



Tilting at Mills: Green Dreams, Dirty Dealings, and the Corporate Squeeze

Lis Harris

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It is New York City in 1992. Unaware of the heartbreak he will encounter, the veteran environmentalist Allen Hershkowitz proposes developing a major recycled-paper mill in the city. He's tired of being outgunned too often by industry lobbyists in legislative battles and wants to develop an environmentally friendly and profitable business that will bring jobs to one of the city's poorest neighborhoods. What's more, the project could become a national model.

But Hershkowitz quickly finds himself pitted against surprising forces. To the idealist's surprise, neighborhood activists fiercely resist outsiders, and he must confront byzantine politics and powerful industry hostility. The project may be outstanding environmentally and socially, but often that's not what matters. From beginning to end, *Tilting at Mills* reveals what can occur in attempted alliances between big business and environmentalists and is filled with shocking stories of what really happens behind the scenes in major deal-making.



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