In 2010, ANCA conducted an external survey asking stakeholders and regional leaders to help us assess our impacts on the region. Special emphasis was placed on gathering data about ANCA’s mission, stature, effectiveness, and present and future role in advancing the economy of the Adirondack North Country.

This process has enhanced our confidence that ANCA’s mission, goals and objectives are on the right track while clarifying the need for more strategic focus on how we operate and what programs are most important.

2010-2015 KEY ELEMENTS

The Strategic Plan enables us to:

• Determine clear criteria for setting priorities
• Focus our programs to achieve specific and measurable goals
• Communicate effectively in new ways and through new technologies
• Better support the needs of and capitalize on opportunities for the Adirondack North Country

RECENT ACCOMPLISHMENTS

In 2010 we set the following goals. As of the last quarter of 2012, we have achieved all of them:

• Create new website to better serve the region
• Broaden our funding base
• Identify cross-program synergies and ensure that our programs mutually support each other
• Build stronger partnerships with businesses and universities
• Expand our board to better represent North Country business, non-profit, geographic diversity

In addition, we have accomplished the following:

• Launched a new Energy program and secured more than $600,000 in funding.
• Worked intensively as part of the North Country Regional Economic Development Council (REDC) to win Best Plan Award in 2011, bringing $103M to the region.
• Identified clean energy as a key economic driver for the region and held the first-ever North Country Clean Energy Conference, attracting more than 250 people.
• Playing a key role in creating a North Country Sustainability Plan, through Gov. Andrew Cuomo’s Cleaner Greener Communities initiative
• Facilitated two ground-breaking Common Ground Alliance (CGA) Forum events: In 2011, CGA launched a year-long scenario planning project for the Adirondack Park region. The report out at the 2012 CGA Forum drew a record number of attendees.
• Expanded our capacity to serve in an advocacy role for the region, through Executive Director Kate Fish’s involvement with the North Country REDC and several state advisory boards, such as a new NYSERDA Technology and Market Development Board, and NYS Scenic Byways Advisory Council.
• Hosted a summit on the State of the Adirondack North Country that featured experts from Empire State Development and the Federal Reserve Bank of New York as keynote speakers
• Increased effectiveness and capacity in serving the Adirondack North Country: Through our newsletter, growing our constituency base and a more effective and visible identity.
• Completed a number of noteworthy Scenic Byways projects, and secured $1.2M in funding to complete a multi-modal recreation path connecting Lake Placid to Saranac Lake.

2013 ORGANIZATIONAL OBJECTIVES

We intend to complete the following goals no later than December 2013:

• Expand our connections to the three other Regional Economic Development Councils in the ANCA region
• Further increase our work in energy conservation & renewables, through securing additional grants and hosting a second Clean Energy Conference
• Launch a regionwide product branding initiative, to help a larger number of artisans and food producers get access to broader markers
• Support communities in identifying and securing funds to improve their economies
• Expand our capacity to serve our communities through robust outreach efforts
ANCA at a glance

The Adirondack North Country Association (ANCA) is an independent not-for-profit organization working to strengthen key sectors of the economy in the Adirondack North Country.

ALL OUR WORK SUPPORTS 3 BIG GOALS:

1. RESILIENT LOCAL ECONOMIES
   Provide the foundation for business development that creates family-sustaining jobs in rural communities

2. VIBRANT COMMUNITIES
   Foster connections between communities; enable visitors and residents to fully experience the region’s abundant cultural and natural assets

3. A STRONG SENSE OF PLACE
   Recognize and highlight the exceptional assets that make this region unique and build the case for investment in the region

5 PRINCIPLES THAT GUIDE OUR WORK:

1. Entrepreneurs and small businesses are the engines of our economy
2. Clean energy is a powerful economic driver for the region
3. Working Landscapes — farmlands, forests and wild places — are the foundation of our economy
4. The unique and special characteristics of our small towns, villages and hamlets need to be preserved and promoted
5. A strong common identity for the Adirondack North Country region is fundamental
Where we work

REGION AT A GLANCE

Reaching from north of the Erie Canal to the Canadian border, from Lake Ontario to Lake Champlain, the largely rural Adirondack North Country lies within a day’s drive of 90 million people, and sees millions of visitors each year.

Defining natural assets include:
- The spectacular Adirondack Park, a unique, 6 million-acre mix of private and public land that is home to 103 communities and the highest mountains in the State
- The pastoral and scenic Tug Hill Plateau, with 63 communities and the deepest snowfall in the Eastern United States;
- The landmark 1,000 Islands Region, from Lake Ontario north on the St. Lawrence River;
- Fertile valleys along the Black River and St. Lawrence River, Lake Champlain, the Hudson River and the Mohawk River.
- 8.8 million forested acres
- More than 2,500 ponds, lakes and rivers
- 31,000 miles of streams and rivers

The Adirondack North Country covers the 14 northernmost counties of New York’s upstate region, comprising 38% of the State’s geography, and 6.4% of its population.

KEY FACTS

The ANCA region includes the following 14 counties: Clinton, Essex, Franklin, Fulton, Hamilton, Herkimer, Jefferson, Lewis, Oneida, Oswego, St. Lawrence, Saratoga, Warren, and Washington

Important resources:
- 14 cities
- 255 towns
- 1.26 million people
- 1,000 small businesses (with 100 or fewer employees)
- 781 large businesses (more than 100 employees)
- 21 colleges and universities
- Around 8,404 farms
- Expanding broadband capacity regionwide
- Main economic sectors are health care, retail, tourism and manufacturing
- Renewable energy production (hydroelectric, wind, biomass and solar)
What we do

MISSION

ANCA’s mission is to catalyze sustainable economic development across the Adirondack North Country and to enhance the quality of life of the people who live, work and visit here.

We:
• Foster the conditions necessary for business development
• Manage programs that increase regional self-reliance
• Develop projects and partnerships that support regional businesses and bring investment to the region’s rural places
• Spotlight the extraordinary natural, cultural and historic assets of the region
• Advocate for the region at the State and national levels

APPROACH

ANCA’s approach is built on a conviction that change is inevitable, that people can work together to influence the direction of change, and that transformation starts with an objective understanding of where we are today coupled with a vision for the future. It contains the following elements:
• Partnerships: We work with businesses, local government, other non-profits, universities and communities to build impactful programs and actionable outcomes
• Objectivity: Our decisions are based on facts
• Economic diversity: We support small and large businesses with the potential for enhancing the region’s economic well being
• Results oriented: We get things done through excellent project management. We continue to attract funding because of our history of delivering on projects
• Vision: We inspire large, longer term goals

CORE VALUES

In our daily work we are guided by our core institutional values which influence our programs and partnerships.
• Inclusiveness... working with a diverse set of partners
• Integrity... candor and openness characterize the way we work
• Innovation and creativity... we embrace a broad range of approaches
• Belief in dialogue... we work to facilitate shared strategies
• Non-partisan... we work with partners across the political and ideological spectrum

THE NEXT SIX PAGES PROVIDE AN OVERVIEW OF ANCA’S PROGRAM AREAS

• Business and Community Development
• Energy
• Explore/Scenic Byways
• Artisan Support
• Working Landscapes: Agriculture, Forest Economy, Recreation
Within the largely rural Adirondack North Country, we have long known that there are significant business opportunities in agriculture and specialty foods, energy efficiency, tourism, other business services, wood products and biomass-based energy, manufacturing, and crafts.

ANCA recognizes that economic stability comes from greater diversity throughout the region, from larger anchor businesses and institutions as well as start-ups and existing small businesses.

All our programs support entrepreneurs that make up the core of our communities: artisans, farmers, contractors, and those who serve our region’s visitors.

Entrepreneurs and small businesses are the foundation of resilient rural economies

ACHIEVEMENTS AND ACTIVITIES

- ANCA Executive Director Kate Fish was chosen by Gov. Andrew Cuomo to serve on the North Country Regional Economic Development Council. The Council’s Strategic Plan received one of four Best Plan Awards given Statewide, and brought in $103M in funding for the region.
- Played a key role in facilitating the Adirondack Futures Project, a year-long scenario planning process for the Adirondack Park.

ONGOING ACTIVITIES INCLUDE:

- Building on our relationships with the region’s colleges and universities. Recent collaborations have involved Paul Smith’s College, Clarkson University and St. Lawrence University
- Highlighting success stories in ANCA’s newsletter, website and other collateral.
- Advocating for increased access to broadband across the region.
- Advancing a regional branding initiative to effectively market products based on a strong sense of place.
Energy

ANCA’s objective is to reduce energy costs for people and communities, spur a transition to renewable energy sources, and increase the number of energy-related jobs.

ACHIEVEMENTS

• Launched energy efficiency program for residents and small businesses in 10 counties, through two grants: Green Jobs, Green New York, a program to assist residents and small businesses in performing energy retrofit work, as well as access project financing. In addition, we have partnered with Workforce Development Institute to help contractors upgrade their skills to perform work in this emerging field.

  Energy $mart Communities: ANCA has partnered with Cornell Cooperative Extension of Jefferson County to provide energy education, outreach services and clean energy business development.

• Organized and hosted the first annual North Country Clean Energy Conference in June 2012, which attracted more than 250 participants in 6 topic areas.

• Took the lead on developing the North Country Regional Economic Development Council’s vision goal of “Creating the Cleanest Energy Economy in the State.”

• Played a key role in securing $1M through the Statewide Cleaner Greener Communities program and are helping to create a Sustainability Plan for the North Country.

TARGET OUTCOMES 2013

• Along with 7-county consortium team, will oversee completion of Homegrown Sustainability Plan for the North Country, as part of the State’s Cleaner Greener Communities program and begin implementation of goals and projects identified in the Plan.

• Continue to build on our visibility as a go-to organization for energy conservation: Expand our outreach and education program to reach 50% of the targeted audiences, including homeowners, business owners, municipalities and meet our targets of 76 homes and 10 businesses performing energy upgrades.

• Continue to connect North Country contractors to training programs.

• Host second annual North Country Clean Energy Conference.

• Partnering with other organizations on a successful application to NYSERDA’s Economic Development and Growth Extension (EDGE) program, which will allow us to expand our outreach to include coordination of resources for energy efficiency and R&D/renewable energy projects.
New York’s Scenic Byways connect visitors to more than 200 dynamic communities along 2,000 miles of routes statewide. Of the thirteen Scenic Byways in the Adirondack North Country, ANCA manages seven. Through Byway planning, marketing, interpretive and accessibility projects, ANCA empowers communities to reap the benefits of these important tourism assets. Since 2000, the Federal Highway Administration has invested more than $6M in ANCA’s Byway projects through the New York State Department of Transportation.

**ACHIEVEMENTS**

- Secured $1.2M in Federal Highway Administration funding to complete multi-modal recreation path connecting Lake Placid and Saranac Lake
- Launched 14-county Bike the Byways Website
- Published Wildlife Interpretation Brochure and Invasive Species Alert Brochure
- Completed Duane Observation Deck and Interpretive Signage Project (Franklin County)
- Submitted completed Corridor Management Plan for Dude Ranch Trail (soon to be First Wilderness Scenic Byway) to State
- State Scenic Byways Advisory Committee approved plans for Black River Trail and Maple Traditions Scenic Byways

**TARGET OUTCOMES 2013**

- Work toward completion of multi-use recreation path
- Enter publication phase for a cultural touring guide book
- Begin work on electronic media kits for three Byways
- Publish Bike Map and design Bicyclist Day Trip Planner for Adirondack Trail (will be prototype for other Byways).
- Begin implementing ANCA’s Byway Signage Continuity Plan
- Continue development of Military Trail Corridor Management Plan (CMP)
- Celebrate completion of Whiteface Mountain Olympic Region Natural History Interpretation Project
- Continue work on Accessibility Assessment and Public Awareness Guide for three Byways
- Increase efforts to educate business owners, government officials, tourism leaders and community leaders on impacts and benefits of the program
- Consider source of funding to maintain individual bike and byways websites
- Begin recruitment to find management partners to take over implementation of each Byway CMP
- Celebrate completion of Black River Trail and Maple Trail CMPs and distribute copies of plan to community leaders
- Continue as communications liaison between DOT Regions 1, 2, and 7, and their service communities
- Secure new Byways projects
Artisan Support

For 26 years, the Adirondack North Country Association’s juried gift products trade show has connected shop owners and other buyers to handmade and locally sourced goods and specialty foods, purchased directly from regional artisans and producers. The show draws vendors and buyers from New York State and New England generates an estimated $200,000 in sales during the two-day event. Since the show operates on a not-for-profit basis, we keep the booth fees low so exhibitors can further maximize their profits.

Locally Made and Locally Owned

Buying locally made products keeps dollars circulating in the region

Our vision: To strengthen the North Country’s cultural identity through transforming the “invisible factory” into a thriving and visible economic engine in our rural communities. Through building capacity for traditional artisans, we will enable them to reach larger markets, achieve greater visibility and be able to successfully make a living on their craft.

ACHIEVEMENTS

- Organized successful 26th Buyer Days trade show, attracting 70 vendors, 19 of which were new to the show, and more than 200 buyers
- Expanded the number of food producers at the 2012 show, up 25 percent from 2011
- Secured Saratoga Springs City Center for March 27-28, for 2013 show
- Developed new partnership with Traditional Artisans in Upstate New York (TAUNY) on an application to the New York State Council on the Arts. Our proposed “Invisible Factory” project will help artisans prepare for wholesale markets.

TARGET OUTCOMES 2013

- Increase the number of participants at the 2013 Buyer Days show to 100 vendors and 300 retailers
- Work to expand geographical reach of the show to include more participants from the Northern New York counties, Central New York and the Hudson Valley
- Develop new partnerships with Chambers of Commerce and other nonprofits to assist with show marketing
- Update the show’s marketing materials, re-evaluate effectiveness of show’s name and identity in marketing itself in the region
ANCA works in collaboration with USDA Grazing Lands Conservation Initiative, Cornell Cooperative Extension, and other partners to help establish more robust local food economies.

Successful local food systems are a key part of building regional self-reliance.

ACHIEVEMENTS

- ANCA provides the technical assistance across 12 North Country Counties to develop and monitor grazing plans for interested farmers. In 2012, we developed 28 new grazing plans, oversaw 54 follow up visits, and co-hosted a pasture walk and series of grazing events.
- Helped farmers access energy efficiency incentives.
- Supported procurement of funds for innovative food processing facilities and food distribution projects.
- Participated in regional hearing by House Agricultural Committee for reauthorization of U.S. Farm Bill.

TARGET OUTCOMES 2013

- Develop new grazing plans across 12 North Country Counties including Franklin, St. Lawrence, Clinton, Essex, Warren, Washington, Saratoga, Oneida, Herkimer, Lewis, Jefferson and Oswego and conduct follow up visits with producers who have previously developed grazing plans.
- Co-host education events across the region.
- Better promote the innovations in local food economies across the region.
- Work with local food producers in launch of product branding initiative and increase number of local food producers at annual Buyer Days trade show in Saratoga Springs.
Fueling support for renewed interest in sustainably produced wood products

The 8.8 million forested acres in the Adirondack North Country region serve a number of essential roles. Forestry and paper production continue to provide much-needed jobs, and a growing interest in woody biomass is becoming a key component to this industry. ANCA advocates for the expansion of existing locally invested wood-based enterprises including value-added wood manufacturing, pulp and paper, and the cleaner use of biofuels.

ACHIEVEMENTS

- Held successful informational event in partnership with Biomass Energy Resource Center (BERC) and Northern Forest Center that resulted in two pilot projects, in Town of Saranac and Hopkinton-Parishville School District
- Saw strong attendance in Biomass Tract at the first North Country Clean Energy Conference that ANCA led in 2012.
- Highlighted success stories in newsletter and online
- Supported the allocation of $30M in industrial revenue bonds to Re:Energy

TARGET OUTCOMES 2013

- Continue to increase community awareness about the economic benefits of an active and local thermal biomass economy through the 2nd annual North Country Clean Energy Conference and other outreach efforts
- Monitor and assist in evaluation of critical questions such as long-term resource availability
- Advocate for retention and expansion of existing wood-based enterprises including value-added wood manufacturing and pulp and paper producers.
- Promote the appropriate use of land for biomass crops and biofuel development

Wild Places

Elevating global recognition of the region as one of the special places on the planet to visit, live, work and study

Many of ANCA’s projects highlight the extraordinary assets our region has to offer. While many of these projects fall within our Scenic Byways program, we believe they are worthy of special attention in this new category.

ACHIEVEMENTS AND 2013 OUTCOMES

- Published and distributed a Wildlife Interpretation brochure in English and French with partners at Wildlife Conservation Society.
- Published and distributed an Invasive Species Alert pocket guide, with partners such as Adirondack Park Invasives Program
- Launched a 14-county Bike the Byways website that features mountain biking as well as road cycling
- Blueways website development: Continue to seek funding for a project that will promote the Blueways of the ANCA region
- Consider source of funding to maintain individual bike and byways websites
- Explore and develop new projects that will highlight the region as a global destination
Support

Since 1955, ANCA has brought people together around a common goal: working to strengthen the Adirondack North Country economy.

We leverage the investments made in ANCA by our supporters through effective programs that reinvest the money back into our communities.

Our supporters include businesses and corporations, our counties and communities, cultural and arts organizations, residents and people whose hearts are in the Adirondack North Country, not for profits and small businesses, universities and colleges, Chambers of Commerce and others. We will continue to broaden our base of support as we reach further milestones.

The State of New York invests in ANCA to implement its priorities in the region. Individual State agencies such as New York State Energy Research and Development Authority, Department of Transportation, Empire State Development and the Office of the Governor have entrusted ANCA with management of economic development projects for the region.

ANCA — working as an agent of change for the region in collaboration with our partners, our supporters and the State of New York

PARTNERSHIPS

ANCA collaborates with technical, business, local government, non-profit and/or university partners in each of its programs, and we will continue to broaden our partnerships to best serve the Adirondack North Country. ANCA’s key strengths - deep and long-standing networks into communities across the region; excellent project management skills; long history of successful grant procurement; ability to facilitate collaboration – are augmented by the expertise of our partners.