



Working with New Immigrants for Rural Areas: Policy and Program Implications for Rural Areas

Abstract (Max 150 words. Please note the abstract will be shown to third parties in order to find reviewers who are not in conflict of interest with the proposal).

Many rural areas have declining populations and services making it difficult to attract and retain new arrivals. This study will look at rural areas that are successful in attracting new arrivals; outlining the policy and program offerings that focus on skill worker/entrepreneur immigration. A determination of what new arrivals expect/need from policies and programs to attract them to rural areas will be completed and compared to what is currently offered by municipalities. Focus groups will provide insight into how best to develop and implement policy and programs in rural areas to attract skill workers/entrepreneurs. Municipalities will be provided information from key informant interviews and focus groups to help focus their policy and program offerings. To advance the research (development of a tool kit) and improve knowledge translation and transfer from municipality to new immigrants we will conduct a pilot project embedding a student within a rural municipality.

Benefits (Max 100 words. Describe the benefits of the research to Ontario's agri-food and rural sectors. Identify who will benefit from the research and how they will benefit)

Focused municipal policies and programs will provide rural areas with an opportunity to attract/retain new arrivals. Focus groups and interview results will assist municipalities in understanding the needs and expectations of new arrivals. The challenges and opportunities in developing immigrant businesses in rural Ontario will also be explored. Integration of a graduate student, in a pilot project/case study, within a rural municipality will focus on the strategic direction of municipalities and development of a toolkit for immigrant/skilled worker attraction/retention through knowledge translation and transfer of immigration policies/programs to new arrivals and municipal policy staff.

**Rationale for the research. (Max 100 words. Explain why the research is needed and the research priority(ies) being met
e.g. the problem the research will tackle, or the gap in current knowledge that will be addressed)**

Rural Policy Priority - Immigrant Entrepreneurs: Limited literature exists on immigration/migration to rural areas and the municipal role to attract/retain new immigrants/migrants. Encouraging immigrant entrepreneurial opportunities/skilled trades can address labour needs and population decline in rural areas. This research explores best practices and policy/program strategies from rural municipalities with successful attraction/retention policies and programs. This research will provide insights from focus groups, and interviews with immigrants/migrants, municipalities and local immigrant service agencies. The scope of this project includes an understanding of the provincial strategy and policies, as well as, the federal involvement in rural immigration as direction from these levels of government relate to the local level. This project will enhance communication/dissemination about resources and opportunities for new immigrants/migrants and the role of rural municipalities.



Objectives (Max 150 words. Describe the purpose/ main goals of the research project - what the research is intended to accomplish)

The primary purpose of this research is to develop and profile policies/programs that will enhance rural community efforts to attract and retain immigrant entrepreneurs/skilled workers and enhance the local economy.

Specific objectives include: -To identify “key ingredients” for strategies to meet the needs of immigrants/migrants from urban areas who are attracted to skilled work or entrepreneurial opportunities. -To test “best practices” through a pilot project that builds capacity in rural policy/programming and "ground truths" the identified strategies -To conduct effective knowledge translation and transfer concerning the needs and expectations of immigrants/migrants -To partner with rural communities across Ontario including northern communities -To develop a tool kit of materials that will serve as a resource for rural communities (and in particular for those communities that do not have the staff or financial resources to address this issue on their own).

Literature Review Max 1500 words excluding references) A comprehensive review of the relevant and recently published literature. Full citations (e.g. with manuscript titles) should be provided for sources referenced. Append references to the proposal as a PDF document; do not include references with the text here.

Statistics Canada projects that Canada’s foreign born population will increase between 9.8 million and 12.5 million between 2011 and 2031; reflecting a 20% increase in immigration since 2006 (Statistics Canada 2010). Most of the literature on immigration, attraction and retention is concentrated on the Federal and Provincial levels of government (Tossutti 2012, 607). Tossutti maintains that the shift from government to governance (Bekkers et al. 2006 in Tossutti 2012, 610) has given the local level a stronger role in the attraction of immigrants. The Federation of Canadian Municipalities (FCM) maintains that municipalities play a role in attracting and receiving immigrants as well as providing services (Federation of Canadian Municipalities 2002, 1- 2). Yet, there is little discussion on the role of the local municipality in encouraging newcomers (Abu-Laban et. al. 2005).

The 2005 Canada Ontario Immigration Agreement (COIA) is a major federal-provincial agreement that contains provisions to further municipal involvement with immigrant settlement (Burr 2011). This COIA aligns all three levels of government to work collaboratively on the common goal to address the needs of immigrants and provides funding for Local Immigration Partnership (LIP) (Burr 2011). Tossutti (2012) maintains that this provision encourages municipalities to build inclusive and responsive policies/programs for newcomers as part of their strategic plans (Tossutti 2012, 610).

The majority of new immigrants (75%) live in urban areas and this growing concentration in urban areas (Justus 2004, 46; Frideres 2006, 4; Tossutti 2012, 697) raises concerns about uneven immigrant distribution. This challenges municipalities to develop policies/programs for immigrants in rural areas (Tossutti 2012, 697; Frideres 2006, 4). Rural municipalities have an increasing role in developing strategies to further migration and cultural diversity (Tossutti 2012, 697). Literature confirms that immigrant interest in non-urban areas, population of less than 100,000, is growing (Frideres 2006, 4). This interest reveals an opportunity for rural areas, which are defined by Statistics Canada as “fewer than 1,000 inhabitants and a population density below 400 people per square km” (StatsCan 2012), to play a key role in immigration policy/program development.

Immigration attraction to urban areas is attributed to the economic potential and social advantages offered by urban areas (Goyette 2004, 136; Reimer 2007; Kritz et. al. 2013). Comparing urban areas, Goyette (2004) found the average earnings of urban and non-urban areas were similar. His research on immigrants who had lived in Canada

less than the earnings of immigrants living in urban areas (Goyette 2004, 137). This research will determine the best method to market this earning potential as an attraction for immigrants encouraging settlement to rural areas.

The presence of family and friends is a social factor that attracts immigrants to rural areas (Eraydin et. al. 2010, 531; Justus 2004, 42; Goyette 2004, 137; Kritz et. al. 2013). Ishram (2013) uses Statistics Canada data to suggest that immigrants are attracted to a particular geography to join family and friends who are established there, encouraging a second wave of immigration (Ishram 2013). The initial immigrants assist the second wave with integration into the area utilizing established social networks helping with employment, housing, education, etc. (Ishard 2013). These networks can be organized around linguistics, cultural backgrounds, and culturally services among others (Goyette 2004, 138; Portes 1995, 23). Municipalities need to find a role in establishing these networks to improve immigrant attraction. This research project will determine what role municipalities can have within these social networks.

Reimer (2007), identifies the following factors of economic and social immigrant attraction:

- presumed lack of opportunity for employment and training/education;
- social support from the community;
- language amenities and community response to newcomers.

There is limited literature on immigration interest in rural areas and what municipalities can do to encourage immigration attraction. Even with similar economic or social opportunities in rural and urban areas, distances and lower density of rural areas affect awareness of these opportunities including government services, institutional completeness, diversity and social networks that are factors in attracting and retaining immigrants (Abu-Laban et. al. 2005; Ishard 2013, Reimer 2007). Tossutti (2012) suggests that in contrast to suggestions from earlier studies that imply medium to small areas may not be equipped to serve the needs of immigrants, approximately 60% of the community leaders and public interviewed as part of his study on local perspectives of immigration and diversity maintained that their community was in a capable position to address the needs of immigrants (Tossutti 2012). It is with this in mind that this research project will seek to increase the awareness of the capacity within municipalities to meet the needs of immigrants. The establishment of an internship within a municipality as part of a pilot project will assist in identifying communication gaps and developing marketing strategies.

Eraydin et. al (2010) provide that immigrant entrepreneurship is a form of societal inclusion because it increases interdependence and participation. Her research determined that new immigrants engage in entrepreneurship to avoid the challenge of the formal labour market, which is unfamiliar to them (Eraydin et. al. 2010, 524). Entrepreneurship allows a chance to interact and get to know the market (Eraydin et. al. 2010, 524). As they expand their skills and networks, immigrant entrepreneurs become more innovative in their product/service offerings and expand the scope of their business contributing to the economy (Eraydin et. al. 2010, 526, 531). This research project will determine what knowledge gaps immigrant entrepreneurs have when it comes to rural markets. Focus groups will determine the concern amongst immigrant entrepreneurs regarding business startup that could be assuaged by rural municipalities. The inclusion of an intern will assist in determining solutions to immigrant business attraction for municipalities by understanding the procedures, expectations and constraints municipalities face in implementing attraction policies/programs.

There is an observable trend of population decline in rural areas over the past century. In 2011, only one in five (18.9%) Canadians resided in rural areas, which reflects one of the lowest proportion of rural populations among G8 countries (Statistics Canada 2012). Population decline is attributed to aging population, youth out-migration and not enough immigrants who have traditionally contributed to the rural population (Ishard 2013). A declining population corresponds with a decline in the local economy in three ways (Akbari 2004, 139; McNutt 2012):

1. Decline in the labour force/ shortage of skilled labour in the market as the older population retires;
2. Decreased funding for social programs that depend on tax revenues; and,
3. The market will shrink due to few goods and services produced locally (Akbari 2004, 139; McMutt2012; Wallace 2004, 148).

Encouraging immigrants to rural areas is an opportunity to address the demand for skilled, adaptable labour and population numbers (Ishard 2013). This research project will assist municipalities in their policy/program development for immigrant attraction and retention.

Retention and mobility factors of immigrants and native-born Canadians in Atlantic Canada were the subject of 2001 study by Akbari (2004). Education level and age were identified as the two most important considerations that contributed to out-migration (Akbari 2004, 141). This research revealed that native-born Canadians are more likely to out-migrate than new immigrants (Akbari 2004, 141). Kritz et. al. (2013) indicates that immigrants that arrive older are often motivated to join family, who are established in specific areas. Younger immigrants are flexible in location choice but are less likely to move once established (Kritz et. al. 2013; Roberts 1995, 43). Thus, there is a policy need to address youth and educated/skilled labour retention in rural areas (Akbari 2004, 141). Through focus groups and key informant interviews a determination of the expectations of youth and educated/skilled workers in terms of what rural areas have to offer will be completed. This information will assist municipalities in focusing attraction and retention programs/policies toward youth immigrants.

Attracting/retaining new immigrants will improve the local economies because there is potential for innovative services and products. As communities become more inclusive and socially cohesive, greater civic pride will encourage collaboration and strengthen social networks (Ishard 2013). Welcoming communities who meaningfully engaged with immigrants about inclusion and integration will be attractive to immigrants. Examples of a welcoming community's profile include:

- respect for diversity in the policy environment;
- public services (recreational facilities, health centres);
- education (opportunities for adult education to meet the needs of newcomers, such as language learning); and,
- health resources (access to services to stay well and treat emergencies) (Ishard 2013).

Wallace et. al. (2004) suggests communicating services offered to immigrants is among the challenges for municipalities (Wallace et. al. 2004, 150). The participatory research approach integrating an intern within a municipality as part of a pilot project will allow for the determination of current initiatives and networks at the municipal level. Defining current initiatives and networks will allow municipalities to focus their leadership to effectively attract immigrants. Through local leadership it is possible for effective partnerships with local community organizations to make services accessible to immigrants and spur complementary attraction initiatives (Richardson 2004, 173).

Milestones (List the significant steps in your research plan that are defined and measurable) Methodology (1500 words. Give a detailed experimental plan for accomplishing the research milestones)

Milestone	Description of Activities	Completion Date
Literature review	Examination of current immigration and migration theory, trends and the role/expectations of immigrant entrepreneurs and local government. Results to be consolidated and utilized as basis for comparison via jurisdictional scan. (5% of effort)	2013-12-31
Jurisdictional scan	Other jurisdictions including British Columbia, Alberta, Manitoba and New Brunswick will be compared to Ontario in terms of immigration/migration policy and program environment. Specifically, what rural communities in other communities have incorporated in their strategies to attract immigrants and the highlights of what makes such rural areas successful. Additionally, a jurisdictional scan will review rural municipalities in Ontario that are 1. facing population decline and 2. Developing/developed a new industry that demands particular skills/trades. (5% of effort)	2014-06-01
Focus groups	Focus groups in 8 Ontario medium-to-small sized municipalities who are successful in attracting immigrant entrepreneurs/migrants. A thorough discussion with immigrants/skilled workers, municipal staff and community groups who have mandates to address the needs of local immigrants throughout a full year will help determine the expectations, needs, challenges, and opportunities skilled workers and new entrepreneurs have come to rural Ontario and their impressions on retention. Results of the discussions will be summarized and documented for dissemination. (15% of effort)	2015-06-30
Key informant interviews	Municipal officials and provincial policy officials will be asked specific questions on an individual basis to isolate the rationale for immigration and possible opportunities for migration to rural areas; what they knew about the rural area before they arrived; their experience in the community and if they are part of any social networks that are formal (community groups) or informal (family/friend connections). (15% of effort)	2015-06-30
Pilot Projects/Case Studies and Analysis/Development of resource Materials	As informed by a jurisdictional scan of municipalities in rural Ontario who are facing population decline, a pilot project will be conducted with selected municipalities (between 3-5) (a graduate student will be placed as an intern). The graduate student will work with the communities to apply and evaluate the previously identified best practices (cumulative findings from the literature review, jurisdictional scan, focus groups and key informant interviews) to inform the development of strategic policy and program development at the municipal level. This internship will facilitate the knowledge translation and transfer of the results as well as provide in-depth understanding of municipal immigration policies and programs. Additionally, a tool kit will be development that outlines sound municipal strategies and information that new arrivals may find helpful (including a range of business services for new entrepreneurs). This toolkit will be customized based on the pilot project/case study experience. Resource Materials will be developed based on the experience from the pilot projects/case studies to assist communities to develop specific actions to achieve their goals to attract/retain immigrants and skilled workers. Results from the research will be consolidated, analyzed and translated for presentation to OMAFRA policy officials, municipal officials, new entrepreneurs and skilled workers. (60% of effort)	2016-06-30

Methodology (1500 words. Give a detailed experimental plan for accomplishing the research milestones)

The research will use mixed methods with a strong focus on case study analysis, literature review, focus groups, key informant interviews and a pilot project. Details are as follows:

Research Advisory Committee: A Research Advisory Committee will contribute to project findings and direction. This group exists to contribute to other projects of Dr. Caldwell and includes a number of OMAFRA, Municipal, industry representatives and community members. The group will be expanded to include Natasha Rea (Phd Student), and participating graduate students. Steve Morris (OMAFRA - Economic Development Program), as well as, representatives from the Ontario Council of Agencies Serving Immigrants and Community Immigrant Retention in Rural Ontario will also be invited to participate. The Research Advisory Team will meet at the onset of the project (Project Initiation meeting) and periodically thereafter to review findings and offer advice.

Literature Review: Current literature on immigration and migration theory and need, expectations and motivations of immigrants/skilled labour as linked to rural areas will be reviewed. Specifically, we will emphasize the municipal role in immigrant attraction/retention. Some municipalities are more successful than others in attracting immigrants and meeting broader economic and social objectives, such as fulfilling the demand for skilled labour or encouraging entrepreneurial opportunities that address product or service niches. The potential draw for immigrants and urban-to-rural migrants who have pursued entrepreneurial opportunities or have moved to a rural area with a specific skill set is included within the scope of this research. This research will explore the municipal role in developing inclusive and supportive policy to attract immigrants based on the experience of programs in place that encourage immigrant entrepreneurs and skilled labour to the area.

This research will explore ideas, resources, strategies and tools for small centres to grow by attracting immigrants drawing from suggestions found in the BC Toolbox. The BC Toolbox provides tools to assess a community's ability to welcome newcomers and ideas on how to develop an action plan and create a "Welcoming Community" strategy for building support in the host community. The BC Tool Box of Ideas for smaller centres will be explored at the Literature Review Stage of the Research Design and further clarification maybe sought with interviews prior to the development of the proposed pilot project. Through this research, we seek to learn from the BC experience and provide a catered-to-Ontario approach through the development of an Ontario ToolBox.

Jurisdictional Scan: The findings from the literature review will inform the jurisdiction scan as it will highlight where rural Canada is successful in attracting/retaining immigrants/migrants. Accordingly, best examples and what makes such municipalities successful will be reviewed in British Columbia, Alberta, Manitoba and New Brunswick. The jurisdictional scan will examine the strategic policy/program environment of these four jurisdictions, as well as the Provincial context in which such policies and programs exist. Additionally, we will explore how specific resources and opportunities are communicated to immigrants/migrants and compare this with the rural Ontario context, in terms of local and provincial initiatives. The jurisdictional scan will include municipal and provincial policies and programs along with the immigration and migration statistics. Rural Ontario municipalities who are developing or have developed niche products or services and are combating population decline will be identified. Additionally, municipalities who encourage entrepreneurial opportunities to immigrants/migrants as a means to interact with the market as they expand their skills, networks and confidence will be examined. In turn, this could lead to more innovative product/service offerings and expanding the scope of their business to the benefit of the local economy. This research will build on existing research/resources, such as the Community Attractiveness



Indicators for Newcomers Tool produced by the Community Immigrant Retention in Rural Ontario (CIRRO).

The Research Team includes Stephen Morris, who has agreed to participate in the project in an advisory capacity.

Focus Groups: Over a one year period, focus groups will explore the experience of immigrant entrepreneurs or skilled workers, municipal staff and any local community groups who are involved with the mandate of meeting the needs of local immigrants. A minimum of 8 Ontario medium-to-small sized municipalities that are successful in attracting immigrant entrepreneurs/migrants will be considered for 8 focus groups. The municipalities selected for focus group sessions will be included in the jurisdictional scans. The focus groups will delve into the new arrivals interest in coming to Ontario, rationale for migrating to their current location, what interest they may have in changing location to a rural area, and what opportunities or challenges they anticipate if they were to move to rural Ontario. As well, immigrant participants will be asked about their accessibility to existing programs and knowledge of local policies that they were aware of and took advantage of before and after they arrived. A selection of focus group participants will be invited to participate in information interviews to gain in- depth understanding of the rationale, needs and expectations when considering migrating to rural Ontario.

Key Informant Interviews: Key information interviews will be undertaken in 3-5 municipalities that are successful attracting/retaining immigrants and additionally with 3-5 rural Ontario municipalities facing population decline. The selected municipalities will be included in the results of the jurisdictional scan. The purpose of the interviews is to supplement the information gained by the focus groups and will include municipal policy and program officials to outline the current policy/program environment, as well as, the expectations of municipal officials from new arrivals. Through the review of current policies and expectations gauged from the interviews, the graduate intern (of the pilot project) will consider the level of support for immigrant needs, such as, have formal immigrant settlement policies been endorsed/adopted by Council; are there regional strategies in place? Has Staff been assigned to this work portfolio? Have advisory boards or committees been established? How do the committees function within the municipal structure? Has the need for immigrant attraction and retention been highlighted in planning documents (Official Plans, Visioning statements). Accordingly, strategic policies will be identified and a comparison of what successful municipalities may be doing different from other rural municipalities will be considered through policy analysis. A minimum of 15 to 25 key informants will be interviewed. The key informant interviews will be conducted by a graduate student.

Pilot Project and Case Study: The information acquired through the focus groups, key information interviews and a review of current policy will equip a graduate student with a draft toolkit to be applied in a pilot project/case study with 3-5 rural municipalities facing population decline, who are interested in attracting immigrant entrepreneurs/migrant skilled workers. The graduate student will assist with knowledge transfer by working with municipalities to draft/revise strategic policy for immigrant attracting/retention, identifying opportunities for making resources more accessible as well as, exploring potential formal and informal social networks (i.e. community groups and family connections) that provide immigrants/migrants information, resources and other services. A greater understanding of the expectations, challenges and opportunities facing municipal governments in attracting and retaining new arrivals will be gained. At the conclusion of pilot projects/case studies the draft toolkit will be further refined based on the lessons learned. The toolkit will provide municipalities and new arrivals current resources and information about accessible training opportunities or skills development, as customized to the particular participating municipality. The toolkit will be finalized for application across Ontario.



Analysis from the pilot projects/case studies and information acquired through the focus groups, key information interviews, jurisdictional scan and literature review will be synthesized in a final report, along with recommendations for rural municipalities interested in immigrant attraction. The proposed research will address a noted gap in research and identify opportunities to enhance the policies and programs at the local level that address the need to new immigrations and urban to rural migrants. This stage will be completed by the Lead Applicant and the PhD Student and final material (toolkit and report) reviewed by the members of the Research Advisory Team.

Summary:

Research Advisory Committee: meets throughout the project to review findings and offer advice.

Literature Review: immigration and migration theory, role of municipalities to attract/retain immigrants and urban-to-rural migrants, needs and expectations of new arrivals.

Jurisdictional Scan: best examples and what makes such municipalities successful will be reviewed in British Columbia, Alberta, Manitoba and New Brunswick. Additional, we will explore how specific resources and opportunities are communicated to immigrations/migrants and compare this with the rural Ontario context, in terms of local and provincial initiatives.

Focus Group: A minimum of 8 focus groups, in 8 Ontario medium-to-small sized municipalities who are successful in attracting immigrant entrepreneurs/migrants. Participants will include; immigrants/skilled workers, municipal staff and community groups who have mandates to the needs of local immigrants.

Key informant interviews: Key information interviews will be undertaken in 3-5 municipalities that are successful attracting/retaining immigrants

Deliverables (Max 75 words. Give tangible and measurable outcomes expected from your project such as a new product, methodology or process)

Deliverables include the review/development of strategic opportunities through policies/programs to attract/retain immigrant entrepreneurs/skilled labour for rural municipalities facing population/economic decline. Needs/expectations of new arrival's expectations will inform the research conclusions to be reflected in the form of peer reviewed papers, grey literature, and white papers to inform policy and program development. Pilot projects/case studies will increase rural policy/program capacity through development of toolkits that outline needed local resources for new arrivals.

Key Words (Please provide 3-5 key words pertaining to your proposal)

Rural, Entrepreneurs, Immigrants, Migration, policy-development

Knowledge Translation and Transfer Plan (Max 200 words. Give key elements of your plan.

Target Audiences	Involvement of Research Users in Project	Explain how users will benefit from the Research	KTT Methods (forms and types of communications venues), including general Timelines
Municipal officials in rural areas	<p>Participate in interviews to advise on available information and resources for new arrivals (i.e. how to start a business, translation services, etc). Participants provide information in existing resources, strategies/policies to attract/retain immigrants. Participants will be recipients in research outcomes and will also benefit from the development of new resources and information</p>	<ul style="list-style-type: none"> •Improved understanding of needs/expectations of new arrivals will allow for the development of strategic policy development to attract/retain new arrivals. •Help/enhance how municipalities communicate existing resources and opportunities for immigrants/migrants to rural Ontario before and after they arrive. •Findings of research will make municipalities aware of successful examples and best practices, that they may seek to adopt as well. •Potential to address existing challenges in rural areas such as population decline and develop 	<p>Policy updates, presentations, development of information packages, presentations, seminars, pilot project/case study - Jan 2015-16</p>
	<p>revise strategic policy and assist with outreach efforts to meet the need and expectations of new arrivals</p>	<p>innovate niche markets/new industries to further develop the local economy.</p>	

<p>Immigrant entrepreneurs/migrants (urban to rural)</p>	<p>Participants in Focus Groups Potential to attract more new arrivals Recipients in research outcomes Receive additional information about resources and locally-specific initiatives intended to meet their needs/expectations.</p>	<ul style="list-style-type: none"> •New arrivals will be able to transfer their expectations/needs to municipal policy and program officials. •Through research, possibly learn about additional resources and opportunities they may not have been aware of and are now more accessible. •Potential opportunities to network and expand skills to develop specialized expertise. 	<p>focus groups, information brochures, information booklets, training - June 2015 (focus groups) –June 2016 (following research completion).</p>
<p>Agencies to aid immigrants - Ontario Council of Agencies Serving Immigrants (OCASI) and Community Immigration Retention in Rural Ontario</p>	<p>Advisory capacity and recipients of research outcomes. Share research results. Participate in strategic directions of the project to address exiting gaps in what we know about immigrant attraction/retention to rural areas.</p>	<ul style="list-style-type: none"> •Greater understanding of immigration/migration rationale of new arrivals to Ontario. •opportunities to work collaboratively to disseminate about opportunities and resources to immigrants before and after they arrive. •Share results and research have undertaken independently to provide strategic direction and gaps in what we currently know •Further utilize the results of the research findings for application beyond Ontario – possible identify additional research opportunities and potential development of programs to add to what OCASI currently offers for new immigrants. •Opportunity to use the OCASI existing network to disseminate information to wider audience who are concerned about the needs of new arrivals. 	<p>White paper, synthesis papers and presentations (conferences, lectures), opportunity for collaborative research, joint publications, information packages, fact sheets, provide workshops for new arrivals based of the summation of the research findings and to share ideas/resources. communicate research findings through existing agency networks and websites (i.e.: www.ocasi.org) - beginning - 2015</p>
		<ul style="list-style-type: none"> •Greater understanding of immigration/migration rationale of new arrivals to Ontario to inform gaps 	<p>Peer reviewed papers, grey literature, and</p>

<p>Researchers</p>	<p>Recipients of research outcomes</p>	<p>in current literature and opportunities to share ideas for strategic directions to attract/retain immigrant entrepreneurs/ migrants in Ontario and across Canada.</p>	<p>presentations (conferences, lectures) - beginning - 2015</p>
<p>Ontario Provincial and Local government officials</p>	<p>Advisory capacity and recipients of research outcomes and collaborators. Results will be shared with municipal and provincial policy staff including the Regional Economic Development Branch, OMAFRA and the Ontario Ministry of Citizenship and Immigration.</p>	<p>•Potential policy development/ updates, guidelines - focused policies and recommendations based on evidence gathered from this research.</p>	<p>Fact sheets, White paper and presentations (conferences, lectures) - beginning - 2015 (or sooner as requested)</p>