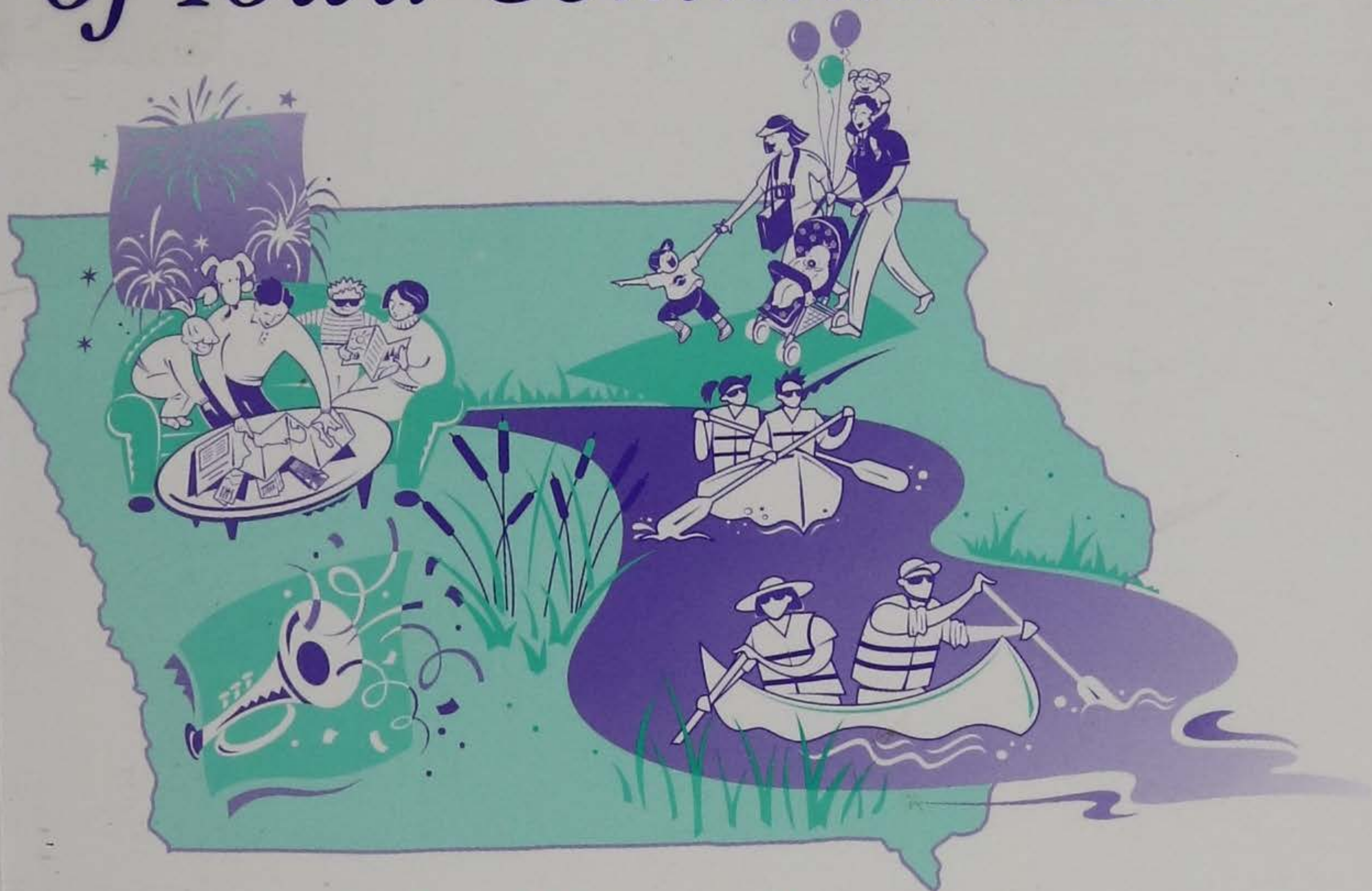


# Enhancing *the* Livability of Iowa Communities:



*The Role of Recreation,  
Natural Resource Development  
and Tourism*

Christopher R. Edginton



# Enhancing *the* Livability of Iowa Communities:

The Role of Recreation, Natural  
Resource Development and Tourism

# Enhancing *the* Livability of Iowa Communities:

The Role of Recreation, Natural  
Resource Development and Tourism

*Conference proceedings from a one-day summit  
designed to identify the quality-of-life issues that  
determine Iowa's future*

Christopher R. Edginton, Editor



*For My Granddaughter Hanna Michelle Flack*

Copyright © 2000 by the University of Northern Iowa  
All rights reserved  
Printed in the United States

This book may not be reproduced, in whole or in part, in any form (beyond that copying permitted by Sections 107 and 108 of the U.S. Copyright Law and except by reviewers for the public press), without written permission from the publishers.

Designed by Elizabeth LaVelle and set in Garamond type.  
Printed in the United States of America

*Library of Congress Cataloging in Publication Data*

Edginton, Christopher R., 1946-  
Enhancing the Livability of Iowa Communities:  
The Role of Recreation, Natural Resource Development  
and Tourism

Content. Livability in Iowa Communities.  
2. Iowa. 3. Livability 4. Recreation.  
5. Natural Resource Development. 6. Tourism.  
ISBN 1-881516-06-7



# Contents

vii Preface

ix Acknowledgements

xi Foreword

Robert D. Koob

President,

University of Northern Iowa

Thomas J. Switzer

Dean, College of Education

University of Northern Iowa

1 Chapter 1

*Enhancing Livability in Iowa*

Thomas J. Vilsack

Governor,

State of Iowa

15 Chapter 2

*Iowa: A Special Place*

Nancy Landess

Administrator, Division of Tourism

State of Iowa

35 Chapter 3

*Community Livability: A Model for Iowa*

Christopher R. Edginton, Ph.D.

Professor and Director

School of Health, Physical Education and Leisure Services

University of Northern Iowa

48 Chapter 4

*The Livability Mix*

Christopher R. Edginton, Ph.D.

Professor and Director

School of Health, Physical Education and Leisure Services

University of Northern Iowa

Jane H. Switzer

Graduate Assistant

School of Health, Physical Education and Leisure Services

University of Northern Iowa



59	Chapter 5	
		<i>Celebrating Iowa's Sense of Place</i>
		Dan Dustin, Ph.D.
		Professor
		Department of Health, Physical Education & Recreation
		Florida International University
66	Chapter 6	
		<i>Coordination: The Key to Enhancing Community Livability</i>
		Gerald F. Schnepf
		Past Director, Iowa Natural Heritage Foundation
		State of Iowa
86	Chapter 7	
		<i>Community Coordination &amp; Cooperation</i>
		Christopher R. Edginton, Ph.D.
		Professor and Director
		School of Health, Physical Education and Leisure Services
		University of Northern Iowa
		Daniel L. McDonald, Ed.D.
		Assistant Professor
		School of Health, Physical Education and Leisure Services
		University of Northern Iowa
100	Chapter 8	
		<i>Fields of Opportunity: A Vision for the Future</i>
		Brent Siegrist
		Speaker, Iowa House of Representatives
		State of Iowa
110	Appendices	
		<i>Governor's Summit Program</i>
		<i>Governor's Summit Presenters</i>
		<i>Governor's Summit Participants</i>
128	Index	



# Preface

Promoting greater community livability through recreation, natural resource development and tourism presents an exciting opportunity for all Iowans. Essential to community livability is the effective development of management of social, cultural, historic, environmental and economic resources. The creation of vibrant, dynamic and meaningful opportunities for community involvement is essential to insure greater livability, well being and a higher quality of life for Iowans. The Governor's Summit on "Promoting the Livability of Iowa's Communities: The Role of Recreation, Natural Resource and Tourism" was organized to provide an opportunity for legislative policy makers, professional managers and citizens to play a role in the shape and nature of the enhancement of the livability of Iowa's communities.

The Governor's Summit featured a number of presentations and provided an opportunity for the establishment of a dialogue among participants, including:

A presentation by Governor Tom Vilsack outlining his vision of the importance of community livability in relation to Iowa's future;

An analysis of Iowa's current recreation, leisure, historical, cultural, natural, and other amenities that contribute to community livability;

A review of trends and issues impacting on Iowa's future, including population trends, rural/urban migration, employment trends/economic forecasts, youth exodus/brain-drain, educational attainment and other factors that affect community livability;

A framework for defining the "Livability Mix" which is unique for the State of Iowa, including a discussion of the ways in which it is linked to life satisfaction, community well being and the attraction and retention of Iowa's citizens;

A review of model community development practices found in the public, non-profit and private sectors that could be used to promote the livability of Iowa's communities;



A focus for the importance of citizen involvement and participation in the process of enhancing community livability;

An examination of existing model programs throughout the State of Iowa that promote greater community livability in the public, non-profit and private sectors;

Opportunities for meaningful conversation and dialogue regarding issues and trends impacting on the development of social policy to improve community livability; and

A forum for the identification of key strategic issues that could be used in policy making in all levels of government, as well as in the non-profit and private sectors to promote community livability.

The one-day Governor's Summit on "Promoting the Livability of Iowa's Communities: The Role of Recreation, Natural Resource and Tourism" served to help build a shared vision for enhancing community livability. Featured presentations, meaningful dialogue and conversation as well as an opportunity to distill salient views, issues and concerns were highlighted through the unique format of the Governor's Summit. There was an opportunity for more than 200 participants to directly express their concerns, interests and viewpoints in such a way as to contribute to the building of social policy related to community livability.

This document contains the proceedings of the Governor's Summit. Organized in chapter format, the contents include presentations by Governor Tom Vilsack, State of Iowa; Nancy Landess, Administrator, Iowa Division of Tourism; Dr. Christopher R. Edginton, Director, School of Health, Physical Education and Leisure Services, University of Northern Iowa; Dr. Dan Dustin, Professor, Florida International University; Gerald F. Schnepf, Past Director, Iowa Natural Heritage Foundation; Brent Siegrist, Speaker of the House, State of Iowa. The Governor's Summit discussion sessions focused on validating the components of the livability mix in Iowa and identifying mechanisms to improve social policy. The small group discussions were facilitated under the direction of Ladene H. Bowen, Institute for Decision Making, University of Northern Iowa.



# Acknowledgements

As is the case with any endeavor, this product is the result of the creative efforts of many individuals. The initial idea for creating a Governor's Summit, focusing on the topic of enhancing community livability in the State of Iowa, was that of Keith D. Saunders, Assistant Director of Government Relations, University of Northern Iowa.

To formulate the proposal for the Governor's Summit, a committee was formed including faculty members from the University of Northern Iowa's School of Health, Physical Education and Leisure Services: Dr. Samuel V. Lankford, Dr. Daniel L. McDonald, Dr. Susan D. Hudson, Dr. Jane C. Mertesdorf, and Dr. Jeff E.F. Jiang. These individuals were instrumental in developing the Governor's Summit's conceptual framework. Subsequently, organizing functions were planned by adding Duane McDonald, Conferences and Visitors Service, University of Northern Iowa; James D. O'Connor, Public Relations, University of Northern Iowa; and Ladean Bowen, Institute for Decision Making, University of Northern Iowa.

The editor would like to express his appreciation to those individuals whose presentations at the Governor's Summit contributed to its success. Governor Tom Vilsack's presentation was visionary and inspiring. Nancy Landess provided a dynamic overview of opportunities related to recreation, natural resource development and tourism in the State of Iowa. Dr. Dan Dustin's luncheon keynote presentation was eloquently delivered, reminding us of our values and helping us appreciate Iowa. Gary Schnepf's presentation helped us understand ways in which communities can work together cooperatively. Speaker of the House Brent Siegrist provided an excellent summation of the program.

Also, the editor would like to acknowledge the work of facilitators and discussion group leaders from the Institute for Decision Making, including: Cindy S. Angel, Donald G. Chaplain, Andrew P. Conrad, James B. Hoelscher, Gary W. Plummer, Bill C. Wood and Kristi J. Ray. Under the able direction of Ladean Bowen, these individuals effectively provided a framework for the establishment of an open and authentic dialogue among participants. The editor would also like to thank Linda M. Elliot. Linda tabulated the comments and recommendations made by participants in the small group discussions. This information served as the basis for the development of Chapter 4 and Chapter 7.



Jennifer S. Yarrow and Tammy L. Bern, Conferences and Visitors Service, University of Northern Iowa, provided information on registration and managed participant services. These individuals contributed to the success of the program by providing us an accurate listing of participants as well as cheering us through the implementation stages of the project.

The editor would also like acknowledging the work of Denton E. Ketels and Elizabeth LaVelle, Office of Public Relations, University of Northern Iowa. Denton was responsible for moving this document through the publication process. His insights and effort at moving the project forward were greatly appreciated. Beth was responsible for the graphic design of the document including the cover. In addition, the editor would like to thank Craig Kelchen for his efforts in making the document a reality.

This document would not have been possible without the efforts of Lynda L. Moore. Lynda worked diligently to prepare text materials for publication. She was cheerful, willing and a delight with whom to work. Also, the editor would like to acknowledge the work of Karen L. Peterson. Karen translated several videotapes and made them ready for editing.

The work of Dr. Patricia L. Geadelmann and Jane E. Larson is also greatly appreciated. These two individuals provided logistical and spiritual support for the endeavor.

Last, the editor would like to thank President Bob Koob and Dean Tom Switzer of the University of Northern Iowa. Both of these individuals have created environments in which service to the State of Iowa are combined with intellectual curiosity to produce projects and programs of value. The editor appreciates their leadership and values the commitment that they have made to serve the citizens of the State of Iowa.

Christopher R. Edginton  
January 2000



# Foreword

Robert D. Koob  
President, University of Northern Iowa

It's great to see so many of you here. It's not often that I have to do this at this particular location—that is, introduce myself. My name is Bob Koob, and I am President of the University of Northern Iowa. It's a delight to see so many people at this conference.

As a relatively recent returnee to the State of Iowa, having been born and raised in Iowa, livability is something I've had a chance to observe from the perspective both of a native and of one who has lived elsewhere. As a resident of Black Hawk County, the Waterloo-Cedar Falls area and UNI, it's difficult for me to believe livability is an issue; however, the fact that all of you are here suggests that it might be, and I'll talk a little more about that in a few minutes. I have found, for example, a safe bike route from my home here in Cedar Falls all the way to Cedar Rapids, and on that bike route I see people on roller blades; I see people walking their dogs and pushing strollers; I see all kinds of activity, and then I think about it, because that bike path will take me past streams, creeks, ponds, and lakes (people call them lakes, I'm not sure, because I've spent a lot of time in Minnesota—but they look like lakes). There are boats on them, and people are fishing, sailing, and canoeing on the streams. Then, you think about all the tennis courts and golf courses we have, and the opportunities for outdoor recreation, winter and summer, because in the winter those walking trails become cross-country ski trails, those ponds become skating rinks, etc. and so you wonder, what's the issue here?

I'll share one other personal experience before I go on. About a year and a half ago, my wife, with the excuse she was taking care of our newest granddaughter, spent February out of state (I won't tell you where, but some of you who know me can guess), so I was stuck by myself in the middle of what should be the doldrums of winter in



Cedar Falls, looking for something to do, and I tell you that every night of the week for that entire month I had choices. As a matter of fact, as a resident of this community, I find the challenge to be one of deciding among the many things that need to be done; not ever does the question arise, what do I do next?

So it's a bit of a surprise for me when I, as a member of our Governor's Strategic Planning Council, "Iowa 2010: The State of our Future," have participated in town meetings that the Governor has held across the state, and Iowans are asked, "What do you want your state to be?" Young people will stand up and say, again very sincerely, "But there's nothing to do here; I'm going to have to leave the state." This becomes an issue which I'm sure the Governor will address when he visits with you in a few minutes. The reason you are here today is to change the perception these young people have that "there's nothing to do," to a perception such as mine—"Wow, I can't keep up with it all"—and also to make Iowa a destination state. We hope that what you hear today stimulates your thinking and provides you with an opportunity to contribute with feedback to the Governor's attempt to understand what he can do to make Iowa a national leader. We need your best ideas on this, and I guarantee he'll be listening.

Before we introduce the Governor, I'd like our Dean of the College of Education, to whom this beautiful facility reports (if you can say a facility reports to anyone), to add his welcome, Tom Switzer.



# Foreword

Thomas J. Switzer  
Dean, University of Northern Iowa

Along with President Koob I also want to welcome you to this summit on livability in Iowa. I am one of those Iowans who left the state for a long period of time only to return home when the opportunity presented itself. I am a native of Marshalltown and a graduate of the last class of Iowa State Teachers College. After five years of teaching at East High School in Waterloo, I left Iowa for 21 years, with most of that time spent in Ann Arbor, Michigan.

I never wanted to leave Iowa and always considered it my home. I moved to Michigan because of an opportunity for work and for professional growth. I returned to Iowa 13 years ago for the same reasons—a great job as Dean of the College of Education at UNI and the opportunity for professional growth.

In my time as Dean at UNI I have interviewed hundreds of people who would like to move to Iowa. Over the years an increasing number of these people tell me that they want to move to Iowa because of quality of life issues. They want good schools for their children, parks and recreation programs and facilities, clean air to breathe, a safe community for their families, and decent jobs with good pay. They are willing to put up with a little bad weather in order to have those qualities of life. Our biggest problem with recruitment is to get people to give Iowa a serious look in the first place. Once they do that and see all that this state has to offer, Iowa sells itself.

Iowa cannot, however, rest on these natural attributes. We must continue to enhance the livability of Iowa communities. A key issue for the next century, I believe, will be how we might better capitalize on the investments we now make in enhancing life in Iowa. New initiatives and new money will certainly be needed, but perhaps even more important is that we learn how to coordinate the initiatives



currently in place to enhance livability in Iowa. As a state we make a huge investment in our schools, in our correctional institutions, in health prevention and treatment and in our recreation, historic, cultural, natural resource and/or tourism resources. Coordinating these initiatives in pursuit of enhancing livability of Iowa communities is a major challenge but one that must be addressed as we move into the next century.

I am confident that your conversation here today will contribute to a better understanding of how to deal with these complicated issues.



# Chapter 1

## *Enhancing Livability in Iowa*

Thomas J. Vilsack  
Governor, State of Iowa

### ***Introduction***

It was about 28 years ago in a small apartment in a small town in upstate New York that a young couple received a letter from a lawyer in a small town in Iowa. The letter was written on yellow legal paper and it was an invitation—an invitation to this young couple to come back to Iowa. The letter was hand written and it laid out a series of reasons why Iowa would be a good place for this young couple.

Upon receipt of this letter the young couple sat down with another set of yellow legal pad pages, put a line down the middle and began to analyze and assess two communities. One in Pennsylvania and one in Iowa.

As that couple began to talk about schools, health care facilities, raising a family and starting out careers, it became very obvious, based upon the pluses and minuses, that there was really only one place for this young couple to go. And so Christy Vilsack and Tom Vilsack made the decision in that apartment in upstate New York to come to Iowa. Having been invited by Christy's father to be part of his law office, and having been invited to be part of her community, we returned to Mt. Pleasant, Iowa, in 1975. Now I suspect there are quite a number of young people today in this state and across the country that are faced with this similar kind of decision.

### ***State of the State***

I want to briefly talk to you about the state of the State so you understand the context and the framework of why it's so important for you to discuss these issues of livable communities. You see, we haven't done as good of a job as we need to do in attracting young people to our state.



Our population during the 1980s decreased significantly. And over the course of the last several years we have experienced some population growth and some have projected it to be in the neighborhood of 6 percent which is indeed good news. But it's only good news if you compare Iowa to itself. If you take a look at where Iowa is in relationship to other states, the country and the rest of the world there is reason for concern. While we're experiencing a 6 percent growth, which will allow us to get back to where we were in 1980 by the year 2010, states in the Midwest are growing at about three times that rate, the country as a whole at about four times that rate and the whole world at almost five to six times that rate.

What this means is that Iowa businesses that are currently grappling with worker shortages will have more significant problems in the future if we don't address this situation now. We also have to be concerned about the mix of our population. More than one half of our counties have experienced their population peak in the year 1900. Let that sink in. We are aging as a population. Today, the second fastest growing segment of our population happens to be people over the age of 100. We are first in the nation as a percentage of population over 85, second at 75, fourth at 65. For the first time since we begin counting we have more people over the age of 75 than we do under the age of four.

So we have to be concerned about the mix of Iowans and we also have to continue to struggle with the issue of how well paid Iowans are for the productive work that they do. We continually rank 39th, 40th, and 41st in the nation in per capita income, which happens to be roughly where we rank in our percentage of working population that has a college degree or greater.

So when we take a look at these statistics and this picture of Iowa it becomes clear that we have three goals that we must achieve. Clearly we need more Iowans. We need younger Iowans. And we need higher paid Iowans. The trick is—how do we get there?



## ***Strategies for Promoting Livable Communities***

I suspect that one way that we could get there is by taking a look at what we mean by livable communities. What does that mean? Well, we're focusing on six strategies currently within the administration to try to promote opportunities for more Iowans, younger Iowans and better paid Iowans.

As I articulate these six strategies I think you'll see that there are aspects of each of the six that fit into this concept of livable community, if you take it in its broadest sense.

We must, as a state, begin assessing ourselves—not against ourselves, but against the nation as a whole. We must make a commitment to become a national leader in six key areas. We can not be content to just simply do better than we did the year before we must do better than the rest, than *all* of the rest. We must make a commitment to be a national, global leader in six areas.

***Quality Education.*** We must become the national leader in providing a lifetime quality education. Now, I say lifetime quality education because I want this state to focus on what is taking place in brain research. Our nation's number one goal is that youngsters should be ready to learn by the time they reach kindergarten. We ought to be the state that redefines that number one national education goal. We ought to be the state that says—and calls to the attention of the rest of the states—that we can't wait until youngsters get to kindergarten to have them learning.

We have to recognize that learning begins from the very first day of life. We need to instill in parents the knowledge and the techniques and the information that will allow them to be their child's first and best teacher. We need to have a child care system that recognizes that in Iowa children spend a great deal of time in child care. In fact, we have the highest percentage of working moms and dads in the workforce of any state in the union.



So we need a child care system that just doesn't take care of children but stimulates children, encourages them to be creative and imaginative—that parallels and supports what's happening in the home. So that by the time youngsters reach kindergarten, they're not ready to learn, they're ready to learn more.

And when they get to kindergarten, we need two essential elements of a successful education from the start. We have to have smaller class sizes so teachers can spend quality time with youngsters, and we have to have quality teachers.

It's imperative and necessary for us to make the commitment to ensure that the teachers that are in Iowa's classrooms are the best possible in terms of preparation. Which means we also have to take a look at our compensation. That we pay the teachers. I recently got a letter from a supporter of mine who's a teacher. Attached to it was a copy of a letter that she had received from a teacher in Texas. Now the letter indicated that this teacher in Texas left Iowa in 1992 to become a teacher in Texas and that since that time her school district has welcomed 140 new teachers. Of the 140 new teachers welcomed to the Texas school district, 114 came from Iowa.

It's true that Texas and other states come up to this campus—this *very* campus. Because we do a pretty good job of educating individuals to become teachers. And they aggressively recruit young people from this campus to go all across this country, because people understand that the Iowa education system has been a national leader. But it won't continue to be it if we don't have quality teachers.

Once we have these youngsters in smaller class sizes with quality teachers we have to make sure that they learn to read and that they learn the basics. No child should enter the fourth grade if he or she has not learned to read, and if the child has not learned to read then we need to make sure as a community, as a livable community, that we provide the resources to ensure that each youngster gets the help he or she needs. When they go on and move into middle and junior high we have to make sure that there are safe communi-



ties and safe schools for these youngsters. Which means we need to continue our commitment to helping at-risk youngsters—kids who have maybe crossed the line and need a little extra help. That's why we have pushed and will continue to push the juvenile court liaison programs that expand opportunities for youngsters to get that individual attention. Individual attention within the school system is part of a livable community.

As these youngsters move into high school we have to provide hope and assurances that all youngsters, whether they're at the top of the class or at the bottom of the class, are going to have a reasonable opportunity to become productive citizens. For those who are at the top of their class we need to provide accelerated learning opportunities. It should be possible to have a four year program where youngsters are given the opportunity to aggressively pursue subjects, to go out into the workforce, or maybe even complete as much as the first year of college while they're in high school. At the same time, those youngsters who are in the bottom 20 percent of their class also need help and assistance. That's why we're going to promote a program called "Jobs for American Graduates." This will be implemented into 10 districts in the beginning. Basically, one individual is going to be hired by a non-profit corporation to go in and work with the youngsters in the lowest 20 percent of the class.

They're going to ensure that those youngsters graduate from college. And then they are for one full year after graduation going to follow those youngsters, ensure that they get a job and ensure that they go on to the next level of education or go into the military. Not only will they ensure that they have those opportunities but that they succeed in getting at least one raise, or at least get a 'C' average if they go into the next level of education. Or that they are performing adequately in the military. Focusing on and helping those who need help is part of a livable community.

We need to continue to make access to higher education affordable and reasonable. That's why we need to work with the community colleges, private colleges and our great



public universities to ensure absolute accessibility to a college education. And we need to make sure that process is available not just when people are in their teens or in their 20s but when people are in their 50s and 60s. Because the reality is that we're going to have to continue to re-educate ourselves. We're going to continue to have to learn as the world changes. And we in this state must create a lifetime quality education system that allows us to access it at any point in time. That is part of a livable community.

**Health Care.** Part of a livable community is also national leadership in health care. We need to establish a comprehensive health care system that focuses not just on the treatment of illness but more importantly on the prevention of it. You see, if we're going to have a high percentage of our population being over 65 or 75 or 85, we want to ensure that those individuals live long, happy fulfilling lives. And the fact is, we all need increased levels of health care as we get older. Currently, our health care system doesn't accommodate that reality. We do not have a comprehensive health system focused on prevention for senior citizens.

We are not currently insuring our young people. We're not doing enough in substance abuse and mental illness. Currently what we're doing in our state is trying to deal with substance abuse and mental illness by shifting that responsibility to our correction system. Part of a livable community is creating treatment opportunities for those who are mentally ill and those who have substance abuse problems. So that we don't have to put them into a prison to get them help. Sixty-six percent of the people who are in our prisons today have a documented substance abuse or mental illness problem that did not get handled adequately or at all. I've got a number of my legislator friends here today and I think they're getting tired—I know I am—of continuously approving \$30 million a year for the construction of new prisons, \$15 million now and forever to maintain new prisons. We can find a better way. Part of a livable community strategy is to find a better way.

You see we don't fare very well in the treatment game. Our health care professionals don't get reimbursed ade-



quately for what they do. It's because the rules are set someplace other than in Iowa. They're set in Washington, D.C. and the reality is that it's not about health care, and it's not about the quality of how you do your job. It's about politics. And when you have five Congresspeople and other states have 58, 43, and 37, they get to control the debate on health care. And as the result the system is set up so that the larger states receive more resources. So what I'm suggesting is that Iowa not play that game—a game that we won't win—but that we create our own game.

We should say to the rest of the world that we will be the world's and the nation's laboratory for developing strategies for preventative health care. We'll figure out the challenges of substance abuse and mental illness. We'll create that comprehensive health care system for the senior citizens of this state and of the nation. We'll do it because we know how to do it. And I believe if we create such a system we can see investment in that system. A comprehensive health care system is part of a livable community.

***Safe Communities.*** Part of a livable community is also a commitment to safe communities. Now most of the time we talk about safe communities in the context making sure that young people are not exposed to drug dealers or that senior citizens are not exposed to individuals who are perpetrating fraudulent schemes on them. And that's certainly part of any kind of strategy for safe communities.

***Commitment to Diversity.*** Let me suggest to you that part of a strategy for a livable community is to understand that a community involves diversity, and recognize that there are different people from different countries speaking different languages, of different colors and different beliefs. Our state must embrace the challenge and the opportunity that diversity presents.

Let me put it to you this way. In many schools today in this state and perhaps even on this campus today someone will have the opportunity to say the Pledge of Allegiance. You know how it works. We find the flag. We stand up straight, and we usually stand up a little straighter



than we normally stand. We put our hand over our hearts and we solemnly say those words. We talk about one nation under God, indivisible. And then we close it with these words "with liberty and justice for all." In this state we don't say liberty and justice just for people who were born in Iowa. Or liberty and justice just for people who were born in America. Or liberty and justice just for people who speak in our language. Or who go to our church or have our skin color or believe as we do. We say liberty and justice for all, and the challenge for us is in whether we mean those words.

There is a great deal of discussion today about the need for integrity and character. It's important that we teach integrity and character to our children. We have programs in our schools that do that. But this is a true test of our collective character, our collective integrity. Do we mean it? Can we tell our young people, can we teach them those words? Not just teach them the words but teach them by our actions. Part of a livable community is to understand that there is strength in diversity. Part of the American experience is taking strength from different cultures and different beliefs and melting them together. That's what has made us so much different from many other countries. We've been able to do that. And our state must do that.

Being part of a livable community is to embrace the rest of the world. And I will point out to you that it is in our best economic interest to do that. You see, there is a huge world outside of Iowa. I went to China, Taiwan, and Japan. As I've said in many speeches, some have characterized that as an earth shaking experience for me. And it was. But it was also a very thought provoking experience for me. In China I realized that 1.3 billion people live there and every year that population increases by 100 million people. Which means every week or so the population of China increases by the population of Iowa.

There is vast economic opportunity that awaits the state and the country that understands the power of diversity and is willing to accept it. It will be difficult for us to do business in the world if we send a message to the world that when you live in this state you must do as we do, think as



we think and believe, as we believe. The world has many other options. And it's important and necessary for us as part of livable communities to establish structures and processes for accepting diversity. We did it in the 70s under Governor Ray's leadership. We had a program that welcomed people from Southeast Asia that made them part of our communities. And I would suggest to you that those communities are stronger and better and more livable today for that experience. And so we must renew that commitment to safe communities and a broad concept.

***Economic Development.*** Livable communities also means a commitment to value added economic development opportunities. Sixty percent or 70% of what we grow in our fields today leaves this state every single year without a cent of value being added to it, which means we are exporting economic opportunity. Corn and beans can be converted into a thousand different products—a thousand different products that we know today and that we will be discovering this year and next year and thereafter. The bright young minds that are going to this university and the colleges and universities of this state are capable of making those inventions, of leading us to that value added economic development opportunity—if we give them the chance and if we have structures in place that promote research and development in these new products. And that promotes Iowa.

You know there are young people here today. Let me take this opportunity as the Governor of this state to speak directly to the young people who are in the back of the room. Let me tell you that we need you. We have to have you. We need your creativity, your intelligence and your imagination. We need you. In exchange for your commitment to be part of our future this is what we can offer to you. We can offer to you the opportunity to realize the American dream. Now you might say, "Well, Governor, what does that mean?" There are not many states, not very many places, that you can actually be what you want to if you work hard enough. But Iowa is one of those places.

Just this weekend I had the opportunity to spend some time with Dan Gable, an individual who made the decision



at a very early age that he wanted to be the best high school wrestler in the state and he accomplished that. Then he made the decision that he wanted to be the best collegiate wrestler in the country and he accomplished that. Then he made the decision he wanted to be the best wrestler in the world and he accomplished that. Then he decided he wanted to be the best wrestling coach in the state and he accomplished that. The best in the country and he accomplished that. The best in the world and he accomplished that. And in point of fact he might very well be the best coach of anything ever. He had a dream, he was willing to work hard. And he achieved it here in this place we call Iowa.

The same thing could be said for me. I was placed in an orphanage at a very early age. I was adopted into a family where my mother had problems with alcohol and prescription drug abuse. My parents separated. My dad's business failed. The only thing I had was an education and an opportunity. I was given an opportunity to come to a small community that embraced me, and gave me a chance to raise my family and to have some success in the practice of law. And then it gave me the opportunity to be its mayor. And then to be its state senator. And, now, the Governor of the state.

I am convinced that there is no opportunity that cannot be availed in this state for a young person who is willing to work hard. That is not necessarily true in other parts of this country. And so my invitation to you is to be part of the Iowa experience. To be part of Iowa's future. We need you. And we're going to do our best to make sure you understand that.

***Commitment to the Environment.*** Having livable communities also involves a commitment to the environment. And I'm finally going to get around to the topic of this meeting. When we talk about the environment we could have the greatest schools, the greatest health care system in the world, great jobs and safe communities, but if you can't drink the water or breathe the air you're going to have a tough time attracting anyone. And we have an opportunity—it's presented to us by the federal government—to do a



number of things to clean up the environment that will also make our communities and our state far more livable. We have the ability to promote and to create.

Farmers all across this state create buffer strips along streams and waterways to separate their fields from the waterway. The federal government will help pay for this project. It will allow farmers for a course of 10 years to plant native grasses. In addition to making sure that the water is cleaner and in addition to putting hundreds of millions of dollars into the pockets of farmers at a time when they need the help, this program will create a beauty that we've not seen for some time in this state. These native grasses will grow tall. They are beautiful, they are colorful. They're the kind of things that will draw bikers and hikers and interested people driving through our state. They're the kind of strips that as you drive through the state you will be impressed by the beauty and the simple elegance of these grasses. It's true we don't have oceans and mountains but we have rich soil and that is our ocean, that is our mountain. If we plant these grasses, then we can create a natural landscape that is enticing and beautiful. But even more important than that we can create a natural habitat for wildlife, which will expand hunting opportunities tremendously. Millions of dollars are spent each year by individuals who come in to our state or who would want to come in to our state for hunting opportunities.

The creation of this program would not only cleanup our water, beautify our landscape but will add opportunity to tourism. It is part of the commitment to the environment and to a livable community.

The same thing is true for bike trails. Our state currently invests about \$4 million in bike trails. We have more than 1,000 miles of bike trails. And what we're finding is that it's not just about bike trails. It's about pedestrian trails. It's about equestrian trails. It's about motorized trails. We can, in fact, become a state of trails. And we can do it in a way where we cooperate with landowners. Part of a commitment to the environment is a commitment to investment, and investing in recreation is part of creating a livable communi-



ty.

The same thing can be said for recreation and cultural activities and attractions. The legislators this year, I think, took a positive step towards making Iowa more attractive for our young people. We did listen to you when you said there's not enough to do. And so we created a \$25 million fund that we'll spend over the next two years. A portion of it will help to promote the tremendous and vast number of tourism opportunities that currently exist in our state. There is no community in this state that doesn't have some are of interest that is attractive to people from outside of our state.

Millions of dollars are spent and generated—in fact billions are generated—as a result of tourism opportunities. In addition, this CAT fund is also providing matching funds for communities that want to build facilities whether they are stadiums, parks, museums, theaters, art museums or cultural centers. We're willing to invest and partner with communities in creating these opportunities.

So, if you put this package together, if you create a quality lifetime education system that provides education opportunities from the moment a person is born, all the way through life; if you create a community that can offer comprehensive health care system that focuses on prevention and makes sure that you live your life as long as possible, as healthy as possible with the highest quality of life and the highest level of independence as possible; if you can move into a community regardless of your color or your background or your cultural experience and you feel safe and comfortable; if you access value added economic opportunities where you can add value to agricultural products or manufactured products or information solutions or high tech development; if you can move into a community into a state where there is a real commitment to the environment and in making that commitment to the environment we not only create cleaner water but a more beautiful landscape and tourism opportunities; if you live in a state that's willing to invest in creating additional cultural and recreational attractions—then you've essentially the beginnings of a livable community.



Last but not least, we need to engage Iowans in conversation about how those communities will be planned and designed and developed in the future. Several states have begun this discussion. The state of Minnesota has established a set of principles for future development so that we know exactly how and when and under what circumstances we're going to develop our land and when it's most beneficial to do so. And how we can figure out strategies to take resources that we're currently using to expand communities to make sure that we reinvest appropriately in existing communities. All of that is part of a strategy for a livable community.

### ***Challenges and Opportunities***

The challenges are great but the opportunities are even greater. You know we've had a conversation and discussion about a new slogan and we've established that what we wanted to project ourselves as having fields of opportunities, and there are literally hundreds of opportunities.

I'm traveling to San Diego and to Los Angeles tomorrow and Friday. The purpose of that trip is to sell Iowa, to promote Iowa. We're going to have a reception for people that have left the state, that are maybe interested in coming back to the state. In New York we had a reception and 800 people showed up. We currently have reservations for 850 in San Diego and the number is climbing. We'll probably have a thousand people who want to know what's going on in Iowa. They are anxious and interested about thinking of returning to their state because they know that we're committed to making it the best state in which to live and work and, more importantly, to raise a family.

We're going to provide an opportunity for those people to know what's going on in Iowa by giving them a web site. And that web site is [www.smartcareermove.com](http://www.smartcareermove.com). On that web site are posted hundreds of opportunities where jobs are being made available today in a variety of occupations where the salaries are \$30,000 and up. We're going to give people the ability to access that in sort of a high tech



way. And as we expand this web site we're going to give people the opportunity to not only learn about these jobs but to learn about the communities where these jobs are located. We're going to sell Iowa. We not only want folks to be our guest, Nancy Landess from our tourism department with our new tourism slogan, wants them to be our citizens. We want them to be our principals, our superintendents, our teachers, our doctors, our lawyers, our administrators, our business owners, our employees and our farmers. We want people to move to this state, because we have an opportunity for them here.

### ***Concluding Comments***

I appreciate the opportunity to visit with you today and I appreciate your willingness to come to this conference where you'll be focusing on livable communities in terms of tourism and recreation and culture. But I hope that we all understand that we must take a holistic approach to livable communities. It requires planning, and understanding that it involves education and health care and the environment and safe communities and good paying jobs. We're committed to this strategy, and we need your help in moving it forward.



## Chapter 2

### *Iowa: A Special Place*

Nancy Landess

Division of Tourism, State of Iowa

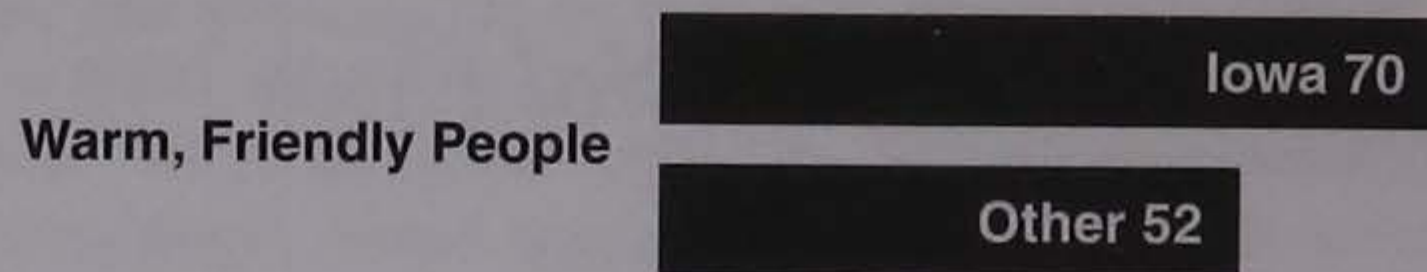
#### *Introduction*

This is the very first time I've attended a session where they gave me a rose to put on, along with a little card that said good luck. And my first thought when I saw the rose at my place was that I got it because I had to follow the Governor. I found some comfort, though, that the other speakers also had one. So I appreciate your kindness, and it's nice to be here. I did not hesitate for a moment when they called and asked me to come speak today, because they asked me to speak on the topic of Iowa, a special place. And I could talk for days about Iowa as a special place because I truly believe it is.

I travel from corner to corner of our state and to the many communities in between, and I am constantly learning about and reminded of what makes our state so very special. And in my opinion it's our people. That translates over to our number one image strength for tourism, which is hospitality (Figure 2.1). We far exceed the national average in terms of our warm and friendly people. What that means is, when people are thinking about traveling in Iowa, when they are experiencing our state, they meet people that actually say "Hello" and ask, "How are you?" And they mean it. If a traveler has a medical emergency Iowans will offer to help. People whose car just broke down will meet Iowans eager to get them the assistance they need. And none of us should take that for granted. It is a tremendous asset, and we should all be very proud of it.



**Figure 2.1 Iowa Image Strength—Warm, Friendly People**



*Source: Longwoods, International 1996*

When people travel, they're looking for all kinds of things, everything from a place that's exciting to somewhere that's worry free—a popular destination, a family destination or a unique opportunity. Iowa excels in a couple of areas:

We are viewed as a worry free destination (Figure 2.2). People feel safe anywhere they travel in the state because we have warm and friendly people.

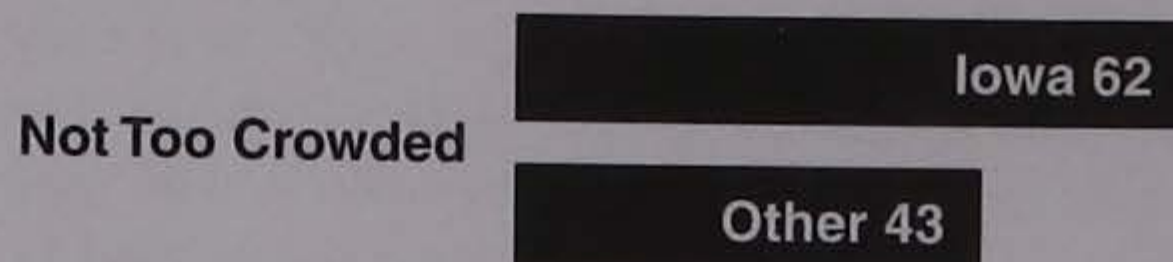
**Figure 2.2 Iowa Image Strength—Safe Anywhere**



*Source: Longwoods, International 1996*

They also view Iowa as not too crowded (Figure 2.3). And as you heard the Governor say, he'd like to change that and bring a lot more people into our state.

**Figure 2.3 Iowa Image Strength—Not Too Crowded**



*Source: Longwoods, International 1996*

We also are viewed as a family destination, as indicated in Figure 2.4. People know that Iowa is a good place for families. They also know it's a place their kids are going to enjoy.



**Figure 2.4 Iowa Image Strength—Good for Families**

**Good for Families**

**Iowa 73**

**Other 61**

*Source: Longwoods, International 1996*

### ***The Strengths and Assets of Iowa***

In addition to our people, we also have many other strengths, and I wanted to share those with you in terms of tourism.

Iowa is known for interesting customs and traditions.  
We have unique local cooking.  
Iowa is known as an excellent value, with very affordable accommodations and dining.  
It is a great place for golfers.  
Iowa is known for excellent hunting.  
We have great college sports.  
Iowa is known for exciting casinos.  
It is a good place for camping.  
Iowa has excellent fishing.  
We host interesting festivals and fairs.  
Iowa is made up of interesting small towns and villages.

I've put together a list of a few things that I think are assets for us and make Iowa a very special place. It's certainly not a complete inventory of our state, but I want to share some of the highlights.

#### ***A State Bordered by the Mississippi and the Missouri.***

We are the only state that is bordered by two major navigable rivers. Of course, the Mississippi River makes up our east coast, and if you are to travel in that area, I encourage you to experience our Great River Road. It is federally designated, stretching 3,000 miles from Canada to the Gulf of Mexico. You can certainly appreciate the charm of the communities and the beauty of the Mississippi River as you travel the river road. It has been marked for over 60 years, and if you have not experienced it, I encourage you to do so.



Our western border is the Missouri River. What I think is very special along the Missouri River is the Loess Hills – an unusual and unique landform found only in western Iowa and China.

***Unique Attractions.*** We have several unique attractions in our state including a presidential library. There are only 10 presidential libraries in the country, and we are home to the Herbert Hoover Presidential Library and Museum. This year happens to be the 125th anniversary of Hoover's birth.

Iowa has the world's only museum dedicated to sprint car racing. We also have the De Soto National Wildlife Refuge, a refuge for migrating waterfowl, particularly geese, that also has the very famous collection from the Steamboat Bertrand on display. And we have Effigy Mounds where you can view prehistoric burial and ceremonial mounds. All of these attractions are unique to Iowa and make it a very special place.

***Ethnically Focused Communities.*** We also have many communities that celebrate their ethnic roots. We have three major ethnic museums in Iowa. Cedar Rapids is the home of the National Czech and Slovak Museum. In Elk Horn there is the Danish Immigrant Museum. And in Decorah you will find the Vesterheim Norwegian/American Museum. In each of these communities, and in many more, you are able to celebrate unique traditions and customs and enjoy the delicacies of these ethnic communities.

Another popular ethnic area is the Amana Colonies where we celebrate German heritage. If you're Dutch, you're certainly going to like Pella and Orange City.

If you're Irish, you'll want to be in Emmetsburg during St. Patrick's Day. And certainly I would encourage you to get to Tama to enjoy the annual Meskwaki Pow-Wow each August. Each one of these events makes its community very special. We have more than 1,800 festivals and fairs in Iowa – everything from rendezvous to farmers' markets and everything in between. Each community celebrates in a special way to make Iowa a very special place.



**Music in Iowa.** Music is important in Iowa. We have the boyhood home of Glenn Miller in Clarinda where you can enjoy the big band sound. You can go to the Quad Cities and experience great jazz during the Bix Beiderbecke Festival. You can travel to Mason City, which has just restored the boyhood home of Meredith Willson and is working on a very impressive project called the Music Man Square. And in their neighboring community of Clear Lake, Buddy Holly played his last concert. Here, you can attend the Winter Dance Party every February and experience that special place.

We also have symphonies throughout our state and 25 community orchestras. We have opera in Indianola, and we have theater where you can enjoy performing arts.

I want to draw special attention to Cedar Falls because it is creating a special place with a brand new Performing Arts Center that will open in the year 2000. It is the first one to open in 20 years in Iowa. It is also the only performing arts center that will open in the Midwest in the year 2000.

**Art in Iowa.** We have art in Iowa. Grant Wood is probably our most famous artist. You can travel to Eldon and see the home that inspired the "American Gothic." But you can also travel to art centers throughout our state and view permanent and traveling exhibits and enjoy the work of Iowa artists and those from throughout the country.

Many festivals are centered on art. Just over a week ago I was in Perry at the Hotel Pattee where they were hosting a conference for the American Arts and Crafts Movement. People from all over the country were coming to Perry, Iowa, to not only enjoy the artwork that is on display there but to learn from very knowledgeable speakers about their expertise in art. I was talking to a gentleman from San Francisco and he began to tell me about his trip to Mason City to look at the Frank Lloyd Wright architecture and some of the things that make Iowa very special. Iowans may not be looking at Iowa tourism in the same way as those who are coming from as far away as California.



One of Frank Lloyd Wright's Iowa works is Cedar Rock, which is owned by the Iowa Department of Natural Resources. In addition to operating Cedar Rock, it also operates our state park system. We have 83 state parks and recreation areas in Iowa that are nearly 80 years old now. We have an excellent system, which is starting to get the additional attention needed to make our parks even greater places for picnicking, fishing and camping.

***Natural Resources in Iowa.*** We have an excellent inventory of camping in our state, whether that camping is state owned, county owned or privately owned. We also have an excellent trail system. As Governor Vilsack has mentioned, we have more than 1,000 miles of trails. And we have excellent biking, hiking, snowmobiling, cross-country skiing and horseback riding opportunities in our state. The more than 19,000 miles of rivers and streams in Iowa make for great places to create excellent fishing stories. We have 35 natural lakes and 200 artificial lakes in our state.

We have excellent hunting. Of course, it's pheasant hunting season now, and we are known as the number one state in the nation for pheasant hunting. We also have deer, turkey, and waterfowl that make for excellent hunting in our state.

For those of you that like to find a challenging golf course, you will have that opportunity in Iowa. We have 265 courses statewide with very reasonable green fees.

We have a number of scenic drives, but I want to draw your attention to a couple of them in particular. In 1996, the Mormon Trail celebrated its sesquicentennial. This marked trail travels across southern Iowa, and people come from all over to take that journey across Iowa and to see where the Mormons traveled on their way west.

We are gearing up now for the bicentennial celebration of the Lewis & Clark Expedition, because Iowa played a very significant role in that journey. Sergeant Floyd was the only person who died during the Lewis & Clark expedition, and he is buried near a monument in Sioux City. So as we celebrate that bicentennial beginning in 2003 there will certain-



ly be people coming to Iowa from all over to see that monument as well as the rest of the trail in Iowa.

**Historical Attractions in Iowa.** Iowa is home to some great historic attractions such as Brucemore, one of only 20 properties in the nation owned by the National Trust for Historic Preservation. In Des Moines, there's the Salisbury House, which was patterned after a king's home in Salisbury, England. And of course Montauk, which was the home of Iowa's 12th Governor and has all of its original furnishings on display and is open for tours. It's owned by the State Historical Society of Iowa.

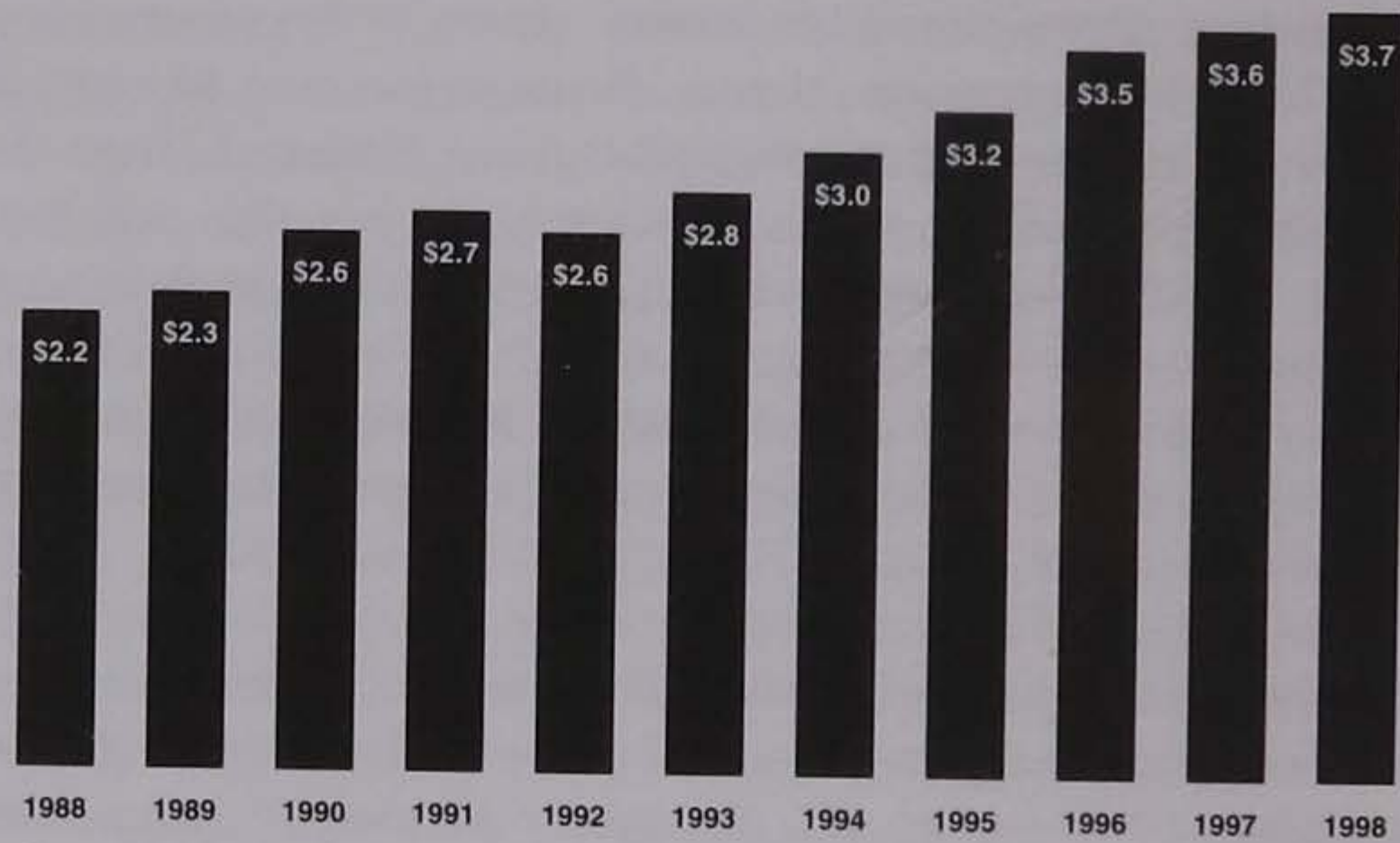
**Iowa Films.** Hollywood has also had a big influence on Iowa and has made us a special place with everything from the *Field of Dreams* to *The Bridges of Madison County*. And right now in your local theaters you can probably see *The Straight Story*. If you haven't seen it, I would encourage you to do so. The movie was filmed during harvest time in Iowa, and there is no more beautiful time here. It also features a person that I think we can all identify with—a character in our communities, someone that has a strong will, that is crusty and has some great words of wisdom to share.

### **Tourism: Iowa's Growing Industry**

All of these things, plus many more, join together to make tourism a special industry in Iowa and an important and growing industry in Iowa. Currently, tourism is a \$3.7 billion industry here. Figure 2.5 shows the growth that Iowa has experienced over the last few years. Our most recent figures show that 59,000 people are employed in the industry, creating more than \$775 million in payroll. And tourism is an industry that is contributing to the state treasury. In 1997, \$233 million in state tax receipts went directly into the treasury because of traveler spending on food, lodging, transportation, entertainment and miscellaneous expenses.



**Figure 2.5 Travel Generated Expenditures  
(billions)**



*Source: U.S. Travel Data Center*

How many visitors travel to Iowa each year? In 1998, we had 18 million; however, Figure 2.6 only reflects those who are staying overnight. In 1998, 14.5 million visitors stayed at least one night in Iowa.

**Figure 2.6 Overnight Visitors  
(millions)**



*Source: TravelScope*



**Tourism Trends.** I also want to share with you a number of trends that are impacting our industry nationwide, and I want to talk about some issues that are very specific to us in Iowa. First, we are experiencing record low unemployment. People are working, and because they're working they have money, which creates high consumer confidence. We also have reasonable fuel prices. More people working, however, creates an increased amount of stress. People who are stressed long to get away. They may not be able to take a two-week trip, and that's why we continue to see a strong trend in weekend trips. In fact, we have seen a 70 percent increase in weekend trips from 1986 through 1996. Nearly half of all travel in the United States is a weekend trip. And 70 percent of all travel is for three nights or less. Think about your own travel and see if you are part of this trend.

We also know that small businesses dominate the tourism business nationwide and here in Iowa. When you think about the attractions, accommodations and dining opportunities that we have here, many of them are "mom and pop" facilities that provide the charm and hospitality for which we are so well known. Overall in the United States there are 346,000 firms that employ 50 people or less.

The Internet is having a tremendous impact on the tourism industry. Last year over six million people booked their trips on-line, and by the year 2002 we expect on-line travel to exceed \$9 billion. There is going to be tremendous growth because people no longer hesitate to give their credit card number over the Internet.

Something else you're going to see on the Internet is a lot more advertising for tourism and travel. In 1996 only about \$2 million was spent for tourism advertising on the Internet, but by the year 2002 we expect to see more than \$282 million spent purchasing on-line advertising.

Who's using the Internet? Not surprisingly, it's the Baby Boomers and members of Generation X that are going to our Web sites and checking them out for tourism information.

But there is also another sector of our population that is



causing a trend, and it's a sector that we truly need to be very aware of – mature Americans – people age 55 and over. Our baby boomers are starting to become our mature Americans whether they want to or not. As they do, we are going to see the “mature Americans” sector grow by leaps and bounds. They have financial power and an availability of time. And that combination certainly encourages them to travel. What we don't know is how they're going to want to travel. Will they want to travel on motorcoaches in organized groups like our mature Americans today? It's certainly an issue that all of us are talking about and are very aware of.

We also know that the current top activities of the traveling public include dining, shopping, and visiting museums. And they like to take organized tours. The top outdoor activity is camping. In fact, one third of the population has camped in the last five years. Travelers also like to hike and bike, which are great opportunities that we have in Iowa.

Another trend is that nearly half of all travelers are taking children with them and, not surprisingly, 94 percent of them are taking their own children, grandchildren, nieces and nephews. It used to be that people didn't take their children out of school to go on a trip – it was just unheard of. Parents today don't hesitate to write an excuse so that children can take a trip with a family member or friend. People view travel as an educational opportunity. Traveling teaches about new cultures. It offers a chance to see new sights. Travel teaches about history. Travel certainly provides the opportunity to make memories with family, so more and more people are taking their children with them.

Who's traveling the most? Research shows that those age 25 to 34 are taking the most pleasure trips. Those age 35 to 44 are taking the most business trips, and I don't think we find that particularly surprising.

***Iowa Tourism Industry Issues.*** Here are some issues that I think are impacting us right here in Iowa. We talked about record low unemployment. In September, Iowa hit a record low of 2.4 percent. It can make or break the travel experience if you do not have good service, if your room is not



clean, if service in a restaurant is poor, or if someone doesn't help you at an attraction or an event. So unemployment is certainly a concern not only for all industries in Iowa but also for the tourism industry.

You talked with the Governor about incentives, and certainly that issue has been kicked around. Should there be an incentive to employ underutilized populations such as retirees or those who have physical challenges? Those people could do some of the jobs in the tourism industry.

We also talked about assistance for larger projects, and this also came up when the Governor was speaking. In May, the Governor signed a new program to assist communities that are developing attractions and tourism facilities. But there are communities that want to build very large multi-million dollar projects, and this tool is not going to work for them.

We have talked about attracting major sporting events. Many people throughout the state talked about the success of the U.S. Senior Open earlier this summer – an event that brought in broadcast coverage during the weekend and ESPN during the week. Over and over those announcers were talking about what a special place Iowa was. Perhaps we need to establish a revolving fund to bring in major attractions, whether they're sporting or other kinds of events. And then take a part of the gate receipts and put it back into that fund so that it will continue to help other communities that want to bring in those major events to our state.

Technology is an issue for us in Iowa. We need to be aware of e-commerce and the growth of it and make it accessible with our own Web site. We need to begin to provide some virtual tours for travelers who want to experience our state. And we certainly need to be aware of adding some foreign languages on our Web site. We currently only provide our information in English, and frankly, for people who are in Iowa, or are coming to Iowa, English isn't always their first language. So we need to be more receptive to that issue.

The Loess Hills are, of course, an issue impacting the



state. The legislature recently created the Loess Hills Alliance, which is made up of people who live in the Loess Hills. Right now we are waiting to hear if the federal government will appropriate some funds to do a study to determine if the Loess Hills should become a National Park, national reserve or national preserve. Representative Ganske is working very hard to keep that in the appropriation and we are all very anxious to hear what comes of the discussions.

You have read in the paper or perhaps heard from our Department of Natural Resources about the concept of building lodges at our state parks. We constantly get questions from people throughout the country who would like to come and experience our state parks. But there is always one of those six percent who have tried camping and discovered it's really not for them, so they would like to stay in a lodge at a state park. Unfortunately, we don't currently have lodges available. The Department of Natural Resources is now considering constructing them in the future.

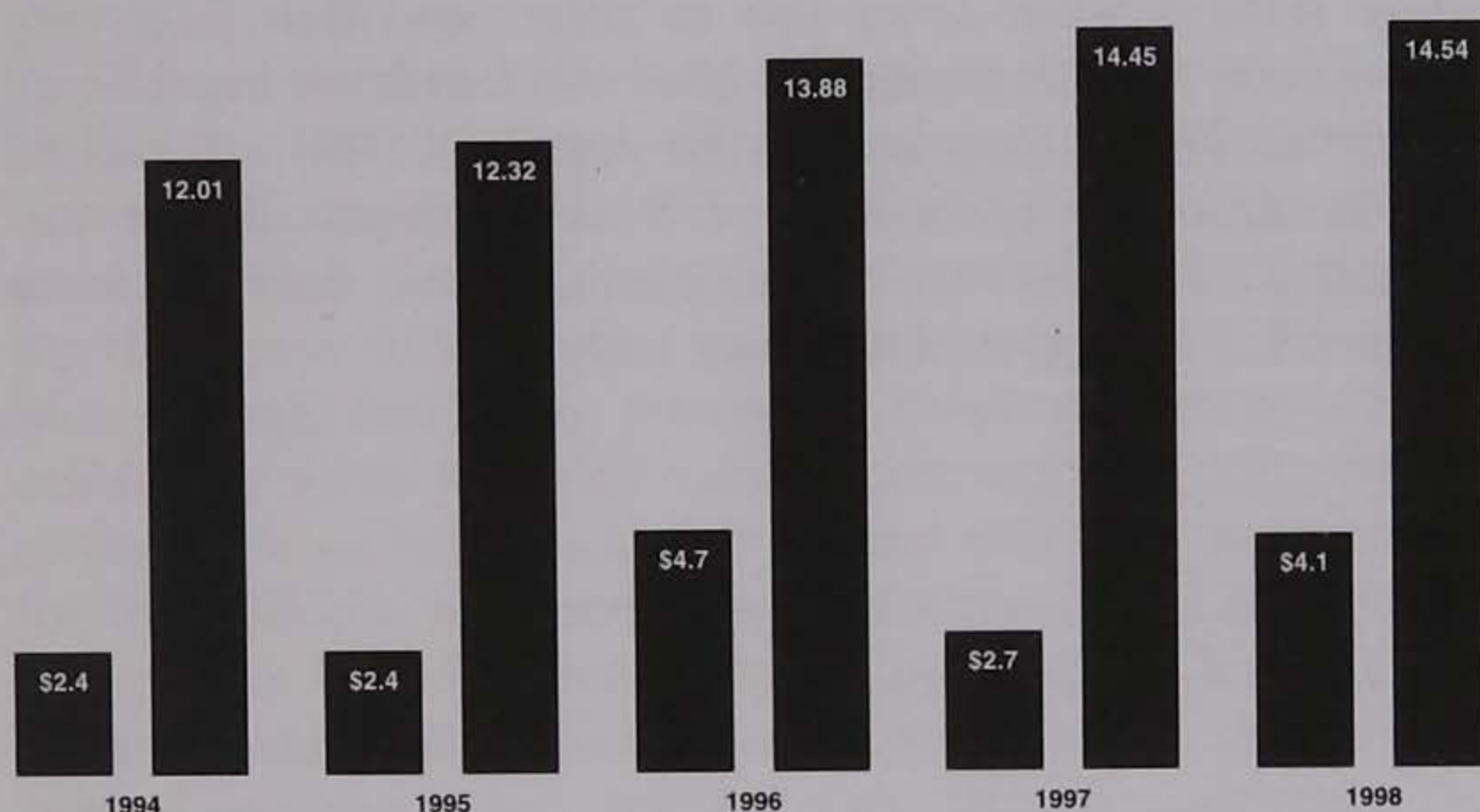
Air service is a major concern for Iowans. We have many convention and visitor bureaus that can put together extremely attractive bids to bring in and host meetings and conventions. But often, the meeting planner determines that he or she can't fly delegates here and make it affordable, so we lose the bid. Air service is certainly something we need to take a look at and see if there are ways to make Iowa's air service more affordable and more attractive.

Marketing will always continue to be an issue. We made great strides in the legislature last year with an additional \$1.2 million that will be used to market our advertising opportunities to an out-of-state audience. That's the good news. The bad news is that all of our surrounding states, our competition, also made increases in their budgets, and it continues to be very competitive to get our word out. There is a direct correlation between having your message in the market, having people call requesting information, making a trip to Iowa, spending money here and creating a positive return on investment. A little earlier I showed you a chart with our overnight visitation. Figure 2.7 compares visitation



to our budget, and you'll see that we had a 13 percent increase in overnight visitation back in 1996, our sesquicentennial year. Back then, the legislature appropriated an additional \$2 million to promote our sesquicentennial opportunities in state and out-of-state, and you can certainly see the results.

**Figure 2.7 Advertising Budget/Visitation**  
(Millions of dollars spent in advertising versus overnight travelers in millions)



Source: TravelScope, IDED, Division of Tourism

The Governor talked about new programs. The Community Attraction and Tourism Development Fund makes \$25 million available over two years to assist communities with the development and creation of multi-purpose attractions and facilities. It is a wonderful tool and is in great demand. We have already had more requests than we have funding available. To date, we have funded nine projects located throughout the state that represent a variety of projects.

We also talked about the additional \$1.2 million that is available for out-of-state marketing. With this additional appropriation, our advertising campaign is not business as usual, so last August we hosted an input session. We had legislators, industry members, and a member of the IDED board of directors attend. They gave us excellent direction and input on how we should be spending those additional



dollars. I brought along copies of our Framework of Activity for this fiscal year so you can see the media schedule that we will follow to entice travelers to visit Iowa.

### ***Concluding Comments***

Our new theme for tourism is "Iowa—Come Be Our Guest." We tested several theme options with about 600 people in and out-of-state. And the clear winner was "Iowa—Come Be Our Guest." Our customers told us that this accurately reflects what Iowa has to offer, and that it is very appropriate for Iowa tourism. You will begin seeing it in all of our marketing messages in the year 2000. We will extend that invitation to Iowans as well as residents of our surrounding states to come be our guest, so that they can learn about what a special place Iowa truly is.



## Chapter 3

# *Community Livability: A Model for Iowa*

Christopher R. Edginton, Ph.D.  
University of Northern Iowa

### ***Introduction***

I have lived in Iowa long enough to call the state home. In fact, in 1990 I started my second stay in Iowa; my first occurred between 1972-1975. When I left Iowa as a young person with a young family, I can remember distinctly stating that it was unlikely that we would ever return. However, life's journey has many interesting twists and turns and for our family it has included a long-term stay and commitment to the State of Iowa, not only for my wife and me but also for my children and now my grandchild. We returned to Cedar Falls from Eugene, Oregon, because we knew it was a great community, rich in recreation, historical, cultural and natural resources, and that the state strongly supported and valued education.

I have previously called home, California. Raised through my late elementary, junior high, high school and university years in Palo Alto, headquarters of Silicon Valley and Stanford University, I have always compared the livability of that community to any other environment in which I have resided, including stays in Ontario, Nova Scotia, Texas and Oregon. Palo Alto, California, is a beautiful, wealthy, urban environment with a Mediterranean climate. By many measures, it is one of the most attractive places in the United States to live.

Yet, I live in Iowa and I have great pride in being an Iowan. Iowa is a special place. It is special to me because of the livability of our state. I was drawn back to Iowa because I believe in family, support for strong educational programs, having the opportunity to be close to my work and places in which I play, to live a less complex life, to be



in an environmentally clean and safe place. I value the opportunity to have access to open spaces, a beautiful lush green and golden brown pastoral country environment and the saneness that comes from living a less harried, quick-paced and frantic lifestyle. My experience has taught me that the press of people found in large urban areas creates a distraction from the natural rhythms to which one can live one's life in a more rural setting. I appreciate greatly living in an environment where there is a sense of community. I have learned that climate is only one measure of livability and in fact, the variability of the seasons is to be welcomed and enjoyed. I have now lived more years in Iowa than any other location of my life and it has become my home.

An editorial appearing in the Wednesday, October 27, 1999, issue of the *Des Moines Register* addresses directly the issues to be discussed at today's Governor's Summit. This editorial suggests that during the past several decades, Iowa's policy makers have "...been fixated on improving the business climate...the thinking was that if business could be induced to bring jobs to Iowa everything else would fall into place" (1999). This did not happen and in fact, as noted in the editorial "...jobs are flowing to regions in which people find it desirable to live." The authors go on to suggest that "...Iowa bet on the wrong strategy and lost" (Ibid). As the editorial suggests, perhaps there is a need to change strategies. Quality of life issues can no longer be assigned secondary priority. In Iowa "...the quality of life must be the first priority" (Ibid). Today, we have the chance to think differently and explore new and perhaps bold ideas that can shape Iowa's future.

Our task is one of creating a conceptual framework to help us define community livability. This is a complex and often value-laden task. It is subjective and philosophical in nature and the target of defining livability changes from moment to moment. The best that we can hope to accomplish is to establish broad parameters and then attempt to work toward these, not as an absolute end, but rather as goals that will continue to change and evolve as we further refine our own ideas, concepts and values as to what constitutes "the good life."



## ***Community Livability: What Does It Mean?***

What do we mean by the terms community, livability, and the phrase *community livability*? Defining these concepts is challenging and is often difficult, yet is essential to our effort. Can you imagine having few or no common reference points as we discuss community livability? We need a starting point, and that often is found by defining, in context, our terms. By establishing a common frame of reference or set of terms, we lay a foundation for our quest to promote greater community livability in the State of Iowa. Hence, we need to have a more definitive understanding of what we are attempting to pursue, enrich and/or enhance when we talk about the concept of community livability.

It was noted at the Governor's Strategic Planning Council statewide town meeting, broadcast on Iowa Public Television, that we are losing our sense of community in the State of Iowa and we need to re-energize our relationships with one another—our sense of community. In Iowa we share a common land, live together and depend on one another. In its broader sense, this is what community means. Community implies commonness—a life that is lived in association with others often with shared or compatible interests, values, and needs. The idea of community can also refer to a place. We often think of a community as a body of people living in the same locality, people who live together in the same place. Thus, a community in this sense is a place where people with common interests live, play and work. In a more holistic sense the concept of community implies that all of its assets contribute to its well being.

The idea of livability is more difficult to define and perhaps even understand. Livability is often viewed from an individual, subjective perspective. Livability can be thought of as "... life that can be lived." The term also refers to life that is fit or pleasant to live, habitable or agreeable by nature. To live is to be alive, to have a joyful, pleasant, agreeable life.

Before attempting to define the phrase community livability, in a more precise sense, we might ask the question,



"... How can parks, recreation, cultural attractions, scenic preservation, clean water and air and other enhancements contribute to making life worth living?" In pursuing this question, I believe we can come to a common understanding of community livability.

Daniel T. Rodgers has written in *Atlantic Crossings: Social Politics in a Progressive Age* that at the turn of the 19th Century, our communities were faced with a great deal of social fragmentation "... concentrated poverty, gluttonous displays of wealth and abject misery" (Rodgers, 1998 pp. 114). The underlying question was whether or not social reformers could seize the social possibilities of the day. And seize the day they did with a host of social inventions, including parks, playgrounds, public baths, outdoor gymnasiums, recreation centers, libraries, museums, art galleries, and especially sanitary and health related developments. Many of these social inventions were, in effect, a process of municipal socialization undertaken at the time by the local business community (Ibid. p. 123). These social inventions breathed life into communities. They promoted zestfulness for living, created opportunities for people to engage in authentic dialogue with one another and provided the opportunity to explore the meaning of one's life.

Community livability at the turn of the century was "... a quality called sociability" (Ibid. p. 87). This sociability or livability was best manifested during the late 19th Century in German communities. Germans sought public leisure: the concert halls and outdoor musicals, the parks, the strange and alluring atmosphere of the open-air beer gardens. In effect, the Germans had created "... a culture of public enjoyment" (Ibid. p. 88). These and other ideas were part of a significant technology transfer between European countries and America. This transfer of technology, in this case of social inventions, occurred as a result of the return of young American graduate students trained in the best of Europe's universities (especially in Germany and England). These students returned to America in such a way that it "... knocked the provincial blinkers off of a cadre of young Americans, and gave them a lasting sense of participation in an international movement of intellectual and international



reform. It fired them with policy making ambition and new, borrowed models of public influence." (Ibid, p. 77).

In a sense, we can learn much from this historical lesson. It teaches us that community livability has much to do with the satisfaction that people derive from their daily lives. They seek meaning from the social context of their environments, whether it is in their home, work, or play venues. In addition, community livability has as much to do with the quality of the physical places we live in as it does with the social context of our environments. To have joyful, pleasant environments contributes to a sense of well being, happiness, morale and psychological balance that become indicators of our inner experiences (Edginton, et al, 1998).

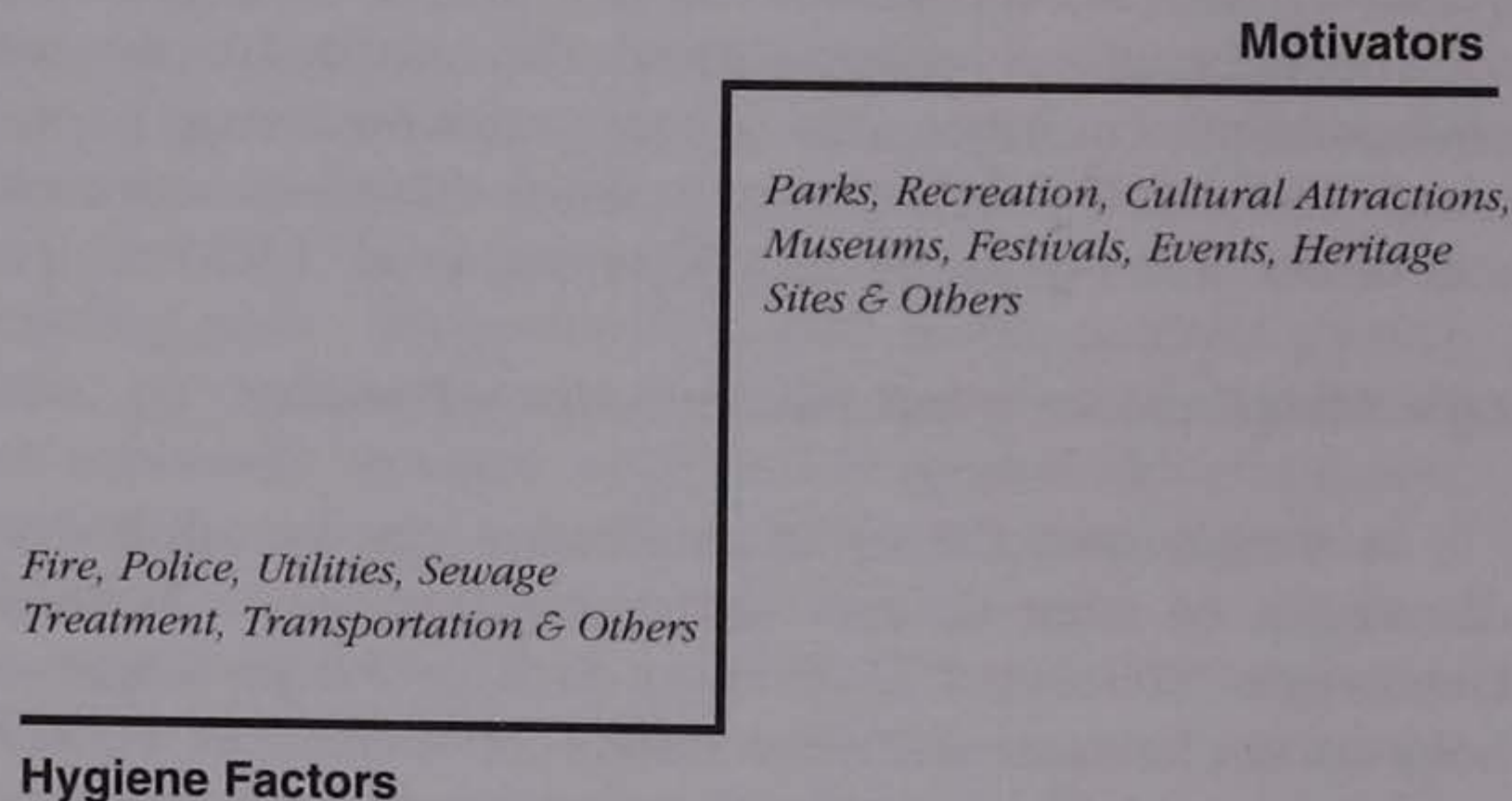
### ***Life Satisfaction: What Factors Move People?***

A well-known theory of motivation can be applied to discussion of what defines community livability. Fredrick Herzberg's "Theory of Motivation" is a useful paradigm to help us understand the importance of recreation, natural resources, and tourism-related experiences as motivators promoting life satisfaction among individuals in communities. He suggests that Abraham Maslow's Theory of Needs could be placed on a continuum and divided into two (2) types of needs, hygiene factors and motivators. Hygiene factors refer to elements within the environment related to an individual's security, safety, and status. According to Hertzberg, hygiene factors do not motivate individuals. However, when they are not provided an individual becomes dissatisfied. On the other hand, motivators are factors that promote life satisfaction. The opportunity for people to achieve, have recognition and be engaged in activities considered to be worthwhile to oneself and to society are all considered to be motivators.

Herzberg's paradigm can be readily applied to the opportunities that are made available to individuals by businesses, government agencies, and non-profit organizations. Such governmental services as fire, police, utilities, sewage treatment and transportation systems are not motivators for people. However, individuals can be dissatisfied if these



services are not provided or performed in an effective manner. On the other hand, park and recreation services, cultural attractions, museums, festivals, events, and other programs all breathe life into individuals and communities. They give meaning to people, they enable individuals to pursue happiness, pleasure and to develop themselves. They motivate people; they make life worth living and invariably enrich and enhance our sense of well being, happiness and the quality of our lives. See Figure 3.1.



**Figure 3.1**

**Life Satisfaction: What Factors Move People?**

### ***The Livability Mix***

The question of how to create a livability mix can be answered by defining the component parts that promote and provide satisfaction in life. Our goal is one of focusing our effort on how we can bring recreation, historical, cultural, natural resource and/or tourism resources to bear on improving the livability of Iowa communities. This does not diminish the importance of other elements within the environment that contribute to the well being of our society. President Teddy Roosevelt taught us" ... quality of life also means a good job, a decent place to live, accommodation for a growing population, and the technological development essential to our standard of living."



To guide this effort, I would like to begin to suggest some, not all, of the components that can be a part of the livability mix. These components include 1) Environmentally Sensitive Practices; 2) Enhancement of Community Attractiveness; 3) Opportunities for Leisure and Cultural Appreciation; 4) Programs That Provide Opportunities for Involvement of People; and 5) Heritage Management (adapted from Nations In Bloom, 1999). A brief description of these follows.

***Environmentally Sensitive Practices.*** The way in which we design our communities often creates a sense of detachment from the environment. The architect, Frank Lloyd Wright, helped us understand through his works of design the need to integrate nature into manmade environments. We need to craft relations between people and the environment that promote human contact and interaction with the environment, yet at the same time enable us to protect and conserve it.

A colleague of mine, John Crompton at Texas A&M University, is often fond of saying, without great parks, there are no great cities. I believe this to be true. Fundamental to our way of living is a need to have open spaces and environmental places that are welcoming. Parks, trails, greenways, forests, rivers, ponds, lakes, wildlife refuges, and other environmental places all contribute to the livability of our communities. Such places speak to our need to have room to breathe, to appreciate beauty and to be in touch with nature. We need to aggressively develop a plan to enhance our local parks, state parks, and natural resources. Iowa's historical legacy in this area is well established. Aldo Leopold, one of America's great conservationists, called Burlington, Iowa, home. The impetus for America's state park movement came from the work of the National Conference on State Parks held in Des Moines, Iowa, in the late 1920s (Edginton, 1997). We need to continue to build on our rich tradition and history.

Another important goal to be pursued is that of environmental justice. By environmental justice, or what may be thought of as environmental integrity, we mean that there is



a quality to our environment that can be applied across the board in Iowa's communities. Nearly all of Iowa's communities are encapsulated in rural landscapes. We don't have the sense of urban sprawl that you find in large metropolitan areas. The ecology of our rural environments has a great deal to do with the quality of our urban environments. It could be said that the reverse is also the case. Soil conservation programs, wetland management, control of hazardous wastes, recycling of solid wastes, air and water pollution, agricultural conservation, and preservation of critical habitats and other environmental issues all effect the livability of our communities. Environmental justice can also imply a leveling among and within communities of the availability of recreation, natural resources and other amenities that contribute to quality of life.

***Enhancement of Community Attractiveness.*** An important element in creating livability is to create communities that are aesthetically pleasing and attractive. Programs that promote floral decoration, street sculpture, historical restoration, landscaping and tree planting and other elements that bring a sense of beauty, playfulness, and a festive atmosphere to a community can enhance its livability. In Yokosuka, Japan, the downtown area is a festive, joyful environment. It has been enhanced by colored tiles embedded in the asphalt, culturally and historically relevant lighting, and street sculpture that looks so real that one feels a part of the artwork. These elements create a sense of dynamism, humor and whimsy and attractiveness that defines one's experience.

***Opportunities for Leisure and Cultural Appreciation.*** We live in a world where the pace of life is rapid, fraught with change and harried. Increasingly, Americans are reporting that they "...now value their time on parity with money" (United Way of America, 1992). This source reports that 65% of Americans are willing to give up pay in order to have more leisure time. Individuals seek "...more flexible hours, shorter work hours, increased vacation time, work-at-home arrangements and ...job sharing" (Ibid). In a *TIME/CNN* poll, 70 percent of the individuals reported that they would like to "...slow down and live a more relaxed life, especially spending more time with their parents" (Ibid).



The individuals polled in this study noted that "...earning a living today requires so much effort that it is difficult to enjoy life" (Ibid).

Broadly, livability is enhanced when there are numerous and diverse opportunities for participation in leisure and cultural activities, events, and programs. We are best served when communities embrace the full potential of government organizations, nonprofit agencies, and commercial enterprises in developing and implementing leisure and cultural opportunities. Whether leisure is passive or active, engaged in on an individual basis or with others, or takes place in short-term venues or in more extended ways, communities can enrich opportunities by ensuring that there is full range of leisure programs, activities or services. Further, we have a responsibility to ensure that services are accessible and inclusive and that there is a full range of services to support the economic diversity of individuals.

***Programs That Provide Opportunities for the Involvement of People.*** Nearly two decades ago, John Naisbitt suggested in his classic book *Megatrends* that for every technological advancement we would need to have a commensurate human response. Or, as Naisbitt suggests, "...the more high tech, the more high touch" (Naisbitt 1982). We know who the high tech people are, but who are the high touch people? The answer should be obvious. Who are the individuals who provide opportunities for people to have contact with one another? Where are the opportunities for people to be in touch with one another outside of their work environments? It is those of us who work in the areas of parks, recreation, cultural arts, museums, and other professions where people are provided opportunities for social contact, social interaction, and renewal of spirit. It is through festivals, pageants, events, and other leisure programs and services that people have an opportunity to touch one another and to feel a part of a broader community.

Great communities are ones that have dynamism to them. They are often exciting, vibrant, highly charged, diverse, and committed to excellence. They provide opportunities to be engaged fully in life. In a sense there is a spir-



it to these communities that is evident and felt. Such communities give individuals an opportunity for involvement.

Recreation, parks, tourism services, historical and cultural amenities serve to unlock the potential and creativity of a community's citizens. Leisure programs and activities promote the active involvement of individuals. We seek communities of involved people who have a sense of spirit in their daily lives. This is the essence of community—people involved and in touch with one another.

***Heritage Management.*** The management of our historic and cultural resources is important in building the livability of our communities. It provides a foundation for the community and sense of who we are as individuals and as a community. Our history binds us together with a common heritage that we can all share and appreciate. Visually, our historical buildings and areas add to the ambiance of the community and to the diversity of the community landscape. Many Iowa communities have great treasures in terms of historical buildings or cultural areas that can serve as a basis upon which to build.

Recently I had an opportunity to visit the fairy tale village of Sintra in Portugal. Sintra is a World Heritage site that has been described as a "Garden of Earthy Paradise" and a "Glorious Eden." There is humanness conveyed in the experience of visiting Sintra that makes you feel as though you were a part of the past rather than being separated from it. Artwork and sculpture, historical buildings, sidewalk cafes that welcome passersby, brick and stone pedestrian walkways, a centuries-old marketplace, musical groups playing in the square all add to the ambiance and livability of the area. The city offers visitors a "living history" of its costumes, music, architecture, food and literature.



## ***Concluding Comments***

Ian McHarg, author of the landmark ecological work *Design With Nature*, reminds us that

The world is a glorious bounty. There is more food than can be eaten. . . more children than we can love, more laughter than can be endured, more wisdom than can be absorbed. Canvas and pigments lie in wait, stone, wood, and metal are ready for sculpture, random noise is latent for symphonies, sites are gravid for cities, institutions lie in the wings ready to solve our most intractable problems, parables of moving power remain unformulated...(McHarg, 1992:1)

McHarg challenges us by asking, "...how can we reap this bounty?" Such is the task that we have before us today. Iowa is a fruitful and bountiful land with many resources and much to offer. Our challenge is one of wise stewardship; that is, use of our resources in such a way as to meet the needs our present generation without compromising the ability of future generations to meet their needs (Henderson, 1997). This is called "sustainable human development."

Involving people creates dynamism in community life. We need to build a greater sense of awareness and appreciation for our unique resources and heritage. We need to empower people in communities so that the spirit of community comes alive. We can provide a general framework for community livability, but the people who reside in each community must bring it alive. Your role will be to create a vision for livability within your communities that will serve as a beacon for the future direction of Iowa. We can light the path for a positive future in which we can all prosper and enrich our lives.

In closing I would like to offer one additional personal reflection. Nearly 2 1/2 years ago my granddaughter Hanna Michelle Flack was born, two months premature at the University of Iowa's Hospital and Clinics. I have often contemplated what the quality of her life might be in the future. After all, if Hanna lives a full life she may very well live through the next century.



Clearly, Hanna has learned from an early age about the importance of leisure in promoting greater quality in her life. We call her "Hanna Bee Nanna" from the joys of her first Halloween experience when she dressed as a bumble bee. Her mother and father, non-traditional students and recent graduates of the University of Northern Iowa, made a decision to leave the State of Iowa and move west to pursue graduate degrees at the University of Arizona. They have decided to come back to Iowa. They were not disappointed in the educational system in Arizona, but rather, wanted the livability of being in an Iowa community. I believe Hanna's life will be greatly enhanced because of the decision of her mother and father to bring her back to Iowa.



## REFERENCES

Cited in "Republican Platform Text," *Congressional Quarterly Almanac*: 1998, 88-A, 89-A.

*Des Moines Register*. The Register's Editorials. Wednesday, October 27, 1999. "Focus on the Good Life: Iowa Strategic Planners Have an Opportunity to Make People the Priority."

Edginton, C.R. (1997, December). Testimony Provided to the State of Iowa's Recreation Summit. *Iowa Parks and Recreation*. 24(3).

Edginton, C.R., Jordan, D.J., DeGraaf, D.G. & Edginton, S.R. (1998). *Leisure and Life Satisfaction: Foundational Perspectives* (2nd ed.). Boston, MA: WCB/McGraw-Hill. 450.

Henderson, H. (1997). *Building a Win-Win World: Life Beyond Global Economic Warfare*. Berrett-Koehler Publishers.

McHarg, I.L. (1969). *Design With Nature*. New York National History Press.

Naisbitt, J. (1982). *Megatrends*. New York: Warner.

Rodgers, D.T. (1998). *Atlantic Crossings: Social Politics In a Progressive Age*. Cambridge, MA: The Belknap Press of Harvard University Press. 634.

Rosen, M.S. (1999, September). Nations in Bloom - An International Challenge. *International Federation of Park and Recreation Administration*. 8,9

United Way of America, 1992. *What Lies Ahead: A Decade of Decision*. Alexandria, VA: United Way Strategic Institute.



# Chapter 4

## *The Livability Mix*

Christopher R. Edginton, Ph.D.  
University of Northern Iowa

Jane H. Switzer  
University of Northern Iowa

### ***Introduction***

The livability of Iowa's communities is a major concern as we move into the 21<sup>st</sup> Century. Our ability to create vibrant, dynamic and attractive community life will in fact promote greater life satisfaction and well-being amongst Iowa citizens. This may be a key component in attracting new citizens to Iowa and retaining its youth. Communities throughout Iowa are discovering that to maintain and enhance the quality of life, they must be proactive in developing recreation, leisure, historical, cultural, and tourism opportunities that appeal to a broad range of interests and desires.

Community livability is an elusive concept, difficult to precisely understand and define. It is a complex, intangible, and often value-laden concept. What exactly is meant by the term community livability? How can community livability be framed so that it may be useful in assisting Iowa's policy makers, professional managers and citizens in making decisions for the future?

Community livability was presented as a pro-active, positive way of enhancing life and the well being of Iowa's communities and citizens. When we think of Iowa communities we see people bound together through common interests. People bind together in communities for fellowship and friendship, for political and economic advantage, and/or for social or cultural reasons. Communities that are alive, vigorous, and pleasant or habitable are preferred. In this chapter the authors will validate the idea of a livability mix



for the State of Iowa and offer further recommendations of specific actions, activities, and/or programs, which could contribute, to the attainment of each of the items identified in the livability mix.

### ***Methodology***

A key component of the Governor's Summit involved seeking input from participants. Individuals were encouraged to offer their comments, recommendations and suggestions in a free flowing conversation with one another. Two discussion sessions were planned and organized in small groups with no more than 20 individual participants. This chapter reports on responses of participants as they relate to the livability mix. Participants were first asked to validate the livability mix model consisting of five (5) components including: 1) environmentally sensitive practices; 2) enhancement of community attractiveness; 3) providing opportunities for leisure and cultural appreciation; 4) providing opportunities for the involvement of people; and 5) heritage management.

Participants were asked to discuss and clarify the key components of the livability mix for Iowa communities as they relate to recreation, natural resource development and tourism. Posters of the components of the livability mix were available to each small group to use as a reference. Participants were challenged to identify whether or not there were any gaps in the livability mix presented. Specifically, they were asked whether there were other components that they saw in Iowa and were asked to identify these and record them.

The next step in the process involved asking participants to identify and discuss the links to life satisfaction and community well being in attracting and retaining Iowa citizens. Participants were instructed to base their responses from the perspective of the individual's work or expertise. An individual assessment worksheet was distributed to each participant. They were then asked to individually identify the links to each key component of the livability mix as it related to one's area of expertise or work in attracting and



retaining Iowa's citizens. Following this individual procedure, participants were asked on an individual basis for their responses for each of the components of the livability mix. Each component was dealt with on an individual basis. Individual comments as well as others identified were then consolidated into a master list of livability components for Iowa's communities.

## ***Findings***

This section of the chapter contains an analysis of the findings related to the group activities on the livability mix. The findings to be discussed are: 1) validation of the livability mix; 2) elements contributing to environmentally sensitive practices; 3) elements contributing to enhancement of community attractiveness; 4) elements contributing to improving opportunities for leisure and cultural appreciation; 5) elements that provide opportunities for the involvement of people; and 6) elements contributing to heritage management.

***Validation of the Livability Mix.*** In general, the participants validated the livability mix. There were no suggestions that any of the items should be deleted from the basic model. As previously indicated the livability mix included five (5) basic elements: 1) environmentally sensitive practices; 2) enhancement of community attractiveness; 3) providing opportunities for leisure and cultural appreciation; 4) providing opportunities for the involvement of people and 5) heritage management. Participants indicated a strong concurrence for these elements.

A small number of additional items to be added to livability mix were suggested. These are found in Table 4.1. Items included: 1) education; 2) adding the term "appreciation or participation" to the item dealing with leisure and cultural appreciation; 3) hospitality, personality, spirit of life; 4) focus on the family; 5) enhancement of planning for livability; and 6) greater rural/urban cooperation. There was no consensus expressed as to whether or not any or all of these items should be a part of the livability mix. Rather, the six (6) were the only additional elements suggested by the 200



participants that might be included in the Iowa livability mix model.

**Table 4.1 Validation of the Livability Mix**

**ITEMS TO BE ADDED TO THE LIVABILITY MIX**

Education  
Cultural opportunities/appreciation/participation  
Hospitality, personality, spirit of life  
Focus on family  
Enhancement of planning for livability  
Greater rural/urban cooperation

***Environmentally Sensitive Practices.*** Participants offered numerous suggestions to improving environmentally sensitive practices in Iowa communities. These responses were tallied into the following four (4) categories: 1) resources, 2) social policy, 3) programs and 4) others. The responses were in turn organized by the authors into four (4) categories—*resources, social policy/legislation, programs and other*. The first category, *resources*, yielded eight (8) responses. Among these included: parks, clean air and water; trails; prairie reserves; wild life wetlands; air quality; pristine rivers; land use policies; environmental protection laws; greenbelts as infrastructure; use of ethanol; the relationship between environmental spaces and industrial development; and enhancement of sustainable practices versus an emphasis on consumables. The second category, *programs*, yielded the largest number of responses, including tree planting, greenbelts, air quality, animal habitat, watershed management, genetically altered foods, waste management and others. Some of the elements were included in more than one category, the attitude of Iowans and a focus on the future. The complete findings are presented in table 4.2.



**Table 4.2 Elements Contributing to Environmentally Sensitive Practices**

<b><u>SOCIAL POLICY LEGISLATION</u></b>	<b><u>PROGRAMS</u></b>	<b><u>RESOURCES</u></b>
Fewer chemicals in farming	Forest management	Parks
Selectivity in industry	Tree planting	Clean air/water
Urban sprawl	Streetscapes	Trails
Tree planting	Fire, police, water protection	Prairie preserves
Partnerships-development/parks	Community recycling	Wildlife wetlands
Buffer strips	Protect ground water	Air quality
Protect air quality	Protect air quality	Pristine rivers
Animal habitat	Enhance animal habitat	Open spaces
Clear development policies	Create conservation center	
Quality drinking water	Environment education	<b><u>OTHER</u></b>
Genetically altered food	Monitoring infrastructure	Attitude of Iowans
Land use policies	Bottle bill	Focus on future
Hazardous waste	Dredging of rivers	
Environmental protection laws	Alternative pesticides	
Regional collection centers	Market what we have	
Green spaces	Reuse of existing facilities	
Land use planning	Education of litter control	
Chemical free grasses	Conservation of land/resources	
Use of ethanol	Utilize natural areas to protect	
Land use policies	water supply	
Maintain family farms	Watershed management	
Building designs/utilities	Hazardous waste program	
Sustainables, not consumables	User friendly recycling/curbside	
Balance infrastructure with	Green belts around cities	
environment	Composting programs	
Restrict corporate owned farms	Effective waste management	
Forest management	Regional land use	

***Enhancement of Community Attractiveness.*** This element resulted in a large number of suggestions made by participants in terms of ways in which community attractiveness could be improved or accentuated. Again, these responses were organized into several categories by the authors. These categories as identified by the authors include *education/learning, attitude, resources, social policy/legislation and programs*. As one can see in Table 4.3, the largest cluster of responses was in the area of *programs* that could contribute to the enhancement of community livability. A number of the items focused on preservation of historical resources, use of public art, decorations, floral displays and, in general, cleaning up environments. The creation of attractive gateways to cities was also identified. There were numerous recommendations regarding *social policy/legislation*. Among these included enabling legislation to enhance cultural resources, restoration and greenspaces. Table 4.3 starts with the discussion outcomes in this area.



**Table 4.3 Elements Contributing to Enhancement of Community Attractiveness**

<b><u>EDUCATION/LEARNING</u></b>	<b><u>EVENTS/PROGRAMS</u></b>	<b><u>SOCIAL POLICY/LEGISLATION</u></b>
Educate people on what we have	Incorporate pedestrian areas	Downtown restoration
Promotion of "good" in communities	Attractive gateways	Waterways development
Dispel myth that "old" is bad	Preserve town squares as cultural centers	Pedestrian areas
Establish pride in every generation	Enhance new routes off bypasses	Green spaces
Good schools	Enhance special features/heritage	Restoration legislation
Communication between business and what they are doing	Main street revitalization	Financial assistance
Dispel myth that "old" is always good	Celebrate diversity	Cultural resources
Clean up-use existing assets and make more attractive	Use of public art	Landscape new developments
Promote community pride	Holiday decorations	Greenways:
	Appropriate land use/zoning	Communities
	Promote urban core	Surrounding areas
	Plant flowers & trees	Promote attractive assets:
	Discourage inappropriate architecture	Evaluate
		Clean up
		Enhance transportation system
		Add diversity to business mix
		Maintain infrastructure
		Design councils
		Public art
		Maintain commercial retail sites
		Eliminate billboards
		Prevent abandoned buildings
		Support business start ups/ expansion
		Affordable housing
		Mark/Promote historical assets
		Effective land use
		Urban core legislation
		Discourage inappropriate architecture
		Zoning/land use regulations
		Community lighting standards

***Improving Opportunities for Leisure and Cultural Appreciation.*** Table 4.4 presents information concerning the elements that contribute to improving opportunities through leisure and cultural appreciation. Recommendations made by participants were clustered into five (5) categories—*events/programs, facilities, social policy/legislation, assessment and resources*. Upon viewing this table the majority of recommendations offered fell in the *events/programs* category. Many *event/program* suggestions dealt with enhancing community life through concerts, festivals, arts programs, tours, and others. Inter-generational programming and programs for youth were also mentioned as a factor that could enhance leisure opportunities.



Establishing pride was mentioned not only in the education/learning category but the feeling of sense of pride was interwoven throughout each of the categories without specifically using the word pride.

**Table 4.4 Elements Contributing to Opportunities for Leisure and Cultural Appreciation**

<u>EVENTS/PROGRAMS</u>		<u>SOCIAL POLICY/LEGISLATION</u>
Activities	Recreation programs	35 hr workweek
Community pride	Ethnic restaurants	More institutions for leisure activities
Age mix	Parks	Casinos
Performing Arts Center	Cultural tourism	Discourage one-use/inaccessible parks
Community theatre	Theatres	Increase greenways/walkways linked to parks
Bands/symphonies	Sports	
Public radio/TV	Travel exhibits	
Lecture series	Trails and parks	
College activities:	Movies	
Lectures	Antique and unique shops	<u>ASSESSMENT</u>
Sports	Concerts	Community inventory
Concerts	Promoting major sports	Listen/talk to young people
Arts	Racing	Mainstream youth culture
Cultural tours	Zoos	
Farm tours	Indoor ice skating rinks	<u>RESOURCES</u>
Church tours		For leisure programs
Casinos—taxes	<u>FACILITIES</u>	For places to be open
Lifetime participatory activities	Ys	Funds for recreational, cultural appreciation from state and local sources
Combine recreation with:	Recreation centers	Reinstate fundings for drama arts, etc, in schools
Historic	Museums	Partner with arts
Cultural	Trails	Student ambassadors
Trails	Parks	Partnership
Festivals	Open spaces	
Affordable quality experiences	Festivals	
Recreational opportunities for youths	Historical presentations	
Community-based ethnic festivals	Performing arts	
Visiting artist programs	Community theatres	
Community calendar of events	Canoe access	
Symphonies	Casinos	
Libraries	Quality school facilities	
Art centers	Discourage one-use/inaccessible parks	
Festivals	Increase greenways/walkways linked to parks	
Parades		
School cultural programs		

***Provide Opportunities for the Involvement of People.***

There were fewer suggestions made for the elements that provide opportunities to involve people than in the previous areas. There were 13 items identified as ways of providing opportunities for the involvement of people. Service clubs, community art programs, wellness programs, and serving as a volunteer were identified as typical ways that people could be involved in community life. Participants noted that there



might be opportunities to involve individuals in settings such as colleges and universities. These responses are found in Table 4.5.

**Table 4.5 Elements Which Provide Opportunities for the Involvement of People**

Service clubs	Awareness-media
Humanities Iowa	Voluntarism with youth
Colleges/universities	Elder hostel programs
Town meetings	Computer access
Pro-ball-involvement-kids	Churches
Community arts	Leadership community boards
Wellness programs	

**Heritage Management.** Table 4.6 presents responses regarding ways for extending opportunities to improve heritage management. The authors have divided the responses into four (4) categories including *education/learning, infrastructure, social policy/legislation and programs*. Some of the interesting responses focus on preserving mainstreets, creating historic districts, reusing school buildings, and retrofitting town squares into heritage centers. Emphasis was placed on educating individuals, developers, and decision-makers regarding the concept of heritage management. Celebrating Iowa's unique heritage especially our sense of community was noted.



## Discussion



sensitive practices; 2) enhancement of community attractiveness; 3) providing opportunities for leisure and cultural appreciation; 4) providing opportunities for the involvement of people; and 5) heritage management.

Participants confirmed the livability mix as presented with a small number of recommendations that could be added to the model. Interestingly, these recommendations focused on elements within the State of Iowa dealing with its perception of its strengths. Two (2) recommendations in particular speak to values held by Iowans as important. The first is a commitment to education as a way of enhancing livability, and the second is a focus on the family. These two values are often mentioned by Iowans with pride and used symbolically to represent and promote the state.

All participants agreed there were both positive and negative elements in every community. The overriding concern in every group is the loss of graduates to other parts of the country after graduation. There was a great deal of discussion on what needs to be accomplished to retain youth so they don't leave the State of Iowa.

### ***Concluding Comments***

This chapter has provided an overview of the responses and recommendations of individuals participating in the Governor's Summit focusing on Enhancing the Livability of Iowa Communities. Ideas generated during small group discussion sessions dedicated to validating a model of community livability and making recommendations as to ways in which livability can be enhanced are reported. The brainstorming sessions were rich, yielding numerous ideas and strategies for improving the livability of Iowa communities. As is the case with similar type activities, the challenge is one of moving ideas to action.

Iowans are proud of what they have but are a quiet group that tends not to engage in self-promotion. Many of the state's residents have never lived anywhere else. They tend to move around in state but do not venture beyond the Mississippi and the Missouri. They like more than they don't



like; they enjoy what is available but do not necessarily have a true sense of just how rich this state is because they have not compared it to anyplace else.

More young people tend to leave the state after high school or college graduation. However, after some years pass, more and more individuals are returning, as they want to raise their children in the safe haven of Iowa. These young people look back to Iowa and remember just how good it was and look for opportunities to return.

The responsibility for improving livability rests with each individual community member and the efforts that individuals can make collectively in Iowa's towns and cities. Whether communities are large or small, livability can be enhanced. It is often done in small incremental steps governed by a broader blueprint of how the community would like to see itself in the future. The mosaic of community life will be painted in individual decisions regarding the preservation of historic buildings, the creation of events that bring life to the community and the commitment that is made to enhancing open spaces and environmental practices. A community's future life can be viewed as a canvas painted as attractive, vibrant, zestful, and compelling or one that is disjointed, drab, and robbing us of spirit in our lives. We see a bright future for Iowa's canvas.



# Chapter 5

## *Celebrating Iowa's Sense of Place*

Dan Dustin, Ph.D.  
Florida International University

Good afternoon, ladies and gentlemen. I am both honored and humbled to be in your company. I also confess to some anxiety. This is the first time I have ever found myself sandwiched between the Governor of a state and the Speaker of the House. Suffice it to say that my modest hope for this talk is that you will find something worthwhile in it to chew on, and that, like the meal before you, it will leave a pleasant aftertaste.

In Meredith Willson's 1957 Broadway hit, *The Music Man*, 'Professor' Harold Hill, a fast walking, smooth talking outsider from Gary, Indiana, tries his hardest to convince the good citizens of River City, Iowa, to forsake the evils of pool for the saving grace of a marching band. "You've got trouble," he says, "right here in River City, with a capital 'T' and that rhymes with 'P' and that stands for Pool!" Chided by his fellow traveling salesmen as a "bare-faced, double shuffle, two-bit thimblerrigger" who "doesn't know the territory," 'Professor' Hill nonetheless casts a spell over the citizens of River City and is about to capitalize on his flimflam when salt of the earth Marian, the librarian, steals his heart and saves him from himself.

I am going to weave elements from *The Music Man* throughout my talk. Indeed, almost every point I will make emanates from it. That's because *The Music Man*, more than anything else, is a morality play. It is about bad values attempting to subvert good values, and it is about good values prevailing in the end.

Now, I am well aware that I, too, am a professor, and an outsider to boot. Unlike 'Professor' Hill, however, I will not try to sell you a bill of goods. Even if I wanted to, I would refrain, because the citizens of River City taught me



that you Iowans are "so stubborn you can stand nose to nose for a week at a time and never see eye to eye." But they also taught me that you'll "give the shirt off your back and the back to go with it" to help a neighbor in distress. So allow me to begin with an earnest payment. I promise I will not only not try to bamboozle you by convincing you that you are something you are not, I will entrust you with the responsibility of finishing my talk for me. The last words on this matter, I guarantee you, will be yours.

On May 17, 1997, my father passed away unexpectedly in Port Charlotte, Florida, leaving his wife of 56 years in my care. While we did our share of grieving, our family was also very grateful for dad's long life, a life marked by conviction of purpose and moral integrity. So, rather than dwell on the past, our family discussions quickly turned to the future. During the last years of my father's life, he had discouraged my mother from driving, he had monitored most every morsel that went into her mouth because of his concern for her late life onset diabetes, and he had chosen to stay put, eschewing travel because it would take him and his wife away from their trusted medical caregivers.

However terrible the passing of her lifelong partner, I tried to make the case to my 90 year old mother that she was now liberated in a way she hadn't been before. I would not be standing over her like dad did. She was going to have to use her own judgment when it came to driving and eating. And, oh, by the way, I would gladly take her anyplace in the world she wanted to go. If she wanted to see the Eiffel Tower, I would take her to Paris. If she wanted to see the Great Wall of China, I would take her to the Orient. If she wanted to see Alaska's Inland Passage, I would accompany her on that voyage as well. I encouraged mom to take her time and think it over, but she said there was no need. "Dan," she said softly, "if it wouldn't be too much trouble, I'd like to go back home to Ida Grove, Iowa."

Two months later I was sitting on the front porch of my cousin's, Al Schreiber's, farmhouse gazing into a star-filled sky. It was so still, so peaceful, save for an occasional chirp of a cricket, and I was filled with the sweet fragrances of a



summer's night. Though I have never lived in Iowa, I thought at that moment that I never wanted to leave. It felt like home to me, or the way I thought home ought to feel. And as I watched the fireflies punctuate the darkness, I was reminded of the author, Jim Harrison, and a story he wrote set in Iowa called "The Woman Lit by Fireflies." That association, in turn, reminded me of something else Harrison had written, something to the effect that Iowa is one of only two places he knows of in the United States that actually reminds us of what America thinks she is like.

I agree with Mr. Harrison. I believe Iowa is what America would like to be when she grows up. But because of our adolescent culture, our juvenile state of mind, our almost childlike preoccupation with the superficial and transitory, we are not yet cognizant of it. We are as awestruck teenagers mesmerized by all the wrong things—glamour, glitz, and glory. We are a society hung up on appearances. If Iowa were a girl or a boy it would be the kind we parents would counsel our sons and daughters to marry. "Oh sure," we'd say, "you want to show off your independence, let your hair down, be irresponsible, sow some wild oats. That's okay. We understand. That's what New York, Florida, and, especially, California are for. But when you come to your senses, when you mature, when you finally grow up, you'll come to understand the values that give life its most enriching and enduring meaning. Then, you'll want to come back home and marry Iowa."

If Iowa has a problem, and I seriously question the premise, it would have to be that it is before its time. The nostalgic, bucolic images of Grant Wood's "American Gothic," Robert Waller's *The Bridges of Madison County*, and Phil Alden Robinson's *Field of Dreams* notwithstanding, Iowa is without question one of the most forward thinking states in the union. Your high school students score the highest in the country on the SAT. Your citizens have the highest literacy rate in the nation. Iowa City has the highest percentage of residents with a college degree of any town in America (Surely there must be a joke in there somewhere? "Did you hear about the Iowa grad who moved from Iowa City to Ames, thereby lowering the intelligence quotient of



both communities?") Your cost of living is low and you have a low crime rate. And you are wired electronically. Now, I am not an expert on jobs, but I think the *Des Moines Register's* editorial on Wednesday, October 27th, titled "Focus on the Good Life," may be on to something. When it comes to Iowa's quality of life, build it and they will come.

But that's far from the whole of it. The name "Iowa," as you surely know, is derived from a Native American word for "beautiful land." The name is significant, I think, because more than any other state in the union, almost everything worth cherishing about Iowa is rooted in the soil. This is of no small consequence in a country that is now 85% urbanized. We Americans are quickly becoming detached from our biological moorings. We don't really know anymore where our food comes from, where our sustenance comes from, where our life comes from. Most of us have lost touch with our fundamental ground of being, the wellspring from which all blessings flow. You Iowans are still close enough to the land that you can keep this sense of connection alive in your children and in visitors to your state. If you are not aware of it, you should find comfort in the thought that the greatest environmental ethicist of our time, Aldo Leopold, was born and raised in Burlington, and that one of our country's greatest environmental writers and teachers of writing, Wallace Stegner, was born in Lake Mills. These are men whose thinking was before their time also. They both saw land as a community, and they saw human beings as plain members and citizens of it.

But that's still not the whole of it. Psychologists tell us human beings are proximal by nature. We like being close to one another and enjoying one another's company. In Iowa, especially small town Iowa, you still have a fighting chance to preserve, celebrate and nurture this aspect of our humanity in a way that much of the rest of America cannot. Borrowing from your own Chuck Offenburger, "You know you're in small town Iowa when...you don't need to use your car's turn signals because everybody knows where you're going...when Third Street is on the edge of town...and when you dial a wrong number but wind up talking 15 minutes anyway." The gripe against small towns



has always been that everybody knows everybody else's business. Well, I've got news for you. The United States of America is rapidly becoming a transparent society where everybody is going to know everybody else's business anyway, no matter where we live. Under the circumstances, give me friends and neighbors.

But we're still not quite where I want to take you in your thinking today. If I had any use for advertising, which I don't, I would urge you to put up billboards at both beginnings of Interstate 80 and 35 proclaiming, "We grow more than corn in Iowa! We grow. . . ." And then, on a rotating basis, I would fill in the blank with "environmental awareness," "highly educated children," and, most importantly, "democratic values."

I was struck, in reading the Ames newspaper editor Michael Gartner's 1997 speech to the Story City Chamber of Commerce, by just how pivotal a role Iowa has played in cultivating the ideal of freedom in the United States. Iowa was the first place where the Supreme Court chose not to recognize slavery—well before the Civil War. Iowa was the first place where, in 1869, 12 year old Susan Clark, "of the colored race," successfully sued the Muscatine school board striking down their segregation policy. Indeed, "Iowa opened its schools to children of all races nearly 100 years before the Supreme Court of the United States ordered an end to segregation." Iowa was the first state to admit a woman to the bar to practice law. And Iowa was instrumental in the establishment of ground-breaking precedents for both the doctrines of equal protection under the law and the separation of church and state. As Mr. Gartner concludes, "freedom is what Iowa is about." And as you remind the rest of your countrymen every four years, Iowa is where the democratic process of choosing our next President begins.

This brings me—finally—to the role of leisure services in Iowa's future. For leisure, too, is about freedom, volition, and choice. But more than anything else, as the ancient Greeks taught us, leisure is about choosing to live one's personal life in a way that enhances the quality of public life.



Leisure services, at their best, are a form of social glue that helps bind us together as a nation. Properly planned, they help cultivate a strong form of citizenship so vital to the healthy functioning of a participatory democracy. I know these things to be true, but they did not originate with me. You could have asked Karla Henderson, a native of Coggon, Iowa, who is, in my judgment, the individual most responsible for giving a voice to women's leisure in the United States. Or you could have asked John Hemingway, educated at both Grinnell College and the University of Iowa, who is one of our country's leading scholars when it comes to thinking and writing about leisure's potential as a contributing force in shaping our democratic way of life. Please allow me to say it once more. You grow more than corn in Iowa.

Ladies and gentlemen, we live in increasingly frenetic times. Everything is speeding up. Everything is becoming a blur. We are being swept away by the attendant values accordingly. Economic efficiency rules. We see the Gross Domestic Product as a measure of progress when it really only measures the rate at which we go through limited natural resources. We assume getting somewhere sooner rather than later is always desirable. We assume newer is always better than older, and, therefore, that younger must be better than older also. And we assume the answers to life's big questions can always be found in more data. Yes, my friends, I'm afraid we've got trouble, right here in the US of A, with a capital 'T' and that rhymes with 'V' and that stands for 'Values.'

How easy it is to forget what matters most in life. How easy it is to lose our way. Do you remember, by chance, the lyrics from the song "Till There Was You" in *The Music Man*? "There were bells on the hill, but I never heard them ringing. . . . There were birds in the sky, but I never saw them winging. . . . And there was music and wonderful roses, they tell me, in sweet fragrant meadows of dawn, and dew. . . ." "Till There Was You," in this case, refers to Iowa. America is in desperate need of an antidote to cure what ails her. America needs salt of the earth Iowa to steal her heart and save her from herself.



At the end of *The Music Man*, a little boy named Winthrop challenges 'Professor' Harold Hill's faith. "Is there a band?" the boy asks. "I always think there's a band, kid," Hill replies. The 'Professor,' whatever his faults, is a dreamer, a visionary. I trust you are, too. You have an extraordinary opportunity before you to model right livelihood, to lead the United States of America by example. Never forget that *The Music Man*, ultimately, is about Iowans working together, despite the odds, to build a better community. That the vehicle for this miracle is made out of clarinets, trumpets, and trombones, does not surprise me, nor would it surprise Karla Henderson or John Hemingway. Neither are we surprised that the context for the *Field of Dreams* is a baseball diamond. Leisure, at its core, is about individuals in community. It is about civic engagement and civic responsibility. It is about building a better quality of life for all.

As I prepare to leave you, I know, in my heart, that I envy you. I envy you your beautiful land, your beautiful communities, and your beautiful planning opportunity. Though I am a visitor to your state, let me say once more that Iowa feels like home to me, or like home ought to feel. I know what 'Professor' Harold Hill meant when he said he was about to skedaddle, only to get his foot "caught in the door." I also know what Shoeless Joe Jackson felt when he was bewildered by his field of dreams. For I, too, am bewildered by this State of Iowa, and like Shoeless Joe, when he trotted back out into the cornfield at the end of his day of play, later on this afternoon, when I wind my way slowly through the cornfields of central Iowa to Des Moines, and board that plane bound for Miami, I, too, will feel the need to stop and look back one last time, just like Shoeless Joe did, and ask, "Is this heaven?..."



## Chapter 6

# *Coordination: The Key to Enhancing Community Livability*

Gerald F. Schnepf

Past Director, Iowa Natural Heritage Foundation

### ***Introduction***

It is interesting to note in our lives how a small item or experience can shape your life. Having been born and raised on a farm in Northwest Iowa one of my jobs as a youngster was to return tools that we had borrowed from neighbors. That was the way it was—your neighborhood was a community and everything was shared. The twist to it was that my dad always said “clean that tool and return it in better condition than we received it.” A pretty simple lesson, critical for all aspects of living. The second experience had to do with reading about Teddy Roosevelt and finding a phrase that has stuck with me—“You owe the country something”—a rule that we should all accept, a willingness to return something from a country that has treated us well.

Any one of you probably could be the speaker for this session. Each of you have your answers or personal experiences that you could share on what makes “it” work in a community or among communities. However, it appears that the opportunity is mine.

### ***Some Personal Reflections***

This may be due to the fact that during the past four years of organizing the Motorloway Vintage Vehicle tours I have worked closely with more than 100 communities in this state. Additionally, during the past two years I have been working with four counties in northeast Iowa known as the Country Heritage Community on tourism development and marketing. In my previous life with the Iowa Natural



Heritage Foundation and the old State Conservation Commission there was virtually unlimited opportunity to work on a variety of projects and with communities throughout the state. In some instances the learning experience about coordination was often repeated (not always in a positive tone). This was particularly true in the pioneering work of trail development in Iowa (more on that later).

The good news is that there are several great programs that are working, from Main Street to the "Community Betterment Awards," that recognize cooperative efforts and successes at the community level. Programs like the IDOT planning effort to assist communities that have successful grants from the enhancement funds. Communities like Sioux Center, Shennandoah, Decorah and Mt. Pleasant provide great models for others.

We have heard Governor Vilsack's vision for Iowa, Dr. Edginton has shared what livability is and "why" we should invest in it, Nancy Landess has shared the assets of infrastructure that help to make up livability or, in other words, the "what." Now my challenge is to share the methods and approaches we can take to get there or, in other words, the "how."

In that context we will spend the next few minutes talking about what I call "Climbing the Hill." At the moment this does not mean much to you so we will focus on the given title—"Coordination: The Key to Enhancing Community Livability." As we progress, the "Climbing the Hill" title should become clear.

What I will share with you is a set of examples based on experience of what works and what doesn't, a set of rules that we need to use to increase the probability of success and some ideas that may be new and useful.

### ***Thoughts on Livability***

First let me share some thoughts that I have on livability. I'm sure they won't be startling and may possibly have been covered by previous speakers. You also don't need to accept



them. They are provided simply so that you know where I'm coming from, in terms of the context for my subsequent comments.

Why is it that many of us live in a large community when we really enjoy smaller communities? Is it the job opportunities, cultural and recreational assets or the need to be where it is happening? Technology is purported to be able to overcome some of the factors. Yet by and large we continue to migrate to larger communities.

Livability needs are different for a 20-year-old and a 50-year-old. The respective approach on "how" to get to a solution is often quite different from one age to another.

The very nature of a project will require different methods of coordination—a standard model may not exist. How you work on a trail, river greenbelt or a highway corridor (lineal projects that cross through or affect several communities) is considerably different than how you work on a recreational or cultural facility or program physically located in one community but that services several.

The concept that "it takes a village to raise a child" is a factor. The role that everyone plays is important.

Quick fixes tend to be everyone's wish, and we all know that generally there are very few quick fixes. Every project requires a considerable degree of hard work and effort—short cuts are few and far between. The very process of working together may be of more value in the long run than the result of the effort. Learning how to work together is the model that can be replicated. There is no question that short cuts are easier but the long run value may be overlooked or missed if the process of learning to work as a team is short-changed. Now let me share one of the exceptions. The idea of preserving the Salisbury House in Des Moines was a major challenge requiring over \$8 million dollars to achieve. What a goal—we worked hard and had raised about \$2 million when we received a multi-million dollar gift. The good



news was that we received the gift and the bad news was that we received the gift. By that I mean that it tended to be too easy and we relaxed our efforts. We still had a hill to climb and needed to continue to work.

Everyone can play an important role in the coordination issue regardless of age, gender, nationality, religion and cultural background. Diversity of opinion, perspective and input is an asset and not a problem.

Building a base of contacts and maintaining an asset inventory (even if only in the mind) on individuals that we meet in our lives is critical. You never know when you will need the special talents, physical assets, connections, skills and/or mental ability of a certain individual.

Every organization or layer of government has its mission. Understanding (not necessarily agreeing with it) that mission and its subtleties is critical. "Failure to understand the past means that we are doomed to repeat it". Many people want to skip this step. There is much to learn from the past if we take the time to do it.

We are rapidly becoming a nation of talkers—the art of listening is fading.

Money or the lack of is not generally the "real issue."

Finding the "dedicated" individual(s) is critical. More on this later.

Boundaries (both political and organizational) are artificial and often discourage broader thinking and cooperation – people tend to move toward "turf" protection rather than thinking for the common good.

Change is difficult for many people to deal with. We become complacent and comfortable. It becomes difficult to think differently and to see other solutions or options.



## ***The Value of Coordination***

With those thoughts behind us let me use some examples of the value of coordination for enhancing community livability and the difference from project to project. There may be some insights that will be of value to you.

Early work on the acquisition and development of the major trails in Iowa required a rather special approach to "coordination." A different approach was required because there was no model either locally or at the national level.

***Acquisition of a Railroad.*** Community leaders approached us with the idea of acquiring a railroad right-of-way. The question is, "Why can a private non-profit organization do the job when government (with all its resources) could not?" Knowing the complexity and potential pitfalls with this type of project we requested funding from those leaders to research the issue and develop a plan of action before committing to the project. Just as illustrated from *The Music Man*, "You gotta' know the territory." We determined what the exact problems would be, along with potential solutions and options and the costs associated with each issue. This included a major study of national projects and the retention of a special railroad attorney/consultant from Chicago, an expert in railroad real estate law. It was from this research that the Foundation and the community leaders and those interested in the project agreed to proceed. We had a full knowledge of the project and all the difficulties.

The next step was to assemble a network of supporters in the communities, and in general, to the concept (including many at the national level) that could bring the necessary skills for success. We gathered information on everyone, from those individuals having special contacts to those with legal backgrounds.

From the initial study we knew that one of the key organizations that would position themselves in opposition to the project was a rather prominent farm organization. Through the contact and network base that we had developed, a visit was held with the leader of that group. We



understood them and their position. We came away from the meeting with a commitment by the leader to encourage the organization to maintain a "neutral stance." In this instance, that had considerable value.

The plan was implemented and the "dedicated" leaders remained steadfast through the three-year effort. Major donations were lost to the Foundation (since regained), yet our strategy remained steadfast and ultimately resulted in success for Iowans and set the stage for subsequent projects throughout the state. In almost every following project the first plan and process served as a model for all the others. Every project was like the same book but only with different covers and names.

In review, here are the coordinating elements that were used:

1. Getting to know the territory—do your homework! Failure of many programs/projects is a result of skipping this element.
2. Keep the "public good" constantly in the forefront.
3. Dedicated individuals (with glue) were confirmed in supporting the project for the long haul.
4. Strategy was developed and followed for each specific obstacle.
5. Networking and use of the skills of individuals was essential.
6. Following the plan/strategy became critical (minor changes or fine tuning is always required).
7. Downplaying public debate and moving with determination & speed.
8. Patience was essential—things have to follow a certain order and in many cases you can not accelerate or avoid them.



9. Accepting certain anticipated losses or set backs was difficult, particularly with major donors (however we calculated that these were short term, as they proved to be).
10. Upon success—thanks! The rule of ten: Thank those involved ten times in different ways and in different settings.
11. Review the process to adjust the model for future projects. Where did we fall down and where did we over-kill.

Notice that the issue of dollars was never the key element in success. They are important and essential however, if we let the lack of dollars determine the future of a project we will continue to slip backward. What is critical is defining the problem or opportunity and breaking it down into manageable steps or dollars so that the overwhelming total cost doesn't stop the project that may be critical for livability. Iowa became a model and national leader for trail development.

***Rural River Corridor Planning.*** This example involved different thinking and a different approach. Local leaders from several communities felt that the river corridor running through their area was not receiving the attention or focus that it should with the local County Conservation Board or by state agencies. In essence, there was no long term plan for this key resource. In this instance, background work was again done to learn about local and state positions on this geographic area.

After the study and the assembly of a key group of dedicated supporters (that had repeatedly tried to work with the board) a strategy was developed to form a private non-profit organization that would be responsible for a master plan for the preservation and utilization of the river corridor. Reaction by the local county conservation board was, "You can't do that, it is our job!" This became a "turf battle" to call the attention of the board to the fact that there were other people in the community, aside from the five county con-



servation board members, that were interested in conservation/development issues along the river. This had been the "good old boys" club for years and this was an intrusion into the private club.

From the outset the strategy was laid to "gain their attention" and to end up with a common plan by all involved. The steps were difficult; the private group prepared a plan and stuck to it. Personalities and tempers flared, confrontations were many but in the long run the players are learning to work together as partners with a common goal and public good in mind.

The question that many of you will raise is, "Was the confrontational approach necessary?" The answer is that all other options had been tried and failed. When that happens new and different strategies for coordination are required. Working in a confrontational solution has special problems and needs.

In review, here were the key coordinating elements:

1. Assembly of dedicated individuals with a goal of public good.
2. Development of a confrontational strategy as the last option.
3. Proceeding with the strategy, knowing all the ramifications.
4. Clearly involving the public in the debate.
5. Utilizing networking to keep other key government officials in support of the project.
6. Building media support of the cause.
7. Development of patience, and knowledge that personal issues were going to be involved.
8. Achieving success and moving ahead by putting history



behind—common good. Don't twist the knife.

9. Evaluated your plan and success (good and bad).
10. Again, offer thanks.

Again, notice that the dollar cost of the project was not put in the forefront. The project was researched and defined, a plan developed, specific steps outlined that were manageable and realistic, positive actions taken and the plan implemented and reviewed. Today the County Conservation Board and the private organization are in the process of determining how to work together so that the combined effort is greater than the total of the individual parts. For the public it represents a significant gain in the protection and use of a resource important to its livability and at an affordable and efficient level.

***Urban River Corridor Planning.*** The next example involves a project in which a number of communities and a multitude of government and private sector entities were involved. In this situation, largely due to frustration of business leaders with the inability of government entities to work together on the development of a metropolitan river corridor plan in conjunction with a major highway project, they felt that a neutral outsider may be the key.

The Foundation was contracted to work with this group. After some initial research we entered into a contract for services. The first step was to discover who all the players were, which in turn led to the development of a Corridor planning entity without legal status and without a budget or, in essence, no authority or formal status. In fact we avoided it. The group did background research, and a special process was developed for the public to be involved in the planning. An aggressive effort was made to bring together the public entities, organizations and individuals with a vested interest and embrace them into the project.

The operating procedure and ground rule for the planning group was rather simple—nothing would proceed unless there was consensus. In essence one individual



could stop a project or approach. The only requirement was that the dissenter would have to explain to the group "why." It was an interesting and effective approach. It may have slowed the process but it did build a stronger organization.

Without initial dollars or authority the group worked effectively in developing a corridor plan. The plan provided for simultaneously developing the highway and the river corridor meeting the needs of all the agencies and with the hearty endorsement of the user groups and the general public. The success was simply due to pooled and shared resources for the common good. The project was spread out over three to four years and continues in some form today.

Notice again that the dollar issue was put last in the equation. The first goal was to clearly define a plan that all could agree with and that would serve as a guide for individual agency or organizational activities.

Here are the essential elements:

1. Business leader recognition of the problem, and a solution
2. Selection of an "outsider" to aid in the process (remember the definition of expert—anyone from beyond 25 miles)
3. Assembly of players
4. Research/Background
5. Developing a plan of action
6. Outlining the process for governance (consensus)
7. Obtaining player buy-in and commitment
8. Embracing the public (not just reviewing it with them)
9. Pooling/sharing efforts and dollars for success



10. Success and continued plan modification
11. Individual community buy-in

The next two examples are from recent experiences with the coordination of Motorloway tours.

***Discover Your Community Assets.*** The next example is a case, which illustrates how a community may overlook its key asset (or may not really “know the territory).” Often a community may struggle with identifying what it is that makes it different and how can it be marketed. This can lead you into the trap of trying to find the “magic bullet.” The fact is that the key to the community and its future may simply be in how the community lives and works together to provide for that word – Livability.

Not every town has a John Wayne, a major river, major employer, a key state park, a unique piece of Iowa history, a special museum or a nationally known favorite “son or daughter.” An evaluation of a community and its special assets may be difficult for the long-term residents. It often takes a newcomer or outsider to articulate what it is that gives the community its special character or niche.

My example is a relative small and simple one, but it makes the point. I have been careful to not to identify people or communities and many of you will know them. In this case it will be clear to some of you. When we were setting up the first Motorloway tour, we were very careful to visit with the communities where we were making official stops to make sure that they understood that our coming to their community provided them an opportunity to show off their town. Most importantly, the tour becomes their event when it arrives in the community.

In this instance we were visiting with community leaders about their town and what its key assets were, particularly as it may relate to vintage automobiles, museums, collections, or automotive industry that may be important to the participants traveling in the tour. They said without hesitation, “We don’t have anything.” Through my travels around



Iowa I had kept in my mind a bit of information that the first vehicle manufactured in Iowa was manufactured in that town and that it was still there. They all pleaded ignorance of it. Now you know why the theme for MotorIoway is "You gotta know the territory." Professor Harold Hill clearly understood the "golden rule" of livability. Know your people and your community.

The key element in this example is not unlike the previous one—often we are too close to an issue to really understand it. Bringing in an outsider can be of great help in providing clarity and objectivity. It is not that we don't have the local skills or talents required to find solutions.

We all have examples that we could share. In almost all cases the approach or solution is totally dependent on coordination and communication or the lack of it. In spite of greatly improved technology I'm becoming convinced that communication is not really improving.

***The Importance of the "Can Do" Attitude.*** Let me use a simple example again from my experiences with communities on MotorIoway. We approach the communities that we have initially selected for stops with the idea that they become the sponsor host for the visit, i.e., if they agree to host us, then it becomes their event. I constantly marvel at the difference between communities. It becomes clearly evident in the first phone call as to whether it will be a great stop or simply a stop. I have gotten the process down with some accuracy. The event certainly is not the size of RAGBRAI but we do have a group of 400+, generally "Silver Haired" individuals who are good spenders and in leadership roles around the state. Our impact on a community is substantial, both immediately and in repeat visitation. We know this through our surveys. It requires a relatively low level of community investment.



Let me give you some responses that we have received from communities (they clearly show why a community may be having difficulty):

"We are not really ready for this type of event!" (a community of 2,500+).

"Can't handle it at this time—talk to us in the future!" (another community of the same size).

"We are a large community (30,000+) and as the convention/visitor bureau we can't really spend time working with you. You will need to find some one else in the community to take the lead." This attitude changed to some degree when I said that we would switch to another community.

"We really aren't organized for this type of event. You should get a hold of the local car club." We did that only after warning the chamber that they may want retain control and to be in the lead—in essence the coordination. The local car club did what it could without any help from the chamber of commerce or the community at large. The result was a terrible experience to our participants with considerable negative feeling and feedback to that particular community (not to the car club—it did the best it could under the circumstances). It is a negative feeling that will last a long time.

In another instance (we normally encourage a committee structure to deal with the event), the convention and visitor bureau kept insisting that it was not its event. They met with me and at my suggestion some others in the community (like the police) out of tolerance. We often encourage communities to route us past care centers, hospitals and retirement communities so that we can share the rolling museum of memories with the residents. In this community we lined up the route to go past those centers upon our leaving the community (200 vehicles). When we left the parking lot the police officer directing traffic directed the group in a direction that



would not take us past those centers. When a policeman signals, you normally follow the order. What happened was a simple lack of communication in the community between the convention visitor bureau and the local police.

These types of responses tend to be in the minority. You can quickly sort out those communities that have a "can do" attitude and spirit from those that are too busy.

***County Coordination of Tourism.*** A multi-county example, focused on a program and not a feature or natural resource, is based on a history of individual action by each county and with reasonably good communication between the counties. In this example, the four counties had a similarity of their physical natural resource base and a long history of working together or at least in communicating about programs. In this instance, the issue is tourism promotion and marketing. In working with the four counties as an outsider, it was important to go through the process of developing a four county tourism plan. It became clear and evident to each of the four players as we worked through the plan that their limited resources, particularly financial, was a handicap to future growth and success. The history of communicating together was strong. As a result the four quickly discovered the concept of "common good" and value of pooled funds to increase marketing value for the dollar spent.

In this instance we also expanded the idea to the private sector to provide matching dollars. As a result, their collective or pooled marketing budget has more than tripled. An additional value of the concept was the development of a single comprehensive tourism data base system that can serve their needs both collectively and individually. For those of you that know county government, these four have made a great step forward. They have done so on a collective basis and by their own initiative. No one individual of the four has taken the lead—a true partnership and coordination of effort.



The key elements in this example were a strong communication basis, trust in one another, recognition of common good and the benefit of pooled funds in providing a higher return.

***The Story of Climbing Hill, Iowa.*** Now let me give you my favorite example (and I am naming them because it gives me great pride to do so) – the story of “Climbing Hill” Iowa. How many of you know where Climbing Hill, Iowa, is located. This is, of course, the source of the title that I started with for this talk—again this is from a MotorIoway experience. The route coordinator selected a route through this tiny community (115 population). He could not identify any person to contact and of course this town does not have a chamber, convention/visitors bureau or development group.

In my checking around the only business in the town was a combined grocery store, restaurant, and post office called The Barn. I found the phone number and contacted the owner – Cindy McGrath-Wulf. I told her of the event and what would be expected of them as a afternoon pit-stop. I asked her if the community would like to have 200 vintage vehicles and 400+ people stop in and visit. She said, “We will have to think about it and check around.” In two days she phoned back and said “We would like to have you stop!” On one of my pre-event visits she had “her committee” assembled – it was 15 people (10 percent of the community). They asked me why we picked their town. We said that with a name like “Climbing Hill” and a vehicle tour, how could you not stop?

The rest is history. They put on a show and an event, not simply for us as visitors but for the community. They had more than 150 volunteers in a community of 115.. That is what I call “spirit” and a “can do” attitude! The ultimate in coordination! School children and adults all played key parts in the event. We stayed longer than we ever have at any afternoon stop.

The lesson they learned through this event I’m sure will help to spark them into tackling other events in the future.



It is with a real sense of pride that I use this example. They did not let comments or questions like "what will it cost", "we don't have any experience," or "we don't have any organization to lead us" get in the way of achieving success and in competing among the best of them (23 large and small communities on the route).

The last example provides the keys to livability—coordination, communication and spirit—the ability to "Climb the Hill."

### ***Rules for Promoting Success for Community Livability.***

Having shared these experiences, let me share some of my rules for community livability success:

***Find the Common Good.*** We all know the a well-known phrase "Common Good" or "Common Ground." Recognition of this need and coming to agreement can be difficult. The key is to start discussions based on the "common threads" what we have alike. Never start with the differences (it polarizes many of those involved and once polarized it is hard to move back to neutral ground as it reflects weakness to do so).

***Listen Carefully.*** You may not agree but at a minimum listen and understand where everyone is "coming from." Listen objectively—it takes training. We tend to be talkers but the real challenge is to practice the "art and science" of listening. Let me give you an example in fundraising. I had been visiting with a lady for some time. I take detailed written file notes from each visit. I wasn't making progress until I went back through my notes and discovered a secret—she loved chocolate. The next visit was with a good box of chocolate, and I walked away with a check for several thousands of dollars!

***Look to History.*** "Those who fail to understand history are doomed to repeat it." There is nothing new in the world and the solution to an issue, problem or opportunity may in fact be in taking a fresh look at history of the subject.



***Know the Territory.*** Somewhat related to the previous two rules of listening and understanding history is the “gotta know the territory” rule. Take the time to familiarize yourself with all details and people involved in the subject. Professor Harold Hill used that rule to pull off miracles with the school band.

***Slow the Process Down.*** Don't move too quickly and skip past some important steps in the process. Iowans, by and large, are not comfortable with speed on big issues. Patience becomes a virtue.

***Research Your Subject.*** Conduct your research carefully. In most instances someone, somewhere has dealt with the same opportunity, project or problem. Don't be afraid to accept someone else's idea.

***Don't Burn Bridges—Learn the Process on How to Disagree!*** Lay out your ground rules for operating and make sure that every one agrees. It can be as simple as that when there is disagreement—each side will get equal time for its position and then move on regardless of winning or losing. This helps to keep personalities out of the issue and keeps the focus on the solution or opportunity. You live in the community, and to develop a spirit of cooperation in the future, don't make enemies.

***Developing a Can-Do Spirit.*** Learning a can-do spirit can be developed! The easiest way is to break any project down into smaller, more attainable elements and move on to the next when successful. This is somewhat like learning to walk before running.

***Involve the Right People.*** This one tends to be easier said than done—involve the right people! When you are controlling the issue use those that can be objective, are good listeners, creative, patient, team players, good judgement and of course those with skills and talents in the areas needed. Avoid opinionated individuals!



***Seek Ideas from Outside.*** Don't be afraid of an outside or "fresh" evaluation or opinion. Some times we can't see the forest for the trees. In other words we become so close to the issue that key factors or elements may be overlooked.

***Share Community Assets.*** Not every community can have all the assets required for a livable community. Shared assets from neighboring communities often can form a livable region and communities within the region. This rule takes broad thinkers and an objective mind.

***Plan Flexibility.*** Community planning tends to follow traditional threads or elements and are not truly comprehensive in embracing and combining both the cultural and natural history of the community. This type of comprehensive plan requires not an end document, but a process that makes the plan flexible and changing with things happening around the community that one may have little control over.

***Recognize the Challenge of Change.*** Recognize the issue of change and deal with it in increments until the item becomes acceptable.

### ***Developing the Vision: Some Concepts for Consideration***

***Background.*** With the understanding that there is nothing new in the world, many communities in Iowa share in similar problems or opportunities.

Promotion of a "Sister" city concept for communities. Ideally, the greatest benefit is to encourage an Iowa community to partner with another Iowa community. Other matches can also be encouraged where the distance is reasonable for travel purposes. Elements of the concept include "trading" leadership for a few days or a weekend under a prescribed process to evaluate management, plans, issues, problems, opportunities, etc. Provision of reports and establishment of a longer-term



relationship for mentoring and problem sharing are two outcomes of the process.

The matches can be based on similar characteristics, problems or opportunities. This system of networking can not only be beneficial to the two communities, but it also greatly increases networking within our state and possibly adjacent states. Consider matching on a rotating basis, as opposed to the longer-term concept.

**Background.** Frequently we know little about the hidden skills, assets and/or talents that individuals in our communities may have. We do not conscientiously seek them out and often look outside the community for help.

Undertaking a community audit of assets may be necessary. This can include everything from knowledge of existing business, skills/talents/assets of people in the community to public assets (recreational, cultural, public meeting rooms, educational, hobbies, etc.). This process provides you a much clearer understanding of your community and its people. It does not need to be complex and in many cases can be conducted by volunteers. Finding the "hidden gems" can be important.

**Background.** Until the youth return to Iowa, and even after they do, let us focus on the older population of Iowa as lemonade and not as a lemon. We are in fact an older state and the older residents can be important to our future. Yet, our focus tends to be oriented totally toward the youth. Balance is important.

I would challenge everyone to seek out the talents, skills, and abilities of older Iowans. Embrace them in business, in government and in organizations. They can offer help to the workforce problem and to the leadership needs in Iowa. We are encouraging Iowans to leave this state by changing their financial residency – an event that moves thousands of savings dollars out of our state. No one knows the extent of this financial shift. I suspect it is staggering.



**Background.** The history of Iowa and its basic heritage is that of agriculture. As Dr. Dustin mentioned, it is a heritage that is sought after on the national and international level in growing numbers.

One of our key national assets—America's Agricultural Heritage Area, a National Park Service Category—was designated by Congress in 1996. The U.S. Congress has challenged Iowa to tell the story of agriculture to the world. It has determined that Iowa is the one to tell that story. It needs everyone's help to make it happen and to meet the challenge. If they are not approaching it right, then I encourage you to get in there and help them. We can't afford to simply sit back and be critical.

**Background.** Quite often communities put their focus on trying to land the "big fish" in trying to attract big business, facilities, conventions or programs.

The "little fish" may also be a key target. You never know when that little fish may be a piranha or a marlin.

### ***Concluding Comments***

Thank you for your time and for letting me share these thoughts with you. I will leave you with these last thoughts. Coordination does not occur by accident. It requires direction, openness to new ideas and a can-do spirit. Think big, but take small steps! And last, from the State of Iowa's 25-year conservation plan prepared in 1933, "Let us not be held accountable for too meager minded of planning!"



# Chapter 7

## *Community Coordination & Cooperation*

Christopher R. Edginton, Ph.D.  
University of Northern Iowa

Daniel L. McDonald, Ed.D.  
University of Northern Iowa

### ***Introduction***

The promotion of livable Iowa Communities requires the ability to work in partnership with others. It is essential that community organizations—public, non-profit and private—work to collaborate and cooperate with one another. Iowa livability mix requires that the entire resources of a community be utilized in order to enhance the well being and quality of life of Iowa communities. Cooperation and collaboration across governmental jurisdictions and between and among public, non-profit and private organizations and communities is a challenging and demanding task. However, community livability can only be effectively enhanced when the entire community is engaged and view themselves as stakeholders in the process of development.

A key component is the encouragement of a spirit of community involvement in the process of improving the quality of life. Citizen involvement and participation are important elements in the process of enhancing community livability. A key focus is the understanding of how community efforts at the grassroots level can be directed toward enhancing livability. Active community involvement is a necessary part in the search for meaningful community life, a journey beyond mortars and bricks. The opportunity to rekindle a sense of community, a reaffirmation of community spirit that emphasizes neighbors helping neighbors, volunteerism and commitment to the well being of others is fostered through programs that emphasize community participation and citizen involvement.



Iowa is a unique and favored land. Each community or region has "common places" that may be unique, valuable, and desirable. Understanding that Iowa's communities have a unique blend of resources that provide a unique quality of life unavailable in many other American settings is essential in improving community livability. The identification and incorporation of existing local, regional and state systems/structures to promote livability is a central part of the process of organizing community resources. This chapter is dedicated to helping explore how programs from the public, non-profit and private sectors can cooperate to provide programs that enhance the livability of Iowa's communities. In particular, the chapter is dedicated to reviewing participant responses to the importance of regional efforts directed toward improving local community livability and building partnerships. Further, the chapter will explore participants' responses in identifying unique Iowa community attractions that have served as national models to promote livability across communities including Iowa's bike trail system, county conservation boards, and others.

### ***Methodology***

Interactive discussion groups were organized involving participants in the Governor's conference. Comments, recommendations, suggestions were sought from the participants. Discussion sessions organized in small groups with no more than 20 participants were featured. In this chapter the image of Iowa communities, regional opportunities and local success stories are discussed. More specifically, participants were asked to identify key strategic, life satisfaction issues/recommendations to be used in policy-making (private and public sectors).

Each small group was given a master list of the critical livability components for Iowa communities. In turn, they were asked to discuss and identify regional opportunities for cooperation as they relate to assigned livability components. For example, they were asked to respond to the following: *What are the possibilities for regional cooperation by the private sector? Public sector? What are the key findings or recommendations that can be made for enhanced livability in*



*Iowa communities? How can the image of Iowa's communities be enhanced through promotional and marketing strategies?* Last, participants were asked to identify and discuss local success stories.

## **Findings**

The findings for this chapter are divided into categories related to each of the five (5) components in the livability mix. Participants were asked to comment on ways in which community coordination and cooperation could be facilitated in the following: 1) environmentally sensitive practices; 2) enhancement of community attractiveness; 3) providing opportunities for leisure and cultural appreciation; 4) providing opportunities for the involvement of people; and 5) heritage management.

***Environmentally Sensitive Practices.*** The first component of the livability mix reviewed focused on identifying opportunities for coordination and cooperation on the element of "environmentally sensitive practices." Table 7.1 presents information regarding opportunities for regional cooperation in the private sector and in the public sector. Items in the private sector included: leadership programs, Practical Farmers of Iowa, Master Gardeners, bottle bill, farming in the Amanas, regional compost center, Consortium for Collaborative Projects, landfill-partnering, enhanced communication with CEG, hazardous waste collection centers, waste water treatment and sustainable farming practices. Items in the public sector included: trail connections, Adopt-A-Mile, watersheds, watershed models for conservation districts, Des Moines Area Water Project and Education Programs. Some of the local success stories identified included: 1) the public/private trout streams in Cedar Rapids, Iowa; 2) the Warren County/Wallace Foundation Land Use Program; 3) State of Iowa energy efficiency programs and 4) Rockwell Reuse Program for Energy and Operations. Many of the items listed have been successfully put into place in some communities and are good models for easier implementation in communities lacking in, but seeking to incorporate, these desirable programs.



The private and public sectors were both considered in Table 7.1, Opportunities for Regional Cooperation—Environmentally Sensitive Practices as found below. The private sector understandably has the greater number of issues.

**Table 7.1 Opportunities for Regional Cooperation  
Environmentally Sensitive Practices**

**PRIVATE SECTOR**

Leadership programs  
 Practical Farmers of Iowa  
   Conservation demo  
   Trout packages  
   Canoe packages  
 Master Gardeners  
   Corridor management associations  
   Native grasses-around commercial sites  
   Safe communities  
     Tire recycling  
     Methane recovery  
     Water quality  
 Area promotion  
   Parks watersheds  
   Tourist attractions  
 Bottle bill Des Moines Metro Area Water Project  
 Amana-farming  
 regional compost center  
   City of Davenport-and marketing  
   Private company does recycling  
 Develop consortium for collaborative projects  
   Cedar Valley Resources Plus  
     Joint grant writing & lobbying  
     Cooperation/not competition  
     Communicate with CEG Grants  
     Impact statements  
     Taking of private land  
     Landfills, partnership, recycling  
 Regional hazardous waste collection centers  
 Sustainable farming practices  
 Relocation of waste water treatments  
   up-stream from residences

**PUBLIC SECTOR**

Trail connections  
 Adopt-a-Mile (highway)  
 Adopt-a-Street  
 Adopt-a-Trail  
 Schools: teach outdoor education  
 DNR  
   Prairie grasses  
   Forestry assistance  
   Land use management  
 community education  
   Odor control  
   Hazardous waste  
   Composting  
  
 Adopt watershed modes for conservation districts  
  
 Educate developers-impact of projects  
 Conservation practices  
 Environmental impact

The element of Environmentally Sensitive Practices was broken into two areas of discussion. The first was Key Findings, with nine major areas of concern. Participants then offered recommendations and listed 17 major areas with more detail noted concerning hog lots, alternative management, funding, technical assistance, ethanol, natural resources and soil protection. As it relates to hog lots, concerns were expressed for geographically limiting the concentration of such food production centers, decreasing



monopolies and increasing research regarding odor control and pollution. Table 7.2, Key Findings and Recommendations for Environmentally Sensitive Practices, follows with more detail. As was the case during the morning sessions, there is some overlapping of elements.

**Table 7.2 Key Findings & Recommendations --  
Environmentally Sensitive Practices**

<b><u>FINDINGS</u></b>	<b><u>RECOMMENDATIONS</u></b>
Hog lots	Hog lots—state level policies
Urban homesteading	Limit concentration geographically
Resources for physical education	Monopolies
Indoor environment	Research/odor control
Outdoor environment	Demonstrations on alternative management
Leaf burning ban-local	Energy
Expand bottle bill	Waste
riverbank stabilization	Local ban on leaf burning
Alternate crops	Funding for technical assistance on regional marketing
Organic farming	Environment recreation
Land use planning/zoning policies	Expand bottle bill
Rural	Funding for river bank stabilization
Urban	General environmental education
	Identity/acquire priority lands
	Toughen penalties on environmental violators
	Utility funding for conservation and carbon education
	Ethanol encouraged
	Use
	Development
	Preservation of private land
	Develop natural resource based business
	Sustainable
	Alternate crops
	Increase REAP funding
	Soil protection policy development
	Air pollution
	Soil pollution
	Water pollution

**Community Attractiveness.** Responses for ideas and recommendations related to improving coordination and cooperation in the Community Attractiveness element of the livability mix are found in Table 7.3. Key Findings/Recommendations and Marketing Ideas have been merged into the table. The first category listed 11 general areas of concern with a minimum of detail. Each area is broad, but important, and can be of concern in every Iowa community. The 11 marketing ideas generated a greater level of specificity. Again, these marketing ideas could be applied in communities throughout the State of Iowa.



**Table 7.3 Key Findings & Recommendations and Marketing Ideas -- Enhancing Community Attractiveness**

<u>KEY FINDINGS/RECOMMENDATIONS</u>	<u>MARKETING IDEAS</u>
Plans for growth and development	Chambers of Commerce
Livable wages	Local
Investment in infrastructure	State
Evaluate incentive policies	Regional
Planned growth without compromise	National
Shared vision at state/community level	Community visitors bureau
Incentives for reuse/redevelopment (public)	Newspapers
Develop partnerships	Daily
Monitor resources to improve livability	Weekly
Environmental	Community newsletter
Fiscal	Public access broadcast and programs
Agencies & legislation	Alumni reunions
Develop/promote 2010 ideas	Community schools
Best for Iowa	Colleges
Best for Iowans	Universities
Health	Internet
Care to rural areas	Access
Transportation to health providers	Usage
Prevention education	Education
Wellness education in schools	Improving the tax climate
Expand family practice residency programs	SBA (Small Business Administration)
Affordable health/dental care for all	Marketing materials
	Funding
	Integrated marketing
	Needs
	Measurable results
	Accountability
	Iowans promoting Iowa

***Improving Opportunities for Leisure and Cultural Appreciation.*** Private/Non-Profit and Public were the two general categories developed for discussion concerning Opportunities for Regional Cooperation—Leisure and Cultural Appreciation. Although specifically discussing Iowa, both lists are quite similar to other states and could be applied anywhere. The need for networking within community/regional groups and exchange of information appeared to be of prime consideration in both categories. Resource needs, financing, action plans and accountability all ranked in importance in both areas of discussion. Table 7.4 lists the concerns dealing with Opportunities for Regional Cooperation—Leisure and Cultural Appreciation.



**Table 7.4 Opportunities for Regional Cooperation --  
Leisure and Cultural Appreciation**

<b><u>PRIVATE/NON-PROFIT</u></b>	<b><u>PUBLIC</u></b>
Networking	Provide list of existing organizations
Chamber of Commerce	Chambers of Commerce
Civic groups	Visitors bureaus
Social groups	Tourism offices
Private funds resource distribution	Churches
Community	Civic groups
Area	Social groups
Similar interest groups	Military groups
Needs	Public/Private partnership strategies
Action plans	Needs
Lobby for funding	Resources
Communication of resources	Plans for implementation
Availability	Accountability
Qualifications	Documentation of results
Distribution	Private sector initiatives to keep graduates in Iowa
Public/private partnerships	Employment
Local	Incentives
Regional	Forgivable loans
State	Affordable living
Cultural	Housing
Exhibits	Health care
Performances	Leisure opportunities
Events	
Environmental	
Greenways	
Trails	
Exchange community services	

The Key Findings/Recommendations for Leisure and Cultural Appreciation are found in Table 7.5 below. Key Findings include the availability of resources, such as manpower, interns and facilities. The statewide fiber optics capabilities were also noted by the participants. Resources were further detailed into manpower, interns, and facilities for review. Recommendations listed seven major areas of concern with greater detail discussed in addressing cultural diversity issues, integration of colleges and universities, changing the tax structure and so on. There was great support for the notion that we need to market leisure and cultural opportunities available in Iowa more effectively.



**Table 7.5 Key Findings/Recommendations and Marketing Ideas  
Leisure/Cultural Appreciation**

**KEY FINDINGS**

Resources  
Manpower  
Interns  
Facilities  
Recreational centers  
Wellness (open to communities)  
Ground for festivals  
Museums  
Libraries  
Schools  
Churches  
Historical sites  
Statewide fiber optics capabilities

**MARKETING IDEAS**

We must market Iowa

**RECOMMENDATIONS**

Shared resources and programming  
Integration of colleges & communities  
Addressing cultural diversity issues  
Develop programming  
Change mindset  
Diversity training  
Age  
Culture  
Heritage  
Change tax structure  
Youth  
Aging population  
Progressiveness  
Allowances for youth input  
New attitudes (18-30 year olds)  
Thinking  
Remove blinders  
Positive thinking training  
Massive public training  
Risk-taking/balance with values  
Market Iowa

***Provide Opportunities for the Involvement of People.***

Table 7.6 and Table 7.7 present information from the discussion sessions dealing with coordination and cooperation in the area of the livability mix element dealing with Providing Opportunities for Involvement of People. Table 7.6 focuses on opportunities for regional cooperation in this area. As one can see from viewing this table, some of the suggestions are as follows: 1) lowering the bond threshold to 50 percent for organizations with 28E agreements for multiple use facilities; 2) extending the use of community schools beyond normal school hours; 3) making school facilities more like community facilities; 4) standardizing regional structures for services; 5) incorporating local matches in programs designed to enhance quality of life; and 6) requiring public and private matches to state funding.

**Table 7.6 Opportunities for Regional Cooperation  
Involvement of People**

Lower bond threshold to 50% for organizations with 28E agreements for multiple use facilities (South Dakota)  
Community use of school facilities beyond school hours  
Make school facilities more community facilities  
Standardized regional structure for administration of state services and programs Incorporate need for local match in programs designed to enhance quality of life as one means of involving local citizens  
Require public and private match to access state funding—locally and regionally



Table 7.7 presented participants' comments regarding Key Findings and Recommendations and Marketing Ideas for more effective involvement of people. The major finding and recommendation is that Iowans need to market opportunities to be involved in issues that impact on their lives to its citizens and to organizations, institutions and agencies, including businesses, more effectively. Some of the marketing ideas that participants noted included more effective use of volunteers, establishment of clearing houses, greater use of advisory council boards and incentives to promote healthy lifestyles by encouraging individuals through school curriculums to make wiser choices regarding their behaviors.

**Table 7.7 Key Findings & Recommendations and Marketing Ideas  
Involvement of People**

<u>KEY FINDINGS/RECOMMENDATIONS</u>	<u>MARKETING IDEAS</u>
Market opportunities to citizens and companies for involvement	Volunteer coordinators Recruiting volunteers Program promotion Clearing house—skills and needs Advisory councils/boards based on demographics (20 something, seniors, etc.) Incentives to schools for curricula that adjust to focus on healthy lifestyles—use tobacco money

***Heritage Management.*** Table 7.8 presents areas in both the public and private sectors where there are opportunities for regional cooperation in the area of enhancing Heritage Management. In the private sector, among the suggestions made by participants included a greater focus on educational programs, the establishment of tax break incentives, increases in current state funding programs and support for grant activities including grant writing and help with preparation of grants. In the private sector, suggestions included increases for state funded programs along with the development of partnerships with non-profit organizations. Items dealing with greater connection with state extension services were included in the responses along with a request for grant writing assistance and help with business plans.



**Table 7.8 Opportunities for Regional Cooperation --  
Heritage Management**

**PRIVATE SECTOR**

More funding for HRDP & REAP  
 Matching funds  
 Partnership between non-profit and business sectors  
 where non-profit gets funded and business gets promotional  
 credit and better place for workforce to live and want to live  
 More funding for Iowa Main Street  
 Helps Iowa businesses  
 Private sector should become more aware of the services  
 available through ISU Co-op Extension  
 Landscaping assistance  
 Development of an Iowa heritage website to find  
 what is available  
 Searchable database  
 Printable material  
 Opportunity for support for marketing expertise/  
 department research from businesses to non-profits  
 Loaned executive concept  
 Cooperate and collaborate to take an inventory of assets  
 Spearhead the process  
 Grant writing assistance  
 Offer business plan process and assistance

**PUBLIC SECTOR**

More communication from State Historical Society  
 on the programs available with a focus on services  
 Educate and communicate about what opportunities  
 already exist to tap into current programs/help  
 Encourage rehabilitation of public historical places  
 Money and education  
 Public officials on the value of historical places  
 Encourage each state legislature to tour three  
 historic places in their district per year  
 Tax break incentives for heritage management in the  
 private sector  
 Tax abatement programs  
 Historic resource and development program  
 Increase for HRDP and REAP funding  
 Encourage legislators to set aside funds for  
 purchase of land for parks and recreation areas  
 Opportunity for public and private  
 partnerships with matching funds  
 Signage of resources  
 Expand the curriculum for Iowa history  
 Lifelong—not just fifth grade  
 Expand the curriculum for the arts  
 Lifelong—not just fifth grade  
 Better integrate areas of state agency concerns in  
 livability and communication  
 Grant writing assistance  
 Apply for grants on behalf of the community  
 State can supply funding for grants  
 Maintain funds that have been allocated  
 Continue REAP funding

Key Findings and Recommendations as well as Marketing Ideas for the livability mix element addressing Heritage Management are found in Table 7.9. Public/Private partnerships, networking for grant/technical assistance, shared marketing, bike trails to connect communities, recognizing diversity, understanding one's community heritage and establishment of historical preservation commissions were mentioned. Some of the Marketing Ideas included hospitality training for all Iowans, increased funding to tourism promotion, improved signage/aesthetics, market to young people, recognize local heroes/famous people from Iowa, seek commercial films, as well as others.



**Table 7.9 Key Findings & Recommendations and Marketing Ideas**  
**-- Heritage Management**

<u>KEY FINDINGS/RECOMMENDATIONS</u>	<u>MARKETING IDEAS</u>
Combined tour sites	Hospitality training for all of Iowa
Same theme	Promote and <i>brag</i> on what we can offer
Traveling resources	Increase funding to tourism promotion
Network for grants/technical assistance workshops	Do more outside marketing
Share marketing and fund raising ideas	Signage, aesthetics
Create leadership pod	Improve our state's image
Identify major heritage sites	Improve restrooms
Cooperate through cultural clusters	Rest area at welcome centers
Barter system	Keep open year around
Bike trails to connect communities	Live promotion
Public-Private partnerships	Demand excellence in all that we do
Break down the barriers to improve communities	Don't accept "good enough"
Balance the quality of livability with the attractiveness of a community—sustainable tourism	Market to young people
Community needs to empower themselves to improve	Governor should continue to be our ambassador and could include both young and seniors as our spokespeople
Utilize all sectors	Continue out-of-state promotions such as New York City, California
Recognize diversity and need for choice	Commercialization of films from Iowa
Community must recognize their own heritage	Promote our local heroes/famous people
Regional COG (Council of Government) as a coordinator	Invitation from Governor to stay in Iowa (to graduates) with response cards
Design council historical preservation commission	Cross marketing on public television in other states
Development guidelines	Encourage cooperation to <i>welcome</i> and offer reinforcement from various groups
Encouraging participation in CVBs, etc.	Direct mailings of promotional pieces on Iowa
Cooperation of an entire community to support a project	Increase public relations with media (travel)
Will it truly impact the entire state	
Make it easier to better our communities	
Regulations	
Forms	
Processes	
Identify the gaps	

**Success Stories for Iowa.** For each of the elements of the livability mix participants were asked to identify local programs and/or communities that reflected success or excellence in the State of Iowa. The thought was that these success stories could serve as models for other communities to emulate. There were numerous success stories offered by participants. These are found in table 7.10. For example, some of the local success stories identified in the livability mix element dealing with Environmentally Sensitive Practices included: 1) the public/private trout streams in Cedar Rapids, Iowa; 2) the Warren County/Wallace Foundation Land use Programs; 3) State of Iowa energy efficiency programs; and 4) Rockwell Reuse Program for Energy and Operations. In the livability mix element focused on opportunities for Leisure and Culture Appreciation, communities mentioned included programs in DeWitt, Pella, Cedar Falls, Cedar Rapids and in the Cedar Valley. Local success



stories mentioned that provide Opportunities for the Involvement of People included: prairie pathways; YMCA/School PTA cooperation and an after school model program in Sioux City. There were a larger number of success stories mentioned in the livability mix element focusing on Heritage Management. Again, some of the communities mentioned included Pella, Orange City, Cedar Falls, Waterloo, Mason City, Clear Lake, Decorah, Cedar Rapids, Perry, and Walnut. There were no success stories generated in the livability mix item dealing with Community Attractiveness.

## 7.10 Examples of Success Stories for Iowa

### ENVIRONMENTALLY SENSITIVE PRACTICES

Cedar Rapids, trout stream  
Warren County, Wallace Foundation land use  
State of Iowa, energy efficient programs  
Rockwell, reuse energy

### OPPORTUNITIES FOR LEISURE & CULTURAL APPRECIATION

De Witt, wellness/recreation center  
State of Iowa, REAP program  
State of Iowa, historic rehabilitation projects  
Pella, canal  
Cedar Falls, Oster Regent Theatre  
Cedar Rapids, Czech Village  
Cedar Valley, recreation trails

### PROGRAMS THAT PROVIDE FOR THE INVOLVMENT OF PEOPLE

Prairie Pathways  
YMCA/PTA, cooperation for family use  
Sioux City, after school care program

### HERITAGE MANAGEMENT

Bi-state, coordination of events  
State of Iowa, trail between two state parks  
Pella, historic restoration  
Orange City, historic restoration  
Cedar Falls, bike system  
Waterloo, downtown development, People in the Park  
Mason City, historic restoration, Music Man Square  
Clear Lake, Surf Ballroom, Town Square, floral displays  
Decorah, historic restoration, Hotel Winneshiek  
Cedar Rapids, downtown culture  
Loess Hills, historical areas  
Perry, Hotel Patee  
Walnut, restoration of brick streets

### COMMUNITY ATTRACTIVENESS

No communities mentioned

## *Discussion*

There are many opportunities for Iowans to cooperate to promote community livability. Further, there are many areas in which greater cooperation between government entities and the public and private sectors could be developed. The opportunities were evident in the findings. Perhaps the most significant suggestion was the need for regional coordination and cooperation. There are opportunities to establish city and county linkages as well as linkages between regions or areas within the state. For example, one recommendation was to establish bike trails that link together communities throughout the state.



There were numerous marketing ideas recommended to improve community livability within the state. Centered in these ideas was the work of local chambers of commerce and/or convention or visitor bureaus. There was great consensus on the need to market Iowa. In addition, there were several comments related to creating a more diverse environment for the State of Iowa. Diversity provides richness by enabling differences to be celebrated. In the discussions, it was as if people wanted to see Iowa with divergent cultural perspectives that would add more interest to the state in terms of creating opportunities for leisure.

It is evident that we must encourage greater citizen involvement and participation in the process of community livability. Iowans need opportunities to engage in meaningful dialogue and conversation that allows them to distill their views, issues and concerns and more importantly move these concerns to action. Such action will require a great deal of cooperation and coordination. Such efforts will lead to an enhancement of community resources and programs that enhance livability.

There were a number of suggestions indicating that we need to continue the process of visioning in the state of Iowa. It was as if participants were saying Iowans need to have a clear focus to help them understand how community livability is central to our future. Participants' comments related to thinking more positively and opening up their perspectives to what the future could be suggests the need for continued thinking in this area.

### ***Concluding Comments***

Coordination and cooperation are the terms used in the title of this chapter. Coordination involves connecting resources in a community to create a greater whole. It involves arranging or ordering resources in such a way as to promote a more harmonious and pleasing community. In a sense, this is the end goal of livability. We are attempting to create more harmonious, pleasing and desirable environments that enable us to enjoy our lives. To work together toward some common end is a way of defining cooperation.



In this sense, we seek to encourage cooperation in order to enhance community life. These are not new ideas. In fact, they are rooted in Iowa's value structure. However, we need to rekindle the spirit of coordination and cooperation as a way of enhancing community well being.

The harnessing of community resources requires collaboration and cooperation with individuals, organizations, institutions, agencies and businesses and other enterprises. It is imperative that government agencies at the local level work effectively with regional and state units of government. Further, the development of public/private partnerships appears to be a desirable and beneficial strategy to improve and enhance community. Iowa has many excellent resources, human, fiscal, physical and technological. However, there is a need to encourage a spirit of community that helps promote excellence in the process of improving the livability of Iowa communities.



## Chapter 8

# *Fields of Opportunity: A Vision for the Future*

Brent Siegrist

Speaker of the House, State of Iowa

### **Introduction**

I've been asked to summarize what you have talked about today. Obviously there have been more than 200 people involved in the discussion. Many of you I know, some of you I don't know. I had the opportunity to sit in on several of the work groups this afternoon. There are a lot of ideas, and a lot of energy flying around here.

I've been given 40 minutes to summarize. It's not going to be possible to completely summarize, but what we hope to do is get some consensus out of what you've been feeling. I've been told that I'm actually qualified to do this as a politician. My job is to maintain my pocket of legislative members, lock them into a lot smaller room and make 51 percent of them agree. You can imagine that's pretty tough and it is very difficult to get a consensus on issues of a critical nature. You have "Atilla-the-Hun" sitting over here and "Mother Theresa" sitting over there and then the purpose is to bring them together. It's difficult.

However, the subject for today, I think, is a little bit easier because I think everybody agrees that this is where we need to go. Livability is what we need to focus on as we approach the next millennium. I'm here to hear from you, but I'm not necessarily here to give you all the answers because the answers lie within you. If you think that we're going to create a summary of this gathering, send it to Des Moines and take care of the problem, it isn't going to happen. We can't solve the problems unless you bring solutions to us from your communities and bring it up to us. We're able to react to what the local communities want to do and we're able to react to good issues. Everyone has good



issues, everyone has good ideas; but if you're not united at the local level, be it a city or regional level or whatever it may be, you're going to lose out. So the real message of today's Governor's Summit as I've been listening, is that you need to empower yourself, you need to empower everybody in this room to work together. Whether it's in Carroll, Iowa, or in Cedar Falls/Waterloo, you need to be able to come to the legislative level and say here's where we want to go, and here's why we want to accomplish this end. And by the way, we have all the support of people back home.

That's kind of where we're at in this, and I've been asked if there's going to be a summary of recommendations from today that will be forwarded to all of the participants. The answer to this question is yes. In addition, the proceedings will also be forwarded to the Governor's office and to the legislature, both Democrats and Republicans. We will look at some of these recommendations, but we will not look at them unless you're pushing us. Unless you're back home talking to your local legislators, which I understand can occasionally be an unhappy task (probably because not all of us are as open-minded as you'd want us to be on different issues), you are not going to be successful. You must build support back home. Unless you're doing that, this is going to be just another report that will sit on a shelf or a table, and we're not going to react to it.

The pressure isn't on me as Speaker of the House, or on the other members of the legislature that are here, and there are several of them. I don't know if they've been introduced, but we may do that at the end. The pressure's not on me. I'm Speaker of the House. I'm going to be Speaker of the House next year regardless. The pressure's on you to help us make these things happen. The pressure is on me as a parent. I have a four-and-a-half year-old son, I have a one year old daughter, and I'm 47 so you know how foolish I am if I have a 1 year old girl. I'll be 64 when she gets out of high school. I'm looking forward to parent-teacher conferences, ("Your grandfather could come, where's your dad?") The pressure is on me for them because I want my kids to live in this state, and I want them to enjoy living in this state. This goes back a couple of years. There is a



growing awareness in this state among Democrats and Republicans that livability is really a very important issue.

### ***The Livability of Iowa***

You identified the five components: environmentally sensitive practices, enhancement of community attractiveness, opportunities for leisure and cultural appreciation, programs that provide opportunities for involvement of people, and heritage management. Those are all very, very important to the future of the state, and literally for about the last four to five years, the legislature has been showing some forward thinking that these are the things that are going to count.

When we look at the demographic trends, and I know Governor Vilsack gave you one startling one today, the fastest growing age group in Iowa is among our elderly population. We have as many people above the age of 85 as we have under the age of 5. Those are significant demographic trends that are scary, and that indicates our state isn't going to grow.

We as a legislative body, you as local community volunteers and local community leaders, need to move this process focused on livability ahead. We've been working on that for the past several years. In 1997, we convened a Recreation Summit in Des Moines to discuss related issues. We asked people from all around the state to come and provide testimony. Several of you were down there. The University of Northern Iowa, represented by Dr. Christopher Edginton, provided testimony. We laid out a blueprint for the future and attempted to answer the question; "What do we want recreation to look like as a state in the future?" From that action, we now have money available for recreational development. We have money for environmental projects, such as lake dredging, tapping of bad drainage wells and others, including some of the issues you've been addressing. We've taken baby steps forward as to what the future looks like and what we need to do. Now you have to help us take the rest of those steps with your activity here today.

I will tell you there are no silver bullets. All the items



related to recreation, natural resource development and tourism you want to accomplish are not going to get done this year. They're not going to get done next year, and they're not going to get done the next year. But over the next three to five years, we can make a lot of them happen. That's what you're doing here today. You're giving the policy makers of the state a blueprint as to what we need to do to move this state ahead. If you'll give us time and if you will help us over the next three to five years, we can make some of these things happen. We've made good progress and we need to continue to make some more progress.

My awareness in the area of recreation, natural resource development and tourism really started for me about three years ago when my little boy was one-and-a-half and I was driving through Council Bluffs, Iowa. I noticed parks and swings and I started to think, what am I going to do with my little boy when he gets a little older? For me a light came on, maybe we should invest in our parks, maybe we should make a greater investment in the environment. Maybe we should invest in quality of life. We've done that with your help, and so let's take that next step forward here today.

### ***Summation of Breakout Sessions***

This morning's breakout session focused on validating the livability mix presented, and finding ways to enhance livability. There were many great suggestions made. You've looked at the livability mix and discussed a variety of topics ranging from clean rivers, clean air, parks, trails, tree planting, (including the Trees Forever program), buffer strips, a bottle bill, curbside recycling and others. I know that Governor Vilsack alluded to the quality of drinking water in his presentation. We all know what it takes to make this a great state to live in.

The afternoon sessions asked, "How are we going to make this happen?" We've reviewed the five areas of the livability mix in terms of how we can promote or make these elements present in our communities. I'm going to run through some of these elements discussed in this afternoon's session.



***Protecting the Environment.*** One of the points brought up is that we shouldn't sacrifice the environment just for business. There's a very fine line that we as policy makers have to tread in terms of the types of businesses you bring into the state and what the impact on the environment is going to be. It's important to have a good environment but you also have to have jobs for people that live here. This goes hand in hand, but there seems to be a very big concern with this group in terms of making sure that whatever sacrifice you're making, whatever economic incentives you're offering that you don't go too far for business. Obviously, hog lots and the hog issue play into that subject, which was of particular interest in one group. Some policy makers feel that there's only so far you can go with business.

***Land Use Planning.*** Land use planning was another issue identified. We have to be very careful as we plan our state. Representative Fallon from Des Moines has been active in that issue. We need to see in each community, city, and town, a comprehensive plan for land use. I think that is what we're trying to say and I believe that is something you feel is very, very important. Buffer zones and water quality are important issues. There are several funding mechanisms that are available for developing buffer zones. Some funds are available from the state and we ought to convince farmers that we should take space right along our rivers and streams and create more buffer zones at that point. We could actually draw out some more federal money. That's the concern that many of you have and I think that is something that we want to look at in the next legislative session.

***The REAP Program.*** Everybody likes Resource Enhancement and Protection Act (REAP). We've never fully funded it as you know, but everybody likes REAP. Let me share with you some of the politics of the REAP effort. They told me "don't be a downer, don't tell them what can be done or can't be done." There is some divergence of opinions in the legislative body as it relates to REAP. I think REAP's a great program. I was lucky enough to be in the legislature when we first approved it in 1987-1988. Of course, in our grand tradition, we promised \$30 million and we never funded it at that level and so we're trying to be a



little more realistic. We've now said it will be fully funded at \$20 million. We're at about \$10.5 million, so we're a little over halfway there.

We need to look at REAP, but this is where you as local community members need to be involved, because I can sit in my office and have people come in and say, man, REAP is great. You know what the best thing about REAP is? Land acquisition. Buying land so we can have space for the future. I happen to agree with that philosophy. But the next day, I'll have somebody come in from maybe a rural area and say I like REAP, but I hate the fact they you're buying up land. I don't think you should be buying up land. I think that land ought to stay in production and that the land ought to be productive on the tax roles and we ought not to not be using any of that REAP money for land acquisition.

You have to understand that at our level, we have to balance those positions out. I happen to think as a city person from Council Bluffs, land acquisition is great. I think trails are great. I've done a lot of work on trails, and I think we ought to do more and more of that. But just because everybody here may think land acquisition is great, there'll be other people that think, hey, REAP ought to really focus on water quality, trail conservation, and so as you say, let's increase the benefits of REAP, we want to do that, we need to do that. I know the Governor agrees with me to do that, but as we do that, understand that there's a lot of competition for the funding within that program.

**Problems with Pollution.** People are concerned about pollution and who is responsible for the problems created by pollution. Whoever pollutes should be responsible for it. I certainly think that's very important.

**Environmental Education.** We don't do much in the way of environmental education in the State of Iowa. I think we need to focus more on that topic. On the other hand, my son told me the other day when I threw a piece of plastic in the trash, silly me, he said, "Dad, don't you recycle that?" He's four and a half and he already knows about recycling. I think we do some good things in that area, but I do think



we could probably do a little bit more in the environmental education area. I don't want to get into a big bruha. We've had a conversation about the bottle bill today. You know some people want to repeal the bottle bill and have curbside recycling, and that's not really an issue for today, but I will say this—I think the population as a whole is far ahead of policy makers in that they want to recycle more. I think we have a good education out there in relation to the environment, but we need to continue to do more and more. For instance, we just opened up a toxic waste facility in Council Bluffs and instead of hiding your paint cans in your trash when you throw it out, you can actually take it someplace and not pollute the environment. Environmental sensitivity was a big issue today.

***Opportunities for Leisure and Cultural Appreciation.***

There are a lot of success stories out there. If you've been to Pella, Iowa, you know what a wonderful place it is. My community is having a lot of success with some of those types of activities. One of the things that was brought up in the group I sat in on is that we have many private colleges aside from the Regents institutions and many community colleges in this state, and we don't use them enough for cultural activities and opportunities. Some do. A gentleman from Waverly said, "We work hand-in-hand with Wartburg," and some communities actually do that. I think that's an area where we all can think about what can we do in Cedar Rapids if it's Coe College or Mount Vernon and Cornell, or my community, my community college. We don't use them enough. There are intern possibilities there, there are people possibilities, there are facility possibilities, and I think that's something that I would promote. These and other ideas were brought to my attention and I think they are great ideas.

We need to have more regional cooperation, more community cooperation, particularly as it relates to colleges. I don't know how many of you have been to Council Bluffs. It's a nice community. Every year we have the Renaissance Fair of Midland in Council Bluffs. It's in its 16<sup>th</sup> year. It's on the community college campus. It's a three-day festival. We have 30,000 to 40,000 people come there. It's a won-



derful thing for everybody, but we have worked in partnership with the community college. They put up the villages. It's a wonderful thing, it really is. It's one of the premier cultural activities in the state. But that's a give and take between the college and the community. Right now, we're building a \$8.2 million fine arts center on the community college premise, which I hasten to add is all private money, no public money there, which is too bad frankly. We need to have more private/public partnership, but they put the money together before we made some of this money available. That's one of the things I've heard said that really struck me. How do we use our institutions of learning, because that's part of economic development in this state. And part of the quality of life in this state is our educational system. It's what we do best. We don't utilize it enough and I think we ought to. I think for those of you that are near community colleges or private colleges or Regents' institutions, you ought to really think about that. It integrates the students into the community more. What was the town and gown? Somebody used that term—"town and gown." There's a separation there and that's too bad, because you have all these kids in town or all these students and really they can enhance your livability. That's something I think we all need to work on. Utilizing current resources is very important. Libraries, museums, and so on. Interconnecting them. Why wouldn't one museum have information about other museums around the state, more connection between those two?

**Cultural Diversity.** Here's another great point that was made. Cultural diversity as it relates to cultures and race is an important element in improving livability in the state. Whether we're talking about Hispanic celebrations, Native American Pow Wows and/or Kwanzaa, which celebrates the heritage of African-Americans, these all contribute to enrichment of the state. Age also struck me as an important topic to look at in terms of diversity. There's not a celebration of age. We have such a growing disparity between age groups. We're not trying to reach out to what may be our more senior citizens and include them as a part of our communities. There's no connection between our youth and our older people, and this is an opportunity for us to use cultural



opportunities. Use those types of things to bring our people together in our communities. There is some agism out there. And frankly, we ought to be aware of that and we ought to try to work through that concern.

**Major Community Attractions.** You've heard a lot about community attractions. What's the legislature going to do? We're going to continue to try to find more resources for those types of community attractions and activities.

**Leadership Development in Communities.** The training of local leaders is important. I don't know how many chambers are involved in leadership training. There is a leadership training school in Carroll. We do it in Council Bluffs where you just try to pick people out of the community and train them in leadership activities. That's what you need to build the foundation for a lot of these things you need to do. I think we ought to do that. I was just so impressed by our luncheon speaker Dr. Dan Dustin. His message made me prouder to be an Iowan than I've been in a while and I'm the Speaker of the House. I need to copy his speech. He did a great job. But you need to have somebody like that pump you up and then you need to take that back to your local community and have those people involved with you there.

**Partnerships.** Regional cooperation was very, very big in terms of how we can have the public/private partnership. Let me say, in most cases anymore, nothing is going to get funded by the state fully. It's always going to be a private/public partnership and it should be. We'll get more bang for our buck. So if it's a hockey arena in Council Bluffs or the baseball field in Cedar Rapids or the Orpheum Theater in Sioux City or whatever it may be, there is room for public/private partnership but you need to build that cooperation at the local level.

Also, people brought up a very good point concerning the need to use our public schools more and more. I think most of the principals that I taught under, if they were to walk into the school at 7:00 at night and saw some parents in the computer room, they would have called the police.



Isn't that sad? We need to open up our schools and use them for the community. Why not use the schools? They'll be sitting there dormant most of the year. Unfortunately, administrators say, "Well, we don't want people in our schools." That would be a bad thing because they're not used to it. You as local people need to get them used to using the community schools for various issues. There's some talk about lowering bonds, referendum issues, obviously that's something that has a lot of political baggage with it—tax credits for companies that come in and enhance livability within their own businesses and send it on down the line.

### ***Concluding Comments***

I can't even begin to summarize the rest of the items that were identified. The ones mentioned are important issues that I think you brought up. We're going to look at those suggestions you've made. We're going to weigh those out and we're going to see what we can do as a political body to move ahead. My goal as Speaker of the House is going to be to work as much as I can, hand in hand with Governor Vilsack. I know what he said this morning. I know the areas he emphasized; the five to six areas that he hit. We tend to agree on all those areas. The devil's in the details as to how you try to move this state ahead, but if we sit back and say that we really can't address those issues because they're too big, then no progress will be made. I think he spoke of measuring up against the world, not measuring up against us. He's absolutely right. And so, politically, the goal is to work with him in these areas, particularly of livability and quality of life, and the contribution that recreation, natural resource development and tourism make to improving the State of Iowa.



# Appendix A

## *Summit Program*

**8:45 to 9 a.m. Check-in**  
Refreshments

### **Session I**

**9 a.m. Welcome**  
Robert D. Koob, President of UNI  
Thomas J. Switzer, Dean  
College of Education

**9:15 a.m. Keynote Speech**  
***Enhancing Livability in Iowa***  
Gov. Thomas J. Vilsack  
Gov. Vilsack speaks on Iowa's opportunity to enhance community livability through high-quality, high-impact programs in recreation, natural resources and tourism. He integrates economic development with the need to promote and support a rich mosaic of social, cultural and environmental opportunities to promote life satisfaction for Iowa's citizens.

**9:45 a.m. Iowa: A Special Place**  
Nancy Landess, Administrator  
Iowa Division of Tourism  
Iowa is a unique and favored land. Ms. Landess reviews the state's social, cultural, historic, economic and environmental resources. She focuses on what impact emerging trends will have on Iowa's need to build strong communities that are safe, warm, hospitable and aesthetically pleasing.

**10:15 a.m. Break**



## Session II

10:30 a.m.

### ***Community Livability: A Model for Iowa***

Dr. Christopher R. Edginton, Professor and Director, School of Health, Physical Education and Leisure Services  
UNI College of Education

Dr. Edginton presents a model that incorporates state resources with existing recreation, leisure, historical, cultural and tourism infrastructure to create a unique "livability mix"—a complex, intangible and often value-laden concept—for Iowa.

11 a.m. to noon     **Small-Group Discussions**

Components of the "livability mix" in Iowa

**Luncheon**

12:15 p.m.

### **Keynote Speaker**

Celebrating Iowa's Sense

Dr. Dan Dustin, Professor

Department of Health, Physical Education and Recreation, Florida International University

Dr. Dustin discusses what makes Iowa a unique and attractive place to grow – not only corn, but human beings. His talk focuses on the importance of communities built on human scale and the close relationship between the people and the land that sustains them. Iowa has a sense of place in a world that is increasingly frenetic, harried and rootless. Dr. Dustin explores how Iowa can "champion" this characteristic in a way that serves the state economically, politically and socially through recreation, parks and tourism.



## Session III

1:30 p.m.

### ***Coordination: The Key to Enhancing Community Livability***

Gerald F. Schnepf, Past Director

Iowa Natural Heritage Foundation

Mr. Schnepf shares his insights into successful community development efforts coordinated among groups in the public, non-profit and private sectors. His many examples of how grassroots-level community efforts can be directed toward enhancing livability emphasize the importance of strong community spirit and involvement.

2 to 3 p.m.

### **Small-Group Discussions**

The image of Iowa communities, regional opportunities and local success stories

3 p.m.

### **Break**

## Closing Session

3:15 to 4 p.m. ***Fields of Opportunities: A Vision for the Future***

Facilitator: Brent Siegrist, Speaker, Iowa House of Representatives

Framed as a conversation among participants, this session provides feedback from small-group discussions on their findings, suggestions and recommendations for enhancing community livability in Iowa. This feedback will identify key strategic issues to be used in policy making at all levels of government.



## Appendix B

### *The Presenters*



#### ***Governor Thomas J. Vilsack***

Tom Vilsack was born December 13, 1950, and orphaned at birth. He graduated from Hamilton College in Clinton, New York, in 1972, with a degree in history. In 1975, he earned his Juris Doctorate from Union University, Albany Law School. Voted into the Iowa Senate in 1992, he was subsequently elected governor in 1998. Working to serve Iowa's families has been the focus of his public service career. During his five-year tenure as mayor of Mt. Pleasant, city improvements included an expanded park system and increased services for senior citizens.



#### ***Nancy Landess***

Iowa Division of Tourism

Nancy Landess is manager of the Division of Tourism of the Iowa Department of Economic Development. She oversees the budget and prepares legislative requests and presentations. Nancy is responsible for the development and implementation of programs that support and promote Iowa's tourism opportunities for economic growth.



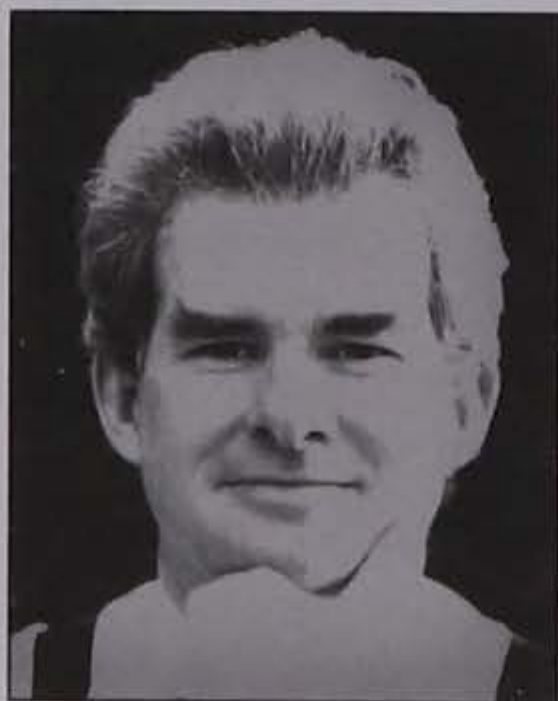


***Christopher R. Edginton, Ph.D.***

University of Northern Iowa

Dr. Christopher R. Edginton is professor and director of the School of Health, Physical Education and Leisure Services at UNI. A member of the American Academy for Park and Recreation Administration, the Academy of Leisure Sciences and the

American Leisure Academy, he has published numerous books, including *Leisure and Life Satisfaction*, and authored many articles dealing with management of leisure services. In addition to his academy work, Dr. Edginton's experience in direct leadership, supervisory and administrative positions has established him as the leading proponent of the application of contemporary management concepts in the park and recreation field.



***Dan Dustin, Ph.D.***

Florida International University

Dr. Dan Dustin is professor in the Department of Health, Physical Education and Recreation at the Florida International University in Miami, Florida. Past president of the Academy of Leisure Sciences and the Society of Park and Recreation

Educators, he thinks and writes mainly about environmental issues and the moral and ethical basis of recreational conduct. A native of Michigan, Dr. Dustin is connected to Iowa—his mother, Lucille, was born and raised on a farm near Ida Grove. For reasons he says he cannot quite comprehend, Iowa “feels like home” to him.





### ***Gerald F. Schnepf***

Past Director  
Iowa Natural Heritage Foundation

Gerry Schnepf served as president and founding officer of the Iowa Natural Heritage Foundation, one of the nation's most respected conservation organizations, from 1979 to 1994. Currently he is CEO of Changing Directions Corp., which is dedicated to helping individuals maximize their retirement lifestyle opportunities. He has provided fundraising, strategic planning and tourism development assistance to the Iowa Automobile Dealers Association, Iowa Council for International Understanding, Iowa Architectural Foundation, Iowa River Resource Greenbelt Trust, French Icarian Colony Foundation and Country Heritage Community.



### ***Brent Siegrist***

Speaker of the House  
State of Iowa

After serving 15 years in the legislature, Brent Siegrist was chosen to be the Speaker of the Iowa House at the conclusion of the 1999 session. As the top elected Republican in state government, Brent brings his passion for the children of Iowa to the Speaker's chair. A high school government teacher and wrestling coach for 18 years, he is a firm believer that Iowa's future lies with its young people. Brent has been a loud pro-education voice in the legislature, most recently developing a program to improve the reading skills of younger students. He has pushed for development of new and improved recreational opportunities to entice new businesses to our state and, more importantly, to provide the type of lifestyle that will convince younger people to call Iowa home for the long term.



# Appendix C

## *The Participants*

Karen Amundson  
New Horizons Chamber  
7 West Cleveland  
New Hampton, IA 50659  
Phone: 515-394-2021  
Fax: 515-394-2494  
E-Mail:

John Beckord  
Iowa City Area Chamber of  
Commerce  
325 East Washington Street  
Iowa City, IA 52240  
Phone: 319-337-9637  
Fax: 319-338-9958  
E-Mail: Jbeckord@ICAREA.com

Jan Andersen  
Cedar Falls Tourism & Visitors  
Bureau  
P.O. Box 367  
Cedar Falls, IA 50613  
Phone: 319-266-3593  
Fax: 319-277-4325  
E-Mail: Jandersen@CFU.net

Elise Bergan  
City of Edgewood  
P.O. Box 185  
Edgewood, IA 52042  
Phone: 319-928-7036  
Fax: 319-928-7036  
E-Mail: edgewood@MWC.net

Sherry Arntzen  
Iowa DNR Parks, Recreation, &  
Preserves  
Wallace Building  
Des Moines, IA 50319  
Phone: 515-281-6158  
Fax: 515-281-6794  
E-Mail: Sarntze@max.state.ia.us

Bill Blanchard  
Iowa City Parks & Recreation  
Department  
220 South Gilbert  
Iowa City, IA 52240  
Phone: 319-356-5100  
Fax: 319-356-5487  
E-Mail: bill\_blanchard@iowa-city.org

Billie Bailey  
Grout Museum  
503 South Street  
Waterloo, IA 50701  
Phone: 319-234-6357  
Fax: 319-236-0500  
E-Mail:

Joleen Boor  
Central Iowa Tourism Region  
P.O. Box 454  
Webster City, IA 50595  
Phone: 515-832-4808  
Fax: 515-832-4809  
E-Mail: citrjoln@netins.net



Mike Brandt  
Principal Financial Group  
201 Tower Park Drive  
Waterloo, IA 50702  
Phone: 319-235-5455  
Fax: 319-236-6871  
E-Mail:  
brandt.mike@principal.com

Don Brazelton  
Iowa Association of County  
Conservation Boards  
405 S.W. 3rd Street, Suite 1  
Ankeny, IA 50021  
Phone: 515-963-9582  
Fax: 515-963-9582  
E-Mail: iaccb@ecity.net

Barbara Brown  
City of Cedar Falls  
3820 Hillside Drive  
Cedar Falls, IA 50613  
Phone: 319-266-9722  
Fax:  
E-Mail:

Scott Brunscheen  
Salisbury House Foundation  
4025 Tonawanda Drive  
Des Moines, IA 50312  
Phone: 515-274-1777  
Fax: 515-274-0184  
E-Mail: salhouse@dwx.com

Mary Ann Burk  
Community Foundation of  
Waterloo & NE Iowa  
500 East 3rd Street, Suite 316  
Waterloo, IA 50704-1176  
Phone: 319-287-9106  
Fax: 319-287-9105  
E-Mail: MBurk927@aol.com

Bob Burke  
Cedar Falls Tourism & Visitors  
Bureau  
122 Washington Street  
Cedar Falls, IA 50613  
Phone: 319-277-1161  
Fax:  
E-Mail:

Bev Conner  
City of Edgewood  
P.O. Box 185  
Edgewood, IA 52042  
Phone: 319-928-7036  
Fax: 319-928-7036  
E-Mail: edgewood@MWC.net

John Conner  
UNI Vice-President of  
Administration & Finance  
Gilchrist 224  
Cedar Falls, IA 50614-0003  
Phone: 319-273-2382  
Fax: 319-273-3509  
E-Mail: john.conner@uni.edu



Ken Daley  
IAHPERD  
MIU, Box 1089  
Fairfield, IA 52557-1089  
Phone: 515-472-9398  
Fax:  
E-Mail:

Bill Dotzler  
State Representative  
2837 Cedar Terrace Drive  
Waterloo, IA 50702  
Phone: 319-296-2947  
Fax:  
E-Mail:

Jana DeBrower  
Eastern Iowa Tourism Association  
216 West 4th Street  
Vinton, IA 52349  
Phone: 319-472-5135  
Fax: 319-472-2914  
E-Mail: eita@easterniowa-  
tourism.org

Chris Durlam  
Jefferson Parks & Recreation  
Department  
1208 Milligan Circle  
Jefferson, IA 50129  
Phone: 515-386-4023  
Fax: 515-386-3167  
E-Mail: jjmc@netins.net

Michael Dexter  
Cedar Rapids Area Convention &  
Visitors Bureau  
119 1st Avenue, S.E.  
Cedar Rapids, IA 52401  
Phone: 319-398-5009 x124  
Fax: 319-398-5089  
E-Mail: mdexter@cedar-  
rapids.com

Richard Emerson  
Oskaloosa Area Chamber &  
Development Group  
124 North Market Street  
Oskaloosa, IA 52577  
Phone: 515-672-2591  
Fax: 515-672-2047  
E-Mail: oskycofc@kdsi.net

Marv Diemer  
Cedar Falls Tourism & Visitors  
Bureau  
806 Westwood Drive  
Cedar Falls, IA 50613  
Phone: 319-266-9510  
Fax:  
E-Mail:

Rick Ertz  
Ames Parks & Recreation  
1500 Gateway Hills Park Drive  
Ames, IA 50010  
Phone: 515-239-5359  
Fax: 515-239-5355  
E-Mail: parkrec@cityofames.ia.us



Cary Euchner  
Community Main Street, Inc.  
P.O. Box 367  
Cedar Falls, IA 50613  
Phone: 319-277-0213  
Fax: 319-277-4325  
E-Mail: [cuchner@cfu.net](mailto:cuchner@cfu.net)

Sally Falb  
Fayette County Economic  
Development  
101 North Vine, Box 71  
West Union, IA 52175  
Phone: 319-422-5073  
Fax: 319-422-5073  
E-Mail: [sfalb@trxinc.com](mailto:sfalb@trxinc.com)

Ed Fallon  
State Legislator & 1000 Friends of  
Iowa  
1321 8th Street  
Des Moines, IA 50314  
Phone: 515-243-8828  
Fax: 515-243-8828  
E-Mail: [edfallon@juno.com](mailto:edfallon@juno.com)

Ana Faro  
University of Coimbra  
Qt. Da Boa Vista 1-1  
Coimbra, Portugal  
Phone: 351-239-704125  
Fax: 351-239-704120  
E-Mail: [afaro@ci.uc.pt](mailto:afaro@ci.uc.pt)

David Ferree  
Ames Parks & Recreation  
2019 Friky Road  
Ames, IA 50010  
Phone: 515-292-0587  
Fax:  
E-Mail: [dave\\_ferree@yahoo.com](mailto:dave_ferree@yahoo.com)

Vern Fish  
Black Hawk County Conservation  
Board  
657 Reserve Drive  
Cedar Falls, IA 50613  
Phone: 319-277-2197  
Fax: 319-277-4420  
E-Mail: [vernfish@aol.com](mailto:vernfish@aol.com)

Pat Fleming  
Iowa Parks & Recreation  
Association  
1534 Penrose Street  
Grinnell, IA 50112-1203  
Phone: 515-236-3917  
Fax: 515-236-6779  
E-Mail: [iowaasa@pcpartner.net](mailto:iowaasa@pcpartner.net)

Jim Foster  
Iowa Barnstormers Pro Football  
Club  
319 7th Street, Suite 222  
Des Moines, IA 50309  
Phone: 515-282-3596  
Fax: 515-282-6449  
E-Mail:



Steve France  
IAHPERD  
1523 19th Street  
West Des Moines, IA 50265  
Phone: 515-225-2943  
Fax:  
E-Mail:  
frances@home.wdm.k12.ia.us

Harry Grave  
Buchanan County Conservation  
Board  
1883 125th Street  
Hazleton, IA 50641  
Phone: 319-636-2617  
Fax: 319-636-2624  
E-Mail: bccb@trx.com

Sobral Francisco  
University of Coimbra, Portugal  
Qt. Da Boa Vista 1-1  
Coimbra, Portugal  
Phone: 351-239-704125  
Fax: 351-239-704120  
E-Mail: fsobral@fcdef.uc.pt

Elton Green  
1709 Campus Street  
Cedar Falls, IA 50613  
Phone: 319-266-8929  
Fax:  
E-Mail: elton.green@uni.edu

Shirley Frederiksen  
Golden Hills RCD  
P.O. Box 189  
Oakland, IA 51560  
Phone: 712-482-3029  
Fax: 712-482-5590  
E-Mail: ghrcd@radiks.net

LaVon Griffieon  
1000 Friends of Iowa  
11655 N.E. 6th Street  
Ankeny, IA 50021  
Phone: 515-964-0876  
Fax:  
E-Mail: XXVhrsaday@aol.com

Kathy Gordon  
UNI Environmental Programs  
2234 MSH  
Cedar Falls, IA 50614  
Phone: 319-273-6482  
Fax: 319-273-5815  
E-Mail: kathleen.gordon@uni.edu

Steve Grimes  
Bettendorf Parks & Recreation  
Department  
2204 Grant Street  
Bettendorf, IA 52722  
Phone: 319-344-4115  
Fax: 319-359-0913  
E-Mail:  
sgrimes@bettendorf.lib.ia.us



Sue Grosboll  
UNI Museums  
Cedar Falls, IA 50614-0199  
Phone: 319-273-6922  
Fax: 319-273-6924  
E-Mail: sue.grosboll@uni.edu

Robin Hennes  
Amana Colonies Convention &  
Visitors Bureau  
39 38th Avenue, Suite 100  
Amana, IA 52203  
Phone: 319-622-7622  
Fax: 319-622-6395  
E-Mail: accub@netins.net

Vicki Hensley  
Clear Lake Parks & Recreation  
P.O. Box 185  
Clear Lake, IA 50428  
Phone: 515-357-7010  
Fax: 515-357-8711  
E-Mail:

Leo Hough  
Iowa Department of Economic  
Development  
200 East Grand Avenue  
Des Moines, IA 50322  
Phone: 515-242-4753  
Fax: 515-242-4809  
E-Mail:

Joe Huber  
Congressman Jim Nussle's Office  
3641 Kimball Avenue  
Waterloo, IA 50702  
Phone: 319-235-1109  
Fax: 319-927-5087  
E-Mail:

Mary Huber  
Hearst Center for the Arts  
304 West Seerley Boulevard  
Cedar Falls, IA 50613  
Phone: 319-273-8641  
Fax: 319-273-8659  
E-Mail: huberm@ci.cedar-  
falls.ia.us

Joe Hutter  
City of Bettendorf Park Board  
5 Hutter Lane  
Bettendorf, IA 52722  
Phone: 319-332-5725  
Fax: 319-849-8825  
E-Mail:

Al Jackson  
UNI HPELS  
203 WRC  
Cedar Falls, IA 50614-0241  
Phone: 319-273-5826  
Fax:  
E-Mail: al.jackson@uni.edu



Kay Jenkins  
6 Winter Ridge Road  
Waterloo, IA 50701  
Phone: 319-233-7383  
Fax: 319-233-8048  
E-Mail:

Warren Johnson  
Limestone Bluffs RC&D  
1000 East Platt Street, Suite 4  
Maquoketa, IA 52060  
Phone: 319-652-5104  
Fax: 319-652-5229  
E-Mail: lbluffrcd@caves.net

Willard Jenkins  
State Representative  
6 Winter Ridge Road  
Waterloo, IA 50701  
Phone: 319-233-7383  
Fax: 319-233-8048  
E-Mail: wjenkins@legis.state.ia.us

Peter Jorgensen  
Silos & Smokestacks  
501 Sycamore Street, Suite 730  
Waterloo, IA 50703  
Phone: 319-234-4567  
Fax: 319-234-8228  
E-Mail: hjorgen@silosandsmoke-  
stacks.org

Alan Jessen  
Silos & Smokestacks  
501 Sycamore Street, Suite 730  
Waterloo, IA 50703  
Phone: 319-234-4567  
Fax: 319-234-8228  
E-Mail: ajessen@silosandsmoke-  
stacks.org

Laurie Kerns  
Principal Financial Group  
201 Tower Park Drive  
Waterloo, IA 50702  
Phone: 319-235-5470  
Fax: 319-236-6871  
E-Mail:  
kerns.laurie@principal.com

Jeff Jiang  
UNI HPELS  
247 WRC  
Cedar Falls, IA 50614-0241  
Phone: 319-273-3066  
Fax:  
E-Mail: jeff.jiang@uni.edu

Joan Ketels  
UNI Continuing Education &  
Special Programs  
H15  
Cedar Falls, IA 50614  
Phone: 319-273-7210  
Fax: 319-273-2872  
E-Mail: joan.ketels@uni.edu



Linda Klinger  
R. J. McElroy Trust  
500 East 4th Street, Suite 318  
Waterloo, IA 50703  
Phone: 319-287-9102  
Fax: 319-287-9105  
E-Mail: mcelroy@cedarnet.org

Kent Klocke  
Decorah Parks & Recreation  
Board  
702 Decorah Avenue  
Decorah, IA 52101  
Phone: 319-382-8791  
Fax: 319-382-0438  
E-Mail:

Suellen Kolbet  
City of New Hampton  
112 East Spring Street  
New Hampton, IA 50659  
Phone: 515-394-5906  
Fax: 515-394-2070  
E-Mail: cityhall@ci.new-hamp-  
ton.ia.us

John Kurtt  
Waverly Parks & Recreation  
Department  
P.O. Box 616  
Waverly, IA 50677  
Phone: 319-352-4486  
Fax: 319-352-5772  
E-Mail: jkurt@forbin.com

Linda Langston  
The History Center  
615 1st Avenue, S.E.  
Cedar Rapids, IA 52401  
Phone: 319-362-1501  
Fax: 319-362-6790  
E-Mail: linda@historycenter.org

Leonard Larsen  
Ames Education Association  
1921 Ames High Drive  
Ames, IA 50014  
Phone: 515-239-3710 x299  
Fax: 515-239-3808  
E-Mail: llarsen@ames.k12.ia.us

Marilynn Larson  
Decorah Chamber of Commerce  
300 West Water Street  
Decorah, IA 52101  
Phone: 319-382-3990  
Fax: 319-382-5515  
E-Mail:  
decorah@salamander.com

Shaner Magalhass  
State Historical Society of Iowa  
600 East Locust Street  
Des Moines, IA 50319  
Phone: 515-281-6200  
Fax:  
E-Mail:  
smagalha@blue.weeg.uiowa.edu



Doug Magnuson  
UNI HPELS  
203 WRC  
Cedar Falls, IA 50614-0241  
Phone: 319-273-5857  
Fax: 319-273-5958  
E-Mail: doug.magnuson@uni.edu

Eldon Miller  
UNI HPELS  
2013 Terrace Drive  
Cedar Falls, IA 50613  
Phone: 319-277-1229  
Fax:  
E-Mail: eldon.miller@uni.edu

David McCalley  
Iowa Academy of Science  
UNI, Baker 175  
Cedar Falls, IA 50614-0508  
Phone: 319-273-2581  
Fax: 319-273-2807  
E-Mail: david.mccalley@uni.edu

Kathleen Moench  
Iowa Department of Natural  
Resources  
502 East 9th Street  
Des Moines, IA 50319  
Phone: 515-281-3013  
Fax: 515-281-6794  
E-Mail: kmoench@max.state.ia.us

Joseph McGil  
African-American Heritage  
Foundation  
P.O. Box 2756  
Cedar Rapids, IA 52406  
Phone: 319-298-9772  
Fax: 319-399-1805  
E-Mail: valjoe@aol.com

Lennis Moore  
Midwest Old Threshers  
405 East Threshers Road  
Mount Pleasant, IA 52641  
Phone: 319-385-8937  
Fax: 319-385-0563  
E-Mail: admin@oldthreshers.org

George McVicker  
IAHPERD  
1025 19th Street  
West Des Moines, IA 50265  
Phone: 515-225-1377  
Fax:  
E-Mail:

Michael Moran  
Iowa City Parks & Recreation  
Department  
220 South Gilbert Street  
Iowa City, IA 52240  
Phone: 319-356-5100  
Fax: 319-356-5487  
E-Mail: mike\_moran@iowa-city.org



Greg Nicoll  
Principal Financial Group  
201 Tower Park Drive  
Waterloo, IA 50702  
Phone: 319-235-5416  
Fax: 319-236-6871  
E-Mail:  
nicoll.greg@principal.com

C. J. Niles  
Carroll Chamber of Commerce  
223 West 5th Street  
Carroll, IA 51401  
Phone: 712-792-4383  
Fax: 712-792-4384  
E-Mail: cchamber@netins.net

Kathy Oakland  
UNI Office of Student Field  
Experiences  
SEC 515  
Cedar Falls, IA 50614-0613  
Phone: 319-273-2591  
Fax: 319-273-7298  
E-Mail: kathy.oakland@uni.edu

Patricia Ohlerking  
State Historical Society of Iowa  
600 East Locust Street  
Des Moines, IA 50319  
Phone: 515-281-8824  
Fax: 515-282-0502  
E-Mail: pohlerk@max.state.ia.us

Dave Olson  
Carroll County Conservation  
Board  
22811 Swan Lake Drive  
Carroll, IA 51401  
Phone: 712-792-4614  
Fax: 712-792-8078  
E-Mail: ccconsrve@netins.net

Robert Osterhaus  
State Representative  
216 Austin  
Maquoketa, IA 52060  
Phone: 319-652-5611  
Fax: 319-652-6242  
E-Mail:  
robert.osterhaus@legis.state.ia.us

Janet Ott  
Iowa DNR Parks, Recreation, &  
Preserves  
Wallace Building  
Des Moines, IA 50319  
Phone: 515-281-3449  
Fax: 515-281-6794  
E-Mail: jott@max.state.ia.us

John Page  
City of Cedar Falls  
215 East 15th Street  
Cedar Falls, IA 50613  
Phone: 319-268-5164  
Fax: 319-273-8610  
E-Mail:



Gary Phillips  
Iowa Lakes Community College  
300 South 18th Street  
Estherville, IA 51334  
Phone: 712-362-7978  
Fax: 712-362-8363  
E-Mail: gphillips@ilcc.cc.ia.us

Scott Raecker  
State Representative  
9011 Iltis Drive  
Urbandale, IA 50322  
Phone: 515-271-1911  
Fax: 515-271-1907  
E-Mail:

Shirley Phillips  
Sac County Economic & Tourism  
Development  
615 West Main Street  
Sac City, IA 50583  
Phone: 712-662-7383  
Fax: 712-662-7399  
E-Mail: setd@pionet.net

Jennifer Rasmussen  
Cedar Valley Chiropractic  
4614 University Avenue  
Cedar Falls, IA 50613  
Phone: 319-268-9009  
Fax: 319-268-1221  
E-Mail:

Gary Plummer  
Waterloo Chamber of Commerce  
P.O. Box 1587  
Waterloo, IA 50704-1587  
Phone: 319-233-8431  
Fax: 319-233-4580  
E-Mail:

Ruth Ratliff  
UNI Office of Advancement  
205 Commons  
Cedar Falls, IA 50614-0282  
Phone: 319-273-6078  
Fax: 319-273-3465  
E-Mail: ruth.ratliff@uni.edu

Ed Raber  
Washington Economic  
Development Group  
212 North Iowa Avenue  
Washington, IA 52353  
Phone: 319-653-3942  
Fax: 319-643-5805  
E-Mail: wedg@lisco.net

Kristi Ray  
Cedar Falls Chamber of  
Commerce  
10 Main Street  
Cedar Falls, IA 50613  
Phone: 319-266-3593  
Fax: 319-277-4325  
E-Mail: kray@cfu.net



Tab Ray  
Waverly Parks & Recreation  
Department  
P.O. Box 616  
Waverly, IA 50677  
Phone: 319-352-6263  
Fax: 319-352-5772  
E-Mail: tab@ci.waverly.ia.us

Tom Romanin  
UNI Office of Educational &  
Student Services  
103 SSC  
Cedar Falls, IA 50614-0382  
Phone: 319-273-2332  
Fax: 319-273-5832  
E-Mail: tom.romanin@uni.edu

Mary Rekemeyer  
Dyersville Industries, Inc.  
1100 16th Avenue Court, S.E.  
Dyersville, IA 52040  
Phone: 319-875-2311  
Fax: 319-875-8391  
E-Mail:  
mrekemeyer@dyersville.net

Dean Saunders  
Clay County Fair Board of  
Directors  
1110 Pleasant Lane  
Spencer, IA 51301  
Phone: 712-262-2980  
Fax:  
E-Mail:

Beverly Riess  
UNI Student Teacher Coordinator  
13851 Lakeview Drive  
Clive, IA 50325  
Phone: 515-223-8985  
Fax: 515-223-1834  
E-Mail: beverly.riess@uni.edu

LaVon Schiltz  
Nevada Economic Development  
Council  
1015 6th Street  
Nevada, IA 50201  
Phone: 515-382-6538  
Fax: 515-382-3803  
E-Mail:

Victoria Robinson  
UNI Department of Teaching  
634 Birdsall Drive  
Cedar Falls, IA 50613  
Phone: 319-266-7311  
Fax: 319-273-7298  
E-Mail:  
victoria.robinson@uni.edu

Danny Schlitter  
Waukon Chamber of Commerce  
101 West Main Street  
Waukon, IA 52172  
Phone: 319-568-4110  
Fax: 319-568-6990  
E-Mail: waukoncc@rconnect.com



Cammie Scully  
Waterloo Museum of Art  
225 Commercial Street  
Waterloo, IA 50701  
Phone: 319-291-4490  
Fax: 319-291-4270  
E-Mail:

Lori Smith  
IAHPERD  
3802 Briarwood Drive  
Cedar Falls, IA 50613  
Phone: 319-277-8133  
Fax:  
E-Mail: lori.smith@uni.edu

Mark Shearer  
State Senator  
315 East Jackson Street  
Washington, IA 52353  
Phone: 319-653-8181  
Fax:  
E-Mail:

Ed Stachovic  
City of Cedar Falls  
220 Clay Street  
Cedar Falls, IA 50613  
Phone: 319-268-5118  
Fax: 319-268-5126  
E-Mail: ed\_stachovic@ci.cedar-falls.ia.us

Mark Singsank  
Dyersville Area Chamber of  
Commerce  
1100 16th Avenue Court, S.E.  
Dyersville, IA 52040  
Phone: 319-875-2311  
Fax: 319-875-8391  
E-Mail: dacc@dyersville.net

Greg Stibal  
Union Planters Bank  
100 East Park Avenue  
Waterloo, IA 50703  
Phone: 319-291-5361  
Fax: 319-291-5192  
E-Mail:

Ken Smith  
CSC Consulting Group, Clive  
1636 N.W. 107th Street  
Clive, IA 50325  
Phone: 515-222-3160  
Fax: 515-225-1213  
E-Mail: ksmith52@csc.com

Allison Stringer  
UNI HPELS  
203 WRC  
Cedar Falls, IA 50614-0241  
Phone: 319-273-6346  
Fax: 319-273-5958  
E-Mail: stringer@uni.edu



Ward Stubbs  
Cedar Falls Parks & Recreation  
Department  
110 East 13th Street  
Cedar Falls, IA 50613  
Phone: 319-268-5526  
Fax: 319-273-8656  
E-Mail:

Cheryl Timion  
UNI Office of Student Field  
Experiences  
SEC 523  
Cedar Falls, IA 50614-0671  
Phone: 319-273-5876  
Fax: 319-273-7298  
E-Mail: cheryl.timion@uni.edu

Thomas Switzer  
UNI College of Education  
SEC 205  
Cedar Falls, IA 50614-0610  
Phone: 319-273-2717  
Fax: 319-273-2607  
E-Mail: thomas.switzer@uni.edu

Dale Todd  
City of Cedar Rapids  
50 2nd Avenue Bridge  
Cedar Rapids, IA 52401  
Phone: 319-286-5080  
Fax: 319-286-5134  
E-Mail: dalet@cedar-rapids.org

Roger Thomas  
State Representative  
17658 Domino Road  
Elkader, IA 52043  
Phone: 319-245-1084  
Fax:  
E-Mail:

Jerald Torgerson  
North Iowa Area Community  
College  
315 Lakeview Drive  
Mason City, IA 50401  
Phone: 515-424-5420  
Fax:  
E-Mail:

Jerome Thompson  
State Historical Society of Iowa  
600 East Locust Street  
Des Moines, IA 50319  
Phone: 515-281-4221  
Fax: 515-282-0502  
E-Mail:  
jthompson@max.state.ia.us

Donald Tripp  
Des Moines Park & Recreation  
3226 University Avenue  
Des Moines, IA 50311  
Phone: 515-237-1403  
Fax: 515-237-1407  
E-Mail:



Terry Trueblood  
Iowa City Parks & Recreation  
Department  
220 South Gilbert Street  
Iowa City, IA 52240  
Phone: 319-356-5110  
Fax: 319-356-5487  
E-Mail: [terry\\_trueblood@iowa-city.org](mailto:terry_trueblood@iowa-city.org)

Randy Uhl  
Winneshiek County Development  
Inc.  
P.O. Box 288  
Decorah, IA 52101  
Phone: 319-382-6061  
Fax: 319-382-5515  
E-Mail: [wcdi@salamander.com](mailto:wcdi@salamander.com)

Larry Vogl  
Cedar Graphics, Inc.  
311 Parsons Drive  
Hiawatha, IA 52233  
Phone: 319-393-3600 x142  
Fax: 319-393-3934  
E-Mail:  
[lvogl@cedargraphicsinc.com](mailto:lvogl@cedargraphicsinc.com)

Rob Wagner  
Cedar Rapids Recreation  
Department  
1131 5th Street, N.W.  
Cedar Rapids, IA 52405  
Phone: 319-286-5731  
Fax: 319-398-0435  
E-Mail:

Michele Walker  
Western Iowa Tourism Region  
502 East Coolbaugh Street  
Red Oak, IA 51566  
Phone: 712-623-4232  
Fax: 712-623-9814  
E-Mail: [witroffice@redoak.heartland.net](mailto:witroffice@redoak.heartland.net)

Marie Ware  
Mahaska Community Recreation  
Foundation  
P.O. Box 383  
Oskaloosa, IA 52577  
Phone: 515-672-1662  
Fax:  
E-Mail: [marie.ware@masco.com](mailto:marie.ware@masco.com)

Steven Westvold  
Iowa Department of  
Transportation  
800 Lincoln Way  
Ames, IA 50010  
Phone: 515-239-1255  
Fax: 515-239-1247  
E-Mail:

Joe Wilson  
UNI HPCLS  
203 WRC  
Cedar Falls, IA 50614-0241  
Phone: 319-273-2313  
Fax: 319-273-5958  
E-Mail: [joe.wilson@uni.edu](mailto:joe.wilson@uni.edu)



Bob Workman  
Marshalltown Parks & Recreation  
803 North 3rd Avenue  
Marshalltown, IA 50158  
Phone: 515-754-5715  
Fax: 515-754-5728  
E-Mail:

Lyle Zieman  
State Senator  
401 Wilson Street  
Postville, IA 52162  
Phone: 319-864-3909  
Fax:  
E-Mail:

Gregg Andrews  
Keokuk Area Chamber of  
Commerce  
329 Main Street  
Keokuk, IA 52632  
Phone: 319-524-5055  
Fax: 319-524-5016  
E-Mail:

John Baker  
IAHPERD, Des Moines  
4315 Franklin Street  
Des Moines, IA 50310  
Phone: 515-255-0956  
Fax:  
E-Mail:

Kirk Bauman  
IAHPERD, Cedar Rapids  
200 1st Avenue, N.E., #702  
Cedar Rapids, IA 52401  
Phone: 319-366-0705  
Fax:  
E-Mail:

Dennis Carlson  
Franklin County Conservation  
Board  
P.O. Box 164  
Hampton, IA 50441  
Phone: 515-456-4375  
Fax:  
E-Mail:

Bob Dvorsky  
State Senator  
412 6th Street  
Coralville, IA 52241  
Phone: 319-351-0988  
Fax: 319-625-2659  
E-Mail:

Rand Fisher  
Iowa Area Development Group  
2700 Westown Parkway, #425  
West Des Moines, IA 50266  
Phone: 515-223-4817  
Fax: 515-223-5719  
E-Mail: rfisher@iadg.com



Wendy Ford  
Iowa City/Coralville Convention  
& Visitors Bureau  
408 1st Avenue  
Coralville, IA 52241  
Phone: 319-337-6592  
Fax: 319-337-9953  
E-Mail: wford@icccvb.org

Jamie Lindell  
Principal Financial Group  
201 Tower Park Drive  
Waterloo, IA 50701  
Phone: 319-236-7024  
Fax: 319-236-6871  
E-Mail:  
lindell.jamie@principal.com

Tom Forkenbrock  
City of Edgewood  
P.O. Box 185  
Edgewood, IA 52042  
Phone: 319-928-7036  
Fax: 319-928-7036  
E-Mail: edgewood@mwc.net

Bonnie Mansfield  
Area Education Agency 13  
P.O. Box 309  
Malvern, IA 51551  
Phone: 712-624-8558  
Fax: 712-366-4215  
E-Mail:  
bmansfield@aea13.K12.ia.us

Marcus Haack  
School Administrators of Iowa  
P.O. Box 65578  
West Des Moines, IA 50265  
Phone: 515-224-3370  
Fax: 515-224-3372  
E-Mail: marcus@sai-iowa.org

Darrel Mills  
Iowa National Heritage  
Foundation  
1695 Cameo Road  
Nora Springs, IA 50458  
Phone: 515-749-2268  
Fax: 515-749-6009  
E-Mail: dmills@netins.net

Steve Husome  
Pepsi-Cola, Waterloo  
1424 Burton Avenue  
Waterloo, IA 50703  
Phone: 319-235-0315  
Fax: 319-274-0137  
E-Mail: SJHusome@PCGB.com

James Pierce  
City of Davenport  
226 West 4th Street  
Davenport, IA 52801  
Phone: 319-326-7763  
Fax: 319-326-7736  
E-Mail:

Gary Jones  
Truax & Jones  
323 West 2nd Street  
Cedar Falls, IA 50613  
Phone: 319-266-3556  
Fax: 319-266-2835  
E-Mail:



Peter Simer  
Engineered Products Co.  
P.O. Box 598  
Waterloo, IA 50704-0598  
Phone: 319-234-0231  
Fax: 319-234-8922  
E-Mail:

Candy Streed  
Silos & Smokestacks  
501 Sycamore Street, Suite 730  
Waterloo, IA 50703  
Phone: 319-234-4567  
Fax: 319-234-8228  
E-Mail: [cstreed@silosandsmoke-stacks.org](mailto:cstreed@silosandsmoke-stacks.org)

Jim Sullivan  
Alliant Energy  
200 1st Street, S.E.  
Cedar Rapids, IA 52406  
Phone: 319-398-4538  
Fax: 319-398-4567  
E-Mail: [jimsullivan@alliant-energy.com](mailto:jimsullivan@alliant-energy.com)

Tim Urban  
Governor's Strategic Council  
550 39th Street, Suite 301  
Des Moines, IA 50312  
Phone: 515-255-5151  
Fax: 515-255-0152  
E-Mail:



# Index

Adopt-A-Mile .....82  
 African-Americans .....101  
 aging .....2  
 Amana Colonies .....18, 82  
 America .....58, 59  
 American Arts & Crafts Movement .....19  
 American Pow Wows .....101  
 America's Agricultural Heritage Area .....79  
 Ames .....57  
 art .....19  
 assessment .....48  
 assets .....70  
 attitude .....47, 71  
  
 bike trails .....11  
 Bix Beiderbecke Festival .....19  
 Bruce more .....21  
 Burlington .....56  
  
 California .....19, 29, 55  
 Canada .....17  
 Carroll .....95, 102  
 CAT Fund .....12, 27  
 Cedar Falls .....19, 29, 90, 91  
 Cedar Falls/Waterloo .....95  
 Cedar Rapids .....18, 82, 90, 91, 100, 102  
 Cedar Rock .....20  
 Cedar Valley .....90  
 China .....8, 18  
 citizen involvement .....80  
 Civil War .....57  
 Clarinda .....19  
 Clark, S. ....57  
 Clear Lake .....19  
 Climbing Hill, Iowa .....74  
 Coe College .....100  
 Coggon, Iowa .....58  
 community assets .....70  
 community attractions .....99, 102  
 community life .....39  
 community livability .....31, 32, 42  
     rules for success .....75-78  
 Congress .....79  
 Consortium for Collaborative Projects .....82  
 cooperation .....80  
     regional .....87  
 coordination .....60, 80  
     value of .....64  
 Cornell .....100  
 Council Bluffs .....97, 100, 102  
 County Conservation Board .....66  
 county coordination .....73

Crompton, J. ....35  
 cultural diversity .....101  
 Danish Immigrant Museum .....18  
 De Soto National Wild Life Refuge .....18  
 Decorah .....61, 91  
 Democrats .....95  
 Department of Natural Resources .....20  
*Des Moines Register* .....30, 56  
 Des Moines .....21, 35, 59, 62, 96  
 destination .....16  
 DeWitt .....90  
 Diversity .....7, 101  
 Dustin, D. ....vi, 53, 102, 105, 108  
 Dutch .....18  
  
 economic development .....9  
 Edginton, C. R. .v, vi, 29, 42, 61, 80, 96, 105, 108  
 education/learning .....47, 50  
 Effigy Mounds .....18  
 Eiffel Tower .....54  
 Eldon .....19  
 Elk Horn .....18  
 Emmetsburg .....18  
 England .....32  
 enhancement of community attractiveness .35,  
     36, 44, 46, 47, 51, 82, 84, 85, 91  
 environment .....10, 98  
 environmental education .....99  
 environmental justice .....35  
 environmentally sensitive practices 35, 45, 46,  
     51, 82, 83, 84, 91  
 ethnically focused communities .....18  
 Eugene, Oregon .....29  
  
 facilities .....48  
 farmers .....11  
 festivals .....18  
*Field of Dreams* .....21, 55, 59  
 films .....21  
 Flack H. N. ....39  
 Florida .....55  
  
 Gable, D. ....9  
 Gartner, M. ....57  
 Gary, Indiana .....53  
 Germany .....32  
 GNP .....58  
 God .....8  
 golf courses .....20  
 Governor .....10, 15, 25, 27  
 Great River Road .....17  
 Great Wall .....54  
 Greeks .....57  
 Grinnell College .....58  
 Gulf of Mexico .....17



Halloween	40	McHarg, I.	39
Harrison, J.	55	Mediterranean climate	29
health care system	6	<i>Megatrends</i>	37
health care	6	Meskwaki Pow-Wow	18
Hemingway, J.	58, 59	Miami	59
Henderson, K.	58, 59	Miller, G.	19
Herbert Hoover	18	Minnesota	13
heritage management	35, 38, 44, 49, 50, 51, 82, 88, 89, 90, 91	Mississippi	17
Herzberg, F.	33	Mississippi River	17
Hill, H.	53, 71	Missouri	17
Hispanic	101	Missouri River	18
historic attractions	21	Montauk	21
Holly, B.	19	Morman Trail	20
Hotel Pattee	19	Motorloway Vintage Iowa Tours	60, 71
hunting	20	Mt. Pleasant	1, 61
		Mt. Vernon	100
Ida Grove, Iowa	54	Muscatine	57
Indianola	19	Music Man Square	19
infrastructure	50	music	19
Internet	23		
Iowa	1, 2, 3, 9, 10, 13, 14, 15, 16, 17, 18, 19, 20, 21, 24, 25, 29, 30, 34, 36, 40, 43, 53, 55, 56, 57, 58, 59, 78, 80, 81, 84, 90, 96, 102	Naisbitt, J.	37
Assets	17	National Conference on State Parks	35
Strengths	17	National Czech and Slovak Museum	18
Unique Attractions	18	National Trust for Historic Preservation	21
Iowa City	55	native grasses	11
Iowa Public Television	31	natural resources	20
		New York	1, 13, 55
Japan	8	Northeast Iowa	60
		Nova Scotia	29
Koob, R. D.	v, iv, xi, 104,		
Kwanzaa	101	Offenburger, C.	56
		Ontario	29
Lake Mills	56	opportunities for involvement of people	35, 27, 44, 48, 49, 51, 82, 87, 88, 91
land use planning	98	opportunities for leisure and culture	35, 36, 44, 47, 48, 51, 82, 85, 86, 87, 91, 100
Landess, N.	v, 14, 15, 61, 104, 107	Orange City	18, 91
leadership development	102	Orpheum Theater	102
leisure time	36		
Leopold, A.	35, 56	Palo Alto, California	29
Lewis & Clark Expedition	20	Paris	54
life satisfaction	32, 34	Pella	18, 90, 91
livability mix	42, 43	Pennsylvania	1
livability	1, 31, 37, 61, 94, 96	performing arts	19
livable communities	3, 8	Perry	19, 91
Loess Hills Alliance	26	pollution	99
Loess Hills	18, 25, 26	population decline	2
Los Angeles	13	population growth	2
		Port Charlotte, Florida	54
marketing	85, 87, 88, 90	Practical Farmers of Iowa	82
Maslow, H.	33	private sector	83, 89
Mason City	19, 91	private/non-profit	86
Master Gardeners	82	programs	46, 47, 48, 50
McDonald, D. L.	vi, 80	public	86
		public sector	83, 89



Quad Cities	19	teachers	3
quality education	3	technology transfer	32
quality of life	30	Texas	29, 41
RAGBRAI	71	Texas A & M University	35
Ray, R.	9	<i>The Bridges of Madison County</i>	21, 55
REAP	98, 99	<i>The Music Man</i>	53, 58, 59, 64
Recreation Summit	96	<i>The Straight Story</i>	21
Regents Institutions	100	Theory of Motivation	33
Renaissance Fair	100	Theory of Needs	33
Representative Ganske	26	TIME/CNN	36
Republicans	95	tourism	15, 21
resources	46, 47, 48	annual visits	22
River City	53	coordination	73
Rockwell Reuse Program	82	issues	24
Rogers, D. T.	32	marketing	26
Roosevelt, T.	34, 60	revenue	21
rural river corridor planning	64	slogan	28
		travel	24
		trends	23
safe communities	7	Trees Forever	97
Salisbury House	21, 62		
San Diego, California	13	U.S. Senior Open	25
San Francisco, California	19	unique attractions	18
SAT	55	United States	23, 29, 57
Schnepf, G. F.	vi, 59, 60, 106, 109	University of Arizona	40
Schreiber, A.	54	University of Iowa Hospital and Clinics	39
Sergeant Floyd	20	University of Iowa	58
Shennandoah	61	University of Northern Iowa	40, 96
Shoeless Joe Jackson	59	urban river corridor planning	68
Siegrist, B.	vi, 94, 106, 109		
Silicon Valley	29	values	58
Sintra, Portugal	38	Vesterheim Norwegian/American Museum	18
Sioux Center	61	Vilsack, C.	1
Sioux City	20, 77, 91, 102	Vilsack, T. J.	v, 1, 20, 61, 96, 96, 104, 107
social policy legislation	46, 48, 50	vision	94
sociability	32		
Southeast Asia	9	Waller, R.	55
St. Patrick's Day	18	Walnut	91
Stanford University	29	Warren County/Wallace Foundation	82, 90
State Conservation Commission	61	Wartburg	100
State of Iowa	1, 31, 40, 82, 84, 90, 94	Waterloo	91
State of the State	1	Wayne, J.	70
state parks	20	Willson, M.	19, 53
Steamboat Bertrand	18	Winter Dance Party	19
Stegener, W.	56	Wood, G.	19, 55
Story City Chamber of Commerce	57	World Heritage Site	38
Strategic Planning Council	31	Wright, F. L.	19, 20, 35
success stories	90		
Supreme Court	57	Yokosuka, Japan	36
Switzer, J. H.	vi, 42		
Switzer, T. J.	iv, xi, 104		
Taiwan	8		
Tama	18		



STATE LIBRARY OF IOWA



3 1723 02101 2125

**University of Northern Iowa**  
**WorldWideWisdom**  
*Everyday Excellence* <sup>TM</sup>