



Hudson River Sloop
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Forming and Maintaining Strategic Partnerships

What Works and What Doesn't

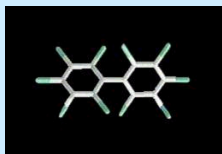
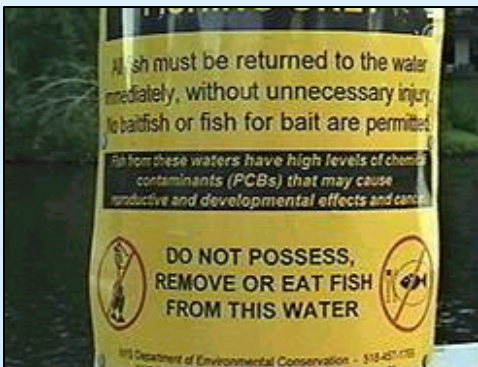
REGIONAL APPROACHES TO CONSERVATION

November 19– 21, 2010

The Thayer Hotel, West Point, New York

Manna Jo Greene, Environmental Director
Hudson River Sloop Clearwater

Friends of a Clean Hudson (FoCH) Coalition



- **Purpose:** To get GE to remove PCBs from the Hudson River
- **Duration:** Until Hudson River is remediated and throughout post-remediation monitoring (~80 years).

1970 – 1998: **Loose network** of people working on PCB issue

1998 – 2002: Leading up to the landmark **Record of Decision**, those involved formed a **strong alliance** of more than a dozen groups:

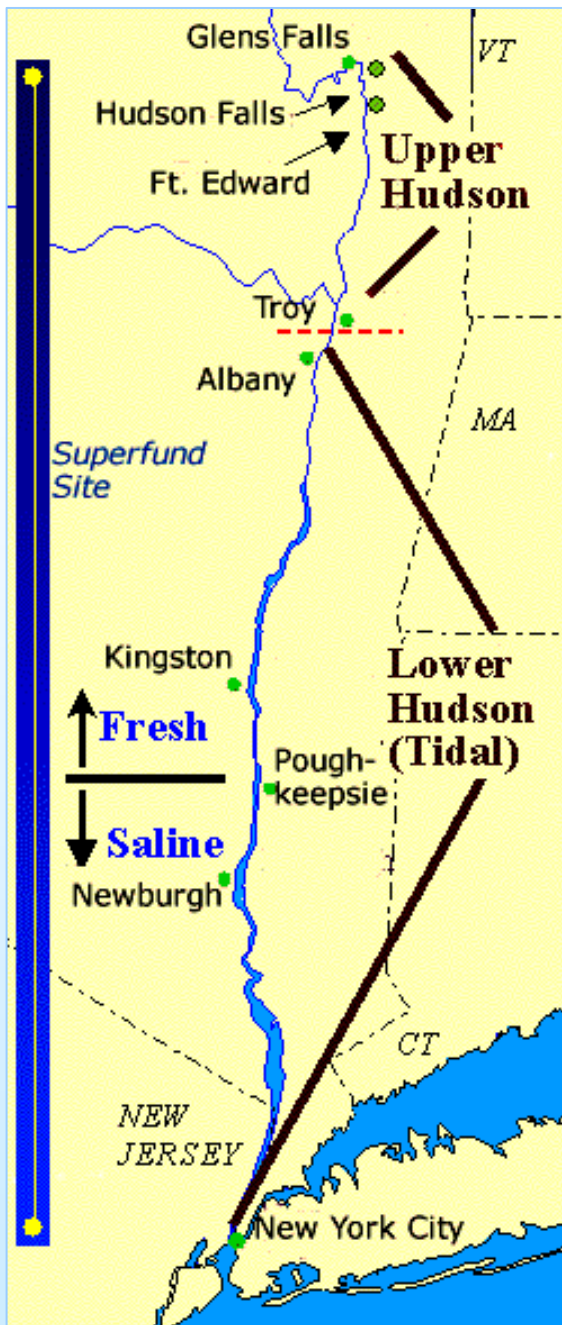
FRIENDS OF A CLEAN HUDSON is a coalition of national, state and regional organizations including the *Appalachian Mountain Club, Arbor Hill Environmental Justice Corp., Coast Alliance, Environmental Advocates of New York, Hudson River Fishermen's Assoc., Hudson River Sloop Clearwater, Hudson River CARE, Natural Resources Defense Council, New York Public Interest Research Group, New York Rivers United, Riverkeeper, Scenic Hudson, and Sierra Club.* The coalition is working to restore the Hudson River by supporting cleanup of PCB contamination in the river.

2000: National PCB Summit near GE's corporate headquarters in Stamford, CT, with representatives from across the nation.

2004 – 2009: 6 representatives to 40-member **Community Advisory Group.**

2009: **Cleanup begins:** Group reformed to monitor remediation and to review and comment on the Peer Review process: mainly Clearwater, NRDC, Riverkeeper and Scenic Hudson; others offer support when contacted.

- Shifting relationship to EPA and other agencies.



What Worked:

- **David & Goliath Battle:** Efficient use of limited resources for earned media; coordinated campaigns which actually succeeded in spite of GE's investment of ~\$100,000,000 in advertising and legal costs to block.
- **Autonomy:** Each group allowed to do its own thing – to be creative without needing to check with others.
- **Consensus:** Everything done in the name of the FoCH coalition had to be approved by all; one blocking objection and it reverted to sign on by an individual or by specific groups. Needed to allow time for decisions to move through chain of command. Established **rapid response network** for urgent decision-making.
- **Multiplier Effect:** High level of cooperation to address disproportionate resources; currently can reach almost 300,000 by utilizing groups' collective outreach capacity



What Didn't:

- **Limited resources**, especially now with only 4 groups working on a highly technical debate opposed by a highly-resourced corporation.
- **Ongoing cooperation needed:** Need to reach out to coalition members and involve them more than we have, especially given GE's renewed disinformation campaign.



Indian Point Safe Energy Coalition *(IPSEC)*

Purpose: To Close Indian Point.

Duration: *As long as it takes!*

Formed after 9/11 by Clearwater, Riverkeeper, WestPAC and a series of “CIPs”

Mix of local grassroots and regional environmental organizations

What Worked: Efficient use of limited resources for earned media; well coordinated campaign

Allowed each group autonomy to do its own thing – to be creative without needing to check with others (*Tooth Fairy, Miss Information*)

What Didn't: Tension between professional environmental groups protecting their 501C3 status and credibility, and local grassroots who were passionate and less guarded.



Indian Point Nuclear Power Plant



Hudson River Watershed Alliance

“To protect, conserve and restore the water resources of the Hudson River Basin through collaborative outreach, education, networking, science, information sharing and technical assistance by and for the stakeholders of the region.”

HUDSON RIVER VALLEY WATERSHED ALLIANCE

PARTICIPATING ORGANIZATIONS*

American Association of University Women
 Arm-of-the-Sea Theater
 Audubon New York
 Audubon Society of NY
 Battenkill Watershed Alliance
 Bottskill Baptist Church
 Brooks and Brooks, P.C.
 Builders Association of the Hudson Valley
 Catholic Worker Farm
 City of Poughkeepsie
 Columbia University
 Cornell Cooperative Extension
 Croton Watershed Clean Water Coalition
 CUNY John Jay College
 Dhammakaya Foundation
 Dutchess County Environmental Management Council
 Dutchess County Lakes Commission
 Dutchess County Soil & Water Conservation District
 Environmental Advocates of NY
 Environmental Defense
 Esopus Creek Conservancy
 Fairleigh Dickinson University
 Federated Conservationists of Westchester County
 Fishkill Creek Watershed Committee
 Fishkill Ridge Caretakers
 Fishkill Ridge Community Heritage
 Friends of Callicoon Mountain
 Friends of the Shawangunks
 Gardiner Democratic Committee
 Gardiner Environmental Commission
 Greene County Soil and Water Conservation District
 Hudson Highlands Land Trust
 Hudsonia Ltd.
 Hudson River National Estuarine Research Reserve
 Hudson Basin River Watch
 Hudson River Estuary Program
 Hudson River Sloop Clearwater

Hudson River Watertrail Association
 Hudson River Valley Greenway Conservancy
 Institute of Ecosystem Studies
 John Burroughs Association
 Kingston High School
 Lamont-Doherty Earth Observatory
 Local Union #19 UBCJA
 Land Use Law Center – Pace University
 League of Women Voters of Mid-Ulster
 Lloyd Environmental Commission
 Lower Hudson Coalition of Conservation Districts
 LMS Engineers, LLP
 Marbletown Environmental Conservation Commission
 Marist College
 Mid-Hudson Pattern for Progress
 Mid-Hudson Sierra Club
 Mohonk Consultations
 Mohonk Reservation Association
 Moodna Creek Coalition
 Shawangunk Ridge Artists Guild
 Sierra Club
 Museum of Industrial Art
 National Audubon Society
 Nature Conservancy
 Norwood Community Action
 NYC Dept. of Environmental Protection
 NY-NJ Trail Conference
 NYS Dept. of Environmental Conservation
 NYS Dept. of Health
 NYS Office of Parks, Recreation and Historic Preservation
 Onesquethaw-Coeymans Watershed Council
 Orange County Federation of Sportsmen
 Orange County Peace & Justice
 Orange County Water Authority
 Palisades Interstate Park Commission
 Passaic River Coalition
 Pattern for Progress
 Plan Putnam
 Protect the Plattekill Creek & Watershed

Putnam/Northern Westchester BOCES
 Ramapo College
 Ramapo River Committee
 Ramapo River Watershed Council
 Rivers and Estuaries Center
 Riverkeeper, Inc.
 Rockland County Legislature
 Rosendale Environmental Commission
 Sawkill Watershed Alliance
 Scenic Hudson
 Student Conservation Association, Inc.
 Shingebiss Associates
 Southern Catskill Anglers
 Sparkill Watershed Conservancy
 SUNY/ESF
 SUNY/New Paltz
 Sustainable Hudson Valley
 Town Board of New Paltz
 Town of Gardiner
 Town of Greenville
 Town of Lloyd Environmental Conservation Council
 Town of Marbletown
 Town of Montgomery
 Town of Red Hook
 Town of Rochester
 Tri-County Skaneateles Lake Pure Water Assoc.
 Trout Unlimited
 Trust for Public Land
 Ulster County Environmental Management Council
 Ulster County Planning Dept.
 United Nations
 US Army Corps of Engineers
 US Environmental Protection Agency
 US Geological Survey
 Village of Cornwall-on-Hudson
 Village of New Paltz
 Walkkill River Task Force
 Walkkill Valley Land Trust
 Wappinger Creek Intermunicipal Council
 Westchester County Department of Planning



* The organizations listed have participated in the formation of the Alliance, however actual membership in the Hudson River Valley Watershed Alliance has not yet been defined.

Hudson River Watershed Alliance (HRWA)

Purpose: To network groups working on watershed awareness, planning and protection.

Duration: *Ongoing*

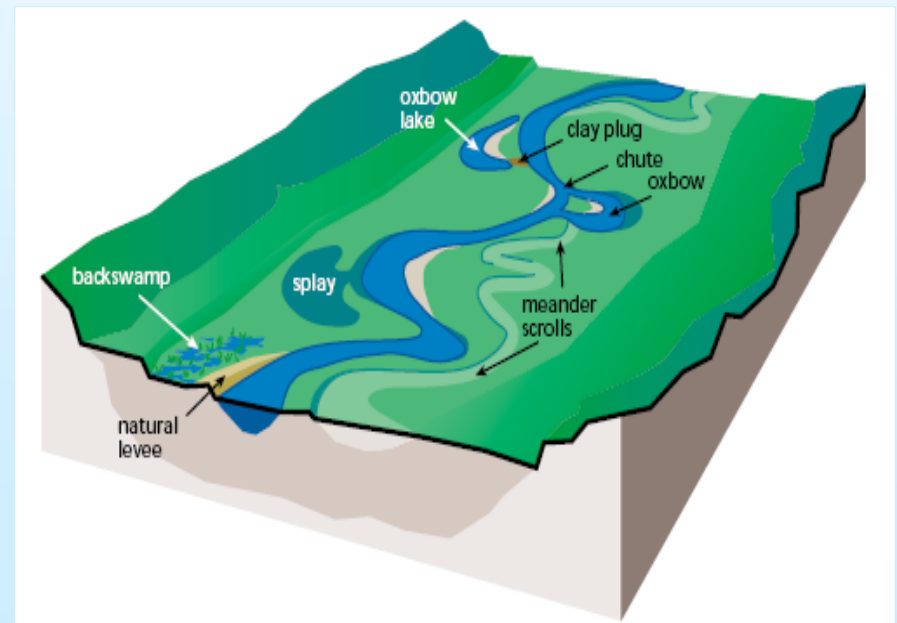
- Formed in 2004 as an alliance of groups working on watershed protection to learn from each other and strengthen connections
- Debated extent of advocacy; decided on advocating for water resource protection, but not on site-specific issues (especially to allow ongoing agencies' involvement)
- Incubated by Clearwater 2006 – 2009 with grant from Hudson River Estuary Program
- Spin off 2009, with OSI as fiscal sponsor

What Worked:

- Effective networking thru conferences, seminars, Watershed Omelets, regional meetings; HRWA Digest.
- Intentional matrix to assure regional and sectoral diversity on Steering Committee from upriver, Mid- and Lower-Hudson and from a wide range of stakeholders.

What Didn't:

- Steering committee incorporated as a 501C3, but has had a hard time getting funding



Rondout Creek Watershed Council

Multi-Stakeholder Matrix

	Agencies: Federal, State, County and local agencies.	Environmental Groups	Area <u>Businesses:</u> Farmers, Educators, Labor unions, etc.	Taxpayer and Property Rights Groups	Other/ At-Large
Denning/Olive/ Shandaken					
Wawarsing					
Rochester					
Marbletown					
Rosendale					
Towns of Ulster/Esopus/ City of Kingston					

* **Other/At-Large:** May include businesses, professionals, municipal officials, non-environmental community groups, and others from any region.

Hudson Valley Smart Growth Alliance

Purpose: To network groups working on Sustainable Development/Smart Growth in the region.

Duration: Ongoing.

- **Incubated in 2000 by Scenic Hudson** and others to promote Smart Growth principles
- **Hosted many annual conferences** and quarterly workshops, published newsletters and emails announcements of relevant events. Showcases innovative methods and technologies to promote sustainable development, especially in areas of land use, affordable housing, green building, energy efficiency and renewables, and biodiversity protection.
- **Smart Growth Principles** were then utilized by, for example, Friends of the Kingston Waterfront, to greatly improve a 2000+ unit development proposal on Hudson River, protecting sensitive habitat, assuring public access and walkability, incorporating traditional neighborhood design.

What Worked:

- **Effective networking;** efficient use of resources; easy transition when Scenic Hudson stopped coordinating because dedicated core group was and is committed to providing these services
- **Didn't waste time or resources trying to define organizational structure;** remains a loose and effective network.
- **Ongoing updates** to database allow ever-widening outreach capability.

7 Smart Growth Principles

- **1) Thinking Regionally, Acting Locally**
- **2) Protecting Our Landscape Legacy**
- **3) Building Close-Knit, Interconnected Communities**
- **4) Respecting the Past, Building for the Future**
- **5) Making Connections More Convenient**
- **6) Giving Growth Back its Good Name**
- **7) Streamlining Without Sacrificing Quality**

Lessons Learned

Identify Purpose and Goals clearly: Clarity of mission, vision, goals and objectives, core values is critical for success, especially to prevent dysfunctional interactions that can sabotage partnerships.

Define Organizational Structure, Timeline and Decision-Making Strategy: Invest a little time deciding if the group is a coalition, an alliance or a new organization. If a loose coalition, how will decisions get made that respect each participating groups needs, especially with regard to their missions, goals and core values.

- Is this coalition, an alliance or a new organization?
- How long will this partnership last? Short-term local, site specific vs. long-term, ongoing, evolving?
- If there is a core group, board or steering committee, how will they communicate with larger membership?
- How will decisions be made? What is leadership empowered to decide? By voting, consensus building; other?
- Allow each group autonomy to do what they need to without it reflecting on others in partnership.
- Find balance between need to plan and organize and need to act.

Identify stakeholders -- be sure all significant sectors are included:

- Outreach to those groups that may feel left out, oppose or even sabotage partnership's work, if not included.

Be Prepared to Resolve Conflict: Incorporate a method for peacekeeping and resolving disputes that may arise.

- Identify potential mediators if group itself is unable to resolve internal differences.
- Refer to partnership's mission and core values as first line of defense against unproductive communication.

Be Realistic about Funding and Other Resources: Understand what resources are currently available and are likely to be in the future; avoid pitfalls related to overly-optimistic planning.

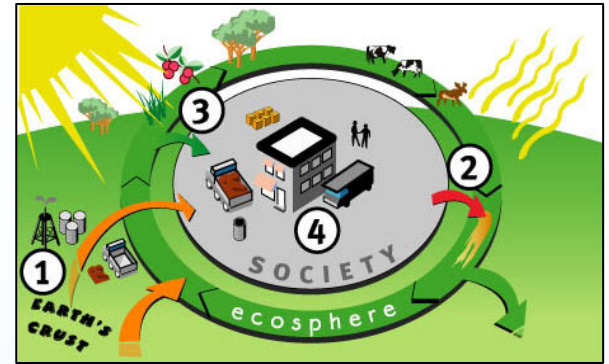
- Funding amount and duration, future prospects
- Availability of volunteer resources, in-kind services and donations.
- Keep within budget; be aware that project implementation often costs 2 – 3 x what was originally planned.



The Natural Step

Four Conditions of Sustainability

Dr. Karl Henrik Robert



- **What we TAKE from the Earth:** Minerals and fossil fuels - Substances from the Earth's crust must not systematically increase in the biosphere. This means fossil fuels, metals and other minerals must not be extracted at a faster rate than their redeposit and reintegration into the Earth's crust.
- **What we MAKE:** Pesticides and toxic materials - Substances produced by society must not systematically increase in nature. This means substances must not be produced faster than they can be broken down and reintegrated into natural cycles.
- **What we do to the Earth (BREAK):** Protecting intact ecosystems and species biodiversity - The physical basis for the productivity and diversity of nature must not be systematically deteriorated. This means the productive surfaces of nature must not be diminished in quality or quantity, and we must not harvest more from nature than can be recreated and renewed.
- **How we use resources and meet basic needs (FAKE):** There must be just and efficient use of resources with respect to meeting the needs of all people. This means that basic human needs should be met with the most resource efficient methods possible.

HUDSON RIVER SLOOP CLEARWATER, INC.



Thank you!

For more info on the Hudson River

www.clearwater.org

or contact

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Additional Resources:

Collaborative Land-Use Planning: www.landuse.org

Hudson River Watershed Alliance:

www.hudsonwatershed.org

Hudson Valley Smart Growth Alliance:

www.sustainhv.org/hvsga

Riverkeeper: www.riverkeeper.org

Scenic Hudson: www.scenichudson.org



