

2009-2010

# Building Communities Educational Series

## Retaining and Attracting People as an Economic Development Strategy

Brought to you by the Center for Community & Economic Development  
Co-sponsored by the Sustainability and Energy Teams  
University of Wisconsin-Extension

**Center for Community  
Economic Development**

**LW  
Extension**



Cooperative Extension

**Extension**

# Housekeeping details

- Please Mute your phones!  
611# to self mute  
600# to un-mute
- Need Technical Support?  
In Madison, Wisconsin – 608-262-3399  
Outside of Madison – 800-442-4614
- Check the website for pre- and post-session materials, upcoming programs and archive programs



# Today's Presenter



## Will Andresen

Iron County Community Resource Development Educator

Iron County - UW Extension

Courthouse

300 Taconite Street, Suite 118

Hurley, WI 54534

E-mail: [will.andresen@ces.uwex.edu](mailto:will.andresen@ces.uwex.edu) Phone: 715-561-2695

FAX: 715-561-2704

**Center for Community &  
Economic Development**

Cooperative Extension



**Extension**

# Retaining and Attracting People as an Economic Development Strategy

February 16, 2010

Will Andresen

[will.andresen@ces.uwex.edu](mailto:will.andresen@ces.uwex.edu)

**Center for Community &  
Economic Development**

Cooperative Extension



*Extension*



## **Gogebic Range Next Generation Initiative**

Working to Retain and Attract Young People on the Gogebic Range

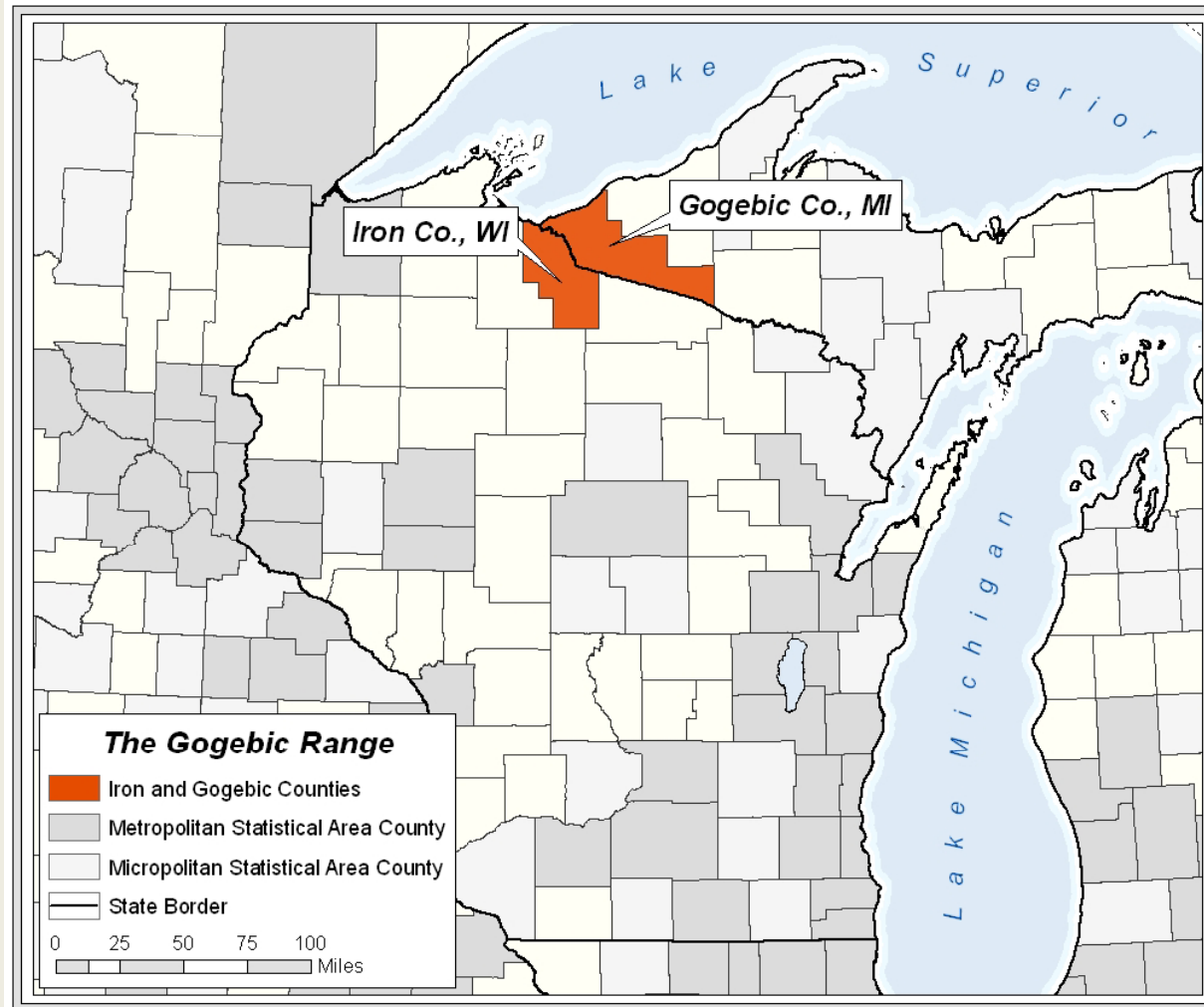
# “Retaining and Attracting Young People as an Economic Development Strategy”

February 16, 2010

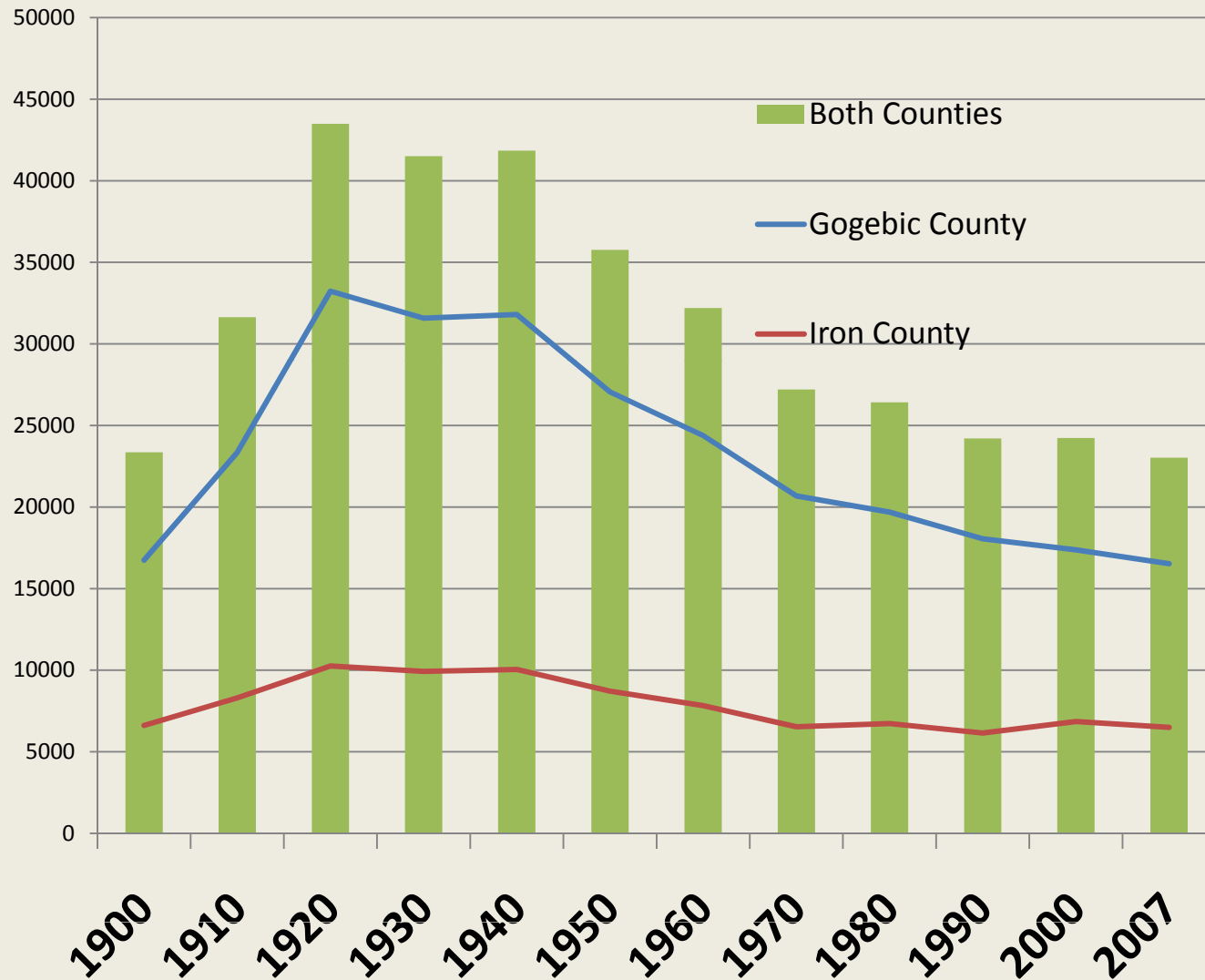
Will Andresen

Iron County UW-Extension

# Location Map

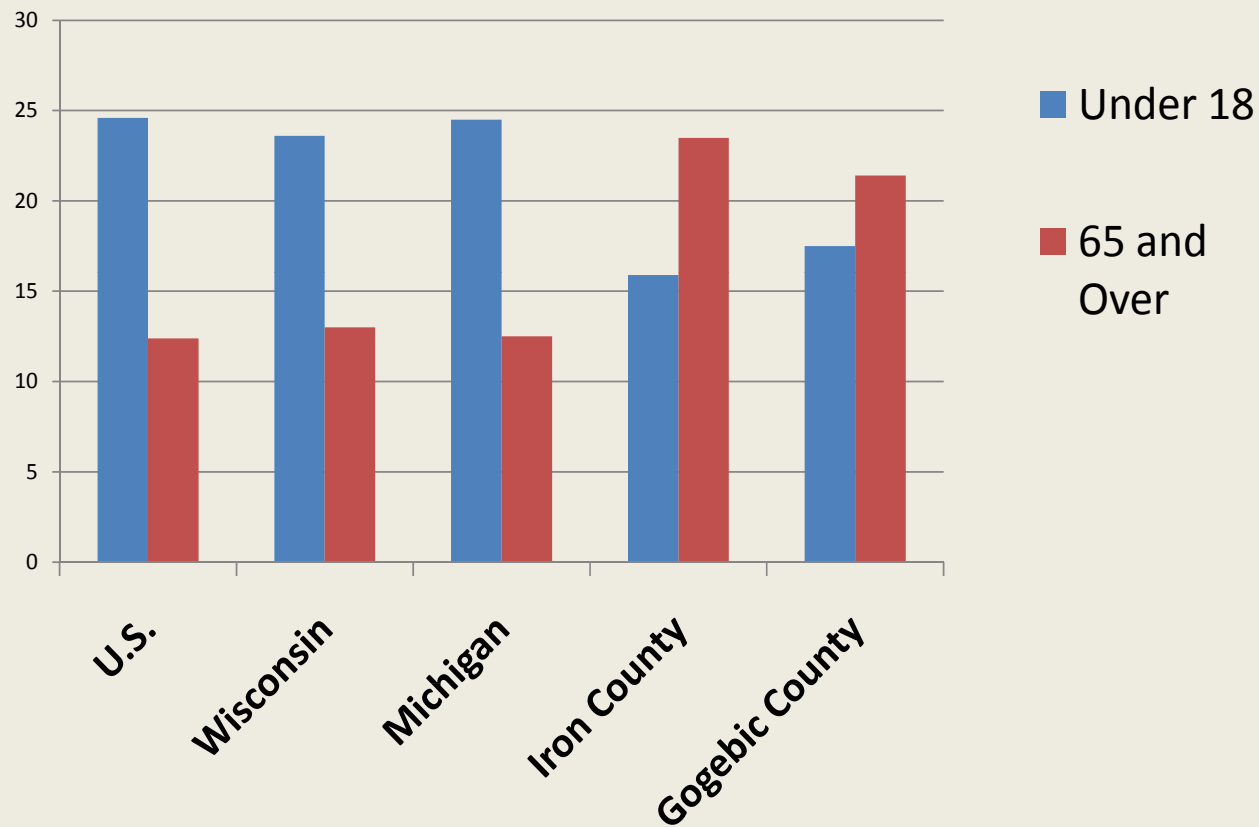


# Gogebic Range Population Trends



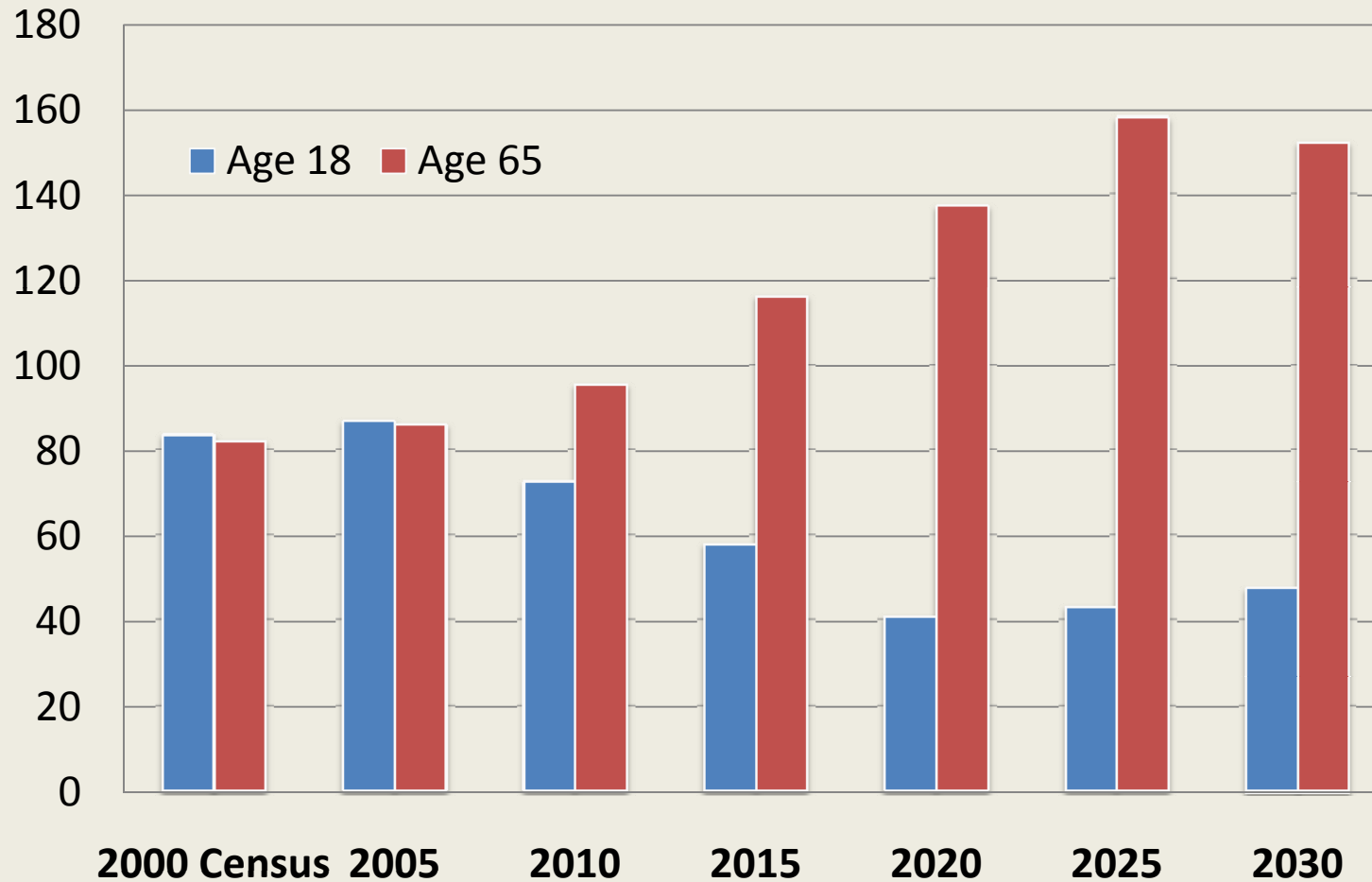
Source: U.S. Census Bureau

# Age Groups – 2006



Source: U.S. Census Bureau

# Age Groups – Projected (Iron County)



Source: Wisconsin Department of Administration



## Gogebic Range Next Generation Initiative

Working to Retain and Attract Young People on the Gogebic Range

“Many (creative workers) will not even consider taking jobs in certain cities or regions – a stark contrast to the organizational age, when people moved to chase jobs.”

Richard Florida, author [The Rise of the Creative Class](#)



## **Gogebic Range Next Generation Initiative**

Working to Retain and Attract Young People on the Gogebic Range

“If you can’t attract the human talent, you’re in a world of hurt. That’s the big change in economic development.”

Mike Skaggs, CEO, NextGen



## **Gogebic Range Next Generation Initiative**

Working to Retain and Attract Young People on the Gogebic Range

“Keep your tax incentives and highway interchanges; we will go where the highly skilled people are.”

Carly Fiorina, former CEO, Hewlett-Packard



## Gogebic Range Next Generation Initiative

Working to Retain and Attract Young People on the Gogebic Range

“Three out of four Americans under the age of 28 said a cool city is more important than a good job.”

Rebecca Ryan, Author of Live First, Work Second



## Gogebic Range Next Generation Initiative

Working to Retain and Attract Young People on the Gogebic Range

Creative workers “gravitate to stimulating creative environments ... where they feel they can express themselves and validate their identities.”

Richard Florida, author [The Rise of the Creative Class](#)

# Location Decision Making Factors

For those wanting to live in large cities:

1. Walkable Streets
2. Gathering Places
3. Many Jobs
4. Diversity
5. Different Lifestyles
6. Shops/Businesses
7. Arts/Culture

# Location Decision Making Factors

## Large Cities

1. Walkable Streets
2. Gathering Places
3. Many Jobs
4. Diversity
5. Different Lifestyles
6. Shops/Businesses
7. Arts/Culture

## Small Towns

1. Scenic Beauty
2. Safe Streets
3. Affordable
4. Place for Family
5. Good Schools
6. Sense of Community
7. Low Traffic

“I want to live in a place that fits my lifestyle more than a job that pays the most.”

69% Agree – Michigan Cool Cities Survey

Source: Michigan Cool Cities Survey, 2004

“I want to live in a place that fits my lifestyle more than a job that pays the most.”

69% Agree – Michigan Cool Cities Survey

75% Agree – Gogebic Range Survey

Source: Gogebic Range Survey, 2008 (among young professionals)

“I can get a job almost any place I choose to live.”

71% Agree – Michigan Cool Cities Survey

Source: Michigan Cool Cities Survey, 2004

“I can get a job almost any place I choose to live.”

71% Agree – Michigan Cool Cities Survey

67% Agree – Gogebic Range Survey

Source: Gogebic Range Survey, 2008 (among young professionals)

“A good paying job is my highest priority.”

48% Agree – Michigan Cool Cities Survey

Source: Michigan Cool Cities Survey, 2004

“A good paying job is my highest priority.”

48% Agree – Michigan Cool Cities Survey

40% Agree – Gogebic Range Survey

Source: Gogebic Range Survey, 2008 (among young professionals)

# Top Ten Factors

## Michigan

1. Scenic Beauty
2. Safe Streets
3. Affordable
4. Place to Raise Family
5. Good Schools
6. Sense of Community
7. Low Traffic
8. Concern for Environment
9. Close to Friends/Family
10. Walkable Streets

Source: Michigan Cool Cities Survey, 2004 (for those who want to live in a small town or rural area)

# Top Ten Factors

## Michigan

1. Scenic Beauty
2. Safe Streets
3. Affordable
4. Place to Raise Family
5. Good Schools
6. Sense of Community
7. Low Traffic
8. Concern for Environment
9. Close to Friends/Family
10. Walkable Streets

Source: Michigan Cool Cities Survey, 2004 (for those who want to live in a small town or rural area)

## Gogebic Range

1. Safe Streets
2. Place to Raise Family
3. Affordable
4. Good Schools
5. Scenic Beauty
6. Sense of Community
7. Walkable Streets
8. Low Traffic
9. Concern for Environment
10. Beach/Waterfront

Source: Gogebic Range Survey, 2008 (among young professionals)

# Top Ten Factors

## Michigan

1. Scenic Beauty
2. Safe Streets
3. Affordable
4. Place to Raise Family
5. Good Schools
6. Sense of Community
7. Low Traffic
8. Concern for Environment
9. ~~Close to Friends/Family~~
10. Walkable Streets

Source: Michigan Cool Cities Survey, 2004 (for those who want to live in a small town or rural area)

## Gogebic Range

1. Safe Streets
2. Place to Raise Family
3. Affordable
4. Good Schools
5. Scenic Beauty
6. Sense of Community
7. Walkable Streets
8. Low Traffic
9. Concern for Environment
10. Beach/Waterfront

Source: Gogebic Range Survey, 2008 (among young professionals)

# Top Ten Factors

## Michigan

- 1. Scenic Beauty**
- 2. Safe Streets**
- 3. Affordable**
- 4. Place to Raise Family**
- 5. Good Schools**
6. Sense of Community
7. Low Traffic
8. Concern for Environment
9. Close to Friends/Family
10. Walkable Streets

Source: Michigan Cool Cities Survey, 2004 (for those who want to live in a small town or rural area)

## Gogebic Range

- 1. Safe Streets**
- 2. Place to Raise Family**
- 3. Affordable**
- 4. Good Schools**
- 5. Scenic Beauty**
6. Sense of Community
7. Walkable Streets
8. Low Traffic
9. Concern for Environment
10. Beach/Waterfront

Source: Gogebic Range Survey, 2008 (among young professionals)

# Top Five Factors

**Michigan  
Cool Cities**

**G.R.  
Natives**

**G.R.  
Boomerangs**

**G.R.  
Transplants**

**Scenic Beauty**

**Safe Streets**

**Affordable**

**Raise Family**

**Good Schools**

Source: Gogebic Range Survey, 2008 (among young professionals)

# Top Five Factors

**Michigan  
Cool Cities**

**G.R.  
Natives**

**Scenic Beauty**

**Safe Streets**

**Safe Streets**

**Raise Family**

**Affordable**

**Affordable**

**Raise Family**

**Good Schools**

**Good Schools**

**Jobs**

**Scenic Beauty  
(#8)**

Source: Gogebic Range Survey, 2008 (among young professionals)

# Top Five Factors

**Michigan  
Cool Cities**

**G.R.  
Natives**

**G.R.  
Boomerangs**

**Scenic Beauty**

**Safe Streets**

**Safe Streets**

**Safe Streets**

**Raise Family**

**Affordable**

**Affordable**

**Affordable**

**Raise Family**

**Raise Family**

**Good Schools**

**Scenic Beauty**

**Good Schools**

**Jobs**

**Good Schools**

**Scenic Beauty  
(#8)**

Source: Gogebic Range Survey, 2008 (among young professionals)

# Top Five Factors

**Michigan  
Cool Cities**

**G.R.  
Natives**

**G.R.  
Boomerangs**

**G.R.  
Transplants**

**Scenic Beauty**

**Safe Streets**

**Safe Streets**

**Safe Streets**

**Safe Streets**

**Raise Family**

**Affordable**

**Raise Family**

**Affordable**

**Affordable**

**Raise Family**

**Scenic Beauty**

**Raise Family**

**Good Schools**

**Scenic Beauty**

**Affordable**

**Good Schools**

**Jobs**

**Good Schools**

**Good Schools**

**Scenic Beauty  
(#8)**

Source: Gogebic Range Survey, 2008 (among young professionals)

# Gogebic Range Next Generation Initiative Work-groups

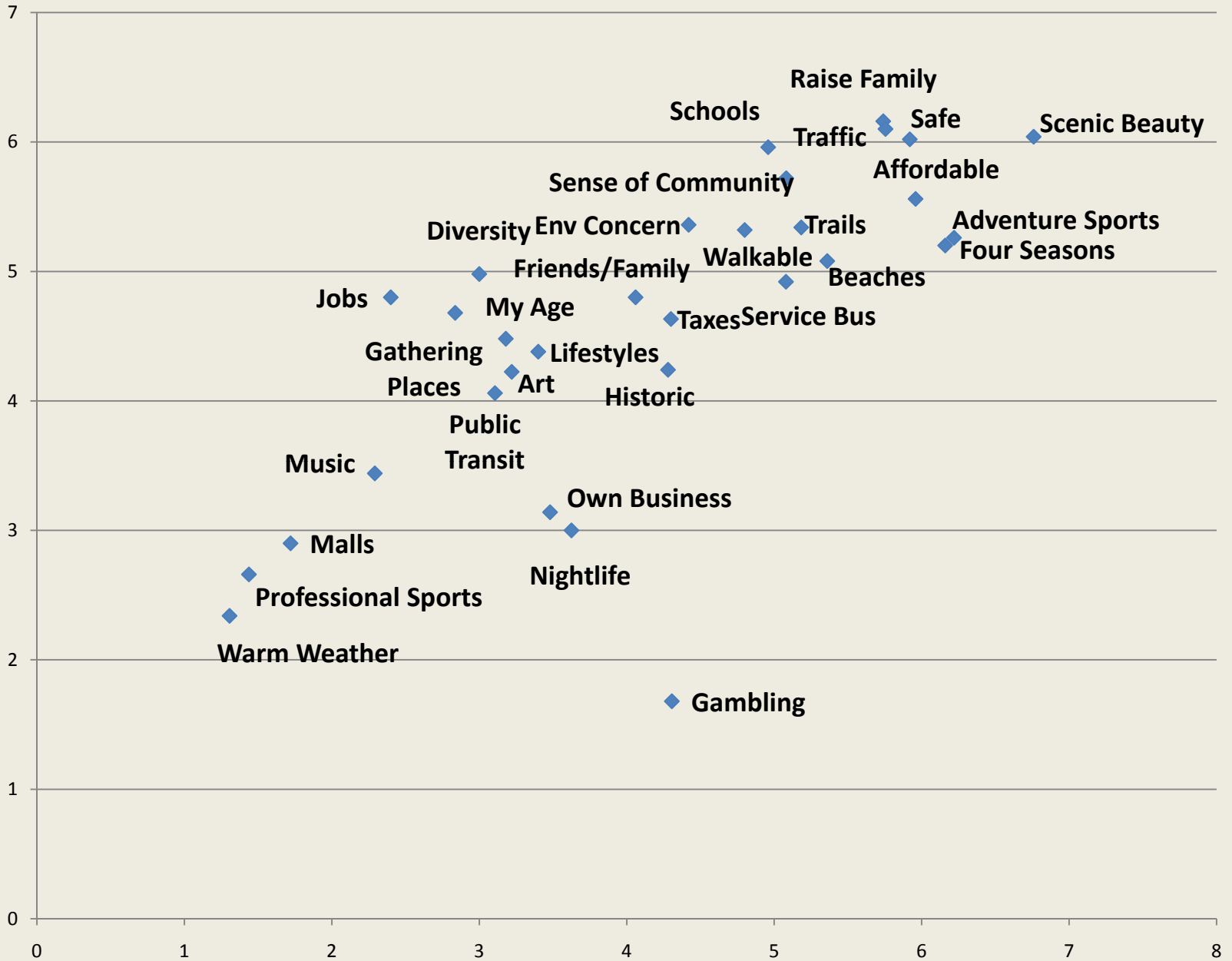
- Attract Young Workers by Strengthening Our Niche
- Attract Young Workers by Promoting Our Strengths
- Retain Students by Better Connecting them to the Community
- Retain Young Workers by Building Social Capital

# Gogebic Range Next Generation Initiative Work-groups

- Attract Young Workers by Strengthening Our Niche
- Attract Young Workers by Promoting Our Strengths
- Retain Students by Better Connecting them to the Community
- Retain Young Workers by Building Social Capital

**Important**

**Not Important**

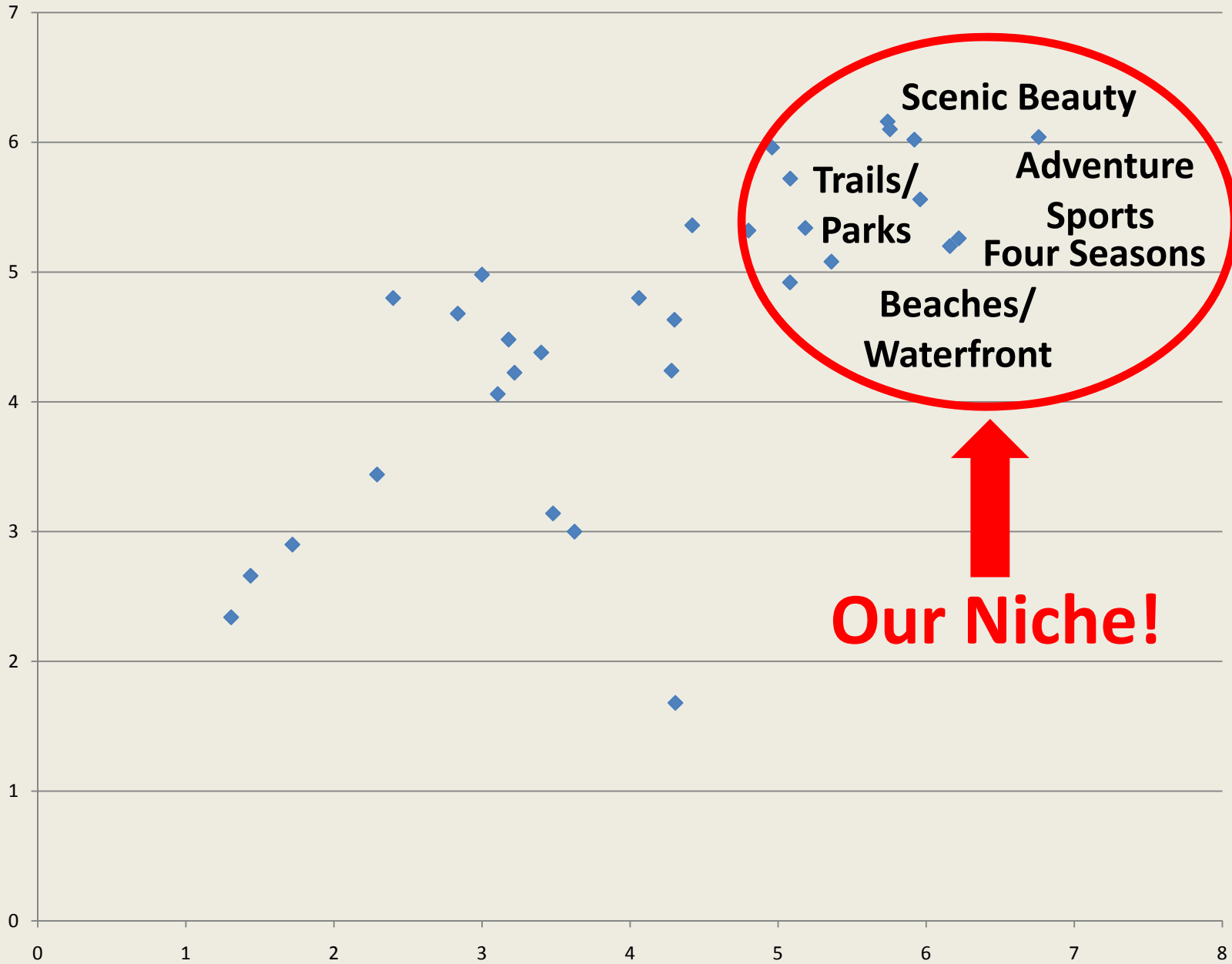


**Negative Perception**

**Positive Perception**

**Important**

**Not Important**



**Our Niche!**

**Negative Perception**

**Positive Perception**



## Gogebic Range Next Generation Initiative

Working to Retain and Attract Young People on the Gogebic Range

“Creative neighborhood leaders ... are discovering that whenever there are effective community development efforts, those efforts are based upon an understanding, or map, of the community’s assets, capacities and abilities.”

Kretzmann and McKnight, authors of Building Communities from the Inside Out, 1993



“Attract Young  
Workers by  
Strengthening  
Our Niche”

# Gogebic Range Next Generation Initiative Work-groups

- Attract Young Workers by Strengthening Our Niche
- Attract Young Workers by Promoting Our Strengths
- Retain Students by Better Connecting them to the Community
- Retain Young Workers by Building Social Capital

# What They Want

1. Scenic Beauty
2. Safe Streets
3. Affordable
4. Place for Family
5. Good Schools
6. Sense of Community
7. Low Traffic
8. Concern for Environment
9. Close to Friends/Family
10. Walkable Streets

Source: Michigan Cool Cities Survey, 2004 (for those who want to live in a small town or rural area)

# What They Want

(What We Have – Top Five Perceived)

- 1. Scenic Beauty**
- 2. Safe Streets**
- 3. Affordable**
- 4. Place for Family**
5. Good Schools
6. Sense of Community
7. Low Traffic
8. Concern for Environment
9. Close to Friends/Family
10. Walkable Streets

Source: Gogebic Range Survey, 2008 (among young professionals)

# What They Want

(What We Have – Top 10 Perceived)

- 1. Scenic Beauty**
- 2. Safe Streets**
- 3. Affordable**
- 4. Place for Family**
5. Good Schools
6. Sense of Community
- 7. Low Traffic**
8. Concern for Environment
- 9. Close to Friends/Family**
10. Walkable Streets

Source: Gogebic Range Survey, 2008 (among young professionals)

# What They Want

(What We Have – Top 15 Perceived)

1. Scenic Beauty
2. Safe Streets
3. Affordable
4. Place for Family
5. Good Schools
6. Sense of Community
7. Low Traffic
8. Concern for Environment
9. Close to Friends/Family
10. Walkable Streets

Source: Gogebic Range Survey, 2008 (among young professionals)




## Gogebic Range Next Generation Initiative

Working to Retain and Attract Young People on the Gogebic Range

“What branding does for companies, products and people, it also does for towns. It sets them apart by giving ... notice of what it’s about and what it offers.”

Jack Schultz, author of Boom Town USA, 2004

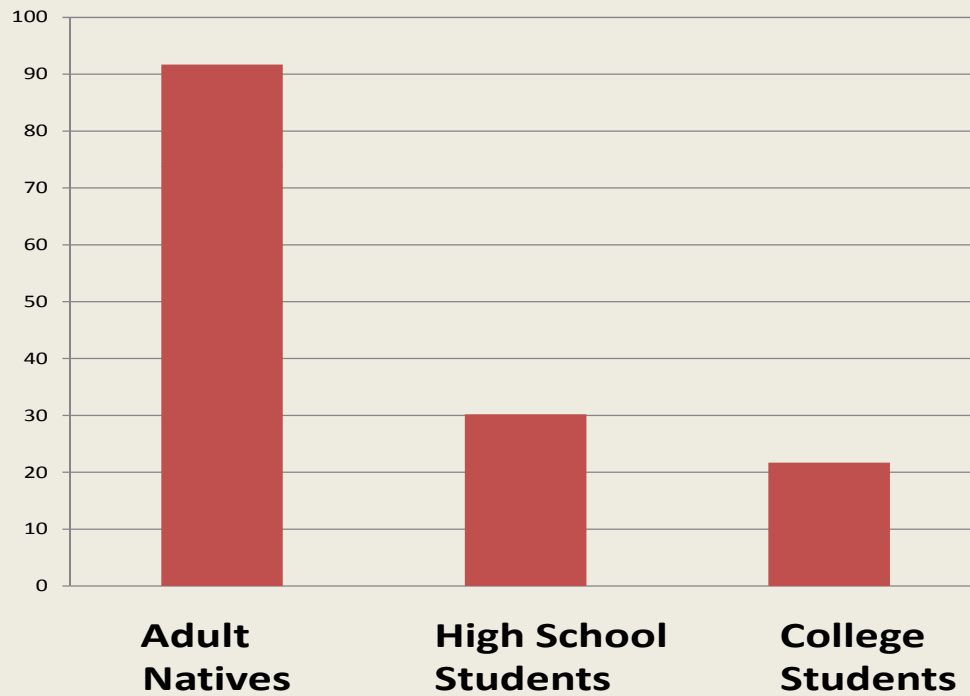
A man with short brown hair and a light beard, wearing a blue button-down shirt and a tan blazer, is shown from the chest up. He is looking slightly to his right and appears to be speaking. The background is a plain, light-colored wall.

“Attract Young  
Workers  
By Promoting Our  
Strengths”

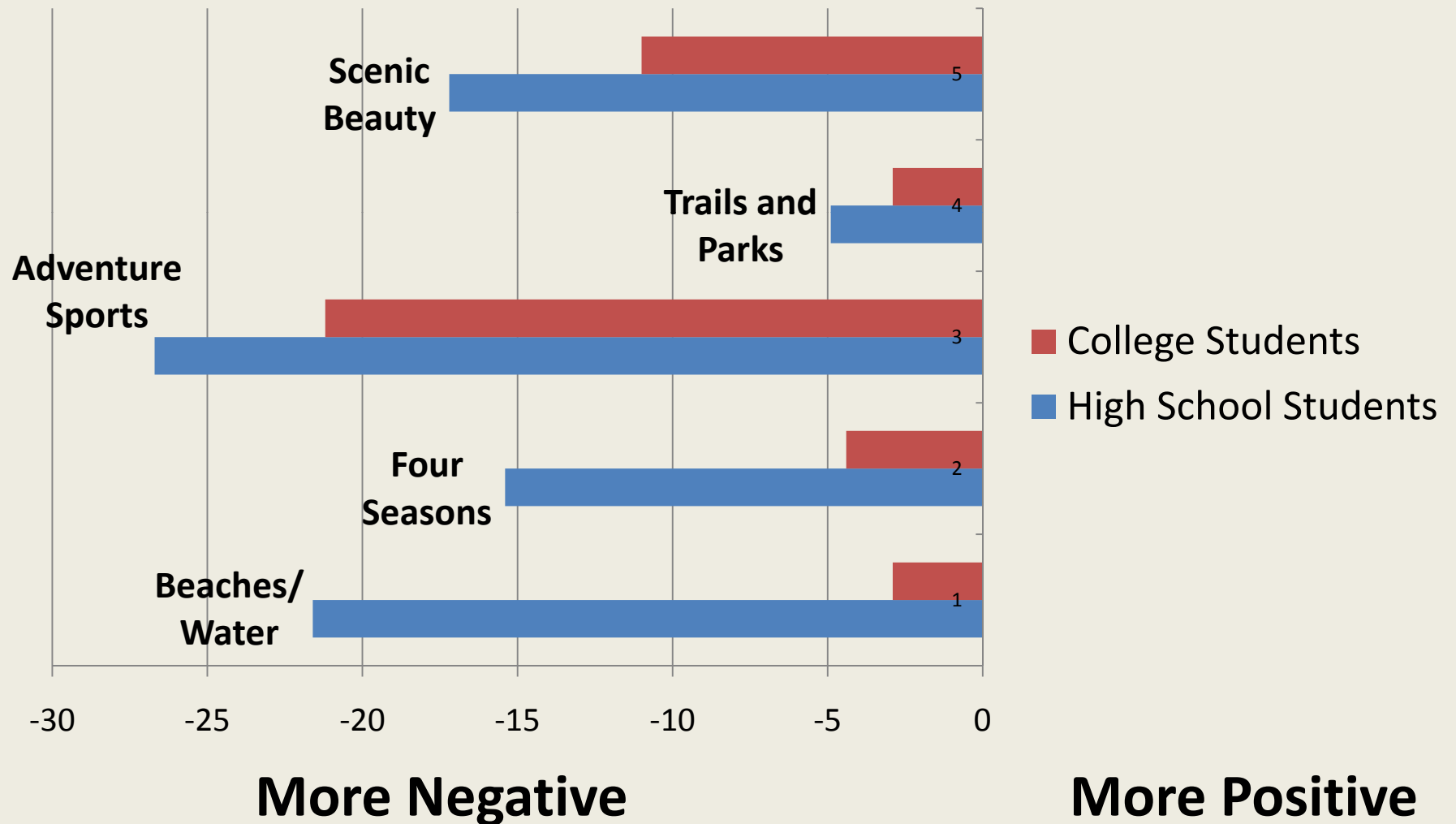
# Gogebic Range Next Generation Initiative Work-groups

- Attract Young Workers by Strengthening Our Niche
- Attract Young Workers by Promoting Our Strengths
- Retain Students by Better Connecting them to the Community
- Retain Young Workers by Building Social Capital

# Percent Planning to Live on the Gogebic Range



# Perceptions of “Niche” (Compared to Adults)



“Young people are given useful roles in the community.”

16% Agree (26% nation-wide)

“Young people perceive that adults in community value youth.”

17% Agree (22% nation-wide)

Source: Search Institute, 2000 (6<sup>th</sup> through 12<sup>th</sup> graders in Gogebic and Ontonagon Counties and Hurley)



## Gogebic Range Next Generation Initiative

Working to Retain and Attract Young People on the Gogebic Range

“Given that (small) communities are hemorrhaging young people, investing most of their energy in developing young people who will end up elsewhere makes little sense”

- Carr and Kefalas, authors of “The Rural Brain Drain”, 2009

“Retain Students by  
Them to the Comm



# Gogebic Range Next Generation Initiative Work-groups

- Attract Young Workers by Strengthening Our Niche
- Attract Young Workers by Promoting Our Strengths
- Retain Students by Better Connecting them to the Community
- Retain Young Workers by Building Social Capital

# “Perceived” Factors

## Natives

Scenic Beauty  
Four Seasons  
**Friends/Family**  
Affordable  
Raise Family  
Safe  
Small Businesses  
Walkable Streets  
Beaches/Waterfront  
Trails/Parks  
Adventure Sports  
Little Traffic  
Good Schools  
Sense of Community  
Concern for Environment

## Boomerangers

Scenic Beauty  
**Friends/Family**  
Safe  
Four Seasons  
Affordable  
Raise Family  
Adventure Sports  
Beaches/Waterfront  
Little Traffic  
Walkable Streets  
Small Businesses  
Sense of Community  
Good Schools  
Trails/Parks  
Low Taxes

## Transplants

Scenic Beauty  
Adventure Sports  
Four Seasons  
Little Traffic  
Affordable  
Raise Family  
Safe  
Beaches/Waterfront  
Trails/Parks  
Sense of Comm  
Small Businesses  
Good Schools  
Walkable Streets  
Concern for Env  
Gaming



## Gogebic Range Next Generation Initiative

Working to Retain and Attract Young People on the Gogebic Range

“At the local or regional level, there is mounting evidence that social capital among economic actors can produce aggregate economic growth.”

Robert Putnam, author of Bowling Alone, 2000



## **Gogebic Range Next Generation Initiative**

Working to Retain and Attract Young People on the Gogebic Range

“In some cases, the retention of one additional high school student per year can stabilize the population.”

Heartland Center for Leadership Development (2003)

# “Retain Young Workers by Building Social Capital”

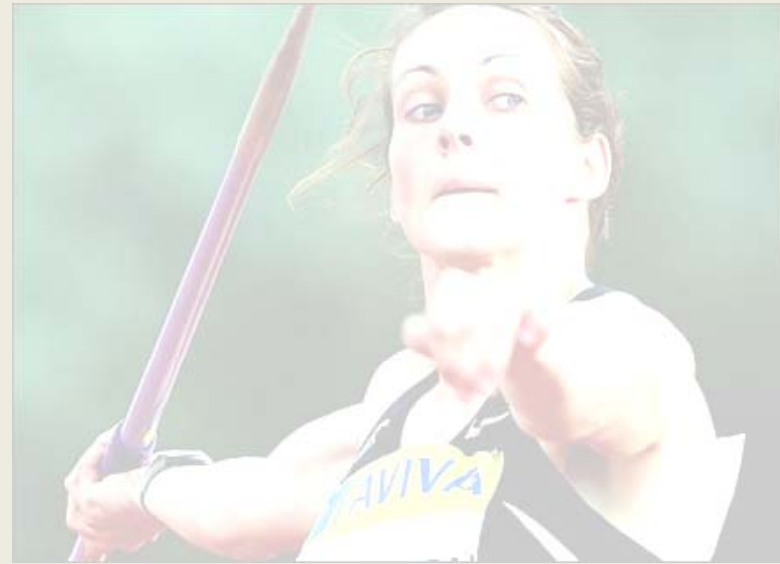




**Go-In Forward Next Generation Group Facebook Page:**

**<http://www.facebook.com/home.php?#!/group.php?gid=43429639850&ref=ts>**

# Broken Boomerangs vs/ The Javelins



# Differences in Perceptions Between Broken Boomerangs and Javelins

1. Place to Raise a Family
2. Concern for the Environment
3. Beaches/Waterfront
4. Four-Season Climate
5. Close to Friends and Family
6. Good Public Schools

Source: Gogebic Range Alumni Survey, 2009  
(for those wanting to live in a small town)

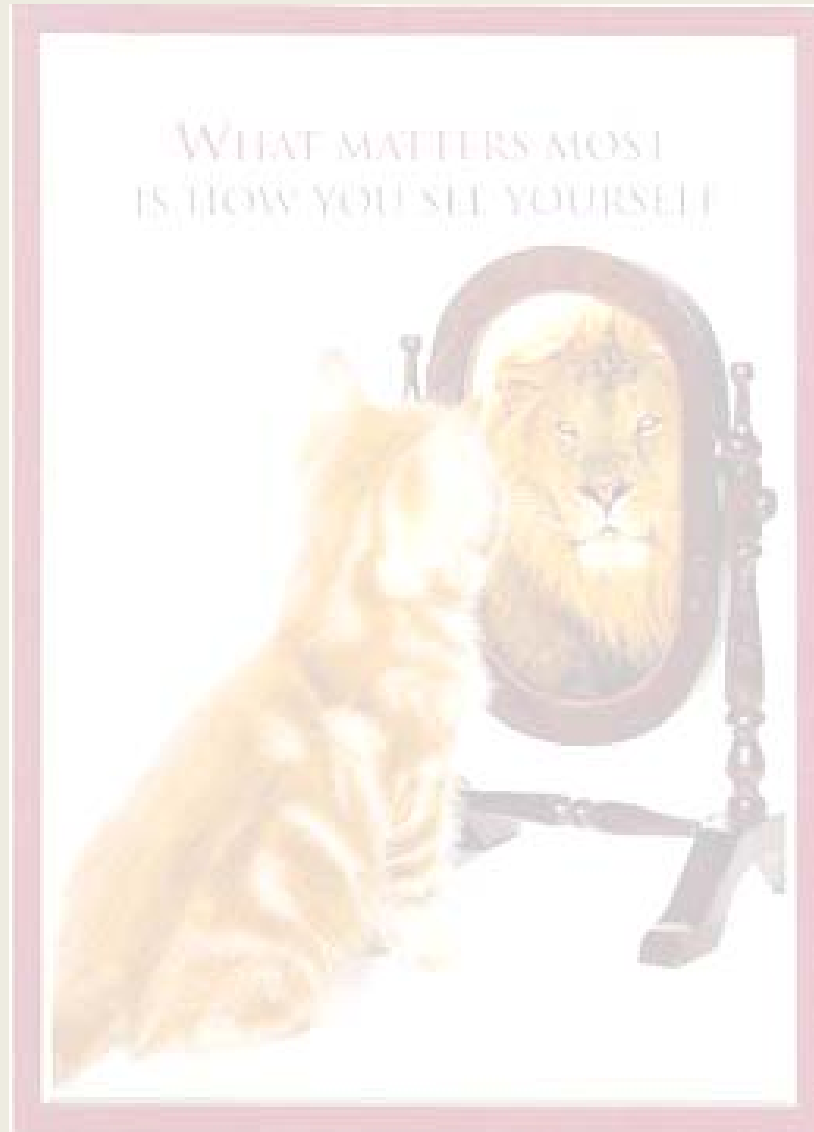
# Broken Boomerangs Vs/ Javelins

Positive Perception of the Gogebic Range as a  
“Good Place to Raise a Family”

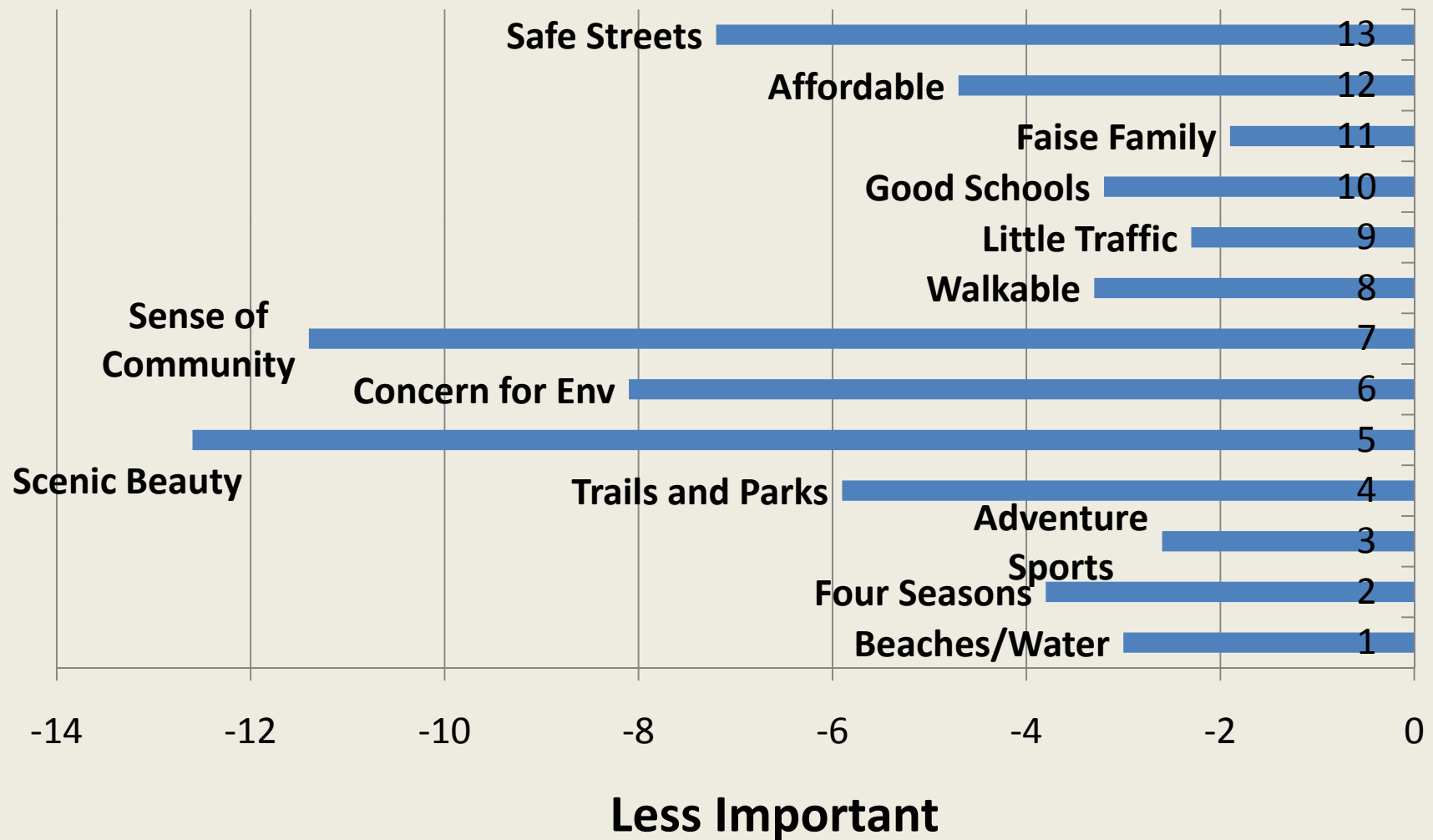
Broken Boomerangs	88%
-------------------	-----

Javelins	58%
----------	-----

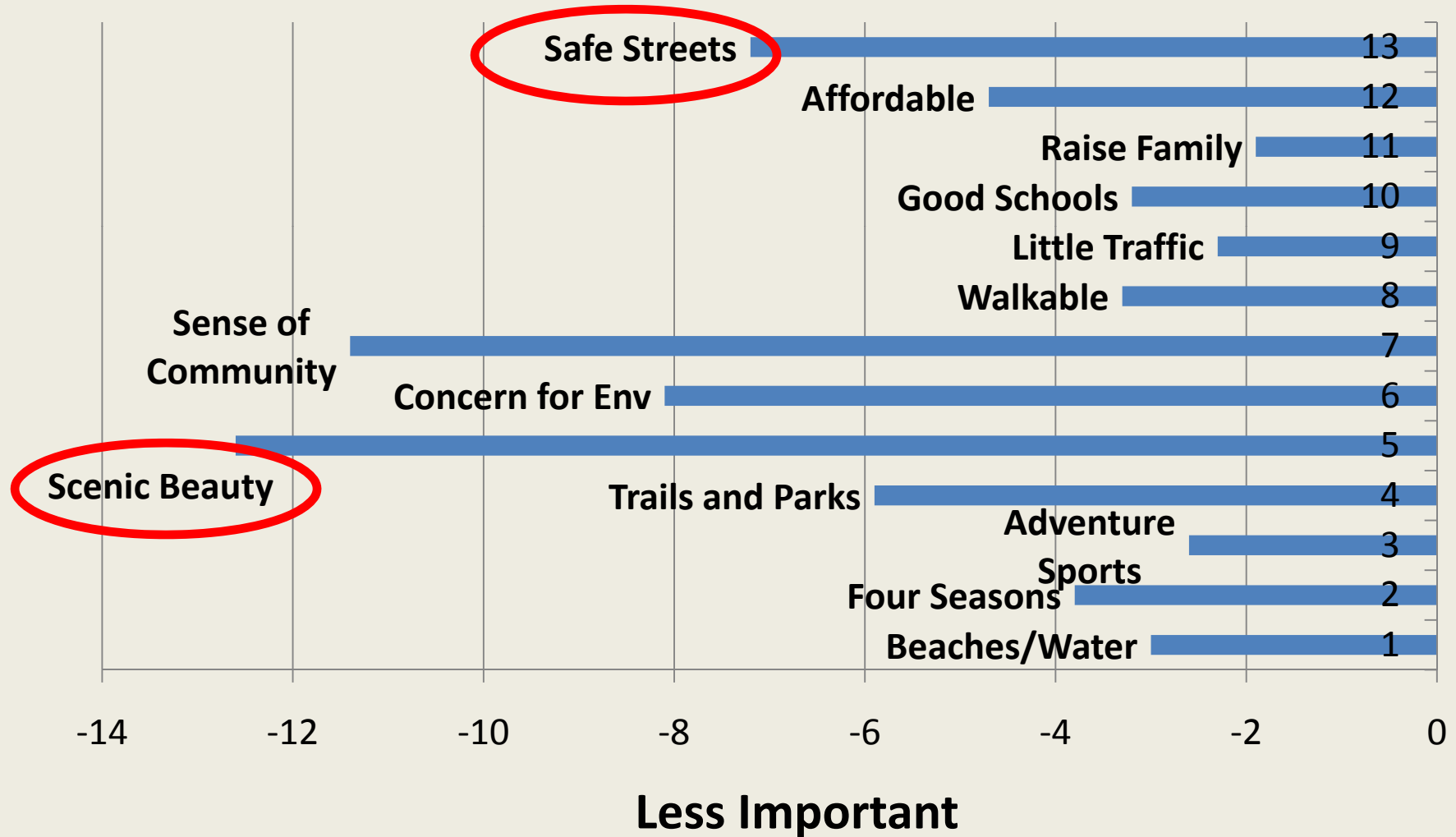
# Values and Perceptions



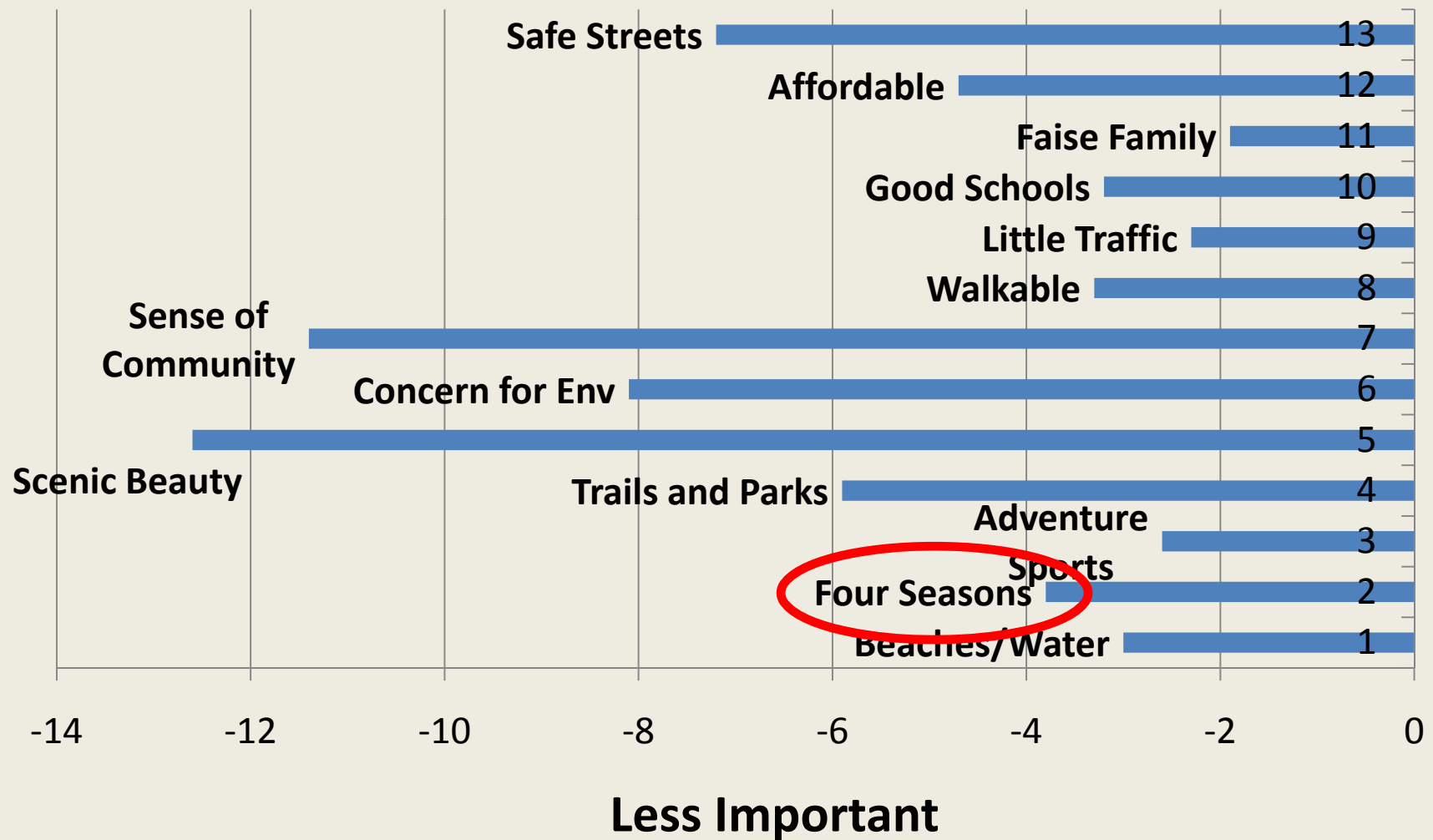
# Values of Natives (Compared to Transplants)

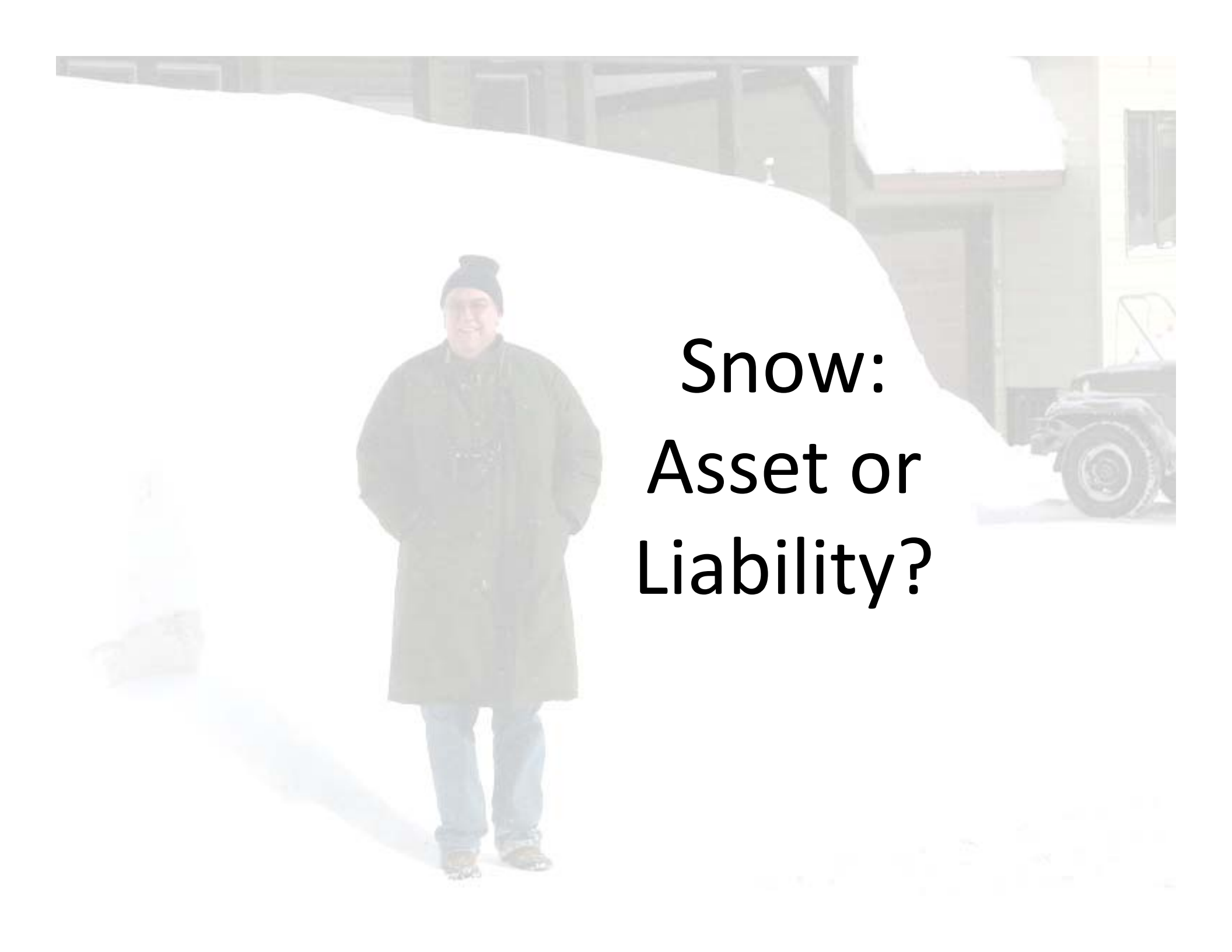


# Values of Natives (Compared to Transplants)



# Values of Natives (Compared to Transplants)



A photograph of a person standing in a snowy field. The person is wearing a dark, heavy winter coat, blue jeans, and a dark beanie. They are smiling and have their hands in their pockets. The background shows a building with large windows and a dark vehicle, possibly a truck or SUV, parked on the right. The entire scene is covered in a thick layer of snow, and the lighting is bright, suggesting a sunny day.

# Snow: Asset or Liability?









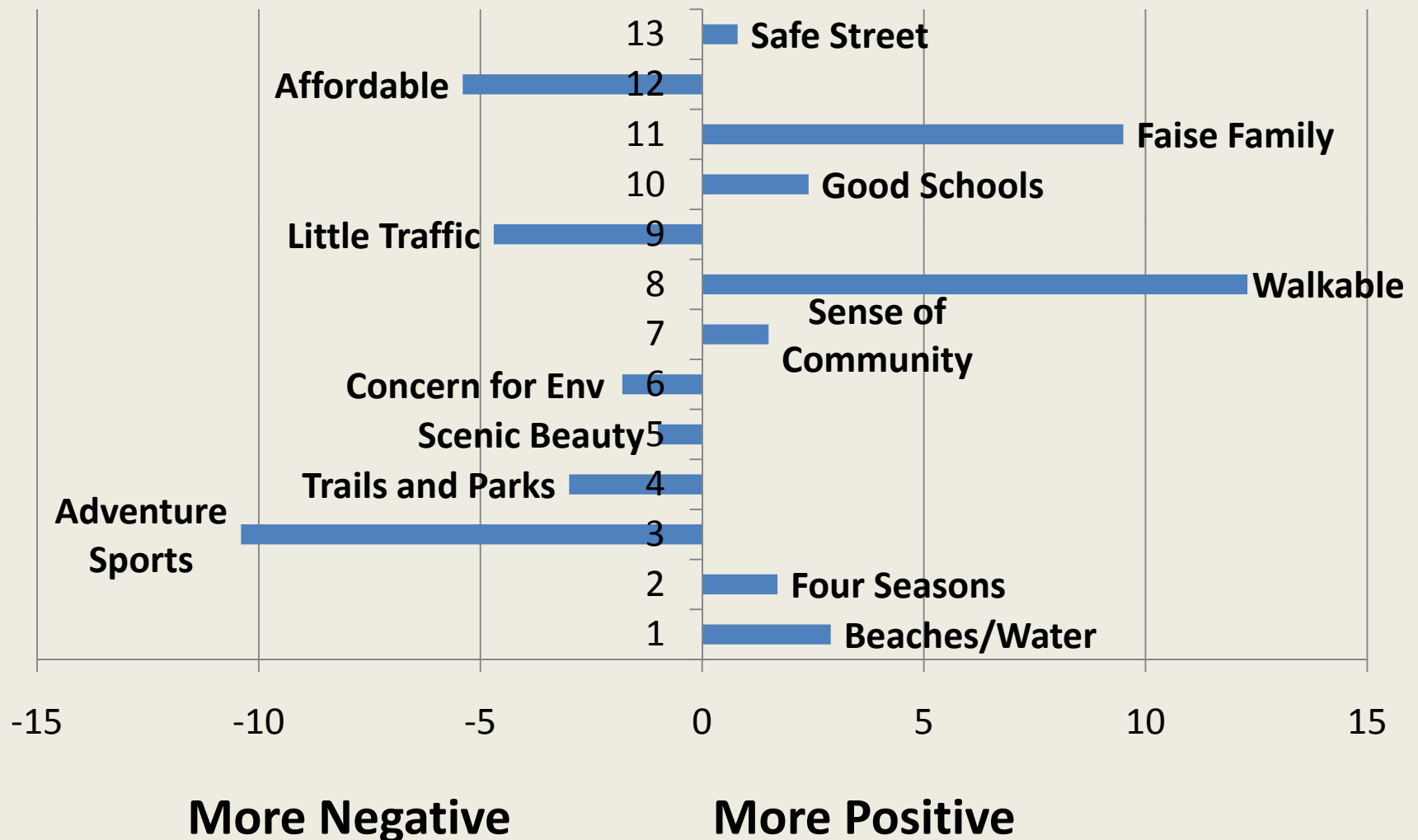




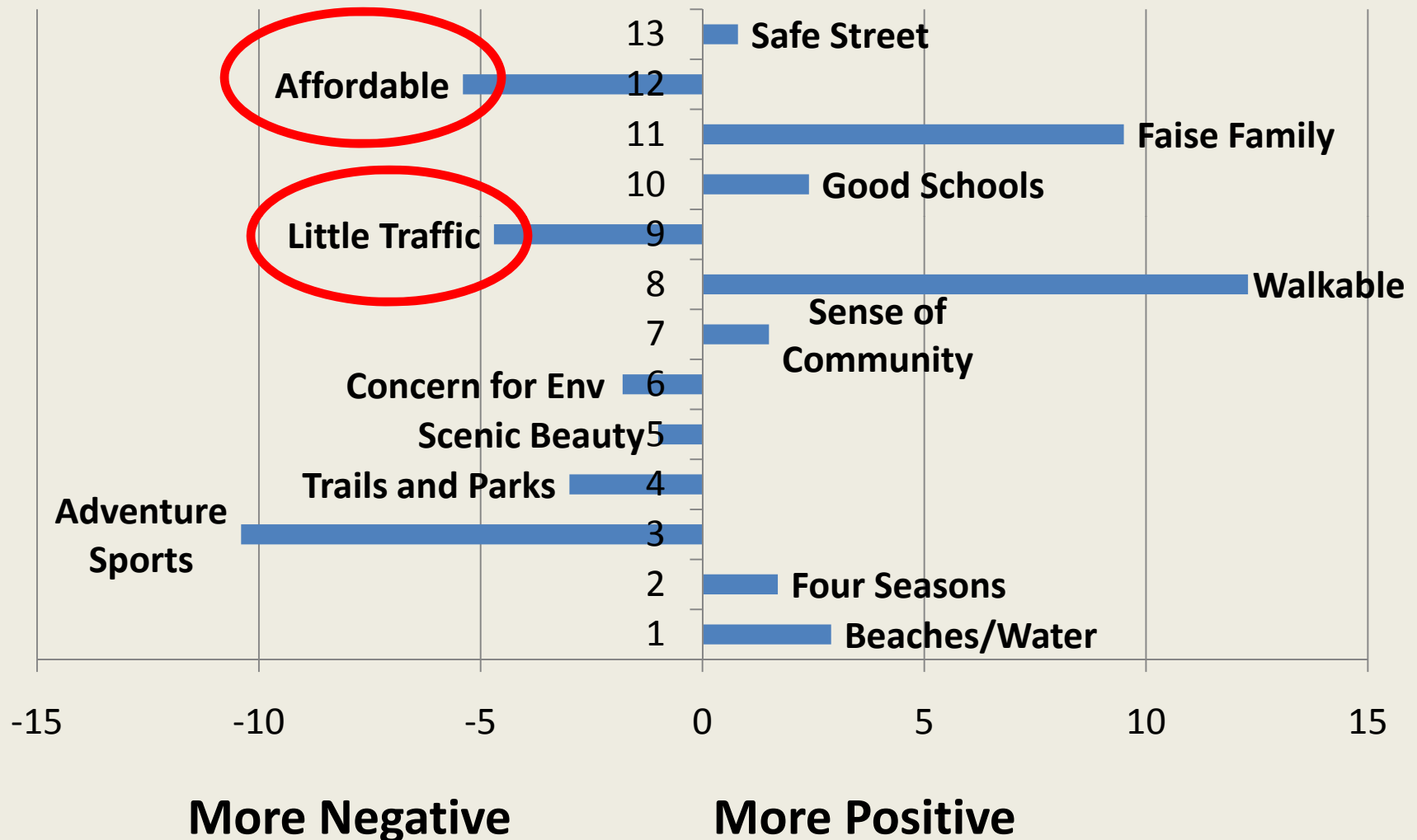




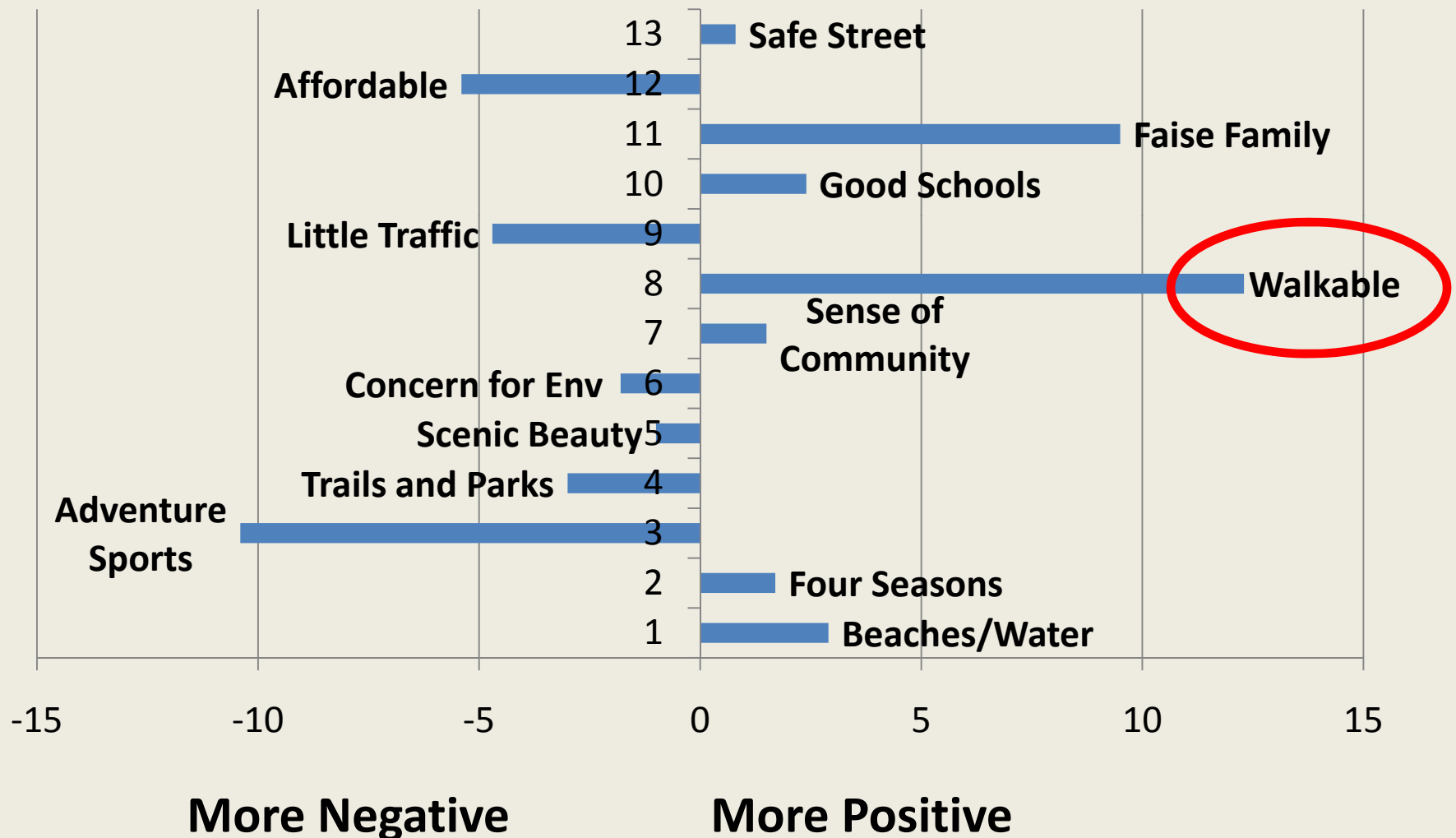
# Perceptions of Natives (Compared to Transplants)



# Perceptions of Natives (Compared to Transplants)



# Perceptions of Natives (Compared to Transplants)





**Walkable?**

# Next Generation Initiative

## Lessons Learned

1. Place Does Matter
2. Promote, Maintain and Enhance Our Assets
3. Connect, Engage and Invest in Our Young People
4. Welcome, Embrace and Include New People
5. Be Aware of – and Respond to – Differences in Values and Perceptions



## **Gogebic Range Next Generation Initiative**

Working to Retain and Attract Young People on the Gogebic Range

New people “have an opportunity to make friends and create connections to help make the Gogebic Range their home. This will help establish a sustainable population of young people in our community.”

Young Transplant



## **Gogebic Range Next Generation Initiative**

Working to Retain and Attract Young People on the Gogebic Range

The NGI “has indeed been one of the most positive steps I have been involved with in my 35 years in the area. I think we are in an exciting time on the Range.”

Old transplant

**Thank you!**

Will Andresen, Associate Professor  
Community Resource Development Educator  
Iron County UW-Extension

715-561-2695

[will.andresen@ces.uwex.edu](mailto:will.andresen@ces.uwex.edu)

<http://www.uwex.edu/ces/cty/iron/cnred/index.html>

# Questions?

---

Will Andresen

Iron County Community Resource Development Educator

Iron County - UW Extension

Courthouse

300 Taconite Street, Suite 118

Hurley, WI 54534

E-mail: [will.andresen@ces.uwex.edu](mailto:will.andresen@ces.uwex.edu)

Phone: 715-561-2695

FAX: 715-561-2704

**Center for Community &  
Economic Development**

Cooperative Extension



**UW**  
*Extension*

# Next session

**March 16, 2010 – Housing and Other Critical Sectors: Assessing and Building Our Economy**

*Community Development Specialist Matt Kures, University of Wisconsin-Extension Center for Community & Economic Development and Economics Associate Professor Russ Kashian, University of Wisconsin-Whitewater Fiscal and Economic Research Center*

We've all read the terrible statistics about the housing crisis, plant closing and job losses, and the declining tax base. But what do we really know about our community and how it is performing? How have things truly changed over time and how do they compare to similar markets? Perhaps of even more importance, what lessons can we learn from these assessments and how can we use them to make our communities stronger? Learn about practical tools you can use to measure your community's economic performance and how to use this information to help shape policies to grow the economy.

**Center for Community &  
Economic Development**

Cooperative Extension



**Extension**

# Archive Access

To access an archived version of today's program, go to:  
<https://www.livemeeting.com/cc/wislineweb/view>

- Enter Name
- Recording ID: **Bldg Comm- 100216**
- Recording Key: (Leave Blank)
- Click View Recording
- Click the ICON for either Microsoft Office Live Meeting High Fidelity Presentation OR Microsoft Office Live Meeting Replay
- This archive will remain for two weeks on the web



**Please don't forget**

- Close out of browser
- Disconnect phone call

**Thank You!**

**Center for Community &  
Economic Development**

Cooperative Extension



*Extension*