

A Survey of Madison's Sister City Programs, 2009

12-16-09

1. Official name of program: Madison-Obihiro Sister Cities, Inc.

2. Key facts about the sister city

- a. City name Obihiro City,
- b. Province or state Tokaichi, Hokkaido
- c. Country Japan
- d. Population 180,000
- e. Nature of local government Democratic style of government- with Upper & Lower Houses called the Diet (National)
- f. Nature of the local economy- Farming is major industry- has one of the largest farming areas in Japan. The area is know as the "breadbasket" of Japan. Major industries are dairy, wheat, dairy and livestock breeding management, potatoes, beans, sugar beets. Other industries are machinery production, electronics and biotechnology..
- g. Socio-economic data Obihiro is a young city- only 123 yrs old. Obihiro has a major, world-renowned Agricultural and Veterinary University. It has one of the cleanest rivers in Japan- the Satsunai. The city draws most of its drinking water from the Satsunai and even bottles it for public sale. The biggest pollutant in the river is the nitrates from fertilizer run off from the farming operations along the river banks. The other major river is the Tokachi River but its water is not suitable for drinking.

One of the major concerns for the City is that young people who leave Obihiro to attend colleges and post secondary educational outside of Obihiro do not return in adequate numbers to show growth in the City. Their primary concern is that the population is aging and that there is not enough work for young people to stay in Obihiro. The downtown is declining and current property laws make it very difficult to revitalize the area. Most recently, Obihiro lost its representation in the national government with the death of their long-time representative, Mr. Shoichi Nakagawa who had been bringing in a lot of money and projects to this district. Obihiro recently completed a world class speed skating area and also a curling club that will be used for Olympic training purposes.

It is also home to many aboriginal natives called the Ainu in this area. It is also home to many foreign residents (over 500 people in 2008) and the City has even dedicated an International Department to service this population. The city also contains the headquarters of the 5th division of the northern army of the Japan Ground Self-Defense Force.

In 2009 Obihiro was designated as a "model environmental" city in Japan. It has its own airport and train station that connects Obihiro to other cities in Hokkaido as well as to the main island of Japan. The national government is in the process of building a "bullet" train system from Honshu to Hokkaido which will shorten travel time to Tokyo. The systems should be completed by 2015.

h. Other? Obihiro is also the home of three nationally renowned pastry companies: Rokkatei, Tyuesu and Cranberry. Obihiro has 26 public elementary schools and 15 public middle schools. It has 5 State high schools, 2 private high schools and 1 city high school. The Obihiro University of Agriculture and Veterinary Medicine in the only university in the Tokachi (county) area. Due to declining birth rates in the area (and across the country), several elementary schools are scheduled for closing in 2012.

One of Obihiro's most distinctive feature is the Obihiro no Mori- a ring of trees planted by the citizens of Obihiro from 1975 to 2004 which has created a new forest which encircles the boundaries of Obihiro City.

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? Preliminary activities began in Sept. 2002 when Peter Munoz, (aide to Mayor Bauman) contacted key people in Madison to begin investigation of a Sister City relationship with Obihiro, Hokkaido, Japan. Madison Common Council on December 2, 2003 officially approved the relationship and activities continued organization obtained official status.

(2) **In what year did you become an official Madison sister city?** Official signing with Obihiro, Japan was on October 25, 2006.

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) _____

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

To further understand, acceptance and appreciation of cultural, educational and other civic considerations in and about the City of Madison, Wisconsin, and Obihiro City, Japan; encourage the development of strong and cordial relationships between residents of both sister cities; and encourage personal, professional and other exchanges between elected officials and general citizenry of the two cities; and other purposes as approved by the Board of Directors

d. Who were the initial leaders? Some of the initial organizers were: Paul Kusuda, Jean MacCubben, Peter Munoz, Pat Takemoto, Tom Lucas, Sharyl Kato, Hiroshi Kanno, Akira Toki, Sam Noda (JETRO), Anita Martin, Karen Hendrickson

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
Study Group for Mental Health	2004	1 st exchange came in October, 200 and studies the Madison Model of Community based mental health. Obihiro has send a study group every year since 2004
Celebrate Madison	2004/2005	Multi-cultural festival & expo to introduce people to the culture and music of Japan
Rotary Grant from South Madison	2005	To create a pen pal program and begin a student exchange
Food for Though Festival	2006	Chefs from Obihiro share their culture and prepared their famous local dish- Butadon. Served over 600 bowls.
Official Signing Delegation	2006	Over 24 people came from Obihiro for the official signing and celebration. Japanese Consul-General as well as Rep. Nakagawa (member of the Diet in Japan) attended this occasion.
Agricultural-Vet Delegation from Obihiro Agricultural University	2007	4 members of the University met with WARF & University Research Park to determine common projects
Farm Delegation	2007	10 farmers came to study and learn about farming in Dane County. Viewed many options of farming and grazing
Mayor Dave's Visit to Obihiro	2008	Mayor Dave and 2 aides traveled to Obihiro to present a forum as well as visit the City.
Equine Project	2008	Members of Obihiro Agricultural & Veterinary University came to meet and see the staff of UW Veterinary's School as well as meet breeders of

		Belgian Draft horses which are used exclusively in Obihiro for their famous Ban'ei races
Children's Exchange	2009	6 students from 3-7 th grade came to Madison and stayed with host families for 1 week to experience American life and school
Cultural Exchange Nite & Fundraiser	2009	Obihiro provided Madison with an exclusive photographic exhibit of one of their most renowned photographers. Madison-Obihiro Sister Cities used this occasion to introduce Madison to Obihiro's culture and people. Had a Silent Auction and had a great opportunity to exchange and develop networks between Madison and Obihiro
Agricultural Delegation	2009	10 farmers attended the World Dairy Expo and learned about dairy breeding operations and practices. Several farmers had home stays at area local farms. Also visited one of the one successful organic milking operations in the area-Sassy Cow.
High School Student Exchanges	2007 & 2009	7 students visited Obihiro for 1 week and lived with host families in Obihiro. Earlier visit in 2007 hosted 2 students during one of their most popular festival in August.

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. Mayor of Obihiro was very active in the official signing. Representatives from their Chamber of Commerce as well as the creation of a counterpart Sister City organization- Obihiro-Madison Koryu Association was established in 2006. Dr. Oe (Director) of Oe Hospital, University leaders; International Dept of Obihiro City

(2) Why were they selected? They were/are the key leaders in civic and political arenas

(3) How did you make initial contact with your future sister city leaders in the locality? Through City and word of mouth. The majority of people on the Madison-Obihiro Sister Cities, Inc. board of directors are involved in many areas of interests for programming. As well as with the Japanese community.

(4) What factors explain why your prospective city agreed to participate in the sister city program? Because of the many similarities and interests between the cities- the Mayor wants to make Madison its; city most active Sister City in Obihiro- the relationship between government, private and business leaders is very invigorating to him. He wants to develop long-term relationship and wants to develop the children's exchanges to create bonds between the communities.

g. Do you have a copy of the council resolution creating your sister city program? YES

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.]

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. Board minutes and records are kept both digitally and in paper format in books.

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

(1) Trip dates (month and year is sufficient) 1/2006; 2/2006, 8/07, 1/2008, 1/2009

(2) Approximate number of participants 1/07 (1); 2/06 (2) 8/07 (3) 1/08 (5) 1/09 (1)

(3) What were the most important/most memorable events of the trip?

1/2006 Jo Oyama-Miller represented the MOSC Board at Obhiro's Ice festival and to see many projects regarding mental health issues, met with University & Agricultural staff, had several meetings with City staff as well

2/06 2 Additional board members Jean met with City leaders to determine common goals and objectives for the Sister City program

1/08 Taking Mayor Dave and his aides to visit Obihiro and to learn about their culture, City government and strategic plans Mayor Dave participated in a host of activities including how to make sushi, cross country ski in their "citizen's forest" and how they solved many of the same problems as Madison

1/09 Children's visit- a great success- students and families really enjoyed the experience and look forward to more exchanges

(4) Salient qualities of participants

Board members: 40-60, Female, Middle Class, strong leadership qualities

Children- 6-12th graders, both female and male, middle class, interest in Japanese language and culture

Mayor & Aides (3) male, 40-50 yrs, upper middle class- no previous knowledge/trips to Japan; enjoyed the food and culture very much

Major factor motivating participation was interest in Japan and wanting to learn more

▪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 The most difficult problem was trying to coordinate time and schedules as early as possible. Japan/Obihiro seems to delay scheduling as much as possible- they also schedule too much in one day. They are very eager to show everything but the hectic pace is quite fatiguing for many of the participants. Jet lag seems to affect the Americans much more than when the Japanese come to Madison.

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

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

l. What is the approximate total number of persons who have gone on all inbound trips to date? 15-17

5. 2009 goals and objectives

a. What are your most important goals and objectives for 2009?

MOSC hosted the following projects: Children's/Cultural Night (March 2009), High School Educational Exchange (June, 2009) and the Mental Health Study Group (Nov. 2009)

In addition, two other projects are hosted through a people to people exchange and managed by a outside source.

b. Generally speaking, what programs and strategies are you using to achieve these goals and objectives?

Every year the two organizations exchange goals and objectives and ask what projects do they want to host and when. There is a difficulty because Obihiro runs on a fiscal year from March-April and Madison runs on a calendar year. Sometime, we had had problems with funding issues because of the different in budget schedules.

We hope to be able to use the two organization as the primary focus for government and educational exchanges and have the other exchanges continue to be on a people-people basis or through the Universities.

6. 2010-2012 activities

- a. What plans do you have for *outbound* trips? Please describe. At the current time, we plan to host another high school student exchange in June 2010, a Mental Health Team that will present in Obihiro in late fall.
- b. What plans do you have for *inbound* trips for? Please describe. Obihiro Koryu has asked us to host the children's and Cultural Night Exchange in March, and possibly a Chamber visit in early fall.
- c. Do you have any other programmatic initiatives planned for 2010 thru 2012? Examples could include pen pal programs, business exchanges, fundraising fairs, etc.

We hope to do more fundraising and collaborations with other Sister Cities programs, business and/or farm exchange in 2011, a cultural tour for women learning about kimono and tea ceremony and the onsen (outdoor heated pools) for relaxation

7. Governance

- a. Regarding your board:
 - How many people serve on your board? 7
 - What are the socio-economic qualities that best describe your board? Low to middle class
 - Do you have any special "slots" or categories of members? If so, please describe. We have an "advisory" status for people to serve on the board with no voting privileges
 - Do you have written by laws? (If so, please attach a copy) Have written By-laws
- b. How do you define a member? A member is voted on by the BOD and serves a term from 1-3 years
- c. How many members do you currently have? 7
- d. What governance problems have you experienced and how have you solved them? Agenda items and length of discussion, conflict of interests
- e. How would you describe your current *level* of activity? Very active
- 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. Yes- the Board members are very involved and engaged in program activities.
- 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.

Yes- if more funding could be raised to be shared among the Sister Cities without having to go through a very elaborate Council process would be helpful and if the budget could be controlled by the Committee

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)

Madison-Obihiro Sister Cities, Inc. (Budget 2007-approved 1/22/07)

	2007	2008	2009	
Revenues				
City of Madison	1440.00			
Mental Health Study Training Registration	3000.00			
Business Delegation Interpreter Fees	1500.00			
TOTAL	\$5940.00			
Expenses				
Licensing & Regulation Fees	50.00			
Office Expenses	100.00			
Postage	90			
Telephone	155			
Meeting Expense	640			
Cultural presentation/tokens	600			
Transportation costs	250			
Interpreters	3100			
Fundraising expenses/outreach	50			
Liability insurance	250			
Miscellaneous	125			
Mental Health Study training materials	200			
Professional fees	100			
Local NOP Contract/facility expenses	230			
TOTAL	\$5940.00			

- 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?
Lodging, room, transportation costs
- d. What are the approximate total out-of-pocket expenses per person for an outbound trip?
\$2000.00 unless they have a home stay and then the cost is \$1500.00
- e. Have you ever subsidized expenses of participants on outbound trips? If so, explain the amount and

how you covered these costs. We have paid for some of the costs- either lodging or food costs- if we can not meet these expenses in our regular budget, then we will fundraise the amounts as necessary.

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.

MOSC has either asked for Sponsorships of trips from key companies that we "partner" with and/or we ask for in-kind donations from the businesses here in Madison to assist with some of the costs, i.e. lodging, meeting expenses and transportation

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. In order for the Sister Cities program to be an sustainable project for the City, more direct base funding is needed to operate on an equal basis for all Sister Cities. Obihiro City provides their association with approximately \$8-10,000/year to provide adequate services for both in-bound and outbound trips. Students who travel on behalf of the Sister City program are assisted with travel expenses as well mental health consumers who have profited by the travel to Madison. I realize that this amount won't be possible but base funding must be more than \$500/year.

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? We have received base grants for all years we have participated- 2004-09.

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

We have also received discretionary grants from \$500-1200/year based on the project proposed.

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?

We did a direct solicitation of funds and raised \$2000, we had a focused fundraiser which raised about \$3200 and we now charge each participation for the study programs such as mental health and agricultural delegations. That way all their expenses especially for interpretation and materials are covered.

c. How are you raising money for your organization today? By both direct solicitation and fundraiser event.

d. What fundraising plans do you have for 2010 and beyond? We hope to do the same for 2010 that we did in 2009. In additional, we hope to be able to sell some of the products of Obihiro such as postcards, calendars, products.

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?

I would hope that if private funds could be raised to profit each Sister City in a greater and easier manner, I would propose to use those funds to outset some of the costs for outbound trips especially for the children and students. Students would still have to pay some of the costs but it would allow more students and children and families to be involved in our programs.

Obihiro charges members of their association a base fee for membership which provides them with base funding- majority of businesses in their community are part of the Koryu association and thus make the relationship more meaningful and more involved than just City funds. In addition, the City does provide a good amount to ensure that delegations are developed and relationships are established at all levels of the community.

f. Other? More Madisonians need to realize that they have much in common with the rest of the world as well as have a responsibility to improve the plight of others around the world as needed like in East Timor or El Salvador.

10. Marketing

a. How do you make Madisonians aware of your existence? More information on the City Website- more exposure on City Channels- Assign a city alderperson to one of the Sister City organization on a regular basis so that they learn about each of the Sister Cities program

b.

▪Brochure- need a comprehensive program about Sister Cities for the City of Madison and individual brochures from each Sister City program.

▪Information booths (where?) International Festival- Celebrate Madison- 4th of July- Farmer's Market, Neighborhood Center can adopt a Sister City program; Schools can adopt a Sister City program for their social studies units

▪Other? Please explain

b. How do you recruit program participants? How effective have these efforts been? From word of mouth as people attend our various programs. Some of the Board members do individual programs in the school system about Japan and we mention our Sister City programs as well. We also used Asian Wisconzine to cover some of our major events.

c. Do you try to secure media coverage for your program? If so, please describe how you do this. We have used Asian Wisconzine many times as well as contact the local TV stations when we have a specific and noteworthy delegation .

d. How would you describe the relative effectiveness of your media program? Minimal at best- we do not have a strategic plan for addressing our media needs.

e. What recommendations do you have to *improve* your media effectiveness? We just finished designing a new logo for our organization and hope that we can begin to make more of an impact because of this. We plan to use our banner at all events and to encourage more neighborhood as well as local media to cover our events- such as the Children's Exchange- we hope to have them participate in Troy Gardens this year or visit Neighborhood Center and exchange games and stories.

e. 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.

I have been working with several businesses to see if they will market several of the products from Obihiro as well as working with Restaurant Muramoto to highlight some of these products into their menus. We have some small successes. We hope to improve on this area in 2010.

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.

3 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.

1 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.

3 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.

MOSC does use metrics for lodging, meals and gifts purchased per delegation. MOSC has about 4/delegations that come to Madison, usually numbering around 8-10/delegation. They are very visitors to our City and spend a considerable of money for souvenirs and gifts for their families and friends (a very cultural thing to do)

We have several individuals who have returned to Madison for personal reasons after visiting Madison on a delegation basis. In addition, Obihiro has marketed the City and our programs to other people in Japan and have assisted hosting other delegations from cities other than Obihiro. We have also collaborated with the Wisconsin-Chiba Sister State program as well as the Madison Taiko Drum group.

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. Japan views Madison as a very clean, safe and environmentally friendly city. These are very important factors for both professional travel as well as personal. Madison is full of things to do that are free and the City has a lot of destination points that are highlighted in the Japanese tour books. Our friends from Obihiro are impressed with our government, citizenry and public and safe access to the community in addition to the many educational opportunities.

b. What factors *limit* Madison's ability to launch and sustain sister city programs? List all factors that you think are applicable. Lack of money to support the program, lack of Common Council support and knowledge of the program and desire to market the City beyond the regional area.

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. MOSC is very fortunate to have many good and involved volunteers who have supported our programs and the individual networking that our Board members have done. We hope that by more exposure, more people in Madison who are interested in Japan will contact us and begin to develop relationships with our friends in Obihiro.

b. As you look back on the management of your sister city program, what are the most important lessons you have learned? We have been fortunate to have some very good partners help us develop our organization into a 501.c.3, provide meeting space and support to our programs, and networking opportunities. We look forward to developing a business aspect to our program to ensure sustainability.

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.

I want to learn more about each of the other Sister Cities and hope that we can believe to connect with each other. We can encourage our Sister Cities to also learn about East Timor, El Salvador, Cuba, etc. We have much to learn and share with one another and it would be fun to bring some of our other Sister Cities friends to Obihiro as well.

The world is getting smaller because of the technology and we need to know more about each other. Japan, especially, enjoys learning about others, especially in those areas that they can improve upon like energy use, ethnic diversity, etc.