

Seven Revolutions

Leadership is compressed. Greater connectivity across the world means broader perspectives are more important than ever before, but leaders—no matter what their sector—have far fewer opportunities to think beyond their short term priorities and immediate responsibilities. Instant information flows are bringing planning horizons closer and closer to the present; pressures from multiple stakeholders are eroding prospects for consensus. It is increasingly difficult for leaders to act in the short term in ways that will yield long-term results.

SEVEN REVOLUTIONS is a project led by the Global Strategy Institute at the Center for Strategic and International Studies (CSIS) to identify and analyze the key policy challenges that policymakers, business figures, and other leaders will face out to the year 2025. It is an effort to promote strategic thinking on the long-term trends that too few leaders take the time to consider.

Revolution 1 - Population

Global

Population Growth

By 2025, global population will probably reach 7.9 billion; and by 2050, there will be around 9.2 billion people on Earth.

Over the next 20 years, 80 percent of the world's population growth will occur in those countries least capable of supporting it—politically, environmentally and/or economically. In fact, according to the United Nations Population Division, between the years 2005 and 2050 nine countries alone are expected to account for nearly half of the world's population growth, and only one of these fast-growing countries—the United States—is located in the developed world.

Global Generation Gap

In contrast to the rapid growth in the developing world, much of the developed world will face the prospect of static or negative population growth. By 2025, at least 51 countries across the world are expected to be substantially less populous than they are today. The median and mean age of people in these countries will also increase significantly. By 2030 almost one in four Western Europeans will be over the age of 65. Compare that with Sub-Saharan Africa, where those over the age of 65 will account for less than four percent of the population.

At the global level, 2047 will mark the year when the elderly population is expected to exceed the segment of the population that is under 15. [1] Whereas older persons represented 8 percent of the world population in 1950, the number will

Migration and Urbanization

Migration will be another key challenge facing the world of 2025, both within countries and between them. By 2025, nearly 60 percent—some 3.9 billion people—of the total world population will live in cities. In addition to resource, health and governance challenges, many of these mega-cities will be located along coastlines, making them vulnerable to natural disasters such as typhoons, tsunamis and hurricanes. The high population growth in developing countries and the negative population growth in developed countries will further increase the current rate of migration. Increased social and political backlash related to immigration issues in developed countries is likely unless governments and citizens can envision new approaches to integration and harmonization.

Regional

Lack of Population Growth

Greater Owensboro suffers from a problem quite opposite of the global situation, slow population growth. Various factors, including isolation and economic development have caused the Owensboro's population to grow at a very slow and steady rate over the past two decades. Future trends indicate that growth will remain slow and steady. The good news is that Owensboro has not experienced many of the problems that fast growing urban communities have experienced. The bad news is that slow growth has limited the opportunities available for finding quality jobs.

Brain Drain of Young People

A major impediment to the growth of the Greater Owensboro region is the exodus of young people from the region. Young, well educated professionals between the ages of 25 and 40 are hot commodities sought after by communities large and small across the United States. The declining population and demographic shift make this a problem for cities and regions everywhere in the developed world. It is particularly acute in small regions such as Owensboro. The circular argument exists as to the root cause and solution to the problem. Conventional wisdom has suggested that lack of available job opportunities are the cause of the problem, however, as jobs become increasingly portable and competition for talent more fierce quality of place is playing an increasingly larger role in the decisions by young people in where to locate. Large amenity rich metro areas are typically the winners, while small more rural areas that resemble "every town" USA struggle to attract and retain young talent.

Urban vs. Rural

Owensboro, as Kentucky's third largest city, is classified by the US Department of Commerce as a metropolitan statistical "urban" area (MSA). However, much of the population of Daviess County and surrounding Hancock, McLean, and Ohio counties, part of the Owensboro Urban MSA remain very rural. Owensboro is blessed with many cultural and quality of life amenities found in urban communities, yet the regional economy is very oriented toward agriculture and a rural culture is a very strong part of the regional fabric. Sometimes this creates a tension regarding issues such as land use, education, taxation, and government.

Public Health Issues

Daviess County was recently named the eighth healthiest county in Kentucky, but far too many people (including

	<p>pregnant women) still smoke, have poor diets, and lack physical activity. Owensboro- Daviess County is fortunate to have state-of-the-art public and private health facilities. Programs and services are sometimes limited, however. For example, the district health department recently discontinued pre-natal care services. Uninsured pregnant patients (40-50 new patients per month) must now rely on only 5-6 local obstetricians who will accept them. Without pre-natal care, there are increased instances of newborns with health problems. The region is still among the unhealthiest in the United States, suffering from high rates of heart disease, certain cancers, and obesity. Large numbers of children are not insured and health costs and the region is a very high cost when it comes to health insurance and medical costs. The incidence of teenage pregnancy, births to unwed mothers and the abuse of alcohol and tobacco are high compared to national averages.</p>
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<h2 style="color: red;">Revolution 2 - Resource Management and Environmental Stewardship</h2>	
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<p>Food</p> <p>Food productivity has increased around the globe and we have not yet reached the "limits to growth" that were predicted in the 1970s. However, the world is nearing a point of diminishing returns. Poor land management and the overuse of fertilizers are causing land degradation, soil erosion and desertification on a massive scale in agricultural areas. Water availability and quality as well as biotechnology will play a key role in our ability to expand food production. Nonetheless, this task is a daunting one: to meet projected demand, cereal production will have to increase by nearly 50 percent and meat production by 85 percent from 2000 to 2030. [1]</p> <p>Water</p> <p>Global trends in population growth, economic development, industrialization, and food production, among others, are placing increasing stress on the most precious finite natural resource: water. These trends are leading to a period marked by unprecedented, sweeping water scarcity, poor water quality, and tremendous sanitation challenges. By 2025, an estimated 3.5 billion people, or nearly half of the world's population, will face serious constraints on their capacity to meet water demands</p> <p>Energy</p> <p>Trends in global demand for hydrocarbons are not likely to change significantly even through 2030. In fact, the world will become increasingly reliant on hydrocarbons during our forecast period. Not surprisingly, we expect to see an increased share of production from the Persian Gulf. By 2025, OPEC will account for up to 50 percent of the world supply of oil. Skyrocketing demand—primarily in Asia—will drive these trends. Aggregate increases in alternative sources of energy will be offset by the exponential consumption of coal, oil, and natural gas in the decades ahead. As a percentage of total world energy production, nuclear energy's portion of the pie will shrink while alternative energy sources will maintain their share at 8 percent. The impact of this rise in consumption is startling in terms of potential geopolitical conflict and environmental consequences.</p>	<p>Environmental Stewardship</p> <p>Regional environmental challenges are multi-faceted, local, regional, national and global in scope. Communities that address these challenges become more appealing places to live, work and recreate. Land use policies, industrial and agricultural practices, factory farms, aging septic systems and drainage issues affect rich farm land, food and ground water quality. At times, chemicals and sewage are discharged into the Ohio River and its tributaries. An increasing number of local soil tests show high lead readings. Environmental practices transcend county and state boundaries. Emissions from plants in Indiana and Illinois affect our air. Practices in Pittsburgh, Cincinnati and Louisville affect the Ohio River ecosystem as much as our local practices. As demand for coal increases because of more power plants, there is more strip mining and mountaintop removal in eastern Kentucky.</p> <p>Our local recycling efforts don't match other communities. We continue to be insensitive to the effects of urban sprawl. And research is increasingly conclusive that climate change impacts us all – and coal burning is central to that issue.</p> <p>Coal Dependence and Clean Coal</p> <p>Owensboro-Daviess County is strategically located near large coal reserves and two commercial rivers. Consequently, there are 17 coal-fired power plants in our area with more planned at Cash Creek on the Henderson-Daviess County line and the Peabody Thoroughbred plant proposed for Muhlenberg County. Several coal-to-gas plants are also under consideration. Concerns over U.S. dependence on foreign oil and rising gasoline prices have led to proposals to expand coal production and build more power plants. Taking these steps could improve our economic position and create jobs but threaten environmental quality.</p> <p>"Green" Innovation</p> <p>Entrepreneurs, scientists, and investors are finding Greater Owensboro, Henderson, and the Northwest Kentucky counties of Union, Webster, Henderson, McLean, Daviess, Ohio, and Hancock ripe with assets for innovation in "green" technologies such as plant made natural products and renewable energy. Kentucky is uniquely situated to lead the nation's synthetic fuels industry. Northwest Kentucky, with its abundance of coal, rich agriculture, and significant infrastructure assets, is well positioned for the Commonwealth's renewable energy efforts.</p>
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Revolution 3 – Technological Innovation and Diffusion

Computation

In addition to achieving unimaginable new speeds, computers are becoming ubiquitous. Wireless laptops, personal e-mail and communication devices, media players, and on-board navigation systems are just a few examples of how technology has already made computational power and networked information constantly available. Improvements and innovations to common-day products such as DVDs, televisions, phones and radios are becoming the norm. Decreased costs, more user-friendly interfaces, and smaller, lighter, less expensive materials will deepen the integration of computers with our daily lives.

Genetics and Biotechnology

The twenty-first century is coming to be known as the "Bio Century" to scientists due to progress in information technology, engineering, and biological sciences and the subsequent impacts on economic and human development. The completion of the Human Genome Project, mapping the 30,000 genes and sequencing the three billion chemical base pairs that make up the human genome, marked an incredible achievement in the history of humankind. Still, work on chromosomal structure, gene regulation, and protein synthesis is all on the horizon. [5] In the future, we can expect greater scientific advances in the areas of proteomics—the study of the role of and interaction between the body's more than 300,000 proteins—as well as genetic and even germ-line therapy. With the advancement of new technologies and medicines, children born today could live into the twenty-second century.

Nanotechnology

Scientists have already achieved significant successes in the micro-miniaturization of sensors, activators, and actuators. Micro-electromechanical machines (MEMs), smaller than dust mites and formed out of microscopic gears, chains, and computer chips, are already being deployed in medicine, agriculture, supply chain management, materials science, manufacturing, and warfare, to name just a few. According to M.C. Roco, Senior Advisor on Nanotechnology at the National Science Foundation, "[T]he worldwide annual industrial production in the nanotech sectors is expected to exceed \$1 trillion 10 to 15 years from now, which would require 2 million nanotechnology workers." [6] During this time frame, nanotechnology will move from the microscopic level down to the molecular and atomic level.

Technology Backlash

Unfortunately, each of these technological advancements also involves potential downsides. The combination of deep computing and pervasive computing through data mining could result in serious violations of individual privacy. Information gathering can track genetic profiles, often times unknown to the individual. The unprecedented level of control over crops, livestock, and even human life itself has already prompted serious backlash. Ethics surrounding advancements in cloning, stem-cell research, and genetically altered food cause quite the controversy and have quickly developed into political issues. While a 'green IT' revolution is taking place to curb energy inefficiencies in technological appliances, there are still many environmental problems facing rapid technological advancement. Future discoveries will challenge leaders to respond to new ethical complexities and public policy challenges.

Plant Made Pharmaceuticals

Many of today's new pharmaceutical products are actually proteins produced through some living organism. Some of these organisms include mammalian cells, yeast and e-coli bacteria. The production technology around each of these systems require development of expensive and complex bioreactors. Plant made pharmaceuticals, or PMPs, are proteins that are expressed and purified from plants where the plant itself is designed to become the bioreactor. In other words the plant is trained to produce a protein and the time, risk and huge capital expense of a typical bioreactor is avoided. In addition to this potential cost savings, PMP's offer a rapidly scalable platform that eliminates many of the concerns surrounding utilization of animal based components. Owensboro is a center of this emerging industry. Kentucky BioProcessing, located in the Mid-America Airpark, is the world's only full scale facility designed and built for the commercial production of plant made pharmaceuticals. The company uses tobacco as a bioreactor to produce disease curing proteins.

Competition for Talent

In the knowledge-based economy, a region's economic strength will depend heavily on its ability to attract, retain, and develop human capital. Historically, a community's physical assets such as location, roads, and power determined where companies would locate. Now, the economic development rules have changed. Human capital plays a much more important role in the success of companies and communities. Skilled human capital is at a premium. Not only do employees switch jobs more often, the growth rate of the workforce is slowing. Cities today are competing furiously to attract and retain the coveted demographic: highly skilled workers ages 25-44. Research has shown that young professionals such as these look for a place to live first, and then they find a job, as a result quality of life amenities are critical in attracting and retaining this age group. Communities must give equal weight to the attraction, development and retention of a young professional workforce as has been given to the attraction of new companies. Owensboro's success in the innovation-based economy will be larger based upon the ability of the region to be attractive to talent.

Research and Development

Research and development, drives the innovation-based economy. Much R & D takes place at research universities. Owensboro is one of the largest cities in the United States without a public higher education institution. The locally funded expansion of WKU in Owensboro is going to meet many of the unmet needs of the region for public higher education course offerings and degree delivery, however, the region lacks the capacity for top flight university applied research, which impact company formation and economic development.

Efforts are underway to create synergy around research and development in certain segments of the economy. The Owensboro Cancer Research Program at OMHS, the James Graham Brown Cancer Center at the University of Louisville and the Centre for Business and Research business accelerator partially fill the gap by leveraging university-level research in Owensboro.

Revolution 4—Development and dissemination of information/ knowledge

Connectivity

We are witnessing the growth of what former Federal Reserve Chairman, Alan Greenspan, has termed the “weightless economy”—an economy in which knowledge and technical capacity assume ever more significant positions relative to the “material” world. The best students and entrepreneurs of the developing world are no longer limited by geography and their home country’s development. As information technology continues to reach these workers, they will be able to compete more directly with those in the developed world.

Lifelong Learning

Knowledge is becoming an ever more important component of industry, lowering the barriers of entry into markets and spurring innovation. In the wake of this competition, information will become increasingly perishable. Furthermore, as the information economy continues to mature, average workers will experience a half-dozen major career changes during the course of their professional lives. In a highly dynamic, knowledge-based economy, constant learning and retraining are not simply desirable; they are necessary to stay relevant. Education systems must adapt to prepare individuals to compete in the global arena. The growing prevalence of cyber-universities and distance-learning courses are an outgrowth of this anticipated need, both in the developed and developing world.

Information Integrity

The information revolution is also facilitating the decentralization and proliferation of media. The dominance, credibility, and profitability of traditional print and television media have faced a succession of challenges: infotainment, headline news, talk radio, satellite stations such as Al Jazeera, and today, blogs. With the proliferation of these diverse sources, individuals can choose their own sources of information and thus choose their own truth. Groups that were once outsiders can organize and impact policymaking on a real-time basis. However, the vast majority of humanity still lacks access to information and communication technologies, and they are locked out of the digital revolution—especially in Latin America, Africa and the Middle East. With governments and traditional media elites facing stiff competition, what forms of media will dominate this new era?

Information for Development

The recent development of the \$200 computer, which was launched as an initiative to make technology available to low-income children around the world, is only one example of the ways in which the barriers to information are breaking down and enhancing the capacity for development.

The first digital information and communication technologies (ICTs), such as cell phones, have now significantly made their way into poor households. From victims of the recent Peruvian earthquakes to fishermen in Bangladesh, millions of people across the world — in developing economies in particular — are increasingly reaping the benefits of worldwide networking.

Open-Source Society

One of the emerging paradigms of our knowledge society is that information should be not only available to all, but also modifiable by all. Open-source information diffusion has dramatic implications in domains ranging from software

Anti-Intellectualism vs. Life Long Learning

Education attainment rates in Owensboro have long lagged behind the rest of the nation. While a pacesetter in K-12 education and typically ahead of many state measures, the region still lacks a strong cultural emphasis for learning and continued education. College attendance, adult literacy, degree attainment rates are far too low for the region to remain competitive in the knowledge-oriented economy. The Learning Community experiment attempted to address this cultural issue by encouraging businesses, institutions, and community agencies to embrace the concept of lifelong learning as a key to future health, prosperity, quality of life, and economic competitiveness.

Isolation

Owensboro natives routinely hear comments from visitors to the community like, “it is hard to get there,” or “you don’t just pass through,” or “Owensboro is not on the way to anything.” The lack of easy transportation access has led to Owensboro’s relative isolation and hindered economic development and tourism opportunities of the region for decades. Efforts are underway to better link Owensboro to the national interstate highway system by designating the local parkways as interstate spurs that will connect to the newly planned I-69. Interstate 69 will intersect the Audubon Parkway between Owensboro and Henderson at approximately the three-mile marker. This provides an excellent opportunity to upgrade the Audubon to an I-69 spur and bring an Interstate directly to Owensboro. On the east-side, the Natcher Bridge was the first step to link western Kentucky to I-64. The second link is a new 22-mile, four-lane U.S. 231 from the bridge north in Indiana to I-64. This will create an I-64/ I-65 Corridor running through the heart of Owensboro.

In the media mix, Owensboro is one of the largest cities in the nation without a commercial television station. In the era of the only three national networks it was somewhat understandable that Owensboro would not have a station. However with FOX, WB and UPN setting up national network programming many “fringe” cities like Owensboro have commercial stations. The availability of high speed broadband connections is leading to the creation of “new media” opportunities, social networking usage, and household internet hookups, but at a pace far slower than the nation.

Approaches to Higher Education

Owensboro has one of the highest concentrations of colleges of metro areas in the United States, but overall college enrollment in the region is low. The community is home to two religiously affiliated liberal arts colleges, two regional university campus programs, a comprehensive community college, and a private for-profit institution. Enrollment at all of these institutions is less than 10,000. By comparison, the enrollment at WKU in Bowling Green is over 15,000.

Owensboro is one of the largest cities in the United States without a public higher education institution. The locally funded expansion of WKU in Owensboro is going to meet many of the unmet needs of the region for public higher education course offerings and degree delivery. Collaboration among all the institutions is a key to increased enrollment. Collaboration among the colleges, until recently, has not been very successful.

<p>development to the work environment to the way warfare is carried out. Often relying on self-regulation, open-source platforms have proved to be valuable and reliable sources of knowledge – one need only think of Wikipedia for an example. Even government bodies are making the transition to open-source models.</p>	
<p style="text-align: center;">Revolution 5 - Economic Integration</p>	
<p>March of Globalization</p> <p>Despite the rising international debate against continued economic liberalization, we believe that further global integration will continue out to the year 2025. Globalization has caused vast interdependence and integration of emerging and developing markets into the global economy with human and capital flows increasing through trade and investment. The benefits of integration to both developed and developing countries are clear.</p> <p>However, the continued march of globalization leaves many worried about their country's future. Concerns over national identity, heritage and culture have arisen with the free movement of peoples, resources and ideas. While there may be temporary setbacks along the path to deeper integration, the world has largely benefited from liberal economic reforms and continued momentum for greater integration appears to be likely in the long term.</p> <p>"BRIC" Economies: The Changing Global Balance of Productivity</p> <p>The "BRIC" countries—Brazil, Russia, India and China—will increasingly define the world's new economic center of gravity. According to a report from Goldman Sachs, if they can consolidate conditions conducive to structural growth, the total GDP of the "BRIC" economies by the year 2025 could equal half the aggregate level of the G-6 countries (United States, Japan, Germany, UK, France, and Italy).</p> <p>Inequality: The Continuation of Extreme Poverty</p> <p>Income disparities will not be limited to the BRIC countries alone. Global aggregate output growth has increased on average by more than 3.6 percent annually over the last quarter century, and we expect the trend to continue through 2050. While this growth in global GDP and falling poverty rates indicate a rising economic sea level, global income inequalities have also grown, as many developing countries struggle to translate economic growth into improved human development. These disparities - between the "haves" and "have-nots"- are fueling populist backlash against global inequity and integration. Globalization's greatest enemy is not its absolute success, but its disparate impact.</p>	<p>Economic Development</p> <p>In today's worldwide marketplace, competition no longer comes from just the company or county next door. Increasingly competition comes from any person on the globe with a good education, a good idea, and a good internet connection. Recent studies on economic development stress the importance of a regional approach and the importance of fostering innovation and entrepreneurship.</p> <p>The Owensboro region is currently at an economic crossroads. A critical mass of existing industries, education, and research is in the development stage to support a transformation of the regional economy into a cluster for high technology knowledge and innovation driven economic growth. Developments such as the biosciences, the expansion of the medical center, and alternate energy opportunities combined with quality of place amenities such as the Downtown Placemaking Initiative are all hopeful signs of sustained investment to make the region attractive to people. These positive signs are offset by a series of negative economic indicators: slow job growth, declining rate of business start-ups, a loss of people with bachelor's degrees, poor retention of young people, leakage of retail dollars out of town, and slow population growth.</p> <p>In today's increasingly competitive global economy, innovation and entrepreneurship are emerging as a critical component to the long-term economic growth of regions. Owensboro cannot count on business recruitment or outside investment as the only means for economic growth in the future. The best long-term strategy in light of the evolving economy is to build on the talent and skills already existing in the community through a homegrown strategy to support people with dreams of starting new businesses or expand existing businesses.</p> <p>Inequality and Poverty</p> <p>Nine percent of Owensboro-Daviess County families live in poverty. That jumps to 15 percent when there are children in the family. And it leaps to 72 percent when a single mother is raising a child under age five. Thirty-seven percent of local families with children under 18 are headed by single parents, compared with 30 percent nationally. Many of our poor suffer from drug and alcohol addiction. People living in poverty are nearly twice as likely to have psychiatric disorders as the general population. Some have been released from state mental institutions without self-sustaining capacity. Many families live paycheck to paycheck on marginal incomes. Most do not understand financial management, pricing, or interest rates. Consequently, they become targets of lenders and services that take advantage of them. A new asset-building coalition promotes financial literacy and a new advocacy group has been established to speak out for the poor.</p> <p>Approximately 14,000 residents of Owensboro-Daviess County lack health insurance, including 60 percent from working families. The number of underinsured is much greater. Most low-income and part-time jobs do not offer a health insurance benefit.</p>

Revolution 6 - Conflict

Asymmetric Warfare

This new era of conflict can be characterized by asymmetric warfare in which dominant military powers are confronted by a wide range of adversaries—from non-state radical ideologies to transnational criminal elements to rogue states—employing unconventional tactics in a war ambiguous in both place and time. From suicide bombers to information warfare, the threat is multi-dimensional. The attacks of September 11, 2001 introduced the possibility of asymmetrical super-violence, and they have been echoed time and again from London to Indonesia

Weapons of Mass Destruction

This leads us to our second conclusion—asymmetric foes will increasingly focus on the acquisition and use of chemical, biological and nuclear weapons (known collectively as weapons of mass destruction or WMD).

Force Transformation

These trends—asymmetric warfare, homeland security and WMD in the hands of non-state actors and radical regimes—represent just a few of the drivers that will shape the security landscape for the foreseeable future. In order to respond to these threats, militaries and police forces will need to employ the whole spectrum of technological solutions in coordination with a new range of human skills. They will need to adapt to meet an amorphous, swift and deadly enemy.

Tolerance and Diversity

Research by Richard Florida indicates that a region's tolerance, diversity-- ethnic, racial, and sexual--are significant indicators of economic prosperity. Differences of opinion exist as to how open and tolerant the Greater Owensboro region is to diversity. The region is often known for its friendliness and progressive spirit. However, the region is not very diverse along racial and ethnic lines. Acceptance of gays and lesbians has improved in recent years, but is not anything like larger metro areas. Racial strife has existed in recent years regarding the shooting of an African American by a white police officer. No minority community is very engaged in public leadership in Owensboro. As for openness to women, the region has a dismal record, leadership has been male dominated.

Crime, Drugs, and Jails

The Owensboro region is a low crime area; however, like many communities around the nation it is plagued with rampant drug abuse and overcrowded jails. Tougher drug laws are filling our jails and busting budgets. County government will subsidize the jail by \$1.6 million in fiscal year 2008. Officials shut down 49 meth labs in Daviess County in 2005, 23 in 2006. But local meth arrests increased from 319 to 396 in that same period. At least 70 percent of all local crime is connected to drug or alcohol abuse.

“Bubba Factor” and Domestic Fabric

Former state demographer Ron Crouch said that several Kentucky regions, including Owensboro had a “bubba” problem. Crouch defined a “bubba” as a male between the age of 16 and 30 with a at least one child out of wedlock not being supported financially, unemployed or working a very low level job, and possessing minimal skills, education, or motivation for improvement. The demographic data support this phenomenon. Daviess County has a higher than average proportion of unwed mothers not collecting child support. Females are now outperforming males in education metrics such as high school graduation, college attendance, and degree completion. Crime statistics and drug abuse data also heavily lean toward males in this age group compared to females.

Revolution 7 – The Challenge of Governance

Corporate Citizenship and MNCs

52 of the 100 largest economic entities in the world are corporations, with household names like Wal-Mart, ExxonMobil, and several others cracking the top 50. This power and success comes with new responsibilities and standards of accountability, something that is not lost on the corporate elite: 91% of surveyed business executives of large companies believe that the public has a right to expect good corporate citizenship. [2]

The Rise of Civil Society

As capital, technology, and information freely flow across borders and impact societies the world over, civil society organizations (CSOs) have become increasingly prominent in global affairs—filling gaps in the provision of social services, leveraging influence in political arenas, and connecting people, resources, and ideas across the world. In fulfilling this multifaceted role, civil society contributes immensely to greater

Local Government Unity

City of Owensboro and Whitesville residents are represented by separate city and county governments. Those who live in Daviess County outside the Owensboro and Whitesville city limits are only represented by county government. However, some governmental bodies serve the entire county: health department, public library, planning and zoning, water and sewer district, etc. Collaboration between the city and county is paramount to moving our community forward. Recognizing that we have three governments, who speaks for Owensboro-Whitesville-Daviess County? Is there a unified vision? If not, how do we create a unified vision within this framework? Local governments and other public entities can levy taxes and fees. Some of these are led by appointed leaders (e.g., OMU, library, health department); others by elected leaders (e.g., school boards). Tax rates vary from city to county, and have more to do with where one lives or works than the services received. There is often a disparity of tax rates among the local governments, while services often vary and the burden of

participation and accountability in government on a whole range of issues, thereby promoting more democratic decision-making and governance.

Global Governance: Building Strategic Links

National and international government organizations are no longer the most powerful actors in the landscape of economic coordination, social cohesion, and political order. The private sector and civil society have emerged as major players for a host of economic, social, political, and cultural issues that are now global in scope. All the while, nation-states have struggled to adapt to these sweeping changes and to reformulate their traditional roles and responsibilities.

Dynamic, innovative and strategic partnerships between governments, civil society, the private sector, and international institutions will be necessary to address the challenges highlighted in the Seven Revolutions.

taxation is often unevenly distributed based on socio-economic and geographic locations in the region. The city-county merger issue was one of the most hotly contested issues in the history of the community.

Influence at State and National Level

Owensboro-Daviess County has never received its fair share of state dollars. A 2004 study by University of Louisville economist Paul A. Coomes concludes that state government returns to Owensboro-Daviess County \$53.4 million less per year than what the state receives from local taxpayers. This data is indicative of the lack of influence that the region has had in both Frankfort and Washington. Efforts have been made in recent years to correct the problem with the presence of a local lobbyist in Frankfort, advocacy efforts of groups such as the Chamber of Commerce, and increased political activism of various groups and individuals.

Corporate Influence

In recent years, Owensboro mirrored the national trend of slowly losing influence in the corporate board rooms of many companies that are located in the community. More and more companies have corporate decisions made in other locations. This greatly influences the corporate dollars that are spent in supporting community efforts, philanthropy, sponsorships, and corporate decisions that influence the jobs located in Owensboro.

The Power Elite

Neal Pierce, in his now famous report about Owensboro in 1990, noted the following: "every urban area in America faces a challenge to its old ways of doing things. Downtown power elites find their decisions don't get respected any more. Old-fashioned county politics is discredited. All sorts of groups can block any new idea; few can make things happen.

"The successful communities of the 1990s will be those that transform splintered power into shared power. They'll be those that consciously include all groups, learn to be mutually supportive, to work cooperatively on shared problems. They'll create all sorts of imaginative mechanisms They'll have an open spirit about new ideas."

"Today's lack of trust is disturbing. So are the contradictory ways Owensborans talk about their community. On the one hand they boast about life in their prosperous, serene, comfortable, solid middle-class American community. 'I wouldn't want to live any other place, 'person after person seemed to be saying. 'This is a good community. I never moved anyone here who didn't love it or who wanted to leave,' a prominent agribusiness leader told us."

"But there's another Owensboro-Daviess County mind-set. It's rife with deeply held suspicions—urban-rural, white-black, privileged elites versus regular folks."

"We heard that folks in Owensboro-Daviess County have great love for stability, resist any kind of unproven change. But a thin line separates what's stable from what's stale. Ask leaders of this community about its downside and they often reach for such words as *stubbornness*, *complacency*, and *resignation*. We heard echoes of the all-American quotient of selfishness and shortsightedness—'I got mine, you get your own.'"

Resources

Materials from the *We the People* Town Meeting: <http://wethepeopletownmeeting.org/>

Public Life Advocate <http://www.plfo.org/>

Pierce Report http://www.plfo.org/reports/peirce_report/peirce_citistate.pdf

Seven Revolutions

http://gsi.csis.org/index.php?option=com_content&task=view&id=19&Itemid=48