Papers Submitted by IFLA Trend Report Experts - Summary

**Note:** this section is intended to provide a quick reference guide to some of the key points and trends identified across the expert submissions. However, it is recommended that you consult the full length submissions (time permitting) to gain a full and accurate picture of their content.

**Dr. Olivier M.J. Crépin-Leblond – Chairman of ICANN’s ALAC Committee**

- The Internet has the capacity to render governments more transparent, and in theory more democratic, as evidenced by the Arab Spring and the fact that the Gulf states are taking the political potential of the internet more seriously.¹
- Both “in-house monitoring” (the implementation of e-government initiatives and the automation of services which reduce corruption) as well as “outside monitoring” (often performed by the political opposition) have the capacity to increase transparency catalysed by information technology.
- As politicians acquire the skills and understanding currently common to digital natives, their capacity to manipulate and control information technology and potentially e-government transparency mechanisms for their own benefit/protection will increase. The question may also be posed as to whether the constant surveillance of politicians is warrantable when the surveillance of electors is refused.
- If the same technology which allows the open dissemination of information also allows the source of this information to be more effectively traced and controlled by governments then the result could be a negative sum game for democracy.
- In democratic companies it is essential that any new technological means to eavesdrop on citizens should be linked to legislation which will prevent abuse and allow for an appeals process.
- Three potential future scenarios are offered: a) democratic companies become more undemocratic through security mission creep converging with more restrictive regimes; b) increasing numbers of undemocratic countries crumble under the positive influence of internet transparency which reveals and punishes corruption and abuse of power; and c) democratic and undemocratic regimes diverge where the former become increasingly transparent and the former become increasingly adept at surveillance and control assisted by technology.
- One possible option for limiting the spread of internet extremism is through crowd sourced self-regulation where internet users themselves flag material they deem inappropriate or offensive. However this will not stop that information spreading throughout sympathetic communities. More robust methods of filtration, analysis or suppression risk undermining freedom of speech and restrict the scope for innovation and creativity sponsored by an open internet.

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¹ First Arabic Internet Governance Forum (IGF), Kuwait City, October 2012
• A mixture of international law enforcement cooperation and official fact-based counter-briefing (a public relations method commonly used by the private sector) could also be part of the solution.
• The growth of a larger online global middle class may not necessarily mean a better informed global middle class – in a deregulated world sourcing/documenting the source of manipulation is increasingly challenging. For example many websites exist to denounce hoaxes – but who reads them?
• In the short to medium term a growing online consumer market could optimise the fortunes of big internet service providers offering content with user-generated content representing a smaller share of overall traffic. There is also a risk of losing valuable cultural content and yielding to a western monopoly of the Internet’s collective memory if corporate providers from the developed world prevail above developing world user-generated content (especially if service providers prioritise the latter over the former).
• A new global middle class is unlikely to be afforded the same level of online access to information due to the cost of increasingly bandwidth hungry services – unless open competition principles are enforced, which would still be likely to preserve the dominance of multinational telecommunications providers.
• With the expansion of the options for user tracking (face recognition, credit card purchases, internet history and mobile device location) national, supranational and international coordination on acceptable practices is required.
• Whilst useful in combating terrorism and crime, expanded tracking needs to be underpinned by legislation to prevent abuse and place the control of personal data firmly in the hands of the individual through the use of encryption and personal data safes.
• Regardless of developments such as the semantic web, greater competition and choice in the search engine market is required if pertinence of information is to be balanced against diversity of information. A greater range of search options exploring a greater range of subject niches would support greater exposure of the “deep web”.

Anriette Esterhuysen – Association of Progressive Communications

• Increased transparency and open government have both a voluntary dimension (governments intentionally seeking to promote openness) and an involuntary dimension (keeping secrets and maintaining confidentially has become incredibly difficult).
• The increasing exposure of government processes and institutions can lead to intense and challenging levels of scrutiny which create additional problems. Policies and decisions can be revealed before they have been properly finalised, negative behaviour or corruption can be revealed before internal processes have a chance to address them, making the job of governing extremely difficult particularly when resources or capacity is limited.
• An ICT revolution which empowers citizens has often disempowered governments in terms of their ability to meet new demands of legitimacy and accountability in a digital age – with many governments opting for more authoritarian approaches in response to these trends.
• To achieve legitimacy/accountability, governments need both political will and institutional capacity harnessed in the service of the public interest – alongside the development of additional institutional capacity at all levels of society (civil society, the media, institutions of learning and culture). Investments which support educational, social and political development which take account of new trends and tools in the fields of information and communication will have an enormous impact and present an opportunity for the library sector.
• Freedom and security are not mutually exclusive – they are interdependent. Criminal use of the internet should be tackled through due process – not by restricting online freedom. Security is important to internet users, not just governments and businesses.
• Internet users are enormously inventive in finding ways engage, create and collaborate. If internet companies go too far towards implementing proprietary walled garden business models – they may end up appealing to fewer internet users which will impact their profits.
• Opinionated media and content (e.g. computer games/films with Middle Eastern villains) are more responsible for promoting social divisions than the internet itself. Real world divisions such as poverty and discrimination will inevitably be reflected on the internet. The internet can be a tool to address these divisions, although they also need to be addressed in an offline context too.
• Information literacy skills will play a critical role in our ability to manage and interpret content within an expanding digital universe. The challenge will be how to effectively build and teach these skills using both direct and indirect methods – and in some instances hardwiring them internet into tools/applications (e.g. making privacy/data protection the default option on social media).
• The library community needs reboot/update its understanding of how people create, share and use information and how social and technological trends are affecting these processes. This includes looking the new ways in which people and communities learn, absorb information, and create – as well as assessing how established notions of authorship and ownership are changing. How can libraries reinforce positive information flows (in terms of tools, spaces, capacity building, content aggregation and dissemination) – and how can access to hyper-connected technologies/networks present opportunities and challenges for libraries in managing their evolving relationships with users?
• Libraries can be at the forefront of raising user awareness of the risks around the privacy and security of personal information, both in managing their relationship with users and in their wider advocacy work by collaborating with processes and organisations which pressure governments and businesses to implement policies which protect privacy and limit the unnecessary exploitation of personal data without explicit consent (both reactively and proactively). Libraries could be promoted as spaces, places and platforms which represent safe information environments where users can be confident they are not being monitored, tracked or profiled through their consumption of information.

Divina Frau-Meigs – Professor at l’Université de Paris III

There is a “shuttle screen situation” which involves the interaction between the “top surface screen” of broadcast media sources – and the “deeper netroots screen” of broadband media. These two screen
arenas involve both extensive competition and cross pollination/feedback. This phenomenon has blurred the distinction between the author as creator and the user as consumer (often through the production of collaborative works for which primary authorship is either unclear or unclaimed).

Three key trends (hierarchy of user needs):

• Self-actualisation – pursuing fulfilment and enhanced reputation through the maintenance of an online profile/presence which publishes our tastes and aesthetic preferences and personal updates through micro blogging (for example).

• “Play” – the trend towards increased online problem solving and risk free testing of dynamic models of real world processes – exemplified by the creation of personalised/monetized avatars within the context of simulated virtual environments.

• Life-longings – the use of compensatory online strategies to satisfy intense desires which are remote or unattainable through other means.

Cultural practices in creation, aggregation and curation:

• Self-generated digital content, self-publishing and the arrival of online crowd sourcing solutions have eroded the pre-digital definition of the artist/expert in favour of amateurs and professional-amateurs (pro-ams). Knowledge and content production is becoming less dependent on specialists and the skills and abilities of individuals (not always validated by degrees, diplomas and careers) are being recognised as a source of wealth, leading to new ways of creating, navigating and disseminating content.

• The curation of knowledge and information is no longer about managing the scarce resources of high culture, but about managing abundance and share-ability which has significant implications for the curatorial practices of museums and libraries which must adapt to facilitate the dynamic recycling, remixing and re-use of different sources and configurations of content. This increasingly tilts patterns of consumption towards participatory forms of culture that do not necessarily pertain to ownership.

The changing status of original content:

• Accelerated access to information, faster sales and unlimited storage fostered by the broadband media delivery system allows niche production and consumption and the internationalisation of markets. Policy makers will need to legislate to promote flexibility and free access to information through libraries and museums, whilst protecting exceptions and limitations from stringent contracts to ensure public access to globalised cultural networks and the dissemination the collective wealth of content and culture – particularly in developing countries.

Cultural versus relational goods:
• Relational goods are produced through non-contractual coordinated actions between individuals with value based upon interaction and reciprocity in the pursuit of intimacy and mutual understanding.
• Experiential goods are predicated on use prior to ownership (as opposed to consumer goods which must be purchased before they can be experienced).
• The blurring of the boundaries between experiential goods and relational goods (such as when using seemingly free proprietary tools and platforms e.g. YouTube) has implications for culture and art as users are socialised into consuming online content without payment.
• The ring-fencing of premium content behind pay-walls and digital rights management systems operates to the (cultural) exclusion of the disadvantaged and makes the curatorial tasks of collection and dissemination difficult for public libraries.

Shifting sands challenging the pre-digital status quo:

• Highbrow culture (painting, dance opera) is being increasingly overtaking by lowbrow culture (pop music, movies, videogames) split across generational lines of consumption.
• Initial encounters of culture are increasingly achieved through unofficial online sources as opposed to museums, libraries and other cultural centres.
• Exchanges of information and participation through social activities have become less private/implicit and more explicit and visible.
• Homogeneous nations with low immigration levels are becoming increasingly heterogeneous with higher immigration levels - with new arrivals turning to trans-border content and online communication with diaspora communities.

Media education – towards trans-literacies:

• Real digital connectedness (beyond basic connectivity) requires the necessary training, skills and competences to exploit digitally driven media, ultimately with the capacity to create and innovate. To fight “illectronism” (by gaining both traditional and digital literacy) and achieve screen-smartness a range of new literacies (visual, information, digital numeracy…etc) are required on top of basic literacy.
• Combatting “illectronism” is essential to building a critical understanding and engagement with new opportunities for creation, curation, aggregation and civic agency. It also empowers users to depend less exclusively on corporate sector platforms which capture users within a continuous and seamless flow of related commercial services and spectacles.
• Media education needs evolve towards fostering trans-literacy (visual literacy, news literacy and computer literacy) which goes further than the functional approaches currently proposed by the EU or the United States (which focus on competences) to include editorialising, creation and information management skills.
• Long distance online learning facilitates intercultural dialogue, and through trans-literacy allows participants to establish e-presence (composed of cognitive presence and social presence) allowing them to construct and confirm meaning whilst projecting themselves socially and emotionally in a digital context.
• Trans-literacy allows learners to adapt and control their own online performance and interaction with others, whilst enabling them make sense of their experiences and empowering their educative potential in non-formal/in-formal learning environments (libraries, media centres, workplaces). It provides learners with mastery over the cultural and situational constraints of information as the raw and refined material of the information society.

Policy relevant consequences for cultural institutions:

• Some of the principles underpinning the creation of cultural institutions still apply around an enriched concept of curation as heritage, stewardship and collection – but also para-curatorial practices and crowd-sourcing experiences, alongside equity of access, openness and participation. To support this objective, cultural policies will need to promote interaction and interchange between lowbrow unofficial/explicit cultures and highbrow official/implicit cultures.

• Cultural institutions must establish both online and offline presences harnessing Open Education Resources (OER) and Massive Open Online Courses (MOOCs) in support of non-formal/informal lifelong learning and trans-literacy opportunities for all.

• Cultural institutions are uniquely placed to promote the public interest and the production of indigenous/localised cultural content enhancing the inclusion of users and civil society organisations and strengthening intercultural dialogue through artistic expression.

• New challenges for cultural institutions at a time of social, economic and financial changes need to take into account the opportunities of the digital era and in interaction with civil society, with a view of promoting social justice and freedom of expression. Increasingly intelligent and automated data collection and processing requires policies to enhance digital access and protection of the privacy of users while fostering productivity and innovation.

• The future will see an explosion of innovations in ICT-driven media with crucial consequences in defining the balance between commercial interests and public interests. All parties involved will need to be ready to compromise, whilst maintaining the key achievement of the digital era: the democratisation of access to and use of information, communication, knowledge and cultural content. Cultural institutions such as libraries, publishers, museums and universities are at risk without legal and regulatory support from governments and if civil society (and particularly young people) cannot be made more aware of their public value.

John Houghton – Professorial Fellow at the Centre for Strategic Economic Studies

• The importance of the trend towards Open Access (OA) to research publications, data and public sector information (PSI) is insufficiently recognised in the draft literature review.

• The yardstick for the return on public investment in research is a social (as opposed to simply private) return – and is therefore maximised by wide dissemination, use and re-use. Access costs which are above the marginal cost of distribution (practically zero in a digital context) reduce access and therefore provoke a deadweight loss.
• OA publishing and free distribution of research can offer significant social and economic benefits, reduce scientific fraud and plagiarism, aid research discovery and commercialisation/application whilst being more cost-effective than the current subscription system.

• The OA publishing model shifts from charging for access to content to charging for related value-adding services. This presents a challenge to existing business models – particularly in the case of libraries in relation to the role of curation and preservation – an issue not fully recognised by the draft literature review.

• Open and free access to PSI can deliver efficiency and productivity gains for both government agencies, government services and the users of these services. This process has the capacity to create new revenue streams/business opportunities which in turn deliver further cost savings, innovation, improved products, diversity and choice for consumers.

• OA is of enormous importance to developing countries as it enables access to worldwide research and gives a voice to developing country research (which is often more relevant for domestic application).

• The application of copyright within the context of OA is compelling in terms of explicitly communicating that OA creators expect no return which yields greater stability/trust.

• Many fundamental Internet activities (website caching, search engine previews) are or can be illegal under certain copyright regimes which has fostered proposals to extend exceptions and/or fair use/fair dealing and safe harbour provisions to support innovation (in the UK, Canada and Australia).

• Most economists are sceptical about the impact/role of copyright, many would warn against strengthening or extending its terms, and there are less mainstream but credible arguments that copyright represents an unnecessary brake on innovation.

• There are certain valuable users and uses of copyrighted material for which any cost (including a marginal cost of distribution greater than zero) constitutes effective exclusion or prohibition. For example, in the case of education and research the use of copyright material is non-commercial and revenue generated is low/non-existent which limits the capacity of educators/researchers to pay for an optimal level of consumption. The current market fails to recognise the high positive externalities accrued from education and research as users tend to transfer (as opposed to capturing) value which spills over to generate additional un-priced social and economic value. The same principle applies to innovative new products and services – as well as transformative uses such as text and data mining.

• Enabling the use and realising the value of information significantly depends upon extending exceptions, fair use/fair dealing and safe harbour provisions at the expense of proprietary rights to that information.

• The draft literature fails to fully capture the major threat to privacy represented by the voluntary and in-voluntary loss of personal data during every day online activities and the collection and use (and misuse) of that data (e.g. behavioural targeting and advertising). More effective privacy

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regulation is essential in a context where accessing Internet content and services necessarily involves the compulsory forfeiture of personal data – and the only effective protective solution is often to forgo online access and services altogether.

- Despite certain economic benefits associated with behavioural advertising (e.g. better sales conversion rates, lower advertising spend per sale) there are also risks that targeted advertising may also facilitate differential (individualised) pricing and pricing discrimination allowing producers to maximise profit and reduce consumer welfare. Tailoring what is seen on the Internet may have isolationist and undesirable social/economic consequences. A consumer backlash against behavioural targeting and pricing discrimination (should it transpire) could undermine the economic and social benefits of the internet for both consumer and producer.

- The draft literature review does not reference the role of information and ICT in adapting to and mitigating the effects of climate change and enabling sustainable development. This role includes fostering information literacy (identifying credible and authoritative sources of information in contrast to disinformation); automated remote monitoring and data collection (e.g. global air, water and soil data); curating and openly sharing data to assist climate modelling; and information dissemination for the purposes of early warning and disaster response. The switch to digital (as opposed to physical) products, the arrival of smart metering, smart grids and smart monitoring sensors can all have a positive environmental contribution in the fields of manufacturing, transport, agriculture and communications.

- The advent of the knowledge economy has ended the traditional linear relationship between energy use and output, offering alternative growth routes for developing countries as opposed to the intensive reliance on low-cost export oriented manufacturing.³

Mariéme Jamme – CEO of SpotOne Global Solutions

- As local technology hubs, libraries in Africa are moving from traditional to modern learning methods, supporting the growth of start-up businesses and SMEs, whilst fostering trust and promoting access, collaboration, sharing and exchange of information and experiences.

- Libraries empower citizens through the provision of access to both online and printed information and content, whilst helping them learn how to understand and create content themselves.

- In the context of mobile internet access, libraries can encourage the use of mobile learning tools as well as promote reading, sharing and learning using mobile platforms.

- Technological competition can help generate content and visibility for libraries, especially through the use of library apps and easy downloadable podcasts.

- Libraries can also encourage the 3D printing of content acquired through mobile devices.

Deborah Jacobs – Director of Global Libraries Global Development Programme

- In a context where personal and community development is increasingly dependent upon access to online information and resources – only 35% of the global population is online with people in rural and disadvantaged communities most likely to be excluded. Equality of opportunity in the digital age requires that all individuals have access to online content and services as well as the necessary skills to acquire, share and process the information relevant to their needs.
- Government officials, researchers and policy makers largely fail to recognise public libraries as a vital 21st century resource that provides citizens with access to information and online resources/services which would otherwise be unavailable to them.
- More than 70% of the estimated 315,000 public libraries across the globe are located in developing and transitioning countries. In this context there are two key challenges – the need to modernise existing libraries while also building new libraries for those who currently do not have access to them. The case for change can be made most effectively by using case studies drawn from modern vibrant libraries which are well-placed to demonstrate their value to local populations through the provision of access to digital technology, government services, business support and training and offering a safe engagement space for vulnerable or disadvantaged groups.
- In the developed world public libraries are important resources for underserved communities, although this role is often overlooked with libraries being seen as cultural institutions supporting reading as a leisure activity as opposed to essential community infrastructure for the digital age.
- In a context of information and technological abundance, access to digital content in the developed world is becoming the increasing preserve of those who can pay for it. Public libraries need to reimagine their role in this new world whilst working to ensure that the policies, regulations and cultural values which guaranteed access in the paradigm of printed works are updated to maintain free public access for those of limited means in a digital environment.
- Public libraries are at a crossroads in both the developed and developing world. A wide ranging and constructive dialogue needs to take place across a broad spectrum of stakeholders (library professionals, publishers, teachers, educators, policy makers and business leaders) looking at the how libraries can evolve to support modern community needs through recognising the role of access to information in social and economic development, and a reaffirmation of the value of providing opportunity for all.

Fred von Lohmann – Legal Director for Copyright at Google (personal views)

- For most of the 20th century the brightest global minds focused on technologies of war and destruction – whereas in the last 20 years those intellectual resources have focused developing information and communication technologies.
- Wholesale reform of the copyright system will be slow process (longer than 5 years) and will require the development of robust new digital markets. As new online commerce opportunities are revealed the focus on digital piracy and enforcement will diminish. Examples of this process can be
found in legal services (e.g. Spotify, Hulu, YouTube, Netflix) which help rights holders meet consumer demand and turn former pirates into customers of convenience more effectively than court judgements. Investment in popular services will exceed investment in lobbying and lawsuits once legal routes offer better service than illegitimate channels.

- Popular mobilisation against SOPA and ACTA demonstrate that citizens will support a free an open internet as opposed to greater copyright enforcement.
- Notice-and-Action and Graduated Response are emerging as consensus copyright enforcement mechanisms in relation to commercial cyber-lockers and streaming services. The abuse of such mechanisms will be an increasing challenge to free speech and access to information given that instances of abuse will be hidden among large and increasing numbers of legitimate notices filed by rights holders.
- It remains to be seen whether site blocking (increasingly common in Europe) will become more widespread – or whether it will be challenged by the public and the courts. This approach represents the most serious threat to free speech and access to information as it blocks all material on a particular site even if only 1% of the content infringes copyright – and raises justifiable concern that this method could be expanded to cover defamation or dissent political/religious views.
- The arrival of an enforcement consensus on the sharing of copyright material will shift the focus towards controversy over personal uses of copyright material – which is likely to sponsor an increase in legal and lobbying action around what constitutes acceptable personal use. These developments will have implications for the kinds of freedom (and privacy) citizens will enjoy in relation to engaging with digital media and information.
- Mass digitization carries the attendant risk that information locked away in physical journals and books (such as older scholarly works without clear commercial appeal) will become ignored and inaccessible to most people. This information legacy should be digitally preserved for generations to come – and yet copyright law presents an obstacle, particularly in relation to orphan works. The proposed EU Directive on Orphan Works, alongside the Google Books project are seeking to engage with this problem.
- Another consequence of mass digitization and technological innovation is accumulating reserves of discarded physical media and outdated devices (e.g. older smart phones and MP3 players…etc). The relative scarcity of media and devices in the developing world maintains the value of this physical media which is often imported by aggregators after purchasing it a low cost in the developed world. Copyright owners may resist the downward pressure on domestic (developing world) prices as a result of these imports, despite the clear consumer benefit.
- The on-going mainstream availability of open source alternatives (e.g. Firefox, Apache, DVD ripping software) has been a constraint on the copyright enforcement mechanisms available to governments – and therefore for those seeking to limit government/private efforts to curtail individual freedoms the maintenance of a vibrant open source community should be a key objective.
- In contrast to the assertions of the draft literature review, closed vertically integrated platforms such as Facebook and Apple’s iOS ecosystem demonstrate that “walled gardens” remain a potent force – and could potentially pave the way for the evolution of further regulated closed systems which will impose further restrictions on end users (by government and private sector).
• The democratization of manufacturing technologies, driven for example by the arrival of inexpensive 3D printers, is likely to provoke legal proposals to restrict the use of these technologies, primarily through built in technical measures rather than through punishing citizens directly. Such technical measures have the potential to retard innovation (new inventors must adhere to them) and also could be open to abuse (given that they may involve surveillance/tracing mechanisms).

• Online education represents a paradigm-changing opportunity for higher education and society. The higher education market is ripe for reform because: a) incumbent market leaders are focussed on satisfying only the most lucrative customers; b) there is a large market for lower-cost, less sophisticated educational products which is currently unsatisfied; and c) new entrants to this market looking to address this demand. If these new entrants can gain a disruptive foothold and deliver a more accessible/democratised global market for higher education (e.g. through MOOCs) this will result in substantial reductions in cost for consumers and increased cross-border innovation and collaboration leveraging global talent and expertise. Libraries must determine how best to position themselves to take advantage of these developments.

**Suneet Singh Tuli — Founder and CEO of DataWind Ltd.**

• As affordability barriers are broken, 3 billion new users are about to join a hyper-connected global community. The impact of these developments on an individual with a $200 monthly income with access to the internet is difficult to predict.

• By creating nationalised patent regimes, governments in some developing economies seek to ensure affordability of key technologies by limiting the license fees applicable to essential items/products (e.g. pharmaceuticals). In some instances companies themselves tolerate IPR breaches in order to create affordability and seed local markets for the future.

• The objective of regulation should be to create a competitive playing field and drive innovation – and yet in many developing countries regulation is employed as tool to balance budgets by preserving legacy revenue streams (e.g. VOIP regulation in India which preserved artificially high telecommunications prices).

• As 3 billion new users from developing countries (with lower age demographics) gain access to the internet, adaptation to and exploitation of new technologies will occur at a faster rate than in the developed world (e.g. proliferation of mobile payments in Kenya compared to the UK).

• Access to the open and collaborative platform provided by the Internet, coupled with the diversity of diaspora opinion across the globe will lead the middle class in the developing world to demand a greater say in their future, potentially challenging corruption and gender biases.

• Governments in the developing world need to refrain from employing tax regimes as a budgeting tool and recognise that tax reductions (in relation to incentivising the adoption of technology) that provoke economic growth will eventually lead to higher tax receipts.

• The rise of mobile payments is a key trend which will increase transparency and reduce corruption across the developing world by boosting financial inclusion, transaction tracking and the amount of
capital flowing through the legitimate economy/financial institutions (as opposed to the black market).

**Louis Zacharilla – Co-Founder of the global Intelligent Community Forum**

- For the first time in human history, people have the potential to participate in the global economy irrespective of their geographical location (assisted by information technology), although this potential cannot be achieved without the rollout of broadband connectivity to all communities.
- As communities along the path of internet assisted digital discovery, a new social and economic order will emerge fostering an “enlightened tribalism” where knowledge centres are intellectually connected as opposed to geographically concentrated.
- The advent of the global knowledge economy allows communities to revive, redefine, reinvent and rediscover culture whilst making it an essential material for economic expression.
- Libraries can help reinvent traditional culture provide a “new voice to old truths” by harvesting and building upon community culture. The questions should be posed – are libraries the best source of digital literacy and creative courage?
- How can luck be enabled? How can communities be designed and re-engineered to thrive and adapt to unexpected and changing circumstances.
- The 2012 Wealth Report cites three award winning communities (Suwon – Korea, Eindhoven – The Netherlands and Waterloo – Canada) which share three “noble truths” in common – namely, that these communities communicate well, embrace change and maintain a focus on their duties to good citizenship and posterity.