APPENDIX 2: MODELS OF SETTLEMENT SYSTEM DEVELOPMENT FOR SMALL COMMUNITIES

Purpose: This tool outlines different models of settlement system development in small communities. These can be combined, adapted, or act as steps along the way to a more developed system based on community context and need. Because these models were identified through research conducted as part of the *Municipal Approaches and Settlement System Development in Small Communities* (2022) project, the models included here are not exhaustive of all approaches that may be found in small communities. Based on the capacity limitations of different actors in communities, focusing on one or two priorities for development or on those with limited or no cost can be an effective approach to initiate the development of different facets of the settlement system (Coalition for Inclusive Municipalities, 2021).

Model	Settlement System Focus	Description	Advantages	Challenges	Capacity Required	Actors Involved
1. Committee led by municipal representatives	Integration	This model is based on an approach where a municipality plays a role leading the development and facilitation of a committee focused on objectives related to welcoming, inclusion, and/or integration. Committees focused on inclusion and integration can engage in a variety of activities including: welcoming events, recreation opportunities, program development, identifying information needs, identifying gaps, and developing other facets of settlement systems.	• Engages stakeholders from across sectors • Supports information sharing, knowledge development, and coordination among actors • Can develop its mandate over time as the community gains experience with newcomers • Initial focus on welcoming activities can grow into efforts for broader systemic inclusion • Can foster community readiness to pursue other areas of settlement system development, such as economic immigration initiatives • Activities can be relevant to a broader range of community members, and therefore easier to connect to municipal mandates	• Can lack of newcomer representation, particularly at early stages of development • Funding/resource limitations may prevent pursuit of activities and strategies • Focus may remain on specific welcoming activities and not grow to higher-level integration strategies • As the settlement system develops, the work may begin to duplicate efforts at a regional or provincial level as well as the Local Immigration Partnership model • It can be difficult to maintain engagement of committee members on a consistent basis • Focus on community integration generally can overlook specific challenges or opportunities related to newcomer integration	**Municipal staff capacity:** • Regular convenor and facilitator • Staff capacity to advance any corresponding activities or strategies, including grant writing **Community capacity:** • Representatives from across the community to invest time and potentially resources • Requires buy-in from community representatives related to committee objectives • Investment of time and potentially resources to action activities or strategies **Funding** • Funds to advance activities or strategies	Municipal government representation Non-profit organizations Community leaders Local businesses/ employers Public sector representatives Other relevant community actors (e.g. Chamber of Commerce, tourism, police, etc.)
2. Settlement service providers in broader region expand services	Settlement	This model involves the development of settlement services in small communities through partnerships with settlement service providers in communities outside the municipality. While predominantly driven by settlement service providers, examples	• Ability for newcomers in small communities to access settlement services from a staff person trained by established settlement agencies • Integration of settlement workers into existing networks of service providers, such as through FCSS Interagency meetings	• May rely on a settlement service provider reaching out with interest in expanding services • Settlement service providers in closer proximity may not be interested in expanding services • Uncertainty in ongoing funding and resource limitations may challenge	**Municipal staff capacity:** • Ability of staff to build relationships with service providers and support them to build networks with existing organizations in the community • Staff capacity to support potential funding applications, find	Municipal government representation Settlement service providers Non-profit

		exist where municipalities reach out to service providers to initiate the expansion of services to their community. This approach has also started with municipalities reaching out to settlement service providers for presentation to the network of existing service providers or for the provision of information to newcomers at events hosted by municipalities.	● Establishes a foundation for the further development of settlement services over time ● Can foster community readiness to pursue other areas of settlement system development, such as economic immigration initiatives	sustainability ● In offices with a single settlement worker, there may be difficulty with retention of staff and/or in their capacity to serve all needs ● Expectation of small settlement offices to advance objectives beyond settlement	accessible locations for settlement offices. **Settlement agency capacity:** ● Ability to develop funds to expand services ● Ability of existing staff to support remote staff	organizations
3. Expanding supports provided by the existing system of services	Settlement; Integration	In this model, the existing service system is relied upon to adapt to emergent needs in the community. Municipalities and non-profit organizations act as collaborators and partners. This model involves a number of different approaches, including: dialogue and coordination through existing collaborative initiatives; the development of new coalitions of service providers to address a specific issue; and the expansion of specific services in alignment with emerging needs. It may also involve adapting grant funding and program offerings at the municipal level.	● Can contribute to the development of service hubs ● Can contribute to effective referral between organizations as well as a 'no-wrong-door' approach ● Can contribute to broader awareness among organizations related to newcomers in the community ● Benefits from existing relationships, partnerships, and culture of collaboration ● Activities can be relevant to a broader range of community members, and therefore easier to connect to municipal mandates and existing service delivery approaches ● Can foster development related to settlement and integration processes and build community readiness	● Shifting priorities in one area entails other priorities or issues in the community may suffer ● Capacity limitations already exist among non-profit organizations and municipalities, which makes adaptation challenging in some contexts ● Service providers may lack knowledge or experience with newcomers specific needs or intercultural communication ● Focus on more general needs can overlook specific challenges or opportunities related to newcomer settlement and integration ● May lack specificity related to meeting newcomer needs ● Uncertainty in ongoing funding and resource limitations may challenge sustainability	**Municipal staff capacity:** ● Ability of staff to build relationships with service providers and support them to build networks with existing organizations in the community ● Staff capacity to support potential funding applications and support program development ● Municipal grant funding for non-profits and/or municipal direct services **Community capacity:** ● Existing collaborative approach ● Willingness to expand or adapt services ● Capacity to participate in new coalitions or approaches **Funding** ● Requires fund development for additional staff capacity and program development	Municipal government representation Non-profit organizations Existing committees or networks of non-profit organizations
4. Driven by economic development priorities and initiatives	Attraction; Settlement; Integration	This model approaches overall settlement system service development as a result of the initiation of economic development priorities and economic integration initiatives.	● The support of local businesses who benefit from skilled labour can provide support for applications and to rationalize initiatives to the community ● An increase in arrivals can lead to the expansion of settlement services into a	● For communities with limited initial readiness related to settlement and integration, significant capacity development across all stages of the settlement process is required in a short period of time	**Municipal staff capacity:** ● Staff capacity to: develop program and funding applications; develop and implement initiatives; build community and business support; build relationships with	Municipal government representation Local businesses/ employers

		This can be initiated by municipalities through the priorities of businesses or the identification of business needs through surveys conducted by the municipality. Participation in federal or provincial programs supporting economic immigration is a key driver in this model, where an increase in arrivals results in concurrent development of settlement and integration processes.	community ● Based on the investment in attraction, retention becomes important and can contribute to the development of processes to support inclusion and integration ● Can produce significant development in all facets of the settlement system in a shorter time frame	● The staff capacity and resource requirements can be significant to both initiate and maintain the initiative ● Continuity in federal and provincial programs and policy may affect the sustainability of initiatives ● Lack of settlement and integration capacity may affect retention of newcomers in the long-term	settlement service providers; report to funders ● Requires the development of additional staff positions within the municipality and/or in community organizations **Community capacity:** ● Businesses, volunteer, and non-profit organizations to invest time and potentially resources ● Investment of time and potentially resources to develop settlement and integration activities ● Ability to generate buy-in from actors in the community **Funding** ● Requires fund development for additional staff capacity, technological infrastructure to support processes, service development	Non-profit organizations Other relevant community actors (e.g. Chamber of Commerce, tourism, police, etc.)
5. A developed settlement and integration systems enables the pursuit of attraction initiatives	Attraction	In this model, settlement services and the community's integrative capacity are considered developed and the community has longer-term experience with the reception of newcomers. This existing community capacity can support municipalities to pursue economic immigration initiatives through federal and provincial government programs.	● Existing community capacity in relation to settlement and integration supports the pursuit of economic immigration initiatives and builds confidence in the ability of the community to retain newcomers ● Additional capacity development is limited to one facet of the settlement system ● Municipalities have greater preparedness at the initiation of the initiative ● Collaborative processes between different actors in the community exist and can facilitate coordination of new economic immigration initiatives	● Relies on the development of the settlement and integration processes in a community, which can be a longer-term process	**Municipal staff capacity:** ● Municipal staff capacity or ability to fund external non-profit organizations to facilitate processes to attract, select, and coordinate initial arrival of newcomers ● Staff capacity to coordinate with external stakeholders ● Staff capacity to convene or participate in committees associated with economic immigration initiative **Community capacity:** ● Businesses, volunteer, and non-profit organizations to invest time and potentially resources to	Municipal government representation Settlement service provider Local businesses/ employers Non-profit organizations Existing committee and initiatives related to integration

					support attraction, settlement, and integration processes ● Buy-in from businesses, community, and non-profit organizations on the objectives of new initiatives **Funding** ● Funding for staff positions or to external organizations to facilitate economic immigration initiative	Federal and/or provincial government
6. Participation in capacity building projects	Settlement; Integration	In this model, municipalities participate in capacity building projects offered by provincial organizations including the AUMA. These projects can involve facilitated processes to develop strategy and action plans to develop community capacity related to newcomers. Examples of actions identified through these processes include the development of a welcome hub or welcoming events.	● External experts support municipalities to understand their goals and develop concrete actions to develop different facets of settlement systems ● Municipalities have tangible plans that can energize stakeholders and committees in their work ● Strategies and action plans can support longer-term municipal planning to develop settlement systems ● Can contribute to community readiness to pursue economic immigration initiatives	● Further capacity and resource development is required to implement strategies and plans ● Relies on the availability of externally-led projects for capacity building ● Capacity building projects are recent developments and therefore evidence of their impact is still developing	**Municipal staff capacity:** ● Staff capacity to identify and apply for capacity building opportunities, participate in project processes, and to facilitate the implementation of specific priorities **Community capacity:** ● Buy-in from different stakeholders in the community, including non-profit organizations in processes to develop strategy and for their implementation ● Representatives from across the community to invest time and potentially resources **Funding** ● Funding for the implementation of strategies and action plans **Other** ● Requires municipal leadership to buy into processes to develop strategies and for their implementation	Municipal government representation Non-profit organizations Community leaders Local businesses/ employers Other relevant community actors (e.g. Chamber of Commerce, tourism, police, etc.)

Sources:

Coalition of Inclusive Municipalities. (2021). Small and rural municipalities. [Online] Available at: https://en.ccunesco.ca/networks/coalition-of-inclusive-municipalities.

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