

 **LIVE THE NEW FOREST FUTURE**



2018 ANNUAL REPORT





©Joe Klementovich/courtesy Littleton Bike & Fitness and The Conservation Fund.

Live the New Forest Future

As the region's innovation and investment partner, the Center is helping to create bold possibilities that give rise to vibrant Northern Forest communities.

We believe that renewing pride, purpose and vitality in our communities is essential for them to thrive. In an era when economic transitions have excluded many, the Center's vision and articulation of *what can be* are critical.

Live the New Forest Future is our invitation to you to be a part of the exciting efforts underway to revitalize communities and steward special places across northern Maine, New Hampshire, Vermont and New York.

We're proud of last year's accomplishments – from Millinocket to Lancaster to East Burke to North Hudson – and all we've accomplished together in our first 21 years.

Building on the solid sense of regional identity and growing optimism we've helped create for the region, we've updated our logo and our look to focus on the future – on the rural vibrancy ahead. We hope it energizes you to explore our work and all that is happening across the Northern Forest.

We never work alone – our partners inspire us and remind us that there is more to be done. We're all in. And hope you are too.

Your support allows the Center to engage locally, contribute new ideas and instigate action. We sincerely thank you for investing in our work and for believing in and living the New Forest Future!

Brian Houseal, Chair

Rob Riley, President



2018



1997

Front Cover Photo: Lancaster, New Hampshire by William Rutherford.

CREATING BOLD POSSIBILITIES THAT GIVE RISE TO VIBRANT COMMUNITIES

The Northern Forest Center is a **regional innovation and investment partner creating rural vibrancy** by connecting people, economy and the forest landscape. **Our programs enhance the lives of people** that love, rely on or benefit from a healthy Northern Forest.

PROGRAM IMPACT SINCE 2005

**4,950
Jobs**

Through our Forest Economy programs – Wood Products, Destination Development and Automated Wood Heat – the Center has provided technical and financial assistance to create or sustain more than 4,950 quality jobs across the Northern Forest.

**255,562
Acres**

The Center’s Community Forest program and facilitation of New Markets Tax Credits have helped conserve 255,562 acres of forestland for community benefit.

**\$199 Million
Investment**

The Center’s advocacy at the state and federal levels and our ability to raise private funding have helped to secure and leverage \$199 million for projects that benefit the region’s communities, the economy and forest stewardship.

2018 PROGRAM MILESTONES

- **Avoided 4,170 tons of greenhouse gas emissions** since 2011 by helping **convert 164 buildings to heating with Automated Wood Heat** systems – a greenhouse gas savings equivalent to taking 893 cars off the road for a year.
- **Enhanced quality employment for 365 people** at **16 wood product manufacturing companies** – and more than **2,900 jobs at more than 80 companies** since 2011.
- **Retained \$3.5 million in the regional economy** through purchase of wood pellets instead of fossil fuels for **Automated Wood Heat systems** since 2011.
- **Leveraged \$9.2 million in public and private funding** to support projects that strengthen **economic opportunity and environmental resiliency** across Maine, New Hampshire, Vermont and New York in 2018.
- **Partnered with more than 250** community leaders, organizations, businesses, and agencies **to implement programs that accelerate inclusive prosperity.**
- **Raised \$700,000 capital** for the Millinocket Housing Initiative, **purchased 6 homes** and renovated **5** of them, **creating quality housing** for people drawn to the region’s potential.
- **Partnered with more than 250** community leaders, organizations, businesses, and agencies **to implement programs that accelerate inclusive prosperity.**
- **Launched the \$1.5-million Lancaster Main Street Fund** to purchase and renovate key downtown buildings – including the P.J. Noyes building – **to provide retail expansion and new apartments.**
- In 2017, **visitation to the Maine Woods** – where the Center coordinates regional Destination Development activities – **grew 6.4%, helping to diversify the region’s economy.** In 2018, the Center continued to **support Maine Woods Destination Development with \$160,000 of grants and leveraged investment and \$250,000** of media and marketing value.

The East Grand woodlands are extremely important to the outdoor recreation industry in southern Aroostook and northeast Washington counties of Maine. The Center supported conservation of the economic and ecological values of 12,000 acres here in 2011 by facilitating a New Markets Tax Credit financing.



RENEWING PRIDE, PURPOSE AND VITALITY

In **Millinocket, Maine** – a former mill town capitalizing on its proximity to Baxter State Park, the Katahdin Woods and Waters National Monument, and more than 4 million acres of forest – we recognized an urgent need to provide quality housing for people interested in being part of the town’s future.

In just 14 months, the Center purchased six homes and completely renovated three of them, turning dilapidated downtown properties into comfortable quality homes (with Automated Wood Heat!) for new Millinocket residents who are contributing to the town’s renaissance.

Tenant Rebecca Dorobis is one such new resident. **“As owners of a home-based business, we could live anywhere, so it came down to where would be best for our multi-generational family to set down roots. It seems that Millinocket is at this tipping point where things are really starting to happen. There’s this exciting energy in town and we want to be part of all of it. Finding this beautiful, high-quality place really cemented our decision to call Millinocket home.”**

Millinocket offers so much – connection to the outdoors and to people throughout the community; the ability to take part and make a difference. But it needs help with other critical needs, such as quality housing, high-speed internet, diverse and flourishing businesses, access to recreation trails and exemplary healthcare and education.

The Center is helping to attract and retain a new generation of residents and young workers to Millinocket through development of mountain bike trails, expansion of the Millinocket library, and reinvention of the old paper mill site. These investments will contribute to the community’s pride, purpose and vitality.

In **Bethel, Rumford, South Paris and Norway** (the Maine West region), we and our partners have launched initiatives focused on broadband, recreation access and education aspiration to enhance community well-



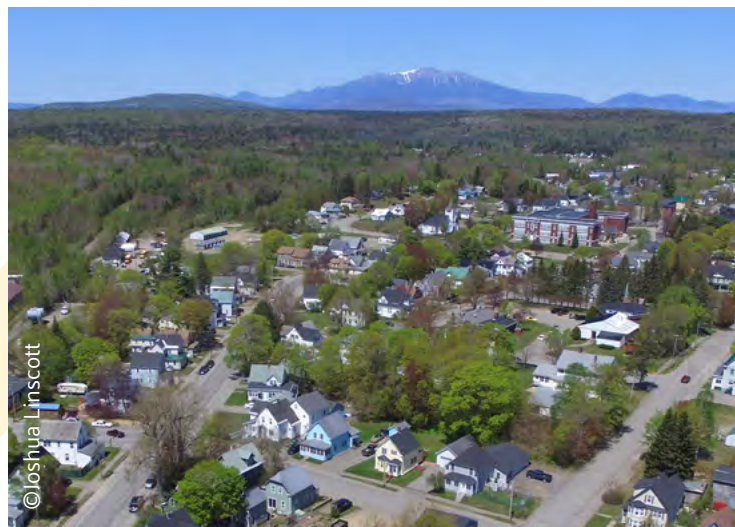
BOLD POSSIBILITIES FOR VIBRANT COMMUNITIES.

STRENGTHENING CONNECTION TO PLACE.

A DEEP APPRECIATION OF THE FOREST.

being. In **Greenville**, we’re supporting community-wide destination development to meet visitor expectations and serve town needs.

With these improvements, we are helping these communities attract and retain people who want to **Live the New Forest Future** – raising families and running businesses in vibrant rural towns. It’s an exciting time in the Maine woods.



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1963 MILLINOCKET MEMORIAL LIBRARY 2019

©Thalassa Raasch/Maine Community Foundation

“ We have a big vision for making the old mill site into a fully occupied campus for cutting edge businesses that take sustainable advantage of the region’s resources. Companies and their employees **care about quality of place** as much as industrial and natural assets, and it helps tremendously when they see that we’ve got an increasingly vibrant downtown and quality housing available. **The Center’s Housing Initiative is filling a crucial need** – and we see the Center as a critical part of our region’s future. ”

– Sean DeWitt, President, *Our Katahdin*

Members of Katahdin Gazetteer (top), a community visioning project of the Katahdin Collaborative; Mt. Katahdin reigns over downtown (above left); and Maine Librarian of the Year Matt DeLaney shows plans for the library expansion, for which the Center is helping to facilitate financing.

CREATING NEW OPPORTUNITY

In **Lancaster, New Hampshire**, the Center is pursuing diverse opportunities. Last year we supported a wood products manufacturing company to sustain and expand quality jobs; co-created with the town an energy efficiency program for homeowners and businesses; developed new recreation packages to improve access to area trails; and helped the Main Street movie theater convert to Automated Wood Heat.

We've also assisted with downtown redevelopment projects, launched an investment fund focused on historic building renovation and helped to increase resident participation to guide the community's future.

Good jobs are essential for a thriving community, so we made it a priority to help Bill Rutherford strengthen his custom cabinet and woodwork manufacturing company.

Bill opened NorthWoods Manufacturing in Lancaster in 2005 and moved his family to the area because he wanted to raise his son in a small town where he would know his neighbors.

Bill started with only one employee. He now provides good jobs for 13 people. With the Center's assistance, Bill expanded production and refinanced debt. His annual sales now exceed \$1 million. He volunteers with the Boy Scouts and is overseeing an Eagle Scout project that will benefit the local library. **Bill is investing in business innovation, providing quality jobs and serving his community. It's a winning combination.**

Across the region, the Center invested deeply in 16 wood products companies last year that together provide hundreds of highly skilled jobs. When we invest in innovation we know that businesses are adding value to resources from our forests, creating quality job opportunities, and keeping money circulating in our regional economy.

We're helping people like Bill put this winning formula to work across the region.



ENDURING OPPORTUNITY IN A NEW FOREST FUTURE.

AN ECONOMY THAT DELIVERS PURPOSE, INNOVATION AND WIDESPREAD OPPORTUNITY.

MEANINGFUL WORK.

“Lancaster is a great place to do business. It's a **great place to work and live**. I think it's very important for a business in a small town to **give back to the community**, to get involved.

The Center has been a huge help to our business. As a single owner, it's important to have **people you can turn to** for things outside your expertise. The Center has helped us save a lot of money, through engineering, through refinancing, and by raising capital for a new roof and siding. **It's made such a difference** to the company we are today.”

– William Rutherford, President, NorthWoods Manufacturing



In Lancaster (right), we've helped Bill Rutherford (top) build a stronger business offering good jobs; purchased and will renovate the historic P.J. Noyes building to create new apartments and be the new home of Taproot Farm & Environmental Education Center and the Root Seller Marketplace (left).



CO-CREATING EFFECTIVE PROGRAMS

In **East Burke, Vermont**, Kingdom Trails has proven that quality mountain biking trails can be a big draw for visitors and a benefit to residents and businesses in the community. Matt Langlais, president of the board of the Kingdom Trails Association, sums it up: “Mountain biking has become an economic engine for our rural Northeast Kingdom community. The visionary founders of Kingdom Trails, the dedicated community, and the generous private landowners who have grown and sustained the trails for almost 25 years now have shown that recreation can be another forest product that can help to sustain a rural economy.”

This past year the Center jumped at the chance to work with Kingdom Trails and include them in the Mountain Bike Collaborative – an effort to support six trail networks all working to benefit their own communities and the region.

The Center facilitates the 3-state, 2-country collaborative whose mission is simple: use mountain biking as a basis to secure economic benefit for communities and steward the landscape. Members include PRKR MTN in Littleton, NH; Coos Cycling Club in Gorham, NH; Mahoosuc Pathways in Bethel, ME; the Franconia Area Chapter of the New England Mountain Bike Association in NH; Circuits Frontières in East Hereford, Quebec; and Kingdom Trails.

The collaborative has created a shared brand – The Borderlands – to introduce itself to the mountain biking world and will begin promoting that brand in the coming year. The Center provided funding for shared marketing materials, trail construction, and trail improvements to make mountain biking more accessible to beginners.

The Center also facilitates the **Northeast Kingdom Regional Tourism Marketing Partnership**, a group of chambers of commerce and non-profits concerned with tourism in Vermont's three northeastern counties. Destination development is a big part of the New Forest Future. Our goal is to make sure that communities directly benefit from the economic opportunities created by travelers and adventurers drawn to the region.



Photo by Erica Housekeeper, courtesy Vermont Sustainable Jobs Fund

ENERGETIC COLLABORATION.

CONNECTION TO EXTENSIVE RESOURCES.

BOLD IDEAS FOR THE LONG HAUL.



We're enthusiastic about promoting place. Through local partnerships, we support new ideas and learn what makes an impact. In turn, we share those ideas with other communities, accelerating positive change. Grounded progress is catching on.



We're helping communities benefit from the growing popularity of mountain biking, which supports local businesses from bike shops to ice cream parlors. Dave Harkless, owner of Littleton Bike & Fitness (above right), represents PRKR MTN in the Mountain Bike collaborative that the Center facilitates.

“The Center’s work with the Mountain Bike Collaborative is helping other communities benefit from the exponential growth in the popularity of mountain biking. By working intentionally, other mountain bike areas and their communities can achieve the values we’re realizing in Burke – **healthy people, a healthy community and a healthy economy.** They’re all there for the taking.”

– Matt Langlais, President, Kingdom Trails Association

LEVERAGING EMERGING TECHNOLOGIES

In **North Hudson, New York**, change is underway. The state is developing a new tourism service hub to provide amenities – camping and food – to Adirondack visitors. That’s big. Less visible but just as important is that the town is now heating its garage with Automated Wood Heat.

When it came time to replace the outdoor wood boiler that heated the Highway Garage, North Hudson Supervisor Ron Moore thought he’d stick with the same log-length system they had been using. But then he thought about his crew and the physical demands of feeding logs into the boiler through a long Adirondack winter. He decided an Automated Wood Heat system was the better way to go.

While well known in Europe, Automated Wood Heat is still an emerging technology here. **Its benefits are wide-ranging: it keeps the money we spend on heat in the regional economy, sustains jobs from forest to pellet mill to home delivery, and immediately reduces greenhouse gases by 54% compared to oil.**

In **Tupper Lake, Saranac Lake, Chateaugay, North Hudson, Ray Brook, Lake Placid and Bellmont, New York**, the Center helped homeowners, municipalities and a state office complex convert from fossil fuels to Automated Wood Heat. We also used our multi-state experience to advise the state on ways to improve its underused wood heat rebate program.

Every one of these projects is now contributing to the local forest economy and reducing greenhouse gases, but it’s not enough. **More people need to know that automated, efficient wood pellet heating is an option for their home or business, for their schools and community buildings.** We created the **Feel Good Heat** marketing campaign with a wide range of partners to appeal to consumers’ values – renewable energy, low carbon, local jobs and forest stewardship – as well as to their interest in heating with wood the easy way: no splitting, stacking or lugging.



NEW TECHNOLOGIES, NEW MARKETS.

REINVIGORATING AND RE-IMAGINING USE OF NATURAL RESOURCES TO BENEFIT PLACE.

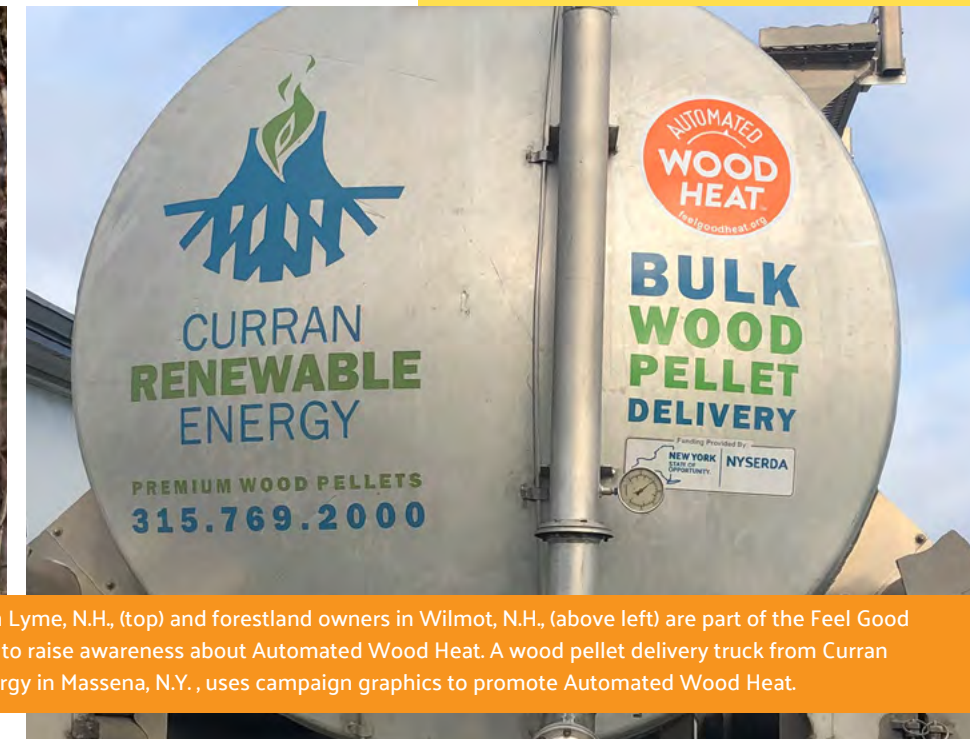
From the launch of our Model Neighborhood Initiative in Berlin, N.H., in 2011, to the conversions of community facilities that we support today, the Center has promoted Automated Wood Heat to diversify low-grade wood markets and help the region re-imagine how we heat.

In the Northern Forest, heating is as essential as eating – and there’s no better way than with Feel Good Heat.



“The Center’s team was instrumental in helping us through the whole process of purchasing and installing the wood pellet boiler, and we couldn’t be happier. **We were so pleased with our new system that we held an open house to show it off to other supervisors and folks from town.** We are proud that we’re still using local wood for our heat and have drastically cut out emissions compared to the old outdoor boiler.”

– Ron Moore, North Hudson Supervisor



Homeowners in Lyme, N.H., (top) and forestland owners in Wilmot, N.H., (above left) are part of the Feel Good Heat campaign to raise awareness about Automated Wood Heat. A wood pellet delivery truck from Curran Renewable Energy in Massena, N.Y., uses campaign graphics to promote Automated Wood Heat.

ADVANCING INCLUSIVE PROSPERITY

In **Washington, DC**, the Center advances policies that connect people, economy and the forested landscape to accelerate inclusive prosperity. In a contentious political landscape, we raise nonpartisan attention to new ways to stoke rural economic opportunity.

More than 10 years ago, **the Center advocated for the creation of the Northern Border Regional Commission, a federal commission that has since brought substantial new resources to the Northern Forest.** Our relationships with the region's eight US Senators and eight members of Congress helped win important support to create the Commission and to fund its work. Today the Commission invests \$15 million annually in the region, including a special new \$3 million appropriation in FY18 for a special initiative to address the economic challenges faced by forest-based communities.

Our relationship with the Economic Development Administration is yielding **\$3 million in increased investment** to develop multiple forest economy markets in the region. Targeted investment done right will have broad, positive impacts.

Then there's **the Farm Bill.** This omnibus spending bill funds key federal programs – such as Rural Business Development Grants, Community Forest and Open Space Program and many more – that support rural communities and the forest-based economy.

Over the past two years, the Center recommended changes to the delegation and agency staff that would improve the Farm Bill's existing programs, integrate new ideas and direct resources to better serve rural communities.

At the same time, we advance key principles in federal policy and national philanthropy to enhance rural places through the **Rural Development Innovation Group, our national collaboration with the Aspen Institute, U.S. Endowment for Forestry & Communities,** and others.

The Center is also at work at the state level. "The Center is a key partner in shaping and implementing economic and community development strategies across New



BRINGING ATTENTION TO RURAL PLACES AND THEIR CHALLENGES AND OPPORTUNITIES.

EMBRACING PERSPECTIVES FROM ACROSS THE IDEOLOGICAL SPECTRUM.

Hampshire's North Country," said Taylor Caswell, commissioner of the state's Department of Business and Economic Affairs. "The staff has a grounded perspective that informs policy change in meaningful ways, and they support projects that push innovation. **This winning combination enhances our local communities and the regional economy."**

We're proud to bring the Northern Forest experience into the national conversation on the future of rural places, for the betterment of all.



Members of the Rural Innovation Development Group (top), co-led by the Center, raise the profile of rural issues in D.C.; Center President Rob Riley talks with Sen. Jeanne Shaheen (left) before presenting at a hearing on small businesses; and Center Vice President Joe Short provides our perspective on the Farm Bill to congressional staff.

“The Northern Forest Center has been an invaluable steward of the Northern Forest economy. **They have provided both vision and innovative program development to help communities and businesses in the region maintain working forests while creating jobs.** The skilled staff of The Center have a long history of effectively representing the region in Washington and partnering with other organizations to achieve results for communities that are entwined with the Northern Forest.”

– U.S. Senator Jeanne Shaheen, New Hampshire



2018 PROGRAM MAP

COMMUNITY REVITALIZATION

COMMUNITY REVITALIZATION

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

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.

TAX CREDIT FINANCING

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

FOREST ECONOMY

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

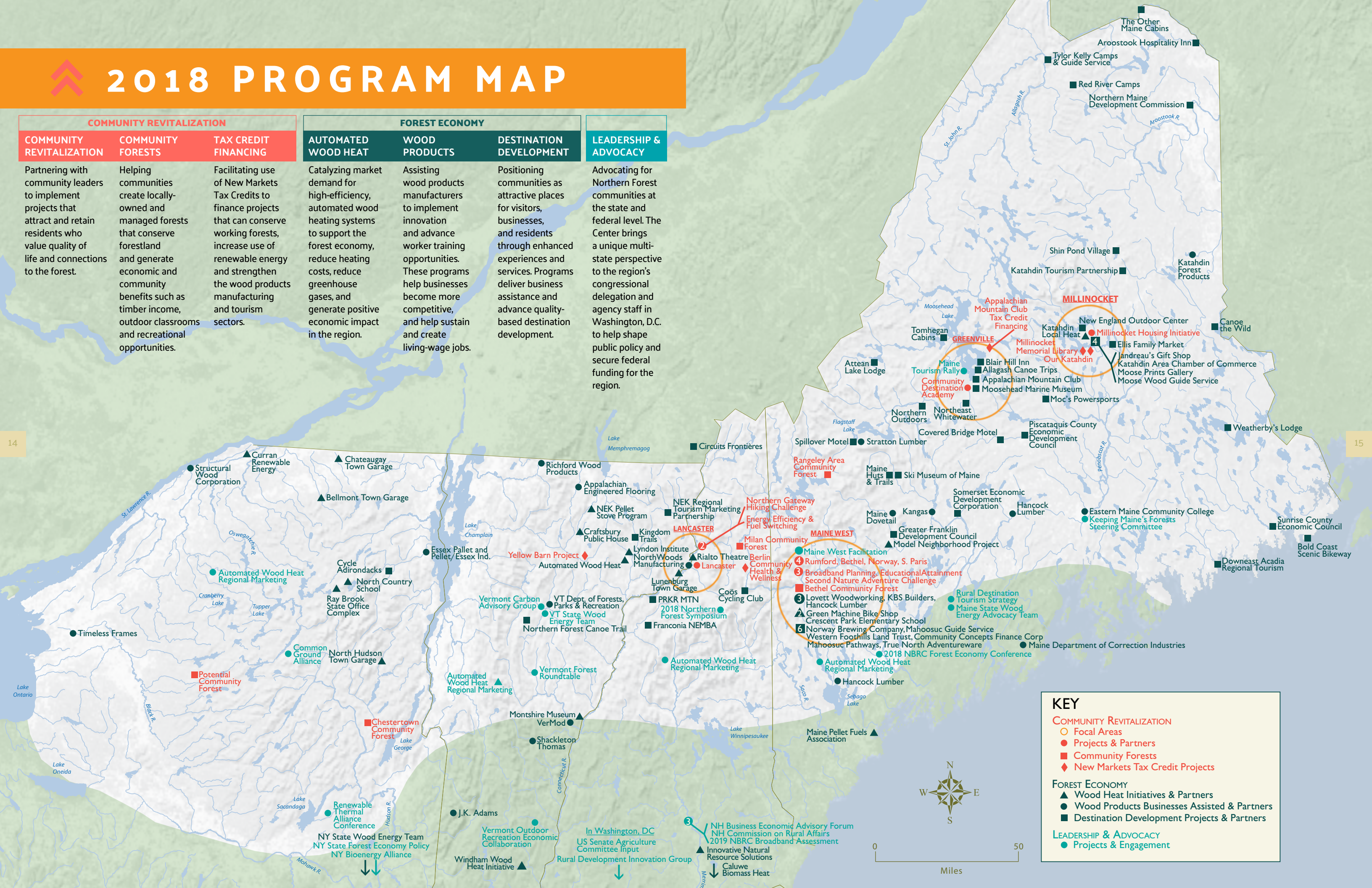
Assisting wood products manufacturers to implement innovation and advance worker training opportunities. These programs help businesses become more competitive, and help sustain and create living-wage jobs.

DESTINATION DEVELOPMENT

Positioning communities as attractive places for visitors, businesses, and residents through enhanced experiences and services. Programs deliver business assistance and advance quality-based destination development.

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 region.



KEY

COMMUNITY REVITALIZATION

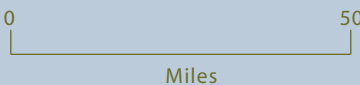
- Focal Areas
- Projects & Partners
- Community Forests
- ◆ New Markets Tax Credit Projects

FOREST ECONOMY

- ▲ Wood Heat Initiatives & Partners
- Wood Products Businesses Assisted & Partners
- Destination Development Projects & Partners

LEADERSHIP & ADVOCACY

- Projects & Engagement



WORKING AT MULTIPLE LEVELS TO DELIVER ON MISSION

30,000 FEET

Regional Leadership

Sharing bold ideas and infusing financial support and expertise backed by multi-state perspective and know-how.



ADVANCING POLICIES TO ACCELERATE INCLUSIVE PROSPERITY



DEVELOPING NEW MARKETS



BRINGING ATTENTION TO RURAL ISSUES

10,000 FEET

Coordinating Regional Initiatives and layering program delivery for maximum impact.

Co-creating effective programs that can be sustained by local ownership and replicated across the region.



SUPPORTING COORDINATED COMMUNITY REVITALIZATION



ADVANCING DESTINATION DEVELOPMENT



CREATING THE FEEL GOOD HEAT MARKETING CAMPAIGN

ON THE GROUND

Direct services and support to businesses and communities.

Collaborating locally to renew the pride, purpose and vitality of our communities.



ASSISTING WOOD PRODUCT COMPANIES



SUPPORTING DESTINATION DEVELOPMENT



CREATING COMMUNITY FORESTS

COMMUNITY REVITALIZATION

LANCASTER, NEW HAMPSHIRE

With a local advisory team, the Center is building on community priorities to benefit the town and attract and retain younger entrepreneurial people by:

- **Acquiring and initiating renovation of a key downtown property** – the P.J. Noyes building – for both commercial and residential uses through the \$1.5-million Lancaster Main Street Fund.



The Center and partners will renovate the historic P.J. Noyes building, above left, which anchors the north end of Main Street.

- **Promoting access to the outdoors** including a package of recreational activities and a hiking challenge for residents and visitors.
- **Improving energy efficiency and switching homes and buildings to Automated Wood Heat**, in partnership with the town.
- **Strengthening tourism-related businesses** through workshops for improved internet marketing.
- **Providing specialized assistance to NorthWoods Manufacturing** to refinance debt and increase lean manufacturing processes.
- **Speeding delivery of priority projects** by helping develop a plan for public infrastructure improvements; creating partnerships and increasing communication among stakeholders.
- **Engaging diverse voices from the community**, in partnership with UNH Cooperative Extension, to inform the town's 10-year Master Plan.

GREENVILLE, MAINE

Through ongoing engagement with partner organizations and local businesses, the Center has assisted the community to strategically attract visitors to experience the region's outdoor opportunities by:

- **Convening and facilitating key local organizations to increase alignment, coordination, and effectiveness** in pursuing Destination Development strategies.
- **Building the skills and capacity of 25 business, non-profit, and municipal leaders** through the state's first Community Destination Academy, which also identified priority projects for implementation.
- **Awarding matching grants to local tourism businesses** to develop new products and services that will provide a quality experience for visitors and strengthen each business and the jobs it provides.
- **Enhancing the overall attractiveness of the downtown and waterfront** areas through micro-grants to 9 downtown businesses for façade improvements.



A \$20,000 grant from the Northern Forest Center is helping entrepreneur Abby Freethy expand Northwoods Gourmet Girl from its origins as a producer of all-natural pantry staples into a full lifestyle brand.

MAINE WEST

Bethel, Rumford, South Paris & Norway

The Center coordinates and facilitates the Maine West collaborative – a partnership of 12 non-profit partners and the Betterment Fund – to integrate economic, educational, health and conservation outcomes in western Maine communities by:

- Supporting a locally-driven effort **to establish a new 978-acre Community Forest in Bethel**, facilitating robust community engagement in determining how the property will be managed and conserved for community benefit.



View of Bethel, Maine, from the future Bethel Community Forest, which will provide permanent access to the adjacent 2,400-acre Bingham Community Forest.

- **Advancing high-speed internet expansion** by securing a \$78,000 grant from the Connect ME Authority to plan for broadband expansion across 27 communities in western Maine.
- **Supporting outdoor recreation and active communities** by developing and launching the Second Nature Adventure Challenge, a three-level hiking challenge to promote outdoor activity, and by expanding mountain bike trails and access.
- **Assisting wood products manufacturers – Hancock Lumber, KBS Builders, and Lovett Woodworking** – to add value to local wood, sustain and enhance quality jobs, and increase business success.
- **Increasing the use of Automated Wood Heat by helping Crescent Park School in Bethel and Green Machine Bike Shop in Norway** switch to Automated Wood Heat.

MILLINOCKET, MAINE

In partnership with a variety of non-profit, business and public-sector partners, the Center is supporting exciting initiatives in this former paper mill town to diversify the economy and strengthen the community by:

- **Increasing quality rental housing through the Millinocket Housing Initiative** – we've purchased six homes, completely renovating 3 of them and renting out 5. (Read more on pages 4 and 23).
- **Helping to leverage much needed financing** to advance two major projects – **revitalization of the former Great Northern Paper mill site** into a cutting-edge business district and the **renovation and expansion of the Millinocket Memorial Library**.
- **Providing internet access to visitors and residents** by providing seed funding and securing wider financial support for WiFi hotspots on Penobscot Avenue, Millinocket's main street.
- **Advancing Automated Wood Heat** by providing incentives to help 12 home and business owners convert to high-efficiency wood pellet stoves or whole-home wood boilers.
- **Expanding the potential impact of recreation-based tourism** in the Katahdin region through seed grants to local businesses and assistance to Katahdin Area Trails to explore mountain bike trail expansion.



The living room of 175 Aroostook Avenue, Millinocket, after renovation.

FOREST ECONOMY

WOOD PRODUCTS INNOVATION

Adding value to the region's resource through wood products manufacturing provides meaningful work, delivers financial return to land owners, and keeps forests as forests. The Center helps companies implement innovations to become stronger businesses and offer important job opportunities, while also helping educational centers offer workforce training for careers in wood product manufacturing by:

- **Providing financial assistance, business consulting and coaching to increase the viability and success** of 16 wood product manufacturers and the quality of more than 365 jobs:
 - **In New York:** **Timeless Frames**, Watertown; **Structural Wood Corporation**, Waddington; **Essex Pallet and Pellet/Essex Industries**, Keeseville.
 - **In Vermont:** **J.K. Adams**, Dorset; **ShackletonThomas**, Bridgewater; **Appalachian Engineered Flooring**, North Troy; **Vermod**, Hartford; **Richford Wood Products**, Richford.
 - **In New Hampshire:** **NorthWoods Manufacturing**, Lancaster.
 - **In Maine:** **KBS Builders**, South Paris; **Hancock Lumber**, Bethel and Pittsfield; **Maine Dovetail**, New Vineyard; **Lovett Woodworking**, Wilton; **Katahdin Forest Products**, Oakfield; **Kangas**, North Anson.
- Leveraging \$211,000 in private investment in wood products companies **to improve profitability, stability and employment opportunities.**
- Supporting **Maine State Prison and Champlain Valley Educational Services** in providing wood worker skills certification for 61 people.
- Initiating a CEO peer forum to **assist business owners and managers with a wide range of organizational and business issues.**

AUTOMATED WOOD HEAT

Income from selling low-value wood, whether culled during harvest of saw logs or through stewardship cuts, is an important income stream that helps forestland owners improve their forests. The Center is expanding the use of Automated Wood Heat to develop demand for lower value wood, retain wealth in the region and lower greenhouse gas emissions by:

- **Providing incentives for 19 wood pellet boiler installations** in town garages, schools, community centers, and a New York state office complex.
- **Retaining \$1 million in the region** through the use of wood pellets instead of fossil fuels for heat.
- **Reducing regional greenhouse gas impact by 1,100 tons** by displacing fossil fuels in favor of wood for heat.
- **Creating and launching the Feel Good Heat marketing campaign**, exposing more than 230,000 people to Automated Wood Heat and its benefits.
- **Advocating for state public policies, rebates and other financial support** to increase the use of Automated Wood Heat across the Northern Forest states and Massachusetts.



The Center helped KBS Builders in South Paris and Waterford, Maine, take on a major effort to increase lean manufacturing processes and know-how at the business, which employs 146 people.

DESTINATION DEVELOPMENT

Many rural communities have what visitors want – a picturesque community center, a bucolic setting, walkability, and much more – and others need to invest in these assets. The Center helps communities increase their appeal to potential visitors and residents by:

- Providing grants and training to **enable 42 tourism-related businesses to better serve their clients and improve the quality of more than 200 jobs, leveraging more than \$160,000 in investment by these businesses.**



The Center helped Moosehead Marine Museum develop strategies to increase ticket sales for the historic steamboat Katahdin.

- **Delivering more than \$250,000 in media and marketing value to increase travel to the region** through Maine Woods Discovery, a consortium of providers serving adventurous travelers.
- Launching the Community Destination Academy with 25 business, non-profit and municipal leaders **to build a shared strategy for destination development in Greenville, Maine;**
- Facilitating development of a cooperative regional marketing strategy for the Northeast Kingdom of Vermont to **help draw travelers and potential residents to northern Vermont.**
- **Facilitating and supporting the Mountain Bike Collaborative**, 6 trail networks clustered in **Maine, New Hampshire, Vermont and Quebec** to cooperate on marketing, trail improvements and community impact (see page 8).

REGIONAL LEADERSHIP

LEADERSHIP & ADVOCACY

Rural places are sparsely populated and have limited representation in Washington, D.C. The Center brings national attention to rural challenges and to the need for an economy that delivers purpose, innovation and widespread opportunity by:

- Partnering with the Aspen Institute and U.S. Endowment for Forestry & Communities **to advance innovative rural development approaches in federal public policies and increase the effectiveness of rural programs.**
- **Helping to shape the 2018 Farm Bill** to deliver greater support to the Northern Forest region and other rural places.
- **Leading 6 ongoing regional networks to coordinate strategy, activity and support for key collaborations**, including:
 - **Maine Woods Consortium**
 - **Maine Woods Discovery** marketing cooperative
 - **Feel Good Heat** marketing campaign
 - The 3-state-2-country **Mountain Bike Collaborative**
 - **Northeast Kingdom Regional Marketing Partnership**
 - The national **Rural Development Innovation Group.**
- **Delivering a regional Forest Economy Conference** on behalf of the Northern Border Regional Commission to encourage coordinated investment in the region by public and private funders.
- **Advocating for additional funding through the Economic Development Administration (\$3 million) and the Northern Border Regional Commission (\$3 million)** to support regional forest economy projects.
- **Advocating for program changes** to improve the states' wood pellet incentive programs, particularly Renewable Heat New York, an underused incentive program for Automated Wood Heat installations.

FISCAL YEAR 2018 FINANCIALS

Contributing ideas, support, and expertise to strengthen economic opportunity and environmental resiliency.

Generous contributions and public investment enabled the Center to target program delivery across the region and to end the year in a strong financial position. Thank you!

In Fiscal Year 2018, the Center increased program funding by 22 percent – and also helped secure an additional \$193,000 for other organizations collaborating on projects. We also leveraged and helped secure \$9.2 million in additional public and private funding to business, organizational and public entities in the region.

Variances in revenue sources include two multi-year grants from federal agencies totaling more than \$750,000 to spur innovation in the forest economy, individual giving to our Innovation Fund to launch and sustain our Community Revitalization program, and earned income through contracts with public agencies to deliver programs across the Northern Forest.

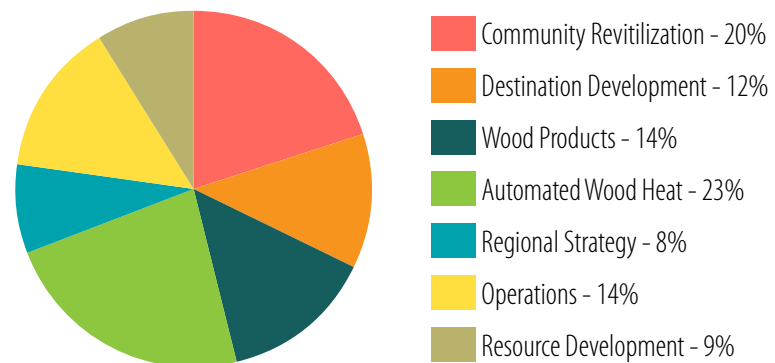
Of special note in Fiscal Year 2018, we raised \$700,000 from investors for the Millinocket Housing Initiative (see next page) through our subsidiary organization, Sustainable Forest Futures.

It is only through your generosity that the Center can be a powerful innovation and investment partner in the region.

Thank you!

	FY 2018	FY 2017
INCOME		
Individuals	\$ 371,371	\$ 708,993
Corporations	21,906	35,129
Foundations	488,175	597,047
Public Funding	849,405	92,676
Program Income	343,864	261,708
Other	4,708	4,200
Total Income	\$ 2,079,429	\$ 1,699,753
EXPENSES		
Program	\$ 1,523,327	\$ 1,261,094
Operating	287,807	239,439
Fundraising	173,906	184,725
Total Expenses	\$ 1,985,040	\$ 1,685,258
NET ASSETS		
Beginning of Year	\$ 1,730,364	\$ 1,715,869
End of Year	1,824,753	1,730,364
Change in Net Assets	\$ 94,389	\$ 14,495

2018 Expenses by Area



IMPACT INVESTING FOR THE NORTHERN FOREST

Creating bold possibilities.

Millinocket, Maine: In May 2017, the Center brought a bold idea to life by creating the **Millinocket Housing Initiative** to purchase and renovate dilapidated homes in downtown Millinocket. Our first-ever investment fund enables donors – individuals and foundations – to put their capital to work for Millinocket while also realizing a financial return.

Investors in the Millinocket Housing Initiative responded generously; we nearly reached our goal of \$1 million in the first six months. This capital allowed us to purchase six buildings, five of which are rented – three following complete renovations – and the sixth will undergo extensive renovations this winter. Our long-term strategy is to rent the properties for five to seven years and then sell the homes to individuals who choose to make Millinocket their home.

“The Center proposed an exciting and solid strategy and we saw how crucial it was going to be for Millinocket to have attractive places for people to live right away, as they were drawn to be part of the community,” said Maggie Drummond-Bahl, senior program officer at the Maine Community Foundation, one of the Center’s key investors. “The revitalization effort in the region is very exciting, and this program fits in with the overall effort really well.”

The Millinocket Housing Initiative enabled us to make an impact in downtown Millinocket and introduced a new tool to replicate in other Northern Forest communities.

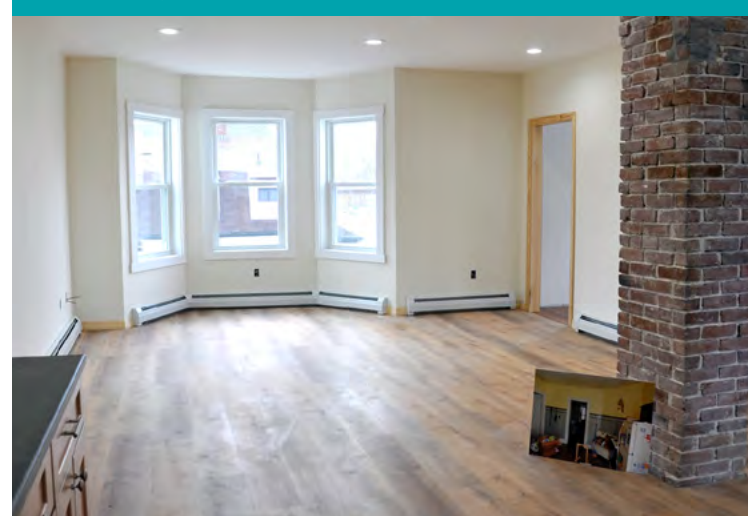
Lancaster, New Hampshire: In June 2018, responding to identified demand in the community, the Center launched the **Lancaster Main Street Fund** with a goal of \$1.5 million to renovate, rent and eventually resell up to three mixed commercial use and residential buildings on the historic section of Main Street.

On Oct. 1, 2018 the Center purchased the dilapidated P.J. Noyes Building, a structure that dominates the northern end of historic Main Street overlooking the town park. When renovated, the three-story, 11,000-square-foot building will provide commercial space for a local products market and quality apartments intended to meet the town’s need for in-town living spaces for young people and families.

“This project will bring a vacant building back to life, continue to revitalize Lancaster’s downtown, support the local economy, and increase access to our local food system,” said Melissa Grella, executive director of Taproot Farm & Environmental Education Center, the nonprofit organization that operates the Root Seller Marketplace, which will expand when it moves into the building’s ground floor after renovation. **“I’m really excited to be part of it.”**

To learn more about either investment opportunity, please contact Rob Riley at **603-229-0679, ext. 115** or **rriley@northernforest.org**.

A renovated apartment at 26 Central St., Millinocket, Maine.



Melissa Grella will move Taproot Farm & Environmental Education Center and its Root Seller Marketplace to 101 Main Street after renovations.



THANK YOU TO OUR GENEROUS DONORS

We are thankful to you not only as supporters, but as active participants in shaping our region. We depend on you to help us renew the pride, purpose and vitality of our communities.

This recognition list is for all of our generous supporters who made a donation between May 1, 2017 and April 30, 2018. If we have made any errors in compiling this list, please let us know.

We always welcome questions, comments, and your stories about why you love the Northern Forest. Please contact Lila Trowbridge at (603) 220-0679, ext. 102



Meadowsweet blooms in a boreal bog in Granby, Vermont.

©Jerry Monkman/EcoPhotography

INDIVIDUALS

PRESIDENT'S COUNCIL

President's Council members contributed \$1,000 or more to the Center last year.

OVER \$25,000

- Geoffrey E. Clark & Martha Fuller Clark Fund
- Roger* & Margot Milliken↑↑
- Thomas W. Haas Fund of the New Hampshire Charitable Foundation↑
- "You Have Our Trust" Fund of the New Hampshire Charitable Foundation

\$10,000 - \$24,999

- Anonymous (1)
- The Cabin Foundation↑↑
- Harold* & Elizabeth Janeway↑↑
- Paul L. King↑↑
- Bo Norris & Catherine Houlihan↑↑
- Ann Fowler Wallace* & Brad Wallace↑↑

\$5,000 - \$9,999

- Daniel & Mary Teresa Ahern Fund of the Maine Community Foundation
- Joan Burchenal↑↑
- F. Colin & Paula Cabot

Bea & Woolsey Conover Fund of the New Hampshire Charitable Foundation↑↑

- Herr Family Fund of the New Hampshire Charitable Foundation*
- David* & Lucy Marvin↑
- George W. Merck Fund, a fund of Patience & Tom Chamberlain at the New Hampshire Charitable Foundation↑↑
- Robert C.S. Monks & Bonnie Porta
- Elizabeth & James Nichols↑↑
- Prince/Bergh Family Fund of the New Hampshire Charitable Foundation↑↑*
- Rebecca Saunders↑↑
- Stiffler Family Foundation
- Stony Point Foundation

\$2,500 - \$4,999

- Charles & Lora Arter Fund, a Fund of Stephen & Ann Smith of the New Hampshire Charitable Foundation↑
- Tabitha Bowling* & Alyssa May
- Thomas & Dorcas Deans↑↑
- Elizabeth Ehrenfeld↑↑*
- Claudia & Peter Kinder Charitable Fund of the Vermont Community Foundation
- Wilhelm Merck & Nonie Brady↑↑
- Peter Stein & Lisa Cashdan↑↑
- Carl Wallman↑

\$1,000 - \$2,499

- Celina Adams* & Cameron Wake
- Anonymous (1)
- Buck Family Fund of the Maine Community Foundation↑
- Gerald W. Delaney, Sr.↑*
- Jan Eastman* & John Marshall↑↑
- Katharine Eneguess* & Steven Given↑↑
- Frederick & Patrice Ficken↑↑
- Dennis Fink
- Judy Geer and Dick Dreissigacker
- Pamela Hall↑
- Brian* & Katherine Houseal↑
- Tim & Joanie Ingraham
- Barbara M. Jordan↑↑
- The Helen and John Kubach Trust, a fund of the Renaissance Charitable Foundation↑
- Sydney Lea & Robin Barone↑
- John & Barbara Matsinger↑↑
- Mary McBryde* & George Newcomb↑
- David & Wanda McLure↑
- William & Mary Sue Morrill↑
- Richard Nichols↑↑
- Governor Wesley Powell Fund of the New Hampshire Charitable Foundation
- David* & Marie Redmond
- Rob Riley* & Tabitha Deans Riley↑↑

The Ruder Family Foundation of the Ayco Charitable Foundation

- Evan Schwartz↑↑
- Kelly Short* & Steve Blackmer*↑↑
- Barbara Sweet
- Tidewater Seed Fund of the New Hampshire Charitable Foundation
- Tim* & Mary Volk
- Neil & Elise Wallace↑↑
- Hartley & Benson Webster↑
- Carol & Joe Wishcamper

COMMUNITY DONORS

\$500 - \$999

- Maryellen Burke*
- Mark Ciborowski↑
- Ellen Collins↑↑
- Daniel & Mary Jo Davis
- Lewis Feldstein
- Brad Gentry
- Whitney & Elizabeth Hatch↑↑
- Herb & Chip Karasin
- Carola Lea↑↑
- Douglas Luke
- Bill & Sheila McCarten
- Peter & Carolyn Mertz↑
- Susan Morris & Chip Newell
- Anne Nordstrom & William Batesole↑↑
- Alexa Pinard & Scott Kirschner↑
- John P. Rogers↑
- Keith Ross↑*
- David & Ellie Sanderson
- J. Gordon Scannell, Jr.*
- Stuart & Jean Smith↑↑
- Jim* & Brenda Tibbetts↑↑

Key:

- ↑ 5 years of giving
- ↑↑ 10 years of giving
- * Current Center Board
- Former Center Board
- ★ Center Staff
- 🌿 Evergreen (monthly donors)
- President's Council donors

Ethan & Anne Winter
Mark & Susan Zankel↑↑

\$100 - \$499

- Maura* & Brian Adams
- Adirondack Foundation – Rocky Bog Fund↑
- Allenby Charitable Fund↑
- Anonymous (1)
- Dale & Maria Bardo
- Derek M. Beard↑
- Faith Berry
- Marc & Francine Bigney↑
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- Craig & Kathleen Byrum↑↑
- Paul & Sandal Cate↑↑
- Alan Chesney & Elizabeth Nichols↑
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- Susan Bacon Clark & Patrick Clark↑↑🌿
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- Linda Cohen
- A Component Fund of the Maine Community Foundation↑↑•
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- Carrie* & Kevin French↑

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- John Fritzinger↑
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- Laura Isham↑
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- Ron Lawler & Peggy Merritt↑↑
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 Ross❁ & Beverly Whaley
 Laurel★ & Dan Will
 Charlie & Merrie Woodworth
 Charles Wooster & Susan Kirincich↑↑
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 Hampshire Charitable Foundation↑
 Robin & Douglas Zinchuk↑↑🌲

UP TO \$100

Beth & Doug Allen
 Anonymous (3)
 Warren Balgooyen
 Richard Barringer & Martha Freeman
 Raymond & Leslie Bell

Key:

- ↑ 5 years of giving
- ↑↑ 10 years of giving
- ❁ Current Center Board
- Former Center Board
- ★ Center Staff
- 🌲 Evergreen (monthly donors)

President's Council donors

Eleanor Bemis
 William & Suzanne Birchard↑
 Glenn Booma
 Nathan & Judith Cantwell
 Peter & Deb Carter↑
 Thomas Christopher↑↑
 Kenneth Colburn↑
 Courtney Delaney★
 Joseph & Katherine Donnelly
 Paul Doscher in memory of Alan
 Hutchinson↑
 Anthony Filauro↑
 Katherine Fish
 Jim & Pam Frohn
 Robert Alec & Diane Giffen
 Amy Godine↑↑
 Thomas & Joan Graney
 Elizabeth & Samuel Harding↑↑
 Walter Hatch↑↑
 Andrew & Sarah Hoffman↑
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 Benjamin S. & Barbara W. Phinney
 Potente Huddleston Family Fund
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 Kip & Delia Thompson
 David & June Vail↑↑
 Rick Van de Poll
 Jack Waldron
 Stephen Webster
 CherylAnne Williams↑
 Kate❁ & Rob Williams🌲
 Skip Young

HERITAGE SOCIETY

Thank you to the generous members of the Heritage Society who have included the Center in their estate plans. For help in making a bequest, or to learn about gift annuities and other ways you can earn income while supporting the Center's mission, please contact Lila Trowbridge: 603-229-0679, ext. 102 or ltrwobridge@northernforest.org.

BEQUESTS PLANNED

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

BEQUESTS MADE

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

*new in 2018

FOUNDATIONS

Anonymous (2)
 The Betterment Fund↑↑
 Boquet Foundation↑↑
 The Jack & Dorothy Byrne Foundation↑
 Cloudsplitter Foundation↑
 Benjamin & Gertrude Couch Trust
 Davis Conservation Foundation↑↑
 The French Foundation↑↑
 Grantmakers for Effective Organizations
 Nonprofit Advisory Council
 High Meadows Fund↑
 Horizon Foundation↑
 Incurage Community Foundation
 Jane's Trust
 Emily Landecker Foundation
 Libra Foundation
 Maine Community Foundation↑↑
 Northwest Area Foundation
 Overhills Foundation↑↑
 Elmina B. Sewall Foundation↑
 Tall Timber Trust
 Doree Taylor Charitable Foundation
 Neil & Louise Tillotson Fund of the New
 Hampshire Charitable Foundation↑
 Trust for Public Land
 U.S. Endowment for Forestry &
 Communities↑
 The Gilbert Verney Foundation↑

PUBLIC SOURCES

Community Development Finance
 Authority
 Maine Department of Economic &
 Community Development
 New York Wood Products Development
 Council
 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↑

CORPORATE

Appalachian Engineered Flooring, Inc.
 Champlain Hardwoods
 EntreWorks Consulting
 Innovative Natural Resource Solutions,
 LLC↑↑
 Kel Log Inc.
 Kingdom Trail Association
 LandVest, Inc.
 Maine Wood Concepts
 New England Woodcraft, Inc.
 Northeastern Lumber Manufacturers
 Association, Inc.
 Northern Outdoors, Inc.
 Peter's Construction Consultants, Inc.
 Pinetree Power, Inc.↑
 Prentiss & Carlisle
 Seven Islands Land Company
 Squam Boat Livery
 Vigilant Woodworks, Inc.

CDFA TAX CREDITS

The New Hampshire Community
 Development Finance Authority (CDFA)
 Tax Credit Program awarded \$72,000
 in tax credits to support the Center's
 Community Revitalization work in
 Lancaster, NH. With appreciation we
 acknowledge the businesses below
 who purchased tax credits to support
 the Lancaster program:

Global Forest Partners, LP↑
 Granite Bank
 JJFC, Inc.
 Lyme Timber Company↑↑
 McDevitt Trucks, Inc.
 Northland Forest Products
 Passumpsic Savings Bank

MILLINOCKET INVESTORS

In Fiscal Year 2018, the Center created an investment fund for philanthropists wishing to invest capital in projects that benefit the region while earning a financial return. We are grateful for these generous investors and for their confidence in the Millinocket Housing Initiative and the new Lancaster Main Street Fund.

Elliotsville Plantation, Inc.
 Individual Investors (4)
 Maine Community Foundation

GIFTS IN KIND

Google for Nonprofits
 Monadnock Paper Mills Charitable
 Foundation
 Nathan Wechsler and Company

In Memoriam

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

Barbara Barnes
 Wes Burwell
 George Canon
 John Ewing
 Bob French
 Alan Hutchinson
 Fritz Koeppel
 Elwin Leysath
 Bruce Mazlish
 Brian Walsh

The annual report is printed on Astrolite Silk, with special thanks to Monadnock Paper Mills.

OUR PEOPLE

BOARD OF DIRECTORS

- Celina Adams, Kittery, ME – Vice Chair
- Peter Bergh, Portsmouth, NH
- Paul O. Bofinger, Concord, NH – Emeritus
- Tabitha Bowling, East Burke, VT
- Jerry Delaney, Sr., Saranac, NY
- Elizabeth Ehrenfeld, Falmouth, ME
- Eric Herr, Bristol, NH
- Ann Ruzow Holland, Willsboro, NY
- Brian Houseal, Westport, NY – Chair
- Harold Janeway, Webster, NH – Secretary
- Mary McBryde, Norwich, VT
- Roger Milliken, Portland, ME
- Rob Riley, Canterbury, NH – President
- Keith Ross, Warwick, MA
- Gordon Scannell, Pownal, ME
- Jim Tibbetts, Columbia, NH – Treasurer
- Tim Volk, Charlotte, VT
- Ann Fowler Wallace, Boston, MA
- Ross Whaley, Tupper Lake, NY
- Steve Wight, Newry, ME

Grateful thanks to our retiring directors:
Kate Williams, Waitsfield, VT

New directors for Fiscal Year 2018
Brad Gentry, Cheshire, CT

PROGRAM COMMITTEE ADVISORS

- Volunteers serving in addition to Board members.
- Keith Bisson, Coastal Enterprises, Inc., Brunswick, ME
- Paul Bofinger, Concord, NH
- Cecilia Danks, University of Vermont, Burlington, VT
- Roger Dziengeleski, Glens Falls, NY
- Kathy Eneguess, Magalloway 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

CENTER STAFF

- Maura Adams, Program Director
- Ellie Brown, Operations Assistant
- Courtney Delaney, Grants and Development Coordinator
- Carrie French, Director of Operations
- Leslie Karasin, Adirondack Program Manager
- Ailish Keating, Katahdin Project Manager
- Lianna Lee, Communications Specialist
- Dave Redmond, Director of Wood Product Initiatives
- Julie Renaud Evans, Program Director
- Rob Riley, President
- Joe Short, Vice President
- Kelly Short, Communications Director
- Lila Trowbridge, Director of Development
- Laurel Will, Staff Accountant
- Mike Wilson, Senior Program Director

Thank you to departing staff:
Maryellen Burke, Jessica O'Hare, and Rhonda Shippee.

ABOUT THE CENTER

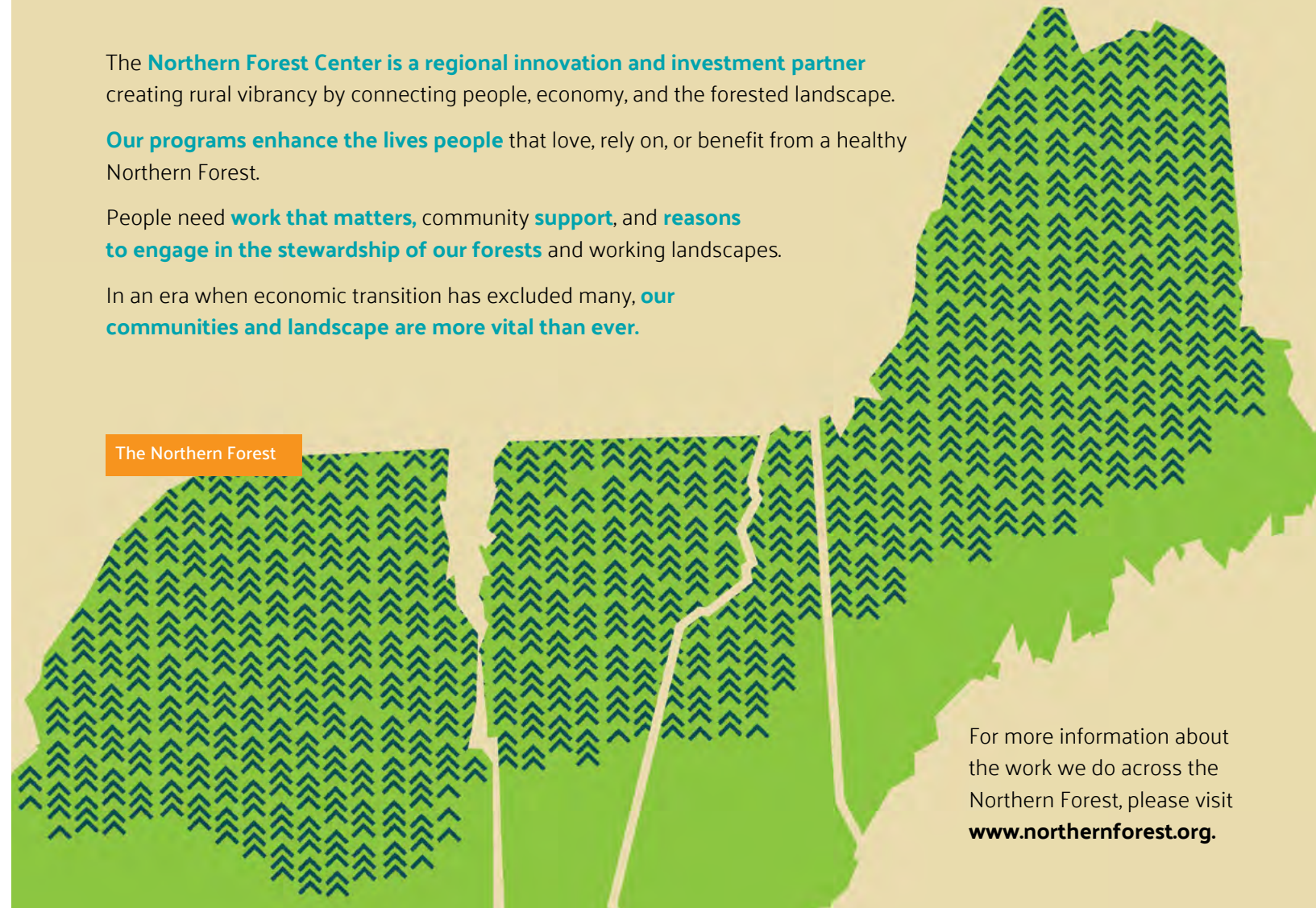
The Northern Forest Center is a regional innovation and investment partner creating rural vibrancy by connecting people, economy, and the forested landscape.

Our programs enhance the lives people that love, rely on, or benefit from a healthy Northern Forest.

People need work that matters, community support, and reasons to engage in the stewardship of our forests and working landscapes.

In an era when economic transition has excluded many, our communities and landscape are more vital than ever.

The Northern Forest



For more information about the work we do across the Northern Forest, please visit www.northernforest.org.



Center board members and staff visit the Bethel Community Forest project with the trustees of the Betterment Foundation, Maine West partners and guests (see page 19).

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 LIVE THE NEW FOREST FUTURE



Brian Adams