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Leadership Cincinnati
Class XXIX

Topic: How to Get Government Focused on What Counts Most

October 6, 2005

1. Introduction
 - a. Thank you
 - b. Set up
 - i. The man in Eden Park and parking-1996
 - ii. Mike and Marge and the stadiums
 1. Business community-keeping them
 2. City-physical and economic platform-the Banks
 - iii. Mayor's night in-
 1. Woman from Harrison and heat
 2. Man and woman from Bond Hill-drugs
 - iv. The Carthage community –housing, Winton Place-abandonment
 - v. The Home Builders Association and building-Citirama
 - c. What counts, depends on who you are and what counts most, depends on what and how much you are in need.
2. Step back- Look at
 - a. New and old challenges a city such as Cincinnati confronts in the 21st century
 - b. The leadership qualities that are required to respond
 - c. The outlines of what matters if a community is going to survive, let alone thrive.
3. New Challenges
 - a. Globalization
 - i. Scope, scale, speed, and complexity unprecedented-
 1. 3 centuries for the Industrial Revolution- a matter of decades for the current spasm of global integration
 2. Technology underpins
 - ii. Consequence:
 1. Capital-financial and human no longer tied to place
 2. Rise of service economy=Locational decision-making no longer contingent on traditional requirements-natural resources, access to ports.
 3. The extent and depth of integration into the global economic network determines economic growth
 - b. Urbanization
 - i. By 2015 153 of the 358 world cities with populations over 1 million will be in Asia
 - ii. Of the 27 mega cities with populations over 10 million –15 will be in Asia
 1. Contrasted with only 3 in the US
 - c. Immigration
 - i. 120 million people live outside their country of origin
 - ii. Major shifts facilitated by
 1. information
 2. technology
 3. education

- 4. emerging single language
 - 5. emerging global culture
 - iii. Shifts spurred by
 - 1. war
 - 2. famine
 - 3. Ecological disaster
 - iv. Tom Friedman said The world is Flat because of the triple convergence of new players, on a new playing field, developing new processes and habits for horizontal collaboration
 - 1. Bottomline: We're not in Kansas anymore, Todo
 - 2. Cities are in an international competition for nurturing, keeping and attracting talent and investment.
- 4. Compound preexisting challenges
 - a. Patterns of growth and development
 - i. Sprawl-
 - 1. inefficient use of land, infrastructure, and public services
 - 2. Concentration of poverty in a center city
 - a. Overlaid with race
 - ii. Multiple jurisdictions that can lead to duplication of overhead costs and inefficient use of public dollars
 - b. Loss of population
 - i. Cincinnati and Hamilton County
 - ii. But, where growth is occurring, not primarily from immigrants from outside the region, but movement within the region according to the census
 - iii. Loss of key population 18-35
 - c. Racial Conflict
 - i. No governing regime that has yet built a multi racial coalition
 - d. Low levels of integration into the global economy when compared to other US cities. Brookings
- 5. Political Leadership
 - a. Must respond to
 - i. Complexity and change caused by technology, telecommunications, and globalization
 - ii. Conflict as different values and visions vie for limited resources. Always tough, but once much easier when the future was slightly more predictable. Conflict management and negotiation skills are highly prized assets
 - iii. A nation and world of difference by redefining past notions of diversity and inclusion and the value of both
 - b. Must be able to:
 - i. Mobilize people and resources to pursue common purposes
 - ii. Challenge and inspire people to alter past patterns and practices for the sake of not just surviving but thriving in a new global environment
 - iii. Employ influence, persuasion, and networks to achieve ends
 - iv. Manage conflict and competition in a manner that assures both fairness and equity
 - v. Manage and leverage resources to the best advantage and in the long-term interests of the city.
 - c. Always keep in mind that governance is about the public's interest and leveraging public assets for public purposes.

2. What matters for a city like Cincinnati in the 21st century?
 - a. Place Matters Florida-the Creative Class
 - i. Quality of the built and natural environment
 1. Suburban design solutions cannot be overlaid on urban environment
 2. Alternative means of getting around-transit
 - ii. The quality of the arts and cultural environment
 1. Traditional yes
 2. But, nontraditional including club, entertainment venues, and the outdoors
 - b. Technology Matters
 - i. Access to it, integration into it, and sharing of it
 - ii. Open access Wi-Fi just the tip of the ice berg
 - c. Employment opportunities matter
 - i. Yes, for the creative class, but as importantly for---
 - ii. Those who are unemployed or underemployed-Must be integrated into the economic mainstream.
 - d. Safety and security matter
 - i. Bloomberg-Yesterday's NYT-20% drop in crime
 - e. Cultural literacy and Tolerance Matter
 - i. Brains
 - ii. Global integration
 - f. New forms of democratic participation in governance matter
 - i. Savitch and Kantor: Cities in the International Marketplace
 1. Steering mechanism
 - a. Political culture and governance regimes
3. So....How do you get government to focus on what counts?
 - a. Realize the answer is not as simple as it might first appear.
 - b. Realize that who you are and what you need determines the specifics of what matters to you
 - c. Don't let yourself get distracted by the media's characterization of government or its officials-Bismarck
 - d. Acknowledge that conflict and competition are part of the environment and are not synonymous with instability as long as there are stable governing coalitions.