

Global Problems... Local Solutions

ICMA's Resource Cities Program
2001 Annual Report





March 2002

Dear Colleagues:

On behalf of the entire ICMA membership, and the hundreds of dedicated individuals who have shared their skills and experience with their local government colleagues internationally, we are pleased to present the 2001 Annual Report for ICMA's Resource Cities Program (RCP). The report briefly reviews the Resource Cities partnerships underway, primarily under ICMA's Cooperative Agreement with USAID.

Solving Global Problems Locally

In May 1997, ICMA and USAID inaugurated the Resource Cities Program—a program that builds practical technical support relationships between U.S. cities and cities in developing and transitional countries. A concept developed just five years ago, the RCP has proven to be an effective cross-sectoral program capable of addressing a myriad of issues. By partnering U.S. communities with international communities, the RCP brings the practical problem-solving skills of U.S. cities to work with their partner. In effect, the mayor of an international city is able to appoint a task force of local government practitioners to identify the reasons for problems, and to begin to implement the solutions. When that happens, an extraordinary symbiosis occurs—U.S. and international local government officials find that the challenges they face are not foreign to either, and that by working together, they may find answers to many of these problems.

Encouraging Citizen Participation

While the RCP deals primarily with technical issues, citizen participation is also a major part of Resource Cities partnerships. In working with U.S. cities, international partners see that citizens are a part of virtually every local government decision in the United States. For instance:

- In Rayong, Thailand, a new citizen budget review committee has been formed. Modeled on its Portland partner, the five-member committee will review the budget and offer its comments as a routine part of the city's budget-making process.
- In Ulaanbaatar, Mongolia, a citizens' committee already exists to review all proposed tax/fee increases. The city wishes to raise fees to generate additional revenues, but the citizen's committee has objected. As a result, members of the citizens' committee will be a part of a future delegation to the partner city of Bakersfield, California, so that they may see first-hand how the fees work, and how they are fairly administered.
- In New Amsterdam, Guyana, the RCP is involving the local community, women's groups, the chamber of commerce, and Rotary and Lion's Clubs to encourage them to take a leadership role in their community.

Evaluating Results

Over the past year, the RCP has continued to demonstrate its ability to develop practical, realistic solutions to both technical and citizen participation issues. To review the program's performance to date, a USAID-appointed consultant undertook an evaluation in summer 2001 to see what worked and what could be improved. Among various findings, the evaluation stated that:

- Concrete results include development of municipal strategic plans, new processes for budget forecasting, citizen surveys, citizen information centers, economic development centers and incubators, and marketing profiles; and analysis of specific improvements to water supply, wastewater, and solid waste management, including improvements in landfill management.
- U.S. city officials mobilize additional resources that supplement the contribution of their time and USAID funding, extending the value of the USAID grant and resulting in unanticipated benefits to the international cities.
- Local officials in U.S. and international cities are very satisfied with ICMA's assistance. It is especially critical in the initial stages of the partnership in helping them to agree on a feasible work plan that responds to the international city's priority needs.
- The Resource Cities Program is an excellent way to demonstrate the feasibility of a municipal management change, financial management reform, or municipal service delivery innovation. The Best Practices symposium, planned replication sites, and media coverage are effective ways to disseminate the pilot innovations widely.

Given this positive evaluation, the RCP continues to be a model on which other partnership programs are based. In Bulgaria, Mexico, and Indonesia, separate contractual vehicles have been established to make Resource Cities a critical part of the local government strategies for those countries. So while this annual report focuses primarily on the partnerships funded through the Cooperative Agreement, additional Resource Cities partnerships exist outside the Cooperative Agreement.

Reaping Unanticipated Benefits

Adding to the RCP's success have been a number of unintended, and positive, consequences. These include political benefits and increased credibility for participating local officials, in-kind contributions and other donations beyond the program's target amounts, and the support of other organizations with similar goals.

The idea that local government officials involved in the RCP later may go on to become national leaders has never been a stated goal of the program. However, RCP participants have become national leaders. In Bulgaria, which has the most extensive RCP in the world, two local mayors involved in the RCP have become members of the President's cabinet. Most notably, Blagoevgrad Mayor Kostadin Paskalev was chosen to be Deputy Prime Minister. Likewise, in Serbia, the Mayor of Nis, an early proponent of the RCP, was appointed Interior Director. As a result of these mayors participating in the RCP, a pool of future national leaders with a full appreciation for local self-government and true decentralization has been created. Notably, these leaders do not appear highly partisan—indeed, in Bulgaria they were selected to

Through year's end, the partnerships under the Cooperative Agreement and the Technical Twinning Program donated \$969,224 in in-kind contributions. Beyond the in-kind contributions of the city officials, partner cities have provided university scholarships, cash donations for equipment, private sector donations, and even community donations through the RCP.

be part of a coalition government. Instead, they are viewed as practical people who are problem solvers, *not* career politicians, which has enhanced their credibility.

U.S. cities continue to contribute far more than anticipated. Cities embrace the RCP with their time and donations of money and goods. Through year's end, the partnerships under the Cooperative Agreement and the Technical Twinning Program donated \$969,224 in in-kind contributions. Beyond the in-kind contributions of the city officials, partner cities have provided university scholarships, cash donations for equipment, private sector donations, and even community donations through the RCP.

ICMA has also received a commitment of support from other natural partners. Having involved a number of public works professionals in the RCP, in 2001 ICMA signed a letter of agreement formalizing its relationship with the American Public Works Associations, which represents more than 27,000 public and private sector professionals dedicated to the building and maintenance of local infrastructure in the United States. Likewise, ICMA is working with community-based organizations like the Lions' Club, Rotary Club, and Sister Cities, while at the same time working with professional associations like the International Municipal Lawyers Association and Government Finance Officers Association. The Resource Cities Program will continue to work to ensure that all the resources that are critical to the vibrancy and effectiveness of a U.S. city are made available, as needed, to international partner cities.

Responding to the Challenge of September 11

Certainly, the events of September 11 impacted the RCP. For all intents and purposes, travel was suspended for the last four months of the year. While the partnership managers sometimes hear that U.S. participants are hesitant to travel, for the first time we have also encountered a reluctance of international partners to come to the United States, as they feared for their safety in the air. Nonetheless, it appears that much of this reluctance has decreased, as participants have had to adjust to the realities of a changed world. At year's end, we are pleased to report that not a single partnership has been suspended or abandoned due to participant travel concerns, and it appears that the first quarter of 2002 will find the Resource Cities Program back on track.

Looking to the Future

The need for decentralization and empowering local communities to respond to the issues that challenge their citizens has never been more relevant than in this time of global uncertainty. Consequently, the Resource Cities Program must look to become involved in a wider array of issues at the local level. Health services are primarily local responsibilities, and we must explore the possibility of linking public health officials/agencies to address specific problems (e.g., HIV/AIDS). Community-based economic development is another area that requires much work to empower local communities to drive their own economic revitalization efforts.

We must also discuss further with USAID and individual missions the merit of extending much smaller amounts of funding to sustain partnerships beyond their 18–24 month projects. An intriguing model is present in Bulgaria, where the mission made small amounts of money available for replication projects. Primarily, the Bulgarian Resource Cities served as the mentors to their neighbors, and the U.S. cities maintained their role by participating and providing expertise in the areas of replication. In so doing, the cities were able to continue their work together, the ties have grown stronger, and the likelihood of the relationships continuing has been enhanced.

Through continued collaboration with USAID and USAEP, the RCP is committed to meet the needs of local governments around the world—local governments that, like their U.S. counterparts, are looking to creatively solve locally the problems that are faced globally.

Sincerely,



Jon Bormet
Director



Melissa Speed
Program Manager

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Urban Councils Association of Zimbabwe – National Forum for Black Public Administrators



Market-Driven Training • Advocacy and Lobbying • Public Policy Research • Revenue Enhancement

Introduction

Zimbabwe's cities face enormous challenges, which adversely affect the economic development prospects of local communities. For this reason, local governments in Zimbabwe must act as the front line to address issues of service delivery and economic development with ever-shrinking resources. To tackle these enormous challenges, it is imperative that local governments operate efficiently and effectively. Increasingly, they are turning to their national association, the Urban Councils Association of Zimbabwe (UCAZ), for training, information sharing and networking, and technical support. UCAZ, whose members include the 24 municipalities of Zimbabwe, serves as an umbrella local government association, representing the interests and needs of elected officials, town clerks, finance officers, public works directors, and other municipal officials.

"We will benefit immensely from NFBPA's wealth of resources and experience, particularly in the areas of training of our officials and councilors. Ultimately we will improve the ability of our cities to govern."

—UCAZ Executive Secretary
Joel Zowa

To enhance UCAZ's ability to meet the increased demands imposed by a growing membership, in early 2001 USAID funded a year-long Resource Cities partnership between UCAZ and the National Forum for Black Public Administrators (NFBPA), a professional membership organization dedicated to the advancement of Black leadership in the public sector.

Partnership Objectives and Results to Date

Over the past year, the two organizations have met in Zimbabwe and the United States to further their objectives of creating a market-driven, self-financing training program to meet UCAZ members' need for ongoing professional development; enhancing UCAZ's lobbying efforts; expanding the organization's public policy research capacity; and enhancing UCAZ's revenue. UCAZ has formed a committee of town clerks with a training background to identify priority training topics and develop a prospectus for the training program. NFBPA staff provides information and advice to the committee and to UCAZ staff on options for structuring the program and creating partnerships with universities and other institutions. The partners plan to launch the training program in the next few months with pilot workshops led by NFBPA staff and board members and UCAZ experts.



Members of UCAZ and NFBPA discuss the partnership action plan.

Anticipated Partnership Results

- A member training program that is self-financing and provides a revenue stream to support other UCAZ activities
- A more effective strategy and methods for advocating local government interests before the national government
- Stronger capacity for public policy research
- A financial plan for diversification and expansion of UCAZ revenues.

Partnership Facts: UCAZ – NFBPA

Initiated: February 2001

Anticipated Completion: May 2002

Sponsoring Agency: USAID/Harare

Sponsoring Agency Contact: Elish Tafangombe, etafangombe@usaid.gov

UCAZ Contact: Joel Zowa, Executive Director, ucaz@samara.co.zw

NFBPA Contact: John E. Saunders III, Executive Director, Jsaunders@nfbpa.org

ICMA Partnership Manager: Corinne Rothblum, crothblum@icma.org

Partnership Budget: \$100,000

Partnership In-Kind/Target: \$29,850

Partnership In-Kind/Partnership to date: \$16,153.22

**Greater Amman Municipality, Jordan –
General Corporation for Environmental Protection,
Jordan – Des Moines, Iowa**



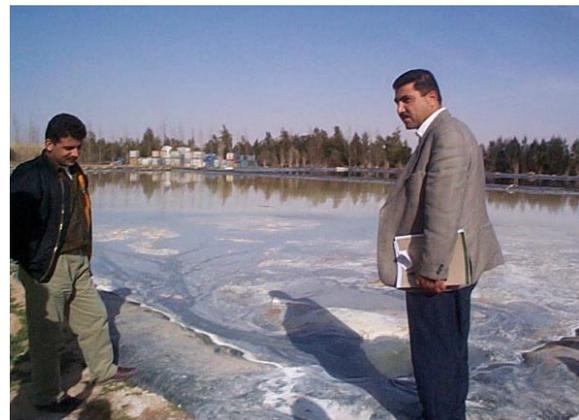
Water Resource Management • Hazardous Waste Management

Introduction

The Hashemite Kingdom of Jordan, like many of its Middle Eastern neighbors, faces major water shortages. The government of Jordan has been working with USAID for a number of years to address water resource management issues, which include the protection of its groundwater sources. As part of these efforts, USAID has funded a Resource Cities partnership between the Greater Amman Municipality (GAM), the General Corporation for Environmental Protection (GCEP), and the city of Des Moines, Iowa. ICMA has contracted with the Royal Scientific Society, an independent research and development NGO, to provide technical and logistical support for the implementation of the partnership.

Partnership Objectives and Results to Date

The overarching goal of the partnership is to provide assistance to GAM and GCEP in improving hazardous waste management practices to ensure that hazardous wastes do not contaminate Jordan’s precious groundwater sources. The Des Moines delegation made its first visit to Jordan in late August 2001, with the objective of learning more about current hazardous waste management practices and plans for the future. The delegation members met with GAM and GCEP staff; officials at the Ministry of Environment, Rural Affairs and Local Government; and the Royal Jordanian Army (RJA). They also visited two landfills serving GAM and northern Jordan and observed the hazardous waste treatment facility at the RJA’s King Hussein Workshops. While in Jordan, the Des Moines delegation developed a Memorandum of Understanding and preliminary action plan with GAM and GCEP.



A treatment pond in Jordan.

A delegation from GAM and GCEP will visit Des Moines in early December to refine the work plan and learn about solid waste and hazardous waste treatment and disposal practices in the United States.

Anticipated Partnership Results

- Introduction of new “best practices” in solid waste collection and treatment to prevent the contamination of groundwater sources.
- Development of a strategy for the safe collection and disposal of liquid and hazardous waste to protect groundwater sources.

- Implementation of one or more pilot initiatives, such as a recycling program, to achieve the above results.
- Identification of training needs to reach the above goals, and the provision of targeted training where appropriate.

Partnership Facts: GAM – GCEP – Des Moines

Initiated: August 2001

Anticipated Completion: March 2003

Sponsoring Agency: USAID/Jordan

Sponsoring Agency Contact: Amal Hijazi, Project Management Specialist,
ahijazi@usaid.gov

Greater Amman Municipality Contact: Dr. Hussein Zaki Said, Under Secretary for
Health and Environmental Affairs, hzakis@yahoo.com

General Corporation for Environmental Protection Contact: Faris Al Junaidi, General
Director, gcep@gov.jo

Royal Scientific Society Contact: Dr. Bassam Hayek, Director, Environment Center,
b.hayek@rss.gov.jo

Des Moines Contact: Beth Shonts, Business Development Manager, Metro Waste
Authority, 515-323-6525; bsh@metro-waste.com

ICMA Partnership Manager: Corinne Rothblum, crothblum@icma.org

Partnership Budget: \$263,450

Partnership In-Kind/Target: \$67,500

Partnership In-Kind/Partnership to date: \$11,100

Solid Waste Management • Recycling and Composting

Introduction

Like many cities in Southeast Asia, Cebu City is facing the problems of rapid urbanization as people from more rural areas move into the city seeking job opportunities and a better way of life. City officials are struggling with ways to resolve the problems of urbanization in a constructive manner.

A major issue Cebu City faces is that the city’s landfill is rapidly reaching its capacity, and the city has very few resources or land area to build another landfill. City officials, led by Mayor Tomas Osmena, are trying to find a way to reduce the daily volume of waste entering the landfill and to educate their citizens, NGOs, universities, and business community about the benefits of and need for recycling. To this end, USAID has funded a Resource Cities partnership that matches Cebu City with the city of Fort Collins and Larimer County, Colorado. The Colorado partners are a good match for Cebu City because of their commitment to improving the quality of the environment in their communities and their innovative approaches to solid waste management. In addition, both Fort Collins and Cebu City are members of the International Council for Local Environmental Initiatives (ICLEI) program, Cities for Climate Protection, which promotes the reduction of greenhouse gas emissions.

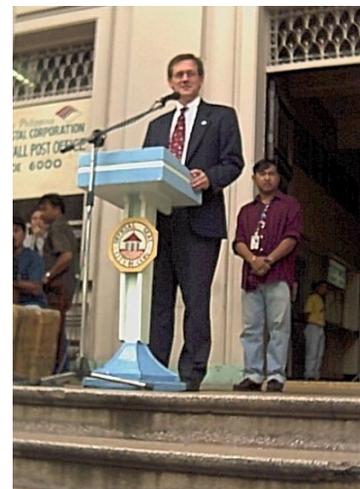
Partnership Objectives and Results to Date

To help Cebu City reduce the volume of waste entering the landfill, the three partners agreed on an action plan that calls for the development of a framework for a comprehensive, ten-year solid waste management plan as well as the development of two pilot projects in recycling and composting.

Despite a change in the leadership of Cebu City midway through the partnership, the program has already achieved a great deal of success. To date, the Cebu City government has developed a number of policy proposals to support the initiatives in the action plan. Cebu has also engaged citizens, NGOs, universities, and the business community in the proposed pilot areas to get their support and input. Over the next few months, Cebu and its partners expect to implement the approved policies, develop the solid waste management plan, and start the pilot recycling and composting projects.

Unanticipated Benefits

As a result of its efforts in exploring ways to reduce trash volume, Cebu City has developed a greater relationship with the Ayala Foundation, a charitable arm of the Ayala Corporation. Ayala has worked with the city to share experiences in recycling and



Greg Byrne, director of community planning and environmental services for the city of Fort Collins, addresses Cebu City staff and officials at the signing of the Memorandum of Understanding.

composting and has offered advice and expertise to city officials and staff. It is anticipated that the city and the foundation will sign a Memorandum of Understanding to formalize their relationship in the near future.

Additionally, because of its work with ICLEI and ICMA, the city of Fort Collins has received an invitation to participate in ICLEI's December 2001 conference in the Netherlands. At the conference, Fort Collins will highlight the goals and accomplishments of the Resource Cities partnership with Cebu.

"Our worldview has been profoundly broadened by this exchange. The similarities between our cities—civic and national pride, the bustle of local commerce and industry, cherished hopes for our children and the desire to improve conditions for them, just to name a few—have been gratifying to discover. It has helped establish a shared resolve, even while we are learning how to respect and move past cultural, geographic, climatic and economic differences toward a goal to increase waste diversion and recycling."

—Susie Gordon, Fort Collins, CO

Anticipated Partnership Results

- Adopt a framework for a comprehensive, ten-year solid waste management plan.
- Design and implement a pilot recycling project in Pari-An barangay.
- Design and implement a pilot composting project in Carbon Market.

Partnership Facts: Cebu – Fort Collins – Larimer County

Initiated: January 2001

Anticipated Completion: September 2002

Sponsoring Agency: US-AEP/Philippines, USAID

Sponsoring Agency Contact: Bob MacLeod, rmacleod@usaid.gov

City of Cebu Contact: Jose A. Guisadio, Director of Community Planning and Development

City of Fort Collins/Larimer County Contact: Greg Byrne, gbyrne@fcgov.com

ICMA Partnership Manager: Amanda Lonsdale, alonsdale@icma.org

Partnership Budget: \$193,936

Partnership In-Kind/Target: \$54,302

Partnership In-Kind/Partnership to date: \$32,086

Haiphong, Vietnam – Seattle, Washington



Tourism • Environmental Management • Information Technology

Introduction

The Haiphong–Seattle partnership had its genesis in 1993 when Seattle sent the first post-war U.S. trade mission to Haiphong, Vietnam. The relationship was strengthened in 1995 when Haiphong and Vietnam sent a trade mission to Seattle—the first post-war trade mission to the United States.

In 1996, Haiphong and Seattle signed an agreement to become Sister Cities, and through this program a series of exchanges and additional trade missions have occurred. The Greater Seattle Vietnam Association, having raised money, sent a certified teacher of English as a Foreign Language (EFL) to Haiphong and endowed a playground at Hoa Phuong Orphanage. Haiphong’s water puppets have visited Seattle. In addition, the Port of Seattle and the Ports of Haiphong have collaborated and continue to work together.

Partnership Objectives and Results to Date

The city of Haiphong and Greater Seattle, Washington, have resolved to build on their existing relationship and forge more intensive links among a wide spectrum of citizens and community institutions through the Resource Cities partnership. On July 9, 2001, the city of Seattle and the People’s Committee of Haiphong signed a Memorandum of Understanding, affirming their commitment to this work.



Representatives of Haiphong, Seattle, and ICMA sign the partnership’s Memorandum of Understanding.

As the partnership moves forward, Haiphong and Seattle officials are in agreement that improving Haiphong’s business climate and ability to market itself to the world as a place for business investment and tourist activities will be fundamental to poverty alleviation and the success of the broader partnership.

Tourism Development. Located in northern Vietnam, Haiphong is already a natural stop for tourists intending to visit Ha Long Bay. To promote its additional attractions and boost tourism, the city desires to develop a comprehensive strategic plan and a corresponding Web page. Bill Stafford, executive director of the Greater Seattle Trade and Development Office, will guide most of this work. Under the auspices of developing a useful, targeted marketing program, the People’s Committee will gain experience in the integration and coordination of city services, regulations, and business interest. As such, this work is fundamental to more effective service delivery.

Environmental Management. Like most Asian cities, Haiphong has paid little attention to the environmental impact of urbanization or industrialization. Haiphong’s first step toward a better

environment will be to improve environmental monitoring. Because Vietnam's government remains centrally controlled, Haiphong will undertake this work in conjunction with the Ministry of Environment, Science and Technology, one of the most forward-thinking ministries in the Vietnamese government. As such, the results of this work may well have national impact.

Information Technology. In support of the previous two objectives, Seattle and Haiphong will create a tool for assessing the city management's applications of information technology. Because information technology relies heavily on networking, the work will contribute to a more integrated management system.

Unanticipated Benefits

The partnership is unique in that it encompasses a wider spectrum of institutions, such as Seattle's educational community, USAEP, and the World Bank. The partnership will strive to include and encourage working relationships among a wide spectrum of citizens and community members, including universities, educational institutions, and nongovernmental organizations. Bringing business and citizen interest into the planning and development phase of change in Vietnam is a truly new and untested experience, one that will open the country to more accountable government.

Anticipated Results

- Conduct a planning case study that will provide information to potential developers or investors on specific land uses, infrastructure requirements and building types, and guidance on the preparation of a prospectus for future investment.
- Promote tourism and trade development by producing a tourism video, organizing a business mission for Seattle and American tour operators, and providing training and education in the area of marketing and tourism.
- Redesign Haiphong's tourism Web site and establish roles and procedures for its maintenance.
- Coordinate the efforts of various public health officials and organizations and leverage the available resources.

Partnership Facts: Haiphong – Seattle

Initiated: July 2001
Anticipated Completion: June 2003
Sponsoring Agency: US-AEP/Vietnam, with support from the World Bank
Sponsoring Agency Contact: Jim Carlson
City of Haiphong Contact:
City of Portland Contact: Teresita Batayola, Teresita.Batayola@ci.seattle.wa.us
ICMA Partnership Manager: Deborah Kimble, dkimble@icma.org
Partnership Budget: \$261,677
Partnership In-Kind/Target: \$73,270
Partnership In-Kind/Partnership to date: Pending

Rayong, Thailand – Portland, Oregon



Financial Management • River Basin Rehabilitation • Citizen Participation

Introduction

The Thai national government is in the midst of a major decentralization effort, which will empower local communities to deal with a myriad of issues formally reserved for the national government. City of Rayong Mayor Suraphong Phutanapiboon understands that the city will face new challenges that will require both sound, transparent financial management and greater citizen participation in the municipal government.

The city of Portland, Oregon, has a reputation for excellent financial management, and citizen involvement is integral to the city's activities. Tim Grewe, the city's chief administrative officer, who is also president of the Government Finance Officers' Association, heads the Portland team for the Resource Cities partnership with Rayong.

Partnership Objectives and Results to Date

Less than halfway through the partnership, Portland and Rayong have already made major strides toward their goals. After seeing Portland's budget process, which includes participation by a citizens' budget committee, Mayor Suraphong immediately pledged to appoint a similar citizens' committee in Rayong. When the Portland delegation visited Rayong in July 2001, the delegation was able to meet with the new budget committee and provide insight into the committee members' roles and responsibilities. Work continues with Rayong to develop a five-year budget and to include citizens in the budget process.

"Although we have many differences we know that we also share many challenges. Both of our cities face many changes in the future. To address those changes, we share a desire to improve public participation and information within our communities. We see openness as the best means of maintaining and improving the trust of our citizens in their governments. We also understand the need to maintain strong financial management particularly in times of change."

—Tim Grewe, Portland, Oregon

Building on Portland's international reputation for planning and sustainable development, the teams have also identified the rehabilitation of Rayong's River Basin as a pilot project that couples sound urban planning with citizen participation. Water has been diverted from the river, and poor people have established a small, temporary community on the shores and islands within the basin. The city must decide how to rehabilitate the river basin from an underused and environmentally degraded area into an environmentally sensitive and economically sound focus of the city. Rayong is working with the professional planners in Portland, and incorporating citizen input, to develop a plan for the rehabilitation of the area.



Portland representatives and Rayong Mayor Suraphong listen to citizen comments about the River Basin Restoration Project.

Unanticipated Benefits

The city of Portland, using its background and expertise in sustainable development, has been able to provide linkages and benefits far greater than was originally anticipated. Larry Brown, executive director of the Portland Development Commission, spoke at a Municipal League meeting in Bangkok where several hundred Thai mayors were assembled to discuss local economic development strategies. Also, the Thailand Environmental Institute has been able to dovetail its sustainable development initiatives with the partnership, traveling to Portland at the same time as the Rayong delegation and sitting in on some of the partnership team meetings. Based on these experiences, and Portland's willingness to extend its participation in the Resource Cities Program, the U.S.–Asia Environmental Partnership (US-AEP) and ICMA have reached an agreement that will enlarge the partnership to include additional Thai cities. Meanwhile, future activities will include exploration of economic links between Portland and Thailand.

Anticipated Partnership Results

- Adoption of a citizen-recommended five-year budget projection.
- Adoption of a citizen-recommended annual budget.
- Adoption of a redevelopment plan for the Rayong River Basin, after opportunity for citizen comment.

Partnership Facts: Rayong – Portland

Initiated: September 2000

Anticipated Completion: September 2002

Sponsoring Agency: US-AEP/Thailand

Sponsoring Agency Contact: Jack Kneeland, Jack.Kneeland@mail.doc.gov

City of Rayong Contact: Mayor Suraphong Phutanapiboon, surapong43@hotmail.com

City of Portland Contact: Tim Grewe, CAO, tgrewe@ci.portland.or.us

ICMA Partnership Manager: Melissa Speed, mspeed@icma.org

Partnership Budget: \$203,110

Partnership In-Kind/Target: \$56,871

Partnership In-Kind/Partnership to date: \$53,947

Introduction

In 1991, Mongolia gained independence and embarked on the initial phase of democratization. During this phase, the national government fostered and strengthened the newly created democratic institutions. The initial phase is now complete, and the national government must look to local government to assist with service delivery. Through the Resource Cities Program, the city of Ulaanbaatar partnered with the city of Bakersfield, California, to improve Ulaanbaatar's ability to raise non-tax revenue and to enhance the budgetary and financial management systems of Ulaanbaatar. Mayor Enkhbold Miyegombo will work with Alan Tandy, the city manager for Bakersfield, to ensure that the partnership successfully completes its objectives.

Partnership Objectives and Results to Date

The partnership has completed three of seven exchanges. The initial exchanges provided Bakersfield with a more thorough understanding of the governmental structure of Ulaanbaatar, the city's ability to implement proposed fees, and the city's relationship with the national government. The partners have developed a comparative analysis of fees charged in both cities in an effort to determine potential revenue sources. The Ulaanbaatar staff conducted a review of various proposed fees. After the review, Ulaanbaatar decided to concentrate on the adoption of three types of fees: a transient occupancy hotel fee, land development fees, and a taxi fee. Ulaanbaatar is ready to present the transient occupancy fee to the local council for adoption. Some of the land fees are ready for adoption, but additional research is required to build a foundation for fees to support the financial infrastructure.

Anticipated Partnership Results

- Design an implementation plan that incorporates citizen input in charging fees
- Establish a budgetary control system
- Develop accounting procedures to trace revenues in conformance with international accounting standards
- Design and implement a plan to inform officials and citizens of the performance of the new revenues.



Mayor Miyegombo, Alan Tandy, Ms. Amraa, and Jon Bormet develop the partnership work plan.

Partnership Facts: Ulaanbaatar – Bakersfield

Initiated: March 2001

Anticipated Completion: August 2002

Sponsoring Agency: USAID/Mongolia

Sponsoring Agency Contact: Edward Birgells, ebirgells@usaid.gov

City of Ulaanbaatar Contact: Mayor Enkhbold, ch_bat@ulaanbaatar.mn

City of Bakersfield Contact: Alan Tandy, city_manager@ci.bakersfield.ca.us

ICMA Partnership Manager: Melissa Speed, mspeed@icma.org

Partnership Budget: \$229,775

Partnership In-Kind/Target: \$64,337

Partnership In-Kind/Partnership to date: \$85,391

Almaty, Kazakhstan – Tucson, Arizona



Economic Development • Solid Waste Management

Introduction

The government of Kazakhstan (GOK) is implementing a sweeping reform agenda that will help the country transition from communism to free-market capitalism. Along with measures to trim and stabilize the economy while raising the standard of living, the GOK is undertaking efforts to build civil society by strengthening NGOs and local governments. The GOK has embarked on promoting community-based economic development with a focus on small and medium-sized businesses, in contrast to the former focus on national heavy industry. The city of Almaty has entered this Resource Cities partnership hoping to adopt some of the U.S. municipal approaches to business, community, and workforce development, as well as service delivery to citizens.

The city of Tucson has a reputation as a promoter of innovative municipal practices and a champion of business attraction. The city's Economic Development Department is a showcase for a productive partnership with NGOs and community-based organizations. Tucson prides itself on its Industrial Techno Park, which, together with the exemplary department of Solid Waste Management, will be a pivotal resource for the cities' partnership.

Partnership Objectives and Results to Date

After seeing Tucson's Industrial Techno Park and the city's modern and well-managed landfill and solid waste collection operations, Almaty decided to pursue economic development and solid waste management as the focus areas of the partnership. Halfway through the partnership, Tucson and Almaty have made significant progress in these areas.



Economic Development. The city of Almaty is working on a concept for an industrial park based on the visit to the Tucson industrial park. In addition, Almaty has requested technical assistance in the area of micro-credit and business incubator development and management.



The partners sign the Memorandum of Understanding while the press films the event.

Solid Waste Management.

Almaty has signed a loan with the European Bank for Reconstruction and Development for a major overhaul of its system of solid waste collection and disposal. Tucson will contribute technical expertise in the procurement process and in the evaluation of contractors' bids. In

addition, the city of Almaty is experiencing inefficiencies in its solid waste operations department and has requested technical assistance in terms of better use of containers, equipment, and transportation routing.

Unanticipated Benefits

The city of Tucson has empowered the Arizona-Kazakhstan Partnership Foundation to facilitate the exchange between Tucson and Almaty. Active in Kazakhstan for the last ten years, the foundation assists ICMA with the partnership implementation plan while also providing linkages with other ongoing programs between Arizona and Kazakhstan. The foundation offers regular study tours for

civil servants from Kazakhstan (such as Almaty's Mayor Kharpunov) and U.S. local officials that help strengthen the commitment to ICMA's Resource Cities Program and expand awareness of the technical exchanges' benefits. During his visit to Tucson in June this year, Almaty's Mayor Kharpunov toured the University of Arizona Science and Technology Park and the Los Reales Landfill. This visit gave the mayor the opportunity to prioritize the municipal management practices and techniques that Almaty would like to implement.

"I think the science and technology park is a great achievement for the city of Tucson. In our country, the profession of engineer is not a prestigious one. Very few want to be engineers. Creating such a park would help us to raise prestige and create conditions to implement scientific research."

—Victor Kharpunov, mayor of Almaty (engineer and former minister of energy)

Anticipated Partnership Results

- Delivery of expertise in industrial park development to Almaty.
- Technical assistance to the Almaty Small Business Department in micro-credit and business incubator management.
- Drafting and adoption of a plan for the operations department of the Almaty Solid Waste Authority.

Partnership Facts: Almaty – Tucson

Initiated: October 2000

Anticipated Completion: November 2002

Sponsoring Agency: USAID/Washington

Sponsoring Agency Contact: Ivan Apanasevich, iapanasevich@usaid.gov

City of Almaty Contact: Erken Sadykov, Chairman of Foreign Relations 8-300-7116892

City of Tucson Contact: Bruce Messelt, Assistant to the City Manager,

Bmessel1@ci.tucson.az.us

ICMA Partnership Manager: Daniela Kissova, dkissova@icma.org

Partnership Budget: \$191,593

Partnership In-Kind/Target: \$53,646

Partnership In-Kind/Partnership to date: \$62,045

Kragujevac, Serbia – Pitesti, Romania – Springfield, Ohio



Public Service Delivery • Economic Development

Introduction

In July 2000, the cities of Kragujevac, Serbia, and Pitesti, Romania, entered into a Resource Cities partnership with Springfield, Ohio. The three-way partnership strives to strengthen existing relationships between the Serbian city and its neighboring countries and to forge a network of support among the three partner cities. At present, the city of Kragujevac is struggling to clarify its relationship with the national government. Increasingly, the city of Kragujevac will be responsible for the provision of public goods and services; however, Kragujevac still has limited financial means. For this reason, the cities agreed to concentrate their efforts on public service delivery and economic development. Pitesti faces similar issues in regard to service delivery and economic development and hopes to benefit from the technical expertise and experience of Springfield and Kragujevac. The priority areas identified by the two cities mirror one another and were incorporated into the partnership work plan.

Partnership Objectives and Results to Date

During the initial three exchanges, the cities of Kragujevac and Pitesti provided the city of Springfield with baseline information concerning the city's service departments, water treatment, solid waste, and need for greater economic development.

Participants from Springfield had the opportunity to visit and observe a number of municipal operations. In Kragujevac, the participants visited the wastewater treatment plant and the water distribution network. The Kragujevac water treatment plant has difficulty producing a steady supply of high-quality water because of the level of organic material found in the reservoir. Springfield has made initial suggestions to assist with treatment of the water surface, such as the need to skim debris from the surface on a daily basis and to cut back the trees that line the reservoir. To assist Kragujevac with the problem of water loss, Springfield staff provided a manual on water audits and leak detection from the American Water Works Association. The manual will help Kragujevac to conduct a water audit and to complete a leak detection survey.



Representatives of Kragujevac, Pitesti, and Springfield sign the partnership's Memorandum of Understanding.

While in Pitesti, the participants visited the solid waste collection system, a landfill, a water treatment plant, and a district heating station. Springfield offered initial suggestions to improve the delivery of services. Pitesti then identified another concern, which dealt with financing the maintenance of green spaces. To assist the municipal government, Springfield suggested that Pitesti divide the green space areas into sections and hire residents to maintain specific sections. In order to do this, Pitesti must create a set of standards for the residents to follow. This approach

to maintaining green spaces would be more cost-effective and would encourage residents to become involved in their neighborhood.

Finally, both cities asked that the partnership evaluate current markets, resources, and opportunities for enhanced economic development. The Springfield delegation presented information on economic development planning, using a SWOT analysis (of strengths, weaknesses, opportunities, and threats) that focused on improving the local economy. In Kragujevac, the assistance focused on the industrial company, Zastava. Springfield will provide information from its Small Business Development Center to help Kragujevac cultivate small businesses and offer programs to accompany the government loans given to Zastava workers whose jobs were eliminated. In Pitesti, the economic development efforts included discussions concerning infrastructure improvements, the tax base, housing availability, and marketing efforts.

Anticipated Partnership Results

Kragujevac:

- Prepare a preliminary strategic plan that defines priorities and goals and identifies key stakeholders to streamline and improve overall service delivery
- Review existing water testing standards and make recommendations for improved standards
- Identify leak sources and begin plans for metered water distribution
- Evaluate the mix of waste going into the municipal landfill and determine ways to reduce volume
- Create an Urban Studies department at the University of Kragujevac to assist the municipal government with long-term urban analysis and recommendations
- Develop a Community Improvement Corporation.

Pitesti:

- Prepare a preliminary strategic plan that defines priorities and goals and identifies key stakeholders to streamline and improve overall service delivery
- Create an Urban Studies department at the University of Pitesti to assist the municipal government with long-term urban analysis and recommendations
- Develop a Community Improvement Corporation.

Partnership Facts: Kragujevac – Pitesti – Springfield

Initiated: July 2000
Anticipated Completion: September 2002
Sponsoring Agency: USAID/Serbia
Sponsoring Agency Contact: Spike Stephenson, sstephenson@usaid.gov
City of Kragujevac Contact: Mayor Rajkovic
City of Pitesti Contact: Mayor Pendiuc
City of Springfield Contact: Mathew Kridler, mkridler@ci.springfield.oh.us
ICMA Partnership Manager: Melissa Speed, mspeed@icma.org
Partnership Budget: \$265,196
Partnership In-Kind/Target: \$74,255
Partnership In-Kind/Partnership to date: \$85,751

Naryn, Kyrgyzstan – Great Falls, Montana



Water Management • Wastewater Treatment • Solid Waste Management

Introduction

The Resource Cities partnership between Naryn and Great Falls commenced in 1999, at a moment when the Kyrgyz city started redefining its local government structure. Naryn is a mountainous city situated about 250 kilometers from Bishkek. Soon after declaring independence from the Soviet Union in 1991, the Kyrgyz government launched a program of decentralization. Today, Kyrgyzstan’s system of governance is comprised of five major levels: republican, oblast, rayon, city, and village. Despite efforts to rationalize the governance system, lines of authority remain blurred, and it is difficult to establish accountability and transparency.

With increasing new responsibilities delegated from the national government and insufficient local tax revenues, the Naryn city administration has realized that the key to improving service delivery to citizens is more efficient operations. Hence, the area in which Naryn requested technical assistance from its U.S. partner was management of utilities—water, wastewater, and solid waste.

Partnership Objectives and Results to Date

With assistance from Great Falls, Naryn has developed comprehensive master plans that address issues of water treatment, waste separation and reuse, collection, disposal, equipment needs, and tariffs. While the master plans emphasize measures and milestones for long-term development, they also offer recommendations for short-term, low-cost solutions.

“...The waste eventually flows into the river and that in turn empties into the Aral Sea, making the health of both bodies of water an environmental concern. This concerns all of our citizens who live along the river. We are realists. We are trying to solve these step by step.”

—Asanbek Kermakunov, Mayor of Naryn

Water Management and Wastewater Treatment. Naryn has taken steps to improve the quality of treated water through chlorination and has adopted an innovative technique of primary water treatment through aeration of ponds in the city’s lagoon system. Further, the city plans to build a diversion dam, which will prevent spring water run-offs from entering the city’s open-air water intake. Although the partnership has effectively ended, Great Falls has agreed to review and give technical input on the dam construction plan. Great Falls also helped Naryn draft an application for a national government grant to fund the dam construction and has committed to make a trip to Kyrgyzstan, to work with Naryn’s water and solid waste authority on tariff structures and collection strategies.

Solid Waste Management. Naryn’s efforts in the area of solid waste management have yielded tangible results. Naryn has adopted composting as a method to reduce the volume of organic waste in its landfill and has cleaned up waste collection sites, which are now reported 80 percent cleaner compared to pre-project conditions.

This partnership has increased citizens’ interaction with their local government. Naryn presented the master plans at a public hearing held jointly by a delegation from Great Falls and the office of the mayor in Naryn. At the hearing, which resembled a city council meeting in the United States, citizens demonstrated a high level of interest in local issues and a desire to participate.

Best Practices. The partnership ended with a best practices conference to disseminate the results of several Resource Cities partnerships among the partnership teams and other local policy makers. Conference participants discussed utilities' cost recovery rates and safe ways to dispose of solid waste and to manage water and wastewater plants.

Unanticipated Benefits

The University of Great Falls has initiated an academic exchange that welcomes students from Naryn. In September 2000 the University of Great Falls accepted a student from Naryn on a one-year bachelor-level exchange program. Upon completing the program and returning to her hometown, Sharajan Tashtanbekova took a job with the mayor's office. In September 2001 the University welcomed a second student, Nazgul Akmatalieva. Two more students from Great Falls will participate in the same exchange program in 2002 and 2003.

Great Falls has provided several contributions to assist Naryn beyond the scope of the partnership. For example,

- Great Falls donated \$30,000 for a trash truck
- U.S. Filter donated \$5,000
- The citizens of Great Falls donated \$1,500.

An additional contribution that Great Falls made beyond the scope of the partnership was to digitize Naryn's Vodokanal maps, thus presenting the city with a tool to improve its operations management and decision-making process.



Naryn counterparts assemble a yurt for donation to Great Falls.

Anticipated Partnership Results

- Implementation of a comprehensive water and wastewater management plan for the city of Naryn with a step-by-step scenario of how to improve the quality of potable water in the short run. The plan includes low-cost solutions for methods of wastewater treatment.
- Implementation of a comprehensive solid waste management plan with detailed scenarios for short- and long-term improvement of the environment. The plan includes recommendations for financing; equipment needs; and techniques for waste separation, reuse, collection, and disposal.

Partnership Facts: Naryn – Great Falls

Initiated: November 1999
Completion: September 2001
Sponsoring Agency: USAID/Kyrgyzstan
Sponsoring Agency Contact: Will Elara, MElara@usaid.gov
City of Naryn Contact: Asanbek Kermakunov, former mayor of Naryn, naryn@total.kg
City of Great Falls Contact: John Lawton, City Manager, jlawton@ci.great-falls.mt.us
ICMA Partnership Manager: Daniela Kissova, dkissova@icma.org
Partnership Budget: \$217,185
Partnership In-Kind/Target: \$60,812
Partnership In-Kind/Partnership to date: \$147,085

Water Management • Public Information

Introduction

The city of Nis was a major stronghold of the Serbian opposition to Slobodan Milosevic. Consequently, the city received insufficient funds and resources from the central government, thus hindering municipal service delivery. In July 2000 Nis entered into a Resource Cities partnership with Sofia, Bulgaria, and Columbus, Ohio. The partnership will assist Nis to recover its ability to serve its citizens and to heighten its role in building democratic institutions in Serbia.

With its excellent track record of municipal practices, the city of Sofia has been an outstanding partner to Nis. Sofia has adopted innovative management practices that have been a model for many cities. Also, Sofia has successfully privatized some of its municipal utilities and has issued a Euro bond to amass resources for city reconstruction. Not only do the two cities' leaderships maintain long-standing linkages, but they have also undertaken voluntary technical assistance trips outside the program funding.

Experienced in international contacts, the city of Columbus has been a devoted partner to its partner cities. Columbus enjoys a large population of Slavic descendants who salute the partnership. The city also has an excellent reputation for water management and conservation, an area that is useful to both Nis and Sofia.

Partnership Objectives and Results to Date

Columbus, Sofia, and Nis have made important progress toward their goals of improving water management and information dissemination to the public.

Water Management. In the period of communist rule, the utilities management systems in Serbia and Bulgaria were highly ineffective, allowing for massive quantities of pipe breakage and water leakage. That is why a focus area of the partnership work plan is water treatment and distribution. Sofia has complained that there is little awareness among the Bulgarian citizens concerning the scarcity of water. In fact, the city is projecting water shortages to occur in a year's time. A goal of this partnership is to educate the citizens in methods of water conservation and to eventually help reduce the level of water consumption. Columbus is assisting the Bulgarian counterpart to design and operate a water conservation center to raise awareness among school children. Sofia has started the process of renovating an old water tower to be turned into an education center facility. During the next exchange visits, Columbus will review the architectural plan for the building and will offer recommendations on internal design.



Columbus delegation with Mayor Ciric of Nis.

Like Sofia, Nis experiences problems with both its water supply and water distribution systems. The partnership goals are to help the city improve the quality of water delivered to citizens from the local river, to reduce water loss in the pipelines, and to tap into new supply sources. To remedy the low quality of water coming from the river, Columbus will donate a hydrocarbon

detection sensor that will signal when the water level falls below the normal range. In later exchanges, municipal experts from Columbus will help install the sensor in the river basin and deliver training in its operation. Columbus also identified software for groundwater modeling that it will donate to Nis to help the city identify alternative water sources.

Public Information. Both Nis and Sofia are impressed with U.S. citizens' level of participation in local municipal issues. The partnership hopes to increase the level of interaction between the two Eastern European cities and their constituencies. To this end, Columbus has agreed to share its experience in the area of public information dissemination through newsletters, town hall meetings, and the city council. The goal for Sofia is to inform the city employees and the citizens on current topics of municipal service delivery through internal and external newsletters. The internal newsletter has been designed and will be in print soon. Nis has also set a goal to begin involving its citizens in the process of municipal decision making through a public information center based on the Columbus Mayor's Action Center. The city administration has identified office space for the center, and Columbus is helping Nis obtain computers and other equipment.

Unanticipated Benefits

The Trade and Development Department of Columbus manages the partnership with Nis and Sofia and seeks additional avenues for cooperation, such as economic development opportunities and educational exchanges. Although no specific business exchanges have occurred yet, the Columbus coordinators have actively networked with local businesses in Sofia and Nis.

Anticipated Partnership Results

- Creation of an education center for water conservation in Sofia
- Enhanced capabilities of the water treatment and distribution facilities in Nis:
 - installation of a hydrocarbon detection center in Nis's local river
 - identification of alternative water sources by means of computer technology for groundwater modeling
 - reduction in the water-velocity-induced corrosion in the pipe system of Nis
- Creation and distribution of Sofia municipal newsletters for internal and external purposes
- Design and implementation of a public information center in the mayor's office in Nis.

Partnership Facts: Nis – Sofia – Columbus

Initiated: July 2000
Anticipated Completion: September 2002
Sponsoring Agency: USAID/Budapest
Sponsoring Agency Contact: Mark Pickett, mpickett@usaid.gov
City of Sofia Contact: Ina Raycheva, Foundation for Local Government Support, sraycheva@flgr.bg
City of Nis Contact: Marija Caric, The Standing Conference, mcaric@beotel.yu
City of Columbus Contact: Vicki Rulli, Trade and Development Specialist, vrulli@yahoo.com
ICMA Partnership Manager: Daniela Kissova, dkissova@icma.org
Partnership Budget: \$397,816
Partnership In-Kind/Target: \$111,388
Partnership In-Kind/Partnership to date: \$24,763

Pancevo, Serbia – Timisoara, Romania – Cincinnati, Ohio



Water Management • District Heating • Economic Development

Introduction

Pancevo, a city of about 140,000 near Belgrade, was starved of resources under the autocratic Milosevic regime because of its political opposition. The resulting lack of resources, coupled with years of communist mismanagement, have given Pancevo formidable challenges in providing its citizens with effective, efficient services, and with taking charge of its own economic future.

To provide practical, hands-on assistance to Pancevo municipal officials in addressing urgent service delivery and management needs, ICMA helped establish a three-way Resource Cities partnership that linked Pancevo with the cities of Cincinnati, Ohio, and Timisoara, Romania. Timisoara has expertise to share with Pancevo after successfully navigating more than ten years of the transition process and completing a thorough strategic planning process. Timisoara has been very successful in attracting inward investment and creating public-private partnerships for infrastructure investments and service delivery, and has received an award from the U.S. embassy for its efforts to create a business-friendly environment.

Partnership Objectives and Results to Date

The partners met for the first time in Timisoara in July 2000, when it was not possible for Americans to travel to Serbia. Over the past year, officials and technical staff from the three cities have engaged in several additional exchange visits to Timisoara, Cincinnati, and Pancevo, where they have worked on introducing new management tools and techniques to Pancevo's water treatment and distribution and district heating systems. Cincinnati engineers have worked with personnel at the Pancevo water and district heating companies to develop and begin implementation of a leak detection program to reduce the amount of water lost through Pancevo's aging pipe networks. Cincinnati Water Works officials have also introduced new concepts of customer service and outreach (including a public education campaign on water conservation), as well as pricing and billing practices, to their Pancevo colleagues. Both Cincinnati and Timisoara have advised Pancevo on relevant issues in considering the privatization of their water systems.

On the economic development front, Cincinnati and Timisoara are working with Pancevo to begin developing a framework and institutional support system for a strategic economic development plan for the city. Economic development staff members from Cincinnati have introduced Pancevo officials to key strategic planning and economic development concepts and approaches and have conducted a SWOT analysis (of strengths, weaknesses, opportunities, and threats) for Pancevo. The SWOT analysis has identified opportunities for privatization and also for business exchanges with glass manufacturers, window and door manufacturers, agricultural operations, brewers, and high-technology companies. Cincinnati staff members are providing assistance in linking these



Pancevo Water Treatment Facility

Pancevo businesses with private companies in the Cincinnati region. On the next exchange visit, the Cincinnati team will continue working with appropriate Pancevo staff members to initiate a strategic planning process for the region. This work will include discussions about resources, process, timeframe, action plans, evaluation, and follow-up. In addition, the Cincinnati team will work with municipal officials to create a computerized real estate database to track parcels. The city of Timisoara has developed an excellent system that can serve as a model for Pancevo.

Unanticipated Benefits

Cincinnati's economic development staff members were impressed by the quality products and services of many private companies they were introduced to in Pancevo, and are working to link private businesses in Pancevo with companies in the Cincinnati region that may be interested in forming joint ventures.

Anticipated Partnership Results

- Greater management efficiencies in the water treatment/distribution and district heating systems, and reductions in the volume of water lost through leaks
- Improved customer service by the water company
- Institutionalization of a strategic planning process and enhancement of staff skills to implement it
- Creation of a computerized real estate database.

Partnership Facts: Pancevo – Timisoara – Cincinnati

Initiated: July 2000

Anticipated Completion: September 2002

Sponsoring Agency: USAID/Belgrade

Sponsoring Agency Contact: Mark Pickett, USAID/Belgrade, mpickett@usaid.gov

City of Pancevo Contact: Slobodan Adzic, Chair of the Executive Board, bole@ptt.yu or iosso@panet.bits.net

City of Timisoara Contact: Aurelia Junie, Strategic Planning Director, ajunie@mailcity.com

City of Cincinnati Contact: Pete Gillon, Economic Development Officer, Pete.Gillon@RCC.ORG; or Carel Vandermeijden, Senior Engineer, Cincinnati Water Works, Carel.Vandermeijden@cincww.rcc.org

ICMA Partnership Manager: Corinne Rothblum, crothblum@icma.org

Partnership Budget: \$291,695 (USAID contribution)

Partnership In-Kind/Target: \$81,675

Partnership In-Kind/Partnership to date: \$13,209

Pavlodar, Kazakhstan – Helena, Montana



Drug Rehabilitation and Prevention • Water and Wastewater Management

Introduction

The government of Kazakhstan has launched a sweeping reform agenda to assist the country as it transitions from an overly centralized system to a more inclusive system of governance. The central government is working on a decentralization strategy that will transfer more powers and authorities to localities—regions (oblasts), counties (rayons), and cities. The Pavlodar oblast is one of the most progressively led and managed jurisdictions and is a testing ground for pilot projects in power devolution. The central city in the oblast, Pavlodar, is considered a showcase for innovative management techniques. A revenue-sharing program in drug rehabilitation and prevention between the city and the oblast has been one of the pivotal points in the Helena-Pavlodar partnership. Although Pavlodar is much larger than Helena, Pavlodar has also been able to tap into Helena’s innovative practices in water and wastewater systems management.

The city of Helena has an exemplary drug rehabilitation and prevention program featuring a partnership among the city, Lewis and Clark County, and NGOs. The city leadership is very open to engaging in partnerships that allow the city to benefit from the effect of global integration on U.S. local management practices. In addition, the state of Montana has had a stable track record in exchange programs with Central Asia on upon which the Helena-Pavlodar partnership can build and expand.

“Sometimes you have to think beyond yourself. I consider this [partnership] a training tool to look at other cities’ problems and help them, but also feel a responsibility to help them transition after the Cold War. Through an integrated program at the city level we can do that.”

—Tim Burton, City Manager, Helena, MT

Partnership Objectives and Results to Date

Drug Rehabilitation and Prevention. Due to the period of transition, Pavlodar is experiencing economic dislocation. A number of the city’s young people are unemployed and resort to drug use or alcohol abuse. To help Pavlodar combat this problem, Helena has agreed to share its expertise in establishing and running an innovative program in substance abuse that reaches out to youth groups and their families.

Water and Wastewater Management. After seeing Helena’s wastewater plant, Pavlodar showed interest in adopting a similar method of ultraviolet filter backwater treatment. In addition, Helena has championed the use of a pipeless water technology that is a cost-effective way to replace underground water pipes. Pavlodar experiences a disturbing rate of corrosion and water leakage through its pipe system that the city cannot manage effectively with its constrained budget. The two cities have prepared a plan of action to apply the technical expertise of Helena in Pavlodar.



Arrival in Pavlodar of the American delegation.

Unanticipated Benefits

Helena has been active in international programs and is interested in new initiatives in the field of international development. For example, the Montana National Guard has forged strong linkages with Kyrgyzstan within NATO's Partnership for Peace Program. During the second partnership exchange visit in March 2001, the Kazakh delegation also met with Helena's Carroll College, an institution that has traditionally provided financial assistance to students from Kazakhstan and other Central Asian countries. There is a strong bilateral interest in setting up an exchange program between Carroll College and Pavlodar's new private university.

Anticipated Partnership Results

- Drafting of a concept paper for a drug prevention and rehabilitation center in Pavlodar and eventual training for center staff
- Application of ultraviolet treatment in Pavlodar's wastewater system
- Curtailment of the corrosion processes in the pipe system of Pavlodar along with reduction of pipe leakage and breakage.

Partnership Facts: Pavlodar – Helena

Initiated: October 2000

Anticipated Completion: November 2002

Sponsoring Agency: USAID/Washington

Sponsoring Agency Contact:

City of Pavlodar Contact: ibandurina@yahoo.com, ICMA representative

City of Helena: Tim Burton, City Manager: tburton@ci.helena.mt.us

ICMA Partnership Manager: Daniela Kissova, dkissova@icma.org

Partnership Budget: \$191,593

Partnership In-Kind/Target: \$53,646

Partnership In-Kind/Partnership to date: \$60,467

Subotica, Yugoslavia – Szeged, Hungary – Akron, Ohio



Wastewater Management • Solid Waste Management • Economic Development

Introduction

Subotica, a city of about 160,000 near the Hungarian border, faces formidable challenges in providing its citizens with effective, efficient services, and with taking charge of its own economic future. The city is receiving assistance under a program to support Serbian municipalities that were starved of resources when they opposed the previous regime.

The three-way Resource Cities partnership matched Subotica with Akron, Ohio, and Szeged, Hungary, to provide practical, hands-on assistance to Subotica officials in addressing urgent service delivery and management needs. Subotica, which has a large ethnic Hungarian community, has historic links with Szeged, and Szeged was eager to help its neighbor overcome some of the service delivery and economic development challenges that it has successfully navigated over the past ten years.

Partnership Objectives and Results to Date

Over the past year, officials and technical staff from the three cities have engaged in several exchange visits to Szeged, Subotica, and Akron. The partners have made significant strides in achieving the partnership objectives that they jointly developed during their first meeting in Szeged in August 2000: working with Subotica to improve its wastewater treatment and disposal management practices; identifying ways to reduce the amount of solid waste going into Subotica's nearly-full landfill and planning solutions for future solid waste management needs; and helping Subotica to develop a strategic approach to meeting the community's economic development needs and the institutional framework necessary to support this new municipal role.

"This isn't sister-city stuff in which Akron and Subotica, Yugoslavia, and Szeged, Hungary, are embarked. Those relationships...tend to be built around cultural exchanges and gaining a better understanding of one another. This relationship is grittier, more elemental.

Though public officials from Subotica and Szeged who visited Akron last week took in the sights and the culture...city officials were able to offer Imre Kern and his Subotica colleagues something more useful: examples of and insight into how public institutions work. After a decade of budding democracy and self-sufficiency, it is Szeged that serves as Subotica's mentor. The cities lie only about 30 miles apart. In the middle, at least figuratively, is Akron, providing advice, offering a blueprint of a city that works...Not everything in Akron is applicable to Subotica or even to Szeged. But the experts—the planners and engineers—understand one another and have been able to translate the differences."

—Editorial from the Akron Beacon Journal,
December 8, 2000

Wastewater and Solid Waste Management. Subotica has completed feasibility studies and preliminary design work for the construction of a new, lined regional landfill and wastewater treatment plant. City officials selected the proposed site for the new landfill with the assistance of technical experts from Akron and Szeged, and both partner cities are providing ongoing technical advice on design and management-related issues for the landfill and wastewater treatment plant. To fund construction of the landfill and treatment plant, Subotica prepared proposals for consideration at a major donors' conference in October 2001. Experts from Szeged, which has successfully applied for funding support from the European Union for similar

facilities, provided their counterparts in Subotica with significant technical support in the preparation of these proposals to ensure that they meet funders' requirements.

Economic Development. With guidance and support from Akron, Subotica has established an economic development committee that will play a leading role in the development of an overall development strategy for the city. The committee members include municipal councilors and staff, university faculty, and key representatives from the private business community. At Akron's recommendation, Subotica is also hiring a full-time economic development officer to coordinate and guide the city's economic development efforts. Akron will provide an intensive "crash course" in basic economic development for the economic development officer and the chair of Subotica's executive board during the next exchange visit to Akron. Akron engineers will also provide hands-on training to solid waste and wastewater technicians in modern management practices and the use of the kind of state-of-the-art equipment that Subotica's technicians hope to procure for their new facilities.



Subotica and Akron officials in front of a popular local symbol.

Unanticipated Benefits

A representative from Szeged's sister city in Finland, who was in Szeged during the last exchange visit by officials from Subotica and Akron, was greatly impressed by this unique three-way partnership. The Finnish city plans to replicate the model by expanding its relationship to include Subotica, providing technical support to both Szeged and Subotica.

Anticipated Partnership Results

- Improved wastewater treatment practices and submission of a funding proposal for a new wastewater treatment facility to bilateral/multilateral donors
- More efficient solid waste collection and disposal practices
- Selection of a site for a new regional landfill and submission of a funding proposal to bilateral/multilateral donors
- Institutional framework and staff for Subotica's economic development
- Preliminary economic development strategy.

Partnership Facts: Subotica – Szeged – Akron

Initiated: July 2000

Anticipated Completion: October 2002

Sponsoring Agency: USAID/Belgrade

Sponsoring Agency Contact: Mark Pickett, mpickett@usaid.gov

City of Subotica Contact: Imre Kern, Chair of the Executive Board,

kernimre@tippnet.co.yu

City of Szeged Contact: Dr. Robert Mezey, Notary, mezey.robert@polghiv.szeged.hu

City of Akron Contact: Mayor Donald Plusquellic, mayor@ci.akron.oh.us

ICMA Partnership Manager: Corinne Rothblum, crothblum@icma.org

Partnership Budget: \$269,075

Partnership In-Kind/Target: \$74,255

Partnership In-Kind/Partnership to date: \$85,751

Haskovo, Bulgaria – Abington, Pennsylvania



Economic Development

Introduction

Abington, Pennsylvania, and Haskovo, Bulgaria entered into a technical partnership in the first phase of the Bulgarian Resource Cities Program. In spite of the leadership changes in Haskovo, which occurred after the first round of twinning, the partners proved to be very committed to the program. This allowed them to successfully compete for continued financial support from USAID/ICMA and to participate in Phase III of the program. The partners demonstrated their ability to communicate directly, with minimum assistance from the program coordinators, and pledged matching funds to the USAID funding, contributing direct funding for the implementation of joint projects.

We would like to commend our international partner, the Township of Abington, Pennsylvania, USA, for helping us out with this endeavor. Without their experience and support, we would have never been able to develop and complete the marketing profile. Their generosity and time have definitely been highly valued. The citizens of Haskovo are unquestionably grateful for the great compassion and assistance that Abington and all our supporters have so generously provided.

—Municipality of Haskovo work team

Partnership Objectives and Results to Date

The partners decided to continue working in only one focus area during Phase III of the program. In line with the priorities of the municipality of Haskovo, the counterparts are developing a number of joint economic development projects aimed at improving the investment climate in Haskovo. Through the implementation of these projects, Haskovo staff members are acquiring valuable knowledge and skills in the field of economic development.

Counterparts completed the municipal marketing profile project and recently published the first marketing brochure of Haskovo targeted at potential investors. The brochure includes an industrial zone fact sheet, which corresponds to the concept strategy for the development of an industrial zone, a project that technical experts from Abington and Haskovo are implementing jointly. In an attempt to better serve potential investors, the partners developed a set of materials for an orientation program and collected data for a catalog and profiles of Haskovo's firms, to be marketed in the United States. The partners will disseminate materials such as the marketing brochure and the catalog of Haskovo's firms in Abington as well as in Bulgaria. To further respond to the needs of potential investors, Abington is assisting Haskovo in the establishment of a corporate office center, which will serve new businesses and host them until they get settled in the community.



The Haskovo delegation visits Abington.

Unanticipated Benefits

Thanks to the deep commitment of Abington and to the enthusiasm of the Bulgarian team, the counterparts started developing a three-way relationship for technical cooperation between Abington and the Bulgarian municipalities of Haskovo and Harmanly. The partners have preliminarily agreed on a brief technical agenda that includes the development of a marketing profile for Harmanly. Haskovo and Abington will also provide technical assistance to Harmanly in project development.

Anticipated Partnership Results

- Publication and dissemination of the marketing profile of the municipality of Haskovo and the catalog of Haskovo's firms
- Completion of the concept strategy for industrial zone development
- Establishment of a corporate office center to serve the needs of potential investors.

Partnership Facts: Haskovo – Abington

Initiated: October 1997

Anticipated Completion: August 2002

Sponsoring Agency: USAID/Bulgaria

Sponsoring Agency Contact: Kiril Kiryakov; kkiryakov@usaid.gov

Municipality of Haskovo Contact: Mayor Georgi Ivanov; municipality@haskovo.spnet.net

Township of Abington Contact: Tom Conway, Township Manager;
tconway@abington.org

ICMA Partnership Manager: Judit Deilinger; jdeilinger@icma.org

Partnership In-Kind/Partnership to date: \$13,836.04

Citizen Participation • Public-Private Partnerships for Economic Development

Introduction

The city of Portage and the municipality of Gabrovo began their technical partnership in the second phase of the Bulgarian Technical Twinning Program. The partnership successfully applied for participation in Phase III of the program, making its own financial contribution through direct funding for the implementation of joint projects and demonstrating the ability of the partners to work independently with minimum assistance from program coordinators. The partners are committed to disseminating their successful projects, responding to the desire of many other Bulgarian municipalities for access to innovative U.S. practices.

The community of Gabrovo is much like other communities in the United States in that a successful economic development program is the cornerstone to maintaining the quality of life in a community: It creates jobs and fosters improvement of roadways and buildings. The results of development activities ripple through the local economy to help build a stronger city and improve the lives of the people. This is as true in Portage as it is in Gabrovo, and thus, the exchange of ideas between our technical staff was, most definitely, a two-way learning process, and the benefits were realized for all involved."

—Michael Stampfler, City Manager, Portage, MI

Partnership Objectives and Results to Date

The partners are continuing to collaborate on new projects in the focus areas of their technical cooperation. For example, in an attempt to encourage **citizen participation** and make local government more transparent, the partners have developed and launched a Gabrovo Web site. The site provides a wide range of information to citizens including a set of municipal ordinances adopted by the municipal council as well as updated prices for municipal services.

The Gabrovo counterparts highly value the techniques and methods they have learned for stimulating **local economic development through public-private partnerships**. Incorporating lessons learned in the second phase of the program, the partners are now replicating best practices in this field in the neighboring Bulgarian cities of Tryavna and Sevlievo. Through the replication efforts, the counterparts are applying established models to the new environment in an effort to create jobs, stimulate private sector development, and form public-private partnerships in Tryavna and Sevlievo.



Traditional Bulgarian welcome of the Portage delegation in Gabrovo.

Anticipated Partnership Results

- Launch of the municipal Web site, which includes an interactive component and a municipal business profile
- Development of tools for the municipality to provide relevant information to citizens and make local government more transparent
- Replication of the public-private partnerships project in the neighboring cities of Tryavna and Sevlievo.

Partnership Facts: Gabrovo – Portage

Initiated: October 1998

Anticipated Completion: August 2002

Sponsoring Agency: USAID/Bulgaria

Sponsoring Agency Contact: Kiril Kiryakov; kkiryakov@usaid.gov

Municipality of Gabrovo Contact: Mayor Bogomil Belchev; belchev@gabrovo.com

City of Portage Contact: Michael Stampfler, City Manager; stampflm@portagemi.com;

Dennis Durham, Assistant City Manager; dennisdu@portagimi.com

ICMA Partnership Manager: Judit Deilinger; jdeilinger@icma.org

Partnership In-Kind/Partnership to date: \$13,820.56

Strategic Planning • Economic Development • Waste Management

Introduction

The municipality of Blagoevgrad and the city of Auburn entered into their partnership in October 1998, during Phase II of the Bulgarian Technical Twinning Program. Since the partnership's inception, the partners have proved to be extraordinarily committed and innovative in implementing a wide range of activities beyond the scope of the defined technical projects. Blagoevgrad team members, with the direct technical assistance of Auburn counterparts, were pioneers in developing a long-term strategic plan of a Bulgarian municipality based on a bottom-up methodology, introducing the model for consensus-building among community groups. The Strategic Plan of Blagoevgrad through 2015 described the municipality's plans in the areas of economic development, urbanization, infrastructure, transportation, environment, and solid waste management. The strategic plan was approved by the municipal council and incorporated into the Regional Development Plan, allowing appropriation of funds for implementation of priority projects to benefit Blagoevgrad's citizens.

Partnership Objectives and Results to Date

The partners are continuing their successful collaboration in Phase III of the program. The partnership has become trilateral, and Auburn, Blagoevgrad, and Sliven are now exchanging valuable experience and know-how in development of specific projects and in a variety of local governance issues. The city of Auburn has committed \$20,000 in extra funds to support of the Auburn/Blagoevgrad cooperation, in addition to the financial support provided by the program, and is ready to provide additional contributions.

Due to the Bulgarian Technical Twinning Program and our Auburn partners, we already use new approaches, techniques, and mechanisms in the long-term and short-term planning process. Now we rely on nongovernmental organizations and citizen participation, and we involve them in the decision-making process. too.

—Gerasim Bogdanski, Work Committee
Member, Blagoevgrad

Strategic Planning. The partners are expanding Blagoevgrad's strategic plan to include education and social services, the partnership is following the established methodology for strategic planning with wide community participation. Mutual work will lead to the finalization of strategic planning in the two areas to become part of the overall Strategic Plan of Blagoevgrad through 2015.

Economic Development. The partners agreed to develop a comprehensive plan for economic development of the municipality of Blagoevgrad, including a marketing profile of Blagoevgrad and a model for a public-private partnership to operate a commercial center (indoor market). Blagoevgrad, with the assistance of Auburn, completed the marketing profile and posted it on the municipal Web site. The partners have developed a concept plan for the operation of the center and made it available to the private owner of the lot where the proposed center will be located.

Auburn and Blagoevgrad replicated the marketing profile project in the city of Sliven, which led to the establishment of the three-way partnership. The electronic version of Sliven's marketing

profile has been finalized and will soon be posted on Sliven's Web site. As a secondary economic development focus, the cities have exchanged business delegations and explored opportunities for establishing a joint commercial company in the United States to market and distribute Bulgarian products.

Waste Management. Redevelopment of Blagoevgrad's existing landfill and development of a management plan for the operation of a new regional landfill have been another focus of the partnership's cooperation. The partners completed a project on using marketing mechanisms to improve waste management services, and Auburn developed a final technical report with recommendations for the improvement of the existing landfill and of waste collection for the municipality of Blagoevgrad. The municipality is now implementing the recommended changes and improvements. Auburn and Blagoevgrad also completed the site analysis and technical report on the new regional landfill that will serve Blagoevgrad and the surrounding communities. The report contained important conclusions regarding the inefficiency of the site; as a result, the partners will look for alternative solutions.

Unanticipated Benefits

The partners are sharing their experience in strategic planning based on the successful model for wide citizen participation and consensus-building on all levels. The partners organized a seminar for 25 Bulgarian local government officials and presented the advantages and the benefits of the model. As a result of the seminar Auburn has undertaken an extra effort to replicate the development of a comprehensive strategic plan using a bottom-up methodology in Dobrich.



Auburn city officials in a work session with Blagoevgrad counterparts.

Anticipated Partnership Results

- Strategic Plan of Blagoevgrad through 2015 in the areas of education and social services
- Marketing profile (community profile) of Blagoevgrad posted on the municipal Web site
- Development of a model for public-private partnerships through the indoor market project
- Technical report with recommendations for the redevelopment of the existing landfill
- Technical report with recommendations for the implementation of a new local/regional landfill
- Marketing profile of Sliven replicated and posted on Sliven's Web site.

Partnership Facts: Blagoevgrad – Auburn

Initiated: October 1998
Anticipated Completion: August 2002
Sponsoring Agency: USAID/Bulgaria
Sponsoring Agency Contact: Kiril Kiryakov; kkiryakov@usaid.gov
Municipality of Blagoevgrad Contact: Ventsislav Kojuharov, Chief Municipal Secretary; venci@blgmun.com
City of Auburn Contact: Douglas Watson, City Manager; dwatson@auburnalabama.org
ICMA Partnership Manager: Judit Deilinger; jdeilinger@icma.org
Partnership In-Kind/Partnership to date: \$85,000

Razgrad, Bulgaria – Brunswick, Ohio



Training Module Development • Strategic and Tourism Development Planning • Marketing

Introduction

The municipality of Razgrad and the city of Brunswick initiated their partnership in 1998, during Phase II of the Bulgarian Technical Twinning Program. Based on the partners' successful completion of projects, introduction of innovative practices and models, and commitment to share their experience with a third Bulgarian municipality, Razgrad and Brunswick have received additional financial support under Phase III of the program (May 2000–May 2002). In an effort to stimulate local economic development, promote business opportunities of the region, and provide support to local businesses, the partner cities created a new Center for Economic Development in Razgrad, developed a strategic plan for the Center, and produced the first marketing profile of the municipality in Phase II.

We are honored to be able to share this unique opportunity. The City of Brunswick, the Brunswick City Council, Mayor and Municipal Administration, and private consultants to Razgrad/Brunswick technical projects salute our counterparts and friends in Razgrad for seizing this “defining moment” in an effort to build a better community and raise the quality of life for your citizens.

—Skip Trimble, City Manager, Brunswick

Partnership Objectives and Results to Date

In Phase III the partners are continuing their collaboration, expanding and building on their previous achievements. For example, the Razgrad and Brunswick teams are developing eight training modules and adapting them to the Bulgarian environment. The Center for Economic Development in Razgrad will then offer courses using these training modules. The partners have made significant progress on the following modules: Marketing and Marketing of a Municipality; Tourism Development; Training of Trainers; the Municipal Budgeting Process; and Teaching of English as a Second Language (TESL), which incorporates business English. The Center is organizing the first course in English and will soon offer the Municipal Budgeting Process course to smaller towns in the Razgrad region.

Razgrad's development of a strategy for tourism and marketing of tourist opportunities inspired the cities of Shumen and Veliko Turnovo to unite their efforts with Razgrad's. The three cities committed to preparing a joint tourism development plan and are collecting information on tourist sites and attractions as well as putting together tour packages to be offered through travel agencies locally and abroad.

Based on their increased capacity, Razgrad team members are expanding the existing marketing profile of the city using a multi-purpose approach to develop a comprehensive electronic version. They also plan to produce a compact disc for marketing and dissemination to partners,



City Manager Robert Trimble and Mayor Venelin Uzunov sign the partnership Memorandum of Understanding.

business people, investors, and visitors. Additionally, the team of Razgrad experts is replicating the marketing profile project in the neighboring town of Novy Pazar. The partners have defined the process and details for Novy Pazar's marketing profile and have set a timeframe for project completion.

Unanticipated Benefits

As a spin-off of the cooperation between the two cities, the municipality of Razgrad and the Center for Economic Development established the first business incubator, which recently opened its doors and hosted its first tenants.

Anticipated Partnership Results

- Eight training modules developed as revenue-generating products for the Center for Economic Development
- A strategy for tourism development in the Razgrad region developed in collaboration with the cities of Veliko Turnovo and Shumen
- A comprehensive, updated marketing profile of Razgrad
- Replication of the marketing profile project in Novy Pazar.

Partnership Facts: Razgrad – Brunswick

Initiated: September 1998

Anticipated Completion: August 2002

Sponsoring Agency: USAID/Bulgaria

Sponsoring Agency Contact: Kiril Kiryakov; kkiryakov@usaid.gov

Municipality of Razgrad Contact: Mayor Venelin Ouzunov; ced@mbox.infotel.bg

City of Brunswick Contact: Skip Trimble, City Manager; SKIPTRIMBLE@cs.com

ICMA Partnership Manager: Judit Deilinger; jdeilinger@icma.org

Partnership In-Kind/Partnership to date: \$33,629.24

Pazardjik, Bulgaria – West Bend, Wisconsin



Economic Development • Municipal Service Delivery • Geographic Information Systems

Introduction

The municipality of Pazardjik includes the city of Pazardjik and 31 surrounding villages. The population of the municipality is 136,000. There is a large Roma community—26,000 people, including 15,000 who live within the city boundaries. Unemployment is very high, reaching 24 percent. The municipality is committed to creating an attractive environment for businesses, especially small and medium-sized enterprises (SMEs), which should provide the basis for solid economic growth.

Our mutual work with our American partners is a compass for the development of Pazardjik municipality.

—Ivan Kolchakov, Mayor of Pazardjik

The city of West Bend, Wisconsin, lies in the heart of the Kettle Moraine in southeastern Wisconsin in pastureland surrounded by the Kettle Moraine State Forest. West Bend is a community of more than 29,000 people that has successfully attracted several businesses and pursued an aggressive economic development strategy. Manufacturing and service delivery are the key components, and the community is strongly supported by grassroots organizations. Like Pazardjik, West Bend is located on a major highway, close to a larger city (Pazardjik is near Plovdiv, and West Bend is near Milwaukee). West Bend has already made efforts to capitalize on its location to leverage economic development and is sharing its approach with Pazardjik.

Partnership Objectives and Results to Date

The partners are creating a business development plan for Pazardjik's economic development zone, which will host several SMEs in the long term. The economic development zone will be an important step forward in creating a favorable environment for business development and in connecting the business growth of Pazardjik with that of Plovdiv, a neighboring city with a population of 600,000. West Bend is also assisting Pazardjik's municipal leaders and technical staff in applying basic economic development concepts for municipal development. Pazardjik is introducing American techniques and approaches with guidance from West Bend to encourage close, interactive dialogue between the municipality and local business community as well as a personal approach to attracting potential investors. The partnership prepared a marketing brochure as part of the presentation materials for the zone.

West Bend is also assisting the Pazardjik municipal government to build its service delivery capacity through a geographic information systems (GIS) project. The partners initially developed an organizational plan, which will help the municipality prepare for GIS implementation in the future. Due to the high level of local expertise and the creative efforts to find synergy with complementary programs, Pazardjik and West Bend have prepared for and have even started on the Pazardjik GIS. The partners have already decided on the structure and priority layers of the system. Cadastral information is being



The Pazardjik delegation is welcomed in West Bend.

digitized, and two main layers of the system will be finalized within the supported project period. In the long term, Pazardjik's GIS will improve the accessibility and availability of spatial information in support of the decision-making process and will form the basis of a more efficient and effective asset management system for the municipality.

In another capacity-building project, West Bend is advising Pazardjik on the development of a request for proposals for the redevelopment of Ostrova Park, which will be a tool to start the redevelopment of a section of the park. West Bend experts are also guiding the Pazardjik management team through an effective public hearing process to solicit public input into the design of the park.

Unanticipated Benefits

The technical cooperation with the city of West Bend helped Pazardjik gain access to other local and international resources for GIS implementation. Taking into consideration Pazardjik's opportunity to access West Bend's expertise and assistance when creating its GIS, the Bulgarian Ministry of Finance selected Pazardjik to participate in a national GIS pilot project. Following the implementation of the pilot project, the Ministry provided the necessary hardware, software, funds, and labor to digitize the available cadastral data and maps. This support allowed Pazardjik and West Bend to share know-how and experience not only in the development of the conceptual design of Pazardjik's GIS but also in its implementation.

Anticipated Partnership Results

- Acquisition of new skills in economic development by the municipal management staff
- Creation of a business development plan for Pazardjik's economic development zone
- Creation of Pazardjik's GIS
- Adoption of a conceptual design for the redevelopment of Ostrova Park, incorporating citizen input.

Partnership Facts: Pazardjik – West Bend

Initiated: October 2000

Anticipated Completion: August 2002

Sponsoring Agency: USAID/Bulgaria

Sponsoring Agency Contact: Kiril Kiryakov; kkiryakov@usaid.gov

Municipality of Pazardjik Contact: Mayor Ivan Kolchakov; mncplt@cybcom.net

City of West Bend Contact: Dennis Melvin, City Manager;
cityadmin@ci.west-bend.wi.us

ICMA Partnership Manager: Judit Deilinger; jdeilinger@icma.org

Partnership In-Kind/Partnership to date: \$124,780.59

Economic Development • Park Development

Introduction

For the past ten years, the municipality of Silistra has encountered economic hardship. It is a major factory town with a number of businesses that have failed to make the transition to a market economy. Economic development in Silistra is challenging: the community lacks infrastructure, has poor transportation access, and is not in a location advantageous for business development. There are no special natural resources, and river trade is hampered as a consequence of the recent war in Serbia. However, the community does have some advantages: it has a well-educated workforce and industrial infrastructure, it has a park along the Danube, and it is surrounded by productive farmland. Silistra needs to capitalize on its educated workforce and industrial infrastructure quickly, before educated citizens move away and the infrastructure becomes obsolete. The city's park along the Danube, which was a beautiful area, has excellent potential but has received limited maintenance in the last 15 years. A long-term plan for park redevelopment and implementation of the plan's initial phases is needed to promote civic pride and public confidence in the community's future.

The city of Kettering is located in Montgomery County, Ohio, five miles south of Dayton. The population is 60,569, according to the 1990 Census. The city has built on its advantages and established a solid basis for economic growth with about 1,500 employers, among which the top four are Delphi Automotive Systems, GE Card Services, Victoria's Secret lingerie retailer, and Kettering Medical Center. Workforce education has been a top priority in the economic development strategy of the city. Kettering is also implementing an extensive park development plan with significant input from grassroots organizations. The partnership that Kettering's parks department formed with the community for citizen and private sector involvement is famous for being one of the first in the United States to use citizen volunteers for park maintenance.

Partnership Objectives and Results to Date

In the 15 months of cooperation, the partnership has made remarkable progress toward achieving its goals, undertaking economic development initiatives and park redevelopment activities in the city of Silistra. For example, Kettering provided its

We have made the first steps up the ladder, which already does not seem so steep.

—Ivo Iozev, Deputy Mayor, Silistra

expertise and experience to Silistra for the creation of a business incubator to support the municipality's local economic development activities. Silistra received funding from the United Nations Development Programme (UNDP) for creation of the business incubator, which will open in 2002. The two parties will further benefit from the synergy with the partnership by using Kettering's resources to improve the Silistra team's capacity to operate and manage the business incubator.

The partners' efforts also resulted in the development of Silistra's first marketing brochure. Silistra's marketing brochure presents the city in an attractive manner, giving a positive message to visitors and potential investors, emphasizing community assets, and informing potential investors about business opportunities. The dissemination of the marketing materials began at the investment forum that the city of Silistra organized in September 2001.

Kettering and Silistra have also initiated activities to stimulate business linkages aimed at creating new import/export and investment opportunities for the business communities of both partner cities. Kettering counterparts arranged meetings with major business development organizations in the Dayton area where Silistra representatives presented the existing potential and business opportunities of their community.



City Manager Steve Husemann and Mayor Ivo Andonov sign the action plan for technical cooperation in Kettering.

The joint work and dedication of Silistra and Kettering professionals on renovation and future development of the Danube River Park enabled them to develop the concept for the park redevelopment with citizen involvement. Having embraced the idea, community NGOs, Boy Scouts, and citizens actively participated in the public discussions and helped with the inventory of the park. Based on the concept, partners will elaborate on the conceptual design, incorporating current public and NGO effort and input to improve the park. The counterparts have also committed to developing “friendship gardens” in the parks of both cities.

Unanticipated Benefits

Kettering and Silistra initiated fundraising for a new playground in Silistra’s park, which will be designed to meet the needs of both young children and teenagers. Citizens of both communities have already contributed small donations to support the playground construction.

Anticipated Partnership Results

- Creation of a business incubator to provide economic opportunities to local entrepreneurs
- Creation of opportunities for existing businesses and new foreign and domestic investors
- Creation of marketing information materials aimed at attracting investors
- Conceptual design for renovation and future development of the Danube Park and:
 - Installation of a new playground for children of all ages
 - Completion of the Kettering and Silistra friendship gardens
 - Repair of existing public art in the Danube Park
 - Repair and replacement of park benches within the available resources of Silistra
 - Establishment of a “Friends of the Danube Park” group to assist with renovation projects.

Partnership Facts: Silistra – Kettering

Initiated: July 2000
 Anticipated Completion: August 2002
 Sponsoring Agency: USAID Mission Sofia, Bulgaria
 Sponsoring Agency Contact: Kiril Kiryakov; kkiryakov@usaid.gov
 Municipality Silistra Contact: Mayor Ivo Andonov; ssmayor@infotel.bg
 City of Kettering Contact: Steve Husemann, City Manager;
Husemsc.GovCtr.CityWide@ketteringoh.org
 ICMA Partnership Manager: Judit Deilinger; jdeilinger@icma.org
 Partnership In-Kind/Partnership to date: \$14,842.73

Economic Development • Park Development

Introduction

The municipality of Vidin is a far northwestern port along the Danube River, located near the Serbian border. The recent war, which virtually stopped all traffic through Serbia until 2001, has negatively affected Vidin's economy. Major employers have closed down in the past several years, which has led to high unemployment (over 24 percent) and migration of the population. The municipality of Vidin has set local economic development and job creation as priorities to alleviate the resulting social tension and stop the workforce from leaving the community.

To counteract the loss of commercial traffic through Serbia, Vidin will soon be able to increase commercial traffic through Romania. Over the past ten years, the governments of Bulgaria and Romania have been negotiating to build a bridge across the Danube near Vidin, which would be the second bridge to Romania over the Danube. This project has been already approved for funding under the Stability Pact, and the bridge will be constructed in the next few years, allowing Vidin to become a significant commercial corridor.

The challenges facing [Bulgarian] city officials are more complex because of the severe economic conditions, high unemployment, and centralized government control which limits local governments from making important decisions. Also, there are too many political parties striving for control—more cooperative efforts are needed to build unity. But Bulgarian local governments shouldn't be discouraged by the challenges and have to work hard to serve the citizens.

—Tracy Williams, City Manager, West Carrollton, OH

As part of Vidin's efforts to improve its economy and living environment, the municipality has entered into a Resource Cities partnership with the city of West Carrollton, Ohio. The city has successfully attracted high-tech, light industrial, tool and die, and distribution businesses and is sharing its economic development expertise with Vidin.

Partnership Objectives and Results to Date

Economic Development. The partners are striving to create a marketing program for the municipality of Vidin and support business relations through an Internet-based Business Information System. The system will include the launch of a special business information Web page, preparation of marketing materials, and promotion of business exchanges and products. A delegation of Vidin businesspeople will visit West Carrollton in the fall to pursue business opportunities and establish commercial linkages.

The second component of the economic development cooperation focuses on encouraging investment and job growth by creating an industrial park for small and medium-sized businesses (SMEs). The Vidin and West Carrollton project team has identified a good site for the industrial park near the access road to the proposed Danube bridge and very close to the existing ferry, and has begun identifying clients to target for the park. The industrial park will allow the municipality of Vidin to retain its existing businesses, encourage existing businesses to expand, and attract new businesses, thereby creating jobs for Vidin's citizens.

Park Development. Vidin’s Riverfront Park has the potential to become a center of leisure and entertainment. At present, the park is deteriorated due to lack of adequate maintenance over the past decade and does not meet the needs of the citizens. To renovate the park as a community recreation resource, Vidin is soliciting citizen input and technical assistance from West Carrollton. For the first time, the Bulgarian counterparts, at the suggestion and with the technical assistance of their American colleagues, surveyed the citizens of their community and are incorporating their ideas into the park’s conceptual design. A group of West Carrollton and Dayton area park specialists volunteered to develop the conceptual design and have prepared the first draft; public discussions of the draft design took place in fall 2001. In addition to collaborating on the conceptual design, the partners have committed to creating “friendship gardens” in the parks of both cities.



Evgenia Nacheva, chief of the Vidin mayor’s office, makes a presentation at a city council meeting in West Carrollton.

Unanticipated Benefits

Both cities’ Rotary Clubs have undertaken a fundraising campaign for redevelopment of the Vidin Riverfront Park. The Rotary Clubs are also exploring ideas for several other projects, such as donation of computers for Vidin’s schools and the reconstruction of the Turkish Bath in Vidin.

Anticipated Partnership Results

- A business information page on Vidin’s Web site
- A marketing package, based on an inventory of available sites and buildings in Vidin
- Marketing materials to publicize the industrial park for SMEs
- A conceptual design for the renovation of the Vidin Riverfront Park
- Citizen input and volunteer involvement in the park design.

Partnership Facts: Vidin – West Carrollton

Initiated: March 2001
 Anticipated Completion: August 2002
 Sponsoring Agency: USAID Mission, Sofia, Bulgaria
 Sponsoring Agency Contact: Kiril Kiryakov; kkiryakov@usaid.gov
 Municipality of Vidin Contact: Mayor Ivan Tsenov; mayorvidin@bsbg.net
 City of West Carrollton Contact: Tracy Williams, City Manager;
CITYMANAGER@westcarrollton.org
 ICMA Partnership Manager: Judit Deilinger; jdeilinger@icma.org
 Partnership In-Kind/Partnership to date: \$15,362.45

Strategic Planning for Disposition of Municipal Property • Asset Management

Introduction

Veliko Turnovo has strong potential for economic growth, if the municipality can build on its advantageous geographical location (in central Bulgaria, surrounded by beautiful mountains) and rich history as the former capital of Bulgaria. However, the local economy is currently weak, and local businesses

have suffered from the nationwide economic decline. The municipality would like to redevelop the downtown area, where the former state military school is located, and ultimately sell the property to private investors, but the market for sale or lease of municipal property is very weak. This weak market, combined with a lack of experience in disposing of municipal property, will make it challenging for Veliko Turnovo to maximize the return on its remaining assets. The municipality's lack of infrastructure is also constraining economic growth through tourism. While Veliko Turnovo has many interesting tourist attractions, they are insufficient to make the city a popular destination at this stage without the necessary infrastructure to provide a solid background for serving tourists.

Now we know how to better serve citizens; what is the role of civil society in the decision-making process. We know what is the best way to communicate with citizens and how important it is to communicate with them.

—Roumen Rashev, Mayor of Veliko Turnovo

The city of Golden, Colorado, located near Denver, is a popular tourist destination. Golden is a smaller community with strong economic development expertise in promoting a self-supporting local economy, maintaining and enhancing the general business climate, increasing business activity, and expanding and diversifying the tax base to finance necessary infrastructure and public services. Golden entered into a Resource Cities partnership to help Veliko Turnovo identify its comparative advantages and assist the Bulgarian city with strategic planning and asset and financial management.

Partnership Objectives and Results to Date

The partners identified a specific technical agenda to address Veliko Turnovo's urgent needs. First, they sought the best solution for redevelopment of a 40-acre site in the downtown area that used to be a military school. To solicit citizen input into the planning process, Golden experts assisted Veliko Turnovo's municipal leaders to master skills for conducting an effective public hearing. The introduction of public hearings is an especially valuable impact of the project since citizen involvement in the decision-making process is a new concept in Bulgaria. The partners are now close to



Golden technical experts meet with city councilors in Veliko Turnovo.

finalizing a strategic plan for redevelopment of the site that aims both to revitalize commercial activities and to significantly improve the image of the downtown area.

The partnership is also actively working in the field of public infrastructure management. Using Golden's models and software, Veliko Turnovo has made an inventory of its street and sidewalk infrastructure that specifies the condition of the infrastructure. The inventory has enabled Veliko Turnovo to assess its financial needs for infrastructure maintenance and the cost of inadequate funding, in terms of increased costs to replace poorly maintained streets and sidewalks. Using the inventory data, the municipal leaders will be able to effectively lobby the city council for funding and secure public support to better maintain municipal infrastructure. Even now, prior to completion of the infrastructure project, many other Bulgarian municipalities are interested in replicating the innovative practices introduced by the partnership.

Unanticipated Benefits

With his extensive experience in municipal governance and training of government practitioners throughout the United States and Canada, Mike Bestor, the city manager of Golden, provided training for 30 Bulgarian city officials in using performance measurement for more effective government. Performance measurement for municipalities is a largely unknown management concept in Bulgaria, and it was extremely useful for Bulgarian local government officials to gain exposure to it.

Anticipated Partnership Results

- Adoption of an effective public planning process by the municipality of Veliko Turnovo
- Approval of a redevelopment plan for the old military school
- Development of a financial management plan, based on financial needs identified by the public infrastructure inventory
- Development of presentation materials to use in communicating the financial needs of Veliko Turnovo's infrastructure and the cost of inadequate funding to the city council, business community, and public.

Partnership Facts: Veliko Turnovo – Golden

Initiated: November 2000

Anticipated Completion: August 2002

Sponsoring Agency: USAID Mission Sofia, Bulgaria

Sponsoring Agency Contact: Kiril Kiryakov; kkiryakov@usaid.gov

Municipality of Veliko Turnovo Contact: Mayor Roumen Rashev; mayorvt@vt.bia-bg.com

City of Golden Contact: Mike Bestor, City Manager; mbestor@ci.golden.co.us

ICMA Partnership Manager: Judit Deilinger; jdeilinger@icma.org

Partnership In-Kind/Partnership to date: \$35,096.37