

Mapping the Future of the Adirondack Park

Discussion with the APA

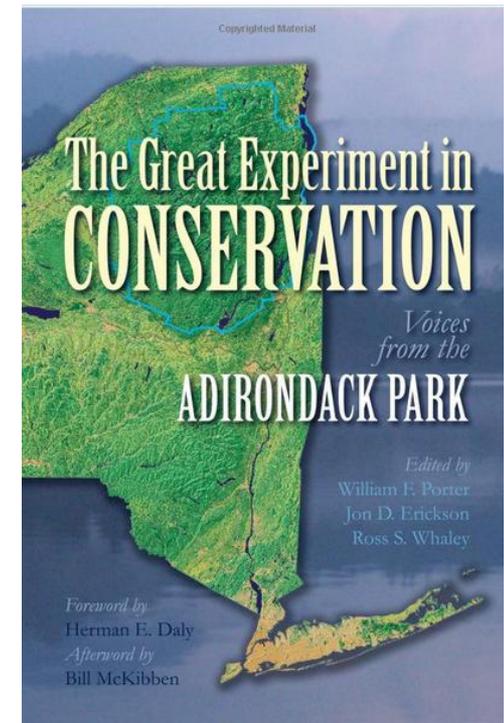
August 16, 2012

Jim Herman and Dave Mason

Who Are You Guys?

- Dave Mason and Jim Herman
 - We built a business on this methodology, using it in corporations and governments worldwide; we sold it and moved to Keene
 - We are not members of any of the usual ADK groups. We are not being paid to do this; in fact we are paying most of the expenses (like printing, food for workshops, etc.) ourselves
 - This is not an official study or survey – a grassroots effort
- Why are you doing this?
 - We think the conversations about the future of the Park have been stuck in a narrow rut
 - We've had great experiences with this methodology in difficult situations and we thought it could help here
- Getting to a shared sense of direction is our agenda
 - The process appears to be helping

Project Summary



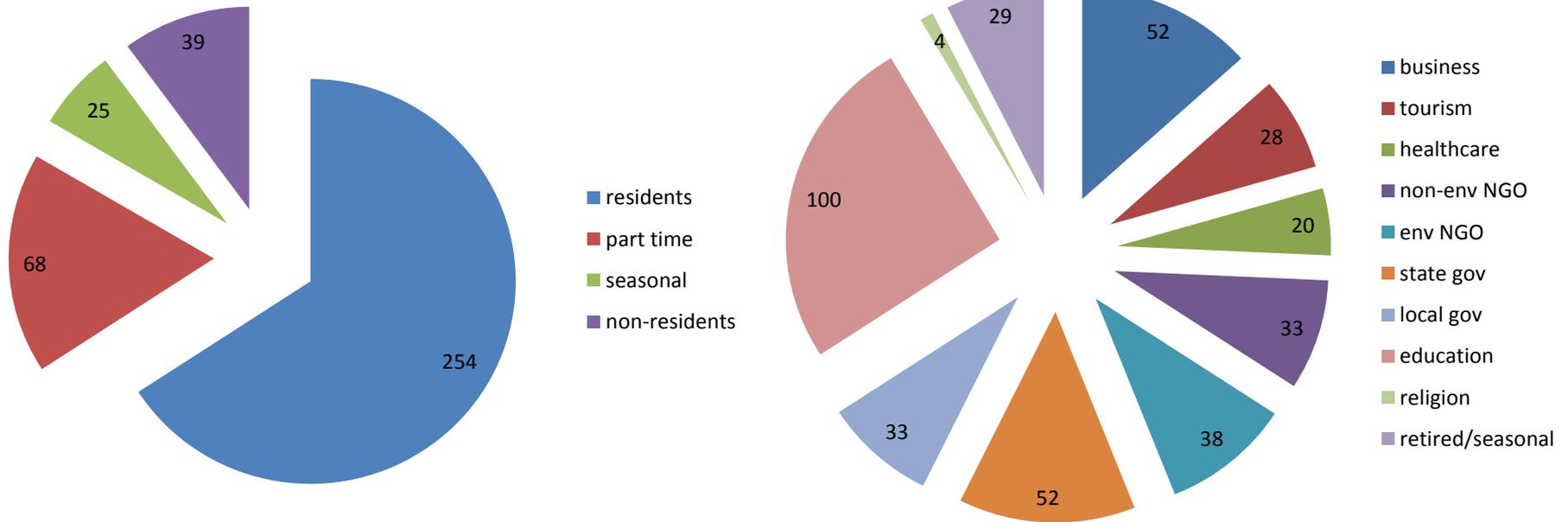
- The main ideas for this project came to us after reading this book
- We sketched a couple of endstates based on the book and then started circulating them
- The Common Ground Alliance agreed to sponsor the project, which kicked off at their annual forum in July 2011
 - 120 people were introduced to the scenarios and 90 of them said they would participate in workshops
- We presented the final results at the CGA forum in July 2012

Project Summary

- 120 interviews
- Five 2-day workshops (red) w/170 participants (blue)
- 8 short workshops w/214 participants (yellow)
- Green: 9 talks (680) people
(NYC is not shown on the map)
- Green: 9 talks (680) people

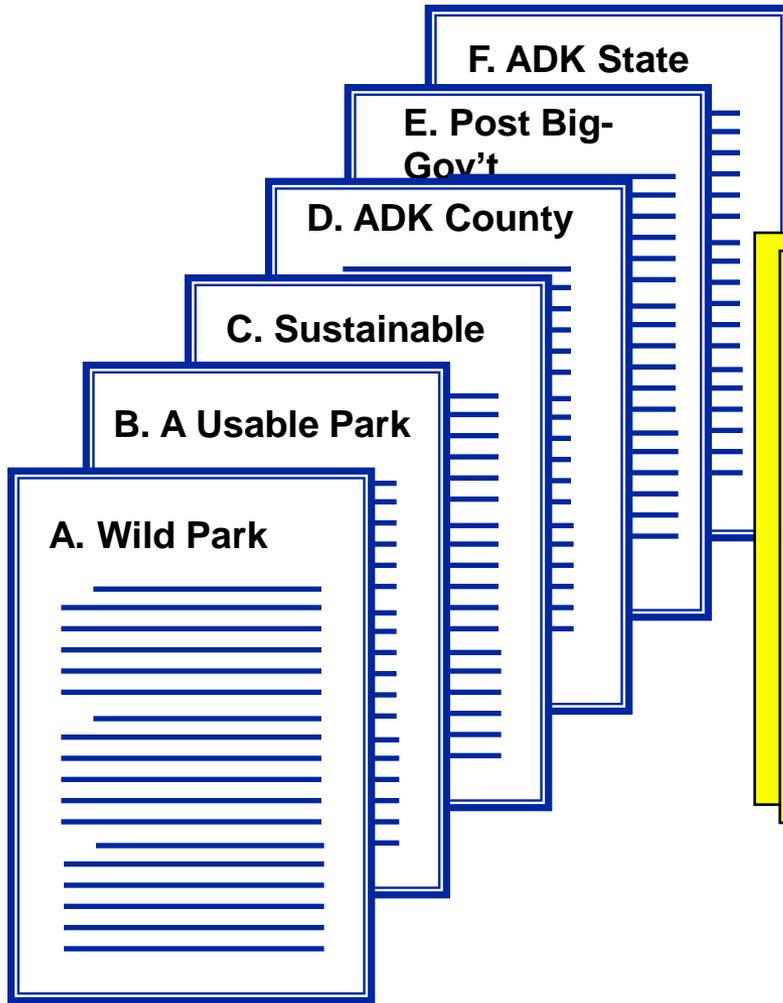


Who Participated



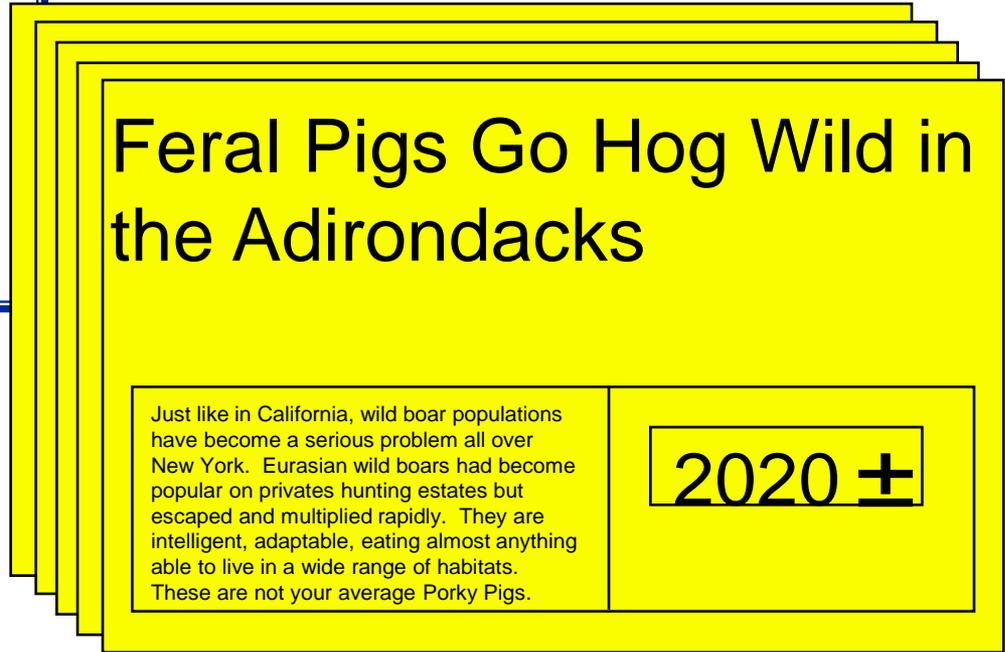
- Education had the highest participation which includes students, teachers and university level people

We Write Scenario Building Kits



Endstates

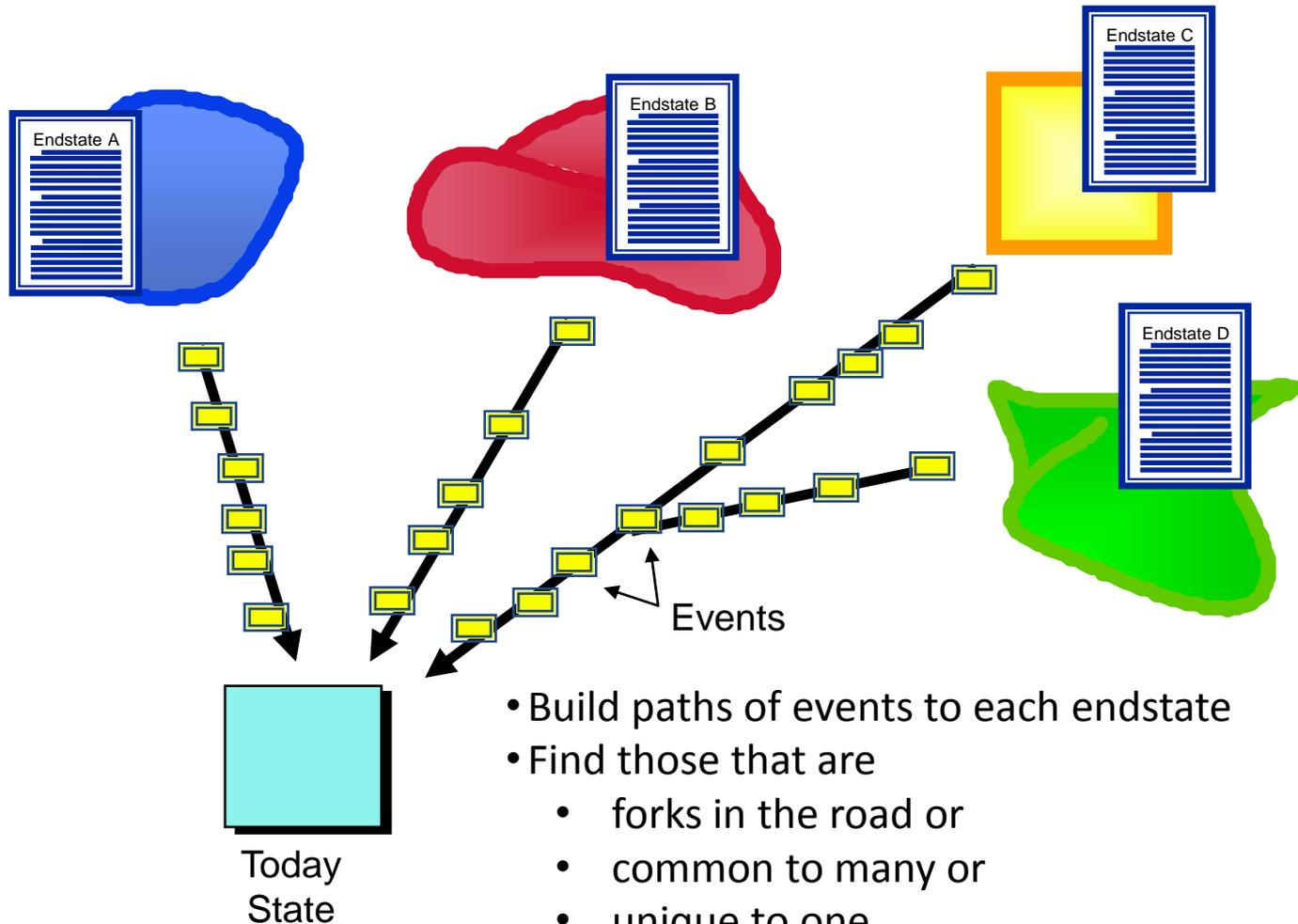
120 Interviews plus various books, articles and research



Events

Mapping the Scenarios

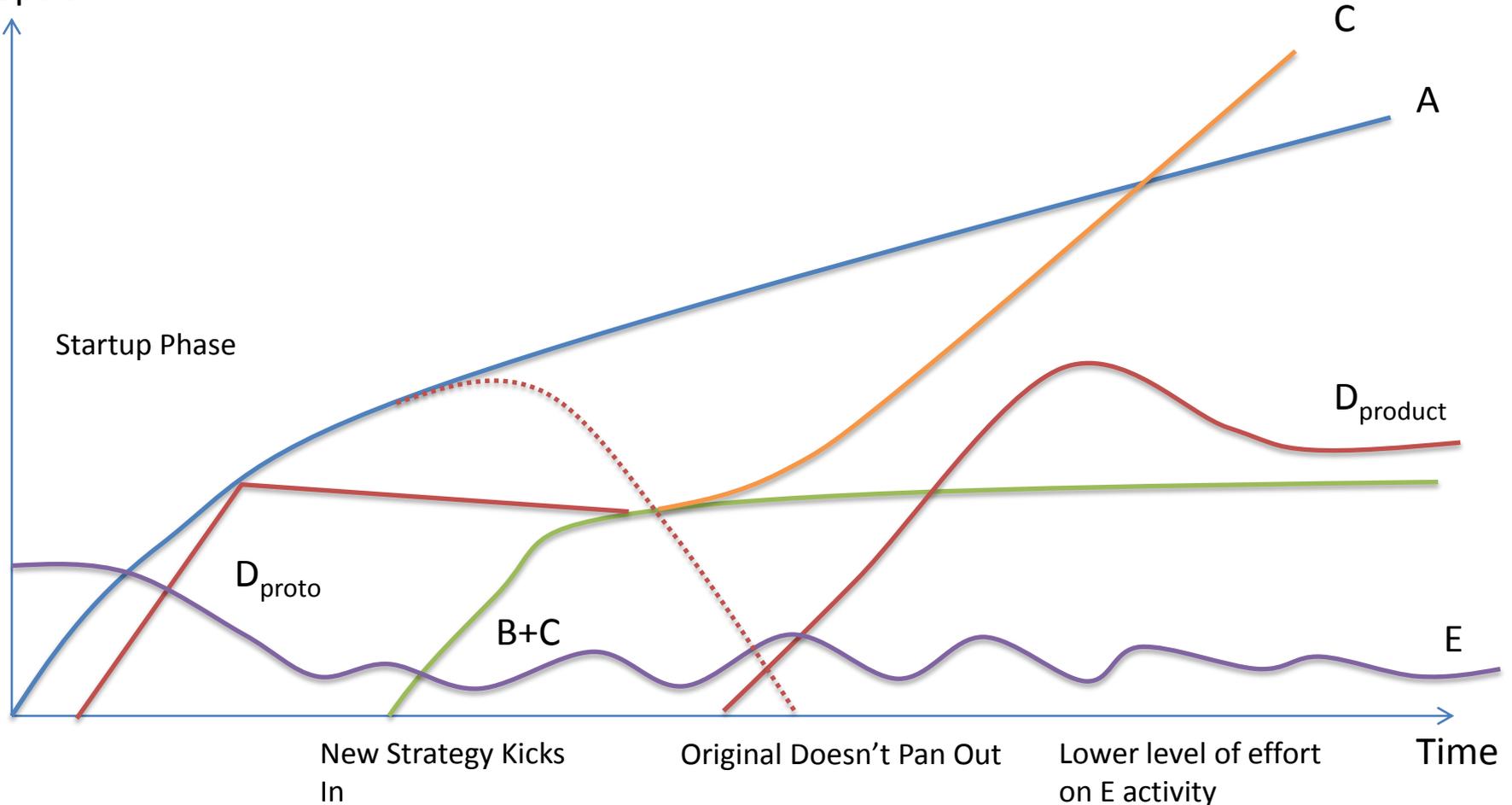
What does it take to get to the future you want?



How the Scenarios Fit Together over Time

Sometimes Diverging, Sometimes Converging

Activity and/or Adoption



The Endstates

- 2037 A: Wild Park
- 2037 B: A Usable Park
- 2037 C: The Sustainable Life
- 2037 D: Adirondack County
- 2037 E: Post “Big Government” Solutions
- 2037 F: Adirondack State Forest

F: The Adirondack State Forest 2037

- **External threats** including climate change, invasive species and mercury deposition overwhelmed the Park from all sides.
- Meanwhile, **healthcare and pension costs** have eaten up government budgets and buried businesses and families.
- The economy of the interior the Park has imploded. **Poverty** has deepened. Much of it is not a pretty place to visit.
- **NYS demographics shift** toward non-white, urban, who are just not motivated by a 19th century ideal of uplifting wilderness.
- The low tax, less govt movement has cut govt spending, with reduced funding for enforcement of regulations
- Government employment has been drastically cut
- A constitutional amendment **redefines the non-wilderness half of the Forest Preserve as a State Forest**, with multiple uses, including sustainable forest harvesting. Towns share in the income but receive no taxes on the State Forest lands.
- The wilderness lands remain Forest Preserve

What We've Learned about F

- To most people this outcome would signal that the Great Experiment has failed
- But to many, that doesn't mean that the outcome is totally bad
- This smaller core wild park surrounded by a lot of working forest surrounded by bigger settlements is a good model ecologically and economically
 - It's a lot like what Lawrence Rockefeller once proposed
- We should worry about whether the next generation of New York State citizens will want to enjoy or support the Park
 - Programs of marketing, outreach, education, school exchange should have high priority
- We need not play victims of external threats and macro-economic swings, we can have a better future than this one

E: Post “Big Government” Solutions

- The Park is too big and diverse for a single approach. Town and village leaders make a **variety of different bets** on economic development. Many succeed, but **some fail**.
- Self-reliance, citizen initiatives, private investment and professional local government characterize successful Towns
- **Gaps widen** between areas with better infrastructure (like broadband and health care) and the poorer towns.
- Edges of the Park have grown much faster than other rural areas of NYS (e.g., Global Foundries, Ft Drum)
- Other towns capitalize on recreational or educational assets
- The most **common theme is to leverage the Park as an asset** and use balanced regulation to preserve that advantage.
- Land owners and town govts spend to combat invasives and clean up septic systems to protect their land values
- **Bottoms-up**, opportunistic initiatives with pragmatic, can-do attitudes prevail, not top-down grand solutions.

What We've Learned about E

- This endstate is always less desirable than D, the consolidation one, even in AATV
- Viewed as what we get if we can't pull together more
 - Sustains the fragmentation few of us like; it limits our scale and increases coordination costs
 - Darwinian and competitive in an unhealthy way
- Private investment and citizen engagement are hallmarks of any successful scenario
- Some hamlets in the Park may fade away, NYS won't rescue them, but that's not the plan
- Success requires a bundle of assets: health care, broadband, cell service, engaged resident and summer communities, leverage of unique local features

A: Wild Park 2037

- **Article XIV** remains the foundation of the Park
- **Preserving the wild, open space, experience** is the main mission of the APA and especially DEC, with **economic and even ecosystem health secondary; it's not about balance**
- A hands-off approach to the Forest Preserve, even in the face of invasives and climate change stresses
- The Forest Preserve is larger and more contiguous. Private land use regulation is tighter
- There has been no **increase in visitors or resident population** – it remains pretty much the same as 2012
- Stream-side farmers, waterfront owners and road crews have voluntarily moved to better protect lakes and streams.
- The Park is a **major research center** for impacts of climate change, acid rain and invasives.
- The Park's **communities suffer the same problems as other northern forest regions**, but the Park is not the cause of them.

What we Learned about A

- Early on we tried an extreme version of A, but hardly anyone wanted to defend it, so we tamed it down, some say too tame
- This endstate is slightly more favored by people who don't live here than those who do
 - But that doesn't mean that residents don't like the Park, or that seasonal residents don't value the communities
- Most people think this experiment IS about balance: wilderness conservation intermingled with sustainable use of private land for communities: our distinguishing feature
 - Either would be hard, together they're a challenge
 - Downstream from the big mid-west polluters and a few hours drive from the biggest airports and cities in the east
- A is a debate about the Forest Preserve, so it is incomplete with respect to the whole Park

D: Adirondack County 2037

- The Blue Line has been declared a single county and major State Agencies have aligned to it, creating economies of scale and **more efficient government** throughout the Park.
 - Driven by outrage at the obvious overlap, fragmentation and duplication of so much government for so few people
- Resulted in **Park-wide identity** and a voice that can be heard in Albany. Less competition town vs. town and more cooperation.
- Privatization of recreational facilities and services like road maintenance and health care, shifting jobs into private sector.
- **School system consolidation** allows specialization and sharing
- Smarter government that uses information technology better and puts more emphasis on **integrated planning**.
- Standardization and simplification of processes make things easier for businesses and citizens.
- The Forest Preserve has been consolidated and rationalized through numerous land swaps.

What We've Learned about D

- Every meeting ranked this more desirable than E, our fragmented approach to government
 - Surprising enthusiasm for more centralized government services
- Classic example of a desirable outcome that is considered impossible to achieve
- Aside from the county idea, much of the endstate is considered attainable over 25 years
 - The tax cap will force towns, schools and counties to find ways to do things more efficiently
 - Computer and network improvements will make some centralization easier
- Forest Preserve consolidation through land swaps gets strong support across the board
- Planning for the Forest Preserve and private land in larger blocks (complexes) is a good next step; easement lands should be included
- Outsourcing government assets as a strategy for improving efficiency has mixed support

B: A Usable Park 2037

- Recreational **tourism** and meeting the needs of baby boom **retirees** are the two big engines of economic growth
- The Park is a **world-class** destination attracting nearby and international travelers
- The wild areas of the Park have become more wild and the already developed areas, in and near hamlets, more developed
- An integrated **recreation plan** spreads out different users across 4 seasons and the entire Park. More Indoor attractions.
- There has been a major **increase in visitor services** that people pay for, creating income for residents
- ADK-branded recreational equipment manufacturing
- Active retiring boomers move into their vacation homes in areas with best access to **health care**, internet, cell phones, arts and other amenities. New CCRs in the Park.
- Government employment has dropped considerably but the private sector more than filled the gap.

What We've Learned about B

- This endstate speaks to the unique advantages of the region
- It's what we are doing already, only we will be doing it better
- There is hope (and some evidence) that we can benefit from working regionally, in a more integrated and cooperative manner
 - Partnerships including DEC, local gov't, NGOs, and citizen groups
- Tourism builds support for the Park's future in a new generation and new, more diverse visitor segments
 - Upgrading our visitor offerings is essential: places to stay, eat, shop
- The active retired can be great assets to communities
 - Health care and services for the aging are not where they need to be
- The impact of climate change on our outdoor winter sports economy is a real issue that needs a strategy
- Sustainable tourism means limiting use of the Forest Preserve
 - Don't degrade the experience for the next person, or next generation

C: The Sustainable Life 2037

- People of all ages move here as a quality of life decision, attracted to the hamlet life, small schools, the arts scene and a shared set of community and environmental values
- Widespread **broadband enables new jobs**
- **Biomass heating** systems are widespread, especially for large buildings, keeping energy dollars in the region.
- Many **renewable energy** sources: community solar farms, retrofitted old dams, home-scale wind, and private solar
- The **local food industry** has scaled up and regional coops are in place for meat processing, marketing and distribution.
- Land use regs encourage clustering in hamlets and permit community-scale renewable energy solutions.
- **Science based management** of the forest, even the Forest Preserve, helps it to adapt to climate change and invasive species threats

What We've Learned about C

- Has wide support and particularly appeals to young people
- C responds to climate change, aligning us with the State's goal to make renewable energy 30% of the State's energy supply by 2015
- Localization of the energy and food sectors adds local jobs w/o growing the whole economy much
- It links to the old self-reliant culture and traditional sectors such as agriculture, forest products and guiding, caretaking
 - But updated to be more sustainable and diverse
- But it is also welcoming of new people and technology
 - Net-based jobs, knowledge economy entrepreneurs
 - The Capitol region is becoming a major new high-tech center and the Park can ride its coat tails
- A diverse economy, primarily based on smaller businesses, that tries to avoid a few large employers

Rank The Endstates

Rank order endstates A thru F from most desirable(= position 1) to least(=6)

	Desirability
1 Most	
2	
3	
4	
5	
6 Least	

Rank order endstates A thru F from most attainable (= position 1) to least(=6)

	Attainability
1 Most	
2	
3	
4	
5	
6 Least	

- Use each endstate letter once in one of the six boxes in the column
- Fill in every box with a letter; start with the one you find most desirable, then the least and then fill in the middle; repeat for attainability
- Do this now, individually, and give it to us before the break

EXAMPLE

Most

	Desirability
1	A
2	B
3	C
4	D
5	E
6	F

Least

Most

	Attainable
1	F
2	E
3	D
4	C
5	B
6	A

Least

No ties, no endstates should be left out

All Workshops Ranking Results

	CGA 2011	Paul Smiths(F)	Chestertown(F)	AATV Presentation	Keene Valley(H)	Old Forge(F)	New York City(H)	Paul Smiths Class(H)	Lake Placid(F)	Whallonsburg(H)	Adk Community Trust(H)	Clifton-Fine(H)	Saranac Lake (H)	Blue Mountain Lake(F)	Long Lake Young People (H)	All Rankings
Desirability																
1	C 84	C 87	C 85	C 85	C 87	C 90	C 82	C 85	C 84	C 93	C 90	C 91	C 90	C 89	C 98	C 87
2	D 57	D 65	B 70	B 83	B 66	B 77	B 73	A 67	B 69	B 65	B 66	B 81	B 66	B 82	D 64	B 64
3	B 56	B 59	D 54	D 55	D 53	D 52	A 63	B 45	D 58	D 50	D 61	D 44	D 56	A 50	B 44	D 54
4	E 44	E 47	E 54	E 45	A 51	E 47	D 52	D 41	A 48	A 50	A 58	E 38	A 48	D 48	A 44	A 45
5	A 39	A 40	A 35	F 18	E 38	A 32	E 28	E 32	E 23	E 30	E 19	A 26	E 26	E 24	E 32	E 37
6	F 19	F 2	F 1	A 14	F 5	F 2	F 3	F 31	F 18	F 11	F 6	F 21	F 13	F 7	F 18	F 13
Attainability																
1	C 74	C 82	E 77	C 92	B 66	B 78	E 73	C 61	B 82	C 71	C 73	B 70	B 81	B 74	E 73	C 69
2	E 71	B 61	B 76	B 68	C 59	C 77	C 60	B 55	C 71	B 57	B 66	C 65	C 59	C 69	F 68	B 67
3	B 64	E 58	C 70	E 40	E 59	E 61	F 52	A 55	E 62	E 57	A 45	E 52	E 50	E 64	B 60	E 63
4	D 34	A 39	A 32	D 38	A 54	A 31	B 51	E 52	A 38	F 45	E 44	A 51	A 44	A 39	C 48	A 38
5	F 32	D 33	F 32	F 32	F 36	D 30	A 40	F 40	F 33	A 40	F 37	F 38	F 34	F 28	D 26	F 35
6	A 26	F 27	D 14	A 29	D 27	F 22	D 24	D 38	D 13	D 30	D 34	D 24	D 31	D 25	A 25	D 27
N=	119	33	31	13	29	35	24	43	36	21	23	27	27	34	20	515

Getting From Here to There

- The events selected most often in the workshops provide a good outline of a plan
- Additional work was done at the CGA Forum on July 18 to develop next steps on:
 - Local Food
 - Shared Transportation
 - Attracting Retirees
 - Small Business Generation
 - Branding and Promotion
 - Government Services Consolidation
 - Water Quality Protection
 - Constitutional Amendments
 - Education

Positive Common Events

+A-	+B-	+C-	+D-	+E-	+F-	#Vs	Cer%	Year	Title		
	5	5	4	4	3	21	52%	5	Main Street Revitalization Grants Improve Hamlet and Village Attractiveness		
3	1	5	1	4	5	19	35%	15	Biomass Energy Is a Major Source of New Jobs in the Park		
1		2	5	5	5	18	44%	10	Counties Set Up Shared "Back Office" Operations for Towns ★		
5	1	1	3	2	1	1	3	17	53%	15	New Stricter Water Quality Regulations Implemented
	2	4	2	3	5	1	17	11%	5	Major Promotion Campaign for Jobs, Entrepreneurs and Net-Workers	
4	3	2	4	2	1	16	-5%	10	Constitutional Amendment Enables Land Swaps to Consolidate the Forest Preserve		
2	3	3	3	5		16	83%	5	More Citizen-Sponsored Initiatives in the Park		
1		1	5	4	5	16	35%	10	Towns Merge Highway Departments ★		
4	3		5	1	3	16	-10%	10	Governor Issues an Exec Order for State Agencies to Treat the Park as a Single Region ★		
3	1	3	3	3	2	1	16	61%	5	Boomers Retire to Their Vacation Homes	
1	4	4	2	4	1	16	52%	10	Broadband Brings More Mid-Career Families into the Park		
2	1	4	5	1	3	16	39%	10	Ecotourism and Agritourism are Fast Growing Sectors		
4	1	1	1	4	5	16	-29%	10	Assessed Value of State Land Increased by Addition of Value for Ecosystem Services		
1		2	4	4	5	16	68%	5	Smaller School Districts Sharing Admin Functions ★		
	4	4	3	3	1	15	62%	10	State Economic Policies Better Support Smaller Scale Business and Agriculture		
	5	3	2	5		15	43%	10	More Community-Based Retirement Facilities Open		
1	1	4	2	2	4	1	15	9%	5	Amendment Creates Community Land Bank to Facilitate Small Projects	
1	1	4		4	5	15	49%	5	Global Foundries Project Brings Large Numbers of New Visitors and Residents		
2	5	3	4	1		15	-3%	10	Park-Wide Recreation Plan Published and Adopted		
2	2	4	2	2	3	15	43%	5	Broadband Operational in Most of Hamilton County		

- The events selected regularly in the scenarios: steps on the way to a better future

Negative Common Events

+A-	+B-	+C-	+D-	+E-	+F-	#Vs	Cer%	Year	Title	
1	5	4	4	3	1	5	23	-29%	10 Private Sector Shrinkage in the Park's Interior is Leading to a Decline in Visitors	
	4	5	3	1	2	5	20	47%	10 Number of Poor in the Park Grow as Government and Private Jobs Disappear	
2	3	5	5	1	4		20	40%	10 3 Key Invasive Species Become Pervasive in the Park	
4	4	3	2	1	5		19	-35%	10 Rampant Disregard for APA and DEC Rules	
1	1	5	4	2	1	5	19	74%	10 Regular Severe Weather Events Stress The Park	
	3	1	2	3	2	2	5	18	65%	10 Many ADK Towns Implement Paid EMTs for Daytime Shifts
1	2	3	2	3	1	2	4	18	-72%	15 Largely Empty Interior Zones Declared ADK State Park
	2	4	4	2	1	1	4	18	-8%	15 Feral Swine Go Hog Wild in the Adirondacks
1		5	4	3		1	4	18	39%	10 Three Consecutive "No Snow" Winters Close Many Winter Recreation Businesses
1	1	4	3	2		4		15	-1%	15 Many Native Species Begin to Disappear from Park

- The events that we don't want to have happen and that lead to the negative scenarios of E and F
- In some cases, we think they are going to happen to us (e.g., more severe weather) and we need to prepare better for them

Mixed Common Events

+A-	+B-	+C-	+D-	+E-	+F-	#Vs	Cer%	Year	Title			
4	1	1	1	1	3	4	1	5	21	-3%	5	Many Government Owned Recreational Assets are Privatized
3		3		3		2	2	4	17	-21%	5	Congress Eliminates Mortgage Interest Deduction on Second Homes
4		1			1	1	4	4	15	0%	15	State Starts New Round of Forest Preserve Acquisitions

- These events are more mixed in how scenario teams reacted and there is no consensus on them

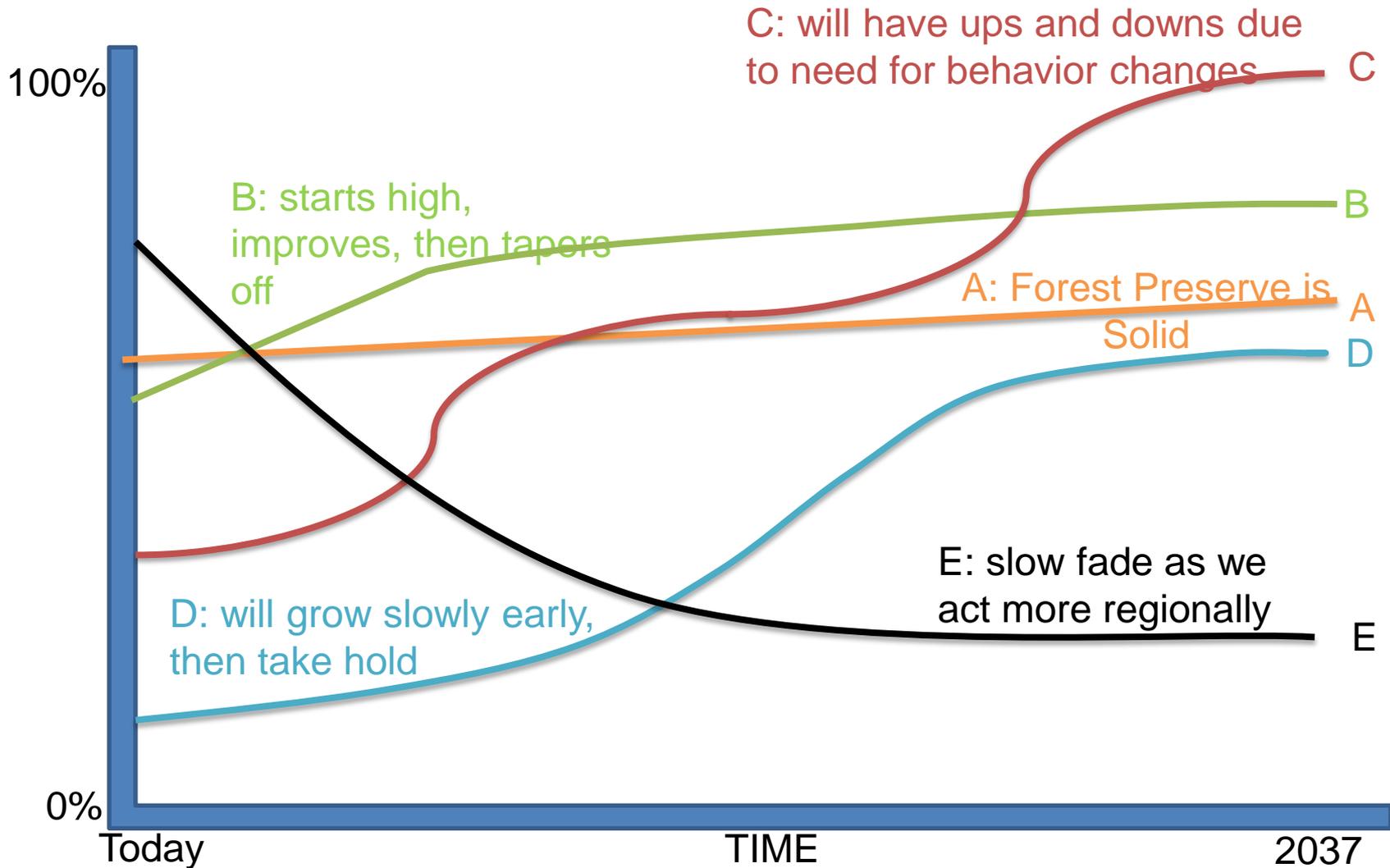
Emerging Strategy

- C+B: the core future of the Park. Done properly, they are not in conflict; they are doable and underway
 - These share many features: broadband, health care, transportation, etc
 - These work both locally and regionally
 - Either C or B alone seems too fragile a bet on the future
- A: The Forest Preserve is the region's foundation
 - Regulatory tweaks for the FP (e.g. Utility Land Bank, SLMP review)
 - Time to consider a program of land swaps to make it more contiguous
 - Science based forest management, not completely hands-off
- D: Many see value in a more coherent sense of a Park
 - Trust = Consolidation = Much less government
 - A special region, with special needs, seeking a stronger identity
 - State funding is more likely on a regional level so look for projects that span community boundaries like watersheds, wilderness recreation complexes, health care regions
 - Incremental change, not a big jolt like a county or a Park Service

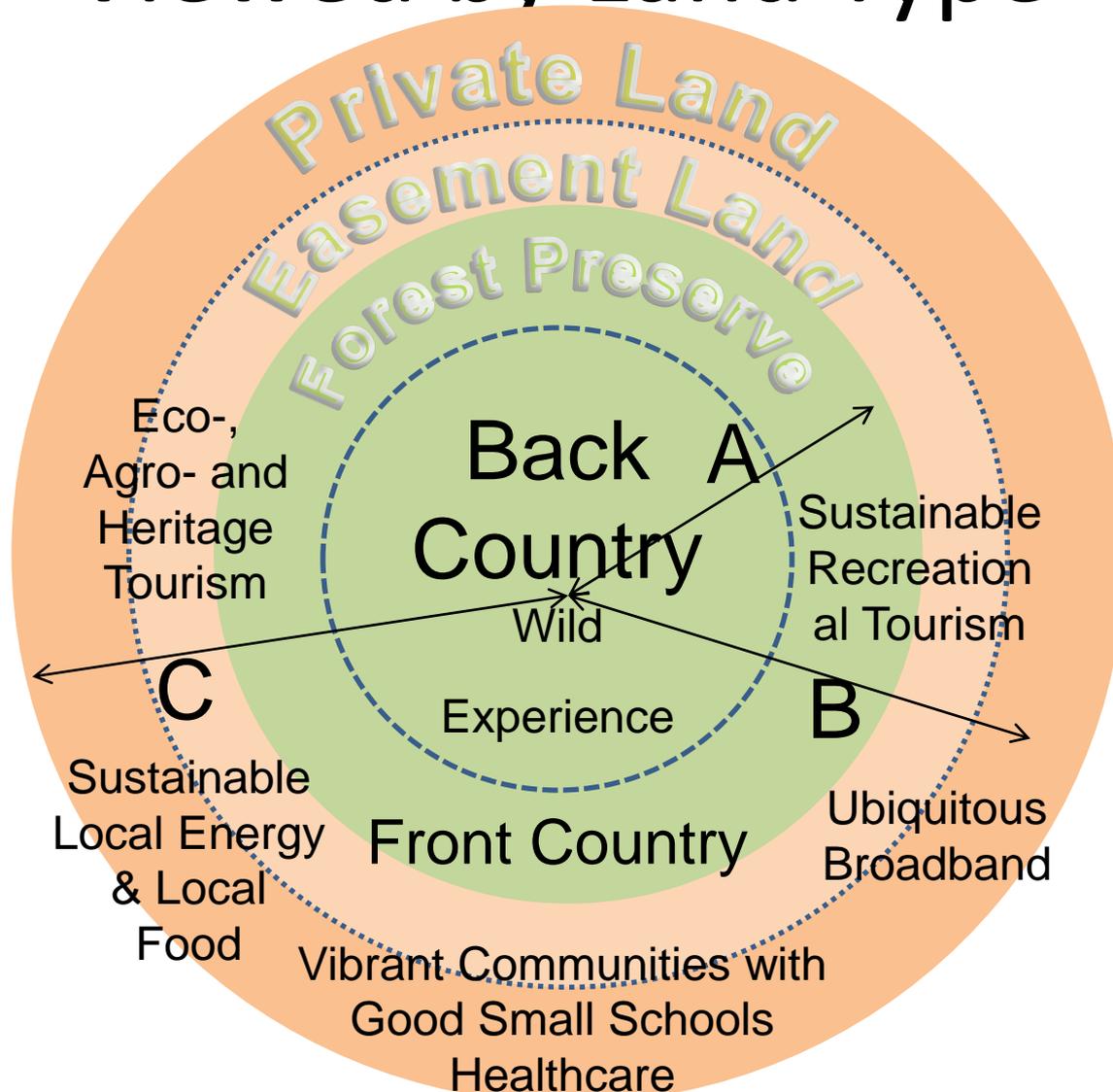
Emerging Strategy -2

- E: Local initiatives are what works
 - Effective leaders and engaged citizens are great features
 - Squeaky wheels get more attention, it's true
 - Hamlets with weak services will slowly lose population and fade quietly
 - We can do better than this scenario of fragmentation
 - We have shown it with the large number of regional efforts underway

Endstate Implementation Over Time

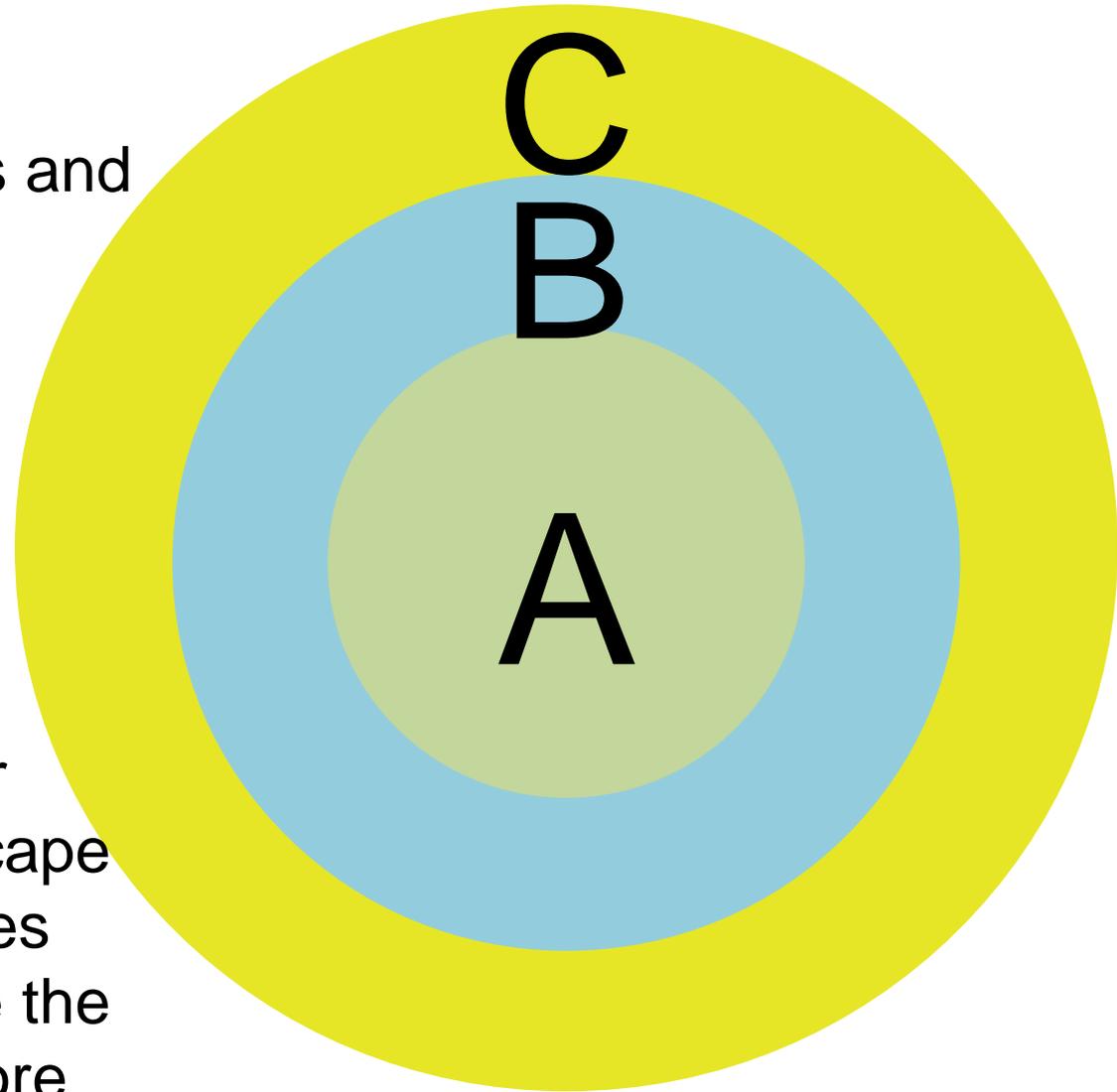


Viewed by Land Type

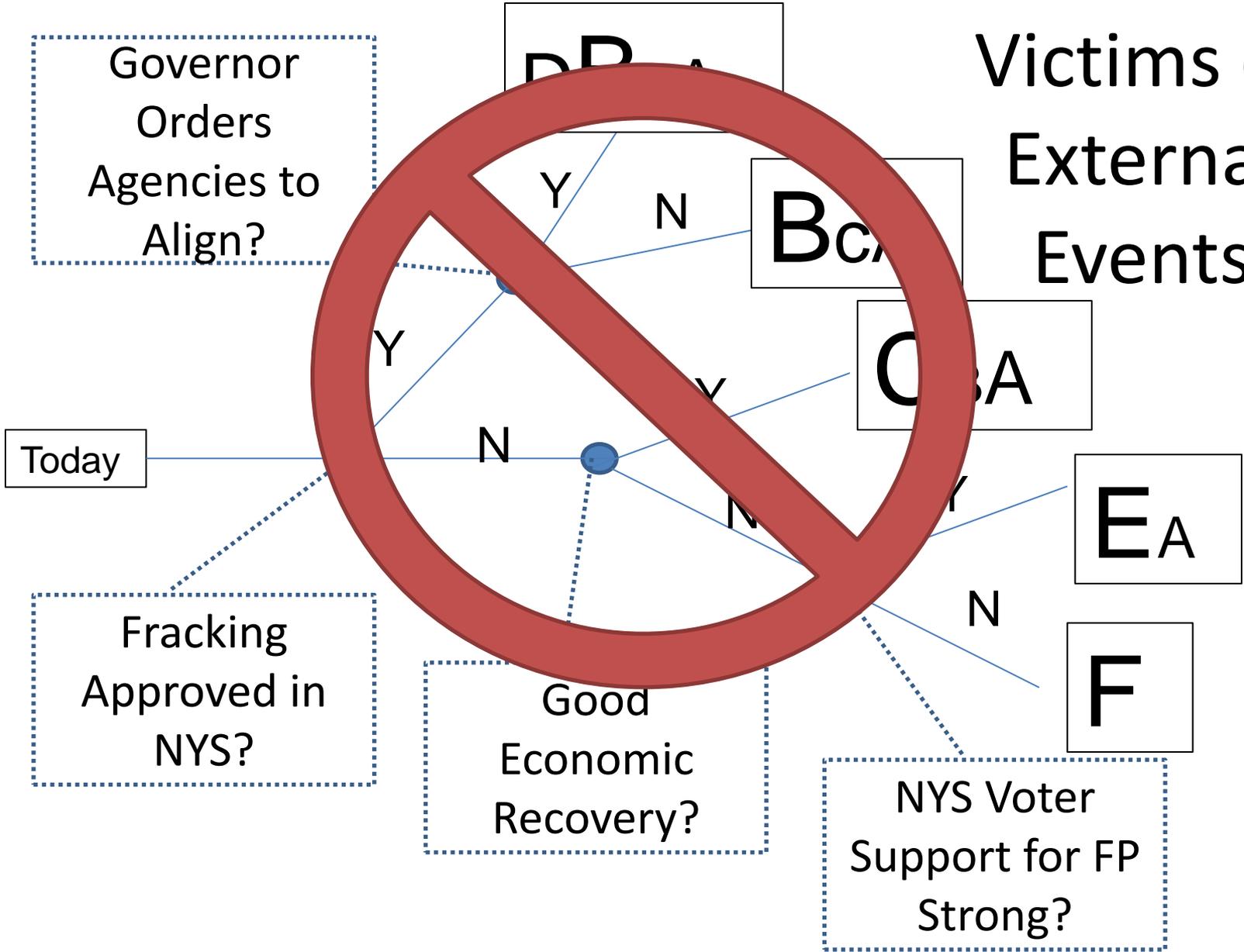


Even Simpler

- C: healthy communities and a commitment to more sustainable lifestyle; sustainability principles put limits on the growth fostered by B
- B: draw more visitors, retirees and families to our Park to enjoy our wild lands, open landscape and diverse communities
- A: protect and enhance the Forest Preserve, our core resource and accomplishment



Viewed as Victims of External Events



The Vision Slides

A Vision of Healthy Communities and Ecosystems in Balance

- Understanding of the interdependence of our economy and our environment takes hold
- The mixture of public and private land is our defining feature; it drives our diverse sustainable economy and increases our self-reliance
- Balanced, slightly more flexible, regulation preserves this unique landscape, while enhancing the overall health of our communities

A Diverse, Local, Sustainable Economy

- Localize current spending within the Park by buying local food, energy, forest products, etc.
 - Reinforce the self-reliance that has traditionally been part of this region's character
 - Lower our use of fossil fuels and send less of our wealth outside the Park
 - Biomass and solar energy are a key part of this strategy
- Bring more dollars into the economy by expanding tourism
 - Grow eco-, agro- and heritage tourism
 - Diverse recreation activities, services and equipment for a much more diverse set of visitors
 - More international, more non-white
 - More “product” for visitors' spending
 - An integrated public/private recreation plan stitches together the whole Park experience

A Diverse Local Economy – Cont.

- Build out broadband infrastructure to allow some people to work at jobs outside the Park, but live in our communities
 - Teleworkers and knowledge economy entrepreneurs
 - Leverage the region's colleges and the Albany region's high tech boom
- Use the forest and the land sustainably, avoiding over-harvesting or overuse for recreation
- Leverage unique historical, cultural and natural features to maintain the unique character and appeal of each area

Stronger, Open, Communities

- We host more visitors who want to play in, and learn from, our protected landscapes
 - People who move here are usually visitors first
 - Hamlets that are more dynamic and welcoming of new comers succeed
- The hamlets are as big a draw as the Forest Preserve
 - Trails interconnect hamlets for hikers, bikers, snowmobilers, etc.
 - Living in the hamlets is cool again: walking, biking, knowing your neighbors
- Vibrant visual and performing arts scene networked across the Park
 - Attracts people to a community, is often the basis for revitalization and/or can be an economic driver/attraction
- Upgraded infrastructure: healthcare, broadband, water treatment
- Small, networked, high quality schools give students a strong understanding of this unique place
- Citizens are an engaged mix of full-time and part-time residents
- We attract young families and active retirees to settle here
 - Our regional commitment to sustainability is a draw, as is the Forest Preserve

More Efficient, Rational, Government

- Strikes the right balance between centralization for efficiency and local responsiveness
- Works together across levels and functions
 - Towns share services or facilities where it makes sense, collaboration rather than competition town vs. town is more widespread
- Partners well with community groups and NGOs
- Uses modern technology well to overcome the large distances in the Park and be more data-centric
- Smart downsizing through increased collaboration, sharing of functions and elimination of overlap will proceed at all levels, forced by limits on tax revenues
- State regional agency structures are rationalized to reduce coordination costs

Protect, Improve, the Forest Preserve

- We maintain strong protections for the Forest Preserve and private land
 - Regulation encourages clustering using mechanisms like Transferrable Development Rights
 - State and environmental NGOs purchase additional easements keeping land productive and preserving open space
- We manage the Forest Preserve using science-based stewardship and protect it against the threats of climate change and invasives
- We address unintended constitutional limitations to help our communities
 - Utility land bank (e.g. under roadways), FP consolidation amendments
- We renew the State Land Master Plan
 - Use front-country and back-country concepts, planning for large wilderness complexes instead of small UMPs
 - Take easement lands into consideration
- Community groups, NGOs and lake owner associations and the State collaborate to protect water quality

Big Themes

- Alignment: what we want is what we think we can do and, wow, what a nice position to start from!
- Citizen and private enterprise initiative is key
 - Evidenced by the momentum we are seeing
 - Public movement brings government along; government does not have to lead but it sure can help
- Trust is slowly being built, and that can enable unfreezing the status quo
 - For example, a SLMP update could happen

There is Activity Already Underway

- NCREDC Council success means preferential access to funding . This plan is 100% aligned with NCREDC
 - NCREDC depends upon local initiatives – nothing happens without your proposals
- Broadband: The DANC trunk and ACTION telemed network are within months of completion. Planning work and funding streams are coming together for more projects.
- Movement on a Park-Wide public/private recreation plan: proposal to build a Park-wide recreation web portal, the idea of planning “complexes” like the Oswegatchie
- Home Grown Sustainability Plan: Ongoing effort will result in number of renewable energy project proposals for funding in the 2013-14 cycle
- Several schools are integrating the ADK Futures content into existing programs

More Work Is Getting Organized

- The CGA water quality workgroup plans to meet again
- The CGA constitutional work group plans to meet again
- The CGA local food group wants to meet again
- The CGA promotion and branding group wants to meet again
- A one day workshop with 3 towns in Hamilton County to discuss government services
- Meeting about an ADK private investment fund
- Publicity: an article for ADK Journal of Environmental Studies. John Sheehan has volunteered to work with us to get articles in key publications like the NY Times, ADK Life, ADK Explorer, etc.

Proposals at the Moment

- ADK Summit meetings of a variety of key topics: Healthcare, Science in the Park, Art in the Park, Education, and so on
- A number of NGOS and other groups are interested in having us present the findings and help them align relevant parts of the plan
 - ADK Land Owners Association
 - ADK Community Trust
 - Protect the ADKs
 - We have yet to talk with ADK Museum, WCS, TNC, ANCA, ADK Partnership
- Presentations to and dialogue with local government groups including: Essex County Board, LGRB, AATV
- Presentation to ADK Working Group of 3 REDCs that include parts of the Park
- One or two briefings in Albany to Park legislators, senior staff from various agencies and the Governor's office
- NY State Museum in Albany may include a tracking display of the scenarios as part of a renovation of the ADK displays
- Jon Erickson is seeking additional funding for his documentary on CGA

Feedback

- How well aligned is this strategy with the goals and objectives of the APA?
- How great an impact would this strategy have on the APA?
- How great an impact can the APA have on this strategy?
- Where? In what areas?
- What organizations can the APA work with to implement parts of this strategy?

Thank You

- Use the website: www.ADKfutures.org to stay connected to this effort
 - dave12942@gmail.com
 - jim12942@gmail.com