Pathways to Success: Workshops and Strategies for Sustaining RAP Public Advisory Committees: A Guidebook

LURA Group

Cuyahoga River Community Planning Organization

Collingwood RAP RAC Inc.

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Pathways to Success: Workshops & Strategies for Sustaining RAP Public Advisory Committees
A Guidebook

Prepared for: International Joint Commission

Prepared by: LURA Group

in association with: Cuyahoga River Community Planning Organization Collingwood RAP PAC Inc.

September 1996
A Word to RAP Public Advisory Committee Members

These are both exciting and challenging times for RAP communities -- exciting as local communities take on a larger role in developing and implementing RAPs, but challenging in an era of reduced government funding to support these efforts at the local level.

Financing of community-based action and remedial action has emerged as the most immediate and pressing challenge in many Areas Of Concern. Some of you are wondering how your advisory and community committees can continue to be effective with less government funding. Others have grown weary after putting in countless hours and in some cases almost a decade of volunteer effort toward your RAP. We’ve heard these and similar messages at IJC meetings and other gatherings around the Great Lakes Basin.

At the same time, we’ve heard remarkable success stories about what some RAP communities have done to rejuvenate themselves in the face of financial challenges. By being innovative, proactive and very determined, these communities have demonstrated that community-based action -- the backbone of RAPs -- can be sustained in these difficult economic times. They have also shown that our shared goal of restoring our precious water resources is too important to swept aside by budget cutbacks.

With challenges come opportunities. This Guidebook is about getting it done in spite of fiscal restraint. It contains practical strategies and actions which RAP advisory and community committees can use to respond to reduced government funding and plan for future sustainability.

We hope the Guidebook can help you in carrying out your vitally important community-based RAP work.

Sincerely,

Bruce A. Kirschner
RAP and LaMP Coordinator
International Joint Commission
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*September, 1996*
INTRODUCTION

Remedial Action Planning is a process, as well as a document. Processes involve people. These people bring numerous attributes to the table: values, priorities, skills, knowledge, egos. Ideally, they work together in a sharing and learning environment toward a common goal - to delist their Area of Concern. More realistically, they are real people, with real concerns, and real stresses. These dynamics can lead to conflict, but more often end in agreement.

Each RAP process has been locally developed, while working within a framework provided by the IJC. Some RAPs have taken over 10 years to develop, while one has been written, implemented and delisted within 8 years!

The more complex the AOC’s ecosystem the more complex the process is to restore it. The PAC dealing with lengthy, complex processes will be subject to stresses and demands. But a well planned process -- the goal of this guide -- will make those stresses and demands bearable, and help you to channel energy in a positive direction.

Whatever the circumstances, the volunteers on Public Advisory Committees have played a critical role in developing Remedial Action Plans. Whether your committee is known as a PAC, a CAC, a CAG or a BPAC (or by some other acronym!), these community-based committees have much in common, no matter what part of the Great Lakes Basin they are in. Virtually every AOC has one, made up of people from all walks of life who are willing to volunteer their time, energy and ideas to help clean up their local water resources and the Great Lakes Basin as a whole.

New Challenges

As governments continue to cut back on programs to restore Areas of Concern, PACs may find themselves virtually cut off from the financial support of their parent agencies. Without passing judgement, PACs should accept the reality that governments are turning to the community to deliver many services traditionally provided by government agencies.

In many AOCs, governments have supported RAPs by providing some or all of the following services:

- Public education materials;
- Facilitation, secretarial and organizational support;
- Technical and scientific support and report writing;
- Project co-ordination;
Workshops & Strategies for Sustaining RAP Public Advisory Committees

- Facilities and equipment;
- Public consultation programs, and;
- Consultant support.

Support for PACs has ranged from in-kind donations of office services such as photocopies, access to research staff, meeting rooms, and minute taking to provision of contract dollars to hire facilitators and consultants. Contributions to local clean up efforts and educational programs can also be counted on in many government programs.

As we approach the year 2000, much of this support could be lost, while the need remains. *Pathways to Success* addresses those needs by providing approaches, tools and tips to replace what has been and may yet be lost.

**Sustaining PACs**

PACs have evolved into unique entities - essential ingredients to RAP development and implementation.

Interpreting the role of PACs, even within the relative comfort of sustaining funds, has been to some as challenging as selecting restoration options. There are numerous types and modes of operations for PACs, and the way they operate is based to some extent on a number of key features:

- Their initial mandate;
- The circumstances of their creation;
- Their membership profile;
- The role of government in the PAC;
- The value placed on the PAC’s work and advice, and;
- The severity and complexity of the environmental problems.

Whatever the type of PAC, each makes a unique contribution to restoring its AOC. Small wonder then that PACs are possibly the most valued attribute (MVA) to the overall remedial action plan process.

So it is not only the AOC which needs to be restored and enhanced. Our efforts must focus *first* on sustaining the PACs - the Great Lakes’ MVAs, whose capabilities may be severely inhibited by the lack of government support. Without the PAC, there frequently is not a hope for AOC restoration.
This Guidebook has been prepared to help with this challenge and to provide spirit, enthusiasm and inspiration to those PACs which may be dismayed at the thought of surviving without government funding.

**DEVELOPING YOUR SUSTAINABILITY PLAN**

To determine the type of sustainability plan needed for your PAC, it is necessary and important to first focus on the types of activities your PAC sees itself undertaking in the future implementation of RAP. Sustainability strategies will differ for each type of PAC.

At the risk of oversimplification, there are generally three different types of PACs:

- **Advisory/watchdog role to governments**
  
  *PACs that meet on a regular basis to review documents, discuss progress and provide advice on next steps - these PACs have become the conscience and "honest brokers" of the RAP process.*

- **Partners role in developing and implementing RAPS**
  
  *Members work in a multi-stakeholder format, advising, planning, and ensuring, through their various stakeholder responsibilities, the development and implementation of various aspects of the RAP process.*

- **Community-based, action-oriented role of restoration groups**
  
  *These groups plan and implement community-level conservation, education and restoration projects.*

The first and third category of PAC may engage in "lobbying" governments and other stakeholder groups (e.g. industry) to implement plans, change their behaviour, pass laws, enforce regulations or provide funding. Typically, the second works with governments and other stakeholders more as equal partners in developing and implementing RAPS.

However, in reality PACs often serve their communities in a combination of roles - frequently combining some if not all of the three functions listed above.

*Pathways to Success* helps you define your committee’s role in your AOC community. It contains a potpourri of team workshops, each one taking approximately two hours to complete. Those of you who are already well on the path can review each workshop and select those which add value and clarity to your Mission.
When the workshops have been completed, you will be guided through a process to select the tools you need. Lastly, we provide a contemporary, pragmatic approach to accessing these tools.

A snapshot of Pathways follows:

What’s in this Guide?

Pathways to Success - Workshops & Guidebook:

Section I: Developing Your Mission Statement
Charting Your Pathway...Event Mapping
Developing Your Mission Statement
Statement of Purpose
Who You Serve: Your Stakeholders and Clients
Your Philosophy and Values

Section II: Pathways to Success I - Action Planning
Setting Goals
Understanding the Constraints
Identifying Strategic Initiatives
Developing Action Plans

Section III: Pathways to Success II - Accessing Sustainability Tools
What Type of Organization are You?
How to Get What You Need (and Maybe What You Want)

Section IV: More Tips, Strategies and Resources

Reality Checks and Cases In Point are presented with advice from PAC’s and examples of successful -- and some not so successful -- experiences.
Organizing Your Sustainability Plan...The Cornerstone of Success

Public Advisory Committees are organized in a variety of ways, largely dependant upon the nature of their make-up. However, they have one thing in common - they all have meetings from time to time to discuss progress. Call a meeting to organize your plan. Put yourselves first, the AOC will be better for it.

Put your PAC first - ahead of other pressing business!

A good sustainability plan needs information gathered from many sources. It can be used to develop a strategy and action plans to reach a specific set of goals. The process is not necessarily difficult, but it does require organization. This is especially true if you are not developing this plan by yourself but are depending on others to assist you or to accomplish parts of the plan. It is important before you start to "plan for planning". The time spent early on will pay dividends later. You will get back more than the time you invest up front.

To prepare for planning you must look first at the total job you are going to do and then organize the work so that everything is done in an efficient manner and nothing is left out. If you do this with your PAC, every element of your plan will come together in a timely fashion. This means that you won’t be completing any task too early and then waiting for some other task to be finished before you can continue. It also means that no member of your team will be overworked or under worked.

To accomplish this you must consider the structure of the Sustainability Plan and all of its elements. This will give an overview of the entire sustainability planning process, including who is going to do what and when each task is scheduled for completion.

The Structure of the Sustainability Plan

Similar to business plans, marketing plans and possibly your RAP, there are a number of key stages to the Sustainability Plan’s development. The components we propose are shown below:
Sustainability Plan Components

- Mission Statement
- Goals
- Strategic Initiatives
- Action Plans

There are other ways to organize your plan - members of your committee may have found specific approaches which have been particularly useful in similar planning exercises. Or your committee may wish to develop your own outline. Feel free! Which outline you use at this point is unimportant. What is important is that your plan be presented in a logical way with nothing omitted. So whether you use the one we suggest, or develop your own is up to you. Just keep logic and completeness in mind.

About the PAC-FIRST Workshops

The workshops selected for PACs have been ground-truthed and field tested by community-based committees, multi-stakeholder planning processes, business and governments. Of the 9 workshops which follow, in Sections I and II, each one is designed specially for PAC’s circumstances.

For Each Workshop, This Guide Includes:

- The purpose and the product;
- Tools needed at the workshop;
- Instructions for the workshop leader;
- Worksheets, and;
- What to do after the workshop.

The techniques we have chosen are guaranteed to produce a sustainability plan.
To illustrate the products your PAC may expect to achieve as a result of the workshops, we have created the "Mulberry AOC Restoration Committee" - a mythical PAC. We hope you enjoy the fruits of their labour.

After completing the PAC-FIRST workshop series your PAC will have its Sustainability Plan.

Getting Started - Tips

Participants will first need to commit to the sustainability planning process, and will need to be reflective, innovative, pragmatic and co-operative as they work together.

Allow approximately two hours for each workshop segment. In some cases, you may be able to move through more quickly, but in most cases, you will need the full two hours. If members’ busy schedules permit, the workshop series could be completed during a two-and-a-half to three day "retreat".

TIP: It is a good idea to call your PAC together, and using Pathways as your guide, organize the development of your plan.

Using the Sustainability Planning Guide Worksheet (page 10) select the workshops you need, assign responsibilities and develop your schedule.

Getting the time to work through these exercises will be tough - but after you have completed Section I, our hope is that you will be invigorated enough to continue - the results are well worth the time.

Include as many of your members as possible in the exercises. Reach back to those who were around when PAC was founded - they can offer history, guidance and an insight to your future, by sharing their knowledge.
If you have more than 8 participants, it is helpful to break the group up - the methods in this Guidebook work with up to 300 people - but just make sure that there are no more than 8 people in each group. And, plan for more time if you have over 30.

Try to get a good balance of stakeholders. Once you have completed the "who we serve" section on page 23, try to attract these stakeholders to your action planning workshops in Section II.

But, most of all, we wish you luck as you look forward to the years ahead.

*Reality Check!* The real work of your PAC may have top priority in your mind and heart, but as the Collingwood Harbour Public Advisory Committee, Inc. so succinctly puts it: "PLAN, PLAN, PLAN! Be proactive even though you may be busy with your projects...determine ways and means..." The start of your journey through Pathways is an excellent opportunity to establish the importance of organizing for planning.

*Case In Point:* The Ashtabula River Partnership has organized its planning process through regular planning sessions with local, state and federal potential sources of funding. ARP has also created 5 specialized committees which regularly meet to develop plans. ARP notes that this collaborative effort allows them to condense time lines, shorten the over-all process and hopefully save money. Obviously, this Case In Point is a serious argument for organized planning! Apply similar techniques to organizing your planning now, and reap the benefits well into the future.
## PAC FIRST WORKSHOPS

At-a-glance

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<th>GUIDEBOOK SECTION II: PATHWAYS TO SUCCESS I - ACTION PLANNING</th>
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<td>Workshop 3: PAC-FIRST Goals</td>
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<td>Result: <em>PAC sense of place</em></td>
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<td>Workshop 2: Developing Your Mission Statement: PAC’s Desired Future State</td>
<td>Workshop 4: What’s Stopping You?</td>
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<td>Workshop 2a: Your Purpose</td>
<td>Result: <em>Understanding the obstacles we face</em></td>
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<td>Workshop 2b: Your Stakeholders &amp; Clients</td>
<td>Workshop 5: Developing Strategic Initiatives</td>
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<tr>
<td>Workshop 2c: Your Philosophy &amp; Values</td>
<td>Result: <em>Overcoming the constraints</em></td>
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<td>Workshop 6: Preparing Action Plans - Getting It Done</td>
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<td>Result: <em>Action and implementation plans</em></td>
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*Result: PAC sense of place*

*Result: PAC sense of direction*

September, 1996
Workshops & Strategies for Sustaining RAP Public Advisory Committees

WORKSHEET:
PAC-FIRST SUSTAINABILITY PLANNING GUIDE

Select the workshops you need, assign responsibility, schedule and celebrate!

<table>
<thead>
<tr>
<th>WORKSHOP</th>
<th>RESPONSIBILITY</th>
<th>SCHEDULE</th>
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<tbody>
<tr>
<td>#1 - Event Mapping</td>
<td>Leader:</td>
<td>Date:</td>
</tr>
<tr>
<td>Mission Statement Workshops</td>
<td>Leader:</td>
<td>Start by: Complete by:</td>
</tr>
<tr>
<td>#2a - Statement of Purpose</td>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>#2b - Who You Serve</td>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>#2c - Your Philosophy and Values</td>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>Action Planning Workshops</td>
<td>Leader:</td>
<td>Start by: Complete by:</td>
</tr>
<tr>
<td>#3 - Goals</td>
<td>Date:</td>
<td></td>
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<tr>
<td>#4 - Constraints</td>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>#5 - Strategic Initiatives</td>
<td>Date:</td>
<td></td>
</tr>
<tr>
<td>#6 - Action Plans</td>
<td>Date:</td>
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</tbody>
</table>

10 September, 1996
SECTION I: DEVELOPING YOUR MISSION STATEMENT
SECTION I: DEVELOPING YOUR MISSION STATEMENT

Section I is comprised of five workshops. The first, Charting Your Pathway...Event Mapping, builds team cohesion, provide a sense of place and accomplishment. It will also set the groundwork for the challenges ahead. Take this opportunity to celebrate the events which have brought and kept you together!

The second, third, fourth and fifth workshops will help you build your reinvigorated mission. You may find that it will be identical to the one developed when you were first founded - or if you are new, it will give you a bright, positive look forward to where you want to be in the future.
1973 Sauger and walleye were found to have peculiar skin growths, cancerous liver tumors, and other organ abnormalities.

1979 Michigan Department of Natural Resources began research on Torch Lake fish abnormalities.

1983 Because of the incidence of fish tumors, the Michigan Department of Public Health (MDPH) announced an advisory against the consumption of Torch Lake sauger and walleye.

1983 The International Joint Commission Water Quality Board designated Torch Lake as a Great Lakes Area of Concern (AOC). An AOC is defined as an area with known impairment of a designated use.

1985 EPA initiated Principal Responsible Party Search for the Torch Lake Waste Disposal site. Three PRP's were identified and issued notice letters.

1986 Torch Lake became a Superfund Site and was placed on the EPA's priority list for funding.

1987 MNR proposes a Remedial Action Plan (RAP) for Torch Lake. The primary goal of the RAP was the removal of the fish consumption advisory.

1989 EPA investigated barrels in and around Torch Lake looking for PCB contamination and other toxic substances.

1992 EPA proposed a plan to control contamination from Torch Lake copper tailings and slag piles. A public meeting was set. The treatment was estimated at $7.2 million and will take approximately 5 years to complete.

1992 The stamp sand tailings will be treated by applying a 6" soil cover and seeding with grass, legumes, trees and shrubs. Plans will be developed with each land owner.

1995 Plans are complete to treat the first site which will be the Lake Linden sands. Construction will begin in 1996.
History of Copper Mining and Torch Lake

3000 YEARS AGO Mystery miners worked copper deposits. Nearly all copper used by prehistoric Native Americans in the East probably came from the Keweenaw area.

1840 Early mines were being worked and Douglass Houghton's geological survey stirred excitement.

1845 First great bonanza occurred at the Cliff Lode, not far from Eagle River.

1846 Beginning of copper rush to the newly discovered copper fields of Northern Michigan. (Western gold rush didn't occur until 3 years later.)

1868 First stamp mill opened on Torch Lake (Hecla Mill).

1888 Quincy began construction of 300-acre mill site on Torch Lake. By 1890, 600-800 tons of rock were crushed daily.

1890 Quincy Mining opened first stamp mills on Torch Lake. By 1905, 2 mills stamped 1,135,000 tons of rock per year—10 times what had been done in the past.

1868-1968, Torch Lake received over 200 million tons of tailings.

1915-29 Reprocessing of stamp sand tailings began with leaching and flotation technology. Reclamation plants were constructed at Lake Linden and Tamarack City.

Environmental concern developed regarding the century-long deposition of tailings into Torch Lake.

In the 1930's and 40's, the mills operated to recover tailings.

1943 Quincy opened reclamation plant on Torch Lake to reprocess stamp sands.

1967 Quincy reclamation plant closed on Torch Lake after recovering 50,000 tons of copper.

1968 Last stamp mill (Ahmeek of Calumet and Hecla) closed on Torch Lake. All mining, milling and smelting ceased.

1972 A 27,000-gallon spill of copper leaching liquor (cupric ammonium carbonate) was discharged into Torch Lake from a Lake Linden plant.
WORKSHOP 1: CHARTING YOUR PATHWAY...EVENT MAPPING

The Purpose and the Product

Event mapping is a roller coaster ride which looks at the past, present and future. Mapping events that have influenced your past, your present and which may influence the future of your PAC. It will help you understand where you have been, where you are now, and where you hope to be in the future.

You will look at trends which have affected your PAC, your community, and your "Parent Agency" and you will look at successes, disappointments and changes which have brought you here.

The result of this workshop is improved team cohesion and a renewed sense of direction, providing the foundation to plan your future.

Tools You Will Need for the Workshop

You will need the following:

- A suitable size meeting room;
- Refreshments;
- An easel, flip chart, masking tape;
- Red, black and green coloured markers (one for each participant);
- Stacks of 5 x 8" blank white cards;
- Note pads;
- A copy of this Guidebook for each participant;
- An open mind, and;
- Creativity!

Tips!

- The size of the room can make or break a workshop. Make sure your group(s) are not crowded into a small space; the leader and participants will need space to move about.
- Allow at least 2 hour for this and all subsequent workshops in this guide, and be sure to schedule breaks -- preferably outside the workshop room.
Workshops & Strategies for Sustaining RAP Public Advisory Committees

- Select your workshop leader in advance in order to allow adequate familiarization time with the guide.

Reality Check! The Torch Lake AOC brochure "A Mining Legacy" documents not only the events which brought the PAC to its current state, but also the broad history of the AOC. (copy of brochure attached).

Case In Point: The Collingwood Harbour Public Advisory Committee Inc. had a clear event map in place when the Collingwood Harbour AOC was delisted. Knowing exactly where they had been helped them establish where they were going. The CHPAC Inc. succeeded in making RAP more than just a one issue program, ensuring the continuation of restoration work in its new, broader AOC.

Tips for the Workshop Leader

- Using the matrix below as a guide, replicate each column on a white flip chart sheet and stick on a long wall in your meeting room.
- If you have more than 8 people, form groups (maximum 8 per group).
- Select a spokesperson for the workshop or each group.
- Please bear in mind that the focus of these questions is the RAP, water quality and ecosystem sustainability. Identify influences, changes and trends which have affected the RAP.
Workshops & Strategies for Sustaining RAP Public Advisory Committees

EVENT MAPPING

<table>
<thead>
<tr>
<th>CONTEXT</th>
<th>PAST</th>
<th>PRESENT</th>
<th>FUTURE</th>
<th>TRENDS</th>
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<tbody>
<tr>
<td>PAC</td>
<td></td>
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<tr>
<td>PAC PARENT1</td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>COMMUNITY</td>
<td></td>
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</table>

Note: Each workshop will feature suggested text for the workshop leader. As is the case throughout the guide, please feel free to adapt the suggestions to your style and situation.

Workshop Leader: "In today’s workshop, we’ll be looking at events that have happened in the past, events which are happening now and which could happen in the future for:

- Our PAC;
- Our parent agency, and;
- Our community.

At the end of the workshop, we’ll discuss the trends - what has happened over time and what may happen in the future."

Ask people to work alone and consider the following question:

"When we think of PAC from its beginning to say, last year, what are the significant events that come to mind? Please list these by year, or time period in which they have occurred.

Now, list significant events which are currently happening to PAC, and;

---

1 "PAC Parent" is a term used throughout this Guidebook to mean the agency or government branch which created the PAC under the Remedial Action Plan.
Workshops & Strategies for Sustaining RAP Public Advisory Committees

What you think will happen to PAC, say, for the next 10-20 years?"

List these on your pad and discuss these events and changes in your group.

Using the Black Marker, have each group briefly write each significant event and change for the PAC on cards (one set of cards per group). Set the cards aside; the presentation will come later!

Workshop Leader: Now, thinking of PAC's parent organization:

"When we think of this agency from the beginning of the RAP Process up to last year, what are the significant events that come to mind? Please list these by year, or time period in which they have occurred.

Now, list significant events which are currently happening to this agency, and;

What you think will happen to this agency, say, for the next 10-20 years?"

List these on your pad. Discuss these events and changes in your group.

Using the Green Marker, have each group briefly write each significant event and change for the agency on cards (one set of cards per group). Set the cards aside.

Workshop Leader: Now, thinking about your community:

"When we think of our community from the beginning of the RAP Process up to last year, what are the significant events that come to mind? Please list these by year, or time period in which they have occurred.

Now, list significant events which are currently happening to our community, and;

What you think will happen to this community, say, for the next 10-20 years?"

List these on your pad and discuss these events and changes in your group.

Using the red Marker, have each group briefly write each significant event and change for the community on cards (one set of cards per group). Set the cards aside.
Workshops & Strategies for Sustaining RAP Public Advisory Committees

Group Presentations:

At this point, each group selects a spokesperson to presents its findings.

Workshop Leader: Ask each representative to read each card out loud and place his/her group's cards in the appropriate place on the white flip chart sheets with masking tape.

Ask:

- "What relationship do we see between what goes on in the PAC, our parent agency and our community? How have we responded?"
- "As you look at the time periods delineated by the shifts we have just identified, what names would you give to each period? Finish the phrase: "This was a time of ....."
- "Looking at the wall, what trends to you see emerging in our parent organization and community? What are the trends for our PAC?"

As participants answer the last question above, note key points on the "Trends" flip chart sheet you posted earlier.

Results:

The results of this exercise will be a "team sense of place", and an understanding of what we have been through together, and what we still have to achieve.

After the Workshop

It is important that a member of PAC takes the charts off the wall, and drafts a written record, in chart or text, of the workshop. This information will form part of your archives - a reminder of your successes, challenges and achievements. It will also become a data base you can turn to for future activities such as anniversary events, brochure copy writing and fund raising presentations.
WORKSHOP 2: DEVELOPING YOUR MISSION STATEMENT - PAC’s DESIRED FUTURE STATE

The Purpose and the Product

Workshop 2 is segmented into three mini-workshops: a) your statement of purpose, b) who you serve, and c) your philosophy and values. When completed, these segments will make up the PAC-FIRST Mission Statement.

A sample framework for a Mission Statement is presented below. When you have completed these exercises, you will be able to complete the sentences for your PAC.

MULBERRY AOC RESTORATION COMMITTEE’s PAC-FIRST MISSION STATEMENT

Mulberry PAC is... (what we do, who we serve, our responsibilities, why we exist)

PAC recognizes and responds to needs, opportunities and concerns in these areas through... (how we do business)

In our dealings with people, groups and organizations, we will always, to the maximum extent possible... (philosophy)

We believe in and are committed to ...(values)

And, we are assisted in the pursuit of our mission by (unique or distinctive features)

A Mission Statement provides a written account of why you are in business. Developing it will bring your committee members together with a single purpose.
The term "desired future state" was first coined in the Green Bay RAP - which undertook a visioning exercise to depict how the community’s representatives and public wanted to see Green Bay. Many RAP programs have used visioning as a way to pictorialize the future of their AOC - some have used techniques such as "visual imaging", asking local artists to draw the pictures they have in their mind. Others have looked at their AOC's future, by considering restoring impaired uses. These visioning exercises have helped PACs and scientists to evaluate remedial options by developing a set of "use objectives" to achieve.

You can learn from the Green Bay experience, build on it and adapt it to determine your PAC’s desired future state.

This set of workshops, Developing Your Mission Statement -- Your Desired Future State, is intended to help PACs achieve a renewed sense of purpose and understand:

- Why you exist -- your purpose;
- Who you serve -- your stakeholders and clients, and;
- How you do things -- your philosophy and values.

The result of this work will be the elements of a Mission Statement. It will identify your niche, your role for the future, thereby laying the groundwork for sustainability planning.

Reality Check ! In sharing and discussing success stories at Wingspread Conference: Funding Strategies for Restoration of Areas of Concern in the Great Lakes Basin, conference participants identified a number of common ingredients or success factors for a sustainable PAC. High on the list, under the heading Organizational Development and Sustainability was the need for a PAC to clearly define what it wants to achieve and to establish its role and niche.

Case In Point : The Ohio EPA Lake Erie LaMP brochure "Discover Lake Erie, and Get Involved!" explains a set of complex goals through the clear and concise statement of a mission and goals. Note that the importance of the mission to the general public, and the benefits of the goals are covered right off the top -- you know immediately what this group wants to do and why. Please note that it's all done on a positive note, too!
The front and back outside covers of the Bay Area Restoration Council brochure, "Bring Back the Bay", tell the whole story. The front cover features only one statement: one that immediately tells the reader just what BARC is about. The outside back cover outlines the mandate -- just how BARC will go about achieving its goal. There is no question about what BARC wants to do, and how it will do it!
Discover Lake Erie, and get involved!

Ohio EPA administers statewide programs that are designed to reduce the effects of pollution. Lake Erie is one of Ohio’s most important natural resources, which is why several of our programs target the Lake Erie Basin. Citizens are encouraged to participate in all of these programs.

Remedial Action Plans and the Lakewide Management Plan are pollution prevention programs designed to identify and minimize pollutants entering Lake Erie and impairing its beneficial uses.

- Remedial Action Plans (RAPs) are developed to restore beneficial uses to an area of concern. Ohio’s four areas where RAPs are being developed include the Maumee, Black, Cuyahoga and Ashtabula rivers. The success of Ohio’s RAPs depends on individuals working together on common goals and objectives.

- The Lake Erie Lakewide Management Plan (LaMP) is a cooperative effort between the United States and Canada to develop and implement a plan protecting and restoring the beneficial uses for Lake Erie. In the United States, Ohio is the lead state. The LaMP has many opportunities for citizens to participate. For additional information about how to get involved with the LaMP, contact Ohio’s coordinator at (614) 644-3027.

- Ohio’s Coastweeks is a celebration of Lake Erie and its shoreline. Its goal is to increase awareness of the value and fragility of Lake Erie. In 1994, volunteers removed more than 21 tons of debris from the Lake Erie watershed. To get involved in Coastweeks, contact the Ohio Lake Erie Office at (419) 245-2514.

- The Ohio Lake Erie Commission meetings are open to the public and take place every other month. The meetings address various Lake Erie-related topics, such as fish advisories and coastal management. Those attending meetings are able to voice their opinions, comments and questions to directors and representatives from six Ohio state agencies. For a list of locations of the Commission meetings, contact the Ohio Lake Erie Office at (419) 245-2514.

There are many ways you can get involved and make a contribution to the future of Lake Erie. Call the Ohio Lake Erie Office at (419) 245-2514 for more information.
The BARC Mandate

BARC’s formal name is the Bay Area Restoration Council of Hamilton-Wentworth and Halton, Inc. Its mandate is to:

- Monitor implementation of Hamilton Harbour’s Remedial Action Plan (RAP). The RAP is a strategy developed jointly by citizens, industry and government to deal with both the historic and ongoing pollution of the harbour;
- Ensure protection and appreciation of the ecosystem of the harbour and its watershed;
- Develop public information and education programs;
- Provide advice to government in support of environmental protection and restoration efforts in the watershed;
- Co-ordinate activities with other organizations and individuals with complementary objectives.

As a registered charity, BARC can receive gifts, donations and legacies and use them to further its objectives.

Bay Area Restoration Council

Life Sciences Building Lobby
McMaster University,
Hamilton, Ontario
L8S 4K1

Tel: (905) 525-9140, Ext. 27405
Fax: (905) 522-6066

Funding has been provided for this brochure by: Environment Canada and Ontario Ministry of Environment & Energy
Workshops & Strategies for Sustaining RAP Public Advisory Committees

Workshop 2a: Your Statement of Purpose

**Tools You Will Need for the Workshop**

In addition to the people and tools you assembled for Workshop 1, the following information would be helpful:

- PAC Terms of Reference and initial mandate statement if available;
- Information or anecdotal accounts on PAC programs and partnership projects;
- Reports written by or for PAC, and;
- Copies of the Purpose Worksheet (page 21).

**Tips for the Workshop Leader**

- This "purpose" discussion is crucial to the role your PAC will play in the future.
- You are likely to get a mix of reactions depending on your group's composition.
- Consider creating sub-committees to achieve specific roles if you cannot reach consensus in the group as a whole.

*Workshop Leader: "Working alone, please complete the questions on the Purpose Worksheet."*

---

20 September, 1996
WORKSHEET:
DEVELOPING PAC's PURPOSE - OUR REASON FOR BEING

1. After reviewing our initial mandate from our Parent Agency, I felt:


2. In my mind, the foremost purpose of our PAC is to:


3. In my mind, the second most important purpose of our organization is to:


4. Name two key differences between our initial mandate, and my two purposes:
   1. 
   2. 


September, 1996
Workshop Leader: Now, share the responses of your members. Taking the first question, go round the room until each individual has had the opportunity for input. Discuss the group’s initial reactions.

Then, following the guide below you can record the results to question 2 and 3 on a flip chart.

**PURPOSE OF OUR MULBERRY PAC - WORKSHOP 2a:**
**OUR PAC-FIRST PLAN**

<table>
<thead>
<tr>
<th>FIRST PURPOSE</th>
<th>SECOND PURPOSE</th>
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</thead>
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<td></td>
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<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

Share the responses to questions 2 and 3 - go round the table again until each individual has spoken. Discuss the group’s results.

Discuss any differences. If they are significant, you may wish to have the purposes ranked and prioritized so that each member can get a feel of what’s important to the majority of the group. This method will help you get the most important purposes agreed to.

These discussions will lead you naturally to your *central* purpose - a short concise statement of why you are in existence.

**Results:**

At the end of this session, PAC members will have a complete understanding of the purpose of the PAC - answering the question: "Why we are in existence?" Your answer may be identical to your initial purpose way back when you were formed, or it may be totally different. Whatever the result, it will be a *contemporary look* at why you are here today. This will form the first part of your Mission statement.

**After the Workshop**

You may want to ask a member to write the purpose section up. It’s advisable to keep it as short as possible - it is just one piece of the total Mission.
Workshops & Strategies for Sustaining RAP Public Advisory Committees

Workshop 2b: Who You Serve - Your Stakeholders and Clients (Who needs you, and who do you need?)

To continue developing our mission statement, we’ll look at the stakeholders in our organization, their needs, how they, and what our responsibilities are to them. This information will help us write the mission statement.

**Tools You Will Need for the Workshop**

Same as for Workshop #1.

**Tips for the Workshop Leader**

- This workshop is set up to address 2 key questions:
  1) Who needs us?
  2) What responsibilities do we have to these stakeholders?

Remember that this is a chance for input by all participants. Individuals may choose to pass, agree with other participants, present their own views or even totally disagree with everything said. As the leader you will not want to judge any input, just make sure that everyone has the chance to have their say. If you will be offering your input, you may find it best to wait until the others in your group(s) have had a chance to speak.

**Who Needs Us?**

**Workshop Leader:**

"Working on your own, list all of the stakeholders in your organization. Think about:

- To what people, organizations or institutions is this organization related?
- Who has a stake in this organization?
- Upon whom is the organization dependant?
- Who is dependant upon the organization?
- What is the your biggest category of stakeholders?"

When everyone has completed this exercise, have participants share their ideas.
List each category of stakeholder. You may wish to title a 5 x 8 card with each stakeholder category, such as in the example below, and post the cards on a long blank wall - ensure that there is enough space between them to allow room for the results of the next exercise.
Workshops & Strategies for Sustaining RAP Public Advisory Committees

Example

<table>
<thead>
<tr>
<th>RECREATIONAL BOATERS</th>
<th>POLITICIANS</th>
<th>INDUSTRY</th>
<th>FUNDING GROUPS</th>
</tr>
</thead>
<tbody>
<tr>
<td>COMMERCIAL FISHERS</td>
<td>SPORT FISHERS</td>
<td>UTILITIES</td>
<td>FAMILIES</td>
</tr>
<tr>
<td>SCHOOLS</td>
<td>HIKERS/BIRDERS</td>
<td>OTHER PACs</td>
<td>AOC RESIDENTS</td>
</tr>
<tr>
<td>UNIVERSITIES</td>
<td>IJC</td>
<td>QUASI-GOVERNMENT</td>
<td>HARBOUR COMMISSIONERS</td>
</tr>
<tr>
<td>GOVERNMENTS - state, county, federal</td>
<td>ENVIRONMENT GROUPS</td>
<td>MEDIA</td>
<td></td>
</tr>
</tbody>
</table>

Tip -- If a stakeholder category is mentioned more than once, indicate with check marks or dots (use your own style...!).
When your wall chart is finished, it could look like the example above.

What Responsibilities do we have to these Stakeholders?

Workshop Leader: If you have more than 8 people, divide the list of stakeholder categories equally between your groups.

Ask the individuals in each group to answer the following questions on their own.

- "What are the responsibilities PAC has to each category of stakeholder the group is considering?"
- "What does this stakeholder category expect of PAC?"
- "What are one or two of your most important responsibilities."

After individual work has been completed, ask:

"Sharing your information with members of your group, and as a group, select two or three most important responsibilities for each stakeholder group. Write each responsibility on a
card for presentation to the full PAC. Have your group representative present the responsibility as he/she posts the information under the stakeholder category on the wall.

The posting exercise will illuminate the differing levels of responsibility for each stakeholder group. Some stakeholder categories will have more responsibilities than others, or the responsibility will be more relevant, important, or require a deeper level of service.

The last step in this exercise is to put the stakeholder categories in order of priority, or in priority groupings.

Results:

The result of this exercise is a snapshot of your client groups - stakeholders who expect a service or depend upon you to some extent. This exercise will answer the question "What do we do and who do we serve to fulfil our purpose?"

After the Workshop

Recruit a volunteer to collect the flip charts and cards and write up a brief record of the workshop results.
Workshop 2c: PAC Philosophy and Values

The third part of our Mission statement is identifying our common philosophy and values. At the end of this exercise, participants will be able to identify the values and philosophy that they have in common - the glue which keeps PAC together.

**Tools You Will Need for the Workshop**

Same as for Workshop #1, plus:

- Feelings;
- Values, and;
- Copies of the Philosophy and Values Worksheet (page 28).

**Tips for the Workshop Leader**

*Workshop Leader: "Please take a few minutes on your own to complete the Philosophy and Values Worksheet."*
WORKSHOP:
OUR PAC PHILOSOPHY AND VALUES

For each of the following, please ask yourself what your values are. List one or more values for each aspect:

1. How you think the PAC should relate to its clients

2. How members of the PAC should relate to each other

3. What you value most about your PAC (attitudes, behaviour, etc.)

4. What is the last thing you would ever give up about your PAC?
Workshops & Strategies for Sustaining RAP Public Advisory Committees

Workshop Leader: Have people share their values with each other. If you have more than one group, ask each group to do this. Have each group select the 6-8 most important and critical values from among the individual lists and write them on cards.

Group Presentations:

Have each group rank and present their 3 most important values. Record and group values into columns on a chart. Have participants identify any that are missing.

Title and name the columns to reflect key themes.

Discuss these values and identify the most important aspects of your operating mode.

Come to agreement on what values should be included in your Mission Statement.

Results:

You have now completed the three exercises necessary to prepare your Mission Statement.

And Now...Back to Our Mission Statement

Workshop Leader:

Status check: "Let's look again at the framework for a Mission Statement. Using the mythical Mulberry PAC framework provided and the completed sample on page 30, we can start completing our own."
MULBERRY AOC RESTORATION COMMITTEE’S PAC-FIRST MISSION STATEMENT

Mulberry PAC is... (what we do, who we serve, our responsibilities, why we exist)

PAC recognizes and responds to needs, opportunities and concerns in these areas through... (how we do business)

In our dealings with people, groups and organizations, we will always, to the maximum extent possible...

We believe in and are committed to ...(values)

And, we are assisted in the pursuit of our mission by (unique or distinctive features)

Now, review the elements of your PAC’s Mission Statement - the results of Workshops 2a-c together. Ask for volunteers to start formulating your Mission Statement by completing the sentences in the framework.

After the Workshop

Since "wordsmithing" can take time, you may wish to have the writing done by a small team of volunteers after the meeting. But, you are certainly now in a position to celebrate your successes and look forward into your future!
When Workshops 2a-c have been completed, your PAC will be able to fill out the following sentences:

SAMPLE:

THE MULBERRY PAC-FIRST MISSION STATEMENT

Mulberry AOC Restoration Committee is ... committed to the restoration of the beneficial uses of the Mulberry AOC. Under the Remedial Action Plan for Mulberry AOC, we strive to facilitate the implementation of the RAP, through developing collaboration agreements with parties responsible for remedial actions. Part of our commitment includes education of the public at large about the importance of a clean AOC, developing community support for the expenditure of public and private funds for expensive restoration projects, and encouraging community-based clean-up programs by local organizations.

PAC recognizes and responds to needs, opportunities and concerns in these areas through... communicating with our stakeholders, conducting planning meetings, facilitating the provision of funding, providing a voice and conscience in the community, and by providing responsible information to all stakeholders in the watershed.

In our dealings with people, groups and organizations, we will always, to the maximum extent possible... maintain our integrity, accurately represent the facts, encourage through the provision of timely information, the implementation of actions, and facilitate the resolution of disputes.

We believe in and are committed to ... operating in a highly principled fashion, grass roots involvement, communicating community values and implementing the RAP.

And, we are assisted in the pursuit of our mission by... a multi-sectoral committee of key stakeholders, who are committed to working together, through thick and thin, to ensure the restoration of our AOC.
SECTION II:
PATHWAYS TO SUCCESS I -
ACTION PLANNING
SECTION II: PATHWAYS TO SUCCESS I - ACTION PLANNING

This section consists of exercises and activities which will result in building an action plan and implementation framework to achieve your Mission.

It consists of four workshop sessions:

- Establishing PAC-First goals to achieve your mission;
- Identifying constraints to implementing these goals;
- Developing strategic initiatives to overcome the constraints, and;
- Preparing action plans for the strategic initiatives.

The Goals are developed from and directly tied to your Mission. The constraints identify what could impede you from achieving those goals. The strategic initiatives are approaches to be taken to remove the constraints, and the action plans create a pathway to achieving your Mission, Goals and Strategies.

Everything is connected to everything else - just as in the ecosystem approach!

The linkages are depicted in the box below:

| Mulberry AOC Restoration Committee -- Great Lakes -- North America |
| Getting It Done |
| Mission Statement |
| Goals |
| Strategic Initiatives |
| Action Plans |
WORKSHOP 3: PAC FIRST GOALS

The Purpose and the Product

The purpose of this session is to develop a set of goals to guide the future work of your PAC.

Tools You Will Need for the Workshop

- A suitable meeting room;
- Refreshments;
- An easel, flip chart, masking tape;
- Red, black and green coloured markers;
- copies of the Goals Worksheet (page 37);
- Blank note pads;
- An open mind, and;
- Creativity!

As usual, remember to allow at least 2 hours for the workshop, schedule breaks outside the workshop room, and select a leader in advance.

Tips for the Workshop Leader

- You need to consider what goals you should be striving towards to make sure you achieve your mission. Try to identify goals in bite-sized pieces.

- Mulberry PAC's Mission Statement (on page 30) indicates "delisting the AOC" as a principal responsibility. However, as you can see below, they didn't list this as one goal. It has been segmented out into do-able chunks. A cardinal rule in goal-setting is: "If you're going to eat an elephant, eat it in bite sized pieces"!

Reality Check! Speaking at the August 1996 Wingspread Conference: Funding Strategies for Restoration of Areas of Concern in the Great Lakes basin, Ken Hall of the Bay Area Restoration Council advised PACs to take the time up front to determine a mandate, goals and objectives. Setting reachable goals will help your PAC to take ownership of its own destiny.
Case In Point: The Cuyahoga River Community Planning Organization has consciously presented itself as an objective, neutral planning organization, rather than as an environmental advocacy group. In that one statement, they take a bite of the elephant by saying that they will have the clearly defined — and limited — goal of objective planning for their AOC.

MULBERRY AOC RESTORATION COMMITTEE GOALS

For "delisting the AOC", our goals are:

1. Stimulate and facilitate financing.
2. Achieve political will.
3. Facilitate the development of public education programs.
4. Engage businesses in participating in the RAP
5. Support government and regulatory approvals processes.

These are examples of "high level" goals from which strategies and action plans can be developed to achieve them. When all the goals are added up together, they should achieve the fundamental mandate of your PAC.

Workshop Leader: Have members of the group examine your Mission Statement to identify the goals implicit in it.

Now, as a group, brainstorm the goals and list them on a large wall chart. Make sure that each participant gives at least one goal. Go round the room until all the goals are on the chart.

Review the list of goals to make sure there is not any duplication.

Using the Goals Worksheet, have each participant rank the goals on a scale of 1-10, where 1 is the highest priority and 10 is the lowest priority. (Sure, participants can give the same number to more than one goal if they want).

One by one, have participants call out the rank for each of the goals.

Now add them up!

The goal with the lowest number of points is the most important, the goal with the most points is the least important.
Now, check to see if we have consensus on the results.

List the final goals in order of priority on the wall for the next exercise.

**Results:**

Your PAC has now developed a list of priority goals to achieve your Mission.

**After the Workshop**

Recruit a volunteer to write up a brief record of the workshop results.
## WORKSHEET:
### OUR PAC-FIRST GOALS

| GOAL | RANK  
|------|-------
|      | 1 = highest  
|      | 10 = lowest   
|      | TOTAL To be completed after everyone has done rankings |
| 1.   |        |
| 2.   |        |
| 3.   |        |
| 4.   |        |
| 5.   |        |
| 6.   |        |
| 7.   |        |
| 8.   |        |
| 9.   |        |
| 10   |        |
| 11   |        |
| 12   |        |
WORKSHOP 4: THE CONSTRAINTS - WHAT’S STOPPING YOU?

The Purpose and the Product

Now, you must address the obstacles or roadblocks that could stop you from realizing your goals. By analysing these roadblocks, you will find out the cause of the obstruction. You can think of it like weeding dandelions out at the roots, rather than cutting them down only to see them growing back.

Tools You Will Need for the Workshop

Same as for previous workshops, plus especially for this workshop:

- A Positive Attitude - Don’t let these obstacles get you down!

Tips for the Workshop Leader

Working in groups of 8, take your list of goals and have each participant identify 2 or 3 obstacles for each goal. When finished, have them share these obstacles within their group. Have the groups select the top few obstacles for each goal and put these on cards. Ask them to write positive, concrete statements, using around three words for each card, and write the goal these apply to on the back of the card.

While the groups are working, write each goal on a card and stick it on the wall. Ensure that there is enough space for people to stick up their "constraint cards" underneath.

Reality Check! Conference participants at Wingspread in August, 1996, developed the following Barrier Mosaic for successful AOC restoration financing. You may develop more, or less, barriers, but you will soon see that they are actually opportunities for positive action -- and results!

Case In Point: The Munroe County Water Quality Management Advisory Committee (Rochester Embayment) attacked barriers with vigour! To overcome the barriers of cost for staff they organized volunteer ad hoc committees for special projects. Clear limits on expectations and length of commitment make volunteer recruitment easier. Local colleges and universities became sources of interns and co-op students, a win-win for all concerned. County - local government agreements, sub-basin committees, county - university
### Barriers to Successful AOC Restoration Financing

#### "The Barrier Mosaic"

<table>
<thead>
<tr>
<th>Financing: Dealing With Government Cutbacks</th>
<th>Communications and Sustaining Public/Stakeholder Involvement</th>
<th>The Regulatory Framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>- obtaining local funds (donations, industry contributions)</td>
<td>- lack of communications to all stakeholders</td>
<td>- regulatory support</td>
</tr>
<tr>
<td>- competition for funding (available funds are too few and declining)</td>
<td>- lack of sense of urgency</td>
<td>- regulation as a double-edged sword (brings industry to the table but also scares them away)</td>
</tr>
<tr>
<td>- coordinating major fundraising</td>
<td>- maintaining public interest as PACs move from advisors to implementors</td>
<td></td>
</tr>
<tr>
<td>- magnitude of the problem: cost and area extent)</td>
<td>- public involvement with local leadership</td>
<td></td>
</tr>
<tr>
<td>- forming effective partnerships</td>
<td>- lack of local leadership</td>
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<tr>
<td>- lack of education on creative financing; lack of understanding of financing mechanisms</td>
<td>- recruiting to allow revitalization of PACs</td>
<td></td>
</tr>
<tr>
<td>- lack of information on funding processes, opportunities</td>
<td>- the will to succeed (community advocates, decision makers)</td>
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<tr>
<td>- not enough experience, expertise in fundraising</td>
<td></td>
<td></td>
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<tr>
<td>- uncertain gov't commitment</td>
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Workshops & Strategies for Sustaining RAP Public Advisory Committees

partnerships and tapping county staff all contributed to creatively overcoming a host of barriers -- and as a bonus, spread the word at the same time!

Group Presentations:

Have people present their constraints as they post them on the wall beneath each goal.

Discuss the constraints. Agree on the constraints.

Results:

Congratulations, you have now finished the hardest part of the work!
After the Workshop

Recruit a volunteer to write up a brief record of the workshop results.

And Now...A Progress Check!

Let’s take a look at where we are at and where we still have to go.

<table>
<thead>
<tr>
<th>GOALS</th>
<th>CONSTRAINTS</th>
<th>STRATEGIES</th>
<th>ACTIONS</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
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<td>3. etc.</td>
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<td>6.</td>
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<td>7. etc.</td>
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</table>

What We’ve Accomplished...

By now, we’ve completed the first two columns of the above chart - goals and constraints.

Up Next...

Strategies and actions to achieve our goals and overcome the constraints.
WORKSHOP 5: DEVELOPING STRATEGIC INITIATIVES - GETTING ON WITH THE JOB

The Purpose and the Product

This next exercise requires creativity, innovation, strategic thinking, bold moves and venturing. Sure, you can and must be pragmatic - realistic - but you can also be creative. Let’s look around the corner at new ways of doing your core business. Let’s use all your skills developed during RAP for your own advantage. Remember: you are the MVAs, so you must not forget to put yourselves first!

WHAT IS A STRATEGIC INITIATIVE?

Websters Dictionary: Strategic - "Showing skilful planning"

Oxford Dictionary:
Initiative - "first step, origination, taking the lead", and "to be able to make enemy conform to one’s movements"

Let’s pick the first definition!

What we mean by a "strategic initiative" is the skilful identification of steps necessary to achieve goals.

At the end of this exercise, you will have formed broad directions and proposals. These may deal directly with specific constraints or obstacles or may articulate a way around them.

Reality Check! When considering strategies, the Niagara River - U.S. PAC advises to do whatever it takes -- incorporation, accepting industrial contributions (with some criteria), and whatever else it takes to ensure that the PAC ultimately becomes self-sustaining. This is the time to let your creativity go!
Case In Point: The Munroe County Water Quality Management Advisory Committee lists as "other strategies":
1. Develop intergovernmental agreements between area governments
2. Involve governments, non-government organizations, public interest groups and residents in remedial actions
3. Establish a water quality advisory committee that has a purpose independent of the PAC to advise the county on water issues
4. Reactivate sub-basin committees to increase the number of participants in the process
5. Tap the ready supply of college and university interns and co-op students
6. Tap into a community with a tradition of environmental awareness to reach knowledgeable and active volunteers.
7. Use the expertise of local industry and educational institutions
Makes one wonder what the rest of their strategies are!
**Tips for the Workshop Leader**

- To give you an idea of what we mean by constraints and strategies, on the following page we have listed some examples of constraints and strategies which could overcome these. These continue to build upon the mythical Mulberry AOC PAC-FIRST plan.

- Overlooking strategies at this venture may mean that they are never developed. Use the chance you have now to get everyone to brainstorm these ideas.

*Workshop Leader:* Keeping the goals and the constraints together, divide up the goals/constraints between the participants.

   Working in groups of 8 or less, brainstorm three strategies/proposals which will overcome each constraint.

   Have participants write their proposals down.

*Group Presentations:*

   Have each group share their findings with the full group. Ensure that each constraint has strategies developed for it. In some cases, this may need to be done with the full group participating.

**After the Workshop**

Recruit a volunteer to write up a brief record of the workshop results.
MULBERRY AOC PAC-FIRST PLAN:  
Constraints and Strategies

- **Goal - Stimulate and facilitate financing.**
  
  **Constraints:** Cut-backs in traditional financing sources; lack of priority in agency/industry budgets/business plans.
  
  **Strategies:** Develop partnership programs; investigate non-traditional sources.

- **Goal - Achieve political will.**
  
  **Constraints:** Perceptions of higher community priorities; political promises never kept; slow response time; election round the corner; action costs money.
  
  **Strategies:** Conduct community attitude survey on priority of clean water; presentations to committees of government; discuss economic, social, environmental benefits; engage individual politicians as ambassadors; develop partnership proposals.

- **Goal - Facilitate the development of public education programs.**
  
  **Constraints:** Curriculum takes too long to change; campaign costs exorbitant; population too huge; language problems; cultural differences.
  
  **Strategies:** Develop a pilot project; import program from another RAP AOC; engage schools/students in remediation programs; inform/educate parent-teacher associations; include teacher assoc. rep on PAC; attract private-public sector financing.

- **Goal - Engage businesses.**
  
  **Constraints:** Bad relationships; few industry leaders; high costs.
  
  **Strategies:** Identify business "ambassadors" for leadership-marketing; identify pollution prevention programs, eco-efficiency projects; contact business associations at state and national level; identify financial benefits of participation.
WORKSHOP 6: PREPARING ACTION PLANS FOR STRATEGIC INITIATIVES - GETTING IT DONE

Tools You Will Need for the Workshop

Same as for previous workshops, plus for this workshop:

- Copies of the Action Plan Framework Worksheet (page 49)
- Possible outside free facilitation assistance from the State/Provincial or federal agency, or a volunteer consultant.

Tips for the Workshop Leader

- Getting it done is possibly the most awesome task. Your committee has probably developed plans before - some with more success than others. During your discussions, build on your experience - what has worked, and what has not. Please allow at least two hours for developing actions plans for each goal.

Helpful Hints:

- It is important that groups concentrate very hard on the do-ability of these action plans, taking into account time availability, cost and achievability.

- You may wish to prioritize the implementation of these plans - by ensuring that easily achievable goals/strategies and actions are dispersed throughout. This will give your group success milestones, and an excuse to celebrate.

- Group leaders will need to work hard to keep participants on track in this exercise. They may ask: "What's an action?", "Why is it different from a strategy?" As an illustration of the differences, you may find the sample matrix on page 42 useful.

- Remember, your community has resources available to it - it is just a matter of identifying them. For some actions, feasibility investigations may need to take place first to ensure that actions are implementable.

- Ensure that deadlines for Getting It Done are realistic, and that there is accountability from members responsible for tasks to report back on progress, obstacles, successes.
Workshops & Strategies for Sustaining RAP Public Advisory Committees

• In each group, some members are more enthusiastic than others, and will volunteer for more actions. Try to spread the load around - ensuring that each participant is recruited for some tasks, however small.

Developing your action plans includes these key components:

• Lists of the overall goal and each strategic initiative;
• Description of the action (so that anyone who was not at the meeting can understand them);
• Timetables in three, six and twelve month intervals;
• Identification of a co-ordinator - the key person responsible for implementing the action;
• Identification of the key players involved, and;
• Identification of when and how PAC will celebrate its achievement!

Reality Check! When planning ways of getting on with it, Ronald Baba of the Oneida Nation brought traditional native wisdom to Wingspread when he offered as guidance the Oneida sayings: "fight in a good way" and "be of good mind".

Case In Point: The Partnership for the Saginaw Bay Watershed developed action plans for strategies to take the PAC from an organization with full time staff to a volunteer group. Their strategies delivered excellent side benefits, as well.
• Dues-paying members were sought from a variety of sectors and interests areas. Local governments, individuals, schools, business and other organizations not only provide revenue, they also provide a stable base of support and serve as a source of volunteers. It is important to note that the variety of supporter groups is a key factor to long term sustainability. Do not let your PAC become too dependent on any one sector, supporter or industry: when they go, you can go with them!
• Activities formerly done by staff (now former also, sadly!) were spun out to volunteer individuals, organization, businesses and consultants. This not only allows key programs to continue, it also keeps the name of the PAC in the public eye.
• Fund raising packages were created for specific drives, and a major networking effort launched. The result: a proposal under consideration which, if approved, will result in funding for 3 years -- well on the way to sustainability.

Now, let’s get at it...
Workshops & Strategies for Sustaining RAP Public Advisory Committees

Workshop Leader:

Working in groups, and taking one goal/strategic initiative at a time, ask participants:

- What specific actions will implement the strategic direction?
- What are the steps involved in achieving the results we want?
- What sequences do the steps fall into?
- How long will each step take?
- How do we measure success?
- Who will co-ordinate the implementation for this action?
- Who needs to be involved?
- What resources do we need to get the job done?
- How much will it cost to organize the implementation of this action?
- Who/which agency or services can contribute these costs/resources?

Using the Action Plan Framework Worksheet (page 43), gradually work through the chart from left to right, for each initiative. Brainstorm, order and cluster ideas so that they fall into a logical sequence. Ensure that action steps are small enough for one individual to co-ordinate.
### Sample Action Plan Framework
**Mulberry Harbour PAC**

<table>
<thead>
<tr>
<th>GOAL/STRATEGY</th>
<th>ACTION PLANS</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal #1: Stimulate and facilitate financing.</td>
<td>3 MONTHS: Convene meeting of interested parties. Develop funding approaches. Develop contact strategies with candidate partners.</td>
<td>Lead: PAC Chair</td>
</tr>
<tr>
<td>Strategic Initiative #1:</td>
<td>6 MONTHS: Convene meetings with candidate partners. Prepare partnership plans, funding requirements and recognition strategies.</td>
<td>Collaborators: XYZ industry; high school principal; state agencies; naturalist club.</td>
</tr>
<tr>
<td>Develop partnership program.</td>
<td>1 YEAR: Review progress, adjust approach, and/or implement remedial action.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CELEBRATIONS</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Supper meeting at XYZ industry board room</td>
<td>Partner recognition event</td>
<td>Launch!</td>
</tr>
</tbody>
</table>

---

*September, 1996*
<table>
<thead>
<tr>
<th>GOAL/STRATEGY</th>
<th>ACTION PLANS</th>
<th>RESPONSIBILITY</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal #__ :</td>
<td>3 MONTHS</td>
<td>6 MONTHS</td>
</tr>
<tr>
<td>Strategic Initiatives:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>CELEBRATIONS</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Writing up your Sustainability Plan - Closing the loop

CONGRATULATIONS, you have now completed your Sustainability plan. If you have the resources, interest, or energy left, you could consider writing it up in the form of a report - as a constant reminder of where you are, where you want to be, and how to get there.

The table below provides a sample table of contents to assist you in writing your Sustainability Plan.

<table>
<thead>
<tr>
<th>Possible Contents of a Sustainability Plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.0 Introduction</td>
</tr>
<tr>
<td>2.0 Past, present and future - situational analysis</td>
</tr>
<tr>
<td>3.0 Your niche in the community - mission and mandate and the clients you serve</td>
</tr>
<tr>
<td>4.0 Strategies and action plans</td>
</tr>
<tr>
<td>5.0 Implementation</td>
</tr>
<tr>
<td>6.0 Success monitoring and continuous improvement</td>
</tr>
</tbody>
</table>
SECTION III:
PATHWAYS TO SUCCESS II -
ACCESSING SUSTAINABILITY TOOLS
SECTION III: PATHWAYS TO SUCCESS II - ACCESSING SUSTAINABILITY TOOLS

What Type of an Organization Are We?

You have looked back on your past, looked into the future, and figured out where your organization fits into the community. You have answered the "Why Bother?" question, and are committed to your future. You have listed your achievements and celebrated your successes. Now with much optimism, you can move your organization forward into the future.

To develop strategies for survival and sustainability, you will need to match your Mission Statement with your future activities: you will need to ask "Our mission is set, but how do we achieve it?"

Identifying the strategies for your committee's sustainability will be based on the kind of organization you have decided you want to have and be. Let's look back at the characteristics of the three generic types of organizations we described on page 3. Your actions and needs will be quite different, depending upon who you are and who you want to be.

The following check lists will help you determine the types of tools you will need for each of the organizational types. Check off the tools you need, and follow the pathways in Section III to get there!
Characteristics of Three PAC Types: Tools/Resources Needed to Sustain Your PAC

PAC-SCENARIO 1: Advisory/Watchdog Role for a Restored AOC

This type of PAC holds meetings at most every 2-3 months; your members are typically involved in watershed and sub-watershed restoration activities or education programs. Normally, government agencies are not on the committee, but participate as observers. Your role as watchdogs is frequently responsible for moving the "powers that be" to continue work on the RAP, get it finished, and then get it implemented. Without this role, the RAPs could simply collect dust in many communities - half completed, with responsibilities divested locally but not necessarily accountably.

This type of PAC can operate on a shoe-string or zero budget. However, if you fit into this category, based on reviewing your Mission, you will have minimum needs:

Check List of Minimum Needs:

<table>
<thead>
<tr>
<th>Minimum Needs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Chair or PAC leader</td>
<td>✓</td>
</tr>
<tr>
<td>Terms of Reference for your Organization</td>
<td></td>
</tr>
<tr>
<td>Meeting Room</td>
<td></td>
</tr>
<tr>
<td>Secretarial/meeting organization services</td>
<td></td>
</tr>
<tr>
<td>Progress documents/technical documents to review</td>
<td></td>
</tr>
<tr>
<td>The &quot;ears&quot; of various responsible agencies/businesses</td>
<td></td>
</tr>
<tr>
<td>Your RAP Stages I and II documents (goals and objectives for AOC restoration, implementation options, timetable for implementation and identification of responsible parties)</td>
<td></td>
</tr>
<tr>
<td>Minimum funding requirements</td>
<td></td>
</tr>
</tbody>
</table>
PAC SCENARIO 2: Partners in Planning and Implementing RAPS

This group has all of the characteristics of scenario 1, and also comprises representatives who are responsible for planning and implementing the plan. Essentially, it is similar to a Program Management Team - individuals who are responsible for one or more restoration components of the RAP, working together towards a common goal. Individual citizens, who may be unaffiliated are usually also on these committees - since they have valuable advice and are usually well connected to the grass roots in the AOC community.

Check List of Minimum Needs:

<table>
<thead>
<tr>
<th>Minimum Needs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Chair or PAC leader</td>
<td>✓</td>
</tr>
<tr>
<td>Terms of Reference for your Organization</td>
<td></td>
</tr>
<tr>
<td>Meeting Room</td>
<td></td>
</tr>
<tr>
<td>Secretarial/meeting organization services</td>
<td></td>
</tr>
<tr>
<td>Progress documents/technical documents to review</td>
<td></td>
</tr>
<tr>
<td>The &quot;ears&quot; of various responsible agencies/businesses</td>
<td></td>
</tr>
<tr>
<td>Your RAP Stages I and II documents (goals and objectives for AOC restoration, implementation options, timetable for implementation and identification of responsible parties)</td>
<td></td>
</tr>
</tbody>
</table>

**PLUS...**

| Full or part-time staff co-ordinator                                         |   |
| Office space/facilities                                                     |   |
| Community consultation - involvement/public education and communications plans |   |
| Marketing and funding plans                                                 |   |
| Operations funding - minimum $50,000 per year; restoration project funding through public-private sector initiatives |   |
| Incorporated organization - possibly registered not-for-profit/charity       |   |
PAC SCENARIO-3: Community-Based, Action-Oriented Restoration Groups

The main function of this group is to implement restoration projects which are identified as part of the RAP. Projects can typically include such activities as beach sweeps, river clean-ups, education programs in local schools, Art programs, and Harbour Days. In addition, activities can include establishing a political presence through lobbying/awareness efforts for local, county state/provincial and federal communications. Frequently, they are connected to Scenario I type PACs, through linkages or active committee participation.

Check List of Minimum Needs:

<table>
<thead>
<tr>
<th>Minimum Needs</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Chair or PAC leader</td>
<td>✔</td>
</tr>
<tr>
<td>Terms of Reference for your Organization</td>
<td></td>
</tr>
<tr>
<td>Meeting Room</td>
<td></td>
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<tr>
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<tr>
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<td></td>
</tr>
<tr>
<td>The &quot;ears&quot; of various responsible agencies/businesses</td>
<td></td>
</tr>
<tr>
<td>Media relations plan</td>
<td></td>
</tr>
<tr>
<td>Your RAP Stages I and II documents (goals and objectives for AOC restoration, implementation options, timetable for implementation and identification of responsible parties)</td>
<td></td>
</tr>
<tr>
<td>PLUS...</td>
<td></td>
</tr>
<tr>
<td>Strong linkages/networks into the community through their own membership or links with other similar organizations such as naturalists/conservation clubs, school associations, service clubs, and water-based recreational groups</td>
<td></td>
</tr>
<tr>
<td>Action plans - identifying projects of interest</td>
<td></td>
</tr>
<tr>
<td>A network of political contacts</td>
<td></td>
</tr>
<tr>
<td>Sponsors - in-kind support and provision of project dollars</td>
<td></td>
</tr>
<tr>
<td>Incorporation - if political lobbying is part of your Mission Statement</td>
<td></td>
</tr>
</tbody>
</table>
Accessing Your Survival Tools

There are various creative ways to access survival tools. Not all of them require money, but most, if not all require the co-operation and commitment of local stakeholders. These stakeholders are, to some extent or another, more than likely represented on each PAC committee. But if not, they probably support your initiatives from a distance.

While governments, public sector agencies and businesses are "crying the blues" about lack of resources, there is one thing that is clear - they have large, soft-side infrastructure available to them. While they may not have money to offer, or program support, they do have viable, vibrant offices, fully equipped with the latest in computer hardware and software.

Compared with your fledgling organization, they have enormous resources to offer. They can be encouraged to come to your aid with in-kind support. Remember, don't ask for much - just a little bit at a time, from a wide range of participants. When it all adds up, you too have a vibrant, functioning organization!

Accessing the Resources of your Stakeholders

When your role or niche has been determined, through the workshop exercises in Sections I and II, you will be in a position to select the type of support you will need. Take a brief look below and you will see how "well off" your stakeholders are. You can quickly determine who to approach for support.

Your action plan will direct you to the type of resources you will need. Once you have decided what you need, select the individual on your committee who has the best relationship with each sector to make the approach. This individual will arm him/herself with the "shopping list" and will need to make a few phone calls, and possibly have a few meetings to line up the resources you will need. Try and get long-term arrangements, for a year or more, to give your organization the stability it needs.

Governments - All Levels

Federal, provincial/state, county and municipal governments have to some extent supported the RAP and your committee over the years. With a carefully targeted approach, resources can be drawn from these agencies:
- Facilitation
  Many agencies have trained facilitators in-house. While these facilitators are usually fully utilized with other specialized work, it should not be difficult to persuade your agency contact to help you find one who could volunteer their time occasionally to help you with meetings.

- Staff Support
  Even though government funding may have been cut off, the jurisdictions responsible for water quality in your area have staff on-the-job whose responsibility it is to police, monitor and implement actions. If you decide to have meetings three or four times per year, these individuals should be willing to come to your meetings, and, at a minimum prepare notes of the proceedings. Encouraging a government staff to act as "secretary" to your committee will ensure that this responsibility gets efficiently carried out.

- Office Space
  With governments down-sizing at the rate of knots, there are many offices, within offices, sitting vacant. These offices are well-equipped with phones, computers, desks - everything you could possibly need! Security checks, and accessing the buildings at odd hours are potential problems, but even these can be overcome with creative negotiations.

- Data Base
  Maintaining your AOC’s restoration data base, including your communications mailing lists and files can be a key organizational obstacle. Look again at the job description of your local water quality official - and encourage her to help you out with this. Again, it could fall on the shoulders of the secretary of your committee. But the resource is available within a friendly government agency.

- Technical and Scientific Advice
  Retiring or "downsized" government scientists who live within the local community are frequently willing to continue their work on a volunteer basis. As well, government agencies have all types of resources available - from local governments you can access land use planners, health officials, drinking water specialists and parks planners. From state/provincial governments, water quality, sewage treatment, air quality, agriculture experts reside in-house. You name it - there's an expert available on everything. Pick out who you need, and when you may need the advice, and ask your favourite expert to come to your meetings, and help you out. Either on or off the record!
Workshops & Strategies for Sustaining RAP Public Advisory Committees

- **Access to Politicians**
  Getting It Done - implementing the RAP, is like walking a tight rope in these tight financial times. PACs are usually made up of astute small “p” political movers and shakers. Knowing the ropes - who to access and when - is a skill which needs to be honed. Within government agencies, usually at senior levels, are people whose job it is to make things happen. Identifying your “window” into the political world is key to success. Find out, from your friendly head of bureaucracy “who is who” in shaking and moving the political powers that be. Use their advice and support to make things happen. Identify PACs political ambassadors - at all levels. These elected allies of PAC can and will ensure that your message is heard.

- **Grants/Funding on a Project Specific Basis or Sustaining Funding**
  Governments still have money available to community groups in the form of grants or project specific funding. Whether it is $500 or $50,000, the key is to access the money, by matching your goals with theirs. These days, most agencies have "business plans", specifying their goals, targets and programs. Program or project monies are allocated on this basis. Performance of senior management is measured through the achievement of these goals - annually. Find out what these plans say, and match your projects with their needs. Base your application on the very old adage - “you scratch our back, and we’ll scratch yours”. Using their money, and your horse-power and enthusiasm can get much more done for much less.

- **Postage, Photocopying and Printing**
  At the very least, you should be able to identify an agency that will give you postage for mailing your notices, newsletters, communications materials or funding applications. Providing the message is not too "activist" oriented, you should not have any trouble persuading a friendly agency to help you out here. With luck, they will also photocopy the information, and maintain the data base for you as well.

**Private Sector Stakeholders**

Private business - both large and small - may also be involved in your RAP. By identifying business leaders - through local, state or federal associations or the Environment Committee of the local Chamber/Board of Trade, you may be able to access the following:
- Office Space
  
  Shopping malls, and business of all kinds may have space available. Approach your local mall (most have vacant space available) and suggest that they donate the space until they find a tenant. (Your open houses and meetings will attract customers to their mall!) The location and type of office space you need will depend on the profile/niche which your PAC has identified for itself.

- Computer Hardware/Software
  
  Donations of computers can be accessed by taking advantage of the business trend to "keep up with the Joneses" - ensuring that companies have the latest equipment. Last year's model is fine for your needs. Computer manufacturers are also frequently willing to donate computer equipment to non-profit groups. Make sure that you credit these donations on your publications and literature.

- Advertising/Print Communications Support
  
  Every community has advertising agencies and communications firms. Call your government "window" and find out who their "agency of record" is. Contact these companies for "pro bono" services - most agencies do community work free of charge - just to get the profile. What better cause could they select than a cleaner Bay or Waterfront! Professional advertising though has its down side. Often, the more hand-made the message looks, the more attention it will grab. Try local schools - ask kids to design the ad or logo. Try a competition through the local paper for your agency-of-record! Have some fun in the process. Whatever you decide to do, there is always someone out there who wants to get their creative juices flowing for your AOC.

- Sponsorships for Various Clean-Up Initiatives
  
  Take a look at your Action Plan for the list of activities you have selected to implement (or facilitate implementation). Common activities include Beach Sweeps or River clean-ups. Waste management companies, recycling companies, environmental consultants, government agencies, big industries on the waterfront, are all candidates for supporting these projects.

  Want to go bigger? Look at who will benefit from the activity. Target these companies, individuals, banks, unions. Larger businesses often have a charitable donations department. If you're not registered as a charity or non-profit, try their public relations department for donations under $500.00. Often, senior executives don't need their Board's approval to spend smaller amounts of money in the community - providing the company gets credited in your publicity materials. Remember what Hannibal said "We will either find a way or make one"!
Workshops & Strategies for Sustaining RAP Public Advisory Committees

- Partnership Funding
  For bigger projects, like pollution prevention programs, education campaigns, and restoration projects involving large amounts of capital, businesses like to participate with other partners in partnership funding. Many local governments in jurisdictions like Ontario are looking seriously at "private-public" sector partnership funding to improve their water/sewer infrastructure. For smaller projects, like launching a household hazardous waste collection day, PACs can facilitate partnership programs with chemical companies, governments, waste collection companies and science laboratories. Again, the rule to remember, is look at who will benefit from the project, articulate the benefits to each participant, and then - go ahead and recruit them. Don't forget to get credit yourselves for all your hard work.

- Business Plan Development/Financial Advice
  Chartered accounting firms, government financial departments, large companies have experts available to help you with your business plan. Business plans are necessary if you are looking to raise substantial amounts of funding (a Scenario II or III type of PAC). It is a good idea to have a financial person on your committee - but if not, everyone knows a friendly accountant who may be prepared to help you develop your plan - by reviewing the copy, preparing the financial scenarios, and by doing your annual financial statements. Again, make sure that you give the contributor credit (in print, rather than financial!)

- Legal Assistance/Advice
  Businesses and governments have legal departments who may be willing to provide legal services gratis. But don't forget the small one-horse law firm who is trying to get ahead, or the latest set of graduates from your nearby law school. As well, many communities have legal clinics - but these lawyers are frequently stressed out with burgeoning case loads. You will need a lawyer if you are thinking of incorporating, drawing up Memoranda of Understanding/Agreement for project partnerships, or looking for creative ways to speed up the implementation of projects which are bogged down in the approvals process.

Non Government Organizations

NGOs can provide enormous support to their colleagues. Tips on survival, co-operative ventures, sharing staff, communicating your work, providing knowledge, and office space, are all possibilities.
- Moral Support
Starting up an "organization" is a challenge. So, it is a good idea to go to the experts. Both small businesses and non-government organizations such as community policing committees, naturalists clubs, service organizations, parent-teacher associations are all good role models. These organizations have survived, through thick and thin. They have determination, spirit and soul. Meeting with a few or these organizations' leaders will encourage you. You will learn tips on survival that it would take centuries to document. The tips will be local, ground truthed in what works and what doesn't. Work out ways that you can access resources without competing in their market place. Work out ways to collaborate and share ideas. While you have much to learn, you also have much to offer.

- Tips on Fund Raising
NGOs can advise you on the most effective fund raising models. Whether it should be a bake sale, yard sale, capital fund raising campaign for your project, they have the experience. Check with the local hospital campaign chair, find who helped on United Way. As well, NGOs know the way to access "fast money", and they can help with proposal development if you offer them something in return.

- Shared Office Space Arrangements
As with business start-up, you'll need to start small. Joining up with another organization with similar interests can help your volunteers or lone staffer "survive" while the organization is growing. If your quest for free office space is unsuccessful, it is much cheaper to share expenses (like phones, photocopiers, computers, secretary) with collegial interests.

- Partnering in Local Clean-Up Projects
With labour intensive projects as Beach Sweeps, and stream cleaning, you will need herds of volunteers. The best way to engage NGOs is to develop reciprocal agreements - where you can access their volunteers, and they can access yours. Teaming up in this way saves energy and time when organizing projects. And, don't forget the little guys - the Boy and Girl Scouts, day care centres and counsellor-in-training camps to help you round up volunteers and keep an eye on them at the same time.
- **Access to Communications Network**

  *NGOs communications networks can be a lifeline.* For next to nothing (perhaps just a couple of hours writing a newsworthy story, or plea for help) they can communicate your needs to their constituents. Many have different methods - from the more sophisticated internet/web site approach, to the old fashioned "telephone tree", troops and funds can be rallied around your project.

- **Access to Political Support**

  *NGOs know how to work the political system.* Coupled with your government contacts, you will learn the right ways and the effective ways of reaching the shakers and movers.

**Institutions**

Schools, universities, and colleges potentially have vast, untapped resources available. Plus, they will collaborate on any innovative educational program - particularly if it is of a demonstration or pilot nature which will get their institution "on the map" for a good cause and excellent learning experience.

**What can they provide:**

- Meeting rooms;
- Outdoor facilities for sales, fairs and other fund raising or community awareness events;
- Auditoria/gymnasia for seminars/lectures or workshop space;
- Access to hundreds/thousands of "little people", who can get the message out to their parents;
- Projects with local businesses, schools, environmental companies - marsh plantings, stream clean-ups, harbour days, and more;
- Students to help with research, projects, computer support, accounting knowledge - you name it - your local college/university is growing expertise rapidly - these people can help, free of charge, since it goes towards their credits;
- Professors with access to study grants - engage your friendly environmental department -investigate an innovative technology or restoration model, and;
- On-site training for secretarial/business students.
Workshops & Strategies for Sustaining RAP Public Advisory Committees

Remember the cardinal rule....

Go For The Win-Win Solution!

How?
- Work together
- Make sure everybody benefits

Why?
A cleaner AOC!

Reality Check! David Timm of Well Kingdom Workers/Indiana University said it best when speaking at Wingspread:

The key to fund raising is to make it as easy as possible for the donor to give, and then treat the donor just as you would like to be treated.

He noted other key fund raising success factors as:
- A passion for the cause;
- A willingness to ask for money -- it's not crass, it's necessary!
- Training and know-how, and;
- A marketable product.

Cases In Point: Here are some creative and successful takes on accessing survival tools:
- Bay Area Restoration Council (Hamilton Harbour) packages partnerships for specific projects and charges for its overhead costs. BARC also "begs and borrows" space and services alike and regularly uses its stakeholders.
- Cuyahoga River Community Planning Organization peruses multiple sources of funding, with a strong emphasis on planning and grants management. CRCPO finds that experienced leadership is the key to success.
- The Ashtabula River Partnership has organized into a cooperative partnership with government, industry, business and citizens - giving the PAC the financial clout it needed.
- The Partnership for the Saginaw Bay Watershed advises to start by identifying and targeting individuals, groups, organizations or business who can be expected to support the cause. You will find it easier to get support from the converted than it is to convert a potential supporter to your cause. Recruiting converted supporters gets you up and running as fast as possible!
SECTION IV:
MORE TIPS, STRATEGIES AND RESOURCES
SECTION IV: MORE TIPS, STRATEGIES AND RESOURCES

This last section provides guidance for specific sustainability aspects of your organization. It focuses on steps to incorporation, fund raising with business, government and foundations. It is not intended as a replacement to the myriad of resources available on the market. However, it can and does describe the purpose of a number of different tools, so that your PAC can determine whether or not they are needed.

The sustainability plan which you have created by following Sections I, II and III will provide a solid foundation for success. Using the resources available to you in your community, based on a win-win situation can easily take you safely into the next millennium. However, PAC Scenarios II and III will probably need to craft financial and business plans - at varying levels of detail - and handle considerable sums of money from time to time.

Incorporation - Who Needs It?

Incorporation - forming your committee into a legal corporate structure - is in fact like creating a totally separate individual or group, separate from the individuals within or involved with it. Recently, governments have passed legislation holding accountable the individuals on corporate Boards of Directors for the actions of the corporation - so these days, a corporation is not quite as arms length from its individual members as they used to be. Regardless of the country you are in, corporations come in many forms, shapes and sizes, but they have some things in common:

- Board of Directors, comprised of Officers: a President/Chairperson; secretary and treasurer and Directors;
- Financial accountability - returning statements of income to government revenue departments;
- The need for meetings to be held, and minutes of meetings to be taken, particularly as they relate to the financial dealing of the corporation, and;
- Articles of incorporation and/or by-laws - stating their reason for operating and type of business being conducted.

You may be well advised to incorporate when:

- Applying for funding from foundations (and most businesses and governments);
- Your committee is involved in financial or legal issues relating to RAP;
- Members will be providing testimony on behalf of your committee before a tribunal, hearing or court;
- Sums of money are passing through your group’s bank account;
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- Spending of the money is a group/partnership decision, and;
- Hosting events, making media announcements or speaking out - which could involve liability of any kind.

Incorporating in Canada:

- You can incorporate provincially or federally.
- Provincial incorporation can be more flexible, with fewer regulations and reporting requirements. It is also quicker and less expensive.
- Federally incorporation is usually only done by organizations which operate on a national basis.

Incorporating in the U.S.:

- Generally, you would incorporate in the state in which you operate. Different states have different requirements for incorporation.

When Charitable-Not for Profit Registration Can Help...

The primary reason for registering as a Charity or not-for-profit association or corporation is money. Most foundations and businesses have eligibility criteria for providing large donations or grants. Awarding funds under these criteria gives the donor organization a feeling of security - that their recipient organization has a solid track record, will not use the funds for individual profit, and is accountable to a federal or provincial/state agency for their financial operations. These criteria frequently include giving only to charities or not-for-profit groups. As a registered charity, you are in the best "eligibility" position.

It is not necessary to incorporate in either Canada or U.S to become a registered charity, but incorporating can make it easier to get charitable status (typically, groups incorporate first and then seek charitable status after they have had a bank account open for roughly six months).

In Canada:

- If your group's activities are of a "charitable" nature (e.g. religious, educational, scientific, artistic, social endeavours), you can apply to Revenue Canada for tax exemption registration.
- If your application is approved, you get a charitable registration number and can issue tax receipts to donors.
In the U.S.:

- Apply to the Internal Revenue Service for federal tax exemption under Section 501(c)(3) of the Internal Revenue Code.

Consider your niche carefully...

If you wish to be a lobby group to pressure governments, it may be inadvisable to incorporate as a "charitable" foundation, since charities cannot lobby under the current laws. The main advantage of becoming a charity is that many corporate and foundation donors require charitable status prior to being able to make grants.

However, there are other means of survival other than foundation grants - so don’t let this deter you, just be aware of the implications of your decisions regarding your role.

Things to Consider Before Deciding on Incorporation/Charitable Status:

- You will likely need a lawyer’s advice to incorporate or seek charitable status. Use the tips in section III to obtain this gratis. However, you will still need some cash to register - a minimum of $500 is required usually, but this varies from jurisdiction to jurisdiction.

- You will need to report annually - make sure you have someone with the skills to do this.

- Other potential benefits of incorporating:
  - Your group’s name is registered and can’t be used by anyone else;
  - An image of stability and accountability;
  - Limitations (but not elimination) of personal liability of members for any debts incurred by the organization;
  - The ability to hold title to property, enter into contracts and initiate legal action;
  - Easier to borrow money from banks, and;
  - Accessibility of charitable status.

Other benefits of becoming a charity:

- Your group becomes exempt from paying federal tax;
- You can issue official donation tax receipts for people who give you money, and;
- In Canada, your group is eligible for GST rebates and other tax exemptions (provincial sale tax, excise tax, municipal property taxes).
Challenges:

- Applications can be complicated and time-consuming. Incorporation alone can take about a month. Incorporation and getting charitable status together can take 6 months.

One Option to Consider:

If your group is not up to the challenge, or wants to seize an opportunity for funding before you can get through the paper work, consider the following:

- An alternative to forming a non-profit organization is to establish a partnership with an organization which is compatible with your goals. Things to watch under this scenario are:
  - Ensure that the monies going into the partner organization are accounted for in a separate ledger account;
  - Check for any service or administration fees which could be applied - ahead of time;
  - Ensure that your PAC has the amount of discretion which you require on how the funds are to be spent, and;
  - Figure out a way to scratch your partner’s back by returning the favour at some other time.

A Step-by-Step Implementation Plan:

1) Seriously consider the opportunities and challenges of incorporating and getting charitable status. Are either, both or neither right for your organization?

2) Gather the necessary documents and resource information.

3) Choose a name for your group. A name search should be done to make sure no other group has this name. Check the Yellow Pages under "Searchers of Records" for assistance.

4) With help from a lawyer, prepare a constitution and by-laws (articles of incorporation).

5) Complete and submit the necessary forms for incorporation and charitable status, including payment.
More Resources for Incorporation and Charitable Status:

**Canada**


Incorporation forms and a guide, *Not-For-Profit Incorporator's Handbook*, are available from:

Companies Branch  
Ministry of Consumer and Commercial Relations  
393 University Avenue, Suite 200  
Toronto, Ontario  
M5G 2M2  
(416) 314-8880

Call Revenue Canada, 1-800-267-2384, and request a copy of *Registering Your Charity for Income Tax Purposes*.

**United States**


For information on charitable registration, contact your local Internal Revenue Service Tax Office. Ask for Package 1023, Package 1024, Publication 557, and *The Internal Revenue Service Exempt Organizations Handbook*.

*Reality Check!* There are definitely two side to this coin. The Cuyahoga River Community Planning Organization considers incorporating one of its most successful strategies. But the St. Clair River Binational Public Advisory Committee cautions against expecting incorporation to be the quick fix answer to everything. This PAC has been working at incorporating for 3 years, and its Canadian application is still pending.
Case in Point: Back at the Cuyahoga River PAC, support from the non-profit corporation through planning, survival tools and project assistance is considered its primary source of support. Being able to issue tax deductible receipts for donations does wonders for fundraising!

Other tools for your Kit...

There are numerous other tools which you may need for PAC Scenarios II and III. These include a Business Plan, annual reports, fund raising strategy, marketing plan, detailed action plans for each proposal and a financial plan.

Your sustainability plan will drive the decisions about what you will need.

PAC ANNUAL REPORT: a statement of achievements and challenges over the past few years. Donors frequently want to see this along with a discreet proposal for the project, program or sustaining funds that you are applying for.

FUND RAISING FEASIBILITY STUDY AND PLAN: successful PACs have fund raising feasibility studies done to identify target donors for your projects. You may want to consider dedicating some of your budget to hiring professional consultants for this job. These consultants or agencies are frequently used for capital funding, such as hospital expansions, or university buildings. However, you can do your own plan, by canvassing the stakeholders you identified under the "who needs us" workshop in Section II. Find out:

- What types of projects/programs they are embarking upon, and how they can use your help;
- Who and how they usually give money to and what their criteria are;
- Who specifically is the key decision maker you need to convince;
- What would you need to do to obtain funding or support from this source (e.g. proposal, presentation, letter, etc.);
- What your organization’s image is like, and how aware they are of your activities, and;
- Whether they can offer you any of the resources you may be seeking in Section III.

BUSINESS PLANNING: Business plans are used by governments and businesses to describe the operational plans and the financial costs associated with them. For non-government organizations, they can be used to lay the groundwork for a variety of projects, describe the costs associated with these projects, and identify sources of funding.
Business plans are also useful to banks, if borrowing money against committed project/program revenue is required - to meet payroll, capital cost advances or other operating costs. However, as a general rule, banks will not lend money unless it is secured either by personally secured notes from your Board members, or by contracts from governments or businesses. However well-crafted your document, it is the bottom line and the security of their loan that banks look at.

Business plans do provide investor or donor confidence however, since they demonstrate your capability to operate accountably and in a business-like manner.

For government and foundation funds, an annual report, a solid proposal and your sustainability plan will more than likely be sufficient.

**Getting Your Projects Funded**

By implementing the strategies in Section III you will uncover creative, no-cost ways to sustain your PAC. However, for real, hard cash, the following brief description may be helpful in the most generic sense for those PACs who are briefing themselves on the various opportunities available. This commentary is in no way intended to replace the very substantial guidance available to PACs, through State and Federal governments, through tool kits developed specifically by RAP committees, from publications at your local library, or from fund raising consultants.

There are generally three types of funding agencies...

**Corporations, Charitable Foundations and Government Agencies at All Levels:**

*Corporations* frequently have a charitable donations budget which they allocate to community causes, sometimes deciding as often as every quarter. A good time to approach them is three months before their year end, when they are determining how much to contribute to charities, and before any one else gets in the door!

As well as their charitable donations departments, many have discretionary funds through their public relations departments. PR dollars can be utilized to pay for advertising, clean up programs, sponsoring contests, or aiding with the development of curriculum materials for schools. PR Dollars are usually limited to smaller amounts around the $500 - $1,000 mark.

*Charitable Foundations* come in various stripes. There are private foundations - institutions established by individuals, families and some corporations that promote the common good by using their advantageous tax status to disburse funds to qualified donees. And there are...
community or public foundations - institutions which raise funds to carry out their own programs and activities, or to fund other qualified donees. These types usually serve a specific geographic area: a city, local metropolitan region or an entire state or province.

Foundations (particularly private) and trust funds provide relatively constant levels of funding and these organizations are less prone to shifts in funding availability than corporate (linked to profit levels) or government (subject to changes in direction or policy).

Government agencies provide project funding to organized community groups, if the project or program is supportive of the government agency's program. As discussed in Section III, identify these mutual goals through review of their business plans, your discussions with key contacts within the agency, and keeping an eye on emerging environmental issues. Don't forget to look at all government agencies with an environmental mandate, including:

- Agriculture;
- Water works, waste water;
- Public health;
- Environmental services;
- Legal services;
- Labour;
- Natural resources;
- Conservation authorities, and;
- Economic and business development, among others.

Also, keep an eye out for bi-lateral or tri-lateral funding programs, such as the Commission for Environmental Co-operation based in Montreal which is interested in funding organizations in NAFTA countries; the International Joint Commission, or other quasi-government agreement agencies. Look for trust funds such as the Great Lakes Protection Fund; Great Lakes Cleanup Fund, among others.

Funding Considerations:

- Competition for funding is now stiffer than ever before; applications for foundation funding are more numerous than ever before in Canada and U.S.
- Most funding agencies, whether they be corporate, foundation or government have very different missions, priorities and requirements for funding and proposals. Research needs to be done to target those most applicable to your work. Efforts should be made to address the unique requirements of each funding source you approach ("there is no boiler-plate proposal which works for all foundations"), hence the utility of a fund raising feasibility plan.
Funding your group is not a high priority for any of the three sectors noted here. The challenge is to make it a priority. A relatively small percentage of foundations have full or part time staff (eg. only 14% in Canada). It can be challenging to determine how best to position your proposal. Remember corporations exist to conduct business, so they will want to know how your PAC can help them.

A Step-by-Step Implementation Plan:

1. Agree on purpose, goals, scope and expected products (deliverables) for the project(s) for which you will seek funding. Develop a brief 1 or 2 page outline which you can discuss with or present to potential funders.

2. Identify the best prospects to approach for funding.

3. Research the top prospects: What are their mandates, interests and priorities? What are their requirements (e.g. when to submit proposals)? Who are their key staff people? Do any of your stakeholders have relationships with these prospects?

4. Whenever possible, make personal contact with representatives from each top prospect to discuss your proposed project and their interest and expectations.

5. Based on the results of Steps 3 and 4, decide which potential donors you will make applications to.

6. Prepare funding proposals according to guidelines.

7. Submit proposals to appropriate agencies at the appropriate time.

8. If your application is successful, begin the project and continue to foster your relationship with the foundation. Meet reporting and other requirements. Lay the groundwork for your next application.

9. If your application is unsuccessful, thank the potential donor for their consideration of your proposal, find out why your proposal was not funded, and determine prospects for future success.
Success Factors:

- **Personal Contact**
  - If the top prospect has staff, establish personal contact to discuss your proposal and build support.

- **Check the Fit**
  - Carefully examine the funding categories and priorities to make sure your proposal fits.
  - If there is no obvious fit, don't just quit; discuss your idea with staff to see if there is interest or flexibility and avoid the category trap.
  - Funding priorities can shift from time to time; make sure you have the latest information.

- **Follow the Rules**
  - Make sure that all requirements are met; e.g. some funds only fund projects in certain geographic areas - don’t apply if you’re somewhere else.

- **Meet the Donors Needs**
  - Have proof of your non-profit, tax exempt status ready.
  - Prepare a track record, experience of your organization - the annual report is a good tool.
  - Demonstrate evidence of community support for your project with letters of support, for example.

- **Nurture the Partnership Relationship**
  - Your supporter is your partner, and will need to be recognized and treated as such at all times. Offer to bring the contact person into your decision process whenever possible. Keep the organization continually updated with news of your progress. Keep in constant contact with your benefactors with newsletters, news releases, board meeting minutes and to get back to the top of this list -- personal contact.
For More Information...

Your local RAP agency, the IJC or RAP co-ordinators have the most up-to-date information on specific tools available on RAPs. Much energy is being poured into this area by state/provincial and federal agencies to ensure that RAP-PACs have the tools they need to survive.

Your local library has resources available. Some we have identified which are really useful are:


Canada - The Canadian Directory to Foundations. Prepared and updated regularly by the Canadian Centre for Philanthropy, 1329 Bay Street, Toronto, M5R 2C4, (416) 515-0764.

Apogee Research, Inc.. A series of reports prepared for Great Lakes National Program Office and the U.S. Army Corps of Engineers:
- Ohio Guide to Existing and Potential Financing Sources for RAPs Implementation
- Milwaukee Estuary Area of Concern Preliminary Financial Plan
- Financial Planning Guide for Michigan Areas of Concern

One Last Reality Check! There is one recurring but unstated theme common to the Reality Checks! and Cases in Point throughout Pathways: a business-like approach to marketing your PAC for fund raising and other support. Remember that you will be competing with other organizations for financial support. Those groups may have absolutely nothing to do with
your PAC's issues, but in the open market place, a cause is a cause, and they are all competing for the same charitable donation dollars. Now is the time to actively solicit support from an individual or firm to provide the marketing expertise you will need.

**Reality Checks and Cases in Point** were taken from: "Meeting the Challenge: Strategies for Sustaining RAP Public Advisory Committees" survey responses, and; the Facilitator's Report for Wingspread Conference: Funding Strategies for Restoration of Areas of Concern in the Great Lakes Basin.