



History of the World Urban Network: Part 4: 2004 - 2010

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Foreword

The World Urban Network has a recorded history dating back to 1977, following from the inaugural meeting in Rio de Janeiro, Brazil. This history has been ably compiled by my predecessors and fellow World Urban Network historians, namely John C. O'Melia Jr (World Urban Network History, 1977 – 1985) and John E. Danielson (History of the World Urban Network Part 2: 1986 – 1999 and an updated account of Part 3: 2001 – 2004). I have learnt from them the rich history of the development of the YMCA World Urban Network, its founders, its participators and its *raison d'être*.

Many people, upon their awareness of the compilation of the History Part 4, presented me with information and reading materials from the history of the YMCA. This provided me with a broad perspective of the global development of the YMCA. I am grateful to my international colleagues for their support in this aspect.

My journey of discovery about the World Urban Network began following my attendance at the World Urban Network Conference in 2008. It was five days before Christmas – a time that I fondly refer to as 'goodwill to all' - when I volunteered to undertake this history project. I had experienced a new enthusiasm for the work of the YMCA following the conference and I believed that through this project, I would obtain a greater understanding of not only the World Urban Network but its relationship to the YMCA movement. I am pleased that this was accomplished.

At the time of commencing my research in 2009, I had been CEO of City YMCA, London for just over one year, which is the same length of time as being a member of the YMCA. Therefore, I also felt I could bring a non-biased perspective to this history as it was a process experiential learning.

I would like to express my gratitude to a number of people including Kathy Charalambous (City YMCA London) especially for her support in data collection, coordination of interviews and editing; Shirley Savidant (YMCA Greater Toronto) for her assistance in data collection and related matters; Robert Thompson (City YMCA London) for supporting me to undertake the history project; Rich Bailey (CEO, World Urban Network) for his openness and hospitality to me during this project and; Paul Biberkraut (City YMCA London) for his facilitation of individual interviews.

Gillian Bowen, November 2010.

Introduction

The leaders of urban YMCAs in the USA commenced upon discussion of the new problems of urbanization affecting their communities in the late 1960's. This discussion culminated in a meeting held in Mexico City in 1975. After further discussion, the North American Urban Group, the Latin American Confederation and the YMCA of the USA International Division convened a consultation to focus upon the emerging urban issues. This meeting, referred to as 'World Urban Consultation' took place 7 – 10 July 1977 in Rio de Janeiro, Brazil.

The accounts of the World Urban Network history dating back to 1977 were compiled by John C. O'Melia Jr (World Urban Network History, 1977 – 1985) and John E. Danielson (History of the World Urban Network Part 2: 1986 – 1999 and an updated account of Part 3: 2001 – 2004) and have been edited by Norris Lineweaver in 2010.

Following a call for engagement by Rich Bailey, Chief Executive of YMCA World Urban Network, in 2008, the next stage of the World Urban Network History Part 4 was commissioned.

The overall aim of this history was to record the major and significant events and development of the YMCA World Urban Network, 1 September 2004 – 31 August 2010, leading to the production of a factual, representative and comprehensive contemporary history of the YMCA World Urban Network (Volume 4, 2004 – 2010).

A mixed methodology principle was implemented in the compilation of this history. This methodology utilised the principles of traditional history recording including a review of grey and published literature. A full range of documentation was assessed during the process of the literature review, including:

- Principles of Operation
- Relationship with World Alliance (Statement of Understanding)
- Steering Committee minutes and membership 2004 - 2006
- Executive Committee minutes and membership 2006 - 2010
- CEO recruitment process
- Strategic Plans 2004 – 2005, 2006 - 2008 and 2008 - 2010
- Conference themes and evaluations
- Training themes and evaluations
- CEO performance reports
- Newsletters
- Letter of comfort (financial statements)
- Policies, procedures and practices
- Website

Another layer to the methodology was based on the principles of action-research. The purpose of this was to capture the voice of the membership within the history and to facilitate this aspect, a total of 33 individual interviews were conducted with members. These individuals include the three Chairs covering the period 2004 – 2010, who were Marisia Donatelli, Ian Green and Jack Lund together with the Chief Executive, Rich Bailey.

The third layer to the methodological approach was evaluation. Given the wealth of data gathered through action research, it was felt that this should not be stagnant information as it may have relevance to the development of the World Urban Network. This information is not included in this report but will be feedback through informal channels. The interview schedules devised for this part also allowed for the triangulation of data for the purpose of measuring accomplishments of the World Urban Network for this six year period. The questions contained within the schedules were formatted around the perceived outcomes from the strategies, the development toward achieving the mission and the progress against achieving targets.

Part 1: Governance

Historian's note

Over the period of 2004 – 2010, the World Urban Network underwent a period of refinement to facilitate a robust governance structure and underpinning its purpose. Although the path travelled over the past years, and as recorded by Mr John E. Danielson, duly highlighted a range of developments, it is the opinion of the author that this period created robust governance practice, creating a platform by which future developments could be measured.

Context

The governance structure of the World Urban Network has continued to develop over the past six years. This development, organic in some parts and planned in others has further supported the outworking of the World Urban Network Executive Committee and Chief Executive.

There are various recognised models of governance and management which are designed to enable organisations to progress and thrive. A few key theoretical models include:

- Policy (or Carver) model
- Market/stewardship model
- Partnership model
- Political model
- New work model

There are tensions between the models which prevent a unified model and identifying the right model depends on a number of factors. In the essence of expediency, reference will only be made to three models, where there is clear evidence of implementation through the governance structure. This is not to say that parts of the other models have been utilized, this merely indicates the factual background – whether through design or default – which the author can evidence. Therefore, the Policy, Partnership and Political models will be explained further for reader clarification.

Policy Model

The Policy model of governance draws sharp distinction between role of the Board (in this case the Executive Committee of the World Urban Network) and role of Management (in this case the Chief Executive).

- Board: Long-term strategy and leadership

- Management: Plans to execute strategy
- Staff: Short-term, day-to-day, implementation of plans

Accordingly, organisational policy is said to be Executive Committee directed and Chief Executive executed. This model can in simple terms be concluded as: Formulation vs. Implementation.

This governance structure was implemented by the World Urban Network Executive Committee and exemplified through the recruitment process of the 2010 recruitment process of the Chief Executive (reported later in this document) where the Executive Committee determined the selection criteria (i.e. formulation) and the subsequent design, interview and assessment procedure was led by the Chief Executive (i.e. implementation).

Partnership model

The partnership model of governance posits a managerial hierarchy where the Board (Executive Committee) sits at top of the tree. This originates from the perspective of management theory and the model applies many of its ideas.

For example, the partnership model emphasises the systematic selection, induction and training of Board members. The goal is to put in place a board that works effectively as a team. Accordingly, the partnership model views the role of the Board as more than selection, control and monitoring.

The role of the board under the partnership model is to

- Add value to the organisation
- Improve decision making
- Partner management

The skills of the Executive Committee were utilised in line with this model as exemplified through their inputs in meetings as evidenced in the Executive Committee minutes.

Political model

The political model of governance views organisations as microcosms of political life where:

- Stakeholders elect representatives to ruling chamber
- Ruling chamber make policy
- Executive implements policy

Therefore, on the political model, Executive Committee members represent stakeholders or a constituency. The Executive Committee itself, then, is a means

of mediating between different groups and choosing between competing interests. As such, the political model does not place much emphasis on the functional expertise of its Committee members.

World Urban Network Strategies

The YMCA World Urban Network had a series of three strategies covering the period from 2004 – 2010. These strategies were devised to provide strategic direction to the World Urban Network and to the outworking of the Chief Executive.

Strategic Plan: 2004 – 2006

The outgoing Coordinator, Mr Peter Post, who ended his term on 31 August 2004 had developed a strategic plan dated 2004-2005. This plan was revised by the new Coordinator, Rich Bailey, to reflect the values of the World Urban Network: competence; timely and relevant; participation; respect and; transparency. The strategic plan had a new level of robustness with the identification and inclusion of Strategic Initiatives as follows:

1. Develop a planning/evaluation process which involves members and prospective members.
2. Develop a performance management initiative which addresses all governance, management and operations functions of the World Urban Network.
3. Develop the governance and operations to involve and address the expectations of members. The initiative will attempt to identify the diversity of membership and its ramifications in each tactic.
4. To develop and implement a communication plan which meets the needs of the membership and communicates the activities of the World Urban Network.
5. To conduct conferences and training events to strengthen the capabilities of participants in order to better lead their YMCAs.
6. Develop and implement plans which recruit the YMCAs to be involved and the specific leadership required.
7. Develop a fiscal plan reflective of our aspirations while appreciating the differing fiscal realities all within a socially relevant and fiscally viable organisation.

The formatting of this strategy, with Strategic Initiatives and associated Tactics - i.e. the activities that would take place to achieve the Initiative - allowed for a performance mechanism and monitoring tool to be developed and implemented. This was an important development for the World Urban Network as it strove to demonstrate and evidence to its members the outcomes and outputs of the World Urban Network.

Strategic Plan: 2006 – 2008

The Strategic Plan for 2006 – 2008 was presented to and agreed by the Executive Committee at their meeting of May 2005. The draft strategy had been presented by the Chief Executive to an earlier meeting and approved for presentation to membership. The Chief Executive was further asked to develop a brief score card to track the progress of the Strategic Plan.

There were seven strategic initiatives outlined in the strategy:

1. Involve membership in governance and operations.
2. Organise and deliver activities to strengthen the capabilities of the participants in order to better lead their YMCA's.
3. Develop a planning and evaluation process which involves members and prospective members.
4. Develop a performance management initiative which addresses the management functions of the WUN.
5. Communicate to meet the needs of the membership.
6. Develop and implement plans which recruit the YMCAs to be involved and the specific leadership required for leadership.
7. Develop a fiscal plan reflective of our aspirations while appreciating the differing realities all within a socially relevant and fiscally viable organisation.

It was agreed that the strategic plan would be reviewed annually by the Executive Committee; presented bi-yearly to the membership for comment; presented to the conference for advice; be up-dated by the Executive Committee as required and; be redeveloped in 2007 for the 2008 Conference.

Strategic Plan: 2008 – 2010

The Strategic Plan 2008 – 2010 as approved by the Executive Committee in October 2008, continued for the most part with the same strategic initiatives in recognition that a two year plan was a short time frame to allow for consistent implementation and its measurement. Further, it was recognised that the top line initiatives required little amendment and that the tactics (or activities) should be adjusted accordingly to enable the fruition of the strategy within a reasonable and recognised time frame. It was only Strategic Initiative four which changed during this period. This became:

Strategic Initiative 4: Appoint and evaluate the Chief Executive Officer

This initiative had two identified tactics:

- Conduct the performance management evaluation of the Chief Executive Officer (Strategic Plan 2008-2010: Tactic 11)
- Conduct a transparent process for the appointment of a new Chief Executive Officer in 2010 (Strategic Plan 2008-2010: Tactic 12)

Strategic plan 2010 – 2015

It is duly noted by the author of this history that the Strategy presented to the members for consultation in July 2010 at the Hong Kong Conference was covering a longer five-year period. It is the opinion of the author that this provided a sense of stability and movement toward a common vision. The creation of a five-year strategy also builds upon the comments relating to the 2006-08 and 2008-2010 strategy, where consistency of mission and direction is required for effective strategic implementation. Feedback on the strategy was provided to the Executive Committee and in-coming Chief Executive, Mr Bill Stewart by the membership for consideration.

A brief overview of the amendments and differences are provided here in summary but the reader should note that the detail of the strategy is not for recording in this Part 4 history due to the time frame. A few noted amendments in this strategy include:

- The Mission has been revised
- Revised core values
- Change to the Vision
- Revision to the size of members

- Terminology change to 'Professional staff'

Principles of Operation

In January 2009, the World Urban Network Principles of Operation were revised. This document has always been important to the World Urban Network, as noted by my predecessors in former versions of the history. Under the stewardship of Rich Bailey, two revisions were made. A minor revision in 2004, approved by the Executive Committee in December 2004 and a broader revision approved in January 2009.

In line with good practice (i.e. ensuring that regular review of documents is undertaken to provide assurances that they are relevant), the 2009 revision sought to provide definition and clarification to the wider membership and to provide direction to the Executive Committee.

The Principles of Operations as at 31 August 2004, included the following key aspects:

- Name
- Purpose
- Organisation
- Goals
- Function

The revised 2009 version sought to incorporate these aspects but to further advance some definitions such as values and to provide some functional overviews and transparency such as the inclusion of membership, Executive Committee and meetings. This sat on top of the minor revision of December 2004 which saw the addition of Committee Membership.

The YMCA World Urban Network Principles of Operation (YMCA World Urban Network Executive Committee: January 2009) state the following:

A. NAME

The name of the organization is the 'YMCA World Urban Network'.

It shall also be known by other names (WUN), marks and symbols as adopted by the Executive Committee.

B PURPOSE

The YMCA World Urban Network is a network of General Secretaries/ Chief Executive Officers dedicated to strengthening their leadership, to deal with the human consequences of urbanization, within the context of the YMCA Mission.

C. ORGANIZATION

The World Urban Network is an organization of General Secretaries/Chief Executive Officers of large urban YMCAs of the world. The membership of the network voluntarily collaborates to provide opportunities for personal growth and support, the sharing of information and to create activities which facilitate mutual assistance and professional development.

D. VALUES

The World Urban Network will operate utilizing the following values:

Competence:	Having the requisite qualities and skills
Timely & Relevant:	Responding and managing quickly with information which is accepted as relevant
Participation:	Providing the opportunity for individual involvement
Respect:	Showing respect for others
Transparency:	Governance and management which is open and available to members.

E. GOALS

The goals of the YMCA World Urban Network are:

1. To help strengthen the purpose and mission of the YMCA
2. To expand urban General Secretaries/CEOs capacities to deal with the human consequences of urbanization.
3. To increase the General Secretary/Chief Executive Officer's ability to develop resources for YMCA program development within the YMCA.
4. To promote mutual assistance, international awareness and understanding among General Secretaries/Chief Executive Officers of urban associations.
5. To advocate within the YMCA and other urban institutions the urban development issues affecting our cities.
6. To provide training and development opportunities for the General Secretaries/Chief Executive Officers and their senior staff.
7. To assist members of the Network to collaborate through pairings and partnerships.

F. FUNCTION

The YMCA World Urban Network achieves its purpose and goals through:

- 1) The conducting of conferences, training programs, consultations and other activities that help develop the membership of the Network and achieve the goals of the Network.

- 2) The collection, provision and exchange of relevant information with and among urban YMCA executive staff.
- 3) Facilitation of the development of pairings and partnerships to provide direct support and assistance to members.
- 4) The determination of ways and means of financing the work of the YMCA World Urban Network.
- 5) The provision of activities of an international scope which cannot be effectively undertaken by individual associations.
- 6) Maintain and develop relationships and cooperation with the World Alliance, other YMCA bodies and external organizations.
- 7) The creation of committees or other groups which are needed to help meet YMCA World Urban Network goals.

G. MEMBERSHIP

The YMCA World Urban Network will be made up of General Secretaries/Chief Executive Officers of urban YMCAs which meet the following criteria:

- 1) Urban centers of over 500,000 in population
- 2) YMCAs with multi-faceted programs

Special circumstances may be taken into account by the World Urban Network Executive Committee to permit membership of General Secretaries/Chief Executive Officers whose local association may differ from the criteria.

H. EXECUTIVE COMMITTEE

The YMCA World Urban Network Executive Committee is composed of a minimum of 16 members that will adequately provide world-wide representation of the YMCA World Urban Network membership, including the Chair. A minimum of 20% of the membership of the Executive Committee will change every two years for a preferred maximum of six years. The Executive Committee shall be elected, by the membership, every two years and will be eligible for re-nomination. The Committee shall have the power to co-opt members as needed. The Committee shall be responsible for the following functions:

- 1) Acting as the governing entity for the YMCA World Urban Network.
- 2) Developing, adopting and monitoring of an appropriate budget.
- 3) Maintaining relationships with other YMCA organizations.
- 4) Ensuring that there is an official directory of member urban YMCA General Secretaries/Chief Executive Officers.
- 5) Maintaining a communications and relationship network.

- 6) Determining ways and means of financing the works of the YMCA World Urban Network.
- 7) Electing/appointing the Officers of the World Urban Network

If an Executive Committee member stops being an active General Secretary/CEO he/she will immediately cease being an Executive Committee member.

Vacancies occurring on the Executive Committee shall be filled by the Chairperson with concurrence by the Nominating Committee.

The YMCA World Urban Network Executive Committee shall meet in person, at least, once every year and may also meet utilizing other methods, (phone or electronically), on other occasions. The times, places and methods of meeting shall be determined by the Executive Committee.

At all meetings of the Committee one-third of the membership of the Committee, then in office, shall constitute a quorum.

If possible, the cost of travel shall be borne by the members of the Executive Committee.

I. OFFICERS

The officers of the World Urban Network shall consist of a Chairperson, two or more Vice-Chairpersons, a Treasurer, Past Chairperson and such other officers as the Executive Committee deems necessary. Officers are elected by the Executive Committee from its membership. The officers shall serve a two year term but may be re-elected.

If an Officer stops being an active General Secretary/CEO he/she will immediately cease being an Officer of the World Urban Network and the Executive Committee may appoint a replacement.

The Chairperson shall preside at all meetings of the YMCA World Urban Network Executive Committee and shall perform duties assigned to him/her by the Steering Committee. In the absence of the Chairperson, a Vice-Chairperson shall perform such duties.

J. NOMINATING

The Executive Committee shall appoint a Standing Committee which will serve for approximately two years. This Committee may have various names Governance Committee – Nominating Committee etc. however the Committee shall:

- 1) Nominate members of the World Urban network Executive Committee for consideration by the membership.
- 2) Nominate the World Urban Network Chairperson for consideration by the Executive Committee.
- 3) Nominate officers for consideration by the Executive Committee.

The immediate Past Chairperson (should he/she still be a member of this Committee) and the Chief Executive Officer shall be ex-officio members of the Committee.

Membership of the Committee will be restricted to individuals who will not stand for the position of Chairperson.

K. CHIEF EXECUTIVE OFFICER (CEO)

The Officers will recommend, every two years, the appointment/reappointment of a CEO and after appropriate consultation, the Executive Committee shall, by majority vote, elect the CEO of the YMCA World Urban Network.

The CEO shall have the responsibility for the management of YMCA World Urban Network business. The CEO shall also act as Secretary for the YMCA World Urban Network business meetings and committees.

L. FINANCES

The financial support of the YMCA World Urban Network shall be provided by:

- 1) Membership fees based upon a. fee schedule set by the Executive Committee.
- 2) Donations and allocations by individuals, foundations and other YMCA bodies in sympathy with the YMCA World Urban Network.

There will be an annual audit, or letter of comfort from the Chief Financial Officer of the administrating YMCA, of all YMCA World Urban Network financial activity which will be available to all members and donors. The World Urban Network financial statements will be a part of the audit conducted within the administrating YMCA. The Executive Committee may request a separate audit at their discretion.

The fiscal year shall be September 1st until August 31st. The membership year shall commence the first day of the month the membership is paid for new members and on a continuing basis for existing members.

M. OFFICE

There shall be an integrated administrative office of the YMCA World Urban Network in an association selected by the Executive Committee, and additional regional offices at such other places as the Executive Committee may from time to time determine.

The association housing the integrated administrative office must have the support of the urban associations within the National movement of which it is a member.

The principal office may be relocated in coordination with the appointment of the CEO.

N. MEETINGS

Conferences: At approximately two year intervals, the YMCA World Urban Network shall hold a conference/consultation for the purposes of ascertaining

the needs of the membership, information exchange, education, electing the Executive Committee, fostering of the urban concept and inspiration for the implementation of a two-year plan.

Training: At approximately two year intervals, the YMCA World Urban Network shall hold a training event designed for individuals that have the potential of becoming very senior executives of large urban associations including the position of CEO/General Secretary plus smaller urban YMCA General Secretaries.

The YMCA World Urban Network will operate on the following two year meeting cycle with the Executive Committee holding a meeting in conjunction with each event:

Year 1	Training Event
Year 2	Conference/Consultation

O. MEMBERSHIP FEES

Members shall pay a membership fee, based on a formula, approved by the YMCA World Urban Network Executive Committee.

The responsibility to collect the membership fee will be shared by the YMCA World Urban Network Executive Committee.

Relationship to the World Alliance of YMCAs

The World Urban Network, since 1987 (please note at point of compiling this history, the author could only find dated evidence to 1987, it is possible an agreement – verbal or written – was in place prior to this time), has had a written relationship statement to the World Alliance of YMCAs. The author duly notes that in previous times, the relationship between the World Urban Network and the World Alliance of YMCAs has been a matter of concern to both parties. However, the working practice and active communication between the World Urban Network (as evidenced through the Chief Executive, Mr. Rich Bailey and the Chairs, Marisia Donatelli, Ian Green and Jack Lund) and the World Alliance has given no rise for a comment of concern from the author.

The document entitled The YMCA World Urban Network Statement of Understanding on Principles of Relationship, Coordination and Co-operation between the World Alliance of YMCA's (Revised 1991 and Revised 1992) was reaffirmed twice during the period of this Part 4 history. The reader should note that this document was previously affirmed in 1987 and 1992. Of this Part 4 History period, the first affirmation took place at the Executive Committee Meeting of June 2005 and was also reaffirmed by Mr. Bart Shaha, Secretary General, World Alliance of YMCAs. The second affirmation, involving the same actors, took place in July 2008.

The document notes the principle boundaries of operation to facilitate the relationship of the World Urban Network and World Alliance of YMCAs.

As a demonstration of commitment to partnership and transparency, the document also indicates that the Secretary General of the World Alliance of YMCAs will sit on the Committee of the World Urban Network as an Ex-Officio Member. During each term of office of the Executive Committee, the Secretary General has been an Ex-Officio member and has been involved in Committee meetings according to minutes of meetings.

Part 2: Leadership

The leadership of the World Urban Network during the period 2004 – 2010 followed a distinct pattern of leadership. The Chairperson was elected from amongst their colleagues of the Steering/Executive Committee, following the election of Steering/Executive Committee members, every two years.

This part of the history provides a record of leadership including the Chairpersons and the Chief Executive Officer.

2004 – 2006, Marisia Donatelli

Marisia Donatelli was the Chairperson over the duration of 2004 – 2006 and had a continued role of Chairperson following her initial election in 2003. At this time, Marisia was Chief Executive of Sao Paulo YMCA, Brazil and had been a member of the World Urban Network since 1999. Marisia was an active Chairperson and supported the CEO transition process which took place in September 2004. Her leadership brought stability to the World Urban Network at a time when many activities required implementation.

Being Chair of the World Urban Network was one of my proudest moments and one of my greatest experiences. I am convinced that we (Chief Executives and General Secretaries) need to improve our professional life and this was one way of achieving development. The World Urban Network is a part of our (YMCA) life.

Marisia Donatelli, CEO Sao Paulo YMCA, Brazil July 2010

2006 – 2008, Ian Green

During the period 2006 – 2008, the Chairperson was Ian Green who was CEO of Kingston and Wimbledon YMCA, England. Ian commenced membership of the World Urban Network in the late 1990's and began attending events in 2003. Under Ian's leadership, there was a plethora of policy development and procedure enhancement. Ian Green ensured that the World Urban Network had a clear vision with effective strategic implementation.

My role as Chair was to provide leadership and direction, to enable the World Urban Network to work effectively. I ensured accountability of the CEO to the Steering Committee, providing support as necessary. My role also provided a 'public face' to the wider movement.

Ian Green, CEO, YMCA England, April 2010

2008 – 2010, Jack Lund

The Chairperson presiding from 2008 – 2010 was Jack Lund, CEO of YMCA of Greater New York. Jack was a long serving member of the World Urban Network having joined in 1985 and he later became a member of the Executive Committee. Jack Lund's leadership oversaw the recruitment process for the CEO commencing in September 2010 and the development of the website.

It was essential to the World Urban Network to recruit the right person, to continue the advancements made by the Rich (Bailey).

Jack Lund, CEO, YMCA of Greater New York, January 2010

The website legitimizes the World Urban Network to the YMCA movement. We use it for formal, purposeful communication as well as a forum of exchange.

Jack Lund, CEO, YMCA of Greater New York, January 2010

2004 – 2010, Rich Bailey

The Chief Executive for the duration of this Part 4 History was Rich Bailey. Elected as Coordinator in 2004, Rich Bailey was viewed by his peers as a stalwart leader who provided guidance and direction to the World Urban Network. With a formidable presence, Rich worked closely with his Chairs and together they brought about positive change, solid leadership and broadened the reach of the World Urban Network into the wider YMCA movement.

Rich became a member of the World Urban Network in the 1980's and in 2004, accepted the position of Coordinator following an offer from the Steering Committee.

I felt that I could contribute to improve the results of the World Urban Network. The position is attractive as it provides an opportunity to stay in contact with YMCA peers around the world. It also gave the opportunity to remain within the YMCA.

Rich Bailey, January 2010

Officers

The World Urban Network had a Steering/Executive Committee comprising of a minimum of 19 members. These members represented the regions of Africa, Asia, Europe, Middle East, North America and Latin America. For the information of the reader, only the officer posts (Vice Chair, Treasurer) are listed here:

- 2004 – 2006:
 - Vice Chair : Ghassan Sayah (YMCA of Beirut, Lebanon)
 - Vice Chair : Eu Eng Kong (Metropolitan YMCA Singapore)
 - Co-Vice Chair : Stanley Karkada (Bombay YMCA)
 - Treasurer : Terry Hill (Christchurch YMCA)
- 2006 – 2008:
 - Vice Chair : Phyllis Tan (Metropolitan YMCA Singapore)
 - Vice Chair : Peter Kamei (Liberia YMCA)
 - Treasurer : Peter Burns (YMCA Victoria)
- 2008-2010:
 - Vice Chair: Peter Burns (YMCA Victoria)
 - Vice Chair: Gloria Hidalgo (YMCA Bogota)
 - Treasurer: Joachim Schmutz (Munich YMCA)

Ex-Officio Members and Consultants

The World Urban Network Steering/Executive Committee valued their relationship with the World Alliance of YMCAs and ensured that they had Ex-Officio membership. This representation was filled by Bart Shaha, Secretary General, World Alliance of YMCAs.

The World Urban Network utilised the skills and expertise of consultants for the pursuance of the World Urban Networks vision. These consultants included:

- Tom Craine (Director, Urban Group Operations, YMCA of USA)
- Oscar Escalada (Secretary General, Mexican Federation)
- Sam Evans (Director, Admin & Internal Support Services, YMCA of the USA)
- Jerry Prado Shaw (Director, International Group, YMCA of the USA)
- Peter Post (Past Coordinator, YMCA World Urban Network)
- James Gomez (General Secretary, African Alliance of YMCAs)
- Michael Weil (CEO, YMCA Canada)
- Carlos Sanve (General Secretary, Africa Alliance of YMCAs)
- Johan Eltvik (Secretary General European Alliance of YMCAs)
- Selma Zaidi (Director, International Group YMCA of the USA)
- Kent Johnson (Chief Operating Officer, YMCA of the USA)

Overall, the leadership of the World Urban Network involved many individuals, but each played a specific role in the formulation and execution of strategy and its activities. The leadership facilitated the World Urban Network to progress its vision and mission, to communicate with the wider YMCA movement and to meet the needs of its members.

Part 3: World Urban Network Activities

World Urban Network Activities 2004

Background

The History Part 3: 2001 – 2004 as narrated by John E. Danielson, recorded events until 31 August 2004. To briefly re-cap, the end of this period saw Marisia Donatelli confirmed as Chair of the Steering Committee for 2004 - 2006, and Rich Bailey unanimously elected as World Urban Network Coordinator with effect 1 September 2004. The reader should note at this point that the job title for the lead position of the World Urban Network was 'Coordinator' and the committee overseeing and guiding the strategy of the World Urban Network was called the 'Steering Committee'. The terminology for both of these roles was to change at a later date.

For historical recording purposes, this was a short year due to the start date of 1 September. Mr Rich Bailey relocated the Head Office on 1 September 2004 to Toronto. During this year, a number of key activities were undertaken including the transition of the Coordinator office to the YMCA Greater Toronto. This transition was supported by a significant contribution from the YMCA of Greater Toronto through the provision of an Executive Assistant (Shirley Savidant), office space, meeting rooms and accounting.

The 2004 – 2006 Strategic Plan was enhanced with immediate effect. An interim operational strategy, focussed upon ensuring that the operations of the World Urban Network were robust and able to withstand scrutiny, was also executed by the Coordinator.

One Steering Committee meeting was conducted during 2004 on 16 December by conference call. At this meeting, the mission statement for the World Urban Network was approved as:

The YMCA WUN is a network of General Secretaries/Chief Executive Officers dedicated to promoting and strengthening their leadership, self-help and human services capabilities through international experiences in training, information sharing, consulting, pairings and other service capabilities to deal with the consequences of urbanisation by creating a learning community, within the context of the YMCA Mission.
(Steering Committee Minutes: December 2004).

Further to this, the values of the World Urban Network were approved as:

- Competent
- Respectful
- Current

- Transparent
- Participatory

Rich Bailey made swift progress in completing the transition items from 1 September 2004 and presented a transition report to the Steering Committee. The evaluation of the Prague training event was submitted which, with the exception of very positive feedback for devotions and fellowship, received an overall 'not satisfied'.

World Urban Network member communications were reviewed, with forward planning areas to include: four newsletters per year; promotion of training events; communication with the WUN Alumni and; billing for the 2005 training event to be sent earlier than in previous years.

The financial position of the World Urban Network was discussed and the budget for 2004 – 2006 was presented.

Conference considerations for 2006 were explored at this Steering Committee meeting to best utilise and fit with the YMCA World Council meeting taking place in the same year. This was in an effort to give due consideration to the convenience for members including cost and travel.

A motion was seconded and carried to make an amendment to the Principles of Operations. This would see the addition of the following:

The Officers of the World Urban Network shall consist of a Chairperson, two or more Vice-Chairpersons, a Treasurer, past Chairperson and such other officers as the Steering Committee deems necessary. The Chairperson and Officers may be re-elected. The Officers shall serve a two year term but may be re-elected.

The Coordinator was to present a comprehensive performance management document for his operational activity which was agreed by the Steering Committee to be evaluated at a future meeting.

World Urban Network Activities: 2005

Background

There were two Steering Committee meetings during 2005, both of which were chaired by Marisia Donatelli. It is duly noted that at the May 2005 Steering Committee Meeting (20 and 21 May 2005), the job title of the Coordinator was amended to Chief Executive Officer (CEO). This title was considered as more appropriate as it was commensurate with the key activities, scope and gravitas of the position.

Steering Committee Meeting, May 2005

During the transition period, the CEO undertook a gap analysis. This highlighted a number of items requiring review, including the design and development of a range of policies. These items were presented for approval at the Steering Committee of 20 and 21 May 2005. These included the following key areas:

- The strategic plan to cover the period from May 2005 – August 2006 was presented to the Steering Committee and approved.
- The CEO performance management document was approved.
- In response to the CEO performance monitoring, a Performance Review Committee was formed comprising of the Chair and two steering committee members.
- The 'Hosting of Conferences and Training' policy was presented and approved.
- The Principles of Operation were modified.
- The job description for the Chief Executive Officer was approved.
- The person specification for the Chief Executive Officer was approved.
- The Nominations Policy was presented and approved.
- The Assistance Policy was presented and approved.

- The financial statement was adopted (the Steering Committee requested that the 'auditor' for the WUN be required to present a Letter of Comfort regarding the year end financial statements).

The Steering Committee agreed to conduct a performance evaluation of the Coordinator later during the year of 2005 and then determine if the position should be offered to the incumbent or posted for the period September 2006 – August 2008.

At this same meeting, the membership records comprising 2002 – 2005 were reviewed. Three items were agreed by the Steering Committee:

1. The Steering Committee would annually secure the audited/annual report regarding financial information to determine the total operating income (turnover) for WUN members in their area of the world and advise the WUN CEO.
2. The CEO will calculate the appropriate amount to be billed based on the existing formula and issue an invoice for this amount for annual membership.
3. The minimum WUN annual membership, should an applicant YMCA have a smaller turnover that \$500,000USD be \$150USD.

World Alliance Relationship

The document entitled 'Relationship with the World Alliance, the YMCA World Urban Network Statements of Understanding on Principles of Relationship Coordination and Cooperation between the World Alliance of YMCAs', as approved by the Secretary General of the World Alliance of YMCAs (May 2005) was re-approved by the YMCA World Urban Network Steering Committee.

World Urban Network Training Event, New Zealand

The 2005 World Urban Network training event took place in the month of May in Auckland, New Zealand. A new monitoring tool devised by the CEO, based upon numeric identification, was implemented to provide a consistent measuring tool for all events going forward. A range of questions were compiled into a Participant Evaluation Form and covered areas including:

- Programme Content
- Advance Information
- Multicultural Experience

- Personal usefulness
- YMCA relevance
- Hotel
- Food
- Comments and suggestions
- Overall Rating

The overall rating as recorded by participants was 8.4 and the general perception was that the balance between presentations from professionals of the YMCA and other professionals was well achieved. The hosting of the event by Auckland YMCA was overwhelmingly reported by a range of participants as excellent. It seems that the professional and polite staff had a significant impact upon the delegate's impressions. A range of comments, too many to note in this document, were received with examples as follows:

Incomparably better than previous experiences of the WUN.

Participant, May 2005

Would have been more effective if depth had been allowed in cases of great interest.

Participant, May 2005

Very good experience, wonderful opportunity to meet and learn from each other.

Participant, May 2005

The content was rich with good information that I can translate and use at my YMCA.

Participant, May 2005

The New Zealand (Auckland) presenters were very high quality.

Participant, May 2005

Steering Committee Meeting, December 2005

This meeting convened on 20 December 2005 via conference call. The CEO Performance Management Committee, comprising Marisia Donatelli (Chair), Terry Hill (Treasurer) and Scott Haldane (Host YMCA – Greater Toronto YMCA), presented their report. Following this, the Steering Committee approved the extension of Rich Bailey's appointment as CEO to 31 August 2008.

The 2006 conference programme, due to be held in London, England was reported and the Steering Committee endorsed the draft outline.

A range of policies and procedures were presented and approved including:

- Steering Committee Description of Requirements and Responsibilities
- Steering Committee Succession Survey
- Steering Committee Self Evaluation
- Host City Guidelines
- Host City Bidding Process (including application form)

World Urban Network Activities 2006

Background

Activities for this year included three Steering Committee meetings (falling on 17 July, 20 July and 18 December 2006), a World Urban Network conference held in London, England and a range of reviews.

The Chair for the period until 31 August 2006 remained as Marisia Donatelli, who chaired the Steering Committee meetings falling in July 2006. During this year, there was a change in leadership with Ian Green, CEO of Kingston & Wimbledon YMCA, England being elected, with effect from 1 September 2006.

Steering Committee Meetings, July 2006

The financial records of the WUN were maintained by the YMCA of Greater Toronto and were therefore subject to their practices and procedures. As such, the audit of the WUN was a part of the audit of the YMCA of Greater Toronto. There was confidence in the position which was expressed at the Steering Committee on 17 July 2006.

At this same meeting, Marisia Donatelli presented a Chair's report for the period 2004 – 2006, which gave a succinct overview of developments during that period. The draft Strategic Plan 2006 – 2008 was presented by the CEO and discussed amongst the Steering Committee for presentation to the membership.

A discussion also took place with Steering Committee members and Bart Shaha, Secretary General of the World Alliance of YMCAs to explore ways in which the WUN can participate in and further the World Alliance Global Operating Plan.

At the Steering Committee of 20 July 2006, Ian Green was elected as Chair of the World Urban Network for the period of 1 September 2006 – 31 August 2008. The meeting received two expressions of interest from Komomoto, Japan and New York, USA to host the 2008 World Urban Network Conference. Their applications were to be completed and reviewed at a future meeting.

During the 18 December 2006 Steering Committee Meeting Conference Call, presentations were made by Hiroshima YMCA and Greater New York YMCA to host the 2008 conference. After deliberation and the casting of votes, Greater New York YMCA were successful in their pitch to host the conference.

The following approvals were noted at this meeting:

- Strategic Plan 2006 – 2008
- Roles and Responsibilities Guidelines
- Phyllis Tan and Peter Kamei elected as Vice Chairs
- Peter Burns elected as Treasurer
- 2005 – 2006 year end statement
- 2006 – 2008 budget

World Urban Network Conference, London England

The theme of the WUN Conference was Urban Futures. The aim of the event was to provide delegates with quality time to take a view on and plan for urban YMCAs' futures. Trends likely to impact upon urban environments were discussed and explored through presentations and case studies. The event scored an overall rating of 8.8.

Many participants found the event to be thought-provoking and found the content to be relevant to both personal and YMCA use. There were some noteworthy comments made by delegates from India regarding the cost of the conference and requests for greater subsidies. The evaluation forms also highlighted many compliments to the host YMCAs.

Appreciation to Rich and the host team in London

Participant, July 2006

It would have been useful to have broader 'field visits' to other YMCAs

Participant, July 2006

The agenda was great and more importantly it was delivered

Participant, July 2006

World Urban Network Activities: 2007

Background

There were three Steering Committee meetings during 2007, two via conference call falling on 26 March and 18 December, and a face-to-face meeting on 16 June 2006. All meetings were chaired by Ian Green. The reader should note that the name 'Steering Committee' was formally changed to 'Executive Committee' at the meeting of 16 June 2007. The training event for this year was hosted by the YMCA of Greater Toronto.

Steering Committee Meetings, 2007

During the Steering Committee Meeting of 26 March 2007, Bart Shaha, Secretary General of World Alliance of YMCAs, advised that a new four year strategy had been approved by the World Alliance and a copy would be made available to the WUN.

Strong support was expressed for the concept of 'movement strengthening' as defined in the World Alliance of YMCAs strategy at the Executive Committee meeting of 16 June 2007.

A number of policies and procedures were reviewed including:

- Principles of Operation
- Strategic Plan – roles and responsibilities
- Succession survey
- Host YMCA responsibilities

Financial confidence continued during this year with the approval for inclusion in audit of the 2006-2007 year end statements, as presented by Peter Burns to the Executive Committee in December 2007.

World Urban Network Training Event, Cedar Glen, Toronto, Canada

The event location was a departure from the type of hotel venues previously utilised and there was some initial concern of the Planning Committee, which turned out to be unfounded, that the location of a camp would be unattractive to members. This training event had a high registration rate which was over-subscribed. The training theme was 'Building Capacity – Sharing Responsibility' and received an overall rating of 8.8.

Noted participant feedback includes:

An amazing wealth of information and I would have liked more time to discuss Participant, June 2007

The youth engagement day was excellent Participant, June 2007

It was a positive experience and renewed my commitment to the cause Participant, June 2007

World Urban Network Activities: 2008

Background

During 2008, there was a change of leadership, with Jack Lund, CEO of YMCA of Greater New York, being elected as Chair of the World Urban Network. In line with general practice, his post became effective from 1 September 2008. The World Urban Network Strategy 2008 – 2010 was approved and implemented to coincide with the start of Jack Lund's term in office.

Executive Committee Meetings, 2008

Four Executive Committee meetings were held during 2008 of which three were via conference call. There was focused discussion regarding the development of the website. A number of bespoke capabilities were identified through a website proposal for further discussion with potential providers which included:

- Interactive capacity
- Password protected
- Advertise and market events
- Robust access control
- Transferable host option to allow ease of movement to another YMCA when the CEO office moves

Following a tender process, Victoria YMCA, Australia's bid was successful and fully met the desired criteria.

CEO Recruitment

The Executive Committee expressed a vote of confidence in the recruitment process for the next World Urban Network CEO, as presented by the CEO Search Committee. The process was to be as follows:

- July 2008: Process approved
- September 2008: Distribution to all members/consultants of position requirement; process overview; call for applications; call for nominations, recommended deadline 31 January 2009
- February/March 2009: vetting of applications
- March 2009: report to Executive Committee
- September 2009: interview candidates
- September 2009: propose to the Executive Committee the recommended candidate, transition plan, compensation and agreement letter
- September 2009: confirm candidates acceptance of position; announce appointment
- July 2010: introduce the appointee to the members at the World Urban Network Conference
- July – 31 December 2010: Transition of responsibilities
- 1 September 2010: New CEO starts and is compensated
- 1 September – 31 December 2010: Retiring CEO continues at the Toronto office

By the time of the Executive Committee on 16 December 2008, two candidates had expressed an interest and the closing date for applications was extended to 31 January 2009 to allow for sufficient posting. The CEO Search Committee was chaired by Jack Lund and included Scott Haldane, Ghassan Sayah, Ian Green and Peter Burns.

World Urban Network Conference: 2008

The conference for 2008 was held in New York, USA. The conference theme was 'Building Capacity, Sharing Responsibility', was designed to reflect mutual interest in and concern for the health of the YMCA movement worldwide. The conference included an assessment of the health of YMCAs in the world's major cities; featured successful models of sustainability and; promoted YMCA to YMCA partnerships as a corner-stone of capacity-building and international understanding.

The conference received an overall rating of 8.9 as judged by the participants. The over-riding aspect in the participant evaluation was that this conference inspired them at a personal and broader YMCA level. There was also a high level of gratitude to Rich Bailey and Jack Lund, expressed in warm comments and admiration.

The expectations set for this conference were high and it really has lived up to those expectations.
Participant, 2008

Some excellent presentations and inspirational speakers and fascinating visits. Participant, 2008

The programme was enriching, welcoming and highly relevant. Participant, 2008

It has been a profound experience in many ways. Participant, 2008

We need to get a channel (network) between YMCAs to exchange experience. Participant, 2008

World Urban Network Activities: 2009

Background

During 2009, a new World Urban Network logo was approved, which was designed alongside the development of the website. This was designed to encapsulate the World Urban Network's professionalism and provide a relevant and representative image to members and the broader YMCA movement.

Executive Committee Meetings

During the Executive Committee meetings of 2009, the CEO search and recruitment gathered pace in line with perceived recruitment timelines. There were various reports on progress made to the Executive Committee by the CEO Search Committee Chair, Jack Lund.

CEO recruitment

Applications were received from two strong candidates and various vetting procedures were implemented including review of curriculum vitae, references received from three sources per candidate and appraisal of the letter of application. Both candidates were interviewed in September 2009 by the Recruitment Panel comprising Jack Lund, Ghassan Sayah, Peter Burns and Scott Haldane. The panel had designed and used a comprehensive interview schedule with questions grouped under eight themes, for the purpose of effective selection. The two viable candidates were scored upon their interview performance and one candidate was then recommended to the Executive Committee for appointment as CEO.

Mr. Bill Stewart, President and CEO, YMCA of Greater Vancouver, Canada, was later to be announced as the successful candidate.

Website

The World Urban Network website was designed and developed by YMCA Victoria, Australia. It was designed to be informative, interactive with sufficient access controls. The website also contained an extranet feature for members and in June 2009, World Urban Network members were sent details of their username and password for access and invited to review and contribute.

The website allowed for equitable access to information for members and knowledge of the World Urban Network. The extranet function provided for record keeping and social networking, providing a more dynamic forum of communication. One of the challenges with the use of the website was the encouragement of members to use the extranet, sending information from a sharepoint site, instead of using the internet. However, this was duly noted to be a cultural change issue and therefore would need to be a part of a forward strategy.

World Urban Network Training Event, 2009

The 2009 training event was hosted by the National Council of YMCAs of Egypt and the Alexandria YMCA. The theme was 'YMCAs Meeting the Challenges of an Uncertain World' and was considered an important matter in supporting YMCAs to address critical matters in challenging times. The conference provided a theoretical framework and case studies were reviewed which modelled YMCAs survival during times of crises. The training received an overall participant evaluation score of 8.4.

Participant comments included:

Professionally, I found it very stimulating and it opened my eyes further to the diversity of work done by the YMCA around the world.

Participant, 2009

Make interaction in first 1-2 days, e.g. 'World Café' should have been earlier in the programme.

Participant, 2009

World Urban Network Activities: 2010

Background

This history records the first eight months of the calendar year which is the last eight months of this Part 4 history and ends 31 August 2010. During 2010, there was a conference and series of Executive Committee meetings.

Executive Committee Meetings

Two Executive Committee meetings took place during 2010 together with a further two Member General Meetings. The Treasurer projected a strong balance sheet and favourable financial position for the end of the fiscal year, based upon income and expenditure for the period 1 September 2009 – 31 May 2010. The comfort letter for the period ending 31 August 2009 was received from the Chief Financial Officer, YMCA Greater Toronto.

The Chair's Report to the membership was presented by the Vice Chair, Peter Burns. This report gave an overview of the Committee's activities, CEO transition, policies and procedures, Strategic Plan 2010 – 2015, Financial Performance, Relationship to World Alliance and History project.

World Urban Network Conference, 2010

The theme for this conference was 'The Health of Children and Youth around the World'. This theme was chosen in recognition of the leadership role CEO's in urban settings can play in fostering child and youth friendly cities. The World Urban Network conference aimed to highlight issues, share YMCA programmes and best practices on building healthy children and youth; and assist YMCAs to develop projects, partnerships and networks.

Jack Lund, in his Chair's Welcome Address to conference attendees (WUN Delegate Programme, July 2010) stated:

The Conference Planning Team have ... pulled together a programme that will not only inform and inspire you, but challenge you to consider how your YMCA is having a transformative impact on the lives of children, young people and the community as a whole.

Jack Lund, Chair World Urban Network, July 2010

This conference scored an overall rating of 8.6 as assessed by the participants who commented on their evaluation forms as follows:

I would like to see less (presentations) on minor programs and more (presentations) on major strengthening.

Participant, July 2010

Very effective program from various YMCAs presentations

Participant, July 2010

An excellent event, good peer support and held in a great atmosphere.

Participant, July 2010

Part 4: World Urban Network Accomplishments, 2004 - 2010

Overview

During the recording of the YMCA World Urban Network History: Part 4, the author undertook a range of interviews with stakeholders. This served, in part, to triangulate the accomplishments of the World Urban Network during the six year period. A range of accomplishments were identified which have been grouped together under themed headings for ease of reading. The voice of the membership was articulated through the interviews and members were able to give their opinion of the contemporary history of the World Urban Network.

The four key themes of this administration were Governance, Infrastructure, Communication and Professional Development.

Governance

The Chairs of the World Urban Network (Marisia Donatelli, Ian Green and Jack Lund) provided active guardianship, ensuring the progression of the WUN. This was accomplished, in part, through the formulation of a robust strategy which was able to withstand the rigours of implementation.

We discovered in each area a leader to implement the strategy ... we worked like a team ... we discussed and share information for a common way forward.

Marisia Donatelli, CEO Sao Paulo YMCA, Brazil July 2010

In 2006, we had a strategy which was endorsed by the membership. This was pivotal to the success of its implementation.

Ian Green, CEO, YMCA England, April 2010

As Chair, there were several goals we had to accomplish; the strategy enabled us to keep focussed on those goals and to achieve them.

Jack Lund, Chair World Urban Network, July 2010

The revised version of the Principles of Operation was one of the key achievements under the continued stewardship of Rich Bailey as it provided written guidance to the Executive Committee and to the wider membership of expectations. There was now a common point of reference for all members and for potential members to articulate their understanding of both the World Urban Network and their role/responsibilities within it.

The transparency in the nomination and election process has also facilitated governance in the view of the membership.

Infrastructure

Following a policy audit, the Chief Executive and Steering Committee identified a gap in recorded policy and procedure. Although previous Coordinators had worked within a protocol, these were enhanced and formally implemented to boost the infrastructure of the World Urban Network. Of the many policies implemented from 2004, the hosting policy for conferences and training is highlighted here as it has enabled increased proficiency in the delivery of events. The policy created a shift in host engagement through the implementation in conditions such as the host contributing financially to the running of the event. This strategically ensured full stakeholder buy-in to the planning and delivery of events.

I believe his (Rich Bailey's) legacy is his impact on our (WUN) infrastructure ... the formulation of policy and robust procedure ... this together with strong Chairmanship has created the stability the WUN needed.

Peter Burns, Vice Chair, WUN Executive Committee, September 2009

Communication

The Executive Committee made concerted and consistent efforts to engage the membership through meaningful communication. Considerations such as simultaneous translation at conference and training events were aimed to meet membership requirements and to provide more rounded opportunities for participation.

In Latin America, we need to resolve the language matter as it can be a barrier to participation. People will not want the cost of the conference or training event if they cannot fully engage. They must be able to understand for it to be useful. The World Urban Network should seek to make further developments in this area.

Gloria Hidalgo, YMCA of Bogota, Colombia, September 2009

Newsletters were regularly circulated to the membership for the duration of this six year period. They provided information on conference and training events, updates from the Executive Committee, strategic plan overviews and member profiles. As an example for the reader, in the May 2005 newsletter there was an update on the 2004 – 2006 Strategic Plan as approved by the Steering Committee. During 2009, there were four newsletters which were further supplemented by six training specific newsletters or delegate information briefings.

I travelled (to the 2009 training event) with my copies of the newsletters as they provided a full update of what's happening. I liked that they were consistent and kept me fully informed.

Leigh Gibson, CEO, Gisborne YMCA, New Zealand, September 2009

The relationship with the World Alliance of YMCAs has been both positive and active, with the Secretary General participating in the Steering/Executive Committee meetings as an ex-officio member.

The relationship with World Alliance is friendly and respectful ... I anticipate this will grow over the next 4 years.

Rich Bailey, CEO, World Urban Network, January 2010

The World Urban Network membership felt that the development of the website was a part of the present and future communication for people to gain information. Its purpose was to help drive communication and stimulate membership. The intention of the extranet function was to create a new platform of participation for the membership. The challenge as identified by some members was to encourage the wider membership to use the website and manipulate its functions.

If the extranet is used to its capacity, we can reduce the need for newsletters. We need to create a 'need to respond' impression which will guide people to use the site more.

Bill Stewart, President and CEO, YMCA of Greater Vancouver, Canada, September 2009

Professional development

There was a distinct difference between the conference and training programmes. The conference, targeted to Chief Executive and General Secretaries only, focused on the forward strategy, the presentations from YMCA professionals and invited field experts, served to enhance the communication of the membership and the case studies were selected to provide opportunity for YMCA's to learn from each other.

The culture of the Network is exemplary. It is positive, engaging and nourishing ... (this is) particularly displayed though the conference events.

Peter Burns, Vice Chair, WUN Executive Committee, September 2009

The conference provides the opportunity for us (CEO's) to debate and discuss. We can build relationships with each other and I would like to see us develop this aspect further, with more one to one interaction.

Llowellyn Syce, CEO Capetown YMCA, South Africa

The training events were targeted to the next generation leaders and provided opportunities for CEO's to engage their broader staff team in the World Urban Network and the operational matters.

The training events are an opportunity to hear diverse perspectives from around the world ... making us (CEO's) the teachers by way of facilitating the training is a way of getting the knowledge shared.

Tom Coon, CEO, YMCA Simcoe/Muskoka

Exposing senior staff to the global Mission through the training has inspired them ... and benefited my YMCA.

John Fairhurst, YMCA of Auckland, New Zealand

Members expressed deep value and solid benefits from their participation in the World Urban Network.

I never fully appreciated the return on investment – to build a worldwide network, to share experience and challenge ... (the World Urban Network is) a self-help organisation of YMCA leaders.

Scott Haldane, YMCA Greater Toronto, September 2009

Period summary

The History of the World Urban Network 2004 – 2010 was awash with activity, driven by good Chairpersons and well respected Chief Executive. The advancements of the six year period are a testament to the dedicated approach of the World Urban Network leadership and the skill of these parties in guiding the vision through the implementation of the strategy.

The author thinks it only fair and proper to leave the last word of this period to the Chief Executive, who in the author's opinion was a valued leader of the World Urban Network who ensured dialogue with members, communication with the YMCA movement and brought about positive change in his legacy.

Any CEO would like to leave a position having achieved better quality, more participants and more assets than when they arrived. In terms of this, I am proud of the quality of events as determined by the participants. Secondly, the financial position is solid. Thirdly, the practices, policies and procedures developed, including the strategic plans which were reviewed on a regular basis provided a solid platform for the Network. Finally, the management performance methodology for the CEO which has been implemented is an effective tool to monitor progress and demonstrate results.

Rich Bailey, CEO, World Urban Network, January 2010