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**Great Lakes United**

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October 1, 1993

Mr. Paul MacClennan  
The Buffalo News  
One News Plaza  
Buffalo, NY 14240

Dear Paul:

Your August 29 "Environment" column declares that Great Lakes United is in disarray and suggests there would be some sort of showdown at the September board meeting of this important bi-national environmental umbrella organization.

As board members, your column worried us. Were there problems we were unaware of? We didn't think so. We knew about staff turnover and about some short-term funding difficulties. These are the kinds of periodic problems that under-funded environmental organizations often face. But we did not know of anything "crucial" coming up at the board's September 23 meeting in Buffalo. Now that its over, we can tell you, nothing dramatic happened.

Great Lakes United has, in fact, been experiencing a transition over the past year and a half. Our former Executive Director moved to Europe for family reasons. Our board contracted for professional assistance in long-term strategic planning. Some of our priorities and constituencies have been changing.

On the whole, this process is going well. Great Lakes United is today more active and effective than it has been for several years. As a bi-national organization, we have had a unique role to play in mobilizing environmental opposition to the North American Free Trade Agreement. Our network is an important part of the constituency fighting for the Great Lakes Initiative. And for the first time, Great Lakes United has assumed the central role in mobilizing Canadian and American citizens to participate in the International Joint Commission's upcoming Biennial Meeting -- a major showdown between environmental advocates and the chemical industry.

We are pleased that you are paying attention and are concerned with the well being of Great Lakes United. You tell us that you hope for the best "because GLU has represented citizens well."

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

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Great Lakes United has gone through a number of periods of growth and change during its twelve year history. This is a normal transition and the process is going well. We are optimistic about GLU and believe its best and most productive work still lies ahead.

Warm regards.

Sincerely,

Names

P.S. Paul, if you have no objection, we also ask that you submit this statement as a letter to the Editor of the Buffalo News. Your article has been faxed around by an anonymous person as part or an effort to discredit GLU. We feel that this letter can help set the record straight.

macclenn.103

## Great Lakes United



GREAT LAKES UNITED EXECUTIVE COMMITTEE  
PHONE CONFERENCE MINUTES  
JANUARY 6, 1993

Dick opened the meeting by reading the letter he sent to Terry Yonker formally notifying him that his contract with GLU had not been renewed. GLU has given Terry his 60 day notice which will expire on February 15, 1994.

1. **TRANSITION:** Sara discussed with Karen Murphy the possibility of her filling in as an interim manager for approximately six months. Karen expressed an interest but has quite a few questions that would have to be resolved before she would agree. The committee agreed to have Sara and a couple of other board members discuss this in more detail with Karen and work out a contract. Jeanne expressed concern that we not set Karen or the staff up to fail because of the way the job is presently designed. John proposed that a list of tasks be developed (not to be included in her contract), but to be used by the staff to focus their attentions on the priority tasks over the next six months. John and Sara both expressed concern with Karen being involved in the bargaining process. They felt very strongly that she should not play an active role. Karen requested an exit memo from Terry that would lay out where the office and various tasks are. Jeanne will talk with Terry about supplying this by mid-January.

The executive committee will propose to the full board on January 9 entering a contract with Karen. At this time a committee will be appointed to negotiate a contract with her.

2. **STRATEGIC PLANNING:** David has requested more time on the agenda to go over his report and lay out the next phase. Now that the regional meetings are complete he would like us to move into defining our issues. He will be given a total of five hours on Saturday. Concern was raised that so far the planning has focused mainly on process. The Strategic Planning Committee has discussed with the David the need for more information on issues. It was also discussed that the regional meetings failed in terms of being organized and maximizing input from members. David requested more involvement from a senior staff person. Jeanne will talk with Terry about how much money might be available to hire Karen to fill that need. Sara suggested that there will have to be some significant by-law changes as a result of the planning recommendations. This will be taken up when it is appropriate. The Strategic Planning Committee will meet on Sunday morning for breakfast to discuss the previous day's discussion.

3. **COLLECTIVE BARGAINING:** Sara requesting that the discussion on Saturday be on substance rather than "word smithing." She also requested an in-camera session to go over the proposals from staff. Sara would like to see that the recommendations be costed out and studied for their cumulative impacts on the organization. She will "red flag" the key points of concern for the board.

4. **FINANCES:** Fred and Jeanne prepared a report on GLU's current financial status and will discuss it with the Finance Committee on Friday. The US side will transfer \$14,000 to the Canadian budget to help carry them for the first six months of the year. Fred developed five options which require changes in the Buffalo office to deal with the shortage. Jeanne and Fred will present the board with motions to be considered. One motion is to obtain liability insurance for board members. Terry will give a full report on the grant situation at the board meeting. Fred estimates that GLU has approximately \$122,000 in guaranteed funds for 1994. These would come from Mott, Joyce, Gund and the Strategic Planning process. It is absolutely necessary for GLU to get its funds in order and not use restricted funds for other purposes, according to GLU's accountants. A more detailed report will be given at the board meeting.

5. **OTHER:** The agenda for the board meeting has been revised. The revised version will be passed out on Friday. The executive committee members expressed disappointment in the quality of the last newsletter and would like to discuss it at the board meeting.

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**GREAT LAKES UNITED  
EXECUTIVE COMMITTEE CONFERENCE CALL  
APRIL 18, 1994**

Karen proposed more staff reductions to meet financial constraints. The proposed cuts include laying off Sean and Michelle effective June 1, 1994 and cutting Mary to half time. Both proposals were unanimously accepted by the committee. Sara asked for a plan to revisit whether or not GLU will be able to bring laid off employees back. The group agreed to discuss it.

John J. moved that we formalize a fundraising committee to be co-chaired by John J. and possibly Camilla and Jack with a goal of raising \$45,000 by June 30. Karen will speak with Jack and Camilla about co-chairing the fund drive. There was quite a bit of discussion on fundraising. Jeanne reported that the lottery seems to be going well and we should start seeing returns in June.

Karen brought up the pro bono work Pat Harding is doing for us on the Detroit case. She questioned whether or not we can continue to pay Pat's expenses. Fred suggested we ask Pat to give us an estimate of future expenses. Karen will get back to the Executive Committee on her response.

The committee also discussed Karen's resignation to take effect in Fall, 1994. She will be moving to Oregon with Charlie who has accepted a position in Eugene. Karen felt very strongly that the board understand her desire to stay, but Charlie's change is very important to them both. The board agreed to begin the search in May, and Jeanne, Kathy and John will draft a job description to be finalized with board input.

Sara reported on the bargaining committee's work. She felt the negotiations were going well with 12 items agreed to so far. She hopes to have a proposal to the board to sign off on at the AGM. As a side note the staff who have been laid off are still involved in the negotiations.