

**Minutes of the
ICMA International Committee Fall Meeting**
Montreal, ICMA Annual Conference
September 13, 2009

Committee participants:

Chair Mark Watson, Vice Chair Peter Agh, Executive Board Liaison Simon Farbrother, Duncan Ballantyne, Manvita Baradi, Ron Bergman, Greg Bielawski, Wally Bobkiewicz, Patrick Brennan, Roger Caves, Ronald F. Chandler, Dave Childs, Octavio Chavez, Ian Coyle, Ed Daley, Kelly Daniels, Byron Davies, Nolene Duff, Charles Duggan, William Emerson, Michael Garvey, Bill Hammon, Mark Israelson, Mike Jaillet, Trupti Jani, Robert Jean, Willem Joost Licht, Tom Lundy, Chris MacPherson, Meghna Malhotra, Steve Parry, Clay Pearson, Sarah Phillips, Ken Pulskamp, Andreas Rapp, Oscar Rodriguez, Kim Ryley, David Smith, Joshua Smith, Stale Stormark, Dale Sugerman, David Timmons, Sandra Tripp-Jones, Terry Zerkle.

ICMA Staff: Ross Hoff, Diane Crosby, David Grossman, Evelina Moulder

● **Introductions and opening by Wally Bobkiewicz (out-going Chair)**

● **Report on ICMA International Programs**

David Grossman, Director of International Programs, reported on current programs and the pipeline for potential awards. He said that the fiscal year 2009 revenue stretch goal had been reached, representing an all-time revenue high for the team. He reported on staffing growth with the addition of a Recruitment Officer, Field Operations Officer, and two Senior Governance Advisors. Marketing events had expanded with participation at the World Urban Forum in China; the World Bank telecast for three Asian cities on bond issuance and credit worthiness; UN Habitat regional forum; and two Commonwealth Local Government Forum events. He reported on member participation in programs, for example with Sandra Tripp-Jones, Ron Bergman, Peter Hames, and Bob Pierson. He said that the team had set the stage for a base of revenue for the out years with FY10 and FY11 in hand. He reported that the funding had been diversified beyond USAID with two World Bank awards in Mexico and Lebanon. Other activities included: a proposal for Afghanistan water authority; Cities Alliance in Uganda with slum upgrading; training through the World Bank's Global City Indicators program and WB Institute training; an award with the EPA (Methane to Markets); a proposal to ADB with LGMA for Indonesia; a proposal to the European Union in public safety/community policing; work with CLGF and UN-Habitat for a decentralization forum in Jamaica; corporate social responsibility launch in South America, Gates Foundation, and Rockefeller Foundation; produced a white paper on slum upgrading; \$145 million proposal for work in Afghanistan with DAI; project work in Sri Lanka with VEGA including our new Sri Lankan affiliate; \$7 million proposal for Ecuador; China consortium with China Star Group with an MOU to conduct training, study tours, and technical assistance to a city of 15 million. David said that this past year had represented a shotgun approach to new business but that FY10's goals included working with ICMA's Foundational Business Requirements team to keep up to pace with the growth. He said that the contract administration team had new staff and that human resources was beginning to deal with overseas employees. He also reported that the CFO was moving toward more integration on the financials. He said that International programs was more integrated with the domestic side of the organization than in the past, with the shared resource of a pending Curriculum Development Specialist for ICMA's training courses to be developed for the

international market. He also said that there was close coordination and work with the membership team, particularly in China. In response to the question about a new USAID administrator, he said that there was not yet a hire and that this was the source of much speculation in the industry. Bob Jean said that the report delivery was low key but that it represented a fabulous new direction for International. Wally Bobkiewicz said that David should also keep in mind the broader base goal of increasing membership involvement in field programs as appropriate.

● **Presentation on ICMA's Knowledge Network**

Evelina Moulder, ICMA's Director of Research, gave the committee an update on the development of the Knowledge Network, a web-based platform to provide subject matter collaboration worldwide in cooperation with the Alliance for Innovation and Arizona State University. She reported that an agreement had just been signed with Ontario for sharing content and reports, and that the network would provide SOLACE with its own online group for exchange and collaboration as examples of the network's potential. She said that it makes sense to share and that an information exchange to be in one place which was the intent of the network. She reported that Jim Svava would also provide research from the academic community to the network that would include a question and answer function for local practices. She encouraged the committee to visit the demonstrations at the conference and to think about the benefit of the collaboration and on line community that would be created. She also said that one feature, the communities of practice, would be especially valuable in an international context, particularly in subject areas like sustainability. She said that the formal launch would be in mid-October and that it could be reached through the ICMA website link.

● **Update on the Implementation of the 2009 Workplan and ICMA Governance Issues**

Simon Farbrother provided an update on the third international vice president and related issues which he said were key for the international committee and ICMA. He said that last year's strategic plan requires ICMA to consider international issues in everything it does. He referenced the international committee's increasing influence and that international membership had increased by 15% in the past year. Simon said that the goal was to normalize the regional VP structure per the international committee's recommendations and that this would be on the board's agenda in November at the Detroit meeting. There would be an opportunity to look at how the third international vice president fits into the broader governance issues. He said that there was a lot on this issue for the board to digest so that the discussion was just starting and would not be external to the board yet, and that the committee should respect the executive decision but that both aspects of governance would come at the same time (regional and international representation). Tom Lundy said that there was potential for a stronger regional role and implications for the current nominating process. Ron Bergman said that the issue had morphed from the some of the international committee's intentions. Simon said that the principal issue now appears to be equity and the constitutional piece; the board wants to return to the equity question rather than whether or not there were so many international members in a particular box for reaching a third VP threshold.

● **Reports from Affiliates**

Nolene Duff spoke for LGMA and said that relationships with the state are now the issue. She said that states are members of the federal national association. States own

members and split the agenda at times. The big focus is on the economy. The new government in November pumped funds to local governments in Australia based on a straight formula to localities. This direct funding was challenged in the high court as localities are not recognized in the constitution. The Center for Excellence received federal funding. There continues to be an Asia/Pacific focus in democracy and links to capacity. Other issues include infrastructure, water, and sustainability after 10 years of drought. There remains a big rural and agriculture focus that has been affected. There is not yet a strong focus on technology or alternative energy. Infrastructure remains the big issue for local governments and a big challenge as poor maintenance burdens local governments.

Chris MacPherson spoke for CAMA and said that infrastructure, deficits, and a stimulus package have dominated local governments. With so many new projects, there are now too few vendors. Other issues include human resource issues on changing demographics and youth, poverty, housing. Costs for local governments are increasing while revenues remain stable. He reported that CAMA has 400 members and has doubled in size. The main organizational areas include: (1) External relationship with affiliates; (2) federal policy and advocacy; (3) financial stability and governance transparency; (4) new branding and marketing efforts; (5) Toronto 2010 conference; and (6) service delivery via electronics and technology.

Manvita Baradi spoke on behalf of the thirteen state level associations in India. She said that the government of India's mission for cities included money for development projects which represented a shift over the past five years. The associations are serving as knowledge managers for these projects in many cases. Other issues for the associations include addressing performance measurement service levels, quality delivery, and human resources. She reminded the committee about the creation of the mega cities association representing the seven largest cities in India and that it was in its first year since formation. Trupti Jani from CMAG spoke about the association prioritizing issues of its members, including drinking water, mobilizing finances, and the decentralization process, energy audits, as well as how to meet the demands on urban governance.

Peter Agh spoke for the Slovakian association of 100 members (30% of all city managers in Slovakia). He spoke about working with UDiTE for accreditation of city managers throughout Europe. He said that his association was also trying to have legislation reference the role and responsibilities of the city manager and that currently the only codified reference was that they were appointed by mayors. He said that the current financial issues included more unfunded mandates in the social services field with 15% cuts thus far. He said he expected that the period from January to December 2010 would be fiscally worse off than 2009. Hot topics in Slovakia local government include information, service delivery, and waste management.

Octavio Chavez spoke on behalf of AMMAC and said that one key issue was financing through the federal government bank. He said that ICMA/LA launched the performance measurement center which would help to support the new federal constitutional mandate that all public entities must now report to citizens on performance. This legislative change would assist ICMA/LA's efforts in developing the center as business unit and technical assistance entity. He said that he was looking for volunteers from ICMA members to speak on courses about service delivery.

Willem Joost Licht spoke on behalf of VGS and said that in the Netherlands there were layers of local, regional, and national governments that have been collapsed together in recent years to address municipal issues. He said that there was lots of dialogue about deregulation and public safety (fire, police) as a local task is now a regional function. Other current topics include civil society and public participation, sustainability and implementation of solutions, stabilizing growth with flattening employee structure, benchmarking with a focus on impacts.

Byron Davies spoke on behalf of UDiTE and its role as a federation of 27 national associations in Europe. He said that it was still a young organization at 15 years, but there had been a good discussion in Bratislava about cooperation with ICMA. He said that one difficulty was to build an information base in many native languages and determining how to have a wider base in Europe. He reminded the committee of the spring 2011 committee meeting scheduled for Cardiff (March 11-14, 2011) where the goal would be to connect to all Commonwealth Local Government Forum members for professional and academic exchange.

● **Spring 2010 Committee Meeting, New Zealand, April 22-24, 2010**

Steve Parry reported that the meeting would be held on Saturday, April 24, in Rotorua, New Zealand, in conjunction with SOLGM's Leading Practices Symposium (April 22-23). He said that Sunday, April 25, was a public holiday commemorating World War I casualties. He reported that Rotorua was a two-hour rental car ride from Auckland and that it was a premier tourist area and a cultural melting pot. Tourism options include visitation to tribal homes, thermal pools, sheep dog exhibitions, fly fishing, caving, and that the Bay of Plenty was one hour away.

The committee asked if this year's symposium would include the "management challenge" where candidates compete in a response to a fictitious scenario with selection criteria. He said that it may be possible this year. Another member asked if the meeting would include the opportunity to have post-session meetings or 1-2 day exchanges with communities and managers as was offered in Slovakia. Steve said that the committee should let him know what they would like him to set up and recommended that they observe the very strong community consultative process that has been established in New Zealand.

● **Subcommittee Assignments and Affiliate Member Liaisons**

Chair Mark Watson asked members to sign up for one of five subcommittees that were developed at the Bratislava meeting to track key areas in the association's strategic plan: Knowledge Base Exchange, Leadership, Professional Development, Partnerships, and Communications & Marketing. He asked members to self select or volunteer as well for the roles of subcommittee chair and international affiliate liaisons. He also asked members to review the committee work plan and write down at least one accomplishment or goal for their term. He said that he would compile those responses and circulate them to the committee, and they would be addressed in work plan activities or as new ideas for consideration. Subcommittee chairs are to be contacted after the conference for follow up planning meetings.