

# WNY Environmental Alliance

## [Appendix A – Community Impact Report]

July 31, 2009



**Community Foundation**  
for Greater Buffalo





# Table of Contents

**COMMUNITY IMPACT REPORT ..... A-1**





Community Foundation  
for Greater Buffalo

# Enhancing and Leveraging Significant Natural Resources

Community Impact Report

## FOCUS AREAS

Increasing Self-sufficiency

Reducing Racial & Ethnic  
Disparities

**Environment & Architecture**

Arts & Culture



Darleen Strzy

## Leading Community Change Through Collaboration

The health and enhancement of our region's natural assets is crucial to the revitalization of this area and to the wellbeing of its residents. Our region, like many others, faces a wide range of challenges in protecting and restoring its natural environment—and historically, few philanthropic resources have been devoted to address these needs.

To fill this void and provide leadership and targeted resources to the region's environmental movement, the Community Foundation for Greater Buffalo (CFGB) created the Western New York Environmental Alliance (WNYEA). A collaborative umbrella group, its goal is to help organize and rally those working toward a greener WNY.

During the past 24 months, representatives from 150 organizations helped identify and prioritize the challenges facing all facets of our region's natural surroundings. The sum of these efforts is ***Our Shared Agenda for Action***—a blueprint for restoring and preserving WNY's natural environment.

### WHY IT MATTERS

- Although home to an Olmsted-designed park system, **Buffalo has less parkland than cities with similar population densities.**
- **Toxic contamination and a lack of greenspace has resulted in increased rates of health problems,** including asthma, obesity and heart disease.
- The **Great Lakes contain 20% of the world's total fresh water supply** and is vital to the quality of life of 10% of all Americans.
- **Buffalo recycles just 6.5% of its solid waste**—well below the national average of 27%. A 1% increase would generate \$72,000 for the city.

## CONTENTS

- Creating a Blueprint for Action
- Declaration of Action
- Agenda for Action
- Next Steps

Fall 2009

# Creating a Blueprint for Action



The planning process for *Our Shared Agenda for Action* began in January 2008 when the WNYEA Steering Committee representing more than twenty-five organizations, agencies, and businesses met for the first time.

The group established three objectives:

- *Increase collaboration among organizations working on environmental issues*
- *Develop a consensus around a shared agenda for action*
- *Attract resources to support the Agenda*



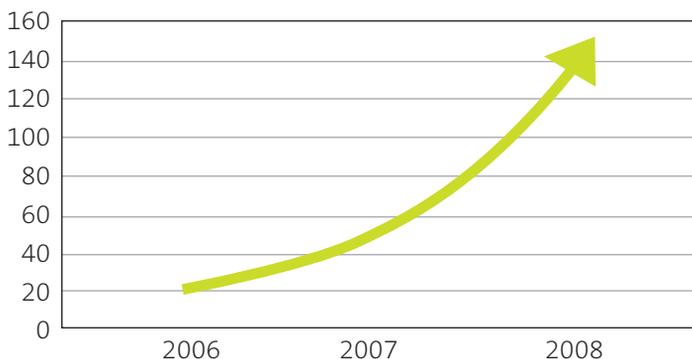
To design and facilitate the WNYEA's planning process, CFGB partnered with the Urban Design Project at the University at Buffalo School of Architecture and Planning and brought in a consultant from the

Institute for Conservation Leadership, an organization specializing in building environmental coalitions. In addition to organizing discussions, these partners provided the WNYEA with research and recommendations for best practices to take action and sustain a large-scale environmental collaborative.

The Foundation also recruited the Buffalo News and WBFO as media partners. They donated print and radio ads inviting the participation of interested individuals and organizations from throughout the WNY area.

From there, three large public congresses were convened attracting more than **300 attendees representing 150 environmental organizations and individuals** interested in working together to improve WNY's natural environment.

## Groups Participating in CFGB Environmental Work



## Congress 1: October, 2008

**Task groups formed** around the following topics to develop the issues, actions, and quantifiable measures for the *Agenda*:

- Energy and Climate Change
- Urban Regeneration and Land Use
- Waste, Water and Pollution Prevention
- Parks and Recreation
- Habitat and Natural Resources
- Environmental Organizations' Capabilities

## Congress 2: February, 2009

**Participants reviewed best practices for**

**collaboration** on environmental issues and prioritized key issues for action based on work done in the individual task groups. An *Environmental Declaration of Action* was drafted to provide a vision for the WNYEA and set the stage for the development of the *Agenda*.

## Congress 3: April, 2009

The **Declaration of Action and the framework for the Agenda were finalized**. Following this meeting Steering Group members developed *Our Shared Agenda for Action on the Environment*.

## WNYEA Steering Group Members

Buffalo Audubon Society • Buffalo Museum of Science/  
Tiff Nature Preserve • Buffalo Niagara Partnership •  
Buffalo Niagara Riverkeeper • Buffalo Olmsted Parks Conservancy  
• Buffalo Urban Development Corporation • Community Action  
Organization/WNY Environmental Justice Center •  
Community Foundation for Greater Buffalo • Cornell School of  
Industrial & Labor Relations • Daemen College, Center for  
Sustainable Communities and Civic Engagement • Ecology &  
Environment • Erie County Industrial Development Agency  
(ECIDA) • Great Lakes Program, SUNY Buffalo • Local Initiatives  
Support Corporation (LISC) • New York Sea Grant,  
Cornell University • New York State Department of State,  
Division of Coastal Resources • Niagara County Department of  
Economic Development • Niagara Greenspace Consortium •  
Niagara University Environmental Leadership Institute • Sierra  
Club • Upstate Green Business Network • Urban Design Project •  
US Army Corps of Engineers • US Fish and Wildlife Services •  
US Natural Resources Conservation Service • Wind Action Group  
• WNY Apollo Alliance • WNY Land Conservancy

# Environmental Declaration of Action

To ensure that the WNYEA would be consistent in its activities toward developing and implementing a plan for action on the environment, the group developed an *Environmental Declaration of Action*. Now, this piece also serves as the preamble to *Our Shared Agenda for Action*.

**We, the people** of Western New York, are resolved to work collaboratively to improve our environment and our regional, international community. We are a Great Lakes region and stewards of the world's largest supply of fresh water, vast forests, rich agricultural land, abundant wildlife, an incredible built heritage, historic park systems, the magnificent Niagara Falls and hundreds of wonderful communities. Unfortunately, much of our natural heritage has been lost and what remains is threatened. And, like the rest of the world, we face the prospects of climate change. We therefore establish this agenda to protect and restore our globally significant environment. ↪

We know that our environmental resources are immeasurable assets; they have direct impacts on our quality of life and our economy. Healthy ecosystems provide habitat for wildlife; they provide clean air, clean water and other ecological services such as stormwater control and carbon sequestration; and they provide recreational and business opportunities. The environment is a source of wealth for all of us. ↪

Like our natural heritage, our environmental community is strong. **We are the birthplace of the environmental justice movement**, a product of both our legacy of contamination and our determination to seek action through justice. We are home to thousands of individuals and hundreds of organizations aiming to improve our region. ↪

Although our assets are plentiful and our voices numerous, our region and its people have suffered through the despoiling of our environment and the fragmentation of our collective efforts. Our dwindling population, declining health, vacant and contaminated land, and faltering economy are proof of this. Although some progress has been made, much more is needed. At this time, we make a commitment to collaboratively increase our region's environmental literacy, preserve its biodiversity, and ensure that our energy is sustainable, our air is clean, our water drinkable, our fish edible, and our forests, farms, and gardens plentiful. ↪

With *Our Shared Agenda for Action*, we have a vision for our future. Together, we are committed to strengthening the work of our environmental community through collaboration and implementation. This includes long term, overarching goals as well as specific measurable actions that can be accomplished soon. We are determined to leave those who follow us a sustainable, thriving community where they can live healthfully, work productively, learn, teach, grow old, and choose their own path. This is the aim of the Western New York Environmental Alliance – the purpose of *Our Shared Agenda for Action*. ↪

# Our Shared Agenda for Action



**CHALLENGE:** A large number of groups are working on environmental issues but there are a lack of opportunities for them to collaborate.

**ACTION:** Preserve and restore the region's natural assets through collaborative projects.



- Build demand for alternative energy with a **one-stop-shop for consumers** to see demonstrations of renewable energy and energy efficiency methods.
- **Reclaim and re-purpose vacant commercial, industrial, and residential property** in two distressed pilot communities.
- **Enhance environmental education** for children and adults on the region's environmental assets and threats by linking them to a **comprehensive information source**.
- **Reduce the threat of invasive species** to the region by effectively **accessing state funding** through the Partnerships for Regional Invasive Species Management (PRISM) program.
- **Access federal and state resources for shovel-ready projects** to protect our unique natural habitats.



*Our Shared Agenda for Action* represents the culmination of the first phase of the Foundation's work creating the Western New York Environmental Alliance (WNYEA). Each action item is based on a specific need identified through the work done by the WNYEA Task Groups and at the environmental congresses.

This Agenda is designed to be an inclusive, but focused plan of action for working together to accomplish environmental change in our region.

**CHALLENGE:** *The general public and policymakers are often unaware of the importance of environmental work and the specific implications of inaction for Western New York.*

**ACTION:** *Mobilize the public and policymakers to improve the environment.*

**CHALLENGE:** *Many environmental organizations are understaffed, underfunded and disconnected from other groups with similar goals.*

**ACTION:** *Strengthen environmental organizations.*

- **Change opinions** through a multi-faceted awareness campaign on key environmental issues.
- **Provide tools and incentives for recycling, water conservation and reuse** to influence public behavior.
- **Quantify the economic impact** of parks and green spaces, toxic and hazardous waste, habitat loss, and urban regeneration to **make a compelling case for environmental quality.**
- **Create a WNY energy policy center** to engage the public in a productive dialogue about energy.
- Advocate for regional planning boards to implement **smart growth** policies.
- Increase stewardship and connectivity of parks through a **regional plan** to restore and maintain our parks.
- Develop a regional strategy to **protect our water quality and quantity** from pollution, climate change, and economic pressures.
- Act as the **environmental watchdog**: monitor the environmental behavior of citizens and policy-makers.
- **Establish a network** to quickly alert citizens, organizations, and policymakers to legislative opportunities or threats.

- **Maximize the collective impact of 150+ environmental organizations** through WNYEA.
- **Create an online community** to improve communication and coordination between environmental organizations and the public.
- **Provide training, technical assistance, networking opportunities and access to funds** for local environmental leaders.
- **Improve funding** for environmental programs by honing fundraising skills and through **joint grantwriting.**
- **Secure shared office space and resources** for environmental organizations, businesses and others.



# Next Steps



With the *Agenda* in place, CFGB is now focused on providing support for the implementation phase.

For this phase CFGB will:

- **Regularly convene WNYEA members** to measure progress and trouble-shoot any challenges that arise;
- **Organize a fourth Environmental Congress** in 2010 and establish the meeting as an annual gathering;
- **Seek additional outside funding sources** at the local, state and national levels to support and expand implementation efforts;
- **Provide leadership development and training resources;**
- **Begin development of the *WNY GreenTable***, an online interactive entity that will help sustain the WNYEA, encourage ongoing collaboration among its members and engage consumers to become a part of its work.



## Environmental Community Support for the *Agenda*

### The right issues?

**91%** agreed that issues addressed in the *Agenda* were relevant and important

### Will the community participate in implementing the *Agenda*?

**86%** said they will participate in the implementation of the agenda, **14%** said maybe, no one said no

## WNYEA Work Already Underway!

Work has already begun on specific action items outlined in the *Agenda*. Current projects include:

- **Launch of the CFGB Green 'Zine** an online magazine featuring news, videos, polls and more about environmental issues in your backyard. **Visit [www.cfgb.org](http://www.cfgb.org) to sign up.**
- **Compilation of comprehensive environmental education resources** to serve educators and individuals of all ages.
- **Completion of a feasibility study for Groundwork Buffalo** to maintain and improve vacant land in the City of Buffalo.
- Preparation of a **collaborative proposal to receive federal stimulus dollars** to support WNYEA work.
- **Phase I development of *WNY GreenTable***, a new web resource to organize and engage environmental organizations and the general public in WNYEA activities.

## COMING SOON!

### New Web Resource: *WNY GreenTable*

The Community Foundation is now developing a **new web resource** to help WNYEA members organize and share ideas as well as to engage and inform the public on environmental issues.

Made possible by a matching grant from the John S. and James L. Knight Foundation, this new site, *WNY GreenTable*, will be a virtual forum for information exchange among interested citizens and the local

environmental community. With the help of WNYEA Steering Group members as well as members of the general public it will be designed as a convenient and dynamic tool for rapid dissemination of information, active communication, networking and collective problem solving.

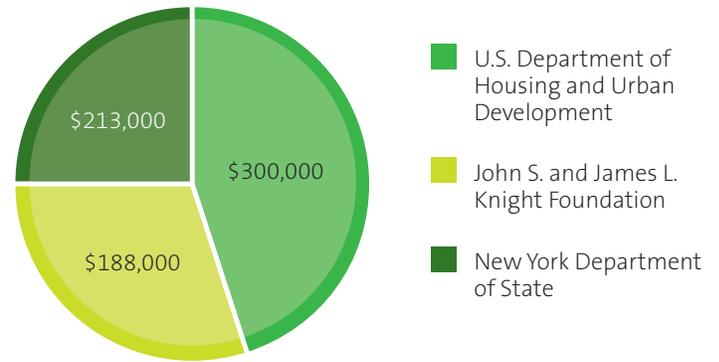
Planning for the site is currently underway and it is expected to launch in early 2010. Stay tuned!

# CFGB's Impact By The Numbers

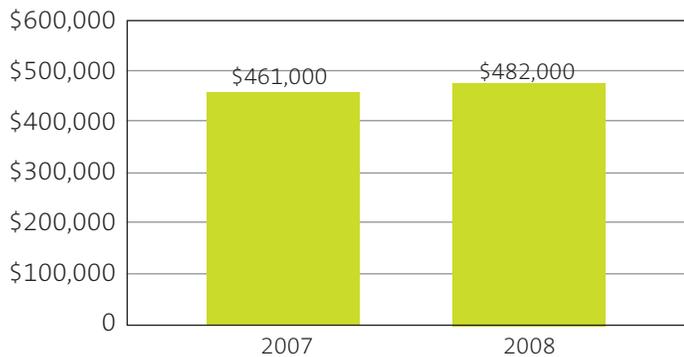


**Grants made by and through the Community Foundation** to organizations working to preserve and enhance our region's natural resources increased from 2007 – 2008 and **total nearly \$950,000**. To increase the impact of these investments, **CFGB has worked diligently to seek additional outside sources** for financial and in-kind support. These efforts have paid off, **bringing \$700,000 into our region** to support WNYEA work including a \$188,000 grant from the John S. and James L. Knight Foundation, \$300,000 from the U.S. Department of Housing and Urban Development and \$213,000 from the New York Department of State. **Combined, these resources add up to more than \$1.6 million.**

## Outside Dollars CFGB Attracted for Environmental Programs



## CFGB Donors' Support for Environmental Programs



Includes all donor advised, field of interest and unrestricted dollars given through the Foundation to environmental work

## 2007 – 2009 CFGB Investment in WNY Environmental Work Tops \$1.6 Million



# 150 groups. 3 congresses. 1 agenda: *Improve the Environment.*

Look inside to see how you can take part in creating a greener WNY!

♻️ Printed on recycled paper

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**Community Foundation**  
for Greater Buffalo



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# WNY Environmental Alliance

## [Appendix B – Progress Reports]

July 31, 2009



**Community Foundation**  
for Greater Buffalo





# Table of Contents

<b>PROGRESS REPORT #1: NOVEMBER 2008 .....</b>	<b>B-1</b>
PROFILE OF WESTERN NEW YORK ENVIRONMENTAL ORGANIZATIONS .....	B-1
Summary of Survey Results.....	B-2
THE 1ST CONGRESS OF THE WESTERN NEW YORK ENVIRONMENTAL ALLIANCE .....	B-2
Participant Comments .....	B-3
Task Groups.....	B-5
ORGANIZATIONAL PROFILES .....	B-5
Introduction and Analysis .....	B-5
Type of Organization .....	B-6
Affiliations .....	B-7
Focus .....	B-8
Geographic Target Area .....	B-9
Organizational Overlap .....	B-10
Target Audience .....	B-11
Organizational Structure.....	B-12
Funding Sources .....	B-13
Annual Operating Budget .....	B-14
Partnerships and Coalitions .....	B-15
Performance Tracking .....	B-16
Existing Shared Resources .....	B-17
Potential to Share Resources .....	B-19
Current Organizational Needs .....	B-21
Shared Resources, Potential to Share Resources and Resources Needed .....	B-23
Obstacles and Barriers .....	B-24
Available Documents .....	B-25
Opportunities for Improvement .....	B-26
TASK GROUP SUMMARIES .....	B-27
Energy .....	B-27
Food and Agriculture .....	B-27
Habitat and Natural Resources .....	B-28
Parks and Recreation .....	B-28
Urban Regeneration and Land Use .....	B-28
<i>Similarities</i> .....	B-28
<i>Differences</i> .....	B-29
Waste and Pollution Prevention .....	B-29

Individual Task Group Notes .....	B-30
<i>Task Group: Energy</i> .....	B-30
<i>Task Group: Food &amp; Agriculture</i> .....	B-33
<i>Task Group: Habitat &amp; Natural Resources</i> .....	B-36
<i>Task Group: Parks &amp; Recreation</i> .....	B-39
<i>Task Group: Urban Regeneration &amp; Land Use</i> .....	B-42
<i>Task Group: Waste, Water And Pollution Prevention</i> .....	B-51
 SUPPLEMENT B-1 – CONGRESS ONE AGENDA .....	B-57
Western New York Environmental Alliance .....	B-57
 SUPPLEMENT B-2 – HANDOUT: GROUP COLLABORATION .....	B-60
 <b>PROGRESS REPORT #2: FEBRUARY 2009 .....</b>	<b>B-63</b>
 REPORT ON CONGRESS 2 .....	B-63
 BACKGROUND .....	B-64
Congress One of the Western New York Environmental Alliance: October 2008 .....	B-64
Task Group Meetings: December 2008 through January 2009 .....	B-64
Congress 2 of the Western New York Environmental Alliance: February 2009 .....	B-65
<i>Presentation on Regional Collaboration</i> .....	B-65
<i>Interactive Workshop</i> .....	B-66
<i>Energy and Climate Change</i> .....	B-66
<i>Waste and Pollution Prevention</i> .....	B-68
<i>Urban Regeneration and Land Use</i> .....	B-69
<i>Habitat and Natural Resources</i> .....	B-70
<i>Parks and Recreation</i> .....	B-72
Next Steps .....	B-73
Congress 2 Evaluation .....	B-74
 SUPPLEMENT B-3 – PROFILE OF WESTERN NEW YORK ENVIRONMENTAL ORGANIZATIONS .....	B-77
Overview .....	B-77
Summary of Survey Results .....	B-77
 SUPPLEMENT B-4 – CONGRESS 2 AGENDA AND HANDOUT .....	B-78
 SUPPLEMENT B-5 – CONGRESS 2 TRANSCRIBED TASK GROUP DISCUSSION NOTES .....	B-82
Energy and Climate Change (group 1 of 2) .....	B-82
Energy and Climate Change (group 2 of 2) .....	B-83
Waste and Pollution Prevention (group 1 of 2) .....	B-85
Waste and Pollution Prevention (group 2 of 2) .....	B-86
Urban Regeneration and Land Use (group 1 of 2) .....	B-88
Urban Regeneration and Land Use (group 2 of 2) .....	B-89

Habitat and Natural Resources (group 1 of 2) .....	B-92
Habitat and Natural Resources (group 2 of 2) .....	B-93
Parks and Recreation (group 1 of 2) .....	B-96
Parks and Recreation (group 2 of 2) .....	B-97
<b>PROGRESS REPORT #3: APRIL 2009 .....</b>	<b>B-99</b>
INTRODUCTION .....	B-99
BACKGROUND .....	B-100
Congress One and Two of the Western New York Environmental Alliance .....	B-100
Task Group Meetings: December 2008 through March 2009 .....	B-100
OVERVIEW OF CONGRESS THREE OF THE WESTERN NEW YORK ENVIRONMENTAL ALLIANCE .....	B-101
Declaration of Action .....	B-102
Proposal to Formalize the WNY Environmental Alliance .....	B-103
Presentation: Case Studies on Organizing Collaboratives .....	B-104
Task Group Presentations and Discussions .....	B-104
<i>Energy and Climate Change</i> .....	B-104
<i>Waste, Pollution Prevention, and Water</i> .....	B-106
<i>Urban Regeneration and Land Use</i> .....	B-108
<i>Habitat and Natural Resources</i> .....	B-109
<i>Parks and Recreation</i> .....	B-110
<i>Strengthening Environmental Organizations</i> .....	B-111
<i>Youth Involvement</i> .....	B-112
Congress Three Evaluations .....	B-113
Next Steps .....	B-113
SUPPLEMENT B-6 – CONGRESS 3 AGENDA AND HANDOUTS .....	B-114
Summary of Task Group Work to be discussed at Congress Three .....	B-118
SUPPLEMENT B-7 – PROPOSAL TO FORMALIZE THE ALLIANCE .....	B-122
Question #1: .....	B-123
What does your organization hope to gain by participating in the WNYEA? .....	B-123
Question #2: .....	B-124
What can your organization contribute to the WYNEA? .....	B-124
SUPPLEMENT B-8 – CONGRESS 3 EVALUATION .....	B-126



# Progress Report #1: November 2008

The Community Foundation for Greater Buffalo (CFGB) has established a new initiative – enhancing and leveraging significant natural resources – as a priority focus area for funding. As part of this initiative, the CFGB seeks to strengthen the capacity of the region’s environmental community, to establish a shared agenda, and to identify priorities for funding and action. The initiative builds on several community-wide efforts to include CFGB “Green and Growing”, the NYPA relicensing, Daemen College Environmental Summits; Green Gold business meetings; and the Niagara River Roundtable and municipal planning efforts.

The CFGB has been convening a group of environmental organizations and governmental agencies known as the Western New York Environmental Alliance (WNYEA) since May of 2008. The Urban Design Project, a research center in the School of Architecture and Planning at UB, and the Institute for Conservation Leadership, were hired to help design and facilitate this process. The expected outcomes of this process include capacity enhancement through collaboration and a priority agenda for directing efforts of environmental organizations including identifiable projects.

The structure of this process includes:

- Background information on regional environmental organizations and agencies, environmental planning, and environmental conditions through research, interviews and a survey.
- Lessons from precedents and best practices of regional environmental collaboration.
- Coalition building to include regular WNYEA meetings, three large, public, environmental congresses, and task group meetings between the congresses.
- Developing a regional environmental agenda through the facilitated process.

## *Profile of Western New York Environmental Organizations*

Learning about our interests and capacities increases our effectiveness as a broad environmental constituency. To support this effort, we designed an on-line organization survey that was distributed by the Urban Design Project. Approximately 170 WNY groups identified as interested in the environment were contacted via email. As of October 25, 2008, forty-five of these organizations responded to the online survey. Information from each organization was compiled and analyzed in order to summarize organizational roles, capacity and opportunities for the group as a whole. The complete summaries and analysis are included as an appendix.

The organizations that responded to the survey had the capacity to do so – they had internet capability, the time to complete the survey and the willingness to participate. Efforts were made to contact organizations with incomplete responses due to unexpected loss of survey data but not all of these organizations were able to respond with additional information within the time available.

**We encourage all groups that have not yet responded to do so.** The survey will remain open online through December 31, 2008, at which point all data will be compiled again and another analysis will be conducted.

## **Summary of Survey Results**

*Organizational Role* - The majority of organizations that responded to the survey were non-profits (76%). Nearly half of the responding organizations have a regional geographic scope (43%), nearly a quarter work in Buffalo or Erie County (23%), while none work solely in Niagara County or the City of Niagara Falls. These organizations reported multiple focus areas related to the environment, but the most common was education (33%).

*Organization Capacity* - The capacities of the responding organizations varied greatly. Some of these organizations are newly emerging (31%), more than half are stable and expanding (56%), while others have been operating for over 100 years. Most responding organizations have partnerships with other non-profits, while none have partnerships with religious organizations. More than half of the organizations have annual operating budgets of less than \$50,000 (57%), while 33% have budgets of over \$200,000. More than three quarters have volunteers (76%), while less than half have any paid staff. More than half of the responding organizations receive funding from private contributions (60%) and half receive government funding (50%). The data does not describe the amount of funding from each source.

*Opportunities* - Based on the data provided by survey respondents, some organizations are currently sharing the some resources: computing and printing, communication, and training and education. A question regarding the need for additional resources revealed a different set of priorities: fundraising, staff and grant writing.

## ***The 1st Congress of the Western New York Environmental Alliance***

The first of three large, public congresses was held the morning of Saturday October 25th in Crosby Hall at UB's School of Architecture and Planning. It was titled "Organizations and their Work: Who are we and what are we doing?" The agenda for the congress included an overview of the findings regarding the Western New York environmental community, principles for collaboration, task group break-out discussions, and prioritizing issues raised during these discussions. Nearly 100 people participated in

these task group discussions representing over 70 environmental organizations and government agencies. (See appendix for Congress Agenda)

Polling devices and evaluation forms were used to gather data about attendees. More than half came to increase collaboration (65%) and close to half were affiliated with a non-profit organization (43%). Over 80% were from Buffalo and Erie County, suggesting that Niagara County was not well represented. In terms of racial composition, the vast majority of attendees were white (90%).

## Participant Comments

The task groups met individually during the congress to discuss issues, capacity, potential projects, and initial priorities for collaboration. Each task group reported a summary of their discussion to the entire audience at the end of the first congress. The entire audience was asked to prioritize the task groups self identified priorities, and discuss the results.

The resulting priorities as voted on by the entire audience are summarized by task group below:<sup>1</sup>

### *Energy*

1. One-stop shop for information (renewable energy resource center) – 13%
2. Broader outreach – 8%
3. Mass transit – 31%
4. Green businesses – 49%

### *Food and Agriculture*

1. Promote sustainable agriculture wealth through agriculture and food clustering (local) – 53%
2. Reduce carbon footprint – 36%
3. Recognize food apartheid – 11%

### *Habitat and Natural Resources*

1. Need shared back office resources – 26%
2. National and international Great Lakes legislation – 54%
3. Invasive species prevention and control – 20%

### *Parks and Recreation*

1. Maintenance – resources and responsibility for maintenance of parks – 32%
2. Connectivity of parks – trails, transportation alternatives, park network – 23%
3. Stewardship - responsibility / capacity to improve – 45%

### *Urban Regeneration and Land Use*

1. Local codes for economic development / regulatory framework – 14%

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<sup>1</sup> These issues were ranked by order of importance by the task group; % indicates votes by congress participants.

2. Funding for green infrastructure – 19%
3. Leadership – public and private – 4%
4. Make environmental issues relevant at the neighborhood level –8%
5. Improve public environmental education and involve youth through mentoring –11%
6. Fill information gaps to better understand environmental issues and needs –6%
7. Neighborhood revitalization and preservation –13%
8. Sustainable economic development (green jobs) – 19%
9. Healthy communities – 6%

#### *Waste and Pollution Prevention*

1. Air quality – causes of air pollution and associated health effects – 4%
2. Water preservation – prevention of water pollution (Great Lakes) – 27%
3. Environmental education – 30%
4. West Valley / nuclear waste – 9%
5. Process to ensure remediation – 20%
6. Lead hazards – 9%

The audience discussion that followed the key issue prioritization included comments regarding issues, capacity, and projects.

*Issues* – Several key issues were discussed. They included: policy related issues such as economic development and land use policies; stewardship of natural resources such as the Great Lakes, air, and water; and connections between greenspaces, urban and rural communities, and within the binational region.

*Capacity* – Many of the comments suggested that individual organizations and agencies lacked necessary capacity. The lack of capacity comes from the lack of funding but can be increased by collaboration, sharing resources, and environmental education and advocacy.

*Projects* – Audience members were asked to propose projects that could improve the Western New York environment. Several LEED demonstration projects were suggested and projects related to youth were proposed. A one-stop information shop for environmental organizations was described as a way to increase access to information, improve collaboration, and reduce redundant work.

*Analysis:* All of the data and information from the workgroups was transcribed and analyzed (See Appendix for details of each group). There are several issues that were common to each task group discussion. These include environmental education, environmental justice, green economy, and organizational capacity. At the follow-up Steering Committee meeting, it was decided that these issues would be addressed within each of the Task Groups rather than establishing a separate task group, and where appropriate as with Green Jobs, we would rely on existing collaborations among organizations to continue their dialogue. With respect to organizational rather than regional capacity, the Community Foundation has agreed to hold a meeting of all interested organizations.

## **Task Groups**

The CFGB, the WNYEA, and the consultants will help convene these task groups between the congresses. The task groups will be charged with developing key issues and potential collaborative projects that will be presented at the second congress in February 2009. The task groups include:

- Energy
- Waste and pollution prevention
- Land use and urban regeneration
- Habitat and natural resources
- Parks and recreation
- Food and agriculture

## ***Organizational Profiles***

### **Introduction and Analysis**

The Western New York Environmental Alliance project of the Community Foundation for Greater Buffalo seeks to generate map of environmental organization in Erie and Niagara County as a part of their efforts to support the generation of an environmental agenda. The organizational data presented here was gathered through an online survey distributed by the Urban Design Project, University at Buffalo School of Architecture and Planning as a part of their inventory work for the project

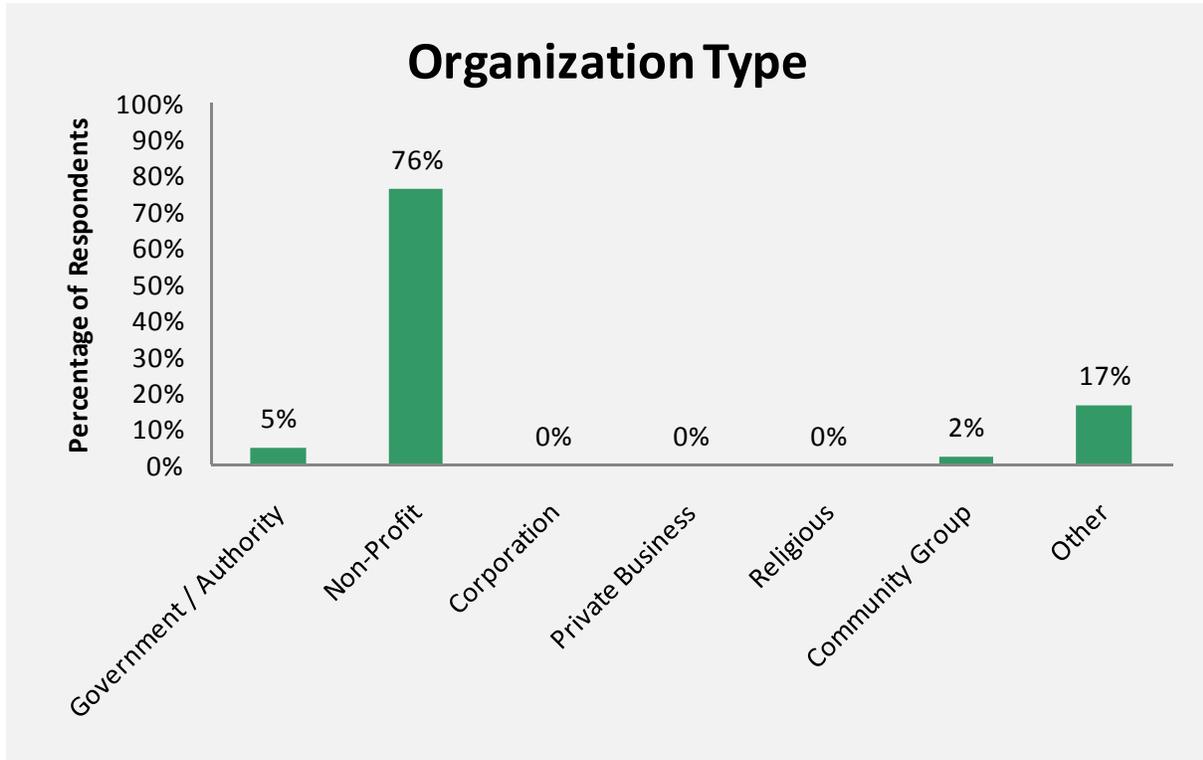
Approximately 170 environmental groups have been identified in Western New York. Forty-five of these organizations responded to the online survey; their responses have been included. Information from each organization was compiled and analyzed in order to summarize organizational roles, capacity and opportunities for the group as a whole.

The organizations that responded to the survey had the capacity to do so – they had internet capability, the time to complete the survey and the willingness to participate. Efforts were made to contact organizations with incomplete responses due to unexpected loss of survey data; not all of these organizations were able to respond with information within the time available. We encourage all groups that have not yet responded to do so; learning about our interests and capacities increases our effectiveness as a broad environmental constituency.

The survey will remain open online through December 31, 2008, at which point all data will be compiled again and another analysis will be conducted.

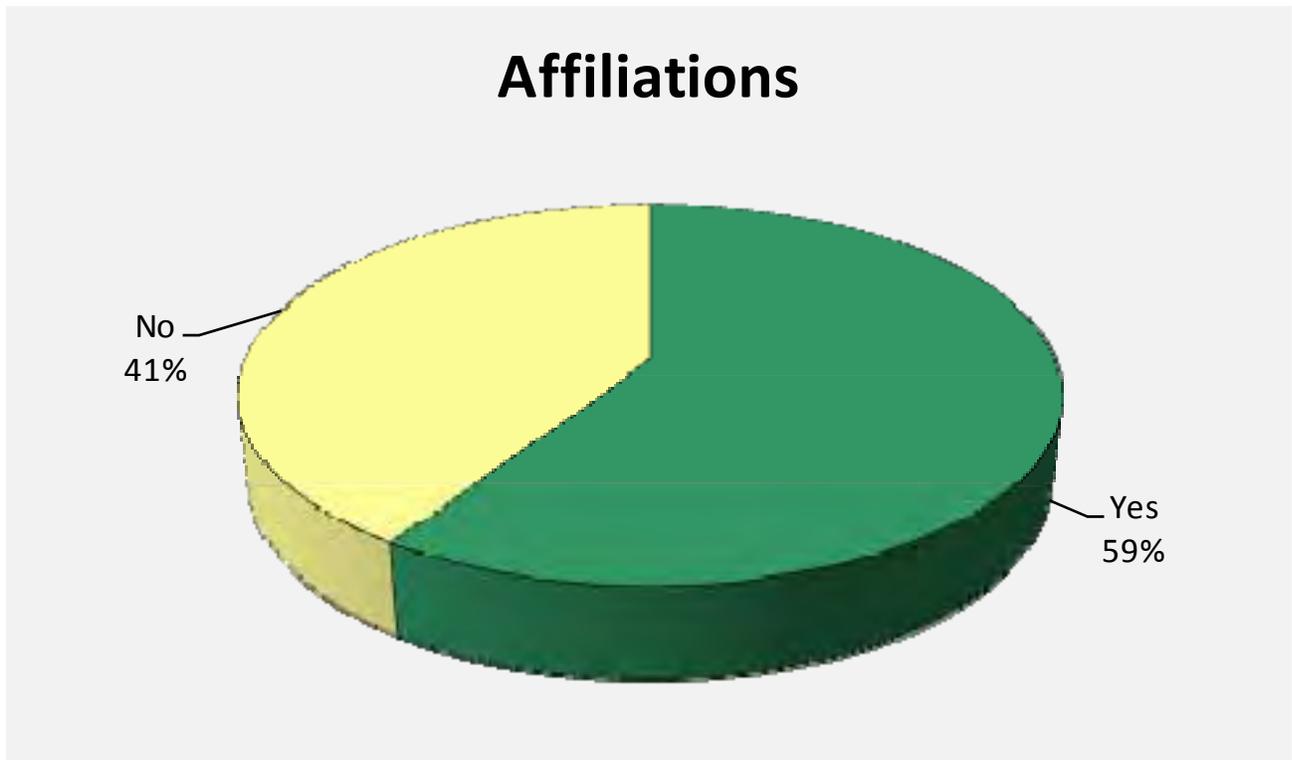
## Type of Organization

Forty-two, or 93%, of responding organizations reported on organizational type. Of those organizations, an overwhelming majority is classified as non-profit organizations; thirty-two (76%) are non-profit entities. Seven (17%) are classified as “other,” while two (5%) are classified as government agencies or public authorities, and one is classified as a community group.



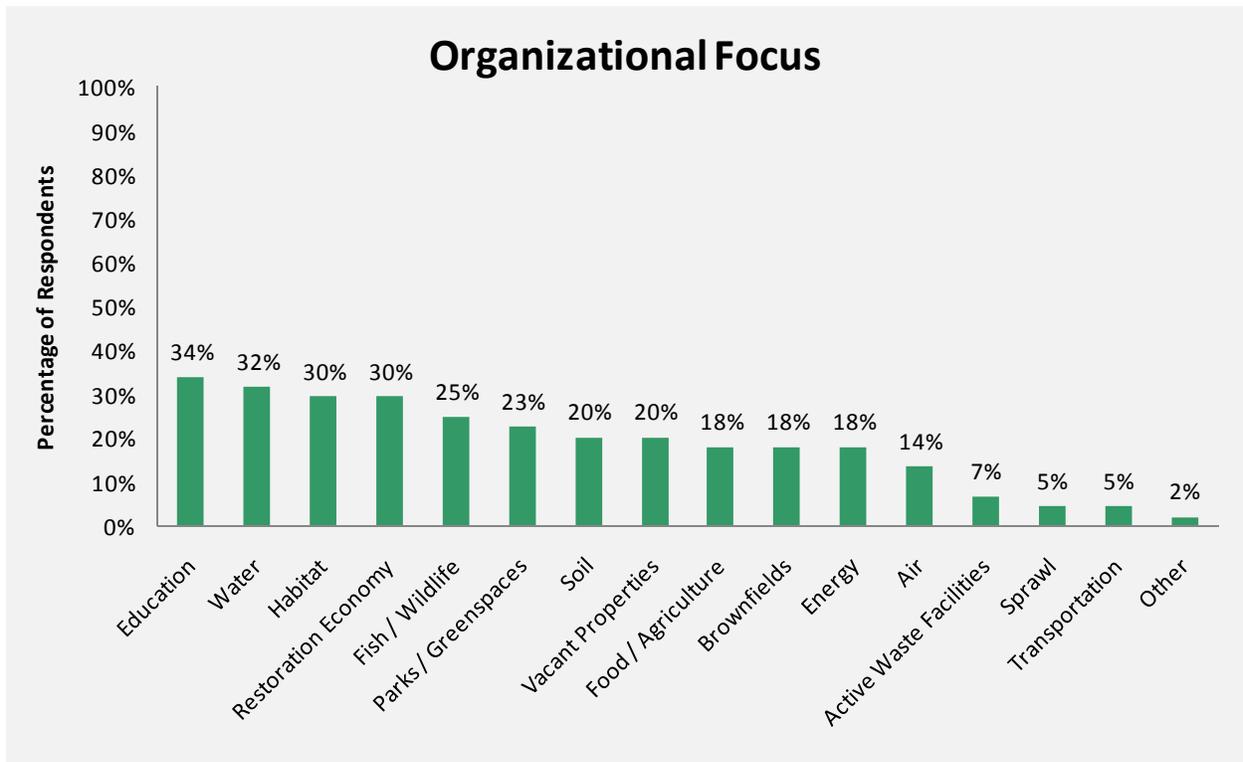
## Affiliations

Twenty-two, or 49%, of responding organizations reported information regarding their organizational affiliations. Of those organizations, thirteen (59%) reported outside affiliations, while nine (41%) reported no affiliations with other organizations. Of the thirteen organizations that reported outside affiliations, most were affiliations with national organizations.



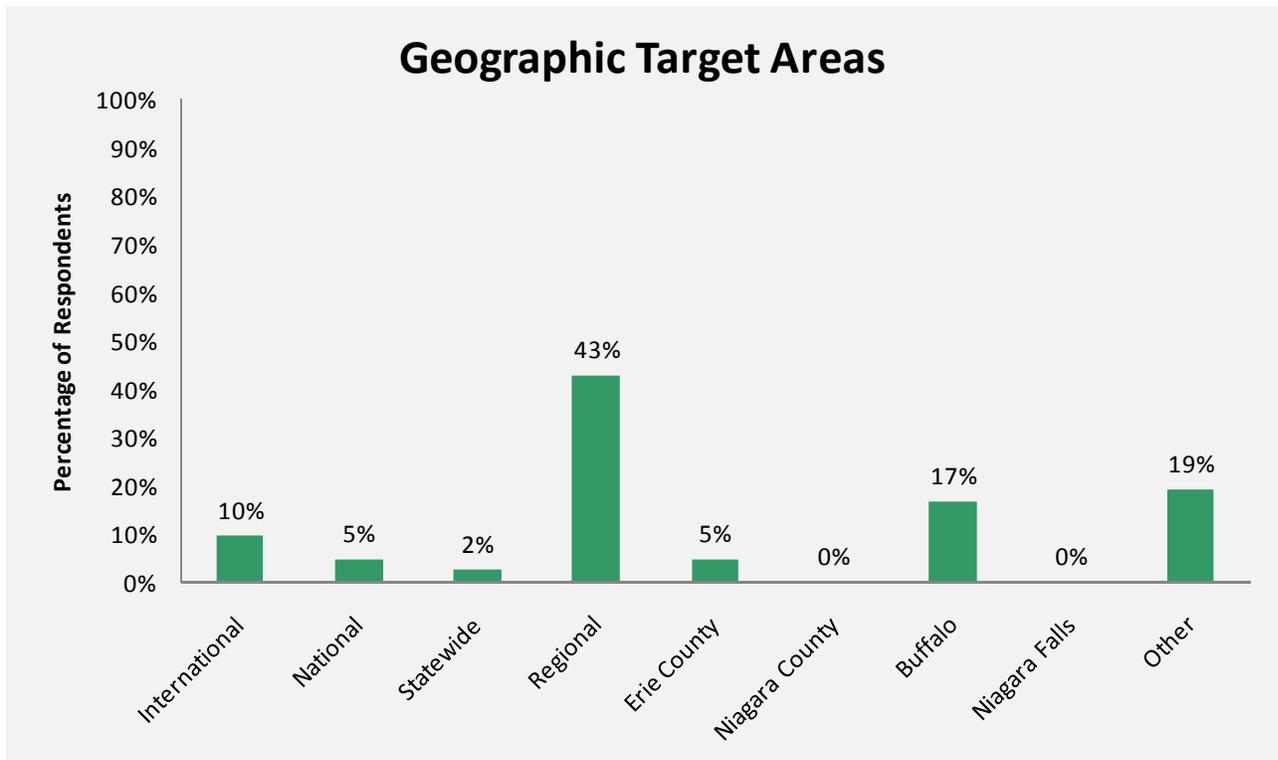
## Focus

Forty-four, or 98%, of responding organizations reported information pertaining to their organizational focus. The majority of respondents reported focuses in four main areas: education (15 or 34%), water (14 or 32%), habitat (13 or 30%), and restoration economy (13 or 30%). Other frequently reported organizational focuses included fish and wildlife (11 or 25%), parks and green spaces (10 or 23%), soil (9 or 20%) and vacant properties (9 or 20%).



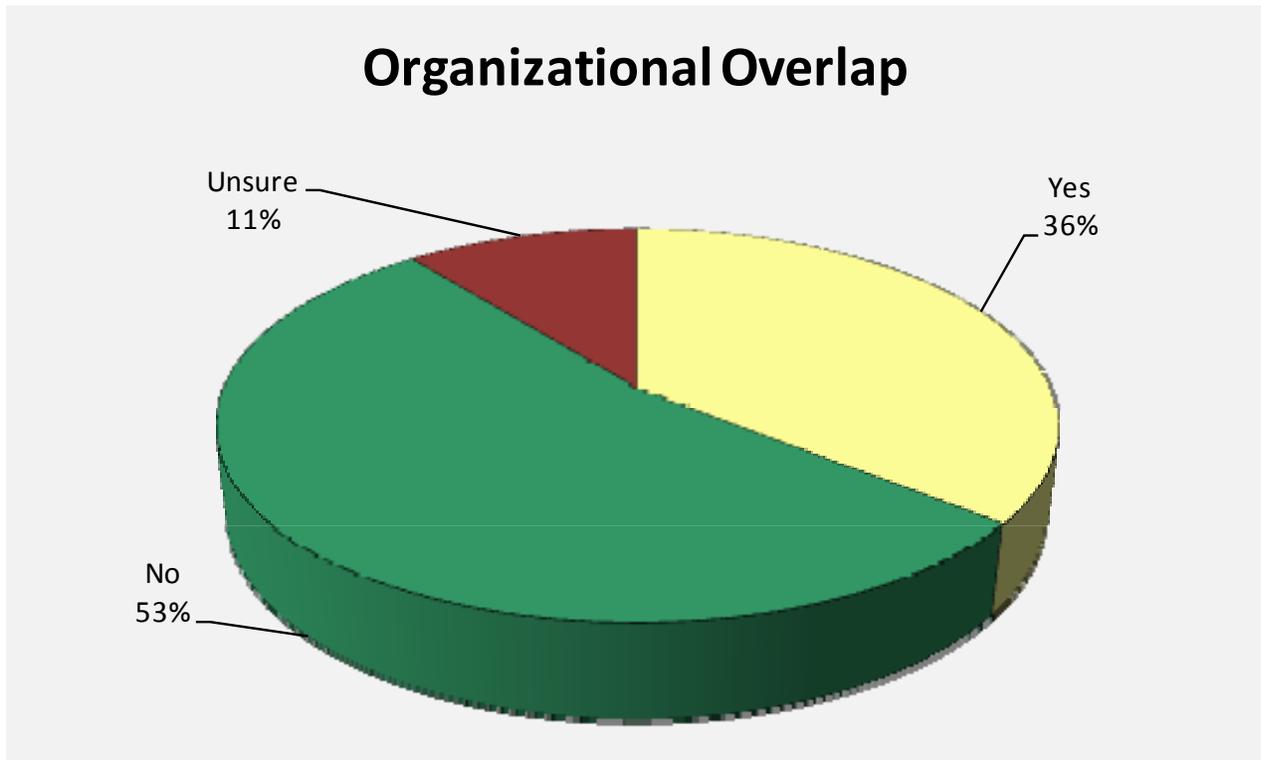
## Geographic Target Area

Forty-two, or 93%, of responding organizations reported information pertaining to their geographic target areas. Of those responding organizations, the majority, eighteen or 43%, reported having a regional focus. Eight, or 19%, reported a geographic focus of “other,” while seven, 17%, reported a geographic focus of Buffalo only. Four, or 10%, reported an international geographic focus.



## Organizational Overlap

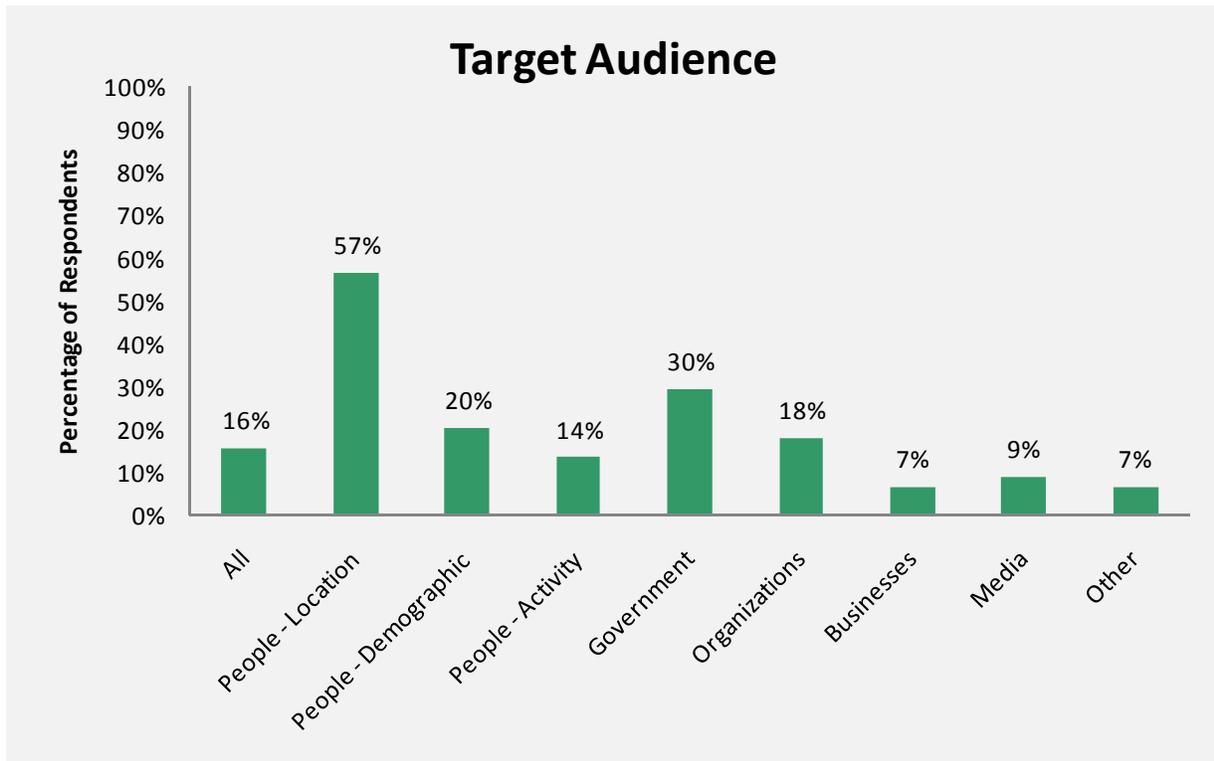
Twenty-eight, or 62%, of responding organizations reported information regarding possible overlap with other organizations. Of those who responded, fifteen (53%) stated that they do not have an overlap with other organizations. Ten (36%) responded that they do in fact have an overlap with other organizations, while three (11%) were unsure if an overlap exists.



## Target Audience

Forty-four, or 98%, of total responding organizations reported information regarding their target audiences. The majority of reporting organizations (25 or 57%) target people based on location. Thirteen (30%) target governmental agencies, while nine (20%) target people based on specific demographics. Eight (18%) target other organizations. Eight (18%) target other organizations.

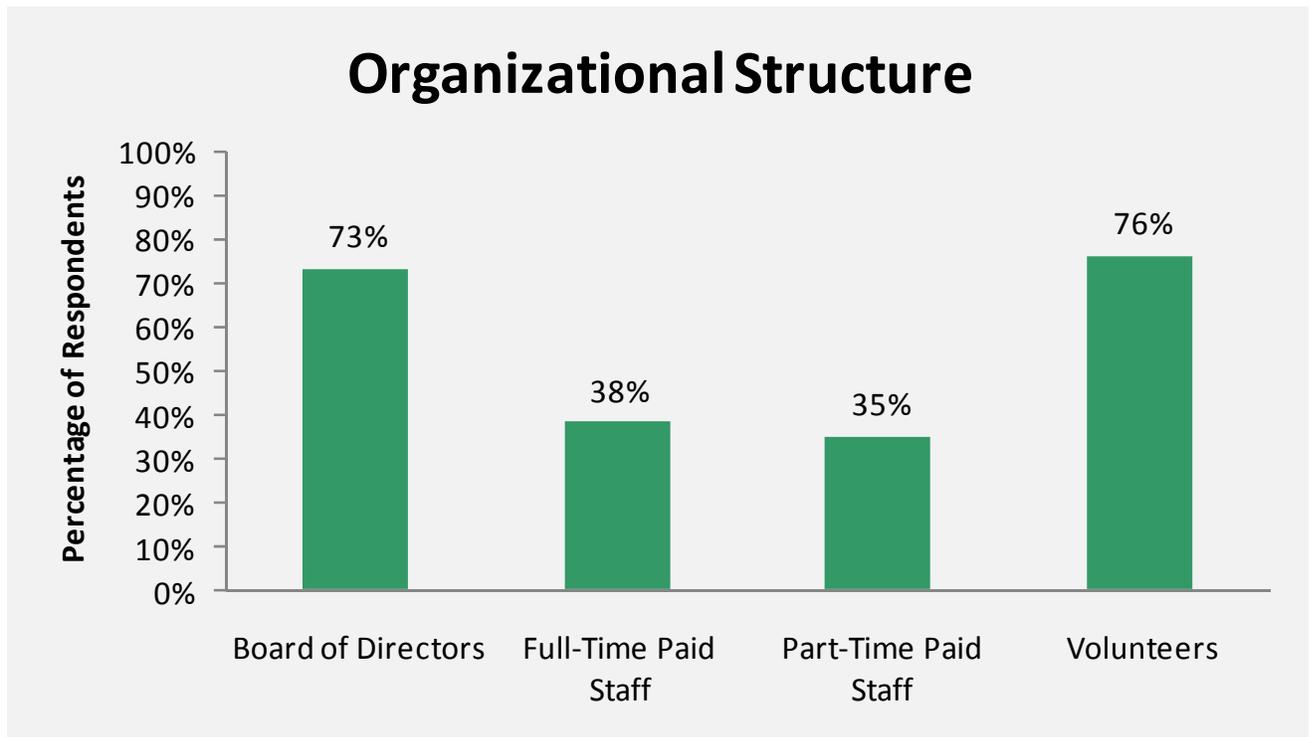
The target audience data is in line with the data presented earlier regarding geographic target areas. The majority (18 or 43%) of organizations that responded to the geographic target area question reported having a regional focus. This is also reflected in the data regarding target audience; twenty-five, or 57%, of responding organizations reported a location-based audience.



## Organizational Structure

Thirty-seven, or 82%, of the total responding organizations shared insight into their organizational structure. Thirteen, 35%, of the organizations that reported information regarding organization structure have a Board of Directors, paid staff and volunteers. The majority of the reporting organizations have a Board of Directors and/or volunteers. In fact, seventy-six percent (28) of those organizations have volunteers and seventy-three percent (27) have a Board of Directors. Conversely, less than half have paid staff members; 35% (13) of the organizations reported having part-time paid staff, and 38% (14) reported having full-time paid staff.

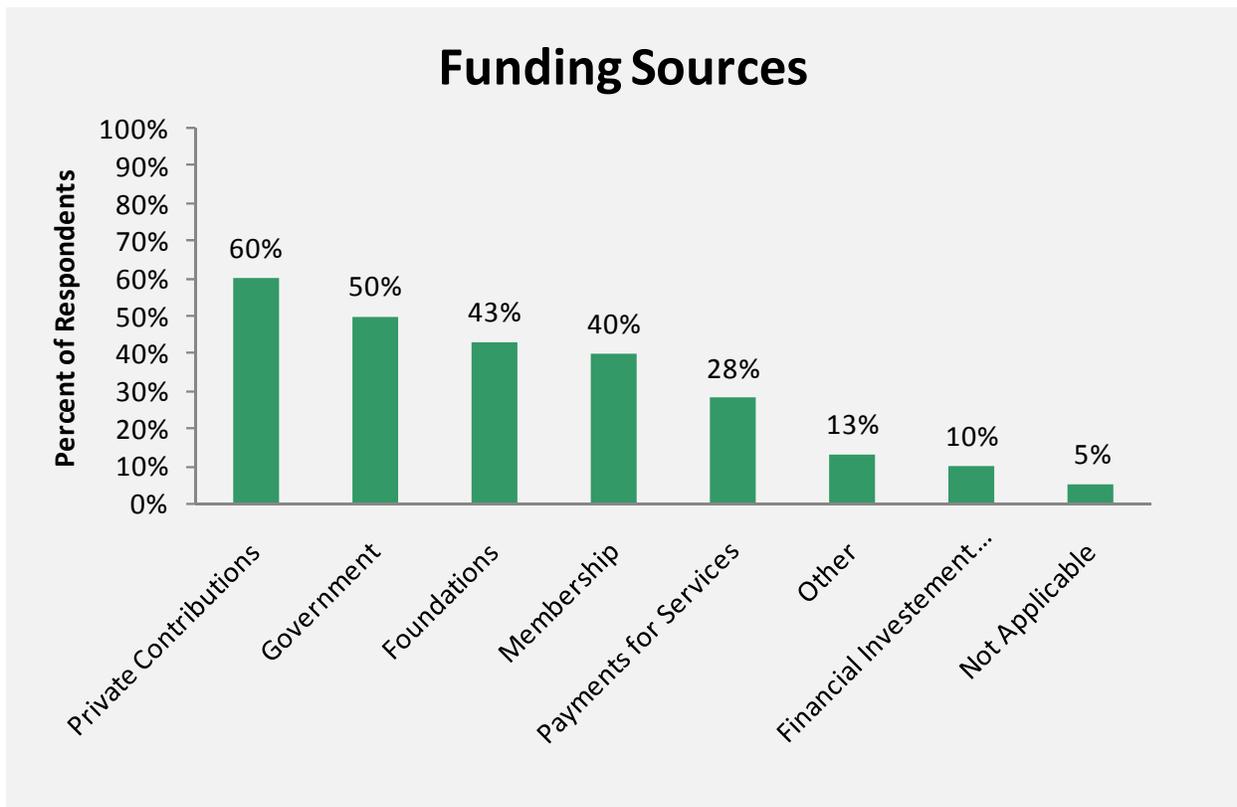
The analysis of the data reveals that the majority of responding organizations rely on volunteers more heavily than paid full-time or paid part-time staff. It appears that most organizations, for various reasons, enlist the assistance of volunteers in order to accomplish their goals as staff is often working at or over capacity.



## Funding Sources

Eighty-nine percent (40) of the participating organizations reported information regarding their sources of funding. The majority (28 or 70%) of these organizations receive funding from multiple sources. According to the responses, private contributions and government funding are the most common sources of funding. Sixty percent of responding organizations (24) receive private contributions and fifty percent (20) receive funding from the government. Forty-three percent of the responding organizations (17) receive funding from foundations, while forty percent (16) receive funding from their membership.

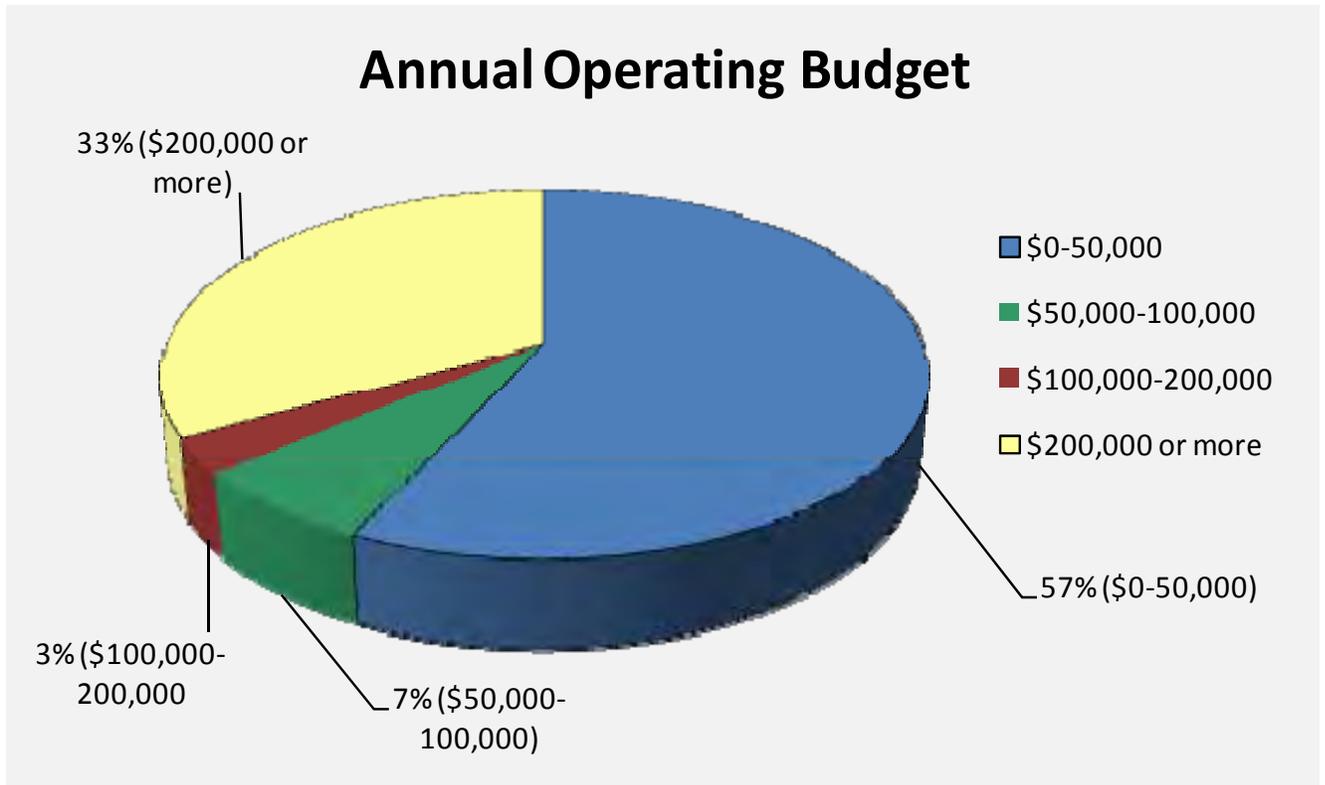
While the information regarding funding sources is beneficial, it is important to qualify this information. The survey only asked respondents to share the source or sources of their funding, it did not ask for information regarding the percentage of total funding provided by each source. Therefore, while we do know that most responding organizations receive funding from private contributions and government agencies, we do not know what percentage of their individual budgets come from these or other sources of revenue.



## Annual Operating Budget

Sixty-seven percent of participating organizations (30) reported annual operating budget information. The majority (17 or 57%) of these organizations reported an annual operating budget between zero and \$50,000. The next largest group of respondents (10 or 33%) reported an annual operating budget of \$200,000 or more. The remaining respondents fell in the middle of these monetary extremes. Seven percent (2) have an annual budget between \$50,000 and \$100,000, and one organization (3%) has an annual budget between \$100,000 and \$200,000.

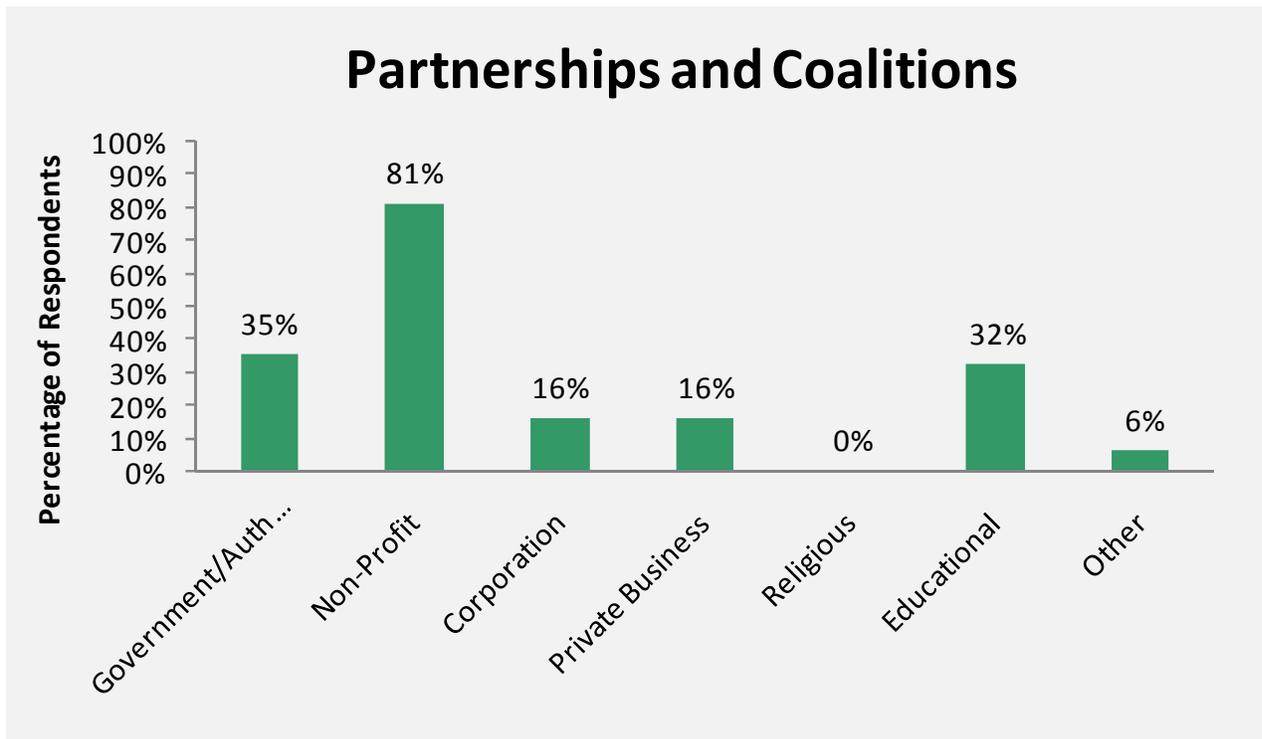
Analysis of the data reveals that the majority of the responding organizations fall into one of two categories pertaining to their annual operating budget: large budget (\$200,000 or more) or a more modest budget (\$0 to \$50,000). Ninety percent of our survey respondents fall into one of these extremes; only ten percent fall into the middle range between \$50,000 and \$200,000.



## Partnerships and Coalitions

Sixty-nine percent of participating organizations (31) reported information on organizational partnerships and coalitions. The majority of these organizations (19 or 61%) partner with more than one type of organization. An overwhelming majority (28 or 81%) have partnerships with non-profit organizations. Thirty-five percent (11) have partnerships with government or public authorities, and thirty-two percent of the responding organizations (10) partner with educational organizations.

The information clearly reveals an overwhelming majority of responding organizations utilize partnerships and coalitions with other organizations to further their missions. The majority (28 or 81%) of these partnerships are with non-profit organizations. Much smaller percentages partner with government agencies (11 or 35%) or educational agencies (10 or 32%). At the time of the survey, no organizations had partnerships or coalitions with any of the many religious organizations in the area.

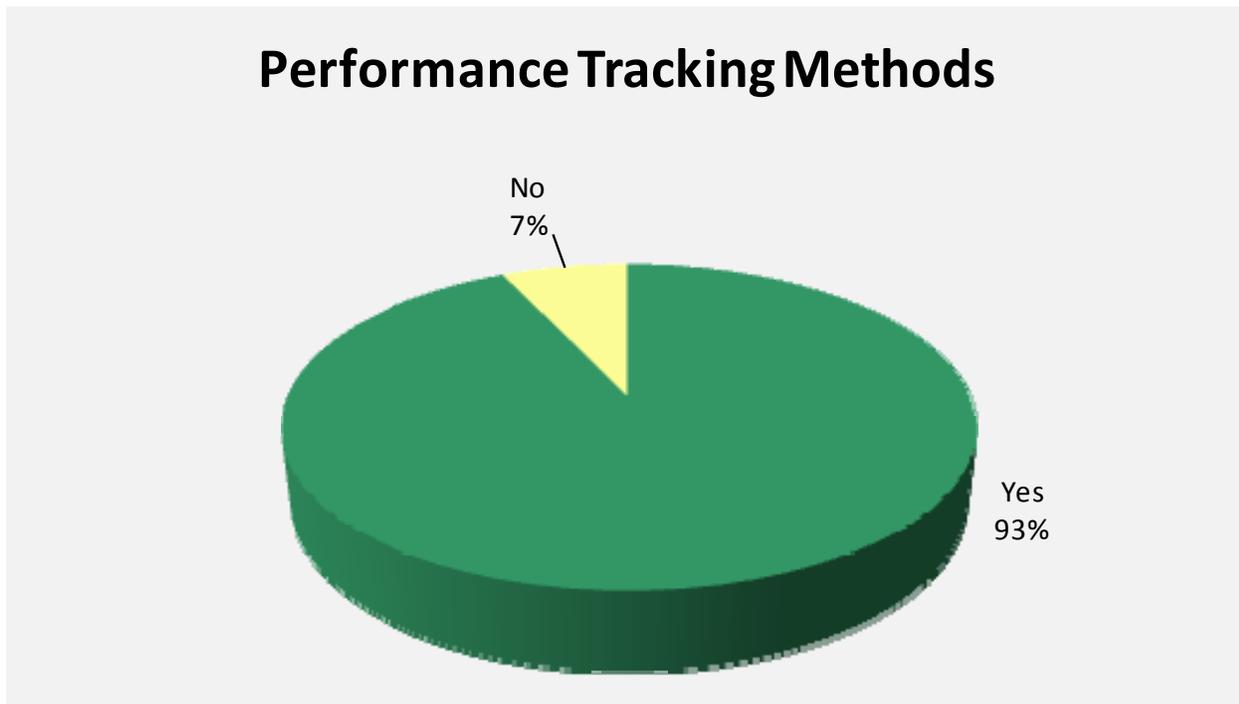


## Performance Tracking

Twenty-nine, or 64%, of participating organizations responded to questions regarding performance tracking methods. Of those responding organizations, 27 or 93% reported that they do have methods in place to track performance, while 2 or 7% do not currently have such methods in place.

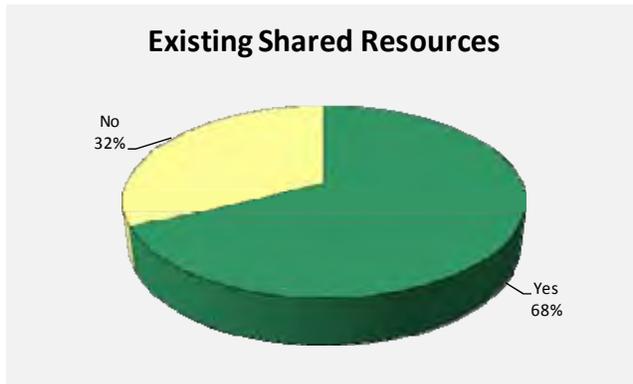
As the revealed by the data, most organizations have methods in place to track their performance. Such methods include:

- Project reviews
- Participant survey responses
- Annual reporting to Boards
- Evaluations sent to community partners
- Site visits
- Website feedback
- Event attendance
- Spreadsheets
- Number of presentations given per year



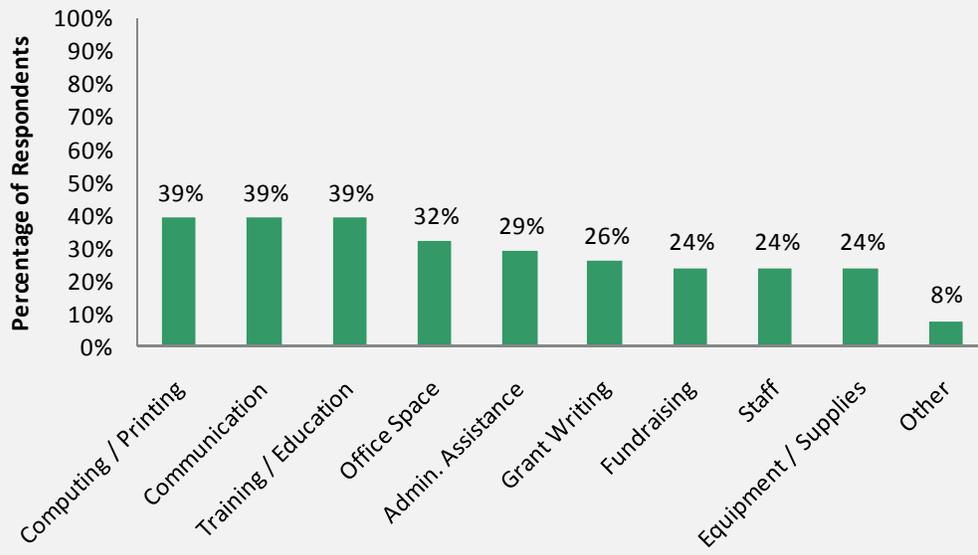
## Existing Shared Resources

Thirty-eight, or 84%, of the total responding organizations responded to questions regarding their organizational opportunities, specifically resources that they currently share with other organizations. Of these responding organizations, twenty-six (68%) reported that they do in fact share resources, while twelve (32%) reported that they do not currently share resources.



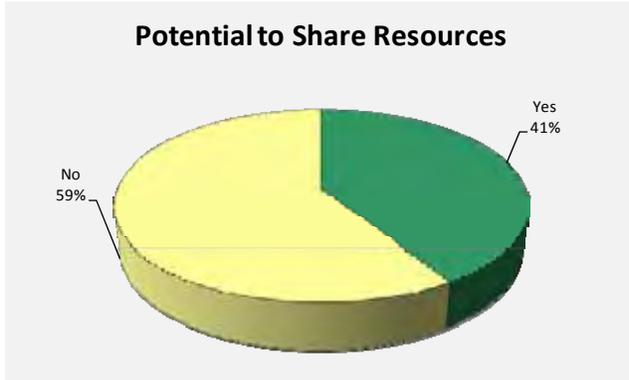
The most common resources that are shared by organizations are technology (computing, printing and communication), training and education and office space. Fifteen (39%) organizations currently share technology (computing and printing); the same number of organizations share communication resources, as well as training and education resources. Twelve (32%) organizations share office space. Eleven (29%) share administrative assistance with other organizations as well.

## Existing Shared Resources



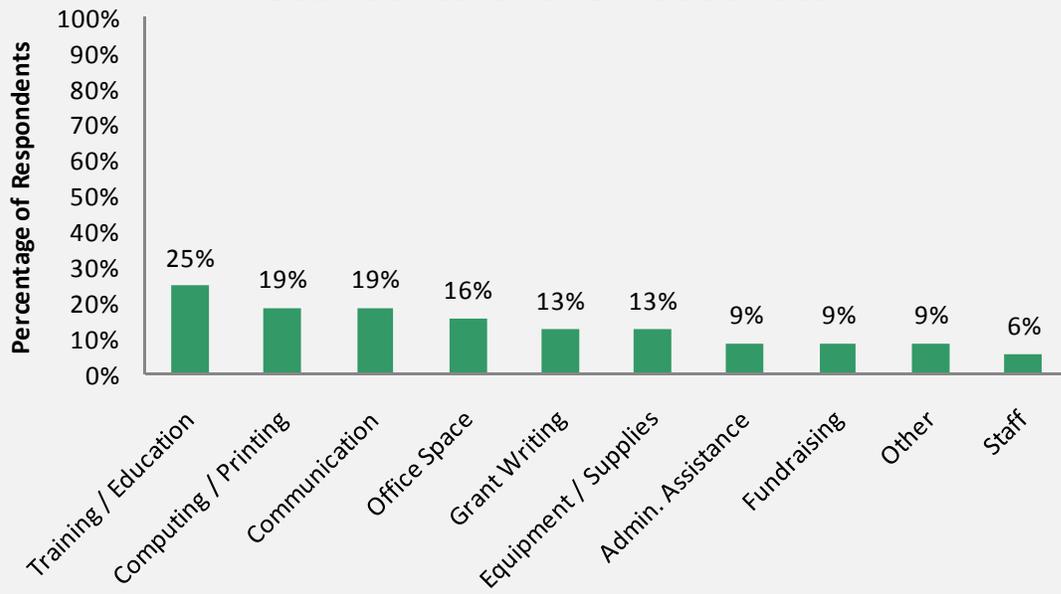
## Potential to Share Resources

Thirty-two organizations, or 71%, reported information on their current capacity to share resources with other organizations. Of those thirty-two organizations, 41% (13) reported that they have the capacity to share resources, while 59% (19) reported that they do not currently have the capacity to share resources with other organizations.



Twenty-five percent, eight organizations, reported that they have the capacity to share resources in the area of training and education. Nineteen percent (6) reported that they have the potential to share computing and printing resources; the same number of organizations reported the capacity to share communication resources. Sixteen percent (5) reported the capacity to share office space with other organizations.

## Potential to Share Resources



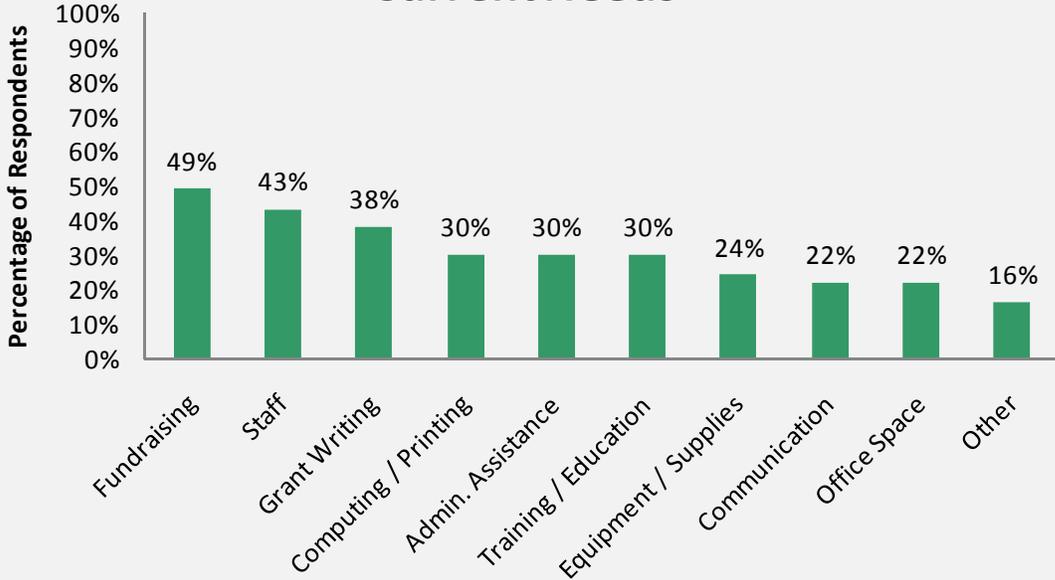
## Current Organizational Needs

Thirty-seven, or 82%, of total responding organizations responded to questions regarding their current organizational needs. Of those that responded, 78% (29) reported that they do currently have needs, while 22% (8) reported that they do not currently have any organizational needs.



The most widely reported need is fundraising, with eighteen, or 49% of responding organizations citing this as a current need. Forty-three percent of organizations (16) reported the need for additional staff. Grant writing was cited by fourteen (38%) as a current need. Computing and printing, as well as training and education, and administrative assistance were each cited by 30% (11) of the organizations as a current need.

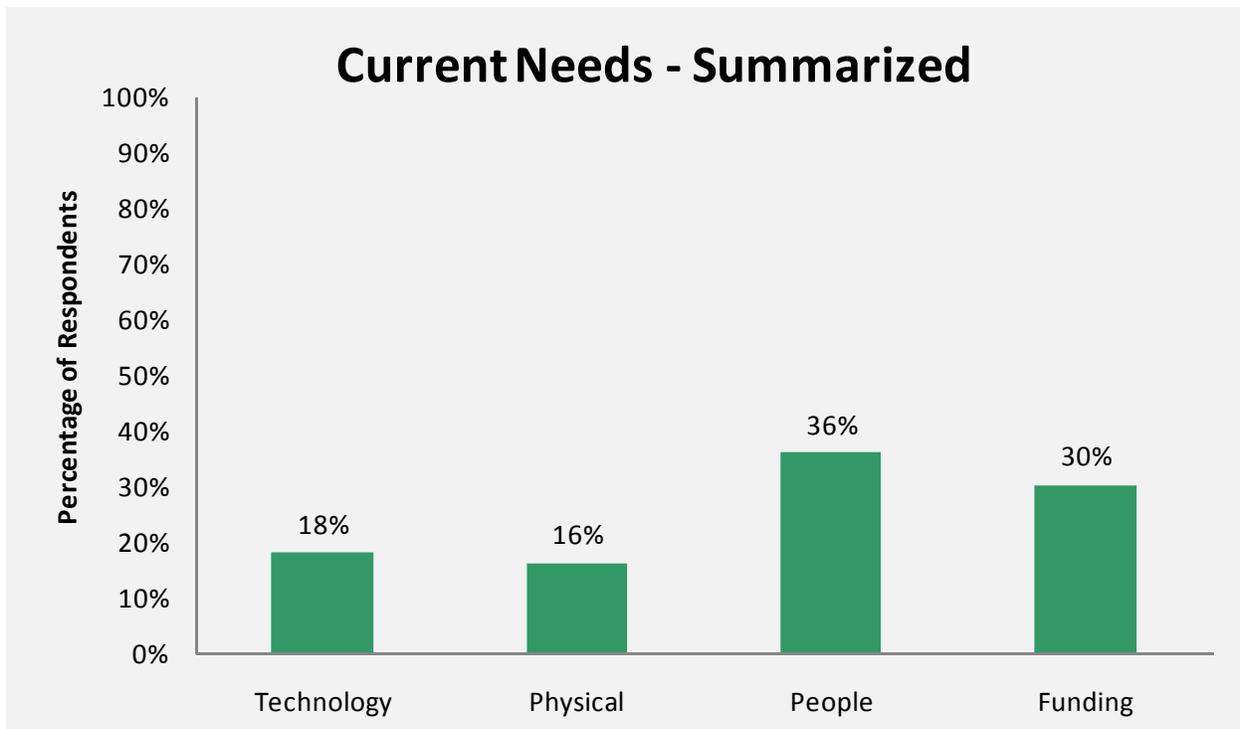
# Current Needs



## Shared Resources, Potential to Share Resources and Resources Needed

Based on the data provided by survey respondents, organizations are currently sharing the same resources that they also have the capacity to share with other organizations: computing and printing, communication, and training and education. The figures pertaining to current needs reveal a different set of resources. Responding organizations clearly need resources in the areas of fundraising, staff and grant writing.

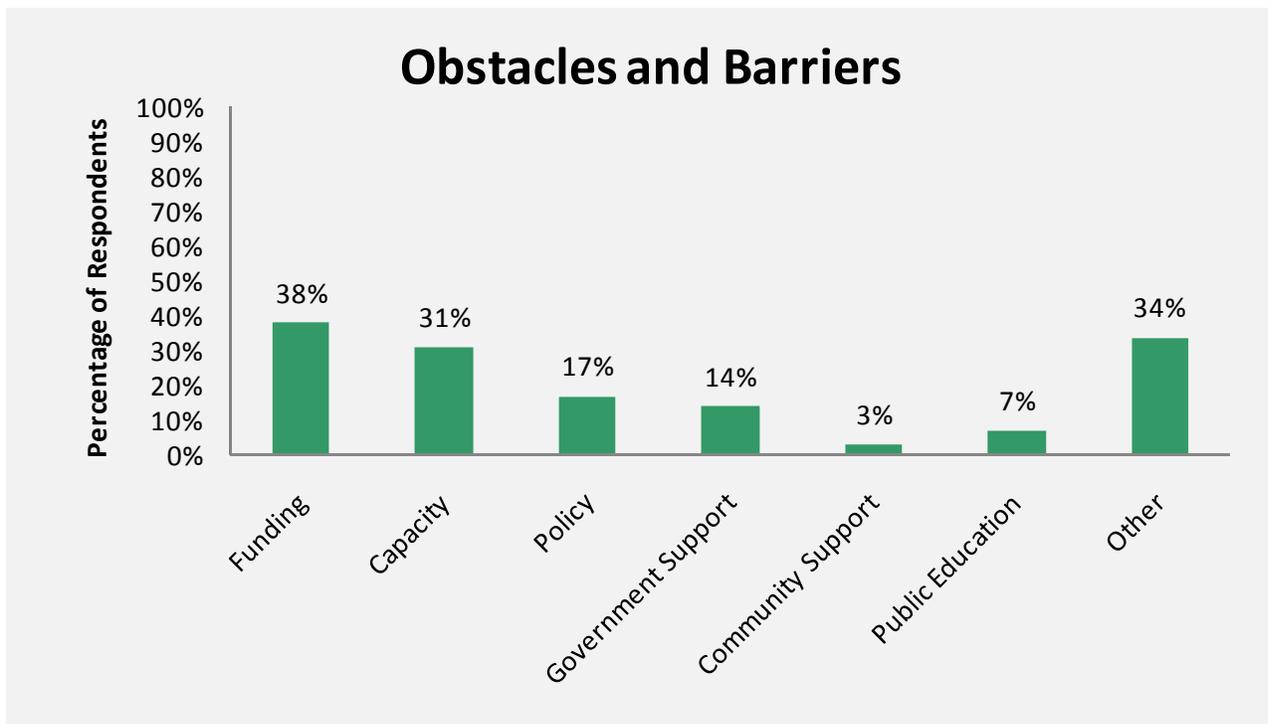
Below is a graphic representation of current needs as reported by survey respondents. The categories have been reduced into four main areas: technology, physical, people and funding; the category for “other” was left out of this summary. The chart below reveals that the greatest need is for people (staff, administrative assistance, training and education), closely followed by funding (grant writing and fundraising).



## Obstacles and Barriers

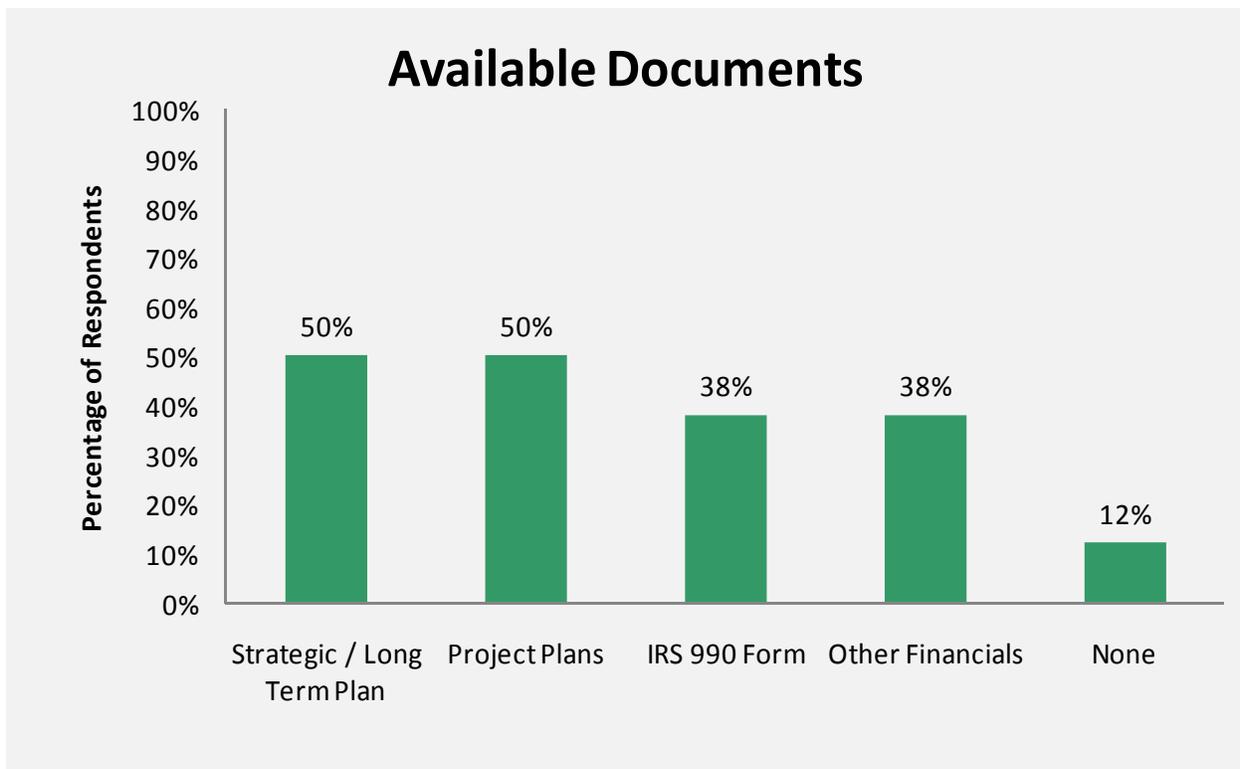
Sixty-four percent (29) of total responding organizations reported facing obstacles and barriers as they strive to accomplish their goals. The most widely cited obstacle was funding; thirty-eight percent (11) of responding organizations cited funding as an obstacle. Thirty-four percent (10) reported “other” as an obstacle or barrier. Thirty-one percent (9) cited organizational capacity as an obstacle to accomplishing their goals. Seventeen percent (5) of responding organizations reported that current policies are obstacles they face while striving to fulfill their missions.

As reported by the responding organizations, funding is a major obstacle faced by many organizations. As revealed through responses to questions regarding organizational structure, staff is a limited resource for many organizations. The funding obstacle is most likely the reason limited staff resources in many organizations.



## Available Documents

Twenty-six, or 58%, of total responding organizations reported information regarding available documents. Of those responding organizations, thirteen (50%) reported that they do have either a strategic or long term plan available; fifty percent (13) also reported that project plans are available. Thirty-eight percent (10) reported that an IRS 990 Form, or other financial statements are available. Three (12%) organizations reported that no documents are available at this time. It is important to qualify this information; the purpose of the survey question was to gain insight into the types of documents each organization has available, it was not meant to request that any organization share financial or other information with the Alliance. The unintended ambiguity in this question may have caused some organizations to opt out of a response during the survey, potentially skewing the results.



## **Opportunities for Improvement**

Twenty-eight, or 62%, of the responding organizations shared information regarding their opportunities for improvement. Of the respondents, 100% reported that they do have opportunities for improvements within the organization. Examples of cited opportunities for improvement include:

- Communication
- Volunteer management
- Fundraising
- Technology
- Outreach
- Staff training and development

# ***Task Group Summaries***

## **Energy**

The energy task group focused a great deal of attention on the need for a one-stop shop for all renewable energy information. The group proposed the creation of a renewable energy center where all renewable energy resources in the region could be accessed, technologies demonstrated, links provided to providers, advisement for individuals and business on energy needs and solutions. The group determined that there is a need for broader outreach in the community regarding renewable resources education; there is a need to integrate all aspects of the community, including academia and business and neighborhoods, in order to effectively broaden the environmental constituency.

The task force also deemed the need for improved mass transit a major group issue and concern. Specifically, the task group cited the need for NFTA to utilize renewable energy, the need for an extension of the existing metro lines, a need to stop the pending fare increase and the use of NYPA power. Finally, the task force focused on the need for green businesses and green business development in WNY, and it focused on green business as a source for economic development in the region.

## **Food and Agriculture**

The food and agriculture task group raised numerous issues surrounding the current state of food systems, food access and local agriculture in WNY. The group primarily focused on the farmer, economic impact of local food systems, environmental impact of local food systems and consumer awareness and education. The group highlighted the potential for substantial local economic impact and wealth creation through agriculture and food clustering, which can be accomplished by tapping into the existing agriculture in WNY. In order to accomplish this economic impact, there must be an increase in both the supply and the demand for local agricultural products. The group determined that there currently is a disconnect between the rural and urban community, as well as the farmer and the consumer. They discussed the creation of a farmers' network, as well as a producer-consumer network.

The group also highlighted the fact that by utilizing local agriculture, we can lower our food miles, which can result in 40% carbon sequestration. The group determined that there is a disconnect between the environmentalists and those working in food and agriculture; this disconnect must be bridged, as the food system impacts every aspect of the environment. The group also highlighted the importance of recognizing food apartheid in the region. The group highlighted the pressing need to get real food into underserved neighborhoods.

## **Habitat and Natural Resources**

The habitat and natural resources task group focused a great deal on the immediate need for shared resources and services among environmental groups. Specifically, the group determined that office resources, such as space, grant writing capabilities, accounting, printing, purchasing and fundraising are all pressing needs. The group also determined that there is a need for streamlined national and international Great Lakes legislation geared towards restoration of the Great Lakes. Specifically, the group mentioned the establishment of a watershed program that would leverage state dollars for habitat restoration and preservation. The discussion also included possible inclusion of state or federal incentive programs for good land practices on private lands. The task group also highlighted the need to recognize the impacts of climate change on habitat change and the importance of prevention and control of invasive species.

## **Parks and Recreation**

The parks and recreation task group focused on key issues surrounding the maintenance of our parks. Specifically, the group highlighted the need to clearly define responsibilities for maintenance in the wake of the transfer of control from Erie County to the City of Buffalo. The group also raised concern regarding resources for programs such as garbage, litter and recycling, as well as reforestation and general improvements.

Connectivity between parks was one of the group's top three issues. The group discussed the need for bike and pedestrian connections between parks, including trails and greenways to create a network of parks in Buffalo. The task force also highlighted the importance of stewardship; stewardship was connected to responsibility for park maintenance and the need to clearly define roles and responsibilities for all parties involved (government, agencies, volunteers, etc.). Finally, the group discussed future goals and priorities for the parks. These included trails, dog parks, micro parks, bike paths, reforestation and public waterfront access.

## **Urban Regeneration and Land Use**

The Urban Regeneration and Land Use group was comprised of three sub-groups. Nine individuals participated in both group one and group two, while ten people participated in group three. The group discussions were similar in nature; however the individual task groups did also highlight different issues.

### **Similarities**

All three groups highlighted the need for sustainable economic development in the region. Specifically discussed was the need for green jobs and green infrastructure. All three groups also highlighted the need for neighborhood revitalization and preservation. The groups cited residential and commercial vacancy and blight as pressing issues that demand a clear and sustainable plan for reuse. The groups emphasized the need for a comprehensive framework with plans for neighborhoods on an individual

basis. Each group also highlighted the need for community and neighborhood involvement in these planning projects. The issues of lead contamination and lead abatement were also discussed in each of the three task groups. Finally, the three groups all discussed the need to educate both the community and professionals on the need for and the benefits of urban regeneration.

### **Differences**

Group One was primarily focused on green infrastructure, particularly pertaining to green projects such as recycling, reuse, alternative transportation and smart growth strategies. This group also highlighted the need for public and private leadership in order to resolve urban issues facing the region. Group Two focused a great deal on the need for environmental education at the neighborhood level. The group specifically discussed the need for youth education and involvement. Group Three focused more specifically on the reuse of residential and commercial properties than the other two groups. The group highlighted the need for a proper assessment of existing building stock and an associated reuse strategy.

### **Waste and Pollution Prevention**

The waste focus group was made up of two task groups. Eight people participated in group one and five people participated in group two. The two task groups were focused on similar priorities, specifically pollution, remediation, education and lead hazards. The task groups targeted pollution prevention methods for air and water pollution. They also focused a great deal on nuclear waste and the need for education and remediation. Each group also highlighted lead contamination as an immediate issue for the region. Finally, green transportation alternatives for public transportation were discussed by both task groups as a priority for the environmental community in Western New York.

# Individual Task Group Notes

## TASK GROUP: ENERGY

### WHO:

#### **Facilitators:**

Ana Hernandez (Peter J. Smith) & Bill Nowak (WNY Climate Action Coalition)

#### **Participants:**

1. Art Wheaton – WNY Apollo Alliance, Cornell ILR
2. Bob Berger – Wind Action Group, WNY Climate Action Coalition
3. Dave Bradley – Wind Action Group
4. Melissa Grainger – HSBC Bank
5. Andy Brayman – NY DOT
6. Joan Bozer – WNY Sustainable Energy Association
7. Mark Casell – Ecology and Environment
8. Melanie Hamilton – Citizen
9. Janet Massaro – League of Women Voters
10. Andy McLellan – Environmental Education Associates

### WHY:

#### **Participant Interests:**

- Energy Services
- HSBC – Carbon neutral
- Better jobs / world of work
- Urgent need to pool renewable energy resources
- 2009 ASES conference – one stop shop on renewable by then?
- Keynesian economics and profitability; renewable: peak oil with climate change
- Employment
- State-wide and regional connections
- Opportunity – workforce development
- Renewable energy + agriculture

#### **Lessons:**

- Number of non profits in region – value in collaboration
- Clicker technology – good
- Goal of Congress/WNEA – not clear
- Tallies – Caucasian, email; need community base; communicate more broadly
- More companies

### TOP ISSUES & CONGRESS RANKINGS:

1. One-stop shop for information (renewable energy resource center) – 13%
2. Broader outreach – 8%
3. Mass transit – 31%
4. Green businesses – 49%

***\*These issues were ranked by order of importance by the task group; % indicate votes by congress participants***

**SUMMARY:**

The energy task group focused a great deal of attention on the need for a one-stop shop for all renewable energy information. The group proposed the creation of a renewable energy center where all renewable energy resources in the region could be accessed, technologies demonstrated, links provided to providers, advisement for individuals and business on energy needs and solutions. The group determined that there is a need for broader outreach in the community regarding renewable resources education; there is a need to integrate all aspects of the community, including academia and business and neighborhoods, in order to effectively broaden the environmental constituency.

The task force also deemed the need for improved mass transit a major group issue and concern. Specifically, the task group cited the need for NFTA to utilize renewable energy, the need for an extension of the existing metro lines, a need to stop the pending fare increase and the use of NYPA power. Finally, the task force focused on the need for green businesses and green business development in WNY, and it focused on green business as a source for economic development in the region.

**DISCUSSION (RAW DATA):**

**Capacity:**

- Funding and grant opportunities
- Grants for solar / wind power for homes
- Funding to expand existing projects
- Educate and continue to offer information to public effectively
- Empower

**Projects:**

- Using our natural renewable resources to the most efficient capacity (wind, solar, hydro)
- Renewable Energy Center:
  - Need to pull together all renewable energy resources in the region to create a center
  - Center = one-stop shop
  - All renewable energy technologies can be demonstrated
  - Advises as to how to assess your home or business energy needs
  - Link to providers
  - Announce establishment of center at ASES conference in May 2009
- Create green street
- Demonstration project (trades, academia & municipal housing stock) – demonstrate marketable sustainable housing
- Conserving our energy use – education, get the message to the public

- Have environmental groups participate with Labor and Apollo Alliance, “weatherization days”
- Develop an effective, sustainable, attractive outreach effort
- Coordinate with existing agencies to coordinate effort
- Renewable ammonia for agriculture, for biofuels
- Set big targets – not the 20% by 2020 wimpy target
- Press ECC (city campus) to sponsor solar installer certification course
- Education – why companies should conserve energy (save money) and how they can do it
- Re-use: steel being removed from the Aud; reuse to create greenway around city
- Rail (electric) – metro: UB North, Main Street, Tonawanda, South towns, airport; Albany to Buffalo
- Energy use reduction at government sites: offices, subsidized housing units, libraries, etc.
- County – provide incentives for use of renewable energy technologies
- Back the proposed solar powered carousel project for waterfront!
- Stop the NFTA rate increase
- Liquid fuel project

#### **Issues:**

- Eliminate duplication of efforts
- Insularity of environmental community
- NFTA rate increase
  - Rate increase could be prevented by providing cheap power (NYPA); could also upgrade bus fleet with electrical/plug in hybrids
- Means to communicate outside of the environmental community
- Where can I get a job
- NYSERDA should play a role
- Better use of NYPA power / efficiency
- Jamestown coal burner
- Public transportation
- Multi-modal transportation
- Subsidy, re: transportation
- Better use of infrastructure, utilities and transportation to achieve sustainability goals
- Integrate all aspects of community, business, and academia to effectively reach conservation, outreach and use of existing technology
- Environmental issues as opportunities for economic development
- Apollo weatherization
- One stop renewable energy shop for everyone (individual, business, etc.)
- Outreach to entire community – broaden environmental constituency
- Applications / renewable energy
- Mass transportation
- Bring in green businesses (environmental issues as opportunity for economic development)
- Renewable feed in law

## **TASK GROUP: FOOD & AGRICULTURE**

### **WHO:**

#### **Facilitator:**

Aidan Kallas

#### **Participants:**

1. Samina Raja – Professor at UB’s School of Urban and Regional Planning
2. Judy Einach – Executive Director, NYSAWG
3. Warren Emblidge - President of McCaullagh Coffee

### **WHY:**

#### **Participant Interests:**

- Upstate Green Business Network
- Interested in reducing processing and food miles
- Local food systems
- Sustainable farming practices
- Economic analysis – impact of agriculture and food on local and regional economies
- Field workshops for farmers
- Connecting limited resource farmers with limited resource communities
- Planning for sustainable food systems throughout the food cycle; “Healthy Eating by Design”

#### **Lessons:**

- We have a long way to go
- Feeling the absence of important groups (to this mission) in this conversation
- Food is under-represented in the environmental sector in WNY (well recognized in other communities, regions, states and countries)

### **TOP THREE ISSUES & CONGRESS RANKINGS:**

1. Promote sustainable agriculture wealth through agriculture and food clustering (local) – 53%
2. Reduce carbon footprint – 36%
3. Recognize food apartheid – 11%

***\*These issues were ranked by order of importance by the task group; % indicate votes by entire congress***

### **SUMMARY:**

The food and agriculture task group raised numerous issues surrounding the current state of food systems, food access and local agriculture in WNY. The group primarily focused on the farmer, economic impact of local food systems, environmental impact of local food systems and consumer awareness and education. The group highlighted the potential for substantial local economic impact and wealth creation through agriculture and food clustering, which can be accomplished by tapping into the existing agriculture in WNY. In order to accomplish this economic impact, there must be an increase in both the supply and the demand for local agricultural products. The group determined that there

currently is a disconnect between the rural and urban community, as well as the farmer and the consumer. They discussed the creation of a farmers' network, as well as a producer-consumer network.

The group also highlighted the fact that by utilizing local agriculture, we can lower our food miles, which can result in 40% carbon sequestration. The group determined that there is a disconnect between the environmentalists and those working in food and agriculture; this disconnect must be bridged, as the food system impacts every aspect of the environment. The group also highlighted the importance of recognizing food apartheid in the region. The group highlighted the pressing need to get real food into underserved neighborhoods.

### **DISCUSSION (RAW DATA):**

#### **Capacity Needs:**

- Farmers lack capacity to participate
- Farmers lack capacity to produce in the way big consumers have come to expect
- Education on food system links with all other systems
- Consumer awareness – pay for great food, not hospital bills!
- Grocery stores (small to medium) need the same support as the large chains
- Financial resources to expand outreach
- Financial resources to affect policy
- Reduce carbon footprint
- Need one generally accepted way to measure footprint reduction by buying local (metric)
- Reaching the farmers

#### **Projects:**

- Farm to institution
- Farmers Network (strengthen local supply)
- Producer / consumer network
- Carbon footprint: support organic and sustainable agriculture
- Agriculture education in response to climate change
  - Corn: **231** gallons of diesel per acre (conventional) *versus* **77** gallons of diesel per acre (sustainable)
- Get real food into underserved neighborhoods
- Tighten up the system (raw product to value added)
- Rain Forest Alliance – went at it from the supply side
- Super markets should buy more locally
- Encourage increase supply of low impact / sustainable / organic products
- Reduce carbon footprint (buy/eat local).
- Sustainable Agriculture practices:
  - Let's make it compelling and easy!
  - "Score card" for footprint
- Public policy changes to even the playing field
- Defining local

- Aim for 80% of apples consumed in 2010 from Niagara County!

**Issues:**

- Increase supply and demand for local agriculture products
- Rural – urban disconnect
- NYS Department of Agriculture – NOT HERE
- Potentially magnificent local economic impact and wealth creation through agriculture and food cluster
  - 6,561 farms in our food shed; 1,300 farms in Erie County
- Carbon foot print – lower food miles, low impact farming - 40% carbon sequestration
- Recognizing food apartheid
- Representation of food and agriculture in WNY Environmental Alliance
- Disconnect between farmer and consumer
- Disconnect between environmentalist and those working in food and agriculture
- Food system impacts every aspect of environment
- Multi-billion dollar industry exists – key economic driver
- Mono-culture on farms limit availability locally
- Farm bill subsidizing commodity crops
- Reduction of carbon footprint
- Logistics
- Small producers have trouble with increasing complex regulations
- Small producers have trouble with up-scaling production
- If farming (conventional) was sustainable, we would sequester 40% of carbon emissions (Rodale)
- If every individual spent \$10 more (per week) on local food, it would infuse \$1 Billion more in the local economy

## **TASK GROUP: HABITAT & NATURAL RESOURCES**

### **WHO:**

#### **Facilitator**

Katy Duggan-Haas

#### **Participants**

1. Paul Cocca – Ecology and Environment
2. Kerry Mitchell – Canadian Consulate
3. Jen Nalbone – Great Lakes United
4. Myra Lawrence – CFGB
5. Peter Dow – First Hand Learning
6. Bill Hudson – Audubon Society
7. Katie Schnieder – CFGB
8. David Spiering – Tift Nature Preserve
9. Patrick McGlew – Nature Conservancy
10. Joanne Ross – League of Women Voters
11. Katherine Winkler – Buffalo Niagara Riverkeeper
12. Terry Yonker – Buffalo Ornithological Society, Great Lakes Wind

### **WHY:**

#### **Participant Interests:**

- Water and stream restoration
- Water related issues
- Water and aquatic habitat
- Proximity to Great Lakes
- Using this initiative to teach our children
- Personal – backyard
- Large landscape thinking / scale
- Regional management of water resources
- Climate change and birds

#### **Lessons:**

- Breadth of groups here
- Timing is great for this project
- Desire for collaboration
- Broad interest in subject
- Many people who can be mobilized
- Process works very well
- Working together makes a larger impact
- Diversity in involvement is low; all non-profits looking for same funding
- Stay focused and realistic
- Actions we can take as a group
- Good collaboration between non-profit and public (exists)

- Don't collaborate at all

### **TOP THREE ISSUES & CONGRESS RANKINGS:**

1. Need shared back office resources – 26%
2. National and international Great Lakes legislation – 54%
3. Invasive species prevention and control – 20%

***\*These issues were ranked by order of importance by the task group; % indicates votes by entire congress.***

### **SUMMARY:**

The habitat and natural resources task group focused a great deal on the immediate need for shared resources and services among environmental groups. Specifically, the group determined that office resources, such as space, grant writing capabilities, accounting, printing, purchasing and fundraising are all pressing needs. The group also determined that there is a need for streamlined national and international Great Lakes legislation geared towards restoration of the Great Lakes. Specifically, the group mentioned the establishment of a watershed program that would leverage state dollars for habitat restoration and preservation. The discussion also included possible inclusion of state or federal incentive programs for good land practices on private lands. The task group also highlighted the need to recognize the impacts of climate change on habitat change and the importance of prevention and control of invasive species.

### **DISCUSSION (RAW DATA):**

#### **Capacity:**

##### **Short Term (Now):**

- Shared Services:
  - Environmental offices
  - Website
  - Joint grant writing for region
  - Accounting
  - Printing/publication
  - Communications
  - Purchasing
  - Joint health insurance
  - Joint financial investment services
  - Fundraising
- Leverage national and international dollars/funding
- Communication across groups
- Mobilize young people

##### **Long Term (5 year):**

- Center for Environmental Understanding
- United Way for environmental groups

- Shared knowledge base
- Mobilize non-traditional knowledge

**Projects:**

- “Our Water Our Future” – collaboration between Audubon and Buffalo Niagara Riverkeeper
- Great Lakes Restoration – federal legislation, funding from U.S. and Canada
- Educate around concepts specific to region
- Examine what works in other regions
- Streamline regulation
- Brownfield opportunity areas
- 2009 – Year of our Shared Waters
- Establish state watershed program that leverages state revolving dollars for habitat restoration and preservation

**Issues:**

- What is the actual focus? Great Lakes? WNY? Buffalo?
- Focus on water
- Reduce carbon footprint of Great Lakes
- Protection and management of submerged and emerging aquatic habitat
- Climate change, habitat change & Great Lakes
- Habitat versus economics
- Diversity of bird habitat
- Prevention and control of invasive species
- Incentivize good land practices on private lands
- Maximize opportunities for learning and engagement
- Increase academic capacity; increase diversity through education
- Branding WNY as Great Lakes Community

## **TASK GROUP: PARKS & RECREATION**

### **WHO:**

#### **Facilitators:**

Bradshaw Hovey & Cheryl Bird

#### **Participants:**

1. Paul Dyster – Niagara Falls Mayor (“green mayor”)
2. Tom Frank – Independent Research Mastermind / Buffalo Niagara Riverkeeper
3. Renee Parsons – NYS D.O.S. Coastal Resources Niagara River Greenway
4. Brian Dold – B.O.P.C.
5. Mary Fisher – Environmental Education Association; Amherst Parks Association; Re-Tree WNY
6. Tim Vanini – Big Green Initiative at Nichols Campus
7. Ed Spangenthal– Nichols School , BN Riverkeeper, Student Conservation Association
8. Kendra Gorski – Gomez and Sullivan Environmental Consulting
9. Dick McCormick – no affiliation
10. Sheila Saia – WNAFF

### **WHY:**

#### **Participant Interests:**

- Increase collaboration in WNY
- General interest in environment (Nichols as bird habitat)
- Want to see what others have done
- Interest in trail maintenance
- Environmental education – to find out what is happening
- Parks: recreation infrastructure and ecological infrastructure

#### **Lessons:**

- Clicker surveys – set a tone for getting together
- Opportunities
- Coordination is key

### **TOP THREE ISSUES & CONGRESS RANKINGS:**

1. Maintenance – resources for maintenance of parks and responsibility for maintenance – 32%
2. Connectivity of parks – trails, transportation alternatives, park network – 23%
3. Stewardship - responsibility / capacity to improve – 45%

***\*These issues were ranked by order of importance by the task group; % indicates votes by the entire congress***

### **SUMMARY:**

The parks and recreation task group focused on key issues surrounding the maintenance of our parks. Specifically, the group highlighted the need to clearly define responsibilities for maintenance in the wake of the transfer of control from Erie County to the City of Buffalo. The group also raised concern

regarding resources for programs such as garbage, litter and recycling, as well as reforestation and general improvements.

Connectivity between parks was one of the group's top three issues. The group discussed the need for bike and pedestrian connections between parks, including trails and greenways to create a network of parks in Buffalo. The task force also highlighted the importance of stewardship; stewardship was connected to responsibility for park maintenance and the need to clearly define roles and responsibilities for all parties involved (government, agencies, volunteers, etc.). Finally, the group discussed future goals and priorities for the parks. These included trails, dog parks, micro parks, bike paths, reforestation and public waterfront access.

### **DISCUSSION (RAW DATA):**

#### **Capacity:**

- Stewardship – responsibilities, capacity to improve
- GIS sharing and compatibility
- Funding – communication, collaboration
- Incentives
- Education program
- Marketing
- Lack of funding for green infrastructure
- Planning sustainable economic development
- Revamp zoning codes
- Lobbying arm for environmental organizations

#### **Projects:**

- Bi-national greenway rider cup challenge (bike ride)
- Micro parks on cleared land
- Develop sports fields opportunities
- Dog parks
- Trail maintenance

#### **Issues:**

- Maintenance / Education
  - Responsibilities (transfer from Erie County)
  - Resources
  - Stewardship
  - Garbage, litter, recycle
  - Volunteers
- Connectivity of Parks
  - Trails and green ways
  - Transportation alternatives
  - Network of parks

- Public waterfront access
- Safety and security
- Parks and the watershed
- Advocacy for parks
- Reforestation
- Invasive versus native species
- Green space, what does it mean? Recreation versus conservation
- Access – improving access and maintaining access
- Bike paths – connectivity
- Lack of leadership
- Zoning codes
- Green infrastructure projects
- Youth summit
- Food security

**Priorities:**

- Trail maintenance
- Dog parks
- Youth opportunities
- Educational opportunities for urban/city citizens
- Micro parks (from demolition of home and buildings within the city)
- 1909 International Boundary Water Treaty Centennial ; 2009 Bi-national Niagara Watershed Power Projects; Erie Canal greenway transportation heritage corridor; wayfinding

## **TASK GROUP: URBAN REGENERATION & LAND USE (1)**

### **WHO:**

#### **Facilitators:**

Rachel Maloney & Annie Stinson

#### **Participants:**

1. Tom DeSantis – planner, Niagara Falls
2. Teresa Glanowski – Office of Assembly Member Sam Hoyt
3. Kevin Kresse – Casa Vive
4. Karl Frizen - Livable WNY / Elmwood Village Association
5. Angela Knisly – Sierra Club
6. Justin Booth – Green Options Buffalo (Retree Buffalo)
7. Timothy Veth – Ciminelli Development
8. Dave Bauer – Sustainable Earth Solutions
9. Gail Plato – Partnership for a Livable WNY/ historic properties in Allentown

### **WHY:**

#### **Participant Interests:**

- Improve urban environment
- Housing (environmental issues)
- Social justice
- Good/smart growth / urban design / LEED
- How can Sierra Club help
- Restoration of natural built environment (vacant lots)
- LEED design for construction
- Getting youth involved
- Smart Growth – use of existing built environment, vibrant community

#### **Lessons:**

- Cooperative
- Youth need a model / coaching / mentoring
- Implementation

### **TOP THREE ISSUES & CONGRESS RANKINGS:**

1. Local codes for economic development / regulatory framework – 14%
2. Funding for green infrastructure – 19%
3. Leadership – public and private – 4%

***\*These issues were ranked by order of importance by the task group; % indicates votes by entire congress***

### **SUMMARY:**

The Urban Regeneration (1) task group categorized its top three issues as: the need for local codes for economic development (regulatory framework), the need for green infrastructure funding and the need

for leadership in the area of urban regeneration. The group also focused on the need for education at various levels. Specifically, they mentioned education and training for professionals for the implementation of complete streets and environmental education for the city's youth. The task group's discussion focused heavily on the development of a clear, green reuse strategy for urban land. This included discussions surrounding transportation options, vacant lot reuse options, reforestation, zoning and economic development.

### **DISCUSSION (RAW DATA):**

#### **Capacity Needs:**

##### *Education:*

- Training of professionals to implement complete streets
- Environmental youth summit (April 2009 @ Park School)
- Glen Falls Initiative – urban youth, parks restoration

##### *Resources:*

- Working together to pool resources and synthesize projects
- Greenway development projects and coordination
- Funding (lack of funding)
- Funding for expanded transit

#### **Projects:**

##### *Green Projects*

- Create a land bank to promote thoughtful reuse
- Micro wind turbines pilot project
- Re-Tree WNY community reforestation empowerment initiatives
- Grassroots gardens – reuse of vacant lots for parks, gardens, etc.

##### *Recycling / Building Reuse Projects*

- Reuse building materials (Buffalo Reuse) - deconstruction as alternative to demolition
- Fee-based waste system (German model, per pound fee)

##### *Transportation:*

- Goodgoingwny.com
- Bicycle – Car sharing
- Buffalo-Niagara rail service (airport, downtown, etc.)

#### **Issues:**

- Vacancies – rethinking infrastructure
- Implement surface parking lot policies
- Excess vacant properties
- Need clear demolition plan
- Train urban youth in best practices for sustainability issues
- Change government regulations—smart growth = smart government
- Economic development regulatory framework
- Zoning restrictions

- Concentrate on walkability of urban neighborhoods
- **Policy / Governance Issues:**
  - Inhibits small groups
  - Policies to protect historic properties
  - Smart growth:
    - Zoning inconsistencies
    - Master planning that is adopted and followed
    - Making LEED standards practical and priority
    - Need more emphasis on transit and T.O.D. development
  - Mandating Recycling standards

## **TASK GROUP: URBAN REGENERATION & LAND USE (2)**

### **WHO:**

#### **Facilitators:**

John Fell

#### **Participants:**

1. Adam Hovey – Buffalo Public Schools
2. Peter Cammarata – BUDC
3. Vince Clark – UB Community Relations
4. Don Erb – Partners for a Livable WNY
5. Paul Kranz – Erie County DEP
6. Tina Preston – Erie County Health
7. Peter Lombardi – UB Regional Institute
8. Karen Wallace – Buffalo Museum of Science / Tift Nature Preserve
9. Kevin Connors – Eco-Logic Studio

### **WHY:**

#### **Participant Interests:**

- Support from community
- Land owner (400 acres)
- Footprint / UB expansion / collaboration
- Increase collaboration
- Networking
- Lead poisoning prevention
- Vacant property management
- Urban ecology

#### **Lessons:**

- None reported

### **TOP THREE ISSUES & CONGRESS RANKINGS (Ranked by All Congress Participants):**

1. Make environmental issues relevant at the neighborhood level –8%
2. Improve public environmental education and involve youth through mentoring –11%
3. Fill information gaps to better understand environmental issues and needs –6%

***\*These issues were ranked by order of importance by the task group; % indicates votes by entire congress***

### **SUMMARY:**

The Urban Regeneration and Land Use (2) task group focused primarily on education and the need to improve existing public education. The group highlighted the need to focus more on the neighborhood, making environmental issues relevant at this level, as well as the need to involve youth in this work through mentoring and education. The group also highlighted the need to fill in existing information gaps pertaining to vacant and distressed areas of the city. They mentioned specifically the need for a clear map of these areas in order to adequately address the issue. The group cited the lack of a

comprehensive vision for reuse of vacant commercial structures and brown fields in the city's neighborhoods as a reflection of a lack of neighborhood planning in the city. Beyond the group's top three issues, task group members discussed the issues of lead hazard, poverty, vandalism, urban blight and sprawl.

### **DISCUSSION (RAW DATA):**

#### **Capacity Needs:**

- Regionally focused development
- Information links between organizations
- Antiquated utility and road infrastructure
- Lack of funding
- Lack of awareness
- Poverty
- In-house project management for local government
- Education
- Collaboration

#### **Projects:**

- Reuse strategies for vacant manufacturing sites in Delevan-Grider section of Buffalo
- Formerly utilized sites remediation action program (Bethlehem Steel, etc)
- Lead poisoning prevention programs
- Lead hazard control project
- Health Department – healthy housing
- Property intelligence network
- Vacant properties, “living laboratory” – research grants, studies, contests
- Outer harbor, waterfront
- Neighborhood/school initiatives for youth
- Light rail link between Buffalo and suburbs (and Niagara Falls)
- Waterfront development that encourages residency for all socio-economic levels

#### **Issues:**

- Poverty
- Vandalism
- Sprawl
- Green development guidelines
- Storm water handling
- Population loss
- Regulatory support
- Public education
- Funding
- Urban blight
- Outreach
- Regional planning – need all represented
- Fill information gaps (mapping vacant and distressed areas)

- Disadvantaged neighborhoods
- Need broader communication infrastructure to include non-environmental groups (block clubs, churches, etc.)
- Lack of comprehensive vision for reuse of vacant commercial structures and brown fields in neighborhoods – connected to lack of neighborhood planning
- High taxes and limited development incentives
- Need to tie environmental land use issues to economics
- Optimize energy performance
- Develop in a sustainable and socially responsible manner

## **TASK GROUP: URBAN REGENERATION & LAND USE (3)**

### **WHO:**

#### **Facilitators:**

Robert Knoer

#### **Participants:**

1. Jane Cameron– E.P.B. , NYSAG
2. Richard Lippes – Sierra Club
3. Anthony Battaglia – BMS – Tift
4. Tom – Elmwood Village Association
5. Roxanne Button–U.S. Green Building Council, Architect
6. Anne Huberman – League of Women Voters
7. Dan Webster– Partnership for the Public Good
8. Eric Walker – PUSH Buffalo
9. Mike Clarke – LISC
10. Mike Alspaugh – WNY Conservancy, Erie County Department of Environmental Planning

### **WHY:**

#### **Participant Interests:**

- Reclaim land
- Sustainability
- Green building – LEED
- Sprawl
- Smart Growth
- Vacant properties – “Blue print Buffalo”
- Land conservation

#### **Lessons:**

- None reported

### **TOP THREE ISSUES & CONGRESS RANKINGS:**

1. Neighborhood revitalization and preservation –13%
2. Sustainable economic development (green jobs) – 19%
3. Healthy communities – 6%

***\*These issues were ranked by order of importance by the task group; % indicates votes by entire congress***

### **SUMMARY:**

The Urban Regeneration and Land Use (3) task group focused a great deal on neighborhoods. Two of the group’s top three issues were neighborhood revitalization and preservation, and healthy communities. The task group also cited the need for region-wide sustainable economic development, specifically the need for green jobs, as a major issue. The task group highlighted the need for a comprehensive evaluation of existing building stock and a comprehensive reuse plan that includes neighborhood participation. The group also focused a significant portion of its time on the risks

associated with lead contamination and the need for appropriate legislation and funding to address this issue. This group cited support for the Erie-Niagara Framework for Regional Growth as a pressing need in order to address the many issues surrounding urban regeneration and land use.

### **DISCUSSION (RAW DATA):**

#### **Capacity Needs:**

- Insurance
- Legislation
- Education
- Funding
- Design standards

#### **Projects:**

- Public – private planning initiatives so that government can tap into NGO talent and NGO can have input
- Evaluation of existing building:
  - Energy use
  - Land use
  - Water use
  - Indoor air
  - Materials
  - What are we dealing with / what do we have?
  - Housing audits / assessments
- Need proper reuse plan:
  - Closing of churches – major neighborhood staples
- Neighborhood visioning project - multi-generational, design charrette, employment prospects
- Support for Erie-Niagara Framework for Regional Growth
- Proper incentives for landlords to clean up land/lots
- Community organizing on issues of lead damaged children
- Feasibility study – alternatives to real property – based taxation
- Lobby to pass legislation that will provide funding and enforcement mechanisms for lead contamination abatement (on state and local level)
- Sprawl – deal with transportation infrastructure (mistakes of past)
- Tax credits for rehabilitation of residential properties

#### **Priorities:**

- Sustainable economic development (green jobs)
- Information gathering
- Tax policy (incentives)
- Neighborhood revitalization and preservation
- Land use planning
- Healthy communities (lead)

- Existing infrastructure

## **TASK GROUP: WASTE (1)**

### **WHO:**

#### **Facilitators:**

David Scott & Linda Hardie

#### **Participants:**

1. David Hahn Baker – C.A.O.
2. Ann Brooker – Buffalo News
3. Joy Africano - unknown
4. Maurine Falkowski – Grant Builders
5. Tom Hersey – Erie County
6. Larry Brooks – Buffalo Niagara Riverkeeper
7. Diane Hofner – Concerned Residents of Portland, NY (CROP)
8. Scott King – LOOW RAB

### **WHY:**

#### **Participant Interests:**

- Collaboration initiatives
- Facilitating public-private partnerships
- Environmental justice
- Marketing and partners for Alliance
- Educational aspects
- Lewiston environmental issues
- Pollution prevention – public programs
- Public engagement
- Use of pollution by products (Dunkirk)

#### **Lessons:**

- None reported

### **TOP THREE ISSUES & CONGRESS RANKINGS:**

1. Air quality – causes of air pollution and associated health effects – 4%
2. Water preservation – prevention of water pollution (Great Lakes) – 27%
3. Environmental education – 30%

***\*These issues were ranked by order of importance by the task group; % indicates votes by entire congress***

### **SUMMARY:**

The energy task group highlighted air quality, water preservation and environmental education as its top priorities following the break out discussion. The group discussed air pollution, its causes and its effects, including the need to further investigate health issues related to pollution. The group highlighted an existing project in place to examine legislation in regards to pollution standards and regulations. The group also categorized water preservation as a high priority. It focused specifically on Great Lakes water

quality and storm water pollution prevention issues. Finally, the group highlighted the immediate need for broad environmental education. Education initiatives discussed include living green, conservation, alternative energy sources, waste disposal, lead abatement, mold abatement and environmental impact education.

**DISCUSSION (RAW DATA):**

**Capacity:**

- More collaboration
- How to prioritize issues
- Educate the constituents
- Enforce opportunities (incentives) – build on opportunities for shared reasons
- Public motivation
- Building capacity
- Tell our stories
- Networking across media for wide distribution (Buffalo News working on this)

**Projects:**

*Existing:*

- Alternative energy sources
- Project to look at legislation in regards to pollution standards and regulations
- River care - storm water mitigation
- Citizen care – river watch
- Lake Ontario Ordnance Works project
- Phase II storm water compliance
- Go green NFTA
- Urban agriculture – promote community gardens
- 858 East Ferry clean up
- Lead education

*Future:*

- Public environmental impact education
- Cogeneration of energy
- Training for lead and mold abatement
- Clean transportation infrastructure
- Non-profit – CAFCA neighborhood public education for brownfields
- Green hospitality

**Issues:**

- Lead abatement
- Storm water pollution prevention
- Great Lakes water quality
- Transportation and disposal of waste
- Education – living green, conservation, green choices
- How does the community make pollution solutions?
- Non-point pollution agriculture

- Brownfield remediation
- Alternative energy production
- Air pollution from cars
- Investigating health issues connected to pollution – cancer, asthma, birth defects, etc.
- Radioactive waste

## **TASK GROUP: WASTE (2)**

### **WHO:**

#### **Facilitators:**

Jim Simon

#### **Participants:**

1. George T. – Center for Environmental Information (Rochester)
2. Rosa Gonzales – R. Gonzales Consulting, Inc.
3. Andy Goldstein – City of Buffalo, Recycling Coordinator
4. Joanne Hameister – Coalition of West Valley Nuclear Waste
5. Ray Vaughn – Attorney General’s Office

### **WHY:**

#### **Participant Interests:**

- Learn about others’ work
- Collaboration
- Cataloging of environmental efforts in region
- Matrix of organizational differences
- Find creative solutions
- Share information

#### **Lessons:**

- CARE Collaborative (50 organizations, similar objectives)
- Increase collaboration
- Lack of diversity

### **TOP THREE ISSUES:**

1. West Valley / nuclear waste – 9%
2. Process to ensure remediation – 20%
3. Lead hazards – 9%

***\*These issues were ranked by order of importance by the task group; % indicates votes by entire congress***

### **SUMMARY:**

The waste task group (2) defined nuclear waste, remediation and lead hazards as its top three priorities. The group determined the need for appropriate legislation for the clean-up of West Valley and other nuclear waste sites is a priority. The group also placed the need for a process to ensure remediation as a priority, specifically citing the need for more government involvement. Lobbying assistance and legal assistance were also cited as immediate needs. Finally, the group discussed the need to promote and expand waste markets, improve regulation and even implement a waste help line.

### **DISCUSSION (RAW DATA):**

#### **Capacity Needs:**

- Technical assistance
  - Monitoring / measurement tools
  - Finding additional funding sources
  - P2 expertise and assistance
- Legal Assistance
  - Pro bono
- Education
  - Outreach / clarifying issues
  - Larger non-profit involvement
  - School involvement
- Advocacy
  - Lobbying

**Projects:**

*Short Term*

- West Valley demolition project
- Building inspection for lead in high risk zip codes
- Food composting
- Education – clearinghouse for concerned citizens
- Storm water reinvestment in infrastructure
- Upstate green business network

*Long Term*

- Collaboration between citizens and environmental protection
- NYS Attorney General's office
- Waste and P2 education in primary schools
- Collaborative lobbying

**Issues:**

*Remediation*

- Process for ensuring remediation
- More involvement of government

*Environmental Hazards*

- Identify and prioritize hazards
  - Water quality
  - Remediation of waste sites
  - Lead & Asbestos

*Forward Thinking*

- Green chemistry
- Identify P2 for all
- Waste reduction
- Involve industry
- Conserve water
- Transportation alternatives

*Education*

- Nuclear waste

- Diversity – involve communities of color

*Waste Markets*

- Promote and expand
- Regulation
- Help line

# ***Supplement B-1 – Congress One Agenda***

## **Western New York Environmental Alliance**

***Congress One: Who are we and What are we doing?***

October 25, 2008

South Campus, University at Buffalo

School of Architecture and Planning, University at Buffalo

### **Objectives for Today's Congress:**

- Learn:**            Scope of WNY environmental organizations  
                         More about regional players and the planning context  
                         How other regions have created collaboration around shared interests
- Share:**            Open discussions by self-selected task groups; focus and priorities
- Decide:**           Agenda for self-selected task groups  
                         Key issues of WNY Environmental Alliance Congress participants

### **Agenda:**

- |               |  |
|---------------|--|
| 8:30-9:00     | Introduction   |
| 9:00-10:00    | Background and Best Practices presentation and Q&A   |
|               | <b>Break</b>   |
| 10:10 - 11:30 | Small Group Discussions around Task Issues           |
|               | <b>Break</b>   |
| 11:45 - 12:15 | Report of Task Group Work and Identifying Key issues |
| 12:15 - 12:30 | Next Steps   |

## LEARNING

8:40 – 8:50	WELCOME AND INTRODUCTION	Clotilde Perez-Bode Dedecker, Community Foundation for Greater Buffalo (CFGB) and Renee Parsons, NYS Department of State
8:50 – 9:00	OVERVIEW OF DAY	Robert Shibley, Urban Design Project (UDP)
9:00 - 9:15	LEARNING ABOUT US: <i>WNY Environmental Organizational and Planning Profile</i>	Robert Shibley, Lynda Schneekloth, UDP
9:15 - 9:50	LEARNING ABOUT OTHERS: <i>Regional Collaborations: Case Studies and Best Practices</i>	Charlotte Young, Institute for Conservation Leadership (ICL)
9:50 - 10:00	Getting ready to work: Instructions for Task Groups	Robert Shibley, UDP

### *Break*

## SMALL GROUP WORK

SHARING: 10:10-11:30 Select a small group and discuss key issues

### *Break*

DECIDING (11:45 - 12:30)

11:45 - 12:15	REPORT OUT OF TASK GROUP KEY ISSUES	Task Groups, Robert Shibley, Lynda Schneekloth, UDP
12:15 - 12:20	OPPORTUNITIES FOR PROGRESS AND COLLABORATION	Charlotte Young, ICL
12:30	NEXT STEPS	Clotilde Perez-Bode Dedecker, CFGB

PLEASE:

1. Complete the evaluation form and hand it in at door
2. Turn in the contact card and interest in Task Group
3. Participate in the survey of organizations if you haven't already, by going to:  
[http://www.surveymonkey.com/s.aspx?sm=B9ZfY6tNxo6dhQMgLCpTrw\\_3d\\_3d](http://www.surveymonkey.com/s.aspx?sm=B9ZfY6tNxo6dhQMgLCpTrw_3d_3d)
4. Return the clickers!!!!

*Looking Toward the Next Environmental Congress*

*February 7 at the New York Power Authority*

**Help us to Build on Today's Work by Joining a Task Group!**

Task Groups will be charged with developing the key issues defined in your group and presenting them at the next Congress. We'll provide you with the resources you need to make your efforts both rewarding and enjoyable. We have meeting space, facilitators, refreshments, and consultants to help you with your work. We'll also provide you with new planning tools you can take back to your own organizations. To participate, just complete your contact card and we'll get in touch with you.

**Many Thanks for Your Participation!**

**For more information, go to [cfgb.org](http://cfgb.org)**

# ***Supplement B-2 – Handout: Group Collaboration***

# Seven Tips for Working in Groups

Volumes have been written about group behaviour. Below are seven of the most important tips we believe particularly apply to cooperative efforts – groups of groups.

1. **Relationships between group members come first.**

“We struggled, at first, on building trust, consensus, and governance. Eventually we realized trust and that’s when the Coalition began building momentum and achieving success. No individual groups put their self-interest above the interests of the other groups.”

**Adam Snyder**, Alabama Rivers Alliance

2. **To Go Fast, It Helps to Go Slow.**

“The most important qualities of leading start with silence, then with listening and then with intention – in that order. The intention is to listen and understand their concerns, not think I know their questions and concerns or ideas. Lead with the intention to help them and to serve our common goals.”

**Laura Ziemer**, Western Water Project, Trout Unlimited

3. **Pay attention to the tension between what the full group may need and individual participants want.**

“Our biggest obstacle was fear – that we would create our own competition, or that some group would win or lose. We dealt with that by naming the fears – people disclosed. ‘We’re afraid that someone will take the money or resources or we won’t get the credit.’ Those are real fears. It’s why you have to work in your self-interest. We ran straight into the face of the fears, and figured it out.”

**Diane Jensen**, Minnesota Project

4. **Power dynamics are always present.**

“I think we don’t do as good a job of listening. Some of our leadership can be more forceful – they set a position and stick to it. When one does that, the emphasis is not on finding a course that works for everyone but on having everyone agree with your vision. The truth is that when people are more willing to trust, to give in, and to not be the authority on everything, we develop much better solutions as a coalition. Also, once people are willing to let others step up as leaders, then you’re building capacity and leadership.”

**Adam Snyder**, Alabama Rivers Alliance

5. **Every group develops a culture.**

6. **All groups progress through predictable and unavoidable phases.**

7. **Opportunities for group reflection are necessary for learning and improvement.**

**People and/or organizations participate in groups when they:**

- Feel they belong, are valued, able to contribute, receive real benefits and can affect outcomes.
- Work toward goals they understand, believe in and have participated in creating.
- Have clear and appropriate ways to make decisions and carry out the work.
- Have adequate resources to sustain their work.

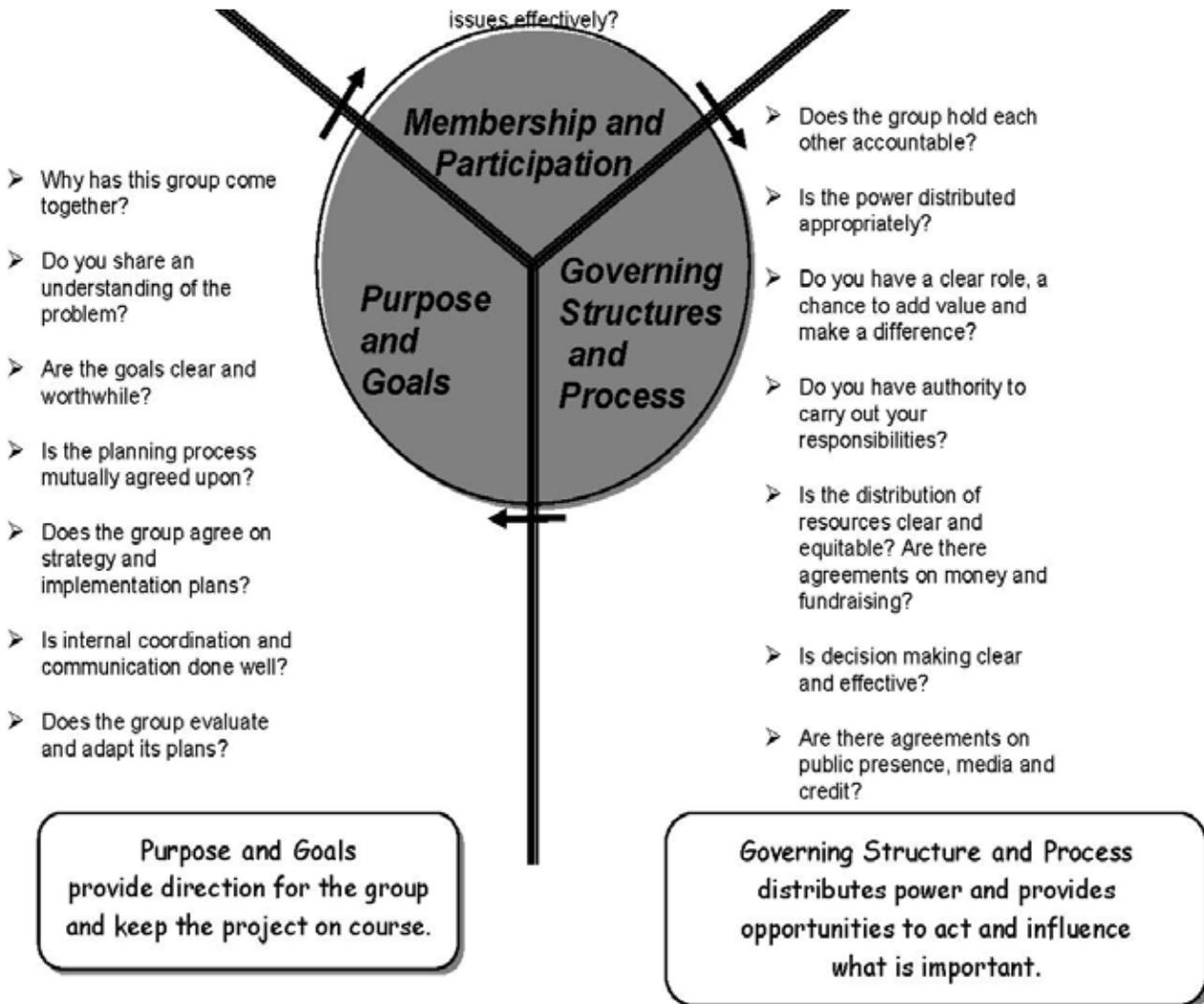
**Developing Cooperative Projects:**

**Three Essential Elements for Effective Participation**

**Membership develops trust and the "who" and "why" of participation.**

- Are the right people here?
- Do people listen and engage?
- Do you feel like you belong? Is everyone included by the culture of the group?
- What are the benefits of this group for you?
- How strong and positive are the relationships, the level of trust?
- Does this group handle conflict and turf issues effectively?

Begin here follow clockwise



<sup>1</sup> Source: Adapted from -- Rusmore, B and P. Mavrolas. 2006. *Working Together: A Toolkit for Cooperative Efforts, Networks and Coalitions*. Washington DC: Institute for Conservation Leadership.

# Progress Report #2: February 2009

The Community Foundation for Greater Buffalo (CFGB) has established a new initiative – enhancing and leveraging significant natural resources – as a priority focus area for funding. As part of this initiative, the CFGB **seeks to strengthen the capacity of the region’s environmental community, to establish a shared agenda, and to identify priorities for funding and action.** The initiative builds on several community-wide efforts to include CFGB “Green and Growing”, the NYPA relicensing, Daemen College Environmental Summits; Green Gold business meetings; and the Niagara River Roundtable and municipal planning efforts.

The CFGB has been convening a group of environmental organizations and governmental agencies known as the Western New York Environmental Alliance (WNYEA) since May of 2008. The Urban Design Project, a research center in the School of Architecture and Planning at UB, and the Institute for Conservation Leadership, were hired to help design and facilitate this process. The expected outcomes of this process include capacity enhancement through collaboration and a priority agenda for directing efforts of environmental organizations including identifiable projects.

The structure of this process includes:

- Background information on regional environmental organizations and agencies, environmental planning, and environmental conditions through research, interviews and a survey.
- Lessons from precedents and best practices of regional environmental collaboration.
- Coalition building to include regular WNYEA meetings, three large, public, environmental Congresses, and Task Group meetings between the Congresses.
- Developing a regional environmental agenda through the facilitated process.

## *Report on Congress 2*

This report is the second progress report for the Western New York Environmental Alliance project. The first progress report was completed after the first large public Congress. This report first summarizes the work done in Congress One, followed by a summary of the Task Group meetings that structured the content for Congress Two, and is concluded with a summary of Congress Two. The supplements include:

- A profile of WNY environmental organizations from an online survey.
- Task Group meeting summaries dating from December 2008 to January 2009 (which can be found in Appendix C of this document).
- Congress Two agenda and handout.
- Transcribed Task Group discussion notes from Congress Two.

## ***Background:***

### **Congress One of the Western New York Environmental Alliance: October 2008**

The first of three large, public Congresses was held the morning of Saturday October 25th in Crosby Hall at UB's School of Architecture and Planning. It was titled "Organizations and their Work: Who are we and what are we doing?" The agenda for the Congress included an overview of the findings regarding the Western New York environmental community, principles for collaboration, Task Group break-out discussions, and prioritizing issues raised during these discussions. Nearly 100 people participated in these Task Group discussions representing over 80 environmental organizations and government agencies.

### **Task Group Meetings: December 2008 through January 2009**

The CFGB, the WNYEA, and the consultants helped convene these Task Groups between the Congresses. The Task Groups were charged with developing key issues and potential collaborative projects that were presented at the second Congress on February 6, 2009. (See appendix for Task Group meeting summaries) The issues discussed by the Task Groups are described in the presentations at Congress Two. Several issues were common to each Task Group, including, the need for collaboration, advocacy, environmental education, youth involvement, and public participation, among others. The Task Groups will continue to meet between Congress Two and Three to develop measurable actions. The Task Groups include:

- Energy and climate change
- Waste and pollution prevention
- Urban regeneration and land use
- Habitat and natural resources
- Parks and recreation
- Capacity<sup>†</sup>
- Food and agriculture<sup>‡</sup>

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<sup>†</sup> **Capacity** - The capacity Task Group met once between Congress One and Congress Two on January 6, 2009. The meeting was facilitated by Charlotte Young of the Institute for Conservation Leadership and was structured differently from the other Task Group meetings. The purpose of the meeting was to clarify capacity needs and to identify steps moving forward. Capacity needs discussed include funding, staff, communications, and monitoring. Shared staff, educational workshops, and an "Environmental Day" were some of the ideas discussed. It was decided that this Task Group would meet again with broader participation between Congress Two and Congress Three and not present its work until it was further developed.

<sup>‡</sup> **Food and Agriculture** - Although part of the discussion at Congress One, the food and agriculture Task Group did not meet between Congress One and Congress Two. Many of the food and agriculture related issues were discussed in the urban regeneration and land use Task Group. There will not be subsequent food and agriculture Task Group meetings.

**Energy and Climate Change:** The energy and climate change Task Group met twice between Congress One and Congress Two. The first meeting was on December 18, 2008, and the second meeting was on January 20, 2009.

**Waste and Pollution Prevention:** The waste and pollution prevention Task Group met twice between Congress One and Congress Two. The first meeting was on December 12, 2008, and the second meeting was on January 22, 2009.

**Urban Regeneration and Land Use:** The urban regeneration and land use Task Group met twice between Congress One and Congress Two. The first meeting was on December 17, 2008, and the second meeting was on January 21, 2009.

**Habitat and Natural Resources:** The habitat and natural resources Task Group met once between Congress One and Congress Two. The meeting was on January 14, 2009.

**Parks and Recreation:** The parks and recreation Task Group met twice between Congress One and Congress Two. The first meeting was on December 15, 2008, and the second meeting was on January 13, 2009.

## **Congress 2 of the Western New York Environmental Alliance: February 2009**

The second of three Congresses was held the morning of Saturday February 7<sup>th</sup> at the New York Power Authority's Power Vista in Lewiston, Niagara County, New York. It was titled "Structures and processes for collaboration: How do we work together?" The agenda for the Congress included brief presentations of each of the Task Groups' two key issues, group interviews and discussions regarding strengths and needed improvements of those key issues, a report to the whole group on the results of these group discussions, a presentation on case studies and best practices of regional collaborations, and a question and answer session.

Over 120 people participated in these Task Group discussions representing over 90 environmental organizations and government agencies. Nearly two-thirds of the attendees had not been at the first Congress. Seventy-six percent of the audience was from either Buffalo or another community in Erie County. Approximately 17% of the audience was from Niagara Falls or Niagara County, up from only 8% at the first Congress. Audience demographic polls showed that 40% of attendees were between the ages of 50-65, 56% were male, and 88% were white. (See appendix for Congress Two agenda, handout, and a complete summary of individual Task Group interviews and discussions)

### **Presentation on Regional Collaboration**

Charlotte Young from the Institute for Conservation Leadership gave a presentation case studies and best practices for regional collaboration. The three case studies were:

1. Centre for Social Innovation – Toronto, Ontario

The purpose of the Centre for Social Innovation is to allow organizations to share back office resources. Individuals, groups and organizations in non-profit, for-profit and public sectors co-located in a single building. Equipment, offices, and communal spaces for interaction are shared, and fees are charged

based upon the amount of space used. The building was renovated using green design strategies including a green roof.

## 2. Hamilton ECO-net – Hamilton, Ontario

Hamilton ECO-net is a network of over 30 non-governmental organizations, governed by a steering committee, and opened to any organization interested in improving information sharing. ECO-net provides formal workshops and seminars on organizational improvement and various forums for exchanging ideas. Core services include a newsletter, web space, and professional development sessions.

## 3. Philadelphia Green Space Alliance – Philadelphia, Pennsylvania

The alliance includes members from conservancies, land trusts, planning commissions, and the Pennsylvania Environmental Council and Chamber of Commerce. It is headed by a board of directors, largely comprised of the executive directors of the member organizations. The alliance's aim is to collectively protect green space, and promote and conserve recreational, natural and agricultural open spaces by coordinating efforts, reducing duplication, and offering a strong unified voice. The alliance is a 509 A3 Type 1 and the Pennsylvania Environmental Council is its parent organization.

## **Interactive Workshop**

The second Congress was designed to allow the entire audience to review and comment on the issues presented by each Task Group and then allowed the Task Groups to discuss and modify their issues. After brief presentations from each Task Group, participants around each table interviewed and were interviewed by members of other Task Groups seated at their table. Task groups then got back together to discuss the results of these interviews, and presented back to the entire audience a summary of these discussion. This report includes a summary of the presentations, the Task Group discussions that were informed by individual interviews, and the audience's general feelings regarding the Task Group issues as determined by audience polling and subsequent comments.

## **Energy and Climate Change**

### ***Presentation***

The Task Group presented two issues:

1. Central Point of Information: A One Stop Shop - Creating a physical demonstration site for practical sustainable energy use information dissemination. The information will be for homeowners and businesses owners on how to conserve energy and the benefits associated with it.
2. Energy Policy Advocacy - Advocating for smart energy policies. Advocacy for smart energy policies will start with the identification of existing policies and best practices. The Task Group envisions the creation of a dedicated group that will work to develop and advocate for new and improved energy policies.

To accomplish these goals, the group will need a physical location and site coordinator for the proposed one-stop shop, funding, collaboration among various organizations and citizen participation. Success will be measured in the reduction of energy use, increased policy impacts and growth in green jobs.

**Interviews and Discussion at Congress Two**

Results of the interviews and Task Group discussions included:

1. Central Point of Information: A One Stop Shop

*Strengths* - Interview results revealed a strong interest and support for a one stop shop, or central point of information. When asked about the strengths of the proposal, respondents reported that a physical location would be beneficial for the region, while that a website in coordination with the physical location would provide wider dissemination of information. Many felt that the location for the shop should be in Niagara Falls in order to tap into the exiting tourism industry.

*Recommendations* - Responses regarding the creation of the one-stop-shop included recommendations that the site be located in an existing building, which would highlight opportunities for building reuse in the region. Respondents suggested using the site as a way to highlight local businesses and energy solutions, while also encouraging visitors to access the website regularly for up-to-date information, which will supplement in-person visits. A virtual site will be helpful, but will require consistent management and updates to be useful. Information should be directed to the general public and youth and should be easy to use.

2. Energy Policy Advocacy

*Strengths* - Interview respondents were generally in support of energy policy advocacy as an issue. Respondents reported having a single voice and a watchdog for energy issues as strengths. The one stop shop for energy information can be part of the advocacy effort.

*Recommendations* - Recommended changes for this issue included the need for further definition and clarification of the issue. Respondents noted that in order to advocate for an issue, the group must first more clearly define and narrow its focus. Once the focus is more clearly defined, respondents also suggested the group seek commitment from government to ensure success. The effort will be enhanced if economic connections of energy conservation and climate change are made.

**Audience Comments**

The audience was asked: The issues addressed by the Energy and Climate Change Task Group were important and relevant. The audience responses were:

- Agree (71%)
- Disagree (11%)
- Don't know (19%)

The audience felt that the general public needs more information regarding climate change. Local examples of climate change will help convince people that action needs to be taken.

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## **Waste and Pollution Prevention**

### ***Presentation***

The Task Group presented two issues:

1. Remediation and Cleanup of Toxic and Hazardous Waste Sites - Remediation of legacy waste sites that have impacts on air, water, land, economy and health. Western New York has a legacy of seriously contaminated sites, including West Valley, Lake Ontario Ordinance Works, sites in North Tonawanda and Chemical Waste Management, among other. All of these sites require a community-wide effort to prevent further disposal of waste, and demand remediation and removal of existing waste.
2. Protection of Water Quality - Improving water quality by reducing continued contamination, remediating contaminated sediments, improving stormwater management and eliminating CSOs. Western New Yorkers are stewards of one of the world's largest supplies of fresh water in the Great Lakes. As fresh water becomes scarcer worldwide, our efforts at maintaining and improving water quality and quantity will increase in importance.

In order to make progress towards both goals, there must be public education to create awareness, support and collaboration among various environmental groups, governmental support and enforcement of existing regulations, an overall reduction in waste creation and the end to waste shipments into the region.

### ***Interviews and Discussion at Congress Two***

Results of the interviews and Task Group discussions included:

1. Remediation and Cleanup of Toxic and Hazardous Waste Sites

*Strengths* - Interviewees cited many strengths of the remediation issue presented by the waste and pollution prevention Task Group. Specifically, interview respondents reported that the group did a very good job of highlighting and bringing awareness to West Valley; respondents also felt that the group successfully identified measurable outcomes to gauge progress.

*Recommendations* - Interviewee recommendations centered on the need to inform and engage the public on the issue without instilling fear. Recommendations also included the need to identify both short-term and long-term goals, as well as the inclusion of urban lead poisoning and prevention ideas. The Task Group can make links to the economic impacts of waste and its remediation to strengthen their arguments. The prevention of waste can also be a priority.

2. Protection of Water Quality

*Strengths* - Interviewees noted several strengths of the water quality protection issue. Interviewees noted that the Great Lakes are an asset for the region, one that should be highlighted. Respondents also cited the existence of water-focused groups with their knowledge and data as strengths.

*Recommendations* - Interviewees suggested that different issues pertaining to water quality should be more clearly defined and segregated, including storm water issues. The impacts of agriculture on water quality can also be considered. With this segregation, respondents also called for increased public

education of the various water pollution and conservation issues. Some interviewees suggested that water quantity also be considered, especially as climate change may significantly influence the availability of fresh water. Some felt that water is one of the most important environmental issues in the region and may need to have its own Task Group.

**Audience Comments**

The audience was asked: The issues addressed by the Waste and Pollution Prevention Task Group were important and relevant. The audience responses were:

- Agree (72%)
- Disagree (5%)
- Don't know (23%)

The audience felt that actions need to be prioritized. More emphasis should be given to the prevention of waste, including recycling. Again, members of the audience suggested that water quality and quantity be given its own Task Group.

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**Urban Regeneration and Land Use**

**Presentation**

The Task Group presented two issues:

1. Vacant Property Reclamation - Reclaiming vacant land to reverse neighborhood decline and to improve quality of life, health, environment and economy. The group envisions a community-based, hands-on project located in a vacant lot in a distressed urban area, which will demonstrate to the public the efforts of various environmental organizations to improve the urban environment. The completion of this project will bring awareness to the issues and possible solutions, as well as encourage community and governmental support for future projects.
2. Advancing Public Policy on Building and Zoning Codes - Developing and advocating for smarter land use policies. This can help create a framework for sustainable reinvestment in the region through smart growth.

In order to make progress towards these goals, the Task Group noted that there must be a commitment to modernizing land use regulations and a commitment to the management of vacant properties as part of a comprehensive framework for reinvestment in our communities. There can also be support for a regional planning board that promotes a regulatory framework to encourage smart growth.

**Interviews and Discussion at Congress Two**

Results of the interviews and Task Group discussions included:

1. Vacant Property Reclamation

*Strengths* - Interview respondents found numerous strengths with the Task Group's vacant property reclamation issue. Interviewees felt that the group did a great job of clearly defining the issue and

outlining short and long-term goals for action. Respondents noted that the demonstration project proposal successfully placed the focus on the neighborhood level.

*Recommendations* - Suggestions for change to this issue centered on the need to more clearly define vacant property, whether it be commercial or residential, buildings or lots. Urban areas with high levels of poverty can be priority areas for action. The process should be grassroots led; community engagement in neighborhoods is important. Initial projects should allow for easy collaboration amongst different organizations working on overarching issues. Respondents also challenged the group to recognize that not all vacant land needs to be rebuilt, emphasizing the need for increased open space.

## 2. Advancing Public Policy on Building and Zoning Codes

*Strengths* - Interviewees found strength in the building and zoning codes issue because of its timeliness and potential for coordination with the new city zoning codes. Respondents also felt that the Task Group did a very good job of outlining plans to engage both politicians and citizens at the neighborhood level. The proposed regional coordination of planning efforts was also considered a strength.

*Recommendations* - Respondents suggested the group integrate historic preservation into its agenda for action. Interviewees also recommended that the group strengthen the education and advocacy pieces of the issue. There needs to be increased public dialogue and collaboration amongst organizations.

### **Audience Comments**

The audience was asked: The issues addressed by the Urban Regeneration and Land Use Task Group were important and relevant. The audience responses were:

- Agree (85%)
- Disagree (4%)
- Don't know (10%)

The audience felt that greening and repopulating the region's cities should be considered together. Projects on reclaimed vacant land must be low maintenance and sustainable in the long run. The audience felt that populations in the most distressed areas of the region's cities, where much of the residential vacant land exists, were underrepresented by the Task Group.

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## **Habitat and Natural Resources**

### **Presentation**

The Task Group presented two issues:

1. Habitat and Species Preservation and Restoration - Preserving critical habitat and species (terrestrial and aquatic) that are being destroyed by habitat degradation and a lack of awareness of ecological processes.
2. Invasive Species Control and Native Species Replacement - Combating invasive species (terrestrial and aquatic) that are degrading habitat and reducing native species populations. Combating invasive species and replacing them with native species is necessary to preserve and restore habitat.

In order to accomplish these goals, there must be funding, support and strong leadership around the issues. Progress towards the group's goals will be measured by the protection of habitat, the removal of invasive species and the addition of native species.

### ***Interviews and Discussion at Congress Two***

Results of the interviews and Task Group discussions included:

#### 1. Habitat and Species Preservation and Restoration

*Strengths* - Results from the interview process revealed support from other Congress participants for the habitat and species preservation and restoration issue set forth by the habitat and natural resources Task Group. Interviewees cited numerous strengths, including the group's focus on native species, the connectivity of water and land, the focus on our existing natural heritage and the recommendation to inventory and monitor native species.

*Recommendations* - Interview respondents also made numerous suggestions for change to the habitat and species preservation and restoration issue. Recommendations for change included calls for more specific action items and priorities, the need to include more groups who currently focus on native species and the need to increase lobbying efforts at both the state and federal level. An ecosystem approach can help address the interconnectedness of habitats.

#### 2. Invasive Species Control and Native Species Replacement

*Strengths* - Interview respondents also showed support for the second issue identified by the habitat and natural resources Task Group. Respondents noted that the group successfully identified its goals and clearly defined plans for accomplishing those goals. Respondents also felt that the group did a good job of recognizing the interfaces between water and land.

*Recommendations* - Interview respondents did provide recommendations for change to this issue. A common recommendation for change was the need to focus more on the impacts of waterfront development on habitat and species; other recommendations included the need to improve partnerships with both politicians and representatives from the business sector. There needs to be increased and improved education regarding invasive species.

### ***Audience Comments***

The audience was asked: The issues addressed by the Habitat and Natural Resources Task Group were important and relevant. The audience responses were:

- Agree (86%)
- Disagree (4%)
- Don't know (10%)

The audience felt that the issues discussed by the habitat and natural resources Task Group are connected to the work of all of the other Task Groups. The quality of habitat and natural resources is influenced by energy and climate change, waste and pollution, urban regeneration and land use, and parks and recreation.

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## **Parks and Recreation**

### ***Presentation***

The Task Group presented two issues:

1. Regional Plan for Parks - Improving park stewardship and connectivity through a comprehensive inventory of and plan for the region’s parks. A regional park plan can be developed to guide decisions about investment in parks and recreation. The plan can highlight opportunities for recreation, connectivity and the economic benefits of a park system.
2. Park Advocacy Strategy - Increasing the awareness of the value of parks to our region’s well being. Within the parks advocacy strategy there is a need to preserve and increase funding and connect with national parks groups. The success of a parks advocacy strategy is also dependent upon inter-municipal agreements for management and funding, as well as the creation of various specialized park advocacy groups to advocate on behalf of specific parks and specific uses.

The Task Group noted that in order to achieve progress towards these goals, there must be a champion for the parks system; there must be political will, political resources and increased funding in order to protect and further develop the parks in our region.

### ***Interviews and Discussion at Congress Two***

Results of the interviews and Task Group discussions included:

1. Regional Plan for Parks

*Strengths* - Interview responses cited numerous strengths of the regional plan for parks issue. Specifically, respondents were encouraged by the regional approach, citing that a regional plan would allow for centralized coordination, insulation from political and funding issues and even the potential for equipment sharing. Respondents felt the issue promotes connectivity between park and recreation resources.

*Recommendations* - Interviewees suggested the Task Group more clearly define region in order to produce an effective plan for the parks. Respondents also recommended that the Task Group work to identify a complete and comprehensive inventory of existing park resources; respondents also reported the need to transform planning from an academic exercise to an action-oriented community movement. Links to the economic, tourism, and other cultural resources should be emphasized. Universal access and water based recreation can also be included.

2. Park Advocacy Strategy

*Strengths* - Interview respondents cited strengths in the park advocacy strategy issue’s focus on a grassroots approach with increased public and corporate involvement. Respondents reported the advocacy strategy would allow for coordination among existing groups, while focusing on one common goal.

*Recommendations* - Interviewees recommended that the Task Group engage media to educate the public in order to build awareness and promote parks in the community. The parks advocacy effort must be grassroots and have strong leadership. The argument for park and recreation resources should include the link between good parks and strong communities, especially the economy. Respondents noted that increased awareness would bring about increased stewardship; respondents also felt that there needed to be more of a focus on the positive benefits to the community of engaging youth in park promotion and preservation.

### ***Audience Comments***

The audience was asked: The issues addressed by the Parks and Recreation Task Group were important and relevant. The audience responses were:

- Agree (85%)
- Disagree (5%)
- Don't know (9%)

Some audience members felt that more emphasis should be given to park preservation and less on recreation. The strategies for each park and park system should be different since their contexts, design, and function are different.

## **Next Steps**

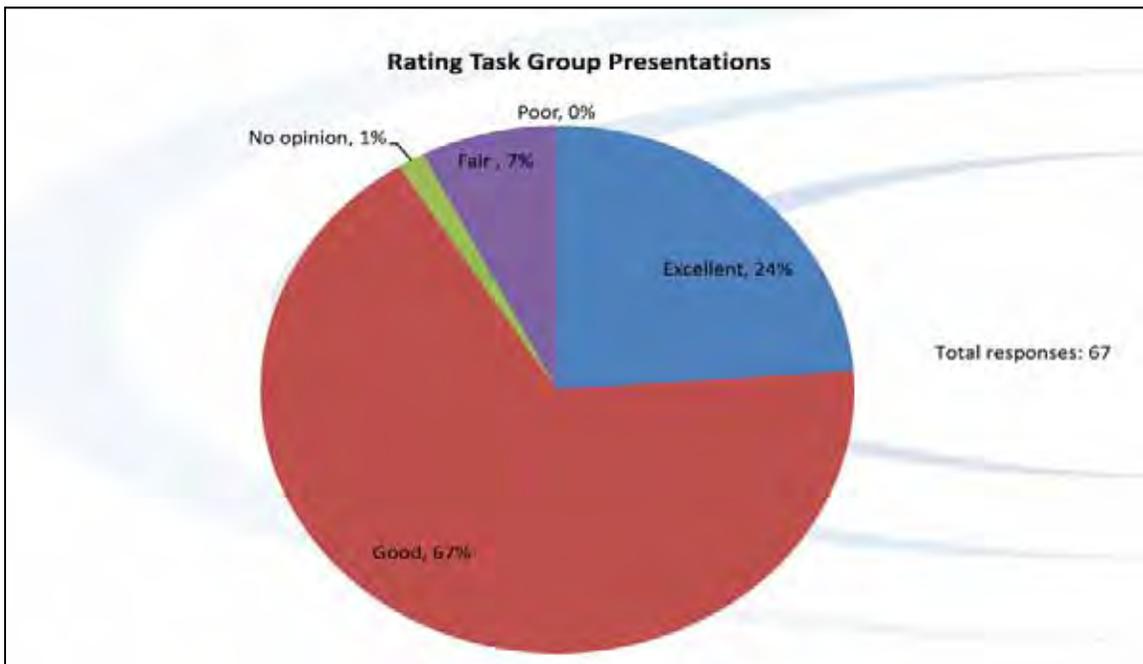
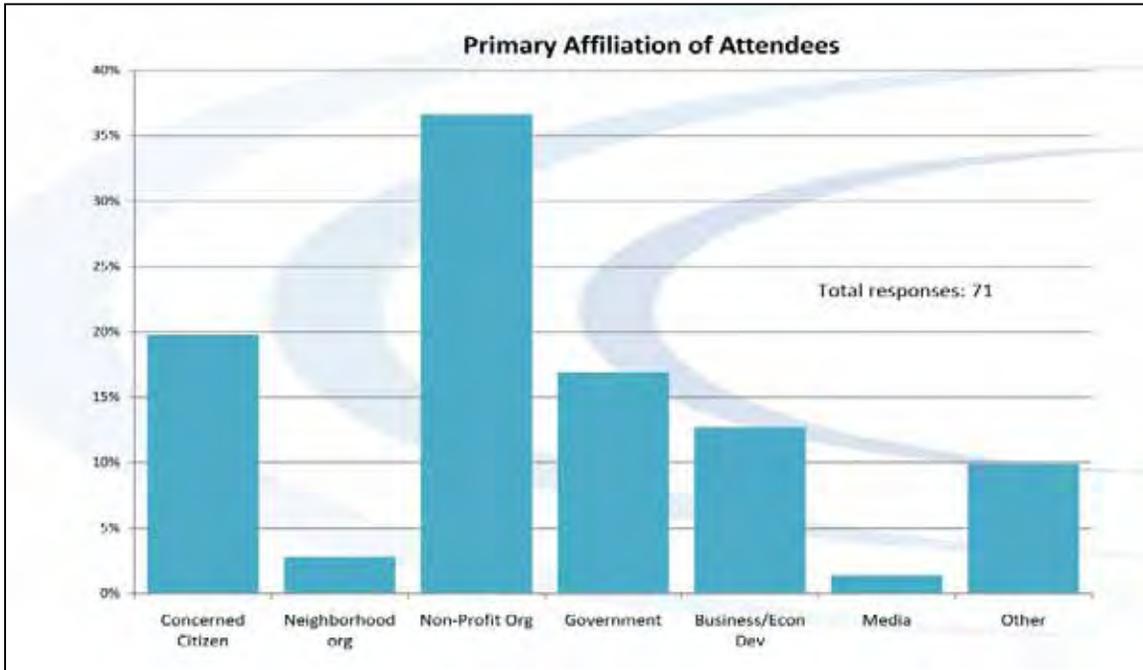
Congress Three of the WNYEA will be held Saturday, April 4th, at the Museum of Science in Buffalo. The draft "Shared Agenda for Action" will be presented and the final Agenda will be rolled out at a presentation in May. Between Congress Two and Three, the Task Groups are responsible for:

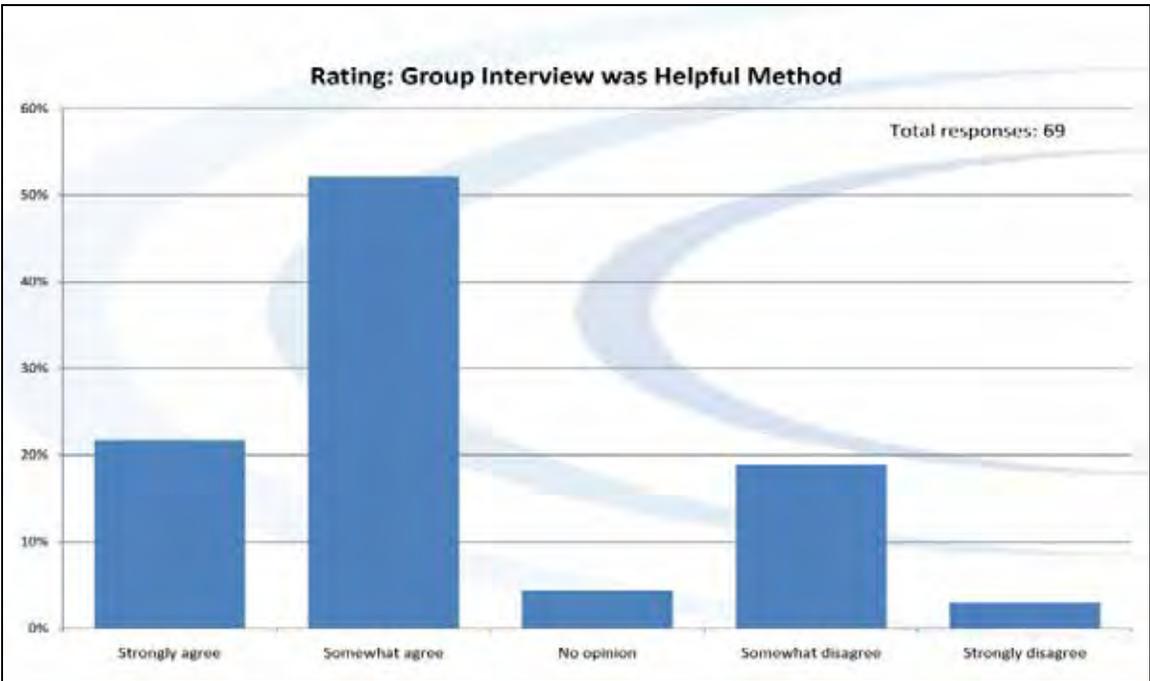
1. Developing 2-3 measurable action items for each of their two issues. These should be actions that can be accomplished in the near future - less than five years.
2. Reviewing and adding to the Declaration for Action – a preamble to the Agenda.

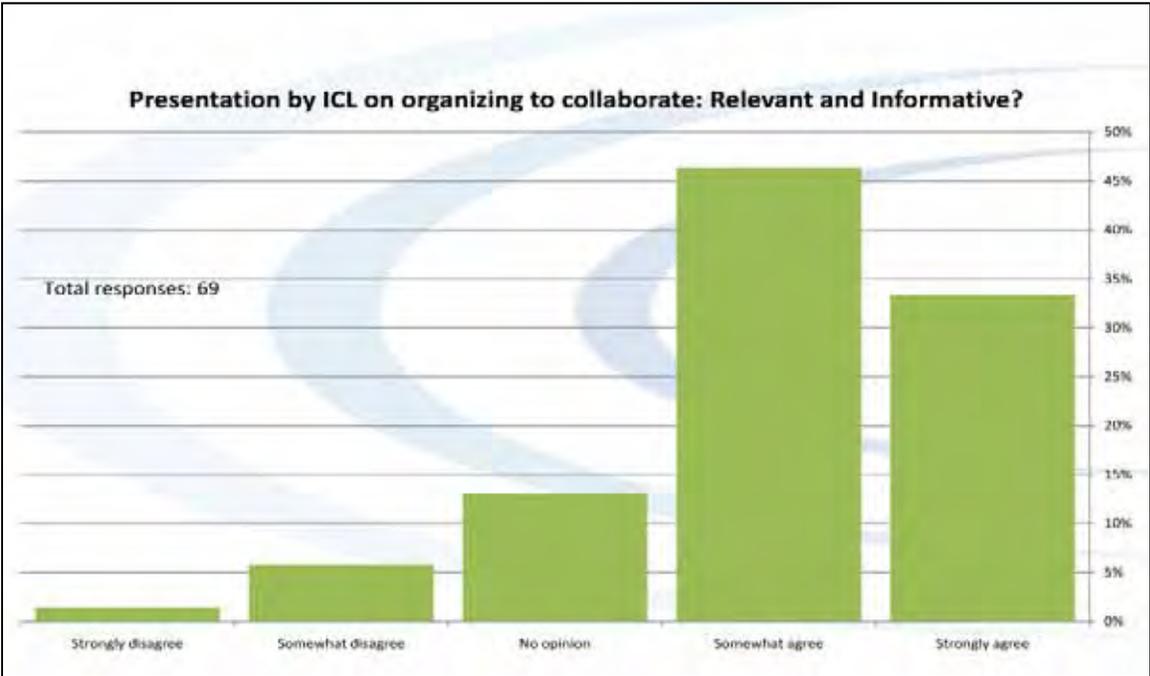
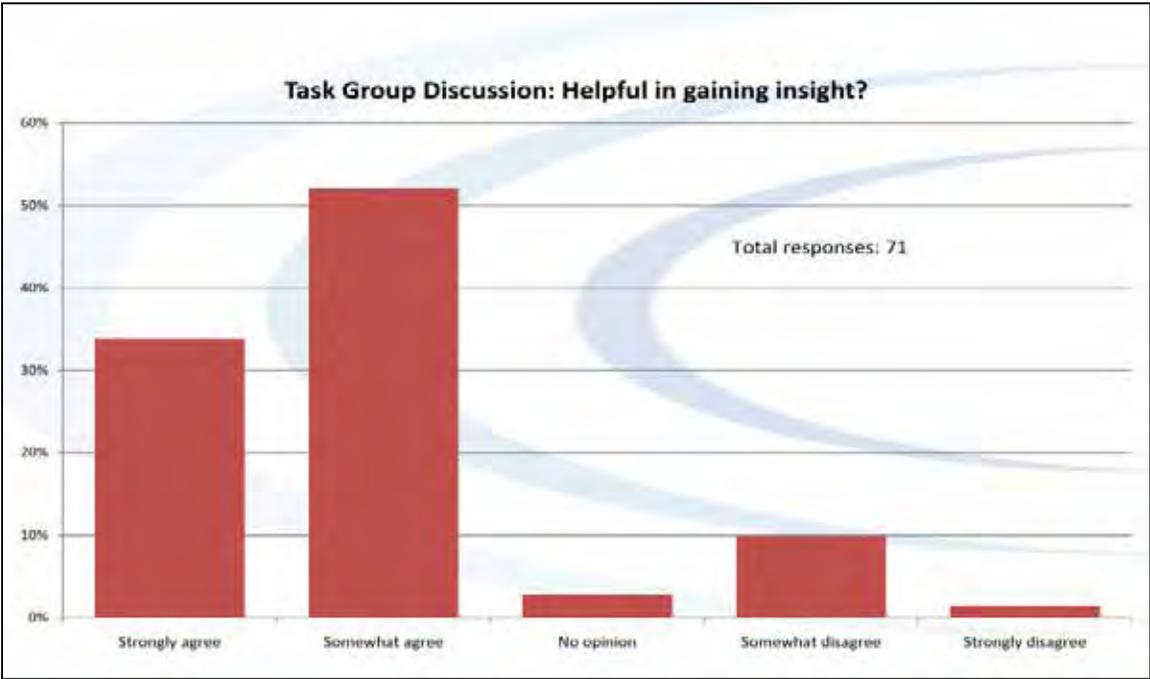
At Congress Three, the CFGB and consultants will present the structure of the Agenda including overarching goals and task group issues. The task group leaders will be responsible for presenting the 2-3 action items for each issue, and leading the discussion about these action items.

## Congress 2 Evaluation

At Congress Two, the audience was asked to provide feedback regarding the effectiveness of the Congress by way of polling questions and evaluation forms. A summary of the feedback is included here.







# ***Supplement B-3 – Profile of Western New York Environmental Organizations***

## **Overview**

Learning about our interests and capacities increases our effectiveness as a broad environmental constituency. To support this effort, we designed an on-line organization survey that was distributed by the Urban Design Project. Approximately 170 WNY groups identified as interested in the environment were contacted via email. As of December 31, 2008, fifty of these organizations responded to the online survey. Information from each organization was compiled and analyzed in order to summarize organizational roles, capacity and opportunities for the group as a whole. The complete analysis and summary of survey results is available for download on the CFGB website:

<http://www.cfgb.org/index.php/affiliates-and-initiatives/wny-env-alliance/131-planning>

The organizations that responded to the survey had the capacity to do so – they had internet capability, the time to complete the survey and the willingness to participate. Efforts were made to contact organizations with incomplete responses due to unexpected loss of survey data but not all of these organizations were able to respond with additional information within the time available.

## **Summary of Survey Results**

*Organizational Role* - The majority of organizations that responded to the survey were non-profits (69%). One third of the responding organizations have a regional geographic scope (33%), nearly a fifth work in Buffalo or Erie County (19%), while none work solely in Niagara County or the City of Niagara Falls. These organizations reported multiple focus areas related to the environment, but the most common was education (33%).

*Organization Capacity* - The capacities of the responding organizations varied greatly. Most (85%) responding organizations have partnerships with other non-profits, while only 3% have partnerships with religious organizations. More than half of the organizations have annual operating budgets of less than \$50,000 (53%), while 33% have budgets of over \$200,000. More than three quarters have volunteers (78%), while less than half have any paid staff. More than half of the responding organizations receive funding from private contributions (68%) and more than half receive government funding (56%). The data does not describe the amount of funding from each source.

*Opportunities* - Based on the data provided by survey respondents, some organizations are currently sharing the some resources: computing and printing, communication, and training and education. A question regarding the need for additional resources revealed a different set of priorities: fundraising, staff and grant writing.

# ***Supplement B-4 – Congress 2 Agenda and Handout***



**Community Foundation**  
for Greater Buffalo

Western New York Environmental Alliance

***CONGRESS TWO: Structures and Processes for Collaboration  
How Do We Work Together?***

February 7, 2009  
Power Vistas, Niagara Power Project

**Objectives for Today’s Congress:**

Learn:	Best thinking from each working Task Group. Learn how other regions have created collaboration around shared interests.
Share:	Group interviewing; proposal review by Task Groups.
Decide:	Where to start and what to do next.

**Agenda:**

8:30-9:00	Welcome, Introductions and Overview
9:00-9:45	Task Group Presentations
9:45-11:00	Group Interviews and Discussion
11:00-11:45	Report on Task Group Discussions
11:45-12:15	Presentation: Regional Collaboration
12:15-12:30	Concluding Remarks and Next Steps

8:30 – 9:00	<b>WELCOME AND INTRODUCTION</b> <i>Where We Are and Where We Are Going</i> Clotilde Perez-Bode Dedecker and Cara Matteliano, Community Foundation for Greater Buffalo, and Robert Shibley, Urban Design Project, UB.
9:00 - 9:45	<b>TASK GROUP PRESENTATIONS</b> Parks and Recreation – Thomas Herrera-Mishler Habitat and Natural Resources – David Spiering Energy and Climate Change – Bob Knoer and Katy Duggan-Haas Urban Regeneration and Land Use – Anthony Armstrong Waste and Pollution Prevention – Judy Einach and Julie O’Neill

<p>9:45 – 11:00 9:45 – 10:15</p> <p>10:15 – 11:00</p>	<p><b>GROUP INTERVIEWS AND DISCUSSIONS</b> <i>Step One: Group Interviews (30 min)</i> Proposal Review: Strengths and Possible Improvements. Participants around the table are to interview and be interviewed (one-on-one) by members of other Task Groups seated at their table... 3 minutes per interview.</p> <p><i>Step Two: Task Group Discussion of Interviews (45 min)</i> [Move to your Task Group Area] In Round Robin fashion, each person reports what they recorded from their interviews about each issue from their 3-4 interviews. After all information is recorded, discuss what was learned looking for common threads, and identifying special ideas that shouldn't be lost. [Return to large group]</p>
<p>11:00 – 11:45</p>	<p><b>REPORT ON TASK GROUP DISCUSSIONS</b> Return to the large group and present in 3 minutes what you learned from the process. Task Group presenters</p>
<p>11:45 - 12:15</p>	<p><b>PRESENTATION:</b> <i>Regional Collaborations: Case Studies and Best Practices</i> Charlotte Young, Institute for Conservation Leadership (ICL)</p>
<p>12:15 - 12:30</p>	<p><b>CONCLUDING REMARKS AND NEXT STEPS</b> Clotilde Perez-Bode Dedecker, Community Foundation for Greater Buffalo, and Robert Shibley, Urban Design Project, UB</p>

**PLEASE:** Complete the evaluation form and hand it in at door and **return the clickers!!!!**

***Looking Toward the Next Environmental Congress  
April 4 at the Buffalo Museum of Science***

**Help us to Build on Today's Work by Continuing with Your Task Group!**

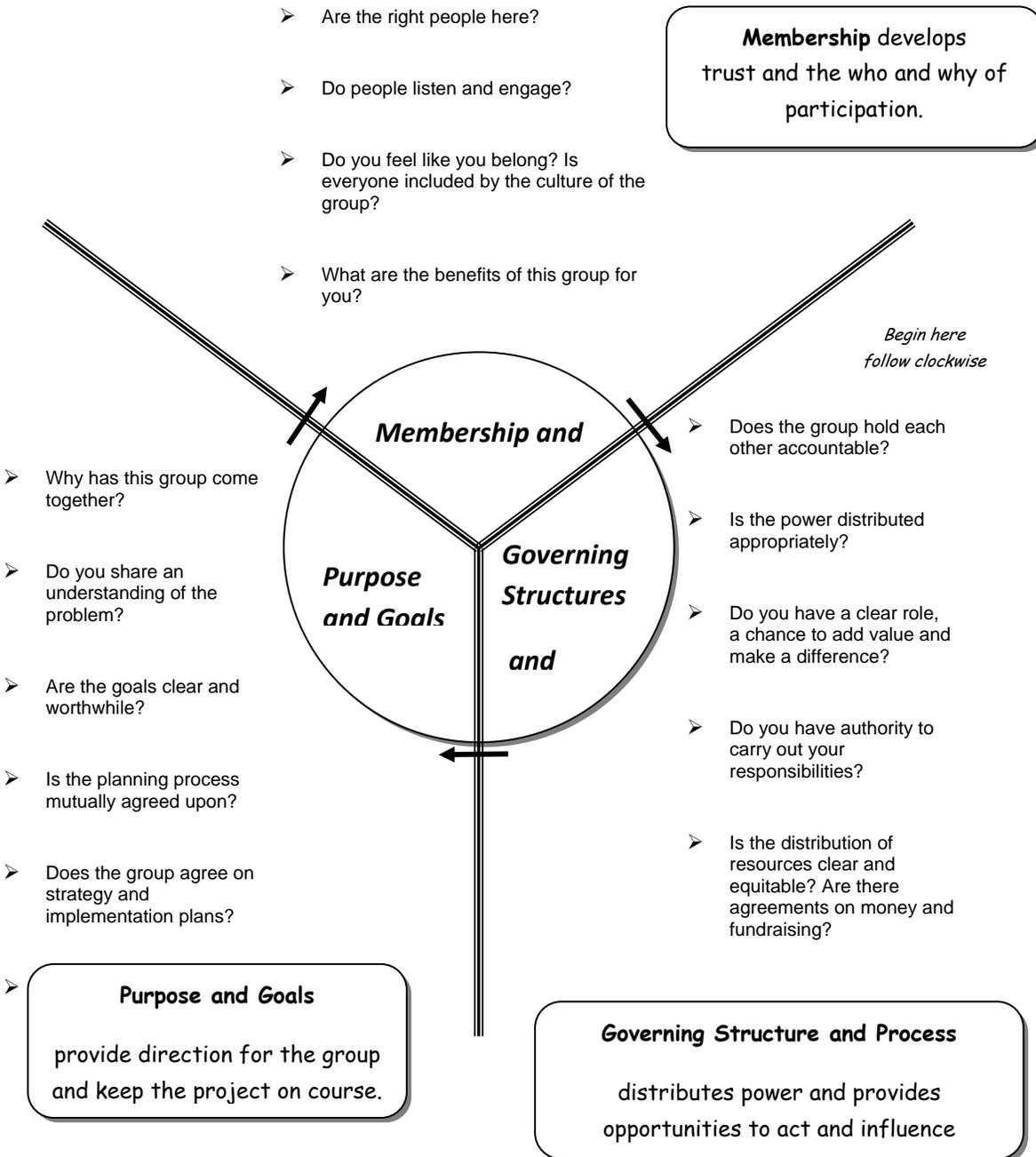
Task Groups are charged with further development of the key issues defined in their group, as well as an agenda for accomplishing these priorities. We'll provide you with the resources you need to make your efforts both rewarding and enjoyable. We have meeting space, facilitators, refreshments, and consultants to help you with your work. **For more information, go to [crgb.org](http://crgb.org)**

**Many Thanks for Your Participation!**

# Developing Cooperative Projects: Three Essential Elements for Effective Participation



**INSTITUTE  
FOR CONSERVATION  
LEADERSHIP**



# ***Supplement B-5 – Congress 2 Transcribed Task Group Discussion Notes***

## **Energy and Climate Change (group 1 of 2)**

**Issue: Central Point of Information: A One Stop Shop**

### **Strengths:**

- Important
- Place to calculate
- Know the present situation and how to change
- Generate ownership of change
- Good to have a place for older generation
- Locate in Niagara Falls – already have tourists
- Strong website and marketing – like hands-on > what technologies in exhibit? Personal – community
- More interested in physical site
  - Point 1 – housing
  - Point 2 – business / community
- Locate where people are; possible many “energy houses”
- Great idea
- Integrate all groups
- Physical, website?
- Donations from site
- Where to go
- Info via web
- People don’t know where to go >> WEB
- Collaborative – visibility
- Assist in getting regulatory approval
- Identify single agency – go to; bundle for ease
- Engage UB? Analysis
- Looking at all forms in one place
- Identify specific outcomes
- Where to get needed supplies for energy efficiency

### **Recommended Changes:**

- Use PBS
- Educate – all ages through different means
- Transportation: rail, NEW busses, build center city transportation (high priority), 31% priority – where is it in program?
- Needs to be made clear – what is at physical site, lead physical to web, web to physical
- Education lacking
- Advertise – market what is already done
- Explain acronyms
- Reach out on all aspects of energy

**Issue: Energy Policy Advocacy**

**Strengths:**

- Be specific, narrow focus
- Example: awareness of housing construction
- Transparency in education of what is being done
- Watch dog
- One voice – one chair
- Centralize
- No mixed messages
- Youth advocacy!
- Educate youth
- No more think-tanks!

**Recommended Changes:**

- Don't know WHAT to advocate
  - \*Result in core group of citizen experts
  - Identify commercial projects where economic viability is known (example: LEEDS program)
  - Goals not focused enough
  - Have an advocate
  - Narrow focus
  - Little feedback
  - What level of government
  - One stop also a point of connection for policy
- 

**Energy and Climate Change (group 2 of 2)****Issue: Central Point of Information: A One Stop Shop****Strengths:**

- Website
- Could be better than a physical site
- Celebrate hydro plan

**Recommended Changes:**

- Funding / maintaining it
- Brick and mortar site
- Use funding for education / other solutions
- Related to energy efficiency
- Could be local companies willing to help
- Tap into visitors to region
- Use multiple sites
- Existing buildings
- Concern for cost
- Virtual
- Good enough to book mark

- Post changes on website
- Educate about conservation
- Traveling exhibit?
- Keep it fresh
- Museum

## **Issue #2 – Energy Policy Advocacy**

### **Recommended Changes**

- Need a legislative commitment > top down, tangible local goals
- Economic connection > stimulate economy
- Link TT to existing group
- Focus
- Define policy objectives
  - RGG I – What is the local focus?
- Measure reductions in energy use
- Importance of climate change advocacy
- Balance energy use and conservation
- Global outreach – Web
- Education
- Study land use / energy > connection to habitat permitting
- Consistent quantification

### **Summary**

- Website – purpose, calendar
- Physical site – convenient site
  - Use of existing builders
  - Local companies
  - NYSERDA
- Funding
  - Cost benefit analysis
  - More discussion to move forward
- Policy
  - Economic connection
  - Find policy objectives
  - Continue to prioritize

## **Waste and Pollution Prevention (group 1 of 2)**

### **Issue: Remediation and Cleanup of Toxic and Hazardous Waste Sites**

#### **Strengths:**

- Bring awareness to West Valley Site
- Need for advocacy and funding
- No new waste
- Urgent & broad issues
  - Problem areas documented
  - Increase commitment
  - Public education
  - Easy to communicate
  - Value of acknowledging waste issue
- Regional collaboration
- Economic connections – “hitting the pocket book”
- Funding for law suits
- Identifying water and pollution problems
- Good priority list – comprehensive
- Measurable / quantitative outcomes / data (also weakness)
- Lots of data, well understood
- Awareness is strong
- Focus on public and political opinion

#### **Recommended Changes:**

- Communicating with public
- Public awareness
- How to tell story
- Without scaring people
- Include youth
- Impact without fear
- Need a Great Lakes solution
- Include urban lead poisoning and PCBs
- Include prevention component – 3 Rs
- Maybe split group
- Identify problem materials
- Include short-term vs. long-term goals

### **Issue: Protection of Water Quality**

#### **Strengths:**

- Existing groups + knowledge + data = opportunities
- Great Lakes = asset
- Environmental Education – high on list
- Good monitoring / base line
- Established citizenry and committed groups
- Measurable outcomes

- Continued emphasis on remediation of rivers and waterways
- \*WNY Storm Water Coalition

**Recommended Changes:**

- Public education on storm water
- Emphasize responsible use of water
- Focus on youth
- Bring awareness of value of water
- Emphasize responsible consumption
- Split group between two?
- Focus on agriculture
- Making decisions / recommendation
- Link to economic stimulus
- Focus on benefits of economic & environmental practice
- Become “experts in clean up” & export knowledge
- Think Tank
- Include “future” planning for storm water infrastructure
- Future builds to include waste water plans, storm water and solid waste
- Big picture
  - Future planning
  - Immediate concerns

**Summary:**

- Existing awareness & assets are understood
- Infrastructure of groups & data
- Public awareness and education about value of water use
- Include agricultural impacts
- Strengthen economic argument
- Focus on immediate and future concerns equally

## **Waste and Pollution Prevention (group 2 of 2)**

**Issue: Remediation and Cleanup of Toxic and Hazardous Waste Sites**

**Strengths:**

- Two energetic / informed leaders
- Progress in West Valley
- Priorities were ‘there’
- County and city have hazmat clean up dates

**Recommended Changes:**

- Recycling needs to be stressed
- State only keeps statistics on amount of recycling – not quality
- Getting involved is difficult and complex
- Waste is not sexy

- Need to be well informed
- Different levels of technical expertise and involvement – political and public
- Can't keep it only a negative of involvement
- Technical assistance organizations – more credible, a stronger voice, more informed
- Tell stories of activists
- Demolition of HSG – CO percent of this material could be reused, but more goes to landfill because cheap – need for recycling of structures
- In general, used for policy recommendations
- DEC regulations are being renewed, now time is right
- NYS / Feds have regulations, but don't enforce; enforcement must be stronger

### **Issue: Protection of Water Quality**

#### **Strengths:**

- Good to focus on perception of region
- Buffalo River Keeper – highly recommended

#### **Recommended Changes:**

- Need to break our disparate water-related issues
  - Recreational
  - Use and conservation
  - Pollutions
- Individuals must go out of their way
- Add native and faith-based groups are a strength
- Blending – a strength and an opportunity
- Need more thoughtful integration, monitoring education and change
- Water use issues are “buried”
  - Many overlap issues, but many different
  - Pull out water – leaves pollution prevention
    - Contaminated sites
    - Solid waste management
- Medical waste – no place to put unused meds, pharmacies do not accept them
- Changing perceptions of general public – heard from many
- Education is needed
- Issue fatigue in West Valley
- On east side – cost of rain barrels is too much
- Everything implemented must be collaborative, look for overlaps
- Water conservation, water quality – need to stress this
- Economic stimulus for water projects
- General Approaches:
  - General agreement – on the right track
  - Need to change individual behavior – need to increase awareness of impact of the individual
  - Need for policy changes
  - Need for policy enforcement
  - Opportunity – DEC is reviewing regulations now
  - Need for incentives

## **Urban Regeneration and Land Use (group 1 of 2)**

### **Issue: Vacant Property Reclamation**

#### **Strengths:**

- Liked plans
- Greening efforts particularly
- Short-term and long-term
- Housing policy – regional approach
- Players have been identified
- Erie County planning board
- Demonstration projects
- Acknowledged risk
- Urgency was felt
- Priorities already identified
- Opportunity for job training / employment
- Both properties and people are resources
- People here have talent and endurance
- Homesteading

#### **Recommended Changes:**

- People need to see the situation
- Adopt –a – highway model for lots and corporate sponsorship / involvement
- Bottom-up solutions should be emphasized
- Community engagement to broaden solution
- Neighborhoods before commercial districts
- Sharpen focus on urban core
- Broaden base of players (e.g. construction trades)
- “Vacant” is misleading
- Not all land needs to be developed
- More volunteers can be tapped into – increase public involvement
- Health impacts
- City –owned > lead by example
- Poverty as part of the problem – recognize and address
- Legacy of segregation should be tied in
- Think creatively
  - New urban farming techniques
- The word “public” does not bring us all to the table
  - Taxpayers?
  - Increase public involvement
- Vacancy needs to be seen as a plus, as a clean slate

### **Issue: Advancing Public Policy on Building and Zoning Codes**

#### **Strengths:**

- New city code is encouraging
- Strong focus on public officials and neighborhood level
- Identified need for education at many levels

- Acknowledgement of need for public education
- Equipping public with “toolkit”
- Acknowledgement of need for density requirements
- Tremendous amount of research and study – preservation/historic movement in particular
- Block club diligence / connection to community

**Recommended Changes:**

- Education need
- Regional planning board
- Integration of preservation and historic / cultural economic development
- Specific policies – low hanging fruit
- Enforcement – funding
- Leverage public buildings as first step
- Sustainability
- Facilitate historic district designation
- Agricultural use should be in planning phase (but incentives for small business)
- Preservation strategies
- Stay mindful of health impacts (origin of zoning)
- Common Threads:
  - Priorities have been identified, research done, ready to go
  - Education and outreach need to be enhanced
  - Don’t forget roots/history of problem – poverty, racism, industrial push
  - Regional planning kept coming up
  - Variety of end-uses, but making sure they are appropriate
  - Preservation as platform to build on both urban fabric and rural character
  - Enforcement

## **Urban Regeneration and Land Use (group 2 of 2)**

**Issue: Vacant Property Reclamation**

**Strengths:**

- Community/neighborhood building > focus on neighborhood development
- Health / economy / environment synergy
- Demonstration project!
- Advocacy / education / training
- Government support exists – policy
- Update codes
- Cross concerns with other groups

**Recommended Changes:**

- Clearly define vacant property (commercial and residential)
- Prioritize
- Not all reclaimed for building > open space too

- Stress reuse
- Community gardens – temporary versus permanent
- Communication with the City
- Native species
- CSO – rain water for gardens
- More focus on short term wins
- Private sector
- Sustainability / long term maintenance
- Environmental testing as part of efforts
- 5 in 5
- Work internationally
- “Working” lands (example: forest land)
- Understanding of interests in vacant land (real estate and developers)
- Property in public hands?
- Privately owned vacant land blocks large enough tracts of land
- Demolition projects need to have impact on neighborhood employment

**Issue: Advancing Public Policy on Building and Zoning Codes**

**Strengths:**

- Avoid continual sprawl
- Urban regeneration can help all issues
- Recognition of regional nature of the issue

**Recommended Changes:**

- Better job of connecting to other topics – education, advocacy, training, lobby, community organizing
- Get local plans to be consistent with regional plans
- Active efforts for government partnerships – outreach to government
- Maria White – needs more help
- No clear benchmarks for advocacy
- Community engagement – metrics
- Home rule “problem” in respect to sprawl
- Historic preservation tension between energy saving materials
- Use/preserve historic buildings, look and feel of region
- Pay attention to City health issues of old buildings
- Brownfields
- Lack of state funding
- Use tax code to enforce incentives
- Urban growth boundary
- Development of Erie County plan
- Discussion / policy through environmental justice filter

**Summary**

- Advocacy / training / education
- Public – government
- Full-time organizers

- Definition needs to be clear
- Prioritize
- Pick project that dovetails with other groups
- Public-private percentage of vacant land

## **Habitat and Natural Resources (group 1 of 2)**

### **Issues: Habitat and Species Preservation and Restoration**

#### **Invasive Species Control and Native Species Replacement**

#### **Strengths:**

- Water and land together
- Include wetlands
- Literacy / education
- Native species
- Understand connectivity
- Properly identify goals
- Move awareness of waterfront issues
- Sharing earth, people and species
- Sharing office resources
- Natural heritage
- Natural heritage
- Inventory and monitor habitats and species

#### **Recommended Changes:**

- Move on from goals > actions >> improvement
- Combine task groups
- Water scarcity future big issue
- Gardening and nurseries need to address invasive species; create an industry partnership with educational, scientific institutions
- Indicator: lost species yearly
- Advocacy – also create publications regional natural heritage, historical perspective of human and community impact
- Need to focus on:
  - Environment and economy – not adversaries
  - Waterfront development impacts on habitat
  - Role of educational institutions regionally
  - Funding
  - Greater volunteer efforts
  - Lack of beaches
  - No talk on urban sprawl despite connection to habitat
  - No talk of farmland and connection to habitat
- Greater specificity future actions
- Education – native / invasive species schools and nature tours
- Two issues were not inclusive, could have captured concept better
- What strategies to use for invasive and native education and advocacy
- Do a youth campaign
- End of process, bring political & business sector – they should be brought in to conversation
- Support stronger ballast water regulations – greater support at NYS level
- Reduce fragmentation of groups working on invasive species issues
- Move restoration projects – communication, web sites, awareness

- Influence of climate change on habitat issues? Need more info.
  - Collaboration on multi-benefit issues / projects – all task groups
  - Bring in business and industry - lobby in Washington, D.C.
  - Capture tourism revenue and development for projects
  - Native groups have been left out – bring them in
  - Bi-national collaboration
  - Ecosystem-based management > use it to link business and environmental world
  - Base management decisions on what is good for the environment
  - Create state level management infrastructure – impacts of energy, water
  - Ecosystem based management is timely
  - Need to create more professional capacity
  - Pick 3 and start doing things
  - Communication
  - More available for people who do not go to meetings
  - Website that allows local-level communication with meeting calendar, on-line forums
  - What you can do locally, less focus on global solutions
  - What to accomplish now and in 40 years; how to do it community by community
  - Priority issues are okay, but don't lose sight that there are other important things to do and talk about
  - Environmental literacy (decision-makers especially)
  - Pick something to do now, don't dilute efforts
  - Long-term and short-term timeline
  - Timeline?
    - Education (continuous)
    - Natural heritage (short)
    - Funding / advocacy (short)
  - Include other groups
    - Two-way communication and feedback
- 

## **Habitat and Natural Resources (group 2 of 2)**

### **Issue: Habitat and Species Preservation and Restoration**

#### **Strengths:**

- Strong area for preservation (islands: Goat Island, Grand Island; gorges)
- International Great Lakes Treaty
- Already existing collaboration
- Waterfront in Buffalo
- Niagara River Greenway
- NYS Open Space Plan
- Cultural / economic component to issue
- Property values increase with protection

- Old growth forest
- Diversity of habitat
- Educational institutions
- Recognition of aquatic / land interfaces
- Good data to progress
- Canary in the mine – group as basis for others
- Re-licensing funding
- GIS mapping
- Comm. State / Federal
- Comprehensive knowledge
- Ecosystem approach

**Recommended Changes:**

- Prioritize – time / money / grant-writing
- Better marketing
- Programs to preserve integrity
- Good signage
- Company sponsorship
- Target youth
- Change public perception
- More well received
- Increase involvement
- Create environment
- Local government needs to recognize assets
- Literacy for policy makers
- Keeping pace with national gains
- City of Niagara Falls to be brought in
- Education (value)
- Poor public policy
- Sprawl
- Poor zoning
- Youth
- Micro-sites focus
- Stronger leadership
- Data access – natural

**Issue: Invasive Species Control and Native Species Replacement**

**Strengths:**

- Known enemy
- Proven techniques
- Model on Canadian side
- Non-profits existing
- Education as focus
- Focus on Niagara Greenway as place to start

**Recommended Changes:**

- Indication that process is long-term
- Grow local capacity
- Produce native stock (aquatics) – native perennial trees
- Involve youth in removal / planting
- Poor Federal / State public policy
- Better partnership private sector
- Stop sale of invasive species
- Stricter laws (heavy penalties)
- Other threats (i.e. chemicals)
- Evaluating risk (most destructive as focus)
- Educating policy makers
- Populace & organizations – need to step up
- Stricter regulations imposed

## **Parks and Recreation (group 1 of 2)**

### **Issue: Regional Plan for Parks**

#### **Strengths:**

- Good foundation with great assets
- First State Park, Olmsted Parks, Global attractions @ Falls
- Regional system that promotes collaborative management, planning (Master Plan)
- Promotes connectivity between parks and recreation resources
- Promotes greater government support / involvement and coordination (State, Towns, Counties, Villages, etc)
- Education and awareness to improve stewardship
- Preservation of natural resources (water front)
- Olmsted model is a good one for stewardship
  - Scaleable structure for management / maintenance
  - Public / private partnership
- Central coordinating entity (potential)
- Regional Plan could help insulate all parks from politics and funding issues
- Opportunity for shared capacity, technical knowledge, marketing

#### **Recommended Changes:**

- Need a central park advocacy group with shared message – a unified voice / advocate
- Google parks site > park inventory / asset database
- Need for a regional planning agency – define “region”
- Lots of PLANS, not enough action (example: South Gateway Plan)
- Increased government support
- Better tourism promotion (example: natural places in Erie County-publication needed on web)
- Volunteer component should be part of plan
  - Park advocacy – “Adopt a Park”
  - Monitoring, cleaning suggestions for improvement
- Build advocacy group capacity
- Integrate parks and park plans into broader community development strategies – local / regional, “Smart Growth”
  - Identify park benefits – economic, health, ecology, real estate, quality of life
- Update sustainability / green infrastructure – ecosystem function
- Improve universal access
- Assess / understand recreation trends, understand recreation assets – water based uses, private/public resources
- Focus on neighborhood and community parks, emphasize connections to local parks
- Emphasis on cultural resources (example: Devil’s hole – opportunity to tell cultural stories of the region)
- Integrate private property with parks
- Landscapes avoid isolation

#### **Summary**

- Clear and defensible links to economic and health benefits including tourism
- Integrate park plans into broader community development “Smart Growth”
- Include green infrastructure ecosystem function

- Improve universal access
- Meet recreational needs including water-based needs
- Emphasize cultural resource connection, 'Olmsted Crescent'

**Issue: Parks Advocacy Strategy:**

**Strengths**

**Recommended Changes**

- Build independent capacity within community
  - Don't rely on government exclusively for solution
  - Build neighborhood base
- Build regional capacity
- Preservation
- Quality of life at heart of advocacy
- Create links between good parks and a strong local economy, healthier population
- Tourism
- Link between park use and decreased juvenile crime

## **Parks and Recreation (group 2 of 2)**

**Issue: Regional Plan for Parks**

**Strengths**

- Inventory is useful
  - Character and location
- Like the inventory

**Recommended Changes**

- Need more education
  - It's not just a stand of trees
- Regional Plan could facilitate equipment sharing
- Amherst: needs a system – could learn from region
- Use success stories
  - Provide models
- Bring greenway into the conversation
- Need more education
  - Need for R.M.P. renovation
- Promote use of vacant land in City of Buffalo, throughout region
- Environmental education on both sides of the burden
- Emphasize the connection theme
- Demonstrate economy and social benefits
- Target youth
- Organize and mobilize youth
- Hold community forums
- Increase connections

- Substitute “metropolitan” for regional
- Look at Niagara River Watershed
  - Bi-national greenway / heritage corridor
  - Serve useful purpose
  - Involve schools
- Coordination is key
- Connect transportation planning with parks
- Inventory
- Expand the metrics for success
- Make clear objectives
- Include regional assets as part of the plan
- Central listing is crucial
- Emphasize bringing vacant land and habitat and parks
- Planning is too academic > create a movement – quick action

**Issue: Parks Advocacy Strategy:**

**Strengths**

- Good to have users maintain and preserve
- One advocacy group would bridge tensions between city and county
- Regional parks community would be good

**Recommended Changes**

- Grassroots effort is key
  - Protect their own and then collaborate
- Coordinate all the groups
- Champion is crucial
- We need more corporate involvement
- Identify resources for park maintenance
- Address specific economic benefits – quantifiable
- Specific event – seasonal > May 1 – Nov 1
  - Social engineering of public awareness
- Engage media about parks and events
- Point person in parks system for people to get involved > website too
- Need to improve organization to better use resources
- Need to build public awareness
  - Promote parks
  - Public collaboration > Parks more approachable
- Awareness = stewardship
- Need to create inter-municipal agreement for maintenance
- Get political / elect supporters
- Franchise the BOPC – lend expertise
- Mobilize public support
- Use “friends” more

# Progress Report #3: April 2009

## *Introduction*

The Community Foundation for Greater Buffalo (CFGB) has established a new initiative – enhancing and leveraging significant natural resources – as a priority focus area for funding. As part of this initiative, the CFGB **seeks to strengthen the capacity of the region’s environmental community, to establish a shared agenda, and to identify priorities for funding and action.** The initiative builds on several community-wide efforts to include CFGB “Green and Growing”, the NYPA relicensing, Daemen College Environmental Summits; Green Gold business meetings; and the Niagara River Roundtable and municipal planning efforts.

The CFGB has been convening a group of environmental organizations and governmental agencies known as the Western New York Environmental Alliance (WNYEA) since May of 2008. The Urban Design Project, a research center in the School of Architecture and Planning at UB, and the Institute for Conservation Leadership, were hired to help design and facilitate this process. The expected outcomes of this process include capacity enhancement through collaboration and a priority agenda for directing efforts of environmental organizations including identifiable projects.

The structure of this process includes:

- Background information on regional environmental organizations and agencies, environmental planning, and environmental conditions through research, interviews and a survey.
- Lessons from precedents and best practices of regional environmental collaboration.
- Coalition building to include regular WNYEA meetings, three large, public, environmental Congresses, and Task Group meetings between the Congresses.
- Developing a regional environmental agenda through the facilitated process.

This report is the third progress report for the Western New York Environmental Alliance project. The previous progress reports were completed after the first and second large public Congresses. This report first summarizes the work done in Congress One and Two, and is concluded with a summary of Congress Three. The appendices include:

- Congress Three agenda and handouts.
- Transcribed Task Group discussion notes and summaries from Congress Three.
- Congress Three participant evaluations.
- An analysis of participant responses to the proposal to formalize the WNY Environmental Alliance.

# ***Background***

## **Congress One and Two of the Western New York Environmental Alliance**

The first of three large, public Congresses was held the morning of Saturday October 25th in Crosby Hall at UB's School of Architecture and Planning. It was titled "Organizations and their Work: Who are we and what are we doing?" The agenda for the Congress included an overview of the findings regarding the Western New York environmental community, principles for collaboration, Task Group break-out discussions, and prioritizing issues raised during these discussions. Nearly 100 people participated in these Task Group discussions representing over 80 environmental organizations and government agencies.

The second Congress was held the morning of Saturday February 7<sup>th</sup> at the New York Power Authority's Power Vista in Lewiston, Niagara County, New York. It was titled "Structures and processes for collaboration: How do we work together?" The agenda for the Congress included brief presentations of each of the Task Groups' two key issues, group interviews and discussions regarding strengths and needed improvements of those key issues, a report to the whole group on the results of these group discussions, a presentation on case studies and best practices of regional collaborations, and a question and answer session. Over 120 people participated in these Task Group discussions representing over 90 environmental organizations and government agencies.

## **Task Group Meetings: December 2008 through March 2009**

The CFGB, the WNYEA, and the consultants helped convene these Task Groups between the Congresses. The Task Groups were charged with developing key issues and potential collaborative projects that were presented at the second Congress on February 6, 2009. They refined those issues and developed action items and quantifiable measures for Congress Three. The Task Groups include:

- Energy and climate change
- Waste, pollution prevention, and water
- Urban regeneration and land use
- Habitat and natural resources
- Parks and recreation
- Strengthening Environmental Organizations - Capacity<sup>§</sup>
- Food and agriculture \*\*

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<sup>§</sup> **Strengthening Environmental Organizations - Capacity** - The capacity Task Group met once between Congress One and Congress Two on January 6, 2009, and once between Congress Two and Three on February 24, 2009. The meetings were facilitated by Charlotte Young of the Institute for Conservation Leadership and were structured differently from the other Task Group meetings. The purpose of the meetings was to clarify capacity needs and to identify steps moving forward.

\*\* **Food and Agriculture** - Although part of the discussion at Congress One, the food and agriculture Task Group did not meet between Congress One and Congress Two. Many of the food and agriculture related issues were

**Energy and Climate Change:** The energy and climate change met three times between Congress One and Congress Three. The first meeting was on December 18, 2008, the second meeting was on January 20, 2009, and the third was on March 12, 2009.

**Waste, Pollution Prevention, and Water:** The waste and pollution prevention Task Group met three times between Congress One and Congress Three. The first meeting was on December 12, 2008, the second meeting was on January 22, 2009, and the third was on March 12, 2009.

**Urban Regeneration and Land Use:** The urban regeneration and land use Task Group met three times between Congress One and Congress Three. The first meeting was on December 17, 2008, the second meeting was on January 21, 2009, and the third was on March 16, 2009.

**Habitat and Natural Resources:** The habitat and natural resources Task Group met twice between Congress One and Congress Three. The first meeting was on January 14, 2009, and the second was on March 11, 2009.

**Parks and Recreation:** The parks and recreation Task Group met three times between Congress One and Congress Three. The first meeting was on December 15, 2008, the second meeting was on January 13, 2009 and the third was on March 11, 2009.

## ***Overview of Congress Three of the Western New York Environmental Alliance: April 2009***

The third Congress was held the morning of Saturday April 4<sup>th</sup> at the Buffalo Museum of Science. It was titled "Implementation and Beginning Projects: How do we move forward on a Shared Agenda for Action?" The agenda for the Congress included brief presentations of the Declaration of Action, a proposal from the Steering Committee to formalize the WNY Environmental Alliance, a presentation on case studies on organizing collaboratives, Task Group presentations of their issues, actions and quantifiable measures, Task Group discussions, and a question and answer session.

Over 80 people participated in these Task Group discussions. Most of these participants represented either non-profits (33%), government agencies (28%), or concerned citizens (19%). Half (51%) of the attendees had been at the first Congress, while over half had been at the second Congress (55%). Ninety percent of the audience was from either Buffalo or another community in Erie County. Audience demographic polls showed that 38% of attendees were between the ages of 50-65, 51% were male, and 91% were white.

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discussed in the urban regeneration and land use Task Group. There will not be subsequent food and agriculture Task Group meetings.

## Declaration of Action

David Hahn Baker from the Steering Committee of the WNY Environmental Alliance presented the Declaration of Action; the “Preamble” to the WNYEA final Agenda. This preamble was developed at the suggestion of various Task Group members to remind everyone involved about the purpose of our work. The attendees provided feedback on the Declaration of Action that will be incorporated into the final version. The Declaration that was presented is below:

*We, the people of Western New York, are resolved to work collaboratively to improve our environment and our regional, international, community. We are a Great Lakes region and stewards of the world’s largest supply of fresh water, vast forests, rich agricultural land, abundant wildlife, an incredible built heritage, historic park systems, the magnificent Niagara Falls and hundreds of wonderful communities. Unfortunately, much of our natural heritage has been lost and what remains is threatened. We therefore establish this agenda to protect and restore our globally significant environment.*

*We know that our environmental resources are immeasurable assets; they have direct impacts on our quality of life and our economy. Healthy ecosystems provide habitat for wildlife; they provide clean air, clean water and other ecological services such as stormwater control and carbon sequestration; and they provide recreational and business opportunities. The environment is a source of wealth for all of us.*

*Like our natural heritage, our environmental community is strong. We are the birthplace of the environmental justice movement, a product of both our legacy of contamination and our determination to seek action through justice. We are home to thousands of individuals and hundreds of organizations aiming to improve our region.*

*Although our assets are plentiful and our voices numerous, our region and its people have suffered through the despoiling of our environment and the fragmentation of our collective efforts. Our dwindling population, declining health, vacant and contaminated land, and faltering economy are proof of this. At this time, we make a commitment to collaboratively increase our region’s environmental literacy, preserve its biodiversity, and ensure that our air is clean, our water drinkable, our fish edible, and our forests, farms, and gardens plentiful.*

*With “Our Shared Agenda for Action,” we have a vision for our future. Together, we are committed to strengthening the work of our environmental community through collaboration and implementation. This includes long term, overarching goals as well as specific measurable actions that can be accomplished soon. We are determined to leave our children a sustainable, thriving community where they can live healthfully, work productively, learn, teach, grow old, and choose their own path. This is the aim of the Western New York Environmental Alliance – the purpose of Our Shared Agenda for Action.*

Participants were asked to comment on the Declaration of Action, and the Declaration was subsequently revised based upon those comments. Almost everyone that completed an evaluation form was supportive of the Declaration of Action, with 58% 'strongly agreeing' that it is representative of their effort.

## **Proposal to Formalize the WNY Environmental Alliance**

Robert Knoer of the Steering Committee of the WNY Environmental Alliance presented a proposal to formalize the Alliance. The proposal was as follows:

*The WNY Environmental Alliance has emerged as an ad hoc alliance of organizations interested in the protection and enhancement of the environment of Western New York. These organizations chose to participate in the year long project managed by the Community Foundation for Greater Buffalo referred to as the Western New York Environmental Alliance. This year long project on behalf of the region's environment is near completion with the presentation of "Our Shared Agenda for Action" prepared by the Steering Committee, Task Groups and Congresses.*

*Given the commitment of hundreds of individuals and many organizations, the Steering Committee that has been overseeing the process is proposing to formalize the Alliance so that the work we have done will have a mechanism for continuation.*

*To that end, we recommend that the Western New York Environmental Alliance be formalized in some way to act as a coordinating mechanism for the environmental community of our Niagara region. This body will coordinate the work outlined in "Our Shared Agenda for Action" and request that the Community Foundation reconvene a Congress each year for the next five years to assess our progress.*

Before the group discussions, the presenters asked the audience if they thought formalizing the WNY Environmental Alliance was a good idea; 59% said yes, and only 2% said no. At the end of the Congress the presenters asked if they were willing to take the issue of formalizing the WNYEA back to their organizations; 86% said yes, and no one said no.

Participants were asked to respond to a questionnaire regarding their interest in formalizing the WNYEA. There were 56 total responses. First, the questionnaire asked what individual organizations could hope to gain from the WNY Environmental Alliance. Most responded that the Alliance would help them find new partnerships. Some respondents thought that the Alliance could help with specific projects, education, and increased capacity and resources. Second, the questionnaire asked what individual organizations could hope to gain from the WNY Environmental Alliance. Many respondents thought they could offer different types of knowledge, including technical knowledge, institutional knowledge, and educational programs. Some respondents can offer shared resources and shared people including staff and volunteers. (A complete report on the responses to the proposal to formalize the WNY Environmental Alliance is included as an appendix)

## Presentation: Case Studies on Organizing Collaboratives

Charlotte Young from the Institute for Conservation Leadership gave a presentation on case studies on organizing collaboratives. Two case studies were:

4. Schuylkill Learning Community
5. Highlands Coalition

Each of these case studies demonstrated different membership structures, goals and purposes, and structure and operations. The presentation described three types of organization structures:

1. Networks
2. Association of Organizations
3. Partnerships/Strategic Alliances

## Task Group Presentations and Discussions

Congress Three was designed to facilitate Task Group discussions about specific proposed actions and ways to measure those actions. After brief presentations from each Task Group, participants gathered into Task Group discussion groups; some discussion groups included everyone from a single Task Group, while other discussion groups were divided by Task Group issue. There was also a youth involvement discussion group. The discussions focused on the action items, and not all action items were discussed. This report includes a summary of the presentations and the Task Group discussions. The full summary of the discussions are included as an appendix.

### Energy and Climate Change

#### *Presentation*

The Task Group presentation included:

Issue	Actions	Measurables
<b>Increase public knowledge of sustainable energy resources</b>	<ol style="list-style-type: none"> <li>1. Create a one-stop shop to demonstrate and instruct on renewable energy and energy efficiency – virtual, physical and mobile sites.</li> <li>2. Secure coordinator / establish collaborative.</li> </ol>	<ul style="list-style-type: none"> <li>*Number of organization involved in collaborative.</li> <li>*Number of people using the one-stop shop.</li> </ul>
<b>Improve Energy Policy</b>	<ol style="list-style-type: none"> <li>1. Establish a credible organization to be the voice for energy policy advocacy in the region.</li> <li>2. Advocate for locating the proposed energy policy center in WNY.</li> </ol>	<ul style="list-style-type: none"> <li>*Number of policies advocated for and influenced.</li> </ul>

### ***Discussion – Strengths and Modifications***

1. Issue: Increase public knowledge of sustainable energy resources.

- Action Item: Create a one-stop shop to demonstrate and instruct on renewable energy and energy efficiency – virtual, physical and mobile sites.

*Strengths* – The discussion group felt that the action addressed the need to educate people, and make the connections between energy, the economy, and climate change. It can also empower people to make better decisions. The one stop shop is a potential regional draw given that Niagara Falls is a source of renewable energy.

*Modifications* – The discussion group felt that work could begin with the virtual site. They also felt the one stop shop could include other issues. The group proposed specific content for the one stop shop, including web cams of wind farms, and displays of energy policies from other areas.

2. Issue: Improve Energy Policy.

- Action Item: Establish a credible organization to be the voice for energy policy advocacy in the region.

*Strengths* – The discussion group felt that a major strength of the actions was that agreed upon facts should be understood in order to advocate and establish good energy policies. The organization can also help demonstrate how ecological benefits of improved policies can have economic benefits as well.

*Modifications* – The discussion group felt it was important to consider who decides the composition of the organization. Additional actions could include developing short policy briefs, and providing power point presentations that individuals can take back to their business/organization.

## Waste, Pollution Prevention, and Water

### Presentation

The Task Group presentation included:

Issue	Actions	Measurables
<b>Cleanup Toxic / Hazardous Waste</b>	<ol style="list-style-type: none"> <li>1. Establish a network of concerned organizations and citizens.</li> <li>2. Connect them with each other and the public through the Green Table.</li> <li>3. Educate, inform &amp; mobilize them on policy changes; create a 'Minute Man' group.</li> <li>4. Communicate the impact of waste on economy to policy makers.</li> </ol>	<ul style="list-style-type: none"> <li>*Number of organization and citizens in the network and 'Minute Man' group.</li> <li>*Number of groups advocating against hazardous waste.</li> </ul>
<b>Improve recycling</b>	<ol style="list-style-type: none"> <li>1. Mount an awareness campaign on recycling.</li> <li>2. Provide the public with tools and incentives to change behavior.</li> <li>3. Track behavior and develop report cards for area efforts.</li> </ol>	<ul style="list-style-type: none"> <li>*Number of recycling pledges gathered.</li> <li>*Number of people reached by awareness campaign.</li> </ul>
<b>Protect water quality and quantity</b>	<ol style="list-style-type: none"> <li>1. Mount an awareness campaign on water usage.</li> <li>2. Provide the public with tools and incentives to change behavior.</li> <li>3. Track behavior and develop report cards for area efforts.</li> </ol>	<ul style="list-style-type: none"> <li>*Number reached by awareness campaign.</li> <li>*Number of individual water quality / conservation projects (green roofs, rain barrels, etc).</li> <li>*Decrease in number of CSO overflows.</li> </ul>

### Discussion – Strengths and Modifications

#### 1. Issue: Clean up Toxic / Hazardous Waste

- Action Item: Establish a network of concerned organizations and citizens.

*Strengths* – The discussion group felt that the network can help bring together groups working on different issues around common goals. A network as a loose coalition can perform better without being hindered by structural formalities of formal organizations.

*Modifications* – No modifications of this action were discussed

- Action Item: Connect them with each other and the public through the Green Table.

*Strengths* – The discussion group felt that the Green Table can help quickly spread information about important issues.

*Modifications* – The group can pursue other ways of connecting people, including demonstrations, large festivals, billboards, websites, and newsletters.

- Action Item: Educate, inform & mobilize them on policy changes; create a ‘Minute Man’ group.

*Strengths* – Networking amongst organizations and communication with the public and the media are strengths of this action.

*Modifications* – Alerts to the ‘Minute Man’ group must be timely, but should not be overused; this will limit its effectiveness.

- Action Item: Communicate the impact of waste on economy to policy makers.

*Strengths* – This action will help draw connections between depreciating property values, declining health, and toxic waste sites. A healthy environment coincides with a healthy economy.

*Modifications* – No modifications of this action were discussed.

## 2. Issue: Improve recycling

- Action Item: All action items.

*Strengths* – The discussion group felt that recycling will be increased if more incentives for individual recycling are given, and awareness is increased through education and pledges to recycle. The group suggested that these actions can increase recycling, reducing waste.

*Modifications* – For these actions to be successful, new collaborative efforts will be needed. This can include working with block clubs or churches, and cooperation between different municipalities. Incentives have to be impactful, including monetary rewards or reductions in fees.

## 3. Issue: Protect water quality and quantity

- Action Item: Mount an awareness campaign on water usage.

*Strengths* – An awareness campaign can help educate the public on water issues, and promote actions that individuals can do themselves to improve water quality and reduce usage. It can help support existing initiatives of the WNY Stormwater Coalition and Buffalo Niagara Riverkeeper.

*Modifications* – The Task Group proposed holding a round table discussion on water with local organizations, agencies, and elected officials.

## Urban Regeneration and Land Use

### Presentation

The Task Group presentation included:

Issue	Actions	Measurables
<b>Vacant Property Reclamation</b>	<ol style="list-style-type: none"> <li>1. Select two distressed pilot communities to reclaim and re-purpose vacant commercial, industrial and residential land.</li> <li>2. Adopt a policy designating permanent / temporary green spaces.</li> </ol>	<ul style="list-style-type: none"> <li>*Number of permanent and temporary green spaces designated.</li> <li>*Percent of vacant land reclaimed.</li> <li>*Number of parallel policies implemented in other communities.</li> <li>*Number of parallel projects in other parts of the city and region.</li> </ul>
<b>Advance Public Policy on Building/ Zoning Codes</b>	<ol style="list-style-type: none"> <li>1. Update zoning and building codes with smart codes.</li> <li>2. Develop regional planning boards - Erie County and restore Erie and Niagara County Regional Planning Board.</li> </ol>	<ul style="list-style-type: none"> <li>*Number of municipal codes updated with smart code strategies.</li> <li>*Number of planning decisions made with regional consideration.</li> </ul>

### Discussion – Strengths and Modifications

#### 1. Issue: Vacant Property Reclamation.

- Action Item: Select two distressed pilot communities to reclaim and re-purpose vacant commercial, industrial and residential land.

*Strengths* – The discussion group suggested that strengths of this action included the high amount of vacant land in urban areas potentially available for projects, and the number existing organizations and initiatives already working collaboratively.

*Modifications* – The discussion group felt four pilot projects should be developed; two in both Niagara Falls and Buffalo, one on vacant commercial/industrial land, and one on vacant residential land.

#### 2. Issue: Advance Public Policy on Building/ Zoning Codes.

- Action Item: Update zoning and building codes with smart codes.

*Strengths* – The discussion group suggested that strengths of this action come from its potential impacts; it will revitalize neighborhoods, reduce sprawl, and create a more logical planning process. There are many existing good plans that can be the framework for this action.

*Modifications* – The discussion group felt that the action lacked buy-in from municipal planning departments, it does not address building associations or developers, and should come with incentives for following the codes.

## Habitat and Natural Resources

### Presentation

The Task Group presentation included:

Issue	Actions	Measurables
<b>Increase public understanding of the importance of habitat that supports native species</b>	1. Inventory all current environmental education offerings. 2. Create a collaborative education project with organizations. 3. Promote and increase access to programs (esp. K-12) through coordination and access to increased funding for program delivery.	*Number of people of all ages participating in educational programs. *Amount of funding available for educational programs. * Number of organizations involved in collaborative project.
<b>Control invasive species and restore regional habitat</b>	1. Submit proposals to fund projects already identified (shovel ready sites). 2. Secure money for funding an organization / coordinator for PRISM to access state funds.	*Number and acreage of habitat preservation / restoration projects.

### Discussion – Strengths and Modifications

- Issue: Increase public understanding of the importance of habitat that supports native species.

- Action Item: All action items.

*Strengths* – The discussion group felt that the major strength of these actions was that they are achievable.

*Modifications* – More information is needed to increase access to existing programs, including what is and is not currently offered. This can come from a teacher survey, although it will be challenging.

- Issue: Control invasive species and restore regional habitat.

- Action Item: All action items.

*Strengths* – The discussion group was generally supportive of the action items presented. In fact, a representative of the US Fish and Wildlife Service suggested that agency could be the host organization of the PRISM coordinator.

*Modifications* – The discussion group felt that an action item on advocating for invasive species policies and legislation should be included.

## Parks and Recreation

### **Presentation**

The Task Group presentation included:

Issue	Actions	Measurables
<b>Create a Regional Plan for stewardship and maintenance of parks</b>	1. Form a coordinating group to outline the proposal. 2. Seek funding to do the plan.	*Number of park management organizations / municipalities participating in the plan. *Number and acreage of park spaces maintained and improved. *Number and size of new park spaces and connections.
<b>Increase advocacy for parks and green spaces</b>	1. Develop an argument for economic impacts. 2. Educate and motivate the public and policy makers. 3. Create a report card for parks support.	*Amount of funding for parks maintained or increased.

### **Discussion – Strengths and Modifications**

1. Issue: Create a Regional Plan for stewardship and maintenance of parks.

➤ Action Item: All action items.

*Strengths* – The discussion group felt that the major strength of these actions was that the process was clear; define the scope of the plan, inventory existing plans, research precedents, inventory existing parks, identify park users, determine needs, develop strategies for stewardship and connectivity, and develop an argument for implementation.

*Modifications* – No modifications were suggested.

## Strengthening Environmental Organizations

### Presentation

The Task Group presentation included:

Issue	Actions	Measurables
<b>Strengthen environmental organizations individually and collectively</b>	1. Executive leadership – Executive forums to help improve management and communications skills. 2. Fundraising – Training sessions on grant writing and fundraising; hire a grant writer to coordinate collaborative grants and access outside funding. 3. Technical skills, communications, and advocacy – Various training sessions requested by the WNYEA; develop the WNY Green Table. 4. Develop a space to be shared by organizations similar to Toronto’s Center for Social Innovation. 5. Coordinate and strengthen environmental education efforts, assist organizations to stabilize, promote, and increase accessibility to educational offerings. 6. Establish funding pool to support organizational needs.	*Commitment of organizational leaders to monthly Forums *Number of training sessions held and total participation. *Number of collaborative grants written and received; total outside funding accessed. *Total organizations participating in the development of shared space. *Number educational programs sustained or developed.

### Discussion – Strengths and Modifications

1. Issue: Strengthen environmental organizations individually and collectively.

- Action Item: Executive leadership – Executive forums to help improve management and communications skills.

*Strengths* – The discussion group felt that the actions were needed and would be valuable.

*Modifications* – The discussion group thought that a needs assessment should be conducted to determine the types of skills executives need to improve. The discussion group thought the forums could be used to connect school teachers with each other. This could help increase the awareness of the connections between the environment and their curriculums.

- Action Item: Fundraising – Training sessions on grant writing and fundraising; hire a grant writer to coordinate collaborative grants and access outside funding.

*Strengths* – The discussion group felt that the action meets an identified need.

*Modifications* – There were no suggestions for modifications.

- Action Item: Technical skills, communications, and advocacy – Various training sessions requested by the WNYEA; develop the WNY Green Table.

*Strengths* – The discussion group felt that the action meets the need for greater communication amongst organization, and between organizations and the public.

*Modifications* – The Task Group thought that a needs assessment should come first. A survey should also be conducted to determine how best to develop the Green Table. There was some concern over the name “Green” Table due to overuse of “green.”

- Action Item: Develop a space to be shared by organizations similar to Toronto’s Center for Social Innovation.

*Strengths* – The discussion group felt that a shared space would help WNY environmental organizations.

*Modifications* – The discussion group thought the shared space could be a collaborative project with local governments and businesses. Advocacy should be a theme, but there is some concern about telling people what to think. The space can provide resources for education, professional development, and volunteer training. The group felt that the facility should be located near public transit, should help revitalize a distressed neighborhood, should be a “green” retrofit of an existing building, and should include an energy information component.

- Action Item: Coordinate and strengthen environmental education efforts, assist organizations to stabilize, promote, and increase accessibility to educational offerings.

*Strengths* – The discussion group felt that a major strength of the action is the support from the CFGF for this and other capacity enhancing actions. The actions will help improve regional environmental literacy.

*Modifications* – The discussion group thought that it is important to work with WNY teachers to increase coordination, create a database of existing environmental education offerings, and increase regional environmental education offerings.

## **Youth Involvement**

### ***Discussion***

The youth involvement discussion group met to help address a challenge that the WNY environmental community faces; how to best involve youth.

First, the discussion group addressed ways to involve youth the Alliance. The group felt that they can work with schools to increase youth participation in environmental issues. This can include incorporating environmental issues into curriculums, making community service mandatory or providing credit for it, working with school-based environmental clubs, creating environmental “teams” like sports teams, and

hosting events at local schools. Youth employment programs can attract students to environmental issues. The Alliance can use tools like Facebook and YouTube to reach out to younger audiences.

The discussion group also thought of ways that they might contribute to the Green Table. This can include providing content targeted to youth, allowing youth to provide content such as videos, photos, message posts, or articles, and coordinating the Green Table with festivals, libraries, and schools. The discussion group listed several organizations, businesses, elected officials, and individuals that may be able to assist with these efforts.

## **Congress Three Evaluations**

The Congress Three organizers provided participants with several different means to evaluate the Congress and offer suggestions for improvements. These included audience polling devices, a question and answer session, and evaluation cards. (A complete report of participant evaluations is included as an appendix)

From polling device responses, most participants felt the Task Group work was important, relevant, and that most of the proposed actions were feasible. From evaluation cards, all respondents either strongly agreed or somewhat agreed that the Task Groups did a good job, the majority of respondents felt the Task Group discussions were insightful and helpful, and interactions with fellow participants were overwhelmingly excellent or good.

The participants were committed to continued involvement in the process. Through the polling devices, 86% of the participants said that they would help implement the Agenda, and 84% said they would attend a Congress in one year. Evaluation card responses showed that 97% of respondents agreed that work of the WNYEA should continue with the implementation of the Regional Agenda and 92% were willing to continue to participate.

A few concerns arose from the question and answer session at the end of the Congress. One participant was concerned that formalizing the WNY Environmental Alliance may just create another bureaucratic organization. The structure of governance of the Alliance was discussed and participants asked that rules for inclusion and decision making be better understood. Some participants felt it was important to include environmental organizations, government agencies, businesses, and concerned citizens in the Alliance.

## **Next Steps**

The yearlong planning process is nearly complete – the compilation of this work, “Our Shared Agenda for Action”, will be publicly presented in June, 2009. Prior to this, a collective Task Group meeting will help discuss ways to move towards implementing the proposed actions, and how to work collaboratively to do this over the coming years. The Steering Committee has proposed that the WNY Environmental Alliance formalize in order to help be a voice for the Agenda, implement it, and convene a Congress once a year for the next five years.

# Supplement B-6 – Congress 3 Agenda and Handouts



Community Foundation  
for Greater Buffalo

Western New York Environmental Alliance

## **CONGRESS THREE: Implementation and Beginning Projects How do we move forward on a Shared Agenda for Action?**

April 4, 2009

Museum of Science, Martin Luther King, Jr. Park, Buffalo

### **Objectives for Today's Congress:**

Learn:	“Our Shared Agenda for Action” and proposal to continue the WNYEA. Proposed action items and measureable results by Task Groups. How other regions implemented similar collaborative projects.
Share:	Group discussions around action and next steps for the WNYEA.
Decide:	What actions need to take place next. How best to collaborate on shared actions.

### **Agenda**

9:00-9:15	Welcome, Introductions and Overview
9:15-10:15	PART ONE: The Western New York Environmental Alliance The Preamble: “Declaration of Action” Proposal by Steering Committee to Formalize the WNYEA Presentation of Case Studies on Organizing Collaboratives
10:15 – 12:00	PART TWO: Our Shared Agenda for Action Presentations by Task Groups <i>Break</i> Group Work Sessions on Actions and Measurables
12:00 – 1:00	PART THREE: Organizing for Action Concluding Remarks and Next Steps Responses to Continuing the WNYEA Open Discussion Next Steps

9:00 – 9:15	<b>WELCOME, INTRODUCTIONS, AND OVERVIEW</b> Clotilde Perez-Bode Dedecker and Cara Matteliano, Community Foundation for Greater Buffalo, and Robert Shibley, Urban Design Project, UB.
<b>Part One: The WNY Environmental Alliance</b>	
9:15 – 9:20	<b>PREAMBLE: DECLARATION OF ACTION</b> The WNYEA Steering Committee
9:20 – 9:30	<b>PROPOSAL TO FORMALIZE THE WNY ENVIRONMENTAL ALLIANCE</b> The WNYEA Steering Committee
9:30 – 10:15	<b>CASE STUDIES: IMPLEMENTING COLLABORATIVE PROJECTS</b> Charlotte Young, Institute for Conservation Leadership Audience questions and proposal comments (to be discussed at the end of the Congress)
<b>Part Two: Our Shared Agenda for Action</b>	
10:15 – 10:50	<b>TASK GROUP PRESENTATIONS</b> Each task group will present their Issues, Action Items, and Quantifiable Measures: <ul style="list-style-type: none"> <li>▪ Parks and Recreation – Thomas Herrera-Mishler</li> <li>▪ Habitat and Natural Resources – David Spiering</li> <li>▪ Energy and Climate Change – Katy Duggan-Haas</li> <li>▪ Urban Regeneration and Land Use – Art Wheaton</li> <li>▪ Waste, Pollution Prevention and Water – Judy Einach</li> <li>▪ Strengthening environmental organizations: Capacity – Cara Matteliano</li> </ul>
10:50 – 11:00	<b><i>BREAK and move into selected small groups</i></b>
11:00 – 12:00	<b>GROUP WORK SESSIONS</b> There will be group discussions by task group issue: <ul style="list-style-type: none"> <li>▪ Clarify action items – Strengths and modifications.</li> <li>▪ Identify who, how, and when of implementing action items.</li> <li>▪ Clarify ways of measuring progress toward actions</li> </ul>
<b>Part Three: Organizing for Action</b>	
12:00 – 1:00	<b>CONCLUDING REMARKS AND NEXT STEPS</b> Proposal discussion: Formalizing the WNYEA Final comments and questions. Next Steps: Rollout of “WNYEA, Our Shared Agenda for Action” Clotilde Perez-Bode Dedecker, Community Foundation for Greater Buffalo, and Robert Shibley, Urban Design Project, UB

**PLEASE:** Complete the evaluation form and hand it in at door and **return the clickers!!!!**

***Looking Toward the Rollout of “Our Agenda for Shared Action” in May 2009***

**Help us to Build on Today’s Work by Continuing Your Involvement!**

Our work does not end here. Task Groups will meet jointly to discuss how to continue to work together. The rollout of “Our Shared Agenda for Action” will be in May. The WNYEA will likely be formalized after we hear your feedback today. Please continue to help implement the actions discussed at today’s Congress.

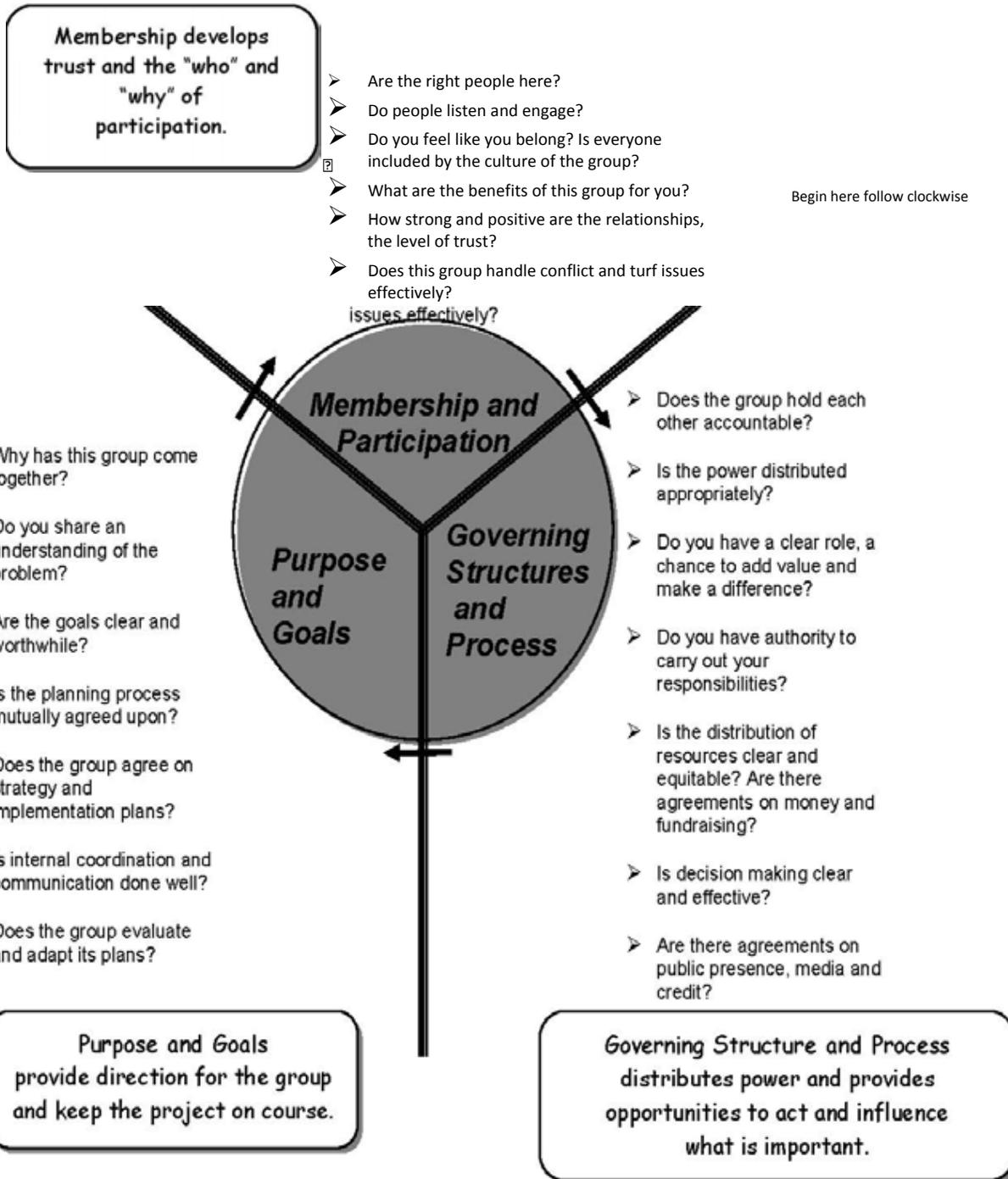
**For more information, go to [cfgb.org](http://cfgb.org)  
Many Thanks for Your Participation!**

**People and/or organizations participate in groups when they:**

- Feel they belong, are valued, able to contribute, receive real benefits and can affect outcomes.
- Work toward goals they understand, believe in and have participated in creating.
- Have clear and appropriate ways to make decisions and carry out the work.
- Have adequate resources to sustain their work.

**Developing Cooperative Projects:**

**Three Essential Elements for Effective Participation**



<sup>1</sup> Source: Adapted from -- Rusmore, B and P. Mavrolas. 2006. *Working Together: A Toolkit for Cooperative Efforts, Networks and Coalitions*. Washington DC: Institute for Conservation Leadership.

## Summary of Task Group Work to be discussed at Congress Three

This matrix is a summary of Task Group work leading up to Congress Three. The information in the matrix was guided by public discussions at the Congresses, the WNY Environmental Alliance Steering Committee, and the Task Groups. It includes the issues, actions, and quantifiable measures of those actions. Some of the issues and actions have been restructured since the last Task Group meetings to begin to develop a cohesive, shared agenda for WNY’s environment. The items under Actions and Quantifiable Measures will be the issues reviewed and discussed at Congress Three.

TASK GROUP	ISSUES	ACTIONS	COMPLETE (Yes/No)	QUANTIFIABLE MEASURE
Energy / Climate Change	Increase public knowledge and use of sustainable energy resources	1. Create a one-stop shop to demonstrate and instruct on renewable energy and energy efficiency – virtual, physical and mobile sites. 2. Secure coordinator / establish collaborative.		*NUMBER OF ORGANIZATIONS INVOLVED IN COLLABORATIVE. *NUMBER OF PEOPLE USING THE ONE-STOP SHOP.
	Improve energy policy	1. Establish a credible organization to be the voice for energy policy advocacy in the region. 2. Advocate for locating the proposed energy policy center in WNY.		*NUMBER OF POLICIES ADVOCATED FOR AND INFLUENCED.
Habitat / Natural Resources	Increase public understanding of the importance of habitat that supports native species	1. Inventory all current environmental education offerings. 2. Create a collaborative education project with organizations. 3. Promote and increase access to programs esp. K-12) through coordination and access to increased funding for program delivery		*NUMBER OF PEOPLE OF ALL AGES PARTICIPATING IN EDUCATIONAL PROGRAMS. *AMOUNT OF FUNDING AVAILABLE FOR EDUCATIONAL PROGRAMS. * NUMBER OF ORGANIZATIONS INVOLVED IN COLLABORATIVE PROJECT.

	Control invasive species and restore regional habitat	<ol style="list-style-type: none"> <li>1. Submit proposals to fund projects already identified (shovel ready sites).</li> <li>2. Secure money for funding an organization / coordinator for PRISM to access state funds.</li> </ol>		*NUMBER AND ACREAGE OF HABITAT PRESERVATION / RESTORATION PROJECTS.
Parks and Recreation	Create a Regional Plan for stewardship and maintenance of parks	<ol style="list-style-type: none"> <li>1. Form a coordinating group to outline the proposal.</li> <li>2. Seek funding to do the plan.</li> </ol>		*NUMBER OF PARK MANAGEMENT ORGANIZATIONS / MUNICIPALITIES PARTICIPATING IN THE PLAN. *NUMBER AND ACREAGE OF PARK SPACES MAINTAINED AND IMPROVED. *NUMBER AND SIZE OF NEW PARK SPACES AND CONNECTIONS.
	Increase advocacy for parks and green spaces	<ol style="list-style-type: none"> <li>1. Develop an argument for economic impacts.</li> <li>2. Educate and motivate the public and policy makers.</li> <li>3. Create a report card for parks support.</li> </ol>		*AMOUNT OF FUNDING FOR PARKS MAINTAINED OR INCREASED.
Waste / Pollution Prevention, and Water	Cleanup toxic / hazardous waste	<ol style="list-style-type: none"> <li>1. Establish a network of concerned organizations and citizens.</li> <li>2. Connect them with each other and the public through the Green Table.</li> <li>3. Educate, inform &amp; mobilize them on policy changes; create a 'Minute Man' group.</li> <li>4. Communicate the impact of waste on economy to policy makers.</li> </ol>		*NUMBER OF ORGANIZATION AND CITIZENS IN THE NETWORK AND 'MINUTE MAN' GROUP. *NUMBER OF GROUPS ADVOCATING AGAINST HAZARDOUS WASTE.
	Improve recycling	<ol style="list-style-type: none"> <li>1. Mount an awareness campaign on recycling.</li> <li>2. Provide the public with tools and incentives to change behavior.</li> <li>3. Track behavior and develop report cards for area efforts.</li> </ol>		*NUMBER OF RECYCLING PLEDGES GATHERED. *NUMBER OF PEOPLE REACHED BY AWARENESS CAMPAIGN.
	Protect water quality and quantity	<ol style="list-style-type: none"> <li>1. Mount an awareness campaign on water usage.</li> <li>2. Provide the public with tools and incentives to change behavior.</li> <li>3. Track behavior and develop report cards for area efforts.</li> </ol>		*NUMBER REACHED BY AWARENESS CAMPAIGN. *NUMBER OF INDIVIDUAL WATER QUALITY / CONSERVATION PROJECTS (GREEN ROOFS, RAIN BARRELS, ETC). *DECREASE IN NUMBER OF CSO OVERFLOWS.

Urban Regeneration / Land Use	Vacant property reclamation	<ol style="list-style-type: none"> <li>1. Select two distressed pilot communities to reclaim and re-purpose vacant commercial, industrial and residential land.</li> <li>2. Adopt a policy designating permanent / temporary green spaces.</li> </ol>	<ul style="list-style-type: none"> <li>*NUMBER OF PERMANENT AND TEMPORARY GREEN SPACES DESIGNATED.</li> <li>*PERCENT OF VACANT LAND RECLAIMED.</li> <li>*NUMBER OF PARALLEL POLICIES IMPLEMENTED IN OTHER COMMUNITIES.</li> <li>*NUMBER OF PARALLEL PROJECTS IN OTHER PARTS OF THE CITY AND REGION.</li> </ul>
	Advance public policy on building / zoning Codes	<ol style="list-style-type: none"> <li>1. Update zoning and building codes with smart codes.</li> <li>2. Develop regional planning boards - Erie County and restore Erie and Niagara County Regional Planning Board.</li> </ol>	<ul style="list-style-type: none"> <li>*NUMBER OF MUNICIPAL CODES UPDATED WITH SMART CODE STRATEGIES.</li> <li>*NUMBER OF PLANNING DECISIONS MADE WITH REGIONAL CONSIDERATION.</li> </ul>
Strengthening environmental organizations	Strengthen environmental organizations individually and collectively	<ol style="list-style-type: none"> <li>1. Executive leadership – Executive forums to help improve management and communications skills</li> <li>2. Fundraising – Training sessions on grant writing and fundraising; hire a grant writer to coordinate collaborative grants and access outside funding.</li> <li>3. Technical skills, communications, and advocacy – Various training sessions requested by the WNYEA; develop the WNY Green Table.</li> <li>4. Develop a space to be shared by organizations similar to Toronto’s Center for Social Innovation.</li> <li>5. Coordinate and strengthen environmental education efforts, assist organizations to stabilize, promote, and increase accessibility to educational offerings.</li> <li>6. Establish funding pool to support organizational needs.</li> </ol>	<ul style="list-style-type: none"> <li>*COMMITMENT OF ORGANIZATIONAL LEADERS TO MONTHLY FORUMS</li> <li>*NUMBER OF TRAINING SESSIONS HELD AND TOTAL PARTICIPATION.</li> <li>*NUMBER OF COLLABORATIVE GRANTS WRITTEN AND RECEIVED; TOTAL OUTSIDE FUNDING ACCESSED.</li> <li>*TOTAL ORGANIZATIONS PARTICIPATING IN THE DEVELOPMENT OF SHARED SPACE.</li> <li>*NUMBER EDUCATIONAL PROGRAMS SUSTAINED OR DEVELOPED.</li> </ul>



# Supplement B-7 – Proposal to Formalize the Alliance

A compilation of comments from Congress 3 participants (56 respondents)

Participants were asked to respond to a questionnaire regarding their interest in formalizing the WNYEA. The following information is based on 56 total responses, which represents 69% of total Congress Three participants.

**Western New York Environmental Alliance**  
Proposal to Formalize the Alliance – all details to be discussed by sub-group of the Steering Committee. PLEASE COMMENT BELOW. We are aware that you cannot speak officially for your organization but are interested in the possibility of the questions below.

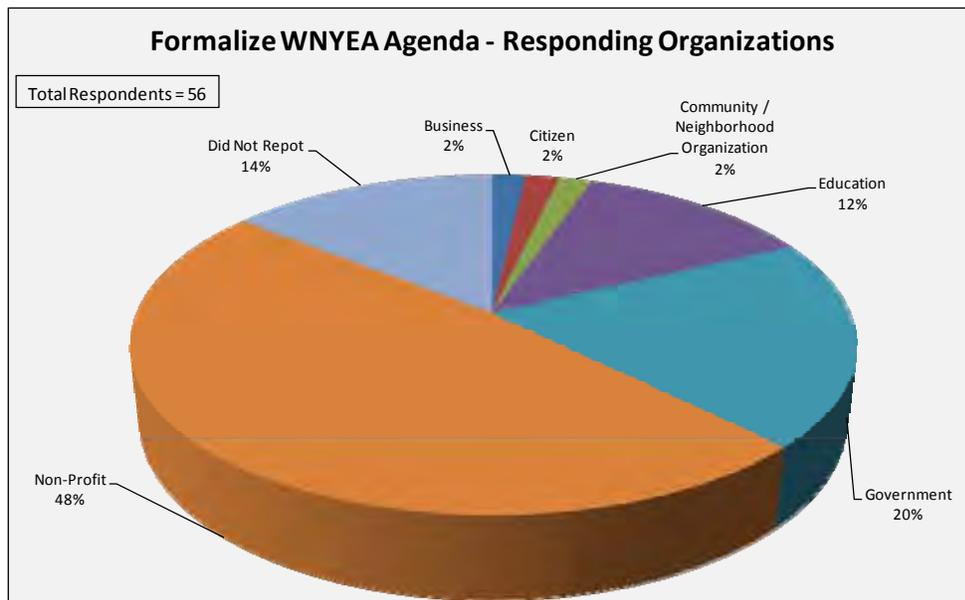
1. What would your organization hope to gain by participating in the WNYEA?
2. What could your organization contribute?
3. We would like to participate in:
  - \_Parks and Recreation
  - \_Habitat and Natural Resources
  - \_Energy and Climate Change
  - \_Other:
  - \_Urban Regeneration and Land Use
  - \_Waste, Pollution Prevention and Water
  - \_Strengthening Environmental Organizations

Optional: Your name or name of your organization. \_\_\_\_\_

## Respondents

Although there was not a specific question about the type of organization respondents belonged to, we were able to infer the following information based on people identifying their specific organizations. We established seven different response categories based on participant-identified affiliations. Figure 1 represents the seven affiliation types and the percentage of responses by affiliation type. This characterization is slightly different from the composition of overall attendees, however the two most widely represented organizations types remained non-profit organizations and government agencies.

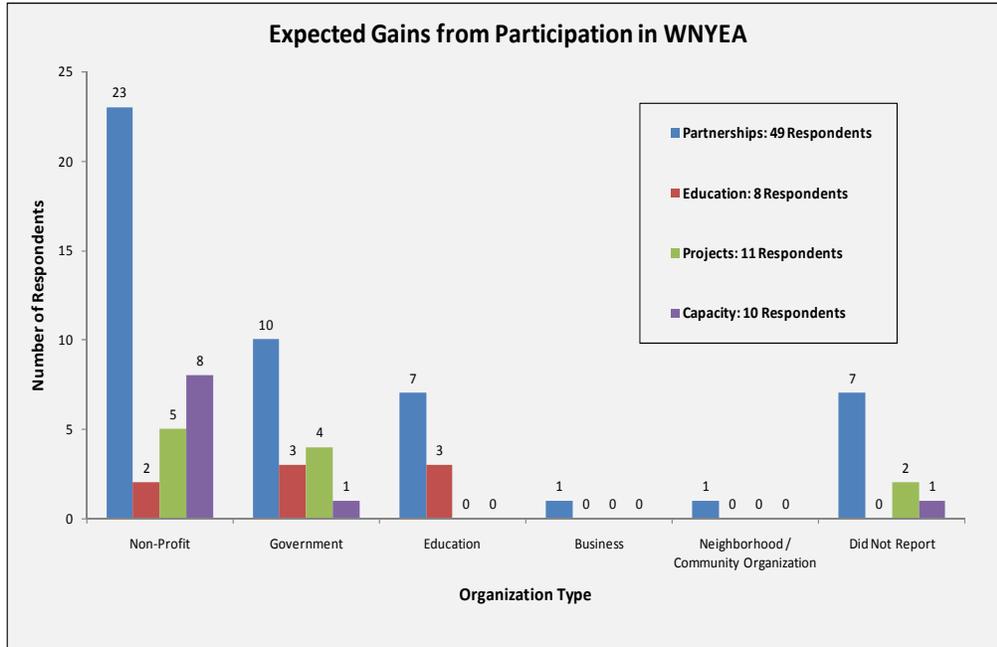
Figure 1



## Question #1:

### What does your organization hope to gain by participating in the WNYEA?

Figure 2



Based on the responses received, the organizations' expectations fell into four categories:

- Partnerships
- Education
- Projects
- Capacity

**Note:** Respondents reported expected gains in one, two, three or all categories, which explains the total respondents exceeding the total number of responses overall.

Question #1: What does your organization hope to gain by participating in the WNYEA?	Number of Responses
<b>PARTNERSHIPS</b>	<b>49</b>
Efficiency & Effectiveness	11
Regional voice	5
Access: to information, funding, community support and collaborative partners	38
<b>EDUCATION</b>	<b>8</b>
Public	7
Youth	3
<b>HELP WITH SPECIFIC PROJECTS</b>	<b>11</b>
Help with projects	11
<b>CAPACITY / RESOURCES</b>	<b>10</b>
Capacity	B-123 10

The specifics and details about what people meant by partnership, education, projects and capacity are identified in the chart below with explanatory notes.

*Partnerships:* Within the category of partnerships, we identified three sub-categories:

1. Efficiency & Effectiveness: Organizations hope to improve efficiency and effectiveness within their own organization as well as in environmental efforts region-wide
2. Access: Organizations want access to information, funding,

community support and potential collaborative partners

3. Regional Voice: Organizations hope to expand their reach and extend their voice within the region

*Education*: Within the category of education, we identified two sub-categories:

1. Public: Organizations hope to participate in large-scale, public awareness campaigns in various regional environmental issues
2. Youth: Organizations hope to expand environmental education and increase stewardship among youth

*Projects*: Help with the implementation or completion of regional environmental projects

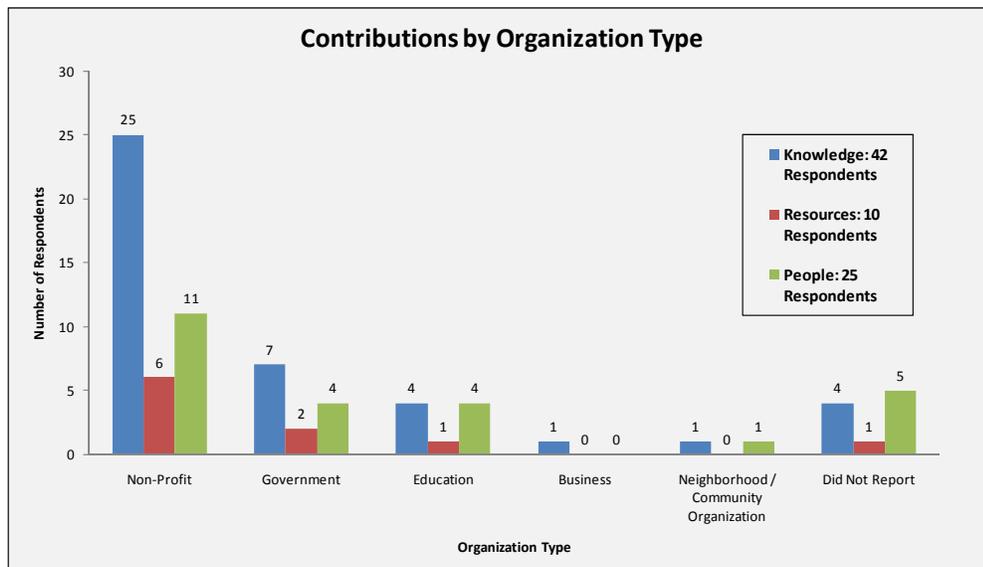
*Capacity*: Increase the organizations' capacity to achieve their goals and further their individual agendas.

In general, organizations hope to gain improved partnerships by participating in the WNYEA. Specifically, the majority of respondents (38) hope to improve partnerships with other environmental organizations in order to access and share information, funding, community support and build collaboration. Respondents also hope that through improved partnerships they will experience improved efficiency and effectiveness, both in their own organizations and in the greater environmental community. By participating in the WNYEA, organizations also hope to gain assistance with specific projects, increase environmental education throughout the region and increase their own internal capacity.

## Question #2:

### What can your organization contribute to the WYNEA?

Figure 3



Based on the responses received, we identified three contribution categories:

- Knowledge
- Resources
- People

**Note:** Respondents reported contributions in one, two, or all categories and that is the reason for the total respondents exceeding the total number of responses overall

The following are explanatory comments described by respondents:

*Knowledge:*

Technical Assistance: This includes technical knowledge of environmental (general and specific) information; legal and financial expertise; and assistance with writing and design.

Education: Incorporating existing and developing new educational programs.

Substantive: Organizations with institutional knowledge due to current work in policy, advocacy, local and environmental arenas.

Question #2: What could your organization contribute?	Number of Responses
<b>KNOWLEDGE</b>	<b>42</b>
<b>Technical Knowledge / Assistance</b>	
General / environmental	8
Writing	2
Legal	2
Financial	1
Design	2
<b>Education</b>	
Programs	15
<b>Substantive</b>	
Policy / Advocacy	8
Local	2
Environmental	15
<b>RESOURCES</b>	<b>10</b>
Room / space	6
Equipment	2
Communication	2
Funding	3
<b>PEOPLE</b>	<b>25</b>
Member Support / Volunteers	15
Coordination / Facilitation	4
Staff	9

*Resources:* Ability to contribute tangible resources such as rooms or meeting space, equipment, communication links, and funds.

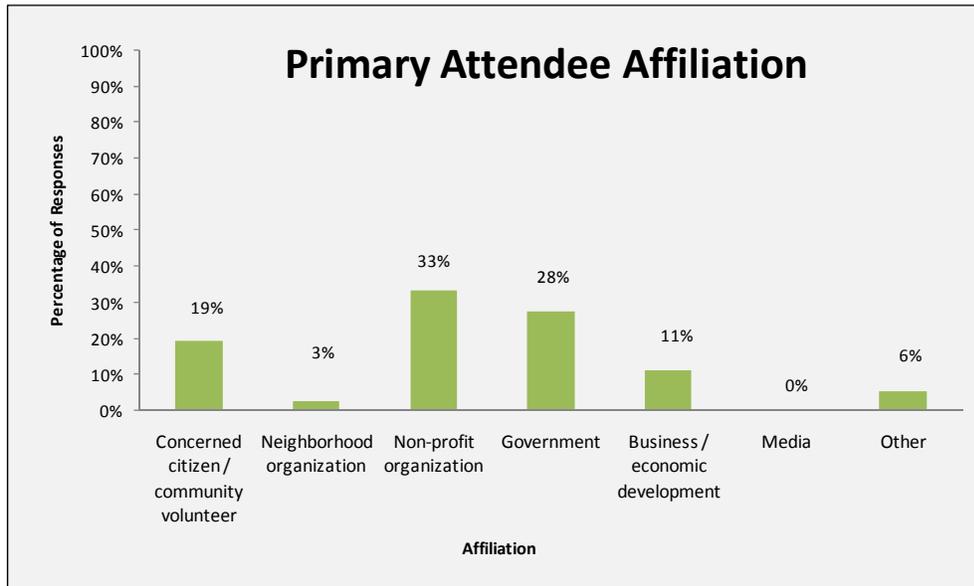
*People:* Organizations willing to contribute their time through member and/or volunteer support, staff time, and facilitation and coordination of meetings and events.

Organizations willing to participate in the WNYEA are able to contribute a wide array of skills, resources and knowledge. Forty-two participants reported that they can contribute knowledge; specifically, they are willing to contribute knowledge pertaining to educational programs, as well as technical and substantive knowledge. Twenty-five respondents also reported that they are willing to contribute member support and volunteers, staff and people for coordination and facilitation of events. Some respondents also noted that as participants in the WNYEA, they will share facilities, space, equipment and funding in order to help make the WNYEA Agenda a success.



## Supplement B-8 – Congress 3 Evaluation

There were two different ways we gathered information from Congress 3, including an evaluation form. The first was an analysis of the sign-in sheets (81 received), and the second was an analysis of the answers to the question on the green evaluation sheet (36 received.)

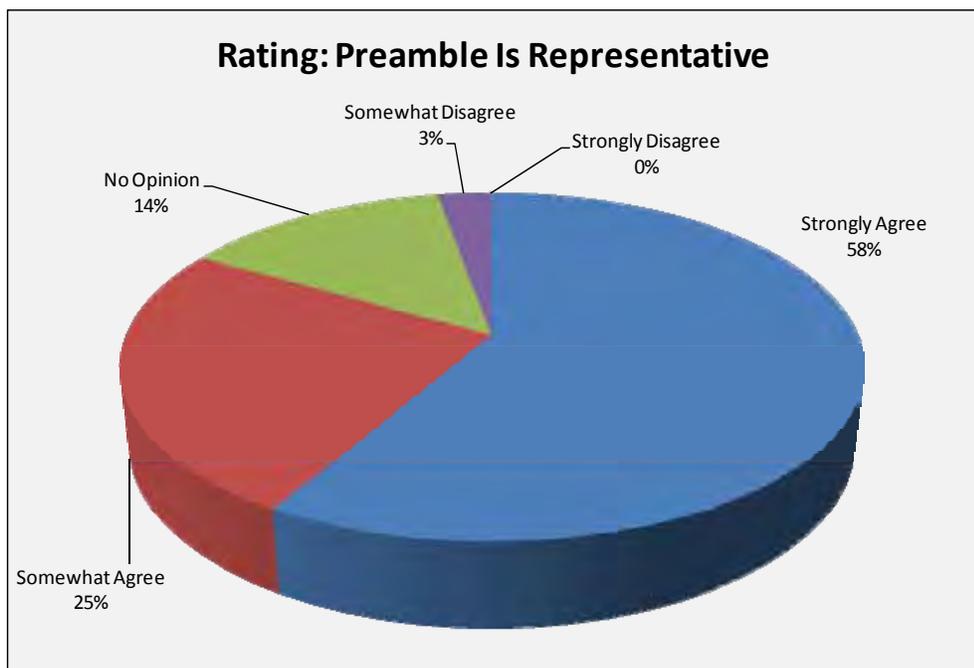


An analysis of the participants indicates a high level of participation by both non-profits and government.

### EVALUATION RESPONSES

At Congress Three, the audience was asked to provide feedback regarding the Declaration of Action, the Regional Agenda and their intentions to continue participation in the WNYEA by way of evaluation forms. Thirty-six people (44% of attendees) responded to the questionnaire. A summary of the evaluation feedback is included here.

#### PART ONE: WNYEA



**Question 1:** The preamble was representative of the overall feeling of the participants.

As expressed in the chart, almost everyone was supportive, with 58% 'strongly agreeing' that the preamble is

representative of this effort.

**Question 2:** The ICL presentation on organizing collaborative was helpful and relevant to the work of the WNYEA.

Approximately 75% of the participants responded with 'strongly agreed' or 'somewhat agreed.'

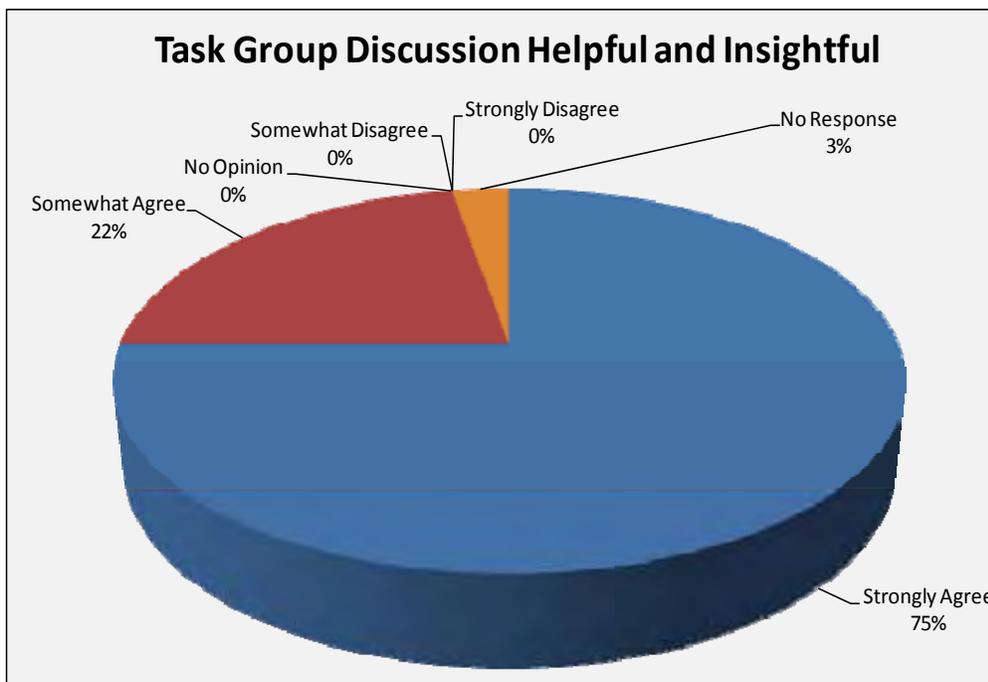
**PART TWO: Our Shared Agenda**



**Question 1:** Presentations by the Task Groups on action items for the Regional Agenda were clear and informative.

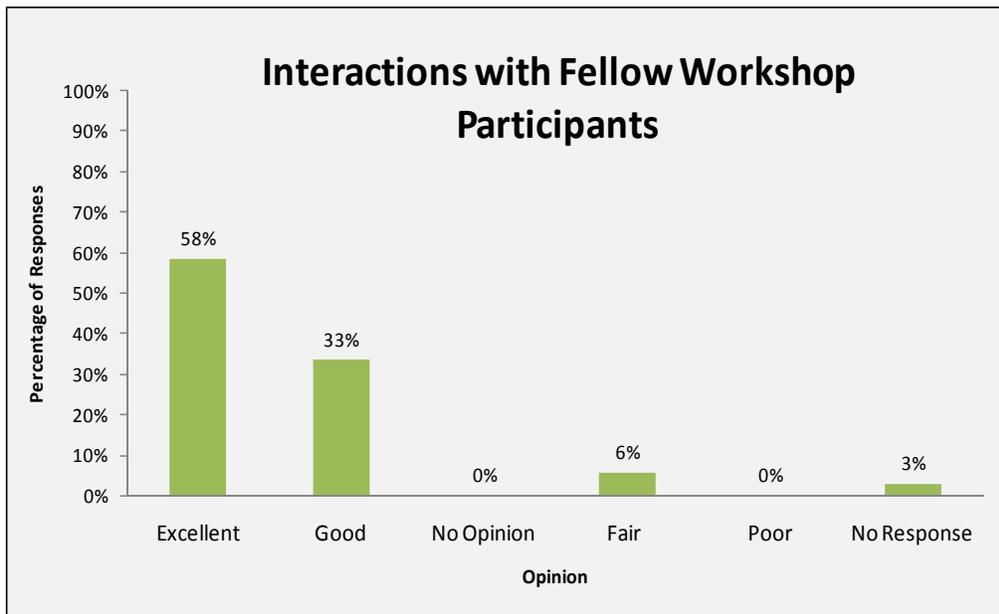
All respondents either strongly agreed or somewhat agreed that the Task Groups did a good job.

At the end of Congress Three, attendee participated in a series of interactive clicker questions. When asked if they felt the issues addressed by the task groups were important and relevant, 91% of participants responded that they are in fact important and relevant. When asked about the feasibility of the task group action items, 23% of respondents felt that all action items are feasible, while 43% felt that most of the action items are feasible.



**Question 2:** The task group discussion was helpful in gaining insight and organizing actions.

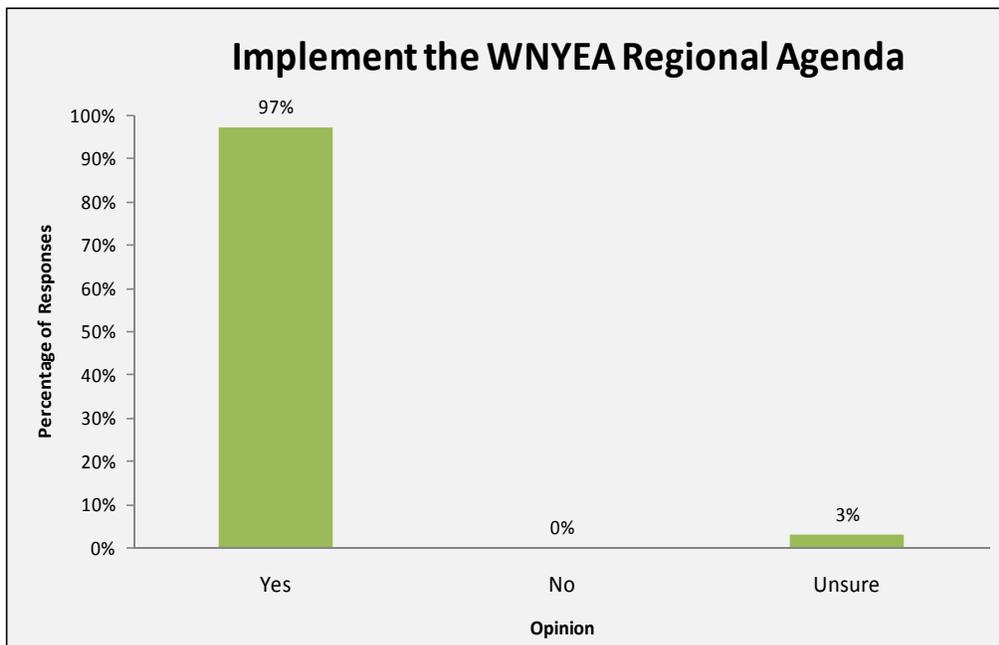
According to the feedback received, with 75% of participants strongly agreeing, most people felt the discussions were very useful.



**Question 3:**

Interaction with your fellow workshop participants was...

An overwhelming 91% responded that the interactions were excellent to good.



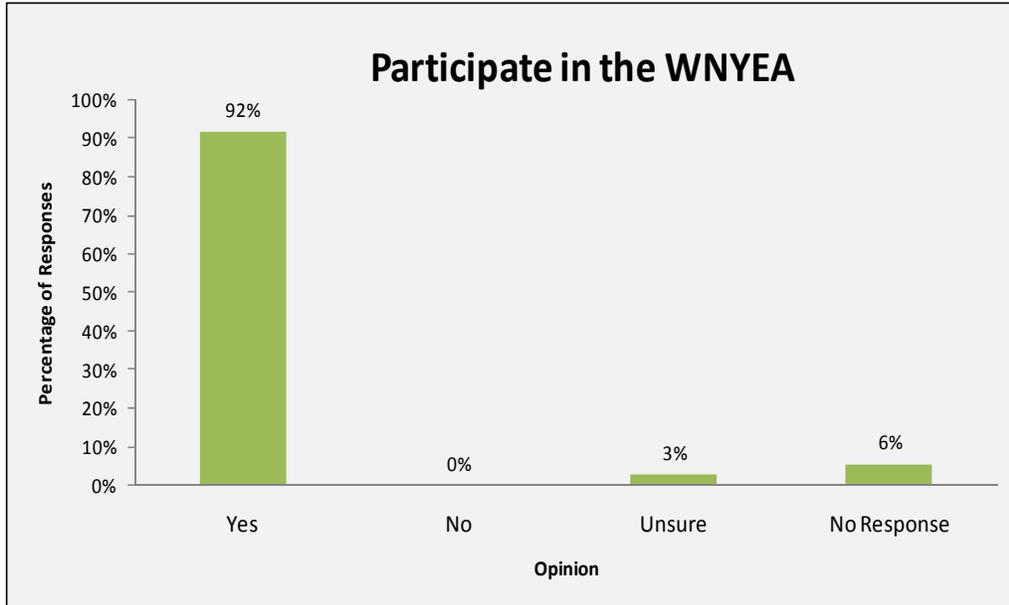
**Question 4: I**

agree the work of the WNYEA should continue with the implementation of the Regional Agenda.

Responses reveal a resounding “yes” response that the work should continue.

During the clicker portion of Congress Three, participants were asked if they were willing to take the issue of formalizing the WNYEA back to their organizations; 86% of respondents said that they were

willing to take the issue back to their organizations. 86% of clicker respondents also responded that they would personally participate in the implementation of the WNYEA Agenda going forward.



**Question 5:**  
Would you be willing to participate in the WNYEA?

Based on the feedback received, people not only think that the WNYEA should continue, but that they are willing to participate.

# WNY Environmental Alliance

## [Appendix C – Meeting Summaries]

July 31, 2009



**Community Foundation**  
for Greater Buffalo



**INSTITUTE  
FOR CONSERVATION  
LEADERSHIP**

**UB** The Urban Design Project  
University at Buffalo The State University of New York



# Table of Contents

<b>STEERING COMMITTEE MEETINGS MINUTES.....</b>	<b>C-3</b>
January 28, 2008 .....	C-5
May 12, 2008 .....	C-7
June 23, 2008 .....	C-15
August 11, 2008 .....	C-20
September 29, 2008.....	C-26
November 13, 2008 .....	C-31
January 26, 2009 .....	C-36
March 23, 2009 .....	C-41
May 18, 2009 .....	C-46
<b>TASK GROUP MEETING SUMMARIES.....</b>	<b>C-52</b>
ENERGY AND CLIMATE CHANGE TASK GROUP.....	C-54
December 18, 2008.....	C-54
January 20, 2009 .....	C-56
March 12, 2009 .....	C-58
HABITAT AND NATURAL RESOURCES TASK GROUP .....	C-61
March 11, 2009 .....	C-64
URBAN REGENERATION AND LAND USE TASK GROUP MEETING MINUTES.....	C-66
December 17, 2008.....	C-66
January 21, 2009 .....	C-68
March 16, 2009 .....	C-75
PARKS AND RECREATION TASK GROUP MEETING MINUTES .....	C-78
December 15, 2008.....	C-78
January 13, 2009 .....	C-81
March 11, 2009 .....	C-83
WASTE, WATER AND POLLUTION PREVENTION MEETING MINUTES .....	C-85
December 11, 2008.....	C-85
January 22, 2009 .....	C-87
March 12, 2009 .....	C-90
STRENGTHENING ENVIRONMENTAL ORGANIZATIONS MEETING MINUTES .....	C-92
January 6, 2009 .....	C-92
February 24, 2009 .....	C-94
ALL TASK GROUP MEETING MINUTES .....	C-98
May 6, 2009 .....	C-98



# **Steering Committee Meetings Minutes**



# *Planning for the Environment in WNY*

**WNY Environmental Steering Committee**

January 28, 2008

**Present:** Julie Barrett O'Neill, Peter Cammarata, Curtis Cravens, Clotilde Dedecker (CFGB), Amy Fisk, Paul Fuhrmann, Rosa Gonzales, Karla Gadley, Joe Gardella, Bill Hudson, Bob Knoer, Audrey Leous (CFGB), Jean McKeown (CFGB), Jock Mitchell, Laura Quebral Fulton, Mike Raab, David Schulenberg, David Stebbins, Cara Stillman (CFGB), Pat Szarpa, John Whitney.

## **Welcome and Introductions**

CFGB Pres/CEO Clotilde Dedecker opened the meeting with a background on the foundation's environmental work and its involvement with many of the organizations and individuals on the steering committee.

## **Purpose of the Steering Committee**

The steering committee is part of an overall effort to develop an environmental plan for the region. It has two major roles:

- To advise the overall development for the environmental plan.
- To help build a strong broad based coalition for the environment

The Steering Committee will help identify and engage additional stakeholders for the WNY Environmental Coalition, which will be much larger than the steering committee (though the membership will overlap significantly). The role of the Coalition members is to participate in community dialogue and potentially serve on various planning teams needed to create the overall plan.

CFGB's role is to convene the coalition for the purpose of creating and implementing a regional plan to improve environmental outcomes, with the advice of the steering committee.

## **WNY Environmental Plan**

This regional capacity study will identify:

- An inventory of environmental work currently underway
- The capacity of organizations/people doing that work
- The strengths and needs of those organizations
- Needs and issues of the community in which the coalition could and should become involved

Additional benefits of developing the plan will be an increase in dialogue between various organizations, so they can share information, find common ground, and identify ways to work together more frequently. The process should also begin to communicate to the community the natural assets we have and the work that's currently being undertaken around it.

## **Beginning the dialogue**

The steering committee began to identify some basic needs of environmental organizations—especially in creating partnerships and building capacity in areas such as:

- Purchasing supplies collectively
- Sharing administrative support
- Establishing a Mailbox/website/phone # for some smaller organizations
- Having a space to meet

Steering committee suggested the following be invited to participate in the coalition:

- Daemen College (also for the steering committee)
- Agencies and public sector (tourism, municipal planners, Army Corps of Engineers, DEC)
- Soil and Conservation district
- Environmental Management Commission
- Cornell Cooperative Extension: Richard Tindell
- Private sector like Praxair, HSBC
- Residents for Responsive Government
- WNY Environmental Justice Center

In addition, steering committee members identified many people and organizations that should be added to the coalition (please see attached)

The steering committee members offered some ideas for environmental efforts that might help us in our work, including:

- A Chautauqua Lake project to address the lake's water quality. The Sheldon Foundation awarded a grant to organized local groups in Jamestown to work on priorities around Chautauqua Lake and the effort leveraged an additional grant from the state.
- Plan NYC 2030 is an example of the role of sustainability in city planning and could be applicable to Buffalo
- Army Corp's Restoration Advisory Board is working with ROLE and Sierra Club o on an assessment near Lake Ontario
- Toxic Tonawanda Coalition (Clean Air Coalition) will receive funding for a program that is consistent with the CARE RFP
- Canadian neighbors are a good source for best practices/resources

**EPA RFP**

The EPA CARE program offers support to communities to identify and eliminate toxins in the environment. Several organizations would like to apply as a coalition. Everyone on the steering committee agreed to sign a letter of support for the proposal due 3/17/08, with several offering hands-on assistance. CFGB will coordinate input from members and write the grant.

**Next Steps.**

Next meeting to be announced. At that time, we hope to introduce the planning consultant to the group.

# Planning for the Environment in WNY

Steering Committee Meeting

May 12, 2008

4:00 PM

Community Foundation for Greater Buffalo

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<b>CFGB</b>	<b>Steering Committee</b>	<input type="checkbox"/> Bill Hudson	<input type="checkbox"/> Carrie (BNR)
<input type="checkbox"/> Jock Mitchell	<b>Current Members</b>	<input type="checkbox"/> Robert Knoer	<input type="checkbox"/> Jennie (EHF)
<input type="checkbox"/> Clotilde Perez-Bode	<input type="checkbox"/> Anthony Armstrong	<input type="checkbox"/> David Schulenberg	<input type="checkbox"/> Ken (EHF)
<input type="checkbox"/> Dedecker	<input type="checkbox"/> Julie Barrett O'Neill	<input type="checkbox"/> David Stebbins	<input type="checkbox"/> Stanton Hudson (EHF)
<input type="checkbox"/> Laura Quebral Fulton	<input type="checkbox"/> Curtis Cravens	<input type="checkbox"/> Pat Szarpa	<b>Urban Design Project</b>
<input type="checkbox"/> Katie Schneider	<input type="checkbox"/> Amy Fisk	<input type="checkbox"/> John Whitney	<input type="checkbox"/> Jajeane Rose-Burney
<input type="checkbox"/> Cara Stillman	<input type="checkbox"/> Joe Gardella	<input type="checkbox"/> Phil Wilcox	<input type="checkbox"/> Lynda Schneekloth
	<input type="checkbox"/> David Hahn Baker	<b>Others</b>	<input type="checkbox"/> Bob Shibley

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## Agenda

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### Agenda

Welcome and Introductions

WNY Environmental Plan

1. Scope of Work
2. Roles and Responsibilities
3. Composition of Steering Committee
4. Time Line

Current Environmental Activities and Issues

Next Meeting

## Minutes

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Agenda Item: Scope of Work

Discussion and Conclusions:

### **Work Plan**

The Community Foundation of Greater Buffalo has established a new initiative – **enhancing and leveraging significant natural resources** – as a priority focus area for funding. The strategic area has already begun with the organization of the Green and Growing and Environmental Coalitions that met starting in 2006 to establish an agenda for the greening of Buffalo after the October Surprise storm and included an effective conference in the spring of 2007.

To more effectively identify, leverage and distribute community-wide resources, the CFGB seeks to strengthen the capacity of the region's environmental community, to establish a shared agenda, and to identify priorities for funding. The Urban Design Project and the Institute for Conservation Leadership are the consultants working on this plan.

### Goals and Objectives

1. To enhance regional environmental capacity through the development of a structure for collaboration among various organizations.
  - 1.1 Inventory and Analysis: assess existing organizational capacity; review existing plans; review current grants and projects; and assess strengths, needs, and gaps.
  - 1.2 Precedents and Best Practices: Determine lessons learned for regional collaboration.
  - 1.3 Organization and Coalition Building: Expand the coalition and improve collaboration among groups interested in the protection and health of the regions natural resources
  - 1.4 Framing Action: Develop an agenda for regional environmental planning through an open participation process.
  - 1.5 Community Involvements of Organizations and General Public: Meetings, focus groups, and leadership training.
2. To identify priorities for the community-wide investment to support demonstration and priority projects. Part of this task is to identify current potential new sources of funding to guide CFGB investment and to leverage larger funding.

### **Purpose of the Plan**

The plan will try to achieve improved environmental quality through increasing organizational capacity. This includes the capacity of the existing environmental coalition, as well as potential new members. Priorities of the Steering Committee as well as a needs and gaps analysis will drive this.

The plan is meant to help leverage natural resources to make the region more sustainable and bring people back to live here. "Leveraging" includes protection and stewardship of those resources.

The process will identify regional priorities and steps to achieve them. The plan should not be dependent on outside adoption of policies in order to be successful. The process will attempt to improve collaboration amongst environmental organizations.

Efforts for increased communication can include the Daemon College online environmental calendar, and the UB Greener Shade of Blue Website.

The focus is an action agenda for the environmental coalition. This is meant to help direct community resources to appropriate groups and projects. It is not about setting priorities for the CFGB, rather it is about leveraging the resources of the CFGB to help achieve the priorities of the environmental coalition.

The plan must be able to show progress when complete.

### **Scale of the Plan**

Geographic focus is currently Erie County and Niagara County. We need to involve more of the organizations in Niagara County. Maybe individual organizations need a presence in surrounding communities. We need to categorize the over 100 groups that are part of the coalition by the type of work they do.

Topic focus is on organizational needs and environmental needs. The Erie County State of the Environment report may give a sense of environmental need.

Race, gender, education are important topics. The plan can't solve these problems, but shouldn't ignore them.

### **Assumptions**

There are limited resources for environmental organizations in WNY. There may not be limited available financial resources, but the limitations are on capacity to get those resources.

Environmental organizations will be more effective together with collaboration rather than as disconnected organizations. This includes physical and programmatic shared capacities. Collaborating organizations may be better able to draw upon nation funding sources from parent organizations. Collaboration can be a “black hole.” We need to better understand stakeholder values.

There are local funders that are interested in supporting these organizations, but need some direction in terms of who and what they should fund.

Celebrating successes will make them visible, drawing national attention.

The end result of the plan is unknown; the planning process will get us to the desired outcomes. The plan will be a context for grant writing.

***Things We Can Do Now***

Use CFGB space for meetings, phone, mailing address, etc. These are needed by many of the environmental groups.

Use Daemon College’s Web calendar and newsletter rather than start a new one.

The CFGB has an open process now for grant applications. The application due date for competitive cycle 2 grants, including environment and architecture and arts & culture is August 1. Grant briefings will be June 27th @ 10am and July 10th @ 2pm- to sign up for grant briefings, contact Linda at [lindam@cfgb.org](mailto:lindam@cfgb.org) or 852-2857. Application materials are available on the website at [www.cfgb.org](http://www.cfgb.org). Talk to Laura if you have any questions about this competitive grant cycle.

**Action items**

**Person responsible**

**Deadline**

**Ca**

**Categorize**

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**Agenda Item: Roles and Responsibilities****Discussion and Conclusions:*****Steering Committee***

The Steering Committee will guide the plan. The plan will help identify ways of improving collaboration among members of WNY environmental community. There must be a shared action agenda for the environmental community. The plan must be broadly held by the community by way of engagement.

Large group meetings will be lead by the Steering Committee and facilitated by the consultant team. Locations should be spread out to capture a regional audience, or should be centrally located somewhere between Buffalo and Niagara Falls. An open invitation to the public may be more suitable for the focus groups, rather than the large group meetings. Options for input need to be given to people who are not able to attend the large group meetings or focus groups.

**Action items****Person responsible****Deadline**

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**Agenda Item: Composition of the Steering Committee****Discussion and Conclusions:****Steering Committee**

Anthony	Armstrong	Buffalo LISC
Julie	Barrett O'Neill	Riverkeeper, NREC
Peter	Cammarata	ECIDA - Brownfields
Curtis	Cravens	Division of Coastal Resources, NYS DOS
Helen	Domske	Cornell, Great Lakes Program
William	Edwards	NU Environmental Leadership Institute
Amy	Fisk	Niagara IDA
Paul	Fuhrmann	Ecology & Environment
Laura	Fulton	CFGB Staff
Karla	Gadley	HSBC Bank
Joe	Gardella	UB Chemistry Professor, Sierra Club
Chuck	Godfrey	Erie County Federation of Sportsmen's; WNY Trout Unlimited
Rosa	Gonzales	
David	Hahn-Baker	Inside-Out Political Consultants
Bill	Hudson	Audubon, Environmental Ed Groups
Robert	Knoer	The Knoer Group, PLLC
Jock	Mitchell	CFGB Board
Neil	Patterson	Tuscarora Nation of Indians
Mike	Raab	Erie County Dept. of Environment & Planning
David	Schulenberg	Army Corps of Engineers
Katie	Schneider	CFGB Board
Laura	St. Pierre Smith	Buffalo Niagara Partnership
David	Stebbins	ECIDA - Shoreline Development
Pat	Szarpa	WNY Land Conservancy ED
John	Whitney	US Natural Resources Conservation Service
Phil	Wilcox	NRG, National Grid, Apollo Alliance
Thomas	Herrera-Mishler	CEO Buffalo Olmstead Parks Conservancy

**Important Issues for the Steering Committee**

The group was requested to respond to the question "What are your top issues." The results are summarized below:

John Whitney, NRCS:

- o SWAPA + Human = Soil, water, air, plants, animals, and people.

Bill Hudson, Buffalo Audubon Society:

- o Education and awareness, moving towards advocacy.
- o The Niagara River and the Great lakes.

Bob Knoer, The Knoer Group, PLLC:

- o Sustainability: the bigger picture, connections between the environment, economy, and community.
- o Creating a credible voice for policy advocacy.

Stanton Hudson, East Hill Foundation:

- o Environmental issues.

Amy Fisk, Niagara IDA:

- o Economic development, Brownfield remediation, land use.

Dave Stebbins, ECIDA:

- o Brownfield development, remediation, and land use.
- o Watersheds and farmland

Anthony Armstrong, LISC:

- o The human side; community development, local economy, recreation, housing, vacant or underutilized land.

Pat Szarpa, WNY Land Conservancy:

- o Farmland protection, state money for farmland protection.

David Schulenberg, Army Corps of Engineers:

- o The Great Lakes, Presidential and Congressional priority setting, and the Buffalo River and Niagara River AOCs.

Mark Mortenson:

- o Leveraging the waterfront and river.

Julie Barrett O'Neill, Buffalo Niagara Riverkeeper:

- o The Buffalo and Niagara Rivers, effective education.

Carrie, Buffalo Niagara Riverkeeper:

- o Stormwater management

Joe Gardella, UB Professor, Sierra Club:

- o Air resources, rising air pollution levels.
- o Brownfield remediation and community partnerships, environmental justice.

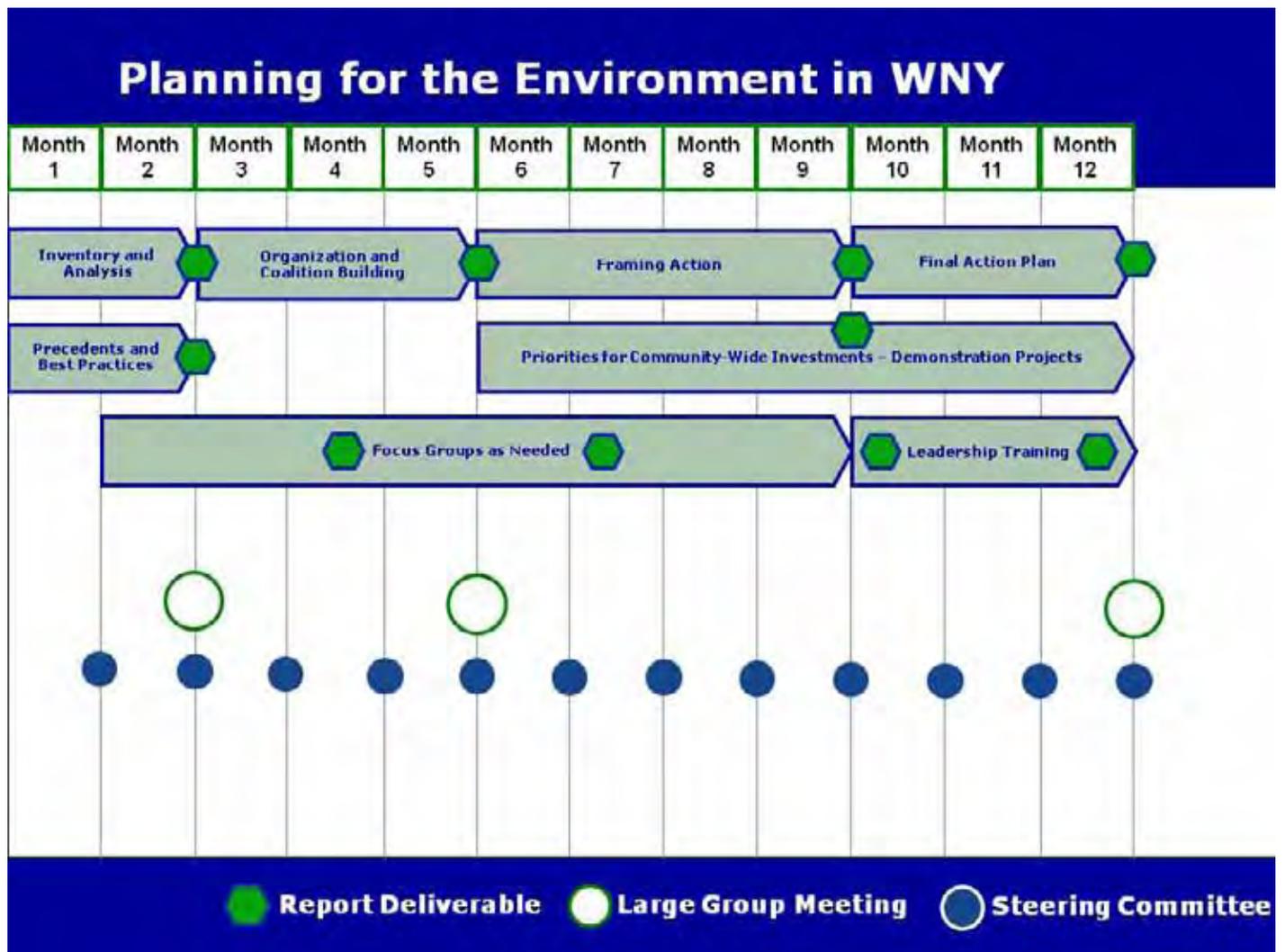
David Hahn-Baker, CAO:

- o Environmental Justice: Head Start Program,
- o Children's health: lead poisoning, arsenic, rat poison, hunger
- o Brownfields, urban agriculture, lead, alternative energy

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
Detailed Survey	UDP	
In-Kind Tracking List	Steering Committee Members	
The Steering Committee should email The Urban Design Project (Jajeon at <a href="mailto:jr58@buffalo.edu">jr58@buffalo.edu</a> ) the following information: <ul style="list-style-type: none"><li>• Additional organizations that should be included on the Steering Committee.</li><li>• Additional organizations that should be on the list of 100+.</li></ul>	Steering Committee Members	

Agenda item: Timeline

Discussion and Conclusions:



Action items

Person responsible

Deadline

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**Agenda item: Next Steering Committee Meeting**

**Discussion and Conclusions:**

Next Steering Committee meeting is scheduled for June 23<sup>rd</sup>, 4pm, at the CFGB.

**Action items**

**Person  
responsible**

**Deadline**

# *Planning for the Environment in WNY*

Steering Committee Meeting

June 23, 2008

4:00 PM

Community Foundation for Greater Buffalo

<b>CFGB</b>	<b>Steering Committee</b>	<input type="checkbox"/> Rose Gonzalez	<input type="checkbox"/> Brenda Young
<input type="checkbox"/> Clotilde Perez-Bode	<b>Current Members</b>	<input type="checkbox"/> Bill Hudson	<b>Urban Design Project</b>
<input type="checkbox"/> Dedecker	<input type="checkbox"/> Anthony Armstrong	<input type="checkbox"/> Robert Knoer	<input type="checkbox"/> Paul Ray
<input type="checkbox"/> Laura Quebral Fulton	<input type="checkbox"/> Peter Cammarata	<input type="checkbox"/> Kevin Long	<input type="checkbox"/> Jajeane Rose-Burney
<input type="checkbox"/> Katie Schneider	<input type="checkbox"/> Amy Fisk	<input type="checkbox"/> Pat Szarpa	<input type="checkbox"/> Lynda Schneekloth
<input type="checkbox"/> Cara Stillman	<input type="checkbox"/> Kofi Fynn-Aikins	<input type="checkbox"/> Karen Wallace	<input type="checkbox"/> Bob Shibley
	<input type="checkbox"/> Joe Gardella	<input type="checkbox"/> Phil Wilcox	

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## **Agenda**

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### **Agenda**

Welcome and Introductions

Work In Progress

Communication

Organization Analysis - The Survey

Plan Analysis

Mapping

Precedents and Best Practices for Regional Collaboration

The 1st Public Meeting

## Minutes

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### Agenda Item: Communication

#### Discussion and Conclusions:

The meeting began with a discussion of the framework for communication for the planning process. This communication framework includes Websites, the survey to environmental organizations, steering committee meetings, and large public meetings. These tools are meant to help gather information, and also to get more people involved in the process.

#### Websites

Websites that will contain information for this project include:

- The Urban Design Project
- Daemen College
- UB Greener Shade of Blue
- Community Foundation for Greater Buffalo

The matrix below describes what will be on each Website.

	UDP	Daemen	UB	CFGB
Overview	X	X	X	X
Survey Link	X	X	X	X
Survey Results	X			X
Announcements	X	X	X	X
Web Links	X			X
Project Resources	X			X

Note: The UB Greener Shade of Blue Website is not yet available for community project postings.

#### Action items

Compile Information to be put on Websites

#### Person responsible

UDP

#### Deadline

Ongoing

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### Agenda Item: Organizational Analysis

#### Discussion and Conclusions:

#### Survey

Several suggestions were made for modifications to the survey.

- The survey needs to be adapted for use by public agencies. Currently, it is designed for response from non-profits.
- Many of the questions need an "Not Applicable" category.
- Insert a new question – "Do you have paid staff?"
- Revise the question about executive director to include other leadership positions.
- In the question identifying the type of organization, an option should be given for "other."
- The introduction summary should include a note describing the amount of time the survey will take to complete, the need to have all organizations respond, the fact that you can cut and paste to fill in answers, and what's in it for them (collaboration is better; it reduces duplication, maximizes community resources, and increases fundraising ability. Participation will help put organizations "on the map.")
- An invitation to the first public meeting should be included.
- The project Web address should be included.

The Steering Committee was asked to identify organizations that were the most critical in terms of needed responses from the survey.

- The Steering Committee identified nearly all of the organizations on the list of over 100.

The process of distributing the survey was discussed.

- The survey will be sent out by the CFGB to all organizations on the list of over 100.
- The UDP and members of the Steering Committee will do follow up calls to ensure responses from critical organizations.
- The Steering Committee suggested that some questions may be interpreted by respondents differently. A call-in conference call was recommended to help resolve any questions that responders may have about the survey.
- The survey will be emailed to all organizations that have email. Additional hard copy surveys may need to be mailed, and some hard copy surveys should be distributed at the upcoming Daemen College summit. (Hard copy survey's will be printed on double sided, recycled paper)

Action items	Person responsible	Deadline
Modify the survey with suggestions	UDP	Friday, June 27
Send the UDP/CFGB additional organizations that should be contacted from Lewiston	Joe Gardella	Complete

**Agenda Item: Plan Analysis**

**Discussion and Conclusions:**

***Inventory of Plans***

The inventory of plans that have been summarized by the UDP were presented to the Steering Committee. The Steering Committee made suggestions for additional plans that should be included from Erie and Niagara County:

- All LWRPs
- Niagara County has summaries of all recent local plans.

These plans will be analyzed by categorizing (sponsoring agency type, geography, plan type, plan focus, and action type) and mapping them, and then looking for relationships and gaps. A preliminary checklist of these categorizations was passed out for review.

Recent legislation relating to the environment should also be analyzed.

Action items	Person responsible	Deadline
Send Niagara County plan summaries to the UDP	Amy Fisk	Thursday, July 3 <sup>rd</sup>
Arrange a meeting at Niagara County to review LWRPs and local plans	UDP/Amy Fisk	ASAP

**Agenda item: Mapping**

**Discussion and Conclusions:**

A discussion was held about the types of physical maps that would be created for this project. These include base maps, assets, challenges, and maps of plans and organizations. The Steering Committee suggested additional maps and data sources:

- Transportation infrastructure
- Wind power feasibility – Wind Action Group/Great Lakes Wind Atlas
- Protected lands/easements
- Vacant land
- Pollution
- Toxic hot spots – Erie County Enviro Mapper

- Watersheds
- Buried waterways/sewers
- Dams – Army Corps of Engineers
- Rare species/natural heritage
- Important Bird Area boundaries/ bird flyways

**Action items**

**Person responsible**

**Deadline**

**Agenda item: Precedents and Best Practices**

**Discussion and Conclusions:**

The work product, precedents and best practices for regional collaboration, was briefly discussed.

- The precedents should be focused on collaboration models early on in the planning process.
- The precedents should be focused on potential projects later on in the planning process.
- These precedents and best practices should be as interactive as possible.

**Action items**

**Person responsible**

**Deadline**

**Agenda item: 1<sup>st</sup> Public Meeting and Next Steering Committee meeting**

**Discussion and Conclusions:**

**Public Meeting**

The first large group meeting was discussed, including when it should take place, where, logistics, and what its focus would be.

Saturday, September 13<sup>th</sup> was chosen as good date for the meeting.

- More people can attend because people will be back from vacation.
- The date is later than scheduled. This delay is workable for the first meeting because most of the work completed before the meeting will be based upon inventory and analysis.
- It will take place in between the upcoming Buffalo Niagara Riverkeeper and Daemen College environmental events.

Daemen College was proposed as the location for the first public meeting.

Logistics for the meeting were discussed.

- The meeting space needs to accommodate between 120 and 200 people.
- The meeting will be approximately 3 hours long, starting at 9am.
- An interest was expressed in televising the meeting, and putting it on the Web. This should include an invitation to send in comments from the public.

The meeting should be focused on initial work completed. The meeting should help determine visions and strategies for the involved groups as well as strengths and challenges for the environmental community. A possible agenda could include:

- Project overview
- Introduction from the Steering Committee
- Results of the inventory and analysis work completed.
- Results of precedent work completed.

Objectives of the first public meeting include:

- Reviewing the mission of the plan.
- Reviewing the planning process.
- Determining community priorities (unconstrained; not just environmental) and goals.

- Making sure key players are involved.
- Enhancing community awareness of regional environmental work.

***Steering Committee Meeting***

The next Steering Committee meeting date was discussed.

- The meeting is scheduled from Monday, August 11<sup>th</sup>, from 4-5:30 pm at the CFGB.
- ICL should be involved by way of conference call.

**Action items**

Determine ICL's availability for the next Steering Committee meeting

**Person responsible**

CFGB/UDP

**Deadline**

ASAP

# Planning for the Environment in WNY

Steering Committee Meeting

August 11, 2008

4:00 PM

Community Foundation for Greater Buffalo

<b>CFGB</b>	<input type="checkbox"/> Cheryl Bird	<input type="checkbox"/> Julie O'Neill	<b>UDP - ICL</b>
<input type="checkbox"/> Sally Crowley	<input type="checkbox"/> Peter Cammarata	<input type="checkbox"/> Dave Stebbins	<input type="checkbox"/> Jajeane Rose-Burney
<input type="checkbox"/> Cara Matteliano	<input type="checkbox"/> Curtis Cravens	<input type="checkbox"/> Karen Wallace	<input type="checkbox"/> Lynda Schneekloth
<input type="checkbox"/> Laura Quebral Fulton	<input type="checkbox"/> Katy Duggan Haas	<input type="checkbox"/> Phil Wilcox	<input type="checkbox"/> Bob Shibley
<input type="checkbox"/> Katie Schneider	<input type="checkbox"/> Bill Edwards	<input type="checkbox"/> Brenda Young	<input type="checkbox"/> Charlotte Young
<b>Steering Committee</b>	<input type="checkbox"/> Amy Fisk	<b>Guests</b>	
<b>Current Members</b>	<input type="checkbox"/> Paul Fuhrmann	<input type="checkbox"/> Kenneth J. Dulan	
<input type="checkbox"/> Anthony Armstrong	<input type="checkbox"/> Thomas Herrera-Mishler	<input type="checkbox"/> Warren Greatbatch	
	<input type="checkbox"/> Bill Hudson	<input type="checkbox"/> Stanton Hudson	

## Agenda

### Agenda

- 1) Introduction – Cara Stillman (CFGB)
- 2) Work In Progress on Inventory – Lynda Schneekloth and Jajeane Rose Burney (UDP)
  - A. Mapping
  - B. Plan Summaries
  - C. Organizational Information:
    - Interviews
    - Preliminary survey Results
- 3) Public Fora / Workshops - Bob Shibley (UDP), and Charlotte Young (ICL)
  - A. Proposed schedule changes
  - B. Proposed structure for workshops
    - Inventory reporting
    - Precedent discussion and structure
- 4) Organizing the Task Groups
  - A. Strategic Task Groups
- 5) New Name for the plan

# Minutes

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## Agenda Item: Introduction

### Discussion and Conclusions:

A brief overview of the project was presented to begin the meeting. This overview included the purpose of the project, a description of the process, and a description of the consulting team.

- The project is guided by an initiative of the Community Foundation for Greater Buffalo – Enhancing and leveraging significant natural resources of WNY.
- The two main goals of the planning effort include enhancing regional capacity through increased collaboration, and identifying priorities for community-wide investment.
- The planning process includes:
  - *Inventory and Analysis* of who's doing what and what the gaps are.
  - *Best Practices* for regional collaboration, planning for the environment, and capacity building.
  - *Organizing and Building* the environmental coalition.
  - *Strategies* for training and capacity building.
  - *Community Involvement* throughout the process.
  - *Action Plan* for enhancing capacity and identifying priorities for community-wide investment.
- The consultant team includes:
  - The Urban Design Project, based in the School of Architecture and Planning at the University at Buffalo.
  - The Institute for Conservation Leadership, based in Maryland, with consultants from across North America.

### Action items

### Person responsible

### Deadline

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## Agenda Item: Work in Progress

### Discussion and Conclusions:

#### Mapping

A series of maps were presented to the Steering Committee. These maps included Erie and Niagara County assets, challenges, planning work, and organization locations. Comments about the maps included:

- How do we define vacant land? "Vacant" is subjective, describing a lack of a use. Many environmental resources can be considered vacant by this definition, including forest and fields.
  - The maps presented of vacant land used the parcel data land use classifications as determined by municipal property assessors.
- The Regional Institute has done mapping similar to what was presented. Duplication of work should be avoided where possible.

#### Plan Summaries

Approximately 40 plans that encompass environmental related issues have been reviewed and summarized. These plans have varying geographic scopes, from international to local, and varying environmental focus areas. None of these plans have dealt with energy, however.

#### Organization Information

A preliminary analysis of the environmental organizations and agencies in Western New York shows that there are several main focus issues being addressed. These include:

- Air, Soil, and Water
- Fish and Wildlife
- Parks and Greenspace
- Food and Agriculture
- Restoration Economy
- Appropriate Land Use
- Transportation

- Active Waste Facilities
- Energy

A survey has been sent out to the list of over 100 local environmental organizations and agencies in order to determine each agencies role, capacity, and partnerships. In order to get more responses, the Steering Committee was asked to contact organizations that have not responded and urge them to do so.

Several interviews with representatives of the broad environmental community in Western New York have been conducted to date. These interviews have raised a few important issues:

- There are differences in the type of issues being addressed and organizations addressing them in Erie and Niagara County.
- There are also significant differences between urban and rural areas in Western New York.
- Increasing collaboration amongst these groups will require common ground to be identified.

Action items	Person responsible	Deadline
Send the Regional Institute's mapping data to the UDP.	Julie O'Neil	ASAP
Send the Steering Committee the list of organizations that need to be contacted to urge them to complete the survey.	UDP / CFGB	ASAP

**Agenda Item: Workshops**

**Discussion and Conclusions:**

***Proposed Schedule Changes***

The schedule for the public workshops has changed. The three public workshops are now scheduled for some time in October, January, and March. Task groups of organizations dealing with common issues will be held in-between these workshops.

***Proposed Structure for Workshops***

The first workshop will focus on the organizations working in Western New York and how to organize together. The second workshop will focus on what these organizations are working on and how to best plan for the environmental issues being addressed. The third workshop will focus on setting priorities for leveraging resources and implementing the action agenda.

The structure for each of the three workshops will include:

- ICL presentation of best practices.
- Panel discussion of local experts.
- Background presentations.
- Workgroup sessions.
- Whole group plenary sessions.

***ICL Best Practices Discussion***

In order to focus the research that will guide the best practices presentation at the workshops, the Steering Committee was asked several questions.

The Steering Committee was asked about capacity, what the challenges are related to capacity, and what individual organizations do well. First, the Steering Committee was asked to define capacity. Responses included:

- Resources and funding to make a difference within individual organizations and collaboratively.
- Human resources and talent.
- Consistency with continuing projects and programs.
- Self sufficiency.

Challenges to increased capacity include:

- Limited information about what local organizations are doing and where they are.
- Limited funding and resources, although there is ample quality local talent.
- Becoming self sufficient with earned income streams.
- Connecting what organizations do with public policy. Local governments with limited budgets can have an impact on the environment through policy, but organizations need to help inform that policy.

The Steering Committee was asked about capacity in terms of working together; what they do well and what the challenges are working collaboratively with other organizations.

Challenges to working together include:

- Separations by geography and distances.
- Understaffed agencies.
- Organization leadership is tied up with day-to-day management and has little time to start relationships amongst other organizations.
- Lack of time and resources makes sharing technical expertise difficult.
- Many problems are not just local issues with local solutions, but encompass large geographic and political regions.
- Organizations get stuck dealing only with their own missions, and don't always recognize common ground.

Members of the Steering Committee offered examples of what they are doing well in relation to working together.

- There is very little mission overlap amongst local organizations.
- There are no overt personality conflicts.
- Defining the purpose of a project before it begins.

The Steering Committee was asked how the best practices and precedents research could be used. Responses included:

- The research can help get funds from foundations. Background research will add credibility to the funding request.
- Other models, such as the Philadelphia Greenspace Plan, can be used to guide regional greenspace planning in Western New York.
- The research can focus on simple but practical things. This includes sharing facilities, Websites, newsletters, collaborating on educational programs, developing relationships, and reducing costs.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
ICL will use this information in the selection of case studies, precedents and principles for presentation at the large congresses.	ICL	

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**Agenda item: Task Groups**

## Discussion and Conclusions:

Task groups can be used as a way to gather information and build collaboration amongst organizations. Several possibilities for organizing task groups were discussed. These task groups are not permanent; they are flexible and can be refined at the large public workshops. They may also be place-based rather than issue-based. Potential task group deliverables include information based upon the theme of each of the large public workshops: who we are, what are we working on, and setting priorities.

Initial ideas for issue based task groups include:

- Green infrastructure
- Urban Regeneration
- Rural Sustainability
- Waste and Contamination

Discussion about the task groups included:

- Promoting environmental education can be its own task group. Education and collaboration can be the “hub” of the task groups, and the other issues can be the “spokes.” Education includes educating the general public, as well as environmental organizations and the government.
- Fish and wildlife are appropriately listed together in a task group with food.
- Toxics and contamination may be incorporated into all of the other task groups because it is a common problem for each individual issue being addressed by the task groups.
- The Great Lakes are an issue that may be the common ground for all of these task groups.
- Maybe task groups should be chosen at random, to get a cross section of all organizations and issues being addressed.
- The issues raised during the NYPA relicensing and Green and Growing meetings notes may help guide the structure of task groups.
- It seems like we are asking about capacity before we understand organization missions.
- Different people will address the questions for the task groups from very different points of view.

**Action items**

**Person responsible**

**Deadline**

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### Agenda item: New Name for the Plan

#### Discussion and Conclusions:

A new name for the plan was discussed. The original name for the project, “Planning for the Environment in Western New York,” will be revised. The Steering Committee was asked a series of questions about key words that needed to be in the title of the project. The Steering Committee used “clickers” to record their responses. The questions included:

1. What *Environmental* Themes Need to be Encompassed by the New Plan Name?
2. What *Location* Themes Need to be Encompassed by the New Plan Name?
3. What *Organizational* Themes Need to be Encompassed by the New Plan Name?

A summary of the responses is below:

1. Sustainable (33%), Environment (28%), Green (22%)
2. WNY (94%)
3. Alliance (41%), Initiative (29%), Coalition (18%)

**Action items**

UDP and CFGB will get back to the group on several options For a new name.

**Person responsible**

UDP/CFGB

**Deadline**

End of August

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**Agenda item: Next Steering Committee Meeting****Discussion and Conclusions:**

The next Steering Committee meeting is scheduled for Monday, September 15, 4pm, at the Community Foundation for Greater Buffalo.

**Action items****Person responsible****Deadline**

# Meeting Summary – WNY Environmental Alliance

Steering Committee Meeting

September 29, 2008

4:00 PM

Community Foundation for Greater Buffalo

<b>CFGB</b>	<b>Steering Committee Current Members</b>		<b>UDP - ICL</b>
<input type="checkbox"/> Clotilde Dedecker	<input type="checkbox"/> Cheryl Bird	<input type="checkbox"/> Bill Hudson	<input type="checkbox"/> Susannah Barton
<input type="checkbox"/> Cara Matteliano	<input type="checkbox"/> Katy Duggan Haas	<input type="checkbox"/> Stanton Hudson	<input type="checkbox"/> Jajeane Rose-Burney
<input type="checkbox"/> Laura Quebral Fulton	<input type="checkbox"/> Kofi Fynn-Aikins	<input type="checkbox"/> Bob Knoer	<input type="checkbox"/> Lynda Schneekloth
<input type="checkbox"/> Katie Schneider	<input type="checkbox"/> Warren Greatbatch	<input type="checkbox"/> Julie O'Neill	<input type="checkbox"/> Bob Shibley
	<input type="checkbox"/> David Hahn Baker	<input type="checkbox"/> Dave Stebbins	<input type="checkbox"/> Charlotte Young
	<input type="checkbox"/> Thomas Herrera-Mishler	<input type="checkbox"/> Anne Sweeney	
		<input type="checkbox"/> Karen Wallace	
		<input type="checkbox"/> Art Wheaton	

## Agenda

### Agenda

Steering Committee Agenda  
September 29, 2008 3:30 pm

#### INTRODUCTION - CFGB

#### ITEM ONE: WNY Green Table - CFGB

1. Discussion of the CFGB's preparation of a proposal to the Knight Foundation to create a "Virtual Meeting Place."

#### ITEM TWO: Upcoming Environmental Congresses

Saturday October 25, 2008 at Crosby Hall, UB South Campus 8:30 – 12:30

1. General Format of the three Environmental Congresses – UDP/ICL
2. Review the Agenda for the 1<sup>st</sup> Congress – UDP/ICL
3. Overview of the Best Practices presentation - ICL
4. Discussion: The role of the Steering Committee at the Congresses – UDP/ICL/CFGB
5. Facilitator Training (Thursday, 10/16/08 from 5 – 7:30) - UDP
6. Publicizing the Congresses and getting people to come – CFGB
7. Task Groups:
  - a. Structure – sorting exercise - UDP
  - b. Interim Task Group Meetings - UDP/ICL

#### ITEM THREE: Next Steps

1. The Congress
2. Task Group Meetings
3. Next Steering Committee Meeting (12/1/08)

## *Minutes*

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### **Agenda Item: Introduction**

#### **Discussion and Conclusions:**

The Community Foundation for greater Buffalo (CFGB) introduced the meeting and welcomed all attendees. All meeting attendees introduced themselves to the group.

#### **Action items**

#### **Person responsible**

#### **Deadline**

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### **Agenda Item: 1 – WNY Green Table**

#### **Discussion and Conclusions:**

The CFGB is preparing to send a proposal to the Knight Foundation to create a “Virtual Meeting Place.” This would be an information portal for environmental issues. The CFGB asked the steering committee what they would want a virtual meeting place to be able to do. Responses are below:

- Web site basics:
    - Weather updates and a clock (so it can be someone’s a home page)
    - Important issues on the front page
    - Discussion groups
    - Question and answer page
    - Automatic updates through email
    - Easily searchable database
    - Glossary of terms
  - Provide a listing of:
    - Events
    - Funding opportunities
    - Job opportunities
    - Volunteer opportunities
    - Donation opportunities
    - Speakers bureau
    - Environmental organizations
  - Provide tools:
    - Carbon calculator
    - Payback period calculator
    - Distance learning and certification programs
  - Information and Resources:
    - Web links
    - GIS maps
    - Connections to other calendars
    - Local environmental organization information. This can be on the site or a link to the organization’s own Web. If on the site, it can be updatable by the individual organization.
    - Advocacy
    - Event reviews and follow up information
    - Guest writing columns
    - Directory of sustainability planning
    - Document repository
    - Resources for lower income / college students/ religious groups
    - Information and data about specific geographies
  - Examples of potential models include:
    - Scorecard.org
    - EPA and DEC sites
-

**Action items**

-Develop the “Virtual Meeting Place” proposal if it is determined to be useful.

**Person responsible**

CFGB

**Deadline**

**Agenda Item: 2 – Upcoming Environmental Congresses**

**Discussion and Conclusions:**

**General Format of Congresses**

The overall goals of the project are to strengthen the capacity of the region’s environmental community, to establish a shared agenda and to identify priorities for focus and action.

There will be three large environmental congresses and one rollout meeting.

- Congress 1 - Organizations and their Work
- Congress 2 - Structures and Processes for Collaboration about Proposed Issues
- Congress 3 - Implementation and Beginning Projects
- Rollout of the Environmental Agenda

Each of the congress will have three main components: learning, sharing, and deciding. Task groups will form and meet at these Congresses, and will conduct individual meetings as needed in between the congresses.

**Agenda for the 1<sup>st</sup> Congress**

The UDP presented the agenda for the first congress (Saturday October 25 at UB). The specific objectives of this Congress include:

Learn	Scope of WNY environmental organizations More about regional players and the planning context How other regions have created collaboration around shared interests
Share	Open discussions by self-selected task groups; focus and priorities
Decide	Agenda for self-selected task groups Priority issues of WNY Environmental Alliance Congress participants

**Overview of the Best Practices Presentation**

The best practices presentation at the 1<sup>st</sup> congress will be based upon how other environmental groups have collaborated to set regional priorities and establish a shared agenda. The presentation will include:

- An overview of basic principles for collaboration.
- Case studies/stories of collaboration.
- Support materials for the task groups.

The Steering Committee recommended the Philadelphia greenspace planning initiative and the Sustainability Network in Toronto as case studies.

**The Role of the Steering Committee**

The role of the Steering Committee at the Congresses was discussed. The Steering Committee should attend the congress if possible, invite other members of their organizations to attend, invite other members of the environmental community to attend, and suggest potential task group facilitators from their own organizations. The primary role of the steering committee at the congresses will be to work with a selected task group, help assist the facilitator of the task group, and coordinate that task group in-between congresses.

**Facilitator Training and Task Groups**

Self selected task groups organized around environmental issues will meet at the first congress. A training session for these facilitators will be held on Thursday October 16 at the CFGB from 5-7:30pm. Comments from the discussion about facilitator training include:

- The facilitators should be trained to deal with different types of personalities and issues that may arise within the groups to insure fairness.
- The facilitators should be neutral but also have knowledge of the content being discussed.
- The facilitators should articulate realistic expectations for outcomes from the first meeting, understanding that there will be additional chances for the task groups to meet and that not everything will be accomplished at the first meeting.

The format of the task group meetings was discussed. Comments include:

- Organizations can gain trust by getting to know each other. An ice breaker at the beginning of the congress can be one way to help people open up.
- The session should end with some clarity about accomplishments and next steps.
- Background information should be given to the task groups to reduce the time it takes them to get familiar with the issues.

Individual groups of two Steering Committee members were given a list of 40 environmental related issues and asked to sort them into approximately five categories. An analysis of the results will be used to define the task groups for the first Congress. The list of issues is shown below:

Agri-tourism	Environmental education/research	Historic preservation	Soil conservation
Boating	Farmland preservation	Landfills	Sprawl
Brownfields/vacant land	Fishing/hunting	Niagara Escarpment	Stormwater management
Clean air	Food security	Niagara River	Trails
Climate change	Great Lakes	Organic agriculture	Transportation
Communication	Green buildings	Pollution prevention	Urban agriculture
Community gardens	Green economy	Quality neighborhoods	Water quality/quantity
Eco-tourism	Green infrastructure	Quality parks	Waterfront access
Energy	Habitat protection/restoration	Recycling	
Environment justice/health	Hazardous/toxic waste	Resource extraction	

After the sorting exercise was complete, the Steering Committee was asked what was the most difficult part of creating categories. Comments included:

- There is a lot of potential overlap with the issues.
- There were many outliers that did not fall into categories.
- Naming the categories was difficult.

Other comments included:

- Since this project is focused on building capacity through collaboration, a “capacity” task groups could be formed. Capacity issues include development, coordination, and training, among others. However, the intent of each task group is to increase collaboration and capacity, and should therefore be considered throughout and between each issue based task group.
- We should avoid creating a redundant process with the Erie County Environmental Management Commission.
- The Steering Committee expressed a desire to allow the task groups to continue working after the Congress is over. The task groups should feel free to meet throughout the day after the Congress as they desire. The task groups should also meet in between the Congresses, and the CFGB would be glad to host these meetings.

**Publicizing the Congresses**

There are several ways in which the Congress will be publicized. They include:

- Email notifications.
- Environmental calendar postings.
- WBFO radio sponsorship.

- Buffalo News sponsorship.
- Invitation letters from the CFGB to environmental organizations.

Other suggestions include:

- Reach out to conservation societies and sportsmen's clubs.
- Invite local municipalities.

The Steering Committee should:

- Encourage attendance from their organizations, Board of Trustees, and other environmental organizations.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
-Invite people from their own organization and the environmental community to attend the Congress.	Steering Committee	10/25/08
-Write an invitation letter to environmental organizations.	CFGB	ASAP
-Define task groups based upon the sorting task.	UDP	Complete

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**Agenda item: 3 - Next Steeps**

**Discussion and Conclusions:**

Below is a list of upcoming events and meetings:

- Facilitator training on Thursday October 16 from 5:00pm to 7:30pm at the CFGB.
- The Congress on Saturday October 25 from 8:30am to 12:30pm at Crosby Hall UB.
- Task Group meetings organized by individual Steering Committee members between the first and second congress.
- The next Steering Committee Meeting on December 1 from 4:00 to 5:30pm at the CFGB.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
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# Meeting Summary – WNY Environmental Alliance

Steering Committee Meeting

November 13, 2008

4:00 PM

Community Foundation for Greater Buffalo

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**CFGB**

Cara Matteliano  
Laura Quebral Fulton  
Katie Schneider

**Steering Committee  
Current Members**

Brenda Younge  
Katy Duggan Haas  
John Whitney  
Paul Fuhrmann  
David Hahn Baker  
Bill Hudson  
Rosa Gonzales

Bob Knoer  
Julie O'Neill  
Dave Stebbins  
Brian Dold  
Karen Wallace  
Renee Filip  
Anthony Armstrong

**UDP - ICL**

Susannah Barton  
Jajeane Rose-Burney  
Lynda Schneekloth  
Bob Shibley  
Charlotte Young

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## Agenda

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### Agenda

Steering Committee Agenda  
November 13, 2008 4:00 pm

#### Introduction - CFGB

#### ITEM ONE: Congress One: Evaluation and Lessons Learned

#### ITEM TWO: Task Group Structure – UDP & CFGB

1. Discuss the number of task groups needed.
2. Discuss what topics should be addressed by task groups.

#### ITEM THREE: Convening the Task Groups – UDP & CFGB

1. Discuss who will convene the task groups.
2. Discuss when the task groups need to meet.

#### ITEM FOUR: Task Group Charge

1. Review and comment

#### ITEM FIVE: The Role of the Steering Committee in Task Groups

#### ITEM SIX: Thoughts on the Structure of the Next Congress – UDP & CFGB

1. Discuss what information should be presented at the next Congress.
2. Discuss how the task groups will present their work

**ADJOURN (5:30)**

## **Minutes**

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### **Agenda Item: Introduction**

#### **Discussion and Conclusions:**

The Community Foundation for greater Buffalo (CFGB) introduced the meeting and welcomed all attendees. All meeting attendees introduced themselves to the group. There was also an update from BOPC on the Rally for the Parks event held November 12, 2008; the event was a success.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
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### **Agenda Item 1: Congress One: Evaluation and Lessons Learned**

#### **Discussion and Conclusions:**

CFGB presented Congress One results, which included clicker surveys conducted during the congress and survey responses. A summary of results are as follows:

- Approximately 100 people participated, representing about 70 organizations
- Between 65 and 70 evaluations were returned at the end of the congress
- 44% of participants were 50-65 years old
- Participant gender: 62% Male, 38% Female
- 90% participants - white
- 50% from City; 30% from surrounding Erie County
- Primary affiliation – non profits; there was e decent representation from government
- Opening session – rated very effective (nearly 50%); somewhat effective (about 40%)
- Organizational profile – 48% rated as excellent
- Regional collaboration – highest rating was good (slightly over 40%)
- Task group discussion – rated highly, agreed it was effective/helpful
- Interaction with group and facilitators was rated mostly good and excellent
- Memorable lessons: mainly diversity, collaboration, lots of work to do, educational opportunities, etc.
- Suggested format changes: more space, better acoustics, better microphone, more detailed agendas, more time in task groups, less time talking at beginning
- When asked if participants planned to continue, 79% said yes
- Comments from the Steering Committee:
  1. CFGB did good job of presenting information; we would benefit from additional information for evaluation on demographics from this region in order to compare the results at the congress to that of the region
  2. Question: Did we compare the group of attendees to the total group of 170? Are the results indicative of the larger group of organizations (number of non profit organizations)?
  3. Question: How many people there were on salary, versus just in attendance because of personal interest?

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
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### **Agenda Item 2: Task Group Structure**

#### **Discussion and Conclusions:**

Four key points came up in many of the task groups: capacity, environmental education / public awareness, green jobs and environmental justice. The SC needs to determine the importance of these topics and how to address them and include them in the task groups moving forward. CFGB shared priority results from each group in order to better understand the potential need for additional task groups.

There was concern raised with the quality of the information presented. Some SC members voiced concern that the participants at the Congress did not accurately represent all environmental organizations in the region. Comments included:

- SC Comment: Need to make the information open for change in the future; not set in stone; we need to be willing to make a course correction if we have different people in attendance at future events
- UDP: This information was only intended to start the conversation and capture the mood of the room at that time and the identification of key issues represents only those present at the first congress.
- UDP: The survey is a description of the 45 organizations who responded, not a scientific study of all environmental organizations. Again, it is the beginning of information gathering, not the end
- UDP: There may be justification to give more credence to the items that came out that people felt were left out (four items mentioned above)
- UDP: Important to note, the task groups can extend their “membership,” they can recruit people to join their group; task groups are not limited to the people who were there in the first congress

**Do we need to add new task groups?**

Green Jobs: It was determined that green jobs is outside of the scope of this project and should be addressed by existing organizations in the community.

Environmental Justice and Environmental Education are cross cutting issues and it was suggested that all the Task Groups address these in some way.

Most thought that Organizational Capacity was a different kind of issues from the other Task Groups. However, CFGB volunteered to host a discussion in order to focus on the capacity issues raised at the first Congress as the SC recognized that this is an important issue

**Role of Task Groups:**

The task groups should meet to discuss key ideas and goals before the second Congress. The groups should also include the key organizations that are both present and absent from the discussions. This information should be presented to the whole Congress in February.

Action items	Person responsible	Deadline
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**Agenda item 3: Convening the Task Groups**

**Discussion and Conclusions:**

**Who will convene the task groups?**

- CFGB will designate member of the SC committee who will lead each task group.

**When will the task groups meet?**

The goal is not to create new meetings for the sake of having meetings. CFGB will email the groups in advance in order to share all background information gathered from the first Congress.

Action items	Person responsible	Deadline
Schedule Task Group Meetings	UDP, CFGB	ASAP

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**Agenda item 4: Task Group Charge****Discussion and Conclusions:**

CFGB presented the following task group charge document to the SC; there were no suggestions for changes. CFGB will distribute to all task groups before individual meetings occur.

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**Western New York Environmental Alliance****Regional Agenda for the Environment****Draft Sample Charge to Task Groups**

Thank you for choosing the Parks and Recreation Task Group. Your work is very important to the success of this regional agenda for the environment. Your charge is to develop some clear direction for the community on this issue based on the slate of programs, projects and/or capacity needs identified in Congress One (please see attached).

To help you, we have listed the issues below as ranked by this Task Group. These issues were then presented to all Congress participants who voted according to their own perception of the importance of the issues (represented by percentages).

- #1 Maintenance – resources for maintenance of parks and responsibility for maintenance – 32%
- #2 Connectivity of parks – trails, transportation alternatives, park network – 23%
- #3 Stewardship - responsibility / capacity to improve – 45%

For Congress Two, we ask that you choose no more than two key issues to develop further for a discussion your Group will lead. You will have two venues for your discussion: a ten-minute presentation of the issue to the entire Congress; and a “trade fair” where you can explain your work in depth to smaller groups of people.

We ask you to start with the overall goal of your Group (e.g. provide a quality parks experience for all), then zero in on the one or two major priorities you have chosen. To maintain some consistency between groups, we suggest you answer the following questions:

- What do you think needs to be done to make progress?
- Who is working on it now and what are they doing (not-for-profits, gov’t, citizens, others)
- What resources are necessary to accomplish this goal?
- What is the impact and effort involved in making this work?
- How would we know if we were accomplishing this goal (milestones)?

At the end of Congress Two, participants will vote on the issues they see as most important to WNY. We'll then further develop those projects for Congress Three.

Please contact Cara Matteliano at [caram@cfgb.org](mailto:caram@cfgb.org) or 852-2857 with any comments or questions you may have. We will provide you with the resources you may need to make this work both rewarding and enjoyable including meeting space, facilitators, refreshments, consultants, etc.

**Thank you for your time and effort. Your participation is invaluable!**

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
Revise based on comments and Send charge to task group as they convene	CFGB	ASAP

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**Agenda item 5: Role of the Steering Committee in Task Groups****Discussion and Conclusions:**

The SC will participate in task groups meetings.

**Action items****Person responsible**

Who convenes the different Task Groups

CFGB, UDP and SC

# Meeting Summary – WNY Environmental Alliance

Steering Committee Meeting

January 26, 2009

4:00 PM

Community Foundation for Greater Buffalo

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**CFGB**

Cara Matteliano  
Laura Quebral Fulton  
Rick Stockton

**Steering Committee  
Members**

Peter Cammarata  
David Spiering  
Art Wheaton  
Phil Wilcox  
John Whitney  
Paul Fuhrmann

Thomas Herrera-Mishler  
Anthony Armstrong  
Bob Knoer  
Katy Duggan-Haas  
Renee Filip  
Julie O'Neill  
Kofi Fynn-Aikins  
David Hahn Baker  
Cheryl Bird

**UDP**

Jajeane Rose-Burney  
Lynda Schneekloth

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## Agenda

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### Agenda

**INTRODUCTION** - CFGB

**ITEM ONE:** WNY Green Table - CFGB

**ITEM TWO:** Capacity - CFGB

**ITEM THREE:** Upcoming Environmental Congress - CFGB/UDP  
Saturday February 7<sup>th</sup> at the Power Vista in Lewiston 8:30 – 12:30

8. Review the Agenda and Format for the 2<sup>nd</sup> Congress – CFGB/UDP
9. Participants Role – CFGB/UDP
10. Handouts and presentation materials – CFGB/UDP
11. Strategy for inviting attendees – CFGB/UDP

**ITEM FOUR:** Draft Task Group Presentations – Task Group Leaders

4. Food and Agriculture – Alternate Strategy
5. Parks and Recreation
6. Habitat and Natural Resources
7. Energy
8. Urban Regeneration and Land Use
9. Waste and Pollution

**ITEM FIVE:** Next Steps – CFGB/UDP

1. Follow up Task Group Meetings

- 2. Next Steering Committee Meeting
- 3. Life after Congress 3 in April

**ADJOURN (5:30)**

## *Minutes*

### **Agenda Item: Introduction**

#### **Discussion and Conclusions:**

The Community Foundation for greater Buffalo (CFGB) introduced the meeting and welcomed all attendees. All meeting attendees introduced themselves to the group.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
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### **Agenda Item 1: WNY Green Table**

#### **Discussion and Conclusions:**

The CFGB reminded the Steering Committee that they received funding from the Knight Foundation for the Western New York Green Table project. The WNY Green Table will provide virtual space for communication and collaboration amongst environmental organizations and the broader community. Its function and content are still being developed. The efforts of the WNY Environmental Alliance and task groups will likely be part of the Green Table effort.

The CFGB announced a job opening: The Environmental Coordinator will have the responsibility to coordinate the environmental activities of the Foundation, including the development and implementation of a regional agenda for the environment; the creation of a virtual meeting place for environmental interests; and a program to increase the capacity of environmental organizations in the area.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
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### **Agenda Item 2: Capacity**

#### **Discussion and Conclusions:**

The “capacity” group met once after the first Congress in October after several members of the Steering Committee felt it important to address organizational capacity more directly. The capacity group will continue to meet after Congress 2, and will be informed by the work of the other task groups and feedback from the attendees at Congress 2.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
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### **Agenda item 3: Upcoming Environmental Congress**

**Discussion and Conclusions:**

The second WNYEA Congress will be Saturday February 7th at the Power Vista in Lewiston from 8:30 – 12:30. The third congress will be held on April 4<sup>th</sup> at the Buffalo Museum of Science, and a rollout of the environmental agenda will take place in May, 2009.

The agenda for Congress 2 is below:

8:30 - 9:00	Introduction
9:00 – 9:45	Task Group Presentations
9:45 - 11:45	Group Interviews, Summarizing Results & Task Group Reports
11:45 - 12:15	Organizing to Collaborate
12:15 - 12:30	Concluding Remarks and Next Steps

Each task group will give a brief presentation of the two issues the group developed. This will be followed by group interviews, summarizing results of the interviews, and reporting the summaries to the full Congress. The process is outlined below:

- Step One: Group Interviews (30 mins) -Proposal Review: Strengths and Possible Improvements  
Participants around table are to interview and be interviewed by (one-on-one) members of other task groups seated at their table... 3 minutes per interview.
- Step Two: Task Group Discussion of Interviews (45 min)  
[Move to your Task Group Area]  
In Round Robin fashion, each person reports what they recorded from their interviews about each issue from their 3-4 interviews.  
After all information recorded, discuss what was learned looking for common threads, and identifying special ideas that shouldn't be lost.  
{Return to large group}
- Step Three: Summarize Results (45 min)  
Return to large group and present in 3 minutes what you learned from process.

The Urban Design Project (UDP) will assist the task groups in developing their presentations. The UDP will prepare a handout with a summary of each issue identified by the task groups, and will also prepare maps that inform the task group issues.

The CFGB has begun inviting people to attend the 2<sup>nd</sup> Congress through emails and press releases. The Steering Committee should also invite people to the Congress.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
Invite people to the 2 <sup>nd</sup> Congress	Steering Committee, CFGB, UDP	ASAP

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**Agenda Item 4: Draft Task Group Presentations**

**Discussion and Conclusions:**

Each task group gave an overview of their presentations for the 2<sup>nd</sup> Congress regarding the issues they had identified at task group meetings. There are several issues that cross over each task group, including advocacy, education, collaboration, youth, and public participation. The Steering Committee's comments and suggestions about those presentations are below.

**Parks and Recreation**

Comments about the map included:

- The Cattaraugus and Tonawanda Indian Reservations should not be included as parkland.
- The maps only include formally designated parkland, but could include other informal recreation areas and green infrastructure.

The two issues presented were:

1. Regional Plan for Parks
  - Improving park stewardship and connectivity through a comprehensive inventory of and plan for the region's parks.
2. Park Advocacy Strategy
  - Increasing the awareness of the value of parks to our region's well-being.

Comments about the two issues included:

- The ultimate goal of both issues is to increase funding for parks and recreation by demonstrating its value; economic, social, and biological. The ecological services parks provide are an important argument for funding.
- Collaboration with other planning processes is important.
- Other forms of recreation can be included.
- Are County Forests included as parkland and should they be?

### ***Habitat and Natural Resources***

The two issues presented were:

1. Habitat and Species Preservation
  - Preserving critical habitat and species that are being destroyed by development and a lack of awareness.
2. Invasive Species Control and Native Species Replacement
  - Combating invasive species (terrestrial and aquatic) that are degrading habitat and reducing native species populations.

Comments about the two issues included:

- The creation and restoration of habitat should be part of the first issue.
- Connecting habitats together is important. The overlay of critical habitats and parkland would show how the two can be connected.
- It will be important to inventory critical habitats and species in order to know what to protect.
- Habitat is continually changing and moving and will be difficult to protect and restore if physical preservation boundaries are unchanging.
- The resources needed to accomplish these issues should not be limited to funding and a "champion". There are other more attainable resources that can help.

### ***Energy***

The two issues presented were:

1. Central Point of Information – One Stop Shop
  - Creating a physical demonstration site for practical sustainable energy use information dissemination.
2. Energy Policy Advocacy
  - Advocating for smart energy policies.

Comments about the two issues included:

- Rather than a single "one stop shop", can there be many dispersed throughout areas in need? Community centers can be developed as alternative energy centers.
- Agriculture should be integrated into the energy discussion because of bio fuels.
- The task group should identify key stakeholders that should be involved.
- Can there be a region greenhouse gas initiative?

### ***Urban Regeneration and Land Use***

Comments about the map included:

- Vacant land is a bad label for the map. Many parcels described as vacant in rural areas are unused farmland or have no structure built on them. These are forests and other types of habitat that shouldn't be considered vacant.

The two issues presented were:

1. Vacant Property Reclamation
  - Reclaiming vacant land to reverse neighborhood decline and to improve quality of life, health, environment and economy.
2. Advancing Public Policy on Building and Zoning Codes
  - Developing and advocating for smarter land use policies.

Comments about the two issues included:

- Short term progress should be a goal of vacant property reclamation. This can be done through a small demonstration project on a vacant property.
- Urban sprawl is an issue related to public policy.

**Waste and Pollution Prevention**

Comments about the map included:

- Inactive landfills should be included along with active landfills.

The two issues presented were:

1. Remediation/Cleanup of Toxic/Hazardous Waste Sites
  - Remediation of legacy waste sites that have impacts on air, water, land, economy and health.
2. Protection of Water Quality
  - Improving water quality by reducing continued contamination, remediating contaminated sediments, improving stormwater management and eliminating CSOs.

Comments about the two issues included:

- Individual actions are an important part of improving water quality; the installation of rain gardens and rain barrels, for instance.
- Water quantity should be considered in the water quality issue. Alternative energy production is water intensive.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
Revise the task group presentations.	UDP and Task group leaders.	February 2, 2009

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**Agenda Item 5: Next Steps**

**Discussion and Conclusions:**

There will be follow up Task Group meetings scheduled between Congress 2 and Congress 3.

The next Steering Committee meeting is scheduled for March 23.

Life after Congress 3 in April for the WNY Environmental Alliance will include a rollout of the environmental agenda in May, work amongst the task groups, and work with the WNY Green Table.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
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# Meeting Summary – WNY Environmental Alliance

Steering Committee Meeting

March 23, 2009

4:00 PM

Community Foundation for Greater Buffalo

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**CFGB**

Cara Matteliano  
Laura Quebral Fulton

**Steering Committee  
Members**

Jajeon Rose-Burney  
Lynda Schneekloth

**UDP**

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## Agenda

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### Agenda

#### INTRODUCTION - CFGB

**ITEM ONE:** Overview of Congress Two and the Task Group / Capacity Meetings - UDP and CFGB

**ITEM TWO:** Structure of “Our Shared Agenda for Action” - UDP

12. Preamble: Declaration of Action – UDP
13. Task Group Issues, Action Items, and Measurable Objectives - UDP
14. Capacity – Strengthening environmental organizations - CFGB

**ITEM THREE:** Formalizing the WNY Environmental Alliance – CFGB/UDP  
SC Discussion about advantages and disadvantages of doing this

**ITEM FOUR:** Upcoming Environmental Congress - CFGB/UDP  
Saturday April 4<sup>th</sup> at the Museum of Science 9:00 – 12:30

1. Review the Agenda and Format for the 3<sup>rd</sup> Congress – CFGB/UDP
2. Participants Role – CFGB/UDP
3. Handouts and presentation materials – CFGB/UDP
4. Strategy for inviting attendees – CFGB/UDP

**ITEM FIVE:** Next Steps – CFGB/UDP

1. Joint Task Group Meeting
2. Finalize “Our Shared Agenda for Action” to include overarching goals and objectives
3. May Rollout of Agenda - DATE

## *Minutes*

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### **Agenda Item: Introduction**

#### **Discussion and Conclusions:**

The Community Foundation for greater Buffalo (CFGB) introduced the meeting and welcomed all attendees.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
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### **Agenda Item 1: Overview Congress 2, Task Groups, and Capacity Meetings**

#### **Discussion and Conclusions:**

The CFGB presented an overview of Congress Two, recent Task Group meetings and the Capacity meeting.

Data regarding the attendees of Congress Two include:

- 120+ attended representing over 90 environmental organizations and government agencies.
- Nearly 2/3 of the attendees had not been at the first Congress.
- 75% percent of the audience was from either Buffalo or another community in Erie County.
- Approximately 17% of the audience was from Niagara Falls or Niagara County, up from only 8% at the first Congress.
- Audience demographic polls showed that 40% of attendees were between the ages of 50-65, 56% were male, and 88% were white.
- People from non-profit organizations were the largest group of attendees.

Evaluations from attendees of Congress Two showed:

- Most people thought the Task Group presentations were good or excellent (91%).
- Most people thought the group interview process was helpful, although many comments suggested that it was too short and too rushed.
- Most people thought that interaction between participants and facilitators was good or excellent (88%).
- Close to 90% of people strongly or somewhat agreed that task group discussions were helpful.
- Close to 90% of people strongly or somewhat agreed that the presentation on organizing to collaborate was relevant and informative.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
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### **Agenda Item 2: Structure of the “Agenda”**

#### **Discussion and Conclusions:**

The CFGB read the preamble to the “Agenda”, titled “Declaration of Action”. The preamble was suggested as a way to state the purpose of the “Agenda”, and was reviewed by the Task Groups at the last Task Group meetings. The only suggestion for the preamble was to shorten it.

The CFGB presented the results of the Capacity Task Group meeting and possible actions to be taken to address the needs of WNY environmental organizations. Below is a summary table of those potential actions.

Issue	Individual Capacity Actions	Collaborative Capacity Actions
<b>Executive Leadership</b>	<ul style="list-style-type: none"> <li>Management and communications skills training</li> </ul>	<ul style="list-style-type: none"> <li>Monthly leadership forums</li> <li>Funding pool to meet these needs</li> </ul>
<b>Fundraising</b>	<ul style="list-style-type: none"> <li>Grant writing/fundraising training session</li> </ul>	<ul style="list-style-type: none"> <li>Grant writer to write grants, collaborative proposals, and access outside funding</li> </ul>
<b>Technical Skills, Communications, and Advocacy</b>	<ul style="list-style-type: none"> <li>Various training sessions</li> </ul>	<ul style="list-style-type: none"> <li>WNY Green Table</li> </ul>

Discussion regarding organizational capacity included:

*Education*

- Environmental education won't be taught in schools unless it is included in testing standards. It must augment curriculum rather than replace it. It can be included into curriculums creatively, maybe through art or dance classes.
- Teacher workshops on environmental education can be offered, giving different incentives to incorporate environmental education into curriculum to teachers that teach different age groups.
- A full time environmental education coordinator may be necessary to help integrate environment into curriculums.

*Fundraising*

- Individual donors are a large part of non-profit funding.
- Earned income is a growing part of non-profit funding.
- Earth Share is a United Way for environmental “giving”.

*Communications*

- A collaborative paper newsletter will be helpful for communicating to the public.
- A calendar of events, including volunteer opportunities, can be placed on the WNY Green Table.

*Volunteer Staffing*

- Environmental volunteer corps and interns from various colleges can be pursued for volunteer support.

Each Task Group met once after Congress Two. The Task groups developed actions and ways to measure the actions. Below are the comments and suggestions for each Task Group.

*Energy and Climate Change*

- The One Stop Shop text should include energy efficiency.

*Habitat and Natural Resources*

- Education can be expanded to include water, not just habitat.
- The action should read “secure money for funding an organization/coordinator for PRISM”.
- The state may not have much funding for PRISM.

*Parks and Recreation*

- Increased park connections should be measured.

*Waste and Pollution Prevention*

- Maybe water should not be mixed with recycling.

Urban Regeneration and Land Use

- More information about each issue should be included in the final report.

An additional suggestion included:

- A poster can be created at the end of the process to demonstrate the main points of the project.

Action items	Person responsible	Deadline
Revise Task Group presentations for Congress 3	UDP	April 4, 2009

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**Agenda item 3: Formalizing the WNY Environmental Alliance**

**Discussion and Conclusions:**

The UDP led a discussion of how to formalize the WNY environmental Alliance as part of the implementation of the “Agenda”. The UDP recommended that the Steering Committee make a proposal to formalize the WNY Environmental Alliance at Congress Three. The Steering Committee or a subgroup of the Steering Committee should continue forming the strategy for formalizing the WNYEA after Congress Three. The discussion about this included:

Reasons for formalizing the WNYEA

- An organization is needed to coordinate collaborative efforts going forward.
- A formal organization can have political strength.
- Other issues will arise that need to be elaborated as work continues.
- The WNYEA will not be as politically constrained as environmental management councils.

Membership Options

- Membership can open to many people.
- There can be a core group that invites others to join.
- There can be a separate governance structure from an inclusive larger group.
- There can be categories of membership; leadership and sub committees.
- If membership is open to different sectors (government, business, non-profit), then the sectors should be clearly defined.
- Members should pay to be involved to ensure participation.

Structures and Processes Options

- No single organization should have too much decision making power.
- A structure for dealing with divisive issues should be included.
- Organizations can sign on to specific proposals rather than the entire Agenda.
- The WNYEA can be neutral; its member groups can be the advocates.
- There can be separate structures for organizational involvement and the general public.
- Leadership is an important part of maintaining credibility.
- There needs to be parallel forum for bringing the public and businesses together.
- How will pieces of the Agenda be implemented if there is no “Champion” of them on the WNYEA?
- Staff will be needed to help manage the WNYEA.

Action items	Person responsible	Deadline
Form a subgroup to develop the strategy for formalizing the WNYEA	Steering Committee, CFGB, UDP	After Congress Three

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**Agenda Item 4: Congress Three****Discussion and Conclusions:**

An overview of the agenda for Congress Three was presented.

Objectives of Congress Three include:

- Learn: Structure of "Our Shared Agenda for Action" and the WNYEA  
Proposed action items and measureable results by Task Groups.  
How other regions implemented similar collaborative projects.
- Share: Group discussions around action and next steps for the WNYEA.
- Decide: What actions need to take place next.  
How best to collaborate on shared actions.  
Who commits to continued involvement.

The preliminary agenda includes:

- 9:00-9:15 Welcome, Introductions and Overview
- 9:15-9:45 Presentation of Case Studies
- 9:45-10:00 "Our Shared Agenda for Action"
- 10:00-10:30 Task Group Presentations
- BREAK
- 10:35-11:45 Discussions by Task Group Issue
- 11:45-12:00 Group Report-Back
- 12:00-1:00 Concluding Remarks and Next Steps

Other discussion included:

- Water may need to be a separate discussion group.

**Action items**

Help facilitate discussions at Congress 3

**Person responsible**

Steering Committee, Task Group  
leaders, Facilitators

**Deadline**

April 4, 2009

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**Agenda Item 5: Next Steps****Discussion and Conclusions:**

A Joint Task Group Meeting will be held following Congress Three.

Finalize "Our Shared Agenda for Action" to include overarching goals and objectives after Congress Three. The Agenda will be rolled out in May.

**Action items****Person responsible****Deadline**

# Meeting Summary – WNY Environmental Alliance

Steering Committee Meeting

May 18, 2009

4:00 PM

Community Foundation for Greater Buffalo

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**CFGB**

Cara Matteliano  
Laura Quebral Fulton  
Rebekah Williams

**Steering Committee  
Members**

Anthony Armstrong, LISC

Brenda Young, Daemen  
College  
Kofi Fynn-Atkins, USFWS  
Thomas Herrera-Mishler,  
BOPC  
Rick Stockton, CFGB  
Julie O'Neill, Riverkeeper  
Art Wheaton, Cornell ILR and  
WNY Apollo Alliance

Peter Cammarata, BUDC  
Katie Schneider, CFGB  
John Whitney, USDA NRCS  
Katy Duggan-Haas, Upstate  
Green Biz Network and  
Resource Recycling Systems  
Bob Knoer, The Knoer Group  
and Wind Action Group

**UDP**

Susannah Barton  
Jamie Hamann-Burney  
Jajeane Rose-Burney  
Lynda Schneekloth

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## Agenda

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**Agenda**

**INTRODUCTION** – UDP

**ITEM ONE:** Overview of Congress Three - UDP

**ITEM TWO:** Task Group Meeting Overview – CFGB

**ITEM THREE:** Overview of WNYEA “Our Shared Agenda for Action” Goals and Objectives – CFGB

**ITEM FOUR:** Discussion on Formalizing the WNYEA – UDP, CFGB

**ITEM FIVE:** Overview of the Next Steps – Roll Out

- a. June 10 – Green Table development meeting with Knight Foundation
- b. June 16 – WNYEA Agenda Launch
- c. Implementing the Agenda – Continuing collaborative work

**ADJOURN** (5:30)

## Minutes

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**Agenda Item: Introduction**

**Discussion and Conclusions:**

The Community Foundation for Greater Buffalo (CFGB) and the Urban Design Project (UDP) introduced the meeting and welcomed all attendees.

**Action items** **Person responsible** **Deadline**

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**Agenda Item 1: Overview of Congress Three**

**Discussion and Conclusions:**

The UDP presented an overview of Congress Three.

Data regarding the attendees of Congress Three include:

- Around 80 people attended representing over 60 environmental organizations and government agencies.
- Nearly 40% of attendees were between the ages of 50 and 65 years.
- 51% of attendees were male and 49% were female.
- 91% of attendees were white/Caucasian.
- Nearly 90% of attendees polled were from Buffalo or Erie County.

Evaluations from attendees of Congress Two showed:

- 53% of attendees had participated in a Task Group.
- 91% of attendees thought the issues addressed by the Task Groups were important and relevant.
- 23% of attendees thought that all of the Task Group actions were feasible, while 43% thought most actions were, and 30% thought that only a few of the actions were.
- 86% of attendees polled said that they would participate in implementing the “Agenda” going forward.

**Action items** **Person responsible** **Deadline**

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**Agenda Item 2: Joint Task Group Meeting (May 7th) Overview**

**Discussion and Conclusions:**

The CFGB presented an overview of the Joint Task Group Meeting, including recommendations for what to include in the “Task Group Matrix” and the “Shared Agenda for Action” document. Comments from the Joint Task Group meeting included::

- Many Task Groups have similar agendas and could benefit from a more flexible reorganization of the Matrix that allows for collaboration.
- The “Shared Agenda for Action” Goals and Objectives were aligned with and inclusive of Task Group work.
- Additional issues need to be addressed, including transportation and food / agriculture.

**Action items** **Person responsible** **Deadline**

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### **Agenda item 3: Overview of WNYEA “Our Shared Agenda for Action” – Goals and Objectives**

#### **Discussion and Conclusions:**

The CFGB presented an overview of the updated Goals and Objectives. The CFGB structured the “Shared Agenda for Action” so that it had one goal and three major Objectives:

Goal: To Preserve and Restore Our Regional Environment

Objectives:

1. Demonstrate the Preservation and Restoration of the Region’s Natural Assets through Collaborative Projects.
2. Mobilize the Public and Policymakers to Improve the Environment
3. Strengthen Environmental Organizations.

Comments regarding the Objectives are below:

- Overall, the Committee was pleased with the changes. Major comments were:
- The changes to the Agenda allowed room for other issues to be later incorporated if necessary, such as transportation or agriculture.

Objective 1:

- Vacant property reclamation project demonstrations should occur in Buffalo and Niagara Falls. The Steering Committee was unsure who should be involved from Niagara Falls.
- Publicize ongoing projects so that everyone understands that the Agenda is moving forward.
- Questions were raised regarding leadership of the Regional Parks Plan. Some believe that the success of the Plan will depend on finding the right person to lead the project.
- Issues under Objective 1 should only be demonstration projects and not just plans for projects. Therefore, it was suggested that the Regional Parks Plan issue be moved from Objective 1 to Objective 2. In addition, it was proposed that a water quality pilot project be added to Objective 1.

Discussion Overview of major Objective 2:

- What information is necessary to motivate policymakers?
  - Information should focus around economic and job opportunities – An analysis of economic benefits might prove beneficial.
- Will the right information actually motivate policymakers? What really motivates policymakers?
  - The WNYEA should motivate groups that policymakers must listen to in order to get re-elected. (The public, Labor Unions, etc.)
  - The WNYEA will create a powerful enough voice so that policymakers will have to listen.
- The idea of creating a “Minute Man Alert” to help mobilize people and organizations in times of emergency was brought up. The Green Table could be used to improve legislation and policy decisions by increasing awareness and connecting environmental groups to each other.

Discussion Overview of major Objective 3:

- The WNYEA must invest in executive leadership. Proper leadership that could bring organizations together is the key to success.
- A pool of funds should be created so that organizations can help each other stay successful.
- Organizations must develop a collaborative relationship and should not view one another as funding competition.

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
Revise the objectives and prepare the final report	UDP/CFG	Early June

**Agenda Item 4: Formalizing the WNYEA**

**Discussion and Conclusions:**

The CFGB discussed the process of formalizing the WNYEA. Most of the attendees suggested that they would continue serving on the Steering Committee while the WNYEA is formalized. Issues that need to be discussed include the Alliance's role, membership, structure and processes, and others.

The CFGB proposed holding a joint meeting to discuss these issues. Comments regarding the meeting include:

- Some believed that a facilitated structure would allow enough dialogue to take place, since the meetings were on a rigid time schedule. The process of formalizing WNYEA will not come to decisions without facilitation. It was also argued that informal discussions would help raise issues between organizations and contribute to solving conflicts.
- The CFGB and the Steering Committee felt it will be important to continue Task Group work based on the existing Task Group structure or on new groups organized around the actions while the WNYEA is formalized. The CFGB will continue to facilitate this process.
- The WNYEA does not have to be formally structured immediately. The WNYEA does not have to embark on large projects until it has the capacity to do so. Until the WNYEA is more sophisticated, it can focus on taking small steps to achieve its goals.

The committee discussed whether or not the WNYEA is actually endorsing the Agenda, and what endorsing it actually means.

- Some Steering Committee members were concerned that parts of the Agenda were not within their own organization's mission, or were conflicting with their mission.
- Endorsing the Agenda does not have to mean endorsing every project proposed by the Task Groups. Rather, endorsing the Agenda can suggest that the WNYEA stands behind solving the issues outlined in the Goals and Objectives. Endorsing the Agenda can suggest an endorsement of a process of achieving goals, rather than the individual actions.
- The Agenda can be sent to the 150 organizations that have shown interest in the WNYEA to see if they will endorse it.
- 

<b>Action items</b>	<b>Person responsible</b>	<b>Deadline</b>
Prepare a joint meeting to help formalize the WNYEA.	CFGB	After June 16

**Agenda Item 5: Overview of the Next Steps – Role Out of the Agenda**

**Discussion and Conclusions:**

The CFGB briefly discussed the Green Table development meeting on June 10 and invited the Steering Committee and others interested to attend.

The CFGB would like to hold the rollout of the Agenda on June 16 to celebrate its completion and continue its implementation.

**Action items**

**Person responsible**

**Deadline**



# **Task Group Meeting Summaries**



# ***Energy and Climate Change Task Group Meeting Minutes***

**Western New York Environmental Alliance  
CFGB / UDP / ICL  
December 18, 2008**

Participants: Laura Quebral Fulton (CFGB), Susannah Barton (UDP), Cara Matteliano (CFGB), Bob Knoer (Wind Action Group), Katy Duggan-Haas (UGBN), Meaghan Boice-Green (NYS Dept. Env. Conservation – Reinstein Woods), Andy Brayman (NYSDOT), Terry Yonker (GLWC), Joan Bozer (WNYSEA), Brian Smith (CCE), Janet Massaro (League of Women Voters)

## **AGENDA:**

1. Review priority issues related to urban land use and regeneration from Congress One
2. Identify two issues / major priorities to be further developed for Congress Two
3. Narrow to two major priorities (which ones and why they are priorities)

## **CRITERIA FOR DETERMINING PRIORITIES:**

- Criteria:
  - Theme (common theme)
  - Attainability
  - Task group goal – must define our goal before we can determine priorities
  - Measure – need to be able to measure progress

## **DISCUSSION:**

Only two of today's task group members participated in the Energy Task Group at Congress One; therefore, much of the discussion was dedicated to a review and explanation of the three priorities that came from the Congress. The group was aiming to gain a clear understanding of the initial task group's priorities, in order to determine how to move forward and prepare for Congress Two.

## **Issues identified at Congress One (with group commentary):**

1. One-stop shop for information (renewable energy resource center)
  - a. A place to get information (for consumers and organizations)
  - b. Services, education, financing options, etc
2. Broader outreach
  - a. A grassroots approach
  - b. Community outreach and education
  - c. Improvement of current outreach
  - d. A better way of disseminating information to the broader public
3. Mass transit
  - a. Addition of bus line

- b. Expansion of the metro
  - c. Light rail
  - d. Note – this discussion of mass transit did not include the broader scope of transportation (bike lanes, parking policies, etc)
  - e. Existing infrastructure of rail and rail right-of-ways
4. Green businesses
- a. Manufacturing and technology
  - b. Training people for preparedness to work in “green” industries
  - c. Discussion surrounding the reuse of existing buildings, refitting them to make them energy efficient – this creates jobs – training people how to do this
  - d. Bob – maybe we take green jobs and combine energy creation with green businesses; use renewable power to generate power / attract businesses

**Potential Issues Identified (today’s task group meeting):**

1. Information dissemination
2. Policy: energy’s impact on the environment – generation or reduction

***Take-away items for this task group for next meeting:***

- We will use Doodle again for scheduling (this group is okay with Mondays)
- Discussion of the trade fair (booth) for next congress
- Everyone check out [www.urbanoptions.org](http://www.urbanoptions.org) (Lansing, MI)
- The group will define its top two priorities in the second meeting

# ***Energy and Climate Change Task Group Meeting Minutes***

**Western New York Environmental Alliance  
CFGB / UDP / ICL  
January 20, 2009**

Participants: Meaghan Boice-Green (NYSDEC, Reinstein Woods), Bob Knoer (The Knoer Group, PLLC), Janet Massaro (LWV), Terry Yonker (Great Lakes Wind Collaborative), Katy Duggan-Haas (UGBN), Laura Quebral Fulton (CFGB), Cara Matteliano (CFGB), Jajean Rose-Burney (UDP).

## **AGENDA:**

Identify two issues / major priorities to be further developed for Congress Two

## **NOTES / PRIORITIES IDENTIFIED FROM FIRST MEETING**

3. Information dissemination.
4. Policy: energy's impact on the environment – generation or reduction.

## **DISCUSSION:**

## **QUESTIONS TO BE ANSWERED BY TASK GROUP (PREPARATION FOR CONGRESS TWO):**

### **Topic: Central Point of Information – One Stop Shop**

4. What do you think needs to be done to make progress (with the regional park plan)?
  - Central place for information (physical, with virtual component.)
  - Group collaboration.
5. Who is working on it now and what are they doing (non-for-profits, government, citizens, others)?
  - a. Wind Action Group, Upstate Green Business Network, Apollo Alliance, American Solar Energy Society, NYSERDA, Climate Action Group, US Green Building Council, WNY Sustainable Energy Association Trust.
6. What resources are necessary to accomplish this goal?
  - a. Physical and/or virtual place.
  - b. Existing group coordinator.
  - c. Funding.
  - d. Outreach to other groups.
7. What is the impact and effort involved in making this work?
  - a. Smaller effort for the virtual location, larger effort for the physical location.

8. How would we know if we were accomplishing this goal (milestones)?
  - a. Monitor energy use with a regional energy “clock”.
  - b. Monitor web site and physical location usage.

**Topic: Energy Policy Advocacy**

1. What do you think needs to be done to make progress (with the regional park plan)?
  - Identify current policies or lack there of.
  - Who can implement policy changes?
  - Identify research on policy best practices.
  - Integrate economy with energy and environmental issues.
  - Articulate potential policy changes.
2. Who is working on it now and what are they doing (non-for-profits, government, citizens, others)?
  - Intergovernmental climate group.
  - Municipalities.
  - Same as the first priority.
  - Partnership for Public Good.
3. What resources are necessary to accomplish this goal?
  - Researcher, scribe, advocates, coordinator.
  - Vehicle for sharing information.
  - Volunteers as spokespeople.
4. What is the impact and effort involved in making this work?
  - More effective policy.
5. How would we know if we were accomplishing this goal (milestones)? [This can feed the advocacy group/portion of this task group]
  - Real policy changes.
  - Reduced use of fossil fuels.
  - Group would be known as the credible source on energy information.
  - Reduce energy use by government.

# ***Energy and Climate Change Task Group Meeting Minutes***

**Western New York Environmental Alliance  
CFGB / UDP / ICL  
March 12, 2009**

## **Participants:**

Melanie Hamilton (WAG), Katy Duggan-Haas (UGBN), Steven Snyder (American Energy Conversion), Andy Brayman (NYSDOT), Kelly Dixon (Center for Transportation Excellence), Robin Paget (Erie County DEP), Brian Smith (CCE), Greg Stevens (Riverwright and BNGEC), Terry Yonker (BOS), Dave Bradley (WAG), Bob Knoe (Knoe Group), Linda Hardie (NYSERDA), Aliesa Adelman (Global Vision Consulting), David Stout (WNSEA, WAG), Jajeane Rose-Burney (UDP), Taryn Weaver (UDP), Cara Matteliano (CGFB).

## **AGENDA:**

1. Identify 2-3 measurable action items for each Task Group issue.
2. Review the “Declaration for Action” – the preamble to the Agenda.

## **ACTION ITEMS:**

### **Task Group Issue: Central Point of Information – One Stop Shop**

1. **Find a coordinator to facilitate the initiative and develop a collaborative of interested people and organizations.**
  - The collaborative should allow for equal representation of partners.
  - The collaborative will be charged with developing the one stop shop. The process can include:
    - Developing a strategy for the one stop shop – Objectives, business plan.
    - Seek funding.
2. **Develop the project as a virtual and physical site.**
  - The physical site and virtual sites can be constructed simultaneously or at different times. There can be mobile educational components to help reach out to schools or at need communities.
  - The project can be collaborative. It can include space for businesses, non-profits, and other community organizations.
  - The effectiveness of the site can be measured several ways:
    - How many people used it or how many people were reached by related education programs.
    - How many weatherization projects were completed regionally.
    - Renewable energy use.

- Regional carbon footprint.
- Economic impact - Cost savings from energy conservation, jobs created.

**Task Group Issue: Energy Policy Advocacy**

**1. Establish an organization that is the credible voice for energy policy advocacy.**

- The group can develop a process for bringing the people together for the policy discussion, creating a credible energy policy platform.
- It should not advocate for only one policy, but should bring facts to policy makers on many issues.
- The energy task group can continue work to help establish this organization. The WNY Environmental Alliance may also be the credible voice.
- The group can use the WNY Green Table as a communications and advocacy tool.
- The effectiveness of advocacy can be measured in several ways:
  - Renewable energy use.
  - Regional carbon footprint.
  - Economic impact - Cost savings from energy conservation, jobs created.

**2. Advocate for locating the NY State energy policy center in WNY.**

- WNY is a good location for this center. We have quality higher education institutions, renewable energy production, an organized group of interested people and organizations, and an economic need.

**OTHER DISCUSSION:**

Education is a primary goal of the Task Group.

- Personal habits related to energy.
- Renewables.
- Transportation alternatives.
- Cost saving through energy use reduction and the economic impact of renewable energy businesses and jobs.
- Specifics to local area – eg. Where you can park your bike downtown; local case studies, local solutions.
- Incorporating into school curriculums.

Other discussion about the one stop shop included:

- The physical one stop shop can be a green building.
- It can pay for itself.
- It can be a tourist destination

- It should be physical, mobile, and virtual.
- There can be a cross border connection

The group decided to e-mail each other any changes that they wanted to the Declaration for Action.

# ***Habitat and Natural Resources Task Group Meeting Minutes***

Western New York Environmental Alliance  
CFGB / UPD / ICL  
January 14, 2009

Participating: David Spiering, Margaret Wooster, Terry Yonker, Tim Fulton, Cara Matteliano, Laura Fulton, Taryn Weaver, Jajean Rose-Burney

## **AGENDA:**

1. Review priority issues related to parks and recreation from Congress One
2. Identify two issues that should be further developed for Congress Two.
3. Prepare two issues for Congress Two presentation.

## **DISCUSSION:**

Discussion of parameters for selection of priority issues for each Task Group. Criteria for selection to be considered:

*\* Importance* (because they are urgent, present an immediate opportunity such as current planning and/or legislation, and/or most critical for the region)

*\*Regional in scope* (have impacts across Erie and Niagara Counties) and would benefit from community wide action

*\*Include a cross section of interests* (different interests groups can see how this issue is a part of their mission).

### **ISSUE IDENTIFIED TO BE PRESENTED AT CONGRESS 2**

The task group identified 1) habitat and species preservation and 2) invasive species/native replacement as the issues to be presented at Congress 2. The three priorities identified at Congress 1 were discussed. The group decided that shared office resources would be more appropriately addressed by the capacity task group. National and International Great Lakes legislation could be part of habitat and species preservation.

### **Habitat and Species Preservation**

Habitats (terrestrial and aquatic) and species dependent upon those habitats are being lost throughout Erie and Niagara County. Physical development and a lack of awareness of the importance of habitat are major reasons for its destruction.

### **Invasive Species/Native Replacement**

Invasive species, both plant and animal, are degrading local ecosystems. Combating invasive species and replacing them with native species is necessary to preserve and restore habitat.

Many issues were discussed and they are listed briefly below:

- Environmental literacy is lacking in WNY. This lack of awareness allows the loss of significant habitats and the degradation of natural resources to continue.
- Awareness of natural history, invasive/native species, should be higher.
- Advocacy, education, and marketing are important steps that can increase environmental literacy.
- Environmental education is important for all ages.
- There incentives for private landowners to preserve habitat.
- Coalitions of environmental groups should be strengthened and broadened.
- Groups could participate in an education initiative – a calendar of ‘learning moments.’
- Physical connections and corridors should be maintained and established between critical environmental area.
- Fisheries are an important part of the area’s natural resources – they are part of the food network.
- The Niagara River is an important habitat for fish and other wildlife like birds.
- The Canadian side of the Niagara River should be part of the coordination effort.
- This year is “The Year of Our Shared Waters”.
- Invasive species are a high priority for local biologists.
- Native replacement of invasive species is important.
- It is hard to buy native plants in Buffalo.
- Branding the area to identify it as a ‘Great Lakes’ region.

### DISCUSSION OF THE ISSUES

The task group identified two key issues to be presented as proposals at Congress 2.

1. Habitat and species preservation.
2. Invasive species/native replacement.

The task group responded to a series of questions in order to prepare for Congress 2. The group decided that their responses applied to both key issues.

1. What do you think needs to be done to make progress?
  - Increased environmental education for all ages (reach out to schools; public, private, charter)
  - Develop measurable indicators of progress.

- A marketing and public awareness campaign.
  - Develop a calendar of “learning moments” (migration times, flowering times)
  - Develop a database of Western New York’s habitats and natural resources.
  - A greater collaborative effort from all organizations.
  - A large overall vision: to show public where we were/are, and where we are going.
  - Media support of the issues.
  - International actions to prevent invasive species, especially through the Great Lakes.
2. Who is working on it now and what are they doing? (not-for-profits, government, citizens, others)
    - Several organizations are working on these key issues. The consultants have completed a survey of WNY environmental organizations, and will share this with the task group to help add missing information.
  3. What resources are necessary to accomplish this goal?
    - Money: from local level for habitat/species preservation and from the national level for invasive species/native replacement.
    - Sustainable fundraising; public resources are declining.
    - A champion of the issues: a need for one person to pull everything together.
  4. How would we know if we were accomplishing this goal (milestones)?
    - Habitat will be protected and restored.
    - Invasive species will be removed and native species will replace them.
    - Buffalo would be on the “greenest” city list; the mayor would be considered a “green mayor.”
    - WNY will be identified for its natural resources rather than its industrial history.
    - WNY residents will have a greater awareness of their natural history.
    - Education curriculums will include local natural history and environmental awareness programs.

# ***Habitat and Natural Resources Task Group Meeting Minutes***

Western New York Environmental Alliance  
CFGB/UDP/ICL  
March 11, 2009

## **Participants:**

## **AGENDA:**

3. Identify 2-3 measurable action items for each Task Group issue.
4. Review the “Declaration for Action” – the preamble to the Agenda.

## **ACTION ITEMS:**

### **Task Group Issue: Habitat and Species Preservation/Restoration**

#### **3. Complete collaborative educational project.**

- Increasing regional environmental literacy is a priority of the Task Group.
- Many of the organizations on the Task Group have educational program. These programs can become more effective and sustainable if they are done collaboratively, involving many organizations.
- The proposed Niagara Center for Climate and Ecosystem Studies is a potential collaborative project.

### **Task Group Issue: Invasive Species Control and Native Species Replacement**

#### **1. Submit a proposal to NOAA for an invasive species management project on a shovel ready site.**

- This proposal can be completed by a single organization or collaboratively.
- It is time sensitive as the funding will come from the federal stimulus package.
- The goal of the project can management/eradication of an invasive plant species and replacement with native plants.

#### **2. Find a Host Organization and Coordinator for PRISM**

- PRISM funding is available but the region lacks a host organization and coordinator to act as an intermediary for the funding.
- The coordinator position will most likely be full time. Paul Furhman was listed as a contact person for inquiring about possible leaders.

## **OTHER DISCUSSION:**

The group highlighted the importance of improving environmental literacy for everyone in the region, from children to elected officials.

- Developing an education toll for public officials.
- Outdoor exercises and hands on learning are essential in order for the public to develop awareness of the groups cause.

The discussion focused on the possibility of creating a “champion” for the group’s cause; a politician that will take the lead and act as an example for other public officials to follow.

- Having a public official willing to speak on behalf of the group will increase the chance of future public advocacy and stewardship.

The group also emphasized the need to support existing programs that preserve/restore or educate the public on habitat and resource management. Many of these public/private programs are in need of funding, and could greatly benefit from a community collaborative of these organizations which would help maintain one another. Two major steps discussed on how to fund these programs were:

- To identify the organizations
- To form a collaboration

Data should be collected and analyzed, including an ecological inventory of current and historic habitat in the area.

A model for best practices regarding habitat protection, restoration, and invasive species management can be developed. The model may also include:

- Best Practices from around the world.
- Local ecosystem studies - Cost benefits analysis for restoring green infrastructure, inventory of existing and historic habitat.
- An interactive/ hands on learning tool.
- A white paper with key points on how to maintain/improve the capacity for current programming.
- Conservation corps.

The group then briefly discussed animal invasive species management, and how to fit this in with the rest of the project.

The group decided to e-mail each other any changes that they wanted to the Declaration for Action.

- A recurring concern was that the initial draft was too long and repetitive.

# ***Urban Regeneration and Land Use Task Group Meeting Minutes***

**Western New York Environmental Alliance  
CFGB / UDP / ICL  
December 17, 2008**

Participants: Anthony Armstrong (LISC), Laura Quebral Fulton(CFGB), Susannah Barton (UDP), Cara Matteliano (CFGB), Janet Massaro (League of Women Voters), Anne Huberman (League of Women Voters), Art Wheaton (WNY Apollo Alliance), Kirk Laubenstein (Grassroots Gardens), Angela Knisley (Sierra Club), Justin Booth (Green Options Buffalo/Re-Tree), Vince Clark (UB), Adam Hovey (Buffalo Public Schools), David Stebbins (BUDC, ECIDA), Peter Cammarata (BUDC, ECIDA), George Grasser (Partners for a Livable WNY), Teresa Glanowski (Sam Hoyt’s office), Kevin Connors (Eco-Logic), Gail Plato (Partners for a Livable WNY), Daniel Webster (Partnership for the Public Good), Anthony Battaglia (Buffalo Academy for Visual Performing Arts, Buffalo Museum of Science)

**AGENDA:**

- 9. Review priority issues related to urban land use and regeneration from Congress One
- 10. Identify two issues / major priorities to be further developed for Congress Two

**DISCUSSION:**

<b>POTENTIAL ISSUES IDENTIFIED</b>
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- |   |
|---|
| <ul style="list-style-type: none"><li>1. <b>Support for the Bi-County Framework for Regional Growth.</b> Participants agreed they would need to learn more about the plan. Organizers will share information and potentially invite someone to speak to the group.</li><li>2. <b>A specific project demonstrating a good model for land use and urban regeneration.</b> Groundwork Buffalo, which will focus efforts on the near East Side of Buffalo, was suggested as a possible opportunity. Participants agreed to learn more about this initiative, as well as other specific target projects.</li></ul> |
|---|

- Review of priorities addressed by all three break out groups at Congress One (Anthony Armstrong)

**Identified three themes**

**(Top three items from each group categorized into themes):**

- 1. Information, education, communication
  - a. Environmental issues relevant at neighborhood level
  - b. Improve public environmental education and involve youth through mentoring
  - c. Fill information gaps to better understand environmental issues and needs
- 2. Codes and policy framework for sustainable reinvestment

- a. Local codes for economic development / regulatory framework
  - b. Healthy communities
  - c. Sustainable economic development (green jobs)
  - d. Neighborhood revitalization and preservation
3. Improving green infrastructure and quality of life
    - a. Funding for green infrastructure
- Criteria for selecting top two priorities:
    - What is achievable
    - What can be accomplished (timeliness)
    - What are things that other groups are already addressing?
    - Need specificity and focus in priority selection

There was a great deal of discussion about wanting to be very specific or wanting to be broad and then potentially drill down from there. It was proposed to take one issue at the broader, regional level and the second item to be more specific, at a neighborhood level.

Anthony shared findings from the Groundwork feasibility study, potentially may be tied into the priorities for this task group.

A few participants want a more in-depth, clear definition of the topics listed.

It was recommended everyone visit the PPG blog <http://ppg-buffalo.wikispaces.com/> in order to gain more insight into the purpose, mission and agendas of everyone's organizations and to see the group's platform on issues related to land use.

***Date for next meeting: Dates will be sent using doodle, aiming for mid-January***

# ***Urban Regeneration and Land Use Task Group Meeting Minutes***

**Western New York Environmental Alliance  
CFGB / UDP / ICL  
January 21, 2009**

Participants: Anthony Armstrong (LISC), Laura Quebral Fulton(CFGB), Cara Matteliano (CFGB), Kirk Laubenstein (Grassroots Gardens), Justin Booth (Green Options Buffalo/Re-Tree), George Grasser (Partners for a Livable WNY), Jane Cameron (OAG), Art Wheaton (Cornell ILR), Karl Frizlen (Partners for a Livable WNY, Elmwood Village), Anthony Battaglia (Buffalo Museum of Science), Angela Knisley (Sierra Club), Teresa Glanowski (Assemblyman Sam Hoyt), Lynne Vallone (LWV), Don Erb (Bldg Owners and Managers Association), Eric Walker (PUSH), Jajeane Rose-Burney (UDP), Taryn Weaver (UDP)

## **AGENDA:**

Identify two issues / major priorities to be further developed for Congress Two

## **NOTES / PRIORITIES IDENTIFIED FROM FIRST MEETING**

1. Information, education, communication.
2. Codes and policy framework for sustainable reinvestment.
3. Improving green infrastructure and quality of life.

## **DISCUSSION:**

Brief presentations given about potential priority projects for the task group:

- George Grasser about an Erie County Planning Board
- Kirk Laubenstein about Grassroots Gardens.
- Anthony Armstrong about Groundwork Buffalo
- Justin Booth about Green Options Buffalo.

The group identified two top priority issues to be addressed first. Some of the discussion regarding these priorities is below:

4. Advancing Public Policy on Building and Zoning Codes
  - a. Developing and advocating for smarter land use policies.
  - b. Regional planning board would help promote smarter land use decisions by individual municipalities. Many other counties in New York have planning boards.
  - c. The city of Buffalo is redoing its zoning code and can implement form based or smart zoning code changes.
  - d. Local codes for economic development / regulatory framework.
  - e. Develop an umbrella of advocacy for all organizations.

5. Vacant Property Reclamation
  - a. Reclaiming vacant land to reverse neighborhood decline, and to improve quality of life, health, environment and economy.
  - b. Grassroots Gardens, Groundwork Buffalo, Green Options Buffalo, Re-Tree and many other organizations can collaborate on a project that meets all of their missions.
  - c. Use organizations to rehab an entire vacant/property lot.
  - d. Lot should be in area of need: community that is asking for it
  - e. Public health focus, including exercise, lead contamination and asthma.
  - f. The demonstration site should be something that can be achieved to demonstrate success to the public

**QUESTIONS TO BE ANSWERED BY TASK GROUP (PREPARATION FOR CONGRESS TWO):**

*Two groups volunteered to generate the answers to the questions after the task group meeting in preparation for the January 26 Steering Committee meeting. These questions will help inform the PowerPoint presentation of the task group priorities for the second congress. The draft responses are below.*

1. What do you think needs to be done to make progress (with the regional park plan)?
2. Who is working on it now and what are they doing (non-for-profits, government, citizens, others)?
3. What resources are necessary to accomplish this goal?
4. What is the impact and effort involved in making this work?
5. How would we know if we were accomplishing this goal (milestones)? [This can feed the advocacy group/portion of this task group]

**Topic: Advancing Public Policy on Zoning and Building Codes**

1. What do you think needs to be done to make progress?

Public policy and process in Western New York fosters uncoordinated and unsustainable land use and urban design. The planning process in Western New York has often been ineffective because it has excluded many people with knowledge or innovative ideas. Too often our future has been placed in the hands of a very few people who are politically or socially prominent or who have been successful in business but who are not well-informed about planning, land use, sustainable development or the protection of our natural or built environment. These “leaders” have often come up with a plan and then presented it to the public instead of seeking out the expertise, opinions and suggestions of the public, then commissioning the plan. The result: instead of broadening community support we have

dramatically increased the likelihood that the plan being given to the community will be inadequate and will face opposition with the result that achievable progress will be delayed. While improving this process and updating these policies will require ongoing dialogue, there are some specific concerns that can be addressed immediately:

- Address uncoordinated planning and development by implementing the Erie-Niagara Framework for Regional Growth recommendation:
  - Pass and implement Erie County Planning Board Legislation
- Update outdated municipal codes which mandate poor land use and design decisions
  - Insure smart code policies are included in the City of Buffalo's pending zoning code revision.

## 2. Who is working on it now and what are they doing (not-for-profits, gov't, citizens, others)?

Various aspects of smart growth are being championed by a number of organizations including Partners for a Livable Western New, the Citizens Regional Transit Corp. (light rail), VOICE-Buffalo (the economic impact of sprawl on the poor) and the Partnership for the Public Good.

- City of Buffalo Zoning Code  
AIA Urban Design Committee, New Millennium Group. The City of Buffalo has issued a request for qualifications for a consultant to undertake the preparation of a new zoning code but there is concern in the real estate community that the city will not select a firm experienced in drafting such codes
- Erie County Planning Board  
Erie County Legislator Maria Whyte has a task force that includes people from the League of Women Voters of Buffalo Niagara, Voice Buffalo, Partners for a Livable Western New York, the Local Initiatives Support Corporation (LISC), and other interested parties. It has been meeting regularly to work on writing the law and engaging interested and affected groups and the public to address concerns so that legislators can feel comfortable supporting the proposed law.

## 3. What resources are necessary to accomplish this goal?

- Buy-in from elected officials and department staff
- Support of municipalities
- A process for meaningful public input
- Public awareness/ education campaign
  - The funding of a really good, edited, version of a presentation on smart growth with educated trainers and presenters, supported by people in the community who have some stature and recognized credibility. Seminars may help but are often attended only by those who are already convinced that improving land use and the built environment is important – a “preaching to the choir” scenario.
  - Some communities have made a major regional effort with significant outreach to the public, e.g. full-page newspaper advertising and numerous public meetings involving small and large groups. The most heralded is the Envision Utah initiative in Salt Lake City. This might be good example of how a region can successfully educate its citizens

on why land use issues are important and achieve general consensus of the need for change.

- Media reporting of how other communities have effectively addressed community concerns with an effective process for action.

4. What is the impact and effort involved in making this work?

Effort includes:

- influencing public opinion
- influencing positions of elected and departmental officials
- adapting and implementing best practices for local use
- statewide and local law and ordinance changes

Impact includes:

- more livable and attractive communities
- stabilized property values
- increased community health
- increased viability of public transit
- walk-able / bike-able communities

5. How would we know if we were accomplishing this goal (milestones)?

When there is some call for change by public officials and private citizens to support the efforts of the few not-for-profit groups presently working on the issues and when we see some change in land patterns, policies and practices similar to what is happening in the Village of Hamburg.

Other milestones include:

PHASE I

- passage of the Erie County Planning Board
- selection of a consultant for the City of Buffalo that outlines major public participation in the work plan for a new zoning code

PHASE II

- implementation of Erie County Planning Board, including members seated and staff hired
- completion of new zoning code reflecting smart growth principles and sound urban design requirements

PHASE III

- coordinated land use decision making on a regional level
- new private and publicly support construction meets new standards to improve quality of life in Buffalo

**Topic: Vacant Property Reclamation**

1. What do you think needs to be done to make progress?

- A commitment to comprehensive environmentally sound vacant property management must be developed and implemented to reverse neighborhood decline and improve the health, safety, and quality of life for community residents.
- Small, tangible projects need to be accomplished in the short term to demonstrate viability and effectiveness of this strategy.

2. Who is working on it now and what are they doing (not-for-profits, gov't, citizens, others)?

This is not an exhaustive list, but a sampling of the programs that are happening

- Groundwork Buffalo is working with community groups, the EPA and the National Parks Service to develop and implement a vacant land reclamation strategy for the Near East Side of Buffalo (Mid-City).
- Grassroots Gardens runs a citywide community garden program which maintains 50 gardens throughout the city and, working in concert with Councilmember David Rivera's office, has instituted a Community Garden Task Force to review and recommend policies for the City of Buffalo. Grassroots Gardens is also implementing new program in association with Buffalo ReUse on the near east side.
- The Erie County Distressed Properties Task force is convening a large group of stakeholders on a monthly basis to work through issues of code enforcement, land control and disposition, among others.
- LISC Buffalo, in concert with the National Vacant Properties Campaign, released a report entitled Blueprint Buffalo, which takes a system-wide in depth look at vacant properties in Buffalo and the inner-ring suburbs. It then provides a roadmap to revitalization.
- PUSH Buffalo is acquiring lots on the West Side for potential greening projects, including a refugee garden.
- Massachusetts Avenue Project has created a ½ acre urban farm on the West Side.
- Curbside Croft has begun operating a small organic farm on Vermont St on the West Side.
- Buffalo MicroParks has begun scouting and implementing use-specific parcels on neglected land throughout the city.
- RUN Buffalo has landscaped three vacant lots on Sycamore Ave.
- Re-Tree WNY will be implementing a neighborhood tree farm pilot project on three vacant lots.
- Re-Tree WNY provides trees to neighborhood groups, including grassroots gardens, which can be utilized on vacant lots for fruits orchards or other landscape plans.
- KWNBYB provides in-kind resources (I.e. gloves, garbage bags, garbage pick-up coordinated through the CoB) to neighborhood groups through the Great American Clean up.
- Buffalo Niagara Riverkeeper is coordinating green infrastructure solutions stormwater management with the City of Buffalo and the Buffalo Sewer Authority
- CAO environmental justice coalition has started a tree and stevia farm in conjunction with ReTree WNY
- Get the Lead Out of Our Children collaboration is conducting outreach and education to prevent lead exposure in low-income communities

3. What resources are necessary to accomplish this goal?
- public policy to support both temporary and permanent transformation to greenspace
  - access to City-owned land
  - resources for environmental remediation of neglected properties
  - resources for landscaping of neglected properties
  - resources for ongoing maintenance of neglected properties
  - resources for acquisition of permanent green space
  - resources to hire personnel to do vacant lot reclamation
  - public awareness toolkit and campaign

4. What is the impact and effort involved in making this work?

Effort includes:

- developing strategy and timeline for pilot neighborhoods
- increased community engagement
- community leader identification and development
- increased institutional involvement
- identify where a VP reclamation effort can have a substantial, lasting impact, with a particular focus on at-risk neighborhoods and communities of color
- identification of specific projects achieving buy in from council member and city administration
- coordination of existing initiatives

Impact includes:

- more livable and attractive communities
- restored sense of pride
- stabilized property values
- increased recreational opportunities
- increased community health
- decreased littering/ dumping/ nuisances/ rodents
- increase in surrounding property values
- decrease in negative quality of life impacts
- reduction of combined sewage overflows
- decreased exposure to environmental contaminants
- sequestration of carbon
- increased access to healthy foods

5. How would we know if we were accomplishing this goal (milestones)?

- vacant lots will cease to be community liabilities and will be transformed into assets
- people, Institutions, and Green Infrastructure will be better connected

- vacancy rates will stabilize and eventually decline
- housing values in target neighborhoods will stabilize and eventually increase
- neighborhoods will appear more attractive and safer
- crime levels will decrease
- private investment will increase
- decrease incidents of contaminant exposure (i.e., lead poisoning cases)
- decrease number of annual combined sewage overflow discharge events
- decrease in number of communities qualified as food deserts
- attainment of national standards for park acres per person
- number of homes without
- reduction of percentages of obese children in low-income communities
- improved physical, policy, and social service supports for healthy living
- improvement in air quality (RE: carbon sequestration)

# ***Urban Regeneration and Land Use Task Group Meeting Minutes***

**Western New York Environmental Alliance  
CFGB / UDP / ICL  
March 16, 2009**

## **Participants:**

Anthony Armstrong (LISC), Anne Huberman (League of Women Voters), Art Wheaton (WNY Apollo Alliance), Justin Booth (Green Options Buffalo/Re-Tree), David Stebbins (BUDC, ECIDA), Peter Cammarata (BUDC, ECIDA), Teresa Glanowski (Sam Hoyt's office), Don Erb (PLWNY, BOMA), Harvey Albond (Niagara Reg, State Parks Commission), Brandon Erict, Laura Quebral Fulton (CFGB), Taryn Weaver (UDP), Jajean Rose-Burney (UDP) Cara Matteliano (CFGB).

## **AGENDA:**

5. Identify 2-3 measurable action items for each Task Group issue.
6. Review the "Declaration for Action" – the preamble to the Agenda.

## **ACTION ITEMS:**

### **Task Group Issue: Vacant Property Reclamation**

- 1. Gain approval for a City of Buffalo policy that creates clear neighborhood-specific standards for designating vacant property permanent and temporary green spaces.**
  - policies for vacant property reuse need to be reflective market potential and of residents' visions for their community, while unlocking the creative and social possibilities neighbors possess
- 2. Work within two distressed pilot communities to reclaim and repurpose at least 10% of the existing vacant commercial, industrial and residential land.**
  - These actions will have been successful if
    - concentrations of vacant lots are reduced,
    - permanent affordable housing is provided,
    - recreation option and access are improved,
    - jobs are created for residents in vacant property reclamation, and
    - reuses are environmentally and ecologically sensitive.
- 3. Build on these successes to begin to bring efforts to a greater scale**
  - implement parallel policies in three municipalities
  - implement parallel programs in 5 additional communities

### **Task Group Issue: Advancing Public Policy on Building and Zoning Codes**

#### **1. Update municipal zoning and building codes with ‘smart codes’.**

- The City of Buffalo is currently updating its zoning ordinance. An important first step will be selecting a consultant that is knowledgeable about smart codes.
- Progress will be made if 10 other municipalities revise their zoning and building codes with appropriate sustainable codes.

#### **2. Develop regional planning boards.**

- Establish a planning board for Erie County. Niagara County currently has a planning board.
- After the Erie County planning board is established, a regional planning board, comprised of both Erie and Niagara Counties, should be established.

### **OTHER DISCUSSION:**

The task group discussed the importance of promoting and educating people and elected officials about the Framework for Regional Growth.

The Task Group discussed the strategy for developing regional planning boards.

- The group would like to implement an Erie County planning board, and resurrect an Erie Niagara planning board.
- The group decided that the Erie County planning board is an important and necessary step because it provides a framework for public review.

Vacant Property Reclamation discussion included:

- Strategy
  - Remember the larger picture (region)
  - Pick neighborhood as ‘study’ area – in 5 years it will be a model.
- Quantifiable/Tangibles
  - Develop acreage at Industrial/Recreation/Residential levels
  - Reduce vacancy in vacant density/concentrations
  - Focus on parcels/lots.
  - What is the infrastructure investment: streetscape, curbing etc.
  - Spinoff/induced development
  - “green” building materials
- Impacts
  - Jobs for residents.
  - Increases property values and taxes.
  - Crime reduction – although crime may just be pushed somewhere else.
  - Permanent availability of affordable home ownership
  - Increases in environmental, economic and social capital
  - Health, access to food, physical activity.

- Measurables
  - Acreage of reclaimed land.
  - Reduce density concentrations of vacant lots/properties.

# ***Parks and Recreation Task Group Meeting Minutes***

Western New York Environmental Alliance  
CFGB / UPD / ICL  
December 15, 2008

Participating: Thomas Herrera Mischler, Dave Bauer, Brian Dold, Tim Vanini, Tim Fulton, Cara Matteliano, Laura Quebral Fulton, Lynda Schneekloth

## **AGENDA:**

1. Review priority issues related to parks and recreation from Congress One
2. Identify two issues that should be further developed for Congress Two.

## **DISCUSSION:**

Discussion of parameters for selection of priority issues for each Task Group. Criteria for selection to be considered:

- \* *Importance* (because they are urgent, present an immediate opportunity such as current planning and/or legislation, and/or most critical for the region)
- \* *Regional in scope* (have impacts across Erie and Niagara Counties) and would benefit from community wide action
- \* *Include a cross section of interests* (different interests groups can see how this issue is a part of their mission).

ISSUE IDENTIFIED TO BE FURTHER DISCUSSED AT NEXT MEETING

The group assumed that the three major issues from the Congress – maintenance, connectivity and stewardship could be subsumed under stewardship. What follows is a plan for increasing stewardship for the regional parks.

*Stewardship*

**Comprehensive Planning and Inventory of existing resources**

Identify 'green' spaces – designated parks, other greens and potential green spaces

Identify existing recreational opportunities associated with green spaces

Identify 'connections' and look for additional connectivity opportunities

Inventory existing plans and standards

Inventory municipalities, agencies, commissions, non-profits, etc who have regulatory control or interests in green spaces and recreation

Research good models of regional / metro park plans

Research models of standards

**Training and Capacity Building**

Work with people who are interested in preserving and maintaining parks and green spaces; offer training in advocacy, funding, volunteer management and education. Be sure to target young people

**Region-wide Watchdog and Advocacy for Parks,**

Form coalition that consistently attends to parks, greenspace preservation and recreation; provide education on importance. Can use Green Table as one of the mechanisms for this agenda.

**Create Regional Framework for Parks**

Like the Philadelphia Greenspace Alliance, create a structure to pressure for and manage the preparation of a plan, a coalition of park advocates in the region, and provides training and capacity building.

Many issues were discussed and they are listed briefly below:

- Discussion of the relationship between stewardship and maintenance
- Role of education
- Important of connectivity
- How sustain resource into the future
- Possible conflict between parks and recreation... how integrate better. Which parks better serve recreation. How accommodate different forms of recreation – active and

- passive, or structured vs. unstructured?
- Environmental justice issues – WHO has access to parks and who doesn't. This included models such as the London Metropolitan planning effort; Philly Green.
  - Need for coordinated planning such as a MetroPark structure that has worked so well in other places across the country such as Austen, Cleveland, Minneapolis
  - Standards – for recreation and maintenance
  - Building advocacy for parks through training...
  - Adopt a park program that includes education and training for local people
  - Need for inventory of existing resources
  - The lack of a Citizen's Advisory Board or Park Board for WNY
  - Using the Niagara River Greenway as an initial focus/project because it meets many of the agenda.

#### SECOND MEETING AGENDA:

The second meeting of the Parks and Recreation Task Group will further discuss the overall all 'plan' developed by the group to determine where and how to start on this thorough review of the issue. Are there one or two things that might get this started?

# ***Parks and Recreation Task Group Meeting Minutes***

**Western New York Environmental Alliance**

**CFGB / UDP / ICL**

January 13, 2009

Participants: Mary Fisher (Environmental Education Assoc.), Tim Fulton (Community Activist), Brian Dold (BOPC), Thomas Herrera-Mishler (BOPC), Jason McCarthy (Buffalo Micro Parks), Renata Kraft (Buffalo Micro Parks), Tim Vanini (Nichols School / New Dimensions Turf), Adam Hovey (South Park High School), Richard Lippes (Sierra Club), Angela Berti (NYS Parks), Laura Quebral (CFGB), Susannah Barton (UDP), Cara Matteliano (CFGB), Jajeane Rose-Burney (UDP).

## **AGENDA:**

Identify two issues / major priorities to be further developed for Congress Two

## **NOTES / PRIORITIES IDENTIFIED FROM FIRST MEETING**

1. Stewardship
2. Training and Capacity Building
3. Region-wide Watchdog and Advocacy for parks
4. Create regional framework for parks

## **DISCUSSION:**

1. Regional Park Plan
  - a. Comprehensive
  - b. Recreation
  - c. Connections – greenway
  - d. Economic benefits
2. Parks Advocacy Strategy
  - a. Funding (!) – preserve funding
  - b. Raise awareness – continual sale
  - c. Learn from and link to national parks group (Trust for Public Land)
  - d. City/County agreement and funding
  - e. Organize “Garden Park” initiative (example: NYC - parks maintained in local neighborhoods; also similar program in Philadelphia – worked with neighborhood groups to teach them to be effective leaders/advocates/fundraisers for their local parks)
    - i. Park Advocacy Groups - focus on individual groups/users – tennis groups, baseball teams – get business/corporate sponsorship support in order to conserve areas for such use; a bottom up / grass roots approach to support for the parks; get the

different user groups coordinated and help them become more effective in advocating for their specific park (contact state legislators, etc)

**Questions To Be Answered by Task Group (preparation for Congress Two):**

11. What do you think needs to be done to make progress (with the regional park plan)?
  - Include in Erie/Niagara Counties in the State of the Environment Report (Regional Institute)
    - City of Buffalo Environmental Management Commission
  
12. Who is working on it now and what are they doing (non-for-profits, government, citizens, others)?
  - Review process: DEC, Erie County Parks Master Plan, Greenway Plan, all municipal master plans have a parks/recreation component; RiverKeeper (focuses mainly on the greenway projects)
  
13. What resources are necessary to accomplish this goal?
  - Need a CHAMPION
  - Funding - comes from government and foundations (very small amount comes from private donations); should we try to tap into national/institutional funding sources (Tim's examples)?
  - Need political resources – mayor, county executive; POLITICAL WILL
  - Students
  
14. What is the impact and effort involved in making this work?
  - Competition for limited resources
  - High effort, but foundation for big/great things in the future
  - Link to State Parks and tourism base in Niagara Falls; “Green Tourism”
  
15. How would we know if we were accomplishing this goal (milestones)? [This can feed the advocacy group/portion of this task group]
  - Increased funding
  - Improved maintenance
  - Cross advocacy with other groups
  - More community focus on parks (people don't know where to go/how to help with their parks) / greater awareness
    - Easier access to information about parks
    - More volunteers
    - Apathy overcome
  - Better understanding of existing resources in the region
  - Ease of access to information / database
  - Better decisions – ID needs
  - Support park advocates

# ***Parks and Recreation Task Group Meeting Minutes***

Western New York Environmental Alliance

CFGB/UDP/ICL

March 11, 2009

## **Participants:**

## **AGENDA:**

7. Identify 2-3 measurable action items for each Task Group issue.
8. Review the "Declaration for Action" – the preamble to the Agenda.

## **ACTION ITEMS:**

### **Task Group Issue: Regional Plan for Parks**

- 1. Form a group whose responsibility is to develop the regional plan for parks.**
  - This group can be a continuation of the Task Group.
  - The group will be responsible for defining the scope of the plan, and determining the steps that need to be taken to complete the plan.
  - It may be beneficial to have representatives from some municipalities on the group.
  - The ultimate goal of the plan will be to improve park stewardship and connectivity.
- 2. Seek funding for the regional plan for parks.**
  - The group responsible for developing the plan proposal will need to seek funding in order to implement a regional park planning process, including an implementation strategy.

### **Task Group Issue: Park Advocacy Strategy**

- 1. Develop an argument for the economic impacts of parks.**
  - The Task Group discussed the importance of making municipalities and elected officials understand the economic benefits of an improved parks and recreational system.
  - Funding for parks can be more easily maintained or increased if their positive economic "returns" are understood.
- 2. Actively participate in the WNY Green Table:** The Green Table will be a virtual portal for communication and advocacy being developed by the CFGB.
  - The Task Group will participate in developing the Green Table, and once developed, use it as a tool for communication, education, organizing, and a library for information

- Alerts: A coalition of watchdogs and advocates can use the Green Table to mobilize organizations and municipalities for specific incidents or events – strategic and not overused.

**3. Report Card:** The Task Group discussed the idea of creating a “report card” on municipalities, grading how they are handling their obligations of maintenance and funding.

#### **OTHER DISCUSSION:**

The group decided that “region” can be defined by Erie and Niagara Counties. Other ways to define region discussed were:

- Western New York – 8 Counties
- Niagara River Watershed
- Niagara River Greenway
- Erie and Niagara Counties

The group decided that the followup task group would generate a definition of ‘what’ is to be included in the regional plan as a park can include many different types of greenspaces:

- State/County/Municipal Parks
- Private Parks
- Nature Preserves
- Trails
- Informal greenspaces?

A database/inventory should be created to “map out” park and recreation resources in the area.

- The Natural Places brochure contains a good inventory of greenspaces in Erie County. A Niagara County version would be helpful.
- The Erie and Niagara County Environmental Management Commissions may be a good resource as they are initiating an inventory of resources in keeping with their charter.

The group decided to e-mail each other any changes that they wanted to the Declaration for Action.

## **Waste, Water and Pollution Prevention Meeting Minutes**

Western New York Environmental Alliance

CFGB / UDP / ICL

December 11, 2008

Participating: Rosa Gonzales, Larry Brooks, Andy Goldstein, Joanne Hameister, Laura Quebral Fulton, Cara Matteliano, Lynda Schneekloth

### AGENDA:

1. Review priority issues related to waste and pollution from Congress One
2. Identify two issues that should be further developed for Congress Two.

### DISCUSSION:

Discussion of parameters for selection of priority issues for each Task Group. Criteria for selection to be considered:

*\*Timeliness/Importance* (because they are urgent, present an immediate opportunity such as current planning and/or legislation, and/or most critical for the region)

*\*Regional in scope* (have impacts across Erie and Niagara Counties) and would benefit from community wide action

*\*Include a cross section of interests* (different interests groups can see how this issue is a part of their mission).

### TWO ISSUES IDENTIFIED

1. **Remediation and Clean-up of Toxic and Hazardous Waste Sites.** WNY has a legacy of seriously contaminated sites to include West Valley, LOOW, North Tonawanda, CWM and perhaps others that need a community wide effort to demand remediation and/or removal of waste. These sites effect or potentially have impacts on air, water, land, habitat, health, and almost any environmental issue.
2. **Protection of Water Quality.** This includes long term pollution such as sediment that needs to be remediated, new storm water management strategies, elimination of combined sewer overflows, air deposition, and other sources of contamination in the waters.

These issues emerged after a long discussion about many issues to include those identified by the Task Group and overall members of the Task Group at Congress One (See Note). Two other issues emerged as very important and are put on the list for future consideration.

**Solid Waste and Recycling:** A combination of first, current opportunities / projects and second, the increasing importance of recycling for carbon reduction, soil generation through composting, better use of resources resulting in waste reduction and so on brought this issue forward. The issues are regional,

require program implementation, environmental education and possibly new legislation (e.g., bottle bill) and policies.

***Recommendation to Capacity Group – Communication Structure:*** The second issue that was deemed extraordinarily important and crossed all task groups, is the need for a communication channel among groups to accommodate the ‘distributed experts’ we have in our region among various groups, to facilitate multi-sector issues, and to support other environmental groups at critical moments of advocacy. We need an *“ad hoc issue based resource mobilization mechanism”* and ask that the capacity group take this issue into their discussions.

#### SECOND MEETING AGENDA:

The second meeting of the Waste Task Group will address the two priorities in more depth and prepare for Congress Two. Issues for ‘homework’ and the next meeting include:

1. What do you think needs to be done to make progress?
2. Who is working on this issue now and what are they doing? (Not-for-profits, gov’t, citizens, others?) What other groups might be involved and/or supportive?
3. What resources are necessary to accomplish this goal?
4. What is the impact and effort involved in doing this work?
5. How would we know if we were accomplishing this goal (milestones)?

Note: The list from the Congress included: Air Quality; Environmental education; Lead Hazards; Process to ensure remediation of identified problems; Water Preservation; West Valley nuclear waste clean-up.

# ***Waste, Water and Pollution Prevention Task Group Meeting Minutes***

**Western New York Environmental Alliance  
CFGB / UDP / ICL  
January 22, 2009**

Participants: Jajeen Rose-Burney (UDP), Joanne Hangster (CWVNW), Judy Einach (CWVNW), Diane Hofner (CROP), Laura Quebral Fulton (CFGB), Cara Matteliano (CGFB).

## **AGENDA:**

Identify two issues / major priorities to be further developed for Congress Two

## **NOTES / PRIORITIES IDENTIFIED FROM FIRST MEETING:**

3. Remediation and Clean-up of Toxic and Hazardous Waste Sites. WNY has a legacy of seriously contaminated sites to include West Valley, LOOW, North Tonawanda, CWM and perhaps others that need a community wide effort to demand remediation and/or removal of waste. These sites effect or potentially have impacts on air, water, land, habitat, health, and almost any environmental issue.
4. Protection of Water Quality. This includes long term pollution such as sediment that needs to be remediated, new storm water management strategies, elimination of combined sewer overflows, air deposition, and other sources of contamination in the waters.

## **DISCUSSION:**

1. Several things need to happen in next 5 years
  - a. Change in policy to make/prevent things from happening
  - b. Communication between working organizations and the public
  - c. Engagement of the youth.
  - d. Environment literacy and advocacy.
  - e. Build an "advocacy engine."
2. Lawsuits and legal battle challenges
  - a. Funding (!) Unfortunately, lawsuits are sometimes necessary to force regulators to enforce existing laws. How to fight lawsuits with limited funding, strategy?
3. Coal ash
  - a. Coal ash is a water contaminant and is being used on roadways in Chautauqua County.

## **QUESTIONS TO BE ANSWERED BY TASK GROUP (PREPARATION FOR CONGRESS TWO):**

**Topic: Remediation/Cleanup of Toxic/Hazardous Waste Sites**

16. What do you think needs to be done to make progress?
- Environmental justice. Face reality that WNY is sacrificed as a nuclear waste dump.
  - New approach from govt. needed towards clean environment.
  - Communicate with highest levels of elected officials and the public. Change in public opinion must be brought about. Power in numbers. Scare people towards listening!
  - Environment to become a part of all decision making processes.
  - Find the right message.
  - Join with other agencies for a greater unified voice on a common platform. Can't operate in vacuum. Network with other agencies on environment.
  - Education of the public. Must be a shift from the 'it does no harm' attitude. Engage children and schools.
  - In all cases, lawsuits must be considered as an effective tool to force agencies to enforce regulations.
17. Who is working on it now and what are they doing (non-for-profits, government, citizens, others)?
- Coalition for West Valley Nuclear Waste.
  - Concerned Citizens of Cattaraugus County.
  - F.A.C.T.S (Tonawanda group)
  - CROP Plus
  - Residents for Responsible Government.
  - Citizens Group of Lowe.
  - Friends of Zoar Valley.
  - West Valley Citizen Task Force.
  - Seneca Nation for Citizen Task Force.
18. What resources are necessary to accomplish this goal?
- An United Message with ability to advocate
  - Personal Energy and co-ordination with others.
  - Media attention – Newsletter or E-letter, Internet Blog to reach a broader audience.
  - Visibility.
  - Funding required.
19. What is the impact and effort involved in making this work?
- Coalition of groups with interesting experiences to talk about.
  - Ad council project (?) Make us feel stronger by a greater presence. PR issue.
  - Reach out to young people
  - Stimulus package – Cleanup will create \$10 billion and 20,000 jobs over 10 years.
20. How would we know if we were accomplishing this goal (milestones)?
- No new waste must be created.
  - Increase public understanding on the issue.
  - Agency monitoring (attention increase)
  - Enforcement by government.
  - Unified Voice.

**Topic: Protection of Water Quality**

*Questions regarding this topic will be completed before Congress 2.*

1. What do you think needs to be done to make progress?
  - Lake Erie to be tested by DEC at 2010. Other water bodies like the Van Bruner Bay Creek to be also tested.
  - Environmental education – natural Resource and Habitat.

# ***Waste, Water & Pollution Prevention Task Group Meeting Minutes***

**Western New York Environmental Alliance  
CFGB / UDP / ICL  
March 12, 2009**

## **Participants:**

Nate Drag (Great Lakes United), Joanne Hameister (Coalition on West Valley Nuclear Wastes), Rosa Gonzalez (ECC, RGonzalez Consulting inc.), Terry Thompson (Curb Appeal Property Services), Deborah Robbins (Rubber Form Recycled Products), Diane Hofner (Crop-plus), Andrew Goldstein (Erie County/City of Buffalo Recycling), Vicki Haas (Erie County DEP), Judy Einach (Coalition on West Valley Nuclear Wastes), Katy Duggan-Haas (UGBN/Resource Recycling Systems), Harvey Albond (Niagara Reg, State Parks Commission), Taryn Weaver (UDP), Jajeane Rose-Burney (UDP), Laura Quebral Fulton (CFGB), Cara Matteliano (CGFB).

## **AGENDA:**

9. Identify 2-3 measurable action items for each Task Group issue.
10. Review the "Declaration for Action" – the preamble to the Agenda.

## **ACTION ITEMS:**

### **Task Group Issue: Remediation/Cleanup of Toxic/Hazardous Waste Sites**

- 4. Establish a network of organizations and advocacy groups.**
  - This network of groups can improve communications amongst groups, and help organizing and advocacy efforts.
  - The group will have to find a coordinator; someone whose responsibility is to organize the group going forward.
  - The group may become a political action group.
  - The group will aim to prevent any new toxic or hazardous waste from being brought into the region. This is a measurable outcome of the group's efforts. Another less attainable goal of the group is to prevent the creation of any new waste.
  
- 5. Participate in the Development of the WNY Green Table and use it once created.**
  - The group can participate in the development of the Green Table; a virtual portal for communication and advocacy being developed by the CFGB.
  - Develop a "Minute Man" network through the Green Table. This network can announce Green Alerts, and mobilize people and organizations around urgent issues. This can include announcements of public meetings and comment periods.
  - Gather pledges for recycling household waste on the Green Table. The effectiveness of this goal can be measured by the number of pledges and the regional recycling rates.

### **Task Group Issue: Protection of Water Quality**

The Task Group decided that there are individual and collective actions that can be taken. Individual actions can include using rain barrels, rain gardens, green roofs, and other things people can do at their own homes or businesses. Collective actions can include improved stormwater treatment, eliminating CSOs, and other governmental actions.

The group also decided that water quality can be addressed in each of the other Task Group issues.

#### **OTHER DISCUSSION:**

The Task Group discussed the difference between actions that individuals can take to protect our common “Spaceship Earth”, and actions that will require political support and are unique to Western New York.

#### Personal Responsibilities

- Stop using plastic bags/ Styrofoam.
- Household hazards—cleaning products.
- Recycle - Defend public recycling in the face of budget cuts. Buy recycled products.
- Reduce water usage.

#### Unique to WNY

- West Valley, Lake Ontario Ordinance Works, Chemical Waste Management.
- EDUCATION!!! - Easy and simple; visuals, examples and literature. Research the link between legacy waste and water quality.
- The importance of water and its conservation should be a focus of education.
- Toxics are being brought into Western New York – Goals can include no new waste brought in, and no new waste produced. Create high costs for bringing in new waste - create a non-feasible economic standard. Corporate impact fees can be used to sustain advocacy efforts.
- Coal ash is used as a cheap replacement for rock salt.
- The economic impacts of waste and pollution should be studied.
- Monitoring of waste sites and potential contamination should be strengthened.

#### Public involvement can be increased.

- Get people to public comment meetings through education and awareness.
- Regulations can be deciphered to be made more accessible.
- Alerts can be sent through text messages, emails, etc.
- Communication techniques can be improved with new technologies.

The group decided to e-mail each other any changes that they wanted to the Declaration for Action.

# ***Strengthening Environmental Organizations Meeting Minutes***

**Western New York Environmental Alliance  
CFGB / UDP / ICL  
January 6, 2009**

Participants: Laura Quebral (CFGB), Cara Matteliano (CFGB), Charlotte Young (ICL), Susannah Barton (UDP), Katy Dugaan-Hass, Bill Nowak (Wind Action Group)

## **AGENDA:**

21. Review on-line survey responses regarding capacity needs
22. Clarify and summarize capacity needs
23. Identify steps for going forward – Congress Two and Congress Three

## **DISCUSSION:**

The following is a summary of the capacity issues discussed by the task group; the discussion items include issues raised, as well as opportunities for improving capacity within the WNY environmental community.

1. Training – existing issues with staff/volunteer capacity to adequately and effectively utilize information and databases
2. Time – many organizations have limited time, therefore do not engage in efficiency improvements because of time limitations
  - a. Katy mentioned the possibility of a shared resource, a person, in order to help with the time and efficiency issues
  - b. Another possible solution mentioned was a shared website or software for event registration, etc.
3. Education – the need for a clearinghouse for all information; share with community
4. Calendar – a WNY environmental calendar for the public to access
5. Marketing – collective marketing for the environmental community
6. Visitors' Center – a center for environmental information, similar to visitor centers on thruway
7. Professional Grant Writer – a real need; potential to share among the whole environmental community; potential for a training session by a professional
8. Public Awareness – a real issue, need to raise public awareness in order to gain support
9. Media Book – a book of contact information/who to call for all organizations; geared toward the media, to ensure the voices of the appropriate groups are represented appropriately in media stories
10. Volunteer Pool – example: Cape Cod Center for Sustainability; this group has a website where interested individuals can sign up for volunteer opportunities, creates a pool of potential volunteers
11. Program Evaluation Tools – organizations need tools to effectively manage their programs, to collect data to ensure/prove programs are successful

**Ideas for Building Capacity:**

1. Share a person (example: fund-raiser, grant writer)
2. Matching funding from Foundation
3. Workshops
4. On-Line resources

**Moving Forward:**

1. Equal Representation – in order to move forward and engage as many groups as possible, we must ensure equal participation and representation for all groups, despite organization size or funding; there must be ground rules from the beginning in order to ensure all interests are met; these are important values that we must adhere to
2. Environmental Day – a day for the public, build awareness, coordinate all organizations to bring ideas together and present to the public
3. Taking the capacity issues back to the larger group (Congress Two) – share list of on-line issues presented (CFGB), as well as the sample list of potential ideas for capacity building (ICL)
  - a. Ask organizations to look at these lists and identify 1-5 top needs
  - b. Provide the larger group with this information before Congress Two
  - c. Poll organizations – require a completed poll as entry to Congress Two

# ***Strengthening Environmental Organizations Task Group Meeting Minutes***

**Western New York Environmental Alliance**  
**CFGB / UDP / ICL**  
February 24, 2009

Participants: Laura Quebral (CFGB), Cara Matteliano (CFGB), Charlotte Young (ICL), Jajeon Rose-Burney (UDP), John Dudek, Dave Bauer, Karen Wallace, Tom Hersey, Kerri Bentkowski, Brenda Young, Dave Bradley, Zoe Lavetelli, Brian Dold, Anthony Armstrong, Bill Hudson, Justin Booth, Cheryl Bird, Kevin Connors, Thomas Herrera-Mishler, Ed Hogle, Gail Plato

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## **Agenda Item: Introduction**

### **Discussion and Conclusions:**

Cara Matteliano from the Community Foundation for Greater Buffalo introduced the capacity task group meeting. Charlotte Young from the Institute for Conservation Leadership gave a presentation on working cooperatively and facilitated the discussion.

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## **On-Line Survey Results**

### **Discussion and Conclusions:**

The Urban Design Project conducted an on-line survey of WNY environmental organizations. The survey was sent to over 170 organizations, and completed by 50. Below is summary of the results of capacity related responses.

*Organizational Needs:* Most organizations (82%) reported capacity needs with many identifying several key areas such as fundraising (49%), staff (43%), grant writing (38%) computing/printing (30%), administrative assistance (30%), training and education (30%). Greatest needs overall are staffing and funding.

*Staff Capacity:* Most organizations rely on Boards and Volunteers with only 38% having full-time staff and 35% having part-time staff.

*Financial Capacity:* Most organizations have small budgets with 57% of organizations having budgets under \$50,000 and 33% having budgets over \$200,000.

*Partnerships and Coalitions:* Most organizations (68%) reported sharing resources now, with an emphasis on computing/printing, communication, and training and education (all at 39%).

*Potential to Share Resources:* Fewer organizations reported having the capacity to share resources with 25% proposing training/education and 19% proposing computer/printing.

*Overlap with Other Organizations:* 53% reported no overlap; 36% reported some overlap; 11% did not know.

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## Presentation – Working Cooperatively

### Discussion and Conclusions:

Below is a summary of Charlotte Young's presentation on working cooperatively.

Peter Block's questions:

- How valuable an experience do you plan to have over the next few hours?
- How active and engaged do you plan to be?
- How much do you care about the quality of the experience of your fellow participants?
- How much risk and vulnerability are you up for?

Working Together

- Form of speaking/ listening
  - Share “airtime” and participate within time frames allocated by facilitator
  - Do not interrupt, unless we can't hear
  - “Pass” or “pass for now” if we are not willing or ready to say something
  - Turn off cell phones and beepers
- Spirit of speaking and listening
  - Speak for ourselves only; let others speak for themselves
  - Do not criticize the views of others or try to persuade them or refute their views
  - Ask questions for curiosity and to learn more
  - Listen with resilience – “hang in” when we hear something hard to hear

How do you define capacity?

- Capacity building also known as:
  - management assistance
  - organizational development
  - nonprofit infrastructure development
  - technical assistance
  - leadership development
  - institutional strengthening

Capacity Needs

- Consider the following “levels”
  - Individual (you)
  - Your own organization
  - Greater environmental community

Categories of Organizational Capacity

- Vision and planning
- Programs and campaigns
- Staff
- Communications and partners
- Fundraising and resources

- Board (operation)
  - Budgeting, accounting and reporting
  - Members, volunteers, interns
- 

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## **Conversation Café**

### **Discussion and Conclusions:**

Charlotte Young facilitated a “conversation café”. The participants instructions were to determine what are most 2 important categories for:

- You (individually)
- Your organization
- Working together in Western NY

There were three rounds of conversation.

- One person “hosts” conversation and stays to summarize for next round.
- All others move to next round.
- “Host” summarizes the 3 rounds in larger group at the end.

Each of the three hosts reported back the results of the conversations. The summaries of the most important categories of organizational capacity needs are below:

Thomas Herrera-Mishler:

1. You; additional staff to help free leadership to do other work, improved communication ability (digital and personal), improved management skills, and conflict resolution / negotiating.
2. Your Organization; business statement / strategic plan, alliances, buy in from agencies / officials / and diverse populations, sustainable funding sources, and improved capital campaigns.
3. WNY; shared resources, back office support, a collaborative agenda, external communication tools, diversified funding sources, and more volunteers.

Kerri Bentkowski:

1. You; a more manageable workload, and information technology expertise.
2. Your Organization; a strategic vision and planning, systematic volunteer recruitment, increased staffing, more funding, increased collaboration / resource sharing, outreach, and improved internal communication.
3. WNY; support from government officials, communication strategies, alliances, strategy for programming, a vision that leverages government action, and priorities without exclusion.

Dave Bauer: This group discussed priorities related to Working together in Western NY.

1. WNY; a vision, specific and targeted programs, alliances and cooperation, one voice to take to voters, shared resources and actual physical closeness between organizations, eliminate
-

personal baggage, cooperate, increase green jobs / green policy, and leadership without ego.

The synthesis of the discussions highlighted the following priorities:

- Focus on planning / vision – everything else will be enhanced.
  - Sharing resources.
  - Working collaboratively.
  - Communication, internal and external, inclusion.
  - Demonstrate success and evaluate results.
- 

**Action items**

Send the CFGB models of cooperation

**Person responsible**

Meeting participants

**Deadline**

ASAP

# *All Task Group Meeting Minutes*

**Western New York Environmental Alliance**

**CFGB / UDP / ICL**

May 6, 2009

## **Participants:**

Angela Knisley / Sierra Club-Niagara, Jessie Hersher / Urban Design Project, Jajeon Rose-Burney / Urban Design Project, Rick Stockton / Community Foundation for Greater Buffalo, Joanna Panasiewicz / Erie County Department of Environment & Planning, Vicki Haas / Erie County Department of Environment & Planning, Cara Matteliano / Community Foundation for Greater Buffalo, Laura Quebral Fulton / Community Foundation for Greater Buffalo, David Bradley / Wind Action Group, David Spiering / Tiff Nature Preserve and Buffalo Museum of Science, Kelly Dixon / Center for Transportation Excellence, Katy Duggan-Haas / UGBN and Resource Recycling Systems, David Bauer / Sustainable Earth Solutions, Brian Dold / Buffalo Olmstead Parks Conservancy, George R. Grasser / Partners for a Livable Western New York, Terry Yonker / Buffalo Ornithological Society, David Stebbins / Buffalo Urban Development Corp and Economic Development Corporation for Erie County, Kofi Fynn-Atkins / U.S. Fish and Wildlife Service, Peter Cammarata / Buffalo Urban Development Corp and Economic Development Corporation for Erie County, Kerri Bentkowski / Buffalo Niagara Riverkeeper, Don Erb / Greater Buffalo Building Owners & Managers and Partners for a Livable Western New York, Joanne Hameister / Coalition on West Valley Nuclear Wastes, Lynn Vallone / LOWUB/N, Aliesa Adelman / Global Vision Consulting, Bob Gibson / Ecology & Environment, Diane Hofner / Crop-Plus, Aaron Gilbee, Rebekah Williams / Community Foundation for Greater Buffalo, Rosa Gonzalez / Erie Community College and R. Gonzalez Consulting, Cheryl Bird / CSCCE at Daemen College, Richard Lippes / Sierra Club, Riverkeeper, Art Wheaton / Cornell ILR and WNY Apollo Alliance, Linda Hardie / NYS Energy Research and Development Authority

## ***Agenda***

1. Congress Three Overview
2. Adjustments to Task Group Issues, Actions, and Measures
3. WNYEA "Our Shared Agenda for Action" – Goals and Objectives
4. Next Steps
  - a. June 10 - Green Table development meeting with the Knight Foundation
  - b. June 16 – WNYEA Agenda Launch
  - c. Implementing the Agenda – Continuing collaborative work

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### **Agenda Item: Congress Three Overview**

#### **Discussion and Conclusions:**

The consultants presented an overview of the findings from Congress Three. Information presented included:

- Review of the Congress Three agenda and presentations
  - Summary of audience evaluations of the Congress and Task Group work.
  - Summary of responses to the proposal to formalize the Alliance:
-

- Attendees expected to gain access to partnerships, participate in education for public and youth, help with implementation of specific projects and increased capacity.
- Attendees offered to contribute knowledge, resources and people to the WNYEA.

All detailed information will be provided in the Congress Three Progress Report, as well as the final report.

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## **Agenda Item: Adjustments to Task Group Issues, Actions and Measures**

### **Discussion and Conclusions:**

A table was provided to all meeting attendees for review. The table included the original language used to describe the Task Group issues, actions and quantifiable measures, as well as the changes made based on the feedback provided from the Congress. Task Group members were asked to review and comment. Comments by Task Group:

#### Energy/Climate Change:

- Would like to see a quantifiable measure about increased amount of sustainable energy used (and reduction in traditional energy use).
- Would like to see information added to the actions that includes transportation.
- If appropriate, add a quantifiable measure to number of jobs created in the WNY region.

#### Habitat /Natural Resources:

- Comments were made about linking the action item concerning environmental education across Task Groups, and rephrasing the action item to be more specific to habitat and invasive species education.

#### Parks and Recreation:

- No comments

#### Waste, Pollution Prevention and Water

- No comments

#### Urban Regeneration and Land Use

- There was an issue with the word choice in action item 1 – change "vacant land" to something that encompasses opportunities for vacant, abandoned or underused properties. Properties can include buildings.
- Participants suggested leaving the vacant property reclamation action more flexible.
- For the second quantifiable measure for Issue #2, there was concern that the phrase "number of planning decisions made with regional consideration" was too vague.

#### Strengthen Environmental Organizations Individually and Collectively

- Participants suggested linking to broader education goals of the entire alliance.
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## Agenda Item: Our Shared Agenda for Action – Goals and Objectives

### Discussion and Conclusions:

The CFGB presented the overall Goal and objectives of the final “Agenda”. Participants were asked:

- Is your work reflected in the language?
- Are any changes and/or additions needed?

Below are Task Group members comments on the goal and objectives:

#### 1. Demonstrate the Preservation and Restoration of the Region's Natural Assets through Collaborative Projects (*Tangible Projects*)

- Objective A: Add language about reducing the region's energy use; also incorporate transportation.
- Objective D: Include language encouraging stewardship in the youth population; providing resources and training for educators; connecting K-12 educators with all opportunities and organizations – possibly through the creation of a regional clearinghouse.

#### 2. Mobilize the Public and Policymakers to Improve the Environment (*Advocacy*)

- Objective A: Add Regional Planning to the issues included.

#### 3. Strengthen Environmental Organizations (*Capacity to do this work*)

- Objective E: There are proposals to create a sustainability center in South Buffalo BOA.

Some general comments made about necessary issues of the environment that the Alliance should take on:

- Transportation: Reductions in Vehicle Miles Traveled (VMT) by promoting urban infill projects with mixed use developments.
- Food and agriculture: Urban farming can be an important part of communities and the economy.
- Youth: “Create opportunities to empower youth to act as tomorrow’s regional environmental leaders.”

### Action items

Creation of a Working Group that includes the Steering Committee and interested Task Group leaders to start working on the next steps for

### Person responsible

UDP and CFGB will set up the meeting and contact those who volunteered to be a part of this

### Deadline

May 2009

Agenda item: Upcoming Events

## Discussion and Conclusions:

June 10 – Green Table Development Meeting with the Knight Foundation

- 11:30 AM – 2:00 PM at the CFGB offices. A survey will be sent out prior to the meeting to help guide the conversation

June 16 – WNYEA Agenda Launch

- 4 PM, Location TBD

Implementing the Agenda – Continuing Collaborative Work

One meeting attendee offered a few websites that can assist the Alliance:

Please notice the common themes of the sites. The movement in Buffalo seems to parallel the movements found in Whistler, Seattle, and San Mateo County. There was an effort by a sizable group of individuals who wanted to improve their living space, which includes the natural environment, and within 5 years had developed the organizations behind these web sites.

[http://www.whistler.ca/content/blogcategory/62/208/index.php?option=com\\_content&task=view&id=154&Itemid=203](http://www.whistler.ca/content/blogcategory/62/208/index.php?option=com_content&task=view&id=154&Itemid=203)

[www.sustainabilityhub.net](http://www.sustainabilityhub.net)

<http://www.sustainableseattle.org/>

The groups provide indicators to serve as an objective tool in policy decisions, education and training in green, and serve as a hub for grass roots meeting efforts.

# WNY Environmental Alliance

## [Appendix D – Case Studies on Collaboration]

July 31, 2009



**Community Foundation**  
for Greater Buffalo



**INSTITUTE  
FOR CONSERVATION  
LEADERSHIP**



**The Urban Design Project**

**University at Buffalo** *The State University of New York*



# Table of Contents

<b>WORKING COOPERATIVELY: LEARNING FROM OTHERS.....</b>	<b>D-1</b>
Executive Summary.....	D-1
Introduction .....	D-3
This Project.....	D-3
Shared Resources.....	D-5
Centre for Social Innovation, Toronto .....	D-5
Thoreau Center for Sustainability, New York, San Francisco.....	D-6
Lessons: Shared resources and space.....	D-6
Shared Information.....	D-6
Hamilton Eco-Network, Hamilton ON.....	D-7
Schuylkill Learning Community.....	D-7
Lessons: Shared information.....	D-8
Shared Projects And Campaigns .....	D-9
Green space Alliance of Philadelphia, Philadelphia PA.....	D-9
Highlands Coalition, Bethlehem PA .....	D-9
Lessons: Shared projects and campaigns.....	D-10
Membership And Participation.....	D-10
<i>Figure 1: Three Essential Elements for Effective Participation.....</i>	<i>D-11</i>
People and/or organizations participate in groups when they: .....	D-11
Purpose And Goals.....	D-13
Governing Structure And Process.....	D-14
Operations .....	D-15
Continuing The Momentum.....	D-17
For the Foundation to consider hosting .....	D-17
For organizations collectively.....	D-17
For organizations individually .....	D-18
Potential arrangements for capacity building .....	D-19

Summary .....	D-19
Clarifying Reasons to Cooperate For Your Organization .....	D-20
For Yourself .....	D-21
Sample ground rules .....	D-21
Prototype structural arrangements for cooperative efforts .....	D-23
Group stages .....	D-25
What Happens in the Group .....	D-25
Leadership Tasks and Responsibilities .....	D-25
Form .....	D-25
Decision Options .....	D-27
Models for Capacity Building .....	D-29
<i>Sample -- Principles for Capacity Building Efforts</i> .....	D-29

# Working Cooperatively: Learning from Others<sup>1</sup>

## *Executive Summary*

Effectively protecting our natural resources and preventing pollution requires that we work well together – across organizations, jurisdictional boundaries and academic disciplines. Yet working together well is challenging for most of us. The Community Foundation of Greater Buffalo (CFGB) has identified that working together on environmental issues in western NY as one of its priorities. As a result of this priority, the CFGB has begun a larger project of catalyzing environmental organizations in western NY to work together.

The CFGB hired the Institute for Conservation Leadership to look at lessons of how groups of organizations work together on environmental issues. This document summarizes six case studies of cooperative efforts elsewhere and describes “lessons” from these cases, so that western NY can apply these principles to its situation.<sup>2</sup>

The six cases are:

### Shared space

1. Centre for Social Innovation, Toronto, Ontario
2. Thoreau Centers for Sustainability, Manhattan, NY; San Francisco, CA

### Shared information

3. Hamilton EConet, Hamilton ON
4. Schuylkill Learning Community, Philadelphia PA

### Shared projects and campaigns

5. Green space Alliance (GSA) of Philadelphia, Philadelphia PA
6. Highlands Coalition, Bethlehem, PA

Highlights of lessons from these six cases include:

### ***For sharing space:***

- Encourage diverse sectors to come together

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<sup>1</sup> Prepared by Charlotte Young, with input from Pam Mavrolas and Peter Lane, Institute for Conservation Leadership

<sup>2</sup> Information for these cases was collected from interviews with those involved in the projects/cases, documents about the cases (internet and program documents), and from the Institute for Conservation Leadership’s experience in working with cooperative efforts.

- Offer unstructured space that mixes “utility and whimsy” -- a place to build skills and to hang out

***For sharing information:***

- Hire a person to coordinate and oversee the sharing
- Rotate the host organization (which has fiscal responsibilities)
- Offer non-structured events where people can simply get to know each other
- In terms of projects, go where the energy and enthusiasm are

***For sharing projects and campaigns:***

- Clearly define what it means to be a “member”
- Ask “what is our purpose?” of being together
  - Look at projects or goals which can go faster and farther if involved in a partnership; then develop an action plan
  - Continually re-evaluate why you are together
- Develop rules of operating (e.g., how will you operate differently after membership changes)
  - Address process, feelings and relationships in addition to tasks, even though many people feel it takes time away from “real” work.
  - Carry out periodic debriefs (turning point for one cooperative effort) to being able to address process issues
  - Establish group rituals, for example, start meetings with a moment of silence or a success story

## ***Introduction***

Protecting our natural resources and preventing pollution requires that we work well together – whether it is with our colleagues in our own workplace, or with another department in our organization, or whether it is across jurisdictional boundaries, private property lines, or academic disciplines. Certainly, when we work well together, we can solve problems that one agency, landowner, scientist or group cannot solve alone. On the other hand, when we work together ineffectively, we waste everyone’s time and often tarnish relationships. As environmental issues become increasingly complex, working together effectively becomes more imperative. Yet, few in the environmental field are trained to, or proficient at, working well together.<sup>3</sup>

Groups work together for several reasons, including to:

- Offer products/ services at lower cost
- Provide higher quality product/ services
- Increase political influence and clout
- Expand markets/ constituencies
- Bring together a more diverse constituency
- More easily adjust to changing circumstances
- Obtain and/ or share resources, including people, funds, equipment, information

## ***This project***

The Community Foundation of Greater Buffalo (CFGB) recognized that if environmental groups worked together in Western New York, these groups could better advance regional progress in the region than if these groups worked independently. The CFGB hired the University at Buffalo (UB) and the Institute for Conservation Leadership (ICL) as consultants to jump-start this collective effort, named the Western New York Environmental Alliance (WNYEA).<sup>4</sup> With the help of the consultants, the WNYEA worked cooperatively to establish environmental priorities for the region in the areas of:

- Energy / Climate Change
- Habitat / Natural Resources

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3 See for example: Leigh, J.S. 2008. Declining Relations: Understanding Cross-Sector Partnership Failure. Paper presented at the MOPAN - 15th Annual Conference on Multi-Organizational Partnerships, Alliances and Networks. Boston. June.

4 During its 21-year history, ICL has assisted thousands of environmental and conservation organizations with organizational and leadership development. We have also supported the work of many networks and coalitions, such as the Alliance for National Heritage Areas, Great Lakes United, the Alabama Department of Environmental Management Reform Coalition, the Corps Reform Network, and the Energy Action Coalition. In 2006, ICL published *Working Together: A Toolkit for Cooperative Efforts, Networks, and Coalitions* based on our experience.

- Parks and Recreation
- Waste / Pollution Prevention, and Water
- Urban Regeneration / Land Use
- Strengthening environmental organizations

A Steering Committee met regularly to plan three large participatory sessions for setting priorities (called “Congresses”) and to shape the topics that smaller groups could work on (named “Task Groups”). Organizations throughout the region had the opportunity to participate in any of the three Congresses, or any Task Groups that were of interest. In addition to leading the orchestration of the Congresses and facilitating the Task Groups, UB supported the Steering Committee in providing an inventory of environmental issues and organizations in Niagara and Erie Counties.

The final element of this project was to learn how groups of environmental organizations elsewhere have worked together. ICL led this portion of the project. This report describes the lessons from others that can help Western New York as it strives to work collectively on its environmental issues.<sup>5</sup>

For this project, ICL looked at the following cases:

#### Shared space

1. Centre for Social Innovation, Toronto, Ontario
2. Thoreau Centers for Sustainability, Manhattan, NY; San Francisco, CA

#### Shared information

3. Hamilton EConet, Hamilton ON
4. Schuylkill Learning Community, Philadelphia PA

#### Shared projects and campaigns

5. Green space Alliance (GSA) of Philadelphia, Philadelphia PA
6. Highlands Coalition, Bethlehem, PA

Research about these cases involved reviewing websites and organizational documents; and interviewing key stakeholders. The cases were chosen to represent a range of activity and commitment – from sharing space to sharing project work – and a range of organizational structures – from informal networks to coordinated campaigns.

This remainder of document contains the following sections:

- Shared space/resources
- Shared information
- Shared campaigns and projects
  - Membership – who to include
  - Purpose – why are we working together
  - Structure and organization – structure, boards, steering committees
  - On-going operations – group process, leading cooperatively, mechanics

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<sup>5</sup>The term “cooperative effort” is used as an umbrella to include a variety of approaches and structures for multi-organizational work.

- Supplements
  - Clarifying questions for getting involved
  - Sample ground rules
  - Proto-type organizational structures
  - Group stages
  - Strengths and weaknesses of different ways to build capacity

## ***Shared Resources***

We looked at two case studies where organizations share space and resources:

- Centre for Social Innovation, Toronto, Ontario
- Thoreau Centers for Sustainability, Manhattan, NY; San Francisco, CA

Each is briefly described below, followed by a description of lessons learned regarding sharing space.

### **Centre for Social Innovation, Toronto**

The Centre for Social Innovation is a place where organizations come to share back office resources and is part of a 5 year lease for social mission organizations in downtown Toronto. Individuals, groups and organizations in non-profit, for-profit and public sectors are co-located in a single building.

Equipment, offices, and communal spaces for interaction are shared, and the Centre charges fees based upon the amount of space used. The Centre provides rental space to others beyond tenants for events.

Tenants have access to the following services:

- internet access,
- kitchen facilities,
- security,
- cleaning,
- office equipment, including: photocopier, fax machine, and audio-visual equipment,
- office suites,
- desk spaces, including “hot desk” (part time) spaces,
- meeting rooms,
- common areas,
- visitors’ work space (e.g., a day, a week)

The building was renovated using green design strategies including a green roof. The Centre offers a wide range of “capacity building” on site including informal social mixers, message walls, and formal training sessions.

Source: <http://www.socialinnovation.ca>, accessed October 10, 2008

## **Thoreau Center for Sustainability, New York, San Francisco**

The Thoreau Center for Sustainability is a shared space for non-profit organizations working on social justice, environmental solutions and related areas. The Centers are operated by the Tides Foundation. In Manhattan, the Center provides shared space for 12 organizations and in San Francisco, 150,000 square feet for 60 nonprofits.

The purposes of the Centers are to provide:

- Cost efficiencies and increased efficiency
- Access to new ideas, potential partners and expanded opportunities
- Affordable, high quality work and office spaces for non-profit organizations.
- Access to shared resources such as conference and meeting space, kitchen facilities and technology infrastructure

The Centers offer the following services and features

- Energy-efficient green design, Class A
- Three conference rooms and two pantries
- Distinct lobby and elevator bank
- Great community visibility/profile
- Opportunities for facilitating cross-organizational collaboration
- Educational programs and visual art exhibitions

Source: <http://www.thoreau.org/>; accessed January 29, 2009

### **Lessons: Shared resources and space**

Sharing resources and/or space offers a way for environmental organizations to achieve economies of scale in their operations, and is becoming increasingly more popular. The following lessons were noted:

- Encourage diverse sectors to come together. The co-located synergy fosters interesting projects by looking at new ways of approaching problems (private non-profit; arts, environmental, newcomers, etc.)
- Offer unstructured space that mixes “utility and whimsy”
- Provide a place to build skills and to hang out
- Use as an opportunity to showcase green building practices

### ***Shared information***

We looked at two case studies where organizations share information:

- Hamilton Econet, Hamilton ON
- Schuylkill Learning Community, Philadelphia PA

Each is briefly described below, followed by a description of lessons learned regarding sharing information.

## **Hamilton Eco-Network, Hamilton ON**

Hamilton ECO-net is a network of over 30 non-governmental organizations, governed by a steering committee. Membership is open to any organization in the Hamilton area interested in improving the way information is shared on environmental matters.

The purpose of the network is to foster the work of organizations which are seeking to protect, conserve, restore and promote a clean, healthy, sustainable environment for present and future generations. The Network is based on the following founding principles, listed on its website<sup>6</sup>:

- “nurture, serve and support member groups in building their capacity to achieve their goals.
- respect the autonomy of each member organization within the Network. To this end, member groups will continue to work on their own specific environmental issues.
- focus its efforts in creating opportunities for member groups to work together, to share resources and to engage each other and the community.
- ensure resources, time and energy are focused on the desired outcomes of the collective group and will avoid duplication of existing services, efforts and initiatives within the community.
- set realistic goals and expectations, which are definable and measurable.”

ECO-net provides formal workshops and seminars on organizational improvement and various forums for exchanging ideas. In addition, ECO-net provides a newsletter, web space with weekly updates of upcoming events and a calendar of events. ECO-net also hosts unstructured (no agenda) events such as green drinks and networking breakfasts for people to socialize / chat about issues they care about.

Source: For more information, see <http://www.hamiltoneconet.ca/>

## **Schuylkill Learning Community**

This case study is a hybrid between sharing information and sharing project work.

Schuylkill Learning Community is a network of non-profit organizations, whose work focuses on the Schuylkill River watershed. The Learning Community is bounded by a geographical area that includes coal mining, farming and urban issues.

Schuylkill Learning Community is a funder-initiated learning community where members meet three times per year to learn more about each other's work and the area in which they all work, and to identify and to pursue ways in member organizations can cooperate. An organization becomes a

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<sup>6</sup> <http://www.hamiltoneconet.ca/>, accessed January 9, 2009

member of the Learning Community if they receive funding from a foundation, as a condition of the funding. External facilitators lead much of the convening with the Learning Community.

The Learning Community consists of 20 organizations with no governance structure. Retreat topics, activities, and site visits are based on the interest and needs of Learning Community members. To ensure that learning is as effective as possible, the foundation has requested that the same staff participate consistently.

In addition to learning together, the Learning Community has worked on 20 projects, ranging from outreach to community economic development to water quality to policy. Other projects and activities include shared messaging, policy above and beyond what each individual organization was doing; and mapping of social networks of relationships (where do groups give and get information; where want more access).

## **Lessons: Shared information**

Environmental groups routinely mention how important it is to know what others environmental groups are up to. Those involved in information sharing noted the following “lessons”:

- Hire a person (and secure associated on-going funding) to coordinate and oversee the network, (not much happened once the grant funding was discontinued; overseeing the coordination of the network cannot be someone’s collateral duty)
- Specify the roles and responsibilities of the coordinator
- Rotate the host organization (which has fiscal responsibilities)
- Develop a cooperative philosophy (on-going dialogue required about what each organization brings to the collective and what each organization/ person receives from the collective)
- Offer non-structured events where people can simply get to know each other without a set of tasks to accomplish as getting to know each other are essential elements of building trust. These non-structured activities can be in addition to more structured activities.
- Encourage members of a leadership/ steering committee to assess their personal and professional situation to ensure they can be highly committed over the duration of their “term”(3 years)
- Clarify core services (For Hamilton ECO-net, these services consisted of a newsletter, web presence, professional development sessions for members) and peripheral services. Focus effort on the core services.
- Use technology (e.g., webinars) *after* relationships had been built to: stay informed; do projects together
- In terms of projects, go where the energy and enthusiasm are. For the Schuylkill Learning Community, some projects have been percolating for 2 years and no one wants to take them on.

## ***Shared projects and campaigns***

We looked at two case studies where organizations jointly work on projects and campaigns:

- Greenspace Alliance of Philadelphia, Philadelphia PA
- Highlands Coalition, Bethlehem PA

Each is briefly described below, followed by a description of lessons learned regarding cooperating on projects.

### **Green space Alliance of Philadelphia, Philadelphia PA**

Started in 1992, the Green space Alliance of Philadelphia is a collective of organizations working to protect green space, and to promote and conserve recreational, natural and agricultural open spaces by coordinating efforts, reducing duplication, and offering a strong unified voice. It works in five Southeastern counties of Pennsylvania.

The Alliance includes members from conservancies, land trusts, planning commissions, and the Pennsylvania Environmental Council and Chamber of Commerce. It is headed by a 12-13 member board of directors, largely comprised of the executive directors of the member organizations. The structure of the board includes a chair, co-chair, secretary, treasurer, and committees.

The Alliance began as a project of the Pennsylvania Environmental Council (PEC), and has evolved into its own organization as a 509 A3 Type 1 of the PEC.

### **Highlands Coalition, Bethlehem PA**

The Highlands Coalition is the most complex, organizationally, of the cases examined. The Highlands Coalition is a coalition of coalitions. It is comprised of groups from four states (NJ, NY, CT, PA) working to protect Highlands ecosystem, with nearly 200 organizations involved in some way.<sup>7</sup> These 200 organizations are mostly conservancies and watershed groups, plus county planners; state and federal agencies; regional planning associates, and general members.

The Coalition works to secure federal and state funding for land protection and foster more coordinated approaches to planning for and managing growth.

It is governed by a Board of Directors which meets quarterly. Members pay dues (sliding scale). The Coalition has by-laws for how it operates and uses consensus decision-making.

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<sup>7</sup> Complete list of members is found at: [http://www.highlandscoalition.org/blog/?page\\_id=50](http://www.highlandscoalition.org/blog/?page_id=50).

The structure of the Coalition continues to evolve. The Coalition began as a coalition involving only New Jersey. Later NJ broke apart from the four state group. The Coalition (2008) is now operated with a steering committee as a “project” of Appalachian Mountain Club (AMC) with AMC as the fiscal agent.

## **Lessons: Shared projects and campaigns**

Sharing projects and working cooperatively on campaigns are the most complex sharing arrangements examined. As cooperative efforts got underway, the groups of organizations consistently wrestled with who should be involved (membership and participation), what should be the purpose of the cooperative effort (purpose and goals), and how the cooperative effort might operate (governing structure and process) (Fig 1). This section reports on these three elements, and also offers advice from the above organizations to a group like the WNYEA who are beginning to work cooperatively.

## ***Membership and Participation***

“Do we have the right people at the table or do we have the right members participating?” Is one of the first questions that cooperative efforts asked themselves. As groups get together they must:

- Get acquainted
- Begin to build trust
- Learn why each person is at the table/ in the room

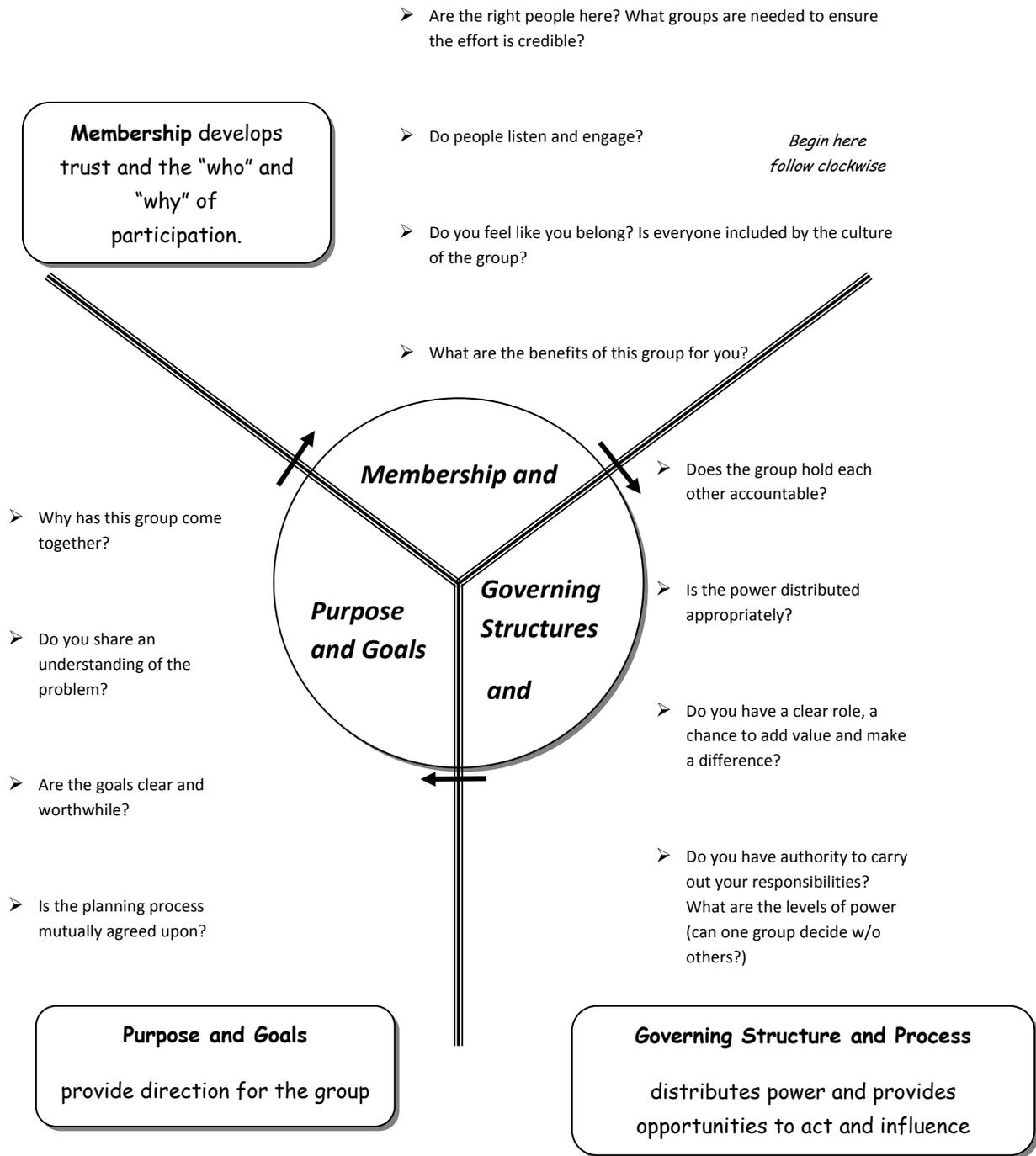
Once the groups have had a chance to get acquainted, they can then move to another level of knowing each other, including:

- Openly discussing each organization’s needs, limits and the priority of this effort to their organization’s mission
- Identifying and engaging other organizations and resources that are needed to achieve the success articulated in earlier sessions together

# Figure 1: Three Essential Elements for Effective Participation#

People and/or organizations participate in groups when they:

- Feel they belong, are valued, able to contribute, receive real benefits and can affect outcomes.
- Work toward goals they understand, believe in and have participated in creating.
- Have clear and appropriate ways to make decisions and carry out the work.
- Have adequate resources to sustain their work.



#Adapted from: Rusmore, B and P. Mavrolas. 2006. *Working Together: A Toolkit for Cooperative Efforts, Networks and Coalitions*. Washington DC: Institute for Conservation Leadership.

Most involved in the above cases did not explicitly look at whether they should be part of the cooperative effort. Rather they often participated because it seemed like a good idea. In hind sight, those interviewed recommended that each organization explicitly examine their reasons for participating in a cooperative effort. Geography and purpose often intersect to influence who should join the cooperative effort. Each organization should consider the following factors when deciding whether it will join a cooperative effort<sup>8</sup>:

- Level of engagement (low to high)
- Importance to the mission (peripheral to strategic)
- Magnitude of resources (small/ low to big)
- Scope of activities (narrow to broad)
- Interaction level (infrequent to intensive)
- Managerial complexity (simple to complex)
- Strategic value (modest to major)

Groups could offer various resources to each other, including:<sup>9</sup>

- access to potential donors
- people power (staff and volunteers)
- information and knowledge
- track record on the issue
- relationships and connections to decision-makers, media or other stakeholders
- local credibility/direct impact

Appendix A offers questions that each organization (and person in that organization) can ask to decide whether to participate in a cooperative effort.

Interviewees for the cases offered the following recommendations as they pertain to membership:

- Clearly define what it means to be a “member” and set standards for participation. One collective required:
  - Attend 4 meetings per year
  - Support the organization publicly and in communications with outside parties
  - Prepare for meetings and participate fully
  - Identify an alternate representative to take your place at meetings or events when you are unavailable

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<sup>8</sup> Austin, J. 2000. *The collaboration challenge*. San Francisco: Jossey Bass.

<sup>9</sup> Adapted from: Rusmore, B and P. Mavrolas. 2006. *Working Together: A Toolkit for Cooperative Efforts, Networks and Coalitions*. Washington DC: Institute for Conservation Leadership.

- Follow up on tasks you have agreed to complete by the deadline, or negotiate a new deadline
- Another collective: Miss 2 meetings, no longer on Board

## *Purpose and Goals*

Coupled with looking at whether the right organizations are participating is looking at why the cooperative effort exists. To make the cooperative effort worthwhile, it must have a compelling reason to bring people together (group members themselves can and should suggest these).

Indeed the first steps in terms of purpose and goals are to:

- Create a rich and common picture of the issue or problem to be worked on cooperatively
- Explore what success looks like
- Clarify the vision and purpose of the cooperative work

After these initial (and important!) purposes and goals have been discussed, the cooperative effort should:

- Begin to discuss the type of structure that will help them accomplish their shared vision and goals
- Learn about the decision-making processes of each participating organization and the authority of each representative to commit and decide
- Discuss which organization/ person brings what resources to the effort

Interviewees consistently noted that the cooperative efforts had to continually ask “what is our purpose?” of being together (versus working on the issues as a single organization). More specifically, interviewees offered the following tips regarding “why are we together”:

- Look at project or goals which can go faster and farther if involved in a partnership; then develop an action plan
- Set priorities by watching, evolving and adapting to external events
- Constantly evaluate how the collective is “added value” to what individual organizations are doing (to save time, effort and competition among individual organizations)
- Be up front when doing strategic planning requirements for collaboration
- Be aware that many groups may have insufficient reasons to join and that the cooperative effort needs on-going discussion about the group as “a collective” wants to do (E.g., the Highlands Coalition has found they need to continually address this topic).
- Continually re-evaluate why you are together. In the case of a Foundation directed cooperative effort, three years into it, some groups are still questioning exactly why they are together. Hence, with outside organizations initiating the efforts (such as foundations), groups tend to disband after the initial support is withdrawn unless the purpose for being together is exceptionally clear, and compelling.
- Have a plan for the work that is regularly reviewed and updated

## *Governing Structure and Process*

As the cooperative efforts began to look at what they might work on (purpose) and which groups might be involved (members), they invariably came up against process issues. Most of those we spoke with did not want to address process, and did so only after coaxing by a facilitator, or after a conflict or crisis. Yet, once they did look at process and how they were going to operate together, their relationships improved and trust increased.

In terms of governing structure and process, initially, a cooperative effort should:

- Realize the potential to work together
- Begin to set ground rules/ operating principles/ ways to work together

Once some of these initial tasks are addressed, the cooperative effort can move to looking at the following activities for their governing structure and process:

- Drafting the goals and desired outcomes for the cooperative effort
- Identifying strategies for reaching goals and outcomes
- Deciding what's on the agenda and what's not. (Where do the groups agree to disagree?)
- Beginning to identify next-step activities and strategies that lead to the development of a specific work plan and timetable

Groups need ground rules or operating agreements for how they: <sup>10</sup>

- Share information;
- Determine what is confidential; what can be shared;
- Adjust their processes for new groups/ participants
- Assign responsibilities for specific elements (e.g., agenda, minutes, framing issues, etc.)
- Have between meeting contact among the groups, and between groups and facilitator (if have one)
- Handle observers
- Deal w/the media
- Develop and figure out the nature of the final "product" (e.g., a report, a press release, new legislation, etc.)
- Reassess and/or terminate the process

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<sup>10</sup> Source: Lewis, M. P. Sheftel, F. Snyder and E. Tonkin. 2001. "Setting the table for complex multi-party commercial mediations and facilitated public policy negotiations." Presentation at the *Association for Conflict Resolution*. Toronto.

The cooperative efforts tended not to address these factors head on. As a result, they then later had to come up with principles or policies and take time away from the task at hand to address them. Appendix B offers some sample ground rules that cooperative efforts have used.

Interviewees offered the following “lessons” about structure and organization of their cooperative efforts:

- Allow 1-2 years to evolve into an appropriate organizational structure. One cooperative effort eventually decided on a 509A3-Type 111 (a supporting organization of another organization to maximize activities they could do, as well as best option for sharing funds). Interviewees from another case noted that it took more than 6 months of working together before the group really “jelled.”
- Look at options for structure (501C3 has lots of reporting requirements and IRS requirements that a 509A3-Type 1 does not) (For example, as GSA became more successful and was attracting more funds, it started to impact the amount of funds the PEC could qualify for, so a new structure was needed).
- Develop rules of operating after membership changes (and as a result Board members change); think about how to plan the succession of leadership when some leaders leave the cooperative effort. (For example, when NJ left the Highlands Coalition, the Board was thrown off balance about how to move forward).
- Examine structures of the collective to make sure the structure is eligible for funding from the sources it expects to tap. For example, organizations are not eligible for funding from Foundations, if not a 501C3.
- Continually update operating agreements/ memoranda of understanding as each time an organization comes or goes, essentially a new cooperative effort is formed, which needs its own principles of operation.

Appendix C offers “prototype” organizational structures that cooperative efforts can consider as they become more formalized. Each case study examined in this report is illustrative of a different organizational prototype.

## *Operations*

The cooperative efforts described above continually revisited the three elements of membership, goals and structure. In addition, once the groups were “up and running” they realized they must continue to be vigilant about their operations, such as deciding how the cooperative effort will decide, work together, learn from past experience and manage power dynamics. Operations can be thought of as an element of “governing structure and process” (Figure 1). Appendix D provides an overview of how groups evolve (Tuckman’s group stages model) and offers ways that groups can make decisions.

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<sup>11</sup> For more information on these types of arrangements see:  
<http://www.irs.gov/charities/article/0,,id=174956,00.html>

People interviewed for the project offered the following tips for effectively working together. These tips are described under the categories of “group process,” “leading cooperatively,” and “mechanics.”

#### Group process:

- Address process, feelings and relationships in addition to tasks, even though many people feel it takes time away from “real” work.
- Carry out periodic debriefs (turning point for one cooperative effort) to being able to address process issues
- Be clear about the process up front
- Establish group rituals: E.g., Start meetings with a moment of silence, or success story
- Hold session early in working together to look at: skills each organization/person brings, what would get you engaged if not engaged in the past, what you hope to get out of the experience
- When working together, regularly schedule “process” activities and skill building about process, as well as task activities (e.g., One Board of Directors did not necessarily know how to decide by consensus, and would have benefited from a short training on how to decide by consensus)
- Level the power differential
  - Talk about power dynamics explicitly
  - Offer sliding scales for dues
  - Move meetings geographically
  - Encourage larger organizations to sponsor a buddy from a smaller organization
- Especially when a funder directs groups to get together, recognize that groups may be hostile to being there, particularly in the beginning when the purpose is ambiguous.

#### Leading cooperatively:

- Set a climate so that all people that are a part of the leadership team are willing to discuss group dynamics
- Hire someone to act as coordinator and keep projects moving forward
- Have at least on person on the leadership team who is really good at process and governance

#### Mechanics:

- Consider events that are away from the office and involve to over-night stays. This type of event works well to build relationships. Important ingredients of the event are to provide guest speaker on content relevant to all; and to offer good food, and a good venue to reward leaders. For one cooperative effort, the third event like this was the tipping point in building relationships. Another ingredient to consider is to invite participants to dinner at local participants’ houses, as part of the overnight events.
- Conduct site tours and bring in experts on issues of importance to the cooperative effort (e.g., working with the media) to re-invigorate and provide a focal point for getting together
- Move meeting locations
- Particularly for smaller, less resourced organizations, consider paying them to participate in the cooperative effort
- Recognize that:

- Some groups will have a high readiness and receptivity for working cooperatively while other groups will not be as ready.
- Issues identified for cooperation will have various levels of “ripeness” from being extremely suitable for cooperation and being strategic, to being the lowest common denominator of common ground amongst groups. Go with the energy and enthusiasm of members to see progress on projects.
- Not all groups will be suitable for cooperating on all issues.
- Each organization of the cooperative effort has its own priorities, which will ultimately be more important than the cooperative’s priorities, unless the individual organization can see how the larger effort fits into its organizational priorities (For example, in the Highlands Coalition, each state has own activities/projects going on, beyond four-state effort to change legislation)

## ***Continuing the momentum***

As the WNYEA moves forward, carrying out several next steps as they relate to cooperative efforts and capacity will help to continue the momentum that has built during the Three Congresses and numerous task group meetings. Next steps are offered in terms of leadership from the CFGB, for organizations collectively and for organizations individually.

### **For the Foundation to consider hosting**

- Convene a regularly-scheduled peer-learning forum where each Task Group can share its best practices with other tasks groups on what’s working, process-wise, in their Task Groups. This forum would also be a place where connections across Task Groups can surface and be nurtured.
- Host a shared-space arrangement, like the Centre for Social Innovation in Toronto, as a place for groups to co-locate offices, meeting spaces, etc. Invite organizations beyond environmental organizations, to co-locate.
- For all organizations which receive project funds from the CFGB, consider requiring some type of participation in a learning community, similar to the Schuylkill Learning Community. (Recognize, however, organizations may well resist this idea, particularly initially – see recommendations from “Sharing Information” “Mechanics” in “Sharing Projects” above for ways to overcome the resistance).
- Address questions emanating from being a funding source, such as:
  - If not all parties share funding, how does the funding formula influence power dynamics? How does it change the dynamics if the cost allocation is kept confidential from the parties? What are creative ways to share costs beyond a per-capita split?
  - What factors might contribute to a phased approach to funding, or examining funding once the process is underway?

### **For organizations collectively**

- Participate in a two day workshop on “Leading Cooperative Efforts”

- Topics for this workshop could include:
  - Working in groups
  - Group decision making
  - Membership and the right organizations
  - Goals and purposes
  - Structures and ways to organize groups of groups
  - Conflict management
  - Leading collaboratively
  - Fit to individual organization (give-get ratio)
- Participate in one or two-day workshops on topics of mutual interest to western NY, such as fundraising and board development.

## For organizations individually

Determine which types of arrangements might work for building capacity (Appendix E describes the strengths and weaknesses of different ways to build capacity.)

- As first priority, offer seminars in
  - How to be an executive director<sup>12</sup>
  - How to raise funds for non-profit organizations
- Conduct a needs assessment on training/capacity building for the region OR Send board and staff leadership teams to an ICL “Benchmarking” workshop to assess organization development priorities and to develop next steps.
- Support participation of leaders and organizations in ICL’s signature intensive programs, such as: The **Complete Fundraiser** is a yearlong program of training and support to help organizations diversify their income, increase revenue, and develop more systematic fundraising throughout the organization. Through three workshops and ongoing coaching

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<sup>12</sup> ICL offers the “**Executive Director Leadership Program.**” Over a nine month period, this program assists Executive Directors in developing the leadership, knowledge, skills, and support needed to:

- Manage organizational change and growth.
- Increase your leadership confidence and capacity.
- Motivate/empower staff and volunteers.
- Integrate Board Members.
- Raise funds and oversee finances.

This program consists of two multi-day workshops, plus a resource book, coaching, and peer network for ongoing support and learning.

and consulting support, participants gain fundraising skills and strategies to help lead their organizations in implementing new fundraising efforts.

High-impact organizations are exceptionally clear about their vision and strategic about the internal and external work needed to achieve it. They align all their systems to focus on one goal: achieving results. **Vision to Impact** is designed to help organizations achieve this impact. The program consists of on-line organizational development tool; a pre-workshop assessment; a 3-day, hands-on workshop, with peer learning, and consulting or coaching tailored to your organization's needs. It also includes: peer network for ongoing support and learning, and telephone coaching.

**Leading from Within** is a five-month program that strengthens your leadership skills and increases your effectiveness as a leader with others, within your organization, and in group settings. The Program offers an exciting blend of workshops, a 360-degree assessment, self-reflection, opportunities to practice new techniques, learning from peers and one-on-one time with a coach to help you increase your leadership awareness and skills.

## Potential arrangements for capacity building

For organizations collectively, or individually, these capacity sessions could be:

- Held in Western NY "class-room" based capacity sessions
- Offered through training grants to attend capacity sessions elsewhere
- Provided on-line, self-paced modules
- Offered as webinars and audio conferences

## Summary

Given the complexity of environmental issues in Western NY, working cooperatively to protect natural resources and prevent pollution makes sense. Yet, despite all the reasons to work across organizations, working cooperatively is challenging and often time consuming. Groups which work cooperatively in regions other than Western NY – whether they are just getting started, or have worked cooperatively for some time -- have found they are continually cycling through three questions:

1. Why are we together and what are we trying to achieve?
2. Who or what organizations should be working together?
3. How should we arrange, organize ourselves? How do we actually operate together?

As the WNYEA continues the momentum of this project, continually asking itself these three questions will provide a foundation for continuing the success begun with this project.

## Clarifying Reasons to Cooperate For Your Organization <sup>13</sup>

1. What about this situation makes sense to work cooperatively for your organization? Reasons to join might include:
  - products/ services offered at lower cost
  - quality product/ services could be higher
  - could more easily adjust to changing circumstances
  - access to resources
  - expanded markets/ constituencies
2. How important is this cooperative effort in helping to achieve your mission? (Consider turf, organizational identity, expanding visibility and expanding membership) Why now?
3. What assets, resources, and time are you able and willing to bring to the cooperative effort? (Consider: people, funds, equipment, information, power and customers). Can your organization commit the time, personnel, etc. to participate effectively? What do you know about effectively working cooperatively?
4. What are the main reasons for **not** joining forces now? If you don't work cooperatively, how might your organization proceed?
5. What are the risks in doing it? What are the risks in not doing it?
  - What level of support can we expect from our major stakeholders and members in this effort?
  - What are the three most important results that we hope to accomplish? By when? What is our bottom line? By when? Should we do it?
  - How else might we support this effort without participating directly?
  - To what degree are the issues that you might be working on fractured, entrenched, polarized, etc.? How might you overcome those situations? Can the issue be framed as w/multiple or divisible stakes?
  - What incentives do other groups have to participate in a cooperative effort on this issue?
6. What would partnering organizations need to know and understand about our group? (e.g., consider how we make decisions, other key commitments and their level of priority, resource limitations, etc.)
7. What do we need partnering organizations **not** to do? (What could other groups do that would break our trust and ability to work together?)

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<sup>13</sup> Sources: Rusmore, B and P. Mavrolas. 2006. *Working Together: A Toolkit for Cooperative Efforts, Networks and Coalitions*. Washington DC: Institute for Conservation Leadership.

Yaffee, S and J Wondolleck. 2001. *Collaboration Skills and Strategies: A Workshop for Environmental Leaders*.

## For Yourself

Answer all or some of these questions in preparing to decide whether your organization should work cooperatively. Discuss openly with other leaders in your organization.

1. What are my personal reasons for participating? (What do I hope to gain or learn?) What about this situation makes sense to work cooperatively for you?
2. What personal concerns do I have entering this cooperative effort?
3. What is my existing relationship with the players at the table?
4. What is my role in representing my organization in this cooperative effort?
5. With whom must I communicate and how can I involve others in my group as I participate in this cooperative effort?
6. What leadership responsibility am I willing (or is my organization allowing me) to assume? What level of decisions can I make without my organization's approval?
7. What leadership strengths and skills do I bring to this effort?
8. Your personal reasons and roles may change over time. Continue to identify what is working well for you by considering: Where am I able to be effective? How might I clarify areas that are confusing or problematic? Who can assist me in doing this?

## Sample ground rules

### Working assumptions

- Everyone has wisdom
- We need everyone's wisdom for the best result
- There are no wrong answers
- The whole is greater than the sum of its parts
- Everyone will hear others and be heard

### Spirit of speaking and listening

- Speak for ourselves only; let others speak for themselves
- Not criticize the views of others or try to persuade them or refute their views
- Ask questions for curiosity and to learn more
- Listen w/resilience – “hang in” when we hear something hard to hear
- Resist judging during brainstorming
- Adhere to “good faith” problem solving

### Form of speaking/ listening

- Share “airtime” and participate within time frames allocated by facilitator
- Do not interrupt, unless we can't hear
- “Pass” or “pass for now” if we are not willing or ready to say something
- Turn off cell phones and beepers

- It's OK to disagree; it is not OK to blame, shame, or attack – self or others

**Confidentiality**

- Media will not be involved with case
- Other than with the group we represent, we will not share the options we have discussed today
- Not attach names to particular comments w/o permission

## 14 Prototype structural arrangements for cooperative efforts

Name	Network	Association	Coordinated Project	Campaign Coalition	Ongoing Partnership
<i>Case Example</i>	<b>Hamilton Eco-Net</b>	<b>Centre for Social Innovation Schuylkill Learning Network</b>	<b>Schuylkill Learning Network</b>	<b>Philadelphia Greenspace Alliance</b>	<b>Highlands Coalition</b>
<i>Purpose</i>	To exchange information on topics of common interest, to coordinate calendars and scheduling, or improve practices.	To provide specific services to organizational members at a cost savings (e.g., legislative support, administrative service, research).	To coordinate work and share resources on a specific issue or program that two or more groups share in common.	To coordinate and mobilize the energies and resources of multiple groups on a single issue (often policy-related) in order to wield larger influence and achieve common goals.	To coordinate, mobilize or create something together that no one partner could do alone through a long-term, formal entity. Can house multiple issues and strategies.
<i>Members and Leadership</i>	All are welcome who share interest and energy. No formal process for entry.	Open to likeminded groups with a similar structure, needs and/or focus, and usually are membership based.	Member groups make a formal decision to work together and create written documents or contacts to describe role, responsibilities and process.	Multiple levels: (1) core member groups with more responsibility and decision-making, and (2) other diverse groups with common interests limited to one issue.	Small number of core members with high buy-in and decision-making, and other more numerous, less engaged member groups and individuals.
<i>Structure</i>	Loose knit, but enough structure to coordinate periodic or even regular interaction.	Likely to evolve into a distinct nonprofit organization.	Steering committees, work groups or task forces representative of the participating organizations are often created to implement the project. No new or formal organization is created.	Multiple levels of engagement with key decision-makers and players from coalition members.	Distinct organization with formal written legal agreements that construct terms of partnership. Partners are clear on what they contribute and how it adds up.

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<sup>14</sup> Source: Rusmore, B and P. Mavrolas. 2006. *Working Together: A Toolkit for Cooperative Efforts, Networks and Coalitions*. Washington DC: Institute for Conservation Leadership.

<b>Name</b>	<b>Network</b>	<b>Association</b>	<b>Coordinated Project</b>	<b>Campaign Coalition</b>	<b>Ongoing Partnership</b>
<i>Case Example</i>	<b>Hamilton Eco-Net</b>	<b>Centre for Social Innovation Schuylkill Learning Network</b>	<b>Schuylkill Learning Network</b>	<b>Philadelphia Greenspace Alliance</b>	<b>Highlands Coalition</b>
<i>Authority and Decision-making</i>	No formal structure. Authority may be given to those organizing the next meeting to set the agenda.	Board of Directors elected by members.	Once higher-ups for the shared work approve the concept and resource allocation, decisions rest with program staff.	Centralized, shared decision-making authority, representative of the key coalition member organizations to react quickly to time sensitive decisions.	Formal board of directors or steering committee representative of key member groups.
<i>Duration</i>	No set time limit.	Many years. Over time, often adds benefits for members.	Short or long term, depending on the complexity and vision of the project.	A specific timetable will be set based on when the issue is over – win or lose.	More permanent, given the long-term nature of creating or building process.
<i>Resources</i>	Cost is relatively low and is shared by those who benefit.	Organizational members pay annual fee that provides core funding.	Fundraising is done by the individual organizations or together as a cooperative group, often depending on the project's duration.	Fundraising is done by the individual organizations or as a mix of cooperative fundraising where every group adds to the "kitty" via dollars or time.	Fundraising is carried out by the joint entity, and often funds are passed along to the core partner groups.
<i>Staffing</i>	Usually volunteer, often rotates.	Often hired staff or consultants who manage specific services or clusters of benefits.	Shared program staff of cooperating organizations, based on expertise and tasks.	Hired or allocated from member groups; accounts to the decision-making body.	Executive and staff employed to carry out the work of the joint venture.
<i>Communication</i>	Flows in all directions between participants.	Flows predominately from staff or consultants of the association to its member groups. In best cases, member groups are regularly asked what they want.	Most active at program staff level. Regular face-to-face and telephone conversations support the coordination.	Frequent communication between key decision-makers, especially during crunch times; ability to communicate quickly and efficiently when strategy requires it.	Assumes a high level of integration and communication of many aspects of program planning, fundraising and implementation.

## Group stages <sup>15</sup>

Phase	What Happens in the Group	Questions of Group Members	Some Observable Behaviors	Leadership Tasks and Responsibilities
<b>Form</b>	<ul style="list-style-type: none"> <li>• Get to know each other.</li> <li>• Make contact and bond.</li> <li>• Determine current level of trust.</li> <li>• Communicate needs (personal and organizational).</li> <li>• Identify similarities and expectations.</li> <li>• Agree on common purpose.</li> <li>• Identify resources and skills.</li> </ul>	<ul style="list-style-type: none"> <li>• Do I/we want to be a part of this group?</li> <li>• How do I/we fit in?</li> <li>• Will I/we be accepted?</li> </ul>	<ul style="list-style-type: none"> <li>• Members are eager and enthusiastic.</li> <li>• Questions arise regarding why we are here, what is to be gained.</li> <li>• Some members express urgency about getting on with the job.</li> <li>• Concerns may be expressed about how leaders will behave and how each member will fit in.</li> </ul>	<ul style="list-style-type: none"> <li>• Provide time for people to get to know each other.</li> <li>• Provide time for questions.</li> <li>• Clarify goals.</li> <li>• Model expected behaviors.</li> <li>• Identify the group membership, its tools and resources.</li> <li>• Be directive.</li> </ul>
<b>Storm</b>	<ul style="list-style-type: none"> <li>• Express differences of opinions, feelings and ideas.</li> <li>• Challenge leadership.</li> <li>• Struggle for control.</li> <li>• Identify roles and leadership styles.</li> <li>• Identify resource needs.</li> <li>• Wrestle with communication issues.</li> <li>• Explore decision-making process.</li> </ul>	<ul style="list-style-type: none"> <li>• How am I/we different from others?</li> <li>• How much power do I have?</li> <li>• Who will befriend whom? How will that impact relationships?</li> <li>• What is the conflict here? How will we figure this out?</li> </ul>	<ul style="list-style-type: none"> <li>• Members express anger and frustration directed at leaders and/or the task at hand.</li> <li>• Members point to their own expectations that are not being fulfilled.</li> <li>• Focus on the task at hand gives way to focus on the process used to get here.</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage different perspectives be aired.</li> <li>• Use conflict resolution.</li> <li>• Encourage "I" statements.</li> <li>• Acknowledge conflict as a condition for change.</li> <li>• Model desired behaviors.</li> <li>• Request and accept feedback.</li> <li>• Recognize group progress and wins.</li> <li>• Build trust by honoring commitments.</li> </ul>

<sup>15</sup> Tuckman, Bruce W. "Developmental Sequence in Small Groups." *Psychological Bulletin*, Vol. 63 (1965).

Phase	What Happens in the Group	Questions of Group Members	Some Observable Behaviors	Leadership Tasks and Responsibilities
<b>Norm</b>	<ul style="list-style-type: none"> <li>Collaborate on decision-making.</li> <li>Agree on direction and results.</li> <li>Establish each member's role in achieving goal.</li> <li>Develop process for distributing information and resources.</li> </ul>	<ul style="list-style-type: none"> <li>Will group and member goals be consistent?</li> <li>How can I/we help make this group work effectively towards its goals?</li> </ul>	<ul style="list-style-type: none"> <li>Clear roles for group members are named and acted upon.</li> <li>Members are open to learning and trying new things in the interest of group success.</li> <li>Members and leaders give each other encouragement and recognize successful completion of tasks.</li> <li>Interpersonal relationships flourish.</li> </ul>	<ul style="list-style-type: none"> <li>Encourage problem solving.</li> <li>Keep focus on goals and context.</li> <li>Teach and enforce group consensus.</li> <li>Reinforce and model positive listening.</li> <li>Share rewards for successes.</li> <li>Share responsibility and leadership.</li> </ul>
<b>Perform</b>	<ul style="list-style-type: none"> <li>Work cooperatively.</li> <li>Develop team/group identity.</li> <li>Work for the benefit of the whole group effort.</li> <li>Experiment; develop new ways to meet team goals.</li> <li>Feedback and evaluation.</li> <li>Respond to change.</li> <li>Achieve effective and satisfying results.</li> </ul>	<ul style="list-style-type: none"> <li>What will I/we be responsible for?</li> <li>How will we continue and improve our work?</li> </ul>	<ul style="list-style-type: none"> <li>Members are more positive about the group and its work.</li> <li>Tasks are planned and completed efficiently.</li> <li>A unique group culture and even language develops.</li> </ul>	<ul style="list-style-type: none"> <li>Provide feedback on group effectiveness.</li> <li>Reinforce task and process.</li> <li>Assist in gaining meaning from meetings.</li> </ul>
<b>Transform</b>	<ul style="list-style-type: none"> <li>Reduced productivity.</li> <li>Anger directed at other members and/or group leaders.</li> <li>Withdrawal.</li> <li>Denial that change has occurred.</li> <li>Increased conflict.</li> <li>Review the experience.</li> </ul>	<ul style="list-style-type: none"> <li>Will I/we keep in contact with others?</li> <li>Is the job really complete?</li> <li>What are the next steps?</li> <li>What did we learn?</li> </ul>	<ul style="list-style-type: none"> <li>Anxiety about leaving the group.</li> <li>Sadness is expressed, and feelings of loss are sometimes denied by joking and escape-like behaviors.</li> <li>Focus on task decreases, although spurts of activity may be used to overcome the sense of loss of meeting the final deadline.</li> </ul>	<ul style="list-style-type: none"> <li>Acknowledge that the group is really ending or changing.</li> <li>Encourage (and structure) ritual and reflection.</li> <li>Encourage expression of feelings.</li> <li>Welcome the appearance of new activity, new forms.</li> </ul>

Phase	What Happens in the Group	Questions of Group Members	Some Observable Behaviors	Leadership Tasks and Responsibilities
	<ul style="list-style-type: none"> <li>Develop action plans for new work.</li> <li>Express feelings.</li> </ul>			

## ***Decision Options***

There are many options beyond “voting” as ways to decide. Below are six options for making decisions, along with their strengths and weaknesses.

Mode / Description	Advantages	Disadvantages	Example tools
Spontaneous agreement – when a solution is favoured by all, and agreement seems to happen automatically	<ul style="list-style-type: none"> <li>easy</li> <li>fast</li> <li>unites the group</li> </ul>	<ul style="list-style-type: none"> <li>may be too fast</li> </ul>	<ul style="list-style-type: none"> <li>not applicable</li> </ul>
One person decides	<ul style="list-style-type: none"> <li>fast, accountability is clear</li> </ul>	<ul style="list-style-type: none"> <li>can divide the group; often lacks buy-in or synergy that becomes part of group decisions</li> </ul>	<ul style="list-style-type: none"> <li>draw straws</li> <li>chair/ boss decides</li> </ul>
Compromise – incorporating ideas from all sides	<ul style="list-style-type: none"> <li>generates lots of discussion</li> <li>usually creates a solution</li> </ul>	<ul style="list-style-type: none"> <li>can be adversarial especially when certain participants are pushing a particular point of view</li> <li>everyone wins, but everyone loses also</li> </ul>	
Majority voting	<ul style="list-style-type: none"> <li>fast,</li> <li>high quality possible if sufficient dialogue beforehand</li> </ul>	<ul style="list-style-type: none"> <li>can be too fast</li> <li>creates winners and losers</li> <li>people may be</li> </ul>	<ul style="list-style-type: none"> <li>secret vote</li> <li>show of hands</li> </ul>

Mode / Description	Advantages	Disadvantages	Example tools
		inappropriately swayed by others	
Multi-voting	<ul style="list-style-type: none"> <li>• systematic</li> <li>• objective</li> <li>• non-competitive</li> <li>• democratic, participatory</li> <li>• feeling of loss are minimized</li> <li>• easy way to sort out complex set of possibilities</li> </ul>	<ul style="list-style-type: none"> <li>• often associated with limited discussion, can result in limited understanding of options</li> <li>• people may be inappropriately swayed by others</li> </ul>	
Consensus	<ul style="list-style-type: none"> <li>• collaborative</li> <li>• unites the group</li> <li>• systematic</li> <li>• objective</li> <li>• builds commitment</li> </ul>	<ul style="list-style-type: none"> <li>• time consuming</li> <li>• low quality decisions if insufficient data collection or poor interaction skills</li> </ul>	

Source: Kaner, S. 1996. *Facilitator's guide to participatory decision making*. Gabriola Island, British Columbia: New Society Publishers.

## **Models for Capacity Building**

### **Sample -- Principles for Capacity Building Efforts**

What principles or values do we want our capacity building to adhere to? Which are most important for Western NY?

The type of capacity building we choose:

- Is a well-established technique
- Is new and innovative way to provide capacity
- Accessible to lots of organizations – superficial coverage of topic
- Accessible to organizations with least capacity
- Offers deep coverage of topic for few organizations
- Is a one-shot deal or has mechanisms for follow up
- Enables us to apply learning in workshop
- Has us learning principles by doing the principles in our work settings
- Happens in the region
- Happens elsewhere where we travel and learn from others outside of region
- Is self-paced
- Is group-paced
- Learn from each other
- Learn from experts

Which ones are most important to us?

What others apply to us?

Name/Label <sup>16</sup>	What is it?	Example	Advantages	Disadvantages
Class-room based Training Workshops	Seminars and workshops offered in a classroom setting	<ul style="list-style-type: none"> <li>Ontario Land Trust Alliance workshop on communication planning</li> </ul>	<ul style="list-style-type: none"> <li>Well-recognized and established approach</li> <li>Topics widely available</li> <li>Opportunity for participants to interact and learn from each other</li> </ul>	<ul style="list-style-type: none"> <li>Limited opportunity to practice/ apply in real situations (can be overcome w/small group work and “homework” between linked sessions)</li> </ul>
Electronic-Based Curriculum	Online courses	<ul style="list-style-type: none"> <li>Fundraising courses - Greenability.org</li> </ul>	<ul style="list-style-type: none"> <li>Participants can review/ learn material at their own pace</li> </ul>	<ul style="list-style-type: none"> <li>Limited opportunity to learn from other participants, unless supplemented w/telephone or face-face interaction</li> <li>Limited opportunity to practice in real life</li> </ul>
Grants for Management Training	Funds available for organizational representatives to attend professional development events	<ul style="list-style-type: none"> <li>Sustainability Network bursary program</li> </ul>	<ul style="list-style-type: none"> <li>Can target most relevant people to attend</li> <li>Useful when distance or costs prevent participation</li> </ul>	<ul style="list-style-type: none"> <li>May be disjointed and not likely to support team building</li> </ul>
Peer Learning	Group of individuals assemble to learn from each other on a particular topic	<ul style="list-style-type: none"> <li>Canadian Voluntary Initiative: volunteer management sessions</li> </ul>	<ul style="list-style-type: none"> <li>Participants learn from each other rather than an “expert” trainer</li> <li>Builds foundation for a network in addition to learning about the topic</li> </ul>	<ul style="list-style-type: none"> <li>If all organizations at the same “stage”, won’t necessarily be able to help each other</li> <li>Usually requires an outside facilitator to keep people on track</li> </ul>
Management Assistance/ Coaching	“Coach” works directly with an organization on its specific challenges	<ul style="list-style-type: none"> <li>TREC adopts a handful of groups, works intensely with them</li> </ul>	<ul style="list-style-type: none"> <li>Opportunity to learn while doing – applying new skills as needed</li> <li>Provides direct feedback in real-</li> </ul>	<ul style="list-style-type: none"> <li>Expensive</li> <li>Requires availability of relevant “coaches” and service providers (i.e. consultants)</li> </ul>

<sup>16</sup> Source: Adapted from presentation by Sustainability Network to Hamilton Community Foundation and Hamilton non-profit environmental groups, April 2004

Name/Label <sup>16</sup>	What is it?	Example	Advantages	Disadvantages
	(internal reviews, mini-trainings; feedback as new skills implemented, etc.)		time	
Information Dissemination	Provision of data, tools and informational resources w/o significant instruction	<ul style="list-style-type: none"> <li>• ICL's newsletter</li> <li>• Distribution of reports, lists, URLs, etc.</li> </ul>	<ul style="list-style-type: none"> <li>• Relatively inexpensive</li> <li>• Effective for those who need modest support</li> </ul>	<ul style="list-style-type: none"> <li>• Does not facilitate community building</li> <li>• Impersonal/isolating</li> </ul>

# WNY Environmental Alliance

## [Appendix E – Background Research]

July 31, 2009



**Community Foundation**  
for Greater Buffalo



**INSTITUTE  
FOR CONSERVATION  
LEADERSHIP**



**The Urban Design Project**

**University at Buffalo** *The State University of New York*



# Table of Contents

**ORGANIZATION INVENTORY..... E-1**  
**AGENCY INVENTORY ..... E-83**  
**PLAN INVENTORY ..... E-133**  
**MAPS..... E-183**



# WNY Environmental Alliance

## [Environmental Organizations]

February 7, 2009



**Community Foundation**  
for Greater Buffalo



**INSTITUTE**  
FOR CONSERVATION  
LEADERSHIP

**UB** The Urban Design Project  
University at Buffalo The State University of New York



# Table of Contents

<b>Introduction and Analysis.....</b>	<b>E-1</b>
Analysis: Organizational Role.....	E-2
Type of Organization.....	E-4
Affiliations.....	E-5
Focus.....	E-6
Geographic Target Area.....	E-7
Organizational Overlap.....	E-8
Target Audience.....	E-9
<b>Analysis: Organizational Capacity.....</b>	<b>E-10</b>
Organizational Structure.....	E-12
Funding Sources.....	E-13
Annual Operating Budget.....	E-14
Partnerships and Coalitions.....	E-15
Performance Tracking.....	E-16
<b>Analysis: Organizational Opportunities.....</b>	<b>E-17</b>
Existing Shared Resources.....	E-19
Potential to Share Resources.....	E-20
Current Organizational Needs.....	E-21
Shared Resources, Potential to Share Resources and Resources Needed.....	E-22
Obstacles and Barriers.....	E-23
Available Documents.....	E-24
Opportunities for Improvement.....	E-25
<b>Organization Summaries.....</b>	<b>E-26</b>
Adirondack Mountain Club - Niagara Frontier Chapter.....	E-27
Buffalo Audubon Society.....	E-28
Buffalo CarShare.....	E-29
Buffalo First.....	E-30
Buffalo Green Hospitality Initiative.....	E-31
Buffalo Museum of Science/Tifft Nature Preserve.....	E-32
Buffalo Niagara RIVERKEEPER.....	E-33
Buffalo Olmsted Parks Conservancy.....	E-34
Buffalo Urban Development Corp.....	E-35
Carvings for a Cause.....	E-36
Center for Sustainable Communities and Civic Engagement.....	E-37

Center for Transportation Excellence .....	E-38
Citizens Campaign for the Environment .....	E-39
Clean Air Coalition of WNY .....	E-40
Coalition on West Valley Nuclear Waste Sites.....	E-41
Community Action Organization of Erie County.....	E-42
Forest Lawn Heritage Foundation.....	E-43
Friends of the Lower Great Lakes Fishery Resources Office .....	E-44
Grassroots Gardens of Buffalo .....	E-45
Great Lakes Sport Fishing Council.....	E-46
Great Lakes United.....	E-47
Groundwork Buffalo.....	E-48
Lake Ontario Ordinance Works Restoration Advisory Board (LOOW RAB) .....	E-49
League of Women Voters .....	E-50
League of Women Voters New York.....	E-51
Learning Sustainability Campaign .....	E-52
Lexington Cooperative Market .....	E-53
Messenger Woods Wildlife Care and Education Center, Inc. ....	E-54
Nature Sanctuary Society of Western New York, Inc.....	E-55
Niagara Gateway Columbus Park Association .....	E-56
NYS D.E.C. Reinstein Woods Nature Preserve .....	E-57
Parent Network of WNY.....	E-58
Partners for a Livable Western New York, Inc. ....	E-59
Partnership for the Public Good .....	E-60
Preservation Coalition of Erie County.....	E-61
Queen City Farm .....	E-62
Re-Tree WNY.....	E-63
Sierra Club.....	E-64
Stop Commercial Toxic Landfills In New York State.....	E-65
Town of Colden Environmental Board.....	E-66
Tuscarora Nation HETF.....	E-67
UB Green Office .....	E-68
Upstate NY Sustainability Network - Buffalo Chapter .....	E-69
US Army Corps of Engineers .....	E-70
Wellness Institute of Greater Buffalo .....	E-71
Western New York Apollo Alliance .....	E-72
Western New York Climate Action Coalition .....	E-73
Western New York Sustainable Energy Association Trust .....	E-74
Wild Ones Niagara Falls and River Region Chapter .....	E-75
Wind Action Group .....	E-76
WNY Partnership for Invasive Species Management.....	E-77

# Introduction and Analysis

The Western New York Environmental Alliance project of the Community Foundation for Greater Buffalo seeks to generate map of environmental organization in Erie and Niagara County as a part of their efforts to support the generation of an environmental agenda. The organizational data presented here was gathered through an online survey distributed by the Urban Design Project, University at Buffalo School of Architecture and Planning as a part of their inventory work for the project

Approximately 170 environmental groups have been identified in Western New York. Forty-five of these organizations responded to the online survey; their responses have been included. Information from each organization was compiled and analyzed in order to summarize organizational roles, capacity and opportunities for the group as a whole.

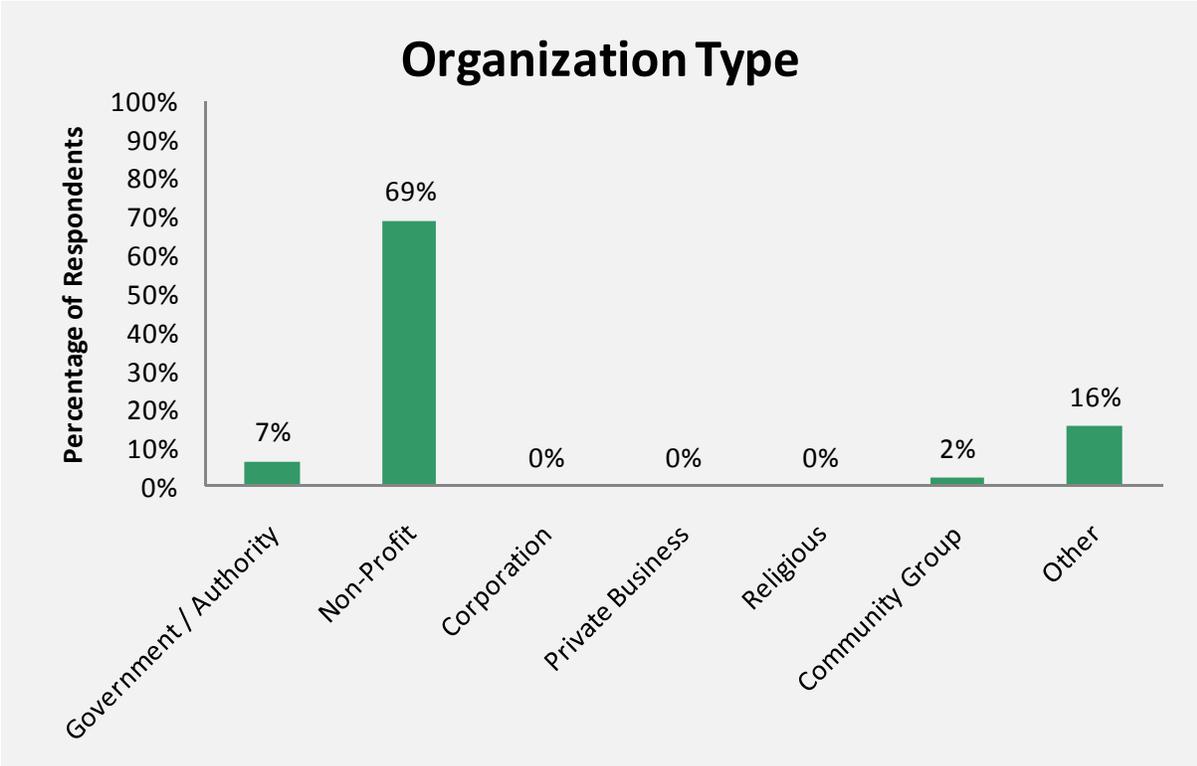
The organizations that responded to the survey had the capacity to do so – they had internet capability, the time to complete the survey and the willingness to participate. Efforts were made to contact organizations with incomplete responses due to unexpected loss of survey data; not all of these organizations were able to respond with information within the time available. We encourage all groups that have not yet responded to do so; learning about our interests and capacities increases our effectiveness as a broad environmental constituency.

## ***Analysis: Organizational Role***



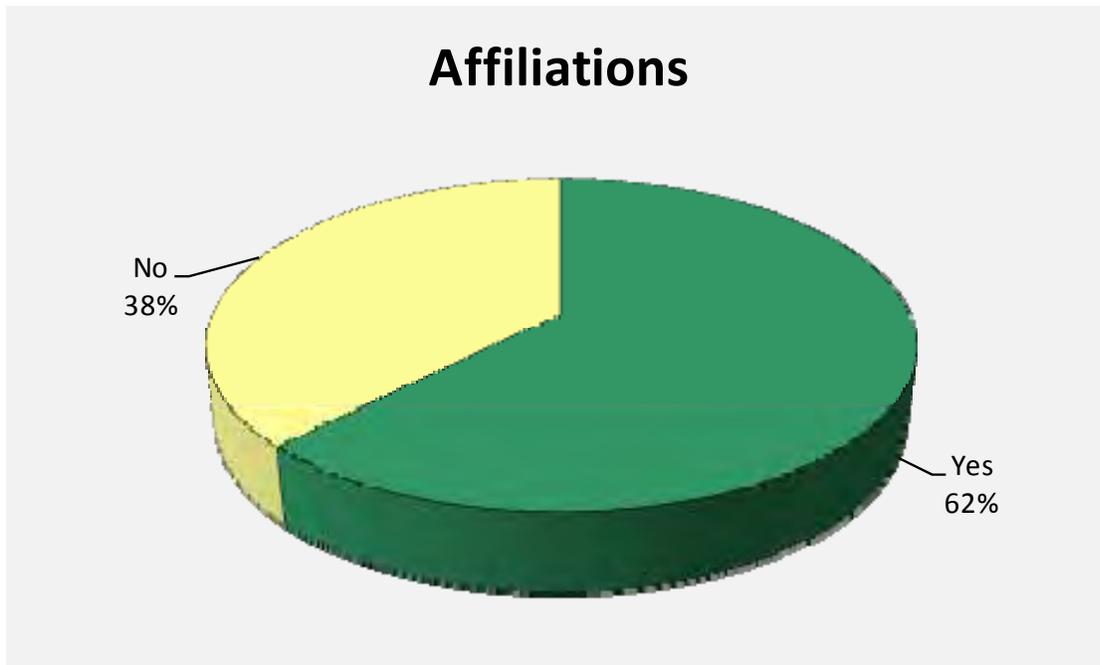
# Type of Organization

Forty-five, or 90%, of responding organizations reported on organizational type. Of those organizations, an overwhelming majority is classified as non-profit organizations; thirty-one (69%) are non-profit entities. Seven (16%) are classified as “other,” while three (7%) are classified as government agencies or public authorities, and one is classified as a community group.



## ***Affiliations***

Twenty-four, or 48%, of responding organizations reported information regarding their organizational affiliations. Of those organizations, fifteen (62%) reported outside affiliations, while nine (38%) reported no affiliations with other organizations. Of the fifteen organizations that reported outside affiliations, most were affiliations with national organizations.



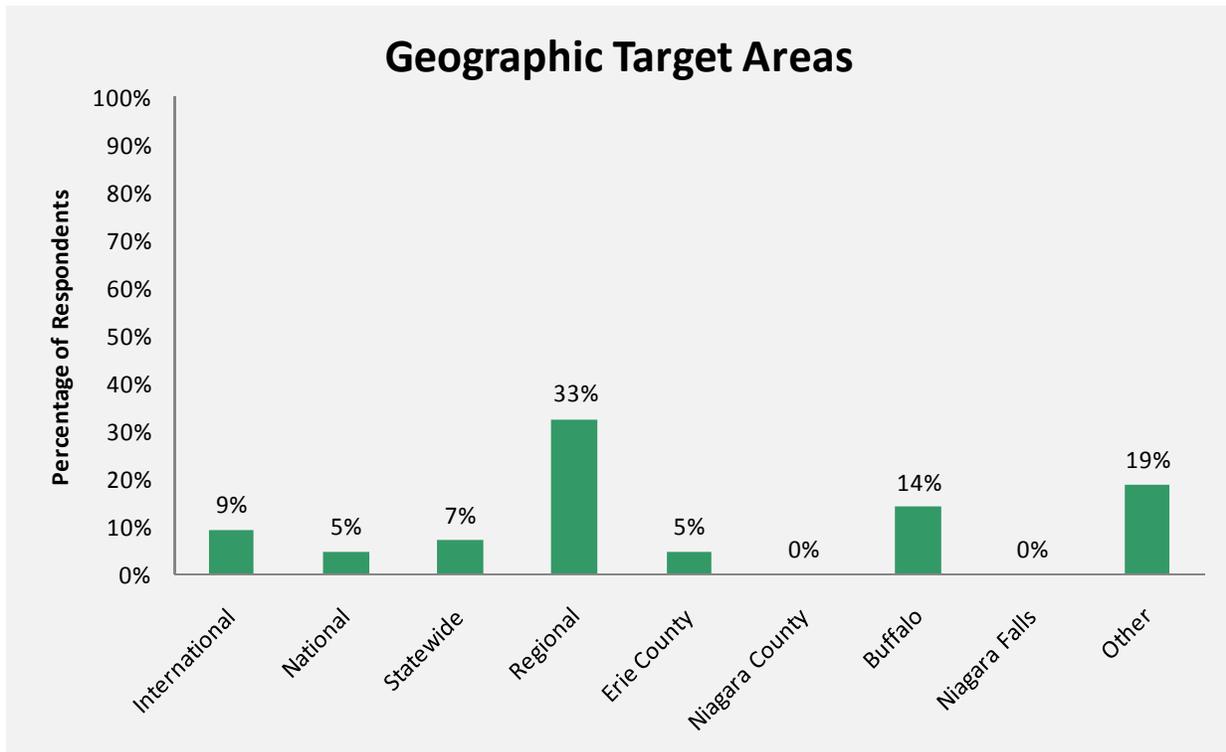
## Focus

One hundred percent (50) of responding organizations reported information pertaining to their organizational focus. The majority of respondents reported focuses in four main areas: education (17 or 34%), water (14 or 28%), habitat (13 or 26%), and restoration economy (13 or 26%). Other frequently reported organizational focuses included fish and wildlife (11 or 22%), parks and green spaces (9 or 18%), vacant properties (8 or 16%), brownfields (8 or 16%) and energy (8 or 16%).



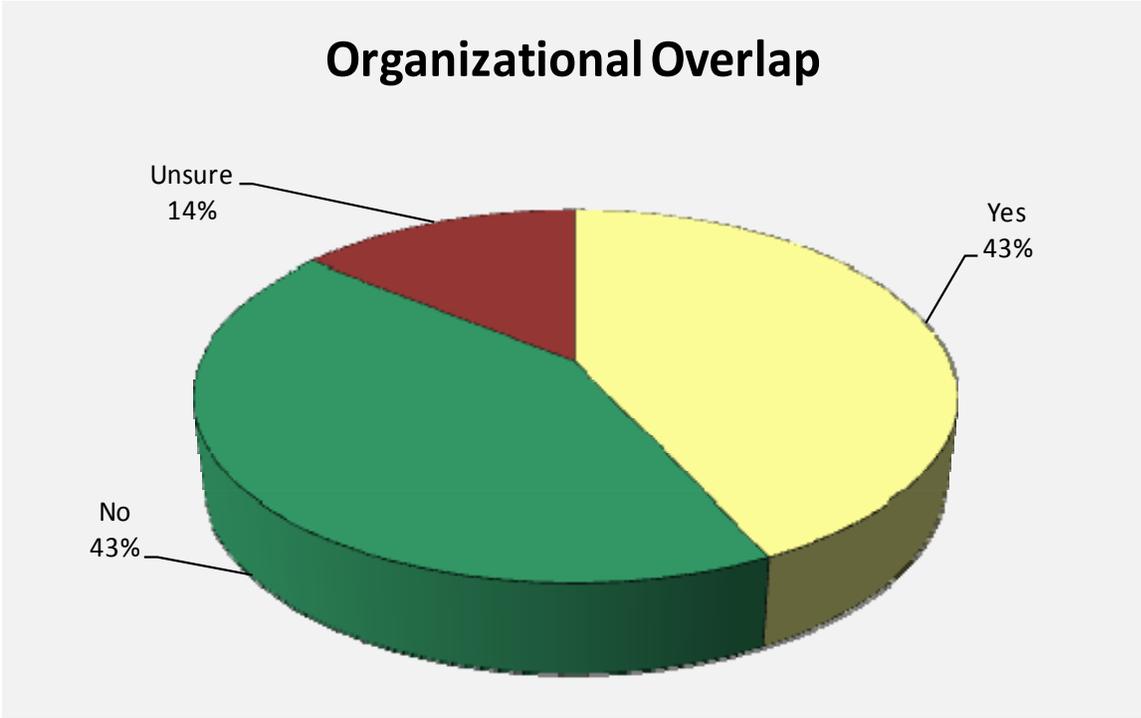
## ***Geographic Target Area***

Forty-three, or 86%, of responding organizations reported information pertaining to their geographic target areas. Of those responding organizations, the majority, fourteen or 33%, reported having a regional focus. Eight, or 19%, reported a geographic focus of “other,” while six, 14%, reported a geographic focus of Buffalo only. Four, or 9%, reported an international geographic focus.



# Organizational Overlap

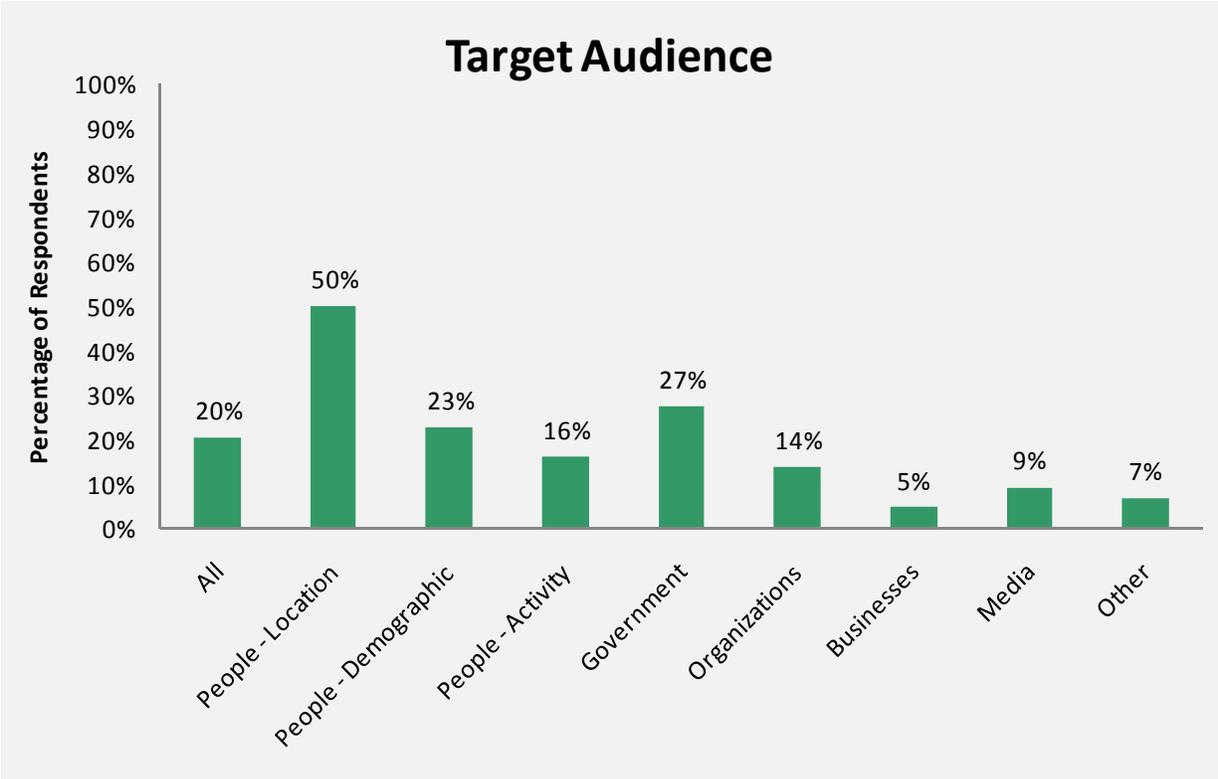
Twenty-eight, or 56%, of responding organizations reported information regarding possible overlap with other organizations. Of those who responded, twelve (43%) stated that they do not have an overlap with other organizations. Another twelve organizations (43%) responded that they do in fact have an overlap with other organizations, while four (14%) were unsure if an overlap exists.



# Target Audience

Forty-four, or 88%, of total responding organizations reported information regarding their target audiences. The majority of reporting organizations (22 or 50%) target people based on location. Twelve (27%) target governmental agencies, while ten (23%) target people based on specific demographics. Seven organizations (16%) target people based on activity type.

The target audience data is in line with the data presented earlier regarding geographic target areas. The majority (14 or 33%) of organizations that responded to the geographic target area question reported having a regional focus. This is also reflected in the data regarding target audience; twenty-two, or 50%, of responding organizations reported a location-based audience.



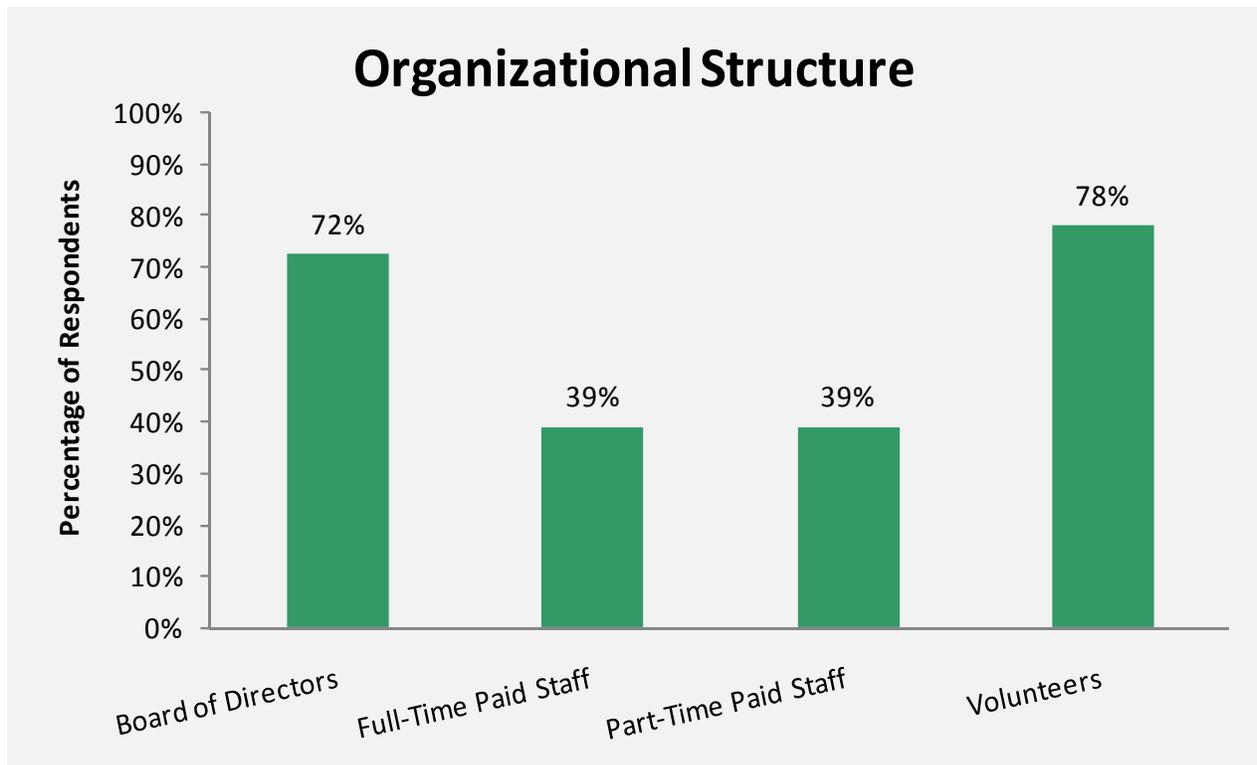
# Analysis: Organizational Capacity



## ***Organizational Structure***

Thirty-six, or 72%, of the total responding organizations shared insight into their organizational structure. Thirteen, 36%, of the organizations that reported information regarding organization structure have a Board of Directors, paid staff and volunteers. The majority of the reporting organizations have a Board of Directors and/or volunteers. In fact, seventy-eight percent (28) of those organizations have volunteers and seventy-two percent (26) have a Board of Directors. Conversely, less than half have paid staff members; 39% (14) of the organizations reported having part-time paid staff, and the same number of organizations (14) reported having full-time paid staff.

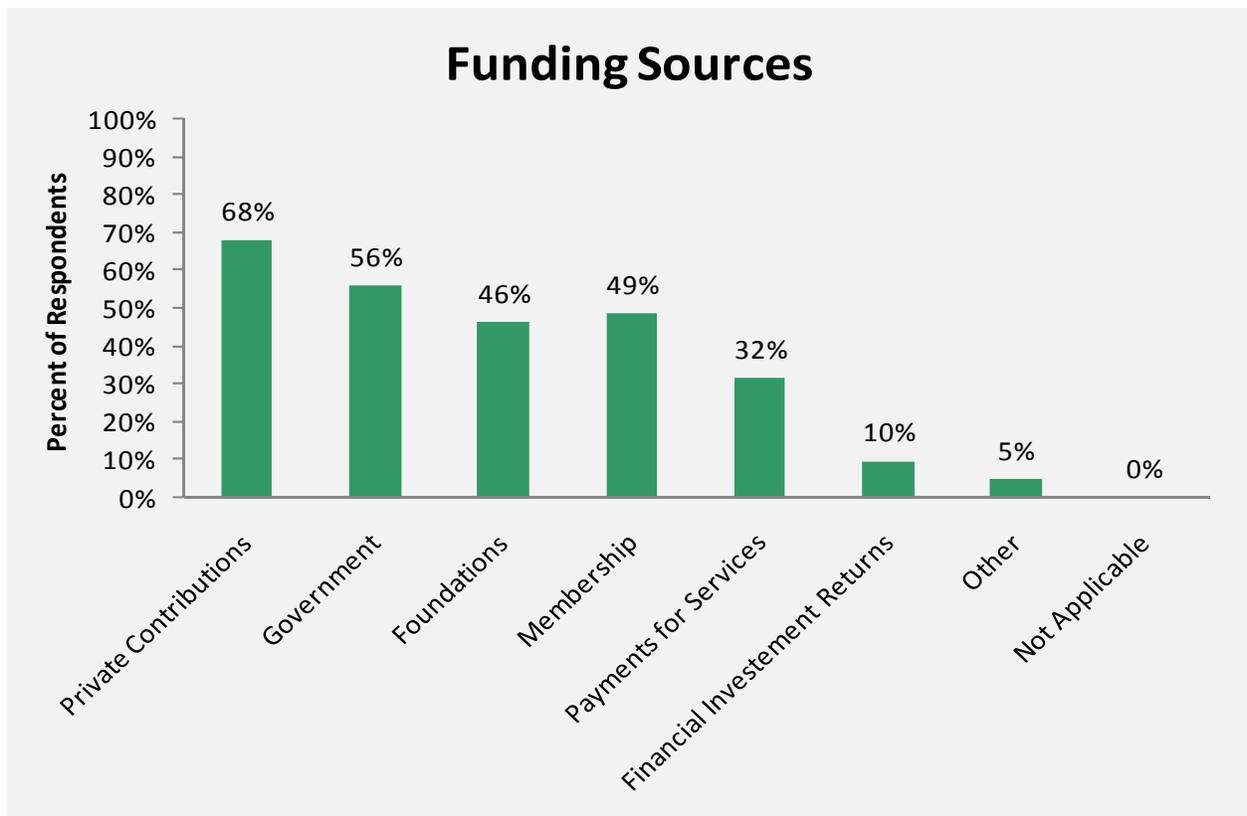
The analysis of the data reveals that the majority of responding organizations rely on volunteers more heavily than paid full-time or paid part-time staff. It appears that most organizations, for various reasons, enlist the assistance of volunteers in order to accomplish their goals as staff is often working at or over capacity.



# Funding Sources

Eighty-two percent (41) of the participating organizations reported information regarding their sources of funding. The majority (30 or 73%) of these organizations receive funding from multiple sources. According to the responses, private contributions and government funding are the most common sources of funding. Sixty-eight percent of responding organizations (28) receive private contributions and fifty-six percent (23) receive funding from the government. Forty-six percent of the responding organizations (19) receive funding from foundations, while forty-nine percent (20) receive funding from their membership. Forty-six percent of the responding organizations (19) receive funding from foundations, while forty-nine percent (20) receive funding from their membership.

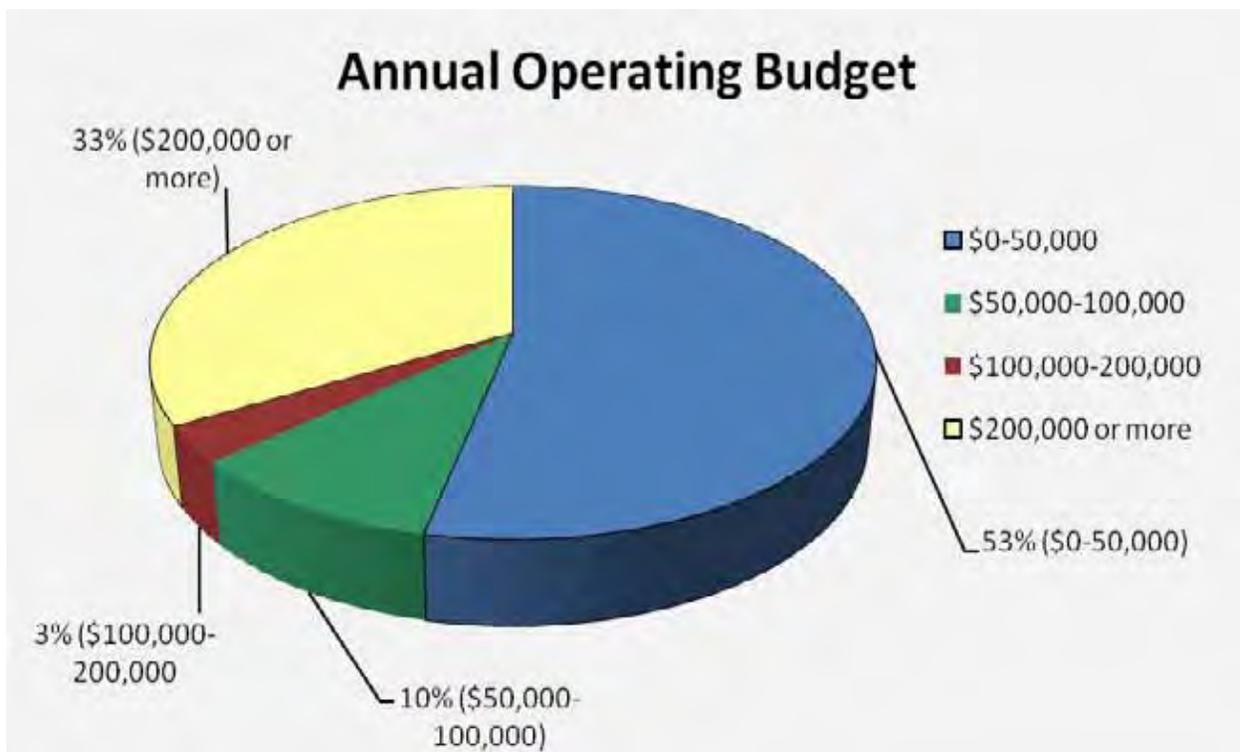
While the information regarding funding sources is beneficial, it is important to qualify this information. The survey only asked respondents to share the source or sources of their funding, it did not ask for information regarding the percentage of total funding provided by each source. Therefore, while we do know that most responding organizations receive funding from private contributions and government agencies, we do not know what percentage of their individual budgets come from these or other sources of revenue.



## ***Annual Operating Budget***

Sixty-seven percent of participating organizations (30) reported annual operating budget information. The majority (16 or 53%) of these organizations reported an annual operating budget between zero and \$50,000. The next largest group of respondents (10 or 33%) reported an annual operating budget of \$200,000 or more. The remaining respondents fell in the middle of these monetary extremes. Ten percent (3) have an annual budget between \$50,000 and \$100,000, and one organization (3%) has an annual budget between \$100,000 and \$200,000.

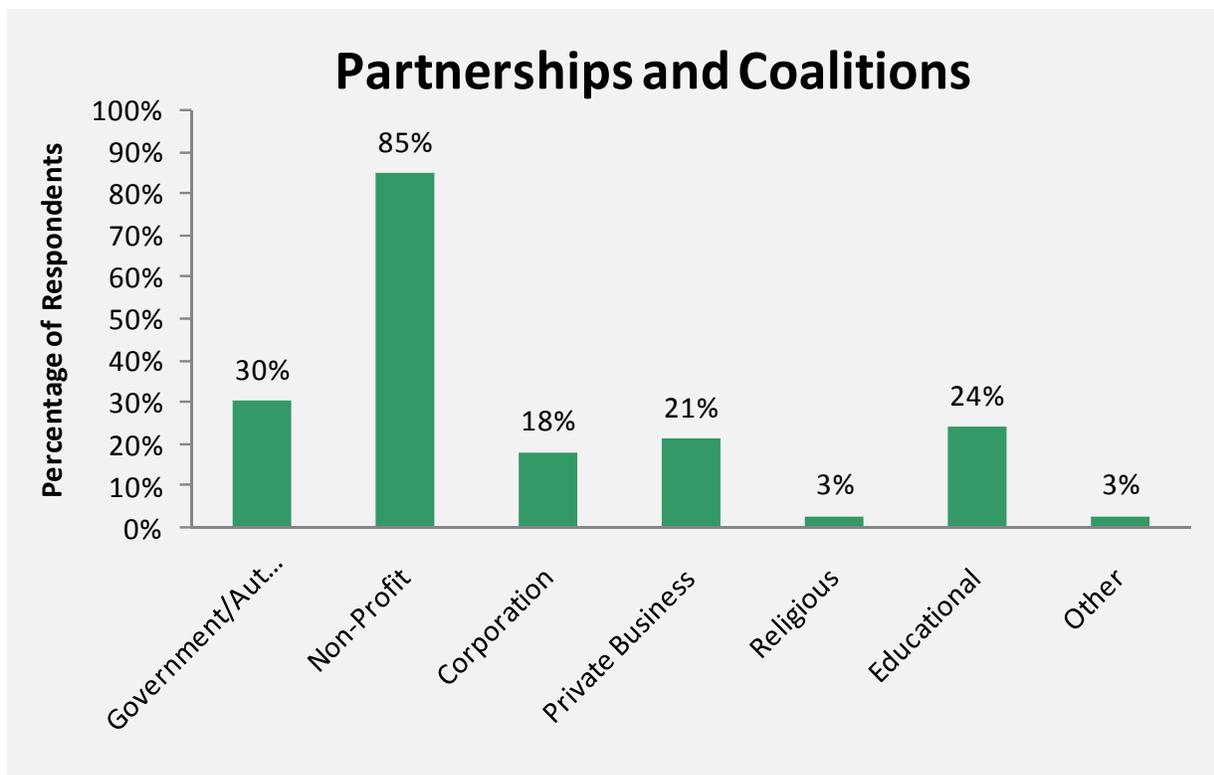
Analysis of the data reveals that the majority of the responding organizations fall into one of two categories pertaining to their annual operating budget: large budget (\$200,000 or more) or a more modest budget (\$0 to \$50,000). Eighty-six percent of our survey respondents fall into one of these extremes; only fourteen percent fall into the middle range between \$50,000 and \$200,000.



## ***Partnerships and Coalitions***

Sixty-six percent of participating organizations (33) reported information on organizational partnerships and coalitions. The majority of these organizations (19 or 58%) partner with more than one type of organization. An overwhelming majority (28 or 85%) have partnerships with non-profit organizations. Thirty percent (10) have partnerships with government or public authorities, and twenty-four percent of the responding organizations (8) partner with educational organizations.

The information clearly reveals an overwhelming majority of responding organizations utilize partnerships and coalitions with other organizations to further their missions. The majority (28 or 85%) of these partnerships are with non-profit organizations. Much smaller percentages partner with government agencies (10 or 30%) or educational agencies (8 or 24%). At the time of the survey, only one organization, or 3% of respondents, had a partnership or coalition with a religious organization.

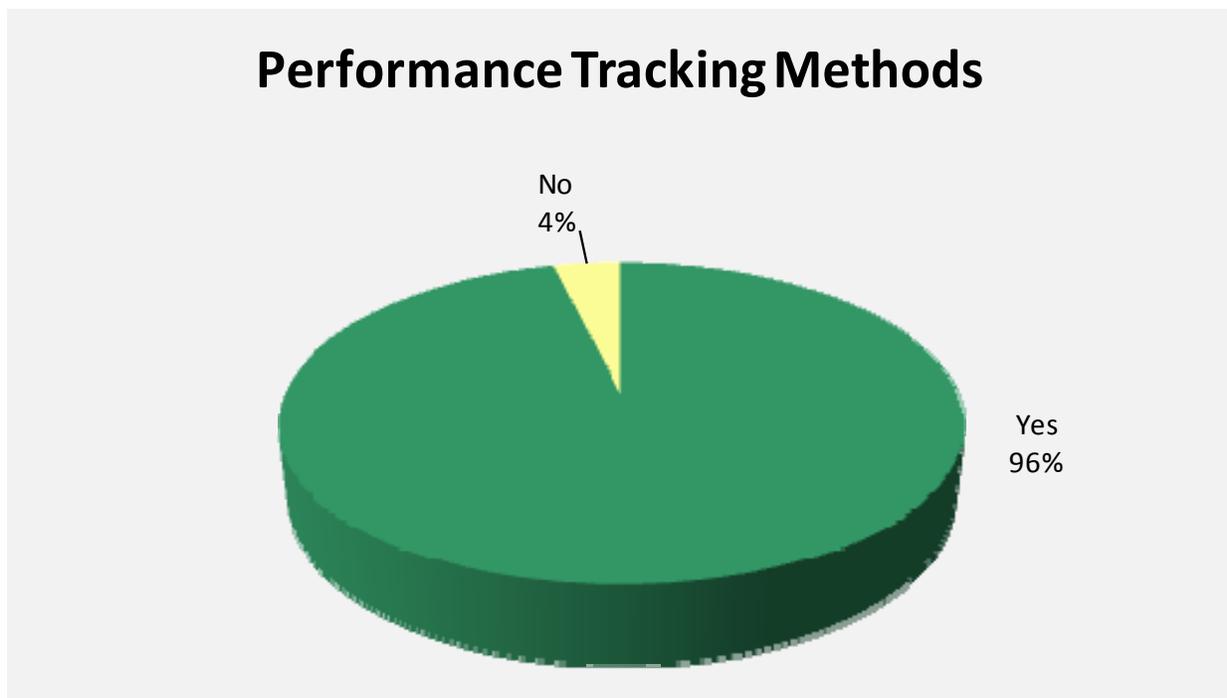


## ***Performance Tracking***

Twenty-six, or 52%, of participating organizations responded to questions regarding performance tracking methods. Of those responding organizations, 25 or 96% reported that they do have methods in place to track performance, while only one or 4% do not currently have such methods in place.

As the revealed by the data, most organizations have methods in place to track their performance. Such methods include:

- Project reviews
- Participant survey responses
- Annual reporting to Boards
- Evaluations sent to community partners
- Site visits
- Website feedback
- Event attendance
- Spreadsheets
- Number of presentations given per year

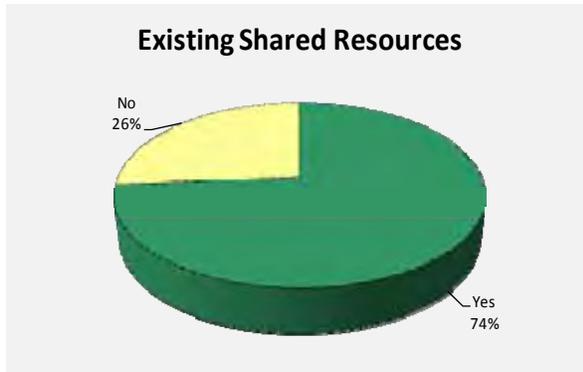


# Analysis: Organizational Opportunities



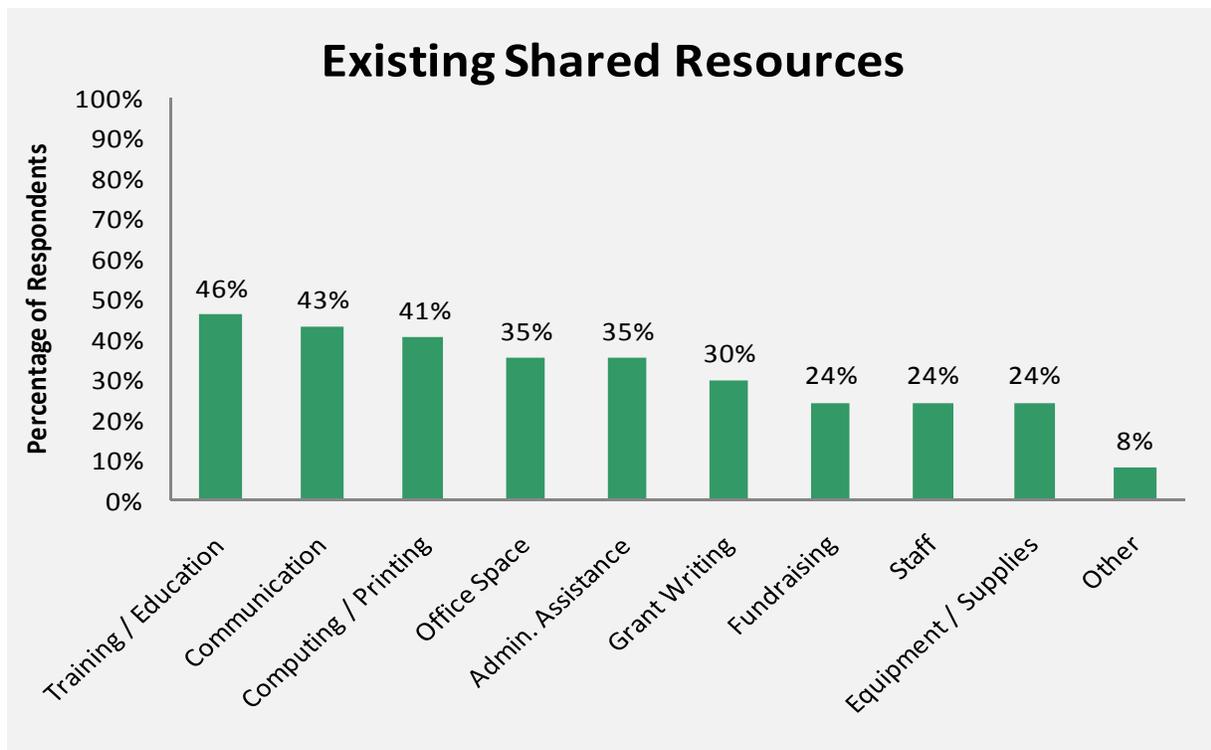
## Existing Shared Resources

Forty-four, or 88%, of the total responding organizations responded to questions regarding their organizational opportunities, specifically resources that they currently share with other organizations. Of these responding organizations, thirty-seven (74%) reported that they do in fact share resources, while thirteen (26%) reported that they do not currently share resources.



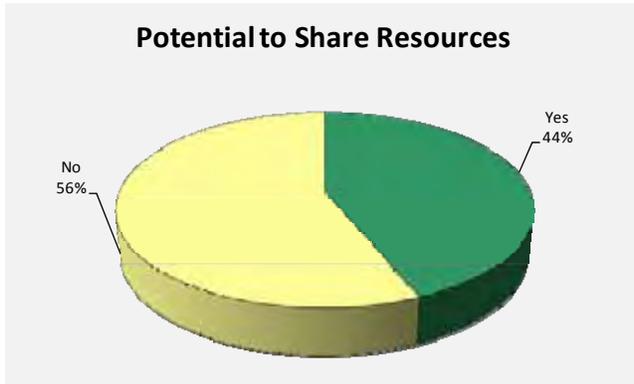
The most common resources that are shared by organizations are training and education, technology (computing, printing and communication), office space and administrative assistance. Seventeen (46%) organizations currently share training and education, while sixteen (43%) share communication resources and fifteen (41%) share computing and printing resources. Thirteen (35%) organizations share office space and administrative assistance with other organizations.

and administrative assistance with other organizations.

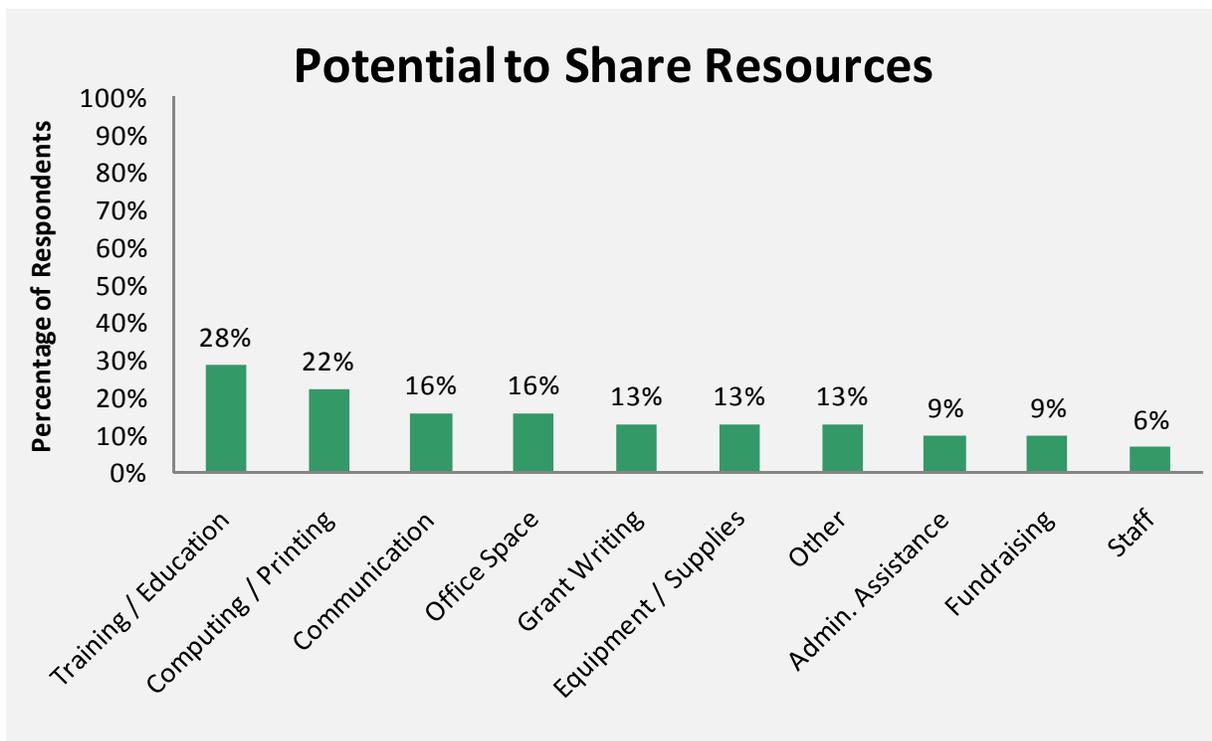


## Potential to Share Resources

Thirty-two organizations, or 64%, reported information on their current capacity to share resources with other organizations. Of those thirty-two organizations, 44% (14) reported that they have the capacity to share resources, while 56% (18) reported that they do not currently have the capacity to share resources with other organizations.



Twenty-eight percent, nine organizations, reported that they have the capacity to share resources in the area of training and education. Twenty-two percent (7) reported that they have the potential to share computing and printing resources. Sixteen percent (5) organizations reported the capacity to share communication resources; the same number of organizations reported the capacity to share office space.

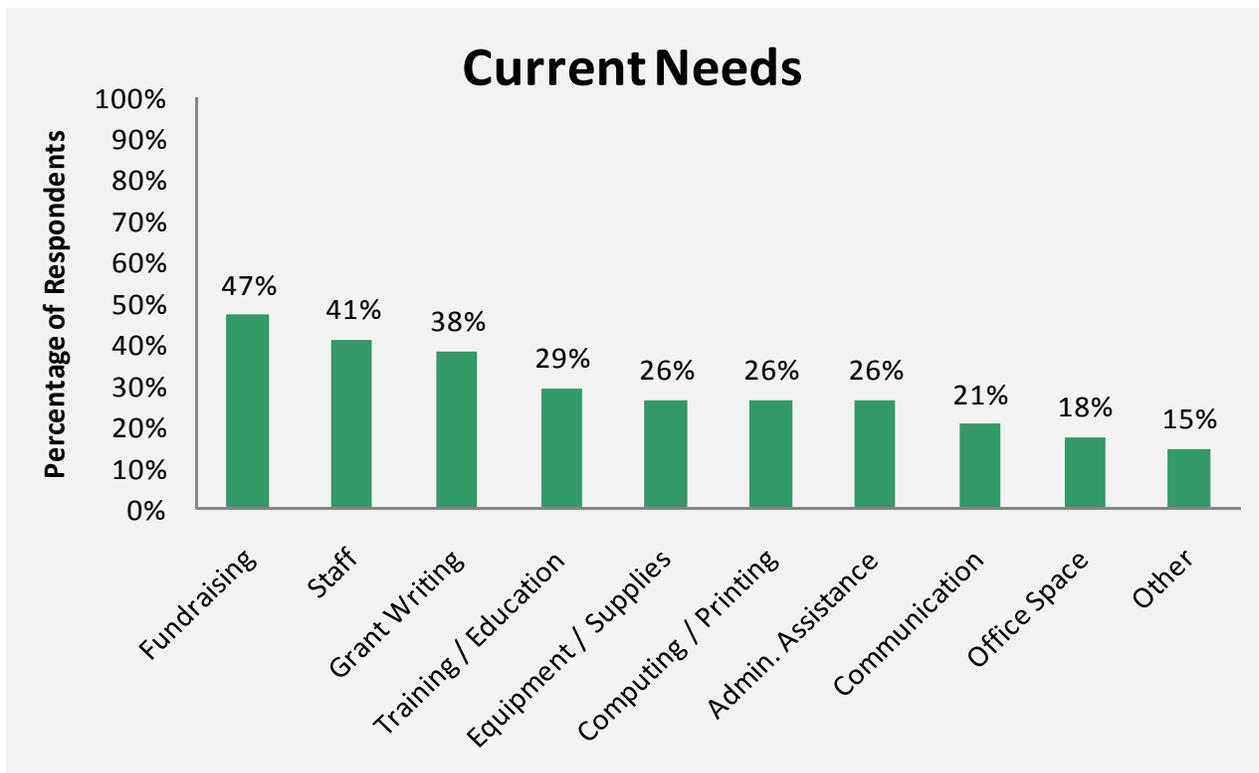


## Current Organizational Needs

Thirty-seven, or 74%, of total responding organizations responded to questions regarding their current organizational needs. Of those that responded, 78% (29) reported that they do currently have needs, while 22% (8) reported that they do not currently have any organizational needs.



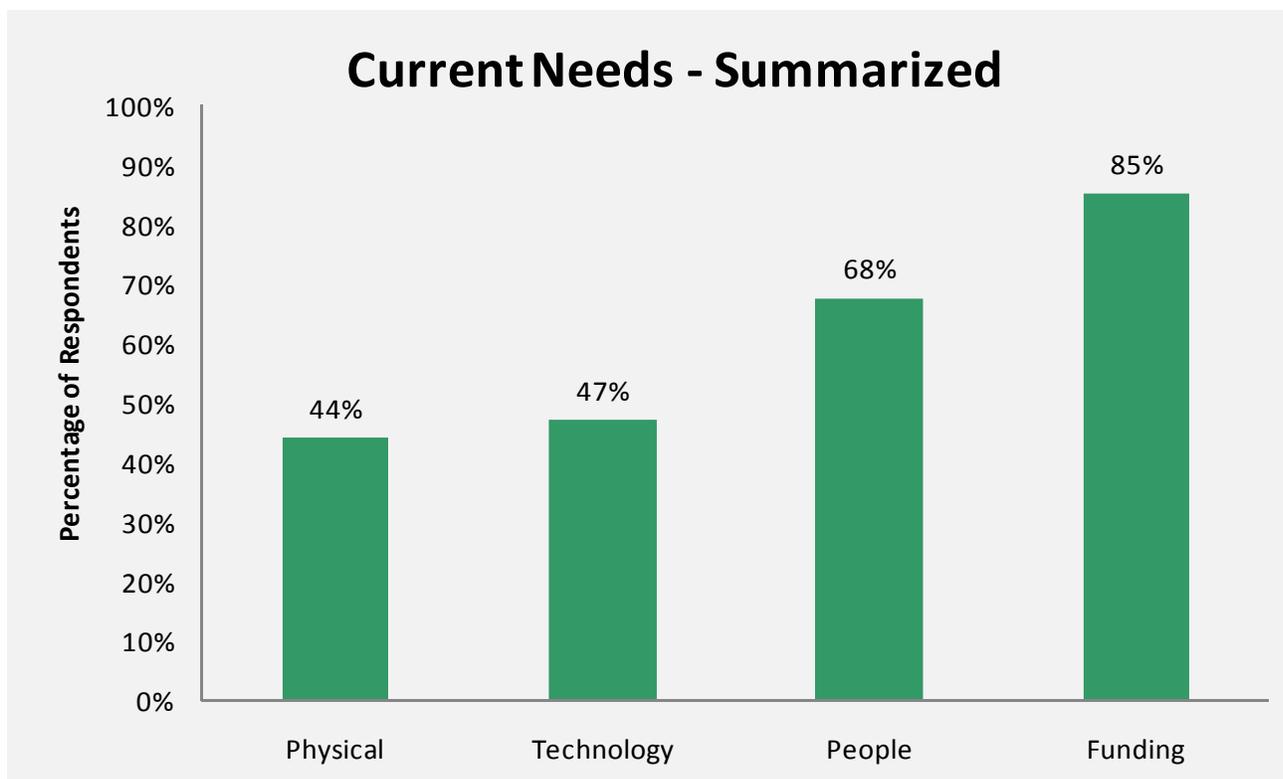
The most widely reported need is fundraising, with sixteen, or 47% of responding organizations citing this as a current need. Forty-one percent of organizations (14) reported the need for additional staff. Grant writing was cited by thirteen (38%) as a current need. Training and education was cited by 29% (10) of the organizations as a current need.



## ***Shared Resources, Potential to Share Resources and Resources Needed***

Based on the data provided by survey respondents, organizations are currently sharing the same resources that they also have the capacity to share with other organizations: computing and printing, communication, and training and education. The figures pertaining to current needs reveal a different set of resources. Responding organizations clearly need resources in the areas of fundraising, staff and grant writing.

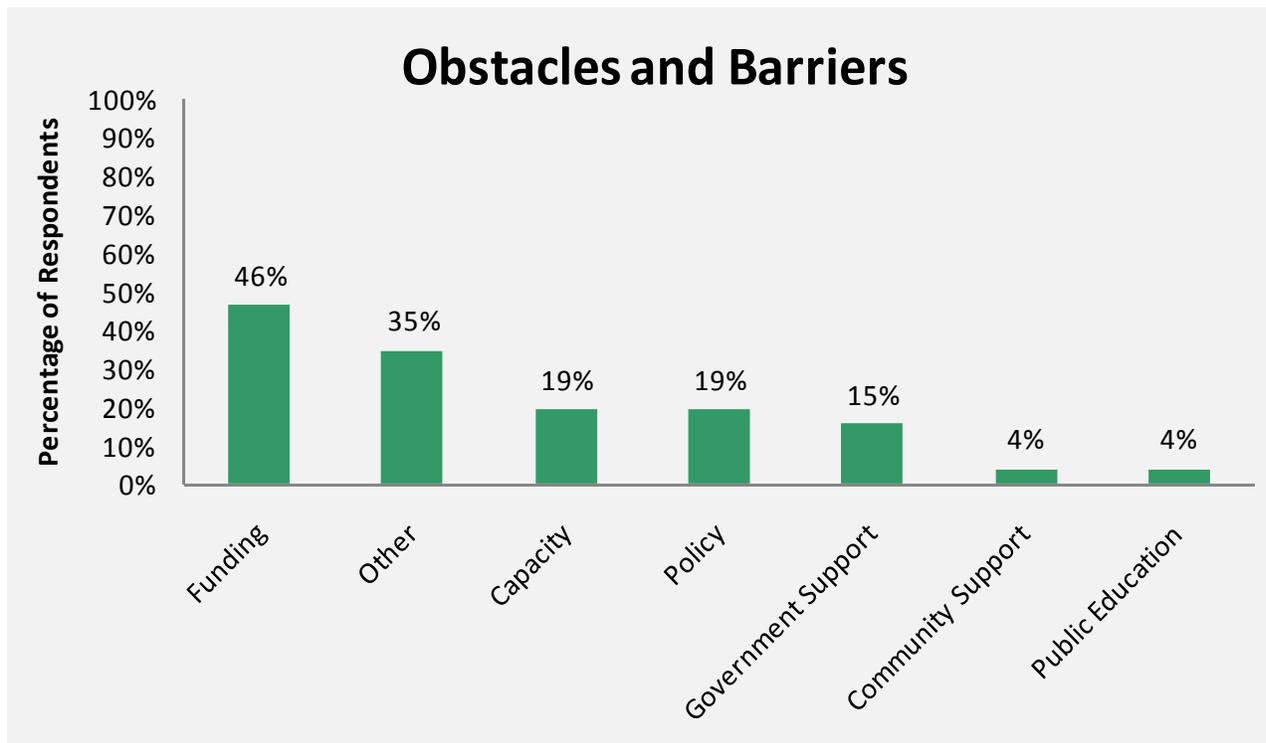
Below is a graphic representation of current needs as reported by survey respondents. The categories have been reduced into four main areas: technology, physical, people and funding; the category for “other” was left out of this summary. The chart below reveals that the greatest need is for funding (grant writing and fundraising), closely followed by people (staff, administrative assistance, training and education).



## ***Obstacles and Barriers***

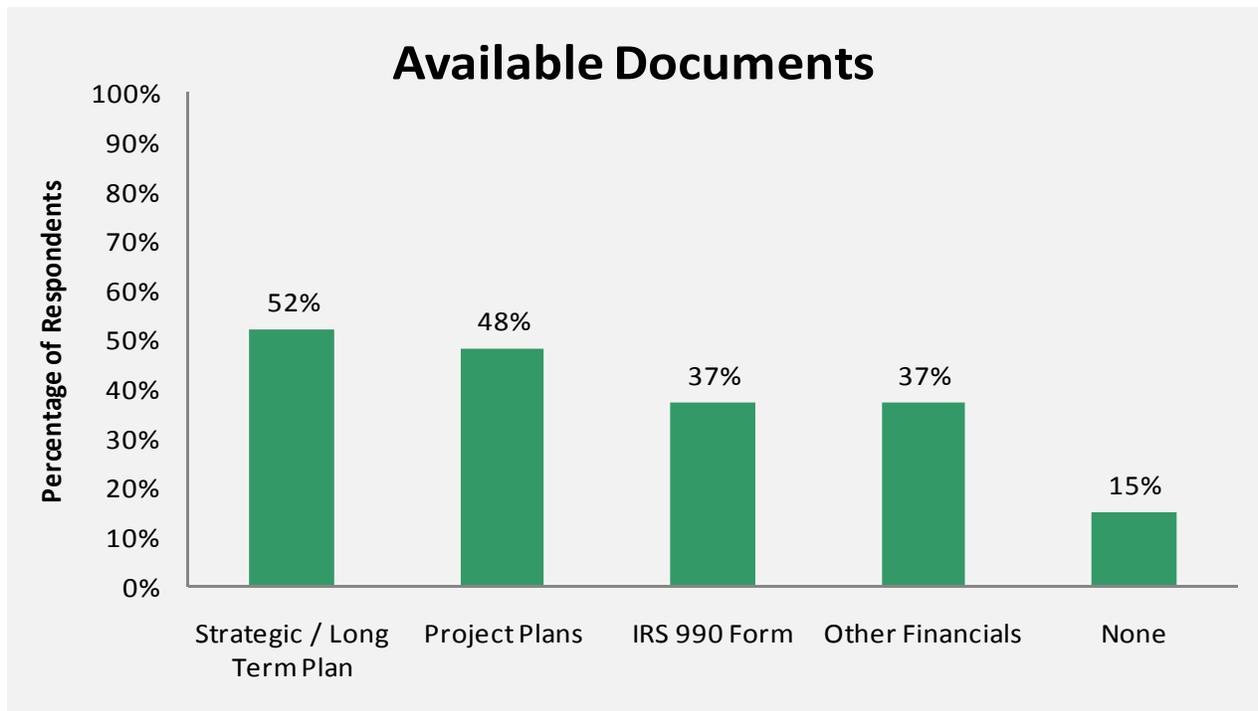
Fifty-two percent (26) of total responding organizations reported facing obstacles and barriers as they strive to accomplish their goals. The most widely cited obstacle was funding; forty-six percent (12) of responding organizations cited funding as an obstacle. Thirty-five percent (9) reported “other” as an obstacle or barrier. Nineteen percent (5) cited organizational capacity as an obstacle to accomplishing their goals; the same number of organizations reported current policies as obstacles they face while striving to fulfill their missions.

As reported by the responding organizations, funding is a major obstacle faced by many organizations. As revealed through responses to questions regarding organizational structure, staff is a limited resource for many organizations. The funding obstacle is most likely the reason limited staff resources in many organizations.



## ***Available Documents***

Twenty-seven, or 54%, of total responding organizations reported information regarding available documents. Of those responding organizations, fourteen (52%) reported that they do have either a strategic or long term plan available; forty-eight percent (13) also reported that project plans are available. Thirty-seven percent (10) reported that an IRS 990 Form, or other financial statements are available. Four (37%) organizations reported that no documents are available at this time. It is important to qualify this information; the purpose of the survey question was to gain insight into the types of documents each organization has available, it was not meant to request that any organization share financial or other information with the Alliance. The unintended ambiguity in this question may have caused some organizations to opt out of a response during the survey, potentially skewing the results.



## ***Opportunities for Improvement***

Twenty-eight, or 62%, of the responding organizations shared information regarding their opportunities for improvement. Of the respondents, 100% reported that they do have opportunities for improvements within the organization. Examples of cited opportunities for improvement include:

- Communication
- Volunteer management
- Fundraising
- Technology
- Outreach
- Staff training and development

# Organization Summaries

# Adirondack Mountain Club - Niagara Frontier Chapter

**Contact Person:** David Gomlak  
**Address:**  
 192 Grote Street  
 Buffalo, New York 14207  
**Office:** No  
**County:** Erie  
**Phone #:** 716-875-5028  
**Email:** topofgothics@hotmail.com  
**Website:** www.ADK-NFC.org; www.ADK.org

**Years Organization Has Been Active:** 35

**Mission:** The Adirondack Mountain Club (ADK) is a non-profit membership organization that protects wild lands and waters through a balanced approach of conservation and advocacy, environmental education, and responsible recreation. ADK's mission is to represent all those who love wild places and to ensure that those places are protected and accessible for generations to come.

**Focus:** The three cornerstones of our organization are recreation, education, and environmental conservation.

**Type of Organization:**  
 Non-profit, 501 (c) 3

**Affiliations:**  
 We are a local chapter of the Adirondack Mountain Club

**Partnerships and Coalitions:**  
 Active member of the NREC, a local group of environmental organizations with a seat on the Greenway Ecological Standing Committee.

**Organizational Structure:**

- Board of directors: 10
- Paid staff (full-time): 0
- Paid staff (part-time): 0
- Volunteers: 100

**Level of Maturity (rated 0-3):**  
 Stable - Expanding

**Shared Resources:**  
 Not applicable.

**Capacity to Share Resources:**  
 Not applicable.

**Available Documents:**

**Needed Resources:**  
 Not applicable

**Communication:**

- Phone
- Email
- Website
- Newsletter

**Geographic Target Area:**  
 New York State and most surrounding states

**Target Area Overlap:** All other outdoor recreational organizations and all other environmental organizations

**Audience:**  
 All those who enjoy the outdoors or have any interest of caring for our environment.

**Funding:**

- Private contributions and gifts
- Membership dues

**Programs:**

- Education program at monthly general meeting
- Outdoor related program at monthly general meeting
- Monthly conservation meeting
- Various outdoor and environmental activities

**Annual Budget:** \$10,000

**Reserve Funds/ Endowments:**

**Strengths:**

- Provide outdoor opportunities for those of all ages and abilities
- Provide educational opportunities for our members
- Educate ourselves about the environment
- Advocate for the protection of our Earth

**Opportunities for Improvement:**

**Current Needs:**

**Obstacles/Barriers:**

**Methods to Track Progress:**

**Future Goals:**

# ***Buffalo Audubon Society***

**Contact Person:** William Hudson

**Address:** 1610 Welch Road  
North Java, New York 14113

**County:**

**Phone #:** (585) 457-3228

**Office:** Yes (1,000 sq.ft.)

**Email:** Hudson@buffaloaudubon.org

**Website:** www.buffaloaudubon.org

**Years Organization Has Been Active:** 99

**Mission:** Buffalo Audubon promotes an appreciation of the natural world through education, advocacy, conservation and preservation.

**Focus:** Education, advocacy, conservation and preservation.

**Type of Organization:** Non-Profit, 501 (c) 3

**Affiliations:** National Audubon Society

**Partnerships and Coalitions:**

**Organizational Structure:**

Executive Director - William Hudson

- **Board of Directors:** 19
- **Paid Staff (full-time):** 3
- **Paid Staff (part-time):** 2
- **Volunteers:** 100

**Level of Maturity (rated 0-3):**

Stable – Expanding

**Shared Resources:**

- Technology – communications
- Administrative assistance

**Capacity to Share Resources:** None

**Available Documents:**

- Strategic or long-term plan
- IRS 990 form
- Other financial statements

**Needed Resources:**

- Technology – computing and printing
- Technology – communications
- Grant writing
- Administrative assistance
- Fundraising capacity
- Staff
- Training / Education

**Communication:**

- Email
- Website
- Newsletter

**Geographic Target Area:** All of Western New York

**Target Area Overlap:** Yes, other environmental organizations

**Audience:** All

**Funding:**

- Private contributions and gifts
- Foundation grants
- Membership dues
- Payment for services of programs

**Programs:**

**Annual Budget:** \$550,000

**Reserve Funds/ Endowments:**

**Strengths:**

- Education
- Conservation

**Opportunities for Improvement:**

**Current Needs:**

- More staff

**Obstacles/Barriers:**

- Lack of funding

**Methods to Track Progress:**

**Future Goals:**

# Buffalo CarShare

**Contact Person:** Creighton Randall  
**Address:** 607 City Hall, 65 Niagara Square, Buffalo, New York 14201  
**Office:** Yes  
**County:** Erie  
**Phone #:** 716-898-0850  
**Email:** buffalocarshare@gmail.com  
**Website:** www.buffalocarshare.org

**Years Organization Has Been Active:** 0  
**Mission:** Buffalo CarShare seeks to provide affordable, community-based car sharing services that benefit the environment through practical innovation.  
**Focus:** Provide transportation options, reduce environmental impacts of travel and expand access for high-need households.  
**Type of Organization:** Non-Profit  
**Affiliations:** None  
**Partnerships and Coalitions:**

- Green Options Buffalo - will likely jointly pursue 501(c)(3) status
- Allentown Association - will share office starting in December 2008; assist in obtaining parking; advisor
- The Wellness Institute - pass-through
- Buffalo First - advisor
- Buffalo Rising -press
- Ithaca CarShare - advisor
- GBNRTC - technical support; common mission
- Elmwood Village Association - assist in obtaining parking; advisor
- BNMC - will provide free parking
- Days Park Commons - will provide free parking
- Niagara City Ministries - will provide reduced rate parking

**Organizational Structure:** Currently have an interim executive director; plan to hire full-time executive director in January 2009.

- **Board of Directors:** 0
- **Paid Staff (full-time):** 0
- **Paid Staff (part-time):** 0
- **Volunteers:** 10

**Level of Maturity (rated 0-3):** Newly emerging  
**Shared Resources:**

- Office space
- Grant writing
- Administrative assistance

**Capacity to Share Resources:** None  
**Available Documents:** None  
**Needed Resources:**

- Technology - computing and printing
- Technology - communications
- Office Space
- Staff
- Equipment / Supplies

**Communication:**

- Phone
- Email
- Website

**Geographic Target Area:**

- Elmwood
- Allentown
- Lower West Side in 2009 (at March launch)
- Plan to expand service to most of City of Buffalo in 2010-2011 timeframe

**Target Area Overlap:** None  
**Audience:** Mainly, those who do not rely on a private automobile for daily commute, but who need access to a car/truck for errands or special occasions. Also, those who are looking to "ditch their car" in favor of less expensive, more environmentally friendly transportation.  
**Funding:**

- Private contributions and gifts
- Foundation grants
- Governmental funding
- Membership dues
- Payment for services or programs

**Programs:** We are preparing for a March 2009 launch to provide car sharing services to residents and businesses within the focus area as described.  
**Annual Budget:**  
**Reserve Funds/ Endowments:**  
**Strengths:** We are all volunteer, and have moved forward as well as can be expected in pre-launch phases (i.e. business development, grant writing)  
**Opportunities for Improvement:** We have 2 grants pending, are looking for more to assist with launch needs. Currently operating on very limited private donations.  
**Current Needs:** Funding  
**Obstacles/Barriers:**

- We are lacking expertise and volunteers in the area of marketing. Also, we are looking for an advisor/volunteer with business or finance background that can provide frequent input.
- Periodic lapses in volunteer effort/availability

**Methods to Track Progress:** No need at this point  
**Future Goals:**  
 We define our goals in terms of vehicles and members by target dates:

- 300 members and 9 vehicles by end of 2009
- 800 members and 20 vehicles by end of 2010
- 2200 members and 45 vehicles by end of 2011

# ***Buffalo First***

**Contact Person:** Amy Kedron  
**Address:** 617 Main St. Buffalo, NY 14203  
**Phone #:** 716-913-1990  
**Website:** www.buffalofirst.org

**Partnerships and Coalitions:** MAP, Slow Food Buffalo, Farmers' Market Managers, Urban Roots Community Garden Center, Green Enterprise Toronto, National BALLE networks, and Micro Biz Buffalo.

**Years Organization Has Been Active:** 2

**Ways to Track Performance:** Many

**Mission:** To build a more local, green, and fair economy with the help of over 200 local businesses, non-profits, and individuals.

**Existing Shared Resources:**

- Technology – Computing and Printing
- Office space
- Equipment/Supplies

**Focus:** Local purchasing, sourcing, strengthening the local independent retail sector, and encouraging walkable community development.

**Potential Shared Resources:**

**Type of Organization:** 501 (c) 3 Non-Profit

**Needed Resources:**

- Office space
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff
- Training/Education
- Equipment/Supplies

**Affiliations:** Business Alliance for Local Living Economies (BALLE)

**Geographic Target Area:** All regions in the city of Buffalo

**Target Area Overlap:** No; only formal local economies group in region.

**Available Documents:**

- Strategic or long-term Plan
- Other Financial Statements

**Target Audience:** Local business, consumers, policy makers, and underserved communities.

**Programs:** Localization consulting, local policy research, educational series, green/fair business directory, local coupon book, local purchasing card circulate, Buy Buffalo Bash, and retail kits.

**Communication:**

- Phone
- Fax
- Email
- Website
- Newsletter
- Newspaper/Magazine Articles

**Organizational Structure:**

- Board of Directors – 9
- Full-Time Staff (Paid) – 1
- Volunteers - 4

**Strengths:** Educating public about buying and living locally. Localization consultation that quantifies economic impacts and reduces miles of goods travelled.

**Level of Maturity:** Stable-Expanding

**Obstacles/Barriers:** Lack of support

**Funding:**

- Private Contributions and Gifts
- Foundation Grants
- Governmental Funding
- Membership Dues
- Payment for Services or Programs

**Opportunities for Improvement:** Capacity building.

**Possible Revenue Sources:**

**Future Goals:** Growing current services.

**Approximate Annual Budget:** \$150,000

**Reserve Funds/ Endowments:**

# ***Buffalo Green Hospitality Initiative***

**Contact Person:** Cheryl Zanghi  
**Address:** 617 Main St. Buffalo, NY 14203  
**Phone #:** 716-852-0511

**Partnerships and Coalitions:**

**Ways to Track Performance:**

**Years Organization Has Been Active:** 1

**Existing Shared Resources:**

**Mission:**

**Potential Shared Resources:**

**Focus:**

**Needed Resources:**

**Type of Organization:**

**Available Documents:**

**Affiliations:**

**Communication:**

**Geographic Target Area:**

**Strengths:**

**Target Area Overlap:**

**Obstacles/Barriers:**

**Target Audience:**

**Opportunities for Improvement:**

**Programs:**

**Future Goals:**

**Organizational Structure:**

**Level of Maturity:**

**Funding:**

**Possible Revenue Sources:**

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

# ***Buffalo Museum of Science/Tiff Nature Preserve***

**Contact Person:** Karen Wallace

**Address:**

- 1020 Humboldt Pkwy. Buffalo, NY 14211
- 1200 Fuhrmann Blvd. Buffalo, NY 14203

**Phone #:** 716-896-5200

**Website:** www.sciencebuff.org

**Partnerships and Coalitions:**

**Ways to Track Performance:**

**Existing Shared Resources:**

- Staff

**Potential Shared Resources:**

**Needed Resources:**

**Available Documents:**

- Strategic or long-term Plan
- Project Plans (Past, Present and Future)
- IRS 990 Form
- Other Financial Statements

**Communication:**

- Phone
- Fax
- Email
- Website
- Newsletter
- Newspaper/Magazine Articles

**Strengths:**

**Opportunities for Improvement:**

**Obstacles/Barriers:**

**Future Goals:**

**Years Organization Has Been Active:** 147

**Mission:** To provide opportunities for all people to develop a scientific understanding of the natural and cultural world with an emphasis on the Greater Niagara Region.

**Focus:** Science and environmental education.

**Type of Organization:** 501 (c) 3 Non-Profit

**Affiliations:** American Association of Museums and (AAM) and Association of Science Technology Centers (ASTC).

**Geographic Target Area:** Western New York

**Target Area Overlap:**

**Target Audience:** Families, children, and interested parties.

**Programs:** A Night at the Museum, Afterschool Science, Center for Science Learning, DaVinci Workshops, Earth Day, Family Science Nights, "Garden Day at MLK", etc...

**Organizational Structure:**

- Board of Directors – 28
- Full-Time Staff (Paid) – 28
- Part-Time Staff (Paid) – 23
- Volunteers - 214

**Level of Maturity:** Stable-Expanding

**Funding:**

- Private Contributions and Gifts
- Foundation Grants
- Governmental Funding
- Membership Dues
- Payment for Services or Programs
- Returns on Financial Investments

**Possible Revenue Sources:** Provide "Green Economy" services, i.e. composting services, and mulch from green waste.

**Approximate Annual Budget:** \$ 3 million

**Reserve Funds/ Endowments:** Numerous endowments

# ***Buffalo Niagara RIVERKEEPER***

**Contact Person:** Julie M. Barrett O’Neill  
**Address:** 1250 Niagara St. Buffalo, NY 14222  
**Phone #:** 716-852-7483  
**Website:** www.bnriverkeeper.org

**Partnerships and Coalitions:** Niagara Relicensing Environmental Coalition, Erie County Environmental Management Commission, Great Lakes Healing Our Waters Coalition, Great Lakes Buffalo Audubon Society.

**Years Organization Has Been Active:** 20

**Ways to Track Performance:** Logic models.

**Mission:** To protect and restore the Buffalo and Niagara Rivers with emphasis on restoring ecological health and public access for passive and water-dependent recreation.

**Existing Shared Resources:**

**Focus:** Restoring river ecological health, improving public access for passive and water dependent recreation, improving community awareness of the Niagara River and Great Lakes and increasing citizen stewardship of the Niagara River ecosystem.

**Potential Shared Resources:**

- Office space
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff
- Training/Education
- Equipment/Supplies

**Type of Organization:** 501 (c) 3 Non-Profit.

**Needed Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Administrative Assistance
- Fundraising Capacity
- Training/Education
- Equipment/Supplies

**Affiliations:** Waterkeeper Alliance

**Geographic Target Area:** Niagara River Watershed with a focus on Erie and Niagara Counties and the Niagara River Greenway focus area.

**Available Documents:**

**Target Area Overlap:** Yes; NYS DEC, Niagara River Greenway Commission, NYS Department of State Coastal Resources, Buffalo Audubon IBA, Niagara Heritage Partnership.

**Communication:**

- Phone
- Email
- Website
- Blog
- Newsletter

**Target Audience:** Project stakeholders, elected leadership, water-related businesses and the general public.

**Programs:** River restoration, citizen action, communications/marketing, monitoring, advocacy.

**Organizational Structure:**

- Board of Directors – 9
- Full-Time Staff (Paid) – 2
- Part-Time Staff (Paid) – 10
- Volunteers - 85

**Level of Maturity:** Stable-Expanding

**Funding:**

- Private Contributions and Gifts
- Foundation Grants
- Governmental Funding
- Membership Dues
- Payment for Services or Programs

**Possible Revenue Sources:** Earned income ventures.

**Strengths:** Organizing existing information, engaging stakeholder groups, and securing state and federal financial resources for projects through the leveraging of local assets.

**Opportunities for Improvement:** Ongoing communications, and volunteer management.

**Obstacles/Barriers:** Lack of political commitment.

**Future Goals:**

**Approximate Annual Budget:** \$850,000

**Reserve Funds/ Endowments:** Corporate funding.

# *Buffalo Olmsted Parks Conservancy*

**Contact Person:** Katie Rampino  
**Address:** 84 Parkside Ave. Buffalo, NY 14214  
**Phone #:** 716-838-1249  
**Website:** www.buffaloolmsteadparks.org

**Years Organization Has Been Active:** 30

**Mission:** To broaden awareness of, appreciation for, and investment in Buffalo's Olmsted Park System (the System) in order to enhance, restore and maintain this cultural treasure for the benefit of current and future generations.

**Focus:** Maintenance and operations of the Buffalo Olmsted Park and Parkway System.

**Type of Organization:** 501 (c) (3) Non-profit

**Affiliations:**

**Geographic Target Area:** The Buffalo Olmsted Park System

**Target Area Overlap:**

**Target Audience:** Buffalo residents and tourists

**Programs:** The System Plan-2008

**Organizational Structure:**

- Board of Directors – 33
- Full-Time Staff (Paid) – 16
- Part-Time Staff (Paid) – 80
- Volunteers - 1000

**Level of Maturity:** Stable - Expanding

**Funding:**

- Private Contributions and Gifts
- Foundation Grants
- Governmental Funding
- Membership Dues
- Payment for Services or Programs
- Returns on Financial Investments

**Possible Revenue Sources:**

**Approximate Annual Budget:** \$2.5 million

**Reserve Funds/ Endowments:** \$217,000- endowment

**Partnerships and Coalitions:** HSBC/Earthwatch, Buffalo Prep, bank of America, JP Morgan Chase.

**Ways to Track Performance:** Project review.

**Existing Shared Resources:** Other - Lawn maintenance

**Potential Shared Resources:** Other - Knowledge regarding parkland upkeep, and tree planting.

**Needed Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Grant Writing
- Fundraising Capacity
- Staff

**Available Documents:**

- Strategic or long-term Plan
- IRS 990 Form

**Communication:**

- Phone
- Fax
- Email
- Website
- Newsletter

**Strengths:** Reduce racial and social disparities by increasing opportunities for residents to interact across racial/ethnic lines and social/class lines in our urban community green spaces. We maintain the parks to create a clean, safe and enjoyable space for the community to share daily.

**Opportunities for Improvement:** Growth and awareness through programming, advertising, and media technologies.

**Obstacles/Barriers:** Limited finances.

**Future Goals:** See “The System Plan-2008”

# ***Buffalo Urban Development Corp.***

**Contact Person:** David Stebbins  
**Address:** 275 Oak St. Buffalo, NY 14203  
**Phone #:** 716-856-6525  
**Website:** www.budc.ecidany.com

**Partnerships and Coalitions:** Erie County Industrial Development Agency, City of Buffalo Office of Strategic Planning, and City of Buffalo Dept. of Economic Development, Permit & Inspection Services.

**Years Organization Has Been Active:** 30

**Ways to Track Performance:** Annual Reporting to Board and Public Authorities Budget Office.

**Mission:** To create a dynamic project development process and team, capable of meeting the challenges associated with urban and project development in Erie County.

**Existing Shared Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Office space
- Administrative Assistance
- Staff

**Focus:** Economic development

**Type of Organization:** 501 (c) 4 Non-Profit

**Potential Shared Resources:**

- Technology - Computing and Printing
- Staff

**Affiliations:**

**Geographic Target Area:** City of Buffalo

**Target Area Overlap:**

**Needed Resources:**

- Technology - Computing and Printing
- Office space

**Target Audience:** Business, real estate development.

**Programs:** Brownfield Redevelopment.

**Available Documents:**

**Communication:**

- Phone
- Email
- Website

**Organizational Structure:**

- Board of Directors – 18
- Full-Time Staff (Paid) – 2
- Part-Time Staff (Paid) - 2

**Level of Maturity:** Stable-Expanding

**Strengths:** Brownfield Redevelopment.

**Funding:**

- Governmental Funding
- Returns on Financial Investments

**Opportunities for Improvement:**

**Possible Revenue Sources:**

**Obstacles/Barriers:**

**Approximate Annual Budget:** \$5,000,000

**Future Goals:** Prepare 200 acres of brownfield property for redevelopment.

**Reserve Funds/ Endowments:** Buffalo Brownfield Redevelopment Fund

# *Carvings for a Cause*

**Contact Person:** Therese Forton-Barnes  
**Address:** 12 Soldiers Place. Buffalo, NY 14222  
**Phone #:** 716-868-8868  
**Website:** www.carvingsforacause.com

**Years Organization Has Been Active:** 2

**Mission:** To beautify the Greater Buffalo and Western New York community by displaying artwork wood carvings depicting famous Western New Yorkers and symbols of the region made from trees destroyed or damaged in storms.

**Focus:** Re-Using, Re-Cycling, and Re-Planting.

**Type of Organization:** Non-Profit, approval pending.

**Affiliations:**

**Geographic Target Area:** Erie County

**Target Area Overlap:**

**Target Audience:** All of Western New York and tourists.

**Programs:**

**Organizational Structure:**

- Board of Directors - 4
- Volunteers - 30

**Level of Maturity:** Newly Emerging

**Funding:**

- Private Contributions and Gifts
- Payment for Services or Programs

**Possible Revenue Sources:** 501 (c) 3 status and subsequent grant applications.

**Approximate Annual Budget:** \$10,000 - 50,000

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:**

**Ways to Track Performance:**

**Existing Shared Resources:**

**Potential Shared Resources:**

**Needed Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff

**Available Documents:**

**Communication:**

- Phone
- Email
- Website
- Newsletter
- Newspaper/Magazine Articles

**Strengths:**

**Opportunities for Improvement:**

**Obstacles/Barriers:**

**Future Goals:**

# *Center for Sustainable Communities and Civic Engagement*

<p><b>Contact Person:</b> Daemen College  <b>Address:</b> 4380 Main Street, Amherst, NY 14226  <b>Phone #:</b> (716) 839-8489  <b>Email:</b> cbird@daemen.edu  <b>Website:</b> www.daemen.edu/sites/CSCCE</p>	<p><b>Partnerships and Coalitions:</b> We partner with many community agencies in the 3 neighborhoods where our work is based: Seneca Babcock, West Side and Fruit Belt. We also partner with many other not-for-profits in WNY on our educational, economic and environmental projects.</p>
<p><b>Years Organization Has Been Active:</b> 6</p> <p><b>Mission:</b> The Center partners Daemen College and its students with communities to promote civic responsibility, leading to communities that are healthy, safe and vital, and will remain so for future generations.</p> <p><b>Focus:</b> Economic and environmental education.</p> <p><b>Type of Organization:</b> Non-Profit, 501 (c) 3</p> <p><b>Affiliations:</b> None.</p> <p><b>Geographic Target Area:</b> Seneca Babcock, West Side and Fruit Belt.</p> <p><b>Target Area Overlap:</b> None</p> <p><b>Target Audience:</b> Low income residents within the three focus communities.</p> <p><b>Programs:</b> After school programs (Seneca Babcock, West Side, Fruit Belt), Summer Reading Camps, Environmental Summit (annual), Enviro-News (online newsletter, monthly), Income TAXi, Programs for refugee students, Earth Day events, Kids Voting, "The World on Your Plate", and weatherization and housing rehab programs</p> <p><b>Organizational Structure:</b></p> <ul style="list-style-type: none"> <li>•Board of Directors - 12</li> <li>•Full time staff (paid) - 2</li> <li>•Volunteers - 3</li> </ul> <p><b>Level of Maturity:</b> Stable-Expanding</p> <p><b>Funding:</b> Foundation grants, Daemen College</p> <p><b>Possible Revenue Sources:</b> Additional foundational grants and national grants.</p> <p><b>Approximate Annual Budget:</b> Within Daemen College budget.</p> <p><b>Reserve Funds/ Endowments:</b></p>	<p><b>Ways to Track Performance:</b> Evaluations are completed twice a year by our community partners and the students who serve in our communities. We have informal discussions on a regular basis with our partners about our performance and the performance of our students.</p> <p><b>Existing Shared Resources:</b></p> <ul style="list-style-type: none"> <li>•Fundraising</li> <li>•Training / Education</li> </ul> <p><b>Potential Shared Resources:</b> None</p> <p><b>Needed Resources:</b></p> <ul style="list-style-type: none"> <li>•Technology - communications</li> <li>•Administrative assistance</li> <li>•Fundraising</li> <li>•Staff</li> <li>•Equipment / supplies</li> </ul> <p><b>Available Documents:</b> None</p> <p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>•Phone</li> <li>•Email</li> <li>•Website</li> <li>•Electronic newsletter</li> </ul> <p><b>Strengths:</b> We connect well with communities at the grass roots level and earn the respect of these communities through our long term dedication to making them more sustainable.</p> <p><b>Opportunities for Improvement:</b> We need more staff and additional transportation to our communities.</p> <p><b>Obstacles/Barriers:</b> Because we are affiliated with a college, some assume that we are completely funded by the college. This is not true!</p> <p><b>Future Goals:</b> Grow our annual Environmental Summit, and expand its reach. Get staffing and monetary help for the EnviroNews to expand its outreach and capacities. Expand our refugee educational assistance programs. Expand the outreach of the Income TAXi.</p>

# *Center for Transportation Excellence*

**Contact Person:** Kelly Dixon  
**Address:** 401 East Amherst Street, Buffalo, NY 14215  
**Phone #:** (716) 898-7902  
**Email:** kdixon@cteny.com  
**Website:** www.cteny.com

**Partnerships and Coalitions:**

**Ways to Track Performance:**

**Existing Shared Resources:**

**Potential Shared Resources:**

**Needed Resources:**

**Available Documents:**

**Communication:**

**Strengths:**

**Obstacles/Barriers:**

**Opportunities for Improvement:**

**Future Goals:**

**Years Organization Has Been Active:** 2

**Mission:** The Center for Transportation Excellence's mission is to convene and create a standard of best practices for organizations in the health and human services transportation industry. This mission is achieved through the provision of comprehensive driver training, state-of-the-art fleet maintenance, mobility management and advocacy for human-centered transportation systems.

**Focus:** Coordinated transportation

**Type of Organization:**

**Affiliations:**

**Geographic Target Area:**

**Target Area Overlap:**

**Target Audience:**

**Programs:**

**Organizational Structure:**

**Level of Maturity:**

**Funding:**

**Possible Revenue Sources:**

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

# Citizens Campaign for the Environment

**Contact Person:** Brian Smith  
**Address:** Box 140, 735 Delaware Rd. Buffalo, NY 14223  
**Phone #:** 716-831-3206  
**Website:** www.citizenscampaign.org

**Partnerships and Coalitions:** ECEMC, BNL CAC, Adirondack Council, AEM, Alliance for Clean Energy, New York Old Growth Forest Association, etc...

**Ways to Track Performance:** Annual report

**Years Organization Has Been Active:** 16

**Existing Shared Resources:**

**Mission:** To promote policies that manage and protect independent land and water resources, wildlife, and public health.

- Fundraising Capacity
- Staff
- Training/Education

**Focus:** Water protection, public health and toxics, recycling, open space and wildlife habitat protection, energy policy, and climate change

**Potential Shared Resources:**

**Type of Organization:** 501 (c) 4 Non-Profit

**Needed Resources:**

**Affiliations:**

**Available Documents:**

**Geographic Target Area:** New York State and Connecticut. The Buffalo office covers Erie, Niagara, Chautauqua, Cattaraugus, Genesee, Allegany, Wyoming, and Monroe counties.

- Strategic or long-term Plan
- IRS 990 Form
- Other Financial Statements

**Target Area Overlap:**

**Communication:**

**Target Audience:** The general public, elected and other government officials, and the media.

- Phone
- Email
- Website
- Newsletter
- Newspaper/Magazine Articles
- Door-to-door
- Myspace presence

**Programs:** Direct lobbying with local governments, extensive research, generating public education materials, and conducting large scale grassroots advocacy campaigns.

**Strengths:** Public education and empowerment, lobbying, media outreach, and coalition building.

**Organizational Structure:**

**Opportunities for Improvement:** Utilizing new technology would increase effectiveness.

- Board of Directors – 5
- Full-Time Staff (Paid) – 200
- Part-Time Staff (Paid) – 5
- Volunteers – 10

**Obstacles/Barriers:** Lack of resources and staff.

**Level of Maturity:** Stable-Expanding

**Funding:**

- Private Contributions and Gifts
- Foundation Grants
- Membership Dues
- Returns on Financial Investments

**Possible Revenue Sources:**

**Future Goals:** Bolstering existing programs with additional staff in Buffalo, Long Island, and Albany in 2009.

**Approximate Annual Budget:** \$450,000

**Reserve Funds/ Endowments:**

# Clean Air Coalition of WNY

**Contact Person:** Jackie James  
**Address:** 2840 Delaware Ave. Kenmore, NY 14217  
**Phone #:** 716-873-5608  
**Website:** www.cacwny.org

**Partnerships and Coalitions:** University of Buffalo School of Public Health and Dept of Chemistry, WNYCOSH, DEC, etc...

**Ways to Track Performance:** Business Management software.

**Years Organization Has Been Active:** 4

**Existing Shared Resources:**

**Mission:** To monitor, identify, and reduce environmental air pollution in WNY.

- Technology - Computing and Printing
- Technology – Communications
- Office space
- Equipment/Supplies

**Focus:** Air pollution reduction.

**Potential Shared Resources:**

**Type of Organization:** Community group; not yet incorporated.

- Technology - Computing and Printing
- Technology – Communications
- Office space

**Affiliations:**

**Needed Resources:**

**Geographic Target Area:** City of Tonawanda, Town of Tonawanda, Kenmore, and Riverside, NY.

- Grant Writing
- Fundraising Capacity
- Training/Education

**Target Area Overlap:**

**Available Documents:**

**Target Audience:** WNY community.

- Project Plans (Past, Present and Future)

**Programs:** Community health, policy and air regulated permits, environmental education and outreach, multimedia, and advocacy.

**Communication:**

- Phone
- Email
- Website

**Organizational Structure:**

- Board of Directors – 4
- Part-Time Staff (Paid) – 1
- Volunteers - 10

**Strengths:** Research, community building, collaboration.

**Level of Maturity:** Newly Emerging

**Opportunities for Improvement:** Grant writing, fundraising.

**Funding:**

- Private Contributions and Gifts
- Governmental Funding

**Obstacles/Barriers:** Not having 501 (c) 3 status.

**Possible Revenue Sources:** Foundation grants.

**Future Goals:** Advance online media and presence, implement “Good Neighbor” campaign, research amending policies, and continue community education.

**Approximate Annual Budget:** \$32,000

**Reserve Funds/ Endowments:**

# *Coalition on West Valley Nuclear Waste Sites*

**Contact Person:** Judith Einach  
**Address:** 19 Penfield St. Buffalo, NY 14213  
**Phone #:** 716-316-5839  
**Website:** www.digitup.org

**Partnerships and Coalitions:** Center for Health, CHEJ, NIRS, CEC, SUNY Fredonia Special Collections, and Cattaraugus Creek Groups.

**Ways to Track Performance:** Records at SUNY Fredonia.

**Years Organization Has Been Active:** 30+

**Mission:** To oversee and influence decisions concerning the West Valley nuclear site. To protect the health and safety of the area's residents.

**Existing Shared Resources:**

- Grant writing
- Fundraising capacity
- Training/education

**Focus:** Pollution abatement of radioactive and hazardous sites.

**Potential Shared Resources:** Currently there is no excess capacity. There is a willingness to work cooperatively.

**Type of Organization:** Non-Profit (in need of 501 (c) 3 status)

**Needed Resources:**

- Fundraising Capacity
- Staff
- Equipment/ Supplies

**Affiliations:** CHEJ, NIRS, CEC

**Geographic Target Area:** The area surrounding the West Valley nuclear site.

**Available Documents:**

- Other financial documents.

**Target Area Overlap:** none

**Communication:**

- Phone
- Email
- Newsletter
- Newspaper/magazine articles

**Target Audience:** Policymakers, residents, and the media.

**Programs:**

**Organizational Structure:**

- Board of Directors – 5
- Part-Time Staff (Paid) – 1
- Volunteers - 8

**Strengths:** Educating the public and policymakers. Standing up to U.S. Department of Energy and Nuclear Regulatory Commission.

**Level of Maturity:** Stable-Expanding

**Opportunities for Improvement:** Website and communication technology is in need of improvement. Also need to improve strategies for outreach and public communication.

**Funding:**

- Private Contributions and Gifts
- Foundation Grants
- Governmental Funding

**Obstacles/Barriers:** Cannot support staff or activities. There are also debts from lawsuits that need to be repaid.

**Possible Revenue Sources:** Tentative plans for a book that tells the story of West Valley. Ticket sales from a potential speaker series.

**Future Goals:** Expected Draft EIS for December. With funding, plans could proceed.

**Approximate Annual Budget:** \$35,000

**Reserve Funds/ Endowments:**

# *Community Action Organization of Erie County*

**Contact Person:** David Hahn-Baker  
**Address:** 70 Harvard Place, Buffalo, NY 14209  
**Phone #:** (716) 877-2004  
**Email:** dhahnbaker@aol.com  
**Website:** <http://www.caoec.org/>

**Partnerships and Coalitions:**

**Ways to Track Performance:**

**Existing Shared Resources:**

**Potential Shared Resources:**

**Needed Resources:**

**Available Documents:**

**Communication:**

**Strengths:**

**Obstacles/Barriers:**

**Opportunities for Improvement:**

**Future Goals:**

**Years Organization Has Been Active:** 43

**Mission:** Our mission is to provide programs and services that support the emotional and financial well-being of our community. We help low-income people and working poor families gain access to opportunities, resources, education and training, and a wide range of programs and services.

**Focus:** Education and myriad foci as determined by the lower-income and people of color neighborhoods it is our mission to serve.

**Type of Organization:**

**Affiliations:**

**Geographic Target Area:**

**Target Area Overlap:**

**Target Audience:**

**Programs:** These run the range from being the administrator of the Head Start program in Erie County to services needed and asked for the neighborhoods of our constituency which ranges from the food pantry we run, various crisis services for individuals, increasing fiscal literacy and preparation of taxes, etc.

**Organizational Structure:**

**Level of Maturity:**

**Funding:**

**Possible Revenue Sources:**

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

# Forest Lawn Heritage Foundation

**Contact Person:** Joseph P. Dispenza  
**Address:** 1411 Delaware Ave. Buffalo, NY 14209  
**Phone #:** 716-885-1600

**Years Organization Has Been Active:** 157

**Mission:** Assisting in the preservation of the natural beauty and historic integrity of Forest Lawn Cemetery, and increasing public knowledge, awareness and appreciation of the unique cultural, historic, architectural and natural resources of the cemetery.

**Focus:** Education and preservation

**Type of Organization:** 501 (c) 3 Non-Profit

**Affiliations:**

**Geographic Target Area:** The Forest Lawn Cemetery

**Target Area Overlap:**

**Target Audience:** Lot Owners, Heirs of Lot Owners, Lovers of History, Nature, Art & Architecture, and Sculpture.

**Programs:** Sunday in the Cemetery Tour Program; docent-led group tours

**Organizational Structure:**

- Board of Directors – 8
- Volunteers - 10

**Level of Maturity:** Newly Emerging

**Funding:**

- Private Contributions and Gifts
- Foundation Grants

**Possible Revenue Sources:** Arts and Educational Grants  
 Preservation Grants

**Approximate Annual Budget:** \$210,000

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:** Buffalo and Erie County Historical Society, local high schools, Medaille College Honors Program, Canisius College Honors Program Museum Consortium of Buffalo, African American Historical Association of the Niagara Frontier, and Boy Scouts of America.

**Ways to Track Performance:** Membership, capital preservation projects.

**Existing Shared Resources:**

**Potential Shared Resources:**

**Needed Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff

**Available Documents:**

**Communication:**

- Newsletter

**Strengths:** Events or project-driven fundraising and tours.

**Opportunities for Improvement:** Membership, trustee and management capacity, development strategy, and vision.

**Obstacles/Barriers:** Human and technical resources to accomplish effective fundraising/membership drives, programming initiatives and preservation projects.

**Future Goals:**

# *Friends of the Lower Great Lakes Fishery Resources Office*

**Contact Person:** Kofi Fynn-Aikins  
**Address:** 405 North French Rd. Amherst, NY 14228  
**Phone #:** 716-691-5456  
**Website:** www.friendsofthelowergreatlakes.org

**Partnerships and Coalitions:** U.S. Fish and Wildlife Service, Niagara River Angler's Association, City of Niagara Falls, Buffalo Niagara RiverKeepers.

**Years Organization Has Been Active:** 5

**Mission:** To raise support for and contribute to conservation and environmental awareness programs, to increase public understanding of the lower Great Lakes watersheds and ecosystems, and to promote the responsible stewardship of these resources.

**Focus:** environmental education; fisheries

**Type of Organization:** 501 (c) 3 Non-Profit

**Affiliations:**

**Geographic Target Area:** Communities near Lake Erie, Lake Ontario, and the Niagara River.

**Target Area Overlap:**

**Target Audience:** Anglers; recreational water users; children / students (all ages); and parents / grandparents.

**Programs:** Annual Fish and Wildlife Festival and Youth Fishing Contest, Annual Great Lakes Fishery Day.

**Organizational Structure:**

- Board of Directors - 9

**Level of Maturity:** Newly Emerging

**Funding:**

- Membership dues
- Corporate Sponsorship for specific events

**Possible Revenue Sources:**

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

**Ways to Track Performance:**

**Existing Shared Resources:**

- Office space
- Administrative Assistance

**Potential Shared Resources:**

**Needed Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Grant Writing
- Fundraising Capacity

**Available Documents:**

**Communication:**

**Strengths:**

**Opportunities for Improvement:**

**Obstacles/Barriers:** Limited time, money, and volunteers.

**Future Goals:**

# Grassroots Gardens of Buffalo

**Contact Person:** Zoe Lovatelli  
**Address:** PO Box 351. Buffalo, NY 14201  
**Phone #:** 716-851-4647  
**Website:** www.grassrootsgardens.org

**Partnerships and Coalitions:** 18 Block Clubs, The Food Bank of WNY, The Mass. Ave. Project, The Oracle Charter School, Urban Roots, Buffalo Weed N’ Seed, and the Friendly Fruitbelt Neighborhood Block Club.

**Years Organization Has Been Active:** 16

**Ways to Track Performance:** “Seeds of Opportunity: a UB study of housing values in relation to Grassroots projects. Board member site visitation.

**Mission:** To revitalize neighborhoods and build quality of life through the reuse/beautification of vacant lots.

**Existing Shared Resources:**

**Focus:** Community gardening; beautification, food security, community revitalization, and education.

- Technology - Computing and Printing
- Technology – Communications
- Office space
- Grant Writing
- Fundraising Capacity
- Training/Education
- Equipment/Supplies

**Type of Organization:** 501 (c) 3 Non-Profit

**Affiliations:**

**Potential Shared Resources:**

**Geographic Target Area:** Low to moderate income neighborhoods in the City of Buffalo.

**Needed Resources:**

**Target Area Overlap:**

- Administrative Assistance
- Fundraising Capacity
- Staff
- Equipment/Supplies

**Target Audience:**

**Programs:** Facilitating and supporting community gardens by obtaining leases of city-owned vacant property, indemnifying the properties, assisting in garden creation and maintenance, and educating garden participants.

**Available Documents:**

- Project Plans (Past, Present and Future)
- Other Financial Statements

**Organizational Structure:**

- Board of Directors – 15
- Full-Time Staff (Paid) – 1
- Volunteers - 225

**Communication:**

- Phone
- Fax
- Email
- Website
- Newsletter

**Level of Maturity:** Stable-Expanding

**Strengths:** Facilitating and convening the community garden process by linking partners to resources.

**Funding:**

- Private Contributions and Gifts
- Foundation Grants
- Membership Dues

**Opportunities for Improvement:** Raising awareness and increasing capacity.

**Possible Revenue Sources:** The City of Buffalo should fund Grassroots projects.

**Obstacles/Barriers:** Many.

**Approximate Annual Budget:** \$30,000

**Reserve Funds/ Endowments:** J. Milton Zeckhauser Endowment, \$66,189.42 (at end of fiscal year 2007).

**Future Goals:** Double the annual operating budget, improved education, increased capacity, full leadership positions, office space, and increase staff to three staff members.

# Great Lakes Sport Fishing Council

**Contact Person:** Thomas Marks  
**Address:** 7004 Waring Circle. Derby, NY 14047  
**Phone #:** 716-997-6919  
**Website:** www.great-lakes.org

**Years Organization Has Been Active:** 36

**Mission:** To inform and educate anglers, boaters and the general public about natural resource conservation and enhancement and to promote, protect and conserve our aquatic resources

**Focus:** Biological pollution prevention, protect the sport fishery and Great Lakes ecosystem.

**Type of Organization:** Non-Profit

**Affiliations:**

**Geographic Target Area:** Lake Erie, Lake Ontario, Niagara River, St Lawrence River

**Target Area Overlap:**

**Target Audience:** Outdoor enthusiasts, fishermen, boaters, general public with an interest in Great Lakes issues.

**Programs:** Speaking events at outdoor expositions regarding Great Lakes issues and various outdoor. Publications and articles on Great Lakes issues.

**Organizational Structure:**

- Board of Directors - 9

**Level of Maturity:** Stable-Not Expanding

**Funding:**

- Payment for Services or Programs

**Possible Revenue Sources:**

**Approximate Annual Budget:** \$2500

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:**

**Ways to Track Performance:**

**Existing Shared Resources:**

**Potential Shared Resources:**

**Needed Resources:**

- Technology – Communications
- Office space
- Grant Writing
- Fundraising Capacity

**Available Documents:**

**Communication:**

- Phone
- Email
- Website
- Newsletter
- Newspaper/Magazine Articles

**Strengths:** Public communication

**Opportunities for Improvement:**

**Obstacles/Barriers:**

**Future Goals:**

# Great Lakes United

**Contact Person:** Jennifer Nalbone  
**Address:** 1300 Elmwood Ave, Cassety Hall- BSC, Buffalo, NY 14222  
**Phone #:** 716 213 0408  
**Email:** jen@glu.org  
**Website:** www.glu.org

**Years Organization Has Been Active:**

**Mission:** Great Lakes United is an international coalition dedicated to preserving and restoring the Great Lakes-St. Lawrence River ecosystem. Great Lakes United is made up of member organizations representing environmentalists, conservationists, hunters and anglers, labor unions, community groups, and citizens of the United States, Canada, and First Nations and Tribes.

**Focus:** Great Lakes and the environment.

**Type of Organization:** Non-Profit Organization

**Affiliations:** None

**Geographic Target Area:** Great Lakes- St. Lawrence River including 8 Great Lakes states and 2 Canadian provinces.

**Target Area Overlap:** Yes; as a binational regional coalition, our target area overlaps with national groups in the United States and Canada, as well as local groups. However we strive to ensure we do not duplicate efforts, rather identify and fill gaps in leadership.

**Target Audience:** NGO, concerned public, political leaders, media, scientists, industry.

**Programs:**

GLU coordinates activities to protect and restore the Great Lakes - St. Lawrence River ecosystem primarily through:

- Basin-wide campaigns addressing: Clean Production; Toxic Pollution; Great Lakes Water Quality Agreement; The Great Lakes Charter; Navigation; Invasive Species; and Nuclear Free- Green Energy,
- Identifying and engaging the coalition in emerging issues of concern, and
- Promoting strong Great Lakes institutional leadership.

**Organizational Structure:**

- Board Members:13
- Full Time Staff:7
- Part Time Staff:1

**Level of Maturity:** Stable - Expanding

**Funding:**

- Private contributions and gifts
- Grants
- Government funding
- Membership Dues

**Annual Budget:** \$1,043,000

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:** Coalition coordination represents our day-to-day operations. We partner on grants, develop common strategies, coordinate on campaigns, etc.

**Ways to Track Performance:**

**Existing Shared Resources:**

- Technology – Communications
- Grant Writing
- Training/Education

**Potential Shared Resources:**

- Technology – Communications
- Grant Writing
- Training/Education

**Needed Resources**

- Grant Writing

**Available Documents:**

- Strategic or long-term Plan
- Project Plans (Past, Present and Future)
- IRS 990 Form
- Other Financial Statements

**Communication:**

- Email
- Website
- Newsletter / Magazine Articles

**Strengths:**

**Opportunities for Improvement:**

**Obstacles/Barriers:**

**Future Goals:**

# Groundwork Buffalo

**Contact Person:** Anthony Armstrong  
**Address:** 700 Main St. Buffalo, NY 14202  
**Phone #:** 716-853-1136  
**Website:** www.groundworkbuffalo.wikispaces.com

**Years Organization Has Been Active:**

**Mission:** To build sustainable communities through joint environmental action and revitalizing underutilized and vacant or brownfield properties for productive community reuse.

**Focus:** Community rejuvenation.

**Type of Organization:** Non-Profit

**Affiliations:** Groundwork USA.

**Geographic Target Area:** City of Buffalo.

**Target Area Overlap:** Yes, other organizations are working on greening initiatives.

**Target Audience:** Residents of Buffalo, policy makers, and local organizations.

**Programs:** Groundwork USA organizes projects and activities into six program areas as part of an integrated approach to community rejuvenation: land, brownfields, education, business, youth, and communities.

**Organizational Structure:**

**Level of Maturity:** Newly Emerging

**Funding:**

- Governmental Funding

**Possible Revenue Sources:** NY State remediation programs, budget allocations, and foundation and corporate grants.

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:** A 30 member steering committee including many local organizations.

**Ways to Track Performance:**

**Existing Shared Resources:**

**Potential Shared Resources:**

**Needed Resources:** Currently undergoing a feasibility study to outline needed resources.

**Available Documents:**

**Communication:**

- Email
- Website

**Strengths:** Convening and starting a dialogue across multiple on-the-ground partners in the non-profit and governmental sectors in greening in Buffalo.

**Opportunities for Improvement:**

**Obstacles/Barriers:**

**Future Goals:** Complete the feasibility study by fall and launch operations in the final quarter of 2009.

# ***Lake Ontario Ordinance Works Restoration Advisory Board (LOOW RAB)***

<p><b>Contact Person:</b> Walter Simpson  <b>Address:</b> P.O. Box 181, Youngstown, NY 14174  <b>Website:</b> www.lowrab.org</p>	<p><b>Partnerships and Coalitions:</b> N/A</p>
<p><b>Years Organization Has Been Active:</b> 2</p> <p><b>Mission:</b> The LOOW RAB is a community-based volunteer group. Our mission is to influence the investigation and promote the satisfactory remediation of the entire LOOW site (including all publicly and privately owned parcels).</p> <p><b>Focus:</b> Remediation planning for the LOOW site and public participation in government agency decisions.</p> <p><b>Type of Organization:</b> Other: Official designee of the US Army Corp's public involvement.</p> <p><b>Affiliations:</b> None</p> <p><b>Geographic Target Area:</b> LOOW site in Lewiston and Porter.</p> <p><b>Target Area Overlap:</b> No</p> <p><b>Target Audience:</b> Community affected by LOOW site and potential remediation.</p> <p><b>Programs:</b> The LOOW RAB regularly interfaces with: Federal Environmental Agencies, State and local environmental and health agencies, private property owners, local organizations and leaders. There are six committees of the RAB in addition to the Steering Committee: Historical Committee, Membership Committee, Chemical Committee, Advocacy Committee, Radiological Committee, and the Outreach Committee.</p> <p><b>Organizational Structure:</b></p> <ul style="list-style-type: none"> <li>•Volunteers: 25</li> </ul> <p><b>Level of Maturity:</b> Not currently functioning</p> <p><b>Funding:</b> Governmental funding; would normally be funded as part of the USACE's outreach/community involvement. A present dispute makes all work volunteer funded.</p> <p><b>Possible Revenue Sources:</b> USACE, other foundation grants.</p> <p><b>Approximate Annual Budget:</b> \$0 (presently)</p> <p><b>Reserve Funds/ Endowments:</b></p>	<p><b>Ways to Track Performance:</b> Work products and written reports, recommendations to the USACE and contractors.</p> <p><b>Existing Shared Resources:</b></p> <p><b>Potential Shared Resources:</b></p> <p><b>Needed Resources:</b></p> <ul style="list-style-type: none"> <li>•Technology – Communication</li> <li>•Administrative Assistance</li> <li>•Staff</li> </ul> <p><b>Available Documents:</b></p> <ul style="list-style-type: none"> <li>•Strategic or long-term plan</li> </ul> <p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>•Phone</li> <li>•Email</li> <li>•Website</li> <li>•Newspaper/magazine articles</li> </ul> <p><b>Strengths:</b> Review of technical studies and documents. Communication with the community. Documenting the History of the LOOW site.</p> <p><b>Opportunities for Improvement:</b> Resolving the status issue with USACE.</p> <p><b>Obstacles/Barriers:</b> Resolving the status issue with USACE.</p> <p><b>Future Goals:</b></p>

# League of Women Voters

**Contact Person:**

**Address:** 1272 Delaware Ave. Buffalo, NY 14209  
**Phone #:** 716-884-3550  
**Email:** lwvbn@lwvbn.org  
**Website:** www.lwvbn.org

**Years Organization Has Been Active:**

**Mission:** The League of Women Voters is a nonpartisan political organization that encourages the informed and active participation of citizens in government, works to increase understanding of major public policy issues, and influences public policy through education and advocacy.

**Focus:** Education on quality of life and public policy issues, eg. environment, housing, and voting rights.

**Type of Organization:** Non-Profit Organization

**Affiliations:**

**Geographic Target Area:**  
Erie and Niagara Counties

**Target Area Overlap:** Don't Know

**Target Audience:** All people who have interest in quality of life issues

**Programs:** Voter Services and Election Guide Services, Regional water issues., Natural Resources, Transportation, Waterfront Development, Monthly Issues luncheon (Amherst Unit) Monthly Education Issues (all League) Local Government/Sprawl Education, Grass roots Lobby Coordination-via e-mail, Current study item-Compact for a National Popular Vote.

**Organizational Structure:**

**Level of Maturity:**

**Funding:**

- Private Contributions and Gifts
- Membership Dues
- Payment for Services or Programs
- Foundation Grant for Sprawl Education ----2002-2006

**Annual Budget:** \$45,000

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:**

**Ways to Track Performance:** Website feedback, attendance for programs, and fund raising letters.

**Existing Shared Resources:**

**Potential Shared Resources:**

**Needed Resources**

**Available Documents:**

- Project Plans (Past, Present and Future)
- Other Financial Statements

**Communication:**

**Strengths:** Voter services, candidate events (moderating) and issue based forums.

**Opportunities for Improvement:** Fund raising and membership growth (targeting interested people).

**Obstacles/Barriers:** We generally meet during the daytime which is a handicap for working folks (we have retirement age people generally).

**Future Goals:** Increased membership and visibility---- Constitution Day-Daemen College-Sept. 17th at 7PM (reviewing the 14th Amendment.) Voter Guide in progress (Oct. deadline for Distribution)

# League of Women Voters New York

**Contact Person:** Joan Ross

**Address:**

116 Cranburne Lane  
 Williamsville, NY 14221

**Office:** No

**County:** Erie

**Phone #:** 716-631-9351

**Email:** jross18@roadrunner.com

**Website:** www.lwvny.org

**Needed Resources:**

**Communication:**

- Email
- Website
- Newsletter
- Magazine articles

**Geographic Target Area:**

New York State

**Target Area Overlap:** Unsure

**Audience:** All citizens

**Funding:**

- Private contributions and gifts
- Foundation grants
- Membership dues

**Programs:**

- LeaderSpark (for youth)
- Voter Registration ( 18 and over)
- Great Lakes and Regional Water Issues
- Climate Change Coalition (national)

\*Projects are too numerous to list, complete list on website (www.lwvny.org)

**Annual Budget:**

**Reserve Funds/ Endowments:**

**Strengths:**

- Network of volunteers
- Network of educated speakers
- Organizational skills

**Opportunities for Improvement:**

Fund raising and membership growth (targeting interested people)

**Current Needs:**

Partnerships with other organizations

**Obstacles/Barriers:**

**Methods to Track Progress:**

**Future Goals:**

**Years Organization Has Been Active:** 50 +

**Mission:** The purpose of the League of Women Voters New York State shall be to promote political responsibility through informed and active participation of citizens in government and to act on selected governmental issues. The League is non-partisan and shall not support or oppose any political party or candidate.

**Focus:** Air quality and Water Issues, Climate Change, Health Care, etc. There are 40 off-board specialists focusing on governmental, community issues.

**Type of Organization:**

Non-Profit Organization; 501 (c) 3

**Affiliations:**

- League of Women Voters USA
- League of Women Voters Buffalo-Niagara

**Partnerships and Coalitions:**

**Organizational Structure:** President, Vice Presidents, Directors, Committee Chairs, Legislative Director, Legislative analyst

- Board of Directors: 10
- Paid Staff (full-time): 2
- Paid Staff (part-time): 1
- Volunteers:400

**Level of Maturity (rated 0-3):**

Stable - Expanding

**Shared Resources:**

- Training & Education

**Capacity to Share Resources:**

- Training & Education

**Available Documents:**

# Learning Sustainability Campaign

**Contact Person:** Jay Burney  
**Address:** 13399 Miller Avenue, Chaffee, NY 14030  
**Phone #:** 716-425-1542  
**Email:** lscampaign@aol.com

**Years Organization Has Been Active:** 7

**Mission:** To promote sustainable solutions through critical thinking, providing resources for communities, and to promote leadership.

**Focus:** A future that works.

**Type of Organization:** unaffiliated organization

**Affiliations:** No

**Geographic Target Area:** Global

**Target Area Overlap:** Unknown

**Target Audience:** Government, education, private sector, and community.

**Programs:** We publish newspapers, articles, photographs, monographs, booklets, white papers; create TV and radio; host and participate in meetings; and provide resources in areas including agriculture, biodiversity, conservation, economic development, organizing and government

**Organizational Structure:**

- Executive director
- Volunteers -100

**Level of Maturity:**

- Stable – Expanding

**Funding:**

- Private contributions and gifts
- Payment for services or programs

**Possible Revenue Sources:**

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:** Yes

**Ways to Track Performance:** We keep account of our activities, constantly review, improve and react to the needs that we are presented with.

**Existing Shared Resources:**

- Technology – Computing and printing
- Technology - Communications
- Office space
- Grant writing
- Administrative assistance
- Fundraising capacity
- Staff
- Training / Education
- Equipment / Supplies

**Potential Shared Resources:**

- Technology – Computing and printing
- Technology - Communications
- Office space
- Grant writing
- Administrative assistance
- Fundraising capacity
- Training / Education
- Equipment / Supplies

**Needed Resources:**

**Available Documents:**

**Communication:**

- Phone
- Fax
- Email
- Personal contact, meetings, community service projects, face to face

**Strengths:** Organizing, reacting, promoting, developing, and teaching.

**Opportunities for Improvement:** Yes

**Obstacles/Barriers:** Most people and organizations are distracted by false information and strategies that are designed to tell people what to think rather than how to think. This is a fundamental flaw of our society rooted in our educational system, underpinned by our economic system, sustained by our political system, and constantly promoted by our media and marketing tools. You find these obstacles in all aspects of life in American and in life on planet earth. Specifics beyond the big picture include our consumer economy and how we have been forced into a culture of economics and capitalism that will never solve even the most basic environmental problems without a profound transformation of how we live. Although I do not believe that it is too late, which is what gives me hope and every day, the biggest obstacle is that it may be.

**Future Goals:** A future that works today and tomorrow. In ten years I hope that we will still have the same goals. In fifty years, we hope that civilization has survived.

# Lexington Cooperative Market

**Contact Person:** Tim Bartlett  
**Address:** 807 Elmwood Ave. Buffalo, NY 14222  
**Phone #:** 716-886-1036  
**Website:** www.Lexington.coop

**Years Organization Has Been Active:** 36

**Mission:** Membership-based organization committed to serving members/non-members by: providing a natural foods grocery in a friendly environment, providing education about nutrition, consumer issues, and cooperative principles, and contributing to the local economy and environment.

**Focus:** Meet our owners' needs by providing access to high quality local, seasonal and organic foods in a friendly environment.

**Type of Organization:** Consumer-owned cooperative

**Affiliations:** National Co-op Grocers Association, National Co-op Business Association

**Geographic Target Area:** Primarily the Elmwood Village

**Target Area Overlap:** Wegman's, and Feel Rite.

**Target Audience:** Neighborhood residents and Western New Yorkers who are interested in eating well.

- Programs:**
- Tracking how much of every dollar spent here that remains in the local economy.
  - Increasing the number of products we sell from local and co-operative producers.
  - Composting all produce waste.
  - Natural foods store to meet our owners' needs.
  - Newsletter, in-store informational brochures and a well-trained staff to provide education.

- Organizational Structure:**
- Board of Directors: 9
  - Full-Time Staff (paid): 30
  - Part-Time Staff (paid): 40

**Level of Maturity:** Stable-Expanding

**Funding:** Primarily sales; we also sell equity shares in the Co-op for \$80. You can only buy one, and it makes you an owner.

**Possible Revenue Sources:**

**Approximate Annual Budget:** \$6.5 million

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:** National Cooperative Grocers Association

**Ways to Track Performance:**  
 We use policy governance, so our Board has developed Ends policies to define what the organization should accomplish. The General Manager has about 50 measurements to track whether or not we are moving toward accomplishment of our Ends policies, reported annually. The Board also has Executive Limitations policies, outlining which situation must be avoided. The General Manager report on one policy per month and usually has about 15 or 20 measurements to prove that we are avoiding undesired circumstances. Operationally, we use a quarterly work plan system with all managers to set goals and track performance.

- Existing Shared Resources:**
- Technology – Communications
  - Training/Education

- Potential Shared Resources:**
- Training / Education

**Needed Resources:**

**Available Documents:** Project Plans (Past, Present, and Future)

- Communication:**
- Email
  - Website
  - Newsletter

**Strengths:** Continuous improvement; customer service; prioritize / decide what not to do.

**Opportunities for Improvement:** Many; staff training and development; customer service; financial reporting; community involvement; greening our business; tooting our own horn; educational seminars; leveraging the power of our 4,500 owners.

**Obstacles/Barriers:** Manager skill and capacity.

**Future Goals:** Continue meeting the needs of our owners and customers; increase our positive impact on local and cooperative economies; engage with our owners around what is next for the Co-op; increase education; devise new ways for owners to participate; develop better ways to measure our impact on the environment.

# ***Messinger Woods Wildlife Care and Education Center, Inc.***

**Contact Person:** Margie Hanrahan  
**Address:** PO Box 508. Orchard Park, NY 14127  
**Phone #:** 716-648-8091  
**Website:** www.messingerwoods.org

**Partnerships and Coalitions:**

**Ways to Track Performance:** Spreadsheets.

**Existing Shared Resources:**

**Potential Shared Resources:**

**Needed Resources:**

- Volunteers

**Available Documents:**

- IRS 990 Form

**Communication:**

- Phone
- Email
- Blog
- Newsletter

**Strengths:** Promoting camaraderie, knowledge and caring towards animals and people.

**Opportunities for Improvement:** Large donor fundraising.

**Obstacles/Barriers:** Funding.

**Future Goals:** Construction of an educational building for teaching and lecturing large groups/audiences.

**Years Organization Has Been Active:**

**Mission:** To take care of sick, injured, orphaned wildlife with the goal of release to the wild.

**Focus:** Wildlife care and education.

**Type of Organization:** 501 (c) 3 Non-Profit

**Affiliations:**

**Geographic Target Area:** Our wildlife hospital is in Holland, NY off Vermont Hill Road; we have Base volunteers in all surrounding towns including Orchard Park, West Seneca, Hamburg, and South Buffalo.

**Target Area Overlap:**

**Target Audience:** The general public, schools.

**Programs:**

**Organizational Structure:**

- Board of Directors - 5
- Volunteers – 200

**Level of Maturity:** Stable-Expanding

**Funding:**

- Private Contributions and Gifts
- Membership Dues

**Possible Revenue Sources:** Fundraising

**Approximate Annual Budget:** \$25,000

**Reserve Funds/ Endowments:**

# *Nature Sanctuary Society of Western New York, Inc.*

**Contact Person:** Richard C. Rosche  
**Address:** 110 Maple Rd. East Aurora, NY 14052  
**Phone #:** 716-652-8409

**Partnerships and Coalitions:**

**Ways to Track Performance:** No

**Years Organization Has Been Active:** 74

**Existing Shared Resources:** None

**Mission:** To acquire, maintain, and own sanctuaries for the protection, preservation, and conservation of wild life, and to promote educational programs and scientific research relative to nature preserves.

**Potential Shared Resources:** None

**Focus:** Protection of significant biological treasures.

**Needed Resources:**

Technical: need assistance developing a website.

**Type of Organization:** Non-Profit, 501 (c) 3

**Available Documents:** None

**Affiliations:** Buffalo Society of Natural Science (Buffalo Museum of Science)

**Communication:**

- Phone
- Email
- Newsletter

**Geographic Target Area:** Eight counties of Western New York

**Strengths:** Own, manage and maintain nature preserves for the protection of plants and animals

**Target Area Overlap:** No

**Opportunities for Improvement:** Always

**Target Audience:** Western New York (primarily adults)

**Obstacles/Barriers:**

- Same as our needs
- Technical difficulties (computer skills and knowledge)

**Programs:** Own, maintain and preserve natural habitat

**Organizational Structure:**

- Board of Directors - 9
- Volunteers – 20

**Future Goals:**

- Continue to purchase more land for preservation
- Education

**Level of Maturity:** Stable – Expanding

**Funding:**

- Private Contributions and Gifts
- Membership Dues

**Possible Revenue Sources:**

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

# Niagara Gateway Columbus Park Association

**Contact Person:** Kathleen R Mecca  
**Address:** 763 Columbus pkwy, Buffalo, NY 14213  
**Phone #:** 716-881-5309  
**Email:** krmecca@yahoo.com  
**Website:** www.movetheplaza.com

**Partnerships and Coalitions:** Buffalo west side environmental defense fund – a non-profit that shares our goals and some membership.

**Ways to Track Performance:**

**Years Organization Has Been Active:**

**Existing Shared Resources:** N/A

**Mission:** To preserve the Columbus park prospect hill neighborhood and promote regional historic preservation in general

**Potential Shared Resources:** N/A

**Focus:** Historic preservation, health and housing, pollution abatement.

**Needed Resources**

- Equipment / Supplies

**Type of Organization:** Block Club

**Available Documents:**

- Strategic or long-term Plan

**Affiliations:** None

**Communication:**

- Phone
- Email
- Website

**Geographic Target Area:** West side of Buffalo, NY; Columbus park and prospect hill (peace bridge) neighborhood.

**Strengths:** Promote neighborhood through tours of historic homes influence likeminded preservation organizations for their support.

**Target Area Overlap:** No

**Opportunities for Improvement:**

**Target Audience:** local residents, public officials, government organizations

**Obstacles/Barriers:** The proposed peace bridge expansion plan.

**Programs:** Petition drives; meetings with elected officials; letters, e-mails to elected officials, the press, and local populace; and presentations at government agency meetings.

**Future Goals:** Preservation of our historic waterfront neighborhood.

**Organizational Structure:**

- Volunteers: 25

**Level of Maturity:** Newly Emerging

**Funding:**

- Private contributions and gifts

**Annual Budget:** \$1,043,000

**Reserve Funds/ Endowments:**

# ***NYS D.E.C. Reinstein Woods Nature Preserve***

**Contact Person:** Meaghan Boice-Green  
**Address:** 93 Honorine Drive  
 Depew, New York 14043  
**County:** Erie  
**Phone #:** (716) 683-5959  
**Office:** Yes  
**Email:** [rwnp@gw.dec.state.ny.us](mailto:rwnp@gw.dec.state.ny.us)  
**Website:**  
<http://www.dec.ny.gov/education/1837.html>

**Shared Resources:**

- Training / Education

**Capacity to Share Resources:**

- Training / Education
- We have a meeting room that is available for organizations to use that fit with the mission of the NYSDEC. Space is only available when staff are working.

**Available Documents:**  
**Needed Resources:**

**Years Organization Has Been Active:** 22

**Mission:** The quality of our environment is fundamental to our concern for the quality of life. It is hereby declared to be the policy of the State of New York to conserve, improve and protect its natural resources and environment and to prevent, abate and control water, land and air pollution, in order to enhance the health, safety and welfare of the people of the state and their overall economic and social well-being." - Environmental Conservation Law, Article 1 DEC's goal is to achieve this mission by embracing the elements of sustainability - the simultaneous pursuit of environmental quality, public health, economic prosperity and social well-being, including environmental justice and the empowerment of individuals to participate in environmental decisions that affect their lives.

**Focus:** Connect Western New Yorkers to nature by promoting environmental education and outdoor experiences for all.

**Type of Organization:**  
 Governmental / Public Authority

**Affiliations:**

**Partnerships and Coalitions:**  
 Reinstein Woods is part of the WNY Earth Day Steering Committee and invites over 30 local environmental organizations to participate in events at the preserve including our annual Earth Day Celebration and Fall Festival.

**Organizational Structure:**  
 Meaghan Boice-Green, Center Director, Kristen Rosenberg, Program Coordinator

**Level of Maturity (rated 0-3):**  
 Stable – Not Expanding

**Communication:**

- Phone
- Email
- Website
- Blog
- Newsletter
- Newspaper/magazine
- List-serve

**Geographic Target Area:** Western New York at large. Major visitation includes the areas of Cheektowaga and Lancaster, but people come from all over to visit the preserve.

**Target Area Overlap:** Yes. While we are far apart, other nature preserves in the area include Tift Nature Preserve and Beaver Meadow.

**Audience:**

- All ages for public programs
- School programs are K-12.

**Funding:**

- Governmental funding
- Friends of Reinstein Nature Preserve, a non-profit organization, assists with funding many of our programs.

**Programs:**  
 Our program listings vary with each season. Program listings can be found on our website at: <http://www.dec.ny.gov/education/1977.html> We also offer a wide variety of educator workshops including Project WET, Project WILD, Project WILD Aquatic, Flying WILD, Project Learning Tree, and NYSERDA Energy Workshops. Training is also provided for volunteer tour guides, trail monitors, and for Frogwatch USA.

**Annual Budget:**  
**Reserve Funds/ Endowments:**

**Strengths:**  
**Opportunities for Improvement:**  
**Current Needs:**  
**Obstacles/Barriers:**

**Methods to Track Progress:**  
**Future Goals:**

# Parent Network of WNY

**Contact Person:** Kim Walek  
**Address:** 1000 Main St. Buffalo, NY 14202  
**Phone #:** 716-332-4174  
**Website:** www.parentnetworkwny.org

**Partnerships and Coalitions:** EPIC, Early Childhood Direction Center, Parent to Parent WNY, Developmental Disabilities Association of WNY, People, Inc., etc...

**Years Organization Has Been Active:** 7

**Ways to Track Performance:** Data collection, performance reviews.

**Mission:** To enable individuals with disabilities to reach their own potential through interaction with parents and professionals and various programs.

**Existing Shared Resources:**

- Technology - Computing and Printing
- Office space
- Training/Education
- Equipment/Supplies

**Focus:** Education, and special needs.

**Potential Shared Resources:**

**Type of Organization:** 501 (c) 3 Non-Profit

**Needed Resources:**

- Technology – Communications
- Administrative Assistance
- Fundraising Capacity
- Staff

**Affiliations:**

**Geographic Target Area:** 8 Counties of WNY.

**Available Documents:**

- Strategic or long-term Plan
- Project Plans (Past, Present and Future)
- IRS 990 Form

**Target Area Overlap:** Yes, all agencies providing service to people with developmental disabilities.

**Target Audience:** Parents, caregivers, supportive family members, foster parents, and professionals such as educators, Medicaid service providers, and community agency personnel.

**Communication:**

- Phone
- Fax
- Email
- Website
- Newsletter
- Newspaper/Magazine Articles

**Programs:**

**Organizational Structure:**

- Board of Directors – 15
- Full-Time Staff (Paid) – 3
- Part-Time Staff (Paid) – 6
- Volunteers - 2

**Strengths:** Networking, collaboration with other orgs., and effective workshops.

**Level of Maturity:** Stable- Expanding

**Opportunities for Improvement:** Technology and expansion.

**Funding:**

- Private Contributions and Gifts
- Foundation Grants
- Governmental Funding
- Membership Dues
- Payment for Services or Programs

**Obstacles/Barriers:** Space for growth.

**Possible Revenue Sources:**

**Future Goals:**

**Approximate Annual Budget:** \$37,000

**Reserve Funds/ Endowments:** Dena B. Goldstein Family Resources Initiative.

# *Partners for a Livable Western New York, Inc.*

**Contact Person:** George R. Grasser  
**Address:** 11 Summer St. Buffalo, NY 14209  
**Phone #:** 716-883-5070

**Years Organization Has Been Active:** 9

**Mission:** Bring about improved communities by:

- Formulating regional/local policies and regulations for neighborhood development and stabilization, inter/intra-municipal coordination, and preservation.
- Sponsoring educational programs.
- Assisting/promoting the efforts of public officials, developers, architects, and groups who undertake projects reflective of such policies.
- Serving as a center for the collection and dissemination of resource materials concerning such policies.

**Focus:** Improvement of land use and the built environment.

**Type of Organization:**

**Affiliations:**

**Geographic Target Area:** Primarily Erie and Niagara Counties.

**Target Area Overlap:** No overlap.

**Target Audience:** People making land use and built environment decisions and citizens concerned about how their community or neighborhood looks and functions.

**Programs:**

- Neighborhood walks with teams of land use and design professionals.
- An informational newsletter.
- Power point presentations on smart growth issues.
- Attendance and testimony at numerous public meetings involving land use and built environment issues.
- Collaborating and participating in coalitions.
- Working with government officials on specific goals.
- Organizing speakers series on smart growth.
- An extensive library of print, video and CD information.
- Participation with Buffalo State College in the formation of a "Public Officials Academy" to educate public officials.

**Organizational Structure:**

**Level of Maturity:**

**Funding:** Private contributions and gifts; grants.

**Possible Revenue Sources:** Foundations, membership dues.

**Approximate Annual Budget:** \$2,000 - \$2,500

**Reserve Funds/ Endowments:** None

**Partnerships and Coalitions:**

**Ways to Track Performance:** Our performance can best be measured by better land use and improved neighborhoods.

**Existing Shared Resources:**

**Potential Shared Resources:**

**Needed Resources:**

**Available Documents:**

- 2007 financial statements
- IRS Form

**Communication:**

**Strengths:** We are the most informed not-for-profit group in Western New York on issues of land use and planning and one of only two similar groups in New York State.

**Opportunities for Improvement:** WE can improve in the area of educating the public, preparing more detailed commentary on issues, communicating with the media and bringing in more influential speakers.

**Obstacles/Barriers:** Time, funding and a malaise in the community that does not recognize the impact or importance of good land use practices.

**Future Goals:** Our current goal is to continue on the same course, add a website, look for funding for a future speaker series, keep spreading the word, and maintain an influential presence with government at all levels. We will also do some fundraising by a solicitation of the approximately 600 people on our mailing list.

# Partnership for the Public Good

**Contact Person:** Allison Duwe  
**Address:** 2123 Bailey Ave. Buffalo, NY 14211  
**Phone #:** 716-892-5877  
**Website:** www.ppg-buffalo.wikispaces.com

**Partnerships and Coalitions:** Over 40 partners that have endorsed the PPG principles and 2008 platform.

**Ways to Track Performance:**

**Years Organization Has Been Active:** 1

**Mission:** To perform research and advocacy for a community-based vision of a revitalized Buffalo.

**Focus:** Poverty, inequality, environment, good government.

**Type of Organization:** Non-Profit

**Affiliations:**

**Geographic Target Area:** Greater Buffalo metropolitan area.

**Target Area Overlap:** Yes, overlap and partner with groups during advocacy.

**Target Audience:** Non-profits, government, media, academia, and general public.

**Programs:** PPG principles and 2008 platform with ten policy planks.

**Organizational Structure:**

- Part-Time Staff (Paid) – 1
- Volunteers - 12

**Level of Maturity:** Newly Emerging

**Funding:**

- Foundation Grants
- In kind support from academic and non-profit organizations

**Possible Revenue Sources:** Local and national foundations.

**Approximate Annual Budget:** \$20,000

**Reserve Funds/ Endowments:**

**Existing Shared Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Office space
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff
- Training/Education
- Equipment/Supplies

**Potential Shared Resources:**

- Training/Education

**Needed Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Office space
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff
- Training/Education
- Equipment/Supplies

**Available Documents:**

- Project Plans (Past, Present and Future)

**Communication:**

- Phone
- Email
- Website

**Strengths:** Locally-oriented, progressive policy research, advocacy, media work, public education, and networking.

**Opportunities for Improvement:** Organizational structure, staff, and funding applications.

**Obstacles/Barriers:**

**Future Goals:** Incorporate as non-profit, obtain national funding for full-time staff, raise number of partners to 100, and produce high quality research on local issues.

# Preservation Coalition of Erie County

**Contact Person:** Cynthia Van Ness  
**Address:** Market Arcade, 617 Main St. Buffalo, NY 14203  
**Email:** bettybarcode@yahoo.com  
**Website:** http://preservationcoalition.org

**Partnerships and Coalitions:** We merged our walking tour program with that of the Landmark Society of the Niagara Frontier and we also share office space with them.

**Ways to Track Performance:** Yes; we count projects completed. We recently finished a NYSCA grant to provide audio tours of downtown Buffalo. These are available at BuffaloTours.org.

**Years Organization Has Been Active:**

**Mission:** To encourage, assist and promote the preservation, protection and restoration of the built environment of Erie County, including architecturally significant buildings, structures, neighborhoods, parks, and vistas, for the cultural, physical, spiritual and economic benefit of the residents of Erie County and visitors.

**Focus:** Architectural preservation in greater Buffalo.

**Type of Organization:** Non-Profit Organization

**Affiliations:** None

**Geographic Target Area:** Erie County

**Target Area Overlap:** Yes; Landmark Society of the Niagara Frontier and Campaign for Greater Buffalo

**Target Audience:** Elected officials, policy makers, architecture enthusiasts, cultural tourists, neighborhood activists, and historic homeowners

**Programs:** At present, services are limited to our tour program but expansion plans are well underway but cannot be made public yet.

**Organizational Structure:**

- Board Members: 15

**Level of Maturity:** Stable - Expanding

**Funding:**

- Private contributions and gifts
- Membership Dues
- Payment for Services

**Possible Revenue Sources:**

**Annual Budget:** \$1,043,000

**Reserve Funds/ Endowments:**

**Existing Shared Resources:**

- Technology – Communications
- Office space
- Grant Writing
- Administrative Assistance
- Training/Education

**Potential Shared Resources:**

**Needed Resources**

- Fundraising Capacity

**Available Documents:** None

**Communication:**

- Website

**Strengths:** Advocacy and education.

**Opportunities for Improvement:** There are three eternal facts about nonprofits: we never have enough staff, we never have enough funding, and we never have enough time.

**Obstacles/Barriers:** The fate of too many buildings and neighborhoods in Buffalo resides in City Hall, and for decades, they have had a demolitionist philosophy, much to our community's detriment.

**Future Goals:** This very question is under intense examination and planning right now and we do not yet have conclusive language that can be shared.

# Queen City Farm

**Contact Person:** Rod McCallum  
**Address:** 195 Glenwood Avenue, Buffalo, NY 14208  
**Phone #:** (716) 207-9327  
**Email:** rod@queencityfarm.org  
**Website:** www.queencityfarm.org

**Years Organization Has Been Active:**

**Mission:** Cultivate sustainable communities.

**Focus:** Food security, neighborhood and economic development.

**Type of Organization:** Non-Profit

**Affiliations:** None

**Geographic Target Area:** Main to Jefferson, Ferry to Best

**Target Area Overlap:** Yes

**Target Audience:** Youth, seniors, under employed, low-moderate income, gardeners, and natural food consumers.

**Programs:** In development

**Organizational Structure:**

- Board of Directors: 4

**Level of Maturity:** Newly emerging

**Funding:**

- Private contributions and gifts

**Possible Revenue Sources:** Foundation grants, partnerships, payment for goods and services, and government funding.

**Approximate Annual Budget:** \$350,000

**Reserve Funds/ Endowments:** None

**Partnerships and Coalitions:**

**Ways to Track Performance:**

**Existing Shared Resources:**

- None

**Potential Shared Resources:**

- None

**Needed Resources:**

- Grant writing
- Fund raising
- Equipment / supplies

**Available Documents:**

**Communication:**

- Email

**Strengths:** Partnership development, education and volunteer coordination.

**Opportunities for Improvement:**

**Obstacles/Barriers:**

**Future Goals:**

# Re-Tree WNY

**Contact Person:** Justin Booth  
**Address:** 65 Niagara Square, Room 607, Buffalo, NY 14202  
**Phone #:** (716) 851-4052  
**Email:** jbooth@city-buffalo.org  
**Website:** www.retreewny.org

**Years Organization Has Been Active:** 2

**Mission:** Re-Tree WNY has a mission to develop public awareness, mobilize the community, raise resources and build community capacity to reforest every neighborhood in Western New York affected by the October 2006 storm.

**Focus:** Reforestation

**Type of Organization:** Non-Profit

**Affiliations:** None

**Geographic Target Area:** Western New York region

**Target Area Overlap:** No

**Target Audience:** The community and region as a whole.

**Programs:** The community was directly involved in the planning and implementation of the Community Reforestation Empowerment Initiative. The first and major component of this was tapping into the demand created by the storm for community groups to reforest their own streets. A process was put in place that focused on outreach to Block Clubs and other community based organizations to register to participate. This process provided residents with the education needed to implement a community volunteer tree planting and empowered them by providing the ability to select locations which they wanted to plant and species which they preferred while being pre-approved by the city, keeping the inventory up to date and staying consistent with the master plan.

**Organizational Structure:**

- Board of Directors - 8
- Volunteer - 11,500

**Level of Maturity:** Newly emerging

**Funding:**

- Private contributions and gifts
- Foundation grants
- Governmental funding

**Possible Revenue Sources:**

- Corporate sponsorships and foundation grants

**Approximate Annual Budget:** \$350,000

**Reserve Funds/ Endowments:** None

**Partnerships and Coalitions:** City of Buffalo, The Buffalo News, Citadel Broadcasting, Wendel Duchschere, Dore Landscaping, The Buffalo Olmsted Parks Conservancy, Keep Western New York Beautiful, Watson Bennett Attorneys, Fox Tire, Green Options Buffalo, The Buffalo Green Fund, Home Depot and AmeriCorp.

**Ways to Track Performance:** We track the total number of plantings, and their locations.

**Existing Shared Resources:**

- Grant writing

**Potential Shared Resources:**

- None

**Needed Resources:**

- Administrative Assistance
- Staff

**Available Documents:**

- IRS 990 form
- Blog

**Communication:**

- Phone
- Email
- Website

**Strengths:** Partnership development, education and volunteer coordination

**Opportunities for Improvement:** Educational campaigns to a larger audience highlighting the benefits of trees would help instill the importance of reforestation. Now that two years have gone by, the crisis which spurred so much action by the community has become an after-thought, but the message and need still remains.

**Obstacles/Barriers:** People either love trees or don't. For as many trees we have replaced there are just as many people who are happy they are gone. The message of the importance of trees outside a singular crisis event is important to continue, and build capacity for reforestation.

**Future Goals:** According to the 2004 City of Buffalo Urban Forest Master plan, trees occupied 67% (68,000) of the available acceptable sites along our streets. The goal of reforestation plan was to reach an 85% (90,000) stocking level within ten years. This goal has become more elusive since the 2006 storm added another 8,400 trees that needed to be replaced. At the completion of the Fall 2008 planting we will have planted 2,735 in total. While we have made a significant impact, there is still a ways to go to reach pre-storm levels of trees. It will however be years before our canopy is re-established.

# Sierra Club

**Contact Person:** Richard Lippes  
**Address:** 1109 Delaware Ave, Buffalo, NY 14209  
**Phone #:** 716-834-4800  
**Email:** rlippes@concentric.net  
**Website:** sierraclub.org

**Years Organization Has Been Active:**

**Mission:** To enhance and protect the environment and preserve the earth.

**Focus:** Broad based environmental organization.

**Type of Organization:** Non-Profit Organization

**Affiliations:** National Sierra Club

**Geographic Target Area:** Erie and Niagara Counties; all of Western New York to Rochester.

**Target Area Overlap:** Yes

**Target Audience:** Everyone

**Funding:**

- Private contributions and gifts
- Membership Dues

**Programs:** Erie County Forest protection, Stop Chemical Waste Management in Porter New York, Alleghany Park protection, various historic preservation issues, sprawl, and environmental education.

**Organizational Structure:**

- Board Members: 12
- Volunteers: 30

**Level of Maturity:**

**Funding:**

**Possible Revenue Sources:**

**Annual Budget:** \$3,000

**Reserve Funds/ Endowments:** We have an account with funds held on our behalf by the Sierra Club Foundation, a separate 501 (c)(3) entity.

**Partnerships and Coalitions:** Sierra Club works with almost all the other local and State environmental organizations.

**Ways to Track Performance:** Many of our battles are site specific. We either win them or not.

**Existing Shared Resources:** N/A

**Potential Shared Resources:** N/A

**Needed Resources:** Other: Not in its current form. In the past, at various times, the local Sierra Club has had both an office and full time staff, and with appropriate funding, would again, but we do function effectively as an all volunteer organization

**Available Documents:**

- Other Financial Statements

**Communication:**

- Phone
- Email
- Website
- Newsletter

**Strengths:** Environmental advocacy and education on local level, everything on state and national level.

**Opportunities for Improvement:** Develop future leaders - stop the greying of the Board.

**Obstacles/Barriers:**

**Future Goals:** The organization engages in prioritizing our goals every two years, and works on those goals.

# ***Stop Commercial Toxic Landfills In New York State***

**Contact Person:** Judith Mokhiber  
**Address:** 2261 South Ave. Niagara Falls, NY 14305  
**Phone #:** 716-282-8610  
**Website:**  
[www.new.facebook.com/group.php?gid=21276116373](http://www.new.facebook.com/group.php?gid=21276116373)

**Partnerships and Coalitions:** Coalition with various environmental groups.

**Ways to Track Performance:** Facebook tracker.

**Existing Shared Resources:**

**Years Organization Has Been Active:** 2 months

**Potential Shared Resources:**

**Mission:** To stop landfilling of toxic waste and find alternative and safer means to protect the safety and health of our young children and leave a healthier environment for their future.

**Needed Resources:**

- Technology – Communications
- Office space
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff
- Training/Education

**Focus:** Health and safety.

**Type of Organization:** Advocacy group.

**Available Documents:**

**Affiliations:**

**Geographic Target Area:** New York State

**Communication:**

- Phone
- Email
- Website
- Blog

**Target Area Overlap:**

**Target Audience:** Young people from age 17 to 35.

**Strengths:** Youth outreach.

**Programs:** Letter writing campaign.

**Organizational Structure:**

**Opportunities for Improvement:**

**Level of Maturity:** Newly Emerging

**Obstacles/Barriers:**

**Funding:**

**Possible Revenue Sources:**

**Future Goals:** Promote a bio-degradable process and stop the use of harmful toxins in manufacturing; promote health awareness especially for young children and pregnant women; and remediate areas of concern not in the radar of the brownfield list by New York State DEC.

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

# *Town of Colden Environmental Board*

**Contact Person:** Michael J. Sendor  
**Address:** 9008 Douglas Lane. Boston, NY 14025  
**Phone #:** 716-867-7540

**Partnerships and Coalitions:**

**Ways to Track Performance:**

**Years Organization Has Been Active:** 30

**Existing Shared Resources:**

- Administrative Assistance

**Mission:** Review projects in the Town of Colden for Environmental compliance with SEQR.

**Potential Shared Resources:**

**Focus:** Environmental compliance.

**Needed Resources:**

**Type of Organization:** Government/Public Authority

**Available Documents:** None

**Affiliations:**

**Communication:**

- Phone
- Mail

**Geographic Target Area:** Town of Colden

**Target Area Overlap:** No

**Strengths:**

**Target Audience:** Residents of the Town of Colden.

**Opportunities for Improvement:**

**Programs:**

**Obstacles/Barriers:**

**Organizational Structure:**

- Volunteers - 5

**Future Goals:**

**Level of Maturity:** Stable-Not Expanding

**Funding:** N/A

**Possible Revenue Sources:**

**Approximate Annual Budget:** \$0

**Reserve Funds/ Endowments:**

# Tuscarora Nation HETF

**Contact Person:** Neil Patterson, Jr.

**Address:** 2045 Upper Mountain Road, Sanborn, NY 14132

**Phone #:** (716) 609-3810

**Email:** neil.pattersonjr@gmail.com

**Website:** www.tuscaroraenvironment.com

**Partnerships and Coalitions:** United Nations; Indigenous Peoples Forum Local, State, and Federal Agencies; Treaty and Trust Relationships USEPA, USDA & USFWS.

**Years Organization Has Been Active:** 11

**Ways to Track Performance:**

**Mission:** The Tuscarora Nation instituted a formalized environmental office in 1997 through the Haudenosaunee Environmental Task Force [HETF], called the Tuscarora Environment Program. The HETF is a Confederacy wide effort under mandate of the Grand Council of the Haudenosaunee, and the Tuscarora Environment Program is under the direction of the Tuscarora Nation Council of Chiefs and Clanmothers.

**Existing Shared Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Office space
- Grant writing
- Administrative Assistance
- Fundraising Capacity
- Staff
- Training/Education
- Equipment/Supplies

**Focus:** Environmental and cultural restoration

**Type of Organization:** Indian Nation

**Potential Shared Resources:**

- Training/Education

**Affiliations:** The Haudenosaunee Confederacy

**Geographic Target Area:** Aboriginal Territory of the Tuscarora Nation: NC, VA, WV, MD, PA, NY, and Ontario.

**Needed Resources:**

- Technology - Communication
- Training / Education
- Equipment /Supplies

**Target Area Overlap:** The areas overlap but "services" are rarely similar. Our approach is based on a much larger restoration mandate: biological, physical, chemical, spiritual and socioeconomic.

**Target Audience:** Tuscarora Nation residents

**Available Documents:**

- Strategic or long-term plan
- Project plans

**Programs:** Natural Resource Assessment and Protection Ecological Design Community Supported Agriculture Customary Use Planning Environmental Education Green Design Cultural Resource Identification and Protection Scholarship Assistance Grassland Restoration Source Water Protection Energy Planning and Development

**Communication:**

- Phone
- Email
- Website
- Newsletter
- Public meetings & volunteer events

**Organizational Structure:**

- Board of Directors: 1,200
- Full Time Staff (Paid): 6
- Part Time Staff (Paid): 4
- Volunteer: 200

**Strengths:**

**Level of Maturity:** Stable-Expanding

**Opportunities for Improvement:**

**Funding:**

- Governmental funding

**Obstacles/Barriers:**

**Possible Revenue Sources:** International organization and private foundation grants.

**Future Goals:**

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

# UB Green Office

**Contact Person:** Erin Cala  
**Address:** 220 Winspear Ave. Buffalo, NY 14215  
**Phone #:** 716-829-3535  
**Website:** www.ubgreen.buffalo.edu

**Years Organization Has Been Active:** 9

**Mission:** To be the primary campus organization advocating, developing and implementing programs which promote environmental sustainability of campus operations and encourage eco-literacy.

**Focus:** Energy, materials, recycling, new buildings, and pollution.

**Type of Organization:** Other - Higher Education

**Affiliations:**

**Geographic Target Area:** University at Buffalo Campus, and Greater Buffalo area.

**Target Area Overlap:**

**Target Audience:** 18 +

**Programs:**

**Organizational Structure:**

- Full-Time Staff (Paid) – 2

**Level of Maturity:** Stable and Expanding

**Funding:**

- Governmental Funding

**Possible Revenue Sources:** Grants

**Approximate Annual Budget:** \$45,000

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:** Buffalo First, Buffalo ReUse, Daemen College, Buffalo Niagara Riverkeeper, Erie County's Department of Environment & Planning, Reinstein Woods Nature Preserve, NYS Department of Environmental Conservation, Ecology & Environment, Buffalo Museum of Science, Buffalo Blue Bikes, The Wellness Institute of Greater Buffalo, Buffalo Niagara American Institute of Architects, Keep WNY Beautiful, Apollo Alliance, Coalition for Economic Justice, and Elmwood Avenue Festival of the Arts.

**Ways to Track Performance:** Performance evaluation, and spreadsheets of projects and action items.

**Existing Shared Resources:**

- Technology - Computing and Printing
- Technology-Communications
- Equipment/Supplies

**Potential Shared Resources:** Any

**Needed Resources:**

- Grant Writing
- Fundraising Capacity
- Staff
- Training/Education

**Available Documents:**

- Strategic or long-term Plan
- Project Plans (Past, Present and Future)

**Communication:**

- Phone
- Email
- Website

**Strengths:** Development of innovative and creative programs. Successful collaboration and partnerships within the community. Fully utilize staff. Comprehensive research of issues. Effective communication and outreach.

**Opportunities for Improvement:** Utilize volunteers and grant writing.

**Obstacles/Barriers:** The UB approval process is slow. There is a budget without capital expenditures. The scope of expected projects and services are overwhelming.

**Future Goals:** Creating a climate neutral UB.

# Upstate NY Sustainability Network - Buffalo Chapter

**Contact Person:** Katy Duggan-Haas  
**Address:** Buffalo, NY  
**Phone #:** 716-629-3675

**Partnerships and Coalitions:** Center for the Environment, Inc.

**Ways to Track Performance:** Evaluation surveys.

**Years Organization Has Been Active:** less than 1.

**Mission:** To promote environmentally sustainable business practices throughout the Buffalo Niagara area.

**Focus:** Sustainable business practices.

**Type of Organization:** 501 (c) 3 Non-Profit

**Affiliations:**

**Geographic Target Area:** Buffalo Niagara Region with plans to expand to Upstate New York.

**Target Area Overlap:** Yes; Green Gold Development Corporation.

**Target Audience:** Businesses, government agencies, non-profits, and higher education institutions.

**Programs:** Workshops and networking sessions based on sustainable business topics.

**Organizational Structure:**

- Part-Time Staff (Paid) – 1
- Volunteers - 40

**Level of Maturity:**

Newly Emerging

**Funding:** Plan to seek funding from:

- Foundation Grants
- Governmental Funding
- Membership Dues

**Possible Revenue Sources:**

**Approximate Annual Budget:** Less than \$100,000

**Reserve Funds/ Endowments:**

**Existing Shared Resources:**

- Technology - Computing and Printing
- Technology – Communications
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff

**Potential Shared Resources:**

**Needed Resources:**

**Available Documents:**

**Communication:**

- Phone
- Email

**Strengths:**

**Opportunities for Improvement:**

**Obstacles/Barriers:** Finding all the resources that can help businesses in making their operations more sustainable. Finding all the existing programs, organizations, and agencies that can help.

**Future Goals:**

# *US Army Corps of Engineers*

**Contact Person:** David Schulenberg  
**Address:** 1776 Niagara St. Buffalo, NY 14207  
**Phone #:** 716-879-4263  
**Website:** www.lrb.usace.army.mil

**Partnerships and Coalitions:** Partnerships with dozens of local municipalities, state agencies and non-governmental agencies.

**Ways to Track Performance:**

**Years Organization Has Been Active:** 184

**Existing Shared Resources:**

**Mission:** Flood damage reduction, commercial and recreational navigation, beach erosion and shoreline protection, fish and wildlife mitigation, and miscellaneous environmental programs.

**Potential Shared Resources:**

**Focus:** Water resource development.

**Needed Resources:**

**Type of Organization:** Governmental/Public Authority

**Available Documents:**

- Strategic or long-term Plan
- Project Plans (Past, Present and Future)

**Affiliations:**

**Communication:**

- Phone
- Email
- Website

**Geographic Target Area:** Lake Erie and Lake Ontario watersheds.

**Strengths:** Provides large-scale, long-term engineering solutions for water resource problems.

**Target Area Overlap:**

**Opportunities for Improvement:**

**Target Audience:** Americans

**Obstacles/Barriers:**

**Programs:**

**Future Goals:**

**Organizational Structure:**

- Full-Time Staff (Paid) - 285

**Level of Maturity:** Stable-Expanding

**Funding:** Governmental Funding

**Possible Revenue Sources:**

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**

# Wellness Institute of Greater Buffalo

**Contact Person:** Philip L. Haberstro  
**Address:** 65 Niagara Square. Buffalo  
**Phone #:** 716-851-405  
**Website:** www.CreatingHealthyCommunities.org

**Partnerships and Coalitions:** Multiple at local state and national levels.

**Ways to Track Performance:** 20 year project history.

**Years Organization Has Been Active:** 20

**Existing Shared Resources:**

**Mission:** To build healthy communities.

- Technology - Computing and Printing
- Technology – Communications
- Office space
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff
- Training/Education

**Focus:** Improve/enhance the four forms of community wealth: social capital; environmental capital; economic capital; and human capital.

**Type of Organization:** 501 (c) 3 Non-Profit

**Potential Shared Resources:**

**Affiliations:**

- Technology - Computing and Printing
- Technology – Communications
- Office space
- Grant Writing
- Administrative Assistance
- Fundraising Capacity
- Staff
- Training/Education

**Geographic Target Area:** Erie County, WNY, occasionally Ontario, Canada.

**Target Area Overlap:**

**Target Audience:** Communities, schools, adults and seniors.

**Programs:** See: www.CreatingHealthyCommunities.org, www.greenoptionsbuffalo.org, and www.BeActiveNys.org.

**Needed Resources:**

**Organizational Structure:**

**Available Documents:**

**Level of Maturity:** Stable-Expanding

- Project Plans (Past, Present and Future)
- IRS 990 Form
- Other Financial Statements

**Funding:**

- Private Contributions and Gifts
- Foundation Grants
- Governmental Funding
- Payment for Services or Programs

**Communication:**

**Possible Revenue Sources:** Memberships and website space ad sales.

- Phone
- Fax
- Email
- Website
- Newsletter
- Newspaper/Magazine Articles
- Monthly Television Show
- Public Speaking

**Approximate Annual Budget:** \$450,000

**Strengths:** Build social capital.

**Reserve Funds/ Endowments:** Reserve fund has approx \$20,000.

**Opportunities for Improvement:** Better community awareness.

**Obstacles/Barriers:** Funds, short term funding, organization.

**Future Goals:** Strengthen our board, prepare for eventual leadership transition, and ensure our sustainability and capacity.

# Western New York Apollo Alliance

**Contact Person:** Art Wheaton

**Address:** 237 Main Street Suite 1200, Buffalo, NY 14223

**Phone #:** 716-852-4191

**Email:** acw18@cornell.edu

**Website:**

<http://www.ilr.cornell.edu/wied/industry/energy/index.html>

**Years Organization Has Been Active:**

**Mission:** The Apollo Alliance is a coalition of business, labor, environmental, and community leaders working to catalyze a clean energy revolution in America to reduce our nation's dependence on foreign oil, cut the carbon emissions that are destabilizing our climate, and expand opportunities for American businesses and workers. Inspired by the vision and technological achievements of the Apollo space program, we promote policies and initiatives to speed investment in clean energy technology and energy efficiency, put millions of Americans to work in a new generation of well-paid, green collar jobs, and make America a global leader in clean energy products and services.

**Focus:** Clean energy education, government policies that grow the green economy; and projects that serve the community and the environment.

**Type of Organization:** Non-Profit Organization.

**Affiliations:** Apollo Alliance and NY State Apollo Alliance

**Geographic Target Area:** Erie and Niagara Counties

**Target Area Overlap:** Don't Know

**Target Audience:** communities, labor organizations, political activists, environmental activists, colleges, universities, students, economically disadvantaged

**Programs:** Apollo Home Energy Conservation Kit (HECK) program; Green Jobs Symposium; Weatherization proposal; Growing the Green Economy.

**Organizational Structure:**

- Volunteers: 30

**Level of Maturity:** Stable - Expanding

**Funding:**

- Government funding

**Possible Revenue Sources:**

**Annual Budget:** \$10,000, FY 2007

**Reserve Funds/ Endowments:**

**Partnerships and Coalitions:** Members as of June 9, 2008 :

Blackrock-Riverside NHS, Buffalo First, Buffalo Niagara Riverkeeper, Carpenters Local 289, Coalition for Economic Justice, Cornell University ILR, Daemen College Center for Sustainable Communities, Finishing Trades Institute of Western and Central New York, Green Gold Development Corporation, New Buffalo Impact, Partnership for the Public Good, PUSH Buffalo, United Steelworkers, United Way of Buffalo and Erie County, Westside NHS – Charter NeighborWorks® America, Wind Action Group , WNY Energy Smart Communities, WNYCOSH, Workforce Development Institute

**Ways to Track Performance:** Yes; we have documented the number of houses we have done weatherization projects; and attendance sheets for participation in our education forums.

**Existing Shared Resources:**

- Technology - Computing and Printing
- Technology – Communication
- Office Space
- Administrative Assistance
- Training / Education
- Equipment / Supplies

**Potential Shared Resources:**

- Office Space
- Training / Education

**Needed Resources**

- Grant Writing
- Fund Raising
- Staff

**Available Documents:**

- Strategic or long-term Plan
- Project Plans (Past, Present and Future)

**Communication:**

- Phone
- Email
- Website

**Strengths:** Community networking and outreach, organizational support, and volunteer drives..

**Opportunities for Improvement:** We could benefit from some paid staff positions and more fund raising expertise.

**Obstacles/Barriers:**

**Future Goals:** HECK 2008. We plan to bring the HECK program to 40 home owners in Buffalo's Black Rock neighborhood this fall. Volunteers will be trained on September 25 and September 30, and the work days will be October 4 and October 11, 2008.

# Western New York Climate Action Coalition

<p><b>Contact Person:</b> Walter Simpson  <b>Address:</b> 4 Meadowstream Court, Amherst, NY 14226  <b>Phone #:</b> enconser@buffalo.edu  <b>Email:</b> econser@buffalo.edu</p>	<p><b>Partnerships and Coalitions:</b> We work with other groups concerned about climate change, e.g. Sierra Club, CCE, Jamestown Power Plant Coalition groups.</p>
<p><b>Years Organization Has Been Active:</b> 2</p> <p><b>Mission:</b> To address the problem of global warming and climate change through local action -- with public education, political and legislative action, and through projects which seek to reduce greenhouse gas emissions and promote clean energy alternatives involving all sectors of the economy -- residents, businesses, institutions, community groups, and local government.</p> <p><b>Focus:</b> Climate change and clean energy.</p> <p><b>Type of Organization:</b> Non-Profit</p> <p><b>Affiliations:</b> Informally, a network of regional and national groups which are addressing climate change</p> <p><b>Geographic Target Area:</b> Western New York</p> <p><b>Target Area Overlap:</b> None</p> <p><b>Target Audience:</b> Everyone from ordinary citizens to community and political leaders.</p> <p><b>Programs:</b></p> <p><b>Organizational Structure:</b></p> <ul style="list-style-type: none"> <li>•Board of Directors: 8</li> <li>•Volunteers: 25</li> </ul> <p><b>Level of Maturity:</b></p> <ul style="list-style-type: none"> <li>•Not very well developed</li> </ul> <p><b>Funding:</b> We have no funding base or fundraising programs.</p> <p><b>Possible Revenue Sources:</b> Membership donations.</p> <p><b>Approximate Annual Budget:</b> \$0</p> <p><b>Reserve Funds/ Endowments:</b></p>	<p><b>Ways to Track Performance:</b> No</p> <p><b>Existing Shared Resources:</b> None</p> <p><b>Potential Shared Resources:</b> None</p> <p><b>Available Documents:</b> None</p> <p><b>Needed Resources:</b></p> <ul style="list-style-type: none"> <li>•Office space</li> <li>•Grant writing</li> <li>•Fundraising</li> <li>•Staff</li> <li>•Printing / copying</li> <li>•Creating a website</li> </ul> <p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>•Phone</li> <li>•Email</li> <li>•Electronic newsletter</li> </ul> <p><b>Strengths:</b> Public speaking, community education, lobbying, etc.</p> <p><b>Opportunities for Improvement:</b> Many opportunities.</p> <p><b>Obstacles/Barriers:</b> The handful of activists we have are all over-extended and do not have time to develop organizational capacity.</p> <p><b>Future Goals:</b></p>

# Western New York Sustainable Energy Association Trust

<p><b>Contact Person:</b> Joan Bozer,  <b>Address:</b> 27 St Catherines Court, Buffalo, 14222  <b>Phone #:</b> (716) 881- 1639  <b>Website:</b> www.wnysustainableenergy.org</p>	<p><b>Partnerships and Coalitions:</b> Northeast Sustainable Energy Association, Museum of Science, Wind Action Group; Women's Pavilion, Pan American Exposition; and UB Green.</p>
<p><b>Years Organization Has Been Active:</b> 18</p> <p><b>Mission:</b> To promote energy efficiency and the use of renewable energy technologies through lectures, demonstrations, exhibits, conferences, speakers series and conferences.</p> <p><b>Focus:</b> Educate individuals to reduce our "carbon footprint" and combat global warming; advocate for increased use of renewable energy technologies; diversify existing regional business who can manufacture these technologies, and to attract new businesses</p> <p><b>Type of Organization:</b> Non-Profit 501(c)3</p> <p><b>Affiliations:</b> Northeast Sustainable Energy Association, which is a chapter of American Solar Energy Society</p> <p><b>Geographic Target Area:</b> Buffalo/Niagara region (including Canada).</p> <p><b>Target Area Overlap:</b> No</p> <p><b>Target Audience:</b> Young people, families, visitors, and homeowners - all groups.</p> <p><b>Programs:</b></p> <ul style="list-style-type: none"> <li>•SOLAR SPLASH; tour of Solar Homes and Green Buildings: Speakers Series; The Maine Solar House about a home in Portland, Maine; a talk on the status of solar technologies around the world by the head of the United Nations Division on Sustainability; and The American Solar Energy Society's annual conference in Buffalo in May 2009</li> </ul> <p><b>Organizational Structure:</b></p> <ul style="list-style-type: none"> <li>•Trustees: 4</li> <li>•Board of Directors: 5</li> <li>•Volunteers: 15</li> </ul> <p><b>Level of Maturity:</b> Stable-Expanding</p> <p><b>Funding:</b></p> <ul style="list-style-type: none"> <li>•Private contributions and gifts</li> <li>•Grants</li> <li>•Government funding</li> </ul> <p><b>Possible Revenue Sources:</b> Grant opportunities.</p> <p><b>Approximate Annual Budget:</b> &lt;\$6,000</p> <p><b>Reserve Funds/ Endowments:</b></p>	<p><b>Ways to Track Performance:</b> We track the number of homes and businesses we feature on annual tour of solar homes and green buildings and the number of LEEDS buildings completed.</p> <p><b>Existing Shared Resources:</b></p> <ul style="list-style-type: none"> <li>•Technology - Computing and Printing</li> <li>•Technology – Communication</li> <li>•Administrative assistance</li> <li>•Training / Education</li> </ul> <p><b>Potential Shared Resources:</b></p> <ul style="list-style-type: none"> <li>•Helping organize exhibits and demos of renewable energy technologies.</li> </ul> <p><b>Needed Resources:</b></p> <ul style="list-style-type: none"> <li>•Administrative Assistance</li> <li>•Staff</li> </ul> <p><b>Available Documents:</b></p> <ul style="list-style-type: none"> <li>•Strategic of long-term plan</li> <li>•Project plans</li> <li>•IRS 990 form</li> <li>•Financial statements</li> </ul> <p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>•Email</li> <li>•Website</li> <li>•Newsletter / Magazine Articles</li> </ul> <p><b>Strengths:</b> Attracting events.</p> <p><b>Opportunities for Improvement:</b> Implementation of Buffalo/Niagara Renewable Energy Demonstration Park.</p> <p><b>Obstacles/Barriers:</b> We need young energetic leadership to undertake a massive community education project to raise public awareness of what citizens can do to lower utility costs and become more energy efficient.</p> <p><b>Future Goals:</b> Establishment of the Buffalo/Niagara Renewable Energy Demonstration Park and home of the collaborative WNYSEAT by May 2009; initiation of the Grain Elevator Illumination project with the Industrial Heritage Committee and the Miss Buffalo by May 2009; commitment to the renovation of the Herschell Carrousel donated by the Herschell Carrousel Museum for a Solar Powered Carrousel on the waterfront by May 2009.</p>

# ***Wild Ones Niagara Falls and River Region Chapter***

<p><b>Contact Person:</b> Michelle Vanstrom  <b>Address:</b>  P.O. Box 2827  1607 Main Street  Niagara Falls, New York 14302  <b>Office:</b> Yes, 1000 sq.ft.  <b>County:</b> Niagara  <b>Phone #:</b> 716-913-5324  <b>Email:</b> vanshel400@aol.com  <b>Website:</b> www.for-wild.org</p>	<p><b>Communication:</b></p> <ul style="list-style-type: none"> <li>• Phone</li> <li>• Email</li> </ul> <p><b>Geographic Target Area:</b>  A New Wild Ones Chapter has been started in the Niagara Falls region of New York. This chapter area follows the Niagara River Greenway municipal boundaries as determined by the Niagara River Greenway Commission and the Niagara Falls National Heritage area. The chapter area includes the following municipalities: City of Niagara Falls and the lower Niagara River gorge, the Towns of Porter, Lewiston, Niagara, and Tonawanda, the villages of Youngstown and Lewiston, and Wheatfield, North Tonawanda, City of Tonawanda, Grand Island, Kenmore, and Buffalo, New York.</p>
<p><b>Years Organization Has Been Active:</b> 1</p> <p><b>Mission:</b> Wild Ones Native Plants, Natural Landscapes is an organization that promotes environmentally sound landscaping practices to preserve biodiversity through the preservation, restoration and establishment of native plant communities. Wild Ones is a not-for-profit environmental education and advocacy organization.</p> <p><b>Focus:</b> Education</p> <p><b>Type of Organization:</b>  Non-Profit Organization, 501 (c) 3</p> <p><b>Affiliations:</b>  Wild Ones Niagara Falls and River Region is a chapter of Wild Ones Native Plants, Natural Landscapes</p> <p><b>Partnerships and Coalitions:</b></p> <ul style="list-style-type: none"> <li>• Eastern Hospitality Advisors, an EHA company of Buffalo: in-kind services, funding</li> </ul> <p><b>Organizational Structure:</b></p> <p><b>Level of Maturity (rated 0-3):</b>  Newly-emerging</p> <p><b>Shared Resources:</b></p> <ul style="list-style-type: none"> <li>• Office space</li> </ul> <p><b>Capacity to Share Resources:</b></p> <ul style="list-style-type: none"> <li>• Not applicable</li> </ul> <p><b>Available Documents:</b></p> <p><b>Needed Resources:</b></p> <ul style="list-style-type: none"> <li>• Training / Education</li> <li>• Speakers</li> </ul>	<p><b>Target Area Overlap:</b>  None</p> <p><b>Audience:</b></p> <ul style="list-style-type: none"> <li>• Adults</li> <li>• Public sector</li> <li>• Elected officials</li> </ul> <p><b>Funding:</b></p> <ul style="list-style-type: none"> <li>• Private contributions and gifts</li> <li>• Membership dues</li> </ul> <p><b>Programs:</b></p> <ul style="list-style-type: none"> <li>• Environmental book discussion</li> <li>• Environmental film discussion</li> <li>• Public outreach programs</li> </ul> <p><b>Annual Budget:</b> &lt;\$100,000</p> <p><b>Reserve Funds/ Endowments:</b></p> <p><b>Strengths:</b></p> <p><b>Opportunities for Improvement:</b></p> <p><b>Current Needs:</b></p> <p><b>Obstacles/Barriers:</b></p> <p><b>Methods to Track Progress:</b></p> <p><b>Future Goals:</b></p>

# Wind Action Group

**Contact Person:** Robert Knoer,  
**Address:** 424 Main Street, Suite 1707, Buffalo, NY 14202  
**Phone #:** (716)332-0032  
**Email:** rknoer@knoergroup.com  
**Website:** www.greengold.org/wind

**Partnerships and Coalitions:** We work in conjunction with a variety of other groups.

**Ways to Track Performance:** Number of presentations per year to groups.

**Years Organization Has Been Active:** 7

**Mission:** *Education* - Develop information that will allow thoughtful, informed decisions on the future of wind power in our region, and offer an opportunity for all interested individuals and groups to fully express and explore their concerns. *Advocacy* - Investigate issues relevant to developing wind energy in WNY, and advocate for and promote ways of developing Buffalo- Niagara's wind resource that maximize the benefits to the public.

**Focus:** Wind energy development and related benefits (jobs, renewable energy, tourism, etc.)

**Type of Organization:** Non-Profit; operates under GreenGold 501 (c) (3) designation.

**Affiliations:** None

**Geographic Target Area:** Western New York

**Target Area Overlap:** No

**Target Audience:** Government, business and the general public

**Programs:** We educate the public on the potential benefits of wind energy development and serve as a forum for discussion of the benefits and burdens and how they can be shared and thoughtfully addressed.

**Organizational Structure:**

- Volunteers: 15

**Level of Maturity:** Stable – Not Expanding

**Funding:** N/A

**Possible Revenue Sources:**

**Approximate Annual Budget:** \$0

**Reserve Funds/ Endowments:** Very small bank account.

**Existing Shared Resources:**

- Technology – computing and printing

**Potential Shared Resources:** None

**Needed Resources:**

- Technology - Computing and Printing
- Technology – Communication
- Office space
- Grant writing
- Administrative assistance
- Fundraising capacity
- Staff
- Training / education
- Equipment / supplies

**Available Documents:**

None

**Communication:**

- Email
- Website

**Strengths:** Educate - We have arranged for speakers in every conceivable forum and have held regular meetings in which information is exchanged. We have addressed most local politicians and/or their staff.

**Opportunities for Improvement:** Better educational materials.

**Obstacles/Barriers:** Lack of staff.

**Future Goals:** To continue to be a gathering place for people with an interest or concern about wind energy development.

# ***WNY Partnership for Invasive Species Management***

**Contact Person:** Paul Fuhrmann  
**Address:** 368 Pleasantview Drive. Buffalo, NY 14086  
**Phone #:** 716-684-8060

**Partnerships and Coalitions:** NYSDEC Bureau of Habitat and Invasive Species, NYSDEC Region 9, Cornell University, US ACE Buffalo District, Buffalo Niagara Riverkeeper, NYSDOT, etc...

**Years Organization Has Been Active:** 2

**Ways to Track Performance:** General meetings.

**Mission:** To integrate WNY county efforts for control and management of invasive, exotic species within the New York State PRISM program.

**Existing Shared Resources:**

- Technology-Communications
- Staff
- Training/Education

**Focus:** Facilitate public education, resource stewardship and control and management projects.

**Potential Shared Resources:**

**Type of Organization:** Undetermined.

**Needed Resources:**

**Affiliations:** NYS Prism is integrated into national and federal agency invasive species programs.

**Available Documents:**

**Geographic Target Area:** Counties of Erie, Niagara, Orleans, Wyoming, Cattaraugus, Alleghany, Chautauqua, and Steuben.

**Communication:**

- Phone
- Email

**Target Area Overlap:**

**Strengths:** Sharing and supplying information and networking with state and federal agencies.

**Target Audience:** General public, municipal government, private landowners, and terrestrial and aquatic resource management organizations.

**Opportunities for Improvement:** Paid staff.

**Programs:** Invasive species control and management demonstration projects, educational outreach programs, and habitat restoration projects.

**Obstacles/Barriers:** Time limitations of steering committee and volunteers.

**Organizational Structure:**

- Board of Directors – 12
- Volunteers- 60

**Future Goals:** NYSDEC Funding 2009 for Coordination and program support.

**Level of Maturity:** Newly Emerging

**Funding:**

- Governmental Funding

**Possible Revenue Sources:**

**Approximate Annual Budget:**

**Reserve Funds/ Endowments:**



# WNY Environmental Alliance

## [Agency Inventory]

October 25, 2008



**Community Foundation**  
for Greater Buffalo



**INSTITUTE**  
FOR CONSERVATION  
LEADERSHIP

**UB** The Urban Design Project  
University at Buffalo The State University of New York



# Table of Contents

<b>INTRODUCTION AND ANALYSIS .....</b>	<b>E-83</b>
Introduction .....	E-83
Analysis: Summary .....	E-84
Analysis: Geography.....	E-85
Analysis: Authority .....	E-86
Analysis: Focus .....	E-87
Analysis: Grant Programs.....	E-88
<b>BI-NATIONAL AGENCIES .....</b>	<b>E-89</b>
International Joint Commission (IJC) .....	E-90
<b>UNITED STATES AGENCIES .....</b>	<b>E-91</b>
United States Army Corps of Engineers, Buffalo District .....	E-92
United States Fish and Wildlife Service - Lower Great Lakes FRO .....	E-93
United States Department of Agriculture (USDA) .....	E-94
United States Department of Energy (USDOE) .....	E-95
United States Food and Drug Administration (FDA) .....	E-96
United States Department of Housing and Urban Development (HUD) .....	E-97
United States Department of Transportation (USDOT) .....	E-98
United States Department of the Interior (USDOl).....	E-99
United States Environmental Protection Agency (EPA).....	E-100
U.S. National Parks Service .....	E-101
<b>NEW YORK STATE AGENCIES.....</b>	<b>E-103</b>
New York State Department of State Division of Coastal Resources (NYSDOS).....	E-104
New York State Department of Environmental Conservation (NYSDEC).....	E-105
New York State Department of Health (NYSDOH).....	E-106
New York State Department of Transportation (NYSDOT) .....	E-107
New York State Historic Preservation Office .....	E-108
New York Power Authority (NYPA) .....	E-109
<b>BUFFALO NIAGARA REGION AGENCIES.....</b>	<b>E-110</b>
Greater Buffalo Niagara Regional Transportation Council (GBNRTC).....	E-111
Niagara Frontier Transportation Authority (NFTA).....	E-112

**ERIE COUNTY AGENCIES ..... E-113**

Erie County Recycling ..... E-114  
Erie County Department of Environment and Planning ..... E-115  
Erie County Parks and Recreation..... E-116  
Erie County Industrial Development Agency (ECIDA) ..... E-117  
Erie County Soil and Water Conservation District (ECSWCD) ..... E-118

**NIAGARA COUNTY AGENCIES ..... E-119**

Niagara County Center for Economic Development..... E-120  
Niagara County Soil and Water Conservation District (NCSWCD) ..... E-121

**LOCAL AGENCIES ..... E-122**

Buffalo Environmental Management Commission ..... E-123  
City of Buffalo Office of Strategic Planning..... E-124  
Buffalo Sewer Authority (BSA) ..... E-125  
City of Niagara Falls Dept of Community Development, Division of Plng and Development..... E-126  
Evans Conservation Advisory Commission ..... E-127  
Town of Amherst Industrial Development Agency..... E-128

# Introduction and Analysis

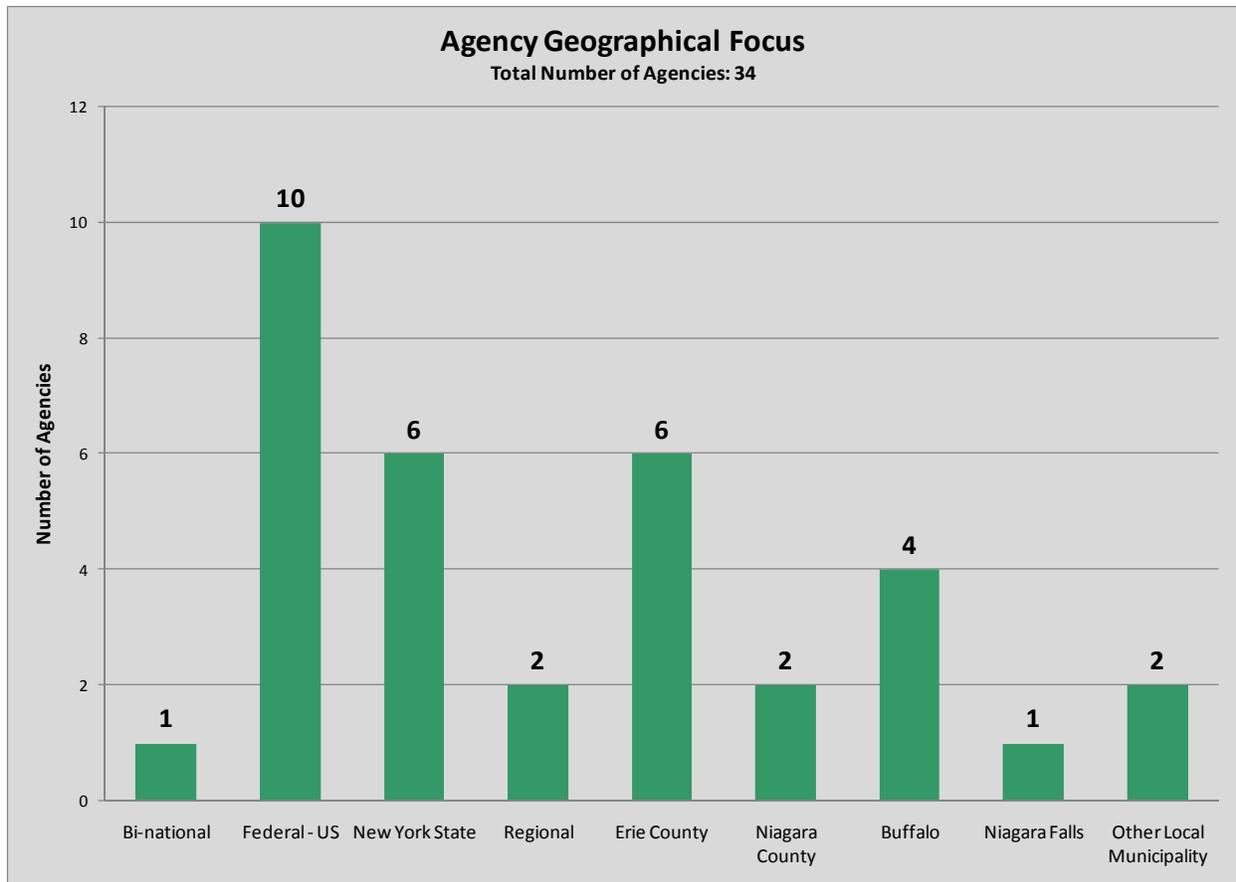
As a part of the WNY Environmental Alliance inventory requirement, the Urban Design Project did a preliminary review of agencies and authorities that have jurisdiction in our region. Of the many agencies and authorities in Western New York that have resources and technical assistance as well as regulatory and/or jurisdictional oversight regarding the environment, these have been cataloged.

The list in this report is by no means comprehensive. The list and information were derived from three sources: a web search, interviews and an agency survey. Additional agencies are likely to be added as the WNY Alliance identifies key issues they wish to address, and therefore, which agencies and authorities will have to be involved in any plans for implementation.

A brief summary of the 34 agencies is presented in the Summary Analysis. Here the agencies are reported by source of data, focus of mission, type of authority, and geographic target area and whether or not they have any grants programs. This is followed by a check sheet on each agency that gives a little more information on each.

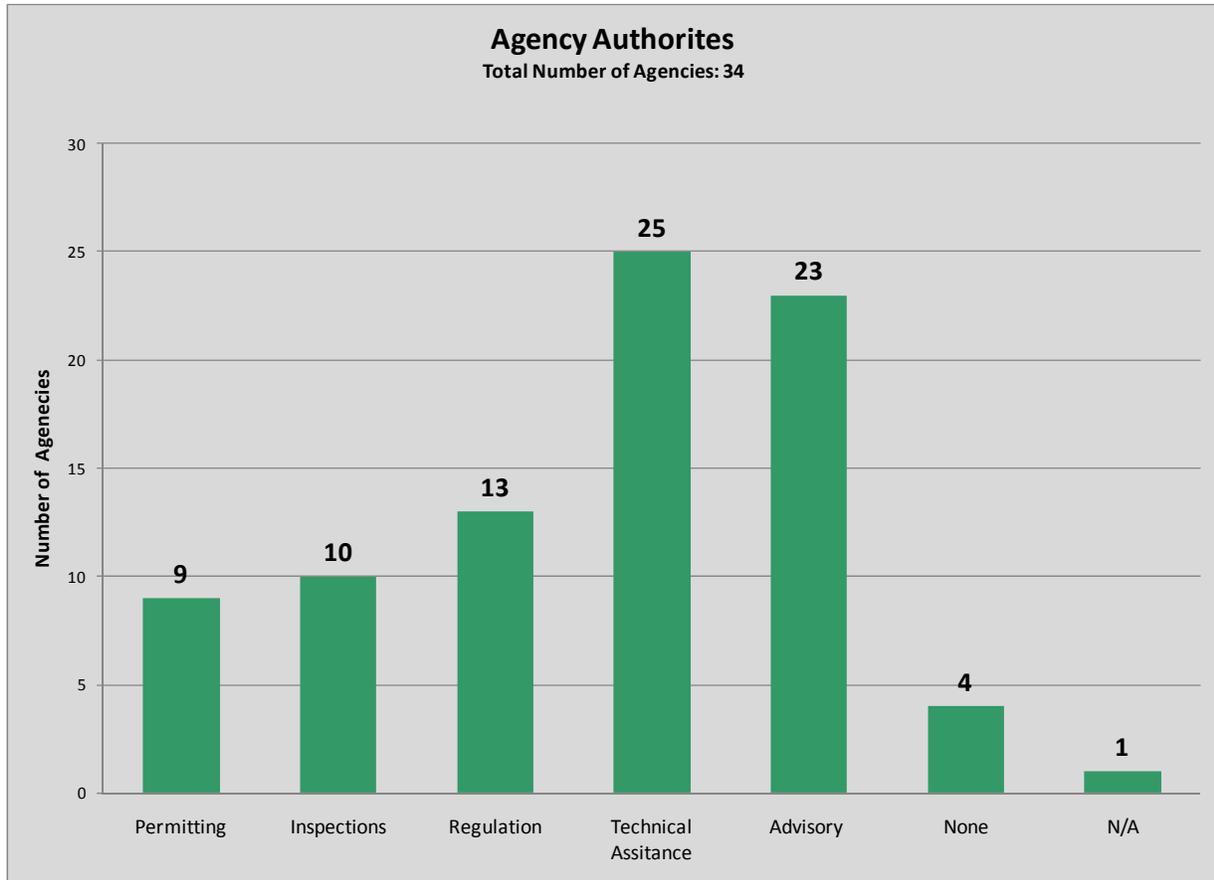


## Analysis: Geography



Most of the agencies addressing environmental issues in Western New York are Federal and New York State agencies. Federal agencies account for 29 percent of all agencies and state agencies account for 18 percent, while regional agencies account for only 6 percent and local agencies (excluding Buffalo and Niagara Falls) account for 6 percent. This imbalance between higher level agencies and local agencies may indicate poor funding and technical assistance accessibility.

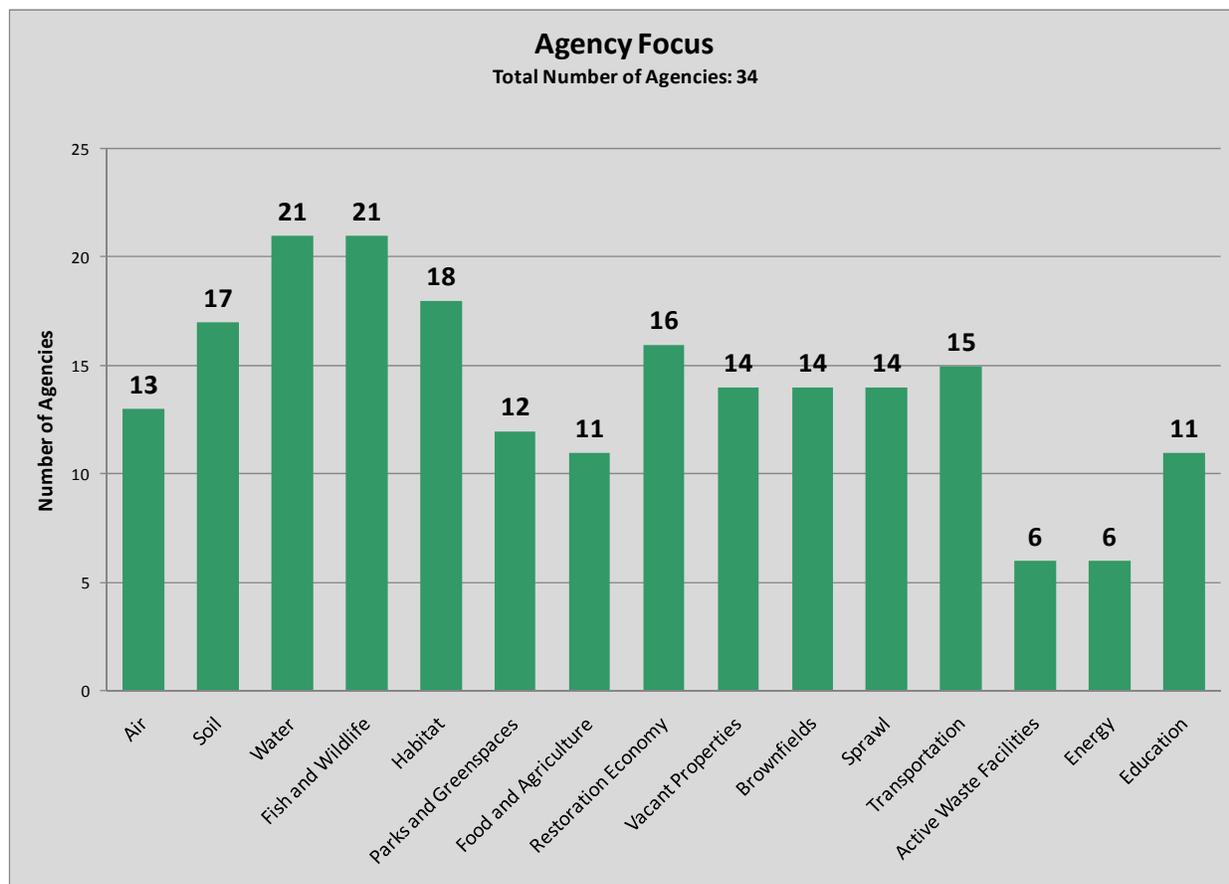
## *Analysis: Authority*



All the permitting and most of the regulation responsibilities that affect the environment in Western New York are held by New York State and federal agencies. All of the environmental permitting agencies are Federal and State agencies (6 Federal and 3 State). Additionally, all six of the Federal agencies have the power to regulate and perform inspections.

While lacking in permitting and regulation, many of the local and regional agencies are instrumental in carrying out higher level policy and are especially important as advisory bodies.

## Analysis: Focus



Water, fish and wildlife, and habitat are the most abundantly represented focuses in the group. Each has at least 18 agencies (62 percent of the total) that address these issues in the Western New York area. While this establishes a fairly robust knowledge base, it also creates many difficulties. Local organizations may have trouble understanding overlapping responsibilities in the region when seeking assistance for their projects.

On the contrary, there are few agencies that deal with active waste facilities and energy, especially at the local level. Most of the responsibility for regulating energy is held at the Federal level, creating a gap between the local municipalities and the Federal government.

## *Analysis: Grants Programs*

Percent of Agencies with Grant Programs	
With Grant Programs	53%
Without Grant Programs	47%

Agencies with Grant Programs
USFWS- Lower Great Lakes FRO United States Department of Agriculture (USDA) United States Department of Energy (USDOE) United States Food and Drug Administration (FDA) United States Department of Housing and Urban Development (HUD) United States Department of Transportation (USDOT) United States Department of the Interior (USDOl) United States Environmental Protection Agency (EPA) United States National Park Service (NPS) DOS Division of Coastal Resources New York State Department of Environmental Conservation (NYSDEC) New York State Department of Health (NYSDOH) New York State Department of Transportation (NYSDOT) New York State Historic Preservation Office New York Power Authority (NYPA) Erie County Department of Environment & Planning Niagara County Department of Economic Development City of Buffalo Office of Strategic Planning

Most of the grants that target environmental issues in the Western New York originate f outside of the region. Funding through grants follows a similar distribution across agencies as permitting and regulation authorities. Most funding comes from Federal (9) and New York State (6) Agencies. This shows that there is strong reliance on agencies that may not have a sense of local problems and may be more difficult to work with on long-term projects.

# **Bi-national Agencies**

## International Joint Commission (IJC)

**Geography:** Great Lakes and St. Lawrence River

**Year Established:** 1909

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Main Offices:**

2401 Pennsylvania Ave., NW  
Fourth Floor  
Washington, D.C. 20440  
Tel.: 202-736-9000  
Fax: 202-254-4562

**Mission / Responsibilities:**

The International Joint Commission prevents and resolves disputes between the United States of America and Canada under the *1909 Boundary Waters Treaty* and pursues the common good of both countries as an independent and objective advisor to the two governments. In particular, the Commission rules upon applications for approval of projects affecting boundary or transboundary waters and may regulate the operation of these projects; it assists the two countries in the protection of the transboundary environment, including the implementation of the *Great Lakes Water Quality Agreement* and the improvement of transboundary air quality; and it alerts the governments to emerging issues along the boundary that may give rise to bilateral disputes.

**Programs:**

# United States Agencies

## United States Army Corps of Engineers, Buffalo District

**Geography:** United States

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

1776 Niagara Street  
Buffalo, NY 14207.  
(716) 879-4104

**Mission / Responsibilities:**

USACE's mission is to provide quality, responsive engineering services to the nation including:

- Planning, designing, building and operating water resources and other civil works projects (Navigation, Flood Control, Environmental Protection, Disaster Response, etc.)
- Designing and managing the construction of military facilities for the Army and Air Force. (Military Construction)
- Providing design and construction management support for other defense and federal agencies. (Interagency and International Services)

**Programs:**

- Major Rehabilitation Program
- Corps of Engineers Energy Program (CEEP)
- The Corps of Engineers Volunteer Program
- Challenge Cost-sharing Program
- Aquatic Plant Control Program
- Formerly Utilized Sites Remedial Action Program

<b>United States Fish and Wildlife Service - Lower Great Lakes FRO</b>	
<b>Geography:</b> United States	<b>Year Established:</b> 1940
<b>Focus:</b> <input type="checkbox"/> Air <input type="checkbox"/> Soil <input checked="" type="checkbox"/> Water <input checked="" type="checkbox"/> Fish and Wildlife <input checked="" type="checkbox"/> Habitat <input checked="" type="checkbox"/> Parks and Greenspaces <input checked="" type="checkbox"/> Food and Agriculture <input type="checkbox"/> Restoration Economy <input type="checkbox"/> Vacant Properties <input type="checkbox"/> Brownfields <input type="checkbox"/> Sprawl <input type="checkbox"/> Transportation <input type="checkbox"/> Active Waste Facilities <input type="checkbox"/> Energy <input type="checkbox"/> Education	<b>Local Office:</b>  405 North French Road Suite 120B, Buffalo, NY 14228 (716) 691-3635
<b>Mission / Responsibilities:</b> As an agency of the U.S. Department of the Interior, the Service conserves, protects and enhances fish and wildlife and their habitats for the benefit of present and future generations. Service biologists contribute toward the health of our environment—and consequently our quality of life—by protecting and restoring important wildlife habitat, safeguarding endangered species, minimizing environmental contamination and restoring fish populations. In addition, the Service provides funds to support state fish and wildlife programs and enforce federal laws protecting wildlife.	
<b>Programs:</b> <ul style="list-style-type: none"> <li>• Partners for Fish and Wildlife Program</li> <li>• The Endangered Species Listing Program</li> <li>• Standard, Small, Tribal and Coastal Grants Programs</li> <li>• The Small Wetlands Program</li> <li>• Coastal Program</li> </ul>	

<b>United States Department of Agriculture (USDA)</b>	
<b>Geography:</b> United States	<b>Year Established:</b> 1889
<b>Focus:</b> <input type="checkbox"/> Air <input type="checkbox"/> Soil <input checked="" type="checkbox"/> Water <input checked="" type="checkbox"/> Fish and Wildlife <input type="checkbox"/> Habitat <input type="checkbox"/> Parks and Greenspaces <input checked="" type="checkbox"/> Food and Agriculture <input type="checkbox"/> Restoration Economy <input type="checkbox"/> Vacant Properties <input type="checkbox"/> Brownfields <input type="checkbox"/> Sprawl <input type="checkbox"/> Transportation <input type="checkbox"/> Active Waste Facilities <input type="checkbox"/> Energy <input checked="" type="checkbox"/> Education	<b>National Office:</b> U.S. Department of Agriculture 1400 Independence Ave., S.W. Washington, DC 20250 AgSec@usda.gov
<b>Mission / Responsibilities:</b> Mission – The Department of Agriculture provides leadership on food, agriculture, natural resources, and related issues based on sound public policy, the best available science, and efficient management. Strategic Plan Framework - USDA has created a strategic plan to implement its vision. The framework of this plan depends on these key activities: expanding markets for agricultural products and support international economic development, further developing alternative markets for agricultural products and activities, providing financing needed to help expand job opportunities and improve housing, utilities and infrastructure in rural America, enhancing food safety by taking steps to reduce the prevalence of foodborne hazards from farm to table, improving nutrition and health by providing food assistance and nutrition education and promotion, and managing and protecting America's public and private lands working cooperatively with other levels of government and the private sector.	
<b>Programs:</b> <ul style="list-style-type: none"> <li>• Alternative Dispute Resolution Program</li> <li>• Minority and Socially Disadvantaged Farmers Assistance (MSDA)</li> <li>• Small Farms Program</li> <li>• Post-Doctoral Research Associate Program</li> <li>• Grants, Student and Volunteer Programs</li> <li>• 1890 National Scholars Program</li> </ul>	

## United States Department of Energy (USDOE)

**Geography:** United States

**Year Established:** 1977

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**National Office:**

U.S. Department of Energy  
1000 Independence Ave., SW  
Washington, DC 20585

**By Phone:**

1-800-dial-DOE (1-800-342-5363)  
1-202-586-5000 (Main Switchboard)

**By Fax:** 202-586-4403

**By E-mail:** The.Secretary@hq.doe.gov

**Mission / Responsibilities:**

The Department of Energy's overarching mission is to advance the national, economic, and energy security of the United States; to promote scientific and technological innovation in support of that mission; and to ensure the environmental cleanup of the national nuclear weapons complex. The Department's strategic goals to achieve the mission are designed to deliver results along five strategic themes:

- **Energy Security:** Promoting America's energy security through reliable, clean, and affordable energy.
- **Nuclear Security:** Ensuring America's nuclear security.
- **Scientific Discovery and Innovation:** Strengthening U.S. scientific discovery, economic competitiveness, and improving quality of life through innovations in science and technology.
- **Environmental Responsibility:** Protecting the environment by providing a responsible resolution to the environmental legacy of nuclear weapons production.
- **Management Excellence:** Enabling the mission through sound management.

**Programs:**

- Wind and Hydropower Technologies Program
- Solar Energy Technologies Program

## United States Food and Drug Administration (FDA)

**Geography:** United States

**Year Established:** 1862

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**National Office:**

Food and Drug Administration  
 5600 Fishers Lane  
 Rockville, Maryland 20857  
 1-888-463-6332

**Mission / Responsibilities:**

The FDA is responsible for protecting the public health by assuring the safety, efficacy, and security of human and veterinary drugs, biological products, medical devices, our nation's food supply, cosmetics, and products that emit radiation. The FDA is also responsible for advancing the public health by helping to speed innovations that make medicines and foods more effective, safer, and more affordable; and helping the public get the accurate, science-based information they need to use medicines and foods to improve their health.

**Programs:**

- Radiological Health
- Retail Food Protection
- Shellfish Sanitation
- Milk Safety

## United States Department of Housing and Urban Development (HUD)

**Geography:** United States

**Year Established:** 1965

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

Lafayette Court  
2nd Floor  
465 Main Street  
Buffalo, NY 14203-1780

STEPHEN BANKO  
Field Office Director (716) 551-5755  
Fax (716) 551-5752

**Mission / Responsibilities:**

HUD's mission is to increase homeownership, support community development and increase access to affordable housing free from discrimination. To fulfill this mission, HUD will embrace high standards of ethics, management and accountability and forge new partnerships--particularly with faith-based and community organizations--that leverage resources and improve HUD's ability to be effective on the community level.

**Programs:**

- Major Grant, assistance, and regulatory programs
- Community planning and development
- Demonstrations and university and programs
- Fair housing
- Government sponsored enterprises
- Healthcare facility loans
- Indian programs
- Lead hazard control
- Multifamily housing programs
- Public housing programs
- Single family housing programs

## United States Department of Transportation (USDOT)

**Geography:** United States

**Year Established:** 1966

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

U.S. Department of Transportation  
1200 New Jersey Ave, SE  
Washington, DC 20590

**Mission / Responsibilities:**

Mission - Serve the United States by ensuring a fast, safe, efficient, accessible and convenient transportation system that meets our vital national interests and enhances the quality of life of the American people, today and into the future.

Statutory Authority - The Department of Transportation was established by an act of Congress on October 15, 1966. The Department's first official day of operation was April 1, 1967.

**Programs:**

- Office of the Secretary of Transportation (OST)
- National Highway Traffic Safety Administration (NHTSA)
- Federal Aviation Administration (FAA)
- Office of Inspector General (OIG)
- Federal Highway Administration (FHWA)
- Pipeline and Hazardous Materials Safety Administration (PHMSA)
- Federal Motor Carrier Safety Administration (FMCSA)
- Research and Innovative Technology Administration (RITA)
- Federal Railroad Administration (FRA)
- Saint Lawrence Seaway Development Corporation (SLSDC)
- Federal Transit Administration (FTA)
- Surface Transportation Board (STB)
- Maritime Administration (MARAD)

## United States Department of the Interior (USDOI)

**Geography:** United States

**Year Established:** 1849

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

Department of the Interior  
 1849 C Street, N.W.  
 Washington DC 20240  
 (202)208-3100

**Mission / Responsibilities:**

The Mission of the Department of the Interior is to protect and provide access to our Nation's natural and cultural heritage and honor our trust responsibilities to Indian Tribes and our commitments to island communities.

Goals - Interior has established five departmental goals that encompass the major responsibilities of the Department. These goals provide a framework for the strategic plans of Interior's bureaus. The Departmental goals are as follows:

- Resource Protection - protect the nation's natural, cultural, and heritage resources
- Resource Use - manage resources to promote use and sustain a dynamic economy
- Recreation - provide recreation opportunities for America
- Serving Communities - safeguard lives, property and assets, advance scientific knowledge, and improve the quality of life for communities we serve
- Management Excellence - manage the department to be highly skilled, accountable, modern, functionally integrated, citizen-centered and result-oriented

**Programs:**

- National Park Service
- U.S. Fish and Wildlife
- Bureau of Indian Affairs
- Bureau of Land Management
- Office of Surface Mining
- Minerals Management Service
- U.S. Geological Survey
- Bureau of Reclamation

## United States Environmental Protection Agency (EPA)

**Geography:** United States

**Date Established:** 1970

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Regional Office:**

290 Broadway  
New York, NY 10007-1866  
(212) 637-3660

**Mission / Responsibilities:**

Guides State, Local and Tribal governments in areas of Clean air and climate change, Clean and Safe Water, Land Preservation and Restoration, and Healthy Communities and Ecosystems.

**Programs:**

- Research grants and graduate fellowships
- Education projects
- Information for state and local governments and small businesses on financing environmental services and projects
- Drinking Water State Revolving Fund
- Clean Water State Revolving Fund
- Brownfields program

## U.S. National Parks Service

**Geography:** United States

**Year Established:** 1916

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Parks:**

The Theodore Roosevelt Inaugural Site is located at:  
641 Delaware Avenue  
Buffalo, NY 14202

**Northeast Region office:**

Regional Director  
Dennis Reidenbach  
U.S. Custom House  
200 Chestnut St., Fifth Floor  
Philadelphia, PA 19106  
(215) 597-7013

**Mission / Responsibilities:**

The National Park Service preserves unimpaired the natural and cultural resources and values of the national park system for the enjoyment, education, and inspiration of this and future generations. The Park Service cooperates with partners to extend the benefits of natural and cultural resource conservation and outdoor recreation throughout this country and the world. To achieve this mission, the National Park Service adheres to the following guiding principles:

- **Excellent Service:** Providing the best possible service to park visitors and partners.
- **Productive Partnerships:** Collaborating with federal, state, tribal, and local governments, private organizations, and businesses to work toward common goals.
- **Citizen Involvement:** Providing opportunities for citizens to participate in the decisions and actions of the National Park Service.
- **Heritage Education:** Educating park visitors and the general public about their history and common heritage.
- **Outstanding Employees:** Empowering a diverse workforce committed to excellence, integrity, and quality work.
- **Employee Development:** Providing developmental opportunities and training so employees have the "tools to do the job" safely and efficiently.
- **Wise Decisions:** Integrating social, economic, environmental, and ethical considerations into the decision - making process.
- **Effective Management:** Instilling a performance management philosophy that fosters creativity, focuses on results, and requires accountability at all levels.
- **Research and Technology:** Incorporating research findings and new technologies to improve work practices, products, and services.
- **Shared Capabilities:** Sharing technical information and expertise with public and private land managers

**Programs:**

- American Battlefield Protection Program
- American Indian Liaison Office
- Archeology
- Certified Local Government Program
- Conservation Study Institute
- Cultural Resources Diversity Program
- Cultural Resources GIS Facility
- Federal Agency Preservation Assistance Program
- Federal Historic Preservation Tax Incentives
- Federal Preservation Institute
- Harpers Ferry Center
- Heritage Education Services Program
- Heritage Documentation Programs
- Historic American Buildings Survey
- Historic American Engineering Record
- Historic American Landscapes Survey
- Historic Landscape Initiative
- Historic Preservation Grants Division
- Historic Preservation Internship Training Program
- Historic Preservation Planning Program
- Historic Preservation Training Center
- Historic Surplus Property Program
- Maritime Heritage Program
- Midwest Archeological Center
- National Center for Preservation Technology and Training
- National Heritage Areas Program
- National Historic Landmarks Program
- National Register of Historic Places
- National Underground Network to Freedom Program
- Olmsted Center for Landscape Preservation
- Park Ethnography
- Park Historic Structures and Cultural Landscapes
- Park History
- Park Museum Management
- Park Native American Graves Protection and Public Outreach Program
- Repatriation Act Program
- Route 66 Corridor Preservation Program
- Southeast Archeological Center
- Submerged Cultural Resources Center
- Technical Preservation Services for Historic Buildings Tribal Preservation Program

# **New York State Agencies**

## New York State Department of State Division of Coastal Resources (NYSDOS)

**Geography:** New York State

**Year Established:** 1778

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**State Office:**

One Commerce Plaza,  
99 Washington Avenue  
Albany, NY 12231-0001  
Phone: (518) 474-4752  
Fax: (518) 474-4597

**Mission / Responsibilities**

The Department of State defends the public's safety, protects and develops a sustainable environment (including coastal resources), strengthens local communities, and serves the business community

**Programs**

- Local Waterfront Revitalization Program (LWRP)
- Shared Municipal Services Incentive Grant Program (SMSI)

## New York State Department of Environmental Conservation (NYSDEC)

**Geography:** New York State

**Date Established:** 1970

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

270 Michigan Avenue  
Buffalo, NY 14203-2915  
(716) 851-7200

**Mission / Responsibilities:**

Working from regional offices across the state and a central office in Albany, some 3,500 DEC staff pursue scientific assessment and vigorous action to protect and enhance New York's environment and natural resources.

**Programs:**

Division of Environmental Remediation

- Brownfield Cleanup Program
- Environmental Restoration Program
- Brownfield Opportunity Areas Program
- State Superfund Program
- Spill Response Program
- Petroleum and Chemical Bulk Storage Program

Division of Fish, Wildlife and Marine Resources

- State Wildlife Grants (SWG) program
- Sportsman Education program
- Becoming an Outdoors-Woman program

Division of Lands and Forests

- Cooperating Forester Program
- Cooperating Timber Harvester Program
- Forest Land Enhancement Program

Office of Water Resources

- Hudson River Estuary Program
- Great Lakes Program

## New York State Department of Health (NYSDOH)

**Geography:** New York State

**Year Established:** 1947

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

Rath Building  
 95 Franklin Street  
 Buffalo, NY 14202  
 Office: (716) 858-7690  
 Fax: (716) 858-8701

**Mission / Responsibilities:**

**Programs:**

- Health insurance programs
- Public Health Related Water Protection Programs
- Several Other Family and Community Health Programs
- Child and Adult Care Food Program (CACFP)
- Commodity Supplemental Food Program (CSFP)
- Farmers Market Nutrition Program
- Hunger Prevention and Nutrition Assistance Program (HPNAP)
- WIC (Special Supplemental Nutrition Program for Women, Infants and Children)
- Upper Manhattan Community Service Program
- HEAL NY Phase 8: Residential Health Care Facility (RHCF) Rightsizing Demonstration Program
- New York State Genetic Screening and Counseling Program
- Refugee Medical Assistance (RMA) Health Assessment Program
- Assisted Living Program
- Preventive Health and Health Services Block Grant
- The New York State Child and Adult Care Food Program
- Infertility Demonstration Program
- Locating and Applying for Health Promotion Funds
- Drinking Water State Revolving Fund
- Sexual Assault Forensic Examiner (SAFE) Program

## New York State Department of Transportation (NYSDOT)

**Geography:** New York State

**Year Established:** 1967

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

100 Seneca Street  
Buffalo, NY 14203  
716-847-3238

**Mission / Responsibilities:**

It is the mission of the New York State Department of Transportation to ensure our customers - those who live, work and travel in New York State -- have a safe, efficient, balanced and environmentally sound transportation system.

To attain its mission the responsibilities, functions and duties of the Department of Transportation include:

- Coordinating and developing comprehensive transportation policy for the State; coordinating and assisting in the development and operation of transportation facilities and services for highways, railroads, mass transit systems, ports, waterways and aviation facilities; and, formulating and keeping current a long-range, comprehensive statewide master plan for the balanced development of public and private commuter and general transportation facilities.
- Administering a public safety program for railroads and motor carriers engaged in intrastate commerce; directing state regulation of such carriers in matters of rates and service; and, providing oversight in matters relative to the safe operation of bus lines, commuter railroads and subway systems that are publicly subsidized through the Public Transportation Safety Board.

**Programs:**

## New York State Historic Preservation Office

**Geography:** New York State

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Main Office:**

Peebles Island State Park  
 PO Box 189  
 Waterford, NY 12188-0189  
 (518) 237-8643 ext. 3269

**Mission / Responsibilities:**

The New York State Historic Preservation Office implements article 14 of the Parks, Recreation and Historic Preservation Law, which was enacted by the New York State Historic Preservation Act of 1980 (Chapter 354 of the Laws of 1980). The act became effective on August 22, 1980. The purpose of the State Historic Preservation Act is to continue and advance the State's historic preservation programs and activities, to continue the responsibility for the coordination of such programs and activities with the Commissioner of Parks, Recreation and Historic Preservation, to foster consistency of State activities with historic preservation policy, to encourage and assist local governments in local preservation programs and activities, and to encourage and assist private agencies and individuals undertaking preservation by private means.

**Programs:**

- Preservation planning
- Investment tax credit guidance
- Certified Local government program
- Archeology and education
- Environmental review program
- Technical preservation guidance

## New York Power Authority (NYPA)

**Geography:** New York State

**Year Established:** 1931

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**State Office:**

Mailroom - 10-B  
123 Main Street  
White Plains, NY 10601-3170  
(914) 681-6200

**Mission / Responsibilities:**

NYPA's mission is to provide clean, economical and reliable energy consistent with our commitment to safety, while promoting energy efficiency and innovation for the benefit of our customers and all New Yorkers.

**Programs:**

- Power for Jobs program
- Municipal and Rural Cooperative Economic Development Program
- Contributor to Niagara River Greenway Commision

# **Buffalo Niagara Region Agencies**

<b>Greater Buffalo Niagara Regional Transportation Council (GBNRTC)</b>	
<b>Geography:</b> Buffalo Niagara Region	<b>Year Established:</b> 1975
<b>Focus:</b> <input type="checkbox"/> Air <input type="checkbox"/> Soil <input type="checkbox"/> Water <input type="checkbox"/> Fish and Wildlife <input type="checkbox"/> Habitat <input type="checkbox"/> Parks and Greenspaces <input type="checkbox"/> Food and Agriculture <input type="checkbox"/> Restoration Economy <input type="checkbox"/> Vacant Properties <input type="checkbox"/> Brownfields <input checked="" type="checkbox"/> Sprawl <input checked="" type="checkbox"/> Transportation <input type="checkbox"/> Active Waste Facilities <input type="checkbox"/> Energy <input type="checkbox"/> Education	<b>Local Office:</b>  438 Main Street Suite 503 Buffalo, NY 14202  Telephone: 716-856-2026 Fax: 716-856-3203
<b>Mission / Responsibilities</b> The GBNRTC is focused on establishing a comprehensive, coordinated, and continuing transportation planning process for the Erie and Niagara Counties' metropolitan area. The metropolitan planning process allows for the allocation of millions of dollars in federal funding annually to improve transportation of all modes of travel. This includes public transit, walking, bicycling, as well as the automobile in the two-county region.	
<b>Programs:</b> <ul style="list-style-type: none"> <li>• TIP - The Transportation Improvement Program (TIP) includes all federally funded transportation projects being considered for implementation in the next five-year period through September of 2012.</li> </ul>	

## Niagara Frontier Transportation Authority (NFTA)

**Geography:** Buffalo Niagara Region

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

181 Ellicott Street  
 Buffalo, New York 14203  
 (716) 855-7300

**Mission / Responsibilities:**

The Niagara Frontier Transportation Authority is a diversified and synergistic organization, energized by 1,500 dedicated men and women, serving Buffalo Niagara through cost-effective, quality transportation services everyday.

**Programs:**

# **Erie County Agencies**

## Erie County Recycling

**Geography:** Erie County

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Office:**

Erie County Recycling  
 95 Franklin Street Room 1077  
 Buffalo, NY 14202  
 Email Address: - carrelg@erie.gov  
 Phone Number: - 7168586236

**Mission / Responsibilities:**

Erie County Recycling Coordinator: -general outreach and education regarding waste reduction and recycling. - assist the two Solid Waste Boards in Erie County to stay in compliance with Solid Waste Management Plans approved by New York State Department of Environmental Conservation. -also work with City of Buffalo on waste reduction and recycling education.

**Programs:**

Erie County Recycling--The Erie County Recycling program works with the Northeast Southtowns Solid Waste Management Board, the Northwest Solid Waste Management Board, and the City of Buffalo to promote waste reduction and recycling throughout Erie County. Assistance is provided to coordinate board activities, reduce duplication and enhance board efficiency to meet recycling goals and objectives, and meet New York State Department of Environmental Conservation reporting requirements. In addition, the coordinator offers educational opportunities for residents of the county, including, but not limited to school children, block clubs, civic groups, businesses and community organizations. Other programs include recycling collection events for items such as electronic and computers; promotion of recycling at special events; to provide a clearinghouse for local waste disposal and recycling information.

## Erie County Department of Environment and Planning

**Geography:** Erie County

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

Edward A. Rath County Office Building  
 95 Franklin Street, 10th Floor  
 Buffalo, New York 14202  
 Phone: (716) 858-8390

**Mission / Responsibilities:**

**Environmental Compliance** - The Division of Environmental Compliance Services (ECS) is a non-regulatory public assistance agency that provides technical and non-technical support to the Western New York community. ECS programs help Erie County businesses, municipalities, citizens and institutions understand and comply with environmental standards and regulations as well as initiate strategies to reduce and eliminate pollution and improve the quality of life in Western New York. These programs address: small business and local government pollution prevention; solid waste management; hazardous waste management; indoor air quality and, energy efficiency.

**Planning and Economic Development** - The Division of Planning and Economic Development is responsible for planning and implementation of physical development projects that are consistent with County-wide goals. The division provides administration and delivery of federal funds for the Community Development Block Grant and HOME Investment Partnership Consortia. These funds are used for community development, housing rehabilitation activities, and economic development programs.

**Sewerage Management** - The DSM's role in this community is to safeguard the environment and our rate payers through the effective and efficient collection and treatment of sanitary wastewater. A core focus of the DSM is operation and maintenance of seven wastewater treatment facilities, 100 pumping stations, five overflow retention facilities, and approximately 1,000 miles of gravity sewer pipe and force mains.

**Programs:**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Municipal Phase II Stormwater Program</li> <li>• Erie County Clean School Bus Program</li> <li>• Pollution Prevention Technical Assistance</li> <li>• Small Business Environmental Assistance Program</li> <li>• Erie County Environmental Compliance Program</li> <li>• Mercury Pollution Prevention Education Program</li> <li>• Local Government Pollution Prevention Program</li> <li>• First Time Homebuyer Program</li> <li>• Housing Rehabilitation Program</li> </ul> | <ul style="list-style-type: none"> <li>• Rental Rehabilitation Program</li> <li>• Mobile Home Repair Program</li> <li>• Housing Accessibility Program</li> <li>• Utility Connection Program</li> <li>• Business Liaison and Technical Assistance</li> <li>• Business Retention and Expansion Program</li> <li>• Land Development and Economic Development Planning Studies</li> <li>• Brownfield and Urban Redevelopment</li> </ul> |
|--|---|

## Erie County Parks and Recreation

**Geography:** Erie County

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

Edward A. Rath County Office Building  
 95 Franklin Street, 10th Floor  
 Buffalo, New York 14202  
 Phone: (716) 858-8390

**Mission / Responsibilities:**

The Erie County Parks system is considered one of the finest in the entire State and consists of seven major parks:

- Akron Falls in Newstead
- Chestnut Ridge in Orchard Park
- Como in Lancaster
- Ellicott Creek and Isle View in Tonawanda
- Emery in Aurora
- Sprague Brook in Concord and Sardinia.
- Bennett Beach in Derby
- Botanical Gardens in Buffalo
- Bureau of Forestry
- Elma Meadows Golf Course in Elma
- Grover Cleveland Golf Course in Buffalo
- Riverwalk in Buffalo
- Wendt Beach in Evans

**Programs:**

Recreational Programs

## Erie County Industrial Development Agency (ECIDA)

**Geography:** Erie County

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

275 Oak Street  
 Buffalo, NY 14203  
 Phone: 716-856-6525  
 Fax: 716-856-6754  
 Email: info@ecidany.com

**Mission / Responsibilities:**

The Erie County Industrial Development Agency (ECIDA), is a public benefit corporation created in 1970 by act of the New York State Legislature to promote and assist private sector industrial / business development thereby advancing job opportunities and economic welfare to the people of Erie County. It is the economic development corporation for Erie County. ECIDA is self-funded; 90% of the budget comes from fees for services.

**Programs:**

- Tax Exemptions, Bonds
- Buffalo Lakeside Commerce Park
- Export Assistance
- Empire Zones
- International Trade
- Renewal Community
- Facility, Transportation Development

## Erie County Soil and Water Conservation District (ECSWCD)

**Geography:** Erie County

**Year Established:** 1935

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

50 Commerce Way  
 East Aurora, NY 14052  
 Phone (716) 652-8480  
 Fax (716) 652-8506

**Mission / Responsibilities:**

Conservation districts are local governmental subdivisions established under state law to carry out a program for the conservation, use and development of soil, water and related resources. Districts are resource management agencies, coordinating and implementing resource and environmental programs at the local level in cooperation with federal and state agencies.

**Programs:**

- Agricultural Environmental Management (AEM)
- Streambank Stabilization
- Education
- Special Programs
- Conservation Tree and Shrub Seedling Sale
- Fish Stocking
- Conservation Products
- Stormwater Management
- Federal Programs
- Technical Assistance and Services
- Watershed Planning

# Niagara County Agencies

## Niagara County Center for Economic Development

**Geography:** Niagara County

**Year Established:** 2003

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

6311 Inducon Corporate Drive  
 Sanborn, New York 14132-9099  
 Phone: (716) 278-8750  
 Fax: (716) 278-8757  
 Email: [info@nccedev.com](mailto:info@nccedev.com)

**Mission / Responsibilities:**

The mission of the Niagara County Department of Economic Development is to provide high quality professional planning services to the municipalities, citizens and organizations of Niagara County; to promote orderly growth and development through the dissemination of information, preparation of plans, projects and programs and provision of technical services.

The Department promotes sustainable economic development in harmony with the natural environment, creating and retaining jobs, expanding the tax base, and improving the quality of life for Niagara County residents under the direction of the Niagara County Manager and policies of the Niagara County Legislature.

**Programs:**

- Industrial Revenue Bonds
- Lease/Lease Transactions
- Niagara County Revolving Loan Fund (RLF)
- Niagara Economic Development Fund (NEDF)
- Brownfield Revolving Loan Fund (BRLF)
- Microenterprise Assistance Program

## Niagara County Soil and Water Conservation District (NCSWCD)

**Geography:** Niagara County

**Year Established:** 1954

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

4487 Lake Avenue  
 Lockport, NY 14094  
 Phone (716) 434-4949  
 Fax (716) 434-4985

**Mission / Responsibilities:**

Conservation districts are local governmental subdivisions established under state law to carry out a program for the conservation, use and development of soil, water and related resources. Districts are resource management agencies, coordinating and implementing resource and environmental programs at the local level in cooperation with federal and state agencies.

**Programs:**

- Agricultural Assistance
- Drainage Assistance
- Soil Conservation
- Water Quality Monitoring
- Conservation Education
- Wildlife Habitat Improvement
- Pond Site Analyses & Stocking
- Tree Seedling Sales

# Local Agencies

## Buffalo Environmental Management Commission

**Geography:**

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Main Contact:**

Dr. Joseph Gardella, Interim Chair  
 Phone Number – (716) 645-6800 X2111

**Mission / Responsibilities:**

The Commission:

- May recommend programs for the protection, preservation and ecologically suitable utilization of open land areas, scenic and historic sites, natural areas, shorelines, marshlands, drainage ways, and wetlands in the city to the mayor and common council;
- May recommend the expansion and development of the amount of open space within the city;
- May advise and make recommendations to the mayor, common council and director of environmental affairs as requested or as may be deemed appropriate by the commission on matters affecting the environmental quality of the city;
- May develop, recommend and assist in the conduct of a program of public information in the city that will be designed to increase the understanding of environmental problems and to foster support for their solution;
- Shall cooperate with and assist such other governmental or nongovernmental boards or organizations in the review of proposals or applications as the mayor or common council may direct;
- May recommend, in writing, that the common council accept by gift, conditional or unconditional grant, devise or otherwise, real property in fee, or any lesser interest, including conveyance with limitations or reversions;
- May encourage that environmental concerns be considered and all existing laws, rules, and regulations are being complied with by the responsible departments;
- May encourage appropriate departments to take legal and/or enforcement action pursuant to their authority as warranted and where necessary;
- May recommend that the corporation counsel seek an injunction to abate violations of any laws, rules and regulations pertaining to environmental affairs; and,
- May act as lead agency for the city concerning any report, recommendation, study or other matter required by the terms of the State Environmental Quality Review Act (SEQRA)

**Programs:**

## City of Buffalo Office of Strategic Planning

**Geography:** Buffalo

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

920 City Hall  
 Buffalo, New York 14202  
 Phone: (716) 851-5035

**Mission / Responsibilities:**

Mission Statement - "Our work today is making Buffalo's Neighborhoods better for the next generation, the next century. Our job is to create economic, housing and quality of life opportunities in Buffalo's neighborhoods." The Office of Strategic Planning provides overarching strategic assessment and management of general planning and policy issues that have citywide, inter-jurisdictional and regional significance. The Office of Strategic Planning identifies long term, cross-cutting city-wide issues that broadly affect quality of life and economic vitality. The Office of Strategic Planning helps to focus direction, identify new opportunities, and deliver priority projects in an integrated and expedited fashion consistent with the approved work program. In this way, important initiatives requiring the rigor of strategic planning to marshal the creative thinking and resources necessary are initiated and completed expeditiously. The Office of Strategic Planning will provide centralized, broad strategic assessment and management of general planning, economic development, housing and other policy issues having significance to the Mayor's Office, Planning Board, Common Council, Buffalo Urban Renewal Agency Board, Buffalo Economic Renaissance Corporation Board, and the Buffalo Neighborhood Revitalization Corporation Board, expeditiously utilizing technical information generated by the Office of Strategic Planning for the purpose of facilitating the pursuit of long-term and priority projects.

**Programs:**

- Livable Communities Grant Program
- Homeownership Counseling
- Empire Zones Program
- Renewal Communities Program

## Buffalo Sewer Authority (BSA)

**Geography:** City of Buffalo

**Year Established:** 1935

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Main Office:**

1038 City Hall  
65 Niagara Square  
Buffalo NY 14202-3378  
Phone: (716) 851-4664  
Fax: (716) 856-5810

**Mission / Responsibilities:**

Mission: "Providing a high level of sanitary benefits to the community we serve."

The Authority provides sewage collection, treatment and disposal services for the City of Buffalo and neighboring communities.

**Programs:**

- Industrial Waste Pretreatment Program
- Industrial Surcharge Program
- Stormwater Program

**City of Niagara Falls Department of Community Development,  
Division of Planning and Development**

**Geography:** City of Niagara Falls

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

1022 MAIN STREET – CARNEGIE BUILDING  
Niagara Falls, NY 14302-0069

**Mission / Responsibilities:**

Mission Statement - To promote and protect the health, safety and general welfare of all residents by enhancing and conserving the social, economic and environmental health of the residential, commercial, industrial and recreational areas by fostering the most appropriate use of municipal land and resources.

The City of Niagara Falls Planning Office: Maintains the City's comprehensive plan, including transportation, land use, housing, public service, community facilities and its other elements; Administers zoning, subdivision and handles amendments to these and related codes; Reviews special use permits such as group care, day care, some commercial recreation and other conditional uses; Advises on disposition of City owned property, including dedication or vacation of streets, alleys and some easements; Assists in capital improvements and economic development; Helps with site planning and design for construction, sale, lease or use agreements involving City holdings; Provides staff services to the City Officials, Planning Board, Board of Appeals and other boards on community development matters; Provides some of the staff services for code enforcement, and other regulatory activities; Maintains maps, aerial photography, demographics and other information related to community growth and change; Works with schools, businesses, institutions and special districts, and with census, housing, conservation, preservation, highway, railroad, utility and other agencies as needed to ensure compliance with city development regulations and general consistency with our development goals. The Office of Environmental Services Coordinates the City's Brownfield Redevelopment Initiatives, including management of Environmental Bond Act Grants from the New York State Department of Environmental Services (NYS DEC) and Brownfields Assessment Redevelopment Pilots from the United States Environmental Protection Agency (US EPA) ; Assists Senior Planner in all environmental and planning activities such as environmental assessments and development reviews; prepares departmental recommendations on development proposals ; Responds to queries regarding FEMA Flood Zones and the National Flood Insurance Program; Oversees all State and Federal environmental reviews in Niagara Falls; Maintains and organizes United States Census Information and City Demographic Information, and performs geographic demographic analysis using the City's Geographic Information System; Maintains and creates data sets for the City's Geographic Information System; Provides mapping support to various City Departments, including Inspections and Engineering, Planning, and Community Development; Acts as a liaison for local environmental groups ; Oversees the City's Recycling Program, and delivers Blue Recycling Bins to new residents; Manages and coordinates the City's Memorial Tree Program.

**Programs:**

- City of Niagara Falls Brownfields Assessment Demonstration Pilot Program (EPA)
- New York State Voluntary Cleanup Program - (NYS DEC)
- City of Niagara Falls Curbside Recycling Program
- Quality Communities Demonstration Program (QCDP)

## Evans Conservation Advisory Commission

**Geography:** Town of Evans

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

8787 Erie Road  
 Angola, NY 14047  
 Email Address: - tommarks@verizon.net  
 Phone 716-997-6919

**Mission / Responsibilities:**

A resource to the Town Government on environmental issues. NYS General Municipal Law enables the local legislative body of any city, town or village to establish a Conservation Advisory Council to advise in the development, management and protection of its natural resources. CACs are strictly advisory bodies. CACs are sanctioned to perform the following activities:

- Land research including open space, wetlands and natural resource inventories and maps.
- Advising, cooperating and working with other unofficial and official municipal agencies involved in similar activities.
- Publishing informational and educational literature.
- Preparation of an annual report.

**Programs:**

## Town of Amherst Industrial Development Agency

**Geography:** Town of Amherst

**Year Established:**

**Focus:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspaces
- Food and Agriculture
- Restoration Economy
- Vacant Properties
- Brownfields
- Sprawl
- Transportation
- Active Waste Facilities
- Energy
- Education

**Local Office:**

4287 Main Street  
 Amherst, NY 14226  
 Tel: 716.688.9000  
 Fax: 716.688.0205

**Mission / Responsibilities:**

Through a strategic business development plan, [The Amherst IDA] embraces these principals via controlled growth in accordance with the Town Master Plan, and Countywide eligibility policies to determine who, what, how, and where businesses should go. Formed under Article 18-A of New York State's Municipal Law, [The Amherst IDA's] primary purpose has been to promote regional employment growth through the attraction, expansion and retention of companies within the Town of Amherst to achieve [their] mission.

**Programs:**

- Sales Tax Exemption
- Mortgage Recording Tax Exemption
- Industrial Revenue Bonds
- Property Tax Abatement

# WNY Environmental Alliance

## [Plan Inventory]

February 7, 2009



**Community Foundation**  
for Greater Buffalo



**INSTITUTE  
FOR CONSERVATION  
LEADERSHIP**

**UB** The Urban Design Project  
University at Buffalo The State University of New York



# Table of Contents

<b>INTRODUCTION AND ANALYSIS .....</b>	<b>E-133</b>
Overview Map .....	E-134
Analysis: Summary .....	E-135
Analysis: Geography .....	E-136
Analysis: Sponsoring Party .....	E-137
Analysis: Content Focus .....	E-138
<b>INTERNATIONAL PLANS .....</b>	<b>E-139</b>
A Joint Strategic Plan for Management of Great Lakes Fisheries .....	E-140
Binational Conservation Blueprint for the Great Lakes .....	E-141
Niagara River Corridor Important Bird Area Conservation Plan .....	E-142
Niagara River Remedial Action Plan (RAP) .....	E-143
Niagara River AOC Habitat Inventory and Assessment .....	E-144
The Lake Erie Lakewide Management Plan (LaMP) .....	E-145
The Lake Ontario Lakewide Management Plan (LaMP) .....	E-146
<b>NEW YORK STATE-WIDE PLANS .....</b>	<b>E-147</b>
The Erie Canal Preservation and Management Plan .....	E-148
<b>REGIONAL PLANS.....</b>	<b>E-149</b>
Ontario Lake Plains Resource Conservation & Development Area Plan .....	E-150
Erie Niagara Framework for Regional Growth .....	E-151
Niagara Frontier Bicycle Master Plan.....	E-152
Niagara National Heritage Area Study .....	E-153
The Niagara River Greenway Master Plan .....	E-154
<b>ERIE COUNTY PLANS.....</b>	<b>E-155</b>
Blueprint Buffalo .....	E-156
Buffalo River Remedial Action Plan .....	E-157
Erie County Parks System Master Plan: A 2020 Vision .....	E-158
Scajaquada Creek Watershed Management Plan.....	E-159
WNY Southtowns Scenic Byway and Corridor Management Plan.....	E-160
Amherst Recreation & Parks Master Plan.....	E-161
Buffalo: City as a Park .....	E-163
City of Buffalo Green Infrastructure Report .....	E-164
Developing a GIS-Based Model and an Interactive Web Site for a City-wide Recreational Bikeway Network .....	E-165
East Buffalo Good Neighbors' Planning Alliance Neighborhood Plan .....	E-166
Food for Growth: A Community Food System Plan for Buffalo's West Side .....	E-167
Greening Buffalo: What Local Governments Can Do.....	E-168
Historic Resources Intensive Level Survey, Broadway-Fillmore Neighborhood .....	E-169
Buffalo Local Waterfront Revitalization Plan (LWRP) .....	E-170
Organic Revitalization: Artspace Buffalo.....	E-171

The Olmsted City: The Buffalo Olmsted Park System, Plan for the 21st Century.....	E-172
Urban Ecosystem Analysis .....	E-173
Urban Parks and Recreation Recovery Action Plan .....	E-174
<b>NIAGARA COUNTY PLANS.....</b>	<b>E-175</b>
City of Niagara Falls Strategic Master Plan .....	E-176
City of North Tonawanda Local Waterfront Revitalization Plan (LWRP) .....	E-177
Eighteen Mile Creek Remedial Action Plan (RAP).....	E-178
Town of Lewiston Local Waterfront Revitalization Plan (LWRP) .....	E-179

# Introduction and Analysis

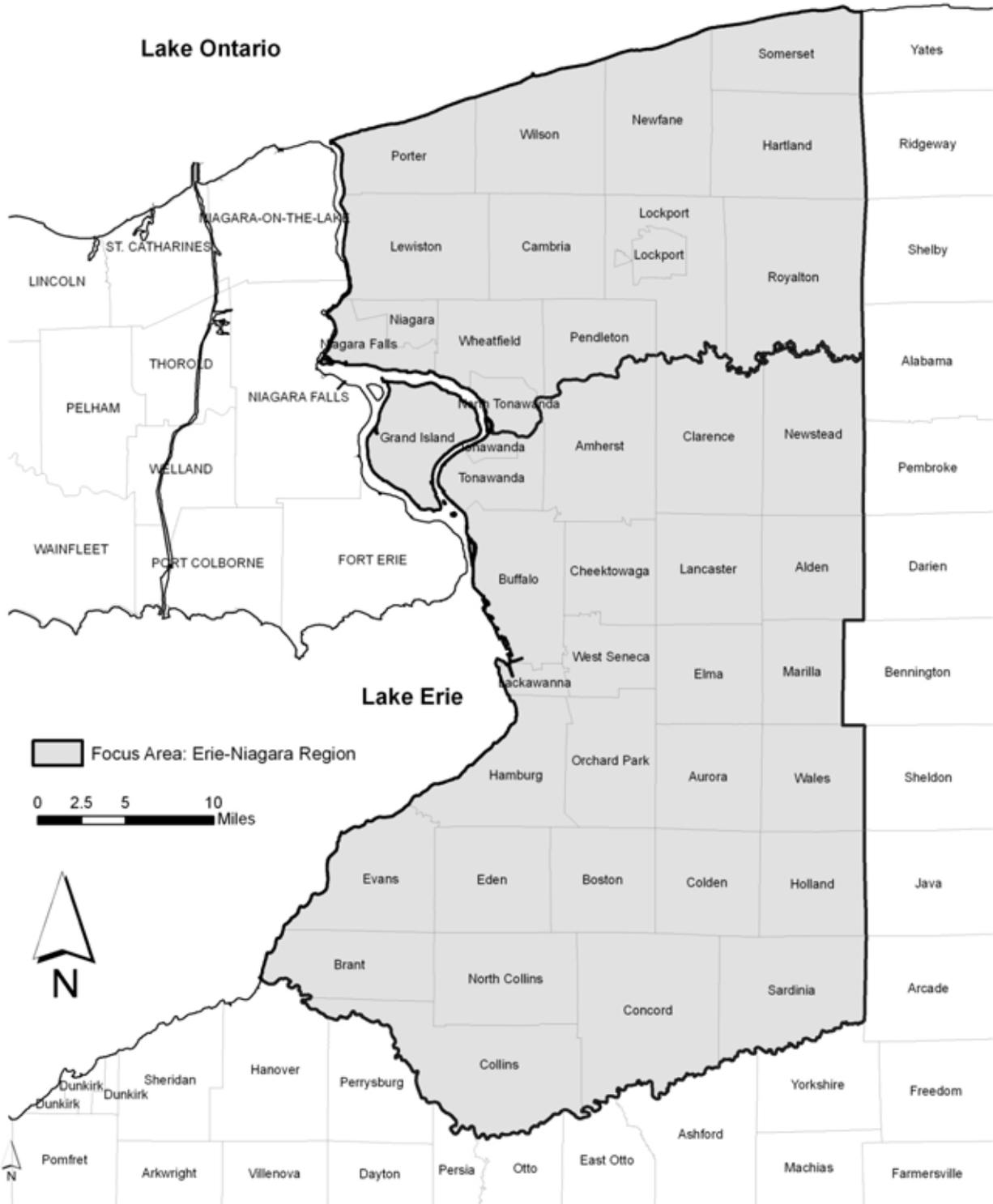
As a part of the Community Foundation for Greater Buffalo sponsored project, WNY Environmental Alliance, the Urban Design Project did a quick overview of some of the plans related to the environment that affect the policy and physical landscape of western New York. Plans were provided by the Community Foundation and others sought through the Steering Committee. In no way is this a comprehensive overview of plans nor does it include municipal level plans, most of which address landuse and other environmental issues.

For each plan, we analyzed for certain characteristics:

1. Scale -- International to local municipality
2. Sponsor of Plan that includes governance (agency, non-profit, municipality)
3. Scope of plan - the content covered ranging from natural resources such as air and water, to issues of vacant properties and brownfields to transportations. The categories are listed on the Summary Analysis.

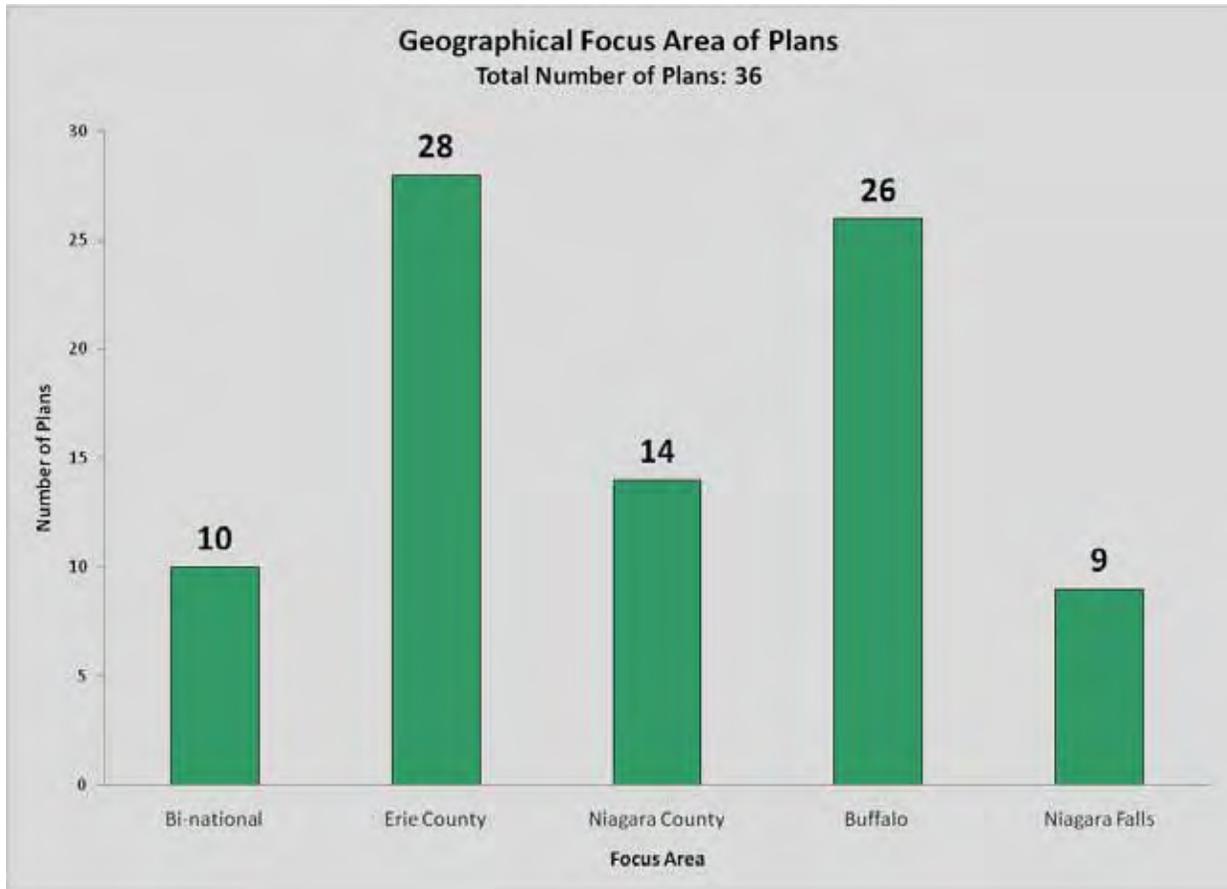
Many other plans could be included in this listing, especially if they are relevant to the key issues that emerge from the WNY Environmental Alliance Task Groups. This listing will be expanded and/or modified as key issues emerge that warrant a broader or more in depth resource.

# Overview Map





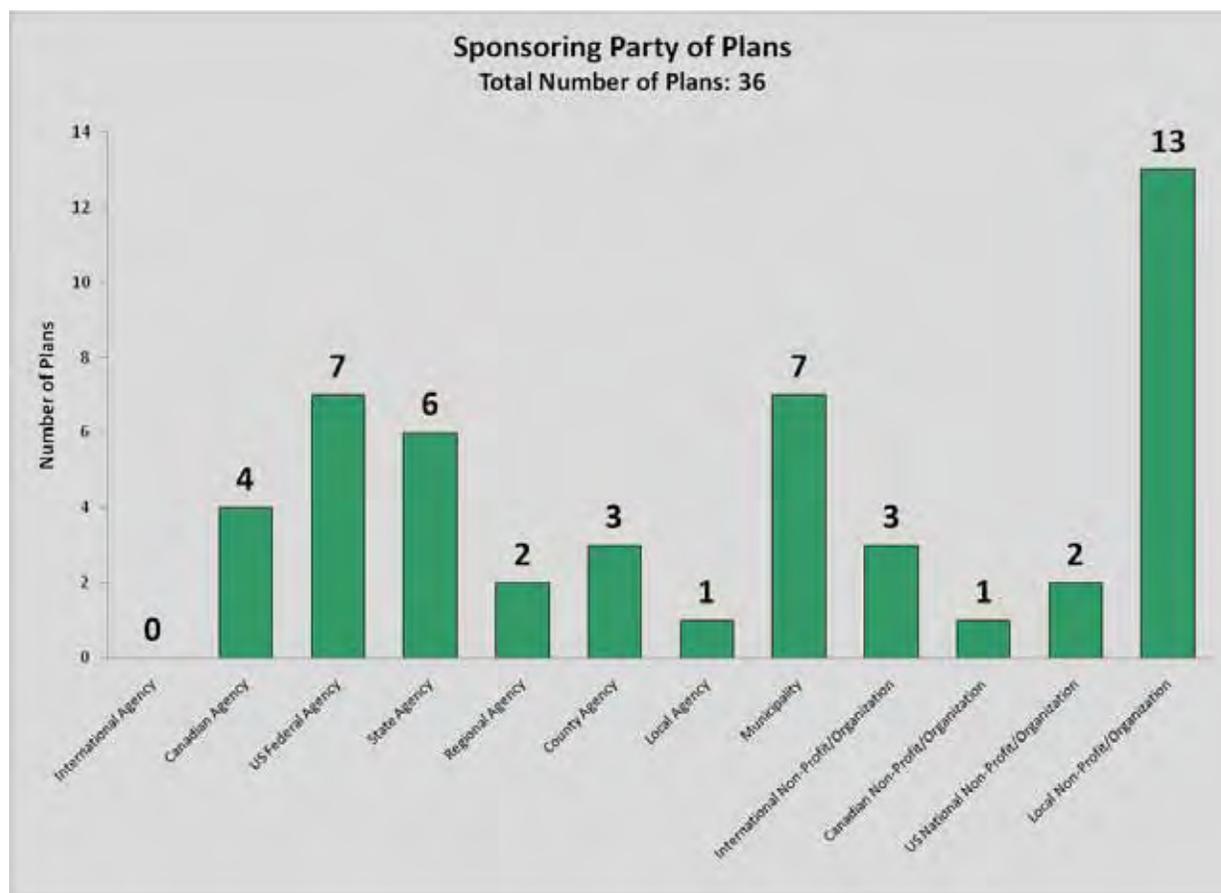
## *Analysis: Geography*



Analysis of the plans reveals that there are many planning efforts in the Western New York, although there seems to be an imbalance between planning in Erie County and Niagara County. Out of the 36 plans, 28 (78 percent) of them cover Erie County and 26 (72 percent) cover The City of Buffalo. Only 14 (38 percent) cover Niagara County and 9 (25 percent) cover The City of Niagara Falls.

There are 10 plans that have a bi-national focus but there are only a few that a regional scope. This situation reflects the lack of structures for regional planning and governance for implementation.

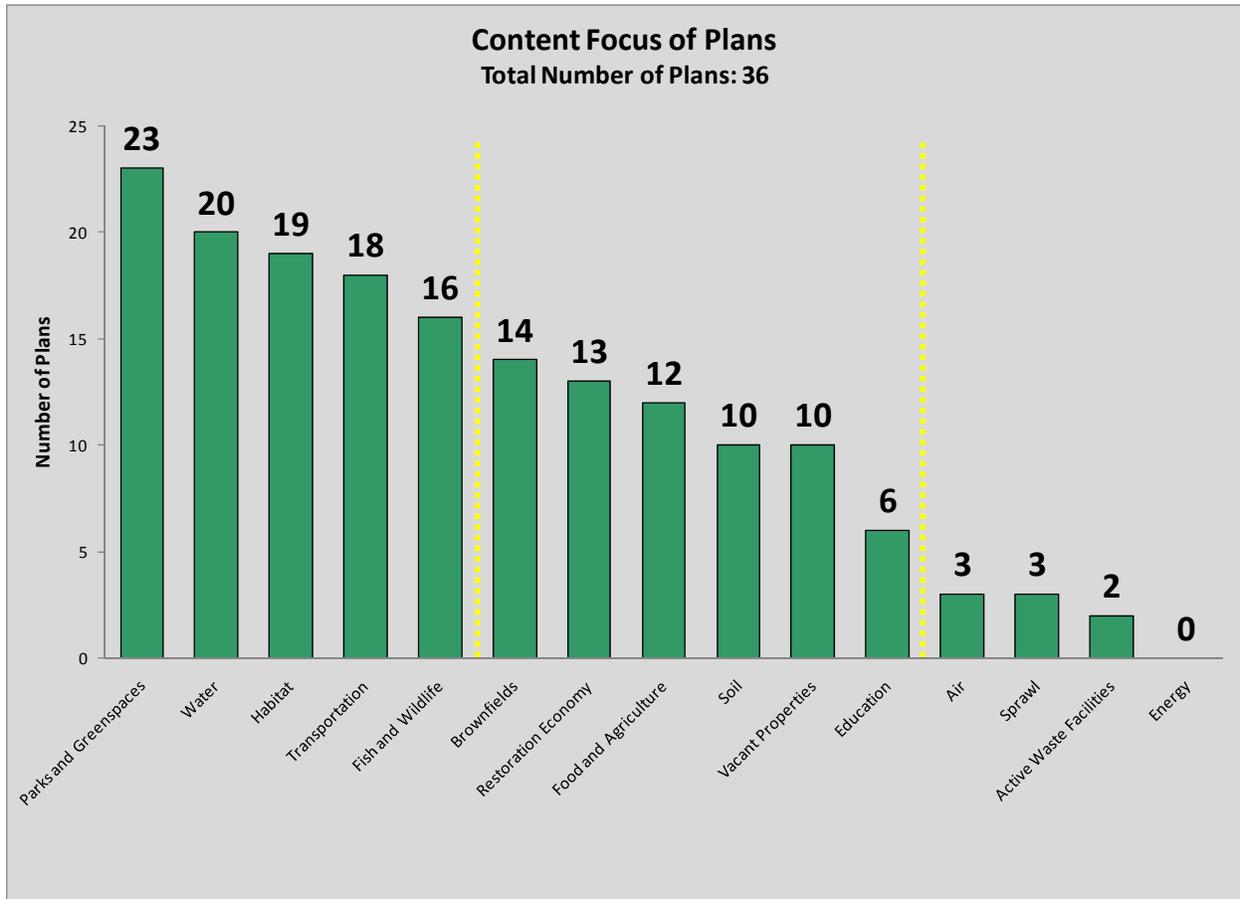
## *Analysis: Sponsoring Party*



A large proportion of the planning in the region is done through Local Non-Profit Organizations; they were involved in sponsoring 13 (36 percent) of the plans. After Non-Profits, Local Municipalities, US Federal Agencies and New York State Agencies sponsored a similar a number of plans at 7 (19 percent), 7 (19 percent) and 6 (17 percent), respectively.

International and Regional Agencies, together, accounted for less than 1% of the plans. Many of the plans are either mandated or coordinated at higher levels or are local level initiatives, leaving a gap in the regional planning realm.

## *Analysis: Content Focus*



In the table below, the foci have been grouped by natural breaks in the data. The categories are broken down into high, medium, and low focus. The foci that were covered by 47 percent or more of the plans were considered high, those covered by 27 percent and less were considered low. The rest were considered medium. Put chart in descending order to reflect chart below.

% of Plans	Focus
47 and up	Water, Fish and Wildlife, Habitat, Parks and Green Space, and Transportation
28 to 46	Soil, Food and Ag, Restoration Economy, Vacant Properties, and Brownfields
27 and below	Air, Sprawl, Active Waste Sites, Energy, and Education

The last category, were covered by less than 1% of the plans, indicating a serious lack of planning for these issues in the region. In particular, environmental planning on the regional level is certainly implicated in the continued sprawl in Western New York.

# International Plans

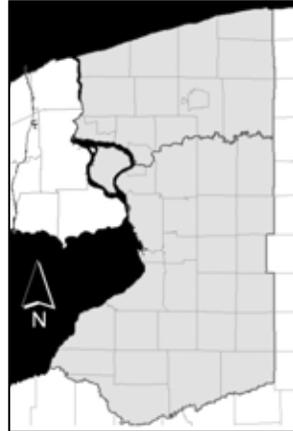


# ***A Joint Strategic Plan for Management of Great Lakes Fisheries***

**Date:** Updated Nov. 2007

**Geographic Area:**

The Great Lakes (Lake Ontario and Lake Erie are the areas of interest for this document)



**Focus Areas:**

- Water
- Fish and Wildlife
- Habitat
- Food and Agriculture

**Sponsoring Party:**

- Great Lakes Fishery Commission

**Prepared by:**

- Great Lakes Fishery Commission

**Participants:**

- Chippewa-Ottawa Treaty Fishery Mgmt. Authority
- Fisheries and Oceans Canada
- Great Lakes Indian Fish and Wildlife Commission
- Illinois Dept. of Natural Resources
- Indiana Dept. of Natural Resources
- Michigan Dept. of Natural Resources
- Minnesota Dept. of Natural Resources
- National Marine Fisheries Service
- New York State Dept. of Environmental Conservation
- Ohio Dept. of Natural Resources
- Ontario Ministry of Natural Resources
- Pennsylvania Fish and Boat Commission
- U.S. Fish and Wildlife Service
- U.S. Geological Survey
- Wisconsin Dept. of Natural Resources

**Additional Funding for the Plan:**

**Summary:**

Provides a plan to secure fish communities, based on foundations of stable self-sustaining stocks, supplemented by judicious plantings of hatchery-reared fish, and provide from these communities an optimum contribution of fish, fishing opportunities and associated benefits to meet needs identified by society for wholesome food, recreation, cultural heritage, employment and income, and a healthy aquatic ecosystem.

**Issues Addressed:**

- Conserving the Great Lakes ecosystem
- Monitoring of fish communities in the Great Lakes

**Recommendations:**

- Consensus Strategy – Consensus must be achieved when management will significantly influence the interests of more than one jurisdiction.
- Accountability – Fishery management agencies must be openly accountable for their performance.
- Eco-System Management – The parties must exercise their full authority and influence in every available arena to meet the biological, chemical, and physical needs of desired fish communities.

**Current Status / Implementation:**

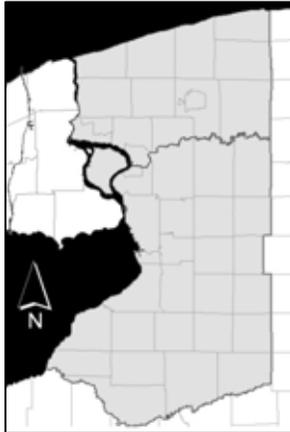
The original plan was adopted in 1981 and the revised plan was adopted in 1997.

# ***Binational Conservation Blueprint for the Great Lakes***

**Date:** 2005

**Geographic Area:**

The Great Lakes (Lake Ontario and Lake Erie are the areas of interest for this document)



**Focus Areas:**

- Water
- Fish and Wildlife
- Habitat
- Food and Agriculture

**Sponsoring Party:**

- The Nature Conservancy
- Nature Conservancy of Canada

**Prepared by:**

- The Nature Conservancy
- Nature Conservancy of Canada

**Participants:**

Nine Canadian and US Government programs as well as several organizations from the each Great lakes state

**Additional Funding for the Plan:**

- The George Gund Foundation
- The Richard Ivey Foundation
- The Living Legacy Trust
- Charles Stewart Mott Foundation
- Ontario Ministry of Natural Resources
- U.S. Environmental Protection Agency’s Great Lakes National Program Office
- The W. Garfield Weston Foundation
- Environment Canada

**Summary:**

The Binational Conservation Blueprint is a framework for coordinated action. It guides The Nature Conservancy and the Nature Conservancy of Canada’s work throughout the Great Lakes and is the logical foundation for conservation of biodiversity within the Great Lakes region. Throughout the region, government agencies and nongovernment organizations are using this important blueprint to help guide their conservation work.

**Issues Addressed:**

- Providing a unified blueprint of the places in the Great Lakes basin that need to be conserved.

**Recommendations:**

The Binational Conservation Blueprint identified more than 500 areas critical to the preservation of biodiversity within the Great Lakes ecoregion. These areas represent the best opportunity to preserve certain species, natural communities or ecological systems.

Recommendations are formulated from:

- Information on species, natural communities and ecological systems in the Great Lakes
- Maps of where conservation is underway
- Summaries of current conservation projects and strategies within the Great Lakes ecoregion
- Information on threats to biodiversity
- Detailed descriptions of planning methods

**Current Status / Implementation:**

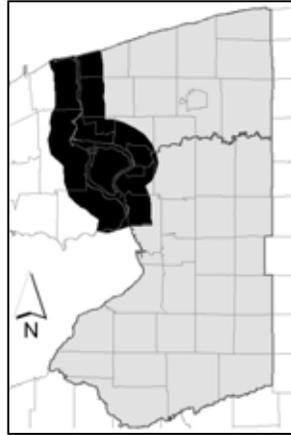
The plan helps guide Nature Conservancy and governments action in protecting critical natural resources.

## Niagara River Corridor Important Bird Area Conservation Plan

**Date:** Fall 2002

**Geographic Area:**

Niagara River and surrounding area



**Focus Areas:**

- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspace

**Sponsoring Parties:**

- Bird Studies Canada
- Bird Life International
- Canadian Nature Federation

**Prepared by:**

- Niagara River Corridor IBA Working Group

**Participants:**

Audubon New York, Bert Miller Nature Club of Fort Erie, Bird Studies Canada, Buffalo Audubon Society, Buffalo Institute of Urban Ecology, Buffalo Ornithological Society, Canadian Nature Federation, Canadian Wildlife Service, Ontario Region, City of Buffalo Office for the Environment, City of Niagara Falls Ontario, Federation of Ontario Naturalists, Great Lakes United, Lake Erie Alliance, Land Care Niagara, Lower Great Lakes Fishery Resources Office (USFWS), New York State DEC, NYS Office of Parks, Recreation and Historic Pres., Niagara Falls Nature Club (Ontario), Niagara Parks Commission, Niagara River Restoration Council, Ontario Ministry of Natural Resources, Peninsula Field Naturalists Club, The Nature Conservancy, US Army Corps of Engineers, Regulatory Branch, USDA Natural Resources Conservation Service, US Fish and Wildlife Service - New York Field Office, Western New York Land Conservancy

**Additional Funding for the Plan:**

**Summary:**

The plan organizes 4 areas of activity: research, infrastructure, conservation, and education/outreach. After each goal, the objectives that need to be reached are listed together with the individual actions needed to attain these goals. The responsible agency or group is also listed, along with progress to date.

**Issues Addressed:**

- Conserving the Niagara River ecosystem
- Providing suitable habitat for several species of birds

**Recommendations:**

- Establish solid estimates of numbers of IBA species that use the Niagara River Corridor IBA throughout the year.
  - Determine how Sediment and water quality are affecting birds.
  - Determine migrating songbird usage of the Niagara River corridor.
  - Promote communication and cooperation among Niagara River Corridor IBA partners, so their respective actions are coordinated, efficient, effective, cooperative, and value-added relative to each other.
  - Support and enable individual Niagara River Corridor IBA partners.
  - Ensure the sustainability of key resources and habitats for IBA bird species.
  - Inform and educate various interest groups about the importance of and opportunities surrounding the Niagara River Corridor IBA.
- Develop ecotourism around bird-watching opportunities in the Niagara River Corridor.

**Current Status / Implementation:**

- The IBA program in Canada is being implemented at the provincial level, with the Federation of Ontario Naturalists taking the lead in Ontario. In March of 1998 the Buffalo Common Council adopted legislation supporting and promoting the Niagara River Important Bird Area.

## Niagara River Remedial Action Plan (RAP)

**Date:** 1994

**Geographic Area:**

Niagara River  
Watershed



**Focus Areas:**

- Soil
- Water
- Fish and Wildlife
- Habitat
- Brownfields
- Food and Agriculture

**Sponsoring Party:**

- Environment Canada
- New York State Dept. of Environmental Conservation (NYSDEC)
- U.S. EPA

**Prepared by:**

- Niagara River Action Committee

**Participants:**

- International Remedial Advisory Committee
- International Joint Commission

**Additional Funding for the Plan:**

**Summary:**

This plan is mandated by the Great Lakes Water Quality Agreement. The mission of this RAP is to provide a plan to restore the chemical, physical and biological integrity of the Niagara River ecosystem.

Although the Niagara River is an international border, there are actually two RAPS for the River – one sponsored by the Niagara Conservation Authority in Canada and the U.S. side managed by the Department of Environmental Conservation. Both RAPS are currently being updated.

**Issues Addressed:**

- Water Quality
- Soil Contamination
- Fish, Wildlife and Macro invertebrates
- Land Use and Development
- Education and Public Involvement

**Recommendations:**

- Address toxic contaminant discharges;
- Improve sediment quality and benthic health;
- Reduce nutrient and bacterial loadings;
- Protect and restore fish and wildlife habitat;
- Reduce agricultural non-point sources;
- Improve groundwater quality;
- Sustain the recreation amenities of the area, and
- Extend education and outreach.

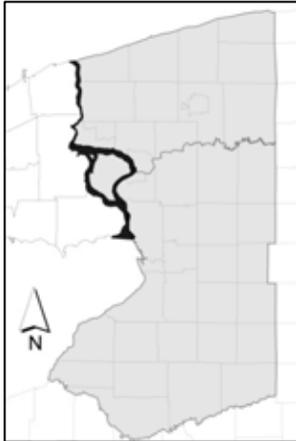
**Current Status / Implementation:**

- Activities to clean up seeping hazardous wastes have led to a reduction in contaminant levels in Niagara River water approaching 60 percent. The work to construct isolation barriers has now been completed at 16 of 26 sites identified for remediation.

# Niagara River AOC Habitat Inventory and Assessment

**Date:**  
July, 2008

**Geographic Area:**  
1 mile radius of the Niagara River



- Focus:**
- Water
  - Fish
  - Wildlife
  - Food and Agriculture
  - Brownfields
  - Active Waste Facilities

- Sponsoring Party:**
- Buffalo Niagara Riverkeeper

- Prepared by:**
- Buffalo Niagara Riverkeeper

- Participants:**
- Technical advisory group

**Additional Funding for the Plan:**

**Summary:**  
This assessment builds off of the Niagara River RAP and focuses primarily on issues pertaining to habitat impairment and restoration within the geographic boundaries. It outlines and analyzes major concerns and offers recommendations on how to combat these issues.

- Issues Addressed:**
- Industrial uses along the Niagara River have impaired and reduced fish and wildlife habitats.
  - Many shallow water sites have become disposal sites for hazardous wastes.
  - Some remediation sites may hinder or benefit habitat restoration policies.
  - Shorelines are hardening due to contamination.
  - Marine development is reducing the amount of natural habitat space.
  - Water diversions have destabilized habitats along the river.
  - Water fluctuations related to water diversions have created barriers for fish and aquatic species.

- Recommendations:**
- Remaining hazardous waste sites should be fully remediated.
  - AOC sources of contaminants infecting wildlife should be eliminated.
  - Opportunities for expanding and protecting habitats should be fully implemented.
  - A minimum of 50% of the shoreline should be natural.
  - There should be no net loss of common gulls within the area.
  - Fish populations should approximate expected conditions after remediation.

**Current Status / Implementation:**  
Impacts of the assessment will lead to the reduction of hazardous waste sites in and around the Niagara River. Wildlife habitats will be protected and restored, and remediation sites will provide more space for such restoration. Sources of contaminants are expected to decrease drastically.

# ***The Lake Erie Lakewide Management Plan (LaMP)***

**Date:** Updated April 2008

**Geographic Area:**  
Lake Erie

**Focus Areas:**

- Soil
- Water
- Fish and Wildlife
- Habitat
- Food and Agriculture
- Brownfields

**Sponsoring Party:**

- Environment Canada
- U.S.EPA

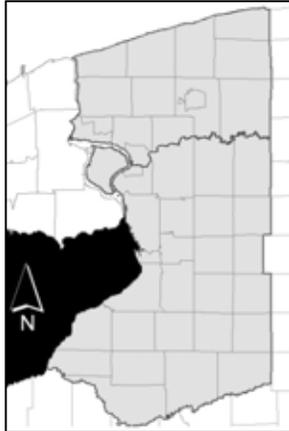
**Prepared by:**

- Lake Erie LaMP Management Committee

**Participants:**

- Environment Canada
- FOCAerie
- Michigan Dept. of Environmental Quality
- New York Dept. of Environmental Conservation Ohio Dept. of Natural Resources
- Ohio Environmental Protection Agency Ontario Ministry of Natural Resources Ontario Ministry of the Environment Pennsylvania Dept. of Environmental Protection University of Toledo – Thomas Bridgeman
- University of Windsor
- U.S. EPA
- U.S. Geological Survey

**Additional Funding for the Plan:**



**Summary:**

The Lake Erie LaMP document is a management plan. Biennial updates are meant to measure the progress under the LaMP work plan or present the results of research or assessment reports that were undertaken or initiated by or in collaboration with the Lake Erie LaMP. This 2008 revised document does not include reference to all actions that have occurred in the Lake Erie watershed since the 2006 report.

**Issues Addressed:**

- Remediation of the Lake Erie Eco-system

**Recommendations:**

- Identification and monitoring of land use, pollutants and habitats.
- Development of Remedial Action Plans for 12 Areas of Concern (AOC) along Lake Erie.

**Current Status / Implementation:**

A Local Remedial Action Plan for the Buffalo River has been completed by Buffalo Niagara Riverkeeper.

## ***The Lake Ontario Lakewide Management Plan (LaMP)***

**Date:** Updated April 2008

**Geographic Area:**  
Lake Ontario

**Focus Areas:**

- Soil
- Water
- Fish and Wildlife
- Habitat
- Food and Agriculture
- Brownfields

**Sponsoring Party:**

- Environment Canada
- U.S.EPA

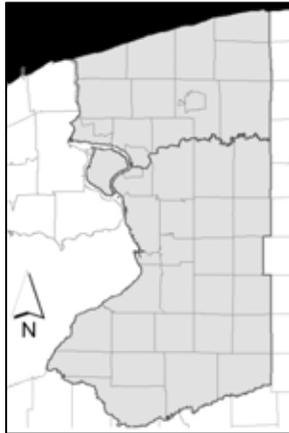
**Prepared by:**

- Lake Ontario LaMP Management Committee

**Participants:**

- Region 2 of the US Environmental Protection Agency (USEPA)
- Environment Canada (EC)
- New York State Dept. of Environmental Conservation (NYSDEC)
- The Ontario Ministry of the Environment (OMOE)
- Ontario Ministry of Natural Resources (OMNR)
- Fisheries and Oceans Canada (DFO)
- US Fish and Wildlife Service (USF&W)

**Additional Funding for the Plan:**



**Summary:**

The revised workplan now combines the previous short term and long term plans into one document. It accomplishes this by listing activities under the four major work areas and then identifying in separate columns short term (3 year) and longer term (5 year) outputs. An additional column in the workplan reports on the status or assessment of each activity. The short term (3 year) outputs for each activity have been established to be consistent with the commitments of the Canada-Ontario Agreement (COA).

**Issues Addressed:**

- Remediation of the Lake Ontario Eco-system

**Recommendations:**

In the upcoming years, special attention will be concentrated on the following activities:

- Coordinating binational monitoring efforts and programs to better assess the health of Lake Ontario and its ecosystem.
- Reducing critical pollutant loadings to the Lake.
- Reporting on the status of the LaMP's ecosystem indicators, and adopting new indicators.
- Assessing the current status of the lower food web and the fisheries.
- Re-evaluating the status of the Lake's beneficial use impairments, as needed.
- Developing a binational habitat conservation strategy and actions.
- Conducting public outreach and promoting LaMP partnerships and stewardship of the Lake and its watershed.

**Current Status / Implementation:**

Seven agencies now work together to implement the Lake Ontario LaMP through an updated binational workplan. This workplan became effective in January 2007 and enhances binational efforts to restore and to protect Lake Ontario and its biological resources.

# New York State-Wide Plans

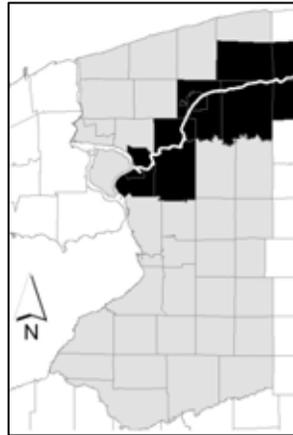


## ***The Erie Canal Preservation and Management Plan***

**Date:** October 2006

**Geographic Area:**

524 miles of canal and 234 municipalities, including 14 Cities, Villages and Towns in Erie and Niagara Counties



**Focus Areas:**

- Water
- Parks and Greenspace
- Restoration Economy
- Transportation

**Sponsoring Party:**

- Erie Canalway National Heritage Corridor Commission

**Prepared by:**

- Beyer Blinder Belle and Sasaki Associates

**Participants:**

- U.S. Dept. of Interior and National Park Service
- 7 State Departments and Authorities
- 33 Current and Former Commission members

**Additional Funding for the Plan:**

The Department of the Interior funds the Commission up to \$1 Million for 10 years

**Summary:**

The Erie Canal has gone through 4 versions since the construction of “Clinton’s Ditch” in 1825, and the physical imprint of these canals has been largely preserved. The Canalway serves a population of 2.7 million people and carries 40% of the freshwater in NYS. The Plan outlines goals and a strategy for the Canalway’s continued historic preservation, interpretation, and recreational use.

**Issues Addressed:**

- Preservation of Historic and Cultural Resources
- Conservation of Natural Resources
- Promotion of Recreation
- Interpretation and Orientation
- Tourism Development and Marketing

**Recommendations:**

- Heritage development assistance through federal historic tax credits that are now available and creation of a NYS tax credit for reuse of historically significant properties
- Stewardship of the canalway’s environmental resources through educational programming, support of “smart growth”, protection of viewsheds and creation of riparian buffers
- Continued support of 1995 Recreationway Plan with enhanced outreach and promotion efforts and development of spurs off the end-to-end mixed-use Canalway Trail
- Historical interpretation under the theme “American Identity”, communicating the industriousness of upstate NY
- Sustained tourism spending from attractions such as Niagara Falls. Tourism is recognized as critical to the Canalway’s self-sufficiency

**Current Status / Implementation:**

The 2006 Erie Canal Greenway Program funded \$225,000 for the Buffalo River Park Project, \$103,000 for Veterans Canal Park Rehabilitation in Amherst, and \$209,000 for canal-side projects in Niagara County. A section of the Canalway Trail connecting Amherst to Lockport is expected to be completed in 2011.

# Regional Plans

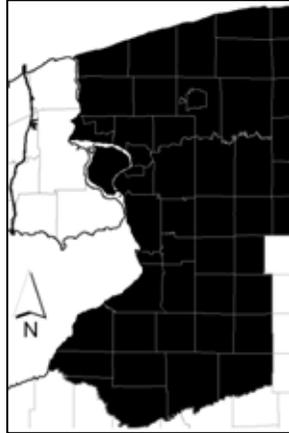


# ***Ontario Lake Plains Resource Conservation & Development Area Plan***

**Date:** March 1999

**Geographic Area:**

Erie, Genesee, Orleans, Monroe, Niagara, and Wayne Counties



**Focus Areas:**

- Soil
- Water
- Fish and Wildlife
- Habitat
- Food and Agriculture
- Brownfields
- Active Waste Facilities

**Sponsoring Party:**

- Lake Plains Resource Conservation and Development Council

**Prepared by:**

- Lake Plains Resource Conservation and Development Council

**Participants:**

- Erie, Genesee, Orleans, Monroe, Niagara, and Wayne Counties
- NYS Dept. of Transportation (DOT)
- NYS Dept. of Agriculture and Markets
- University of Rochester

**Additional Funding for the Plan:**

**Summary:**

This Area Plan will guide the Council's program during the next five to ten years and be reviewed periodically as needed and revised to reflect the changing needs of the area over time. It is also the Council's intent that this plan be used to communicate the purpose of the organization both internally and externally.

**Issues Addressed:**

- Water Quality
- Soil Erosion
- Forest Resource Management
- Farmland Preservation
- Solid Waste Management
- Brownfield Restoration

**Recommendations:**

The plan outlines goals and objectives for the lake plain area and identifies strategies and problems associated with these goals and objectives.

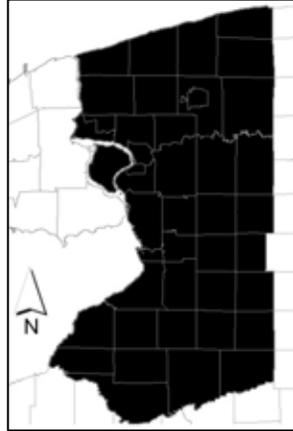
**Current Status / Implementation:**

The Area Plan guides the Council's program during the next five to ten years; the plan will be reviewed periodically as needed and revised to reflect the changing needs of the Area over time.

## ***Erie Niagara Framework for Regional Growth***

**Date:** October 2006

**Geographic Area:**  
Erie and Niagara  
Counties



**Focus Areas:**

- Water
- Parks and Greenspace
- Restoration Economy
- Vacant Property
- Brownfields
- Sprawl
- Transportation

**Sponsoring Party:**

- Erie County Dept of Environment & Planning
- Niagara County Center for Economic Development

**Prepared by:**

- The HOK Planning Group

**Participants:**

- Regional Steering Committee

**Additional Funding for the Plan:**

- Erie and Niagara Counties
- Erie County Industrial Development Agency
- Buffalo Niagara Partnership
- Erie County Community Development Block Grant Consortium
- Niagara Mohawk Power Consortium

**Summary:**

The Framework for Regional Growth is a document prepared and supported by Erie and Niagara Counties. It is to be utilized as a blueprint to support the actions of county and regional agencies relating to the area's physical development. It will also be used to inform state and local governments, private developers, and non-profit organizations about the process and actions County government could undertake when making decisions affecting the region's development.

**Issues Addressed:**

- The absence of a region-wide vision for conservation, development and public investment
- Transportation
- Conservation
- Land Use
- Economic Development

**Recommendations:**

- Endorse framework policies
- Establish working group for regional planning entity
- Establish Erie County Planning board
- Joint meetings of Planning Boards
- Develop Capital project review policies and procedures
- Establish system for tracking development activity
- Develop SEQR Type I lists
- Assess impact of rural subdivisions
- Improve section 239-l, -m and -n reviews
- Clarify and strengthen reinvestment polices
- Develop Planning area specific standards for county roads
- Adjust sewer and water distinct limits consistent with the framework
- Expand Assistance for agricultural conservation efforts
- Support compliance with the national pollutant discharge elimination system phase 2

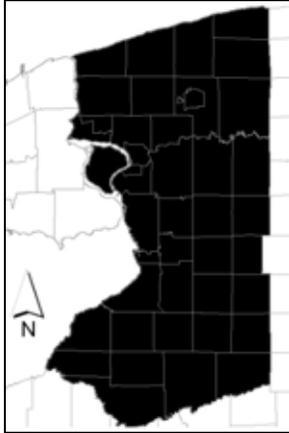
**Current Status / Implementation:**

The Framework was unanimously adopted by the county legislature. It offers recommendations to local municipalities but does not have legally binding mandates that local law makers must follow.

# Niagara Frontier Bicycle Master Plan

**Date:** 1998

**Geographic Area:**  
Erie and Niagara  
Counties



**Focus Areas:**

- Air
- Parks and Greenspace
- Transportation

**Sponsoring Party:**

- Greater Buffalo  
Niagara Regional Transportation Council  
(GBNRTC)

**Prepared by:**

- Greater Buffalo Niagara Regional Transportation  
Council (GBNRTC)

**Participants:**

- Bicycle Subcommittee, a citizen advisory group
- Citizens, bicycle users, local officials, and  
planners

**Additional Funding for the Plan:**

**Summary:**

The Intermodal Surface Transportation Efficiency Act (ISTEA) of 1991 required that the Long Range Plan of all Metropolitan Planning Organizations, such as the GBNRTC, include a bicycle transportation component. Beyond meeting the requirements of federal legislation, this plan was initiated to meet the growing need and desire for improved bicycle transportation in the region. The Plan represents an important element of the region's long-range transportation planning strategy to achieve regional and national mobility, safety, congestion, and air quality objectives.

**Issues Addressed:**

- Bicycle Accessibility
- Pollution Levels

**Recommendations:**

- An interconnected regional bikeway network
- Provide bicycle parking and storage facilities at major destination areas
- Improve intermodal connections with transit
- Provide locker and shower facilities at major employment centers
- Promote regional bicycling facilities and resources
- Update a regional bicycle route guide
- Enforce traffic laws
- Initiate a mandatory bicycle registration program
- Improve the maintenance of bicycle facilities
- Improve data analysis of bicycle travel
- Incorporate bicycles in all transportation projects

**Current Status / Implementation:**

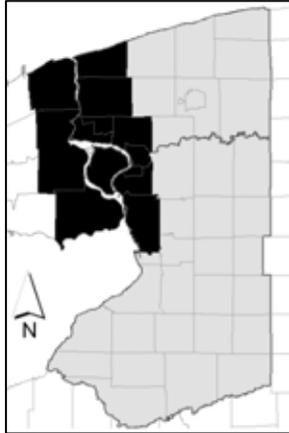
The Regional Bikeway Implementation Plan (RBIP) was recently undertaken. The objectives were to first determine how well the current transportation system was accommodating bicyclists and secondly, to determine what low-cost roadway treatments could be implemented, if any, that would improve the comfort level of bicyclists using a given facility.

# Niagara National Heritage Area Study

**Date:** 2005

**Geographic Area:**

Study Area includes the municipalities bordering the Niagara River in Erie County, Niagara County and Ontario, Canada.



**Focus Areas:**

- Parks and Greenspaces
- Restoration Economy

**Sponsoring Parties:**

- National Park Service
- U.S. Dept. of the Interior

**Prepared by:**

- National Park Service

**Participants:**

- Local stakeholders (e.g. local officials, community groups, and other interested organizations and institutions)

**Additional Funding for the Plan:**

**Summary:**

In October 2002, Congress passed the Niagara Falls National Heritage Area Study Act, (Public Law 107-256) directing the Secretary of the Interior to conduct a study of the suitability and feasibility of establishing a Niagara Falls National Heritage Area. At that time, an array of local leaders met with National Park Service officials to discuss the concept as a way to heighten appreciation of the region, better preserve its natural and historic resources, improve coordination among existing programs and sites, and improve the quality of life and economy of the area.

**Issues addressed:**

- Improving the visitor experience.
- Strengthening the region's identity.
- Increasing public awareness of local history and the need for preservation;
- Encouraging research on local history.
- And improving the local economy.

The study identifies four heritage themes:

- Natural Phenomenon
- Tourism and Recreation
- Power and Industry
- Border Land/ Border Crossing

**Recommendations include:**

Three management alternatives are proposed:

- Continuation of Current Practices
- National Heritage Area—Niagara Falls and Lower Niagara River
- National Heritage Area—Niagara Falls and Network of Thematically Related Sites.

Three possible models for the national heritage area management entity are a state agency, a regional nonprofit organization or a federal commission.

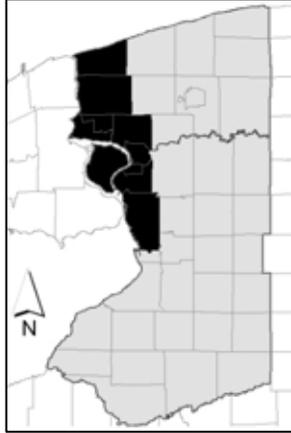
**Current Status / Implementation:**

President Bush signed Public Law 110-229, the Consolidated Natural Resources Act of 2008, into law on May 8th 2008, officially designating the Niagara National Heritage Area.

# The Niagara River Greenway Master Plan

**Date:** December 2003

**Geographic Area:**  
13 municipalities, within Erie and Niagara Counties fall within the Niagara River Greenway boundary



**Focus Areas:**

- Parks and Greenspace
- Restoration Economy
- Transportation

**Sponsoring Party:**

- Niagara River Greenway Commission

**Prepared by:**

- Friends of the Buffalo Niagara Rivers, Inc. (now known as Buffalo Niagara Riverkeeper)
- Wendel Duchscherer, Architects and Engineers

**Participants:**

- Public officials and citizens of 13 municipalities, 8 Federal and State agencies, 4 Not-for-profit stakeholders

**Additional Funding for the Plan:**

- New York Power Authority
- The DOS Quality Community Grant program awarded the commission with a \$150,000 grant coupled with \$400,000 allocated by the OPHRP

**Summary:**

Niagara River Greenway Commission was established by NYS legislation put forth by former Governor George Pataki. The vision of the Niagara River Greenway is a world-class corridor of places, parks and landscapes that celebrates and interprets our unique natural, cultural, recreational, scenic and heritage resources and provides access to and connections between these important resources. Funding is provided on a yearly basis to environmental projects within the Greenway.

**Issues Addressed:**

- Access to resources and activities along the River.
- Connections between destinations and communities across the region.
- The environmental systems of the region
- The region's history and heritage with the world
- Sustainability of the region's existing resources and assets.
- Frederick Law Olmsted's legacy and vision for the Niagara River.

**Recommendations:**

- Transition gateways that celebrate a transition from one distinct place to another (lake-to-lake, destination, transition, aquatic)
- Connect to the River in a variety of ways (scenic overlooks, water access points, water-based trails, parks)
- Restore, preserve and enhance critical elements of the Niagara River ecosystem (upland, floodplains, habitat)
- Promoting heritage tourism and economic revitalization (revitalize urban centers, promote cultural heritage centers)

**Current Status / Implementation:**

The Niagara River Greenway Plan and Final Environmental Impact Statement was delivered to the Commissioner of the OPHRP on March 20, 2007 after obtaining approval, by way of resolutions, from the thirteen municipalities within the Greenway boundary as required by legislation. The allocation of funding for projects with the Greenway began in 2008.

# Erie County Plans

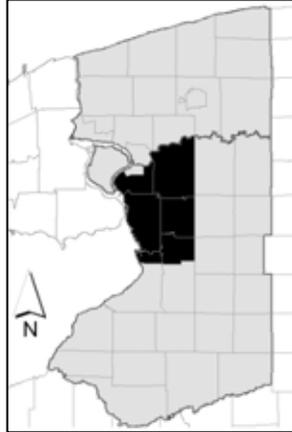


# Blueprint Buffalo

**Date:** 2006

**Geographic Area:**

City of Buffalo, City of Lackawanna and Towns of Amherst, Tonawanda, Cheektowaga and West Seneca



**Focus Area:**

- Vacant Properties
- Brownfields

**Sponsoring Party:**

- Local Initiatives Support Corporation-Buffalo (LISC-Buffalo)
- University at Buffalo’s Regional Institute
- Town of Amherst Industrial Development Agency (IDA)

**Prepared by:**

- National Vacant Properties Campaign (NVPC)

**Participants:**

- Virginia Tech Metropolitan Institute
- USEPA Smart Growth Program
- Community Advocacy Clinic at Cleveland State University
- Institute of Government at the University of Pennsylvania
- New Orleans Neighborhood Development Collaborative

**Additional Funding for the Plan:**

- The Surdna Foundation

**Summary:**

*Blueprint Buffalo* was the flagship project of the National Vacant Properties Campaign’s (NVPC) 2005-2006 Technical Assistance Demonstration Program. It was a collaborative effort of researchers and planners representing various institutions and agencies from across the country. The *Blueprint Buffalo* assessment team identified various strategies for effective vacant property initiatives.

**Issues Addressed:**

- Out-migration and job loss in the City of Buffalo and first-tier suburbs.
- Buffalo’s vacancy rate exceeds those of other Rust Belt cities. Vacant properties involve 20 or more city actions and cost taxpayers nearly \$12,000 over a five-year period.
- Mortgages are increasingly going to investors who are “flipping” properties without improving them.

**Recommendations:**

- Develop Regional Real Property Information Systems (RPIS).
- Establish a comprehensive approach to coordinating code enforcement.
- Address the challenge of right-sizing Buffalo with land-banking and green infrastructure approaches.
- Develop joint strategies that streamline existing economic development programs and more closely link greyfields and brownfields redevelopment strategies.
- Launch a citywide vacant properties initiative.
- Develop of a suburban vacant property agenda.
- Create an Erie-Buffalo Vacant Properties Coordinating Council.
- Establish Buffalo-Niagara as a Vacant Property Living Laboratory.

**Current Status / Implementation:**

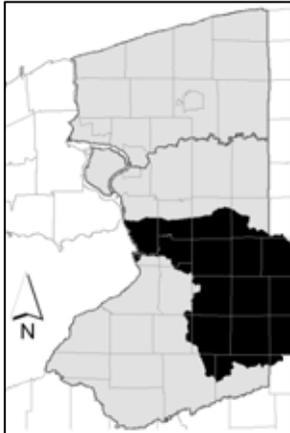
The *Blueprint Buffalo* campaign continues to offer strategic guidance during the critical transition of transforming from recommendations to action.

## ***Buffalo River Remedial Action Plan***

**Date:** October 2005

**Geographic Area:**

The Buffalo River Watershed



**Focus Areas:**

- Soil
- Water
- Fish and Wildlife
- Habitat
- Brownfields
- Education

**Sponsoring Party:**

- New York State Dept. of Environmental Conservation
- Buffalo River Remedial Advisory Committee

**Prepared by:**

- Buffalo Niagara Riverkeeper

**Participants:**

- NYS DEC
- US EPA
- Buffalo River Improvement Corporation (BRIC)
- US Army Corps of Engineers (USACE)

**Additional Funding for the Plan:**

**Summary:**

This 2005 RAP Status Report Update documents progress that has been made towards delisting during the period of April 2002 through October 2005, as well as next steps and commitments. In addition, it includes discussions on research conducted since the inception of the RAP, interprets project findings and current efforts, as well as lays out preliminary recommendations, next steps and commitments for the AOC.

**Issues Addressed:**

- Water Quality
- Soil Contamination
- Fish, Wildlife and Macro invertebrates
- Land Use and Development
- Education and Public Involvement

**Recommendations:**

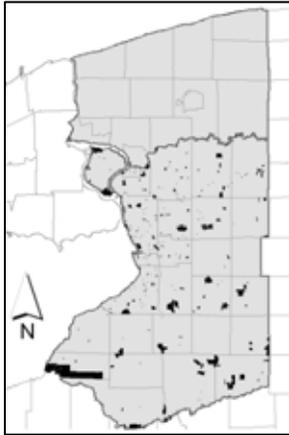
- Fully implement Stormwater Phase II regulations.
- Implement non-point source pollution abatement practices .
- Continue erosion control measures in the upper watershed .
- Continue to address failing septic systems.
- Complete assessment and evaluation of nutrients and possible eutrophication, algal populations and phytoplankton populations.
- Eliminate all CSOs in the Buffalo River watershed .
- Complete review and evaluation of BSA’s Long Term Control Plan.
- Adopt long-term CSO control programs consistent with EPA’s National CSO Policy and the Great Lakes Strategy.
- Use of GIS-linked database of sediment data and “Modeling of Sediment Transport and Deposition on the Buffalo River” project.
- NYS DEC Inactive Hazardous Waste Disposal Site Program .
- Complete the Buffalo River Environmental Dredging Feasibility Study.
- Apply to the Great Lakes Legacy Act or use USACE’s 312 Program for funding by FY-2008 for contaminated sediment remediation.
- Support NYSDEC efforts to complete remediation of all 45 inactive hazardous waste sites.
- Track down illegal connections or discharges to storm sewer lines.
- Complete assessment and evaluation of mammal and herpetological populations, and bird health throughout the AOC.
- Support NYSDEC and NYSDOH efforts for fish contaminant testing.
- Complete an updated assessment of tainting in fish and wildlife.
- Complete assessment, evaluation and quantification of habitat.
- Implement projects/programs to preserve open space.
- Implement invasive species eradication efforts.
- Prioritize sites identified in the Buffalo River Greenway Plan.

**Current Status / Implementation:**

## ***Erie County Parks System Master Plan: A 2020 Vision***

**Date:** 2002

**Geographic Area:**  
11,000 acres among  
38 sites composing  
the Erie County  
Parks System



**Focus Areas:**

- Parks and Greenspace

**Sponsoring Party:**

- Erie County

**Prepared by:**

- Erie County Executive Joel A. Giambra
- Erie County Dept. of Parks, Recreation and Forestry
- Erie County Dept. of Environment and Planning
- Wendel Duchscherer
- Parsons Brinkerhoff
- Envision
- Paradigm Consulting

**Participants:**

- Park users and stakeholders

**Additional Funding for the Plan:**

**Summary:**

This update of the Parks System Master Plan was the first component of a full update of the Erie County Comprehensive Plan. The ECPSMP serves as the basis for development of the County Parks System for the next 15- 20 years and strives to enhance not only the Parks' facilities, but also recreational options and service delivery. The document is the result of months of intense research utilizing a wide range of talent and opinion from professional planners, landscape architects, and parks personnel to private citizens, recreational and fraternal organizations and the business community.

**Issues addressed:**

- Developing an Inventory and assessment of existing facilities and conditions.
- Reviewing and updating existing park plans.
- Examining the recreational trails element.
- Developing a strategy for waterfront recreational opportunities.
- Assessing consolidation and management opportunities.

**Recommendations:**

Future park operations and management should focus on:

- Preservation and restoration of cultural heritage features.
- Preservation and restoration of the natural systems.
- Parks improvements to address safety & liability issues upgrade park appearances, and enhance park user experience.
- Environmentally responsible parks management.
- Seeking partnerships amongst local municipalities, supporting agencies, and nongovernment organizations.
- Identifying zones for Nature Reserve, Recreation (Active and Passive) Heritage, and Services.
- Creating over 88 miles of individual trail segments.

**Current Status / Implementation:**

The plan, and individual plans for each component of the system, is expected to be implemented over at least a twenty year time frame with an implementation strategy which includes priorities for capital improvements. Some of the individual plans for parks reviewed within this plan are already underway.

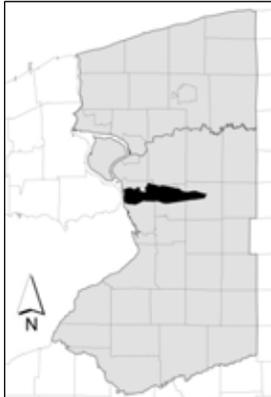
# Scajaquada Creek Watershed Management Plan

**Date:**

February, 2004

**Geographic Area:**

Sajaquada Creek Watershed



**Focus Areas:**

- Soil
- Water
- Fish and Wildlife
- Habitat
- Food and Agriculture

**Sponsoring Party:**

- Erie County Soil and Water Conservation District

**Prepared by:**

- Erie County Soil and Water Conservation District

**Participants include:**

- Scajaquada Watershed Advisory Council
- Erie County Legislature
- City of Buffalo Public Works
- Buffalo Sewer Authority
- Parkside Greens
- Village of Depew Public Works
- Erie County Dep of Env and Planning
- USDA NRCS
- Partners for Urban Resources and Environment
- Erie County Water Quality Committee
- Ecology and Environment, Inc.

**Additional Funding for the Plan:**

Erie County Legislature

**Summary:**

The Scajaquada Creek Watershed has been channelized and routed underground through developed areas. Permitted and unpermitted discharges have polluted the Creek, resulting in the degradation of water quality, hydrologic regime, and wildlife habitat. The Watershed Management Plan takes a community approach to natural resource management, and offers strategies and implementation policies on how to deal with the on-going degradation of this urbanized Watershed.

**Issues Addressed:**

- Ecological quality of the Watershed

**Recommendations:**

- Improve storm water management along the Watershed
- Create storm water ordinances
- Create retention ponds and riparian buffers
- Eliminate connected impervious surfaces
- Improve water quality
- Reduce pollutant runoff and discharge
- Control soil erosion
- Proper street sweeping along Watershed
- Create storm water storage facilities
- Eliminate sanitary sewer overflows
- Enhance sewer system infrastructure
- Develop wildlife habitat along Watershed
- Enhance existing wetland
- Increase public awareness and participation

**Current Status / Implementation:**

Many of these recommendations have been implemented throughout the area. Public participation cleanups are held annually along the Creek, and a fence has been placed at Hoyt Lake which collects debris and litter. Cheektowaga has discontinued fertilizer use along its stream banks. Brochures have also been distributed to local residents informing them of proper stream bank management practices. In addition, soil erosion has been reduced by eliminating tree snags and debris jams, and the Creeks water quality is being monitored through various organizations.

## ***WNY Southtowns Scenic Byway and Corridor Management Plan***

**Date:** 2007

**Geographic Area:**  
Southern Erie County

**Focus Areas:**

- Parks and Greenspace
- Food and Agriculture
- Restoration Economy
- Sprawl
- Transportation

**Sponsoring Party:**

- Southtowns Scenic Byway Steering Committee

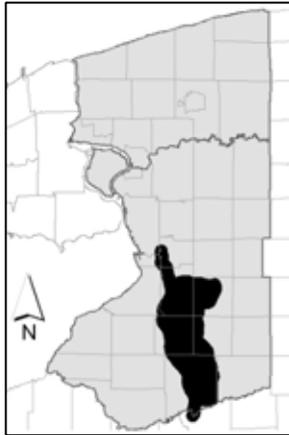
**Prepared by:**

- The Urban Design Project, School of Architecture and Planning, State University of New York at Buffalo

**Participants:**

- Town of Boston
- Town of Orchard Park
- Village of Orchard Park
- Town of Aurora
- Village of East Aurora
- Town of Colden
- Town of Concord
- Village of Springville

**Additional Funding for the Plan:**



**Summary:**

The proposed byway is a project grown out of the community's interest in protecting their natural environment and cultural heritage while at the same time providing ways to expand and reinforce their economies. The route travels through the townships of Orchard Park, Boston, Concord, Colden and Aurora, the three villages of Orchard Park, Springville and East Aurora and several rural hamlets including the hamlets of Boston and Colden.

**Issues Addressed:**

- Historic and natural resources
- Community character
- Transportation

**Recommendations:**

- Identify, maintain and enhance the scenic, historic, and natural features along the rural roads.
- Support a vital year-round economy for the Southtowns, particularly tourism-related, and agricultural-related enterprises.
- Provide safe and easy access to the central Southtowns' historic, recreational, and natural features for pedestrians, bicyclists, motor vehicles, and others.
- Through education and outreach, foster community awareness, participation and support on the need for resource protection and preservation.
- Provide guidance to municipalities for managing and shaping future development.
- Promote a high quality of life and positive image of The Southtowns communities.

**Current Status / Implementation:**

The WNY Southtowns Scenic Byway was unanimously approved by the NYSDOT's Scenic Byways Advisory Board on the 18th of October, 2007.

## ***Amherst Recreation & Parks Master Plan***

**Date:** June 2004

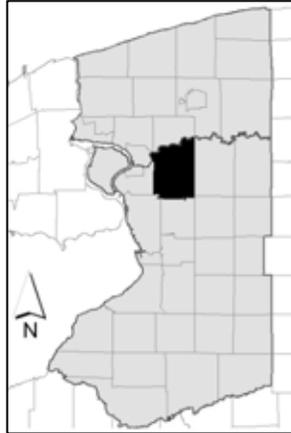
**Geographic Area:**  
Town of Amherst

**Focus Areas:**

- Parks and Greenspace

**Sponsoring Party:**

- Town of Amherst Recreation and Planning Depts.



**Prepared by:**

- Monteith Planning Consultants

**Participants:**

- Town of Amherst Recreation and Planning Departments

**Additional Funding for the Plan:**

**Summary:**

The Town of Amherst's Recreation and Parks Master Plan has two key functions. First, it serves as background document, providing a comprehensive source of up-to-date information on the recreation facilities, parks, programs and services which are available within the Town. Second, the Plan provides a strategy for the future provision of recreation facilities, parks and services. Policies, standards and action plans (recommendations) have been provided to guide the future decisions and planning of recreational facilities and services in the Town.

**Issues Addressed:**

- Current conditions in Amherst Park System
- Future demand for services

**Recommendations:**

- Survey of current conditions at each park. (1155 acres developed and 1681 undeveloped)
- Provides a detailed action plan for each park based on population trends, current usage, and residents' surveyed opinions. Detailed plans include specific actions such as improved signage, development of nature trails and new recreational amenities.

**Current Status / Implementation:**

# City of Buffalo Plans



## ***Buffalo: City as a Park***

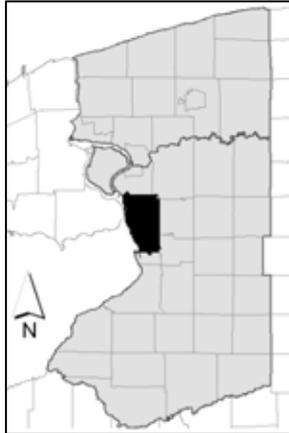
**Date:** 2007

**Geographic Area:**

City of Buffalo

**Focus Areas:**

- Habitat
- Parks and Greenspace
- Vacant Properties
- Brownfields



**Sponsoring Party:**

- Community Foundation for Greater Buffalo

**Prepared by:**

Fall 2007 Masters of Urban planning Studio in the School of Architecture and Planning, University at Buffalo, State University of New York under:

- UB Professor G. William Page
- UB Professor Niraj Verma

**Participants:**

- Steering Committee of the Green and Growing Coalition
- The German Academic Exchange Service
- Faculty and Students at the Institute für Grundlagen der Planung at the University of Stuttgart

**Additional Funding for the Plan:**

**Summary:**

City as a Park provides a plan for establishing a cohesive green infrastructure system in Buffalo. The plan does several things:

- Provides an extensive review of the literature on the benefits of green infrastructure economically, socially, and mentally
- Use examples of greening projects in Buffalo, to show how such changes can be initiated and sustained for benefiting the city
- Creates one cohesive plan that combines existing plans and local initiatives into a larger master plan.

**Issues Addressed:**

- Green Infrastructure.

**Recommendations:**

- Connecting People – Bringing diverse groups together to achieve common goals.
- Connecting Institutions – Including city governments, NGOs, and private businesses.
- Connecting Green Infrastructure – Greenway connections to existing and proposed green infrastructure.
- Engaging the public – An advertising campaign, an education greening organization, annual city-wide greening educational event, strengthening existing initiatives.
- Improving Leadership – Educating council members on Greening Goals, increased collaboration, change laws that hinder greening efforts (vacant land use laws, zoning laws, parking lot requirements).
- Reimagining the city – A signage and network plan, updated maps, expanding green linkage system.

**Current Status / Implementation:**

The report is a valuable resource and should be considered by public officials who are planning for Buffalo's sustainable future and identifying opportunities for improving the overall environmental quality of the City. Yet, it currently lacks means of enforcement.

# City of Buffalo Green Infrastructure Report

**Date:** December 2003

**Geographic Area:**  
City of Buffalo



**Focus Areas:**

- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspace
- Restoration Economy
- Transportation

**Sponsoring Parties:**

- City of Buffalo Environmental Management Commission
- United States Forest Service

**Prepared by:**

- Buffalo Niagara Riverkeeper

**Participants:**

**Additional Funding for the Plan:**

**Summary:**

Green Infrastructure is a strategically planned and managed network of wilderness, parks, greenways, conservation easements and working lands. The City of Buffalo and United States Forest Service retained the services of the Friends of the Buffalo Niagara Rivers in 2001-2002 to develop a GIS Inventory of the City's Green Infrastructure and Open Spaces; an analysis of the ownership and attributes of the City's Green Infrastructure; and recommendations regarding the Environmental Management Commission's use of the data.

**Issues Addressed:**

- Buffalo's green infrastructure
- Conservation value of existing open space parcels

**Recommendations:**

The plan prioritizes the protection of unprotected (no park designation or regulations) Buffalo green infrastructure using the following index.

1. Protection of public health and safety
2. Protection of surviving ecologically significant areas
3. Provision of (equitably distributed) open spaces for community uses including
  - Recreation
  - Cultural Activities
  - Transportation/Access
4. Use of Open Space for Tourism/Economic Development

The findings identify 13 specific parcels that received a rating of critical and, therefore, it is recommended that the EMC should pursue long-term protection and management of these properties

**Current Status / Implementation :**

The project is designed to impact and steer City of Buffalo policies regarding the protection and enhancement of green infrastructure throughout its boundaries.

## ***Developing a GIS-Based Model and an Interactive Web Site for a City-wide Recreational Bikeway Network***

**Date:** June 2001

**Geographic Area:**

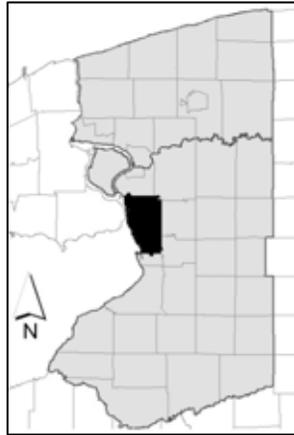
City of Buffalo

**Focus Areas:**

- Air
- Parks and Greenspace
- Transportation

**Sponsoring Party:**

- University at Buffalo,  
Dept. of Urban and  
Regional Planning



**Prepared by:**

- Md. Mahbubur Rabb Meenar (M.U.P thesis)

**Participants:**

**Additional Funding for the Plan:**

- The study was performed in-kind and in partial fulfillment of a Master of Urban Planning degree from UB

**Summary:**

The purpose of this thesis is to develop a GIS based model for designing a bikeway network, mainly for recreation and tourism, for Buffalo and to develop an interactive web site for that network...by blending GIS technology with Urban Planning and Landscape Design.

**Issues addressed:**

- City of Buffalo's lack of a comprehensive bikeway network and related internet-based resources.
- Absence of inventory of recreational bikeway attractions in Buffalo.

**Recommendations:**

Future works for this project should include:

- the consideration of vegetation, trees, wetlands, and slope for a more detail off-road design.
- going through segment-by-segment of the primary network to face different planning issues.
- studying the degree of difficulty of the network for the bikers.
- 3D simulation and landscape design inside the parks.

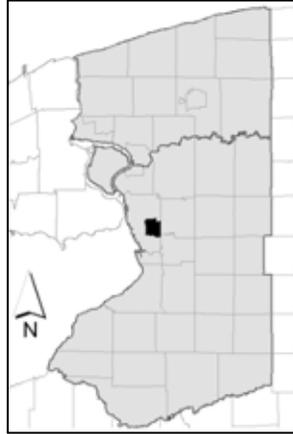
**Current Status / Implementation :**

## ***East Buffalo Good Neighbors' Planning Alliance Neighborhood Plan***

**Date:** July 2007

**Geographic area:**

Buffalo's Eastside neighborhoods



**Focus Areas:**

- Restoration Economy
- Vacant Properties
- Transportation

**Sponsoring Party:**

- Buffalo Office of Strategic Planning

**Prepared by:**

- East Buffalo Good Neighbors' Planning Alliance

**Participants:**

- East Buffalo GNPA Community Planning Cmte.
- The International Center for Studies in Creativity, Buffalo State College
- BERC Business Development
- Operations Impact
- Buffalo Olmsted Parks Conservancy
- The Regional Institute, University at Buffalo
- BEST Community
- Eastside PRIDE
- Office of Strategic Planning
- Ulinski Center
- Broadway Fillmore NHS
- Sobieski Block Club
- Kaisertown Coalition
- Neighborhood Information Center, Inc.

**Additional Funding for the Plan:**

**Summary:**

The East Buffalo Good Neighbors' Planning Alliance is one of eleven GNPA communities with a vision of renewal for East Buffalo. Mayor Anthony Masiello approved the GNPA initiative in August 2001, allowing the area's diverse citizens to become actively involved in the creation of action plans for their communities.

**Issues addressed:**

- Need for inclusion of community in planning process
- Weakened partnerships within the community
- Conditions of the built environment such as housing, education, and recreation
- Impact of public policies and services on the community
- Quality of life

**Recommendations:**

- Increase the presence and visibility of police officers.
- Maintain and improve East Buffalo's 13 existing parks and promote them as historical and regional assets.
- Identify locations for green parkway system and improve existing open green spaces.
- Better regulate businesses classified as junkyards.
- Maintain and improve existing infrastructure pertaining to streets, lighting and sanitation.
- Encourage residential recycling.
- Attract and retain businesses in East Buffalo's commercial areas that provide a wide range of services.
- Update, repair, and expand existing public schools.
- Build neighborhoods around schools.
- Redevelop housing stock and increase housing options.
- Increase homeownership and owner occupancy.
- Eliminate predatory lending and smart-target demolition.
- Maintain and upgrade transportation in East Buffalo.

**Current Status / Implementation:**

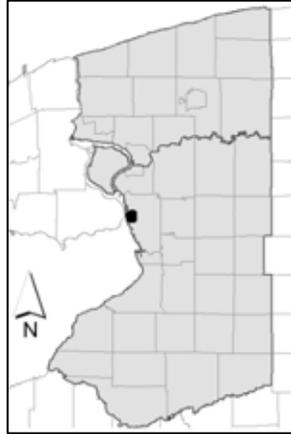
The plan has been the basis of grant applications which have been approved for funding, bringing new community programs like the Department of Justice's Lower East Side Weed & Seed program to the area; it has been used to improve the St. Stanislaus Gardens and Crescent Village infill housing development proposals; it was the basis of an effort to keep School 43 from closing.

# ***Food for Growth: A Community Food System Plan for Buffalo's West Side***

**Date:** Fall 2003

**Geographic Area:**

West Side neighborhood



**Focus Areas:**

- Food and Agriculture
- Vacant Properties
- Education
- Transportation

**Sponsoring Party:**

- Massachusetts Avenue Project

**Prepared by:**

- Massachusetts Avenue Project
- Professor Samina Raja, University at Buffalo
- Graduate students of the University at Buffalo Dept. of Urban and Regional Planning

**Participants:**

**Additional Funding for the Plan:**

- Massachusetts Avenue Project
- UB School of Architecture and Planning
- Weed and Seed Program

**Summary:**

To guide MAP's future work in the area of community food system building, this report presents recommendations based on an assessment of food security in the West Side and a comprehensive analysis of the opportunities and shortcomings in the local food system. This plan is also an example of how planning can be used to improve food security within an urban neighborhood.

**Issues Addressed:**

- Lack of local food production
- Food-based economic development
- Access to healthy food
- Food-based youth development through projects

**Recommendations:**

Local food production should be enhanced within the region as well as within the West Side neighborhood:

- CSAs, farmers markets.
- Community gardens on vacant lots.
- The city should recognize and protect community gardens and agriculture.

Promote food based economic development:

- Expanded MAP micro-enterprise development program.

Improving transportation access to food:

- Adequate NFTA bus service.
- public safety on streets.
- Transportation options for seniors.

Educate and involve youth in promotion of food security:

- Growing Green program

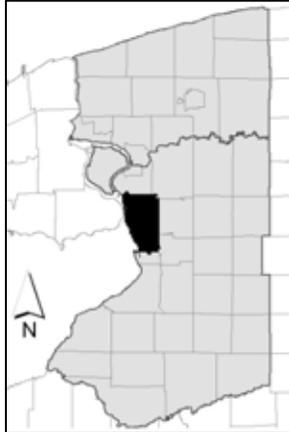
**Current Status / Implementation:**

# Greening Buffalo: What Local Governments Can Do

**Date:** May 2008

**Geographic Area:**

City of Buffalo



**Focus Areas:**

- Water
- Parks and Greenspace
- Food and Ag.
- Restoration Economy
- Vacant Property
- Brownfields
- Sprawl
- Transportation

**Sponsoring Party:**

- Partnership for the Public Good

**Prepared by:**

- Sam Magavern, Professor of Law, University at Buffalo
- UB Law School Students

**Participants:**

**Additional Funding**

**Summary:**

The *Greening Buffalo* report examines Buffalo's current and potential positions in dealing with both local and global environmental issues. It recognizes that while the potential for becoming a truly green city is remarkable, Buffalo underutilizes its natural and cultural resources and struggles to attract new residents. In addition, *Greening Buffalo* emphasizes that the City's environmental imperative overlaps nearly perfectly with the urban imperative.

**Issues Addressed:**

- Unhealthy ozone and particulate pollution
- Water quality deficiencies
- Brownfields
- Low recycling rates
- Food policies
- Sprawling development
- Aging infrastructure

**Recommendations:**

- Create sustainability officers and plans with indicators
- Develop carbon-reduction and long-term efficiency plans
- Promptly implement the Regional Framework and take up aggressive anti-sprawl measures and policies
- Increase the number of regional government functions
- Fuel efficiency and emissions polices for govt. vehicles
- Use vacant lots to create parks and paths
- Extend the NFTA light rail to UB North
- Develop a comprehensive water-source control program
- Develop water conservation programs
- Continue comprehensive tree planting efforts
- Advocate for state brownfield subsidy reforms and work with universities on brownfield projects
- Any new buildings that receive govt. subsidies should be LEED Silver certified
- Create a revolving fund for efficiency improvements
- Support community gardens and urban farms

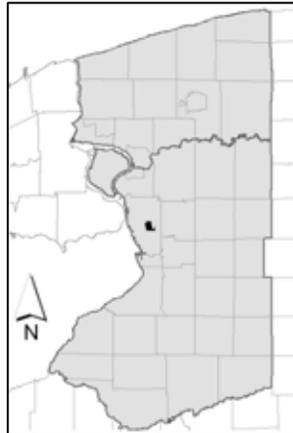
**Current Status / Implementation:**

## ***Historic Resources Intensive Level Survey, Broadway-Fillmore Neighborhood***

**Date:** August 2004

**Geographic area:**

Broadway / Fillmore neighborhood within Buffalo's East Side



**Focus Areas:**

- Parks and Greenspace
- Restoration Economy
- Transportation

**Sponsoring Party:**

- City of Buffalo Urban Renewal Agency
- Buffalo Preservation Board
- NYS Office of Parks, Recreation and Historic Preservation

**Prepared by:**

- Clinton Brown Company Architecture

**Participants:**

**Additional Funding for the Plan:**

**Summary:**

The report begins with a project methodology; followed by an historical and architectural overview, an architectural summary and an annotated list of properties. The survey documents 474 buildings, comprising 14 percent of the neighborhood's estimated total building stock in the Broadway / Fillmore neighborhood.

**Issues Addressed:**

- Impact of Polish religious institutions such as Corpus Christi
- Development of the neighborhood
- Impact of Major transportation thoroughfares
- State of Olmsted and Vaux's Buffalo Park and Parkway System
- History of Immigration of the Polish and German communities
- Land speculation
- Remaining architecture of residential and commercial buildings
- Schools and other public buildings
- Industrial and transportation buildings
- The evolving ethnic makeup

**Recommendations:**

Historic resources in the Broadway-Fillmore neighborhood that possess high architectural and/or historical significance include:

- Polish religious institutions such as Corpus Christi.
- Craftsman Bungalow residential architecture.
- Commercial properties such as the Broadway Market and the Art Deco Liberty Bank.
- Industrial and transportation buildings including the Duffy Silk Company buildings and the former NY Central Terminal.
- Social gathering places including the Dom Polski building and Olmsted's Martin Luther King, Jr. Park.

**Current Status / Implementation:**

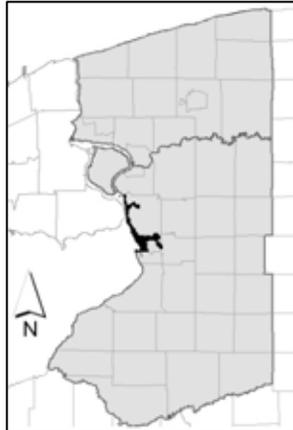
The information gained from documenting the neighborhood's historic resources forms the foundation for integrating historic preservation into planning, community development, and economic revitalization efforts.

## **Buffalo Local Waterfront Revitalization Plan (LWRP)**

**Date:** January 2007

### **Geographic Area:**

Waterfront resources in City of Buffalo, including the coastal reaches of Lake Erie, the Niagara River and Black Rock Canal, the Buffalo River and portions of Cazenovia Creek and Scajiquada Creek.



### **Focus Areas:**

- Soil
- Water
- Parks and Greenspace
- Restoration Economy
- Vacant Properties
- Brownfields
- Transportation

### **Sponsoring Party:**

- City of Buffalo Office of Strategic Planning, Timothy E. Wanamaker
- Byron W. Brown, Mayor

### **Prepared by:**

- The Urban Design Project, School of Architecture and Planning, State University of New York at Buffalo
- Wendel Duchscherer, Architects and Planners

### **Participants:**

### **Additional Funding for the Plan:**

- Funds provided under Title 11 of the Environmental Protection Fund

### **Summary:**

As an extension of the New York State Coastal Management Program, the purpose of the LWRP is to give waterfront communities an opportunity to assess conditions along the waterfront, establish policies to guide development, and implement appropriate waterfront land uses and projects.

The LWRP is aimed at restoring and revitalizing the deteriorated and underutilized areas of the waterfront by promoting development and redevelopment that will meet the City's goals and objectives for the waterfront.

### **Issues Addressed:**

- Waterfront access
- Economic redevelopment
- Major Oil Storage Facilities
- Chemical Bulk Storage Facilities
- Hazardous Waste Sites
- Brownfields

### **Recommendations:**

- Foster a pattern of development in the waterfront area that enhances community character, preserves open space, makes efficient use of infrastructure, makes beneficial use of a waterfront location, and minimizes adverse effects of development.
- Preserve historic resources in the waterfront area
- Enhance visual quality and protect outstanding scenic resources
- Protect and restore ecological resources.
- Minimize environmental degradation from solid waste and hazardous substances and wastes
- Provide for public access to, and recreational use of, coastal waters, public lands and public resources in the waterfront area
- Promote economic development
- Allow for a better mix of uses on the waterfront

### **Current Status / Implementation:**

The plan is included by reference in Buffalo's Comprehensive Plan.

## ***Organic Revitalization: Artspace Buffalo***

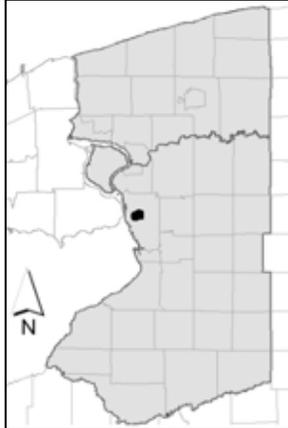
**Date:** 2006

**Geographic Area:**

Census tracts 32.02 & 67.02.

**Focus Areas:**

- Parks and Greenspace
- Restoration Economy
- Transportation



**Sponsoring Party:**

- Office of Strategic Planning

**Prepared by:**

- City of Buffalo
- Artspace

**Participants:**

**Additional Funding for the Plan:**

- \$11 million in Low Income Housing Tax Credits (LIHTC) for the Artspace project

**Summary:**

Artspace, a non-profit organization based in Minneapolis, MN, is developing a new 55 live/work unit artist loft project in a historic, five-story former automobile factory at 1219 Main Street, in what has been historically known as the Sarabeth Building. The *Organic Revitalization* report examines the Artspace Buffalo project as a key initial investment in a much broader revitalization effort planned for Buffalo's Midtown.

**Issues Addressed:**

- Infrastructure
- Housing
- Streets
- Greenspace
- Vacant land and buildings

**Recommendations:**

- Create a landscaped median on Best Street
- Renovate two of the worst properties on Edna Place
- Commit to complete overhaul of the sidewalk on Dodge St
- Restore treewall and introduce distinctive streetscape amenities on Southampton St
- Repave Coe Place in brick
- Install mini-traffic circle at Northampton St. and Ellicott St.
- Install large flower pots in the middle of Holland Place
- Restore two-way traffic on Ellicott St. north of Goodell
- Purchase and renovate 65 Riley for new retail space
- Install Playwalk demonstration project on Laurel St
- Resurrect tree canopy on East Utica
- Stabilize historic housing stock on Michigan Ave

**Current Status / Implementation:**

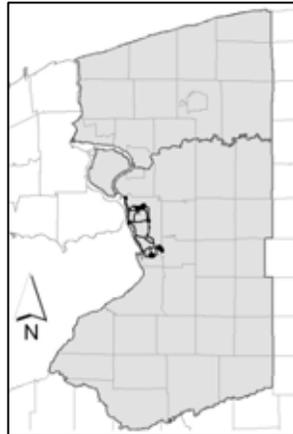
In spring of 2006, Savarino Construction first began foundation work for the new lofts and tenants began moving in July 2007. The feedback from tenants has been mixed.

# *The Olmsted City: The Buffalo Olmsted Park System, Plan for the 21st Century*

**Date:** 2008

**Geographic Area:**

City of Buffalo  
(existing and proposed  
Buffalo Olmsted Park  
System)



**Focus Areas:**

- Habitat
- Parks and Greenspace
- Restoration Economy
- Transportation

**Sponsoring Party:**

- Buffalo Olmsted Parks Conservancy

**Prepared by:**

- The Urban Design Project

**Participants:**

- The Olmsted Advisory Council

**Additional Funding for the Plan:**

- Primary funding for the plan came from The John R. Oishei Foundation

**Summary:**

The Buffalo Olmsted Parks Conservancy (BOPC), charged with the management and operations of these parks since 2004, has initiated an inclusive and comprehensive planning process with the goal of restoring the system and enhancing the parks and parkways in ways that respect their status as important neighborhood, regional, national, and international resources. The completion of this plan offers a new vision for Buffalo's historic park system well into the 21<sup>st</sup> century.

**Issues Addressed:**

The restoration and management of the Buffalo Olmsted Parks and Parkway System.

**Recommendations:**

The plan proposes the historic restoration of the Buffalo Olmsted Park System (6 major parks, 7 parkways, 8 circles, and 3 small spaces within the historically designated cultural landscape).

Additional connections and extensions to the Olmsted Park System:

- 6 extensions proposed or designed by Olmsted but never fully realized or subsequently destroyed
- 8 extensions designed to connect to the existing Olmsted system
- 11 extensions connecting the Olmsted system to the city and the Niagara River Greenway.

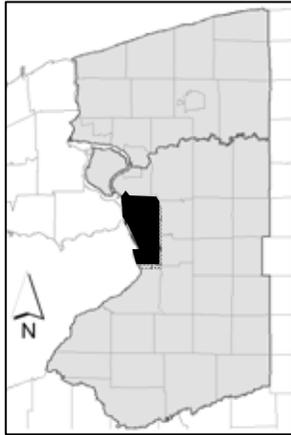
**Current Status / Implementation:**

The plan was adopted by the Conservancy in January 2008. The plan suggests that its full implementation may take longer than 20 years, and over 428 million dollars. The plan has a 5 Year Plan as part of its implementation strategy that includes fixing the basics first, implementing Greenway related projects, and addressing critical needs. The plan may be adopted as part of the City of Buffalo's Comprehensive Plan. Many of the plan's recommendations have been or will be implemented soon.

# Urban Ecosystem Analysis

**Date:** July, 2003

**Geographic Area:**  
Buffalo and Lackawanna



**Focus Areas:**

- Air
- Soil
- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspace
- Vacant Properties

**Sponsoring Party:**

- US Forest Service,
- US Dept. of Agriculture

**Prepared by:**

- American Forests

**Participants:**

- USDA Forest Service Northeastern Area
- City of Buffalo – Buffalo Urban Renewal Agency
- Buffalo-Lackawanna Renewal Communities
- Partners for Urban Resources and the Environment (PURE) Erie-Niagara

**Additional Funding for the Plan:**

- USDA Forest Service Title VIII grant

**Summary:**

The Buffalo-Lackawanna Urban Ecosystem Analysis is part of a larger effort in the Erie-Niagara region to understand the value of the natural environment as “green infrastructure” and for communities to work together on regional planning issues. One major product of this study is a digital map of the area’s landcover, a “green data layer”, which allows local communities to integrate the green infrastructure into their planning. The green data layer shows that trees are a vital and valuable part of the infrastructure in the Buffalo-Lackawanna region.

**Issues Addressed:**

- The economic and ecological impacts of urban forest cover:
- Increasing tree canopy on vacant parcels and riparian zones
  - A reduction of air and water pollutants
  - Minimizing the cost of stormwater services
  - Sequestering carbon

**Recommendations include:**

- Set Tree Goals
- 40% tree canopy overall
  - 50% tree canopy in suburban residential
  - 25% tree canopy in urban residential
  - 15% tree canopy in central business districts
- Consider alternative scenarios for land development
- Tree planting on vacant or riparian lands
  - Expand Green Infrastructure analysis and planning
  - Preserve existing trees
  - Work across political boundaries.

**Current Status / Implementation:**

The analysis should be a starting point for additional efforts using the tools and data provided with this project to understand the value of the region’s ecology, and the role of green infrastructure in setting planning goals that will meet the ecological needs of the community.

## ***Urban Parks and Recreation Recovery Action Plan***

**Date:** January 2003

**Geographic Area:**  
City of Buffalo

**Focus Areas:**

- Parks and Greenspace
- Transportation

**Sponsoring Party:**

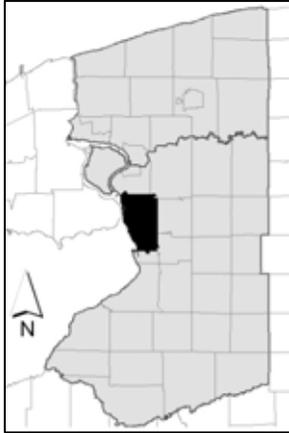
- National Parks Service

**Prepared by:**

- Wendel Duchscherer, Architects and Engineers

**Participants:**

**Additional Funding for the Plan:**



**Summary:**

The 2003 Urban Parks and Recreation Recovery Action Plan is a comprehensive audit and analysis of parks, recreation facilities and open space which was initially undertaken for the Parks, Recreation and Public Space component of the City of Buffalo's Master Plan.

**Issues Addressed:**

Service goals:

- Have a sufficient human resource capacity to meet community recreation service needs.
- Utilize full complement of available recreation resources to meet needs/demands of community.
- Increase financial support for parks and recreation
- Expand recreation opportunities for and utilization of existing recreation resources

Management goals:

- Clarify Dept. of Public Works Parks & Streets' role
- Improve efficiency of equipment.
- Improve grounds and facility maintenance
- Coordination with the Buffalo Olmsted Parks Conservancy

**Recommendations:**

- The City of Buffalo should perform regular maintenance at each park, playground, open space and facility.
- Improvements to the Tiff Nature Preserve, which is rated in fair condition.
- Complete the Scajaquada Pathway linking Delaware Park with the Buffalo and Erie County Riverwalk.
- Implementation of planned improvements to Cazenovia, Riverside and Schiller Parks
- Improve Martin Luther King, Jr. Park
- Prepare a Comprehensive Bicycle Route Master Plan in coordination with the Greater Buffalo-Niagara Regional Transportation Committee's Bicycle Master Plan

**Current Status / Implementation:**

The City has implemented many of these recommendations as evidenced by the allocation of funds in the 2003 – 2007 budget for Delaware, Cazenovia, Front, Schiller, Riverside and Martin Luther King, Jr. Parks. Planned initiatives in relation to the goals and objectives are projected on a five-year implementation schedule.

# Niagara County Plans



## City of Niagara Falls Strategic Master Plan

**Date:** August 2004

**Geographic Area:**  
Niagara Falls, USA

**Focus Areas:**

- Water
- Vacant Properties
- Brownfields
- Transportation

**Sponsoring Party:**

- City of Niagara Falls

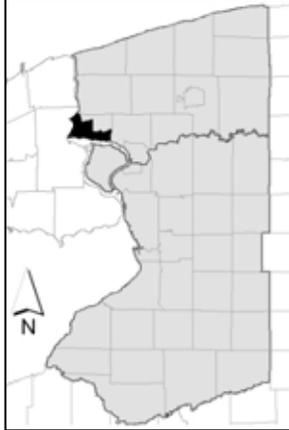
**Prepared by:**

- Urban Strategies, Inc.

**Participants:**

Community Open House in spring of 2003, followed by a series of stakeholder interviews. Bi-weekly working meetings with the planning board occurred during the summer and fall of 2003, culminating with a stakeholder workshop in October 2003. 65 citizens of Niagara Falls and planning professionals from the larger community were recognized for their contributions. The Final Plan was presented to the public in Fall 2004.

**Additional Funding for the Plan:**



**Summary:**

The plan outlines eight (8) Principles for City Renewal and proceeds into three parts; core city vision and strategies, a priority list of initiatives, and general citywide strategies. Development has been prioritized within the “Core City” based on the proximity to the falls, riverside green space, and recently completed cultural amenities. Core city strategies include “Big Moves” to broaden the public realm and enhance connections to the waterfront.

**Issues Addressed:**

The City faces the interwoven issues of industrial and population decline, high unemployment, an aging community, and a weak housing market that fails to compete with the suburbs. These problems yield environmental concerns related to excess deteriorating infrastructure such as roads and sewers, and a vast array of contaminated brownfields that require a long-term cleanup solution.

**Recommendations:**

- Downsizing of the Robert Moses Parkway within the city to return some land to parkland. Some sections of the roadway may include stone pavers, a more permeable alternative to asphalt. Downgrade of the LaSalle Expressway is also recommended.
- Development of a Cultural District with potential for reducing the City’s parking footprint through shared parking and structured or underground parking.
- Increasing density requirement where commercial/tourist redevelopment is expected.
- A variety of streetscape projects that emphasize design for pedestrian and bicycle use.
- Land banking of vacant residential properties, most of which will become managed green space.
- A City Waterfront Program and a Natural Heritage Area Master Plan and Programming Strategy
- An interim open space strategy, particularly for banked land
- New park master plans for DeVeaux Woods State Park and Hyde Park

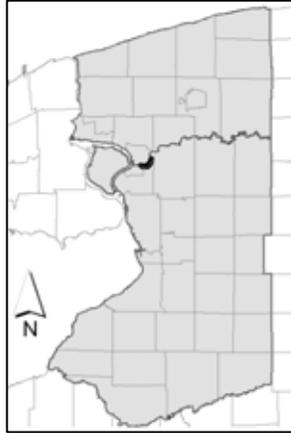
**Current Status / Implementation:**

## ***City of North Tonawanda Local Waterfront Revitalization Plan (LWRP)***

**Date:** February 1988

**Geographic Area:**

Coastline along portions of the Erie Barge Canal and the Niagara River



**Focus Areas:**

- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspace
- Restoration Economy
- Vacant Properties
- Brownfields
- Transportation

**Sponsoring Party:**

- New York Dept. of State

**Prepared by:**

- Stuart I. Brown and Associates

**Participants:**

- City of North Tonawanda, US office of ocean and coastal resources, NOAA

**Additional Funding for the Plan:**

**Summary:**

Provides an inventory of existing historic resources, natural resources, and infrastructure and proposes key development along the waterfront. Specifically, Restoring, revitalizing and redeveloping deteriorated and underutilized waterfront areas for commercial, industrial, cultural, recreational and other compatible uses

**Issues Addressed:**

- Water Quality
- Fish and wildlife
- Transportation
- Historic Resources
- Parks and recreation
- Waterfront revitalization and access
- Economic redevelopment

**Recommendations:**

- Creating of a separated bike path.
- Development of park lands elsewhere in the city and not along the river.
- Mixed use development.
- Give priority to vacant and underutilized waterfront properties.
- The creating of a public fishing area along the Little River.
- The use of abandoned rail right of ways for bike trails.
- The removal of abandoned infrastructure.
- Implementation of a industrial pretreatment plan.

**Current Status / Implementation:**

Adopted by City of North Tonawanda on February 16, 1988. Approved by DOS.

## ***Eighteen Mile Creek Remedial Action Plan (RAP)***

**Date:** August 1997

**Geographic Area:**  
Eighteen Mile Creek  
Watershed



**Focus Areas:**

- Soil
- Water
- Fish and Wildlife
- Habitat
- Education

**Sponsoring Party:**

- New York State Dept. of Environmental Conservation

**Prepared by:**

- New York State Dept. of Environmental Conservation

**Participants:**

- NYS DEC
- US EPA
- New York State Canal Corporation

**Additional Funding for the Plan:**

**Summary:**

The mission of this RAP is to provide a plan to restore the chemical, physical and biological integrity of the ecosystem in the eighteen mile creek Area of Concern in a manner that reflects the community's concern for the preservation and protection of the waterway.

**Issues Addressed:**

- Water Quality
- Soil Contamination
- Fish, Wildlife and Macro invertebrates
- Land Use and Development
- Education and Public Involvement

**Recommendations:**

- Continued assessment of sediment contamination in the creek.
- Identify and address sources of PCB's including the as yet to be identified source between Olcott St and N transit Rd.
- Remediate inactive hazardous waste sites.
- Continue including eighteen mile Creek as a Rotating Intensive Basin Study (RIBS) program area.
- Continue ongoing programs that control point and nonpoint sources of pollution which protect the watercourse.
- Address inflow of contamination from the NY Barge Canal.
- Address the status of undetermined impairment indicators.

**Current Status / Implementation:**

The plan has recently been taken over by the Niagara County Soil and Water Conservation District.

## ***Town of Lewiston Local Waterfront Revitalization Plan (LWRP)***

**Date:** November 2000

**Geographic Area:**  
Town of Lewiston

**Focus Areas:**

- Water
- Fish and Wildlife
- Habitat
- Parks and Greenspace
- Restoration Economy
- Transportation

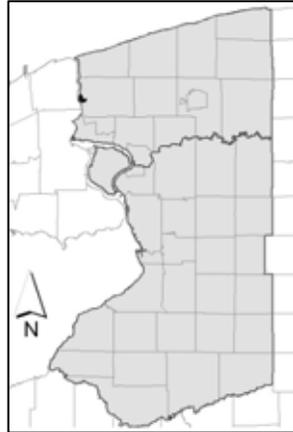
**Sponsoring Party:**

- Town of Lewiston

**Prepared by:**

- URS Corporation

**Additional Funding for the Plan:**



**Summary:**

Provides guidelines to assist in current and future public policy decisions. Environmental concerns addressed include minimizing the affects of future development and preserving open areas, woodlands, wildlife habitats, watercourses and solar access. The Plan also provides an inventory of environmental resources.

**Issues Addressed:**

- Development
- Open space and parks
- Historic Resources
- Fish and Wildlife

**Recommendations:**

- Land-Use revisions,
- Additional study of flood plan areas,
- Improvement of trail systems,
- No new construction of major transportation,
- Complete network of recreational open space areas,
- Avoid capacity building improvement to water system in agricultural areas.

**Current Status / Implementation:**

The plan was adopted in 2000 by the town and has a 10 year implementation plan.



# WNY Environmental Alliance

## [Map Inventory]

July 31, 2009



**Community Foundation**  
for Greater Buffalo





