

A Survey of Madison's Sister City Programs, 2009

12-16-09

1. Official name of program *MADISON - MANDELA GREENBUSH HENRI JAGE FOUNDATION*

2. Key facts about the sister city

- a. City name
- b. Province or state
- c. Country
- d. Population
- e. Nature of local government
- f. Nature of the local economy
- g. Socio-economic data
- h. Other?

See Attachment

3. A map showing the location of the sister city in the country.

Please attach a map to this questionnaire. Wherever possible, please use Google maps.

4. History

a. Key organization dates

- (1) What year was your organization founded?
- (2) In what year did you become an official Madison sister city?

See Attachments

b. What were the *primary* motivating factors behind the selection of your city? If there was more than one primary motivating factor, you may check more than one box.

- humanitarian
- cultural and educational
- business and economic
- other? (please explain) _____
- combination of above (please explain) _____

see Attachments

c. Did your sister city program have specific initial goals it sought to realize? If so, what were they?

none

d. Who were the initial leaders?

Tony Bruno, Frank Adams, GIOVANNA Telford

e. What were the key organizational events and when did they occur? Typical key events might include: triggering events; concept discussion; getting others involved; formal organization creation; and seeking council approval. Please select the key organizational events for your program and fill out the table below:

Key event	Year	Additional information
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Attachment

f. Thinking about your international sister city partners:

- (1) Who were your initial contacts? Names are not as important as their roles/positions in the locality. *City Rep.*
- (2) Why were they selected?
- (3) How did you make initial contact with your future sister city leaders in the locality? *E-MAIL*
- (4) What factors explain why your prospective city agreed to participate in the sister city program? *COMPARISON*

g. Do you have a copy of the council resolution creating your sister city program? If so, please include a copy when you make your presentation to the committee. [Note to staff: Do the mayoral files contain this information? If so, we could eliminate this question.] *YES.*

h. What historical records do you have? Check each that apply.

- board minutes
- scrapbooks of newspaper clipping
- concept papers
- fundraising prospectuses
- brochures
- photographs
- other (please describe) _____

h. Where are these documents kept? Please provide the keepers' names and contact information.

ITALIAN WOMEN'S CLUB

i. For each of the *outbound* trips provide the following data:

- (1) Trip dates (month and year is sufficient) *2002*
- (2) Approximate number of participants *20*
- (3) What were the most important/most memorable events of the trip?
- (4) Salient qualities of participants
 - Demographic (ages, gender mix, socio-economic qualities, etc.)
 - What factors probably motivated participation?
- (5) Did you experience any problems that you think may be common to all of Madison's sister city programs? If so, please describe *GIFTS*

j. What is the approximate total number of persons who have gone on all outbound trips to date?

30-40

k. For each of the *inbound* trips held provide the following data:

- (1) Trip dates
- (2) Approximate number of participants in visiting delegation
- (3). What were the most important/most memorable events of the trip?
 - (4) Salient qualities of participants
 - Demographic (ages, gender mix, socio-economic qualities, etc.)
 - What factors probably motivated participation?
- (5) Did you experience any problems that you think may be common to all of Madison's sister city programs? If so, please describe *lodging costs*

l. What is the approximate total number of persons who have gone on all inbound trips to date?

30-40

5. 2009 goals and objectives

- a. What are your most important goals and objectives for 2009? *Exchanges*
- b. Generally speaking, what programs and strategies are you using to achieve these goals and objectives? *Festa Italia*

6. 2010-2012 activities

- a. What plans do you have for *outbound* trips? Please describe. *2010 - VISIT*
- b. What plans do you have for *inbound* trips for? Please describe. *2010 - Festa Italia*
- c. Do you have any other programmatic initiatives planned for 2010 thru 2012? Examples could include pen pal programs, business exchanges, fundraising fairs, etc.

7. Governance

- a. Regarding your board:
 - How many people serve on your board? *8*
 - What are the socio-economic qualities that best describe your board? *VARIOUS*
 - Do you have any special "slots" or categories of members? If so, please describe.
 - Do you have written by laws? (If so, please attach a copy) *IRS Doc.*
- b. How do you define a member? *Volunteer*
- c. How many members do you currently have? *12*
- d. What governance problems have you experienced and how have you solved them? *NO*
- e. How would you describe your current *level* of activity? *moderate*
- f. Are you planning any governance changes that would increase your organization's capacity and sustainability? If so, please explain. *NO*

g. Do you have the leadership, resources, program vitality, and other factors needed to sustain your program for the next five years? Please explain.

h. The SCCC was created because many felt that Madison's sister city programs had great but unrealized potential, and that improved coordination and collaboration *between its programs and on behalf of all programs* could help achieve that potential. Could a permanent, well-organized SCCC provide services that could be of significant value to your sister city program? If so, please describe them. *Funding*

8. Program budgets

a. When you prepare your program's annual budget, what *categories* or line items do you use? Examples could include:

- General program maintenance
- Outbound trips
- Inbound events
- Gifts
- Postage
- Printing
- Equipment rental
- Other (please explain)

b. Please provide *summary* budgets for the last three years. By "summary" we mean the line items (categories) and the total for each year. [Should we provide a simple four-column table here with, say 10 rows for budget line items and a bottom row for the annual total?]

c. What *categories* of out of pocket costs do participants typically have to pay on outbound trips? *ALL*

d. What are the approximate total out-of-pocket expenses per person for an outbound trip? *\$3000*

e. Have you ever subsidized expenses of participants on outbound trips? If so, explain the amount and how you covered these costs. *NO*

f. Experience shows that Madison's sister city governments are able to earmark larger amounts of money for hosting and gifting when Madisonians travel there, and that we Madisonians are not able to match those appropriations when they travel here. Please describe methods you have used to handle this problem. *Personal Donations*

g. Are there other points you'd like to share with the SCCC about your budgetary practices that were not addressed in the above questions? If so, please explain.

9. Fundraising

a. City of Madison. For the last several years the City of Madison has earmarked about \$10,000 annually for sister city programs. This money was distributed in two categories: a base grant of about \$500 and a discretionary grant of up to \$1000.

(1) Have you ever received a base grant? How many, in what amounts, and in what years?

Yes - 5 yrs.

(2) Have you received a discretionary grant? How many, in what amounts, in what years, and for what purpose?

Yes - 5 yrs \$400/yr

b. What types of fundraising activities have you done *outside* of the city grant program? Please identify all of the categories or techniques you have used, when you used them, how much money they raised, etc. Which of these techniques have you found most successful and why?

c. How are you raising money for your organization today?

d. What fundraising plans do you have for 2010 and beyond?

Personal Donations

e. If a significant amount of *additional* sister city money could somehow be raised through such techniques as private sector grants, and if that money were made available to your program, how would you propose to use that money?

f. Other?

Incoming/Outgoing Gifts

10. Marketing

a. How do you make Madisonians aware of your existence?

- Brochure?
- Information booths (where?)
- Other? Please explain

b. How do you recruit program participants? How effective have these efforts been?

c. Do you try to secure media coverage for your program? If so, please describe how you do this.

d. How would you describe the relative effectiveness of your media program? None

e. What recommendations do you have to *improve* your media effectiveness? City Involvement

f. Madison's sister city programs generate relatively little attention from the business community, and yet businesses are potentially one of the greatest beneficiaries and largest program underwriters. Have you tried to make Madison's business community a significant partner in your program? If so, please describe the methods you have used.

g. The SCCC is considering several concepts that it believes have potential to involve more businesses in *your* sister city program. Which of the following concepts do you think have the greatest potential to get the business community involved in *your* program? Please place a number in the box that reflects the concept's relative promise: #1 means great promise, #2 some promise, and #3 little promise.

1 Sister City Partners. A partner is a business that would receive exclusive or near-exclusive opportunity to secure sister city business in exchange for a discounted rate. This could be attractive to hotels, restaurants and other hospitality businesses.

2 Product fairs For example, five of Madison's sister cities produce cheese; therefore, an event would be created at an appropriate location to showcase such products.

2 Business-to-business opportunities. This would include specialized exchange programs for businesses or organizations that share a common product or service.

Other? Please explain.

h. The SCCC is considering several marketing concepts for individual and overall programs. Which of the following techniques would have the most positive, enduring impact on your program? Please place a number in the box that reflects the concept's relative promise. A #1 means great promise, #2 some promise, and #3 little promise.

3 Create a "friends" organization (e.g., Friends of Madison Sister City Programs) so that it could do fundraising, marketing, publicity, etc. *independently* of the city.

1 Create a web site that could be used as an informational and recruiting tool.

2 Establish and run a joint sister city fundraising program.

Other _____

i. Are there other points you'd like to share with the SCCC about your marketing practices that were not addressed in the above questions? If so, make those points here.

11. Measuring success

a. One of the questions that the SCCC is studying is: How would an astute observer of Madison's sister city program know when the program is successful? With that question in mind, does your sister city program use metrics (either qualitative or quantitative) to measure your success? If so, please explain.

b. If you do *not* currently use metrics of some kind to measure your success, but think they would be desirable, what suggestions do you have for good indicators? Please explain.

12. Madison: strengths and weakness for the sister city program

a. What factors make Madison *ideal* for sister-city programs? List all factors that you think are applicable.

b. What factors *limit* Madison's ability to launch and sustain sister city programs? List all factors that you think are applicable.

13. Final lessons

a. As you reflect on the experience of your sister city program, what factors have the greatest potential to make it better? Please explain.

b. As you look back on the management of your sister city program, what are the most important lessons you have learned? *more City involvement*

c. Are there any final points about your program that you would like to share with the SCCC? If so, please outline those points here.

The Beginning and The Future

In March 2000, Consul General of Italy Enrico Granara (see bio) was on a one-day visit to Madison to meet with Governor Tommy Thompson and representatives of the Italian and French Language Department of the University of Wisconsin. During that visit, Consul General Granara noticed a similarity of geographical features between Madison and Mantova, Italy.

On August 4, 2000, on another visit to Madison with the Agricultural Committee of the Italian Chamber of Deputies, Consul General Granara showed them the similarities between Mantova and Madison in areas such as dairy farms, agricultural equipment, cheese producers, breeding equipment and the similarities in economy. They all agreed that Mantova and Madison were similar cities.

On August 7, 2000, (attachment #1), Consul General Granara contacted the Mayor of Mantova, Gianfranco Burchiellaro, about the possibility of Mantova and Madison developing a Sister City relationship.

On September 11, 2000, Mayor Burchiellaro sent a letter (attachment #2) to Consul General Granara endorsing the idea of Mantova and Madison becoming Sister Cities.

On September 20, 2000, Consul General Granara, sent a letter (attachment #3) to City of Madison Mayor Susan J.M. Bauman proposing the idea of Madison and Mantova becoming Sister Cities.

Mayor Bauman contacted Frank Alfano, a member of the Italian Workmen's Club of Madison and past Festa Italia in Madison chair to determine if there was any interest on the part of the Italian community to coordinate the proposed relationship. Mr. Alfano met President Tony Bruno and other members of the Italian Workmen's Club and they all agreed that a Sister City Relationship with Mantova would be an excellent enterprise.

On December 5, 2000, Mayor Bauman sent a letter (attachment #4) to Consul General Granara stating that the Italian Workmen's Club would be interested in the formation of a Sister City Relationship with Mantova.

Thus was the birth of a friendship between Madison, Wisconsin and Mantova, Italy.

On January 2, 2001, The City of Madison Common Council passed, unanimously, a resolution (attachment #5) authorizing and endorsing a Sister City Relationship with Mantova.

On March 14, 2001, the initial communication (attachment #6) from Mantova was received. This set the foundation for the beginning of a series of communications, etc. during the period leading up to the signing ceremonies in December 2001 and October 2002.

In July 2001, Alitalia Airlines featured Mantova in their in-flight magazine, Ulisse. (attachment #7)

As a requirement of the City of Madison, a non-profit organization was developed to coordinate the Madison-Mantova Sister City Program. On August 21, 2001, the Internal Revenue Service approved the formation of the Greenbush Heritage Foundation, Inc. as a 501©(3) organization.

On September 11, 2001 after the attack on the World Trade Center in New York City, The City Council of Mantova held a special session and issued a resolution (attachment #8) condemning the attack and expressing concern for the citizens of Madison. The resolution was forwarded to members of the City of Madison Common Council that same day. The resolution reinforced the significance of the friendship between Madison and Mantova.

On December 8, 2001 in Madison, a signing ceremony was held with Consul General Granara representing Mantova. The agreement (see attached and pictures) was also signed by Mayor Susan J.M. Bauman, Joseph Cerniglia, President of the Italian Workmen's Club and Jean Musillami, Vice-President of the Italian American Women's Club.

On October 18, 2002, a delegation from Madison lead by Mayor Susan J.M. Bauman visited Mantova. On October 22, 2002, a signing ceremony was held in the City Hall of Mantova (see attached agreements and pictures). Members of the delegation also met with business leaders, educational leaders and others as part of the visit.

During the October 2002 visit the possibilities of future visits and exchanges were discussed. They are as follows:

- Region of Lombard Business Leaders Association to Madison
- City of Mantova Business Leaders Association to Madison
- Culinary Exchanges
- Educational Exchanges of Students and Instructors between High Schools, Technical Schools and Universities
- City of Mantova Chamber of Commerce to Madison
- Environmental Assistance from Madison to Mantova
- Cultural Exchanges such as art exhibits, etc.

Mantova History and Facts

Mantova is a city in the Lombard Region of Italy about 100 miles east of Milan and located in the middle of a plain between the Po and Mincio Rivers.

The origins of Mantova seem to belong to the realms of legend, which reports that Mantova was founded by Mantus, daughter of Tiresias.

Neolithic remains have been found in the area, as well as remains from the Bronze Age, Iron Age and Villanova Age, which began about 1000 B.C.

Excavations have also brought to light the remains of an ancient Etruscan market city, which sets Mantova as one of the furthest points reached by the Etruscans in their expansion to the northeast in the 6th century.

Mantova is in the center of a wide, fertile plain whose exceptional gentle, green landscape provided inspiration for Virgilio (Publius Vergilius Maro, 70-10 B.C.), the poet and author of "The Aeneid" and "The Georgics".

The Roman conquest reached Mantova in 220 B.C. At the time the settlement was a small fortified town, whose inhabitants depended primarily on farming for their existence. With the fall of the Roman Empire (476 A.D.) and the invasions of the Goths, Byzantines, Longobards and Franks, Mantova grew quickly and became a permanent settlement.

In about 1000 A.D., it became part of the feudal holdings of the Canossa Family. Mantova developed and became the City of Mantova under the rule of this family's last descendent, Countess Matilde Canossa. The only remaining monument dating back to this period is the beautiful Rotonda di San Lorenzo Church, with its circular base, that was erected on what remained of a pagan temple. After the death of the Countess (1115 A.D.), the people of Mantova in an attempt to defend their city's sovereignty against the forces of the Sacred Roman Empire that was descending from Germany, declared Mantova to be a "Free Commune".

During this long period of time, the city was enriched with some magnificent buildings including the Podestà building and the Ragione building. In 1198, Alberto Pitentino, a hydraulic engineer, regulated the flow of the Mincio River so as to create four lakes surrounding the city. These lakes provided a natural defense barrier that lasted for centuries. The new political-administrative center grew gradually with the construction of municipal buildings and market squares. These were the symbols of increasing prestige from both the political and commercial points of view. Some of the buildings dating from this period still exist.

From 1328 to 1707, the history of Mantova was bound up with the Gonzaga dynasty, rich landowners who had at first sought power as a means of strengthening their economic situation, but then came to conduct themselves as out and out princes. A permanent symbol of their wealth and power is the Palazzo Ducale, their main residence extending over an area of roughly 34,000 square meters between Piazza Sordello and

the lakes, which is a complex of different buildings constructed along their ruling time span.

During the long rule of the Gonzaga, the final walls and new neighborhoods were built. Around 1370, the town was surrounded by walls and stretched to the lake with St. George's Castle. The so-called "town in the town" took shape. The 15th century was the beginning of the artistic magnificence and political prestige that lasted until the mid-17th century, which turned Mantova into "a wonderful town worth a journey of 1000 miles" as Torquato Tasso wrote. Gianfrancesco Gonzaga called Pisanello to Mantova and while the political and expansion plans of the Gonzaga were turned into reality, the base was laid for the Renaissance period with its protagonist, Ludovico II, Lord of Mantova from 1444 to 1478. Great artists like Luca Fancelli, Leon Battista Alberti, Andrea Mantegna and others were summoned to town. Patronage and artistic ardor achieved their greatest magnificence with Isabella d'Este, who surrounded herself with men of letters and artists.

In 1524, Giulio Romano, one of the undisputed masters of Mannerism, was active in the city. He worked on the Corte Nuova of the Palazzo Ducale, on the Duomo, on country houses and residences of the aristocracy, on secular buildings like the Pescherie, on the planning of the city and on Palazzo Te, his masterpiece. Mantova became one of the protagonists of the great Renaissance period of Italian art.

The splendor of the Gonzaga court continued under the dukes Francesco III, Guglielmo and above all Vincenzo I (1587-1612), who filled Mantova with more works of art.

The crisis brought about by the folly and prodigality of the last dukes, already acute enough in 1627 to oblige Vincenzo II to sell part of his collection of paintings to King Charles I of England. This adding to the problem of succession led to a subsequent downfall. The Imperial Armies of Emperor Ferdinand II of Habsburg plundered Mantova and left behind a tragic legacy: the plague of 1630, which marked the fateful decline of the dukedom. The population decreased drastically and as the decline of the Gonzaga family and economy. The Emperor deposed the last Duke.

In 1707, the Austrian Hapsburgs put an end to the Gonzaga rule. Under Austrian administration the city underwent a new period of growth, evidence for which is provided by such significant realizations as the dome of Sant'Andrea, Antonio Bibiena's Teatro Scientifico with the adjoining Accademia Virgiliana and more. Conquered after a long siege by Napoleon's troops Mantova returned to Austria in 1814. It became one of the platforms of the system of fortresses known as the Quadrilateral with Peschiera, Verona and Legnago. The building renovations of these years, which achieved one of its best examples with the Teatro Sociale, partly changed Renaissance Mantova and the town started to take on its present day appearance. Lake Paiolo was drained and the Magistrale ditch was filled with earth.

The last part of the 19th century, which for Mantova signified union with the kingdom of Italy, after the third war of independence, in October 1866, was marked by an expansion into the hinterland.

Mantova's educational institutions include the Academy of Sciences and Art founded by the Empress Maria Theresa and the Palazzo degli Studi formerly a Jesuit College. Industries include dairying, farming, raising livestock, agribusiness, tourism and manufacturing agricultural machinery, breeding equipment, packaging equipment, household products, fashion, lighting engineering, chipboards.

Agricultural products include fine wine, pasta, cheese and rice. About half of Italy's prosciutto ham is produced around Mantova, as well as Parmesan cheese and Grana Padano Cheese.

Madison-Mantova Comparison

Madison

- Incorporated in 1837
- Population 250,000
- Major Features – Lake Monona, Lake Mendota, State Capital, University of Wisconsin-Madison (50,000 students)
- Numerous Bike Paths and Parks
- Named best city to live in the United States in several publications
- Area Businesses: Government, Education, Insurance, Banking, Agricultural Equipment, Food Industry, Wine Making, Cheese Production, Tourism
- Sister Cities
 - Camaguey, Cuba
 - Ainaro, East Timor
 - Arcatao, El Salvador
 - Freiburg, Germany
 - Vilnius, Lithuania
 - Managua, Nicaragua
 - Olso, Norway
 - Bac Giang, Vietnam
 - Mantova, Italy
 - Obihiro, Japan
 - Cusco, Peru

Mantova

- Settled 900 B.C.
- Population 60,000
- Major Features-Lago Superiore, Lago Mezzo, Lago Inferiore, Numerous Historical Sites
- Extensive Bike Paths
- Area Businesses: Dairy Farming, Tourism, Manufacturing of Agricultural Machinery and Breeding Equipment, Raising Livestock, Cheese Making, Fine Wines, Pasta, Rice and Prosciutto Ham Production
- Sister Cities
 - France
 - Russia
 - Iran

Related Websites:

City of Madison – www.ci.madison.wi.us
Italian Workmen's Club – www.iwcmadison.com
Italian American Women's Club – www.madison.com
City of Mantova – www.mynet.it/mantova
Mantova Tourist Office – www.aptmantova.it