The Center creates economic opportunity and community vitality from healthy working forests in Maine, New Hampshire, Vermont and New York. Our programs:

- **Catalyze Innovation in the Forest Economy:**
  We create jobs and build local wealth through economic opportunities that advance a regional land ethic and sustainable forest use.

- **Develop Vibrant Rural Communities:**
  We strengthen communities and their ability to attract new residents and entrepreneurs seeking quality of life, community and connection to the natural world.

- **Provide Regional Leadership:**
  We advance a regional vision for thriving communities and healthy forests, and empower local voices to capitalize on changing trends and opportunities.
Resurgence

From northern Maine to the eastern shore of New York’s Lake Ontario, across more than 660 miles of forest, residents of the Northern Forest are working to reinvigorate their communities, towns and small cities. They value knowing their neighbors and being connected to the land. They know what great places these are to live, work and raise families.

Whether fifth generation or newcomers, residents are creating new ways to make a living, filling the voids left by shuttered mills and downsized timber operations. They are starting new businesses and modernizing old ones, welcoming visitors and helping them adventure into vast woods and down wild rivers that comprise this special landscape.

The challenges are plentiful. After years of declining populations, community hospitals and schools grapple with reduced use and increased costs. Global trade has squeezed traditional industries, putting many out of business and requiring others to adapt.

And yet there is an emerging energy in many communities across the region that is truly inspiring. It fuels our commitment to work alongside local leaders to shape a new era of prosperity for the Northern Forest. We are coalescing behind a regional strategy with innovation and opportunity at its core, one that capitalizes on a creative and diversified forest economy, delivers benefits for local communities, and sustains ecological services from healthy forests.

Achieving this big, inclusive vision requires the Center’s regional leadership, creativity and capacity. Together with local, regional and federal partners and your support, we can expand the region’s economy, build thriving communities and conserve our healthy forests.

Read on for signs of progress! Thank you!

Mary McBryde, Chair
Rob Riley, President
Gifts from the Forest, Gifts for the Future

While the Northern Forest blankets Maine, New Hampshire, Vermont and New York, its gifts flow well beyond those state borders.

The Northern Forest cleans air and water for millions of people and secures carbon for the benefit of all. It provides places for recreation, habitat for wildlife, the serenity of deep woods and a bounty of rivers and lakes.

But these gifts of the forest continue only as long as the forest remains. That is why the Center champions innovation across the forest economy. We encourage people to heat with locally sourced, renewable wood pellets, and we help wood product companies expand through innovation and new product development.

When the forest is essential to the region’s economy—when there is demand for high-quality wood as well as the low-grade wood that comes from sound forest management—forest landowners can realize income they need to keep forests whole and productive.

Without markets for wood and wood products, we risk losing our forests to other uses—uses that will not clean our air, filter our water, secure carbon, provide habitat or be there for people to enjoy.
“Reports that New England loses 65 acres per day of forestland are alarming, but that loss is due to fragmentation and development—not due to forestry. Private forestland owners maintain the forest for all of us. The Center understands that healthy markets for timber make that possible.”

—Jameson French
President and CEO
Northland Forest Products, Inc
Traditional Roots, Innovative Ideas

The Northern Forest has a long tradition in wood product craftsmanship, but today's companies operate in a global marketplace. Customers shop online and compare products around the clock, looking for furniture, flooring, kitchen products, toys and more.

Wood product companies employ more than 20,000 people in the region and offer some of the best wages and benefits in our rural communities. And when they are ready to grow, or need help overcoming challenges, the Center offers exactly what they need—including business consulting, innovation assistance, skills training and creative financing.

Jennifer Fraser, general manager of Appalachian Engineered Flooring in North Troy, Vermont, is one young leader who embraced the Center's wood products innovation program to make big changes.

Over several years, the Center provided financial and technical assistance that helped Jennifer improve company culture, increase production efficiency, and train employees. We've been serving on an advisory board to guide the company's continued growth, and we helped resolve tariff issues that threatened the company and the jobs it provides.

The Center's investment in wood product innovation is building a stronger economy with successful companies—companies that invest in their employees and produce high quality wood products for a world market.
“The Center launched our ‘journey of transformation,’ and now we’ve got every employee engaged in a career of wood manufacturing instead of just getting a paycheck. We have a great team and really understand our customers' needs.”

—Jennifer Fraser
General Manager
Appalachian Engineered Flooring
Outdoor Recreation—an Asset for Community and Economy

Research shows that getting outdoors for exercise and time in natural surroundings is good for us physically and mentally. For the 70 million people living in and within a day’s drive of the Northern Forest, the region offers abundant and diverse outdoor opportunities for every level of skill.

The Center supports communities across the region as they develop and promote quality outdoor experiences for residents and visitors as part of a healthy lifestyle and an important part of the recreation economy. Tourism is the fastest growing segment of the region’s economy, so our goal is to help communities make the most of what they’ve got.

We helped launch the Pinnacle Pursuit hiking challenge based in Greenville, Maine, and are supporting similar outdoor challenges in Lancaster, N.H., and Western Maine. We’re coordinating a group of six established mountain bike networks interested in growing for community and economic benefit in northern Vermont, New Hampshire, Maine and Quebec. And we helped build community connections for the annual Cycle Adirondacks event.

From the wilds of Thoreau’s Maine Woods to bike trails on Parker Mountain in Littleton, New Hampshire, to the scenic bike routes of the Adirondacks, the Center is helping people find more opportunities to hike, paddle, bike, ski and explore the Northern Forest.
"Easy access to outdoor recreation is one of the great benefits of living in the Northern Forest. The Center understands how important it is to encourage local residents and visitors to take part in healthy, outdoor activities."

Deborah A. Deatrick
Vice President, Community Health
MaineHealth
A New Chapter for Rural Communities

We know rural America is a dynamic place; we see it every day. Rural places across the country—from Eastern Oregon to Appalachia to Central Wisconsin to the Northern Forest—are envisioning new ways to build economic opportunity from the natural assets around them.

To champion this trend in Washington, D.C. and nationwide, the Center created a new coalition of rural organizations—the Rural Development Innovation Group—in partnership with the Aspen Institute, the U.S. Endowment for Forestry and Communities and others. We’re making sure rural communities are known for their people, their innovation, and the opportunities they hold for the nation. We’re advancing new ideas to improve federal policies that serve rural places.

In the Northern Forest, the Center has invested in several community revitalization initiatives that build on the forest economy, connect people to the forest, and encourage an active, healthy lifestyle.

In Millinocket, Maine, for example, we’ve brought crucial capacity to the community as it embraces its new status as a gateway to the Katahdin Woods & Waters National Monument. We have provided financial and technical assistance to businesses, invested in wireless hotspots, begun improving the quality of available housing, and are looking for ways to leverage innovative financing into the community. Our goal is to help position the town to attract people eager to live there and participate fully in the community’s future.

As a regional organization, we are able to help communities test new ideas and then share their successes with policy makers and leaders across the region and the nation to spur further positive change.
“Society, technology and our economy evolve continuously. We’ve seen how enterprising rural communities can be when meeting these changes, and the Center has been an astute partner in showcasing this strength and advocating for rural places.”

Walter Isaacson
President & CEO
The Aspen Institute
Program Impact
Since 2005

4,850 Jobs
The Center’s programs have benefited 4,850 jobs in wood products, tourism, and modern wood heat through direct business assistance and skills training initiatives.

255,562 Acres
The Center’s programs have helped conserve 255,562 acres of forestland for community benefit through the Community Forest program and forestland purchases financed through New Markets Tax Credits.

$189 Million Investment
The Center’s programs have helped to secure and leverage $189 million for projects that benefit the region’s communities, the economy and forest stewardship.
Northern Forest Center
Guiding Beliefs

The Center embraces and promotes the following beliefs to advance its mission and achieve a widely shared vision for the Northern Forest region. We believe:

• A commitment to treat the land well, honor its many values, and steward it for future generations is essential to successful long-term community and economic development.

• Use and conservation of the region’s natural resources should directly benefit local communities.

• Empowered local voices and ideas will be the foundation of the region’s long-term vitality.

• Integrated approaches to economic, community and environmental issues are fundamental to bringing people together, reducing conflicts, and accelerating change.

• Regional cooperation and learning are vital to addressing systemic rural challenges.

• Bold vision, leadership and risk-taking are needed to capitalize on emerging opportunities.
The Northern Forest Center creates economic opportunity and community vitality from healthy working forests in Maine, New Hampshire, Vermont and New York.

Automated Wood Heat
Catalyzing market demand for high-efficiency, automated wood heating systems to support the forest economy, reduce heating costs, reduce greenhouse gases, and generate positive economic impact in the region.

Wood Products
Assisting wood products manufacturers to implement innovation and advance worker training opportunities. These programs help businesses become more competitive, and help sustain and create living-wage jobs.

Tourism
Strengthening the tourism segment of the economy to enhance visitor experiences and improve job opportunities in rural communities. Programs deliver direct business assistance and advance quality-based branding and destination development.

Community Forests
Helping communities create locally-owned and managed forests that conserve forestland and generate economic and community benefits such as timber income, outdoor classrooms and recreational opportunities.

Leadership & Advocacy
Advocating for Northern Forest communities at the state and federal level. The Center brings a unique multi-state perspective to the region’s congressional delegation and agency staff in Washington, D.C. to help shape public policy and secure federal funding for the Northern Forest.

Tax Credit Financing
Facilitating use of New Markets Tax Credits to finance projects that can conserve working forestland, increase use of renewable energy and strengthen the wood products manufacturing and tourism sectors.

Community Revitalization
Partnering with community leaders to implement projects that attract and retain residents who value quality of life and connections to the forest.

2016-2017 Programs At a Glance
Map shows the location of Center projects, Tourism program partners and grant recipients, Wood Product businesses and educational partners, and key state and regional engagement. See page 22 for a full list of partner organizations.
2017 Programs: Driving Innovation in the Forest Economy

**Automated Wood Heat**

**WHY**
- Northern Forest economy loses nearly $4 billion annually buying oil.
- Wood pellet heat results in 54% less greenhouse gas than oil.
- Wood heat can use some of the 4 million tons of low-grade wood diverted by paper mill closures.

**GOAL**
- Keep heating dollars in the local economy, sustain forest-based jobs, and reduce greenhouse gas impact.

**PROGRAM DELIVERY 2017–18**
- Provided incentives for 18 pellet boilers; program ongoing in 4 states.
- Reduced greenhouse gas by 1,019 tons compared to using oil.
- Generated $703,467 in economic impact through automated wood heat.

Since 2012:
- Provided incentives for 142 wood pellet boilers.
- Reduced greenhouse gas by 3,041 tons compared to using oil.
- Generated $2.5 million in economic impact through automated wood heat.

**Tourism**

**WHY**
- Tourism provides 34,000 jobs in interior Maine...
- ...and $665 million in earnings.
- Spending on recreation went up 12.3% to $567 million across Maine in 2016.

**GOAL**
- Enhance visitor experiences and improve job opportunities in rural communities.

**PROGRAM DELIVERY 2017–18**
- Generated $180,800 investment in tourism businesses through grants and leveraged support.
- Supported 123 businesses with innovation and technical assistance, and training for 183 people.
- Provided $22,387 in micro-grants to serve 22 tourism enterprises.
- Engaged 80 organizations through the Maine Woods Consortium to advance rural destination tourism as an economic strategy.
- Served 15 counties in Maine, Vermont and New York.
Wood Product Manufacturing

**WHY**

- **Employs** more than 20,000 people in region.
- **Markets provide financial incentive for** landowners to maintain 26 million acres of forests as forests.
- **Wood product manufacturing sales total $6.6 billion** in the 4 states.

**GOAL**

Strengthen the forest economy, sustain good jobs and increase demand for wood, which keeps forests intact.

**PROGRAM DELIVERY 2017 – 18**

- Provided **financial assistance**, business consulting and financial coaching to 16 wood product manufacturers.
- Leveraged **$361,000 investment** in innovation in wood products industry.
- Helped companies **retain or create jobs** for more than 500 people.
- Enrolled **61 people in wood worker skills certification** programs in Maine and New York programs.
- Advanced skilled workforce initiatives at 3 major institutions: Hancock Lumber, the Maine State Department of Corrections, and the Community College System of Maine.
### 2017 Programs: Supporting Vibrant Rural Communities and Community Revitalization

#### Community Forests

**Why**
- Guaranteed local ownership, benefits and decision making.
- Support for forestry and the local forest-based economy.
- Permanently conserved forest for recreation, education and capturing carbon.

**Goal**
Help towns own, conserve and manage forests for economic, social and environmental benefit.

**Program Delivery 2017 - 18**

- Assisted Milan, N.H., to expand its new Community Forest by 1,128 acres.
- Helped 1 Maine town (Bethel) consider a new Community Forest for recreational and other needs.
- Assisted 2 communities in New York to evaluate potential Community Forest projects.
- Since 2010, the Center has helped residents conserve nearly 37,000 acres of forestland for community benefit...
- ...and leveraged more than $22 million for 9 completed Community Forest projects.

#### Community Revitalization

**Why**
- Shrinking populations challenge local services and institutions.
- Global markets squeeze local businesses.
- Communities need engaged citizens, entrepreneurs and families for vibrancy.

**Goal**
Help communities enhance the assets that retain and attract residents.

**Program Delivery 2017 - 18**

- **Lancaster, NH:** Created a map to showcase local experiences, and supported small businesses to improve their online marketing. Secured funding and helped launch a program for energy efficiency assessments and wood boiler installations.
- **Millinocket, Maine:** Invested in wireless hotspots and launched a program to improve the quality of housing available for workers. Served 15 area businesses with tourism development services, including improving online market presence.
- **Western Maine:** Secured $78,000 for regional planning for broadband expansion. Supported an Education Aspirations and Attainment initiative to explore options for addressing common issues across the area’s 4 school districts.
Providing Regional Leadership

Advocacy & Leadership

**GOAL**
Advocate for the region and empower local leaders to capitalize on changing trends and opportunities.

**WHY**
- 4 states, 1,050 communities, 2 million residents, 1 region.
- Need and opportunity to showcase the assets and creative enterprise in rural communities.
- 178,000 forest-based jobs in the 4 states.

**PROGRAM DELIVERY 2017 - 18**

**Engaged federal agency staff and elected officials to inform federal rural policy,** including Farm Bill revisions and incentives for wood heat.

**Delivered a new strategic plan to guide grant-making by the Northern Border Regional Commission,** which will invest $10 million in the region this year.

**Formed the Rural Development Innovation Group with partners to showcase successful initiatives and...**

**...launched America’s Rural Opportunity,** a 6-part series to explore innovative approaches to rural economic development.

**Advised multiple public agencies** regarding opportunities to strengthen Maine’s forest-based economy in response to mill closures.
Thank You to all our Donors

This recognition list is more than a compilation of names—it’s a celebration of donors who gave this past fiscal year (May 1, 2016– April 30, 2017). We thank you for your investment and for supporting this work.

Thank you for realizing that helping people and businesses in rural communities regain their footing takes time, dedication, perseverance, a measure of risk—and resources. In our travels and meetings with you over the last few months, we asked why you support the Center and the answer was clear: This is important and complex work!

We know that you—our dedicated donors—take the long view on what the Center is trying to achieve, and are committed to seeing it through to success.

We appreciate every contribution along the way, and we cannot do this work without you. Gifts from individuals are becoming more and more critical to our operations in these volatile and changing times. Thank you!

We wish to recognize all of our generous supporters. If we have made any errors in compiling this list, or you have any questions about our work, please contact Maryellen Burke at 603-220-0679, ext. 102, or mburke@northernforest.org.
## Fiscal Year 2017 Donors

### Individuals, including donor advised funds

#### Over $25,000
- Anonymous
- Thomas W. Haas Fund of the New Hampshire Charitable Foundation
- Annette Merle-Smith
- Elizabeth Steele

#### $10,000 – 24,999
- Anonymous (1)
- Woolsey & Beatrice Conover
- Harold & Elizabeth Janeway
- Paul L. King
- George W. Merck Fund, a fund of Patience & Tom Chamberlin at the New Hampshire Charitable Foundation
- Roger & Margot Milliken
- Bo Norris & Catherine Houlihan
- Lyman Orton & Janice Izzzi
- Bequest from Preston Saunders
- Barbara Sweet
- Cherylann Williams

#### $5,000 – $9,999
- Anonymous (1)
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- Buck Family Fund of the Maine Community Foundation
- Joan Burchenal
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- Herr Family Fund of the New Hampshire Charitable Foundation
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- David & Lucy Marvin
- James & Elizabeth Nichols
- Stony Point Foundation
- Jacquelyn L. Tuxill
- Ann Fowler Wallace & Brad Wallace

#### $1,000 – $2,499
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- Anonymous (1)
- Charles & Lora Arter Fund, a fund of Stephen & Ann Smith of the New Hampshire Charitable Foundation
- David & Nancy Borden
- John & Ellen Collins
- Dan & Jean Corcoran
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- Keith Ross
- J. Gordon Scannell, Jr.
- Evan Schwartz

#### $2,500 – $4,999
- Thomas & Dorcas Deans
- Elizabeth Ehrenfeld
- Pamela Hall
- Mary McBryde via The Jane R. McBryde Family Charitable Trust
- Wilhelm Merck & Nonie Brady
- Lawrence Stifler & Mary McFadden
- Carl Wallman

#### $500 – $999
- Mark Ciborowski
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- Darby & Lisa Bradley
- Maryellen Burke
- Craig & Kathleen Byrum

### KEY
- President’s Council members indicated by bold type. These donors have contributed $1,000 or more.
- Longevity: We call special attention to donors who have contributed to the Center for more than 5 years (noted by +) and more than 10 years (noted by ++).
- Evergreen Society: these donors give recurring donations
- Board member
- Former board member
- Staff

Continues next page
## Fiscal Year 2017 Donors

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<td>Nancy Sheridan &amp; Louise Taylor</td>
</tr>
<tr>
<td>Ashley Short</td>
</tr>
</tbody>
</table>

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**Stand out in the crowd—Join the Evergreen Society!**

The Evergreen Society is a committed group of people who provide charitable gifts through recurring monthly payments. Membership is growing, and you can be a member too!

> “The Center can count on our support each month. We don’t need to remember to write and mail a check. It’s a great way to support work that we believe in.”
>  
> —Fred and Patrice Ficken, donors
>  
> Brookline, Massachusetts

It’s easy to join. Sign up online to make a monthly recurring gift by credit card. Please visit www.northernforest.org, click the Donate button on the home page and choose Evergreen Society Donation.

Join before the end of the year and we’ll send you a Northern Forest Center cap to wear with pride. Thank you!

---
Molly & Daniel Sperduto
Sarah Street*
Leanne Tigert & Emily Geoghegan
David & June Vail**
Rick Van de Poll
Skip Young

**Gifts from Businesses**

Alliance for Green Heat
CEI Capital Management
Champlain Area Trails
EntreWorks Consulting
Eversource Utilities *
Fletcher, Selser & Devine
Global Forest Partners, LP
Innovative Natural Resource Solutions, LLC **
Kel Log, Inc.
Lake Placid Vacation Corporation
Louis Karno and Company, LLC
The Lyme Timber Company **
Mahoosuc Guide Service
Maine Wood Turning, Inc.
New England Woodcraft Incorporated
Northeast Delta Dental
Northern Lumber Manufacturers Association, Inc.
Northern Outdoors Inc.
Northwoods Manufacturing
Peter’s Construction Consultants, Inc.
Pinetree Power, Inc. *
Qubica AMF Bowling Worldwide
Robbins Lumber, Inc.
Seven Islands Land Company
Stark Mountain Woodworking Company
Vermont Low Income Trust for Electricity, Inc.

**Grants from Foundations**

The Betterment Fund **
Birch Cove Fund of the Maine Community Foundation +
Boquet Foundation*
Jack & Dorothy Byrne Foundation*
Charles H. Cummings and Melinda Richmond Funds of the New Hampshire Charitable Foundation
The French Foundation +
High Meadows Fund *
Horizon Foundation, Inc. +
Emily Landecker Foundation ++
The Lintilhac Foundation*
LOR Foundation, Inc.
The McIninch Foundation
Frank and Brinna Sands Foundation
Elmina B. Sewall Foundation *
Doree Taylor Charitable Foundation
Neil and Louise Tillotson Fund of the New Hampshire Charitable Foundation +
Transcanada Corporation **
U.S. Endowment for Forestry and Communities*

**Grants from Public Sources**

Community Development Finance Authority
Northeastern States Research Cooperative
Northern Border Regional Commission
U.S. Department of Agriculture- Forest Service
U.S. Department of Agriculture - Rural Development
U.S. Economic Development Administration
Vermont Working Lands Enterprise Initiative

**Gifts In Kind**

Appalachian Mountain Club
Kate Lane
Google for Nonprofits
Monadnock Paper Mills Charitable Foundation
Nathan Wechleser and Company
New England Outdoor Center

**Honorary Gifts**

Kate Dempsey in honor of Roger Miliken
Frederic & Jocelyn Greenman in honor of Jennifer Huntington
Barbara Vickery in honor of Roger Miliken
Sarah Wight in honor of Steve Wight

**In Memoriam**

The Center wishes to acknowledge with sadness the deaths of friends of the organization listed below. We will miss their advice and friendship.

John Collins (Former board member)  Hank Swan
Richard Fabian  Freda Swan

**The Heritage Society**

Remembering the Center in your estate plan is one way you can support the Center and ensure its continued success. We can also help you with gift annuities and other ways you can derive income and help the Center at the same time.

There are simple ways you can take care of your family and meet your charitable goals. Your legacy is our legacy, and we can plan together for the future. Please contact Maryellen Burke, Director of Development, to discuss your questions: 603-229-0679, ext. 102 or mburke@northernforest.org.

**Bequests Planned**

Woolsey & Beatrice Conover
Jan Eastman & John Marshall
Jennifer Huntington
Genevieve Howe
Doreen Oliveira
Robert Riley and Tabitha Deans Riley
Jacqueline L. Tuxill

**Bequests Made**

J. Wilcox & Natale Brown
Richard Rockefeller
Preston (Sandy) Saunders
2016 – 2017

Partner Organizations

Adirondack Association of Towns & Villages
Adirondack Council
Adirondack Foundation
Adirondack Landowners Association
Adirondack North Country Association
Adventure Travel Trade Association
Agilion Apps
Allagash Canoe Trips
Androscoggin Valley Council of Governments
Androscoggin River Watershed Council
Appalachian Mountain Club
Appalachian Partnership for Economic Growth
Appalachian Trail Conservancy
Architectural Woodwork Institute
ASPIN Institute, Community Strategies Group
Attean Lake Lodge
Bangor Savings Bank
Bethel Area Chamber of Commerce
Bethel Area Non-Profit Collaborative
Biomass Energy Resource Center at VEIC
Biomass Thermal Energy Council
The Brand Company
BuildingGreen, Inc.
Burlington High School
Boune's Energy
California Center for Rural Policy
Canaan Memorial High School
Canoe the Wild
Center for Rural Entrepreneurship
Central Maine Community College
Chase Community Equity
Chase New Markets Corporation
Client Performance Systems
CEI Capital Management
CITEC
Coastal Enterprises, Inc.
Communities Unlimited
Community Concepts Finance Corporation, Inc.
Curran Renewable Energy
Dovetail Partners, Inc.
Downeast Conservation Network
Eastern Maine Community College
Efficiency Maine
Efficiency Vermont
Elliotville Plantation, Inc.
Empire State Forest Products Association
Evoworld
Grafton Studios
Greater Franklin (ME) Development Council
Harvard Forest
High Meadows Fund
High Peaks Initiative
Huber Resources Corporation
Incorporate Community Foundation
Innovative Natural Resource Solutions
Island Institute
J. Buchanan and Associates
Katahdin Tourism Partnership
Kingdom Pellets
Kingdom Trails
Kennebec Woodland Partnership
Lamoille North Supervisory Union
Liberty Creek Associates
LOR Foundation
Lyme Timber Company
Mahoosuc Guide Service
Mahoosuc Land Trust
Mahoosuc Pathways
Maine Board Forum
Maine Community Foundation
Maine Development Foundation
Maine Downtown Center
Maine Energy Systems
Maine Forest Products Council
Maine Huts & Trails
Maine Manufacturing Extension Partnership
Maine Office of Tourism
Maine Pellet Fuels Association
Maine Wood Products Association
Management Engineering
Manomet Center for Conservation Sciences
Massachusetts Housing Investment Corporation
Massachusetts Forest Alliance
McHugh and Company, Inc./James McHugh
Milan Community Forest Committee
Mooselookegumuc Lake Region Economic Development Corporation
Natural Capital Investment Fund
Neil & Louise Tillotson Fund, NH Charitable Foundation
New England Grassroots Environment Fund
New England Outdoor Center
New England School of Architectural Woodworking
New England Wood Pellet
New Hampshire Association of Conservation Commissions
New Hampshire Center for Public Policy Studies
New Hampshire Charitable Foundation
New Hampshire Land and Community Heritage Investment Program
New Hampshire Wood Energy Council
New York Bioenergy Association
New York State Wood Energy Team
Northeast Forest, L.L.C./Steve Bick
Northeastern Vermont Development Association
Northern Border Regional Commission
Northern Community Investment Corporation
Northern Forest Canoe Trail
Northern Gateway
Chamber of Commerce
Northern Initiatives
Northern Maine Development Commission
Northern Penobscot Tech Region III Lincoln, Me
Northern Outdoors
Open Space Institute
Oxford County Wellness Collaborative
Our Katahdin
Pellergy Systems
Piscataquis County Economic Development Council
Plymouth State University
Rangeley Lakes Heritage Trust
R&M Consulting Group
Renewable Energy Vermont
Seven Islands Land Company
Somerset Career and Technical Center
Somerset Economic Development Council
Spatial Informatics Group - Natural Assets Laboratory
Saint Lawrence County Industrial Development Agency
South Carolina Association for Community Economic Development
St. Johnsbury Academy
Sunrise County Economic Council
Sustainable Timber Investment eXchange
Tarn Biomass
Texas A&M University
Thalo Blue Design
The Lyme Timber Company
The Nature Conservancy
Town of Columbia, NH
Town of Lancaster, NH
Trust for Public Land
Tug Hill Commission
University of Maine School of ForestResources
University of New Hampshire Cooperative Extension
University of Southern Maine Tourism & Hospitality Program
University of Vermont Rubenstein School of Environment and Natural Resources
US Endowment for Forestry & Communities
US Forest Service–White Mountain National Forest
USDA Rural Development
Vermont Clean Energy Development Fund
Vermont Community Foundation
Vermont Department of Forests, Parks & Recreation
Vermont Housing and Conservation Board
Vermont Land Trust
Vermont Manufacturing Extension Center
Vermont Natural Resources Council
Vermont State Wood Energy Team
Vermont Sustainable Jobs Fund
Vermont Wood Manufacturers Association
Vermont Wood Pellet
Vermont Woodworking School
Vital Communities
Waldo County Technical Center, Waldo, Me
Wallowa Resources
Weatherby's Lodge
Western Foothills Land Trust
Western Maine Community Action
White Mountains Community College
White River Partnership
Wildlife Conservation Society
Windham Regional Commission
Woodwork Career Alliance
Yestermorrow Design/Build School
Fiscal Year 2017 Financials

Statement of Activities Fiscal Year 2017
(May 1, 2016 - April 30, 2017)

Audited financial statement for the Northern Forest Center (approved by Finance Committee). Comparison of Fiscal 2016 to Fiscal 2017.

Income

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>708,993</td>
<td>320,835</td>
</tr>
<tr>
<td>Corporations</td>
<td>35,129</td>
<td>169,348</td>
</tr>
<tr>
<td>Foundations</td>
<td>597,047</td>
<td>575,458</td>
</tr>
<tr>
<td>Public Funding</td>
<td>92,676</td>
<td>470,705</td>
</tr>
<tr>
<td>Program Income</td>
<td>261,708</td>
<td>612,995</td>
</tr>
<tr>
<td>Other</td>
<td>4,200</td>
<td>1,472</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td><strong>1,699,753</strong></td>
<td><strong>2,150,813</strong></td>
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</tbody>
</table>

Expenses

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>1,261,094</td>
<td>1,518,370</td>
</tr>
<tr>
<td>Operating</td>
<td>239,439</td>
<td>216,932</td>
</tr>
<tr>
<td>Fundraising</td>
<td>184,725</td>
<td>186,480</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td><strong>1,685,258</strong></td>
<td><strong>1,921,782</strong></td>
</tr>
</tbody>
</table>

Net Assets

<table>
<thead>
<tr>
<th></th>
<th>FY2017</th>
<th>FY2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of Year</td>
<td>1,715,869</td>
<td>1,486,838</td>
</tr>
<tr>
<td>End of Year</td>
<td>1,730,364</td>
<td>1,715,869</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td><strong>14,495</strong></td>
<td><strong>229,031</strong></td>
</tr>
</tbody>
</table>

Thank you for your generous support to the Center. With your help, we ended fiscal year 2017 in a strong financial position. We appreciate the trust you place in us to deliver programs that benefit communities and places across the Northern Forest.

As called for in our strategic plan, fiscal year 2017 included increased investment in targeted community revitalization. This focus builds on our longstanding programs in wood heat, wood products and destination tourism development that drive innovation in the forest economy across the region.

Our refocused program delivery and associated investment are illustrated in the Expenses by Area chart. The Center is pleased to leverage additional resources into the region beyond the $1.3 million represented by our direct program spending. In Fiscal 2017, our programs leveraged and helped secure a total of $11.4 million in public and private funding, and business and organizational investment in the region. This includes more than $300,000 in grants and funding the Center helped secure for other organizations participating in collaborative projects.

We continue to diversify and broaden our base of support and— with our knowledge of the forest economy and ability to harness new approaches to enhance community opportunity—we’ve increased earned income through contracted service delivery. Compared to fiscal year 2015, our Program Income is up 44%. This trend spiked in fiscal 2016 when a New Markets Tax Credit financing dramatically increased our earned income. These complex projects are years in the making and provide both earned income and mission benefits. The change in public funding from year to year reflects the competitiveness of grant funding.

In fiscal 2017, many individuals contributed multi-year special gifts to our Innovation Fund, which allows us to test new approaches to persistent issues in communities, across forest economy sectors and on the federal policy level. This unrestricted fund allows the Center to be nimble and entrepreneurial as we increase innovation across the region.

Thank you again for your support. Together, we are able to accomplish so much.

To request a copy of the Center’s complete audited financial statement, please contact Director of Operations Carrie French: cfrench@northernforest.org, or 603-229-0679, ext. 103.
Jeff Ward, part of the 4th-generation to run Ward Lumber, toured the Center’s board of directors and staff around the sawmill in Jay, New York. Jeff, senior vice president of the company, talked about the challenges of running a mill today, including finding young people interested in his industry. Ward Lumber buys local white pine to mill for structural timber, providing more than 30 jobs at the mill and a steady market for forest landowners in the area.

The Center’s wood products program helps a wide-range of forest-product manufacturers implement innovations that make the companies stronger so they can continue to provide quality jobs and demand for timber. Strong wood markets help landowners keep their forests undeveloped.
Board of Directors

Celina Adams, Kittery, ME
Peter Bergh, Portsmouth, NH
Paul O. Bofinger, Concord, NH – Emeritus
Jerry Delaney, Saranac, NY
Elizabeth Ehrenfeld, Falmouth, ME
Ann Ruzow Holland, Willsboro, NY
Brian Houseal, Westport, NY – Vice Chair
Harold Janeway, Webster, NH – Secretary
Mary McBryde, Norwich, VT – Chair
Harold Janeway, Webster, NH – Secretary
Mary McBryde, Norwich, VT – Chair
Roger Milliken, Portland, ME
Rob Riley, Canterbury, NH – President
Keith Ross, Warwick, MA
Gordon Scannell, Pownal, ME
Jim Tibbetts, Columbia, NH – Treasurer
Steve Wight, Newry, ME
Kate Williams, Waitsfield, VT

Grateful thanks to our retiring directors:
Darby Bradley, Calais, VT
Dan Corcoran, Millinocket, ME
David Marvin, Morrisville, VT
(continuing as director emeritus)

New directors for Fiscal Year 2018
Eric Herr, Bristol, NH
Tabitha Bowling, East Burke, VT
Tim Volk, Charlotte, VT
Ann Fowler Wallace, Boston, MA
Ross Whaley, Tupper Lake, NY

Program Committee Advisors

Volunteers serving in addition to Board members.

Steve Barba, Concord, NH
Keith Bisson, Coastal Enterprises, Inc., Brunswick, ME
Paul Bofinger, Concord, NH
Chuck Clusen, Natural Resources Defense Council, Washington, DC
Cecilia Danks, University of Vermont, Burlington, VT
Roger Dziengleksi, Glens Falls, NY
Kathy Eneguess, Maggalloway Consultants, Jaffrey, NH
Brad Gentry, Yale School of Environmental Studies, New Haven, CT
Kenda James, General Composites, Inc., Willsboro, NY
Ben Leoni, Curtis Thaxter, Portland, ME
Garrett Martin, Maine Center for Public Policy Studies, Bangor, ME
Kevin McDevitt, McDevitt Trucking, Manchester, NH
Richard Nichols, Nichols & Pratt, LLP
Janice St. Onge, Vermont Sustainable Jobs Fund, Montpelier, VT

Staff

Maura Adams, Program Director
Maryellen Burke, Director of Development
Courtney Delaney, Administrative Assistant
Carrie French, Director of Operations
Leslie Karasin, Adirondack Program Manager
Ailish Keating, Katadhin Project Manager
Jessica O’Hare, Program Manager
Dave Redmond, Director of Wood Product Initiatives
Julie Renaud Evans, Director of Forestry
Rob Riley, President
Steve Rohde, Vice President for Innovation & Financing
Rhonda Shippee, Northeast Kingdom Project Manager
Joe Short, Vice President
Kelly Short, Communications Director
Laurel Will, Staff Accountant
Mike Wilson, Senior Program Director

Printed on Astrolite Silk, with special thanks to Monadnock Paper Mills.

Photos:
Tim Seaver Photography: cover, Underhill, VT; and pages 10-11, winter scene.
Kelly Short: page 5, Jennifer Fraser at Appalachian Engineered Flooring in North Troy, Vermont; and page 24, Jeff Ward at Ward Lumber in Jay, N.Y.
Jess O’Hare: page 18, Schroon Lake, NY, during Cycle Adirondacks.
Jerry Monkman/EcoPhotography: all other photos
The Northern Forest Center creates economic opportunity and community vitality from healthy working forests in Maine, New Hampshire, Vermont and New York.

**Our programs:**
- Catalyze Innovation in the Forest Economy
- Develop Vibrant Rural Communities
- Provide Regional Leadership

**Learn more at northernforest.org**