

# ICMA INTERNATIONAL COMMITTEE MEETING

## CHARLOTTE, NORTH CAROLINA

### AGENDA

*Sunday, September 14, 2014 | 8:30 A.M. – 11:30 A.M.*

Charlotte Convention Center, Meeting Room 203B, Meeting Room Level

Time	Item ( <a href="#">Click item for details</a> )	Owner
8:30 A.M.	Welcome and Introductions of members, guests and recognition of Past Committee members and newly appointed Committee Members	Clay Pearson, International Committee Chair
8:45 A.M.	Review of May 2014 International Committee Meeting and International Regional Summit in Yangzhou, China; Review and approval of meeting minutes  ICMA China Center Update – Lily <b>Yangzhou Training Center</b>	Group
8:50 A.M.	Update from the ICMA Board  International support and perspectives  2015 Board meeting outside North America	David Johnstone, ICMA Board Liaison to International Committee
8:55 A.M.	ICMA President's Welcome ( <a href="#">Time may be adjusted</a> )	Simon Farbrother, ICMA President, Jim Bennett, Incoming President, and Pat Martel, President-Elect
9:00 A.M.	ICMA International Contract Programs Update	David Grossman, Director of ICMA International Programs
9:10 A.M.	ICMA México-Latinoamérica Update	Octavio E. Chávez, Director, ICMA México-Latinoamérica
9:15 A.M.	Durban Adaptation Charter (DAC), A Local Government Focused Climate Change Adaptation Initiative	Tony Socci, EPA
9:25 A.M.	ICMA Staff update: Opportunities for member involvement, International Management Exchange Program (IMEP), and International Welcome ambassador briefing	Lauren Crawford, ICMA Program Manager and staff liaison
9:35 A.M.	Garvey Scholarship and Hansell Scholarships	Lauren Crawford, ICMA Program Manager and staff liaison; Bill Hammon

Time	Item (Click item for details)	Owner
9:45 A.M.	Alumni and Friends Group	Mike Garvey, Past International Committee Member
10:00 A.M.	Break	
10:10 A.M.	CLAIR Center Update	Seth Benjamin
10:20 A.M.	European City Manager Network (ECMN) Update	Peter Agh
10:30 A.M.	Hosting International Program in Charlotte	T. Lundy, L. Bailey and P. Shew
10:40 A.M.	International Activities and Opportunities in Charlotte	Lauren Crawford
10:45 A.M.	2015 Spring Meeting Planning and committee member needs	Clay Pearson, International Committee Chair
11:00 A.M.	2016 Spring Meeting/Study trip idea generation	Clay Pearson, International Committee Chair
11:25 A.M.	For the Good of the Order	Clay Pearson, International Committee Chair
11:30 A.M.	Adjournment	Clay Pearson, International Committee Chair

## **ICMA International Committee 2014-2015**

Updated 8/13/14

### **Clay Pearson, Chair**

City Manager  
City of Pearland  
3519 Liberty Dr  
Pearland, TX 77581-5416  
Phone: (281) 652-1663  
Fax: (281) 652-1703  
E-mail: cpearson@pearlandtx.gov  
Term: 09/2015

### **Frans G. Mencke, LL.M., Vice Chair**

City Manager  
City of Hoorn  
Postbus 603  
Hoorn, AR1620  
NETHERLANDS  
Phone: 312-29252202  
Fax: 31229252025  
E-mail: fgmencke@quicknet.nl  
Term: 09/2016

### **Peter Agh**

City Manager  
City of Nove Zamky  
Hlavne Namestie 10  
Nove Zamky, 94035  
SLOVAKIA  
Phone: +421 (902) 987 601  
Fax: +421 (35) 6400 229  
E-mail: peter.agh@novezamky.sk  
Term: 09/2016

### **Andrea Arnold**

Assistant City Manager  
City of Decatur  
PO Box 220  
Decatur, GA 30031-0220  
Phone: (404) 370-4102  
Fax: (678) 553-6518  
E-mail: andrea.arnold@decaturga.com  
Term: 10/2017

### **W. Lane Bailey (Lane)**

City Manager  
City of Lenoir  
1001 Turnberry St  
Lenoir, NC 28645  
Phone: (828) 757-2200  
Fax: (828) 757-2162  
E-mail: lbailey@lenoir-nc.gov  
Term: 09/2015

### **Yulia Carter**

Administrative Services Director  
Town of Los Altos Hills  
26379 Fremont Rd.  
Los Altos Hills, CA 94022  
Phone: (650) 947-2515  
Fax: (650) 941-3160  
E-mail: ycarter@losaltoshills.ca.gov  
Term: 09/2015

### **Michelle Crandall**

Assistant City Manager  
City of Dublin  
6555 Shier Rings Rd  
Dublin, OH 43016  
Phone: (614) 410-4403  
Fax: (614) 761-6512  
E-mail: mcrandall@dublin.oh.us  
Term: 09/2016

### **Ryan T. Eggleston**

Township Manager  
Township of South Fayette  
515 Millers Run Road  
Morgan, PA 15064  
Phone: (412) 221-8700  
E-mail: reggleston@sftwp.com  
Term: 10/2017

**David W. Frasher, Esq.**

City Manager  
City of Oregon City  
625 Center St  
Oregon City, OR 97045  
Phone: (503) 657-0891  
Fax: (503) 657-7026  
E-mail: dfrasher@orccity.org  
Term: 09/2015

**Dennis J. Gehrt, ICMA-CM (D. J.)**

City Administrator  
City of Platte City  
400 Main St  
Platte City, MO 64079-9438  
Phone: (816) 858-3046  
Fax: (816) 858-5402  
E-mail: djgehrtd@plattccity.org  
Term: 09/2016

**William G. Jackson (Garrett)**

Assistant Town Manager/Director of  
Planning,  
Preservation, Community Development  
Town of Abingdon  
Phone: (276) 492-2125  
Fax: (276) 628-9986  
E-mail: gjackson@abingdon-va.gov  
Term: 10/2017

**Michael A. Jaillet (Mike)**

Town Administrator  
Town of Westwood  
580 High St  
Westwood, MA 02090-1607  
Phone: (781) 326-4172  
Fax: (781) 329-8030  
E-mail: mjaillet@townhall.westwood.ma.us  
Term: 09/2015

**David C. Johnstone**

City Manager  
City of Candiac  
100 Montcalm Blvd. North  
Candiac, QC J5R 3L8  
CANADA  
Phone: (450) 444-6003  
Fax: (450) 444-2480  
E-mail: djohnstone@ville.candiac.qc.ca  
Term: 10/2017

**Kelly R. McAdoo**

Assistant City Manager  
City of Hayward  
777 B St  
Hayward, CA 94541-5007  
Phone: (510) 583-4305  
Fax: (510) 583-3601  
E-mail: kelly.mcadoo@hayward-ca.gov  
Term: 09/2016

**Michele E. Meade**

Township Manager  
Township of Livingston  
357 S Livingston Ave  
Livingston, NJ 07039-3927  
Phone: (973) 535-7973  
Fax: (973) 992-7531  
E-mail: mmeade@livingstonnj.org  
Term: 09/2016

**Nita Renee Mensia-Joseph**

Deputy City Manager  
City of Portsmouth  
801 Crawford St  
Portsmouth, VA 23704  
Phone: (757) 393-8626  
Fax: (757) 393-8697  
E-mail: josephn@portsmouthva.gov  
Term: 10/2017



**Scott W. Mitnick**

City Manager  
City of Thousand Oaks  
2100 Thousand Oaks Blvd  
Thousand Oaks, CA 91362-2996  
Phone: (805) 449-2121  
Fax: (805) 449-2125  
E-mail: [smitnick@toaks.org](mailto:smitnick@toaks.org)  
Term: 09/2016

**Bill A. Monahan, ICMA-CM, JD**

City Manager  
City of Milwaukie  
10722 SE Main St  
Milwaukie, OR 97222-7606  
Phone: (503) 786-7501  
Fax: (503) 598-7373  
E-mail: [bmonahan20@comcast.net](mailto:bmonahan20@comcast.net)  
Term: 10/2017

**John E. Nowak**

PO Box 2127  
Manteca, CA 95336  
E-mail: [johnn51@msn.com](mailto:johnn51@msn.com)  
Term: 09/2015

**Terry B. Parker**

Regional Adviser (Southern Africa)  
Commonwealth Local Government Forum  
100/685 Casuarina Way  
Casuarina, NSW 2487  
AUSTRALIA  
Phone: +27 (0) 12 369 8000 x1105  
Fax: +27 (0) 12 369 8001  
E-mail: [terryparker@bigpond.com](mailto:terryparker@bigpond.com)  
Term: 09/2016

**Ib Ostergaard Rasmussen, EMBA**

Ellekrattet 15, Sundby  
Nykobinc F. 4800  
DENMARK  
Phone: (457) 585-8686  
E-mail: [ib@roopa.dk](mailto:ib@roopa.dk)  
Term: 09/2016

**Albert J. Rigoni, MPA CM (Al)**

3550 Lake St  
Skokie, IL 60203  
E-mail: [alrigoni1@gmail.com](mailto:alrigoni1@gmail.com)  
Term: 09/2015

**Kim Ryley**

28 Chapel Rd, Hadnall  
Shrewsbury, SY4 4EH  
UNITED KINGDOM  
E-mail: [k.ryley@btinternet.com](mailto:k.ryley@btinternet.com)  
Term: 10/2017

**Cynthia Seelhammer**

County Manager  
County of Coconino  
219 E Cherry Ave  
Flagstaff, AZ 86001  
Phone 928.779.6690  
Fax 938.779.6687  
Email [cseelhammer@coconino.az.gov](mailto:cseelhammer@coconino.az.gov)  
Term: 9/2015

**Cynthia M. Steinhauser (Cindy)**

Assistant City Manager  
City of Dubuque  
City Hall  
50 W 13th St  
Dubuque, IA 52001-4864  
Phone: (563) 589-4110  
Fax: (563) 589-4149  
E-mail: [csteinha@cityofdubuque.org](mailto:csteinha@cityofdubuque.org)  
Term: 10/2017

**Melissa A. Stephens**

Assistant City Manager  
City of Cedar Hill  
911 Canterbury Ct.  
Cedar Hill, TX 75104  
Phone: (972) 291-5100 ext 1030  
Fax: (972) 291-5199  
E-mail: [melissa.stephens@cedarhilltx.com](mailto:melissa.stephens@cedarhilltx.com)  
Term: 10/2017

**Ståle Stormark (Stale)**

Business Developer  
Connect Western Norway  
Schweigaardsvei 39  
Bergen, N-5063  
NORWAY  
Phone: +47 97553398  
E-mail: stale.stormark@hotmail.com  
Term: 09/2015

**Lee Szymborski**

City Administrator  
City of Mequon  
11333 N Cedarburg Rd  
Mequon, WI 53092-1930  
Phone: (262) 236-2940  
Fax: (262) 242-9819  
E-mail: lszymborski@ci.mequon.wi.us  
Term: 10/2017

**David G. Timmons**

City Manager  
City of Port Townsend  
250 Madison St Ste 2  
Port Townsend, WA 98368  
Phone: (360) 379-5043  
Fax: (360) 385-4290  
E-mail: dgtimmons3@msn.com  
Term: 09/2016

**Stefano Tripi**

Executive Assistant to the City Manager  
Calderara di Reno, IT  
Via Canalino N. 67  
Modena, 41121  
ITALY  
E-mail: stefano.tripi@gmail.com  
Term: 09/2015

**ICMA Executive Board Liaison****Lars Wilms**

Chief Executive Officer  
Municipality of Egedal  
Rådhusstrøget 2  
Stenløse, 3660  
DENMARK  
Phone: + 45-7259-6000  
E-mail: lars.wilms@egekom.dk  
Term: 10/2017

**Staff Liaisons****Ross H. Hoff**

Director, International Member Programs  
ICMA  
777 N Capitol St NE  
Suite 500  
Washington, DC 20002-4239  
Phone: (202) 962-3646  
Fax: (202) 962-3500  
E-mail: rhoff@icma.org

**Lauren C. Crawford, MPA**

Program Manager  
ICMA  
777 N Capitol St NE  
Suite 500  
Washington, DC 20002-4239  
Phone: (202) 962-3532  
Fax: (202) 962-3500  
E-mail: lcrawford@icma.org

DATE: August 7, 2014

TO: ICMA Executive Board

THRU: David Johnstone, ICMA Board Liaison to the International Committee

SUBJECT: Update on ICMA International Committee Activities, 2013-14

The purpose of this communication is to provide the ICMA Board with an overview of the work and plans of members volunteering on the International Committee. The Board's support and encouragement is appreciated as the Committee members strive to make the international local government perspective, lessons, and value a normal and regular part of the ICMA membership experience.

I shared last year about the **Next Generation** and enticing them to grow in the profession through international opportunities. Up-and-coming leaders in ICMA already know that international is normal in their education, the business world, and our connected lives. That awareness is ever-permeating more broadly with our membership from different career stages, backgrounds, and geographies.

The program we are working upon follows the October 2012 ICMA Executive Board POLICY DIRECTION ON INTERNATIONAL ACTIVITIES. We will build upon the work of committee members as we meet again in Charlotte for our 100<sup>th</sup> Annual Conference.

1) **First ICMA Regional Summit in Yangzhou China, Spring Committee meeting in Yangzhou and support for the ICMA China Center.**

- a. **Pre- and Post-summit trips.** Thanks to the unrelenting focus of the ICMA China Center staff, **Lily Luo** and friends, and the ICMA DC staff, approximately 47 participants, including ICMA members and guests, benefitted greatly from the pre-summit in Beijing. There were two post-summit tours with smaller groups (about a dozen) that went west to Wuxi (home to the terra cotta warriors) and Xi'an before departing from Shanghai.
- b. **International committee meeting.** The highlight of everybody's trip to China had to be the ICMA International Committee meetings themselves. Traveling thousands of miles and spending about the same, your membership colleagues met two mornings following the summit to conduct business and plan for leveraging the energy and opportunities with China and the rest of the world. Minutes of the Committee and other resources remain on the **ICMA Knowledge Network**. The KN group is titled [ICMA International Committee Affiliates and Friends](#). I invite you to join, if you have not done so already.
- c. **Eco-summit.** I cannot adequately express the many positive dimensions of the eco-summit that your ICMA China Center spearheaded. There were 200 attendees, mainly from various Chinese local governments, but including ICMA

members and affiliates. **Simon Farbrother, Bob O'Neill**, and I spoke at the general session about aspects of local government in the U.S., professionalism in local government, and sustainability. ICMA VP **Lars Wilms** made a presentation to a break-out group about some of the impressive and progressive alternative energy and open data initiatives in his native Denmark. The ICMA 'Life, Well Run' video, in Mandarin Chinese, was unveiled. Look shortly for thousands of RNB contributions to the Fund.



- d. **John Garvey and Bill Hansell Scholarships.** One of the cool things about this last year was the reinstatement of the Garvey Scholarship to help up-and-coming leaders participate in international activities. Without the fund, which had been inactive in recent years, members like **Melissa Stephens and Maureen Lu** would not have been able to join and learn as they did. There was a very competitive process in which Melissa and Maureen were awarded these scholarships. As a part of their give-back to the Association, each made reports which are excellent and can be found on the aforementioned section of the Knowledge Network. Melissa also gave a report to her Cedar Hill, Texas City Council and community. We also tried to tie-in the new **Bill Hansell Scholarship** with an international opportunity for mid-career managers. The idea and effort came together close to the China event, and we did not get any interest. There also appears to be a need to broaden the application criteria to generate more interest. Any ideas from the Board on direction for that effort next year are welcomed.
- e. **White Paper.** The committee facilitated the development of white paper on “International Perspectives on Local Government Sustainable Development.” This paper will be disseminated in its final form at the conference in Charlotte.

- f. **Establishment of ICMA Training headquarters in Yangzhou**, a “small” Chinese city of four million people about three hours northwest of Shanghai. The International Committee celebrated the significance of the event as a step in “normalizing” the “I” in ICMA. The summit advanced the committee’s priority to increase awareness and interest in professional local government worldwide and to continue expanding ICMA’s international network. Like the U.S.-based regional summits, it provided a forum for professional development. The relationships, always important but critical in China, between ICMA and the Chinese University of Political Science and Law (CUPL) and the City of Yangzhou are all the result of the ICMA China Center. There were many aspects of the week’s success. At the Summit, there was a formal agreement executed with the ICMA China Center designating the ICMA training base in Yangzhou. The agreement is another testament to Lily and her team in Beijing, also **David Grossman, Judit Deilinger, Bob O’Neill, Lauren Crawford, Ross Hoff, Berna Ozetkin**, and others.
- 2) Additional China Center activities/Guest Lecturer program. Three ICMA members, **Richard Underkofler, Lyle Wray, and Rich Kerbel** traveled to China outside of the International Regional Summit. While there, members conducted two lectures each for three-hour presentations for the ICMA China Center training program in Tieling City of Liaoning Province in Northeast China. Topics included urban planning in U.S. cities; energy efficiency, low-carbon development, and urban environmental governance; or functions and operating models of smart growth cities in the United States. The audience was about 80-100 local government officials. Additional lecturers made two three-hour presentations to M.P.A. classes at CUPL in Beijing. Topics included were U.S. local government performance measurement and professional ethics codes for U.S. local government employees. More information can be found here about their experiences: [http://icma.org/en/icma/knowledge\\_network/blogs/blog/10/International\\_Di\\_spatches](http://icma.org/en/icma/knowledge_network/blogs/blog/10/International_Di_spatches).
- 3) **Communication with and for ICMA members.** U.S. members have been charged with and are following up with their respective state associations to share information about the International Committee’s work. In addition to what we are doing as members, the ICMA commitment to sharing examples and lessons from international to the traditional North American membership is critical. Working news from international into the daily News Briefs was started but is a little spottier in frequency lately. We can continue to learn from international newspapers and colleagues about local government fiscal pressures that are ubiquitous, traffic management, sustainability, etc. For example, ICMA can take examples from emergency management. The Dutch have been dealing well with ocean issues for centuries and should be tapped for expertise to coastal areas; the Japanese are dealing with rebuilding economies after their great tsunami. We

appreciate the ICMA staff dedication to finding and sharing these aspects and seek your continued emphasis towards that.

**Increase information dissemination.** An ICMA Committee, Affiliates, and Friends Knowledge Network group was created, including establishing a wiki to house historical information on affiliate relationships that can be added to by International Committee members and affiliates.

- 4) **International Affiliate Engagement.** For the ICMA International Committee itself, defining expectations and making **Affiliate liaison role of the committee members** more formal and robust is a priority through having an “Alumni and Friends” group focus on creating a ‘What does it mean to be an affiliate liaisons’ handbook. The members assigned as affiliates and friends are expected to increase the communication, awareness of ICMA, and encourage participation in ICMA and its activities. Over the past year, the following successes occurred:

a. **New Agreements.** ICMA signed the following new International Agreements:

- i. 2013 Conference: Agreements were signed with the Association of Public Administrators in Romania; the Association of Secretaries of Urban and Municipal Authorities of the Czech Republic. Another agreement signed included: The Association of Local Government Authorities of Kenya (ALGAK).
- ii. 2014: Updated agreement will be signed at the International Reception at the conference with Local Government Managers Australia (LGMA) and Society of Local Authorities and Chief Executives (SOLACE). New agreements will be signed with Association of Local Authorities Tanzania (ALAT), Municipal Association of Honduras (AMHON), City Managers’ Association of Madhya Pradesh-India (CMAMP), and League of Cities of the Philippines (LCP).

b. **Interactions.**

- i. Coordinated a visit by Local Government Managers Australia staff to ICMA’s offices to continue development of a work plan between the organizations.
- ii. Conducted discussions with new staff at the Union of Local Authorities in Israel regarding establishment of a work plan.
- iii. Worked with the New Zealand Society of Local Government Managers to arrange a match for one member as part of the International Management Exchange Program. Additionally, ICMA staff worked with SOLGM to provide three months streaming access to the ICMA Leading Ideas video, “Jim Collins on *Good to Great*” exclusive for SOLGM members. Mailed 550 copies of the “Peter Block on *Community: The Structure of Belonging*” DVD with a letter signed by ICMA Executive Director Bob O’Neill, ICMA President Simon Farbrother, and SOLGM President on

the benefits of membership in SOLGM and ICMA; one copy for each SOLGM member.

- iv. Worked with the Canadian Association of Municipal Administrators in enhancing membership ties and have seen an increase in membership numbers.

c. **Special Relationships.**

Worked with the Japan Local Government Center to identify an ICMA member to participate in the 2014 CLAIR Fellowship Exchange Program study tour to Japan. For 2014, **Jon Branson (Deputy City Manager, City of Pearland, Texas) and Lauren Crawford (ICMA Staff)** are participating in the Fellowship, along with representatives of the large U.S. government associations such as the National League of Cities. The Japan Local Government Center in New York, under the Council of Local Authorities for International Relations (CLAIR) has been a mainstay partner of ICMA, supporting the Fellowship program for an extended period. CLAIR staff will once again be in Charlotte to learn and share.

The ICMA Executive Board passed a resolution that you will meet every third year outside of North America. The first such session in Bratislava, Slovakia was a success by any standard and set a high bar. The resolution also states that the Board **meeting will be held in conjunction with the ICMA International Committee's spring meeting.** I understand that we are working towards meeting together in Australia, perhaps as early as February. We look forward to that opportunity on many fronts and look forward to working with y'all on that. If you find your way to Gulf Texas before then, come on by.

If there are any questions, please let me know.

Clay Pearson

City of Pearland, Texas

[cpearson@pearlandtx.gov](mailto:cpearson@pearlandtx.gov)

(281) 979-4460



**ICMA INTERNATIONAL COMMITTEE MEETING – YANGZHOU, CHINA**  
**Wednesday, May 14 (9:00 AM – 11:00 AM) and Thursday, May 15 (8:00 AM – 10:00 AM)**  
**Yangzhou Centre & Residence**

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**\*\* DRAFT MEETING MINUTES \*\***  
**(IF CHANGES ARE NEEDED PLEASE EMAIL [LCrawford@icma.org](mailto:LCrawford@icma.org))**

**AGENDA – PART 1**  
**Wednesday, May 14 (9:00 – 11:00 AM)**

**9:00 AM WELCOME & INTRODUCTIONS OF PARTICIPANTS IN THE ROOM**

Clay Pearson, International Committee Chair

Clay Pearson: Thanks to everyone for being here. We appreciate everyone for traveling. And appreciate all the efforts of Lily and the China Center. The ICMA China Center has really expanded upon the original idea of having a center into what we see today.

Self-introduction of those in the room.

*ICMA Board Members:* Simon Farbrother, David Johnstone, Lars Wilms

*International Committee:* Lane Bailey, Greg Bielawski, Robin Weaver, Tom Lundy, Bill Monahan, Bill Hammon, Michelle Crandall, Scott Mitnick, Ed Lundy, Michelle Meade, Kelly McAdoo, Yulia Carter, Frans Mencke, Ib Rasmussen

*Affiliate Representatives:* Frans Mencke, Kim Ryley, Victor Pankrashchenko, Victoria Brailitsa, Jean Savard

*Friends of the Committee:* Terry Zerkle, Bob Lawry, Ed Fraser, Melissa Stephens, Maureen Lu, Kizito Wangalwa, Mike Garvey, Chris Heineman

*ICMA Staff:* Bob O'Neill, Judit Deilinger, Lauren Crawford, Lily Luo

**9:15 AM GREETINGS FROM ICMA'S PRESIDENT**

Simon Farbrother, ICMA President

Simon Farbrother: There are a couple of important things that have happened recently.

For a number of years there have been regional summits that have come together but this is the first time to have an international group get together to actually focus on international relationships. We have been talking about "normalizing" the "I" of ICMA and this is a small step in the journey. Having so many countries attending is great. The physical number of attendees at this event is the highest we have had to date. When we expand the base, we expand the content, and can have a conversation of what our future looks like. Over the years, the International Committee (IC) has become very popular for individuals to join but there has been a move to get new people on board while also continuing to involve the old.

I also appreciate David Grossman from international programs for enhancing the relationship with the board and committee. The ICMA Executive Board established



that once every three years they would meet with the IC and we will be doing so next year, in 2015. We knew the importance and the value of international and we continue to stress it.

Clay: We are at the first international regional summit. We have normalized and this is our first international regional summit. For this first effort, we don't quite have the same branding so far as other summits but we will get there and work with ICMA to have this summit be a part of their regular scheduled business meetings.

9:20 AM

## **UPDATE FROM THE ICMA BOARD**

David Johnstone, International VP and Board Liaison to the International Committee

David Johnstone: ICMA has faced significant financial challenges in international programs and therefore has **many staff that are performing multiple jobs to cover staffing gaps**. This is a transition year for the organization and hope that over the next two years we stabilize. I wanted to say a word of thanks to our Chinese hosts for all the arrangements they have made for the group.

Clay: I'd like to echo the 'thank you's' for the China Center and also acknowledge the tremendous efforts by Judit, Ross, Berna, and Lauren— please thank them.

9:30 AM

## **REVIEW OF SEPTEMBER 2013 INTERNATIONAL COMMITTEE MEETING MINUTES IN BOSTON**

Clay Pearson, International Committee Chair

Clay: Do we have a motion to approve the minutes as written?

Greg Bielawski: Motion

Ed Daley: Motion seconded

Clay: Motion carries.

We have found that [posting the International Committee meeting agenda and minutes on the committee's Knowledge Network group site has been an easier way to get information out.](#) Please encourage your colleagues to **join the International Knowledge Network group** because it's the easiest and best way to provide information. I was able to talk at the Mountain Plains regional summit in Grapevine, Texas to provide them an update on international activities. If you can also find ways to talk to your state associations and write a blurb in your states articles you really will personalize the international experiences. Thank you for your participation and the openness of this group to promote international.

9:35 AM

## **ICMA INTERNATIONAL CONTRACT PROGRAMS UPDATE**

Judit Deilinger, Director of New Business

Judit Deilinger: **ICMA International programs were launched in 1989 and we work in developing and decentralizing countries.** We are donor funded and have a presence in Mexico, South Asia, and China through special relationships or anchor relationships. We currently are working in Afghanistan, China, El Salvador, Georgia,

Guatemala, Indonesia, Jordan, Mexico, New Zealand, Panama, Philippines, South Africa, Sri Lanka, Tajikistan, Tanzania, Thailand, and Timor-Leste.

How do we work? We work to facilitate partnerships that develop sustainable solutions, then tap into expertise and knowledge bases. Our techniques include professional development, technical assistance, partnerships, and association building. Everything we do is aligned with the ICMA vision, mission and core beliefs. We distinguish ourselves from others as we build sustainable communities and local capacity. Our technical areas range from climate change, decentralization, youth and women/gender. We believe in the philosophy of building sustainable local capacity + promoting good governance = stability. CityLinks, ICMA's flagship program, creates partnerships between municipalities in countries and counterparts in US through pro-bono opportunities. CityLinks partnerships endure beyond the end of the project funding and are a benefit to both partners.

**A few key highlights form the CityLinks program.** CityLinks is a five year agreement with USAID and focuses on climate change, food security, and water and sanitation. We have worked with Durban, South Africa, Southeast Florida and Dar es Salaam, Tanzania. We've worked with ASEAN Cities Climate Change Partnership and a Georgia Waste Management project under CityLinks. We have also conducted South-to-South partnerships that recognize that U.S. Cities are not the only resource cities but bringing together cities in the region to continue the technical support. New opportunities that are very exciting include: Jordan Green Energy which is raising awareness and working with University students; the Fellows Programs where city officials engage in joint work and learn about each other's management structures and create a work plan together.

We have had three iterations now of the program. AMUPREV which shares best practices around violence prevention with municipal and police officials. DEMI which built local capacity for governance, economic development and service delivery. This program worked with communities working with minorities to show how to bring together ethnic groups. Regional Credit Rating Improvement Program, we are working with World Bank and cities in LAC; Afghanistan programs are still the largest portfolio of ICMA; we have had many programs over the last 10 years which have focused on improving water services. Stability in Key areas (SIKA) - West entails the whole country but was divided into four regions. We are working directly with local governments. We have been working to diversify our portfolio as it has traditionally been heavy in Afghanistan the last few years. We have divided up into a new structure based on regions. The market is strong and there is a lot of need for our services. We are inching along and hopefully will have a good transition year to have a strong 2016.

[Video on Making a difference in Afghanistan.](#)

10:00  
AM

**ICMA AFFILIATES UPDATE, AFFILIATE LIAISONS UPDATES,  
SOLITICIATION OF LEAGUE OF CITIES (PHILIPPINES) LIAISON,  
OPPORTUNITIES FOR MEMBER INVOLVEMENT: INTERNATIONAL  
MANAGEMENT EXCHANGE PROGRAM (IMEP) UPDATE, ICMA**

## FELLOWSHIP OPPORTUNITIES

Lauren Crawford, Program Manager, ICMA, Liaisons and Clay Pearson, International Committee Chair

Lauren Crawford: There have been **two new ICMA Student Chapters created this year**. ICMA international membership has jumped up to 40+ individuals as noted in the agenda package. There has been an influx of Canadian members and also 10 Nigerian memberships.

Tom Lundy: Along with the gains in Canada and Nigeria, there were also drops. Were there were particular trends or impediments that should be recognized?

Lauren: With the 100<sup>th</sup> anniversary coming up, there is an opportunity to reach out to international members. Some of the drops are about timing and need to be individualized from country to country. We are looking at focusing on SOLACE and support there. We have worked with SOLACE around the idea to perhaps make membership \$100 to coincide with our anniversary.

Michelle Mead: It has been great to interact with the student volunteers here in China that has been brought by the China Center. Is there an affiliate student group with China?

Judit: No, that is something that is being looked at for an opportunity.

Bill Monahan: Last year when he and Clay taught, Bill worked with a student, Cindy Fu. **Bill sponsored Cindy's student membership in ICMA, just \$25, and encouraged members to sponsor such student members.**

Mike Garvey: Sometimes the committee's work is seen as a vacation so to combat that; if we could have model communications that members could share, it would help.

Ed Daly: Is there logistical support for sponsoring a student member like Bill M. did?

Bill: I just sent an email to Ross and Lauren and they made it happen.

Kim Ryley: **Interestingly, local government trust is up and national government trust is down. SOLACE has been through a difficult period of refocusing and downsizing and being more efficient. We are being more assertive and confident now and want to strengthen that particularly with ICMA and others like CAMA, LGMA, South Africa, and other places.** We are trying to actively push out to understand the global nature of local government and best practices. We started to build a stronger link and borrow some things from ICMA around structures and processes. We are offering joint membership for our 40<sup>th</sup> and ICMA's 100<sup>th</sup> celebration. We are looking at exchange programs for up-and-coming young managers as these are low cost and get to link with others' annual conferences. There has also been a push in bringing together a new European chapter as UDITE has lost quality over the years. The Slovak Association is leading the process and Peter has organized a series of conferences to build that capacity. He has also secured EU funding for that as well. You should begin to see a stronger and more united Europe with closer links with ICMA. We are purposefully strengthening that by design. We also have a speaking opportunity in Charlotte for the SOLACE president.

Clay: **Paul Shew of Boston organized the HIP (Host International Program) effort.** He

found several people from abroad for pre- and post-trips and worked with New England managers to set up study tours. If we can find some North Carolina managers to help UK managers that are interested in doing that again, it would be great.

Judit: From a Business Development view, we keep looking for opportunities to work with others in opportunities on our programs.

Greg: [Our affiliation with CAMA is very strong. When you have someone at an affiliate who is interested in the connection you have a great opportunity to collaborate.](#) Jennifer Goodine has been really great to work with.

10:15  
AM

## **BREAK**

10:30  
AM

## **JOHN GARVEY SCHOLARSHIP FUND**

### **Melissa Stephens and Maureen Lu, 2014 Recipients of the John Garvey Scholarship**

Maureen Lu: China's newest generation is one of not only of "I", but of "we." I want to help people and engage citizens. I have worked with LGMA for about a year and have shared exchanges experiences and knowledge. I work with international programs in China and Asia/Pacific areas. I hope we can continue to work together in the coming year.

Melissa: Without the scholarship I would not have been able to come. I am very grateful for the committee revitalizing the scholarship and for offering this professional development opportunity by making the next generation a priority. Thank you to Bob O'Neill and ICMA staff who have worked diligently to lead with their heart on cutting edge issues. I came all alone on the trip but the moment I walked into breakfast felt welcomed. As part of my application I promised that I would reach out to TCMA and request support. TCMA is also sponsoring part of the trip in addition by giving a 500 dollar stipend. I will write several articles for TCMA and talk at the next conference in Galveston. NTCMA and NTCOG both wrote a letter of support for me to come here. There were three focus areas I wanted to focus on while here: 1) sustainability 2) looking how women in local government are viewed in China and 3) see how China facilitates community. My next steps will be to report back to the various organizations I mentioned before and encourage colleagues to apply. I will attend next year's international conference. I do plan to promote the CityLinks program and Cedar Hill's potential participation. If possible, I will host a student. I put my heart and passion into local government and would like to sing a song for the group as a thank you.

10:50  
AM

## **HANSELL SCHOLARSHIP FUND OVERVIEW/STATUS**

Lauren Crawford, Program Manager, ICMA

Lauren: After an unsuccessful attempt to offer the Hansell scholarship for individuals who would like to attend the International Regional Summit in Yangzhou, **we will need to revise the approach going forward.** We will work with Clay to identify individuals who can revise the wording and requirements for the scholarship and

will re-issue it.

11:00  
AM

## **UPDATE ON THE ICMA CHINA CENTER ACTIVITIES**

Lijun 'Lily' Luo, Executive Director, ICMA China Center

Lily Luo: I wanted to share and update you on what has been done so far on the China Center and to express thanks for coming to the summit. We would like to appreciate a lot of people – Peter Agh – as he gave me the idea to host. Thank you to Clay, David, Bob, and Simon for your great support and for the ideas and information. Thanks to Judit, Berna, and Lisa and also the Yangzhou government. I am moved by all the support to make this happen. Thanks to Bill Monahan to send hundreds of letters to select Eco partners. Thank you to all.

The ICMA China Center was jointly established by CUPL and ICMA through a framework agreement. The international affairs office has done a great job to translate the framework and basic structure of ICMA and what ICMA has done. ICMA has recently received the certificate to be a training base out of China, authorized by SAFEA. This means that if any city wants to host Chinese government officials you will be able to do that through ICMA. Training and exchange programs can now occur and city managers can provide additional lectures to ICMA students.

We have had an Eco-partnership signing ceremony and have translated the ICMA webpage into our webpage. If you have any advice or suggestions, please let me know. Bill Monahan spoke about the eco-partnerships and the interest and opportunity for people to connect on email and connect over 18 months together. We continue to want to find eco-partnerships in the first 4-5 months of engagement and it should be a very fulfilling partnership.

11:20  
AM

## **ADJOURNMENT FOR THE DAY**

## **AGENDA – PART 2** **Thursday, May 15 (8:00 AM – 10:00 AM)**

8:00 AM

### **WELCOME**

Clay Pearson, International Committee Chair

Clay: I would like to start the day off with recognition of individuals who have terms ending this september:

Bill M.: **China has been great to work with and I have worked on the eco-partnership community through the connection with CUPL.** I hope to continue on with our partnerships and appreciate the opportunity to be on the committee for another term.

Greg B.: I have served 3 terms on the committee and will enjoy the opportunity to have others on the committee. He has seen the list of those who have applied to

be on the committee. **It was around 60 people who indicated international committee as a committee. 2/3rd of those it was their number one choice.** All the effort of the committee and through emphasizing the 'I' in the ICMA has truly generated interest and its something we can be proud of.

Tom Lundy: I had a few observations about the international committee. **We were able to work to have the 3rd international VP position added to the board.** People like Ed and Simon will recall the conversations we have had over the years and to see the work succeed is a true joy. The world is a lot smaller than we think it is. I feel very fortunate to have worked early on with Ireland. They were very gracious hosts. Most recently, I've been working with Frans (Netherlands) and he has started to have some conversations with Belgium. I have truly enjoyed the opportunity to serve.

Ed Daley: I want to echo what Tom said. He recalls the work of the 3rd VP. We continue to expand the interests of individuals in international. We have shortened the distance but not the flights. **We need to continue to enhance the work of the affiliates we work with.**

Bill Hammon: One of the things that I would like to see us continue to do is to put something together that is meaningful to the membership. Things like the 3rd VP, the Garvey scholarship, are very key accomplishments. **The key to the committee is to continue to keep items like these out in front of us to keep getting things done.** Intellectually, professionally, personally, and literally these opportunities will stick with you the entire time. I have contacts all over the world now and if they visit the U.S. they will go out of their way to fly through town. It truly is an enriching experience and encourages long term relationships.

8:10 AM

## **COMMITTEE COMMUNICATIONS (WHITE PAPER, UPDATING STATE ASSOCIATION GUIDELINES)**

Clay Pearson, International Committee Chair

Clay: **ICMA staff has done what we asked them to do and we haven't taken up the opportunity fully to utilize the communication channels available to us.** There is opportunity to get into the PM, we have web space available, and we have taken some advantage of those but not quite fully. How can we better utilize the communication channels? How can we enhance the member opportunities?

Bob O'Neill: The international perspective is engrained into the way we work and operate. **The most important thing we try to do is to see how it can be applied within a community.** We find there are many similarities. Need to show tangible examples, "I learned this and how it applied to my community."

Mike G: General ICMA members may consider our group a vacation opportunity because they don't completely understand what they can learn from others. **If someone could draft articles that we could adjust to our own newsletters, I think this would help to get the message out.** When I talk to managers of the things I've learned and seen, is when we are able to demonstrate the knowledge that is gained. Our next step is how we distribute the articles.

Scott Mitnick: Last year when it was Denmark and saw local government consolidation in 2007, **he was able to come back to his state association meeting in January to report on what he saw in Denmark, particularly with their successful examples of amalgamation and reducing the number of government units.** You can really take what you learn and then get the word out about the role of this committee.

Clay: We need to encourage sharing the best examples of how the committee has done things like what Scott has done. There are current examples of what states are doing that we could be sharing through the State Association paper. We can update this paper to invigorate those relationships.

Bill Hammon: We have tried to do a little bit of what you are talking about. **Take the president and regional VPs, as they go to State Association meetings they can have a specific piece of international news that they share.** It really is value added to ICMA. We should let the members know the reasons why we are doing this and that there is a real value added to the profession.

Clay: **We should encourage the committee to look at next year's regional summits and request we get in 3-5 minutes for International Committee members on the agenda.** If we ask now, make a proposal now, then have the committee members share at regional summits it would give us some air time and be able to talk member to member.

General agreement from room

Kelly: I like the brochure but having another way to incorporate international instead of just brochures would be helpful.

Clay: **We have had different film crews from Chinese news TV around this week that are creating videos.**

Judit: We will try to get a video as well to share with everyone.

Clay: **Next gen has a strong affinity towards international. How do we get to the emerging leaders?**

Bill M.: We can work with ELGL. They have a huge network and can get information out all over the country. I would offer them as a suggestion to help with next gen.

Judit: We have a communications team who is ready to write articles and we can provide the opportunity to help some individuals with how to go about this.

Terry: **I noticed when we looking at emails yesterday, the ICMA newsletter came out and there was a blurb said that the committee was meeting right now in China and a follow up item would be really helpful.**

Judit: In the article we are planning to highlight the peer-to-peer interactions and the round tables discussions.

8:30 AM

## **BRAINSTORMING: ENHANCING AFFILIATE RELATIONSHIPS**

Clay Pearson, International Committee Chair

Clay: **There have been challenges with affiliate communications.** There are a lot of

them but most affiliates do not have a large, or any, staff support. Are there any ideas how we might structure or formalize those relationships?

Greg: **If there is not a contact person from the affiliate that is on the radar screen, it won't be that effective.** With Jennifer Goodine, she was very engaged and we have worked together very well. With APEKSI we had some contact but it wasn't on the program for them. Maybe someone else would have more contacts but in many cases they didn't respond. Many organizations also experience turnover in leadership every year.

Bob: We have been at this for a while with many of our affiliates. Based on those that have staff there is a strategy and we try to seize opportunities for the others. **The committee can target the ones that are the most significant work plans.** I worry about someone spending time with the likelihood that we can have longer relationships with those that are around for a while.

Clay: We should list the staff contact of each affiliate and focus on the likelihood of how to develop the opportunities with them.

Judit: There are some staff people who coordinate interactions with affiliates and we can also give some feedback about how we interact.

Simon: **We have found that the board of an organization is the biggest influence.** When the boards of other associations want to interact, we are able to have more interaction.

Mike: When we met with the Swedish association, they very politely told us they were not interested in any interactions. It really depends on who is in charge at the time. **The understanding that affiliates have their own programs as well should be acknowledged.**

Yulia: **We should seek to find the relevance for our affiliates.** I had to do quite a bit of homework to establish the relevance of Russian context with the US. If we continue the liaison role, we need members to do their research. Another thing is that ICMA can help with incentive packages of coming to the annual conference and helping to welcome them additionally.

David: **Language is a major issue. For example, here the China center has provided translations to bridge the gaps.** For others, accessing information that is in English is still an issue. We should seek, with affiliates, to translate materials and distribute.

Clay: **The European post- UDITE role is also progressing.** We have long standing roles and relationships there. When Peter and everyone meets in June, we should look out for what comes out of those meetings and how can we encourage more



ICMA and if it is ready.

Kim: **We are seeking that the European framework can operate with confidence and cohesiveness. We are pushing strongly for additional participation with eastern Europe.**

Yulia: **We are looking at Russia to have a one week study tour in 2015.** Maybe 5 people total to go and visit and see what the governance problems are how we could communicate them to the committee. We have also talked about creating a session in Charlotte to give an update on the Russia local government changes and huge challenges happening by creating the City Manager position in Russia. It is brand new structure that will provide some interesting developments.

Clay: I think that is a good idea to get a couple of committee members to go and see Victor and Victoria and to see what is occurring in the communities.

8:45 AM

## **COMMITTEE ALUMNI AND FRIENDS GROUP DISCUSSION**

Mike Garvey

Mike: We hear a lot of swell ideas and that the committee is small and the staff is small. As Simon said last year, it's a good idea to further the ideas of good government and continue to offer professional development to our members. We should continue to get more people involved in the committee without trying to swell the size of the Committee. **We have looked at creating a network of volunteers. We can accelerate the committees work around affiliate liaisons.**

There is a memo that a group could do to help the committee. We are looking for a lot of people to join the network and provide support to the committee. We could then get together and build an e-roster of people to call on for a variety of activities. We can try to connect member from affiliates to our members to provide help and support. Please send emails and specific ideas to me. If you have an affiliate that has some issues that make them different – the group can help. We would suggest that we have a network and email communication to get the group started.

9:00 AM

## **SUMMIT DEBRIEF – SOLITICIATION OF COMMENTS**

Clay Pearson, International Committee Chair

Michele: **One of the things mentioned is that Gina has a wonderful way of communicating agenda/materials to the board.** We get an agenda that describes what is optional vs. mandatory, what the dress code is, and what to expect. It is a clear way of getting a large group of people together and on the same page. I'd recommend the agenda be revamped.

Scott: Berna was outstanding – and should be commended.

Tom Lundy: It was a great choice on locating here. The city has been great.

9:10 AM

**2015 SPRING MEETING/STUDY TRIP IDEA GENERATION (IN CONJUNCTION WITH THE ICMA EXECUTIVE BOARD MEETING)**

Clay Pearson, International Committee Chair

Greg: For next year, I think a study tour associated with meeting is a good compliment to the professional development of this meeting.

Bob: Now that we have a host in Australia, we can start working on the details. What we are going to try to do is go somewhere like Melbourne. We will try to do the institutional business before everyone arrives as there is not a reason to go to someplace and do institutional business. Both pre-and post-tours would need to be incorporated and we want to include SOLGM as well. We think there is an opportunity to include the Victoria State Association as they are meeting in February normally. We may incorporate the best practices component into the meeting as well.

Clay: We are looking at having our International Committee meeting in February 2015 in conjunction with Board meeting. As a part of the ICMA board resolution, it stated that we would meet outside of North America. We are looking at Australia now and we would brand it as the international regional summit.

Simon: **As you go to meet, ask yourself what is the one important piece that you want to share with the board and use the session for the planning of next year.** We should create a time for the board to hear what the committee is thinking and discuss those ideas. As we are meeting with LGMA and SOLGM, there should be a membership drive piece to the meeting explaining how you join ICMA. It really becomes a multi-function meeting.

Edward Fraser: **Some best practices come to mind that are occurring in Australia at the moment.** For example, Victoria's 68% tax system would be interesting to hear about. This meeting provides an opportunity to make it more global and to invite Chinese colleagues to further our discussions here.

Clay: The committee would like to have an update on Mexico's work at the next committee meeting.

Tom: **We should focus on the Committee Meeting structure at the conference's** Sunday morning meeting. We could flip the agenda to start off with what is planned for Melbourne. We should evaluate what is important when were together.

Clay: Is there any other feedback for our meeting in Charlotte?

Lane: **Tom and I will replicate the HIP program in North Carolina this year.** We will make the big plug that we will need cities to host international visitors before and after the conference. It can be fairly informal as well and just function as a conference buddy.

Tom: How **much is international being involved in the conference?** Is there anything we can do to ensure the international piece is integrated?

Edward Fraser: **We would be more than willing to help host the next event and can send graphics of Australia if that helps garner excitement for the meeting.**

Greg: Since my time on the committee, we have had 4 chairpersons that have each had different objectives. One of your commitments Clay has been to communicate more. Thank you for your leadership in that Clay. Your emails keep everyone posted and we appreciate your leadership over the last two years.

9:30 AM **ADJOURNMENT**  
Clay Pearson



## International Regional Summit and Study Tours: Marketing

October 3, 2013: Website article: "ICMA China Center Advances to a New Level" (publicly introduces the forthcoming summit)

November 27, 2013:

- Website pages for summit and study tours published on ICMA site
- Summit agenda and FAQs published in the Knowledge Network (KN)
- Website pages publicized to International Committee
- Discussion begins within International Committee KN group

December 9, 2013: Item in Membership Monday (e-newsletter for ICMA board, state presidents, other member leaders)

December 9-13, 2013: Twitter and Facebook posts start

December 9, 2013:

- Rotating spotlight at top of ICMA home page (1 week)
- Rotating spotlight at top of International home page (remained active until January 31 registration deadline)

December 3, 2013: Blog post by Clay Pearson

January 6-10, 2014: Ad in ICMA SmartBrief (daily news briefing)

January 7, 2014: Website article: "Opportunities in China for ICMA Members"

January 13, 2014:

- Item in Membership Monday (again)
- SmartBrief "Partner Ad" with graphic

January 2014: Periodic posts on Twitter, Facebook, LinkedIn until the registration deadline

April 24: Website article: "Meet the John Garvey Scholarship Recipients"

May 6, 2014: Website article: "ICMA Members at Eco-Friendly Urbanization Summit in China" (highlighting member speakers and EcoPartners)

June 2, 2014: Website article: "Successful ICMA Summit in China"

June 6, 2014: Website article: "Chinese News Coverage for ICMA Summit"

**China New Urbanization and Cooperation Opportunities Workshop**  
**ICMA Conference, Charlotte, Mecklenburg County**  
**Monday, September 15, 11.30AM – 1.00PM**  
**Westin Hotel, Providence Ballroom I**  
 中国新型城市化和合作机会研讨会  
 国际城市管理协会年会，夏洛特，梅克伦堡郡  
 9月15号，星期一，上午11:30—下午1:00  
 威斯汀酒店，普罗维登斯宴会厅1室



**Workshop Agenda**

**研讨会议程**

	Motivator: Clay Pearson, Clay Pearson Chairman of ICMA International Committee 主持人：克雷·皮尔森先生 ICMA 国际委员会主席
11: 30-11: 35 (5 分钟)	Welcoming Speech David Grossman, Director of ICMA International 欢迎辞 大卫·格罗斯曼，ICMA 国际部主任
11: 35-11: 45 (10 分钟)	China New Urbanization: Challenges and Opportunities for International Cooperation and Knowledge Sharing Mr. Wang Haiyang, Representative of SAFEA New York Chief Office 中国新型城市化：国际合作与知识共享的挑战与机遇 王海洋先生 中国国家外专局纽约办事处总代表
11: 45-11: 55 (10 分钟)	ICMA China Center: Recent Activities & Future Opportunities for ICMA members Mr. Chunlong Lu, Vice Dean of School of Politics & Public Administration in China University of Political Science & Law ICMA 中国中心近期的活动汇报与针对 ICMA 会员的未来机会 卢春龙先生 中国政法大学政治与公共管理学院副院长
11: 55-12: 10 (15 分钟)	Green Building Industry in China: Obstacles in Technology Mr. Lu Yiming, Chairman of Beijing Green Buildings Industrial Alliance 中国绿色建筑产业简介—技术瓶颈 陆一鸣先生，绿建联盟主席
12: 10-12: 25 (15 分钟)	How can local governments assist small businesses to succeed in the long run? Mr. Chengmei, Luo, President of Luoher International Training Center 罗贝儿机构的培训模式—政府如何帮助小微企业成长 罗程美先生，罗贝儿国际培训中心总裁
12: 25-12: 35 (10 分钟)	ICMA China Center Guest Lecturer Program: Teaching in China Dr. Lyle Wray, ICMA Member & Executive Director, Capitol Region Council of Governments, Hartford, CT ICMA 中国中心客座讲学项目：教学在中国 莱尔·雷先生，ICMA 会员，康涅狄格州哈特福德国会区议会执行董事
12: 35-13: 00 (25 分钟)	Summary and Q & A Bill Monahan, City Manager, Milwaukie, OR 总结及问答环节 比尔·莫纳罕 俄勒冈州米尔瓦吉市城市市政官



## International Perspectives in Local Government Sustainability Initiatives: Leading Practices and Priorities of Local Governments Worldwide

*Submitted on  
August 15, 2014*

*This research and analysis were intended to provide an initial point of discussion at the ICMA International Committee Meeting and Regional Summit in Yangzhou, China, May 11-15, 2014. Discussion stemming from this paper led to additional recommended steps to increase the ability of local governments worldwide to work together to improve their approaches to sustainable development.*

**Prepared By:**

International City/County Management Association (ICMA)  
777 North Capitol Street NE, Suite 500  
Washington DC 20002  
[www.icma.org](http://www.icma.org)

**Point of Contact:**

Katherine Takai  
Project Manager  
Center for Sustainable Communities, ICMA  
Email: [ktakai@icma.org](mailto:ktakai@icma.org)  
Phone: 202.962.3555

**China Section prepared by:**

Chen Qiongyan  
Graduate Student, CUPL  
Intern, ICMA International  
Email: [chenqiongyan@icmachina.org.cn](mailto:chenqiongyan@icmachina.org.cn)

## **Executive Summary**

In 2006, ICMA members defined sustainability as the “issue of our age” for the international community and prominent in debates on the future of our planet.<sup>1</sup> In 2008, the Center for Sustainable Communities (CSC) was established at ICMA to prioritize and address this issue. CSC conducts research, shares information on leading practices, and provides technical assistance to address local government sustainability issues in areas of key focus internationally, including climate change adaptation, brownfields redevelopment, renewable energy, and others.

Sustainable development in a quickly urbanizing and resource-constrained world is an increasingly highly prioritized effort worldwide at the international, national, and local scale. General consensus exists that government, specifically at the local level, plays a critical leadership role in planning for and implementing sustainable development measures; however, variation still exists in definitions of sustainability and sustainable development. Technology offers new opportunities to increase capacity at addressing issues; and local stakeholders are determining the best ways to use available technology. Initially, environment was and continues to be the focus of sustainable development discussions; but argument for equal or greater emphasis on social and economic factors exists as well. Defining sustainability and its priorities for local governments within different countries across the world may have implications for improving the capacity of these local governments to increase long-term viability and quality of life for citizens.

This paper seeks to answer the following key questions:

- How is sustainability viewed by local governments globally?
- What is the role of local governments in sustainable development for countries worldwide?
- What are the priorities in sustainable development for local government worldwide?
- What are leading practices of local governments worldwide, including types of programs, partnerships, and performance measures currently being developed and implemented by local governments worldwide to achieve greater sustainability?
- How are local government sustainability efforts linked internationally and do opportunities exist to enhance and leverage these linkages?

Local government association leadership in six selected countries were contacted for their perspectives about how sustainable development is defined, the role of local government in sustainable development, priorities in sustainable development, and how sustainability efforts in their country link to an international community of local government leaders. Countries that were included for analysis in this paper include Australia, Canada, China, Denmark, New Zealand, and the United States. Case studies of communities identified as leaders in sustainability in each country, preferably with international influence or connection, are included in this paper. Data was collected through interviews with stakeholders in the countries and communities of interest, as well as through secondary sources, including historical documents and census data. Analysis of data from key countries provide an understanding of the field of sustainable development leadership in local government worldwide and may inspire ideas and opportunities for leveraging the experience of local governments worldwide to learn from one another and

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<sup>1</sup> Michael Willis, “Sustainability: The Issue of Our Age, and a Concern for Local Government.” PM Magazine 88 (August 2006): Cover Story.

increase capacity to address issues for other local governments. Key findings from this analysis are as follows:

1. The United Nations Brundtland Commission's definition of sustainable development – which includes consideration of the environment, economy, and society – continues to be the foundation for defining sustainability for local governments internationally;
2. Recurring priorities in sustainable development for local government exist across countries, presenting opportunities for collaboration and sharing information between local governments;
3. Demand for sharing leading practices and linking efforts in local government sustainability exists; however, it is necessary to sufficiently assess transferability of practices due to significant variation between communities;
4. Technology plays a large role in sustainability efforts, notably through the ability to communicate with stakeholders within a community and share information internationally;
5. There are local governments leading the way for the rest of the world in creating programs for sustainability that can be shared worldwide. Examples of this can be found in efforts of Dubuque in the United States and Townsville in Australia;
6. Since local government plays such a significant role in sustainable development, increasing the strength of local government executives' ability to move initiatives forward is critical to increasing sustainability.

## Introduction: History of Global Sustainable Development

Since the 1987 publication of the United Nations Brundtland Report by the World Commission on Environment and Development, sustainability has become an international, institutionalized concept.<sup>2</sup> The basic and most popular definition of sustainability from this report, "meeting the needs of the present without compromising the ability of future generations to meet their needs," was officially established at the United Nation's summit on sustainability in Rio de Janeiro, Brazil in 1992. The summit also resulted in development and adoption of Agenda 21, the global action plan for sustainable development that called on local authorities to achieve sustainability through environmental protection, economic development, social justice, and cultural diversity.<sup>3</sup>

Another influential effort that more specifically addresses the environmental component of sustainability is the Kyoto Protocol, an international agreement linked to the United Nations Framework Convention on Climate Change that commits 35 industrialized countries to reduce greenhouse gas (GHG) emissions by an average of five percent against 1990 levels. The measure was adopted in Kyoto, Japan on December 11, 1997, entered into force in February of 2005, and was amended in Doha in 2012 to achieve 18 percent of 1990 levels by 2020.<sup>4</sup>

The Brundtland Commission definition of sustainability is still the most frequently cited definition for local governments across the world. Local government officials interviewed in Australia, Canada, and New

<sup>2</sup> Matt Slavin, *Sustainability in America's Cities: Creating the Green Metropolis*. Island Press, April 14, 2011: 6.

<sup>3</sup> United Nations, "Our Common Future: Report of the World Commission on Environment and Development," 1987. [http://conspect.nl/pdf/Our\\_Common\\_Future-Brundtland\\_Report\\_1987.pdf](http://conspect.nl/pdf/Our_Common_Future-Brundtland_Report_1987.pdf).

<sup>4</sup> "Kyoto Protocol." United Nations Framework Convention on Climate Change. Accessed on April 24, 2014. [https://unfccc.int/kyoto\\_protocol/items/2830.php](https://unfccc.int/kyoto_protocol/items/2830.php)



Zealand all draw on this definition, as do many US local governments. The Chinese definition given by officials in the City of Changsha also resembles the definition from the Brundtland Report, though it offers a slight variation in its explanation. All local governments interviewed acknowledged a three-component approach to sustainability that included environmental, economic, and social considerations. The integration of these linked components, as is necessary to comprehensively increase sustainability, is commonly referred to as the “triple bottom-line.”

Membership in ICLEI was also mentioned by many local governments represented internationally for this investigation. ICLEI Local Governments for Sustainability (formerly, the International Council for Local Environmental Initiatives) is an association of over 1,200 local governments internationally whose members are committed to sustainable development.<sup>5</sup> ICLEI members became part of the Cities for Climate Protection (CCP) campaign by passing a resolution to reduce greenhouse gas (GHG) emissions from their local government operations and throughout their communities by undertaking specific, planned actions. In 2007, the triple bottom line approach to sustainability that included public sector consideration of societal, economic, and ecological costs and benefits of sustainable development was established as standard by the United Nations and ICLEI.

## Sustainable Development Priorities

In addition to taking inventory of perspectives and prioritizing overarching components in sustainability, a number of more specific priorities were identified by local government leaders internationally. Examples include reducing waste in landfills, recycling and harvesting water, renewable energy options, increasing amenity of public spaces, climate change impacts, social isolation, community health and well-being, and habitat conservation.

Although controversial in some areas of the world, climate change has frequently been cited as an area of sustainable development that many countries seek to address. Climate change issues have been magnified by engineered systems designed using implicit assumptions and impacted by cold, heat, water, humidity, wind, sea level, and extreme events. Risk varies significantly by geography and function of different systems. Municipal infrastructure is the first line of defense towards climate change and a priority issue area to be addressed by local government.

Urbanization is a phenomenon affecting many cities across the world. Every week, one million people move from rural areas into urban areas driven by the economic opportunities that cities of the world offer. Four of the seven billion people worldwide live in cities and that number continues to grow. Additionally, economies are growing. Historically, there has been a positive correlation between economic growth and greenhouse gas emissions, presenting challenges for rapidly urbanizing areas, like many cities in China.<sup>6</sup> Professional managers and their community partners need a strategic approach to managing this growth that ensures long-term viability of a community’s resources and livability for its members.

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<sup>5</sup> For more information about ICLEI, visit <http://www.iclei.org/>.

<sup>6</sup> Copenhagen Clean Tech Cluster. *Danish Smart Cities: Sustainable Living in an Urban World*. [http://www.cphcleantech.com/media/2021654/smart%20city%20rapport\\_indhold\\_final\\_low.pdf](http://www.cphcleantech.com/media/2021654/smart%20city%20rapport_indhold_final_low.pdf).

## Smarter Cities: Using Technology to Improve Sustainability

Technology has introduced many new opportunities for increasing sustainability by integrating technological advances – in computational power and understanding of advanced analytics – into systems and processes to make them “smarter.” The Smart Cities Council defines a “smart city” as one that uses information and communications technology (ICT) to enhance livability, workability, and sustainability through data collection from existing systems, communicating, and “crunching,” or analyzing, to understand what is likely to happen next.<sup>7</sup> These capacities allow preventive planning for increased resiliency and effective knowledge management to optimize finite resources.

Local governments have many technologies available to them to increase sustainability. New technologies exist to generate clean energy for municipal buildings, or other community buildings, and smartphone applications for reporting incidents and sharing information. Smart meters monitor the use of gas, water, and utilities. Cities internationally use data to make predictions, for example, the Singapore Land Transport uses historical traffic data and real-time traffic input to predict congestion and a city command center in Rio de Janeiro anticipates where flooding will occur from a particular storm to be able to direct emergency crews and evacuation teams.<sup>89</sup>

Local government plays a significant role in integrating smart technologies data, social media networks, and behavior changes to better plan and act for future sustainable development. Being able to understand and effectively use these data-driven techniques can increase the capacity of local government operations across the world.

There is significant support for using data and technology to increase the sustainability of cities from both public and private sectors. Multi-national technology and consulting giant IBM’s largest philanthropic initiative is the Smarter Cities Challenge, which has contributed over \$50 million in grant funding over the past three years to help 100 cities across the world invest more strategically, bridge silos in information and operations, inform and engage citizens to collect data and partner for positive change, and invest in infrastructure.<sup>10</sup>

## Capitalizing on Collaborative Opportunities for Local Government Sustainability Internationally

It’s clear that there are limits to what can be accomplished by local governments seeking to address sustainability issues in isolation. National and international guidelines and legislation are necessary to make sustainable change. Local governments have been engaged in information sharing and collaboration on sustainable development. Combined efforts at a regional level can be influential at encouraging progress, learning from one another, and making measurable environmental, social, and economic gains.

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<sup>7</sup> The Smart Cities Council is an industry coalition of leading technology companies formed to accelerate the move to smart, sustainable cities. For more information, visit [smartcitiescouncil.com/](http://smartcitiescouncil.com/).

<sup>8</sup> “IBM and Singapore’s Land Transport Authority Pilot Innovative Traffic Prediction Tool.” 01 Aug 2007. <http://www-03.ibm.com/press/us/en/pressrelease/21971.wss>.

<sup>9</sup> IBM100. “Deep Thunder.” <http://www-03.ibm.com/ibm/history/ibm100/us/en/icons/deePTHUNDER/>.

<sup>10</sup> For more information about the IBM Smarter Cities Challenge, visit <http://smartercitieschallenge.org/>.

Examples include the following:

- The European Union has promoted sustainable development of member countries through its binding climate targets and new standards for industry. A number of directives from the European Union have been implemented in member countries to facilitate large environmental gains.
- The 2012 Local Government Managers Australia (LGMA) Management Challenge provided an opportunity for cities in Australia and in New Zealand to come together on “transitioning to a low carbon future,” a priority for management and sustainability in this geographic area. One hundred and ten reports were completed by local government teams on current low carbon action and ideas for future activities.<sup>11</sup>

Local governments internationally have been doing a significant amount to learn from each other to further sustainability. Activities taking place in Seattle, Washington since 1990, “Sustainable Seattle,” were mentioned as a model for sustainable development. Model approaches and actionable steps that produce measurable outcomes toward greater sustainability and can be transferred from country to country are in demand.

“The local community’s exchange of experiences and their mutual inspiration is important,” explain Lars Wilms, executive director of the Danish Association of Local Government Executives (KOMDIR), “The challenge is to understand the specific conditions that are very different from one country to another. Like their companies, each country has its preferences for solutions, which they may wish to be taken into consideration. It is important to identify challenges and solutions so that they match each other in the best possible way.”

Challenges in sharing best practices and engaging collaboratively in sustainability efforts internationally certainly exist. The Brundtland definition of sustainability is the most frequently quoted, and many definitions of sustainability given by representatives from countries examined for this research generally resonate similar themes, though potential variations have arisen. One local perspective acknowledged challenges faced by competing ideologies in areas like climate change in discussions, coming to agreements, and moving forward with discussions to address sustainability issues.

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<sup>11</sup> The LGMA Australasian Management Challenge is Australia and New Zealand’s annual development program. During the 2012 Challenge’s Pre-Challenge Task required participating local government leaders to answer the question, “How can your council work with others to transition and transform your community and local economy towards a low carbon future?” See the full report here <http://www.lgma.org.au/downloads/Files/PCT%20Report%20-%20Monique%20Howard.pdf>.

## COUNTRY PERSPECTIVES AND CASE STUDIES

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### Australia

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Local governments in Australia use the Brundtland Commission definition, which includes considerations of environmental, economic, and social aspects of sustainability development. There is a focus on future impact. Inter-relationships of the triple-bottom line factors are acknowledged. There is general understanding of these concepts in local governments across Australia; however divergent views exist among members. Leadership was the most heavily cited role of local government in sustainable development in three primary ways -- leader by example, change agent of attitudes and behaviors, and regulatory, policy-making entity.

"If economic gain comes at an irreversible cost to the environment, then sustainability is not achieved," says Cale Dendle, Director of Corporate and Community Services of the Gladstone Regional Council in Queensland, Australia, "Conversely, universal environmental conservation that unduly inhibits economic activity and employment will have poor social outcomes."

Communities across the country have targeted sustainability programs in many areas, including climate action planning, local food systems, green energy systems, transportation, social equity, and biodiversity enhancement and protection. In early 2013, the Local Government Management Association (LGMA) conducted an analysis focused on activities to reduce carbon use.<sup>12</sup> One hundred and ten local governments from New Zealand and Australia participated by submitting reports on their activities to reduce carbon. LGMA's summary report documenting the diversity of activities taken by local councils found that the majority of councils (79%) that participated had plans, policies or action plans in place and carried out a multitude of activities to reduce council energy use. The report found that there appears to be a general lack of measurement of impact; councils have set targets but not yet revisited them. Reviews of reports also revealed that local councils are:

- Reducing greenhouse gas emissions across diverse sectors of local government activity;
- Identifying that more could be done to reduce council's carbon footprint, as well as engaging in corporate programs to reduce emissions
- Beginning to see an expanding role in leading, collaborating on, and facilitating mobilization of local action for a low carbon future.

Different local governments throughout Australia take different approaches to sustainability that generally reflect the attitudes, beliefs, and social norms of their communities. Priorities differ across the country; however some mentioned include: climate change in coastal local government, reducing industrial emissions through opportunities in the carbon trading space, and introducing sustainability measures in codes.

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<sup>12</sup> For more information, visit <http://localgovernmentmanager.lgma.org.au/?iid=82857#folio=27>.

## Case Study: Townsville, Queensland, Australia

### An Integrated, Networked, and Strategic Approach to Sustainability

Located on the northeastern coast of Queensland, Australia, near the Great Barrier Reef, is the tropical city of Townsville, which was established as a municipality in 1866. Townsville is the largest city in the province and has historically experienced faster growth than the rest of Queensland. Significant industries that comprise Townsville's economy include retail trade, health and education services, government administration and defense, construction, mining, manufacturing, and property and business services.<sup>13</sup> The city's annual growth rate has historically been higher than the rest of Queensland.

Townsville has become a leader in partnering across sectors and geographic regions to improve sustainability on all three triple bottom line aspects – environmental, economic, and social. The city has participated in several international programs and showcases success in a number of programs to increase sustainability, including the ICMA-administered Sustainable Communities Fellowship Program funded by the U.S. Department of State and the IBM Smarter Cities Challenge. Through partnership with the city of Dubuque, Iowa, Townsville was inspired to implement an award-winning water conservation project in partnership with IBM Watson Research Centers Global “Smarter Planet” Initiative along with other key partners, based on Dubuque's replicable model.

Townsville continues to capitalize on this momentum, to develop an additional model that further integrates community engagement and technology. In response to findings from an Australian Government Ernst and Young Report on Financing Local Government Infrastructure (June 2012) that challenges would arise in funding large scale infrastructure projects, local officials in Townsville sought a “transformative” approach to sustainability, specifically addressing climate change adaptation and fostering city-wide resilience, that community members and businesses could buy into and engage in. The “bottom up” approach developed was based on frameworks and projects that were collaborative, used smart technology and demonstrated project synergy; and the Council endorsed it as the Smart Infrastructure and Sustainable Energy Framework in 2013. Outcomes of this effort included achievement of a 30 megawatt (MW) demand

## Townsville, Australia

### AT-A-GLANCE

POPULATION: 180,114 (2011 Queensland Government Statistician's Office):

LAND AREA: 3,733 km<sup>2</sup>

### SUSTAINABILITY INITIATIVES:

- International partnership with ICMA through the Sustainable Communities Fellowship Program.
- IBM Smarter Cities Challenge water conservation
- Smart Infrastructure and Sustainable Energy Framework that engages community organizations and businesses in clean energy, energy efficiency, and other climate change adaptation activities.

<sup>13</sup> “City Profile and Statistics.” Townsville City Council website.  
<http://www.townsville.qld.gov.au/townsville/cityprofile/pages/default.aspx>

reduction and highest number of solar photovoltaic systems installed on roofs in regional Queensland, with nearly 12,600 residential customers (17% of total customers of local energy provider and partner, Ergon Energy) with solar installation by December 2013. The greatest achievement was the identified “action-based” unit for Townsville to measure sustainability which provides a return on investment over multiple dimensions, including residential and commercial/government levels.

*Acknowledgements: Research for this profile and case study was conducted through interviews with Greg Bruce, executive manager of the Integrated Sustainability Services Department in the City of Townsville, Australia; Cale Dendle, director corporate & community services of the Gladstone Regional Council (Queensland, Australia); Michelle Tucker, coordinator -Urban Planning and Development of the City of Salisbury; with support from John Ravlic, former Chief Executive of LGMA National and Lauren Oakey, acting Chief Executive of LGMA National.*

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## Canada

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From a community development perspective, Canadian local government managers refer to the Brundtland definition of sustainable development and apply it at the municipal level. Local governments make considerations of the three aspects of sustainable development, striving to balance their priorities between the environmental, economic, and social aspects of sustainability.

The role of local government in sustainable development is viewed as fundamental, as municipal managers provide on-the-ground impact through their decisions enacting legislation around land use and development and organizing local government activities. Local government leaders utilize membership organizations, such as the Canadian Association of Municipal Administrators (CAMA) and the Federation of Canadian Municipalities (FCM), as a resource for addressing specific issues in management and sustainable development. FCM’s Partners for Climate Protection (PCP) program is a network of 240 Canadian municipal governments (governing over 80% of the country’s population) that have committed to reducing greenhouse gases and act on climate change. The PCP was created in 1994 as a component of ICLEI’s Cities for Climate Protection network.<sup>14</sup>

Climate change and infrastructure are high priorities for Canadian municipalities. Local governments have developed plans and established partnerships to adapt to new weather extremes and prevent flooding. In 2013, the Insurance Bureau of Canada launched a multi-million dollar technology in partnership with the cities called the Municipal Risk Assessment Tool (MRAT). MRAT uses data to help city engineers identify infrastructure vulnerabilities. FCM describes the “infrastructure deficit,” as a backlog of delayed repairs and construction of bridges, roads, transportation options, and drinking water systems resulting from unsustainable municipal budgets. According to FCM, “municipalities own 53% of infrastructure, but only collect eight cents for every tax dollar paid in Canada.”<sup>15</sup>

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<sup>14</sup> FCM is a membership organization of over 2,000 cities, communities, and provincial and territorial municipal associations that was established in 1901.

<sup>15</sup> “About the Issue.” Federation of Canadian Municipalities website. <http://www.fcm.ca/home/issues/infrastructure/about-the-issue.htm>.



## Case Study: City of Fredericton, New Brunswick

### Strengthening Financial Sustainability for Infrastructure

Located in the west-central area of the Canadian province New Brunswick is its capital city, Fredericton. Fredericton is strategically located on the Saint John River and has been recognized as a center for information technology, engineering and environment industries, and education, as it is home to two universities.

Local officials in the City of Fredericton have worked hard to increase understanding of sustainability among its residents by building on the Brundtland definition.

“Land use has been forward thinking, but we have moved from that in a number of directions,” explained Michael Baldwin, the City of Fredericton’s Manager of Information Services and a member of the Canadian Association of Municipal Administrators (CAMA). The City has had a sustainable development plan for decades. In 2000, the City joined the Federation of Canadian Municipalities’ Partners for Climate Protection program.

In 2011, Fredericton’s City Council passed a municipal initiative called “Sustainability by Design,” which is a framework to guide the municipality at all levels of urban planning and service delivery while engaging citizens in efforts to increase social equity. Fredericton has become a leader in climate change adaptation. Through their Green Matters public education program, the city has been inching close to its goal of being the first Canadian city in compliance with targets from the Kyoto Protocol.

Financial sustainability was an important priority mentioned, as assets are crucial to address long-term general sustainability and environmental and social issues. Fredericton has been proactive in infrastructure renewal, developing plans for the general fund, water, and sewer funds to establish sufficient infrastructure.

Given the focus on Canada’s need for infrastructure renewal in 2008, the city’s engineering and public works department inventoried and evaluated tangible capital assets to create a long-range financial plan, identified and quantified infrastructure deficit, and established the importance of funding infrastructure renewal through transitioning to compliance with Public Sector Accounting Board standards. They tied their plans resulting from this initiative into the city’s Green Matters overall sustainability initiative, which enabled development of the Water and Sewer Long Term Financial Plan, whose goal is to protect the

## Fredericton, New Brunswick, Canada

### AT-A-GLANCE

POPULATION: 56,225 (2011 Census)

LAND AREA: 131.67 mi<sup>2</sup>

### SUSTAINABILITY INITIATIVES:

- “Sustainability By Design” guiding framework to help Fredericton balance future growth and prosperity adopted on June 6, 2011.
- Fredericton’s Green Matters public education program for residents and businesses to clean up the community and reduce GHG emissions. For more information about this initiative visit [www.greenmattersfredericton.com](http://www.greenmattersfredericton.com).

investment in infrastructure of today to achieve sustainability for future generations.<sup>16</sup> The total infrastructure deficit was \$183 million at the end of 2012, with \$130 million relating to water and sewer infrastructure. This 20-year plan strategically lays out how infrastructure should be upgraded to provide safe, equitable services while minimizing the tax and fee burdens on residents for 2014 onward.

While many of the benefits of this plan have yet to be realized, local government staff are confident with having a strategic approach to ensuring financial sustainability in completing critical infrastructure upgrades. "When you look at taking control of infrastructure, it is related to climate change and creating financial flexibility in the future," explained Baldwin, "The financial sustainability gives greater ability to deal with social and environmental issues and creates flexibility for the future."

*Acknowledgements: This case study was conducted through interviews with Michael Baldwin, manager of information services for the City of Fredericton and research from secondary data sources with support from Jennifer Goodine, executive director of the Canadian Association of Municipal Administrators (CAMA).*

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## China

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China has surprised the world with its high-speed economic development during the last three decades. According to the keynote report during the opening ceremony of the 18<sup>th</sup> Communist Party of China (CPC) National Congress of the pre-president Hu Jintao, taking economic development as the Government's central task is vital to national renewal and addressing key problems that China faces. The report emphasized that the country must achieve lasting and sustainable development by giving high priority to ensuring ecological sustainability and incorporating it into the entire process of advancing economic, political, cultural, and social progress; hard work is, therefore, needed to build a beautiful country.<sup>17</sup> The transition to this policy-making principle reflects social changes that are affecting the country. China expects an extraordinary population growth of an estimated 60% by 2030. Furthermore, the average per-capita income in 1980 will have tripled by the year 2020. Such economic growth has implications for causing severe social issues, such as increasing inequality and environmental issues.<sup>18</sup> Additionally, this industrial and economic transition has created energy security problems and regional disparity between rural and urban China has catalyzed action and attention for the Government to consider sustainable development in addressing these issues.<sup>19</sup> Since most growth has taken place in urban areas, the Chinese government has focused on developing a new model of urbanization that protects the environmental and social conditions for residents.

China was one of the countries that was present for and signed onto Agenda 21. Since 1992, the Chinese Government has taken a host of major actions in bolstering implementation of Agenda 21. In March of 1994, the Chinese State Council approved its own National Agenda 21, a White Paper on China's Population, Environment, and Development in the 21st Century, and issued a directive calling on government

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<sup>16</sup> City of Fredericton. Water and Sewer Long Term Financial Plan. August 19, 2013.

[http://www.fredericton.ca/en/environment/resources/WS\\_LTFP\\_Final2\\_Aug-19-13.pdf](http://www.fredericton.ca/en/environment/resources/WS_LTFP_Final2_Aug-19-13.pdf)

<sup>17</sup> Key quotes from Hu Jintao's Report to CPC national congress, [http://english.gov.cn/2012-11/08/content\\_2260404.htm](http://english.gov.cn/2012-11/08/content_2260404.htm)

<sup>18</sup> The World Bank. "Urban China." 2014. <http://www.worldbank.org/content/dam/Worldbank/document/EAP/China/WEB-Urban-China.pdf>

<sup>19</sup> Andreas Oberheitmann, 2005. Approaches towards Sustainable Development in China. [http://www.giga-hamburg.de/sites/default/files/openaccess/chinaaktuell/2005\\_4/giga\\_cha\\_2005\\_4\\_oberheitmann.pdf](http://www.giga-hamburg.de/sites/default/files/openaccess/chinaaktuell/2005_4/giga_cha_2005_4_oberheitmann.pdf)



institutions at all levels to consider it as an overarching strategic guideline for the formulation of economic and social development plans and day-to-day management.<sup>20</sup> In 1996, sustainable development was officially fixed as one of the basic development strategies. In the year 2000, the Chinese Government passed the “10<sup>th</sup> Five-Year Plan” to the goals of sustainable development in all areas for 5 years.<sup>21</sup>

In 2012, the government of China released a report titled, “The People’s Republic of China National Report on Sustainable Development,” putting forward future strategic initiatives. The second to fifth chapters elaborated on the effects and progress China has made in promoting the integration of the three pillars of sustainable development—economic growth, social development and environmental protection. These chapters especially emphasize transforming the mode of development, human development, social progress, sustainable use of resources, as well as taking action for ecological and environmental protection and addressing climate change.<sup>22</sup> In summary, sustainable development is considered to be a vital way to improve people’s wellbeing and construct a better China.

China has also done a considerable amount to increase sustainability nationally and locally. In recent decades, China has continued to increase investment in infrastructure to support environmental management and has made considerable progress in addressing environmental issues.<sup>23</sup> Local governments in China view the environmental, economic, and social aspects of sustainability as important and inclusive. The Director of Changsha Bureau of Urban and Rural Planning, Feng Yigang, defines a sustainable community as follows: “Firstly, the sustainable community advocates harmonious co-existence between human and nature; secondly, it emphasizes community attachment and a sense of place, and thirdly, it meets all kinds of needs of current and future citizens.”

“Influenced by Chinese traditional culture and philosophy, government officials have a common understanding for sustainable development in our country,” the director added.

The Chinese view the role of local government in sustainable development as one of leadership and governance. Local government should make city policy and develop the actionable plan of sustainable development. Technical activities include developing an index of sustainable development and outreach to and engaging with citizens to adopt more low-carbon, greener lifestyles.

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<sup>20</sup> United Nations. “Institutional Aspects of Sustainable Development in China.”  
<http://www.un.org/esa/agenda21/natlinfo/countr/china/inst.htm>

<sup>21</sup> WANG Yi, SUN Honglie and ZHAO Jingzhu, *Policy Review and Outlook on China’s Sustainable Development since 1992*, in Chin. Geogra. Sci 2012 Vol.22 No.4, Page 381-389

<sup>22</sup> See *The People’s Republic of China National Report on Sustainable Development*, 2012

<sup>23</sup> The World Bank. “Urban China.” 2014. <http://www.worldbank.org/content/dam/Worldbank/document/EAP/China/WEB-Urban-China.pdf>

## Case Study: Yangzhou, Jiangsu Province, China

### Low-carbon Community Project in the Nanhexia Historic Zone

With thousands of years' history, Yangzhou is an ancient city in southern China that was awarded the United Nations Habitat Scroll of Honor Award for its ecology, livability and exquisiteness. The Grand Canal of China, also known as the Jinghang Canal, crosses the city from the north to the south, bringing the city long-term economic prosperity, especially through tourism. In 2007, in order to implement the national sustainable development strategies, protect the cultural heritage and speed up urbanization, the Yangzhou Government started to carry out old-city reconstruction plans, enacting a series of regulations, including "Yangzhou Cultural Heritage Protection and Management,"<sup>24</sup> "Smart City Action Plan,"<sup>25</sup> and "Yangzhou Greening Management."<sup>26</sup>

Covering an area of 3980 m<sup>2</sup>, the Nanhexia Historical Zone, which was the downtown during ancient times, is the largest and best-protected historical area in Yangzhou. The low-carbon rebuilding of this community is an important part of the municipal sustainable plan.<sup>27</sup> The reconstruction principle is to keep the original building character and improve the living conditions for local residents. The whole project can be divided into a short-term plan, from 2010 to 2015, and a long-term one, from 2015 to 2020. According to the blueprint, some old buildings would be converted into antique hotels to preserve the local landscape architecture and promote economic activity. Other initiatives, such as building up the green environment by planting more trees and making infrastructure upgrades to public toilets, fire facilities, and transportation system, were also undertaken by the Chinese Government.

In 2011, another great step was taken by the cooperation between Yangzhou Government and the U.S.-based Institute of Sustainable Community (ISC). From June 2012 to the end of 2013, the parties made joint efforts to rebuild this area into a low-carbon community under the framework of China-US Climate Action Partnership (PCA). This project aimed at exploring ways and methods to protect, renovate, and update the existing buildings in the ancient area of the city while extending and maintaining the traditional features of the ancient city. The Yangzhou Government was responsible for the project approval, land application, and

## Yangzhou, Jiangsu Province, China

### AT-A-GLANCE

POPULATION: 4,470,000 (2012)

LAND AREA: 6,678 km<sup>2</sup>

### SUSTAINABILITY INITIATIVES:

- Response to the national sustainable development strategy;
- Preservation of local historic culture to promote economic development;
- Partnership with international sustainability organizations

<sup>24</sup>Yangzhou Government, "Yangzhou Wenhua Yichan Baohu Guanli Banfa", 2012, [http://www.yangzhou.gov.cn/xxgkdesc/xxgk\\_descxxs.jsp?manuscriptid=7dd6a87cb34646e381beb854409dfc69&zt=](http://www.yangzhou.gov.cn/xxgkdesc/xxgk_descxxs.jsp?manuscriptid=7dd6a87cb34646e381beb854409dfc69&zt=)

<sup>25</sup>Yangzhou Government, "Zhihui Chengshi Xingdong Jihua", 2011, [http://www.yangzhou.gov.cn/xxgkdesc/xxgk\\_desc.jsp?manuscriptid=907e67d0c77b4a76b23366ae7a3237ae](http://www.yangzhou.gov.cn/xxgkdesc/xxgk_desc.jsp?manuscriptid=907e67d0c77b4a76b23366ae7a3237ae)

<sup>26</sup>Yangzhou Government, "Yangzhou Chengshi Lvhu Guanli Banfa", 2008 <http://www.chinalawedu.com/news/1200/22598/22623/22940/2008/3/li98521516414380022865-0.htm>

<sup>27</sup>Yangzhou Planning Bureau, "The conservation planning of nanhexia Historic zone", 2013, <http://ghj.yangzhou.gov.cn/qita/201310/48bb966ab5d04e709f5693f60579d22d.shtml>

post-construction. ISC organized US experts to investigate with a local research team and trained residents. Additionally, ISC provided strong financial support by covering costs associated with the project, such as travel expenses.

The project included 11 buildings with traditional housing characteristics. With a floorage of 2900m<sup>2</sup>, there are three structural forms—frame structure, modern wood structure, and traditional wood structure. By applying new technologies, including waste heat recovery, a fresh air system, energy management system, rainwater collection system, solar energy hot water system, pipe solar lighting technology, and a ground-source heat pump, the community put into practice the low-carbon and energy-saving ideology. Additionally, thermal insulation structures were installed on roofs and walls; and adiabatic aluminum alloy highly photo-permeable glass windows enhanced building insulation. These high-tech facilities not only improve the living quality, they also reduce carbon emissions.

So far, the project has had fruitful outcomes. For example, building temperatures have remained stable over the spring and summer months without an air conditioner; the sunlight can be converted into electricity so that the free streetlight and rainwater can be directly purified and used daily. Furthermore, this project has won technological demonstration project awards in the construction field of Jiangsu Province in 2012 and the LEED-Homes platinum award by the US Green Building Council (USGBC).

After the 2014 ICMA Regional Summit in Yangzhou, ICMA President Simon Farbrother spoke highly about Yangzhou. “Yangzhou keeps a good balance between economic development and environmental protection.” He added, “What’s more important, with increased urbanization, Yangzhou does not lose its valuable cultural tradition. The sustainability principle is strictly adhered to in the developing process. Yangzhou should be the model to other cities.”<sup>28</sup>

This sustainable project demonstrates a model for rebuilding an ancient area for the city and possibly for other areas of the country. Compared with the other similar Chinese cities, Yangzhou has taken a careful but scientific and efficient rebuilding strategy, instead of simple demolition and destruction. After the reconstruction, other activities have been attracting visitors to the city, such as putting this area into the suggested tourist routes and telling the stories from history recalled by local residents. The Nanhxia Historic Zone has experienced new vitality on its road to sustainable development. Its success in preserving its environmental quality and historic features has put Yangzhou on its way to becoming a world-famous city.

*Acknowledgements: This case study was researched and written by Chen Qiongyan, ICMA International Intern. Acknowledgements: Perspectives on local government activities in sustainable development were provided by Feng Yigang, Director of Changsha Bureau of Urban and Rural Planning, and translated by Linda Wang of ICMA China.*

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<sup>28</sup> <http://www.yznews.com.cn/>

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## Denmark

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After ratification of the Kyoto Protocol in 1997, the Danish government was the first in the EU to introduce a tax on CO<sub>2</sub>. The Brundtland Report's definition of sustainable development is still used and understood for national and local governments. The national strategy for sustainable development included an ambitious plan that most municipalities in Denmark shall develop a local strategy and set of indicators within a year. In 2002, about 70% of Danish municipalities were working on a Local Agenda 21 or similar initiatives, including collaborative regional issues, like public transport, water supply, and waste management.<sup>29</sup>

While theoretically all three aspects of sustainability may have equal weight; in practice, environmental sustainability action items are at the forefront of Denmark's local government thinking. Lars Wilms of the Danish Association of Local Government Executives (KOMDIR) described two paradoxical logical frameworks that explain the environmentally-focused lenses that for viewing sustainability in Denmark:<sup>30</sup>

- (1) New developments and technological solutions in environmental sustainability can only be achieved when supported both financially and socially.
- (2) Conversely, both economic and social sustainability are deeply dependent on sustainable development in the environmental sense – you can't achieve social or economic goals without regarding the environment.

Denmark's perspective is that the local governments' role is to encourage citizens and businesses in the community to change their behaviors to focus on environmental sustainability; lead by example by introducing energy management and reductions in energy consumptions by retrofitting their own buildings; and organize municipal operations and planning and implementation for urban development, construction, infrastructure, energy supply, wastewater treatment, and more. "This view is generally accepted by the administrative and political leadership in Danish municipalities," says Lars Wilms. Government has the unique opportunity to focus on sustainability in practice and enforcement, as the public bottom line differs from the profit-driven bottom-line of the private sector.

In Denmark, local government efforts have started with initiatives aimed at getting residents to act and change their behavior, largely through campaigns and initiatives that encourage saving electricity, water, and heat. Local governments also support and encourage implementation of energy management within the private sector and demonstrating leadership and increasing their own sustainability by introducing energy management and reductions in energy consumption through upgrades to their own buildings and among staff. Planning also offers an opportunity for local governments to take on a role in sustainable development through incorporating sustainability principles into planning and implementation in areas of urban development, construction, infrastructure, energy supply, wastewater treatment, and more. One priority mentioned was groundwater.

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<sup>29</sup> Doris Tharan, 2004. *Denmark Case Study: Analysis of National Strategies for Sustainable Development*. [http://www.iisd.org/pdf/2004/measure\\_sdsip\\_denmark.pdf](http://www.iisd.org/pdf/2004/measure_sdsip_denmark.pdf)

<sup>30</sup> KOMDIR is an association of approximately 180 top-level executives from all of the 98 Danish municipalities with the goal of promoting dialogue and the sharing of knowledge of strategic leadership across borders. For more information visit <http://www.komdir.dk>.

In prioritization of sustainability issues to local government managers in Denmark, establishing sustainable energy systems has become a major focus. “The climate issue, understood as a distinct focus on CO<sub>2</sub> has, in recent years, gained a slightly different meaning under recognition of the fact that the bulk of the carbon dioxide load comes from the consumption of fossil energy sources. Reductions in energy consumption and the establishment of renewable energy sources are both ways to reduce CO<sub>2</sub> emissions.” After the energy crisis of 1970s, the 1979 Heat Supply Act was passed enabling municipalities to designate certain areas for district heating and making it mandatory for households to connect. This successful initiative saved local consumers costs and reduced dependency on foreign oil for cities like Copenhagen.<sup>31</sup>

## Case Study: Copenhagen, Denmark

### Integrated, Regional Green Energy System

In Denmark, where more than 60% of all households have central heating, its capital city of Copenhagen recovers 80% of heat from electricity generating stations through its Combined Heat and Power (CHP) system, the largest in the world. Heat from CHP plants and waste incineration meets 98% of total heat demand in the city. The city has set the goal of becoming completely CO<sub>2</sub> neutral by 2025 as a part of the CHP 2025 Climate Plan, approved by the City Council in August of 2012.<sup>32</sup>

The district heating system in Copenhagen was vastly expanded in the 1980s, after the passage of the national Heat Supply Act. Initially, addressing socioeconomic and heating security issues were the focus. Eventually, environmental protection and cost-savings became primary priorities. The central city and its fifteen surrounding municipalities’ district heating networks are interconnected in a coherent, regional allocation system. The systems supply district heated hot water through wide distribution to the individual households. Two heat transmission companies transport heat from ten CHP plans to the local distribution system.

The big gain achieved by Copenhagen’s system is the opportunity to use many different sources of energy for the heating of the water. Nearly three-quarters of the emissions reductions identified in the 2025 plan will result from transitioning the sustainable production of heat and electricity through clean energy sources – biomass, wind, geothermal, and solar.<sup>33</sup> Energy from the burning of household waste is supplemented with waste heat from industry, combustion of biomass in the form of scrap wood from sustainable forestry, biogas produced by farm waste, large thermal solar plants, and geothermal wells. The district heating system makes it possible to switch production centrally without affecting the local wiring and installations in dwellings. This flexibility offers the opportunity to continuously adapt to new

## Copenhagen, Denmark

### AT-A-GLANCE

POPULATION: 1,213,822 (2012)

LAND AREA: 34.1 mi<sup>2</sup>

#### SUSTAINABILITY INITIATIVES:

- Largest combined heat and power (CHP) system in the world.
- 2025 Climate Plan for total carbon neutrality by 2025.

<sup>31</sup> New York City Global Partners. Best Practice: District Heating System. Report updated on May 25, 2011.

[http://www.nyc.gov/html/unccp/gprb/downloads/pdf/Copenhagen\\_districtheating.pdf](http://www.nyc.gov/html/unccp/gprb/downloads/pdf/Copenhagen_districtheating.pdf)

<sup>32</sup> For more information, view the plan at

[http://subsite.kk.dk/sitecore/content/Subsites/CityOfCopenhagen/SubsiteFrontpage/Business/Growth\\_and\\_partnerships/~/\\_media/F5A7EC91E7AC4B0891F37331642555C4.ashx](http://subsite.kk.dk/sitecore/content/Subsites/CityOfCopenhagen/SubsiteFrontpage/Business/Growth_and_partnerships/~/_media/F5A7EC91E7AC4B0891F37331642555C4.ashx).

<sup>33</sup> William Brittlebank. “Climate Plan 2025 in Copenhagen, Denmark.” Climate Action. 12 April 2013.

[http://www.climateactionprogramme.org/news/copenhagen\\_denmark\\_aims\\_to\\_be\\_carbon\\_neutral\\_by\\_2025/](http://www.climateactionprogramme.org/news/copenhagen_denmark_aims_to_be_carbon_neutral_by_2025/)

technologies and incorporate the use of renewable energy to account for natural variability occurring in production from wind turbines and solar cells. Investment in developing and implementing these green energy technologies have significant economic benefits as well in an estimated \$475 million estimated generation from the city by 2025 and potentially \$4.78 billion in private funds and total investment within the same period.<sup>34</sup>

This model has been shared across the world, and touted as well-suited for densely populated and urban areas such as Copenhagen by the New York City Global Partners Innovation Exchange.<sup>35</sup>

*Acknowledgements: Data for this country profile and case study was collected through an interview with Lars Wilms, Executive Director of KOMDIR and secondary sources.*

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## New Zealand

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As a signatory to the Kyoto Protocol since 1997, New Zealand has taken part in international efforts to reduce greenhouse gas emissions. The New Zealand Ministry of Social Development has defined sustainable development using the Brundtland definition in its 2003 Sustainable Development for New Zealand Programme of Action. The New Zealand Ministry for the Environment funded a community for climate protection program (CCP-NZ) up until the program ended in 2009; and afterwards local stakeholders looked to ICLEI as a sustainability resource.

The national Local Government Act 2002, which was passed by the New Zealand Parliament for the 78 local authorities in the country, shows the expectations and purpose of local government, including establishing its broad role in promoting community well-being by taking a sustainable development approach.<sup>36</sup> Specifically, this is defined as:

“Meeting current and future needs of communities for good-quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost-effective for households and businesses.”<sup>37</sup>

For local governments and their managers, this legislation makes clear that councils must balance environmental, social and economic needs when considering sustainability. Local governments in New Zealand use the Brundtland definition as well. From July 2004 until June 2009, the New Zealand Ministry for the Environment (MfE) ran a voluntary programme to empower local councils to reduce greenhouse gas emissions through their own initiatives called Communities for Climate Protection – New Zealand (CCP-NZ).<sup>38</sup> CCP-NZ promoted the five milestone process of measurement, commitment, planning, implementing, and monitoring promoted by ICLEI. While the program was being administered by MfE, 34 councils (comprising 83% of the New Zealand population) joined in utilizing the process to reduce emissions. Since

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<sup>34</sup> Ibid.

<sup>35</sup> For more information, visit <http://www.nyc.gov/html/ia/gprb/html/bphome/home.shtml>.

<sup>36</sup> “Councils’ roles and functions.” New Zealand Department of Internal Affairs.

<http://www.localcouncils.govt.nz/lcip.nsf/wpgurl/About-Local-Government-Local-Government-In-New-Zealand-Councils-roles-and-functions>

<sup>37</sup> Local Government Act 2002, section 10 (1). <http://www.legislation.govt.nz/act/public/2002/0084/latest/DLM170873.html>

<sup>38</sup> For more information about CCP-NZ, see <http://www.mfe.govt.nz/issues/climate/policies-initiatives/ccp-nz.html>.

the end of the CCP-NZ, municipalities in New Zealand continue to look to ICLEI as a resource. As of 2014, the four cities listed as members include Auckland Council, Dunedin, Kapiti Coast, and Palmerston North.

## Case Study: Palmerston North

### Promoting Green Energy Systems

Palmerston North is located in the Manawatu-Wanganui region of the North Island of New Zealand. In 2009, the Council developed a vision to be a sustainable city, leading to the Sustainable City Strategy that was approved in June of 2010. The strategy outlines how the Council can promote more sustainable practices in energy consumption, biodiversity, waste management, community development, public transport, economic development, and other areas, and gives tools for change to help the city make necessary planning changes. The interactive State of the City Performance Monitoring tool was developed in February of 2012 to analyze and communicate progress on sustainability.<sup>39</sup>

“Sustainability goes across all activities and councils,” explained City Administrator, Sheryl Bryant, “It is part of everyone’s job. It is not siloed into one department.” Because sustainability is prioritized by the council, it’s important for staff to prioritize it; however staff is still in early stages of understanding it.

Within the Sustainable City Strategy is a Climate Change Action Plan that sets targets and milestones for work being done by the municipal energy department,<sup>40</sup> city officials are constantly weighing the costs of environmentally friendly innovations, and different tensions exist in order to make things happen. “If we want to do something that makes all electricity be 100% renewable by 2015 – which is one of the milestones in the plan – that comes at a cost,” explained John Debney, Health & Safety Energy Officer of the Palmerston North City Council, “[We] have to weigh that against the financial. If it costs too much, then it can’t be sustainable. If it was a small organization it would be easy; but because it is so large, there are many conversations to be had about what is the best path to go down. Are there other projects to be prioritized against? What are long-term costs and can we afford it? Will it be politically sound?”

In integrating renewable energy, Palmerston North took a gradual approach that built off of successes from subsequent projects. Their most recent projects in solar photovoltaic energy have helped to build momentum in implementing renewable energy initiatives in the city; however, the city began these efforts with the installation of solar water heaters for showers at municipal pools. Next, the department installed solar panels on the library, work depot, and public toilets with showers. Since then, larger scale renewable

## Palmerston North, New Zealand

### AT-A-GLANCE

POPULATION: 80,079(2013 Census)

LAND AREA: 125.8 mi<sup>2</sup>

### SUSTAINABILITY INITIATIVES:

- Sustainable City Strategy approved in June 2010.
- Climate Change Action Plan from October 2011, which promotes planning and implementation for green energy projects.
- Education and outreach on sustainability measures to public using web-based, interactive tools.

<sup>39</sup> To view the tool, visit <http://pncc.govt.nz/yourcouncil/our-performance/state-of-the-city-monitoring-tool/>.

<sup>40</sup> The full Climate Change Action Plan (October 2011) can be accessed at [http://www.pncc.govt.nz/media/1764693/climate\\_change\\_strategy\\_milestone\\_3\\_action\\_plan\\_action\\_plan\\_2011\\_mexico\\_city\\_pact\\_and\\_climate\\_cities\\_registry.pdf](http://www.pncc.govt.nz/media/1764693/climate_change_strategy_milestone_3_action_plan_action_plan_2011_mexico_city_pact_and_climate_cities_registry.pdf).



energy projects that have been successfully implemented include the following: a 1-MW landfill gas generator, a 750-KW biogas generator; and a 160-KW hydroelectric generator at the city's water treatment plant. These projects have kept the city on track to meet its energy and emissions goals listed in Climate Change Action Plan.

In order to combat one of the largest challenges in funding renewable energy projects, communicating success has become a critical component to emphasizing the cost-saving potential and importance of these projects and gain required support. The solar project has a live wind feed, and there has been discussion about placing the data on the web page to increase visibility and engagement in the community. Web-based communication has made it easier to communicate with and engage the public. Similarly, sharing data from other energy monitoring projects and installing displays around the building to show how much energy is being used and generated to help people to understand and bring more visibility as well. "The use of technology is vital," Debney explained.

Education helps show people what can be done. Palmerston North does not have large sunshine resources, but there are many sunny days. By sharing information and raising the visibility of solar initiatives, the city is changing the false assumption that a community needs to be in the sunniest part of the country to take advantage of solar energy. Through highlighting this project and energy efficiency and renewable projects, the city has gained traction in achieving more efficient and clean energy usage. In describing how attention to recent solar projects has helped elevate overall clean energy initiatives in Palmerston North, John Debney stated, "None of this conversation had begun prior to the solar projects, although 31% of the council's energy consumption had been from the other renewable and energy efficiency projects from landfill gas and bio-gas. It's important to keep things in context and not discount other projects."

*Acknowledgements: Data for this case study was collected through secondary sources and interviews with John Debney, Health and Safety and Sheryl Bryant, General Manager.*

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## United States

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Although the definition of sustainable development in the United States stems from the Brundtland Report's triple bottom line, significant variations and prioritizations of the components exist in communities across the country. Federal programs, such as those from the Partnership for Sustainable Communities (an interagency partnership between the federal housing, transportation, and environmental protection agencies), the U.S. Department of Housing and Urban Development's (HUD) Sustainable Communities Regional Planning Grants' multijurisdictional efforts in regions across the US, and a number of other federal programs, invest millions of dollars to support local government initiatives for sustainable development.<sup>41</sup>

During the 1990s and 2000s, local governments began implementing smart growth strategies, such as redeveloping abandoned and contaminated properties, or "Brownfields", for new uses, in order to combat a prevalent issue of sprawl. Other local governments began to engage in sustainability practices such as establishing lower emissions, healthier, and more accessible options for transportation, and building

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<sup>41</sup> For more information about the Partnership for Sustainable Communities, visit the website at <http://www.sustainablecommunities.gov/>.



affordable houses that were more energy efficient and climate resistant. Data from ICMA's 2010 sustainability survey indicates that despite a growth in sustainability activities since the 1990s, local governments in the United States are still in the early stages of sustainability becoming an established and prevailing practice. Some jurisdictions; for example, Austin, Texas, Boulder, Colorado, and Seattle, Washington, have been doing a significant amount in sustainability and have offered models for other local governments across the nation and the world.

Priorities largely differ depending on region, politics, and other variations between communities. In local governments who have engaged in sustainability activities, emphasis may be placed on long-standing areas of commitment like recycling and the environment and new emphasis on energy conservation, but only a minority of governments have developed comprehensive sustainability programs and measures to promote social equity.<sup>42</sup> U.S. local governments with leading practices in sustainability have (1) notably engaged with citizens and nongovernmental partnerships, and (2) developed indicators to measure progress in sustainability.

## Case Study: Dubuque, Iowa

### Developing a Model for Sustainability in Local Government

Located in the Midwest region of the United States, the town of Dubuque, Iowa is "creating the international model for sustainability."<sup>43</sup> As a community that had experienced severe economic decline beginning in the 1980s and unemployment reaching nearly 23% in 1982; local government leaders sought a long-term strategy to revitalize the community in a holistic way.<sup>44</sup> In 2006, the Dubuque City Council identified sustainability as a top priority and branded efforts to engage the community to become a leader in sustainability as "Sustainable Dubuque."

Citizen engagement was a critical component to the success of developing the Sustainable Dubuque plan and obtaining requisite buy-in for implementation and extraordinary success. Nearly 5,000 residents participated in the city's Vision 2000 community planning process to create the initial plan. The second iteration of the plan was led by a local foundation and the chamber of commerce and engaged the participation of nearly 13,000 residents who submitted

## Dubuque, Iowa, United States

### AT-A-GLANCE

Population (US Census 2012): 58,155

LAND AREA: 29.97 mi<sup>2</sup>

### SUSTAINABILITY INITIATIVES:

- Sustainable City Strategy approved in June 2010.
- Climate Change Action Plan from October 2011, which promotes planning and implementation for green energy projects.
- Education and outreach on sustainability measures to public using web-based, interactive tools.

<sup>42</sup> James Svava, Tanya Watt, and Katherine Takai. Local Governments, Social Equity, & Sustainable Communities: Advancing Social Equity to Achieve Sustainability. 2014.

<sup>43</sup> Sustainable Dubuque. October 2013. <http://www.cityofdubuque.org/DocumentCenter/Home/View/2702>

<sup>44</sup> The dramatic increase in unemployment in 1982 was due to the departure of the farming industry.

over 2,300 ideas for projects like major redevelopment efforts, integrating a bilingual education curriculum for K-12 students, and creating a community health center.<sup>45</sup>

“Because of the engagement process that we undertook for creating the (Sustainable Dubuque) vision or brand, we now have our businesses with international presence, students going out into the community and talking about being a part of this. Because of the inclusive approach to developing our brand, we have created something that everyone, regardless of what sector is, talking about with a sustainability focus,” explained Cori Burbach, Dubuque’s Community Sustainability Coordinator in a recent ICMA webinar.<sup>46</sup>

Extensive community engagement led to projects selected as a part of “Dubuque 2.0,” to be adopted by local organizations that have already made significant gains in decreasing greenhouse gas emissions, generating jobs, and redeveloping distressed neighborhoods. The success of sustainability initiatives in Dubuque have resulted in progress on goals and national and international recognition, including three All-America city designations through the National Civic League for the redevelopment of a formerly vacant mill district into a lively mix-used neighborhood.<sup>47</sup>

Dubuque’s success has had international influence in advancing more sustainable communities. Through the Iowa Initiative for Sustainable Communities (IISC) launched in 2009, partners in enhancing the capacity of local governments in Iowa to advance sustainability have had results through analyzing program success, reviewing international best practices, and making local policy and implementation recommendations based on reviews. Dubuque is engaged in a unique public/private partnership with the IBM Watson Research Center’s Global “Smarter Planet” Initiative and other key partners to develop new “smarter” technology coupled with community outreach and implementation strategies to create a replicable, international model of sustainability for communities of 200,000 and under.

## FINDINGS AND CONCLUSIONS

Based on data collected and analyzed from interviews, case study development, and reviews of secondary sources, the following recurring themes were identified:

- The Brundtland Commission’s definition of sustainable development continues to be the foundation for defining sustainability internationally. Most local governments use the triple-bottom-line consideration of sustainability that includes the environmental, economic, and social considers; however variations exist in the emphasis of the importance of one component over the other. More can be done to define sustainability to focus worldwide efforts; however variations will exist in approaches to addressing and prioritizing issues depending on unique community characteristics;
- Similar priorities exist across countries, presenting opportunities for collaboration and sharing information between local governments. Differences in priorities may be categorized by geographic characteristics, for example coastal cities. Challenges in sharing leading practices internationally

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<sup>45</sup> ICMA Municipal Yearbook 2014. Chapter 6: Advancing Sustainable Community Efforts in the United States.

<sup>46</sup> This webinar, “Economic Development: Branding Your Community,” was presented live on May 2, 2013. To view this webinar streaming on-demand, visit <http://learning.icma.org/store/seminar/seminar.php?seminar=18243>.

<sup>47</sup> The National Civic League’s (NCL) All-America City Award is America’s oldest community recognition program that awards communities of all sizes that collaboratively tackle challenges and achieve results. For more information, visit NCL’s website at [www.ncl.org](http://www.ncl.org).

may arise due to variations in understanding of sustainability and political feasibility among communities worldwide;

- Demand for sharing leading practices and linking efforts in local government sustainability exists. Local government leaders are interested in learning from one another transferrable models and technologies to effectively approach sustainability are needed. Case studies are insightful; however it is important to be able to determine applicability of practices across the world, given the variations between communities and the depth of their sustainability programs. Some international and many national partnerships and programs exist that provide resources to local governments for increasing their sustainability;
- Technology plays a large role in sustainability efforts, notably through the ability to communicate with stakeholders within a community and share information internationally;
- Communities leading the way for the rest of the world in ways that local governments can take the lead in creating programs for sustainability have their own programs that can be shared internationally and are applicable to many different communities. Examples of these can be found in efforts of Dubuque, Iowa in the United States and Townsville, Queensland in Australia.
- While there are many sustainable development examples and pilot projects, the challenge lies in making the leap from pilot to large scale, transferring relevant lessons learned, and increasing the replicability of initiatives.
- Since local government has such a significant role in sustainable development, increasing the strength of local government executive ability to move initiatives forward is critical to increasing sustainability.

## RECOMMENDATIONS

After the International Committee Meeting in Yangzhou, the author of this examination came together with International Committee members who had attended the summit in Yangzhou in order to provide feedback and potential next steps. Based on the analysis and follow-up conversations with members, the following recommendations and/or suggested next steps are as follows:

- Develop a set of leading practices or a guidebook for local government managers on one or more of the following topics:
  - Considerations in moving sustainability forward – how to make the case for community sustainability and determine and highlight its return on investment;
  - Determining transferability and replicability in local government sustainability programs and initiatives across the range of internationally determinant factors; and
  - Performance measures and accountability
- Survey members internationally about their sustainable development activities and priorities.

- Establish a list of priority sustainable development areas, for example social equity, climate change adaptation, historic preservation and adaptive reuse, and sharing sustainable development practices internationally.
- Collaborate with the Sustainable Advisory Committee or Center for Sustainable Communities to do a quarterly blog post highlighting sustainable development examples that have been used to address critical issues.
- Network with other internationally-focused entities working on local government sustainability

This publication was developed for the ICMA International Committee. Thank you to all who contributed feedback, information on programs, and other support of this research.

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**Garvey Scholarship Recipient Final Report**

*\*\*Please include pictures as appropriate\*\**

<b><u>Date:</u></b> 1 June 2014	
<b><u>Name:</u></b> Maureen Lu	
<b><u>Scholarship Funds used for:</u></b> Traveling, accommodation, meals and summit preparation	
<b><u>Travel Dates:</u></b> 11 – 16 May 2014	<b><u>Cities/Country:</u></b> Yangzhou/China

**1. Highlights of Trip (give specific examples of activities or impactful meetings):**

The 4-day Summit includes two days of general conference of keynote speeches and seminars, two days of ICMA international Committee meeting, and also embodied with field researching trips and cultural experiences. All activities covered the theme of sustainable urbanization and community engagement. Other topics that I am particularly interested in include involving young professionals in local government management, urbanization in global context and city management in China, and eco community building & rethinking energy consumption during urbanization. Examples demonstrated as below are those I found most impactful and meaningful.

**Monday, 12 May**

**Morning – Opening ceremony & keynote speeches**

*Selecting Approaches for New Urbanization in China: Mr. Li Tie, Director, China Center of Urban Development of the National Development and Reform Commission (NDRC)*

Lessons learnt:

- The biggest challenge for Chinese local governments: the existing system of regulation. China is eager to learn from the developed countries about their practice in urbanization, and has avoided some of the ills often associated with urbanization seen in other countries, such as large-scale urban poverty, unemployment and squalor. However, on local government level, the learning and sharing practice with the western countries are affected by some fundamental differences in local government features:



## *Leaders at the Core of Better Communities*

### Local governments in the West:

- Autonomy of management of cities
- Cities are independent
- Different levels of governments have its own responsibilities and limited collapse of power and management

### Local governments in China:

- Different levels of management from central to local governments
- A city government always manages a region/an administration
- Cities have levels/hierarchy: higher cities monitor and control lower cities
- The hierarchy of cities affects the resource/money allocation: higher/bigger cities have more resources and money, while smaller local governments have less resource

## ■ Two distinction systems of China's governments

### Household registration system

In the 1980s, market reforms have seen profit-led neoliberal forces being introduced into China's urban spatial movements. In supporting such movements, labor mobility is allowed but the *hukou* system has been retained to prevent urban informality and slum formation and to control municipal public expenses. Welfare system varies from city to city, mega cities with larger fiscal income are able to provide better social services while smaller cities with less money and resources can afford fewer social services to the public, while in the villages, a social system barely exists.

For the migrants leaving the villages for working in big cities, without residency permits granted by the host cities, they enjoy little "right to the city" and are deprived of local welfare and benefits. They often become "drifting tenants", frequently driven by urban renewal, rising rentals and change of jobs.

As China's cities expend quickly, more and more migrant workers flood to the city to assume the dirty, difficult and low-paid jobs that local urban residents refuse to do, while they have very limited access to healthcare, employment, housing policies and education (for their kids).

It caused social inequity, especially in the mega cities, where most migrants are denied public services (job opportunity, public health care and education) because their *hukou* (household registration) is still in the countryside.

### Nation/Public ownership of the land

It means that city government can gain and control of land for much lower price than the private sector. In this case, local governments actually have a lot of power than western local governments. Local governments have the opportunity to pull all resources together, and to allocate money and land according to its city development plan.



*Leaders at the Core of Better Communities*

■ Unique facts about Chinese government

- Chinese local governments have as much power and influence as business and enterprise sectors, because the governments can employ all resources (money, land and human) together for very low cost. The reason for Chinese cities expending and developing at such high-pace is because the government has the power to allocate resources and technologies, which is quite different from western cities.
- To support this fast development and its huge expenditure, local government needs money. That's why almost all cities in China try every means and use all kinds of incentives to bring in foreign investment.
- Local governments raise fund mostly in two ways – sales of farmland (not necessarily sell, because the government still owns the land, but the usage of the land can be sold directly to the companies); and loan from banks
- In China, cities are competitive with each other. To compete for foreign investment, governments use incentives such as zero cost land, tax reduction and over development of property market.
- Short term of city managers  
In China, city managers normally have a 3-5 year term; then they get transferred to other cities or departments according to their performance. One manager designs the city plan, but he can't stay to see the finish of the project.
- Manager's performance is highly related to the city-planning project he conducted during his term. So every manager has the responsibility to build taller buildings and bigger cities to show his performance to the upper governments.
- The city becomes bigger, so is the demand for public transportation. The mis-match of public transportation system leads to inconvenient life for citizens. It also caused the environmental problems, since much more cars are needed to get around the city. China needs denser cities, instead of specious cities.
- In terms of infrastructure development to cope with rapid development of cities, infrastructure markets need to be open to private and foreign investment, in order to bring not only money, but advanced technology, management system and efficiency & sustainability.

■ Future development

For cities to develop in China – stay connected, especially with the metropolitan cities such as Beijing and Shanghai. This underwritten rule of development partly explains the country's enthusiasm in building high-speed rail network all over the nation. The urbanites whizz from city to city at 300kph (186mph) on a bullet-train network that did not exist six years ago yet now is longer than all of Europe's. It is expected that by 2020, the high-speed rail (or say bullet train) network will expand by nearly two thirds, with the additional of another 7,000km (4,300



### *Leaders at the Core of Better Communities*

miles). By then almost every city with a population of half a million or more will be connected to it. Tens of millions more migrants will have poured in from the countryside.

#### ■ Challenges faced by Chinese governments

Nationwide, Chinese government, especially the government of cities are facing a number of problems rise from rapid urbanization, such as worsening pollution, urban sprawl and congestion as well as growing social tensions.

#### ■ Sustainable growth

Sustainability lies not only in the obvious environmental level, but also the city growth model itself. After more than a decade of spectacular growth in China, much of it in double digits, doubts are setting in both at home and abroad about the sustainability of “Chinese model”. Growth is slowing. Lavish spending by local governments has piled up huge debts. Scandals involving senior officials have revealed corruption on a gargantuan scale.

In 2011, when the country reached 50% urbanization, it had become obvious that the party’s fate rested with the stability of cities and the contentedness of their middle-class residents, as well as the migrant workers.

**Tuesday, 13 May**

#### **Afternoon Panel Discussions**

*Organizer: ICMA, Yangzhou Municipal People’s Government*

*Undertaker: China Center of ICMA, Yangzhou Urban-Rural Development Bureau*

*Theme: 1) Eco-living and local economic construction (exemplified by the Seven-river-eight-island Area);  
2) Low-carbon approaches to old town conservation (exemplified by Nanhexia low-carbon community)*

*Moderator: Zhang Hongyan, Doctoral Supervisor and Professor of Nanjing University, Chief Editor of China Ancient City Magazine, Executive Deputy Director of Yangzhou Renowned City Research Institute*

- 1) Niels Hojberg, Chairman of Association of Local City Managers in Denmark, city manager of the city of Aarhus, Denmark
  - Dilemmas and challenges towards creating green and sustainable cities
  - Long-term VS short-term
  - Development problems – short-term gain; long-term loss
  - Experience of Europe: people/industries need to pay its own consumption individually
  - Currently in Euro, GDP is low, so the key is to have consumption of energy and resources low and stable
  - In China, there are no incentives to reduce consumption. To boost economy is to use tremendous resources. Consumption = Revenue
- 2) Victoria Li, Department Director of Watershed Protection Department of Austin, Texas, US





## *Leaders at the Core of Better Communities*

- Combining eco-living and economic development
  - Harmony of nature and people
  - A river passes the town center and it happens to be a natural habitat for endangered bird specie. The river is now swimming area and people can enjoy in the center of the town with the endangered bird.
- 3) Dave Tebo, Town Administrator of the town of Greenville, Wisconsin, US
- Combining eco-living and economic development
  - Chinese urbanization is the biggest immigration on human history
  - In local governments in U.S, people/community are responsible for creating documents and strategies. Empower the citizen rather than centralize the power and governments make all decisions. In this case, the public takes ownership of decisions and changes maximize the civil engagement.
- 4) China
- Liu Yuping, Chief Planner of Yangzhou Urban Planning Bureau
  - Building a Model Chinese City in Sustainable Development
  - Lu Yiming, Vice chairman of Green Building Industry Alliance in Beijing, China
  - The Connection between sustainable Development and Eco-friendly Industry
  - Wang Yang, Chief Representative of Institute of Sustainable communities
  - Sustainable Development of Communities and Citizen Participation
  - Sustainable community
  - Low-carbon community
  - Nanhexia Low-Carbon Community project by IAC has won world prize.
  - Problems facing by Chinese littler town: water, air and rubbish
  - What we need to improve: civil engagement in decision-making process
  - Agreement from difference levels of governments
- In China, to put anything into action, governments and departments of all levels need to reach mutual sense. Once all governments and departments agreed to work towards one goal, capitals and resources will be put in by all means. Laws and regulation will be made to support the decision. That's how Chinese government can achieve high-pace growth in the past years.
- Civil engagement
- Government should hold a role of supporting citizen engagement in city planning. Government should not in control of everything, because when the government controlled everything and every decision, there leaving nothing for the public to be involved. The public/community will only actively engage with government decisions when they feel the ownership and belonging.
- Learning from the West
- According to previous experience, China is actively learning from advanced experiences and practices from western country. However, in some cases, copying the practice without change and adjustment is not enough. The best practice is to learn and find its own appropriate way to develop low-carbon community. We also need bear in mind that technology is not the most



### *Leaders at the Core of Better Communities*

important, because we have obtained the critical technology. Thins in need are people, skills and management system.

5) Jeremy Ferguson, Mayor of Milwaukie, Oregon

- Sustainable Development of Communities and Citizen Participation
- America cities are always divided to different districts according to its function: industrial area, schools, smart roads, green area and etc.
- Milwauki is a relatively old community. When the city decide to take initiatives in building sustainable city
- Form a **sustainable team** (not necessarily include expertise and academics, but more like getting people involved), the team will provide training and educate people about how to build sustainable community. The team doesn't require much in education and knowledge, but more like a think tank, and get people involved.
- Start from small. The team makes plans, rebuilds gardens and parks, restore natural habitat etc.
- Improve facilities
- Building assessment
- Employees and participants of the team meet frequently to discuss; after a while they take more initiatives and develop strategy paper and do research all by themselves.
- Now 50% of the resources of the city is renewable, e.g. wind; people use more hybrid engine and small engine vehicles and LED lights in vehicles (which doesn't need engine power while waiting traffic)
- Individuals are making their own small contribution to reduce carbon footprint.
- People volunteering switched to green power (cars, gas and etc) and take actions in the sustainability team, **because people want a sustainable community, and they recognize the benefits of buying local and stay local.**
- Problems with sustainable community building: purpose of low carbon footprint VS high cost of infrastructure and technology

#### **Wednesday, 14 May**

#### **ICMA International Committee Meeting – John Garvey Scholarship Speech**

Young professionals in local governments

- “We generation” rather than “I generation”
- Local government in Australia need more people involved, while new graduates are struggling to find a position. Gen-Y has the dream of “making a difference”. LG work is the first level of governments the public deal with, closely connected with community building.
- Experiences and knowledge sharing; for council managers to see and to know what other countries are doing and learn from each other
- For ICMA future initiatives youth oriented and leadership focus program will be more included.
- For future advice, ICMA China center can include students membership and adopt students who have interest in local government management
- ICMA is looking for opportunities to work with affiliate organizations in different countries.



*Leaders at the Core of Better Communities*

**Thursday, 15 May**

**Video Interview ICMA International Committee**

Five questions for the interviewees to choose

1. What a great community means to you?
2. What do you think are the biggest leadership challenges of the 21<sup>st</sup> century?
3. What are your thoughts on the similarities and differences between local governments back home and what you've seen on this trip?
4. Is there any general impression of this Summit – lessons learnt, connections made?
5. What are three things that are key for the future of public administration?

Key words in responses:

*Transparency*

*Leadership*

*Community engagement*

*Engaging young professionals*

*More similarities despite the scale of the governments*

*Urbanization*

*Sharing knowledge and experience*

**2. How has your experience changed your outlook on your role, local government, and your country?**

**A new insight to China's urbanization**

In the Committee Agenda Packet ICMA sent before the Summit, there are a series of articles about urbanization and China which I enjoyed reading a lot. One quote I love most – “A GREAT city is the type of some great idea. Rome represents conquest; faith hovers over the towers of Jerusalem; and Athens embodies the pre-eminent quality of the antique world, art. In building its cities, China's officials have had only one great idea in mind: growth. That has brought huge benefits and problems too.”

My interest lies particularly in youth empowerment and engagement in local governments, as well as sustainability in emerging economies, particularly China and Indonesia. During its rapid urbanization, China is facing many of the similar sustainability challenges faced by many Western countries – how to make sustainable economic growth, how to deal with pollution and problems posed by climate changes.

On March 16<sup>th</sup> the government published its new plan for managing urbanization and the world's largest migration of rural residents into cities. It admitted that much was wrong: the spread of “urban disease” with worsening congestion and pollution and a rising risk of social tension. It called for a “new style” of urbanization, focused on making cities fairer for migrants. Local governments



### *Leaders at the Core of Better Communities*

are fearful of having to spend a lot more on public services such as health care and subsidized housing. However, if we want bigger city, we need to spend in giving migrants full access to urban welfare and public services.

The exposure of China's urbanization during the Summit intrigued me to further research on such topic, since the 30 years of urbanization in China is just a starting and every local government in China still have a bigger urbanization target ahead set by the Central Government.

#### **Cooperation with international institute/NGOs in funding and implementing international programs**

I am currently helping LGMA with two programs: LGMA International Mentor Program and LGMA Chinese delegation Study Tour.

For the Mentor program, we are working with universities and NGOs in Nepal, Cambodia and Myanmar to help university graduates and young professional in these 3 countries to learn from senior local government management from Australian councils. The program aims to promote youth engagement in council management in Asian countries, as well as provide a culture experience to Australian councils. The program needs joint-force from a variety of councils, organizations and business sectors from Australia and international. ICMA China International Summit is a great case that I can learn from in fostering professional relationships with affiliate organizations overseas and local and regional government overseas. I believe it is the mutual understanding and common goals to achieve better governance in local government and benefit communities that bring together all parties in both US and China, and lead to a success of the event.

As China becomes more and more involving in international affairs, local government in China is keen to exchange ideas and experiences with cities abroad. Also as a tradition, China's local governments value the exchange opportunities as a building for future friendship and cooperation to facilitate economic growth. China has become increasingly important for Australia in both political and economic world, and even Australian councils in remote cities (such as SA and TAS) have more exposure to Chinese investment. I believe it is necessary for councils in Australia to know and understand Chinese government practice and policies more and to share good practices. Especially from what I experienced from the Summit, cities in China is more involving in low carbon and sustainability and productivity and civil engagement than before, while most Australian councils are facing productivity and sustainability challenges as well.

#### **Sustainability in Local Governments**

Sustainability is not only environment, but also the sustainability of local governments and programs run by community or LG which are aimed to make a different to the communities. Most of councils in China are facing piling-up debts, caused by rapid urbanization and sometimes unreasonable property development. Traditionally city government relies on two major sources of funding: selling land to developer and borrowing from the bank. As the land reserve is becoming less and the



## *Leaders at the Core of Better Communities*

questioning of LG's ability to repay loans going high, it is time for the LGs to diversify funding resources, and more importantly the city to using land and money more efficiently. The cities need to expend in a quality growth, instead of expand for expansion's sake.

### **Managing City, Managing PEOPLE**

In city management, it is always about people. From my talking with city managers from US, Russia, Denmark and UK, local governments in these countries, as well as in Australia, are facing the challenges of recruiting talents and young professionals to work for the communities. In Australia, the challenge is severe, because currently:

- 50% of work force in LG suffers with problems relay to factual literacy.
- 40% of LG staff doesn't have post secondary school qualification.
- 1/4 of world's population aged 16 – 34 neither study nor work.

The challenge is to attract young people with college/university education to work for the communities. Local governments in China are facing a different situation, as traditionally civil servants have high social status, higher welfare and stability. However, in the rural regions, especially at the village level, China's local governments are facing the similar problem of talents shortage. China's solution for this problem is that the Central Government establishes special programs and fund to encourage university graduates to serve in remote communities for 2 to 5 years. In exchange, the central government will provide money and other subsidies and promise promotion and mobility opportunities after their terms. The "Village Manager" Program is very popular among graduates now.

Media and social researchers always describe the Gen-Y as an "I" generation who cares only about money and have no working responsibility. I believe that there are actually many natural synergies between what motivates Gen Ys and the business of local government. **Rather than an "I" Generation, Gen Y is a "we" generation.** Young people today are full of ambition and commitment to make the world a better place. They are driven by an eco-friendly lifestyle, keen on environmental preservation, embracing cultural differences and committed to making a difference in the community – all of which are ideal fit with the mandate of local government. For me, the most important part of including more young talents to LG **is mutual understanding.** Our non-gen-Y managers need to understand that Gen-Y isn't that difficult to manage as described by media. Instead they are innovative, motivated, unafraid of taking risks and ready to tackle critical social issues in their communities. It's on the managers to understand and motivate the young talents, and the councils to adapt in order to appeal to Gen-Ys in some workforce environment, such as clear career paths, training and development, and working time and venue flexibility.

For city managers, to manage the community is to manage people, to inspire people, to enhance their skills & knowledge, and to motivate the community to take responsibility and ownership to their community development projects and to create a sense of belonging to all residents in the community. **Great leadership/management is to create the best condition for people to perform.**



## *Leaders at the Core of Better Communities*

### **3. What professional experience did you gain?**

#### **Urbanization is a challenge and also an opportunity**

Statistics show that the majority of China's growth is mostly attributed to large scale of investment, especially in fixed asset investment. And this fact naturally leads to questions involving sustainability of China's model of growth. The practice of Yangzhou city shows the city management's balance in urbanization and sustainability in environment and growth, which a lot of China's cities are lack of.

#### **Efficiency in energy consumption**

High energy consumption is a feature of urbanization in China, as well as in the US. However, there are still two important differences: **energy demand per capital of China was much lower than that of the US**, which implied the relatively large growth potential of future energy demand in China. Second, **energy structure of China was dominated by coal**, which cannot be changed in the short-term, implying that China will face more severe problems of CO2 emissions reduction. It means that the rapid growth of energy demand in China has generated high pressures on the environment, with consequent damage to health and natural resources, and the problem will become worsen if the government don't take actions to improve the energy consumption efficiency and change the energy consumption structure.

During the urbanization process in almost every regions and cities in China, vast of energy has been consumed inefficiently. China now has become the world's biggest energy consumer and carbon dioxide emitter. The public worried about the air quality and both central and local governments are taking steps in developing energy strategies. Local cities have increasing responsibilities to transit local community to a low-carbon society.

Mega-cities like London, New York and Tokyo have taken actions and played leading roles in low-carbon city (LLC) development even without national policies or commitments. Cities are the key to meeting carbon reduction targets. Out of the top 10 most populated cities in the world, China has four, which all have more than 15 million people. Cities like Shanghai and Guangzhou can compete with their global counter cities in terms of economy size, resources, volume of vehicles and consumption abilities. Responsible for large emission of CO2, China's city should also learn from other international mega-cities to reduce city carbon footprints and build sustainable and green community.

#### **How to run international NFP programs**

The practice and program by ICMA is comparatively more mature than in LGMA. The presentation by Ms Judit Deilinger about ICMA's project CityLink and new initiatives in Afghanistan, as well as the establishment and achievement made by ICMA China Centre were very impressive and helpful for my future career goals in the Non-for-Profit sectors.



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From my own experience, most of the people are well aware of the importance of the NFPs and their programs in making a difference to their community and those communities in need, particularly those in less developed countries. However, not like the business sector, which is profit driven and have access to huge capital, NFPs are struggling to just keep programs survive, let alone thrive. What I have learnt from ICMA International initiatives is that to have a long-term, impactful program, we need to:

- **Diversify funding resources** (government funding, foundation, business, membership fee etc) for a project to survive long-term
- **Building relationships with the hosting country governments** (it will keep the program high-profile and well-known by the governments)
- **Cooperation with partner organizations and affiliates** to better allocate resources and exchange expertise
- **Marketing** – to gain attention for the program and make impacts to as many people in the community as possible.

#### **4. How will you continue to stay involved?**

##### China delegation for study tour

LGMA frequently received requests from local and provincial governments of China to arrange study tours for the government officials. In the future program, sustainable community building, civil engagement, community reducing carbon footprints will be included as new study themes and topics for our seminars and presentations.

##### Explore opportunities with ICMA and SAFEA to arrange study tour to Australia and US

I am hoping to work with ICMA in organizing more study tour for Chinese delegations from local and provincial governments to Australia and US to exchange knowledge and experiences in local government excellence and challenges, especially in the areas of sustainable community development, civil engagement and other practices.

##### ELGL website

Mr. Clay Pearson informed me of the ELGL website. In Australia, local governments are also short of talents and we are encouraging more young professionals pursue their careers in the community. A platform to connect the young professionals working in LG will be a brilliant idea to help them communicate and facilitate new ideas flowing. It can also serve to encouraging more young people working for the LG and the community. I will keep following ELGL and to see if there are opportunities for us to set up a similar platform (or facebook page).





## 5. Any additional comments?

The final report is getting longer and longer than I first planned to write, because there are so many highlight moments and activities that make me think a lot about our local government management, our communities and our international programs to connect with other communities.

I would like to thank ICMA again, especially the Garvey Scholar committee, for the great opportunity of involving me in ICMA Yangzhou International Regional Summit. It's a very rewarding experience, and I have gained a lot insight about local governments globally and incredible international development programs by ICMA.

It's been an honor working with Lauren, Judit, Rob and Lily during the Summit. I will take my learning and make improvement on LGMA international programs, and hopefully the 2015 Summit can be hosted in Melbourne next year.

Thanks again to everyone in ICMA office for organizing the great conference. I hope you enjoyed reading my report. Please do let me know your thoughts about it.

Pictures are as below.

Maureen Lu

11 June 2014, in Hong Kong



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Monday 12 May, Opening Ceremony, First Meeting with Lauren Crawford

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Cultural Experience: tour to Slender West Lake – with Simon Farbrother ICMA President

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Opening Ceremony – with Bob O'Neill ICMA Executive Director

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Reception Dinner hosted by Yangzhou Government



Tuesday, 13 May Afternoon Panel Discussion on Eco-living and Low-carbon community



With ICMA Executive Director, Bob O'Neill and another Garvey Scholarship recipient, Melissa Stephens



Tuesday, 13 May Afternoon Panel Discussion on Eco-living and Low-carbon community



Thursday, 15 May – Preparing for interviews of ICMA International Committee members



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Thursday, 15 May – Preparing for interviews of ICMA International Committee members

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With Victoria from Russia

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Preparing for interviewing ICMA International Committee members

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Networking – wine tasting with the group

**Garvey Scholarship Recipient Final Report**

*\*\*Please include pictures as appropriate\*\**

<b><u>Date:</u></b> June 14, 2014	
<b><u>Name:</u></b> Melissa A. Stephens	
<b><u>Scholarship Funds used for:</u></b> International Sustainability Summit - China	
<b><u>Travel Dates:</u></b> May 5 - 21	<b><u>Cities/Country:</u></b> Beijing, Yangzhou, Wuxi, Hangzhou, Shanghai, China

**1. Highlights of Trip (give specific examples of activities or impactful meetings):**

The three focus areas of my trip to China were: Environment and Sustainability, Women in Government and How Chinese experience Community and the government's role. These three focus areas are the highlights of my trip. I have also attached a Powerpoint and pictures to follow along with this report.

**Environment and Sustainability** – It was clear from the meeting with the CUPL on May 7, 2014 that our definition of City Management was clearly different as we discussed the various issues in China. City Management in China is the arm for Code Enforcement and Building Inspections and their greatest challenges are illegal housing, illegal building of construction, housing registration, and ordinances regulating curb appeal. And it was interesting to find that City Management's level of enforcement and policing power is extremely limited due to most enforcement authority reporting to the Central government. This meeting was impactful to me in many ways and reminded me the critical differences between democracy and Communism. But it also reminded me the critical similarities between us as well. Although the fibers of our makeup are different in terms of governmental structure, we all have the same issues with upkeep of existing property and ensuring there are regulations for building inspections and development. In addition, one of the greatest highlights and eye opening experience was simply seeing with my own eyes the magnitude of development happening along the highways and byways of China. I have never before seen such intensive development going up at the same time, and I was in constant awe with the number of cranes and buildings in the process of being built



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alongside the road. I also have never before experienced “smog” quite like I did in Beijing, and learning about how the government is planning on addressing the issues of air quality. Now I understand on a completely different level, the true importance of air quality and why it’s so important for the world to prioritize our shared environment and sustaining it for future generations.

I enjoyed seeing the vast opportunities to recycle throughout all of China in all the parks, open spaces, shopping and pedestrian walkways. And the Recycle stations were built and stationed right next to trash receptacles so there was no excuse to not do the right thing. We also had the opportunity to see the Recycle transfer stations where people were seen sorting through the various commodities to be sent and processed for reuse. In addition, the Low Carbon Demonstration project seen in Yangzhou was extremely interesting, although the various technologies have not been widely adopted because of cost and affordability limitations. Although this project won’t make the difference required to put a dent in the carbon emission issues the country is facing, it’s a step in the right direction.

**Women and Government** – To be honest, I expected this area to show the most disparate of differences between the United States and China. And although this may or may not be the case, the only clear determination I found to be true from this trip was the need for more women to be involved in ICMA as an organization and the International Committee itself. This, in fact, was a Highlight of the trip for me. I am now inspired to get more involved in the ICMA organization, and would like to attend the International conference annually, and I would like to pursue the International Committee. I am extremely passionate about International relations, and this trip helped me to bridge the gap between my desire and something I just have to do.

**How Chinese experience Community and the government’s role** – Of all the highlights of my trip to China, this was my favorite! Our trip to Summer Palace was enlightening and encouraging. It was amazing to see and experience the Parks and open space opportunities where Chinese people gather; and under bridges and overpasses where people came to exercise and dance. The most surprising aspect of it all was the fact that the adults were coming together to have fun, not just for their kids. The people were so comfortable in their own skin and it was extremely uplifting to see people smiling, dancing, practicing tai chi, sitting on a bench chatting, playing Hacky Sack and just living in Community. The best part of this was that the people didn’t rely on government to facilitate this; rather citizens felt the responsibility themselves. They don’t wait for a Recreation Center, Senior Center or Community Center to be built, nor do they wait for someone to coordinate community



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gatherings. The community facilitates community in China. And in these ways, we have a lot to learn from them!

I think in America, cities take on too much responsibility for the creation and facilitation of community. To some degree, we do this by providing opportunities for people to gather which is completely appropriate. But when it comes down to real community, it has to be done amongst the community. The best made communities are made from the people themselves.

## **2. How has your experience changed your outlook on your role, local government, and your country?**

As I explained in the prior question, there are many ways that this trip has changed my thought process, broadened my perspective on things and made me a more well-rounded professional overall. Sometimes, when we do not understand other cultures we can put them in a box and we neglect treating them as equal human beings. The fact is that we are all more alike than we are unlike. There are significant cultural differences between China and the United States, as well as the structures of government. But we all have similar challenges and we can learn a lot from each other mutually.

As expected, this experience has reminded me of how blessed I am to be a citizen of the United States and to have the rights that we all too often take for granted, like buying a house and car, having a family and voting for example. I'm reminded of how blessed I am to be in my position and have the impact as a representative of local government. And I am blessed to be a part of the International side of the ICMA organization. For all of these reasons, I am forever grateful for having received this scholarship.

## **3. What professional experience did you gain?**

My greatest professional experience gained through this experience is having the opportunity to be exposed to other city management professionals that I now call life-long friends. We always talk about how critical it is to be able to network with counterpart city management professionals, and now I understand why there's no better way to do that than by attending these International City Management Summits. I now have friends and colleagues from 10 different countries. These relationships are the greatest benefit and the most treasured gifts from the trip overall.

## **4. How will you continue to stay involved?**



### *Leaders at the Core of Better Communities*

I am committed to staying involved in ICMA as an organization, and I am currently serving on the Sustainability Advisory Committee. This trip has inspired me to attend next years as well as future International Summits as they occur annually. I look forward to reconnecting with all my new friends and colleagues. In addition, I would like to be a part of the International Committee. However, my participation is not contingent on being on the committee. I am committed to staying involved with the International side of ICMA for the remainder of my career, and I've just begun!

#### **5. Any additional comments?**

My trip to China resulted in a far greater experience than I ever would've imagined. It was more than a cultural eye opening experience; it was one that reminded me how alike we all are, how small the world really is, and the importance of the City Management profession. This trip was the opportunity of a lifetime, and I am forever grateful to the International Committee for having chosen me. Thank you for this opportunity, and I will see you next year!



# 2014 Sustainability Summit

June 10, 2014

## Meet the John Garvey Scholarship Recipients

by ICMA

April 24, 2014

In an effort to increase the number of women, minorities, and young professionals participating in international activities, the ICMA International Committee offered two John Garvey Scholarships to help cover the cost of attending the ICMA International Regional Summit in Yangzhou, China, this spring. The John Garvey Fund was established in 1995 following the recommendation of the ICMA International Committee to create a scholarship to assist ICMA members in gaining an international management perspective. The scholarship was named for John Garvey, who served as coordinator of the International Exchange Program for many years.

This year, the summit will focus on eco-friendly urbanization and feature presentations, panel discussions, and keynote sessions providing international perspectives on sustainable urban development. Seeking active ICMA members who demonstrated financial need and a desire to achieve future goals relating to sustainability, the committee selected Assistant City Manager of Cedar Hill, Texas, Melissa Valadez-Stephens and Maureen Lu, an International Program Officer for Local Government Managers Australia (LOMA).



Recently named as "Woman of the Year" by the Cedar Hill Chamber of Commerce, Melissa has exhibited a commitment to improving sustainability in her community. Responsible for citywide sustainability projects, she has secured more than \$1.7 million in grants since 2012 and now the city's business, civic groups, and nonprofits areas are successfully growing in these energy-efficient initiatives. These initiatives will help the city sustain a healthy future. One of Melissa's professional goals is to ensure the implementation of a citywide automatic water metering infrastructure project that includes the replacement of 17,000 meters and the installation of cloud-based readings that would arm citizens and the city with real-time consumption data.

## John Garvey Scholarship

- ICMA Vision:

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

## International City/County Management Association

## International Attendees

United States	Australia
Canada	France
Africa	Italy
United Kingdom	Hungary
Denmark	Netherlands



## 3 Focus Areas

- Environment and Sustainability
- Women in Government
- How Chinese government helps to facilitate Community

- China's definition of City Management is not the same as ours
- City Management in China is the arm for Code Enforcement and Building Inspections
  - Illegal housing
  - Illegal building of construction
  - Housing registration
  - Law enforcement of these areas are a concern because of different reporting structures

## Lessons learned


## China Fun Facts

	China	Unites States
Population	1.31 billion	313.9 million
Square miles	3,704,426	3,717,727
Median Annual Household income	\$10,220	\$51,017
Average home square feet	646	2,164
Oldest City	Xian, China 3,100 years of history	St. Augustine, Fla 565 years of history

Household Income puts you in top 1% highest income earners in Country  
US - \$506,000  
China - \$ 91,639

Philadelphia, Pennsylvania City population of 1.5 million is considered a small City in China

## Air Quality a Concern to the Chinese and the rest of the World



**USA TODAY**  
A GANNETT COMPANY

SPORTS LIFE MONEY TECH TRAVEL OPINION 80° CROSSWORDS YOUR TAKE INVESTIGATIONS

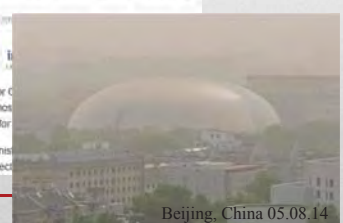
### China admits to failures over air quality

Carol MacLennan, USA TODAY 11:10 a.m. EDT April 2, 2015

**BEIJING** — A senior Chinese official has admitted that most national standards for air quality are not being met.

Li Ganjie, a vice minister of the Environmental Protection Administration, said the government is aware of the problem and is working to improve air quality.

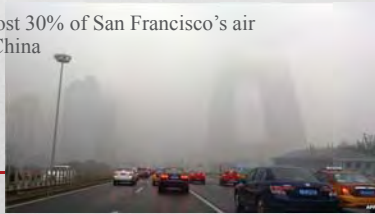
(Photo: Andy Wong, AP)



Beijing, China 05.08.14

- Only 3 of the 74 monitored cities met the national standard for good air in 2013.
- Accumulation of air pollutants sulfur dioxide and nitric oxide led to acid rain which mostly affected areas along the Yangtze River
- Beijing is considered to have the worst air quality, which 31% due to vehicle exhaust fumes
- It is estimated that almost 30% of San Francisco's air pollution comes from China

## Air Quality



- License plate Auction – average cost \$10K
- Limiting days people can drive their vehicles – requiring alternate modes of transportation

## China's focus

### China's Air Quality Finally Becomes Major Concern - Plan to Decommission Millions of Cars

30 May, 2014 By: Henry

Recommend 3 | Share | Tweet | 5+1 | 0 | Buzz 25351

This past weekend, China released plans to decommission six million vehicles that do not meet emission standards. The plan came into effect as air pollution has become a major concern with the recent air pollution reports. Aside from the increased risk of respiratory and cardio diseases, the increase in air pollution has also been linked to other health issues including disorders in neurological



## China's focus

- China's most crucial issue
- China is the world's biggest water user – 13% of the world's freshwater consumption
- Disparity of water supply between North and South China due to weather conditions and economic status of populations
- 1/3 of China's population – 300 million people (equivalent to the entire U.S. population) drink contaminated water every day
- Pollution is considered the second factor to disparity in water supply
- 70% of China's rivers and lakes are contaminated
- 1/3 of China's landmass is affected by acid rain
- Extreme value put on Economics and water is often prioritized for manufacturing, factories and other economic engines. Villagers and farmers often have to sacrifice for these decisions.

## Water Quality

- Three Gorges Dam
- Despite concerns internationally and environmentally, China built the \$25 billion hydroelectric project to produce pollution free electricity and control water downstream

- Significant consequences:

- 1.4 million citizens displaced due to project
- Suspected to have caused landslides downstream
- Suspected of having caused 2008 earthquake killing 87,000 people
- Destroyed one of the world's most scenic views of limestone cliffs

China Admits Problems With Three Gorges Dam



The Three Gorges Dam faces problems involving pollution and geological disaster prevention.  
By MICHAEL WHELAN  
Published May 10, 2011

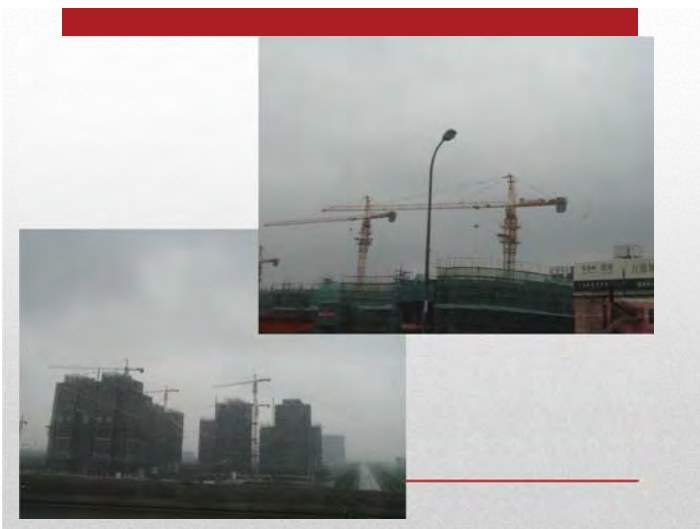
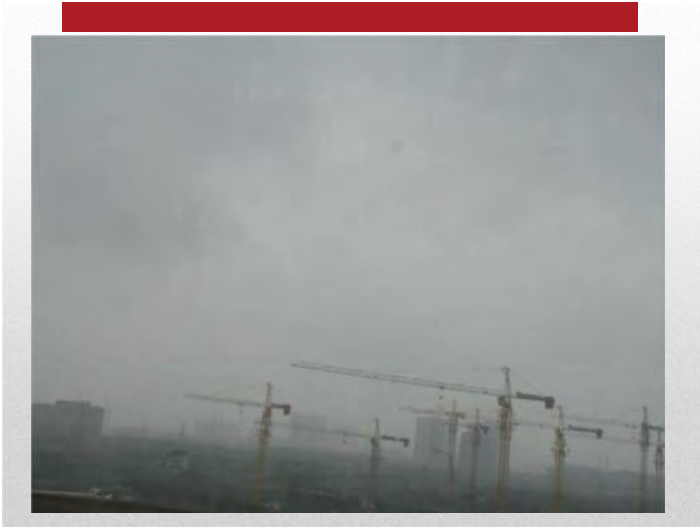
## China's focus



## Growth and Development









## Low Carbon Demonstration project



## Battery storage

## Solar powered water heater



## Solar



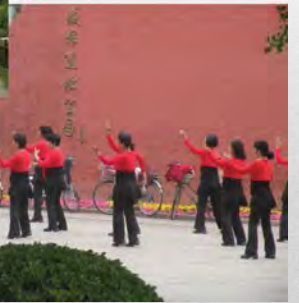
- Chinese culture hierarchy driven and focused
- Only those of authority are allowed to sit at the head table
  - Beijing Center of City Management – 3 Chinese women and 1 ICMA woman represented
  - ICMA China Center celebratory dinner – 4 Chinese women and 1 ICMA woman represented
- Most noticeable was the need for women in management involved on the ICMA International committee and within ICMA as an organization

## Women in Government



- Chinese culture engrains Community throughout all generations
- Focus on family
- Parks and Open space is the government's responsibility, but they are far and few between
- Community gathering places are developed by those within the community under highways and overpasses where the adults are welcome to sing, dance, practice tai chi, and socialize
- Community is responsible for creating Community

## **Government ~ Community**



## **Community**



## **Parks & Open Space**





## The Third Place



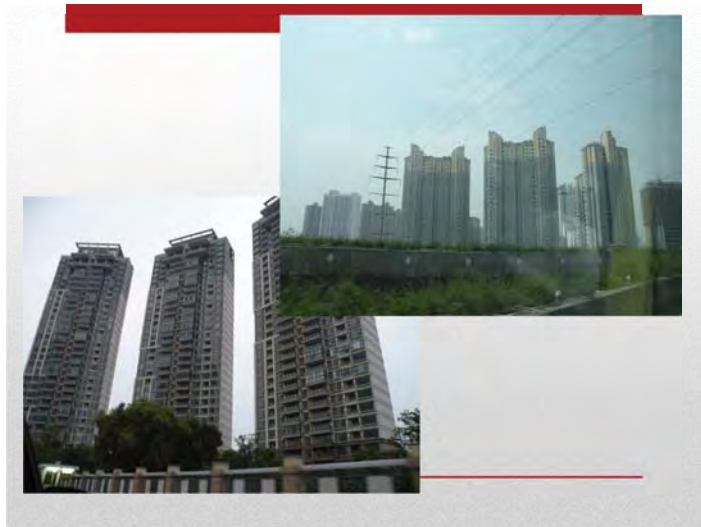
## Living in China



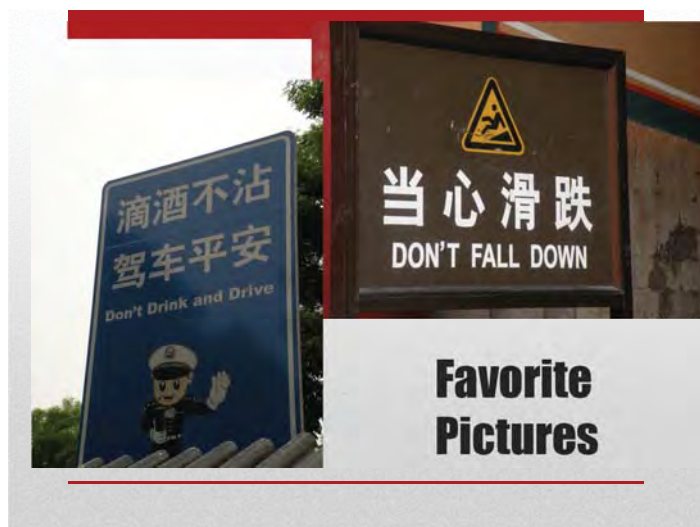
DSCN4271.AVI







**Video**



**Favorite  
Pictures**





## ICMA China Center

**Successful ICMA Summit in China**

June 2, 2014

- "A once-in-a-lifetime opportunity to experience China up close and personal."
- "A truly incredible experience in every respect."
- "My trip to China was an unforgettable one."

As these comments show, ICMA's first International Regional Summit was a great success. That was the consensus of ICMA members, Chinese officials and professors, and other international participants who met in Yangzhou, China, May 11-15. In addition to positive feedback from participants, this inaugural event received significant national press coverage on TV and in newspapers in China.

Sponsored jointly with the city of Yangzhou and the ICMA China Center, the summit offered presentations, site visits, case studies, and discussions focused on the theme of "Eco-Friendly Urbanization" and the challenges of sustainable development facing cities in a rapidly urbanizing world. It attracted 200 people from eight countries, including representatives from China's Ministry of Housing and Urban Rural Development and the China Center for Urban Development under the National Development and Reform Commission, critical players in sustainable development and urbanization.



ICMA and the city of Yangzhou sign a memorandum of understanding to establish a training base for the ICMA China Center

**RELATED TOPICS**

- International Development
- Sustainability

**RELATED ARTICLES**

- Chinese News Coverage for ICMA Summit
- ICMA Launches New CityLinks Project
- ICMA Members at Eco-Friendly Urbanization Summit in China
- CityLinks Partnership Between South Africa and Florida Continues
- Announcing the ASEAN Cities

## U.S. – China Eco Partnerships

- As a participant in the U.S. Department of State's EcoPartnerships program, the ICMA China Center is committed to fostering cooperative relationships between U.S. and Chinese entities that work together to promote economic growth, energy security, and environmental sustainability.
- Greenville, Wisconsin, and Lingtang Town
- Milwaukie, Oregon, and Gongdao Town of Gaoyou City
- Austin, Texas, and Yizhen City.



**Thank you.**

## **(EXCERPT FROM PROGRAMMATIC RESULTS PRESENTED TO THE ICMA EXECUTIVE BOARD)**

### **INTERNATIONAL PROGRAMS**

International Programs promote ICMA's mission in the international context and provide international opportunities for engagement with ICMA members. ICMA's international work seeks to build sustainable communities that improve people's lives by developing local capacity and promoting good governance. With funding from USAID and other international donor organizations, ICMA provides peer-to-peer technical assistance, training, and resources to municipalities in developing and decentralizing countries.

#### **Portfolio Diversification**

- Continued efforts to diversify our portfolio in 3 target areas: new countries, new funders, and penetrating the market in promising technical fields.
- Submitted proposals and concept papers for programs targeting 27 new countries. The targeted countries/regions include Bhutan, Croatia, the Dominican Republic, Eastern Caribbean Region, Ethiopia, Georgia, Guatemala, Indonesia, Libya, Mali, Morocco, Nigeria, Nepal, Peru, Philippines, Russia, Saudi Arabia, South Sudan, Turkey, Zimbabwe, and (through the Professional Fellows proposal) Brunei, Cambodia, Laos, Singapore, Vietnam, Malaysia, and Myanmar. We designed approaches to increase our visibility in the technical areas of climate change adaptation, disaster risk assessment, public financial management, and water quality.
- Targeted a total of 6 new donors to date, including USAID's Office of Foreign Disaster Assistance in Latin America, World Bank/Asia, the Middle East Partnership Initiative, the Asia Development Bank, World Bank/Africa, and the National Institute for Science and Technology (NIST).
- Mitigated risks within the Afghanistan portfolio by working with multiple partners to develop new project proposals whose programs are funded by different USAID Mission offices with different funding sources. As a subcontractor, we have participated in the submission of proposals for 4 new projects.
- Continued to explore new relationships with universities in Afghanistan, India, and China, nongovernmental organizations, and private-sector consulting firms to seek ways to develop funding relationships that may not depend as heavily on U.S. government funding.
- Capitalized on solid past performance in our core technical areas in countries where we have worked before; received new contract awards for 2 important projects, both in the range of \$5 million: one in Jordan focusing on local economic development as a major subcontractor, and another prime award in solid waste management under CityLinks in Georgia.
- Under the CityLinks project, developed concept papers for the USAID Missions in Peru and the Philippines focused on climate adaptation, and arranged for ICMA members to meet with the Nepal mission to promote the program. In addition, Bangladesh, South Africa, and Colombia have been identified for potential CityLinks partnerships.
- Submitted a total of 31 proposals and expressions of interest, which we expect will help meet our revenue target in FY 2015.



## ICMA China Center

- The China Center Board of Directors approved the 2013 Activity Report, the 2013 Financial Report, and the 2014 Activity Plan, which included 12 services to be provided for ICMA members and Chinese city officials.
- ICMA was approved as a certified training provider by the China State Administration of Foreign Expert Affairs (SAFEA) in March. This is an important milestone, as this certification enables ICMA to obtain direct contracts from the Chinese government at the national, provincial, and local levels to provide training in China and the United States. SAFEA representatives from New York City visited with ICMA in June and agreed to promote ICMA to provinces in China.
- Initiated the China Center Guest Lecturer Program, which engaged 9 members in pro-bono lecturing opportunities in China during 2014.
- Conducted the first ICMA city management training program, in Qingdao.
- Hosted the first ICMA International Regional Summit in Yangzhou, China, May 11–15, attracting participants from 8 countries.
- Organized pre- and post-summit study tours for 64 participants.
- At the summit, launched 3 city-to-city EcoPartnerships between small towns in Jiangsu province and cities in the United States:
  - Greenville, Wisconsin - Lingtang Town, Gaoyou City
  - Milwaukie, Oregon - Gongdao Town, Gaoyou City
  - Austin, Texas - Yizhen City (secondary city under Yangzhou City, including Yuetang Town, Dayi Town, Liuji Town).
- Concluded a new partnership with the Beijing Green Building Alliance (BGBA) and engaged ICMA Strategic Partner IBTS as presenters in the China Green Building Industry Expert Forum in Beijing on June 5-6.

## Regional Strategies

### *Africa*

- Facilitated a CityLinks partnership between Durban, South Africa, and Broward County and Fort Lauderdale, Florida. The CityLinks team brought delegates from Durban to Fort Lauderdale to discuss the Southeast Florida Regional Climate Change Compact and explore how Durban might draw lessons for integrating the 1,300 cities that have signed the Durban Adaptation Charter (DAC). Topics of interest included the impact of sea level rise on harbor development and governance issues related to regional approaches to climate adaptation. The 2 Florida jurisdictions became the first U.S. signatories to the charter.
- Expanded the partnership to include Dar es Salaam, Tanzania, which faces similar climate change challenges, including sea level rise and coastal erosion. A definitional/fact finding visit was conducted in May with Durban and CityLinks staff. Participated as a silver level sponsor for the Southeast Florida Regional Climate Leadership Summit, where a representative of the DAC gave a keynote address.



### *Asia*

- The 2014 Professional Fellows program awarded to ICMA by the U.S. Department of State is well under way, and 7 U.S. host communities led by ICMA members hosted 14 international fellows from Indonesia and Timor-Leste in the first round of exchanges from May 10 to June 1. U.S. host cities were Austin, Texas; Coconino County, Arizona; Dubuque, Iowa; Mount Dora, Florida; Oak Ridge, Tennessee; Pitkin County, Colorado; and Tulsa, Oklahoma. ICMA is working closely with 2 ICMA affiliates, APEKSI in Indonesia and LGMA in Australia, to implement this project.
- Awarded the 2015-2016 Professional Fellows program, targeting all 10 ASEAN countries, by the State Department. This program provides an opportunity to work in 7 new countries with 3 ICMA affiliates, the Philippines League of Cities, APEKSI, and LGMA.
- Implemented a successful Climate Leadership Academy in partnership with the Association of South-East Asian Nations, bringing together city management practitioners from 8 cities throughout Southeast Asia for a 3-day peer learning activity around urban climate change adaptation challenges.
- Launched a CityLinks partnership between Legazpi, Philippines, and Fort Lauderdale, Florida, to exchange information, ideas, and strategies to address climate change challenges in the face of urban development; a delegation from Legazpi visited Fort Lauderdale, Palm Beach County, and Broward County in June to learn how they are addressing urban climate-related challenges.

### *Europe and Central Asia*

- Initiated the Tajikistan Municipal Development Strategy project, in which ICMA is analyzing municipal and communal service delivery and making recommendations for financing, including a proposed infrastructure development fund. The client is the Tajikistan Municipal Infrastructure Development Project and the donor is the World Bank. Submitted a comprehensive Sector Diagnostic and Institutional Assessment report, which was officially presented to government stakeholders and international donor institutions at a workshop in Dushanbe in March. The collaborative work led to an extension of the project and additional financing to implement a second phase designed to help the World Bank and the Tajikistan government in the design of a Municipal Development Fund.
- ICMA staff visited Georgia to initiate the 4-year, \$4.8M USAID-funded Georgia Waste Management Technologies project. ICMA is assisting the Government of Georgia in designing adequate waste management and recycling systems in the Kakheti and Adjara regions. Completed ICMA's registration in Georgia and opened a project office in Tbilisi and small regional offices in the capitals of the 2 regions, respectively Telavi and Batumi. Established a Stakeholder Consultative Group that serves as an advisory board for all program components and held roundtable discussions in both regions. Developed a communication and outreach strategy and prepared a set of tools for a nationwide campaign on waste management and recycling/composting.

### ***Latin America/Caribbean***

- Received a \$1.55M, 2-year extension to the Municipal Partnerships for Violence Prevention in Central America (AMUPREV) grant to continue supporting Municipal Crime and Violence Prevention Committees in Guatemala and El Salvador and a Network of Municipal Associations created in August 2013. The extension allows ICMA to work with the municipal associations in Costa Rica, Honduras, and the Dominican Republic, countries that were not originally part of the project, and fund the development of a toolkit and training program on the pacification/community policing model of Río de Janeiro, Brazil, and exchanges with Central America.
- Facilitated a visit for representatives from Mixco, Santa Catarina Pinula, and Palencia, Guatemala, to travel to Santa Ana, California, to meet with city officials and staff to learn about initiatives in crime and violence prevention as part of the CityLinks component of the AMUPREV program.
- Identified 2 additional U.S. cities to participate in the CityLinks component: Alexandria, Virginia (partnered with 3 municipalities in El Salvador), and Stockton, California (partnered with 3 municipalities in Guatemala).
- Conducted an assessment to identify climate change adaptation challenges facing Arequipa, Peru, and developed recommendations to help the municipal government of Arequipa address those challenges.
- Conducted a study tour for 2 Colombian mayors who were recipients of a good governance award handed out by USAID/Colombia on a yearly basis.
- Established a network of municipal associations from Costa Rica, Dominican Republic, El Salvador, Guatemala, and Honduras to promote violence prevention initiatives in the region at the policy and practical (municipal) levels.
- Established 2 municipal crime and violence prevention committees in Mexico, in Tijuana, Baja California, and Guadalupe, Nuevo León. Committees are made up of representatives from the municipal government, national agencies, nonprofit and community organizations, the private sector, and police. The establishment and strengthening of these committees is part of ICMA International's strategy to promote the role of local governments in crime and violence prevention.
- Provided support to the municipality of Navolato in the state of Sinaloa, Mexico, which established the first nonpartisan municipal administrator position in Mexico, after years of groundwork by ICMA México-Latinoamérica and ICMA members.
- Conducted training at the 7<sup>th</sup> United Nations HABITAT World Urban Forum in Medellín, Colombia, in April 2014 on situational crime prevention, specifically the role of local governments and communities in crime prevention through environmental design.

### ***Middle East/North Africa***

- Initiated and completed the Jordan Green Generation project designed to raise awareness among engineering students at 3 universities about solar energy and green plumbing codes. Engaged ICMA member Emily Sadigh (sustainability director, Alameda County, California), in a technical assistance trip for the project. Contributed social media and engagement expertise, as well as pro bono assistance. Presented at 3 university awareness sessions

featuring the Knowledge Network and other available resources on building codes, building green, and water conservation.

- Implemented an exchange for the Palestinian Contractors Union (PCU) project, providing opportunities for visits in D.C. with ICMA, the Associated General Contractors, the U.S. Green Building Council, the American Public Works Association, and other organizations and a trip to Golden, Colorado, to hear from the public works director and meet with the Colorado Contractors Association, the Colorado Department of Transportation, Pinkard Construction, and others to learn about association management, as well as transparent and efficient bidding and contracting.
- As a subcontractor to FHI360, launched the 5-year Jordan Local Enterprise Support (LENS) activity, awarded by USAID and focusing on developing small and medium sized enterprises in Jordan and building capacity within local governments and municipalities to create a better business enabling environment and attract investment. Local Jordanian project staff and Jordanian governorate and ministry staff will attend the ICMA annual conference and learn about economic development in the United States.

### *Afghanistan*

- The ICMA Afghanistan portfolio is in a transition period as the United States reduces both its troop presence and its foreign aid budget for that country. Several projects in the portfolio ended in accordance with their planned termination dates this fiscal year. The watershed management project was terminated early and unexpectedly by USAID. Two projects are continuing; a number of bids for new projects have been submitted to USAID for evaluation; and ICMA is working on 4 bids where we would be a subcontractor at the invitation of prime contractors that want to draw on our stellar reputation in Afghanistan.
- RAMP UP programs (Regional Afghan Municipalities Program for Urban Populations, East, West, and North) have ended, reporting “success stories” in a range of capacity-building efforts: promoting gender awareness, engaging youth in community activities, facilitating public-private partnerships, and implementing debt collection and other revenue-enhancing practices.
- The CAWSA project, which strengthened the institutional capacity of the urban water sector, came to a close and also reported major successes: implementing standardized operating procedures, providing modern equipment and improved infrastructure, delivering training on management and operational areas, advocating for a more economical tariff rate, increasing cost recovery through improved billing collections, and improving water flow metering and conservation practices.
- ICMA continues to lead a capacity-building component of the SIKA program (Stability in Key Areas-West), which includes gender awareness training, literacy, and vocational training for both men and women, completion of small community development (infrastructure) projects, and other activities designed to promote stability at the local level.
- ICMA continues to assist the Ministry of Agriculture, Irrigation, and Livestock by facilitating the change management process as the ministry makes institutional reforms that will improve its ability to effectively plan, administer, and decentralize agricultural programs.
- ICMA established its first international student chapter at Kardan University in Kabul.

Japan Local Government Center Fellowship Exchange Program  
ICMA Participants

1993

J. Thomas Lundy  
County Manager  
County of Catawba  
P.O. Box 389  
Newton, NC 28658-0389  
[toml@mail.co.catawba.nc.us](mailto:toml@mail.co.catawba.nc.us)

Howard L. Chambers  
City Administrator  
City of Lakewood  
P.O. Box 158  
Lakewood, CA 90714-0158  
[hchamber@lakewoodcity.org](mailto:hchamber@lakewoodcity.org)

1994

P. Michael Paules  
City Manager  
City of San Gabriel  
P. O. Box 130  
San Gabriel, CA 91778-0130  
[mpaules@sgch.org](mailto:mpaules@sgch.org)

Valerie A. Lemmie  
City Manager  
City of Cincinnati  
City Hall  
801 Plum St Ste 152  
Cincinnati, OH 45202-5704  
[valerie.lemmie@rcc.org](mailto:valerie.lemmie@rcc.org)

1995

Michael H. Dyal  
City Manager  
City of Medford  
411 W. 8th Street  
Medford, OR 97501-3156  
[mdyal@ci.medford.or.us](mailto:mdyal@ci.medford.or.us)

(1995)

Donald L. Willard, Jr.  
Town Manager  
Town of Rockport  
101 Main Street  
Rockport, ME 04856-5963

Charles S. Ozaki  
Assistant City Manager  
City of Broomfield  
One Des Combes Drive  
Broomfield, CO 80020-2495  
[cozaki@ci.broomfield.co.us](mailto:cozaki@ci.broomfield.co.us)

1996

Bryce A. Stuart  
City Manager  
City of Winston-Salem  
101 North Main Street  
Winston Salem, NC 27101-4040  
[bills@ci.winston-salem.nc.us](mailto:bills@ci.winston-salem.nc.us)

Daniel G. Hobbs  
City Manager  
City of Fresno  
2600 Fresno Street  
Fresno, CA 93721-3620

1997

Richard C. Cushing  
City Manager  
City of Olympia  
900 Plum Street Southeast  
Olympia, WA 98501-1583  
[dcushing@ci.olympia.wa.us](mailto:dcushing@ci.olympia.wa.us)

Richard L. Escalante  
City Manager  
City of Farmers Branch  
P.O. Box 819010  
Farmers Branch, TX 75381-9010  
[escalanr@ci.farmers-branch.tx.us](mailto:escalanr@ci.farmers-branch.tx.us)



(1997)

William Sequino, Jr.  
Town Manager  
Town of East Greenwich  
P.O. Box 111  
East Greenwich, RI 02818-0111  
[wsequino@aol.com](mailto:wsequino@aol.com)

1998

Thomas E. Hart  
City Manager  
City of Grand Prairie  
318 W Main St  
Grand Prairie, TX 75050-5621  
[thart@ci.grand-prairie.tx.us](mailto:thart@ci.grand-prairie.tx.us)

Eugene Y. Leong  
Executive Director  
Association of Bay Area Governments  
P.O. Box 2050  
Oakland, CA 94604-2050  
[eugenel@abag.ca.gov](mailto:eugenel@abag.ca.gov)

1999

Daniel A. Kleman  
County Administrator  
County of Hillsborough  
P.O. Box 1110  
Tampa, FL 33601-1110  
[klemand@hillsboroughcounty.org](mailto:klemand@hillsboroughcounty.org)

Peter S. Marshall  
Borough Manager  
Borough of State College  
118 South Fraser Street  
State College, PA 16801-3852  
[psm@gov.state-college.pa.us](mailto:psm@gov.state-college.pa.us)

2000

Michael C. Bestor  
City Manager  
City of Golden  
City Hall  
911 10th Street  
Golden, CO 80401-1097  
[mbestor@ci.golden.co.us](mailto:mbestor@ci.golden.co.us)

2001

Ron Bergman  
General Services Director  
City of Portland  
112 West 28th Street  
Vancouver, WA 98660-2206  
Phone: (503) 823-6828  
Fax: (503) 823-6924  
E-mail: [rbergman@ci.portland.or.us](mailto:rbergman@ci.portland.or.us)

2002

Jack Ethredge  
City Manager  
City of Thornton  
12896 Adams Way  
Thornton, CO 80241-2126  
Phone: (303) 538-7217  
Fax: (303) 538-7562  
E-mail: [jack.ethredge@cityofthornton.net](mailto:jack.ethredge@cityofthornton.net)

2003

David Mora  
City Manager  
City of Salinas  
200 Lincoln Ave.  
Salinas, CA 93901  
Phone: (831) 758-7201  
Fax: (831) 758-7368  
E-mail: [davidm@ci.salinas.ca.us](mailto:davidm@ci.salinas.ca.us)

2004

Steve Husemann  
City Manager  
City of Kettering  
3600 Shroyer Road  
Kettering, OH 45429-2734  
Phone: (937) 296-2412  
Fax: (937) 296-3240  
E-mail: [steve.husemann@ketteringoh.org](mailto:steve.husemann@ketteringoh.org)

(2004)

Michael A. Jaillet  
Town Administrator  
Town of Westwood  
580 High St  
Westwood, MA 02090-1607  
Phone: (781) 326-4172  
FAX: (781) 329-8030  
E-mail: [mjaillet@townhall.westwood.ma.us](mailto:mjaillet@townhall.westwood.ma.us)

2005

*No participant. Dale Sugerman had planned to participate, but had to cancel because of the hurricane that hit his community.*

2006

Walter J. Bobkiewicz  
City Manager  
City of Santa Paula  
P.O. Box 569  
Santa Paula, CA 93060  
Phone: (805) 933-4200  
FAX: (805) 525-6278  
E-mail: [wbobkiewicz@ci.santa-paula.ca.us](mailto:wbobkiewicz@ci.santa-paula.ca.us)

2007

Clay Pearson  
City Manager  
City of Novi  
45175 W 10 Mile Road  
Novi, MI 48375-3006  
Phone: (248) 347-0420  
Fax: (248) 735-5684  
E-mail: [cpearson@cityofnovi.org](mailto:cpearson@cityofnovi.org)

2008

David Timmons  
City Manager  
City of Port Townsend  
250 Madison Street, Suite 2  
Port Townsend, WA 98368  
Phone: (360) 379-5043  
Fax: (360) 385-4290  
E-mail: [dtimmons@cityofpt.us](mailto:dtimmons@cityofpt.us)

2009

Cynthia Seelhammer  
Deputy City Manager  
City of Phoenix  
200 W. Washington St., 12<sup>th</sup> floor  
Phone: (602) 262-6055  
Fax: (301) 534-2602  
E-mail: [Cynthia.seelhammer@phoenix.gov](mailto:Cynthia.seelhammer@phoenix.gov)

2010

Lloyd Halverson  
City Administrator  
City of Camas  
PO Box 1055  
Camas, WA 98607-0055  
Phone: (360) 834-6864  
Fax: (360) 834-1535  
E-mail: [lhalserson@ci.camas.wa.us](mailto:lhalserson@ci.camas.wa.us)

2011

*No participant. Bill Keffler had planned to participate, but had to cancel because of family considerations.*

2012

Ted Gaebler  
City Manager  
City of Rancho Cordova  
2729 Prospect Park Dr  
Rancho Cordova, CA 95670  
Phone: (916) 851-8800  
E-mail: [rx4govt@earthlink.net](mailto:rx4govt@earthlink.net)

Bob O'Neill

Executive Director  
ICMA  
777 N. Capitol St. NE, Suite 500  
Washington, DC 20002  
Phone: (202) 962-3610  
E-mail: [roneill@icma.org](mailto:roneill@icma.org)

2013

David Frasher

City Manager

City of Oregon City

625 Center Street

Oregon City, OR 97045

Phone: (503) 657-0891

Email: [dfrasher@orcify.org](mailto:dfrasher@orcify.org)

# ***Study Tour to Japan***

## PROMOTION OF THE TOURISM INDUSTRY IN AMAGASAKI, JAPAN

### CLAIR FELLOWSHIP EXCHANGE PROGRAM 2014 FROM OCTOBER 19 TO 29

This program has been affording senior state and local government officials an opportunity to experience Japanese government administration first hand. This year the program will be held in Tokyo and Amagasaki City.

Amagasaki City is known as an industrial city, but not well known as tourist destination. Now, promoting tourism in Amagasaki City has become an important issue, improving not only the local economy but also reenergizing the local communities. They would like to exchange opinions and share information about promoting tourism with senior officials who have experience or knowledge in the field.



#### **Amagasaki City**



Amagasaki Station



Historical streets



Shopping streets

### **Outline of the Program**

#### ● **Schedule (tentative)**

The seminar will be held from (Sun) 19 October to (Wed) 29 October, 2014

#### ● **Expenses**

Expenses incurred during the Seminar period in Japan will be borne by CLAIR.  
(Airfare from your country to Japan is not included.)

#### ● **Invited Participants**

Up to 9 participants will be accepted.

#### ● **Theme**

Promotion of the tourism industry through use of local attractions and assets

#### ● **Contents (tentative)**

##### < Tokyo Seminar >

Introduction to the Japanese local government system, Presentation related to the program theme, Welcome Reception, Tour of government facilities in Tokyo

##### < Exchange Events in Amagasaki City, Hyogo Prefecture >

Workshops about the program theme, site visit, home stay

**Tentative Destinations of the Program**

***Amagasaki***

**Tour of Shopping Streets**



Amagasaki Chuo Sanwa  
Deyashiki Shopping Street

**Factory Tour**



Night view of the factory

**Tour of Historical Streets**



Honkouji Temple

***Tokyo***

**CLAIR Fellowship Exchange Program 2013  
in Tokushima Prefecture**



Seminar at CLAIR Tokyo  
Headquarters



Courtesy Visit to the Vice-Governor  
in the Tokushima Prefectural Office

Read 2013 participants' comments and other details: <http://www.jlgc.org>

**Japan Local Government Center (CLAIR New York)**

Address: 3 Park Avenue, 20<sup>th</sup> Floor, New York, NY 10016-5902, USA  
Call: (212)246-5542 / Fax: (212)246-5617 / E-mail: [jlgc@jlgc.org](mailto:jlgc@jlgc.org) / Website: <http://www.jlgc.org/>

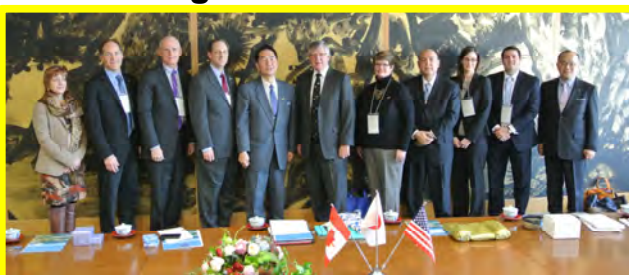


# Study Tour to Japan

## 2013 in Tokushima Prefecture



## 2012 in Kagawa Prefecture



### Participants list ( 2013 in Tokushima Prefecture )

Organization	Title	Name
National Conference of State Legislatures	Program Principal, Fiscal Affairs Program	Ms. Heather Morton
The Council of State Governments	General Counsel	Mr. Jason Moseley
National Association of Counties	Parish Commissioner, Caddo Parish Commission, LA	Ms. Lindora Lee Baker
National League of Cities	Executive Director, League of Arizona Cities and Towns, AZ	Mr. Ken Strobeck
National League of Cities	Executive Director / CEO, Kentucky League of Cities, KY	Mr. Jon Steiner
International City/County Management Association	City Manager, City of Oregon City, OR	Mr. David Frasher
The Association of Municipal Managers, Clerks and Treasurers of Ontario	President	Mr. Cahl Pominville
City of Novi, MI	Assistant City Manager	Mr. Victor Cardenas

### Participants list ( 2012 in Kagawa Prefecture )

Organization	Title	Name
National Governors Association	Senior Policy Analyst	Ms. Erin Sparks
The Council of State Governments	Policy Analyst	Mr. Jeremy Lynn Williams
North Carolina Association of County Commissioners	Executive Director	Mr. David Thompson
National League of Cities	Program Director	Mr. Jim Brooks
City of Rancho Cordova, CA	City Manager	Mr. Ted Gaebler
International City/County Management Association	Executive Director	Mr. Bob O'Neill
Regional Municipality of Waterloo, ON	Chief Administrative Officer	Mr. Mike Murray
The Association of Municipal Managers, Clerks and Treasurers of Ontario	President	Ms. Nancy Wright-Laking

# **Outline of the Local Government Exchange and Cooperation Seminar 2014 (CLAIR NEW YORK)**

## **1. Program Overview**

The Local Government Exchange and Cooperation Seminar (hereinafter referred to as “the Seminar”) is hosted by the Council of Local Authorities for International Relations (CLAIR).

The program consists of 2 parts: the Tokyo Seminar and Local Authority Exchange Program. At the Tokyo Seminar, participants will learn about the overall Japanese local government system and the role of CLAIR by attending lectures at the CLAIR Headquarters in Tokyo. After the Tokyo Seminar, participants will travel to a host local authority. Based on the theme of the seminar, participants will engage in opinion exchange, and experience local Japanese culture through site visits and homestay.

The goal of the Seminar is to build networks and promote mutual understanding between the local governments in Japan and overseas.

## **2. Organizer**

The Council of Local Authorities for International Relations (CLAIR)

## **3. Host Local Authority**

Amagasaki City, Hyogo Prefecture

## **4. Eligible Participants**

Eligible participants should be residents of countries covered by CLAIR New York.\* They must also be local government executives or executives involved in regional promotion or international exchange. In addition, applicants from national organizations, research institutes, or other related organizations may be eligible to participate, providing their backgrounds are related to the theme of the Seminar. The Director of CLAIR New York will make the final decision regarding eligibility. Up to 9 participants will be selected.

\*Countries covered by CLAIR New York: the United States and Canada

## **5. Schedule**

The Seminar will be held from 19 – 29 October 2014. Participants will arrive in Tokyo, then travel to Amagasaki City, the host local authority.

The Seminar’s basic schedule is outlined below. Specific details and contents are to be determined by CLAIR and the host local authority at a later date.

<b>Date</b>	<b>Details</b>	<b>Accommodation</b>
19 October (Sun)	Arrival in Japan	Tokyo
20 October (Mon)	Tokyo Seminar (Presentations on the Activities of CLAIR, Introduction to Japanese Local Government System, Meeting with the CLAIR Board Member(s), Welcome Reception by CLAIR)	Tokyo
21 October (Tue)	Site Visits in Tokyo	Tokyo
22 October (Wed)	Travel to the Host Local Authority: Local Authority Exchange Program (Courtesy Visit, Presentations by the Host Local Authority, Tour of Various Facilities, Welcome Reception by the Host Local Authority)	Amagasaki City
23 October (Thu)	Local Authority Exchange Program continued	Amagasaki City
24 October (Fri)	Local Authority Exchange Program continued (Homestay)	Amagasaki City
25 October (Sat)	Local Authority Exchange Program continued (Homestay)	Amagasaki City
26 October (Sun)	Local Authority Exchange Program continued (Homestay)	Amagasaki City
27 October (Mon)	Local Authority Exchange Program continued (Final Opinion Exchange)	Amagasaki City
28 October (Tue)	Return to Tokyo, free time	Tokyo
29 October (Wed)	Departure from Japan	--

\*Participants will take part in the Seminar as one group.

## **6. Language**

English will be the main language of communication during the Seminar. A professional interpretation (from Japanese to English, and English to Japanese) will accompany the group for the entire duration of the Seminar.



## 7. Expenses

### ***CLAIR covers:***

- Expenses incurred during the Seminar period in Japan including transportation within Japan, accommodation, meals, seminar materials, admissions, and overseas travel insurance

### ***Participants cover:***

- Round trip airfare to Japan
- Any expenses incurred prior to arrival in Japan and after departing from Japan
- Personal expenses incurred in Japan (e.g. shopping, phone calls, food/drinks from hotel mini-bars, expenses incurred in free time)

The type and amount of coverage provided by the overseas travel insurance is detailed below:

<b>Type of Coverage</b>	<b>Insured Amount (in JPY)</b>
Death and Residual Disability	¥20,000,000
Medical Expenses for Injury	¥3,000,000
Medical Expenses for Sickness	¥3,000,000
Death from Sickness	¥20,000,000
Liability Insurance	¥50,000,000
Damage or Loss of Personal Belongings (Amount Deductible)	¥300,000 (¥0)
Rescue Expenses	¥3,000,000

## 8. Application Process

Applicants interested in participating in this year's Seminar should fill out the appropriate forms listed below and submit them to CLAIR New York.

### ***Required Forms:***

1. Participant Application Form (Form 1)
2. Information Form for Accompanying Person (Form 1-1) if applicable; see #9
3. Flight Information Form (Form 2) (Please submit a form for each applicant, including accompanying person)

***Deadline:*** Please contact CLAIR New York regarding the application deadline(s).

Personal information provided to CLAIR will only be used for the purpose of planning the Seminar.

## 9. Accompanying Person

In Japan, it is uncommon for participants to be accompanied by their spouses or partners to business meetings and business trips. Please refrain from bringing along your spouse or partner. For applicants with disabilities, please consult with CLAIR New York.



## International Happenings at ICMA's 100th Annual Conference

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### Suggested International Meetings:

- **International Committee meeting:** Sunday, September 14, 8:30–11:30 a.m., Meeting Room 203B, Meeting Room Level
- **International Reception:** Sunday, September 14, 9:00-10:00 P.M., Grand Ballroom D (Second Floor) Westin Charlotte Hotel, 601 South College Street
- **Session with China Delegates:** Monday, September 15, 11:30 A.M. - 1:00 P.M., Westin Charlotte Hotel, Providence Ballroom, 1st Floor
- **European City Manager Network (ECMN) - Special Session for European Affiliates:** Monday, September 15, 1:15 P.M. - 2:15 P.M., Meeting Room 214, Meeting Room Level
- **International Affiliate Organizations meeting:** Monday, September 15, 2:30-4:30 P.M., Meeting Room 218/219, Meeting Room Level
- **Japan Local Government Center Reception:** Monday, September 15, 5:30-7:30 P.M., Westin Charlotte Hotel, Harris, 2nd Floor

### Special Sessions (Requiring pre-registration)

***Friday, September 12 and Saturday, September 13***

<b>9:00 A.M. – 4 P.M.:</b> <i>ICMA Academy for International Development (Meeting Room 216, Meeting Room Level).</i>
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***Saturday, September 13***

<b>1:00 P.M. – 5 P.M.:</b> <i>ICMA University Workshops: Fatal Flaws of a Council-Manager Relationship, George B.Cuff, President, Cuff &amp; Associates Ltd., Spruce Grove, Alberta, Canada (Please check in at the workshops' central registration area, located outside Meeting Room 201B on the Meeting Room Level, for room assignments and workshop materials).</i>
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Conference sessions with speakers from outside the United States or an international theme:

**Sunday, September 14**

<b>3–5 p.m.:</b>	<i>Opening General Session (and International Greetings); Presiding: Simon Farbrother, ICMA President and City Manager, Edmonton, Alberta, Canada; International Greetings: Mark Rodgers, United Kingdom</i>
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**Monday, September 15**

<b>12:45–2 p.m.:</b>	<i>Finding and Keeping Talented Staff in Small Communities</i> (Meeting Room 217AB, Meeting Room Level) <b>Panelists:</b> Doug Gerber, Director of Administrative and Financial Services, Topeka, Kansas; <b>Ron Palmer, Innovation Consultant, LG Global Innovation, Sydney, Australia;</b> Nancy Watt, County Executive Officer, Napa County, California
<b>12:45–2 p.m.:</b>	<i>Is There a Pill for That?</i> (Meeting Room 207, Meeting Room Level): <b>Panelists:</b> Beverly Foo-Colon, Psychiatric Social Worker, Kaiser Permanente, San Bruno, California; <b>Darlene Johnstone, MSW, PSW, Adult, Child, and Family Psychiatry, Jewish General Hospital, Montréal, Québec, Canada;</b> Melissa Mundt, Assistant City Manager, Ames, Iowa; Leisa M. Sossamon, Yoga Instructor, Charlotte, North Carolina
<b>3:10–3:40 p.m.:</b>	<i>The Creation of Place by the Citizens of Palmerston North, New Zealand</i> (Lounge 3, Ballroom C, Meeting Room Level) <b>Speaker: David Murphy, City Planner, Palmerston North, New Zealand</b>
<b>4–5 p.m.:</b>	<i>President's Colloquium: Leadership: An Imperative for the Profession</i> (Meeting Room 213, Meeting Room Level) <b>Session Leader: Simon Farbrother, ICMA President and City Manager, Edmonton, Alberta, Canada;</b> Panelists: Susan Sherman, Assistant City Manager, Olathe, Kansas; Rodney S. Gould, City Manager, Santa Monica, California

**Tuesday, September 16**

<b>12:30–1:45 p.m.:</b>	<i>Working Internationally: Creating Excellence in Local Governance</i> (Ballroom A, Meeting Room Level).
<b>11 a.m.–12:15 p.m.:</b>	<i>Are You Ready for the Manager's Chair?</i> (Meeting Room 207, Meeting Room Level): <b>Panelists:</b> Maria Hurtado, Acting City Manager/Assistant City Manager, Tracy, California; Craig Malin, City Administrator, Davenport, Illinois; <b>Mark Rogers, Chief Executive and Director of Economy, Birmingham City Council, Birmingham, United Kingdom</b>
<b>2–3:10 p.m.:</b>	<i>What We Share: Successful Collaborations</i> (Ballroom A, Meeting Room Level): <b>Panelists:</b> Evelina Moulder, Director, Survey Research, ICMA, Washington, D.C.; <b>Kim Ryley, former Chief Executive, Cheshire East Borough Council and Shropshire</b>

	<b>Council, United Kingdom; Bobby Williams</b> , Assistant to the Town Manager, Huntersville, North Carolina
<b>3:30–4:40 p.m.:</b>	<i>Ideas That Worked: Rapid-Fire Innovation</i> (Meeting Room 213, Meeting Room Level): <b>Panelists:</b> <i>Donald E.Duncan</i> , City Manager, Conover, North Carolina; <i>Thomas A.Harmer</i> , County Administrator, Sarasota County, Florida; <i>Karolyn Kent</i> , Deputy City Manager, Mesa, Arizona; <i>Matthew L.McQuillen</i> , Assistant City Manager, Clive, Iowa; <b>Shahid Wazed, Team Lead, Sourcing Strategies, Edmonton, Alberta, Canada;</b> <i>Dawn W.Wilson</i> , Special Projects Coordinator/ Program Manager, Catawba County Social Services, Newton, North Carolina
<b>3:30–4:40 p.m.:</b>	<i>Next-Gen Elected Officials: How Do They Change the Council Dynamics?</i> (Meeting Room 207, Meeting Room Level): <b>Panelists:</b> <i>Joellen Earl</i> , Co-owner, GovHR USA, LLC, Northbrook, Illinois; <b>Mark Hynes, Director of Corporate Affairs, Lambeth, United Kingdom;</b> <i>Sheryl Sculley</i> , City Manager, San Antonio, Texas
<b>3:30–4:40 p.m.:</b>	<i>Councils of Governments: Leveraging the Regional Approach to Municipal Services</i> (Meeting Room 217CD, Meeting Room Level): <b>Panelists:</b> Greg Blount, Local Government Solutions Manager, IBTS, Ashburn, Virginia; <b>Gciniwe Fakudze, Town Clerk/Municipal Manager/Chief Executive, Matsapha Municipality, Manzini, Swaziland;</b> Lyle Wray, Executive Director, Capital Region Council of Governments, Hartford, Connecticut

**Wednesday, September 17**

<b>10:45–11:45 a.m.:</b>	<i>Newest Challenges Facing Local Governments around the Globe</i> (Meeting Room 211A, Meeting Room Level)
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