

**PLANNING RETREAT NOTES
June 1992**

These notes reflect a compilation of notes taken by several different people. The notes have been edited to reflect some of the direction that came from that meeting. Hopefully that reflection is accurate.

The day began with a discussion of mission statements. A compilation of the statements is attached. Discussions were then broken down into 4 groups: fundraising, issue prioritization, membership and outreach, and management. By the end of the day there were three working groups: financial/fundraising, management, and issues. The issues committee also took on the responsibility for beginning to develop strategic action plans around specific issues.

KEY RECOMMENDATIONS AND ACTION ITEMS FROM THE GROUPS

OUTREACH AND ISSUES GROUP (co-chairs: Brett and Carol)

The issues group began to discuss issues in the context of long-range action plans -- 3 to 5 years. An overall goal and specific goals for certain issues areas were identified and some initial direction established.

OVERALL GOAL: Broader constituent base of GLU (women, people of color, labor, ethnic, poor, hunter and angler).

#1 GOAL: Areas of Concern

Build sustainable relationships within AOC communities with specific attention to principles of environmental justice.

- Objectives:**
- a) 3 year funded program
 - b) 5 year - actually have program
 - zero discharge
 - economic dev.
 - community planning

1st Year Objectives:

- a) survey assessment of problem with RAPs and then develop program for what we want
- b) RAP conference
- c) RAP Task Force

The group recognized the need to integrate directions developed during the meeting of the RAP Task Force at the Annual Meeting.

The notes from that meeting are outlined below:

- 1) Creative financing through fines, fees and public health dividend based on idea of pease dividend.
- 2) Strong public education campaign with established guidelines for participation in RAPS.
- 3) Include land use planning linked to ecosystem objectives.
- 4) Mechanism for economic/community rejuvenation including clean-up jobs being allocated locally.
- 5) Timetable for completion/implementation/progress evaluation.
- 6) Require pollution prevention programs from point and non-point sources. Plan for prevention treatment/safe remediation of contaminated sediments.
- 7) Set clean-up priorities with largest source first using BAT.
- 8) Agenda presented to presidential candidates.

The group recognized/acknowledged that the AOCs offer the greatest challenge to the environmental community and stressed the need for a continuing GLU presence in these Areas. In addition, there was a great deal of discussion about the "public participation process" versus ongoing community efforts to revitalize the Areas of Concern. There was also recognition that there was a high level of frustration with this process that needs to be addressed. Group members felt that GLU should view the Areas of Concern as community rebuilding projects. We should use our strength to increase communication and forge alliances within and between the Areas of Concern.

Work Commitments: A committee was set up to flesh out the AOC discussion further and to develop a long-range plan of action for the AOCs to present to the Board and to solicit funding from foundations. Committee members include: Carole, Dorreen, Sarah, John and Karen (and people outside the Board that are members of the technical advisory committee: Kathy Bero, John , and Dave Gianturco). Members were to develop a plan prior to fall Board meeting.

#2 GOAL: Increase effectiveness, profile and presence of Great Lakes United in Canada.

Objectives/Priority Issues:

- a) Member base expansion to 200 groups (3

- year) 200 (5 year) - reduce membership fee
- b) Develop outreach program - tour (1 yr-2yr) citizens agenda annexes
- c) Campaign on Canada-Ontario Agreement
 - citizens tour
 - AOC
 - Lake Superior
 - RAPS
 - Zero Discharge
- d) National Pollutant Release Inventory
- e) Safe Drinking Water Act
- f) North American Free Trade Agreement -- joint issue

Work Commitments: Certain members committed to work together to develop specific 3 to 5 year goals and objectives in each of these issue areas to be completed by the fall retreat, as follows:

Human Health: ??? (think that the logical people to do this were in other group meetings)
 NPRI - John, Paul
 COA - John, Paul, Sarah

#3 GOAL: Increase support and services to member organizations and community organizations.

No specific objectives were identified. This needs to be fleshed out further.

#4 GOAL: Ensure ongoing outreach and PR programs.

No specific objectives were identified. This needs to be fleshed out further.

#5 GOAL: Other issues that need strategic planning that GLU is currently involved in: U.S. issues, diversions, water levels, wetlands/habitat, pollution prevention.

STRUCTURE DISCUSSION FOR PRIORITIZING ISSUES:

- 1) Set up issues committee - come up with 5 year plan - annual reconsideration.
- 2) New breaking issues that exceeded certain thresholds - director and board make decision.

- 3) Increase overhead.
- 4) Develop criteria for issues involvement, for example:
 - cost effectiveness
 - wildlife and health

OUTREACH AND ISSUES GROUP NEEDS:

Plans developed by this committee to need to be sharply assessed in terms of resource needs and resource capacity, the achievability of specific objectives and goals, and the potential for the program to build the GLU coalition. In addition, key members of this group should probably get together over a bottle of wine or two and do some good brainstorming about program integration. Finally specific criteria should be developed to assist the Board in evaluating programs and strategic plans and to guide the development of plans and programs.

Brett's notes for an issue prioritization process:

- 1. Issues Committee needs to be established

Purpose: identify issues, goals, and match with budget needs

- pool board
- member
- resolutions > support? > action? > staff/need? how to pay program

- 2. 5 year issue plan report with annual reconsideration

- 3. Recommend staff/funding to address issue objectives

- 4. New breaking issues requiring 1-2 weeks staff/ \$1-5,000 resources?

- executive committee
- Executive Director
- issues committee

- 5. Possible issue criteria:

- Great Lakes Basin
- People, wildlife, fish health
- cost effectiveness
- \$\$ availability, grantor, interest
- possible, subcontractors, avail?
- exotics? pers. toxics
- vision statement

FUNDRAISING/FINANCES GROUP (co-chairs: Camilla & Chris)

The fundraising group identified several needs:

- a) Need long term plan for fundraising
- b) Need to know sources of funding
- c) Motivate GLU board to fundraising
- d) Fundraising workshop
- e) Identify 3 new organizations - board role?
- f) Identify major donors - board role?
- g) Change membership dues?

Recommendations (short-term):

- a) fundraising training.
- b) each board member bring in 3 new organizations
- c) go back to Beldon for seed money
- d) fundraising committee will meet with director prior to next meeting to make recommendations to the board at the next meeting

Recommendations (long-term):

- a) expand number and scope of foundations that we apply to
- b) expand membership base
- c) endowments
- d) need to begin thinking and talking about the structure of GLU in 5 years and what this means in terms of finances.

MANAGEMENT GROUP (Chair: Sarah)

Management Needs/Problems:

- a) Need better process for long & short term planning.
- b) Board function roles to be more responsive to membership and staff.
- c) Isolation of Windsor office.
- d) Clear understanding of everyone's roles.
- e) Assessment of staff roles.
- f) More constant communication on projects between board, staff and members.
- g) GLU board and staff with clear vision of roles; teams of members working with staff.

Recommendations:

- a) Personnel Committee meeting be followed up.
- b) Executive Committee needs better handle on what is going on in the office.
- c) Executive Committee drive other committees to do their business.

- d) Executive Committee to meet a day before the board meeting.
- e) Increase Board/Staff communication by:
 - routine reporting on work plans 2 weeks prior to board
 - executive committee meets full day before meeting and reviews progress on work plans - want this to happen right away
 - subcommittee of staff and board to identify information needed to make decisions.
- f) Executive committee should meet right away to help clarify issues work and improve record keeping in the short term.

It was recognized that there was some overlap between the issues committee and the management committee. Brett and Sarah agreed to work together to hash this out.

The basic operating structure for developing work on issues was described as follows:

annual meeting > board retreat > staff workplans > board review

Recommended Reading:

"Inside the Environmental Movement" - Don Snow, Island Press

MISSION STATEMENTS

Great Lakes United is an assembly committed to a healthy ecosystem for the Great Lakes Basin and St. Lawrence River.

As an international organization, composed of a diverse coalition/network of individuals/organizations within the Great Lakes Basin and St. Lawrence River, GLU is dedicated to the preservation, protection and restoration of the Great Lakes ecosystem. We do this by:

- Promoting/coordinating citizen involvement
 - Providing the conduit for [education exchange] cross communication between communities/governments/industry.
 - Influencing policy
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Great Lakes United is an assembly of peoples committed to a healthy ecosystem for the Great Lakes Basin and the St. Lawrence River.

GLU is an international coalition/network, dedicated to the restoration, protection and preservation of the Great Lakes and St. Lawrence Ecosystem, through leadership, education and citizen involvement.

GLU is an international alliance of environmental, community, labor, recreational, municipal and research organizations working together to conserve, protect and restore the Great Lakes - St. Lawrence ecosystem.

Great Lakes United:

- * facilitates, and when appropriate, coordinates citizen action; and
 - * provides leadership on critical Great Lakes issues.
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GLU is a diverse coalition which advocates and fosters action and stewardship for the health and wellbeing of the ecosystem and peoples of the Great Lakes Basin.

VISION

1. Expanded member base

groups (grassroots)	500
individual	5,000

stronger power base

2. Health of Basin dramatically improved - aim for sunseting the organization.

3. Task Forces become effective mechanisms for coordination and developing and implementing strategic action plan

4. Strong membership servicing component

groups	
individual members	

5. International balance - resources, staffing, activity

6. Education/P.R./Public Awareness Component/Strategy

7. Increased awareness of GLU (Need to build power base)

8. We need concrete result - model

Limitations

1. membership structure

2. diversity - too much - leads to dilution

3. International nature/differences 15 governments

4. Board member conflicts - GLU activities & their own group activities - fundraising