

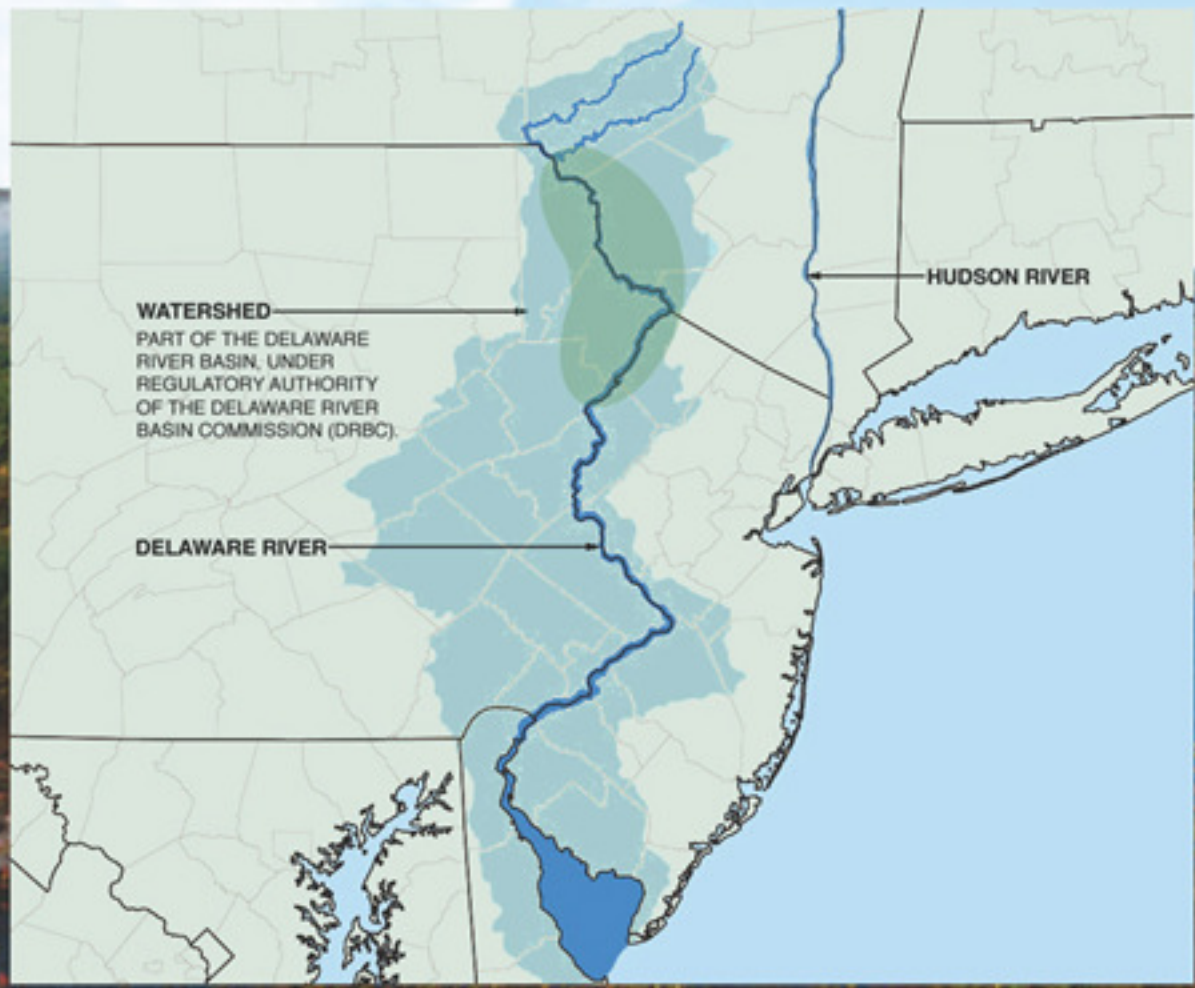
A Delaware River Partnership

COMMON WATERS

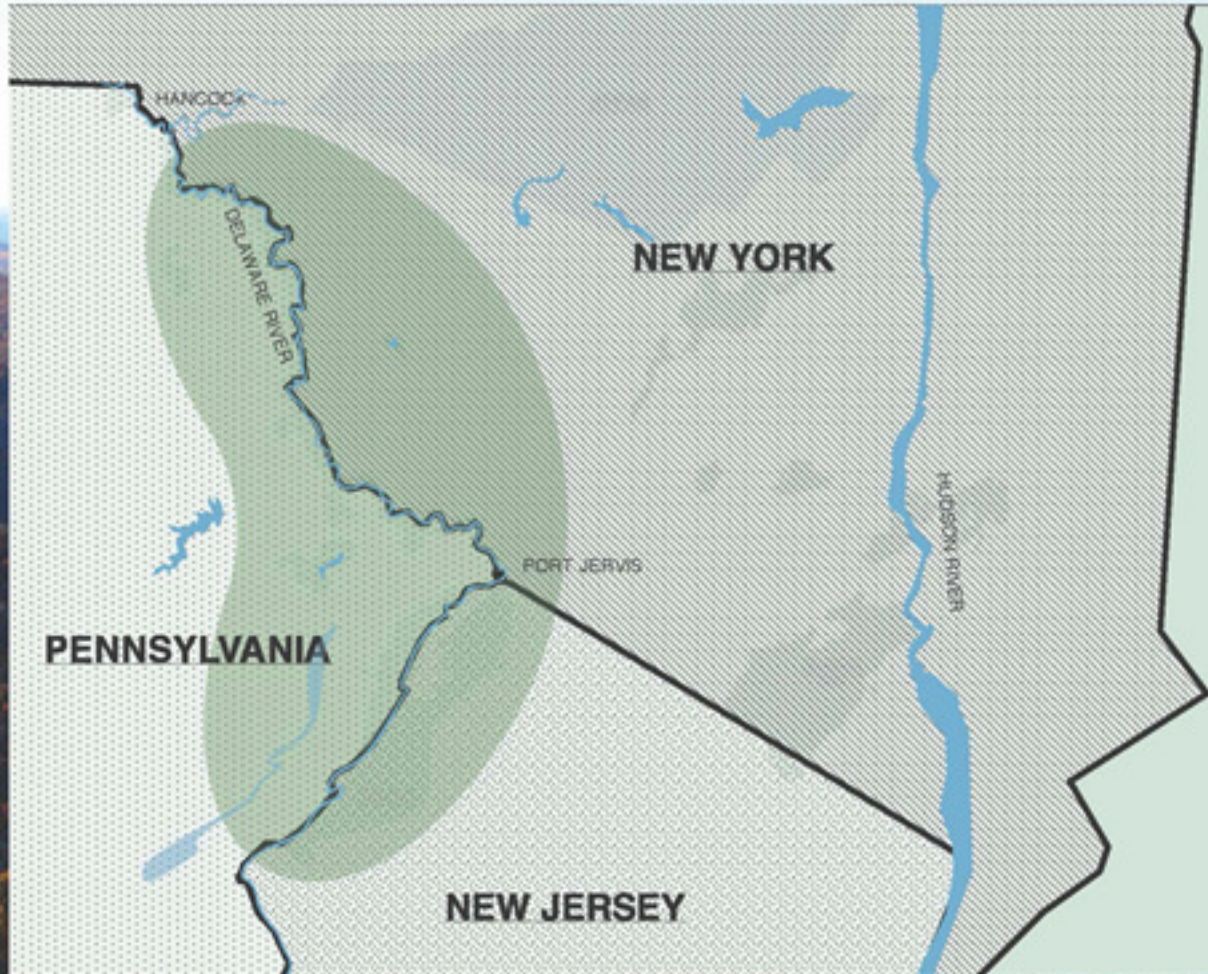
Clean Water • Healthy Forests • Sustainable Communities

AD-HOC REGIONAL COLLABORATION IN THE UPPER DELAWARE





THREE STATES

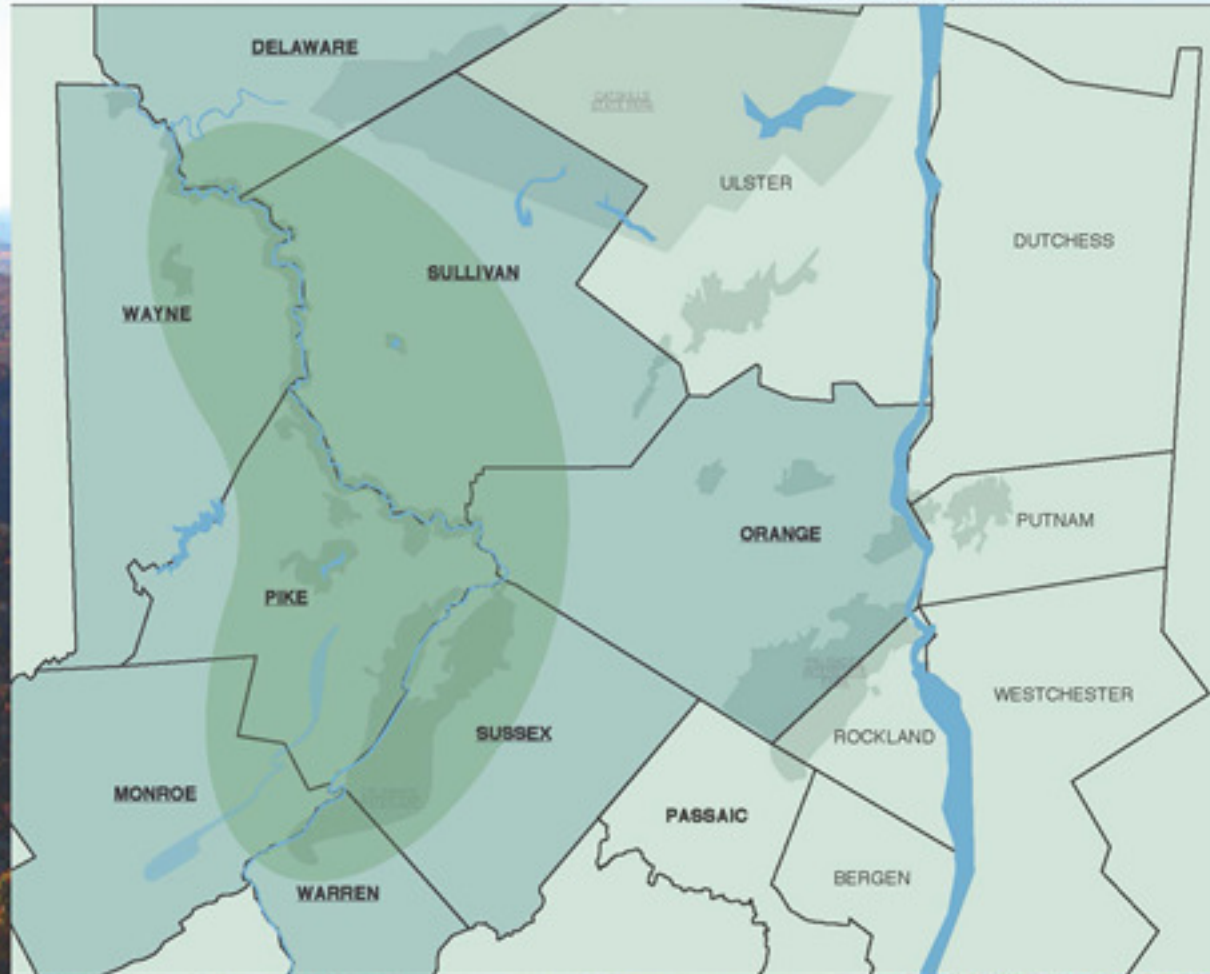




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EIGHT COUNTIES

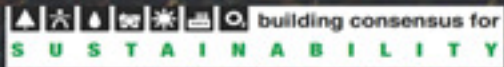
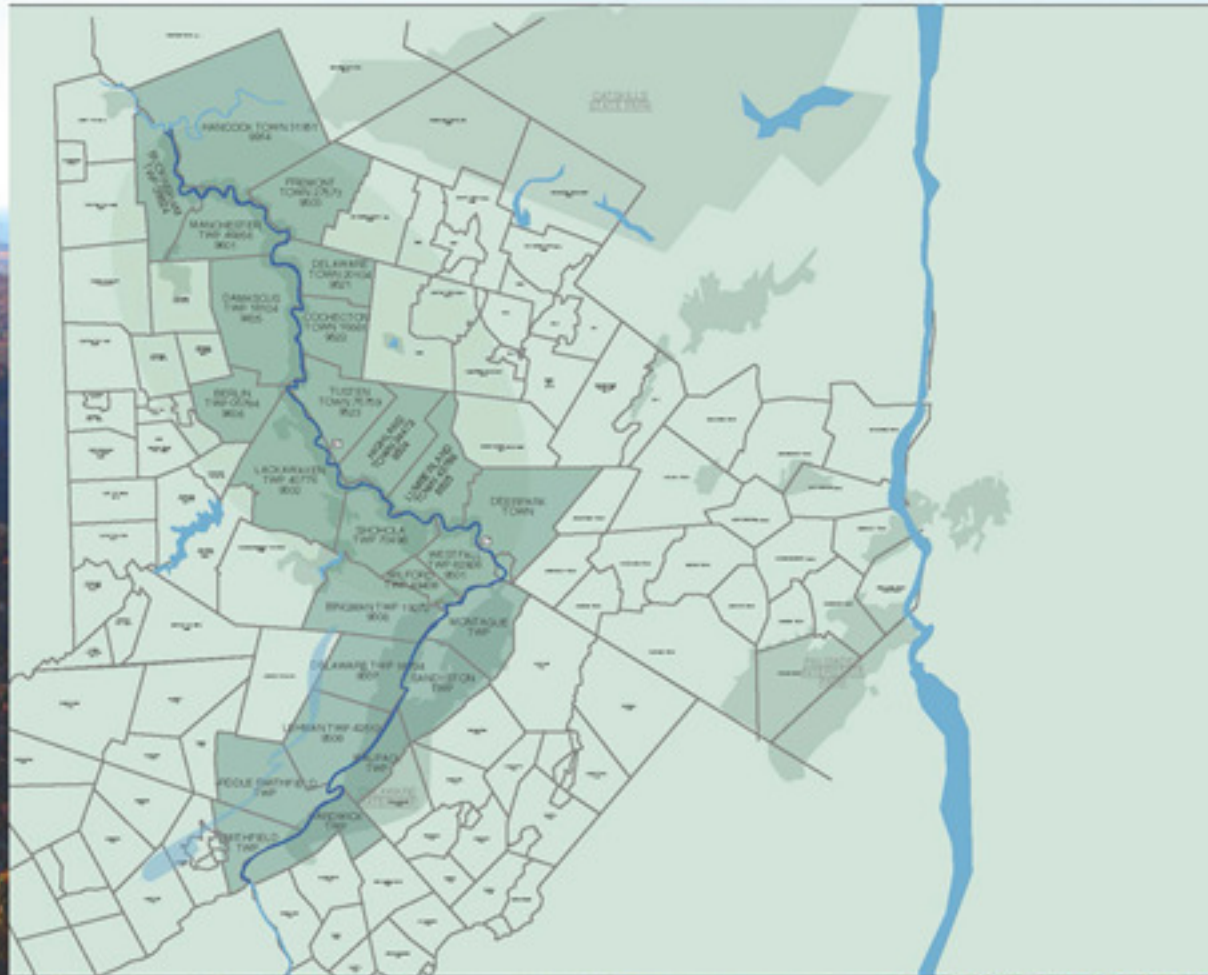
NY: DELAWARE, SULLIVAN, ORANGE
PA: WAYNE, PIKE, MONROE
NJ: SUSSEX, WARREN



25 TOWNS



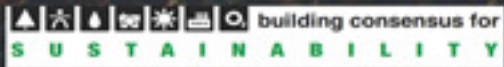
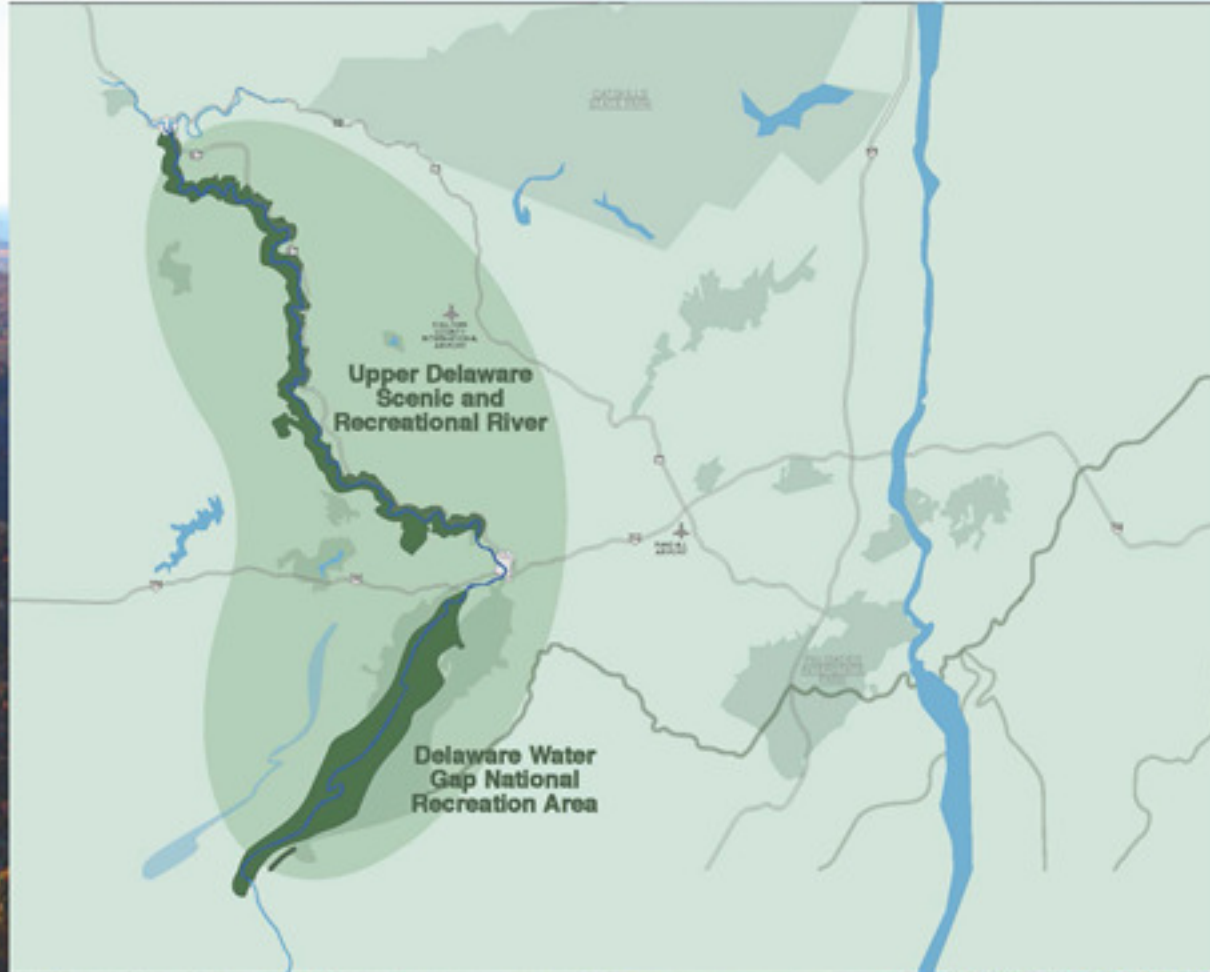
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Clean Water • Healthy Forests • Sustainable Communities

124 MILES OF WILD & SCENIC RIVER



OTHER STAKEHOLDER GROUPS



The map displays the Delaware River watershed, highlighted in a light green shade. Key locations along the river include Hamook, Easton, Parkersburg, Conowingo, Sunnyside, Washington, and Port Jervis. Other geographical features like the Appalachian Mountains and various lakes are also indicated. The map is overlaid on a background of autumn foliage.

- DELAWARE HIGHLANDS CONSERVANCY
- US FOREST SERVICE
- CONSERVATION DISTRICTS
- NYS DEC
- PA DEP
- PINCHOT INSTITUTE FOR CONSERVATION
- NATIONAL PARK SERVICE
- NATURE CONSERVANCY OF NEW JERSEY
- CONSERVATION GROUPS AND LAND TRUSTS
- COUNTY PLANNING DEPARTMENTS
- AND MANY MORE....

SOME PRINCIPLES

ACTING AS A REGION

Two Institutional Responses:

1. Create new regional institutions to overview / regulate
 - (a) Lake Tahoe Regional Planning Authority (1969)
 - (b) Adirondack Park Agency (1971)
 - (c) NJ Pinelands Commission (1979)
 - (d) Columbia River Gorge Commission (1986)
 - (e) Cape Cod Commission (1990)

2. Realign existing institutions to coordinate services
 - (a) 450 Regional councils in USA (www.narc.org)
 - Councils of Government
 - Metropolitan Planning Organizations
 - (b) Statutory mandates for regional collaboration
Hard (impossible) to mandate

The University Of Montana Public Policy Research Institute - Matthew McKinney

CIVIC RESPONSE (TO ACTING LIKE A REGION)

1. Create Regional Networks:

- More bottom up than top down
- More informal than formal

2. Basic Structure.

- 2 or more organizations, work together, share power, solve problems of mutual interest
- Whether or not they have formal authority
- Structures evolve & adopt

3. Value Added:

- Connect people across sectors, jurisdiction and constituencies
- Establish platform for participation
- Partner with existing institutions
- Leverage resources (money, expertise, facilities)
- Foster learning and innovation
- Create a constituency for change
- Build social and political capacity

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WHAT COMPELS PEOPLE TO REGIONAL COLLABORATION?

1. **A compelling interest or purpose (catalyst)**
 - Pressing problem or crisis
 - Shared vision, goal, or sense of place
 - Joint opportunities
2. **People must believe they can achieve more of their interests by working together than by acting independently**
3. **Interdependent interests**
4. **Objectives may include:**
 - (a) Building knowledge and understanding
 - (b) Building community / regional identity
 - (c) Sharing resources
 - (d) Advocation for a particular outcome
 - (e) Resolving disputes and/or
 - (f) Governing

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FIVE LESSONS

1. **Regional initiatives vary in terms of who initiates, its scale, purpose, issue, activities and structure.**
2. **Regional initiatives produce a variety of outcomes:**
 - **Tangible outcomes**
(Programs, land conservation and development)
 - **Intangible outcomes (Capacity building)**
 - **New organization**
3. **Regional planning in action includes:**
 - **Procedural element (How to work together across boundaries)**
 - **Substantive element**
(Policy programs, on-the-ground accomplishments)
4. **No Single model, but a common set of habits (or principles)**
5. **Not primarily a scientific or technical challenge, more Socio-political challenge**

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WHAT ENABLES REGIONAL COLLABORATION?

1. Collaborative Leadership
2. Mobilize and engage the right people (Representation)
3. Define the region according to people's interests (Regional Identity)
4. Jointly name issues and frame options (Deliberation)
5. Make collaborative decisions (Collaboration)
6. Take Strategic action (Theory of Change)
 - What are you trying to achieve?
 - How are you going to get there?
 - Anticipate implementation.

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WHAT CONSTRAINS REGIONAL COLLABORATION?

1. Institutional inertia
2. People have other / better options to achieve interests
3. Lack of resources
4. Lack of collaborative skills
5. Disconnect between civic and political will

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WHAT SUSTAINS REGIONAL COLLABORATION?

1. **A compelling reason (Continuing Catalyst)**
2. **Measure and demonstrate progress**
3. **Celebrate success**
4. **Keep people engaged**
5. **Capture and share lessons learned**
6. **Develop more leaders**
7. **Refocus and regroup around new opportunities and challenge**
8. **Revise and renew mission**

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BACK TO THE UPPER DELAWARE

Catalyst

- National Park Service understood that it did not control or have much influence over land use outside the park boundaries
- Increasingly aware of risk to resource from land use impacts



COLLABORATIVE LEADERSHIP

1. National Park Service engaged an NGO to facilitate early meetings
2. Stumbling, uneven start
3. Leadership not collaborative, some sense of imposition of NGO's vision upon other stakeholders

REPRESENTATION

Core group of stakeholders emerges:

- The Nature Conservancy of New Jersey
- National Park Service
- Delaware Highlands Conservancy (land trust)
- Pike County Planning Department (PA)
- Sussex County Planning Department (NJ)
- Pike County Conservation District
- Pinchot Institute for Conservation
- US Forest Service
- even more...

JOINTLY NAME ISSUES AND FRAME OPTIONS

Developed mission statement:

- The mission of Common Waters is to conserve clean water, natural places, and working lands through cooperation, scientific research, education, and technical assistance by and for the stakeholders of the region.

The partnership strives to facilitate information sharing through joint publications and shared web-delivery systems and establishing a communications network across municipal, county, state and federal boundaries via regular forums and cooperative research projects.

MAKE COLLABORATIVE DECISIONS/ TAKE STRATEGIC ACTION

Common Waters Fund:

- Pinchot Institute for Conservation applied for grant to US Forests and Communities, leveraging the Common Waters Partnership
- Grant application connected Upper Delaware forested watershed to downstream water users



Forests to Faucets in the Delaware Basin

October 2012



PINCHOT
INSTITUTE
FOR CONSERVATION



Context: Delaware River Basin



- Entire Basin: 13,539 mi²
- Provides drinking water to over 16 million people (5% of U.S. population)

Our focus:

- Upper Basin: ~4,500 mi²
- High levels of forest cover
- Mostly privately owned
- High development pressure

Common Waters Fund: Program Goals

- Maintain and improve forest cover
- Educate water users and public
- Capitalize fund to ensure long-term sustainable funding



Common Waters Fund Activities

Forest protection in priority areas

- Stewardship plans & practices (\$725,000 to date)
- Conservation Easements (\$100,000 to date)



Grants - Progress to Date

Total amount requested	\$1,269,015
Total amount awarded	\$859,892
Total number of projects approved	114
Plan applications approved	79
Practice applications approved	31
Total acreage of all enrolled parcels	52,833
Plan funding allocated	\$432,442
Practice funding allocated	\$321,986
Easement acreage	1,139
Easement funding allocated	\$100,000

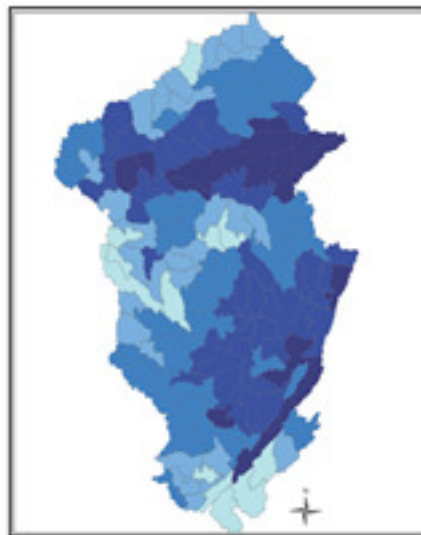
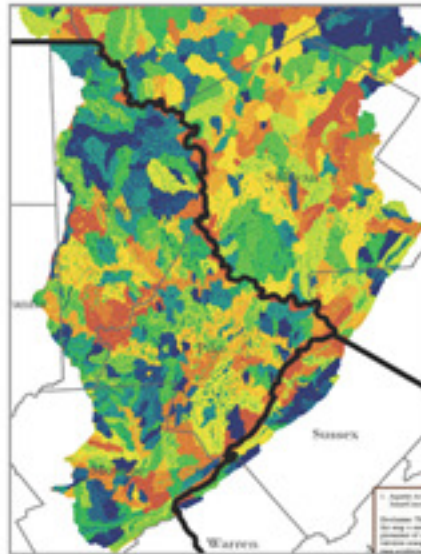
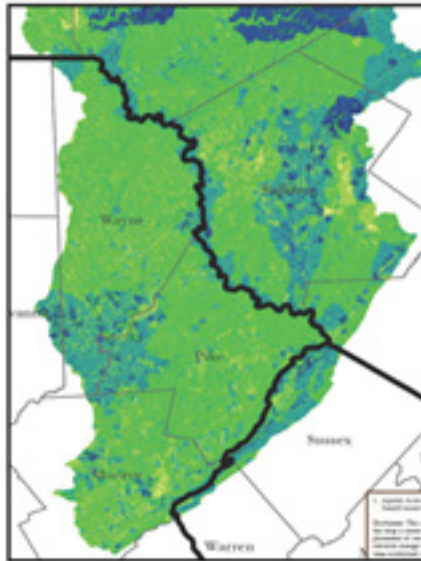
Common Waters Fund Activities

Training workshops

- Regional land-use planning & capacity-building
- Watershed stewardship for landowners and managers



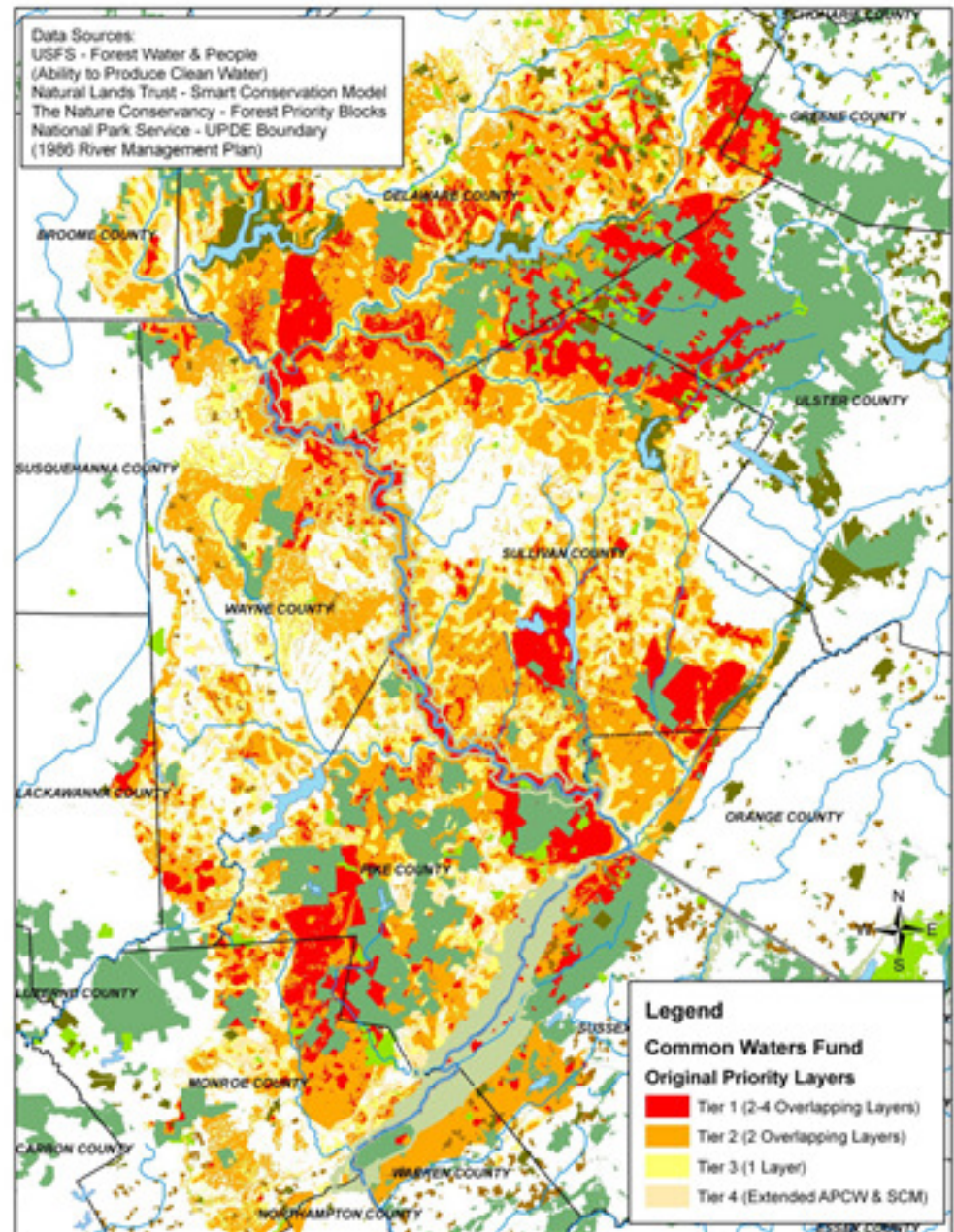
Prioritization for Strategic Investments



- NLT Source Water Protection Model
- NLT Smart Conservation Aquatic Assessment
- TNC Priority Forest Areas
- USFS Forests, Water, & People Assessment
- Recently added TNC Freshwater Assessment

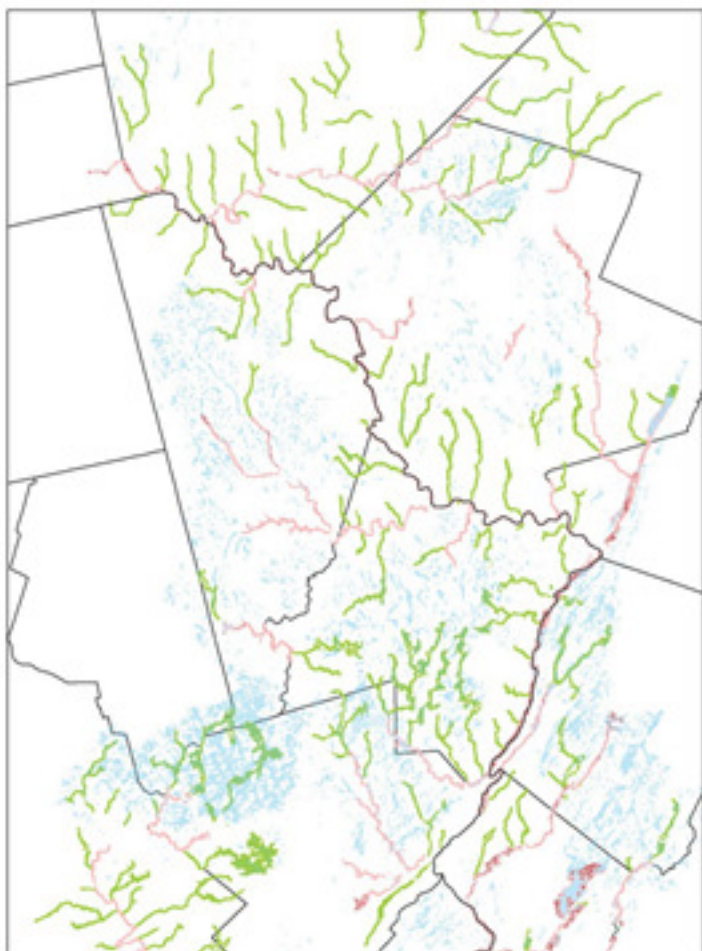
Prioritization for Strategic Investments

Priority areas, v.1
(January 2011)

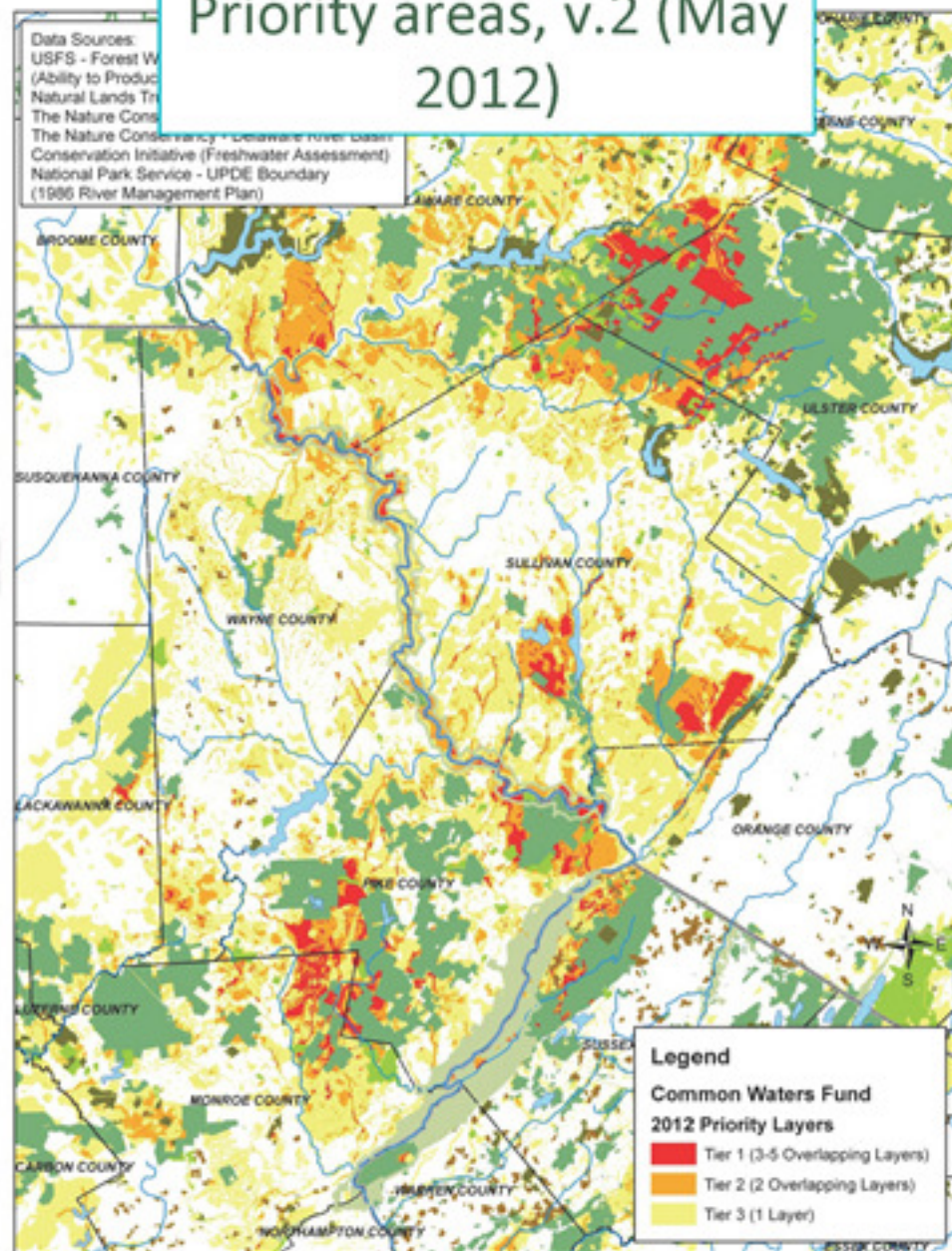


Prioritization for strategic investments

TNC's Basin-wide
freshwater assessment



Priority areas, v.2 (May
2012)



Challenges

- “Making the case” for investment in existing forests
- Measuring success
- Nature of the problem (development)

Other Activities

- **Advancing the Science of Source Water**
 - Analyze the land cover-water resource connection
 - DRBC WQ sampling
 - Grant from DuPont
 - Foster collaboration among scientists
 - Include climate change in risk assessments
- **Supporting and growing the 40+ strong partnership to tackle new initiatives**
 - Tools, capacity building, & networking for more coordinated regional planning & conservation, including climate change adaptation

Bright Spots

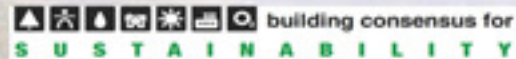
- Large target population (both up- and downstream)
- Burgeoning public interest in regional water issues
- Demand for assistance exists in Upper Basin



THANK YOU!

BUCK MOORHEAD

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