

Marketing Hometown America

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Marketing Your Hometown

Communities are constantly changing — rural communities are no exception.

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Declining rural populations have been making the news for decades. There is little doubt that the population of most rural counties, especially in the Great Plains, is decreasing.

But just because some rural areas are declining does not mean that all areas are declining or are destined to decline. In fact, people in some rural areas, even in the Great Plains, are realizing that the quality of life they provide can be marketed and is an important factor for families looking to relocate from urban areas (Cantrell, et al, 2008). +

People looking to relocate usually find a community in two ways — through referrals from family and friends or through a community website and other related social media (Burkhart-Kriesel, et al 2010). + Unfortunately, both of these strategies can be challenging for rural communities.

How community marketing began ▶





Rural communities need to get noticed ▶

People can make a difference ▶

If a potential new resident finds a community through a Web search, what is posted on the Internet may not showcase images that show the quality of life in the community through its assets, opportunities, and links to regional resources.

Clearly, there is a disconnect in showcasing what many rural communities have to offer and what potential new residents are looking for as they relocate to a rural area.

Some groups within your community may already be working to attract new residents. But typically, more people need to be part of that effort. A community-wide process can encourage more people to get involved and generate ideas, enable more voices to be heard, and recruit more potential new residents.

What community members tell us ▶



The process is simple:

- 1 Small groups of people come together in the community for a guided conversation using the *Marketing Hometown America study guide* + as a reference.
- 2 Local trained facilitators lead each group, with notetakers keeping record.
- 3 After groups have discussed the material in the four sessions, they come together in a community-wide, publicly promoted Action Forum to share their ideas.
- 4 Community leaders and volunteers then use these ideas to attract new residents and use the suggestions as they move forward with community improvements.

The *Marketing Hometown America* study guide does most of the work.

It can help a community:

learn what new residents are looking for as they relocate to a rural community

discover often overlooked local assets that can attract potential new residents

develop and implement marketing plans and community improvement projects that incorporate realistic and achievable strategies to successfully market a community

increase the human capacity and confidence in using the study circle dialogue approach to address future community issues

understand the importance of local family and friend referrals and the positive image that can be projected through a community website and social media

Using the Study Circle Process



A Community Study Circle Program creates community change through action. It includes:

- a diverse group of leaders from different parts of the community who serve as organizers of the program;
- a large number of participants from all walks of life organized in small groups or “circles”;
- balanced discussion materials, with a range of viewpoints;
- trained facilitators to run the small-group discussions; and
- a process that helps the community connect dialogue to action and change.



Study circles are small-group dialogues in which all voices are equal.



The concept and practice of the study circle appeared in the late 19th century.



Study circles arose with ambitions to create an educated citizenry.



What Are Study Circles?

Study Circles Are ...

small-group discussions that combine dialogue, deliberation, and problem solving. Based on balanced discussion materials, the dialogue is enriched by the members' knowledge and experience. Study circles are aided by an impartial facilitator whose job is to keep the discussion on track; and

- **discussions in which people examine a public issue** from many angles and work together to find solutions that can lead to change in the community.

Study circle process ▶

Study Circles Are NOT ...

conflict resolution — a set of principles and techniques used in resolving conflict between individuals or groups;

mediation — a process used to settle disputes that relies on an outside neutral person to help the disputing parties come to an agreement (Mediators often make excellent study circle facilitators, and have many skills in common.);

focus groups — small groups organized to gather or test information. Participants (who are sometimes paid) are often recruited to represent a particular viewpoint or target audience;

traditional education — a teacher instructing students;

facilitated meetings with a predetermined agenda, such as a committee or board meeting with tasks established ahead of time;

town meetings — large-group meetings in which citizens make decisions on community policies or

public hearings — large-group public meetings that allow concerns to be aired.

A typical Study Circle session includes:

- Welcome and Introductions +
- Ground Rules +
- Dialogue and Deliberation +
- Summary and Common Ground +
- Evaluation and Wrap-Up +



How Do Study Circles Work?

- The community organizes a kickoff event that publically promotes the process and encourages individuals to participate.
- Small groups of people (8-12) meet for four 2-hour sessions, following the study guide.
- Groups individually decide when and where to meet — weekly sessions often work well.
- Participation of many different groups within the community is encouraged.
- Trained community facilitators lead each group with notetakers keeping records.
- After the groups finish the four sessions, they present their information at a public community Action Forum where marketing ideas are prioritized and individuals volunteer for specific improvement projects to help their community become more marketable.
- Groups form to work on community improvements, and community leaders use the newly generated marketing suggestions to attract new residents.

Getting Started

In getting started, the first question should be, “Is this community ready for change?”

For instance, do you see ...

- interest by various groups to work together in a new way on a marketing plan?
- new people and perhaps new leadership wanting to try different promotion techniques?
- a new or renewed interest in regional marketing?
- a lack of enthusiasm or even a bit of frustration in the way the community is currently promoted or marketed?
- businesses and institutions struggling to recruit and keep new employees?

If you see one or more of these situations, then the community may be ready for *Marketing Hometown America!* Here are three critical steps to get started:

Clues that a community is ready ▶





STEP 1

Identify or Create an Organizing Group

Behind most successful study circle programs is a strong group of community members who come together to drive the effort. What draws them together is a shared commitment to help people from every part of the community work together to address a particular issue. This group's job is to plan, implement, and sustain a program in which dialogue leads to action and change in the community. This group is referred to as the organizing group or sponsor.

The importance of organizing groups ▶

The organizing group is responsible for:

- identifying the need and interest in the program within the community;
- partnering with other groups or entities having an interest in community marketing;
- recruiting and setting up the training for a diverse pool of study circle facilitators;
- promoting the effort and recruiting a diverse group of participants;
- establishing a kickoff event and an end-of-session Action Forum (additional funds are sometimes needed for snacks and beverages); and
- establishing a process for follow-up on the marketing plan and related community projects.

STEP 2

Work with Community Partners and Stakeholders

Key partners with a vested interest (e.g., previous or current responsibility) in community marketing need to be brought into the process **right away**. If they are not, it could be very easy for them to block ideas and actions, making the entire study circle process a failed effort. No one wants that to happen so it is important to identify and bring together key stakeholders and make this a truly community-wide effort. One important way to accomplish this is through frequent and community-wide communication.

Communication is key ▶

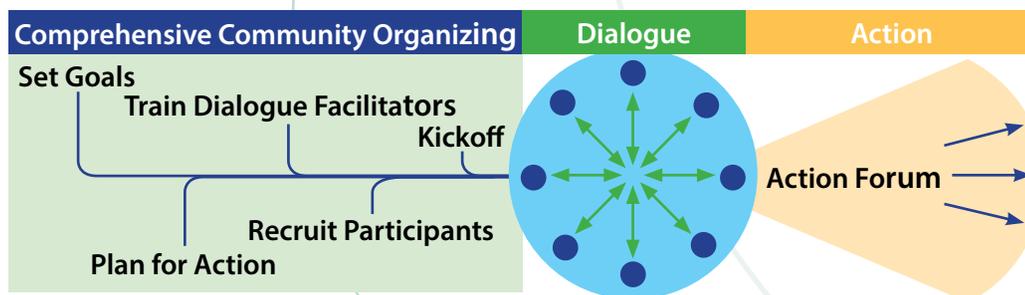


Figure 1. This diagram illustrates how the organizing group works with community partners to establish the overall goal of improving the community marketing effort.

Step 3

What Would You Expect to See, Like to See, or Love to See?

Begin with the end in mind. What is your vision of the outcomes from these groups? If you start to think about this from the beginning, it will be easier to see the outcomes as they develop throughout the process.

The organizing group and partners should come together to decide:

- What is the bare minimum that you EXPECT to happen from this process?
- What would you LIKE to see happen as a result of this process?
- If everything went right, what would you LOVE to see after this process?

This discussion creates a foundation to use in answering the question, “How well are we doing?”

Learn more about this process 

Step 4

Communicate – Communicate – Communicate!

Communication simply can’t happen enough. Listed below are a few ideas about **what** to communicate and **how** to do it:

What:

- Explain why people or organizations should get involved and what you are asking them to do. Design a “pitch” that briefly describes the program and what it will accomplish. Don’t forget to explain the dialogue process — all are welcome.
- Emphasize that it takes everyone to market a community — we all have a role; we all have special talents and skills.

How:

- Think back. How do people find out what is going on in your community? Tap into those methods.
- Do you have a local paper that could include feature articles? A radio or TV station with a community forum opportunity?
- Can members of the organizing group be scheduled as featured monthly programs for local civic and community groups?
- Do employers or organizations distribute electronic newsletters or news “blast” announcements?
- How about putting information on a well-read electronic sign in town (bank, school, community event center, etc.)?
- What about flyers, table tents in the local café, posters, etc.?





Community Facilitators

In study circles, facilitators are essential in helping the members talk and work together productively. They are a key component in making sure the process is successful. Using facilitators from your community builds human capital that resides in your community for future small group discussions.

Recruitment

Each community may use a combination of methods:

- A community steering committee for the project might have people within the committee who want to volunteer to lead a group.
- As the effort is being promoted (via traditional or electronic newspapers, newsletters, presentations to civic groups, or by word-of-mouth), people may want to volunteer.
- The steering committee or the group that is organizing the study circle process may want to identify and ask certain people to participate based on their expertise, network of contacts, or past connections with community improvement efforts.

Training

It is important that prior to kickoff, facilitators attend a training session so they can review the study guide as a group and develop or refresh their small group facilitation skills. Bringing facilitators together also gives them the opportunity to get to know one another so that they can informally network while they are working with their study circle groups. Some facilitators may even want to team up and work with a single group.

[Learn more](#) ▶



[Using community facilitators](#) ▶

[What is involved in the training](#) ▶

[Factors in recruiting facilitators](#) ▶

[What community members tell us](#) ▶



Delivery

Communities have options in organizing a facilitator training. Usually, the group organizing the study circle looks to another organization or group to coordinate and deliver it. Often they work with:

- A local Cooperative Extension office. Extension personnel are affiliated with state land-grant universities and are trained in small group facilitation.

Find an Extension office +

- A local staff member of the chamber of commerce or economic development office, or a high school or community college instructor who is trained in small group facilitation.



Content

The training should highlight the key facilitation skills needed to ensure a study circle is productive and runs smoothly. The training should help facilitators ...

- + Understand how study circles work as a process for community change.
- + Understand the special roles of the facilitator and the notetaker in a study circle.
- + Notetakers help to ...
- + Experience a study circle.
- + Practice includes ...
- + Practice being a neutral facilitator.
- + The sessions include ...
- + Additional tips can be found in the *Marketing Hometown America* guide.

The ultimate goal for the facilitator is to:

- + Listen intensely
- + Maintain good eye contact
- + Use first names and be attentive
- + Trust in the resources of the group
- + Organize, connect, and summarize data
- + Protect every idea offered
- + Function as a facilitator and guide
- + Encourage everyone
- + Constantly be mindful of the outcomes the group is seeking.

Adapted from "The Complete Guide to Facilitation"
(T. Justice & D. Jamieson, 1998)

Kickoff Event

Why do you need a kickoff for the *Marketing Hometown America* study circles?

- It tells the community what is going on so that the effort is transparent and open.
- It encourages a wide range of participation, increasing the likelihood of a diverse group of people in the study circle process.
- It lets the community know immediately who is organizing and supporting the effort. When multiple partners come together, it strengthens the credibility of the program and says to the community, "This is important."
- It gets people talking about the program and the issue in a fun way. It often creates a buzz in the local coffee shop, which can be converted into increased participation.



What does it look like?

Here are a few examples of how communities have staged a study circle kickoff event:

- a potluck picnic in the park with beverages being provided by the organizing group
- held in conjunction with a publicly promoted downtown "Business After Hours" session at a recently opened business in the community
- incorporated with an established school gathering early in the fall where new teachers are introduced and fall sports teams are recognized
- as a part of a publicly advertised chamber of commerce or local community organization meeting
- dovetailed with a community celebration or established fundraiser



Promoting the event

Getting the word out about the event is always important. If it is held with an existing program, promotion may be a little easier. Each community typically uses a little different mix, depending on what is available and what people are accustomed to seeing and hearing. If available, a local paper or radio or TV station is often a great way to advertise the event.

Other methods of promoting the kickoff +



What to include the day of the event

- a welcome and background on the issue and why the organizing group believes that the topic is important
- a description of the study circle process
- the expectations of participants and facilitators
- an introduction of the facilitators
- time for questions and answers and to share a place or person that functions as the contact for the program
- an opportunity at the end of the kickoff to sign up and, if possible, have the tentative circle get together and establish a time and place to meet

Here is an actual agenda of a study circle kickoff event. +



Your Connection to the Community

In this first session, we will get to know each other, and talk about our connections to the community and what we value in the community.

- 1 Think about a time you lived somewhere else and how you were welcomed. Did you feel a part of the community?
- 2 Do you know people who have moved here recently? What was their experience?
- 3 What brought you to the community?
- 4 What encourages you to stay in the community? Do you feel connected to the community?
- 5 Do you have extended family here?
- 6 How important is the ability to make a living when you move to a new community? What did your employer do to help you feel more connected to the community?
- 7 How does the community show it values its school system?
- 8 Have you been asked to join several organizations? How did that make you feel?
- 9 Are there people in the community who seem to know all the answers? If so, how easy is it to find those people?
- 10 What do you think people from nearby communities say about this community? What are you known for?

Learn More

- Baby Boomers: Will They Be Moving to Rural Nebraska? +
- Attracting and Retaining Workers in Rural Communities +
- Attracting New Residents to Rural Nebraska: The Problem with Retention +

Optional activity +



Bottom Line

This session helps you identify what you like about your community. It also allows you to think about the experiences new residents have in your community and why they moved to your community.

In the *Marketing Hometown America* guidebook, the activities in Session 1 will help you appreciate the perspectives of others.



Factors in Choosing a New Community

Let's look at some things people consider when they are anticipating a move to a new community. What makes a community a desirable place to live? Do you have any considerations to add to this list?

- **Safety.** Parents are not afraid to let their children ride bikes around town. Lighting is good in public areas. Sidewalks are available and safe.
- **Proximity to Relatives.** The pull of family is strong; whether that means in the same community or one nearby.
- **Open Spaces.** Residents are able to enjoy the natural environment and outdoor recreation. Space allows for quality family time.
- **Slower Pace of Life.** You don't have rush hours, you have rush minutes. The atmosphere is not hurried.
- **Lower Cost of Living.** This might include taxes, transportation, home ownership, amenities, fees, etc.
- **Quality Education.** Parents may look at class size, teacher/student ratio, and class offerings. Is lifelong education valued?
- **Recreation.** People may look for fitness centers, bike trails, movie theaters, and other leisure activities.
- **Health Care.** Are there clinics, hospitals, dental and eye care, and mental health facilities?
- **Opportunity to Make a Living.** Support for entrepreneurs, buying local, job creation, hiring within the community.

Using the factors listed above, think about the following questions:

- 1 Which of these factors would you consider first when moving to a new community?
- 2 Which of these strengths could be used to sell the community to newcomers? What makes the community unique? What is missing?

[Download fillable community report card](#) +

Bottom Line

This session gives you a snapshot of your community by looking at data and considerations people think about when selecting a community in which to live.





Community Fact Finding

In this session you will look at community demographics. Here are some U.S. Census Bureau websites with good community profiles:

factfinder2.census.gov +

onthemap.ces.census.gov +

Find answers to these questions when you look at the community profile on the websites listed above:

- When you compare Census data over the years, what trends do you notice that tell how the community will look in the future? Is this an accurate picture?
- What is the level of education?
- What is the median family income?
- What age groups are most and least represented?
- What ethnic groups are represented?

Learn more

The Community Capitals Framework +

Building a Strong Sense of Community +

Optional Activity +



Creating a Resident Friendly Community

In this session, you will think about how your community could attract new residents. You will look at examples of what other communities have done to attract new residents.

Attracting New Residents

Here are some examples of how communities have become more new resident friendly.

Safety

- Received a "Safe Route to School" grant to repair and install sidewalks
- Installed better lighting in public parking lots

Proximity to Relatives

- Installed billboards to encourage residents to ask family members visiting during the holidays to consider moving back home
- Reached out to high school alumni on a Facebook page by highlighting graduates who are telecommuting or have started businesses in their hometown

Open Space

- Highlighted opportunities in hunting, geocaching, or other activities requiring open space
- Created walking, biking, or fitness trails around the open spaces in the area

Slower Pace of Life

- Scheduled story time at the library
- Organized monthly family activities/community holiday meals
- Highlighted easy commute to work
- Shared opportunities for participation in organizations

What people are looking for ▶

Bottom Line

Small groups of residents can create positive community change. This session gives excellent examples of actual projects that can make a difference in attracting new residents.

Lower Cost of Living

- Offered incentives for new housing construction
- Developed low-cost transit system to nearby communities for health care

Quality Education

- Worked to keep the school website up-to-date with school achievements and activities
- Provided links to distance education for more course offerings and hard-to-fill classes
- Promoted the student-teacher ratio



- Using networks to help recruit ▶
- Low-cost and no-cost options ▶

Recreation

- Built new soccer fields and a Frisbee® golf course; upgraded tennis courts; renovated swimming pools
- Promoted 4-H Shooting Sports and summer rec programs

Health Care

- Established a satellite clinic to bring in health care professionals once a week
- Partnered with local schools so community members can use the school's fitness equipment to exercise during open gym nights



Opportunity to Make a Living

- Engaged in business transition planning to link current business owners with new entrepreneurs
- Offered incentives to belong to the local chamber of commerce
- Provided training and assistance to retain and grow local businesses
- Provided job postings and business opportunities on the chamber website

Learn more

New Resident Research Briefs & Publications – Who are they? Why did they move? How do we keep them? +

Moving to the Nebraska Panhandle: A Broad Picture of the Decision Process +

Optional activity +

Marketing the Community

There is no end to the possibilities — some communities develop new resident guides to help answer questions and market the community to new residents. +

Brainstorm ideas of what your community could do to market itself in the relocation considerations listed previously.

- What do you have that you can market in a better way?
- What can you do that would enhance what you already have?

Action Steps to Promote the Community

In the previous material, you have examined some of the considerations new residents think about as they relocate, and have read about real-life examples of how other communities are addressing the considerations. In this session, you will review the Community Marketing Process, talk about the components of a marketing plan, and identify target groups that would benefit from living in the community.

What Is the Community Marketing Process and How Can We Use It?

As you look at the Community Marketing Process, you see that in some ways marketing a community is very similar to marketing a business or organization. The components are listed below and linked to a variety of resources that can help a community develop a marketing plan.



Components of a Community Marketing Plan

1 **New Resident Research**

- Focus Groups +
- Household Surveys +

2 **Identify Target Markets**

- Labor Vacancy Surveys +

3 **Develop the Message**

4 **Reach the Market**

- Tailoring Rural Community Websites to New Residents +

5 **Develop Action Plans** ▶ **Implement** ▶
Check Your Progress

- A sample action plan +

There are aspects that **can't** be changed easily or quickly. +

There is a set of realities that **can** be changed and is locally driven. +



Developing Your Marketing Plan

In the *Marketing Hometown America* guide, this is where your group would put the puzzle pieces together to promote your community. You will take each step and build upon it. You will want to consider each of the following steps.

STEP 1

New Resident Research

- 1 Who is coming here and what brought them here?
- 2 What types of skills and expertise does the community need?

STEP 2

Identify Target Markets

- 1 What target markets would be a good match for this community? Why? +



STEP 3

Develop the Message

- 1 Does the community have a current slogan or marketing message? Is it effective? Does it fit?
- 2 Look at the community marketing materials you have to see if there is a consistent message. How do the images influence the marketing message?
- 3 Look at these pictures. +
What are your reactions to the images that were used? What works and why?
- 4 What ideas do you have for pictures that would positively promote the community to your target market?
- 5 Are there key words or sound bites that you identify with the community? What does the community promise new residents? For example, Sidney, Nebraska, developed a slogan. +
Wayne, Nebraska, put their slogan and images together in a video. ▶

[Your Marketing Plan Worksheet](#) ▶

STEP 4

Reach the Market

- 1 What techniques are currently used by the community? Who do they reach?
- 2 What other techniques can be used? +

STEP 5

Develop Action Plans – Implement – Check Your Progress

- 1 What is the goal?
- 2 Who is involved?
- 3 What needs to happen?
- 4 What is the timeline?
- 5 What are the results?

Bottom Line

In a typical study circle, these steps would help you create a marketing plan that is shared at the Action Forum. You would also develop a list of actions to make your community more marketable. +

Action Forum

The finale of the study circles is an Action Forum, a meeting in which all the groups come together with their ideas. At the end of the Action Forum, you will have recommendations for a marketing plan prioritized by the participants and ideas for improvement projects to help make the community more marketable.

Here is a sample agenda (approximately 3 hours):

1 Social Time

- Refreshments
- Entertainment
- Gallery walk — participants read summaries from each study circle that are posted around the room

2 Welcome and Introductions

- Moderator welcomes everyone and introduces sponsors.
- Review agenda.
- Talk about the efforts in the community.
- Thank facilitators and other key volunteers.

3 Plans from Study Circles

- Representatives from each study circle present their group's plan using the "Your Marketing Plan" worksheet.
- Representatives answer questions about each plan.
- Participants vote on overall marketing message/slogan.
- Participants vote on any part of any plan that they like.

- Count votes and share results. Give information to the community marketing committee.
- Connect those who may be interested in serving on the marketing committee with the committee.

4 Moving to Action

- Moderator comments on the great ideas that have come from the plans to enhance the community to make it more marketable.
- List each idea on a separate flip chart page for voting; consolidate similar ideas.
- Give each person two adhesive-backed dots. Have participants vote by placing their dots on the flip chart pages that represent the top two ideas they think should be done to make the community more marketable.
- Moderator counts votes and identifies the top ideas. Invite

participants to sign up for an action group that will work on accomplishing the ideas. Participants should list name, phone number, and email address. Participants willing to convene one of the groups for the first time should put a star by their name.

- Convener for each action group collects names and sets the date for the first meeting.

5 Closing Remarks

- Describe how the action efforts will be tracked and tied to further organizing.
- Talk about the next steps. This can include plans for another round of dialogue, a celebration, or a check-in meeting.
- Thanks to all

For additional information about moving to action, please visit [Everyday Democracy](#). 



Check Your Progress

Community projects like *Marketing Hometown America* take time and effort. The sponsoring group as well as the community will ultimately want to know if it made a difference. Results and accomplishments usually occur but all too often they not compiled and shared with others. With a little bit of planning, the talk at the coffee shop can go from “Did anything happen as a result of that effort?” to “Wow! Look at how much got accomplished because of that project!”

Remember when this process was first organized? These questions were discussed:

- What is the bare minimum that you **expect** to happen from this process?
- What would you **like** to see happen as a result of this process?
- If everything went right, what would you **love** to see following this process?

This discussion created a foundation to use in answering the question, “How well are we doing?”

At the Action Forum, participants voted on aspects of the community marketing plan that they liked. This information was given to an established marketing group or to a new marketing group that was formed around the plan.

Participants also voted on the top projects that would make the community more marketable — these could have been anything from developing a new entrance sign to improving some aspect of community beautification. Both the marketing plan and the selected projects to help make the community more marketable need to be tracked at 6-month and 12-month intervals after the Action Forum.

Why Follow Up? +

Who Follows Up?

Typically the sponsoring group follows up with the projects that were created at the Action Forum. Usually this is done through a one- or two-page report to the sponsoring group 6 months and 12 months after the forum.

The report does not have to be elaborate. It just needs to capture the basics: the goal, who was involved, and what the group accomplished. Did they hit the “expect to see,” “like to see,” or “love to see” mark in their work? A report template might look like this. +

What community members tell us ▶



Celebrate Success!

Taking time to celebrate community successes, no matter how big or small, will build community confidence and make it easier to keep the momentum for future community goals. A celebration also can give some closure to goals the community has been working toward.

A celebration is a public way to recognize participants for their hard work and to document the results of their efforts. It is a way to congratulate small wins and steps along the way. Many programs and projects can last a year or longer so keeping the momentum is critical. It is also just plain FUN!

Community celebrations can be as varied as the communities themselves. Be creative — the end result should be to recognize participant contributions and to feel good about where the community has been and where it is going.



References

The relocation considerations listed in the guide were grounded in the following research:

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Want to know more about ...

● Why new resident recruitment and retention is important in rural areas?

Baby Boomers: Will They Be Moving to Rural Nebraska? ⊕

Attracting and Retaining Workers in Rural Communities ⊕

Attracting New Residents to Rural Nebraska: The Problem with Retention ⊕

● The relocation preferences of metropolitan residents as they look at rural communities?

Moving to the Rural Great Plains: Point of Origin Differences in the Decision-making Process ⊕

● Specific new resident research in the western region of Nebraska ?

New Resident Research Briefs & Publications — Who are they? Why did they move? How do we keep them? ⊕

Moving to the Nebraska Panhandle: A Broad Picture of the Decision Process ⊕

Community Recruitment and Retention of New Residents — A Study Using a Market Assessment Process ⊕

● What new residents are looking for in a rural community website?

Tailoring Rural Community Websites to New Residents ⊕

● Rural community marketing research?

Marketing Rural Communities to Attract and Retain Workers in a Changing Economy ⊕

● National migration research focused on rural areas?

Rural Migration: The Brain Gain of the Newcomers ⊕

Community Evaluation and Migration Intentions ⊕

Baby Boom Migration and Its Impact on Rural America ⊕

Natural Amenities Drive Rural Population Change ⊕

Population Trends in Nonmetro America Vary Considerably by Age Group and County Type ⊕

Reasons for Moving in Nonmetro Iowa ⊕

Local Amenities and Life Cycle Migration: Do People Move for Jobs or Fun? ⊕

Returning and New Montana Migrants: Socioeconomic and Motivational Differences ⊕

Using an Asset-Based Community Development Initiative to Attract and Retain Young People ⊕