

WORLD URBAN NETWORK

HISTORY

1977 - 1985

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HISTORY OF THE YMCA WORLD URBAN NETWORK 1977-1985

CHAPTER 1

In the Beginning. . . .

In the late 1960s, the leaders of the urban YMCAs in the USA began about the new problems of urbanization that were affecting their communities, as well as the operation of major YMCAs in these urban centers. Some efforts were made to bring together urban YMCA executives on international level, culminating in a meeting held in Mexico City chaired by the late Brutus Baker, General Executive of the Milwaukee YMCA and a member of the North American Group. Also instrumental in the planning were John E. Danielson, President of the Boston YMCA and of the North American Group, as well as Samuel A. Edgar, President of St. Louis YMCA. The meeting involved executives from several urban North and South America.

After considerable discussion over a number of years with the Urban YMCAs (Canada and the United States), Latin American Confederation US YMCA's International Division, it was concluded that it was appropriate to convene a consultation to assess the problems facing urban YMCAs throughout the world and to look to the future in planning a world conference. Indeed that consultation became a unique event because it represented the first time in YMCA history that the professional leadership of urban YMCAs ever met at the world level.

This initial meeting was held in Rio de Janeiro, Brazil, July 7 - Known as the World Urban Consultation, the meeting was attended by executives representing 30 urban YMCAs from 22 nations. The consultation was co-chaired by Julian Haranczyk, General Secretary of the Sao Paulo YMCA and Russell Urquhart, President of the Philadelphia YMCA. The World Alliance of YMCAs, supported the Rio Consultation as did its new secretary general, Hector Caselli. The staff directors were John O'Melia, Associate Director of the US National Board of YMCA's International Division and Dr. Stuart Langton, Executive Coordinator of the North American Urban Group.

The purpose of the Rio Consultation was three-fold: First, to learn various common and divergent forms of urbanization which at that time were effecting the YMCA in different parts of the world. Second, to provide opportunities for participants to share their experiences, problem concerns and, third to consider the possibility of some form of communication and interchange among Urban YMCAs throughout the world.

Professor Brian J. L. Berry of Harvard University (author of The Human Consequences of Urbanization, as well as several other works) served as the resource leader for the Rio Consultation. Thus began a long and rewarding relationship between Harvard University and the World Urban Program.

Dr. Berry forecasted a tripling of urban population throughout the cities of the world in only 35 years, a phenomenon "far more profound and extreme than anything that has happened on the world scene so far". This massive increase in urban growth, it was noted, is taking place in the developing nations of the world. The developed nations (e.g. Europe, Japan, and the U.S.) on the other hand will be experiencing a totally different process of "counter urbanization", or the dispersion of urban population to smaller cities, suburbs, and rural areas. This process of reverse

migration, Dr. Berry pointed out, is the result of affluence, advances in transportation and communication systems, and the desire for an improved quality of life represented by lower population density. An important consequence of this process will be that the less affluent and disadvantaged segments of the population will constitute an increasing portion of the urban population in developed nations.

In light of this dichotomy, the Rio Consultation noted, that the nature and extent of human needs in cities varied considerably between developing and developed nations. The developing nations experienced greater problems of serving children and youth, providing adequate basic human needs such as housing, education, and health care, and in managing to accommodate and acculturate heterogeneous and migrant groups. The developed nations, on the other hand, find that the predominant needs in their cities are those of disadvantaged groups such as elderly and those left behind because of discrimination, lack of education, and physical and mental affliction.

The Rio Consultation made clear that there were a number of relatively common problems in cities throughout the world. Among these common were: 1) Inflation and its impact on the economic development and of urban residents; 2) unemployment and underemployment, particularly among youth; 3) deterioration of the quality of the urban environment because of overcrowding or the erosion of economic resources; 4) discrimination in regard to migration between rural and urban areas; 6) the weakening of community values; and 7) the role of the voluntary sector in regard to public planning to improve the quality of life in cities.

One of the important outcomes of the Rio Consultation was the recognition that there were a number of shared interests and needs among representatives from world Urban YMCAs. These common concerns converged on three areas: Operational Issues, Urban Program Interests, and International Cooperation.

OPERATIONAL ISSUES: There were five areas of common operational concern mentioned frequently during group discussions. These were 1) Financing strategies and methods; 2) Staff recruitment and training; 3) Strengthening volunteer leadership; 4) Developing appropriate management systems; and 5) Collaborating with other human service agencies.

URBAN PROGRAM INTERESTS: Among the most frequently identified areas of urban program interest were: 1) Youth employment and vocational training; 2) Juvenile delinquency prevention and rehabilitation; 3) Family life programs; 4) Physical education and recreation; 5) Values and spiritual education; 6) Improving the general quality of the Urban Environment; 7) Helping youth to cope with the various forces of Urbanization.

INTERNATIONAL COOPERATION: Participants identified several areas in which they would find international cooperation among world YMCAs to be beneficial. These included: 1) Strengthening relations with multi-national corporations for purposes of support and influence; 2) Increased exchanges of information concerning program and operational interests; 3) Training opportunities in which the specialized experience and expertise of other YMCA Urban YMCA professionals could be drawn upon; 4) Direct relations exchanges with an Urban YMCA in another part of the world to increase international understanding.

The Rio Consultation was a proto-type of things to come in the World Urban Program. The Consultation addressed the question of what, if any, follow-up activities might be appropriate. There was a clear consensus among participants for a continuation and expansion of work begun at the Consultation. The predominant attitude was that the Consultation should be a part of an ongoing cooperative process among world Urban YMCAs rather than a terminal event.

In final plenary session, the participants in the Rio Consultation agreed to establish a program for continued cooperation and communication between the Urban YMCAs of the world. They proposed that a Steering Committee consisting of Chief Executives from Urban YMCAs be established to follow-up the work of the Consultation and to undertake planning for future activities and programs.

CHAPTER 2

And On To Geneva...

In November 1977 the World Urban Steering Committee met in Geneva, Switzerland under the leadership of Co-Chairmen Russell Urquhart, Philadelphia, and Julian Haranczyk, Sao Paulo. Others attending this meeting included Fusae Saito, Tokyo, Japan; Prem E. Paul, New Delhi, India; Joel Kinagwi, Nairobi, Kenya; Roy F. Jarman, Manchester, England; J O'Melia, International Division of the US National Board of YMCA's and E. Danielson, Boston, Mass., USA.

An initial conclusion reached by the Steering Committee was that the involvement of the World Alliance of YMCAs was essential if continuation the World Urban concept was to be successful. Other important conclusions of the first Committee meeting in Geneva included:

- 1) that a World Urban Committee be formed to carry out the recommendations of the Rio World Urban Consultation and that this Committee have a chairman and a vice-chairman;
- 2) that the World Alliance be actively involved with the Committee and that a representative of the World Alliance be on the Committee in a staff capacity;
- 3) that the International Division of the US National Council of YMCAs be actively involved mainly through a staff person assigned to the Committee;
- 4) that the World Urban Committee be viewed not as an independent entity, but as an integral part of the mission of the World Alliance aimed at giving emphasis to urban problems.

With regard to goals or objectives, the Committee emphasized:

- 1) that the program be concerned with activities that have observable benefits to urban YMCAs. Activities should be imaginative and of high quality;

- 2) that the initial thrust of the Committee be in the following areas:
 - a. development of an information flow to urban YMCAs;
 - b. promotion of linkages and programs aimed at pairing urban YMCAs;
 - c. conducting a World Urban Conference in 1979 to be held in Tokyo.

Shortly, thereafter the first World Urban Committee was formed with Higb E. Danielson, President of the Boston YMCA as Chairman. Roy F. Jarman General Secretary of the Manchester (U.K.) YMCA was appointed Vice Chairman. Other members of the Committee included: Fusae Saito, General Secretary, (Japan) YMCA; William A. Howes, President New York (USA) YMCA; Henry, Labatte, President. Toronto (Canada) YMCA; Prem E. Paul. New Delhi (India) YMCA; Joel Kinagwi (Kenya) YMCA; Julian Haranczk, General Secretary, Sao Paulo (Brazil) YMCA; and Helmut Nicklas. General Secretary, Munich (Germany) YMCA. The Staff Director was John C. O'Melia. International Division, National Board of YMCAs (USA) assisted by David Moore; representing Caselli, Secretary General of the World Alliance.

The new Committee agreed that the World Urban Conference Co-Chairmen were Fusae Saito of Tokyo and Prem Paul of New Delhi. Staff support was provided by a multi-lateral staff team consisting of David McLaughlin, Toronto; Agnes Pall, International Division - USA; Robert Masuda, Honolulu, and Tadashi Miyabe, Tokyo.

The World Urban Committee held additional meetings in Washington, Toronto, and Tokyo under the chairmanship of John Danielson. It gave special attention to the preparation of the Tokyo/Tozanso Urban Conference; organized an informal information network involving approximately 200 YMCAs around the world; determined the basic criteria for participation in the program; defined the responsibilities and guidelines for four task forces established to develop substantive input for the conference; and engaged the resource consultant services of Professor Maurice Kilbr Dean of the Graduate School of Design, Harvard University.

A grant of \$78,000 was provided by the U.S. Agency for International Development (AID) through the office of private cooperation headed by John Ulinski to support the activities of the Committee and resource assistance was provided by AID's Office of Urban Development.

The A.I.D. grant to the YMCA World Urban Committee was in recognition of the potential contribution of this voluntary organization. The grant was not for a prescribed program or one which had been dictated by A.I.D. The grant was to encourage and assist the World Urban Committee and the YMCA to "do their own thing" effectively and efficiently. There was risk involved in such an approach, as stated by William R. Miner. U.S. Agency for International Development officer at the Tokyo Conference but. "A.I.D. is willing to join the YMCA in taking that risk because risk is the essence of growth and development." Japanese, Canadian and US members of the committee raised an additional \$90,000 enabling Third World delegates to participate in the conference. Staff support for the work of the committee was contributed by the US International Division and the World Alliance.

CHAPTER 3

Tokyo and Tozanso.....

The First YMCA World Urban Conference began with an opening dinner and cultural evening at the Hotel Grand Palace in Tokyo on Sunday, November 4, 1979, and continued with the opening ceremony, keynote address and buffet luncheon at the Tokyo YMCA on Monday, November 5, 1979. Thereafter, the participants were taken by bus to Tozanso, the International Center of the National Council of YMCAs of Japan, which is located in Gotemba, seventy miles west of Tokyo. The main part of the Conference was held there and concluded on Friday afternoon, November 9. Participants were returned by bus to Tokyo for their departure flights, or left for the post-Conference tour to Kobe, Osaka, Kyoto, and Nara, Japan, November 9 - 12.

More than one hundred people attended, representing seventy-seven Urban YMCAs in thirty-five countries. Most were General Secretaries or Presidents of large urban YMCAs, while some represented national and regional YMCA confederations and the World Alliance. The Conference language was English and translation facilities were available for Japanese and Spanish languages.

The Conference format divided the work into plenary sessions and group discussions. The plenary sessions were used to introduce the subjects for discussion and to present summary reports on the results of the small discussion group meetings. To avoid redundancy the summary reports of the group discussions given at the plenary sessions have been incorporated in these Proceedings as part of the group discussion notes and do not appear separately.

The major subjects of the Toyko Conference included: 1) Youth Unemployment and the Role of the Urban YMCA, 2) Pairing and Sharing Between World Urban YMCAs; A Means of Increasing Mutual Understanding and Assistance, 3) Multinational Corporations and the YMCA Urban System; Opportunities for Cooperation, 4) Toward a YMCA Urban Policy. The heart of the Conference was the discussion groups. There were five groups consisting of about twenty members each. Each was assigned a permanent chairman, four reporters (one for each for each of the group's four sessions) and a staff assistant. The chairmen came from Bangkok, Lagos, Mexico City, Minneapolis and Yokohama.

Since the introductory plenary sessions were quite short, the group discussions occupied the largest block of the Conference time. The discussions were lively and all participated, without exception. They were candid and at times heated, but always in goodwill. Very divergent points of view were expressed, representing different and sometimes contrasting experiences with the same approach to similar problems, but under different circumstances.

The vast experience and knowledge available in the YMCAs on the topics under discussion soon became apparent. Much of this experience has not been published, or even shared within the YMCA movement. It was hoped that the World Urban Committee, through this Conference and subsequent efforts, could correct that situation.

They were a highlight of the Conference. The connecting theme was meditation through culture, nature and the arts as a means of relating the human condition to spiritual values and eternal verities.

"Abba Father, Set us Free" became the song, the acclamation of the Conference, and was used each day.

The Tokyo Conference resulted in an understanding for the future that was arrived at by total consensus under the able chairmanship of John Danielson. The following "Understanding" was distributed to the Conference members and read by the Chairman. Statements from the floor, in support, or otherwise, were solicited. About fifteen delegates, representing rich and poor countries throughout the world spoke in response. Without exception, they favored the "Understanding", although some with minor qualifications. Seeing that the sense of the meeting was in favor, the Chairman asked for and received acceptance by acclamation.

Understanding for the Future

- 1) There is strong support for a World Urban Emphasis.
There should be a strong and well thought-out program emphasizing how city YMCAs can best understand and program for urban concerns in their areas. This includes operational matters, advocacy approaches, resources available and other issues identified by City Executives.
- 2) A Program of World Urban Emphasis needs to consult, cooperate, and work with the World Alliance.
The exact method of work needs to be discussed and agreed upon between representative City Executives and the World Alliance
- 3) Staff support for a World Urban Program is important and necessary.
The staff support systems used during the past two years, including the Tokyo Conference, should be utilized in the future.
- 4) Funds will have to be raised and/or allocated for World Urban Program Development
Funds will have to be raised from both public and private sources in order that a World Urban Program can be continued. In addition, local YMCAs that are able to will contribute.
- 5) A World Urban Committee and Program should be continued
A World Urban Committee should continue with 3 to 4 new members from developing countries being added.
The World Urban Committee will be responsible for cooperating with the World Alliance in the method of work.

The Committee would have the responsibility for determining if a second World Urban Conference is held and then overseeing its work.

Chapter 4

Implementing Tokyo...

The World Urban Committee, in following up the Tokyo Conference, held a meeting in Honolulu under the chairmanship of John Danielson at which time the Committee considered a report on the evaluation of the Conference, feedback on activities since Tokyo, and the future of the World Urban Program.

Several Committee meetings had been held since the 1979 Tokyo Conference to evaluate the conference and approve the Conference Report. These meetings were held at Harvard University in March and May, 1980. In addition a special meeting with Hector Caselli, Secretary General of the World Alliance, was held at the New York University Club also in May, 1980. Finally, a meeting was held in Washington, D.C. with the U. S. Agency for International Development (AID) to report on the grant and review evaluation and financial reports.

In this connection, it should be pointed out the World Urban Program has undergone various forms of evaluation aimed at determining program relevance, financial viability, need to continue as an ongoing program, etc. This is very unique among private, voluntary organizations and has enabled the World Urban Program to not become "just another organizational bureaucracy."

An information network was established after the Honolulu meeting which disseminated practical information to the 200 urban YMCAs through a newsletter. It has helped these YMCAs engage in planning and policy determination with regard to specific programs and projects.

Still another project resulting from the Tokyo conference was in the field of training. It was focused on outreach programs in the inner cities of urban YMCAs. The World Urban Committee had discovered that lack of preparation, either by education or experience, among the urban executives and younger professionals to undertake many kinds of social outreach programs was a major obstacle. Consequently the Committee decided that the first step in its schedule of action must be to prepare leaders for urban outreach on a world-wide basis. In this connection, the Committee began to develop plans for an "Urban Outreach leadership Program" involving urban middle-level professionals from different countries.

Chapter 5

The Wingspread Consultation ...

A second World Urban Consultation, designed similar to the one held in Rio de Janeiro in 1977, was planned to follow the 1981 YMCA World Council Meeting in Estes Park, Colorado (USA). The Consultation took place at the Wingspread Conference Center, Racine, Wisconsin (USA) from July 27 - 29, 1981. Wingspread is part of the Johnson Foundation which has an international reputation in hosting significant workshops and conferences.

The Consultation was attended by Chief Executive Officers of 35 Urban YMCAs from 24 nations, together with staff of the YMCA of the USA, and the World Alliance of YMCAs. The format consisted of six plenary sessions, discussion groups, question and answer sessions, and work groups. John Danielson presided as Chairman of the Consultation.

The major focus of the Opening Plenary was a keynote address by Solon B. Cousins, Executive Director of the YMCA of the USA, on "The Role of Urban YMCAs in the World of the 80's" in which he summarized the changing role of a World Urban executive. It should be noted that Sol B. Cousins, always a strong advocate for the cities, was to provide considerable personal and organizational support to the World Urban Program in the years to come.

An additional resource throughout the Consultation was Professor Ivan Szeleyni of the University of Wisconsin. In his speech Dr. Szeleyni focused on the human consequences of urbanization from an international perspective including the trends confronting major cities, particularly those in the developing nations.

The single impact project initiated in the Honolulu meeting concerning an intensive educational experience in urban outreach to key professional staff persons from World Urban YMCAs was presented in detail. An informal vote taken at the end of the session showed that the participants supported the concept as proposed, and the World Urban Committee was instructed to complete the proposal and seek funding. This was a milestone decision for the World Urban Program and helped set the future direction of the Program in the field of training for years to come.

The Consultation divided into four work groups which focused on important concerns of World Urban YMCAs, namely: 1) Operational Issues and International Marketing, 2) Problems for Unemployed Youth and Disadvantaged Minorities, 3) Migration and New Urban Populations, and 4) Emerging New Urban Issues.

A highlight of the Wingspread Consultation was a plenary session devoted to addresses on "Corporate Involvement in World Affairs" by Raymond F. Farley, President and Chief Operating Officer of S. C. Johnson & Son, Inc., Racine, Wisconsin, and Donald Taylor, President and Chief Executive Officer, Rexnord, Inc., Milwaukee, Wisconsin. The presentations were notable for the candid sharing by two major corporation presidents on their views of the world and the responsibility of corporations.

In the discussion that followed, it was agreed that the YMCA and major corporations can do much to help each other. The YMCA can help to check the spread of the stereotype that all corporations are evil and exploitative. The corporations can contribute money to the work of the YMCA and co-sponsor projects in employment utilizing graduates of YMCA job training programs. A focus could be on cooperation between two multi-national institutions (the corporation and the YMCA) to address jointly a mutual social problem such as youth unemployment.

Professor Maurice Kilbridge of Harvard University stated that the World Urban Committee had reached a critical stage in its development in which a tangible commitment was needed to its future. He said that, as a group, it was necessary to consider what collective commitments were appropriate such as individual membership dues. In order to obtain financial support for the budget and to provide a tangible way in which members can show their commitment to the work of the World Urban Program, the Wingspread Consultation agreed to encouraging world Urban YMCAs to make a voluntary contribution on an annual basis.

The Wingspread Consultation was also noteworthy in that it represented a changing in the leadership of the World Urban Committee. John Danielson turned over a symbolic gavel to the new Chairman, Henry Labatte, President of the Toronto YMCA. The entire group expressed warm appreciation to John Danielson for his dynamic leadership.

Chapter 6

Strengthening Urban YMCAs...

The Young Men's Christian Association involves ninety countries, 12,000 centers, and over 25 million members. Within this context, the World Urban Program began to play an important self-help role involving a coalition of 200 urban YMCAs throughout the world serving populations of 400 million people. From its inception, the World Urban Program assisted local urban YMCAs and their constituents, in both developing and developed nations, in strengthening their capability in dealing with the human consequences of urbanization.

Following the Wingspread Consultation in 1981, the mission of the World Urban Program became more focused and explicit. The program followed-up the results of the First World Urban Conference held in Tokyo by concentrating on activities that had observable benefit to local urban YMCAs. The specific objectives were:

- 1) To interest, assist and educate more urban YMCAs to involve themselves in responding to human consequences of urbanization;
- 2) To assist urban YMCAs in sharing resources to launch programs that respond to human care needs in cities throughout the world;
- 3) To provide an ongoing support base for urban YMCAs so that they share and exchange the information, services and resources needed to expand their institutional capability in urban outreach;
- 4) To provide an ongoing coalition of urban YMCAs within the framework of the World Alliance to continue these efforts.

To achieve these objectives, the World Urban Committee carried out the activities developed as closely as possible with the World Alliance, headquartered in Geneva, Switzerland, in cooperation with the National Board of YMCAs (USA) International Division, and in consultation with the Graduate School of Design, Harvard University. Task Forces drawn from urban YMCAs throughout the world developed specific programs and services as well as guidelines and experiences.

The detailed program included:

- 1) Task Forces - on program development and operational issues.
- 2) Single Impact Activity - on training YMCA executives in urban outreach programs.
- 3) Information Network - on relevant and useful data for managing urban YMCAs.
- 4) Urban Planning and Policy Events - including two types of events:
 - A World Urban Consultation (similar to Wingspread)
 - A World Urban Conference (similar to Tokyo)

Both the Consultation and the Conference were to focus on:

- Trends and tendencies in urban youth problems in relation to outreach programs e.g. unemployment;
- Planning issues; - Policy actions;
- Operational issues;
- Information sharing;
- Reports of pilot project experience;
- Implementation of follow-on activities to assure replication of practical experience.

The beneficiaries of the World Urban Program were both people, at the grassroots level, as well as institutions, in specific, the YMCA.

In this regard, the following outcomes were to result from the activities of the World Urban Program:

- 1) Transform the organization of urban YMCAs through putting in place a world-wide urban outreach program;
- 2) More experienced people capable of working on critical urban issues;
- 3) Better understanding of world conditions in relationship to impending growth of large cities in the developing world

From an institutional point-of-view, the World Urban Program addressed a number of critical issues. It helped to strengthen YMCA institutional capacity and capability throughout the world. The YMCA, as an urban institution, needs to increase its organizational capacity and strengthen its management capability in order to more effectively cope with the human dimensions of urbanization at the local level in urban cities.

The development of self-reliance and in particular self-support from a financial point of view, is a key element in the immediate future. At one time, urban YMCA programs were sustained largely by individual philanthropic donations. Now they are heavily financed, in general, through participant fees, government contracts, and grants from donor agencies (e.g. Third World countries) and lesser through cities throughout the world, it does reflect the changes the world has experienced as it has become more technical, more resource oriented and less financially stable.

Local urban YMCAs, as self-reliant grassroots organizations concerned with the urban poor, are seeking to devise ways for more effectively engaging in social-development projects generated by local initiatives. Consequently, they created the YMCA World Urban Program as a self-help vehicle to not only provide the opportunity for greater international cooperation focusing with reasonable effectiveness on the problems of urban poverty but also to be the positive means for really influencing and leveraging other sources of financing, private (i.e. corporate philanthropy) as well as government help and to strengthen its organizational capacity and capability to manage community development activities in world urban cities.

Chapter 7

YMCA Urban Outreach.....

In July 1981, under the leadership of a new Chairman, namely Henry Labatte, President of the Toronto YMCA, the YMCA World Urban Committee consisted of: Prem Paul, New Delhi; Joel Kinagwi, Nairobi; Julian Haranczyk, Sao Paulo; and John Kessler, Minneapolis. Consultants included Hector Caselli, Secretary General of the World Alliance and John Danielson, who transferred from being President of the Boston YMCA to become Deputy Executive Director, YMCA of the USA. The Staff Coordinator was John O'Melia, International Division, YMCA of the USA supported by Agnes Pall, International Division, and David McLaughlin, Toronto YMCA.

Work began in earnest on planning the World Urban Outreach Leadership Program initiated by the action of the Wingspread Consultation. The planners took note of the statement on urban outreach agreed by the members of the First YMCA World Urban Conference state the CONCEPT that urban YMCAs should:

- PROVIDE services that enable individuals who live in cities to develop spiritually, intellectually and physically and
- INITIATE and COOPERATE with community groups and organizations in developing programs to improve the urban environment and the quality of life in cities.

A severe winter did not prevent members of the World Urban Committee from holding their first meeting in January 1982 in Toronto. Julius Jones, President of the Pittsburgh YMCA became a member of the Committee. A further change in personnel stemmed from the appointment of Agnes Pall as Staff Co-ordinator to the World Urban Committee, a role formerly filled by John O'Melia. Agnes Pall had two assistants, namely David McLaughlin and also Richard Bailey who was already a member of the Canadian Urban Group.

The urban YMCAs of the world, representing the largest and most troubled cities continuously face the human dimensions of urbanization. As a result, new programs of social service to urban youth not affiliated with "conventional" YMCA activities were developed by urban YMCAs and were examples of "reaching out" into the local neighborhoods.

To help further prepare urban executives and younger professionals with the educational background required to design and implement the variety of special outreach programs needed, the World Urban Committee sponsored an "Urban Outreach Leadership Pilot Program", from September, running three months until December, 1982. The first two months were spent in Boston, Massachusetts and the third month in Pittsburgh, Pennsylvania and Toronto, Canada.

Seventeen middle-level executives participated. The criteria for selection of applicants were stiff. The purpose was to find program-level executives with the greatest probability of making an outreach contribution in a large city. Sufficient experience in the YMCA to understand its philosophy and administration and a record of successful project management were required. Applicants were considered by their chief executive and their board as persons of promise who planned to make the YMCA their professional career.

Each applicant was required to submit a convincing and thorough outreach project proposal under serious consideration by his or her YMCA. This proposal was to provide a theme of continuity and a focusing interest for that participant's activities during both the academic and field work. It was assumed the participant intended to launch this program upon his or her return and that his chief executive would foster the effort.

All seventeen participants selected participated and completed the program with honors. There were fifteen men and two women in the group, their average age being about 34. The following countries were represented: Bangladesh, Canada, Greece, India, Japan, Kenya, Korea, Malaysia, Pakistan, Paraguay, Philippines, Sri Lanka, Taiwan, Thailand, and the United States.

The first part of the program conducted in Boston, consisted essentially of academic work supplemented by field assignments. The participants met in a conference setting around three academic tracks; The Urbanization Process, Youth Sociology, and Project Management. In addition, each participant was assigned to volunteer work in a Boston area social service organization. Participants selected project assignments congruent with the nature of their original project proposals.

After eight weeks in Boston the participants left for two weeks of field work in Pittsburgh, a city chosen for its wide variety of outreach programs. Here they worked in pairs on two outreach projects each for one week. The last ten days were spent in Toronto where they visited unusual outreach programs not found in most American cities. Before departing Toronto each participant was required to prepare a thorough evaluation of the program. In general these evaluations were positive.

On July 16, 1982, Henry Labatte, Chairman of the World Urban Committee was asked to make a presentation to the World Alliance Commission on "Function and Structure" regarding the place of the World Urban Committee in the World YMCA system. The major suggestions contained in his presentation were as follows:

- 1) "The most important theme is the building and strengthening of an urban network, which is sharing, collaborative and supportive".
- 2) "This program should be incorporated into the global program of Young Men's Christian Associations."
- 3) "It should be the mission of city YMCAs to provide programs that express religious, social, and economic concern for the individuals that live in the major cities served by those YMCAs."
- 4) "The Social Mission for the YMCAs in the urban cities is obvious: the question is, will the structure of the YMCA support or impede that mission?"

Chapter 8

World Alliance Relationships

At the YMCA World Urban Committee meeting held in Geneva in July, 1982, plans were formulated and the venue was set for the Second World Urban Conference. The venue of World Urban II, to be held in October 1983, was changed from Munich to Toronto. The change was due to financial reasons especially difficulties in obtaining adequate funding from outside sources. Because of this change the Committee received, with regret, the resignation of Helmut Nicklas as Conference Chairman; they then proceeded to designate Henry Labatte (Toronto) and Julius Jones (Pittsburgh) to be the new Co- Chairman of World Urban II.

Since the beginning of the World Urban Program the World Alliance was involved and had supported its objectives and plans. The relationships between the World Alliance and the World Urban Committee were positive and constructive allowing for cooperative efforts and the development of mutually satisfactory working agreements.

"The World Alliance", according to its Secretary General, Hector Caselli, "looked upon the World Urban Program as a technical development involving the executives of Urban YMCAs. It is basically a cooperative effort at the staff level which tends to enable a better understanding of common concerns, challenges and opportunities which are part of the reality of the urban environment and to respond with appropriate programs and services."

Nevertheless the World Urban Program, from its inception had been under suspicion and considered a threat in a few places within the world YMCA Movement. One such place was the Asia Alliance of YMCAs under the direction of Soo Min Lee as General Secretary. The Asia Alliance adopted in February, 1983 a policy statement which was critical of the World Urban Program and called for the World Alliance to re-examine the role of the World Urban Program. The resolution was acted upon without any prior consultation with the leadership of the World Urban Committee.

Following the policy statement adopted by the Asia Alliance at its February, 1983 meeting in Hong Kong, the World Urban Committee unanimously reaffirmed the continuing need to deal, on a world-wide basis, with the problems of urbanization within the YMCA. Such problems had never been considered before nor were they now being addressed within the World Alliance or its Area Structures, such as the Asia Alliance. Furthermore, the World Urban Committee re-validated its desire to consult, cooperate and work with the World Alliance as it developed its program of world urban emphasis. Thus, began a lengthy process of discussion with the World Alliance over the next several years, on how to strengthen relationships and improve communications.

Concurrently, plans developed for World Urban II, the second major conference in the history of the World Urban Program. Several Task Forces began to work in preparation for the Conference to be held in Toronto in 1983. The Task Forces included:

- Youth Unemployment - Roy Jarmen, Chairman
- Multinational Corporations - John Kessler, Chairman
- Populations on the Move - Julius Jones, Chairman
- Emerging Urban Issues - Helmut Nicklas, Chairman

Chapter 9

Reaching Out To Serve ...

"Reaching Out To Serve" is a challenging theme for a conference in an age when more hands are reaching out to receive rather than to give something to other people. Nevertheless when World Urban Program participants gathered in the autumn at the Canadian National YMCA Leadership Training Center in Geneva Park, Ontario - some 95 miles north of Toronto - their over-riding concern was how to make a reality of that very theme. The sub-title "Reaching Out To Serve", to the theme "Human Consequences of Urbanization", vividly indicated the key expectation for this second gathering of World Urban YMCA executives, namely that they should endeavor to "open up" and share. "A YMCA world-wide network". Although undoubtedly such executives had long been engaged in service to their local communities, the process of communication and exchange of views about the theme "Reaching Out To Serve" certainly deepened, widened and strengthened the commitment of all YMCA workers to the achievement of that mission to which every YMCA around the world is dedicated.

The Conference opened with a banquet presided over by Henry Labatte, Chairman of the World Urban Committee and Co-Chairman of the Conference. The keynote speaker was Senator Jacques Hebert, a prominent Canadian advocate for youth. He emphasized that urban YMCAs have an important role to play in the development of young people and suggested that all voluntary organizations would do well to follow the advice of the French writer Saint-Exupéry: "If you want men to learn to love one another have then build a tower together."

On Monday, October 17, 1983, the Conference began with a meditation. John Danielson gave a memorial to Agnes Pall who passed away August 12, 1983. Calling her a "world citizen", Mr. Danielson praised her contributions to the World Urban Program.

Fusae Saito, General Secretary of Tokyo YMCA, reminded the participants that 1, the World Urban Newsletter was established to provide "relevant and useful data to enable the Boards and Corporate staff of urban YMCAs to engage in the planning and determination of policies with regard to specific programs and projects." The Tokyo YMCA undertook the preparation and distribution of the newsletter with Tadashi Miyabe as Secretariat of the Information Network.

The first plenary session focused on "Youth Unemployment" and was addressed by Dr. Romeo Maione, Director General of the Non-Governmental Division of the Canadian International Development Agency and followed by a general discussion. After a short break, participants attended one of three concurrent sessions on specific YMCA programs for unemployed youth. The overall session was designed by a Task Force chaired by Roy Jarman, General Secretary of the Manchester (U.K.) YMCA which worked for two years prior to the Toronto Conference. A similar format was used by the others.

The second major theme of the conference, "The YMCA and New Urban Populations" was addressed by Miss Frances Breed, Vice President of the Audubon Society. Miss Breed's presentation was followed by three case studies from Latin America, Africa and Asia. Julius Jones, President of the Pittsburgh YMCA, was chairman of a Task Force which prepared for this subject and, as did Mr. Jarman, chaired the Plenary Session.

John Kessler, President of the Minneapolis YMCA presided at the plenary session on the third major theme, namely: "YMCA and Multinational Corporations." The principal speaker was Dr. Samuel K. B. Asante, Director at the United Nations Center on Transnational Corporations. In addition Mr. Kessler later presented a proposal that involved the close cooperation of the World Urban Committee, The African Alliance and the National YMCA of Kenya in a pilot program to look for ways to solicit the financial support of multinationals for YMCA development programs in Kenya. The proposal was later endorsed by the Conference.

Other features of World Urban II included a discussion of "Emerging Social ~ Issues in City" chaired by Helmut Nicklas, General Secretary of the Munich YMCA: "Pairing and Sharing" report by Robert Vokey, Canadian National Council; and a message from Hector Caselli, Secretary General of the World Alliance.

One of the most important sessions of World Urban II was a plenary session which adopted recommendations on future planning of the World Urban Committee. The "World Urban Program", as a result of these recommendations, became known as the "YMCA World Urban Network." Other new developments included:

1. STRUCTURE

WORLD URBAN NETWORK 200 Cities	Meets Every 4 years LONDON, 1987
WORKD URBAN NETWORK COMMITTEE 20 – 25 Members	Meets Every 2 years DENMARK, 1985
STEERING COMMITTEE 8 Members + 2 Ex Officio	Meets One or Two Times a Year GENEVA, 1984

2. ACTIVITY

STEERING COMMITTEE Geneva, February, 1984	<ul style="list-style-type: none"> - Planning - Structure - Meet with World Alliance
CONSULTATION COMMITTEE MEETING Denmark 1985	<ul style="list-style-type: none"> - Management "How To" - Planned by Japan-England-USA
CONFERENCE OF CITIES London, 1987	<ul style="list-style-type: none"> - Clues from Denmark - Chairman from London Staff
OUTREACH	<ul style="list-style-type: none"> - Important - Need to Continue

Chapter 10

The "Geneva Summit"...

For the next several years the new World Urban Steering Committee worked hard at strengthening its own program while consulting with the World Alliance regarding its relationship to that body. The resolution adopted by the Asia Alliance in 1983 became the basis of an editorial in the Asia Alliance's periodical "Asia Today" (March, 1983) which the World Urban Steering Committee and many others felt was abrasive and beyond the Alliance's original indictment.

The issue was further discussed by the World Urban Steering Committee at a meeting in Munich in February, 1984. This meeting, under the chairmanship of Henry Labatte, was used by the World Urban Steering Committee to prepare for a review of its organization by a Task Force appointed by the World " Alliance under the Chairmanship of Gunther Wolf of Germany. The Committee, based its position on the concept that the World Urban Network, as a self- help group of professionals, was part of the historical development of the World YMCA Movement. In so being, it met the needs of local YMCA Movement. The position also stated that the common working agreements between the World Alliance and the World Urban Network should be maintained and further developed.

The World Alliance Task Force studying the World Urban Network met in Geneva in February, 1984. The entire World Urban Committee met with the Task Force with its position statement being made by Colin Mawby, General Secretary of the London Central Association. A Statement of Understanding on the principles of relationship, coordination and cooperation between the World Alliance and the World Urban Network was eventually developed and has been accepted by both sides.

Chapter 11

" The World Urban "Network"...

With regard to strengthening the program of the World Urban Network a special meeting was held in Tokyo in November, 1984 to initiate the planning of the Scanticon (Denmark) Consultation to be held in July, 1985. In addition, the World Urban Network Steering Committee also met in Tokyo and received a report on plans for World Urban III -- the third in a series of major world-wide conferences sponsored by the Committee. The Conference will be held in May, 1987 in London, England. A pre-conference event is being planned in Munich, Germany preceding the London Conference. This event would be a seminar which will be geared to increasing the capacity of chief executive officers who are involved with development projects.

The new YMCA World Urban Network Committee established at the Toronto World Urban II Conference, consisting of 20 - 25 members, included the following membership in 1984:

<u>Africa</u>	Raphael Kandeo, Kitwe Francis Asiema, Nairobi
<u>Asia</u>	Nat Narendranath, Bangalore Michihiko Kobayashi, Tokyo Kyoji Yoshimura, Yokohama
Europe	Helmut Nicklas, Munich Roy Jarman, Manchester Colin Mawby, London
<u>Latin America</u>	Julian Haranczyk, Sao Paulo Gladys de Rojas, Bogota Manuel Sayan, Lima Daniel Galindo, Mexico City
<u>Caribbean</u>	Sandra Pyke, Port-of-Spain
<u>North America</u>	Henry Labatte, Toronto Julius Jones, Pittsburgh Rich Bailey, Edmonton Bev Laws, Houston Marvin Reinke, Rochester William Markell, New York
<u>Middle East</u>	Ghassan Sayyah, Beirut

Chapter 12

"The Changing Of The Guard" ...

The second "changing of the guard" occurred in early 1985 when Henry Labatte stepped down as Chairman of the World Urban Network Committee and Colin Mawby, General Secretary of London Central became the new Chairman. Members of the Steering Committee thanked Mr. Labatte for his leadership and tremendous support in enabling the 'Network' to grow and become the success that it is.

Prior to planning a second YMCA Outreach Training Project it was agreed by the World Urban Steering Committee to conduct a full evaluation of the first project. Sol Kasimir, President of the Montreal YMCA was appointed chairman of a Evaluation Task Force. He was asked to report the findings of the Task Force at the Scanticon Consultation to be held in Denmark in 1985.

John O'Melia was requested to prepare a paper on the creation of a more formal World Urban Network organization. The paper entitled "Principles of Operation for the YMCA World Urban Network" was reviewed by officers of the 'Network' at Nyborg, Denmark during the 1985 YMCA World Council meeting.

The paper contained the basic operating principles for governing the organization on a more formal basis. Included was the provision to elect a Staff Director of the 'Network' who would have general and active management of YMCA World Urban Network business. The paper was to be presented to the Committee at its meeting during the Scanticon Consultation.

Chapter 13

The Scanticon Consultation ...

The Scanticon Consultation was named for the Conference Center by that name located in Aarhus, Denmark and took place in August, 1985. One hundred and ten participants attended the Consultation from 37 countries. The chairman of the Consultation was Julius Jones, President of the Pittsburgh YMCA.

Participants examined five key management subjects; Fund Raising (Financial Development), Financial Management, Management Information Systems,

Volunteer Development, and Human Resources. Each of the above presentations were chaired respectively by: William Markell (New York, USA), Richard Collato (San Diego, USA), Michihiko Kobayashi (Tokyo, Japan), John Casey (Chicago, USA), and Helmut Nicklas (Munich, Germany).

Speakers included YMCA executives and special guests. Steve Copeland, Director of International Personnel, McDonald's Corporation, examined employee recruitment and management practices that build quality into staff performance. The General Secretary of the National Council of the YMCAs of England, John Naylor, spoke in plenary session of the value of volunteers, their importance to YMCAs of all sizes, and ways to promote their participation across the spectrum of YMCA activities. Looking to the "Information Revolution" and the growing use of computers in management, Takeshi Mogi, Vice President, Johnson & Johnson, Japan, examined the benefits of computers to YMCA executives in forecasting and evaluating program needs, financial resources and other critical areas. David Dean (Milwaukee, USA) discussed the intricacies of fund raising and Francis Asiema (Nairobi, Kenya), Takeo Kotani (Kobe, Japan) and Taiichi Takaya (Kyoto, Japan) presented case studies on fund raising at their YMCAs.

The keynote presentation was made by Mr. James Love, immediate past President of the World Alliance of YMCAs. Mr. Love commended the urban executives for the good they and their YMCAs have done, and encouraged them to continue addressing the pressing social issues that confront YMCAs in urban settings: to feed the hungry, to shelter the homeless, to share as we have been charged by Christ so that the YMCA's soul is commensurate with the largeness of the budget and the size of the YMCA buildings.

On Wednesday, August 7, the YMCA World Urban Network Committee met under the chairmanship of Colin Mawby, Chairman of the 'Network'. The agenda included a report on the Evaluation of the World Urban Outreach Training Program Conducted in 1979, review and approval of the Principles of Operation, and a report on World Urban III.

The Principles of Operation for the first time set forth in printed form the goals, purpose and structure of the World Urban Network. They provided a firm basis of reference for all who have dealings with the Network: members, other YMCA organizations, and donor agencies.

The next World Urban Network Conference is planned for London, May 4 - 8, 1987. It will be immediately preceded by a World Urban Network Outreach training program to be conducted in Germany under the leadership of Helmut Nicklas of the Munich YMCA.

Chapter 14

In Conclusion ...

Thus, completes a brief history of a very unique program. Rarely has such a program been developed by any private, voluntary organization, especially one of an international nature, like the YMCA.

The potential of the YMCA World Urban Network, after 9 years' experience, is enormous. It continues to remain the only viable channel within the YMCA for the common concerns of world urban YMCAs to be explored. It is about the only organization on a world-wide basis in or outside of the YMCA that focuses on the problems of the cities of both developing and developed countries. It is a self-financed program that carries on its activities at little or no expense to the World Organization of the YMCA. It is one of the few organizations that consistently evaluate its own effectiveness to determine future directions.

In short, the World Urban Network has become a worthwhile, useful organization for increasing the program and management effectiveness of 200 urban YMCAs throughout the world serving 400 million people. It is expected that it will continue to be of practical and immediate importance to local Urban YMCAs in the years to come.

John C. O'Melia, Jr.
Chicago, Illinois
October, 1986

Chapter 15

Sequel. . . .

Several important meetings were held in 1986 and 1987 by the World Urban Network. These included:

- 1) Meeting of the World Urban Network Executive Committee held in Sao Paulo, Brazil at the Hotel Maksoud Plaza, January 26 - 28, 1986.
- 2) A second meeting of the World Urban Network Executive Committee which took place in London, England at the London Central YMCA, November 2 - 4, 1986.

Both of these events focused on the development of the World Urban III Conference to be held at the Cavendish Conference Center in London, England, May 3 - 7, 1987.