like gas stations and food stores are unavailable without a long drive. Cell phones and broadband are unavailable.
16	10	Former Schools Snapped up By Hotel Developers	Following a model seeing success in Oregon, former schools are reborn as outfitter hotels. Gyms become training centers for climbing. Classrooms become family suites with kitchens and baths. Cafeterias become bars and restaurants. Auditoriums become stages for lectures and films.
17	10	Diverse Telework Jobs Develop at Many Levels, Grow	Internet-based job growth in the Park is slow and diverse.



		Slowly	The jobs range from highly skilled software engineering and money management to more general workforce jobs involving data entry for billing, medical records and distributed call center operations. Many of these jobs are part-time, but they are not seasonal. In towns where internet service appears, slowly tele-workers show up in the population. There is no "big bang" new employer, so it is harder to see and count. But in many towns, 10 news jobs each year is a lot. The diversity of the work means it is more stable than a single major employer.
18	15	Biomass Energy Is a Major Source of New Jobs in the Park	The biomass push extends beyond the Park. New pellet fueled heating systems and fuel supply contracts are marketed to places as far as Albany, Watertown and Utica. Wood pellet systems are becoming a mainstream alternative, not just for people living in the woods. There is large-scale adoption of wood-based biomass for thermal and other energy needs inside the Park too. All kinds of jobs are generated from harvesting to distribution to installation of systems and operation of larger scale plants within the Park.
19	20	Tupper Lake ACR Now a Zombie Subdivision	The Adirondack Club and Resort project in Tupper was approved and partially built but it never became fully operational. Like a lot of developments in Montana and the Yellowstone region, it has become a zombie, uninhabited and a blight on the landscape. It was not the APA's job to rule on its financial viability and local officials felt this was something they had to go for. Alas, general economic conditions continued to stagnate and the project never reached critical mass to succeed.
20	5	ADK Pass Program Widely Marketed	The Adirondack Park Pass grants visitors admission to a wide variety of cultural/historical/scenic institutions (e.g., Wild Center, Adk Museum, Sagamore, Ticonderoga, Whiteface Highway, etc.), making it a vacation destination with many attractions on a par with New England. Now the Pass is being widely marketed through the I Love NY campaign, local Chambers of Commerce, etc.
21	5	Major Promotion Campaign for Jobs, Entrepreneurs and Net-Workers	People just didn't think of coming to the Adirondacks to start a company or open an office. They thought it was a Park. A major promotional campaign is started to tell the rest of North America that the Adirondacks is a great place to live and work. We have broadband and the other infrastructure needed and a great quality of life. Includes money to go give pitches to major employers in NY, Ontario and Quebec.
22	10	Park Leverages Its UNESCO Biosphere Reserve Designation	The UNESCO Man and Biosphere Programme established in 1977 promotes research, training and communications in ecosystem conservation and rational use of natural resources. In the early 1990s, the program's focus shifted to promoting interactions of mankind with nature in terms of sustainable living, income generation and reducing poverty. The Park leverages its Champlain-Adirondack Biosphere designation (made in 1989) to increase research attention on the area as well as boosting tourism, domestic and international.
23	10	"Adirondack" Recreational Goods Brand Competes	An effort to develop a recreational goods manufacturing

		Favorably with Patagonia	cluster, along with the corresponding activities and guide services, is launched using the “Adirondack” brand. The idea is to copy and expand how the company “Patagonia” used the attributes of that region of South America, but across multiple companies in the Park.
24	15	Multicultural and International Marketing of the Adirondacks Changes the Profile of Visitors	Efforts to brand and market the region to Asian, Latino and other minority communities are working, as are efforts to attract more international visitors. Non-white and non-US people are now more than 50% of the visitors to the Park. To many international visitors, especially Canadians, the US now looks like an affordable vacation destination.
25	20	Brand Recognition Study Shows "Adirondack" Now Leads Yellowstone and Vermont	A study of global brands related to tourism shows that Adirondack now leads both Yellowstone and Vermont in recognition in North America, Europe and Japan/China
26	5	ALT Starts Young Farmer Program	The Adirondack Land Trust starts a program to support young farmers and to preserve farmlands.
27	5	Regional Co-ops Improve Economics of Local Food Production	Regional meat processing plants have opened in Champlain and St. Lawrence regions. Other cooperatives for processing, marketing and distribution of food products are operating within the region and include distribution to targeted urban centers like Albany, Saratoga, etc. Overall, these improve the scale and economics of local food production.
28	10	CSA Subscriptions Have Tripled in 10 Years	Community Supported Agriculture has become a widely used manner of participating in the local food movement. As the volume of CSA subscriptions have gone up, many farmers can offer then at lower cost thus expanding the market further.
29	10	Various Measures Extend Local Growing Season	Tapping into geothermal energy sources, use of high tunnels and other season extenders are very widespread. Also, hardier crop varieties have been developed. Low-cost green houses are used by some, sometimes heated by waste heat from electricity generation or as part of a centralized thermal generation plant.
30	15	NYS Department of Agriculture Programs Help the Local Food Movement	The State’s food rules were understandably tightened for safety purposes where producers were unknown to consumers. But new rules are set up to apply where the producer is within 100 miles of the point of sale to consumer, as is the case with farmer’s markets, direct farm sales, and the like. Other efforts have tried to help local farmers comply with increasingly stringent Federal food security rules designed for large-scale producers.
31	5	DEC Implements Online Hiker Reservation System with User Fees	All hikers must have permits to use trails. The system limits number of hikers per day on specific trails and peaks. The effect is to spread out use of trails and prevent over-use of places like Cascade Mountain. The system also generates a new stream of user fees that are going to be used for improvement of facilities as well as promotion. ADK Park Season Passes are available, too, that apply to a wide range of activities.
32	5	Most Government Owned Recreational Assets are Privatized	As government payrolls shrink, many recreational assets like NY State Campgrounds, Town and Village owned golf courses, and even some former Olympic facilities are either sold or leased to private operators.
33	5	New Style Guide and Outfitter Businesses Do Well	These guide services create once-in-a-lifetime experiences

			for visitors of all income levels. They arrange everything from tents to great camps for your stay, all sorts of activity options and almost any food you can imagine. These services are offered as a menu of choices at the low end to completely custom at the high end. The guides have all the expected outdoor skills but also dispense history and environmental topics as easily as campfire stories. There are training programs to give people the skills to do this work and a number of businesses in the Park are using this model.
34	5	New Trails Connect Backcountry to Hamlets and Interconnect Hamlets	New trails (bike, ski and hiking) make it easier for people to get between hamlets. They also enable people to get to and from the back country directly from hamlets. Most are safeways, separate from existing highways. Less use of cars and fewer parking issues are one result.
35	5	B&B Circuits Provide Package Tours for Driving Tourists	The Park is huge and one of the best ways to experience it is to buy a packaged circuit tour involving a number of B&Bs each offering their special own set of activities, sites and restaurants. Several packages are assembled and sold as bundles by travel agents and the big online travel services including air tickets and rental cars and even campers if needed.
36	10	Towns Sponsor Seminars for Their Workers in Visitor-Facing Roles	Many towns have sponsored seminars for people in visitor-facing roles (store clerks, waiters, bar tenders, gas station attendants, etc.) in how to promote their town and make visitors feel welcome and to encourage visitors to make use of the local businesses. Often these are sponsored by local chambers of commerce. Even more generally, the local people are encouraged to be helpful when someone asks directions. Towns don't want visitors to feel like they are in Paris or Manhattan!
37	10	Park-Wide Recreation Plan Published and Adopted by DEC	DEC's three regions that include the Park, have worked together to create a single, integrated recreation plan that covers the entire Park. A task force with members from all three DEC regions produced the plan which has been approved and implemented by all regional directors.
38	10	Number of "Beds" in the Park has Increased by 25%	There has been substantial investment in hotels, Inns and B&Bs throughout the Park to accommodate the growing number of visitors. Most of this investment has not been in the traditionally big hubs of Lake Placid and Lake George.
39	10	Big Increase in Demand for Inexpensive Vacation Options	People are not spending money on expensive vacations like they used to. They want to do things that are inexpensive like camping, hiking, kayaking, etc. Most don't have the money for a fancy jetski, ATV or motor boat. They can't afford plane tickets and hotels to go far away. Instead, they want to drive to their vacation spot.
40	10	Ecotourism and Agritourism are Fast Growing Sectors	A large new tourism sector has developed focused on learning about the environment and food production. For example, ecology tours taking people into the far interior remote corners of the Park to learn about forests, lakes and wildlife. Farm vacation stays teach people about food production, care and feeding of animals, etc.. These are offered at a range of prices from very inexpensive involving hands-on work to very luxurious tents camping in the wilderness.

41	10	The Great Adirondack Recreational Trail Completed and Heavily Used	After many fits and starts, the entire trail has been built through the old rail corridor from Lake Placid to Remsen. It supports hiking, biking and snowmobiling. It is much more heavily used than the old scenic railroads which it has replaced and which have been decommissioned. The 112 mile trail is one of the great outdoor tourist attractions in the Northeast.
42	15	Back Country Usage in the Park Never Again Reaches Peak of the '70s	ADK back country visits peaked when the baby boomers were young and in love with the outdoors. Today's youth are more oriented to indoor activities, mostly online.
43	5	Wild Center Hosts International Conference on Spiritual Value of Wilderness	Attendees from many faiths and countries come to the Wild Center to exchange ideas on the spiritual and symbolic value of the wilderness experience.
44	5	Arts Centers are a Critical Resource for ADK Youth	A variety of art centers have sprung up around the Park catering to varied tastes in music, theater and other arts. Typically led by a dynamic person or team from New York City, these have turned into key locations where young people gather, replacing the bar culture for their age group.
45	5	The Arts Become a Widely Recognized Economic Growth Cluster in the Park	All sorts of arts employment had been showing up around the Park. But now it is clear that this is more than just an amenity. The arts, in its many forms, has become a large and recognized source of new jobs.
46	5	Arts Centers Produce First Integrated Park-Wide 12 Month Season	The 3 big arts centers (Blue Mtn Lake, Lake Placid and Old Forge) have begun planning integrated production calendars that enable the movement of productions from each center around to the others. The movement of people and programs leverages the production budgets of all of them and supports bringing productions to small towns as well as the larger stages in bigger villages. The program is called "Connecting Communities Through Art".
47	10	Adirondacks a Major Retreat Center	The Park has become a favorite place for organizations to hold retreats. Businesses come here for annual planning retreats. Religious and social service groups come here for spiritual and restorative retreats. The mountains, lakes and rivers create an ideal environment for contemplation and reflection. There are many wonderful facilities that have been improved to meet corporate and larger group needs.
48	5	ADK Research Cons. Hosts Conference on Sustainable Forest Management	The Adirondack Research Consortium has hosted a major conference on the science of sustainable forest management. Debates on old growth vs. managed forest health and sustainability are better informed by latest research and scientific data. Sessions are included on policy implications.
49	10	Park Loses Battle to 3 Key Invasive Species	Emerald Ash Borer, Asian Long Horn Beetle and Woolly Agedid are established in central Adirondacks. The result is large areas with many dead trees which present a serious fire risk but also offer a potential source of biomass. A debate is on about whether to clear the deadwood in the Forest Preserve areas.
50	10	Forest Preserve Valuation Methods Updated	In an effort to boost State payments in lieu of taxes to their "fair share" new assessments now include values for clean water sent downstate, recreation, carbon sequestration, biodiversity and various development easements (which now are often tax exempt).
51	10	DEC Sponsors Seminars on Managing Your Woodland for	In decades past people would cut their land with objectives

		Sustainable Biomass Harvesting	of selling the wood for timber or paper pulp. Now the objective is for biomass fuel. But doing it in a way that is sustainable ensures future as well as current revenue streams. DEC is sponsoring seminars throughout the Park on what this means and how to do it well.
52	15	Carbon Sequestering Payments Begin to Flow to Forest Landowners	Funds from cap-and-trade systems or carbons taxes begin to flow to ADK forestland owners. The State as well as private land owners receive the new cash flows. Specific amounts are dependent upon surveys made by certified foresters who design forest management programs to maximize growth, thus maximizing carbon consumption.
53	15	Advanced Forest Management Practices Help with Adaptation to Climate Change	The northern forest is under tremendous stress from the effects of climate change. The most advanced thinking about forest management is focused on helping the flora and fauna adapt to the changes and to strengthen the overall ecosystem and keep it healthy. Active forest management is good from a human and a biocentric point of view is the new consensus. You can't just sit there and watch the forest fall apart.
54	15	State Starts New Round of Forest Preserve Purchases	After a period in which the State made very few purchases, the pendulum has swung again toward enlarging the Forest Preserve. In many cases it is the result of depopulation and decline of parts of the Park interior which opened up land for the State to buy.
55	5	Park Becomes Center of Water Quality Research in the Northeast	Water quality and supply is the biggest short term problem in the world. The science of water quality needs a lot of work and it turns out the Park, which has large flows of freshwater descending from the mountain dome though lake systems with hamlets and villages is an ideal place for researchers in this newly rich field.
56	10	DEC Inspecting and Ticketing Boat Owners at Every State Launch	In order to stop worsening aquatic invasives, DEC has gotten much more serious about policing boats being put into ADK waters. There has been a major increase in DEC budget to combat aquatic invasives. Now there are lake stewards at many of the lakes at risk.
57	10	Lake Owner Associations Double Spending to Combat Invasives and Septic	Lake Owners Associations have ramped up funding to combat invasive aquatic species and monitor and enforce regulations on septic system runoff. The growth in spending is so large that a dozen fast growing companies have sprung up to do the work. Lake cleanup is a big, fast growing, business. These lake front property owners understand that water quality directly affects their property values.
58	15	Feral Swine Go Hog Wild in the Adirondacks	Just like in California, wild boar populations have become a serious problem all over NYS. Eurasian wild boars had become popular on private hunting ranches but some escaped and multiplied rapidly. These animals are intelligent and adaptable, eating almost anything and able to live in a wide range of habitats. These are not your average Porky Pigs and they have become the latest invasive species problem to hit the Park.
59	15	Clean Up of Benson Mines Site Completed	Through a combination of State and Federal money, the former mining site in the town of Fine has been cleaned up and is again available as an industrial development site. This site represents 25% of all the land designated Industrial Use within the Adirondack Park and was a blight on this

			otherwise generally environmentally clean region.
60	15	Municipalities in the Park with Public Sewer Systems Doubles	The more successful hamlets are now big enough, or close enough to recreational or protected water resources, that State and federal monies become available for public sewers and treatment operations. The number of municipalities with treatment systems increased from roughly one-third in 2009 to two-thirds in 2026.
61	10	Fewer Snow Cover Days Cut into Winter Economy in Park	Climate change is reducing the number of snow cover days, resulting in less snowmobiling and cross-country skiing. Now there is little or no ice fishing on Lake Champlain. The number of snow cover days has declined by 15% in ten years. There is still a lot of snow but for fewer days.
62	10	Regular Severe Weather Events Stress The Park	Climate change has put more water vapor in the atmosphere and caused more precipitation. There are now regular heavy floods in winter and spring. Severe and violent thunderstorms cause blowdowns and fires, and there are more frequent power and communications outages. They regularly tear up roads and destroy bridges which are increasingly difficult to repair before the next disaster. All this puts pressure on Federal Disaster relief, local government and local emergency services.
63	15	Many Native Species Fade from Park	Climate change is affecting the types of species that live in the Park. The fall foliage is muted as sugar maples in particular have a hard time. Many species move north (boreal birds, pine marten, moose, loon) and are less frequently seen in the Park.
64	20	Climate Change Refugees Moving to Region	Climate change is making other parts of the country uninhabitable (floods, fires, droughts, no water, etc.) and people are moving back to the Northeast in general and the Park in particular. Texas and Oklahoma are seriously desertified. Some low-lying NYC metro areas must be evacuated.
65	20	On Balance, Climate Change Has Made the Park More Attractive as a Place to Live	Although climate change is bad for many parts of the globe, on balance it has actually made the Park more attractive as a place to live for many people with less harsh winters, a longer growing season and a lush landscape that is more like Pennsylvania and Virginia used to be. The change has been gradual enough that the ecosystems are adapting along with the people who live here.
66	5	Emissions from Biomass Energy 10x Lower the Propane	New high tech wood gasification technologies for biomass burning result in emissions that are an astonishing 10x LOWER than natural gas, the best benchmark for fossil fuels. The latest technology is from British Columbia ( <a href="http://www.nexterra.ca">www.nexterra.ca</a> ). It heats wood to a high temperature with minimal oxygen to produce a synthetic gas that is then burned. Overall, biomass technology is moving up the learning curve fast and getting better all the time.
67	5	Federal and State Energy Programs Support More Local Renewable Approaches	Federal and State subsidies, as well as reimbursement rates for power now support a greater number of renewable sources (microhydro, geothermal, biomass, etc.) as well as community-based power generation schemes (e.g., solar panel farms). Efforts to generate and use power locally have become popular in many parts of the country and they make sense from an efficiency as well as sustainability point of view.

68	10	Gas at \$9 gallon But Average Fuel Efficiency at 55MPH	Competition for oil from China and India where car sales are soaring is driving a relentless increase in the price of gasoline. Meanwhile, the Federal CAFE (Corp Avg Fuel Economy) Standards have resulted in large increases in average miles per gallon in new car fleets. In spring 2011 the administration and automakers agreed to raise CAFE target from 35.5 in 2016 to 54.5 in 2025 and these targets stuck and were actually achieved early.
69	10	Geothermal Projects Increasing Rapidly Within the Park	Geothermal is the new hot renewable energy approach. Advances in technology and greater volume of adoption have helped to bring the cost down. One advantage is that there are no regulatory issues to confront when putting in a geothermal system. Larger buildings are more likely to use it than homes.
70	10	Hamlet of Redford Builds Municipal Heating System	With energy efficiency and lower carbon footprint a big issue, people are trying to find ways of heating more efficiently in the north country. Redford in the Town of Saranac has built a municipal heating system that heats homes and public buildings within the dense hamlet using a highly efficient furnace based on local biomass.
71	10	New Grid Plans Emphasize Distributed Local Power Production	New planning for upgrades to the electric grid within the Park focuses on enabling more local generation of power from all sources (hydro, solar, small scale wind, biomass co-gen). Increasingly, towns have local power production and the larger grid is a backup and a place to send excess power. First we need the engineering studies, then the pilots with a few towns, then a more widespread upgrade.
72	10	Five New Water-Powered Mechanical Production Facilities in the Park	Following the example of Croghan Island Mills, other production facilities have opened that directly use water power for mechanical energy. They don't convert it to electricity but use to drive small-scale manufacturing of various sorts. It's clean and green and cheap.
73	15	Low-Flow River Turbines Generate Green Power in ADK Rivers	New ways of generating hyrdo-electric power based on impellers placed in a flowing river are now beginning to be deployed within the Park. They are not as disruptive to fish populations as dams.
74	15	Tax on New High Voltage Power Transmission Line Through Park Supports Regional Efforts	One or more new high voltage power transmission lines were built through the Park in order to bring power from Quebec down to the big cities. The deal that was struck to allow them to be built through the Park was that a very small tax was extracted on the power (maybe 1 cent per kwh). That revenue stream was used to fund local power generation, conservation and smart grid projects.
75	20	Numerous Hydro Power Projects Re-established Throughout the Park	Before the large St Lawrence Seaway power projects were constructed, lots of communities and remote resorts had their own small hydropower dams and operations. Many of these are now being rebuilt as part of a regional energy independence program.
76	5	Saratoga – North Creek Railroad Begins Regular Passenger and Freight Service	The Iowa Pacific company has invested in the line that connects to Amtrak. It can bring skiers and summer visitors to North Creek w/o a car all year round. Freight service has been added. An extension to Newcomb is in the works.
77	10	Airports At Park Edges Expand Flights to Major Cities	A major airline (e.g., Southwest) now operates at the Plattsburgh Airport so there are more flights to major cities like New York and Washington. The Watertown Airport now



			handles medium-sized jets and has a few flights to major cities.
78	10	Pedestrian Malls in Saranac Lake and Lake Placid	A few villages in the Adirondacks have found ways to create pedestrian-only malls in their centers, much like European cities and towns.
79	10	Amtrak Upgrades Albany to Montreal Line	The rail corridor from Albany to Montreal has been upgraded. The old track has been rebuilt and a second track added, greatly improving the travel time north from Albany.
80	10	DOT Shifts Engineering Resources Toward Environment	DOT is no longer building interstates and the issues it faces more often involve environmental protection. It has hired many more environmental engineers while it has allowed its traditional highway engineering staff to decline through attrition. These new staff tackle problems like substitutes for road salt, bigger culverts more suited for wildlife migration, etc.
81	15	Busses and Other Shared Transportation Infrastructure Widely Used in Park	To reduce auto use and oil dependency, inter-village transport system were put in place. Most are busses that run on propane or maybe some kind of synfuel derived from wood. These shared transportation options are used by commuters to get to work as well as by seniors and some tourists.
82	20	License Plate Recognition Systems Bill Drivers Entering the Park	The technology was developed for major cities such as Singapore, Copenhagen and New York to bill commuters by time of day in order to ease congestion. The same technology has been adapted to record all drivers entering the Park and charge them based on length of stay. Residents cars are not charged. The fees are used to support environmental, economic and recreational improvements to the Park as State and Federal funding has been drastically reduced. You pay to play in this Park just like you do in parks all over the world.
83	5	State Encourages Remote Work in Most Departments and Agencies	The State itself is moving to remote work approaches. The governor has mandated that all agencies and departments enable as many positions as possible to be remote. Agencies and departments use net-based video conferencing instead of meetings, resulting in much less driving and travel. Because people can work from home, even for some days of the week, there is a major reduction in commuting by State employees.
84	5	Fiber Trunk Line Built Across the Southern ADK Park	A new fiber trunk line is built from Utica to Warrensburg using an economic development grant. It will support new broadband service to homes, businesses and cell towers across the region.
85	5	ADK Regional GIS Grows into The Source of Real-Time Info on Park Conditions	The Regional GIS is used by visitors and government departments at all levels. The big change is that more information is accurate and constantly updated. Information on trails (ski, hiking, snowmobile, x-country, etc.), downhill skiing, campsite availability, overcrowding, etc. is captured in the system and it is widely publicized and used by the public too. Visitors want to know the conditions before they leave home. The info helps spread out visitors across the Park. The site also contains info on all events in the Park.
86	10	Cell Phone Coverage On Park NYS Highway Corridors Completed	All State highway corridors now have continuous cell phone coverage. The State subsidized the last sections for the purpose of public safety communications. It ended up being



			less expensive than upgrading emergency radio systems.
87	10	Widespread Broadband Enables State to Deliver More Services Electronically	Use of broadband networks by the State is lowering the cost of government and improving service to citizens, most of whom are connected in high speed nets. One result is that the State needs fewer physical offices, since service delivery can be more centralized in fewer locales. The use of electronic service delivery makes it easier to consolidate regions without lessening service delivery. Payments to citizens and by citizens can be made over the network. Applications of various sorts can be filled out online and submitted electronically.
88	10	Counties Set Up Shared "Back Office" Operations for Towns	One of the easiest ways to save money at the town level has been to use shared, online services for sending out tax bills, processing and paying the Town's bills, purchasing, payroll, insurance, legal, as well as other administrative functions. Counties have set up the systems and perform some of the work, eliminating the need for some positions at the town level. Most of this is invisible to the public and doesn't threaten local identities.
89	20	Personal and Auto-Based Info Replaces Most Roadside Signage in the Park	Advanced smartphone and cars equipped with advanced GPS and location-based information systems are ubiquitous. State, local and private programs have created tons of information on attractions, shops, restaurants, etc. as well as the history, geology and biology of the region. The result is that most signs can be taken down and scenic beauty increased.
90	5	ADK High School Exchange Program Initiated	A new program supports exchange of students between ADK high schools. Different high schools begin to focus on particular subjects and areas of expertise rather than every high school trying to do everything. Students can spend a semester or more at a different high school through a program of hosting in homes within the town. Among other things, this fosters a greater sense of unity among ADK communities and helps in creating a Park-wide ADK identity.
91	5	Smaller School Districts Sharing Admin Functions	Many smaller school districts are partnering with neighboring ones to share admin functions, including purchasing and other back office tasks. It is typical now to have one superintendent for multiple schools. This is a step toward consolidation but not going all the way as one way to save money and perhaps increase the quality of administration. Towns see it as a way to forestall forced consolidation by the State.
92	5	ADK 'Guide Schools' Train a New Cadre of Backcountry Guides	A new cadre of guides have been trained as experts on the ecology and history of the Park along with being able to take people hiking, birding, biking, paddling and camping. The programs are offered in Community Colleges and the Ranger School. After they graduate they spread out throughout the Park.
93	5	College Recruiting Becomes a Path for Improving Diversity in the Park	Schools, community colleges, and colleges in and around the Park step up recruitment of all sorts of minorities to come to the Park. The students' experience in the Park proves comfortable and more minority students apply to local colleges. Some of them look for work in the region.
94	5	Many School Districts Launch Programs to Attract Students from Outside the Park	Newcomb is famous for launching a successful foreign student program. Now there a 5-10 new programs. Most

			have some unusual angle. One school might be very strong in environmental science. Another might have an art, music or theater focus. Another focuses on students of a particular language. Ties to the top rank public schools in big cities with similar focus are common. School safety is a selling point. The Adk schools have money, facilities and expertise. What they all need are diversity and larger student populations.
95	5	Parents Get Behind School Consolidations Focused on Quality, Not Cost	The conversation about school district consolidations has shifted from cost reductions to quality. While small classes are great to a point, there is a threshold below which schools lose critical mass and students experience suffers. They can field a sports team, or put on a play, or the kids get stresses out from trying to do everything despite small numbers. This shift to a discussion of quality brings parents to the table. Truth is, in the past mergers only saved money for a short time, until State incentives ran out.
96	10	All Park High Schools Have Environmental Studies and Entrepreneurial Studies Program	All high schools in the Park adopt two common curriculums programs – one in environmental studies and the other in entrepreneurial studies.
97	10	Area Colleges are the Focus for Entrepreneurial Development	Studies have shown that a large amount of new, entrepreneurial business development is occurring near the area's major colleges and universities: NCCC, Clarkson, Colgate, SUNY, Paul Smiths, Cornell.
98	15	National Movement toward Internet-based Education Resources Allows Reductions in School Budgets	A large portion of teaching is now done using Internet-based resources and remote teachers rather than with in-class teachers. This is especially true in high schools. Especially useful for small districts who can rely on teachers in other locales for certain classes. Some teachers teach a class to students sitting in three different rooms in three different towns.
99	15	NCCC Opens Branches in Two Other Communities	North Country Community College is branching out and opening facilities in two additional ADK communities. Colleges are an important driver of economic growth and community diversity and other localities create incentives (e.g., space) for NCCC to come into them.
100	5	Congress Eliminates Mortgage Interest Deduction on Second Homes	In the era of big deficits and low taxes, the deduction on second home interest payments was eliminated. As a result housing prices in the Park drop somewhat.
101	5	Housing Rehabilitation for Energy Efficiency Takes Off	Everyone knows that the big savings come from rehabilitating houses to be more energy efficient through wrapping, new windows and more insulation. A major push by the State has caused a big uptake in the use of the existing program that allows you to finance the cost of the rehabilitation from the future savings stream from lower energy bills. There has been a 25% increase in people using that program in the past 2 years due to heavy promotion and continued rise in energy costs.
102	5	AARCH Promotes Restoration and Redevelopment Over New Builds	The green approach to expanding the housing stock in the Park is restoration and redevelopment of existing structures. ADK Architectural Heritage has sponsored a major promotional campaign to encourage more of this kind of reuse and preservation of what we already have. It also has led a Park-wide inventory of redevelopment/restoration opportunities, which includes multi-family buildings and

			office/gallery/factory space.
103	15	Retiring in the Park is a Three Step Process , Enhancing Hamlet Life	First people retire to their vacation home which is often far from town. Then, as they age, the remoteness is more of a problem than a pleasure, so they sell the remote house and move to the town. As they become less able to live on their own, they move to Continuing Care Retirement facilities with health care at hand. They don't leave as they age, they stay here because their friends and community are here.
104	5	Park-wide Health Care Network Completed	Launched in mid-2011, the ADK-Champlain Telemedicine Info Network (ACTION) uses broadband to enable remote consultation and sharing of medical data and images among 48 medical facilities in an 8 county region including 8 hospitals and clinics, and to provide coordinated medical care. Patients need to move around less to get correct care. ERs can pull in specialists electronically instead of putting patient in an ambulance. It enables a team-based approach to healthcare. The region is ahead of the curve on electronic medical records.
105	5	ADK Medical Home Pilot Project Successfully Shifts Focus to Wellness	With 80% of health care costs related to chronic illnesses (and mostly in older people), the trick is regular contact with a local doctor to keep them on their program and out of emergency rooms. The ADK Medical Home Pilot (one of 8 nationally) proves successful in getting payment programs to pay for health instead of illness events and getting people to see their doctors regularly. It is also more satisfying for the GPs, who get more regular contact with patients. This is a project sponsored by the ADK Health Institute, a collaboration of AMC and CVPH.
106	5	Health Systems Start "Grow Your Own" Health Professionals Programs	For people entering health care, local health systems will provide loans to local students and forgive them slowly if they come back to work in the system. Doctors Across NY and the National Health Service already do this and serve as models for the Park program.
107	10	Emergency Medical Volunteers at All Time Low	It is increasingly hard to get enough EMTs in many towns in the Park. The average age of an EMT is over 50 in at least 10 towns.
108	10	Major CCR Opens in Tri-Lakes Area	Major Continuing Care Retirement facility opens somewhere in the tri-lakes area in partnership with AMC.
109	10	National Healthcare Reform Bending the Cost Curve	Through fits and starts, the reform of the nations health care system has finally delivered measurable results in significantly reducing the rate of cost increase. Health care costs became such a burden on families, government agencies and businesses that a consensus on implementing major changes was finally reached. The results are now being felt.
110	10	Many Medical Schools Including a Rural Rotation for Students	Many medical schools now include a rotation in the training of new doctors that brings them into a rural setting so that they understand the issues of rural healthcare delivery. An underlying hope is that some of the medical students will fall in love with the rural lifestyle and decide go into practice there after school.
111	15	Counties Outsource Public Nursing Services	Most counties in the Park have outsourced their public nursing services to private providers to lower costs.
112	5	ACT Creates The Guide to Volunteering in the Adirondacks	More and more retirees are moving into the Park with time, energy and interest in volunteering. But they don't always

			know what opportunities exist. The ADK Community Trust has published a Park-wide guide to volunteer opportunities of all sorts. It also serves as a great description of the caring communities that comprise the Park and thus is a further draw to more engaged retirees.
113	10	More Community-Based Retirement Facilities Open	More and more ADK communities are building and supporting small to medium-sized retirement facilities and staffing them with a mixture of paid and volunteer help from the community. These facilities help keep families together and emphasize the importance of inter-generational connections to the health of the community. Unlike the Continuing Care Retirement approach, these do not require large upfront payments to enter.
114	10	The Generous Aging Boomers Donate More to ADK Non-Profits of All Types	Statistics from ACT and other organizations show at least a 25% increase in donations to non-profits within the Park, including those focused on social-services, education and the arts, as well as conservation. The boomers are generous and they are inheriting a very large amount of money from their parents. Many conservation-oriented donors have recognized that they must also address the human needs within the Park.
115	5	More Citizen-Sponsored Initiatives in the Park	Various citizen groups are beginning to get things done in the Park. Groups like ADK Action are getting results on issues from less road salt to broadband to assessment standards. They are proactively addressing the issues that matter to them and not waiting for some government agency to do it to them.
116	5	Prison Closure Programs Put Former Guards to Work on State Infrastructure Projects	Prison closure programs provide funds for some former guards to work on State infrastructure projects like trail building, bridge building, and back country road projects, at least for a while.
117	5	One-Stop Permitting Process Operational	Now a land owner can go to a single government office for permits from all the agencies they might need.
118	5	APA Given Mandate and Funding to Add Role of Economic Development	The APA is given funding and a mandate to lead a new economic development effort in the Park.
119	10	ADK Park Government Becomes Data Centric and Data Driven	Following the model of Mayor Bloomberg in NYC, various government agencies adopt very data centric models of operations to reduce costs. Police patrols, for example, as deployed on the basis of data showing where problem areas are, not in broad brush patrols.
120	10	Towns Merge Highway Departments	With financial pressures building due to the Property Tax Cap, Towns have been forced to cut costs significantly. One relatively easy step for some towns is to merge their highway departments with those in neighboring towns or with their county department.
121	10	Government Sector Job Wages and Benefits Brought Into Line w/Private	Public sector wages and benefits had been so far ahead of the private sector in NY (see <a href="http://unshackleupstate.com/files/UUDSReport.pdf">http://unshackleupstate.com/files/UUDSReport.pdf</a> ) that moving people into private sector jobs was nearly always asking them to cut their income. Over the past decade, the State has cut benefits while average private salaries in the Park have increased, making private sector employment more attractive again for most people.
122	10	State Sends Info-Worker Jobs to the Park Region	After decades of only sending prison jobs to the Park, the State has started to send information worker jobs: office

			jobs, data entry, call centers, and administrative work. The region lobbied for "good" jobs and got some.
123	10	Governor Issues an Executive Order for State Agencies to Treat the Park as a Single Region	The Governor of NY issues an executive order requiring major State agencies to change their regional structure to treat the Blue Line as a one region. This applies to DEC, DOT and DOH at least.
124	15	Largely Empty Interior Park Areas Declared a Formal Park	The State Legislature votes to put large uninhabited interior sections of the Park into a formal Park structure, eliminating town and county government activity in the region which includes Hamilton county. Some small inholdings remain but there are no local services. People wonder if this remote new "Park" will be seen as a jewel or a slum.
125	15	Five Villages Vote to Disband their Government	The anti-tax movement comes to the Park and voters organize ballot questions to disband 10 village governments. A simple majority vote is all it takes and 5 of the 12 village governments in the Park cease to exist. Counties and towns exist at the pleasure of the State legislature, but villages are created and disbanded by voters. Since it is the only level of government voters can directly take aim at, villages are the target. Remaining village governments voice worries about their relevance.
126	5	Amendment Creates Community Land Bank to Facilitate Small Projects	The new land bank facilitates small swaps of Forest Preserve land for needs like water wells, power line, broadband, inter-village bike paths, etc. Currently even these smalls things require a constitutional amendment process. This is modeled on the existing Transportation Land Bank that gives DOT the flexibility it needs to maintain roads in wilderness areas. The bank has a specific number of acres in it and the planning for the amendment required significant work to come up with that figure. There are strict guidelines and process for approval of projects.
127	5	FCC Directs Universal Service Fund to Broadband Away from Telephone	The Federal Communications Commission has redirected the proceeds from the universal service fund that is financed through charges on communications bills. For decades, the fund has been the way that plain old telephone service was extended to rural areas. But today, the need is for rural broadband and the FCC now is using the fund to subsidize development of new broadband in rural areas.
128	5	Sale of Building Permits Allowed to Move Resource Management Sites Down Close to Hamlets	The program allows owners of Resource Management land to sell building rights. In exchange for giving up a building right (based on simple lot counting), the APA will allow creation of a sub-standard lot near a hamlet. The expected effect is to encourage more clustering of building in and around hamlets and leaving more open land in the back country
129	10	Rampant Disregard for APA Rules	With less funding for enforcement, it is easy to ignore the APA in most cases. The fines are relatively small and most people just take the risk, paying the fine if they need to and doing what they want otherwise.
130	10	Height Restrictions Eased by APA	Regulations now allow for structures above 40 feet tall. This allows for more multi-family dwellings as well as office and other business structures. It also facilitates cell towers, smokestacks for biomass thermal energy plants and wind mills.
131	10	Courts Force Agencies to Increase Enforcement	State courts have ruled that the APA and DEC are not

		Personnel	fulfilling the law because they are not enforcing important regulations. Agencies are ordered to increase enforcement personnel.
132	10	APA Steps Aside from State Land Planning, Focuses on Private Land	The overlap in responsibility between DEC and APA with regard to State land has created delays, confusion and extra costs. Finally, Albany has focused all responsibility for State Land with DEC and left the APA to focus on private land use and permitting. This frees up APA to process private requests more quickly and in the end saves the tax payers money by reducing overlap and dueling processes between the two organizations.
133	15	New Stricter Water Quality Regulations Implemented	A whole suite of new rules require septic inspections and re-construction. All floodplain construction (and re-construction) is stopped. A minimum of 100 foot buffers are created between water front and any human activity including homes, farms, grazing, etc. Even larger buffers are created in obvious drainages. Septic systems in hamlets and on lakefront are major targets of the new rules. "Waterfront" is defined to include small brooks and streams as well as rivers and lakes.
134	15	APA Act Changed to Remove APA from All Decisions in Hamlet	The APA is no longer involved in permitting for any project that is within hamlet. These are now handled entirely by Town/Village planning boards.
135	20	Two-Thirds of Park Towns have Local Land Use Plans	In 2010 only 17 Towns had Local Land Use Plans but many more had zoning regulations in place. With a push from the APA, many of those now have approved Land Use Plans. Plans have focused on revitalization of hamlets, maintaining their character and making them livable communities.

## Current Expectations Voting

HU%	UN%	HL%	Net%	HU HL	Card#	Yr	Title
94 %	3 %	3 %	-91 %	Y	1	5	Fund Pays People to Leave Dying Interior Towns
18 %	18 %	65 %	47 %		2	5	Boomers Retire to Their Vacation Homes
26 %	12 %	62 %	36 %		3	10	Number of Poor in the Park Grow
15 %	21 %	65 %	50 %		4	10	Broadband Brings More Mid-Career Families into the Park
44 %	32 %	24 %	-20 %		5	10	Retirees Don't Live Here More Than Six Months Due to High Taxes
21 %	15 %	65 %	44 %		6	15	ADK Mountain Club Still Overwhelmingly White, Professional, Well Educated
56 %	26 %	18 %	-38 %		7	20	One or More Refugee Relocation Programs in the Park
12 %	21 %	67 %	55 %		8	5	Park-Related Regional Economic Council Wins One of 4 Major Growth Grants
44 %	29 %	26 %	-18 %		9	5	ADK Park Development Authority Announced
65 %	18 %	18 %	-47 %		10	5	Entrepreneurs Buying Up Large Buildings Along New Broadband Corridors
21 %	18 %	62 %	41 %		11	5	Caretakers for Aging Baby Boomers are a Growth Employment Opportunity
32 %	18 %	50 %	18 %		12	5	Main Street Revitalization Grants Improve Hamlet and Village Attractiveness
21 %	15 %	65 %	44 %		13	5	Global Foundries Project Brings Large Numbers of New Visitors and Residents
18 %	27 %	55 %	37 %		14	5	Forum Seeks to Match Angel Investors to Business Start Ups in the Park
40 %	26 %	34 %	-6 %		15	10	Private Sector Shrinkage in the Park's Interior is Leading to a Decline in Visitors
44 %	38 %	18 %	-26 %		16	10	Former Schools Snapped up By Hotel Developers
21 %	9 %	71 %	50 %		17	10	Diverse Telework Jobs Develop at Many Levels, Grow Slowly
6 %	15 %	79 %	73 %	Y	18	15	Biomass Energy Is a Major Source of New Jobs in the Park
29 %	35 %	35 %	6 %		19	20	Tupper Lake ACR Now a Zombie Subdivision
21 %	6 %	74 %	53 %		20	5	ADK Pass Program Widely Marketed
15 %	32 %	53 %	38 %		21	5	Major Promotion Campaign for Jobs, Entrepreneurs and Net-Workers
24 %	35 %	41 %	17 %		22	10	Park Leverages Its UNESCO Biosphere Reserve Designation
38 %	38 %	24 %	-14 %		23	10	"Adirondack" Recreational Goods Brand Competes Favorably with Patagonia
6 %	24 %	71 %	65 %	Y	24	15	Multicultural and International Marketing of the Adirondacks Changes the Profile of Visitors
53 %	21 %	26 %	-27 %		25	20	Brand Recognition Study Shows "Adirondack" Now Leads Yellowstone and Vermont
6 %	9 %	85 %	79 %	Y	26	5	ALT Starts Young Farmer Program
6 %	9 %	85 %	79 %	Y	27	5	Regional Co-ops Improve Economics of Local Food Production
3 %	12 %	85 %	82 %	Y	28	10	CSA Subscriptions Have Tripled in 10 Years
3 %	24 %	74 %	71 %	Y	29	10	Various Measures Extend Local Growing Season
9 %	41 %	50 %	41 %		30	15	NYS Department of Agriculture Programs Help the Local Food Movement
59 %	16 %	25 %	-34 %		31	5	DEC Implements Online Hiker Reservation System with User Fees
73 %	15 %	12 %	-61 %	Y	32	5	Most Government Owned Recreational Assets are Privatized
15 %	26 %	59 %	44 %		33	5	New Style Guide and Outfitter Businesses Do Well
24 %	18 %	58 %	34 %		34	5	New Trails Connect Backcountry to Hamlets and Interconnect Hamlets
15 %	38 %	47 %	32 %		35	5	B&B Circuits Provide Package Tours for Driving Tourists
9 %	15 %	76 %	67 %	Y	36	10	Towns Sponsor Seminars for Their Workers in Visitor-Facing Roles
24 %	18 %	59 %	35 %		37	10	Park-Wide Recreation Plan Published and Adopted by DEC
27 %	48 %	24 %	-3 %		38	10	Number of "Beds" in the Park has Increased by 25%
24 %	9 %	68 %	44 %		39	10	Big Increase in Demand for Inexpensive Vacation Options
12 %	21 %	68 %	56 %		40	10	Ecotourism and Agritourism are Fast Growing Sectors
41 %	26 %	32 %	-9 %		41	10	The Great Adirondack Recreational Trail Completed and Heavily Used
35 %	24 %	41 %	6 %		42	15	Back Country Usage in the Park Never Again Reaches Peak of the '70s
3 %	9 %	88 %	85 %	Y	43	5	Wild Center Hosts International Conference on Spiritual Value of Wilderness
21 %	26 %	53 %	32 %		44	5	Arts Centers are a Critical Resource for ADK Youth
24 %	35 %	41 %	17 %		45	5	The Arts Become a Widely Recognized Economic Growth Cluster in the Park
21 %	24 %	56 %	35 %		46	5	Arts Centers Produce First Integrated Park-Wide 12 Month Season
12 %	35 %	53 %	41 %		47	10	Adirondacks a Major Retreat Center
0 %	12 %	88 %	88 %	Y	48	5	ADK Research Cons. Hosts Conference on Sustainable Forest Management



29 %	41 %	29 %	0 %		49	10	Park Loses Battle to 3 Key Invasive Species
44 %	21 %	35 %	-9 %		50	10	Forest Preserve Valuation Methods Updated
0 %	3 %	97 %	97 %	Y	51	10	DEC Sponsors Seminars on Managing Your Woodland for Sustainable Biomass Harvesting
26 %	29 %	44 %	18 %		52	15	Carbon Sequestering Payments Begin to Flow to Forest Landowners
18 %	24 %	59 %	41 %		53	15	Advanced Forest Management Practices Help with Adaptation to Climate Change
65 %	15 %	21 %	-44 %		54	15	State Starts New Round of Forest Preserve Purchases
18 %	41 %	41 %	23 %		55	5	Park Becomes Center of Water Quality Research in the Northeast
37 %	26 %	37 %	0 %		56	10	DEC Inspecting and Ticketing Boat Owners at Every State Launch
12 %	15 %	74 %	62 %	Y	57	10	Lake Owner Associations Double Spending to Combat Invasives and Septic
32 %	15 %	53 %	21 %		58	15	Feral Swine Go Hog Wild in the Adirondacks
58 %	21 %	21 %	-37 %		59	15	Clean Up of Benson Mines Site Completed
32 %	21 %	47 %	15 %		60	15	Municipalities in the Park with Public Sewer Systems Doubles
24 %	24 %	53 %	29 %		61	10	Fewer Snow Cover Days Cut into Winter Economy in Park
6 %	12 %	82 %	76 %	Y	62	10	Regular Severe Weather Events Stress The Park
21 %	44 %	35 %	14 %		63	15	Many Native Species Fade from Park
29 %	29 %	41 %	12 %		64	20	Climate Change Refugees Moving to Region
15 %	38 %	47 %	32 %		65	20	On Balance, Climate Change Has Made the Park More Attractive as a Place to Live
47 %	41 %	12 %	-35 %		66	5	Emissions from Biomass Energy 10x Lower the Propane
38 %	15 %	47 %	9 %		67	5	Federal and State Energy Programs Support More Local Renewable Approaches
32 %	32 %	35 %	3 %		68	10	Gas at \$9 gallon But Average Fuel Efficiency at 55mpg
18 %	9 %	74 %	56 %		69	10	Geothermal Projects Increasing Rapidly Within the Park
9 %	41 %	50 %	41 %		70	10	Hamlet of Redford Builds Municipal Heating System
21 %	42 %	36 %	15 %		71	10	New Grid Plans Emphasize Distributed Local Power Production
45 %	33 %	21 %	-24 %		72	10	Five New Water-Powered Mechanical Production Facilities in the Park
32 %	15 %	53 %	21 %		73	15	Low-Flow River Turbines Generate Green Power in ADK Rivers
71 %	15 %	15 %	-56 %		74	15	Tax on New High Voltage Power Transmission Line Through Park Supports Regional Efforts
18 %	15 %	68 %	50 %		75	20	Numerous Hydro Power Projects Re-established Throughout the Park
21 %	32 %	47 %	26 %		76	5	Saratoga – North Creek Railroad Begins Regular Passenger and Freight Service
3 %	24 %	74 %	71 %	Y	77	10	Airports At Park Edges Expand Flights to Major Cities
53 %	21 %	26 %	-27 %		78	10	Pedestrian Malls in Saranac Lake and Lake Placid
32 %	24 %	44 %	12 %		79	10	Amtrak Upgrades Albany to Montreal Line
21 %	21 %	59 %	38 %		80	10	DOT Shifts Engineering Resources Toward Environment
15 %	44 %	41 %	26 %		81	15	Busses and Other Shared Transportation Infrastructure Widely Used in Park
53 %	9 %	38 %	-15 %		82	20	License Plate Recognition Systems Bill Drivers Entering the Park
36 %	15 %	48 %	12 %		83	5	State Encourages Remote Work in Most Departments and Agencies
19 %	23 %	58 %	39 %		84	5	Fiber Trunk Line Built Across the Southern ADK Park
38 %	12 %	50 %	12 %		85	5	ADK Regional GIS Grows into The Source of Real-Time Info on Park Conditions
41 %	18 %	41 %	0 %		86	10	Cell Phone Coverage On Park NYS Highway Corridors Completed
9 %	6 %	85 %	76 %	Y	87	10	Widespread Broadband Enables State to Deliver More Services Electronically
12 %	3 %	85 %	73 %	Y	88	10	Counties Set Up Shared "Back Office" Operations for Towns
26 %	21 %	53 %	27 %		89	20	Personal and Auto-Based Info Replaces Most Roadside Signage in the Park
33 %	15 %	52 %	19 %		90	5	ADK High School Exchange Program Initiated
6 %	3 %	91 %	85 %	Y	91	5	Smaller School Districts Sharing Admin Functions
9 %	21 %	71 %	62 %	Y	92	5	ADK 'Guide Schools' Train a New Cadre of Backcountry Guides
21 %	29 %	50 %	29 %		93	5	College Recruiting Becomes a Path for Improving Diversity in the Park
26 %	24 %	50 %	24 %		94	5	Many School Districts Launch Programs to Attract Students from Outside the Park
68 %	24 %	9 %	-59 %		95	5	Parents Get Behind School Consolidations Focused on Quality, Not Cost
24 %	24 %	53 %	29 %		96	10	All Park High Schools Have Environmental Studies and Entrepreneurial Studies Program
6 %	0 %	94 %	88 %	Y	97	10	Area Colleges are the Focus for Entrepreneurial Development



15 %	18 %	68 %	53 %		98	15	National Movement toward Internet-based Education Resources Allows Reductions in School Budgets
41 %	47 %	12 %	-29 %		99	15	NCCC Opens Branches in Two Other Communities
47 %	18 %	35 %	-12 %		100	5	Congress Eliminates Mortgage Interest Deduction on Second Homes
6 %	24 %	70 %	64 %	Y	101	5	Housing Rehabilitation for Energy Efficiency Takes Off
9 %	41 %	50 %	41 %		102	5	AARCH Promotes Restoration and Redevelopment Over New Builds
6 %	18 %	76 %	70 %	Y	103	15	Retiring in the Park is a Three Step Process , Enhancing Hamlet Life
18 %	15 %	68 %	50 %		104	5	Park-wide Health Care Network Completed
9 %	41 %	50 %	41 %		105	5	ADK Medical Home Pilot Project Successfully Shifts Focus to Wellness
6 %	16 %	77 %	71 %	Y	106	5	Health Systems Start "Grow Your Own" Health Professionals Programs
6 %	18 %	76 %	70 %	Y	107	10	Emergency Medical Volunteers at All Time Low
0 %	29 %	71 %	71 %	Y	108	10	Major CCR Opens in Tri-Lakes Area
26 %	41 %	32 %	6 %		109	10	National Healthcare Reform Bending the Cost Curve
21 %	29 %	50 %	29 %		110	10	Many Medical Schools Including a Rural Rotation for Students
3 %	32 %	65 %	62 %	Y	111	15	Counties Outsource Public Nursing Services
0 %	24 %	76 %	76 %	Y	112	5	ACT Creates The Guide to Volunteering in the Adirondacks
9 %	35 %	56 %	47 %		113	10	More Community-Based Retirement Facilities Open
3 %	12 %	85 %	82 %	Y	114	10	The Generous Aging Boomers Donate More to ADK Non-Profits of All Types
3 %	6 %	91 %	88 %	Y	115	5	More Citizen-Sponsored Initiatives in the Park
71 %	29 %	%	-71 %	Y	116	5	Prison Closure Programs Put Former Guards to Work on State Infrastructure Projects
91 %	9 %	%	-91 %	Y	117	5	One-Stop Permitting Process Operational
62 %	9 %	29 %	-33 %		118	5	APA Given Mandate and Funding to Add Role of Economic Development
18 %	29 %	53 %	35 %		119	10	ADK Park Government Becomes Data Centric and Data Driven
18 %	21 %	62 %	44 %		120	10	Towns Merge Highway Departments
24 %	38 %	38 %	14 %		121	10	Government Sector Job Wages and Benefits Brought Into Line w/Private
44 %	32 %	24 %	-20 %		122	10	State Sends Info-Worker Jobs to the Park Region
29 %	26 %	44 %	15 %		123	10	Governor Issues an Executive Order for State Agencies to Treat the Park as a Single Region
88 %	12 %	%	-88 %	Y	124	15	Largely Empty Interior Park Areas Declared a Formal Park
41 %	21 %	38 %	-3 %		125	15	Five Villages Vote to Disband their Government
50 %	21 %	29 %	-21 %		126	5	Amendment Creates Community Land Bank to Facilitate Small Projects
32 %	29 %	38 %	6 %		127	5	FCC Directs Universal Service Fund to Broadband Away from Telephone
53 %	15 %	32 %	-21 %		128	5	Sale of Building Permits Allowed to Move Resource Management Sites Down Close to Hamlets
33 %	33 %	33 %	0 %		129	10	Rampant Disregard for APA Rules
62 %	18 %	21 %	-41 %		130	10	Height Restrictions Eased by APA
50 %	38 %	12 %	-38 %		131	10	Courts Force Agencies to Increase Enforcement Personnel
53 %	9 %	38 %	-15 %		132	10	APA Steps Aside from State Land Planning, Focuses on Private Land
12 %	0 %	88 %	76 %	Y	133	15	New Stricter Water Quality Regulations Implemented
74 %	12 %	15 %	-59 %		134	15	APA Act Changed to Remove APA from All Decisions in Hamlet
26 %	21 %	53 %	27 %		135	20	Two-Thirds of Park Towns have Local Land Use Plans

## Critical Event Path Voting

A	B	C	D	E	F	CM	HU	HL	Card#	Title
	-		-		+	Y	Y		1	Fund Pays People to Leave Dying Interior Towns
	+	+		+		Y			2	Boomers Retire to Their Vacation Homes
	-	-			+	Y			3	Number of Poor in the Park Grow
	+	+		+		Y			4	Broadband Brings More Mid-Career Families into the Park
	-		-		-	Y			5	Retirees Don't Live Here More Than Six Months Due to High Taxes
					+				6	ADK Mountain Club Still Overwhelmingly White, Professional, Well Educated
									7	One or More Refugee Relocation Programs in the Park
	+			+	-	Y			8	Park-Related Regional Economic Council Wins One of 4 Major Growth Grants
		+	+						9	ADK Park Development Authority Announced
				+					10	Entrepreneurs Buying Up Large Buildings Along New Broadband Corridors
	+								11	Caretakers for Aging Baby Boomers are a Growth Employment Opportunity
	+	+	+	+	-	Y			12	Main Street Revitalization Grants Improve Hamlet and Village Attractiveness
	+			+	+	Y			13	Global Foundries Project Brings Large Numbers of New Visitors and Residents
		+	+	+		Y			14	Forum Seeks to Match Angel Investors to Business Start Ups in the Park
	-	-	-		+	Y			15	Private Sector Shrinkage in the Park's Interior is Leading to a Decline in Visitors
									16	Former Schools Snapped up By Hotel Developers
	+	+		+		Y			17	Diverse Telework Jobs Develop at Many Levels, Grow Slowly
		+		+	+	Y		Y	18	Biomass Energy Is a Major Source of New Jobs in the Park
	-	-			+	Y			19	Tupper Lake ACR Now a Zombie Subdivision
+	+		+			Y			20	ADK Pass Program Widely Marketed
	+			+					21	Major Promotion Campaign for Jobs, Entrepreneurs and Net-Workers
+	+								22	Park Leverages Its UNESCO Biosphere Reserve Designation
	+								23	"Adirondack" Recreational Goods Brand Competes Favorably with Patagonia
	+			+				Y	24	Multicultural and International Marketing of the Adirondacks Changes the Profile of Visitors
	+			+					25	Brand Recognition Study Shows "Adirondack" Now Leads Yellowstone and Vermont
								Y	26	ALT Starts Young Farmer Program
		+						Y	27	Regional Co-ops Improve Economics of Local Food Production
		+						Y	28	CSA Subscriptions Have Tripled in 10 Years
		+						Y	29	Various Measures Extend Local Growing Season
		+							30	NYS Department of Agriculture Programs Help the Local Food Movement
+									31	DEC Implements Online Hiker Reservation System with User Fees
-				+	+	Y	Y		32	Most Government Owned Recreational Assets are Privatized
	+								33	New Style Guide and Outfitter Businesses Do Well
	+	+	+			Y			34	New Trails Connect Backcountry to Hamlets and Interconnect Hamlets
									35	B&B Circuits Provide Package Tours for Driving Tourists
	+							Y	36	Towns Sponsor Seminars for Their Workers in Visitor-Facing Roles
+	+	+	+			Y			37	Park-Wide Recreation Plan Published and Adopted by DEC
	+				-				38	Number of "Beds" in the Park has Increased by 25%
					+				39	Big Increase in Demand for Inexpensive Vacation Options
		+							40	Ecotourism and Agritourism are Fast Growing Sectors
-	+		+			Y			41	The Great Adirondack Recreational Trail Completed and Heavily Used
	-				+				42	Back Country Usage in the Park Never Again Reaches Peak of the '70s
								Y	43	Wild Center Hosts International Conference on Spiritual Value of Wilderness
									44	Arts Centers are a Critical Resource for ADK Youth
	+								45	The Arts Become a Widely Recognized Economic Growth Cluster in the Park

	+		+					46	Arts Centers Produce First Integrated Park-Wide 12 Month Season
	+							47	Adirondacks a Major Retreat Center
					+		Y	48	ADK Research Cons. Hosts Conference on Sustainable Forest Management
-	-	-	-		+	Y		49	Park Loses Battle to 3 Key Invasive Species
+				-	-	Y		50	Forest Preserve Valuation Methods Updated
							Y	51	DEC Sponsors Seminars on Managing Your Woodland for Sustainable Biomass Harvesting
+	+				-	Y		52	Carbon Sequestering Payments Begin to Flow to Forest Landowners
	+				+			53	Advanced Forest Management Practices Help with Adaptation to Climate Change
+	-		+	-	+	Y		54	State Starts New Round of Forest Preserve Purchases
+								55	Park Becomes Center of Water Quality Research in the Northeast
+								56	DEC Inspecting and Ticketing Boat Owners at Every State Launch
	+						Y	57	Lake Owner Associations Double Spending to Combat Invasives and Septic
-	-				+	Y		58	Feral Swine Go Hog Wild in the Adirondacks
	-				-			59	Clean Up of Benson Mines Site Completed
	+	+		-		Y		60	Municipalities in the Park with Public Sewer Systems Doubles
	-				+			61	Fewer Snow Cover Days Cut into Winter Economy in Park
	-				+		Y	62	Regular Severe Weather Events Stress The Park
+	-				+	Y		63	Many Native Species Fade from Park
								64	Climate Change Refugees Moving to Region
-	+				-	Y		65	On Balance, Climate Change Has Made the Park More Attractive as a Place to Live
		+						66	Emissions from Biomass Energy 10x Lower the Propane
		+						67	Federal and State Energy Programs Support More Local Renewable Approaches
	+	+		+		Y		68	Gas at \$9 gallon But Average Fuel Efficiency at 55mpg
		+						69	Geothermal Projects Increasing Rapidly Within the Park
					+			70	Hamlet of Redford Builds Municipal Heating System
		+	+	+		Y		71	New Grid Plans Emphasize Distributed Local Power Production
		+						72	Five New Water-Powered Mechanical Production Facilities in the Park
								73	Low-Flow River Turbines Generate Green Power in ADK Rivers
		-						74	Tax on New High Voltage Power Transmission Line Through Park Supports Regional Efforts
-				+				75	Numerous Hydro Power Projects Re-established Throughout the Park
								76	Saratoga – North Creek Railroad Begins Regular Passenger and Freight Service
	+			+			Y	77	Airports At Park Edges Expand Flights to Major Cities
								78	Pedestrian Malls in Saranac Lake and Lake Placid
	+							79	Amtrak Upgrades Albany to Montreal Line
+								80	DOT Shifts Engineering Resources Toward Environment
	+	+	+	+		Y		81	Busses and Other Shared Transportation Infrastructure Widely Used in Park
+	-							82	License Plate Recognition Systems Bill Drivers Entering the Park
								83	State Encourages Remote Work in Most Departments and Agencies
				+	-			84	Fiber Trunk Line Built Across the Southern ADK Park
								85	ADK Regional GIS Grows into The Source of Real-Time Info on Park Conditions
	+			+				86	Cell Phone Coverage On Park NYS Highway Corridors Completed
		+					Y	87	Widespread Broadband Enables State to Deliver More Services Electronically
		+	+	+	+	Y	Y	88	Counties Set Up Shared "Back Office" Operations for Towns
								89	Personal and Auto-Based Info Replaces Most Roadside Signage in the Park
								90	ADK High School Exchange Program Initiated
		+	+	+	+	Y	Y	91	Smaller School Districts Sharing Admin Functions
+	+						Y	92	ADK 'Guide Schools' Train a New Cadre of Backcountry Guides

		+						93	College Recruiting Becomes a Path for Improving Diversity in the Park
				+				94	Many School Districts Launch Programs to Attract Students from Outside the Park
		+	+		+	Y		95	Parents Get Behind School Consolidations Focused on Quality, Not Cost
+		+						96	All Park High Schools Have Environmental Studies and Entrepreneurial Studies Program
	+	+		+		Y	Y	97	Area Colleges are the Focus for Entrepreneurial Development
					+			98	National Movement toward Internet-based Education Resources Allows Reductions in School Budgets
								99	NCCC Opens Branches in Two Other Communities
+	-			-	+	Y		100	Congress Eliminates Mortgage Interest Deduction on Second Homes
		+		+			Y	101	Housing Rehabilitation for Energy Efficiency Takes Off
								102	AARCH Promotes Restoration and Redevelopment Over New Builds
	+	+					Y	103	Retiring in the Park is a Three Step Process , Enhancing Hamlet Life
	+	+	+	+		Y		104	Park-wide Health Care Network Completed
		+						105	ADK Medical Home Pilot Project Successfully Shifts Focus to Wellness
		+					Y	106	Health Systems Start “Grow Your Own” Health Professionals Programs
	-	+		+	+	Y	Y	107	Emergency Medical Volunteers at All Time Low
		+					Y	108	Major CCR Opens in Tri-Lakes Area
					-			109	National Healthcare Reform Bending the Cost Curve
								110	Many Medical Schools Including a Rural Rotation for Students
							Y	111	Counties Outsource Public Nursing Services
							Y	112	ACT Creates The Guide to Volunteering in the Adirondacks
	+			+				113	More Community-Based Retirement Facilities Open
+	+			+		Y	Y	114	The Generous Aging Boomers Donate More to ADK Non-Profits of All Types
+			+	+		Y	Y	115	More Citizen-Sponsored Initiatives in the Park
					-		Y	116	Prison Closure Programs Put Former Guards to Work on State Infrastructure Projects
	+	+	+			Y	Y	117	One-Stop Permitting Process Operational
								118	APA Given Mandate and Funding to Add Role of Economic Development
+			+					119	ADK Park Government Becomes Data Centric and Data Driven
		+	+		+	Y		120	Towns Merge Highway Departments
								121	Government Sector Job Wages and Benefits Brought Into Line w/Private
	+				-			122	State Sends Info-Worker Jobs to the Park Region
+	+		+	+		Y		123	Governor Issues an Executive Order for State Agencies to Treat the Park as a Single Region
		-	-	-	+	Y	Y	124	Largely Empty Interior Park Areas Declared a Formal Park
			+		+			125	Five Villages Vote to Disband their Government
+		+	+	+		Y		126	Amendment Creates Community Land Bank to Facilitate Small Projects
		+						127	FCC Directs Universal Service Fund to Broadband Away from Telephone
				+				128	Sale of Building Permits Allowed to Move Resource Management Sites Down Close to Hamlets
-	-	-			+	Y		129	Rampant Disregard for APA Rules
-								130	Height Restrictions Eased by APA
+					-			131	Courts Force Agencies to Increase Enforcement Personnel
-			+	+		Y		132	APA Steps Aside from State Land Planning, Focuses on Private Land
+	+	+			-	Y	Y	133	New Stricter Water Quality Regulations Implemented
-								134	APA Act Changed to Remove APA from All Decisions in Hamlet
+			-	+		Y		135	Two-Thirds of Park Towns have Local Land Use Plans