The Center creates economic opportunity and community vitality from healthy working forests in Maine, New Hampshire, Vermont and New York.
Leveraging Resources for Maximum Impact

Sixteen years ago, many of you invested in an idea, helping to launch the Northern Forest Center and a new integrated and innovative approach to creating economic opportunity and community vitality from healthy working forests. While the Center’s programs have evolved to stay on the cutting edge, a mainstay of our approach continues to be leveraging financial resources, business partnerships and local leadership capacity.

Partner by partner and project by project, the Center’s impact, prominence and reputation as a go-to organization has grown. We are extremely proud of our ability to get things done, do them well, and leverage every tool at our disposal.

In Fiscal Year 2013, the Center invested $1.4 million in the Northern Forest through programs designed to create economic opportunity and community vitality. That initial investment leveraged $11 million—as a conservative estimate—in the form of public funding, foundation grants, business investment and organizational resources. Our leverage is even greater when you include the impact our programs have across the region—the savings on heating fuel, enhanced tourism wages, new and sustained wages of wood workers, payments to landowners for carbon sequestered, and income for communities that now manage their own forestland.

This sustained return on investment will help the people and communities of the Northern Forest renew the community vitality that attracts new businesses and people to the region.

There is another kind of leverage at work in all that we do: it’s the exponential power gained by working collaboratively. In the last year, we partnered with more than 150 other nonprofits, businesses and agencies (see p. 15) to deliver programming across northern Maine, New Hampshire, Vermont and New York. We work this way intentionally, believing it is the best way to unlock the region’s full potential.

Over the last year, we’ve used this financial and human leverage to deliver programming in 85 communities across 37 counties, helping to create economic opportunity and community vitality from healthy working forests. On the pages that follow, we highlight several of the programs and what they’ve meant to the people they serve. You’ll see on the state maps—Maine, p. 7; New Hampshire, p. 9; Vermont, p. 11 and New York, p. 13—examples of where we:

- Assisted with 15 biomass projects and installations
- Helped 34 wood products companies innovate
- Assisted 15 communities in creating new Community Forests
- Delivered tourism training and promotion programs with 14 partners to 331 participants
- Contributed to planting 700 trees to store carbon
- Exhibited Ways of the Woods in 4 communities and the White Mountain National Forest, and
- Launched a new workforce development program in Maine, New Hampshire and Vermont to strengthen the wood products industry and job prospects, and more.

Through all these projects, the Center applies a deliberate and strategic approach, assessing where our resources are best applied to elicit the greatest impact and benefit across the 4-state region:

At “30,000 feet,” the Center provides long-range regional leadership, coordination and strategy as a framework for numerous initiatives across the Northern Forest;

At “10,000 feet,” we bring together multiple strategies, partners and resources to generate tangible community and ecological benefits in specific geographic areas, including the Northeast Kingdom of Vermont, New Hampshire’s North Country and the Western Mountains of Maine.

“On the Ground,” you’ll find us working with communities, businesses and organizations to help them find new ways to use and benefit from the forest, and to conserve it for the use of future generations.

The Center’s investment in community-based programming and regional replication and our ability to inform public policy and push the boundaries of innovation all start with your support and partnership. Together we are charting a new course for the Northern Forest both ecologically and economically.

We look forward to what we can accomplish together this year! With your continued support, our collective impact will grow to serve today’s generation and the next. Thank you!

Kathy Eneguess
Chair

Rob Riley
President
WORKING AT MULTIPLE LEVELS: Achievements in FY 2013 and FY 2014 to date

ON THE GROUND
Helping communities, businesses and organizations find new ways to use and benefit from their forest resources and to conserve the forest for future generations.

WOOD PRODUCTS INNOVATION & WORKFORCE DEVELOPMENT:
Invested in 34 wood products manufacturers to catalyze innovation and increase competitiveness, and launched a skills and credentialing program for woodworkers across the region. By providing technical and financial assistance, referrals and workforce development, the Center is helping businesses become more competitive, enabling them to sustain and create living-wage jobs.

BIOMASS RENEWABLE ENERGY:
Communities assess and acquire biomass heating systems to meet their needs, support the regional economy and reduce CO2 emissions, including providing financial support to install 31 pellet boilers through the Model Neighborhood Project.

COMMUNITY FOREST:
Assisted 15 communities in their efforts to create locally-owned and managed forests that generate economic and community benefits and conserve forestland. Since the start of the fiscal year, communities established 3 new Community Forests: Canaan, Vermont; Machias, Maine; and the Cooley-Jericho Community Forest serving Easton, Sugar Hill, Landaff and Franconia, New Hampshire.

TOURISM:
Coordinated training services for 151 businesses, relationship building with private forest landowners, and cooperative marketing by leading outfitters—all designed to enhance the quality of visitor experiences while improving job opportunities in rural communities.

CARBON & WATER:
Helped create and promote new voluntary markets as a way for visitors, businesses and others to support local conservation projects that protect forested watersheds and increase carbon storage. Funded projects resulted in planting 700 trees along rivers in Vermont and Maine.

HERITAGE PROGRAMMING:
Promoted the heritage of the Northern Forest by displaying exhibits from Ways of the Woods at 6 partner organizations and in communities. The exhibits strengthen the sense of regional identity by focusing on the relationship between people and the land in Maine, New Hampshire, Vermont and New York.
10,000 FEET
Bringing together multiple strategies, partners and resources to generate tangible community and ecological benefits.

NORTHEAST KINGDOM – WESTERN COÖS COUNTY PILOT:
Replicated a proven model of coordinated projects in a focused geographic region, including biomass energy conversion, wood products innovations, Community Forest ownership and carbon and watershed market enhancement.

REGIONAL INVESTMENT:
Worked with partners to develop opportunities to use innovative financing tools such as the New Markets Tax Credit program to provide essential funding to conserve working forestland, increase use of renewable energy and strengthen the wood products manufacturing sector.

ANDROSCOGGIN VALLEY – MAHOOSUC REGION PILOT:
Generated enhanced community benefits by approaching new opportunities in a focused geography, layering multiple programs—including development of Community Forests, increased use of biomass energy, tourism business training and assistance to wood products companies—in the Berlin, N.H. to Bethel, Maine area, and fostering connections to forest conservation partners.

PUBLIC POLICY:
Advocated for the needs of the Northern Forest’s communities and landowners. The Center brings a unique perspective to the region’s congressional delegation and federal agency staff, helping to shape public policy and secure federal funding for the Northern Forest.

REGIONAL STRATEGY & LEADERSHIP:
Supported the development and implementation of collaborative networks delivering projects across the 4-state region. The Center helps to build the region’s capacity by bringing diverse partners together to work on similar issues and succeed together.
Wood Products Innovation Assistance

Innovating for success in a traditional industry

“We couldn’t have so successfully achieved our recent expansion—including absorbing 40 new employees—without the assistance the Regional Wood Products Consortium gave us. They’re helping a very traditional business sector find new ways to be successful in a global economy.”

—Doug Fletcher, owner, Maine Wood Concepts

NEED
Wood products manufacturers have historically been an important part of the region’s economy, but global competition closed many companies and threatens others. More than 20,000 jobs are at stake across the industry in Maine, New Hampshire, Vermont and northern New York. Safeguarding these jobs and helping the industry thrive and grow is a key piece in the region’s economic future.

ACTION
Through the Regional Wood Products Consortium, the Center has highlighted the strategic importance of bringing innovation to the industry and has helped companies reduce costs, speed delivery times, deliver customer value and strengthen their competitive edge.

IMPACT
The Innovation Assistance program has spurred companies to invest $800,000 in expertise to advance innovation. Forty-nine companies have participated, reinventing their company culture, improving marketing, advancing lean manufacturing and mass customization initiatives, and developing company leadership for the years to come.

RESULTS
✓ To date, assisted 49 companies that employ nearly 2,000 people
✓ $800,000 invested in wood products innovation expertise

PROGRAM HIGHLIGHTS

• 41 projects and initiatives in Maine
• Launched the Model Neighborhood wood pellet heating project in Farmington and Wilton to keep heating dollars circulating in the local economy.
• Convened a tourism summit to focus on building high-quality tourism experiences in Maine’s Northern Forest. Keynote speaker Robert Reid, US Travel Editor for Lonely Planet, subsequently wrote about his experience in Maine for Lonely Planet and Men’s Journal.
• Assisted 10 wood products manufacturers in making innovations to strengthen their businesses.
• Helped residents in Machias establish a 900-acre Community Forest.
• Supported planting of 250 trees along the Androscoggin River to sequester carbon and prevent erosion, through the Clear Water Carbon Fund.
• Advocated for a state energy rebate for installation of wood pellet boilers.

PHOTOS
Left: Doug Fletcher (right), owner of Maine Wood Concepts, accepts the Maine Wood Products Association’s Pine Tree award from Governor Paul LePage. The association recognized Maine Wood Concepts, which the Center has assisted, for its innovation and strength in the industry. (Photo courtesy of Maine Wood Products Association)

Right: Steve Polis, district forester for Plum Creek Timber, talks to a group of Maine Guides, hospitality workers, and economic development professionals about harvesting near Jackman, ME. The Center organized the tour along with the Maine Tree Foundation, Plum Creek Timber, and Piscataquis County Economic Development Council.
Destination Tourism

Strengthening job opportunities in tourism

“I was very pleased with the working forest tour. I learned a lot about today’s forest management and harvesting practices and think it is a big advantage for guides to be more aware of what goes on in the working forest so they can pass that information on to clients.”


NEED
Tourism employs 1 in 10 Northern Forest workers, second only to health care. Tourism is one of the few sectors of the economy projected to add jobs, but many tourism jobs are low-wage, seasonal and without benefits. Improving the quality of visitor experiences will strengthen the industry and improve job prospects.

ACTION
The Center works with partners to deliver training programs to business owners and hospitality workers and to promote high-quality tourism experiences. Our newest effort is building connections between private forestland owners and the nature-based tourism providers that depend on their lands.

IMPACT
New educational outreach informed thousands of visitors about the region’s private land-ownership tradition, the economic value of sustainable forestry, and what to expect when they recreate on private working forest lands. This outreach is helping to make private landowners more comfortable with increased public recreation on their lands—which is the cornerstone of outdoor tourism in Maine.
Community Forests

Local forests for local benefit

**NEED**
Northern Forest communities have many reasons to want to own local forests: timber production, economic development that is consistent with their rural communities, or the peace of mind that comes from knowing a favorite place or trail or pond will always be accessible. But advocates often need assistance with structuring real estate deals, raising money, and developing forest management plans.

**ACTION**
Through the Community Forest Collaborative, the Center helps communities acquire and conserve local forests to generate a wide range of benefits for residents and the local economy. The Center assists with project management and community engagement; helps assess project locations and viability; and helps secure grants and resources to purchase forestland and plan for its long-term stewardship.

**IMPACT**
Together, we've conserved forests ranging from several hundred to more than 20,000 acres. New timber income, educational opportunities and recreational access in well managed forests help communities maintain their rural character and quality of life.

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“Without guidance and support from the Center’s staff, our planning committee would not have made such rapid progress in forming this unusual partnership of four towns and multiple interests—and toward creating the Cooley-Jericho Community Forest.”

—Rosalind Page, Ammonoosuc Conservation Trust board chair

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**RESULTS**

- 7,458 acres of Community Forest established
- 26,000-plus acres of Community Forest projects underway
- 15 communities served

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**PROGRAM HIGHLIGHTS**

- 26 projects and initiatives in New Hampshire
- Helped 25 homeowners and 2 non-profits install biomass boilers—bringing results to date up to $54,000 for homeowner savings and $207,000 for total economic impact.
- Assisted the 4-town initiative to create the Cooley-Jericho Community Forest.
- Helped residents in Errol transition from their final year of New Markets Tax Credit financing to conventional financing for the 13 Mile Woods Community Forest.
- Assisted 8 wood products manufacturers in making innovations to strengthen their businesses.
- Completed on-site profiling visits at 3 wood products companies that are considering participating in our new credentialing and training program for the industry.

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**PHOTOS**

Left: Residents of Easton, Franconia, Landaff, Sugar Hill and the Ammonoosuc Conservation Trust have worked together for the last year to create the Cooley-Jericho Community Forest. Center staff assisted throughout the project, which was completed in mid-September. (Rebecca Brown/ACT photo)

Right: Mary-Jo Landry, executive director of the Berlin Housing Authority replaced the oil burners at the Welch Apartments in Berlin with biomass boilers that are providing reliable heat, reducing expenses and creating local jobs through the use of wood pellets instead of heating oil.

Scan code for more info!
**Model Neighborhood Project**

**Retaining local wealth, supporting forest-based jobs**

“**The Northern Forest Center’s funding was the catalyst that made our project possible. Our residents are elderly and fragile in health, so reliable heat is essential.**

“It makes me really happy to know that our heating budget is supporting local workers in today’s forest industry.”

—Mary-Jo Landry, Executive Director, Berlin Housing Authority

### NEED

The Northeast uses 84% of the nation’s #2 heating oil. The Northern Forest region alone spends an estimated $6 billion per year on imported oil—sending 78 cents of every dollar out of the region. Switching from oil to sustainable, locally produced wood pellets creates markets for low-grade wood and forest-based jobs and keeps heating dollars circulating in the local economy.

### ACTION

The Center created the Model Neighborhood Project in Berlin, NH, to demonstrate the use of high efficiency wood pellet boilers. Residents and non-profits in Berlin benefit from the cost savings, reliability and efficiency of new wood pellet boilers while increasing demand for wood pellets produced in the Northern Forest.

### IMPACT

Participants have saved $59,000 on heat and reduced their net carbon emissions by 404 tons. The project has generated more than $223,000 in total impact for the local economy.
Skilled Workforce Initiative

Better jobs, stronger forest-based industry

“The work is out there, but if we can’t recruit, train and retain a skilled workforce, our opportunities for growth are more limited. This program will significantly advance the woodworking sector in our area and we’re looking forward to the possibilities it brings us.”

—Kevin Hastings, owner and president, Amoskeag Woodworking, Colchester, Vermont

NEED
Small- and mid-size wood products companies represent a large employment base in rural communities, but the woodworking trade doesn’t have an established professional pathway to help companies recruit new talent, or to train, measure and improve the skills of their existing workforce. Today’s technology-based woodworking facilities demand skilled professionals for a thriving, forest-based economy.

ACTION
The Center has partnered with the national Woodwork Career Alliance (WCA), and local partners including the Vermont Wood Manufacturers Association, to pioneer WCA’s skill standards and a credentialing program in Vermont, New Hampshire, and Maine. Our program breaks new ground by working systematically with manufacturers, in addition to working with educational institutions to prepare students for good jobs in the wood manufacturing industry.

IMPACT
This newly launched program will lead to a higher rate of job placement and job satisfaction for workers, and it will build the robust, highly skilled workforce necessary for the region’s wood products manufacturers to be competitive in the global market.

3-YEAR PROJECTION
✓ 40 companies profiled
✓ 400 employees and students participating

PROGRAM HIGHLIGHTS

• 19 projects and initiatives in Vermont
• Worked with Jay Peak to create opportunities for resort visitors to offset their carbon impact by contributing to local conservation through the Clear Water Carbon Fund.
• Helped the town of Canaan establish its 424-acre Community Forest for timber income, recreation, water quality, education and economic development.
• Supported planting of 450 trees on the Pherrins River and Stony Brook River to sequester carbon and prevent erosion, through the Clear Water Carbon Fund.
• Assisted 9 wood products manufacturers in making innovations to strengthen their businesses.
• Completed on-site profiling visits at 3 wood products companies that are considering participating in our new credentialing and training program for the industry.

PHOTOS

Left: Scott Nelson of the Woodwork Career Alliance (left) talks with Steve Kreissle about how the Skilled Workforce Initiative for wood manufacturing can help Amoskeag Woodworking.

Right: Ross Stevens helps plant one of 350 trees along a stream on his property that feeds the Pherrins River. The trees will sequester carbon as they grow, prevent erosion and maintain water quality. (Laury Saligman/Conservation Collaboratives photo)
“The Clear Water Carbon Fund made it possible for us to plant new trees along the stream on our farm in Island Pond, Vermont, which helps protect the beautiful, cold, clear and virtually undeveloped Pherrins River, which it feeds. The Pherrins is a very special place for my family and for this community.”
—Ross Stevens, landowner, Island Pond, Vermont

Carbon and Water Services
Paying the way for conservation

NEED
Forests sustain our health and quality of life: they filter and clean water, absorb floods, produce oxygen, regenerate the soil, and keep carbon out of the atmosphere. Much of that valuable work in the Northeast is done by privately owned forests. Until recently, there was no easy way for people and businesses to contribute to local conservation projects to offset their own carbon impact.

ACTION
The Center supports the Clear Water Carbon Fund, a web-based platform that enables people and businesses to fund local tree plantings and other conservation actions to offset carbon emissions from commuting, conferences, weddings, vacations and more. The Fund is operated by the Manomet Center for Conservation Sciences.

RESULTS
- 350 trees planted, Pherrins River, VT
- 250 trees planted, Androscoggin River, Maine
- 100 trees planted, Stony Brook, VT

IMPACT
The reforested stream and riverbanks will reduce carbon in the atmosphere, while also protecting water quality, providing wildlife habitat and resisting storm erosion. The Clear Water Carbon Fund provides incentives to forestland owners for continued good stewardship that yields public benefits.
Wood Products Innovation

One Company’s Story of Success

“The Consortium brings together great people, technical know-how and resources that continue to help us in ways we would’ve been challenged to accomplish on our own. They’ve been an asset to us and to the region.”

—Kathy Juckett,
4th-generation CEO,
Telescope Casual Furniture

NEED

Founded in 1903, Telescope Casual Furniture employs nearly 300 people in Granville, New York, in the southeastern Adirondacks, sustainably manages 8,000 acres of forestland in Vermont, and operates a sawmill and lumber drying operation through its sister company, Mettowee Lumber. Its “world famous” director’s chair—a mainstay on Hollywood sets—is made from locally and sustainably harvested cherry, ash, birch, beech and hard maple. In the 1980s, a lower quality knock-off of the director’s chair flooded the market and the company shifted workers to meet growing demand for aluminum and plastic outdoor furniture. Telescope wanted to reinvigorate its wood products division; it was also underusing the sawmill operation.

ACTION

The Regional Wood Products Consortium provided financial support and linked Telescope with a consultant who helped identify customer needs that became the foundation of a strategy to grow sales.

IMPACT

Sales of Telescope’s director’s chair rose 42 percent last year. VP of Product Development Rick Butler says that business is up at the sawmill and dry kilns due to connections made through the Consortium. CEO Kathy Juckett says, “We hope to continue our family’s legacy in this business for many more generations to come.”

INNOVATION

✓ See page 6 for more about Innovation in the wood products industry
✓ Read more about the Telescope story at www.northernforest.org/innovation_at_work.html

PHOTOS

Left: Kathy Juckett, CEO of Telescope Casual Furniture and the famous director’s chair, sales of which are up 42% with assistance from the Regional Wood Products Consortium.
(Telescope Casual Furniture photos)

Right: Community advocates (right to left: Saranac Town Councilman Jerry Delaney; Bill Crandall of Eastern Maine Community Action; Mary-Jo Landry of Berlin (NH) Housing Authority) joined Center President Rob Riley for a visit to congressional and agency staff to advocate for biomass support.

PROGRAM HIGHLIGHTS

• 14 projects and initiatives in New York
• Assisted 7 wood products manufacturers in making innovations to strengthen their businesses.
• Provided technical assistance and advice to 4 communities on potential biomass heating projects.
• Advocated for improved public policy and financial support for biomass heating as an alternative to using imported heating oil.
• Installed exhibits from Ways of the Woods in the Paul Smiths Visitor Interpretive Center to showcase the region’s forest heritage.
• Began developing support to bring the Model Neighborhood wood pellet heating project to Adirondack communities to reduce heating costs and keep heating dollars in the local economy.
**Policy**

**Advocating forest-friendly energy policy**

“The Center’s staff works tirelessly to improve public policy for biomass at both state and national levels. Their efforts will lead to healthy forests providing jobs for struggling rural communities. Our region is lucky to have the Center as our advocate for the independence biomass energy can bring us.”

—Jerry Delaney, Town Councilman, Saranac, NY

**NEED**

State and federal policies have traditionally provided little support for biomass heating, but the Center is advocating for change at the federal level and in all four Northern Forest states. Policy advocacy is one of the crucial “backbone” support services that the Center provides, working with partners across the region.

**ACTION**

In March, Saranac Town Councilman Jerry Delaney accompanied Center staff and other community partners to Washington DC to impress upon legislators and agency leaders that biomass energy has great potential for the region. At the state level, the Center has advocated for policies and rebate programs to support biomass for heat.

**IMPACT**

$1.5 million in federal support for integrated initiatives such as the Farm & Forest Jobs Accelerator program; a federal bill to extend tax credits to biomass appliances; and state rebate programs for thermal biomass.
1 number of new Model Neighborhood wood pellet heating projects launched
3 new Community Forests, in Canaan, Vermont; Machias, Maine; and Easton/Sugar Hill/Landaff/Franconia, New Hampshire
4 projects demonstrating payments for ecosystem services
8 top quality tourism providers collaborating through Maine Woods Discovery
9 Community Forest projects underway
13 number of on-site profiling visits to wood product companies considering participating in skills program
15 communities provided with fundraising or technical assistance and advice on biomass projects
26 local stakeholders and organizations engaged in the Androscoggin Valley – Mahoosuc Region pilot project, part of the Northern Forest Investment Zone
31 biomass boilers installed in homes in Berlin, NH
34 wood products companies assisted financially to pursue manufacturing and marketing innovations
101 number of projects and initiatives the Center is engaged in across the Northern Forest
150 partners collaborating on creating forest-based economic opportunity and community vitality
160 landowners, foresters, resource managers, and others engaged through in-person workshops and field visits on opportunities to secure payments for the environmental services provided by forest lands
331 people and 151 businesses trained in customer service and marketing to enhance tourism businesses and support job creation in Maine
695 people subscribing to the weekly Northern Forest News Digest
1,044 users of the WelcomeME online customer service training
$58,950 saved by Model Neighborhood Project participants in Berlin, NH who switched to heating with high-efficiency wood pellet boilers instead of oil
$223,132 total economic impact of the Model Neighborhood Project in Berlin since inception
$1,453,462 invested in Northern Forest communities, forests and economic development
$11 Million public funding, foundation grants, business investment and organizational resources leveraged by the Center’s program investment
The Center collaborates with more than 150 other nonprofits, businesses and agencies to deliver programming across the Northern Forest. We are grateful for the expertise and resources each partner brings to our shared work.

13 Mile Woods Association
Adirondack Association of Towns & Villages
Adirondack Community Trust
Adirondack Council
Adirondack Economic Development Corp.
Adirondack North Country Association
Adirondack Park Agency
Ammonoosuc Conservation Trust
Androscoggin Valley Council of Governments
Appalachian Mountain Club
Architectural Woodwork Institute
Bangor Savings Bank
Berlin BetterBuildings
Bethel Area Chamber of Commerce
Biomass Energy Resource Center
Biomass Thermal Energy Council
Canaan, VT School District
Casey Institute of Ecosystem Studies-University of New Hampshire
CEI Capital Management
CITEC
Coastal Enterprises, Inc.
Community Forest Collaborative
Cooley-Jericho Community Forest Planning Committee
Cowley Associates
Department of Conservation, Maine Forest Service
Donnella Meadows Institute
Dovetail Partners, Inc.
Downeast Coastal Conservancy
Downeast Lakes Land Trust
Dynamic Business Solutions
Eastern Maine Community College
Eastern Maine Development Corp.
Efficiency Maine
Efficiency Vermont
Empire State Forest Products Association
Errol (NH) Consolidated School
Eternity Web Development
First Colebrook Bank
Forest Guild
Forest Society of Maine
Forest Works
Graph Genius, Inc.
High Meadows Fund
Holden Land Trust
Hubbard Brook Research Foundation
Huber Resources Corporation
Interphase Energy
J.E.G. Designs
J.E. Moran Associates
Jason Andreoni
Kingdom Trails
Loon Echo Land Trust
Maine Association of Conservation Commissions
Maine Audubon Society
Maine Center for Economic Policy
Maine Coast Heritage Trust
Maine Community Foundation
Maine Downtown Center
Maine Energy Systems
Maine Forest Products Council
Maine Huts & Trails
Maine Manufacturing Extension Partnership
Maine Office of Tourism
Maine Professional Guides Association
Maine Rural Partners
Maine Tree Foundation
Maine Winter Sports Center
Maine Wood Products Association
Management Engineering
Manomet Center for Conservation Science
McLain Marketing
Merck Family Fund
Milan Community Forest Committee
National Network of Forest Practitioners
Ned Therrien Photography
NEKINFO Associates
New England Outdoor Center
New England School of Architectural Woodworking
New England Wood Pellet
NH Association of Conservation Commissions
NH Charitable Foundation
NH Grand
NH Center for Nonprofits
NH Timberland Owners Association
North Country Council
Northeastern Vermont Development Council
Northeast Kingdom Online
Northeast Land Trust Consortium, A Project of the Pew Charitable Trusts
Northeast Sports Network
Northern Community Investment Corporation
Northern Forest Canoe Trail
Northern Forest Heritage Park
Northern Maine Development Commission
Northern Outdoors
Northwoods Stewardship Center
NY Dept. of Environmental Conservation
NYS Tug Hill Commission
Open Space Institute
Paul Smith’s College
Paul Smiths Visitor Interpretive Center
Pellergy Systems
Piscataquis County Economic Development Council
Plum Creek
Plymouth State University
PRI Makers Network
Public Service of New Hampshire
Quebec-Labrador Foundation
Rubenstein School of Environment and Natural Resources, UVM
Rural Edge
Sandy River Charitable Foundation
Seven Islands Land Company
Society for the Protection of NH Forests
Somerset Economic Development Council
Sudbury Foundation
Sunrise County Economic Council
Sustainable Forest Futures (A Northern Forest Center subsidiary)
Tarm Biomass
The Conservation Fund
The Lyme Timber Company
The Nature Conservancy
The WILD Center
Tim Lentini
Total Insight
Town of Canaan VT
Town of Easton, NH
Town of Errol, NH
Town of Franconia, NH
Town of Landaff, NH
Town of Sugar Hill, NH
TransCanada Hydro Northeast Inc.
Trust for Public Land
US Department of Agriculture
US Endowment for Forestry & Communities
Vermont Community Foundation
Vermont Department of Forest, Parks & Recreation
Vermont Department of Forests, Parks and Recreation
Vermont Energy Investment Corp.
Vermont Land Trust
Vermont Manufacturing Extension Center
Vermont Sustainable Jobs Fund
Vermont Wood Manufacturers Association
Vermont Woodworking School
Wagner Forest Management, Ltd.
Western Foothills Land Trust
Western Maine Community Action
Western Maine Economic Development Council
Western Mountains Alliance
White Mountain National Forest
White Mountains Community College
White River Partnership
Wildlife Conservation Society, Adirondack Program
Wood Products Manufacturers Association
Woodwork Career Alliance

If we have inadvertently left your organization off the list, please let us know!
The Northern Forest Center is grateful to all the individuals, businesses, foundations and government donors who so generously supported our work. Every gift, at every level, supports the Center’s mission: advocating for the Northern Forest region and helping its communities benefit from forest-based conservation and economic development.

Your generous contributions make possible the impact and results highlighted in this report. Thank you!

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Ann Ruzow-Holland & David Holland
Preston & Rebecca Saunders
Harriet Savage
Katherine Schubart
Evan Schwartz
Nancy Sheridan & Louise Taylor
Ashley Short
Joe§ & Liz Short
Stuart & Jean Smith
Robert Spring
Sarah Street
Racheal Stuart & Kate Hartnett
Garrett Stuck & Pamela Coravos
Henry & Freda Swan
Chris & Wendy Thayer
Katharine Thompson
Jim§ & Brenda Tibbetts
Jacquelyn L. Tuxill¥
Thomas Wales
Ann Fowler Wallace¥ & Brad Wallace
Neil & Elise Wallace
Carl Wallman & Sharon Olds

16
In Memoriam
A gift from Sarah Riley in memory of Robert Riley, Sr.

Corporate Support for Model Neighborhood Project
The New Hampshire Community Development Finance Authority (CDFA) Tax Credit Program awarded $400,000 in tax credits to support the Model Neighborhood Project in Berlin, NH. The award spans two State of New Hampshire fiscal years, 2012 and 2013. With appreciation, we acknowledge the following participating businesses:

Bank of New Hampshire
H.E. Bergeron Engineers, Inc.
Checkmate Payroll Services
Citizens Bank
The Common Man Restaurant
Cooper Cargill Chant, P.A.
First Colebrook Bank
Global Forest Partners, LP
Grappone Automotive Group
Louis Karno & Company, LLC
Lyme Timber Company
Northland Forest Products
Northway Bank
The Portsmouth Brewery
Stonyfield Farms, Inc.
TransCanada Hydro Northeast, Inc.
Nathan Wechsler & Company

Foundations
Anonymous (2)
The Betterment Fund
The Jack and Dorothy Byrne Foundation
Community Development Finance Authority
The Energy Foundation
French Foundation
Lovett-Woodsum Foundation
The John Merck Fund
New Hampshire Charitable Foundation
Norcross Wildlife Foundation
Overhills Foundation
Pew Charitable Trusts
Plum Creek Foundation
Elmina B. Sewall Foundation
Sudbury Foundation
Neil and Louise Tillotson Fund
The Gilbert Verney Foundation
US Endowment for Forestry and Communities
Vermont Community Foundation
Yanke Farm Credit Foundation
Wapack Foundation

Public Funding
Economic Development Administration
USDA Rural Development

Corporate Council
Alliance for Green Heat
Bank of New Hampshire
E.D. Bessey & Son
Checkmate Payroll Services
Citizens Bank
The Common Man Restaurant
Cooper Cargill Chant, P.A.
First Colebrook Bank
Global Forest Partners, LP
Grappone Automotive Group
H.E. Bergeron Engineers, Inc.
Innovative Natural Resource Solutions, LLC
Louis Karno & Company, LLC
Lyme Timber Company
Nathan Wechsler & Co.
New England Wood Pellet, LLC
Northland Forest Products
Northway Bank
The Portsmouth Brewery
Stonyfield Farms, Inc.
TransCanada Hydro Northeast, Inc.
Yellow Wood Associates

GIFTS FROM ADVISED FUNDS
Ayco Charitable, by Elizabeth & Whitney Hatch
Rocky Bog Fund, Adirondack Community Trust
Cashdan/Stein Great Grandmother Fund, VT Community Foundation
Evergreen Fund, Adirondack Community Trust
Fieldstone 1793 Foundation, by Mrs. Henry A. Jordan
Thomas W. Haas Fund, NH Charitable Foundation
Julia’s Fund, by Peter Lamb & Faith Harrington
George W. Merck Fund, by Patience & Tom Chamberlain
Rogers Family Trust for Northern New Hampshire, NH Charitable Foundation

Northern Forest Heritage Society

In Kind
Ciborowski and Associates

Foundations
Anonymous (2)
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The Energy Foundation
French Foundation
Lovett-Woodsum Foundation
The John Merck Fund
New Hampshire Charitable Foundation
Norcross Wildlife Foundation
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This list of donors reflects gifts received from May 1, 2012 through April 30, 2013, except as explained for the CDFA tax credits, and including payments on multi-year pledges. It is our intention to recognize all of our generous supporters. Please let us know if we have made any errors in compiling this list.

Please contact Kim Maynard at 603-220-0679, ext. 112, or email her at kmaynard@northernforest.org, to notify us of any errors.
Programmatic investments benefit people and communities

In 2013, the Northern Forest Center deepened its programmatic initiatives to help create economic opportunity and community vitality from healthy working forests. We invested $1.4 million in direct financial and technical assistance, leveraging an additional $11 million in public and private support for 100 projects in 37 counties.

In addition, the Center helped to stabilize more than 2,000 acres of productive working forests to maintain local economies and critical habitat connectivity.

The Center and partners are demonstrating the potential of bringing multiple programs together in one area through the Androscoggin Valley – Mahoosuc Region pilot project (Berlin, NH – Bethel, ME). In this one region, the Model Neighborhood Wood Pellet Project, the Regional Wood Products Consortium, the Clear Water Carbon Fund, Maine Woods Discovery and the Community Forest Collaborative—are leading innovation through integrative practices in conservation and economic opportunity.

Organizational Change

Based on a vote by the board of Sustainable Forest Futures (SFF), the Center’s subsidiary, the Center integrated all SFF programs, staff, assets and liabilities into the Center to increase efficiency and coordination of services, effective November 2012.

To request a copy of complete audited financial statements, please contact Catherine Moore: cmoore@northernforest.org or 603-229-0679, ext. 103.

Statement of Activities Fiscal Year 2013
(May 1, 2012 – April 30, 2013)

Combined statement for the Northern Forest Center and its subsidiary, Sustainable Forest Futures; comparison of Fiscal 2013 to Fiscal 2012

<table>
<thead>
<tr>
<th>Income</th>
<th>FY2012</th>
<th>FY2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individuals</td>
<td>213,371</td>
<td>262,837</td>
</tr>
<tr>
<td>Corporations</td>
<td>135,850</td>
<td>118,325</td>
</tr>
<tr>
<td>Foundations</td>
<td>1,245,212</td>
<td>875,259</td>
</tr>
<tr>
<td>Public Funding</td>
<td>85,000</td>
<td>437,621</td>
</tr>
<tr>
<td>Program Income</td>
<td>273,223</td>
<td>99,939</td>
</tr>
<tr>
<td>Other</td>
<td>5,780</td>
<td>4,775</td>
</tr>
<tr>
<td><strong>Total Income</strong></td>
<td>1,958,436</td>
<td>1,798,756</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th>FY2012</th>
<th>FY2013</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program</td>
<td>1,352,712</td>
<td>1,453,462</td>
</tr>
<tr>
<td>Operating</td>
<td>108,171</td>
<td>154,784</td>
</tr>
<tr>
<td>Fundraising</td>
<td>174,828</td>
<td>163,337</td>
</tr>
<tr>
<td><strong>Total Expense</strong></td>
<td>1,635,711</td>
<td>1,771,583</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net Assets</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Beginning of Year</td>
<td>1,089,438</td>
<td>1,412,163</td>
</tr>
<tr>
<td>End of Year</td>
<td>1,412,163</td>
<td>1,439,336</td>
</tr>
<tr>
<td><strong>Change in Net Assets</strong></td>
<td>332,725</td>
<td>27,173</td>
</tr>
</tbody>
</table>

FY2013 Expenses by Area

- Ecosystem Services 5%
- Community Forests 10%
- Tourism 5%
- Regional Wood Products 14%
- Renewable Energy 22%
- Public Policy & Regional Investment 10%
- Network Support 7%
- Androscoggin Valley - Mahoosuc Region Pilot* 8%
- Philanthropy 10%
- Operations 8%

*The Androscoggin Valley – Mahoosuc Region Pilot project includes specific projects within that geographic area.
FY2013 BOARD OF DIRECTORS
Katharine Eneguess, Chair, Berlin, NH
Richard Nichols, Vice Chair, Lincoln, MA
Terrance Large, Treasurer, Bow, NH
Steve Barba, Secretary, Concord, NH
Peter Bergh, New Castle, NH
Paul O. Bofinger, Concord, NH
Darby Bradley, Calais, VT
John Collins, Jr., Blue Mountain Lake, NY
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David Marvin, Morrisville, VT
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Ellen Pope, Southwest Harbor, ME
Keith Ross, Warwick, MA
Rob Riley, President, Canterbury, NH
Jim Tibbetts, Columbus, NH
Henry Whittimore, Readfield, ME

New directors for Fiscal Year 2014
Brian Houseal, Westport, New York

STAFF
Maura Adams, Program Director
Lisa Challender, Staff Accountant
Kim Maynard, Development Coordinator
Collin Miller, Director of Wood Products Initiatives
Catherine Moore, Operations Manager
Jessica O’Hare, Program Assistant
Doreen Oliveira, Director of Philanthropy
Julie Renaud Evans, Director of Forestry
Rob Riley, President
Steve Rohde, Vice President for Innovation & Financing
Joe Short, Vice President
Kelly Short, Communications Director
Michael Wilson, Senior Program Director

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.

• A robust regional economy is central to the long-term health of the Northern Forest region's communities and forested ecosystems.
• Management and use of the region's forests should deliver direct benefits to people in Northern Forest communities.
• Sound forest stewardship and conservation of natural resources lie at the heart of effective local, state and regional development efforts.
• Leveraging the energy of networks and collaborations is the best way for The Center to help unlock the region's full intellectual, financial and creative capacity.
• Integrated thinking about economic, community and environmental issues is fundamental to reducing conflicts, and uncovering new opportunities for the Northern Forest.
• Leadership and investment in potentially transformational ideas are essential to the region's ability to compete and succeed at the national and global scales.

BOARD COMMITTEES
Finance Committee
Terrance Large, Chair
Jim Tibbetts
Henry Whittimore

Governance Committee
John Collins, Chair
Keith Bisson*
Paul Bofinger
Kathy Eneguess
Kenda James*
Ellen Pope
Sandy Saunders*
Ross Whaley*

Philanthropy Committee
Ellen Pope, Chair
Darby Bradley
John Collins
Woolsey Conover*
Jan Eastman*
Richard Nichols
Racheal Stuart*

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Mary McBryde, Chair
Paul Bofinger
Steve Barba
Peter Bergh
Dan Corcoran
Chuck Clusen*
Harold Janeway
David Marvin
Cecilia Danks*
Roger Dziengeleski*
Brad Gentry*
Ben Leoni*
Garrett Martin*
Kevin McDevitt*
Janice St. Onge*
Brian Ruder*
Steve Wight*

Wood Products Advisors
Philip Bibeau, Wood Products Manufacturers Association*
Eric Carlson, Empire State Forest Products Association*
Dan Crowley, Maine Wood Products Association*
Ann Davis, NH Timberland Owners Association*
Ellen Kahler, Vermont Sustainable Jobs Fund*
Tim McIntyre, Thos. Moser Cabinetmakers*
Kathleen Wanner, Vermont Wood Manufacturers Association*

*Indicates volunteers who are not current Board members
The Center helps create economic opportunity and community vitality from healthy working forests.