

YMCA World Urban Network  
A Worldwide Coalition of Urban YMCA Executives

**History of the World Urban Network**  
**Part II: 1986-1999**

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## Foreword

The early history of the World Urban Network, 1977-1985, was written by John C. O'Melia, Jr. in 1986. O'Melia, then director of the International Division of the YMCA of the USA, had been very supportive and active in the development of the World Urban Network. I had the privilege of serving as the Network's first chair, however, I would not have gotten through those first years without the help and assistance of O'Melia and his associate, Agnes Pall. As we write this second phase of our history, we do it with gratitude for O'Melia's major contributions and support over the years.

J. Ben Casey Jr., chair of the World Urban Network and president/CEO of the Dallas, USA, YMCA, recruited me to compile the "History of the World Urban Network, Part II: 1986-1999." In commissioning this work, Chair Casey requested that it be brief, but inclusive.

I would like to express appreciation to Willie Dean, national field executive for the Mid-America Field of the YMCA of the USA, and his assistant Lauri Hanson for their assistance in writing and editing this paper. I am also indebted to Henry J.D. Labatte, former Network chair and staff executive and retired president/CEO of the Toronto, Canada, YMCA for his help on this project. I am also grateful to Jim Lamb, Network coordinator and former general secretary of the New Castle Upon Tyne, England, YMCA and Ben Casey for their assistance in documenting this period of our history.

Most of the World Urban Network files are now located in the Kautz Family YMCA Archives at the University of Minnesota, in Minneapolis, USA. We are indebted to Archivist Andrea Hinding and her staff for their support and assistance.

Throughout my 42-year career and now in the golden years of my retirement I continue to have a passion for the YMCA's work in large cities. My years as associate national executive director of the YMCA of the USA, president/CEO of the Boston, USA, YMCA and chair of the World Urban Network were some of the most rewarding periods of my life.

My knowledge of the world situation has increased significantly and I have gained immensely from the many friends I have made over the years through my involvement with the World Urban Network. I believe the Network has been vital in bringing to the forefront the issues facing large cities around the world. Likewise, the Network has mobilized YMCA leaders to plan, dream and effect change for the betterment of the communities that we serve.

John E. Danielson

February 15, 2000

## Introduction

The YMCA World Urban Network began in the late 1970s, when the leaders of urban YMCAs in the USA began talking about the emerging problems of urbanization and the resultant effect on the communities they served. A meeting was held in Mexico City, Mexico, in 1975, wherein a number of members of the North American Urban Group (YMCAs in Canada and the United States), met with several urban executives from North and South America.

After considerable discussion, which lasted a number of years, the North American Urban Group, the Latin American Confederation and the YMCA of the USA International Division, decided to convene a consultation to address emerging urban issues. The consultation marked the first time in YMCA history that the professional leadership of urban YMCAs ever met at the world level.

The initial meeting, known as the World Urban Consultation, was held in Rio de Janeiro, Brazil, from July 7 to 10, 1977. Fifty-four YMCA executives, representing 30 urban YMCAs from 22 nations, attended this historic meeting. The purpose of the Rio consultation was threefold:

1. To learn about common and divergent urbanization trends that were effecting YMCAs in different parts of the world;
2. To provide opportunities for participants to share their experiences, problems, and concerns; and
3. To consider the possibility of some form of continued communication and interchange among urban YMCAs throughout the world.

Harvard University Professor Brian J.L. Berry, author of The Human Consequences of Urbanization, served as the resource leader for the Rio consultation. Dr. Berry forecasted that:

1. There would be 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."
2. This massive increase in urban growth, it was noted, was taking place in the developing nations of the world.
3. The developed nations (Europe, Japan, Canada, and the U.S.), on the other hand, were expected to experience a totally different process known as "counter urbanization" – the dispersion of urban population to smaller cities, suburbs and rural areas. This process of reverse migration, according to Dr. Berry, would be the result of growing affluence, advances in transportation and communication systems, and the desire for an improved quality of life represented by lower population density.

4. Counter urbanization would result in less affluent and disadvantaged segments of the population constituting an increasing portion of the urban population in developed nations.

The 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 serving children and youth, meeting basic human needs (i.e., housing, education, and health care), and accommodating and acculturating heterogeneous and migrants groups.

The developed nations, on the other hand, found that the predominant needs in their cities were those of disadvantaged groups such as the elderly and those left behind because of discrimination, lack of education, and physical and mental affliction.

The Rio consultation identified a number of relatively common problems affecting cities throughout the world:

1. *Inflation* and its impact on the economic development and security 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* with regard to migration between rural and urban areas; and
5. *The role of the voluntary sector* with regard to public policy and planning to improve the quality of life in cities.

The World Urban Network experienced a number of changes during its early development. Concern was expressed by some that the Network's purpose and objectives duplicated the efforts of the World Alliance of YMCAs. Others expressed anxiety that Northern Hemisphere issues would dominate Network conversation and activities. Highlights of the World Urban Network's early years include:

- 1977 First World Urban Network Consultation, Rio de Janeiro
- 1979 World Urban Network Conference I, Tokyo
- 1981 Second World Urban Network Consultation, Racine, Wisconsin, USA
- 1983 World Urban Network Outreach Training Program, Boston and Toronto
- 1983 World Urban Network Conference II, Toronto
- 1983 Third World Urban Network Consultation, Aarhus, Denmark

This history is being written to illustrate and bring attention to the YMCA's ability to create informal structures that speak to the human condition, in this case to the needs in large cities. This period of the World Urban Network's history has been divided into four parts:

1. Governance
2. Leadership
3. Activities
4. Accomplishments

## **Part 1: Governance**

In the period since 1986, the World Urban Network has gone through a series of developmental stages. The writer has attempted to categorize these stages, and outline some of the highlights of each. The stages are the opinion of the writer and are subject to interpretation.

### **1986-1990 – Consolidation and Future Challenges**

The World Urban Network was only eight years old in 1986. The Network was still in the developmental stage and its leaders were working to articulate the organization's mission and objectives. Much time was spent organizing the Network and recruiting new members.

The World Urban Network spent an inordinate amount of time developing relationships with the World Alliance of YMCAs. In many respects, the World Alliance questioned the activities of the Network. Some felt it was a duplication of effort and others thought it a power play by the cities. In the writer's opinion, the concerns were not justified. The Network, still in the developmental stage, certainly did not want to compete with the World Alliance on any level.

It was during this time that the World Urban Network reviewed and updated its "Principles of Operation" and "World Alliance Relationships" papers. The Network wanted to provide direction for its activities and mitigate the concerns of YMCA International general agencies. Also, during this period the Network continued its emphasis on providing a forum for general secretaries of large urban YMCAs to examine the human consequences of urbanization. Additionally, the Network sought to develop methods and methodologies to adequately respond to the emerging urban needs that had been identified. This impetus led to the organization of a World Urban Network Conference that was held in London, England, in May 1987.

### **1990-1992 – Corporate Planning**

The period, 1990 to 1992, was an era of planning. The social conditions in large cities were continuing to deteriorate. Older Network leaders were retiring, however, membership in the organization was rising. Likewise, the expectations of the general secretaries who supported the Network were increasing. It was during this period that a corporate planning process was developed to chart the Network's future.

A future planning paper was presented at the World Urban Network meeting in November 1991. It was determined that the Network's office should be moved from the YMCA of the USA's office in Chicago to another location in the world. John Danielson was to retire from the YMCA of the USA in 1992, consequently new Network consultants and leadership had to be determined. The Network also had to assess its finances and ensure its orderly operation.



Peter B. Post, newly appointed associate national executive director for the YMCA of the USA, became the new consultant for the Network. Henry J.D. Labatte, who was soon to retire from the Toronto YMCA, was chosen to become the Network's part-time salaried executive. Rich Bailey, incoming CEO of the Toronto YMCA, agreed that the offices of the Network could be housed in the Toronto association.

Membership fees were stabilized during this period, with major support coming from the large urban YMCAs in developed countries. During this phase, Helmut Nicklas, general secretary of the Munich, Germany, YMCA began to develop a computer-based method for classifying YMCA programs and documents. In a way Nicklas was ahead of his time, since it took a while for members to fully grasp the concepts and processes that he espoused. Developing relationships and pairing large YMCAs were also emphasized during this period. Japanese YMCAs, including Osaka and Tokyo, also gave strong leadership in this regard.

### **1992-1996 – Strategic Planning**

During this period, Henry Labatte served as the first part-time paid executive of the Network. Labatte performed all Network staff functions, however, the organization remained an ad-hoc voluntary effort. Many local YMCA general secretaries/CEOs contributed time and energy to the organization.

John Casey, former president/CEO of the Chicago, USA, YMCA, became secretary general of the World Alliance during this period. Casey had an excellent understanding of the needs of cities and worked to facilitate coordination between the World Urban Network and the World Alliance. Little time was spent on "turf" issues during Casey's administration.

The Leadership Committee reviewed and updated most Network documents at a meeting in Dallas, Texas in August 1992, including: "The Principles of Operation," "Guidelines for Subsidized Travel," "World Alliance Relationships," and a "Part-time Staff Job Description."

Ghassan Sayyah, general secretary of the Beirut, Lebanon, YMCA and a World Urban Network member since its inception, provided leadership to defining the concepts and processes involved in consulting (both with Network and non-Network entities).

The strategic plan, which was reviewed and updated in February 1994, was implemented during this period of increased financial stability. This was done under the guidance of Henry Labatte. With few World Alliance issues to contend with, the Network was able to focus on its own mission and purpose.

Ben Casey was elected chair of the World Urban Network in 1996. Later that year, Labatte resigned as World Urban Network staff executive. Casey recruited John

Danielson to serve as interim executive and to manage the Glasgow, Scotland, conference. Danielson served through the end of 1996.

Jim Lamb, general secretary of the Newcastle Upon Tyne YMCA, was chosen in late 1996 to serve as the new World Urban Network executive. Lamb began his tenure on January 1, 1997. In that same month, the Network moved from its interim office in Chicago to Cambridge, England. For the first time, the World Urban Network's office moved out of North America.

### **1996-1999 – New Leadership and Directions**

The period began with a major conference in Glasgow, in 1996. This was followed by a major training event in Bombay, India, in the fall of 1996; a consultation in Berlin, Germany, in 1998; and a training event in Singapore, in 1999.

A four-year cycle (for meetings, consultations and training events) and Network goals were formally adopted in 1997, following two years of planning. The Network was maturing and its leadership focused on implementation and activity.

The sharing of information among Network members was significantly increased during this period, particularly through the "Infosharing" project. A World Urban Network Web page ([www.ymcawun.org](http://www.ymcawun.org)) was established in 1997. This page contains information about the Network, including membership, leadership and history.

During this period, Ben Casey was re-elected chair of the Network for the period 1998 to 2000. Eu Eng Kong, general secretary of the Singapore YMCA, and Julio Orellana, general secretary of the Santiago, Chile, YMCA, were elected vice chairs. Frances Asiema, general secretary of the Kenya, YMCA, was elected honorary treasurer.

## **Part 2: Leadership**

During the late 80s and 90s, the World Urban Network began to rely more heavily on leadership from local association general secretaries/CEOs instead of using external consultants. Network members assumed more responsibility in conducting conferences and consultations. Members, working with the help of the Network staff executive, also helped plan and make arrangements for other activities. The names of those who served in major Network leadership roles during this period are included in the following sections.

### **Chairpersons**

The World Urban Network has always had a chairperson who was elected by the membership. During this period in the organization's history the Network had a Nominating Committee, which prepared a slate of officers for presentation to the membership at official conferences. The chairs and their terms of office are noted as follows:

#### **1986-1988 – Colin Mawby**

Colin Mawby, general secretary of the London Central YMCA and a member of the World Urban Network Executive Committee, was the first chair to come from outside of North America. Mawby gave strong leadership to improving relationships with the World Alliance and the European associations.

#### **1988-1990 – Julius Jones**

Julius Jones, president/CEO of the Pittsburgh, USA, YMCA, served for a number of years on the World Urban Network Executive Committee. Jones had also been a member of the North American Urban Group and a strong supporter of international work in the United States. Through his leadership, many more U.S. associations became members of the Network and U.S. associations that were presently members increased their support.

#### **1990-1992 – Gerald Clark**

Gerald Clark, general secretary of the Belfast, Ireland, YMCA, was elected to serve as chair from 1990-1992. Clark had been active in World Urban Network activities. Under his leadership the Network's office was moved from the United States to Canada.

Clark was recruited to become secretary for Inter-Movement Cooperation on the World Alliance staff and subsequently resigned as chair of the World Urban Network in August 1992.

### **1992-1993 – Julius Jones**

The Network was not in a position to go through all the stages necessary to find a new chair following Gerald Clark's unexpected resignation. Julius Jones was asked to complete Clark's unexpired term. Jones served a second time with dedication and provided strong leadership to the organization.

### **1993-1996 – Elias Montijo**

Elias Montijo, general secretary of the Sao Paulo, Brazil, YMCA, served as chair from 1993 to 1996. A strong supporter of the World Urban Network in his own country, Montijo was the first chair from an association in South America. His leadership helped garner increased support from general secretaries in Latin America. Montijo also helped to implement the strategic plan, which included a new staff development thrust. His associate, Marisia Donetelli, was also heavily involved in supporting Network activity.

### **1996 to present – J. Ben Casey Jr.**

Ben Casey, president/CEO of the Dallas YMCA, became chair of the Network in 1996. Casey has been active in the World Urban Network for a number of years. He has given vitality and direction to the Network and has attended and supported Network meetings and conferences. Casey's leadership has helped to usher the World Urban Network into the new millennium.

## **Consultants**

The World Urban Network continues to be a voluntary organization for general secretaries/ chief executive officers of large urban YMCAs from around the world. Early on, the Network felt the need to have staff consultants who could help it reach its goals and objectives. The persons who served in these capacities are listed in the following sections.

### **Staff Consultants**

#### **1986-1992 – John E. Danielson**

John Danielson, former president/CEO of the Boston YMCA, retired associate national executive of the YMCA of the USA and former World Urban Network Chair, served as staff consultant from 1986 to 1992.

#### **1992-1997 – Peter B. Post**

Peter Post, former president/CEO of the Boston YMCA and retired associate national executive of the YMCA of the USA, served as staff consultant from 1992 to 1997.

### **1997 to present – Gary R. Clarke**

Gary Clarke, former president/CEO of the San Francisco, USA, YMCA, and chief operating officer of the YMCA of the USA, has served as staff consultant from 1997 to the present.

### **YMCA of the USA International Director Consultants**

#### **1985-1988 – John C. O'Melia Jr.**

#### **1989-1992 – Robert K. Masuda**

#### **1993 to present – Sam Evans**

Bob Vokey, (title? \_\_\_\_\_) of YMCA Canada, also assisted in World Urban Network development.

### **Designated Staff**

#### **1992-1996 – Henry J.D. Labatte**

Henry Labatte became the first part-time paid staff member of the World Urban Network. This change was consistent with the Network's strategic plan, which called for the employment of part-time staff. The part-time staff position was structured to have strong support from a local association. Labatte served in this new capacity and made significant contributions to the Network's program and administration.

#### **1996 – John E. Danielson**

John Danielson was asked by Ben Casey to serve as interim staff executive upon Labatte's resignation in early 1996. Danielson's primary emphasis was managing the Glasgow conference. Danielson served as interim staff executive through the end of 1996.

#### **1997 to present – Jim Lamb**

Ben Casey opened the World Urban Network staff vacancy and invited applications from those who were interested. A Network Committee reviewed the applications and eventually chose Jim Lamb to serve as the staff executive.

Lamb was afforded the support of the Newcastle Upon Tyne YMCA, where he was formerly the general secretary. He had also served as a member of the World Urban Network Executive Committee and had been chair of the British YMCA Urban Group for seven years, the organization he helped found 22 years earlier. Lamb also had given 40 years of service to the English YMCA.

## **Part 3: Activities**

During this period of World Urban Network history, the organization realized its purpose mainly by conducting conferences, consultations and workshops. The following chronology describes those events:

### **1986 – “World Urban Network History: 1977-1985”**

John O’Melia wrote the Network’s early history in 1986. O’Melia chronicled the organization’s beginnings, paying attention to the urban issues that were of concern to YMCA leaders from around the world.

### **1986 – World Urban Network Executive Committee, Sao Paulo, Brazil**

World Network Executive Committee, Sao Paulo, Brazil, January 26-28, 1986

### **1986 – World Urban Network Conference, London, England**

World Urban Network Conference, London, England, November 2-4, 1986

### **1987 – Youth Outreach Symposium, Munich, Germany**

A Youth Outreach Symposium was held in Munich, Germany, from April 24 to May 2, 1987. More than 40 YMCA leaders from 33 of the largest cities in the world participated. The symposium, which was hosted by the Munich YMCA, involved 20 executives from developing countries and 20 executives from industrialized nations.

The symposium offered five specific program segments:

1. Youth at risk;
2. Vocational training for youth and small enterprise development;
3. Program planning support;
4. Trends and the future; and
5. The YMCA’s unique Christian approach.

Brian Giluhy, of the Commonwealth Youth Programme, outlined the causes of concern: the growing gap between rich and poor nations and Northern and Southern hemispheres, high unemployment (especially among young people) and economic recession.

The symposium provided a forum for participants to share their experiences with urban youth outreach. Additionally, it provided opportunities to discuss the realities in urban settings and to share programs that could be implemented in their own cities.

## **1987 – World Urban Network Conference III, London, England**

More than 100 members and special guests attended the third YMCA World Urban Network Conference, which was held May 3 to 7, 1987, in London. Colin Mawby, Network chair and general secretary of the London Central YMCA, opened the conference with a toast to the Queen, participants and special guests. For the first time, the World Urban Network met in an urban setting. Hotel accommodations were provided at the London Central YMCA and the meeting sessions were held at the nearby Cavendish Conference Centre.

The conference was designed to aid participants in the examination of the human consequences of urbanization. The conference theme, “Self-Reliance and Social Relevance,” focused attention on the YMCA’s need to balance social mission activities with the need to support itself and remain fiscally solvent.

Julius Jones, president/CEO of the Pittsburgh, USA, YMCA and vice chair of the World Urban Network, introduced the three keynote speakers: Fusae Saito, general secretary of the YMCAs of Japan; John Naylor, general secretary of the National Council of YMCAs of England; and Solon B. Cousins, national executive director of the YMCA of the USA. Jones stressed the need for continuation of the Network. Highlights from each keynote address are included in the following sections:

Fusae Saito discussed the major problems and changes that were occurring in the world, especially in urban centers, and the need to change the direction of the world YMCA movement. Saito outlined a number of urban issues:

1. Over population;
2. Industrial pollution;
3. Housing problems;
4. Juvenile delinquency; and
5. Changing family structure.

John Naylor examined the role of the World Urban Network and the conference theme, “Self-Reliance and Social Relevance.” Naylor said that the Network provided its members the following benefits:

1. Mutual support (personal and emotional) and resources;
2. Opportunities to build on what works, by sharing successful practices; and
3. Venues to share creativity, to learn from others’ experience, and to address needs, recognizing that the Network cannot respond to all issues.

Solon Cousins presented six important points:

1. The future of the YMCA depends upon effective work in the major cities of the world;

2. “Self-reliance and social relevance” must be preceded by the establishment of a strong, financially sound local YMCA that has dedicated volunteers and staff. This may be achieved with help from within the urban community and with help from other YMCAs;
3. Mutual assistance is the top priority for any worldwide YMCA network;
4. YMCAs have little or no influence on national problems such as unemployment, poverty and homelessness unless they have a record of stability and performance;
5. There are three existing groups to draw upon in a mutual assistance system – the World Urban Network, the General Secretaries Conference and the World Alliance; and
6. A new process of coordination and action to strengthen local YMCAs might use the Internet and an international network using the existing groups (the World Urban Network, the General Secretaries Conference and the World Alliance), and focus exclusively on the coordination and implementation for mutual assistance.

### **1987 – “Future Challenge: The Quality of the Urban Environment [REDACTED]” Paper**

The “Future Challenge: The Quality of the Urban Environment [REDACTED]” paper was written by [REDACTED], and presented at the [REDACTED]. The paper called attention to [REDACTED].

### **1988 – Urban Outreach Training Program, Chicago, USA and Sao Paulo, Brazil**

The second Urban Outreach Training Program was held in Chicago, USA and Sao Paulo, Brazil from May 6 to July 5, 1988. The program, for senior staff leadership of urban YMCAs, was offered to 34 primary participants from around the globe. Another 80 people were able to participate in special events at the regional and international levels.

Primary participants were asked to plan, implement and evaluate a local urban outreach project through their own YMCA network. The training program was designed to be a high-quality, educational and personal development experience for selected YMCA senior staff. The program focused on improving the participants’ ability to plan, design, implement and evaluate urban outreach projects within the context of the YMCA’s Christian mission.

### **1988 – World Urban Network Training Event, Chicago, USA**

The second World Urban Network Training Event was held in Chicago in June 1988. The training was geared to mid-level management. Over 30 participants, representing 20 different countries, were brought together at the Lawson House YMCA, which is located in the heart of downtown Chicago.



Training participants were asked to develop an intervention program that could be implemented in their local communities. They also took part in five weeks of intensive training, which included:

1. Analysis of intervention strategies;
2. Leadership in their respective organizations;
3. The role of volunteers;
4. Intervention approaches and the tools;
5. Program evaluations;
6. Introduction to technology; and
7. Financial resource development.

### **1988 – World Urban Network Committee of 25 Meeting**

The World Urban Network Committee of 25 met in Aruba, immediately following the World Council and National General Secretaries' meetings, from August 15 to 16, 1988. Committee members discussed joint activities with the World Alliance, the second World Urban Network Outreach Training Program and changes to the "World Urban Network Principles of Operation." The committee also discussed leadership changes, future directions and Network activities based on papers presented at the third World Urban Network Consultation.

### **1990 – World Urban Network Planning Consultation, London, England**

The YMCA World Urban Network Planning Consultation was held in London, at the London Central YMCA, from November 5 to 7, 1990. The consultation, which was facilitated by Chair Julius Jones, had 81 participants in attendance. The meeting focused on a report and recommendations from the Network Planning Committee and involved an intensive review of the purpose, goals, functions and critical directions of the Network for the next five to 10 years.

The consultation reinforced the commitment, strength and potential of the World Urban Network to respond to pressing social issues that were affecting urban environments throughout the world. The meeting also affirmed the importance of each member's contribution and responsibility in building the Network as a vital, dynamic, self-help and personal support system for general secretaries and CEOs.

A number of important themes emerged from the consultation that served as the foundation upon which a comprehensive plan was later built. The consultation affirmed the importance of training, information sharing, conferences and member-to-member support. These initiatives focused on the preparation and support of senior executive staff leaders of urban YMCAs to aid them in responding to emerging urban issues. It was recognized that consultations, at both the regional and international

levels, were important vehicles for addressing the present and future needs of Network members.

It became clear with the interest and commitment demonstrated at the planning consultation, that the Network would require more staff coordination and financial resources to support its work. All members were called upon to make appropriate contributions through an agreed-upon fee structure. They also were asked to make their knowledge, skills and insights available to other colleagues throughout the world.

### **1991 – Planning and Priority Committee Paper, Washington, D.C., USA**

The World Urban Network Committee met in Washington, D.C., from November 1 to 5, 1991. The full committee of the Network concluded that to help develop the organization, a facilitator/coordinator would need to be located in an urban YMCA. It was unanimously agreed that the Metropolitan Toronto YMCA would be selected to house the Network's office for a period of four years, commencing on January 1, 1992. Henry Labatte was selected as the Network's first staff executive and began his duties on January 1.

The committee also recognized the need for other offices to support the various functions of the Network that were to be staffed on a voluntary basis by member general secretaries and CEOs. The following sections summarize the agreements reached during the meeting:

#### **Training**

- Training, focused on general secretaries/CEOs, remained the highest Network priority;
- The Network continued to sponsor training and other educational programs; and
- A core Network training concept was formulated.

#### **Information sharing**

- The collection, provision and exchange of information for Network members was determined to be the second priority; and
- The Network decided to create an effective data bank, using a simple descriptive and systematic data gathering methodology.

#### **Consulting**

- The Network decided to develop an appropriate consulting process for its members.

## **Pairings**

- The Network decided to encourage and support inter-urban membership pairings and exchanges and association-to-association collaboration among its members.

### **1992 – World Urban Network Office Opened in Toronto**

The World Urban Network office opened January 1, 1992, in Toronto. Henry Labatte became the Network's first part-time coordinator.

### **1992 – “Principles of Operations” Document Reviewed**

The “Principles of Operations” document was reviewed by the [REDACTED] during a meeting in [REDACTED], from August 19 to 20, 1992.

### **1992 – “Future Activities, Structures and Funding of the YMCA World Urban Network” Paper**

A position paper on, “Future Activities, Structures and Funding of the YMCA World Urban Network,” was presented at the World Urban Network meeting in Mexico City on [REDACTED], 1992.

### **1993 – World Urban Network Conference, Mexico City, Mexico**

The fourth World Urban Network Conference whose theme was, “Introduction to a New World Urban Network: Leadership in the New World Order,” was held in Mexico City, from February 7 to 12, 1993. The conference was co-chaired by Daniel Galindo, CEO of the Mexico City YMCA, and Cliff Smith, president/CEO of the Cleveland, Ohio, USA, YMCA. The conference assumption, objectives and hoped for outcomes were as follows:

#### **Assumption**

The Network made the assumption that its efforts must be intensified in order to fully understand the ever-increasing urban world and how the Network could contribute to improving conditions in the communities its members served.

#### **Objectives**

The objectives of the conference were to:

1. Provide knowledge and understanding about the urban issues in the future;
2. Understand the YMCA's role in enhancing the well-being of urban residents in the future;
3. Determine how to position the YMCA to enhance life in the future urban city; and
4. Expand Network members' personal perspective so as to increase the organization's international effectiveness in the future.

## **Outcome**

Participants, through exposure and involvement in life in the world's largest metropolitan area, were expected to:

1. Experience the impact of unemployment, the "street children" dilemma, insufficient housing, poor health conditions, poverty and inadequate education in the urban setting;
2. Internalize and understand urban issues in order to position themselves and their YMCAs to make important contributions to the well-being of their communities and the world; and
3. Expand their efforts to create additional resources for implementing new endeavors that would stabilize and enrich the lives of their constituents in the urban communities of the world.

### **1994 – World Urban Network Consultation, Manchester, England**

Over 60 members attended the World Urban Network Consultation, held in Manchester, England, from (July) or (August 2-5), 1994. The consultation was held following the 150<sup>th</sup> anniversary of the founding of the YMCA, and the World Alliance meeting in Warwick, England. Ben Casey, president/CEO of the Dallas YMCA, succeeded Elias Montijo, general secretary of the Sao Paulo YMCA, as chair.

### **1994 – Strategic Directions Background Paper**

A "Strategic Directions" paper was prepared by Henry Labatte.

### **1995 – World Urban Network Steering Committee Meeting, Croydon, England**

The World Urban Network Steering Committee met in Croydon, England, from July 27 to 31, 1995. More than 20 Network members and guests attended. The committee reviewed the Network's directions, accepted budget and membership reports, facilitated three task force meetings, and shared information regarding YMCA activities and ongoing needs in the cities represented. The committee decided to hold both a training event in Bombay, India, and a conference in Glasgow, Scotland, in 1996.

The committee also appointed three task forces to carry on Network activities:

#### **Communication/Information Sharing Task Force**

Chair Helmut Nicklas, general secretary of the Munich YMCA, reported that the task force was working on:

1. Identifying and maximizing current information/communication systems;
2. Surveying the information/communication capabilities of Network members;
3. Developing plans for ensuring that all Network members have fax and computer capability;

4. Identifying computer training and implementation needs for Network members; and
5. Having all members on the Internet (with access to e-mail).

### **Pairings/Partnerships/Relationships and Consulting Task Force**

Chair Susumu Iguchi, general secretary of the Tokyo, Japan, YMCA, reported that the task group was working to promote partnerships between Network members. The task force was also working to produce a list of current partnerships and suggestions for new pairings and an operating protocol.

### **Training/World Urban Network Conference Task Force**

Chair Gladys de Rojas, general secretary of the Bogota, Colombia, YMCA, made recommendations for the 1996 training event in Bombay, India, and the 1996 World Urban Network Conference in Glasgow, Scotland.

### **1996 – World Urban Network Training Event, Bombay, India**

The World Urban Network Training Event was held in Bombay in July 1996. Training Chair Stanley Karkada, general secretary of the Bombay YMCA, hosted 51 representatives from 40 cities. The theme for the event was, “Vision and Leadership for the Emerging Urban Crisis – YMCA Challenges and Responses.” The curriculum included leadership skills, community organization and on-site training on the needs of inner-city communities. Some of the participants went on to attend the World Urban Network Conference in Glasgow, Scotland.

### **1996 – World Urban Network Steering Committee Meeting, \_\_\_\_\_, \_\_\_\_\_**

The World Urban Network Steering Committee met in \_\_\_\_\_, \_\_\_\_\_ on August 2, 1996. The committee accepted Coordinator Henry Labatte’s resignation and appointed John Danielson interim coordinator. Jim Lamb was nominated to fill the coordinator position on a permanent basis.

### **1996 – World Urban Network Conference, Glasgow, Scotland**

The World Urban Network Conference was held at Stratford College in Glasgow, Scotland, from **(July 29-August 1; Ben had 7/27-8/2/96??)**. The conference was chaired by Bill Harte, general secretary of the Glasgow YMCA. Eighty-four members attended the conference, which focused on urban trends facing city YMCAs. John Casey, secretary general of the World Alliance of YMCAs, gave the keynote address.

A United Nations report on, “Families and Children,” and a special session on technology and the Internet were highlights of the event. The city of Glasgow hosted Network members in the City Council Chambers, with the Lord Mayor presiding.

During the business session, Ben Casey, president/CEO of the Dallas YMCA was elected chair. Francis Asiema, general secretary of the Kenya YMCA, and Susumu

Iguchi, general secretary of the Tokyo YMCA, were elected vice chairs. Jim Lamb, general secretary of the New Castle Upon Tyne YMCA, was elected secretary and treasurer. Lamb was selected to replace John Danielson, as coordinator/ director, effective January 1, 1997. In addition, a four-year \$320,000 budget was approved.

Also during the business meeting, the members approved the new World Urban Network goals that had been proposed by Planning Committee Chair Tino Mantella:

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 secretaries/CEOs' ability to develop urban resources for program development within the YMCA;
4. To promote mutual assistance, international awareness and understanding among general secretaries/CEOs of urban associations;
5. To advocate with YMCA and other urban institutions on urban development issues affecting cities;
6. To provide training and development opportunities for general secretaries/CEOs and their senior staff; and
7. To assist Network members in their efforts to collaborate.

A four-year cycle of Network activities also was adopted:

Year 1 - Steering Committee

Year 2 - Consultation

Year 3 - Training Event

Year 4 - Conference

### **1997 – World Urban Network Steering Committee Meeting, Canterbury, England**

The World Urban Network Steering Committee met in Canterbury, England, from February 28 to March 2, 1997.

### **1997 – World Urban Network Training, Singapore**

A World Urban Network Training event was held in Singapore from July 25 to 31, 1997.

### **1998 – World Urban Network Consultation, Berlin, Germany**

The        World Urban Network Consultation whose theme was, "Building Bridges and Breaking Barriers," was held in Berlin, Germany from July 19 to 24, 1998. The

consultation, which followed the World Alliance meeting in Cologne, Germany, was chaired by Helmut Nicklas, general secretary of the Munich YMCA.

The consultation began under the Brandenburg Gate, an historic landmark that once divided East Germany and West Germany. Consultation participants had the opportunity to tour other historic sites that played major roles in the Communist era. The consultation included sessions on cultural differences, innovative programs, new technology, partnerships and crisis management. A special one-day Christian emphasis workshop followed the general conference.

Nick Nightingale, the newly elected secretary general of the World Alliance, made a presentation during a dinner cruise.

During the business meeting, Ben Casey, president/CEO of the Dallas YMCA, was re-elected chair for 1998 to 2000. Eu Eng Kong, general secretary of the Singapore YMCA, and Julio Orellana, general secretary of the Santiago YMCA, were elected vice chairs. Additionally, Francis Asiema, general secretary of the Kenya YMCA was elected honorary treasurer.

### **1999 – World Urban Network Training, Singapore**

The Singapore Training was hosted by Conference Chair Eu Eng Kong, general secretary of the Singapore YMCA, with assistance from Phyllis Tan. The conference was held in Singapore from July 22 to 24, 1999. Over 50 Network members participated in a curriculum that included management skills, technology, matrix management and presentations of innovative program models. Evaluations from the training were the best of any World Urban Network event to date.

The World Urban Network Steering Committee met prior to the training.

## **Part 4: Accomplishments**

It has been only 20 years since the first World Urban Network Conference was held in Tokyo. Much has been accomplished and many changes have occurred in this short period of time, however, the Network still holds true to its original statement of purpose:

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 service capabilities through international experiences in training, information sharing, consulting and pairings within the context of the mission of the YMCA.

The methods and strategies for accomplishing this purpose have involved: training events and professional education for urban executives and senior staff; world conferences for general secretaries and CEOs; regular communications through papers and newsletters; sharing of activities; and pairings and partnerships.

The World Urban Network has facilitated:

### **Development of a Worldwide Fellowship**

The Network has worked to continually develop the worldwide fellowship of general secretaries. Through this fellowship, the World Urban Network has assisted many leaders in enhancing their understanding of the importance of YMCA work in major cities of the world. The Network has become a viable and visible channel within the YMCA movement for sharing common urban concerns;

### **Opportunities to Understand Worldwide Diversity**

The Network has provided ongoing opportunities for local general secretaries/CEOs to understand the worldwide diversity of the YMCA. The Network also has afforded leaders from diverse cultures opportunities to participate together in activities and training events that have fostered greater understanding and appreciation throughout the world;

### **Development of Personal Relationships**

The Network has fostered the development of personal relationships among general secretaries of large urban YMCAs located in cities around the world. The promotion of pairings and partnerships has enhanced local YMCA leaders' understanding of the conditions faced by others in the world and has equipped them to better provide service to their own local communities;



### **Reaffirmation of the Founding Impetus of the YMCA**

The Network has served to reaffirm the founding impetus of the worldwide YMCA movement as a values-oriented religious institution, that responds to the personal and social needs of citizens in large urban cities;

### **Advocacy for the Movement to Address the Problems in Large Cities**

The Network has provided stimulation and advocacy for the worldwide YMCA movement to give attention to the serious problems faced by large urban cities of the world. The World Urban Network has examined the human consequences of urbanization and has helped develop policies and strategies that can be used by local YMCAs to address the urban agenda;

### **Increased Understanding and Sensitivity to Different Cultures**

The Network has increased understanding and enhanced sensitivity to the different cultures of the world, particularly those represented by the large cities in both Third World and developed countries. The Network has created programs with involvement from urban associations around the world to work on common urban problems;

### **A Network of Cities Around the World**

The Network has facilitated the development of a system that links YMCA leaders from major cities around the world for enhanced training, communications, program development and resource sharing; and

### **Training Events for Senior-level YMCA City Staff**

The Network has conducted training events and major conferences for senior-level YMCA staff in large cities around the world.

In essence, the YMCA World Urban Network has brought focus and attention to the problems and conditions faced by the large cities of the world. The Network has attempted to involve YMCA executives from these large cities in activities that enhance both YMCA programs and understanding. In the process, the Network has helped YMCAs respond to the needs of the cities that they serve in a more comprehensive and effective manner.

In retrospect, the Network has been a worthwhile and useful organization. It has increased the effectiveness of YMCAs in over        cities around the world. The combined population of these cities, 150 million people, represents a major portion of the YMCA's constituency worldwide.

A key thrust of the World Urban Network has been in the area of networking and personal relationships. The Network has brought together YMCA leaders from large cities in Third World and developed countries, to work together on common problems and to build relationships.

More specifically, the World Urban Network has:

1. Supported and advocated for partnerships between YMCAs represented by Network members and followed-up with published reports of these activities;
2. Encouraged the involvement and support of governments in YMCA activities in large cities;
3. Promoted networking among members through use of technology (e-mail, fax, and a new computer-based communication program that is under development);
4. Provided opportunities for members to gain trust in one another and network with executives and YMCAs in other large cities for mutual support;
5. Provided opportunities for members to network with others in the worldwide YMCA movement. (In some instances, this has facilitated mobility to other important positions in the movement.); and
6. Reaffirmed the importance of the major urban YMCAs in worldwide YMCA activities.

In its short history, the World Urban Network has helped the YMCA movement focus on the continuing issues related to urbanization. Additionally, it has helped its membership discover better ways to serve the people in large cities around the world.

### **The Future**

The problems faced by major cities will increase in the future. The World Urban Network holds promise as one force that can help improve the quality of life for kids and families in large cities.

The World Urban Network has made an important contribution to the work of general secretaries/CEOs. It has provided an important forum for discussion on the human consequences of urbanization. The Network has helped to improve conditions in large urban areas and has helped YMCA leaders consider appropriate responses to emerging needs. Equally important, the Network has created an atmosphere of trust and mutual support among YMCA leaders worldwide. Network members have a greater appreciation for the needs of other cities, nations and cultures and are more apt to lend or request assistance when needs arise.

As the needs in large urban areas increase in the future, so must the YMCA World Urban Network's resolve to serve as a vehicle for innovation and understanding. The World Urban Network must continue to promote dialogue, training and fellowship among the leaders of large urban YMCAs around the world.

# Principles of Operation

## Name

The name of the organization is the YMCA World Urban Network. It shall also be known by other names, marks and symbols as adopted by the Steering Committee.

## Purpose

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 service capabilities through international experiences in training, information sharing, consulting and pairings within the context of the YMCA mission.

## Organization

The World Urban Network is an organization of 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 the creation of activities that facilitate mutual assistance and professional development.

## Goals

The recommended 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/CEO's capacities to deal with the human consequences of urbanization;
3. To increase the general secretary/ chief executive officer's ability to develop urban 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; and
7. To assist members of the Network to collaborate through pairings and partnerships.

## **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. Maintaining and developing relationships and cooperation with the World Alliance, other YMCA bodies and external organizations; and
7. The creation of committees or other groups which are needed to help meet YMCA World Urban Network goals.

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*Vice Chair - Eu Eng-Kong & Julio Orellana R.*

*Honorary Treasurer - Francis Asiema*

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