

Mapping the Future of the Adirondack Park

Workshop Four

Lake Placid Conference Center

May 1&2, 2012

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About this Document

This is the complete documentation of the scenario development workshop held at Lake Placid Conference Center on May 1-2, 2012 done by the 35 participants and the various presentations and discussions that occurred. Corrections or additions can be sent to Jim Herman (jim12942@gmail.com).

We wish to thank ORDA and ROOST for arranging the use of space in the new Lake Placid Conference Center at no cost. In addition we are grateful to the Adirondack Community Trust for providing funding for the food at the workshop.

This workshop is the fourth in a series of two-day workshops that began with a presentation at the Common Ground Alliance meeting on July 20, 2011. This is the last of the two-day workshops. There are a few short, 4 hour events still to come. The series is expected to conclude with a summary presentation at the next CGA meeting on July 18, 2012 in Long Lake. You can follow our progress by checking into the project website: www.ADKfutures.org.

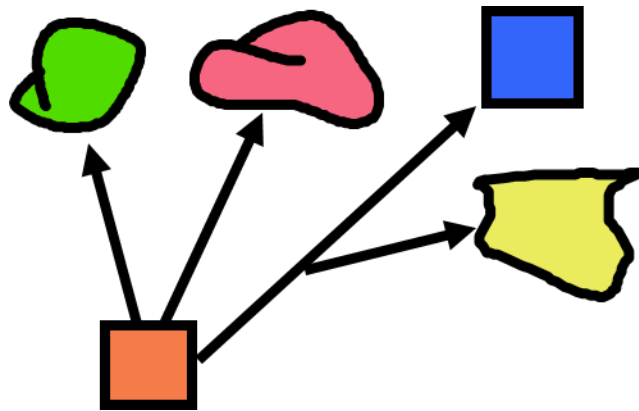
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The Process and Content

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 126 events based on the interviews and other research. The endstates describe the Park in 2037, 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 2037. 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 126 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 5 – 7 major changes from today that characterize your endstate? Brainstorm a list and then prioritize.
 - What are some of the driving forces causing these changes?
 - Who are the players that make this endstate happen? Government? NGOs? Private Enterprise? Citizens?
 - What are the biggest obstacles that were overcome?
 - 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?
 - What are the best metrics to use to measure our progress toward achieving your endstate?



- **Select Events.** Each team then went through the 126 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 36 participants were a diverse group, often referred to us by participants in the previous 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 the End of the Workshop

Stacey	Allott	President, Geomatics Land Surveying, PC
John	Banta	Former Planning Director and Counsel at Adirondack Park Agency
Beverly	Bridger	Executive Director, Great Camp Sagamore
Josh	Calhoun	Young Parent
Ray	Curran	Adirondack Sustainable Communities, CGA Core Team
John	Dalphin	Member, Town of Bellmont Planning Committee; VP, Mountain View Association
John	DiGiacomo	Placid Times Photography
Mike	Dinan	Clarkson Adirondack Semester Program Manager
Emily	Doyle	Registered Nurse-CVPH, ASCI Secretary, Concerned Citizen
Milton	Dudley	Minister, Keene Valley Congregational Church
Barb	Dwyer	CPA, concerned long term resident
Mark	Dzwonczyk	CEO, Nicholville Telephone Company
Bob	Farkas	Ausable Watershed Exploratory Committee, Jay
Reg	Gignoux	Venture Capitalist
Hannah	Hanford	Executive Director, Adirondack Health Foundation
Greg	Hill	CGA Core Team
Audrey	Hyson	Naturalist/ Beekeeper/ Local landowner, Lake Placid
Leslie	Karasin	Wildlife Conservation Society

Lee	Keet	Local Businessman
Nancy	Keet	Board Member ACT and ADK Museum
Sarah	Lewin	Director of Institutional Advancement, Adirondack Museum
Hillarie	Logan-Dechene	Director of Philanthropy, Wild Center
Betsy	Lowe	Concerned Citizen; Development and Project Management Consultant
Thea	Martin	Ecogallery at View Chair, Old Forge
John	McDonald	Superintendent, Ticonderoga Central School District
Brian	McDonnell	Paul Smiths VIC, Mac's Canoe Livery
Matt	McNamara	Essex County Planner
Lisa	Nagle	Principal, Elan Planning, Design, & Landscape Architecture
Bruce	Russell	Town Supervisor, Town of Bellmont
Annie	Scavo	Tahawus Lodge Center Outreach Coordinator, Ausable Forks
Dede	Scozzafava	Deputy Secretary of State for Local Governments
John	Sheehan	Director of Communications, The Adirondack Council
Tom	Vawter	Board Member, Ctl Adirondacks Arts and Science Advocacy (CAASA), Old Forge
Susan	Waters	Community Volunteer
Jenn	Webb	Owner, Golden Arrow Lake Resort
Natalie	Woods	Au Sable Watershed Exploratory Committee (AWEC), Concerned Citizen

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 worked with Jim and Dave at their boutique consulting firm, and has pitched in at several of the workshops, helping with facilitation and documentation.

Executive Summary

This was the 4th of the longer, 2-day, workshops we have been running around the Park over the last year. The results have been strikingly consistent across all sorts of groups. This has surprised us. We expected to find significant differences by region or demographic or something. With this in mind we have begun now to offer what we think represents the common ground emerging from the work. To be sure, this doesn't mean everyone will agree – that never happens.

Here is what is emerging so far. Keeping in mind we have a lot more work to do ahead.

This group thought there is no need to decide between C and B and instead it should be easy to focus on areas where they have common features. A is an important enabler of both B and C. Also, there is a big education component to be spread across all the scenarios.

- C+B: the core future of the Park and are not in conflict, taken together, they suggest a more stable Park with a more diverse economy. Parts of each could fail but the general direction would still be successful. They have common features:
 - In the extreme, B means too many visitors
 - These need to work both Park-wide and locally
 - Improve trail and bus connections between hamlets
 - Things like health care, broadband and cell service bring new jobs and happier visitors
 - Funding will be easier to find at regional or Park-wide levels
- A: Most all attendees view the Forest Preserve is fundamental
 - Regulatory tweaks for the Forest Preserve and private land regulation (e.g. Land Bank)
 - Be wary of sliding into things that impact wilderness
 - Use a recreation plan to link State Land Planning to community planning
- D: The idea of a more coherent sense of a Park appeals to most people
 - A special region, with special needs and a stronger identity
 - But political reorganization into a County can't get traction but better political alignment will help the Governor push agencies to treat the Park as a single region
 - State funding is more likely at regional levels, so look for projects than span community boundaries like fiscal issues, waterways and recreation
 - A Park Superintendent might be where all State agencies report to, APA, DEC, DOT, State Police, etc. Short of a County, this would make things a lot more efficient.
- E: Local initiatives are what have worked historically
 - Effective leaders and engaged citizens are great features of this
 - Hamlets with weak services will lose population
 - No one wants to put dying towns out of business, but people don't see how to avoid some towns melting away. In the end they will fade quietly.
- F: Reminds us that transformational external events can have enormous impacts on the Park
 - As written, F is a way to handle a severe decline in population and visitors
 - One can imagine other big external events will might have to handle

There was a lot of discussion about reservation systems to meter the flow of people into some areas for hiking or camping or use of certain lakes. Sometimes these have fees associated with them but they are low and they directly support the area. A related discussion was about general user fees which may

have nothing to do with reservations. They would be more akin to a day pass to a ski area. There are, of course, already fees for hunting licenses, fishing licenses, putting a boat in Lake George, skiing and ORDA facilities and so on. But so far, hikers and paddlers, for example, pay nothing. This raises the issue of fairness. Should all people entering the Park pay a fee as is common in so many Parks? Should residents be required to pay such a fee (they pay these other existing fees) or should residents get free passes. Can it be firmly guaranteed that fees get used to maintain and enhance the Park? None of this was resolved but the discussions are excellent and important.

Stay informed by keeping track of the ADK Futures Project on the website www.ADKfutures.org and come to Long Lake on July 18 to the Common Ground Alliance annual event.

Task 1: Current Expectations

The first major task of the workshop asked the participants to go through the 114 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.

Highly Likely or Highly Unlikely Events

The full listing of current expectations voting is available as an appendix. Here we summarize 45 events for which there was significant agreement across the room. If the percentage of those who thought the event was likely, minus the percentage that thought it was unlikely, was greater than 60% or less than -60%, it made it onto this list. The voting results from 45 events meet this criterion.

HU%	UN%	HL%	Cer%	#	Yr	Title
3%	0%	97%	94%	1	5	Broadband Brings More Mid-Career Families into the Park
61%	39%	0%	-61%	2	10	Retirees Don't Live Here More Than Six Months Due to High Income Taxes
3%	0%	97%	94%	5	15	Boomers Retire to Their Vacation Homes
14%	3%	83%	69%	8	5	Main Street Revitalization Grants Improve Hamlet and Village Attractiveness
3%	28%	69%	66%	10	5	ADK Working Group Created as Part of Regional Economic Council Process
0%	3%	97%	97%	13	10	Services for Aging Baby Boomers are a Growth Opportunity
3%	8%	89%	86%	16	10	Diverse Telework Jobs Develop at Many Levels, Grow Slowly
11%	19%	69%	58%	17	10	State Economic Policies Better Support Smaller Scale Business and Agriculture
8%	28%	64%	56%	20	5	ADK Pass Program Widely Marketed
0%	3%	97%	97%	24	10	Quality of "Beds" in the Park has Improved More than Quantity
3%	22%	75%	72%	27	10	Ecotourism and Agritourism are Fast Growing Sectors
78%	17%	6%	-72%	28	10	Roadway Upgrades Aim to Create World Class Driving Tours in the Park
64%	31%	6%	-58%	33	10	Park Leverages Its UNESCO Biosphere Reserve Designation
11%	21%	68%	57%	36	5	ALT Starts Young Farmer Program
0%	17%	83%	83%	38	10	CSA Subscriptions Have Tripled in 10 Years
6%	6%	89%	83%	39	10	Various Measures Extend Local Growing Season

3%	9%	89%	86%	40	15	NYS Department of Agriculture Programs Help the Local Food Movement
71%	14%	14%	-57%	46	10	Assessed Value of State Land Increased by Addition of Value for Ecosystem Services and Public Recreation
14%	17%	69%	55%	52	10	Park Becomes A Center of Water Quality Research in the Northeast
6%	3%	91%	85%	53	10	Lake Owner Associations Double Spending to Combat Invasives and Septic
57%	43%	0%	-57%	55	15	Municipalities in the Park with Public Sewer Systems Double
0%	23%	77%	77%	56	10	Regular Severe Weather Events Stress The Park
0%	9%	91%	91%	60	15	Adirondacks Recognized as Baseline for Ecological Research Related to Climate Change
11%	20%	69%	58%	61	20	On Balance, Climate Change Has Made the Park More Attractive as a Place to Live
64%	25%	11%	-53%	62	5	Emissions from Biomass Energy 10x Lower the Propane
4%	29%	68%	64%	63	5	Federal and State Energy Programs Support More Local Renewable Approaches
6%	23%	71%	65%	65	10	New Grid Plans Emphasize Distributed Local Power Production
14%	20%	66%	52%	68	10	Airports At Park Edges Expand Flights to Major Cities
69%	14%	17%	-52%	73	20	License Plate Recognition Systems Bill Drivers Entering the Park
0%	0%	100%	100%	74	5	Accurate, Current Real-Time Info on Park Conditions Available Online
0%	0%	100%	100%	77	10	Cell Phone Coverage on Park NYS Highway Corridors Completed
3%	3%	94%	91%	78	10	Widespread Broadband Enables State to Deliver More Services Electronically
3%	14%	83%	80%	82	10	Area Colleges are the Focus for Entrepreneurial Development
6%	33%	61%	55%	83	10	Many School Districts Launch Programs to Attract Students from Outside the Park
92%	8%	0%	-92%	87	5	More than a Thousand Affordable Housing Units Added in Park Hamlets
0%	22%	78%	78%	89	5	ACTION Health Care Network Completed
6%	8%	86%	80%	92	10	Many ADK Towns Implement Paid EMTs for Daytime Shifts
6%	19%	75%	69%	93	10	More than One Major CCR Operating in the Park
11%	6%	83%	72%	95	5	Many Park-Wide Efforts to Build/Strengthen Interdependence
0%	6%	94%	94%	96	5	More Citizen-Sponsored Initiatives in the Park
0%	6%	94%	94%	98	10	The Generous Aging Boomers Donate More to ADK Non-Profits of All Types
78%	14%	8%	-70%	99	5	APA Given Mandate and Funding to Add Role of Economic Development
78%	22%	0%	-78%	109	10	APA Steps Aside from State Land Planning, Focuses on Private Land
0%	3%	97%	97%	112	15	New Stricter Water Quality Regulations Implemented

0%	17%	83%	83%	114	25	APA Issues New Land Use Plan Incorporating Best Practices of 2030
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The main thing that stands out about this result is the high degree of alignment in this group. A total of 45 (35 highly likely and 10 highly unlikely) events is a high number. Typically only 30 to 35 events make the list. Also, there were 12 events where the certainty was greater than 90% or less than -90%. These are listed below. This is unprecedented in a diverse group of people from many different places and organizations.

HU%	UN%	HL%	Cer%	#	Yr	Title
3%	0%	97%	94%	1	5	Broadband Brings More Mid-Career Families into the Park
3%	0%	97%	94%	5	15	Boomers Retire to Their Vacation Homes
0%	3%	97%	97%	13	10	Services for Aging Baby Boomers are a Growth Opportunity
0%	3%	97%	97%	24	10	Quality of "Beds" in the Park has Improved More than Quantity
0%	9%	91%	91%	60	15	Adirondacks Recognized as Baseline for Ecological Research Related to Climate Change
0%	0%	100%	100%	74	5	Accurate, Current Real-Time Info on Park Conditions Available Online
0%	0%	100%	100%	77	10	Cell Phone Coverage on Park NYS Highway Corridors Completed
3%	3%	94%	91%	78	10	Widespread Broadband Enables State to Deliver More Services Electronically
92%	8%	0%	-92%	87	5	More than a Thousand Affordable Housing Units Added in Park Hamlets
0%	6%	94%	94%	96	5	More Citizen-Sponsored Initiatives in the Park
0%	6%	94%	94%	98	10	The Generous Aging Boomers Donate More to ADK Non-Profits of All Types
0%	3%	97%	97%	112	15	New Stricter Water Quality Regulations Implemented

What Future Do These Events Imply?

This group holds to the idea that climate change has an upside for the Adirondacks. It was highly certain that the Park would be recognized as a baseline for ecological research related to climate change. While regular severe weather events will stress the Park, on balance, climate change will make the Park a more attractive place to live.

Boomers retiring to their vacation homes will add a new dynamic. Services for them will grow. They will bring money and time to non-profits, likely resulting in new citizen initiatives across the Park. They are likely to build new, or strengthen existing efforts to create more Park-wide interdependence. Health care will improve because retirees need it. Towns will begin having paid EMTs for daytime shifts. More than one CCR will be built in the Park to provide a place for these people to stay, among their friends, as they age. The ACTION Health Network will be completed to bring remote medical care to more rural hamlets.

Cell phone coverage along all the NYS Highway corridors will be completed. Broadband will extend each year to cover more and more of the Park. NYS will use the network to deliver more services electronically. Diverse telework jobs will develop slowly at offering employment opportunities at many different levels.

Energy advancement will include Federal and State programs to support more local renewable approaches. Plans for a new power grid will emphasize distributed local power production.

Local food production will benefit from various measures to extend the local growing season. CSA subscriptions will triple in 10 years. The NYS Department of Agriculture programs will be tweaked to support the local food movement. Land trust organizations like the Open Space Institute (OSI) and the Adirondack Land Trust (ALT) will help young farmers by purchasing conservation easements that keep open farmland available for food production.

Visitors (and residents) will benefit from improvements at area airports, expanding flights to major cities. Thanks to Main Street Revitalization Grants, many hamlets will be a lot more attractive. The quality of visitor accommodations will be improved. Accurate current information on Park conditions and recreation will be available on the web. Ecotourism and agritourism will be fast growing sectors. Programs like an “ADK Pass” will bundle together admissions to a wide variety of Park attractions and be jointly promoted to visitors.

There were a few events about visitors that got negative votes. The idea of creating world class driving tours in the Park was unlikely, probably due to road building costs but, in fact, lots of Park visitors today mostly drive around. Leveraging the Park’s UNESCO Biosphere Reserve designation was also voted down because, about 1990 when this was first received, many local residents reacted negatively to it; it was painful enough that people still remember it. Use of license plate recognition to collect fees from visitors was also unlikely.

Many schools are expected to launch programs to attract students from outside the Park. Some will be for foreign students, but there are lots of variations on this idea. This isn’t about income for the schools as much as adding diversity dynamics to the student body to improve the quality of their experiences. Area colleges will be a focus of entrepreneurial development.

An Adirondack Working Group will be created as part of the Regional Economic Development Council process to link Park efforts to the 3 different Councils covering the region. This will help NYS better support smaller scale businesses and agriculture. The State will help with the affordable housing issue as will but it will take time.

The APA is not expected to broaden or narrow the scope of its work, but it is expected that, by 2030, it will issue a new land use plan based on best practices of that time.

This group, like every other group, wants new, stricter, water quality regulations implemented. They expect lake owner associations to double spending to combat invasives species and septic system problems. The Park is expected to become a center of water quality research in the Northeast. While

the group would like to see the doubling of municipal sewer systems, they are skeptical that an increase from 1/3 of towns today, to 2/3 of towns in 15 years is possible due to costs. They also discussed alternatives like grants for septic upgrades in the smaller hamlets.

Comparison with Previous Groups

The table of events in Appendix 2 provides the certainty data from previous participant voting for all events from this meeting that have been used in any previous meeting. In general, this group's expectations were very similar to those of previous groups that have gone through this process. However, there were a few events where this group's voting was significantly different from the totals to date. That can be an indicator that opinions are changing or something has happened recently to change people's minds.

This group had a much higher likelihood for these events than previous groups:

- Services for Aging Baby Boomers are a Growth Opportunity
- On Balance, Climate Change has Made the Park a More Attractive Place to Live

For these events, this group's expectation was much more unlikely:

- Biomass Energy Is a Major Source of New Jobs in the Park
On this point, people suggested that natural gas prices may be so low for so long that all alternative energy efforts will be marginalized, as has happened in the past cycles of hydrocarbon prices.
- Park-Wide Recreation Plan Includes Target Marketing Programs
- Municipalities in the Park with Public Sewer Systems Double
Attendees were skeptical about the scale (doubling in 15yrs) of the work involved
- Counties Set Up Shared Back Office Operations for Towns
Attendees were not confident that local government would take such actions when it threatens local job holders.
- School Districts Sharing Admin Functions
People did not think schools would take these steps for fears of eventual consolidations
- More than a Thousand Affordable Housing Units Added in Park Hamlets
The scale of this event was more than people thought possible.
- ADK Medical Home Pilot Project Successfully Shifts Focus to Wellness
- APA Steps Aside from State Land Planning, Focuses on Private Land

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 2037: 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 for the Forest Preserve is designed around a hands-off approach that maximizes old growth forest and natural processes. The Forest Preserve is larger and more contiguous. Private land use regulation is tighter with fewer exceptions for developers. The people who live here want to live here and love the wild nature of the Park.

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, too many people mean more 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 2037'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

Joshua Calhoun
John Dalphin
Reg Gignoux
Audrey Hyson

Betsy Lowe
Tom Vawter
Natalie Wood

Team Analysis: "Wilderness Sprawl"

Major Changes

- Wilderness maintenance mandate for state and local governments
- Broad-based local, state, national, and international recognition of the value of intact wilderness
- Consolidated population centers; hamlet expansion subject to Adirondack Smart Growth™ standards
- Recreational and leisure activities based solely on the wilderness experience and self-sufficiency
- Mandated state-wide education and successful national and international marketing about wilderness

Driving Forces

- Political will on the part of residents and non-residents
- Broad-based support
- Continuing failure to create viable economy within the park
- Public education as to the value of wilderness

Obstacles

- Lack of common language – a vocabulary that is universal
- Some people believe that they can be economically successful with things the way they are
- Some business owners and farmers who want their business to remain viable

- Confusion about the identify of Lake Placid which is an economic engine of Essex County – ORDA vs. wilderness
- Old Forge: golf courses, water safari

Economy Changes and Shifts

- Economy shrinks overall
- Growth Sectors:
 - Guide services
 - Customized vacations
 - Educationally-oriented enterprises grow, e.g. Wild Center, VIC, Adirondack Loj hospitality industry
- Shrinking sectors:
 - Snowmobile, ATV and JetSki dealerships as motors are banned
 - Non-wilderness based entertainment
- Agriculture
- School systems
- Government services – highway department

Park Population

- Decreases
- Fewer/newer/younger people; supporters of wilderness vision
- Concentrated in fewer centers

Metrics

- Number of acres of contiguous wilderness
- Spike in black fly population
- Infrastructure deterioration/decline
- Less square footage of roofs (fewer buildings)



Team A's Wall of Event Cards

Event Flow

The Adirondacks become seen as an ecological balance to New York City. New York City is the greatest city in the world, and it deserves a wilderness area just as spectacular. Citizens of NYC and the rest of the state come to value the eco-system services and vast wilderness via a major promotion/education program.

There is no explicit mandate to empty out the park; instead, the State just practices a “let it be” policy. Without government grants or economic development, the non-wild parts begin to fade away. Population is clustered in towns because there are sparse services in the wilderness outside them – you feel like you could be eaten, and you won’t be rescued. The people who live here want to live here, and value it for its wilderness and lack of amenities. There are fewer visitors, but it is highly sought after by those interested in true wilderness.

Economic Drivers

- *Economic pressures mount:* Sunmount shrinks, five prisons close, three winters without snow force ORDA to leave, forced consolidation of school admin functions, highway departments, and town/county back office operations
- *Potential rescuers fail to arrive:* no boost from health care sector or incoming boomers, cell phone service doesn’t expand, there is no economic development help or regional promotion, no affordable housing is built, second home mortgage interest deduction is eliminated
- *Wilderness-related income starts to flow:* new style guide businesses do well, a new grid emphasizes distributed local power production, carbon sequestration payments flow to landowners, state workers can work remotely, lake owners double spending on invasives and septic upgrades; Park entrance fees via license plate recognition systems begin.

Government Rules and Regulations

- *Regulatory change supports wilderness consolidation:* APA act modified to allow transfer of building rights in some cases, and to do a better job sharing plans and partnering with communities. APA focuses on private, not State, land planning, and doesn't make permitting any easier. Governor requires agencies to treat the Park as a single region.

Enhanced Communities

- *Communities embrace the wilderness:* Locals turn to hunting and fishing, and most towns have APA-approved local land use plans

Wilderness Support

- *Emphasis on wilderness, not recreation:* no world-class driving tours, no bike corridors, no heavily used Great Adirondack Trail. Reservation systems and permit systems for hikers introduced to limit usage levels.
- *Wilderness consolidation happens:* Five villages disband, constitutional amendment allows land swaps for consolidation, State starts a new round of Forest Preserve acquisitions
- *Environmental issues become more important:* public lands in the Park focus on biodiversity, APA land use planning incorporates latest "best practices", new stricter water quality regulations implemented, DOT shifts engineering resources toward the environment

Environmentally Sensitive Lifestyle Emerges

- *Energy efficiency spreads:* Federal/State programs support local renewables, numerous hydro-power plants re-established in the park, electric car infrastructure encourages their widespread use, housing rehabilitation focuses on energy efficiency
- *Environmental rules enforced:* Courts force agencies to increase enforcement personnel

Wilderness Education

- *Park becomes a center for research:* Climate change becomes broadly accepted, and the Park becomes recognized as a baseline for its ecological impact, as well as for water quality research.
- *Focus on educating the public on these issues:* Park-wide recreation plan includes target marketing programs, and tourist information centers are built at major park entrances

Questions from Audience (still in role play)

Q: If everything shrinks, but people live still live here – what do you do about fire and police?

A: With clustering, you can still provide those services. Today, communities are spread out, services have to be spread out. Taxes will get higher as people leave – this forces consolidation, making services are less expensive.

Q: How would you encourage current rural residents to move to your clusters? If someone is 3rd generation to occupy their house, how will you get them to leave for a cluster?

A: It will take a long time, but it will eventually empty out. Those that choose to remain outside of the clusters will live more like their grandfather did, with far fewer services.

Q: You said that the Adirondacks offset NYC – does that get measured, or it just a concept? Would NYC be limited by what the Adirondacks could offset?

A: Interesting idea – it could be measured.

Q: You are really changing things dramatically – allowing black flies to increase – this makes people mad. You have to have a compelling reason to put up with this.

A: Ecosystem services provide the justification.

Q: How do the elite’s huge estates fit into this? Is that land going into public ownership?

A: We will need to trade in/out of various pieces of land – a constitutional amendment is required. What we trade will be determined by ecological significance. A consolidated Forest Preserve will be much better than one with many smaller parcels scattered about.

Q: There are 3 million acres of private land – what do you do about that?

A: It will be a long process. Nature works on its own timescale – it will turn into wilderness on its own time.

Q: I was worried this would be a mega-rich elitist place. But without services?

A: We are ok with making people mad. They’ll just leave. This strategy will be ok’d in NYC.

Q: How do you balance self-sufficiency with lower carbon footprint and increased wilderness?

A: It would be small-scale, things like kitchen gardens, not big farms.

Q: The comparison to Alaska is interesting. People in Alaska do things much more ecologically damaging than would ever be allowed here. In Denali National Park, if you owned land there, the State gave you a 99 year lease, then it reverts to the state. People in Alaska feel so isolated – wouldn’t want to see that happen here. (editor - These sorts of 99 year leases, or lifetime right-of-use arrangements, have been used for State purchases in the past in the Adirondacks.)

Real Opinions & Comments

- We are minimizing our gem here. This could be a wilderness, but we are choosing to not recognize this. I am the only person in the room that really likes this. But now I do see that there are problems with it, such as the isolation of people.
- I’ve been all over country – this area is so spectacular in its wildness. You can find urban sites across the country, but there are few places you can be out in the wilderness. Still, to see this area go the way of scenario A is a little scary. Would like the little pockets of towns to stay here.
- I want to maintain the character of the area. On the other hand, this scenario was way down on my list.
- I love the Park but I also love the communities. There is room for improvement in how we manage the Park. I love the wildness of it.

- A is an unobtainable – it is a goal is like turning the clock back 100 years. My vote would be for a more sustainable approach.
- I like this, 2nd on my list, but it is not attainable. Sustainability is very attractive to me – but I don't think we can be maintained by small scale boutique agriculture. Need to define what is "local" and "native". Meld A and C for a good outcome.
- My ideal scenario is a version of F, which has a large contiguous true wildness area, and then carefully develop the surrounding area in concentric circles. Closest activities to wilderness are not extractive, as you move further out, you allow logging and mining and agriculture. This is probably unobtainable in reality. Wilderness is a precious commodity worldwide. It would be a shame to lose.

Team B: 2037 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.

The Park's integrated recreation plan spreads out different types of uses to different areas. 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.

All these investments have made living here more attractive for year-round residents, too. Many visitors and seasonal residents move here to retire. Retiring boomers are active, healthy and often still working part time over the net. They move to their vacation homes in areas with better access to health care, internet, cell phones, arts and other modern amenities. 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

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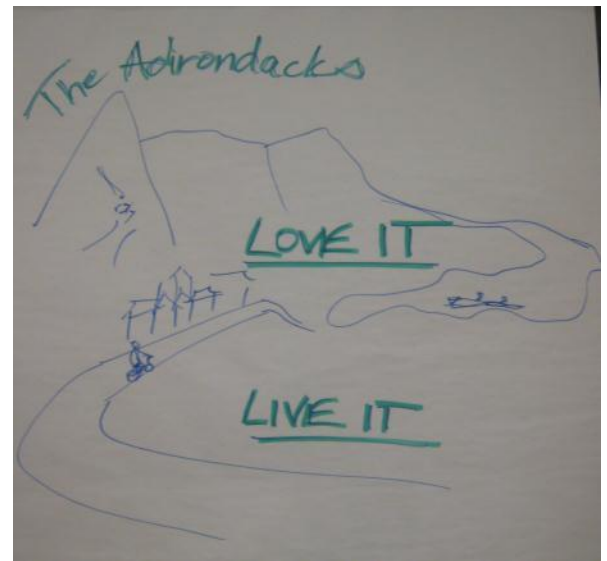
Bruce Russell

Jenn Web

Team Analysis: "The Adirondacks – Love It, Live It"

Highlights

- Balance economic viability and successful communities with protecting wilderness
- Break down barriers that keep businesses from wanting to come into Park – regulatory, transportation, services availability, etc.
- Communities consolidate, differentiate, and flourish, with recreational wilderness in-between. Economy becomes year round.



Major Changes

- Access improved
 - To both hub and interior airports
 - Trains – routes from hubs with fewer stops
 - Auto – better fuel efficiency and infrastructure
 - More diversity of options: more sharing of modes, with public and private management
- Rationalized marketing and branding
 - Identify and build on local strengths
 - Cooperation between parties

- Identify related areas of interests and opportunities
- Training (clustered and regionalized)
- Updated comprehensive land-use plan
 - Emphasis on cluster development (focus on affordable housing)
 - Provides for multiple uses
 - Recreational trail network with connectivity, specialized, and multi-use
- Improved facilities and services for mixed population
 - Health care network improved
 - Broadband and cell networks expanded
 - Upgrade and expansion of hospitality services within hamlet areas
 - Improved and expanded recreational facilities
 - More private providers
 - Diversity of recreational options near hubs
 - Cultural growth
 - Land and small venues
 - Shared resources

Driving Forces

- Private economic investments
- Smaller government economic presence
- Changed expectations/needs of visitors
- Need for areas where growth is encouraged
- Quality of life for residents and visitors
- Less free time
- Wealthy people looking for new experiences

Players

- Private entrepreneurs
- Destination marketing organizations
- Non-governmental organizations (e.g. ACT)
- APA + DEC + local government

Obstacles

- Need expansion of hamlet areas available for development
- Length of time and expense for agency and board approvals
- Education of work force/training
- No unified approach to regional issues/vision

Economy Changes and Shifts

- Overall growth is modest with more emphasis on year round economy
- Shrinkage of government sector
- Increased tourism and recreation

- Growth will radiate from the Adirondack hubs
- Communities that don't capitalize on their assets won't thrive



Team B's Wall of Event Cards

Event Flow

The Park area has always struggled to find the right balance between wilderness and use, from the 1800s onward. The APA was formed in 1970 to protect the Park from overdevelopment and urban sprawl. Much has been learned since, and much in the world has changed. Sentiment grew for an overhaul of regulation that would incorporate best practices, provide stricter protection to wilderness areas, encourage population growth in clustered areas, and promote healthy economic growth. NGOs and locals worked together to create a joint approach that could achieve these goals, and government supported it.

Hamlets develop master plans, and differentiate themselves, enabled by streamlined regulation and supported by economic development agencies and financing. A Park-wide marketing council helps link communities and markets the Park. Amenities like restaurants, cultural venues, and hotels expand the visitor experience and encourage longer stays. This draws younger people and boomers into the Park. Focus remains on effective compromises between growth and wilderness.

Government/Land Use Plans

- *Wilderness protection enhanced:* constitutional amendment enables consolidation of the Forest Preserve, and advanced forest management practices help adaptation to climate change.
- *Broad agreement on how to balance development and wilderness:* Environmental NGOs and development groups reach a compromise, APA issues new land use plan based on best practices including clustered development and less fragmented wilderness, and allows transfer of building rights across land use classifications.
- *Development made easier but is still eco-sensitive:* Governor orders agencies to treat the Park as a single region, hamlets revise their master plans, a one-stop permitting process becomes operational.

Economics

- *State takes actions to help business:* State economic policies support small scale business and agriculture, community land banks are authorized to facilitate small projects, and the State tax payments are increased to cover value of eco-services of Forest Preserve
- *Bottoms-up push for investment and growth:* more citizen-sponsored initiatives, financing partnerships, and EB-5 (entrepreneur) visas bring in skills, cash, and jobs
- *Growth flourishes inside parks and at its boundaries:* ecotourism and agritourism are growing fast, Global Foundries and similar projects bring in many new residents and visitor

Services/Infrastructure

- *Robust telecom services boost growth:* Widespread broadband leads to electronic delivery of State services, cell phone coverage completed on all Park highway corridors, broadband brings mid-career families to Park
- *Park becomes more affordable:* one thousand affordable housing units added, young families are able to survive financially in the Park, and schools get better while lowering costs through consolidation
- *Visitor infrastructure improves:* quality of “beds” improves, Park become a major retreat center, colleges support entrepreneurial development
- *Boomer services “boom”:* boomers retire to their vacation homes, aided by deductibility of second home mortgage interest. As they age they move to hamlets, perhaps to a community-based retirement facility or a continuing care retirement facility. Services tailored to boomers are a growth opportunity.

Marketing/Brand

- *Park-wide development efforts:* Adirondack working group formed as part of Regional Economic Development Council process, a Park-wide recreational plan includes target marketing programs, and new forums build and strengthen community interdependence.

- *Support for communities:* Main Street revitalization grants and seminars for workers in visitor-facing roles increase village attractiveness; as a result, Park's interior sector doesn't lose visitors

Transportation

- *Park is easier to get to, easier to explore:* Amtrak upgrades Albany/Montreal line and airports at Park's edge increase flights. Inside the Park, buses and other shared transportation is widely used. Roadway upgrades create a world-class driving tour experience.

Cultural

- *The arts flourish:* Aided by generous boomer donations, cultural activities increase, are available year-round, and become a recognized source of economic growth.

Recreational

- *Focus on recreation:* Park-wide plan published, with input from both business and NGOs. New style guide and outfitter businesses benefit.
- *Trail matter:* new trails connect backcountry to hamlets and between hamlets, the Great Adirondack Trail is finished and widely used, rails to trails becomes a reality in some areas.

Questions from Audience (still in role play)

Q: Will current communities stay where they are and expand in place, with trails connecting them? A: Some communities would thrive and this would be determined on their own. Some communities would go away. Recreational trails interconnect towns, and roads as well. No increase in roads. Snowmobile corridors are expanded, there is more biking and hiking. Eco-tourism expands.

Q: In encouraging business development around the hubs, how do you prevent sprawl and ugliness?

A: There will be a focus on cluster development, and more limits on expansion outside the hamlets. There will be no house on the top of the ridge, spoiling the view, for example. Each community has its own planning board. There is also a revised 1970 master plan – more balance – focus on hubs, less on wilderness. Golf courses and water parks are ok in the hubs.

Q: From the outside of the Park – how different than today will marketing be?

A: It will be more unified – today it is segmented. There will be an overall marketing plan, plus the hubs will also market themselves. This will be a gradual change – people will stay longer with expanded experience opportunities. There will be networks of tourism providers – different than today.

Q: Are you short circuiting the planning process?

A: We are steamlining it.

Q: Is there a change to the APA?

A: It has a more balanced approach. First thing is to develop a master plan for the hamlets; development outside the hamlets is more defined and stricter. In the hamlets development is easier.

Q: Hamlet expansion – what are you envisioning about the infrastructure needs?

A: It will be up to the communities. Water/sewer – many of the communities have done this or are in process of doing it. It is being mandated. Comment: Many of the hamlets are spread out – more rural. When we think sewer, we think city. You have to build what is needed around characteristics of the hamlets. In one location in the Adirondack Park, they didn't do a sewage system, instead they made sure septic systems were installed and working correctly. They had grants as needed, e.g. for elderly couples who couldn't afford to upgrade.

Comment: How do you pay for this? There are huge obstacles in terms of infrastructure. Sewage infiltration problems. Property tax is killing people. It is stupefying. It is impossible to be a public official these days.

Q: Do you mandate backcountry permits to raise revenue?

A: We could, but it is not critical.

Real Opinions & Comments

I am very committed to operating as sustainably as possible. The balance is important to us. . I love this scenario – would love to make all businesses do things sustainably.

I thought this was a great idea. I really believe in this. How do we find this balance in this gem that we have? The last two days gave me a chance to work on a plan I can believe in – it has morphed my thinking.

I am fully behind this plan. I was alarmed by APRAP. We are a species in the ecosystem – but our population is not age diverse. I like the changes I've seen recently – there has been a sea change in the State and in APA.

In my town, both full-time and seasonal residents want to live in scenario B. Key question is how do we USE seasonals? We have great brains that come in seasonally. I think we overlook these people resource. Scenario A scares me – without care, we could end up in A.

I am very much behind B. I deal with a lot of the economic non-profits such as the hamlet revitalization program and the Essex County IDA. I believe the hamlet has to be redefined, and financial partnerships formed.

This wasn't my first choice – it challenges me at its more extreme ends. It requires a dependence on cars. I don't agree that regulatory issues are preventing this endstate from happening. Infrastructure and taxation are the big issues. There is opportunity around coordination, communication, networking, branding, entrepreneurs, and better hospitality industries.

I like where we got to in this scenario. I have a problem with instructions – government downsizes – what happens to these workers? That has to be addressed more thoroughly to get to this endstate.

Team C: 2037 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 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. Local food and local renewable energy create a more closed-loop economy, keeping money in the Park. Eco-friendly recreation and agro-tourism bring in people and income. The other new sector is telework - people working here, often at home in creative and professional jobs, but the employer 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 community and draws in green businesses and a new generation of young people who find the vision attractive.

Widespread broadband, cell phone and global delivery services make it easy to live here and stay connected. In the modern mobile society, people move regularly. The Park’s brain gain more than compensates for the departures, however. People who already know the Park move here, as friends join friends. Fine small, networked schools 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 thrives. Construction focuses on reuse of existing structures and energy efficiency retrofits.

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 forests, 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

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Team Analysis: "Eutopia – Your Sustainable Life"

Highlights

Shift to sustainability was driven by increased energy costs, environmental change, and economic downturn. This drove a shift in values, reinforced by education. Enabled by broadband, increased government flexibility, and improved infrastructure, a vibrant economy based on alternative energy, health care and wellness, recreation and agrotourism has flourished. Like a spiral, these developments kept increasing the focus on sustainable communities.



Major Changes

- Cultural shift (values)
- Education
- Governmental flexibility/new regulation
 - Conservation easements, food production-access
- Improved infrastructure: roads/bridges, energy delivery, water (purification/waste treatment), recycling/waste/compost
- Alternative energy development
- Information technology, broadband access
- Health care and wellness services (continuum of care, "graying in place")
- Money, jobs (recreation, agrotourism)
- Urban migration

Driving Forces

- Increase energy costs
- Economic downturn
- Environment changes (disasters like Irene)
- Population increases....resource demand
- Boomers retire to park
- Government incentives (as well as pull backs)

Players

- Satellite community
- Government (all levels)
- Outside and inside investors
- NGOs
- Individuals
- The trades (building, energy, forestry)

Obstacles

- “Adirondack mindset”, “mine” (change of core values?)
- Regulation (2012 current)
- Sprawling unplanned development (too much-growth)
- Lack of cooperation (need for collaboration in agencies)
- \$ (the economy)
- Education policy
- Affordable housing

Economy Changes and Shifts

- Get stronger:
 - NGOs
 - Forestry
 - Agriculture
 - Ecotourism
 - Health care access
 - Energy
 - Recreation
 - Private (also some state institutions)
 - Maintenance of wild and state land ownership
 - Property management
- Get weaker:
 - Prisons
 - Local government

Park Population

- Diverse in age and race

Metrics

- Unemployment level
- Tax base
- Energy usage
- School enrollment
- Average annual income
- Housing, real estate values
- Number of CSAs, farms
- Home and business owners
- Full-time residency



Team C's Wall of Event Cards

Event Flow

Extreme water shortages in the West and Southwest and other water calamities worldwide cause a new cultural focus on watershed protection, and rally people to deal with problems. Education was a big component of learning to deal with this new reality. Boomers retiring to the Park provided both expertise and funding to support the shift to sustainability. Land planning becomes more important, for both wild areas and for hamlets. Improved infrastructure supports the move to sustainability. Increased research and outreach build greater understanding and public commitment. Agritourism, ecotourism, and a CCC for middle-school kids increase people's understanding of the importance of wilderness.

Community

- *Focus on community-based economic development:* Main street revitalization grants, Adirondack angel investors help start-ups, major promotion campaign for jobs, entrepreneurs and net-workers all lead to increased economic success, enabling young families to stay in Park and reducing the number of poor. The arts emerge as an economic growth cluster.
- *Citizen engagement increases:* more citizen-sponsored initiatives, generous boomers donate to non-profits
- *Boomers play an important role:* they retire to their vacation homes, driving growth in services targeting them, such as CCRs and new ways of delivering medical care

Policy

- *State policy supports sustainability:* economic policies support smaller scale business and agriculture, energy programs support local renewable approaches, easement policies keep open landscapes in commercial production.
- *Wilderness is protected:* stricter water regulations are implemented, DOT shifts resources towards environmental protection, APA continues to oversee public as well as private land. Non-wilderness areas are not turned into a state forest.
- *People are welcome, too:* Retirees spend most of the year here, aided by the continuing mortgage interest deduction on second homes and undeterred by NYS taxes. People find permitting much easier, supported by a one-stop permitting process and local approval from APA-approved local land use plans. As a result, interior areas of the park remain economically viable.

IT Infrastructure

- *Completed telecom infrastructure brings benefits:* broadband covers most of Hamilton county, cell phone coverage available on highways. Result is growth in diverse telework jobs, inflow of mid-career families, and the ability to deliver more government services electronically.

Physical infrastructure

- *Infrastructure upgrades make Park affordable, sustainable:* Encouraged by bottoms-up, Park-wide initiatives, public sewer systems and new grid plans based on local energy are developed. A thousand affordable housing units and shared transportation increase affordability as well as sustainability.

Education

- *Education promotes sustainable lifestyle:* Park high schools have environmental and entrepreneurial programs while outreach programs train residents and students in sustainable alternatives. ALT supports young farmers. A new “ADK Conservation Core” trains the next generation on the value of wilderness.

- *Education and environmental research complement each other:* Adirondacks recognized as baseline for ecological research related to climate change and becomes a center of water quality research, resulting in advanced forest management practices to adapt to climate change. Lake Owner Associations assist by increased spending on combatting invasives and improving septic systems.

Energy

- *Biomass goes mainstream:* oils prices remain high enough to make biomass competitive; new technology results in biomass having 1/10th the emissions of propane, and it becomes a major source of jobs in the Park. A dense hamlet builds a biomass-based municipal heating system.
- *Energy conservation efforts widespread:* Houses are rehabbed to increase energy efficiency, supported by a new state program. Local building codes encourage building to high LEED standards.

Ag/food

- *Growth in local farming:* NYS agriculture program helps local food movements, as does a “community farm” and extensions of the growing season. CSA subscriptions have tripled in 10 years.

Environmental stewardship

- *Environmental protection still works:* feral swine and new invasives are kept from the Park. Climate change damage is limited – native species remain healthy, severe weather events are limited, and there is enough snow to support winter recreation.

Ecotourism

- *Wide support for sustainable tourism:* a Park-wide recreational plan includes target marketing programs, tourist information centers are built at major Park entrances, no license-plate-based fee system is introduced, and the State continues to manage major recreational assets. This keeps the private sector in the Park’s interior from shrinking.
- *Hiking trails flourish:* new trails connect backcountry to hamlets and interconnect hamlets, primitive bike corridors become a viable option, and trails still don’t require a permit.

Questions from Audience (still in role play)

Q: What is the “Adirondack mindset”?

A: Rugged individualism –Adirondacks as a place to get away from laws and regulations. This mindset needs to drift in the direction of community mindedness.

Q: In 2037 – will it be like Ireland – colonial mindset – outsiders coming in and telling people how to live their lives?

A: The push for sustainability also comes from people within the Park. The change in core values is part of a global shift in values. There needs to be a long discussion between have's and have not's – the poor, unhealthy people who live in the Adirondacks. How do you reach them and improve their quality of life and encourage them to join the community? Comment: But isn't this an imposition of values? A: It is more like leading people out of poverty than imposing values. Self-sufficiency is a traditional Adirondacks value. People in poverty don't have time to worry about wilderness. This builds a bridge between traditional values and new ideas.

Q: There was a study done. Those who honor self-sufficiency the most, use the government the most. The states that people who hate government, get the most government benefits.

A: Expand the idea of "self" to be the community as well as self; look towards community self-sufficiency.

Real Opinions & Comments

My concern is to help those in the community – I identify with this very much. It's not an easy task – many of the events supported this endstate. This endstate could be possible with serious work

As an outspoken member of an environment NGO, I don't get to hear what ordinary people are saying about protecting the environment – I am pleased to hear how close to my heart peoples' views are.

This requires a leap of faith – that the ideas of the "right living liberals" will penetrate down to those living below. It is a specialist point of view, "we know better" – "why don't they just realize that they need to be organic and sustainable?" It will take a sea-change to change us into true believers.

We are trending towards a sustainable mindset anyway. The key is education. I have talked to a lot of kids here – they want to move – they have no ownership, no pride, they have to move somewhere else to make money.

I am a minister. We have thriving a congregation and physical plant – but how do we survive? Who do we serve? People coming to church these days are not religious – how do we connect with them?

I selected this because I think it is both likely and attainable - I could relate to this scenario the best. Need to find some sort of balance in my life. Not just people coming in to visit, it provides a future for those not in the room who want to live in the Park. Education is key, we are seeing infrastructure and broadband already happening.

I am working to build sustainable entities in our watershed. I am one of these people – a retired aging baby boomer looking to live a sustainable life in a community that is self-sustaining. We try to eat as locally as we can – found that we could eat right off the land and seasonally. It is easy and a pleasure and more economical – you spend less if you eat seasonably.

Team D: 2037 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 with private sector benefits and wages. 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.

Team Members

Beverly Bridger
Ray Curran
Lee Keet
Sarah Lewin

Hillarie Logan-Dechene
John McDonald
Annie Scavo

Team Analysis: “One Park, One People”

Major Changes

- One county government
- Home rule at the county level
- Consolidation of services to improve services
- One consolidated school district
- One identity – citizens of the Park
- All state services aligned to county boundary
- Creation of Adirondack Park Service, which oversees police, fire, emergency, water, etc.

Driving Forces

- Efficiency and cost savings
- Quality of life
- Community
- Coordination of services
- Concern for population retention and growth
- Unified brand

Players

- Governor
- New county voters
- School boards
- Towns and villages
- State agencies
- Non-profit organizations
- Unions

Obstacles

- NYS constitution
- Home rule



- Boundaries
- Fear of the unknown
- Labor contracts
- Geography

Economy Changes and Shifts

- Private taxes will go down
- State tax contribution will go up
- Property taxes will go down
- Public sector decreases
- Potential for private sector increases
- Park-wide economic development

Park Population

- More young people stay
- Fewer failing communities because of uniform services
- Population growth with a bias towards young families

Metrics

- Consolidation of school districts
- Consolidation of public works
- Mandate relief
- Shared services
- Simplify political boundaries
- Town and village mergers



Team D's Wall of Event Cards

Event Flow

- *Doom & gloom in 2013:* Multiple no-snow winters in a row, a radical new federal tax code passed by the tea party, fragmentation and isolation in the park (103 communities, 88 schools districts). Young families couldn't afford to live in the park, Hamilton County was failing. High income retirees limited their time here because of high taxes. Sunmount cut employment, and five prisons closed.
- *Band-aids tried and failed:* Modern telecommunications was spread throughout the Park, baby boomers were encouraged to retire here, schools tried to attract students from outside the Park. Health systems were improved and expanded. It wasn't enough to turn the situation around. Villages were disbanded.
- *County established as a last resort:* Governor issued executive order for agencies to align to Park boundary, but it wasn't enough. Finally, the legislature overrode home rule and established a county. The 2020 census blocks align with the Blue Line.
- *Shared action becomes the order of the day:* An Adirondack working group was created as part of the Regional Economic Development Council process (not as part of the APA); there was a

county-wide Main Street revitalization effort, and a constitutional amendment to consolidate the Forest Preserve. Parents get behind school district consolidations driven by quality.

- *Land management regulation improved:* APA Act changed, allowing better shared development planning; a one-step permitting process is developed. An amendment creates a community land bank for small projects. The State provides additional funding through ecosystems services valuation of Forest Preserve land.
- *County-driven policies promote economic development:* economic policies support smaller scale business and agriculture, government owned assets are privatized, it became possible to transfer building rights between some land classifications. There was a major promotional campaign for jobs, entrepreneurs and net-workers, and an Adirondack investment forum helped local start-ups. Diverse telework jobs develop slowly at many levels.
- *Unified marketing boosts Park's fortunes:* A Park-wide recreational plan includes target marketing programs, leading at Adirondack brand recognition topping that of Vermont. An Adirondack pass program is widely marketed, and the arts become an important economic element, providing an integrated, Park-wide 12 month season. The county sponsors training for residents in visitor-facing roles. The Great Adirondack Trail is completed and heavily used. Airports at Park edges increase services.
- *Sustainability programs flourish:* Numerous hydro power projects re-established, biomass energy is a major source of new jobs, ecotourism and agritourism grow fast, old mines are cleaned up, and shared transport infrastructure is widely used. Community-based retirement facilities open. Climate change, on the balance, has helped rather than hurt.
- *Consolidation continues:* the county sets up shared back office operations for towns, the towns merge highway departments.
- *Net results:* Thriving Adirondack County serves as a model for the world; expenses are down, quality of life and pride are up, there is strong sense of identity and of community.

Questions from Audience (still in role play)

Q: What changes in thinking got small towns and the legislature willing to align with this?

A: All the disasters that happened – it was an act of desperation. The band-aids they tried didn't work. There was no other choice.

Q: Is there just one school district for whole county?

A: Yes, but there are multiple schools. There is just one administration.

Q: Do villages have representation at county level? Do they have voice in decisions?

A: The county officials are elected, not appointed. The villages don't have direct input. This would be a small detail to work out.

Q: How are you doing land use planning? The county does what the APA used to do. We have one set of standards – e.g. no more than 45K sq ft in a store. Each town doesn't have to go through its own arduous process. APA is still an agency, but we devolve their planning function to us as a county because we have expertise. You don't abolish home rule, just override.

Q: Is there local government?

A: There is one set of plows, one DPW, one county police. There is little role for town government and boards; local government is more about their input to the county on what they need for safety and health.

Comment: What did you sprinkle in the legislature's cereal? I want some too!

Q: Where is the wilderness protection?

A: We haven't changed this, it has just devolved to the county level.

Q: Need to change state tax laws to do this, not just make it a county. Who is the powerhouse in Albany that is able to do this?

A: It's 2037, the current governor, Cuomo's child, did it. Dede did it.

Q: Where is the county seat?

A: We don't know where the county seat is.

Q: Do villages disappear?

A: No, there more planning to see where economic investments go. Sometimes it is not a bad thing for villages to disappear. It's just a more logical process from top down.

Real Opinions & Comments

I have been dreaming of this for years; it now takes forever to know who to call to get something done. People in NYC don't know the Adirondacks. Call me jealous of Vermont – we have all the same great stuff, we need more identity.

I'd like to see 90% of it this happen.

I like parts of this. I see it as 60% desirable, 30% attainable. Schools have to consolidate. Tax cap was good, but hard. We are struggling with the town budget.

There are things I love about this, after working on it. Personally, after seeing Bloomberg's approach in NYC, I don't like data-driven approach to schools. But I like a lot of other parts of this.

I think this scenario is impractical – we don't have the political capability to implement. I am in favor of a Park Supervisor to overlook all the agencies in the Park. APA is the only one that is Park wide. Need to have Park-wide DOT, DOH, police. We can get close to this endstate, and do it incrementally.

A is my heartfelt value. Wilderness underlies all of this. This endstate is the least attainable, but there are incremental ways to to obtain it, we might eventually get there. Need to include bureaucrats on this team - these people are needed to figure out how to make this happen.

This is the least attainable because of bureaucracy. I like the esprit de corps it creates across the Park. Consolidation has to happen in schools and communities – we need the esprit de corps to make this happen.

Team E: 2037 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 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

John Banta
Mark Dzwonczyk
Hannah Hanford
Greg Hill

Brian McDonnell
Matt McNamera
Lisa Nagle
Susan Waters

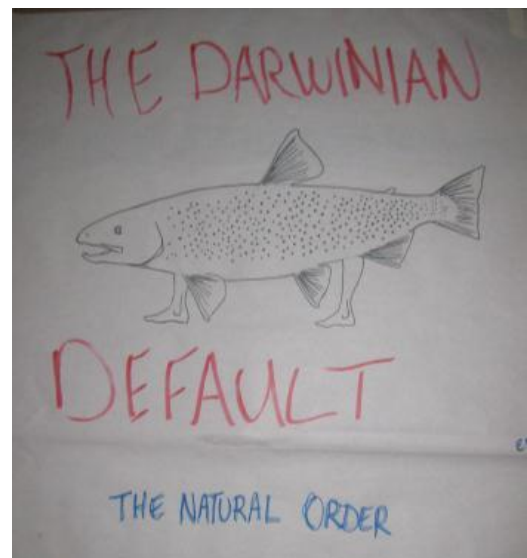
Team Analysis: "The Darwinian Default"

Highlights

- "Park" identity fades
- Some communities disappear
- Economic hubs emerge
- Private investment goes up
- Regions brand their local assets
- Boomers
- Creative leaders, professionals (boomers with brains)

Major Changes

- State, federal funding goes down, impacting jobs and services
- Effective local leadership
- Partnerships: public/private, inter-municipal
- Private investment
- Blue line dissolves
- Clusters develop with sub-regional branding
- Population in clusters goes up, increasing tax base



Driving Forces

- State financial support reduced
- Loss of population in more remote areas

- Economy
- Changing demographics – boomers
- Local dependence on property tax with 2% cap

Players

- Local government
- Community organizers/volunteers
- Schools and colleges
- Private investors
- Non-profits
- Professional services/expertise
- What’s needed from state leaders?
 - Get out of the way!
 - Timely decisions
 - Make Regional Economic Development Councils work in coordination with local initiatives
 - Value local input

Obstacles

- State government mandates
- Reinvestment by state in Park
 - Massive land acquisition
 - Massive private grants for jobs
- Natural disaster (Park-wide)
 - Invasives
 - Climate/flood/destruction/no winter
- Brain drain
- Loss of interest in local planning
- APA/DEC become more aggressive in land use regulation
- NYS business regulation becomes more aggressive

Economy Changes and Shifts

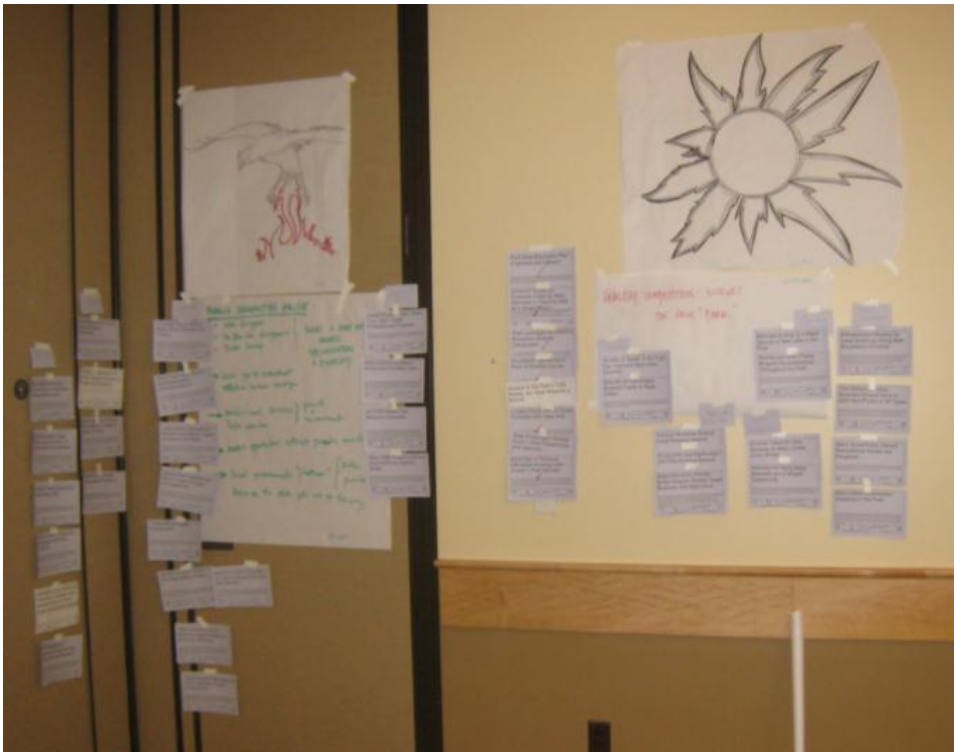
- Grows: big towns, locales with infrastructure, health and wellness, telework
- Stays the same: Champlain Valley, local government, agriculture
- Shrinks: Hamilton county, sparse areas, State government

Park Population

- Poverty is a serious issue
- Gets older and more diverse
- Concentrated population centers
- More extended families (generations)

Metrics

- % of residents who vote
- Private investment measured
- Measure quality and quantity of infrastructure (water/sewer/energy/broadband)
- Measure population density
- Measure of revenue streams for local budgets
- Local government consolidation
- Number of communities with comprehensive (adopted) plans
- Number of active adopt-a-natural-resource agreements
- Diversity and distribution of business activity
- Community brand differentiation



Team E's Wall of Event Cards

Event Flow

The park is **pinched**

- *Big government mandates*
- *Increases in property taxes*
- *Weak economy – jobs disappear: private sector shrinkage in the interior leads to decline in visitors, number of poor in the park grows as government and private jobs disappear, Sunmount*

shrinks and five prisons close, retirees stay less than six months because of high income tax, no state teleworkers, no affordable housing units built

- *Local communities limit property tax – 2% cap* Smallest towns shut down core services
- *State land payments end*
- *All Park-wide efforts fail:* No new APA land use plan, no Adirondack brand, no new tourist information centers, no Park-wide recreation plan, no license plate billing system, no APA help in economic development, no Adirondack working group as part of the economic council process, no Governor's executive order to treat the Park as a single region, no leverage of UNESCO biosphere reserve designation
- *No new public land investments:* hard limits on Forest Preserve additions, no payments for forest ecosystem services, no new Forest Preserve acquisitions, environment protection fund defunded, empty interior zones not made into state park



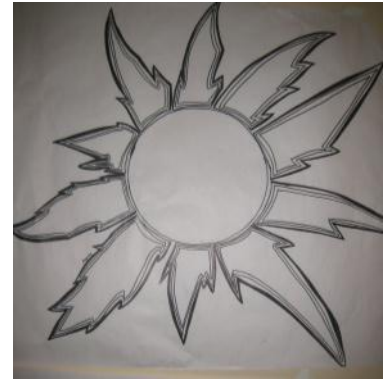
Phoenix communities arise from the ashes

- *Some communities fail, some succeed – haves vs have nots creates specialization and diversity, the blue line effectively disappears, clusters develop:* Global Foundries brings in new visitors and residents, Hamilton County population falls below 3000, conversion of second homes to year-round changes infrastructure demand, no broadband in Hamilton County
- *Local governments reconstruct and effective leaders emerge –* towns recruit EB-5 foreign entrepreneurs; hamlet builds municipal heating system, local governments launch promotion campaign for jobs, entrepreneurs and net-workers, towns sponsor seminars for workers in visitor-facing roles
- *Professional services and higher education lead to growth and reinvestment:* grow your own health professionals program, more community-based retirement facilities, ACTION health care network, paid EMTs,
- *Market opportunities attract private investment:* new grid plan emphasizes distributed local power production, programs help the local food movement, Adirondack investment forum matches angel investors to start-ups
- *Local governments “partner” (private, public) because the state gets out of the way:* shared back office operations, merged highway departments, schools share admin functions and consolidate to improve quality, park-wide efforts to build/strengthen interdependence, lake owner associations double spending on invasives



Healthy competition evolves the new “Park”

- *Tourism expands:* quality of “beds” has improved, airports at Park edges expand flights
- *Agriculture and local foods successful:* various measures extend the local growing season, ecotourism and agritourism are fast growing sectors, state policies support smaller scale business and agriculture
- *Growth and population:* Diverse telework jobs develop at many levels, services for baby boomers are a growth opportunities
- *Clean energy:* Biomass energy is a major source of new jobs in the park, number hydro power projects re-established throughout Park
- *Private investment:* Entrepreneurs buying up large buildings along broadband corridors, generous boomers donate to Adirondack non-profits, government-owned recreational assets are privatized, more citizen-sponsored initiatives in the Park



Questions from Audience (still in role play)

Q: The outside influence on the Park is huge – we forget this – it is the people of New York who own the state land. There is this whole tax regime we live in.

A: When State government influence is gone, everything is up to grabs.

Q: You said the blue line disappears – does that mean that recognition as Park isn’t a big deal?

A: This is still within the context of the Park. Local governments pull themselves up by their bootstraps.

Q: How do communities build reputation by themselves? It’s tough travel to get here, and to traverse the Park.

A: There is an amazingly large population nearby to market to.

Q: Does this have any overall regulatory oversight?

A: It doesn’t get rid of the APA, just on the reliance on state funding.

Q: What stops a hamlet from creating a huge mall?

A: They still can, if it is within a hamlet and within guidelines. That’s why planning is so important – land use plan. This is the base for the wilderness areas of A.

Q: One concern with the Darwinian approach – when people fend for themselves, they will do anything to survive. As long as the sprawl isn’t over 40 feet, they can do anything.

A: That is what this is like. We still have a Park plan, but with more local influence.

Q: One of the assumptions is that as State employment lessens, ex-State-employees stay here. Do they stay?

A: The workers are older – they are going to retire and stay here.

Comment: This could be precipitous, if economic resources are pulled quickly, this could be the cataclysmic result.

Real Opinions & Comments

I love this endstate and I hate it. Local governments and the diversity of communities is the essence of the Adirondacks. I hate it because there is no interconnection between communities, no cross-community planning.

I feel this is what we are heading towards, but it won't be quick. Communities don't realize they will have to deal with it but the State is pulling out. This is happening all over NYS.

I liked county idea, but this is more realistic. I could see this happening

This scenario is a fascinating exercise – I don't buy into it. We have to engage components of this – get communities to take themselves seriously. There will always be a need for outside support here.

This model appeals to the business brain part of me. Affordable housing is one of my passions. Even philanthropy and stewardship needs a good business model. This scenario needs more heart.

Absolutely do not want to allow free markets to disrupt what we have here. We need to build out broadband to keep what we have here.

I strongly believe in local government. This is not a brain-dead on arrival scenario. But it does need to be a combination of local, philanthropy, and economic development.

I think this is really important because there is a public land plan – that makes it close to endstate A. There is a private land plan that is close to endstate E – not much State investment. It is up to the towns to pick their destiny. A lot of towns are not there. I don't like it; we should try to avoid this. Destiny is either A + E or A + C. C is a more optimistic version of E.

Team F: 2037: 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 shortening. 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 3rd 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 19th 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 left 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 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: "The Adirondack State Forest: If it's good enough for Vermont, its good enough for us!"

Team Members

Jim Herman

Dave Mason

Team Analysis:

Major Changes

- Climate change advances quickly with bad effect
- Healthcare costs hurt everyone
- Gap between haves and have nots is wider than ever
- Park interior in economic collapse
- Demographic shifts state-wide toward non-white, urban, young
- Dramatic cuts in NYS spending
- State land partitioned 50/50 into wilderness and multi-use state forest
 - To prevent total collapse
 - Revenue shared with towns

Driving Forces

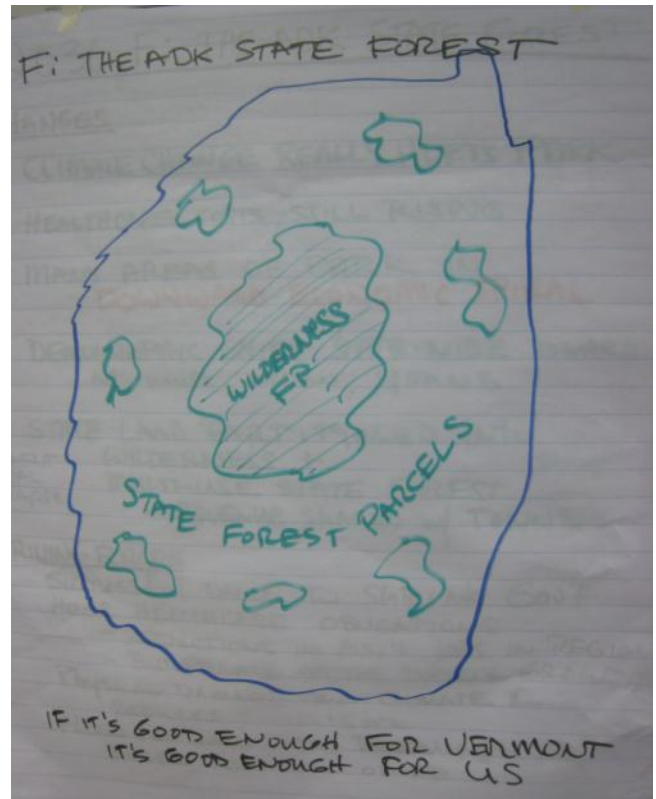
- Successful political drive to shrink government
- Demographics, age and ethnic
- Stagnant economy and government austerity
- Small and shrinking number of residents

Players

- State government making hard choices
- The Tea Party and its descendants
- New generation of non-white urbanites
- Big cites offering cheaper greener life style and jobs

Obstacles

- Article XIV and courts
- NGOs ability to get out the votes
- A normal, cyclical, economic recovery
- Fracking windfall to NYS
- "Our better angels"



Economy Changes and Shifts

- Third great crash for large parts of the region → creating new core park with few residents
- Government sector from 30% to 15%
- Growth in forestry, biomass and healthcare
- Tourism likely to shrink (climate change is ugly)
- Some bright spots: Southeast edge OK; Lake Placid and Saranac Lake OK

Park Population

- Population down, especially in the interior, due to a lack of jobs

Metrics

- Polling about the importance of the Park and environmentalism would show a decline
- Climate change statistics
- Shrinking number of school districts and towns
- APRAP II showing population declines and job declines

Event Flow

Dave and Jim clustered their event selections into nine areas.

1. Continuing Economic Stress: The economy struggles for a long time. It remains very hard for young families to make ends meet financially. People avoid moving here due to relatively high taxes. Congress eliminated the mortgage tax deduction for second homes. The State didn't get much out of fracking and grants for things like Main St improvements dried up.
2. Climate Change. Climate change does a number on the Park. Regular severe weather events, fewer snow cover days, native species fade, feral swine thrive. The patterns are bad enough that skepticism on climate science did eventually fade, but not soon enough to do anything about climate change. Three no snow winters hit recreation hard.
3. The Park is Not a Nice Place to Be. The private sector in the interior has continued to shrink and with that the number of poor has grown. Climate change has made the area even less desirable than it was. Between the poor population and the damaged environment, it's an increasingly ugly and somewhat unpleasant place that attracts fewer visitors and residents every year. Backcountry visits never reach the levels of the 1970s and DEC has launched a system of user fees for hikers.
4. Biomass is a Winner: Oil prices stabilize at a high enough level to make biomass viable. Insect killed forest provides lots of cheap fuel and the systems get cleaner all the time. It is particularly good for heating of larger buildings and is a major source of new jobs in the Park.
5. Broadband networks do reach almost everywhere, but being the last place to get wired does not give the Park any kind of advantage, it just makes it the same as everywhere else. While this is a big accomplishment, it doesn't attract new residents who just expect this as if it were electricity or telephone service.

6. Some Areas do OK, but not others: Farms find various ways to extend the growing season. The Global Foundries project has the southeast area of the Park humming. Lake Placid and Saranac Lake are alright. But Hamilton County's population breaks below the 3000 mark.
7. Government scrambles and shrinks: There are fewer government jobs and Sunmount shrinks and prisons close. Some government owned recreation assets are leased or sold to private companies. Schools try to consolidate. Town highway departments and back office operations consolidate. They have had to hire EMTs for daytime shifts. Voters are disbanding more Village governments. The State is not paying more for Ecosystem Services on its land and there are no carbon sequestration payments. Enforcement of regulations is so weak that there is rampant disregard for APA rules.
8. Some towns disappear but it isn't a big traumatic thing since almost everyone has already left the area. Waning support for the Park meant a constitutional amendment easily passed. It allows reclassification of non-wilderness State Land from Forest Preserve to State Forest that will operate as a multiple use forest, much like a National Forest (e.g. in Vermont). The land classified as Wilderness will remain so. A large and mostly uninhabited core region is reorganized as a real Park, supplanting Town government and school districts there.
9. In the end the State does expand its holdings in the area, but due to economic collapse and land abandonment.

Q&A Comment: Poor urbanites didn't come to the park 60 years ago, and they don't come now. What's the difference? Audience Reply: Things were different in 1890, now they can vote. We should put into Adirondack values into textbooks.

Q&A Comment: As a biologist, I think that having a core area is fine. We would give up the idea of having a local population. If I worked in a third world park, this is what we would want to do. Reply: Rationalization of State Land holdings makes sense to a lot of people, but everyone is afraid of opening these issues; they refer to it as opening Pandora's Box.

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 35 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

Mapping the Future of the Adirondack Park
Workshop Four - Lake Placid
May 1 & 2, 2012 - Before Ranking

Before Ranking Result

Desirability Attainability

1	C	90	1	B	70
2	B	67	2	E	68
3	A	50	3	F	53
4	D	46	4	C	51
5	E	36	5	A	39
6	F	12	6	D	18

Normalized Score: 100 = All Ranked First;
0 = All Ranked Last

TotalRankings 36

As with previous groups, C (Sustainable Life) was the most desirable by a large margin. This is the highest score that C has yet gotten (90). But C also got the lowest attainability score (51) that it has ever gotten. B (Usable Park) is second in desirability and first in attainability. That's a good trade-off perhaps. A (Wild Park) gets a pretty high score, but is also not attainable. E (Post Big Gov't) is highly attainable, large because it seems a lot like what we've been doing. D (ADK County) is, as always, unattainable as written.

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.

Mapping the Future of the Adirondack Park
 Workshop Four - Lake Placid
 May 1 & 2, 2012 - After Ranking
After Ranking Result
Desirability Attainability

1	C	84		B	82
2	B	69		C	71
3	D	58		E	62
4	A	48		A	38
5	E	23		F	33
6	F	18		D	13

Normalized Score: 100 = All Ranked First;
 0 = All Ranked Last

Total Rankings 36

Here we see some combination of B and C as very promising: highest in both desirability and attainability with very few if any conflicts between them.

If we put the rankings side by side we look at how opinions have changed in the workshop, which is not much.

Mapping the Future of the Adirondack Park
 Workshop Four
 Lake Placid Conference Center
 May 1 & 2, 2012

Compare Before and After Ranking

		Desirability		Attainability	
		Before	After	Before	After
1	C	90	C 84	B 70	B 82
2	B	67	B 69	E 68	C 71
3	A	50	D 58	F 53	E 62
4	D	46	A 48	C 51	A 38
5	E	36	E 23	A 39	F 33
6	F	12	F 18	D 18	D 13

The big changes are:

- D (ADK County) went up in desirability. There was a lot of support for the ideas in D at this workshop, much like at the first workshop last September.
- C(Sustainable Life) went up significantly in attainability.
- E(Post Big-Gov't) went down some in attainability.
- F (ADK State Forest) went down significantly in attainability.
- B (Usable Park) scored much higher on attainability. This group strongly supported the core elements of B, much like the group at Chestertown in November of last year.

So, how do these rankings compare with the previous workshops? We show that in the next table. The first column of scores is the composite of the three previous two-day workshops. A total of 99 people did the ranking as part of participating in the two-day workshops. The next column of scores is the composite of the three half-day workshops we have held so far where 96 people did the ranking. The first of these was in Keene Valley over the Christmas break and had a diverse group. The second was in New York City in January with some seasonal residents and major land owners in the Park. The third was with a group of 43 students in a Land Use Planning course at Paul Smiths College. The third column provides the composite scores for all rankings, including the Common Ground Alliance Forum last summer and a talk to the Adirondack Association of Towns and Villages (AATV).

Mapping the Future of the Adirondack Park												
Ranking Comparisons												
3 Two-Day			3 Half-Day			All Rankings			LP Two-Day			
Desirability												
1	C	88		C	85		C	85		C	84	
2	B	69		A	61		B	62		B	69	
3	D	57		B	58		D	54		D	58	
4	E	49		D	47		A	43		A	48	
5	A	36		E	33		E	43		E	23	
6	F	2		F	16		F	13		F	18	
Attainability												
1	C	77		C	60		C	71		B	82	
2	B	72		E	59		E	64		C	71	
3	E	65		B	57		B	64		E	62	
4	A	34		A	51		A	36		A	38	
5	F	27		F	42		F	33		F	33	
6	D	26		D	31		D	31		D	13	
N=		99			96			327			43	

This group's desirability ranking matches the total of all rankings very well and is also close to the composite of the previous 3 full workshops. In attainability, this group gives B its best score and D its worst score to date.

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 full list of events and the selections by teams is an appendix. Our database then pulled out those events that were used in 4 or more of the six scenarios A through F. We call these common events. In this workshop, there were 21 events that were used in 4 or more scenarios. The common events present issues and possible future actions that are clearly significant.

In the tables below, the first six columns show how a team selected the event for its scenario:

- (+) means that it helped or must happen for that scenario.
- (-) means that it hurt or must not happen for that scenario.
- If the space is blank, it means that this event was not in that team's scenario.

There were 6 events chosen by 5 out of the 6 scenario teams. (No events were chosen by all 6 teams in this workshop.)

A	B	C	D	E	F	#	Yr	Title
-	+	+	+		-	5	15	Boomers Retire to Their Vacation Homes
	+	+	+	+	-	8	5	Main Street Revitalization Grants Improve Hamlet and Village Attractiveness
-	+	+		+	-	13	10	Services for Aging Baby Boomers are a Growth Opportunity
+	+	+	+	-		32	5	Park-Wide Recreation Plan Includes Target Marketing Programs
+	-	-	-		+	58	15	Three Consecutive 'No Snow' Winters Close Many Winter Recreation Businesses
+	-		-	+	+	102	10	Sunmount Shrinks by Half and Five Prisons Close

You can see the logic of each scenario playing out here. For #5 Boomers Retire and #13 Services for Aging Boomers, the A team doesn't want a big influx of retirees and this kind of development is not consistent with the continuing decline envisioned in F. The same kind of no-growth forecast of A and F is seen in the voting on #58 Three Consecutive No Snow Winters. It is also seen in #102 Sunmount Shrinks and 5 Prisons Close, where team E joins in the gloomy forecast.

A through D needed a Park-Wide recreation plan. But team E saw that kind of top-down success as inconsistent with its vision. #8 Main Street Revitalization is generally good except for the run-down Park envisioned in F.

The remaining 15 common events were chosen by 4 out of the 6 teams.

A	B	C	D	E	F	#	Yr	Title
	-	-		+	+	3	10	Number of Poor in the Park Grows as Government and Private Jobs Disappear
	-	-		+	+	14	10	Private Sector Shrinkage in the Park's Interior is Leading to a Decline in Visitors
	+	+	+	+		17	10	State Economic Policies Better Support Smaller Scale Business and Agriculture
		+	+	+	+	18	15	Biomass Energy Is a Major Source of New Jobs in the Park
	+	+	+	+		27	10	Ecotourism and Agritourism are Fast Growing Sectors
		-	+	+	+	30	15	Many Government Owned Recreational Assets are Privatized
-		+	+	+		31	5	Major Promotion Campaign for Jobs, Entrepreneurs and Net-Workers
	-	-	-		+	45	10	3 Key Invasive Species Become Pervasive in the Park
	+		+	-	-	46	10	Assessed Value of State Land Increased by Addition of Value for Ecosystem Services and Public Recreation
+			+	+	+	79	10	Counties Set Up Shared Back Office Operations for Towns
+	-	-	-			85	5	Congress Eliminates Mortgage Interest Deduction on Second Homes
+			+	+	+	101	10	Towns Merge Highway Departments
+	+		+	-		103	10	Governor Issues an Executive Order for State Agencies to Treat the Park as a Single Region
-	+	+	+			110	10	One-Stop Permitting Process Operational
	-	-	-		+	116	5	Young Families Can't Survive Financially in Park

There are patterns here in the event selections. There are a number of events where all teams that chose it want it to happen in the same way. These could be called generally good ideas:

- #17 State Economic Policies Better Support Smaller
- #18 Biomass Energy is a Major Source of New Jobs
- #27 Ecotourism and Agritourism are Fast Growing
- #79 Counties Set up Shared Back Office Operations for Towns
- #101 Towns Merge Highway Departments

The remaining common events have mixed voting reflecting the logic of the different scenarios. Typically A, E or F are planning on no growth or spotty growth, while B, C and D are usually more positive or doing major things to cause growth. E is often carrying out the logic of greatly reduced State and Federal funding. The events that still would point us in a positive direction are:

- #31 Major Promotion Campaign
- #46 Assessed Value of State Land Increase for Ecosystem Services
- #103 Governor Issues Exec Order for Agencies to Align to Park
- #110 One-Stop Permitting Process

New Events

During their scenario analysis, teams were invited to write events of their own that would help to fill out their scenarios and deal with issues that had come up in the discussion. Here are the main ones written during this workshop.

Yr	Title	Description
5	NY Open Space Plan Puts Hard Limits on Forest Preserve Additions	
5	Young Families Can't Survive Financially in Park	
10	Conversion of 2nd Homes to Year-Round Changes Infra-structure Demand, Governance, and General Services	
5	Federal Tax Code Changes Profoundly, Impacting Ownership & Residency Patterns in the Park	
5	Primitive Bike Corridors Become a Viable Management Option	Used in Wilderness areas in the ADK Forest Preserve
15	Open Space Recreational Use Increases in the Park Beyond the Level of 1970s	
10	Oil Prices Stabilize at High Level; Biomass Now Competitive	Bio-mass energy sources are now competitive with petroleum-based sources
10	Educational Institutions Implement Programs that Incorporate Visitor-Facing Roles	Schools have become the center for building visitor relationship skills, teaching attendees how to make visitors feel welcome and supporting local businesses. This is often supported by the local Chamber of Commerce.
	Access to the Park's Trails, Peaks, etc. Now Requires a Permit	Permits are limited to protect native flora and fauna.
	Moderate and Low Income Retirees Don't Live Here More than Six Months	They do this in order to escape high NY income taxes.
25	The "Great Adirondack Tunnel" Project Begun	In order to improve the parkwide economy by facilitating rapid travel between the western and eastern regions of the park, a Swiss engineering group is brought in to design and build a light rail tunnel from the Adirondack Loj Road to Newcomb.
	High Income Retirees Don't Live Here More than Six Months/Year	They don't want to pay NY income tax
5	To Insure Development of the Arts, Schools Develop & Promote Arts Education	
15	APA Act Changed, Creating a Successful Model for Sharing Plans and Regulating Development	Max reached under old local plan approval process, it is realized a new cooperative relationship is needed; need to cooperate in visioning and making progress towards vision.
20	Amtrak's Lake Placid - Utica Railroad Service Resumed	
10	Hunting License Sales Increase by 25% for Year-	Local, grass-fed, free-range meat is increasing

	Round Residents	obtained by residents via hunting. CSA's worry this will decrease their customer base. Hunting and foraging become a viable alternative or supplement to CSAs.
25	Public Lands in the Park Focus on Biodiversity Conservation	Land-use planning within the Park, by APA/DEC/etc., focuses on biodiversity conservation. Wilderness areas are enlarged, consolidated, and managed to optimize biodiversity. As the largest managed wilderness in the NE US, the Park becomes an international model, a UNESCO Biodiversity Reserve.
15	Electric Car Infrastructure in Place, Supporting Huge Increase in Alternative Vehicle Use in Park	New advances in battery technology allows for many more electric vehicles in the Park.
10	Education Push to Encourage Sustainable Alternatives	Outreach programs go into schools and community centers to introduce and encourage alternative solutions for sustainable capitalism.
10	Major Wilderness College Established Inside the Park	A college specializing in environmental sciences is established in a Park community, rejuvenating the small town. It reuses a former state institutional building for its first campus.
	NYS Easement Purchases Aim to Keep Open Landscapes in Commercial Production	Farm land and industrial timberland owners sell all development rights to NYS, but stay in production, preserving the working landscape and jobs.
20	White, Non-Hispanic Population in NYS Sinks Below 50%	In 2000, white non-Hispanics made up 62% of NYS population. In 2010, it had sunk to 58%, and the trend continued into the following decades.
20	Constitutional Amendment Turns All Non-Wilderness into State Forest	Marquee wilderness areas remains intact, but the rest of the "park" is now operated as a state forest.
10	Civilian Conservation Corps (CCC) Re-Established	

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. Dave and Jim showed the room synthesis diagrams that were drawn by participants in the previous workshops and what they see as an emerging consensus (see below) of the work so far. This is likely to change as the work continues. Keep in mind that the definition of “consensus” is “general opinion” and does not mean *everyone* holds these opinions. It is not likely that, taken literally, everyone will agree on anything. Keeping that in mind, this is what we put on the table for work teams to revise as they wished.

- C+B: the core future of the Park. No one sees these in conflict.
 - In the extreme, B means too many people but that is very unlikely (we aren’t going to achieve ‘world class’ destination status)
- A: Everyone agrees the Forest Preserve is fundamental
 - Regulatory tweaks for the FP and private land regulation (e.g. Land Bank)
- D: People want a more coherent sense of a Park
 - A special region, with special needs and a stronger identity
 - Political reorganization into a County can’t get traction
- E: Local initiatives are what works
 - No one wants to put dying towns out of business but people don’t see how to avoid some towns melting away
- F: Reminds us of the cost of failure
 - It is a way to handle a severe decline in population and visitors

The teams were asked to edit this synthesis and the diagrams or come up with completely new ideas and diagrams.

Team 1 Synthesis

You don’t need to decide between B and C – they are complementary; focus on areas they agree on. A is an important enabler of B and C. We pulled out the most important aspects of each, by category.

Investment and Building

- B: Use current structures, improve existing facilities
- C: Green practices, LEED renovations, re-use of resources
- A: Perform impact analysis, don’t slide into expansion impacting the wilderness

Mass transportation – need some sort of mass transit in the Park because businesses have a hard time getting their employees to work. We need connections between the hubs.

- B: Good for business
- C: Workforce transport
- A: Hub connections mean less driving and fewer cars on the roads

IT Infrastructure is critical to bringing about important goals for each endstate

- B: Marketing information, development, tourism

- C: Education, government support services
- A: Online trail permitting and camping reservations will spread out recreational usage

Land Use Planning

- B: More leeway in towns, less outside town limits. Recreation use planning, e.g. snowmobile trails
- C: Efficient resource usage, provide town sewage and heating, low impact usage
- A: No expansion into wild; may need to limit recreational use in some areas

Services: If we locate better services in towns, this will benefit communities, new families, visitors, and elders.

- B: Health care, electronic medical records, elder services
- C: Same as B
- A: Localized, provided just in towns, fewer bodies needed

Central Park Supervision/Authority

- B: Develops resources, campgrounds, access
- C: Green building planning, sustainable practices
- A: Protects wilderness

** Clear, single electronic applications to be used by all agencies, regulations, etc. **

Discussion:

Question: Why limit recreational use? Response: To protect from overuse. One way is to spread by type of use. There can be inherent conflicts in different types of recreation. DEC is working on this.

Comment: We should charge for trail usage, and use the money to maintain the trails. They are heavily used, and people don't mind paying.

Comment: I want to be a Devil's advocate on the issue of hiker fees – this is Forest Preserve land, owned by all New Yorkers – there is a lot of push back to fees. As someone who does trail work on a volunteer basis, I think this is critical but does the State of NY have such limited resources to support DEC? It can't make trails viable – do we have to have revenue streams to support it?

Comment: You're expecting a lot out of the DEC –there is a huge educational and recreational component missing. They see themselves as stewards of wild forest, but they don't even have resources to do that. DEC needs to engage in tourism – they are in the business of tourism. DEC needs to get on board with this, and to rebuild the infrastructure we are promoting/marketing.

Comment: There are examples of local fundraising by fees/permits. At Lake George – now you need a permit to put a boat in the lake. Funds raised go to help eradicate local invasive species.

Comment: A great thing to do is engage a national organization like “leave no traces”. But it is really hard to implement.

Comment: We haven’t talked about campers – that’s a huge opportunity. NYS doesn’t want to raise fees. All the VT people come here and camp, loads come from Montreal by bus. Can you charge the buses?

Comment: I had to buy an Empire State passport to use on the public beaches on Long Island. National Forests require a fee. If you made it palatable and kept the money in the Park, people would be OK with it. National Park rangers emphasize that local park projects are funding with admission fees. People will accept fees if they know it will support the resource being used.

Comment: US Forest Service has just lost a court case that said they can’t charge for unimproved areas.

Team 2 Synthesis

Initiatives:

- C&B need to work at regional level to be effective.
 - But localities have specific local needs – how do those to speak to each other? Work regionally, support locally.
 - State funding is more likely at regional level. Look for projects that span community boundaries, like fiscal/economic/waterways/recreation.
 - Watershed-focused planning: 12 communities jointly apply for APA comprehensive planning project, focused on waterways – model how communities can work together, then expand to local food and forest
 - Picks up from APRAP baseline – use the information baseline to guide us
 - Finds ways to work together
 - UMPs don’t align with watershed boundaries; multiple watersheds interact in same UMP. Planning needs to be based on watershed assets instead of political boundaries or State Land purchases from way back.

Discussion

Comment: Water is a good them to engage people – it breaks down silos, and there is so much concern about water quality. This would be a different way of looking at it, with different people. You don’t get to D, but you do get watershed identification. Change from town names to watershed names. Water interacts in so many ways and levels. Water bubbles up as an issue continually.

Comment: Wetlands in near Lake George were built to filter pollutants from NYS Route 9 water runoff. Then we built an environmental park around it. We talked to 200 people of all sorts – working with Howard Fisk of the Wild Center – identify the unifying concept of the park – it was

water. Water – what does it mean to you personally – flora, fauna, interaction with water, lots of stories related about water.

Comment: One of the values of watersheds is that ecologically they make a lot of sense. For the natural resources, you can quantify inputs and outputs ecologically. It is better than political boundaries.

Comment: The Ausable River Association (ASRA) is about to publish a watershed management plan for the Ausable watershed – both the east and west branches. Carol Treadwell did all the data connection; her replacement has the grants to move it ahead, and coordinate with the townships, helping them incorporate watershed plans into town planning. It will be published on their web site soon.

Comment: Lake George has a water-related classroom program – it takes students from the forest to the lake, talks about the role of water, attempt to get youth familiar with how far up the watershed really goes. A similar program exists on Cayoga Lake.

Team 3 Synthesis



Adirondacks 2012

- Shrinking government employment sector
- Opportunities for small business growth needed
- Changing expectations and needs of visitors
- Need for areas where growth is encouraged
- Need for education and training of workforce
- Need for unified regional vision and approach

- Need for stream-lining of government and agency approvals process

Consensus edits:

- D – Turn it positive – it won't be a county, so phrase it as political alignment, as ordered by the Governor. Agencies should focus on a Park-wide basis.
- F – Turn it more positive – cast it as a transformational external effect that could impact the park. It is a reminder that external events can impact us, and we need to be aware.

Action Items:

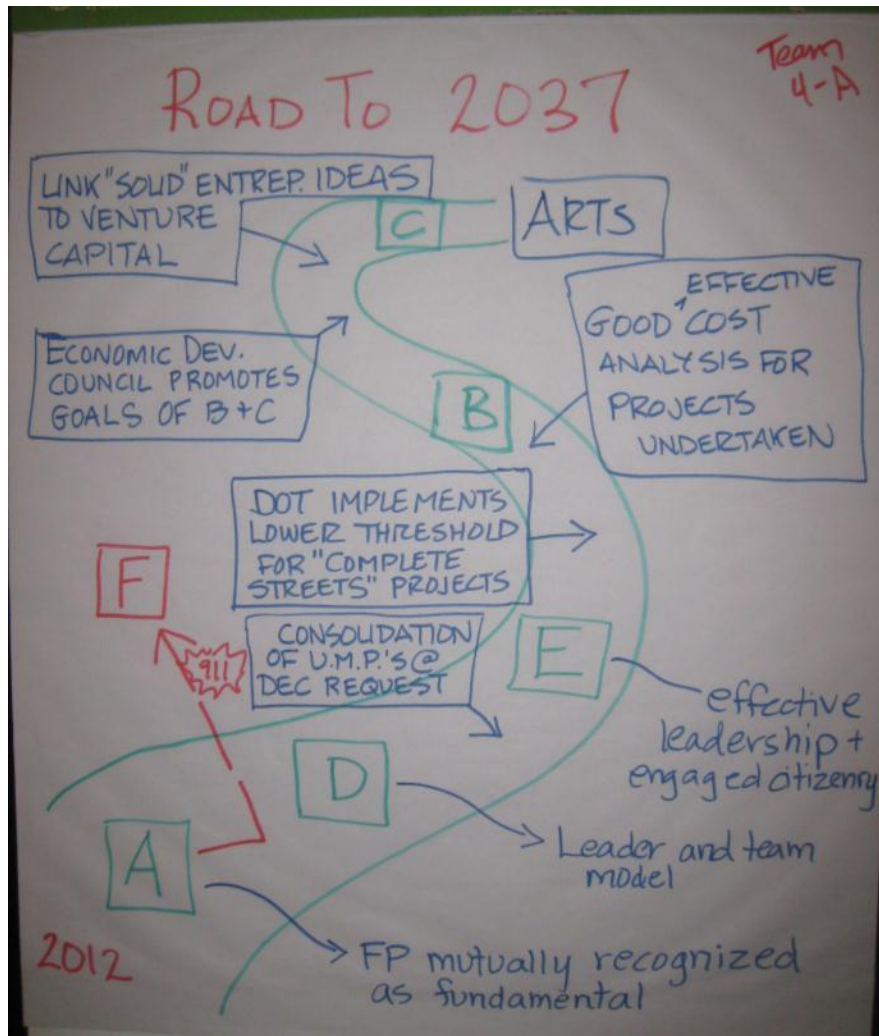
- Branding strategy, Park pass
- Use "Recreation Plan" to link community planning to State Lands. Change UMP process to be more responsive
- Citizen initiatives for Arts Support

Discussion:

Comment: Why won't the recreation plan help with integration with communities? Response: Because it is top-down. If it is independent of UMP, it is one more thing and one more complication. You could also argue that the water management plan could be integrated with the UMP. There are 130 communities in the Park.

Comment: Are the UMPs living documents? How often are they updated? Wilmington plan is in its 3rd version; the Lake George plan hasn't been updated. Another plan is 30 years old.

Team 4 Synthesis



Metaphor of a road starting from A, advancing through developments that build on each other until C is achieved.

Changes to consensus model:

C+B: Recognition of reliance on endstate A resources with growth being directed to hamlet areas

D: Leader and team model for Park agencies and government bodies (not top-down like the current manner).

E: Effective leadership and engaged citizenry

Initiatives:

- Consolidation of UMPs at DEC request, from 30 to 5.
- DEC lowers threshold for "complete streets", forcing more projects to do improvements like bike paths.

- Potential public/philanthropic projects get good cost/benefit analysis done before implementation, ensuring better results from a given level of investment.
- Solid entrepreneurial projects link to angel investor support

Discussions:

Question: How does tourism fit in? Response: It's a key component. C is at the end because it was most desirable.

Question: How do you deal with overdevelopment? Response: Hamlets are expanded to accommodate growth, there is broad recognition of the Forest Preserve is key.

Question: What regulatory body oversees development? Response: APA, same as today.

Team 5 Synthesis

We thought education was missing from the proposed synthesis and suggest the following additions:

- The Great Adirondacks Educational Initiative – provide educational opportunities for all age groups (to encourage in-migration); re-start the Adirondack teacher center; summer programs, college internships. Paul Smith College would be great for this.
- Create Adirondacks Conservation Corps – target middle school students who live in New York State and engage them in forest stewardship/education, similar to “Child of the Wild”
- Funding the individual infrastructure upgrades (NYSERDA/energy audits/financial support). Address different community needs individually.
- Create an Adirondack Park Service – a website to collect all resources/programs/contact information. A virtual library.

Appendices

Full text of events

#	Yr	Title	Description
1	5	Broadband Brings More Mid-Career Families into the Park	People around 40 with young children 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 income relative to what they could earn in cities, but it is cheaper to live here, they want less stress, 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.
2	10	Retirees Don't Live Here More Than Six Months Due to High Income Taxes	Retirees have been spending more time here in their old vacation homes, but not many of them make the Park their primary residence due to State income taxes. If you live here more than six months you have to pay State income tax. However, retired State employees don't pay State income taxes on their State pensions, so former NYS employees tend to stay in the State.
3	10	Number of Poor in the Park Grows as Government and Private Jobs Disappear	The extraction industries 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 or healthcare and unable or unwilling to leave the Park for improved opportunities. Government payrolls, which had taken up the slack for a long time, also shrink as tax caps take hold. Aging in place, these poor are a large burden on capped government budgets. Total number living below the poverty line has increased over the past decade.
4	10	2020 Census Uses Census Blocks Aligned to the Blue Line	As the APRAP and other studies consistently found, it was difficult to get accurate data about the Adirondack Park because standard data collection boundaries did not align to the Blue Line. In 2013 the necessary State filings were made to realign the official census blocks to the Blue Line and in the 2020 census they were first used. Now there is much more accurate and easily accessed data about the demographics of the Park.
5	15	Boomers Retire to Their Vacation Homes	Boomers own a large portion of the vacation homes in the Park. As they retire, they spend more time here and often retire here, making the Park their legal residence. This increases the population without a need for more home construction and with less need for other infrastructure such as water, sewer, utilities, etc. The existing built environment accommodates more residents without much expansion.
6	25	Hamilton County Population Drops Below 3000	As predicted in a 2012 Cornell University Study on Applied Demographics, the population of Hamilton County has continued to decline and now is below 3000 permanent residents with fewer than 100 in the 25-29 year old range. All the predicted problems attend this drop: school enrollment declines and lack of EMT volunteers, etc.
7	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.
8	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. A

			number of Main Street and waterfront improvement grants were made in the 2011 NCREDC grants. The success of these spurred more applications. (NCREDC = North Country Regional Economic Development Commission)
9	5	Global Foundries Project Brings Large Numbers of New Visitors and Residents	The Global Foundries 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. The plant became operational in 2012 and in full production in 2013.
10	5	ADK Working Group Created as Part of Regional Economic Council Process	Members from the three Regional Councils that include pieces of the Park (North Country, Capitol Region and Mohawk Valley) have come together with strong leadership by the Adirondack Partnership to form a group to promote the Park's vision, strategies and a work plan that fits into the Regional Economic Development Council process for 2012.
11	5	Some Park Towns Recruit EB-5 Program Foreign Entrepreneurs	The EB-5 Immigrant Investor visa is a way to get admitted to the US as a Conditional Permanent Resident. You must invest \$500,000 in a new business. If you successfully hire 10 full time people in 2 years, you get to be a permanent resident. The program is particularly popular with Canadians. Some Park towns are actively recruiting foreign entrepreneurs who can take advantage of the program.
12	5	ADK Investment Forum Matches Angel Investors to Business Start Ups	The ADK Investment Forum assists in getting businesses off the ground that are suited to the unique characteristics of the Park. It offers a forum twice a year for angel investors to listen to pitches from people who want to start new businesses in the Park. The Investment Forum assists in raising capital, guaranteeing loans and guiding new entrepreneurs. The Forum includes private investors, relevant State agencies, colleges and business groups.
13	10	Services for Aging Baby Boomers are a Growth Opportunity	Services to aging boomers, including health care, home maintenance, and the like are growing fast as aging baby boomers increase spending in the Park. These jobs have always had appeal but now they are real growth sectors 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.
14	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 economy shrinks. Common services like gas stations and food stores are unavailable without a long drive, especially in winter. Cell phones and broadband are often unavailable. Fewer visitors want to vacation in a place without basic services or where most of the store fronts are empty and "For Sale" signs are in front of everything. It's just not attractive.
15	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.
16	10	Diverse Telework Jobs Develop at Many Levels, Grow Slowly	Internet-based job growth in the Park is slow and diverse. 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 teleworkers 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 new jobs each year is a lot. The diversity of the work means it is more stable than a single major employer.
17	10	State Economic Policies Better Support Smaller Scale Business and Agriculture	The movement toward smaller-scale farming and net-based virtual companies with few employees is being supported by State economic policies that for so long have only focused on the big corporations. The

			process Governor Cuomo put forth in the 2011 Regional Economic Council push started the trend by making grants available for many small investments rather than only going for a couple of big ones. Microenterprise Assistance Programs have popped up all over the Park, often helping self-employed people get small businesses started.
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 heating systems are becoming a mainstream alternative, especially for larger buildings. All kinds of jobs are generated from wood harvesting to distribution to installation of systems and operation of larger scale plants in schools, prisons, etc. within the Park.
19	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.
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 the larger Park 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, tour operators and hotels.
21	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.
22	5	Park-Wide Recreation Plan Published and Adopted	A combination of State agencies, the Adirondack Partnership and NGOs have worked together to create a single, integrated, recreation plan that covers the entire Park. A task force with members from across the Park produced the plan with much input from other groups. The plan has been approved and implemented by DEC with wide support from the public and NGOs.
23	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, make visitors feel welcome and 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!
24	10	Quality of "Beds" in the Park has Improved More than Quantity	There has been substantial investment in hotels, Inns and B&Bs throughout the Park to improve the quality of existing accommodations for the growing number of visitors. While there is also some increase in the total number of beds available, it is quality improvements that have driven higher occupancy rates by offering a better visitor experience. Many of these properties built in the 1950s had not seen any reinvestment for upgrades in years.
25	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, x-country skiing and snowmobiling. The 112 mile trail is one of the great outdoor tourist attractions in the Northeast and is heavily used.
26	10	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. This spreads out use of trails and prevents overuse of places like Cascade Mountain. The small fees generate a stream

			fund used for improvement of facilities and promotion. They modeled this after the system used by the State Campgrounds where usage jumped when they switched from a free first-come-first-served system to a confirmed reservation for a small fee because people could be sure of getting the experience they wanted.
27	10	Ecotourism and Agritourism are Fast Growing Sectors	A large new tourism sector has developed that is focused on learning about the environment and food production. For example, ecology tours take people into the far interior sectors 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 tent camping in the wilderness.
28	10	Roadway Upgrades Aim to Create World Class Driving Tours in the Park	Road projects throughout the Park are being coordinated to create a world class experience for visitors in cars. New and upgraded viewing areas, consistent design elements for signage, guard rails, enhanced maps suggesting routes and attractions, etc. New phone apps help people identify what mountains they are seeing, direct them to places where they can watch rock climbers and tell them where the nearest gas station and rest rooms are located.
29	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.
30	15	Many 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. The jobs don't disappear, but they move from public to private payrolls.
31	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. The campaign includes money to go give pitches to major employers in NY, Ontario and Quebec.
32	5	Park-Wide Recreation Plan Includes Target Marketing Programs	The Park-Wide recreation plan aims to distribute recreation activities around the whole Park. A key element of it is a target marketing plan that takes aim at different groups like various sports groups, boomers, eco-tourism and agri-tourism, for example. The plan is well received because it goes beyond just a recreational zoning effort - it aims to market different areas to different target groups.
33	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 domestic and international tourism.
34	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 non-white communities are working, as are efforts to attract more international visitors. Non-white and foreign people are now 25% of visitors to the Park and their numbers are still climbing. To many international visitors, especially Canadians, the US is an affordable vacation destination. The issue is attracting them to the Park versus other US destinations.
35	20	Brand Recognition Study Shows Adirondack Now Leads Vermont	A study of global brands related to rural/parkland tourism shows that Adirondack now leads Vermont in recognition in North America, Europe and Japan/China. Serious work on developing the Adirondack brand did not

			begin until 2014 when the project was funded under State-wide program to follow up on the I Love New York campaign.
36	5	ALT Starts Young Farmer Program	The Adirondack Land Trust starts a program to support young farmers and to preserve farmlands. There are a large number of young people who want to do farming but they can't afford to buy land within the Park.
37	5	Community Farm Created Using the Example of the Community Store	The success of the community store in Saranac Lake is the inspiration for the launch of the first community farm. Funds to start the farm are raised by selling ownership shares. Its classic-looking farm stand sells its production to the public and serves as the pick up location for its CSA program. The farm stand also sells other locally produced farm goods and artisan products.
38	10	CSA Subscriptions Have Tripled in 10 Years	Community Supported Agriculture has become a hugely popular way for families to buy food from farms they know. The CSA model provides capital to farmers to begin the season and customers share in the bounty or failure of the farm that year. This shift of risk to customers, and lowering of upfront costs to farmers, has meant lower prices to customers and better incomes for farmers.
39	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 heat generation scheme. Many of these approaches come from farmers in Quebec that have been working these issues for a long time.
40	15	NYS Department of Agriculture Programs Help the Local Food Movement	The State's food rules were understandably tightened for safety purposes when 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.
41	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. The first international inter-faith conference at the Wild Center is an unqualified success and a second conference is agreed to before the first one ends.
42	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 their many forms, have become a large and recognized source of new jobs.
43	5	Arts Centers Produce Their First Integrated Park-Wide 12 Month Season	Three major arts centers (e.g., 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".
44	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.
45	10	3 Key Invasive Species Become Pervasive in the Park	Emerald Ash Borer, Asian Long Horn Beetle and Woolly Adelgid are established in central Adirondacks, resulting in large areas with dead trees which present a serious fire risk, but also offer a potential source of biomass. Some want to clear the deadwood in the Forest Preserve.
46	10	Assessed Value of State Land	In an effort to boost State payments in lieu of taxes to their "fair share",

		Increased by Addition of Value for Ecosystem Services and Public Recreation	new assessments now include values for clean water sent downstate, recreation, carbon sequestration, and preserving biodiversity.
47	15	Carbon Sequestering Payments Begin to Flow to Forest Landowners	Funds from cap-and-trade systems or carbon taxes begin to flow to ADK forest land 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.
48	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 as it changes. The new consensus is that active forest management is good from a human and a biocentric point of view. You can't just sit there and watch the forest fall apart.
49	15	Constitutional Amendment Enables Land Swaps to Consolidate the Forest Preserve	Once the idea of a constitutional amendment process to create greater flexibility and enable new ideas on forest preservation got traction, the proponents went for more than just a community land bank. The new process enables swaps of significant acreage that have the effect of increasing total Forest Preserve acreage while at the same time improving its overall integrity, giving up fragments that are near towns and developed areas anyway. Creation of larger contiguous tracts is the goal.
50	20	State Starts New Round of Forest Preserve Acquisitions	After a period in which the State made very few acquisitions, 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 acquire inexpensively, a pattern that has been repeated several times in the Park's history.
51	5	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. Maturing at 400 pounds, these are not your average Porky Pigs and they have become the latest invasive species problem to hit the Park. They can produce litters of 10+ piglets every 4 months.
52	10	Park Becomes A 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 through lake and river systems with hamlets and villages is an ideal place for researchers in this newly rich field.
53	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.
54	15	Clean Up of J & L Iron 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.
55	15	Municipalities in the Park with Public Sewer Systems Double	The more successful hamlets are now big enough, or close enough to recreational or protected water resources, that State and Federal funds become available for public sewers and treatment systems. The number of municipalities with treatment systems increased from roughly one-third in 2009 to two-thirds in 2027.
56	10	Regular Severe Weather Events Stress	Climate change has put more water vapor in the atmosphere and caused

		The Park	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.
57	10	Climate Science Skepticism Fades as Weather Events and Patterns Make Change Obvious	Long-lasting droughts, more hurricanes, floods, record temperature years a number of years in a row all contribute to the understanding that climate change is real and so is the science behind it. All the conversation now is about 'wise adaptation' to it.
58	15	Three Consecutive 'No Snow' Winters Close Many Winter Recreation Businesses	Three winters in a row with very low snowfall have forced many winter recreation businesses to close. Winter visitors used to account for 1/3 of annual tourism revenue, but that has dropped by half. The activities worst hit are snowmobiling and cross country skiing. Ski areas w/o snowmaking close or open only occasionally, often staffed by volunteers. In general, the Adirondacks loses winter visitors to other regions.
59	15	Many Native Species Begin to Disappear 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, etc.) and are less frequently seen in the park.
60	15	Adirondacks Recognized as Baseline for Ecological Research Related to Climate Change	The Adirondacks have been the subject of ecological research for a long time. Having a rich baseline of conditions now means that it is a great place to study how climate actually changes and what the consequences are for the ecosystems.
61	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.
62	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 (www.nexterra.ca). It heats wood to a high temperature with minimal oxygen to produce a synthetic gas that is then burned. Overall, biomass energy technology is moving up the learning curve fast and getting better all the time.
63	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 and net metering schemes (e.g., solar panel farms). Efforts to generate and use power locally have become popular.
64	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. Redford's feasibility study was funded by the 2011 NCREDC grants.
65	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.
66	15	Fracking Produces Large Amount of	NYS has entered the ranks of those exploiting gas deposits through hydraulic

		Gas in Marcellus and Utica Shales in NYS	fracturing in the Marcellus and Utica shales south of the Park. It has brought \$ billions in economic growth to the State and helped eliminate budget deficits. The southern tier of the State is experiencing a full scale energy boom. Tight regulation of the drilling was a requirement of approval in Albany.
67	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 dams still exist and are now being rebuilt as part of a regional energy independence program.
68	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 including Chicago.
69	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 and eliminating delays due to freight trains.
70	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.
71	10	Tourist Information Centers Built at Major Park Entrances	These new TICs are located at the most used Park entrances, based on data from traffic studies. They provide that "You Have Arrived" experience that tourists typically expect upon arrival at any notable Park. Where appropriate, they include gate-like passage ways over the roads. Visitors stop and are given maps, offered a bathroom break and friendly advice on where to go by Park uniformed gate attendants. These do not replace the VICs which have a different role. Residents, trucks, etc can easily pass around the gates w/o stopping.
72	15	Busses and Other Shared Transportation Infrastructure Widely Used in Park	To reduce auto use and oil dependency, inter-village transport systems were put in place in many areas of the Park. Most are busses that run on propane or perhaps some kind of synfuel derived from wood. These shared transportation options are most heavily used by people getting to work, as well as by seniors and some tourists.
73	20	License Plate Recognition Systems Bill Drivers Entering the Park	The technology was developed for major cities such as Singapore, London, 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. You pay to play in this Park just like you do in parks all over the world.
74	5	Accurate, Current Real-Time Info on Park Conditions Available Online	An online information system provides conditions on trails (ski, hiking, biking, snowmobile, x-country, etc.), downhill skiing, campsite availability, overcrowding, etc. It is used by visitors and government departments at all levels. The information is accurate and constantly updated and it is widely publicized and used by the public. 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.
75	5	Broadband Operational in Most of Hamilton County	The North Country Regional Economic Development Council won two broadband grants in December 2011. One was for SLIC Networks to build a fiber trunk from Tupper Lake south to Long Lake (\$596,000) and the other was for Frontier Communications to install DSL equipment in their central offices in Hamilton County (\$472,000). With this as a starting point, more grants followed and now, five years later, most of Hamilton County has access to some kind of broadband internet service.

76	10	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 (maybe only for some days of the week), there is a major reduction in commuting by State employees.
77	10	Cell Phone Coverage on Park NYS Highway Corridors Completed	All State highway corridors in the Park now have nearly continuous cell phone coverage. The State subsidized the last sections for the purpose of public safety communications. It turned out that State Police cars needed cell connections for their in-car systems to function.
78	10	Widespread Broadband Enables State to Deliver More Services Electronically	Use of broadband by the State is lowering the cost of government while improving service to citizens, most of whom are connected to broadband. One result is that the State needs fewer physical offices, since workers can be centralized in fewer locales, or in some cases decentralized, with State employees working at home. Most applications and forms can be filled out online and submitted electronically.
79	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, accounting, purchasing, payroll, insurance, legal, banking as well as other administrative functions. Counties have set up the systems, eliminating the need for some positions at the town level. Invisible to the public, this has become a common approach to reducing jobs and lowering purchasing costs in order to meet the 2% tax cap without service reductions.
80	5	Smaller School Districts Sharing Admin Functions	Many smaller school districts are partnering with neighboring ones to share admin functions, including purchasing, payroll, and other back office tasks. It is not unusual to have one superintendent for multiple school districts. This is a step toward consolidation even though actual mergers have been rejected by voters. This level of integration eliminates some jobs and seems to be working.
81	10	Most Park High Schools Have Environmental Studies and Entrepreneurial Studies Programs	Most high schools in the Park adopt two common programs – one in environmental studies and the other in entrepreneurial studies.
82	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.
83	10	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 a 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.
84	10	Parents Get Behind School Consolidations Focused on Quality, Not Cost	The conversation about school district consolidation has shifted from cost reduction to quality. While small classes are great to a point, there is a threshold below which schools lose critical mass and student's experience suffers. They can't field a sports team, or put on a play, or the kids get stressed out from trying to do everything. This shift to a discussion of quality brings parents to the table.
85	5	Congress Eliminates Mortgage Interest Deduction on Second Homes	In the era of big deficits and low taxes, the deduction of second home mortgage interest payments was eliminated. As a result housing prices in the Park drop somewhat.
86	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 on 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.
87	5	More than a Thousand Affordable Housing Units Added in Park Hamlets	A major push by the State as part of the Regional Economic Council Process, as well as the efforts by the Adirondack Community Housing Trust, have resulted in the addition of more than a thousand affordable housing units to hamlets throughout the Park. Many units are refurbished sub-standard housing, others are rental units. (In the 2011 NCREDC awards there were 16 awards for affordable housing, rental housing and senior housing affecting over 300 homes.)
88	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.
89	5	ACTION 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 a patient in an ambulance. It enables a team-based approach to healthcare. The region is ahead of the curve on electronic medical records and telemedicine.
90	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), regular contact with a local doctor is essential 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 Adk Health and CVPH.
91	5	Health Systems Start "Grow Your Own" Health Professionals Programs	For people entering health care, local health systems 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.
92	10	Many ADK Towns Implement Paid EMTs for Daytime Shifts	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. This is now the leading 'health care crisis' topic in the Park and it is getting a lot of attention. A model already used in other rural areas includes fees for wilderness rescue and daytime ambulance calls to enable hiring paid staff are being discussed. Insurance typically pays these fees, not individuals.
93	10	More than One Major CCR Operating in the Park	At least two major Continuing Care Retirement facilities are open in the Park. One might be in the tri-lakes area or near Ticonderoga and another near Lake George. They offer three levels of care: independent living, assisted living, and nursing home care. Typically someone buys into such a facility when they are living independently and then take advantage of increasing levels of care as needed. Wake Robin in Vermont is a successful example.
94	10	Saranac Lake Builds Health Care Into a Much Bigger Sector	Health care has a long tradition in Saranac Lake stretching back to Trudeau. The area looked at its existing biotech and Adirondack Health assets in 2012 and figured out that it had a strong foundation on which to attract a wide variety of health care businesses. A study done in 2020 found that health related jobs now account for almost half of all employment in the area and

			it was what took up the void left by shrinking government employment.
95	5	Many Park-Wide Efforts to Build/Strengthen Interdependence	There are more gatherings like Common Ground Alliance and the ADK Futures Project at the community and regional level. These gatherings spark new, focused, projects and regional interactions allowing a positive sense of direction to emerge. Having a regional sense of alignment to a positive direction motivates a lot of people and groups to take independent action to move their projects and dreams forward.
96	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 ranging from less road salt to broadband to assessment standards. The View arts center in Old Forge, the re-opening of Big Tupper in Tupper Lake, the building of universal broadband in Keene, are all examples where groups of citizens proactively addressed the issues that matter to them instead of asking a government agency to do it for them. This model of citizen-organized solutions is catching on all over the Park.
97	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. They do not provide medical services.
98	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. Boomers prove to be very generous as they inherit record-breaking wealth from their parents. Many conservation-oriented donors have recognized that they must also address the human needs within the Park.
99	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.
100	10	ADK Park Government Becomes Data Centric and Data Driven	Following the model of Mayor Bloomberg in NYC, various ADK Park governments 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.
101	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.
102	10	Sunmount Shrinks by Half and Five Prisons Close	The State is in a major retreat from the region. Sunmount, in Tupper Lake, was cut by half. Five prisons have been closed as the State prison population shrinks and crime rates continue their decline. The move favors housing prisoners closer to their home communities where they have a support network when released instead of in remote upstate locations.
103	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. Every Governor of NYS has tried to leave some kind a legacy improvement to the Park and this was accomplished in that spirit. "If the Park is truly a jewel of NY, it should be treated that way", said the press release announcing the change.
104	10	Amendment Creates Community Land Bank to Facilitate Small Projects	The new land bank facilitates small swaps of Forest Preserve land for community needs like water wells, power lines, broadband fiber, inter-village bike paths, etc. Formerly, each of these small things required a lengthy and costly constitutional amendment process. This is modeled on an existing Transportation Land Bank that gives DOT the flexibility to maintain roads in wilderness areas. There are strict guidelines for approval

			of projects and there are a fixed number of relatively few acres (e.g., 500) in the bank.
105	15	Largely Empty Interior Zones Declared ADK State Park	The State Legislature votes to put largely uninhabited interior sections of the Park into a formal Adirondack State Park structure, eliminating town and county government activity in the region which includes Hamilton County. Small private in-holdings remain but there are no local government services. It will be run by the NYS Office of Parks, Recreation and Historic Preservation. Like most NYS Parks, it charges a user fee per vehicle day and additional fees for amenities like campsites.
106	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. Remaining village governments voice worries about their relevance.
107	5	APA Act Amended to Allow Transfer of Building Rights Between Some APA Land Use Classifications	The key change allows owners of Resource Management land to sell their building rights. In exchange for giving up a building right in a Resource Mgt area, people can put an extra home in an area zoned for Low or Moderate Use. Resource Mgt building rights can also be sold to conservation groups, making it simple form of conservation easement. The expected effect is more clustering of building in and around hamlets and more open land in the back country.
108	10	Courts Force Agencies to Increase Enforcement Personnel	State courts have ruled that the APA and DEC are not fulfilling the law because they are not enforcing important regulations. Agencies are ordered to increase enforcement personnel.
109	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 saves money by reducing overlap and dueling processes between the two organizations.
110	10	One-Stop Permitting Process Operational	Now an ADK Park land owner can go to a single government office for permits from all the agencies they might need.
111	10	Rampant Disregard for APA Rules	With decreasing funding for enforcement, it is easy in all but the most high profile cases to simply ignore the APA rules. Fines are modest so people take the risk, paying the fine if they need to and doing what they want.
112	15	New Stricter Water Quality Regulations Implemented	A suite of new rules require septic inspections and reconstruction. All flood plain construction is stopped. A minimum of 100 foot buffers (were 50 foot buffers in 2012) 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 waterfront are major targets of the new rules. Waterfront is defined to include small brooks and streams as well as rivers and lakes. The new rules enjoy widespread support among residents who have been noticing declines in water quality.
113	20	Two-Thirds of Park Towns have APA-Approved Local Land Use Plans	In 2010 only 17 Towns had APA approved Local Land Use Plans but many more had zoning regulations in place. With a push from the APA, 2/3 now have approved Land Use Plans. In every case, a key step was to hire a professional development person/grant writer. Plans have focused on revitalization of hamlets, maintaining their character and making them livable communities. Many have found State grants to support revitalization.
114	25	APA Issues New Land Use Plan Incorporating Best Practices of 2030	The APA has finally completed a major revision of its Land Use Plans for State and Private lands within the Park. The new plans take into account the experience of the previous 50+ years with the old plan and current best practices from around the world. One key change is that settlement is more tightly clustered while undeveloped areas are more contiguous and less fragmented.

Current Expectations Voting

This list provides the results of voting the first morning on current expectations. HU% is the percentage of votes that were highly unlikely. UN% is the percentage of votes that were uncertain. HL% is the percentage of votes that were highly likely. Cer%(certainty percentage) is HL% minus HU%. Prev Cer% is the certainty percentage from all previous voting in any workshop to date.

HU%	UN%	HL%	Cer%	Prev Cer%	#	Yr	Event Title
3%	0%	97%	94%	39%	1	5	Broadband Brings More Mid-Career Families into the Park
61%	39%	0%	-61%	-10%	2	10	Retirees Don't Live Here More Than Six Months Due to High Income Taxes
17%	44%	39%	22%	52%	3	10	Number of Poor in the Park Grows as Government and Private Jobs Disappear
61%	25%	14%	-47%	n/a	4	10	2020 Census Uses Census Blocks Aligned to the Blue Line
3%	0%	97%	94%	50%	5	15	Boomers Retire to Their Vacation Homes
28%	19%	53%	25%	n/a	6	25	Hamilton County Population Drops Below 3000
61%	22%	17%	-44%	-25%	7	5	Entrepreneurs Buying Up Large Buildings Along New Broadband Corridors
14%	3%	83%	69%	47%	8	5	Main Street Revitalization Grants Improve Hamlet and Village Attractiveness
17%	28%	56%	39%	49%	9	5	Global Foundries Project Brings Large Numbers of New Visitors and Residents
3%	28%	69%	66%	80%	10	5	ADK Working Group Created as Part of Regional Economic Council Process
56%	25%	19%	-37%	38%	11	5	Some Park Towns Recruit EB-5 Program Foreign Entrepreneurs
8%	44%	47%	39%	15%	12	5	ADK Investment Forum Matches Angel Investors to Business Start Ups
0%	3%	97%	97%	44%	13	10	Services for Aging Baby Boomers are a Growth Opportunity
28%	31%	42%	14%	-29%	14	10	Private Sector Shrinkage in the Park's Interior is Leading to a Decline in Visitors
50%	22%	28%	-22%	-24%	15	10	State Sends Info-Worker Jobs to the Park Region
3%	8%	89%	86%	67%	16	10	Diverse Telework Jobs Develop at Many Levels, Grow Slowly
11%	19%	69%	58%	66%	17	10	State Economic Policies Better Support Smaller Scale Business and Agriculture
47%	28%	25%	-22%	42%	18	15	Biomass Energy Is a Major Source of New Jobs in the Park
25%	19%	56%	31%	16%	19	5	New Trails Connect Backcountry to Hamlets and Interconnect Hamlets
8%	28%	64%	56%	46%	20	5	ADK Pass Program Widely Marketed
8%	39%	53%	45%	37%	21	5	New Style Guide and Outfitter Businesses Do Well
58%	31%	11%	-47%	22%	22	5	Park-Wide Recreation Plan Published and Adopted
39%	14%	47%	8%	49%	23	10	Towns Sponsor Seminars for Their Workers in Visitor-Facing Roles
0%	3%	97%	97%	-23%	24	10	Quality of "Beds" in the Park has Improved More

						than Quantity		
36%	44%	19%	-17%	-15%	25	10	The Great Adirondack Recreational Trail Completed and Heavily Used	
61%	6%	33%	-28%	4%	26	10	DEC Implements Online Hiker Reservation System with User Fees	
3%	22%	75%	72%	34%	27	10	Ecotourism and Agritourism are Fast Growing Sectors	
78%	17%	6%	-72%	n/a	28	10	Roadway Upgrades Aim to Create World Class Driving Tours in the Park	
50%	22%	28%	-22%	-19%	29	15	Back Country Usage in the Park Never Again Reaches Peak of the '70s	
61%	11%	28%	-33%	-3%	30	15	Many Government Owned Recreational Assets are Privatized	
33%	42%	25%	-8%	-25%	31	5	Major Promotion Campaign for Jobs, Entrepreneurs and Net-Workers	
19%	17%	64%	45%	n/a	32	5	Park-Wide Recreation Plan Includes Target Marketing Programs	
64%	31%	6%	-58%	13%	33	10	Park Leverages Its UNESCO Biosphere Reserve Designation	
22%	17%	61%	39%	27%	34	15	Multicultural and International Marketing of the Adirondacks Changes the Profile of Visitors	
33%	36%	31%	-2%	-3%	35	20	Brand Recognition Study Shows Adirondack Now Leads Vermont	
11%	21%	68%	57%	77%	36	5	ALT Starts Young Farmer Program	
20%	17%	63%	43%	n/a	37	5	Community Farm Created Using the Example of the Community Store	
0%	17%	83%	83%	84%	38	10	CSA Subscriptions Have Tripled in 10 Years	
6%	6%	89%	83%	56%	39	10	Various Measures Extend Local Growing Season	
3%	9%	89%	86%	47%	40	15	NYS Department of Agriculture Programs Help the Local Food Movement	
24%	12%	65%	41%	76%	41	5	Wild Center Hosts International Conference on Spiritual Value of Wilderness	
24%	12%	65%	41%	34%	42	5	The Arts Become a Widely Recognized Economic Growth Cluster in the Park	
15%	35%	50%	35%	58%	43	5	Arts Centers Produce Their First Integrated Park-Wide 12 Month Season	
6%	49%	46%	40%	44%	44	10	Adirondacks a Major Retreat Center	
3%	46%	51%	48%	44%	45	10	3 Key Invasive Species Become Pervasive in the Park	
71%	14%	14%	-57%	-10%	46	10	Assessed Value of State Land Increased by Addition of Value for Ecosystem Services and Public Recreation	
43%	49%	9%	-34%	5%	47	15	Carbon Sequestering Payments Begin to Flow to Forest Landowners	
17%	29%	54%	37%	37%	48	15	Advanced Forest Management Practices Help with Adaptation to Climate Change	
37%	23%	40%	3%	-4%	49	15	Constitutional Amendment Enables Land Swaps to Consolidate the Forest Preserve	
40%	20%	40%	0%	2%	50	20	State Starts New Round of Forest Preserve Acquisitions	

49%	37%	14%	-35%	13%	51	5	Feral Swine Go Hog Wild in the Adirondacks
14%	17%	69%	55%	38%	52	10	Park Becomes A Center of Water Quality Research in the Northeast
6%	3%	91%	85%	72%	53	10	Lake Owner Associations Double Spending to Combat Invasives and Septic
7%	50%	43%	36%	-1%	54	15	Clean Up of J & L Iron Mines Site Completed
57%	43%	0%	-57%	-4%	55	15	Municipalities in the Park with Public Sewer Systems Double
0%	23%	77%	77%	81%	56	10	Regular Severe Weather Events Stress The Park
20%	14%	66%	46%	65%	57	10	Climate Science Skepticism Fades as Weather Events and Patterns Make Change Obvious
20%	34%	46%	26%	59%	58	15	Three Consecutive 'No Snow' Winters Close Many Winter Recreation Businesses
31%	51%	17%	-14%	12%	59	15	Many Native Species Begin to Disappear from Park
0%	9%	91%	91%	80%	60	15	Adirondacks Recognized as Baseline for Ecological Research Related to Climate Change
11%	20%	69%	58%	7%	61	20	On Balance, Climate Change Has Made the Park More Attractive as a Place to Live
64%	25%	11%	-53%	-15%	62	5	Emissions from Biomass Energy 10x Lower the Propane
4%	29%	68%	64%	35%	63	5	Federal and State Energy Programs Support More Local Renewable Approaches
29%	29%	43%	14%	44%	64	10	Hamlet of Redford Builds Municipal Heating System
6%	23%	71%	65%	29%	65	10	New Grid Plans Emphasize Distributed Local Power Production
14%	43%	43%	29%	15%	66	15	Fracking Produces Large Amount of Gas in Marcellus and Utica Shales in NYS
29%	20%	51%	22%	52%	67	20	Numerous Hydro Power Projects Re-established Throughout the Park
14%	20%	66%	52%	60%	68	10	Airports At Park Edges Expand Flights to Major Cities
37%	40%	23%	-14%	-13%	69	10	Amtrak Upgrades Albany to Montreal Line
43%	20%	37%	-6%	2%	70	10	DOT Shifts Engineering Resources Toward Environment
60%	26%	14%	-46%	n/a	71	10	Tourist Information Centers Built at Major Park Entrances
43%	20%	37%	-6%	3%	72	15	Busses and Other Shared Transportation Infrastructure Widely Used in Park
69%	14%	17%	-52%	-3%	73	20	License Plate Recognition Systems Bill Drivers Entering the Park
0%	0%	100%	100%	61%	74	5	Accurate, Current Real-Time Info on Park Conditions Available Online
6%	46%	49%	43%	n/a	75	5	Broadband Operational in Most of Hamilton County
33%	28%	39%	6%	20%	76	10	State Encourages Remote Work in Most Departments and Agencies
0%	0%	100%	100%	51%	77	10	Cell Phone Coverage on Park NYS Highway Corridors Completed
3%	3%	94%	91%	69%	78	10	Widespread Broadband Enables State to Deliver

							More Services Electronically
28%	45%	28%	0%	61%	79	10	Counties Set Up Shared Back Office Operations for Towns
25%	22%	53%	28%	79%	80	5	Smaller School Districts Sharing Admin Functions
42%	28%	31%	-11%	19%	81	10	Most Park High Schools Have Environmental Studies and Entrepreneurial Studies Programs
3%	14%	83%	80%	80%	82	10	Area Colleges are the Focus for Entrepreneurial Development
6%	33%	61%	55%	14%	83	10	Many School Districts Launch Programs to Attract Students from Outside the Park
42%	33%	25%	-17%	-11%	84	10	Parents Get Behind School Consolidations Focused on Quality, Not Cost
56%	22%	22%	-34%	-11%	85	5	Congress Eliminates Mortgage Interest Deduction on Second Homes
25%	17%	58%	33%	74%	86	5	Housing Rehabilitation for Energy Efficiency Takes Off
92%	8%	0%	-92%	-17%	87	5	More than a Thousand Affordable Housing Units Added in Park Hamlets
17%	39%	44%	27%	44%	88	15	Retiring in the Park is a Three Step Process , Enhancing Hamlet Life
0%	22%	78%	78%	49%	89	5	ACTION Health Care Network Completed
53%	28%	19%	-34%	36%	90	5	ADK Medical Home Pilot Project Successfully Shifts Focus to Wellness
25%	42%	33%	8%	52%	91	5	Health Systems Start "Grow Your Own" Health Professionals Programs
6%	8%	86%	80%	68%	92	10	Many ADK Towns Implement Paid EMTs for Daytime Shifts
6%	19%	75%	69%	66%	93	10	More than One Major CCR Operating in the Park
14%	44%	42%	28%	54%	94	10	Saranac Lake Builds Health Care Into a Much Bigger Sector
11%	6%	83%	72%	91%	95	5	Many Park-Wide Efforts to Build/Strengthen Interdependence
0%	6%	94%	94%	82%	96	5	More Citizen-Sponsored Initiatives in the Park
14%	28%	58%	44%	48%	97	10	More Community-Based Retirement Facilities Open
0%	6%	94%	94%	53%	98	10	The Generous Aging Boomers Donate More to ADK Non-Profits of All Types
78%	14%	8%	-70%	-25%	99	5	APA Given Mandate and Funding to Add Role of Economic Development
28%	56%	17%	-11%	28%	100	10	ADK Park Government Becomes Data Centric and Data Driven
31%	17%	53%	22%	59%	101	10	Towns Merge Highway Departments
8%	56%	36%	28%	26%	102	10	Sunmount Shrinks by Half and Five Prisons Close
58%	6%	36%	-22%	0%	103	10	Governor Issues an Executive Order for State Agencies to Treat the Park as a Single Region
25%	39%	36%	11%	2%	104	10	Amendment Creates Community Land Bank to Facilitate Small Projects
47%	31%	22%	-25%	-82%	105	15	Largely Empty Interior Zones Declared ADK State Park

31%	44%	25%	-6%	0%	106	15	Five Villages Vote to Disband their Government
31%	34%	34%	3%	-40%	107	5	APA Act Amended to Allow Transfer of Building Rights Between Some APA Land Use Classifications
42%	36%	22%	-20%	-38%	108	10	Courts Force Agencies to Increase Enforcement Personnel
78%	22%	0%	-78%	-13%	109	10	APA Steps Aside from State Land Planning, Focuses on Private Land
56%	28%	17%	-39%	-39%	110	10	One-Stop Permitting Process Operational
47%	17%	36%	-11%	-42%	111	10	Rampant Disregard for APA Rules
0%	3%	97%	97%	58%	112	15	New Stricter Water Quality Regulations Implemented
36%	25%	39%	3%	24%	113	20	Two-Thirds of Park Towns have APA-Approved Local Land Use Plans
0%	17%	83%	83%	59%	114	25	APA Issues New Land Use Plan Incorporating Best Practices of 2030

Critical Event Path Voting

This event listing shows the way that teams selected events to use in their scenarios. A plus sign (+) indicates that the team in that column selected the event as a must happen for their scenario. A minus sign (-) indicates that the team deemed that event a must not happen one for their scenario.

A	B	C	D	E	F	#	Yr	Title
	+				-	1	5	Broadband Brings More Mid-Career Families into the Park
	-	-		-		2	10	Retirees Don't Live Here More Than Six Months Due to High Income Taxes
	-	-		+	+	3	10	Number of Poor in the Park Grows as Government and Private Jobs Disappear
			+			4	10	2020 Census Uses Census Blocks Aligned to the Blue Line
-	+	+	+		-	5	15	Boomers Retire to Their Vacation Homes
			+	+	+	6	25	Hamilton County Population Drops Below 3000
			+			7	5	Entrepreneurs Buying Up Large Buildings Along New Broadband Corridors
+	+	+	+	-		8	5	Main Street Revitalization Grants Improve Hamlet and Village Attractiveness
+			+	+		9	5	Global Foundries Project Brings Large Numbers of New Visitors and Residents
+		+	-			10	5	ADK Working Group Created as Part of Regional Economic Council Process
+			+			11	5	Some Park Towns Recruit EB-5 Program Foreign Entrepreneurs
	+	+	+			12	5	ADK Investment Forum Matches Angel Investors to Business Start Ups
-	+	+		+	-	13	10	Services for Aging Baby Boomers are a Growth Opportunity
	-	-		+	+	14	10	Private Sector Shrinkage in the Park's Interior is Leading to a Decline in Visitors
						15	10	State Sends Info-Worker Jobs to the Park Region
			+	+		16	10	Diverse Telework Jobs Develop at Many Levels, Grow Slowly
+	+	+	+			17	10	State Economic Policies Better Support Smaller Scale Business and Agriculture
		+	+	+	+	18	15	Biomass Energy Is a Major Source of New Jobs in the Park
+	+					19	5	New Trails Connect Backcountry to Hamlets and Interconnect Hamlets
			+			20	5	ADK Pass Program Widely Marketed
+	+					21	5	New Style Guide and Outfitter Businesses Do Well
	+					22	5	Park-Wide Recreation Plan Published and Adopted
	+		+	+		23	10	Towns Sponsor Seminars for Their Workers in Visitor-Facing Roles
	+		+			24	10	Quality of "Beds" in the Park has Improved More than Quantity
-	+		+			25	10	The Great Adirondack Recreational Trail Completed and Heavily Used
+					+	26	10	DEC Implements Online Hiker Reservation System with User Fees
+	+	+	+			27	10	Ecotourism and Agritourism are Fast Growing Sectors
-	+					28	10	Roadway Upgrades Aim to Create World Class Driving Tours in the Park
	-				+	29	15	Back Country Usage in the Park Never Again Reaches Peak of the '70s
		-	+	+	+	30	15	Many Government Owned Recreational Assets are Privatized
-		+	+	+		31	5	Major Promotion Campaign for Jobs, Entrepreneurs and Net-Workers
+	+	+	+	-		32	5	Park-Wide Recreation Plan Includes Target Marketing Programs
						33	10	Park Leverages Its UNESCO Biosphere Reserve Designation
					-	34	15	Multicultural and International Marketing of the Adirondacks Changes the Profile of Visitors
			+	-		35	20	Brand Recognition Study Shows Adirondack Now Leads Vermont
		+				36	5	ALT Starts Young Farmer Program
		+				37	5	Community Farm Created Using the Example of the Community Store
		+				38	10	CSA Subscriptions Have Tripled in 10 Years
		+	+	+		39	10	Various Measures Extend Local Growing Season
		+	+			40	15	NYS Department of Agriculture Programs Help the Local Food Movement
						41	5	Wild Center Hosts International Conference on Spiritual Value of Wilderness
+	+	+				42	5	The Arts Become a Widely Recognized Economic Growth Cluster in the Park
+		+				43	5	Arts Centers Produce Their First Integrated Park-Wide 12 Month Season
+						44	10	Adirondacks a Major Retreat Center
-	-	-		+		45	10	3 Key Invasive Species Become Pervasive in the Park
+		+	-	-		46	10	Assessed Value of State Land Increased by Addition of Value for Ecosystem

								Services and Public Recreation
+				-		47	15	Carbon Sequestering Payments Begin to Flow to Forest Landowners
	+	+			+	48	15	Advanced Forest Management Practices Help with Adaptation to Climate Change
+	+		+			49	15	Constitutional Amendment Enables Land Swaps to Consolidate the Forest Preserve
+				-	+	50	20	State Starts New Round of Forest Preserve Acquisitions
	-	-			+	51	5	Feral Swine Go Hog Wild in the Adirondacks
+		+				52	10	Park Becomes A Center of Water Quality Research in the Northeast
+		+		+		53	10	Lake Owner Associations Double Spending to Combat Invasives and Septic
						54	15	Clean Up of J & L Iron Mines Site Completed
		+				55	15	Municipalities in the Park with Public Sewer Systems Double
	-	-			+	56	10	Regular Severe Weather Events Stress The Park
+	-					57	10	Climate Science Skepticism Fades as Weather Events and Patterns Make Change Obvious
+	-	-	-		+	58	15	Three Consecutive 'No Snow' Winters Close Many Winter Recreation Businesses
	-	-			+	59	15	Many Native Species Begin to Disappear from Park
+		+				60	15	Adirondacks Recognized as Baseline for Ecological Research Related to Climate Change
			+		-	61	20	On Balance, Climate Change Has Made the Park More Attractive as a Place to Live
		+			+	62	5	Emissions from Biomass Energy 10x Lower the Propane
+		+				63	5	Federal and State Energy Programs Support More Local Renewable Approaches
		+		+		64	10	Hamlet of Redford Builds Municipal Heating System
+		+		+		65	10	New Grid Plans Emphasize Distributed Local Power Production
	-				-	66	15	Fracking Produces Large Amount of Gas in Marcellus and Utica Shales in NYS
+			+	+		67	20	Numerous Hydro Power Projects Re-established Throughout the Park
	+		+	+		68	10	Airports At Park Edges Expand Flights to Major Cities
		+				69	10	Amtrak Upgrades Albany to Montreal Line
+		+				70	10	DOT Shifts Engineering Resources Toward Environment
+		+		-		71	10	Tourist Information Centers Built at Major Park Entrances
	+	+	+			72	15	Busses and Other Shared Transportation Infrastructure Widely Used in Park
+		-		-		73	20	License Plate Recognition Systems Bill Drivers Entering the Park
						74	5	Accurate, Current Real-Time Info on Park Conditions Available Online
		+				75	5	Broadband Operational in Most of Hamilton County
+				-		76	10	State Encourages Remote Work in Most Departments and Agencies
-	+	+				77	10	Cell Phone Coverage on Park NYS Highway Corridors Completed
	+	+				78	10	Widespread Broadband Enables State to Deliver More Services Electronically
+			+	+	+	79	10	Counties Set Up Shared Back Office Operations for Towns
+				+	+	80	5	Smaller School Districts Sharing Admin Functions
		+				81	10	Most Park High Schools Have Environmental Studies and Entrepreneurial Studies Programs
	+			+		82	10	Area Colleges are the Focus for Entrepreneurial Development
			+			83	10	Many School Districts Launch Programs to Attract Students from Outside the Park
	+		+	+		84	10	Parents Get Behind School Consolidations Focused on Quality, Not Cost
+	-	-	-			85	5	Congress Eliminates Mortgage Interest Deduction on Second Homes
+		+				86	5	Housing Rehabilitation for Energy Efficiency Takes Off
-	+	+				87	5	More than a Thousand Affordable Housing Units Added in Park Hamlets
	+					88	15	Retiring in the Park is a Three Step Process , Enhancing Hamlet Life
			+	+		89	5	ACTION Health Care Network Completed
		+				90	5	ADK Medical Home Pilot Project Successfully Shifts Focus to Wellness

				+		91	5	Health Systems Start "Grow Your Own" Health Professionals Programs
				+	+	92	10	Many ADK Towns Implement Paid EMTs for Daytime Shifts
	+	+				93	10	More than One Major CCR Operating in the Park
-						94	10	Saranac Lake Builds Health Care Into a Much Bigger Sector
	+	+		+		95	5	Many Park-Wide Efforts to Build/Strengthen Interdependence
	+	+		+		96	5	More Citizen-Sponsored Initiatives in the Park
	+		+	+		97	10	More Community-Based Retirement Facilities Open
	+	+		+		98	10	The Generous Aging Boomers Donate More to ADK Non-Profits of All Types
-			-	-		99	5	APA Given Mandate and Funding to Add Role of Economic Development
						100	10	ADK Park Government Becomes Data Centric and Data Driven
+			+	+	+	101	10	Towns Merge Highway Departments
+	-		-	+	+	102	10	Sunmount Shrinks by Half and Five Prisons Close
+	+		+	-		103	10	Governor Issues an Executive Order for State Agencies to Treat the Park as a Single Region
	+		+			104	10	Amendment Creates Community Land Bank to Facilitate Small Projects
	-	-			+	105	15	Largely Empty Interior Zones Declared ADK State Park
+			+		+	106	15	Five Villages Vote to Disband their Government
+	+		+			107	5	APA Act Amended to Allow Transfer of Building Rights Between Some APA Land Use Classifications
+					-	108	10	Courts Force Agencies to Increase Enforcement Personnel
+	-	-				109	10	APA Steps Aside from State Land Planning, Focuses on Private Land
-	+	+	+			110	10	One-Stop Permitting Process Operational
	-	-			+	111	10	Rampant Disregard for APA Rules
+		+				112	15	New Stricter Water Quality Regulations Implemented
+		+				113	20	Two-Thirds of Park Towns have APA-Approved Local Land Use Plans
+	+			-		114	25	APA Issues New Land Use Plan Incorporating Best Practices of 2030
-				-		115	5	NY Open Space Plan Puts Hard Limits on Forest Preserve Additions
	-	-	-		+	116	5	Young Families Can't Survive Financially in Park
-					+	117	10	Conversion of 2nd Homes to Year-Round Changes Infra-structure Demand, Governance, and General Services
						118	5	Federal Tax Code Changes Profoundly, Impacting Ownership & Residency Patterns in the Park
-		+				119	5	Primitive Bike Corridors Become a Viable Management Option
					-	120	15	Open Space Recreational Use Increases in the Park Beyond the Level of 1970s
	-	+			+	121	10	Oil Prices Stabilize at High Level; Biomass Now Competitive
						122	10	Educational Institutions Implement Programs that Incorporate Visitor-Facing Roles
+		-				123		Access to the Park's Trails, Peaks, etc. Now Requires a Permit
	-				+	124		Moderate and Low Income Retirees Don't Live Here More than Six Months
						125	25	The "Great Adirondack Tunnel" Project Begun
	-	-			+	126		High Income Retirees Don't Live Here More than Six Months/Year
					+	127	5	To Insure Development of the Arts, Schools Develop & Promote Arts Education
+			+			128	15	APA Act Changed, Creating a Successful Model for Sharing Plans and Regulating Development
	-					129	20	Amtrak's Lake Placid - Utica Railroad Service Resumed
+						130	10	Hunting License Sales Increase by 25% for Year-Round Residents
+						131	25	Public Lands in the Park Focus on Biodiversity Conservation
+						132	15	Electric Car Infrastructure in Place, Supporting Huge Increase in Alternative Vehicle Use in Park
						133	10	Education Push to Encourage Sustainable Alternatives
			+			134	10	Major Wilderness College Established Inside the Park
			+			135		NYS Easement Purchases Aim to Keep Open Landscapes in Commercial Production

				+	136	20	White, Non-Hispanic Population in NYS Sinks Below 50%
-	-			+	137	20	Constitutional Amendment Turns All Non-Wilderness into State Forest
	+				138	10	Civilian Conservation Corps (CCC) Re-Established