

Great Lakes United



MEMORANDUM

To: **GLU TASK FORCE CHAIRS:**

**PAUL MULDOON
JACK WEINBERG
TRACEY EASTHOPE
JEANNE JABANOSKI
BRENNAIN LLOYD
STEVE SEDAM
JOHN JACKSON
SARAH MILLER
BRUCE WALKER**

From: Burkhard Mausberg
Date: April 9, 1995
Re: General Support grant to Joyce Foundation

Enclosed you will find a draft proposal to the Joyce Foundation for 1995/96.

Please look through and provide me with comments by **Tuesday, April 12, 5pm EDT.**

Thanks,

Burkhard

an international coalition to conserve and protect the Great Lakes/St. Lawrence River ecosystem

State University College of Buffalo, Cassady Hall, 1305 Elmwood Ave., Buffalo, New York, 14222, 716-886-0147 (fax: 886-0303) • 76 University West, P.O. Box 548, Station A, Windsor, Ontario, N9A 6A6, 519-255-7141 (fax: 255-7361)

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April 12, 1995

Margaret O'Dell
Program Officer
The Joyce Foundation
135 South LaSalle Street
Suite 4010
Chicago, Illinois 60603

Dear Margaret:

Enclosed you will find our proposal for general support funding in the amount of \$70,000 for the period September 1, 1995 to August 31, 1996. In addition, Great Lakes United is seeking \$20,000 to hire Sheila Leahy as a consultant to create a strategic implementation plan for the Clean Production Task Force, and to identify and develop funding proposals for that Task Force.

With a grant from the Joyce Foundation, Great Lakes United (GLU) can continue its efforts to build, strengthen and expand coalitions of organizations and people working to protect the Great Lakes.

So far, 1995 has been a successful year for GLU. By May of this year, Great Lakes United will have hired a new executive director, a new office manager, and four new field-coordinators. By that time, we will also have determined the location of our Field Office(s).

The next year will be very important for Great Lakes United. As the re-building process gathers full momentum, the organization will be increasingly asked to coordinate various campaigns and projects. Thus, a general support grant from the Joyce Foundation will be most useful to support these coordination activities.

Thank you for your continued support.

Sincerely,

Burkhard Mausberg
Executive Director

encl.

Grant Application Cover Sheet

Name of Applicant: Great Lakes United Application Date: April 15, 1995

Address: Buffalo State College, Cassety Hall, 1300 Elmwood Avenue

City: Buffalo State: New York Zip: 14222

Telephone: (716) 886-0142 Fax: (716) 886-0303

Electronic Mail: glh@igc.apc.org

Contact Person: Burkhard Mausberg

Title: Executive Director

Date Organization Began Operations: Formed in 1982 Incorporation Date: Nov. 15, 1983

Number of Staff 4 Full-time: 4 Part-time: 0

Total Operating Expenses (for most recently completed fiscal year 1994): \$214,245

Estimated Duration Dates of Project: Beginning: Sept. 1, 1995 Ending: Aug. 31, 1996

Total Budget and Amount Requested from Joyce Foundation in this Proposal:

	1995
Budget Total:	\$423,896
Requested from Joyce:	\$90,000

Brief Description of Project: General support to strengthen and coordinate citizen action to protect and restore the Great Lakes-St. Lawrence River ecosystem in four programmatic areas:

- clean production
- protection of biodiversity and habitat
- healthy communities in the Areas of Concern
- sustainable water resources

Geographic Area Served by Project: Great Lakes - St. Lawrence River Basin

Beneficiary Group(s) Targeted by Project (racial, ethnic, gender, age, income level):

Grassroots community organizations, First Nations, labor organizations, and affected citizens in the areas of concern.

Date of IRS Ruling Letter of Tax-Exempt Status: January 16, 1991

EXECUTIVE SUMMARY

Great Lakes United (GLU) is seeking a general support grant from the Joyce Foundation to continue its efforts to build, strengthen and expand coalitions of organizations and people working to protect the Great Lakes. In addition, Great Lakes United is seeking \$20,000 to hire Sheila Leahy as a consultant to create a strategic implementation plan for the Clean Production Task Force, and to identify and develop funding proposals for that Task Force.

As a not-for-profit coalition of community-based and regional organizations and individuals, our mission is to work together to develop and maintain a healthy ecosystem in the Great Lakes-St. Lawrence River Basin. GLU fulfils its charge from its members by: (1) promoting and coordinating citizen action; (2) building strong grassroots leadership; (3) educating citizens and policy-makers; and (4) developing and advocating for effective policy initiatives.

In 1994, GLU undertook a strategic planning process and re-organized its work into four coalition-based task forces: (1) clean production; (2) habitat and biodiversity; (3) sustainable water resources; and (4) healthy communities in Basin Areas of Concern.

The purpose of these task forces is to create multi-organization, coordinated campaigns to protect the Basin ecosystem. For 1995/96 the Clean Production Task Force is undertaking a coordinated campaign to reduce and eliminate toxic substances in specific industrial sectors. In addition, the Task Force will continue to explore the concept of "transition planning," which is necessary to provide for an orderly transition to a clean economy.

The Habitat and Biodiversity Task Force is undertaking a three-year project to strengthen grass-roots efforts to counter "wise use" initiatives. Moreover, the Task Force will create a program and forum on fish management issues.

The Healthy Communities Task Force will undertake a project to strengthen grassroots efforts to cleanup the Areas of Concern. In particular, together with the Institute for Conservation Leadership, the Task Force will hold four training workshops for citizens active in RAPs in the summer and fall, and will research and communicate RAP success stories by publishing bi-monthly *RAP Updates* and fact sheets.

The Sustainable Water Resources Task Force will undertake background research on water diversions and other policies that may impact water quantity in the Basin. The Task Force has a three-year goal of developing and implementing a campaign plan and building a broader coalition to advocate for sustainable water policies.

Other activities for 1995/96 include the continued production of the GLU newsletter, organizing citizens for the 1995 Biennial meeting of the International Joint Commission, holding our popular Annual General Meeting, replacing out worn out and outdated equipment, and re-thinking the location of our Windsor Field Office.

1. Description of the Organization

Great Lakes United is a not-for-profit coalition of community-based and regional organizations and individuals, from the United States, Canada, and the First Nations. Our mission is to work together to develop and maintain a healthy ecosystem in the Great Lakes-St. Lawrence River Basin.

GLU was not founded by any one person; it emerged in 1982 when community, labor, conservation, and environmental organizations saw the need to create a diverse, regional coalition to organize, educate and advocate for the protection of the Basin as an ecosystem. GLU's membership includes community, environmental, hunting and angling organizations, labor unions, and organizations of the First Nations. Organizational members such as Citizens for Alternatives to Chemical Contamination, the League of Women Voters, United Auto Workers, the Grand Cal Task Force, Niagara River Anglers, Northwatch, the St. Clair River International Citizens' Network, the Ecology Center of Ann Arbor, Sierra Club, and the Assembly of First Nations exemplify the diversity of this unique coalition. GLU fulfills its charge from its members by:

- promoting and coordinating citizen action;
- building strong grassroots leadership;
- educating citizens and policy-makers; and
- developing and advocating for effective policy initiatives.

GLU is governed by a 22 member Board of Directors comprised of six regional representatives, one native nation representative, four U.S. at-large representatives, five Canadian at-large representatives, and a six member executive committee. The Board meets four to five times each year. The executive committee communicates monthly or bi-monthly.

In addition to regular standing committees (finance, by-laws, personnel, and executive), two board members chair each task force. Policy decisions are guided by policy resolutions adopted by the member organizations at the annual meeting. The staff is comprised of an Executive Director, Office Manager, Publications Manager, Field Coordinators, and of course, volunteers and interns.

In 1994, with support from the Charles Stewart Mott Foundation, the Joyce Foundation and our member organizations, GLU undertook a strategic planning process and re-organized our work into four coalition-based task forces:

- (1) clean production;
- (2) habitat and biodiversity;
- (3) sustainable water resources; and
- (4) healthy communities in Basin Areas of Concern.

The purpose of these task forces is to create multi-organization, coordinated campaigns to

protect the Basin ecosystem, and specific objectives for the task forces have been identified in our strategic plan:

- within one year develop and begin to implement a three-year plan to educate and empower grassroots organizations to respond to issues raised by the "wise use" movement in the U.S.;
- within two years develop a coordinated, multi-organization, grassroots campaign aimed at instituting better water resource management policy for the Basin;
- within one year develop a coordinated, multi-organization, grassroots campaign framework aimed at sunseting persistent toxic chemicals;
- within three years develop model programs for defining and creating healthy communities in the Areas of Concern;
- within one year ensure that all task forces are operating and have sufficient support; and
- within one year have a three-to five-year financial plan that includes funding for projects, task forces, and operational support, and that plans for increasing our self-generated funding base to support the basic operations of the organization;

Since its inception Great Lakes United has been crucial in bringing about change in the Basin. Consider some of our accomplishments:

- In 1983, GLU identified its first campaign: winter navigation. Within weeks of a U.S. congressional committee vote supporting winter navigation, GLU had developed a unified voice throughout the Basin in opposition to the practice -- and within months, the committee was forced to remove winter navigation from its funding bill.
- In 1986, GLU held citizen hearings across the Basin about the governments' failure to protect the Great Lakes. The hearings and subsequent work undertaken by GLU enabled citizens to take an unexpectedly strong role in the renegotiation of the Great Lakes Water Quality Agreement.
- With our member organizations, we successfully campaigned to have Lake Superior given special status due to its relatively pristine state and to have Erie Harbor in Pennsylvania, recognized as an Area of Concern.
- In 1993, GLU organized over 300 citizens to attend the Seventh Biennial meeting of the International Joint Commission.
- In 1994, GLU worked with our member organizations to voice our concerns and opposition to the North American Free Trade Agreement. Due to the work of Great Lakes United and many others, support for NAFTA by Great Lakes decision-makers was limited.
- In 1995, GLU began its "Little Zeros" campaign, which aims to achieve interim steps to

attain zero discharge of persistent toxic chemicals. Also in this year, GLU began a coordinating effort to counter "wise-use" activities in the Basin.

GLU receives funding from organizational and individual members, donors, and foundations. Through our strategic planning we identified the need for three-to five-year financial planning and for increasing our self-sufficiency funding base.

2. Explanation and Documentation of Need

The Great Lakes Basin has changed greatly over the last 13 years. Local organizations have sprung up across the region, creating significant environmental changes in their communities and contributing to regional and national environmental policy debates. Over the last few years, many of the Basin's larger environmental organizations have diminished in their size and their ability to undertake Great Lakes-related activities.

These changes have led to decreased coordination, fragmentation in focus, and an increasingly national, as opposed to bi-national, approach to resolving environmental problems. This is occurring at a time when environmental opposition movements, such as the "wise use" movement and the new U.S. Congress, are gaining strength nationally and locally.

Meanwhile, additional problems and needs continue to emerge in the Great Lakes:

- The Great Lakes community has put the issue of persistent toxic substances and zero discharge in the forefront of environmental policy. However, many large organizations no longer have the resources to contribute to large campaigns advocating for zero discharge. Leaders of the Basin's smaller organizations are beginning to fill this gap but they need support, training, and a forum for developing strategies, sharing information, and moving the issue forward at a regional level. Evidence continues to mount in support of taking action to eliminate the use of persistent toxic substances. Most recently, new information has emerged linking estrogen-mimicking chemicals to changes in male reproductive organs and breast cancer.
- The forty-three Areas of Concern have historically been the largest sources of pollution to the Great Lakes Basin. Remedial Action Plans were promoted by the International Joint Commission as the mechanism for cleaning up these areas. The majority of RAPs are completing Stage II (identification of remedial options) and moving into Stage III (implementation), just as government funds to pay for remedial measures are drying up. It will take significant citizen pressure to ensure that implementation occurs.
- Cross-boundary trade agreements, impending climate change, continued depletion of water resources in the southwest, and overdevelopment of watersheds is increasing the demand to divert water from one part of the Basin to another, and to divert water out of the Basin

entirely.

Strong, coordinated citizen action is needed to accomplish progress on sunsetting persistent toxic chemicals, cleaning-up and restoring Areas of Concern, protecting biodiversity and habitat, eliminating diversions of Great Lakes water, and instituting better water management.

3. Proposed Program Activities and Goals

Great Lakes United undertakes its work through four task forces: the Clean Production Task Force, the Biodiversity and Habitat Protection Task Force, the Healthy Communities Task Force and the Sustainable Water Resources Task Force. The role of task forces is to support the development of focussed projects and campaigns around the basin, while the role of GLU staff is to support the task forces and their work. The specific projects of the task forces during the grant period are summarized below.

3.1. The Clean Production Task Force

MISSION

The GLU vision of clean production embodies the principles of sunsetting, pollution prevention, citizen rights, conservation, and environmental justice. Clean production includes production processes which reduce the use of energy, natural resources and other raw materials in the production of goods and service. It includes products which are designed and manufactured for a long, useful life; for easy repair, reconditioning and upgrading; and for eventual recycling of component parts and materials. It includes processes which do not use or produce persistent toxic substances, and only produces other pollutants at levels which can be assimilated without harm by natural processes in the environment. The principles of clean production include environmental justice, recognizing that members of *all* communities in the Great Lakes Basin should have equitable access to the goods and services necessary for a good and healthy life.

HISTORY

While Great Lakes United has been involved in toxics issues since its inception, the emphasis on *clean production* has developed only over the last year and a half. The notion of clean production is a culmination of several concepts which have evolved over the last two decades.

The activities of GLU's Clean Production Task Force over the last year can be summarized as follows:

- held several task force meetings;

- initiated the "Little Zeros" campaign which aims to achieve zero discharge of persistent toxic chemicals through many interim steps. The first two workshops will be held May 6 in Ann Arbor, MI, and May 7 in Hamilton, Ontario;
- prepared a report to the IJC on transition planning for phasing-out PVC: this report was a collaborated effort of seven groups;
- prepared recommendations on how to reform the *Canadian Environmental Protection Act*, which is currently under review by a House of Commons committee; GLU was part of this collaborating effort of over 40 groups;
- initiated a law suit against the Government of Canada for their failure to implement sections of the *Canadian Environmental Protection Act*;
- participated in the Great Lakes Regional Corporate Council; and
- attempted to hire a full-time field coordinator but the preferred candidate withdrew her application because of other offers. Two contractors were hired in the interim, and a new hiring process for a full-time task force coordinator will be conducted in late April.

WORKPLAN

In 1995/96, GLU's Clean Production Task Force will focus on three main activities.

(1) Coordination of the "Little Zeros" campaign.

GLU's Clean Production Task Force will undertake the following activities for the "Little Zeros" effort:

- expand task force membership, especially from public health and women's groups, and encourage their involvement in the "Little Zeros" effort;
- conduct a media training workshop for participants in the "Little Zeros" effort in the fall of 1995;
- prepare educational materials;
- target schools for "Little Zeros" activities; and
- initiate a special dry-cleaning project, as requested by several GLU member groups.

Please note that specific and concrete activities for the "Little Zeros" effort cannot be detailed here since the first meetings will be held May 6 and 7, when the participating groups will indicate what they want GLU to do.

One of the options to be explored at the meetings is the idea of establishing a "mini-fund," whereby GLU would administer a fund to be available to "Little Zeros" participants. The groups would prepare a short proposal to GLU on how they can achieve a specific "Little Zero" in their community. GLU would solicit granting agencies and administer the "mini-fund" with very little overhead.

(2) Furthering the concept of transition planning.

To develop and promote the concept of transition planning, GLU's Clean Production Task Force will:

- continue the dialogue with labour to identify mechanisms, tools and opportunities to develop and implement transition planning activities;
- incorporate transition activities and proposals in the "Little Zeros" effort;
- prepare reports as needed; and
- participate in various fora dealing with transition planning.

(3) Contracting Sheila Leahy as a Consultant

Sheila Leahy has contacted Great Lakes United to offer her experience and expertise to further the goals of the Clean Production Task Force. Specifically, she will create a strategic implementation plan for the Task Force to effectively frame a campaign and an organizing strategy. As well, in an effort to broaden the work of the Task Force, Ms. Leahy will identify additional funding sources and develop proposals. We anticipate that her work will last the full period of the grant.

3.2. The Biodiversity and Habitat Protection Task Force

MISSION

Our vision for protecting habitat and biodiversity is to increase the diversity of native species within the Basin ecosystem. Great Lakes United defines habitat to include the Great Lakes-St. Lawrence River ecosystem, small lakes and river systems, wetlands, woodlands, dunelands, and grasslands. The mission of the Biodiversity and Habitat Protection Task Force is to strengthen efforts to maintain, preserve, and re-energize the conservation ethic in the Great Lakes Basin.

HISTORY

GLU has traditionally worked on a variety of issues which indirectly have an impact on natural areas such as winter navigation, lake levels, and zero discharge of persistent toxic chemicals. Activities aimed directly at natural area protection have included regional policy development on issues such as wetland preservation and coastal management, as well as support for local activities being undertaken by our member organizations.

The activities of GLU's Biodiversity and Habitat Protection Task Force over the last year can be summarized as follows:

- held several task force meetings;
- developed and received a grant from the George Gund Foundation to coordinate biodiversity work;
- hired a task force coordinator;
- will sponsor a major Task Force planning meeting on April 29/30 in Detroit, MI. The purpose of the meeting is to develop a very specific list of activities that member groups want GLU to do; and
- initiated a steering committee to plan the fish management program. The committee is made up of members from over a dozen different groups and agencies, and they have already held several meetings to map out their activities.

WORKPLAN

In 1995/96, GLU's Biodiversity and Habitat Protection Task Force will focus on two main activities.

(1) Counter "wise use" and "takings" activities in the Basin.

The goals for the 1995/96 work of the Biodiversity and Habitat Protection Task Force are:

- to empower community and conservation organizations throughout the Basin struggling to protect public health and the environment;
- to inform policy makers and the public about the "wise use" movement, and the nature and impact of their ideology; and
- to preserve the conservation ethic.

To achieve these goals, the Task Force has set itself the following objectives:

- to immediately develop a network of activists throughout the Basin that are facing "wise use" initiatives, such as "takings" legislation;
- to develop and disseminate information on "wise use" initiatives and steps local groups can take to counter "wise use" arguments;
- to assess the state of the "wise use" movement in the Great Lakes Basin and the status of "takings" initiatives at the local, regional and national level; and
- to develop a three-year proactive education, response, and media strategy to counter "takings" and other "wise use" initiatives.

Since GLU will hold an important Task Force planning meeting on April 29 & 30, it is not possible to determine the specific and concrete activities for the "wise use" and "takings" work at this time. However, several participating groups have already indicated what they want GLU to do:

- expand task force membership, especially from historic preservation and native groups;
- prepare educational materials; and

- work on a cooperative project with the Long Point Bird Observatory to include biomonitoring in RAPs. In an attempt to serve member groups, GLU is considering 'loaning' the field coordinator to the Observatory. If such a relationship is useful to GLU members, and workable for the Task Force, future loans of GLU field coordinators to member groups will be considered.

(2) Create a program and forum on fish management issues.

The future of the Great Lakes fisheries is a matter of vital concern to sports, commercial and subsistence fishermen. In light of the recent collapse of the East Coast fishery, managers, international treaty commissioners and political leaders must make important decisions to shape the future of the Great Lakes fishery.

For those concerned about the Great Lakes fishery, there is neither a guiding document to work with, nor a public process to discuss the issues. The fishery issue is so heated and divisive that they discourage public discussion and their eventual resolution.

Great Lakes United (GLU) proposes to hold a major conference on the Great Lakes fishery. The goals of the conference are:

- to bring together different user groups, scientists, fisheries managers, citizens' groups and others interested in the issue;
- to inform participants of the emerging concerns related to the use of gill nets;
- to examine facts, assertions and alternatives related to the use of gill nets;
- to create an opportunity for discussing fishery issues and to begin to create a non-partisan public review;
- to identify areas of agreement among the differing viewpoints, and to identify areas of continued divergence between disputing parties; and
- to stimulate thinking on the fishery's role in restoring, maintaining and protecting a healthy and sustainable resource.

The proposed outcome of the conference will be a better understanding of the issues related to the Great Lakes fishery. Areas of agreement will be identified, as well as processes to further develop the dialogue on areas of disagreement. In addition, several reports and publications will be produced, outlining the various issues, positions, and areas of agreement.

3.3. The Healthy Communities Task Force

MISSION

The Areas of Concern (AOCs) have been major contributors to pollution in the Great Lakes, and many of them have suffered significant economic and social upheaval. Our short term

mission is to enhance communication and action between citizens working on Remedial Action Plans (RAPs) in order to ensure RAP implementation occurs. In the long term, the Healthy Communities Task Force will develop its vision for a healthy community, based on model projects in Areas of Concern.

HISTORY

Great Lakes United has long been active in the AOCs, especially in the development of RAPs. We have sponsored meetings, held workshops, and participated in RAPs. In addition, GLU has published well over a dozen reports pertaining to RAPs.

During the past year, members of the Healthy Communities Task Force have undertaken the following activities:

- held several task force meetings;
- surveyed the extent of pollution prevention activities in Areas of Concern. A report covering the summary and analysis of the data will be published in May;
- participated in the Detroit River, St. Clair River and Niagara River RAPs;
- developed and received a grant from the Great Lakes Protection Fund to strengthen citizen involvement in RAPs; and
- sponsored a workshop on pollution prevention and RAPs in Rochester, NY.

WORKPLAN

The specific activities of the Healthy Communities Task Force for 1995/96 will include:

- to expand task force membership, especially from public health and community development groups;
- to hold four training workshops for citizens active in RAPs in the summer and fall;
- to research and communicate RAP success stories by publishing bi-monthly *RAP Updates* and fact sheets;
- to work with First Nations through the EAGLE project to help them develop RAPs in some of their main areas of concern, and to help integrate concerns arising from the EAGLE project into RAPs where these communities are part of the AOC;
- to explore the brownfields issue; and
- to sponsor a larger meeting of AOC/RAP participants in 1996.

3.4. Sustainable Water Resources Task Force

MISSION

Water resources and the systems we use to manage them have an impact on every aspect of our lives. Overdevelopment of watersheds and overuse of groundwater resources create

increasing demand for water and places additional pressure on our ailing infrastructure. Thus, the mission of the Sustainable Water Resources Task Force can be summarized as follows:

- to conserve and protect Great Lakes and groundwater resources within the Basin;
- to anticipate and prevent the need for out-of-basin and intra-basin diversions, as well as prevent exports of Great Lakes' water; and
- to implement a Basin-wide conservation strategy.

HISTORY

Great Lakes United has a rich history in coordinating citizens to fight water diversions. In 1992, for example, GLU played a central role in stopping a proposal to divert water to the Mississippi River watershed. Moreover, GLU participated in many lake level discussions, fora and meetings. Specifically, the Sustainable Water Resources Task Force conducted the following activities in the past year:

- held several task force meetings;
- prepared a draft report of the various water diversion activities and stresses on water use in the Great Lakes; and
- prepared a funding proposal to complete the draft report.

WORKPLAN

For 1995/96, the Task Force will conduct the following activities:

- expand task force membership;
- develop a coordinated grassroots campaign aimed at instituting between water resource management policy; and
- prepare a background paper on various water quality stresses on the Great Lakes.

Additional projects under consideration by this Task Force include:

- producing a "Diversion Watch" which would research, identify and publish unsustainable water use practices by industry, utilities, agriculture, and municipalities. As well, the "Diversion Watch" would identify and publicize diversion proposals, or those soon to be under consideration;
- producing a "Trade Watch" which would monitor and analyze the effects of trade agreements and globalization on Great Lakes water resources; and
- producing a "Citizens' Guide to Water Conservation" which would empower Basin residents to implement local water conservation programs.

3.5. Other Activities

Aside from task force activities, Great Lakes United plans to undertake the following activities in 1995/96:

THE GREAT LAKES UNITED NEWSLETTER AND OTHER COMMUNICATIONS

In 1995/96 Great Lakes United will continue to publish its newsletter. However, the content and format of the publication will change significantly to reflect suggestions from our member groups. The newsletter currently has a circulation of 7,000 and we will continue to send it to a broad audience.

Task force and membership mailings will also continue in 1995/96. The frequency will increase to reflect the needs of our membership.

Finally, Great Lakes United will investigate the possibility of undertaking an electronic communications program. Elements discussed to date include:

- (1) *Electronic Update* -- Develop and produce an electronic version of GLU's current newsletter for automated e-mail distribution. An electronic publication can reach a large audience and increase GLU's organizational profile, while substantially reducing information distribution costs.
- (2) *On-line Conferences and Newsgroups* -- Establish public discussion group(s) for one or more of GLU's issue areas, i.e., clean production, chlorine-free, zero persistent toxins, Great Lakes ecosystem health, etc.. GLU could use these interactive sites to fulfil its role as an information clearinghouse and facilitate discussions of its ongoing campaigns (eg., "Little Zeros").
- (3) *Task Force Coordination On-line* -- Develop and implement a strategy to coordinate the work of one or more task forces electronically. Such a strategy would increase the use of e-mail for regular communication and document production and provide connectivity support and training for task force participants and GLU member groups.
- (4) *Pilot Project* -- Develop and implement an on-line pilot project for the 1996 GLU Annual General Meeting, including pre-meeting resolution development and discussion, e-mail registration, agenda planning and input, posting meeting proceedings, etc.. Such a project would require connectivity support and training for GLU staff and task force participants and GLU member groups.

ORGANIZING FOR THE INTERNATIONAL JOINT COMMISSION BIENNIAL MEETING

GLU has been asked by the IJC to coordinate the environmental group presentation to the Eighth Biennial meeting this fall. In addition, Great Lakes United has been approached by member groups to coordinate citizen organizing prior to the Biennial. As a result, a proposal to facilitate this effort has been submitted to the C.S. Mott Foundation.

FINANCIAL AND FUNDRAISING PLAN

Great Lakes United is currently developing a three-to five-year financial plan which includes funding for projects, task forces and operational support, and plans to support the basic operations of the organization. To date, elements of this plan include (in no particular order):

- *Workplace Giving Campaigns:* GLU is a member of the Environmental Federation of New York and the Ohio Fund for the Environment. Ontario environmental groups are developing a similar program and GLU is part of this effort.
- *Nevada Tickets:* GLU sells lottery tickets in Ontario, which are providing an increasing source of funding.
- *Membership Development:* GLU is changing its database and procedures to develop a better set-up for membership development. An increased number of potential member groups and individuals will be approached.
- *Donor Solicitation:* with the change in data base set-up, GLU will begin prospect direct-mail solicitation. Prospects include all individuals who have contacted GLU, or who participated in GLU activities.
- *Canadian Foundations:* GLU recently received charitable status in Canada, allowing us to solicit funds from Canadian Foundations.
- *U.S. Foundations:* GLU will attempt to raise funds from foundations not traditionally associated with the organization. An initial focus will be on foundations in Western New York.
- *Other Activities:* We are planning to hold two fundraising events a year, such as special dinners, benefits concerts, etc., and we anticipate to work with the Atlantic States Legal Foundation to access settlement monies to fund GLU's public outreach and education work.

GLU'S ANNUAL GENERAL MEETING

GLU's Annual General Meeting continues to be an important event to bring together citizens from around the basin. The 1994 AGM attracted over 125 citizens and activists from across the Basin. The 1995 AGM, entitled "Transition to a Clean Economy," is planned for June 2-4 in Sarnia, Ontario, while the 1996 AGM will take place on the U.S. side of the Great Lakes with a yet to be determined theme and location.

EQUIPMENT

Over the years of basin-wide coordination, GLU's equipment has become obsolete and worn-out from heavy use. This has made our operation less efficient and has hampered our productivity. In 1995, we are launching a "Capital Donations Campaign" to improve our overall ability to perform our mission effectively. To that end, we will approach

foundations, equipment manufacturers and retailers, and individuals for contributions. The Buffalo Foundation and the Western New York Foundation have already been approached for support.

FIELD OFFICES

Since our Windsor Office Director has left her position in March of 1995, the office is currently not staffed. GLU's Executive Committee is currently exploring various options, from re-staffing the office to moving the office to Michigan, and will have decided on this issue by May of 1995.

4. Evaluation and Dissemination Plans

The main means of evaluation will be the success of the task forces and their work to build, strengthen and expand coalitions of organizations and people working on various aspects of Great Lakes protection.

The main dissemination will be through task force mailings, task force workshops and meetings, membership mailing, and through the GLU newsletter (see also section 3.5 above).

5. Project Budget and 1995 Organizational Budget

Great Lakes United is requesting \$70,000 from the Joyce Foundation for general support, especially for the operation of the task forces. In addition, GLU is seeking \$20,000 to hire Sheila Leahy as a consultant. The time period covered for this grant is September 1, 1995 to August 31, 1996.

The allocation of a Joyce Foundation grant can be seen from our 1995 organizational budget (next page). Attachment 3 to this proposal provides a more detailed division of GLU's 1995 budget. This attachment also includes a draft 1996 budget.

Other proposals submitted and pending are as follows::

Granting Agency	Purpose	Amount	Period
The Buffalo Foundation	Equipment	\$15,000	1995
The Western New York Fdn.	Equipment	\$5,000	1995
The VEATCH Program	Biodiversity	\$30,000	1995
The Beldon Fund	Biodiversity	\$10,000	1995
The C.S. Mott Foundation	LC Biennial	\$108,000	1995

1995 GLU OPERATIONAL BUDGET - secured funding					
Expenses			Income		
Salaries	189500		Memberships		
Benefits @ 20 %	30300		Organizations	16400	
Contracts	45812		Individuals	4600	
Audits	4000		Subscriptions	470	
Supplies, Equipment	5530		Donations		
Rent	4265		Campaign	10000	
Copier	4924		Unsolicited	3140	
Postage	8950		Annual Meeting	7000	41610
Phone	24,700		Grants		
Parking subsidy	220		Great Lakes Protection Fund	109000	
Printing	9,800		Guad Foundation	35000	
Insurance	3000		Joyce Foundation	40000	
Travel & Accommodation	82895		Mott Foundation	70000	254000
Annual Meeting	6000		Contracts	62662	
Training	2000		Other		
Miscellaneous	2000		Settlements	20000	
TOTAL	423,896		LEA	400	20400
			Income		378,672
			Expenses		423,896
			Required funding for 1995:		45,224

5.1. Notes on 1995 Organizational Budget

INCOME

GLU members pay an annual membership fee; organizational memberships are 100, while individual memberships are \$20. Both fees are under review to account for differences in organizational budgets and for the potential of increasing individual memberships. Also, in 1995 Great Lakes United will purchase a more sophisticated software for its database and fundraising efforts.

Donations to the organizations will be solicited from a variety of sources. The 1994 Renaissance Campaign by GLU's Board of Directors was fairly successful, having raised almost \$10,000. A similar campaign will be held again in 1995.

The Annual General Meeting will raise funds through the registration fee and auction.

Great Lakes United received a restricted grant from the Great Lakes Protection Fund to strengthen citizen involvement in RAPs.

The George Gund Foundation provided GLU with a restricted grant to work on biodiversity issues.

The Joyce Foundation allotment is an unrestricted grant from the 1994/95 general support.

The C.S. Mott Foundation granted GLU an unrestricted, general support grant for 1995.

For 1995, GLU has contracted with several organizations to undertake several pieces of work.

The settlement funds are left-over from 1994.

EXPENSES

Salaries for full-time staff include the Executive Director, the Office Manager, the Publications Manager, and four Field Coordinators. A part time position for a development person has also been allocated. Please note that two field coordinators will be hired by May, 1995, and that the development person will be hired once additional funds have been raised.

Benefits include medical and eye-care coverage.

For 1995, GLU has contracted with several organizations to undertake several pieces of work for GLU, including fundraising, media training for GLU members, and training workshops for RAP participants (the Institute for Conservation Leadership).

The audits, supplies, rent and copier expenses all represent fairly fixed costs which have been substantially reduced over the last year.

The postage costs include a dedicated \$3,200 for task force mailings, while the rest is postage for the newsletter and general mail.

Phone expenses include \$9,100 dedicated to task force conference calls, and \$6,000 for regular task force calls.

The printing costs include \$4,800 for the newsletter and \$5,000 for all remaining printing activities, including task force specific printing.

Insurance expenses cover costs such as office equipment and Board of Directors insurance.

The main expense under travel and accommodation is reserved for the task forces (\$51,755), while the remainder is geared to Board and staff travel.

Costs for the Annual Meeting include covering speakers' expenses, while training expenses are for staff development.

A miscellaneous line item for unexpected expenses has been slated at \$2,000.

6. Staffing

Staffing at Great Lakes United has undergone tremendous changes over the last year. Due to fiscal pressures in late 1993 and early 1994, several staff had to be laid off. In addition, Mary Ginnebaugh of GLU's Windsor office left her post in March of 1995.

In addition to a number of volunteer and interns, GLU employs the following staff as of April 12, 1995:

Burkhard Mausberg is the Executive Director of Great Lakes United. Prior to his employment with Great Lakes United, Mr. Mausberg worked for the Canadian Institute for Environmental Law and Policy, Pollution Probe, Environment Canada and several private firms. Holding a degree in Environmental Science from the University of Toronto, he is currently completing a Master's degree in Environmental Studies at the University of Waterloo. Mr. Mausberg has written extensively on issues related to toxic substances, biotechnology and the Great Lakes.

David Mahony is the Field Coordinator for the Biodiversity and Habitat Protection Task Force. Mr. Mahony is a native of Toronto, Ontario, and he received his law degree from

7. Attachments

- (1) Board of Directors
- (2) IRS Determination Letter
- (3) Organizational Budgets for 1994, 1995, 1996 (draft), most recent Form 990, and letter from auditor
- (4) Summary of GLU's Strategic Plan (programmatic activities)
- (5) Additional information ("Little Zeros" announcement, sample Newsletter, etc.)