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ATTRACTION AND RETAINING PEOPLE TO RURAL ALBERTA

A LIST OF RESOURCES & LITERATURE REVIEW

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PREFACE

Why did we develop this document?

Attracting population to small rural communities can be a challenge as most people prefer to settle in larger cities where the draw of family, friends, ethnic networks and jobs is strong. However, rural communities can attract and retain population by promoting the benefits of living and working in smaller communities (e.g., employment opportunities, lower living expenses, safe neighborhoods and access to community health and recreation services).

This document was developed as a resource guide to assist rural communities in Alberta wishing to attract and retain population to address their long-term economic needs¹. The document includes information and links to web based resources, initiatives and programs. The document contains information on some best practices that have been developed by other countries. The document also reviews the literature on benefits, challenges and strategic options to attract and retain population in rural communities.

The information is divided into the following five sections to allow communities to locate information relevant to their situation more quickly:

1. Attraction and retention of immigrants and migrants to rural areas
2. Attraction and retention of youth to rural areas
3. Attraction and retention of retirees to rural areas
4. Attraction and retention of professionals to rural areas
5. Attraction and retention of artists to rural areas

¹ This document is intended for guidance and information only. The document identifies resources that the researcher was able to find through web search. However, it is not considered as an all-inclusive listing of resources.
1. ATTRACTION AND RETENTION OF IMMIGRANTS AND MIGRANTS TO RURAL AREAS

1.1. OVERVIEW

Many rural communities are facing a number of challenges related to their changing human capital needs across Canada. Fertility rates are below replacement levels. The fertility rate in Canada lies at approximately 1.5 births per woman. In Alberta the fertility rate dropped below the replacement level in the late 1970s and has continued to decline.

An aging population, youth out-migration and a small number of newcomers are also challenges of rural communities. Statistics Canada reports that Canada’s population is rapidly aging. Projections suggest that seniors will make up between 23 per cent and 25 per cent of the total population by 2031. The percentage of Albertans aged 65 and older will increase from approximately 11 per cent to 15 per cent between 2011 and 2021. This demographic reality will have profound and lasting economic and social implications on rural communities.

To respond to these challenges, rural communities will require a number of tools, strategies and practices that can successfully welcome and retain immigrants and migrants. The strategies which will contribute to innovation and productivity in the local economy can be fostered by structured planning, commitment, leadership and action. Employment opportunities, social support, language, amenities and community response continue to provide the key factors influencing both recruitment and retention of immigrants.

Some communities in Alberta have already begun implementing strategies to welcome newcomers. The following list of resources can help communities to plan ideas and activities to attract and retain new immigrants and migrants to their areas.

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1. http://albertaviews.ab.ca/issues/2000/janfeb00/janfeb00policy.pdf
2. Statistics Canada 2006
4. Persons residing in Canada who were born outside of Canada, excluding temporary foreign workers, Canadian citizens born outside Canada and those with student or working visas (http://www.statcan.gc.ca/pub/81-004-x/2010004/def/immigrant-eng.htm).
5. In-migrants are those who moved into a specific geography (for example, Canada, a province, a territory, a census metropolitan area or a census agglomeration) (http://www12.statcan.gc.ca/census-recensement/2006/dp-pd/01rb/Rp-eng.cfm?LANG=E&APATH=3&DETAIL=0&DIM=0&FL=A&FREE=0&GC=0&GID=0&GK=0&GRP=1&PID=94605&PRID=0&PTYPE=88971_97154&JS=0&SHOWALL=0&SUB=0&Temporal=2006&THEME=71&VID=0&VNAMEE=&VNAMEF=).
6. Bollman et al.; Bruce; Houle; Long and Amaya.
1.2. LIST OF RESOURCES FROM CANADA

The list of resources consists of the following:

1. Toolkits or reports/booklets
2. Programs, projects (regional and national) and initiatives
3. Associations and organizations/models
4. Additional resources such as websites or others

1. Toolkits or reports/booklets

Type: Toolkit
Title: Attracting & Retaining Immigrants: A Toolbox of Ideas for Small Centres

Abstract:

The toolbox is a practical tool for smaller centres to use as a strategy to address the issues surrounding the attraction and retention of immigrants. It supports communities in engagement and integration activities related to welcoming and retaining newcomers. The toolkit can be used to plan ideas and activities to attract and retain new immigrants.

Type: Toolkit
Title: Welcoming and Inclusive Communities Toolkit

Abstract:

This toolkit was designed to assist municipalities in Alberta wanting to reduce racism and discrimination and build welcoming and inclusive communities. The toolkit identifies good practices that promote inclusion and equity and reduce racism and discrimination. It also provides examples of strategies, approaches, action plans and policies that have been developed by other municipalities within and outside of Canada. The toolkit can help municipal governments to develop and implement actions to promote inclusion and equity and reduce racism and discrimination in their communities.

Type: Analytical Toolkit
Title: The Choice Matrix - Addressing community concerns

Abstract:

This toolkit offers strategies and best practices that can help rural communities to attract and retain newcomers. It approaches attraction and retention of newcomers from a community economic development perspective but does not consider other aspects of attracting and retaining newcomers like social inclusion or employer awareness, which are important elements in successful human capital strategies. A number of resources are available throughout this toolkit that can help rural communities attract and retain newcomers.
**Type:** Toolkit  
**Title:** Community Immigrant Retention in Rural Ontario (CIRRO) Toolkit  

**Abstract:**

The toolkit offers strategies and best practices that can help rural communities to attract and retain newcomers. It approaches newcomer attraction and retention from a community economic development perspective. This toolkit is designed for economic development officers, municipal officers, community planners, community developers and anyone involved in community economic development.

**Type:** Toolkit  
**Title:** The Community Attractiveness Indicators for Newcomers (CAIN) Tool  
**URL:** [http://www.omafra.gov.on.ca/english/rural/edr/cirro/cirro-prog-resources.htm](http://www.omafra.gov.on.ca/english/rural/edr/cirro/cirro-prog-resources.htm)

**Abstract:**

CAIN is an analytical tool that provides information to help communities assess their ability to attract and retain sufficient human capital for economic development. It provides indicators based on national and provincial statistics at the census sub-division level. It enables stakeholders to identify areas for improvement, or strengths to build upon, to attract and retain newcomers. The analytical tool can help communities and regions to build strategies to fulfill the human capital requirements necessary to drive local innovation, community vitality and economic growth. A paper entitled “Community Attractiveness Indicators for Newcomers Tool: supporting data-driven rural and regional investment in human capital” can be found at: [http://www.ontarioimmigration.ca/en/living/OI_HOW_LIVE_CITIES.html](http://www.ontarioimmigration.ca/en/living/OI_HOW_LIVE_CITIES.html)

**Type:** Report  
**Title:** Immigrant-Friendly Businesses: Effective Practices for Attracting, Integrating, and Retaining Immigrants in Canadian Workplaces  

**Abstract:**

This report looks at how businesses across Canada can attract, integrate and retain immigrants and international talent. It highlights the value of implementing immigrant friendly programs and practices to address the needs of immigrants and articulates a number of “keys to success” to attract international top talent. The report also provides insights on ways that Canadian businesses can design and implement practices that are immigrant-friendly.
Type: Handbook
Title: Local Immigration Partnerships Handbook
URL: [Local Immigration Partnerships Handbook](http://welcomingcommunities.ca/category/best-practices-corner/community-toolkit-resources/)

Abstract:

The handbook is intended to assist communities and Citizenship and Immigration Canada Settlement Staff in establishing Local Immigration Partnerships (LIPs) as a means of planning and coordination at the local level with municipal, provincial/territorial and federal involvement. The handbook can be helpful for communities to establish or enhance partnerships and participation of multiple stakeholders in planning, and coordinating the delivery of integration services.

Type: Resource guide/Report
Title: Building capacity for welcoming communities: Resources for Immigrant-serving organizations to understand and fight Racism in Canada

Abstract:

The document is an inventory of resources on racism and anti-racism in Canada. The inventory is useful for service providers to help newcomers immigrants settle, adapt and integrate into Canadian society. There are resources for other organizations and individuals who are involved in broader anti-racism work and welcoming newcomers to their communities.

Type: Report
Title: Immigrant-Friendly Communities: Making Immigration Work for Employers and Other Stakeholders

Abstract:

This report looks at the value immigrants can bring to small communities; the role that federal, provincial and municipal policies play in attracting immigrants to small communities; and by way of case study, how some communities in Canada have succeeded in attracting and retaining immigrants through a collaborative approach involving employers and many different community stakeholders. Rural communities can get information and ideas from this report to make their communities immigrant-friendly.
Type: Report
Title: City Magnets II: Benchmarking the Attractiveness of 50 Canadian Cities

Abstract:

The document analyzes and benchmarks the features that make Canadian cities attractive to skilled workers and mobile populations. Cities without the ability to act as magnets and attract new people will struggle to stay prosperous in the decades ahead. Rural communities can use the same information and material to make their areas more attractive for newcomers.

Type: Report
Title: Our Diverse Cities
URL: http://canada.metropolis.net/pdfs/ODC_Summer07_3_en.pdf

Abstract:

The document is a publication of Metropolis, an international network for comparative research and public policy development on migration, diversity and immigrant integration in cities in Canada and around the world. The document looks at migration, diversity and immigration in rural Canada. It provides information on population changes and identifies the bases for immigrants’ choices. It also explores the nature of immigrant’s experiences upon their arrival to rural communities. The report can be helpful for rural communities in understanding the dynamics driving the population changes.

Type: Case Study
Title: Manitoba Rural Community Immigration Case Studies

Abstract:

Manitoba Rural Community Immigration Case Studies were undertaken to explore innovative practices, lessons learned and further considerations for communities wishing to develop strategies for immigrant attraction, settlement and retention. Each study offers a snapshot in time, a collection of impressions and commentary on immigration goals, challenges and responses at a particular point on the continuum of attraction, settlement, and retention. Rural communities can get more details through the following links to case studies:
http://www2.b Brandonu.ca/old-rdi/Publications/Immigration/Winkler-Final.pdf
http://www2.b Brandonu.ca/old-rdi/Publications/Immigration/Steinbach-Final.pdf
http://www2.b Brandonu.ca/old-rdi/Publications/Immigration/ParklandRegion-Final.pdf
http://www2.b Brandonu.ca/old-rdi/Publications/Immigration/PortagelaPrairie-Final.pdf

Type: Toolkit
Title: Newcomer Integration Toolkit
URL: http://www.ppcii.ca/pdf/Newcomer%20Integration%20Toolkit-%20August%202011.pdf

Abstract:

The toolkit aims to support social service agencies by providing resources that will enable the community to better meet the unique needs of newcomers. The toolkit includes resources, practical
supports and best practices for social service agencies and community groups on developing immigrant-friendly policies for workplaces, advocating for the benefits of immigrant attraction and retention and creating spaces and services that are accessible and welcoming to newcomers.

2. Programs, projects (regional and national) and initiatives

Type: Innisfail Model  
**Title:** Innisfail Welcoming Communities Pilot Project Innisfail, Alberta  
**URL:** [http://centralalberta.ab.ca/investing-here/investor-resources/welcoming-communities/the-innisfail-model](http://centralalberta.ab.ca/investing-here/investor-resources/welcoming-communities/the-innisfail-model)

**Abstract:**

Innisfail, Alberta (population 7,691) has experienced significant increases in the numbers of newcomers each year. Immigrants are attracted by employment opportunities at the meat processing plant. The region also employs between 100 and 200 temporary foreign workers for six-month periods in its agricultural industry. In addition, Olds College hosts 40 Mexican students each year in the college’s agriculture program. Issues of integration and welcoming have become increasingly pressing for the town of Innisfail. Therefore, Innisfail initiated “Welcoming Communities project”. The project provides free access for newcomers to computers, webcams, the library, recreational facilities and translation services. The project also offers services specific to life in Innisfail and Olds College organizes a “Winter Preparedness Session” for newcomers who have not experienced the Alberta winter. The Innisfail Model can be used as a best practice by municipalities to attract and retain newcomers. Innisfail also developed a toolkit which can be accessed at: [http://centralalberta.ab.ca/assets/documents/CAEP_Toolbox_Sm.pdf](http://centralalberta.ab.ca/assets/documents/CAEP_Toolbox_Sm.pdf)

Type: Initiative  
**Title:** Welcoming Communities Initiative  
**URL:** [http://welcomingcommunities.ca/](http://welcomingcommunities.ca/)

**Abstract:**

Welcoming Communities initiative, a collaborative multi-disciplinary alliance of university and community partners, was designed to develop, test and implement strategies to attract immigrants and minorities in small- and medium-sized cities across Ontario. It maintains a strong policy focus aimed at helping federal, provincial and municipal government departments develop and improve their policy and program interventions, especially in the area of welcoming and inclusive communities. The Welcoming Communities initiative can be used as a best practice by municipalities to attract and retain newcomers.
**Type:** National Initiative  
**Title:** Canadian Coalition of Municipalities against Racism and Discrimination (CMARD)  
**URL:** [http://www.albertahumanrights.ab.ca/about/partnerships/CMARD.asp](http://www.albertahumanrights.ab.ca/about/partnerships/CMARD.asp)

**Abstract:**

The initiative calls on municipalities from across Canada to be part of a larger international coalition of cities to combat racism. All level of governments, as well local and national organizations and individuals, share responsibility and have an important role to play in combating racism and discrimination and fostering equality and respect for all citizens. Ten Alberta municipalities have joined or resolved to join the CMARD. Alberta worked with the Canadian Commission for UNESCO to develop and launch CMARD in the province. The initiative can help municipal governments to support or establish a mechanism for consultation with a network of groups and individuals involved in the struggle against racism and discrimination.

**Type:** Program  
**Title:** Community Immigrant Retention in Rural Ontario (CIRRO) Program  
**URL:** [http://www.omafra.gov.on.ca/english/rural/edr/cirro/index.html](http://www.omafra.gov.on.ca/english/rural/edr/cirro/index.html)

**Abstract:**

CIRRO is designed to raise awareness, stimulate thinking, and provide practical suggestions on how to put newcomer attraction and retention ideas into action. The initiative supports rural communities to attract and retain skilled newcomers and business investors by building community capacity to utilize best practices and share knowledge with other communities. The communities can use this program as a model to look at all potential sources of newcomers, recognizing that immigration will continue to be the major source of population growth across the province.

**Type:** National Program  
**Title:** Municipal Immigration Information Online (MIIO)  

**Abstract:**

The MIIO program is a partnership between federal, provincial and municipal governments and is a way for communities to coordinate their attraction and integration efforts and also benefit from collaboration with other municipalities involved with the program. The program could be used as a model for Alberta municipalities looking to boost international recruitment efforts.
Abstract:

The concept has been designed to facilitate local efforts to help integrate newcomers into their communities. LIPs aim to strengthen the role of local and regional communities in serving, integrating, and retaining immigrants through local immigration initiatives. LIPs seek to help communities put immigration on their overall planning agenda in order to benefit from the successful social and economic integration of new immigrants.

3. **Associations and organizations/models**

Type: Organization  
Title: Carrefour d'Immigration Rurale Inc. (Crossroads of Rural Immigration - CIR)  
URL: [http://www.immigrationrurale.ca](http://www.immigrationrurale.ca)

Abstract:

The organization facilitates the recruitment, welcoming and integration of immigrants in New Brunswick and works to build consensus on the necessity and advantages of attracting cultural diversity to the region. It involves multiple sectors within the community, both public and private. In addition, CIR hosts a radio program on a local station every two weeks which plays international music and organizes a Salon Multicultural du Nord-Ouest, an evening event that showcases entertainment and food from the regions represented by immigrants in the community. It also encourages intercultural exchange and community building.
4. **Additional resources (websites, videos, etc.)**

**Type:** Website  
**Title:** Immigrating to Alberta  
**URL:** [www.albertacanada.com/immigration](http://www.albertacanada.com/immigration)

**Abstract:**

The website contains information about Alberta and immigrating, living and working in the province. The website also contains interactive maps and online tools. The online tool on working in Alberta helps newcomers find jobs and helps Alberta employers find the labour they need to manage their businesses. It includes important information for employers. Site visitor can get detailed information on events, seasons and services through video, animation, images and texts from the website.

**Type:** Video  
**Title:** Immigrate to Alberta  
**URL:** [http://www.auma.ca/live/MuniLink/Communications/Member+Notices?contentId=16019](http://www.auma.ca/live/MuniLink/Communications/Member+Notices?contentId=16019)

**Abstract:**

The City of Grande Prairie developed a best practices video which illustrates how it is partnering with community organizations to attract and support newcomers. The video demonstrates how the efforts of these organizations make Grande Prairie an inviting place to live and work. The video can be helpful for those communities who are interested in increasing their capacity to attract and retain newcomers. The video also provides information on the services to help newcomers integrate into the community. The videos from Grande Prairie and some other communities can be found at [http://www.youtube.com/user/ImmigrateToAlberta](http://www.youtube.com/user/ImmigrateToAlberta)

**Type:** website  
**Title:** Integration-Net  
**URL:** [http://integration-net.ca/english/index.cfm](http://integration-net.ca/english/index.cfm)

**Abstract:**

Integration-Net is a communications, information and research tool to support the work of the settlement communities. It provides a means to develop both a national and international exchange of information and ideas about best practices on integration strategies and programs in order to share and learn from the experience of others. The website can be a useful and one-stop source of information for rural communities. Rural communities can get information on national and regional initiatives and events related to settlement and integration services across the country and abroad. They can also share their experiences with program delivery, best practices stories and programs, upcoming events and useful links.
1.3. EXAMPLES FROM OTHER JURISDICTIONS

US

Type: Toolkit
Title: Immigrant Integration Toolkit
URL: http://gcir.org/publications/toolkit

Abstract:

This US-based toolkit identifies practices and exemplary programs for municipalities in community-wide planning, language access, language acquisition, education, improving health and well-being, promoting economic mobility, equal treatment and opportunity, civic participation and social and cultural interaction. The report compiles program and policy models that hold considerable promise to promote immigrant integration at the local, state and regional levels. It also offers indicators of success and measurable outcomes that rural communities can use to evaluate and demonstrate achievement, as well as improve immigrant integration strategies.

Type: Project
Title: Marketing Rural Communities to attract and retain workers

Abstract:

The project helps to build a diversified workforce to meet present and future needs in rural areas by enhancing the ability of rural communities to attract and retain new workforce members. The project focused on the design and evaluation of recruitment and retention strategies and the use of the internet as a marketing tool for residential recruitment and retention. The aggregate results obtained from the evaluation of specific recruitment strategies are available to policy makers and local development interests in the form of best practice recommendations for rural locales. Rural communities can get more details through following links to some articles and resources:

Tailoring Rural Community Websites to New Residents”
http://agecon.unl.edu/c/document_library/get_file?folderId=2369822&name=DLFE-21181.pdf

“Attracting and Retaining Workers in Rural Communities”

“Community Images: What they communicate to New Residents”
http://agecon.unl.edu/c/document_library/get_file?uuid=3b1c7054-17b2-47f7-a2c7-65af5725a7b9&groupId=2369805&.pdf

“Attracting New Residents to Rural Nebraska: The Problem with Retention”
http://agecon.unl.edu/c/document_library/get_file?uuid=a5b4d165-4e8e-4baf-88ba-beaf6dc330ec&groupId=2369805&.pdf
**Australia**

**Type:** Program  
**Title:** Diversity and Social Cohesion Program  

**Abstract:**

The program addresses cultural, racial and religious intolerance through the funding of community grants. The main objective of the program is to help communities work towards a spirit of inclusiveness and a shared identity as Australians.

**Type:** website  
**Title:** My Language: Public directory  

**Abstract:**

MyLanguage provides access to resources including search engines, web directories, government websites, online dictionaries and syndicated news for multicultural Australians.
1.4 REVIEW OF THE LITERATURE

1.4.1. The benefits of attracting immigrants and migrants

Attracting more people to live and/or work in a community increases local demand for goods and services, helps businesses grow and create local jobs, and contributes to the overall economic health of a local community.\(^8\)

Attracting more people to live and/or work in a community also increases the human capital of the community. Human capital is defined as the knowledge, skills and abilities which allow the people working in the community to be productive.\(^9\) The human capital in a community is the collective wealth of experience of all people in the community. As people retire, they take more human capital out of the workforce than they originally brought in. To sustain economic growth and maintain standards of living, a community needs to continually seek qualified people to replace the human capital that is being taken out of the workforce through the retirement of its most skilled and experienced workers. This is becoming more important as larger numbers of baby boomers reach retirement age. Newcomers can help a community meet these demands.

Communities that successfully address human capital as part of their economic development strategies also promote inclusion and an increased sense of cohesiveness and belonging within the community.\(^10\) The result is a growth in the community’s stock of social capital, with greater civic participation and more diverse involvement within the community. Engagement and participation of community members in attraction and retention strategies is also beneficial on a broader basis. These activities increase the resiliency of the community by improving community dynamics and increasing the capacity to collaborate and by identifying and meeting common goals.

1.4.2. Challenges for rural communities to attract and retain immigrants and migrants

Rural communities are facing a number of challenges related to their changing human capital needs such as declining population, an aging population and the out-migration of youth, etc.\(^11\)

Rural communities and people are basically defined in terms of their distance from each other and from major population centres.\(^12\) They are equally characterized by lower densities both across communities and within them. As a result, they do not have the advantages of agglomeration economies that often drive the urbanization process. From an immigration perspective, distance and density are in turn likely to affect the awareness, services, institutional completeness, diversity and network structures that function to attract and retain immigrants.\(^13\)

Rural communities are perceived to be challenged to provide adequate access to health care, particularly family doctors and nurses.\(^14\) A 2004 study reported an estimated shortage of over 500 physicians in rural Ontario. This is of particular concern as health risk factors such as obesity, smoking and heavy drinking are more prevalent in rural regions of Canada than in urban areas. Students in rural Canada are also falling behind their urban counterparts. High-school dropout rates are higher in rural

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8 www.immigrationnorthwesternontario.ca
10 www.immigrationnorthwesternontario.ca
11 Ibid.
13 Steinbach; Reimer et al.
areas. The rural dropout rate (16.4%) was nearly twice as high as the urban dropout rate (9.2%) during the 2004/2005 school year\(^\text{15}\). Small towns also face significant shortfalls related to transportation infrastructure.

For many newcomers, in their home countries, the terms “small city” or “rural” carries negative connotations such as fewer job opportunities, fewer services, fewer amenities and greater social isolation. The challenge for community economic developers in smaller centres is often how to get the human capital needed to maintain the standard of living without losing the small town feel.

### 1.4.3. Newcomers’ motivations and expectations

Immigrants arrive with complex and varied motivations, expectations, needs and modes of living. Immigrant families move to rural areas out of a concern for the security, wellbeing and future prospects for their children. Research by Statistics Canada has shown that the most significant reason immigrants choose a new home is the importance of family ties\(^\text{16}\). The information about individuals who have relatives abroad can help initiate a second wave of immigration after the first wave has settled in. Skilled immigrants consider factors like employment, housing, safe, clean and friendly communities, low cost of living, educational facilities, cultural and recreational opportunities when making decisions to live in rural settings.

### 1.4.4. Potential strategies for attraction and retention of immigrants and migrants

Successfully attracting and retaining immigrants can be a key component of a rural community’s economic development strategy. Although federal and provincial governments have responsibility for immigration, communities can play an important role in attracting, welcoming, integrating and retaining newcomers to their areas.

The primary role of communities in immigration is to create and maintain a welcoming place where people want to live, work and play. It is important to remember that immigration is about people. If the goal is to increase the number of individuals and families who move to a community and stay long term, offering a warm and welcoming environment is the key to achieving that goal. Attracting and retaining newcomers is becoming a necessity for most communities due to three main factors:

- The demand for highly skilled, adaptable workers due to knowledge economy and rapid technological change\(^\text{17}\).
- An aging workforce and increasing dependency ratio\(^\text{18}\).
- A growing reliance on immigration as a source of population, skills and labour force growth\(^\text{19}\).

The key characteristics of a successful repopulation strategy may include:

\(\text{a) \hspace{1cm} A \textit{Welcoming Community}}\)

The successful integration of newcomers into a community is based on mutual respect, understanding and cooperation. Newcomers are more likely to stay in a location if they are successful economically

\(^{15}\) http://www.ccl-cca.ca/CCL/Reports/LessonsinLearning/LiL1March2006.html

\(^{16}\) http://eae.alberta.ca/documents/WIA/WIA-EN_Toolbox.pdf

\(^{17}\) Commission on the Reform of Ontario’s Public Services, 2012

\(^{18}\) Ontario Ministry of Finance, 2012

\(^{19}\) Ibid.
and are meaningfully engaged in all aspects of community life. A welcoming community does not happen automatically. It is the result of community planning processes that take into account inclusion and integration\textsuperscript{20}. The process involves a broad range of players and stakeholders. The municipality plays a vital stewardship role in forming collaborative partnerships and gathering key players. Local champions can help build awareness. Community forums provide valuable opportunities to fine-tune plans, launch initiatives and strengthen social networks. The key characteristics of a welcoming community are:

- Respect for diversity: A community becomes more accepting as its population becomes more diverse. With concerted effort, the process can be accelerated.
- Public services: A community’s public services such as hospitals, police and recreational facilities are able to address newcomers’ needs.
- Education: Educational services and facilities such as elementary, secondary, post-secondary and adult continuing education are available and ready to accommodate the special needs of recent newcomers.
- Health and wellness: Newcomers need to feel confident that a community can provide adequate resources to keep them well and deal with illness and emergencies.

The City of Red Deer, Alberta, a town of 80,000 residents, is an example of a community that has taken a number of significant steps to welcome new Canadians and create an inclusive community\textsuperscript{21}. In New Brunswick, the Multicultural Council offers a Cultural Competency Training Program for managers and team members in public and private sector workplaces to assist in managing diversity and creating welcoming environments\textsuperscript{22}.

The promotion of community is very important. Community’s promotional materials such as books and pamphlets need to be well-developed. They should be prominently displayed and should draw attention to the region's features such as a low unemployment rate, health care and education facilities, low crime rate and affordable lifestyle, etc. Websites are the first place where potential newcomers check for information and look to learn about Canadian communities. It is vital to have a website that is informative, engaging and easy to navigate. Linking the website to provincial, territorial and federal sites promoting immigration and tourism is essential for any community interested in receiving newcomers.

\textit{b) Language Training}

Language training is one of the three needs most consistently identified by immigrants when they are asked about their community integration process. Rural areas need to be creative to meet immigrant needs, including the provision of language training.

\textit{c) Leisure Time Activities}

Leisure time activities are exceptional integrating opportunities and a normalizing influence on the life of newcomers. Involving newcomers in leisure activities is one of the best ways to create a hospitable environment while building new friendships, new experiences and new ties. These can be both organized and individualized. In Thunder Bay, Ontario, The PROKids Program (Positive Recreational

\textsuperscript{20} The Community Immigrant Retention in Rural Ontario case study communities of Brockville/Leeds and Grenville, Chatham-Kent and North Bay
\textsuperscript{21} http://www.city.red-deer.ab.ca
\textsuperscript{22} http://www.safeharbour.ca and http://www.nbmc.ca/English/programs.html
Opportunities) provides subsidized spaces in city run and other community activities, sports, music and recreational organizations for children from low-income families and for newcomers. Prince Edward Island has developed a program of International Friendship Teahouses for the mutual introduction of newcomers and islanders where the focus is on “people talking to each other”.

d) Community Engagement

Support from community leaders, champions, decision makers and citizens is crucial for a successful community newcomer attraction and retention plan. Partnerships, either formal or informal, are also important for community engagement. These partnerships are most effective when there is a commonly defined vision that brings together potential institutional and community stakeholders to develop goals and actions. Throughout the process, keeping the community informed about the need for immigration, the goals of the strategy and the project’s progress can reduce misunderstandings and increase the potential for success.

e) Municipal Stewardship

Municipal staff and councillors can play a leadership role in helping to define the issues and build momentum and support within the community. In addition, municipalities can bring together key players for the purposes of planning and implementing programs effectively and can open up dialogue within the community and provide venues for the community to express their ideas and concerns so that the community feels it is meaningfully engaged in the process. In addition to municipal leadership, a community leader may be recruited to champion the activities. A local champion inspires action, builds momentum and brings necessary stakeholders to the table to promote the community’s ideas and strategies.

It is vital for smaller communities to involve business people, educators, healthcare workers, churches and volunteers in preparing the community to respond to the diverse needs of immigrants. It is also necessary to involve any media within the community and share the full results of the work by having a press conference or individual meetings in order to bring the larger community on side. Identifying people who can provide resources and skills needed for settlement and establishing partnerships with community can be another useful tool for a community in receiving and retaining newcomers.

23 [http://www.niagararegion.ca/living/childcare/financial-assistance/recreation-culture-programs.aspx](http://www.niagararegion.ca/living/childcare/financial-assistance/recreation-culture-programs.aspx)
24 [https://sites.google.com/site/teahousepei1/home](https://sites.google.com/site/teahousepei1/home)
25 [www.immigrationnorthwesternontario.ca](http://www.immigrationnorthwesternontario.ca)
2. ATTRACTION AND RETENTION OF YOUTH TO RURAL AREAS

2.1. OVERVIEW

Rural communities face considerable challenges in retaining and attracting youth in Canada. Approximately 28 per cent of the youth population migrated out of rural Canada between 2001 and 2006. Rural communities also experience much lower rates of return migration than urban centres. It is estimated that at the most, only 1 in 4 rural youth who leave their community will return to the same community within 10 years. Overall, there has been a considerable decline in youth population in rural areas. This has led to an unprecedented loss of economic knowledge and potential, which is crucial for rural development.

Youth out-migration is attributed to many factors such as non-availability of jobs in rural areas and the desire to pursue post-secondary education and other experiences etc. The factors encouraging young people to stay in rural areas include the availability of higher education and employment opportunities, social/family pressure to stay and lack of resources to move. A sense of attachment to the local area and whether they feel included or valued by the local community is also important in the decision making process.

Some communities in Alberta have already begun implementing strategies to attract and retain youth. Following is a list of resources that can be helpful for communities to plan ideas and activities to attract and retain young people to sustain their population and economy.

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26 Community Information Database (http://www.cid-bdc.ca/rural-facts?page=5)
2.2. LIST OF RESOURCES FROM CANADA

The list of resources consists of the following:

1. Programs and projects (regional and national)
2. Associations, organizations and centres
3. Training and services
4. Additional resources such as websites, booklets/toolkits or others

1. Programs and projects (regional and national)

Type: Project
Title: Return to Rural, Alberta
URL: http://www.returntorural.ca/

Abstract:

Return to Rural is a rural community economic development project aimed at attracting and retaining early and mid-career families to the rural communities of selected regions in Alberta. The return to rural philosophy is built on the idea that by blending technology and youth, it is possible to create an environment where rural living is a viable choice for youth. It works with youth, government, community and businesses to foster a future oriented dialogue. It provides education and training to civic leaders, community and businesses to inspire change and growth. The project provides best practices for rural communities who wish to work on the attraction and retention of young families for their areas.

Type: Program
Title: The Summer Company Program, Medicine Hat College Alberta
URL: http://www.mhc.ab.ca/Services/EntrepreneurDevelopmentCentre/SummerCompanyInfo.aspx

Abstract:

Summer Company is an opportunity for enterprising young people who want to start and run their own summer businesses. The program provides hands-on business coaching and mentoring from local community business leaders who will work with youth to make their summer company a reality. The program awards student entrepreneurs with up to $10,000, plus valuable mentorship opportunities. Rural communities can take advantage of business consulting services and resources available through the network of program providers.

Type: Program 2012-2014
Title: The RABC Pilot Program, Alberta
URL: http://www.rabc.ca/index.php/about-us

Abstract:

The Pilot Program is a partnership between the Government of Alberta and local organizations actively involved with the business community. As part of the three year program, RABCs provide advice and information services to entrepreneurs and small businesses to assist them in making informed business decisions. The centres provide services to entrepreneurs, small business owners and managers at all
The stages of the business life cycle from the start-up to expansion to succession planning. Each rural business centre will provide one-on-one business advice, seminars, workshops and access to relevant information about small businesses and business opportunities. Communities have been selected for the pilot program. Results from the pilot will be used to determine the future sustainability of the program and potential expansion of rural business centres to other communities.

**Type:** Program  
**Title:** The Summer Temporary Employment Program (STEP), Alberta  
**URL:** [http://humanservices.alberta.ca/working-in-alberta/3158.html](http://humanservices.alberta.ca/working-in-alberta/3158.html)

**Abstract:**

The program helps high school and post-secondary students to develop their skills, knowledge and work experience through temporary employment during the spring and summer months. It provides money to help not-for-profit organizations hire knowledgeable and enthusiastic summer staff. Employers benefit from the work accomplished by the STEP employees, new ideas and perspectives and exposure to potential full-time employees. Rural communities who wish to support their youth can get more information on this program through Alberta Works.

**Type:** Program  
**Title:** Rural Roots: Communities in Action, Alberta  
**URL:** [http://www.changeforchildren.org/ruralroots/ruralroots.html](http://www.changeforchildren.org/ruralroots/ruralroots.html)

**Abstract:**

Rural Roots: Communities in Action is a program of Change for Children Association that recognizes youth as Alberta’s most important resource. Rural Roots provides community leadership training and hands-on workshops with other youth and inspiring youth leaders. It provides resources for teachers and communities to increase youth engagement. The program also organizes events that connect rural youth across the province. The program can help rural communities to boost their efforts for youth engagements.

**Type:** Program  
**Title:** Veterinary Work Experience Program, Alberta  
**URL:** [http://www1.agric.gov.ab.ca/general/progserv.nsf/all/pgmsrv42](http://www1.agric.gov.ab.ca/general/progserv.nsf/all/pgmsrv42)

**Abstract:**

This program provides career-related job opportunities to students enrolled in either a Doctor of Veterinary Medicine degree program or students who have completed their first year of an Animal Health Technician Program. Funding is renewed on a yearly basis. Employees and employers must apply together for the program. The program runs from May 1 to August 31. Rural communities can get more information on this program through Alberta Agriculture and Rural Development.
Type: Program  
Title: ACCA Co-operative Youth Program, Alberta  
URL: [http://www.learningcentre.coop/resource/acca-co-operative-youth-program](http://www.learningcentre.coop/resource/acca-co-operative-youth-program)

Abstract:

The ACCA Co-operative Youth Program is a program of Alberta Community and Co-operative Association. It creates awareness and understanding in youth about co-operative ideals, leadership development, and the importance of community and the agriculture industry. The first Co-operative Youth Program was held at Elk Island National Park at Camp Agape in 1961, attracting 91 young people between the ages of 16 and 20 from rural Alberta. It was intended to develop leadership skills and co-operative attitudes in youth, and to encourage their active involvement in the community. The program could be used as a model for Alberta municipalities looking to provide an innovative learning environment that fosters the development of leadership skills and co-operative ideals in youth.

Type: National Program  
Title: Youth internships (YI)  

Abstract:

Youth internships were coordinated by Industry Canada and were closed on March, 2012. The internships were intended to provide employment opportunities for young Canadians between the ages of 15 and 30, primarily students, recent graduates, the underemployed and the unemployed. Youth internships Canada created jobs and other social, educational and economic benefits associated with the expanded use of information and communications technology. Youth interns worked at community access sites across Canada.

Type: National Program  
Title: Career Edge - A National Youth Internship Program  
URL: [https://www.careeredge.ca/en/home](https://www.careeredge.ca/en/home)

Abstract:

Career Edge is a program for Canadian youth that aims to enhance youth employability by providing youth with valuable career-related experience in Canadian companies. Career Edge internships are open to graduates of university, college, or high school wishing to spend six, nine or twelve months gaining career experience with an established company in Canada. Rural communities can get more information through their website.
Type: pilot project
Title: Make Way for Youth- Nova Scotia
URL: http://www.acoa-apeca.gc.ca/eng/Agency/mediaroom/NewsReleases/Pages/1887.aspx

Abstract:

The Nova Scotia Government ran a brief pilot project that allowed young people from across Canada to visit the province and to be matched with opportunities in Halifax Regional Municipality and Colchester County of the province. The project assessed personal suitability and arranged exploratory visits to match youth with entrepreneurship, local industry, culture, heritage, and tourism and employment opportunities. The project also worked to counter out-migration by reaching out to current resident youth between the ages of 14 and 17 and educated them on their impact in the future of their communities. The project could be a best practice for rural communities who wish to attract and retain their youth.

Type: Program
Title: Youth strategy (YS) Program in Quebec

Abstract:

The YS program aims to encourage the acquisition, implementation, expansion or modernization of a business by one or more young people, and to enhance young people’s employability and develop their social, cultural and economic commitment to their community. The success of this business project attracts youth to the region and therefore, counters the migration of young people to large urban centers. It offers financing, advice and support to youth for their business projects.

Type: Program
Title: Young Canada Works - Quebec
URL: http://www.pch.gc.ca/ycw-jct

Abstract:

Young Canada Works offers students and recent graduates the chance to use their skills, build their career’s equity, earn money for their education or get started on the right career path. Young Canada Works also offers employers an opportunity to benefit from innovative ideas and competitive skills. Wage subsidies are available for eligible employers.

Type: Program
Title: The Young Entrepreneurs Program Manitoba
URL: http://www.gov.mb.ca/healthyliving/youth/businesses/youngentrepreneurs.html

Abstract:

The program encourages Manitoba's young people to start their own full-time businesses and pursue self-employment as a career choice. Applications are accepted on a year-round basis from youth aged 18 to 29
years. Under the Young Entrepreneurs program, approved applicants are eligible for a grant of up to $4,000 to help defray business start-up cost and capital expenditures.

**Type:** Program  
**Title:** Youth Ventures Program - Newfoundland and Labrador  
**URL:** [http://www.youthventuresnl.com/](http://www.youthventuresnl.com/)

**Abstract:**

The Youth Ventures Program supports young people 12 to 29 years old who wish to explore the world of small business by setting up a summer business. The program offers business planning, marketing and advertising support to participants throughout the summer. Help in applying for a small business loan is also available.

**Type:** Program 1989  
**Title:** Place aux jeunes du Quebec  
**URL:** [www.placeauxjeunes.qc.ca](http://www.placeauxjeunes.qc.ca)

**Abstract:**

The program was started to stop the exodus of young graduates to big cities. The program helps them discover the various facets of their region, allows them to meet participants in the local economy and invites them to imagine themselves and their future in that region. Rural communities can use the program as best practice to stop youth out-migration from rural areas.

2. **Associations, Organizations and Centres**

**Type:** Centre  
**Title:** The Entrepreneur Development Centre at Medicine Hat College, Alberta  
**URL:** [http://www.mhc.ab.ca/Services/EntrepreneurDevelopmentCentre.aspx](http://www.mhc.ab.ca/Services/EntrepreneurDevelopmentCentre.aspx)

**Abstract:**

The Entrepreneur Development Centre at Medicine Hat College offers business coaching and access to resources. The College organizes seminars and events to encourage young entrepreneurs to enter in to business. The services are available to students and alumni from all disciplines who wish to succeed in business.

**Type:** National Organization 1996  
**Title:** The Canadian Youth Business Foundation (CYBF)  
**URL:** [www.cybf.ca](http://www.cybf.ca)

**Abstract:**

The CYBF is a national organization and delivers its program through a collaborative network of Community Partners (CPs). The Community Partners network champions youth entrepreneurship in their communities and directly work with young people to guide them through the entire CYBF
process to obtain funding and a mentor. The CPs and their volunteer Local Review Committee members are essential to the entrepreneur’s success and in preventing out-migration of youth from their respective communities. Rural communities can get help from CYBF for their youth businesses from pre-launch planning to start-up and to implementation by pre-launch and post-launch coaching, financing and mentoring.

**Type:** Organization  
**Title:** Southwest Rural Youth Connections  
**URL:** http://www.youthconnections.ca/

**Abstract:**

Youth Connections provides innovative career services and information; develops working partnerships between youth, employers, parents, and community agencies; and makes career services and information more accessible to youth in fun and interesting ways. Youth Connections can help rural communities find the information they need to pursue these options.

**Type:** National Organization  
**Title:** 4-H Canada  
**URL:** http://www.4-h-canada.ca/core/en

**Abstract:**

4-H is one of Canada’s longest-running youth organizations for young people between the ages of 8 and 21. It is dedicated to the growth and development of rural youth. It gives youth opportunities to learn new things such as citizenship, cooperation, leadership, responsibility and independence through a dedicated group of volunteer leaders. 4-H youth learn the skills needed to contribute to making this a better world. Many of them go on to become leaders in their communities. Locally, 4-H gives back to the community and creates community leaders. Provicially, there are opportunities for conferences, camps and scholarships. Nationally, 4-H members have the opportunity to see different parts of Canada and the world, apply for scholarships and participate in some of the country’s longest-running youth conferences.

**Type:** Association 1992  
**Title:** Skills Canada Alberta (SCA)  
**URL:** http://skillsalberta.com/about-us

**Abstract:**

Skills Canada Alberta (SCA) is a not-for-profit provincial association. It serves as a critical link between employers, educators, labour groups and government to reposition trade and technical careers as a first choice career option for youth in Alberta. It works to equip youth with the skills to help Canada compete successfully in a drastically changing world market. This is accomplished through programming targeted at junior high, senior high and post-secondary students.
Abstract:
CAREERS: The Next Generation is a non-profit organization raising youth awareness of career options and helping students earn while they learn through internship. It partners with government, educators, communities, industry, parents and students to introduce youth to rewarding careers and develop the skilled workers of the future. Communities can get more information and support from the organization.

Abstract:
The CFEE as a non-profit educational organization works to increase awareness and understanding of economic matters among teachers and students in high schools and community colleges. CFEE hosts conferences and seminars and produces a wide range of print, video and computer software resources specifically designed for use by young Canadians in the school system. It also works to promote and assist the enhanced economic capabilities of young Canadians and to increase the extent to which they can assume their economic roles, and make economic decisions with competence and confidence.

Abstract:
Camp Je was founded by the Réseau des SADC du Québec, a network of non-profit organizations that brings out the best in Québec’s regions and ensures each region’s development. Camp Je offers teens, aged 13 to 17 an opportunity to learn business basics in a fun, vacation-like atmosphere. The participants work with a team to create a small business, ask for a loan and produce market and sell a product. Camp Je has become an event that municipalities all over Québec compete for hosting.

Abstract:
Junior Achievement is a youth education organization and Canada-wide business program that promotes entrepreneurship and business. It produces graduates who are more likely to become entrepreneurs, create jobs and power our economy. Last year, more than 216,000 students, in 400+ communities, benefited from JA programs that were delivered by over 13,000 dedicated business mentors who presented in excess of 1.4 million hours of instructional time.
**Type:** Organization  
**Title:** MB4Youth - Manitoba  
**URL:** [http://www.gov.mb.ca/cyo/youth/index.html](http://www.gov.mb.ca/cyo/youth/index.html)  

**Abstract:**

MB4Youth works closely with youth, businesses, not-for-profit organizations, community groups, educational institutions, provincial departments, and other levels of government. The main goal is to work with prospective employers to facilitate the hiring of students and youth up to age 29 by providing internships, grants, job referrals, mentorship and bursary opportunities, and wage incentives. It is also a source of information for all youth programs and services offered by the Government of Manitoba. MB4Youth makes it easier for youth to access over 200 provincial programs and services through the OpportunitiesMB web portal.

**Type:** National Organization 1987  
**Title:** Advancing Canadian Entrepreneurship (ACE)  
**URL:** [http://www.acecanada.ca](http://www.acecanada.ca)  

**Abstract:**

ACE is a national organization dedicated to support student business owners and promoting entrepreneurship as a viable career option. It delivers programming that provides university and college students access to real world experience that complements in-class studies.

**Type:** International Organization  
**Title:** Enactus  
**URL:** [http://www.acecanada.ca/bin/students/programOverview.cfm](http://www.acecanada.ca/bin/students/programOverview.cfm)  

**Abstract:**

Enactus is an international non-profit organization that works with leaders in business and higher education to mobilize university students to make a difference in their communities while developing the skills to become socially responsible business leaders. Participating students form teams on their university campuses and apply business concepts to develop outreach projects that improve the quality of life and standard of living for people in need. Its annual national competitions provide a forum for Enactus teams to present the results of their projects. Through rounds of live presentation - based competition, students showcase how their community outreach projects are shaping the economic, social and environmental landscape of Canada. The national champion moves on to represent Canada at the prestigious Enactus World Cup.
3. **Training and Services**

**Type:** Training and Services  
**Title:** Trade Secrets – Alberta Apprenticeship and Industry Training  
**URL:** [http://tradesecrets.alberta.ca/](http://tradesecrets.alberta.ca/)

**Abstract:**

Trade Secrets provides information on trades and occupations, scholarships, awards and financial assistance. There are 12 field offices located throughout Alberta. Rural communities can get more information through the Apprenticeship and Industry Training office in their area.

**Type:** Services  
**Title:** Workplace Training, Alberta  
**URL:** [http://humanservices.alberta.ca/working-in-alberta/3215.html](http://humanservices.alberta.ca/working-in-alberta/3215.html)

**Abstract:**

Workplace Training focuses on helping clients acquire the employment skills needed to find and maintain employment and increase their income from employment. This type of job skills training has two parts. First is work exposure which is designed to help clients develop an awareness of a specific occupation and employment opportunities over a period of a few weeks. Second is a workplace training which is tailor-made and structured worksite-based training opportunities of 12 months or less that teach clients specific skills for occupations that are in demand. Rural communities who wish to support their youth can get more information on this program through Alberta Works.

**Type:** Services  
**Title:** Alberta Learning Information Service (ALIS)  
**URL:** [http://alis.alberta.ca/index.html](http://alis.alberta.ca/index.html)

**Abstract:**

ALIS is an online source for education and training information. This site includes content about secondary education and training institutions. Francophone programs are also highlighted. Rural communities can get detailed information and contacts regarding career, learning and employment from that website.

4. **Additional Resources like websites, booklets/toolkits or others**

**Type:** Website  
**Title:** Youth Employment Information  
**URL:** [http://www.youth.gc.ca/eng/home.shtml](http://www.youth.gc.ca/eng/home.shtml)

**Abstract:**

The website provides information on employment and learning opportunities including the Youth Employment Strategy (YES) which the Government of Canada created to help young Canadians, aged 15 to 30 obtain education, career and employment information. The general inquiry line can assist with
employment and career resources, student loans, bursaries, Aboriginal specific services and services for people with disabilities.

**Type:** website  
**Title:** IPS Ontario - Inventory of Programs and Services  
**URL:** [http://www.tcu.gov.on.ca/eng/](http://www.tcu.gov.on.ca/eng/)

**Abstract:**

This bilingual site provides improved access to a comprehensive searchable database of local, provincial and federal employment programs and services. It provides tools to assist job seekers, employment service providers, community agencies and the public. The IPS is a free online database of programs and services that lead to employment. The IPS database is a comprehensive inventory with a primary focus on local programs and services. Rural communities can get information on programs and services that are available throughout the country or province.

**Type:** Website  
**Title:** Youth Link  

**Abstract:**

Youth Link includes more than 250 programs, services and resources for young people between 15 and 30. It is also a valuable resource for career counsellors, parents, educators, employers and community groups.

**Type:** Camp  
**Title:** Alberta Youth Entrepreneurship Camp (AYEC)  
**URL:** [http://www.entre-corp.com/ayec/aboutayec.html](http://www.entre-corp.com/ayec/aboutayec.html)

**Abstract:**

AYEC is a week-long camp for youth age, 13 to 15. It is held for youth who are interested in learning about business and entrepreneurship. The main focus of this camp is to educate youth about teamwork, marketing, advertising, preparing a cash-flow statement and writing a business plan. Campers set up their own businesses and use real money, which they borrow from actual bankers. The last day is “Business bay” at the camp, where campers have the opportunity to open and operate their businesses. The youth also participate in many fun recreational activities throughout their week at camp.
**Type:** Booklet  
**Title:** Time to Choose a post-secondary education program  

**Abstract:**

This book is for the person looking for information on Alberta post-secondary education programs. It can assist their learning and work exploration and the ability to make life and work decisions. The booklet can be used to get more information on post-secondary education programs that are available for rural communities.

**Type:** Booklet  
**Title:** Multiple Choices – Planning Your Career for the 21st Century  
**URL:** [http://alis.alberta.ca/pdf/cshop/MultipleChoices.pdf](http://alis.alberta.ca/pdf/cshop/MultipleChoices.pdf)

**Abstract:**

This book is written for people who are making career-related decisions. It helps people understand how career development is a continuous process with a series of choices. It explains the difference between jobs, occupations and roles and how to identify positive assets and characteristics (e.g., skills, interests, values, beliefs and knowledge). It also provides further information and resources. The booklet can be used as a resource guide to make career decisions.

**Type:** Booklet  
**Title:** Career Planner: Choosing an Occupation  

**Abstract:**

This easy-to-read booklet is written for youth and adults to help them plan their career by increasing their learning and work exploration and by improving their ability to make life and work decisions. It helps them identify and discover how their skills, interests, values and traits are related to their work roles. The booklet can be used by rural communities to develop action plans and problem solving strategies for their youth.
Type: Booklet
Title: Workability Handbook

Abstract:

This booklet is a starting point for people who are looking for work. It will improve their ability to make life/work decisions. It will help them to explore the personal qualities, skills, knowledge and attitudes that are necessary to get and keep work.

Type: Report
Title: Youth Retention and Attraction Strategy (YRAS) - Newfoundland and Labrador

Abstract:

The strategy was based on extensive engagement with youth 18 to 30 and concluded with the creation of an Office of Youth Engagement, which is responsible for the coordination of youth related programs and policy development. A set of action items emerged from the YRAS and is currently being implemented at the provincial level. The initiatives are also designed to address key transition periods for youth that strongly influence their decisions about their careers and training, where they will live, work and raise their families, and the roles they will assume in their communities.

Type: Toolkit
Title: A Youth Council Toolkit
URL: http://www.ruralontarioinstitute.ca/file.aspx?id=061706a3-2f32-4d2b-a38a-a5cf2c24c9ec

Abstract:

The Youth Council Toolkit is a general guide that provides tips and best practices in creating a Youth Council in the community or within an organization. Rural communities can use this toolkit for suggestions, tips and best practices to increase youth participation.

Type: Software
Title: Rural Business Planner
URL: http://www.fmc-gac.com/resources/beginning-farmers

Abstract:

The Rural Business Planner is packed with tips, resource information and step-by-step checklists to help farm and rural business owners plan their businesses more easily. Rural municipalities can contact Canadian Farm Business Management Council for more information on this software.
2.3. EXAMPLES FROM OTHER JURISDICTIONS

US

Type: Program
Title: Community-based Aquaculture Program
URL: http://www.mi.mun.ca/cbed/aquaculture/

Abstract:

In rural Maine, a high school formed a partnership with regional colleges to create a community-based aquaculture program. Students raise fish, maintain a hydroponic greenhouse, farm mussels, sell bait, and are engaged in a drift study with local fishermen. Case study data suggest that the program has been effective in realizing its goal of increasing school attendance, decreasing dropout rates, and enhancing students’ educational and career aspirations.

Type: Program
Title: Nebraska’s Hometown Competitiveness Program
URL: http://htccommunity.whhive.com/about

Abstract:

The program is designed to give young people a reason, an opportunity and the encouragement to come home again to work and raise their families. The program specifically targets entrepreneurial development and training, youth engagement and wealth transfer capture for community investment. The program has experienced early success and several additional communities are pursuing this model.

Type: Project
Title: Rural Enterprise Assistance Project
URL: http://www.cfra.org/reap/home

Abstract:

In Nebraska, the Center for Rural Affairs’ Rural Enterprise Assistance Project works to engage youth in local business associations, encourages youth to invest in their local communities and provides entrepreneurship training to high school students. By providing these early opportunities that provide a sense of pride towards their home communities, youth may be more inclined to remain or return in their home communities to start businesses and improve the local economy.
**Type:** Organization  
**Title:** National Foundation for Teaching Entrepreneurship (NFTE)  
**URL:** [http://www.nfte.com](http://www.nfte.com)

**Abstract:**

NFTE’s mission is to teach entrepreneurship to low-income young people, aged 11 to 18, to help them become economically productive members of society by improving their academic, business and life skills. NFTE has developed a variety of specialized curriculum products designed for students, as well as educators and youth workers. NFTE’s programs are offered in a variety of settings including public schools, after-school programs at community-based organizations and intensive summer business camps.

**Type:** Organization  
**Title:** Youth Venture  
**URL:** [http://www.youthventure.org](http://www.youthventure.org)

**Abstract:**

Youth Venture is a national not-for-profit organization that empowers young people (aged 12 to 20) to create and launch their own enterprises to take greater responsibility for their lives and communities. “Dream it. Do it” is a collaborative effort between Juniorjobs.com and Youth Venture; this project aims to promote social entrepreneurship among youth aged 13 to 20. The partnership offers young people the support they need to create, lead and launch their own enterprise including materials, technical allies, media opportunities, national recognition, workshops and training.

**Type:** Project  
**Title:** Communities in Schools (CIS)  
**URL:** [http://www.cisnet.org](http://www.cisnet.org)

**Abstract:**

CIS is a not-for-profit organization that sets out to keep youths in school through connecting schools and communities. Local CIS programs are independent, non-profit, community, city or countywide public/private-partnership organizations. Each CIS operation surrounds young people with a community of tutors, mentors, health care providers and career counselors. CIS’s 18 sites offer, by giving the start-up dollars, youth entrepreneurship or youth enterprise as part of their programming. CIS operations currently serve 1,100 schools across the country.
Australia

Type: Project
Title: Remote and Rural Enterprise (RARE)
URL: http://sydney.edu.au/business/innovation_and_enterprise/ventures/RARE

Abstract:

RARE creates two-way learning and development exchanges between graduate students and enterprises in remote and rural Australia. Through action-research projects and community placements, students are required to adapt their business skills to specific community needs and new socio-cultural contexts. The engagement with real business challenges and communities is intended to increase students' entrepreneurial capability as well as social and cultural empathy and respect.

Type: Program
Title: The Young Dairy Development Program

Abstract:

The Young Dairy Development Program is a dairy industry network group aimed at young dairy farmers aged 18 to 40. The Young Dairy Development Program is a good example of industry taking responsibility to develop the networks that young farmers value so highly.

Type: Program
Title: Young Achievement Australia
URL: http://resources.mhs.vic.edu.au/business/youngachievers.asp

Abstract:

This is a cross-curricular program bringing together groups of students from a school or variety of schools in a local area. The program provides enterprise education for all students, irrespective of their curriculum choices, and is accredited for a Small Business Management Certificate. Students experience typical issues and options confronting commercial operations and develop enterprise skills such as decision-making, negotiations, risk-taking, creativity, communication and teamwork.

Type: Program
Title: Youth Outreach Program
URL: http://www.youthoutreach.org.au/home

Abstract:

The program is a not-for-profit program that uses an innovative and holistic mentoring model to provide at risk young people in Western Australia with links, opportunities and supports in education, employment and training, while addressing personal needs such as accommodation, financial security, family mediation and counseling. In collaboration with its young clients, their families and their local community, it tries to address the issues young people face.
United Kingdom

Type: Website
Title: Flyingstart Online
URL: http://flyingstartonline.com/

Abstract:

FlyingStart is an Internet platform where students and graduates get information and access to services. It also facilitates the establishment of Enterprise Societies at UK universities. Members have access to a database of all available funding and grants in the UK. They can network with over 10,000 graduate entrepreneurs, and can ask hundreds of experts in accounting, tax, law, sales, marketing, PR, business support and planning. The system allows to create own websites and offers a system to recruit and network with members and create blogs and forums, and upload events and documents to keep members/supporters informed.
2.4. REVIEW OF THE LITERATURE

2.4.1. Challenges for rural communities to attract and retain youth

There are a series of challenges in retaining rural youth in their respective communities. Based on research, major challenges and issues include:

a) Lack of Access to Education and Training

Rural youth have considerably less access to post-secondary education and training programs than urban dwellers. Consequently, many youth leave rural communities to pursue education in larger centres. Most colleges, universities and technical institutes are located in urban centres. Research has shown that rural youth feel a lack of education opportunities limits their potential to develop the necessary skills and abilities to be competitive in local, regional and national economies. This includes minimal or no post-secondary education institutions in their communities, limited availability of adult education or upgrading courses available, lack of on-the-job training opportunities, and lack of local training and education programs to help them develop entrepreneurial skills. In Southwestern Manitoba, 56.5 per cent of youth identified that current post-secondary education opportunities in their communities aren’t adequate. Further to that, education ranks second in factors determining where the participants would be living one year from the research date.

b) Lack of Economic Opportunities/Employment

Rural youth have fewer economic opportunities than their urban counterparts. In addition to declining employment, those individuals who work in rural communities are less likely to be employed in professional or managerial occupations. In terms of types of work available, more blue-collar and less professional and managerial positions are available in rural areas. The research supports the importance of employment and careers for rural youth. Nationally, rural youth have identified career opportunities as the top priority for retaining youth within rural areas.

c) Lack of Career-oriented Employment Opportunities

According to national research, rural living is not perceived by youth to be compatible with diverse career paths. Many rural youth noted that if they were successful in their post-secondary education programs, there would not be an opportunity for them to work in their chosen field in a rural community. Other youth noted that due to the limited number of employers, it was also difficult to gain entry into apprenticeship and/or technical areas.

d) Lack of Transportation

Most rural areas do not have public transportation and they rely on other forms of transportation to get around. This poses a number of problems for youth who do not own vehicles. Due to transportation

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29 King, et. al., 2003
31 Ibid.
32 Ibid.
limitations, youth feel that they are not able to participate in social activities such as movies, shopping, sports, dances, parties and community centre activities to the degree they wish.

e) Lack of Recreation/Social Activities and Infrastructure

Non work-related activities are an important part of life. Many youth feel that their communities do not offer them sufficient extra-curricular or social/cultural activities. Many feel the social/cultural infrastructure in their community is geared towards either the really young or the really old.

f) Lack of Youth Engagement

A significant proportion of rural youth feel that they are not considered to be active participants in their community. In some instances, youth felt that they were a marginalized group within the community and had no influence or status in their community.

2.4.2. Strategic options to attract and retain rural youth

Some strategic options to resolve the issues and challenges described in the previous section may include:

a) Providing Education and Training Facilities

High schools should create career training programs to ensure that youth know their options and how they can position themselves to stay in their communities and have their career success. Rural communities can help in creating co-operative education programs that partner with local businesses/industry. Rural communities can encourage distance education by informing youth of opportunities and providing the necessary facilities such as internet access. They can promote group enrollment in distance programs to facilitate the development of support networks and offer facilities where youth can meet for studying and discussion. Recognizing that only limited career opportunities are available to rural youth, it is important that education and training institutions provide sufficient opportunities for rural youth to acquire the skills that could be used in career employment in their local community.

b) Enhancing Employment Opportunities/Income Diversification

Income diversification is one way for communities to approach youth requirements for diverse income streams. Increasing income diversification opportunities would allow youth to access knowledge-based employment opportunities in a way that would be flexible enough to address their diverse needs. Entrepreneurial enterprises may be a viable option if youth were to receive support and encouragement.

c) Social and Recreational Opportunities

Social and recreational opportunities are a crucial factor in retaining and attracting youth to communities. According to a survey, improving recreation and social activities is included as one of

35 Nebraska Community Foundation, 2001

35
the top initiatives for regaining youth in rural communities. There is a need to ensure youth input in the planning stages of cultural/social events and/or infrastructure changes. Cultural exchanges in rural areas may also be promoted.

d) Civic Engagement

Youth must feel engaged with the community in civic activities and decision making. It is very important to encourage them and provide them with the opportunity to take an active part in their communities. Engagement is created by appealing to their interests and giving them something to be passionate about. Establishment of youth advisory committees and tasking of a councilor/position with responsibility for youth issues and priorities can be helpful for their engagement.

e) Participation

One of the most basic principles of any planning endeavor is participation. Youth should be solicited for their advice, input, feeling and ideas in all aspects of community functioning. Creating a sense of ownership through participatory approaches to community decision making will drive their passion and motivation. It will also make youth feel they are valued members of their community.

f) Leadership

Youth should be given the opportunity to occupy influential leadership roles throughout different aspects of their communities. This can create a sense of ownership and worth as they come to realize that they can add value to their communities. They then can serve as role models for other youth. The involvement and consultation with local youth and young adults in every phase of community development activities help develop the future leaders of the community.

36 R.A.Malatest & Assocites Ltd.2002
3. ATTRACTION AND RETENTION OF RETIREES TO RURAL AREAS

3.1. OVERVIEW

Seniors\(^{38}\) play an important role in the social, cultural and economic development of rural communities. They make significant and numerous contributions on a number of fronts to their families by providing assistance to spouses, children and grandchildren, and to their friends and neighbours. They also contribute to the community through volunteering activities and to the paid economy as skilled and knowledgeable workers.

As the baby boom\(^{39}\) generation continues to age, the population over age 65 will grow from 4.2 million to 9.8 million\(^{40}\). The number of Albertans over the age of 65 has nearly tripled since 1974. In 2009, seniors accounted for approximately 10.4 per cent of Alberta’s total population, or about one in ten people\(^{41}\). It is estimated that between 2011 and 2021, the percentage of seniors will increase from approximately 11 per cent to 15 per cent of the total population. By 2036, it is projected that there will be more than one million seniors in Alberta, or about one in five Albertans.

The majority of seniors live in urban settings; however, a large proportion of seniors still live in rural or remote areas\(^{42}\). It is estimated that approximately 15.5 per cent of seniors in Alberta live in rural areas and small towns\(^{43}\). The retiree population is projected to increase significantly in the near future. Retirees can provide many benefits to rural communities\(^{44}\). Prosperous retirees provide multiplier effects to local economies including increased tax revenue, local retail expenditure and cash flow, and increased service based jobs, donations and community services\(^{45}\).

Retiree attraction has a strong upside as a source of economic development, adding to the existing mature market of a community and increasing the importance of that segment. Retiree attraction, however, is different from other kinds of development policy measures, and not every rural community is prepared for this. A successful retiree attraction program may benefit tourism and assist in positive economic development, but success is not automatic. It takes sound planning, success, commitment, good strategies and hard work.

Some communities in Alberta are already working to attract retirees as an economic development strategy. Following is a list of resources and best practices that can help communities plan ideas and activities to attract retirees to sustain their population and economy.

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\(^{38}\) The definition of senior citizen varies from one government site to another. Seniors Canada Online defines a senior citizen as 55 years of age and older [http://www.seniors.gc.ca/c.4nt.2nt@.jsp?lang=eng&contentid=1&font=2#one]

\(^{39}\) Although an official definition of the baby boom does not exist, consensus describes a person who was born during the demographic post-World War II baby boom between 1946 and 1965. The explosion of new infants became known as the baby boom. Between 1940 and 1965 the annual number of births in Canada rose from 253,000 in 1940 to 479,000 in 1960, but dropped to 419,000 in 1965. Over a period of 25 years, the baby boom produced about 1.5 million more births than would otherwise have occurred (about 8.6 million), an increase of more than 18%. The baby boomer generation makes up a substantial portion of the North American population. [http://www.thecanadianencyclopedia.com/articles/baby-boom]


\(^{42}\) [http://www.statcan.gc.ca/pub/89-519-x/89-519-x2006001-eng.pdf]


\(^{44}\) [Shields et al., 2001], [Skelley, 2004] and [Das and Rainey, 2007].

\(^{45}\) [Haas and Serow, 1990], [Siegel and Leuthold, 1993] and [Fagan and Longino, 1993]
3.2. LIST OF RESOURCES FROM CANADA

Type: National Initiative 2006
Title: Age-Friendly Rural/Remote Communities Initiative (AFRRCI)

Abstract:

The main objective of this initiative was to increase awareness of what seniors need to maintain active, healthy and productive lives within their communities by identifying indicators of age-friendly rural or remote communities. Ten communities from eight jurisdictions participated in this initiative. In an age-friendly community, policies, services, settings and structures support and enable people to age actively by recognizing the wide range of capacities and resources among older people and by respecting the decisions and lifestyle choices of older adults. The initiative can be used as a best practice by rural communities to become an age-friendly community.

Type: Guide/Report 2006
Title: Age-friendly Rural and Remote Communities - A guide

Abstract:

The guide provides a summary of the considered thoughts, ideas and suggestions about what constitutes an age-friendly community. It is intended to foster dialogue and action that supports and enables older people to “age actively” and to participate fully in society. It is also intended to provide communities across Canada with food for thought as they work to ensure that their policies, services and structures take into consideration the needs and desires of seniors. The guide can help municipal governments to develop and implement actions to support their senior population and attract retirees.

Type: Community
Title: Chinook Village, Alberta
URL: http://www.chinookvillage.com/

Abstract:

Chinook Village, located in Medicine Hat, implemented the “aging in place” concept. It is a retirement community that provides progressive lifestyle options for seniors, 50 years of age and over. Chinook Village is close to shopping centres, restaurants, medical offices, a golf course, bowling alley, travel agent, gas stations, banks and much more. Rural communities who wish to attract retirees can use it as a best practise and can implement the “aging in place” concept.

46 Alert Bay and Lumby from BC, Port Hope Simpson and Clarenville from NL, High Prairie-AB, Turtleford- SK, Gimli- MB, Bonnechere – ON, Alberton- PEI, and Guysborough- NS
**Type:** Community  
**Title:** Elliot Lake, Ontario  
**URL:** [http://www.retireelliotlake.com/](http://www.retireelliotlake.com/)

**Abstract:**

Elliot Lake is a retirement community of Ontario (population of 11,348)\(^{47}\). In 1990, the population of Elliot Lake was 16,000 and 4,500 residents were working for the mines\(^{48}\). The residents started leaving the community due to the closure of its hydro uranium mining industry in 1990\(^{49}\). The community decided to transform itself into a retirement destination. A non-profit organization, Elliot Lake Retirement Living Inc., was created to market the community to seniors. A number of vacant dwellings in the city were rented to seniors who were willing to migrate to Elliot Lake. Various facilities, especially the Renaissance Seniors' Centre, were developed to cater to the needs of seniors. A decade later, Elliot Lake has attracted approximately 4,000 retirees and has stabilized its population and economy.

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**Type:** Community  
**Title:** Lac du Bonnet, Manitoba  

**Abstract:**

Lac du Bonnet is a retirement and tourism community of southern Manitoba. Due to its proximity to Winnipeg and Lee Rivers, lands adjacent to these waterways have become a haven to full-time and seasonal residents. The census claims the town's population grew 32 per cent in five years, an increase of about 300 people, to 1,328. Retirees move from larger urban centres to make Lac du Bonnet their home\(^{50}\). The Rural Municipality of Lac du Bonnet presently ranks 16th out of 200 Manitoba municipalities in terms of overall assessed value.

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\(^{48}\) [http://www.sudburyminingsolutions.com/been-there-done-that.html]  
\(^{49}\) [http://www.queensu.ca/surp/research/Paul%20Robinson.pdf]  
\(^{50}\) [http://www.century21.ca/CA/MB/RM_of_Lac_du_Bonnet]
3.3. LIST OF RESOURCES FROM OTHER COUNTRIES

USA

Retirement Market of USA

In the USA, a number of non-metropolitan counties with high amenities have become retirement destinations. The Economic Research Service (ERS) classifies counties as retirement destinations if the number of residents aged 60 and over increased by 15 per cent or more during the 1990s due to in-migration. ERS classifies 440 counties as retirement destination counties, 277 of which are non-metropolitan (62 per cent). Many communities have begun to actively recruit retirees as an economic development strategy; retirees bring in revenue in the form of taxes and local expenditures, but cost less in the way of public services. Some of the best USA practices are described below:

Type: Model
Title: Alabama Advantage Model
URL: http://www.alabamaadvantage.com/

Abstract:

The Alabama model provides assistance to rural communities in all phases of retiree attraction, including planning and technical assistance, literature development, coordinated marketing efforts, financial assistance, and amenity development. The key components of this initiative included the following:

- Alabama Reunion, which attracted many former Alabamans back to visit the State, was used as a vehicle to promote retiree attraction.
- A statewide survey identified communities interested in joining a new program to attract retirees to rural communities and collected infrastructure data in each participating community.
- The State produced color brochures promoting retirement in Alabama.
- Planning and technical assistance manuals were prepared to provide information to communities considering retiree attraction as a development strategy.
- A cooperative advertising program was implemented where local communities could join together to share the costs of national ads that featured these communities.
- Annual State-level conferences instructed local leaders on techniques for attracting retirees and allowed participants to share success stories.

Etowah County, in the same northeast corner of the State, began an aggressive campaign to attract retirees, using one of the new golf courses as a major attraction. This was a regional effort, where the city of Gadsden, population 47,000, promoted the surrounding rural amenities while the surrounding rural towns promoted urban amenities.

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Type: Workbook
Title: Economic Expansion Using Retiree Income: A Workbook for Rural Washington Communities
URL: http://openagricola.nal.usda.gov/Record/CAT10877674

Abstract:

The workbook covers a wide variety of topics, including background material on retiree impacts, community assessment, marketing and a good bibliography. Rural communities can get more information from National Agricultural Library, United States Department of Agriculture, at the following link: http://openagricola.nal.usda.gov/Record/CAT10877674

Type: Guidebook
Title: Art of Retirement: An Economic Development Program for Rural and Distressed Areas developed by Washington Community Self-Help Model
URL: http://www.docstoc.com/docs/36579663/Retiree-Attraction-Policies-for-Rural-Development

Abstract:

The State of Washington has fostered a local self-help model for retiree attraction. Its principal objective was to help rural communities that want to attract urban retirees. The Task Force produced a self-help guidebook “Art of Retirement: An Economic Development Program for Rural and Distressed Areas”. This guidebook advised interested communities on how to set up local retiree-attraction committees, find sponsoring organizations, create promotional materials, arrange visits, and report results to the central program office.

Type: Model
Title: South Carolina Planned Retirement Community Model
URL: http://www.bestguide-retirementcommunities.com/southcarolinaretirementcommunities.html

Abstract:

South Carolina has emphasized planned retirement communities as a vehicle to bring retirees into the state. South Carolina’s move in this direction began when a regional economic development agency of the state obtained over 3,000 acres of prime development land to develop a retirement/recreation community for upper- and middle-income retirees. This community was slated for 5,100 home sites and is expected to have a major impact on the surrounding rural county and nearby metropolitan areas.

Some States, such as Michigan and Mississippi, have recently eliminated income taxes for retirees in an attempt to attract retirees. The best marketing approach may involve word-of-mouth advertising, which means that places that start early in attracting retirees and succeed in satisfying them may gain an advantage over other places.

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52 Barkley and Henry
3.4. REVIEW OF THE LITERATURE

3.4.1. What do retirees seek in rural areas?

Rural communities provide a quality of life that is highly desirable to many retirees. The slower pace, the lower cost of living and the presence of friendly neighbors are very attractive features offered by smaller towns and villages. Retirees decide to relocate to smaller communities for a range of reasons that include the opportunity to live in a town where there is a true sense of community and the desire to reconnect with their roots by ‘coming home’ to a more neighbourly type of community that resembles the one where they grew up.

Affluent retirees look for a combination of the following: favorable climate, good medical care, quality housing at reasonable prices, safe and quiet neighborhoods, lower cost of living, quality recreational attractions, interesting cultural attractions and convenient shopping. David Savageau in his book “Retirement Places Rated” establishes seven criteria for rating potential retirement locations; money matters, housing, climate, personal safety, services, work opportunities and leisure activities. These areas also tend to share the following characteristics:

- A low cost of living
- Low urbanization
- Quality housing at reasonable cost
- Good health care services
- Outdoor recreational attractions
- Adequate transportation services
- Quality cultural attractions

3.4.2. Factors contributing to retiree attraction

A “retiree economy” is a viable approach for rural economic sustainability. Small towns, as opposed to big retirement enclaves are a good fit for new retirees who may want to live in mixed-age communities and escape the hubbub of urban and suburban life. Some places may not be aware that they have amenities that many retirees like, such as a mild climate and attractive natural amenities such as forests, rivers, lakes and views of mountains. Even places without impressive natural amenities may be able to attract retirees if they have inexpensive housing and land, a small-town lifestyle and proximity to metropolitan areas. Retirees prefer places with convenient access to a variety of goods and services, including entertainment, shopping, medical facilities and airports. Many retirees also seek places with good recreational opportunities, such as boating, fishing, golf and gambling that can occur in man-made settings. Many wealthier retirees select retirement destinations with abundant manmade and natural amenities. These people are generally referred to as “amenity retirees”.

The amenities offered by a region can be divided into four basic categories:

Natural environment

People tend to prefer locations with mild, coastal climates. This category also includes the natural setting of the region and its topography, flora and fauna. Natural environmental amenities also include access to natural features in the wider region, such as mountains, seashores, countryside and forests.

Social environment

An in-migrant will want to move to a place where they feel comfortable. Social environment considerations include attitudes towards outsiders (whether from within the country or outside) and those with varying lifestyles, ethnicities or native language. It is also important to note whether a region has a strong support network for expatriates.

Built environment

This includes both public and private buildings and spaces. Many of those researching local amenities place an emphasis on urban design, walkability, historic preservation and generally interesting architecture. The quality of the built environment also measures the functionality of infrastructure, the mobility of people and goods, and the quality of air and water.

Public and private services

This includes a wide range of public services offered to residents, including schools, police and emergency services, public cleanliness, recreation, libraries and community centres, museums, etc. It also includes privately provided services such as stores, restaurants and entertainment venues.

3.4.3. Places that might benefit from retiree attraction

Retiree-attraction policies are not for every community. At one extreme are high-amenity places that are already attracting so many people that they have little need for policies to attract more people. At the other extreme are remote, sparsely settled places with few public or private services and minimal natural amenities; these places probably have little potential to attract retirees and would be better off employing other economic development policies rather than wasting their resources on retiree attraction. Between these extremes are the places for which retiree attraction strategies seem best suited, places with both the need for retiree attraction and the potential to attract retirees. One way to identify such places is to examine recent population growth rates and rates of net in-migration of the elderly. Lack of population growth can be used to indicate need for retiree-attraction policies.

3.4.4. Retiree attraction works better for some places than others

Because there are both advantages and disadvantages associated with retiree attraction, the net result may vary depending on the community. For example, communities that have suffered significant outmigration in recent years may find the growth-related advantages of retiree attraction to outweigh any disadvantages. Communities with relatively low incomes and low tax bases may also find retiree attraction advantageous; the influx of wealth and jobs associated with retirees outweighs the additional
difficulties associated with growth. This may be particularly the case with high-poverty communities having difficulty adjusting to welfare reform and the related need to find jobs for poor unemployed residents.

At the other end of the spectrum, communities that are already congested and environmentally strained may not be capable of absorbing many retirees; they may want to look to other, more environmentally friendly development strategies. Some middle- or high-income communities that lack the need for additional economic stimulus may also want to avoid policies that attract retirees and their associated growth problems.

Retiree attraction as a strategy for development has great potential in places with desirable natural amenities such as beaches, mountains, forests, rivers and lakes. However, many other rural places are capable of attracting retirees, including communities near metro areas with relatively low land and housing prices. While it is probably true that some places simply lack what it takes to attract retirees, many communities that do not now think of themselves as being good retirement places may have significant latent retiree-attraction potential. If they actively engage in policies that help them to take advantage of this potential, they might attract enough retirees to make a real difference in their economic development.

3.4.5. Why do rural communities desire retirees?

Retiree in-migration has promoted economic and community development in a number of important ways: increased the number and variety of employment opportunities; increased average income levels for local households; contributed to a large fiscal surplus; allowing for increased spending on government services and lower property tax rates; provided additional leaders and volunteers for community service organizations; promoted growth of the health care industry and providing employment opportunities and increasing availability of specialized services.

Attracting retirees can provide an economic boost to rural communities. The entire community receives an economic benefit from these new citizens. Among the groups to benefit the most are the following: real estate firms; home builders; utility companies; financial institutions; charitable and civic organizations; medical facilities; service organizations; retail businesses; and city, county, and state governments.

According to an estimate, 77 million baby boomers control approximately half of the United States’ discretionary income. They hold about 70 per cent of the nation’s wealth. They spend around $2 trillion on goods and services each year. They will have a significant impact on the national, state and local economies as they retire.

Retiree attraction boosts local populations and tax bases, which can be important for maintaining main Street businesses and key public services like schools and hospitals in rural communities. In-migrating retirees can also provide a boost to local churches, charities, volunteerism and other civic activities.

For example, Mexican communities, targeted by American retirees, experienced expanded employment opportunities for locals, new business growth, increased levels of services and higher

56 http://ageconsearch.umn.edu/bitstream/336671/ai980741.pdf
59 Isley and Kimbrough, 2006a and b
minimum wage growth. More restaurants opened and mail, transportation and medical services expanded. The number and amount of financial services, such as banks and investment brokerages, also grew. The number of federally-insured institutions grew at rates above national averages in areas where baby boomers represented significant percentages of the population. The financial services provided in those areas also increased as the financial institutions developed new or marketed existing products such as investment management, reverse mortgages and trust services found desirable by the baby boomers and older retirees.

Retirees can benefit a rural community in many ways. They consume goods and services, such as housing, food, entertainment, health services and other items. Such consumption creates jobs and stimulates local businesses. Retirees also pay taxes that support public goods and services. They bring capital into the community, which may be invested locally by local banks. Some retirees start their own businesses using their own finances, or they may help finance joint ventures with local businesspeople. Some retirees work part-time or full-time (this is often the case with younger military retirees).

Many retirees volunteer their services to local schools, churches, hospitals and other community activities. These activities should stimulate the local and regional economies and improve employment, income, and other measures of socioeconomic well-being. Retirees add to the fiscal tax base of rural governments, but can also add to demands for public services. Retirees can have other impacts as well, and not all are beneficial. Recent research has found that the extent of these impacts varies depending on the type and quantity of retirees moving in and the nature of the place receiving them.

Retirees relocate to areas with amenities that provide them with the comfortable lifestyle they desire for their retirement. Their steady incomes are not vulnerable to cyclic economic activity and are used primarily for discretionary spending. The impact of this discretionary spending usually occurs at the local level, leading to increased economic development and job creation in the community of relocation.

3.4.6. Retiree attraction has both advantages and disadvantages

Not all retiree impacts are positive. In places that are growing too rapidly or have little room for further growth, retiree attraction can result in undesirable congestion and environmental strain and drive up housing prices and property taxes.

Congestion may become a problem, requiring expensive transportation investments. Unplanned retiree-related development may strain the environment, requiring expansions and modifications of local water and waste disposal systems.

Many of the jobs created by retirees are low wage service jobs that may attract low-income workers into the area, an unintended consequence which can be a drain on public services.

Not all retirees are wealthy, and, depending on which type of retiree is attracted, the economic effects could vary significantly. As retirees age, they may become an increasing drain on the local tax base as their incomes erode with inflation and they demand more in health-related services. In addition,

\[\text{\cite{Otero1997}}\]
\[\text{\url{http://www.aabri.com/manuscripts/08012.pdf}}\]
demographic changes can create community conflicts, since retirees sometimes have different views about public policies like land use, economic development, schools and taxes.

Rural communities often lack the full range of goods and services demanded by retirees, leaving retirees (and others) with no option but to spend much of their money elsewhere.

3.4.7. Factors that might help rural communities with retiree attraction

Seniors are recognized as a valuable part of the local social life and economy as residents and as generators of stable employment. Some factors that might help rural communities attract retirees include:

*Outdoor Spaces and Buildings*

Creating supportive environments, including age-friendly outdoor spaces and building design, can enhance physical well-being and quality of life, accommodate individuality and independence, foster social interaction and enable people to conduct their daily activities.

*Transportation*

Access to transportation allows seniors to participate in social, cultural, volunteer and recreational activities, as well as enable them to carry out such daily tasks as working, shopping or going to appointments.

*Housing*

The ability to live independently in one’s own home depends on a range of factors, including good health, finances and the availability of support services (such as medical and personal care). Many older persons feel that they could continue to live in the homes they have inhabited for years or decades, but under certain conditions. For example, the availability of help with housework, gardening or repair work could enable seniors to remain in their homes.

*Respect and Social Inclusion*

Older persons want to do more than simply continue to reside in their communities. They want to be able to contribute to, and benefit from, community life. Active and involved seniors are less likely to experience social isolation and more likely to feel connected to their communities. These connections are particularly important, given the strong linkages between social isolation and health. Communities that promote social participation and inclusion are better able protect the health of their citizens, including those who are socially isolated.

*Social Participation*

Social networks, social participation and feelings of belonging are important to healthy living, disease prevention and the prevention of isolation among seniors. Older people who remain active in society

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and socially connected are happier, physically and mentally healthier, and better able to cope with life’s issues\(^63\).

**Communication and Information**

There was general agreement that keeping older adults informed—not only about community events, but about broader community information—allows seniors to be better connected to their community and supports them in their daily activities.

**Civic Participation and Employment Opportunities**

Seniors have a great variety of skills, knowledge and time to contribute to their communities in a range of areas, including civic participation, volunteer activities and paid employment. Their participation is linked not only to the economic prosperity and viability of their communities, but also to maintaining their own mental and physical health and social connectedness.

**Community Support and Health Services**

Whether or not older people are able to age in place depends upon a number of factors, including the availability of support and services that meet the varying needs of seniors\(^64\). These include professional services, such as medical and personal care.


4. ATTRACTION AND RETENTION OF PROFESSIONALS TO RURAL AREAS

This section consists of four parts:

4.1. Attraction and retention of skilled and professional staff to rural areas
4.2. Attraction and retention of health-care professionals to rural areas
4.3. Attraction and retention of teaching staff to rural areas
4.4. Attraction and retention of lawyers to rural areas

4.1. ATTRACTION AND RETENTION OF SKILLED AND PROFESSIONAL STAFF TO RURAL AREAS

4.1.1. OVERVIEW

The attraction and retention of human service professionals in rural areas is a significant problem affecting the sustainability and social cohesion of rural communities. Governments throughout the world are seeking innovative strategies and programs to attract and retain that talent. The attraction and retention of skilled and professional staff to a community is critical if it is to remain vibrant and self-sufficient and to sustain itself into the future.

In Canada, several provincial governments have initiated diverse programs to attract and retain professionals and skilled workers. The provincial governments have developed programs to attract and maintain professionals in rural areas. Some examples follow:

4.1.2. LIST OF RESOURCES FROM CANADA

Type: Project
Title: Alberta Municipal Internship Program, Alberta Municipal Affairs
URL: http://www.municipalaffairs.gov.ab.ca/ms/internship/docs/ProgramReview.pdf

The program is designed to attract recent post-secondary graduates to the field of municipal administration. The program provides funding and training to selected Alberta municipalities to hire and train interns over a one-year period. The objectives of the program are to assist Alberta municipalities in their succession planning efforts to recruit, train and retain competent municipal employees. The program can help rural communities in retaining interns in the local government field.

Type: Project
Title: Next Generation Project—Nova Scotia
URL: http://www.amans.ca/index.php?option=com_docman&task=doc_download&gid=22&Itemid=76

Abstract:

The project is a strategy to attract the next generation of municipal government managers in municipalities across Nova Scotia. The project developed a report for Nova Scotia Association of

65 House of Representatives Standing Committee on Primary Industries and Regional Services, 2000; Regional Australia Summit Steering Committee, 2000
66 Citizenship and Immigration Canada, 2001
Municipal Administrators entitled “Reality Check: Do You Know Where Your People Are? Attracting the Next Generation of Municipal Government Managers.”

Type: Project  
Title: Small Community Economic Development Capacity Building Program—British Columbia  
URL: http://www.cprn.org/documents/49496_EN.pdf

Abstract:

This program provides an enhanced capacity for small communities to hire post-secondary co-op students or contract staff to write grant proposals to the Northern Trust, other foundations, endowments and other funding programs. The project can be a best practice for rural communities who have a challenge in recruiting and retaining administrative staff that can focus on economic development and grant/loan proposal writing.

Type: Project  
Title: Community Government Human Resource Development System—Northwest Territories  
URL: http://www.maca.gov.nt.ca/?page_id=552

Abstract:

The School of Community Government has developed the Community Government Human Resource Development System to assist community governments in building their human resource capacity needs. The system focuses on the planning, hiring, training and development of quality local staff. Through the implementation of this system, communities have a better chance of finding, hiring and training local residents. The project is a good example of planning, hiring and training of local staff.

Type: Toolkit  

Abstract:

The Northwest Territories developed the toolkit for human resources management in local communities. The toolkit encourages local governments to proactively support their employees through effective human resource management practices. It promotes activities that support employees and helps municipalities identify and correct issues that impact successful attraction and retention of employees. The toolkit includes a sample of a human resources plan that outlines strategies, priorities and implementation costs for retaining and attracting senior staff. The toolkit can be used to get more information on attraction and retention of skilled workforce.
Abstract:

The Local Government Resource Handbook provides guidance and assistance to municipalities on topics relating to municipal finance, administration, planning and development, human resources and strategic management. In addition, this handbook includes a review of the Municipal Relations Division, describing the services provided and contact numbers as well as a list of the programs for municipalities from both the provincial and federal levels of government. The handbook can be used as a guide for planning, administration and strategic management of municipal government.
4.2. ATTRACTION AND RETENTION OF HEALTH-CARE PROFESSIONALS TO RURAL AREAS

4.2.1. OVERVIEW

Retention of health-care professionals in rural areas is a complex issue. Rural communities are experiencing acute shortages of health-care professionals, an ageing workforce and hospital closures. Canada has fewer physicians per capita than other members of the Organization of Economic Cooperation and Development (OECD). In 2006, Canada had 2.1 practising physicians per 1,000 people, compared to the OECD average of 3.1.

Alberta also faces a chronic shortage of physicians, specifically in the rural areas of the province. In 2011, there were 8045 fully registered physicians in Alberta. Of these physicians, 2147 (19%) are practicing outside of Edmonton and Calgary. According to the 2011 provincial census, there are 591 individuals per physician in rural Alberta and 212 individuals per physician in urban Alberta.

Many health professionals are reluctant to locate (or relocate) to rural areas due to unavailability of assistant professionals and the support of semi-skilled health workers. New graduates and younger professionals are reluctant to pursue careers in rural areas in the absence of mentors, work experience and related supports.

Quality of life considerations are important criteria in attracting health workers and their families to rural areas. Social and networking barriers can contribute to isolation. The characteristics of the work are also a barrier, as many rural health professional jobs are less than full-time and may require extensive travel across communities.

Financial incentives are effective to attract and retain employees in remote locations. It is essential that government commits to establish medical training facilities within an accessible distance of remote areas to facilitate “remote location” training experience. Remote health providers need appropriate cultural and practical education. Other attraction and retention strategies may include reducing health professional workloads, reallocating the roles of health professionals, promoting universities in rural areas, educating the public, investing in infrastructure, creating partnerships, focusing on spousal opportunities, encouraging youth interest in health professions and promoting positive attitudes.

Health-care agencies and governments have attempted to remedy the inequities but with limited success. They have implemented aggressive recruitment strategies but have often not attempted to improve the retention of physicians in rural areas. Without a strong commitment to both recruitment and retention, it is unlikely that medical accessibility in rural areas will improve.

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69 http://www.heatlhedition.com/article.cfm?articleID=6496
70 College of Physicians and Surgeons of Alberta, Quarterly report, October 2011—December 2011 http://www.cpsa.ab.ca/Services/Registration_Department/Physician_Resource_Statistics.aspx22011
4.2.2. LIST OF RESOURCES FROM CANADA

**Type:** Program  
**Title:** The Alberta Rural Physician Action Plan  
**Year:** 1991  
**URL:** [http://www.rpap.ab.ca/about/home.html](http://www.rpap.ab.ca/about/home.html)

**Abstract:**

The Alberta Rural Physician Action Plan supports Alberta’s rural physicians, their families and communities in improving the quality of rural health care by offering comprehensive, integrated initiatives to enhance rural medical services, education, recruitment and retention. It promotes rural medicine as a viable career option for rural high school students, pre-medicine students and medical students. It provides a variety of initiatives, funding and support to raise their awareness, improve their preparedness and increase their exposure to rural medicine. Some of its initiatives include: Recruitment Reimbursement Program, Physician Locum Services, Enrichment Program, Rural Physician Spousal and Family programming, Virtual Library, Rural On-Call Remuneration Program, RPAP’s weekend shadowing experiences, RPAP's summer student experience program, the core Family Medicine clerkship rotation, rural and regional electives in the general specialties and Family Medicine, a rural-based Family Medicine residency program, the Alberta Rural Family Medicine Network and High School Outreach Program and Physician Recruitment Website [www.RuralPhysicianLink.ab.ca](http://www.RuralPhysicianLink.ab.ca) as the "one-stop" provincial recruitment web site for rural physicians to Alberta.

**Type:** Initiative  
**Title:** The Northern and Rural Recruitment and Retention (NRRR), Ontario  

**Abstract:**

The initiative aims to attract physicians to establish a new full-time practice in eligible communities. It offers taxable financial incentives to each eligible physician who establishes a full-time practice in an eligible community of the province. The grants range between $80,000 and $117,600 paid over a four-year period.

**Type:** Program  
**Title:** Postgraduate Return of Service (ROS) Program, Ontario  
**URL:** [http://www.health.gov.on.ca/english/providers/program/uap/uap_hfo_ros.html](http://www.health.gov.on.ca/english/providers/program/uap/uap_hfo_ros.html)

**Abstract:**

The program enables all communities in Ontario (except the Toronto area and Ottawa) to recruit Canadian graduates and international medical graduates who have to fulfill return of service (ROS) commitments. Under ROS commitments, physicians agree to work for a designated period of time in a particular location in exchange for a postgraduate training opportunity in Ontario. The medical graduates commit to five years of service in a community. After graduating, the new graduates will be able to choose among eligible communities, and the terms of the working arrangements are then negotiated between the community and the physician.
Type: Program

Title: Underserviced Area Program Ontario
URL: http://www.health.gov.on.ca/english/providers/program/uap/uap_mn.html

Abstract:

The Underserviced Area Program provides help to rural, remote and northern communities in recruiting and retaining health professionals. The program is intended to enhance access to health care services in small rural and northern areas of the province, that have difficulty attracting and retaining health care professionals.

Type: Program
Title: Tuition Support Program for Nurses (TSPN), Ontario
URL: http://www.health.gov.on.ca/english/providers/program/uap/about/recruit.html

Abstract:

The program offers tuition reimbursement to recent nursing graduates from rural and remote communities. The program is open to nurse practitioner, registered nurse and registered practical nurse graduates who have recently graduated from a Canadian university or college. The program is part of the government's commitment to provide more families with access to primary health care, and to support the recruitment and retention of nurses to rural and remote areas across the province.

Type: Action Plan
Title: Manitoba Rural Physician Action Plan
URL: http://www.ornh.mb.ca/overview.html

Abstract:

The Manitoba Rural Physician Action Plan aims to increase the number of graduating physicians and other health professionals who choose to practice and live in rural and northern Manitoba. The creation of Manitoba’s Office of Rural and Northern Health (ORNH) was a part of this plan. ORNH focuses on the creation of programming and initiatives that increase the profile of rural health care opportunities among rural and northern Manitoba secondary school students and students training in health care programs in Manitoba. In addition, the ORNH is responsible for a variety of programs that deal with issues of long-term recruitment and retention of existing rural and northern Manitoba health-care practitioners.
Type: Program

Title: The Manitoba Locums Tenens Program (MLTP)
URL: http://www.srpc.ca/resources_regional_central.html

Abstract:

The program is a joint initiative of the Manitoba Government (through the ORNH) and the University of Manitoba’s Northern Medical Unit. The program provides rural health-care facilities with a suitably approved physician for requested periods of time. Locum Tenens coverage is provided in rural communities of four physicians or less. The Northern Medical Unit assists small towns with salaried doctors at $150,000 with no overhead.

Type: Program
Title: Nurses Recruitment and Retention Fund, Manitoba
URL: http://www.gov.mb.ca/health/nurses/

Abstract:

The Nurses Recruitment and Retention Fund was established in 1999 to assist with the recruitment and retention of registered nurses in Manitoba. This program is designed to search for appropriate measures to entice and retain nurses in the province and to enhance the image of nursing as a career.

Type: Strategy
Title: Physician Recruitment Strategy, Saskatchewan
URL: http://www.health.gov.sk.ca/physician-recruitment

Abstract:

The Ministry of Health supports a range of physician recruitment and retention programs for rural areas. Some of the initiatives include Locum program, the Travel Assistance Program, Rural Physician Enhancement Training Program, Undergraduate Medical Student Bursary Program, Medical Resident Bursary Program, Rural Extended leave program and Emergency On-Call Coverage Program.

Type: Project
Title: Rural Communities Impacting Policy (RCIP) Project, Nova Scotia
URL: http://www.ruralnovascotia.ca/default.asp

Abstract:

The goal of the Rural Communities Impacting Policy Project is to increase the ability of rural communities and organizations in Nova Scotia to access and use social science research and dialogues in order to influence and develop policy that contributes to the health and sustainability of communities. These dialogues provided the main inspiration for creating the RCIP Project.
Type: Website  
Title: Interprofessional Rural Program website, British Columbia  
URL: http://www.irpbc.com/

Abstract:

This website is a resource for communities and students who are interested in rural inter-professional learning and collaborative practice in British Columbia. The website shares examples of how BC rural communities and inter-professional champions in those communities are integrating the concepts of inter-professional learning and collaboration into rural practice. The website also provides links to resources for rural communities and practitioners.

4.2.3. EXAMPLES FROM OTHER JURISDICTIONS

USA

Type: Program  
Title: The Distance Learning and Telemedicine Loan and Grant Program (DLT)  
URL: http://www.rurdev.usda.gov/UTP_DLT.html

Abstract:

The Program is designed specifically to meet the educational and health care needs of rural America through loans, grants and loan/grant combinations. The advanced telecommunications technologies provide enhanced learning and health-care opportunities for rural residents.

Australia

Type: Program  
Title: The Rural and Remote General Practice Program (RRGPP)  

Abstract:

The program offers a diverse range of activities and support services aimed at improving the recruitment and retention of general practitioners (GP) in rural and remote areas. The Program acts as a kind of “broker” whereby they are able to assist communities in recruiting a GP and locate rural placements for doctors who want to relocate to a rural area. The program also has the capacity to assist with the payment of relocation costs, can offer support to the doctor’s family in their new community and help doctors access the necessary infrastructure, support and training.
Northern Europe

Type: Project
Title: Recruit and Retain
URL: http://www.recruitandretain.eu/general-information/about-us

Abstract:

Recruit and Retain is a strategic project to find solutions to the persistent problem of difficulties in recruiting and retaining health-care providers for the remote rural areas of Northern Europe. The project brings together remote and rural expertise to design and deliver the education and professional support solutions required to improve recruitment and retention of health and public sector staff in remote areas and to develop transferable education solutions from the outcomes of the project. It coordinates research from Iceland, Greenland, Norway, Sweden, Canada and Ireland to identify the social and professional factors that impact remote and rural recruitment and retention of health-care staff. The project involves a large scale survey of 1000 remote and rural relevant people in each of the participating countries providing a rich source of data upon which to build and share solutions. By bringing together people with similar issues from different geographical areas the project will share experiences and solutions with the expectation of innovative initiatives.
4.2.4. REVIEW OF THE LITERATURE

1. Challenges for rural communities to retain health-care professionals

   a) Infrastructure – Transportation

   Rural communities lack necessary transportation links which is a hurdle in retaining health professionals.

   b) Infrastructure - Health Facilities and Resources

   Health professionals are less willing to locate in a community if a community is unable to provide the necessary health facilities and resources. Out-dated equipment is also a concern because professionals want to work on equipment they were trained on.

   c) Cultural/Religious Issues

   People in rural communities often have limited options for dining, entertainment, events and religious affiliations. This is a serious impediment for rural communities interested in recruiting and retaining health professionals from abroad.

   d) Distance from a Major Centre

   The physical isolation of rural communities is a challenge for retaining health professionals. The further away from a major centre, the less likely a health professional will be attracted to come and stay in the community.

   e) Lack of Funding

   In some instances, rural communities feel pressure to provide financial rewards to health professionals because the provincial government has allocated too much power and responsibility at the regional level (i.e., the specific and unique financial needs of rural and remote communities are being neglected because governments are increasingly centralizing services)

2. The Dissatisfaction among rural physicians regarding rural areas

   a) Characteristics of Rural Settings

   Retention rates are lower in rural areas with the highest proportion of the population working in agriculture and the lowest median incomes. Low-income farming families demand a smaller volume of physician services, but physicians tend to locate where they expect to maximize income, which leads them to move from smaller rural centres to larger rural communities.72

   b) Hours of Work

   Rural physicians work longer hours than their urban counterparts, partly because of unreasonable on-call requirements. In a survey conducted by the Saskatchewan Medical Association, almost one-quarter

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72 Brown 1993, 1301
of the physicians polled in rural Saskatchewan stated that they were on call twenty-four hours a day, seven days a week. These physicians cited excessive hours of work as the largest source of dissatisfaction with rural practice.\textsuperscript{73}

c) \textit{Unreliable Access to Locum Services}

Increasingly, many physicians are not provided with adequate relief for vacations, continuing education, maternity leave or illness. For example, rural physicians in Nova Scotia were required to find their own replacements for time away from practice, and if they were unable to do so, they were simply forced to continue working.\textsuperscript{74}

d) \textit{Professional Isolation}

Medicine relies heavily on interactions between colleagues for support, training and recommendations, but rural physicians often have difficulty establishing and maintaining contacts with colleagues, due to geographic and social isolation.\textsuperscript{75}

e) \textit{Inadequate Rural Training}

Medical education typically takes place in a large teaching hospital far removed from the realities of rural practice. A study conducted by the College of Family Physicians of Canada found that more than 30 per cent of family physicians believed their training was inadequate in preparing them for rural practice.\textsuperscript{76}

f) \textit{Community Support}

Many physicians feel they do not receive adequate support from their communities because some rural residents seek health care services from larger, urban centres, perhaps believing that urban medical centres provide superior health care.\textsuperscript{77}

g) \textit{Information Technology}

Rural physicians often have difficulty accessing timely and relevant information for proper patient care.

3. \textbf{Successful retention strategies to recruit health professionals}

The most common retention strategies include the following:

a) \textit{Marketing the Community}

Rural communities can market themselves by showing the different opportunities that they have to offer. They can provide up-to-date information about community associations, recreational activities, entertainment, schools and services.

\textsuperscript{73} Saskatchewan Medical Association 1996, 1
\textsuperscript{74} Martel 1995, 975
\textsuperscript{75} Dee 1993, 259
\textsuperscript{76} Martel 1995, 974–6
\textsuperscript{77} Martel 1995, 976
b) Welcoming Community

Becoming a welcoming community is perceived as a successful retention strategy. Activities such as greeting health professionals, bringing them out for supper, offering free tours around the community and inviting these individuals to social events are examples of what a community can do to make health professionals feel welcome. Making health professionals feel part of the community is vital to successful retention. A welcoming community not only attracts new people to town, but those people are likely to stay, or return after going away for a period of time.

c) Reduce Health Professionals’ Workloads

Because of heavy workloads, rural health professionals usually do not have a lot of time for themselves or their family and, as a result, are largely prevented from getting involved in community activities. This is a major deterrent to attracting and retaining health professionals in rural areas. By reducing the amount of work at the beginning of their stay, communities can help health-care professionals get accustomed to the workplace and the community.

d) Bursaries with Return of Service

Bursaries with return of service can help retain health care professionals in a community. How it works: Bursaries which are offered to students in a variety of health disciplines and, in return for this assistance, the bursary recipient must commit to work in a publicly-funded position in rural areas.

e) Rewards and Incentives

Rural health professionals have more responsibilities and workloads than any other professionals in the community. It is important to compensate them with benefit packages and other monetary allowances.

f) Orientation Program

A good community orientation program is essential to attract and retain newly arrived health professionals. Entertaining, dining, golfing, boating and general touring are some of the activities used to help new health professionals settle into the area.

g) Educate the Public

Educating people on how to use health system services efficiently may prevent excessive health services usage and reduce the workloads of physicians. Understanding that there are alternative health services for different health issues is essential to reducing the workloads of health professionals, especially physicians.

h) Invest in Infrastructure

Investing in infrastructure is essential to support and encourage health professionals to come and settle in rural areas. It reduces the feeling of isolation and the distance between communities and a major centre. It is also a fundamental component for supporting economic development in a community. Infrastructure, in terms of transportation links (i.e. road, airport, wharf) and religious structures, (i.e., synagogue, mosque) is a major barrier to retaining health professionals in rural areas. Rural
communities may have difficulties retaining health professionals in their area if the roads are in poor condition, the community is geographically isolated, and there are generally no airport services. In addition to these limitations, health professionals who are recruited from abroad are unable to practice their religion/cultural beliefs in an appropriate manner given the lack of physical infrastructure. Providing the necessary means of transportation and resources to practice different religious/cultural beliefs is vital in terms of attracting and retaining health professionals.

i) **Create Partnerships**

Partnerships and a collaborative approach to health care are essential for retaining health professionals in rural areas. There are different forms of collaboration, ranging from interdisciplinary practice, community - government and community co-operation. Collaboration and partnership efforts maintain a strong community.
4.3. ATTRACTION AND RETENTION OF TEACHING STAFF FOR RURAL AREAS

4.3.1. OVERVIEW

Students in rural Canada are falling behind their urban counterparts. High-school dropout rates are higher in rural areas. During the 2004 and 2005 school year, the rural dropout rate (16.4 per cent) was nearly twice as high as the urban dropout rate (9.2 per cent)\textsuperscript{78}. Between 2001 and 2005, the average dropout rate in rural Alberta was 21.3 per cent compared to the national average of 16.4 per cent\textsuperscript{79}.

Educational attainment is also lower in rural Canada. Despite recent gains in educational attainment, the rural-urban gap still persists. It is crucial for rural communities to find ways to narrow the rural-urban gap in education. Rural schools also face challenges in attracting and retaining qualified teaching staff. Small rural schools have to compete with larger urban schools in recruiting and hiring teachers\textsuperscript{80}.

Rural schools often have to fill their vacancies with younger, less experienced teachers. These teachers are unlikely to remain in the positions for more than a year or two, contributing to high staff turnover rates\textsuperscript{81}. New teachers in rural settings have little or no access to mentoring\textsuperscript{82}. They lack adequate administrative and classroom support\textsuperscript{83}. Rural schools also lack access to and use of information and communication technology\textsuperscript{84}.

Some disincentives affecting the recruitment and retention of teachers include isolation, the cost of travel, lack of professional development, feeling out of touch with the latest teaching issues and decreased contact and networking with teachers in the same subject area\textsuperscript{85}.

Rural schools need to improve their recruitment and retention strategies in order to address their staffing issues. A study of rural teachers in British Columbia found that teachers who accepted positions in rural communities expressed three types of reasons for remaining in those positions: positive working relationships with their principals, employment in the community for their spouses and satisfaction with the rural lifestyle\textsuperscript{86}.

Even with improved retention rates, small rural schools may not be adequately staffed with specialist teachers to regularly offer courses such as senior sciences\textsuperscript{87}. To recruit highly qualified teachers, rural districts need to emphasize the benefits of rural life, adopt proactive recruitment strategies that target those wanting to live in rural areas, develop local talent, improve the hiring process and offer incentives for working in the hardest-to-staff schools or subject areas. To retain highly qualified teachers, rural districts also need to develop comprehensive induction programs that include mentoring, working with institutions of higher education to provide teachers with easy access to certification options and involving the community in welcoming and supporting new teachers\textsuperscript{88}.

\textsuperscript{79} http://www1.agric.gov.ab.ca/$department-deptdocs.nsf/all/csi13499/$FILE/alberta-rural-profile.pdf
\textsuperscript{82} Moir, E. & Gless, J. (2001). Quality induction: An investment in teachers. Teacher Education Quarterly, 28, 109-114
\textsuperscript{85} HREOC, “Emerging themes.”
\textsuperscript{87} http://www.ccl-cca.ca/pdfs/LessonsInLearning/10-03_01_06E.pdf
\textsuperscript{88} www.futureofchildren.org
4.3.2. LIST OF RESOURCES FROM CANADA

Type: A Five Year Plan 2008/09-2013/14  
Title: Education Sector Workforce Planning, Framework for Action Alberta  
URL: [http://education.alberta.ca/media/1155749/2010-03-03%20education%20sector%20workforce%20planning%20framework%20for%20action.pdf](http://education.alberta.ca/media/1155749/2010-03-03%20education%20sector%20workforce%20planning%20framework%20for%20action.pdf)

Abstract:

The plan is intended to serve as a roadmap for change in the endeavour to provide students with access to high quality education professionals, now and in the future. The development of this document represents the education sector’s commitment to attract, develop and retain professional teachers in Alberta’s education system. It articulates key challenges facing the education sector workforce and offers strategic recommendations aligned with the vision of having the right people with the right skills in the right places at the right times to meet the needs of learners.

Type: Program  
Title: Northern Student Teacher Bursary Program, Alberta  
URL: [http://www.benorth.ca/teacher-education.asp](http://www.benorth.ca/teacher-education.asp)

Abstract:

Alberta Education offers the Northern Student Teacher Bursary program in collaboration with the Alberta Scholarships Program and the Northern Alberta Development Council. The program provides bursaries of $8,000 annually to teacher education program students in the last two years of their studies. Upon graduation, the student is obligated to provide return service for an agreed length of time in participating northern Alberta school jurisdictions. It is expected that teacher attraction and retention in northern and rural communities can be enhanced with the implementation of a financial incentive program.

Type: Manual  
Title: Northern Student Teacher Bursary Program Manual, Alberta  
URL: [http://www.northland61.ab.ca/main/administration_reports.html](http://www.northland61.ab.ca/main/administration_reports.html)

Abstract:

This manual was created to assist in the development and implementation of the Northern Student Teacher Bursary Program. It will be used and updated as required to ensure the effective administration of the Northern Student Teacher Bursary program. The intended target audience of this manual is the staff of Alberta Education, Alberta Scholarship Programs, the Northern Alberta Development Council and superintendents and other staff of participating school divisions.
**Type:** Initiative  
**Title:** Breaking Down the Barriers: Rural Field Experiences Initiative, Alberta  

**Abstract:**

The initiative has been organized by the Department of Field Experiences of the University of Alberta and Alberta Workforce Planning and Development. The initiative aims to promote rural field experiences to the student population and to support the attraction and retention of teachers to rural areas in Alberta.

**Type:** Model  
**Title:** Alberta Education Teacher Forecasting  
**URL:** [http://education.alberta.ca/media/6616763/transformation%20in%20progress%20education%20workforce%20snapshot.pdf](http://education.alberta.ca/media/6616763/transformation%20in%20progress%20education%20workforce%20snapshot.pdf)

**Abstract:**

The model is based on a modified “Cohort Component” Model (the standard demographic forecasting method used by academics and forecasters around the world). The model forecasts the Alberta student population using fertility and migration rates applied to Alberta Health and Wellness population data, forecasts continuing teachers based on historic attrition in Alberta Education data, and determines the shortfall to maintain a consistent student-to-staff ratio. The model’s primary function is to serve as a springboard for thoughtful and strategic conversations about the future population growth or decline in schools. It provides planners with a platform for considering future student populations and the impact that these populations will have on budgets, staffing, programs and facilities.

**Type:** Report  
**Title:** Northern Alberta Development Council’s Rural and Remote Education Report  
**URL:** [http://www.nadc.ca/Docs/rural-remote-education.pdf](http://www.nadc.ca/Docs/rural-remote-education.pdf)

**Abstract:**

The Rural and Remote Education Report identifies challenges facing northern school divisions. The report provides examples of successful programming alternatives and demographic data and planning tools. The report is based on data collected from interviews with 11 northern school division superintendents and staff, community survey responses, a literature review and demographic forecasts derived from Alberta Education’s Student Population Projection and Teacher Forecasting Model. Some of the items reviewed are teacher attrition, school capacity and student participation.
4.3.3. EXAMPLES FROM OTHER JURISDICTIONS

US

Type: Program
Title: Pathways to Teaching Careers
URL: http://www.wallacefoundation.org/learn-about-wallace/GrantsPrograms/our-initiatives/Past-Initiatives/Pages/Pathways-to-Teaching-Careers.aspx

Abstract:

The program is an innovative approach that seeks to address the teacher shortage in hard-to-staff schools and subject areas, as well as to attract teacher candidates from non-traditional candidate pools. One initiative of this program focuses on identifying and recruiting para-professionals and non-certified teachers currently working in public schools. This initiative offers these individuals scholarships and other support services so that they can obtain a bachelor's or master's degree as well as meet requirements for full state certification. Another Pathways initiative targets returning Peace Corps volunteers; the qualified candidates are placed in full-time salaried positions in urban and rural school districts and are given a two-year graduate level program leading to a teaching certificate and a master's degree. Evaluations of the program reveal that it has been successful. More than 2,200 individuals have been recruited, and a significant proportion of these were ethnic minorities.89

Type: Report
Title: Recruiting, Preparing and Retaining Teachers for America's Schools

Abstract:

The report presents an overview of the Fund’s Pathways to Teaching Careers Program, its progress since 1989 and early evaluation findings. It is designed to inform and stimulate discussion on the Fund’s experiences.

Type: Handbook
Title: Ahead of the Class: A Handbook for Preparing New Teachers from New Sources

Abstract:

This how-to handbook for educators aims to expand and diversify the pool of teachers for remote and rural schools. It guides school districts and universities in cooperating to find, train and place non-traditional educators, classroom aides and returning Peace Corps volunteers.

Type: Project  
Title: Project on the Next Generation of Teachers  
URL: http://www.gse.harvard.edu/~ngt/  

Abstract:

The research project addresses critical questions about the future of America's teaching force by studying how best to attract, support and retain quality teachers in public schools. The project's ongoing work focuses on hiring practices in schools, teachers' careers and career decisions, professional culture, principal leadership, curriculum and alternative routes to teaching. Multistate case studies of alternative certification programs, a four-state survey of new teachers' experiences and attitudes, and comparative case studies of new teachers' experiences with math curriculum are underway.

Australia

Type: Program  
Title: The Student Teacher Rural Experience Program (STREP)  

Abstract:

The program was commenced to support the Western Australian Department of Education and Training’s (DET) efforts to attract and retain teachers in rural schools. The DET specifies the particular districts to which the STREP will apply. Applicants need to satisfy a number of selection criteria. Between 1999 and 2005, 511 pre-service teachers received scholarships to participate in the program.

Type: Bachelor Education  
Title: Bachelor Conversion to Teaching, Western Australia  
URL: http://courses.curtin.edu.au/course_overview/undergraduate/education-conversion  

Abstract:

The course targets rural and remote teaching aides working at primary and pre-primary levels. The course is delivered in a block release of four weeks each semester, over two years (4 semesters), with the remaining training taking place on-the-job, using distance education tools such as on-line learning and local school resources. Students have prescribed learning tasks and then apply them in a practical setting.
4.3.4. REVIEW OF THE LITERATURE

1. Attraction and retention strategies for rural teachers

a) What do rural superintendents say in Alberta?

The College of Alberta School superintendents conducted a survey of 62 school superintendents in 2002 to assess the relative effectiveness of several strategies that school boards have previously reported using to attract and retain teachers. The most effective strategies were perceived to be:

- recruiting on university campuses (94 per cent viewed as effective)
- ensuring succession planning (94 per cent viewed as effective)
- offering more attractive compensation packages (91 per cent viewed as effective).
- offering professional development opportunities (97 per cent viewed as effective)
- offering induction/mentorship programs (94 per cent viewed as effective).

Respondents were also provided the opportunity to suggest strategies that government might consider implementing. The suggested strategies involved: providing financial incentives, including differential pay in specialist areas, bursaries or financial support and tax incentives; and encouraging qualified candidates to try teaching; and promoting teaching as a valuable and respected profession.

b) What do rural superintendents say in United States?

The American Association of School Administrators conducted a nationwide online survey of more than 3,000 rural school superintendents in 2003 to discover how rural school superintendents are addressing teacher recruitment and retention problems. Multiple-subject teaching was reported as common, presenting a challenge for teachers to obtain multiple certifications, particularly for middle school teachers, many of whom hold only a K-8 certificate. The largest obstacles to attracting and retaining teachers were reported to be low salaries and the isolation of rural districts. Of the many different types of incentives used to attract and retain teachers, the most commonly reported were training/professional development and financial incentives including tuition assistance and bonuses.

2. A web-based solution to professional isolation

The use of information technologies may help reduce professional isolation. The possible uses of the internet could be helpful for professional induction in rural and remote areas. Professionals can use communication technologies such as chat facilities and discussion boards to keep in touch with other professionals, as well as lecturers and experts. Professionals can access the myriad of resources available through websites for example the World Wide Web, where significant authorised sites exist in all professional areas (in particular in education and health). Internet access can enable the electronic delivery of relevant material, documents and resources to the professionals in remote areas.

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90 http://education.alberta.ca/media/354979/committeereport.pdf
91 www.futureofchildren.org
93 Ibid.
4.4. RECRUITMENT AND RETENTION OF LAWYERS IN RURAL AREAS

4.4.1. OVERVIEW

Small communities are facing serious challenges in attraction and retention of professional service providers, including those in the legal profession. While much attention has been given to attracting and retaining doctors and other health professionals to rural areas, there has been very little research undertaken on recruitment and retention of lawyers in rural areas.

The challenges facing small communities in regards to legal professionals arise from two primary trends; the aging of the legal profession as a whole and the preference among newly called lawyers to practice in urban centres.

The average age for lawyers in Canada is approximately 50 years. In British Columbia the average age of lawyers is 51 while in Ontario it is estimated that 40 percent of lawyers are over the age of 50. The Law Society of Alberta reported in a survey that the average age of a practitioner is higher in rural areas.94

On the other hand, the newly called lawyers show a clear preference towards establishing practice in urban locations. According to a 2012 report of Law Society of Alberta, there are 7,742 lawyers in Alberta, among them 6,636 practice in Edmonton or Calgary, while 1,106 practise elsewhere. There are between 2.7 and 3.5 lawyers per 1000 people to serve Edmonton and Calgary, while only 1.2 active practicing lawyers available to serve remaining population that lives outside those centres.95

The people living in remote areas are not able to exercise their legal rights in the same way as those living in urban areas due to the smaller number of private firms, lack of readily accessible legal aid offices, lack of community legal centres and the increased costs associated with accessing these services.

To responding to these challenges, rural communities will require a number of tools, strategies and focused efforts to attract and support the lawyers in order to ensure that the residents of these communities continue to enjoy access to justice.

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95 Ibid.
4.4.2. LIST OF RESOURCES FROM CANADA

Type: Initiative
Title: Rural Education and Access to Lawyers (REAL), British Columbia
URL: http://www.cba.org/bc/initiatives/main/real.aspx

Abstract:

The initiative is a coordinated set of programs aimed at tackling the current and projected shortage of lawyers serving rural areas and small communities in British Columbia. The initiative is designed to encourage law students to gain legal experience and education in rural areas and small communities throughout the province in the expectation that this exposure will lead to the attraction of new lawyers to rural communities. The benefits of the REAL initiative to lawyers include:

- Funding for summer student placements in rural and small communities.
- Financial and promotional support to assist with the marketing of regions to law students and young lawyers.
- Professional support from the CBABC Regional Legal Careers Officer to assist with the recruitment, hiring and retention of students and young lawyers in rural areas and small communities.

4.4.3. EXAMPLES FROM OTHER JURISDICTIONS

Australia

Type: Program
Title: Regional Solicitor Program

Abstract:

Legal Aid Queensland introduced a “Regional Solicitors Program” in 2004. The program provides employment for a solicitor in a selected regional location for up to 2 years. The objectives of the program are to maintain and improve the level of legal aid services available to people living in regional, rural and remote areas by providing employment opportunities for young solicitors in regional and rural communities. Economically and socially disadvantaged people benefit with improved access to legal advice and representation.

Type: Program
Title: The Co-operative Legal Services Delivery Program

Abstract:

The program was introduced as an attempt to maximize legal service delivery to people living in disadvantaged communities, particularly those in rural, regional and remote areas. The delivery of legal services is achieved through a partnership of government, community and private sector
providers. The program is based on the theory that better coordination and cooperation in the planning and delivery of legal services will enhance the efficient and effective use of scarce resources and improve access to justice for disadvantaged people.

**Type:** Program  
**Title:** New Lawyers Program  

**Abstract:**

The New Lawyers Program is a two-year course offered by Victoria Legal Aid to first and second year lawyers. In this program, the participants have to spend at least one, six-month placement practising in some regional areas to experience life in regional Victoria and the different range of legal issues.

**Type:** Program  
**Title:** Country Lawyers Graduate Program  
**URL:** [http://www.legalaid.wa.gov.au/LegalAidServices/employment/Pages/CountryLawyers.aspx](http://www.legalaid.wa.gov.au/LegalAidServices/employment/Pages/CountryLawyers.aspx)

**Abstract:**

The Country Lawyers Program is aimed at improving the recruitment and retention of lawyers in regional and remote areas by recruiting, developing and rotating junior solicitors throughout regional Western Australia. The program provides an opportunity to create a broad and solid foundation to legal career. It provides a diverse range of work and life experience to junior solicitors.
4.4.4. REVIEW OF THE LITERATURE

The factors influencing recruitment and retention of lawyers in rural areas

The key factors influencing recruitment and retention of lawyers in rural areas include the following:

a) Family Issues

Family issues includes ties to community, employment opportunities for one’s partner, availability of social and support networks for family and educational opportunities for children. A graduate with family ties to a particular area, or a graduate who undertakes his or her law degree at a regional university, is more likely to return to that rural area to practice than a person who has not had that experience. The literature suggests that a person who undertakes his or her legal studies at a rural/regional university is more likely to return to a rural/regional area than to take up a position in the city\(^{96}\).

b) Lifestyle Factors

For many, life and practice in the country is perceived in largely negative terms. Limited opportunities for social outlets, poor work/life balance and a lack of social networks were seen as key factors in failing to draw lawyers to country practice.

c) Infrastructure

Lack of infrastructure, such as few or no specialized doctors, schools, cinemas and other facilities commonly found in the city was seen, as key factors in failing to draw lawyers to country practice.

d) Professional Development

Fewer opportunities for professional development and career advancement are seen as difficulty in the recruitment of and early departure of lawyers\(^ {97}\). Lack of career development opportunities and professional isolation, salary, the changing employment patterns of younger lawyers and the changing demographics within the profession are also some factors influencing recruitment and retention of lawyers in rural areas.

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\(^{96}\) Castles, “Recruitment and retention of young lawyers in remote, rural and regional Queensland”, above at p32

5. ATTRACTION AND RETENTION OF ARTISTS TO RURAL AREAS

5.1. OVERVIEW

Art and cultural diversity is an important selling feature of a town. Artists drive the economy with their use of knowledge and their creativity. Their ideas create wealth. It is estimated that the economic footprint of Canada's cultural sector was $84.6 billion in 2007, 7.4 per cent of Canada's GDP. Alberta's cultural sector represents approximately 3 per cent of provincial GDP and employment.

Cultural sector employment exceeded 1.1 million jobs in 2007. The number of artists represents 0.8 per cent of the overall Canadian labour force. The number of artists is slightly larger than the number of Canadians directly employed in the automotive industry (135,000).

Many rural areas find it difficult to retain and attract artists and other creative and talented individuals to their regions. Rural regions are perceived as having few job prospects and economic advancement, little cultural activity and generally a low quality of life.

Established creative industries, strong public support for the arts and/or a sufficiently large population to consume cultural goods strongly attract artists. Most artists move among regions and countries to improve their chances of occupational success. However, artists differ from other professionals in that they usually move on the basis of perceived opportunity and reputation of a place rather than for a specific employment position.

Also, artists differ from other creative professionals in their willingness to move away from established social and familial networks to practice their craft. Moving away from networks without the security of a job offer, however, often leads to an unstable migration involving financial risk.

Understanding what attracts artists to a place and what keeps them there presents a challenge. Artists have distinct needs and interests that set them apart from other knowledge workers. Therefore, recognizing how artists differ in their location choices helps policy makers understand which strategies present the greatest possibility of successfully increasing their city’s “artistic dividend.”

However, despite these issues, rural regions can still compete for talent with urban areas. Rural communities need to focus their attention on addressing what makes their small towns and rural settings a destination for those individuals. Short-term strategies may prove successful in attracting artists; however, creating a community that is both culturally and socially rich requires appropriate planning and investment.

98 Creative artistic activity and the goods and services produced by it, and the preservation of heritage.

99 An artist is a person engaged in one or more of any of a broad spectrum of activities related to creating art, practicing the arts, and/or demonstrating an art. The term is often used in the entertainment business, especially in a business context, for musicians and other performers (less often for actors).

100 http://culture.alberta.ca/newsroom/facts.aspx

101 Ibid.

102 Ibid.

103 Ibid.

104 The automotive industry figure is from the Canadian Auto Workers union, as reported in a November 13, 2008 CBC article entitled A timeline of auto sector layoffs, http://www.cbc.ca/canada/story/2008/10/21/f-autolayoffs.html. This page was viewed on January 12, 2009.


106 Ibid.

107 Markusen and Schrock, 2006

108 http://community.smu.ca/atlantic/documents/KronstalGrantbestpractices_001.pdf
5.2. LIST OF RESOURCES FROM CANADA

Type: Alberta's cultural policy
Title: The Spirit of Alberta
URL: http://culture.alberta.ca/culturalpolicy/default.aspx

Abstract:

The Spirit of Alberta provides a framework for decision-making related to the support, growth and development of culture in Alberta. It ensures Albertans have the opportunity to share, express and experience culture in a province that respects the past, celebrates the present and welcomes the future. The approach is to build a culture that will shape the future of the province through access, capacity, excellence and cultural industries.

Type: Alberta’s Initiative
Title: Rural Artistic Initiative, Alberta
URL: http://www.radf.ca/projects/rural_artistic_initiative/

Abstract:

The initiative supports the Empress Theatre Society to expand the Windy Mountain Music Festival. The Empress Theatre in Fort Macleod is Alberta's oldest theatre. The initiative provides support in training to rural-based classical musicians, tours to other rural Alberta communities and off-season residencies with artistic partners across Alberta. It also allows the society to develop a system for restoring and screening historical films and a world music series, while modernizing its booking, promotional and ticket sales systems. The expected outcomes and benefits of this initiative will be expansion of the arts communities in Southern Alberta. Rural communities who wish to work on arts and heritage in Alberta can take advantage of training and support of this project.

Type: National Fund
Title: Canada Arts Presentation Fund
URL: http://www.pch.gc.ca/eng/1267553110077/1268404392232

Abstract:

The objective of the fund is to give Canadians access to a variety of professional artistic experiences in their communities. It recognizes that arts presenters are key partners in achieving this objective by providing financial assistance to organizations that professionally present arts festivals or performing arts series. Rural and remote communities can access this fund to organize arts festivals and support their arts presenters.
Type: National Fund
Title: Canada Cultural Spaces Fund
URL: http://www.pch.gc.ca/eng/1267728945673

Abstract:

The fund supports the improvement, renovation and construction of arts and heritage facilities, and the acquisition of specialized equipment and conducting feasibility studies. It aims to improve Canada's cultural infrastructure, with a focus on repairing and upgrading arts and heritage facilities across the country, including those in under-served areas. The fund can help rural communities in performing arts, visual arts, media arts, museum collections and heritage displays.

Type: National Program
Title: Cultural Capitals of Canada
URL: http://www.pch.gc.ca/eng/1267468580182

Abstract:

This is a national program that recognized and supported Canadian municipalities for special activities that celebrate arts and culture and harness their many benefits in community life. Forty-two communities have been recognized as “cultural capitals” of Canada since the creation of the program in 2002. Niagara Region and Calgary were selected as cultural capitals of Canada in 2012.

Type: National Fund
Title: Canada Cultural Investment Fund (formerly Canadian Arts and Heritage Sustainability Program)
URL: http://www.pch.gc.ca/eng/1268609659093

Abstract:

The objective of the fund is to support management and greater financial stability in arts and heritage organizations. This is achieved through support for initiatives intended to diversify revenue streams, strengthen management capacities and ensure that arts and heritage organizations are supported in their communities for the contribution they make. The program has four components that work together in achieving these objectives: Endowment Incentives, Cultural Capitals of Canada, Strategic Initiatives and Limited Support to Endangered Arts Organizations. The fund can strengthen the management capacities of rural cultural organizations.

Type: Catalogue
Title: Benefits Catalogue, Alberta Recreation and Parks Association
URL: http://acecommunities.arpaonline.ca/market/benefits-catalogue/

Abstract:

The catalogue contains over 200 pages of documented research outlining why recreation, sports, fitness, arts, culture and parks are essential in the development of healthier individuals and communities. It provides a clear understanding of the significance of recreation and parks in delivering
personal, social, economic and environmental benefits. Rural communities can use this catalogue as a resource guide to attract and retain artists and to promote arts and cultural activities.

**Type:** DataBank  
**Title:** National Benefits Hub: The Arts  
**URL:** [http://benefitshub.ca/search/search&keywords=arts/](http://benefitshub.ca/search/search&keywords=arts/)

**Abstract:**

The databank provides updated information on the field of recreation, arts, culture, heritage, environment/parks and sports. In addition to being an invaluable resource for recreation practitioners, the website also provides an opportunity to communicate about issues, provide feedback and promote a greater awareness among a variety of stakeholders of the value of recreation and parks and the personal, social, economic and environmental benefits they deliver. This database can help rural communities access updated and useful information on arts and cultural activities.

**Type:** National Network  
**Title:** The Creative City Network of Canada  
**URL:** [http://www.creativecity.ca/](http://www.creativecity.ca/)

**Abstract:**

The Creative City Network of Canada is an organization of municipal staff working in communities across Canada on arts, cultural and heritage policy, planning, development and support. It connects and educates the people who are involved in this work to be more effective in cultural development of their communities. By sharing experience, expertise, information and best practices, members support each other through dialogue, both in person and online. Rural communities can get useful information on research, public education and professional development resources in the field of local cultural policy, planning and practice.

**Type:** Project  
**Title:** The Arts, Health and Seniors, British Columbia  
**URL:** [http://vancouver.ca/parks-recreation-culture/arts-and-health-project.aspx](http://vancouver.ca/parks-recreation-culture/arts-and-health-project.aspx)

**Abstract:**

The project explores how involvement in the arts can improve the health and well-being of seniors. The project facilitates seniors’ creative contributions to their communities, while improving their health and strengthening their sense of well-being. The program also builds expertise among workers and artists working with seniors. Artists from a variety of disciplines are currently working with seniors in the development of work in the visual arts, the written word, multidisciplinary performance and digital storytelling.
Type: Toolkit
Title: Cultural Planning Toolkit

Abstract:

The toolkit is a guide for the process of cultural planning in a community. It includes an adaptable model and practical checklists for navigating and charting progress. The toolkit has been developed to encourage community leaders, planners and local government staff to explore the potential of cultural planning.

Type: Toolkit
Title: Cultural Mapping Toolkit

Abstract:

The toolkit has been designed to provide material on the mapping process, from creating an inventory to drawing up and presenting the map. The process has been broken down into stages and steps. Each step is accompanied by examples, checklists or worksheets to help individuals and communities get organized.

Type: Toolkit
Title: Public Art Toolkit

Abstract:

The toolkit contains resources for the management of public art projects. It is intended as a guide to plan a public art program or evaluate an existing one. The toolkit includes: public art overview; different points of views; details on all phases of completing a public art project/program; links to examples and resources from around the world; detailed case studies and project examples of varying scales; illustrative photos from public art projects; and a compilation of links to key web-based resources. Through this toolkit, communities can gain enhanced knowledge on planning and maintaining public art projects and programs, and can develop better capacity to deliver such projects and programs.

Type: Website
Title: The Value of Presenting: A Study of Arts Presentation in Canada
URL: [http://www.diffusionartspresenting.ca/](http://www.diffusionartspresenting.ca/)

Abstract:

The website is a space for people who present live performing arts in Canada in any venue or outdoor space and everyone they work with. Communities can use this site to preview findings, examine emerging ideas and participate in dialogues to raise awareness of the role of the live arts presenter in the creative chain, in communities and in society.
Type: Research Project
Title: Building Public Engagement with the Arts in New Brunswick
URL: http://www.canadacouncil.ca/NR/rdonlyres/8E772277-7270-4EE3-915E-CCEF958A34FE/0/NB_Study_Building_Public_Engagement_Final.pdf

Abstract:
This study is part of a two-year pilot project entitled “Building Public Engagement in the Arts”. The overall objective of this study is to provide information about the level of engagement in the arts and behaviour and attitudinal changes of the general public towards the arts, in New Brunswick. Rural communities can get ideas on how to engage people in activities related to arts and heritage.

Type: Research Project
Title: The Arts and Heritage in Canada: Access and Availability 2007

Abstract:
The Department of Canadian Heritage commissioned a research project related to the arts and heritage in Canada. The main objective was to gather information on Canadians’ attitudes towards an array of issues relating to behaviours and values associated with arts and heritage.

Type: Study
Title: Ontario Arts Engagement Study 2011
URL: http://www.arts.on.ca/Page4405.aspx

Abstract:
The study looks at the full spectrum of arts activities from traditional audience-based activities (such as attending performing arts events or visiting an art gallery) to personal practice activities (such as playing a musical instrument, painting or taking dance lessons) and includes arts participation via electronic, print and digital media (such as radio, television or the Internet). It also explores the importance of these activities to Ontarians, the settings in which arts activities take place, the relationships between personal practice and attendance, and the patterns of engagement across regions and demographic groups related to age and gender.

Type: International research project
Title: Developing and revitalizing rural communities through arts and culture 2009
URL:http://www.australiacouncil.gov.au/research_hub/arts_rippa/arts_rippa_projects/developing_and_revitalizing_rural_communities_through_arts_and_culture_international_research_project

Abstract:
This comprehensive review of research on cultural and creative business development in rural communities includes information from Canada, Australia, the United States and Europe. A summary overview highlights the common themes emerging around cultural development in rural areas across the four project areas, and recurring critical ingredients to foster vibrant arts activity in rural and small communities. It is intended to assist rural communities to take advantage of their creative capacity.
Type: Rural Community
Title: Pinawa, Manitoba
URL: http://www.pinawa.com/

Abstract:

Pinawa, Manitoba is a community of 1,500 people and is located on the border of Whiteshell National Park and River. Pinawa is an attractive and diverse community, home to scientists, entrepreneurs and their families. The Pinawa website clearly advertises the needs of the creative class. Newcomers to Pinawa work effectively with internet access, technology and business resources all conveniently located in a recreation paradise. Pinawa’s success in retaining and/or attracting young educated people is evident in the fact that in 2001 the percentage of the population aged 20-34 with a university certificate, diploma or degree was 27.3 per cent as compared to the provincial average of 18.7 per cent. Rural communities who wish to attract and retain artists and youth can use it as a model.

5.3. LIST OF RESOURCES FROM OTHER COUNTRIES

USA

Type: Tool
Title: Arts and Economic Prosperity Calculator
URL: http://www.artsusa.org/information_services/research/services/economic_impact/005.asp

Abstract:

The calculator is a free and simple tool that makes it possible to estimate the economic impact of arts and culture organizations and the entire non-profit arts community on their local economy. These analyses are based on research findings from the 156 communities and regions that were part of Arts and Economic Prosperity III, Americans for the Arts' national economic impact study of non-profit arts and culture organizations and their audiences. Rural communities can use this calculator to measure the economic impacts of arts activities on their area.

Type: Initiative
Title: The Arts + Community Change Initiative
URL: http://artsandcommunitychange.org/about/

Abstract:

The initiative works to shape public policy, support innovative practice, build collaborative capacity and support learning and networking. It also connects arts, culture, equitable development, and social justice in all of their complexity to strengthen low-income neighbourhoods and work towards systemic change.

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108 http://www.pinawa.com/
109 Statistics Canada 2001
In 2005, the United States National Governors Association commissioned a report, *Strengthening Rural Economies through the Arts*. The report identified that an “arts-based economy can enhance state efforts to diversify rural economies, generate revenue, improve the quality of life and attract visitors and investment. The report recognizes the importance of creativity to over 25 states. The report can be useful for rural communities in fostering the climate needed to attract the creative class.

Lanesboro, Minnesota, town of 788 people, formed a Lanesboro Art Council and bought an old theater space in 1980. In 1994, it opened the non-profit Cornucopia Art Center on Main Street, hosting exhibits and gallery sales of local artists. It won funding for a national Artist in Residency Program, bringing four to six artists to town annually to make new work and engage the community. Currently, the community supports a music festival and an art-in-the-parks program and is advertising for visual and performing artists, musicians and writers, and other self-employed people to move to the town. By 2005, sales at the gallery were generating $12,000 a month, and the theater company's revenues were $200,000 a year. Rural communities who wish to attract and retain artists can use it as a best practice.

The center, located in Otter Tail County, Minnesota, is a 22-year old multidisciplinary arts organization dedicated to expanding the cultural and creative opportunities for rural Americans. The center produces concert series in the fall and winter/spring seasons, and offers courses in the fine and folk arts as well as the art of citizenship through the Continental Divide Folk School. The Center produces and sponsors annual community festivals, including a Finnish winter festival, the Continental Divide Music and Film Festival, the Puppet Pageant and the Longest Night Music Festival. The organization’s strategy can be a model of best practice for rural communities who wish to attract talent to their areas.
5.4. REVIEW OF THE LITERATURE

5.4.1. Artists in Small and Rural Municipalities, Alberta

Alberta’s 11,700 artists represent 0.7 per cent of the labour force\(^{110}\). The data on eight rural municipalities in Alberta with an artistic concentration higher than the national average (0.8 per cent) is as below:

- In Olds, located between Calgary and Edmonton, artists comprise 1.4 per cent of the local labour force.
- Canmore, west of Calgary, has an artistic concentration of 1.2 per cent.
- Rocky View No. 44, a municipal district to the west, north and east of Calgary, has an artistic concentration of 1.2 per cent.
- In Drumheller, northeast of Calgary, artists comprise 1.1 per cent of the local labour force.
- Okotoks, south of Calgary, has an artistic concentration of 1.1 per cent;
- In Parkland County, located west of Edmonton, artists comprise 0.9 per cent of the local labour force.
- In Foothills No. 31, a rural municipality, south of the City of Calgary, artists comprise 0.9 per cent of the local labour force.
- In High River, south of Calgary, artists also comprise 0.9 per cent of the local labour force.

5.4.2. Why do artists like to live in rural areas?

Artists may move to rural areas, due to natural amenities, sentiments and attachment to rural places and economic opportunities. Natural amenity is clearly a lure for artists\(^{111}\). Attachment to place, rather than economic opportunities may have a bigger impact on whether a person stays or returns to a place\(^{112}\). Access to economic opportunities is often related to the commuter who wishes to experience rurality but still work in the city, but there are an increasing number of cases where people are moving further from the city while still retaining access to the urban market for business purposes\(^{113}\). Some other factors that may attract to artists to live in rural areas include the following:

- Land and studio space is much more affordable.
- Rural areas often have vintage architecture – old farmhouses, older industrial buildings or warehouses, sometimes on rivers, aging commercial buildings and empty churches – that appeals aesthetically to artists.
- Some artists seek the isolation of rural areas as a place to think, write poetry, paint or compose music.
- Some are drawn to the sense of community that they believe is more accessible in rural areas.
- Some are attracted by active efforts of town leaders to welcome and provide space for them.
- Finally, small communities are the home of artists who already live there—people who have always created art work as an avocation, or have taken up art forms in the course of their lives.


\(^{111}\) Bunting and Mitchell (2001) and Mitchell et al. (2004).


5.4.3. General approaches to retain and attract artist

Often, rural regions have difficulty competing with urban centres to retain and attract the talent needed to support economic development. In order to compete for talent in the global economy, rural regions should focus on three major elements that comprise quality of life:

a) Quality of Life (social and cultural activities)

A very important factor that involved in retaining and attracting talent is the availability of social and cultural activities. Communities can promote the availability of culturally relevant spaces for both the creation and consumption of artistic ventures such as art studios/apartments (e.g. art space), theaters and music. Providing these spaces is important for retaining and attracting talent. Directly, these spaces provide opportunities to attract talented people within the arts; indirectly, they attract talented individuals outside of the artistic realm but are active consumers of art and are attracted to areas that support artistic ventures.

b) Regional Recreation

Regional recreation is important for attracting people to live. Recreation activities can include skiing, hiking, swimming, boating, surfing, 4-wheeling, eco-tourism, hunting, and other, generally outdoor activities that are specific to a topography or climate. The strategy for rural regions in retaining and attracting talent is not to enhance or create these regional activities but to promote and provide easy access to them.

c) Careers and Economic Opportunities

Economic opportunities can be defined as the availability and access to resources, people, and programs that have the potential to advance a person’s economic growth and sustainability. A major piece of personal economic growth for talented individuals lies with job availability. Like all people, talented individuals strive for personal growth, and part of this growth includes career and job depth. Talent will more likely be attracted to a location if that region can provide opportunities for career growth and movement. Job advancement, movement and external job opportunities are key factors in retaining, attracting and growing talent.

d) Networking

When developing a program to retain, attract, and grow entrepreneurial talent, especially in rural areas, it is imperative to connect talent to other talented people. It is essential to build networks necessary for current and potential entrepreneurs to meet and build working relationships that will connect them to important resources. This approach should create a clear coordinated effort where entrepreneurs know where to go when seeking assistance from others. The social networks are the source for social and financial capital that entrepreneurs can depend on to start and maintain businesses. These formal and informal settings can be used as sources for numerous types of support for entrepreneurs. Through linking entrepreneurs to one another within a region, especially within the knowledge economy, they can provide the resources and know-how to build and compete within the global knowledge economy.

114 http://ced.msu.edu/upload/reports/5.Innovative%20Strat.%20Talent%20Dec%202009.pdf
115 Collins, 1999; Harmon, 2001
116 Walzer 2007
5.4.4. Attracting artists to rural communities

Overall, large centres have a distinct advantage for attracting artists. Large centres have the population and tourism potential to provide markets for cultural products and performances\textsuperscript{117}. Also, artists may cluster in cities with complementary industries such as advertising and media to take advantage of the additional work opportunities.

At the same time, small- and medium-sized cities have some advantages over big cities: they often have lower housing costs and accessibility to natural landscapes. This may be enough to attract artists, particularly those who don’t need access to performance venues.

The performing artists are more apt to live closer to metropolitan cores than are visual artists and writers, with musicians in the middle range\textsuperscript{118}.

Isolation may also appeal to some artists. For example, in a small and remote town of Darwin in tropical Northern Australia, a survey of nearly 100 cultural workers found geographical distance a key source of creative inspiration\textsuperscript{119}.

Rural communities can invest in cultural infrastructure, such as artist live/work spaces and performance venues. Cities can support the creation of artist-run centres, institutions that often bring in artists from other areas for residencies and learning exchanges. Rural communities can connect the artistic population with complementary industries to encourage crossovers between sectors to increase opportunities for employment.

Small centres may use social media to promote artist connectivity for attracting and retaining artists. Smaller centres require a greater entrepreneurial approach to creating and managing performance or exhibition opportunities\textsuperscript{120}.

\begin{flushleft}
\textsuperscript{119} Ibid.
\textsuperscript{119} Gibson, Luckman and Willoughby-Smith (2010)
\textsuperscript{120} Bennett, 2010, p. 124
\end{flushleft}