



# Integrated Community Adjustment: Rapid Population Growth

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# Introduction

» The purpose of this project is to determine the types of Manitoba provincial government interdepartmental integration and regional interactions in response to a rural region that is adjusting to rapid growth.

Neepawa's rapid growth from immigration over the last decade has led to community priorities in the areas of immigration, housing and business development. Past research on the subject and feedback from stakeholders in Neepawa and area have indicated that government integration may be beneficial in developing effective responses.

## Neepawa's Rapid Growth

Neepawa is a community in rural Manitoba that has been historically characterized as having a declining and aging population. In 2008, the purchase and expansion of a local pork processing plant led to the immigration of more than 800 Temporary Foreign Workers (TFWs) in three years. The inclusion of the TFWs resulted in almost 9% growth in those years. Making this rapid increase more challenging is the fact that Neepawa is not used to growth; the community's population has had almost no change since World War II.

*"We have been a small town for so long we don't know how to grow."*

*Neepawa Community Leader*

The rapid growth in population created serious challenges in service delivery and infrastructure. Neepawa has identified that provincial government support is needed to adjust to the rapid growth occurring in their community.<sup>1</sup> Previous research with local stakeholders identified three rapid growth priorities: immigration, housing and business development. (Discerning Growth Strategies: Neepawa and Area Report).<sup>2</sup>

1. Kelly, W., W. Ashton, W. Grills & A. Zehtab-Martin, "Discerning Growth Strategies: Neepawa and area report", Rural Development Institute, Brandon University, 2013, Brandon, MB.

2. Ibid.

- **Immigration rapid growth priority** means creating a welcoming community that can attract, retain and respond to newcomers while maintaining community engagement for current residents and providing services to facilitate the newcomer's transition to life in Manitoba. To provide workers for a local pork processing plant, Neepawa and area, which is home to communities with populations of 3,000-5,000, has been welcoming 80-90 Temporary Foreign Workers (TFWs) at a time, and there may not be much advance notice as to when the next group is arriving. Once the TFWs settle, they may bring their families. If the local community cannot meet their continued needs, these new comers are at risk of moving to other communities with more opportunities for them.
- **Housing rapid growth priority** means increasing the quantity and quality of housing and increasing the community administrative capacity for housing development. When groups of newcomers arrive into the community, they require quick access to accommodations, both rental and homes to purchase. TFWs themselves may require rooms, suites or apartments when they arrive, but as they settle and bring their families, family housing becomes a priority.
- **Business Development rapid growth priority** means diversification of the local economy, increasing the number and types of businesses in Neepawa and area. While a large employer, like the pork processing plant, provides jobs, other sources of employment are necessary for spouses of the workers. As well, multiple industries would provide resilience against the boom/bust cycle that would be a risk if a sole large employer were to leave the area.

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(MAFRD)*



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## Why is Integration Important to Help Neepawa Adjust to Rapid Growth?

In her paper “Wicked Problems and Network Approaches to Resolution<sup>3</sup>”, Nancy Roberts describes issues related to rapid growth in a community as a “wicked” problem.

Wicked problems are situations where:

- it is difficult to establish exactly what the problem is and therefore what the solution should be,
- there are multiple stakeholders involved, and
- the process is complex because the situation itself and people involved are changing over time.

One of the strategies that Nancy Roberts suggests for helping with these types of problems is a collaborative approach.

The concept of resilient communities is discussed by Nick Wilding in his report on “Exploring Community Resilience in times of rapid change<sup>4</sup>”. Wilding describes how building resilience can help communities adapt to times of rapid change; however, he notes that creating the local capacity can be challenging. Wilding describes the problem, “policy makers are recognizing resilience as a complex ‘wicked’ issue: dynamic, unpredictable and likely to confound ‘command and control’ mindsets.”

Rapid growth from a substantial influx of new arrivals not only introduced challenges of housing and employment, but also brought about cultural diversity. Rapid growth is a fiscal challenge, as the communities need to be able to afford the necessary investments in infrastructure including water and service lots. Integration is important because rapid growth is a complex problem involving multiple stakeholders.

3. Roberts, Nancy, “Wicked Problems and Network Approaches to Resolution”, *International Public Management Review*. Volume 1, Issue 1, 2000

4. Wilding, Nick, “Exploring Community Resilience in times of rapid change”, *Fiery Spirits Community of Practice supported by Carnegie UK Trust, Dunfermline, Fife, United Kingdom, 2011*

5. Szirom, Tricia, Jim Hyde, Zara Lasater & Cathi Moore, “Working Together – Integrated Governance”, *Success Works, 2002, Melbourne, Vic., page 1.*

## Model of Integration

A definition of integration and an adapted model from ‘Working Together – Integrated Governance’ was used for this project.

**Integrated governance describes a structure of formal and informal relations to manage affairs through collaborative (joined-up) approaches which may be between government agencies, or across levels of government (local, State and Commonwealth) and/or the non-government sector.<sup>5</sup>**

The integration model in the Working Together-Integrated Governance report was adapted for the assessment of the type and characteristics of integration in Manitoba’s context. Three types of integration are part of the adapted model. These three types are cooperative, coordination and collaboration.

The characteristics of each of the three types were used to guide the coding of activities conducted between programs and departments in this research project. Table 1 helps to determine the different types of integration identified in the model along with corresponding characteristics.



See Table 1. *Types of Integration* on page 3.

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This adapted model formed the basis to analyze the type of integration in two ways. The first way is between the 5 priority provincial government departments and the second is between those departments and the local community of Neepawa and area.

This model does not describe a particular type of integration as being more valuable than others. Depending on the specific situation, any of the types of integration in this model may provide the most effective relationship.

**Table 1. Types of Integration**

TYPE OF INTEGRATION	INTEGRATION CHARACTERISTICS
<p><b>Cooperation</b></p> 	<ul style="list-style-type: none"> <li>• Networking, dialogue over issues, informal attempts to work together,</li> <li>• Does not require a change in autonomy of participating organizations,</li> <li>• Possible management by a steering committee or management committee</li> </ul>
<p><b>Coordination</b></p> 	<ul style="list-style-type: none"> <li>• A sense of cooperation, a process of negotiation, a sense of overseeing (requiring consistency),</li> <li>• A means of planning, a strategic or corporate activity, some organizational change, meaningful training,</li> <li>• Commitment to the aims of other players</li> </ul>
<p><b>Collaboration</b></p> 	<ul style="list-style-type: none"> <li>• Partnership, contracts, planning and goals-based coalitions, shared objectives</li> <li>• Strategic service delivery arrangements or planning,</li> <li>• Joint planning, implementing and evaluating of policies</li> </ul>

Source: Adapted model from the 'Working Together – Integrated Governance' report

*“Funders and policy makers can help by resourcing action research into ‘what works’ in building community resilience in real places. This investment is most effective when it also supports exchange and learning between communities with diverse experiences of coping with – and preparing for – rapid change.”*

*- Nick Wilding*

# Methods

>> The research team compiled a list of provincial departments from the Government of Manitoba’s website and then identified those with programs related to the key issues. The project team reviewed the 10 departments and selected 5 departments based on their programs related to the three rapid growth priorities: Manitoba Agriculture Food and Rural Development, Manitoba Labour and Immigration, Municipal Government, Housing and Community Development, and Jobs and the Economy.

## Key Informant Interviews

Twelve interviews were conducted in person and over the phone with provincial government employees across the five provincial departments. The key informants, ranged from director level to frontline workers. These key informants were identified by project team members and their peers as being

knowledgeable about one or more programs in their department related to the rapid growth priorities. The key informants identified program connections between departments and with the community of Neepawa. A connection is a relationship between two departments or a department and local communities that involved activities such as meetings or exchanges of information that could be used to assess the type of integration.

## Integration Activities

For each program, the key informants were asked about the ways that they interacted with other people in provincial government departments and other people in local communities like Neepawa and area. They also explained the reasons why the interactions were happening.

After discussing the programs, the key informants were asked about any other activities that their department was involved with related to accommodating the rapid growth priorities such as committees, training or workshops.

**Table 2.** Illustrates the types of activities that have been aligned to a type of integration using the ‘Working Together – Integrated Governance’<sup>6</sup> adapted model.

TYPE OF INTEGRATION	INTEGRATION ACTIVITIES
<p><b>Cooperation</b></p> 	<ul style="list-style-type: none"> <li>• Networking via phone, email or informal meetings</li> <li>• Referral of clients to other departments</li> <li>• Sharing of information</li> <li>• Support</li> </ul>
<p><b>Coordination</b></p> 	<ul style="list-style-type: none"> <li>• Membership on a team/working group/committee</li> <li>• Formal meetings/arrangements- e.g. director’s meetings</li> <li>• Participate in workshops</li> </ul>
<p><b>Collaboration</b></p> 	<ul style="list-style-type: none"> <li>• Joint administration to deliver services or avoid duplication</li> <li>• Assignment of designated staff to coordinate partnership</li> </ul>

6. *Ibid.*

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## Describing Barriers and Best Practices

After talking about programs and activities, the key informants were asked to describe the most notable barriers to integration in their experience working with other departments and with local communities in the delivery of programs related to the rapid growth priorities. The key informants were then asked what practices worked well for integrating with other departments and with the local community. They were also asked if there was an opportunity for any other people to be involved with program delivery related to the rapid growth priorities who were not currently involved or who could be more involved.

## Perceptions of Integration

At the end of the interview, the key informants stated how important they felt that it was for their department to work with other departments and to work with a local community like Neepawa and area to address rapid growth priorities. They were also asked to assess how well the provincial government overall, including all departments, worked together in the past to address rapid growth priorities for Neepawa and area.

**Figure 1. Key Informant Recruitment**



## Research Limitations

Limitations for this research are that the key informants were not asked about their integration with the federal government or outside organizations. With 12 key stakeholder interviews from 5 provincial government departments, insight into areas for further research were determined, but more research is needed to gain more understanding of the relevance of integration to rapid growth priorities. Part of the time during which this research was conducted, 2013-2014, involved a restructuring of the provincial government and there were ongoing changes to the provincial department websites. For this reason, confirmation by a knowledgeable person within that department was required to ensure that programs still existed in that department and could be applicable to Neepawa and area.

The key informant interviews were used to analyze 22 programs within the five departments. The programs provide an important snapshot of integration between provincial departments and with the community. The findings indicated that 12 of the programs that were analyzed have been used by Neepawa and area. A complete list of the programs is provided in Appendix A.

- The key informant interviews were conducted with project directors, regional managers and frontline staff in the 5 selected departments.
- The project team identified the 5 most prominent departments related to the rapid growth priorities.
- Immigration, Housing and Business Development are the rapid growth priorities identified in Neepawa.

# Interview Findings about Integration

>> The interview findings are broken down into several areas. An overview of the programs from the 5 departments explains how the programs were categorized by the rapid growth priorities of Immigration, Housing and Business Development (I-H-B). The types of integration (cooperation, coordination and collaboration) that connect the programs interdepartmentally and with Neepawa and area are examined. The reasons that key informants gave as to why integration occurs interdepartmentally and with communities like Neepawa and area were documented. The key informants also described the best practices related to working together and the most notable barriers to integration.

## Overview of Programs

Understanding the connections between departments and how they work together provides insights about the type of integration. Understanding the connections between departments and the community of Neepawa and area provides insights about supporting adjustment to rapid growth.



See Table 3. Overview of Programs below.

Manitoba Agriculture, Food and Rural Development (MAFRD), Housing and Community Development (H&C), Jobs and the Economy (J&E), Labour and Immigration (L&I) and Municipal Government (MG) were the five provincial departments that had programs analyzed in this research.



See Figure 2. Programs Organized by Department and Priority Area on page 7.

## Interdepartmental Integration

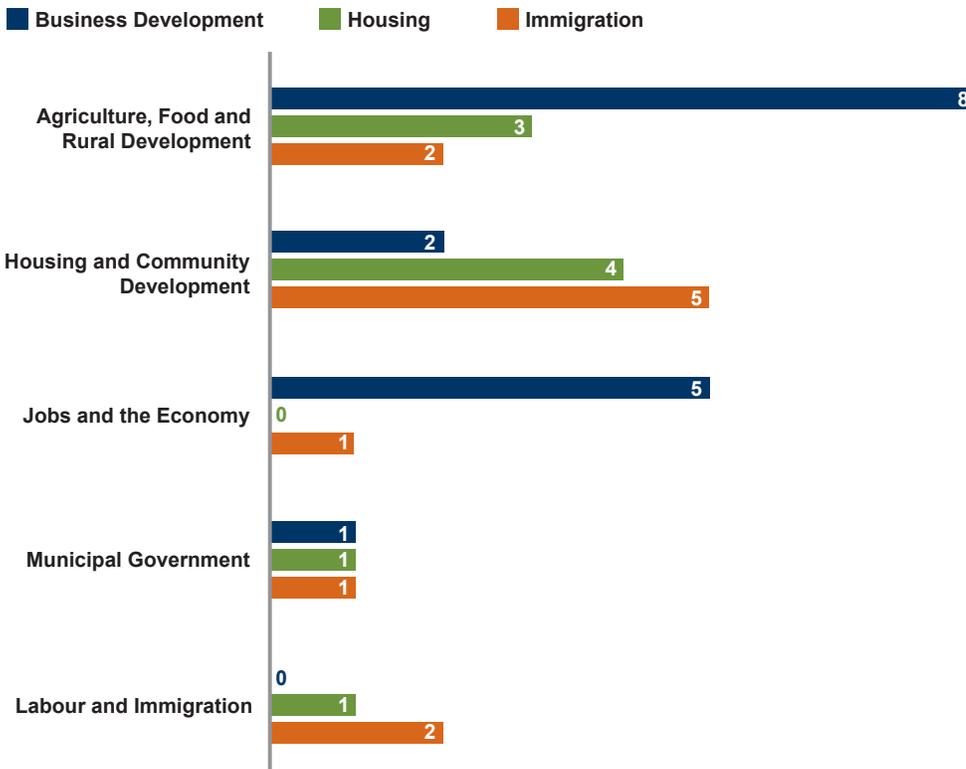
22 programs were identified within the selected 5 departments. 18 of these programs had at least one connection to another department. Of the 22 programs, 8 programs exhibited collaborative characteristics. Figure 3 identifies the types of integration amongst the programs.

**Table 3. Overview of Programs**

	MAFRD	H&C	J&E	L&I	MG	Totals
<b>Programs examined through interviews</b>	9	5	5	2	1	<b>22</b>
<b>Programs used by Neepawa</b>	4	2	3	2	1	<b>12</b>

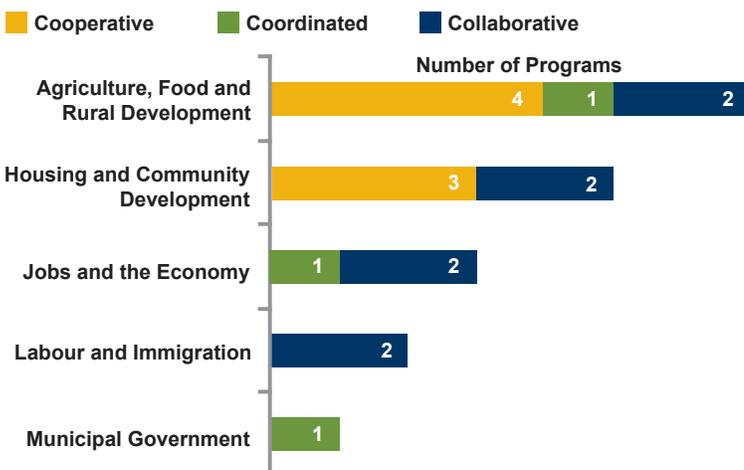
**Figure 2. Programs Organized by Department and Priority Area**

**Provincial Department's Programs by Growth Priority Area**



- MAFRD had 9 programs described by key stakeholders, 8 programs were related to business development, 2 programs were related to all 3 priorities and 1 program was only related to housing.
- Housing and Community Development had programs related to each issue.
- Jobs and the Economy's 5 analyzed programs were focused on business development and 1 program related to immigration.
- Labour and Immigration had 2 programs analyzed that primarily focused on immigration.
- Municipal government participants identified 1 program that addressed each of the rapid growth priorities.

**Figure 3. Integration with other Departments**



- 8 collaborative programs were identified. 4 out of the 5 departments examined had collaborative programs.
- 8 programs also had cooperative type of integration.
- Joint administration was the most common collaborative activity while networking through phone calls, emails and meetings were the most common cooperative activities.
- Coordination was the least common type of integration in the programs analyzed.

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## Integration with Neepawa

The connections between the priority departments and Neepawa and area that were indicated by the key informants were not as strong or numerous as they were between departments. Just over half of the programs (12 of 22) examined had connections with Neepawa and most of those connections were cooperative in nature (6 out of the 12.) No programs had collaborative connections with Neepawa and area.



See Figure 4. Program Connections with Neepawa by Department on page 9.



See Figure 5. Departmental Programs integrated with Neepawa on page 9.

## Interdepartmental and Community Connections

On the following pages 10 and 11 are Figures 6 and 7. Figure 6 “Interdepartmental Connections” shows how the 5 provincial government departments are integrated with each other and other departments relating to rapid growth priorities of immigration, housing and business development. This figure was made from information collected from the key informants about which other departments their departments worked with on programs that were applicable to the rapid growth priorities.

The map of “Interdepartmental Connections” shows the complexity of integration that is occurring between provincial government departments. This figure visually identifies how many different departments are communicating and in what rapid growth priority area the integration is happening. Examining the map illustrates what departments are working together in regards to priority areas.

Of the selected departments, MAFRD had the most connections related to business development with 11 connections. Labour & Immigration had the most connections related to immigration with 5 connections and

Housing & Community development had 4 connections related to that priority. Municipal Government had the most connections related to housing priority with 4 connections and Housing & Community Development had 3 connections. Each of the five selected departments had at least one connection related to immigration.

While it was not asked about in this research, the Federal government was mentioned as a connection related to immigration and business development priorities. Key informants also described connections to the Regional Health Authorities for all three priorities. Further research would be required to examine how the selected departments integrate with agencies outside of the Manitoba provincial government.

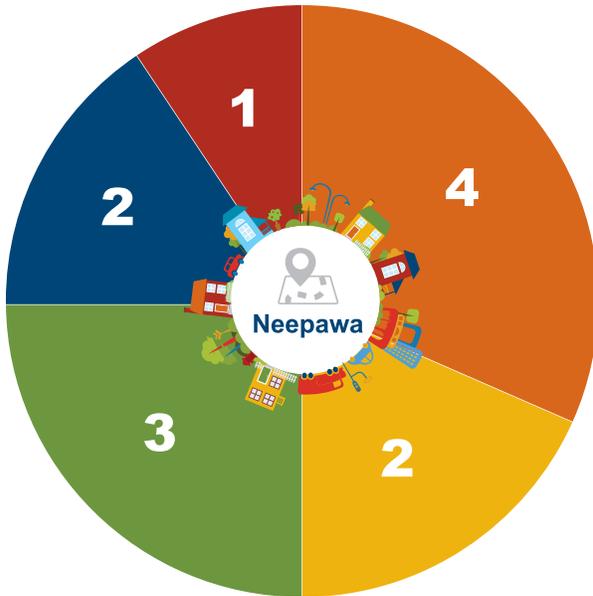
Figure 7 “Program Connections with Neepawa and area” shows the programs that were verified by the key informants from the 5 departments in this research. The programs that were verified as connected to Neepawa and area have also been illustrated with lines that describe the type of rapid growth priority.

This figure provides a visual way to identify connections related to the rapid growth priority areas that occur between provincial government departments and a local community. This figure shows all the programs that were described from key informants across the selected departments. Some programs were co-administered by more than one department and are shown aligned with each department.

The information provided from key informants connects Neepawa to at least one program from each of the selected departments. The information provided also shows that MAFRD, Municipal Government, Housing and Community Development and Jobs & the Economy connect with Neepawa and area in all three priority areas. Labour & Immigration connects with Neepawa and area related to the immigration priority.

The data suggests opportunities to connect Neepawa and area with more programs that may be relevant to the rapid growth priorities, however further research would be required to determine program requirements and the strategies being utilized by Neepawa and area to meet their rapid growth priorities.

**Figure 4. Program Connections with Neepawa by Department**

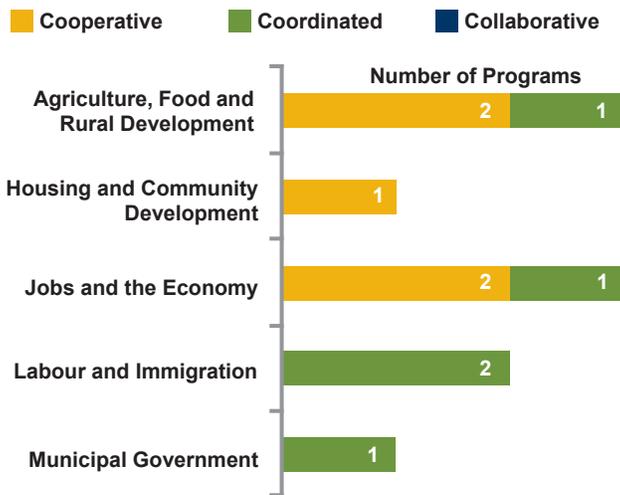


**Programs used by Neepawa**

- Agriculture, Food and Rural Development
- Housing and Community Development
- Jobs and the Economy
- Labour and Immigration
- Municipal Government

- Each of the 5 departments had at least 1 program or resource utilized by Neepawa and area.

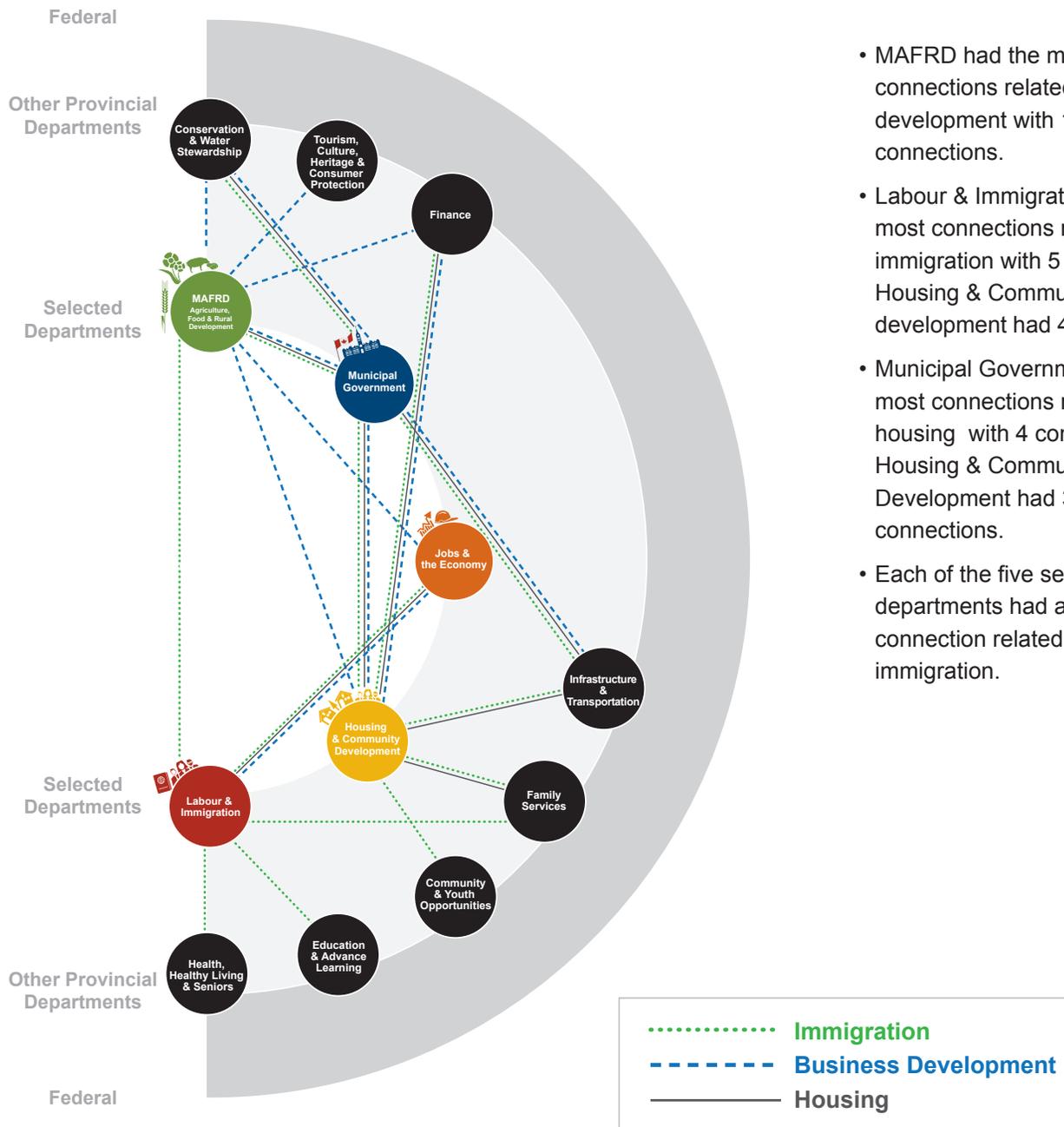
**Figure 5. Departmental Programs integrated with Neepawa**



- Only 10 programs were assessed for type of integration as 2 of the programs did not describe the activities related to their connections with Neepawa.
- Workshops were the most common type of coordinated integration activity.
- Networking through phone calls, emails and meetings was the most common type of cooperative integration with Neepawa and area.
- There was no collaborative integration indicated.

## Figure 6. Interdepartmental Connections

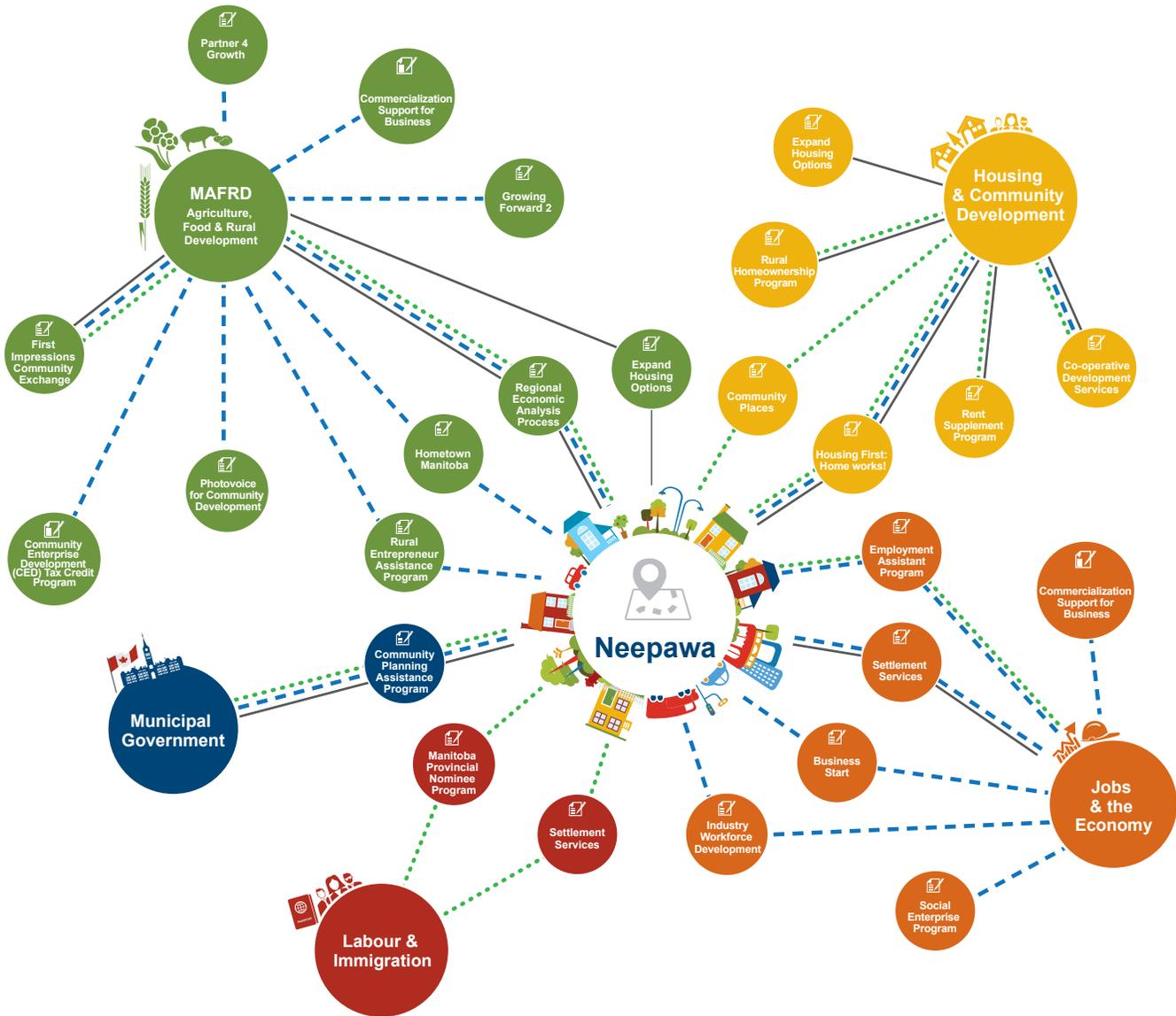
This is a map of provincial government departments and the connections between them based on the priorities of immigration, housing and business development. Each line represents a connection via a program or activity. The priority related to the relationship between the departments determines the type of line.



- MAFRD had the most connections related to business development with 11 connections.
- Labour & Immigration had the most connections related to immigration with 5 connections, Housing & Community Development had 4 connections.
- Municipal Government had the most connections related to housing with 4 connections and Housing & Community Development had 3 connections.
- Each of the five selected departments had at least one connection related to immigration.

**Figure 7. Program Connections with Neepawa and Area**

This is a map of the indicated connections between programs in the priority departments and the community of Neepawa and area based on the priority areas of immigration, housing and business development. Each line represents a connection via a program – the issue related that the program addresses determines the type of line.



- Connections between departments and Neepawa are spread across departments and priority areas.
- There may be opportunities to connect Neepawa and area with more programs that may be relevant to the rapid growth priorities.

## Reasons for Integration

The key informants were asked to identify why they are working with other departments and with local communities. The responses provide additional context to help understand the integration between departments and with communities.

The most frequent reason identified for interdepartmental integration was when one of the departments had a locally based staff “on the ground”. This “on the ground” connection helped the departments build relationships with the communities and develop a better understanding of the local priority needs in those areas. Another common reason given for working together was that provincial government departments shared similar mandates and were a “good fit” to work with each other.

**Table 4. Reasons for Interdepartmental Integration**

INTERDEPARMENTAL INTEGRATION	# OF PROGRAMS
To access people “on the ground”; build connection; gain a better understanding	11
Shared/similar mandate - a “good fit”	9
Solicit for input/feedback/expertise	5
Mandated (directed)	4
Avoid duplication	2
Share resources	2
No Answer	2

The most common reason given for integration with local communities was due to program requirements. Responding to a need from the community was the other most common reason.

**Table 5. Reasons for Integration with Local Communities**

COMMUNITY INTEGRATION	# OF PROGRAMS
Program requirement	5
No Answer	4
Community identified need	3
Share information	3
Support	1
Directed to by higher authority	1

## Best Practices for Integration

The two best practices for integration most frequently identified were “joint committees or working groups” and “information sharing”. These responses were the most frequent best practice across priority areas as well as the most frequent best practice for integration between departments and the community. Joint committees or working groups consist of multiple departments and organizations working together in a coordinated fashion to establish a committee specific to an issue or area. Information sharing between departments focused on departmental cooperation for learning about activities and programs in other departments. For information sharing examples with local communities, the information sharing best practice consisted of cooperation by ensuring that the community was aware of services.

 See Table 6. *Best Practices for Integration* on page 13.

Key informants also identified additional best practices that would improve integration. Six examples were described by the participants as best practices for integrating with communities. While some of the responses were repeated with the top list of best practices, they validate the importance of those top two best practices and provide specific examples. Of the six responses, two were of the cooperative type, two were of the coordination type and two were of the collaboration type.

 See Table 7. *Additional Best Practices for Integration* on page 13.

**Table 6. Best Practices for Integration**

INTEGRATION BEST PRACTICES	IMMIGRATION PRIORITY	HOUSING PRIORITY	BUSINESS DEVELOPMENT PRIORITY
<b>Between Departments</b>	<b>Coordination</b> - Joint committees/Working groups <b>Cooperation</b> - Information sharing	<b>Coordination</b> - Joint committees/Working groups <b>Cooperation</b> - Information sharing	<b>Coordination</b> - Joint committees/Working groups <b>Cooperation</b> - Information sharing
<b>With Local Communities</b>	<b>Coordination</b> - Joint committees / Working groups <b>Collaboration</b> - Regional staff	<b>Coordination</b> - Joint committees / Working groups <b>Cooperation</b> - Information sharing	<b>Cooperation</b> - Information sharing <b>Coordination</b> - Joint committees/ Working groups

**Table 7. Additional Best Practices for Integration**

EXAMPLE	COOP	COORD	COLL
Cross departmental steering committees to address specific issues that have the support to take action		X	
Increasing awareness across departments about key issues in communities	X		
Training across departments about what programs are being offered by each department	X		
Consulting regularly with the community which includes visiting the area, having open houses		X	
Strategizing with the community to identify issues and challenges the community is facing and facilitating planning sessions			X
Having provincial government employees living and working in rural communities helps in the identification of issues, as well as helps to build relationships and connections with the community			X

Coop = Cooperation, Coord = Coordination, Coll = Collaboration

**Table 8. Barriers to Integration**

INTEGRATION BEST PRACTICES	PRIORITY AREA OF IMMIGRATION	PRIORITY AREA OF HOUSING	PRIORITY AREA OF BUSINESS DEVELOPMENT
<b>Between Departments</b>	1. Uncertainty about how to work together 2. Resistance to change or new ways of working	1. Uncertainty about how to work together 2. Limited human resources	1. Uncertainty about how to work together 2. Limited human resources/ Limited time capacity
<b>With Local Communities</b>	1. Limited financial resources 2. Limited human resources	1. Lack of flexibility in funding arrangements/ Limited time capacity/ Navigating the political environment	1. Limited human resources 2. Limited financial resources/ Uncertainty about who to work with

# Conclusions

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## Notable Barriers

The key informants described the most notable barriers to integration with others in the priorities of immigration, housing and business development. When asked about the barriers for working with other departments, the most frequent response was uncertainty about how to work together. Limited human and financial resources were identified as the most frequently mentioned barriers for working with local communities. A lack of flexibility in funding arrangements, limited time and navigating the political environment were all mentioned with the housing priority.



See Table 8. *Barriers to Integration* on page 13.

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➤ Information from the analysis and findings has generated five conclusions from this research. There is evidence that programs applicable to the rapid growth priorities exist across departments and that integration is also evident in the 5 provincial departments that were analyzed. Best practices and notable barriers to integration were compiled from key informant interviews. The model used in this research was successful at providing evidence of the types of integration that exist between provincial government departments and with a rapid growth community. Further research could provide more insight into the role of integration in response to local community priorities.

## Applicable Programs Exist Across Departments

Programs related to the rapid growth priorities of immigration, housing and business development exist across provincial government departments. For example, programs that could be applicable to the housing priority were available across all 5 of the priority departments as identified in this research. One of the challenges found by the researchers was that locating all of the programs applicable to the rapid growth priorities required the investigation of all of the individual department web pages on the provincial government website. It was difficult for the research team to identify all of the programs across multiple departments for each of the rapid growth priorities. The process to navigate the provincial government department webpages to find appropriate programs was time consumptive and communities who want to identify programs would have to do the same investigation. The research team was not able to identify a resource that could describe all programs across the 5 selected departments in regards to the rapid growth priorities.

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## The Departments are Integrated

Integration is evident amongst the 5 priority departments as well as with Neepawa and area. Between the prioritized provincial departments addressing immigration, housing, and business development there are numerous connections and types of integration. 18 of the 22 programs identified involve departments working with other departments. There were fewer connections identified between departments and Neepawa and area. The programs' connections with the community were of the cooperative and coordinated type with no collaborative connections identified. There is more collaborative integration between the 5 departments than between the departments and the community. This discrepancy suggests an opportunity for more shared objectives and joint planning with the Neepawa and area.

## Best Practices and Barriers were found

The research found that joint committees or working groups as well as information sessions are the top practices for working together with other departments with communities like Neepawa and area. The notable barriers to integration were found to be a lack of financial and human resources for all integration types. As well, uncertainty about how to work together with other departments was described as a barrier. While the examination of the program integration between departments showed all three types of integration, including 8 collaborative programs among the 5 departments, the notable barriers reflect opportunities for increased integration. The implication is that more financial resources, human resources and guidance would remove some of the barriers to integration.

## The Model Provided a Framework

The adapted model from the “Working Together-Integrated Governance” document provided an adequate method to attribute a type of integration to the program connections interdepartmentally and with local communities. Classifying the relationships was used to provide evidence for activities that have provided the most effective response for the priorities related to rapid growth. Capturing integration is difficult and one of the limitations of the adapted model was that it was difficult to explain the difference between cooperation and coordination.

## Further Research is Required

This research provides a framework for future study of the role of provincial government integration in response to priorities raised by local communities.

Further research, including analysis of more departments and programs, could provide information about the types of integration with other priorities besides rapid growth. As well, research about communities that have experiences with integration for community priorities could provide insight into the effectiveness of types of integration in addressing rapid growth situations.

# Recommendations

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The following recommendations were discerned from the analysis and conclusions from this research.

- More deliberate management of rapid growth communities by supporting outreach by regional staff – Key informants identified that department staff on the ground are a valuable asset to understanding the context in each community and it was indicated in this research that these staff are an important resource. Increase awareness of these staff to local stakeholders. Awareness of programs and providing support to access those programs will increase integration between provincial departments and communities.
- Specific resources and guidance are needed to help the five departments to work pro-actively with rapid-growth communities-A lack of resources and direction are two of the barriers preventing the participating departments from increasing integration. Increasing the ability of the departments to work together with support and guidance will improve efforts to help communities address rapid growth and other challenges.
- Departments need to pro-actively engage with stakeholders in rapid growth communities to access department programs – It was difficult for the research team with dedicated staff, resources and government contacts to inventory all of the government programs relevant to Neepawa’s rapid growth priorities using the provincial government website. In consideration of the research team’s difficulty in accessing the information, engaging the communities pro-actively and promotion of programs are important activities for the 5 departments.

# Appendix A

» The table below contains the list of 22 programs that were used in this research. These programs were verified by key informants and are organized by department. The key informants also identified each program as applicable to Immigration (I), Housing (H) and/or Business Development (B).

PROVINCIAL GOVERNMENT DEPARTMENT	PROGRAM	Priority (IHB)
MAFRD	<b>Expand Housing Options</b> <a href="http://www.gov.mb.ca/agriculture/rural-communities/economic-development/pubs/rural_house.pdf">http://www.gov.mb.ca/agriculture/rural-communities/economic-development/pubs/rural_house.pdf</a>	H
	<b>First Impressions Community Exchange</b> <a href="http://digitalcollection.gov.mb.ca/awweb/pdfopener?smd=1&amp;did=18877&amp;md=1">http://digitalcollection.gov.mb.ca/awweb/pdfopener?smd=1&amp;did=18877&amp;md=1</a>	IHB
	<b>Photovoice for Community Development</b> <a href="http://digitalcollection.gov.mb.ca/awweb/pdfopener?smd=1&amp;did=17463&amp;md=1">http://digitalcollection.gov.mb.ca/awweb/pdfopener?smd=1&amp;did=17463&amp;md=1</a>	B
	<b>Regional Economic Analysis Process</b> <a href="http://www.gov.mb.ca/agriculture/rural-communities/economic-development/pubs/reap%20sheet.pdf">http://www.gov.mb.ca/agriculture/rural-communities/economic-development/pubs/reap%20sheet.pdf</a>	IHB
	<b>Partner 4 Growth</b> <a href="http://www.gov.mb.ca/agriculture/rural-communities/economic-development/partner-4-growth.html">http://www.gov.mb.ca/agriculture/rural-communities/economic-development/partner-4-growth.html</a>	B
	<b>Hometown Manitoba</b> <a href="http://www.gov.mb.ca/agriculture/rural-communities/economic-development/hometown-manitoba.html">http://www.gov.mb.ca/agriculture/rural-communities/economic-development/hometown-manitoba.html</a>	B
	<b>Rural Entrepreneur Assistance Program</b> <a href="http://www.masc.mb.ca/masc.nsf/program_rural_entrepreneur_assistance.html">http://www.masc.mb.ca/masc.nsf/program_rural_entrepreneur_assistance.html</a>	B
	<b>Community Enterprise Development (CED) Tax Credit Program</b> <a href="http://www.gov.mb.ca/agriculture/rural-communities/economic-development/community-enterprise-development-tax-credit-program.html">http://www.gov.mb.ca/agriculture/rural-communities/economic-development/community-enterprise-development-tax-credit-program.html</a>	B
	<b>Growing Forward 2</b> <a href="http://www.gov.mb.ca/agriculture/growing-forward-2/about.html">http://www.gov.mb.ca/agriculture/growing-forward-2/about.html</a>	B
Municipal Government	<b>Community Planning Assistance</b> <a href="http://www.gov.mb.ca/ia/MobilePages/land_use_dev/cpap.html">http://www.gov.mb.ca/ia/MobilePages/land_use_dev/cpap.html</a>	IHB
Labour and Immigration	<b>Settlement Services</b> <a href="http://www.gov.mb.ca/labour/immigration/programs/settlement.html">http://www.gov.mb.ca/labour/immigration/programs/settlement.html</a>	I
	<b>MB Provincial Nominee Program</b> <a href="http://www.immigratemanitoba.com/">http://www.immigratemanitoba.com/</a>	I

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PROVINCIAL GOVERNMENT DEPARTMENT	PROGRAM	Priority (IHB)
Housing & Community Development	<b>Rent Supplement Program</b> <i>http://www.gov.mb.ca/housing/rent_supplement.html</i>	IH
	<b>Housing First: Home Works</b> <i>http://www.gov.mb.ca/housing/pubs/homeworks.pdf</i>	IHB
	<b>Rural Homeownership Program</b> <i>http://www.gov.mb.ca/housing/pubs/rural_homeownership_program_may_2013_english.pdf</i>	IH
	<b>Co-operative Development Services</b> <i>http://www.gov.mb.ca/housing/coop/</i>	IHB
	<b>Community Places</b> <i>http://www.gov.mb.ca/housing/cpp/</i>	I
Jobs & the Economy	<b>Employment and Income Assistance</b> <i>http://www.gov.mb.ca/jec/emb/smbus/jbsp/</i>	IB
	<b>Industry Workforce Development</b> <i>http://www.gov.mb.ca/tce/iwd/</i>	B
	<b>Business Start</b> <i>http://www.gov.mb.ca/jec/emb/smbus/bsp/</i>	B
	<b>Commercialization Support for Business</b> <i>http://www.gov.mb.ca/jec/busdev/financial/csb/index.html</i>	B
	<b>Journeyperson Business Start</b> <i>http://www.gov.mb.ca/jec/emb/smbus/jbsp/</i>	B



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