#### ICMA INTERNATIONAL COMMITTEE MEETING Friday, May 3, 2013 9 A.M. – 2:45 P.M.

#### LGDK, Weidekampsgade 10, 2300 Copenhagen \$

9:00 A.M.	Welcome and Introduction - Clay Pearson <b>DETAILS</b>	
	Group Reflections and Thoughts on Copenhagen Study Trip	
9:15 A.M.	Review of last Committee meeting at ICMA Annual Conference - Phoenix 2012 - Clay Pearson <b>DETAILS</b>	
9:30 A.M.	International Committee Liaison Reports and Strategies/Feedback for developing stronger ICMA-Affiliate relationships – Lauren Crawford <b>DETAILS</b>	
10:15 A.M.	Coffee break	
10:30 A.M.	Communications and integration of international programs//happenings of interest into various ICMA publications – Lee Szymborski <b>DETAILS</b>	
10:45 A.M.	Development of International Committee Goals and Strategies – ALL <b>DETAILS</b>	
11:15 A.M.	China presentation for hosting the 2014 ICMA International Committee Meeting in Yangzhou City; Discussion by the Committee for consideration in Boston, pending any questions and concerns	
11:55 A.M.	Update on International Programs and DANIDA meeting – David Grossman, ICMA Director of International Program <b>DETAILS</b>	
12:15 P.M.	Lunch (provided)	
	Program – Overview and International activities into <b>ICMA Boston</b> (Speakers, events, opportunities, additional trips) – Ross Hoff	
	Hosting of International Delegates – Mike Jaillet	
1:00 P.M	Furtherance of International Committee Goals and Strategies	
	Potential scheduling of July 2013 meeting in Washington D.C. with electronic call-in option	
2:00 P.M.	Knowledge Network – Lauren Crawford	
2:15 P.M.	ICMA Fellows Program – Lauren Crawford <b>DETAILS</b>	
2:30 P.M.	For the Good of the Order	
2:45 P.M.	Adjournment	



### **WELCOME**

Dear colleagues,

Welcome to Copenhagen!

The KOMDIR International Committee has the pleasure to present a program for you that hopefully will inspire the dialogue and give you insight in how we continuously are working on creating excellence in local governance to build sustainable communities by understanding of the work and daily challenges in a Danish municipality.

We hope you will enjoy your stay in Copenhagen and that you will bring home inspiration and new ideas from your stay in the Danish capital.

On behalf of KOMDIR International Committee, Lars Wilms CEO of Egedal Municipality Chairman of the KOMDIR International Committee







Time Activity/topics

Place/host

# Tuesday Arrival and check in at the hotel April 30<sup>th</sup>

6.00 pm Welcome to Denmark

- by Lars Wilms and Clay Pearson

KOMDIR

Copenhagen Town Hall Address:

Rådhuspladsen 1 1599 Copenhagen V

"The Copenhagen Story"

 by Claus Juhl, CEO Municipality of Copenhagen

#### Presentation of program

- by Lars Wilms

Evening meal – hosted by Municipality of Copenhagen

# Wednesday Lectures/dialogues and field trips May 1<sup>st</sup>

9.00 am The role of local government in the Danish public sector

Including the cooperation between the National Government and the local authorities. What is Local Government Denmark (LGDK) and what do we do?

The 2007 Reform of local government and the transi-tion to larger municipalities. Why was it carried out? How was it implemented? Have intended effects been achived?

LCDK's current vision for the future of local govern-ment in Denmark. How do we ensure a strong local democracy, which is rooted in the local communities now and in the future? What political issues are par-ticularly important to discuss? What frameworks and conditions are needed in pursuing the vision? What should the role of local politicians be in the future?

- by Kristian Wendelboe, CEO LGDK and Jan Olsen, Chief Economist

Denmark) Address: Weidekampsgade 10 2300 Copenhagen S

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LGDK (Local Government

11.45 am Lunch - hosted by LGDK

#### 1.00 - 4.00 pm Turning Copenhagen in to a greener city From LGDK

- By Cycling with the Cycling Embassy of Denmark. Read about The Cycling Embassy

Copenhagen is famous for its bicycle culture. The bi-cycle is used for all means: getting to work or school, going out for a night on the town, transporting construction materials or appliances, or bringing children to kindergarten.

No matter what the purpose will be, the bike is the answer. The bicycle offers a cheap, comfortable, easy, and eco-friendly way of getting around. And when asked why they choose their bike over the car or public transport, Copenhageners simply answer: because it is the fastest way of getting around in the city.

So, a visit in Copenhagen would be incomplete without a bike ride. You will be divided into groups and guided by members of the Cycling Embassy of Denmark. En route you will get to experience the feel of Copenhagen's famous bicycle culture and see some of the city's innovative solutions and tourist attractions.

Bikes are rented from Baisikeli – <u>read about</u> Baisikeli here.

The bicycle tour ends in Freetown Christiania.

### 4.00 - 6.00 pm **Guided tour in Freetown Christiania**Read about Christiania

Christiania, the famous Freetown of Copenhagen, is without a doubt one of Denmark's most popular tourist attractions.

This controversial area is loved by many, but has been a turning point for strong debate, especially because of the locals relaxed view on hash and some unfortunate violent incidents.

Freetown Christiania Address: Bådsmandsstræde 43, 1407 Copenhagen Christiania was founded in 1971, when a group of people occupied the area by cutting a hole in the fence to the military barracks in Bådmandsgade.

Today around 1,000 people live like many of the original settlers still in the collectively controlled village. A lot of the people built their homes themselves which gives the area an extremely interesting architectural feel (neglecting building regulations).

In 2011 a political solution was found with the purpose to legalize Christiania.

Locals give guided tours of the area. This is a really good way to experience the special Christiania vibe. The guides have lived most of their lives here, and they give a personal tour of this alternative community.

6.00 pm Transportation by bus to Gertruds Kælder

7.00 pm **Evening Meal** 

Hosted by KOMDIR in Gertruds Kælder Read about the restaurant

Gertruds Kælder Address: Hauser Plads 32, 1127 Copenhagen K

# Thursday The KOMDIR conference opening session and May 2<sup>nd</sup> lectures/dialogues

9.30 - 9.50 am The KOMDIR conference opening session

 by Lord Mayor Frank Jensen, Municipality of Copenhagen and Bjarne Pedersen, Chairman of KOMDIR IDA Meeting Center Address: Kalvebod Brygge 31 - 33 1780 Copenhagen V

9.50 - 10.00 am A greeting from the government

 by Prime Minister Helle Thorning-Schmidt

10.00 am - 1 pm Leisure time in downtown at your own Lunch and shopping on your own

1.00 pm **Joint transport** 

From H. C. Andersen's Boulevard at Tivoli to Gentofte

#### 1.00 - 3.00 pm Digitalization municipal service

Gentofte Municipality has a first mover approach to digitizing municipal services. During your visit the CFO will present the overall strategic focus and decisions regarding digitization.

Municipality of Gentofte Address: Gentofte Libraries Øregardssalen Ahlmanns Allé 6 2900 Hellerup

The head of Citizen Service will demonstrate how digitalization is implemented in the direct citizen service. Finally a citizen of the municipality will provide a walkthrough of "Genvej", which is the municipality's digital self-service tool.

 by Jens Peter Friis, CFO, Anette Ishøy-Rasmussen, Head of Citizen Service, Morten Svendsen, citizen in Gentofte Municipality (and developer of Genvej from the company Assamble)

Joint Transportation

#### Joint Hansportatio

### 3.30 - 5.30 pm The cooperation between the public sector and the private sector

Read about Confederation of Danish Industries

Confederation of Danish Industry is Denmark's largest trade organization representing a wide range of business sectors and companies having business relations with the public sector. DI will present their view on the following issues:

The private corporate sector's attitude to run a business in a country that has a high tax burden and a large public sector. What possibilities and challenges does that imply to private companies, and what is the importance of public-private partnerships and public procurement and outsourcing?

 by Director Lars Goldschmidt and Branch Director for Mette Rose Skaksen

Sandwiches - hosted by DI

5.30 pm Joint return by bus to Tivoli

Address:

H. C. Andersen's Boulevard

DI (Confederation of Danish Industries) – Address: Copenhagen Towers, Hannemanns Allé 25, 2300 Copen-

hagen S

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#### 7.00 - 7.30 pm What is KOMBIT?

Read about KOMBIT

LGDK (Local Government Denmark) Address: Weidekampsgade 10, 2300 Copenhagen S

The story of KOMBIT and how municipalities are joining forces in breaking the IT monopoly and creating a future with choices and competition.

by Thomas Rysgaard Christiansen, CMO & Peter Ege-lund, CIO

8.00 pm Dinner at Restaurant Brdr. Price in Tivoli Restaurant Brdr. Price

Read about the restaurant

(Note that Tivoli Gardens closes 22.00 - the restaurant is open until 24.00)

Address: Tivoli, Vesterbrogade 3, 1630 Copenhagen V

7.30 pm - KOMDIR 100th Anniversary Banquet midnight Read about Snapstinget

> (25 participants - Dress Code Business Standard)

Snapstinget (Canteen of The Danish parliament) Address: Folketinget, Christiansborg, 1240 Copenhagen K

#### Friday ICMA International Committee May 3<sup>rd</sup> meeting

9.00 am Designated program for the Committeeplanning meeting

For other participants leisure time

LGDK Address: Weidekampsgade 10 2300 Copenhagen S

1.00 - 2.00 pm Thanks for now - closing your visit with dialoques over various themes with members of the KOMDIR Interna-tional Committee

**LGDK** 



The Danish Association of Local Government Chief Executives

### PRACTICAL INFORMATION

#### **KOMDIR International Committee**

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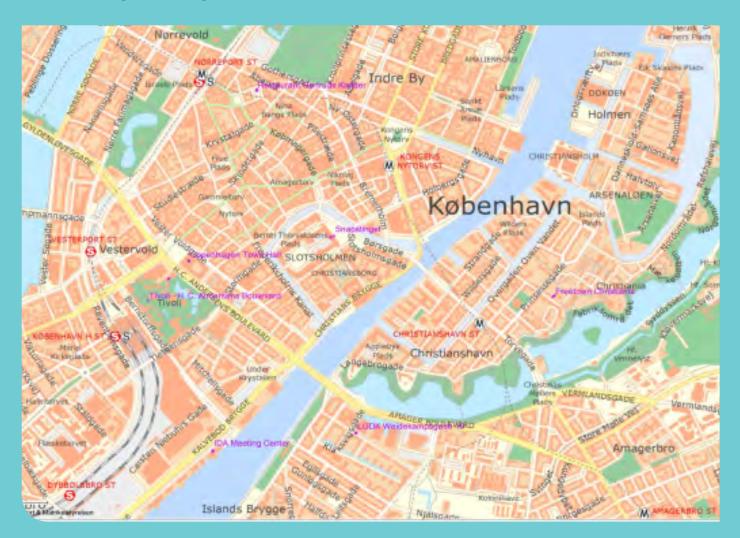
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#### **COPENHAGEN MAP**





The Danish Association of Local Government Chief Executives

#### **ICMA International Committee Meeting Minutes**

Sunday, October 7, 2012 8:30 AM – 11:30 AM Phoenix Convention Center North Building – Room 122 BC

#### **Committee Members attending:**

Clay Pearson (Chairman), Peter Agh (Vice Chairman), Greg Bielawski, Ed Daley, Ryan Eggleston, David Frasher, Mike Garvey, Bill Hammon, Wes Hare, Bob Jean, Tom Lundy, Grant McRadu, Kent Myers, Jon Nowak, Al Rigoni, David Rowlands, Cynthia Seelhammer, Stale Stormark, Lee Szymborski, Don Uram, Terry Zerkle

#### **ICMA Executive Board members attending:**

Sam Gaston (President); Bonnie Svrcek (Incoming President); Simon Farbrother (President Elect); Peter Agh (International Vice President); David Johnstone (International Vice President); Stephen Parry (Incoming International Vice President)

#### **International Affiliate Representatives attending:**

Canada: Ron Shaw and Jennifer Goodine; China: Lily Luo Jin, Wan Ji Ian Jing, and Jo Waux; Denmark: Ib Rasmussen, Per Roener, and Lars Wilms; New Zealand: Ross McLeod and Karen Thomas; United Kingdom: Terry Huggins

**Friends of the Committee attending:** Ron Bergman, Wally Bobkiewicz, Charlie Bush, Chet Newland, Dale Sugerman, Luba Vavrova

#### **ICMA Staff attending:**

Caroline Bixiones, Octavio Chavez, Lauren Crawford, Brancy Finkler, David Grossman, Ross Hoff, Joe Lombardo, Barbara Moore, Sandra Tripp-Jones

#### 8:30 A.M. <u>Welcome and Introductions – Mark Watson and Peter Agh</u>

Mr. Watson provided a warm welcome to all participants in the room. All participants introduced themselves.

Mr. Watson described the agenda for today's meeting. Mr. Watson announced that the board has decided to have an international meeting every 3 years and have asked that the International Committee take part in these meetings as well.

#### 8:45 A.M. <u>ICMA International Contract Programs Update and Opportunities for Member</u> <u>Involvement – David Grossman</u>

Mr. Grossman provided an update on ICMA's international programs. Mr. Grossman welcomed all participants in the room and asked the international staff to take a minute to discuss what they do on a daily basis. ICMA international has had a very successful year and has had quite a bit of resiliency. We set an all-time high revenue record of over \$19 million, which resulted in a \$3.2 million dollar net contribution to the organization. Mr. Grossman explained that our highlight program won lately was the CityLinks program. We have solidified the partnership with our Chinese partners (CUPL) and we have

been endorsed by the Department of State in their eco-partnership program. In the last few weeks the U.S. EPA has endorsed our concept of putting on a Brownfields conference in China. Mr. Grossman invted the participants to speak with him over the next few days.

Ms. Moore invited everyone to come to the international booth to find out about opportunities to become involved in programming that ICMA is doing.

Ms. Finkler explained that she started at ICMA 14 years ago. She has had a variety of programs over the years. She expressed her thanks to the committee members for their involvement.

Ms. Bixones stated that she is a Program Manager on RAMP-UP which is a project focused on local services such as trash collection and helping small businesses. She also works on a program called MAIL that teaches the Afghani's the basics of managing organizations such as writing a work plan and how to improve processes.

Ms. Crawford explained that she is also a Program Manager on several USG funded programs. Additionally, Ms. Crawford works with ICMA's International Affiliates and the International Committee.

Mr. Lombardo the director of Citylinks came on board about 6 months ago. Currently, they are partnering in Honduras – who has been involved with environmental design – and gang reduction. The president of Honduras will be presiding at the function. We are in early discussions with several other areas around the world to start the Citylinks exchanges. We want to continue to reach out to the membership.

Ms. Tripp-Jones has been with ICMA international for three years. She works on MAIL, CAWSA, and SIKA-West and also has a focus on training. She has also led a program in ASEAN regions regarding municipal finances.

Mr. Chavez talked about his program in Mexico. He had just finished a project at the World Bank called PPIAF in December. A new program just began focusing on creating resiliency through open budgets and community policing. We are also seeing ways to promote professional management.

Question: Mr. Bobkiewicz: Where is the growth for ICMA?

Mr. Grossman: We take advantages of opportunities and are looking for more strategic programming in regions. We want to enhance our programming in Africa and are working on obtaining further work there. We would like to expand to the ASEAN region. There is quite a bit of follow on work like in Africa. We'd like to increase our public safety and crime prevention programs throughout the Americas.

Mr. Grossman requested that if you are interested in opportunities to please visit the booth.

Mr. Watson remarked that he was able to travel with Octavio to discuss city management further and it was very enlightening and was a great career opportunity.

### 9:00 A.M. <u>Update of ICMA 3<sup>rd</sup> International Vice President & Meeting of the ICMA Executive</u> Board in Bratislava –Peter Agh

Mr. Agh was pleased to announce that ICMA's first 3<sup>rd</sup> International Vice President, David Johnstone, is present in the room. It was quite a long process to get the 3<sup>rd</sup> VP. The executive board had a board meeting in June of this year. All 21 board members had an onsite board experience with the Slovak association meeting, and in the Czech Republic. Some board members stayed a little longer afterwards. What's important for the international part of ICMA members is that the board has decided to this every 3 years. We don't know yet when the next board meeting will be but will be in conjunction with an International Committee meeting. Coming up soon we will need to decide where that will be. We will be celebrating ICMA's 100 year. The President Elect, Simon Farbrother, will be president during the 100<sup>th</sup> year of ICMA. Mr. Agh invited everyone to feel free to discuss anything upcoming with ICMA staff or ICMA's board.

#### 9:06 A.M. City Management in Changing China

Jun Wan is one of the board members of ICMA-China Center. Mr. Wan commented that it makes sense for ICMA's structure to include the ICMA China Center. The partnership began in 2008. In 2011, we established the ICMA China Center. In 2012, the China Center partnership was officially approved. The center will provide a wide arrange of activities. The China experience is that we face a lot of new challenges. China is developing country that has experienced rapid urbanization. There is a large challenge for China to provide services to its large cities. They have been talking about city management and organizing around environmental and service management. Pollution has started – the progress is still relatively slow. The public has a weak awareness of bylaws and regulations so there are quite a bit of problems enforcing the laws. Problems of urbanization have become an important theme. International cooperation will be a very exciting thing for the future.

### 9:13 A.M. Review of April 2012 International Committee Meeting and Study Trip in Tokyo and Sendai, Japan – Mark Watson

Mr. Watson explained that he met with a number of officials during the spring IC meeting. Mr. Watson explained that our host was Council of Local Authorities for International Relations (CLAIR). They have a large office in Tokyo. CLAIR coordinated all official visits and introduced us to Japanese local government. They arranged for programs on sustainability and emergency management and provided translators and social visits. The ICMA delegation consisted of 14 members and 8 partners. Canada, Slovakia and the U.S. were represented. ICMA President Elect Simon Farbrother, ICMA VP Peter Agh, and staff Ross Hoff also attended.

The official visits by ICMA were with the Japan Association of City Mayors; Japan Ministry of Internal Affairs and Communications; CLAIR-Council of Local Authorities for International Relations, officials of Miyagi Prefecture, and the Executive Director of Sendai International Airport.

Mr. Watson showed some photos of the trip and explained that they did have a few moments to see some sights while in Tokyo as well.

Mr. Watson explained that they did have an official meeting with the Tokyo Metropolitan government and discussed energy conservation and learned about their efforts to go green and incorporate

sustainability into their operations. They have begun calculating the energy consumption of their buildings. They can get energy savings and have developed some programs to help achieve that goal.

There was a travel day to Sendai after the Committee meeting. The committee took the train to Sendai. Mr. Watson explained that you do not hear much about the Japanese City of Sendai. The size and composition is very large community. Mr. Watson said that they are famous for beef tongue and spent some time with good friends and seeing the sights there.

The committee was also taken to Sendai Airport, which became the symbol of recovery following the March 2011 earthquake and tsunami that struck the region. 600 people were in survival mode at the airport for six days following the tsunami. The airport was an island for passengers and local residents. Mr. Watson explained the experience of being trapped in the airport. The whole valley had been covered up. The wave came into the building and the individuals had to get on the second floor of the airport. The structure was not in place to handle such an emergency. They had to raid the stores in the airport for food. All electricity was gone. All batteries for cell phones were used in hours. Mr. Watson explained you had to try to understand the loss of over 10,000 people in this general area to understand the magnitude. A sincere "Arigato!" to CLAIR from ICMA. Hope to see everyone at KOMDIR 2013 in Copenhagen!

#### 9:26 A.M. <u>International Happenings – Lauren Crawford</u>

Ms. Crawford presented on the different sessions and events happening at the conference and included within the International Committee packet and invited individuals to see her if they did not receive an invitation to the International Reception.

### 9:30 A.M. Review of July 2012 International Committee Meeting in Washington D.C. – Mark Watson

Mr. Watson explained the goals of the committee target where we will have meetings over the next three years in order to ensure that ICMA International is the new normal and becomes routine in what we do. At the July meeting, the committee was very strong and resolute about ways to interact internationally. This meeting was the first attempt to have a web-based conference. It was a full committee meeting and we received good feedback from it. If you want to continue that - you will be able to talk to your new chairman. We are hoping to do more than just an ICMA committee meeting mid-year and at the conference. We do want to focus on marketing and specifically international marketing. In the notes you will see the priorities as set forth by Bob O'Neill. A large portion of conversations and marketing is taking the information we gather back into the association and make international part of the routine process. It's a great opportunity to have information exchange. Many of the IC members were able to publish articles and we hope this trend continues. This afternoon we are going to talk about some of the committee roles and to have some of the initial discussions surrounding roles. The goal is to meet with the board and to get the work groups together. Mr. Watson explained that the thing that was very exciting about this committee is that there is a re-charging of the batteries and to really make things happen and to work with International team, providing connections.

#### 9: 36 A.M. <u>Break/Networking</u>

# 10:10 A.M. State of the Affiliates and Relations to ICMA; Affiliates Written Responses to Questions on Issues and Matrix of Formal Affiliates Agreement Status – Lauren Crawford

Mr. Pearson assumed IC Committee Chair position. Mr. Pearson presented Mark Watson with a plaque for his service.

Mr. Watson explained that he would be glad to help out with the committee and will get to continue to see some wonderful places.

For those that haven't heard, Mr. Watson is going back and working on his PhD. He is still here to support the committee in any way he can.

Mr. Gaston expressed his appreciation for Mr. Watson's time. Mr. Gaston asked that the new committee members stay involved in international activities and keep the enthusiasm for international at the forefront.

Mrs. Svcrek expressed her thanks for the volunteer sprit exhibited in the committee group. She has asked each board member to be a liaison to the committees and to report out in the future. She expressed her excitement for the things to come in the next year.

Mr. Farbrother expressed thanks to the international audience and expressed his desire for the audience to continue to make a difference. There is an expanded consciousness to expand ICMA's work internationally and we should continue down this path.

#### 10:18 A.M. **Affiliate Matrix**

Mr. Pearson talked about communications, staff support from ICMA, and NextGen focuses over the next year. To build upon that, an affiliate matrix was developed laying out their membership and organization. The membership that we have today is something we have going forward. Mr. Pearson asked how we can get some of the contract work involved with affiliates and have something that we might want to think about going forward?

#### 10:25 Comments solicited by Mr. Pearson

Comment: Mr. Bergman expressed concern about the focus only on the membership aspect. Membership is something to track long term, but we do need to find more metrics to add. It is worth some effort to talk about what other metrics to come up with. We might want to look at participation in conferences, communications, tracking emails, phone calls, some other ways to track participation and involvement.

Q: What is scoring?

Mr. Pearson talked about keeping track of work and marking progress. Within three years, we want to be able to determine if we have been successful in deepening the relationships with affiliates.

Q: Participation on conference committees, participation in the larger organization. Open invitations and how those interact.

Mr. Pearson talked about participation in the Knowledge Network.

Mr. Bobkiewicz: Are there any international membership schemes? Is that in the mix to be offered to other programs? That discussion has been on the radar.

Mr. Ed Daley: Membership question is not about money. It is about broadening access to ICMA. Getting more people in more countries aware and knowledgeable about what we have to offer. We need to be promoting that. Membership is not a figure just in itself. If there are professional conferences we have to figure out how to promote the profession. We all work under different rules. We should all have the same standards. Maybe we need to talk about our initial investment say in Mexico. It might be time to talk about some of the international proceeds from our international work.

Mr. Pearson explained that membership is not the end all be all and it's not just about increasing our numbers.

Q: Best practices should be two ways. Did some work with Katrina? The Dutch have this figured out and try to set up an exchange and start to exchange both ways not just U.S. out. We need to figure out those best practices and get them hooked in.

Mr. Pearson: We could put out a white paper on international disasters. We have to find ways to incorporate the international perspectives and to ask the committee to bring in that international perspective. We as members can get this international exposure back.

Mr. Bergman: In terms of information sharing, ICMA tends to focus on current information and it's geared to a much more western oriented environment. ICMA has quite a bit of historical documents that are much more "how-to" documents that are more for applicable in some developing questions. Going back to some of those early documents we talked about might help

Mr. Garvey explained that everyone wants to be members of an organization if there is value. We need to focus on adding value, enhancing the flow of the quality of information. Beefing up the KN, insight that is not just all ICMA has. There is a wealth of information on the other side as well available to us. The question to membership will take care of itself. We should focus on the two way exchange. Communicating to the membership as well.

Mr. Pearson talked about putting more pieces back together and we can ask for staff support but we have to generate some of the text. Many folks are doing the trips and exchanges and then talking about that to help with content.

#### 10:40 A.M. Develop and Prioritize 2012-2013 Committee Work Plans

Mr. Pearson discussed the description of the role of ICMA International committee members that Mr. Watson drafted. Specifically, IC members will be participating in subcommittees or study teams. Additionally, we all have communications with our state assocations and we should be utilizing these

and reporting to chairman and committee on our interactions. We should build in more time for communications back and forth. Liaisons will react accordingly and establish strong relationships.

Mr. McRadu asked for an example of what we are supposed to do.

Mr. Pearson: We provided a contact list to you depending on who you are assigned to. We are asking what might be relevant and pulling that into the general audience. Find out how you can support them and inviting them to the table.

Mr. Bergman said that he had been a liaison with the Sri Lanka and India affiliates. Mr. Bergman would talk quarterly and have some email correspondence, and there can be an annual work plan between ICMA and the affiliate. What is it that you want to work on, what is going on in your area? Are there some things that we can work and share and collaborate on? It is a way to do what is the value added which are the professional relationships with other members and participants in the field. The technical knowledge is a bonus.

Mr. Pearson commented that it depends on the relationships.

Mr. Bobkowitz commented on his contacts with SOLACE and the items he was able to share with the leadership to provide some context. For example, Chief Executives in the UK are having their salaries published in newspapers. Affiliate liaisons should subscribed to affiliate publications.

Mr. Grossman pointed out the obvious that many of the staff has business relationships with staff. However the liaison should be coordinated with staff input.

Mr. Pearson explained that if you are on the roster that you would take on one or more of these country relationships and to reach out to colleagues in whatever way appropriate manner is.

Mr. Hammon said that he has done the country affiliate relationship work and that it is not just a US member thing but also affiliates engaging more with us as well. We need to ask our affiliates to generate the same information we provide or ask for. There are things happening worldwide that we can take advantage of as well. Two way push for information and utilizing the PM magazine or newsletter.

Mr. Jalliet explained that someone should try to go to their conferences as well. He has found that they were gracious and it was a wonderful sharing experience. Learned a lot about how they run meetings and to see that the ICMA member was present and among them.

Mr. Bergman explained that the types of contacts that the members should track to create accountability.

Mr. Pearson explained that we do have some staff capacity to help with as well in those contact made.

Mr. Bob Jean: What is the Netherlands is doing internationally? This is one question to ask the affiliates – what is your association doing internationally? The Dutch managers have a huge involvement and so does SOLACE, who else is doing work out there?

Mr. Rigoni took part in the IMEP program and explained that the manager from New Zealand stayed for a week and although he was hosting he learned about quite a bit from that relationship and encouraged individuals to consider hosting managers if the logistic works. It was a wonderful cultural and educational exchange. The individual to individual is the most rewarding.

Mr. Jalliet would be interested from coordinating that from Boston and lending whatever support we can from Boston.

Mr. Pearson said that several Swedish managers are doing a study tour trip and to start by starting those personal relationships and starting that back up and build the value and the relationships.

Mr. Garvey noted that he is the International Committee's representative on the Boston Conference Planning Committee and that too often the plans for the conference gets fairly set before we start to look for international participation. He asked for support and agreement to identify international speakers early on and to make it more meaningful and personal.

Mr. Pearson also serves on Boston Conference Planning Committee. He asked committee members to provide Mr. Garvey with topics for the Planning Committee to consider.

Mr. Terry Zerkle: We should contact all of our affiliates for programs topics and suggestions and compile it for the Planning Committee before they meet. For the planning of the Phoenix conference, he received great suggestions from 15 to 20 affiliates, demonstrating that there is interest. It is just a matter of people being asked.

Ms. Thomas: We were excited to meet Al Rigoni and talk about the one-on-one exchange. SOLGM has made the next gen and new and emerging relationships a priority.

Mr. Pearson: Some folks have large youth populations and other have older. One concern that we have is that there is not a large NextGen representation on the committee. It is harder for younger folks for to pay for travel to the committee's meetings. How do we tap their involvement and energy?

Mr. Eggelston aksed if we are trying to attract international people from international affiliate conferences. ICMA offers ½ off registration rates for first time attendees from outside of North America. Is there a way perhaps to attract more international participants?

Mr. Pearson believes there is ways to get this done. Find out what the issues are and figure out what way to go forward.

Mr. Eggelston talked about connecting internationally through social media.

Mr. Daley said that it was a record year for ICMA International. He would like to propose a subcommittee of 3-4 people to create a proposal about how the profits can be re-invested to support next gen involvement in international study tours and to bring more international attendees here. We should ask the board to look at this as part of the annual budget.

Mr. Pearson said here is a young manager being involved (Mr. Agh) who got some assistance early on.

Mr. Farbrother said the discussion was very timely given the work of the the Task Force on Financing ICMA. It's important for the International Committee to communicate what is important and offer a financial model.

Mr. Pearson said that membership development should stand on its own merit without funding. The board has responded favorably to the committee's previous concrete recommendations that were presented to with persuasive reasoning.

Mr. Daley said we don't want to miss the point and opportunity and we need to keep working on it.

Mr. Pearson said we should stick to developing these relationships and the types of tools we can include. He will put out a call for volunteers to serve on subcommittees.

### 11:14 A.M. <u>May 2013 Meeting and Study Trip of the ICMA International Committee to Copenhagen, Denmark with KOMDIR –Lars Wilms.</u>

Mr. Wilms introduced himself and explained that he is on the executive committee for KOMDIR. Mr. Wilms will draw up the program and the elements of activities in Copenhagen, Denmark. KOMDIR looks forward to hosting the trip in May 2013. The dates are April 30 - May 3. The plan will be a 3.5 - 4 day trip. (SEE ATTACHMENT). During this time KOMDIR will celebrate its' 100<sup>th</sup> anniversary. Apart from the meeting and festivities we will introduce items from a Danish perspective. We have general perspective, items, and topics for a starting point for dialogues. We have planned six items: 1. Role of local government in public sector in Denmark. 2. Parliament has nothing to do with carrying out public service a recent reform that will be evaluated; reform was negotiated before legislated.
 3. Cooperative relations between local government and parliament. 4. Sustainability – turning Copenhagen to a greener city (cycling). If we can realize the plans you will experience the city by bicycle but it has to be confirmed. You have been warned and you can protest. 5. The other topic is the digitalization of municipal service. 80% of communication must be digital to citizens. 6. Cooperation between private vs. public sector and we would like to take you to a business organization in Denmark and they will comment on the question with regards to how to turn efficiency to the public sector and taking over municipal tasks. We will try to bring them into the discussion. There are also plans to take you out into the country as well.

Mr. Pearson said that it is more affordable and looks to be between \$950-\$1150 to get to Copenhagen. One of the main things we want to emphasis is taking them into the membership and enhancing the affiliate roles.

#### 11:25 A.M. Conclusion of Meeting

Meeting adjourned.

International Affiliate Organizations Meeting
October 8, 2012
2:30 – 4:30 P.M.
Phoenix, Arizona
ICMA Conference

#### I. <u>Welcome and Opening comments (Simon Farbrother)</u>

ICMA President Elect Simon Farbrother welcomed the group and explained the purpose of having two separate meetings: 1) for the international committee and 2) focusing on international affiliates.

#### II. <u>Self-Introductions of attendees in room</u>

Attendees introduced themselves at each table.

#### III. Affiliate Reports

SOLGM: There is quite a significant local government reform occurring currently. After the last national elections, there was a new minister of local government elected. We have a bill before parliament that seeks to make it easier to reorganize local governments. It seeks to redefine local government. It allows the Minister of Local Government to interfere with low performing councils. We are looking at things like what should be carried out by central government and efficiency of services. There is also a move to look at our water services and functions. There is a difficult financial environment as well. The rebuilding of Christchurch has been a process in itself as well.

MuAN: We have 58 municipalities. All municipalities are a member of our association. MuAN promotes autonomy. We have several affiliations. MuAN provides guidance on many social and governmental issues.

KOMDIR: The main agenda in Denmark currently is innovation. We have 5.5 million inhabitants. The main challenge in the coming year for Denmark is budget and cuts. We have to do more with less but also while inspiring our staff. We have to innovate, innovate, and innovate! We work to utilize new technology. We will focus on developing new technology in core services: education, healthcare, etc.

CAMA: We have been promoting best practices, and guidance in front of federal issues. In particular, municipalities are facing large infrastructure deficits. A growing issue is the need to upgrade and maintain infrastructure. We have taken on a role with the federal government for infrastructure funding. Some of the other issues within the country are protecting the level of service. Some municipalities are sharing social services such as welfare and housing. Protecting civil service is also a key issue. At a political level, there is a need to protect having independent public services. We have talked about doing more research and support of our provincial associations as they lobby for the role of the city manager. We are also looking at our strategic plan to put together research papers. We will be focusing on creating more resources for our members with regards to best practices.

Slovak City Managers Association: We have 110 active members of municipalities. The current largest issues are financing day to day operations. In central Europe there is a flat tax of 19%. We are facing not only reductions of service but we will have to raise other taxes. We raised property taxes by about 15% just this year. The other larger issue is reforming the system. We have 8 regions and then the lowest level is cities and towns. Mr. Agh pushed to have professionalism in every level and has tried to push the effectiveness side for a new law about local government within country. We have been discussing Slovak separating from UDiTE. We would like to see something like ICMA Europe operating again.

ICMA China Center: China is in the process of urbanization. The Chinese government has a projection that over 70% of the population will be in an urban environment. The center was established early this year and we have done some initial work within China. The first successful part of the partnership was establishing the Eco-partnership under the Department of State. Under the eco-partnership we can do work for training of governmental officials focused around clean environment and air. We want to share opportunities with the ICMA members and the organizations present. ICMA China Center is trying to organize a study visit to China by local government officials. Preserving cultural and historical areas is a big issue currently and creates jobs for communities.

SOLACE: In the context of local government in the UK: the change of government two years ago came in with two priorities 1) address national debt (reduce public expenditures – where local governments have been reliant on) 2) the big society (shrink the state – less reliance of the citizen on services). They believe in localism and somewhat started well on this path. Previously local governments were being monitored by the national government. They put a hold on local government reorganizations. SOLACE has done some work predicting funding for local governments over the next 5 years and has lovingly referred to it as the "graph of doom." The minister has attacked the salaries of local government employees and the SOLACE membership is becoming a little nervous about attending events and speaking up. There is difficulty supporting international relationships in the past that we previously have been able to. SOLACE has given notice to UDiTE that they will be removing its membership and encourages an ICMA Europe type organization.

#### IV. Briefing on ICMA's International Committee (Clay Pearson)

- a) Priorities / Summary of discussion focus for IC coming year
- b) Invitation to attend spring meeting of the Committee and the Danish managers meeting in Copenhagen, May 2013
- c) Bringing international perspective throughout ICMA as a normal part of doing business

Mr. Pearson spoke about the KOMDIR meeting in Copenhagen. There will be more information to come to the group. As far as the committee work is going, a large push will be for the committee members to be more active with our affiliates. We will begin to get questions to the IC members about signing up for responsibilities. We need to build up the professional relationships between our affiliates and ICMA. We will continue to focus on bringing the "I" in International to the forefront. One item

that the liaisons will be asking affiliates about is involving international components earlier into the Boston program.

#### V. Moderated Discussions/Roundtables on:

- 1) Needs of affiliate members that ICMA can assist, and
- 2) What affiliates can add to the ICMA experience
- 3) Group back together for tables to report

Table # 1 Report: We discussed various ways of affiliation currently going on. How successful partnerships are currently working together. In particular, LGMA and SOLGM work together on a management challenge that allows for local governments to bring staff together and have a scenario and compete against jurisdictions. As they go back to their own local councils they have made contacts. Other successful relationships have come from sister cities relationships as with the case in Denmark.

Table # 2 Report: We can improve and enhance the relationship between affiliates and the IC committee members. There are several options of how to interact. The assigned IC member can do a needs assessment type process and to see where the skills can be transferred. Another type of need might be with training. We might be able to find the skills within our membership to help with the training and then finding a way to make the training possible.

Table # 3 Report: The discussion focused further on study tours and the exchange program. We talked about students and bringing the next generation into local government with the emphasis on the importance of local governance and the profession. There might be a way to sponsor students to attend conferences. As far as the IMEP, we need to get more detailed information to affiliates and what to do to make it work. An idea might be to get more managers reaching out and involved in the program. There is no substitute for direct interaction and see how local government operates differently in other countries. We need to keep a list of each other's meetings on our websites and invitations sent to other members. We need to remember to do this. The concept of doing topical study tours and organizing travel on a particular local government topic is of interest.

Table # 4 Report: Explore more fully web technology as a means of involving more people. We also mentioned the exchange programs. We did feel the need for some clarity about member benefits for the affiliate membership base. We all like the "Life, well run" campaign and should start exploring the same theme into the context into the other countries. There is a group in Europe and start exploring together the possibility of ICMA Europe. Possibility to support work happening in emerging democracies.

Mr. Farbrother commented on the Life, well Run campaign. In Edmonton, they have created a video that is relevant to their community. What we have seen in the U.S. is the state associations have really been interested in adapting the message to their communities. When the IC committee had its meeting in D.C. it was very fruitful. There has been a shift but there is still much further work to be done. Mr. Farbrother expressed his thanks to the attendees in the room.

# ICMA International Committee Meeting in Denmark Update on KOMDIR activities, Mid-April 2013

#### The Teacher Lockout

Local Government Denmark (LGDK) and the central teachers' organization are in the process of negotiating a new agreement on how to plan the daily working hours for all teachers employed in primary and lower secondary schools. They have not been able to conclude an agreement yet. In consequence of this – and on behalf of all Danish municipalities – LGDK has implemented a lockout affecting 60,000 teachers and 875,000 pupils. The conflict reflects the Danish labour market model in which the various parties resolve conflicts themselves. The conflict runs until the two parties find a solution through negotiations or until the Danish Parliament (Folketinget) decides to intervene by law to end the conflict. At the moment the lockout has lasted for two weeks.

#### The School Reform

While employers and unions disagree on teachers' working hours, the national Government is preparing a reform of the Danish public school to ensure more classes for all pupils and improved quality of teaching. The purpose is to challenge all students to reach their full potential by raising standards, especially in Danish, Maths and English. The new initiatives are expected to be implemented by the start of the school year 2014/2015.

#### **Evaluation of the Municipal Reform**

The Government has evaluated the local government reform that came into force in 2007. The evaluation report published in 2013 shows that the public sector has been strengthened and that public services have been consolidated in terms of professional and economic standards. However, the report also shows that there is still room for improvement in the way municipalities and regions work together when it comes to highly specialized social tasks. At the moment, the report is subject to a consultation procedure after which decisions on necessary changes will be taken by Parliament.

#### A Plan for Growth and Efficiency

"Growth Plan DK" is the Government's new plan for creating more jobs in Denmark. Since 2008 the international economic crisis has resulted in a decrease in private sector jobs and, hence, in higher unemployment. In April 2013, the unemployment rate in Denmark is 6% of the workforce. In recent years, the Government has supported Danish economy by investing in public works and by implementing several welfare reform initiatives. As Danish economy is still being challenged, the ambition of the new plan is to reduce public spending until 2020 and make room for further private investments in order to increase productivity and competitiveness in Danish enterprises.

To: Members of the ICMA International Committee

From: Mark S. Watson, Chairman

Re: Role of the ICMA International Committee Liaisons

Date: October 7, 2012, Phoenix, Arizona

**REVISED Feb 2013 CJP** 

#### Members of the Committee:

The International City/County Management Association has developed relationships with 26 affiliate organizations around the world as of April, 2012. The agreements recognize an official relationship with similar type organizations of representing local government managers and local governments in other countries. Today, nearly 337 International members of ICMA are represented through their affiliates or individual membership. With most international individual managers coming from Canada, other groups that are active in the association include Australia, New Zealand, the Netherlands and many others.

The International Committee represents the ICMA Board of Directors in a role as liaison to those countries with affiliate agreements. Additionally, the Committee may be called upon to study any initiative that goes beyond North America, such as sustainability. The International Committee represents knowledgeable members of the association that are aware of the potential of learning new ways of public management and best practices outside of our own country. It is recognized by the ICMA leadership that the international perspective on issues is of great value to public management, as recognized through the addition of a third Vice President to the ICMA Board of Directors in 2011.

Much of ICMA's active revenues come from International activities conducted by Mr. David Grossman and his staff members. Sources of grants may be attained in partnership with private companies, non-profits or through the U.S. Agency for International Development. The United States and ICMA may be represented through presentations, studies, exchange teams or active "boots on the ground" where needed.

This information is shared with the committee to frame the importance of the committee's work. Each one of its members needs to be familiar with the overall projects of the ICMA organization and the affiliates it is involved with. In July of 2012, members of the committee met in Washington D.C. and via teleconference to discuss the future directions of the committee. Communication between affiliates and the general membership was a primary matter of discussion. The group focused on the general effort to mainstream the international aspects of local government management. Rather than continuous discussion of the "I' in ICMA, our goal would be to mainstream that best practices are best practices, wherever they may come from.

Commitment and Dedication of the ICMA International Committee members to the work of the group will be needed in the coming years. Continuity of its business should continue despite turnover of the committee and each member should be an active

participant. To insure clarity of the expectations of membership on this committee, the following are identified:

- 1. Members should be willing to attend and participate on all sub-committees or study teams of the International Committee
- 2. Recognizing that the International Committee holds a **Spring meeting in another country each year**, the Committee member is expected to make all efforts, even at his/her own expense to attend. These meetings are an opportunity to represent ICMA at the highest levels. This includes and notes that the ICMA Board has identified that they will conduct a joint Board of Directors/International Committee meeting every three years at an off continent location beginning in 2015, so attendance is strongly encouraged
- Committee members will be asked to represent ICMA as a liaison to a particular country or country region. Familiarity, past involvement, or language capacity with an affiliate may enable the Chairman to assign you as a liaison to that country.
  - a. The committee liaison will establish routine and regular (once a month is desirable) contact with our primary contact in-country affiliate, whether an Association representative or individual contact for the purpose of achieving regular contact. Work at developing deep contacts beyond the lead too, when opportunities present, for back-up and continuity of the relationship. Change of contacts should also be delineated and notation of changes in the affiliate's leadership. Assist the affiliate and routinely share information with the committee and assist with writing articles/updates to the general ICMA membership.
  - b. The International Committee members will assist as ambassadors to affiliate visitors in attendance at the ICMA International conference
  - c. Respond to inquiries in a timely manner from the affiliate country representative and assisting when needed to find information about best practices, contacts or other information
  - d. The Committee liaison will interact accordingly in a leading role with the affiliate based upon the historical nature of the relationship while still encouraging meaningful knowledge exchange and establishment of strong relationships. Inform the Committee on the issues within their assigned country. We definitely need to cover the countries where ICMA has active program or desires to provide new programs such as China. The member should demonstrate continuing interest and be ready to step up to the plate if there is need for assistance, grant preparations to serve the country or matching a knowledgeable person with visitors to our country or ICMA.
- 4. Be willing to assist ICMA staff with proposals for development

- 5. The International Committee members will report on international activities back to their state associations and boards, for the purpose of keeping international information in front of their state and other professional associations.
- 6. Recognize that coordination on international activities may take many months for our hosts to organize, so timely response to the Chairman or other members of the committee are important.

The role of an ICMA International Committee member is one of increasing responsibility. New members and sometimes veteran members may ask about their role. This document is an effort to edify many of the roles that have developed for our committee. I encourage us to revisit this document from time to time and update as necessary.

Regards,

Mark S. Watson Chairman, 2009-2012 ICMA International Committee & City Manager, Oak Ridge, Tennessee

# Phone Conference – March 15, 2013 2 PM EDT International Affiliate Liaisons

<u>Invited Committee Members</u>: Lane Bailey; Greg Bielawski; Wally Bobkiewicz; Victor Cardenas; Ryan Eggleston; Michael P. Garvey; Tom Lundy; Grant McRadu Bill Monahan; Clay Pearson; Yulia Rasulova; Al Rigoni; Cynthia Seelhammer; Lee Szymborski; Dave Timmons; Mark Watson; Terry Zerkle

ICMA Staff: Ross Hoff; Lauren Crawford

**<u>Purpose</u>**: Provide tips and suggestions for interacting with affiliates

**Goal**: Have country reports prepared and compiled before Copenhagen.

#### **Specific Tips/Suggestions**:

- First identify who in the other organization is their main, best contact
- Determine the organization's capacities (e.g., membership base, staffing, meetings, publications, databases, mailing lists)
- Be sure the original affiliation agreement has been updated and develop a work plan for how ICMA and the affiliate can work together in the coming year, including deliverables
- Identify and exchange the top 3 to 5 issues facing local government in each country and the related information/resources available from each organization
- Identify and implement member exchange opportunities (e.g., IMEP one-on-one exchanges, group study tours)
- Document NGOs doing technical assistance work in developing countries and identify opportunities to collaborate with affiliates in developed countries to jointly apply international technical assistance funding
- Identify opportunities for U.S. state associations to work with the affiliate
- Be open to the possibility that there may be current affiliations that are no longer productive and should be dropped.
- Keep eyes open for new opportunities to work with local government professionals in other countries besides those ICMA is currently affiliated with.
- Identify opportunities to offer programs at each other's' meetings and conferences
- Get suggestions for ICMA conference speakers
- Provide calendar dates of international conferences to be added to ICMA's website

#### **Potential Areas of Collaboration**:

- Information Sharing:
  - Use of the Knowledge Network
  - o ICMA's (and partners) publications, resources, articles
  - Social Media
- Programs and Initiatives:
  - Discuss "Life, Well Run" campaign to raise community awareness of value added by city and county managers

- ICMA's various initiatives to support future aspiring managers through mentorships and training
- o "Range Riders" program
- o IMEP Program
- Training and Professional Development
  - Webinars
  - o ICMA University Seminars
- Support at each other's annual meetings
  - o Partner member attendance at ICMA's conference
  - o ICMA attendance at partner's conference
- International Grant Opportunities
  - o Current regional strategies for partner and ICMA
- Staff support/liaisons
  - What is needed
- Formulate a work plan and create a timeline for implementation

#### Report on Contact with ICMA Affiliate Partners

#### Greg Bielawski

#### 4/11/13

- 1. Within about a week or so of the "icebreaker"/introductory email from Lauren Crawford to the affiliates and after reviewing their websites and confirming contact information I emailed my three affiliates in two countries. The results so far are:
  - a. **Canada**-<u>CAMACAM</u>- Prompt response. Hoping to arrange a telephone call follow up for the week before our meeting in Copenhagen. Provided the questionnaire in advance and some information about myself.

#### b. Indonesia

- 1.) Cities: APEKSI No response.
- 2. Regencies: APKASI No response.

#### Memorandum Manager's Office

TO:

Clay Pearson, ICMA, International Committee Chair

FROM:

Albert J. Rigoni, Village Manager, Skokie, IL

DATE:

April 10, 2013

SUBJECT: LIAISON REPORT - NEW ZEALAND

Thank you for the opportunity to serve as the International Committee Liaison to New Zealand. I feel ideally suited to the assignment as I participated in the International City Manager Exchange Program in 2011 when I hosted a New Zealand manager and his partner in my hometown, immediately following the ICMA Conference in Milwaukee, Wisconsin. I plan to complete the exchange this November by attending the New Zealand Society of Local Government Managers (SOLGM) Conference in Wellington, New Zealand.

I have communicated with the executive director for SOLGM, Karen Thomas. I focused upon these items:

- A review of the Affiliation Agreement to determine if SOLGM desires any changes. The Agreement was executed in 2007 and the final provision of the Agreement requires a review within five years.
- 2. I requested a document providing an overview of the membership number of managers vs. assistant manager, etc.
- 3. I requested the SOLGM viewpoint as to the most important three to five issues to local government in New Zealand.
- I invited SOLGM to consider providing names of speakers for the 2013 ICMA Conference in Boston.

Best of luck for a great meeting in Copenhagen.

c: Ross Hoff Lauren Crawford On Apr 12, 2013, at 4:38 PM, "Ryan T. Eggleston" < <u>REggleston@sftwp.com</u>> wrote:

Good Afternoon Clay:

As was requested, I wanted to send you a brief update of how my outreach to both Germany and Ireland are going.

Recently I've sent via email a welcome and introduction note to the 1 member we have in Germany (associate) and the 4 members (full) we have in Ireland, just beginning our outreach efforts.

Here are the individuals I've made contact with:

Ireland

#### Sheehy, Edward J.

Full Member County Manager, Wicklow County Council Wicklow

#### Kearns, Hubert

Full Member County Manager, Sligo County Council Sligo

#### Hynes, Peter L.

County Manager, Mayo County Council Castlebar, Co Mayo

#### Dowling, Thomas Martin

County Manager, Meath County Council Co Meath

#### Germany

#### Stephan, Guenter F.

Affiliate Member Professor, Hochschule Kehl Kehl, Baden-Wuerttemberg

I'm still awaiting word back from the Ireland contingent, but I know they've all read my first correspondence. If I don't hear back from them by next week, I'm going to follow up with a second note.

With Germany, I'm very pleased to report that Mr. Stephan has replied to my introductory note and he has shared with me that his particular interests in local government center around Performance Management for local authorities, cost accounting and questions regarding the "energy change" in Germany. There is apparently a change in their country where they are closing all nuclear plants and trying to start a "green economy".

I'm going to follow up with Mr. Stephan and set up a date and time for a more in-depth Skype conference call hopefully in the next few weeks, and likewise try and do the same with the Irish ICMA members as well.

I hope this provides a brief overview of how things are going with outreach to Ireland and Germany, and I'm confident that this interaction will lead to positive outcomes and the growth of continued cooperation.

Take care and have a great weekend!

Sincerely,

Ryan

#### Ryan T. Eggleston

Township Manager Township of South Fayette 515 Millers Run Road Morgan, PA 15064

Phone: <u>412-221-8700</u> Fax: <u>412-221-7798</u> www.south-fayette.pa.us From: Tom Lundy [mailto:tlundy@catawbacountync.gov]

**Sent:** Sunday, April 07, 2013 9:37 PM

To: Pearson, Clay

Subject: Re: Task Request: Update on ICMA Affiliate contacts made, status, plans

Fyi-I've contacted Frans today by email to ask about joint opportunities for technical assistance, conference speakers, whether the Netherlands delegation would like help with tours around the Boston conference, etc. separately, Ross emailed me this week to let me know he has arranged to go by and talk with VGS about possible work plan ideas. I've also emailed ICMA to find out how current our affiliation agreement is with VGS.

TO: FROM:	ICMA International Committee	April 9, 2013	
SUBJ:	Report on Liaison Activity with **** (name of Affiliate)		
<u>Exchanges</u>	between ICMA and ****		
****'s prin	nary Membership/Organizational issues		
<u>Descriptio</u>	n of the three or four major issues facing local gov	vernment in ****	
<u>Possible po</u>	articipation in the ICMA annual conference (Boston	ı; Sept 21-25, 2013)	
<u>Upcoming</u>	**** events/activities		

### **ICMA Core Activities: An Overview**

#### **About ICMA**

ICMA, the International City/County Management Association, develops and advances professional local government management to create sustainable communities that improve lives worldwide. ICMA provides member support; publications; data and information; peer and results-oriented assistance; and training and professional development to nearly 9,000 city, town, and county experts and other individuals and organizations throughout the world. The management decisions made by ICMA's members affect millions of individuals living in thousands of communities, from small villages and towns to large metropolitan areas.

#### **Vision Statement**

We are the premier association of professional local government leaders building sustainable communities to improve lives worldwide.

#### **Mission Statement**

To create excellence in local governance by developing and fostering professional local government management worldwide.

#### **Value Statement**

ICMA supports local government professionals worldwide, the communities they serve, and the profession they value.

#### **Professional Local Government Managers**

- Work in partnership with elected officials to develop efficient and effective approaches to meeting their communities' challenges.
- Are non-partisan managers who take a holistic perspective guided by a long-term vision for the community.
- Commit to a set of highly ethical practices and maintain a deep sense of social responsibility as a trusted public servant.
- Focus on sound financial management, efficient and equitable service delivery, policy implementation, and local government performance evaluation.
- Ensure that services are fairly distributed and that administration of the community organization is based on merit, not favoritism.
- Help build community by developing partnerships with residents and local organizations.

#### **ICMA Priority Areas**

- Sustainability
- Performance Management
- Life, Well Run Campaign

- Next Gen Initiative
- Public Policy
- Fund for the Profession

#### **ICMA Members**

ICMA members are the key local government decision makers. They are the senior level city, county, and town executives whose decisions affect millions of people in thousands of communities across the globe. ICMA members see the community in its entirety, without being tied to one department, one interest group, or one political point of view. Working in partnership with elected officials, ICMA members help translate policy into action and visionary ideas into real results. They manage the day-to-day operations that keep services up and running, while planning for the future. They develop and implement the budget, procure products and services, supervise department heads, and engage community stakeholders.

Our organization supports nearly 9,000 senior local government executives and their staffs in cities, towns, counties, and other regional entities in the U.S. and 29 other countries. At the core of that group are nearly 6,000 senior local government executives. We also represent



directors of state associations of local governments, academics, students, and others who share our interest in improving local governance.

## ICMA State and International Affiliate Organizations

#### **State Association Relationships**

ICMA maintains close ties to state-based associations of local government professionals through formal affiliation agreements. These agreements outline how we can build on key strategic initiatives of mutual benefit. To date, 39 state associations have finalized these affiliation agreements, setting specific goals in collaboration with ICMA.

#### **State Liaison Program**

The ICMA State Liaison program facilitates communication and collaboration between ICMA, state associations of professional local government managers, and various national affiliate organizations. The State Liaison program taps and combines the skills and knowledge of senior ICMA staff members, a corps of ICMA senior advisors, and the regional vice presidents on the ICMA board.

#### **International Affiliates**

ICMA has affiliate relationships with associations of local officials in 21 countries.

#### **ICMA** and Local Governments

The U.S. Bureau of the Census shows 89,476 local governments in the United States, which includes special districts and school districts.

- ICMA's database of local governments includes all 7,506 municipal governments (including towns and townships) with a population of 2,500 and above, and all 3,033 county governments.
- The vast majority of municipal governments including towns and townships are below 2,500 population.
- In 2008–2009, local government direct expenditures totaled \$1.6 trillion.<sup>1</sup>

#### **ICMA Leadership Development Programs**

#### **Emerging Leaders Development Program (ELDP)**

ELDP is a structured professional development program for those new to the local government profession or within their first seven years of local government work.

#### **Leadership ICMA**

Leadership ICMA is a competitive, intensive two-year ICMA University program designed to cultivate key competencies needed for successful leadership at all levels of local government management.

#### **Young Professionals Leadership Institute**

This institute is being presented as a special two day offering to Young Professionals, on the Wednesday afternoon and Thursday morning preceding the ICMA Summits in the Southeast, Northeast, Midwest, Mountain Plains and West Coast Regions. Content includes identification of effective management and supervision styles and a session on life balance in a 24/7 work world.

#### **Gettysburg Leadership Institute**

The leadership lessons of the Battle of Gettysburg bring fresh perspective to the challenges of public sector management during this highly interactive 3 day program. Participants study the strategies of leaders during the battle by standing on the sites and walking Pickett's charge as well as spending classroom time discussing current leadership concepts from Daniel Pink and Jim Collins.

#### **Senior Executive Institute**

This 7-day leadership program is offered in conjunction with the Senior Executive Institute of the University of Virginia and held in Charlottesville, Va., in late spring. The core of the program is the study of leadership and the leader's role in high performance organizations.

## ICMA Training and Professional Development

#### **ICMA University Workshops**

Designed to benefit communities of all sizes, ICMA's workshops use a range of tools and techniques to enhance the learning experience. Participants discuss key issues, learn from best practices, and have an opportunity to apply lessons learned without leaving the office.

#### **Local Government Training**

Promoting an ethical culture in local government is a key professional training priority at the very core of ICMA's mission. Since the development of the ICMA Code of Ethics in 1924, ICMA has built and continuously updated an extensive knowledge base of case studies, model local government documents, and advice on ethics issues. This knowledge base has been translated into training courses, consulting services, ethics textbooks, and other educational publications designed to further

<sup>&</sup>lt;sup>1</sup> U.S. Census Bureau, 2009 Annual Surveys of State and Local Government Finances.

the organization's mission throughout the world and continue to make ethics training for local government one of our top professional development priorities.

#### **Mid-Career Manager Institute**

The Mid-Career Manager Institute's overall objective is to enhance and develop participants' leadership abilities and effectiveness. This is accomplished by providing: broader understanding of their responsibilities as leaders; perspective on some of the critical leadership and management issues facing mid-career managers; and understanding and awareness of concepts and techniques relevant to local government management.

#### **Annual Leadership Institute**

An annual event held in conjunction with the ICMA Annual Conference. The Annual Leadership Institute provides an opportunity to connect members across generations and experience levels who all share an interest in and commitment to leadership development. Participants engage in a critical examination of leadership and discuss what it means to be a public manager in this century.

#### The Knowledge Network

The Knowledge Network is the premier online community for local government. Launched in 2010 in a partnership between ICMA and the Alliance for Innovation, it facilitates professional networking and knowledge sharing for more than 20,000 users. The Knowledge Network's wealth of information is organized in 200 topics covering a broad range of local government issues from accountability to zoning. Through more than 7,000 documents, interactive group functionality, a blogging platform, and a popular question and answer feature, the Knowledge Network enables local government leaders to share their experience and expertise with their peers around the world.

#### Life, Well Run

With the federal government and many state governments facing a fiscal crisis and deep political divisions, our quality of life increasingly depends on effective local government and the creative, steady, and ethical skills of professional managers. Yet, as the profession enters its second 100 years, many senior managers are retiring. This confluence of circumstances is creating an urgent need to attract talented young people to the profession. How can we do this when so few people know anything about it or about the impact of local government on their lives?

Life, Well Run is the first step in addressing the impending shortage. It is a campaign to raise awareness of and appreciation for the value professional local

government managers bring to building communities we're proud to call home. A dynamic website, LifeWellRun.org, engages the public in learning about professional management. Social media, including Twitter, Facebook, and YouTube provide outlets for *Life, Well Run* videos and news. Elements of the campaign currently are being tested in pilot communities, with the intention of engaging ICMA members around the country in the campaign beginning in 2013.

#### The ICMA Annual Conference

The Annual Conference offers extensive educational, information-sharing, and networking opportunities for local government professionals to help them and their communities in today's complex environment. In addition to daily keynote sessions, there are typically more than 60 concurrent educational and Solutions Track sessions, 30 roundtable discussions, 23 ICMA University workshops and forums, assorted field demonstrations, and the exhibitions of technology applications designed to help local governments.

#### **ICMA Publications**

ICMA is a leading publisher of books, reports, survey research, training materials, and other resources used by local government management professionals, municipal and county associations, and colleges and universities. Areas of practice featured in ICMA publications include planning, finance, budgeting, economic development, human resource management, supervision, public safety, emergency management, and many others.

Recently published and core titles include those in the following list, all of which can be found in ICMA's online bookstore at http://bookstore.icma.org:

- A Budgeting Guide for Local Government, 2<sup>nd</sup> edition
- Capital Budgeting and Finance, 2<sup>nd</sup> edition
- Citizen Surveys in Local Government: A Comprehensive Guide to Making Them Matter, 3rd edition
- Economic Development: Strategies for State and Local Practice, 2<sup>nd</sup> edition
- Effective Local Government Manager, 3<sup>rd</sup> edition
- Emergency Management, 2<sup>nd</sup> edition
- *The Ethics Edge*, 2<sup>nd</sup> edition
- Homeland Security: Best Practices for Local Government, 2<sup>nd</sup> edition
- Human Resource Management: An Essential Guide, 3rd edition
- Leading Performance Management in Local Government
- Local Planning
- Managing Fire and Emergency Services [textbook and study guide]

- Managing Local Government: Cases in Effectiveness
- Managing Local Government Services: A Practical Guide
- The Municipal Year Book 2012
- A Revenue Guide for Local Government, 2<sup>nd</sup> edition
- Service Contracting: A Local Government Guide, 2<sup>nd</sup> edition
- Statistics for Public Administration: Practical Uses for Better Decision Making
- Strategic Planning for Local Government, 2<sup>nd</sup> edition

# ICMA Communication and Outreach Channels

Public Management (PM) magazine is ICMA's flagship member magazine. Published 11 times a year, it is available in print and online versions. From strategy to operations, with articles, case studies, leading practices, how-to's, data, and trends, PM aims to inspire innovation, inform decision making, connect leading-edge thinking to everyday challenges, and serve ICMA members and local governments worldwide in the pursuit of excellence in local governance.

Leadership Matters, the ICMA electronic newsletter, has a circulation of approximately 8,603 members and 34,278 nonmembers. The weekly newsletter is published in two versions—one for members and one for non-members. Both versions provide content about local government programs and information about events. The member version also has premium content and updates on ICMA members.

#### **Strategic Partner Program**

The Strategic Partner Program was created in 1996 as one of the primary access points for private sector participation in ICMA programs and activities. Strategic Partners have opportunities to assist professional local government managers by showcasing leading practice solutions and providing thought leadership.

#### **Survey Research**

ICMA has been conducting surveys on topics significant to local governments for many years. ICMA's database of local governments includes all cities, towns, townships, villages, and boroughs with populations of 2,500 or greater and all counties. The database includes Census population figures and identifiers that enable merging ICMA survey results with federal data. ICMA typically surveys thousands of local governments and makes the aggregate survey results available on the Web site. ICMA surveys local governments regardless of whether an ICMA member works for the local government.

 ICMA conducts surveys in collaboration with universities, federal agencies, and foundations.

ICMA will be conducting the following surveys in 2012–2013:

- Food Security
- State of the Profession
- Alternative Service Delivery
- Social Equity and Sustainability
- Police and Fire Personnel and Expenditures

#### **ICMA Web Conferences**

ICMA produces 90-minute web conferences and 150-minute web workshops presented by professionals within ICMA and the local government. These interactive educational programs cover a wide array of issues important to local government professionals. Categories include, but are not limited to, finance/budgeting, community building/citizen engagement, council relations, economic crisis, economic development, ethics, human resources, leadership, lean government, management, marketing, performance management/measurement, public safety, service delivery, and sustainability.

#### **ICMA Grants And Contracts**

#### **ICMA** International

Since 1989, ICMA International has provided donor-funded consulting and technical assistance for municipal officials and other stakeholders in developing and transitioning countries. Leveraging the experience and knowledge of ICMA's members and their staffs, we work in partnership with these officials to identify local challenges, design locally appropriate solutions, and build local capacity to carry them forward. ICMA International has successfully designed, implemented, and evaluated more than 500 international projects, establishing a solid reputation for its practical, hands-on approach to meeting global challenges.

#### **ICMA Program Centers**

ICMA Program Centers help strengthen communities by fostering peer collaboration, collecting and analyzing data, disseminating information, and providing direct technical assistance. The Program Centers bring an interdisciplinary approach to creating practical solutions to community challenges and emphasize performance and sustainability in their products and services. Specific areas of expertise include economic development, energy and the environment, livable communities, performance measurement and management, public safety and homeland security, financial planning and budgeting, organizational change, civic engagement, 311 systems and customer service training, and collaborative service delivery.



#### 10TH ANNIVERSARY ESSAYS

# Design-Led Innovation in Government

One of 16 special essays on how the field of social innovation has evolved and what challenges remain ahead.

By Christian Bason | 1 | Spring 2013

**7** hat does it feel like to start a new business and encounter government red tape and bureaucracy? What will it take to design a digital platform to help the unemployed rapidly find a voluntary mentor to coach them in finding a job? How can education reform be made tangible enough to spur real change in schools across an entire nation? And, not least, how do you systematically prototype, test, and scale up public sector policy and service responses to such challenges? These are some of the questions that the Danish government's innovation unit, MindLab, has taken on during the last decade. Based in Copenhagen and part of the ministries of Business and Growth, Employment, and Children and Education, MindLab was established in 2002. A small team of ethnographers, designers, and public policy specialists accepted the mission of involving citizens and business in co -designing new public solutions.

In Denmark, design has already been applied in a wide range of public sector settings, from rethinking waste

#### 10th Anniversary Essays

Sixteen special essays on how the field of social innovation has evolved and what challenges remain ahead.

#### **Celebrating Ten Years**

The Globalization of Giving

Design-Led Innovation in Government | 1

Out of London and New York

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management in Copenhagen, to reducing tensions between inmates and guards in Danish prisons, to transforming services for mentally disabled adults in the city of Odense. The design methods used are typically ethnographic-inspired user research, creative ideation processes, and visualization and modeling of service prototypes.

Denmark is in the forefront of design-led innovation in the public sector, but this approach is increasingly being adopted around the world. In the United Kingdom, for example, service design has grown rapidly over the last decade, driven by consultancies such as LiveWork, Engine, Participle, and Think Public, and by the establishment of

Consumer Rising: From Consumption to Production to Design | 1

The Mobile Continent | 3

Toward an Open-Solution Society

A Team of Teams World | 2

Jobs and Social Innovation | 2

The Empowerment of Arab Women

The Trouble with Winning

public or semi-public bodies such as NESTA's Public Services Lab, the National Health Service's Institute for Innovation and Improvement, and the UK Design Council's Public Services by Design program. Even in 10 Downing Street, the Behavioural Insights Team ("nudge unit") is looking to design for a more experimental approach to understanding user needs and prototype interventions (such as rewriting tax forms).

In the United States a broader design agenda for local and federal governments is emerging. What began as a focus on using technology to increase transparency (so-called Open Government) has shifted to focus on citizen participation, participatory democracy, service delivery, leadership practices, and organizational change. Central actors include for-profit companies such as IDEO and Local Projects, nonprofits such as Bloomberg Philanthropies and Code for America, and government initiatives such as Boston's New Urban Mechanics and the US Office of Personnel Management's new Innovation Lab.

The Asia-Pacific region is playing catchup, fast. In Singapore, the Prime Minister's Public Service Division established the Design Thinking Unit, with the mission to involve users in redesigning policies and services. And Singapore's Ministry of Manpower is working with IDEO and the UK government's nudge unit to redesign the work permit experience for expats.

It might sound as if design-led innovation is sweeping into governments around the world, at least in the Western cultural

In Denmark, design has already been applied in a wide range of public sector settings, from rethinking waste management to reducing tensions

sphere. But at least three major challenges stand out.

# between inmates and guards in prisons.

#### Creating authorizing environments

Although new entities ("labs," "centers,"

and "spaces") are created to help design take root, there is still a formidable challenge in embedding this approach within government. Ensuring funding, anchoring change in the organization, getting management buy-in, and actually executing the new ideas and solutions are all difficult. Many of the initiatives are still struggling to find their place as a legitimate part of the policy-making infrastructure.

Building and accessing capacity | Public sector organizations cannot rely solely on internal expertise for design-led innovation; they simply do not possess enough people (if any) with those skills. The market for consultancy services for public sector design, however, is still immature, and in some countries even declining (the UK is a case in point). In Denmark—a country with a proud architecture and design heritage—there is a growing service design industry, but no design consultancy has yet singled out the public sector as its main client; most are small and still working mainly for corporate clients, and many are still focusing on product design. Meanwhile, design education has yet to catch up with the growing need for service and systems design, and designers need to learn how to interact more effectively with government.

Opening up bureaucracy to co-production | When public sector organizations start taking a more user- or citizen-centric approach to innovation, they invariably discover that many other organizations play critical roles in people's lives. Human-centered design forces organizations to take a much broader, collaborative, and inclusive view of who needs to be part of the process of co-creating initiatives that will actually work in the real world. But social and public innovation that takes a citizen-centered and value-oriented approach is ultimately disruptive to the existing public governance paradigm. It is severely challenging to the command-and-control logic of hierarchical organizations and to the linear (if unrealistic) logic of the policy-making process.

Where does this leave us? In spite of the very tangible challenges, I believe the glass is more than half full. It is still early days, but public sector design is on the rise.

**Christian Bason** is director of MindLab, an innovation lab in Copenhagen that serves three Danish ministries, and author of *Leading Public Sector Innovation: Co-creating for a Better Society.* 

#### **Tags**

Government Programs

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Cancel Close BY LARS WILMS AND TOMMY POULSEN

# DENMARK'S LOCAL GOVERNMENTS PRESS ON

Danish municipalities confront efficiency reforms, global economic crisis, climate change

ompared to other countries, Denmark is small in population and size but great in democratic tradition and strong in local political and administrative power. With 5.5 million inhabitants and a size of 43,000 square kilometres, Denmark has a simple twotier structure with national authorities at one level and regional and local authorities at the other.

A relatively high level of taxation on income, property, companies, and consumption is the financial basis of a public sector second to none. The public sector bridges wealth disparities, stretches out a social safety net for those in need, and directly runs or subsidizes a range of activities from education to employment, from cultural to environmental matters, and from transportation infrastructure to university research and development.

Our welfare system is often referred to as the Scandinavian welfare model, which is based on our specific historical and cultural background in this part of Europe regarding, for instance, a tradition of consensus politics, equal rights to social security, education for all as a key priority, and the fact that Denmark is recognized as a nation with virtually no corruption at all.

This efficient, transparent, and democratic public sector may be one of the reasons for Denmark being cited as one of the best countries to live in by such magazines as *The Economist*.

The expenditure of local governments amounts to almost 50 percent of the total public expenditure in Denmark. That is, half of the total public expenditure is taken care of by local government authorities in 98 municipalities, leaving the other half to five regions and the state. These 98 municipalities employ, all in all, 500,000 employees and cover a broad range of public responsibilities, handled in close contact with the local residents.

A municipality is, at the same time, an authority and a service provider for the residents from the cradle to the grave. As such, the municipalities are the residents' main entry to public service in Denmark.

City management, therefore, is a job category of interest to many people by offering a wide range of services under a unified municipal umbrella, whether individuals want to manage social, health, educational, cultural, environmental, technical, or financial matters. Thus, a career as city manager in local government is something to strive for in Denmark.

This does not mean that Danes, including Danish city managers, are just happy people riding their bicycles on the many specially constructed bicycle lanes in cities, as an American television program once told the Americans. We do have our share of problems and challenges in our everyday working life.

An average Danish community with 56,000 inhabitants employs 5,100 employees spread out in city hall, kindergartens, schools, nursery homes, utility works, road maintenance departments, senior citizen caregivers, and so forth. And it goes without saying that an organization this size constantly gives managers new challenges, especially when interacting with local, regional, national, and worldwide societies in constant change.

#### DECENTRALIZED FINANCIAL MANAGEMENT

Decentralization of the responsibility for public affairs is probably more pronounced in Denmark than in any other country. After the local government reform, the expenditure of municipalities, out of the total public expenditure, amounts to almost 50 percent.

The Danish decentralisation differs from the financial management model of other countries in three areas:

- 1. Municipalities are entitled to impose such taxes as income tax and real property tax (land tax). Consequently, taxes are the primary source of financing for the municipalities.
- 2. State grants are general and not earmarked for specific purposes. The local politicians make the cross prioritization of expenditure and service level within the different sectors—naturally, within the framework of the law.
- 3. Since 1980, an agreement system has been developed between the state and the municipalities according to which financial agreements are made between the government and LGDK (on behalf of the municipalities) regarding the framework of the municipal economy.

The main advantage of the agreement system is that the agreements and fulfilment of the goals of the agreements, covering all the municipalities, offer the individual municipality greater latitude.

Source: Local Government Denmark (LGDK).



Commuting by bike generally improves health conditions of the population. Some 22 municipalities are working together to build a vast net of biking lanes that will connect the inner city of Copenhagen with the surrounding suburban municipalities.

#### **Managing the Challenges**

What, then, are the greatest challenges to managers in executive positions these days?

First of all, we are still following up on the efficiency requirements in the Danish local government reform that came into force in 2007. From a city manager's point of view, taking part in a process of merging two or more local governments into one—and, at the same time, taking over new responsibilities from other parts of the public sector—is a once-in-a-lifetime experience. And successful it was!

The Danish government announced the municipal reform in 2004 as a voluntary process towards larger municipalities providing more tasks close to the residents, and with the aim of creating an even more efficient, transparent, and democratic political and administrative structure in Denmark. The reform focused on 1) the size and structure of municipalities; 2) the distribution of tasks between state, regions, and municipalities; and 3) the financial transfers of the equalization system.

In order to make municipalities able

to meet the demands of tomorrow, one of the main arguments from the government was: Size matters if you want to develop economic and professional sustainability in local government. As a result, the previous 271 municipalities were restructured into 98 in 2007, with an average size of 56,000 inhabitants against 20,000 before the reform, and now with only 7 percent of the municipalities with less than 20,000 inhabitants against 76 percent before the reform.

Without going into details about the fascinating local decision-making process in those formative and difficult years before the actual mergers took place, which would take yet another article to describe thoroughly, it is possible to summarise the main result of the municipal reform: an improved municipal sustainability with larger units, more specialization, greater professionalism, and expanded digitalization.

The municipal reform, and of course the technological development in itself, has in particular brought along many internal challenges of using new technologies in the digitaliza-

#### FACTS ABOUT LOCAL GOVERNMENTS IN DENMARK

- Denmark has 5.5 million inhabitants and covers 43,000 square meters.
- As a result of the municipal reform in 2007, the new map of Denmark has 98 municipalities, of which 65 are merged municipalities and 33 are unchanged municipalities. Before the reform, Denmark had 271 municipalities.
- The average size of Danish municipalities after the reform is 56,000 inhabitants compared to 20,000 before the reform.
- All in all, there are 2,500 locally elected politicians in Danish town councils compared to 4,700 before the reform.
- A town council has between nine and 55 elected representatives depending on the size of the municipality. The council elects the mayor and sets up a finance committee and other permanent political committees differing from municipality to municipality, but, typically, a municipality has a technical and environmental committee, a social services committee, a children and education committee, and a culture and leisure committee.

The political structure of the municipality is typically mirrored in an administrative organization with a board of directors and with professional departments reflecting the political structure and the extensive municipal tasks.

If you want to know more about Danish municipalities, visit the Local Government Denmark (LGDK) website. LGDK is the interest group and member authority of Danish municipalities (http://www.kl.dk/English).

#### The New Hork Times



July 17, 2012

# Commuters Pedal to Work on Their Very Own Superhighway

By SALLY McGRANE

COPENHAGEN — Picture 11 miles of smoothly paved bike path meandering through the countryside. Largely uninterrupted by roads or intersections, it passes fields, backyards, chirping birds, a lake, some ducks and, at every mile, an air pump.

For some Danes, this is the morning commute.

Susan Nielsen, a 59-year-old schoolteacher, was one of a handful of people taking advantage of Denmark's first "superhighway" for bicycles on a recent morning, about halfway between Copenhagen and Albertslund, a suburb, which is the highway's endpoint. "I'm very glad because of the better pavement," said Ms. Nielsen, who wore a rain jacket and carried a pair of pants in a backpack to put on after her 40-minute commute.

The cycle superhighway, which opened in April, is the first of 26 routes scheduled to be built to encourage more people to commute to and from Copenhagen by bicycle. More bike path than the Interstate its name suggests, it is the brainchild of city planners who were looking for ways to increase bicycle use in a place where half of the residents already bike to work or to school every day.

"We are very good, but we want to be better," said Brian Hansen, the head of Copenhagen's traffic planning section.

He and his team saw potential in suburban commuters, most of whom use cars or public transportation to reach the city. "A typical cyclist uses the bicycle within five kilometers," or about three miles, said Mr. Hansen, whose office keeps a coat rack of ponchos that bicycling employees can borrow in case of rain. "We thought: How do we get people to take longer bicycle rides?"

They decided to make cycle paths look more like automobile freeways. While there is a good existing network of bicycle pathways around Copenhagen, standards across municipalities can be inconsistent, with some stretches having inadequate pavement, lighting or winter maintenance, as well as unsafe intersections and gaps.

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"It doesn't work if you have a good route, then a section in the middle is covered in snow," said Lise Borgstrom Henriksen, spokeswoman for the cycle superhighway secretariat. "People won't ride to work then."

For the superhighway project, Copenhagen and 21 local governments teamed up to ensure that there were contiguous, standardized bike routes into the capital across distances of up to 14 miles. "We want people to perceive these routes as a serious alternative," Mr. Hansen said, "like taking the bus, car or train."

The plan has received widespread support in a country whose left- and right-leaning lawmakers both regularly bike to work (albeit on slightly different models of bicycle).

Riding on the first superhighway, which grew more crowded as it neared the city, Marianne Bagge-Petersen said she was heading to a support group for job seekers. "I think it's very cool," she said, noting that the path allowed her to avoid roads with more car traffic. "Taking the bike makes me feel good about myself. I'm looking for a job, and if I don't get out, it's going to be a very long day."

The Capital Region of Denmark, a political body responsible for public hospitals as well as regional development, has provided \$1.6 million for the superhighway project.

"When we look at public hospitals, we look very much at how to reduce cost," said a regional councilor, Lars Gaardhoj, who had just picked up his three small children in a cargo bike decorated with elephants. "It's a common saying among doctors that the best patient is the patient you never see. Anything we can do to get less pollution and less traffic is going to mean healthier, maybe happier, people."

In Denmark, thanks to measures like the superhighway, commuters choose bicycles because they are the fastest and most convenient transportation option. "It's not because the Danes are more environmentally friendly," said Gil Penalosa, executive director of 8-80 Cities, a Canadian organization that works to make cities healthier. "It's not because they eat something different at breakfast."

Lars Gemzo, a partner at Gehl Architects, said that within Copenhagen, biking was already the best option for many kinds of trips. "If you want to drive a car for a medium distance, you know you are a fool," he said. "You are going to waste time."

Danish statistics show that every 6 miles biked instead of driven saves 3 1/2 pounds of carbon dioxide emissions and 9 cents in health care costs. But many cite happiness among the chief benefits of bicycle commuting.

"When you have been biking for 30 minutes, you have a really good feeling about yourself," said Henrik Dam Kristensen, the minister for transport, who supports the superhighways. "You really enjoy a glass of wine because you've earned it."

Frits Bredal, the head of communications at the Danish Cyclists' Federation, cautioned that the superhighways were not perfect. "Ideally, there would be no red lights, there would be a perfect pavement, no holes, no obstacles, a real highway," Mr. Bredal said.

Several biking innovations are being tested in Copenhagen. Some, like footrests and "green wave" technology, which times traffic lights at rush hour to suit bikers, have already been put into place on the superhighway. Others, like garbage cans tilted at an angle for easy access and "conversation" lanes, where two people can ride side by side and talk, might show up on long-distance routes in the future.

Superhighway users can also look forward to some variation on the "karma campaign," now under way in Copenhagen, in which city employees take to the streets with boxes of chocolate to reward cyclists who adhere to the five rules of cycling: be nice, signal, stay to the right, overtake carefully and, rather than let bicycle bells irritate you, do your best to appreciate them.

The next superhighway will link Copenhagen with the municipality of Fureso, to the northwest. There, the existing bike path takes riders through a beautiful forest that is, unfortunately, very dark at night.

Last winter, to comply with superhighway standards, Fureso tested solar-powered lighting. "People were so happy about it," said Lene Hartmann, Fureso's climate project leader. "One rider said, 'We feel like the trolls are taking care of us.'"

Several years ago, a Fureso resident, Karsten Bruun Hansen, started a "bike bus," in which cyclists meet and commute together, taking turns blocking the wind. (Inspired by Mr. Hansen's idea, the municipality also created a bike bus for children to ride to school together.)

Mr. Hansen, who estimates that he personally saves a ton of carbon dioxide every year, hopes that the superhighway will encourage more people to ride their bikes. "It's unavoidable to commute to work," Mr. Hansen said. "This way, you are using the time doing something fun."

Ole Bondo Christensen, Fureso's mayor, is also looking forward to the improvements that the superhighway will bring. Mr. Christensen, who does not own a car, bikes nearly four

miles to work every day. "It's my way to clear my brain," he said. "Sometimes I get new ideas."

This summer, after the rest of the solar-powered lights are installed, Fureso's section of the road will be superhighway-ready.

"Now, the wind should always be at your back," Mr. Christensen said with a smile. "We are working on that."

#### DEFINING ICMA'S POLICY DIRECTION ON INTERNATIONAL ACTIVITIES

In April 2007, the Executive Board adopted position statements in six major areas to better define ICMA's international component including roles for the board, International Committee, and staff in pursuing ICMA's international goals. The Board updated the statements in February 2012 to reflect several events that had taken place in the interim.

- The 2008 Strategic Plan incorporated a number of references to the organization's international dimension:
  - 1. The **vision statement** of the organization: "We are the premier association of professional local government leaders building sustainable communities to improve lives worldwide."
  - 2. The **core belief** in "Networking and exchanging knowledge and skills across international boundaries."
  - 3. The **cross-cutting theme** that "ICMA must capitalize on and expand its international dimension as a catalyst for fostering networks and exchanging information and best practices among local governments worldwide. This Strategic Plan requires ICMA to consider the international dimension in everything it does."
- In February 2011, the membership passed a constitutional amendment adding to the Executive Board a third Regional Vice President position "from a district consisting of all territory outside the limits of the United States and its territories, and the three shall be from different countries." In February 2012, the board approved a protocol developed by the International Committee for the nomination of officers from the international region.
- In September 2011, the board reaffirmed the 2006-2007 policy on the board's role in international activities which identified alternatives for enhancing the board's involvement while also providing continuity in implementation. These alternatives planned to involve individual board members and staff in outreach to selected international affiliates in order to strengthen relationships. This approach was to be further explored, but the recession postponed implementation. As part of the fiscal 2013 budget, the board approved funding for visits by a staff member and board member to two affiliate events.

In addition, the board approved adding a regular rotation of board meetings outside the U.S. with the strategic purpose of initiating, strengthening, and leveraging relationships with international organizations to create excellence in local governance. The intent is to conduct these meetings every three years. In addition, the policy is to be reviewed in five years. Each meeting would have a specific strategic objective and would involve such activities as study tours and/or interactions with leaders from other countries around a selected topic such as economic development, finance, etc.

#### Organizational Definition and Mission

The 2008 Strategic Plan set forth the current definition of the organization and its mission. It referenced the importance of continuing to expand ICMA's international dimension to assist

members in acquiring the skills and knowledge needed to be effective managers in a global environment. It also noted that while pursuing its mission ICMA can and should also play a key role in promoting professional local government and in fostering networks and exchange of information and leading practices among local governments worldwide.

#### Position statement:

ICMA's vision is to be the premier association of professional local government leaders building sustainable communities to improve lives worldwide. ICMA is both a membership organization and a knowledge center for leading practices. Because of our size, scope, and resources relative to other local government associations, we are in the best position to take the lead in building an international knowledge base that is recognized worldwide.

#### The Role or Purpose of "International" in ICMA

The role of "international" in the organization has evolved and changed significantly since 1927 when the first Canadian managers joined as members and the organization's name was changed. A major milestone in the history of ICMA's international activities was in 1989, when the first donor-funded contract was received to conduct technical assistance outside the United States. There is a wide range of personal interpretation among members as to what the international component of the organization represents and should represent.

#### Position statement:

There are three main aspects of ICMA's international role or purpose:

- To foster professional local government management worldwide;
- To gain experience and provide for two-way learning and information exchange to increase ICMA and affiliates' organizational and member knowledge and experience in a global era (e.g., leading practice identification and dissemination); and
- To benefit members by providing a global context for local government management and the profession.

#### ICMA's Goals as an International Membership Organization

*Membership*. Since 1990, international membership has ranged from around 300 to 500 annually, making up less than .5% of total ICMA members. At any given time, 20 to 30 different countries have been represented in the ranks of International Members, with the bulk coming from Canada, Australia, and New Zealand, where most members are local government managers. (International Members in many other countries are not "in service.") The number of in-service International Members eligible for service on the Executive Board is particularly important since the 2011 addition of a third Regional Vice President from the international region.

#### Position statement:

Today, ICMA is predominantly a United States member organization that encourages international individual memberships and will continue to do so. We believe that international dues-paying membership will increase when our knowledge base has more

international application and relevance. We aspire to further develop our knowledge base (leading practices, information exchange, technical assistance, products and services) so that it is relevant and valuable to local government managers/professionals worldwide, in both developing and developed countries.

Governance. As an international membership organization, ICMA recognizes the need to have varying points of view on the executive board. In February 2011, a constitutional amendment was approved providing for election of three international vice presidents from among corporate members in different countries outside the United States, parallel with the representation from the five U.S. regions. The board asked a group of members who were very familiar with ICMA's nominations system and with service on the board to develop a proposal for a regional nominations process of the international region to review with the International Committee. The proposal received the committee's full support in September 2011. In February 2012, the board approved a protocol developed by the International Committee for the nomination of officers from the international region.

#### Position statement:

The ICMA Constitution provides for three Regional Vice Presidents from the International Region. In February 2012, the board approved a protocol to establish the composition of a regional nominating committee and a geographical protocol for the International Region. The protocol calls for the board to review and assess the process in 2015, when the process will have been used for the first two selections of nominees.

Relationship between ICMA as a Membership Association and an International Technical Assistance Provider

**Donor-funded Assistance**. In the early years of ICMA's donor-funded international technical assistance work, some members expressed concern that the work was not relevant to the association's goals and objectives as a U.S. local government membership organization. These concerns dissipated with the revision of the mission in 2000 and as donor-funded vehicles became increasingly conducive to involving members and their staff in the work. Since 2000, almost 500 U.S. local government managers and officials, approximately 90 U.S. local government entities, and ICMA staff from across the organization have participated in, contributed to, and benefited from ICMA's overseas work.

#### Position statement:

ICMA's international donor-funded technical assistance work is an essential aspect of improving the profession worldwide. It is synergistic with the organization's mission in that it allows us to increase the organizational and member knowledge base and experience in a global era; and by supporting the advocacy aspects of the mission.

*ICMA-funded Assistance*. ICMA looks for opportunities to conduct capacity building and advocacy work in more countries irrespective of donor funding. For example, staff on the International and Professional Development teams are working together to seek opportunities to adapt ICMA's professional development programs for use overseas through in-person or distance learning courses. Though some initial funding is required, once courses are developed,

ICMA can provide them at minimal cost to interested parties overseas, especially if they can assist with any travel expenses. Also, as part of a business development and marketing strategy, the International team prepares occasional white papers on local government management topics (e.g., youth, water and sanitation) that also can be used as vehicles to share best practices internationally. Obtaining funding from the private sector and foundations for this purpose will require the development of a long-term work program to develop relationships and fully execute this strategy.

In support of the advocacy goal, in 2009 the International Committee drafted a statement of *Good Global Local Governance Principles and Practices* with the input of several international affiliates to ensure that it translates well into other languages and cultures.

#### Position statement:

As part of the annual budget process, a focus and scope for ICMA's overseas work (including capacity building and advocacy for professional management) that is not donor funded will be reviewed and defined. Staff will take the lead in proposing priority recommendations for targeted countries, type of work, and funding. As an advisory body to the board, the International Committee shall provide input into the process. Consistent with the Executive Board's conversation of June 2006 on ICMA's role in public policy advocacy, development of public policy positions on international issues would follow similar operational parameters as the Governmental Affairs and Policy Committee.

#### ICMA's Goals for Relationships with International Affiliate Organizations

The first international affiliate agreement (with the Society of Local Authority Chief Executives in the United Kingdom) was signed in 1987. There are currently affiliate agreements with 25 organizations (11 in developed countries and 14 in developing countries). To date, the affiliate agreements have resulted in relationships predominantly defined by periodic attendance of senior officials at each other's annual conferences, one-on-one exchanges under the auspices of the International Management Exchange Program, co-sponsorship of international leading practices symposia, and reprinting of articles from each other's publications.

Discussions by the International Committee led to the proposal that affiliate agreements be viewed as mutually-beneficial and supportive networks and that ICMA not position itself as the umbrella professional association internationally ("association of associations" concept).

#### Position statement:

As outlined in the current affiliate agreements, the mutual interest of ICMA and affiliates in establishing relationships with international affiliate organizations is to:

- Collaborate in the exchange of leading practices and expansion of ICMA's and affiliates' organizational knowledge bases;
- Assist in expanding the personal knowledge bases of members in all affiliated organizations; and
- Join resources where appropriate to be stronger in fostering professional local government management.

#### Vehicles for ICMA's Relationships with International Affiliates

The current vehicle for ICMA's international affiliate relationships consists of the signed organizational agreements described above. Minimal staff support focuses on maintaining communication, managing the International Management Exchange Program, and contributing to the arrangement of international leading practices symposia.

In September 2011, the board reaffirmed the 2006-2007 policy on the board's role in international activities which identified alternatives for enhancing the board's involvement while also providing continuity in implementation. These alternatives planned to involve individual board members and staff in outreach to selected international affiliates in order to strengthen relationships. This approach was to be further explored, but the recession postponed implementation. The board asked staff to propose implementation options in the fiscal year 2013 budget.

In addition, the board approved adding a regular rotation of board meetings outside the U.S. with the strategic purpose of initiating, strengthening, and leveraging relationships with international organizations to create excellence in local governance. Each meeting would have a specific strategic objective and would involve such activities as study tours and/or interactions with leaders from other countries around a selected topic such as economic development, finance, etc.

#### Position statement:

The relationship between ICMA and its international affiliates is based on the affiliation agreements that are signed with each organization. ICMA's executive director will assign staff liaisons to work with individual board members to ensure ongoing communication and institutional knowledge exchange with designated staff in each of the affiliate organizations. ICMA's connection with members of affiliates will be primarily through the affiliate organizations and board and staff connections, which will 1) provide substance to the work program with affiliates, and 2) increase opportunities to generate interest in becoming direct members.

Roles of the Executive Board, International Committee, and Staff Relative to the International Component of ICMA

#### Position statement:

The Executive Board's role is to establish policy direction and set priorities for all aspects of the international component of ICMA, including but not limited to:

- funded and un-funded international capacity building and advocacy,
- relationships with affiliates and other international stakeholders,
- membership and governance issues of the organization,
- a knowledge base that is internationally relevant, and

• definition and description of the International Committee's annual charge.

The International Committee's role is to be an advisory body to the board. It will carry out any roles or priorities as defined and described by the board. In addition, the committee will communicate the value of having an international perspective to other members of the association and will annually conduct a joint meeting with one of ICMA's international affiliates focusing on professional exchange and contribution to the international knowledge base.

Staff's role is to advise the board and administer programs related to all aspects of the international component of ICMA, including but not limited to:

- funded and un-funded international capacity building and advocacy,
- relationships with affiliates and other international stakeholders,
- membership and governance issues of the organization,
- a knowledge base that is internationally relevant, and
- staff the International Committee.



#### Leaders at the Core of Better Communities

# ICMA's International Technical Assistance Programs: What We're Doing and Where

ICMA International works in developing and decentralizing countries where the mission, vision, and core values of ICMA intersect with the mission and goals of the funding organization. A major funder of ICMA's international programs, for example, is the U.S. Agency for International Development (USAID), the organization that carries out the country's foreign aid program. Through USAID-funded programs, we further U.S. foreign policy goals.

#### **Basic Principles**

- Partnerships for sharing knowledge and sound practices
- <u>Locally appropriate</u> approaches to identified challenges, depending on the country's culture and traditions, need, and level of development
- Build local capacity so that <u>benefits endure</u> after funding ends
- Tap the knowledge base of ICMA members and their professional staffs and networks

#### **Afghanistan**

Promoting stability, civility, professional management, improved service delivery, and opportunities for women and youth—based on an underlying principle of building capacity at the local and national government levels.

Commercialization of Afghanistan Water and Sanitation Activity (CAWSA): Establishing the physical and management infrastructure to support commercialization of local water utilities in five Afghanistan cities; includes repair of damaged/neglected infrastructure; management training and introduction of basis business practices (computerization of records, financial management, revenue collection, preventive maintenance, customer service). Funder: USAID; award amount: \$14.2 million; dates: November 2008 - May 2014.

Regional Afghan Municipalities Program for Urban Populations (RAMP UP): Promoting a more capable, accountable, and effective government in Afghanistan that can serve the country's people with limited international support. The RAMP UP team facilitates the initiation and completion of small infrastructure projects that provide "learning by doing" supervisory and job skills training as well as physical improvements; introduces practices that can increase involvement of citizens, particularly women and youth, in municipal affairs; and provides training in core management practices to municipal officials and to trainers who can ensure that skill development continues after the project ends. Funder: USAID; prime contractor: Development Alternatives International (DAI); award amounts and end dates by region:

- East: Base award \$22.8 million; obligated amount \$16.6 million; June 2010 June 2013 (and possibly through March 2014)
- West: Base award \$4.7 million; obligated amount \$3.5 million; November 2010 November 2013 (and possibly through March 2014)

 North: Base award \$5.8 million; obligated amount \$4.0 million; April 2011 – December 2013 (and possibly through March 2014)

Stability in Key Areas-West (SIKA-West): Reducing the drivers of instability by developing the capacity of provincial and district-level community leaders and government officials to plan, implement, and manage infrastructure and service delivery improvements that will increase citizens' confidence that their local governments can meet their needs. ICMA is using its "learning by doing" approach to help ensure that improvements will endure beyond the end of the funded period. A cross-cutting goal is to increase opportunities for women and youth. Funder: USAID; award amount: \$7.4 million; prime contractor: AECOM; dates: February 2012 - July 2013 (and possibly through January 2015).

Capacity Building and Change Management Program for MAIL (CBCMP): Designing and carrying out a program of change management to support the leadership of directorates, or departments, of Afghanistan's Ministry of Agriculture, Irrigation and Livestock (MAIL) as they implement institutional reforms that will improve the ministry's ability to effectively plan and administer agricultural programs. ICMA is providing training and technical assistance to staff at the national and district levels in the use of performance scorecards, annual work planning, organizational assessment and realignment, and service delivery process improvement. Funder: U.S. Department of Agriculture; award amount: \$5.3 million; prime contractor: International Executive Service Corps (IESC) through the Volunteers for Economic Growth Alliance (VEGA); dates: November 2010 - November 2013.

Irrigation and Watershed Management Program (IWMP): Helping the government of Afghanistan decentralize the management of the country's irrigation and watershed systems, which are vital to the agricultural and national economies. ICMA will provide training in project management, financial management, and procurement for staff in the key ministry that oversees agriculture and irrigation (MAIL), supplement this training with coaching and mentoring, share technical approaches and proven practices that are appropriate for the Afghan context, and train local trainers who will in turn work with farmers and others with a stake in the program's outcomes. Funder: USAID; award amount: \$20 million; prime contractor: Perini Management Services, Inc.; dates: December 2012 - December 2017.

#### **Central America**

Sharing best practices in community-based crime and violence prevention in a region with a tradition of heavy-handed enforcement-oriented policing.

Municipal Partnerships for Violence Prevention in Central America (AMUPREV): Sharing best practices in community-based crime prevention through partnerships and exchange visits between seven cities in Panama, El Salvador, and Guatemala and U.S. police and sheriff's departments with exemplary community-oriented policing programs (Pinellas County, Florida; Arlington, Texas; Santa Ana, California). Examples of best practices: coordination between police and NGOs, the private sector, schools, faith-based organizations, and other partners in violence prevention; adoption of citizen academies, school resource officers, and PAL programs to promote citizen-police interaction; creation of municipal violence prevention committees. Funder: USAID; award amount: \$1.8 million; dates: October 2009 - March 2013 (with a possible extension).

Alcance Positivo (Community Youth-At Risk): Addressing the factors that put Panamanian youth at risk of criminal activity, leveraging AMUPREV activities in Panama with a focus on three cities (Colón, San Miguelito, Panamá City). Activities include helping target municipalities and districts establish municipal violence prevention committees; sharing best practices in community-oriented policing; supporting the Child and Adolescent Unit of the Panamanian National Police (CAPU) by facilitating interaction with students and developing a pocket guide to working with youth for CAPU officers. Funder: USAID; award amount: \$400,000; prime contractor: Creative Associates International; dates: July 2010 - June 2013.

Strengthening Citizen Coexistence (*Programa de Fortalecimiento a la Convivencia Ciudadana*, PFCC): Strengthening the ability of the government of Mexico—at the national, state, and local levels—to implement policies and identify resources that help reduce crime and violence, working in Monterrey, Tijuana, and Cuidad Juarez. Activities include assessments of the institutional capacity of each jurisdiction by applying an inventory developed by ICMA Latinoamérica, modified to include crime prevention questions; assessing the readiness of each community to incorporate crime prevention through environmental design (CPTED) principles into its planning; facilitating a participatory community-based planning process in each community; designing and delivering CPTED training for municipal and state authorities, academia, and local NGOs in each municipality. Funder: USAID; award amount: \$2 million; prime contractor: TetraTech ARD; dates: February 2012 - February 2015.

#### Other countries

Democratic and Effective Municipalities Initiative (DEMI), Kosovo: Working with partners to provide local administrations with tools to set priorities for service outcomes, to engage citizens constructively in that process, and to be able to identify needed improvements to their municipalities' organizational structures, systems, processes, and staff capacity in order to best meet community-wide objectives. Activities have included CityLinks partnerships in which pro bono city staff from Golden, Colorado, and Auburn, Alabama, have shared their knowledge and experience in solving traffic and parking problems (Golden) and developing the local economy (Auburn). Funder: USAID; award amount: \$1.9 million; prime contractor: The Urban Institute; dates: August 2010 - July 2013.

Facilitating Economic Growth, Sri Lanka: Stimulating economic growth in communities of the Eastern province by developing the capacity of the local governments to create an enabling environment for their private firms, attract investment in the region, and create new jobs. Few activities thus far due to USAID/Sri Lanka's changed priorities, but ICMA carried out a successful solid waste management assignment in 2010 and made recommendations to the Urban Council. USAID has a renewed interest in the ICMA component, and anticipated activities now include local economic development training and a GIS mapping project. Funder: USAID; award amount: \$133,500; prime contractor: International Executive Service Corps through the Volunteers for Economic Growth Alliance (VEGA); dates: September 2009 - September 2014.

<u>Legislative Process and Governance Professional Fellowship Program</u>: Arranging and managing short-term fellowships for local government professionals from China, New Zealand, and Thailand, who will visit U.S. host cities to learn about the legislative process and governance, particularly as

they relate to themes of citizen engagement, transparency, and the role of women, minorities, and marginalized populations. A representative from each host city then will visit his/her counterpart's organization to complete the exchange. Fellows were selected in partnership with affiliate and partner organizations in the three Asian/Pacific countries. Funder: U.S. Department of State; award amount: \$375,000; dates: September 2012 – June 2014.

Palestinian Contractors' Union Capacity Building: Assisting the Palestinian Contractors' Union (PCU), an association of construction companies in the West Bank. Activities will include applying ICMA's Association Viability Index to assess the organization's strengths, opportunities, and challenges and to identify training needs; facilitating a review of the strategic plan and the development of an annual work plan; orienting new board members and staff to the role of an effective board in an association; and conducting a study tour for PCU staff to learn from U.S. contractors and associations. This is part of a larger effort by the prime contractor to respond to infrastructure needs in the West Bank. Funder: USAID; award amount: \$101,700; prime contractor: Cooperative Housing Foundation (CHF) International; dates: January – July 2013.

Municipal Finance Training Certification Program: Delivering the third round of training in municipal financial management to participants in Asian countries using the World Bank's Global Development Learning Network, an interactive videoconferencing system. Training is delivered by staff and practicing local government finance experts. Funder: World Bank; award amount: varies; current award is \$70,000; dates: February 2011- February 2012; March 2012 - December 2012; March 2013 – December 2013.

CityLinks (City-to-City Partnership Program): ICMA's signature program, which partners pro bono staff from U.S. cities with their counterparts in host countries to develop appropriate approaches for identified problems or challenges. The latest award focuses on climate adaptation, food security, and water and sanitation access, with particular emphasis on the needs of the urban poor. The funding vehicle provides a "leader" award of up to \$5.3 million to design an overall approach and promote the vehicle to USAID missions around the world; the remainder of the funding (up to \$20 million) comes from "associate" awards from those missions. Funder: USAID; award amount: up to \$25 million; dates: October 2011 - September 2016.



#### Leaders at the Core of Better Communities

# Fellows Bios and Motivation to Apply to PFP

Name	Picture	Job Title/Place of Employment/City, State/Province	Fellowship Placement	Email Address
Ms. Annah Davis		Local government Officer, Sadao Municipality Office, Thailand	Basalt, Colorado	anahdavis@live.com

**Bio & Motivation to Apply:** I am a local government officer and I have worked in the sub-division of Local administration from July 2012 to present at Sadao Municipality. My job is about managing the section of Disaster prevention and mitigation as well as the section of Civil registration and Identification Cards.

I have been working for municipalities in the South of Thailand for more than 10 years and through this program I aim to improve my skill in effective management strategies for creating more resilient, livable, and sustainable communities.

My vision is to make my community into a healthy community based on four areas: Physical, Mental, Social and Intellectual. I would also like to promote and share knowledge from this fellowship with the communities and network in the south of Thailand, especially rural local organization units.

Ms.	Orathi
Kok	pol



Director of College of	Basa
Local Government	Basa Colo
Development, King	
Prajadhipok's Institute,	
Thailand	

Basalt,	okokpol@gmail.com
Colorado	

**Bio & Motivation to Apply:** My special interest is how the US cities cope with the new challenges of globalization, multi-cultural society, disaster and energy.

I am university professor at the Faculty of Political Science, Thammasat Unversity where my research work and specialization are in the areas of decentralization policy, local government development, good governance and citizens' participation. The Manual of Public Involvement for Local Government

Executives is the example of my work.

In addition, I am also the Director of the College of Local Government Development, King Prajadhipok's Institute. The mission of the institute is to promote decentralization and strengthen local government authorizes. The College provides training programs, and research services.

Through the fellowship program I hope to learn experience on how to manage cities in facing new challenges and problems such as environment issues, financial distress, multi-cultural society, aging society. What is the interrelation of city, state and federal government in these matters? I also want to learn about the governance issues concerning how to involve citizens in the politics and administration of public affairs including innovation and new techniques. Local/City electoral system as well as local referendums are issues in my interest. These include institutions and laws involving in these matters. Experience from the program will benefit my work in many ways. First, as a policy advocate, as the US experience will provide us with the new perspective to solve or to reform Thai decentralization and local government. My College is in the process of drafting the Act on Public Participation in Local Government and the Act on Environmental Management at Local Level. Second, as organizers of training programs, the fellowship will provide new topics and ideas on how to deal with new issues facing local government in Thailand. Third, as a academic, the experience will provide me the basis for the development of Local government management and governance as the field of study. It also will shed light on the new area of researches in Thailand.

# Ms. Tasanee Aikvanich



Director of Medical Services Department, City of Phuket, Thailand University Park, Texas

tasaneetu44@hotmail .com

**Bio & Motivation to Apply:** I am the Director of Medical services department at the City of Phuket focusing on health promotion and health prevention, health promoting schools, childhood obesity prevention, Phuket Health Assembly, Home health care especially for the disables, Alternative medicine, capacity building for the community health volunteers, the elderly association, the women group, research and development.

Phuket was badly hit by the Tsunami on December 26, 2004. Since then the issue of resilience, disaster risk reduction and climate change are being emphasized. Therefore, I wish to learn more about the best practice from overseas and to share to with the communities many issues such as: city engagement, role of women, minorities and marginalized population of which local authority like me must pay attention and attain a healthy city and sustainable development.

For me, I think that as a Physician and working in the primary health care unit under local government, we are the FRONT LINE in dealing with the grass roots level and communities. This includes working with

the community health volunteers in terms of capacity building for health prevention and health promotion as well as aspects of resilience to achieve a livable city. We also need to teach the community about the importance of emergency preparedness in saving lives.

Ms. Sandra "Sandy" Graham



Governance Manager,
Dunedin City Council,
New Zealand

University Park, Texas

sgraham@dcc.govt.nz

**Bio & Motivation to Apply:** I am passionate about citizens having access to all the information they require to engage with those who govern them, be it nationally or locally. As Governance Manager at the Dunedin City Council I ensure our citizens have this information and that our processes are as transparent as possible.

Along with my team, I have responsibility for a wide range of civic and administrative matters including all requests for official information, privacy issues, the local body elections along with all meetings and hearings. I manage the Offices of the Mayor and CEO, the provision of legal service, relationships with the Ombudsman and Privacy Commissioner and various corporate activities. Previously I was the Council webmaster, and have a real interest in using technology to enhance transparency.

Recently, we implemented an initiative to publish requests and responses for official information on the Council website. This is a NZ first and has been cited by the Ombudsmen as a best practice initiative that should be replicated in the sector. In October 2013, we have our local body elections and the triennial handover.

I hope that participation in the program will provide insights on how to engage all sections of the community in the electoral process to enhance participation and understanding. I am interested in the American FOIA (both federal and state) and how electronic information is handled.

I am keen to use technology to better engage my community and think there is much I could learn from my peers with this opportunity.

Ms. Jennifer "Jennie" McFarlane



Manager, Legal and
Corporate Support, Waipa
District Council, New
Zealand

Albany, Oregon <u>jennie.mcfarlane@wai</u> <u>padc.govt.nz</u>

**Bio & Motivation to Apply:** It is a very interesting time to be working in the New Zealand local government sector at the moment, with a great deal of change happening and further change likely. We have also had major earthquakes and are dealing with a city re-build. The ability for all of this to be successfully managed depends a great deal on relationships between various organizations such as local and central government agencies, on ensuring good governance and legislative processes as well as meeting community needs.

I am highly motivated to be involved in this environment and provide what value I can in terms of my

own council, community and in my role as a LAPP board member. I am hoping that the program will provide me with an opportunity to look at overseas models, to be involved in a different community and to see how that works and to meet potential contacts, role models and mentors.

The governance system in the US is complex and fascinating and it is a very different environment from New Zealand, but the average family anywhere in the world tends to want the same things in their communities in order to provide for their family (utilities, safety, schools, jobs etc.) so there are similarities in what communities need and value and the opportunity to learn from such a developed country. I work in a vibrant and growing, mainly rural, district which is surrounded by other small and mainly rural local authorities but also adjacent to one of the larger cities in the country. There is a growing divide between urban and rural needs without any sort of central government strategy to support rural communities which continue to contribute to the national economy. At the same time there is a continued push from communities to have a say on matters which affect them, and there will be a reluctance to move to more centralized governance. I am sure that there are or will have been similar issues in the US in various areas and an opportunity to look at how these issues are dealt with and bring back key learnings.

Ms. Stephanie Rose



Policy and Corporate
Planning Manager,
Wanganui District Council

Albany, Oregon stephanie.rose@wang
anui.govt.nz

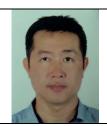
**Bio & Motivation to Apply:** I have a real interest in the United States and requested a year's leave of absence in 2008 to travel the country and undertake voluntary work. Returning to the US in a professional capacity to derive benefit for my community and to contribute to initiatives in partnership with American fellows and communities will be incredibly rewarding. The opportunity to connect with these communities and practitioners in meaningful ways will be of particular value to me given my policy role, my field of academic study, my professional focus on international practice and my genuine interest in the American political system.

I see local government as an exciting, innovative, challenging and constantly evolving field and I am very enthusiastic about my role and contribution within this. While working for a provincial council has afforded challenges, opportunities and experiences that I have been so privileged to gain and grow from I am excited about the chance to connect with a network of peers on a worldwide stage. I am a leader with much to share and offer from my own experience but I am also a young manager with much knowledge yet to acquire.

My current role is based on ensuring the provision of quality policy advice, effective liaison with the governance arm, engagement of our communities, greater transparency of council performance and the development of corporate plans that effectively communicate and drive our strategic direction. I am particularly interested in exploring effective approaches for engaging citizens in the setting of, and connection to a local vision — as well as partnership tools for the shaping of a positive and resilient community. This matches the visionary statement of the team I lead: "strategic leaders; inspiring futures" and supports my ongoing focus on removing barriers to participation by enhancing connectivity, relationships and understanding. Being selected to represent SOLGM, ICMA and my district through this

fellowship program will fulfill a dream of mine to return to the US and will support my future career aspirations while enhancing my current role.

Mr.
Trinnawat
Suwanprik



Sanitary Researcher,
Chiang Mai Municipality,
Thailand

Tulsa, Oklahoma suwanprik@gmail.co m

**Bio & Motivation to Apply:** I am dedicated to promoting to communities to stop open burning in order to reduce air pollution in Chiang Mai. In the future, I will promote our city as the 'city of bicycle' and which is clean and livable for everyone.

I work for Chiang Mai municipality as a sanitary researcher specifically related to air pollution and protection tasks. My role includes:

- Sanitary Researcher;
- Project management for Climate campaign protection program with ICLEI and TEI
- Project coordinator for sustainable urban tourism through low carbon initiatives; and
- Liaison for sustainable urban transport project in Chiang Mai with Land Transport department,
   Ministry of transport, public debt management office, Ministry of finance sponsor by GEF and World Bank.

I have a Master of Environmental Engineer from Naresuan University and Bachelor of Public health Chiang Mai university. Through participation in thi program I hope to gain professional development; more experience and ideas for communities' involvement and development and the benefits from international exchange and cooperation.

I am very grateful for the opportunity to participate in this program and I will use my newly gained experience to improve our quality of life and environment in Chiang Mai.

Dr.	Yunfeng
Der	ng



General Director of City
Administration and Law
Enforcement, Qingdao
City Government,
Shandong Province, China

Tulsa, Oklahoma <u>yfdeng@qingdao.gov.</u> <u>cn</u> or <u>18805325777@163.co</u> <u>m</u>

**Bio & Motivation to Apply:** I worked in Chinese Academy of Sciences in 1990s and got more skill in technology transfer. From 2000, I began to work in Government and became leadership in my city management and social management. I obtained the awards from the government of Shandong Province two times. I was the leader in charge of Qingdao City Management Regulation Setup Process and Enforcement.

With the development of Chinese economy and society, urbanization is becoming a great movement all over the country. In this process, how to design, establish and manage it scientifically and efficiently is a

big challenge that we must face. Especially with more and more people entering into the city, the city is becoming more and more crowded, dirty and disordered. It is called "city disease".

In order to create more comfortable, convenient, fortune and beautiful environment, we must learn how to deal with this disease. The US has more professional experience in city management. I hope I could learn more knowledge and skill in this field. And I also want to know how the US counterparts solved the similar problems, how the people are educated and trained in the city, how to make law to normalize citizen's behavior.

I have strong interest to know all of these. And sincerely hope I could get the answers through participating in this program.

When I get this experience through the program, I will try my best to use it in my work, to make the city Qingdao become more order, comfortable and convenient, to make people more fortune. As I am the general director of Qingdao Municipal City Management Office, also the general director of Qingdao Municipal Bureau of City Management and Law Enforcement, I will train my staff and share the knowledge what I learn from this program.

I hope I could become the expert in this city management field. I will put my more energy on the law-making, communication and training. My target is to make the city more beautiful and could benefit all the people who living in it.

# FELLOWS COMMUNITY CHALLENGE CASE STUDIES APRIL 2013

#### ICMA LEGISLATIVE PROCESS AND GOVERNANCE FELLOWSHIP

#### Community Case Study

### Integrated Solid Waste Management towards Sustainable Development: Policy Recommendation for Phuket Province

#### Dr. Tasanee AIKVANICH

Director of Medical Services department, City of Phuket, Thailand e-mail: tasaneetu44@hotmail.com

#### CHALLENGE STATEMENT

"Integrated Solid Waste Management (ISWM) towards sustainable development: Policy recommendation for Phuket Province" is to explore the existing solid waste management situation in Phuket province and to propose the policy recommendation based upon an integrated approach with citizen engagement towards sustainable development.

#### BACK GROUND

This is an critical issue for the sustainable future of Phuket which is one of the world class destination with booming tourism-led economy, the population in Phuket province has increased rapidly, labor migration also increasing, thereby more waste generation do occur. Recently, the total waste generated increase up to 650 tonnes per day which is reaching the maximum carrying capacity(700tonnes per day) of the waste incinerator operate by City of Phuket. Poor management of waste disposal will undeniably lead to untowards. environmental and public health problems. However, solving the solid waste problem of Phuket province is a complex issue, therefore, requires the integrated approach to brings together the multistakeholders to act collectively. In order to achieve this, all relevant elements in sustainable development comprising social, economic and environmental dimensions need to be considered. The citizen engagement, the public dialogue and social mobilization will be critical in facilitating collective effort to solve the problems from the grass-root level and put pressure for decision makers either in local or central

government to take more actions.

April 19, 2013 ICMA I

# SWOT ANALYSIS for Phuket's solid waste problem

Strength	Weakness
There is Phuket ISWM board chaired by Phuket governor, compose of multi stakeholders  Two active universities in Phuket  Three NGO groups work in solid waste issue  One new 700 tons/day incinerator operate in June, 2012 with technology to convert waste to energy (9MW electricity)  Educated elites in the civil society who are willing to take part in public activities if the goals and outcomes are clear	<ul> <li>-Information about solid waste is not well organized or systematic</li> <li>-No efficient waste collecting system(no separate collection of recycle/reuse waste)</li> <li>-Minimal source separation</li> <li>-No technology to treat wet organic waste (65% by weight of total solid waste)</li> <li>-No hazardous waste handling</li> <li>- Require more space for sanitary landfill</li> <li>- Increasing rate of waste is high, the total daily weight is 650 tons/day while the total capacity of the installed incinerator is just 700 tons/day, only narrow margin left.</li> <li>-Lack of budget to refurbish the old incinerator as the spare line.</li> <li>-Lack of law enforcement</li> </ul>
Opportunity	Threat
-Get technical support from academics, NGO (such as Development of Environment and Energy foundation, Thailand Environment Institute, EU, CIDA, etc.) -Occasional grant from central government -Overseas investors interested in Phuket	<ul> <li>The hike of labor cost may disturb the operation.</li> <li>Increasing labor migration,</li> <li>Increasing of tourist causes waste problems</li> <li>High land cost</li> <li>Burden of government budget to allocate to the province.</li> <li>Rapid urbanization</li> </ul>
-Establishment of local groups and	200

## ICMA legislative Process and Governance Fellowship

## **Community Challenge Case Study**

#### Prepared by Annah Davis

Topic/ Title:	Eco-tourism of Sadao Jungle
Challenge Statement	To preserve Sadao's jungle and develop eco-tourism for it and the included Buddhist park.
Background	Sadao has the goal developing itself as a sustainable and liveable community, and it wants to help its citizens achieve a good quality of life. Sadao hopes to partially achieve this objective by developing its tourism industry.  Sadao has a population of 20,532 and is comprised of 18 communities. It is 47 square kilometres large and rubber farming is the main source of income for the communities. The population is very diverse with people of many different cultural backgrounds and religious beliefs. The people are generally very tolerant to one another's differences.  Sadao has the advantage of being located next to the border of Malaysia. It thus wants to attract foreign tourists to stop by along their way to Thailand's other wonderful destinations. During the past year, Sadao has been working on a project to develop its local jungle, "Kao Lae", as a community park and as a tourist attraction and it will have many features such as: a 53 meter Buddha statue on the mountain top, nature learning center, camping facilities, exercise area, and foot paths for bicycling and hiking.
SWOT	Strengths
Analysis	Rubber farming is the main source of income for the Sadao communities and disposable income more than average. The people of Sadao are generally tolerant and accepting of people with different cultural backgrounds and religious beliefs. Communities and Sadao private sectors have a strong morale and people participate in the decision making of local government enthusiastically. There is no significant political unrest or upheaval in the area.
	Weaknesses Lack of urban planning and manage zones to accommodate the expansion of the city and its industry. The local budget does not provide sufficient funds for all activities and projects needed. For example, raising local public awareness on the need to preserve the local natural jungle even though converting it into farm land would be very lucrative.
	Opportunities  Sadao is located next to the border of Malaysia, and there is a strong demand for services to transport both people and agricultural product. Sadao municipality has been established by the central government as the district's municipality of authority amongst all the local government organizations.
	Threats Sadao, like many local government organizations in Thailand, has been encountering difficulties, complications, and inflexibility with regards to municipal budgetary regulations. Sadao should be advised and encouraged to seek and generate income from their own local natural resources and other social and cultural capital, instead of relying on central governmental sources.

#### Community Challenge Case Study

#### Challenge Statement - Sandy Graham Dunedin City Council

What mechanisms can be implemented to ensure that the Dunedin City Council processes are as transparent as possible while ensuring that citizens have the opportunity to be informed about Council decisions/processes and can trust the robustness of those decisions? Alongside improving transparency, how can we ensure that well- informed citizens are also engaged citizens and participate fully in council matters that affect them and their communities?

The other aspect of this challenge to ensure that in delivering more transparent processes, this is done in a way that also has focus on achieving operational savings by way of service redesign.

#### Background

The Dunedin City Council – both the officer machinery and the elected arm, appears to have lost the trust of a significant number of its citizens. This lack of trust results in part, from a lack of transparency around many of the decisions and processes undertaken by the previous Council and the previous administration. None of these issues are unique and have been tackled in various ways by many authorities but in the Dunedin context, they are set against the framework of historic decisions made behind closed doors. Factor in a rapidly evolving technological environment which raises both Councillor and citizen expectations around the easy accessibility of information and you have a situation where citizen expectations and Council's ability to provide material do not align.

The Council has high debt levels and because of its financial strategy is in a period of cost savings, Good progress is being made (largely by making changes to the capital expenditure programmes) but on-going operational savings are also required. Any service redesign that improves transparency or engagement also needs to either be cost neutral (at worst) of deliver on-going operational savings.

The genesis of many of these issues was the decision to build a covered stadium for Dunedin at an eventual cost of \$NZ225million – most of it borrowed. The process started in 2004 with the Stadium being opened in late 2011. The stadium issue was divisive for many reasons and while most of the community have accepted that it is now a part of the City infrastructure, there is still a great deal of mistrust about how the Council made decisions around the Stadium. This distrust spills over into many other areas of Council operations and decision making. The triennial election in 2010, saw the incumbent pro-Stadium Mayor ousted as were several other sitting Councillors who were also Stadium supporters. A new Mayor and two new members were returned along with a previous Councillor who was a vocal opponent of the Stadium.

The Council elected in 2010 has made significant progress in improving transparency as has the officer machinery under the guidance of the new CEO appointed in September 2011. Despite this progress, there continues to be a very vocal section of the community who are very unhappy with the performance of the Council. This unhappiness gets a high degree of prominence in the local media and has a disproportionate negative effect on wider community views of Council.

Any operational changes required must also be undertaken against a backdrop of these fiscal pressures as the Council battles high debt levels and a fiscal strategy that requires falling rate rises. Operational savings are resulting in fewer staff and the redesign of many aspects of service delivery. Factor in the changes being imposed by central government, notably the changes to the purpose of local government and the environment is challenging.

There is real interest in improving our processes and in making far more use of technology as a driver for some of these changes – both by way of transparency and engagement and in terms of organisational efficiency.

#### SWOT

#### Strengths

- New CEO who brings a new culture to the organisation and a public service based philosophy
- In-house expertise on LOGIMA/LAMIA
- · Skilled staff willing to embrace new ways of service delivery
- Establishment of Agenda Group provides rigour for all externally published Council reports
- Excellent webteam
- Excellent relationships with Ombudsmen and other agencies who monitor Council

#### Weaknesses

- Restructuring of senior management and corporate management not complete
- Some staff unhappy with changes and unfamiliar/uncomfortable with the new way of working
- Lack of clear communication between staff (silo mentality) and between elected members
- Unclear reporting structures with CCOs (the companies who own assets like the Stadium at arms length)
- Divided Council (elected arm)
- Financial pressures facing Council as it grapples with high debt and stable/declining revenue

#### Opportunities

- · New technologies (including open data)
- Social media (currently used Twitter, Facebook, Youtube) but opportunities to do much more/better
- · Building on improvements made in recent months (including things like People's Panel)
- · Building on current best practice
- Invest to save

#### Threats/Risks

- Hostile media
- · Prominence given to the vocal minority
- Social media (e.g. Anti Council blogs where unsubstantiated comments are picked up by national media and reported as fact)
- Upcoming electoral uncertainty
- Lack of economic growth in the region
- Central Government changes to the purpose of local government

#### ICMA legislative Process and Governance Fellowship Community Case Study Orathai Kokpol

Topic	Innovative Citizen Engagement: New Challenges of Local Government in Thailand		
Challenge Statement	The major challenge of Thai local government is how to get citizens/resident engaged in local government affairs in a meaningful way? This involves 1) the redesign of legal framework of citizen's participation in local government 2) the changing the mindset of elected local politicians, local government personnel and residents supporting a meaningful citizen's participation and 3) knowledge and skill on how to innovatively design and organize citizen's participation projects an activities such as participatory budgeting, local referendum, and public consultation on a large-scale project (dealing with NIMBY attitudes of residents) etc. viguidelines, training courses, best practices and innovations.		
Background	Thailand has a long established system of local government but with a limited role. As a unitary state, the central and provincial governments have been the main public services providers. The situation has been improved with the introduction of the 1997 and 2007 Constitution. The Constitution has obligated the government to decentralize power including responsibilities, revenues and personnel to local government authorities. Decentralization and local government have been viewed as a foundation for a sustainable democracy. Local government is anticipated to provide not only the efficient and responsive local services but also the political schooling for democracy. A number of legislatives provide for local government to involve citizens into the work of local government.  Table 1: Legal Framework of citizens engagement in local government  Mechanisms for citizen's engagement  Laws and regulations  1) Citizens' right to participate in 1) Section 287 of the 2007 Constitution		
	local government decision/ public consultation and local referendum  2) Citizens' duty to vote	The Election of Local Executives and Members of Local Assembly Act of	
	3) Citizen's right to information 4) Citizen Engagement in Planning process 5) Citizens' right to recall local executives and councilors 6) Citizens' right of local initiatives	<ul> <li>2002</li> <li>3) The Official Information Act of 1997</li> <li>4) Ministerial Regulation on Local Development Plan of 2003</li> <li>5) The Voting for the Removal from Office of Local Assembly and Local Administrators Act of 1999</li> <li>6) The Subscription for Proposal of</li> </ul>	
	Local Ordinance Act of 1999  Throughout the decade of implementing existing legal framework, the result has not yet been satisfying. Of course, good practices and innovations can be identified but only a small proportion, as comparing to the total number of local government units. Local elections have been accused of vote-buying. There are a lot of complaints that local government arranges citizen engagement as a ceremonial event for fulfilling the legal requirement, without real intention of citizen engagement. From local government's views, citizen participation is costly and timely processes. Moreover, general residents have no interest and attention to participate. Meetings have to be mobilized and public consultation has no quality inputs or information. As a result, public trust on local government has been declined in hand with the rising of		

corruption cases against local government. Conflicts between local government and residents are increasing.

In addition to those identified problems of citizen participation, the design of citizen engagement in Thailand has to pay attention to variation of community characteristics which pose different challenges. For example, for large cities, residents are complex and multi-cultural as well as they have no time due to urban life styles. The tool of participation must be innovate and convenient for different stakeholders. For small and rural communities, residents are generally under the patronage of leaders; they lack of free spirit.

Table 2: Number of Local Government Units in Thailand (Oct. 2012)

	Types	Units
1	Provincial Administration Organization	76
2	Municipality (urban/ semi-urban areas)	2266
	Metropolitan Municipality	29
	City Municipality	167
	Town Municipality	2,070
3	Tambol Administrative Organization (small/semi- urban and rural areas)	5,509
4	Special units: Bangkok Metropolitan Administration and Pattaya City	2
	Total	7,853

#### SWOT Analysis

#### Strengths

My college of Local Government Development, KPI, has been recognized as one of the leading academic institute in promoting decentralization. KPI also has a large number of partnerships and Alumni. The college has a responsibility and resources to conduct research/ develop curriculum/ provide training and other academic services promoting citizen engagement in local government.

#### Weakness

Various stakeholders agree on the principle of citizen engagement but not in practice. Local politicians play attention to citizen engagement as to help them winning the election or earn political supports. Residents are happy to be taken care of rather than to solve their community problems.

#### Opportunities

At least 3 pieces of draft laws concerning decentralization and local government have been proposed to the Parliament. Knowledge learned from the program can provide the significant input to the consideration process. The 2007 Constitution guarantees the right of citizen engagement in local government.

#### Threats

The government focuses on populist policies and lacks attention to decentralization movement. The government agencies provide services directly to residents; the decentralization of responsibilities, revenues and local autonomy has stagnated.

#### ICMA FELLOWSHIP - WAIPA DISTRICT COMMUNITY CHALLENGE CASE STUDY

#### Jennie McFarlane

#### **Challenge Statement**

Waipa District, like other councils, is trying to plan for the future and provide for community well-being against a backdrop of the GFC, changing demographics and local government reform. It wants to be able to continue to enhance its communities through the provision of recreational, educational and cultural facilities and services (e.g. pools, gyms, libraries and museums) but is constrained by the government's new focus on core services. For Waipa District this is becoming a serious issue. We need to find alternative mechanisms for new development in such a different and changing environment. As a result, we are moving to a different service delivery model for the development and management of community facilities. The challenge will be to make this work and to re-establish trust and confidence in Council within our communities.

#### Background

- Waipa District has continued to grow despite the GFC, albeit at a slower rate than
  originally anticipated. This has created pressure on Council to meet community
  expectations arising from changing demographics and to improve the provision of
  dated community facilities. The District also hosts a number of national and
  international events. Facilities need to meet required standards for these.
- Waipa has continued to see growth partly due to the provision of improved facilities
  which have attracted businesses and new residents to the area. Examples in recent
  years include a new library facility and a CBD makeover in Cambridge; considerable
  development at Mighty River Domain and Lake Karapiro; in Te Awamutu, an events
  and aquatic centre.
- Most of these developments were funded by Council, through reserves funding, loans and to a lesser extent, through community sponsorship and fundraising. In practice, this has resulted in an informal policy of one third fundraising, one third reserves and one third loan funding. In effect, Council requires the community to raise a third of the required funding, before it will commit to the remaining funding. This formula is no longer working or viable in the current environment.
- An added pressure is central government claiming that local government debt needs
  to be controlled and it has now legislated that the focus of local authorities must be
  on core infrastructure and services. Waipa is part of the Waikato region which has an
  ageing population and an increasing number of ratepayers on fixed incomes. Not
  surprisingly there is a small but vocal number of ratepayers against rates increases
  and non-core expenditure.
- There have been two particular projects in the District which have caused problems
  for Council and its relationships with its communities. In 2006, some Cambridge
  residents began to campaign for a covered pool because their existing outdoor 50m
  pool is dated and only operational for half the year. In light of increasing pressure
  and at some cost, Council initiated investigations in to possible options and costs for
  an indoor aquatic centre. Council's initial approach was to apply its previous formula

- of requiring one third of the costs to be fund raised first. A community entity was set up to undertake the fundraising and meet a set target and date.
- The investigation process resulted in a number of wide ranging options and associated costs. These have been put in the public domain and caused considerable divisions in the community. The fund raising has not been achieved and the project has not been able to proceed any further.
- Other developments have proceeded in the District in the meantime but have only been successful where they have been led by a community group or trust, with Council adopting a limited role. More recently, central government offered a \$7m grant towards the development of a high performance centre for cycling which is a growth sport in NZ. Several regions put in bids and Waikato Region won the bid, with the location for the centre (the Avantidrome) proposed to be at Cambridge. Council has attempted to distance itself from the project, although has given a \$1m grant towards it. However, public perception (for some anyway) is that the facility is for the benefit of an elite few and that Council is using public funds to support a private facility on private land. Again, the result for Council has been considerable negative reaction from some ratepayers.
- In the interim, Council has consulted on moving to an alternative service delivery model for the management and operation of community facilities, in the form of a community trust. The Waipa Community Facilities Trust will start with taking over the running of the existing aquatic facilities. The are several objectives including an aim to deliver a better service to ratepayers because the existing contractor model is not working for Council. There are opportunities to make better use of the facilities, as well as generate revenue to re-invest in the facilities. Further, the Trust is seen to be a more appropriate model to achieve fundraising, with a view to the Trust taking over or developing more community facilities over time. This is new territory for Council.
- The Waipa Community Facilities Trust has been recently established and initial trustees appointed. It was proposed that in relation to the Cambridge covered pool project, further consultation would be undertaken with the community prior to the project progressing any further. It was hoped that the Trust could carry out the consultation, and that this distance from Council would ease some of the negativity around the project. However, community feedback has seen pressure put on Council to carry out the community consultation. It is going to be a challenge for Council to successfully move to a new service delivery model, and for the Trust to be seen as independent from Council and starting to take the lead role with the management and operation of community facilities. For some in the community, this is causing considerable angst and mistrust, and there is work to be done to rebuild trust and confidence in Council.

#### SWOT ANALYSIS

Attached is an analysis of the weaknesses and threats to Council in relation to this challenge and the strengths and opportunities that may be available to it to meet the challenge.

## **SWOT ANALYSIS**

	Helpful  To achieving the objective	Harmful  To achieving the objective
Internal origin (attributes of the organisation)	Strengths A trust has advantages:      less politically constrained     more objective     will have a wider scope of operation – not bound by the local govt. legislation Trust     can focus on its objectives, not caught up in Council processes and multi-activity role     not commercially focused Good experienced and local trustees Council debt level manageable Access to experience - Trust model has worked for councils elsewhere TA Events and Aquatic centre -good life expectancy, relatively new but well established facility Timing is good to move to an alternative service delivery model given local govt. reform and proposal for rates caps	Weaknesses Poor history of community engagement and consultation in relation to some facilities Already offside community Short timeframe for Trust to take over management of pools CB pool has short life expectancy due to age/maintenance issues Projects are only as good as their trust board Ability to quickly establish the independent role of the Trust

# (attributes of the organisation)

**External origin** 

#### **Opportunities**

Potential to raise standard of service delivery + demonstrate Trust is better model

Potential for more successful fundraising

Community amenities can continue to attract people to live in rural areas, no govt. strategy in place to protect rural areas from centralisation of services

More collaborative partnerships Healthy, more active communities due to better facilities and inspired by high performance athletes

#### Threats

Failure of Trust to meet its objectives and manage operation of the pools New Council in 2013 – change of policy/direction?
Lack of community acceptance of change of service delivery model CB pool stops working – puts Trust under pressure
Re-organisation – removal of local control of community facilities
Competing facilities-private providers

#### Community Challenge Case Study - Wanganui District Council

Stephanie Rose

#### A 'BIG, HEALTHY VILLAGE': A TRANSFORMATIVE REGIONAL STRATEGY FOR THE HORIZONS AREA

Challenge statement: The local government landscape in New Zealand is changing — we are facing tough economic realities and Wanganui cannot afford to be left behind. In many ways we are in a privileged position, we possess a wealth of natural and cultural assets and are ideally located in the central North Island; however this appeal is largely untapped and despite efforts to generate a more prosperous, energised and flourishing community we are confronting a declining population and poor socioeconomic markers. In order to compete with the 'big players' we need to align ourselves with our neighbouring partners, embrace a connected village mentality and adopt a regional approach for growth and revitalisation. We are initiating steps towards this.

#### Background:

- Our challenge sits squarely within the context of the 'better local government' reform agenda a
  programme driven by the national government's push for greater efficiency and effectiveness and a
  focus on 'core' services. Although this has launched a number of amendments, the ones most relevant
  to this particular challenge are a move towards greater regionalisation of services (we have lost recent
  public sector jobs through government restructuring at agencies such as the Department of
  Conservation and Housing New Zealand), streamlining amalgamation provisions (to make it easier for
  local government reorganisations to go ahead), introduction of a national benchmarking approach and
  reviewed intervention procedures.
- We know that in order to be viable we simply can not continue operating in the 'same old ways'.
- However, as a smaller provincial council we accept that our opportunities to rival the larger centres are limited – we need critical mass. As a result, we want to pursue a regional approach, lifting our sights to a strategic level and realising the benefits that can be accrued by banding together.
- We have initiated discussions with our regional chiefs (the Chief Executives of our neighbouring councils) to investigate these possibilities. We are part of a wider region of 10 councils<sup>1</sup> home to approximately 220,000 people, across 22,215km<sup>2</sup> (8.1% of New Zealand's land area). Horizons Regional Council is the name of our regional authority.
- We believe we need to refocus our priorities and divert our attention towards those aspects we can
  control it is about being realistic, proactive and responding judiciously to the local, regional and
  national context in which we are operating. As a result, our plan is not to reshape local government in
  our area but to make local government work for us and our community by getting the best value for our
  ratepayers.
- A regional strategy would assist us to concentrate on what is distinctive and saleable about Wanganui
  and this could contribute to the competitiveness of the region.
- The development of a 'bigger, healthier village' is central to this proposal. This is predicated on the fact
  that none of us will benefit if our neighbours are similarly ailing and unsustainable. We also want a
  model that will encourage us to work more collaboratively.
- New Zealand's largest cities (Auckland, Hamilton, Tauranga, Wellington, Dunedin and Christchurch)
  have already developed a strategy for working together. This forms part of the 'Core Cities' research
  and is about removing barriers, strengthening economic platforms, developing a shared understanding
  and highlighting the fundamental strengths of our biggest centres.
- Community engagement and buy-in is essential to the success of this proposal; however, our history of
  working together has been patchy. There have been questions about the logic and cohesion of our
  regional arrangement, whether a sufficient 'community of interest' exists, disagreement about decisions

Seven of these are completely within the borders of the Horizons region – our region also encompasses part of the Stratford, Taupo and Waitomo districts.

- made largely on our behalf by an organisation seemingly remote from our communities and a lack of common regional identity and purpose.
- We have been working on this but the ability to engage our community and our neighbouring councils
  in the development of a regional strategy that works best for all of us will be a challenge. It will require
  a mindset shift modifying our approach from one of parochialism and patch-protection to one that
  celebrates the concept of a broader regional village.
- To date we have begun identifying what is most distinctive about Wanganui taking into account what
  will contribute to the competitiveness of the region. We have started to talk to our regional partners
  about the key messages we want to portray about our region and the regional chiefs have begun
  discussing principles for working together. We need to move beyond principles though and establish a
  coherent and actionable vision and strategy.
- · In essence, these principles for working together should include:
  - Developing opportunities for combined economic growth.
  - Fostering an understanding that our competition is with other regions and the big cities not with each other.
  - Enabling each district to specialise based on comparative advantages.
- Now that we have compiled a list of Wanganui's key selling points we are recommending that the other
  districts also complete this exercise. Once this is undertaken we can determine the elements that best
  define us and provide value to the region. This combination of 'local stories' can be harnessed into the
  telling of a 'regional story' and potentially provide the narrative for a regional brand.
- Connecting our communities to this proposal and generating ownership is also required early on. While
  engagement is important we also hope to begin building 'community'.

#### **SWOT** analysis:

#### STRENGTHS:

- We have undertaken significant community engagement in the establishment of our 'Family-friendly Strategy' – this included a community visioning exercise led by a local community agency. We know where we want to be as a district and we have community support for this.
- Wanganui has a number of opportunities to capitalise on including: digital innovation, the river and coast, Sarjeant Gallery, affordable housing, heritage buildings, our WHO Safer Community accreditation etc.
- We can easily enhance our competitiveness by taking a regional view (e.g. Massey University becomes our regional university and Mount Ruapehu becomes our regional attraction).
- We are currently reviewing our Visitor Strategy and have recently developed an Economic Development Strategy in conjunction with industry stakeholders.
- We have established a group called 'Whanganui & Partners' to progress economic development initiatives.
- We are collaborating with other significant agencies such as UCOL to ensure that we get the best outcomes for Wanganui.
- We are working on a Reputation Strategy to bolster our work in this area and reverse the negative perceptions held of Wanganui (both internally and externally).
- Council officers are working more collaboratively across the region and we are

#### WEAKNESSES:

- We lack a way of prioritising services or projects locally. Things tend to happen on an ad hoc basis.
- We have been inclined to view the rest of the region as our competition and have not always communicated or collaborated well.
- Some sectors of our community have wanted to distance themselves from the rest of the region in the past. This led to us investigating establishment of a unitary authority. Our regional interactions have sometimes been marked by an element of distrust and a feeling that Palmerston North (as the largest city and Horizons Regional Council base) is primarily concerned with its own interests.
- There are community of interest issues and an impression (by some) that we are linked to the Horizons region as a result of neat alignment and local government reorganisation rather than any sort of commonality of vision and purpose. A strategy that celebrates regional strengths could struggle with local ownership and buyin.
- Community engagement is currently variable.
  We do not connect with all sectors and tend
  to hear from the same people. We are not
  representing multiple voices and perspectives
  in the way that we would like to and we want
  our 'local story' to be as representative as
  possible.
- More inclusive engagement tools (like online and text forums) have not been very

- attending Horizons Regional Council meetings to voice a 'Wanganui perspective'.
- We are active participants in the local authority shared services (LASS) initiative.
- We are investigating a 'one-stop-shop' approach with Horizons Regional Council to provide a more seamless service.
- As an organisation we have demonstrated a real commitment to Continuous Improvement.
- The regional chiefs meet regularly and there is early buy-in to the regional strategy discussion paper.

#### successful to date.

- Wanganui is a socially deprived and aging community with a declining population.
- We have not sold ourselves well in the past and suffer from poor self perception.

#### **OPPORTUNITIES:**

- Looking at what we do (and what we do well) could lead us to work smarter, position ourselves as leaders, be more efficient and effective and collaborate more actively with our regional partners.
- We recognise that this strategy will be best supported by the development of local foundation services<sup>2</sup> (pillars that will lift us towards achieving our regional vision). There is an opportunity to improve what we do here.
- There will be a better appreciation of each district's distinctiveness and these comparative advantages could contribute to the success of the region.
- A more collaborative working relationship across the region.
- Potential support and funding for regional facilities more leverage.
- · Coordinated marketing and promotion.
- Greater efficiencies across the region (building on the work of LASS) with less unnecessary duplication.
- Overcoming the 'cul-de-sac' or defensive mentality that exists between our districts – and replacing it with a connected village mentality with a united goal.
- A 'bigger, healthier village' our vision for 2020 and beyond is a prosperous region where levels of liveability are high and where we promote local distinctiveness, demonstrate strong collaborative relationships between centres and model efficient and effective communities.
- A structured approach to drive our actions and funding priorities.
- Greater potential for industry and other partners to 'get involved' and contribute to the achievement of our broader objectives.
- Community building empowering our communities and shaping a more positive and resilient region.

#### THREATS:

- We have a lack of scale relative to the major cities – we think this can be overcome though by banding together.
- We know that there are negative perceptions of Wanganui both internally and externally that need to be overcome. We are monitoring this through an ongoing National Perceptions Survey (and a companion local survey).
- We are distinct councils with our own visions and identities – coming together to develop a shared vision may not be easy.
- We are facing tough economic conditions and our intention to encourage growth and prosperity will be difficult.
- The next local government election will be in October 2013. This could bring significant changes.
- The impact of local government reform provisions.
- A focus on efficiency and effectiveness could require cuts or major changes to our services.
- Palmerston North does not participate actively in the LASS – they have a hands-off approach.

<sup>&</sup>lt;sup>2</sup> Foundation services are: land and natural environment; community (social/cultural capital; labour and education; and capital and entrepreneurial bases); physical assets and infrastructure; and institutions and governance.

#### Community Challenges case study

#### For ICMA Fellowship Program Trinnawat Suwanprik

Title: Sustainable Urban Transport in Chiang Mai

Challenge Statement: How to raise public awareness and involve local communities in project for sustainability?

Background: Chiang Mai is Thailand's second biggest city, located in the northern region of Thailand. Chiang Mai Municipality's core business area measures around 40.21 square kilometers with 4 subs-districts and 94 communities. Presently, the city faces problems such as air pollution and sources of green house gas emission, especially considering the rapidly growing amount of vehicles (Kumar et all, sustainable urban tourism through low carbon initiatives experiences fro Chiang Mai and Hue, 2013). Thus, the Sustainable Urban Transport project focuses on environmental sustainable management, public participation, transportation, intergraded land use and urban development. This project is sponsor by the Global Environmental Facility, the World Bank and co-financed by the Office of Transport Traffic Policy and Planning - Ministry of Transport. The key challenge is how to involve communities in this project and how to raise public awareness on the regarding issues of air pollution and GHG-emissions.

#### **SWOT Analysis**;

#### Strengths;

Chiang Mai Municipality has 94 communities in total, they are **self-reliant** on local community problems, thus we can call "community empowerment and use it for community development". Each community, has a leader team and the staff of each community create and develop a strategy plan for them self. Some communities with best characteristics are very **unique** for example: Wat Srisu -phan community is dominant in silver handicraft, and Wat Kat Karam community has traditional folk-away style. Thai society is well known its **kindness and hospitality** this can be experienced in Chiang Mai's communities.

#### Weakness;

Chiang Mai's economy is rapidly growing which results in quick changes. Thus, there is a **lack of updated information**. Moreover, people do **not attend or involve** important meeting related to community management, as they are **not aware** of those newly emerging topics. An example might be low carbon travelling in communities of Chiang Mai by the Tourism Authority of Thailand and The Office of Tourism and Sport, Chiang Mai Province.

#### Opportunities;

Chiang Mai is considered as one of the most attractive tourist destinations in Thailand. Hence, Chiang Mai's communities get a strong impact form tourist all around the world. From this follows the tendency towards an **increased living standard** based on international standards. Currently, the Chiang Mai municipality is considering this in its project planning process. Most development and implementation tasks are based on international standard criteria. However, the idea of sustainability needs to be included into the general movement towards a higher living standard.

#### Threats;

At local level, Chiang Mai's communities are facing many problems regarding social economic development such as an increasing **income gap** and the **current political situation**. There is an urgent need for **public infrastructure**. However, communities are struggling with budget limitations.

Prepared by Mr. Trinnawat Suwanprik
ICMA Fellowship Program
Chiang Mai Municipality, Thailand
April 3, 2013

#### **Difficulties of Chinese**

#### City Administration and Law Enforcement

Yunfeng Deng March 24, 2013

#### Introduction

In recent years, with China's rapid socioeconomic growth, the cities have been developing at a fast rate. City administration and law enforcement authorities have been playing an important role in maintaining the cityscape and order. Their law enforcement activities have increasingly become the focus of societal concerns, the spotlight of public opinion, and the key to social management. Above all, those activities have become the fuse detonating all kinds of emergency or crisis incidents. City administration and law enforcement work is even viewed by many as a synonym of violence. Then the biggest problem at present lies in how to establish a good image of city administration and law enforcement, achieve positive interactions with citizens, and keep good urban environment and order.

#### **Background Information and Causes**

The problem facing city administration and law enforcement derives from subjective as well as objective causes. They can be categorized into three perspectives.

The first perspective is the law enforcement targets. With the speeding up of urbanization and the transformation of economic development mode, cities keep expanding in size and scale; populations of laid-offs, unemployed people, landless farmers and rural migrant workers keep going up. The need for survival and various economic motivations contribute to produce new problems in city management, such as road-occupying business, illegal construction, pet issues, and illegal parking of motor vehicles. Incidents and persons breaking the regulations of city administration are on a constant rise, and the workload of law enforcement is increasingly heavier.

The second perspective is from the law enforcement team. It has been over ten years since the city administration and law enforcement departments were first set up in 1999. Though majority of the team is stable, personnel problem is still the bottleneck of city administration and law enforcement work. Due to environment changes, the workload becomes too heavy for the current law enforcement team to handle, and the personnel face the challenges such as greatly-imbalanced quality and an ageing problem. Besides the relative conventional functions, the team has been often assigned by the government to carry out some work out of its duty scope. As a result, in real-life practices, the team often cannot attend to all the work, wear itself out, even fail to perform its defined duties well. In addition, part of law enforcement staff and temporary assistants who are employed to alleviate the personnel shortage problem, have low quality, lack the art and skills of law enforcement, usually prone to adopting simplistic even violent solutions to thorny, sudden issues. They are often

resulting in public onlookers.

The third perspective is from the society's circumstance. Chinese society has rich traditional cultural heritage of several thousands years. People who value human relations but look down on laws and regulations are deep-rooted. The legal awareness of the mass is relatively weak. The fact is not easy to change within a short term. Also the traditional Chinese ethics psychologically leans towards the weakers, thus the relatively powerful "law-enforcers" find it difficult to gain the support and understanding from the people while carrying out their work, furtherly, the favorable public opinions from the society are in the lacking. Psychologically, animosity towards the rich and government officials is of serious concern. Some irresponsible media maligns lawman hyped up. This animosity grows more and more strongly under the guise of pitying the weakers. So any kinds of errors in city administration and law enforcement would trigger loud voices of condemnation from social public opinions. The lawman has been demonized.

Any news related to city administration and law enforcement could be a focal point of national-wide concern. Under this media environment, the society develops some pre-existing impression to city administrative work and can hardly view it in an objective and fair way. Under this distorted atmosphere, the law enforcement teams feel great pressure physically and they have heavy social duties.

#### Analysis

In view of the above situation and the problems in it, the author will use SWOT (Strengths, Weaknesses, Opportunities, Threats), a four-dimensional approach, to address the problems.

Let us start with a view from internal aspects.

Strengths. Staff quality and performances of the law enforcement team could be enhanced by way of education and training. With emphasis on communications, coordination, and prediction, city administration problems can be detected in advance and solved at the embryonic stage. The construction of internal institutions is being strengthened so as to form a good routine of administering both the issues and personnel under institutional guidance.

<u>Weaknesses.</u> The law enforcement team has serious ageing problems, shortage of hands, and malfunctioning channels of personnel mobility. Effective means of coercion and punishment are not available during the law enforcement process due to legal limits.

Now let us look at the external factors.

Opportunities. With socioeconomic development, social awareness is changing, the civil consciousness of citizens are being more and more intensified, civility is increasingly improving, and social management tends to be more legalized, standardized, and institutionalized. People view laws with more awe and veneration and abide by them more strictly. At the same time, the authority of the law enforcement institutions is being elevated. Public voices in the society are moving towards rationality and harmony, calls for justice and equality becoming louder. So the public opinion environment for law enforcement is becoming better.

Threats. In a long foreseeable term, the gap between rich and poor due to injustices in social distribution will persist even widen. Animosity toward the rich and government officials will exist for a long time. Urban dwellers, especially those new-comers, do not have much loyalty and sense of belonging to the cities. Instead of fully mingling into the cities, they feel like passerby. Reflecting into their behaviors, this portion of population keep the rural living habits, show indifference towards urban affairs, and even resist or turn a deaf ear to the work of the law enforcement team.

With the faster pace of urbanization, more people pour into the cities. The administrative targets become more complex, the workload becomes heavier, and demands and interests become more diversified.

#### Knowledge and Experiences I Expect to Learn Through This Exchange Program

- American practices and experience in doing professional education and training, elevating law enforcement personnel's quality, and performing relevant psychological counseling.
- American mechanisms of quick reaction and emergency management towards abrupt incidents during law enforcement processes.
- American practices and experience in establishing a good social image about law enforcement authorities and positive interactions with the citizens.
- Guidance and response mechanism of public opinions in American city management.
  - 5. How US effectively improves the social awareness of rule by law.
- American practices on how to effectively deal with social conflicts and encourage public participation.

#### Possible Questions and Difficulties

- How to make just, strict and clear laws and regulations for social and urban management.
- How to cultivate the consciousness and atmosphere of society-wide participation in city management.
- 3. How to entrust the law enforcement team with full power and at the same time effectively monitor them.