

2006

ANNUAL REPORT

CityLinks

Global challenges, local solutions



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Leaders at the Core of Better Communities

IGMA

INTERNATIONAL



Opening of Shar-i-Naw Park—
a rehabilitation project in Kabul

Foreword

It is with great pleasure we present the 2006 ICMA CityLinks Annual Report. In 2006, ICMA continued to foster democratic local governance throughout the world and assist our international partners in effective service delivery at the local government level with the assistance of seasoned local government practitioners from cities and counties throughout the United States.

Through the CityLinks Program, ICMA seeks to empower local governments, NGOs, the private sector, and citizens to effect local solutions by establishing professional relationships between U.S. local governments and their counterparts in developing and transitional countries. Experience has shown the value of peer exchange, in the transfer and adaptation of skills and tools to meet the challenges of local government service delivery. To build the capacity of local governments, USAID and ICMA developed a program that partners U.S. local government practitioners, their skills and creativity with local government leaders from Eastern Europe, Asia, Latin America, and Africa.

More than ever, local governments around the world must be able to operate in a number of different arenas, often responding in times of crisis, with few resources, to the needs of their citizens. Previously, central governments were responsible and held authority for the delivery of basic public services, environmental management, local economic development, municipal health services, and financial and administrative management. As central governments embrace the process of democratization and decentralization in many parts of the world, local governments are under pressure to take on new responsibilities and provide citizens with the level of service they expect and deserve. But because local government leaders and staff lack the experience, skills, and abilities to meet the new challenges, they are struggling under the weight of these responsibilities.

This 2006 report offers a glimpse of the many technical approaches used to improve local government management and service delivery and to enhance the quality of life for people in developing areas of the world. In addition to the concrete program results, there are untold intangible results. Partners seek not just to solve a specific problem, but to build the knowledge and skills of local practitioners to apply new methodologies and approaches to other issue areas, to replicate leading practices in other communities, and to build the confidence of communities to try new approaches and to effect change.

The main strength of the CityLinks program is that it fosters true partnerships between U.S. cities and the international community. The various projects draw from successful models and approaches undertaken by the U.S. partner, and these models and approaches naturally cannot be simply replicated. The key to a successful partnership is one in which the participants work together to adapt the approach taken by the U.S. city into contextual and practical



(Foreword continued)

practices that accommodate the unique circumstances and needs of the international city.

The U.S. participants are an integral component of a successful program. U.S. local government participants believe in public service, and understand that public service does not stop at their city limits. Helping other local governments internationally is consistent with their personal and professional mission.

Just a few examples highlighting the tools developed and the technical assistance provided that has led to often-innovative solutions that have improved the neighborhoods and cities in which we have worked.

- In Albania, Catawba County is assisting the City of Tirana in developing solid waste educational and environmental programs that are designed to decrease street-side and sidewalk litter and garbage, increase waste reduction and recycling, and reduce Tirana's reliance on landfill waste disposal.
- In South Africa, the principal objective was to empower the staff in the municipalities of Buffalo City, Mangaung and Msunduzi to promote local economic development and tourism more effectively and to engage local stakeholders and institutions to plan and implement local economic development (LED) strategies.
- In Afghanistan, ICMA manages a program to support the transformation of post-war Afghanistan by strengthening the capacity of the Municipality of Kabul to provide essential services to its citizens.

We thank the USAID Missions worldwide and USAID/ Washington for the opportunity to assist our international partners. Working together, USAID and ICMA have developed tailored solutions that address the needs and challenges of those we serve.

We thank all ICMA members and their staff who have participated in the ICMA CityLinks Program for their continued commitment to excellence in local government.



Susan Cosner
Director, CityLinks Program
ICMA International

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Adama, Ethiopia—Portland, Oregon

Adama, Ethiopia—Portland, OR September 2005—June 2007

2006 Highlights

- Portland officials worked with the Municipality of Adama staff to review the basic tools and techniques of economic development and job creation to aid Adama in its battle against urban poverty.
- Together the Portland and Adama teams outlined a plan that includes the following areas of activity: industrial district promotion, industrial site development, target-sector networking and problem solving, and incubator expansion. The plan will assist Adama to achieve its goal of becoming a booming manufacturing and transportation center.

► **Local Economic Development**

The Municipality of Adama has a population of 208,000 and boasts a growth rate of nearly 5 percent per year. It is centrally located with major truck routes extending to the eastern and southern regions of Ethiopia and is 100 km from Addis Ababa. Adama is also the capital city of the Oromiya Regional state, which is the largest populated region in the country and is located on the major rail and highway route that travels to the port in Djibouti, Ethiopia's only seaport. The municipality is located near the Rift Valley resort area—considered by many an archaeological paradise—and attracts people from Addis Ababa and beyond for weekend getaways. The municipality offers a temperate climate and natural attractions, such as hot springs; has an abundance of land and water; and is considered an economic hub with the potential to become a booming manufacturing and transportation center.

Despite these assets, the municipality is contending with increasing rates of urban poverty and unemployment, and additional rural residents moving to the city. Thus, it is committed to improving access to information for investors, as well as growing small businesses, to create job opportunities and ultimately reduce poverty in Adama's urban and rural populations. USAID enlisted ICMA CityLinks to provide peer-to-peer assistance to support Adama in its efforts.

Program Objectives

The ICMA CityLinks Program is providing technical assistance to the Municipality of Adama in the areas of local economic development and job creation. Industrial development and business incubator expansion are expected to strengthen the municipality's ability to respond to the challenges of urban poverty.

ICMA selected the City of Portland (population 538,000) to partner with Adama because the Portland city management, elected officials, and staff bring a wealth of vital

experience in areas of economic development such as target industry strategies, workforce development, industrial zoning, and small business support and development. Through the CityLinks Program, Adama will build a more sustainable and self-reliant community capable of addressing the chronic economic development needs of its citizens.

2006 Activities and Results

Although the Municipality of Adama and the local chamber of commerce are working closely to develop the local workforce and support businesses, they realize they must do more. Job creation is the primary goal of the CityLinks Program in Adama, and Portland is assisting the city in various ways to achieve this: marketing the municipality for investment, developing and promoting the industrial zones, and identifying and strengthening target sectors or businesses. In addition, the partners are working together to expand Adama's existing business incubators, which function at near capacity.

In 2006, ICMA and City of Portland staff worked with the officials in Adama to lay the groundwork for the success of future activities. Due to political unrest in Ethiopia, the start-up process of the partnership was delayed. Nevertheless, the commitment of the participants led to the establishment of program goals and a road map for future activities. As part of this process, Portland officials worked with the Municipality of Adama staff to review the basic tools and techniques of economic development and job creation, and provided examples from the Portland experience.

In an effort to promote economic development the City of Adama is building new roads to attract investment and business

Together the Portland and Adama teams outlined a plan, which includes the following areas of activity.

- **Industrial district promotion.** Adama and Portland will work together to identify market opportunities and the unique benefits of locating industries in Adama, as well as to develop marketing materials to attract industrial investment. Portland officials will work with federal and regional officials to highlight locational advantages of Adama.
- **Industrial site development.** Adama and Portland will continue to refine business park development to facilitate investor relocation. Portland will assist municipal staff with an industrial district development program.





■ **Target-sector networking and problem solving.**

The partners will identify (1) target sectors that represent specializations of Adama’s economic base (businesses that serve markets elsewhere) and their growth opportunities and constraints, and (2) implementation actions to strengthen target sectors. The partners also will consider the feasibility of developing a distribution center in Adama.

■ **Incubator expansion.** Adama has numerous business incubators in its territory; however, it has no plan to systematically expand or grow specific sectors and has no standards regarding length of stay or finances. Portland will help Adama identify the most efficient ways to expand the incubators, to establish standards for incubator participation, and to disseminate the information to citizens.

Looking Forward

By the conclusion of the partnership in June 2007, it is anticipated that the City of Adama will have a greater capacity to generate jobs for its citizens through many different local economic development activities. While the general economic environment of Ethiopia will continue to present significant challenges, Adama can make significant progress at the local level to shore up its economic development capacity. The key results anticipated include:

- Institutionalize the position of LED (local economic development) specialist in the municipality of Adama, so the municipality can execute more focused LED activities with an emphasis on job creation.
- Prepare infrastructure network maps of serving districts—including water lines, wastewater access, truck routes, rail lines and spurs, electricity and telecommunications—to better market Adama’s competitive advantages to investors wishing to relocate to Adama. This information will also be published in marketing brochures for businesses which can be updated by local officials.
- Prepare maps of available sites; provide listings of lease rates, fees and taxes; and improve the permit process to increase investor’s understanding of the business processes available to international companies or local businesses that wish to relocate to Adama.
- Undertake a feasibility study for a distribution center in Adama, to take full advantage of the location of the nearby customs facility and potential new intermodal railyard.

South African Cities Network (SACN)— Virginia Beach, Virginia

► Local Economic Development

South Africa's cities are the places of opportunity that will drive the bulk of economic growth. Many indicators, including job creation and revenue generation, have demonstrated the significant growth that has occurred in South African cities and the potential for further development. Despite the opportunities, however, these same cities often have concentrations of poverty. Therefore, it is critical to explore and share ideas on how to continue to grow the urban economy while ensuring that it translates into jobs and a better life for all urban residents.

The structural framework whereby South African cities can provide for economic development strategies begins with the adoption of each city's integrated development plan (IDP), in which economic development is an integral function of the city's overall planning strategy. The IDP is mandated by the national Municipal Systems Act. However, the South African partners all agree that although local economic development (LED) is clearly established as a priority in the IDP, the local level lacks targeted action planning, implementation of specific development project activities, and strong and effective public administration.

The South African Cities Network (SACN) includes the nine largest cities in the country. It strives to share best practices and coordinate cities' engagement with the central government in planning, promoting and implementing economic development. Within the context of strong, integrated governance, SACN focuses on the full scope of the urban management process. USAID worked with ICMA to establish a partnership program to support the efforts of SACN.

ICMA recruited the City of Virginia Beach, Virginia (population 427,000), which belongs to the Virginia Hampton Roads Economic Development Alliance. With a mayor supportive of local economic development, a talented staff, and a targeted strategy, Virginia Beach has successfully attracted investment (both foreign and domestic) and jobs and built up its tourism industry. The city was eager to share its experience with SACN and its member cities as well as learn from the partners.

ICMA led a diagnostic visit to SACN as well as the partner cities of Mangaung and Buffalo City (Eastern Cape Province) in early 2005. This visit illustrated the top priorities and problems in South African cities with respect to local

South African Cities Network— Virginia Beach, VA

Buffalo City, Mangaung and Msunduzi

August 2004–May 2006

2006 Highlights

- Msunduzi reached agreement on a district-wide economic development strategy, appointed a consultant, and established a project team to undertake the city's strategic plan development.
- In Mangaung, the N8 Corridor Steering Committee brought together private and public-sector stakeholders to develop an action plan addressing development needs of Mangaung and Botshabelo. It was recommended that the committee evolve into a quasi-public N8 Corridor Redevelopment Authority to facilitate economic development by acting as a private sector development agent for the N8 Corridor.
- Buffalo City developed a comprehensive action plan outlining the creation of a nonprofit marketing corporation to both increase and support capital inquiries and to develop and execute a robust business retention program.

“Our shared learning about decisions made halfway around the world, and the direct consequences in our own communities allow us to better position our regions in the global economy and to become more aware of trends and opportunities.”

**Mayor Meyera E. Obendorf,
Virginia Beach, VA**

**James K. Spore, City Manager,
Virginia Beach, VA**

**Donald Maxwell, Director Economic
Development, Virginia Beach, VA**

economic development. The team found that although planning and support staff for economic development was strong, the mechanisms and processes for implementing and operating economic development programs were weak. Based on these findings and priorities, the team proposed that the partnership should address three top priority areas: industrial development, tourism, and program planning and implementation.

Program Objectives

ICMA and the City of Virginia Beach, Virginia, collaborated with the SACN to form a partnership for technical assistance and knowledge sharing in local economic development. This partnership capitalized on both SACN’s goal of assisting its member cities to formulate and operate self-sustaining local economic development activities and ICMA’s experience in facilitating municipal development worldwide.

The principal objective of the partnership was to empower the staff in the municipalities of Buffalo City, Mangaung and Msunduzi to be more effective both at promoting local economic development and tourism and at engaging local stakeholders and institutions to plan and implement LED strategies. This would ultimately involve broadening the cities’ LED vision as well as teaching them how to turn vision and theory into practice and implementation. The partnership also focused on strengthening SACN’s capacity to support its membership in economic development.

2006 Activities and Results

ICMA worked with the SACN to formulate and implement the three cities’ individual city development

strategies, with a focus on attaining national and local government goals, primarily with respect to urban economic development.

Buffalo City. Buffalo City Municipality, located in Eastern Cape Province (population 780,000), encompasses nearly 700 square miles. The residue of apartheid frames the design and performance of Buffalo City’s government and economy. The result is a static economy and structural unemployment officially recorded at 40 percent; a thriving informal economy; and institutionalized antipoverty spending that has increased by 7 percent each year since 1996, without a concurrent rise in tax revenues. Census reports show that nearly 53 percent of local residents live below the poverty line—most likely, the true figure is much higher.

David Seamon, the former assistant city manager of Kansas City, Missouri, worked in partnership with the Local Economic Development Director of Buffalo City, Noludwe Ncokazi. ICMA selected Mr. Seamon to work with Buffalo City based on his economic development experience, particularly in the areas of attracting business investment and employment.

In early 2006, Mr. Seamon worked with LED officers in Buffalo City for three weeks to identify the municipality's business development needs and plan an implementation schedule. Part of this work included a first-ever retreat that brought together local government and business executives to discuss the municipality's future economy and develop an action plan. The retreat produced agreement in three broad areas: (1) to strengthen quality of life, (2) to attract higher education, and (3) to recruit new industry and retain existing industry. Working groups were formed and implementation time lines established. Buffalo City asked Seamon to assist in developing a business plan and funding requirements for a nonprofit investment attraction organization.

In addition, the partners identified the need for a business retention plan and system to track the needs of existing industry in the city. The objective was to create a program to regularly interview major employers and track their responses, as a way to strengthen and grow local employment and identify industry needs before a plant closes.

Mr. Seamon and Buffalo City partners worked together to develop an action plan that outlined the creation of a nonprofit marketing corporation with two goals: (1) increasing capital inquiries and employment and (2) developing and executing a robust business retention program. An assessment of the city's LED challenges and opportunities resulted in an "Invest BC" plan. The plan identi-

fies the board and targeted investors as well as annual investment levels and related benefits, which can be adjusted to fit local norms.

In addition to outlining a marketing plan, they set organizational, qualitative and quantitative goals for benchmarking. After the business retention plan was created, Buffalo City agreed to purchase advanced business-tracking software, Synchronist, to assist in executing a business retention plan.

Mangaung. The City of Mangaung identified the development of the N8 Corridor as its primary development project, to attract new investment and increase the quality of life of residents. The N8 Corridor stretches from Mangaung through Botshabelo to Thaba Nchu. The Botshabelo industrial area is one of the priority activity nodes along the corridor. The city hopes to facilitate LED activity to make both Botshabelo and Thaba Nchu self-sustaining and less dependent on Mangaung, by strengthening and accentuating their competitive advantages for a range of private investments along the corridor. Actions supporting this goal include upgrading infrastructure and intensifying economic activities along the N8 Corridor.

With an estimated population of 180,000, Botshabelo is reportedly the largest township in the Free State Province. It continues to grow in population and land area, fueling a growing need for jobs and public infrastructure. The Botshabelo industrial complex contains 150 factories that employ more than 12,000 people



Great Streets Coordinator photographs the N8 Development Corridor in Mangaung.

A F R I C A



South African-US partners convening meeting prior to travel to South African cities.

in textiles, plastics and other types of manufacturing. However, Botshabelo has a large, underutilized industrial complex. Both Botshabelo and the N8 Corridor also have significant amounts of unused or underused publicly owned land. Unemployment is high; moreover, the housing supply, public facilities and infrastructure are in poor condition. These act as deterrents to private investment, which would assist residents in becoming more self-reliant.

In 2006, Derrick Woody, coordinator of the Great Streets Initiative in Washington, D.C., worked with Mangaung director Diane Abrahams and her staff to develop a plan for the Botshabelo industrial area in the broader context of the N8 Corridor. Mr. Woody and the Mangaung staff worked with the N8 Corridor Steering Committee, including public and private sector stakeholders, to develop a plan ultimately focused on leveraging improvements and economic growth for the Botshabelo area.

To reach the city's development goals along the corridor, the plan calls for innovative public and private tools and methods to create jobs, public infrastructure improvements, and new and rehabilitated housing and retail opportunities. Mangaung outlined a set of next steps to implement the plan drafted by the partners.

The partners also recommended that the steering committee evolve into a full-fledged quasi-public N8 Corridor Redevelopment Authority. To provide for nonpartisan continuity, it has a board of directors that can work with

the varying terms of mayors. The authority should include municipal and national agencies. In addition, the new authority should act as a private sector development agent in the acquisition, disposition, development and oversight of N8 Corridor actions and investments. This in turn should lead to economic growth, investment attraction, job creation and infrastructure development. The development of the N8 Corridor is a realistic and attainable goal, providing that the plan can be carried out with structured coordination across all levels and proves inclusive of all public and private stakeholders.

Msunduzi. The City of Msunduzi boasts a rapidly growing economy, although poverty and unemployment remain key issues. The city realizes that its economic development strategy must further strengthen the economy and generate sufficient employment for its citizens. However, its recently awarded "capitol city" status can and will act as a catalyst for economic development and redevelopment of the city center.

In terms of economic development planning, the city has undertaken a number of initiatives to further economic growth. For example, it hosted an economic development conference in which potential growth sectors were identified and key properties were put out for development proposals. The city also established an investment facilitation team to deal with concession applications and development proposals and to serve as a one-stop shop for investors. Job

creation is on the rise and business confidence is at an all-time high.

In 2006, ICMA identified Mark Warner, the project development manager of Virginia Beach, Virginia, to work with the LED staff in Msunduzi led by Thabane Zulu, the city manager. Mr. Warner brought a comprehensive knowledge of planning, organizing and executing economic development programs and strategic plans. To create an action plan that would lead to a strategic plan to increase investment in the city, the partners worked together for three weeks, first in Msunduzi and then via e-mail, to outline Msunduzi's economic development status, potential and needs.

Short-term and long-term goals included: (1) revising the staffing structure to manage development initiatives; (2) developing a business retention and expansion program and tourism products; (3) increasing funding for the tourism sector; creating industrial sites and city improvement districts; (4) implementing an informal and street trading plan; and (5) compiling an economic database.

After reaching agreement on a district-wide economic development strategy, the group appointed a consultant and established a project team that would develop the city's strategic plan. As part of the city's integrated development plan, the strategic plan will address the national goal of reducing unemployment by half by 2014; contribute positively to the financial viability of the municipality; yield a globally competitive and

job creating economy; and contribute substantially to a better life for all the people of Msunduzi.

Program Results

The results of the joint efforts of all the partnerships were illustrated and shared with a wide audience in Buffalo City at the 2006 CityLinks Local Economic Development Workshop, "Accelerated and Shared Growth in South African Cities: From Policy to Practice."

Msunduzi

- Outlined the city's economic development status, potential and needs. Created an action plan that would lead to a strategic plan to increase investment in the city.
- Laid out short-term and long-term goals. These included revising the staffing structure to manage development initiatives; developing a business retention and expansion program and tourism products; increasing funding for the tourism sector; creating industrial sites and city improvement districts; implementing an informal and street trading plan; and compiling an economic database.
- Reached agreement on a district-wide economic development strategy. Appointed a consultant and established a project team to undertake the development of the city's strategic plan.

Mangaung

- Developed a plan for the Botshabelo industrial area in the broader context of the N8 Corridor, with the ultimate goal of leveraging improvements and economic growth for the Botshabelo area.
- Recommended that the steering committee evolve into a full-fledged quasi-public N8 Corridor Redevelopment Authority with a board of directors.

Buffalo City

- Developed a comprehensive action plan outlining the creation of a nonprofit marketing corporation, both to increase and support capital inquiries and employment and to develop and execute a robust business retention program.
- Assessed the city's LED challenges and opportunities.
- Created a business retention plan based on the beliefs that retention is preventive medicine and that ownership should be in the public sector.

Strengthening the Capacity of the Kabul Municipality

Strengthening the Capacity of the Kabul Municipality

September 2004–May 2009

2006 Highlights

- Regular trash collection was extended to more than 3,000 households. Citizens have responded positively and now segregate recyclables and increasingly demonstrate a willingness to pay for service.
- 850 meters of cobblestone streets were laid, thus improving traffic congestion and the ability to provide services more effectively.
- Greening efforts transformed a city lot from a dumping ground to a green area where girls going to school and others can walk safely.

► Infrastructure Management

► Solid Waste Management

Afghanistan has been engulfed in conflict throughout its long history. Only recently has it gained the opportunity to establish a society at peace with itself and its neighbors. Reconstruction of a country the size and scope of Afghanistan will be much more effective if it can be regenerated at the provincial and local level. For ordinary citizens the chronic lack of effective delivery of basic services is a constant burden and reminder of the failure of government to perform its responsibilities. To encourage this development, ICMA was awarded a two-year effort from USAID under the CityLinks Program to support the sustainable transformation of postwar Afghanistan by strengthening the capacity of the Municipality of Kabul to provide essential services to its citizens.

The Afghanistan program does not include the traditional international exchange component of CityLinks, but takes advantage of the flexibility of the contract to provide an in-country team led by Afzal Qayoumi, an engineer and Afghani native with local government experience and a team of local hires to carry out the program.

Due to the success of ICMA's Global Program to Strengthen the Kabul Municipality, additional funding was awarded to improve sustainability by training additional municipal staff and strengthening its cadre of engineering technicians. This is especially significant because in Afghanistan technicians, especially at the local government level, are often undertrained for the tasks that they are required to complete. Hence the capacity of the local government to provide effective services is hampered.

Program Objectives

To ensure visible impact and thereby increase citizens' confidence in government, the program is designed to provide technical assistance and training to a pilot district within the Municipality of Kabul. ICMA works hands-on with the municipality and its citizens to formulate self-sustaining activities that will enhance the

municipality's efforts to maintain its infrastructure (streets, sidewalks, drainage facilities, and parks) and provide environmental services (trash collection and sewer maintenance) and in so doing will help to rebuild the citizen's trust in their government.

2006 Activities and Results

Trash Collection

The influx of returning immigrants into Kabul has overwhelmed the already burdened municipal operations. Due to the population increase, trash went uncollected for weeks, posing many sanitary and health concerns for the citizens of Kabul. Trash collection was sporadic because the municipality did not have the resources or manpower.

The municipality approached ICMA to request assistance with trash collection. Considering the health and sanitary risks involved with uncollected trash and the obvious need for trash collection, ICMA decided to assist District 4 by renting three dump trucks (each holding 4.8 to 5.8 cubic meters) and hiring 15 laborers.

In 2006, the trash collection activity was extended to include 3,000 households in District 4. Trash is now picked up Saturday through Wednesday; from 8 a.m. to 9 a.m. ICMA has witnessed the willingness of many citizens to contribute financially to the trash collection efforts and to segregate the trash into recyclable and biodegradable materials. It is hoped that this model will transfer to other districts within Kabul.

Drainage

Aside from creating health risks, uncollected garbage had clogged drains so that water could not flow through them. This was a problem when there was rain or heavy snow. Effective trash collection involves cleaning and draining the municipality's ditches.

The ditch-cleaning involves two steps: (1) removing trash, debris and sediment from ditches, while trying to keep the sidewalks clean and without disrupting the flow of traffic, and (2) transporting waste to the municipal dump site in Chamtala. In 2006, the ditch-cleaning activity was extended to 14.2 km in length, which translates to 33 percent of all ditches in District 4. (There are approximately 45 km of concrete ditches throughout District 4.)

During 2006, 337 kilometers of ditches were cleaned and 3,470 cubic meters of debris were transferred to the Chamtala dump site. Additionally, ICMA trained 75 workers in ditch cleaning and safety.

Street Rehabilitation

During the soviet era, most streets were paved with asphalt. However, war and years of neglect have completely destroyed the streets. The Kabul Municipality asked ICMA/Afghanistan to identify four streets to rehabilitate using four different methods. The models were evaluated based on cost, sustainability, maintenance and workability, leading to the decision that cobblestone roads are ideal for Kabul residential streets with low traffic volume.

In 2006, about 850 meters of residential streets were rehabilitated as cobblestone roads. Cobblestone roads are also viable as an economic development factor: they employ substantial numbers of workers and teach them a transferable and lucrative skill.



Door-to-Door Trash Pick Up project in Kabul

As part of its mission to rehabilitate roads, ICMA/Afghanistan organized a team of 10 workers to repair potholes and cracks in District 4. The ICMA team worked to improve traffic congestion in two main corridors of District 4: Taimani Street and Kolola Poshta Street. In 2006, 1.76 km of streets were rehabilitated, 2.6 km of potholes were repaired, and 300 meters of streets were paved.

Parks and Recreation

Located in the heart of Kabul, the Shar-i-Naw Park is one of the few recreational areas. Years of war had devastated this once green and flourishing destination for families and young children. ICMA/Afghanistan, in conjunction with the Kabul mayor's office, decided to restore this familial destination.

The park rehabilitation process included trash collection. The first step was to collect all of the trash so that a complete survey of the park could be achieved. ICMA/Afghanistan, in 2006, arranged for the regular trash pickup from the park and assisted with the park design by sketching several plans and presenting them to the Kabul mayor's office for approval.

After a design was selected, work began on the park rehabilitation: repairing and installing light fixtures, constructing a new path and gates, and installing greenery. On November 7, 2006, the mayor of Kabul and USAID inaugurated the park. Since its completion, many residents have voiced their gratitude and appreciation to the Kabul Municipality.

Green Area for Neighborhood

A piece of property was allocated as both a green area and playground for children. This land had served as a walkway connecting the community to a girls' school and a mosque. However, the Kabul Municipality did not have sufficient funds for construction and the area became a dump site for trash and raw sewage. This situation created a public health hazard for area residents who crossed the area.

In conjunction with the Kabul Municipality, ICMA, in 2006, built a green area in this neighborhood and drained the raw sewage away from homes.

Khost Province—Expansion Activities

ICMA has expanded its successful Kabul activities into the Khost province. The Khost province of Afghanistan is located in the eastern part of Afghanistan and borders Pakistan; thus, Khost serves as a crossroad between the countries.

As a result, many returning refugees have settled in Khost. This led to conditions in Khost that were similar to Kabul; it was a small city dealing with a major influx of people. The ICMA team, in 2006, traveled to Khost to engage the governor and to set up an office. The governor was highly supportive, providing ICMA with office space in the municipal building. Later that year, ICMA hired an engineer to supervise solid waste collection.

Looking Forward

- Each year hundreds of Afghan children die in traffic accidents. These tragedies result because children do not understand the dangers of traffic. To address and combat this problem, ICMA will build a safety park in the western part of the Shar-i-Naw Park. To help children learn about traffic safety, educational signs will be installed in the park to direct traffic.
- Due to the lack of traffic signs in and around the city, traffic congestion and accidents are major problems in Kabul. Under the municipality's guidance, ICMA will install 107 traffic signs on Kolola Poshta Street.
- In the neighborhood green area, there are plans to install playground equipment and construct volleyball and basketball courts and a football field.
- Management and administration of the trash collection program will be transferred to the Kabul Municipality.
- The model pedestrian walkway project will be completed.

Cuddalore and Nagapattinam, India—Port Orange, Palm Bay and Consortium of Florida Cities

- ▶ **Disaster Management, Preparedness and Mitigation**
- ▶ **Park Redevelopment**
- ▶ **Improved Citizen Access to Services**
- ▶ **Financial Management**
- ▶ **Model Streets/Economic Development**

Two years after the tsunami that occurred on December 24, 2004, countries throughout Asia continue to rebuild their communities. Almost all the countries around the Bay of Bengal were affected by the tsunami. Nearly 80 percent of deaths along India's southern coast were centered in the State of Tamil Nadu, which also suffered approximately two-thirds of the property damage. Within Tamil Nadu, the cities of Cuddalore and Nagapattinam incurred much of the worst damage and loss of life.

Program Objectives

In April 2005, USAID/India enlisted the help of ICMA to establish a partnership between Cuddalore and Nagapattinam in India and the Florida cities of Palm Bay, Oldsmar and Port Orange. Like Tamil Nadu, the State of Florida and its local governments must continuously prepare for natural disasters such as hurricanes. Local and regional government officials from Palm Bay, Oldsmar and Port Orange not only have firsthand experience in disaster response but also provide good service delivery to their citizens.

To capitalize on Florida's knowledge and experience, the CityLinks team is providing hands-on technical assistance, capacity building and focused exchanges. These are complemented by small and targeted project assis-

tance funding for disaster preparedness, park development, water delivery, flood mitigation, model street development and financial management. The partnership and program have already led to lasting relationships and tangible results that will improve the quality of life for the citizens of Cuddalore and Nagapattinam.

2006 Activities and Results

Disaster Preparedness, Management, Mitigation and Emergency Response

Mapping

Mapping is a crucial element in disaster preparedness and urban planning. Before implementation of the project, both cities were using maps that had not been updated in more than 30 years.

Cuddalore and Nagapattinam, India—Port Orange, Palm Bay and Consortium of Florida Cities

April 2005–April 2007

2006 Highlights

- The municipalities improved their water testing techniques through training and technical assistance provided by ICMA. Water quality data was collected, and a second model program of routine water testing (subject to World Health Organization standards) was demonstrated in both communities.
- More than \$500,000 in additional revenue was collected due to improved management procedures and process. Both Cuddalore and Nagapattinam improved financial management procedures, updated financial records for the past three years, and issued outstanding tax notices to citizens in response to a management study conducted as part of the program.

"This is a great way to engage civic participation within a community. Citizens and children are involved in the design, organization and building stages from the beginning to the end of each project. We begin with children's imaginations and end with the building of a unique playground that is composed of their dreams."

**Marc Leathers, President,
Leathers & Associates**

In 2006, the CityLinks team completed computer-aided design (CAD) base maps for Cuddalore and Nagapattinam. The maps' detailed data layers include all relevant geographic features, low-lying areas vulnerable to flooding, public infrastructure systems and facilities, land uses, and relevant building structures. The new maps have provided the two cities with better information to respond to disasters, develop quick evacuation routes, inventory municipal resources, improve urban planning, and increase tax collection through updated building information.

Flooding Mitigation

The CityLinks team is developing and implementing a stormwater drainage ditch maintenance plan to mitigate flooding. In September 2006, during the monsoon season, the CityLinks team cleaned drainage sites in low lying areas in both cities, with 750

running meters of drainage cleaned in Cuddalore. In Nagapattinam, interconnections for all six of the city's retention ponds were cleaned, which has allowed for water to flow more freely and cleanly.

Playground and Park Development

The tsunami destroyed parks in Cuddalore and Nagapattinam. To ensure environmental sustainability and to revitalize community spaces, the CityLinks team redeveloped coastal areas and parks.

Playgrounds

In November 2006, more than 300 schoolchildren, ages 8 to 12, drew pictures of their ideal park. That formed the basis for the final designs that were approved by both communities during stakeholder meetings.

Parks

Based on designs that were developed in community stakeholder meetings, parks will be built in the Silver Beach (Cuddalore) and Silaldi Darga (Nagapattinam) neighborhoods, where tsunami devastation was high.

Improved Access to Services

Cuddalore and Nagapattinam provide water services to their communities but must improve the existing water supply: they are currently unable to provide adequate, potable water to all citizens. The CityLinks team is working with both cities to increase daily water service to customers by making improvements in the water supply system.



Many residents in Cuddalore and Nagapattinam use municipal water services for which they do not pay. The CityLinks team, in coordination with a U.S.-based firm, The National Research Center, developed and implemented a survey instrument in 2006. The survey captured residents' perspectives on critical water policy questions, investigating why some residents are willing to pay for services and others are not. Citizens were asked to explain their willingness or unwillingness to pay taxes and to identify problem areas that discourage their making regular payments. The analysis of this information led to a final report to the municipalities containing recommendations for increasing customer payments as well as customer connections to the municipal water line.

In addition, the project involved a study of each system's well operations and related distribution network, to produce an asset management and system-wide continuous maintenance program that will improve overall water delivery. Water quality data was collected, and a second model program of routine water testing (subject to World Health Organization standards) was demonstrated in both communities.

Financial Management

The CityLinks team is working with Cuddalore and Nagapattinam to improve their financial status by increasing the collection of property tax revenue and water fees. A management study that was conducted in 2006 identified program and process improvement strategies for both

cities. In response to the study, the CityLinks team helped with changes in municipal financial management procedures, updated financial records for the past three years, and issued outstanding tax notices to citizens. These measures led to the collection of more than \$500,000 in increased revenues for each city.

In 2006, a property tax survey was also conducted in Cuddalore. The survey successfully identified those buildings, ward by ward, that were either new or not listed in the government records, that had uses that were improperly identified, and that were incorrectly assessed. As a result of the survey, up to 20,000 properties can be reassessed by Cuddalore, which will lead to an increase in property taxes collected by the city.

Citizen Information Centers

The CityLinks team conducted an assessment of citizen resources for public information regarding urban governance in 2006. In addition, the team inventoried the number of information center locations as well as the ways public information is provided to the general citizenry, and it is helping Cuddalore and Nagapattinam improve overall access to municipal information.

Model Street Development

The CityLinks team is working closely with local businesses to design and build a model street section in each city, highlighting the importance of the integration of urban planning, economic development and citizen needs. In 2006, the plans were



Lumber preparation for building playground equipment (above); Satisfied customer enjoys new playground equipment.



Palm Bay Delegation reviews project plans with Indian partners.

developed in consultation with local stakeholders: business owners, the local government and citizens. These model street sections will provide an improved public space while also increasing traffic flow, access to right of way and economic development opportunities.

Unanticipated Results

- Identification of over \$800,000 in back taxes for Cuddalore and Nagapattinam, of which more than \$500,000 has been collected. The money will be used to pay off outstanding government loans as well as improve service delivery to citizens.
- Identification of approximately 20,000 properties in Cuddalore that are due for tax reassessment. This will create a significant income generation opportunity for the city.
- By cleaning stormwater drains, the CityLinks, Cuddalore and Nagapattinam team mitigated the effects of seasonal flooding and monsoons, limiting the overflow of water. The cleaning allowed the communities greater access to the drains, which had been clogged with trash, debris and snakes.

Looking Forward

- Improved capacity of Cuddalore and Nagapattinam to mitigate the impact of future floods resulting from heavy rains, storm surges and tsunamis.
- Improved access to greenery and public space through the development of park areas in the Silver Beach and Silaldi Darga neighborhoods.
- Playgrounds will be built by hand in both Cuddalore and Nagapattinam in early 2007. Women, children, students and community volunteers will donate the majority of labor and time for the project.
- Improvement of the existing water supply system in relation to the quality and quantity of water provided to each user by the municipality.
- Establishment of a model street in both Cuddalore and Nagapattinam that incorporates significant elements of a new and improved street design and right-of-way management, including street striping, signage, parking, walking areas and sidewalks, lighting, trash collection and drainage.

Tirana, Albania—Catawba County, North Carolina

- ▶ **Solid Waste Collection**
- ▶ **Disposal and Recycling Education**
- ▶ **Construction and Demolition Waste Operation**

The partnership between Tirana and Catawba County began in November 2001—a critical period for reforms inaugurated by the new Mayor Edi Rama. The preceding 10 years of transition had left the local government system mired by corruption and mismanagement. Neglected public infrastructure was further crumbling under a wave of urban expansion due to migration from the north. USAID and ICMA established a partnership to help address these formidable management challenges.

With its well-managed department of public works, Catawba County was an excellent choice of partner as Tirana grappled with issues of infrastructure management and municipal codes enforcement. Tirana, the capital city, lacked a system of planning, and as a result, city officials did not link annual projections with actual expenditures. U.S. experts helped Tirana balance municipal budgeting and revenue generation with capital infrastructure development. In addition, the partner cities worked to improve citizen participation and ensure a transparent decision-making process.

The Tirana–Catawba partnership achieved impressive results during phase one (2001–2004), which included the following: improved environmental conditions and maintenance of Tirana’s landfill and extended its life through better operations; improved management of Tirana’s infrastructure assets; created a model practice for more cost-effective contracting with the private sector for waste collection services, and developed a model pilot waste container program.

A few key challenges remained, however, particularly in the area of solid waste collection and disposal. First and foremost, even though the level of litter in Tirana’s center was curbed significantly by the metal enclosures pilot project, there were still waste spillovers due to an ineffective cycle of trash collection. Tirana needed to take additional measures to reduce unsightly waste spillages in its downtown.

Tirana, Albania—Catawba County, NC

September 2005–September 2007

2006 Program Highlights

- In Tirana, citizen involvement in the efforts to improve the city’s cleanliness went from near zero to active participation by means of a volunteer task force that included city staff, government officials from the health department, contractors, and students. Using a program-developed survey, the task force worked to determine the rate of household waste, recyclable plastics, paper and aluminum, as well as to assess citizens’ attitudes toward separation of household waste at the source.
- Tirana’s waste collection system was analyzed and revamped based on street lengths to facilitate more effective and efficient collection. City “hot teams” and cleaning contractors were dispatched in their respective zones for street and bin inspection three times a day to ensure success.

Secondly, Tirana is growing at an astounding pace, with new buildings being constructed frequently and quickly. Tirana has not implemented environmentally sound practices of industrial waste compacting, reuse or disposal. With the current rate of urban expansion, this is likely to become a bigger problem.



Program Objectives

The current phase of this partnership (2005–2007) is addressing the above challenges through two main components: (1) a solid waste collection, disposal and recycling education program and (2) a construction and demolition (C&D) waste operation.

A focal point of the first component involves cleaning the streets of Tirana and reducing the amount of waste collection container spillovers. Activities will be launched in a two-pronged direction: streamlining Tirana’s waste collection operations and raising citizens’ awareness of disposal schedules. Catawba County will assist Tirana in developing solid waste educational and environmental programs designed to decrease street-side and sidewalk litter and garbage, increase waste reduction and recycling, and reduce Tirana’s reliance on waste disposal.

Under the second component, Catawba County will assist Tirana with the creation of a C&D waste disposal, reuse and recycling program—both as a means to promote a cleaner environment in Tirana and as a remedy to the already overburdened Sharra landfill. Catawba County will assist Tirana in identifying C&D waste generators and in developing a methodology for collecting, disposing and marketing the materials.

The waste disposal program will involve coordination with construction businesses, major property owners, suppliers, and potential manufacturers and buyers of recycled material goods, to raise awareness and educate stakeholders about the benefits of reusing industrial waste such as concrete and scrap metal.

2006 Activities and Results

Component One: Solid Waste Collection, Disposal and Recycling Education Program

Solid Waste Collection

In 2006, Tirana and Catawba County assessed Tirana’s solid waste collection management and infrastructure including regulations, contracts, waste collection contractors and tariffs. The municipal waste collection and recycling management component outcomes achieved in 2006 include the following.

- Tirana’s new waste collection system areas have been designated based on area and street distances. (The city will be divided into four waste collection zones, areas or sectors.) The associated contracts are being assessed by the teams in concurrence with the waste stream, collection points, and number and size of containers.

- Tirana, with assistance from Catawba County, has determined the city’s waste management and waste collection points citywide and recorded its waste collection points in a geographical information system (GIS). The waste generation rates of collection points are being observed and assessed.
- City “hot teams” and cleaning contractors are being dispatched for street and bin inspection three times a day in their respective zones.

Sharra Landfill

Meetings were held in 2006 with the Sharra Landfill engineers to finalize plans for the materials recovery facility (MRF) at the landfill, which is a vital part of a future transfer station. The proposed Tirana MRF will remove recyclables from waste stream prior to waste transportation to a remote disposal site.

Street Cleanliness and Recycling Education Program

Tirana and Catawba County developed a street cleanliness program and scale in 2006, which included street-cleaning zone development issues and reviewed the collection companies’ 2007 contracts. The Tirana Street Cleanliness Program was patterned after the New York City’s Scorecard Program, which was managed by the New York City mayor’s office, to monitor street cleanliness and citizens’ consciousness.

To spearhead the street cleanliness program and initiate the city’s recycling initiative, the Tirana staff

selected a pilot zone. Known as “Television Block,” the zone has a broad base of waste generators. It includes residential buildings of various size and villas, various businesses types, educational institutions and several embassies.

To lead the efforts within Television Block, a volunteer task force was created in 2006 that included city staff, government officials from the health department, a ministry representative, staff from the Environmental Center for Development Education and Networking (EDEN), contractors, students, a paper mill representative, and a paper recycler representative. Tirana gave the task force volunteers an overview of the solid waste challenges throughout the city and introduced the city’s recycling initiative. In addition, the task force volunteers shared their concerns, needs and ideas regarding Tirana’s overall solid waste management program.

Sharra Landfill before 2005 and after in 2007





Tirana & Catawba County partners hold project planning meeting.

One of the task force's first tasks was an outreach campaign within the pilot zone. The door-to-door campaign used a questionnaire developed by Tirana and Catawba County. The task force sought to determine the rate of Tirana household waste, recyclable plastics, paper and aluminum, as well as to assess citizens' attitudes toward separation of household waste at the source. This effort was significant because the city had gone from zero participation to formation of a task force.

Component Two: Construction and Demolition Waste Operation

Assessments were made regarding construction and demolition (C&D) waste generation in Tirana, C&D waste disposal at Sharra Landfill, and illegal dump sites in and around the city. In 2006, Tirana and Catawba County collected the European Union's C&D waste statistical data for comparison with Tirana's.

C&D waste stream analysis and applicable documents have been drafted on the proposed City of Tirana C&D waste management program. This program involves management and participation by numerous existing departments within the city management structure. Because both legal and financial issues need to be resolved in the proposed C&D waste management program, Tirana and Catawba County have worked concurrently with Tirana's financial and legal department, Ministry of Environment (the regulatory entity for C&D) and the building community to develop a sustainable program that incorporates a zero-waste model.

Looking Forward

- A cleanup day is planned for the Television Block pilot area in spring 2007. This event will bring together different community groups.
- Catawba County will assist Tirana in emulating the Television Block process in a second identified zone of similar size, to be determined. The overall goal is for the city to emulate the pilot zone management structure through the entire city.
- Both the materials recovery facility (MRF) at the Sharra Landfill and the transfer station design and plan are scheduled to be completed by spring 2007.
- The City of Tirana Construction and Demolition Program, which includes both a legal and financial framework, will be finalized. Privately operated C&D waste-processing centers will be approved and permitted by the City of Tirana.

Bulgarian and U.S. Cities Consortium for Local Economic Development

► Local Economic Development

In the 1990s, USAID recognized the challenges facing the Bulgarian local governments and charged ICMA with finding sustainable local solutions to the nation's unsteady march toward democracy and decentralization. ICMA drew on its membership of more than 8,500 local government management professionals and a track record of more than five years of work in Bulgaria to design this program. ICMA, in partnership with the Bulgarian Foundation for Local Government Reform (FLGR), initiated a pilot technical twinning program between three U.S. cities and three Bulgarian municipalities in 1997. That program has grown to include 39 Bulgarian municipalities and has been supported by more than 15 U.S. cities.

Over the course of the various program phases, it became clear that local economic development (LED) and marketing were priorities for all of the communities involved. To build on previous results and to institutionalize the technical assistance and training in LED after USAID graduation, ICMA and FLGR established the Bulgarian Local Economic Development Partnership. BLEDP, as it is known, is a broad network of leading Bulgarian municipalities and economic development specialists that are capable of providing professional services to businesses and leading proactive economic development programs.

During this final phase of the program, ICMA is working with the FLGR to strengthen the professional capacity of BLEDP and to make it the leading LED entity in Bulgaria. FLGR will pilot the BLEDP and continue to accelerate economic growth and job creation in Bulgaria through collaborative and coordinated business attraction, creation, retention and expansion efforts.

Program Objectives

The program objectives are (1) to assist members of the BLEDP network to become more effective in bringing economic development to their municipalities and (2) to develop the partnership into a strong platform for attracting private investment to Bulgarian municipalities, thus creating new job opportunities.

To increase awareness of the importance of LED and bring a large number of municipalities into the consortium, the program will expand to include 25 new municipalities over three years, to extend certification to all participating municipalities, and to prepare the advanced municipalities for certification with excellence. As Bulgaria prepares to graduate from USAID assistance, a final goal

Bulgarian and U.S. Cities Consortium for Local Economic Development

Bulgarian Cities: Aksakovo; Blagoevgrad; Bourgas; Byala; Dobrich; Gabrovo; Goce Delchev; Gorna Malina; Gorna Oryahovitza; Haskovo; Karlovo; Kazanlak; Kneja; Kozlody; Kurdjali; Lovech; Mezdra; Montana; Panagyurishte; Pazardjik; Pleven; Pravec; Rakovski; Razgrad; Razlog; Rousse; Sevlievo; Silistra; Sliven; Smolyan; Stara Zagora; Strajica; Svilengrad; Teteven; Tryavna; Turgovishte; Vidin; Vratza; Yambol

U.S. Cities: Auburn, Alabama; San Bernardino County Economic Development Agency, California; Golden, Colorado; Kettering & West Carrollton, Ohio; Charlottesville & Winchester, Virginia; West Bend, Wisconsin
International Economic Development Council

August 2004–September 2007

2006 Program Highlights

- All local economic development-certified municipalities now follow a code of ethics when partnering with private-sector firms.
- Dedicated marketing, training and certification efforts have led to increased investment in the amount of 120 million euros and the creation of over 2,500 jobs.
- The position of a local economic development specialist has been created in 39 municipalities, and departments dedicated to local economic development have been established. These steps have institutionalized the local economic development profession and the important role of the local government facilitating these activities.

BULG

of the program is to institutionalize technical assistance and LED efforts, to allow for sustainability after the program concludes.

To meet these objectives and to implement a large-scale program, an economic development team of U.S. and Bulgarian practitioners worked with their colleagues in 14 mentor municipalities, 15 second-round municipalities, and 10 new Bulgarian municipalities. Components of the program include (1) LED training courses (delivered by Bulgarian practitioners) and the development of an LED training manual; (2) internships in U.S. cities for LED specialists; (3) the preparation of Bulgarian municipalities for “Ready for Business” certification at basic and advanced levels; and (4) the implementation of technical projects, including business park development, marketing, tourism planning, development of

investment strategies, creation of workforce development plans, and park development.

2006 Activities and Results

To further promote economic development, consortium members in 2006 engaged in investment attraction activities. These included marketing municipal resources through the central website, www.invest.bg; participating in trade shows and missions; targeting business retention/expansion; and adapting U.S. economic development models.

As a way of expanding the mentorship model of the program, each of the 10 new municipalities in the consortium was paired with the best performing LED specialists, both to share best practices and to assist with meeting certification criteria. The mentors were instrumental in helping the new municipalities prepare self-assessments, marketing profiles and presentations. During 2006, all of the new partnership members institutionalized the position of local economic development expert, and some created specialized LED teams within their organizational structure.

The LED training modules designed by ICMA were further developed to include Bulgarian LED practices and experiences gathered throughout the implementation of the program. In 2006, Bulgarian trainers and FLGR staff, with the help of the economic development team from Auburn, Alabama, finalized the modules and created lesson plans for each module. FLGR and Bulgarian trainers

Bulgarian Mayors visit Gary Job Corps during study tour to San Antonio.



delivered the basic training course for the first time to the program's new economic developers, thus preparing FLGR to be the leading Bulgarian training organization in the field of LED beyond the duration of the CityLinks Program. Throughout 2006, FLGR and the experienced local economic development specialists delivered multiple topical training workshops, and the Auburn team provided advanced training to previously certified municipalities.

To promote best practices in LED and to encourage sustainability of the program efforts, FLGR held its first annual conference in November 2006, "Businesses and Municipalities—Partners for Economic Development," in Sofia. The conference attracted more than 200 participants, all of whom were key players in accelerating economic growth. Included were representatives from the central and local government, managers of leading companies, and heads of business organizations.

Conference sessions covered mobilizing business involvement in municipal investment and business environment improvement policies; municipalities as a supplier of needs-based administrative services to businesses; intermunicipal cooperation; European Union guidelines for successful public-private partnerships; development of infrastructure supporting investments; and the workforce as a success factor. Funding was provided through eight private companies, and media focused on economics.

Program Results

- The position of a local economic development specialist has been created in 39 municipalities. A dedicated local economic development (LED) department has been established in most municipalities, leading to an active approach to LED and a realization and understanding of the value and need for LED.
- All municipalities which received certification as "Ready for Business" have applied a code of ethics for work with businesses.
- Sixteen economic development advisory boards have been established.
- All participating municipalities have drafted LED action plans and have completed self-assessments of available infrastructure and resources in their communities.
- Thirty-five municipalities have developed marketing materials to sell Bulgaria, its regions, and each specific city to potential investors at home and abroad, through trade fairs, networking and a central website.
- Seven trade fairs have generated more than 100 contacts, and 25 of those have requested additional information on available sites and resources.
- Twenty-seven municipalities have met the certification criteria at the basic level. Five more (Pleven, Dobrich, Haskovo, Gabrovo and Silistra) have attained a level of excellence.

- More than 100 LED specialists have completed the basic training course, and 42 of those have been individually certified.
- Dedicated marketing, training and certification efforts over the life of the program have improved investment in Bulgaria. Seven new investors have established themselves in participating municipalities. There have been five enlargements of existing companies, and over 2,500 jobs have been created. This amounts to more than 120 million euros of new investment, and about 20 million euros in expansion.
- Twelve LED specialists have completed internships in U.S. cities and have incorporated their learning into their individual and city work plans. Six FLGR staff members have participated in U.S. internships to expand their LED knowledge so they can better serve the BLEDP members.

Unanticipated Partnership Results

- In November 2006, West Bend, Wisconsin, sent its sixth 40-foot-long container of humanitarian aid to partners in Pazardjik, Bulgaria. Twenty volunteers worked to load 12 tons of aid including clothing, school supplies and computers. West Bend also announced that another shipment will be ready once an additional \$2,000 is raised to assist with the cost of shipping.

Looking Forward

- Ten municipalities will undergo certification visits in 2007.
- At least 6 more Bulgarian economic development specialists will travel to the US for internships with ICMA member cities.
- FLGR, working with the Bulgarian mentor cities, will continue to deliver program trainings and award certifications.
- After Bulgaria's USAID graduation, ICMA will leave behind lasting relationships between U.S. and Bulgarian municipalities.

Bulgarian and U.S. Cities Consortium for Waste Management

- ▶ **Solid Waste Management**
- ▶ **Environmental Protection**
- ▶ **Source Separation**

In Bulgaria, the practice of composting organic waste was unknown prior to the establishment of this program. ICMA worked with FLGR and the Association of Municipal Ecologists in Bulgaria to assist Bulgarian municipalities in this important pilot project.

The successful replication of the composting program in five new municipalities in 2006 proved its importance to Bulgaria's local governments. The scope of its implementation was enlarged from 8 to 13 Bulgarian municipalities under the Bulgaria Resource Cities Program (BRCP)/ Bulgaria CityLinks Program.

The challenge to respond to strict European Union (EU) requirements in solid waste management increased the Bulgarian municipalities' interest in composting programs. Before this program was introduced, Bulgarian municipalities made no effort to separate waste or compost organic waste. Source separation and composting is now recognized as one of the leading solutions for improvement of solid waste management in rural areas.

Program Objectives

The purpose of this program is to make solid waste management efforts more efficient through the composting of organic waste. For participating municipalities, the use of composting sites led to a decrease in the amount of waste on the landfills and lowered the costs of transportation and treatment of solid waste. Based on the success of the pilot program, all five municipalities now plan to expand the composting program by opening new composting sites. Lessons learned throughout the replication of the project will be used to further enlarge the composting program.

The municipalities plan to broaden the educational campaign and start public-private partnerships to mobilize local resources. The compost produced by the newly created sites will be used as fertilizer for vegetable crops, tobacco plants and trees planted to replace lost forests.

2006 Activities and Results

Beginning in Bolyarovo and Tundja, the partnership with Johnstown, Ohio, focused on environmental protection by improving solid waste management practices. In 2006, after participating in training, five new municipalities began to implement

Bulgarian and U.S. Cities Consortium for Waste Management

Bulgarian Cities: Bolyarovo; Chirpan; Kneja; Maritza; Panagyurishte; Pravets; Radnevo; Rakovski; Sliven; Stradja; Topolovgrad; Tundja; Yambol
U.S. City: Village of Johnstown, Ohio

August 2004–September 2007

2006 Program Highlights

- The success of the program in the first five municipalities led to 26 more participating in training on how to establish and manage a municipal composting program.
- With the support of municipal ecologists, participating municipalities built eight new pilot composting sites. Each composting site was equipped with containers for solid waste. Municipal officials and ecologists organized the regular turning of the piles with machinery.
- As a result of the source separation and composting educational campaign, five municipalities deposited 215 tons of bio-waste (mainly vegetation and manure) on the newly established composting sites.

“The introduction of composting in some areas within the municipality has allowed us not only to accumulate experience in trying to solve some of the pressing environmental issues—the excessive accumulation of waste that is not re-used but also to transfer our expertise to other municipalities.”

**Mitko Androv,
Mayor of Stralelzha**

the source separation and composting program. Each municipality received technical assistance from FLGR and the Association of Municipal Ecologists in Bulgaria (ASECOB).

After seeing the success of the previous program, participants from 46 new municipalities expressed interest in replication.

FLGR/ICMA offered tailored training to all interested municipalities, and 26 of them took advantage of the training delivered jointly by the U.S. expert Sarah Phillips and ecologists from ASECOB. The new municipalities received information on composting in rural areas and shared experiences with colleagues from successful municipalities. Up to 10 new municipalities will receive continued technical assistance by ASECOB experts in 2007. FLGR and ASECOB ensured support for further project implementation on behalf of the Bulgarian Ministry of Environment and Water. FLGR will continue to disseminate best practices and success stories from the program.

Program Results

- The five replicant municipalities conducted an aggressive educational campaign by disseminating more than 3,000 brochures and using different opportunities provided by the local media. The commitment of village mayors was critical to the success.

- With the support of municipal ecologists, they built eight new pilot composting sites. Each composting site was equipped with containers for solid waste. Municipal officials and ecologists organized the regular turning of the piles with machinery.
- The five municipalities utilized over \$7,000 of USAID funding for support of replication activities, including publishing educational brochures, grading the sites, purchasing containers to be placed on the composting sites, and purchasing plants and bushes to border each composting site.
- As result of the educational campaign, the five municipalities deposited 215 tons of bio-waste (mainly vegetation and manure) on the established composting sites.

Looking Forward

- Up to 10 new municipalities will receive continued technical assistance by ASECOB experts in 2007.
- FLGR and ASECOB ensured support for further project implementation on behalf of the Bulgarian Ministry of Environment and Water.
- FLGR will continue to disseminate best practices and success stories from the program.

Bulgarian and U.S. Cities Replication of Infrastructure Management Best Practices

► Infrastructure Management

► Bridge Management

In November 2000, Phase 3 of the Bulgarian Technical Twinning Program/Resource Cities Program initiated a partnership between Veliko Turnovo, Bulgaria, and the City of Golden, Colorado. The goal of the partnership was to improve public infrastructure by creating financial management plans for infrastructure maintenance.

Phase 5 of the Bulgaria CityLinks Program expanded the infrastructure component, and infrastructure management plans were developed for six districts within Plovdiv Municipality. Both Veliko Turnovo and Plovdiv have increased their capacity to manage long-term infrastructure needs. The implementation of this program proved to the Bulgarian municipalities that regular street maintenance reduced emergency repairs and lowered expenditures in the long term. The program also emphasized the need for improved infrastructure to encourage economic growth, and the participating municipalities have seen that public investment in infrastructure promotes private investment.

Program Objectives

Building on the accomplishments of Veliko Turnovo and Plovdiv, ICMA and FLGR initiated a replication program for new municipalities, which received technical assistance from experts in Golden, Colorado, and continued sustainable mentorship from Veliko Turnovo and Plovdiv. In 2006, FLGR selected the municipalities of Svistov, Gorna Oriahovitsa, Sevlievo, Slivengrad, Berkovitsa and Stradja to receive training and technical assistance through the program.

The remarkable replication results achieved in 2006 were based on strong commitments from municipal leadership and support from the U.S. and Bulgarian mentor municipalities. With

the initial successes of the program, Plovdiv and Veliko Turnovo continued to search for areas to improve the field of infrastructure management and chose to extend the financial planning to provide safe maintenance of bridges.

2006 Activities and Results

Infrastructure Management

Each of the municipalities selected to participate in the replication program sent engineers to attend a training session by Golden, Colorado, Public Works Director Dan Hartman. After the 2006 training, with help from the Bulgarian mentors, from Veliko Turnovo and Plovdiv, each municipality completed an inventory of the streets and sidewalks, assessing the degree of deterioration.

Bulgarian and U.S. Cities Replication of Infrastructure Management Best Practices

Bulgarian Cities: Berkovitsa; Bourgas; Gorna Oriahovitsa; Pavlikeni; Petrich; Plovdiv; Seylievo; Straldja; Svilengrad; Svistov; Veliko Turnovo; Yambol

U.S. Cities: Golden, Colorado

August 2004–September 2007

2006 Program Highlights

- Each municipality completed an inventory of the streets and sidewalks, assessing the degree of deterioration. The inventory is linked to digital maps of the town, which allow city officials to visualize the pavement conditions.
- With assistance from Golden, the two mentor municipalities began work on their financial management plans for the maintenance of 10 bridges in Plovdiv and 6 in Veliko Turnovo. The cities conducted a physical inventory and assessment of the bridges for expected life and traffic safety.

"It is particularly gratifying to return to both Veliko Turnovo and Plovdiv and see the tremendous improvement to the streets and sidewalks. In addition, the great rebirth that has followed the public investment in infrastructure with privately funded improvements to stores, hotels, businesses and buildings. I find this change that has occurred in the communities, but more so too, the can do attitude of people and staff to be stunning. I am impressed with the capacity that they have developed and the great job that they have done in training their professional colleagues."

**Dan Hartman, Director of Public Works
Golden, Colorado**

The inventory is linked to digital maps of each municipality, which allow city officials to visualize the pavement conditions. The inventory is used to help city officials develop their asset and financial management plan of public infrastructure and determine how best to finance restorations. The plans are then presented to the city council and the citizens during public hearings. Once accepted, the municipalities will begin to implement their infrastructure management plan, beginning with emergency repairs and continuing with regular upkeep.

Bridge Management

With assistance from Golden, the two mentor municipalities began work on their financial management plans for the maintenance of 10 bridges in Plovdiv and 6 in Veliko Turnovo. As with the infrastructure process, they conducted a physical inventory and assessment of the bridges. During 2006, the bridges were evaluated for current sufficiency, expected life and traffic safety. Both Plovdiv and Veliko Turnovo have secured council and public support and are beginning physical renovations.

Asset and financial management plans have helped the municipalities apply for bank loans; many of them have been well positioned to receive grants from the national government to support their infrastructure maintenance programs. Each of the mentor and replicant municipalities has enhanced its capacity to manage long-term infrastructure needs, and each has made positive improvements in the community that poten-

tially will lead to increased economic development.

Program Results

- Twelve municipalities have developed a financial infrastructure management plan and reached community consensus at public hearings on its implementation.
- Six new municipalities used about \$5,000 in USAID grants for support of replication activities. These activities include digitizing maps, publishing promotional materials, updating software, purchasing road signs and measurement tools, and co-financing computer purchases.
- By effective use of public capital, three replicant municipalities secured funding and started implementing their financial plans for street maintenance.
- Based on the assessments made in the development of the financial plan, the Municipality of Plovdiv started urgent repairs on two bridges.

Looking Forward

- In 2007, FLGR will begin to market further replication of this program and will use technical experts from the mentor municipalities to ensure the sustainable replication of this program.
- FLGR and ICMA will disseminate information on the program through a Best Practices Symposium in June 2007.

Russian Far East—Alaska Partnership Program

- ▶ **Local Economic Development**
- ▶ **Tourism**
- ▶ **Business Retention and Expansion**
- ▶ **Job Creation**

The business environment in Russia is wrought with endless paperwork, long permitting processes, unnecessary inspections, and a serious lack of access to credit. Operating under new laws, which only rarely are fully understood or enforced, local governments in the Russian Far East (RFE) find themselves ready to embrace economic growth, but they are at a loss when it comes to implementation.

Cities in the Russian Far East, unsure of their role in local economic development, have been stifled by years of centralized planning and regulation, the inability to promote competition, and isolation from the world. However, they are now seeking to open their doors to tourism. They hope also to attract and grow investment—which will bring needed revenue to their coffers and better lives for their citizens—by encouraging home-grown entrepreneurship, new factories based on market demands, and vigorous marketing campaigns.

Despite the many challenges ahead of them, the RFE cities remain optimistic that they each have assets and unique qualities that can be tapped, given the right tools. Some of those tools will come from across the Bering Strait, from Alaskan cities similar in many ways to their own. To facilitate the partnerships, USAID looked to ICMA to design the program to bring together the international peers.

The Counterpart Enterprise Fund in Khabarovsk, Russia, and the Moscow-based Institute of Urban Economics are working with ICMA to implement the program in Russia. The eight partnerships in the program include the Alaskan cities of Anchorage, Kenai, Juneau, Skagway and Wasilla, and eight Russian communities in Primorski Krai, Khabarovski Krai, and on the island of Sakhalin: Nevelsk, Dolinsk, Bikin, Luchegorsk, Vyazemskiy, Arsenyeu, Ussuriisk and Bolshoy Kamen.

Russian Far East—Alaska Partnership Program

Russian Cities: Primorski Krai; Khabarovski Krai; Arsinyev; Bikin; Bolshoy Kamen; Dolinsk; Luchegorsk; Nevelsk; Ussuriisk; Vyazemski

U.S. Cities: Anchorage; Juneau; Kenai; Skagway; Wasilla (all in Alaska)

September 2005—September 2007

2006 Program Highlights

- A charter for a business incubator has been drafted and approved and the location and budget secured.
- A business plan for a brick factory was drafted that identified domestic and foreign suppliers of brick-factory equipment. A potential local investor was asked to participate in the development of the business plan.
- A new resolution was enacted to regulate municipal land sales and explain lease rights procedures. As a result of the resolution, the municipality is now able to sell municipal land.



Delegates from Kenai, Alaska and Bolshoy Kamen, Russia exchange hand shake after signing their partnership agreements.

Program Objectives

The program focuses on sustainable community and economic development. Each partnership undertakes a project that is specific to the needs of the Russian city. Projects include the creation of a tourism industry database to facilitate tourism development; the development of a business support structure to enhance the relationship between the local government and the business community; the creation and implementation of a one-stop shop for tourism; and the development of a business incubator to help grow small businesses.

2006 Activities and Results

Bolshoy Kamen–Kenai

In light of the necessity and desire for Bolshoy Kamen to nurture small business growth in the city, Kenai has agreed to assist with the development of a business incubator in cooperation with the Far Eastern Technical University. This incubator will be established to leverage the already active business plan training at the institute. It will provide potential new businesses with assistance and training in marketing, accounting, permitting and management.

In addition, the incubator will allow businesses without access to credit to establish themselves at minimal cost, as the institute and city will provide basic services and building space as well as training and support. The goal is to increase the number of self-sustaining businesses in Bolshoy Kamen, in turn leading to jobs and tax revenue for the city and less dependence

on central government subsidies and factory work.

Bikin–Juneau

Bikin has identified the need for a brick factory to replace one that ceased operations. The earlier factory benefited from the fact that the Bikin area has several large deposits of high-quality clay, which is a key ingredient for this popular brick.

For some time, municipal officials have felt that a brick factory would be successful for a variety of reasons; however, Bikin requires assistance to build its staff capacity, to create a business plan to attract investors to build and operate the brick factory. The Bikin staff faces the challenge of identifying data needs, developing a database for a business plan, and developing a business plan that can be used to attract investment for the factory.

Dolinsk–Anchorage

Dolinsk suffers from low financial security as a result of population decline and the lack of employment opportunities and investment. Therefore, the city cannot provide adequate municipal services and maintain housing resources.

To recruit potential developers and investors and increase the demand for Dolinsk property, Dolinsk and Anchorage will work to create a special economic area (SEA) and technological park as well as a marketing plan to attract investors to the park. Over the course of the program, the Dolinsk and Anchorage partners will implement the action plan in several

steps: studying the economic development legislation; developing the profile of the special economic area as well as marketing and business plans; conducting a feasibility study of the creation of the special economic area; and analyzing the labor force and budget.

Ussuriisk–Wasilla

Small and medium enterprises (SMEs) have been actively developing in the Ussuriisk City district; however, this sector of the economy needs to be actively involved in the city's economic development process. Ussuriisk has identified as top priorities (1) developing business support systems and (2) establishing a relationship between the local government and SMEs. This will result in the creation of favorable conditions for SME development, and the enhancement of SME influence on the economic development of the city.

In addition, Ussuriisk has the potential to attract foreign and domestic visitors with its mild climate, vibrant trade, and wealth of recreational activities. However, insufficient tourism industry information and the lack of an attractive marketing image hamper the Ussuriisk tourism services market development.

Ussuriisk and Wasilla have partnered to develop Ussuriisk's tourism industry, including the tourism services market, a tourism industry database, and marketing strategies. They will (1) develop marketing materials and an inventory of existing tourism related business; (2) update the city

website with foreign language tools and expand the reference source; (3) add city and street directional and informational signs in foreign languages; (4) conduct a tourism-related customer survey; and (5) study the potential for marketing the local travel agencies.

Arsenyev–Wasilla

Arsenyev is working hard to diversify its economic base, and tourism is one of the main components of the strategic plan. The city wants to enhance tourism and start building the trust of small businesses regarding the handling of paperwork and providing customer service. Therefore, the partners would like to establish a one-stop shop for tourism, as a citywide pilot program. This will be done in cooperation with the tourism advisory board in the city and the local Union of Entrepreneurs. Arsenyev has attracted a number of businesses

"It is my sincere desire that ICMA International continues to work in the Russian Far East and that local governments in the region benefit from the experience and service of the local government practitioners that ICMA is able to offer us."

**Victor Ivanovich Shashkun,
Head of District, Vyazemskiy,
Russia**

**Brick maker from local factory in
Vyazemskiy**



FEAR

“The aim of the program is to assist Vyazemskiy in their economic development efforts. We found our partners to be very pro-business and pro-active in attracting investors and business ventures and very willing to learn”

**Mike Catsi, Executive Director,
Skagway Development Corporation,
Skagway, Alaska**

looking to open summer camps and other tourism-related activities. Providing them with efficient permitting and service will go a long way to make these projects a reality.

In addition, the city administration will work with the local tourism advisory board to implement a bed-tax fee scheme and will use the money for tourism-related projects. The implementation of a bed tax by the tourism board would generate revenue to implement general tourism projects (such as producing marketing materials) as well as supplement the city’s efforts to implement the activities in the tourism plan.

Vyazemskiy–Skagway

During the soviet regime, the Vyazemskiy Municipal District was home to a vegetable processing plant that no longer exists. However, the regional demand for processed vegetable products is still high, and officials in the district believe they have the necessary number of producers to make such an operation successful once again. Many stakeholders also envision resurrecting the processing plant as a means to increasing agricultural production in the district’s underused fields.

Although the district has some experience in a plan of action to develop a locally grown business, it nevertheless lacks the business acumen and technical know-how to structure a business plan for a public-private project that would recruit interested developers and investors. Skagway will help the district to develop a

business plan that can be presented to krai officials and then tendered publicly to locate and select a developer and other interested investors.

The Vyazemskiy District has many amenities. These include a natural resource base of rich farmland, hot springs, lotus lakes, abundant timber lands, the Ussuri River, the natural and ecologically clean supply of ferns and various foods; cultural amenities; and close proximity to a tourist base from Khabarovsk and China. As a result, the district believes it has the potential to capture a tourism and leisure audience, although it does not have a tourism marketing function in the administration. The partners will work together to develop a professional brand marketing campaign, which, when launched, would effectively market Vyazemskiy to tourists and bring visitors and revenue to the city.

Nevelsk–Anchorage

Nevelsk is the oldest port city on Sakhalin Island. It lost a significant percentage of its population when the Soviet Union converted to the Russian Federation, and the fishing industry was severely affected. The municipality has many vacant housing structures and a seacoast that is dotted with remnant structures; however, it lies within a district that has many natural resources and places of interest. The leaders of the district believe that the historic and unique natural features of Nevelsk will allow it to develop a tourism industry both within the city limits and at other locales within the district.



Anchorage and Dolinsk partners inspect potential industrial site.

However, the municipality lacks a modern infrastructure to be able to attract new business—specifically hotels. Several entrepreneurs have expressed interest in participating in the tourism industry. Some are starting businesses or constructing facilities in anticipation of an influx of tourists, but these entrepreneurs typically lack the training, resources and information to move the tourism industry forward. Anchorage has agreed to assist Nevelsk with the creation of a tourist-based business plan to guide the municipality and entrepreneur community in a common direction.

Luchegorsk–Juneau

The main enterprise in Luchegorsk is the Luchegorsk Fuel and Energy Complex (LuTEK), where the majority of the cities' able-bodied citizens work. Although LuTEK, a closed

joint-stock company, plans to build new power-generating units in the future that will create new jobs, the department of economic and social development of Pozharsky Municipal District and the administration of Luchegorsk understand the necessity of economic diversification.

Business is developing actively in the region but there is no effective system of SME support at present. In this regard the city's and district's administration heads are ready to cooperate with their partners in Juneau to create a structure of economic development cooperation. They aim to establish interaction between the administration and business community, which in the long term can help diversify the local economy, attract investment to the territory and create new jobs.



Kenai and Bolshoy Kamen partners tour a waste water treatment facility in Kenai, Alaska.

Program Results

ROUND I PARTNERSHIPS

Bolshoy Kamen–Kenai

- The new Bolshoy Kamen Business Incubator charter has been drafted and approved and the location and budget secured.
- Kenai partners participated in the International Conference on Business Development in Bolshoy Kamen, to share the Alaska experience and best practices in short-term basic business education for SMEs as well as academic or university business training.
- Partners from the Far Eastern Technical University in Bolshoy Kamen sponsored two professors for training in Moscow so that those professors can teach and consult at the business incubator.

Bikin–Juneau

- The Juneau Economic Development Corporation (JEDC) provided training in business-plan writing to the Bikin economic development staff.
- The economic development office in Bikin Municipality worked with outside consultants to identify domestic and foreign suppliers of brick-factory equipment. A potential local investor was involved in the business plan discussions.
- The economic development department in Bikin prepared the draft version of a business plan for a brick factory.

Dolinsk–Anchorage

- The Moscow-based Institute of Urban Economics (IUE) helped develop a concept paper for the business park project and assisted in developing a business questionnaire. The Dolinsk administration began to survey businesses regarding the most attractive types of development for the park.
- Dolinsk officials from the land use and planning department went to Khabarovsk to study city land zoning and sale-lease procedures. Dolinsk then developed and enacted a new resolution to regulate municipal land sales and explain lease rights procedures. As a result, the city began to sell municipal land in December 2006.
- A socioeconomic analysis of the city development program was conducted to assess the fit of a potential business park. The future business park site was identified, and performance indicators were developed to evaluate the project implementation.

Ussuriisk–Wasilla

- Ussuriisk continued to research options to support marketing for tourism opportunities—either in the form of a bed tax or through businesses themselves collecting a fee from visitors.
- With assistance from IUE, Ussuriisk developed a questionnaire for tourists to complete on an ongoing basis, to assess the city's attractiveness

and the quality of services. A marketing survey has also been developed to assess tourism potential in Ussuriisk.

Looking Forward

ROUND I PARTNERSHIPS

Bolshoy Kamen–Kenai

- The official opening of the business incubator is expected by the end of 2007.

Ussuriisk–Wasilla

- Ussuriisk developed a draft program for tourism development in its municipal district. In early 2007 the new program will be offered for consideration by the Ussuriisk Legislature (Duma).

ROUND II PARTNERSHIPS

Arsenyeu–Wasilla

- Partners discussed and approved the partnership action plan, which will be discussed when Arseniev's delegation visits Alaska in early 2007.
- Based on CityLinks recommendations, the acting city mayor and the head of the Union of Entrepreneurs from Arsenyeu were selected to travel to the United States in early 2007. This trip, sponsored by the Community Connections program for municipal officials, will build their understanding of local government functions and strengthen their work under CityLinks.

Vyazemskiy–Skagway

- The draft action plan was developed and will be finalized when Vyazemskiy travels to Skagway in early 2007.
- Vyazemskiy studied various business plan templates provided by ICMA and Alaska partners so it could start developing its own business plan.

Nevelsk–Anchorage

- Partners approved the partnership action plan. The official signing is expected in early 2007, when the Nevelsk delegation travels to Anchorage.
- Nevelsk studied sample charters for economic development structures operating in Alaska as well IUE materials developed and used with the CityLinks Round I cities, so that it can begin to formulate its own charter.

Luchegorsk–Juneau

- Juneau has set up meetings for Luchegorsk to meet and learn more about its credit union operations.
- ICMA/RFE and the Luchegorsk administration discussed options for involving LuTEK in sponsoring partnership activities, such as the SME loan fund.



ICMA (International City/County Management Association) is the premier local government leadership and management organization worldwide. Its mission is to create excellence in local governance by developing and advancing the professional management of local government. ICMA has been doing this since 1914 by providing technical and management assistance, training, and information resources to its members and the local government community. ICMA International was created in 1989 to further the ICMA mission worldwide. Since then it has successfully designed, implemented, and evaluated hundreds of international projects, establishing a solid reputation for its practical, hands-on approach to meeting global challenges. If you would like to learn more about ICMA International please visit <http://icma.org/international> or send your inquiry to international@icma.org.

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