

# **YMCA WORLD URBAN NETWORK**

## **History Update 2001 – 2004**

### **Introduction**

The current executive of the YMCA World Urban Network (WUN), Richard Bailey requested that an update of the World Urban Network be completed by a few retired YMCA executives. He felt it would be important to maintain a continuous record of WUN activity from the first meeting in 1979 to the present.

The original WUN history from 1979 to 1985 was written by John O'Melia, and the subsequent history from 1986 to 2000 was written by John Danielson. The work of the WUN has been and still is a unique, important element within YMCA history. Its focus has been on the cities and the increasing problems of urbanization. John Danielson was recruited to coordinate the current update with help from Jim Lamb and Peter Post.

The commission from Bailey was to update the history following the same format as previously utilized. He asked that the paper be brief and cover the leadership and activity from 2001 through 2004.

The YMCA of the USA provided support staff to prepare the paper in a readable understandable format. Thanks to Jerry Prado-Shaw and Guathar Chan for their help in this phase. It should also be noted that when referring to the YMCA World Urban Network, the phrases WUN and Network will be used interchangeably with YMCA World Urban Network.

### **The beginning of 2001**

In early 2001, Rich Bailey became WUN's new chair, and Peter Post as staff executive. The Steering Committee was recorded in the former history paper completed in December 2000 and began its term in January, 2000.

### **Peter Post's Evaluation**

In an interview with Staff Executive Post, as well as information from his final report, the following observations were made about WUN during his tenure:

- Membership was declining when Post took over; primarily from decreased participation by the U.S. and Canadian YMCAs. One of his major challenges was to get more U.S. and Canadian urban cities involved in Network activity.
- Training was an important activity to work on. There was a real need for this kind of activity among large urban YMCAs.
- The World Trade Center bombing in September of 2001 changed the tone of how the WUN conducted business in the world. People seemed much more reluctant to travel.

Post's written comments were:

“On September 11, 2001, I was on my way to the airport when 9/11 took place. Ghassan Sayah and I immediately cancelled the program. The program was rescheduled for Ireland in February of 2002 at a hotel. It was difficult to find a venue that people felt comfortable traveling to, and we lost about seven participants, mostly from the U.S. We had about 42 participants including six steering committee members who stayed for all or part of the program. IMTI training staff and Janet Emmett of YMCA Canada did a wonderful job in human resources training. The Dublin Ireland YMCA with two months notice did a wonderful job hosting the event. I owe a lot to the late David Barry and the Mary Kearney for their wonderful support.”

Post also felt that large associations should act as hosts to major training events and conferences. They could provide the staff and resources needed to conduct events.

His final evaluative comments were:

“I must thank Rich Bailey who served as chairperson for two years, Rod Cullum for an interim 6 months, and Marisia Donatelli for the last year of my term. They were all excellent leaders and wonderful people to work with. The Steering Committee and Michelle Gibbons were of great support to me at the Prague Conference. Thank you.”

Post felt that membership is on its way back.

2001 ~ 112 paid members

2002 ~ 108 paid members

2003 ~ 79 paid members

2004 ~ 98 including four held in Sao Paulo

### **Office Location**

Prior to Post becoming the WUN Executive, the WUN office was located in the Cambridge YMCA, England. Jim Lamb was the executive and the YMCA was near his home. When Post took over as executive, the office was moved to Beaufort YMCA, South Carolina, USA, since that was the YMCA location nearest him. Post had an office in the YMCA and they provided staff assistance to the executive. The Beaufort YMCA was reimbursed for its participation and office space.

In September 2004, the WUN office was moved to the office of the Greater Toronto YMCA, Canada, which is in close proximity to new executive Bailey's home. The Greater Toronto YMCA has been a seasoned participant in WUN activity. It was also a major urban YMCA and its Chief Executive, Scott Haldane, was a strong supporter of the World Urban Network. The Greater Toronto YMCA has also agreed to make a significant contribution to the Network by covering the cost of office space, meeting rooms, WUN executive assistant, accounting and other staff consultation. Many felt that the future WUN office should be located in a WUN participating City.

## **Staff Leadership**

The WUN had decided years ago to retain a Chief Executive staff. The position was to be part time and there was a small remuneration for staff activity. Over the years, the position title has been changed and the current title is *Coordinator/Director*. The WUN would also utilize staff of local urban YMCAs to hold training and conference programs.

From the period 2000 through 2004 there were two Coordinator/Directors.

- Peter Post: January, 2001 – September 2004

Peter Post followed Jim Lamb as WUN Coordinator. The previous history paper outlined Lamb's tenure and activity. Post had been active in WUN both as President of the Greater Boston YMCA and Associate Executive of the YMCA of the USA.

- Richard Bailey: September, 2004 to present

Richard Bailey assumed the position as WUN Coordinator/Director on September 1, 2004. Bailey had been CEO of YMCA Canada, President of the Greater Toronto YMCA and an active WUN participant. He was also the immediate past chair of the WUN and had provided much Toronto YMCA staff support to the Network.

- Consultants

The WUN has always utilized consultants to help achieve its goals, develop programs, and activities. Consultants serve at the request of the WUN and bear their own expenses and participation. During the period 2001 to 2004, the following persons have served as consultants, some only for a short period of time:

Tom Craine, YMCA of the USA, Director of the North America Urban Group

Gerald Clarke, YMCA of the USA, Former Chief Administrative Officer

Jerry Prado Shaw, YMCA of the USA, International Group Director

Oscar Escalada, YMCA of Mexico, National General Secretary

Sam Evans, YMCA of the USA, Movement Advancement Director

Nick Nightingale, Past Secretary General of World Alliance of YMCAs

Dr. Bart Shaha, Secretary General of World Alliance of YMCAs

It should be noted that the WUN felt there should always be a close relationship with the World Alliance of YMCAs, and that the World Alliance Secretary General should be invited to all meetings as both consultant and resource person.

- Chairperson

The World Urban Network has always had a chairperson. The chairperson has continued to coordinate the Steering Committee activity and was responsible for overseeing the work of the staff executive. The Network designated a nominating committee with the charge to develop a slate of WUN officers for presentation to the membership at an official conference.

The chairpersons during this period are:

- Richard Bailey, 2000 – 2002

Rich Bailey became chair of the Network on March 17, 2000. Bailey had been a long time supporter and participant in Network activity.

- Rodney Cullum, 2003

Rodney Cullum followed Rich Bailey as WUN Chair. He was CEO of the London Central YMCA and had been along time participant in WUN programs. Cullum retired from YMCA work in mid-2003 and resigned as chairperson even though he continued to participate in some activities.

- Marisia Donatelli, 2003 – present

Marisia Donatelli followed Cullum as chair of the WUN. She has been very active in Network programs and was a long time supporter. She is currently serving as CEO of the Sao Paulo YMCA, Brazil.

## **Programs and Activities**

2001: The WUN held no conferences or training events in 2001. Originally there was to be a training event in Beirut, Lebanon under the leadership of Ghassan Sayah. Due to the September 11, 2001 tragedy in New York City the program was cancelled, there was no other meeting planned that year. However, the Network Steering Committee held an official telephone conference call that year.

2002: The Fifth YMCA World Urban Network Outreach Training Program was held in Dublin, Ireland in February, 2002. This event replaced the cancelled 2001 Training Program which was originally planned for Beirut, Lebanon. There were 42 participants including six Steering Committee members. The event was chaired by Rich Bailey and the program was supported by Beirut, Lebanon YMCA staff. Post indicated that there were more future YMCA leaders than in any other training event. Great emphasis was placed on human resource training.

2002: The Seventh YMCA World Urban Network Consultation was held in Leon, Mexico from July 21 to July 25, 2002. This Consultation was chaired by Rich Bailey and arranged by Oscar Escalada, Secretary General of the YMCA of Mexico. The program included for the first time a Senior Leadership Group examining the Unsecured Retirement position world wide (colleagues retiring with inadequate resources.) The session raised awareness which culminated to be a major issue for consideration by the Network.

John Danielson, retired YMCA Executive led a discussion on the subject noting that the Secours Speciaux/Staff Development Fund was held at the World Alliance of YMCAs based in Geneva.

Cultivating 'Partnerships' between WUN members was, again, an important subject emphasized at this conference. The relevance of 'information technology' in advancing world communication was among other subjects discussed in depth.

2003: The Sixth YMCA World Urban Network Outreach Training Program was held in Sao Paulo, Brazil from May 18-25, 2003. This Training Event was chaired and arranged by Marisia Donatelli (CEO, Sao Paulo). The theme “Keeping the YMCA Contemporary in the 21<sup>st</sup> Century” included the follows:

- Understanding Our World, led by Victor Pinedo, consultant.
- Understanding Our Competition, presentations by Prof. Antonio J. de Brito Cosenza
- Understanding Our Purpose and Mission in Today’s Society
- Understanding Our Markets, a session led by Alonso Fiho

The key speaker and conference leader was Victor Pinedo, president of consulting firm “Corporate Transition.” Pinedo was also author of the book, “Tsunami.”

An evaluation by Jon Martin of the Cambridge YMCA, England stated that “It was a life enhancing experience both personally and through my work with the YMCA.”

2004: The YMCA World Urban Network Conference VII was held in Prague, Czech Republic, from May 15-18, 2004. Coordinator, Peter Post, could not attend due to illness and the conference was staffed by Rod Cullum, former executive of the London Central YMCA. Additionally, Chairperson, Marisia Donatelli, was unable to attend due to a family illness. Richard Bailey actively coordinated the conference activity. Victor Pinedo was guest lecturer referring heavily to his own research and his publication “Tsunami –Building Organizations that can survive Tidal Waves”.

Seven groups from the participants met in the seminar room to hear introductions to the following:

- Organic Transformation and Participative Management
- A New Company for a New Conscience
- Integrating to Improve Profitability and Permanence
- Renewal through Organizational Architecture
- The Renewal of any Organization
- Consolidating Renewal for Survivability
- Good Communication
- New Leaders for a New World and the Moral Organization.

Each subject was followed by intense group discussion leading to questions shared in the seminar.

A special group of ‘retired senior leaders’ met at the invitation of the Chair and Steering Committee under the chairmanship of Jim Lamb to explore in depth the following subjects:

- Unsecured Retirement
- The Christian base to a European Ecumenical Event attended by some 10,000 people on May 8, 2004 in Stuttgart, Germany
- Review of the Strategic Plan of the WUN in order to advise on future policy and to update the history of the WUN.

A report was produced, distributed to all participants and to the Steering Committee for appropriate action on recommendations made.

## **Governance and Administration**

During the period from 2000-2004 there were a few changes in WUN governance and administration practices, and the changes were:

1. Finances were a concern during this period. With some of the events and issues noted in previous comments the Network experienced budget shortfalls in years 2002, 2003 and 2004. At a meeting held in Dublin, Ireland in 2002 it was voted that the WUN Reserve Fund be kept at a minimum of \$110,000. The number should be adjusted for inflation every year in accordance with US CPI. In September 2004, approximately US\$113,500 was turned over to the new WUN office in Toronto.
2. The WUN Principles of Operation have always been an important document for the Network. In December 2004 the following was adopted:  
“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 as deemed necessary. Officers are elected by the Steering Committee from its membership. The Chairperson and officers may be re-elected. The Officers shall serve a two year term but may be re-elected. If an Officer stops being an active General Secretary/CEO, he or she will immediately cease being an Officer of the World Urban Network and the Steering Committee may appoint a replacement.”
3. During this period there was discussion related to the World Urban Network Mission. The following changes in the Mission Statement were first presented at the 2004 Prague Conference and later sent out in a WUN Newsletter.

### Mission (existing):

“The YMCA World Urban Network 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 urbanization by creating a learning community, within the context of the YMCA mission.”

### Mission (proposed):

“The YMCA World Urban Network 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 urbanization by creating a learning community, within the context of the YMCA mission.”

### Values (proposed):

The following values (maximum of five) will set the tone for WUN’s operations as an organization (alpha):

Competent	Current	Participatory
Respectful	Transparent	

4. For many years the WUN had its own website run by Marcus Schwemer of Germany, but it was little utilized. At the December WUN Steering Committee meeting, it was agreed that the WUN conclude its relationship with Marcus Schwemer and approve the establishment of message board/document storage, and internet arrangement with YMCA Canada.

World Urban Network Steering Committee, September 2004 till 2006

The 2004 – 2006 World Urban Network Committee which was in place at year end of 2004 is as follows:

Marisia Donatelli, Chair	YMCA of Sao Paulo, Brazil
Eu Eng Kong, Vice Chair	Metropolitan YMCA (Singapore)
Stanley Karkada, Vice Chair	Bombay, India YMCA
Ghassan Sayah, Vice Chair	YMCA OF Beirut, Lebanon
Terry Hill, Treasurer	Christchurch YMCA, New Zealand
Graham Hobbs	Manchester YMCA, England
Ian Green	Kingston YMCA, England
Scott Haldine	YMCA of Greater Toronto, Canada
Peter Kamei	YMCA of Liberia
Tetsuo Koyama	Kumamoto YMCA, Japan
Norris Lineweaver	YMCA of Greater Indianapolis, USA
Carlos Sanchez Marin	Mexico City YMCA, Mexico
Bill Stewart	Greater Vancouver YMCA, Canada
Reid Thebault	YMCA of Metropolitan Detroit, USA

Staff Person

Richard Bailey, Coordinator/Director	World Urban Network, Toronto, Canada
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World Alliance of YMCAs

Bart Shaha, Ex-officio	World Alliance of YMCAs
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Consultants

Tom Craine, Director of North America Urban Group, YMCA of the USA  
 Oscar Escalada, Secretary General, YMCA of Mexico  
 Sam Evans, Movement Advancement Director, YMCA of the USA  
 Jerry Prado Shaw, International Group Director, YMCA of the USA  
 Peter Post, Past Coordinator, YMCA World Urban Network

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## Current Coordinator look to the future

Richard Bailey assumed the position as WUN Coordinator/Director on September 1, 2004. In a report to the constituents, Bailey wrote the following:

“I was pleased and honored to be invited by the Steering Committee of the YMCA World Urban Network to be Coordinator for the next two years. The support expressed by the Chair, the Steering Committee, the final morning evaluation and many of you is encouraging. In addition the administrative and knowledge support offered by the YMCA of Greater Toronto is substantial.

“Our Chair, Marisia Donatelli, and past Coordinators, Henry Labatte, John Danielson, Jim Lamb and Peter Post, have set a high standard. I hope to live up to theirs and your expectations. I have e-mail communications with Post, and plan on visiting him in early August in order to complete an orderly transition on September 1<sup>st</sup>.

“The YMCA World Urban Network has a challenging set of tasks to accomplish in a short period of time, including:

1. Amending/confirming our Purpose, Vision and Values
2. Confirming a Strategic Plan
3. Confirming/amending and developing policies
4. Confirming a location for the 2006 Conference
5. Planning/promoting/conducting the Auckland Training Event
6. Establishing current and consistent communication vehicles
7. Securing and distributing the one page Association Summaries
8. Establishing confidence and trust in the new Coordinator's office

“I hope we will be able to complete some of these tasks in this calendar year by input from the membership either through e-mails or conference calls of the Steering Committee. The remainder will be concluded at the May meeting of the Steering Committee in Auckland. To start this process I will be asking your advice on the Purpose, Vision and Values in the September News Letter, as well as sending out a call for nominations/applications for the site of the next conference. In both cases previous experiences will be presented as well as some of the content of our Prague discussions.”



## **Final Comments**

The World Urban Network is not an old organization. In fact its first official meeting was held just over 25 years ago in Tokyo, Japan. Previous histories have indicated the background of its formation and the felt needs of large city YMCA executives to address the complex problems of the large urban communities served by local associations. The earlier years were spent identifying the issues and developing relationships, both with local Movements and the World Alliance of YMCAs. As the Network developed, it was determined that training would be a major concern and over the years specific events have been sponsored around training activity. Strategic Planning has also been an emphasis both for the Network itself and for member YMCAs. During the 2001 through 2004 period the Network followed consistent patterns of training and conference events.

In the 1980s, time was spent developing the mission statement as well as guidelines for operation. These have been modestly revised over the years and in fact this short history period made its own changes. It should be noted the World Alliance of YMCAs has been an important participant in Network activity. In earlier years there was not a clear understanding of appropriate roles which led to an inordinate amount of time discussing relationships and what I would term "Turf Discussions." The relationships during this history period appeared fine.

The WUN was formed with considerable help from many YMCAs around the world with more specific help from the YMCA of the USA, and YMCA Canada. John O'Melia was a stalwart consultant and activist in early WUN affairs. In recent year the active participation from the US YMCAs has diminished. The YMCA of the USA's consultants has been supportive but membership of large local urban YMCAs has been down. There are still some excellent U.S. local YMCA executives involved but the feeling seems to be that the Network has to recruit more large-city YMCA executives.

The World Urban Network is still a young developing organization. In the opinion of this writer it is a needed relevant activity. It has raised the awareness around the urban problems facing large cities and the need to seriously address these problems. If the YMCA is to be consistent with its purpose, it must continue to develop responses to the need of large urban areas.

Submitted by John Danielson

April 2005