

## APPENDIX 1: ENGAGING MUNICIPAL ROLE TYPES TO DEVELOP THE SETTLEMENT SYSTEM IN SMALL COMMUNITIES

**Purpose:** This tool is intended to support actors looking to develop settlement systems in small communities to engage with municipalities. This tool outlines the different role types that were adapted from Boese and Phillips (2017) and based on qualitative interviews conducted in late 2021.

Municipal Role	Definition	Advantages	Requirements for municipalities to take on specific role types	Challenges	Recommended approaches to engage municipal role types in settlement system development
<b>Lead/facilitator in a community with some settlement system development</b>	<p>The lead/facilitator role type relates to municipal governments where immigration and newcomer integration are included on the municipal agenda; there are specific programs or initiatives related to immigration or integration at the municipal level; and/or municipal staff play a leadership and advocacy role in these areas (Boese and Phillips, 2017).</p> <p>Communities are considered to have some settlement system development when there are newcomer-focused attraction, settlement, and/or integration processes established. This may entail that settlement services are available in the community, whether through an established settlement service organization or single community-based staff position. This could also include having a committee or position working on promoting inclusion and integration, or a strategy or initiative related to attracting newcomers.</p>	<p>The municipality is:</p> <ul style="list-style-type: none"> <li>● An active participant in settlement systems</li> <li>● A source of stability to maintain facets of the settlement system</li> <li>● A source of momentum behind further settlement system development</li> <li>● Able to identify and pursue programs offered by federal and provincial governments</li> <li>● Able to engage in dialogue and processes to foster higher forms of newcomer integration in the community</li> <li>● Willing to partner on funding applications with local and regional organizations to facilitate processes and support initiative</li> </ul>	<p>The municipality requires:</p> <ul style="list-style-type: none"> <li>● Confidence in the settlement services to allow them to pursue attraction initiatives</li> <li>● Access to opportunities to develop funds and participate in immigration programs</li> <li>● Established processes and clear division of responsibility between different actors in the settlement system</li> <li>● Continued support from council and administrative leadership to devote staff capacity to settlement system development</li> <li>● The ability to expand staff positions in tandem with developing initiatives</li> <li>● The ability to maintain engagement in committee structures related the settlement system</li> <li>● The ability to adapt existing committee structures alongside evolving initiatives and priorities</li> <li>● Engaged or supportive municipal leaders</li> </ul>	<ul style="list-style-type: none"> <li>● Potential challenges related to continued priority on the municipal agenda</li> <li>● Requires continued council support for staff positions to lead initiatives, chair committees, etc.</li> <li>● Reliance on federal and provincial programming and grant opportunities</li> <li>● Funding limitations</li> <li>● Capacity limitations</li> </ul>	<ul style="list-style-type: none"> <li>● Information on funding or program opportunities</li> <li>● Relationship building, collaboration, and information sharing with other municipalities</li> </ul>
<b>Lead/facilitator in a community with limited settlement system</b>	<p>The lead/facilitator role type relates to municipal governments where immigration and newcomer integration are included on the municipal agenda;</p>	<p>The municipality is:</p> <ul style="list-style-type: none"> <li>● A source of momentum behind settlement system development</li> <li>● Able to identify and pursue</li> </ul>	<p>The municipality requires:</p> <ul style="list-style-type: none"> <li>● Partners organizations to participate in settlement system development</li> <li>● Access to opportunities to develop</li> </ul>	<ul style="list-style-type: none"> <li>● Potential challenges related to continued priority on the municipal agenda</li> <li>● Reliance on federal and provincial</li> </ul>	<ul style="list-style-type: none"> <li>● Relationship building and collaboration with settlement service providers and other relevant actors</li> <li>● Relationship building, collaboration,</li> </ul>

<p><b>development</b></p>	<p>there are specific programs or initiatives related to immigration or integration at the municipal level; and/or municipal staff play a leadership and advocacy role in these areas (Boese and Phillips, 2017).</p> <p>In a community where there is a developing settlement system, there are limited processes and initiatives related to newcomer attraction, settlement, or integration.</p>	<p>programs offered by federal and provincial governments</p> <ul style="list-style-type: none"> <li>• Able to identify areas where internal capacity building is needed</li> <li>• A collaborator with partners in the community to identify gaps and facilitate solutions</li> <li>• Willing to partner on funding applications with local and regional organizations to facilitate processes and support initiative</li> <li>• Able to support settlement service providers to become established in the community, such as in finding an appropriate location for new office and to coordinate with other non-profit organizations</li> </ul>	<p>funds, participate in immigration programs, and build capacity within the municipality and the community</p> <ul style="list-style-type: none"> <li>• Continued engagement from collaborators and partners</li> <li>• Support from council and administrative leadership to devote staff capacity to settlement system development</li> <li>• The ability to expand staff positions in tandem with developing initiatives</li> <li>• Where they do not already exist, the implementation of committee structures related to settlement system development, economic development, or integration, that are able to grow with developing initiatives and priorities</li> <li>• The ability to pass off certain activities or roles as systems develop, to take on others more aligned with the municipal mandate</li> <li>• The ability to prioritize specific actions that can support system development</li> </ul>	<p>programming and grant opportunities</p> <ul style="list-style-type: none"> <li>• Funding limitations</li> <li>• Capacity limitations</li> <li>• The municipality may only play this role for a limited term or until a particular objective is complete</li> </ul>	<p>information sharing with other municipalities</p> <ul style="list-style-type: none"> <li>• Information on funding or program opportunities and capacity building supports</li> <li>• Information related to newcomer needs, settlement services, and integration processes</li> <li>• Data on newcomers in the community</li> <li>• Engagement with municipal leaders to build awareness and support for initiatives and system development</li> </ul>
<p><b>Proactive service provider</b></p>	<p>The proactive service provider type is applied to municipalities that are actively involved in the direct provision of services to newcomers (Boese and Phillips, 2017). This can relate to the rare instance of municipal governments as direct providers of settlement services (Boese and Phillips, (2017), but more frequently this type can consider direct service provision or programming that promotes individual, family, or community wellbeing, where some level of activity is related to supporting newcomer-related needs. This role type is focused on the individual or a single family, though may also include the</p>	<p>The municipality is:</p> <ul style="list-style-type: none"> <li>• A provider of programs and services that contribute to some aspect of newcomer settlement or integration</li> <li>• Able to respond to some of the individual needs of newcomers in the community as they emerge through their existing suite of programs and services</li> <li>• Able to tailor existing services to support newcomer needs within scope of existing programs and services, and within staff capacity</li> <li>• Able to coordinate with other service providers in the community related to referral or responding to</li> </ul>	<p>The municipality requires:</p> <ul style="list-style-type: none"> <li>• Information and resources related to newcomer needs and settlement services that can support referral and tailoring of direct services</li> <li>• Resources that can support the integration of practices that can support settlement or integration within general service provision</li> <li>• Referral pathways to other services and resources</li> <li>• Partner organizations willing to take on initiatives and programming developed by the municipality</li> <li>• Inclusion of newcomer perspectives to inform adaptation or</li> </ul>	<ul style="list-style-type: none"> <li>• Framework of general service provision conflicts with newcomer needs for specialized services</li> <li>• Funding and capacity limitations affect program development and service provision</li> </ul>	<ul style="list-style-type: none"> <li>• Relationship building and collaboration with settlement service providers and other relevant actors</li> <li>• Relationship building, collaboration, information sharing with other municipalities</li> <li>• Information on funding or program opportunities and capacity building supports</li> <li>• Information related to newcomer needs, settlement services, and integration processes</li> <li>• Data on newcomers in the community</li> <li>• Engagement with municipal leaders to build awareness and support for</li> </ul>

	provision of community-focused programs and events. This represents a more case-by-case approach to newcomer needs	<p>emergent needs</p> <ul style="list-style-type: none"> <li>• A collaborator with partners in the community to identify gaps and facilitate solutions</li> <li>• Able to develop projects or initiatives that can be passed off to relevant community members</li> </ul>	<p>development of program and services</p> <ul style="list-style-type: none"> <li>• Connection to regional settlement service providers in areas where no settlement services exist</li> </ul>		<p>initiatives and system development</p> <ul style="list-style-type: none"> <li>• Connection to newcomers in the community to build awareness on their needs and experiences</li> </ul>
<b>Passive</b>	<p>The passive role type is applied to municipal governments that are uninvolved in settlement issues or follow them on a wait-and-see basis without immediate concern or engagement in their development (Boese and Phillips, 2017). These municipalities often allow other actors in the community to take the lead or can fall into a passive role when other actors step forward (Boese and Phillips, 2017).</p> <p>In some cases, a passive role may result from capacity or resource constraints, lack of awareness, or may be by design.</p>	<p>The municipality is:</p> <ul style="list-style-type: none"> <li>• Reliant on actors in the community to identify emergent issues and develop approaches to respond to them</li> <li>• Able to support connections between local organizations and regional settlement service providers</li> <li>• Able to build relationships with regional settlement service providers and share information that can help them to get established in the community</li> </ul>	<p>The municipality requires:</p> <ul style="list-style-type: none"> <li>• Active organizations and actors in the community that are able to identify and respond to emergent needs</li> </ul>	<ul style="list-style-type: none"> <li>• May be unprepared for the settlement and integration of newcomers, which may affect the community's ability to retain newcomers (Boese and Phillips, 2017).</li> <li>• Gaps may emerge based on the absence of organizations or actors familiar with newcomer needs or with interest in service development</li> </ul>	<p>Community actors can:</p> <ul style="list-style-type: none"> <li>• Highlight gaps, issues, and solutions in collaborative spaces or directly with relevant municipal departments</li> <li>• Bring opportunities for settlement system development to municipal actors</li> <li>• Identify the form of support or partnership that needed from the municipality and pursue this support through collaboration or partnership</li> <li>• Identify and recommend specific activities or tactics related to inclusion/integration that can be applied to municipally-provided programs or services</li> <li>• Promote information on newcomer needs and experiences to municipalities</li> <li>• Develop and promote data on newcomers in the community</li> <li>• Engagement with municipal leaders to build awareness and support for initiatives and system development</li> <li>• Build relationships between settlement service providers and municipalities</li> <li>• Share resources and tools related to newcomers and settlement services</li> </ul>

**Sources:**

Boese, M. and Phillips, M. (2017). The role of local government in migrant and refugee settlement in regional and rural Australia. Australian Journal of Social Issues, 52(4).

Cramer, L. (2022). Municipal Approaches and Settlement System Development in Small Communities. Alberta Association of Immigrant Serving Agencies.