



International Committee Meeting AGENDA

Kansas City Convention Center, Meeting Room 3501G

Sunday, September 25, 2016

8:30 AM - 11:30 AM

Time	Item	Responsible
8:30 A.M.	Welcome and Introductions of members, guests and recognition of Past Committee members and newly appointed Committee Members Attachment 1 : International Committee Roster 2016-2017 Attachment 2 : International Conference Happenings 2016 Attachment 3 : Japan Night Flyer	Michele Meade, International Committee Chair
8:45 A.M.	Review of June 2016 International Committee Meeting and Post Tours; Review and approval of meeting minutes Attachment 4 : Prague International Committee Meeting Minutes	Kim Ryley, Michele Meade
9:00 A.M.	Hansell Scholarship Presentation Attachment 5 : Hansell and Garvey Scholarship Recipient Reports	Cindy Steinhauser
9:05 A.M.	Update from the ICMA Board Attachment 6 : International Committee Report to Executive Board	Lars Wilms, Board Liaison
9:15 A.M.	ICMA President's Welcome (Time may be adjusted)	Pat Martel (President), Lee Feldman (Incoming President) and David Johnstone (Incoming president-elect)

9:20 A.M.	ICMA International Contract Programs Update (International membership opportunities handout will be provided at the meeting) Attachment 7 : FY2016 Global Project Management Accomplishments	David Grossman, Director, ICMA Global Program Management
9:40 A.M.	Alumni and Friends Welcome Attachment 8 : Alumni and Friends Welcome	Mike Garvey
9:45 A.M.	BREAK	
10:00 A.M.	Proposal for Developing Mentorship Relationships with Local Government Management Fellows (LGMF)	Gabe Engeland
10:10 A.M.	ICMA International Affiliate Relations Attachment 9 : Affiliate Liaison Assignment Attachment 10 : Roles and Responsibilities of Liaisons, Questionnaire, Work Plan and report examples Attachment 11 : Establishing International Programs: A Guide for State Municipal Management Associations (2005) Attachment 12 : International Affiliate Reports 2016	Michele Meade, Andrea Arnold, Michele Crandall, Ryan Eggleston, and Kelly McAdoo
10:25 A.M.	International Committee Charge and Action Plan Attachment 13 : International Committee Elevator Speech Attachment 14 : International Committee Action Plan	Michele Meade, Ed Daley, Ryan Eggleston, Gabe England, and David Timmons
10:45 A.M.	2017 Spring Meeting – Dominican Republic / Post Study Tour Options	Isabelle Bully-Omictin and Octavio Chavez
11:00 A.M.	Planning ahead for 2018 Joint ICMA Executive Board / ICMA International Committee Meeting	Michele Meade
11:05 A.M.	International Perspective in ICMA Strategic Planning Process	Ed Daley and Lee Worsley
11:25 A.M.	For the Good of the Order	Michele Meade
11:30 A.M.	Adjournment	Michele Meade

ICMA International Committee 2016-2017

Updated 9/18/2016

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International Happenings at ICMA's 102nd Annual Conference

*(Unless otherwise noted, all sessions and events
take place at the Kansas City Convention Center)*

Suggested international meetings and events:

- **International Committee Meeting:** Sunday, September 25, 8:30–11:30 a.m., Meeting Room 3501G, Level 3
- **International Reception:** Sunday, September 25, 9-10 p.m. in the Barney Allis Lobby on the lower level of the Kansas City Marriott Downtown's Muehlebach Tower. ICMA will be signing a new affiliation agreement with CAMCAYCA (Confederación de Asociaciones de Municipios de Centroamérica y el Caribe), Local Authorities Managers Association of Swaziland (LAMAS) and renewing our agreement with CAMA (Canadian Association of Municipal Administrators).
- **European City Manager Network (ECMN) - Special Session for European Affiliates:** Monday, September 26th at 1:15-2:15 P.M., Meeting Room 2214, Level 2
- **International Affiliate Organizations meeting:** Monday, September 26, 2:30-4:30 P.M., Meeting Room 2102B, Level 2
- **Japan Local Government Center Reception:** Monday, September 26, 5:30-7:30 P.M., Kansas City Marriott Downtown Hotel, Count Basie Ballroom A1

Daily

- Look out for the international attendees spotlight airing on ICMAtv just before the general session of the day! Arrive early to watch.

Suggested conference sessions with international topics or international speakers:

Friday, September 23 and Saturday, September 24

- **Special Session: International Development Academy**
8:30 a.m.–4 p.m., Meeting Room 2213, Level 2. *2 day event; pre-registration required.*

Saturday, September 24

- **ICMA University Workshop: Fatal Flaws of a Council-Manager Relationship**
1–4:30 p.m.: *Advance registration required.* Workshop Leader: George B. Cuff, President, Cuff & Associates Ltd, Spruce Grove, Alberta, Canada
- **ICMA University Workshop: When Strategic Planning No Longer Works, You Need "Strategy in Action"**
1–4:30 p.m.: *Advance registration required.* Workshop Leader: Larry Quick, Resilient Futures, Woodend, Victoria, Australia

Sunday, September 25

- **International Committee Meeting**
8:30–11:30 a.m., Meeting Room 3501G, Level 3
- **International Reception**
9:00-10:00 p.m., In the Barney Allis Lobby on the lower level of the Kansas City Marriott Downtown's Muehlebach Tower

Monday, September 26

- **Special Session: International Opportunities for Members**
9:45–10:15 A.M., Lounge 3, Meeting Room 3501B, Level 3. ICMA staff discuss the importance of member involvement in international programs and highlight upcoming opportunities for 2016/2017. Learn how individuals and communities can contribute to better governance in communities in developing and decentralizing countries. Speaker: Jessica Johnston, Senior Program Manager, International, ICMA, Washington, D.C.
- **Educational Session: Sustainability Trends and Lenses: U.S. and Global Perspectives**
9:45 A.M. – 11:00 A.M., Meeting Room 2502AB, Level 2. What are the trends in local government sustainability, and how does your community stack up? With the 2015 ICMA sustainability survey as a backdrop, discover where local governments have been successful and what issues need further attention. Learn the biggest motivating factors as well as deterrents. In this Q&A-style session, you can hear diverse perspectives from a leading academic, a community in Middle America, and a community in Australia. Listen, ask questions, and learn successful models for creating more prosperous, thriving communities. Session Leader: George Homsy, Assistant Professor, Binghamton University, State University of New York, Binghamton, New York Panelists: Robert Layton, City Manager, Wichita, Kansas; Shayne Silcox, CEO, Melville, Western Australia, Australia; Mildred Warner, Professor, City and Regional Planning, Cornell University, Ithaca, New York

- Special Session: Moving the Needle: You Can't Be What You Can't See**
 11:15 A.M. -12:30 P.M., Grand Ballroom 2501A, Level 3. The evidence is clear: inclusive cultures with gender diversity in leadership get better results. Still, women aren't proportionately represented in the upper ranks of business or the public sector. The problem has come with a big price tag in terms of lost productivity and financial success, but solving it will have a huge payoff. Panelists discuss successful strategies for creating a more gender balanced organization. Session Leader: Patricia Martel, ICMA President and City Manager, Daly City, California Panelists: Loes Bakker, CEO, Holland Rijnland Region, The Hague, Netherlands; Pamela Newton, Chief Operating Officer, Hawthorn Woods, Illinois; Kent Wyatt, Senior Management Analyst and Cofounder, Engaging Local Government Leaders, Tigard, Oregon
- Special Session: The Development of Smart Cities in China**
 11:15 A.M. -12:30 P.M. Meeting Room 2101, Level 2. This session provides an opportunity to meet ICMA China Center representatives, Chinese national and local government officials, and representatives from academia and the private sector in China. It offers discussions on current smartcity trends, policies, and challenges in China as well as information on how members can become engaged in China through the programs that ICMA offers. Panelists: Stuart Cowan, Smart Cities Council, Redmond, Washington; Qiaonv He, Chairwoman, Beijing Orient Landscape Investment Holding Co., Ltd., Beijing, China; Jean Lawson, Chief Performance Officer, Kansas City, Missouri; Chunlong Lu, Vice Dean of School of Politics and Public Administration, China University of Political Science and Law, Beijing, China; Yanguang Zhong, Deputy Director, Information Research Center for International Talent, State Administration of Foreign Experts Affairs, Beijing, China.
- Special Meeting: European City Manager Network (ECMN) - Special Session for European Affiliates**
 1:15-2:15 P.M., Meeting Room 2214, Level 2
- Special Meeting: International Affiliate Organizations**
 2:30-4:30 P.M., Meeting Room 2102B, Level 2. Representatives of the affiliates report on issues facing local governments in their countries and explore ways to work with ICMA and the other affiliates.
- Educational Session: The Manager's Role in Advancing Public Health Efforts**
 2:30 P.M. – 3:40 P.M. Meeting Room 2505AB, Level 2. The role of local government in achieving public health goals has never been more important. This session highlights how local government professionals can contribute to the development of healthy communities, improving the quality of life for all residents. Session Leader: Joshua Franzel, Vice President of Research, Center for State and Local Government Excellence, Washington, D.C. Panelists: Adam Brown, City Manager, Ontario, Oregon; Paula Sanford, Outreach Faculty/Public Service Associate, University of Georgia, Athens, Georgia; Nino Shavgulidze, Chief of Party, ICMA, Tbilisi, Georgia

- **Roundtable Discussion: Hosting a Fellow through International Exchange Opportunities**
4:00 – 5:00 P.M., Meeting Room 2209, Level 2. The Professional Fellows program brings young leaders from Southeast Asia to work directly with U.S. local leaders to enhance their practical expertise and leadership skills, thereby empowering them to address challenges in their home communities. Learn about the program from city managers who have hosted fellows in the past and have traveled to visit them.
- **Japan Local Government Center Reception**
5:30-7:30 P.M., Kansas City Marriott Downtown Hotel, Count Baise Ballroom A1

Tuesday, September 27

- **Learning Lounge: Public Engagement Success: Raising the Bar on Accountability, Transparency, and Citizen Engagement**
11:00 – 11:30 A.M., Lounge 2, Meeting Room 3501B, Level 3, The city of Summerside, Prince Edward Island, Canada, started public consultations on its annual budget back in 2013. Up until that time, the city was perceived to be less than open about its financial affairs, budget decisions, and other relevant matters. With new leadership, the city has engaged in a more open discussion with the general public about its budget priorities. This presentation gives perspective on how citizens may be successfully engaged through good planning, creative thinking, inclusive methodology, and leadership commitment. Speaker: Rob Philpott, Director of Finance and Chief Financial Officer, Summerside, Prince Edward Island, Canada.
- **Educational Session: Actionable Data, Actual Results**
2–3:10 p.m., Grand Ballroom 2501A, Level 2. Anyone can measure, but few can target that measurement effectively enough to drive real change. Kansas City, Missouri, has implemented a range of initiatives that facilitate data-driven decisions and public engagement. From KCStat to Bloomberg What Works Cities to reimagined citizen surveys and even arts-based data outreach, city staff discuss how using data has achieved results. Lending an international perspective, the session will also include discussion of the “Know Your Municipality” comparative data program among cities in Denmark. Panelists: Kate Bender, Deputy Performance Officer, and Eric Roche, Chief Data Officer and Performance Management Analyst, Kansas City, Missouri; Per Roener, Chief Executive, Stevns Municipality, Denmark
- **Educational Session: Can’t Buy My Love**
3:30 – 4:30 P.M. Meeting Room 2505AB, Level 2. What are people looking for in a public sector career now that stability, pension, benefits, and pay aren’t the same motivators that they used to be? Brand your organization to attract the talent you need. Learn a new pitch, and sell your organization to top candidates without using money. Session Leader: Brett T. Channing, Assistant to the City Manager, El Cajon, California Panelists: Ron Holifield, CEO, Strategic Government Resources, Keller, Texas; Bert Lumbreras, Assistant City Manager, Austin, Texas; Karen Thomas, Chief Executive, New Zealand Society of Local Government Managers, Wellington, New Zealand

Wednesday, September 28

- **ICMA University Forum: Communities Leveraging Disruptive Change: What Are Your Disruptors, and How Will You Leverage Them?**

10:45 a.m.–12:45 p.m. Please check in at the forums' central registration area, located outside Meeting Room 2501A, Level 2, for room assignments and workshop materials. Social unrest, wildfires, floods, mass shootings, drinking water contamination, municipal bankruptcy—these are just a few of the disruptive events that communities must be prepared to face. Join this interactive session where attendees work together to identify areas of emerging change that are likely to disrupt their communities; leave with examples of solutions for promoting social stability and preventing social unrest. Forum presenters also provide examples of disruptive issues on a global scale. Forum Leaders: Frederick Presley, Town Manager, West Warwick, Rhode Island; Larry Quick, Resilient Futures, Woodend, Victoria, Australia.

JAPAN NIGHT

—にほんのよる— ICMA Annual Conference 2016

Admission Free!
NO RSVP

Mon. September 26th

from 17:30-19:30

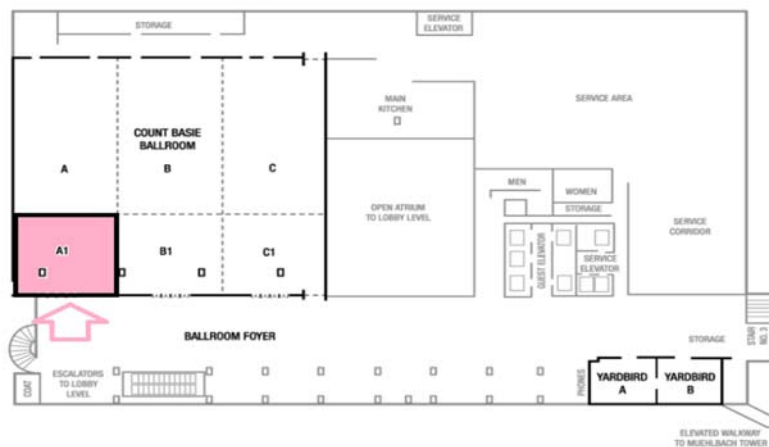
Count Basie A1 room

at the Kansas City Marriott Downtown

*Please join us as the **Japan Local Government Center** hosts a “Japan Night” reception.*

Come meet friends and enjoy SUSHI!!

MARRIOTT TOWER SECOND LEVEL



JAPAN LOCAL GOVERNMENT CENTER (CLAIR, NY)

(Council of Local Authorities for International Relations)

www.jlgc.org

INTERNATIONAL COMMITTEE MEETING MINUTES

ICMA INTERNATIONAL REGIONAL SUMMIT

PRAGUE, CZECH REPUBLIC

JUNE 16, 2016



ATTENDING:

Michele Meade, Chair of the International Committee; Peter Agh, Slovakia, International Committee Member; Pat Martel, President of ICMA; Andrew Neiditz, International Committee Member; Terry Parker, CLGF, International Committee Member; Gabe Engeland, International Committee Member; Kim Ryley, UK SOLACE, Vice Chair of the International Committee; Ryan Eggleston, International Committee Member; Mike Garvey, IC Alumni; Ed Daley, IC Alumni; Greg Bielawski, ICMA Senior Advisor and IC Alumni; Bill Hammon, ICMA SE Regional VP; Guntis Kalniņš, Latvia; Raivis Ragainis, Latvia; Cindy Steinhäuser, International Committee Member/ Scholarship recipient; Ann-Charlotte Järnström, Sweden; Håkan Ahlström, Sweden; Andrea Arnold, International Committee Member; Kelly McAdoo, International Committee Member; Michelle Crandall, International Committee Member; Charlie Duggan, International Committee Member; Frans Mencke, International Committee Member; Judit Deilinger, VP President IESC; Terry Zerkle, IC Alumni; Zoe Monahan, Scholarship recipient; David Timmons, International Committee Member; Marc Landry, ICMA VP; Luba Vávrová, Slovakia; and Ivo Bělonohý, Czech Republic.

ICMA STAFF MEMBERS IN ATTENDANCE:

Ross Hoff; Lauren Crawford; and Berna Oztekin-Gunayden.

9:20 A.M. MEETING CALLED TO ORDER

Meeting called to order by Committee Chair Michele Meade.

WELCOME AND INTRODUCTIONS OF MEMBERS AND GUESTS

Committee Chair Michele Meade welcomed everyone to Prague and thanked our hosts. She looks forward to meaningful dialogue and conversation in the days ahead.

Ivo Bělonohý, Executive Director of the Czech Association, STOMU-CR provided greetings from the president of association.

Everyone in attendance introduced themselves.

REVIEW OF SEPTEMBER 2015 INTERNATIONAL COMMITTEE MEETING; REVIEW AND APPROVAL OF MEETING MINUTES

Committee Chair Michele Meade reviewed the minutes of the September 2015 International Committee meeting held in Seattle, Washington.

- Andrew Neiditz motioned to approve minutes
- Peter Agh 2nd the motion
- Minutes approved

ICMA PRESIDENT'S WELCOME AND UPDATES FROM THE ICMA BOARD

ICMA President Pat Martel welcomed the attendees and discussed current issues impacting ICMA.

Ms. Martel has always been a supporter of international and to having a real commitment to international exchange and a global perspective. She hopes to have an International Committee that builds upon relationships and creates opportunities to have expanded dialogue on international activities at the conference, addition to meeting with the board at an international destination every 3 years. All of this is a real statement to our commitment. As president, she was able to address associations in New Zealand and Australia. She also had the great honor to visit the Philippines under the SURGE project, a USAID funded program. She emphasized the need to continue working and growing relationships to broaden our perspectives. ICMA is about creating opportunities to collaborate. The thing that ties us together is that we do what we do to serve the people and to make their lives better. Lessons learned here will be talked about at conference.

She spoke on the importance and value of the work the International Committee was doing and emphasized the need for ICMA to help articulate to its members the value of our International focus. Pat spoke on the importance of understanding the “I” in ICMA which stands for International and how we as an organization need to make more of a shift to understanding the impact of international influences will have on our membership, most of which currently is made up of

members from US cities. She indicated the importance of helping cities identify performance measures around international participation and the local benefits that this can bring.

ICMA BOARD UPDATES

The ICMA executive board met a few weeks ago. One of the primary responsibilities was to select the new president elect of ICMA. This fall Lee Feldman will become the new ICMA president, David Johnstone, from Candiac, Quebec, will be the next President-Elect.

We are in the process of moving towards selecting the new Executive Director and there are three finalists for the position. Pat Martel, Lee Feldman, and Jim Bennett interviewed candidates. The board will meet in Chicago in July to select the Executive Director, who will be introduced at the end of the ICMA conference.

Otherwise, we have been busy planning the conference. Specifically, working with various task forces. The *Task Force on Leadership Development* to focusing on leadership development as a major new priority from entry level through seasoned professionals. Additionally, the *Task Force on Strengthening Inclusiveness* is working to develop programs locally around expanding diversity/inclusions with advancement of women in the profession; and expanding emerging leader's perspectives.

EUROPEAN CITY MANAGER NETWORK (ECMN) UPDATE

The Committee then received an update from Peter Agh and Kim Ryley on the European City Managers Network (ECMN).

The decision was made by the regional group to meet regularly, annually, based on a very organic process...part of the strength of this is that it is organic and not an imposed formal top-down structure.

ECMN UPDATE, PETER AGH

The ECMN is an affiliate network with ICMA that allows us to tap into European Union funding for projects to advance local government as ICMA as an organization is not eligible for these funds. The committee had discussion on how to increase ECMN presence at ICMA. This will be an item for discussion at the International Committee meeting.

ECMN is not an official institution as it is more of a network of people that want to cooperate locally within Europe. This is just one meeting of several that have already taking place.

ECMN UPDATE, KIM RYLEY

The decision was made by the regional group to meet but this has been a very organic process from the bottom up, the coalition of the willing. The network has grown steadily and part of the strength is that it is organic.

We have started study visits and anticipate continued growth of the network. The number of countries will grow and the activities will deepen. The link with ICMA is crucial and a platform under which to cooperate.

INTERNATIONAL PERSPECTIVE/INPUT INTO STRATEGIC PLANNING PROCESS, ED DALEY

Ed Daley provided an update on the ICMA Strategic Planning process and was seeking input on the process to date. Ed reviewed the major themes from ICMA Gap Analysis that will guide the strategic planning process. The themes included were as follows:

- Expand and diversify the membership: how do we grow ICMA;
- Provide thought leadership, research & technical assistance to local governments and be the go to source for professional management;
- Expand the campaign to articulate value of the professional management and ICMA membership to key stakeholders;
- Normalize the "I" in ICMA (i.e. make international more transparent and part of our daily effort);
- Create and sustain a learning network of local government professionals worldwide;
- Provide professional development opportunities for every stage of a member's career
- Provide thought leadership and ensure that professional development programs offer state of the practice and state of the art programming in management and leadership
- Invest and sustain technology platform that connect the membership and support distance learning requirements
- Build and sustain relationships
- Maintain the policies and practices that support the continued growth of ICMA
- Regularly review the governance structure, especially the protocols for electing members of the executive board

COMMENTS AT THE MEETING INCLUDED:

- Support to expand ICMA to include department heads and other aspiring assistants and city managers, but concern that ICMA still be maintained as the professional organization for City Managers – we don't have any other associations like department heads do.
- We are trying to become an inclusive organization. To be inclusive, we want ICMA to be the professional organization of choice, from the beginning of their career, and or many of the emerging leaders are taking non-traditional routes, we don't want to exclude them but to train and prepare everyone in local government, training development and resources available
- Often fire chiefs are able to step into CM during gaps, important they are involved

- Connections with associations/projects are often ended when funding dissipates; there are the other managers that the city managers are responsible for;
- Process question: what other efforts are being made to engage the broader international community? Will there be a draft? Will the information always be in English?
 - Ed: Since December 2014, we have put out on the webpage trying to solicit input, how do we translate it? It's a good question. We have been using international board members for those outside and bring it up at all regional meetings. Ed to distribute link to Michele Meade. Michele to send along to committee.
- Advocacy for professional local government is needed. There are some goals that relate to the development of how local government is important to achieve goals. In the international policy landscape professionalization is needed. No one advocating for the professional management; as a pillar; get it on the agenda ; involvement in global organizations
- Recommendation of strong relationships with all associations; being a partner with them; somewhere if its not in the detail there should be a recognition in how important it is with other affiliates
- SOLACE actively sought to involve more fully all categories of our membership in all our activities ,but the main Board has only executive City Managers on it and in some key roles. We are moving to a more regional, urban tier, where 10 or more local authorities voluntarily work together formally as a "Combined Authority", with an elected Mayor as in the American system, which is likely also to impact on Solace's future membership structure."
- There isn't anything that reminds me of international work; its important in one core belief, putting emphasis on global government or like-minded associations; its important to make it over and our goal is to continue to engage with associations; provide members engagement in local government affairs and network globally
- Even in the Canadian association we are looking at multi levels; how to maximize and streamline meetings; at international affiliate meeting; maximize value of that discussion; trying to distribute that information before we get to the conference.

BREAK

The committee took a 15 minute break.

ICMA INTERNATIONAL AFFILIATE RELATIONS, MICHELE MEADE

Michele Meade facilitated group discussion around involving International Affiliate relations. The Committee reviewed the 2005 Establishing International Programs: A Guide for State Municipal Management Associations. The group agreed that the guide was in need of updating and several committee members volunteered to review and make recommendations for the International Committee to consider for recommendation.

- The volunteers were: Michelle Crandall, Kelly McAdoo, Andrea Arnold, Ryan Eggleston

In communicating with past members of alumni and friends and current committee members, she understands there are challenges to some of the affiliate relations such as political issues have arisen in a country or the basis by which the agreements were made have changed. This is an ongoing challenge and topic on how we communicate more directly with our affiliates around the world.

We have some alumni and friends that have facilitated relationships in the past with our affiliates and we would like to partner an alumni and friends member with a current international committee member to liaise with affiliates. We will send out a list of the open liaison countries that are available seeking top 3 choices.

COMMENTS INCLUDED:

- One of the questions is with the associations. After the formal signing, the affiliates go back and say now what. We/ICMA have not done a good job of explaining what's in it for them. Rather than what's in it for them lets renew all these contracts. What is it that we are really able to provide and what do they want?
- English language: look at idea to support ICMA student chapters and the young generation; help city managers association with language and with connection; young generational and association at the same time; students can help in each country to translate
 - ICMA will route around student chapters listing
- How do we translate the vast amount of data that is useful to everyone and people can research and use the knowledge that is generated by us for the affiliate or from the affiliates
- Language: translating through google translator and will convert timely information
- Once liaisons set up we can start to utilize tools

ALUMNI AND FRIENDS UPDATE, MIKE GARVEY

ICMA member Mike Garvey provided an update of the Alumni and Friends Network. Membership in the Network can include past International Committee members as well as others interested in international affairs and the impact locally. The group is trying to grow membership and expand its base, this was seen as an important step in emphasizing the "I" in ICMA. The Network did a survey to determine how many city managers or cities are willing to host foreign visitors, work overseas (both as short-term volunteers and longer term content experts), identify what language skills exist among members as well as identify cities who are willing to host groups around different topics. This information has been categorized for database for use by ICMA. There is a liaison white paper on this information at ICMA for those interested.

PRESENTATION FROM THE HANSELL AND GARVEY SCHOLARSHIP RECIPIENTS, ZOE MONAHAN AND CINDY STEINHAUSER

HISTORY ON THE SCHOLARSHIPS, ROSS HOFF

The Scholarship Fund in Memory of William H. “Bill” Hansell, Jr. to support participation by U.S. midcareer local government professionals in ICMA’s International Regional Summit. Created in memory of Bill Hansell and to recognize the establishment of ICMA International during his tenure as ICMA Executive Director, the Hansell Fund assists recipients in gaining international experience and learning. 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. A stated desire of the Committee was to increase the number of women, minorities, and young professionals participating in the Exchange Program and other international activities.

ZOE MONAHAN, MANAGEMENT ANALYST FOR THE CITY OF TUALATIN, OREGON

Zoe thanked the international committee for the scholarship to attend the International Regional Summit. She is honored and grateful.

Zoe started as a planner as she has a Bachelor in Planning and an MPA. She is in the fortunate position to have a CM, ACM, and the A2CM are all women within her community. They are all inspiring women. She looks forward to exploring cultures at the conference. She learned a lot during the China trip and that our international colleagues have another kind of perspective. She is thankful that early career professionals and participate in conferences such as these.

CINDY STEINHAUSER, ASSISTANT CITY MANAGER FOR THE CITY OF DUBUQUE, IOWA

Cindy thanked the committee for allowing her the opportunity to attend the International Regional summit as a scholarship recipient.

Cindy discussed her time on the International Committee and as Chair of the Sustainable Community Advisory Committee, the Research and Editorial Board, the ICMA Professional Fellows host and the ICMA CityLinks partnership.

Cindy shared information on the city of Dubuque (population, demographics etc.), Dubuque’s sister cities Handan, China; Pyatigorsk, Russia; Dornbirn, Austria; and their friendship city with Trois-Riviere, Canada.

Cindy shared an issue of workforce development in Dubuque and preparing the community for a diverse population. Communities like Dubuque need to create inclusive, welcoming communities to retain and recruit this workforce. Dubuque need to build relationships to invest and attract talent to make their community nationally and internationally competitive.

Cindy finished by sharing her role as the current Chair of the ICMA Sustainable Communities Advisory Committee (SCAC) and her hope to increase the cross-connection between SCAC and the International Committee.

INTERNATIONAL COMMITTEE CHARGE AND STRATEGIC PLAN, MICHELE MEADE

Michele talked about the mission of the committee. She wants to develop an elevator speech where you can pick and choose the language that makes sense for your community and your involvement in the international committee.

Brainstorming:

- We need to make sure to demonstrate to our colleagues that there are two-way benefits, and how much it benefits the U.S. from our international colleagues who have a wealth of knowledge
- Continuing to foster relationships with affiliates;
- Notion that we live on a global planet and that the issues local governments face are surprisingly similar; anyone who has solutions; fresh thinking/fresh ideas and sometimes that's what you need to get out of the hole you are in; local government is the first responder and often well ahead of national/state governments; how we capture that and how we approach problem solving
- We have the same issues; in many ways it's that simple; as long as you have people we will have the same challenges; what can we do to make the world smaller;
- Demographic changes in U.S. are important to point out;
- Evangelistic about professional local government management; bad government taints all of us everywhere; committee has focus on spreading the word
- Talking about personal experience; staff dread me coming back with so many ideas; if I wouldn't have experienced it, I would not have same passion;
- At the end of the day, to justify it to citizens; we need the economics; how is there local value created; economic argument is the low hanging fruit and translates across communities; gives elected officials the language as well; value of being involved internationally.

Volunteers to help work on this were: David Timmons, Gabe England, Ryan Eggleston and Ed Daley

INTERNATIONAL COMMITTEE CHARGE

Michele has been invited by President Martel to speak with ICMA board at the Kansas City conference. The agenda is to begin a discussion to clarify the International Committee's role and how the committee can contribute to ICMA.

One responsibility is international affiliates and reporting on their activities to keep the dialogue going. If we find out interesting things going on in other countries we need to do write ups on them.

ICMA President Pat Martel started to begin a dialogue on the committee's roles and charge; impression that while we all recognize and express an ongoing commitment to international work,

it seems like it's just a project instead of integrating into everything we do at ICMA. We need to have ongoing communication. The board needs to receive communications to have that elevator speech and articulate to our members as well. Affiliates/state associations need to be able to convey why the "I" in ICMA. We begin to define relationship and feedback from committee we need to think about the, 'why we are doing it' and 'why its important.'

COMMENTS:

- Institutionalize this concept; view international as a business activity; institutionalize into organization; to look at the "I"
 - ICMA to send an update on international programs with the committee meeting minutes. Include international talking points for state association meetings.
- State association meetings are also venues to talk about these efforts, what is that relationship with the state association/what are we bringing back; what are our avenues
- Lack of knowledge about how international contracts support the organizations; share that as well to the memberships; how do contracts/networks operate and how does it support ICMA as an organization
- Capitalize the I in ICMA; make it stand out; make it relevant and infuse it; bringing it into the conferences; making it apart of everything we do;
- Session/presentation: annualized basis – each to have a presentation to general ICMA membership on international summit/sharing of information
- Same issues/over and over – disconnect from committee/board – have board feel more comfortable;
- Requirement at every regional meeting; international component to it
- Form of government; what is it we are advocating; it's a reminder about disparity among states in US and among nations; defining the role of the professionals contrasting political; mission going forward; movements to change forms of government because of dissatisfaction; a number of associations are working to define international;
- Excitement to be on committee; expanding number of committees;
- Concern expressed regarding how frequently members are participating; committee to talk about this issue; make a recommendation to executive board/ if people are regularly committing; input from all members of the committee;

Volunteers for the subcommittee are: Kelly McAdoo, Cindy Steinhauser, Ryan Eggleston, and Ed Daley.

ICMA'S RESEARCH AND POLICY TEAM PROJECTS, BERNA OZTEKIN-GUNAYDEN

The ICMA Research and Policy team is a new team that identifies trends in local government; and then produces resources and content for identified needs. The outcome of the team is to increase our position as a global thought leader. The team's activities are research, public policy; and digital print publications. A substantial amount of new surveys are being issued and we would like

to expand them to other countries. There are several publications that are currently in process. We want to extend our global research activities by gathering data and then sharing the data with local governments.

COMMENTS:

- American Planning Data –quoted ICMA’s data. Underlines the importance and enhancing the research;
- SOLACE does similar work; not just for members but also to influence government thinking and public development; we are now approached by the government for our data; we can share many research papers; we want to be an evidence based organization; we also have strong academic contacts
- France University has been conducting studies for over 10 years; different topics of local government throughout Europe; local government training and education; it might be interesting to look into them
- Sweden has a long tradition in statistics; we have a different kind of authority for surveys; 290 cities are members and have health care wages; we do measures and analysis; we can help you with making contacts in Sweden;
- Facilitate the survey through ECMN’s network

2017 SPRING MEETINGS – LOCATIONS AND 2018 JOINT ICMA EXECUTIVE BOARD / ICMA INTERNATIONAL COMMITTEE MEETING, MICHELE MEADE

A possible candidate for the 2018 meeting with the Executive Board is the Philippines.

Within your committee packet is a host responsibilities document about what we want to look at in a potential host. We want to have meaningful engagement and need to have an affiliate capable to support us there.

For next spring’s 2017 meeting, we are looking into the Dominican Republic and will need to work around the other regional summits timings. We hope to finalize information as soon as we can. We are also looking at Cuba as a possibility for a post summit study tour.

FOR THE GOOD OF THE ORDER

- Terry Parker announced that he is helping to recruit 2 city managers for the Fiji Islands; if you know of anyone interested please let him know.
- International Management Exchange Program: We are looking for a match in New Zealand. Please spread the word and let Lauren Crawford know if you are interested,
- Professional Fellows Program: the State Department funded, Professional Fellows Program, is looking for hosts. Visit: <http://icma.org/Documents/Document/Document/307918> for the application.

ADJOURNMENT

PICTURES FROM THE INTERNATIONAL REGIONAL SUMMIT







Scholarship Recipient Final Report

Please include pictures as appropriate

<u>Date:</u> August 8, 2016	
<u>Name:</u> Zoe Monahan	
<u>Scholarship Funds used for:</u> ICMA International Regional Summit – Prague, Czech Republic	
<u>Travel Dates:</u> June 15-25, 2016	<u>Cities/Country:</u> Prague, Czech Republic and Bratislava, Slovakia

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

- a. The Women in local Government session at the conference was very interesting. I enjoy hearing Pat Martel speak. She shared a number of interesting facts about the gender gap in the city management profession:
- It has been 30 years since women started to make up 50% of college graduates
 - 5% of S&P 500 companies have female CEOs
 - 19% of U.S. congressional seats are filled by women
 - 15.3% of city managers are women
 - 37.2% of assistant city managers are women
 - More women are graduating from Public Administration programs
 - Pat Martel is only the third female ICMA President

Ms. Martel noted that ICMA members need to support and encourage female assistant city managers by helping to build their confidence and provide training through mentorships. Pat also suggested that more progress needs to be made with elected officials since they make the hiring decisions for city manager positions. She noted that there are benefits to having women in leadership roles and research suggests that teams led by women are more balanced, more committed, and have higher results.

As an early career professional, this conversation was of great value to me. It is encouraging to hear the call to action for city managers to work with women to help them gain the confidence and training needed to take the leap into the chief executive position.



Leaders at the Core of Better Communities

- b. Consolidation of communities was an interesting topic which continued to come up throughout the sessions. I had been aware of special districts to provide services to a specific area but I was not familiar with the concept of consolidating cities or towns. This was an interesting topic because there does not seem to be a one size fits all solution. There are a number of factors to consider, including community identity, local revenue, the right size of a municipality, the requirements to be a city, etc.
- c. The North and South Bohemia tours were wonderful. It was great to see a few communities outside of Prague. There were very interesting tourism elements in each community. The communities tend to have a unique feel. I enjoyed learning about their history, their culture and seeing the beautiful architecture.

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

- a. The international bike ways were really interesting. This is an excellent concept which could be replicated from state to state or between city to city. The concept could be used for commuting or tourism. I found this international concept to be very interesting and I hope it can be replicated around the united states.
- b. My interest in the profession was strengthened. There are incredible people in the United States and around the world who are committed to serving their communities as well as enhancing the profession. It was also very interesting to hear how similar in some cases and different city management can be in other countries. I am just as committed to a career in city management and I feel more confident that it is achievable.

3. What professional experience did you gain?

- a. As I mentioned above, my interest in the profession was strengthened. I was impressed by the dedication of the people involved in the international committee. I hope to one day join the
- b. The networking was outstanding. Since it is the international committee draws a much smaller group of people than the annual conference, it is easier to network with experienced managers, ICMA board members and the ICMA President. I appreciated the opportunity to speak with the other conference attendees, learn from them and listen their wisdom and career advice.

4. How will you continue to stay involved?



Leaders at the Core of Better Communities

- a. I will continue to follow the international committees work. When I am eligible to serve on a committee, I will apply to serve on the international committee.

5. Any additional comments?

- a. This was an excellent opportunity and experience. As an early career professional it is incredible to have an opportunity to talk with current and past city managers as well as the current ICMA President and board members.

If ICMA is interested in additional applicants I would encourage you to consider posting information on the main ICMA page and providing as much advanced notice and information as possible.

Scholarship Recipient Final Report

Please include pictures as appropriate

<u>Date:</u> July25, 2016	
<u>Name:</u> Cindy Steinhauser	
<u>Scholarship Funds used for:</u> To attend the 2016 ICMA International Summit & Post-summit events.	
<u>Travel Dates:</u> June 15, 2016 – June 24, 2016	<u>Cities/Country:</u> Prague, Cesky Krumlov & Tabor, Czech Republic

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

Please see attached supplemental report

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

Participating in the International Summit broaden my understanding of three areas of particular interest of mine 1) diversifying the workforce; 2) sustainability; and 3) citizen engagement.

In terms of diversifying the workforce I was inspired by how advanced certain countries are in the role of women in local government and policies that support not only women in the public sector workforce, but also support men or spouses to stay at home and providing policies that support issues related to child welfare and families. This is an area in the US where we lag significantly behind.

It was also enlightening to see how advanced many of the EU countries are in the area of sustainability. There are lessons to be learned from each of the International Summit participating countries. In particular the new sustainability initiative in the Czech Republic that was inspired by the Germany Sustainability Council as well as work done in Finland and Sweden. Creation of a new long-term development strategy of the Czech Republic 2030 plan that is focused on sustainability and resiliency; implementation of the UN Agenda 2030 document including reviewing which targets are most realistic for Czech Republic government to implement; and education on sustainability as some Regions and Local Governments do not see this as a priority but will be critical to the Central Government plan implementation success. The Czech Republic 2030 is a Sustainability document to align with the Ministry Department. Czech Republic 2030 includes six key areas: Society, Ecosystems, Economy, Local Development, Global Responsibility and Governance.



Leaders at the Core of Better Communities

Finally I appreciate that other cities in EU are recognizing the value of citizen engagement in local government and yet are struggling with similar issues of getting citizens engaged. This is a particular challenge in the Czech Republic in the development of their strategic plan, which is similar to the comprehensive plan process in the US.

3. What professional experience did you gain?

The most profound professional experience was the discussion of women in local government.

Recognizing that 51% of US residents are women and yet only 15% are represented in professional public administrative positions and only 19% in citizen elected City Council positions is a cultural issue that needs to be addressed. As our community continues to grow, we will need to leverage resources through partnerships and as we heard from the four speakers on this session, the nature of partnerships is changing. There is more cross-representation at the table, requiring additional skill sets and competencies to be successful. As was said by one of the speakers, women bring the very skill set of empathy and teamwork that will be critical to future partnerships. Cities that realize this early on and work to intentionally expand their leadership based to include a higher percentage of women will be more successful than those who don't.

I also found the presentation and ensuing table dialog around sustainability very enlightening. It was very informative to hear from nine other countries to what extent the Local, Region and Central government recognize and support sustainable initiatives? It was also helpful to hear their vision around sustainability as it relates to the entire European Union. What was particularly interesting is that Agenda 21 is not met with the same suspicion and negative perception that is found in the US. Rather than seeing Agenda 21 as a deterrent, EU countries, including the CR, see it as a tool and site is as such in their overall sustainability and resiliency strategy. This has helped them move past the dialog of deny that climate change exists into measurable actions to create resilient countries in Europe. The overall sentiment is not denial that climate change is happening but rather in some cases like in the CR, there isn't a great sense of urgency that exists among the citizen to address this issue.

Finally, I was deeply inspired by the CR approach to their strategic planning efforts. Here is the vision for their strategic plan *"The idea behind the Strategic Plan is to change Prague from a city that relies on its existing reputation and status quo, into a city which coherently builds itself up to be the most sought after place for a meaningful life."*

Staff specifically introduced the idea of calling it *placeshaping*. I think this is an important distinction from the word we often use in the US which is placemaking. To me reframing the terminology into *placeshaping* has a greater human connection. They are talking about taking their city ". . . from status quo into a city that coherently builds upon itself to make it a place for someone to build a meaningful life." I love this phrase and the philosophy behind it as it lets individuals build their own meaning to the word *placeshaping* and their connection to their community.

4. How will you continue to stay involved?

As a scholarship recipient, I will share my observations as part of a presentation to the ICMA International Committee meeting in September 2016. As Chair of the ICMA SCAC, I think there are valuable lessons learned from the International Summit that align with the discussion our committee has had in showcasing best practices for cities. Much of the discussion at the SCAC has focused on the



Leaders at the Core of Better Communities

synergy that exist between the International committee and SCAC and how we can capitalize on that messaging to serve our member's needs.

Locally, I have shared some of the key take aways from the session on the Role of Women in Local Government. This is a message that continues to resonate in Dubuque as we continue to address diversity in our organization. The content from this particular session is one that I have shared at our weekly Department manager meeting as well as with individual city staff who are working on organizational change and inclusivity. I have also reached out to several Summit participants to continue the dialog and sharing of ideas around sustainability, cultural competencies and women in government that were generated at our table discussions each day of the summit.

5. Any additional comments?

I would like to extend a special thank you to ICMA and the ICMA International Committee for selecting me as a recipient of the Hansell and Garvey Scholarship. This scholarship paid for a portion of my cost to attend both the International Summit and post-summit tours. Also a special thank you to ICMA staff Ross Hoff and Lauren Crawford for their excellent support in advance of and while attending the Summit. Lastly, my sincere thanks to the Dubuque City Council and City Manager Mike Van Milligen for allowing me to serve on the ICMA International Committee and to represent the city of Dubuque on this valuable exchange of learning.

2016

ICMA International Regional Summit

Prague, Czech Republic



Cindy Steinhauser,
Assistant City Manager
City of Dubuque, Iowa,
USA

BACKGROUND/OVERVIEW



Prague, Czech Republic

Prague is the capital and largest city of the Czech Republic established in 1378. It is the 14th largest city in the European Union. It is also the historical capital of Bohemia. Situated in the north-west of the country on the Vltava River, the city is home to about 1.26 million people, while its larger urban zone is estimated to have a population of nearly 2 million. Its rich history makes it a popular tourist destination, and the city receives more than 6.4 million international visitors annually, as of 2014. Prague is the fifth most visited European city after London, Paris, Istanbul and Rome. Prague accounts for 25% of the Czech Republic's GDP. In 1989, the Velvet Revolution began in response to opposition of communist rule in the Czech Republic since 1948. In 1993, after the split of Czechoslovakia, Prague became the capital city of the new Czech Republic.

The Czech Republic is a unitary parliamentary constitutional republic, in which the President is the head of state and the Prime Minister is the head of government. Executive power is exercised by the Government of the Czech Republic which reports to the lower house of Parliament. The Legislature is bicameral, with the Chamber of Deputies consisting of 200 members and the Senate consisting of 81 members. Both houses together make Parliament of the Czech Republic. The political system of the Czech Republic is a multi-party system. The Czech Republic is divided in 14 Regions including the capital of Prague. The Czech Republic is divided into 6,000 municipalities for local administration, 13 self-governing regions, popularly elected for a four-year period of office, and the capital city of Prague, with a mayor and city council elected for four-year terms.

ICMA International Committee

The ICMA International Committee serves as the primary advisory committee on international issues to the ICMA Executive Board, helping them to implement the board's policy on international activities. International Committee members serve terms of one, two, or three years and include representatives from each of ICMA's international affiliate organizations. The committee meets each year at the ICMA Annual Conference and conducts a second meeting jointly with an affiliate organization in its home country, focusing on professional exchange and contribution to the international knowledge base. The committee, through the work of its subcommittees, focuses on the following issues and initiatives 1) Affiliate relations, 2) Knowledge base exchange, 3) Capacity building and advocacy, 4) Membership and governance, and 5) Communications.

International Regional Summit



Office of the Government of the Czech Republic (CR)



Presentation in CR Cabinet meeting room.



Office of the Government of the Czech Republic (CR)

The 3rd Annual ICMA International Regional Summit was held in Prague, Czech Republic from Wednesday, June 15, 2016 through Monday, June 19, 2016 and included the opportunity for post-summit tours through June 23, 2016. The International Regional Summit coincided with the ICMA International Committee meeting, the European City Managers Network (ECMN), the Association of City Managers of the Czech Republic (STMOU CR) and the Association of Executive Director of Latvian Local and Regional Governments (LPIA) meeting.

Day 1 – Summary



Flag of the CR and city of Prague



Tour of the gardens of the Residence of the Mayor



Prague coat of Arms

Our first day included arrival of ICMA International Committee members and other participants of the International Regional Summit. There were over 65 attendees from 11 participating countries, which represented the largest amount of countries represented to date. Countries represented at the Summit included United States, Czech Republic, Netherlands, Sweden, Canada, Denmark, Australia, Belgium, United Kingdom, Slovak Republic and Algeria. Attendees were greeted by representatives from STMOU CR, taken through the registration process including post-summit study tours and given an updated itinerary and supplemental materials for the items to be covered during the Summit.

Day 2 - Summary

The second day of the Summit comprised primarily of the June 2016 ICMA International Committee meeting. The committee meeting began with a welcome by International Committee Chair Michele Meade and introduction of members and guests. Committee Chair Meade then reviewed the minutes of the September 2015



International Committee meeting held in Seattle, WA, which then passed unanimously.

The Committee then heard from ICMA President Pat Martel who welcomed the 65 attendees and spent some time discussing current issues impacting ICMA. Pat spoke on the importance and value of the work the International Committee was doing and emphasized the need for ICMA to help articulate to its members the value of our International Focus. Pat spoke on the importance of understanding the "I" in ICMA which stands for International and how we as an organization need to make more of a shift to understanding the impact of international influences will have on our membership, most of which currently is made up of US cities. Pat indicated the importance of helping local cities identify performance measures around international participation and the local benefits that this can bring. There was general committee discussion on this topic with including the need to identify and increase linkages to international and resiliency/sustainability, how to reduce silos and integrate international efforts and understanding across other systems/programs within ICMA and to members, create desire to encourage more member cities to participate in Fellowship exchange program.

The Committee then received update from the ICMA Board, the European City Manager Network as well as updates on the ICMA Strategic Planning process, ICMA International Affiliate Relations, Alumni and Friends update, and a presentation from the Hansell and Garvey Scholarship recipients.

ICMA Board Updates

The Committee then received an update from Lars Wilms, Board Liaison and ICMA Board President on items currently under discussion or action by the ICMA Board. Specifically:

- David Johnstone, Quebec was appointed as the next President-elect. His term would begin in 2018 term
- There are currently three finalists for the Executive Director position. The interview committee consists of the ICMA President, Past President and President-elect. The selection for the new Executive Director will be announced later this year at the end of the ICMA conference.
- There is a task force on Leadership Development that is looking at how to create new programs to align with this topic.
- There was also an update on the task force on diversity & inclusion whose mission is helping members develop programs locally to expand inclusivity and diversity.

European City Manager Network (ECMN)

The Committee then received an update from Lars Wilms, Peter Agh and Kim Ryley on the European City Manager Network. The ECMN is an affiliate network with ICMA that allows them to tap into EU funding for projects to advance local government since ICMA organization is not eligible for these funds. The committee had discussion on how to increase ECMN presence at ICMA. This will be an item for discussion at the International Committee meeting.

ICMA Strategic Planning Process

Ed Daley provided an update on the ICMA Strategic Planning process and was seeking input on the process to date. Ed reviewed the major themes from ICMA Gap Analysis that will be the focus of the strategic planning process including:

- a) Expand and diversify the membership;
- b) Provide thought leadership, research & technical assistant in key areas of interest;
- c) Expand the campaign to articulate value of ICMA membership;
- d) Normalize the "I" in ICMA (i.e. make international more transparent and part of our daily effort);
- e) Create and sustain a learning network;

- f) Attract and retain talented staff; and
- g) Provide professional development opportunities for every stage of a member's career.

ICMA International Affiliate Relations

Michele Meade facilitated group discussion around involving International Affiliate relations. The Committee reviewed the 2005 Establishing International Programs: A Guide for State Municipal Management Associations. The group agreed that the guide was in need of updating and several committee members volunteered to review and make recommendations for the International Committee to consider for recommendation.

The Committee then heard from Kim Ryley, Chair of the SOLACE organization in the United Kingdom. Kim shared that the UK is beginning to test the City Manager form of government in 10 -12 local cities including Manchester, Sheffield etc. The effort will follow the US model and they will be looking for mentoring models as begin this transition. SOLACE is organization helping with this and could be an opportunity to ICMA

Alumni and Friends update

ICMA member Mike Garvey provided an update of the Alumni and Friends Network. Membership in to the Network can include past international committee members as well as city managers interested in international affairs and the impact locally. The group is trying to grow membership and expand its base, this was seen as an important step in emphasizing the "I" in ICMA. The Network did a survey to determine how many city managers or cities are willing to host foreign visitors, work overseas (both as short-term volunteers and longer term content experts), identify what language skills exist among members as well as identify cities who are willing to host groups around different topics. This information has been categorized for database for use by ICMA. There is a liaison white paper on this information at ICMA for those interested.

Presentation from the Hansell and Garvey Scholarship recipients

The Scholarship Fund in Memory of William H. "Bill" Hansell, Jr. to support participation by U.S. mid-career local government professionals in ICMA's International Regional Summit. Created in memory of Bill Hansell and to recognize the establishment of ICMA International during his tenure as ICMA Executive Director, the Hansell Fund assists recipients in gaining international experience and learning. 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. A stated desire of the Committee was to increase the number of women, minorities, and young professionals participating in the Exchange Program and other international activities.

This year's recipients were myself and Zoe Monahan Management Analyst for the city of Tualatin, Oregon. Highlights of my presentation included a brief background on myself and my involvement in ICMA on the International Committee, Chair of the Sustainable Community Advisory Committee, the Research and Editorial Board, the ICMA Fellowship Program and our CityLinks partnership. I then shared information on the city of Dubuque (population, demographics etc.), our sister cities Handan, China; Pyatigorsk, Russia; Dornbirn, Austria; our friendship city with Trois-Riviere, Canada and how many times we have hosted international fellows.

I then turned my presentation to the issue of workforce development in Dubuque and creating welcoming communities for a diverse population. I noted that despite our current homogenous

demographics, Dubuque is starting to see more diversity. I mentioned that over 50% of our leadership team are women or minorities and provided the following facts around the international presence we have in our community. Specifically:

- Over 80 businesses in our community have international offices or sales staff, this number increases to 100 if you include secondary markets;
- There are 75 minority businesses in our Commercial corridor which is 90 blocks; and
- There are over 9,000 people working in Downtown.

I discussed the opening in 2009 of IBM's first Global Service IT center in the US in 10 -15 years and the creation of over 600 positions (current figures) which are filled by local residents as well as helping to bring people to Dubuque with diverse ethnic and faith backgrounds. I noted that in the next decade we will have workforce shortage of 3,600 skilled worker positions. Based upon the demographics of the US (In 2020 the generation of children born will have no majority race and by 2040 there will be no majority race in the US) part of the solution will come from women and minorities. Communities like Dubuque need to create inclusive, welcoming communities to retain and recruit this workforce. We need to build relationships to invest and attract talent to make our community nationally and internationally competitive. Through the work with ICMA I hope to learn strategies on how international communities address the increasing role of women, minorities and youth in community and the value they bring to the table. I also hope to learn more about how other countries are addressing workforce opportunities & issues.

I also shared my role as the current Chair of the ICMA Sustainable Communities Advisory Committee (SCAC) and my hope to increase the cross-connection between SCAC and the International Committee. The SCAC continues to discuss sustainability issues that are impacting cities at the local level. Through our research we have come to the consensus that many of the larger issues are global in nature and in certain sectors other countries in Europe and SE Asia are much farther ahead in recognizing sustainability as an issue and have some good examples of projects and programs that we need to connect with and showcase as examples to US communities.

Day 3 – Summary: ICMA/ECMN Workshop

Tour of the Office of the Government of the Czech Republic



Exterior signage on the history of the CR and the building architecture



The main entrance of the Office of the Government



A brief history on the CR and the building architecture

Summit Welcoming

Presentation by Prague Deputy Mayor Eva Kislingerova

Included a general welcome to the International Summit attendees. Of specific mention was the City hall we toured which was built in 1928 in honor third floor of 10th anniversary of the new Czech government. The historic building is of the Art Deco style and is used for special meeting as well as some administration offices.

The Mayor then highlighted the issue of citizen engagement. Prague is trying to involve more citizens and create a more transparent city administration. Current projects needing citizen engagement are specifically on transportation project and creating a more walkable community. The Deputy Mayor emphasized their goal is to move citizen engagement beyond citizens being involved just during elections and helping to drive more of the effort and areas of focus for local government. The Mayor then introduced the City Manager of Prague Martina Deverova. The City Manager discussed briefly local government offices and operations. In the Municipal office there is the role of the Municipal Secretary (also known as the City Manager) and the role of the Mayor. The CR operates under a shared model of public administration. Under the constitution, Municipalities are allowed to self-govern but there is a relationship from the over 6,000 towns and municipalities to the fourteen regions and to the single, central government. Within this framework there is the role of the Secretary and the role of the Mayor for each municipality housed under each Region.

The Municipal Secretary (City Manager) is not elected but appointed by the Mayor and manages items that fall under State Administration such as:

- ID Cards, travel documents, driver's license;
- Construction/development;
- Automobile registration;
- Records (births and deaths) and
- Registration of citizens.

Role of Mayor is managing items that fall under self-government such as:

- Property;
- Territorial development;
- Territorial plan;
- Culture;
- Tourism Industry (which is 6% of Czech Republic GDP);
- Schools and nurseries; and
- Social care.



Opening welcome by ICMA President Pat Martel and Prague Deputy Mayor Eva Kislingerova

Prague Tourism

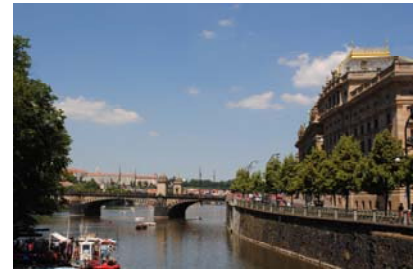
Presentation by Jana Hudcova, Department of Culture, International Relations and Tourism



View of Prague from the Vltava River



Main entrance into Prague Castle



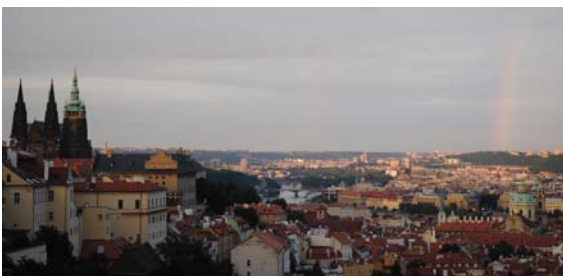
View of the famous Charles Bridge

Tourism in the Czech Republic, in particular Prague, is an economic engine employing over 100,000 people and accounting for 6% of the country's GDP. The country is rich in arts and culture. Today there are over 117 museums, 226 galleries and 118 theaters. Among the 226 galleries there are over 150 permanent exhibits and of the 118 theaters there are approximately 200 theater groups involved in local performing art. In Prague there are around 800 cultural events per year with the average ticket price to attend the event around 8 Euro (approximately \$9 – 10 US dollars depending on the exchange rate). In Prague and the surrounding areas there are 24 golf courses and 3 Micheline-star restaurants.

The city of Prague has a tourism department in addition to the tourism efforts at the national level. The city of Prague boasts of the most tourist for the Czech Republic and several iconic attractions including Prague Castle which boasts as being the largest ancient castle in the world, the Charles Bridge and the oldest astronomical clock in the world dating back 600 years. Prague City Tourism has eight primary areas of responsibility including: 1) Destination management; 2) Strategy and marketing plans (i.e. product branding; 3) Collection of qualitative and quantitative data on tourists; 4) Marketing materials including brochures and maps; 5) Management of 5 Tourist Information Centers; 6) management of website and social media; 7) training tourism guides; and 8) managing Old Town Hall, home to the astronomical clock.

Development of Prague

Presentation by Ivan Duskov, Prague Institute of Planning and Development



View of Prague from Castle District



Historic Old Town Square

In 2005, Prague was deemed among the three best cities in Central and Eastern Europe according to The Economist's livability rankings. The city was named as a top-tier nexus city for innovation across multiple sectors of the global innovation economy, placing 29th globally out of 289 cities, ahead of Brussels and Helsinki for innovation in 2010 in 2thinknow annual analysts Innovation Cities Index.

Prague is currently working on a strategic plan as an instrument of change to address issues facing Prague, including the need for increased citizen engagement. Key areas of the plan include:

Transportation and Economic Development:

For successful development Prague needs to focus on transportation and to get Prague in alignment and competitive with the European Unions. The goal is to building a center of excellence and create a healthier environment for investors. Focusing on the development and recruitment of creative industries are also a priority and align with the goals of strategic plan.

Citizen Engagement:

Participation of citizen not as high as the local government would like it to be. The strategic plan need citizen engagement so that the plan focuses on shared values and the principle of good governance.

Cultural Development

Local government needs to focus on developing and enhancing local culture and sports. The main goals in doing so will be to increase quality of life for residents and tourist and to be more competitive with other EU cities such as Vienna. Currently Prague is working on identifying and developing cultural clusters (i.e. clusters of museums, galleries, entertainment venues etc.). Once developed the main goal will be to connect these clusters of cultural attractions through linear parks and open areas that connect these spaces



A popular promenade

Mobility:

Included within this concept are accessibility and sustainable transport. This is culture innovation in a broader sense that lead to social cohesion - especially as Prague ages. The city needs to think multigenerational and minimize segregated localities to create cohesive, compact development or the urban core and entire city. Prague is a fairly walkable city and public transportation is available but car usage is increasing and so need disincentives and promote biking and walking through strategic planning.

Housing:

The city is not meeting its housing goals. There is a need for new housing and affordable housing for seniors. Critical to new housing development will be the need for transportation and programming to support social cohesion among all ages of residents.

Prague is known as a beautiful city. In the end, the plan will be about PLACE SHAPING ~ reshaping the places where we live to increase resiliency.

“The idea behind the Strategic Plan is to change Prague from a city that relies on its existing reputation and status quo, into a city which coherently builds itself up to be the most sought after place for a meaningful life.”

Public Administration and Local Government in the Czech Republic

Jana Vildumetzova, Deputy Minister of the Interior, Section of Public Administration

The Deputy Minister reviewed the shared model of Public Administration which include the role of Central Government, role of the 14 Regions and the role of the over 6,000 towns and cities who are allowed to self-govern. There are key strategic objectives under her department including:

- Management of public administration

- Increasing E-government to reduce citizen needing to come to government buildings
- Development of professional Human Resource Directors

The Deputy Minister also review the three pillars CR Municipalities are based upon including:

- Territory
- Citizens
- Municipal property.



More than 80% of CR municipalities have populations of less than 1,000 residents. Property valuation is based upon administrative assessment not on market value like United States. Municipal tax revenues received fall into two categories 1) Shared taxes and 2) Exclusive taxes. Shared taxes are collected by Central government and redistributed proportionately. Exclusives taxes are those where the law allows municipalities to establish tax for different types of buildings, land use and other local fees such as dog license, hotel/motel tax, gaming revenue, entrances fees to parks/open space, spa and vocational fees.

Shared taxes collected are:

- Value Add Tax (21%)
- Corporate Tax (22.5%)
- Personal Income Tax (23.5%)

Each CR Municipality is also classified into one of three groups and depending on their classification determines what level of service they receive from the Regional and Central Governments.

- Level III - Municipalities have highest levels of service
- Level II – Maintaining birth and death records is primary role
- Level I - Has lowest level of services to citizens. For example citizens in Level I municipalities often have to travel to other towns or cities to get driver's license etc.

Role of STMOU CR within Local Government and Public Administration

Within the EU is the Union of cities and municipalities. By way of comparison, this organization includes representation of Mayors of all municipalities similar to the US Conference of Mayors. CR has been a member of union since 2013 and joined executive board as 2014.

Separately is the STMOU CR. This organization of Municipal Secretaries (City Managers) was established in 1994 with 94 members. It has grown to now over 300 of the total of 600 city managers in CR. In 2007 STMOU CR hired an Executive Director. The Organization is member of the Council for Sustainable Development, Economic Development and Cultural Development. STMOU CR has voting privileges and so is a voice for its growing membership. As part of STMOU CR, every one of the 14 regions has a bureau and appoints a regional chairman to represent the region. They can also serve on the Executive Board whose 5-6 members meet via Skype each month.

Day 4

Women in Local Government Management Leadership

Presentation and Panel Facilitator ICMA President Pat Martel

Pat Martel began with an excellent overview of issues facing women in local government. Pat talked about the importance of closing the gender leadership gap in the public sector. She noted that of the 6,617 ICMA members in the US, most of who are City Managers, only 1,800 (15%) are women. This statistic is comparable to management positions in the private sector but not comparable to the number of women who graduate from college. Today there are more women graduating from college with degrees in Public Administration but they are not working in Public Administration positions. The question to answer is why this is happening? Studies have shown that women put in more effort, stay longer in organization and demonstrate more commitment in the day to day work they do in an organization. If this is the case then why do we not see higher percentages of women appointed to management positions. We need to review what is happening within our organizations that is preventing this. What are our hiring practices in public and private sector? Stereotypes can be reinforcing and so we need to take a healthy look at what are the stereotypes that are causing us to keep things status quo.



ICMA President leading a discussion on Women in Government

In 1976 ICMA establish task force on Women and why women were not begin represented in equal number in local government. The report showed that 13% of the CEO positions in local government were occupied by women. The report from 1976 showed identical issues to what we are talking about in 2016 and made the following recommendations:

- Internships to bring women into local government;
- Looked at obstacles and what further measures ICMA could take to increase women representation;
- Identified the need for training programs to identify the ways to use the talent of women;
- Increase programs for women at ICMA conference;
- Highlight women work in local government publications; and
- Work with schools and other organizations to advance these initiatives



Dubuque Assistant City Manager, Mayor of Prague & Prague City Manager

Step forward to thirty years later, ICMA established a task force in 2012 on women in profession to evaluate what progress had been made since the 1976 report. The role of the task force was to evaluate what worked and what didn't from their recommendations. The survey showed that in 2012 only 15.3% of CEO positions in local government were occupied by women, so very little progress had been made. The gender balance is better when you look at the number of women in Assistant CEO positions, currently 32%. There is also greater diversity and gender balance in the student ICMA chapters.

The US demographic shift we are facing requires us to look at long term picture of local government and CEO positions. Today in the US 51% of the population is female. Local government needs to better represent the communities we serve. If we want to deliver services in an equitable way and reflect the communities we serve, we will need to look like our community and we will be more effective in local government management. The new ICMA goal should be 50% of CEO positions occupied by women. Having better data will help us address the issue. The study also found that only 19% of elected officials are women. It also found that even among elected officials where City Council were 100% women, they had a lower incidence of hiring women managers. So even with increase in gender in elected officials

did not impact increasing women CEO. We need to educate elected officials to understand the value and business case for having more gender balance in top management positions. ICMA needs to focus on the business case for elected officials and benefits to them as elected officials. Companies that have more women at chief executive levels have better performance and results than those companies that don't. Current research also shows that having women in leadership positions produces more team commitment, increases empathy which leads to more teamwork which leads to better results and higher performance. Looking outside the US, European countries, particularly Scandinavian countries more progress has been made. The attendees then heard from Ann-Charlotte Jarnstrom from Sweden, Lars Wilms from Denmark and Finn Brevig from Norway on this issue and best practices from their countries.

Ann-Charlotte Jarnstrom - Sweden

Sweden is only government in EU that has declared women government as a priority and every other cabinet position in Sweden is a women. The local public sector has a lot of female managers. In Sweden's 200+ municipalities 30% of the CEOs are women and 37% of the Mayors are women. There were strong reforms from the State that have incentivized putting women in top positions and have also supported men being at home to assist with childcare. Some of these include helping support issue of childcare and childcare benefits. Their current challenges are that they need men in lower management positions and need more minorities in positions.

Lars Wilms - Denmark

In Denmark the policies are changing. Currently their Prime Minister is a woman and the former Deputy Prime Minister was woman who recently went to work at EU. In 2012 Denmark passed a law on gender equality that specifically addresses equal integration and equal influence in all phases of society. However, Denmark still has quotas and on average women are still paid 6% less than men for the same job. The country has 98 city managers and less than 10% are women and they have not found a solution. Lars has a staff of 3,000 of which 50% are women and 50% are men. Despite this he has a hard time filling top positions with women as 5 of his 6 top positions are occupied by men. The other position is technical director which was formerly a male dominated position and he was just able to hire a woman to fill this vacancy. The gender balance improves when he gets to his second level of management. There are 9 Chief positions, 4 are held by women and 5 by men.

Lars then shared some final comments on the importance of women in local government. "If not much has changed in past 30 years, then maybe our approach is old-fashioned and we need to change how we approach it. We need more women because local government work is now more about teamwork and women are better at teamwork. As teamwork gets more complicated, the competencies of value, trust and empathy will be critical and needs to be considered more in searching for talent. Women are stronger in these competencies than men"

We have to change the culture and the systems that reinforce the organizational culture that prevents us from achieving gender balance in leadership positions. We need to ask ourselves how do we develop a culture that can motivate people and how do we show as top leaders the values that create a competent culture.

At the end of the day *"culture will eat strategy for breakfast"*

Finn Brevig - Norway

Norway has 400 city managers. They established quotas to increase the number of women in these positions. The average age of a female city manager is 49 and male is 51. In 2009 18% of positions filled

by women. In 2014 that number increased to 30% and in 2016 it dropped slightly to 25%. The average age of women who leave their city manager position are between ages of 40 - 50. Recent studies show female city managers leave the job after 2 years despite the average length of service as a city manager is 7+ years. Women are highly educated, competent and go back to private sector jobs because public sector job is not satisfying. When you layer in desires of millennials, this problem increases.

Current Issues for Equal Employment opportunities

In Czech Republic unemployment for women is higher than for men. This is due in part to women are still considered the primary child care giver. As a result, women are not getting degrees in higher education. It is also tied to women leaving the workforce to raise children and so their pay does not keep up. On average women make 20% less than men, that number increases to 28% for women in management positions.

Social Dialog, social agreement

Social dialogue is dialogue between private sector (Union) and public government. It is a voluntary initiative between both Union and local government (comparable to Dubuque's Labor Management organization). The goal is to harmonize joint interests, to find a consensus and thus social reconciliation. Areas covered under the initiative include:

- Health care
- Education
- Social services (specifically social care and prevention)
- Culture
- Finances/ Budget

The National Social Dialogue group has 21 member representatives. Seven representatives each from the State, Union and Employers.

Sustainable Development in the Czech Republic

Anna Karnikova, Director of Sustainable Development in Prime Minister Office of CR

The initiative was inspired by the Germany Sustainability Council as well as work done in Finland and Sweden. In the 1990's sustainable development was seen as a luxury that was only afforded to wealthier states in CR. Now this is seen as a priority for the entire country. In 2014 the Central Government re-established the Government Council for Sustainable Development. This is a network of over 200 experts who help provide guidance on pressing issues such as climate change, droughts and energy security. This activity was recently transferred from environmental ministry to the Prime Minister department which elevated the importance of focusing on sustainability and resiliency throughout CR.

Main Tasks include:

- Creation of a new long-term development strategy of the Czech Republic that is focused on sustainability and resiliency;
- Implementation of the UN Agenda 2030 document including reviewing which targets are most realistic for Czech Republic government to implement;
- Education on sustainability as some Regions and Local Governments do not see this as a priority.



Fencing design compatible with the environment

Czech Republic 2030 is a sustainability document to align with the Ministry Department. Czech Republic 2030 includes six key areas: Society, Ecosystems, Economy, Local Development, Global Responsibility and Governance. Components of each of the six key areas include:

- Developing well-being and sustainability monitoring criteria. The document will have indicators for state of well-being;
- The creation of sustainable development tools;
- Voluntary commitments: creating opportunities for citizens to volunteer in one of the 6 key areas; and
- A comprehensive awareness raising campaign on the need and goals of the strategy. The role of local government is changing, need to play more of a facilitative role in the discussion as there are more local, stronger advocates.

Throughout this process the role of local government is changing. They are seeing more citizen involvement in the design of the document and so local government needs to play more of a facilitative role in the discussion as there are local, stronger advocates who are helping to design the strategy. They are using the European Office of Economic Cooperation & Development Framework of 11 areas as a guide for research on the well-being indicators.

Currently reviewing with experts through focus groups, which of these indicators relate to CR. Also checking with citizens to see if they have arrived at the right indicators. This is being done by reaching out to diverse citizens groups (families, socially disadvantaged, mobility challenged) to weigh in on the indicators.

Greatest Challenges

- Getting people to think long-term (i.e. how we define the strategies for 2030 which is 14 years from now)
- They need strong political leadership. This may be at risk with change in future elections.

Presentation by Marie Petrova Ministry of the Environment Czech Republic

The Ministry of the Environment is comparable to the USEPA. The Ministry is looking to connect the well-being effort with the Agenda 21 that the Ministry of Environment is working and supporting at the local level to municipalities. Their goal is to align the two efforts and help local municipalities implement sustainable initiatives.

The Sustainable strategy is the higher level strategy and Agenda 21 is one of the local tools that local communities can use to meet the sustainability strategy for the National level.

Microsoft CityNext Initiative - Hans Baumgartner

It is estimated more than 30 billion devices will be connected to the internet by 2020. How can these devices and data be used to improve local municipalities and citizenry. Goal of the project is to help cities leverage what they have and innovate at their own pace. Specifically to:

- Transform - operations and infrastructure
- Engage - citizens, workers, businesses
- Accelerate - economic development

"It's no longer a case of doing more with less, rather doing new things with less"

Examples of how the effort has improved local government.

City of Helsinki - Increased rider satisfaction by 7% and reduced consumption by 5%.

Barcelona - Realized a savings of 30% of the cost of an on-premises solution by migrating to the cloud. They also use cameras to monitor traffic flow and congestion, can change the lights and then improve traffic congestion.

Paris - Implemented Bluecar services. This is a fleet of electric cars citizens can use for a very small fee. Replaced 25,000 private owned car and reduced CO2 emissions by 75 metric ton.

Issues facing local government in Canada

Currently 80% of the country's population live in cities. There are 35 million people in Canada living in over 3500 municipalities across 10 provinces. There are three levels of government - Local, Provincial and Federal. Local municipalities own over 50% of all the infrastructure in Canada but do not get to vote on the funding and receive only 8% of every tax dollar (income, property etc.) for local government operations. The only revenue local municipalities received is property tax or user fees.

Post-summit Study tours

Town of Cesky Krumlov

Český Krumlov is a small city in the South Bohemian Region of the Czech Republic. Český Krumlov sits in a valley of a forest and is surrounded by the Vltava River, which has impacted the development of the town since the 13th Century. Construction of the town began around 1240 taking shape around the Krumlov castle and river as an important trade route in Bohemia. The population is just over 14,000 and encompasses approximately 1.6 square miles. The town operates under a Mayor – City Manager form of government and is a UNESCO World Heritage Site. After World War II the town was returned to Czechoslovakia rule.



Canoeing on the Vltava River

During the Communist era of Czechoslovakia, Český Krumlov fell into disrepair, but since the Revolution of 1989 much of the town's former beauty has been restored. In many ways, the redevelopment and transformation of this beautiful town is strikingly



Český Krumlov town square



Vltava River dam

similar to the transformation of the city of Dubuque, Iowa. Český

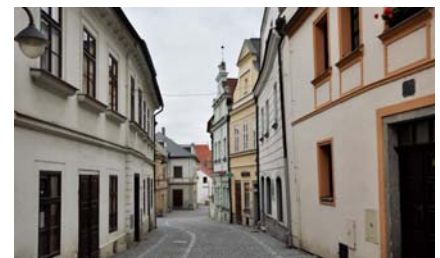
Krumlov is a cultural center with a dozen museums and galleries, the medieval castle complex with beautiful gardens, historic and modern theaters, and hundreds of cultural events each year. This town is the second most visited town in the Czech Republic after Prague.

Town of Tabor

Tábor is the second largest town in South Bohemia. Its population is 7,000 and operates under Mayor-City Manager form of government. The town is surrounded by rural countryside and the river Lužnice which is a very popular destination for outdoor activities. Due to a



Tabor city center

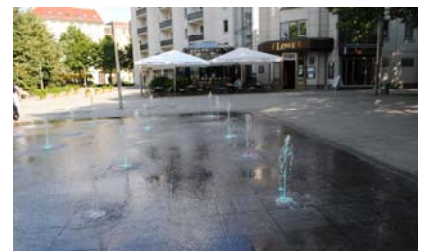
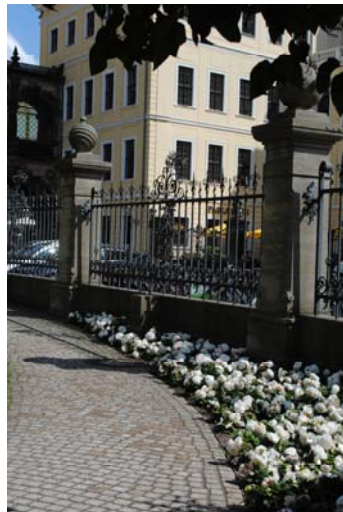
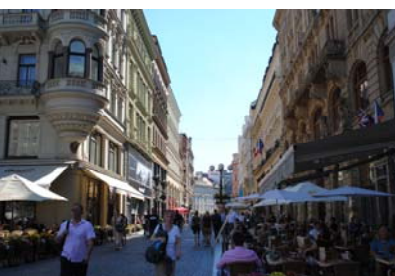


Historic neighborhoods

large number of historical sights and natural beauties the town ranks among the most sought after spots in the Czech Republic. Tábor was established in 1420 by Hussite captain Jan Žižka. Located in the city center is Žižka Square, a lovely open plaza that is donned with commercial, retail, government and residential buildings. The square has sidewalk cafes, public art and a statue of town founder and famous Hussite captain Jan Žižka. The town square building facades are built in various architectural styles – late Gothic, Renaissance, Baroque and Rococo. The center of the town boasts the oldest dam lake in central Europe called Jordán.

Prague City Tour Highlights

Intentional Placeshaping:



Signs, signs, everywhere signs – Some good, some not so good!



Walking, Biking, Parking & Public Transit:



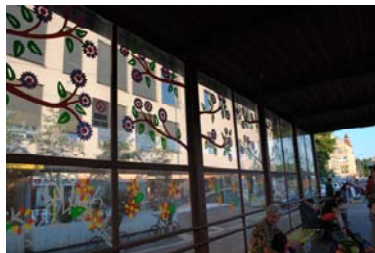
Prague Incline Railway



Pedestrian Zones



Open, covered passages to facilitate walking



Bus stop art



Bus stop hanging gardens



Parking Management

Public art meets functionality:



Street benches



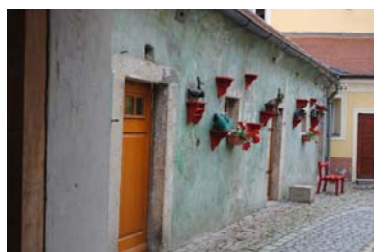
Planters



Music in the Park



Artist kiosks



Inspiring facades



Public poetry



Floral street bollards



Whimsical signage



Public Art

Reflection

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

Participating in the International Summit broadened my understanding of three areas of particular interest of mine 1) diversifying the workforce; 2) sustainability; and 3) citizen engagement.

In terms of diversifying the workforce I was inspired by how advanced certain countries are in the role of women in local government and policies that support not only women in the public sector workforce, but also support men or spouses to stay at home and providing policies that support issues related to child welfare and families. This is an area in the US where we lag significantly behind.

It was also enlightening to see how advanced many of the EU countries are in the area of sustainability. There are lessons to be learned from each of the International Summit participating countries. In particular the new sustainability initiative in the Czech Republic that was inspired by the Germany Sustainability Council as well as work done in Finland and Sweden. Creation of a new long-term development strategy of the Czech Republic 2030 plan that is focused on sustainability and resiliency; implementation of the UN Agenda 2030 document including reviewing which targets are most realistic for Czech Republic government to implement; and education on sustainability as some Regions and Local Governments do not see this as a priority but will be critical to the Central Government plan implementation success. The Czech Republic 2030 is a Sustainability document to align with the Ministry Department. Czech Republic 2030 includes six key areas: Society, Ecosystems, Economy, Local Development, Global Responsibility and Governance.

Finally I appreciate that other cities in EU are recognizing the value of citizen engagement in local government and yet are struggling with similar issues of getting citizens engaged. This is a particular challenge in the Czech Republic in the development of their strategic plan, which is similar to the comprehensive plan process in the US.

What professional experience did you gain?

The most profound professional experience was the discussion of women in local government. Recognizing that 51% of US residents are women and yet only 15% are represented in professional public administrative positions and only 19% in citizen elected City Council positions is a cultural issue that needs to be addressed. As our community continues to grow, we will need to leverage resources through partnerships and as we heard from the four speakers on this session, the nature of partnerships is changing. There is more cross-representation at the table, requiring additional skill sets and competencies to be successful. As was said by one of the speakers, women bring the very skill set of empathy and teamwork that will be critical to future partnerships. Cities that realize this early on and work to intentionally expand their leadership based to include a higher percentage of women will be more successful than those who don't.

I also found the presentation and ensuing table dialog around sustainability very enlightening. It was very informative to hear from nine other countries to what extent the Local, Region and Central government recognize and support sustainable initiatives? It was also helpful to hear their vision around sustainability as it relates to the entire European Union. What was particularly interesting is that Agenda 21 is not met with the same suspicion and negative perception that is found in the US. Rather than seeing Agenda 21 as a deterrent, EU countries, including the CR, see it as a tool and site is as such in their overall sustainability and resiliency strategy. This has helped them move past the dialog of deny that climate change exists into measurable actions to create resilient countries in Europe. The overall

sentiment is not denial that climate change is happening but rather in some cases like in the CR, there isn't a great sense of urgency that exists among the citizen to address this issue.

Finally, I was deeply inspired by the CR approach to their strategic planning efforts. Here is the vision for their strategic plan *"The idea behind the Strategic Plan is to change Prague from a city that relies on its existing reputation and status quo, into a city which coherently builds itself up to be the most sought after place for a meaningful life."*

Staff specifically introduced the idea of calling it *placeshaping*. I think this is an important distinction from the word we often use in the US which is placemaking. To me reframing the terminology into *placeshaping* has a greater human connection. They are talking about taking their city ". . . from status quo into a city that coherently builds upon itself to make it a place for someone to build a meaningful life." I love this phrase and the philosophy behind it as it lets individuals build their own meaning to the word placeshaping and their connection to their community.

How will you continue to stay involved?

As a scholarship recipient, I will share my observations as part of a presentation to the ICMA International Committee meeting in September 2016. As Chair of the ICMA SCAC, I think there are valuable lessons learned from the International Summit that align with the discussion our committee has had in showcasing best practices for cities. Much of the discussion at the SCAC has focused on the synergy that exist between the International committee and SCAC and how we can capitalize on that messaging to serve our member's needs.

Locally, I have shared some of the key take aways from the session on the Role of Women in Local Government. This is a message that continues to resonate in Dubuque as we continue to address diversity in our organization. The content from this particular session is one that I have shared at our weekly Department manager meeting as well as with individual city staff who are working on organizational change and inclusivity. I have also reached out to several Summit participants to continue the dialog and sharing of ideas around sustainability, cultural competencies and women in government that were generated at our table discussions each day of the summit.

Any Additional Comments:

I would like to extend a special thank you to ICMA and the ICMA International Committee for selecting me as a recipient of the Hansell and Garvey Scholarship. This scholarship paid for a portion of my cost to attend both the International Summit and post-summit tours. Also a special thank you to ICMA staff Ross Hoff and Lauren Crawford for their excellent support in advance of and while attending the Summit. Lastly, my sincere thanks to the Dubuque City Council and City Manager Mike Van Milligen for allowing me to serve on the ICMA International Committee and to represent the city of Dubuque on this valuable exchange of learning.

DATE: August 26, 2016

TO: ICMA Executive Board

THRU: Lars Wilms, ICMA Board Liaison to the International Committee

SUBJECT: Update on ICMA International Committee Activities – Fall 2016

The purpose of this communication is to provide the ICMA Board with a brief overview of the work and work 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 have just completed my first year serving as the Chair of the International Committee; having been appointed by President Pat Martel at the Seattle conference.

Over the last year, we have been working within the context of the [October 2012 ICMA Executive Board POLICY DIRECTION ON INTERNATIONAL ACTIVITIES \(Attachment # 1\)](#). We anticipate building upon the work of committee members as we will meet again in Kansas City for our 102nd Annual Conference to enhance this 2012 policy direction.

A summary of the committee's activities can be found below.

- 1) **ICMA's 3rd International Regional Summit took place June 16-18, 2016, in Prague, Czech Republic.** The Summit was a networking and professional development opportunity open to all ICMA members and affiliates. The Summit took place in conjunction with the ICMA International Committee meeting and the European City Managers Network (ECMN) spring gathering and was supported/hosted by the Association of City Managers of the Czech Republic (STMOÚ ČR) and attended by the Associations of Executive Directors of Latvian Local and Regional Governments (LPIA).
 - a. **International Committee meeting.** A highlight of the summit included the International Committee members coming together to discuss the work plan and strategic direction of the committee. We were well hosted by STMOÚ ČR with over 30 individuals attending the committee meeting itself and over 60 people attending the summit. More than 10 countries were represented outside of the United States.



- b. **Scholarships awarded to two recipients to attend the ICMA Regional Summit in Prague.** Cindy Steinhauser and Zoe Monahan were awarded the William “Bill” Hansell Scholarship and the John Garvey scholarship respectively. Both scholarship recipients will present their summit reports at the International Committee meeting in Kansas City and have expressed what a wonderful learning opportunity it was for them.
- c. **Summit agenda and tours.** The Summit participants visited the Office of the Government of the Czech Republic and toured the Residence of the Prague Mayor and the Prague City Hall. We were treated to a small chamber concert in the Prague Old Town Hall. The professional development agenda provided by our hosts was rich with content appropriate to International Committee members and the European participants and led to interesting discussions and exchanges. Some of the agenda topics are as follows:
 - i. Public administration and local government in the Czech Republic –current issues, problems and challenges.
 - ii. Overview of local government associations in the European countries in attendance.
 - iii. Women in local government management and leadership, including presentations from ICMA President Pat Martel, Board Member Lars Wilms, and Ann-Charlotte Jarnstrom from Sweden.
 - iv. Current issues on equal employment opportunity in the Czech Republic.
 - v. Social dialogue and social agreement from the perspective of the Czech Union of Employers’ Associations.
 - vi. Sustainable development in the Czech Republic.
 - vii. How Canada has addressed changes facing local government, presented by Board Member Marc Landry.
 - viii. Proposal to start a European chapter of ICMA.
- d. **Post Summit Trips.** Our Czech Republic affiliate, STMOÚ ČR, put together a superb post summit study tour that included day trips to North and South Bohemia where we were able to meet with the Mayor from the City of Děčín in North Bohemia and ICMA member and City Manager Radim Rouse from the Town Český Krumlov in South Bohemia.

- 2) **ICMA Strategic Plan Update.** The International Committee was able to provide initial feedback to Strategic Planning Task Force member Ed Daley regarding international perspectives on the major themes from the ICMA Gap Analysis. There will be additional opportunities for further feedback at the International Committee meeting in Kansas City.
- 3) **European City Manager Network (ECMN) Update.** The ECMN is an affiliate network with ICMA that allows the network to tap into European Union funding for projects that advance local government. ICMA as an organization is not eligible for these funds. The ECMN has started study visits and anticipates continued growth of the network. The International Summit in Prague was chosen to assist the ECMN with further connections with ICMA, assist in highlighting the necessity of professional local government management in this region of the world and to engage and exchange with a large contingent of local government managers to the benefit of both International Committee members and ECMN members.
- 4) **ICMA China Center.** International Committee member, Bill Monahan, traveled to China for an ICMA-organized conference in Kunming. He has been asked to prepare a report of his experience that can be shared through ICMA networks.
- 5) **Attendance at SOLACE Summit by committee members Scott Mitnick and Ryan Eggleston in October 2015.** Additionally, former International Committee Chair Clay Pearson attended a local government symposium sponsored by the Local Government Chronicle in the United Kingdom. The attached articles were published in the March PM (Attachment #2).
- 6) **The spring 2017 4th International Regional Summit is currently being planned for the Dominican Republic through the Federacion Dominicana de Municipios (FEDOMU) affiliate organization.** We are working to build in post summit study tours to local area projects and/or to Cuba if possible. I will update the board as more information for the summit becomes available.
- 7) **The joint 2018 ICMA Board/International Committee meeting and 5th International Regional Summit is already being tentatively planned for the Philippines.** As this information is very early, we will be looking to begin finalizing details soon after the 2017 International Regional Summit.
- 8) For the ICMA International Committee itself, defining expectations and making **affiliate liaison roles of the committee members** more formal and robust continues to be a priority. A small subcommittee was assigned to draft further direction to affiliate liaisons to be presented in Kansas City. They are revising “Establishing International Programs: A Guide for State Municipal Management Associations,” which was created by the committee in 2005. We expect to increase communication, awareness of ICMA, and encourage participation in ICMA and its activities.
- 9) The International Committee is also working on an international “elevator speech” that can be used by ICMA members to explain to their communities why it is important for U.S. local government managers to make international connections.
- 10) Another subcommittee was formed to help develop and document the International Committee responsibilities and work plan.

- 11) I will continue my work to update the **October 2012 International Policy Direction from the Board**. I look forward to having a dialogue with the Executive Board during our meeting in Kansas City. Thanks to President Pat Martel for the invitation to address the Board.

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ATTACHMENT #1: October 2012 ICMA Executive Board POLICY DIRECTION ON INTERNATIONAL ACTIVITIES

DEFINING ICMA'S POLICY DIRECTION ON INTERNATIONAL ACTIVITIES

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

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

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

Organizational Definition and Mission

The 2008 Strategic Plan set forth the current definition of the organization and its mission. It referenced the importance of continuing to expand ICMA's international dimension to assist members in acquiring the skills and knowledge needed to be effective managers in a global environment. It also noted that while pursuing its mission ICMA can and should also play a key role in promoting professional local government and in fostering networks and exchange of information and leading practices among local governments worldwide.

Position statement:

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

The Role or Purpose of "International" in ICMA

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

Position statement:

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

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

ICMA's Goals as an International Membership Organization

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

service on the Executive Board is particularly important since the 2011 addition of a third Regional Vice President from the international region.

Position statement:

Today, ICMA is predominantly a United States member organization that encourages international individual memberships and will continue to do so. We believe that international dues-paying membership will increase when our knowledge base has more international application and relevance. We aspire to further develop our knowledge base (leading practices, information exchange, technical assistance, products and services) so that it is relevant and valuable to local government managers/professionals worldwide, in both developing and developed countries.

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

Position statement:

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

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

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

Position statement:

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

ICMA-funded Assistance. ICMA looks for opportunities to conduct capacity building and advocacy work in more countries irrespective of donor funding. For example, staff on the International and Professional Development teams are working together to seek opportunities to adapt ICMA's professional development programs for use overseas through in-person or distance learning courses. Though some initial funding is required, once courses are developed, ICMA can provide them at minimal cost to interested parties overseas, especially if they can assist with any travel expenses. Also, as part of a business development and marketing strategy, the International team prepares occasional white papers on local government management topics (e.g., youth, water and sanitation) that also can be used as vehicles to share best practices internationally. Obtaining funding from the private sector and foundations for this purpose will require the development of a long-term work program to develop relationships and fully execute this strategy.

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

Position statement:

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

ICMA's Goals for Relationships with International Affiliate Organizations

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

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

Position statement:

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

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

Vehicles for ICMA’s Relationships with International Affiliates

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

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

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

Position statement:

The relationship between ICMA and its international affiliates is based on the affiliation agreements that are signed with each organization. ICMA’s executive director will assign staff liaisons to work with individual board members to ensure ongoing communication and institutional knowledge exchange with designated staff in each of the affiliate organizations. ICMA’s connection with members of affiliates will be primarily through the affiliate organizations and board and staff

connections, which will 1) provide substance to the work program with affiliates, and 2) increase opportunities to generate interest in becoming direct members.

Roles of the Executive Board, International Committee, and Staff

Relative to the International Component of ICMA

Position statement:

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

- **funded and un-funded international capacity building and advocacy,**
- **relationships with affiliates and other international stakeholders,**
- **membership and governance issues of the organization,**
- **a knowledge base that is internationally relevant, and**
- **definition and description of the International Committee's annual charge.**

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

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

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

ATTACHMENT # 2: March PM Magazine

International | decentralization

BY CLAY PEARSON

UK DEVOLVED POWER

It's tame compared with U.S. local freedoms

I've served in professional local government management for 25 years. As the current city manager in Pearland, Texas, and previously Novi, Michigan, I constantly learn from private and public sector examples. Learning has included broad observations around the world, from Wellington to Cardiff to Sendai to Yangzhou.

I want to share what I learned while attending the United Kingdom's (UK) local government executives symposium sponsored by the *Local Government Chronicle* in October 2015.

From colleagues and my own reading, I learned the UK is more highly centralized than anywhere I have seen. Local officials have so little say in the delivery of services and the mix of revenue and expenditures. The national government is busy looking at the cells in the leaves, let alone the trees in the forest.

In each UK city, local authorities have 10 times the number of elected officials than in the United States. UK councilors are elected with party labels. We prefer in the U.S. to think that water mains and roads do not care whether their recipients are

Republicans or Democrats; local elected officials here are seldom elected with party affiliations.

The more I learn about the latest UK devolution agenda, the more tame it all sounds. Devolution involves the transfer of control and administration of local government services from the national government headquartered in London to communities where the services are provided and consumed.

There are fears over a "postal lottery" developing around healthcare under devolution. In the UK, however, this phrase is used to deny local officials the freedom to match housing, transit, and public safety considerations to local people.

In Michigan, we relied on the local property tax for half of our revenue and on state transfers for a quarter. Our seven nonpartisan elected officials set the local property tax rate. They did not go mad with a rate too high or low, as they knew the community and faced their neighbors at the grocery store. There were variances between communities, but each was tuned to local needs.

Throughout most of the U.S., local jurisdictions set their own budgets and can issue their own debt. That power to enter into long-term debt is largely successful in providing for long-term capital projects.

Texas is dynamic and "can-do." Local governments there are almost entirely reliant on local resources. We see the fruits of our labors and must make up for local errors. The errors, however, are far fewer than they would be if there were strictures on us from Austin, Texas, or Washington, D.C.

We have a good mix in our local governments for the responsibilities. Child welfare, for example, is directed uniformly and professionally at the state level. Our local officials know the community and provide the policy oversight, allowing professional administrators to work with their teams of police, fire, public works, libraries, and parks.

We love the UK's people and places. The variety is something to embrace and embolden. **PM**

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BY SCOTT MITNICK

AN EDUCATION ON DEVOLUTION

Ryan Eggleston, township manager, South Fayette, Pennsylvania, and I were honored to represent ICMA at the 2015 *Local Government Chronicle* symposium held in Bournemouth, England, October 7-9. The main topic of the three-day event was

devolution or the transfer of municipal services from national to local control.

What was interesting about learning of this major undertaking is how this topic has come full circle since I was a student at Bristol University more than 25 years ago. The challenge going

forward will be to what extent London will provide local government access to revenues needed to provide the services that are being pushed back to local authorities.

The UK had highly decentralized local authorities decades ago, and then changed to the point where it is now—one of the most centralized government structures in all of Europe. One of the summit speakers had a great quote: "The English want the social services provided by the Scandinavian countries but are

only willing to pay taxes at the rates charged in the U.S."

Before attending the summit, I presented a guest lecture on "California Local Government" at Bristol University. The lecture concluded with a viewing of the ICMA Life, Well Run video and distribution of ICMA brochures.

The students were from different parts of the UK, Russia, and Asia. They were curious about how local government services are provided in America and asked thought-provoking questions. At first it felt strange to give a lecture at a university where I was once a student. By the end of the day, I was glad to have done so.

The politics (political science) department chair shared how most of the British public administration programs have been phased out during the past two decades. Apparently, there is a decreased appetite to teach public administration in the UK, as well as to train future leaders to manage in the strange, new world order of devolution that the British national government is promoting.

After the summit, I spent time with a former Bristol classmate who is now a London lawyer specializing in English devolution and related constitutional issues. Right before my visit, he participated in a BBC interview covering this very topic. As Clay's article points out, those of us outside of the UK are lucky we don't have to deal with these types of issues.

It will be interesting to watch the structure of British local government change and evolve over the next decade. While this is creating stress and uncertainty for our counterparts in the UK, it may end up providing unexpected opportunities for the next generation of local government managers. Time will tell. **PM**



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SIEMENS

FY 2016 Global Program Management Accomplishments

Mission: To provide access to consulting and program services on fundamental and leading management practices.

Outcome: Deliver on all projects with high quality, on time, and within budget and ensure effective utilization and allocation of staffing resources.

<i>FY 2016 Priorities</i>	<i>FY 2016 Accomplishments</i>
Maintain revenue of the project portfolio and promote ICMA's core competencies, including city partnerships, peer-to-peer learning, sustainability, as well as several more focused technical areas, such as citizen engagement, shared services, and others.	<ul style="list-style-type: none">• Exceeded revenue target.• International Fellows Exchange and Central America Crime Prevention projects (AMUPREV) extended.• New award on Linking Performance Measurement in Latin America to Budgeting in the Justice Sector.• Contract signed with CEPT University in India embedding an ICMA member to develop a city management curriculum.• New award in Tanzania providing probono municipal experts in the area of local economic development.• Received new funding from the Department of Energy to launch the SolSmart program and recognize communities who have made it easier to go solar.• Submitted proposals for new funding in the following technical areas: Age-friendly communities, local food systems, climate resiliency, 311/CRM consulting, customer service, sustainability planning, economic development, and solar energy.• Awarded \$2.5M CityLinks Associate Award in China to support low carbon climate resilient cities• Awarded the \$680,000 technical support project titled Support of the Urban Policy (SOUN) program, task order under the Making Cities Work IDIQ.
Through CityLinks, strengthen our expertise in the priority areas of food security, climate, and water/sanitation.	<ul style="list-style-type: none">• Developed the CityLinks Primer on Sub-National Approaches to Low Carbon, Climate Resilient Development and a companion webinar. Designed a training to accompany the Primer that was implemented for USAID staff, and representatives from 15 municipalities in 9 different countries.• White paper written on food security and linkages to climate and water/sanitation based on a two part webinar series.• CityLinks supported 4 city exchanges between Shimla, India and Boulder, Colorado; La Ceiba, Honduras and Somerville, Massachusetts;

<i>FY 2016 Priorities</i>	<i>FY 2016 Accomplishments</i>
	<p>Portmore, Jamaica and Townsville, Australia; and Semarang, Indonesia and Gold Coast Australia, with view towards exploring best practices in climate adaptation and water resources management.</p> <ul style="list-style-type: none"> • New funding (\$2.5 million) for capacity building opportunities for 4 cities in China that are taking measures to reduce greenhouse gas emissions. • Implemented ICMA's first international app challenge in partnership with Esri. The CityLinks App2Action Challenge winning app allows customers in Nablus, West Bank to upload water related maintenance requests to municipal servers. • Representatives from Austin, Texas travelled to Santo Domingo National District in the Dominican Republic for the initial CityLinks exchange visit focused on planning for climate change adaptation.
<p>Promote member interest and maintain member engagement in funded programs and activities.</p>	<ul style="list-style-type: none"> • Facilitated the Sustainable Communities Advisory Committee and International Committee preparations for ICMA Annual Conference. • Sustainability Committee members engaged in solar energy focus group and successfully proposed sustainability additions to credentialing language. • 16 ICMA-member cities hosted 44 Fellows from ASEAN countries; 5 member cities sent a staff member on a 2-week fellowship to South East Asia. • 3 ICMA member communities, Maui County, Norfolk, VA and Kansas City, MO sent representatives to participate and present at the 2016 International Conference on Urban Development organized by the SURGE project in the Philippines. • The Georgia SWM project supported exchanges to Catawba County, North Carolina, and to Golden, Colorado. • The Haiti LOKAL project supported exchanges between three Haitian cities, Ft. Lauderdale and Lauderdale Lakes. • The Dominican Republic Climate Adaptation Project supported exchanges between three cities in the Dominican Republic and Dubuque, Iowa, Fort Lauderdale, Florida, and Austin, Texas. • ICMA Board member Bert Lumbreras travelled to the Dominican Republic to participate in a Green Cities conference and sign an Affiliation Agreement

<i>FY 2016 Priorities</i>	<i>FY 2016 Accomplishments</i>
	<p>with the Federation of Municipalities of the Dominican Republic.</p> <ul style="list-style-type: none"> • The Central America Crime Prevention project (AMUPREV) supported an exchange between Stockton, California, and communities in Guatemala. • Bryan Montgomery, city manager of Oakley, CA was honored with Volunteer of the Year Award by the Volunteers for Economic Growth Alliance (VEGA). Bryan contributed to the recent legislative breakthrough in authorizing the creation of professional city managers in Mexico. • ICMA member Emily Sadigh provided probono training at the YSEALI Malaysia Summit. • With funding from Esri, sponsored an App Challenge and released three case studies on Smart Communities that feature: Charlotte, NC, Carver County, MN and Fort Lauderdale, FL. • Released research report on factors contributing to the success of the HUD Choice Neighborhoods Program. • Released a primer report, “Creating a Welcoming and Connected City,” on the City of Philadelphia’s experience with selecting and implementing a new CRM system. • Held a peer-to-peer convening with 120 city representatives from 41 communities facing economic hardship. • Organized the 16th National Brownfields Training Conference, which drew over 2,500 attendees. • Conducted solar workshops with 10 local governments to reduce soft cost barriers to solar. • Conducted surveys of local governments’ activities relevant to sustainability, solar, and local food. • Supported the USTDA India-Andhra Pradesh Smart Cities Reverse Trade Mission. • Provided four educational sessions in conjunction with the YSEALI Malaysia Summit in Kula Lumpur and identified a speaker for a follow-up webinar on the COP 21 in Paris. • ICMA member Greg Bruce from Townsville, Australia provided technical assistance to Portmore, Jamaica under CityLinks. • ICMA member Susanne Torriente provided a training on climate compact operationalization to

<i>FY 2016 Priorities</i>	<i>FY 2016 Accomplishments</i>
	<p>local government leaders from Southern Africa under CityLinks.</p> <ul style="list-style-type: none"> • 5 Australian and US LGs participated in exchange programs under CityLinks.
Establish, monitor, and report on baseline and target metrics for key factors.	<ul style="list-style-type: none"> • Established a GPM M&E committee • Finalized the GPM theory of change statement and priorities • Selected GPM metrics that reflect ICMA's core mission and GPM's theory of change • Selected project related metrics (to support all funded programs and collect comparable data) • Defined the metrics and devised a methodology to measure them.
Increase efficiency, effectiveness, and compliance of program operations and financial and administrative processes by working on current and redefined process improvement priorities.	<ul style="list-style-type: none"> • GPM PM staff and FCA participated in meetings to clarify roles and responsibilities to streamline operations and for accountability. • Regular monthly GPM/PM meetings scheduled to further the work. • Hired new APMs to support projects and provide more effective staffing. • Hired a Field Operations Manager. • Addressed several cross-team issues, including: new hire orientation (GPM & HR); staff billing (GPM & FCA); and instituting processes for GPM business development requests (GPM & SD).
Develop and implement a financially sustainable plan for the ICMA China Center by focusing on training opportunities arising as a result of the approval by the Chinese national government of ICMA as a foreign training service provider for Chinese government officials.	<ul style="list-style-type: none"> • Two ICMA-member cities hosted a delegation from Shanxi Province for a 2-week study tour. • ICMA Local Planning book being translated by National Academy for Mayors in China and expected to be by October 2016 • Three ICMA members spent 2 weeks in Beijing as guest lecturers for China University of Political Science and Law. • ICMA co-hosted and participated in a Sponge City Forum with approximately 300 attendees in April 2016. • The First Sino-America Land Engineering Cooperation Conference in X'ian City, Shaanxi Province, was organized by ICMA and the Shaanxi Provincial Land Engineering Construction Group, a quasi-governmental organization in charge of land reform in the province. The group sponsored the ICMA delegation's visit to X'ian in April 2016.

<i>FY 2016 Priorities</i>	<i>FY 2016 Accomplishments</i>
	<ul style="list-style-type: none"> • ICMA executed its first international strategic partnership with the Shaanxi Provincial Land Engineering Group. • ICMA awarded Best Organization Award by SAFEA in April 2016.
Meet or exceed net financial contribution.	<ul style="list-style-type: none"> • Exceeded budgeted contribution.



Leaders at the Core of Better Communities

TO: International Committee September 25, 2016

FROM: Mike Garvey, on behalf of the Alumni & Friends Group

SUBJECT: Welcome to ICMA Kansas City

The Alumni & Friends Group (AFG) welcomes you to this meeting of the International Committee. AFG is designed to provide opportunities for ICMA members who are not on the International Committee but who are interested in international affairs. In the past we have drafted white papers outlining the responsibilities of Committee members who serve as Liaisons, recommended a process for selecting the site for the annual overseas conference, commented on the Committee's Work Program, and encouraged hosts for international visitors. You can learn more about us at

http://icma.org/en/icma/knowledge_network/groups/kn/group_files/1106/icma_international_committee_affiliates_and_friends

Working with ICMA staff, we also have helped create a sign up web page where members can volunteer for several different levels of involvement, from being on mailing lists all the way up to working internationally on multi-year contracts. Members can tailor the type of involvement they would like. We invite you to look at the page, and to sign up for the level of activity that appeals to you

(https://docs.google.com/forms/d/e/1FAIpQLSfFEwHQRK_3GguagZFBFnMaQUjrYPaXnS7lCL4z3XaH8-P29g/viewform) The sign-up document has a section for members to join AFG.

We hope you all will take advantage of that opportunity.

Have a great conference!

ICMA FORMAL INTERNATIONAL AFFILIATES

THURSDAY, SEPTEMBER 22, 2016

No.	Country	International Affiliate Name	International Committee Liaison 2016-2017	Agreement Date	Affiliate agreement last renewed	Origins?	Website Link
1	Australia	Local Government Professionals Australia (LG Professionals Australia)	Cindy Steinhauser	10/1/1988	9/14/2015; previously October 9, 1996; July 13, 1990	Member Interest	www.lgprofessionalsaustralia.org.au/
2	Canada	Canadian Association of Municipal Administrators (CAMA)	David Niemeyer	7/13/1990	9/25/2016 ;8/2/1995	Member Interest	www.camacam.ca/en/
3	Czech Republic	Association of Secretaries of Urban and Municipal Authorities (STMOU)	Gabe Engeland	9/22/2013		Member Interest	www.tajemnici.cz
4	Denmark	National Association of Chief Executives in Danish Municipalities (KOMDIR)	Lars Wilms	10/8/2008		Member Interest	http://www.komdir.dk/
5	Dominican Republic	La Federacion Dominicana de Municipios (FEDMOU)	Michelle Crandall	10/24/2015		Contract Work	http://fedomu.org.do/
6	Honduras	Honduran Municipal Association (AMHON)	Michelle Crandall	9/14/2015		Contract Work	http://amhon.hn/j1/
7	India	City Managers' Association, Gujarat (CMAG)	Cynthia Seelhammer	9/14/1997		Contract Work (UMC)	http://www.cmag-india.com/
8	India	City Managers' Association, Karnataka (CMAK)	Cynthia Seelhammer	9/25/2005		Contract Work (UMC)	http://www.cmakarnataka.com/
9	Indonesia	Association of Indonesia Municipalities (APEKSI)		9/1/2006		Contract Work	http://www.apekti.or.id/
10	Ireland	County and City Managers Association (CCMA)	Ryan T. Eggleston	9/17/1995		Member Interest (IMEP)	

11	Israel	Union of Local Authorities In Israel (ULAI)	Lee Szymborski	9/1/1997		Conference in Australia (1989)	http://www.masham.org.il/English/Pages/default.aspx
12	Kenya	Association of County Governments of Kenya (ACGOK)	Terry Parker and Kelly McAdoo	6/1/2013		Business Development	http://www.algak.or.ke/
13	Mexico	Mexican Association of Municipalities (AMMAC)* Currently transitioning to a new organization will be replaced with Conferencia Nacional de Municipios de Mexico (CONAMM) http://www.conamm.mx/	Victor Cardenas	9/26/1999		Contract Work (1995)	http://www.ammac-bc.org.mx/WhatisAMMAC.htm
14	Nepal	Municipal Association of Nepal (MuAN)		9/21/2008		Contract Work	http://www.muannepal.org.np/
15	Netherlands	Dutch City Managers Association (Vereniging Van Gemeentesecretarissen) (VGS)	Michele Meade	9/20/2003		SOLACE Congress (1994)	http://www.gemeentesecretaris.nl/
16	New Zealand	New Zealand Society of Local Government Managers (SOLGM)	Andrea Arnold	7/1/1988	10/7/2007	Member Interest	http://www.solgm.org.nz/MainMenu
17	Norway	Norwegian Forum of Municipal Executives	Michele Meade	9/14/1997		Association Interest (1996)	
18	Philippines	League of Cities of the Philippines (LCP)	Jim Nichols	3/3/2014		Contract Work	http://www.lcp.org.ph/
19	Romania	The Association of Public Administrators in Romania (AAPRO)	Peter Agh	9/22/2013		Member Interest	www.aapro.ro
20	Russia	Russian National Congress of Municipalities (KMRVSE)		5/12/2008		Contract Work (2007)	http://www.xn--j1aeeec.xn--p1ai/
20	Slovakia	Slovak City Managers' Association	Peter Agh	3/20/1997		Contract Work (1992)	http://www.apums.sk/

21	South Africa	Institute for Local Government Management of South Africa (iLGM)	Melissa Valadez-Cummings	9/14/1997		Johnson and Johnson (1987)	http://www.ilgm.co.za/
22	Sri Lanka	Federation of Sri Lankan Local Government Authorities (FSLGA)		6/24/2009			http://fslga.lk/english/HTML/indexeng.html/
23	Swaziland	Local Authorities Managers Association of Swaziland (LAMAS)		9/25/2016			
24	Sweden	Association of Swedish City Managers (Svenska Kommundirektorsforeningen) (SACM)	Victor Cardenas	9/18/1994	9/18/2011	IMEP (1988)	
25	Tanzania	Association of Local Authorities Tanzania (ALAT)		11/8/2015		Contract Work	http://www.alat.or.tz/
26	United Kingdom	Society of Local Authority Chief Executives (SOLACE)	Kim Ryley	10/27/1987	9/14/2015; Previously 9/25/2005	Member Interest	http://www.solace.org.uk/
27	Vietnam	Associations of Cities of Vietnam (ACVN)	Raoul Lavin	12/15/2009		Business Development	http://www.acvn.vn/
28	Multi-National	Environmental Center for Arab Towns (ECAT)		4/7/2015		Business Development	
29	Multi-National European	European Federation of Local Government Chief Executive Officers (UDiTE)	Peter Agh	3/16/1998	10/17/2004	Member Interest	http://www.udite.eu/
30	Multi-National	Confederation of Municipalities of Central America and the Caribbean (CAMCAYCA)		9/25/2016		Business Development	
	Mexico	ICMA México-Latinoamérica	Victor Cardenas	Not official affiliate but a partner of ICMA		Contract Work	http://www.icmala.org/
	India	Urban Management Centre (UMC)	Cynthia Seelhammer	Not official affiliate but a partner of ICMA		Contract Work	http://www.umcasia.org/

China	ICMA China Center	Bill Monahan	Not official affiliate but a partner of ICMA	Contract Work	http://en.icmachina.org.cn/_d30.htm
Europe	European City Manager's Network (ECMN)	Peter Agh	Not an official affiliate but an interest network	Member Interest	

2016 Notes:

The following organizations were removed from our active list of affiliate associations:

1. GEORGIA/Municipal Service Providers' Association (MSPA): Organization is defunct.
2. INDONESIA/Indonesian Regencies Cooperation Agency (APKASI): Not active with ICMA in the last 6 years.
3. INDIA/City Managers' Association, Orissa: Organization is defunct.
4. SOUTH KOREA/Korean Urban Management Association: Only personal connection/not organization.

Additionally, we will be changing the following country affiliation:

- MEXICO: We will be updating our affiliate agreement with another organization in Mexico from Mexican Association of Municipalities (AMMAC) to Conferencia Nacional de Municipios de Mexico (CONAMM) .

Roles and Responsibilities for Affiliate Liaisons

The Primary role and responsibility of the liaison is to facilitate communication between ICMA and the Affiliate Organization by building both professional and personal relationships with representatives of the Affiliate and promoting cooperative endeavors that help both organizations meet their respective organizational goals.

1. **Communication** – Communicate at least every 2 or 3 months with the designated Affiliate representative via e-mail, Skype or other internet enabled medium. Translation services, if needed, may be facilitated by any number of free translation services, such as Google Translate.
2. **Topics for conversation**– General topics of conversation should cover:
 - a. **Personal** – Get to know your counterpart personally. Learn about their background and family situation; find commonality to build your relationship.
 - b. **Organizational** – Learn about the Affiliate’s organizational capacities (e.g., membership base, staffing, meetings, publications, databases, etc.) Attachment A (“Questionnaire to Assist International Affiliate Liaisons”) should be helpful.
 - c. **Professional** - Learn about the status of national or regional issues facing Affiliate members; events of note (municipal achievements or lessons learned).
 - d. **ICMA/Affiliate work plan** – The Affiliate Agreement with ICMA (you should get a copy or you can find it on the Knowledge Network group here: www.icma.org/icgroup) provides that there will be an annual work plan between the two organizations. Encourage your Affiliate to identify one or two modest proposals for joint work. It would be best if this were done early in the ICMA budget process (ICMA’s fiscal year is July 1 – June 30). ICMA staff will inform the International Committee members of each year’s timetable. These are not intended to carry too much detail, but rather to provide a general description of activities on which ICMA and the Affiliate will seek to collaborate. Attachment B (“Example: ICMA/Affiliate Work Plan”) may be helpful.
 - e. **Mutual learning** –
 - i. Seek copies of locally prepared best practices, presentations, articles, etc that could be helpful to members of ICMA or of other Affiliates. These can be posted in the Knowledge Network or published in PM magazine at the discretion of ICMA. If you know the material is valuable but it is not in English, send it to ICMA staff and they will manage the translation issues.
 - ii. Suggestions for ICMA conference speakers. Each year ICMA staff will issue a speaker nomination invitation to the Affiliates, with a copy to members of the International Committee. Follow up with your contact person to encourage them to consider nominating speaker(s).
 - iii. Encourage attendance at ICMA conference or regional summits.

- iv. Encourage participation in the ICMA International Fellows program, the Management Exchange Program, CityLinks, short-term *pro bono* international assignments and other ICMA opportunities as they arise. Support the ICMA International regional directors to explore further business development opportunities, if requested.
- v. Encourage interaction between the Affiliate and your state association; work with your state association in identifying opportunities for doing so.
- vi. Learn about dates for Affiliate meetings and post the information in the Knowledge Network. Attend an Affiliate meeting, if you are able. ICMA is unable to cover any expenses so travel would have to be at your own cost.
- vii. Encourage the Affiliate to utilize their access to the Knowledge Network authorized by their Affiliate Agreement. They can post material and questions for ICMA members to respond or they can search the data base for information on municipal topics.
- viii. Ask your Affiliate counterpart how you and ICMA can better support the Affiliate's endeavors and what is needed.

3. Follow-up with ICMA

- a. After each call or email with your Affiliate prepare a summary report on the activity and submit it to ICMA staff. Attachment C ("Report on Liaison Activity") may be helpful. Upload the report to the affiliates Knowledge Network folder.
- b. Encourage ICMA to follow through on its Affiliate work plan commitments.
- c. Ensure that ICMA has given the Affiliate Knowledge Network access per the Affiliation Agreement.
- d. Encourage ICMA to allow Affiliates access to appropriate Webinars and relevant training materials, including those prepared under contracted International work, when requested by the Affiliate.

Attachment A

Questionnaire to Assist International Affiliate Liaisons

This is designed to be a template for Liaison conversations with representatives of the Affiliates. It is not designed to be a document to be shared with those representatives.

ICMA's International Committee is developing more comprehensive working relationships with associations of professional local government managers in other countries. Our idea is that there is value in our sharing information, encouraging conversation among our respective members and, possibly, working together on contracted projects. To that end, ICMA is pleased to be able to give you information about the full range of ICMA activities. And we would be pleased to receive this type of information about your association, sharing it with ICMA members.

So, thanks for agreeing to this conversation. I have some questions to ask, but these are intended to help our conversation, and not to place restraints on it.

1. Who is the best contact person/people for other associations wishing to contact your organization?
2. Can you tell us about your membership? (Number, categories, who is eligible, at which level of government do they work, and other information relevant to your Association)?
3. Can you tell us about your Association's functioning (number of staff, tasks performed, meetings you sponsor, and other information relevant to your Association)?
4. Your organization and ICMA have signed an affiliation agreement. Do you personally have a copy? Are you interested in developing plans for how your organization and ICMA can work together in the coming year?"
5. What would you say are the top 3 to 5 issues facing local government in your country? What sort of related information/resources is your association able to provide your members about each?
 - a) If there are issues of concern both to your Association and to ICMA, would you be interested in working jointly on them?
6. Would your association be interested in working with ICMA to identify and implement member exchange opportunities (e.g., International Manager Exchange Program, one-on-one exchanges, pairing local agencies, group study tours)?

7. Does your association engage in any work in other countries (e.g., providing technical assistance and training)? If so, would you be interested in exploring opportunities for collaborate with ICMA to jointly apply for international technical assistance funding?
 - a) Have you been approached by other organizations to collaborate on international projects? If so, can you tell us about that, who you talked with and the topic areas?
8. Are you interested in exploring opportunities for your association to work directly with U.S. state associations? The question is asked because of the large number of bi-lingual managers in parts of the US and their interest in working with their ancestral homelands.
 - a) Has your association ongoing relationships with state associations in the US to which ICMA might be able to provide more support?
9. Would you be interested in working with ICMA to expand opportunities for members of each of our organizations to participate in the other's programs and conferences? Do you think there might be opportunities for each of us to offer programs at the other's' meetings and conferences?
 - a) With that in mind, ICMA always is looking for potential presenters for our meetings, especially the annual conference. Can you suggest speakers in whom our members might be interested?
10. Would you be willing to help establish links between our web sites to help your and our members see the information on both sites? Also, would you be willing to provide ICMA a calendar of your Association's conferences and other programs that might be suitable for international participants? ICMA would like to publicize your organizations events on our website (<http://webapps.icma.org/internationalaffiliates/>) and hope your Association would feel free to post information about ICMA conferences and other programs.

Attachment B
Example: ICMA/Affiliate Work Plan

Priority Objectives		Fiscal Year (July 20XX-June 20XX)											
		1:	2:	3:	4:	5:	6:	7:	8:	9:	10:	11:	12:
		Oct '14	Nov '14	Dec '14	Jan '15	Feb '15	Mar '15	Apr '15	May '15	Jun '15	Jul '15	Aug '15	Sept '15
1) Information Sharing	<ul style="list-style-type: none"> ICMA to provide English versions of training materials covering "Budgeting, Public Participation, and leadership. The affiliate will be responsible for translation to the local language and distribution to its members. 					◊							◊
2)													
3)													

Key

	Preparation Work or Follow on Activities
◊	Milestone – Quarterly meeting

Attachment C
Report on Liaison Activity with *(name of Affiliate)*

TO: ICMA International Committee
FROM: *(Liaison's name)*
DATE:
LAST REPORT DATE:

1. Description of the interaction.

2. Is there any support you need from ICMA or from the Committee's Alumni & Friends Group?

3. Were any new initiatives or interactions initiated since the last affiliate report? If so, please tell us the details.

4. Were any initiatives or interactions completed since the last affiliate report? If so, please tell us the details.

5. Have you learned any information that might be new to ICMA or to the Committee that you would like to pass on?

6. Did you learn of any upcoming events or activities the Affiliate is planning that might be of interest to the Committee or to ICMA members and staff? If so, please describe them (an Internet link would be valuable.)

DRAFT

ESTABLISHING INTERNATIONAL PROGRAMS:

A Guide for State Municipal Management Associations



**Creating Excellence in Local Government
through professional management**

September 2005

**Prepared by the ICMA International Committee for the meeting of incoming State
Association Officers at the ICMA Annual Conference in Minnesota**

2005 ICMA International Committee Members:

Chair: Ron Bergman

Mike Jaillet

Kenny Lelum

John Nowak

Mike Paules

Yulia Rasulova

Frank Roberts

Corinne Rothblum

William Saunders

Brad Townsend

Scott Wrighton

Terry Zerkle

Greg Bielanski (Ex-Officio)

Special Thanks to:

*The interns and staff at the Office of Management & Finance,
City of Portland, Oregon, who contributed greatly to the creation
of this guidebook.*

"It is the responsibility of each ICMA member to contribute to the effort to achieve the ICMA mission by seeking opportunities to become involved in the international outreach programs of the ICMA." Greg Bielawski, Former Illinois Manager

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The Importance of Creating an International Component to ICMA State Association Programs

It really is a small world after all, and quickly getting smaller. Persistent advances in communication and transportation technologies have brought the world, literally, to our fingertips. In the time it takes to type on a keyboard or press a few buttons, we can leap thousands of miles across the planet to transact business, talk with friends, or tackle common problems by teaming together. At the same time, the subsequent proliferation of data through media channels has brought us closer to our global neighbors by fostering intercultural dialogue and awareness.

Fort Thomas, Kentucky – Salisbury, South Australia.
“My exchange experience provided a special opportunity to wander inside another organization to inspect, analyze, assess, compare, and above all learn and grow as a professional public manager. Perhaps the single most important and edifying aspect was the ability to allow my fundamental thought process to be stretched and challenged in new ways.” – *Jeffrey Earlywine, Fort Thomas City Administrator*

More than communication ties us to the rest of the world. Through advances in communication we have become part of a new global economy. Never before in history have markets accelerated as they do now, with new venues for commerce and production opening across widely disparate locations each day. We have arrived at a point in the postindustrial world where the vitality of a local economy depends greatly, sometimes exclusively, on its place in international markets. These global relationships have appointed to us a moral and professional duty to cultivate improved methods of management in local governance: we and our constituents benefit when we open relationships with international partners.

What does this mean? How should government adapt? Above all, how can we make the shrinking world work to the advantage of local and regional government?

Municipal problems are comparable the world over, and we have a great deal to learn from each other. A budget manager in Charlotte, North Carolina will encounter many of the same logistical challenges her or his counterpart in Central Europe will face. A watershed manager in Santa

Veliko Turnovo, Bulgaria – Golden, Colorado. With an abandoned military barracks adjacent to its historic downtown, redevelopment into an economically viable use is critical to the city of Veliko Turnovo. Working with the city of Golden’s planning department, options were developed and vetted through a public hearing process involving the citizens of the community. Based on the plans developed, an additional grant was received to turn the citizen-approved concept plan into a true architectural plan that the city will put out for bid.

Fe, New Mexico could swap notes with administrators in Tel Aviv, Israel. Planners in Buenos Aires, Argentina looking to revitalize their downtown might visit Portland, Oregon to see how others have done it.

Broad differences between language and culture cannot obstruct the shared sense of purpose between government managers; it is this shared purpose that molds the foundation of fresh solutions to old problems. By collaborating with international partners on universal issues, we reap the benefits of new approaches by sharing best practices.

In 2002, the ICMA Task Force on International Affiliations surveyed state and local government associations regarding international programs. The survey sought to identify existing programs in state associations, as well as what those associations would like to see in proposed or existing international exchange programs. Of the state associations polled, 31 responded. A summary of the survey results appear in the table below:

QUESTION	SUMMARY
Does your state association have a formal or informal international component to its program? If yes, please indicate budget (if any).	Yes 12 (\$0 or not stated (5); \$1500-2400 (5); \$3000-4000 (2)); No 18 ; No Resp 2
Please check any of the following international activities your association engages in, and provide examples as appropriate:	
- Information exchange with municipal associations or other local government support institutions in other countries.	4 checked
- Highlighting international best practices or case studies in your publications, web site, and other information sharing vehicles.	1 checked
- Sharing information with your members on international opportunities and/or encouraging them to participate in international programs.	12 checked
- Implementing an international manager exchange program or facilitating member exchanges with managers in other countries.	5 checked
- Provide a scholarship to support participation in ICMA's International Manager Exchange Program or other international exchange programs.	3 checked
- Inviting international speakers to your conferences and other association events.	3 checked
- Organizing study tours to other countries or organizing study tours in the U.S. for local government managers from other countries.	2 checked
- Inviting and/or hosting international colleagues at your annual conference or other association events.	6 checked
If your state association does not currently have any formal or informal international programs, would they be of interest to your members?	Yes 17 ; No 1
Which of the following activities would be of interest (check as many as apply):	
- Information exchange with associations, local government support institutions, or local government managers in other countries.	20 interested
- Establishing an affiliation/partnership with an association in another country.	8 interested
- Highlighting international best practices or case studies in your publications, web site, and other information sharing vehicles.	13 interested
- Sharing information with your members on international opportunities and/or encouraging them to take part in international programs.	19 interested
- Establishing an international manager exchange program.	5 interested
- Creating a scholarship fund to support international exchanges.	3 interested

- Facilitating member exchanges with managers in other countries.	10 interested
- Inviting international speakers to your conferences and other association events.	9 interested
- Organizing study tours to other countries or organizing study tours in the U.S. for local government managers from other countries.	4 interested
- Hosting international colleagues at your annual conference or other association events.	13 interested
What kind of information or support would be helpful to your association in initiating an international program (please check as many as apply)?	
- Examples of international programs being implemented by other state associations or ICMA.	24 checked
- Assistance in identifying appropriate international speakers for association events.	13 checked
- Resources/web sites on international local government management issues and best practices.	13 checked
- Information on international professional development opportunities (conferences, workshops, exchange programs, etc.).	12 checked
- Assistance in setting up an international manager exchange program.	7 checked
- Assistance in identifying potential international partner associations/organizations.	9 checked

The International City/County Management Association and state associations can create opportunities for international learning. Programs affiliated with the ICMA have scored many real successes. Since the survey above was taken, participating local and regional governments have improved practices, learned governance through helping others, and expanded trade opportunities.

ICMA has resources available to help begin an exchange program, and this handbook represents a part of that effort. In this handbook, you will learn:

- What states have done and are doing to begin their own international programs
- How to get started by organizing a committee, identifying program objectives, allocating funds, and using ICMA resources
- Where to go for more information



Portland's Larry Brown and Rayong's Mayor Suraphong Review River Basin Project

Hastings, Minnesota – Invercargill, New Zealand. “The concept of shared services throughout New Zealand is one that needs further refinement and expansion in Minnesota. While that process has been started in Dakota County, the perseverance of the Kiwis is one that hopefully we can learn from. The opportunities for collaboration and sharing of services should be considered even further and more frequently. The cooperative efforts and successes in the Southland District Council, and the Venture Southland program, are examples of the positive consequences that can be achieved through local government partnerships.” – *David M. Osberg, Hastings City Administrator*

State Program Case Studies

To operate a successful international program requires many logistical considerations that may require a tremendous amount of time and energy. Survey participants indicated that learning from other individual state associations provides invaluable support to properly organize and establish a smoothly operating international program. What follows is an overview of how several states have worked with selected programs:

- ICMA Programs
 - ICMA CityLinks
 - Pennsylvania
 - Washington
 - Massachusetts
 - ICMA Scholarship Programs
 - International Award in Memory of Orin F Nolting
 - John Garvey Fund
- State Association Programs
 - Minnesota
 - Nebraska
 - Illinois
 - Massachusetts
 - Florida
 - Michigan



Dr. Tasanee of Phuket, CAO Tim Grew of Portland, Oregon, Mrs. Wannaporn of Phuket, and Ms. Suwaree of Chiang Mai

ICMA Programs

ICMA CityLinks

ICMA began its Citylinks Program (ICMA CLP) in 1997 with United States Aid for International Development (USAID) as a response to economic globalization, accelerated urbanization and rapid decentralization across the globe. The stated goal of the Citylinks Program is to “improve the quality of local governments and strengthen democracy through international municipal partnerships.” USAID initiates and funds partnerships while ICMA identifies the best possible connections between cities. These match-ups focus on enhancing basic public services provided to citizens, including environmental management, financial management, economic development, and health. Since its inception, the nearly seventy relationships forged through the ICMA CLP have proven highly successful, leading to real changes in city management in the United States and abroad.

Citylinks plans are flexible, with several ways of participating available. Most often, a local government either commits pro-bono staff time to assist a developing city or a program is built from an existing volunteer city-to-city exchange that focuses on technical issues. Once the ICMA makes a match between two cities, a partnership manager is selected from the US city to guide the program along a work plan and schedule. ICMA helps oversee the creation of the work plan, beginning with a diagnostic of the partner city. Exchanges of staff from both partners are conducted in the interest of

achieving the work plan goals. The program usually concludes with a final evaluation phase to assess best practices and lessons learned.

Pennsylvania (<http://www.psats.org/>)

“This experience helps to break members’ past precedence of working in a silo as well as establishing a greater sense of international perspective.” *Burton Conway: Abington Township Manager*

The Pennsylvania State Association took a keen interest in assisting developing countries while considering the Resource Cities (now known as ICMA CityLinks) Program. Since 1997, Township of Abington staff has paired with representatives from the City of Haskovo, Bulgaria to provide technical assistance in the area of economic development. Participants found the development experience personally as well as professionally rewarding.

Township Manager Burton T. Conway required staff returning from Bulgaria to submit a report reflecting on their trip. They considered the program a success: not only did Pennsylvanian managers assist a maturing democracy, the experience also provided an excellent tool for staff development and teamwork as everyone worked toward a common solution between different cultures.



American town managers participate in a joint work session in Thailand.

Washington

Washington state local government managers have sought to foster international, cross-cultural understanding and professionalism in local government through international ties. With a good balance of resources from its sister city model, ICMA program/staff, and links to civic organizations, the State of Washington has built a solid cooperative relationship with their Polish counterparts. In 2003, Washington hosted a group of six Polish officials: they visited cities as well as participated in the Washington Managers Spring Conference. In 2004, nine public administrators from Washington and Oregon visited Poland, resulting in the signing of a cooperative agreement for future visits between the two international municipalities. For both visits, a strong administrative team provided logistical support and ensured the success of the exchanges.

“The kindness and hospitality of our Polish counterparts really gave me a lot of personal satisfaction.” *Lloyd Halverson: Washington City Administrator*



Presentation to a calligraphy class at the Miminashinisi Elementary School in Nara, Japan.

"It is always very useful to see how local government operates in different cultures. There is always more variation in the approaches between the United States and other countries, which tends to increase one's ability to think out of the box." *Mike Jaillet, town administrator, Westwood, Massachusetts*

Massachusetts (<http://www.mma.org/>)

Massachusetts's managers and administrators who have a long history of involvement hosted two exchanges including mayors and central government officials from Montenegro and in turn sent three teams to Montenegro (two teams of managers, administrators, mayors, and the executive director, and one team of assessors). Since the Montenegro officials spoke Serbian, and very little English, language represented the most formidable obstacle to communication. Participants advanced an effort to provide significant written material that the ICMA Program and staff had translated in the Serbian language. Further, they engaged a number of interpreters to ensure the maximum opportunity for discussions and free flowing exchanges. One interpreter can easily handle presentations made to a group; however, side visits and even conversations over lunch and dinner can facilitate further exchange if multiple interpreters are available. The ICMA staff from Montenegro accompanied visiting officials to supplement the interpreters found locally and greatly enhanced the quality of the exchange. In addition, the ICMA staff usually summarizes and clarifies communication between both groups rather than relaying a word for word interpretation provided by professional translators.



Catawba county Manager Thomas Lundy of North Carolina signs a partnership agreement with Edi Rama, Mayor of Tirana, Albania

ICMA Scholarship Programs

ICMA also has several scholarship opportunities available. These scholarships can mitigate the expenses applicants face for travel and lodging. To be eligible, applicants must have active ICMA

memberships. Please visit ICMA's website for more information regarding deadlines, award amounts, and application information.

International Award in Memory of Orin F Nolting

The award recognizes a chief administrative officer and his or her local government for furthering the cause of international understanding and cooperation by successfully adopting a program from another country; becoming actively involved in exchanges, or educational/cultural activities with another country, or establishing a relationship with a local government from another country that resulted in innovative, concrete management improvements. The award is open to any ICMA Corporate Member, and has been awarded to members in various countries.

John Garvey Fund

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 has served as coordinator of the International Exchange Program for many years. A stated desire of the Committee was to increase the number of women minorities and young professionals participating in the Exchange Program.

The criteria established for awarding the scholarships were:

- Applicants must demonstrate financial need. The award is in addition to any other awards and financial assistance provided by the applicant's employer. The scholarship will be limited to direct expenses associated with the Exchange. Applicants should submit a budget as part of the application.
- For eligibility, the applicant must be an active member of the ICMA.
- The applicant must have submitted an exchange application to ICMA. A copy of the exchange application must be submitted as part of the Garvey application package. ICMA will guarantee a Garvey Scholarship applicant a match with another local government.
- Endorsement letters from the applicant's employer must be submitted as part of the package explaining what assistance the local government will provide to the applicant. The employer should describe what it hopes to receive from the applicant participating in the process.

State Association Programs

Some state associations have successfully drawn from organizations not affiliated with the ICMA to develop an international program. State associations should consider these ideas if cooperation with ICMA is not feasible for some reason, or to enhance existing programs.

Through state associations, ICMA members may also apply to participate in the International Management Exchange Program (IMEP) with counterparts in a variety of countries. Each exchange generally lasts two weeks overseas in the locality of the host manager; in turn, the visit of the international partner should coincide with ICMA's Annual Conference. Participant applications are usually due in each January, with matching decisions completed around April.*

* A FAQ about the IMEP program appears at the following URL:
<http://www.icma.org/upload/bc/attach/{E0FF9279-587A-4BCE-A8A4-2B41D8867129}FAQ%20on%20the%20International%20Management%20Exchange%20Program.doc>

Minnesota (<http://www.mncma.org/>)

With a large population of Scandinavian descendents, it seemed only logical for the Minnesota City/County Managers Association (MCMA), with the help of New Brighton city manager Matt Fulton, to establish a relationship with the Swedish City Managers Association and gain an international perspective of the people whom they serve. To launch the process, Mr. Fulton used relationships with international partners established in past ICMA international task force mid year meetings (Sweden, as well as New Zealand).

“The cities managers that attended the exchange enjoyed it immensely. We made lots of friends and network capability with New Zealand and Sweden city managers.” *Matt Fulton: Minnesota City Manager*

Once the MCMA selected their international exchange partner, they solicited Minnesotan city managers to apply to participate. Personnel selected for attendance were surveyed regarding the areas of Swedish administration they wished to explore; land development, for example, or sustainable practices. The MCMA then relayed these surveys to their Swedish hosts, who used them to plan activities for the Minnesotan delegation.

In 2003, the MCMA sent a group of 21 city managers to Sweden for a manager exchange. Swedish city managers apprised their Minnesota counterparts on day-to-day public affairs and responsibilities. In turn, all the city managers agreed to host the Swedish administrators when they visit Minnesota sometime in 2005. Thanks to the highly successful exchange campaign, the MCMA is currently organizing an international competition challenge with teams of administrators from New Zealand, Australia, and United Kingdom at the 2005 ICMA Annual Conference in Minnesota.

Nebraska (<http://www.nebraskacma.org/>)

In consideration of Nebraska's growing Latino population, the Nebraska City Management Association (NCMA) turned to the ICMA's programs to foster cultural awareness and better serve their constituents. The NCMA, with Central City administrator Chris Anderson, participated in a collaborative effort with the ICMA field office at Mexico City to arrange a hands-on visit. The state association evaluated the eligibility of interested exchange candidates by set criteria:

- percentage of Latino population in candidate's community
- rate of Latino population growth
- level of active participation within the NCMA
- time of service within the city
- the length of the remaining term of service a candidate has towards her/his community
- receipt of previous subsidies

Mr. Anderson and Jaime Villasana of the ICMA Mexico City field office then put together a five-day trip, arranging hotels, transportation, and an itinerary that included meetings with Mexican officials. They visited Cuautla, Ayala, and the Municipal Development Institute of the State of Morelos. The city managers returned to Nebraska achieving their intended goal of gaining a better understanding of the Latino population residing in Nebraska.

Illinois (<http://www.ilcma.org/>)

The Illinois City/County Management (ILCMA) recently established an International Scholarship Program to encourage and support Illinois managers, administrators, and assistants to expand their horizons. The Scholarship is designed to underwrite participation in the ICMA International Exchange and Study Tours Programs by providing a maximum financial award of \$1,500 for travel expenses, plus an additional \$500 grant for expense while abroad. In return, the recipients must share the experience with the ILCMA membership by conducting a workshop session at their Winter Conference, writing an article for the Illinois City-County Management Newsletter and a report within 60 days after completing the exchange, and other appropriate forms of communication.

The Illinois International Exchange Program is administered by an Ad Hoc Committee comprised of three to five ILCMA members. The President of ILCMA selects the Chairman, who in turn is responsible for recruiting the remaining Committee members. The Committee reviews the applications, which includes a proposal for funding and all of the application material submitted to the ICMA Exchange Program. The Program is funded through the annual dues paid to the Association by the members.



The Mayor of Nara Japan presents the City key to the Mayor of White Plains, New York.

Massachusetts (<http://www.mma.org/>)

The Massachusetts Municipal Management Association (MMMA) recently sponsored two South African town administrators in Massachusetts who visited the US for an ICMA annual conference. Massachusetts town administrator Mike Jaillet had made arrangements with one of the South Africans while traveling there as a member of a group study exchange program through Rotary International.

The Massachusetts program closely resembled the Rotary International exchange program. Prior to the arrival of the South Africans, the MMMA sent out a mass invitation to all its members seeking volunteers. The MMMA asked volunteers to specify what they would show the visiting administrators, and meetings were held to discuss how they could coordinate educational opportunities as well as meals and lodging.

The exchange was a great success. At the end of the weeklong study tour, managers held a reception for all MMMA participants and the visiting administrators. The MMMA paid for

the airfare and various activities, as well as spending money for the visiting administrators. In addition, the MMMA covered ICMA conference registration fees for the South Africans.

Florida (<http://www.flcities.com/membership/international/>)

It comes as no surprise that Florida, an international destination for many, has a well-developed international exchange program. The International Relations Committee (a global relation-building arm of the Florida League of Cities (FLC)) serves to catalyze international activities, arts, and culture and operates international programs. The focus is on building relations with other international state associations such as the Gulf of Mexico States Accord and the Corporation of Municipalities of the Republic of El Salvador. The FLC also hosts and attends international events such as the Metro Orlando International Summit and the Inter-American Conference of Mayors.

“The firm commitment from our board of directors made this program into a major success.”
Carol Westmoreland, Florida League of Cities

Michigan (<http://www.isp.msu.edu/units/> (see CASID), and <http://www.mml.org/>)

“Consider working through an established organization, such as the university community. The effort can be costly, but benefits can be practical when you have a university tie.” *George D. Goodman, Michigan Municipal League*

Instead of building a program from scratch, the Michigan Municipal League (MML) began working in conjunction with the established international program at Michigan State University about a decade ago. When MSU hosts a foreign government delegation, a representative from the MML makes a presentation. The MML also has represented municipal government overseas in Brazil, Germany, Great Britain, Japan, Lebanon, South Korea, Russia, Spain and Africa.

California

California started their California/Australia Exchange Program in 1993. This program gives California managers the opportunity to attend the annual State conference of the Local Government Managers Australia (LGMA) in New South Wales and Queensland. Three managers are sent to the Sydney area and one stays in the Brisbane area to participate in the conference and also see the local area. Typically, participants have stayed in a home host with an Australian manager. As well, they also may present at the conference. The California International Committee supports this journey and has provided \$1,000 stipends to help with travel costs.



Mayor Peerapol of Khon Kaen, City of Portland CAO Tim Grewe, and Mayor Phummisak of Phuket.

How To Get Started

The globalization of industrial society has left a mark everywhere on Earth. Inevitably, this will come back, for good or ill, to our environment, our economy, and the way our constituencies view our international neighbors. To prepare for the future and make it work for them, many states have taken the initiative to reach out to colleagues in other countries through the ICMA and their respective state affiliates.

What follows are some steps on how to organize and establish an international program within your state.

Step 1: Identify Interested and Experienced Managers to Form a Committee

- Identify and solicit the interest of managers with international experience, preferably managers that have participated with the ICMA or other professional exchange programs in the past.
- Managers with an international background and experience better understand the benefit, needs, and objectives of an international exchange.

Elements of Success

Pennsylvania, Washington, and Minnesota's international programs are organized by city managers that have previous international experience and relationships with foreign partners.

Step 2: Identify Program Objectives Through Committee Leadership

- Consider the possible advantages of an international program: establishing a place in the international community, new perspectives, trade relationships, or novel angles on local issues.
- Consider the material costs of an international program: based on costs and benefits, develop a directed set of goals for an exchange program. These goals will be key in securing money from the state association as well as USAID financial assistance, if available, and in-kind assistance from the ICMA such as waived conference fees.

Elements of Success: NEBRASKA

Nebraska determined its international program direction by the large influx of Latino population migrating into Nebraska. Local administrators needed an international perspective to better serve this particular section of constituency.

Step 3: Allocate Funds From State Association Budgets to Accomplish Objectives

Elements of Success: ILLINOIS
Corporate sponsorship was established by the ILCMA in November 2003 to secure future funding and to assure continuation of statewide international programs

- Utilize post-exchange reflections during state association conferences to promote the value of an international program. If possible, secure a stable source of funding for an enduring program.
- Solicit funds from the participants themselves. If the association has no money available to cover airfare, ask managers to pay their own way. Host

managers traditionally provide lodging.

- Motivate the state association by encouraging active participation
- Set up guidelines for scholarship distribution. If the program is for an exchange, remember that a limited amount of money will carry a limited number of participants. Accept only the proposals and applicants most in line with program objectives.

Elements of Success: NEBRASKA
The Nebraska State Association determined the eligibility of members applying for financial assistance based on the administrator's location and the relevance of their program with the goals of the international program. Some of the other criteria used included percentage of Hispanic population in applicant's community, rate of Hispanic population growth, and the level of participation with the association.

Step 4: Utilize ICMA Resources to Help with the Program

- Consider which ICMA program will best help accomplish state association objectives for an international exchange (i.e. waived convention fees for visitors and/or making connections with USAID).
- Use ICMA field offices to assist with logistical details: itineraries, translators, travel, and so on.

Elements of Success
States such as Illinois, Minnesota, Pennsylvania, and Washington operate or gear their international activities to parallel the objectives of ICMA's international programs and thereby harness ICMA resources.



Group photo of Oregon, Washington city administrators visiting Thailand.

Some Final Considerations

Westwood, Massachusetts Town Administrator Mike Jaillet offers the following “lessons learned” for those interested in pursuing their own international exchange programs. These valuable insights speak to the practical aspects of an international program from the perspective of a participating/hosting town manager.

➤ *Publicity*

Often, managers and administrators feel reluctant to become involved in international exchange programs because they do not recognize the benefits for the community they serve. It is important to publicize the activities of the program, simply by inviting all members of the media to events (the local paper, regional paper, radio station, or cable or regional television stations). This provides the reporters with an opportunity to cover the event and to speak directly with the participants. The press always treats this as a positive story set apart from the local political coverage. In one instance, the Montenegrin Mayors visiting as part of a Resource Cities (now called ICMA CityLinks) Program attended a traditional annual Town Meeting. Sitting to the side (with an earphone through which an interpreter could explain the process), they viewed first hand the meeting for about an hour. The press stories that flowed from this event actually overwhelmed the actual issues covered in the town meeting.

➤ *Awards*

These international programs require a significant investment of time and effort to coordinate and conduct these international programs. State associations should acknowledge individuals that have made this contribution by presenting the individuals with an award or some type of accommodation at one of its meetings. The ICMA in the past has also acknowledged state associations that have participated in a successful international exchange program.

➤ *Two-way Exchange*

The participants in any exchange, whether they are the host or the visitor, can benefit significantly. The differences in approach to addressing and resolving local issues vary more significantly between countries than they do between regions within countries. Therefore, it is imperative that both parties of an exchange share and compare similarities and differences. For example, when Irish government officials visited a local New England community, a lengthy discussion commenced about how different library services in the United States differed from library services in Ireland and Northern Ireland. As a result, both the hosting and visiting communities reached a more complete understanding of how they could provide specific services differently.

➤ *Itinerary*

It is extremely important that the hosts obtain as clear an understanding of what the visitors would like to see and learn about as far in advance as possible. The visiting officials should prepare a memorandum for their host on the purpose of the exchange and the issues they wish to learn about. This report should include, as an addendum, the resume of each of the participants and a brief community summary.

- *Transportation*

There are a variety of ways to handle in-country transportation. In some instances it simply makes sense to rent a large van for the period of the exchange. On other occasions, as a cost effective alternative, the various participating communities can coordinate transportation. Many communities have recreation or senior vans or buses that they may use to transport the groups to sites and/or between communities.
 - *Keep It Real*

When officials visit another country, they are interested and impressed by physically seeing the differences. Therefore, avoid the common mistake of bringing groups into a meeting room, similar to the meeting rooms in their own country, to hear and receive a presentation, even if it includes pictures. Rather, take them to a site under discussion and show them.
 - *Food*

Individuals traveling on an exchange program will usually get fed at each stop in their travels. For instance, a traveling group may start out with a breakfast at their hotel before transferring to a community where they will eat after a presentation, and then transport to another community, only to be fed again for an afternoon break, followed up by dinner. On prolonged exchanges, participants may even gain several pounds from overeating.
 - *Information Overload*

Hosts provide visitors with lots of international material at each stop along the way. Often the material provided is never again used and not taken outside of the hotel room they stay in. So instead, provide a sufficient number of materials available on a desk and near the exit of meeting rooms along with a bag and encourage the individuals to take what information they want.
 - *Gifts*

Communities and associations, either hosting or visiting as part of an exchange program, should prepare to exchange gifts. The international communities often give a community Coat of Arms, flags representing their country, or some other memorabilia or handicrafts. Since most American communities do not naturally prepare well in this regard, each should spend some time and money on similar representations of their community that they can exchange with the visitors or hosts (i.e. mounted city/town seals, pens, postcards or pictures, local crafts, etc.).
 - *Entertainment*

Often visiting groups are well attended during the normal working hours with site visits and presentations. However, especially on weekends, very little happens in the way of organized entertainment during their down time. The hosting community or communities can arrange with local sporting organizations, museums and other attractions to provide the visitors with free or discounted admission. The visitors often would like an opportunity to shop for gifts for family and friends as well, and hosts should make arrangements for that.
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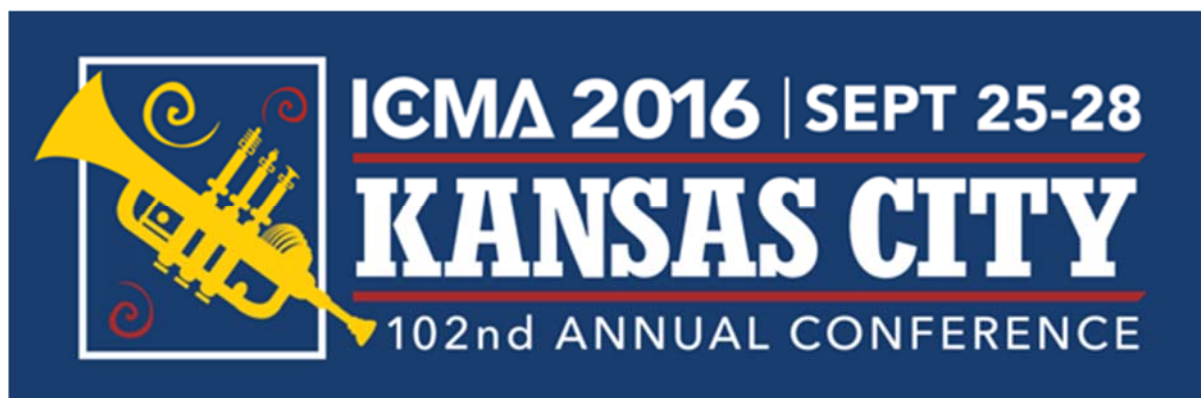
Appendix

ICMA Resources on the Web

- ICMA: <http://www.icma.org/main/sc.asp>
- ICMA International Management Exchange Program:
<http://www.icma.org/inter/bc.asp?bcid=manager&hsid=2&ssid1=1563&ssid2=>
- ICMA CityLinks Program:
http://www.icma.org/inter/rc_main.asp?ssid1=1561&ssid2=&hsid=2

Other Resources

- Sister Cities International: <http://www.sister-cities.org/>
- Rotary International: <http://www.rotary.org/>



ICMA International Affiliate Reports 2016

102nd Annual Conference

Kansas City, Missouri

September 25-28, 2016

Prepared for the International Affiliate Organizations meeting

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1. Explain the **relationship** of local governments with senior levels of government in the respective country and outline the main **services** that their local governments deliver

Legal/Constitutional

Within the Australian context and three-tiered system it is convention to refer to local, state and federal as spheres, or tiers of government rather than implying one tier is more senior than another. Local government is not recognised in the Australian constitution and under our federated structure, local government draws its roles, powers and characteristics from state level government legislation, being state-based Local Government Acts such as:

Section 3A – *Local Government Act 1989* (Vic) ‘What is the Purpose of Local Government?’

‘The purpose of local government is to provide a system under which Councils perform the functions and exercise the powers conferred by or under this Act and any other Act for the **peace, order and good government of their municipal districts**’.

Australian local government is currently not recognised in the Australian Constitution and in 2013 there was a failed campaign for a referendum to alter the constitution and seek this financial recognition in within *section 96* of the *Australian Constitution*. Since then, there have been two High Court cases which have further complicated, or challenged the Constitutionality of direct funding of local government by the Federal Government.

Local Government Services

Australian local government, like local governments around the globe, is multi-functional and place-based providing over 200 needed services to their communities. Services include:

- **Engineering:** public works design, construction and maintenance of roads, bridges, footpaths, drainage, cleaning, waste collection and management
- **Recreation:** golf courses, swimming pools, sports courts, recreation centres, halls, kiosks, camping grounds and caravan parks
- **Health:** water sampling, food sampling, immunisation, toilets, noise control, meat inspection and animal control
- **Community services:** child care, elderly care and accommodation, refuge facilities, meals on wheels, counselling and welfare
- **Building and planning** inspection, licensing, certification and enforcement
- **Administration** aerodromes, quarries, cemeteries, parking stations and street parking
- **Cultural/educational** libraries, art galleries and museums
- other services: such as abattoirs, sale-yards, markets and group purchasing schemes as well water and sewerage

The traditional understanding of local government's role and the services it delivers has been extended in two ways:

- Councils have been required under state and territory laws to do much more in fields such as planning, environmental management, public health, emergency services and local regulations; and
- Responding to community needs, councils have used their discretionary funding, resources and authority to deliver services and work with business and community partners across an extremely broad range of new functional areas such as economic development, social wellbeing and cohesion, child care and early childhood education, life-long learning, apprenticeship schemes, programs for the unemployed, housing and homelessness, climate change and energy efficiency, public safety, community and aged services, refugee settlement, domestic violence, recreation and tourism, airports, public transport, aspects of international trade and relations – and many others.

This means local government now touches all facets of everyday life – and assists people through all stages of life. Whether it's childcare or preschool, the trip to school or work, the job itself, after-school care, visits (frequently online) to the library, sport and recreation for all the family, community events, or housing and activities for the elderly, councils provide essential support. For communities in regional, rural and remote areas their operations and very existence are of fundamental importance to local economies and community life.

A growing number of councils are also heavily involved in important national and international agendas, notably around economic development, digital futures, urban growth management, environmental sustainability and climate change. Traditional Sister City links are being transformed into economic relationships, especially where large Australian city councils have longstanding ties with counterparts in China and Asia, or partner local business and universities to secure trade opportunities.

Increasingly, councils are working together in regional or special-interest groups to improve their efficiency, undertake major projects, and address 'big picture' challenges. This is further enhancing local government's capacity to contribute to national life.

Yet in Australia local government continues to be treated by other governments as the government of last resort, and frameworks for *governance* (NOT a 'fourth tier of government') at the regional level are very poorly developed.¹

2. How are local governments funded (revenue sources) in comparison to senior levels of government?

Local governments across Australia collectively spend around \$33 billion per annum and employ just under 189,000 people, which equates to approximately 10% of the Australian public sector.² Local government owns and manages non-financial assets with a written down value of \$354 billion (2013-14)³ and is faced with an estimated infrastructure backlog of \$20 billion.

80% of Australian local government's revenue is self-generating.⁴ Approximately \$15bn is raised annually through local property taxes (rates), which represents around 3.4% of Australia's total taxation revenue per annum,⁵ and much more again in service charges. While property rates have been recognised as a particularly efficient form of taxation with the potential to raise considerably more revenue (Henry tax review)⁶ local governments in a number of Australian jurisdictions are facing or are currently dealing with state mandated caps on rate increases.

3. What key pressures (top 3) have local governments been experiencing over the last 5 years and why?

- For reasons of local government productivity, a number of Australian jurisdictions are going through or are introducing structural or financial changes to their local government systems from rate capping to amalgamations.
- Infrastructure backlog is approaching \$20 billion and the ability for local governments to address this backlog has been exacerbated by measures such as state imposed rate capping or the indexation freeze of the federal government's financial assistance grants, particularly with vulnerable local governments that are more reliant on grant funding from other tiers of government.

¹ LG Professionals Australia; Mark Evans, 'A Federation for Communities and Places: Australia in a Century of Local Governance', February 2016, page 5

² ABS Cat No. 6248.0.55.002 Employment and Earnings, public sector, Australia 2013-14 cited in the ALGA Submission to the 2016-17 Federal Budget, 'Investment in an innovative and prosperous future', 28th January 2016, 4.

³ ABS Cat no. 5512.0 Government Finance statistics Australia cited in the ALGA Submission to the 2016-17 Federal Budget, 'Investment in an innovative and prosperous future', 28th January 2016, 4.

⁴ ALGA Submission to the 2016-17 Federal Budget, 'Investment in an innovative and prosperous future', 28th January 2016, 4.

⁵ ABD Cat No. 5506.0 Taxation Revenue series cited in the ALGA Submission to the 2016-17 Federal Budget, 'Investment in an innovative and prosperous future', 28th January 2016, 4.

⁶ LG Professionals Australia; Mark Evans, Australia in a Century of Transformative Governance: A Federation for Communities and Places', March 2016, page 10

- Local government is facing challenges with its workforce – ranging from capacity issues to the ability to attract and retain critical staff⁷.
- Research has found that 50% of the workforce suffers from functional literacy⁸ and 40% of the LG workforce has no post-secondary school qualifications⁹.

4. What are the **key pressures** local governments are likely to experience in the next 5-10 years?

These include the issues raised in the Commonwealth Government's 2015 *Intergenerational Report – Australia in 2055*, which forecasts a range of significant public policy problems arising from changes in demography, workforce participation, challenges to productivity and the management of environmental change.¹⁰

This reflects in part the challenge of fiscal austerity governments throughout the world are facing, Australia too, for at least another decade.¹¹ In addition, demand for services and amenity will increasingly rest with local government. With the current indexation freeze on financial assistance grants, coupled with structure reforms – in the form of amalgamations – and financial reforms – rate capping – the question is what scope local governments will have to raise revenue to match the increased demand for local government services given that 80% of the sector's funding is self-generating.

It has been identified that 1/3 of the LG workforce is over 50 years of age¹² with 40% of the workforce estimated to retire in the next 10-15 years. Australian local government is struggling to attract and retain the next generation of managers to replace the retiring workforce.

5. What have, and will, local governments, in each country, **do to address** these key pressures?

Around the world countries have accepted the need for cooperative governance at a local and regional scale. They are looking to partnerships between all levels of government, business and communities to advance economic, social and environment wellbeing, and to address the emerging challenges of governing in the 21st Century. Australia should follow this logical

⁷ ACELG National Local Government Workforce Strategy 2013-2020:

http://www.lgprofessionalsaustralia.org.au/uploads/3/7/4/2/37423121/national_local_government_workforce_strategy_2013-2020.pdf

⁸ ACELG National Local Government Workforce Strategy 2013-2020:

http://www.lgprofessionalsaustralia.org.au/uploads/3/7/4/2/37423121/national_local_government_workforce_strategy_2013-2020.pdf

⁹ Ibid

¹⁰ Commonwealth Government, 'Intergenerational Report', 2015 cited in LG Professionals Australia; Mark Evans, 'A Federation for Communities and Places: Australia in a Century of Local Governance', February 2016, page 5

¹¹ LG Professionals Australia; Mark Evans, Australia in a Century of Transformative Governance: *A Federation for Communities and Places*, March 2016, page 5

¹² ACELG National Local Government Workforce Strategy 2013-2020:

http://www.lgprofessionalsaustralia.org.au/uploads/3/7/4/2/37423121/national_local_government_workforce_strategy_2013-2020.pdf

worldwide trend.¹³ When local governments' ability to raise revenue is challenged, the alternative is finding new ways of doing business and new models for local government to operate and deliver services to their communities.

This requires the forging of new, creative partnerships between governments, business and civil society to address challenges associated with fiscal austerity. This reflects, in part, the challenge of fiscal austerity that governments throughout the world will face, including in Australia, for at least another decade.¹⁴

The future requires governments to work together to do better with less, and regain public confidence in the political process.

Local government's strengths are that it is place-based, multi-functional and in touch with communities. It commands substantial resources and offers in-situ administrative capacity across nearly all settled districts of Australia. Groups of local councils can provide a solid platform for effective governance at a regional scale.

High-performing local government will add strength, resilience and responsiveness to a revitalised federation. It can support and collaborate with the Commonwealth, States and Territories to ensure the government of Australia is truly fit for the 21st Century.¹⁵

What is needed now is for the Commonwealth and States to recognise the capacity of local government and enter into a dialogue – both political and professional – to explore the options for increased collaborative problem-solving in the areas Australian citizens care most about. This does not depend on recognition in the Australian Constitution or a major injection of additional grant support. What it does require is:¹⁶

- First, *parity of esteem* – an appreciation of what local government already does and what it could do, and that its contributions add real problem-solving capacity and warrant respect.
- Second, *policy settings* that enable local government to maximise the use of its robust property tax base, as proposed by the Henry Tax Review, without unwarranted political interference. Also, it is essential that no adverse impacts on local government revenues occur as a consequence of tax reform and/or changes to Commonwealth-State financial relations.

¹³ LG Professionals Australia; Mark Evans, *Australia in a Century of Transformative Governance: A Federation for Communities and Places*, March 2016, page 3

¹⁴ LG Professionals Australia; Mark Evans, *Australia in a Century of Transformative Governance: A Federation for Communities and Places*, March 2016, page 5

¹⁵ *Ibid*, page 5

¹⁶ *Ibid*, page 5



CANADIAN REPORT - 2016 ICMA CONFERENCE

The Political System (Layers of Government, Tasks and Responsibilities)

In Canada there are three levels of government: municipal/local, provincial and federal.

Local governments typically provide service to properties, while provincial governments typically provide service to people. The Federal Government provides funding and policy frameworks for programs and infrastructure of national importance. While there may be differences in some jurisdictions, generally the main services that local governments provide are road maintenance, transit, fire, policing, infrastructure construction and maintenance, recreation, water and sewer services, and solid waste management.

The Federal Government in Canada provides funding for healthcare but they do not actually provide the services. This service is primarily provided by the Province's.

How are local governments in Canada financed?

Local governments in Canada rely primarily on property taxes and user fees for revenues. While there may be exceptions, most Canadian municipalities cannot access new sources of revenue without authorization from their Province. Existing revenues, in most cases, are insufficient to sustain a municipality over time. Infrastructure repairs and maintenance, increasing urbanization of the population and growing expectations for services, are creating unsustainable economic conditions for municipalities. Cities cannot generate sufficient revenues from property taxes alone to sustain themselves.

What key pressures (top 3) have local governments been experiencing over the past five years?

Infrastructure, its financing, its development, on-going operations and maintenance and replacement are a huge on-going pressure for Canadian municipalities. In addition, the following areas are also some of our top pressures:

1. "Downloading" of responsibilities from the provinces (either removing revenues or reducing grants from municipalities by changing funding formulas or shifting of service provision responsibility).
2. Sprawl development outside of municipal boundaries, resulting in urban taxpayers paying the entire costs of services provided to the entire region. This typically happens in the absence of a regional plan.
3. Cost of Public Safety. In lieu of the right to strike, public safety employees have a right to arbitration which results in higher inflation and wage increases.

Key pressures that local governments are likely to experience in the next five to ten years and what will be done to address these challenges?

Canada is likely to experience the following key pressures:

- Adaptation to Climate Change.
- Further downloading from the various levels of government.
- Aging population.
- Changing infrastructure systems to meet the change in demographics and technology.
- Transit costs will likely increase as the demand for the service grows.

In order to address the above-noted challenges it will be important to have Strategic Plans that guide the staff. The engagement with the community to establish and communicate priorities will also be essential for administrators, Mayors & Councillors. Municipalities will also have to focus on efficiency, resiliency and sustainability in a time of diminishing resources. As well, partnering with a variety of partners and stakeholders will be critical for Canadian municipalities along with thinking outside the box to find unconventional solutions to address challenges.



Sdružení tajemníků městských a obecních úřadů ČR, z. s.

Dlážděná 1004/6, 110 00 Praha 1 – Nové Město

Association of Secretaries of Urban and Municipal Authorities of the Czech Republic

Czech report

2016 ICMA Conference

The Political System – Layers of Government

There are three levels of government in the Czech Republic: local (6253 municipalities), regional (14 regions) and state. The local and regional governments are elected every four years by local citizens. They are the highest decision-making bodies of local government in the sphere of its independent powers. The members of assembly are selected by direct, equal elections by secret ballot using a proportional electoral system. The number of assembly members is proportional to the population (of the municipality, region) and determined by law. Assembly members elect from among their own members a collective political executive body of local government – the Council – and the Mayor (in the case of a municipality) or a President (in the case of a region) as the head of the local government concerned.

How are local governments in the Czech Republic financed?

There are four groups of local government revenue: tax revenue, non-tax revenue, capital revenue and subsidies received. Tax revenue is composed of a share on centrally collected taxes (21 % of value-added tax, 23,5 % of corporate tax, 23,5 % of personal income tax) and of property taxes, local fees and charges on selected activities. Local government is not vested with tax powers except the property tax within prescribed limits. Non-tax revenue is created by income from different own activities.

Tasks and responsibilities of local government

The system of local government in the Czech Republic is a dual system of independent competences of local government and delegated functions of state administration. In this respect there are three types of municipalities according to the increasing scope of delegated functions exerted in their administrative area: municipality, municipality with a commissioned office (383), municipality with extended powers in delegated functions (205). Municipalities receive a financial contribution from the state for the performance of delegated functions. Performance of delegated functions is supervised (with provision of technical and professional assistance) by the regional administration in the case of municipalities and by ministries in the case of regions.

Local governments are legal entities with the right to own property, income and to have more or less independent budget. In general, local governments care for the creation of conditions for the development of social welfare and the fulfillment of citizens' needs. Mandatory services are prescribed to local government by law. Municipalities are responsible particularly in the fields of

- housing,
- protection of health,
- transport and communications,
- education,
- culture
- protection of public order.

The tasks of regions within their own powers include complex territorial development of the region in the fields of

- spacial planning and regional development,
- education,
- culture,
- transport and communications,
- healthcare,
- social welfare,
- environment,
- protection of public order.

3 key pressures faced by local government during the past 5 years

The local government in the Czech Republic has been subjected to the process of reform and restructuring for several years now, and many (but not all) of the pressures are related to this reform. The following are among our biggest pressures:

- eGovernment – implementation of the Basic Registers (i.e. central information source for information systems of public authorities, a central hub for interchange of additional information, related to information, stored in basic registers, consisting of register of inhabitants, register of legal entities, register of territorial identification, addresses and real estates and register of rights and responsibilities of public authorities), new forms of electronic communication (Data Boxes), Open Data, etc.,
- the constantly growing share of new tasks and responsibilities, delegated from the state to the local governments, without adequate financial support,
- enforcement of law and decisions based on law, especially in the field of building law (illegal construction, which can be, and in many cases must be, authorized later, undisciplined builders who cannot be effectively punished, etc.).

Key pressures that local government is likely to experience in next 5 to 10 years and what will be done to address these challenges

- climate change – we are already facing extreme drought and/or flooding in some regions, we need to find new ways (or rediscover the old ones) to retain water in the soil,
- social aspects of aging population, especially those who have not prepared themselves financially for the old age and relied/are relying on the state pension, which in some cases can be shockingly low; no long-term solution has been presented as of this moment, except for educating the public of the importance of responsibility for themselves,
- Transportation – most cities (or their centres) are centuries old and were not designed for both individual and public transportation, streets are overcrowded and the number of parking places is inadequate; we need to organize transportation environment-friendly
- City development - unbalanced development caused a local insufficiency of schools and/or social facilities and local authorities should cooperate with developers to satisfy the demand for these services in expanding cities,
- Transparency vs. Bureaucracy – increasing requirements for transparency increase bureaucracy; processes are shown more clearly, but the flexibility of local authorities has decreased, we should find adequate standards of transparent processes

DANISH REPORT – 2016 ICMA CONFERENCE

Denmark is located in Scandinavia in Northern Europe. The population counts 5.7 mill inhabitants.

The Political System (Layers of Government, Tasks and Responsibilities)

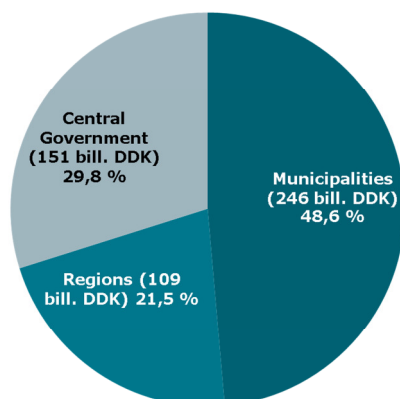
There are two levels of government: Municipal level (98 municipalities) and state level. Besides is a regional level which runs the hospitals and a few very specialized tasks. The regional level is funded primarily by state grants.

Municipalities provide an “all inclusive” welfare state:

- **Health care** including rehabilitation, home care, prevention of abuse, and promotion of health
- **Primary schooling** that is free of charge and compulsory to everyone within the schooling age
- **Child care** available to all citizens in urban as well as rural areas **Social services** such as care for elderly and disabled, psychiatric treatment, social psychiatry, placement of neglected children, and specialized education
- **Employment** stimulation targeted businesses as well as unemployed citizens whether or not they are part of an unemployment-insurance system
- **Labour-market involvement** regarding the Danish model of flexicurity, active labour market policies, local employment strategies, operation of job centres, and taking actions based on agreements from the two- and tripartite system of negotiation
- **Integration** of refugees and immigrants e.g. through mandatory introduction programs that focus on culture, language, and labour-market entrance
- **Industrial and economic development** at both a strategic and an operational level, aiming at stimulating growth
- **Administration and digitalization** such as providing and disseminating a number of administrative tools and best practices regarding good administrative behavior and digital self-service for citizens and companies
- **Technology and the environment** covering supervision, sector planning, and preparation of regulations regarding constructions, roads, transportation, drains, recreational areas, drinking water, waste, and waste-water management and fire.

How are Municipalities financed?

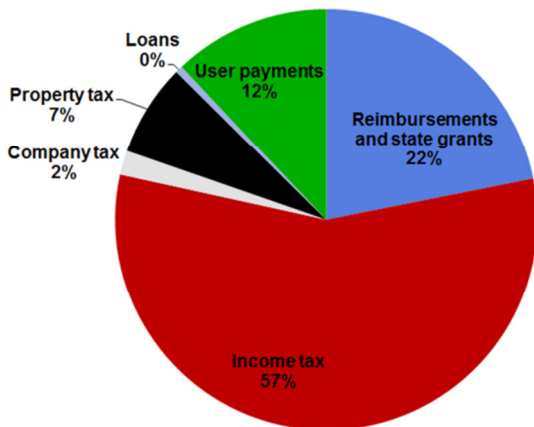
The expenditure of the municipalities amounts to closely 50% of total public expenditure.



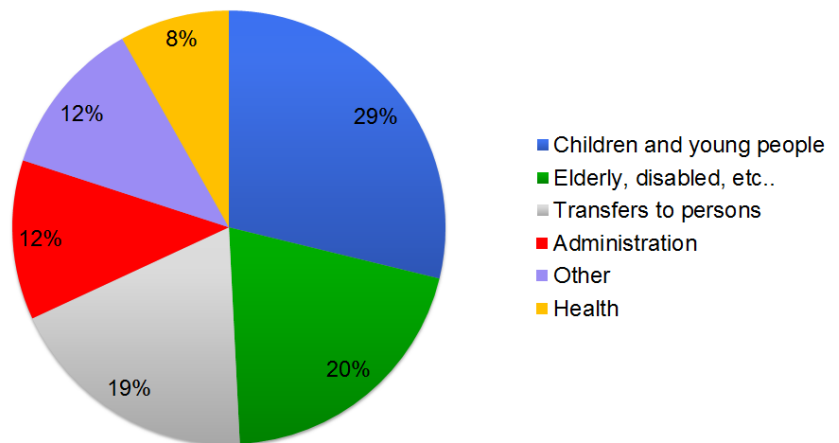
(1 \$ = 6,7 DDK)

Municipalities are entitled to impose income tax and property tax. Consequently taxes are the primary source of financing for the municipalities. General state grants not earmarked for special purposes are another important source of finance.

Sources of finance



Division of expenditure



What key pressures (top 3) have local governments been experiencing over the past five years?

Parliament (The Folketing) put limits on the municipal expenditure and investments. This means that managing the economy and optimizing the organization (“more for less”) are ongoing businesses. In addition the following are also top pressures:

- Integration of migrants and refugees – primarily from war areas and Africa
- Taking people from public provisions to jobs and contribute to the growth agenda
- Climate adaptations

Key pressures that local governments are likely to experience in the next five to ten years and what will be done to address these challenges?

- Integration of migrants and refugees – primarily from war areas and Africa
- Taking people from public provisions to jobs and contribute to the growth agenda
- Climate adaptations
- Demographic changes – every fifth person is older than 65 in 5 years

Mexico:

Mexico established its political system, after gaining its independence from Spain in 1824, using the US system as model. So it is a federal system with 31 states, plus a special Government for Mexico City, for what it was until this year the Federal District (like District of Columbus in the US). The structure has not suffered significant changes other than the conversion of the Federal District into a city (Mexico City) in 2016.

○ Layers of government / Number of tiers

There are three layers of government, with a clear constitutional mandate that there could not be intermediate government entities between each one of them.

- There is the Federal Government with three branches: the Executive branch, the judiciary branch and the legislative branch or Congress that it is composed of the Chamber of Representatives based on population and the Senate that represent the States. The Chamber of Representatives had until late 1990's 300 members elected by districts, after an electoral reform, the Chamber has 500 members: 300 are continue to be elected by districts, and the other 200 members are positions defined based on percentage of votes received by the parties. The Senate has 128 Senators, 90 are directly elected and 38 represent the parties based on the number of votes they receive.
- There are 31 states plus Mexico City, which is now considered as state government. Each state has a one chamber congress.
- There are 2,446 municipalities in Mexico, with some states having 5 municipalities (Baja California) and others 524 (Oaxaca). The municipal government is based on the Municipal Council called Cabildo. The council members are elected in a single ticket with the Mayor. The winning ticket in almost all states get the majority in the council. The Mayor is the CEO of the municipality in all cases.

○ How is local government financed

The municipal government has four sources for financing its operation and investments:

- Locally raised revenues – Property taxes and domain translation taxes plus some fees for limited services.
- Tax Shared revenue from the federal government – All municipalities receive about 4% of the federal revenue coming for some type of taxes, such an income taxes, valued added tax and new vehicle taxes.
- Federal funds for productive investments – There is a fund that the municipalities can present project to. It is mostly for CIP and social programs.
- Debt – Most of the debt are bank loans. There is very limited bond activities. In recent years PPP have become a financial alternative.

○ Tasks / responsibilities of local government

The national Constitution define the nine services-areas that are exclusive to municipal government:

- Water (from distribution, treatment, sewage and treatment before it is ready for some type of reuse)
- Municipal Solid Waste – Recollection and proper disposal.
- Street Public Lights
- Streets

- Parks
- Cemeteries
- Slaughterhouse
- Preventive Public Safety and transit police
- Urban Development

Additionally, some state constitutions (few of them) give their municipalities some responsibilities on public transportation, alcohol activities from sale to consumption.

- Specific questions:
 - 3 key pressures faced by local government during the past 5 years
 - Poor financial management
 - Crime and violence, particularly among young population
 - Urban development disarray with poor service delivery
 - Key pressures that local government is likely to experience in next 5 to 10 years and what will be done to address these challenges
 - Public Safety issues
 - Urban development
 - Provide adequate public services
 - Financial instability
 - Inefficiency and ineffectiveness of their operation as a whole.

New Zealand Country Report

The Political System

New Zealand is a member of the British Commonwealth and a parliamentary democracy with a population of approximately 4.6 million.

Layers of Government

There are two levels of government in New Zealand, central (state) government and local government. There are three basic types of local government, territorial councils (city and district councils), regional councils, and unitary councils.

Local government in New Zealand is **not** part of, nor is it subordinate to, central government. Local authorities are therefore subject to direction from central government Ministers only where local authorities are exercising an obligation on behalf of central government.

Local Government Tasks and Responsibilities

New Zealand councils have the same statutory purpose, regardless of their size and type. According to legislation the purpose of local government is *"to enable democratic local decision-making"* and to cost-effectively *"meet the current and future needs of communities for good quality local infrastructure, public services and regulatory functions."*

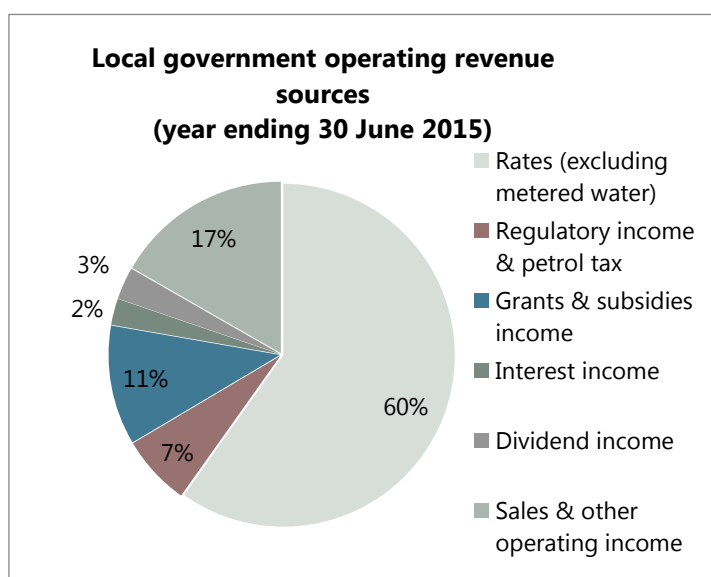
Territorial councils provide network and community infrastructure and facilities, regulate land-use, nuisance and community safety (including emergency management), and provide a miscellany of other local services. Regional councils provide environmental regulation and management (including freshwater management and catchment control), biosecurity at sub-national level, regional level transport planning, passenger transport and regional level economic development. Lastly unitary councils have the responsibilities of both territorial and regional councils.

Funding

Local government raises the overwhelming majority of its funding from local sources (see chart to the right).

By international standards, New Zealand local authorities raise an exceptionally high level of funding from local sources.

The main source of funding is locally raised revenue comes from property taxation



('rates'). Local authorities have a great deal of flexibility in setting rates.

Rate-setting is largely a local policy decision. Funding decisions are made through application of a statutory policy process, in which local authorities examine each of their activities and consider benefit principles, intergenerational equity, transparency and cost effectiveness, the relationship between their objectives and the funding of the activity, and the impact on the community.

Key Pressures on Local Government

1. Scale and Capability

Network infrastructure is a large expenditure item for local authorities. In some rural authorities roads and water can account for as much as 80 percent of total expenditure. Nationwide around 65 percent of the capital programme for the next ten years will go into these services. Clearly efficient and effective delivery of these services forms a big part of local authority performance.

One of the characteristics of much of the network and community infrastructure is that there are a number of small scale schemes and assets that are geographically dispersed. Scale has been seen as the answer in central government, private sector and some local government sectors. Scale has been pursued on grounds of cost – though there is evidence that suggests that density is as much a driver of cost as size; the ability to network price; and the acquisition of strategic capacity.

2. Skill Acquisition and Retention

The sector has become increasingly concerned about the growing shortage of skills in key roles including regulatory and inspectorate staff, asset managers and land use planners. Even expertise in functions such as rate collection and election management is draining from the sector as the workforce ages. Current data suggests up to 50% of the workforce may have retired within the next decade.

3. Funding

Local government in New Zealand has the advantage of being largely self-reliant in its funding arrangements, which means that the sector can operate in an independent and largely autonomous way. It also means that the local government sector in this country was sheltered from the worst impacts of the global recession of 2007-2009.

In addition to the price of the goods and services that local authorities consume, there are additional demands placed on local authorities both in terms of the quantity and quality of services they deliver. This includes, increases to service standards and demands for additional services on local government, often as a result of a policy direction from central government, population growth and change - creates additional demand for infrastructure (both network infrastructure such as roads and water supplies and community infrastructure such as recreation centres) and economic growth and transformation

In short, local authorities are faced with a perfect storm of increasing input costs, increasing demands for quantity and quality of services, and constraints on other sources of funding.

COUNTRY REPORT – NORWAY, SEPTEMBER 2016

Below, you will find some central perspectives on the situation in the municipalities in Norway these days.

In short the challenges are big expectations and claims from politicians and inhabitants, reduced tax income to the municipalities and substantial problems when it comes to employing qualified personal, i.e. nurses, teachers and engineers. In addition to this, the government never seems to run out of ideas of new, big reforms giving the municipalities a lot of work.

1. A rich state and poor municipalities

The Central Bank (Investment Management) is running a Government Pension Fund Global on behalf of the government (and the Norwegian people) that in the moment is up to about 150.000 USD per capita. Norway has no national debt, in an international perspective, a quite unique situation. In general, this has given high wages and big expectations among the inhabitants, also when it comes to the services in the municipalities.

Recently, the decreased oil price has given us a higher unemployment rate, especially in some parts of Western Norway, and many of the municipalities less tax income.

On a national level, the challenge still is not to overheat the economy. So far the government and other politicians in charge have succeeded not to spend too much money on all kind of good purposes, but this also means that the economy in the municipalities have been even tougher during the last year or so.

Another challenge is the lack of qualified personal in the public sector. Especially minor municipalities have big problems getting doctors, nurses, engineers and qualified teachers.

Due to this fact, our municipals in general have quite big problems developing services that maintain the quality expected. There are some exceptions (municipalities with big income from the energy sector), but most municipalities have to reduce the services and live in a constant struggle to cover the costs.

In spite of the national economy, there is a constantly ongoing discussion how to deal with these challenges.

2. Large reforms

a. Municipality and county reform

During the last years there have been a lot of discussion about the number of municipalities and counties (or regions), how to organize the services between national, county and municipal level, and the most efficient way to use the human capital etc.

At the moment there is a government driven process going on where the ambition is to make larger municipalities and counties. Probably most people following these efforts would say that the results have been discouraging. So far, there are just a few number of municipalities that have merged.

At the county level the negotiations seem to have a better chance to end up in less counties.

Anyway, this reform has given the city managers a lot of additional work, and taken the focus of the local politicians away from other important challenges.

b. The Coordination Reform in the Health sector

The Minister of Health and Care Services described the situation in 2009:

"Norway spends the most money in the world on health, but does not get the most health in return for each kroner (the Norwegian currency). It's the system that's at fault. A lack of contact between hospitals and local authorities is the principal obstacle to making the health service even better. This is a problem that we are now going to do something about. Coordination will take place on the basis of existing systems, not in spite of them."

To develop the quality in the health sector we are now into a new health reform, a coordination reform, for the health service.

To give you a brief idea of the Norwegian health system: Public health services in Norway are financed by taxation. The health service is designed to be equally accessible to all residents, regardless of social or economic status. Our health care system is mainly organized as a two-tier system. The responsibility is clearly divided between the municipalities and the national level.

The Municipalities are responsible for all primary health services. This includes the promotion of health and prevention of illness and injuries as well as diagnosis, treatment and rehabilitation. Nursing care within and outside institutions is the responsibility of the municipalities. So is the general practitioners scheme where all inhabitants in the municipality have the right to a general practitioner.

The national level is responsible for the running of all specialist health services, including the somatic and psychiatric hospitals. The government has organized the specialized health service in four regions. Each region has an enterprise owned fully by the state. The regional health enterprises own in principal all the hospitals in the region. They are responsible for providing specialized health care to the inhabitants in the region. The organization into enterprises means that we use organizational tools from the private sector and add elements from traditional public governance to operate our welfare policy.

Patients in Norway have a legal right to health care. The Patients' Rights Act guarantees the patient's right to care and regulates the relationship between the patient and the health service. Patients are entitled to information, a second opinion and free choice of hospital. There is a system for complaints as there is a Patients' Ombudsman in each county. When patients suffer

economic loss as a consequence of medical errors a public system ensures that they are awarded compensation. But we are absolutely not talking about a US-level.

In a global context Norway may appear to have a very good health system. But it is far from perfect. Actually, many Norwegians think we are behind the times.

The patients do not get the services they need. The lack of coordination results in long waiting times. Patients are shunted about in the system. They do not receive the necessary rehabilitation. This leads to sicker patients and slower recovery. As a result of this many patients require even more health care.

Our population is getting older. The burden of disease is changing. The number of patients with chronic diseases is rapidly increasing. More people have mental problems. Obesity is increasing. The number of diabetes patients has increased.

The Coordination Reform has an ambition to improve the lack of coordination between hospitals and primary health care. There is probably a lack of coordination in all segments of the health care services. There is insufficient contact between municipalities and the hospitals; between the municipalities; within the municipalities; and within the hospitals. This needs to be addressed.

The reform aims to address three challenges:

Firstly; what financial measures may be taken to facilitate coordination between the hospitals and the municipalities?

Secondly; what legal measures may be taken?

Thirdly: How can technology improve the coordination?

In order to achieve this, it's necessary to strengthen the primary health care sector. Incentives for better prevention are needed.

Due to the challenges mentioned about lack of qualified personal and the economy itself, the structural problems is just a part of the answer. Especially municipalities in the districts (and there is a lot of them) are seeking different kind of cooperation to meet the challenges of the reform.

At the moment the reform is in progress, but it's too early to say how this will end. What we can say, is that the reform has given the municipalities a lot of challenges and a lot of work.

c. Reforms in the unemployment and social secure system.

From 2007 the national unemployment and social insurance services has been "merged" with the social services in the municipalities. In a big process going on for the last years each municipality has established these services in one office (the one-door principal). Bigger municipalities often have a number of offices, but organized in the same way.

In spite of the fact that these services are located in one office, the municipality still is in charge of their social services. At the moment we are in a phase where this reform requires

less focus but because of the way the offices are organized, the city managers still get a lot of additional challenges.

d. Digital reforms

Add to this, the e-Government project, or should I say projects, where The Government is working with an ambition that IT shall give a major, coordinated contribution to the development of the public service, and you will see a picture of a lot of good will and high ambitions combined with some really tough challenges.

3. The situation of the city managers

In spite of these challenges etc., the city managers in Norway still, in general, is quite optimistic about the future, and find their work mostly interesting.

On the other hand, we have seen a trend over the last years that an increasing number of city managers say, it's not worth it. They find that there is a lack of correlation between claims, expectations and efforts needed on one hand and the resources to do the job and the level of their own wages on the other hand. We could hear some of this even ten and twenty years ago. What's new, is that they add, and I'll probably quit within a year.

A part of this picture is that many local politicians seem to be more likely to go in to details when it comes to running the services. In the beginning of 2000, there was a national trend that a lot of responsibility was delegated to the city managers. Over the last years the pendulum has swung back. Nowadays, many city managers experience that they constantly have to discuss details with the politicians before making solutions etc.

This trend is driven by the fact that the politicians realize that their lack of impact when it comes to the services makes it necessary to be more involved in details. If not, what shall be their purpose? Most politicians did not elect to deal with strategy and more overall business. They were engaged by concrete issues that they wanted to solve or have an impact on.

The challenges mentioned, certainly gives everyone working with municipal top management in Norway an exciting future.

Best regards,

Finn C. Brevig



SOUTH AFRICA REPORT - 2016 ICMA CONFERENCE

1. POLITICAL SYSTEM (LAYERS OF GOVERNMENT, TASKS AND RESPONSIBILITIES).

1.1 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, 1996

Section 155 of the Constitution of the Republic of South Africa Act of 1996 sets up the establishment of municipalities in terms of Category A (metro), B (local) and C (district). The Constitution also provides for Cooperative Governance between the three (3) spheres of Government which are National, Provincial and Local Government. Section 154 (1) of the Constitution enjoins national and provincial governments to support and strengthen the capacity of local government to manage their own affairs to exercise their powers and to perform their functions.

1.2 POWERS AND FUNCTIONS OF MUNICIPALITIES

A municipality has executive authority in respect of, and has the right to administer the following local government matters: Air Pollution, Building Regulations, Child Care Facilities, Electricity and Gas Reticulation, Fire- fighting, Local Tourism, Municipal Airports, Planning, Health Services, Public Transport, Public Works, Storm Water and Sanitation, Beaches and Amusement Facilities, Billboards and Adverts, Cemeteries and Crematoria, Cleansing, Control of Public Nuisance, Control of Liquor Sale, Facilities for Burial of Animals, Fencing, Licensing Food Sale, Licensing of Dogs, Local Amenities, Local Sports Facilities, Markets, Abattoirs, Parks and Recreation, Roads, Noise Pollution, Public Spaces, Refuse Removal, Street Trading, Street Lighting, Traffic and Parking.

2. FINANCING OF MUNICIPALITIES

The Constitution (Section 214(1)) provides for allocation to municipalities through an act of parliament called the Division of Revenue Act. Municipalities also receive grants from both the national and provincial governments. Municipalities are also expected to raise their own revenue through the provisions of services such as water, electricity, traffic management, municipal taxes and levies, entities, etc.

3. TOP 3 CHALLENGES LOCAL GOVERNMENT HAS BEEN EXPERIENCING.

3.1 UNEMPLOYMENT AND POVERTY

The current unemployment rate in South Africa is extremely high, estimated at 26.6% (total population is 56 million), and this has put a lot of strain on municipal services for municipalities have to either subsidize or provide free basic services to the unemployed since it is their constitutional right. Municipalities are also expected to provide free housing to the poor and this has seriously impacted on the finances of municipalities since the number of people getting below the poverty line increases day by day.

3.2 FINANCES

Local government receives a lot less grants (25%) from national government compared to provincial government and they are expected to raise their own revenue (75% of the total budget). It is extremely difficult for smaller municipalities to raise their own revenue given the high levels of unemployment and poverty. There are municipalities that are totally dependent on grant funding from the national government and have no revenue base at all.

3.3 POLITICAL INSTABILITY IN MUNICIPALITIES

South African Municipalities are characterised by high political contestations. This brings about instability in Municipalities. Half of the time a Municipal Manager and a Mayor rarely complete the five (5) year term.

4. KEY PRESSURES LOCAL GOVERNMENT IS LIKELY TO EXPERIENCE IN THE NEXT FIVE- TEN YEARS

4.1 MORE DEMANDS FOR SERVICES.

A lot of people are migrating from rural areas to urban areas on daily basis and increase the demand for services. It should be noted that municipalities are obliged by the Constitution to provide free basic services (50 Kilowatts of Electricity and 10 Kilolitres of water).

4.2 INCREASING BACKLOGS

Municipalities have done well in terms of eradicating backlogs in water (90%), Electricity (85%), and Sanitation (78%). If one were to compare this with the rest of the municipalities services one will realise that there is still a long way to go. It will take about 80 years for Municipalities to address the housing demand and about 30 years to eradicate informal settlements.

4.3 POLITICAL INSTABILITY

The current electoral system in local government is the main reason for political instability in municipalities. Anybody is eligible to become a councillor and this results into political contestations where being a councillor is seen as a job. Linked to this is the challenge of professionalizing local government.

5. HOW TO ADDRESS THESE PRESSURES

5.1 DEMANDS FOR SERVICES

Rural areas need to be developed as well to reduce migration to urban areas. Free basic services should be phased out with time whilst subsidization is being phased in.

5.2 INCREASING BACKLOGS

National government must increase financial allocations to municipalities. Free housing should be phased out because it is not sustainable and the country should focus more on creating jobs.

5.3 POLITICAL INSTABILITY

The electoral system needs to be changed and eligibility criteria for councillors be developed and put in place. Local government should be professionalized.

THE UNITED KINGDOM

Country Report

The political system

The United Kingdom is a parliamentary democracy and a constitutional monarchy with the population of 65.1 million.¹

Layers of government

There are two levels of government in the UK: central government and local government. Across the country, local government bodies are organised into a mixture of one-tier and two-tier systems. In some parts of the country, typically in more rural areas, there are two levels (tiers) of local government: a county council and a district/borough/city council. In other parts of the country, typically more urban areas, there is just one level of local government responsible for all local services, known as a unitary authority. There are three main types of unitary authorities: unitary authorities in shire areas; London boroughs; and metropolitan boroughs.

In addition to having representation in the UK Parliament, the nations of Scotland, Northern Ireland, and Wales are also represented by their own elected national assemblies or parliaments, and associated executive bodies known as the 'devolved administrations', and they have certain restricted powers to legislate and govern on matters which relate only to that nation. All local authorities in Scotland, Wales and Northern Ireland operate under a unitary system.

In some parts of England, there are also town and parish councils, which are sometimes described as the third tier of local government. These are responsible for services like allotments, public toilets, parks and ponds, local halls, etc. Apart from some conduct and elections issues, town and parish councils are not answerable to the district or county councils.

Councils are now taking part in ongoing devolution discussions with central Government about the powers and services councils deliver, as well as local government funding. The process of devolution has led to the creation of newly established combined authorities (CAs), voluntarily bringing together a number of local councils in an area, together with Health, Police, Fire and Rescue, and Criminal Justice. This process will create a new, 'whole place' tier of the local state.

The intention of national Government is to devolve greater powers and the ability to raise funds locally to these new bodies to provide them with the levers necessary to reshape the places they serve. The devolution process has been currently focusing on large urban areas in England, with a prerequisite of a new democratically accountable elected mayor. As mayors are more likely agreed to in cities than rural areas, tying the exercise of certain powers to the existence of an elected mayor therefore poses an indirect disadvantage to rural areas and shire counties.

Devolution deals with twelve areas are currently being progressed: Greater Manchester, Sheffield City Region, West Yorkshire CA, Cornwall, North-East CA, Tees Valley, West Midlands CA, Liverpool City Region, Cambridgeshire, Norfolk/Suffolk, West of England, and Greater Lincolnshire. However, progress in this area is particularly fluid. Discussions have also taken place on further devolution to Greater London and there are further deals currently under negotiation.

¹ The population of the United Kingdom at 30 June 2015, according to the Office for National Statistics, United Kingdom population mid-year estimate.

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/bulletins/annualmidyearpopulationestimates/mid2015>

Tasks and responsibilities of local government

Councils in the UK choose how to organise their operations based on the power and duties given to them by the UK Parliament. The main services and responsibilities of UK local authorities: Children's services (Children's social care and elements of the education system); Adult social care; Highways, roads and transport; Housing; Planning and development; Welfare support; Waste, environmental and regulatory services; Parks and leisure; Cultural services; Protective services (including fire and rescue services); and Central and other services (including local tax collection – council tax and business rates; election administration; and emergency planning).

County councils deliver services in their areas, such as public health, children's services, adult social care, public transportation and highways. District councils cover smaller areas within counties, providing local services such as housing, local planning, waste, environmental and regulatory services; parks, leisure and cultural services. Unitary authorities are one-tier authorities responsible for all local services. Every part of the UK is also covered by a local authority fire and rescue services. These can be county fire authorities; combined fire authorities and fire defence authorities; and London Fire and Emergency Planning Authority.

Local government funding

Local Government expenditure in England accounts for around a quarter of all Government spending, the majority of which is through revenue expenditure. The total revenue expenditure by local authorities in England is budgeted at £94.1 billion in 2016-17.²

There have traditionally been three main sources of income for local government in England: government grants, council tax and business rates. However, the proportions of these sources vary significantly across the spectrum and geographical area. Some local authorities have historically been more dependent on government grants than others, who raise more in council tax.

- **Government grants:** Allocations to individual councils are intended to maintain similar levels of service across the country; particularly those statutory services that a council is committed by law to provide. The amount of money each council receives is confirmed annually in the Local Government Financial Settlement. This also establishes the balance of funding between different tiers of local government.
- **Council tax**, which is maintained locally, makes up the majority of the difference between a council's planned budget and its central funding. For the first time this year, councils have been able to add an additional 2% levy on council tax bills specifically to fund social care. This is known as the 'social care precept' and most councils across the UK have chosen to exercise this optional levy.
- **Business rates** are set nationally by central government. Historically, the revenue raised locally has been passed to central government, paying the rates into a centrally-controlled account. These funds were then redistributed back to councils on a per head basis, as part of the grant settlement. From 2013, councils have been able to retain half of any additional business rates obtained as a result of local economic growth.

² Department for Communities and Local Government, Local Government Finance Statistical Release, 30 June 2016. https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/532932/RA_Budget_2016-17_Statistical_Release.pdf

However, following recent Government announcements, the main grant to councils is set to be phased out by 2020 and the Government suggests that councils will be compensated through the ability to retain 100% of the business rates collected at a local level. These reforms are driven by the desire to incentivise local economic growth and economic development, to address the financial challenges local government is currently facing (as set out below), and to achieve long term financial sustainability of local public services. The detail is currently being set out and is subject to consultation in summer/autumn 2016.

Councils also receive income from returns on borrowing and investments, interest and capital receipts, sales, fees and charges and rents for social housing built and maintained by the council.

Three key pressures faced by local government during the past 5 years

For local government in the UK, the past five years have been the first phase of an "age of austerity" that looks set to continue into the future. It has been a period characterised by major changes, at an increasing pace, across the whole sector. The top three key pressures on local authorities have been:

- **Concerns over the longer term financial sustainability of many local public services amidst funding cuts and increasing demand on services due to demographic changes.** The period of 2010-15 saw a 37% average reduction in national Government funding for local councils, whose income overall fell by between 15 and 40%. Virtually all service areas have been affected by these spending reductions, with housing and planning services being some of the hardest hit, although children's services have tended to be protected.
- **The need to quickly make large scale reductions in costs and to put in place greater efficiency.** Efficiency savings by local authorities have focused on cutting "back-office" support services, and on management delayering to reduce overheads. The size of the local government workforce has reduced by over 16% and wages have been frozen for five years, representing a real loss of income for all remaining staff. There are concerns about councils' future ability to replace a rapidly ageing workforce.
- **Pressure to stimulate economic growth and to identify potential areas of income generation.** The Government's aim is to create a self-sufficient local government sector, incentivised to drive economic growth and rebalance the economy, regionally and nationally. Councils across the country have been exploring innovative commercial methods to generate income and secure financial stability, whilst working with partners from across all sectors to drive economic development in local areas.

Key pressures that local government is likely to experience in next 5 to 10 years and what will be done to address these challenges

- The need for further cost reductions and efficiency measures, and seeking the freedom to reshape local public services to deliver the best and most effective outcomes for local people. This will involve whole system transformation, with new service delivery models, new ways of working, and new collaborative, strategic partnerships and alliances.
- To address the financial challenges, UK councils are seeking actively to become financially self-sufficient, with greater ability to raise money locally and freedom from any reliance on Government grants, by 2020.
- The main service pressures facing local councils in the UK over the next five to ten years will be in the areas of economic growth and prosperity; health and social care integration and the ability to manage the impacts of health pressures and the growing demand for adult social care services to meet the needs of local populations; and affordable housing provision.

- The prospect of local government reorganisation and the uncertainty of the fate of Combined Authorities under the new national Government, particularly as there are a number of unanswered questions about their powers, finance, accountability, structures and how much support they will receive from the new Government. There are currently no set Government criteria or direction on the type of council format it favours and there is a lot of speculation over competing proposals from counties and districts.
- The impact of Brexit on local government and the wide-ranging implications this will have on the delivery of key services. There is currently not enough detail to understand what this will mean in practice as it is subject to future negotiations between Government and the EU. It is important to ensure that a proportion of the powers that will return from the EU to national UK Government will then be appropriately re-distributed to local government. It is also vital to ensure that the local government devolution agenda remains a priority for central Government.
- Creating deeper and more "honest" engagement with local communities in order to offer greater democratic accountability and transparency.
- Redrawing the relationship between councils and the private and the voluntary/community sectors with the aim of their greater involvement in redesigning services and delivery to create more "social value" locally in future.
- Such radical innovation by local councils will involve rapid change in the following priority areas:
 - radical service redesign through service integration and "blurring" organisational boundaries;
 - greater use of digital innovation and "big data" analytics to "channel shift" and better target service provision;
 - greater local income generation and "commercialisation";
 - more use of "pooled" budgets across public services and different councils, particularly for strategic initiatives or investments;
 - "invest to save" measures to promote better prevention and to reduce public demand and behaviour change "by design"; and
 - improved management of all publicly owned land and property assets, to reduce operating costs and provide revenue income streams.

A Report on Israeli Municipal Government for the International Meeting at the International City/County Management Association (ICMA) Conference

The Political System (Layers of Government, Tasks and Responsibilities)

There are two levels of government: municipal and state. Municipal government lies at the core of public undertaking, due to its direct responsibility for sustaining an array of public services (varied kinds of educational, communal and municipal services), and its active involvement in the physical and financial development of the localities it represents. Over the past few years, this status has become prominent, as municipal government shoulders an ever increasing number of tasks.

Israeli local government is comprised of 257 municipalities. Organizationally speaking, the Ministry of Interior acts as the regulator which oversees, approves and determines the standards of local government: the municipalities. However, from a fundamental and professional point of view, local governments are subordinate to, supervised by, and must answer to many governmental ministries, as they must deal with and specialize in an abundance of fields, such as: education, sanitation, welfare, transportation, individual security, local financial development, tourism, infrastructure, employment, and environment.

The local authority provides its residents, commercial firms, and other institutions within its area of jurisdiction with a wide range of services. It develops its physical infrastructure, road system, water supply, refuse collection and disposal system, sewage system, and parks. It is responsible for environmental protection (public health, nuisances, cleanliness, etc.) and, with the Ministry of Education, Culture and Sport, the education system. The local authority builds schools and provides for their equipment and maintenance. Pre-kindergartens and secondary education institutions are established and administered by the local authority, but some of these facilities may be owned by non-profit organizations with aid given by the local authority. Local authorities also promote and financially assist cultural and sports activities (libraries, museums, youth clubs, etc.) and some maintain orchestras, choirs, theaters and similar enterprises.

The Federation of Local Authorities differentiates between four types of municipalities: **city council, local council, regional council, and local industrial council**. The different kinds of municipalities differ in the nature of the locality, the number of residents, the number of layers of government, and various legal aspects.

A City Council is a single locality which gains its municipal status when it populates over twenty thousand residents in a developed urban area characterized by governmental stability, a suitable level of services, and proper fiscal conduct.

A Local Council is a single locality which usually numbers over 10,000 residents.

A Regional Council is based upon two layers of local government. The regional council includes several localities, each with its own local council (the lower layer) as well as elected representatives in the regional council (the top layer). Common forms of localities in the regional council are, for example: co-operative settlements (Moshav), collective settlements (Kibbutz), collective/co-operative settlements (a cross between the Moshav and the Kibbutz), institutional settlements (small localities which contain no more than one institution), community settlements, or villages.

A Local Industrial Council is declared as such with the consent of the Ministers of Interior, Finance, and Economy and Industry. The local industrial council controls an intercity industrial area, and its purpose lies in industrial development, rather than resident-care.

International Affairs Division

Local Government Budgets

Regular Budget (Current Budget)

The legal base for the municipality's current expenses in the fiscal year. The municipality's estimated revenue and expense in a single fiscal year (from January 1st to December 31st).

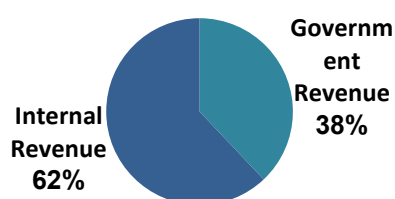
Amongst other things, the budget must include explanations, and detail the manpower standards.

Regular Budget - Revenue Sources

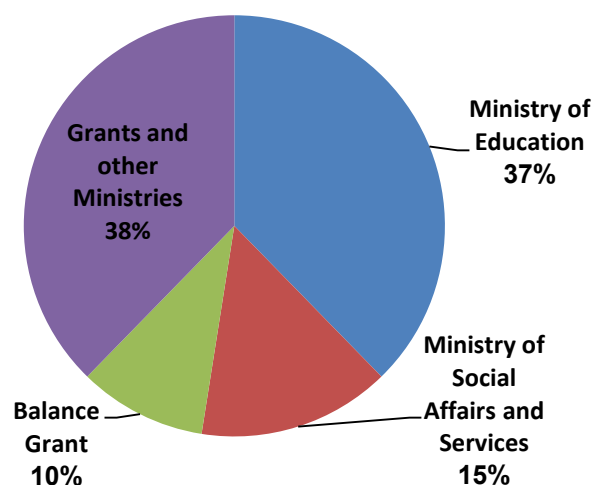
- ❖ **Internal Revenue:** municipal taxes and various fees.
- ❖ **Government Revenue:** budgeting from the various governmental ministries: The Ministry of Education, The Ministry of Social Affairs and Services, The Ministry of Interior, and others.
- ❖ **Other Sources of Revenue:** institutional contributions, loans, etc.

Regular budget - revenue distribution

The municipality's revenue, sans municipal tax discounts and cumulative deficit coverage, reached about 50 billion ILS



Regular budget - government revenue distribution

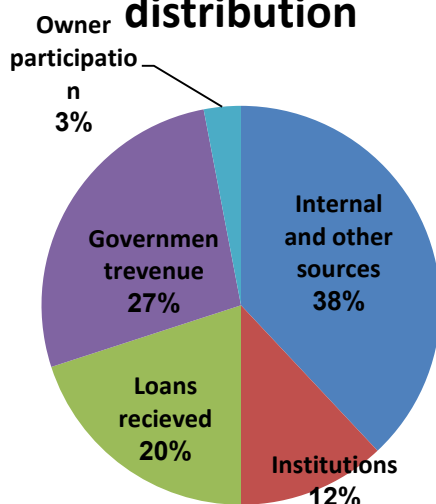


International Affairs Division

Irregular Budget

Anticipated revenue and expense due to one-time jobs surrounding the development and execution of various public projects.

Irregular budget - revenue distribution



Irregular Budget - Revenue Sources:

- ▶ Land betterment taxes (or in lieu of land betterment taxes)
- ▶ Mifal Hapayis – the national lottery of Israel.
- ▶ By-law taxes.
- ▶ Government ministries.
- ▶ The regular budget.
- ▶ Donations.
- ▶ Asset sales.
- ▶ Loans.

The 3 key pressures faced by local government during the past 5 years

1. Problems posed by the availability of housing for young couples and those entitled to it.
2. The public's view of local government.
3. An ever growing trend which sees a transference of liabilities to the local government, with no authority nor budget. This process eats away at budgets allocated for other areas, and the lack of authority poses a problem for the mayor, seeing as the citizens turn to him, forcing him to deal with problems beyond his abilities. In education, for example, reforms that are both pedagogical and social are absolutely legitimate, but are transferred to the local government outside of the existing work plan, and their execution impacts budgets and manpower. Thus budgets are channeled to different places than intended, damaging other material issues in the process. Unfortunately, imposing this responsibility does not come hand in hand with raising the taxes, which in turn increases budgetary and planning-related distress.

Key pressures that local government is likely to experience in the next 5 to 10 years?

1. Education – The Federation of Local Authorities in Israel founded a committee that will define the state's responsibilities both in matters of subjects and fields, as well as in matters of budget, because these have never been truly defined. The purpose of defining responsibilities is so that the authorities could optimally sustain the local education systems, thus clarifying what each student receives, while at the same time notifying the state of the budgets it must add. Now the challenge lies with the prime minister's office, in convening the relevant ministries in order to explain the significance in detail, and conduct a dialog that will lead to the regularization of a permanent policy on the matter.
2. Financially and socially promoting the periphery to the standard accepted in central Israel – an issue that has been with Israel since its inception, as the gaps between the periphery and the large central cities have grown deeper and wider over the years. The local government in Israel has prepared a layout that financially and socially promotes cities in the periphery by developing employment areas, cancelling the matching mechanism (local government participation) in education and welfare budgeting, encouraging factories to move to the periphery by giving grants, developing tourism, and more. As the Israeli government's executive branch, local government offers substantial steps towards closing social gaps.
3. Local government's stability vs. that of the national government – the head of a municipality is elected for a period of 5 years, and most of them continue on in this role for an even longer period, so that, on average, there are about 10 years of organized government and policy which allow for changes and processes to take place. At the same time, the national government is replaced every 4 years, at best. This issue makes performance difficult and further highlights the local government's critical position with the citizen. Municipal government is an island of sanity. In order to deal with this challenge, local rule maintains a direct and constant connection with the national government, and whenever the latter is replaced, makes sure to provide it with agenda suggestions that are in the local government's best interest. In addition, local government supports and promotes the initiative to set a long-term budget that would be less affected by changes to the national government.

Elevator Speech Draft

"The international committee of ICMA is comprised of frontline ambassadors to the profession who are excited to play a leadership role in fostering passion for international collaboration of local government managers. We are intentional internationalists, focused on capacity building, and knowledge based exchanges. Our advocacy leads to collaboration among members, partners, and interested local governments.

How can you learn more about the committee? There are several ways:

- 1) Visit us during our committee meeting on Sunday morning at the annual ICMA conference.
- 2) Join the "ICMA international committee, affiliates, and friends" group on the ICMA knowledge network.
- 3) Consider attending the annual Spring International Regional Summit. Some scholarship funding is possible. (Apply for this.) You need not be a committee member to attend.

Lastly, in closing,

What is the one thing that has been your greatest "treasure" since you have been actively involved with the international committee of ICMA? (share this in your conversation with interested individuals)"

DRAFT

For discussion September 2016

International Committee Functions

ICMA Board directive:

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

International Committee perspective on our functions:

Affiliates:

- Hold annual International Regional Summit in concert with and ICMA affiliate association
- Establish an IC liaison to each ICMA affiliate association
- Each liaison to interact with affiliate in accordance with Mike Garvey policy statement
- Each liaison to report 2 times per year on their affiliate’s activities

Executive Board

- Plan and hold joint meeting of IC and ICMA Executive Board every 3 years, which will comprise that year’s International Summit
- Hold joint IC and ICMA Executive Board meeting to review topics of interest and IC’s charge from Board
- Regular communication with ICMA Executive Board through periodic reports to Board and regular dialogue with IC members attending Board meetings

ICMA International Work and International Contracts:

- Understand the ICMA international contracts so we can answer questions from members and also support the ICMA staff in making reports to the Board
- Spread the word to contacts in ICMA and in state associations to lend technical support for ICMA’s international work
- Help provide hosts for international city managers

ICMA Advisory Committees:

- Establish ties between International Committee and other ICMA Advisory Committees where there are benefits to both group, such as Sustainable Communities Advisory Committee
- Explore with ICMA Board having International Committee liaisons to other Advisory Committees

Public Relations:

- Presentations at ICMA conference (or other ICMA events) on International Summit

- IC Members and Alumni & Friends to prepare written report on in-nation conference and educational opportunities
- Designate IC member(s) to prepare written reports on aspects of the International Regional Summit for distribution by ICMA in varied ways (PM article, website article, Facebook, etc.)

Reporting:

- IC members report to State association meetings on ICMA international topics (International Summits, International Committee, ICMA International work, volunteering and hosting international)
- IC members to report at each US Regional Summit on ICMA international topics (International Summits, International Committee, ICMA International work, volunteering and hosting international) – can ICMA support staff prepare talking points for this like the Executive Board gets?
- 2 times per year report from IC Chair to ICMA Executive Board

Sub-Committee members:

Kelly McAdoo

Ryan Eggleston

Cindy Steinhauser

Michele Meade