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A CASE STUDY OF LECLAIRE, IOWA REVITALIZATION EFFORTS

by

Rick N. Reed

Dissertation

Submitted to the Faculty of

Olivet Nazarene University

School of Graduate and Continuing Studies

in Partial Fulfillment of the Requirements for

the Degree of

Doctor of Education

in

Ethical Leadership

May 2012

A CASE STUDY OF LECLAIRE, IOWA REVITALIZATION EFFORTS

by

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Dissertation

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True covenantal relationships allow our work to have deep meaning and purpose while we abandon ourselves to the skills, wisdom, and talents of others. In pursuing all things for His glory, I am eternally grateful to our Lord and Savior Jesus Christ for His eternal love and guidance in my life. With Him, all things are possible.

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God is Good! God is Great!

## DEDICATION

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## ABSTRACT

by

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This dissertation was an exploratory and descriptive study on the revitalization efforts of LeClaire, Iowa. Two community surveys, one business survey, and one leader interview survey were conducted to collect data from distinct stakeholder groups, consisting of LeClaire residents, visitors to LeClaire, residents throughout Scott County Iowa, business owners in LeClaire, and LeClaire leaders. Emergent results from quantitative and qualitative data identified that females are more concerned with revitalization and sustainability efforts than males, residents throughout Scott County are concerned with revitalization and sustainability, LeClaire residents are more concerned about the viability of their downtown than residents in other communities, and leaders may impact revitalization efforts in their community. Contributing factors in concerns for future small town viability have led the researcher to develop the Revitalized Ethically Sustainable Community Urban Enrichment (RESCUE) model. Future research would focus on the salient differences between leaders and stakeholders.

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## CHAPTER I

### INTRODUCTION

The importance of a thriving commercial district in small downtown areas across America cannot be overstated. This is especially true for small towns dotting the landscape throughout “America’s Heartland”, the great Midwestern states. A vital link to our nation’s past and the future existence of small town America is found in many of our Midwestern downtown districts.

Defining the geographic location of the Midwest is often difficult and somewhat elusive. It is an area of America that has no definitive boundaries. The Midwest is often seen as a coherent region, a single unit, with a common history, people, economy, politics, needs, and a common global village. Longworth (2008) added clarity by conveying:

The true Midwest embraces the vast American midsection of America from east-central Ohio to the eastern fringe of the Great Plains, just west of the Missouri River. This definition cuts across states, including all of some and only parts of others. State lines, drawn arbitrarily in the nineteenth century, have little to do with twenty-first reality. The states themselves are no longer political or social units but hives of warring interests, split by the forces of globalization and the modern world. If the Midwest has common problems, state boundaries, being irrelevant to the problems, are irrelevant to the solutions. Rooted in the past, they are roadblocks to the future.

The Midwest then includes all of Michigan, Iowa, Minnesota, and Wisconsin. It includes the northern two thirds of Ohio and Illinois and the northern halves of

Indiana and Missouri. On its western fringe, the Midwest crosses the Missouri River, but not by much. Both Kansas Cities, and Lawrence, Kansas, are Midwestern. So are Omaha and Lincoln, in Nebraska (although some people there say they truly belong to the Great Plains). (pp. 16 – 17)

Historically, the downtown area of many small communities has been the central location for important human interaction, business development, culture, and history. The identity of a small community is closely tied to the sustained development of commercial area revitalization and stimulating local economy through economic development and growth. Robertson (2001) tells us “all cities see a healthy core as integral to their overall heritage, tax base, sense of community, identity, economic development and image” (p. 9). In addition to the importance of a healthy community core, there are many common characteristics shared by downtowns. Many downtown districts are near the city's historic beginnings. Usually this includes the city's important and historic buildings, and many times are near a body of water (Robertson, 2001).

Rypkema (2003) believes that downtown areas are a critical link to the future for many small towns. In order for the downtown to remain an important aspect of cities in the 21st Century, they must maintain two roles: a) they must remain a place for the public to gather, and b) contain the buildings that hold symbolic meaning for the city. This idea helps to explain why what America calls *downtown*, most of the world refers to as the *city center*. Rypkema believes that “city center” is a better phrase, because the downtown ought to be the center of the city in a multitude of ways.

Using the American phrase, the downtown area has historically been a gathering place for people to meet and celebrate their city’s culture and diversity. Rypkema (2003)



explains that it is one of the few places where such diverse people as a bank president and homeless person would have the opportunity to come into direct contact with each other. Because of this, the downtown gains special importance as a place where we can learn diversity first-hand.

As America continues to try to build strong family values, rebuild our communities, celebrate diversity, and reduce crime, a strong “sense of place” is crucial to begin addressing these concerns. A vital downtown can be the place where a community can come together to conquer these challenges (Gratz & Mintz, 2000). However, as important as a downtown can be for communities, the past few decades have witnessed a decline in what was once considered the cornerstone and heart of America’s small towns.

As people again begin to realize the importance of a healthy, active downtown, many different strategies have been implemented to help revitalize this very important community asset. Many strategies have frequently been developed after studying the wants and needs of communities. In a reactive environment, community leaders develop the city’s strengths to address areas of concern as they appear. While this is effective in some cases, there are other proactive ways and means that could help in the process of revitalization efforts.

Like many small towns throughout the United States, historical LeClaire, Iowa has a downtown that declined during the age of urbanization over the last few decades. Although previous renewal projects had been attempted in LeClaire, a noticeable difference in the downtown was not realized until the emergence of a community effort involved all relevant stakeholders. The lessons learned from LeClaire’s extensive revitalization efforts may provide a useful model for other small towns communities

throughout the Midwest region or even other areas of the country in their own transformations.

Small towns may be defined as a population of 500 to 10,000 (Goudy, 1995). Using these parameters, LeClaire, Iowa may be described as a small town with a population 3,765 (Groves, 2010). Leadership can be defined in many ways, but most definitions share the assumption that it involves a social influence process whereby one person exerts intentional influence over others (Yukl, 2010). Leaders use this influence in an attempt to structure the activities and relationships in a group or organization. Leadership is found throughout smaller communities in city governments, community organizations, churches, and many more places. Anyone in the community can provide the necessary leadership for successful revitalization efforts.

LeClaire, Iowa is the case study used in the design of this dissertation. The intent of this dissertation is to assess the revitalization success of LeClaire, Iowa and to help other Midwestern communities benefit from this study. Leaders throughout the Midwest may realize the importance of how successful revitalization can be accomplished and help their community by modeling the success of LeClaire, Iowa. Much of the research in this dissertation reviews the revitalization strategies used by the City of LeClaire. A comprehensive review of the effect that revitalization efforts have had on the community is critical to understanding how other communities may benefit from the lessons learned. Much of the dissertation is based on personal interviews conducted with community leaders, business owners, and residential stakeholders. Surveys and questionnaires with all stakeholders were also important tools for understanding the fieldwork and gathering

observations throughout the study. Resulting descriptive and inferential statistical data were analyzed using SPSS software and expert judgment.

### Statement of the Problem

Located in eastern Iowa along the Mississippi River and at the intersection of Interstate 80 and Highway 67, historic LeClaire, Iowa found that working together to resolves many of the challenges plaguing other Midwest communities. LeClaire's transformational efforts have resulted in a culture that encourages stability and growth in the community. Using leadership principles of inclusion in transparent decision making with openness and honesty in change initiatives has helped LeClaire, Iowa achieve success in their downtown revitalization efforts in the new millennium (Bennis, Goleman, & O'Toole, 2008).

During the last century, there has been a trend toward urbanization with small towns and rural communities accounting for over one-half of America's land mass. It is estimated that one-fourth of the nation's population lives in these communities (Fuguitt, 1965).

Starting in 1970, Deputy Undersecretary of Agriculture, United States Department of Agriculture (USDA), Henry L. Ahlgren (1973), provided leadership efforts in rural development. He professed that "rural development is an important component of an overall policy of balanced growth . . ." (p. 35).

"Downtowns are generally viewed as the heart of the city, a heart in need of corrective surgery" (Horne, 2001, p. 102). Unfortunately, for the last decade downtowns throughout America have experienced decline because of a transformation of the world economy. Globalization has arrived and changed the Midwest forever. Traditional family

farms are vanishing, steel mills have closed, and many factories have shrunk or moved overseas. Globalization has transformed the American Midwest. What was once a symbol of stability and permanence, the Midwest is now struggling to adapt to the global changes (Longworth, 2008). If problems associated with the disappearance of vital downtown areas are not addressed immediately, many small towns may find their communities at risk.

To resolve the problem of declining downtown areas throughout the Midwest including LeClaire, Iowa, many strategies have been employed by city planners for the past three decades. In 1985, the Iowa Legislature adopted the National Main Street Center's approach to historic commercial district revitalization by approving the establishment of Main Street Iowa. With administrative guidance of the Iowa Department of Economic Development (IDED), this program was based on the Main Street Four Point Approach<sup>®</sup> conceived in 1977 by the National Trust for Historic Preservation in Washington, D.C. The program is a revitalization strategy using a four-point approach and eight integrated, guiding principles create a positive, identifiable image for downtown districts. The four-point approach consists of: (a) business improvement, (b) design, (c) organization, and (d) promotion. The eight guiding principles are: incremental process, comprehensive four point approach, quality, public and private partnership, changing attitudes, focus on existing assets, self-help program, and implementation-oriented (Mills, 2010).

To this day, the mission of the Main Street Program is to improve the social and economic well-being of Iowa's communities by assisting selected communities to capitalize on the unique identity, assets, and character of their historic commercial

district. The goal of economic development within the context of historic preservation is the fundamental force behind the Main Street concept. An in-depth analysis of LeClaire, Iowa's approach to revitalization may illustrate factors most responsible for a successful revitalization effort. Through this study, the level of effectiveness may be witnessed in the Main Street Approach and revealed through an analysis of available information, surveys, and field studies.

### Background

Initially, many revitalization strategies focus on large-scale physical or economic projects. These often include beautification projects. However, there is a growing awareness by many leaders that physical improvements and cosmetic approaches alone are inadequate to deal with the complex problem of commercial area decline. Over the last three decades, new societal and environmental attitudes have been influencing the desire for more sustainable approaches to revitalization efforts. The emphasis is now on rehabilitation, preservation, and conservation. A holistic approach to revitalization that focuses on a balance of quantitative and qualitative community needs is quickly becoming accepted as necessary to realize any real long-term success (Rypkema, 2003).

Quantitative strategic approaches focus on making downtown a high *quality* area, with a strong sense of place and character by going beyond merely physical or economic interventions. Through city cooperation with private sector business, use of available funding such as Tax Incremented Financing (TIF) and other quantitative developmental tools, new investment in infrastructure is encouraged and realized.

Qualitative approaches can be seen as place-making strategies. While there is not one accepted definition for place-making, Maddin (2001) declared that the various

components of place-making create a place that is well used and liked and that the process is community driven. Others offer much more complete definitions: it is a place where people can socialize, has many uses and activities, is accessible, is comfortable with a strong sense of place, and has a good image (“PPS: Project”, 2010). The four–point approach and eight guiding principles from the Main Street Program fulfills much of the needs for qualitative approaches to place-making strategies.

DePree (2004) stated, “The first responsibility of a leader is to define reality. The last is to say thank you. In between the two, the leader must become a servant and a debtor” (p. 11). A leader owes much to those they serve. To be a servant leader, one must embrace the opportunity to make a meaningful difference in the lives of those who permit leaders to lead. Servant leaders (Greenleaf, 1977) must think about stewardship for the future. This is in contrast to many who view leadership as entitlement and ownership. Servant leaders practice ethical leadership with a foundation built upon participation and inclusion of others. It is often the cornerstone of community success by which everyone has the right and duty to influence decision–making and to understand the results.

When leaders express concerns for sustainable approaches to rehabilitation, preservation, and conservation, revitalization efforts achieve desired results that benefit all stakeholders. The purpose of this research on a case study of LeClaire, Iowa is to find the keys to successful community revitalization and to help other communities benefit from a similar outcome. Results from this study of LeClaire, Iowa could reveal the determinants of a successful community revival and provide a model for leaders throughout Iowa and the Midwest to follow in their small town and rural community revitalization efforts.

This dissertation examined specific differences and similarities in downtowns between small towns with 500 to 10,000 in population and larger cities of 10,000 plus in population (Besser, 1996). Comparison to data collected and studies conducted by the Iowa Department of Economic Development (IDED) (Mills, 2009), and Iowa State University (ISU) (Borich, 2009) are used to determine revitalization effectiveness. Particular attention is placed on what implications community differences and similarities may have for leaders' attempts to revitalize small towns. It is important to analyze the variables to discover solutions that are unique and appropriate to specific communities, rather than merely imitating successful revitalization strategies from larger cities.

The role that small town leaders have in revitalization efforts involves examining the role that a downtown will play in the future of a community. Attention is placed on existing literature and examples are explored that are specific to small towns in this study. If leaders who develop revitalization strategies are not aware of the future economic, social, and ecological contexts of the city, then strategies could be quickly outdated and useless or even harmful to a vital downtown.

Mindful efforts of strategic leaders in small towns can help provide a positive direction in revitalization filled with opportunities. Purposeful intent to gain stakeholder consensus and proactive involvement is the foundation for successful transformations in small town development efforts for leaders. The importance of a vibrant downtown cannot be ignored.

The purpose of this study was to highlight potential opportunities and threats to any revitalization efforts that leaders may face. Often success was found in building on a community's strength and addressing weaknesses or failures in strategic vision. The 11

behavioral influence tactics by community leaders identified by Yukl (2010) was used to help promote success. These tactics include: rational persuasion, inspirational appeal, consultation, collaboration, apprising, personal appeal, coalition tactics, pressure, ingratiation, exchange, and legitimating tactics (see Table 1). Other demographic and contextual variables such as age, sex, level of education, and length of citizenship or business ownership were examined. The importance of this study lies in its contribution to the understanding of differences in influence tactics deployed by small town community leaders and the corresponding insights into the implications for ethical leadership involvement in community revitalization. Defining the future role of downtown revitalization is critical to the process.

Table 1

*Yukl's Classification of Proactive Influence Tactics*

Influence Tactic	Description
Rational persuasion	Agent uses logic and factual evidence to show that a proposal or request is feasible and relevant for attaining objectives.
Apprising	Agent explains how a request or supporting a proposal will benefit the target personally.
Inspirational appeals	Agent appeals to the target's values and ideals or seeks to arouse target's emotions to gain commitment.
Consultation	Agent asks the target to express concerns and suggest improvements for a proposed project, activity, or change.



Table 1 (continued)

Influence Tactic	Description
Collaboration	Agent offers to provide relevant resources and assistance if the target will carry out a request or approve proposed changes.
Ingratiation	Agent uses praise before or during an attempt to influence the target to carry out a request or support a proposal.
Personal appeals	Agent asks the target to carry out a request or support a proposal out of friendship or loyalty and may even ask for a personal favor before saying what it is.
Exchange	Agent offers an incentive, suggests an exchange of favors, or indicates willingness to reciprocate at a later time if the target will cooperate with requests.
Coalition tactics	Agent seeks help from others to persuade the target to do something, or uses the support of others as a reason for the target to agree with requests.
Legitimizing tactics	Agent seeks to establish the legitimacy of a request or to verify that they have the authority to make it by referring to rules, formal policies, and perhaps even presenting supporting documents.
Pressure	Agent uses demands, threats, frequent checking, or persistent reminders to influence the target to do what they request.

For this research project, it is important to define what constitutes a quality downtown for many communities. It is important to note what a successful downtown looks like and feels like before and after revitalization strategy is undertaken. Examples from the City of LeClaire fulfill much of this purpose along with a study of similar small communities throughout Scott County, Iowa. Other Midwestern communities such as Bellevue, Iowa; Bloomfield, Iowa; Kalona, Iowa; Niles, Michigan; Stillwater, Minnesota; and New Richmond, Ohio are also influential in this study for their transformational efforts.

This research does not focus on land use, poor infrastructure, and lack of public transportation that plague many larger communities. The focus of this research is on the vital role that a thriving downtown plays in defining a community and the responsibilities that ethical leadership has in ensuring their community's future. Longworth (2008) reported that the old manufacturing towns of the Midwest bear their age and history with a weathered grace. Many small communities are rich with history and their downtowns date back to the first years of the machine age of 150 years ago. Many small town problems are evident in their downtowns with closed shops on Main Street, where gift stores and Medicaid clinics have replaced the groceries and two-story department stores of old. It can be seen in the potholes, broken curbs, and surface shabbiness in these once well-to-do towns (Longworth).

Rypkema (2003) stated that there are two important lessons learned from the events of September 11, 2001. First, buildings can have meanings. Important buildings are symbols of America. Terrorists attacked buildings they saw as symbols of America's freedom, independence, and economic prosperity. Lesson two is that there is something

deeply important about public places, especially those located in a downtown. After that horrendous attack, many people throughout communities across America gathered in public places, many in the epicenter and heartbeat of the community – the downtown. The downtown represents everything good about a community. It not only helps define a community with its historical past, it also highlights hope for the future through examples of shared community values. A commonality of beliefs that are widely shared such as mutual respect, pursuit of excellence, regard for tradition, frugality in resources, appreciating history, and having aspirations beyond our self-interest.

Rypkema (2003) further stated that two powerful forces – globalization and diversity, will affect the future of downtowns in the 21st century. Economic development for any community needs to be local, specific, measureable, and qualitative. Local assets (human, natural, physical, location, functional, cultural) must be identified to respond to increasing demands of marketing to people around the world. Community assets such as a vital downtown need to be protected and enhanced. Drucker (1993) wrote:

Tomorrow's educated person will have to be prepared for life in a global world.

He or she must become a "citizen of the world" – in vision, horizon, and information. But he or she will also have to draw nourishment from their local roots and, in turn, enrich and nourish their own local culture. (pp. 241-242)

Small town leadership must embrace the concept of globalization to prevent their downtown and their local economy from falling victim to decline (Rypkema). The increasing demands of a globalized world due to political forces, worldwide web, and shared interests makes it imperative.

The strength of a downtown lies within its differentiation from anywhere else. Diversity, not homogeneity, must be encouraged and celebrated in downtowns. The face of society is changing to multi-ethnicity and a no-majority community where no single racial or ethnic group will constitute more than half the population. Most of the work performed in many small communities will come from people of diverse races, cultures, religions, educational levels, and perspectives. Leaders in small towns will need to learn how to operate in this context of diversity, not for sociological, political, ethical, or moral reasons, but for economic survival. The downtown is the place in the community where the bank president and the homeless person come into direct contact. Because of this, it may be argued that downtowns are the only places in society where diversity is learned (Rypkema, 2003). Diversity promotes an identity and culture of meanings that include aspiration, civic pride, prosperity, confidence, responsibility, sustainability, and evolution. To compete in the global market, diversity must be embraced.

The focus of this dissertation highlights the importance of developing a community culture with place-making strategies using ethical leadership principles of inclusion and cooperation. This study does not ignore the contributing factors of land use, infrastructure, and transportation and looks at “asset mapping” as a leadership tool for assessment of community needs (Crowell, 2008). These factors often contribute to the success of any downtown revitalization effort.

The underlying interest of this study is to identify the efforts that must be undertaken in downtown revitalization. Specific strategies that leaders and cities use to revitalize their downtown are explored through the use of asset mapping (Crowell, 2008) and various resources available through the IDED and Iowa State University Extension

(ISUE) websites. A focus on relevant theories and precedents within small community leadership is explored. Applicable physical resources and economic strategies are discussed as well.

While the focus of this case study is on the commercial district, there is consideration given to the development of other areas of LeClaire. These include the evolving secondary commercial and new residential development, both a result from and the intentional development of the primary downtown district.

It is important to note that the purpose of this dissertation was intended to help small communities throughout the Midwest through a case study of LeClaire, Iowa. The study focused on concerns that are applicable to small communities with a population of 10,000 or less. Potential bias of vested interests by the researcher is prevented in this project by inclusion of a review committee consisting of various community leaders and stakeholders from LeClaire, Iowa and surrounding communities. Potential bias by the researcher could stem from involvement in community revitalization efforts as a volunteer and citizen of LeClaire. In using a review committee to act as a monitor to researcher bias, fairness in assessment practices in data collected and analysis is ensured. While some of the results from the research may be helpful to larger communities, the research is not intended to define the needs or strategies for larger, more populated cities.

This dissertation examines how the concept of revitalization addresses the problems encountered by downtown commercial areas experiencing decline in physical, economic, and social activities. In the past, efforts in LeClaire were limited to well-intended renewal and beautification programs initiated by both private and public sectors to rejuvenate a depressed downtown commercial area. City government designed

strategies and policies to reverse the decline of this community asset. Unfortunately, as in the case of many small communities, funds were limited.

The key question for LeClaire was how can LeClaire initiate a much needed strategy with limited funds that will resolve the deteriorating downtown problem? The approach taken was holistic and involved several organizations, city administration, physical improvements and design, marketing and promotions, community mobilization and development. If revitalization efforts were going to succeed in LeClaire, it was necessary for leaders in the community to initiate policies that adequately addressed the majority of stakeholders' needs. Stakeholders in this effort included citizens, business owners, elected officials, civic groups, churches, and surrounding communities (Freeman, 1984).

Looking at the end result, it is evident that leaders of LeClaire, Iowa found a way to implement a growth initiative through revitalization. Evidence reveals that small town success can be achieved when leaders and community stakeholders work together. This case study provides salient points for leaders and stakeholders in smaller communities to consider in their own revitalization efforts.

### Research Questions

The primary research question being asked in this dissertation is "What might leaders in small towns do to help foster growth in their communities?" In this dissertation, research questions describe and analyze the pattern of and relations between quality of life issues in LeClaire, Iowa compared to similar small communities. Questions revolve around politics, work, leisure, family life, culture, history, and future growth. While many of the dissertation questions resulted in descriptive analyses of revitalization

strategies, they also illustrated relevant leadership theory. Three primary research questions were asked in the study.

#### *Primary Research Questions*

1. Did certain factors indicate if LeClaire, Iowa was to going be successful in its revitalization efforts? The hypothesis was that factors indicated LeClaire was going to be successful.
2. Were the revitalization efforts of LeClaire, Iowa successful? The hypothesis was that revitalization was successful.
3. What lessons were learned from a case study of LeClaire, Iowa? The hypothesis was that lessons learned from LeClaire's revitalization could help other communities.

While these questions provide a framework for this case study and perhaps define what makes LeClaire unique, they also potentially provide direction for any small town leader in the Midwest seeking improvement for their community.

As research was conducted, questions evolved into a confirmatory purpose resulting in selectivity in design and structure (Robson, 2002). The study consisted of a literature review, the establishment of a community profile, and the initiation of a research design to direct further research. The purpose of the literature review was to gain knowledge, insight, and understanding in the processes and issues facing small towns and their leaders.

The study of the literature revealed that past public policy approaches such as urban renewal resulting in urban sprawl have not been successful in revitalizing commercial areas (Edelman, 1998). Many revitalization efforts focused on physical

improvements and beautification, but often did not address the wider range of issues and concerns of a depressed commercial area.

In order to revitalize a commercial area, one must use a leadership paradigm that embraces inclusiveness, local initiative, and a coordinated collective approach to revitalization. If success is to be achieved in creating thriving downtown areas, a public and private sector partnership with proactive urban policies are absolutely essential to the revitalization process. A hierarchal approach that dictates community direction may achieve short-term results, but will inevitably fail in creating a culture of community pride and ownership in resulting outcomes (E. Choate, personal communication, October 5, 2009).

#### Description of Terms

A comprehensive understanding of the terms used throughout this dissertation is needed to gain insight into the phenomenon of revitalization. The following definitions are offered for purposes of clarity within this study. As the field of leadership research advances, descriptive terms used to help others understand various leadership phenomenon will become clarified and refined over time. Following is a description of the current meaning of many of these community governing and leadership terms used in transformational efforts and throughout the dissertation:

*Access/egress.* The ability to enter a site from a roadway and exit a site onto a roadway (Choate, 2010).

*Acre.* A measure of area totaling 43,560 square feet (Tuscon, 2001).

*Activity centers (and nodes).* Areas in which land uses are, or will be, intensified or mixed to a degree generally not found in the rest of the community. Activity centers



may vary in size, scale, and diversity of uses and draw from a regional, community, or neighborhood/local market. An activity node offers a limited range of mixed-uses, such as convenience shopping, residentially scaled offices, restaurants, and other small-scale businesses. Although an activity node may draw from a larger market, its design character and scale are compatible with the residential neighborhoods that surround it (Tuscon, 2001).

*Adaptive use/adaptive reuse.* The conversion of historic buildings from their original or most recent use to a new use (Choate, 2010).

*Affordable housing.* Housing capable of being purchased or rented by a household with very low, low, or moderate income, based on a household's ability to make monthly payments necessary to obtain housing. Housing is considered affordable when a household pays less than 30% of its gross monthly income of \$2,000 per month for housing including utilities. (A household income of \$2,000 a month for a family of four qualifies as low income.) (Tuscon, 2001).

*Agent.* The person who initiates an influence attempt (ISU, 2000).

*Amenity (landscape amenity; pedestrian amenity).* A term referring to an aspect of a development, such as an improved streetscape, generous sidewalks and shade trees, or an attractive public meeting area or plaza. The provision of amenity features by the development may be an incentive for awarding density or floor area bonuses or a requirement within special design districts (Tuscon, 2001).

*Area plans.* Prepared by the City Planning Department with the assistance of citizen advisory committees and adopted by the Mayor and Council, these plans provide land use policy and design direction to guide future land use decisions within a defined

area. Plans typically cover a study area of several square miles that is unified by similar physical characteristics and development issues. *Area Plans* are adopted to implement and further refine the LeClaire *General Plan* (Choate, 2010).

*Arterial street.* A street which carries a high volume of traffic, usually in excess of 12,000 vehicles per day, and is identified on the *Major Streets and Routes Plan* map. These streets traverse the city, connecting with other arterials, freeway interchanges, and bridges (Tuscon, 2001).

*Arts District/Arts District Plan.* An approximately 7-block area in LeClaire's Downtown, the Arts District is the center of a variety of arts-related facilities and events; the *Arts District Plan*, prepared in 2005 by the LeClaire Chamber of Commerce, provides the framework for downtown revitalization and arts and cultural planning (Choate, 2010).

*Authority.* Power conferred for a purpose (Heifetz, 1994).

*Buffering.* The use of design elements, such as masonry walls, berms, setbacks, landscaping, building heights, density transitions, and sensitively designed parking areas, to mitigate the impact of more intense development on less intense adjacent land uses (ISU, 2000).

*Capital Improvements Program (CIP).* A program which schedules expenditures of City funds on public works projects (five-year plan updated annually) (Tuscon, 2001).

*Carrying capacity.* The level of use which can be accommodated and continued without irreversible impairment of natural resources productivity; the ecosystem; and the quality of air, land, and water resources (Tuscon, 2001).

*City.* City with a capital “C” generally refers to the government or administration of a city. City with a lower case “c” may mean any city or may refer to the geographical area of a city (e.g., the city’s bike system) (Tuscon, 2001).

*City Center Vision (Vision and Strategic Plan.).* City-supported downtown planning process during 2001 which involved broad public participation and resulted in an assessment of downtown needs and a recommended plan of action (Choate, 2010).

*City of LeClaire Vision.* Adopted by the Mayor and Council in 2001, this document addresses 12 categories (natural resources; cultural heritage; economic development; public services and facilities; circulation; land use; parks, recreation, and open space; safety; housing; rehabilitation, redevelopment, and neighborhood conservation; community development; and administration) and provides a guide for future updates to the *General Plan* (Choate, 2010).

*Cluster housing (or Cluster Development).* A development approach in which building lots are reduced in size and sited closer together, usually in groups or clusters, allowing the undeveloped land to be preserved as open space (ISU, 2000).

*Community.* A group of interacting people living in a common location organized around common values and social cohesion within a shared geographical location, generally defined by social units larger than a household (ISU, 2000).

*Compatibility of Scale.* The generally harmonious relationship of size, height, shape, and setback of development in comparison to adjacent buildings, architectural elements, landscaping, and human form (Tuscon, 2001).

*Conservation easement.* An easement delineating an area that will be kept in its natural state in perpetuity (Tuscon, 2001).

*County.* County with a capital “C” generally refers to the government or administration of a county. County with a lower case “c” may mean any county or may refer to the geographical area of a county (Tuscon, 2000).

*Cultural resources.* The variety of human-made products, artifacts, and behavior that a community or group values and seeks to preserve as its heritage legacy, including its history, archaeology, art, literature, music, technology, urban design, and folkways (Tuscon, 2001).

*Defensible space.* Physical design features that create a sense of ownership or territoriality of common areas and which allow the surveillance of public and semipublic areas from within a residential or nonresidential development. Design features can include fences, walls, electronic security, steps or changes in ground level, lighting, and building placement (Tuscon, 2001).

*Density.* The number of dwelling units per acre (Tuscon, 2001).

*Density bonus.* The allocation of development rights that allow a parcel to accommodate additional square footage or additional residential units beyond the maximum for which the parcel is zoned, usually in exchange for the provision or preservation of an amenity at the same site or at another location (Tuscon, 2001).

*Density transfer.* A way of retaining open space by concentrating densities—usually in compact areas adjacent to existing urbanization and utilities—while leaving unchanged historic, sensitive, or hazardous areas (Tuscon, 2001).

*Design Compatibility Report.* A supplemental report submitted with a rezoning application that addresses design issues in order to assess the overall compatibility of the proposed land use with existing development (ISU, 2000).

*Design integration.* Site planning and design, which accommodate in a harmonious fashion the various programmatic demands of a site, including its existing and proposed land uses and vehicular and pedestrian circulation patterns. The various land uses in integrated developments share parking areas open space, and access points onto the street. The emphasis is placed on providing for pedestrian access between residences and businesses within commercial areas in order to decrease auto travel and promote “one stop shopping” (ISU, 2000).

*Development.* The physical extension and/or construction of urban land uses. Activities include: subdivision of land; construction or alteration of structures, roads, utilities, and other facilities; grading; and the clearing of natural vegetative cover. Routine repair and maintenance are not considered development activities (ISU, 2000).

*Diversity.* The variety of natural, environmental, economic, and social resources, values, benefits, and activities (Tuscon, 2001).

*Downtown Pedestrian Implementation Plan (DPIP).* Prepared by the LeClaire Chamber of Commerce and endorsed by the Mayor and Council in 2004, the plan fosters a pedestrian-friendly downtown environment through specific design projects and guidelines for streetscape improvements (Choate, 2010).

*Environmental Resource Report.* A supplemental report submitted with a rezoning application that addresses natural features, such as topography and hydrology, vegetation, wildlife habitat and movement, scenic vistas, and trail resources (Tuscon, 2001).

*Environmental Resource Zone (ERZ).* An overlay zone of the LeClaire *Land Use Code* (Sec. 2.8.6) which regulates development along designated washes determined to have critical riparian habitats (Tuscon, 2001).

*Five-Year Community Cultural Plan.* Prepared under the auspices of the LeClaire Economic Development Committee and adopted in 2004 by the LeClaire Chamber of Commerce, the *Plan* provides policy guidance in specific areas including community design (Choate, 2010).

*Floodplain, FEMA 100-year.* The area, as mapped by the Federal Emergency Management Agency (FEMA), which would be covered by the 100-year flood. The 100-year flood is an event which has a 1% chance of occurring in any one year. (ISU, 2001).

*Floodway.* The channel of a river or other watercourse and the adjacent land areas that must be reserved in order to discharge the base flood without cumulatively increasing the water surface elevation more than a designated height (ISU, 2000).

*Footprint (building footprint).* The outline of a building at all of those points where it meets the ground (ISU, 2000).

*Gateway route (or corridor).* An arterial street identified on the *Major Streets and Routes Plan* map, which connects to a major employment center, shopping area, recreational area, or transportation center. Gateway routes are used by large numbers of visitors and residents, and as such, their appearance is important to the overall image of LeClaire (Choate, 2010).

*Heritage (or cultural heritage).* The sum total or mosaic of a community's history, technology, art and literature, archaeological legacy, urban design, architecture, and folkways (Tuscon, 2001).

*Historic District Advisory Board* (also see Historic Preservation Zone). An advisory group appointed by the LeClaire Chamber of Commerce to assist the LeClaire Planning and Zoning Commission in evaluating proposed developments within a City-

designated historic district. There are separate boards for each City-designated historic district (Tuscon, 2001)..

*Historic Preservation Zone (HPZ).* An overlay zone included in the *Land Use Code* that provides special protection and development requirements for properties within City and State designated historic districts and for other designated landmarks (Choate, 2010).

*Historic resources* (also see cultural resources and archaeological resources): Those districts, sites, buildings, structures, and artifacts which have a relationship to events or conditions of the human past (ISU, 2000).

*Impact fee.* A fee, also called a development fee, levied on the developer of a project by a city, county, or other public agency as compensation for otherwise-unmitigated impacts the project will produce (Tuscon, 2001).

*Improvement district.* Area in which property owners of more than 50% of linear frontage, by petition, request improvements of the City, such as sidewalks, lighting, and curbs; costs are assessed to the benefiting properties based on the percentage of benefits received (Tuscon, 2001).

*Infill.* Development of vacant land (usually individual lots or leftover property) within areas that are already largely developed (Tuscon, 2001).

*Influence.* The ability to affect the behavior of others in an intended direction (Cohen, Morgan, & Pollack, 1992).

*Influence tactics.* The proactive strategies used to influence others (see Table 1).

*Infrastructure.* Basic facilities usually built and operated by the public sector, which provide essential services to the community. These facilities include roads,

wastewater and water treatment plants, sewer and water conveyance systems, libraries, police stations, and other public facilities (Tuscon, 2001).

*Jobs/housing balance or jobs/housing ratio.* The availability of affordable housing for employees. The jobs/housing ratio divides the number of jobs in an area by the number of employed residents. A ratio of 1.0 indicates a balance. A ratio greater than 1.0 indicates a net in-commute; less than 1.0 indicates a net out-commute (ISU, 2000).

*Land Use Code (LUC).* The zoning regulations of the City governing the use, placement, spacing, size, and structures within the corporate limits of the City. The LUC is adopted as a chapter of the City's Code (Choate, 2010).

*Landscape Plan.* A graphic representation of the development site indicating the location of all existing and proposed landscape improvements to be present on the site at the completion of the construction of the project (ISU, 2000).

*Leader.* One who influences others (Choate, 2010).

*Leadership.* The process of social influence in which one person can enlist the aid and support of others in the accomplishment of a common task (Choate, 2010).

*LeClaire downtown revitalization.* A community effort to revitalize the downtown in LeClaire, Iowa. Revitalization included planning, development, and action through the use of inclusion and ethical leadership (Choate, 2010).

*LeClaire General Plan.* A policy document used to achieve the community vision and the goals adopted by the Mayor and Council, with review, comment, and involvement of the citizens of the community. The *General Plan* addresses the relationships between the use of land, transportation, quality of life, compatible development, environmental quality, and economic prosperity. The broad policy direction



of the *General Plan* is refined and implemented through specific plans, such as the *Major Streets and Routes Plan*, area and neighborhood plans, sub-regional plans, and *Planned Area Developments* (Choate, 2010).

*Level of service (LOS)*. A general term describing the operating conditions a driver will experience while traveling on a particular facility. Where roadway conditions are fixed, level of service varies primarily with volume (Tuscon, 2001).

*Life-cycle costing*. A method of evaluating a capital investment that takes into account the sum total of all costs associated with the investment over the lifetime of the project (Tuscon, 2001).

*Livable community* (also see sustainability). A livable or sustainable community meets the needs of the current generation without hindering the ability of future generations to do the same; the indicators of a livable community are economic vitality, community stability, and environmental health (Tuscon, 2001).

*Livable Community Vision Program* (also see livable community and sustainability). Involves the community in developing goals, strategies, and indicators for progress toward community sustainability (Choate, 2010).

*Local Street*. A street that generally carries less than 2,000 vehicles per day and is not identified on the *Major Streets and Routes Plan* map. Local streets provide neighborhood access to collector and arterial streets (Choate, 2010).

*Low Water Use Drought-Tolerant Plant List*. Official regulatory list prepared by the Iowa Department of Water Resources for use within the Active Management Areas (Choate, 2010).

*Major Streets and Routes Plan (MS&R).* Plan adopted by the Mayor and Council to implement the *LeClaire General Plan*, which identifies the general location and size of existing and proposed freeways, arterial and collector streets, future right-of-way lines, typical intersections, and *Gateway and Scenic Routes* (Choate, 2010).

*Master Plan for Public Art.* Published in 2004 after an in-depth public process, this *Plan* provides the LeClaire Arts Council (LAC) with a long-range blueprint for public art within LeClaire (Choate, 2010).

*Master Planned Community* (also see new urbanism). A large-scale development whose essential features are a definable boundary; a consistent, but not necessarily uniform, character; and overall control during the phasing and build-out process by a single development entity. Such planned communities generally contain a full range of residential and nonresidential land uses, open space, and public services and facilities. An example of a master planned community in LeClaire is *Pebble Creek* (Choate, 2010).

*Mixed-use development.* Properties on which various uses, such as office, commercial, institutional, and residential, are combined in a single building or on a single site in an integrated development project with significant functional interrelationships and a coherent physical design. A single site may include contiguous properties (Tuscon, 2001).

*National Register of Historic Places.* The official list established by the National Historic Preservation Act of sites, districts, buildings, structures, and objects significant in the nation's history or whose artistic or architectural value is unique (ISU, 2000).

*Native Plant Preservation Ordinance (NPPO).* A development regulation included in the *Land Use Code* which is intended to encourage the preservation-in-place of healthy native plants through sensitive site design (Tuscon, 2001).

*Native vegetation.* Plants that are indigenous to the site and to areas contiguous to the site (Tuscon, 2001).

*Natural grade.* The topographic configuration of land, graphically represented by contour lines, prior to any grading or other human disturbance (Tuscon, 2001).

*Natural open space.* Any area of land, essentially unimproved and not occupied by structures or manmade impervious surfaces, that is set aside, dedicated, or reserved in perpetuity for public or private enjoyment as a preservation or conservation area (Tuscon, 2001).

*Natural park (or parkland).* A park containing large areas of undisturbed open space, generally with high natural resource value, such as rugged terrain, natural watercourses, geologic formations, or dense vegetative cover. Recreation uses are generally limited to low impact activities, such as hiking, bird watching, and nature study (Tuscon, 2001).

*Natural resources.* Generally refers to the variety of biological and physical values found in nature and may include, at the area or project level, the site's geology and soils, terrain, slope characteristics, vegetation and wildlife habitat, and hydrology. Natural resource protection often considers the multiple benefits to the community of flood control and watershed protection, open space and habitat protection, and trails and other recreational opportunities (Tuscon, 2001).

*Neighborhood Plans.* Prepared by the LeClaire Planning Department with the assistance of citizen advisory committees and adopted by the Mayor and Council, these plans provide land use policy and design direction to guide future land use decisions within a specific neighborhood. Plans typically cover smaller geographic areas and address and use issues at a parcel level. These are specific plans that further refine and implement the *General Plan* (Choate, 2010).

*Neo-traditional design.* A term that is often used interchangeably with *new urbanism* to define development that integrates land uses so as to reduce vehicle trips, promote transit use, and create a pedestrian-and-bicyclist-friendly streetscape. Circulation systems in these developments stress returning to the grid (or modified grid) pattern to provide more direct connections within the community (ISU, 2000).

*New urbanism* (also see neo-traditional design and master/planned design). A community and architectural design approach that aims to recreate the compact scale, traditional street pattern, and pedestrian-friendly environment found in small towns (Tuscon, 2001).

*Nonconforming use.* An existing land use activity lawfully established and maintained which no longer complies with land use regulations applicable to the zoning category in which the land use activity is located (Tuscon, 2001).

*Nonresidential use.* Residentially-scaled office use, office use, commercial use, and industrial use (Tuscon, 2001).

*Ordinance.* A law or regulation set forth and adopted by government authority, usually a city or county (Choate, 2010).

*Park industrial.* Comprehensively planned industrial developments, which are compatible with surrounding residential communities. They contain clean uses, which are generally not objectionable because of noise, heavy truck traffic, fumes, or any other nuisances. The intention of this land use is to provide attractive locations for employment centers close to residences so as to reduce travel time between home and work (ISU, 2000).

*Pedestrian refuge islands.* A safe area, often in a raised median, designed as an integral part of the street in order to facilitate safe pedestrian street crossings (ISU, 2000).

*Pedestrian-oriented development.* A development whose site design, street furniture, landscaping, and other amenities are directed toward creating a safe, attractive, and comfortable pedestrian environment (ISU, 2000).

*Performance standards.* Generally zoning regulations that permit uses based on a particular set of standards of operation rather than on a particular type of use. For example, performance standards provide specific criteria limiting noise, air pollution, traffic impacts, and the visual impact of a use (Tuscon, 2001).

*P.L.A.C.E.* An acronym for the *Planning Landscape and Community Enhancement* program at Iowa State University. A program that helps small communities develop strategic design plans for the future direction of their communities. The program is part of a graduate studies program that is virtually free to communities that apply (ISU, 2001).

*Planned Area Development (PAD).* A zoning classification that provides for the establishment of zoning districts with distinct regulations as adopted by the Mayor and Council (Tuscon, 2001).

*Power.* A potential or capacity for action, defined by French and Raven (1959) as “the maximum force which A can induce on B minus the maximum resisting force which B can mobilize in the opposite direction” (pp. 150–167).

*PROST:* An acronym for Parks, Recreation, Open Space, and Trails Element (Tuscon, 2000).

*Public Art Program* (also referred to as the “Percent for Public Art” or “One Percent for Public Art). Plans and implements a full spectrum of public art, with major funding provided through City and County capital improvements budgets; public art projects have been included as part of roadway projects, parks, libraries, and other public facilities (Tuscon, 2000).

*Redevelopment* (also see development). Expansion or alteration of land uses, site configuration, or structures (Tuscon, 2000).

*Regional.* Pertaining to activities or economies at a scale greater than that of a single jurisdiction and affecting a broad geographic area; generally used in policy statements to refer to the LeClaire metropolitan area or Scott County (Choate, 2010).

*Regional Trail System.* A planned trail system for Scott County consisting of primary trails, such as river parks, connector trails which connect primary trails to each other or to public lands, and local trails such as a bike trail (Choate, 2010).

*Regulation.* A rule or order having the force of law; in the City of LeClaire, development regulations are included in the zoning ordinance (*Land Use Code*) or other *LeClaire Code* chapters. Additional requirements are included in *Development Standards* (Choate, 2010).

*Residential Cluster Project (RCP).* Development option in the residential zones that provides for greater flexibility and creativity in design. Use of the RCP may result in higher densities than conventional development in the same residential zone (Tuscon, 2001).

*Residentially-scaled.* Generally refers to commercial or office use that demonstrates compatibility in scale with the surrounding residential area, either in converted residential structures or in new structures. Site and architectural design for residentially-scaled offices is guided by criteria outlined in the O-1 office zone (Tuscon, 2001).

*Rezoning.* The process by which property owners seek to change the zoning of their land to allow uses or densities not possible under existing zoning. Rezoning requests require public hearings before the Zoning Examiner. The Mayor and Council make the final decision to grant or deny requests (Tuscon, 2001).

*Right-of-way (ROW).* A strip of land occupied or intended to be occupied by certain transportation and public use facilities, such as roadways, drainage ways, railroads, and utility lines (Tuscon, 2001).

*Riparian.* The name of an ecological community occurring in or adjacent to a drainage way and/or its floodplain and which is further characterized by species and/or life forms different from those of the immediately surrounding upland and/or nonriparian areas (Choate, 2010).

*Riprap.* A layer, facing, or protective mound of stones randomly placed to prevent erosion, scour, or sloughing of a structure or embankment; also, the stone so used. In

local usage, the similar use of other hard material, such as concrete rubble, is also frequently included as riprap (Choate, 2010).

*Scenic route* An arterial or collector street identified on the *Major Streets and Routes Plan* map, along which the intention is to preserve scenic vistas and natural vegetation (ISU, 2000).

*Scott County Association for Leadership and Efficiency (SCALE)*. Regional agency that performs a variety of planning and coordination functions; programs focus on issues that cross jurisdictional lines, such as transportation, population growth, and air and water quality (Choate, 2010).

*Scott County Health Department - Environmental Health Services*. County agency responsible for identifying and responding to environmental issues and providing a variety of public services, including monitoring, enforcement, and information and education on land, water, and air quality (Choate, 2010).

*Scott County Soil and Water Conservation District (Scott County SWCD)*. Provides leadership in conservation for use of soil, water and related resources through balanced, cooperative program that protects, restores and improves resources (Choate, 2010).

*Soil and Water Conservation Screening*. An opaque barrier designed and constructed to conceal areas used for storage, refuse, mechanical equipment, parking, or delivery service loading bays from the street and public view or to buffer adjacent land uses (ISU, 2000).



*Sign Code.* Criteria for Advertising and Outdoor Signs under the Planning and Zoning Commission regulates all outdoor signs in order to promote public safety, enhance property values, and foster a good visual environment (Choate, 2010).

*Site analysis.* An inventory and assessment of natural and cultural site features intended to promote development that is responsive to site constraints and opportunities (ISU, 2000).

*Stakeholder.* A person, group, or organization that affects or can be affected by an organization's actions (Choate, 2010).

*Standards development.* A comprehensive set of design principals, criteria, and specifications, which describe the manner in which development of land, and related improvements within the city that are to be accomplished. Administrative Directive by the City Administrator establishes these standards (Choate, 2010).

*State Historic Preservation Office (SHPO).* A division of Iowa State Parks that coordinates historic preservation activities in Iowa, administers the National Historic Preservation Program, and maintains National and State Registers of Historic Places (Tuscon, 2001).

*Strip commercial.* A pattern of commercial development characterized by incremental additions of single function businesses along a street frontage. Such developments typically have separate vehicular access points and parking for each business and lack pedestrian linkage between individual businesses (Tuscon, 2001).

*Subdivision.* Improved or unimproved land or lands divided into four or more lots, tracts, or parcels; further defined and regulated in the Land Use Code (Tuscon, 2001).

*Sustainability* (also see livable community). A concept that supports creating and maintaining a balance between the needs of the community and its resources; sustainable planning means proposing long-term strategies and solutions to ensure that future generations have the ability to meet their needs and to uphold environmental, economic, and social values (ISU, 2000).

*Target*. The subject of an influence attempt (Tuscon, 2001).

*Tax abatement*. Exemption for a defined period of time of taxes (Choate, 2010).

*Tax Increment Financing (TIF)*. Public financing method used to subsidize redevelopment, infrastructure, and other community-improvement projects. TIF uses future gains in taxes to subsidize current improvements projected to create favorable conditions for gains (Choate, 2010).

*Traffic calming devices*. Any number of street modifications to slow or divert traffic, including speed humps, traffic circles (or roundabouts), curb bump-outs, raised planters, or other obstructions (Choate, 2010).

*Transit (public)*. A system of regularly-scheduled buses and/or trains available to the public on a fee-per-ride basis (Tuscon, 2001).

*Transit-oriented development (TOD)*. An approach to arranging land uses in a form that encourages and facilitates the use of transit. Generally, this means locating higher-density residential uses, employment centers, and other more intense mixed-uses within walking distance of a transit center or priority route bus stop (Tuscon, 2001).

*Trees for LeClaire Community (TLC)*. A program of LeClaire Chamber of Commerce which promotes and supports the Scott County SWCD Tree Program planting

of trees for community-wide benefits, including climate moderation, air quality, pedestrian comfort, civic pride, and beauty (Choate, 2010).

*Urban design.* The attempt to give form, in terms of both beauty and function, to selected urban areas or to whole cities. Urban design is concerned with the location, mass, and design of various urban components and combines elements of urban planning, landscape architecture, and architecture (ISU, 2000).

*Urban sprawl.* Haphazard growth or outward extension of a city resulting from uncontrolled or poorly managed development; often referred to as “leapfrog” development (Tuscon, 2001).

*Urban village or urban village center.* A planning term that may refer to a distinct subarea of an existing city (e.g., the Davenport, Iowa urban village concept – East Village) or to the neighborhood-scaled activity center in a master planned community (e.g., the Hilltop Community in Davenport, Iowa) (Choate, 2010).

*Variance.* A departure from any provision of the zoning requirements in the *Land Use Code* for a specific parcel, except use, without changing the zoning ordinance or the zoning designation of the parcel. A variance usually is granted only upon demonstration of hardship based on the peculiarity of the property in relation to other properties in the same zone (Choate, 2010).

*Vehicle miles traveled (VMT).* The total number of miles traveled on all roadways by all vehicles. Reducing VMT can help ease traffic congestion and improve air quality (Tuscon, 2001).

*View corridor.* The line of sight—identified as to height, width, and distance—of an observer looking toward an object of significance to the community (e.g., mountain peak, ridgeline, river, historic building, etc.) (Tuscon, 2001).

*View shed.* Area within view from a defined observation point (Tuscon, 2001).

*Zoning* (also see land use code). The districting of property into specific categories, which allows defined activities. Appropriate zoning categories are determined by compatibility of surrounding land uses, environmental stability, and potential for use (Choate, 2010).

A glossary of acronyms and abbreviations is also provided in the Appendix A for greater comprehension of this dissertation.

### Significance of the Study

This case study examined trends and changes in LeClaire's downtown area, particularly in development of the designated Phase One downtown area seen in the map located in Appendix B. The case study outlines the significance that the revitalization efforts have had on LeClaire and how the operational boundaries of the downtown area helped to foster other commercial and residential growth areas. The analysis and assessment provided in the context of this study call for an evaluation of any small town's existing municipal structures, including streets, buildings, stores, businesses, and people who may be involved in a revitalization effort.

The significance of this study has implications on the future direction of not only LeClaire, Iowa but also may provide other small Midwestern communities direction as well. While globalization and challenging economic conditions continue to plague much of America, the stability cherished by the Midwest is quickly disappearing. The Midwest

and its many small communities must reinvent themselves. While it cannot reclaim what is lost, it can determine its future direction. With a clear direction of how small town leaders may positively influence on the future of their communities, the very survival of small town America may indeed be established (Longworth, 2008).

#### Procedure to Accomplish

The research strategy employed to investigate downtown revitalization and the role that leaders may contribute to its success is a Case Study of LeClaire, Iowa and its revitalization strategies. As a community case study, LeClaire provided the context within which the research issues were explored. A case study methodology was most appropriate for several reasons. Most notable is the knowledge that is gained from assessing the recent transformation of a small town such as LeClaire, Iowa. Data revealed implications for leaders and stakeholders in other small Midwestern towns to use in their revitalization projects.

The process to accomplish the case study is based on a QUAN–QUAL, exploratory mixed–methodology using a flexible design approach. Quantitative and qualitative data were collected and analyzed to provide insights into the participant’s perspectives and opinions (Gay, Mills, & Airasian, 2009). This study was approached ethnographically using participant observation, description, and interpretation. Consideration of resources was determined by access arrangements, availability, and a schedule of data collection activities with a time period specification (Robson, 2002).

While the primary focus of research conducted was on LeClaire, quantitative data was also collected from surveys sent to community leaders of small towns throughout the State of Iowa. The Iowa League of Cities (Kemp, 2011) provided assistance in data

collection for the research. An available website was also used for collection of quantitative data. To ensure reliability and validity, the researcher and interview team reviewed all collected data.

The researcher and the diverse, interview team used active participant observation by becoming a part of and participants in the observing and collection of data on the activities, people, and physical aspects of the LeClaire community. Insights were gained in the process and relationships were developed with participants that would not have been possible if the researcher had not participated (Gay et al., 2009). Field notes were collected, interviews conducted, and surveys and questionnaires were distributed to participants. Archival documents, journaling, maps, videotapes, audiotapes, and artifacts were all sources of data that contributed to the understanding of what transpired in the transformation of LeClaire, Iowa in its revitalization efforts.

Descriptive, interpretive, theoretical, and evaluative approaches helped ensure validity by establishing trustworthiness and credibility in the process (Gay et al., 2009). This was done through using Guba's (1981) criteria for validity of qualitative research including: persistently observing pervasive qualities, using peer debriefing to test insights, collecting documents and other material, establishing structural corroboration, establishing referential adequacy, collecting detailed descriptive data, developing detailed descriptions of the context, establishing an audit trail, practicing triangulation, and reflexivity (pp. 75–91).

To help with trustworthiness in the study, the use of Wolcott's strategies for this research was also employed by the researcher and interview team. This included: talking little and listening a lot, recording observations accurately, beginning writing early,

letting readers “see” for themselves, reporting fully, being candid, seeking feedback, and writing accurately (Gay et al., 2009). Reliability was also helped by collecting data consistently over time using the same techniques with the same researcher and interview team. Validity and reliability were both helped by the use of a research review team and coders for qualitative data analyses throughout the process.

The goal of the research was to understand what happened in LeClaire. Various data collection techniques through triangulation helped explain what happened in revitalization efforts of LeClaire, Iowa. Using a number of precautions developed by Bogdan and Biklen (1998), the initial days of entry into the environment helped ensure success. These included: setting up first visits with representative stakeholder groups, easing into the process early on, remaining passive, being respectful, friendly, and polite, and not taking what happened in the field personally. In short, it was critical to establish trust and openness with research participants. Interpersonal skills were critical to be accepted into the environment.

Robson (2002) described a mixed-method design research strategy as the development of detailed, intensive knowledge about a single ‘case’, or of a small number of related ‘cases’. The range of data collection techniques in this study of LeClaire included observation, interview, and document analysis.

In using the QUAN–QUAL method, data were collected simultaneously. Quantitative data collected relied on statistical procedures while the qualitative data relied on categorizing and organizing data into patterns to produce a descriptive narrative. The qualitative data collected gained insights into perspectives on community revitalization from stakeholders. Analysis and interpretation of comprehensive narrative

and visual data to gain insights into the community were used to compare with quantitative data. In this method, benefits of collecting both quantitative data and qualitative information helped provide a more comprehensive understanding of what happened in revitalization efforts.

Qualitative data involved observations and open-ended interviews with individuals and various groups of stakeholders in LeClaire. Variables from the qualitative analysis were tested with quantitative techniques. The use of surveys, census, and Likert-scale data along with narrative data helped ensure that validity of the qualitative results were helped by the quantitative results. Quantitative data involved in the collection of information help explain results derived in the study. Quantitative data included numerical data collected from census reports, survey research, and similar studies (Gay et al., 2009).

Quantitative and qualitative data collected and analyzed provided insights into the participants' perspectives. This study was approached using participation observation and included a depth of relative information using description and interpretation. The researcher's consideration of resources was determined by access arrangements, availability, and a schedule of data collection activities with a time period specification (Robson, 2002). With only a year to collect data, it was imperative that logistics prevailed upon completion of the study. It is important to note that this time frame also limited the scope of this research.

The information obtained from primary and secondary sources resulted in useful indicators for leaders of LeClaire. Observations on LeClaire's strengths and weaknesses were obtained through interviews with stakeholders who were involved in various



strategic planning meetings in the years 2003 through 2008. Maps and architectural drawings were obtained from City Hall. Through the use of stakeholder brainstorming sessions and community asset mapping, information gathered was analyzed using expert judgment and organizing data into patterns to produce a descriptive, narrative synthesis (Crowell, 2008). Meaning was attached to observations through extensive interactions with participants and experts in the field of community development (Gay et al., 2009).

The researcher and interview team used a key informant interview format to collect insights and varying perceptions. These key informants included: City Administrators, Chamber of Commerce Board members, Tourism Board members, Shopkeeper's Marketing Alliance participants, residents, and visitors. Key individuals were selected because of their specialized knowledge of the history and evolution of the downtown commercial area in LeClaire. Several residents and business owners were also interviewed to get their perceptions on the changing dynamics of commercial activity and the downtown area. This information was critical to understanding the complexities of qualitative beliefs in revitalization efforts in this dissertation.

Symbolic interactionism and hermeneutics were used to study the structure, functions, and meaning of symbolic systems within LeClaire. Robson (2002) found that "Symbolic interactionism is an influential perspective within sociology and social psychology" and "Hermeneutics is the art and science of interpretation" (p. 196). It is the purpose of social research to study the structure, function, and meaning of symbolic systems. It is the social life that is formed, maintained and changed by the basic meaning attached to it by interactions of people based on meanings they assign to their world. In other words, social life, expressed through symbols and objects, becomes significant

when it is assigned meaning. This meaning is employed, managed and changed through social interaction (Sarantakos, 1998).

Social science research involves interpretation and insights gained from hermeneutics that are relevant to many aspects of the case study of LeClaire. Reason and Rowan (1981) found that hermeneutics is just one example of the process used whereby people make sense of their world. All understanding takes place in time and a particular culture. The pre-judgments that we bring to this process are to some extent culturally pre-determined. Interpretation of shared values is applied to conversations and interactions between people in different settings.

While many participants provided opinions on the City of LeClaire's progress, there were also insights gained from the secondary data collected from the United States Census Bureau (2010) and other relevant sources. Data collected enhanced the study's importance by providing information that many of LeClaire's leaders found useful. Insights gained in the process also provided useful information for other communities to benefit from in this study.

Triangulation mixed methods was used to help accuracy in creating a reliable case study for small town community leaders to benefit from. Triangulation employs multiple methods to explore and gain understanding of the phenomenon of interest being studied. It reduces threats to validity and biases from researchers and respondents (Robson, 2002). This case study uses triangulation with the three primary methods: a targeted literature review developed by the researcher; adapted comprehensive questionnaires and surveys from the Iowa Department of Economic Development, and key informant interviews conducted by the researcher and interview team. Due to the nature of interviews and the

information required, the researcher or interview team did not control the qualitative responses collected. Particular attention is focused on information provided by participants and supported by Iowa State University (ISU) and Iowa Department of Economic Development (IDED) research tools. Data collected were scientifically analyzed by use of expert judgment of qualitative research, weighting of participant responses, and comparison of quantitative results. Using Statistical Package for Social Sciences (SPSS) software to calculate statistical data enhanced understanding and increased contextual meaning in the study.

## CHAPTER II

### REVIEW OF THE LITERATURE

#### Introduction

Much like early disciples mobilizing the church so effectively, leaders in many small communities throughout the Midwest are being called upon to make visionary changes for the future. This is especially true in the State of Iowa. While some small communities throughout Iowa are prospering, many others are struggling with a decreasing population and an eroding tax base. The purpose of the dissertation is to discover what leadership in smaller communities may do to suspend and perhaps reverse this trend of instability. The revitalization efforts by the community of LeClaire, Iowa in the last decade are the focus of this case study.

Embodied in this literature review of current and seminal works regarding what makes a successful downtown revitalization are issues surrounding strategic planning, community development, empowerment, and social capital. How to measure the effectiveness of efforts and what elements are essential to the economy, design, and overall quality of life for its stakeholders are also considered. This chapter uses history, theory, and case study research to frame the evaluation of LeClaire's revitalization efforts.

This chapter is subdivided into the following sections:

- What is a Small Town?
- Decline of the Downtown
- Defining Downtown in a Small Town
- Downtown Revitalization

- Measurement of Downtown Success
- The Role of Leadership
- Reframing Revitalization
- The Asset Mapping Approach for Revitalization Planning
- Mobilizing the Community
- Historical Indicators Relevant to Downtown Success
- Funding Revitalization Efforts
- Summary

### What is a Small Town?

Small towns may be logistically defined as a population of 500 to 10,000 (Goudy, 1995). However, this is only a partial description and does not provide any insight to what truly represents a small town, especially in the heartland. Small town America is the backbone of our America's historical culture and provides a celebration of freedom not found in larger cities. This is especially true in the heartland. Despite the problems many communities face, small town pride and independence still thrives.

In the view of this researcher, there are many unique features that help define a Midwestern small town. In Iowa and other small towns throughout the corn belt, it is a compliment to call someone a farmer. In most small towns, people know the names of the children in their neighborhoods. This also includes the names of the children's parents, first cousins, the mother's third cousins, and many more. The chosen mode of transportation is still a pickup truck, most often American made. The tallest building in many Iowa and other Midwestern small towns is usually the grain elevator with the

second one being the church. Every discussion begins with conjecture about the weather and ends with a friendly “See you later” - because they will.

News broadcasts contain the current prices of corn and beans, and the futures markets are closely watched. Potlucks and high school sporting events are major events and are rarely missed. At the local grocery store, they will run a tab for you and even deliver to your house if needed. The cashier will gladly hold your baby as you write a check to the store or have a friendly conversation with them.

Everyone in a small town in Iowa knows everyone’s business and the latest gossip within a few hours. They even know who bought a new car or truck, and how much he or she paid for it. They will even tell you how much was allowed for the trade-in for the old vehicle and which salesperson sold them the new one.

Jell-O<sup>TM</sup> is a primary staple in every household and every hometown café. In the home, it is often used to start a salad for the upcoming potluck or evening meal. People leave their vehicles running outside Casey’s while they go inside to buy milk ... and their vehicles are still there when they come back out. The concept of diversity often means being a mixture of German and Norwegian descent.

The small town education system and sports teams are a major focal point of pride and discussion throughout the community. There is evidence that the quality of education throughout Iowa and the Midwest surpasses many other states. The State of Iowa ranks consistently in the top five states in high school graduation rates, ACT scores, and adult literacy rates (Besser, 1994).

Many of these features are not unique to Iowa. Throughout the Midwest, there are shared commonalities with Iowans. The reason most Iowans can relate to the features

mentioned is that the vast majority of Iowans still live in or near small towns. Almost 75 percent of Iowans live in small or medium sized towns of less than 50,000 people. Small towns defined as 500 to 10,000 people, comprise 28.8 percent of the population in Iowa. This includes living on farms or in rural areas (United States Census Bureau, 2010).

### Decline of the Downtown

In the middle of the 20<sup>th</sup> century, the downtown for many people was a place to shop, visit, and gather for events as a community. Since post World War II, downtowns of all sizes of communities have suffered a downward spiral as an urban sprawl led to suburbanization. Reasons often cited for this occurring include home mortgage insurance, the emergence of interstate highways, and growing racial tensions.

There are two primary theories for explaining this situation. One is called the natural evolution theory in which employment is typically concentrated at the center of the city with residential development beginning there and moving outward. The city center is the focal point and is the first to be developed minimizing expense.

Subsequently, suburbs begin to grow as land inside the city fills up. The more affluent residents are often drawn to the larger homes found on the outskirts of the community (Mieszkowski & Mills, 1993). A second theory focuses on the social problems found in cities. This includes “High taxes, low quality public schools...racial tensions, crime, congestion and low environmental quality” (p. 137). This results in affluent residents migrating to the suburbs, abandoning the downtown, and accelerating its deterioration.

As suburbs continue to grow, people leave the inner city to go to the outer limits. Other developments begin to take shape and develop near the suburbs. As a result, people no longer want to travel all the way downtown to shop. Simply put, as the suburbs

blossom, downtowns decline. The increased use of the automobile over that last few decades and construction of new roadways has also been a contributor to the erosion of the importance of the “heart of the community”. Functions of the downtown become less important as many functions that had been the focus of the downtown such as retail, offices, government facilities, post offices, libraries, and more, become a new focus for the suburban periphery (Robertson, 1999). Even though downtown has traditionally been the center of business, the workplace itself has move to office parks developed in the suburbs (Norquist, 1999).

Professor William Goldsmith from Cornell University stated that the United States today is a geography of privilege and despair. Well-off people live in the suburbs while poor people live in the central cities that are becoming more hostile (Drucker, 1993). This has resulted in middle-class suburbanites not wanting to come into contact with the number and diversity of people normally found in downtowns. They view the inner city as a dangerous place.

It should be noted that crime is not the only factor influencing people to abandon the downtown. Downtowns often “fail to attract business people because they do not offer enough unique amenities that differ from those found closer to home in the suburbs” (Robertson, 2001, p. 385). For the last half of a century, retails stores traditionally found in the downtown have been forced to either close due to poor sales or relocate due to the decline in the number of visitors to the downtown. This has happened with the increased competition from the big box stores and development of large shopping centers and enclosed malls often found outside the inner city (Robertson, 2001). This is especially true for many small towns located near larger urban areas.



Another problem for Iowa small towns is the youth “Brain Drain”. Educated young adults leave the state after completing their education or to obtain education elsewhere. During the 1990s, Iowa had the second highest rate for single, educated young adults leaving the state, second only to North Dakota (Iowa Department of Economic Development, 2010a). This significant loss of educated young people contributes to economic stagnation and the loss of services for many small communities. Unfortunately, as younger generations leave small towns for opportunities elsewhere, the community’s future is at risk. Downtown businesses, churches, and schools close. The surrounding family farms often consolidate into larger farms or sell out to corporate farming when youth decide to seek their future elsewhere. The very existence of some communities is in grave danger.

Some small towns have become bedroom communities that look like desolate ghost towns during the day, with remaining residents often commuting to work in towns up to 60 miles away. Many of these residents do this by choice to give their children the small town lifestyle that they had as a child, others because of friends or to take care of aging family members that still live there. Some choose to live there because of the lower cost of living and cheaper housing that is available (Besser, 1994).

Unfortunately, while members of small communities often remember what it used to be like to live in their small town, few have the time or energy to enjoy it. Their daily commute and hectic lifestyle to provide for their families often robs them of the time once found for participating in community affairs or to even fraternize with their neighbor living next door. It is more convenient and efficient to buy their gas, groceries,

plumbing fixtures, and clothes for their children in their work town rather than their hometown.

Because of this shift in purchasing habits, many find that their hometown businesses that traditionally supplied all of the basics in life are no longer able to stay in business. The hometown merchants cannot sustain themselves on the profit from the occasional emergency purchase for the home or family. The small hometown grocery store is all but a thing of the past. The purchase of the occasional gallon of milk, loaf of bread, or even eggs is not enough to keep the shelves stocked with fresh items. The realities of small town Iowa are quickly becoming a story about the past and stories about a bygone era. The image of a ghost town throughout the state is becoming commonplace as businesses have little money for renovation or even maintenance and many storefronts are abandoned. Many small businesses in these communities simply find they can no longer make enough money to stay in business.

Dr. Willis Goudy, Iowa State University sociologist, believes that the majority of counties in Iowa have continued to lose population even after the mid-1980s farm crisis. These counties and their small towns have simply not enjoyed the prosperity that other towns have found over the last two decades (Besser, 1994).

### Defining Downtown in a Small Town

Small towns are characterized by their differences with larger city counterparts. Small towns do not have skyscrapers or a dense and hurried population bustling on the downtown sidewalks as they go about their daily business. They also do not have the traffic congestion or high crime rates. While large city downtowns are distant from the suburbs, most small towns residential neighborhoods are often close to the downtown and

may even contain some of the city's historic buildings (Robertson, 2001). These differences have an effect on the types of problems that small communities usually face.

While many larger city downtowns still remain vital, the decline for small towns has accelerated with the failure to attract new business. "The image of downtown as an obsolete place with vacant storefronts, poorly maintained buildings and sidewalks, and empty streets began to prevail in the minds of many individuals" (Robertson, 1999, p. 274). While commercial developers were accustomed to developing suburban sites, they found small town downtowns to hold unique challenges in consideration of the restrictions in site location, building design, limited parking, and difficult financing. As downtowns in small communities continued to decline over the past few decades, prospective developers lacked confidence in pursuing development opportunities that once existed for downtowns (Robertson).

Downtowns in small towns don't have an active nightlife that is the staple of many larger city downtowns. Most of the activities for small towns revolve around typical business hours during the weekdays. Because of this, many small towns found it difficult to attract people to the downtown after normal business hours during the week and the downtowns became inactive most of the time. This included the weekend traffic as well. The competition located in nearby suburban shopping malls and large discount retailers such as Wal-Mart had become the bane of existence for many small town retailers and only added to the acceleration of their decline (Robertson, 1999).

Adding to the problems of small towns' declining downtown districts is the increased number of abandoned or vacant retail buildings. Some of these buildings have become a white elephant, which is "a large, strategically located, vacant building which

exerts a potent impact on a downtown” (Robertson, 1999, p. 275). These buildings become an eyesore for the small town and can quickly have a devastating effect on the downtown. They often destroy the charm and appeal of the downtown as being a viable and valuable asset to the community. While this problem is not unique to small towns, it does have a greater impact on its chances for survival.

Small city downtowns have been the traditional business center for many communities and have witnessed many changes throughout the last century. Once thriving retail and civic centers and the heart of the community, downtowns were adversely affected by changes in mobility, retail patterns, and shopping desires. Since post World War II, downtowns have seen serious competition from nearby suburban shopping centers, malls, strip commercial developments, major discount stores, and Internet shopping alternatives. Despite this shift in community paradigms, downtowns still play a central role in many of our small communities today. They are often the center of the civic pride and reflect the economic core and image of the city. A healthy and prosperous downtown reflects a community that is thriving and poised for the future.

#### Downtown Revitalization

Revitalization is a broad term describing the idea of rejuvenating or updating an area of a community. There are many methodologies that communities may use in revitalization, such as an active pursuit of economic development initiatives. New business, residential development, recreation activities, shopping districts, and more are included.

Downtown revitalization has become the focus of both public and private sectors. As a testament to this, the resurgence of programs aimed at downtown revitalization

efforts in the United States have multiplied exponentially. Some of these programs include the National Trust for Historic Preservation (NTFHP) “Main Street Program”, the Downtown Development Authority Program, Tax Increment Financial Acts (TIF), and various local programs such as Business Improvement Districts established by city governments and retailer programs.

The philosophy behind all of these approaches to revitalization is similar and follows eight guiding principles: (a) use a comprehensive approach, (b) use incremental changes, (c) understand the importance of self-sufficiency and interdependence, (d) understand the need for a public/private partnership, (e) understand the need to identify and capitalize on existing assets, (f) encourage and appreciate quality, (g) create a positive image and attitude toward downtown, and (h) revitalization strategies should be action-oriented (Iowa Department of Economic Development, 2010b). While there has undoubtedly been a renewed interest and emphasis on revitalization programs and initiatives, there is surprisingly little research that assesses the effectiveness of these efforts or on the health of small community downtown areas.

Gratz (1994) analyzed urban revitalization and the impact of various economic development and revitalization. Gratz and Mintz (1998) examined several large, expensive projects created in an attempt to revitalize urban centers and delineated two approaches to downtown revitalization. The first is to concentrate on ‘the project’ and the second is to concentrate on incremental change of the landscape. These approaches have resulted in downtowns that are “pockmarked with project-based accomplishments that had no positive effect on downtown regeneration” (Gratz, 1994, p. 28).

Downtown revitalization calls for much more. It needs an involved leadership and stakeholder effort that is committed to much more than projects or incremental changes. Effective downtown revitalization must include visionary approaches that look beyond current needs. For positive effects to be realized, approaches to revitalization must build on the past while looking toward the future.

Several approaches have been made in downtown revitalization. Many are now realizing the importance of preservation and sustainability as important elements to long-term success. Rypkema (1994) provides sound arguments that support economic development for efforts in historic preservation in his work. Kinsley (1997) supports these efforts in his work. Preservation and sustainability have been the outcomes and incentives for many pursuing revitalization. When preservation and sustainable development are part of these efforts, many communities are finding that their future viability is anchored in their past looking forward.

New approaches are being utilized in downtown revitalization. Katz and Scully (1993) explore urban redesign and revitalization. They recommend that communities must look at the whole of the community in history, culture, a sense of place, and physical architecture in any revitalization efforts. Hall and Porterfield (2001) suggest that for small towns to thrive, they must approach their community revitalization through a vision for tomorrow through design.

Urban sprawl has created problems for downtown revitalization. As communities pull further away from their downtown in their growth patterns, the importance of the downtown declines for many. Moe and Wilkie (1999) examined various approaches in

case studies that did not encourage. They look at efforts that result in sustainable development. Hoff (1998) also documents other successful cases.

For the purposes of this study of LeClaire, Iowa, several evaluations of Main Street programs in the United States were examined. The National Trust For Historic Preservation (NTFHP) (1997, 2009a) National Main Street Center publishes many useful materials. These sources include information on demographic profiles and statistics on program activities. Another useful publication by Shields and Farrigan (2001), provides the fundamental aspects of a successful downtown revitalization. Some of the programs span more than a decade and reveal results for every stage of development in revitalization.

Francaviglia and Franklin (1996) reveal essential elements to the character of traditional main streets. Accordingly, the National Main Street Center proclaims two components seem essential for downtown revitalization: retail variety and business anchor recruitment. Palmer and Hyett (1999, 2000) explored this in their work. When retail variety is encouraged and businesses are recruited, it is important that small communities enhance the character of their town and shape their future through a vision of their uniqueness and place in society.

The essentials of successful revitalization can often be found in developing a “sense of place”. It has an understandably important role in revitalization in creating a connectedness to the community. Montgomery (1998) described successful places by the quality of their physical space, sensory experience, and activity. He identified such places as having a strong sense of place through the efforts of a proactive community. Far too often leaders and stakeholders make shallow assumptions regarding what this really

means for the structures that occupy the downtown and neglect social implications along the way. Jiven and Larkham (2003) called for a heightened awareness in how people will interact with the downtown and physical structures. It is important that leaders and stakeholders explore the physical expression of downtown as having different meanings for different people realizing that there may be a contested view of its importance and meaning. It is important to “accommodate place attachments and meaning as well as social and political aspects of community participation” (Manzo & Perkins, 2006, p. 335). More effective approaches to downtown revitalization will be realized when all parties involved gauge and articulate a local sense of place using input and involvement from community members.

A sense of place is often found in the downtown of many small communities. It is the element of place that develops from peoples’ emotions related to experience and is composed of physical elements, activity, meaning, and place attachment (Agnew, 1987; Altman & Low, 1992; Arefi, 1999; Montgomery, 1998). Objective perceptions of and subjective reactions to the physical environment influence revitalization. It “involves a personal orientation toward place, in which one’s understandings of place and one’s feelings about place become fused in the context of environmental meaning” (Hummon, 1992, p. 262). Researchers often describe place in terms of individual emotional connections. This is especially true in conjunction with intimate, everyday experiences (Bachelard, 1969; Buttimer, 1980; Jackson, 1994; Relph, 1976; Tuan, 1977). Tuan (1977) suggested that “space” becomes “place” when it is ascribed with personal meaning (1977). People develop ties to their community through interactions with mundane objects in their daily lives (Bachelard, 1969). Routine contact with different elements of



cities adds to the sense of connectedness for many individuals (Relph, 1976). This is especially true when the downtown is developed with a sense of place in revitalization efforts.

Community leaders and stakeholders have many tools at their disposal to solve the problems they are encountering in the decline of their downtown. Assessing the complexity and interconnectedness of all components that shape the needs of a community can be overwhelming. It is important that all parties participate and recognize that their dedicated efforts will be needed through shared commitment and communication.

The impact of a downtown on a small community cannot be understated. Downtowns are very special places that encourage fellowship between citizens and civic pride. They reflect a community's values and provide a sense of place. In promoting the revitalization of a downtown, the heart of the community is realized and is becoming more critical with each year that passes. In doing so, there needs to be an awareness of accountability and effectiveness of revitalization programs. Developing indicators and documenting success over time will lend credibility to efforts and the use of valuable community assets.

### The Measurement of Downtown Success

Traditional downtowns have survived changes throughout the last century. Once a scene of thriving retail and civic activity, downtowns were adversely affected by changes in mobility, retail patterns, and shopping habits. Since the 1960s suburban shopping centers, malls, strip commercial areas, major discount centers, catalog sales, and Internet

retail shopping have negatively impacted downtowns. Despite changes, downtowns are still the heart of many communities and reflect the economic core and image of the city.

Downtown revitalization has gained the attention of many in the public and private sectors. This is witnessed by the resurgence of programs in the U.S. that are aimed directly at downtown revitalization efforts. Most revitalization efforts address questions of the vitality, health, and sustainability of the community and the desire to have a viable downtown. However, most efforts fail to actually define the criteria to measure the well-being of the downtown. The evaluation of any programs effectiveness normally relies on the intuition of those involved in the process including planners and city officials.

In order to address whether changing conditions warrant community transformation efforts, measurements are critical to the decision process. Benchmark measurements promote results, accountability, and transparency as part of effective strategies (Kotval, Mullin, & Murray, 2002). Criteria used in the process to select measures include: (a) relevance and impact, (b) validity and availability, (c) simplicity, (d) ability to aggregate information, and (e) ability to reflect trends (Kotval & Mullin, 2003).

Measures normally use quantifiable data collected over time to identify any trends. They assess whether conditions are improving, staying steady or deteriorating. Over time, measures will change to reflect relevance, new data, and developments in the community. A historical indicator is a measure or set of measures that explains the complexities of the social, economic, or physical realities for communities. A data point

is a measure that acts as a gauge to indicate how well an effort is doing in comparison to an indicator (Kotval & Mullin, 2003).

Economic measurements of the Main Street approach rely on strengthening the commercial district's economic base and gradually expanding it. This requires knowledge of local market conditions. A vision for the downtown's future, access to public and private resources, and the ability to coordinate these resources are critical to make revitalization happen. The use of a Main Street program can serve several important roles in the economic restructuring process.

Gathering information and conducting research is key in the process. Local efforts from those individuals and organizations interested in revitalization can help by conducting much of the necessary market research. As the vision matures and revitalization comes closer to reality, research will help design effective incentives, implement business assistance and expansion programs, and analyze opportunities that arise (West, 2000).

Although the easiest way to compile information about downtown market potential is to hire a professional market analyst, leaders of a revitalization effort will gain greater understanding of what is needed if they apply data that they gather themselves. While this process can be time-consuming, the advantages of internal data gathering far outweigh any disadvantages. Insights are gained and information may be used to inform business owners, potential investors, and other interested parties about market trends and opportunities concerning any revitalization efforts.

Indicators to consider in downtown success are needed to understand the effectiveness of any efforts undertaken in revitalization. When measured over time,

indicators provide a sense of direction and guidance for community stakeholders. Some of the key indicators to consider are: (a) occupancy rates, (b) diversity of uses, (c) aesthetic improvements, (d) increase in market share, (e) improvements between built and natural environments, (f) strength in management organization, and (g) increasing effects of e-commerce (Kotval & Mullin, 2003). In addition, the National Trust For Historic Preservation (NTFHP) (2009b) offered key indicators for measuring success in downtown revitalization: (a) downtown building inventory, (b) downtown business inventory, (c) demographic profile of the market area, (d) local and downtown retail sales information, (e) consumer surveys, and (f) available financial incentive and business assistance.

Whichever evaluation tool or technique is used, it is important to look at downtown success from a holistic view over time. Different indicators will have varying degrees of relevancy. Using appropriate measures at the appropriate time is quite crucial to understanding the revitalization efforts on the community. Commercial revitalization efforts that have been active for a longer period of time than newer programs indicate there is hope that dramatic changes are possible through a collaborative effort between citizen stakeholders, community leaders, and government.

Smith (2001) noted that this difference is particularly noticeable in property values, upper floor occupancy, numbers of restaurants, and housing units. An increase in the number of retail businesses and a decline in personal service businesses on the downtown street level indicate that a revitalization program is maturing. The program is becoming more experienced in guiding development by encouraging ground floor retail uses and moving non-retail uses to secondary locations such as upper floors, side streets,

or business parks. Revitalization program maturity brings a better understanding of market performance, customer base, and the characteristics that make a downtown unique in its offering to its community.

### The Role of Leadership

Change is inevitable and often beneficial to every community, no matter what size of population resides there. It is what we do as leaders in our communities to maintain, rebuild, and restore the quality of life that many Midwesterners share that will make the difference in small town Iowa. While returning to a nostalgic era of the 1950s may be appealing to some, it is not a realistic view of where the future lies. Communities are for sharing and growing in our lives together. They are vital to our well being physically, emotionally, mentally, and spiritually. They are not to become relics of the past or museum pieces for history.

Leadership is a key element in any successful change initiative for a community. Leadership may be defined in many different ways, but most definitions share the belief that it involves an influence process. In 1974, Stogdill stated, “there are almost as many definitions of leadership as there are persons who have attempted to define the concept” (p. 259). In general, leadership is concerned with facilitating the performance of a collective task among followers. This is a critical imperative for any community facing changes in revitalization.

In change initiatives, it is important to have direction. Fuller (as cited in Safire & Safir, 2000) once remarked, “Steer not in every mariner’s direction” (p. 217). As “Captain” of the ship, it is important that community leaders concern themselves with steering the rowing efforts of stakeholder initiatives toward brighter horizons. It is the

leader's role to elicit the help of others toward successful completion of their journey in revitalization.

A leader seeking to transform their downtown must elicit the help of others. It is paramount for any long-term success that community stakeholders have ownership of the change process through active participation and input. "Participative leadership is concerned with power sharing and empowerment of followers..." (Yukl, 2010, p. 14). Many studies have used surveys to correlate subordinate perceptions of participative leadership with criteria of leadership effectiveness such as subordinate satisfaction, effort, and performance. Laboratory and field experiments compared autocratic and participative leadership styles for effectiveness. Finally, descriptive case studies examined how effective leaders use consultation and delegation to give people a sense of ownership in the decision making process (Yukl).

With the realization that leadership may be necessary to revitalization, there has been a great deal of interest in the past few decades on how communities may take control of their future. Research and practical knowledge has been collected from communities throughout the Midwest on how to reverse the downward trends in many small towns. Results from studies conducted by Iowa State University, the National Trust for Historic Preservation, and more indicate that communities can indeed confront these problems with strong commitment from dedicated leaders and community stakeholders. They can turn their towns into vibrant energetic places where families, neighborhoods, and commercial downtowns thrive.

Leadership must encourage involvement among stakeholders to help others develop a sense of place. Kouzes and Posner (2007) believed that all of society benefits

when leaders interact with others in fostering collaboration. Every significant relationship should be treated as if it will last a lifetime. In revitalization efforts in developing a sense of place Kouzes and Posner stated:

You can't do it alone" is the mantra of exemplary leaders - and for good reason. You simply can't get extraordinary things done by yourself. Collaboration is the master skill that enables teams, partnerships, and other alliances to function effectively. Collaboration can be sustained only when you create a climate of trust and facilitate effective long-term relationships among your constituents. To get extraordinary things done, you have to promote a sense of mutual dependence - feeling part of a group in which everyone knows they need the others to be successful. Without the sense of "we're all in this together" it's virtually impossible to keep effective teamwork going. (pp. 242-243)

In any revitalization effort, it is important that leaders embrace the challenges of fostering collaborative teamwork in any undertaking. Everyone must realize their reliance on one another and the gifts they share in the process are vital to achieving the envisioned goals for renewed growth. In doing so, a sense of place will develop and success will be achieved for many generations in the future.

Maxwell (2002) declared that leadership must empower others to be successful in their efforts. The act of empowering others in the revitalization process changes lives and helps ensure success. Maxwell articulated the value of leadership:

Giving others your authority isn't like giving away an object, such as your car, for example. If you give away your car, you're stuck. You no longer have transportation. But empowering others by giving them your authority has the

same effect as sharing information: You haven't lost anything. You have increased the ability of others without decreasing yourself. (p. 87)

Through the use of power, forged relationships, mutual respect, and trusted commitment, leaders and community stakeholders may influence a positive impact in their efforts for renewal. Ultimately, an empowering relationship between leaders and community stakeholders is sometimes the only real advantage a community has over other small towns attempting revitalization. Empowering others to participate has an incredible high rate of return in any community endeavor.

Participative management in leading revitalization efforts is instrumental to the process. Appropriate application is determined by cultural and organizational factors in the use of participation and empowerment. Careful, fair, and judicious implementation of delegation is often used in the process of empowerment. Leaders must consider which tasks they should and can delegate to others through a feedback and monitoring process (Nahavandi, 2000). A sense of community develops through the use of participation and a coalition of teamwork achieving mutual developmental goals through empowerment. Coalition tactics involve getting help from other people to influence the process and are usually used with other influence tactics (Yukl, 2010). A cultural fit that fosters a spirit of trusted inclusiveness must exist if empowerment, influence, and participation are used.

Many leadership theories may be used to promote visions of a renewed downtown and the importance that it plays in the future of the community. Transformational or inspirational leadership are critical in any effort. The essence of the theory formulated by Bass (1985, 1996) creates a distinction between transformational and transactional leadership. According to Bass, leaders transform and motivate followers by (a) making



them more aware of the importance of task outcomes, (b) inducing them to transcend their own self-interest for the sake of the organization or team, and (c) activating their higher-order needs. In contrast, transactional leadership involves an exchange process that may result in follower compliance with leader requests, but not generate enthusiasm or commitment to outcomes (Yukl, 2010). It should be noted that these leadership theories are not mutually exclusive. Many effective leaders in revitalization efforts will use a combination of both types of leadership.

Charisma may also help leaders to influence efforts. Bass (1985) stated, “Charisma is a necessary ingredient of transformational leadership, but by itself it is not sufficient to account for the transformational process” (p. 31). Transformational leadership is highly correlated with trust that is placed in the leader (Dirks & Ferrin, 2002). Behaviors such as inspirational motivation (e.g., optimistic visioning) and individualized consideration (e.g., coaching) may increase the self-efficacy of individuals (McColl-Kennedy & Anderson, 2002) and the collective efficacy of teams. Creativity in the process may increase among individuals and teams through intellectual stimulation (Howell & Avolio, 1993; Keller, 1992; Sosik, Avolio, & Kahai, 1998).

According to Bass (1996, 1997), transformational leadership is considered effective in any situation and culture. The criterion in downtown revitalization for leadership effectiveness includes a variety of different types of measures. Evidence supports that transformational leadership combined with charismatic behaviors is relevant and effective in any successful attempt at revitalization for small towns. A number of conditions may enhance the effectiveness of these leadership behaviors. A primary condition that enhances effectiveness is the willingness of leaders to create a culture of

candor through the powerful use of transparency in open and honest communication (Bennis, Goleman, & O'Toole, 2008). Candor in the process of promoting a vision for a transformed downtown maximizes the probability of success. Other conditions include accountability, integrity, and trust.

Transformational leadership is most likely more important in a dynamic, unstable environment that increases the need for change such as in a declining population and disappearing businesses in small towns. It is more likely to be used when leaders are encouraged and empowered to be flexible and innovative such as in an entrepreneurial culture. There is also growing evidence that traits and values of followers may determine how they respond to transformational or charismatic behaviors (De Vries, Roe, & Taillieu, 2002; Ehrhart & Klein, 2001). The effects of positive, charismatic transformational leadership that promotes a revitalized community and downtown encourages needed follower response. Successful efforts are realized when “Authority is delegated to a considerable extent, information is shared openly, participation in decisions is encouraged, and rewards are used to reinforce behavior consistent with the mission and objectives ...” (Yukl, 2010, p. 272).

### Reframing Revitalization

Many differing frameworks for revitalization have proliferated in recent decades that provide evaluative criteria for the success of viable downtowns. The vast amount of literature available on the subject is a testament to the qualitative definition of success in revitalization. In the United Kingdom, the term vitality and viability (Scotland, 2007) has gained acceptance in defining vitality to represent “how busy a centre is at different times and in different parts,” while viability refers to “the capacity of the centre to attract

continuing investment not only to maintain the fabric but also to allow for improvement and adapting to changing needs” (p. 80). The continued viability in ongoing development generates a greater attraction for visitors to the community offering even more vitality to the downtown (Scotland; Ravenscroft, 2000).

Unfortunately, the North American framework for interpreting and evaluating successful downtowns has developed more slowly. Balsas (2004) wrote that “city-centre livability” is a similar phenomenon to vitality and viability. Lynch (as cited in Balsas, 2004) defined a good city as one that has vitality, access, control, and built upon viability to address his city-centre livability definition. Balsas argues that to be vital is to be accessible, but this vitality is not sufficient to attract investment. The community must attract investment in the downtown. Otherwise, any efforts of revitalization will fall short of its potential and offer only a ceremonial and historic significance to the community. To be livable, it must become viable.

According to Ed Choate, LeClaire, Iowa City Administrator, a public-private partnership is a standard concept in business and governmental circles. This is especially true in economic development. Two schools of thought coexist on public-private partnerships. Some regard them as the answer to economic growth and development challenges for communities, while others express skepticism about its potential capabilities to resolve economic woes. Even so, they seem to offer an important approach to designing and implementing economic development strategies (E. Choate, personal communication, September 17, 2009). Public-private partnership is ultimately defined by individual perspective.

To further understanding of what is meant by the terms “public”, “private”, and “partnership”, Choate articulated we may describe them as follows in their synthesized general definitions:

*Public* [italics added] resources are allocated through some type of centralized and collective decision-making process. This is typically through some level of government and is broken into two components: 1) collective or public choice by which the collective allocation decision is made often through a vote in what to provide and how to pay for it, and 2) public-sector provision of the good or service accomplished through a variety of production arrangements. This includes self-production by the public sector itself.

*Private* [italics added] is the economic decision maker who is an individual consumer or producer that maximizes utility or profits resulting in resource allocation decisions made in a decentralized fashion.

*Partnership* [italics added] is a formal or informal arrangement agreed upon by all parties in advance, calling for some kind of joint action or collaboration to provide a product or service with joint decision-making. All known roles, responsibilities, compensation, and risks identified and allocated between and among parties by this advance agreement. This can be for a specific deal or transaction or institutionalized for joint actions and collaboration on an ongoing basis. Both parties stand to gain from such arrangement. (E. Choate, personal communication, September 17, 2009)

There are many different types and applications of public-private partnerships and a multitude of ways to categorize them. Pierre (1998) suggests three mutually exclusive

“general themes” or “analytical contexts” in which they can be viewed and analyzed (pp. 6-8). First, they must represent “*institutionalized cooperation*” between the public and private sectors. Second, they can be viewed as an economic development *policy instrument* that offers local economic developers ammunition. Third, they can be assessed as an alternative form of urban political structure and public resource mechanism. This is important during a time when many traditional roles of government are experiencing a shifting paradigm from “rowing to steering” (Osborne & Gaebler, 1992).

As local government objectively evaluates redevelopment projects, the reframing of revitalization becomes necessary. A majority of indicators direct governments and economic developers toward determinants of downtown success that revolves around economic indicators (Fiddler & Seasons, 2004). In Tyler’s (1998) Health Perception Index, it is indicated that measurement of revitalization programs must be measured over time between cities. In the research of LeClaire, Iowa revitalization efforts, surveys included an evaluation of health perception criteria listed in Table 2. It was supplemented with the qualitative opinions concerning comparisons of the health of downtown, changes in downtown health over time, and whether respondents were optimistic or not about future viability of downtown.

Table 2

*Downtown Health Perception Criteria*

List of Criteria for a Healthy Downtown LeClaire	
Diverse stores and businesses	Healthy retail sales figures
Active chamber/merchants group	Cooperative and active city government
Leisurely shopping opportunities	Buildings restored to historical character
Storefront occupancy	Appealing streetscaping
Upper floor occupancy	Quick-stop shopping opportunities
Banking and financing support	Downtown appeals to tourists
Ample parking	Favorable local job market
Condition of streets and sidewalks	Downtown serves as a cultural center
Population growth in the area	Low crime rate
Identifiable landmarks in downtown	Cooperation and support of civic organizations

The National Trust Main Street Center's "Main Street Trends Survey" offers an example of a framework of indicators to measure downtown success (2003). This annual survey forms a picture of the economic health of downtowns and neighborhood commercial districts at an aggregate level. Hundreds of organizations in more than 750 cities of varying sizes throughout North America involved in revitalizing their aging downtowns respond to this survey. The responses provide a list of indicators similar to those shown in Table 3. While data does not differentiate between individual cities, the

compiled data is used to reveal trends. This information helps inform communities of the successes and challenges that lie ahead.

Table 3

*2003 National Main Street Trends Survey*

Percentage of survey respondents reporting INCREASES in various indicators of Main Street economic conditions 1997-2002.						
Characteristic	Year covered by 'trends' survey					
	2002	2001	2000	1999	1998	1997
Ground-floor rental rates	0.4	0.48	54	47	46	
Retail sales volume	40	48	56	65	59	
Property values	59	64	65	67		
Ground-floor occupancy	52	55	59	57	49	
Upper-floor occupancy	29	37	37	37	33	
# of retail businesses (not restaurants)	58	52	61	58	51	
# of restaurants	51	52	47	47	49	41
# of professional offices	36	45	40	48	49	42
# of personal services businesses	40	49	43	39	37	
# of housing units	30	33	27	34	34	
# of location-neutral businesses	10	30	21	24	26	54
# of businesses with websites	59	78	81	84	74	48
# of 'mom-and-pop' businesses	51	44	50	48	47	44
# of franchise businesses	12	21	16	15	14	25
# of chain stores	12	9	12	11	5	18

Table 3 (continued)

Percentage of survey respondents reporting INCREASES in various indicators of Main Street economic conditions 1997-2002.						
Characteristic	Year covered by 'trends' survey					
	2002	2001	2000	1999	1998	1997
# of crimes	11					
Attendance at special events and festivals	74	82	78	83		
# of building rehabilitation projects	78					
# of federal rehabilitation tax credit projects	17					
# of public improvement projects	64					

*Note.* From "Main Street Trends Survey," by *National Trust for Historic Preservation*. Copyright 2003 by National Trust Main Street Center. Adapted with permission.

It is evident that indicators of measuring downtown success include a variety of services offered and economic vibrancy to the community. These measures are open to an array of metrics on which to base future measurements of professional services, businesses, vacancy rates, pedestrian flows, sales volume and more. It must be noted that the availability of data is a factor. There has been a bias in this study in favor of indicators for which available data exists, such as vacancy rates, over the more laborious and unavailable measures, such as pedestrian flows. To gain a complete understanding of



metrics that impact decisions concerning revitalization in any community, a complete study measuring all Main Street trends is recommended.

Trends alone do not guarantee correct decisions will be made. Downtown success is not defined simply by the success of the businesses that reside in them. Rather, indicators are focused on the cumulative health of the downtown, the current state of the business environment, and the health of the physical environment in which it is located. Fiddler and Seasons (2004) conclude that social indicators such as accessibility and mobility of services and amenities downtown, cleanliness and maintenance of public space and buildings, and a sense of community and commitment to the downtown as well as the potential for environmental indicators are what planners need to know for planning a downtown revitalization.

#### The Asset Mapping Approach for Revitalization Planning

In consideration of this case study of LeClaire, Iowa, the intent is to provide a portrait of the effectiveness of its revitalization efforts in the last decade as opposed to a comparison to other similar community efforts. The focus on economic factors is a common trend among many downtown indicators as analyzed by Fiddler and Seasons (2004). A consideration of social factors of culture, history and environmental factors must be considered for any long-term sustainability in order to be truly effective.

Historically, communities have approached development and revitalization through conventional means. These include: (a) needs assessments, (b) SWOT (strengths, weaknesses, opportunities, threats) analysis, (c) identification of natural resources, (d) location analysis, (e) examination of amenities. Communities have also examined their

infrastructure, economic-multipliers, and cost-benefit analysis to develop comprehensive plans and governing policies (Crowell, 2008).

Asset Mapping is a more holistic way of evaluating communities when combined with components of community development. Asset Mapping emphasizes community resources by assessing physical capital, human capital, and social capital. The combined elements of Asset Mapping with conventional methods provide encouraging results in matching community resources to existing challenges. This allows the scope of the community analysis to develop over time and create unforeseen opportunities from the strength that exists.

Asset Mapping is an effective tool for comprehensive community development and offers the ability to build initiatives among stakeholders. Shared networks of information and community resources are utilized to resolve difficult challenges for long-term sustainability. This includes incorporating human, physical, and social capital.

*Human capital* [italics added] is seen as the ability of people to earn a living. It summarizes the economies of scale and knowledge base that make up the community. Examples of this are found in the community culture, historical heritage, banks, community development corporations, schools, local businesses, civic organizations, and governmental bodies.

*Physical capital* [italics added] is considered the tangible assets that are owned by the community or are part of the landscape. These assets are used for daily living and create a foundation for community pride and culture. Examples of tangible community assets include community buildings, artwork, parks, levees, waterways, benches, lighting, and natural environmental conditions.

*Social capital* [italics added] is considered the amount of trust and spirit that a community possesses and has developed over the years. Social capital is that which contributes to a sense of community pride and a sense of place. It often is found in formal and informal social organizations such as civic clubs, church groups, card clubs, youth groups, neighborhood groups, and other enclaves that promote a sense of place in the community. (Crowell, 2008)

Both environmentalists and economists define sustainability as a means of growth and development that can be maintained while keeping community resources in balance. In community revitalization, sustainability must be a primary goal and the array of ideas considered must support realistic change initiatives. An extensive literature review on community sustainability was conducted with particular emphasis on social capital. Putnam (2000), suggested that our communities are unraveling because of a lack of social capital in civic engagement, healthy community institutions, norms of mutual reciprocity, and trust. If there is to be any long-term results in revitalization efforts, it is imperative that sustainability is part of any plan for future generations to come. In response to issues concerning future viability of communities, Iowa State University (1999) in collaboration with experts in sustainability around the nation, produced a workbook for measuring community success and sustainability. Asset mapping was highlighted as a recommended step in assessing sustainability and future needs.

Until recently, asset mapping has been largely overlooked as a tool in comprehensive community development and revitalization. While, the array of information available emphasizes individual concepts of physical, human, and social capital for developing a sustainable environment, rarely are they are combined as a

method to promote revitalization and ensure a community's future. This narrow view seems to be absent of a more cohesive means to evaluate communities as a whole. Asset mapping is often reported as capacity building and civic engagement. Rarely, is it seen as a process unto itself.

While existing frameworks for asset mapping are limited, it is imperative that communities take stock in what actually defines the community as a whole. Asset mapping is an effective tool in garnering attention, pursuing financial means, and gathering stakeholders to focus on changing the future outcome of deteriorating downtowns.

Efforts in community planning such as economic and community development corporations, real estate development, chambers of commerce, city commissions, and various civic organizations normally are focused on only one community aspect and rarely look at combining methods of planning. Economic organizations primarily look at economic conditions, real estate development looks at natural and physical structures, and other groups look at plans that fall within some functional scope. Very often any concerted effort in revitalization is disjointed in small communities. Rarely do communities undertake development projects or revitalization plans in a strategic and comprehensive manner where assets are "identified, leveraged and managed" (Arefi, 2006) for sustainable economic conditions. Most often, it seems that small towns focus on what is currently wrong in their community, and individual organizations work independently toward the same goal, duplicating efforts. This duplication causes problems in overlaps and gaps in structural processes as assets go unrecognized or even

ignored. Initial problems and drawback remain the focus and territorial boundaries are drawn between groups.

Asset Mapping offers the opportunity to build capacities and network community resources to resolve challenges for sustainability by combining social, human, and physical capital. Putnam (2000) indentified the complex nature of community and civic engagement in its relationship to effective performance in representative government. He declared that while circumstances do vary among communities, life is more pleasant in communities that have substantial social capital reserves. Informal networks are formed within these communities that facilitate coordination and communication, and an amplified reputation. Consequently, the challenges that stem from collective action among stakeholders can be resolved largely because incentives for personal opportunism are reduced.

Putnam (2000) acknowledges that current grass roots efforts among community groups have replaced much of the previous larger models of civic engagement found in organizations such as: The Sierra Club, the National Organization for Women, and American Association of Retired Persons. While these organizations offer great political importance, they are different from a local community social connection. Belonging to a national or regional organization is important, but it is simply not the same as being a member of a local community organization or civic club such as the local Chamber of Commerce or Retailers Association. As testament to this, Putnam indicated that there has been a significant rise in the establishment of non-profit organizations in communities.

### Mobilizing the Community

Leadership in small communities must be able to influence others toward action in order to transform their community. In order to get members of the community to attain results, leaders must find ways to connect with others through transformational behaviors. Bass (1985) included three types of transformational behavior: idealized influence, intellectual stimulation, and individualized consideration. *Idealized influence* [italics added] behavior arouses strong follower emotions and identification with the leader through example of courage and dedication. Often times the leader will make self-sacrifices to benefit followers. *Intellectual stimulation* [italics added] behaviors increase follower awareness of problems by placing focus on viewing problems from new perspectives. *Individualized consideration* [italics added] behaviors provide support, encouragement, and coaching to followers. A revision of this theory adds “inspirational behavior” as communicating an appealing vision through symbols to gain follower effort (Bass & Avolio, 1990). Using these behaviors combined with inspirational appeals will improve relationships between leaders and followers.

Ashforth and Mael (1989) argued that (a) social identification is a perception of oneness with a group of persons; (b) social identification stems from the categorization of individuals, the distinctiveness and prestige of the group, the salience of out-groups, and factors associated with the group formation; and (c) social identification leads to activities that are congruent with the identity. There is increasing support for institutions that “embody the identity, stereotypical perceptions of self and others, and outcomes that are traditionally associated with group formation, and it reinforces the antecedents of identification” (p. 20). These components offer insights to the necessity of creating a sense of place for social identification.

It seems that many Americans may want “a livable community center” (Bradley, 1996, p. 10), one that is best represented by a vibrant downtown like years ago. To mobilize a community to action, this can work in favor of any efforts undertaken in revitalization. A sense of place can be achieved through efforts to create an identity with the historical past with a forward thinking vision that embraces the community’s roots.

Robertson and Ryan (2004) state there are seven important elements to defining a strong sense of place. First we must recognize that the downtown is different from other commercial developments in that “a distinctive business district provides a welcome alternative to its competition and can build on its intrinsic historical, cultural, and physical assets” (p. 17). Second, the downtown represents the community’s unique cultural heritage. Third, the downtown should be multifunctional with shopping, entertainment, eating, work, and housing. Fourth, downtown should be pedestrian-friendly with an ease to walk around safely. Being able to walk around safely is good for downtown business and enhances the downtown experience. Fifth, human activity with the presence of people downtown plays a supporting role in creating a sense of place. Sixth, shoppers should be encouraged to linger to boost the image of downtown benefitting businesses. Finally, people need to feel connected to the downtown and their community. The more they feel connected the more plausible revitalization efforts will find success.

Finding ways to connect people to the downtown and community will help in building strategies to mobilize efforts by all. Communication is critical in this process. Shaffer stated that in order “To reach the highest level of performance, communication must be managed as a system. Sources and content must work in harmony” (2000, p.

133). Communities are more vulnerable to communication errors and mishaps through a misalignment of objectives during periods of significant change. Certainly, revitalization efforts present possibilities for all parties involved to have misunderstandings in the process. Leaders are often tempted to look for the easy solution. It is important to note that formal communication media and channels have little influence in mobilization.

Unless leadership, communication infrastructure, and formal media are managed together as a system during revitalization, successful efforts in the process will be limited. There must be an alignment of what is said and what is done. The leader's responsibility to mobilize the community is to connect the dots and create maximum performance by choosing to manage the communication system through system thinking, rather than let it manage itself (Senge, 1990).

#### Historical Indicators Relevant to Downtown Success

American downtowns were not always in disrepair and in need of revitalization. Historically, up until the early 20th century, many small towns bustled with activity. The downtown district was the center of business, religion, and politics. However, the last century has brought many changes to small towns. New technologies, such as streetcars, made possible the ability to live, work, and play in areas away from the downtown. The automobile decentralized the urban core as cars and trucks made remote properties accessible, freeing citizens from the need to live near rail stations located in many downtowns. Americans traveled in their automobiles wherever and whenever they pleased. Thousands took advantage of this newfound mobility. In 1900, only 8,000 automobiles were registered in America. By 1920, the number increased to more than 8 million and by 1929 this number grew to more than 23 million. In 1929, citizens in small



towns of less than 10,000 owned fifty-seven percent of all automobiles (National Automobile Chamber of Commerce, 2010). Motoring had now become a national pastime and a new countryside emerged.

As people took to the road in search of new landscapes and new opportunities, new improved roadways were needed. The federal government responded with highway building programs in 1916 with the Federal-Aid Road Act, and again in 1921 with the Federal Highway Act. In 1944, President Franklin D. Roosevelt signed legislation to create the National System of Interstate Highways. This created a plan to connect rural and urban areas through a network of superhighways (Weingroff, 1996).

During the years of World War II, automobile production was set aside temporarily in favor of meeting the demand for military goods. Following World War II, American manufacturers exchanged military goods production for housing and automobile manufacturing to meet the new demands of men and women discharged from military service. The Federal Housing Administration insurance program, Veterans Administration (VA) loans, and the availability of affordable, reliable transportation paved the way for suburban and small towns to thrive (Weingroff, 1996).

Johnson and Libecap (as cited in Katz & Puentes, 2005) reported funding for the National System of Interstate Highways did not exist until President Dwight D. Eisenhower signed the Federal-Aid Highway Act of 1956 implementing the long-awaited national interstate program. Following were national highway systems that provided amenities such as roadside lodging courts, drive-in restaurants, and drive-in movies. Billboards for gas stations, roadside attractions, goods, and services beckoned an enticing call to the commuter.

In addition to increased housing and transportation options, the end of segregation in the 1950s and the uncertainty of the 1960s helped promote suburban areas and nearby small towns. This resulted in many white residents fleeing from larger urban cities to small communities. Fueling this exodus, the real estate industry unscrupulously warned of declining property values from integration. They convinced many white homeowners to sell their city homes and buy in the suburbs and nearby small towns. As white residents fled, many middle-class, black residents also left the city for the suburbs and nearby small towns. This eventually changed larger cities and left them with a disproportionately high percentage of poor, mostly black, lower income people in the inner city.

In the late 1960s, responding to the growing problem of suburban sprawl and the abandonment of traditional downtown business districts, the National Trust for Historic Preservation (NTFHP) began a project to identify solutions for dying downtown centers. For the initial project, three Midwestern communities were chosen from a field of 70 applications representing 10 states: Hot Springs, South Dakota; Galesburg, Illinois; and Madison, Indiana (Glisson, 1997). Consultants for the NTFHP analyzed the community's architecture, real estate, public and governmental relations, and retail practices. A project manager in each city was hired to coordinate activities of property owners and merchants located in the downtown. They offered advice on preservation and assisted in strategic planning, marketing, and business development. For three years, the NTFHP studied the changes occurring in these communities. "By almost any standard of measurement, business improved in the towns of all three demonstration communities, and most importantly, the National Trust developed a comprehensive plan to revitalize

downtowns” (p. 12).

The NTFHP created the National Main Street Center and worked closely with program managers from the pilot project and the International Downtown Executives Association (IDEA) in designing a second demonstration project. State governmental participation in the second demonstration was ensured by the inclusion of state government. Public-private partnerships were determined to be essential to the success of projects in pilot studies. After three years, the results were remarkable. Newly created business outnumbered business failures by a ratio of two to one (Glisson, 1997). More than \$148 million in building rehabilitations and new construction projects were realized. More than 1,000 new businesses were created during an era of national economic recession (Glisson).

The National Main Street Center (NMSC) conducted a three-year Main Street demonstration project in eight urban business districts in 1985. The NMSC staff and nine-member selection committee chose four downtowns and four neighborhood districts in various regions of the country with varying challenges. The revitalization process used and the outcome that resulted in these locations was similar to the pilot projects. More than 635 buildings were rehabilitated, 1,700 jobs were created, and more than \$100 million was invested over the three-year project (Dane, 1988).

The Main Street program was noted to be “...the widest known response to downtown renewal in small town and rural America” (Murtagh, 1988, p. 145). The U.S. Department of Housing and Urban Development considered the Main Street to be “...one of the most successful economic development strategies in the United States” Dane, 1988, p. 9). The Main Street program has become one of the most powerful economic

development tools in the nation since its inception. Statistics tracked from 1980 to 2011 by the National Trust for Historic Preservation (2011) resulted in:

- The total amount of public and private reinvestment in Main Street communities: \$48.9 billion
- Number of net new businesses generated: 94,176
- Number of net new jobs generated: 417,919
- Number of building rehabilitations: 214,263
- Reinvestment Ratio: \$27 to \$1 (p. 2)

#### Funding Revitalization Efforts

For the last century, federal, state, and local governments have all gained influence in the development and revitalization efforts of local economies. While America was once known as an agricultural nation, it was revolutionized by the development of manufacturing, which led to the creation of the Interstate Commerce Commission (Waldo, 1948). It was President Woodrow Wilson who called for a more efficient and effective government to answer the growing needs of the nation (Stillman, 2009). These events triggered a new relationship between government, business, and citizens; a relationship of public-private partnerships that were committed to work together in harmony. Fueled by this new entrepreneurial spirit, opportunities evolved for economic development, improved job opportunities, and quality housing.

Today, federal, state, and local governments are committed to stimulate local economies through economic development and downtown revitalization. Public administrators, politicians, private developers, and community stakeholders have all

expanded their combined efforts to increase the availability of public and private investment funding. Downtown revitalization programs have evolved greatly since the Great Depression era to address the needs of eroding commercial zones for communities.

After World War II, the lack of affordable housing and growing urban blight became a reality. As a result, downtown revitalization surfaced as a relevant concern for many communities. The federal and state governments authorized and encouraged local governments to create downtown revitalization organizations to address the needs of their individual communities. Through these organizations, local leaders and stakeholders could receive funding from federal grants to promote economic development and downtown revitalization (Stillman, 2009).

Revitalization legislation has opened the doors to a wide array of interpretations and actions. The primary intent for much of revitalization has been to rehabilitate blighted urban areas. There have been instances in which laws have been abused and where local officials have stretched the meaning of revitalization beyond its original intent. There have even been situations in which the majority of the land earmarked for revitalization has remained undeveloped. In response, the federal government has imposed tougher restrictions on the use of revitalization funds and restored revitalization efforts to its original intent. These federal reforms have moved federal funding programs closer to those articulated by Tiebout (1956).

Tiebout (1956) proposed that there is a non-political solution found in local governance. Individuals in any given community have differing personal valuations on goods and services. Through a matter of choice individual residents will determine equilibrium in their provision of local goods and services that meet their needs through

preference. This means that individuals are free to choose where they live and move to whatever community meets their needs for an optimal return on their investment in personal lifestyle.

A comprehensive review of literature analyzes the applicable public funding programs throughout the study period of 1950 to 2010. Funding any revitalization effort for any size community can become a challenge. Certainly, city leaders must balance the needs of the community for today with visions for the future. Most often, small communities must look toward public funding resources to find a means to finance the transformation of their community. In the case study of LeClaire, Iowa, the effectiveness of public funding of downtown revitalization in the new millennium is explored. Private investments are also instrumental in the revitalization of LeClaire.

A review of literature has identified several public-funding programs that may be used to finance downtown revitalization. These include: (a) urban renewal, (b) general revenue sharing, (c) Small Business Administration loans, (d) Industrial Development Bonds, (e) Tax Increment Financing, (f) Business Improvement Districts and Enterprise Zones, (g) Facade Improvement and Easement Programs, (h) revolving loan funds, (i) tax abatement programs, (j) tax incentive programs, and (k) energy efficiency grants. These public programs were identified in their contributions to downtown revitalization, land use change, and affordable housing. Each has the ability to attract private investment and public financing with supporting or conflicting views in their effectiveness.

### Summary

Midwestern small town downtown commercial districts are disappearing and have gained attention in their importance over the last few decades. Historically, the downtown

area of many small communities has been the central location for important human interaction, business development, culture, and history. The identity of a small community is closely tied to the sustained development of commercial area revitalization and stimulating local economy through economic development and growth.

With a decreasing population resulting in a disappearing tax base, many small towns are finding their futures rely on the ability of leaders and community stakeholders to come together to solve this dilemma. A vital link to our nation's past and the future existence of small town America is found in many of our Midwestern downtown districts. It will be paramount for communities to take a proactive approach in revitalization. This dissertation explores problems associated with and possible solutions for small town revitalization efforts in the following ways:

1. The purpose of the dissertation is to discover what leadership in smaller communities may do to suspend and perhaps reverse this trend of instability. The revitalization efforts by the community of LeClaire, Iowa in the last decade are the focus of this case study.

2. Embodied in this literature review of current and seminal works regarding what makes a successful downtown revitalization are issues surrounding strategic planning, community development, empowerment, and social capital. How to measure the effectiveness of efforts and what elements are essential to the economy, design, and overall quality of life for its stakeholders are also considered. This chapter uses history, theory, and case study research to frame the evaluation of LeClaire's revitalization efforts.

3. There is surprisingly little research that assesses the effectiveness of these efforts or examines the health of small community downtown areas.

## CHAPTER III

### METHODOLOGY

#### Introduction

The purpose of this study was to examine what leaders in small towns might do to help foster growth in their communities. Research questions describe and analyze responses from various stakeholders in LeClaire, Iowa. Questions concerning politics, work, leisure, family life, culture, history, and future growth help provide a descriptive analyses for revitalization strategies and relevant leadership theory. This section of the dissertation includes the following: research design, population, data collection procedures, analytical methods, data analysis, and limitations. In seeking to provide direction for future growth of LeClaire and other small communities, the researcher sought to answer the following three primary research questions:

1. Did certain factors indicate if LeClaire, Iowa was to going be successful in its revitalization efforts?
2. Were the revitalization efforts of LeClaire, Iowa successful?
3. What lessons were learned from a case study of LeClaire, Iowa?

#### Research Design

A community case study methodology based on qualitative and quantitative research was used in this dissertation. This design employs surveys, questionnaires, and participant observation. Models from other studies and literature provided by Downtown



Professionals Network (DPN), Iowa Department of Economic Development (IDED), Iowa State University (ISU), and Scott County Administrator's office provided much of the foundation for the study. White (2000) provided insights to dissertation skills for quantitative and qualitative design in the study. The design enabled insights into the thinking and relevant feelings of participants towards perceived progress made during the last decade in the City of LeClaire.

The study was designed to measure individual perceptions of the progress made in the community from the years 2000 to 2010. Content validity was good and applicable for use in further studies. Leedy and Ormrod (2005) found the following:

Content validity is the extent to which a measurement instrument is a representative sample of the content area (domain) being measured. Content validity is often a consideration when a researcher wants to assess people's achievement in some area – for instance, the knowledge they've learned during classroom instruction or the job skills they've acquired in a rehabilitation program. A measurement instrument has high content validity if its items or questions reflect the various parts of the content domain in appropriate proportions and if it requires the particular behaviors and skills that are central to that domain. (p. 92)

Data collection resulted in evaluations that provided community leaders and researchers tools to determine the current state of stakeholders' opinions as well as a helpful determinant for future action.

Participants in this study included citizens of LeClaire, business owners in LeClaire, citizens from the surrounding communities, and visitors to LeClaire. Surveys

and questionnaires were selected by using the LeClaire Chamber of Commerce (LCC) home and business mailing lists, publishing and promoting an available Community Success Initiative (2010) survey collection website through the LCC newsletter, and distributing surveys and questionnaires to individual LeClaire business owners and visitors through the LeClaire Shopkeepers' Marketing Alliance. Personal interviews with varying stakeholders were conducted by a volunteer research team at the LeClaire Community Library on December 9, 2010. Alternative dates, time, and locations for those who could not attend were arranged throughout the remainder of the month. Interview team members included T. Applegate, C. Bruhn, D. Mulvania, J. Stepaniak, and S. Suiter. Using the data collected from the participants' responses in surveys and interviews, qualitative and quantitative measures were assessed for the purpose of triangulation and data reliability.

Data was also collected from various primary community research previously conducted by J. Schlinsog at Downtown Professional Network (DPN) in Batavia, Illinois for Niles, Michigan and Bloomfield, Iowa (2010). This research revealed comparative data for the study of LeClaire. Important Scott County primary community data from research surveys was collected from D. F. Bruemmer, Scott County Administrator for Scott County in Davenport, Iowa (2011). Other useful secondary data was used from the archives of Iowa-Illinois Bi-State Regional Commission in Rock Island, Illinois and United States Census Bureau in Washington, DC.

### Population

To understand revitalizations success, surveys of LeClaire residents and visitors to the community were conducted. The population sampling surveys were designed to

reveal cognitive beliefs and emotive feelings on whether revitalization efforts over the past decade had been worthwhile in LeClaire. Survey participants consented to and provided personal information with the understanding that their personal identity would not be disclosed or shared with anyone unless they gave explicit permission to do otherwise. In reviewing responses, population sampling was analyzed and sorted by variable data such as: age, sex, residency, property owner, business owner, visitor, household composition, and other key determinants of targeted respondents.

To capture the subtlety and vibrancy of LeClaire, secondary data sources included proprietary Environmental Systems Research Institute Business Information Solutions (2009) United States Census Bureau, (2010), Iowa and Illinois - Bi-State Regional Commission (2011), Iowa Department of Economic Development (2010b), Iowa State University (1999, 2010), and LeClaire Chamber of Commerce (2010). Population results are found in Appendix C.

General questions concerning indicators of success in revitalization efforts were asked for descriptive analysis. Questions concerning how leadership and stakeholders felt about revitalization efforts were asked of the targeted population. Most of the survey questions were based on how individuals felt about the community, how the revitalization process went, and how they perceived the end results.

Lessons were learned from a case study of LeClaire, Iowa that can be useful for LeClaire as well as other small communities. While many downtown commercial areas across the nation experience decline, a descriptive analysis of LeClaire's revitalization efforts revealed individual perceptions that promote a prescriptive approach using transformational, servant leadership to achieve a renewed community.

## Data Collection

A broad range of variables in measuring data for this case study assisted the investigation and helped in assessing results. A methodology of data triangulation using time, space, and persons was involved in the process for collecting data. It involved both qualitative studies for inquiry and quantitative studies for validation.

The tools used for data collection included interviews, questionnaires, knowledge assessments, surveys, and journaling. Each tool was designed to be replicable for any community to use in the future. Many of the tools used assessed perceptions measured against reality and have been tested as valid and reliable by the DPN, IDED, ISU, and Scott County Administrator's office. A sampling of the surveys and interview questions are found in Appendices D, E, F, G, H, Q, R, and S.

Data collection was assisted by local civic and political organizations such as the LeClaire Chamber of Commerce, LeClaire Shopkeepers' Marketing Alliance, and City Hall. Direct mail, public relations, and advertisements to promote data collection efforts helped in gaining community cooperation. A LeClaire research website, Community Success Initiative: Ethical Leadership (2010) was developed to help in the process of data collection. The United States Census Bureau (2010) information assisted in compilation of secondary data and data mining software from SPSS was used for analysis. By being gently persistent, results were maximized with a high degree of accuracy (Leedy & Ormrod, 2005).

## Analytical Methods

Descriptive and inferential statistical methods were used to assess participants' responses to questions. Data was analyzed using graphic devices

such as bar graphs and pie charts. Statistical plotting was used with qualitative analysis for accuracy and ease of replication in future studies. Models of assessment from prior similar studies were used as templates for design to assure accepted methodology. A bibliographical reference is provided for models used from other sources and can be found in the references. Compiled data results from completed research and personal interviews follow in Table 4 and Table 5. The 2010 estimates of median age for shopping in the primary Phase One downtown trade area at 29.5 years and at 38.7 years for the secondary Phase Two trade area population.

Table 4

*Age of Patrons – Primary (Phase I)*

<i>Population by Age</i>	<i>Primary – Cody Road</i>			
	2010 Estimate		2015 Projection	
	Number	Percent	Number	Percent
Less than 20 to 44	60,430	68.4%	63,270	66.1%
45 to 60 years	18,199	20.6%	21,537	22.5%
60 + years	9,895	11.2%	10,912	11.4%
18 + years	69,971	79.2%	76,671	80.1%

Table 4 (continued)

*Age of Patrons – Secondary (Phase 2)*

*Population by Age: Secondary – Interstate 80 & Hwy 67*

	2010 Estimate		2015 Projection	
	Number	Percent	Number	Percent
Less than 20 to 44	53,662	59.9%	52,744	57.0%
45 to 60 years	23,023	25.7%	25,910	28.0%
60 + years	12,900	14.4%	13,973	15.1%
18 + years	67,547	75.4%	70,789	76.5%

*Note.* Percentages may not equal 100% due to rounding. From “LeClaire Patronage” by LeClaire Economic Development Committee (LEDC), 2010. Copyright 2010 by the LEDC. Adapted with permission of the author.

Table 5

*LeClaire Business Survey (Downtown)*

Results provided general LeClaire business indicators.

What is your primary business type?		
Business Type	Count	Percent
A. Retail	13	34.2%
B. Service	7	18.4%
C. Professional/Office	6	15.8%
D. Financial/Banking	1	2.6%
E. Food & Beverage	7	18.4%
F. Non-Profit	2	5.3%
G. Other	2	5.3%
Total	38	100%

*Note.* Percentages may not equal 100% due to rounding. From “LeClaire Patronage” by LeClaire Economic Development Committee (LEDC), 2010. Copyright 2010 by the LEDC. Adapted with permission of the author.

There were 38 primary businesses located in the downtown area and comprise 74.5% of LeClaire’s 51 primary businesses in the community as a whole. According to the LeClaire Chamber of Commerce (2010) there were also 170 secondary businesses

and organizations located throughout the community that operate part time and serve the greater Quad City area. While the success of the secondary businesses and organizations is related to the revitalization efforts in the downtown, those businesses and organizations are beyond the scope of this study.

Ownership status and the tenure of businesses in the LeClaire, Iowa downtown area provided an indication of the business district's stability, the market's ability to sustain businesses, and the commercial district's appeal as a place for investors and entrepreneurs. While our nation's distressed economy had impacted businesses everywhere, it is evident that LeClaire had been able to sustain a viable economic environment. The following Table 6 is the result of the survey sample conducted by business types.

Table 6

*LeClaire Business Survey (Downtown)*

Do you own or rent your business location?		
Response	Count	Percent
A. Own	27	71.1%
B. Rent	11	28.9%
Total	38	100%

*Note.* Percentages may not equal 100% due to rounding. From "LeClaire Patronage" by LeClaire Economic Development Committee (LEDC), 2010. Copyright 2010 by the LEDC. Adapted with permission of the author.



Property ownership data indicated that the majority of business owners have a vested interest in their location through the investment of property in the downtown area. With a vested interest as a property owner, many business owners reported that they had no intention of relocating outside the community in the next few years.

Factors indicating community success in revitalization were found in the positive growth pattern over the past decade. With a population of 2,868 in the year 2000 and a current population of 3,765, LeClaire has had a 31.3% increase in residency growth (Bi-State Regional Commission, 2011). During that same period of time, the LeClaire Chamber of Commerce (2010) reported a business expansion in the community to be over double with 85 businesses in the year 2000 and 221 businesses in the year 2010. Much of the new business growth was a direct result from revitalization efforts in the downtown area.

Other factors indicating success were found in increased development activity, stakeholder contentment, community pride, and national recognition in the media, increased renter and occupancy rates, diversity of uses, aesthetic improvements, business market share, built and natural environments improvements, community awareness, involvement, and effects of e-commerce. “Most of these factors have at least doubled since revitalization efforts were undertaken in LeClaire” (D. Mulvania, personal communication, February 11, 2010).

International media attention included a History Channel television series with LeClaire’s very own “American Pickers” M. Wolfe, F. Fritz, and D. Colby Cushman and “Montel Williams” talk show recognizing A. Mapes, J. Lakeman, and volunteers for the annual LeClaire “Tug Fest” (Loyd, Pettinger, & Cooper, 2011; “25<sup>th</sup> Anniversary”,

2010). “Radio, newspapers, magazines, and internet activity have all increased in reporting on LeClaire over the last few years with the community becoming a mecca for visitors and media” as well (S. Suiter, personal communication, January 22, 2011).

Measurements and analysis of individual perceptions of progress revealed lessons for LeClaire and other communities. A leadership paradigm that embraced inclusiveness, local initiative, and a coordinated collective approach to revitalization was necessary. If success was to be realized in revitalizing downtown areas, a public and private sector partnership with proactive urban policies was absolutely essential to the process. A hierarchal approach of “command and control” will only have achieved short-term results and would most likely have failed. For true long-term success to be realized, a culture of community pride and ownership in revitalization needed to be cultivated. This was achieved through transformational approaches using visionary leadership, open communication, asset mapping, marketing, and more. All of these factors created a strong sense of place that helped people feel connected to the downtown thereby ensuring stability and growth for the future of the LeClaire.

#### Limitations

The researcher found two major limitations in this study. They included the timing of the study and gaining various community and state government cooperation. While both major limitations in the study were challenging, they did not create any barriers preventing meaningful results.

The first limitation in the timing of the study resulted from the timing of the data collection period. The majority of the surveys were collected over the Christmas holiday period from November 2010 through January 2011. This is a very busy time for many

families and businesses. Participants reported that finding time for completing an online or paper survey was difficult due to personal time constraints. Interview candidates also found it difficult to set aside time to be interviewed.

The second limitation in gaining community and state government cooperation resulted from budget cuts and concerns about public opinion. Many communities and state government offices had suffered severe budgetary cutbacks and layoffs recently. Many leaders in these offices raised concerns about allocating valued human resources of time and personnel to assist in this study.

For example, the 105 year-old “Iowa League of Cities” in Des Moines, Iowa represented over 870 cities in Iowa. This organization was a resource for city officials throughout Iowa to gain answers to city government questions. They also acted as an advocate for cities on state and federal issues. Their trusted and unprecedented access to community officials throughout Iowa was a critical resource for many in research. However, their limited funding resulted in careful allocation of resources to a limited number of projects. Key staff members M. Tomb, Director of Membership Services and E. Mullinex, Researcher were bound by time and budgetary constraints. Gaining access to statewide community leaders through their services proved to be a formidable task leading to limitations in the study for comparison data and difficulties for the researcher.

## CHAPTER IV

### FINDINGS AND CONCLUSIONS

#### Introduction

The previous three chapters of this exploratory case study of LeClaire, Iowa revealed the need for this research investigation. Those chapters provided a thorough review of literature describing complex and symbiotic relationships among variables involving leadership and economic development through downtown revitalization processes in small communities. A proposed methodology was selected for this study to collect data and to measure, evaluate, test, and analyze three research questions outlined in the first chapter. The concluding chapter presents the resulting mixed-methods QUAN-Qual phenomenological study with analysis of the results obtained from over six months of field observation and evaluation of primary survey questionnaires and interviews, and secondary research data obtained from various sources. Additionally, the concluding chapter presents implications of this study with a review of its limitations, and proposes recommendations and areas for possible future research to be conducted by scholars and interested stakeholders. The results presented in this chapter correspond to their respective research questions. Throughout the chapter there is supporting data and analysis within the text on the research conducted.

The first primary research question sought to ascertain and identify a correlation between certain factors in communities and their success in revitalization efforts (Scott

County Administrative Center, 2011). The researcher used triangulation methodology and meta-analysis to evaluate the first primary research question. Responses to a 50-item Likert scale LeClaire Community Survey, a 34-item Likert scale Scott County Community Survey, and a 24 question LeClaire Business Survey provided data for analysis found in Appendices.

Survey participants in communities throughout Scott County, Iowa including LeClaire, Iowa were included in this study. Two survey instruments collected throughout Scott County, Iowa and in LeClaire, Iowa throughout the 2010 calendar year provided data for analysis. This portion of the study was quantitative and results were calculated using SPSS software (version 18.0) by the researcher. The researcher used descriptive statistics, independent-sample *t*-tests, Pearson correlation coefficients, and ANOVA to analyze data (Argyrous, 2005). The practical significance of this treatment and its applicability was determined by calculating statistically significant results using Cohen's *d* (Cohen, 1988) for effect sizes.

The second primary research question attempted to explore and identify possible effects of leadership and stakeholders on revitalization efforts. This question was quantitative nature. The researcher hypothesized that ethical leadership will help create a culture of cooperation amongst followers and would positively affect outcomes in a revitalization effort. As with the first primary question, the researcher also used triangulation methodology and meta-analysis to evaluate the second primary research question. Responses to a 50-item Likert scale LeClaire Community Survey, a 34-item Likert scale Scott County Community Survey, and a 24 question LeClaire Business Survey provided data for analysis.

The third primary research question examined lessons that were learned from a case study of LeClaire, Iowa in their revitalization efforts. This component of the study of was primarily qualitative by conducting interviews with LeClaire community leaders. The responses collected were evaluated and quantified by a research team consisting of T. Applegate, C. Bruhn, D. Mulvania, J. Stepaniak, and S. Suiter with guidance from the researcher. Individual verbal interviews were conducted at the LeClaire Community Library in LeClaire, Iowa on December 8, 2010 at the LeClaire Community Library in LeClaire, Iowa. A focus group of 31 community leaders provided insights on leadership and the success of downtown revitalization in LeClaire, Iowa using a structured 31-item leader interview.

### Findings

The following section presents the results of the current research study for three primary research questions proposed in Chapter 1. The questions and hypotheses explored in the Case Study of LeClaire, Iowa included:

#### *Research Question 1:*

Which factors (e.g., leaders, stakeholders, situation, location, history, culture, and more) are the most highly rated among stakeholders in the revitalization of downtown LeClaire, Iowa?

#### *Hypotheses:*

$H_0$ : All factors are equally rated.

$H_1$ : All factors are rated differently dependent on residence, age, and gender.

#### *Research Question 2:*

Were the revitalization efforts of LeClaire, Iowa successful?

*Research Question 3:*

What lessons were learned from a case study of LeClaire, Iowa that may benefit other small towns in their revitalization and sustainability efforts?

The first inquiry, Research Question 1, proposed by the researcher in the exploratory study sought to investigate possible correlations between LeClaire residents and visitors perceptions of community revitalization and sustainability. According to the State Data Center of Iowa (2011), LeClaire, Iowa has a population of 3,765 people (p. 14). In the LeClaire Community Survey, 212 LeClaire residents with an additional 150 visitors to LeClaire responded to the LeClaire Community Survey for a total of 362 participants. This represented a representative 9.6% response rate. A quantitative LeClaire Business Survey and qualitative LeClaire Leader Interviews were also explored for confirmatory purposes in a triangulation technique.

The second inquiry, Research Question 2, proposed by the researcher in the exploratory study sought to investigate whether relationships between variables revealed perceptions of positive or negative change in the revitalization efforts of downtown in LeClaire, Iowa. The strength of the correlated linear relationships and the mean scores of variables were used to determine theoretical solutions uncontaminated by unique and error variability. Quantitative Scott County Community Survey, LeClaire Community Survey, and LeClaire Business Survey were used to triangulate data results.

The third inquiry, Research Question 3, proposed by the researcher in the exploratory study sought to investigate whether there were lessons learned from LeClaire, Iowa that could help other small towns in Iowa and throughout the Midwest revitalize their downtowns and community. Prediction and associative analyses were explored to

determine whether the positive or negative results in LeClaire's revitalization efforts provided insights that can be used by decision makers in other communities in their approach to strategic development. Results obtained from primary research in a qualitative LeClaire Leader Interviews study were explored to reveal thoughts and feelings toward revitalization and sustainability.

Primary research was conducted in LeClaire from June 2010 through December 2010. Perceptions on revitalization and sustainability from LeClaire residents and visitors were explored with a 50-item Likert scale survey, a LeClaire business survey, and LeClaire resident stakeholder interviews. Varying factors were explored to find significant correlation and perceptual differences between residents of LeClaire and visitors to LeClaire regarding downtown revitalization in the LeClaire Community Survey. Other factors were also explored to find significant correlation and perceptual differences between LeClaire businesses and community stakeholder's perceptions of community revitalization. Secondary research from Scott County Administrators Office provided additional data for comparison.

Prior to testing the exploratory hypotheses, the researcher performed descriptive statistics on a 50-item Likert scale survey by zip code, sex, and age for LeClaire residents and visitors in the LeClaire Community Survey. The researcher also performed descriptive statistics on a corresponding 34-item Likert scale survey by zip code and age for LeClaire residents and other Scott County town residents for the Scott County Community Survey for question 17 through question 50. The LeClaire Community Survey 50-item Likert survey is described in Appendix D.



The LeClaire Community Survey and the Scott County Community Survey were based on a five-point Likert scale. The midpoint for the Likert scale is 3 which indicated a neutral position between “somewhat disagree” and “somewhat agree”. The higher the respondent would score on the scale, the more in agreement they would be with a statement. Conversely, the lower the respondent would score on the scale, the more in disagreement they would have with a statement. The instrument scale was: 1 = strongly disagree, 2 = somewhat disagree, 3 = neutral, 4 = somewhat agree, and 5 = strongly agree.

Visual representations of the quantitative statistical results are provided with additional information and resources such as samples of the questionnaires and interviews in the appendices following Chapter 4. The analysis, practical significance and application, recommendations for future research, and the researcher’s conclusions are included immediately following the study’s findings.

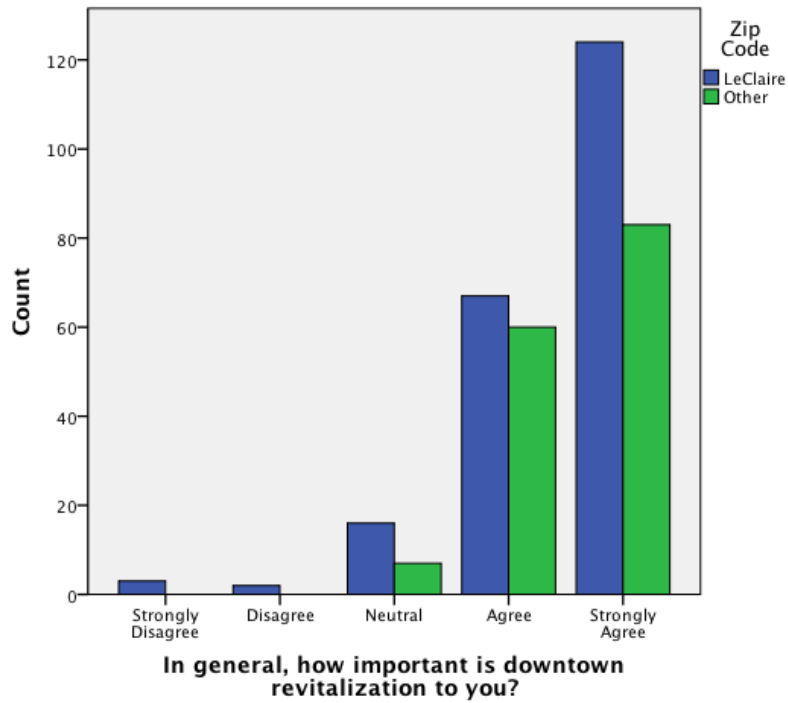
### *Hypothesis 1*

*Research Question 1:* Did certain factors indicate if LeClaire, Iowa was to going be successful in its revitalization efforts?

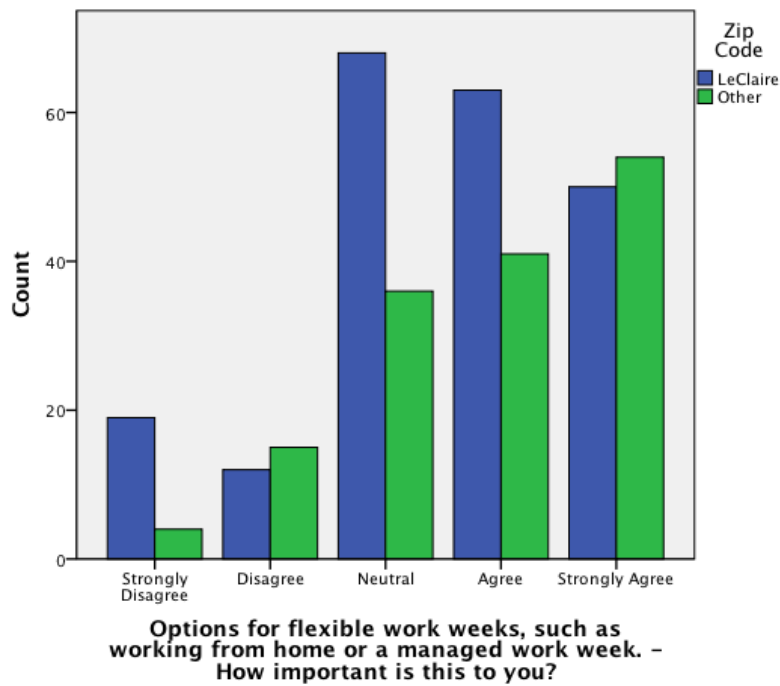
The first research question explored which factors contributed to downtown revitalization and community sustainability efforts. The researcher hypothesized that many factors interacted in a positive or negative manner in leadership and stakeholder’s efforts in resulting outcomes for revitalization and sustainability in LeClaire, Iowa. Because seemingly multiple factors were interrelated, meta-analysis was used to assess results by analyzing the LeClaire Community Survey, Scott County Community Survey, and the LeClaire Business Survey.

LeClaire residents and visitors provided data represented in bar graphs and pie charts in Figures 1 through 7 in the 50-item Likert scale questions in the LeClaire Community Survey. LeClaire residents and other Scott County community residents provided data represented in bar graphs and pie charts Figures 8 through 13 in the 34-item Likert scale questions on residence. It should be noted that the 34-item Likert scale questions in the Scott County Community Survey correspond with questions 17 through 50 in the LeClaire Community Survey. The resulting stakeholder means were calculated by using all stakeholders in each survey.

For visual purposes, LeClaire residents and other community residents were graphed against each other with stakeholder group means in the 50-item Likert scale LeClaire Community Survey. Samples of the resulting bar graphs are found in Figure 1, 2, 3, and 4. These graphs provided an overview of how each stakeholder group answered the questions and statements in the surveys. To test the exploratory hypothesis, statistical analysis of mean differences was conducted. The level of practical significance utilizing Cohen's *d* was calculated where appropriate. According to Cohen (1988), the standard interpretation is .8 or larger = large (8/10 of a standard deviation); .5 = moderate (1/2 of a standard deviation); and .2 = small (1/5 of a standard deviation). Statistical significance and Cohen's *d* practical significance is presented in the findings of the summary table in Appendix J.



*Figure 1.* In general, how important is downtown revitalization to you?



*Figure 2.* Options for flexible work weeks, such as working from home or a managed work week. – How important is this to you?

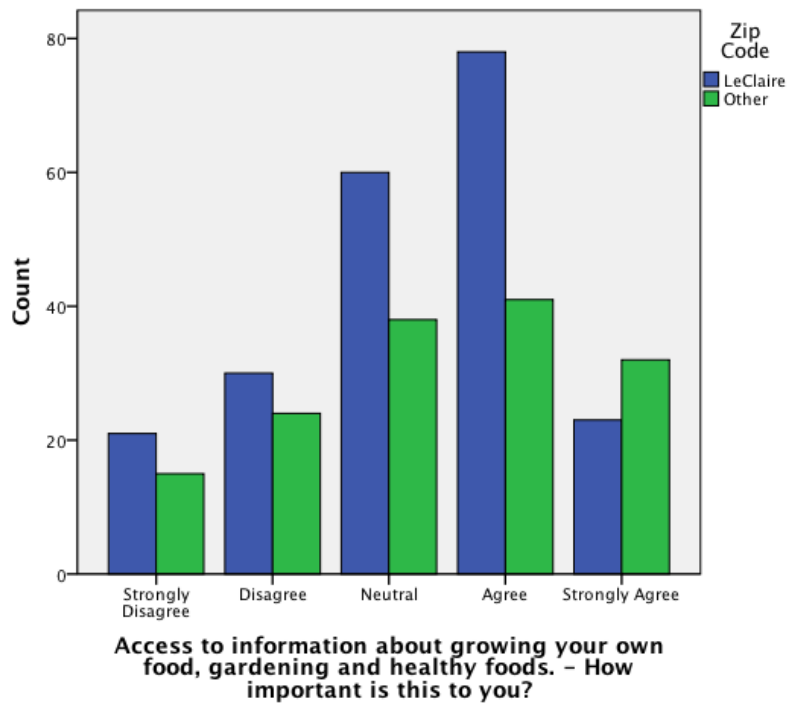


Figure 3. Access to information about growing your own food, gardening and healthy foods. – How important is this to you?

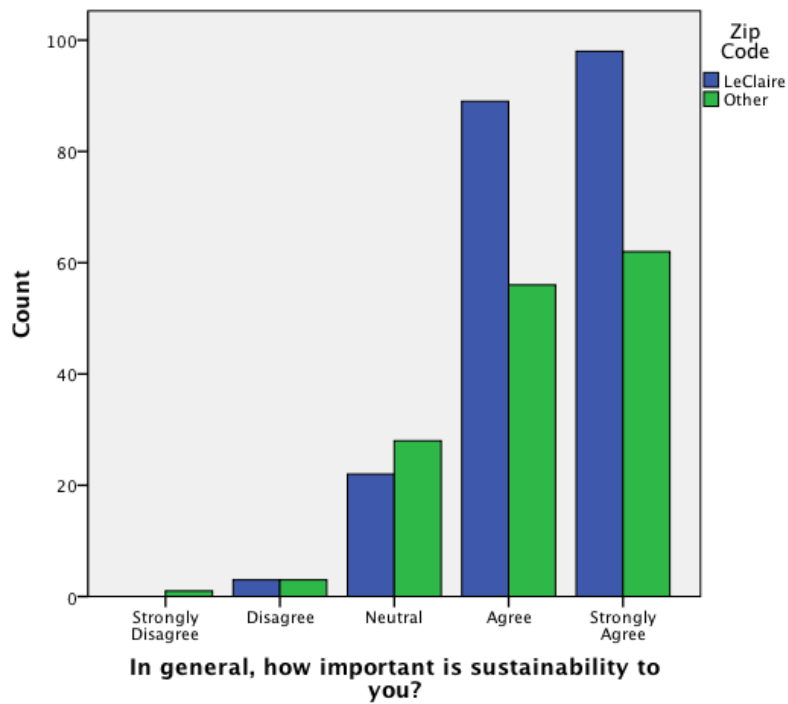


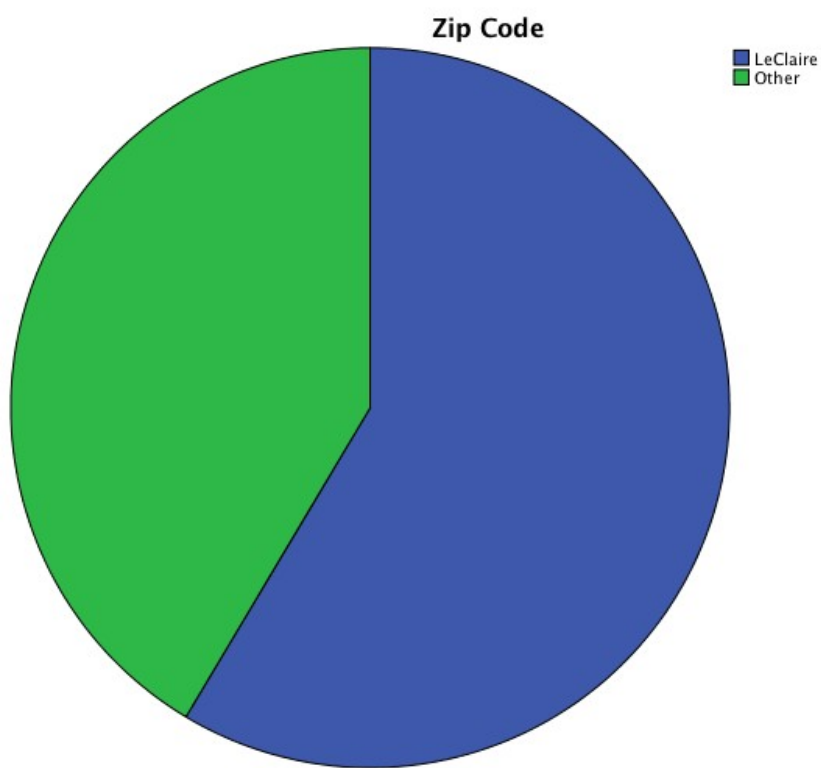
Figure 4. In general, how important is sustainability to you?

The following Tables 7, 8, and 9 report the findings for the mean percentage differences for responses to the 50-item Likert survey for all LeClaire residents and visitors according to zip code, sex, and age. Using descriptive statistics, responses to the 50-item Likert survey were graphed by stakeholder groups of LeClaire residents and visitors. LeClaire residents were slightly different from visitors on each of the 50-item Likert survey based on residency, sex, and age. Figures 5, 6, and 7 graphically illustrate the means of the stakeholder groups for the LeClaire Community Survey.

Table 7

*LeClaire Community Survey stakeholder groups by residence*

Zip Code		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LeClaire	212	58.6	58.6	58.6
	Other	150	41.4	41.4	100.0
	Total	362	100.0	100.0	

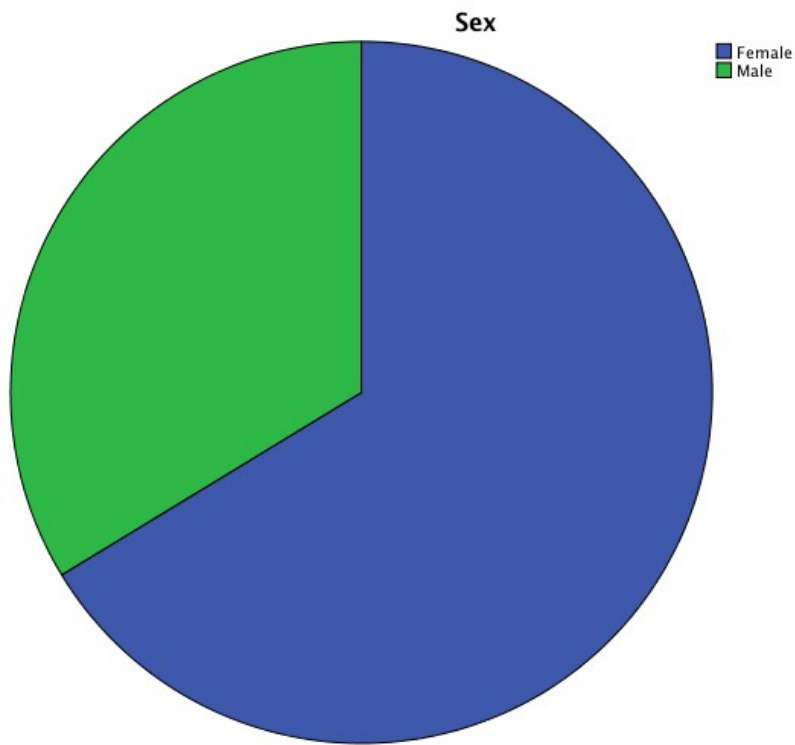


*Figure 5. LeClaire Community Survey zip code breakdown percentages.*

Table 8

*LeClaire Community Survey stakeholder groups by gender*

Sex		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	240	66.3	66.3	66.3
	Male	122	33.7	33.7	100.0
	Total	362	100.0	100.0	



*Figure 6. LeClaire Community Survey gender percentages.*

Table 9

*LeClaire Community Survey stakeholder groups by age*

What is your age?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 20 years	7	1.9	1.9	1.9
	20 to 44	118	32.6	32.6	34.5
	45 to 59	154	42.5	42.5	77.1
	60 to 74	67	18.5	18.5	95.6
	> 75	16	4.4	4.4	100.0
	Total	362	100.0	100.0	

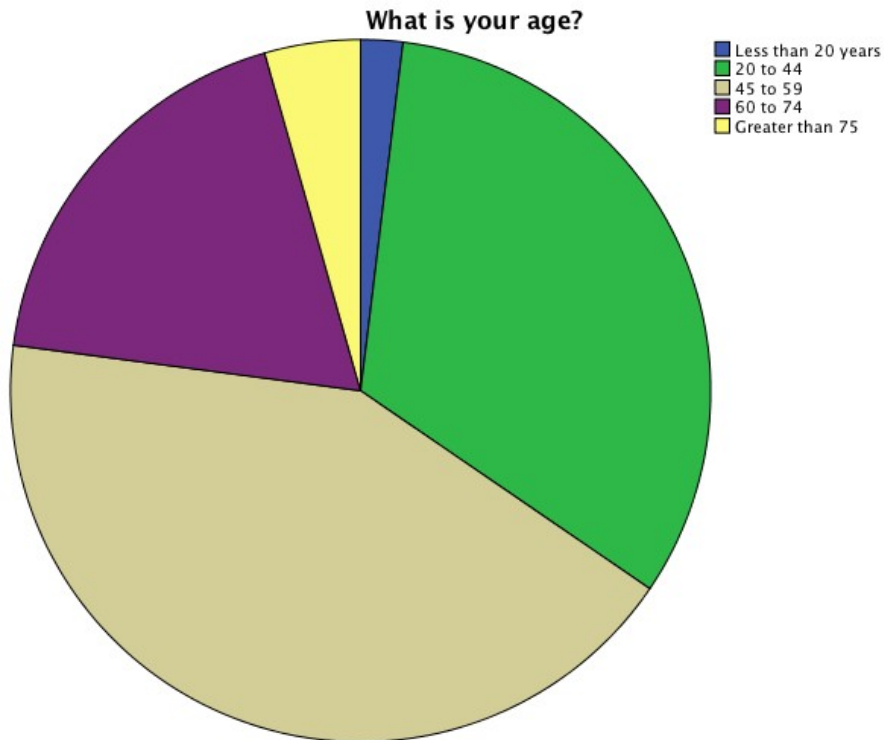


Figure 7. LeClaire Community Survey age percentages.

For visual purposes, Scott County, Iowa residents including LeClaire, Iowa residents were graphed against each other with stakeholder group means from data results in the 34-item Likert scale Scott County Community Survey. Samples of the resulting bar



graphs are found in Figure 8, 9, 10, and 11. These graphs provided an overview of how each stakeholder group answered the questions and statements in the surveys. To test the exploratory hypothesis, statistical analysis of mean differences was conducted. The level of practical significance utilizing Cohen's  $d$  was calculated where appropriate. According to Cohen (1988), the standard interpretation is .8 or larger = large (8/10 of a standard deviation); .5 = moderate (1/2 of a standard deviation); and .2 = small (1/5 of a standard deviation). Statistical significance and Cohen's  $d$  practical significance is presented in the findings of the summary table in Appendix K.

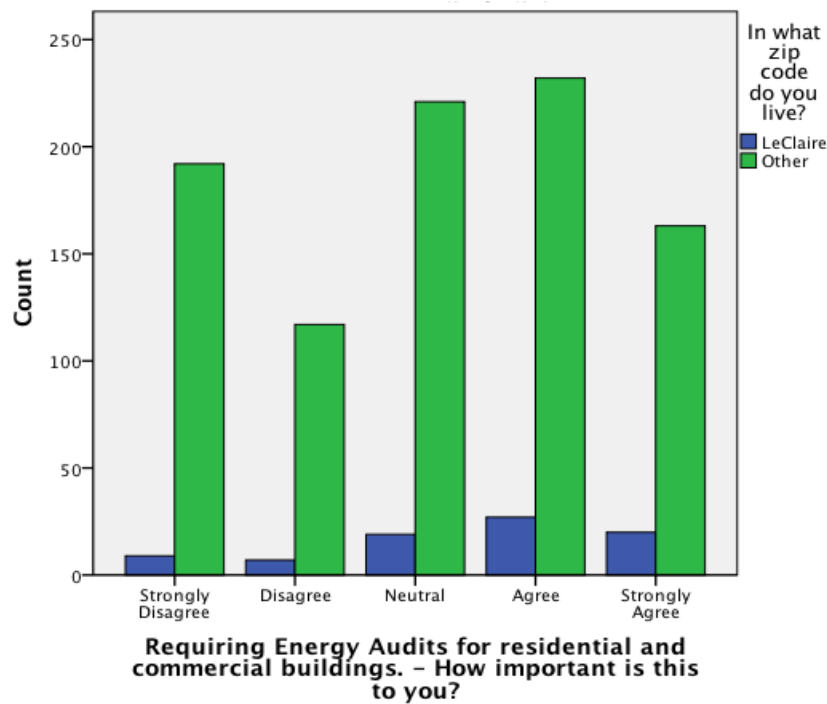


Figure 8. Requiring Energy Audits. – How important is this to you?

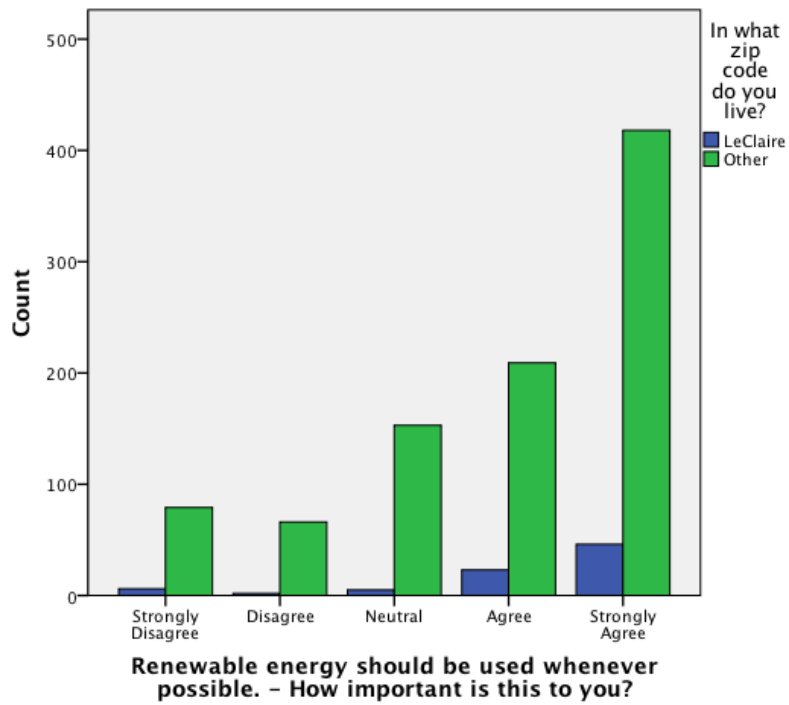


Figure 9. Renewable energy should be used whenever possible. – How important is this to you?

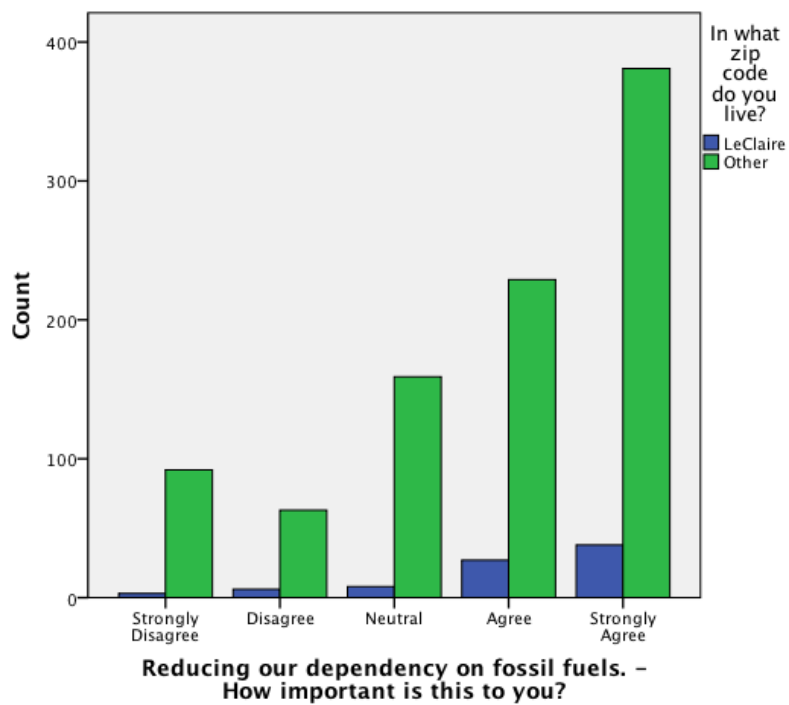
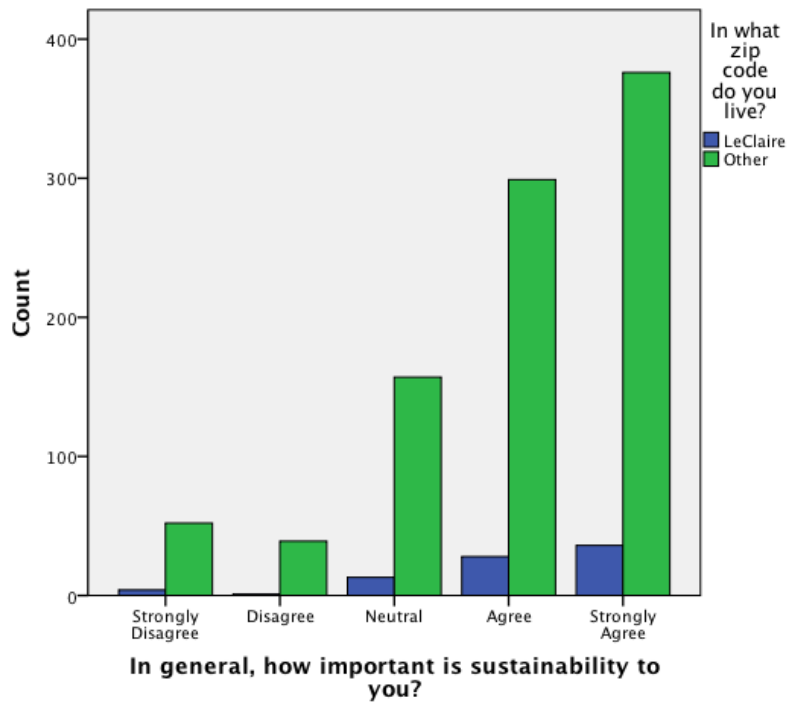


Figure 10. Reducing our dependency on fossil fuels. – How important is this to you?



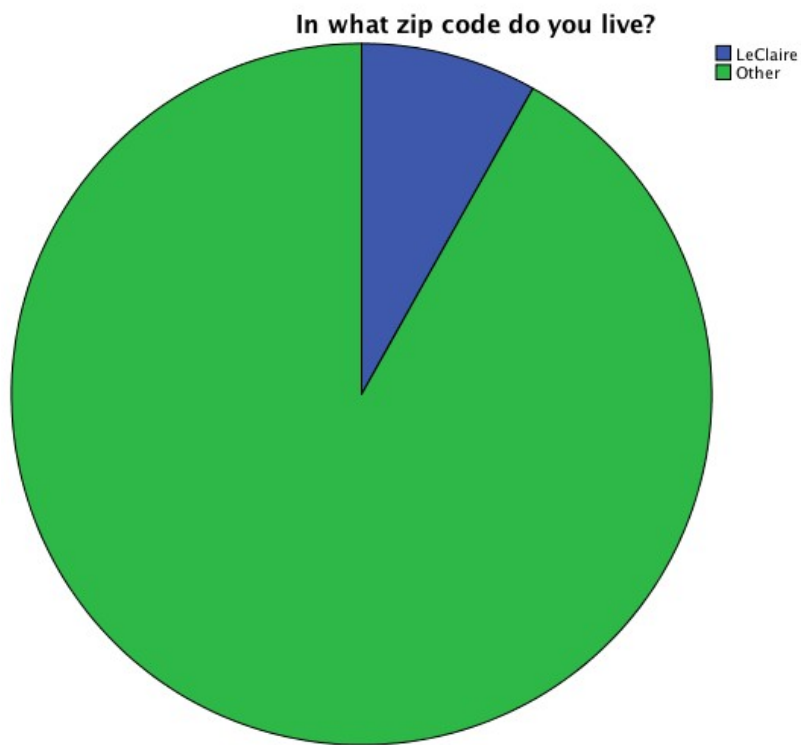
*Figure 11.* In general, how important is sustainability to you?

The following Tables 10 and 11 report the findings for the mean percentage differences for responses to the 34-item Likert scale questions for all Scott County residents living in various towns according to zip code and age. Using descriptive statistics, the 34-item Likert scale questions in the survey instrument were graphed by stakeholder groups of LeClaire residents and other Scott County town. LeClaire residents were slightly different from visitors on each of the 34-item Likert scale questions based on residency and age. Figures 12 and 13 graphically illustrate the means of the stakeholder groups for both surveys.

Table 10

*Scott County Community Survey stakeholder groups by residence*

In what zip code do you live?					
		Valid			
		<u>Frequency</u>	<u>Percent</u>	<u>Percent</u>	<u>Cumulative Percent</u>
Valid	LeClaire	82	8.1	8.1	8.1
	Other	925	91.9	91.9	100.0
	Total	1007	100.0	100.0	



*Figure 12. Scott County Community Survey zip code percentages.*

Table 11

*LeClaire Community Survey stakeholder groups by age*

What is your age? 1=Less than 20 years, 2 = 20-44, 3 = 45-59, 4 = 60-74, 5 = Greater than 75					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	< 20 years	46	4.6	4.6	4.6
	20 to 44	360	35.7	35.7	40.3
	45 to 59	377	37.4	37.4	77.8
	60 to 74	183	18.2	18.2	95.9
	> 75	41	4.1	4.1	100.0
	Total	1007	100.0	100.0	

What is your age? 1=Less than 20 years, 2 = 20-44, 3 = 45-59, 4 = 60-74, 5 = Greater than 75

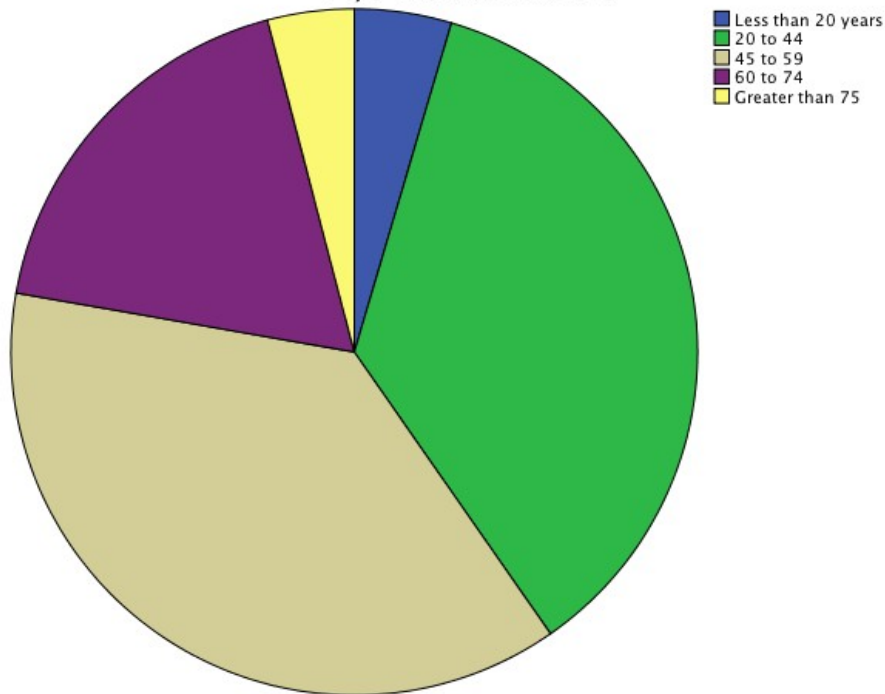


Figure 13. Scott County Community Survey age percentages.

Using residence as the variable, graphic illustrations for the LeClaire Community Survey sum of responses to the 50-item Likert survey clarified the various 362 participant responses from LeClaire, Iowa residents and visitors who participated in the 2010 survey. In this research study, the researcher did not differentiate where visitors were from in these graphic representations, but did delineate results between LeClaire, Iowa residents and visitors to LeClaire. In doing so, validity was ensured by not skewing results in which residency could affect outcomes. The study graphically illustrated the sums of both stakeholder groups.

Using residence as the variable, graphic illustrations for the 2010 Scott County Community Survey sum of responses to the 34-item Likert survey clarified the various 1007 participant responses from various Scott County, Iowa town residents including those from LeClaire. Similar to the LeClaire Community Survey, the researcher did not differentiate where Scott County, Iowa participants resided, but did delineate between LeClaire, Iowa residents from other Scott County, Iowa community residents. In doing so, validity was ensured by not skewing results in which residency could affect outcomes. The study graphically illustrated the sums of both stakeholder groups.

#### *LeClaire Community Survey Descriptive Analysis for 50-Item Questions/Statements*

Descriptive analysis was run for the 50-item Likert scale questions in the LeClaire Community Survey sorted by high to low. The top 10 and bottom 10 sorted by order of highest mean to lowest means are shown in Table 12.

Table 12

*LeClaire Community Survey Descriptive Analysis*

<i>Descriptive Statistics</i>					
Rank/Question	<i>n</i>	Minimum	Maximum	Mean	Std. Deviation
1. Q6	362	2	5	4.83	.471
2. Q5	362	2	5	4.71	.592
3. Q8	362	3	5	4.67	.542
4. Q4	362	2	5	4.66	.550
5. Q15	362	3	5	4.65	.582
6. Q10	362	2	5	4.57	.663
7. Q13	362	3	5	4.55	.585
8. Q34	362	1	5	4.53	.658
9. Q41	362	1	5	4.52	.734
10. Q12	362	1	5	4.50	.658
41. Q27	362	1	5	3.90	.951
42. Q28	362	1	5	3.70	1.041
43. Q29	362	1	5	3.69	.980
44. Q46	362	1	5	3.68	1.040
45. Q22	362	1	5	3.66	1.155
46. Q47	362	1	5	3.65	1.051
47. Q21	362	1	5	3.57	1.090
48. Q20	362	1	5	3.51	1.137
49. Q43	362	1	5	3.48	1.165
50. Q23	362	1	5	3.28	1.186

Out of the top ten highest means for the LeClaire Community Survey ranging from  $M = 4.50$  ( $SD = .658$ ) to  $M = 4.83$  ( $SD = .471$ ), all items are in strong agreement with revitalization and sustainability efforts taken in LeClaire, Iowa. While eight items (Q4, Q5, Q6, Q8, Q10, Q12, Q13, and Q15) are in strong agreement with revitalization efforts, two of the top ten items (Q34 and Q41) are in strong agreement with sustainability efforts in LeClaire's revitalization of the downtown business district.

Out of the bottom lowest means for the LeClaire Community Survey, eight items (Q20, Q21, Q22, Q27, Q28, Q29, Q46, and Q47) with means ranging from  $M = 3.51$  ( $SD$

= 1.1.37) to  $M = 3.90$  ( $SD = .951$ ) are in agreement with sustainability efforts taken in LeClaire, Iowa. The bottom two items (Q23 and Q43) with means of  $M = 3.28$  and  $M = 3.48$  are neutral with the sustainability efforts in LeClaire's revitalization downtown business district.

Overall, the comparison of means as a measure of central tendency revealed that LeClaire residents and visitors to LeClaire are in agreement with the revitalization and sustainability efforts that were undertaken in the community. The strongest areas of agreement were for a safe, comfortable, pedestrian friendly experience while walking around a well-maintained downtown. The most neutral areas of agreement were for access to sustainable gardening information and requiring energy audits for residents and businesses.

#### *LeClaire Community Survey Factor Analysis*

Factor Analysis was conducted for the LeClaire Community Survey. The 50 items of the Positive and Negative Affect Scale (PANAS) were subjected to Principal Components Analysis (PCA) using SPSS version 18. Prior to performing PCA, the suitability of data for factor analysis was assessed. Inspection of the correlation matrix revealed the presence of many coefficients of .3 and above. In Table 13, the Kaiser-Meyer-Olkin (KMO) value was .899, exceeding the recommended .6 (Kaiser, 1970, 1974) and Bartlett's Test of Sphericity (Bartlett, 1954) reached statistical significance, supporting the factorability of the correlation matrix.

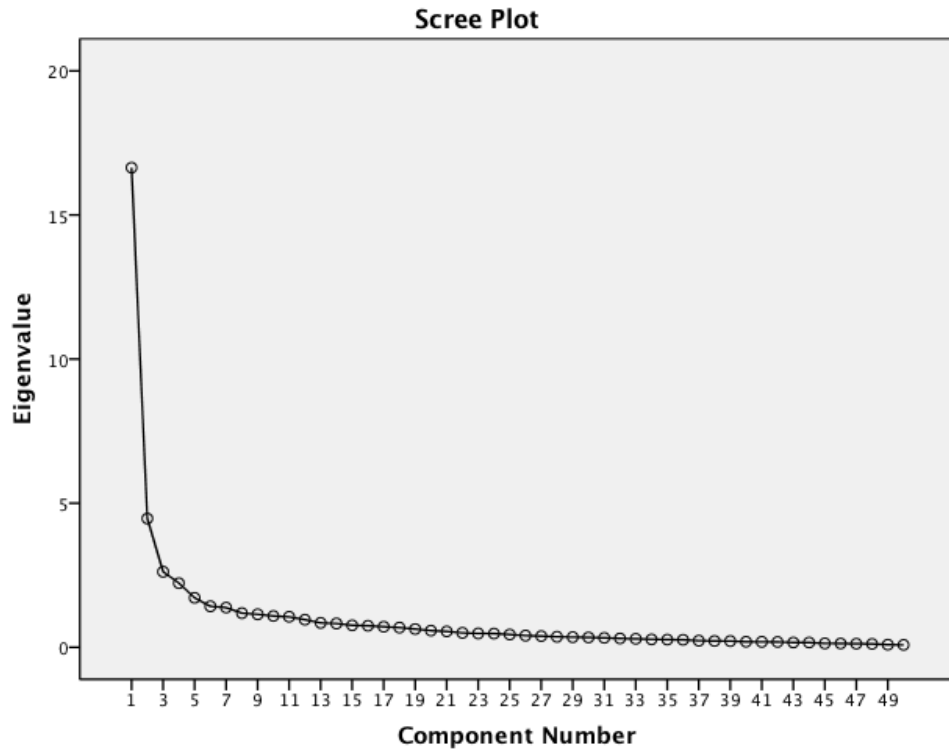


Table 13

*LeClaire Community Survey Factorial Analysis KMO and Bartlett's Test*

<i>KMO and Bartlett's Test</i>		
<hr/>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.899
<hr/>		
Bartlett's Test of Sphericity	Approx. Chi-Square	12769.018
	<i>df</i>	1225
	Sig.	.000
<hr/>		

Principal components analysis revealed the presence of 11 components with eigenvalues exceeding 1, explaining 33.3%, 8.9%, 5.2%, 4.5%, 3.4%, 2.8%, 2.8%, 2.4%, 2.3%, 2.2%, and 2.1% of the variance respectively. An inspection of the screeplot revealed a clear break after the fifth component. Using Catrell's (1966) scree test shown in Figure 14, it was decided to retain five components for further investigation. This was further supported by the results of Parallel Analysis, which showed only five components with eigenvalues exceeding the corresponding criterion values for a randomly generated data matrix of the same size (50 variables x 362 respondents).



*Figure 14.* LeClaire Community Survey Factorial Analysis Screeplot

The five-component solution explained a total of 55.4% of the variance, with Component 1 contributing 33.3%, Component 2 contributing 8.9%, Component 3 contributing 5.2%, Component 4 contributing 4.5%, and Component 5 contributing 3.4%. To aid in the interpretation of these five components, a second oblimin rotation was performed. However, the rotated solution failed to converge in 25 iterations (Convergence = .000) revealing an absence of a simple structure (Thurstone, 1947).

While this is clearly not satisfactory, a third oblimin rotation was performed with only two components showing a number of strong loadings and all variables loading substantially on one component. The interpretation of the two components was consistent with previous research on the PANAS Scale, with positive affect items loading strongly on Component 1 and negative affect items loading strongly on Component 2. There was a

strong correlation between the two factors ( $r = .481$ ). The results of this analysis support the use of the positive affect items and the negative affect items as separate scales, as suggested by the scale authors (Watson, Clark, & Tellegen, 1988).

#### *LeClaire Community Survey Independent-Samples $t$ -Test For Gender*

An independent-samples  $t$ -test was conducted for gender and questions 1 through 50 in the LeClaire Community Survey. This test was conducted to discover any differences in gender perceptions in revitalization and sustainability efforts.

To check the reliability of the five point Likert scale used in the LeClaire Community Survey, a Cronbach's alpha coefficient test was conducted. Cronbach's alpha was used to measure the internal consistency for the degree that items that make up the scale "hang together" (Pallant, 2010, p. 97). With numbers close to 1.00 being very good and numbers close to 0.00 representing poor internal consistency, reliability statistics resulted in a Cronbach's alpha of 0.955 suggesting very good internal consistency.

The independent-samples  $t$ -test compared the mean scores of the gender group with the 50 individual questions group and found a significant difference between the means of the two groups in 35 of the 50 variables. The calculated results of this independent-samples  $t$ -test showed a significant difference between gender and the following variables:

- Q2) *Helpful, well-maintained directional signage to downtown* ( $t(360) = 2.983, p < .05$ ), the mean of males was significantly lower ( $M = 4.24, SD = .954$ ) than the mean of females ( $M = 4.53, SD = .708$ ),

- Q5) *Comfortable, pedestrian-friendly, pleasant experience in walking around downtown* ( $t(360) = 1.519, p < .05$ ), the mean of males was significantly lower ( $M = 4.64, SD = .669$ ) than the mean of females ( $M = 4.75, SD = .547$ ),
- Q7) *Traffic flow through downtown* ( $t(360) = 2.842, p < .05$ ), the mean of males was significantly lower ( $M = 4.20, SD = .534$ ) from the mean of females ( $M = 4.48, SD = .672$ ),
- Q8) *Well-maintained downtown street condition* ( $t(360) = 2.380, p < .05$ ), the mean of males was significantly lower ( $M = 4.57, SD = .574$ ) than the mean of females ( $M = 4.72, SD = .519$ ),
- Q9) *Attractive business signs* ( $t(360) = 2.545, p < .05$ ), the mean of males was significantly lower ( $M = 4.08, SD = .711$ ) than the mean of females ( $M = 4.29, SD = .796$ ),
- Q11) *Good directional parking signs* ( $t(360) = 3.568, p < .05$ ), the mean of males was significantly lower ( $M = 4.11, SD = .801$ ) from the mean of females ( $M = 4.42, SD = .772$ ),
- Q14) *Overall appearance of streetscape (plants, benches, lights, etc.)* ( $t(360) = 2.091, p < .05$ ), the mean of males was significantly lower ( $M = 4.35, SD = .739$ ) than the mean of females ( $M = 4.52, SD = .634$ ),
- Q16) *In general, how important is downtown revitalization to you?* ( $t(360) = 2.719, p < .05$ ), the mean of males was significantly lower ( $M = 4.31, SD = .891$ ) than the mean of females ( $M = 5.90, SD = .038$ ),

- Q17) *Walking access (1/2) mile or less) to goods and services, such as shopping, transit, and schools* ( $t(360) = 2.147, p < .05$ ), the mean of males was significantly lower ( $M = 3.83, SD = 1.108$ ) than the mean of females ( $M = 4.06, SD = .910$ ),
- Q19) *Supporting a street system that is well connected* ( $t(360) = 3.075, p < .05$ ), the mean of males was significantly lower ( $M = 3.95, SD = .899$ ) from the mean of females ( $M = 4.22, SD = .748$ ),
- Q20) *Easily accessible public transportation and alternative forms of transportation* ( $t(360) = 4.607, p < .05$ ), the mean of males was significantly lower ( $M = 3.11, SD = 1.245$ ) than the mean of females ( $M = 3.71, SD = .1022$ ),
- Q21) *Reducing vehicle trips to alleviate traffic* ( $t(360) = 3.184, p < .05$ ), the mean of males was significantly lower ( $M = 3.30, SD = 1.212$ ) than the mean of females ( $M = 3.71, SD = .997$ ),
- Q22) *Options for flexible work weeks, such as working from home or a managed work week* ( $t(360) = 3.285, p < .05$ ), the mean of males was significantly lower ( $M = 3.37, SD = 1.268$ ) than the mean of females ( $M = 3.81, SD = 1.065$ ),
- Q23) *Access to information about growing your own food, gardening and healthy foods* ( $t(360) = 2.909, p < .05$ ), the mean of males was significantly lower ( $M = 3.03, SD = 1.212$ ) from the mean of females ( $M = 3.41, SD = 1.154$ ),
- Q24) *Improving air quality through a reduction in emissions* ( $t(360) = 3.154, p < .05$ ), the mean of males was significantly lower ( $M = 3.72, SD = 1.159$ ) than the mean of females ( $M = 4.10, SD = .905$ ),

- Q25) *Providing affordable housing for people of all income levels* ( $t(360) = 4.039, p < .05$ ), the mean of males was significantly lower ( $M = 3.61, SD = 1.095$ ) than the mean of females ( $M = 4.08, SD = 1.016$ ),
- Q26) *Access to affordable physical and mental health care* ( $t(360) = 4.625, p < .05$ ), the mean of males was significantly lower ( $M = 3.92, SD = .967$ ) than the mean of females ( $M = 4.38, SD = .739$ ),
- Q27) *Ability to participate in local development and policy decisions* ( $t(360) = 2.337, p < .05$ ), the mean of males was significantly lower ( $M = 3.74, SD = .977$ ) from the mean of females ( $M = 3.98, SD = .928$ ),
- Q30) *Protecting agricultural lands* ( $t(360) = 4.673, p < .05$ ), the mean of males was significantly lower ( $M = 3.90, SD = .974$ ) than the mean of females ( $M = 4.37, SD = .743$ )
- Q31) *Preserving woodlands, wetlands, wildlife habitats and other natural features* ( $t(360) = 3.885, p < .05$ ), the mean of males was significantly lower ( $M = 4.16, SD = .903$ ) than the mean of females ( $M = 4.53, SD = .684$ ),
- Q32) *Reducing storm water runoff into creeks and streams* ( $t(360) = 4.277, p < .05$ ), the mean of males was significantly lower ( $M = 3.77, SD = 1.019$ ) than the mean of females ( $M = 4.21, SD = .867$ ),
- Q33) *Providing a local farmers' market or generating other opportunities to purchase locally made goods* ( $t(360) = 4.586, p < .05$ ), the mean of males was significantly lower ( $M = 4.11, SD = .845$ ) from the mean of females ( $M = 4.49, SD = .666$ ),

- Q34) *Improving water quality for the community* ( $t(360) = 4.048, p < .05$ ), the mean of males was significantly lower ( $M = 4.33, SD = .732$ ) than the mean of females ( $M = 4.64, SD = .591$ ),
- Q36) *Relying more on clean energy (wind turbines, solar panels, geothermal, etc.)* ( $t(360) = 3.221, p < .05$ ), the mean of males was significantly lower ( $M = 3.86, SD = 1.350$ ) than the mean of females ( $M = 4.29, SD = .842$ ),
- Q38) *Growing new and existing businesses* ( $t(360) = 2.174, p < .05$ ), the mean of males was significantly lower ( $M = 4.34, SD = .889$ ) than the mean of females ( $M = 4.54, SD = .652$ ),
- Q39) *Creating “Green Jobs”* ( $t(360) = 4.025, p < .05$ ), the mean of males was significantly lower ( $M = 3.61, SD = 1.182$ ) from the mean of females ( $M = 4.09, SD = .858$ ),
- Q40) *Minimizing the production of waste* ( $t(360) = 3.652, p < .05$ ), the mean of males was significantly lower ( $M = 3.98, SD = .987$ ) than the mean of females ( $M = 4.32, SD = .738$ ),
- Q41) *Supporting locally owned businesses and downtown business districts* ( $t(360) = 2.963, p < .05$ ), the mean of males was significantly lower ( $M = 4.34, SD = .898$ ) than the mean of females ( $M = 4.61, SD = .617$ ),
- Q43) *Requiring energy audits for residential and commercial buildings* ( $t(360) = 3.649, p < .05$ ), the mean of males was significantly lower ( $M = 3.15, SD = 1.290$ ) than the mean of females ( $M = 3.64, SD = 1.061$ ),

- Q44) *Making homes and businesses more energy efficient* ( $t(360) = 3.998, p < .05$ ), the mean of males was significantly lower ( $M = 3.72, SD = 1.145$ ) from the mean of females ( $M = 4.20, SD = .929$ ),
- Q45) *Renewable energy should be used whenever possible* ( $t(360) = 4.550, p < .05$ ), the mean of males was significantly lower ( $M = 3.71, SD = 1.202$ ) than the mean of females ( $M = 4.26, SD = .809$ ),
- Q46) *Spending more in order to protect the environment* ( $t(360) = 4.436, p < .05$ ), the mean of males was significantly lower ( $M = 3.32, SD = 1.187$ ) than the mean of females ( $M = 3.86, SD = .907$ ),
- Q47) *Protecting sites of cultural importance, even if it impacts economic development* ( $t(360) = 3.012, p < .05$ ), the mean of males was significantly lower ( $M = 3.40, SD = 1.190$ ) than the mean of females ( $M = 3.78, SD = .950$ ),
- Q48) *Reducing our dependency on fossil fuels* ( $t(360) = 3.788, p < .05$ ), the mean of males was significantly lower ( $M = 3.69, SD = 1.312$ ) from the mean of females ( $M = 4.18, SD = .843$ ), and
- Q50) *In general, how important is sustainability to you?* ( $t(360) = 2.598, p < .05$ ), the mean of males was significantly lower ( $M = 4.11, SD = .874$ ) than the mean of females ( $M = 4.34, SD = .713$ ).

An independent-samples *t*-test was calculated comparing the mean scores of the gender group with the 50 individual questions group. Differences found in results were *not* significant between the means of the two groups in 15 of the 50 variables. No significant difference was found between gender and the following variables:



- Q1) *An easy to find downtown* ( $t(360) = 1.068, p > .05$ ), the mean of males ( $M = 4.41, SD = .821$ ) was not significantly different from the mean of females ( $M = 4.5, SD = .726$ ),
- Q3) *Attractive and well-defined gateways to downtown* ( $t(360) = 1.676, p > .05$ ), the mean of males ( $M = 4.25, SD = .858$ ) was not significantly different from the mean of females ( $M = 4.40, SD = .742$ ),
- Q4) *Favorable overall impression of downtown* ( $t(360) = .717, p > .05$ ), the mean of males ( $M = 4.63, SD = .548$ ) was not significantly different from the mean of females ( $M = 4.68, SD = .551$ ),
- Q5) *Comfortable, pedestrian-friendly, pleasant experience in walking around downtown* ( $t(360) = 1.519, p > .05$ ), the mean of males ( $M = 4.64, SD = .669$ ) was not significantly different from the mean of females ( $M = 4.75, SD = .547$ ),
- Q6) *A safe and secure downtown* ( $t(360) = 1.279, p > .05$ ), the mean of males ( $M = 4.79, SD = .534$ ) was not significantly different from the mean of females ( $M = 4.86, SD = .435$ ),
- Q10) *Well-maintained parking in downtown* ( $t(360) = 1.842, p > .05$ ), the mean of males ( $M = 4.48, SD = .718$ ) was not significantly different from the mean of females ( $M = 4.62, SD = .630$ ),
- Q12) *Overall appearance of downtown buildings* ( $t(360) = 1.013, p > .05$ ), the mean of males ( $M = 4.45, SD = .657$ ) was not significantly different from the mean of females ( $M = 4.53, SD = .659$ ),

- Q13) *Variety of goods and services available in downtown* ( $t(360) = 1.720, p > .05$ ), the mean of males ( $M = 4.48, SD = .633$ ) was not significantly different from the mean of females ( $M = 4.59, SD = .556$ ),
- Q15) *Condition of sidewalks and pedestrian crossings* ( $t(360) = .293, p > .05$ ), the mean of males ( $M = 4.64, SD = .561$ ) was not significantly different from the mean of females ( $M = 4.66, SD = .593$ ),
- Q18) *Increasing access to active recreation activities (bike lanes, trails, parks)* ( $t(360) = 1.873, p > .05$ ), the mean of males ( $M = 4.00, SD = 1.083$ ) was not significantly different from the mean of females ( $M = 4.21, SD = .812$ ),
- Q28) *Increasing outdoor lighting that reduces glare and allows stargazing* ( $t(360) = 1.062, p > .05$ ), the mean of males ( $M = 3.62, SD = 1.138$ ) was not significantly different from the mean of females ( $M = 3.75, SD = .988$ ),
- Q29) *Using tree canopy to reduce heat effects* ( $t(360) = .407, p > .05$ ), the mean of males ( $M = 3.66, SD = 1.009$ ) was not significantly different from the mean of females ( $M = 3.71, SD = .967$ ),
- Q35) *Availability of recycling for local homes and businesses* ( $t(360) = 1.893, p > .05$ ), the mean of males ( $M = 4.28, SD = .1.070$ ) was not significantly different from the mean of females ( $M = 4.48, SD = .743$ ),
- Q42) *Incentives to use more energy efficient practices* ( $t(360) = .943, p > .05$ ), the mean of males ( $M = 4.01, SD = .983$ ) was not significantly different from the mean of females ( $M = 4.11, SD = .940$ ), and

- Q49) *Promoting the importance of volunteers in the community* ( $t(360) = 1.954$ ,  $p > .05$ ), the mean of males ( $M = 4.08$ ,  $SD = .809$ ) was not significantly different from the mean of females ( $M = 4.26$ ,  $SD = .813$ ).

*LeClaire Community Survey Independent-Samples t-Test Effect Size For Gender*

The results obtained in the independent-samples  $t$ -test scores were unlikely to occur by chance in independent-sample  $t$ -tests for gender and all questions and statements in the LeClaire Community Survey. To help determine the magnitude of the intervention's effect, guidelines proposed by Cohen (1988) were used in Cohen's  $d$  (standard deviation units) analysis. For Cohen's  $d$  an effect size of 0.2 to 0.3 might be a "small" effect, around 0.5 a "medium" effect and 0.9 to infinity, a "large" effect (p. 25). It should be noted that the  $d$  might be larger than one. Cohen's effect size criteria are omnipresent throughout many fields of research. Many adopt Cohen's standards as their alternative hypothesis. Lenth (2006-9) is critical of this use and describes them as "T-shirt effect sizes":

This is an elaborate way to arrive at the same sample size that has been used in past social science studies of large, medium, and small size (respectively). The method uses a standardized effect size as the goal. Think about it: for a "medium" effect size, you'll choose the same  $n$  regardless of the accuracy or reliability of your instrument, or the narrowness or diversity of your subjects. Clearly, important considerations are being ignored here. "Medium" is definitely not the message! (p. 1)

Cohen's (1988) text anticipates Lenth's concerns:

The terms 'small,' 'medium,' and 'large' are relative, not only to each other, but to the area of behavioral science or even more particularly to the specific content and research method being employed in any given investigation... In the face of this relativity, there is a certain risk inherent in offering conventional operational definitions for these terms for use in power analysis in as diverse a field of inquiry as behavioral science. This risk is nevertheless accepted in the belief that more is to be gained than lost by supplying a common conventional frame of reference which is recommended for use only when no better basis for estimating the ES index is available. (p. 25)

In this case study of LeClaire Iowa, interpretation of the significance of results is quantified through its contextual meaning and contribution to knowledge. The calculated effect sizes for the independent-samples *t*-tests demonstrated the relative magnitude of the differences between means (Cohen's *d*), or the total variance in the dependent variable that is predictable from knowledge of the levels of the independent variable (effect-size *r*). Moderate to large effects were found in questions and statements with significance while small to moderate effects were found in questions and statements with no significance. Appendix I provides the calculated Cohen's *d* and effect-size *r* for gender with questions and statements found to have significance or no significance.

#### *LeClaire Community Survey Independent-Samples t-Test For Residence*

An independent-samples *t*-test was also conducted for zip code (residence) and questions 1 through 50 in the LeClaire Community Survey. This test was conducted to discover any differences in residence and visitors perceptions in revitalization and sustainability efforts.

To check the reliability of the five point Likert scale used in the LeClaire Community Survey, a Cronbach's alpha coefficient test was conducted. Cronbach's alpha was used to measure the internal consistency for the degree that items that make up the scale "hang together" (Pallant, 2010, p. 97). With numbers close to 1.00 being very good and numbers close to 0.00 representing poor internal consistency, reliability statistics resulted in a Cronbach's alpha of 0.955 suggesting very good internal consistency.

The independent-samples *t*-test compared the mean score of the zip code group with the 50 individual questions group found a significant difference between the means of the two groups in 10 of the 50 variables. The calculated results of this independent-samples *t*-test showed a significant difference between residence and the following variables:

- Q2) *Helpful, well-maintained directional signage to downtown* ( $t(360) = -2.285$ ,  $p < .05$ ), the mean of other towns was significantly lower ( $M = 4.54$ ,  $SD = .652$ ) than the mean of LeClaire, Iowa ( $M = 4.35$ ,  $SD = .899$ ),
- Q8) *Well-maintained downtown street condition* ( $t(360) = 3.416$ ,  $p < .05$ ), the mean of other towns was significantly lower ( $M = 4.55$ ,  $SD = .597$ ) than the mean of LeClaire, Iowa ( $M = 4.75$ ,  $SD = .483$ ),
- Q12) *Overall appearance of downtown buildings* ( $t(360) = 3.304$ ,  $p < .05$ ), the mean of other towns was significantly lower ( $M = 4.36$ ,  $SD = .744$ ) than the mean of LeClaire, Iowa ( $M = 4.60$ ,  $SD = .572$ ),
- Q20) *Easily accessible public transportation and alternative forms of transportation* ( $t(360) = -2.570$ ,  $p < .05$ ), the mean of other towns was

significantly lower ( $M = 3.69$ ,  $SD = 1.112$ ) than the mean of LeClaire, Iowa ( $M = 3.38$ ,  $SD = 1.139$ ),

- Q22) *Options for flexible work weeks, such as working from home or a managed work week* ( $t(360) = -2.510$ ,  $p < .05$ ), the mean of other towns was significantly lower ( $M = 3.84$ ,  $SD = 1.106$ ) than the mean of LeClaire, Iowa ( $M = 3.53$ ,  $SD = 1.174$ ),
- Q27) *Ability to participate in local development and policy decisions* ( $t(360) = 3.597$ ,  $p < .05$ ), the mean of other towns was significantly lower ( $M = 3.69$ ,  $SD = .991$ ) from the mean of LeClaire, Iowa ( $M = 4.05$ ,  $SD = .893$ ),
- Q29) *Using tree canopy to reduce heat effects* ( $t(360) = 2.662$ ,  $p < .05$ ), the mean of other towns was significantly lower ( $M = 3.53$ ,  $SD = 1.073$ ) than the mean of LeClaire, Iowa ( $M = 3.81$ ,  $SD = .894$ )
- Q32) *Reducing storm water runoff into creeks and streams* ( $t(360) = 2.749$ ,  $p < .05$ ), the mean of other towns was significantly lower ( $M = 3.89$ ,  $SD = 1.069$ ) than the mean of LeClaire, Iowa ( $M = 4.18$ ,  $SD = .824$ ),
- Q43) *Requiring energy audits for residential and commercial buildings* ( $t(360) = -2.277$ ,  $p < .05$ ), the mean of other towns was significantly lower ( $M = 3.64$ ,  $SD = 1.089$ ) than the mean of LeClaire, Iowa ( $M = 3.36$ ,  $SD = 1.206$ ), and
- Q50) *In general, how important is sustainability to you?* ( $t(360) = 1.980$ ,  $p < .05$ ), the mean of other towns was significantly lower ( $M = 4.17$ ,  $SD = .847$ ) than the mean of LeClaire, Iowa ( $M = 4.33$ ,  $SD = .718$ ).

An independent-samples  $t$ -test was then calculated comparing the mean scores of the zip code group with the 50 individual questions group. Differences found in results

were *not* significant between the means of the two groups in 40 of the 50 variables. No significant difference was found between zip code and the following variables:

- Q1) *An easy to find downtown* ( $t(360) = -1.203, p > .05$ ), the mean of other towns ( $M = 4.53, SD = .692$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.43, SD = .803$ ),
- Q3) *Attractive and well-defined gateways to downtown* ( $t(360) = .628, p > .05$ ), the mean of other towns ( $M = 4.32, SD = .754$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.37, SD = .807$ ),
- Q4) *Favorable overall impression of downtown* ( $t(360) = .782, p > .05$ ), the mean of other towns ( $M = 4.63, SD = .548$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.68, SD = .525$ ),
- Q5) *Comfortable, pedestrian-friendly, pleasant experience in walking around downtown* ( $t(360) = .629, p > .05$ ), the mean of other towns ( $M = 4.69, SD = .569$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.73, SD = .609$ ),
- Q6) *A safe and secure downtown* ( $t(360) = -.195, p > .05$ ), the mean of other towns ( $M = 4.84, SD = .435$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.83, SD = .496$ ),
- Q7) *Traffic flow through downtown* ( $t(360) = 1.808, p > .05$ ), the mean of other towns ( $M = 4.30, SD = .784$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.45, SD = .798$ ),

- Q9) *Overall appearance of downtown buildings* ( $t(360) = 1.401, p > .05$ ), the mean of other towns ( $M = 4.15, SD = .833$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.27, SD = .728$ ),
- Q10) *Well-maintained parking in downtown* ( $t(360) = .379, p > .05$ ), the mean of other towns ( $M = 4.55, SD = .710$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.58, SD = .630$ ),
- Q11) *Good directional parking signs* ( $t(360) = -1.504, p > .05$ ), the mean of other towns ( $M = 4.39, SD = .775$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.26, SD = .805$ ),
- Q13) *Variety of goods and services available in downtown* ( $t(360) = .341, p > .05$ ), the mean of other towns ( $M = 4.54, SD = .587$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.56, SD = .585$ ),
- Q14) *Overall appearance of streetscape (plants, benches, lights, etc.)* ( $t(360) = 1.524, p > .05$ ), the mean of other towns ( $M = 4.40, SD = .666$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.51, SD = .678$ ),
- Q15) *Condition of sidewalks and pedestrian crossings* ( $t(360) = 1.769, p > .05$ ), the mean of other towns ( $M = 4.59, SD = .615$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.70, SD = .554$ ),
- Q16) *In general, how important is downtown revitalization to you?* ( $t(360) = -.807, p > .05$ ), the mean of other towns ( $M = 4.51, SD = .588$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.45, SD = .792$ ),
- Q17) *Walking access (1/2 mile or less) to goods and services, such as shopping, transit, and schools* ( $t(360) = -.614, p > .05$ ), the mean of other towns ( $M = 4.02$ ,



$SD = .916$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.96$ ,  $SD = .980$ ),

- Q18) *Increasing access to active recreation activities (bike lanes, trails, parks)* ( $t(360) = -1.315$ ,  $p > .05$ ), the mean of other towns ( $M = 4.21$ ,  $SD = .832$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.08$ ,  $SD = .970$ ),
- Q19) *Supporting a street system that is well connected* ( $t(360) = .117$ ,  $p > .05$ ), the mean of other towns ( $M = 4.13$ ,  $SD = .780$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.14$ ,  $SD = .835$ ),
- Q21) *Reducing vehicle trips to alleviate traffic* ( $t(360) = -.609$ ,  $p > .05$ ), the mean of other towns ( $M = 3.61$ ,  $SD = 1.116$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.54$ ,  $SD = 1.072$ ),
- Q23) *Access to information about growing your own food, gardening and healthy foods* ( $t(360) = -.748$ ,  $p > .05$ ), the mean of other towns ( $M = 3.34$ ,  $SD = 1.258$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.25$ ,  $SD = 1.134$ ),
- Q24) *Improving air quality through a reduction in emissions* ( $t(360) = .089$ ,  $p > .05$ ), the mean of other towns ( $M = 3.97$ ,  $SD = 1.058$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.98$ ,  $SD = .981$ ),
- Q25) *Providing affordable housing for people of all income levels* ( $t(360) = -1.146$ ,  $p > .05$ ), the mean of other towns ( $M = 3.99$ ,  $SD = .973$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.86$ ,  $SD = 1.125$ ),

- Q26) *Access to affordable physical and mental health care* ( $t(360) = .572, p > .05$ ), the mean of other towns ( $M = 4.19, SD = .925$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.25, SD = .795$ ),
- Q28) *Increasing outdoor lighting that reduces glare and allows stargazing* ( $t(360) = 1.609, p > .05$ ), the mean of other towns ( $M = 3.60, SD = 1.087$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.78, SD = 1.004$ ),
- Q30) *Protecting agricultural lands* ( $t(360) = .593, p > .05$ ), the mean of other towns ( $M = 4.18, SD = .942$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.24, SD = .792$ ),
- Q31) *Preserving woodlands, wetlands, wildlife habitats and other natural features* ( $t(360) = .854, p > .05$ ), the mean of other towns ( $M = 4.36, SD = .877$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.43, SD = .709$ ),
- Q33) *Providing a local farmers' market or generating other opportunities to purchase locally made goods* ( $t(360) = 1.606, p > .05$ ), the mean of other towns ( $M = 4.29, SD = .763$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.42, SD = .740$ ),
- Q34) *Improving water quality for the community* ( $t(360) = .158, p > .05$ ), the mean of other towns ( $M = 4.53, SD = .682$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.54, SD = .641$ ),
- Q35) *Availability of recycling for local homes and businesses* ( $t(360) = -.103, p > .05$ ), the mean of other towns ( $M = 4.42, SD = .943$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.41, SD = .818$ ),

- Q36) *Relying more on clean energy (wind turbines, solar panels, geothermal, etc.)* ( $t(360) = -1.011, p > .05$ ), the mean of other towns ( $M = 4.21, SD = 1.040$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.10, SD = .1.073$ ),
- Q37) *Creating a diverse business environment* ( $t(360) = -.390, p > .05$ ), the mean of other towns ( $M = 4.33, SD = .764$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.29, SD = .859$ ),
- Q38) *Growing new and existing businesses* (i.e. many types and sizes) ( $t(360) = 1.185, p > .05$ ), the mean of other towns ( $M = 4.42, SD = .688$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.51, SD = .782$ ).
- Q39) *Creating “Green Jobs”* ( $t(360) = -.294, p > .05$ ), the mean of other towns ( $M = 3.95, SD = 1.015$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.92, SD = .999$ ),
- Q40) *Minimizing the production of waste* ( $t(360) = -1.001, p > .05$ ), the mean of other towns ( $M = 4.26, SD = .815$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.17, SD = .865$ ),
- Q41) *Supporting locally owned businesses and downtown business districts* ( $t(360) = .482, p > .05$ ), the mean of other towns ( $M = 4.50, SD = .642$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.54, SD = .793$ ),
- Q42) *Incentives to use more energy efficient practices* ( $t(360) = -1.434, p > .05$ ), the mean of other towns ( $M = 4.16, SD = .913$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.01, SD = .981$ ),

- Q44) *Making homes and businesses more energy efficient* ( $t(360) = -1.786, p > .05$ ), the mean of other towns ( $M = 4.15, SD = 1.008$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.96, SD = 1.041$ ),
- Q45) *Renewable energy should be used whenever possible* ( $t(360) = -1.442, p > .05$ ), the mean of other towns ( $M = 4.17, SD = .901$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.01, SD = 1.051$ ),
- Q46) *Spending more in order to protect the environment* ( $t(360) = -1.238, p > .05$ ), the mean of other towns ( $M = 3.76, SD = .988$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.62, SD = 1.075$ ).
- Q47) *Protecting sites of cultural importance, even if it impacts economic development* ( $t(360) = -.571, p > .05$ ), the mean of other towns ( $M = 3.69, SD = 1.011$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.62, SD = 1.079$ ),
- Q48) *Reducing our dependency on fossil fuels* ( $t(360) = .964, p > .05$ ), the mean of other towns ( $M = 3.95, SD = 1.006$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.06, SD = 1.080$ ), and
- Q49) *Promoting the importance of volunteers in the community* ( $t(360) = 1.358, p > .05$ ), the mean of other towns ( $M = 4.13, SD = .936$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.25, SD = .715$ ).

*LeClaire Community Survey Independent-Samples t-Test Effect Size For Residence*

Cohen's  $d$  was calculated for practical significance. This effect size helped measure how different LeClaire residents viewed revitalization compared to non-residents (Salkind, 2011). It is a measure of the magnitude of the importance of

downtown revitalization if you live in LeClaire compared to other small towns throughout Scott County, Iowa.

The results obtained in the independent-samples  $t$ -test scores was unlikely to occur by chance in independent-sample  $t$ -tests for either gender or residence and all questions and statements in the LeClaire Community Survey. To help determine the magnitude of the intervention's effect, guidelines proposed by Cohen (1988) were used in Cohen's  $d$  (standard deviation units) analysis. For Cohen's  $d$  an effect size of 0.2 to 0.3 might be a "small" effect, around 0.5 a "medium" effect and 0.8 to infinity, a "large" effect (but note that  $d$  might be larger than one) (D. Daake, personal communication, January 31, 2012). The calculated effect sizes demonstrated the relative magnitude of the differences between means (Cohen's  $d$ ), or the total variance in the dependent variable that is predictable from knowledge of the levels of the independent variable (effect-size  $r$ ). Moderate to large effects were found in questions and statements with significance while small to moderate effects were found in questions and statements with no significance. The calculated Cohen's  $d$  and effect-size  $r$  for residence with questions and statements found to have significance or no significance is found in Appendix J.

#### *LeClaire Community Survey Independent-Samples $t$ -Test Frequencies*

The independent-samples  $t$ -tests compared mean scores on two groups (e.g. males and females, LeClaire residents and other town residents) on continuous variables of 50-item Likert scale survey. In comparing their scores, the researcher found that females tend to be more interested in revitalization than males and LeClaire residents appear to be more concerned with revitalization than residents from other communities throughout Scott County, Iowa. The researcher also found significance in LeClaire resident's

appreciation for sustainability efforts to be stronger than those of other communities throughout Scott County, Iowa.

The researcher calculated and analyzed the frequency for the entire sample by zip code, gender, and age in the LeClaire Community Survey. Table 14 and Figures 15, 16, and 17 graphically illustrate the results of the analysis for the entire sample. Three hundred and sixty two participants responded in this phase of the study. The valid percent of respondents to the LeClaire Community Survey was 58.6% with 212 out of 362 respondents living in LeClaire and 41.4% with 150 respondents living elsewhere. The valid percent of female respondents was 66.3% while 33.7% were male. The valid percentages for respondents age of less than 20 to 44 years was 34.5% with 125 respondents, 45 to 59 years was 42.5% with 154 respondents, and 60 or greater years was 22.9% with 83 respondents. While the frequencies indicate that the majority of respondents are from LeClaire and female, the ages of respondents mirror a traditional bell curve. Regardless of the outcome, observed data on responses to the LeClaire Community Survey is reliable in accordance with participants' subjective answers. Future quantitative analysis may require stricter benchmarks for improved validity. Appendix E illustrates the resulting frequencies for the top 10 concerns found in the survey.

Table 14

*Frequencies*

*Statistics*

		Age 3		
	Zip Code	Sex	Categories	
<i>n</i>	Valid	362	362	362
	Missing	0	0	0
Minimum	1	1	1	
Maximum	2	2	3	

*Frequency Table*

Zip Code		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LeClaire	212	58.6	58.6	58.6
	Other	150	41.4	41.4	100.0
	Total	362	100.0	100.0	

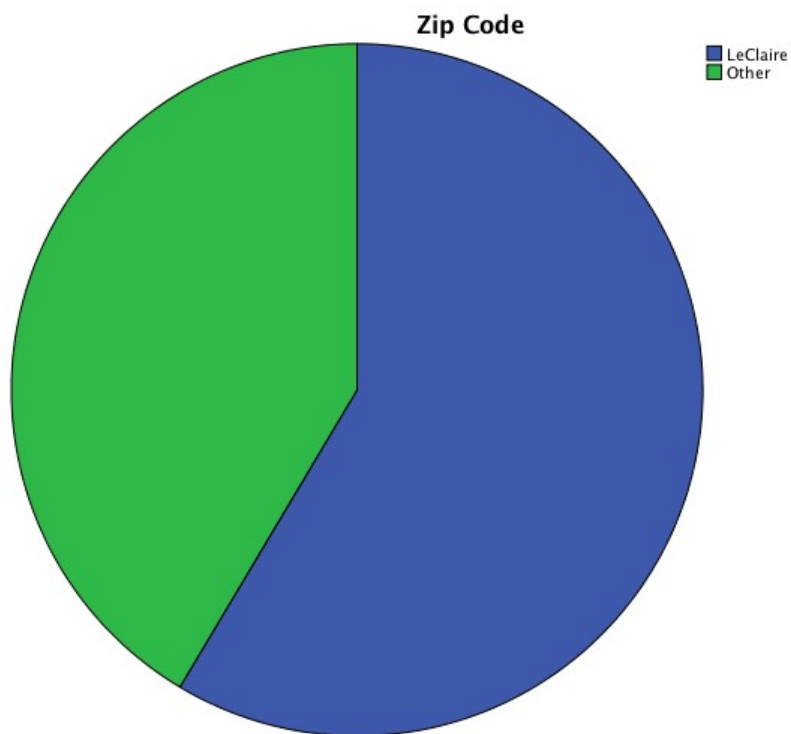
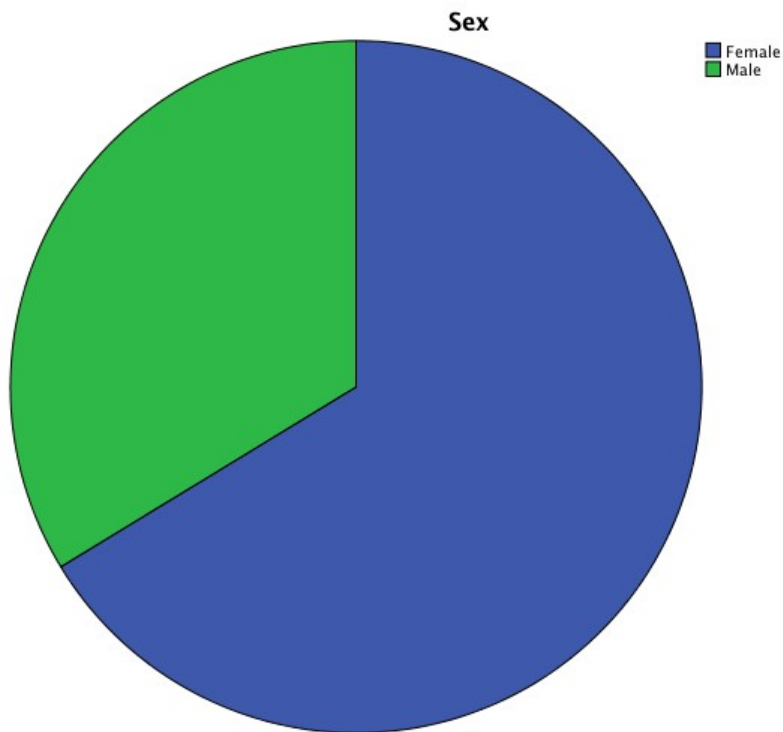


Figure 15. LeClaire Community Survey Frequency zip code percentages.

Table 14 (continued)

*Frequency Table*

<i>Sex</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	240	66.3	66.3	66.3
	Male	122	33.7	33.7	100.0
	Total	362	100.0	100.0	



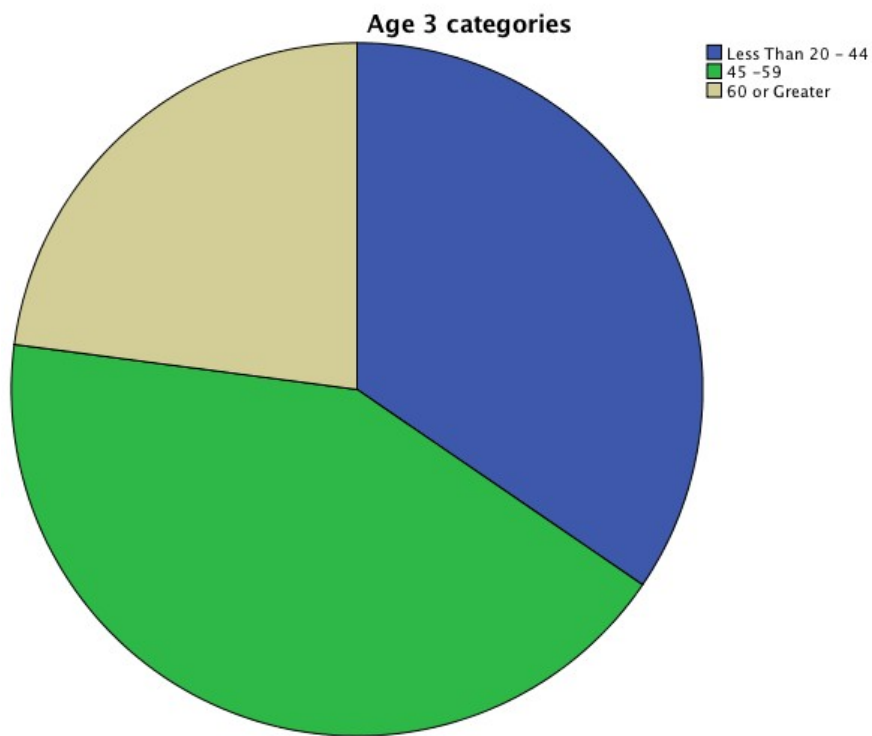
*Figure 16.* LeClaire Community Survey Frequency gender percentages.



Table 14 (continued)

*Frequency Table*

<i>Age 3 categories</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less Than 20 - 44	125	34.5	34.5	34.5
	45 -59	154	42.5	42.5	77.1
	60 or Greater	83	22.9	22.9	100.0
	Total	362	100.0	100.0	



*Figure 17.* LeClaire Community Survey Frequency age percentages.

### *LeClaire Community Survey One-Way ANOVA*

A one-way between-groups analysis of variance (ANOVA) was conducted to explore the impact of age on the 50 item Likert scale questions concerning revitalization and sustainability in the LeClaire Community Survey. The two groups consisted of a single dependent variable and a single independent variable. The test was conducted to determine if gender differences exist in perceptions of business operations in LeClaire.

To check the reliability of the five point Likert scale used in the LeClaire Community Survey, a Cronbach's alpha coefficient test was conducted. Cronbach's alpha was used to measure the internal consistency for the degree that items that make up the scale "hang together" (Pallant, 2010, p. 97). With numbers close to 1.00 being very good and numbers close to 0.00 representing poor internal consistency, reliability statistics resulted in a Cronbach's alpha of 0.955 suggesting very good internal consistency.

Participants were divided into three groups according to their age (Group 1: 44 yrs or less; Group 2: 45 to 59 yrs; Group 3: 60 yrs and above). Cohen's (1992) suggestions for effect sizes for  $F$  where 0.1 = small effect, 0.25 = medium effect, and 0.4 = large effect were used to gauge the strength of the association between predictors and the dependent variables. There was a statistically significant difference at the  $p < .05$  levels for 12 out of the 50 item Likert scale questions in the LeClaire Community Survey for the three age groups found in the following:

- Q4) *Favorable overall impression of downtown.* There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 6.898, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small

(Cohen, 1992, p. 283). The effect size, calculated eta squared, was .04. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 4.52$ ,  $SD = .655$ ) was significantly different from Group 2 ( $M = 4.76$ ,  $SD = .429$ ). Group 3 ( $M = 4.52$ ,  $SD = .888$ ) did not differ significantly from either Group 1 or 2.

- Q12) *Overall appearance of downtown buildings*. There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 3.969$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .02. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 4.67$ ,  $SD = .587$ ) was significantly different from Group 1 ( $M = 4.44$ ,  $SD = .700$ ) and Group 2 ( $M = 4.45$ ,  $SD = .648$ ). Group 1 or 2 did not differ significantly from each other.
- Q14) *Overall appearance of streetscape (plants, benches, lights, etc.)*. There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 3.997$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .02. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 4.34$ ,  $SD = .683$ ) was significantly different from Group 3 ( $M = 4.59$ ,  $SD = .645$ ). Group 2 ( $M = 4.50$ ,  $SD = .669$ ) did not differ significantly from either Group 1 or 3.

- Q15) *Condition of sidewalks and pedestrian crossings.* There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 4.818, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .03. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 4.54, SD = .603$ ) was significantly different from Group 3 ( $M = 4.78, SD = .542$ ). Group 2 ( $M = 4.68, SD = .570$ ) did not differ significantly from either Group 1 or 3.
- Q17) *Walking access (1/2 mile or less) to goods and services, such as shopping, transit, and schools.* There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 3.828, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .02. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 4.15, SD = .899$ ) was significantly different from Group 2 ( $M = 3.84, SD = .932$ ). . Group 3 ( $M = 4.00, SD = 1.036$ ) did not differ significantly from either Group 1 or 2.
- Q18) *Increasing access to active recreation activities.* There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 11.348, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .06. Post-hoc

comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 4.42$ ,  $SD = .774$ ) was significantly different from Group 2 ( $M = 4.08$ ,  $SD = .867$ ) and Group 3 ( $M = 3.83$ ,  $SD = 1.080$ ). Group 2 did not differ significantly from Group 3

- Q22) *Options for flexible work weeks, such as working from home or a managed work week.* There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 7.715$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .04. Post-hoc comparisons using Bonferroni test indicated that the mean score for Group 1 ( $M = 3.69$ ,  $SD = 1.194$ ) was significantly different from Group 3 ( $M = 3.25$ ,  $SD = 1.177$ ) and Group 2 ( $M = 3.86$ ,  $SD = 1.057$ ) was significantly different from Group 3 ( $M = 3.25$ ,  $SD = 1.177$ ). Group 1 did not differ significantly from Group 2.
- Q31) *Preserving woodlands, wetlands, wildlife habitats and other natural features.* There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 4.173$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .02. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 2 ( $M = 4.50$ ,  $SD = .669$ ) was significantly different from Group 3 ( $M = 4.59$ ,  $SD = .645$ ). Group 1 ( $M = 4.32$ ,  $SD = .736$ ) did not differ significantly from Group 2 and 3.

- Q32) *Reducing storm water runoff into creeks and streams.* There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 5.774, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .03. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 2 ( $M = 4.25, SD = .829$ ) was significantly different from Group 1 ( $M = 3.90, SD = .875$ ) and Group 3 ( $M = 3.94, SD = 1.162$ ). Group 1 did not differ significantly from Group 3.
- Q34) *Improving water quality for the community.* There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 3.603, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .02. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 2 ( $M = 4.63, SD = .536$ ) was significantly different from Group 3 ( $M = 4.40, SD = .855$ ). Group 1 ( $M = 4.50, SD = .630$ ) did not differ significantly from Group 2 or Group 3.
- Q41) *Supporting locally owned businesses and downtown business districts.* There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 3.575, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared,

was .02. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 4.60$ ,  $SD = .648$ ). was significantly different from Group 3 ( $M = 4.34$ ,  $SD = 1.051$ ). Group 2 ( $M = 4.56$ ,  $SD = .560$ ) did not differ significantly from Group 1 or Group 3.

- Q48) *Reducing our dependency on fossil fuels*. There was a statistically significant difference at the  $p < .05$  levels in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 4.533$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .02. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 3.80$ ,  $SD = 1.114$ ). was significantly different from Group 2 ( $M = 4.15$ ,  $SD = .891$ ). Group 3 ( $M = 4.10$ ,  $SD = 1.175$ ) did not differ significantly from Group 1 or Group 2.

A one-way between-groups analysis of variance (ANOVA) was then calculated to explore the impact of age on the 50 item Likert scale questions concerning revitalization and sustainability in the LeClaire Community Survey. Participants were divided into three groups according to their age (Group 1: 44 yrs or less; Group 2: 45 to 59 yrs; Group 3: 60 yrs and above). Differences found in results were *not* significant at the  $p < .05$  levels for 38 out of the 50-item Likert scale questions in the LeClaire Community Survey for the three age groups found in the following:

- Q1) *An easy to find downtown*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .429$ ,  $p > .05$ ). The age groups did not differ significantly in their response

with Group 1 ( $M = 4.49$ ,  $SD = .630$ ), Group 2 ( $M = 4.43$ ,  $SD = .369$ ), and Group 3 ( $M = 4.52$ ,  $SD = .888$ ).

- Q2) *Helpful, well-maintained directional signage to downtown.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.001$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.34$ ,  $SD = .751$ ), Group 2 ( $M = 4.27$ ,  $SD = .811$ ), and Group 3 ( $M = 4.52$ ,  $SD = .771$ ).
- Q3) *Attractive and well-defined gateways to downtown.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 2.693$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.52$ ,  $SD = .655$ ), Group 2 ( $M = 4.76$ ,  $SD = .429$ ), and Group 3 ( $M = 4.69$ ,  $SD = .539$ ).
- Q5) *Comfortable, pedestrian-friendly, pleasant experience in walking around downtown.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 2.452$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.62$ ,  $SD = .606$ ), Group 2 ( $M = 4.77$ ,  $SD = .603$ ), and Group 3 ( $M = 4.75$ ,  $SD = .537$ ).
- Q6) *A safe and secure downtown.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .535$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.81$ ,  $SD = .503$ ), Group 2 ( $M = 4.86$ ,  $SD = .444$ ), and Group 3 ( $M = 4.82$ ,  $SD = .472$ ).



- Q7) *Traffic flow through downtown.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 2.288, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.38, SD = .738$ ), Group 2 ( $M = 4.31, SD = .904$ ), and Group 3 ( $M = 4.54, SD = .631$ ).
- Q8) *Well-maintained downtown street condition.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 2.509, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.58, SD = .625$ ), Group 2 ( $M = 4.72, SD = .464$ ), and Group 3 ( $M = 4.71, SD = .530$ ).
- Q9) *Attractive business signs.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.252, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.15, SD = .824$ ), Group 2 ( $M = 4.22, SD = .761$ ), and Group 3 ( $M = 4.33, SD = .718$ ).
- Q10) *Well-maintained parking in downtown.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.938, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.50, SD = .714$ ), Group 2 ( $M = 4.56, SD = .647$ ), and Group 3 ( $M = 4.69, SD = .603$ ).
- Q11) *Good directional parking signs.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.421, p > .05$ ). The age groups did not differ significantly in their

response with Group 1 ( $M = 4.22$ ,  $SD = .736$ ), Group 2 ( $M = 4.37$ ,  $SD = .800$ ), and Group 3 ( $M = 4.35$ ,  $SD = .794$ ).

- Q13) *Variety of goods and services available in downtown.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.916$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.48$ ,  $SD = .617$ ), Group 2 ( $M = 4.62$ ,  $SD = .539$ ), and Group 3 ( $M = 4.54$ ,  $SD = .611$ ).
- Q16) *In general, how important is downtown revitalization to you?* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .595$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.42$ ,  $SD = .650$ ), Group 2 ( $M = 4.50$ ,  $SD = .639$ ), and Group 3 ( $M = 4.51$ ,  $SD = .916$ ).
- Q19) *Supporting a street system that is well connected.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .592$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.19$ ,  $SD = .737$ ), Group 2 ( $M = 4.12$ ,  $SD = .767$ ), and Group 3 ( $M = 4.07$ ,  $SD = .985$ ).
- Q20) *Easily accessible public transportation and alternative forms of transportation.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.349$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.62$ ,  $SD = 1.098$ ), Group 2 ( $M = 3.40$ ,  $SD = 1.157$ ), and Group 3 ( $M = 3.54$ ,  $SD = 1.151$ ).

- Q21) *Reducing vehicle trips to alleviate traffic.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .123, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.60, SD = 1.198$ ), Group 2 ( $M = 3.54, SD = .964$ ), and Group 3 ( $M = 3.59, SD = 1.148$ ).
- Q22) *Options for flexible work weeks, such as working from home or a managed work week.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 7.715, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.69, SD = 1.194$ ), Group 2 ( $M = 3.86, SD = 1.057$ ), and Group 3 ( $M = 3.25, SD = 1.028$ ).
- Q23) *Access to information about growing your own food, gardening and healthy foods.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .091, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.32, SD = 1.286$ ), Group 2 ( $M = 3.26, SD = 1.187$ ), and Group 3 ( $M = 3.28, SD = 1.028$ ).
- Q24) *Improving air quality through a reduction in emissions.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 2.867, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.80, SD = 1.063$ ), Group 2 ( $M = 4.05, SD = .931$ ), and Group 3 ( $M = 4.10, SD = 1.055$ ).
- Q25) *Providing affordable housing for people of all income levels.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey

for the three age groups ( $F(2, 359) = 2.926, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.76, SD = 1.088$ ), Group 2 ( $M = 3.94, SD = 1.014$ ), and Group 3 ( $M = 4.12, SD = 1.098$ ).

- Q26) *Access to affordable physical and mental health care.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .251, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.19, SD = .859$ ), Group 2 ( $M = 4.22, SD = .842$ ), and Group 3 ( $M = 4.28, SD = .860$ ).
- Q27) *Ability to participate in local development and policy decisions.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.112, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.90, SD = .920$ ), Group 2 ( $M = 3.83, SD = .995$ ), and Group 3 ( $M = 4.02, SD = .910$ ).
- Q28) *Increasing outdoor lighting choices that reduce glare and allow stargazing.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .328, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.74, SD = .991$ ), Group 2 ( $M = 3.71, SD = 1.124$ ), and Group 3 ( $M = 3.63, SD = .959$ ).
- Q29) *Using tree canopy to reduce heat effects.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.800, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.56, SD = .995$ ), Group 2 ( $M = 3.75, SD = .945$ ), and Group 3 ( $M = 3.78, SD = 1.013$ ).

- Q30) *Protecting agricultural lands*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .648, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.14, SD = .840$ ), Group 2 ( $M = 4.26, SD = .823$ ), and Group 3 ( $M = 4.23, SD = .941$ ).
- Q31) *Preserving woodlands, wetlands, wildlife habitats and other natural features*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 4.173, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.32, SD = .736$ ), Group 2 ( $M = 4.54, SD = .742$ ), and Group 3 ( $M = 4.28, SD = .888$ ).
- Q32) *Reducing storm water runoff into creeks and streams*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 5.774, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.90, SD = .875$ ), Group 2 ( $M = 4.25, SD = .829$ ), and Group 3 ( $M = 3.94, SD = .1.162$ ).
- Q33) *Providing a local farmers' market or generating other opportunities to purchase locally made goods*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 3.185, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.42, SD = .699$ ), Group 2 ( $M = 4.41, SD = .692$ ), and Group 3 ( $M = 4.18, SD = .899$ ).

- Q34) *Improving water quality for the community.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 3.603, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.50, SD = .630$ ), Group 2 ( $M = 4.63, SD = .536$ ), and Group 3 ( $M = 4.40, SD = .855$ ).
- Q35) *Availability of recycling for local homes and businesses.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 3.811, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.33, SD = 1.022$ ), Group 2 ( $M = 4.56, SD = .732$ ), and Group 3 ( $M = 4.28, SD = .831$ ).
- Q36) *Relying more on clean energy (wind turbines, solar panels, geothermal, etc.).* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .025, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.14, SD = 1.117$ ), Group 2 ( $M = 4.14, SD = .993$ ), and Group 3 ( $M = 4.17, SD = 1.102$ ).
- Q37) *Creating a diverse business environment (i.e. many types and sizes).* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .397, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.34, SD = .794$ ), Group 2 ( $M = 4.31, SD = .754$ ), and Group 3 ( $M = 4.24, SD = .970$ ).
- Q38) *Growing new and existing businesses.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.861, p > .05$ ). The age groups did not differ significantly in

their response with Group 1 ( $M = 4.55$ ,  $SD = .677$ ), Group 2 ( $M = 4.48$ ,  $SD = .716$ ), and Group 3 ( $M = 4.35$ ,  $SD = .876$ ).

- Q39) *Creating "Green Jobs"*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .071$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.91$ ,  $SD = 1.093$ ), Group 2 ( $M = 3.92$ ,  $SD = .946$ ), and Group 3 ( $M = 3.96$ ,  $SD = .981$ ).
- Q40) *Minimizing the production of waste*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .802$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.22$ ,  $SD = .894$ ), Group 2 ( $M = 4.25$ ,  $SD = .701$ ), and Group 3 ( $M = 4.11$ ,  $SD = 1.000$ ).
- Q41) *Supporting locally owned businesses and downtown business districts*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 3.575$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.60$ ,  $SD = .648$ ), Group 2 ( $M = 4.56$ ,  $SD = .560$ ), and Group 3 ( $M = 4.34$ ,  $SD = 1.051$ ).
- Q42) *Incentives to use more energy efficient practices*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.187$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.99$ ,  $SD = .996$ ), Group 2 ( $M = 4.16$ ,  $SD = .828$ ), and Group 3 ( $M = 4.04$ ,  $SD = 1.098$ ).

- Q43) *Requiring Energy Audits for residential and commercial buildings.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.946, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.46, SD = 1.254$ ), Group 2 ( $M = 3.38, SD = 1.172$ ), and Group 3 ( $M = 3.69, SD = .987$ ).
- Q44) *Making homes and businesses more energy efficient.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .962, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.94, SD = 1.176$ ), Group 2 ( $M = 4.08, SD = .928$ ), and Group 3 ( $M = 4.11, SD = .975$ ).
- Q45) *Renewable energy should be used whenever possible.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 2.699, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.91, SD = 1.063$ ), Group 2 ( $M = 4.18, SD = .826$ ), and Group 3 ( $M = 4.14, SD = 1.138$ ).
- Q46) *Spending more in order to protect the environment.* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .050, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.66, SD = 1.063$ ), Group 2 ( $M = 3.69, SD = 1.005$ ), and Group 3 ( $M = 3.69, SD = 1.081$ ).
- Q47) *Protecting sites of cultural importance, even if it impacts economic development.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .283, p >$



.05). The age groups did not differ significantly in their response with Group 1 ( $M = 3.59$ ,  $SD = 1.063$ ), Group 2 ( $M = 3.68$ ,  $SD = 1.046$ ), and Group 3 ( $M = 3.67$ ,  $SD = 1.049$ ).

- Q48) *Reducing our dependency on fossil fuels*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 4.204$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.80$ ,  $SD = 1.114$ ), Group 2 ( $M = 4.15$ ,  $SD = .891$ ), and Group 3 ( $M = 4.10$ ,  $SD = 1.175$ ).
- Q49) *Promoting the importance of volunteers in the community*. There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = 1.374$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $m = 4.10$ ,  $SD = .932$ ), Group 2 ( $M = 4.23$ ,  $SD = .694$ ), and Group 3 ( $M = 4.28$ ,  $SD = .831$ ).
- Q50) *In general, how important is sustainability to you?* There was no statistical difference at the  $p > .05$  level found in the LeClaire Community Survey for the three age groups ( $F(2, 359) = .803$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.19$ ,  $SD = .859$ ), Group 2 ( $M = 4.29$ ,  $SD = .666$ ), and Group 3 ( $M = 4.31$ ,  $SD = .840$ ).

#### *Scott County Community Survey Descriptive Analysis*

Descriptive analysis was run for the 34 item Likert scale questions in the Scott County Community Survey sorted by high to low means as a measure of central tendency and measure of dispersion. Table 15 presents the descriptive data obtained using SPSS software (version 18.0).

Table 15

*Scott County Community Descriptive Analysis*

<i>Descriptive Statistics</i>					
Rank/Question	<i>n</i>	Minimum	Maximum	Mean	Std. Deviation
1. Q31	1007	1	5	4.16	1.080
2. Q33	1007	1	5	4.15	.940
3. Q35	1007	1	5	4.09	1.087
4. Q41	1007	1	5	4.08	1.035
5. Q36	1007	1	5	4.07	1.192
6. Q30	1007	1	5	4.02	1.103
7. Q38	1007	1	5	4.01	.966
8. Q34	1007	1	5	3.99	1.141
9. Q50	1007	1	5	3.99	1.114
10. Q40	1007	1	5	3.97	1.126
11. Q19	1007	1	5	3.96	1.056
12. Q37	1007	1	5	3.96	1.285
13. Q26	1007	1	5	3.96	1.202
14. Q45	1007	1	5	3.92	1.281
15. Q32	1007	1	5	3.90	1.144
16. Q42	1007	1	5	3.86	1.197
17. Q48	1007	1	5	3.83	1.296
18. Q49	1007	1	5	3.82	1.081
19. Q27	1007	1	5	3.82	1.044
20. Q24	1007	1	5	3.79	1.240
21. Q18	1007	1	5	3.77	1.240
22. Q19	1007	1	5	3.76	1.244
23. Q29	1007	1	5	3.60	1.263
24. Q25	1007	1	5	3.54	1.307
25. Q39	1007	1	5	3.54	1.289
26. Q46	1007	1	5	3.49	1.291
27. Q22	1007	1	5	3.43	1.358
28. Q20	1007	1	5	3.42	1.313
29. Q21	1007	1	5	3.39	1.221
30. Q17	1007	1	5	3.35	1.339
31. Q47	1007	1	5	3.32	1.257
32. Q23	1007	1	5	3.10	1.315
33. Q43	1007	1	5	3.10	1.378
34. Q28	1007	1	5	3.09	1.362

Out of the top ten highest means for the Scott County Community Survey, all responses to the top ten items (Q30, Q31, Q33, Q34, Q35, Q36, Q38, Q40, Q41, and Q50) had means ranging from  $M = 3.97$  ( $SD = 1.126$ ) to  $M = 4.16$  ( $SD = 1.080$ ). All top ten responses to items are in agreement with sustainability efforts in towns located throughout Scott County, Iowa.

Out of the bottom lowest means for the Scott County Community Survey, ranging from  $M = 3.09$  ( $SD = 1.362$ ) to  $M = 3.54$  ( $SD = 1.289$ ), only Question 25 (Q25) was in agreement with sustainability efforts taken in towns located throughout Scott County, Iowa. The remaining bottom nine items (Q46, Q22, Q20, Q21, Q17, Q47, Q23, Q43, and Q28) were neutral with the sustainability efforts in towns located throughout Scott County, Iowa.

Overall, the comparison of means as a measure of central tendency illustrated that Scott County residents are in agreement with sustainability efforts for towns located throughout Scott County, Iowa. The strongest areas of agreement are for preserving woodlands and other natural features, providing local farmer's markets, and availability of recycling for homes and businesses. The most neutral areas of agreement are for access to information about gardening, requiring energy audits for home and businesses, and increasing outdoor lighting choices to reduce glare to allow for stargazing.

#### *Scott County Community Survey Factorial Analysis*

Factor Analysis was conducted for the Scott County Community Survey. Using SPSS software (version 18.0), the 34 items of the Positive and Negative Affect Scale (PANAS) (Watson, Clark, & Tellegen, 1988) were subjected to principal components analysis (PCA). Prior to performing PCA, the suitability of data for factor analysis was

assessed. Inspection of the correlation matrix revealed the presence of many coefficients of .3 and above. In Table 16 the Kaiser-Meyer-Olkin (KMO) value was .967, exceeding the recommended .6 (Kaiser, 1970, 1974) and Bartlett's Test of Sphericity (Bartlett, 1954) reached statistical significance, supporting the factorability of the correlation matrix.

Table 16

*Scott County Community Survey Factorial Analysis KMO and Bartlett's Test*

<i>KMO and Bartlett's Test</i>		
Kaiser-Meyer-Olkin Measure of		.967
Bartlett's Test of Sphericity	Approx. Chi-Square	23179.410
	<i>df</i>	561
	Sig.	.000

Principal components analysis revealed the presence of 5 components with eigenvalues exceeding 1, explaining 45.5%, 6.0%, 4.0%, 3.7%, and 3.1% of the variance respectively. An inspection of the screeplot in Figure 18 revealed a clear break after the second component. Using Catrell's (1966) scree test, it was decided to retain two components for further investigation. This was further supported by the results of Parallel Analysis, which showed only two components with eigenvalues exceeding the corresponding criterion values for a randomly generated data matrix of the same size (34 variables x 1007 respondents).

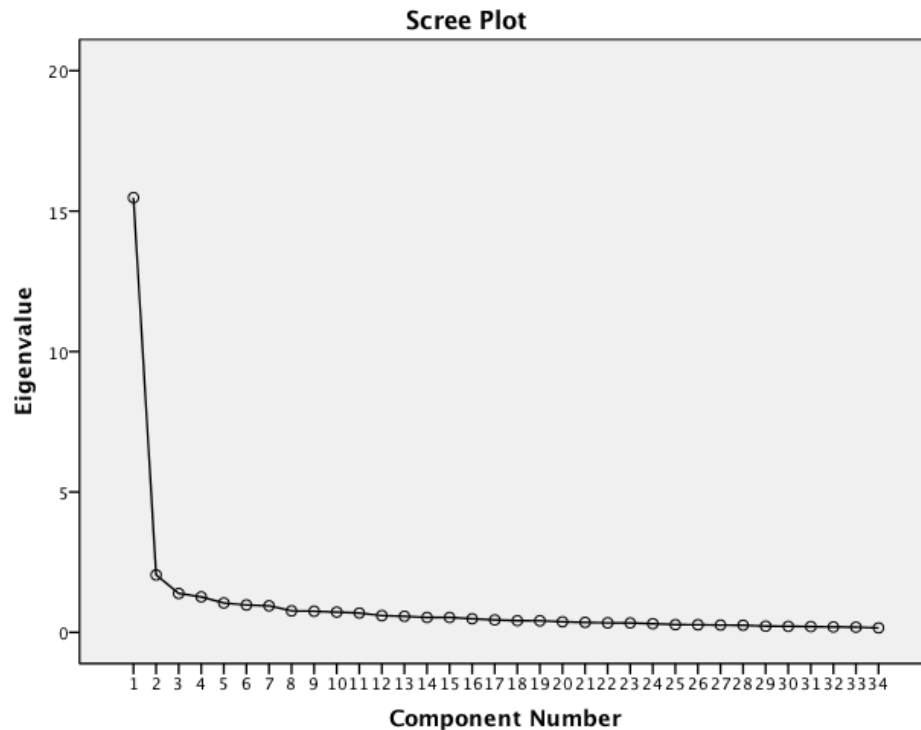


Figure 18. LeClaire Community Survey Factorial Analysis Screeplot

The two-component solution explained a total of 51.5% of the variance with Component 1 contributing 45.5% and Component 2 contributing 6.0%. To aid in the interpretation of this component, oblimin rotation was performed. The rotated solution revealed the presence of a simple structure (Thurstone, 1947) with both components showing a number of strong loadings and all variables loading substantially on only one component. The interpretation of the two components was consistent with previous research on the PANAS Scale, with positive affect items loading strongly on Component 1 and negative affect items loading strongly on Component 2. There was a strong correlation between the two factors ( $r = .399$ ). The results of this analysis support the use of the positive affect items and the negative affect items as separate scales, as suggested by the scale authors (Watson, Clark, & Tellegen, 1988).

### *Scott County Community Survey Independent-Samples *t*-Test Analysis For Residence*

An independent-samples *t*-test was conducted for zip code (residence) and Questions 17 through 34 (Q17 – Q34) in the Scott County Community Survey. This test was conducted to determine if differences in residency perceptions exist on revitalization and sustainability throughout Scott County, Iowa.

To check the reliability of the five point Likert scale used in the Scott County Community Survey, a Cronbach's alpha coefficient test was conducted. Cronbach's alpha was used to measure the internal consistency for the degree that items that make up the scale "hang together" (Pallant, 2010, p. 97). With numbers close to 1.00 being very good and numbers close to 0.00 representing poor internal consistency, reliability statistics resulted in a Cronbach's alpha of 0.806 suggesting very good internal consistency.

The independent-samples *t*-test comparing the mean score of residence group with 34 individual questions group found a significant difference between the means of the two groups in 14 of the 34 variables. A significant difference was found between the residence and the following variables:

- Q18) *Increasing access to active recreation activities (bike, lanes, trails, parks)* ( $t(1005) = 4.043, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.73, SD = 1.246$ ) than the mean of LeClaire, Iowa ( $M = 4.23, SD = 1.069$ ),
- Q21) *Reducing vehicle trips to alleviate traffic* ( $t(1005) = 2.144, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.37, SD = 1.237$ ) from the mean of LeClaire, Iowa ( $M = 3.62, SD = 1.014$ ),

- Q22) *Options for flexible work weeks, such as working from home or a managed work week* ( $t(1005) = 1.990, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.41, SD = 1.369$ ) than the mean of LeClaire, Iowa ( $M = 3.68, SD = 1.195$ ),
- Q28) *Increasing outdoor lighting choices that reduce glare and allow stargazing* ( $t(1005) = 2.006, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.06, SD = 1.361$ ) than the mean of LeClaire, Iowa ( $M = 3.38, SD = 1.348$ ),
- Q31) *Preserving woodlands, wetlands, wildlife habitats and natural features* ( $t(1005) = 2.009, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 4.14, SD = 1.809$ ) than the mean of LeClaire, Iowa ( $M = 4.39, SD = .953$ ),
- Q33) *Providing a local farmers' market or generating opportunities to purchase locally made goods* ( $t(1005) = -3.622, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 4.18, SD = .925$ ) from the mean of LeClaire, Iowa ( $M = 3.79, SD = 1.039$ ),
- Q38) *Growing new and existing businesses* ( $t(1005) = -2.880, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 4.04, SD = .952$ ) than the mean of LeClaire, Iowa ( $M = 3.72, SD = 1.080$ ),
- Q43) *Requiring energy audits for residential and commercial buildings* ( $t(1005) = 2.849, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.06, SD = 1.382$ ) than the mean of LeClaire, Iowa ( $M = 3.51, SD = 1.259$ ),

- Q44) *Making homes and businesses more energy efficient* ( $t(1005) = 2.285, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.73, SD = 1.255$ ) than the mean of LeClaire, Iowa ( $M = 4.02, SD = 1.088$ ),
- Q45) *Renewable energy should be used whenever possible* ( $t(1005) = 2.555, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.89, SD = 1.289$ ) from the mean of LeClaire, Iowa ( $M = 4.23, SD = 1.158$ ),
- Q46) *Spending more in order to protect the environment* ( $t(1005) = 2.752, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.46, SD = 1.990$ ) than the mean of LeClaire, Iowa ( $M = 3.82, SD = 1.101$ ),
- Q47) *Protecting sites of cultural importance, even if it impacts economic development* ( $t(1005) = 2.430, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.29, SD = 1.265$ ) than the mean of LeClaire, Iowa ( $M = 3.64, SD = 1.121$ ),
- Q48) *Reducing our dependency on fossil fuels* ( $t(1005) = 2.385, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.81, SD = 1.310$ ) than the mean of LeClaire, Iowa ( $M = 4.11, SD = 1.089$ ), and
- Q49) *Access to information about growing your own food, gardening and healthy foods* ( $t(1005) = 3.046, p < .05$ ), the mean of Scott County, Iowa towns was significantly lower ( $M = 3.80, SD = 1.087$ ) from the mean of LeClaire, Iowa ( $M = 4.13, SD = .953$ ).

An independent-samples *t*-test was calculated comparing the mean scores of the zip code group with age group as well as 34 individual questions group in the Scott County Community Survey. Differences found in results were *not* significant between the



means of the two groups in 20 of the 34 variables. No significant difference was found between the zip code group and the following variables:

- Q17) *An easy to find downtown* ( $t(1005) = -.739, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.36, SD = 1.346$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.24, SD = 1.253$ ),
- Q19) *Supporting a street system that is well connected* ( $t(1005) = -.635, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.97, SD = 1.058$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.89, SD = 1.030$ ),
- Q20) *Easily accessible public transportation and alternative forms of transportation* ( $t(1005) = .348, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.41, SD = 1.322$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.46, SD = 1.209$ ),
- Q23) *Access to information about growing your own food, gardening and healthy foods* ( $t(1005) = 1.464, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.08, SD = 1.325$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.30, SD = 1.183$ ),
- Q24) *Improving air quality through a reduction in emissions* ( $t(1005) = .984, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.77, SD = 1.240$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.91, SD = 1.239$ ),
- Q25) *Providing affordable housing for people of all income levels* ( $t(1005) = .562, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.54, SD = 1.309$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.62, SD = 1.283$ ),

- Q26) *Access to affordable physical and mental health care* ( $t(1005) = 1.720, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.96, SD = 1.200$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.91, SD = 1.239$ ),
- Q27) *Ability to participate in local development and policy decisions* ( $t(1005) = -1.539, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.83, SD = 1.041$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.65, SD = 1.070$ ),
- Q29) *Using tree canopy to reduce heat effects* ( $t(1005) = .880, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.59, SD = 1.269$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.72, SD = 1.200$ ),
- Q30) *Protecting agricultural lands* ( $t(1005) = -.161, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 4.02, SD = 1.103$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.00, SD = 1.111$ ),
- Q32) *Reducing storm water runoff into creeks and streams* ( $t(1005) = 1.619, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.88, SD = 1.147$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.10, SD = 1.096$ ),
- Q34) *Improving water quality for the community* ( $t(1005) = 1.464, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.98, SD = 1.150$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.17, SD = 1.028$ ),
- Q35) *Availability of recycling for local homes and businesses* ( $t(1005) = 1.220, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 4.08, SD = 1.093$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.23, SD = 1.022$ ), and

- Q36) *Relying more on clean energy (wind turbines, solar panels, geothermal, etc.)* ( $t(1005) = 1.375, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 4.06, SD = 1.191$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.24, SD = 1.202$ ),
- Q37) *Creating a diverse business environment (i.e. many types and sizes)* ( $t(1005) = 1.541, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.94, SD = 1.294$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.17, SD = 1.163$ ).
- Q39) *Creating “Green Jobs”* ( $t(1005) = 1.114, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.53, SD = 1.296$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.70, SD = 1.204$ ),
- Q40) *Minimizing the production of waste* ( $t(1005) = 1.015, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.96, SD = 1.124$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.10, SD = 1.151$ ),
- Q41) *Supporting locally owned businesses and downtown business districts* ( $t(1005) = .223, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 4.08, SD = 1.032$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.11, SD = 1.077$ ),
- Q42) *Incentives to use more energy efficient practices* ( $t(1005) = 1.386, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.85, SD = 1.198$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.04, SD = 1.181$ ), and

- Q50) *In general, how important is sustainability to you?* ( $t(1005) = .982, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.98, SD = 1.120$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.11, SD = 1.042$ ).

#### *Scott County Community Survey Independent-Samples $t$ -Test Effect Size For Residence*

The results obtained in the independent-samples  $t$ -test scores was unlikely to occur by chance in independent-sample  $t$ -tests for zip code (residence) and all questions and statements in the Scott County Community Survey. To help determine the magnitude of the intervention's effect, guidelines proposed by Cohen (1988) were used in Cohen's  $d$  (standard deviation units) analysis. For Cohen's  $d$  an effect size of 0.2 to 0.3 might be a "small" effect, around 0.5 a "medium" effect and 0.8 to infinity, a "large effect (but note that  $d$  might be larger than one) (D. Daake, personal communication, January 31, 2012).

The calculated effect sizes demonstrated the relative magnitude of the differences between means (Cohen's  $d$ ), or the total variance in the dependent variable that is predictable from knowledge of the levels of the independent variable (effect-size  $r$ ).

Moderate to large effects were found in questions and statements with significance while small to moderate effects were found in questions and statements with no significance.

Appendix K provides the calculated Cohen's  $d$  and effect-size  $r$  for residence with questions and statements found to have significance or no significance.

#### *LeClaire and Scott County Community Survey Independent-Samples $t$ -Test Results*

The independent-samples  $t$ -test assumed an equality of means and a significant result indicated the sample means are not equivalent to the population means. A result that is not significant would have meant there is not a significant difference between means. It also does not mean they are equal. With the presumption that the null

hypothesis is true, the researcher conducted the independent-sample  $t$ -test to see if the null could be rejected. Failing to reject the null hypotheses of no difference would simply mean there is not sufficient evidence that the null hypothesis is wrong. This also does not mean that it is right. There actually may be a difference somewhere based on the sample result such a difference has not been detected (Argyrous, 2010).

Looking at the independent-sample  $t$ -tests for zip code in both the LeClaire Community Survey and the Scott County Community Survey, the researcher rejected the null and accepted alternative *Hypothesis 1* that factors explored in this study have a direct and measureable effect on which communities will be successful in revitalization efforts.

Using SPSS software (version 18.0), an independent-samples  $t$ -test was conducted to compare the means of two samples randomly chosen from assigned groups for Questions 17 through 50 in the LeClaire Community Survey and corresponding Scott County Community Survey. The two groups LeClaire residents and visitors in the LeClaire Community Survey and LeClaire residents and other Scott County community residents in the Scott County Community Survey were compared. Both groups were independent of each other in both surveys. Randomness was achieved by volunteer participation in the surveys. While the independent-samples  $t$ -test is robust and can handle violations of the assumption of normal distributions, the scores were normally distributed in both surveys. The dependent variable was measured on the interval/ratio scale and the independent variable had only two discrete levels. The purpose of the independent-samples  $t$ -test was to analyze the data to see if there were statistically significant differences between the two surveys in the mean scores for residency in LeClaire, Iowa and communities throughout Scott County, Iowa (Argyrous, 2010).

Independent-samples *t*-tests for key questions 16 and 50 in the LeClaire Community Survey for residence are following in Table 17 through Table 20.

Table 17

*LeClaire Community Survey group statistics results for residence – Q16.*

<i>Group Statistics</i>					
	Zip Code	<i>n</i>	Mean	Std. Deviation	Std. Error Mean
Q16. In general, how important is downtown revitalization to you?	LeClaire	212	4.45	.792	.054
	Other	150	4.51	.588	.048

Table 18

*LeClaire Community Survey independent-samples t-test results for residence – Q16.*

Independent Samples Test											
		Levene's Test for Equality of Variances		t-test for Equality of Means							
								95% Std. Confidence			
						Sig. (2- tailed)		Mean Differ ence		Interval of the Difference	
		F	Sig.	t	df					Lower	Upper
Q16. In general, how important is	Equal variances assumed	6.175	.013	-.768	360	.443		-.059	.076	-.209	.091
downtown revitalization to you?	Equal variances not assumed			-.807	359.165	.420		-.059	.073	-.201	.084

Table 19

*LeClaire Community Survey group statistics results for residence – Q50.*

<i>Group Statistics</i>					
		Zip Code	<i>n</i>	Mean	Std. Error
				Deviation	Mean
Q50. In general, how important is sustainability to you?	LeClaire	212	4.33	.718	.049
	Other	150	4.17	.847	.069

Table 20

*LeClaire Community Survey independent-samples t-test results for residence – Q50.*

<i>Independent Samples Test</i>										
		Levene's Test for Equality of Variances		<i>t</i> -test for Equality of Means						
						Sig. (2- taile d)	Mean Differ ence	Std. Error Diffe rence	95% Confidence Interval of the Difference	
		<i>F</i>	Sig.	<i>t</i>	<i>df</i>				Lower	Upper
Q50.	Equal	2.425	.120	1.980	360	.048	.164	.083	.001	.326
In	varian									
genera	ces									
l, how	assum									
import	ed									
ant is	Equal			1.925	286.863	.055	.164	.085	-.004	.331
sustain	varian									
ability	ces									
to	not									
you?	assum									
	ed									

Various analysis of *Research Question 1*, “Did certain factors indicate if LeClaire, Iowa was going to be successful in its revitalization efforts?” revealed factors of gender, age, and residence have an impact on support for revitalization and sustainability in small towns. This resulted in the researcher rejecting the null and accepting alternative *Hypothesis 1* that factors explored in this study have a direct and measureable effect on which communities will be successful in revitalization efforts.

To derive conclusions from research, analysis was conducted using parametric inferential statistics for the LeClaire Community Survey and the Scott County



Community Survey. This allowed the researcher to draw inferences about populations based on samples in the LeClaire Community Survey and the Scott County Community Survey. The researcher assumed the shape of the distributions of population samples mirrored a traditional bell curve. Using SPSS software (version 18.0), the researcher determined the exact alpha level associated with a value of the test statistic to determine whether or not to reject the null hypothesis.

The output section labeled *Sig.* (aka *p* or *alpha*) in tests indicated the likelihood of making a Type 1 error in which the researcher would obtain a probability that the null hypothesis it was actually true. A value of .05 or less indicated a low probability, such as 5 or less in 100, that the researcher should reject the null hypothesis when assuming an alpha level of .05. Any value greater than .05 would have indicated that the researcher should fail to reject the null hypothesis (Cronk, 2008). In other words, the null hypothesis was rejected when *Sig.* was equal or smaller than .05, and the researcher failed to reject the null hypothesis if the output is larger than .05 (D. Daake, personal communication, January 31, 2012). In the case study of LeClaire, the researcher found that the difference was statistically significant and rejected the null hypothesis that leadership had no effect on which communities will be successful in revitalization efforts. Results may have been obtained merely because chance errors associated with random sampling created observed differences that the null hypothesis asserts.

#### *Scott County Community Survey One-Way ANOVA*

A one-way between-groups analysis of variance (ANOVA) was conducted to explore differences of age perceptions on the 34-item Likert scale questions concerning revitalization and sustainability in the Scott County Community Survey. The researcher's

concerns included the impact of an aging population, baby boomers (60 yrs and above), and younger generation perceptions of living in small towns throughout Scott County, Iowa on survey results.

To check the reliability of the five point Likert scale used in the Scott County Community Survey, a Cronbach's alpha coefficient test was conducted. Cronbach's alpha was used to measure the internal consistency for the degree that items that make up the scale "hang together" (Pallant, 2010, p. 97). With numbers close to 1.00 being very good and numbers close to 0.00 representing poor internal consistency, reliability statistics resulted in a Cronbach's alpha of 0.960 suggesting very good internal consistency.

In the one-way between-groups analysis of variance (ANOVA) test, participants were divided into three groups according to their age (Group 1: 44 yrs or less; Group 2: 45 to 59 yrs; Group 3: 60 yrs and above). Cohen's (1992) suggestions for effect sizes for  $F$  where 0.1 = small effect, 0.25 = medium effect, and 0.4 = large effect were used to gauge the strength of the association between predictors and the dependent variables. There was a statistically significant difference at the  $p < .05$  levels for 22 out of the 34-item Likert scale questions in the Scott County Community Survey for the three age groups found in the following:

- Q17) *Walking access (1/2 mile or less) to goods and services, such as shopping, transit, and schools.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 9.001, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .018. Post-hoc comparisons using the Bonferroni test

indicated that the mean score for Group 3 ( $M = 3.02$ ,  $SD = 1.382$ ) was significantly different from Group 1 ( $M = 3.43$ ,  $SD = 1.305$ ) and Group 2 ( $M = 3.46$ ,  $SD = 1.321$ ). Group 1 and Group 2 did not differ significantly from each other.

- Q18) *Increasing access to active recreation activities (bike lanes, trails, and parks)*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 23.735$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .045. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.28$ ,  $SD = 1.314$ ) was significantly different from Group 1 ( $M = 3.95$ ,  $SD = 1.158$ ) and Group 2 ( $M = 3.86$ ,  $SD = 1.207$ ). Group 1 and Group 2 did not differ significantly from each other.
- Q19) *Supporting a street system that is well connected*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 4.410$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .009. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 2 ( $M = 4.05$ ,  $SD = 1.022$ ) was significantly different from Group 3 ( $M = 3.42$ ,  $SD = 1.337$ ). Group 1 ( $M = 3.97$ ,  $SD = 1.032$ ) did not differ significantly from either Group 2 or 3.

- Q22) *Options for flexible work weeks, such as working from home or a managed work week.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 26.038, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .049. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 2.88, SD = 1.414$ ) was significantly different from Group 1 ( $M = 3.66, SD = 1.280$ ) and Group 2 ( $M = 3.50, SD = 1.319$ ). Group 1 did not differ significantly from Group 2.
- Q23) *Access to information about growing your own food, gardening and healthy foods.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 9.353, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .018. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 2.79, SD = 1.361$ ) was significantly different from Group 1 ( $M = 3.26, SD = 1.284$ ) and Group 2 ( $M = 3.12, SD = 1.291$ ). Group 1 did not differ significantly from Group 2.
- Q27) *Ability to participate in local development and policy decisions.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 8.176, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta

squared, was .016. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 4.04$ ,  $SD = 1.028$ ) was significantly different from Group 1 ( $M = 3.69$ ,  $SD = 1.076$ ) and Group 2 ( $M = 3.82$ ,  $SD = .998$ ). Group 1 did not differ significantly from Group 2.

- Q29) *Using tree canopy to reduce heat effects*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 3.663$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1988, pp. 284-287). The effect size, calculated eta squared, was .007. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 2 ( $M = 3.72$ ,  $SD = 1.213$ ) was significantly different from Group 3 ( $M = 3.44$ ,  $SD = 1.368$ ). Group 1 ( $M = 3.58$ ,  $SD = 1.240$ ) did not differ significantly from either Group 2 or Group 3.
- Q32) *Reducing storm water runoff into creeks and streams*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 3.663$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .009. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 3.80$ ,  $SD = 1.141$ ) was significantly different from Group 2 ( $M = 4.04$ ,  $SD = 1.064$ ). Group 3 ( $M = 3.86$ ,  $SD = 1.144$ ) did not differ significantly from either Group 1 or Group 2.

- Q34) *Improving water quality for the community*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 9.670, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .019. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.70, SD = 1.262$ ) was significantly different from Group 1 ( $M = 3.58, SD = 1.240$ ) and Group 2 ( $M = 4.08, SD = 1.095$ ). Group 1 did not differ significantly from Group 2.
- Q35) *Availability of recycling for local homes and businesses*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 9.670, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .009. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.90, SD = 1.261$ ) was significantly different from Group 1 ( $M = 4.13, SD = 1.019$ ) and Group 2 ( $M = 4.17, SD = 1.035$ ). Group 1 did not differ significantly from Group 2.
- Q36) *Relying more on clean energy (wind turbines, solar panels, geothermal, etc.)*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 5.689, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size,

calculated eta squared, was .011. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.83$ ,  $SD = 1.347$ ) was significantly different from Group 1 ( $M = 4.14$ ,  $SD = 1.133$ ) and Group 2 ( $M = 4.13$ ,  $SD = 1.141$ ). Group 1 did not differ significantly from Group 2.

- Q37) *Creating a diverse business environment (i.e.- many types and sizes)*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 4.048$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .008. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 3.70$ ,  $SD = 1.262$ ) was significantly different from Group 3 ( $M = 3.58$ ,  $SD = 1.240$ ). Group 2 ( $M = 4.08$ ,  $SD = 1.095$ ) did not differ significantly from either Group 1 or Group 3.
- Q39) *Creating “Green Jobs”*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 9.670$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .012. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.28$ ,  $SD = 1.371$ ) was significantly different from Group 1 ( $M = 3.64$ ,  $SD = 1.211$ ) and Group 2 ( $M = 3.60$ ,  $SD = 1.303$ ). Group 1 did not differ significantly from Group 2.
- Q40) *Minimizing the production of waste*. There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the

three age groups ( $F(2, 1004) = 3.996, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .008. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 2 ( $M = 4.05, SD = 1.098$ ) was significantly different from Group 3 ( $M = 3.79, SD = 1.126$ ). Group 1 ( $M = 4.01, SD = 1.110$ ) did not differ significantly from either Group 2 or Group 3.

- Q41) *Supporting locally owned businesses and downtown business districts.*

There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 4.097, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .008. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.91, SD = 1.113$ ) was significantly different from Group 1 ( $M = 4.14, SD = .985$ ) and Group 2 ( $M = 4.13, SD = 1.018$ ). Group 1 did not differ significantly from Group 2.

- Q42) *Incentives to use more energy efficient practices.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 6.064, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .012. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.62, SD = 1.293$ ) was significantly different from Group 1 ( $M = 3.90, SD =$



1.145) and Group 2 ( $M = 3.96$ ,  $SD = 1.180$ ). Group 1 did not differ significantly from Group 2.

- Q43) *Requiring energy audits for residential and commercial buildings.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 5.280$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .010. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 3.22$ ,  $SD = 1.340$ ) was significantly different from Group 3 ( $M = 2.85$ ,  $SD = 1.390$ ). Group 2 ( $M = 3.12$ ,  $SD = 1.395$ ) did not differ significantly from Group 1 or Group 3.
- Q45) *Renewable energy should be used whenever possible.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 5.412$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .011. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.68$ ,  $SD = 1.431$ ) was significantly different from Group 1 ( $M = 4.02$ ,  $SD = 1.186$ ) and Group 2 ( $M = 3.94$ ,  $SD = 1.271$ ). Group 1 did not differ significantly from Group 2.
- Q46) *Spending more in order to protect the environment.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 4.272$ ,  $p < .05$ ). Despite reaching statistical

significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .008. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 1 ( $M = 3.59$ ,  $SD = 1.222$ ) was significantly different from Group 3 ( $M = 3.28$ ,  $SD = 1.403$ ). Group 2 ( $M = 3.51$ ,  $SD = 1.284$ ) did not differ significantly from either Group 1 or Group 3.

- Q47) *Protecting sites of cultural importance, even if it impacts economic development.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 4.304$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .009. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.10$ ,  $SD = 1.354$ ) was significantly different from Group 1 ( $M = 3.40$ ,  $SD = 1.250$ ) and Group 2 ( $M = 3.36$ ,  $SD = 1.192$ ). Group 1 did not differ significantly from Group 2.
- Q48) *Reducing our dependency on fossil fuels.* There was a statistically significant difference at the  $p < .05$  level in the Scott County Community Survey for the three age groups ( $F(2, 1004) = 5.043$ ,  $p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was small (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .010. Post-hoc comparisons using the Bonferroni test indicated that the mean score for Group 3 ( $M = 3.59$ ,  $SD = 1.495$ ) was significantly different from Group 1 ( $M = 3.92$ ,  $SD =$

1.181) and Group 2 ( $M = 3.87$ ,  $SD = 1.274$ ). Group 1 did not differ significantly from Group 2.

A one-way between-groups analysis of variance (ANOVA) was then calculated to explore the impact of age on the 34 item Likert scale questions concerning revitalization and sustainability in the Scott County Community Survey. Participants were divided into three groups according to their age (Group 1: 44 yrs or less; Group 2: 45 to 59 yrs; Group 3: 60 yrs and above). Differences found in results were *not* significant at the  $p > .05$  level for 12 out of the 34 item Likert scale questions in the Scott County Community Survey for the three age groups found in the following:

- Q20) *Easily accessible public transportation and alternative forms of transportation.* There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 2.822$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.31$ ,  $SD = 1.311$ ), Group 2 ( $M = 3.53$ ,  $SD = 1.294$ ), and Group 3 ( $M = 3.42$ ,  $SD = 1.337$ ).
- Q21) *Reducing vehicle trips to alleviate traffic.* There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 1.243$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.39$ ,  $SD = 1.198$ ), Group 2 ( $M = 3.44$ ,  $SD = 1.215$ ), and Group 3 ( $M = 3.28$ ,  $SD = 1.273$ ).
- Q24) *Improving air quality through a reduction in emissions.* There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 1.168$ ,  $p > .05$ ). The age

groups did not differ significantly in their response with Group 1 ( $M = 3.84$ ,  $SD = 1.237$ ), Group 2 ( $M = 3.78$ ,  $SD = 1.186$ ), and Group 3 ( $M = 3.69$ ,  $SD = 1.333$ ).

- Q25) *Providing affordable housing for people of all income levels.* There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 2.1.939$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.58$ ,  $SD = 1.266$ ), Group 2 ( $M = 3.59$ ,  $SD = 1.316$ ), and Group 3 ( $M = 3.39$ ,  $SD = 1.358$ ).
- Q26) *Access to affordable physical and mental health care.* There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = .636$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.96$ ,  $SD = 1.212$ ), Group 2 ( $M = 4.00$ ,  $SD = 1.159$ ), and Group 3 ( $M = 3.89$ ,  $SD = 1.257$ ).
- Q28) *Increasing outdoor lighting choices that reduce glare and allow stargazing.* There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 2.654$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.16$ ,  $SD = 1.327$ ), Group 2 ( $M = 3.13$ ,  $SD = 1.345$ ), and Group 3 ( $M = 2.91$ ,  $SD = 1.441$ ).
- Q30) *Protecting agricultural lands.* There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = .702$ ,  $p > .05$ ). The age groups did not differ significantly in

their response with Group 1 ( $M = 3.97$ ,  $SD = 1.094$ ), Group 2 ( $M = 4.07$ ,  $SD = 1.086$ ), and Group 3 ( $M = 4.02$ ,  $SD = 1.150$ ).

- Q31) *Preserving woodlands, wetlands, wildlife habitats and other natural features*. There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 1.273$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.15$ ,  $SD = 1.080$ ), Group 2 ( $M = 4.22$ ,  $SD = 1.037$ ), and Group 3 ( $M = 4.08$ ,  $SD = 1.148$ ).
- Q33) *Providing a local farmers' market or generating other opportunities to purchase locally made goods*. There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 1.060$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.16$ ,  $SD = .915$ ), Group 2 ( $M = 4.19$ ,  $SD = .943$ ), and Group 3 ( $M = 4.08$ ,  $SD = .979$ ).
- Q38) *Growing new and existing businesses*. There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 2.558$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.95$ ,  $SD = .947$ ), Group 2 ( $M = 4.10$ ,  $SD = .968$ ), and Group 3 ( $M = 3.98$ ,  $SD = .991$ ).
- Q44) *Making homes and businesses more energy efficient*. There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 2.786$ ,  $p > .05$ ). The age

groups did not differ significantly in their response with Group 1 ( $M = 3.81$ ,  $SD = 1.203$ ), Group 2 ( $M = 3.78$ ,  $SD = 1.255$ ), and Group 3 ( $M = 3.62$ ,  $SD = 1.293$ ).

- Q49) *Promoting the importance of volunteers in the community*. There was no statistical difference at the  $p > .05$  level was found in the Scott County Community Survey for the three age groups ( $F(2, 359) = 1.159$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 3.88$ ,  $SD = 1.032$ ), Group 2 ( $M = 3.81$ ,  $SD = 1.087$ ), and Group 3 ( $M = 3.75$ ,  $SD = 1.153$ ).

### *Hypothesis 2*

*Research Question 2:* Were the revitalization efforts of LeClaire, Iowa successful?

The second research question expanded on the first research question in which leadership factors were explored in their effect on downtown revitalization and community sustainability efforts. The researcher hypothesized that many factors interacted in a positive or negative manner in leadership and stakeholder's efforts in affecting outcomes for revitalization and sustainability. In other words, "Do leaders and their constituents have a direct and measureable effect on whether efforts will be successful?"

Because seemingly multiple factors are interrelated, a systems approach that identifies the myriad of multiple leaders and stakeholders involved in revitalization and sustainability processes may be useful in exploring and identifying to remedy current difficulties in proceeding with Phase Two of the LeClaire Downtown Revitalization Plan.

### *LeClaire Business Survey Independent-Samples t-Test For Gender*

An independent-samples *t*-test was conducted for gender and 24 questions in the LeClaire Business Survey. The two groups are independent of each other and the observations were independent as well. The scores were normally distributed and the dependent variables were measured on a ratio scale while the independent variable was measured on a nominal scale with only two discrete variables. The test was conducted to determine if gender differences exist in perceptions of business operations in LeClaire.

To check the reliability of the five point Likert scale used in the LeClaire Business Survey, a Cronbach's alpha coefficient test was conducted. Cronbach's alpha was used to measure the internal consistency for the degree that items that make up the scale "hang together" (Pallant, 2010, p. 97). Reliability statistics resulted in a Cronbach's alpha of 0.806 suggesting very good internal consistency.

The independent-samples *t*-test for gender was calculated comparing the mean scores of the gender and 24 individual questions group. Differences found in results were *not* significant between the means of the gender groups and all 24 variables. No significant difference was found between the following variables:

- Q1) *Parking is accessible and available for my customers.* ( $t(29) = .160, p > .05$ ), the mean of males ( $M = 4.07, SD = .829$ ) was not significantly different from the mean of females ( $M = 4.12, SD = .781$ ),
- Q2) *LeClaire is a safe place during the day.* ( $t(29) = -.346, p > .05$ ), the mean of males ( $M = 4.79, SD = .579$ ) was not significantly different from the mean of females ( $M = 4.71, SD = .686$ ),

- Q3) *LeClaire is a safe place after dark.* ( $t(29) = -1.355, p > .05$ ), the mean of males ( $M = 4.64, SD = .633$ ) was not significantly different from the mean of females ( $M = 4.29, SD = .772$ ),
- Q4) *Shoplifting and/or vandalism are problems for my business.* ( $t(29) = .745, p > .05$ ), the mean of males ( $M = 1.64, SD = .745$ ) was not significantly different from the mean of females ( $M = 1.88, SD = .993$ ),
- Q5) *In general, LeClaire is clean and well maintained.* ( $t(29) = -.865, p > .05$ ), the mean of males ( $M = 3.93, SD = .475$ ) was not significantly different from the mean of females ( $M = 3.76, SD = .562$ ),
- Q6) *The city's business services (licensing, permits, etc.) are efficient and professional.* ( $t(29) = .384, p > .05$ ), the mean of males ( $M = 3.79, SD = .699$ ) was not significantly different from the mean of females ( $M = 3.88, SD = .697$ ),
- Q7) *I plan to expand my LeClaire business within the next year.* ( $t(29) = .299, p > .05$ ), the mean of males ( $M = 3.21, SD = .802$ ) was not significantly different from the mean of females ( $M = 3.29, SD = .686$ ),
- Q8) *I plan to close or relocate my business within the next year.* ( $t(29) = .843, p > .05$ ), the mean of males ( $M = 1.57, SD = .756$ ) was not significantly different from the mean of females ( $M = 1.82, SD = .883$ ),
- Q9) *I would recommend LeClaire to other entrepreneurs.* ( $t(29) = -.111, p > .05$ ), the mean of males ( $M = 4.50, SD = .650$ ) was not significantly different from the mean of females ( $M = 4.47, SD = .800$ ),
- Q10) *Which, if any of the following workshops would you attend if offered: customer relations.* ( $t(29) = -.386, p > .05$ ), the mean of males ( $M = 1.71, SD =$



.469) was not significantly different from the mean of females ( $M = 1.65$ ,  $SD = .493$ ),

- Q11) Which, if any of the following workshops would you attend if offered: *storefront design/window displays*. ( $t(29) = -.245$ ,  $p > .05$ ), the mean of males ( $M = 1.86$ ,  $SD = .363$ ) was not significantly different from the mean of females ( $M = 1.82$ ,  $SD = .393$ ),
- Q12) Which, if any of the following workshops would you attend if offered: *The internet and business*. ( $t(29) = -.226$ ,  $p > .05$ ), the mean of males ( $M = 1.57$ ,  $SD = .514$ ) was not significantly different from the mean of females ( $M = 1.53$ ,  $SD = .514$ ),
- Q13) Which, if any of the following workshops would you attend if offered: *Healthcare options for small business*. ( $t(29) = -1.011$ ,  $p > .05$ ), the mean of males ( $M = 1.86$ ,  $SD = .363$ ) was not significantly different from the mean of females ( $M = 1.71$ ,  $SD = .470$ ),
- Q14) Which, if any of the following workshops would you attend if offered: *Marketing your business*. ( $t(29) = .808$ ,  $p > .05$ ), the mean of males ( $M = 1.50$ ,  $SD = .519$ ) was not significantly different from the mean of females ( $M = 1.65$ ,  $SD = .493$ ),
- Q15) Which, if any of the following workshops would you attend if offered: *Finance 101 for retailers*. ( $t(29) = -1.282$ ,  $p > .05$ ), the mean of males ( $M = 1.93$ ,  $SD = .267$ ) was not significantly different from the mean of females ( $M = 1.76$ ,  $SD = .437$ ),

- Q16) Which, if any of the following workshops would you attend if offered:  
*Developing a business plan.* ( $t(29) = -.135, p > .05$ ), the mean of males ( $M = 1.79, SD = .426$ ) was not significantly different from the mean of females ( $M = 1.76, SD = .437$ ),
- Q17) Which, if any of the following workshops would you attend if offered:  
*Dealing with the seasonal business cycle.* ( $t(29) = -.631, p > .05$ ), the mean of males ( $M = 1.86, SD = .363$ ) was not significantly different from the mean of females ( $M = 1.76, SD = .437$ ),
- Q18) Which, if any of the following workshops would you attend if offered:  
*Financing options.* ( $t(29) = -.631, p > .05$ ), the mean of males ( $M = 1.86, SD = .363$ ) was not significantly different from the mean of females ( $M = 1.76, SD = .437$ ),
- Q19) Which, if any of the following workshops would you attend if offered:  
*Tapping into downtown neighborhoods.* ( $t(29) = -1.656, p > .05$ ), the mean of males ( $M = 1.93, SD = .267$ ) was not significantly different from the mean of females ( $M = 1.71, SD = .470$ ),
- Q20) Which, if any of the following workshops would you attend if offered: *Tax information.* ( $t(29) = .309, p > .05$ ), the mean of males ( $M = 1.71, SD = .469$ ) was not significantly different from the mean of females ( $M = 1.76, SD = .437$ ),
- Q21) Which, if any of the following workshops would you attend if offered:  
*Computers and your business.* ( $t(29) = -.050, p > .05$ ), the mean of males ( $M = 1.71, SD = .469$ ) was not significantly different from the mean of females ( $M = 1.71, SD = .470$ ),

- Q22) *Which, if any of the following workshops would you attend if offered: Other.* ( $t(29) = -1.461, p > .05$ ), the mean of males ( $M = 2.00, SD = .000$ ) was not significantly different from the mean of females ( $M = 1.88, SD = .332$ ),
- Q23) *Biggest impediments to business success in LeClaire.* ( $t(29) = .076, p > .05$ ), the mean of males ( $M = 4.50, SD = 1.092$ ) was not significantly different from the mean of females ( $M = 4.53, SD = 1.068$ ), and
- Q24) *Biggest facilitators of business success in LeClaire.* ( $t(29) = -.019, p > .05$ ), the mean of males ( $M = 3.71, SD = 1.326$ ) was not significantly different from the mean of females ( $M = 3.71, SD = 1.105$ ).

#### *LeClaire Business Survey Independent-Samples t-Test Effect Size For Gender*

The results obtained in the independent-samples *t*-test scores were unlikely to occur by chance in independent-sample *t*-tests for residence and all questions and statements in the LeClaire Business Survey. To help determine the magnitude of the intervention's effect, guidelines proposed by Cohen (1988) were used in Cohen's *d* (standard deviation units) analysis. For Cohen's *d* an effect size of 0.2 to 0.3 might be a "small" effect, around 0.5 a "medium" effect and 0.8 to infinity, a "large effect (but note that *d* might be larger than one) (D. Daake, personal communication, January 31, 2012). The calculated effect sizes demonstrated the relative magnitude of the differences between means (Cohen's *d*), or the total variance in the dependent variable that is predictable from knowledge of the levels of the independent variable (effect-size *r*). Moderate to large effects were found in questions and statements with significance while small to moderate effects were found in questions and statements with no significance.

Appendix L provides the calculated Cohen's  $d$  and effect-size  $r$  for gender with questions and statements found to have significance or no significance.

#### *LeClaire Business Survey Independent-Samples $t$ -Test For Residence*

An independent-samples  $t$ -test was conducted for zip code (residence) and 30 questions in the LeClaire Business Survey. This test was conducted to discover any differences in residence business ownership perceptions in revitalization or sustainability efforts. Many business owners in LeClaire live in nearby communities and possible differences in perceptions based on residency when conducting business in LeClaire were tested.

To check the reliability of the five point Likert scale used in the LeClaire Business Survey, a Cronbach's alpha coefficient test was conducted. Cronbach's alpha was used to measure the internal consistency for the degree that items that make up the scale "hang together" (Pallant, 2010, p. 97). With numbers close to 1.00 being very good and numbers close to 0.00 representing poor internal consistency, reliability statistics resulted in a Cronbach's alpha of 0.806 suggesting very good internal consistency.

An independent-samples  $t$ -test comparing the mean score of zip code group with 24 individual questions group found a significant difference between the means of the two groups in 8 of the 24 variables. A significant difference was found between zip codes and the following variables:

- Q3) *LeClaire is a safe place after dark.* ( $t(23) = -4.357, p < .05$ ), the mean of Scott County, Iowa towns was significantly higher ( $M = 5.00, SD = 0.000$ ) to the mean of LeClaire, Iowa ( $M = 4.39, SD = .737$ ),

- Q10) Which, if any, of the following workshops would you attend if offered:  
*Customer relations?* ( $t(23) = -3.873, p < .05$ ), the mean of Scott County, Iowa towns was significantly higher ( $M = 2.00, SD = 0.000$ ) to the mean of LeClaire, Iowa ( $M = 1.64, SD = .488$ ),
- Q12) Which, if any, of the following workshops would you attend if offered: *The internet and business?* ( $t(23) = -5.196, p < .05$ ), the mean of Scott County, Iowa towns was significantly higher ( $M = 2.00, SD = 0.000$ ) to the mean of LeClaire, Iowa ( $M = 1.50, SD = .509$ ),
- Q13) Which, if any, of the following workshops would you attend if offered:  
*Healthcare options for small business?* ( $t(23) = -3.000, p < .05$ ), the mean of Scott County, Iowa towns was significantly higher ( $M = 2.00, SD = 0.000$ ) to the mean of LeClaire, Iowa ( $M = 1.75, SD = .441$ ),
- Q18) Which, if any, of the following workshops would you attend if offered:  
*Financing options?* ( $t(23) = -2.714, p < .05$ ), the mean of Scott County, Iowa towns was significantly higher ( $M = 2.00, SD = 0.000$ ) to the mean of LeClaire, Iowa ( $M = 1.79, SD = .418$ ),
- Q19) Which, if any, of the following workshops would you attend if offered:  
*Tapping into downtown neighborhoods?* ( $t(23) = -2.714, p < .05$ ), the mean of Scott County, Iowa towns was significantly higher ( $M = 2.00, SD = 0.000$ ) to the mean of LeClaire, Iowa ( $M = 1.79, SD = .418$ ),
- Q20) Which, if any, of the following workshops would you attend if offered: *Tax information?* ( $t(23) = -3.286, p < .05$ ), the mean of Scott County, Iowa towns was

significantly higher ( $M = 2.00$ ,  $SD = 0.000$ ) to the mean of LeClaire, Iowa ( $M = 1.79$ ,  $SD = .418$ ),

- Q21) *Which, if any, of the following workshops would you attend if offered: Computers and your business?* ( $t(23) = -3.576$ ,  $p < .05$ ), the mean of Scott County, Iowa towns was significantly higher ( $M = 2.00$ ,  $SD = 0.000$ ) to the mean of LeClaire, Iowa ( $M = 1.68$ ,  $SD = .476$ ),

An independent-samples  $t$ -test was calculated comparing the mean scores of the zip code group with age group as well as 24 individual questions group in the LeClaire Business Survey. Differences found in results were not significant between the means of the two groups in 16 of the 24 variables. No significant difference was found between the zip code group and the following variables:

- Q1) *Parking is accessible and available for my customers.* ( $t(23) = 1.829$ ,  $p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.336$ ,  $SD = 1.155$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.18$ ,  $SD = 0.723$ ),
- Q2) *LeClaire is a safe place during the day.* ( $t(23) = -.740$ ,  $p > .05$ ), the mean of Scott County, Iowa towns ( $M = 5.00$ ,  $SD = 0.000$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.71$ ,  $SD = 0.659$ ),
- Q4) *Shoplifting and/or vandalism are problems for my business.* ( $t(23) = .907$ ,  $p > .05$ ), the mean of Scott County, Iowa towns ( $M = 1.33$ ,  $SD = 0.577$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 1.82$ ,  $SD = .905$ ),
- Q5) *In general, LeClaire is clean and well maintained.* ( $t(23) = -.556$ ,  $p > .05$ ), the mean of Scott County, Iowa towns ( $M = 4.00$ ,  $SD = 0.000$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.82$ ,  $SD = 0.548$ ),

- Q6) *The city's business services (licensing, permits, etc.) are efficient and professional.* ( $t(23) = -1.327, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 4.33, SD = 0.577$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.79, SD = 0.686$ ),
- Q7) *I plan to expand my LeClaire business within the next year.* ( $t(23) = -1.939, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 4.00, SD = 0.000$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.18, SD = 0.723$ ),
- Q8) *I plan to close or relocate my business within the next year.* ( $t(23) = .094, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 1.67, SD = 0.577$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 1.71, SD = 0.854$ ),
- Q9) *I would recommend LeClaire to other entrepreneurs.* ( $t(23) = -.454, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 4.67, SD = 0.577$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.46, SD = 0.577$ ),
- Q11) *Which, if any, of the following workshops would you attend if offered: Storefront design/Window displays?* ( $t(23) = .834, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 1.67, SD = 0.577$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 1.86, SD = 0.356$ ),
- Q14) *Which, if any, of the following workshops would you attend if offered: Marketing your business?* ( $t(23) = .392, p > .05$ ), the mean of Scott County, Iowa towns ( $M = 1.67, SD = 0.577$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 1.57, SD = 0.504$ ),
- Q15) *Which, if any, of the following workshops would you attend if offered: Finance 101 for retailers?* ( $t(23) = -.781, p > .05$ ), the mean of Scott County,

Iowa towns ( $M = 2.00$ ,  $SD = 0.000$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 1.82$ ,  $SD = 0.390$ ),

- Q16) *Which, if any, of the following workshops would you attend if offered:*  
*Developing a business plan?* ( $t(23) = .458$ ,  $p > .05$ ), the mean of Scott County, Iowa towns ( $M = 1.67$ ,  $SD = 0.577$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 1.79$ ,  $SD = 0.418$ ),
- Q17) *Which, if any, of the following workshops would you attend if offered:*  
*Dealing with the seasonal business cycle?* ( $t(23) = .628$ ,  $p > .05$ ), the mean of Scott County, Iowa towns ( $M = 1.67$ ,  $SD = 0.577$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 1.82$ ,  $SD = 0.390$ ),
- Q22) *Which, if any, of the following workshops would you attend if offered:*  
*Other?* ( $t(23) = -.465$ ,  $p > .05$ ), the mean of Scott County, Iowa towns ( $M = 2.00$ ,  $SD = 0.000$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 1.93$ ,  $SD = 0.262$ ),
- Q23) *Biggest impediments to business success in LeClaire?* ( $t(23) = .884$ ,  $p > .05$ ), the mean of Scott County, Iowa towns ( $M = 4.00$ ,  $SD = 1.732$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 4.57$ ,  $SD = 0.997$ ), and
- Q24) *Biggest facilitators of business success in LeClaire?* ( $t(23) = 1.092$ ,  $p > .05$ ), the mean of Scott County, Iowa towns ( $M = 3.00$ ,  $SD = 1.732$ ) was not significantly different from the mean of LeClaire, Iowa ( $M = 3.79$ ,  $SD = 1.134$ ).



### *LeClaire Business Survey Independent-Samples $t$ -Test Effect Size For Residence*

The results obtained in the independent-samples  $t$ -test scores were unlikely to occur by chance in independent-sample  $t$ -tests for residence and all questions and statements in the LeClaire Business Survey. To help determine the magnitude of the intervention's effect, guidelines proposed by Cohen (1988) were used in Cohen's  $d$  (standard deviation units) analysis. For Cohen's  $d$  an effect size of 0.2 to 0.3 might be a "small" effect, around 0.5 a "medium" effect and 0.8 to infinity, a "large effect (but note that  $d$  might be larger than one) (D. Daake, personal communication, January 31, 2012). The calculated effect sizes demonstrated the relative magnitude of the differences between means (Cohen's  $d$ ), or the total variance in the dependent variable that is predictable from knowledge of the levels of the independent variable (effect-size  $r$ ). Moderate to large effects were found in questions and statements with significance while small to moderate effects were found in questions and statements with no significance. Appendix M provides the calculated Cohen's  $d$  and effect-size  $r$  for residence with questions and statements found to have significance or no significance.

### *LeClaire Business Survey One-Way ANOVA*

A one-way between-groups analysis of variance (ANOVA) was conducted to explore the impact of age on the 24 item Likert scale questions concerning revitalization and sustainability in the LeClaire Business Survey.

To check the reliability of the five point Likert scale used in the LeClaire Business Survey, a Cronbach's alpha coefficient test was conducted. Cronbach's alpha was used to measure the internal consistency for the degree that items that make up the scale "hang together" (Pallant, 2010, p. 97). With numbers close to 1.00 being very good

and numbers close to 0.00 representing poor internal consistency, reliability statistics resulted in a Cronbach's alpha of 0.806 suggesting very good internal consistency.

Participants were divided into three groups according to their age (Group 1: 44 yrs or less; Group 2: 45 to 59 yrs; Group 3: 60 yrs and above). Cohen's (1992) suggestions for effect sizes for  $F$  where 0.1 = small effect, 0.25 = medium effect, and 0.4 = large effect were used to gauge the strength of the association between predictors and the dependent variables. There was a statistically significant difference at the  $p < .05$  level for 1 out of the 30 item Likert scale questions in the LeClaire Business Survey for the three age groups found in the following:

- Q2) *LeClaire is a safe place during the day*. There was a statistically significant difference at the  $p < .05$  level in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 4.097, p < .05$ ). Despite reaching statistical significance, the actual difference in mean scores between groups was medium (Cohen, 1992, p. 283). The effect size, calculated eta squared, was .226. Post-hoc comparisons using the Bonferroni test to determine the nature of differences indicated that the mean score for Group 1 ( $M = 4.17, SD = .983$ ) was significantly different from Group 3 ( $M = 4.80, SD = .561$ ). Group 2 ( $M = 5.00, SD = .000$ ) did not differ significantly from either Group 1 or Group 3.

A one-way between-groups analysis of variance (ANOVA) was then calculated to explore the impact of age on the 30 item Likert scale questions concerning revitalization and sustainability in the LeClaire Business Survey. Participants were divided into three groups according to their age (Group 1: 44 yrs or less; Group 2: 45 to 59 yrs; Group 3: 60 yrs and above). Differences found in results were *not* significant at the  $p > .05$  level for

23 out of the 24 item Likert scale questions in the LeClaire Business Survey for the three age groups found in the following:

- Q1) *Parking is accessible and available for my customers.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .472, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.00, SD = .894$ ), Group 2 ( $M = 4.00, SD = .845$ ), and Group 3 ( $M = 4.30, SD = .675$ ).
- Q3) *LeClaire is a safe place after dark.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 2.628, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.00, SD = 1.095$ ), Group 2 ( $M = 4.40, SD = .632$ ), and Group 3 ( $M = 4.80, SD = .422$ ).
- Q4) *Shoplifting and/or vandalism are problems for my business.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 2.814, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 2.50, SD = .548$ ), Group 2 ( $M = 1.60, SD = .737$ ), and Group 3 ( $M = 1.60, SD = 1.075$ ).
- Q5) *In general, LeClaire is clean and well maintained.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .365, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.00, SD = .000$ ), Group 2 ( $M = 3.93, SD = .594$ ), and Group 3 ( $M = 3.60, SD = .516$ ).

- Q6) *The city's business services (licensing, permits, etc.) are efficient and professional.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .472, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.00, SD = .894$ ), Group 2 ( $M = 3.73, SD = .594$ ), and Group 3 ( $M = 3.90, SD = .738$ ).
- Q7) *I plan to expand my LeClaire business within the next year.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 1.316, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 2.83, SD = .753$ ), Group 2 ( $M = 3.33, SD = .617$ ), and Group 3 ( $m = 3.40, SD = .843$ ).
- Q8) *I plan to close or relocate my business within the next year.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 2.372, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 2.33, SD = .816$ ), Group 2 ( $M = 1.60, SD = .828$ ), and Group 3 ( $M = 1.50, SD = .707$ ).
- Q9) *I would recommend LeClaire to other entrepreneurs.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 1.026, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.17, SD = .983$ ), Group 2 ( $M = 4.47, SD = .640$ ), and Group 3 ( $M = 4.70, SD = .675$ ).
- Q10) *Which, if any, of the following workshops would you attend if offered: Customer relations.* There was no statistical difference at the  $p > .05$  level was

found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .442$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 1.83$ ,  $SD = .408$ ), Group 2 ( $M = 1.67$ ,  $SD = .488$ ), and Group 3 ( $M = 1.60$ ,  $SD = .516$ ).

- Q11) *Which, if any, of the following workshops would you attend if offered: Storefront design/Window displays.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .677$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 2.00$ ,  $SD = .000$ ), Group 2 ( $M = 1.80$ ,  $SD = .414$ ), and Group 3 ( $M = 1.80$ ,  $SD = .422$ ).
- Q12) *Which, if any, of the following workshops would you attend if offered: The internet and business.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .395$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 1.67$ ,  $SD = .516$ ), Group 2 ( $M = 1.47$ ,  $SD = .516$ ), and Group 3 ( $M = 1.60$ ,  $SD = .516$ ).
- Q13) *Which, if any, of the following workshops would you attend if offered: Healthcare options for small business.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .685$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 1.67$ ,  $SD = .516$ ), Group 2 ( $M = 1.87$ ,  $SD = .352$ ), and Group 3 ( $M = 1.70$ ,  $SD = .483$ ).

- Q14) *Which, if any, of the following workshops would you attend if offered:*  
*Marketing your business.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .746, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 1.67, SD = .516$ ), Group 2 ( $M = 1.47, SD = .516$ ), and Group 3 ( $M = 1.70, SD = .483$ ).
- Q15) *Which, if any, of the following workshops would you attend if offered:*  
*Finance 101 for retailers.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .442, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 2.00, SD = .000$ ), Group 2 ( $M = 1.80, SD = .414$ ), and Group 3 ( $M = 1.80, SD = .422$ ).
- Q16) *Which, if any, of the following workshops would you attend if offered:*  
*Developing a business plan.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 1.074, p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 2.00, SD = .000$ ), Group 2 ( $M = 1.73, SD = .458$ ), and Group 3 ( $M = 1.70, SD = .483$ ).
- Q17) *Which, if any, of the following workshops would you attend if offered:*  
*Dealing with seasonal business cycle.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 2.002, p > .05$ ). The age groups did not differ significantly in their

response with Group 1 ( $M = 2.00$ ,  $SD = .000$ ), Group 2 ( $M = 1.67$ ,  $SD = .488$ ), and Group 3 ( $M = 1.90$ ,  $SD = .316$ ).

- Q18) *Which, if any, of the following workshops would you attend if offered: Financing options.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .943$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 2.00$ ,  $SD = .000$ ), Group 2 ( $M = 1.73$ ,  $SD = .458$ ), and Group 3 ( $M = 1.80$ ,  $SD = .422$ ).
- Q19) *Which, if any, of the following workshops would you attend if offered: Tapping into downtown neighborhoods.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .016$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 1.83$ ,  $SD = .408$ ), Group 2 ( $M = 1.80$ ,  $SD = .414$ ), and Group 3 ( $M = 1.80$ ,  $SD = .422$ ).
- Q20) *Which, if any, of the following workshops would you attend if offered: Tax information.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 1.980$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 2.00$ ,  $SD = .000$ ), Group 2 ( $M = 1.60$ ,  $SD = .507$ ), and Group 3 ( $M = 1.80$ ,  $SD = .422$ ).
- Q21) *Which, if any, of the following workshops would you attend if offered: Computers and your business.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2,$

28) = .500,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 1.83$ ,  $SD = .408$ ), Group 2 ( $M = 1.73$ ,  $SD = .458$ ), and Group 3 ( $M = 1.60$ ,  $SD = .516$ ).

- Q22) *Which, if any, of the following workshops would you attend if offered:*  
*Other.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 1.122$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 2.00$ ,  $SD = .000$ ), Group 2 ( $M = 1.87$ ,  $SD = .352$ ), and Group 3 ( $M = 2.00$ ,  $SD = .000$ ).
- Q23) *Biggest impediments to business success in LeClaire.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = .824$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.83$ ,  $SD = .408$ ), Group 2 ( $M = 4.27$ ,  $SD = 1.387$ ), and Group 3 ( $M = 4.70$ ,  $SD = .675$ ).
- Q24) *Biggest facilitators of business success in LeClaire.* There was no statistical difference at the  $p > .05$  level was found in the LeClaire Business Survey for the three age groups ( $F(2, 28) = 1.151$ ,  $p > .05$ ). The age groups did not differ significantly in their response with Group 1 ( $M = 4.33$ ,  $SD = .816$ ), Group 2 ( $M = 3.47$ ,  $SD = 1.187$ ), and Group 3 ( $M = 3.70$ ,  $SD = 1.337$ ).

#### *Qualitative Research – LeClaire Leader Interviews*

The following section reports findings for the qualitative questions found in Appendix H for *Research Question 3*, “What lessons were learned from a case study of LeClaire, Iowa?”. While quantitative results were mixed in the case study of LeClaire,



Iowa suggesting potential for little or no effect on survey respondents views of downtown revitalization and community sustainability, the qualitative data provided insights that support the need for a proactive approach to revitalization and sustainability.

For this phase of the research, the researcher assembled an investigative team to conduct leader interviews ( $n = 31$ ) on December 8, 2010 at the LeClaire Community Library in LeClaire, Iowa. All participants either lived in or owned a business in LeClaire, Iowa. The researcher and research team randomly selected participants with each personal interview lasting less than one hour to complete. Each of the conversations was semi-structured with investigative team members making astute observations in responses and behavior. The question outline used to interview participating leaders in the interview process are shown in Appendix H. Additionally, the investigative team took handwritten notes recording responses and behavioral observations throughout each interview. The cumulative data was analyzed for content by identifying reoccurring themes that supported or rejected the hypotheses by the research team.

The following presents the data acquired and a description of the results found in the qualitative analysis of Research Question 3. The 31 leader interviews yielded several interesting comments that help clarify research question one and its hypothesis. In all interviews, participants were eager to share their insights and opinions on matters concerning downtown revitalization and community sustainability. While many of the volunteer participants involved were business owners living in LeClaire, many were also actively involved in community affairs. This included serving on several boards and being involved in community events. It appeared to the investigative team that those

willing to participate in the study are also willing to be actively involved in community efforts of revitalization and sustainability.

The many benefits of providing a safe, comfortable, interesting, energetic, and revitalized community with a goal of long-term stability gained through sustainable practices was genuinely appreciated by many of the participants. This suggested that efforts to revitalize the downtown in LeClaire worthwhile. The majority felt that the efforts of downtown revitalization resulted in a very positive image for LeClaire and promoted a renewed energy for growth and capitalization in the community. This included not only historical buildings being renovated to original condition, but also new buildings being built in keeping with the cultural and historical roots of the community.

#### *LeClaire Leader Interview Frequencies*

The researcher calculated and analyzed the frequency for the entire sample by zip code, gender, and age in the LeClaire Leader Interviews. Table 21 and Figures 19, 20, and 21 graphically illustrate the results of the analysis for the entire sample. Thirty participants responded in this phase of the study. The valid percent of respondents to the LeClaire Leader Interviews was 63.3% with 19 out of 30 respondents living in LeClaire and 36.7% with 11 respondents living elsewhere. The valid percent of female and male respondents was 50.0% each. The valid percentages for respondents age of less than 20 to 44 years was 10.0% with 3 respondents, 45 to 59 years was 53.3% with 16 respondents, and 60 or greater years was 36.7% with 11 respondents. While the frequencies indicate that the majority of respondents were from LeClaire, both sexes were equally represented. The ages of respondents mirror a traditional bell curve skewing to the right indicating greater participation amongst 45 year and older respondents. Observed data on

responses to the LeClaire Leader Interview is valid and reliable in accordance with participants' subjective answers. Future qualitative analysis may require stricter benchmarks for greater participation for improved validity. Appendix N graphically illustrates results for questions and statements of leadership concerns found in the survey. Appendix O illustrates Chi-Square Goodness of Fit for the LeClaire Leader Survey questions and statements.

Table 21

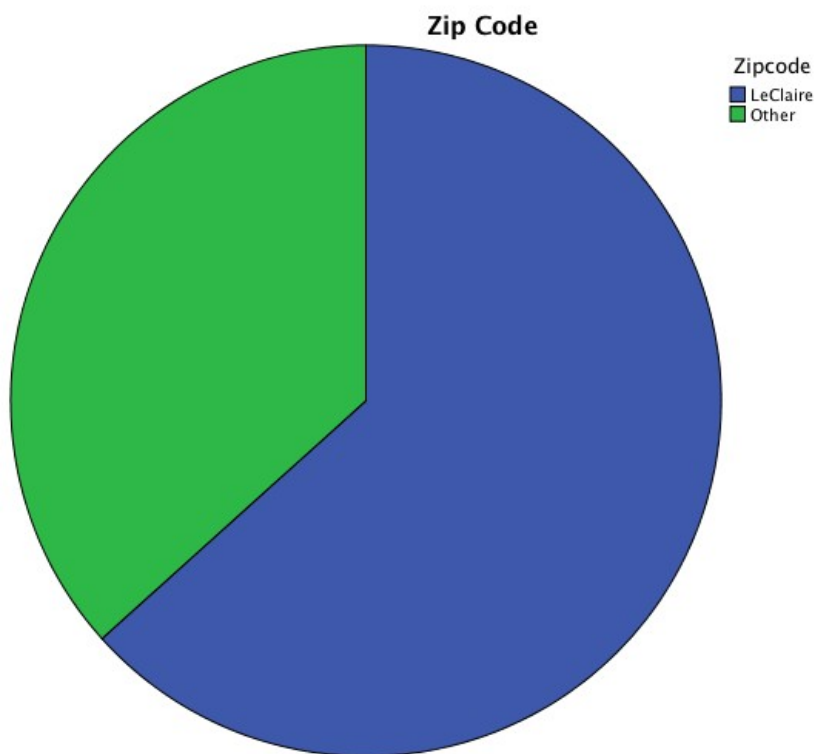
*Frequencies*

<i>Statistics</i>		Zipcode	Sex	Age 3 Categories
<i>n</i>	Valid	30	30	30
	Missing	0	0	0
Minimum		1	1	1
Maximum		2	2	3

Table 21 (continued)

*Frequency Table*

<i>Zipcode</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	LeClaire	19	63.3	63.3	63.3
	Other	11	36.7	36.7	100.0
	Total	30	100.0	100.0	

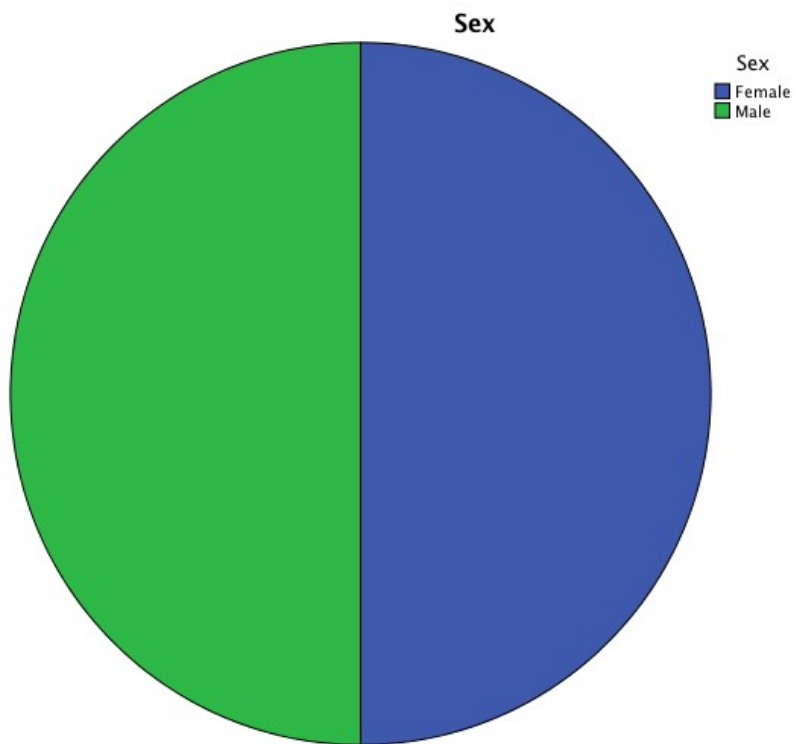


*Figure 19.* LeClaire Leader Interview Frequency zip code percentages.

Table 21 (continued)

*Frequency Table*

<i>Sex</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	15	50.0	50.0	50.0
	Male	15	50.0	50.0	100.0
	Total	30	100.0	100.0	

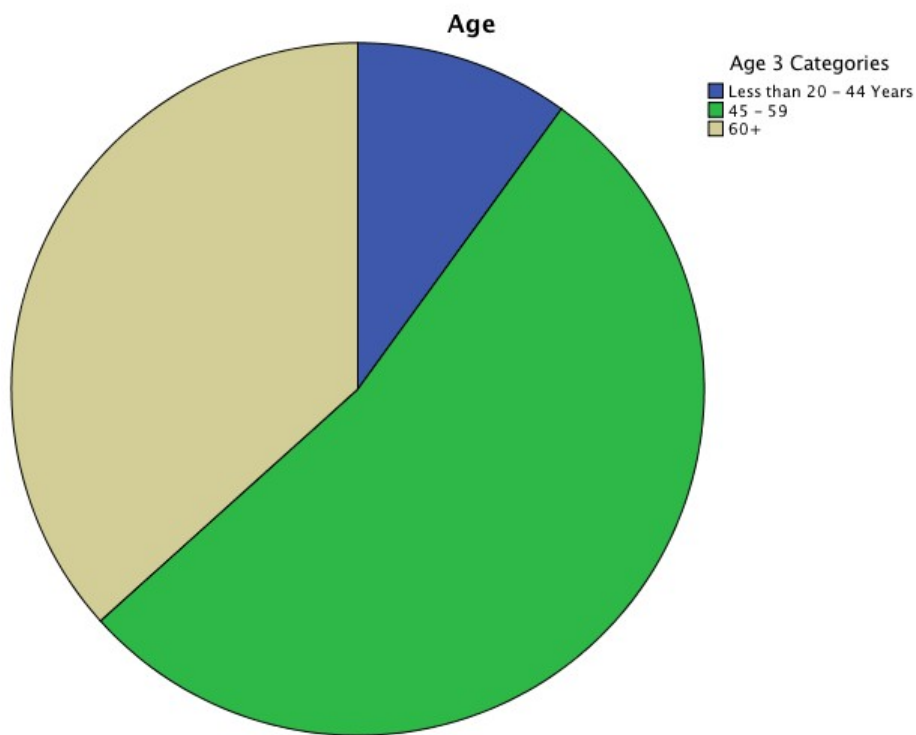


*Figure 20. LeClaire Leader Interview Frequency gender percentages.*

Table 21 (continued)

*Frequency Table*

<i>Age 3 Categories</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1	3	10.0	10.0	10.0
	2	16	53.3	53.3	63.3
	3	11	36.7	36.7	100.0
	Total	30	100.0	100.0	



*Figure 21.* LeClaire Leader Interview Frequency age percentages.

### *LeClaire Leader Interview Research Team Insights*

The primary volunteer investigative research team in this study consisted of T. Applegate, C. Bruhn, D. Mulvania, J. Stepaniak, and S. Suiter. Many other community volunteers also assisted throughout the data collection process in all phases of research. The research team reported that the majority of leaders interviewed felt that active involvement and cooperation were instrumental to the process of revitalization. Many felt that for success to be realized, a spirit of inclusiveness and visionary leadership were necessary to ensure support for revitalization efforts continued throughout the process providing a platform of transparency and trust. This proved to be important for emotional and financial support and may prove to be important in future projects of sustainability as well. While only Phase One has been completed in the revitalization, many participants in the study eagerly endorsed and urged that Phase Two of the LeClaire Downtown Revitalization take place as soon as possible.

In conducting the interview process, perceptions from leaders provided insightful data for this study. Varying factors were explored to find significant correlation and perceptual differences and support for downtown revitalization and community sustainability efforts. Quantitative analysis provided some evidence for support that some factors have a direct and measureable effect on which communities will be successful in revitalization efforts. However, the qualitative analysis confirmed that leaders and stakeholders are among the largest factors of measured success in LeClaire's downtown revitalization and community sustainability efforts.

Based on the research team observations, there was a strong psychological and sociological effect from the revitalization and sustainability efforts on the participants

involved in this study. Many participants in the study expressed their personal connection with and love for LeClaire and the importance of making the right decisions for a sustainable community for generations to come. Research team members reported that respondents in the qualitative study believed:

- Ninety-five percent (95%) of the respondents strongly or somewhat agree that the LeClaire is “among the most beautiful places to live” (C. Bruhn, personal communication, April 30, 2010).
- Ninety percent (90%) of the respondents strongly or somewhat agree that LeClaire “benefits from having a slower pace of life than nearby larger cities such as Davenport, Iowa or Rock Island, Illinois.” (S. Suiter, personal communication, May 2, 2010).
- Nearly 85 percent (85%) of the respondents strongly or somewhat agreed that “the beauty, the location, the pace of life, the people, and the policies of LeClaire contribute to its success in economic development and tourism.” (T. Applegate, personal communication, May 2, 2010).

In support of these findings, it may be prudent to explore the potential benefits and options to all citizens in LeClaire to proceed with Phase Two of the LeClaire Downtown Revitalization project. Furthermore, it may be worthwhile to explore the effects of personal involvement in community efforts and the impact on views of revitalization and sustainability.

The anecdotal and qualitative data suggested a possible correlation between leader and stakeholder perceptions and support for downtown revitalization as well as sustainability efforts. Although it is not possible to control for all leader and stakeholder



perceptions, research revealed that there is a desire for inclusiveness and a proactive approach to reshaping the community. Leaders and stakeholders interviewed reported that they were thrilled with the results of LeClaire's Phase One revitalization efforts. They also reported that active participation and transparency in the process was necessary for success to be achieved. When talking about transparency participants were candid about the importance of "the free flow of information within an organization and between the organization and its many stakeholders, including the public" (Bennis, Goleman, & Toole, 2008, p. 3). With transparency in the process, the feeling of empowerment in strategic community plans was seen as foundational to leader and stakeholder involvement and could not be overstated.

To assess this, the case study used triangulation of data with the three primary methods: a targeted literature review developed by the researcher; adapted comprehensive questionnaires and surveys from the Scott County Administrators Office, and key informant interviews conducted by the researcher and interview team. The resulting data supported the hypothesis that leaders and their followers have a direct and measureable effect on whether efforts are successful. However, further research may be desirable to ascertain who actually needs to be actively involved and how much involvement is necessary to produce desired outcomes.

### *Hypothesis 3*

*Research Question 3:* What lessons were learned from a case study of LeClaire, Iowa that may benefit other small towns in their revitalization and sustainability efforts?

The final research question was critical to and central in why this research study was undertaken. Hundreds of small communities throughout the Midwest struggle with

an eroding tax base of support from declining populations and closed businesses due to economic struggles. In studying America's problems in the heartland, Longworth (2008) found the following:

Many small towns are all about 150 years old, born in the first years of the machine age. Their problems show in the closed shops on Main Street, where gift stores and Medicaid clinics have replaced the groceries and two-story department stores of old, in the potholes and broken curbs and surface shabbiness. The old factories, dead or dying, stand on the edge of town, near the railroad tracks. Out on the highway is a strip of Wal-Mart and Denny's businesses that have sucked the life and commerce out of downtown. These were once well-to-do towns. (p. 43).

To gain further insight in the problems facing small towns, the researcher diligently took efforts to eliminate preconceived notions and biases that may accompany methodologies used in this type of research. Evaluating qualitative data is subjective by nature and it was critical for the researcher to recruit individuals for an unbiased research team to conduct the personal interviews. This helped the researcher avoid any unintentional distortion in the research and reduce personal bias through triangulation of the data collected.

In 2010, over a period of one month, the research team collected qualitative one-on-one interviews with key individuals in a LeClaire Leader Survey. During this same period of time, the research team also collected data from local business owners in LeClaire, Iowa in a LeClaire Business Survey. While this research was taking place, the researcher collected quantitative data from LeClaire residents and visitors alike in a

LeClaire Community Survey. The primary research conducted in this study complimented an earlier Scott County Community Survey conducted by Scott County Administrators Office in early 2010. By approaching the study through multiple means in collecting data, the researcher attempted to identify any lessons from LeClaire's revitalization efforts that may help other communities.

Ultimately, the researcher sought to gain insights in studying LeClaire that have a direct and measureable effect on whether other small towns may benefit from similar efforts in revitalization and sustainability. Simply put, Question 3 sought answers for any lessons learned in how other small towns may benefit from revitalization efforts.

Revitalization and sustainability from a case study of LeClaire, Iowa provided insights and more questions to be researched on community revitalization and sustainability benefits. The researcher and research team initially observed with the participants personality characteristics and desired leadership models employed by various leaders in the community.

Employing emotional intelligence (EI) as a factor in leadership was observed and discussed as a prerequisite to understanding the dynamics of the participant's personality characteristics and the leadership methods used in revitalization efforts. Goleman (1998) challenged the fundamentals of the pervading dominant organizational leadership theories: that "IQ and technical skills are important, but emotional intelligence is the sine qua no of leadership" (p. 93).

EI is "the ability to perceive emotions, to access and generate emotions to assist thought, to understand emotions and emotional knowledge, and to reflectively regulate emotions so as to promote emotional and intellectual growth" (Caruso, Mayer, &

Salovey, 2002, p. 56). Using Goleman's (2000) leadership model of emotional intelligence, the researcher evaluated participants in the LeClaire Leader Interview study on dimensions of self-awareness, self-management, social awareness, and relationship management.

The results of the research team believed that principles of emotional intelligence accounted for much of the impact on resulting outcomes in LeClaire's attempts to revitalize their downtown and promote community sustainability. Effective leadership was also determined by factors of EI and suggested that leaders in small towns may use their strengths to gain support, develop strategies to navigate through potential problems in the process, and model positive behavior for the revitalization climate.

Goleman (2000) found that different leadership style could have a positive effect on followers for short periods. However, leaders need to be cognizant of their tendency to rely on pacesetting and authoritative methods exclusively. Since these methods often promote a negative climate in any leadership situation, leaders should use them sparingly (Goleman). In the LeClaire study, the researcher and interview team found that a visionary, affiliative, democratic, and coaching style was supported and can have a lasting beneficial impact on revitalization and sustainability efforts.

Using Goleman's (2000) descriptive slogans of leadership qualities found in Table 22, the researcher used a handout that contained both trait and accompanying slogan to help the research team evaluate observations. The research team was asked to evaluate the observed behavior and the leadership style preferred by the interview participants. The research team framed the observed behavior of both leaders and stakeholders as a desired environment of inclusiveness and transparency through

affiliative coaching, democratic, and visionary leadership strategies.

Table 22

*Goleman's Leadership Strategies (Goleman, 2000, pp. 82-83)*

Goleman's Leadership Strategies	Descriptive slogan of leader behaviors:
Affiliative	"People come first."
Authoritative/Coercive	"Do what I tell you."
Coaching	"Try this."
Democratic	"What do you think?"
Pacesetting	"Do as I do, now."
Visionary	"Come with me."

*Note.* Adapted from Goleman, D. (2000). Emotional intelligence. In Sadock, B. and Sadock, V. (Eds.), *Comprehensive textbook of psychiatry*, (7<sup>th</sup> ed.). Philadelphia, PA: Lippincott, Williams, & Wilkins.  
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While the research team felt that there was overwhelming evidence and need for practiced emotional intelligence by all parties involved in downtown revitalization processes, it was equally understood that there were resistors to the change process. Participants and the research team alike reported that while there were individuals who did not want revitalization to take place, ultimately leadership and the strength of the majority helped detractors to eventually embrace change. Remaining positive with visionary appeals during community informational meetings were instrumental to success in gaining favor and funding.

Another issue raised by Research Question 3 is whether or not LeClaire residents were motivated to make a change to their downtown through revitalization efforts. When faced with realities of a town locked in stagnation or decline, the researcher and research team agreed with need theorists that suggest “we are born with a limited set of needs that can be modified through learning” (Franken, 2002, p. 13). Former Mayor V. Spring of LeClaire, Iowa (personal communication, April 20, 2010) mirrored these thoughts in stating, “If we are not growing, we are dying. We must learn to embrace change today if we are to prosper tomorrow. Change is needed for growth”.

In reviewing data of downtown revitalization and the role of leader and stakeholder involvement, the researcher and research team felt that there were some individual differences in perceptions of the need for revitalization. While some participants were aware of problems associated with declining downtowns and a lack of a sustainability plan, the researchers felt that there were some individuals that needed to learn more about these important issues to LeClaire’s viability and future.

Using Table 23, the research team used Murray’s Need Theory (1938) list of basic human needs to guide and prompt discussions for qualitative analysis. Murray explained individual differences in terms of variances in the strength of individual needs and was not concerned with whether the needs were innate or learned. This was in striking contrast to views that individual differences are due mainly to learning. His aim was to explain human behavior by a limited number of needs (Franken, 2002, pp. 13-14).

Murray (1938) defined the need to achieve as the desire or tendency to “overcome obstacles, to exercise power, to strive to do something difficult as well as and as quickly as possible” (pp. 80-81). Fundamentally, the pleasure of achievement in revitalizing

LeClaire's downtown was not in attaining the goal but, rather, in developing and exercising the power to do so. The process provided the motivation for achievement. Thus, motivation to enact change in the direction of the LeClaire's downtown appeared to depend on individual perceived needs for the community. The need for control over LeClaire's future played an essential role in determining whether or not revitalization attempts would be pursued.

Table 23

*Murray's List of Basic Human Needs*

Human Need	Description
<i>Abasement</i>	To surrender. To seek and enjoy injury, blame, criticism, punishment. Self-depreciation. Masochism.
<i>Achievement</i>	To overcome obstacles and attain a high standard. To rival and surpass others. To strive and to master.
<i>Affiliation</i>	To form friendships and associations. To greet, join, and live with others. To cooperate and converse sociably.
<i>Aggression</i>	To assault or injure another. To fight. To oppose forcefully. To belittle, harm, blame, accuse, or depreciate another. To revenge.
<i>Autonomy</i>	To resist influence or coercion. To defy conventions. To be independent and free to act according to impulse.
<i>Counteraction</i>	To master or make up for failure by renewed effort. To overcome a weakness. To maintain honor, pride, and self-respect.

Table 23 (continued)

*Murray's List of Basic Human Needs*

Human Need	Description
<i>Defendence</i>	To defend oneself against blame, criticism, belittlement. To offer explanations and excuses. To resist probing.
<i>Deference</i>	To admire and willingly follow a superior allied other. To cooperate with a leader. To prize, honor, or eulogize.
<i>Exhibition</i>	To attract attention on one's person. To make an impression. To excite, amuse, stir, amaze, intrigue, shock, or thrill others.
<i>Harm avoidance</i>	To avoid pain, physical injury, illness, and death. To escape from a dangerous situation, to take precautionary measures.
<i>Infravoidance</i>	To avoid failure, shame, humiliation, ridicule. To refrain from action because of the fear of failure.
<i>Nurturance</i>	To nourish, aid, or protect a helpless other. To express sympathy. To take care of a child. To feed, help support, comfort, nurse, heal.
<i>Order</i>	To arrange, organize, put away objects. To be tidy and clean. To be scrupulously precise.
<i>Play</i>	To relax, amuse oneself, seek diversion and entertainment. To have fun, to play games. To laugh, joke, and be merry. To act for fun without further purpose.
<i>Understanding</i>	To analyze experience, to abstract, to discriminate among concepts, to define relations, to synthesize ideas.

*Note.* From "Explorations in Personality", by Henry A. Murray. 1938, renewed 1966 by Henry A. Murray.

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Supporting Murray's list of basic human needs, social learning theorist McClelland (1985) argued that the achievement motive develops from a more basic incentive to "do something better" – not to gain approval or any other kind of external reward, but "for its own sake" (p. 285). McClelland pointed out that the environment shapes the motivation.

Many of the members of the research team members felt that, for participants in the LeClaire Leader and Stakeholder Survey, a desire to build "something better" on the existing environment was driven by the realization of and pride in the many community assets already in place. LeClaire's environment provided a beautiful location along the Mississippi River at the crossroads of Interstate 80 and Highway 67. Along with historical roots as the birthplace of Buffalo Bill and hometown to many twentieth century river pilots and other notable figures, LeClaire was in a position to take advantage of its environment. As LeClaire residents internalized values of LeClaire's place in history, it gave rise to desires for downtown revitalization and community sustainability.

To find success in revitalization efforts, the researcher found that many leadership theories including Leader Member Exchange Theory (LMX) and House's Path-Goal Theory that applied (Northouse, 2007). LMX theory told leaders to be aware of how they related to stakeholders throughout the community to gain support for initiatives. It was used to ensure that sensitivity and fairness to all was used and to allow everyone to become as involved in the process as they wanted to be. House's Path-Goal Theory provided motivation to all those involved in pursuing downtown revitalization and community sustainability. This expectancy theory suggested that outcomes would be contingent on stakeholder feeling of competency that their efforts would result in desired

goals of revitalization. It was community leader's responsibility to help everyone involved to reach their goals by directing, guiding, and coaching them in the process.

Lessons from a case study of LeClaire, Iowa highlighted individual need and motivation for desirable change. Varying factors were explored to find significant correlation and perceptual differences between LeClaire residents, visitors to LeClaire, and Scott County residents in towns throughout the entire county. The use of the three surveys and an interview process, (Scott County Community Survey, LeClaire Community Survey, LeClaire Business Survey, and the LeClaire Leader and Stakeholder Interviews), provided reliable and valid data for insights on lessons that could be learned from a case study of LeClaire, Iowa.

#### Summary of the Findings

Summary tables for the three research questions are found in Appendix P. The questions, statistical technique, effect size, and hypotheses were supported. The significant differences in mean differences between LeClaire residents and visitors to LeClaire are reported from the LeClaire Community Survey. All significant results are reported in Table 24 through Table 32 found in Appendix P.

#### Conclusions

The results of a case study of LeClaire, Iowa indicated possible interrelationships among multiple variables and LeClaire's successful revitalization. The results also underscored the need for skilled, visionary leadership and willing stakeholders to enact change through participative collaboration. Efforts to navigate the complexities of revitalization and sustainability efforts were reliant upon vision, emotional intelligence, interpersonal connection, need, motivation, and leadership approaches.

Using an approach similar to the Main Street Four-Point Approach<sup>®</sup> provided a reliable foundation built on organization, promotion, design, and economic restructuring and eight guiding principles to find success in LeClaire's revitalization efforts ("The Eight Principles", 2010). According to the National Trust for Historic Preservation (2010) the eight guiding principles to find success are:

1. *Comprehensive*: [italics added] No single focus — lavish public improvements, name-brand business recruitment, or endless promotional events — can revitalize Main Street. For successful, sustainable, long-term revitalization, a comprehensive approach, including activity in each of Main Street's Four Points, is essential.
2. *Incremental*: [italics added] Baby steps come before walking. Successful revitalization programs begin with basic, simple activities that demonstrate that "new things are happening " in the commercial district. As public confidence in the Main Street district grows and participants' understanding of the revitalization process becomes more sophisticated, Main Street is able to tackle increasingly complex problems and more ambitious projects. This incremental change leads to much longer-lasting and dramatic positive change in the Main Street area.
3. *Self-help*: [italics added] No one else will save your Main Street. Local leaders must have the will and desire to mobilize local resources and talent. That means convincing residents and business owners of the rewards they'll reap by investing time and money in Main Street — the heart of their community. Only local leadership can produce long-term success by fostering and demonstrating community involvement and commitment to the revitalization effort.

4. *Partnerships*:*[italics added]* Both the public and private sectors have a vital interest in the district and must work together to achieve common goals of Main Street's revitalization. Each sector has a role to play and each must understand the other's strengths and limitations in order to forge an effective partnership.

5. *Identifying and capitalizing on existing assets*:*[italics added]* Business districts must capitalize on the assets that make them unique. Every district has unique qualities like distinctive buildings and human scale that give people a sense of belonging. These local assets must serve as the foundation for all aspects of the revitalization program.

6. *Quality*:*[italics added]* Emphasize quality in every aspect of the revitalization program. This applies to all elements of the process — from storefront designs to promotional campaigns to educational programs. Shoestring budgets and "cut and paste" efforts reinforce a negative image of the commercial district. Instead, concentrate on quality projects over quantity.

7. *Change*: *[italics added]* Skeptics turn into believers and attitudes on Main Street will turn around. At first, almost no one believes Main Street can really turn around. Changes in attitude and practice are slow but definite — public support for change will build as the Main Street program grows and consistently meets its goals. Change also means engaging in better business practices, altering ways of thinking, and improving the physical appearance of the commercial district. A carefully planned Main Street program will help shift public perceptions and practices to support and sustain the revitalization process.

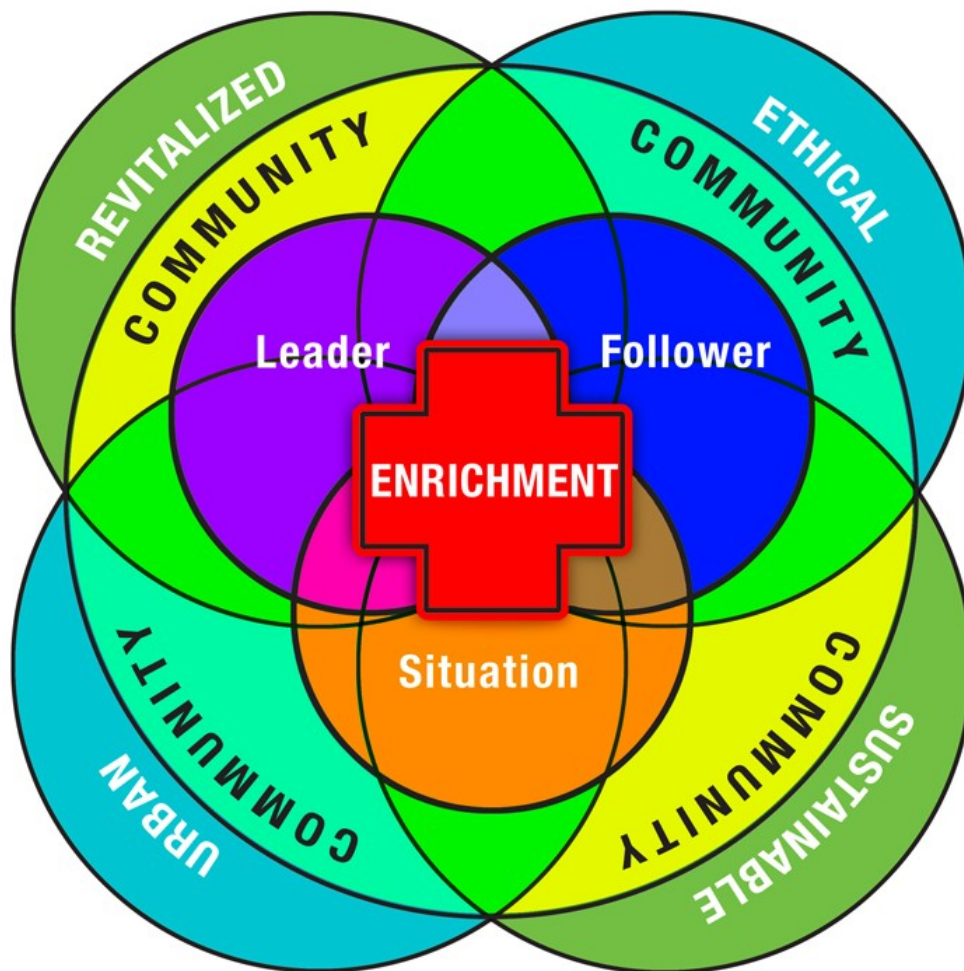
8. *Implementation:* [italics added] To succeed, Main Street must show visible results that can only come from completing projects. Frequent, visible changes are a reminder that the revitalization effort is under way and succeeding. Small projects at the beginning of the program pave the way for larger ones as the revitalization effort matures, and that constant revitalization activity creates confidence in the Main Street program and ever-greater levels of participation. (p.1)

LeClaire's approach focused on building collaboration and support for downtown revitalization among a broad range of stakeholders, organizations, and city and state governing bodies. Building collaboration and support involved attracting people, money, and businesses to the revitalization efforts through visionary processes with skillful leadership and supportive stakeholder involvement. The needs of the revitalization efforts relied upon financial, personnel, and strategic management with transparency in decision-making.

While not all communities have the assets of LeClaire's history, location, and concerned leaders and stakeholders, the resulting outcome achieved in LeClaire's revitalization may be replicated in other small towns. To initiate desired downtown revitalization and community sustainability, it will be important for leaders to understand the type of assessment that needs to be done and to understand that they will need to be inclusive in the process and gain the support of the vast majority of stakeholders.

To address methodologies and issues surrounding revitalization efforts, the researcher proposed a Revitalized Ethically Sustainable Community Urban Enrichment (RESCUE) model found in Figure 22 as part of a Community Success Initiative for

Ethical Leadership (CSI: EL) described previously in chapters 1 and 3. The RESCUE model incorporated ethical leadership identified and described the complexity of a downtown revitalization process in pursuing community success initiatives. The RESCUE model may be used by other small town leaders and stakeholders to act as a catalyst and begin discussions on how to revitalize their downtown and promote sustainable strategies that all can agree with (Checkland & Poulter, 2006).



*Figure 22.* Revitalized Ethical Sustainable Community Urban Enrichment (RESCUE) model.

The case study of LeClaire, Iowa clearly illustrated that many factors were interrelated and influenced stakeholder involvement and leadership decisions in their revitalization process. Emotional intelligence, collaboration, and visionary leadership were instrumental in pursuit of change. Future researchers may want to explore this phenomenon further and how these intricate relationships are bound to each other.

Quantitative analysis of *Research Question 1* is a limitation of the study. While all survey questionnaires and interviews were reliable and valid, the researcher found some limitations in using the Scott County Community Survey as its model for the LeClaire Community Survey. This resulted in the researcher enhancing the Scott County Community Survey with an additional 16 questions to ensure that Research Question 1 was appropriately addressed. As a result, while there is sufficient data from the LeClaire Community Survey to address Research Question 1, there is limited data from other communities throughout Scott County concerning the first research question. While this did not affect the outcome of this study, it would be helpful in future studies to ask other communities throughout Scott County their views on the first 16 questions. Future studies in LeClaire, Iowa should also have more focused questions on matters of age and residency preferences. More training of research team members and an expanded qualitative interview process may also be employed to include a broader spectrum of participants throughout the community of LeClaire.

The results of the independent-samples *t*-tests, ANOVAs, and frequencies revealed quantitatively the consistency of concern for community and the need for revitalization and sustainability efforts. One of the most significant factors affecting reliable and consistent perceptions was found in residency and age. Data suggested that

LeClaire residents were more concerned with efforts of promoting positive change than were other Scott County communities. Participants to the study also indicated that concerns for a vital downtown are most significant amongst middle age adults. Significance was also found in the mean differences of gender with females having a tendency to have greater concern for downtown revitalization and sustainability effort. The LeClaire Business Survey and LeClaire Leader Interview also resulted in concerns for sustainable business environment and renewed revitalization in proceeding with Phase Two for the LeClaire Downtown Revitalization Project.

Qualitatively, leaders reported that having a culture of inclusiveness throughout the years enhanced their experience in revitalizing LeClaire and contributed to satisfaction in the process as well as the results of Phase One of the strategic revitalization plan. Participants provided in-depth views for qualitative analysis and reported appreciation for having a voice in community directives. The mean score for many answers to questions suggest that LeClaire residents and leaders were involved and concerned in the outcome for revitalization. With only 31 participants in the LeClaire Leader Interviews and 30 business owners responding to the LeClaire Business Survey, future research should be expanded in exploring qualitative views throughout the community to include more stakeholders.

*Research Question 2* investigated if revitalization efforts of LeClaire, Iowa successful. The researcher observed the research team and their interaction with participants at the LeClaire Community Library in LeClaire, Iowa on December 8, 2010. The qualitative analysis for this interaction revealed participant preferences for leadership styles of democratic inclusiveness and collaboration with stakeholders as observed by the



research team. In accordance with Goleman's (2000) leadership strategies in Table 44, there was an obvious connection between observed behavior of both parties and the described preferred leadership styles by the interviewees. The researcher noted that all participants involved preferred affiliative, coaching, democratic, and visionary approaches to leadership in LeClaire.

The researcher also observed that all those involved in the research study felt compelled to participate to ensure their voice was heard. Participants in individual interviews stated that they were "motivated to take part in the study by their concerns for LeClaire's future" and various intrinsic and extrinsic reasons (C. Bruhn, personal communication, October 7, 2010). Many also voiced appreciation for the opportunity to have been involved in Phase One and are eager to be involved in Phase Two of the planned revitalization.

Csikszentmihalyi's (1999) work suggested that people gain the greatest happiness from doing things that are satisfying for themselves (intrinsic motivation) rather than extrinsic motivations. Extrinsic motivated behavior is "performed to acquire material or social rewards, or to avoid punishment; the source of motivation is the consequences of the behavior, not the behavior itself" (Jones & George, 2010, p. 281). The researcher determined that the participants in the quantitative and qualitative studies as well as the research team were motivated by both intrinsic and extrinsic reasons for their involvement in the study.

Intrinsic motivations included feeling a need to voice their opinion and help determine LeClaire's future. By engaging in the study, perceptions of participants were that they would be able to influence desired outcomes in any future community projects.

Need theory suggested that needs are what give direction to behavior (Murray, 1938).

According to this theory, when their need was aroused, those willing to participate in the study felt compelled to act and help in the research. Their willingness to help grew out of an intrinsic motivation to pursue rewards that were valued to individuals (Deci & Ryan, 1991).

For many, the intrinsic motivation was derived from a sense of accomplishment and achievement in helping the researcher and LeClaire in assessing the revitalization goals and competitive advantages. Many participants and research team members reported finding the study to be interesting and challenging. For nearly all participants, the researcher assessed that motivation came from their pleasure of helping make a difference in the future of small towns everywhere.

For others, there were extrinsic motivational behaviors driving a desire to participate in the study. The need to acquire social rewards through an improved downtown and sustainable community provided motivation to those who would directly benefit. This includes business and property owners in the downtown as well as LeClaire residents. All benefitted from the improvements completed in Phase One through increased traffic to businesses and enhanced property values. Secondary supporting benefits included improved LeClaire image and an increased quality of life for residents and visitors alike.

Nearly all participants and researchers were both intrinsically and extrinsically motivated. Many who derived a sense of accomplishment and achievement from taking part in the study and in the process of revitalization were also motivated by the resulting financial outcomes in LeClaire's downtown revitalization. This included a growth in tax

revenues from new development in housing and businesses, an increase in population, and a greatly improved, growing, and vibrant community inviting visitors to spend time and money in LeClaire, Iowa.

Finally, *Research Question 3* explored lessons learned from a case study of LeClaire, Iowa. The researcher investigated whether LeClaire's revitalization offered any insights that could be used by other small towns when considering downtown revitalization and sustainability measures for their community. The researcher collected data from 362 LeClaire Community Surveys, 1007 Scott County Community Surveys, 31 LeClaire Business Surveys, and 30 LeClaire Leader and Stakeholder Interviews throughout the year of 2010 using paper survey instruments, digital web surveys, and personal interviews.

The researcher noted that paper and digital surveys offered quantifiable insights to issues concerning revitalization and sustainability that could easily be understood. The researcher also observed that personal interviews were by nature subjective to interpretation and not as easily quantified for analysis. However, qualitative research was quantified and provided useful data to support research in this case study of LeClaire, Iowa.

The descriptive analysis, independent-samples *t*-tests, ANOVAs, and frequencies provided analysis on concerns for community and the need for downtown revitalization and sustainability efforts. The tests established insights to thoughts and feelings on the success of and desires for LeClaire's future. Lessons learned from this study offer hope for the future of LeClaire and other small towns struggling in the heartland of America.

The researcher observed that many participants were self-motivated and had a strong emotional bond of connectedness to LeClaire, Iowa. Other small town residents throughout Scott County also appeared to have concerns for their communities in the Scott County Community Survey. In LeClaire, many participants were willing to take their time to volunteer completing the LeClaire Community Survey, Scott County Community Survey, LeClaire Business Survey, and the LeClaire Leader Interview. The researcher observed that participants have a genuine love for small town America and understand the importance of volunteer work and involvement in community affairs.

It was observed by the researcher and research team that those who took time to be interviewed were very willing to voice their opinion, listened carefully, were flexible in the time and location arrangements for the interviews, were generally optimistic, and genuinely cared about serving their community in this study. While some interviewees strayed in the conversation to voice their opinions beyond the scope of the interview questions, it was obvious to the researcher and research team that they were passionate about their concerns for LeClaire's future. Matters of governance in funding, taxes, and infrastructure seemed to be primary concerns for some. With this information, it is clear that future studies may want to look more closely at decisions on how funding of community projects are made.

Analysis of the data revealed that there is overwhelming appreciation and concern for revitalizing downtown LeClaire. Data also revealed a resounding need for a sustainable future in LeClaire and other small towns throughout Scott County. Lessons learned included the following:

1. LeClaire benefitted from its historical roots, location, and volunteers.

2. Phase One of LeClaire's downtown revitalization was successful and Phase Two should proceed.
3. Quality of life issues are important to small towns.
4. Revitalization and Sustainability are embraced and desired.
5. Women may be more concerned about downtown revitalization and sustainability than men.
6. Other communities may benefit from the lessons learned in LeClaire's downtown revitalization.

### Implications and Recommendations

The case study of LeClaire, Iowa brings to focus three implications in the current research. First, LeClaire leaders and stakeholders have a potential positive effect on advancing strategic plans for community enhancement. Although quantitative results provided mixed results and highlighted potential positive correlations in matters of revitalization and sustainability, many of the results were inconclusive and may be explained better by investigating additional variables. Qualitatively, leaders and stakeholders reported that they were pleased with the progress that LeClaire has made and would like to see Phase Two of the downtown revitalization plans move forward. Participants also reported appreciation for transparency and inclusiveness in the process. Concerns for the future of LeClaire were also expressed concerning financing future plans.

The second implication in the study concerns visitor's impressions of LeClaire, Iowa, revitalization, and sustainability. Many visitors quantitatively reported in the LeClaire Community Survey that they believe revitalization and sustainability are vital to

a community. While there were disparities between the quantitative scores of LeClaire residents and visitors, it was clear that both groups were concerned about the future viability and survivability of small town America. Many visitors reported that they appreciated all that LeClaire has done to improve the quality of life in their community by revitalizing their downtown. Many felt that it was a refreshing change to visit a town that capitalized on its potential.

The third and final implication is that a culture of inclusiveness and volunteerism was found to affect outcomes in LeClaire's efforts. With a strong desire and motivation to change LeClaire's future, many participants were compelled to act and participate in the study with hopes to affect future plans. Many understood the important benefits of a small town culture citing warmth, love, and a genuine connectedness with their neighbors and community. Many also embraced the community's place in history and the role they personally play in the future of LeClaire and other small towns throughout America.

Participants endorsed transparency in government and civic affairs as being instrumental to their willingness to volunteer to support and act on the behalf of the community. Success in revitalization and sustainability relied not only on volunteerism but also in leadership willing to use a democratic process. Emotional intelligence (EI) of all involved was needed and especially by leaders in the process. Maccoby (2007) suggested that while EI is important and instrumental to success it is also only one of many traits that exceptional leadership may use. A willingness to include others in the decision making process and maintaining a clear vision of what can and will be accomplished helped LeClaire achieve its goals.

The new millennium brought renewed hope for the future for many throughout the world. LeClaire was certainly no exception. The possibilities for positive change are endless and best achieved when all involved embrace openness and collaboration in the process. Recommendations from lessons learned in a case study of LeClaire, Iowa present many opportunities for further study. The complex interrelation and myriad of variables involved in revitalization and sustainability ensures that leaders and stakeholders must actively prepare for the future. Value based cultures that embrace concepts of shared goals will be needed. Greenleaf (1977) stated the future belongs to those who place greater emphasis on authentic leadership, genuine servitude, voluntary collaboration, and honest communication. A model of exemplary renewal for communities is found in LeClaire, Iowa and offers hope for many other small towns throughout the Midwest. It is highly recommended that further study of LeClaire, Iowa and other small towns experiencing similar decline and renewal may yield further valuable insights. Other small communities wishing to revitalize their downtowns would be wise to consider sustainability as a leading factor and should assess their own culture for leadership and stakeholder willingness to collaborate.

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## APPENDIX

APPENDIX A  
Glossary of Acronyms and Abbreviations

## Glossary of Acronyms and Abbreviations

CAC – Citizen Advisory Committee

CDBG – Community Development Block Grant

COG – Councils of Government

CLG – Certified Local Government

CSO – Combined Sewer Overflow

EDD – Economic Development Districts

FAI – Finance Authority of Iowa

HUD – U.S. Department of Housing and Urban Development

HOME – U.S. HUD HOME Investment Partnerships Program

IDC- Iowa Downtown Center

IDF – Iowa Development Foundation

LEDC – LeClaire Economic Development Committee

LPAC – LeClaire Planning Advisory Committee

MITF – Municipal Investment Trust Fund

National Trust – National Trust for Historic Preservation

MS – Main Street

SPO- State Planning Office

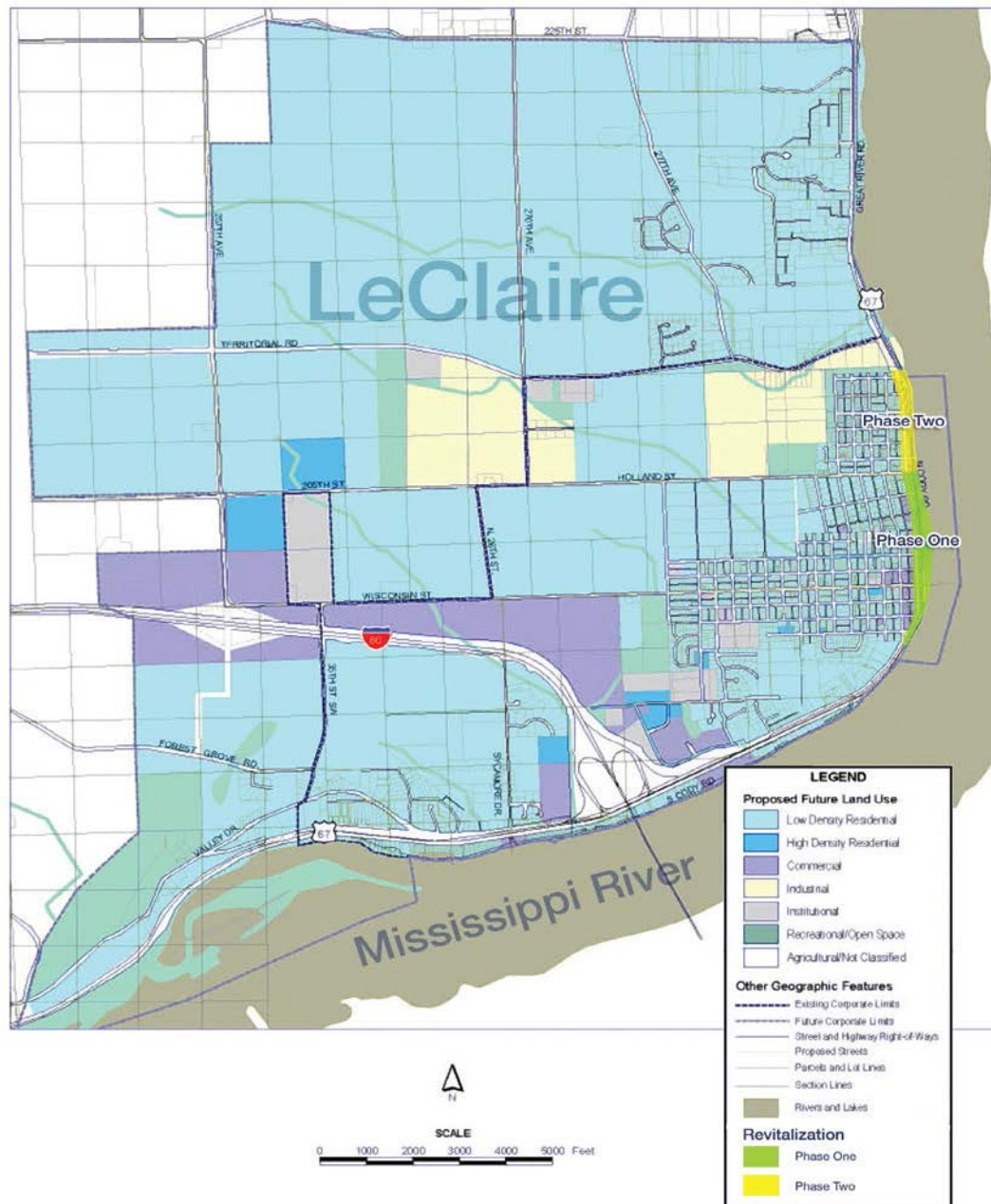
TIF – Tax Increment Financing

(Choate, 2010)

## APPENDIX B

Map of LeClaire, Iowa

# LeClaire, Iowa Proposed Future Land Use & Downtown Revitalization



(Choate, 2010)

## APPENDIX C

### LeClaire, Iowa Population

### LeClaire, Iowa Population Percentages

2008 Population By Gender	LeClaire	National
Male	49.4%	49.1%
Female	50.6%	50.9%

2008 Population By Race	LeClaire	National
White Alone	96.7%	72.3%
Black Alone	0.2%	12.6%
American Indian Alone	0.2%	0.9%
Asian/Pacific Islander Alone	0.8%	4.6%
Some Other Race Alone	0.9%	6.7%
Two or More Races	1.1%	2.9%
Hispanic Origin	3.0%	15.4%

(city-data, 2010)



2010 LeClaire, Iowa Population/Demographics	
Population:	
Total Population	3,765
Housing Status:	
Total	1,602
Occupied	1,500
Owner-occupied	1,242
Population in owner-occupied (number of individuals)	3,204
Renter-occupied	258
Population in renter-occupied (number of individuals)	561
Vacant	102
Vacant: for rent	18
Vacant: for sale	21
Vacant: for seasonal/recreational	31
Population by Sex/Age:	
Male	1,905
Female	1,860
Under 18	935
18 & over	2,830
20 – 24	158
25 – 34	465
35 – 49	862
50 – 64	828
65 & over	450
Population by ethnicity:	
Hispanic or Latino	113
Non Hispanic or Latino	3,652
Population by race:	
White	3,622
African American	37
Asian	16
American Indian and Alaska Native	2
Native Hawaiian and Pacific Islander	0
Other	21
Identified by two or more	67

(United States Census Bureau, 2010)

2010 Iowa Population/Demographics	
Population:	
Total Population	3,046,355
Housing Status:	
Total	1,336,417
Occupied	1,221,576
Owner-occupied	880,635
Population in owner-occupied (number of individuals)	2,217,901
Renter-occupied	340,941
Population in renter-occupied (number of individuals)	730,342
Vacant	114,841
Vacant: for rent	31,812
Vacant: for sale	18,405
Vacant: for seasonal/recreational	21,020
Population by Sex/Age:	
Male	1,508,319
Female	1,538,036
Under 18	727,993
18 & over	2,318,362
20 – 24	213,350
25 – 34	382,583
35 – 49	581,030
50 – 64	595,994
65 & over	452,888
Population by ethnicity:	
Hispanic or Latino	151,544
Non Hispanic or Latino	2,894,811
Population by race:	
White	2,781,561
African American	89,148
Asian	53,094
American Indian and Alaska Native	11,084
Native Hawaiian and Pacific Islander	2,003
Other	56,132
Identified by two or more	53,333

(United States Census Bureau, 2010)

## APPENDIX D

### LeClaire Community Survey

**Community Survey “A Case Study of LeClaire, Iowa”**  
Rick N. Reed, MOL • ONU Doctoral Candidate 2012  
14 Walbrier Court, LeClaire, IA 52753 • 563-449-9958 • csiel.com

Thank you for taking time out to answer the following questions. This should take only a few minutes, but will help LeClaire and other communities throughout the Midwest determine the future of revitalization and sustainability efforts for years to come. Your identity will be held *strictly confidential* and your answers will be a part of the data for a Doctoral dissertation that will be published in 2012 at Olivet Nazarene University in Bourbonnais, Illinois. To follow the progress of this study please log on to [www.csiel.com](http://www.csiel.com). **Thank You!**

Survey Team Member: \_\_\_\_\_ Date/Time: \_\_\_\_\_

\*Sex: M\_\_\_\_ F\_\_\_\_ \*LeClaire Business Owner: Yes \_\_\_\_ No \_\_\_\_

•LeClaire Homeowner: Yes \_\_\_\_ No \_\_\_\_ •LeClaire Renter: Yes \_\_\_\_ No \_\_\_\_

Name: \_\_\_\_\_

Address: \_\_\_\_\_  
\_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

**Signature:** \_\_\_\_\_

*\*Required items for survey.*

**Definition of Revitalization:**

Renewing a community's downtown area by restoring it to its former prominence as the center of community activity. Successful downtown projects not only expand business, employment, and shopping opportunities but also increase and strengthen the social activity and quality of life in the community.

**Definition of Sustainability:**

**Formal:** To be a steward of the critical resources in the community by balancing the environment, economy, culture and the needs of society in a way that maintains or reduces our impact and improves the quality of life for all citizens of this generation and the generations to follow.

**Informal:** To care for the air, land, soil, water, energy and people in the community by balancing environmental, economic and social needs. Our footprints on the Earth should be light so that future generations will be able to live in a city better than the one we live in today.

**Instructions:** Please select on a scale of 1-5 (1-unimportant, 5-very important) how important the following items are to you as a resident or business in LeClaire.

<b>1. Downtown Revitalization</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1. An easy to find downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
2. Helpful, well-maintained directional signage to downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3. Attractive and well-defined gateways to downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
4. Favorable overall impression of downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
5. Comfortable, pedestrian-friendly, pleasant experience in walking around downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
6. A safe and secure downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
7. Traffic flow through downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
8. Well-maintained downtown street condition.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
9. Attractive business signs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
10. Well-maintained parking in downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
11. Good directional parking signs.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
12. Overall appearance of downtown buildings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
13. Variety of goods and services available in downtown.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
14. Overall appearance of streetscape (plants, benches, etc.).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
15. Condition of sidewalks and pedestrian crossings.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
16. In general, how important is downtown revitalization to you?	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>2. Community and Livability</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
17. Walking access (1/2 mile or less) to goods and services, such as shopping, transit, and schools.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
18. Increasing access to active recreation activities (bike lanes, trails, parks).	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
19. Supporting a street system that is well connected.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
20. Easily accessible public transportation and alternative forms of transportation.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
21. Reducing vehicle trips to alleviate traffic.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
22. Options for flexible work weeks, such as working from home or a managed work week.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
23. Access to information about growing your own food, gardening and healthy foods.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
24. Improving air quality through a reduction in emissions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
25. Providing affordable housing for all income levels.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
26. Access to affordable physical and mental health care.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
27. Ability to participate in local development and policy decisions.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
28. Increasing outdoor lighting choices that reduce glare and allow stargazing.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
29. Using tree canopy to reduce heat effects.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

<b>3. Environment and Natural Resources</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
30. Protecting agricultural lands.	O	O	O	O	O
31. Preserving woodlands, wetlands, wildlife habitats and other natural features.	O	O	O	O	O
32. Reducing storm water runoff into creeks and streams.	O	O	O	O	O
33. Providing a local farmers' market or generating other opportunities to purchase locally made goods.	O	O	O	O	O
34. Improving water quality for the community.	O	O	O	O	O
35. Availability of recycling for local homes and businesses.	O	O	O	O	O
36. Relying more on clean energy (wind turbines, solar panels, geothermal, etc.).	O	O	O	O	O
<b>4. Economy: Business, Development and Energy</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
37. Creating a diverse business environment (i.e. many types and sizes).	O	O	O	O	O
38. Growing new and existing businesses.	O	O	O	O	O
39. Creating "Green Jobs."	O	O	O	O	O
40. Minimizing the production of waste.	O	O	O	O	O
41. Supporting locally owned businesses and downtown business districts.	O	O	O	O	O
42. Incentives to use more energy efficient practices.	O	O	O	O	O
43. Requiring energy audits for residential and commercial buildings.	O	O	O	O	O
44. Making homes and businesses more energy efficient.	O	O	O	O	O
<b>5. LeClaire's Sustainable Future</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
45. Renewable energy should be used whenever possible.	O	O	O	O	O
46. Spending more in order to protect the environment.	O	O	O	O	O
47. Protecting sites of cultural importance, even if it impacts economic development.	O	O	O	O	O
48. Reducing our dependency on fossil fuels.	O	O	O	O	O
49. Promoting the importance of volunteers in the community.	O	O	O	O	O
50. In general, how important is sustainability to you?	O	O	O	O	O

*For cross-referencing purposes, please answer the following questions.*

**5. In what zip code do you live?** \_\_\_\_\_

**6. Do you live in an unincorporated area (outside city limits)?**

Do you live in an unincorporated area (outside city limits)? Yes \_\_\_\_\_ No \_\_\_\_\_

**7. What is your age?**

Less than 20 years \_\_\_\_\_ 20-44 \_\_\_\_\_ 45-59 \_\_\_\_\_ 60-74 \_\_\_\_\_ Greater than 74 \_\_\_\_\_

**8. If you would like to provide additional comments or clarification on the input you have provided, please do so below and on the back:**

---

***Thank you very much for your participation!***

(Scott County Administrative Center, 2011).

## APPENDIX E

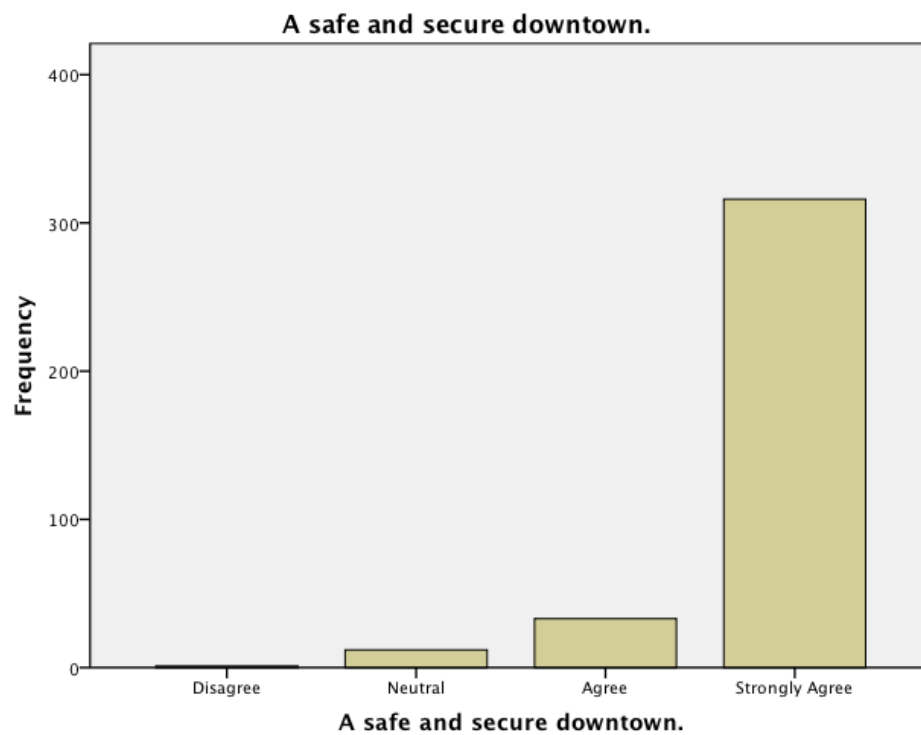
### LeClaire Community Survey Frequencies for Top 10 Concerns



*Frequency Table - Question 6*

*A safe and secure downtown.*

		<u>Frequency</u>	<u>Percent</u>	<u>Valid Percent</u>	<u>Cumulative Percent</u>
Valid	Disagree	1	.3	.3	.3
	Neutral	12	3.3	3.3	3.6
	Agree	33	9.1	9.1	12.7
	Strongly Agree	316	87.3	87.3	100.0
	Total	362	100.0	100.0	

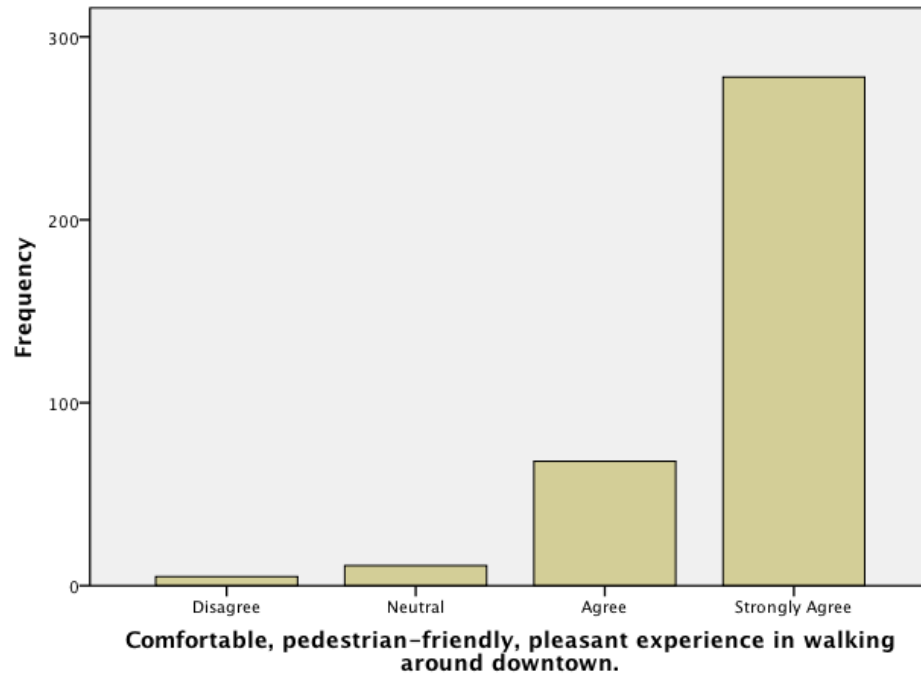


*Frequency Table - Question 5*

*Comfortable, pedestrian-friendly, pleasant experience in walking around downtown.*

		<u>Frequency</u>	<u>Percent</u>	<u>Valid Percent</u>	<u>Cumulative Percent</u>
Valid	Disagree	5	1.4	1.4	1.4
	Neutral	11	3.0	3.0	4.4
	Agree	68	18.8	18.8	23.2
	Strongly Agree	278	76.8	76.8	100.0
	Total	362	100.0	100.0	

**Comfortable, pedestrian-friendly, pleasant experience in walking around downtown.**



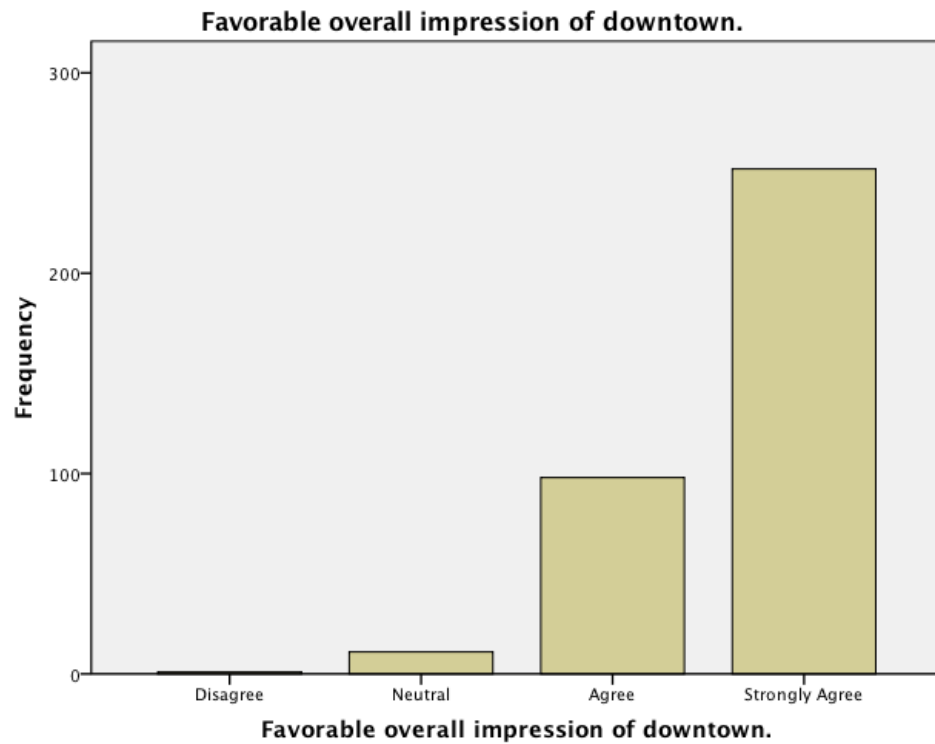
*Frequency Table - Question 8*

<i>Well-maintained downtown street condition.</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	13	3.6	3.6	3.6
	Agree	93	25.7	25.7	29.3
	Strongly Agree	256	70.7	70.7	100.0
	Total	362	100.0	100.0	



*Frequency Table - Question 4*

<i>Favorable overall impression of downtown.</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	1	.3	.3	.3
	Neutral	11	3.0	3.0	3.3
	Agree	98	27.1	27.1	30.4
	Strongly Agree	252	69.6	69.6	100.0
	Total	362	100.0	100.0	



*Frequency Table - Question 15*

<i>Condition of sidewalks and pedestrian crossings.</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	20	5.5	5.5	5.5
	Agree	86	23.8	23.8	29.3
	Strongly Agree	256	70.7	70.7	100.0
	Total	362	100.0	100.0	



*Frequency Table - Question 10*

<i>Well-maintained parking in downtown.</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	.8	.8	.8
	Neutral	26	7.2	7.2	8.0
	Agree	95	26.2	26.2	34.3
	Strongly Agree	238	65.7	65.7	100.0
	Total	362	100.0	100.0	



*Frequency Table - Question 13*

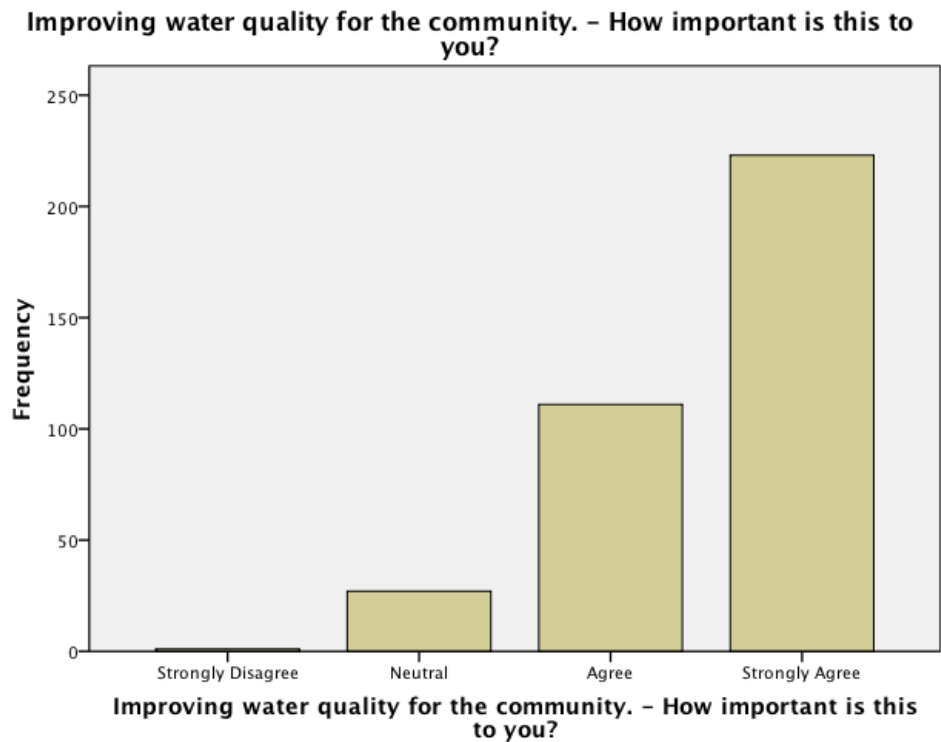
<i>Variety of goods and services available in downtown.</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	17	4.7	4.7	4.7
	Agree	128	35.4	35.4	40.1
	Strongly Agree	217	59.9	59.9	100.0
	Total	362	100.0	100.0	



*Frequency Table - Question 34*

***Improving water quality for the community. - How important is this to you?***

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Neutral	27	7.5	7.5	7.7
	Agree	111	30.7	30.7	38.4
	Strongly Agree	223	61.6	61.6	100.0
	Total	362	100.0	100.0	



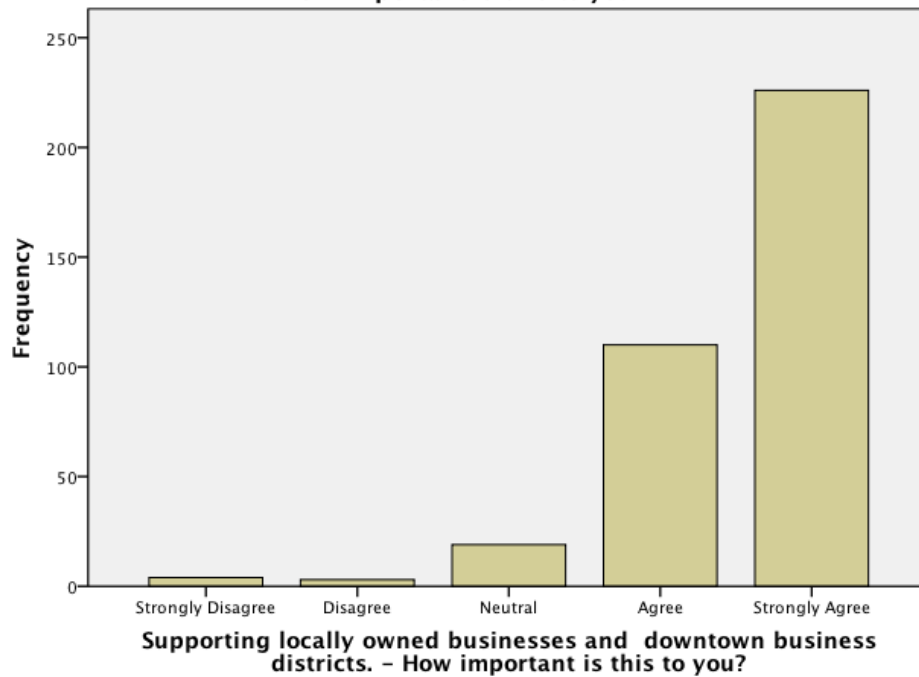


*Frequency Table - Question 41*

*Supporting locally owned businesses and downtown business districts. - How important is this to you?*

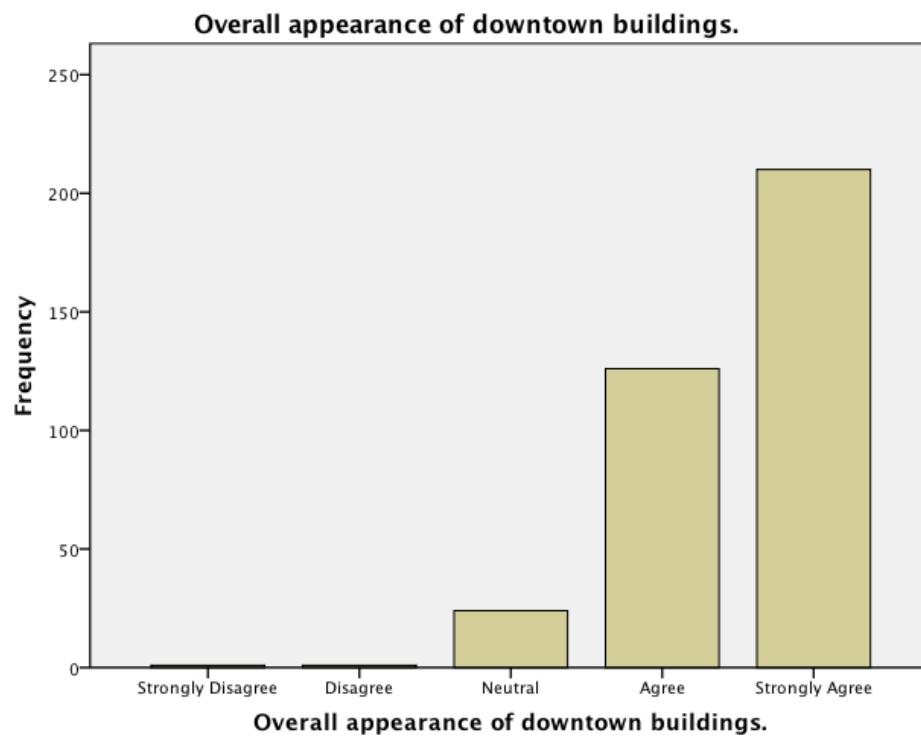
		<u>Frequency</u>	<u>Percent</u>	<u>Valid Percent</u>	<u>Cumulative Percent</u>
Valid	Strongly Disagree	4	1.1	1.1	1.1
	Disagree	3	.8	.8	1.9
	Neutral	19	5.2	5.2	7.2
	Agree	110	30.4	30.4	37.6
	Strongly Agree	226	62.4	62.4	100.0
	Total	362	100.0	100.0	

**Supporting locally owned businesses and downtown business districts. - How important is this to you?**



*Frequency Table - Question 12*

<i>Overall appearance of downtown buildings.</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Disagree	1	.3	.3	.6
	Neutral	24	6.6	6.6	7.2
	Agree	126	34.8	34.8	42.0
	Strongly Agree	210	58.0	58.0	100.0
	Total	362	100.0	100.0	



## APPENDIX F

### Scott County Community Survey

## Countywide Sustainability Assessment • “Going Green” • Scott County, Iowa

Scott County, Iowa is currently developing a Sustainability Plan to address future critical resources. Impacts today will have affects on future generations. This assessment will help guide plan development and prioritize options to help the county become more sustainable. Your input is very important. Please take a couple of minutes to provide your opinions on the topics below.

### Definition of Sustainability:

**Formal:** To be a steward of the critical resources of Scott County by balancing the environment, economy, culture and the needs of society in a way that maintains or reduces our impact and improves the quality of life for all citizens of this generation and the generations to follow.

**Informal:** To care for the air, land, soil, water, energy and people in Scott County by balancing environmental, economic and social needs. Our footprints on the Earth should be light so that future generations will be able to live in a county better than the one we live in today.

**Please indicate on a scale of 1–5 (1-unimportant, 5-very important) how important the following items are to you as a resident or business in Scott County.**

### Community and Livability

1. Walking access (1/2 mile or less) to goods and services, such as shopping, transit, and schools. \_\_\_\_\_
2. Increase access to active recreation activities (bike lanes, trails, parks). \_\_\_\_\_
3. Support a street system that is well connected. \_\_\_\_\_
4. Easily accessible public transportation and alternative forms of transportation. \_\_\_\_\_
5. Willingness to reduce vehicle trips to alleviate traffic. \_\_\_\_\_
6. Options for flexible work weeks, such as working from home or a managed work week. \_\_\_\_\_
7. Access to information about growing your own food, gardening and healthy foods. \_\_\_\_\_
8. Improve air quality through a reduction in emissions. \_\_\_\_\_
9. Provide affordable housing for people of all income levels. \_\_\_\_\_
10. Access to affordable physical and mental health care. \_\_\_\_\_
11. Ability to participate in local development and policy decisions. \_\_\_\_\_

- 12. Increase outdoor lighting choices that reduce glare and allow stargazing. \_\_\_\_\_
- 13. Use natural tree canopy to reduce heat from cities. \_\_\_\_\_

### **Environment and Natural Resources**

- 14. Protection of agricultural lands. \_\_\_\_\_
- 15. Preservation of woodlands, wetlands, wildlife habitats and other natural features. \_\_\_\_\_
- 16. Reduction in storm water runoff into creeks and streams. \_\_\_\_\_
- 17. Provide a local farmers' market or generate other opportunities to purchase locally made goods. \_\_\_\_\_
- 18. Improvement in water quality for Scott County. \_\_\_\_\_
- 19. Available recycling for local homes and businesses. \_\_\_\_\_
- 20. Rely more on clean energy (wind turbines, solar panels, geothermal, etc.). \_\_\_\_\_

### **Economy: Business, Development and Energy**

- 21. Create a diverse business environment (i.e. many types and sizes). \_\_\_\_\_
- 22. Growth of new and existing businesses. \_\_\_\_\_
- 23. Creation of "Green Jobs." \_\_\_\_\_
- 24. Minimize the production of waste. \_\_\_\_\_
- 25. Support locally owned businesses and downtown business districts. \_\_\_\_\_
- 26. Incentives to use more energy efficient practices. \_\_\_\_\_
- 27. Require Energy Audits for residential and commercial buildings. \_\_\_\_\_
- 28. Make homes and businesses more energy efficient. \_\_\_\_\_

### **Scott County's Sustainable Future**

- 29. Willingness to pay more for renewable energy. \_\_\_\_\_
- 30. Willingness to spend more in order to protect the environment. \_\_\_\_\_

31. Protect sites of cultural importance, even if it impacts economic development. \_\_\_\_\_
32. Reduce our dependency on fossil fuels. \_\_\_\_\_
35. Promote the importance of volunteers in the community. \_\_\_\_\_
36. In general, how important is sustainability to you? \_\_\_\_\_

**For cross-referencing purposes, please answer the following questions:**

In what zip code do you live? \_\_\_\_\_

Do you live in an unincorporated area (outside city limits)? \_\_\_\_\_ Yes      \_\_\_\_\_ No

What is your age? (Select one category):

\_\_\_\_\_ < 20 years to 44 years

\_\_\_\_\_ 45 years to 59 years

\_\_\_\_\_ 60 years or greater

(Scott County Administrative Center, 2011)

## APPENDIX G

### LeClaire Business Survey

# **LeClaire, Iowa Business Survey - Fall 2010**

## **“A Case Study of LeClaire, Iowa”**

Rick N. Reed, MOL • ONU Doctoral Candidate 2012  
14 Walbrier Court, LeClaire, IA 52753 • 563-449-9958 • [csiel.com](http://csiel.com)

Thank you for taking time out to answer the following questions. This should take only a few minutes, but will help LeClaire and other communities throughout the Midwest determine the future of revitalization and sustainability efforts for years to come. Your identity will be held strictly confidential and your answers will be a part of the data for a Doctoral dissertation that will be published in 2012 at Olivet Nazarene University in Bourbonnais, Illinois. To follow the progress of this study please log on to [www.csiel.com](http://www.csiel.com). Thank You!

Survey Team Member: \_\_\_\_\_ Date/Time: \_\_\_\_\_

Business Name: \_\_\_\_\_ Phone \_\_\_\_\_

Business Owner Name: \_\_\_\_\_ Sex: M \_\_\_ F \_\_\_

Manager Name: \_\_\_\_\_

Street Address: \_\_\_\_\_

Mailing Address (if different): \_\_\_\_\_

Email: \_\_\_\_\_

Manager Name: \_\_\_\_\_

Website: \_\_\_\_\_

Nature of Business: \_\_\_\_\_

Seasonal/Permanent? \_\_\_\_\_

Years in Business in LeClaire: \_\_\_\_\_

Number of Employees: \_\_\_\_\_

Full-Time: \_\_\_\_\_ Part-Time: \_\_\_\_\_

Days /Hours of Operation: \_\_\_\_\_

Own or Lease? \_\_\_\_\_

Years? \_\_\_\_\_



## Current Business Climate

Please circle the appropriate letters corresponding to the following statements to indicate your response using the following categories:

Strongly Disagree – SD   Disagree – A   Neutral – N   Agree – DA   Strongly Agree – SA

*Please write any comments you may have in the margins of the survey.*

1. Parking is accessible and available for my customers

SD   D   N   A   SA

2. LeClaire is a safe place during the day

SD   D   N   A   SA

3. LeClaire is a safe place after dark

SD   D   N   A   SA

4. Shoplifting and vandalism are problems for my business

SD   D   N   A   SA

5. LeClaire is clean and well maintained

SD   D   N   A   SA

6. The City's business services (licensing, permits, etc.) are efficient and professional

SD   D   N   A   SA

7. I plan to expand my LeClaire business within the next year

SD   D   N   A   SA

8. I plan to close or relocate my business within the next year

SD   D   N   A   SA

9. I would recommend LeClaire to other entrepreneurs

SD   D   N   A   SA

## Technical Assistance

Which, if any, of the following workshops would you attend if offered:

*(check all that apply)*

- |                                     |   |
|-------------------------------------|---|
| 10. ____ Customer satisfaction      | 11. ____ Storefront design/Window displays        |
| 12. ____ The internet and business  | 13. ____ Healthcare options for small business    |
| 14. ____ Marketing your business    | 15. ____ Finance 101 for retailers                |
| 16. ____ Developing a business plan | 17. ____ Dealing with the seasonal business cycle |
| 18. ____ Financing options          | 19. ____ Tapping into downtown neighborhoods      |
| 20. ____ Tax information            | 21. ____ Computers and your business              |
| 22. ____ Other: _____               |   |

23. What two things are the biggest impediments to your business success in LeClaire?

A. \_\_\_\_\_

B. \_\_\_\_\_

24. What two things are the biggest facilitators of your success in LeClaire?

A. \_\_\_\_\_

B. \_\_\_\_\_

Other comments:

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## APPENDIX H

### LeClaire Leader Interview

## LeClaire, Iowa Community Leaders Personal Interview Winter 2010 - "A Case Study of LeClaire, Iowa"

Rick N. Reed, MOL • ONU Doctoral Candidate 2012  
14 Walbrier Court, LeClaire, IA 52753 • 563-449-9958 • [csiel.com](http://csiel.com)

Thank you for taking time out to answer the following questions. This should take only a few minutes, but will help LeClaire and other communities throughout the Midwest determine the future of revitalization and sustainability efforts for years to come. Your identity will be held strictly confidential and your answers will be a part of the data for a Doctoral dissertation that will be published in 2012 at Olivet Nazarene University in Bourbonnais, Illinois. To follow the progress of this study please log on to [www.csiel.com](http://www.csiel.com). Thank You!

Survey Team Member: \_\_\_\_\_ Date/Time: \_\_\_\_\_

Name: \_\_\_\_\_

Stakeholder Affiliation (Gov't, Chamber, Org., etc. \_\_\_\_\_

Age: Less than 20 years \_\_\_\_ 20-44 \_\_\_\_ 45-59 \_\_\_\_ 60-74 \_\_\_\_ Greater than 74 \_\_\_\_

Sex: M \_\_\_\_ F \_\_\_\_ Race: \_\_\_\_ Home Owner: \_\_\_\_ Rent: \_\_\_\_ Years in LeClaire: \_\_\_\_

Home Street Address: \_\_\_\_\_

Mailing Address (if different): \_\_\_\_\_

Email: \_\_\_\_\_ Phone: \_\_\_\_\_

LeClaire Business Owner: Yes \_\_\_\_ No \_\_\_\_ Years in LeClaire: \_\_\_\_\_

Own/Lease?: \_\_\_\_\_ Name of Business: \_\_\_\_\_

Manager Name: \_\_\_\_\_ Phone: \_\_\_\_\_

Street Address: \_\_\_\_\_

\_\_\_\_\_  
\_\_\_\_\_

**Study Description:** This study is to examine the influence that leaders in small towns and rural communities have on their communities. This study will be conducted using videotape, audio recording, and notes with the permission of participants.

Before asking questions, do the following:

- Introduce self
- Reiterate purpose and benefits of the study
- Tell participants amount of time needed to complete interview
- Establish rapport with participant
- Obtain participant consent by completing consent form

### **Start Interview:**

General statement preceding questions:

Many rural communities in Iowa are struggling with a decreasing population and an eroding tax base. With the current economic struggles felt throughout the United States, there is reason to believe that struggles for many small communities in Iowa will only increase without some form of intervention. Therefore leadership in small towns and rural communities has become critical to stability and any possible future growth. This study will examine the influence that leaders in these communities may exert to help resolve this dilemma.

### **Personal Interview Protocol**

**Questions #1:** Asset mapping and access to community created knowledge – mapped to research question #1.

A. Who do you think should be involved in the process of gathering community data?

B. Who do you think should be involved in assessing data collected?

C. Who should make decisions based on the research for the future of the community?

D. What do you think about community access to information created by local, county and state governments to assist small towns and rural communities?

Potential follow up questions:

a. If access is an issue, what do you think are the causes, and how can it be improved?

b. Do you think that leaders and community stakeholders are aware of any access issues and their impact on strategic planning of revitalization efforts?

c. Do you know if all parties share knowledge during informal meetings, discussions and social gatherings?

d. Do you think that all parties' share and transfer knowledge gained in the community in an informal manner?

e. How do you think this can be improved?

On access to tacit knowledge (Knowledge in the heads and minds of individuals)

f. Do you think that the professional and social relationship between leaders and various community stakeholders is open and inclusive?

g. Does the relationship between parties allow mutual collaboration in determining the future of the community?

**Questions #2:** Developing Strategic Plans - mapped to research question #2.

A. What role do you think leaders and community stakeholders have in the decision-making process for revitalization?

B. Do you think leaders and stakeholders are capable in assessing qualitative and quantitative research results?

Potential follow up questions:

a. In what ways do you think access to qualitative and quantitative research impacts leaders and community stakeholders in strategic planning? (eg. surveys, census data, etc.)

b. If access to data and research is unavailable to various leaders and community stakeholders, how do you think this can be improved for developing strategic plans?

c. Do you think that leaders and community stakeholders are aware of any research issues?

d. Do you think that qualitative and quantitative research may improve decision making in developing strategic plans?



**Questions #3:** Monitoring and providing community oversight- mapped to research question #3.

A. Do you think leaders and community stakeholders will access research results to improve decision-making?

B. Do you think leaders and community stakeholders will monitor community decision-making?

Potential follow up questions:

a. In what ways do you think access to research impacts leaders and community stakeholders (citizens and business owners) monitoring capability?

b. If access to data and research is unavailable to various leaders and community stakeholders, how do you think this can be improved to find available resources in community revitalization efforts?

c. Do you think that community leaders and stakeholders have any trouble in accessing research?

d. How does access to research impact community leaders and stakeholders in their monitoring capability?

### **Personal Interview Protocol**

Thank participant for participating in the interview. Assure participant of the confidentiality, and the potential for a follow up interview. Make sure that the participant has contact information and is directed to the web site for updates.

### **Additional Observations by Interviewer:**

## APPENDIX I

### LeClaire Community Survey Effect Sizes for Gender

*LeClaire Community Survey Effect Sizes for Gender and  
50 Questions With Significance*

Question/Statement	Cohen's <i>d</i>	Effect-Size <i>r</i>	Results
Q2	0.346	0.170	Small
Q5	0.160	0.080	Small
Q7	0.300	0.148	Small
Q8	0.251	0.124	Small
Q9	0.268	0.133	Small
Q11	0.376	0.185	Medium
Q14	0.220	0.110	Small
Q16	0.287	0.142	Small
Q17	0.226	0.112	Small
Q19	0.324	0.160	Small
Q20	0.486	0.236	Medium
Q21	0.336	0.165	Small
Q22	0.346	0.171	Small
Q23	0.307	0.152	Small
Q24	0.332	0.164	Small
Q25	0.426	0.208	Medium
Q26	0.488	0.237	Medium
Q27	0.246	0.122	Small
Q30	0.493	0.240	Medium
Q31	0.410	0.201	Medium
Q33	0.483	0.235	Medium
Q34	0.427	0.209	Medium
Q36	0.340	0.167	Small
Q38	0.229	0.114	Small
Q39	0.424	0.208	Medium
Q40	0.385	0.189	Medium
Q41	0.312	0.154	Small
Q43	0.385	0.189	Medium
Q44	0.421	0.206	Medium
Q45	0.480	0.233	Medium
Q46	0.468	0.228	Medium
Q47	0.317	0.157	Small
Q48	0.399	0.196	Small
Q50	0.274	0.136	Small

*LeClaire Community Survey Effect Sizes for Gender and  
50 Questions With No Significance*

Question/Statement	Cohen's <i>d</i>	Effect-Size <i>r</i>	Result
Q1	0.113	0.056	Small
Q3	0.177	0.088	Small
Q4	0.076	0.038	Small
Q5	0.160	0.080	Small
Q6	0.135	0.067	Small
Q10	0.194	0.097	Small
Q12	0.107	0.053	Small
Q13	0.181	0.090	Small
Q15	0.031	0.015	Small
Q18	0.197	0.098	Small
Q28	0.112	0.056	Small
Q29	0.043	0.021	Small
Q35	0.200	0.099	Small
Q42	0.990	0.050	Large
Q49	0.206	0.102	Small

## APPENDIX J

### LeClaire Community Survey Effect Sizes for Residence

*LeClaire Community Survey Effect Sizes for Zip Code and  
50 Questions With Significance*

Question/Statement	Cohen's <i>d</i>	Effect-Size <i>r</i>	Result
Q2	-0.241	0.120	Small
Q8	0.360	0.177	Medium
Q12	0.348	0.172	Medium
Q20	-0.271	0.134	Small
Q22	-0.265	0.131	Small
Q27	0.379	0.186	Medium
Q29	0.280	0.139	Small
Q32	0.290	0.143	Small
Q43	-0.240	0.119	Small
Q50	0.209	0.104	Small

*LeClaire Community Survey Effect Sizes for Zip Code and  
50 Questions With No Significance*

Question/Statement	Cohen's <i>d</i>	Effect-Size <i>r</i>	Result
Q1	-0.127	0.063	Small
Q3	0.066	0.033	Small
Q4	0.082	0.041	Small
Q5	0.066	0.033	Small
Q6	-0.021	0.010	Small
Q7	0.190	0.095	Small
Q9	0.148	0.074	Small
Q10	0.040	0.020	Small
Q11	-0.159	0.079	Small
Q13	0.036	0.018	Small
Q14	0.161	0.080	Small
Q15	0.186	0.093	Small
Q16	0.085	0.042	Small
Q17	-0.065	0.032	Small
Q18	-0.139	0.069	Small
Q19	0.0123	0.006	Small
Q21	-0.064	0.032	Small
Q23	-0.079	0.039	Small
Q24	0.009	0.005	Small
Q25	-0.121	0.060	Small
Q26	0.060	0.030	Small
Q28	0.170	0.084	Small
Q30	0.063	0.031	Small

*LeClaire Community Survey Effect Sizes for Zip Code and  
50 Questions With No Significance*

Question/Statement	Cohen's <i>d</i>	Effect-Size <i>r</i>	Result
Q31	0.090	0.045	Small
Q33	0.169	0.084	Small
Q34	0.0167	0.008	Small
Q35	-0.01	0.005	Small
Q36	-0.107	0.053	Small
Q37	-0.041	0.021	Small
Q38	0.125	0.062	Small
Q39	-0.031	0.015	Small
Q40	-0.106	0.053	Small
Q41	0.051	0.025	Small
Q42	-0.151	0.075	Small
Q44	-0.188	0.094	Small
Q45	-0.152	0.076	Small
Q46	-0.130	0.065	Small
Q47	-0.060	0.030	Small
Q48	0.102	0.051	Small
Q49	0.143	0.071	Small



## APPENDIX K

### Scott County Community Survey Effect Sizes for Residence

*Scott County Community Survey Effect Sizes for Zip Code and 50 Questions With Significance*

Question/Statement	Cohen's <i>d</i>	Effect-Size <i>r</i>	Result
Q18	0.255	0.127	Small
Q21	0.135	0.067	Small
Q22	0.126	0.063	Small
Q28	0.126	0.063	Small
Q31	0.127	0.063	Small
Q33	-0.229	0.114	Small
Q38	-0.182	0.090	Small
Q43	0.180	0.090	Small
Q44	0.144	0.072	Small
Q45	0.161	0.080	Small
Q46	0.174	0.086	Small
Q47	0.153	0.076	Small
Q48	0.150	0.075	Small
Q49	0.192	0.096	Small

*Scott County Community Survey Effect Sizes for Zip Code and 50 Questions With No Significance*

Question/Statement	Cohen's <i>d</i>	Effect-Size <i>r</i>	Result
Q17	-0.047	0.023	Small
Q19	-0.040	0.020	Small
Q20	0.022	0.010	Small
Q23	0.092	0.046	Small
Q24	0.062	0.031	Small
Q25	0.035	0.018	Small
Q26	0.109	0.054	Small
Q27	0.097	0.048	Small
Q29	0.056	0.028	Small
Q30	-0.010	0.005	Small
Q32	0.102	0.051	Small
Q34	0.092	0.046	Small
Q35	0.077	0.038	Small
Q36	0.087	0.043	Small
Q37	0.097	0.049	Small
Q39	0.070	0.035	Small
Q40	0.064	0.032	Small
Q41	0.014	0.007	Small
Q42	0.087	0.044	Small
Q50	0.062	0.031	Small

## APPENDIX L

### LeClaire Business Survey Effect Sizes for Gender

*LeClaire Business Survey Effect Sizes for Gender and  
24 Questions With No Significance*

Question/Statement	Cohen's d	Effect-Size r	Result
Q1	0.067	0.033	Small
Q2	-0.144	0.072	Small
Q3	-0.565	0.272	Small
Q4	0.311	0.154	Small
Q5	-0.361	0.178	Small
Q6	0.160	0.080	Small
Q7	0.125	0.062	Small
Q8	0.352	0.173	Medium
Q9	-0.046	0.023	Small
Q10	-0.160	0.080	Small
Q11	-0.102	0.051	Small
Q12	0.655	0.311	Large
Q13	-0.422	0.206	Small
Q14	0.337	0.166	Small
Q15	-0.535	0.258	Small
Q16	-0.056	0.028	Small
Q17	-0.263	0.130	Small
Q18	-0.263	0.130	Small
Q19	-0.691	0.326	Small
Q20	0.129	0.064	Small
Q21	-0.551	0.266	Small
Q22	-0.609	0.291	Small
Q23	0.032	0.016	Small
Q24	-0.008	0.004	Small

## APPENDIX M

### LeClaire Business Survey Effect Sizes for Residence

*LeClaire Business Survey Effect Sizes for Residence and  
24 Questions With Significance*

Question/Statement	Cohen's <i>d</i>	Effect-Size <i>r</i>	Result
Q3	-1.817	0.672	Small
Q10	-1.615	0.628	Small
Q12	-2.167	0.735	Small
Q13	-1.251	0.530	Small
Q18	-1.132	0.493	Small
Q19	-1.132	0.493	Small
Q20	-1.370	0.565	Small
Q21	-1.491	0.598	Small

*LeClaire Business Survey Effect Sizes for Residence and  
24 Questions With No Significance*

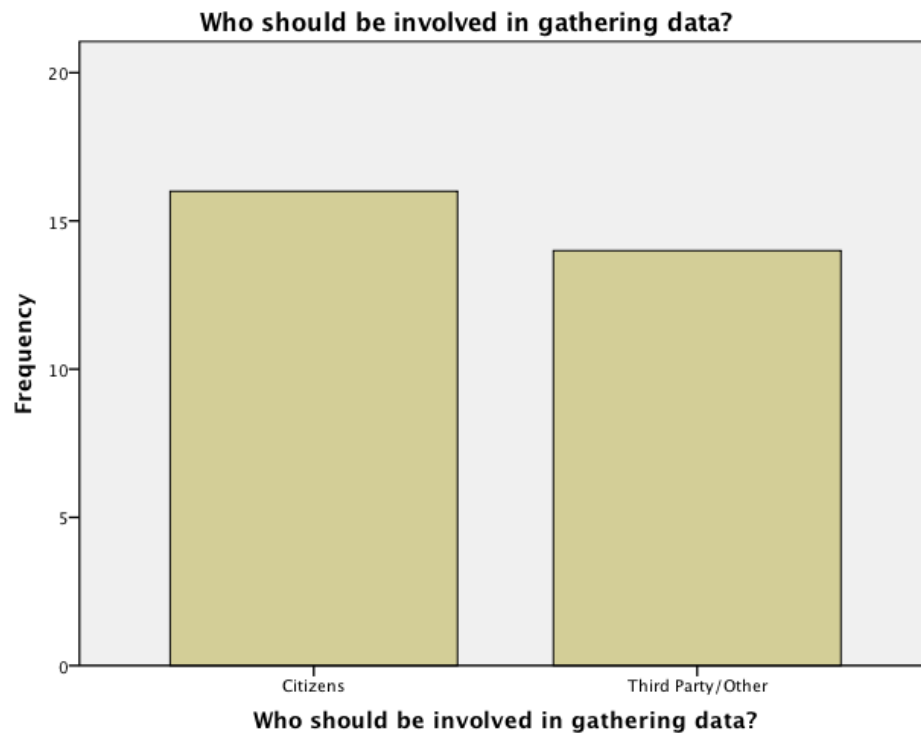
Question/Statement	Cohen's <i>d</i>	Effect-Size <i>r</i>	Result
Q1	0.538	0.260	Medium
Q2	-0.309	0.152	Small
Q4	0.378	0.186	Medium
Q5	-0.232	0.115	Small
Q6	-0.553	0.267	Small
Q7	-0.809	0.375	Small
Q8	0.039	0.020	Small
Q9	-0.189	0.094	Small
Q11	0.348	0.171	Small
Q14	0.163	0.081	Small
Q15	-0.326	0.161	Small
Q16	0.191	0.095	Small
Q17	0.262	0.130	Small
Q22	-0.194	0.097	Small
Q23	0.369	0.181	Medium
Q24	0.455	0.222	Medium

## APPENDIX N

### LeClaire Leader Interview Frequencies

*Frequency Table – Question/Statement 1*

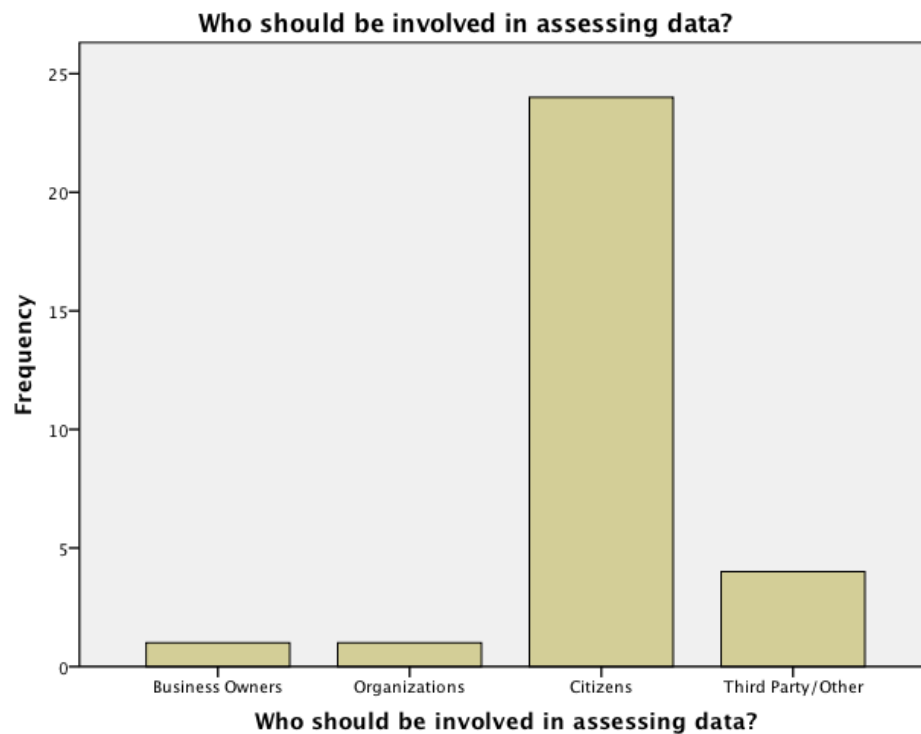
<i>Who should be involved in gathering data?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Citizens	16	53.3	53.3	53.3
	Third Party/Other	14	46.7	46.7	100.0
	Total	30	100.0	100.0	





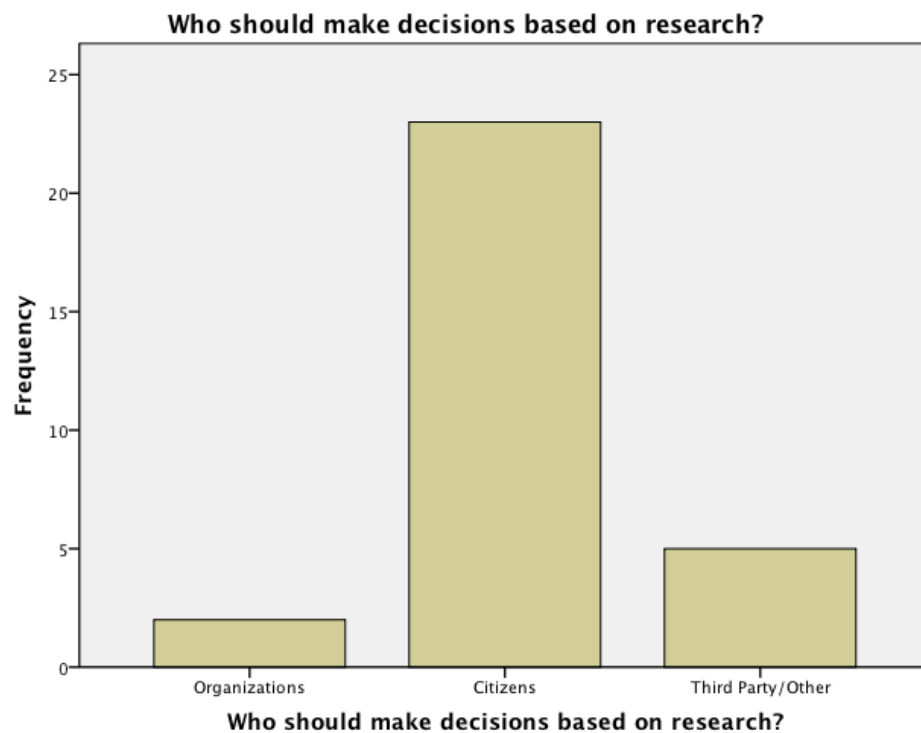
*Frequency Table – Question/Statement 2*

<i>Who should be involved in assessing data?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business Owners	1	3.3	3.3	3.3
	Organizations	1	3.3	3.3	6.7
	Citizens	24	80.0	80.0	86.7
	Third Party/Other	4	13.3	13.3	100.0
	Total	30	100.0	100.0	



*Frequency Table – Question/Statement 3*

<i>Who should make decisions based on research?</i>				
		Frequency	Percent	Cumulative Valid Percent
Valid	Organizations	2	6.7	6.7
	Citizens	23	76.7	83.3
	Third Party/Other	5	16.7	100.0
	Total	30	100.0	100.0



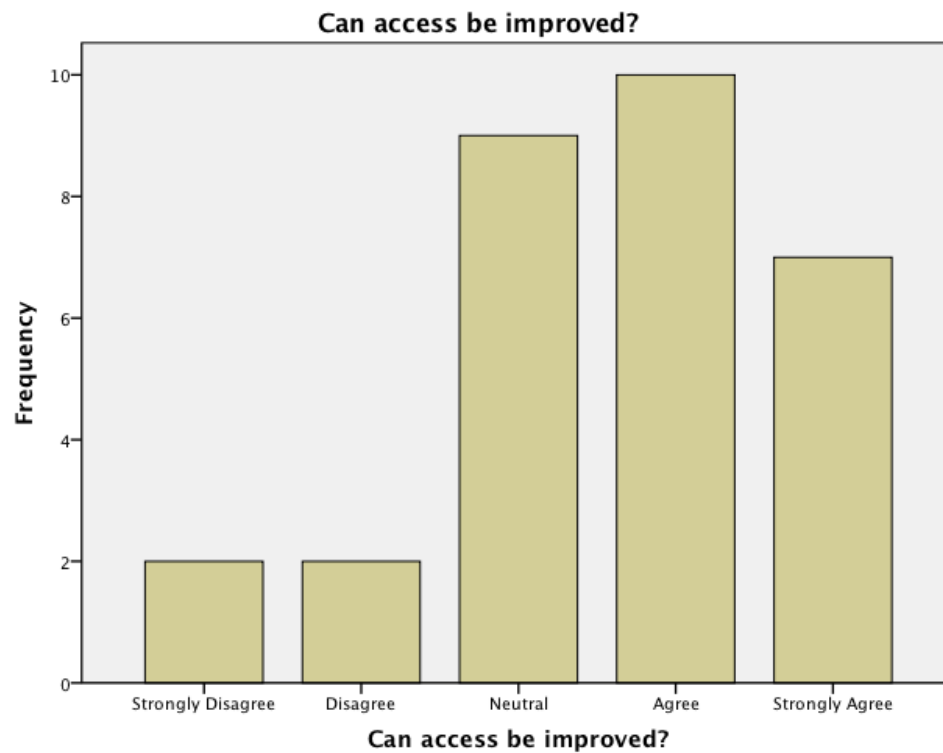
*Frequency Table – Question/Statement 4*

<i>Is community access to information available?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	3.3	3.3	3.3
	Disagree	4	13.3	13.3	16.7
	Neutral	1	3.3	3.3	20.0
	Agree	14	46.7	46.7	66.7
	Strongly Agree	10	33.3	33.3	100.0
	Total	30	100.0	100.0	



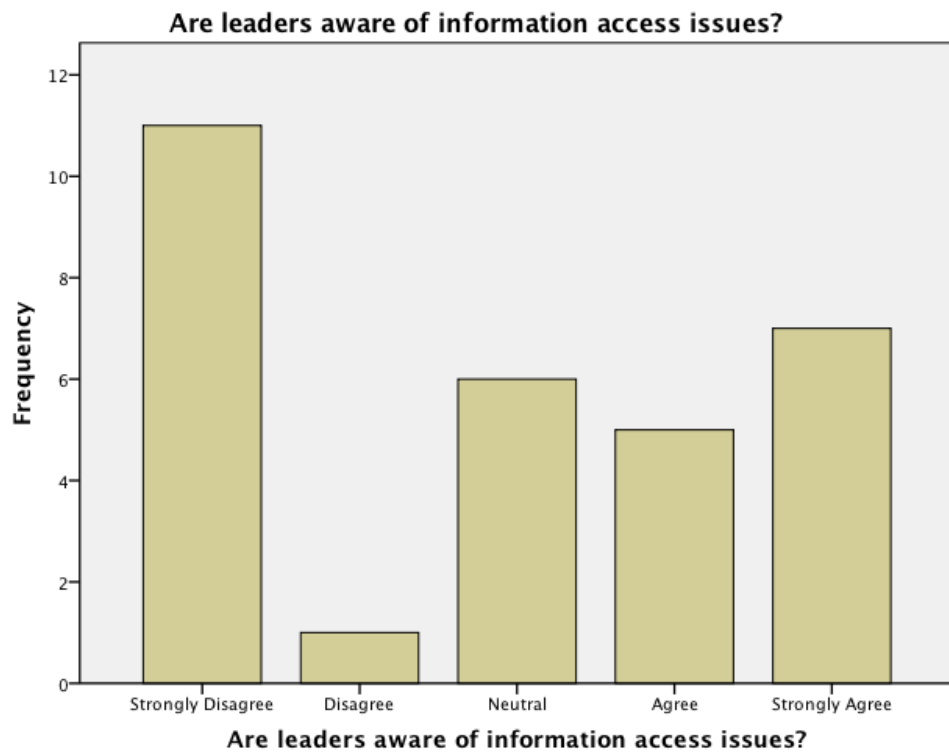
*Frequency Table – Question/Statement 5*

<i>Can access be improved?</i>		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	6.7	6.7	6.7
	Disagree	2	6.7	6.7	13.3
	Neutral	9	30.0	30.0	43.3
	Agree	10	33.3	33.3	76.7
	Strongly Agree	7	23.3	23.3	100.0
	Total	30	100.0	100.0	



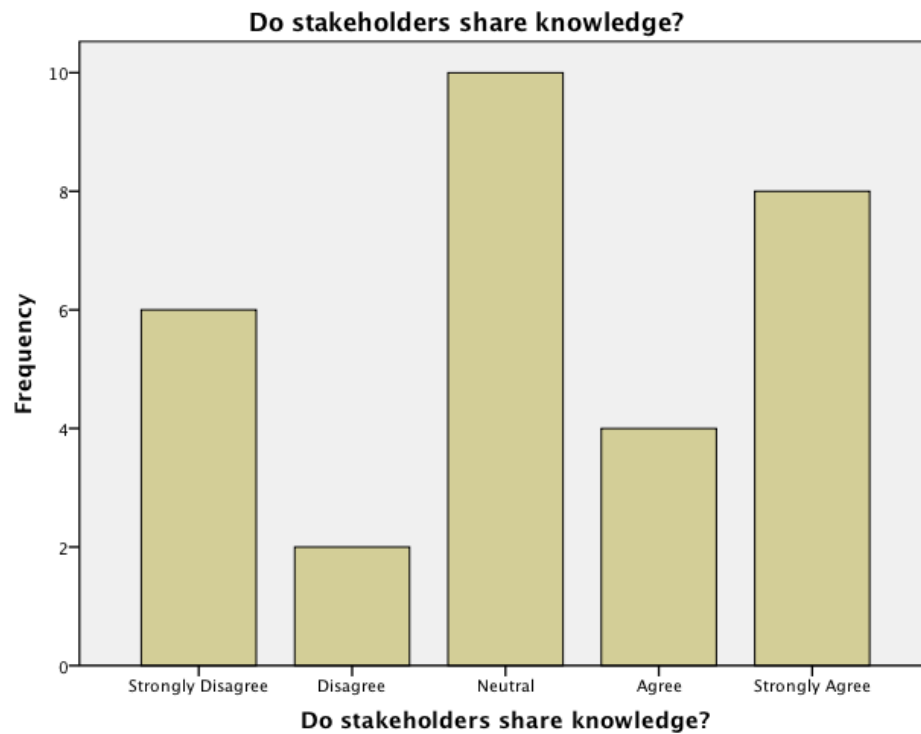
*Frequency Table – Question/Statement 6*

<i>Are leaders aware of information access issues?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	11	36.7	36.7	36.7
	Disagree	1	3.3	3.3	40.0
	Neutral	6	20.0	20.0	60.0
	Agree	5	16.7	16.7	76.7
	Strongly Agree	7	23.3	23.3	100.0
	Total	30	100.0	100.0	



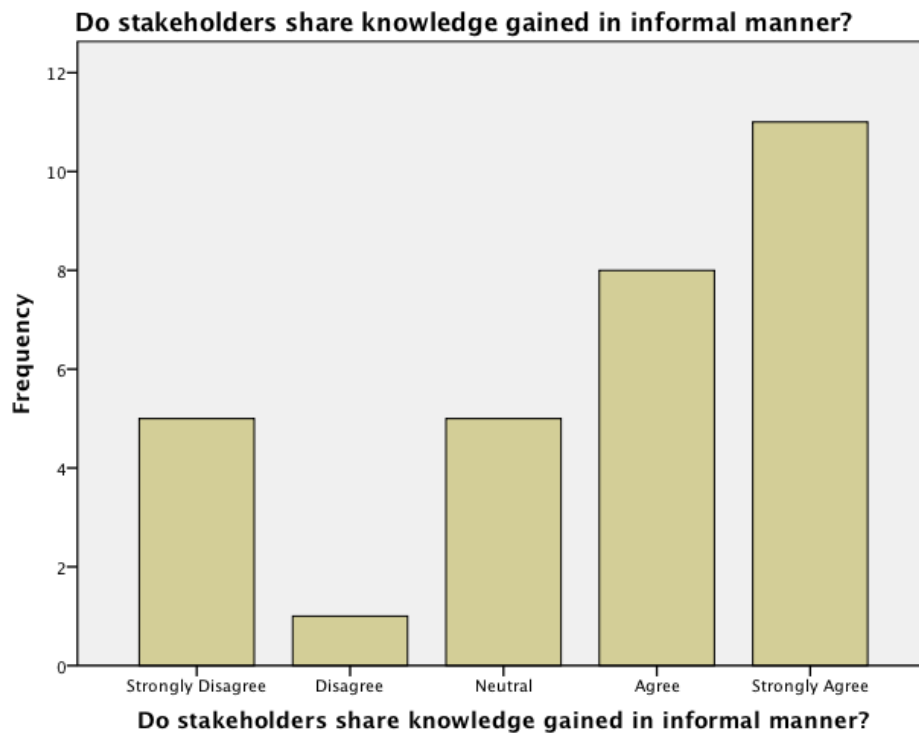
*Frequency Table – Question/Statement 7*

<i>Do stakeholders share knowledge?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	20.0	20.0	20.0
	Disagree	2	6.7	6.7	26.7
	Neutral	10	33.3	33.3	60.0
	Agree	4	13.3	13.3	73.3
	Strongly Agree	8	26.7	26.7	100.0
	Total	30	100.0	100.0	



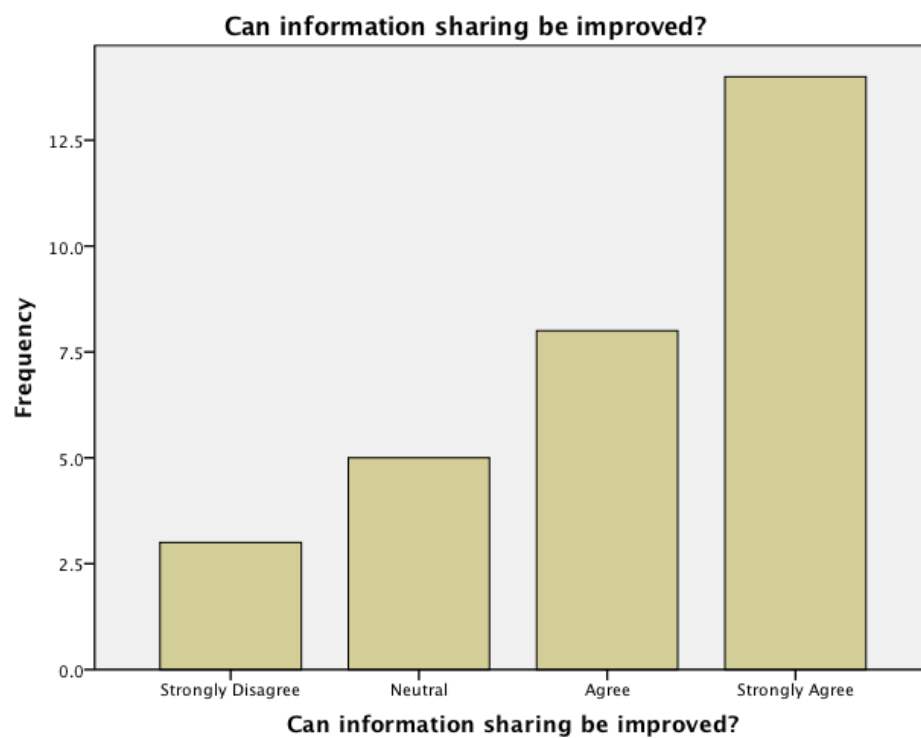
*Frequency Table – Question/Statement 8*

<i>Do stakeholders share knowledge gained in informal manner?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	5	16.7	16.7	16.7
	Disagree	1	3.3	3.3	20.0
	Neutral	5	16.7	16.7	36.7
	Agree	8	26.7	26.7	63.3
	Strongly Agree	11	36.7	36.7	100.0
	Total	30	100.0	100.0	



*Frequency Table – Question/Statement 9*

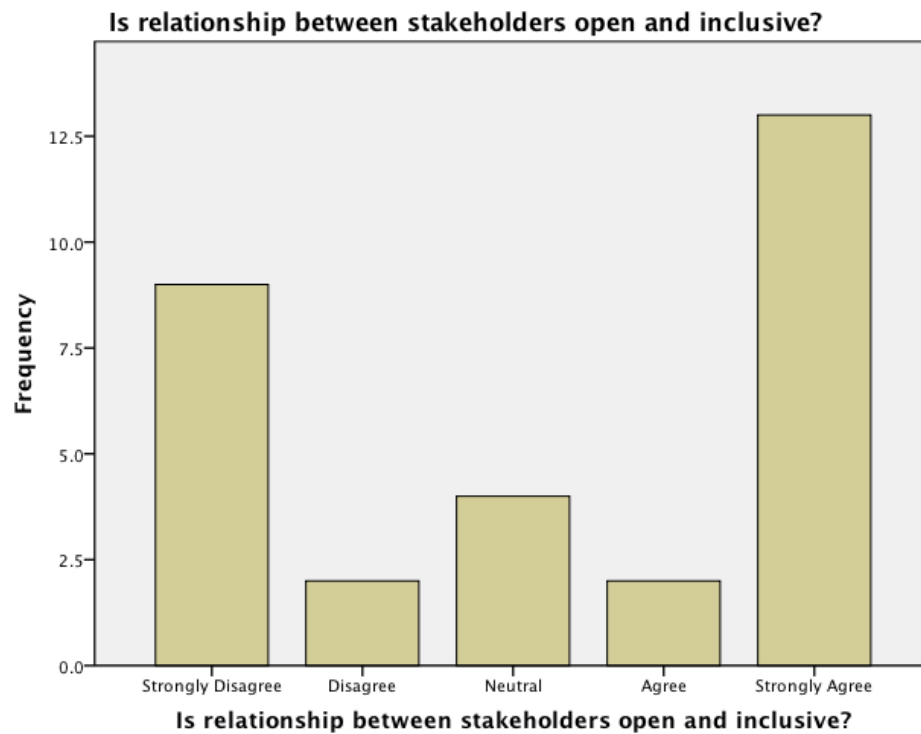
<i>Can information sharing be improved?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	10.0	10.0	10.0
	Neutral	5	16.7	16.7	26.7
	Agree	8	26.7	26.7	53.3
	Strongly Agree	14	46.7	46.7	100.0
	Total	30	100.0	100.0	





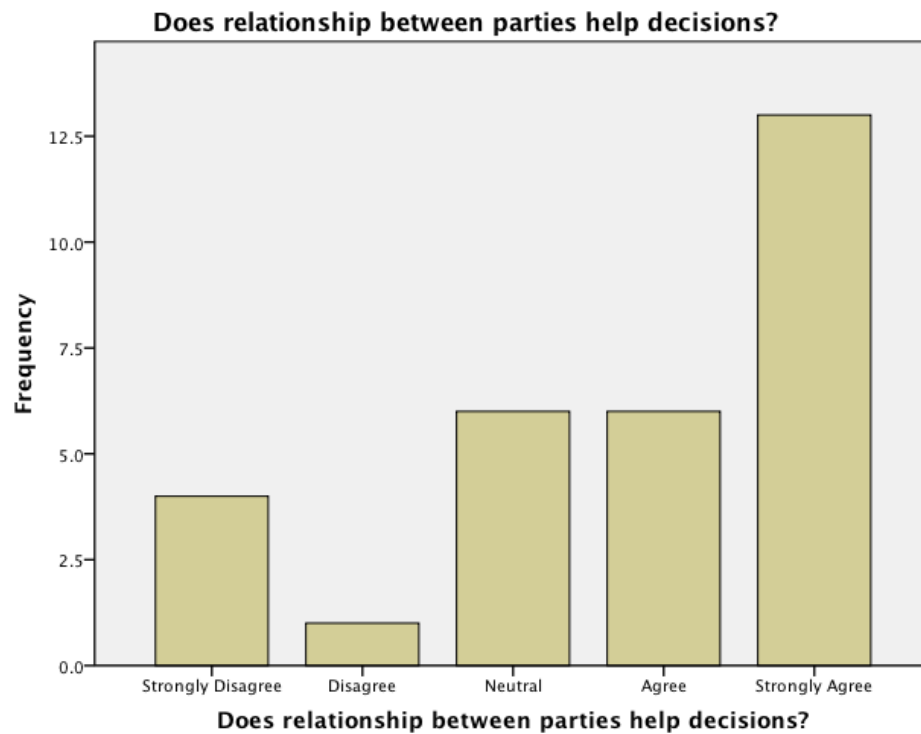
*Frequency Table – Question/Statement 10*

<i>Is relationship between stakeholders open and inclusive?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	9	30.0	30.0	30.0
	Disagree	2	6.7	6.7	36.7
	Neutral	4	13.3	13.3	50.0
	Agree	2	6.7	6.7	56.7
	Strongly Agree	13	43.3	43.3	100.0
	Total	30	100.0	100.0	



*Frequency Table – Question/Statement 11*

<i>Does relationship between parties help decisions?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	13.3	13.3	13.3
	Disagree	1	3.3	3.3	16.7
	Neutral	6	20.0	20.0	36.7
	Agree	6	20.0	20.0	56.7
	Strongly Agree	13	43.3	43.3	100.0
	Total	30	100.0	100.0	



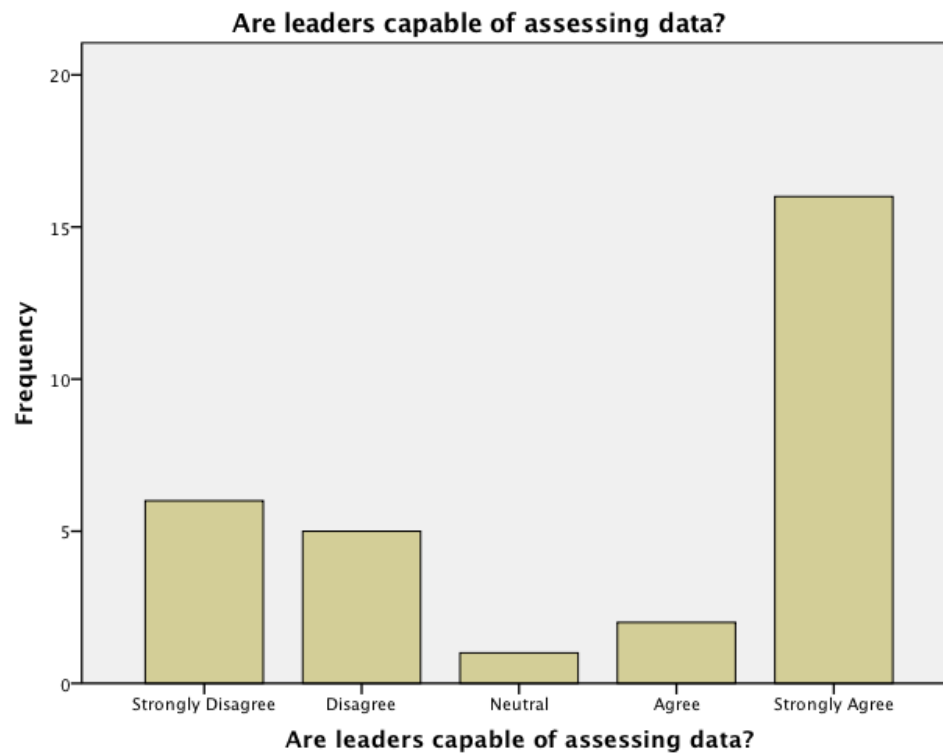
*Frequency Table – Question/Statement 12*

<i>What role do leaders have in revitalization?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	6	20.0	20.0	20.0
	Strongly Agree	24	80.0	80.0	100.0
	Total	30	100.0	100.0	



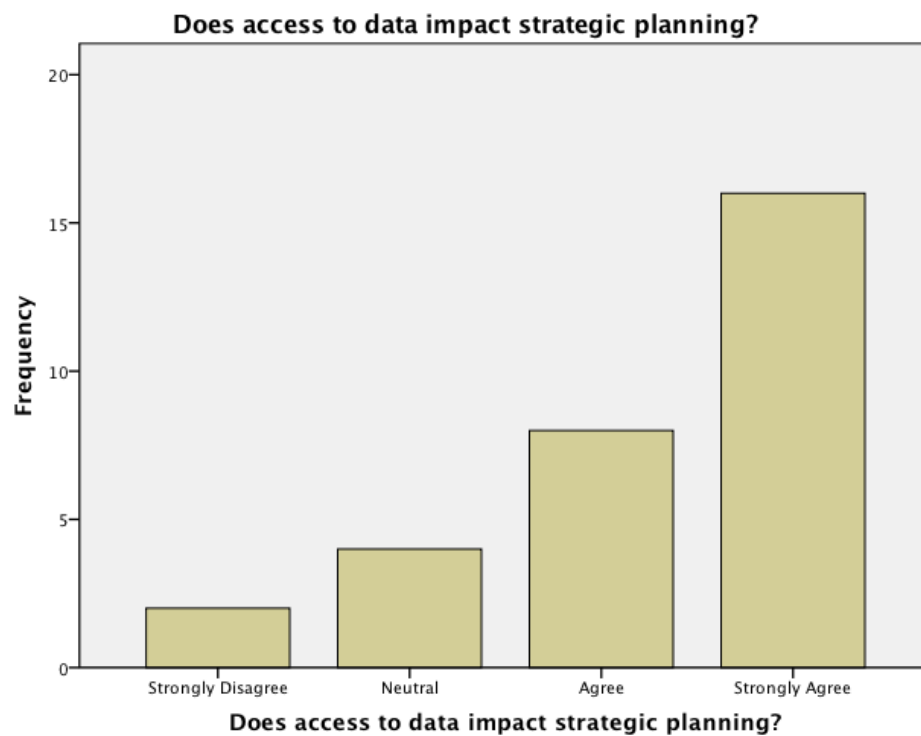
*Frequency Table – Question/Statement 13*

<i>Are leaders capable of assessing data?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	6	20.0	20.0	20.0
	Disagree	5	16.7	16.7	36.7
	Neutral	1	3.3	3.3	40.0
	Agree	2	6.7	6.7	46.7
	Strongly Agree	16	53.3	53.3	100.0
	Total	30	100.0	100.0	



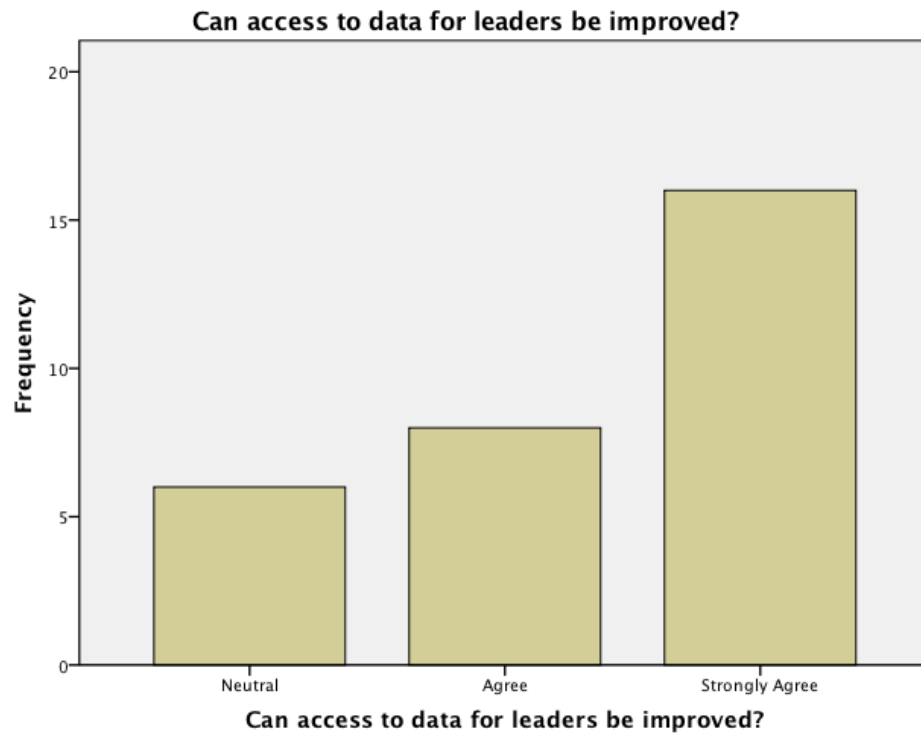
*Frequency Table – Question/Statement 14*

<i>Does access to data impact strategic planning?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	6.7	6.7	6.7
	Neutral	4	13.3	13.3	20.0
	Agree	8	26.7	26.7	46.7
	Strongly Agree	16	53.3	53.3	100.0
	Total	30	100.0	100.0	



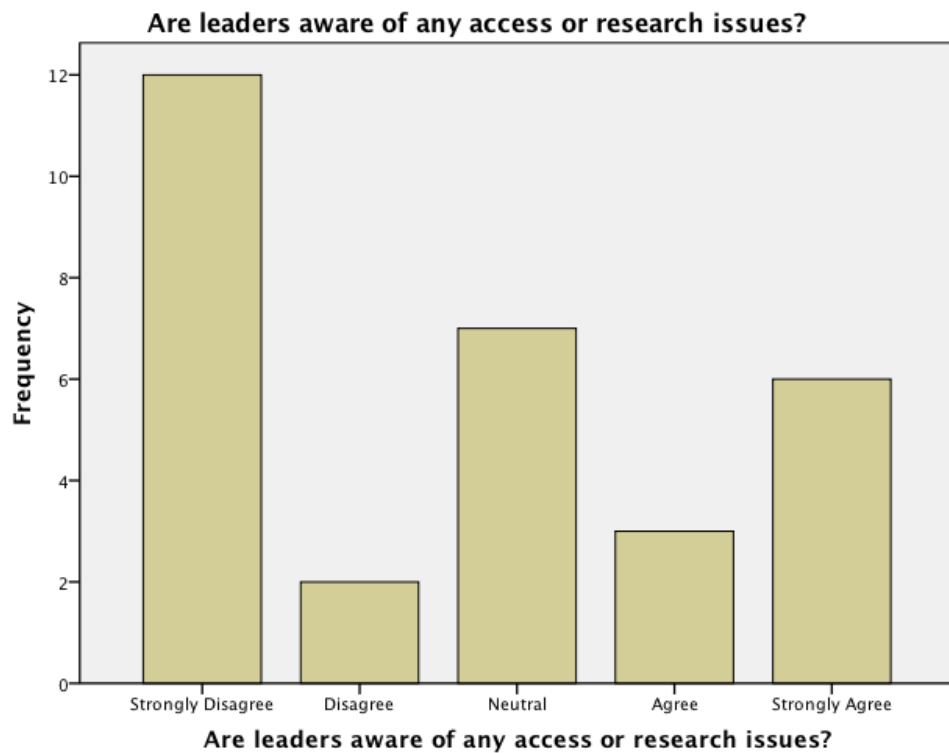
*Frequency Table – Question/Statement 15*

<i>Can access to data for leaders be improved?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	6	20.0	20.0	20.0
	Agree	8	26.7	26.7	46.7
	Strongly Agree	16	53.3	53.3	100.0
	Total	30	100.0	100.0	



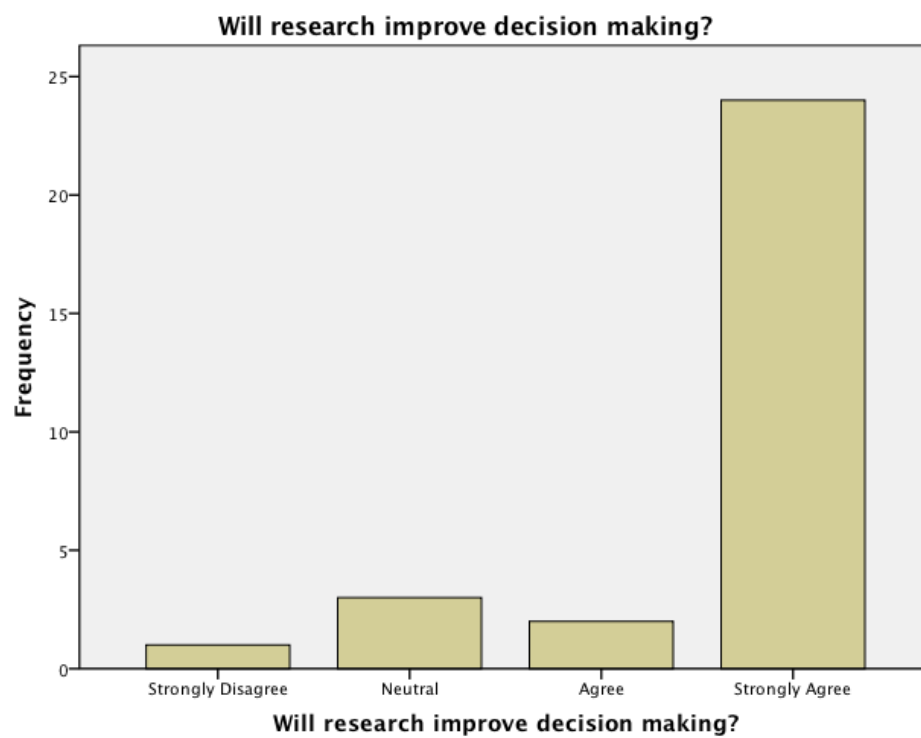
*Frequency Table – Question/Statement 16*

<i>Are leaders aware of any access or research issues?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	12	40.0	40.0	40.0
	Disagree	2	6.7	6.7	46.7
	Neutral	7	23.3	23.3	70.0
	Agree	3	10.0	10.0	80.0
	Strongly Agree	6	20.0	20.0	100.0
	Total	30	100.0	100.0	



*Frequency Table – Question/Statement 17*

<i>Will research improve decision-making?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	3.3	3.3	3.3
	Neutral	3	10.0	10.0	13.3
	Agree	2	6.7	6.7	20.0
	Strongly Agree	24	80.0	80.0	100.0
	Total	30	100.0	100.0	





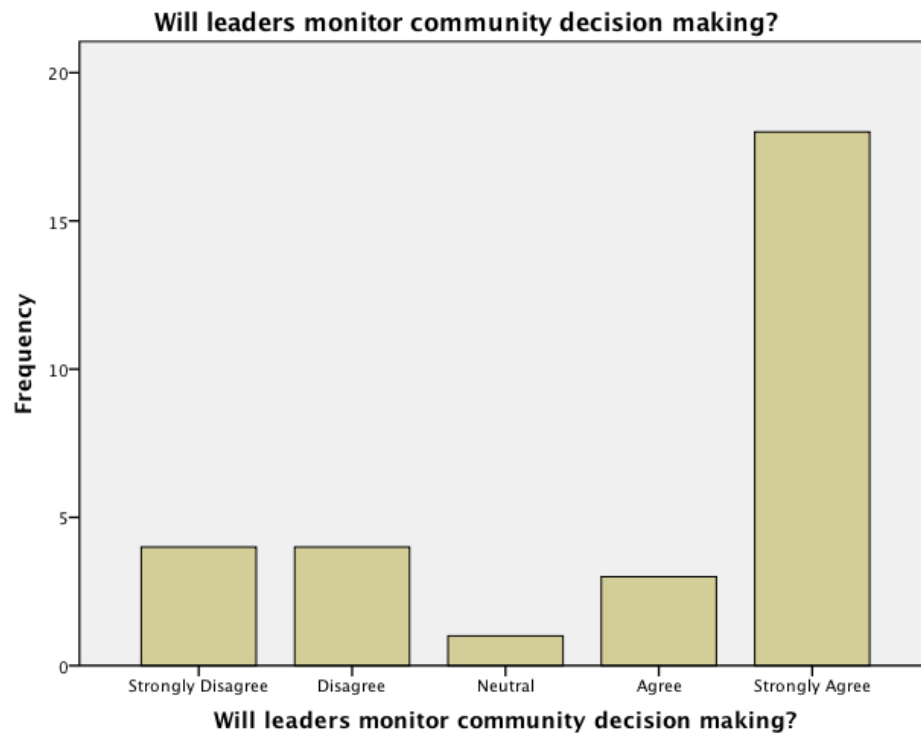
*Frequency Table – Question/Statement 18*

<i>Will leaders access research to improve decision-making?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	3	10.0	10.0	10.0
	Disagree	1	3.3	3.3	13.3
	Neutral	1	3.3	3.3	16.7
	Agree	7	23.3	23.3	40.0
	Strongly Agree	18	60.0	60.0	100.0
	Total	30	100.0	100.0	



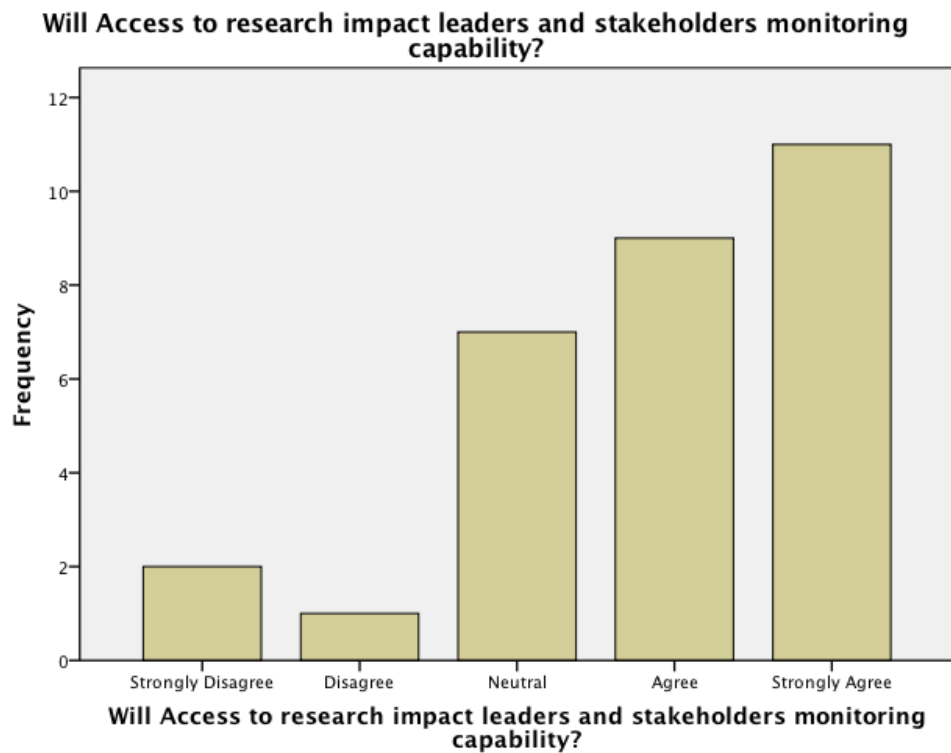
*Frequency Table – Question/Statement 19*

<i>Will leaders monitor community decision-making?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	4	13.3	13.3	13.3
	Disagree	4	13.3	13.3	26.7
	Neutral	1	3.3	3.3	30.0
	Agree	3	10.0	10.0	40.0
	Strongly Agree	18	60.0	60.0	100.0
	Total	30	100.0	100.0	



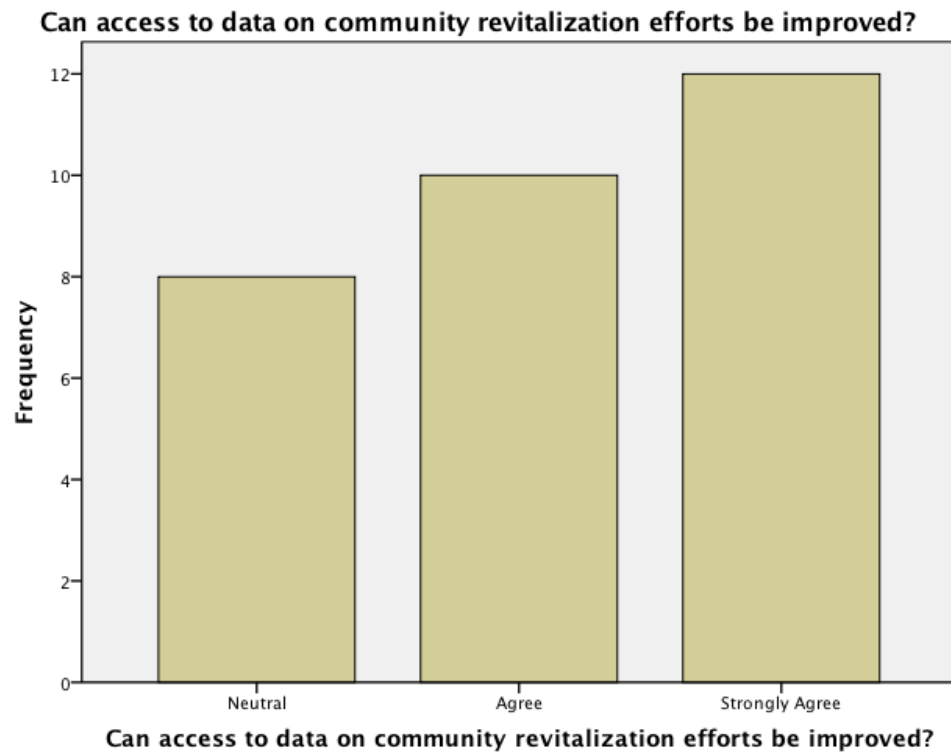
*Frequency Table – Question/Statement 20*

<i>Will Access to research impact leaders and stakeholders monitoring capability?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	6.7	6.7	6.7
	Disagree	1	3.3	3.3	10.0
	Neutral	7	23.3	23.3	33.3
	Agree	9	30.0	30.0	63.3
	Strongly Agree	11	36.7	36.7	100.0
	Total	30	100.0	100.0	



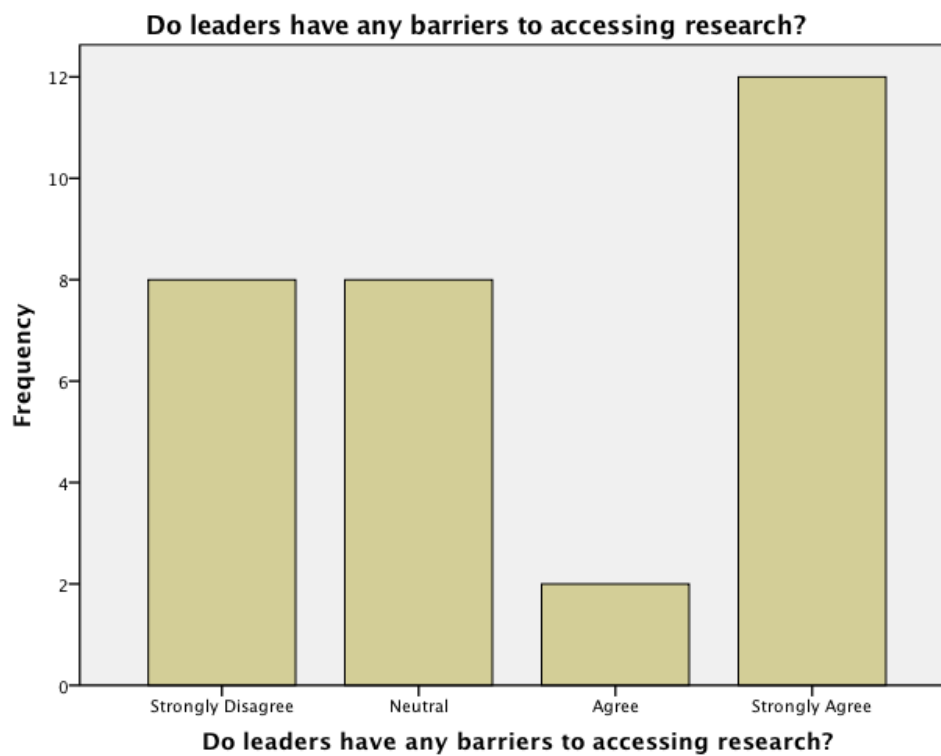
*Frequency Table – Question/Statement 21*

<i>Can access to data on community revitalization efforts be improved?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Neutral	8	26.7	26.7	26.7
	Agree	10	33.3	33.3	60.0
	Strongly Agree	12	40.0	40.0	100.0
	Total	30	100.0	100.0	



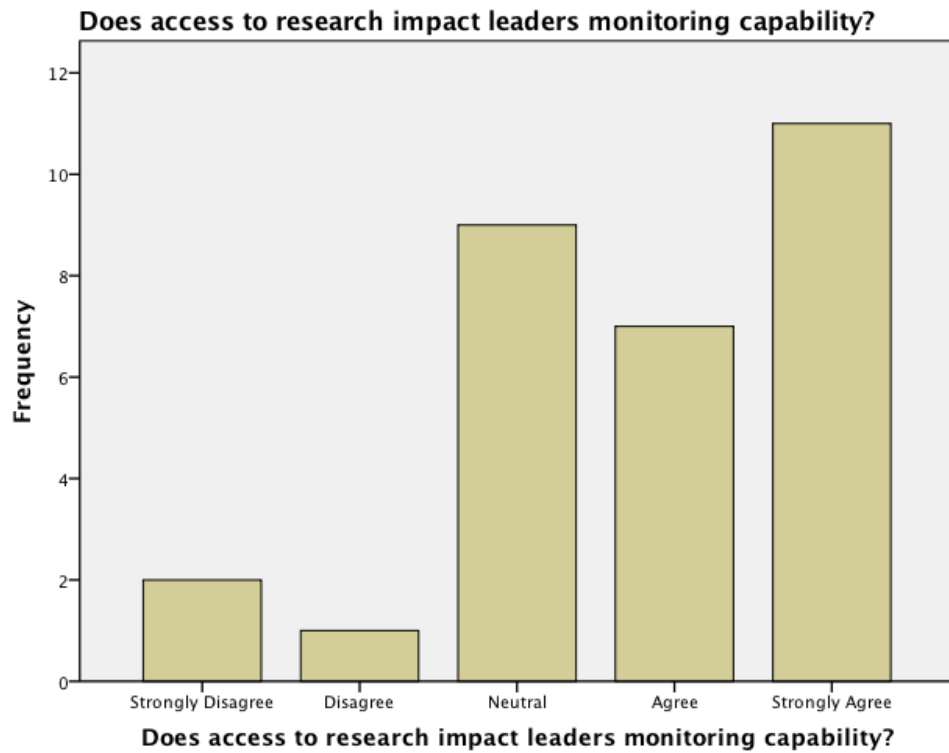
*Frequency Table – Question/Statement 22*

<i>Do leaders have any barriers to accessing research?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	8	26.7	26.7	26.7
	Neutral	8	26.7	26.7	53.3
	Agree	2	6.7	6.7	60.0
	Strongly Agree	12	40.0	40.0	100.0
	Total	30	100.0	100.0	



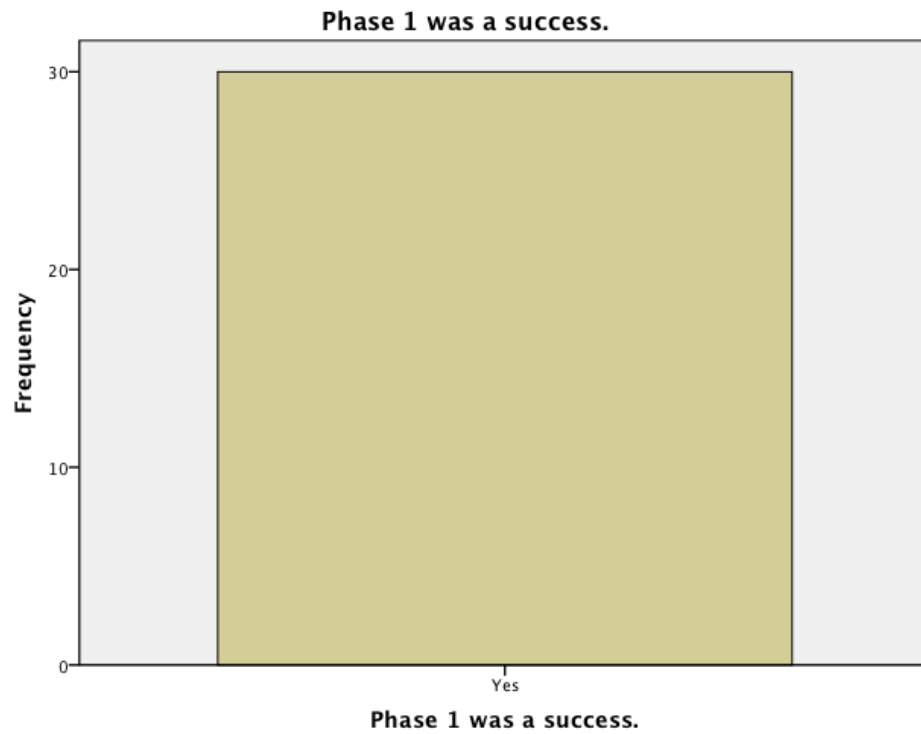
*Frequency Table – Question/Statement 23*

<i>Does access to research impact leaders monitoring capability?</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	2	6.7	6.7	6.7
	Disagree	1	3.3	3.3	10.0
	Neutral	9	30.0	30.0	40.0
	Agree	7	23.3	23.3	63.3
	Strongly Agree	11	36.7	36.7	100.0
	Total	30	100.0	100.0	



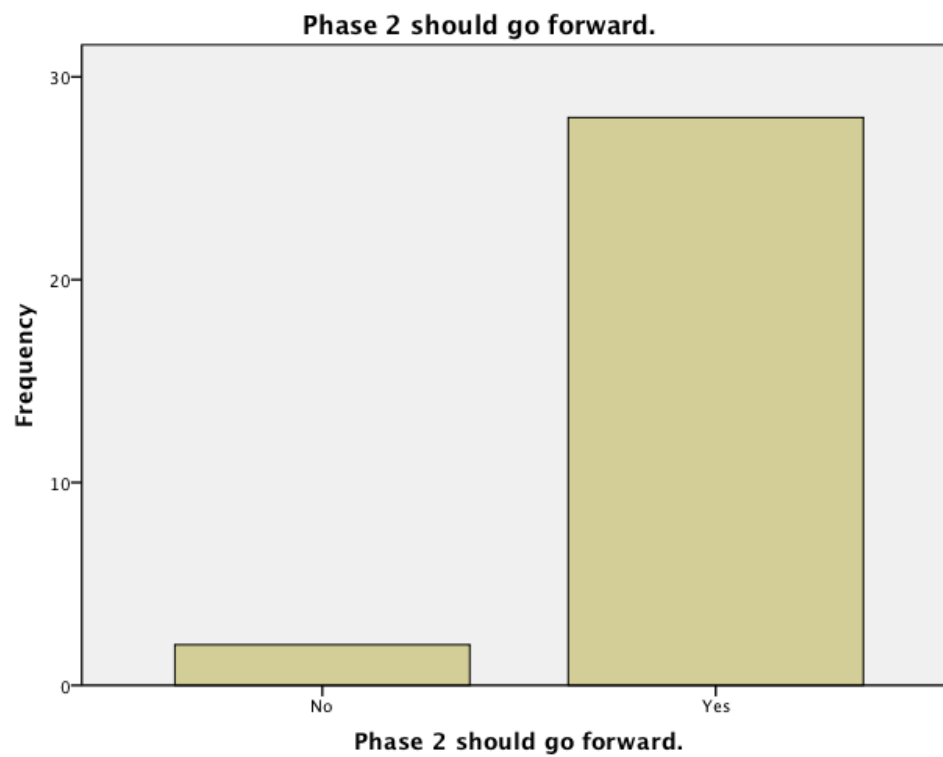
*Frequency Table – Question/Statement 24*

<i>Phase 1 was a success.</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	30	100.0	100.0	100.0



*Frequency Table – Question/Statement 25*

<i>Phase 2 should go forward.</i>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	2	6.7	6.7	6.7
	Yes	28	93.3	93.3	100.0
	Total	30	100.0	100.0	





## APPENDIX O

### LeClaire Leader Interview Chi-Square Goodness of Fit

*LeClaire Leader Chi-Square Goodness of Fit*

<i>Age 3 Categories</i>			
	Observed N	Expected N	Residual
Less than 20 - 44 Years	3	10.0	-7.0
45 - 59	16	10.0	6.0
60+	11	10.0	1.0
Total	30		

<i>LeClaire Homeowner?</i>			
	Observed N	Expected N	Residual
No	19	15.0	4.0
Yes	11	15.0	-4.0
Total	30		

<i>Years involved in LeClaire as a leader.</i>			
	Observed N	Expected N	Residual
0	2	5.0	-3.0
Less than 1 year	9	5.0	4.0
1 - 5 years	2	5.0	-3.0
6 - 10 years	4	5.0	-1.0
11 - 20 years	5	5.0	.0
Greater than 20 years	8	5.0	3.0
Total	30		

<i>LeClaire Business Owner?</i>			
	Observed N	Expected N	Residual
No	11	15.0	-4.0
Yes	19	15.0	4.0
Total	30		

<i>Years business owned?</i>			
	Observed N	Expected N	Residual
0	1	5.0	-4.0
Less than 1 year	18	5.0	13.0
1 - 5 years	4	5.0	-1.0
6 - 10 years	1	5.0	-4.0
11 - 20 years	2	5.0	-3.0
Greater than 20 years	4	5.0	-1.0
Total	30		

<i>Own or lease business property?</i>			
	Observed N	Expected N	Residual
0	1	10.0	-9.0
Own	19	10.0	9.0
Lease	10	10.0	.0
Total	30		

<i>Q1 - Who should be involved in gathering data?</i>			
	Observed N	Expected N	Residual
Citizens	16	15.0	1.0
Third Party/Other	14	15.0	-1.0
Total	30		

<i>Q2 - Who should be involved in assessing data?</i>			
	Observed N	Expected N	Residual
Business Owners	1	7.5	-6.5
Organizations	1	7.5	-6.5
Citizens	24	7.5	16.5
Third Party/Other	4	7.5	-3.5
Total	30		

---

*Q3 - Who should make decisions based on research?*

---

	Observed N	Expected N	Residual
Organizations	2	10.0	-8.0
Citizens	23	10.0	13.0
Third Party/Other	5	10.0	-5.0
Total	30		

---



---

*Q4 - Is community access to information available?*

---

	Observed N	Expected N	Residual
Strongly Disagree	1	6.0	-5.0
Disagree	4	6.0	-2.0
Neutral	1	6.0	-5.0
Agree	14	6.0	8.0
Strongly Agree	10	6.0	4.0
Total	30		

---



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*Q5 - Can access be improved?*

---

	Observed N	Expected N	Residual
Strongly Disagree	2	6.0	-4.0
Disagree	2	6.0	-4.0
Neutral	9	6.0	3.0
Agree	10	6.0	4.0
Strongly Agree	7	6.0	1.0
Total	30		

---



---

*Q6 - Are leaders aware of information access issues?*

---

	Observed N	Expected N	Residual
Strongly Disagree	11	6.0	5.0
Disagree	1	6.0	-5.0
Neutral	6	6.0	.0
Agree	5	6.0	-1.0
Strongly Agree	7	6.0	1.0
Total	30		

---

<i>Q7 - Do stakeholders share knowledge?</i>			
	Observed N	Expected N	Residual
Strongly Disagree	6	6.0	.0
Disagree	2	6.0	-4.0
Neutral	10	6.0	4.0
Agree	4	6.0	-2.0
Strongly Agree	8	6.0	2.0
Total	30		

<i>Q8 - Do stakeholders share knowledge gained in informal manner?</i>			
	Observed N	Expected N	Residual
Strongly Disagree	5	6.0	-1.0
Disagree	1	6.0	-5.0
Neutral	5	6.0	-1.0
Agree	8	6.0	2.0
Strongly Agree	11	6.0	5.0
Total	30		

<i>Q9 - Can information sharing be improved?</i>			
	Observed N	Expected N	Residual
Strongly Disagree	3	7.5	-4.5
Neutral	5	7.5	-2.5
Agree	8	7.5	.5
Strongly Agree	14	7.5	6.5
Total	30		

<i>Q10 - Is relationship between stakeholders open and inclusive?</i>			
	Observed N	Expected N	Residual
Strongly Disagree	9	6.0	3.0
Disagree	2	6.0	-4.0
Neutral	4	6.0	-2.0
Agree	2	6.0	-4.0
Strongly Agree	13	6.0	7.0
Total	30		

---

*Q11 - Does relationship between parties help decisions?*

---

	Observed N	Expected N	Residual
Strongly Disagree	4	6.0	-2.0
Disagree	1	6.0	-5.0
Neutral	6	6.0	.0
Agree	6	6.0	.0
Strongly Agree	13	6.0	7.0
Total	30		

---

---

*Q12 - What role do leaders have in revitalization?*

---

	Observed N	Expected N	Residual
Agree	6	15.0	-9.0
Strongly Agree	24	15.0	9.0
Total	30		

---

---

*Q13 - Are leaders capable of assessing data?*

---

	Observed N	Expected N	Residual
Strongly Disagree	6	6.0	.0
Disagree	5	6.0	-1.0
Neutral	1	6.0	-5.0
Agree	2	6.0	-4.0
Strongly Agree	16	6.0	10.0
Total	30		

---

---

*Q14 - Does access to data impact strategic planning?*

---

	Observed N	Expected N	Residual
Strongly Disagree	2	7.5	-5.5
Neutral	4	7.5	-3.5
Agree	8	7.5	.5
Strongly Agree	16	7.5	8.5
Total	30		

---

---

*Q15 - Can access to data for leaders be improved?*

---

	Observed N	Expected N	Residual
Neutral	6	10.0	-4.0
Agree	8	10.0	-2.0
Strongly Agree	16	10.0	6.0
Total	30		

---



---

*Q16 - Are leaders aware of any access or research issues?*

---

	Observed N	Expected N	Residual
Strongly Disagree	12	6.0	6.0
Disagree	2	6.0	-4.0
Neutral	7	6.0	1.0
Agree	3	6.0	-3.0
Strongly Agree	6	6.0	.0
Total	30		

---



---

*Q17 - Will research improve decision-making?*

---

	Observed N	Expected N	Residual
Strongly Disagree	1	7.5	-6.5
Neutral	3	7.5	-4.5
Agree	2	7.5	-5.5
Strongly Agree	24	7.5	16.5
Total	30		

---



---

*Q18 - Will leaders access research to improve decision-making?*

---

	Observed N	Expected N	Residual
Strongly Disagree	3	6.0	-3.0
Disagree	1	6.0	-5.0
Neutral	1	6.0	-5.0
Agree	7	6.0	1.0
Strongly Agree	18	6.0	12.0
Total	30		

---

---

*Q19 - Will leaders monitor community decision-making?*

---

	Observed N	Expected N	Residual
Strongly Disagree	4	6.0	-2.0
Disagree	4	6.0	-2.0
Neutral	1	6.0	-5.0
Agree	3	6.0	-3.0
Strongly Agree	18	6.0	12.0
Total	30		

---

---

*Q20 - Will Access to research impact leaders and stakeholders monitoring capability?*

---

	Observed N	Expected N	Residual
Strongly Disagree	2	6.0	-4.0
Disagree	1	6.0	-5.0
Neutral	7	6.0	1.0
Agree	9	6.0	3.0
Strongly Agree	11	6.0	5.0
Total	30		

---

---

*Q21 - Can access to data on community revitalization efforts be improved?*

---

	Observed N	Expected N	Residual
Neutral	8	10.0	-2.0
Agree	10	10.0	.0
Strongly Agree	12	10.0	2.0
Total	30		

---



---

*Q22 - Do leaders have any barriers to accessing research?*

---

	Observed N	Expected N	Residual
Strongly Disagree	8	7.5	.5
Neutral	8	7.5	.5
Agree	2	7.5	-5.5
Strongly Agree	12	7.5	4.5
Total	30		

---

---

*Q23 - Does access to research impact leaders monitoring capability?*

---

	Observed N	Expected N	Residual
Strongly Disagree	2	6.0	-4.0
Disagree	1	6.0	-5.0
Neutral	9	6.0	3.0
Agree	7	6.0	1.0
Strongly Agree	11	6.0	5.0
Total	30		

---

---

*Q24 - Phase 1 was a success.*

---

	Observed N	Expected N	Residual
Yes	30	30.0	.0
Total			

---

a. This variable is constant. Chi-Square Test cannot be performed.

---

*Q25 - Phase 2 should go forward.*

---

	Observed N	Expected N	Residual
No	2	15.0	-13.0
Yes	28	15.0	13.0
Total	30		

---

## APPENDIX P

### Summary Tables of Major Significant Findings

Table 24

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Gender*

Question	Statistical Technique	*Significant mean differences at the .05 level between gender	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 2 Helpful, well-maintained directional signage to downtown.	Independent-Samples <i>t</i> -Test	(0.291*) $t(360) = 3.280$ $p = .001$	(0.346)	Small
Question 5 Comfortable, pedestrian friendly, pleasant experience in walking around downtown.	Independent-Samples <i>t</i> -Test	(0.106*) $t(360) = 1.519$ $p = .130$	(0.160)	Small
Question 7 Traffic flow through downtown.	Independent-Samples <i>t</i> -Test	(0.278*) $t(360) = 2.842$ $p = .005$	(0.300)	Small
Question 8 Well-maintained parking in downtown.	Independent-Samples <i>t</i> -Test	(0.147*) $t(360) = 2.380$ $p = .018$	(0.251)	Small
Question 9 Attractive business signs.	Independent-Samples <i>t</i> -Test	(0.210*) $t(360) = 2.545$ $p = .011$	(0.268)	Small

Table 24 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Gender*

Question	Statistical Technique	Significant means differences at the .05 level between gender	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 11 Good directional parking signs.	Independent-Samples <i>t</i> -Test	(0.310*) $t(360) = 3.568$ $p = .000$	(0.376)	Medium
Question 14 Overall appearance of streetscape (plants, benches, lights, etc.).	Independent-Samples <i>t</i> -Test	(0.156) $t(360) = 2.091$ $p = .037$	(0.220)	Small
Question 16 In general, how Important is downtown revitalization to you?	Independent-Samples <i>t</i> -Test	(0.243) $t(360) = 2.719$ $p = .007$	(0.287)	Small
Question 17 Walking access (1/2 mile or less) to goods and services, such as shopping, transit, and schools.	Independent-Samples <i>t</i> -Test	(0.235) $t(360) = 2.147$ $p = .033$	(0.226)	Small
Question 19 Supporting a street system that is well connected.	Independent-Samples <i>t</i> -Test	(0.274) $t(360) = 3.075$ $p = .002$	(0.324)	Small

Table 24 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Gender*

Question	Statistical Technique	Significant means differences at the .05 level between gender	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 20 Easily accessible public transportation and alternative forms of transportation.	Independent-Samples <i>t</i> -Test	(0.602) $t(360) = 4.607$ $p = .000$	(0.486)	Medium
Question 21 Reducing vehicle trips to alleviate traffic.	Independent-Samples <i>t</i> -Test	(0.405) $t(360) = 3.184$ $p = .002$	(0.336)	Small
Question 22 Options for flexible work weeks, such as working from home or a managed work week.	Independent-Samples <i>t</i> -Test	(0.439) $t(360) = 3.285$ $p = .001$	(0.346)	Small
Question 23 Access to information about growing your own food, gardening and healthy foods.	Independent-Samples <i>t</i> -Test	(0.380) $t(360) = 2.909$ $p = .004$	(0.307)	Small
Question 24 Improving air quality through a reduction in emissions.	Independent-Samples <i>t</i> -Test	(0.379) $t(360) = 3.254$ $p = .002$	(0.332)	Small

Table 24 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Gender*

Question	Statistical Technique	Significant means differences at the .05 level between gender	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 25 Providing affordable housing for people of all income levels.	Independent-Samples <i>t</i> -Test	(0.468) $t(360) = 4.039$ $p = .000$	(0.426)	Medium
Question 26 Access to affordable physical and mental health care.	Independent-Samples <i>t</i> -Test	(0.461) $t(360) = 4.625$ $p = .000$	(0.488)	Medium
Question 27 Ability to participate in local development and policy decisions.	Independent-Samples <i>t</i> -Test	(0.246) $t(360) = 2.337$ $p = .020$	(0.246)	Small
Question 30 Protecting agricultural lands.	Independent-Samples <i>t</i> -Test	(0.469) $t(360) = 4.673$ $p = .000$	(0.493)	Medium
Question 31 Preserving woodlands, wetlands, wildlife habitats and other natural features.	Independent-Samples <i>t</i> -Test	(0.361) $t(360) = 3.885$ $p = .000$	(0.410)	Medium

Table 24 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Gender*

Question	Statistical Technique	Significant means differences at the .05 level between gender	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 33 Providing a local farmer's market or generating other opportunities to purchase locally made goods.	Independent-Samples <i>t</i> -Test	(0.373) $t(360) = 4.586$ $p = .000$	(0.483)	Medium
Question 34 Improving water quality for the community.	Independent-Samples <i>t</i> -Test	(0.310) $t(360) = 4.048$ $p = .000$	(0.427)	Medium
Question 36 Relying more on clean energy (wind turbines, solar panels, geothermal, etc.).	Independent-Samples <i>t</i> -Test	(0.431) $t(360) = 3.221$ $p = .002$	(0.340)	Small
Question 38 Growing new and existing businesses.	Independent-Samples <i>t</i> -Test	(0.197) $t(360) = 2.174$ $p = .031$	(0.229)	Small
Question 39 Creating "Green Jobs".	Independent-Samples <i>t</i> -Test	(0.485) $t(360) = 4.025$ $p = .000$	(0.424)	Medium
Question 40 Minimizing the production of waste.	Independent-Samples <i>t</i> -Test	(0.337) $t(360) = 3.652$ $p = .000$	(0.385)	Medium

Table 24 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Gender*

Question	Statistical Technique	Significant means differences at the .05 level between gender	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 41 Supporting locally owned businesses and downtown business districts.	Independent-Samples <i>t</i> -Test	(0.268) $t(360) = 2.963$ $p = .003$	(0.312)	Small
Question 43 Requiring energy audits for residential and commercial buildings.	Independent-Samples <i>t</i> -Test	(0.494) $t(360) = 3.649$ $p = .000$	(0.385)	Medium
Question 44 Making homes and businesses more energy efficient.	Independent-Samples <i>t</i> -Test	(0.479) $t(360) = 3.998$ $p = .000$	(0.421)	Medium
Question 45 Renewable energy should be used whenever possible.	Independent-Samples <i>t</i> -Test	(0.549) $t(360) = 4.550$ $p = .000$	(0.480)	Medium
Question 46 Spending more in order to protect the environment.	Independent-Samples <i>t</i> -Test	(0.543) $t(360) = 4.436$ $p = .000$	(0.468)	Medium



Table 24 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Gender*

Question	Statistical Technique	Significant means differences at the .05 level between gender	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 47 Protecting sites of cultural importance, even if it impacts economic development.	Independent-Samples <i>t</i> -Test	(0.373) $t(360) = 3.012$ $p = .003$	(0.317)	Small
Question 48 Reducing our dependency on fossil fuels.	Independent-Samples <i>t</i> -Test	(0.495) $t(360) = 3.788$ $p = .000$	(0.399)	Medium
Question 50 In general, how important is sustainability to you.	Independent-Samples <i>t</i> -Test	(0.223) $t(360) = 2.598$ $p = .010$	(0.274)	Small

Table 25

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Residence*

Question	Statistical Technique	Significant means differences at the .05 level between zip codes	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 2  Helpful, well-maintained directional signage to downtown	Independent-Samples <i>t</i> -Test	(-0.186) $t(360) = -2.285$ $p = 0.023$	(-0.241)	Small
Question 8  Well-maintained parking in downtown.	Independent-Samples <i>t</i> -Test	(0.201) $t(360) = 3.416$ $p = 0.001$	(0.360)	Medium
Question 12  Overall appearance of downtown buildings.	Independent-Samples <i>t</i> -Test	(0.239) $t(360) = 3.304$ $p = 0.001$	(0.348)	Small
Question 20  Easily accessible public transportation and alternative forms of transportation.	Independent-Samples <i>t</i> -Test	(-0.309) $t(360) = -2.570$ $p = 0.011$	(-0.271)	Small
Question 22  Options for flexible work weeks, such as working from home or a managed work week.	Independent-Samples <i>t</i> -Test	(-0.307) $t(360) = -2.510$ $p = 0.013$	(-0.265)	Small

Table 25 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Residence*

Question	Statistical Technique	Significant means differences at the .05 level between zip codes	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 27 Ability to participate in local development and policy decisions.	Independent-Samples <i>t</i> -Test	(0.365) $t(360) = 3.597$ $p = 0.000$	(0.379)	Medium
Question 29 Using tree canopy to reduce heat effects.	Independent-Samples <i>t</i> -Test	(0.285) $t(360) = 2.662$ $p = 0.008$	(0.280)	Small
Question 32 Reducing storm water runoff into creeks and streams.	Independent-Samples <i>t</i> -Test	(0.286) $t(360) = 2.749$ $p = 0.006$	(0.290)	Small
Question 43 Requiring energy audits for residential and commercial buildings.	Independent-Samples <i>t</i> -Test	(-0.282) $t(360) = -2.277$ $p = 0.023$	(-0.240)	Small
Question 50 In general, how important is sustainability to you?	Independent-Samples <i>t</i> -Test	(0.164) $t(360) = 1.980$ $p = 0.048$	(0.209)	Small

Table 26

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Age*

Question	Statistical Technique	Significant means differences at the .05 level between age	Effect size Partial eta squared Note: effect size (.1 small, .25 medium, .4 large)	Level of Significance
Question 4  Favorable overall impression of downtown.	ANOVA	< 20-44 & 45-59 (-.240*) 45-59 & < 20-44 (.240*)	(0.04)	Small
Question 12  Overall appearance of downtown buildings.	ANOVA	60 > & < 20-44 (.235*) 60 > & < 45-59 (.220*)	(0.02)	Small
Question 14  Overall appearance of streetscape (plants, benches, lights, etc.).	ANOVA	< 20-44 & 60 > (-2.54*) 60 > & < 20-44 (2.54*)	(0.02)	Small
Question 15  Condition of sidewalks and pedestrian crossings.	ANOVA	< 20-44 & 60 > (-.247*) 60 > & < 20-44 (.247*)	(0.03)	Small
Question 17  Walking access (1/2 mile or less) to goods and services, such as shopping, transit, and schools.	ANOVA	< 20-44 & 45-59 (.314*) 45-59 & < 20-44 (-.314*)	(0.02)	Small

Table 26 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Age*

Question	Statistical Technique	Significant means differences at the .05 level between gender	Effect size Partial eta squared Note: effect size (.1 small, .25 medium, .4 large)	Supported/Partially Supported
Question 18  Increasing access to active recreation activities.	ANOVA	< 20-44 & 45-59 (.338*) < 20-44 & 60 > (.585*)	(0.06)	Small
Question 22  Options for flexible work weeks, such as working from home or a managed work week.	ANOVA	60 > & < 20-44 (-.435*) 60 > & 45-59 (-.604*)	(0.04)	Small
Question 31  Preserving woodlands, wetlands, wildlife habitats and other natural features.	ANOVA	45-59 & 60 > (.262*) 60 > & 45-59 (-.262*)	(0.02)	Small
Question 32  Reducing storm water runoff into creeks and streams.	ANOVA	45-59 & < 20-44 (.349*) 45-59 & 60 > (.313*)	(0.03)	Small
Question 34  Improving water quality for the community.	ANOVA	45-59 & 60 > (.232*) 60 > & 45-59 (-.232*)	(0.02)	Small

Table 26 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Community Survey for Age*

Question	Statistical Technique	Significant means differences at the .05 level between gender	Effect size Partial eta squared Note: effect size (.1 small, .25 medium, .4 large)	Level of Significance
Question 41 Supporting locally owned businesses and downtown business districts.	ANOVA	< 20-44 & 60 > (.263*) 60 > & < 20-44 (-.263*)	(0.02)	Small
Question 48 Reducing our dependency on fossil fuels.	ANOVA	< 20-44 & 45-59 (-.349*) 45-59 & < 20-44 (.349*)	(0.02)	Small

Table 27

*Summary of Major Significant Findings for Research Question 1 and  
Research Question 2 in Scott County Community Survey for Residence*

Question	Statistical Technique	Significant means differences at the .05 level between zip codes	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 18  Increasing access to active recreation activities (bike, lanes, trails, parks).	Independent- Samples <i>t</i> -Test	(-0.186) <i>t</i> (360) = -2.285 <i>p</i> = 0.023	(-0.241)	Small
Question 21  Reducing vehicle trips to alleviate traffic.	Independent- Samples <i>t</i> -Test	(0.201) <i>t</i> (360) = 3.416  <i>p</i> = 0.001	(0.360)	Medium
Question 22  Options for flexible work weeks, such as working from home or a managed work week. .	Independent- Samples <i>t</i> -Test	(0.239) <i>t</i> (360) = 3.304 <i>p</i> = 0.001	(0.348)	Small
Question 28  Increasing outdoor lighting choices that reduce glare and allow stargazing.	Independent- Samples <i>t</i> -Test	(-0.309) <i>t</i> (360) = -2.570 <i>p</i> = 0.011	(-0.271)	Small

Table 27 (continued):

*Summary of Major Significant Findings for Research Question 1 and  
Research Question 2 in Scott County Community Survey for Residence*

Question	Statistical Technique	Significant means differences at the .05 level between zip codes	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 31  Preserving woodlands, wetlands, wildlife habitats and natural features.	Independent- Samples <i>t</i> -Test	(-0.307) $t(360) = -2.510$ $p = 0.000$	(-0.265)	Small
Question 33  Providing a local farmers' market or generating opportunities to purchase locally made goods.	Independent- Samples <i>t</i> -Test	(0.365) $t(360) = 3.597$ $p = 0.000$	(0.379)	Medium
Question 38  Growing new and existing businesses.	Independent- Samples <i>t</i> -Test	(0.285) $t(360) = 2.662$ $p = 0.008$	(0.280)	Small
Question 43  Requiring energy audits for residential and commercial buildings	Independent- Samples <i>t</i> -Test	(0.286) $t(360) = 2.749$ $p = 0.006$	(0.290)	Small
Question 44  Making homes and businesses more energy efficient.	Independent- Samples <i>t</i> -Test	(-0.282) $t(360) = -2.277$ $p = 0.023$	(-0.240)	Small



Table 27 (continued):

*Summary of Major Significant Findings for Research Question 1 and  
Research Question 2 in Scott County Community Survey for Residence*

Question	Statistical Technique	Significant means differences at the .05 level between zip codes	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 45  Renewable energy should be used whenever possible.	Independent- Samples <i>t</i> -Test	(0.164) $t(360) = 1.980$ $p = 0.048$	(0.209)	Small
Question 46  Reducing our dependency on fossil fuels.	Independent- Samples <i>t</i> -Test	(-0.282) $t(360) = -2.277$ $p = 0.023$	(-0.240)	Small
Question 49  Access to information about growing your own food, gardening and healthy foods.	Independent- Samples <i>t</i> -Test	(0.164) $t(360) = 1.980$ $p = 0.048$	(0.209)	Small

Table 28

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in Scott County Community Survey for Age*

Question	Statistical Technique	Significant means differences at the .05 level between groups	Effect size Partial eta squared Note: effect size (.1 small, .25 medium, .4 large)	Level of Significance
Question 17 Walking access (1/2 mile or less) to goods and services, such as shopping, transit, and schools.	ANOVA	60 > & < 20-44 (-.408*) 60 > & < 45-59 (-.444*)	(0.018)	Small
Question 18 Increasing access to active recreation activities (bike lanes, trails, and parks).	ANOVA	60 > & < 20-44 (-.669*) 60 > & < 45-59 (-.578*)	(0.045)	Small
Question 19 Supporting a street system that is well connected.	ANOVA	45-59 & 60 > (.263*) 60 > & 45-59 (-.263*)	(0.009)	Small
Question 22 Options for flexible work weeks, such as working from home or a managed work week.	ANOVA	60 > & < 20-44 (-.781*) 60 > & < 45-59 (-.625*)	(0.049)	Small
Question 23 Access to information about growing your own food, gardening and healthy foods.	ANOVA	60 > & < 20-44 (-.468*) 60 > & < 45-59 (-.327*)	(0.018)	Small

Table 28 (continued):

*Summary of Major Significant Findings for Research Question 1 and  
Research Question 2 in Scott County Community Survey for Age*

Question	Statistical Technique	Significant means differences at the .05 level between groups	Effect size Partial eta squared Note: effect size (.1 small, .25 medium, .4 large)	Level of Significance
Question 27  Ability to participate in local development and policy decisions.	ANOVA	60 > & < 20-44 (.349*) 60 > & < 45-59 (.211*)	(0.016)	Small
Question 29  Using tree canopy to reduce heat effects.	ANOVA	45-59 & 60 > (.282*) 60 > & 45-59 (-.282*)	(0.007)	Small
Question 32  Reducing storm water runoff into creeks and streams.	ANOVA	< 20-44 & 45-59 (-.239*) 45-59 & < 20-44	(0.009)	Small
Question 34  Improving water quality for the community.	ANOVA	60 > & < 20-44 (-.378*) 60 > & < 45-59 (-.376*)	(0.019)	Small
Question 35  Availability of recycling for local homes and businesses.	ANOVA	60 > & < 20-44 (-.228*) 60 > & < 45-59 (-.272*)	(0.009)	Small
Question 36  Relying more on clean energy (wind turbines, solar panels, geothermal, etc.).	ANOVA	60 > & < 20-44 (-.308*) 60 > & 45-59 (-.298*)	(0.011)	Small

Table 28 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in Scott County Community Survey for Age*

Question	Statistical Technique	Significant means differences at the .05 level between groups	Effect size Partial eta squared Note: effect size (.1 small, .25 medium, .4 large)	Level of Significance
Question 37 Creating a diverse business environment (i.e.- many types and sizes).	ANOVA	< 20-44 & 60 > (.294) 60 > & < 20-44 (-.294*)	(0.008)	Small
Question 39 Creating “Green Jobs”.	ANOVA	60 > & < 20-44 (-.354*) 60 > & < 45-59 (-.318*)	(0.012)	Small
Question 40 Minimizing the production of waste.	ANOVA	45-59 & 60 > (.258*) 60 > & 45-59 (-.258*)	(0.008)	Small
Question 41 Supporting locally owned businesses and downtown business districts.	ANOVA	60 > & < 20-44 (-.230*) 60 > & 45-59 (-.217*)	(0.008)	Small
Question 42 Incentives to use more energy efficient practices.	ANOVA	60 > & < 20-44 (-.283*) 60 > & 45-59 (-.337*)	(0.012)	Small
Question 43 Requiring energy audits for residential and commercial buildings.	ANOVA	< 20-44 & 60 > (.369*) 60 > & < 20-44 (-.369*)	(0.100)	Small

Table 28 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in Scott County Community Survey for Age*

Question	Statistical Technique	Significant means differences at the .05 level between groups	Effect size Partial eta squared Note: effect size (.1 small, .25 medium, .4 large)	Level of Significance
Question 45 Renewable energy should be used whenever possible.	ANOVA	60 > & < 20-44 (-.346*) 60 > & 45-59 (.346*)	(0.011)	Small
Question 46 Spending more in order to protect the environment.	ANOVA	< 20-44 & 60 > (.311*) 60 > & 45-59 (-.311*)	(0.008)	Small
Question 47 Protecting sites of cultural importance, even if it impacts economic development.	ANOVA	60 > & < 20-44 (-.292*) 60 > & 45-59 (-.259*)	(0.009)	Small
Question 48 Reducing our dependency on fossil fuels.	ANOVA	60 > & < 20-44 (-.332*) 60 > & 45-59 (-.278*)	(0.010)	Small

Table 29:

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Business Survey for Residence*

Question	Statistical Technique	Significant means differences at the .05 level between zip codes	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 3 LeClaire is a safe Place after dark.	Independent-Samples <i>t</i> -Test	(-.607) $t(23) = -4.357$ $p = 0.000$	(-1.817)	Small
Question 10 Which, if any of the following workshops would you attend if offered: Customer relations.	Independent-Samples <i>t</i> -Test	(-.357) $t(23) = -3.837$ $p = 0.001$	(-1.608)	Small
Question 12 Which, if any of the following workshops would you attend if offered: The internet and business.	Independent-Samples <i>t</i> -Test	(-.500) $t(23) = -5.196$ $p = 0.000$	(-2.167)	Small
Question 13 Which, if any of the following workshops would you attend if offered: Healthcare options for small business.	Independent-Samples <i>t</i> -Test	(-.250) $t(23) = -3.000$ $p = 0.006$	(-1.251)	Small
Question 18 Which, if any of the following workshops would you attend if offered: Financing options.	Independent-Samples <i>t</i> -Test	(-.214) $t(23) = -2.714$ $p = 0.011$	(0.209)	Small

Table 29 (continued):

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Business Survey for Residence*

Question	Statistical Technique	Significant means differences at the .05 level between groups	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question 19 Which, if any of the following workshops would you attend if offered: Tapping into downtown neighborhoods.	Independent-Samples <i>t</i> -Test	(-.214) $t(23) = -2.714$ $p = 0.011$	(-1.132)	Small
Question 20 Which, if any of the following workshops would you attend if offered: Tax information.	Independent-Samples <i>t</i> -Test	(-.286) $t(23) = -3.286$ $p = 0.003$	(-1.370)	Small
Question 21 Which, if any of the following workshops would you attend if offered: Computers and your business.	Independent-Samples <i>t</i> -Test	(-.321) $t(23) = -3.576$ $p = 0.001$	(-1.491)	Small

Table 30:

*Summary of Major Significant Findings for Research Question 1 and Research Question 2 in LeClaire Business Survey for Age*

Question	Statistical Technique	Significant means differences at the .05 level between groups	Effect size Partial eta squared Note: effect size (.1 small, .25 medium, .4 large)	Level of Significance
Question 2 LeClaire is a safe place during the day.	ANOVA	< 20-44 & 60 > (-.833*) 60 > & < 20-44 (.833*)	(0.226)	Small



Table 31:

*Summary of Major Significant Findings for Research Question 3  
in LeClaire Leader Interviews for Gender*

Question	Statistical Technique	Significant means differences at the .05 level between residence	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question	Independent- Samples <i>t</i> -Test	(0.000) $t(28) = 0.000$	(0.000)	Small
Age		$p = 1.000$		

Table 32:

*Summary of Major Significant Findings for Research Question 3  
in LeClaire Leader Interviews for Residence*

Question	Statistical Technique	Significant means differences at the .05 level between residence	Effect size Cohen's <i>d</i> Note: Cohen's <i>d</i> effect size (.2 small, .5 medium, .8 large)	Level of Significance
Question  Years involved in LeClaire as a leader.	Independent- Samples <i>t</i> -Test	(3.182) $t(28) = 11.748$ $p = 0.000$	(4.440)	Medium
Question  LeClaire business owner.	Independent- Samples <i>t</i> -Test	(.426) $t(28) = 2.490$ $p = 0.019$	(0.941)	Large

## APPENDIX Q

### Sample of Advance Letter

Dear Mr. Doe:

My name is Rick Reed and I am a graduate student in the Doctor of Education in Ethical Leadership program at Olivet Nazarene University. I am conducting a case study on the revitalization efforts in LeClaire, Iowa.

The purpose of the enclosed survey is to gather information relative to the above stated research topic. With your permission, this will be followed by an interview at a location and time that are convenient to you. You are being asked to participate in this research study because of your involvement in your community. Your opinions are important to this research effort and are appreciated.

The survey questionnaire will take approximately 15 minutes to complete, while the interview session is anticipated not to last longer than 45 minutes. All your responses will be kept strictly confidential. Only people directly involved with this project will have access to the surveys. However, your name or community will be masked.

By participating in this study, you will be making a significant and important contribution this study. If you prefer, I will add your name as a contributor to this effort.

If you have questions about the research, you may contact me at 563-449-9958 or at the email address [rick.reed@olivet.edu](mailto:rick.reed@olivet.edu) or my supervising professor, Dr. Bert Jacobson at [bjacobson@kcc.edu](mailto:bjacobson@kcc.edu).

Thank you very much for taking your time to assist me in this research.

Sincerely,

Rick N. Reed, MOL

## APPENDIX R

### Sample of Questions for Community Asset Mapping

**Asset Mapping:**

Leader Assessment Survey - City, Civic, and Business Community: LeClaire, Iowa

Date and time performed: \_\_\_\_\_

Performed by: \_\_\_\_\_

**Please circle the appropriate letters corresponding to the following statements to indicate your response using the following categories:**

Strongly Disagree – SD    Disagree – A    Neutral – N    Agree – DA    Strongly Agree – SA

Please write any comments you may have in the margins or on the back of the survey.

**Part One: First Impressions**

In a vehicle, approach the downtown via major routes following any directional signage.

1. The downtown was easy to find.

SD    D    N    A    SA

2. Directional signage to the downtown is posted, in good repair, and helpful.

SD    D    N    A    SA

3. The entryways or gateways to the downtown district are attractive and well defined.

SD    D    N    A    SA

4. My first overall impression of the downtown is favorable.

SD    D    N    A    SA

5. Briefly describe your first overall impression of the downtown, noting specific items, features or conditions that positively or negatively impacted your perceptions:

SD    D    N    A    SA

**Part Two: Community Driving Tour**

Continuing the driving tour, navigate to areas surrounding the primary downtown district and to other commercial areas in the community.

6. Residential areas immediately surrounding the downtown appear to be largely occupied and well maintained.

SD    D    N    A    SA

7. Briefly describe your overall impression of the neighborhoods surrounding the downtown, noting specific items, features or conditions that positively or negatively impacted your perceptions:

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Identified by shopping center name, streets, anchor tenants or similar description, and other commercial areas in the community, please complete the following for each commercial area (circle and/or write response - use additional pages if necessary).

**Commercial Area – Primary Downtown Cody Road:** Phase 1 – Blackhawk Bank to Kiddie Karrasel (circle and/or write response - use additional pages if necessary)

A. Orientation: Pedestrian    Automobile    Other: \_\_\_\_\_

B. Appearance: Attractive    Unattractive    Other: \_\_\_\_\_

C. Apparent Strengths: \_\_\_\_\_

D. Apparent Weaknesses: \_\_\_\_\_

E. General Comments:

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**Commercial Area – Secondary Downtown Cody Road North End:** Phase 2 – Kiddie Karrasel to Dave and Holly's (circle and/or write response - use additional pages if necessary)

A. Orientation: Pedestrian    Automobile    Other: \_\_\_\_\_

B. Appearance: Attractive    Unattractive    Other: \_\_\_\_\_

C. Apparent Strengths: \_\_\_\_\_

D. Apparent Weaknesses: \_\_\_\_\_

E. General Comments: \_\_\_\_\_

**Commercial Area – Interstate 80 and Highway 67 South End** (Phase 3 – Welcome Center to Holiday Inn)

A. Orientation: Pedestrian    Automobile    Other: \_\_\_\_\_

B. Appearance: Attractive    Unattractive    Other: \_\_\_\_\_

C. Apparent Strengths: \_\_\_\_\_

D. Apparent Weaknesses: \_\_\_\_\_

E. General Comments: \_\_\_\_\_

8. Overall, other commercial areas in the community appear to be largely occupied, attractive and well maintained.

SD    D    N    A    SA



### Part Three: Driving Tour

Return to the driving tour from Interstate 80 to Dave and Holly's by driving in both directions throughout the downtown area.

Please circle the appropriate letters corresponding to the following statements to indicate your response using the following categories:

VP – Very Poor      P – Poor      N – Neutral      G – Good      E – Excellent

Rate and briefly comment on:

9. Traffic flow:	VP	P	N	G	E
10. Condition of streets:	VP	P	N	G	E
11. Directional signage:	VP	P	N	G	E
12. Business signage:	VP	P	N	G	E
13. Condition of parking:	VP	P	N	G	E
14. Availability of parking:	VP	P	N	G	E
15. Signage for parking (directions, limits, etc.):	VP	P	N	G	E

General or additional observations, notes and comments from downtown driving tour:

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### Part Four: Primary Downtown Cody Road Walking Tour: Phase 1

Walk throughout the downtown area. Rate and briefly comment on:

16. Overall appearance of buildings:	VP	P	N	G	E
17. Overall appearance of storefronts:	VP	P	N	G	E
18. Overall appearance of business signage:	VP	P	N	G	E
19. Overall appearance of window displays:	VP	P	N	G	E
20. Variety of goods and services available from downtown businesses:	VP	P	N	G	E
21. Occupancy rates for ground level spaces:	VP	P	N	G	E
22. Overall appearance of the streetscape:	VP	P	N	G	E
23. Overall condition of sidewalks and pedestrian crossings:	VP	P	N	G	E

Comments:

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Please circle the appropriate letter corresponding to the following statements to indicate your response using the following categories:

Strongly Disagree – SD Disagree – A Neutral – N Agree – DA Strongly Agree – SA

24. Walking in the downtown is a comfortable, pleasant and/or interesting experience.

SD D N A SA

25. As a pedestrian, I feel safe and secure in the downtown area.

SD D N A SA

26. The downtown area is pedestrian-friendly.

SD D N A SA

27. List up to three (3) apparent clusters of similar or complementary businesses:

A. \_\_\_\_\_

B. \_\_\_\_\_

C. \_\_\_\_\_

28. List up to five (5) defining or distinctive features of the downtown (i.e., landmarks, significant buildings/businesses, apparent business clusters, public art, streetscape elements and amenities, natural features, rivers, parks, etc.):

A. \_\_\_\_\_

\_\_\_\_\_

B. \_\_\_\_\_

\_\_\_\_\_

C. \_\_\_\_\_

\_\_\_\_\_

D. \_\_\_\_\_

\_\_\_\_\_

E. \_\_\_\_\_

\_\_\_\_\_

29. List up to five (5) of the downtown's apparent strengths:

A. \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_  
\_\_\_\_\_

C. \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_  
\_\_\_\_\_

30. List up to five (5) of the downtown's apparent weaknesses:

A. \_\_\_\_\_  
\_\_\_\_\_

B. \_\_\_\_\_  
\_\_\_\_\_

C. \_\_\_\_\_  
\_\_\_\_\_

D. \_\_\_\_\_  
\_\_\_\_\_

E. \_\_\_\_\_  
\_\_\_\_\_

31. List up to five (5) things in the downtown that are in need of immediate repair or maintenance:

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_
- D. \_\_\_\_\_
- E. \_\_\_\_\_

32. Briefly describe the ambience (Is it bustling, deserted or relaxed? Do people wave and greet each other? How do you feel about being here? Please note what day and time it is.

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33. Drop in at the Visitors Center, Motels, Restaurants, Municipal offices, downtown businesses, etc., or pick-up brochures from a kiosk or brochure rack:

- A. Is visitor information about the downtown readily available?    Yes    No
- B. Were personnel at these facilities friendly and helpful?    Yes    No    Not Applicable

Comments:

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34. Browse through two or three shops, have lunch, and/or take a break at a local coffee house, restaurant or other establishment. Strike up conversations with owners and employees at various downtown businesses. Briefly describe your overall experience and/or what the employees and owners have to say about business:

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### **Part Five: Conclusion**

35. List up to five (5) things - tangible or intangible - that you would most like to magically transport to your own downtown (Or, what things would you most definitely want to stay the same?):

- A. \_\_\_\_\_
- B. \_\_\_\_\_
- C. \_\_\_\_\_
- D. \_\_\_\_\_
- E. \_\_\_\_\_

36. What one thing would you change first (Or, what is the first thing about the downtown that you would change if you could without any limitations?):

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37. Final/other comments or observations:

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***Thank you for your participation!***

APPENDIX S  
Sample of State of Iowa Revitalization Survey

## Sample of State of Iowa Revitalization Survey

This Survey is for community leaders throughout the State of Iowa.

Please write your answer, check Yes or No, or circle the appropriate letters corresponding to the following statements to indicate your response using the following categories:

Strongly Disagree – SD   Disagree – A   Neutral – N   Agree – DA   Strongly Agree – SA

### Statements:

1. Our local revitalization efforts have helped create/maintain a healthy downtown.

SD   D   N   A   SA

2. Our local community groups (public and private) are committed to continuing a revitalization program.

SD   D   N   A   SA

3. Our revitalization program will likely be in place three years from now.

SD   D   N   A   SA

4. I would recommend a revitalization program to other cities.

SD   D   N   A   SA

5. I heard negative or skeptical comments about our revitalization efforts.

SD   D   N   A   SA

6. Three of the most critical issues that our local revitalization program faces are:

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7. Services that I would you like our city to provide in addressing these three issues are:

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8. One project that I hope our revitalization program achieves during the next year is:

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9. The biggest success that our revitalization efforts have achieved is:

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10. Our revitalization efforts have \_\_\_\_\_ full-time employees.

11. Our revitalization efforts have \_\_\_\_\_ part-time employees.

12. Our revitalization efforts have \_\_\_\_\_ volunteers.

13. The annual salary of our revitalization manager is \$ \_\_\_\_\_

14. Our revitalization manager is responsible for the following non-revitalization job functions:

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15. Our total annual revitalization budget is: \$ \_\_\_\_\_

16. Our revenue sources and amounts for our revitalization program are as follows:

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17. Fund-raising activities raise \_\_\_\_\_ % of total annual revenues for revitalization.

18. The types of fund-raising activities our program uses are:

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19. We have \_\_\_\_\_ volunteers contribute time to our program on a monthly basis?

20. We hold an annual awards/recognition ceremony for your volunteers?

\_\_\_\_\_ Yes \_\_\_\_\_ No

21. The majority of our revitalization board attends an annual board training session?

\_\_\_\_\_ Yes \_\_\_\_\_ No

22. Our Main Street revitalization project helps our local economy by:

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***Thank you for your participation in this statewide study.***



## APPENDIX T

### Sample of Optional Survey for Main Street Four Point Approach

## Sample of Optional Survey for Main Street® Four Point Approach

This survey may be used by your community in developing an understanding of the work that may need to be addressed in a revitalization effort. The questions and statements are based on the principles of the Main Street Program. It is recommended that four separate committees of at least 12 people each will need to respond to the following questions. This survey will assist in evaluating any revitalization efforts that may be undertaken by helping the community make an informed, honest, objective self-assessment.

**Directions:** Please circle the appropriate letters corresponding to the following statements to indicate your response using the following categories:

Strongly Disagree – SD   Disagree – A   Neutral – N   Agree – DA   Strongly Agree – SA

### Business Improvement

1. Parking is accessible and available for my customers

SD   D   N   A   SA

2. LeClaire is a safe place during the day

SD   D   N   A   SA

3. LeClaire is a safe place after dark

SD   D   N   A   SA

4. Shoplifting and vandalism are problems for my business

SD   D   N   A   SA

5. LeClaire is clean and well maintained

SD   D   N   A   SA

6. The City's business services (licensing, permits, etc.) are efficient and professional

SD   D   N   A   SA

7. I plan to expand my LeClaire business within the next year

SD   D   N   A   SA

8. I plan to close or relocate my business within the next year

SD   D   N   A   SA

9. I would recommend LeClaire to other entrepreneurs

SD    D    N    A    SA

10. Topics of concern for our downtown businesses -

*please number 1 through 10 with 1 being of greatest concern:*

- |                                 |   |
|---------------------------------|---|
| _____ Customer satisfaction     | _____ Storefront design/Window displays |
| _____ The internet and business | _____ Marketing downtown businesses     |
| _____ Finance 101 for retailers | _____ Developing a business plan        |
| _____ Seasonal business cycles  | _____ Financing options                 |
| _____ Tax information           | _____ Other: _____                      |

### **Design**

Topics of concern for fostering a viable downtown business district –

*please number 1 through 10 with 1 being of greatest concern:*

- \_\_\_\_\_ Helpful, well-maintained directional signage
- \_\_\_\_\_ Attractive and well-defined gateways and traffic flow to downtown
- \_\_\_\_\_ Favorable overall impression of downtown
- \_\_\_\_\_ Comfortable, pedestrian-friendly experience in walking around downtown
- \_\_\_\_\_ A safe and secure downtown
- \_\_\_\_\_ Well-maintained downtown street, sidewalks, and crossings condition
- \_\_\_\_\_ Attractive business signs
- \_\_\_\_\_ Well-maintained parking in downtown
- \_\_\_\_\_ Overall appearance of buildings and streetscape  
(plants, benches, lights, etc.)
- \_\_\_\_\_ Variety of goods and services available in downtown

Comments:

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## Organization

This component of the Main Street Approach focuses on building collaboration and support for downtown revitalization among a broad range of public and private-sector groups and organizations. Building collaboration and support involves attracting people, money, and businesses to the revitalization efforts. This component also addresses the on-going needs of the revitalization efforts, including financial, personnel, and strategic management.

The Board of Directors, Committees, and Volunteers should complete this section of the survey. Please feel free to write any comments in the margins or on the back of the survey.

**Directions:** Please circle the appropriate letters corresponding to the following statements to indicate your response using the following categories:

Strongly Disagree – SD   Disagree – A   Neutral – N   Agree – DA   Strongly Agree – SA

1. The Board understands its roles and responsibilities and works to meet them and to make the program succeed, including:

a. Actively fundraising from a variety of sources

SD   D   N   A   SA

b. Actively promoting and advocating the program to the community

SD   D   N   A   SA

c. Communicating to the public with a unified voice

SD   D   N   A   SA

2. The majority of Board members have attended the following training:

a. Iowa Main Street “101” or National Main Street Basic Training (please specify how many attended)

SD   D   N   A   SA

b. Iowa Main Street Quarterly or Regional Trainings (please specify how many attended)

SD   D   N   A   SA

3.The Board has:

- a. Well–managed, regular monthly meetings, with an advance agenda and regular distribution of minutes

SD    D    N    A    SA

- b. Established operating policies and procedures including communication and personnel policies, and operating procedures

SD    D    N    A    SA

- c. A local orientation session for new Board and committee members

SD    D    N    A    SA

- d. Job descriptions and/or letters of commitment explaining Board member responsibilities (please attach examples)

SD    D    N    A    SA

4. The four committees have:

- a. Regularly scheduled meetings with an advance agenda that addresses the committee work plan

SD    D    N    A    SA

- b. Responsibility for the implementation of the work plan

SD    D    N    A    SA

5.There is a formal program for :

- a. Volunteer recruitment and orientation

SD    D    N    A    SA

- b. Annual recognition of volunteers are recognized through a special activity

SD    D    N    A    SA

Comments:

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## Promotion

The following survey asks about promotional activities in your downtown. The answers you provide in this survey will guide promotional activities for downtown.

1. Actively marketing downtown is important to our town.

\_\_\_ Yes \_\_\_ No

2. If YES on question 1, generally which types of the following promotional activities would you like to see in downtown?

*(Please rank from 1 to 3 with 1 being your preferred choice)*

\_\_\_ Cluster Promotions for businesses within the same category (ex: restaurants, bars, antique/second hand shops, retail clothing, etc.)

\_\_\_ Cross-Promotions, which make new customer connections among a variety of business types (ex: dinning and shopping, wine and books, social media connections, etc.)

\_\_\_ Market-Segment promotions which focus on attracting a particular consumer group.

3. What kinds of events would most interest you and your clientele base?

*(check all that apply)*

\_\_\_ Historic/Cultural \_\_\_ Food/Wine/Beer

\_\_\_ Culinary \_\_\_ Music

\_\_\_ Sports/Recreation \_\_\_ Family Focused

\_\_\_ Other (please specify: \_\_\_\_\_)

4. Extending business hours during events to promote shopping is important.

\_\_\_ Yes \_\_\_ No

5. What would you prefer the maximum number of events per month?

\_\_\_ Once a month \_\_\_ Twice a month \_\_\_ Three a month

6. Do you have any concerns about the effects of promotional events on your business?

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7. Please state any additional comments or concerns about downtown promotions in the space provided below.

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***Thank you very much for your participation!***

## APPENDIX U

### Informed Consent Document Form



## **INFORMED CONSENT DOCUMENT**

Project Title: A Case Study of LeClaire, Iowa Revitalization Efforts

Investigator: Rick N. Reed, ONU Ed.D. Candidate 2012, 563-449-9958

You are being asked to participate in a project conducted through Olivet Nazarene University (and -- if applicable -- any other cooperating institution). The University requires that you give your signed agreement to participate in this project.

The investigator will explain to you in detail the purpose of the project, the procedures to be used, and the potential benefits and possible risks of participation. You may ask him/her any questions you have to help you understand the project. A basic explanation of the project is written below. Please read this explanation and discuss with the researcher any questions you may have.

If you then decide to participate in the project, please sign on the last page of this form in the presence of the person who explained the project to you. You will be given a copy of this form to keep.

**1. Nature and Purpose of the Project:** The nature of this project is to study the assess the revitalization efforts of LeClaire, Iowa. The primary question being asked in this dissertation is: "What can small town leadership in Iowa do to revitalize their communities?" The purpose of this project is to help other communities benefit from this study in their revitalization efforts. As a stakeholder in LeClaire, Iowa, you will most likely have knowledge of downtown revitalization efforts. However, relatively little is known about relationships among factors involved in the revitalization effort. Your

participation may help clarify some of these relationships so that we can better identify the importance that leadership plays in any revitalization effort.

**2. Explanation of Procedures:** The procedure to accomplish the case study is based on a QUAN-Qual, exploratory mixed methodology using a flexible design approach.

Quantitative and qualitative data are collected and analyzed to provide insights into the participant's perspectives and opinions using a triangulation method comparing multiple data sources. This study is approached ethnographically using participant observation, description and interpretation. Consideration of resources is determined by access arrangements, availability, and a schedule of data collection activities with a time period specification. If you agree to participate, you will complete the survey and/or interview questionnaire.

**3. Discomfort and Risks:** Although all studies have some degree of discomfort and risk, the potential in this case study is quite minimal. All activities are similar to normal reflective conversational interviews whether in verbal or written format. All participant involvement is anonymous. All participants will be surveyed and interviewed on a voluntary basis. All precautions are taken to avoid discomfort or risks involved to participants by ensuring a safe and secure voluntary environment. Participants may volunteer their involvement according to their comfort level and available time schedule within the time framework of the project.

**4. Benefits:** Leaders throughout Iowa and Midwest may realize the importance of how successful revitalization can be accomplished and help their community by modeling the success of LeClaire, Iowa. A comprehensive review of the effect that revitalization efforts in LeClaire, Iowa have had on the community is critical to understanding how

other communities may benefit from the lessons learned. And, although you may not directly benefit from this research, results from the study may be useful for future revitalization efforts in LeClaire and other communities throughout the Midwest.

**5. Confidentiality:** All reasonable precautionary efforts will be taken to respect and protect participants' right to privacy. Under no circumstances will this research report, either oral or written, will be presented in such a way that others become aware of how a particular participant has responded (unless, of course, the participant has specifically granted permission, in writing, for this to happen). In general, all precautions will be taken to keep the nature and quality of participants' responses strictly confidential.

**6. Refusal/Withdrawal:** Your participation is strictly voluntary. Volunteer participants may refuse or stop all survey questions or interviews at any time throughout the study. Participants may withdraw from this study at any time during the study. If at any time during this study you wish to withdraw your participation, you are free to do so without prejudice.

If you have any questions prior to your participation or at any time during the study please do not hesitate to contact the researcher, Rick Reed, at [rreed@live.olivet.edu](mailto:rreed@live.olivet.edu) or 563-449-9958.

Refusal to participate in this study will have no effect on any future services you may be entitled to from the University. Anyone who agrees to participate in this study is free to withdraw from the study at any time with no penalty.

*You understand also that it is not possible to identify all potential risks in an experimental procedure, and you believe that reasonable safeguards have been taken to minimize both the known and potential but unknown risks.*

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Signature of Participant

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Date

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Witness

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Date

THE DATED APPROVAL ON THIS CONSENT FORM INDICATES THAT

THIS PROJECT HAS BEEN REVIEWED AND APPROVED BY

THE OLIVET NAZARENE UNIVERSITY INSTITUTIONAL REVIEW BOARD

## APPENDIX V

### Informed Consent Document Form for Minors

### **Informed Consent from Children or Minors**

Parents, legal guardians, or a legally authorized official must sign Informed Consent Document consent form permitting minors to participate in a research project on LeClaire, Iowa. Children aged seven and above are also required to sign.

### **INFORMED CONSENT DOCUMENT FOR RESEARCH INVOLVING MINORS**

I, \_\_\_\_\_, understand that my parents (mom and dad) have given permission (said it's okay) for me to take part in a project about LeClaire, Iowa under the direction of Mr. Rick Reed, 14 Walbrier Court, LeClaire, Iowa, 52753. Mr. Reed may be reached at [reed@olivet.edu](mailto:reed@olivet.edu) or by calling at 563-449-9958.

I am taking part because I want to. I have been told that I can stop at any time I want to and nothing will happen to me if I want to stop.

Signature (minor) \_\_\_\_\_ Date \_\_\_\_\_

Parent (legal guardian) \_\_\_\_\_ Date \_\_\_\_\_

**Note: For children unable to read and sign written assent forms, a verbal script for assent is submitted in lieu of the above.**

## APPENDIX W

### Letters of Permission for Using Data and Tables

# danielgoleman

Dr. Daniel Goleman • [contact@danielgoleman.info](mailto:contact@danielgoleman.info)

March 22, 2012

Rick Reed

ONU Ed.D. Candidate 2012

Dear Rick -- you have my permission.

Good luck!

Daniel Goleman





=

Rick N. Reed  
14 Walbrier Court  
LeClaire, IA 52753

May 26, 2012

Rick,

Thank you for your inquiry for permission to use the data from the LEDC patronage report. You have full permission to use the data as needed for your dissertation on "A Case Study of LeClaire, Iowa Revitalization Efforts" at Olivet Nazarene University. Please cite and reference the LeClaire Economic Development Committee in your dissertation.

Sincerely,

Steve

Steve Suiter, President  
LeClaire Economic Development Committee • P.O. Box 35 • LeClaire, Iowa 52753

# NATIONAL TRUST FOR HISTORIC PRESERVATION®

Rick Reed  
ONU Ed.D. Candidate 2012  
14 Walbier Court  
LeClaire, IA 52753

March 21, 2012

Rick,

You don't need our permission to use that data – treat it as you would for any other source (including using citations). I don't remember what we asked in 2003... but depending on what you are trying to accomplish we can give you the 2011 data if you need it. Please credit the National Trust Main Street Center.

Andrea

Andrea L. Dono • Program Manager of Research and Training  
National Trust Main Street Center • National Trust for Historic Preservation  
1785 Mass. Ave. N.W. • Washington, DC 20036  
202.588.6320 • [www.PreservationNation.org](http://www.PreservationNation.org) • [www.MainStreet.org](http://www.MainStreet.org)

# OXFORD

## UNIVERSITY PRESS

March 27, 2012

Dear Mr. Reed,

Thank you for your enquiry. You have our permission to use the OUP Material you list for your dissertation for submission to Olivet Nazarene University.

If at some future date your dissertation is published it will be necessary to re-clear this permission. Please also note that if the material to be used is acknowledged to any other source, you will need to clear permission with the rights holder.

Kind regards,

[name redacted]  
Rights Assistant  
Academic Rights & Journals  
Tel: [redacted]  
Email: [academic.permissions@oup.com](mailto:academic.permissions@oup.com)

Oxford University Press • Great Clarendon Street • Oxford OX2 6DP U.K

Phone: (44 1865) 556-767



August 26, 2010

Rick Reed  
ONU Ed.D. Student  
14 Walbrier Court  
LeClaire, IA 52753

Rick,

The survey is broken down by zip code and we could supply you with just LeClaire's responses to the survey if that would save you effort. Otherwise these questions are not copyrighted and can be used in your work. Look forward to seeing your results.

[Name redacted] County Administrator Scott

County Administrative Center  
600 West Fourth Street  
Davenport, IA 52801-1003  
(563) 326-8702 - Office  
(563) 328-3285 - Fax  
e-mail: [personal email redacted]  
website: <http://www.scottcountyiowa.com>