

---

---

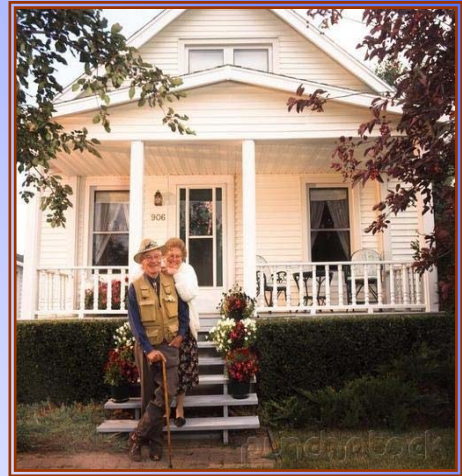
# RETIREE ATTRACTION AS ECONOMIC DEVELOPMENT



## *NORTH CAROLINA'S EASTERN REGION*

3802 Hwy 58 North  
Kinston, NC 28504

**March 2008**



Prepared by:



Eastern Carolina Council  
P. O. Box 1717  
New Bern, NC 28563-1717

---

---

---

# Retiree Attraction as an Economic Development Strategy

## Index

<b>I.</b>	Introduction.....	1
<b>II.</b>	Impacts of Retirees.....	6
<b>III.</b>	Marketing to Attract Retirees.....	11
<b>IV.</b>	Retirement & Recreation Communities....	14
<b>V.</b>	Retiree Certification Programs.....	16
<b>VI.</b>	Retiree Recruitment Strategies.....	19
<b>VII.</b>	Opinion Survey.....	25
<b>VIII.</b>	Conclusion.....	27
<b>IX.</b>	References.....	28
<b>X.</b>	Appendix .....	30

---

---

---

## I. Introduction

North Carolina's Eastern Region, one of seven North Carolina Economic Development Regional Partnerships, engaged the Eastern Carolina Council to evaluate the feasibility of establishing a Retiree Recruitment Initiative in Carteret, Craven, Jones, Onslow, and Pamlico Counties. The Eastern Carolina Council was asked to conduct a review of literature related to retiree recruitment and to conduct a survey of public and private sector leaders to gauge local support and understanding of retiree recruitment as an economic development strategy in the five counties. This report presents the results of both the literature search and the survey.

### Background

By looking around the United States, one sees that tourist and retiree destinations are growing and that manufacturing and agricultural based communities are not. As a result, many communities are taking a second look at retiree recruitment as an economic development strategy. Historically, retirees have been attracted to states like Florida, Arizona, and California, but the thinking was they contributed little to their new community's economic base and employment. Retirees, it was argued, require expensive healthcare and other services that place a tax burden on the young, while, at the same time, they vote against increased taxes for education and services for the young.

In an era when the United States has been losing manufacturing jobs to global markets, the financial status of older adults has been improving. Today's older adults have enjoyed the benefits of an expanding economy and are benefiting from investments in stocks and real estate. At the same time, Social Security, Medicare and private pensions are providing a foundation for the well-being of seniors.



Retiree recruitment programs most often target active older adults who are seeking natural and recreational amenities. These older adults who plan to move to a new location for retirement are generally more educated, have more financial resources, and are healthier than their counterparts who do not plan to move.

Retirees are an important economic resource for many communities and will become even more important with the aging of the baby boom generation. This bulge in the post World War II population curve and labor source for 30 years is approaching retirement with considerable wealth. These retirees will more than ever be amenity-seeking migrants who move from their working

---

---

location to a new location for retirement. Increasingly communities are developing plans and strategies to attract these migrating retirees to their communities.

Amenity-seeking retirees can have a positive economic impact on communities where they relocate. They have above average incomes, educations, and work experiences. Although only a small percentage of retirees move interstate, the number is growing and many are choosing locations outside the traditional areas of Florida, California and Arizona. Many rural locations have gained popularity because they offer mild climates, scenic beauty, less congestion, low crime rates, a lower cost of living, and a small town environment.

Most retiree income is generated from transfer payments, pensions, and other unearned income. These income streams produce high employment multipliers since they are spent on goods and services. In addition, since many of these income streams are fixed, they do not vary with economic conditions, creating a stabilizing effect on the local economy.



The potential benefits of a retiree-attraction strategy are several. Local markets are stimulated by retiree in-migration, especially: entertainment, transportation, healthcare, housing, banking, financial services, insurance, utilities, household goods, and food. Economic stimulation occurs with little strain on social services, the criminal justice system, or schools. In-migrant retirees can be an important social resource for communities. They tend to be more educated and skilled than local residents, and they tend to volunteer for civic activities. Local governments, nonprofit agencies, civic organizations, schools, and hospitals can all benefit from the in-migration of retirees.

Despite the appeal of retiree attraction as an economic development strategy, communities need to carefully evaluate the appropriateness of encouraging retiree in-migration. In order to maximize a retiree development strategy, communities must make judgments about their communities' ability to use this strategy, plan for the challenges it imposes, and integrate it into their vision for the future. Communities must determine if a retiree attraction strategy fits within their notion of a broader, sustainable development policy.



A number of economic, social, and governmental costs may confront localities when pursuing a retiree attraction policy. There is concern that such policies will cause a rise in the cost of living for locals, generate sprawl, and cause environmental degradation. Also, healthy, affluent, young retirees do age and can become the chronically diseased and physically disabled. Conflicts between locals and in-migrants or between supporters of economic development and real

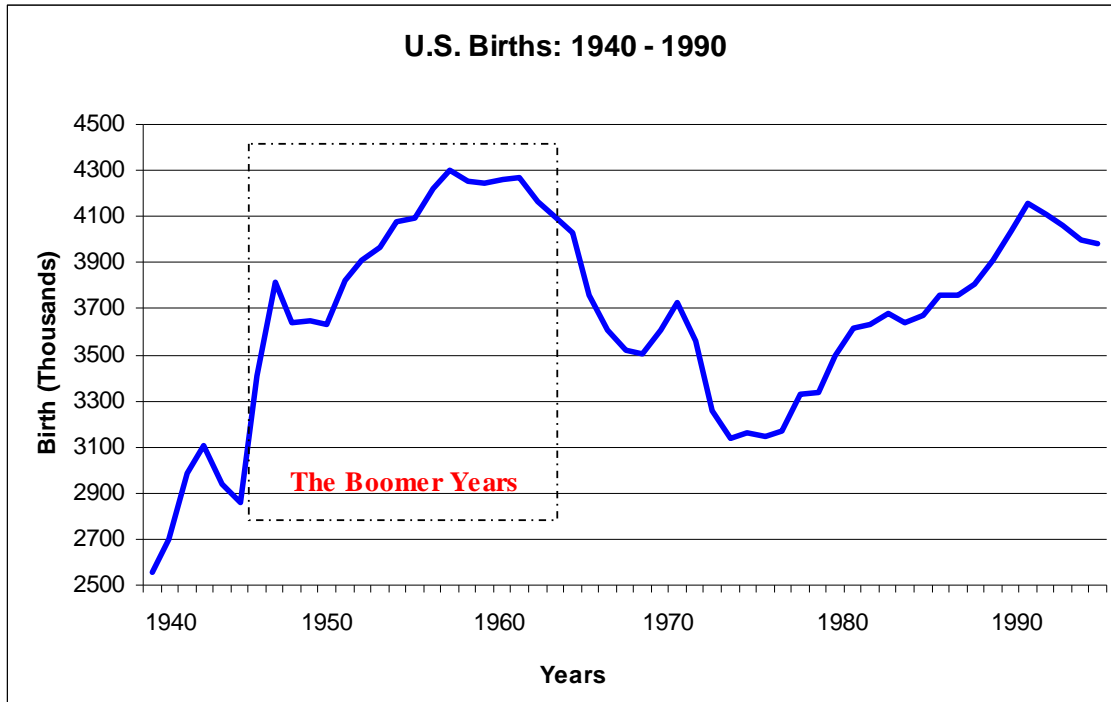
estate interests, on one side, and local conservationists and tax protesters, on the other, can create a community divide. Another source of political conflict may be the difference in expectations of government services between newcomers, used to urban services, and rural citizens with lower expectations.

### **The Baby Boom Generation**

Born between 1946 and 1964 the baby boom generation is creating an 18-year surge of retirees. The Pew Research Center reports that beginning in 2006 economists anticipate about 4 million people will retire each year. They project that at least 400,000 will move to another state each year, bringing on average \$320,000 to purchase a retirement home. According to *USA Today*, disposable incomes of baby boomers have been fueled by increasing home equities resulting from increasing property values, 401K funds, and inheritances. More than half of U.S. consumption can be attributed to this diverse group of highly educated individuals, who spend about \$2.3 trillion annually.

As the oldest of the 78 million members of the baby boom generation prepare to turn 62 in 2008, the competition for retiree dollars has the potential of transforming whole regions during the next 30 years.

There is no doubt that there was a population explosion in the years after World War II. The following chart shows the number of U.S. births from 1940 to 1994 in thousands. This data comes from the U.S. Department of Commerce, Bureau of Census and refers to U.S. births only.



One can easily see a “boom” in 1946, when births went from 2.8 to 3.4 million. Even though the end of the boom is not as clear, when births dropped below 4 million in 1964, the boom was declared over.

Trying to get a handle on the potential impact the baby boom generation is not easy. If as economists predict, 4 million boomers begin retiring each year, that’s 10,958 a day, 456 an hour, 7.1 a minute, or 1 every 8.5 seconds.

### Retiree Attraction as Economic Development

Traditionally, economic development has focused on the attraction and expansion of industrial and commercial businesses. In the course of normal operations, new and expanded businesses directly create new jobs for local workers and additional tax revenues for local governments. These new jobs and paychecks increase consumer spending, which increases demand for local goods and services. This increased demand, in turn, provides the stimulus for commercial businesses to expand, for the formation of new businesses, and for the creation of even more jobs. This cycle of attracting new jobs, which increases spending and demand for goods and services, which, in turn, creates even more jobs is referred to as the spending multiplier effect.

Many people do not connect retiree attraction with economic development because it does not fit the traditional economic development model. Nevertheless, attracting retirees has essentially the same ultimate effect on the local economy as attracting new businesses. The spending of relocating

---

---

retirees increases consumer spending and demand for local goods and services. This increased demand and spending, in turn, provides the stimulus for commercial business expansion, the formation of new businesses, and the creation of even more jobs, creating the same multiplier effect.

The comparative advantages between attracting retirees and businesses may be greater for retirees than for businesses. First, it is more expensive in terms of incentives to attract businesses than retirees. Secondly, retirees, especially affluent ones, generally have higher incomes than individuals newly employed in relocating industrial and commercial businesses, thereby, generating more tax benefits for the community.

From an economic development perspective, many communities have determined it advantageous to supplement traditional economic development strategies with retiree recruitment efforts. While no one is advocating an economic development strategy that ignores the traditional development efforts related to industrial recruitment, business retention, business expansion, small business development and entrepreneurship, adding a retiree recruitment strategy is seen by many as a good supplement to existing strategies.

---

---

## II. Impacts of Retirees

When retirees move, they bring money and assets from other places in the form of private pensions, Social Security payments, savings, and investments. This money is available to spend locally, similar to salaries paid by manufacturing employers. The money retirees bring with them costs the new community very little to generate – no incentives and no polluted air – and just like manufacturing salaries, the money creates new jobs.

Both industrial recruitment and retiree recruitment strategies are aimed at increasing the flow of money into a community or region. In the case of a manufacturing plant, workers add value by fabricating and/or assembling goods. The finished products are sold outside the community, which generates a flow of money into the community in the form of wages. In the case of in-migrant retirees, they bring money directly into the community in the form of pensions, Social Security, and investments.

### **Manufacturing Recruitment vs. Retiree Recruitment Strategies**

Studies have shown that in-migrant amenity seeking retirees are a better economic stimulant than manufacturing jobs. Most studies bring up the following points:

- Income is similar
- A third of new manufacturing jobs will be filled by people already living and working in the community
- 15% of the new jobs will be filled by people living outside the community
- Working people pay more taxes
- Working people save part of their income

The debate over the value of manufacturing jobs versus retirees brings up the following in favor of retirees:

- They come without incentives
- They have small infrastructure needs
- They stabilize and diversify the economy
- They are environmentally friendly
- They have low crime rates

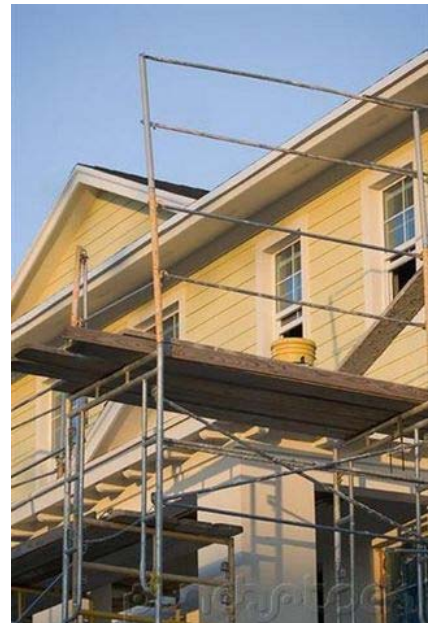
- 
- 
- They have little or no impact on the school system

The primary economic benefits of in-migrating retirees include the following:

- Assets – Retirees bring with them bank accounts, cars, boats, and recreational vehicles.
- Incomes – Social Security, Medicare payments, pensions, and dividends infuse money into local economy.
- Spending – Economic expansion is stimulated as retirees purchase real estate, construct new homes, make retail purchases and use healthcare services.
- Taxes – Relatively wealthy amenity seeking in-migrants expand the tax base.
- Employment – Retirees increase employment as businesses expand and form to provide services.
- Visitors – Retirees generate visitors to their new community.
- Economic Stability - Retirees bring economic stability by diversifying the economy and by bringing a secure payment stream from social security, pensions, and conservative investments

In-Migrating Retirees also create jobs in a variety of employment sectors.

- Real estate and home construction
- Recreation and entertainment
- Healthcare
- Insurance
- Financial services
- Commercial and retail establishments
- Travel services



---

---

An often overlooked advantage that retirees bring to their new communities is in the area of community development. In-migrating retirees bring the following:

- Volunteerism
- Skills - expertise, knowledge, career experiences, connections and social/ professional networks
- Charitable giving
- Economic Diversity

Along with the preceding list of potential positive retiree impacts is an equally important list of potentially negative impacts.

- Service sector expansion will create primarily low-paying jobs.
- Increased demand for housing will many times inflate prices and increase taxes.
- A general increase in demand for goods and services increases the overall cost of living, creating negative impacts on long-term residents.
- An increase in the number of retirees increases the demand on the local infrastructure, such as roads, water and sewer systems, parks, and other public facilities.
- New development and increases in population can negatively impact sensitive coastal ecosystems and other environmental attributes such as air quality, water quality, wildlife habitats, and the overall natural environment.
- Conventional development patterns and practices generate residential and commercial sprawl.



- A large influx of new retirees to small rural communities can potentially threaten local cultures and the community's way of life.
- As new retirees age they will potentially strain the local healthcare system.
- An aging population will increase the demand for public services such as transportation, safety, healthcare and senior centers.

- 
- 
- One substantial negative outcome of attracting newly retired in-migrants is related to end of life issues. Financial, medical, and long-term care can be very expensive for a large population of very old citizens. Because it is difficult to determine how many aging retirees will move back in with family or back to their location of origin, it is difficult to place a cost on this aspect of retiree recruitment.

### **Strategies to Maximize Retiree Benefits**

Retiree attraction advocates see only the monetary benefits of in-migrating retirees. Their message is: attract wealthy retirees and count the proceeds. Migrating retirees spend money, pay taxes, but don't ask for much in return. This rosy picture has several shortcomings.

- 1) It does not take in to account the cost of rising housing prices for long time residents.
- 2) It assumes that this young senior demographic will always have access to financial resources.
- 3) Young seniors do not stay young forever and as they age they will generate increased demand for local services.

This demographic evolution is natural. The challenge is not to stop it, but to prepare for it. Communities must take a long-term view of future infrastructure and amenity needs, as well as the economic implications of an aging population.

Many communities and regions are not getting the full benefit from in-migrating retirees. Too many communities attract retirees who remain isolated and often fail to become fully engaged in the community's civic and economic life. By failing to engage new retirees, communities are missing their real strength that comes from their knowledge, career experiences, connections, and networks. Communities and regions must stop simply viewing in-migrating retirees as economic engines that spend money and pay taxes. Instead, they must find ways to integrate these new residents into the community's economic and social fabric.

Such integration can take many forms. For example, the Service Corps of Retired Executives (SCORE) has a long record of mentoring small businesses. In addition, groups of retirees can form angel networks. By pooling resources they can provide a new local source of start-up capital. Retirees may also decide to start their own business and become entrepreneurs who can help strengthen local economies.

---

---

Communities must find strategies where both sides are enriched, one where retirees can enjoy a fulfilling life, with access to desired services and amenities, and where communities are enriched by the investment, knowledge and connections that retirees bring to the community.

### **Word of Caution**

Many of the impacts retirees have on communities are well researched and defined. On the other hand, the oldest baby boomers are now just beginning to retire and the actual impact may be very different than current predictions. For example, the wave of baby boomers hitting retirement age threatens to create such a void in the workforce that states are developing policies and programs that will keep Americans working. People are now saying that they want to and need to continue working, which will change many predictions of the timing and the impact of payments from Social Security. The aging of America may turn out to be something very different from today's predictions.

---

---

### III. Marketing to Attract Retirees

Many potential retirement destinations are already established tourist areas with substantial marketing budgets. Recognizing that tourists are beneficial to their economies, communities consider it a good investment to spend marketing dollars on attracting tourists. However, they do not feel as strongly about marketing and investing in retiree attraction. The distinction between retirees and tourists is based on the impression that retirees impose costs on local governments that far exceed those imposed by tourists.



While it is true that both tourists and retirees pay sales and gasoline taxes, retirees will also pay applicable income and property taxes. Because retirees spend more and pay more taxes than tourists, the direct tax revenues generated by retirees are greater than tourists. However, retirees also require services and generate other costs. To make the comparison fair, tourist versus

retiree cost-benefit considerations must be calculated on the basis of their net contribution or cost to the community. As communities make individual cost-benefit analyses, many are finding out that, if tourists are a good investment, retirees are an even better investment.

When communities determine that retiree attraction is an economic development strategy they want to pursue, the next question someone will ask is "Do retirees pay their way?" In most communities, considered retirement destinations, the answer is on average yes. Almost all cost benefit studies of retirees find that on average retirees pay more taxes than their younger counterparts, and that these additional taxes cover any additional costs associated with public funding of services.

The second question then becomes "Should communities actively market themselves to attract retirees?" Because communities cannot deny residency or medical services to retirees with few financial resources, the most effective strategy is to recruit affluent retirees to offset the financial costs associated with less affluent retirees. The additional taxes paid by affluent retirees will ensure that, on average, retirees pay their way. Some communities are embracing the economic development strategy of recruiting affluent retirees to not only energize the local economy but to insure that retirees on a whole do not become a burden to other taxpayers.

When marketing to retirees it is important to understand why they migrate, how they decide on a place and what they want.

---

---

The primary factors pushing new retirees to relocate from their current location include:

- Cold climate
- Crime
- Traffic congestion
- Few ties to place of origin



While conditions in their current location may be pushing retirees to migrate, other factors are pulling them to new locations.

These include:

- Mild climate
- Scenic beauty
- Cost of living
- Recreational opportunities

Retirees are most likely to choose a new place of residence because:

- They came first as a visitor,
- They heard good things about a location from a friend,
- They have family ties in the region.

By knowing what retirees are looking for in a retirement location can help communities interested in retiree recruitment evaluate their assets, target community development projects and help shape advertising campaigns. The list of what retirees want in a retirement location most often include:

- Climate – 4 mild seasons
- Recreation, shopping, restaurants
- Low cost of living
- Scenic beauty
- Good medical services



- 
- 
- Quality and available housing at reasonable prices
  - Cultural, social, spiritual opportunities
  - Continuing education and jobs
  - Senior friendly communities, safe quiet neighborhoods
  - Transportation options

Marketing a community to potential amenity-seeking retirees can be a costly proposition. Therefore, many retiree recruitment advertising campaigns are conducted at the state level by states that have retiree recruitment as an economic development strategy. In many cases, these states have also developed a certified retirement community program (see Chapter V). Advertising to potential retirees is also cost effective on a regional basis or for large upscale retirement and recreation communities.

---

---

## IV. Retirement and Recreation Communities

In-migrating retirees may move into vacant housing, build new homes in existing residential neighborhoods, or be attracted to planned residential developments. A planned residential development that targets and attracts both retirees and recreation minded individuals is referred to as a retirement and recreation community. Retirement and recreation communities are also referred to as active adult communities and, if age restricted, are referred to as active 55+ adult communities. These communities provide permanent and temporary residents with a resort setting. They target retirees, but also attract families for vacations, second homes, and permanent residences.

The majority of retirement and recreation communities are located in the rural South. Most of the residents are retirees who migrated from urban areas in the North and are attracted by a milder climate, less expensive housing, lower taxes, less congestion, and natural features such as lakes, coastlines and mountains. The typical permanent or temporary resident is well educated, healthy, retired and financially secure.



Retirement and recreation communities generate new economic activity through construction of homes and infrastructure, lot and home sales, operation and maintenance, administration, and spending by residents and visitors. Local governments experience revenues from property and/or sales taxes and expenses from costs related to infrastructure and services. Therefore,

evaluations of the pros and cons of a retirement and recreation community as an economic development strategy must consider both economic impacts (income and employment) and fiscal impacts (local government revenues and expenditures). Since the size of the economic and fiscal impacts is site-specific, assessments of individual projects must be made on a case by case basis. In addition to economic and fiscal impacts, local governments may want to evaluate the social, political and environmental impacts to the community.



Economic impacts of retirement and recreation communities can be calculated by measuring the flow of payments for goods and services through the local economy. Fiscal impacts can be calculated by measuring the flow of sales and property taxes to local governments and the flow of local services that are provided to residents. The flow of payments for goods and services,

---

---

both public and private, generate income and employment for the region's residents.

The economic and fiscal impacts of a retirement and recreation community depend in large part on the amount of spending and taxes captured by the region. Spending and taxes captured by other regions should not be ignored, but they do not contribute to income and employment levels in the local economy or to the collection of taxes and the provision of local services.

Much of the literature on in-migrating retirees is focused on employment opportunities and the number and quality of newly created jobs. Many community development practitioners and government officials suggest that most jobs are lower paying retail and service sector jobs, when in reality retirement and recreation communities generate a wide range of employment opportunities.

Because of their limited economic base, the challenge facing many rural regions is their inability to capture the benefits of increased spending. Also, their ability to attract new businesses is a major factor in the economic and fiscal impact analysis.

Similarly, much of the literature on in-migrating retirees focuses on the negative impacts. The most common include increased government costs for infrastructure, utilities, and decreased revenues for schools. Infrastructure and utility costs depend on the availability of existing capacity. Because some regions have unused capacity, new customers can actually reduce costs for existing customers. Some studies have argued that in-migrating retirees might vote against funding for education and roads, which can be a threat to existing residents because retirees tend to be more politically active. However, in-migrating retirees more often than not increase the overall tax base, and often are supporters of increased spending for schools. In addition, in-migrating retirees often perform volunteer duties that improve the level of health and education.

---

---

## V. Retiree Certification Programs



### Certified Retirement Communities

Several states have created Certified Retirement Community Programs. The primary purpose of these programs is to encourage economic development. Because the economic benefits to the places where retirees end up are substantial, the prospect of 78 million baby boomers nearing retirement has caught the attention of many states and communities. States not only want to encourage new residents to retire in their communities, but they also want to keep existing residents from moving away. Numerous studies estimate the impact of a retiree household at well above that of a new factory job.

A typical Certified Retirement Community program aims to recognize places that are premier locations for retirees, usually persons 55 and older. Local communities selected for certification receive inclusion in state-level marketing efforts, technical assistance, networking opportunities and grant funding to support the certification program. Programs typically require communities to attend training seminars, complete an in-depth assessment, and make improvements to increase their senior friendly attributes. For example, to qualify as a Certified Retirement City in Mississippi's program, each town must complete a three-month intensive screening process conducted by Hometown Mississippi Retirement, the state's official retiree attraction program. Each city is evaluated on criteria important to retirees.

Certified retirement community programs strive to inform prospective retirees of the benefits of living in a particular community. A typical list of attributes might include:

- State and local tax structure
- Housing opportunities and cost
- Climate
- Personal safety
- Working opportunities
- Health care services

- 
- 
- Transportation
  - Continuing education
  - Leisure living
  - Recreation
  - Performing arts
  - Festivals and events
  - Sports at all levels



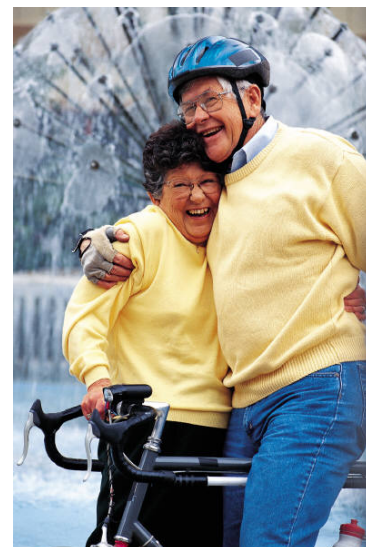
### **Senior Friendly Community Certification Programs**

A senior friendly community is one that has affordable and appropriate housing, supportive community features and services, and adequate mobility options, which together facilitate personal independence and engage residents in civic and social life.

Senior friendly community programs are similar in many ways to Certified Retirement Community efforts with the difference that they are aimed at making the community a good place for seniors to live and not to attract additional seniors. The process of becoming a senior friendly community almost always entails signing up with a state or nonprofit program, completing a community assessment, setting goals to improve senior friendly attributes, and an implementation phase that leads to a senior friendly certification or designation. Many programs charge a fee and require annual check-ups to maintain the senior friendly designation.

The senior friendly assessment process is the core of most programs and includes a comprehensive assessment of the following:

- Walkability and Bikeability
- Supportive Community Systems
- Access to Healthcare
- Safety and Security
- Housing: Availability and Affordability
- Housing: Modification and Maintenance
- Public Transportation



- 
- 
- Commerce
  - Enrichment
  - Inclusion
  - Assessment tools are available from a variety of organizations, such as AARP and individual state programs.



### **Senior Friendly Business Certification Programs**

In the United States, older adults control half of all discretionary income. Many forward thinking businesses recognize the need to become senior friendly and to better serve this important customer segment. Senior friendly certification programs are designed to help businesses attract this valuable consumer base. Certification programs normally use trained older adults to anonymously evaluate businesses from the perspective of the older consumer. They provide feedback and training information based on an assessment of the businesses physical layout, customer service and accessibility.

Benefits to the businesses include:

- Increases the bottom line
- Improves customer service
- Provides a competitive advantage
- Establishes a reputation for valuing older customers



---

---

## VI. Retiree Recruitment Strategies

Once a community has decided it wants to attract amenity seeking retirees as part of its economic development program, it is important to develop a recruitment strategy and undertake an assessment of local assets and liabilities. In Chapter III of this report, communities can begin developing a strategy by evaluating how they rate on factors that motivate retirees to move, how they pick a location and what they are looking for in making a move. Also, in Chapter V of this report, is a list of community attributes used to evaluate and certify communities for inclusion in state certification programs and can serve as a starting point for developing a retiree recruitment strategy. This same chapter lists senior friendly attributes that can be used to market the community to potential retirees. Finally, since many retirees pick a location because they previously vacationed in the area, it is helpful to evaluate the local tourism plan and feedback received from recent visitors and tourism professionals.



Developing a retiree attraction strategy must complement other community and economic development plans commissioned over the years. These may include a comprehensive plan, an urban design plan or a strategic plan for community and economic development. Most importantly, it must support the overall vision of the community for its future.

Once a community has completed an assessment of its retiree recruitment potential and how it fits in with other plans, it can begin building on its strengths and improving upon its weaknesses. For example, if a community already has a strong tourism industry but lacks a full range housing choices for incoming retirees, the strategy may be to market the community to visiting tourists while working with developers to improve the housing inventory to meet the needs of current and future retirees. Again, by assessing a community's inventory of desirable retiree attributes and senior friendly features, a retiree recruitment strategy can be developed that markets the community's strengths while addressing weaknesses.

When it comes to marketing the community, it is important to not forget the obvious. Community leaders accustomed to mild climates, scenic beauty of rivers, bays, and marshes, and an array of natural recreational opportunities may see these attributes as obvious and place little emphasis on them in marketing the community.



---

---

Also, it is important to leverage marketing funds by collaborating and coordinating marketing efforts with other tourism groups. Coordination of branding and marketing efforts reduces marketing costs while increasing its effectiveness. Since natural amenities such as mountains and seashores are usually regional in nature, there is ample opportunity to develop regional marketing campaigns aimed at specific markets. Additionally, by enrolling in a state-wide or regional certified retirement community program, a community can usually receive additional exposure from the state's marketing efforts.

Similar to industrial recruitment, retiree recruitment can be an effective economic development tool, but it must complement the community's vision of the future and it must meet the expectations of both the community and incoming retirees.

While an industrial recruitment strategy may focus on a certified industrial park, a speculative shell building, water and sewer capacity, and training facilities, a retiree recruitment strategy will focus on safe neighborhoods, a continuum of appropriate housing, medical services, and cultural and social opportunities. There isn't much a community can do to change its climate and natural environment, but every community can develop a range of strategic assets that appeal to amenity seeking retirees.

### **Preparing Communities for an Aging Population**

The best strategy for effectively recruiting retirees is to be a forward looking community that is prepared to meet the needs of older adults. Communities are made up of citizens who are governed and led by elected officials. Because meeting the needs of an aging population is a community effort and not just that of government, it is important that the following discussion be viewed as a community-wide endeavor.

To help cities and counties meet the needs of their aging populations, five national organizations joined together to identify ways to prepare for the aging of the population. Known as The Maturing of America – Getting Communities on Track for an Aging Population, the project is being led by the National Association of Area Agencies on Aging, in partnership with the International City/County management Association, National Association of Counties, National League of Cities and Partners for Livable Communities. The initiative is funded by a grant from the MetLife Foundation.



---

---

In the project's first phase, Maturing of America partners surveyed 10,000 local governments to determine their readiness for the aging population, to determine their senior friendly attributes, and to evaluate their ability to harness the talent, wisdom and experience of older adults to contribute to the community at large. The survey results show that although many communities have some programs to address the needs of older adults, few have undertaken a comprehensive assessment to make their communities senior friendly or livable for all ages.

Findings indicate that local governments generally offer basic health and nutrition programs, but do not have the policies, programs or services in place to promote the quality of life and the ability of older adults to live independently and contribute to their communities for as long as possible. These services might include job retraining, flextime and other job accommodations; home help services, home modification and senior friendly housing options, tax relief, roadway redesign or public transportation assistance as well as volunteer opportunities targeted to older adults. The entire report is available at [http://www.aginginplaceinitiative.org/storage/aipi/documents/maturing\\_of\\_america\\_reformatted\\_for\\_printing.pdf](http://www.aginginplaceinitiative.org/storage/aipi/documents/maturing_of_america_reformatted_for_printing.pdf)

Findings and recommendations from the Maturing of America survey include:

**Health** – Access to affordable healthcare and preventive services is a growing concern among older adults who have a greater risk of suffering from acute and chronic diseases.

*Recommendation* – Communities should play a major role in ensuring access to a range of needed preventive healthcare services for older adults.

**Nutrition** - An estimated 4 million older adults in the United States suffer from food insecurity or the inability to afford, prepare or gain access to food.

*Recommendation* – Communities should support a range of healthy home-delivered and congregate meals, as well as educational and purchasing assistance programs to ensure that at-risk older adults have access to adequate nutrition.



**Exercise** – Too few older adults get sufficient daily exercise, despite research showing that exercise can greatly increase overall muscle strength, bone density, ability and general function.

---

---

*Recommendation* – Communities should provide a range of fitness programs to assist older adults to safely and effectively exercise to improve their overall health and well-being. Additionally, communities can ensure that their parks and recreational facilities include walking trails, benches and fitness facilities that accommodate and attract older citizens.

**Transportation** – Reduced mobility can put an older person at higher risk of poor health, isolation and loneliness. Like the majority of American adults, older Americans rely on private automobiles to meet their mobility needs. However, the physical limitations that come with age may overtime restrict or eliminate an older person’s ability to drive. Many older adults who cannot drive can still live independently if they have access to available, adequate, affordable and accessible public transportation.

*Recommendation* – Communities should offer driving assessment and training to help older adults remain on the road as safely as possible for as long as possible. Communities should also consider improvements to roadway design such as large print road signs, grooved lane dividers, dedicated left turn lanes and extended walk times at pedestrian crosswalks to accommodate older drivers and pedestrians. Additionally, local governments should assess their existing public transportation systems to see if they address the needs of an aging population.

**Public Safety/ Emergency Services** – Older adults often feel especially vulnerable to disasters or other emergencies, falls and injuries, and crime and victimization. An estimated half-million persons age 60 and older are abused, neglected or exploited in their domestic settings. Additionally older adults who suffer from Alzheimer’s disease and other forms of dementia are at risk for wandering and getting lost.

*Recommendation* – Communities should ensure that public safety personnel and first responders are trained to deal with the specialized needs of older adults and that these needs are specifically addressed in community disaster plans. They also need to investigate and consider adapting new technologies designed to ensure the safety and well-being of older adults.



**Housing** – Studies have shown that older adults overwhelmingly prefer to age in their existing homes and communities, but may need to modify their existing home or move to another residence that is more accessible, more affordable or more appropriate in size to accommodate their changing needs.

*Recommendation* – Communities should play a critical role in promoting the development of home modification programs that assist older citizens to adapt their existing homes to meet their needs. Additionally, communities should assess their land use plans, zoning ordinances and building codes to

---

---

promote the development of a range of housing options that meet the needs of an aging population. These should be as close as possible to transportation links and/or walkable distances from daily needs like medical services or shopping.

**Taxation and Finance** – As older adults retire and face living on reduced and fixed incomes, their ability to pay taxes, especially property taxes, may become limited. Escalating real estate prices raise property tax assessments. These increases, on top of rising fees for water, sewer and garbage collection, can place serious financial strains on many older citizens' ability to age in place.

*Recommendation* – Communities should assist older citizens by providing tax assistance and relief to those most in financial need. Additionally, communities should offer education and training for older adults about how to protect themselves against financial fraud and predatory lending.



**Workforce Development** – Many older adults are remaining in the workforce and their numbers are expected to rise in the future. Factors that will make it more likely that older adults will continue to work include the increase in the Social Security retirement age, the elimination or reduction of employer pension plans, fluctuations in the stock market, and elimination of employer-provided retiree health coverage. The rise in the number of older workers will require communities to provide special job training or retraining, modified work schedules and other job accommodations.

*Recommendation* - Communities should develop or partner with others who offer job training and retraining programs and lifelong learning opportunities that assist older adults to remain in the workforce. Additionally, communities should promote employment options, such as part-time and flex-time work options, to attract and retain an aging workforce.

**Civic Engagement/ Volunteer Opportunities** – As older adults either retire or move to part-time employment, studies have shown that they hope to have more time to give back to their communities or become involved in meaningful and purposeful activities. The increase in the number of older adults can be a good thing for communities that need assistance in carrying out programs and services.

---

---

*Recommendation* – Communities should create and expand opportunities for the effective and purposeful participation of older citizens on community boards and commissions as well as to create and expand meaningful volunteer opportunities in local government and non-profit organizations.

**Aging/ Human Services** – As people age they may need a range of supportive services to assist them in aging successfully in their homes and communities for as long as possible. However, currently older adults and their caregivers must navigate a maze of fragmented systems in order to access services.

*Recommendation* – Communities should promote the development of a single point of entry for information and access to all aging services. Additionally, communities should increase their support for a continuum of supportive services that older adults need to live independently at home and in the community.

**Policies/ Guidelines** – Land use and other planning processes can significantly impact the ability of an older adult to age successfully in their home and community.

*Recommendation* – Communities need to broadly re-examine existing planning policies to reflect the needs of an aging population and to develop strategies to engage older adults to be actively engaged in these processes.

---

---

## VII. Opinion Survey

The opinion survey seeks to gauge the understanding of government and business leaders in Carteret, Craven, Jones, Onslow and Pamlico Counties regarding the economic and social impacts of a retiree recruitment strategy, and, given that understanding, to measure the desirability of implementing a regional retiree recruitment strategy.

The opinion survey was distributed both electronically and by USPS to 212 individuals, including county commissioners and managers, town mayors and managers, economic development committees of 100, and chamber of commerce members where the response rate was insufficient. 127 surveys were complete and returned for a response rate of 60%.

The overall results for the Retiree Attraction Opinion Survey are located in the Appendix of this report. Individual County results are not part of this report but can be obtained by contacting Larry Moolenaar at [lmoolenaar@eccog.org](mailto:lmoolenaar@eccog.org).

When asked to rank 5 economic development strategies as very effective or not effective, respondents ranked the following: (1) small business development and entrepreneurship, (2) tourism development, and (3) business retention and expansion as the most effective. Industrial recruitment and retiree recruitment were seen as somewhat effective, with retiree recruitment as least effective of the five strategies. Pamlico County respondents have the strongest negative opinion and ranked retiree recruitment as not effective.

At a ratio of 4:1, survey participants rated the economic value of one new manufacturing job above that of one new retiree.

Of the potential positive impacts of a retiree recruitment strategy, respondents feel that local tax base increases and area skill level increases are potentially the most positive and that employment increases are potentially the least positive.

Of the potential negative impacts of a retiree recruitment strategy, respondents feel that stains on the local healthcare system are potentially the most negative and that degradation of the natural environment are potentially the least negative.

Respondents feel strongly that new retirees will not strain the criminal justice system and that they do not negatively impact long-time local residents. They are generally split on whether or not retirees reduce support for spending on public schools and whether or not retirees create low-paying service economy jobs.

---

---

Except for Jones County respondents, survey participants agree that spending to attract retirees subsidizes developers. All survey participants agree that migrating retirees change the nature of a community. They do not feel that retirees are a drain on the local economy or that they have below average incomes. Overall respondents feel that retirees pay their way.

Carteret, Craven, Jones and Onslow County participants feel that recruitment of a large-scale planned retirement community, i.e. a Del Webb "Sun City" or "The Villages," is a good economic development strategy.

Almost 2:1, respondents agree that the economic benefits of a retiree recruitment strategy outweigh the economic costs, and, except for Pamlico County, survey participants indicated that retiree recruitment is a good strategy for achieving economic diversity.

Carteret, Craven, Onslow and Pamlico County respondents indicated that tourism is currently an important economic development strategy in their communities.

When it comes to ranking the availability of local amenities for retirees: safe quiet neighborhoods, a low cost of living and good medical care are at the top of the list. Shopping opportunities and cultural activities are seen as needing improvement.

Except for Onslow County, respondents do not favor local government spending for economic development activities that attract retirees. Of those respondents favoring government spending (41.3%), 57.3% support additional staffing for a retiree recruitment initiative. Respondents feel that government's role is most appropriate in providing recreational opportunities (61.5%) and transportation services (49.2%) and that tax credits and deductions for retirees are less appropriate (21.3%).

Overall, respondents support retiree recruitment as an effective and desirable economic development strategy for their community.

---

---

## VIII. Conclusion

Traditional economic development strategies have served communities well over the years. Industrial recruitment, business retention, business expansion, entrepreneurship, small business development, and tourism programs have provided the basis for most economic development strategies. Because many economic developers and community leaders value new manufacturing jobs above that of relocating retirees, many communities have not pursued the economic development strategy of retiree recruitment. When asked as part of a survey for this report, which has more economic value for a community, one new manufacturing job or one new retiree, respondents answered overwhelmingly in favor of the manufacturing job.

As with most all economic development strategies, in-migrating retirees bring both positive and negative impacts. Both the research and opinion survey conducted for this report indicate that the positive impacts of in-migrating retirees out weigh the negative impacts. Additionally, communities can improve the cost benefit impact of in-migrating retirees by targeting wealthier retirees in their recruitment efforts and by engaging new retirees once they move into the community.

At the same time that globalization has forced many labor-intensive manufacturing operations overseas; the baby boomer generation is beginning to retire. This population segment, born between 1946 and 1964, has amassed considerable wealth and assets, is 78 million strong, and represents an economic development opportunity for many communities. Whether it is to diversify the local economy or to increase the tax base, the positive impacts of a retiree recruitment strategy are many in the early years. The unknown and the thing that concerns most skeptics are the later years, when retirees may become more dependent on public services and require increased healthcare.

Despite the appeal of retiree attraction as an economic development strategy, communities need to carefully evaluate the appropriateness of encouraging retiree in-migration. In order to maximize a retiree development strategy, communities must make judgments about their communities' ability to use this strategy, plan for the challenges it imposes, and integrate it into their vision for the future. Communities must determine if a retiree attraction strategy fits within their notion of a broader, sustainable development policy.

A retiree recruitment strategy must complement existing economic development efforts and strategies. The best strategy for effectively recruiting retirees is to be a forward looking community that recognizes the potential economic benefits and that is prepared to meet the needs of older adults in the long term.

---

---

## IX. References

- Bennett, D.G. (1996). Implications of Retirement Development in High-Amenity Nonmetropolitan Coastal Areas. *Journal of Applied Gerontology* 15: 345-60.
- Conway, K.S. and A.J. Houtenville (2001). Elderly Migration and State Fiscal Policy: Evidence From the 1990 Census Migration Flows. *National Tax Journal* 54: 103-123.
- Conway, K.S. and A.J. Houtenville (2003). Out With the Old: In With the Old: A Closer Look at Younger Versus Older Elderly Migration. *Social Science Quarterly* 84: 309-328.
- Fagan, M. and C.F. Longino, Jr. (1993). Migrating Retirees: A Source for Economic Development. *Economic Development Quarterly* 7: 98-106.
- Glasgow, N. (1990). Attracting Retirees as a Community Development Option. *Journal of Community Development Society* 21: 102-114.
- Golant, S.M. (2002) Deciding Where to live: The Emerging Residential Settlement Patterns of Retired Americans. *Generations* 26: 66-72.
- Guterbock, T.M., and Fries, J.C. (1997). *Maintaining America's Social Fabric*, AARP Survey of Civic Involvement, Washington, DC.
- Haas, W.H., III, and W.J. Serow (1993). Amenity Retirement Process: A model and Preliminary Evidence. *The Gerontologist* 33: 212-220.
- Haas, W.H., and W.M. Serow (2002). The Baby Boom, Amenity Retirement Migration, and Retirement Communities: Will the Golden Age of Retirement Continue? *Research on Aging* 24: 150-164.
- Kochera, A., Straight, A., and Guterbock, T. (2005). *Beyond 50.05 A Report to the Nation on Livable Communities: Creating Environments for Successful Aging*, AARP Research Report, Washington, DC.
- Longino, C.F., Jr., and W.H. Crown (1990). Retirement Migration and Interstate Income Transfers. *The Gerontologist* 30: 784-789.
- Newhouse, M., and Goggin, J. (2004). *Life Planning for the 3<sup>rd</sup> Age*, Civic Ventures, San Fransisco, [www.civicventures.org/80.html](http://www.civicventures.org/80.html).
- Prisuta, R. (2004). Enhancing Volunteerism among Aging Boomers. *Reinventing Aging: Baby Boomers and Civic Engagement*, Harvard School of Public Health, Boston: 47-89.

---

---

Reeder, R.J. (1998). *Retiree-Attraction Policies for Rural Development*. Agriculture Information Bulletin No. 741. U.S. Department of Agriculture, Economic Research Service, Washington, DC.

Reeder, R.J. and N. Glasgow (1990). Nonmetro Retirement Counties' Strengths and Weaknesses. *Rural Development Perspective* 6: 12-17.

Ritter, A., Straight, A., and Evans, E., (2002). *Understanding Senior Transportation: Report and Analysis of a Survey of Consumers Age 50+*, AARP Public Policy Institute, Washington DC.

Rowe, J.W. and Kahn, R.L. (1998) *Successful Aging*. Random House, New York.

Seigel, P.B., and Leuthold, F.O. (1993). Economic and Fiscal Impacts of a Retirement/ Recreation Community: A Study of Tellico Village, Tennessee. *Journal of Agriculture and Applied Economics* 25: 134-147.

Serow, W.J. (2001). Retiree Migration Counties in the Southeastern United States: Geographic, Demographic, and Economic Correlates. *The Gerontologist* 41: 220-227.

Skelley, D.B. (2004). Retiree Attraction Policies: Challenges for Local Governance in Rural Regions. *Public Administration and Management: An Interactive Journal* 9: 212-223.

Stallmann, J.I. and P.B. Siegel (1995). Attracting Retirees as an Economic Development Strategy: Looking into the Future. *Economic Development Quarterly* 9: 372-382.

Stallmann, J.I., S.C. Deller, and M. Shields (1999). The Economic and Fiscal Impact of Aging Retirees on a Small Rural Region. *The Gerontologist* 39: 599-610.

Warren, T. (2004). *An Evaluation of Thomasville, Georgia as a Retirement Destination*. Thomas, Warren + Associates, Phoenix, AZ.



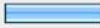


Warren, T. (2006). *Marketing Carteret County to Retirees*. A Power Point Presentation. Thomas, Warren + Associates, Phoenix, AZ.  
[http://www.carteretedc.com/assets/files/Carteret\\_Co\\_Seminar.pdf](http://www.carteretedc.com/assets/files/Carteret_Co_Seminar.pdf)


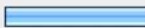
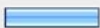


Whitner, L.A. and D.A. McGranahan (2003). Rural America: Opportunities and Challenges. *Amber Waves* 1: 15-21.

## X. Appendix

### Survey Results

#### Retiree Attraction as an Economic Development Strategy

1. What is your county of residence?			Response Percent	Response Count
Carteret			33.9%	43
Craven			15.7%	20
Jones			18.1%	23
Onslow			12.6%	16
Pamlico			19.7%	25
			<i>answered question</i>	127
			<i>skipped question</i>	0

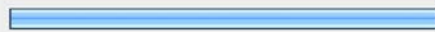

2. What is your profession?			Response Percent	Response Count
Elected official			28.8%	36
Government employee			27.2%	34
Business owner			17.6%	22
Private sector employee			12.0%	15
Other			26.4%	33
			Other (please specify)	32
			<i>answered question</i>	125
			<i>skipped question</i>	2

## Retiree Attraction as an Economic Development Strategy

3. Rank the following economic development strategies on a scale from 1-5 with "one" as very effective and "five" as not effective - "six" as don't know.

	One	Two	Three	Four	Five	Don't Know	Rating Average	Response Count
Industrial recruitment	24.8% (31)	17.6% (22)	20.8% (26)	11.2% (14)	17.6% (22)	8.0% (10)	3.03	125
Tourism development	28.8% (36)	37.6% (47)	11.2% (14)	9.6% (12)	10.4% (13)	2.4% (3)	2.42	125
Small business development and entrepreneurship	36.0% (45)	29.6% (37)	11.2% (14)	9.6% (12)	9.6% (12)	4.0% (5)	2.39	125
Business retention and expansion	35.2% (44)	20.8% (26)	17.6% (22)	9.6% (12)	9.6% (12)	7.2% (9)	2.59	125
Retiree recruitment	14.8% (18)	21.3% (26)	22.1% (27)	15.6% (19)	15.6% (19)	10.7% (13)	3.28	122
	<i>answered question</i>							125
	<i>skipped question</i>							2

4. In your opinion, which has more economic value to a community?






		Response Percent	Response Count
One new manufacturing job		81.7%	98
One new retiree		18.3%	22
	<i>answered question</i>		120
	<i>skipped question</i>		7

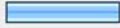

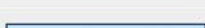
## Retiree Attraction as an Economic Development Strategy

5. In your opinion, which of the following is potentially the MOST POSITIVE impact of a retiree recruitment strategy?			
		Response Percent	Response Count
Employment will increase		4.8%	6
Retail sales will increase		16.0%	20
Tax base will increase		36.0%	45
Potential volunteers and charitable contributors will increase		16.0%	20
Area expertise and skills will increase		27.2%	34
<i>answered question</i>			125
<i>skipped question</i>			2

6. In your opinion, which of the following is potentially the LEAST POSITIVE impact of a retiree recruitment strategy?			
		Response Percent	Response Count
Employment will increase		46.2%	55
Retail sales will increase		12.6%	15
Tax base will increase		14.3%	17
Potential volunteers and charitable contributors will increase		11.8%	14
Area expertise and skills will increase		15.1%	18
<i>answered question</i>			119
<i>skipped question</i>			8

## Retiree Attraction as an Economic Development Strategy

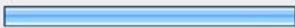
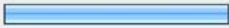
7. In your opinion, which of the following is potentially the MOST NEGATIVE impact of a retiree recruitment strategy?			
		Response Percent	Response Count
Will increase the cost of living		18.9%	23
Will increase government services		13.1%	16
<b>Will strain healthcare systems</b>		<b>44.3%</b>	<b>54</b>
Will generate residential and commercial sprawl		14.8%	18
Will degrade natural environment		9.0%	11
<i>answered question</i>			<b>122</b>
<i>skipped question</i>			<b>5</b>

8. In your opinion, which of the following is potentially the LEAST NEGATIVE impact of a retiree recruitment strategy?			
		Response Percent	Response Count
Will increase the cost of living		21.3%	26
Will increase government services		21.3%	26
Will strain healthcare systems		9.8%	12
Will generate residential and commercial sprawl		9.8%	12
Will degrade natural environment		37.7%	46
<i>answered question</i>			<b>122</b>
<i>skipped question</i>			<b>5</b>

## Retiree Attraction as an Economic Development Strategy

9. True or false? Retirees will:					
	True	False	Don't Know	Rating Average	Response Count
Reduce support for spending on public schools	47.2% (59)	44.0% (55)	8.8% (11)	1.62	125
Strain criminal justice system	2.4% (3)	95.2% (118)	2.4% (3)	2.00	124
Create low-paying service economy jobs	40.5% (49)	54.5% (66)	5.0% (6)	1.64	121
Negatively impact long-time local residents	22.8% (28)	69.9% (86)	7.3% (9)	1.85	123
<i>answered question</i>					125
<i>skipped question</i>					2

10. Do you consider retiree recruitment as a good strategy to achieve economic diversification?			
		Response Percent	Response Count
Yes		65.3%	79
No		34.7%	42
<i>answered question</i>			121
<i>skipped question</i>			6

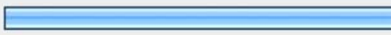
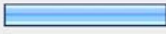
11. Do you think the recruitment of a large-scale planned retirement community, i.e. a Del Webb "Sun City" or "The Villages," is a good economic development strategy?			
		Response Percent	Response Count
Yes		56.5%	70
No		43.5%	54
<i>answered question</i>			124
<i>skipped question</i>			3

## Retiree Attraction as an Economic Development Strategy

12. Rate these statements on a scale from 1-5 as to whether you strongly agree "one" or strongly disagree "five" - "six" as don't know.									
	One	Two	Three	Four	Five	Don't Know	Rating Average	Response Count	
Retirees are a drain on an economy	5.6% (7)	9.6% (12)	14.4% (18)	20.8% (26)	48.0% (60)	1.6% (2)	4.01	125	
Retirees have below average income	1.6% (2)	7.3% (9)	16.3% (20)	29.3% (36)	45.5% (56)	0.0% (0)	4.10	123	
Retirees spend less than their younger counterparts	18.4% (23)	20.0% (25)	22.4% (28)	16.8% (21)	18.4% (23)	4.0% (5)	3.09	125	
Retirees do not pay their way	6.4% (8)	9.6% (12)	12.0% (15)	19.2% (24)	51.2% (64)	1.6% (2)	4.04	125	
Spending public funds to attract retirees subsidizes developers	23.4% (29)	16.1% (20)	16.1% (20)	16.1% (20)	20.2% (25)	8.1% (10)	3.18	124	
Popular retirement destinations are over run with retirees	14.5% (18)	21.8% (27)	21.8% (27)	16.1% (20)	14.5% (18)	11.3% (14)	3.28	124	
Migrating retirees change the nature of a community	36.0% (45)	33.6% (42)	12.8% (16)	6.4% (8)	8.0% (10)	3.2% (4)	2.26	125	
	<i>answered question</i>								125
	<i>skipped question</i>								2


13. In your opinion, do the overall economic benefits of a retiree recruitment strategy out weigh the economic costs?			
		Response Percent	Response Count
Yes		49.2%	61
No		26.6%	33
Don't Know		24.2%	30
	<i>answered question</i>		124
	<i>skipped question</i>		3



## Retiree Attraction as an Economic Development Strategy

14. Is TOURISM currently an important and successful economic development strategy in your community?			Response Percent	Response Count
Yes			70.6%	89
No			29.4%	37
<i>answered question</i>				<b>126</b>
<i>skipped question</i>				<b>1</b>

15. Many retirees are looking for the following amenities. On a scale of 1-5 rank these amenities in your community as to availability, with "one" as readily available and "five" not available - "six" as don't know.								
	One	Two	Three	Four	Five	Don't Know	Rating Average	Response Count
Good medical care	27.4% (34)	21.0% (26)	<b>28.2%</b> <b>(35)</b>	12.9% (16)	10.5% (13)	0.0% (0)	2.58	124
Quality housing at reasonable prices	15.4% (19)	17.1% (21)	<b>35.8%</b> <b>(44)</b>	16.3% (20)	15.4% (19)	0.0% (0)	2.99	123
Safe, quiet neighborhoods	<b>44.7%</b> <b>(55)</b>	33.3% (41)	12.2% (15)	6.5% (8)	2.4% (3)	0.8% (1)	1.91	123
Low cost of living	22.3% (27)	24.0% (29)	<b>35.5%</b> <b>(43)</b>	10.7% (13)	7.4% (9)	0.0% (0)	2.57	121
Recreational opportunities	19.5% (24)	<b>26.8%</b> <b>(33)</b>	22.8% (28)	13.0% (16)	17.9% (22)	0.0% (0)	2.83	123
Cultural activities	6.6% (8)	23.0% (28)	<b>27.0%</b> <b>(33)</b>	22.1% (27)	21.3% (26)	0.0% (0)	3.29	122
Shopping opportunities	8.9% (11)	13.0% (16)	23.6% (29)	22.8% (28)	<b>30.9%</b> <b>(38)</b>	0.8% (1)	3.56	123
<i>answered question</i>								<b>124</b>
<i>skipped question</i>								<b>3</b>

## Retiree Attraction as an Economic Development Strategy

16. Does retiree recruitment as an economic development strategy warrant local government funding?			
		Response Percent	Response Count
Yes		41.3%	50
No		58.7%	71
<i>answered question</i>			121
<i>skipped question</i>			6

17. If yes to the previous question, do you support additional staffing for a retiree recruitment initiative?			
		Response Percent	Response Count
Yes		57.3%	43
No		42.7%	32
<i>answered question</i>			75
<i>skipped question</i>			52

18. If your local government was to get involved in retiree recruitment, which of the following services and/or functions do you feel are legitimate expenditures. Check all that apply.			
		Response Percent	Response Count
Transportation		49.2%	60
Health care		44.3%	54
Continuing education		35.2%	43
Tax credits & deductions		21.3%	26
Recreational opportunities		61.5%	75
Outreach efforts		38.5%	47
None of the above		20.5%	25
<i>answered question</i>			122
<i>skipped question</i>			5

---

---

## Retiree Attraction as an Economic Development Strategy

19. Overall, do you support retiree recruitment as an effective and desirable economic development strategy for your community?			
		Response Percent	Response Count
Yes		66.4%	83
No		33.6%	42
		<i>answered question</i>	125
		<i>skipped question</i>	2