

A Social Economy

Partnership For Community-Based
Sustainable Development



Message from the Mayor

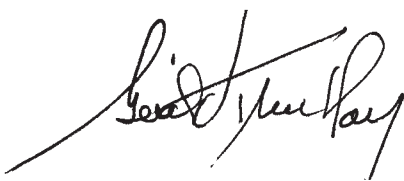
Montrealers have always joined forces to meet important, often essential, needs. Thousands of non-profit organizations, co-operatives and associations have been created over the years to provide a host of services, ranging from building and administering housing to organizing recreational activities, creating cultural performance and creation venues, providing home services and health care, helping people complete their education and return to the labour market, or coming up with new responses to environmental issues and other emerging concerns.

Over the past two decades, such organizations have demonstrated their important role in the economy, by producing goods and services just like other businesses, while carrying out a social mission that is in fact their *raison d'être*. Social economy enterprises are businesses like any other, with all that implies in terms of a pragmatic approach to dealing with economic constraints. Yet with their distinctive philosophy and operating model, they also address issues collectively and encourage citizen involvement.

Initiative, willingness to get involved and solidarity have always been important values for Montrealers. Our administration shares these values, which make our city a more open, inclusive, dynamic and creative environment. Indeed, our administration is already supporting social economy organizations through various contributions, and we use many of their services and products. We have every interest in strengthening relations between the municipal administration and the social economy, to make the sector an important partner in our city's prosperity and sustainable development.

That is why we in the municipal administration want to join forces with social economy enterprises in a joint action plan featuring concrete proposals and innovative practices, so that we can all work together to ensure Montréal's sustainable development.

I am sure that this creative approach will pave the way for new collaborative opportunities of benefit to all Montrealers.



Gérald Tremblay
Mayor of Montréal



A partnership for our collective wealth

A productive and prosperous city, one that gives priority to sustainable development, an inclusive city on a human scale ... these are some of the values that Montréal conveys in its *Imagining > Building Montréal 2025* plan. A *Social Economy Partnership for Community-based Sustainable Development* fits in well with these values, not only because of its aims, but also because of the way it was prepared and is to be put into action, with an emphasis on co-operation and shared expertise.

The partnership, stemming from a commitment by players in the social economy and the city administration, is a true lever for economic growth based on five strategic directions, which will help us to build an increasingly open and inclusive society:

- Support for community-based entrepreneurship, to strengthen local roots, support community-based entrepreneurs and foster major social economy projects;
- Contribution by the social economy to major projects, to encourage its integration from a sustainable development perspective;
- Contribution by the social economy to improving quality of life, so as to continue innovating in such areas as culture, sustainable development, housing, community-based property development, recreation and tourism;
- Business practices to encourage the growth of social economy enterprises;
- Promotion of the social economy, to showcase our creativity at home and abroad.

To ensure proper follow-up and co-ordination of the city's actions, those of its boroughs and central departments and on the part of the different social economy organizations, the partnership will be backed up by a steering committee consisting of the Executive Committee member responsible for economic development, senior representatives of the different municipal departments, and members of the partnership Advisory Committee.

We wish to salute the remarkable contribution by the members of the Advisory Committee, who have worked so hard in preparing this document. We thank them for contributing to Montréal's success and, above all, to its economic and social prosperity.



Luis Miranda
Executive Committee member
responsible for economic development
and services to citizens



Executive summary

The social economy has been part of Montréal's socio-economic landscape for over a century now. Community-based enterprises – co-operatives, mutual associations and non-profit organizations – have contributed to the city's development by meeting Montrealers' needs in a wide variety of ways.

By recognizing the social economy, Montréal is taking a different approach from other large cities and making social innovation a key part of its development. In taking a partnership approach with players in the social economy, the city is acknowledging the complementary role played by the social economy in its development. Montréal is drawing on the dynamic contributions of all its stakeholders.

A Social Economy Partnership for Community-based Sustainable Development is based on this recognition of the social economy, which brings together democratically organized non-profit activities and organizations with the mission of producing or distributing goods or services for the benefit of their members and the community as a whole, while in some cases also offering support for vocational training, cultural integration or social reintegration. The partnership recognizes the contribution of the social economy to Montréal's economic, social and cultural life and its role in the city's sustainable development.

In drawing up this plan, it was estimated that in 2006 the city's current contribution to the development of social economy enterprises was over \$31 million in the form of contributions, subsidies, assistance and contracts. The purpose of the partnership is to consolidate actions and increase the city's support for social economy enterprises, in particular by calling on their services or involving them more regularly. The city intends to increase the share of goods and services obtained from social economy enterprises in the city's budget, while complying with the applicable regulatory requirements.

The partnership is considered an agreement between the city and players in the social economy, by means of which each of the parties agrees to carry out actions in the city's different spheres of activity, in particular sustainable development, cultural development, housing and property development, recreation and tourism. The city is suggesting to players in the Montréal social economy that they work with the municipal administration in a partnership based on the acknowledgement of shared responsibilities, in implementing a long-term action plan.

The partnership has three goals:

- 1 To formally acknowledge the contribution made by the social economy to Montréal's development;
- 2 To support the social economy by building on past achievements, strengthening existing means and developing new approaches that will allow it to flourish;
- 3 To consolidate and increase the contribution by players in the social economy to sustainable development in greater Montréal, by fostering and creating community-based enterprises meeting its citizens' needs.

In addition, it is based on three main considerations: the complementarity of the social economy and the mission of the municipal administration, efforts by citizens to take charge of economic activity, and the way the social economy is rooted in local development, in particular through community economic development corporations, local development centres and other support organizations, such as the Coopérative de développement régional Montréal-Laval, groupes de ressources techniques (technical resource groups - GRTs) and community-based finance groups.

The partnership stems from a commitment by players in the social economy and the city administration, seeking to promote the solidarity and success of social economy enterprises, and acts as a true lever for economic growth, based on five strategic directions:

- More support for community-based entrepreneurship, to consolidate local roots, support community-based entrepreneurs and foster major social economy projects;
- A greater role for the social economy in major projects, to promote its integration in such projects with a view to sustainable development;
- A greater role for the social economy in improving people's quality of life, so as to continue innovating in such areas as culture, sustainable development, housing, community-based property development, recreation and tourism;
- Greater openness to doing business with social economy enterprises;
- Better-integrated promotion of the social economy, to showcase our creativity at home and abroad.

And to ensure proper follow-up and co-ordination of the city's actions, those of its boroughs and central departments and on the part of the different social economy organizations, the partnership will be backed up by a steering committee consisting of the Executive Committee member responsible for economic development, senior representatives of the different municipal departments, and members of the partnership Advisory Committee.

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Introduction

The Montréal Summit in June 2002 was a turning point in the city's development. Participants addressed issues of major importance for Montréal's future in the light of challenges arising from changes in the world economy and Quebec society. They agreed on the importance of combining environmental considerations with wealth creation and social solidarity. In so doing they emphasized the importance of coupling economic growth with efforts to combat social exclusion, with an emphasis on local development in the boroughs, while encouraging involvement by citizens.

Today, our city has valuable assets to help it reach the major objectives it has set for itself. Montréal has a creative spirit unlike anywhere else in Canada. Our city enjoys a rare quality of cultural coexistence, public input and a rich economic infrastructure. To a degree remarkable in North America, it is home to the private, public and social economies, side by side. This means that there is also a plural economy in Montréal, balancing the concepts of social equity, economic efficiency and environmental protection.

The desire on the part of the municipal administration and local players to establish a social economy partnership is a way of addressing concerns linked to the issue of sustainable development, defined in the *Sustainable Development Act* as "development that meets the needs of the present without compromising the ability of future generations to meet their own needs. *Sustainable development* is based on a long-term approach which takes into account the inextricable nature of the environmental, social and economic dimensions of development activities."¹

A multisectoral, integrated vision

The social economy partnership fits with the policies, strategies, action plans and programs that the city of Montréal has adopted in recent years, and also sets out specific measures for this sector. This commitment is based on Montréal's vibrant democracy, as recognized worldwide and confirmed by the adoption in 2006 of the *Montréal Charter of Rights and Responsibilities*.

This partnership expands on the measures announced in *success@montreal*, the city's 2005-2010 economic development strategy. It complements the city's efforts to support the creation of affordable housing, as described in its *Strategy for the Inclusion of Affordable Housing in New Residential Projects*. It strengthens Montréal's position as a cultural metropolis, as set out in its 2005-2015 *Cultural Development Policy*. It reinforces the aims expressed in *Montréal's First Strategic Plan for Sustainable Development*. It pursues the objective of sexual equality, as laid out in the *Promoting the Equal Involvement of Men and Women in the Montréal Community* policy. It extends the social development actions taken under the *Vivre Montréal en santé* program and the integrated urban revitalization approach. Lastly, it is in line with the city's transportation plan, entitled *Reinventing Montréal*, which reiterates the city's desire to establish partnerships with social economy enterprises.

The social economy partnership is in line with the long-term vision that the city of Montréal laid out in *Imagining > Building Montréal 2025*. That policy document states that the city of Montréal “will offer Montrealers a pleasant and stimulating place to live, where everyone can flourish. It plans to support a variety of initiatives linked to the social economy and innovative means of encouraging individual integration and development, in particular among its most disadvantaged residents. It will work to integrate different social groups, in particular young people, and in so doing to boost the city’s social cohesion.”²

In its 2005–2010 five-year development plan, *Innover pour développer*, the Montréal Conférence régionale des élus (CRÉ) also proposes a vision of dynamic, socially inclusive development. This socially inclusive dimension, the CRÉ states, calls for recognition of the social economy and support for its development. The plan focuses on different strategic aims: harmonizing social economy initiatives, promoting social economy enterprises, encouraging socially inclusive procurement practices and maintaining conditions that foster social economy enterprises.

The Quebec government, for its part, in its recent government action plan for community-based entrepreneurship, set out the strategies it intends to implement to optimize the impact of the social economy on local development. Through concrete means adapted to the realities of social economy initiatives, the government is supporting local players in meeting community needs. The plan calls for support for regional social economy poles created through a partnership between regional social economic planners and the *Chantier de l’économie sociale*. In Montréal, the Comité d’économie sociale de l’île de Montréal (CÉSÎM), itself an advisory committee of the CRÉ and with the mandate of promoting the social economy in Montréal and encouraging co-operation between local and regional players so as to harmonize their actions and maximize their impact, acts as a regional pole of the social economy.³ For the city of Montréal, the government action plan proposes new measures that will support the development of this partnership.



Sommet de l'économie sociale, November 2006
Photo: Chantier de l'économie sociale

Montréal, a socially inclusive, innovative city

The social economy has been part of Montréal's socio-economic landscape for over a century now. Community-based enterprises – co-operatives, mutual associations and non-profit organizations – have contributed to the city's development by meeting Montrealers' needs in a wide variety of ways. These businesses create wealth and offer employment opportunities for both educated workers and those excluded from the labour market. They also help to improve quality of life in Montréal by creating accessible local services in areas as varied as recreation, culture, daycare services, help for seniors, health, social services, waste management, food services and food supply. Lastly, social economy organizations have done a great deal to revitalize struggling neighbourhoods while ensuring sustainable development. They have given thousands of Montrealers access to adequate housing, by creating housing co-operatives and NPOs.

Montreal's social economy enterprises are characterized by citizen involvement and empowerment. They are locally based and managed democratically, and are a part of the community in every way, from their creation to their governance, financing and development. They frequently offer an opportunity for individuals to integrate or reintegrate society and strengthen people's sense of belonging to their neighbourhoods.

Most social economy enterprises arise out of collective efforts to address urgent problems and new social demands. The social economy is also known for its innovativeness in experimenting with new ways of working together in communities and in managing enterprises. Social innovation is an important factor in organizations' competitiveness, and finds fertile ground in this socially inclusive economy.⁴

By recognizing the social economy, Montréal is taking a different approach from other large cities and making social innovation a key part of its development. In taking a partnership approach with players in the social economy, the city is acknowledging the complementary role played by the social economy in its own development and that of its boroughs. Montréal is drawing on the dynamic contributions of all stakeholders.

Social innovation

"Any new approach, practice or intervention or any new product developed to improve a situation or solve a social problem and that has been adopted by institutions, organizations or communities." [trans.] *Contribution à une politique de l'immatériel*. Research on the humanities and social sciences and social innovations, Camil Bouchard and the Groupe de travail sur l'innovation sociale, Conseil québécois de la recherche sociale, 1999

The social economy in Montréal

The city of Montréal has adopted the definition of the social economy that was agreed on at the Summit on the economy and employment held in October 1996.⁵ It is a broad definition, which includes operational aspects recognized more or less worldwide and reflects the diversity of the Quebec context.

Definition

Overall, the social economy encompasses all the activities and organizations based on community-based entrepreneurship, and which operate according to the following principles and rules.

- Social economy enterprises serve members of the community rather than simply generating profits and seeking higher returns.
- They have autonomous management, not controlled by the government.
- They include a democratic decision-making process in their by-laws, allowing users and workers to participate.
- They place greater emphasis on individuals and jobs than on capital when distributing surpluses and income.
- They base their activities on the principles of individual and collective involvement and empowerment.

Social economy enterprises, then, are non-profit organizations, co-operatives and mutual associations; they are collectively owned.⁶ They have a board of directors independent of the government. Some community-based organizations incorporate a social economy approach recognized as a social economy enterprise into their regular activities. This often takes the form of an outlet where goods or services are produced and sold by paid members. This formula in no way falls under the description of a developer community organization in the *Companies Act*.

Overall, the revenues of social economy enterprises on the Island of Montréal were estimated at \$2 billion in 2007.⁷ Nearly 3,600 establishments generated 61,500 jobs, or 7% of total employment on the Island.^{8,9} These enterprises enjoyed the support of 100,000 volunteers sitting on their boards or helping with the establishment's operations. They were found mainly in health and social services (35% of revenues); arts, culture and communications (13% of revenues); recreation, tourism, accommodation and food services (13% of revenues); and other services (22% of revenues).

Longstanding collaboration

For many years now, the city of Montréal has been actively supporting the social economy and encouraging the creation of new collective enterprises. In 2006 alone, it is estimated that the city injected nearly \$31 million into the social economy sector.¹⁰ It purchased \$2.3 million in goods and services, and contributed close to \$2.7 million in financial support for community-based entrepreneurs through local development centres (CLDs) and community economic development corporations (CDECs).¹¹ Another more than \$9.4 million was distributed through its other subsidy programs run by central departments and the boroughs. Note that the city of Montréal has established many programs to support non-profit organizations on its territory, and that these programs apply to social economy enterprises as well: rental assistance, support for cultural activities and artists, support for cultural communities, social development and sustainable development initiatives, etc. In addition, social economy enterprises were loaned premises, equipment and human resources valued at approximately \$4.7 million.

Aside from its various subsidies to organizations and its purchases of goods and services, the city invests large amounts in housing programs whose cost is shared with the Quebec government and the Montréal metropolitan community (CMM), to create social and community housing. It is estimated that the city contributed an average of \$12 million a year under the Opération Solidarité 5 000 logements program between 2002 and 2006. Under the social component of the city's 2006-2009 housing business plan, over \$110 million in municipal funds was allocated to create 5,000 social and community housing units.¹²

Out of an overall budget of close to \$3.9 billion in 2006, the city's contribution to the social economy represented 0.8% of its spending. The role of the social economy in this budget was fairly modest, all things considered, and was relatively concentrated in the housing sector.



Bistro In Vivo, employment co-operative
Photo : Coopérative de développement Montréal-Laval



Bistro PART ici
Photo : Angus Technopôle

A fast-growing international trend

By deciding to form a partnership with the social economy sector, the city of Montréal is joining a vast international movement. In Europe, Africa and the Americas, federal, provincial and municipal policies are recognizing the social economy as a key player in societies' sustainable development and are supporting its growth. All these initiatives revolve around a variety of actions and measures adapted to different realities: formal recognition of the social economy within a plural economy, introduction of preferential procurement policies, financial support for the development and consolidation of social economy enterprises, awarding of property management contracts, support for the formation of new groups, individual agreements with co-operatives to reach target social objectives, and so on.

In Italy, for instance, social co-operatives benefit from lower property and mortgage taxes. In addition, many municipalities make it possible to bypass the normal contract adjudication system and give preference to social economy enterprises for some types of projects with specific social objectives.

In Spain, three Catalan cities, including Barcelona, have included social and environmental clauses in their procurement policies, as a way of supporting social economy organizations and sustainable development.

In England, the city of Bristol has assumed the leadership of a partnership program with social economy enterprises, called the C3 Perform Approach, which supports social enterprises, encourages the creation of a network of excellence and shares their innovative practices in both the social economy and the market economy.

Just recently, in January 2008, the Rhône-Alpes region and the Chambre régionale de l'économie sociale et solidaire signed the first "ESS" (social and community economy) economic sector contract in France. The contract sets out a common development strategy comprising some thirty concrete actions. The social economy is clearly recognized as a distinct economic sector. Over 7 million euros are being allocated to the program over three years, with the goal of improving recognition of the social and community economy, consolidating and developing activities, developing jobs and skills and, lastly, establishing efficient governance for social dialogue. In the Nord-Pas de Calais region, the city of Lille has added responsible purchasing practices and clauses relating to ethical practices and socio-professional integration to its public contracts.



Organized after-school activities
Photo: Fédération québécoise des centres communautaires de loisir

In Brazil, the city of Recife has established the Recife Fund to create and strengthen community-based enterprises. The city of São Paulo, for its part, is actively fostering the development of community organizations through a municipal program to promote and support the social economy.

Closer to home, in the United States, the city of Boston has granted a community economic development organization the right to manage the expropriation of vacant properties in the Dudley neighbourhood, so as to revitalize this neglected area. On the national stage, the *Small Business Act* guarantees access to a specific percentage of government subcontracts for small private or community-based enterprises. Another federal program, HUBZones, uses federal contracts to help disadvantaged communities by encouraging business creation. In some cases, the businesses taking part in HUBZones can submit bids on federal contracts at prices 10% higher than those of non-participating businesses.

Similarly, a number of international exchange organizations have been created by social economy players: the Réseau intercontinental pour la promotion de l'économie sociale et solidaire (RIPESS), CIRIEC-International, the Rencontres du Mont-Blanc, the Association internationale des investisseurs dans l'économie sociale (INAISE) and other organizations working to promote recognition and development of the social economy.

The co-operative agreement signed in 2006 between the cities of Paris and Montréal is part of this international trend. The agreement works to expand knowledge through exchanges concerning good practices in the social economy and successful examples in each city.



Insertech Angus, a social and professional integration enterprise
Photo: Insertech Angus



Vision of the partnership

A partnership approach

The city of Montréal is inviting players in the city's social economy to join it in a partnership based on the recognition of shared responsibilities in implementing a long-term action plan.

The goals of this approach are:

- To formally acknowledge the contribution of the social economy to Montréal's development;
- To support the social economy by building on past achievements, strengthening existing means and adopting new approaches that will allow it to flourish;
- To consolidate and increase the contribution by players in the social economy to sustainable development in greater Montréal, by developing and creating community-based enterprises meeting its citizens' needs.

The partnership framework

The partnership is founded on three main considerations: the complementarity between the social economy and the mission of the city of Montréal, efforts by citizens to take charge of economic activity, and the way the social economy is rooted in local development.

1 Complementarity between the social economy and the mission of the city of Montréal

Given its social aims, its roots in the community and its emphasis on social cohesion and individuals, the social economy contributes to achieving the mission of the city of Montréal, i.e. to provide its citizens with infrastructures and services essential for their quality of life. The social economy complements the actions by the municipal administration, but does not replace them.

2 Taking charge of economic activity

The social economy is based on empowering individuals and communities. When citizens take charge of strategic projects, it strengthens local social cohesion, by creating jobs and collectively managing socio-economic activities.

3 Rooting the social economy in local development

Social economy enterprises, created by and for communities, naturally take a local development approach. Local joint action is a fundamental aspect of the development of the social economy, since it revolves around local players and practices. It goes without saying that the boroughs have a preponderant role in this regard. CDECs have always been important players in the social economy at the borough level. In fact, since the Quebec government transferred responsibility for local development to the municipal administration, CLDs have been assigned to support the development of the social economy in the boroughs. Other support organizations, including the Coopérative de développement régional Montréal-Laval (CDR), GRTs and community-based finance organizations, also help the social economy put down roots in the Montréal economy.¹³



La maison verte co-op
Photo: Coopérative de développement Montréal-Laval



Coopérative Enfant Famille.org, Technopôle Angus
Photo: Coopérative de développement Montréal-Laval

Five strategic directions

Five strategic directions have been established, to help reach the partnership's objectives. They each reflect municipal fields of action and the areas of expertise of Montréal's social economy, i.e.:

- 1 More support for community-based entrepreneurship
- 2 A greater role for the social economy in major Montréal projects
- 3 A greater role for the social economy in improving quality of life
- 4 Greater openness to doing business with social economy enterprises
- 5 Better-integrated promotion of the social economy



Learning about natural science at the Montréal Botanical Garden
Photo: Young Naturalists Club

Strategic Direction 1

Support for community-based entrepreneurship

In Quebec, the origins of community-based entrepreneurship extend back to the mid-19th century, when mutual assistance associations and societies appeared, allowing low-income workers to help each other and arrange health or accident insurance for themselves. The first co-operatives emerged not long afterward, in the agricultural sector, for marketing products. The founding of the Desjardins credit union movement in 1900 arose from this same desire by citizens to take charge of their own economic situation. Community-based entrepreneurship has long been a feature of Quebec society, and today can be seen as the result of co-operation between a group of people who have all perceived a given need and decide to work together to meet it. The community-based enterprise they create has a co-operative, mutual or non-profit character, to ensure that it will continue to fulfil its mission over the years.

Montréal's 2005-2010 economic development strategy

In *success@montreal*, the city of Montréal stated its intention to strengthen the entrepreneurial system and “promote the solidarity and success of social economy enterprises.” It plans to do so through three initiatives:

- “ensure that front-line services provided for social economy enterprises by the network of CLDs in the boroughs are geared to the needs of their respective communities and, where applicable, promote access to second-line services;
- encourage partnerships to support innovative strategic projects that may exceed the capacity of a CLD, and evaluate the possibility of combining projects. For instance, in co-operation with the CÉSIM, evaluate the possibility of grouping projects together as an incubator;
- study collaborative efforts, including the possibility of partnerships, mainly in the arts and culture, bio-food, waste management and tourism industries.”

In the context of this partnership, the city of Montréal intends to continue working toward the objectives set out in the *success@montréal* strategy and implement them in co-operation with players in the social economy, according to the following guidelines:

- Consolidate the local roots of the social economy;
- Support community-based entrepreneurs;
- Support major social economy projects.

Consolidate local roots

Citizen involvement and joint action by socio-economic players are key factors in any development. These conditions make it possible to integrate communities' social and environmental concerns into economic development.

To help the social economy grow, the city of Montréal is relying on a network of local organizations devoted to supporting local development and community-based entrepreneurship, in keeping with the responsibilities delegated to it by law.¹⁴ Other levels of government are being urged to help achieve this objective.

Actions by the city of Montréal:

- Promote and encourage the social economy partnership in dealings with boroughs, metropolitan authorities and other levels of government;
- Maintain a support network for local development that includes the social economy dimension.

Actions by players in the social economy:

- Collaborate with the boroughs to create and develop social economy initiatives under borough jurisdiction;
- Provide community-based entrepreneurs with the tools and resources they need to create and expand community-based enterprises.

Support community-based entrepreneurs

One of the main goals of social economy enterprises is job creation, and many are also interested in helping jobless, under-educated people with limited access to the labour market to find work. Social and vocational integration businesses, adapted work centres¹⁵ and other enterprises in many economic fields actively help to increase Montrealers' labour market participation. In a context of economic growth, and even of an expected labour shortage, the expertise of social economy players in their fields is a valuable asset for the Montréal economy.

To meet the needs of various communities, Montréal businesses operate in many different sectors. Networking is a recognized way of encouraging business development, by pooling operations and expertise. So networking among social economy enterprises is to be encouraged and supported.

Through this partnership, the city intends to ensure that frontline business services for social enterprises offered by the network of CLDs and CDECs are available and geared to the needs of different milieux, with particular attention to the circumstances of entrepreneurs from cultural communities and young entrepreneurs. Accordingly, access to special services will be encouraged.¹⁶

Actions by the city of Montréal:

- Encourage the development of community-based entrepreneurship and support for it through the network of local development organizations;
- Encourage networking initiatives by social economy enterprises and the provision of specialized services throughout the city's territory and in different sectors;
- Ensure, when agreements are signed with the provincial and federal governments and in collaboration with other metropolitan authorities, that the social economy dimension is taken into account, as appropriate;
- Support the development of community-based entrepreneurship, in cultural communities, among young people and in other areas;
- Increase business opportunities for social economy enterprises, in particular those that encourage the integration of people excluded from the labour market and members of cultural communities;
- Support local efforts to acknowledge the achievements of young people who have successfully integrated the labour market.

Actions by players in the social economy:

- Increase support for the development of community-based entrepreneurship through the network of CDECs, CLDs, CDRs and GRTs;
- Contribute to the growth of community-based entrepreneurship by promoting it and by local joint action through the CÉSIM of the CRÉ;
- Consolidate and develop specialized services to support community-based entrepreneurship;
- Develop a strategy to ensure greater participation by cultural communities and young people in community-based entrepreneurship initiatives;
- Strengthen their contribution to helping people excluded from the labour market and members of cultural communities to integrate the working world, in particular through enterprises devoted to labour market integration and adapted work centres, in co-operation with public-sector employment services.

Support major social economy projects

Some major social economy projects in Montréal exceed the jurisdiction or financial capacity of a single borough. These projects are of strategic importance for the community, since they have an impact on several boroughs or an entire sector. This makes them levers for the socio-economic development of the whole urban agglomeration. For example, given the role it plays in job creation for the community, the repurposing of a run-down sector and its original cultural program involving local communities, the TOHU, the Cité des arts du cirque project is a clear example of this kind of local impact. Similarly, the emergence of social economy enterprises for home help is a good example of sectoral impact.¹⁷ By offering at-home services for people with reduced autonomy, these businesses help add structure to a sector, eliminating under-the-table work and creating lasting employment.

Actions by the city of Montréal:

- Support major social economy projects with a strategic impact on one or more boroughs;
- Encourage other levels of government to help fund and carry out major social economy projects.

Actions by players in the social economy:

- Create and support major social economy projects;
- Ensure co-ordination among local and regional players to support major social economy projects through the CÉSIM of the CRÉ.



Bistro PART ici
Photo: Les Projets Part

Strategic Direction 2

A greater role for the social economy in major Montréal projects

Many large projects are receiving considerable public- and private-sector funding under *Montréal 2025*: the Quartier des spectacles, the Outremont railyard, the Canada Post complex on the Lachine Canal and the university hospital centres, to mention a few examples. Social economy enterprises have acquired useful expertise in the sustainable development of major sites, not only because of their involvement in vocational training and social integration, but also because of their respect for environmental standards and the inclusion of public transit and active transportation in project designs. This expertise is increasingly valued by developers of large-scale public and private projects. Other community-based entrepreneurs, especially in the service sector, have all the necessary skills to offer relevant business solutions with added social value for major Montréal projects.

The city of Montréal plans to encourage the integration of the social economy, from a sustainable development perspective, in projects calling for major public investment. For major projects funded by private investment, the city also intends to encourage co-operation between private developers and players in the social economy, so as to strengthen the contribution of the social economy to major Montréal projects.

Actions by the city of Montréal:

- Encourage input by players in the social economy to those in charge of major public-sector projects, so as to strengthen the sustainable development dimension;
- Encourage private developers to consider collaborating with representatives of the social economy in planning major projects;
- Seek potential access for social economy enterprises to direct spin-off from investment in major projects, in terms of the procurement of goods and services.

Actions by players in the social economy:

- Assist with major projects, by contributing assistance from local networks and technical and financial expertise, from a sustainable development perspective;
- Suggest innovative approaches for successful integration into the community and maximum positive spin-off for citizens.

Strategic Direction 3

A greater role for the social economy in improving quality of life

Community-based enterprises make a direct contribution to improving quality of life, especially by maintaining or creating community infrastructures and services accessible to Montrealers. This specific capacity of community-based enterprises is the result of their social mission, their non-profit, co-operative or mutual character, and the direct participation by citizens in running the organization.

The social economy, whether it is in culture, sustainable development, housing, community-based property development, recreation or tourism, constantly shows its ability to innovate in response to various needs expressed by local communities, in particular to combat poverty and exclusion. In this way it ties in with the mission of the city of Montréal.

Culture

The *2005-2015 Cultural Development Policy* sets an ambitious objective: "Montréal might claim world-class status as a cultural metropolis if, together with its partners, it uses all the means at its disposal to incorporate a strong cultural dimension in its citizens' living environment."¹⁸

To encourage the right to culture for all, the city of Montréal decided, in its *Montréal, A Cultural Metropolis 2007-2017 Action Plan*, to adopt cultural mediation as a strategy for access to culture.¹⁹ Cultural mediation is defined as initiatives that create opportunities for meetings and discussions that encourage the clientele farthest removed from professional cultural activities to experience and appropriate culture. These actions focus on promoting contacts and creating links between citizens and cultural activities.²⁰

Over the past ten or so years, Montrealers have been integrating culture into efforts to improve the quality of life in their neighbourhoods, leading to some 550 social economy initiatives with a cultural mission. These organizations stand out in the way they strive for greater cultural democracy, in various forms: access to culture in the neighbourhood, thanks to decentralization of resources and cultural players; greater citizen empowerment, resulting from their active participation in producing cultural projects; social inclusion, extending a helping hand to underprivileged people, other cultures, young people and emerging culture. Two examples are the Association culturelle du Sud-Ouest and the Centre multimédia de l'Est, both community-based enterprises that manage municipal cultural infrastructure.

The social economy can be a useful vehicle for promoting Montréal's strategy for access to culture. Since the Rendez-vous November 2007 – Montréal, A Cultural Metropolis, many promising social economy initiatives have emerged.

Actions by the city of Montréal:

- Support social economy enterprises working in the cultural field, in particular in cultural mediation activities;
- Establish partnerships between boroughs and social economy enterprises in the field of culture, to promote citizen involvement in carrying out cultural initiatives and managing certain cultural infrastructures;
- Contribute to community-based cultural property development projects offering adequate and affordable working spaces for artists in the various boroughs;
- Support the emergence of cultural poles in the boroughs.

Actions by players in the social economy:

- Implement and consolidate initiatives giving citizens access to artistic creation activities as part of cultural recreation and cultural mediation initiatives;
- Support social economy initiatives in culture, by using all the tools dedicated to the social economy to increase access to culture in the boroughs;
- Create community-based property development projects so as to offer artists access to affordable premises in community buildings in the boroughs, in partnership with other levels of government;
- Contribute to Montréal's reputation as a cultural metropolis by promoting neighbourhood cultural life.



Festival intercollégial de danse
Photo: Réseau intercollégial des activités socioculturelles du Québec



L'Empreinte, producers co-operative
Photo: Coopérative de développement Montréal-Laval

Sustainable development and the environment

The city of Montréal is committed to sustainable development and has adopted its *First Strategic Plan for Sustainable Development*. Social economy enterprises in Montréal are dedicated to this type of development and play a significant role in Montréal's response to environmental challenges. They are very active in waste management, but also in educational activities and promoting responsible behaviour, in visitor activities in the city's large urban parks and, more recently, in sustainable transportation and urban development issues.

The Quebec government's waste management policy sets objectives for reducing waste in all Quebec municipalities.²¹ To reach these objectives, Montréal has taken a number of steps. Various social economy initiatives also fall under this partnership. The city supports the reuse of such materials as textiles, furniture, home appliances and electronics, as it recognizes that such practices benefit the community and fit with our own values.

With the support of the municipal administration, social economy enterprises like the Centre de la montagne, the Groupe unis des éducateurs-naturalistes et professionnels en environnement (GUEPE), Cité Historia, the Musée d'histoire du Sault-au-Récollet and the D-Trois-Pierres corporation have also served as vehicles for passing along knowledge concerning natural and historical settings over the past two decades. Their support helps to teach visitors about these treasures and encourages citizens to become more mindful of the natural environment. This approach is key to environmental education and sustainable development.

The city of Montréal, concerned about transportation issues from a sustainable development perspective, set up the Allégo program. It is assisted by traffic management centres, which are social economy enterprises.²² The Transportation Plan, entitled *Reinventing Montréal*, opens up new opportunities for partnerships with the social economy in managing the self-serve bike system and parking for bikes.

Other urban planning initiatives contribute to social cohesion by promoting the social integration of people in difficulty, through gardening and beautification projects.

Closer collaboration between partners, which would lead to even more innovative practices, will be required to deal with the challenges of sustainable development.

Actions by the city of Montréal:

- Encourage partnerships with social economy enterprises in the waste management sector;
- Negotiate, with the Quebec government, the recognition of the costs of collecting and handling materials recovered by social economy enterprises, in particular textiles, furniture, home appliances and computers;
- Encourage the boroughs and municipal departments to donate their surplus equipment to social economy enterprises;
- Agree with players in the social economy on appropriate means of managing a reuse network;
- Support social economy initiatives in the areas of environmental education and sustainable development, including gardening and beautification projects;
- Encourage partnerships with social economy enterprises in the area of sustainable transportation, including car sharing and managing bicycle-related services.

Actions by players in the social economy:

- Suggest partnerships to maximize waste reduction, recycling and reuse by involving various local, sector and financial partners;
- Find innovative solutions to the challenges of reusing and recycling various materials, in particular textiles, furniture, home appliances and computers;
- Suggest new partnership opportunities that could contribute to meeting the objectives of the city of Montréal's Transportation Plan, in particular as concerns sustainable transportation;
- Develop and offer environmental and sustainable development education programs.

Housing

With the support of the city of Montréal, housing co-operatives and non-profit housing organizations have been essential tools for meeting the needs of Montréal households. These community-based organizations have contributed to the city's vibrant residential sector by offering solutions to complement private and public housing.

Social and community housing helps reach the city's objectives by providing support for families and seniors, combating poverty and homelessness and helping to integrate cultural communities. It also has a strategic impact, since this sector creates jobs, contributes to revitalizing neighbourhoods and encourages social cohesion and the coexistence of different income groups. In addition, by attracting more families, community housing complexes help maintain neighbourhood schools and recreation services and, more broadly, contribute to sustainable development.

In 2002, the city launched Opération Solidarité 5 000 logements to encourage the construction of social and community housing for low- and moderate-income individuals and families. The operation has now been completed, and was followed by another major initiative – the social component of the 2006-2009 housing business plan – designed to produce another 5,000 social and community housing units. GRTs, key players in the social economy, helped complete over 80% of these homes. In Montréal's *Master Plan* and, more recently, in the *Strategy for the Inclusion of Affordable Housing in New Residential Projects*, the city has confirmed its support for social and community housing and reiterated its conviction that inclusion and social diversity contribute to the city's economic and social development. *Growing Up in Montréal*, the family policy adopted in 2008, identifies a number of strategic directions and is designed to better respond to the housing needs of Montréal families.

Actions by the city of Montréal:

- Maintain the overall objective of 15% social and community housing in all new residential projects in Montréal;
- Continue the development of social and community housing and put more pressure on the various levels of government to renew the necessary programs, to meet Montrealers' needs;
- Continue working with provincial health and social services network authorities to establish regular funding for community support for social and community housing, to meet Montrealers' needs;
- Extend the practice of transferring municipal properties and efforts to increase awareness among major property owners to encourage them, when selling surplus property, to include provisions for allocating immovables (land or buildings) for the creation of affordable housing;²³
- Recognize the contribution of GRTs to the development of social and community housing and the importance of preserving this network of expertise.

Actions by players in the social economy:

- Continue the partnership with the city of Montréal to create social and community housing to meet public needs;
- Continue efforts, in co-operation with the city of Montréal, to preserve social and community housing programs, improve them and adapt them to the Montréal context;
- Encourage and support local and regional joint action on social and community housing issues.

Community-based property development

Community-based organizations actively contribute to creating infrastructures for public use. Community centres and other buildings for various purposes have been part of Montréal's collective heritage for decades now. In recent years, more and more community-based organizations and enterprises, including GRTs, have been carrying out community-based property development projects, contributing to urban renewal and enriching Montréal's heritage with enduring and accessible properties. Examples include the Angus Technopôle in the Rosemont–La Petite-Patrie borough (renewal of former industrial brownfields), the Monastère community services centre in the Plateau Mont-Royal borough (the former residence of a religious congregation converted into a community centre), the Mainbourg corporation in Rivière-des-Prairies (a former orphanage converted into a community and recreation centre) and the Maison Léa-Roback in the Ville-Marie borough (a building renovated to house women's groups).

These additions to our collective heritage were made possible thanks to collaboration by many public- and private-sector partners. The city supports community-based property development through its authority over government property. Federal and provincial properties are occasionally made available, and in some cases the law or government policies give the municipal government the right of first refusal. In those cases where the city does not intend to proceed itself, it can inform social economy enterprises and organizations of these opportunities.²⁴

In addition, inspired by the *success@montreal – industry* program, the city of Montréal plans to work with local players in the social economy, to study the possibility of creating an incentive program to meet their property development needs.

Actions by the city of Montréal:

- Establish a means of offering property development opportunities to enterprises and organizations supporting the social economy for community-based property development projects, using its right of first refusal for surplus public buildings made available by the provincial and federal governments;
- Study the relevance of a support program for the social economy, along the lines of the *success@montreal – industry* program.

Actions by players in the social economy:

- Carry out community-based property development projects with local, regional and national partners;
- Help revitalize struggling neighbourhoods through community-based property development projects.

Community-based recreation

In 1979, a white paper on recreation in Quebec set out government recreation policies. It suggested that public recreation services in Quebec are based, on the one hand, on recognition of municipalities as the prime movers in providing recreation services for residents and, on the other hand, on a partnership with the community-based recreation sector.²⁵ These provincial guidelines were reaffirmed in 1997 as part of the government policy on recreation and sports.²⁶

Since then, Quebecers have recognized that recreation and sports represent an exceptional tool for social integration.²⁷ The *Montréal Charter of Rights and Responsibilities*, in effect since January 1, 2006, concurs with this philosophy, acknowledging that “recreation, physical activities and sports are aspects of the quality of life that contribute to comprehensive personal development and to cultural and social integration.”

In Montréal, public recreation services²⁸ are offered by municipal departments or organizations in the community-based recreation sector and, to a lesser extent, by private enterprise. These different means of delivering recreation services depend on each borough’s needs and circumstances. Often, a borough will rely on several different means of providing such services, all with respect for local practices. Overall, it is estimated that 75% of public recreation services in Montréal are provided by community-based organizations.²⁹

Community-based associations are involved in all fields of recreation, from culture to outdoor and sports activities, science, socio-educational activities and tourism. These associations are bodies and groups whose mission is to make recreational activities more accessible.³⁰ Most of them are associations of volunteers who donate their time to organize recreational activities in their neighbourhoods. These associations generally do not consider themselves enterprises or organizations devoted to social development or fostering citizen involvement. However, many of them emerged from grassroots initiatives or consider themselves part of the social economy sector. This is particularly true of organizations administering recreation facilities.

Broad access to recreation services and facilities, the quality of services and their diversity geared to a more varied public, as well as the safety of facilities, are all concerns expressed by community-based recreation organizations. These concerns are shared by the municipal administration. The partnership between the city and the social economy sector seeks to address these concerns, by fostering greater citizen empowerment.

Actions by the city of Montréal:

- Propose a framework for recognizing social economy enterprises working in the area of public recreation services.

Actions by players in the social economy:

- Help to define this framework for recognizing social economy enterprises working in the area of public recreation services.

Social tourism

The social dimension of tourism seeks to broaden access to recreational tourism. Historically, social tourism has given different groups of citizens (low-income families, young or disabled travellers, etc.) access to quality tourism facilities, attractions, events and services, mostly outside of large cities. Over time, most major tourist cities have created facilities to make stays more affordable for a wider range of visitors. Montréal, for instance, has a number of key players, including some leaders on the Canadian and international scenes. There is the Mouvement québécois des vacances familiales, which since 1982 has contributed to families' well-being by offering a vast network of family camps in Quebec. There is also the Auberges de jeunesse du Saint-Laurent association, created in 1937, which now owns four youth hostels (in Montréal, Mont-Tremblant, Toronto and Niagara Falls), a well-known player in making tourism more accessible to all.

Social economy enterprises in tourism focus on the emerging tourism poles in Montréal boroughs, offering a great variety of products, activities and services. They often work with social economy enterprises in the fields of culture, heritage protection and outdoor activities, offering accessible recreational tourism activities and innovative tours for exploring the city.

Actions by the city of Montréal:

- Encourage the creation of affordable tourism poles in some boroughs with tourism potential based on their heritage, historical, cultural or recreational attractions, so as to diversify Montréal's tourist appeal.
- Encourage local residents to take charge of tourism activities, services, events and attractions, through social economy enterprises;
- Simplify access to these activities, services, events and attractions for moderate-income tourists and day trippers.

Actions by players in the social economy:

- Continue to develop a range of services – innovative and affordable events, attractions and activities and reception – meeting the needs of a diverse clientele;
- Contribute to the development of tourism poles in co-operation with local development organizations and tourist offices;
- Design alternative packages and tours for exploring the city, in co-operation with local and regional tourist authorities.

Strategic Direction 4

Greater openness to doing business with social economy enterprises

Procurement of goods and services

The city of Montréal spends \$1.2 billion a year on goods and services. It has established a *Procurement Policy*, laying out principles guiding its business relationships: ethics, quality, performance and sustainable development. The recently adopted provincial *Sustainable Development Act* also urges municipalities to apply responsible production and consumption practices.

Along the same lines, Montréal's *Procurement Policy* espouses sustainable development principles, by recommending that social, economic and environmental aspects be considered in the procurement of goods, services and quality construction work. This approach makes the *Procurement Policy* a valuable tool for developing business relations between the city and social economy enterprises.

Actions by the city of Montréal:

- Increase the value of procurement contracts with social economy enterprises in the medium term;
- Encourage the city's business units to deal with social economy enterprises;
- Create conditions to simplify calls for tender and make them more widely accessible (e.g. information sessions on calls for tender, advisory and support services).

Actions by players in the social economy:

- Establish a monitoring service to identify business opportunities in the municipal procurement of goods and services;
- Help implement conditions to simplify the award of offers of service (e.g. information sessions on calls for tender, advisory and support services);
- Adopt joint means to support community-based enterprises and help them qualify for calls for tender (e.g. formation of consortiums, assistance with bid bonds, etc.).

Contracts by agreement

The *Cities and Towns Act* allows municipalities to enter into contracts by agreement with non-profit agencies.³¹ This provision gives the city a tool for better supporting social economy enterprises which, by their very nature, are able to promote collective well-being and ensure economic, social and environmental benefits for local residents.

Using the purchasing power of public administrations to support economic sectors or underprivileged groups is an increasingly common practice in Canada and around the world, since it makes it possible to achieve socio-economic development objectives while respecting the principles of quality and transparency in awarding public contracts.

Actions by the city of Montréal:

- Maintain the practice of awarding contracts by agreement to social economy enterprises, in accordance with the *Cities and Towns Act*;
- Define a framework for the practice of awarding contracts by agreement to social economy enterprises.

Actions by players in the social economy:

- Come up with offers of service which, in addition to being effective and efficient, ensure value added in terms of social benefits for Montrealers;
- Collaborate with city authorities to define a framework for awarding contracts by agreement.



Coeur de Cannelle daycare centre
Photo: Angus Technopôle

Strategic Direction 5 Better-integrated promotion of the social economy

The social economy is one of the many aspects that contribute to Montréal's worldwide reputation for the creativity and quality of its approach to social inclusiveness.

The increased visibility of the social economy in Montréal is one of the factors that make social inclusiveness so much a feature of Quebec's largest city. Consequently, promoting the social economy is an essential part of the proposed partnership and will raise its profile.

The promotional program proposed under the partnership calls for greater visibility for the social economy among Montrealers and the city's political and administrative authorities. It also plans to boost the international reputation of Montreal's social economy.

Actions by the city of Montréal:

- Integrate the social economy as a key element in the city's and boroughs' promotional strategies and communication plans;
- Support greater awareness of the social economy among Montrealers, as a way of encouraging responsible consumption;
- Include the social economy dimension in collaborative, twinning and co-operative agreements between Montréal and other large cities worldwide, as applicable.

Actions by players in the social economy:

- Contribute to integrating the social economy in the city's and boroughs' promotional strategies and communication plans;
- Support greater awareness of the social economy and the partnership with the city of Montréal among Montrealers;
- Mention the city as part of awareness-building and networking activities worldwide.



La maison verte co-op
Photo: Coopérative de développement Montréal-Laval



Broadcasting a show on the social economy during the 2008 CIBL Radio
Montréal 101,5 FM radiothon
Photo: Chantier de l'économie sociale

Implementation

To support the partnership, and with a view to structuring the co-ordination of its actions and those of sector organizations in the social economy, the city is explicitly making social economy issues part of the mandate of the Executive Committee member responsible for economic development. At the same time, it is making the economic and urban development team of the Service de la mise en valeur du territoire et du patrimoine responsible for co-ordinating the integration of the partnership in the city's operations.

Actions by the city of Montréal:

- Explicitly make social economy issues part of the mandate of the Montréal Executive Committee member responsible for economic development;
- Make the economic and urban development team of the Service de la mise en valeur du territoire et du patrimoine responsible for co-ordinating the integration of the partnership in the city's operations, and give it the appropriate resources.

Actions by players in the social economy:

- Work in co-operation with the Montréal Executive Committee member responsible for the social economy and the economic and urban development team of the Service de la mise en valeur du territoire et du patrimoine to implement the social economy partnership.

Lastly, the social economy partnership action plan will have a five-year horizon, and its implementation will be overseen by a steering committee consisting of the Executive Committee member, the assistant executive directors of the Service du développement culturel, de la qualité du milieu de vie et de la diversité ethnoculturelle, the Service des infrastructures, du transport et de l'environnement and the Service de la mise en valeur du territoire et du patrimoine, and members of the Advisory Committee. The implementation of the partnership will be evaluated when the *success@montreal* economic development strategy is renewed. It is also suggested that a halfway point progress report be submitted to the stakeholders.

Conclusion

The city of Montréal has made sustainable development a strategic dimension of all its operations, with the goal of ensuring the city's prosperity in a healthy and pleasant environment that everyone will be proud to pass on to future generations. In keeping with sustainable development principles, this objective is to be achieved while encouraging the sharing of wealth, social cohesion and citizen involvement. Players in the social economy subscribe to all these principles and make social inclusiveness a part of creating economic wealth. The social economy partnership is thus a joint action plan to achieve Montréal's sustainable development.

The partnership is also closely allied with the *Imagining > Building Montréal 2025* approach, which is intended to make Montréal a city of knowledge, creativity and innovation. Social economy enterprises create new socially inclusive practices by taking on the same challenges as their counterparts in the market economy: supplying goods or services in response to a need or demand. Innovation is not limited to universities, enterprises and performance halls – it is also alive in Montréal neighbourhoods, in the invention of new ways of helping each other and taking part in the city's economic life.

The partnership invites all players in the social economy and the municipal administration, both in the central departments and in the boroughs, to become involved in implementing this action plan, reflecting values widely shared by Montrealers. Together we will invent new ways of collaborating in our city's community-based and sustainable development.

Endnotes

- 1 *Sustainable Development Act*, RSQ, c. D-8.1.1
- 2 *Imagining > Building Montréal 2025 - A World of Creativity and Opportunities*. Ville de Montréal, 2005, p. 20.
- 3 Excerpt from the Conférence régionale des élus de Montréal Website.
- 4 "Innovation is key to organizations' competitive capacity and their very survival. It is technological innovation that allows enterprises to update their products and production or distribution methods. It is social innovation that leads to services that are better adapted to people's needs and that stimulates new development in practice, in public or community-based organizations or the academic community." [trans.] *Politique québécoise de la science et de l'innovation*, 2001, p. 10.
- 5 Chantier de l'économie et de l'emploi, *Osons la solidarité*. Report of the task force on the social economy. Montréal, 1996, p. 19-20.
- 6 These enterprises are constituted under the *Companies Act* (RSQ, c. C-38, part III), the *Cooperatives Act* (RSQ, c. C-67.2) and, for mutual associations, the *Insurance Act* (RSQ, c. A-32) and the *Regulation respecting training mutuals* (c. D-8.3, r.3.01).
- 7 *Portrait statistique de l'économie sociale de la région administrative de Montréal*, Canada Research Chair on the Social Economy, under the direction of Marie J. Bouchard, special publication 2008-01, 2008.
- 8 The study by the Canada Research Chair on the Social Economy refers to the concept of an establishment rather than an enterprise (which may have several establishments), in keeping with generally accepted standards for statistical studies.
- 9 These statistics do not include the Mouvement Desjardins or the Coop fédérée.
- 10 Internal compilation, Service de la mise en valeur du territoire et du patrimoine. This figure does not take account of funding for CDECs.
- 11 This amount includes the contributions paid by all the agglomeration's CLDs and CDECs. The city of Montréal contributed \$12.4 M to local development (CLDs and CDECs) in 2006, of which \$2.7 M went directly to community-based entrepreneurs (Fonds en économie sociale program).
- 12 This includes contributions by the city of Montréal, the agglomeration and the Montréal metropolitan community (MMC). These subsidies are paid under social and community housing programs, including additional contributions mainly for infrastructure and soil decontamination or in the form of a policy for the transfer of municipal lands at reduced prices.
- 13 Community-based finance organizations include the Caisse d'économie solidaire, the Réseau d'investissement social du Québec (RISQ), the Réseau québécois du crédit communautaire, the Fiducie du Chantier de l'économie sociale, Filaction, etc.
- 14 *Act respecting the ministère du Développement économique et régional et de la Recherche* (2003, c. 29).
- 15 Non-profit enterprises whose mission is to integrate disabled individuals into the labour market.
- 16 In this connection, see the city of Montréal's 2005-2010 economic development strategy, *success@montreal*, Actions 1.2.1 and 1.2.3, p. 23-25.
- 17 In 2005, there were 101 such enterprises in Quebec, with 5,000 employees and sales of \$95.8 M. Quebec government, 2005.
- 18 *Montréal, A Cultural Metropolis, Cultural Development Policy, 2005-2010*, p. 10
- 19 2007-2017 Action plan for *Montréal, A Cultural Metropolis*, February 2008; Action 1.1 Promote the right to culture for all residents a) Adopt cultural mediation as a strategy for access to culture; b) Increase funding for cultural mediation programs.
- 20 Ville de Montréal, Programme montréalais d'action culturelle 2007, p. 2.
- 21 1998-2008 *Québec Residual Materials Management Policy*. Quebec government.
- 22 Two of the three traffic management centres in operation are social economy enterprises.
- 23 Excerpt from the review of the performance of the *Strategy for the Inclusion of Affordable Housing in New Residential Projects* and progress report on its implementation. September 2007, p. 24-27.
- 24 In particular, for the province, see: *Public Administration Act* (RSQ, c. A-6.01) and *Regulation respecting the terms and conditions for the disposal of surplus immovable property of departments and public bodies* (c. A-6.01, r. 0.01); for the federal government, the *Financial Administration Act*, the *Federal Real Property and Federal Immovables Act*, the *Directive on the Sale or Transfer of Surplus Real Property* and the *Surplus Federal Real Property for Homelessness Initiative*.
- 25 Livre blanc sur le loisir (White paper on recreation), 1979.
- 26 Government intervention framework for recreation and sports, ministère des Affaires municipales, Quebec government, 1997.
- 27 Idem.
- 28 Public recreation services differ from the recreation and entertainment industry in that they are intended to serve the common good and are often managed by citizens.
- 29 Ville de Montréal, Direction des sports, des parcs et des espaces verts, SDCQMVE. *Le sport pour tous : constats et enjeux*, 2004.
- 30 CQL – Report and recommendations by the CQL task force at the Summit on the social economy, 2006.
- 31 *Cities and Towns Act*, RSQ, c. C-19, section 573.

Advisory Committee

The following people sat on the Advisory Committee

Guy Bisaillon	Former Chair, Coopérative de développement régional Montréal-Laval
Gilles Bourque	Former Advisor, Economist, FondAction
Charles Mathieu Brunelle	Former Executive VP and former Executive Director, TOHU, the Cité des arts du cirque
Céline Charpentier	Executive Director, Comité sectoriel de main-d'oeuvre de l'économie sociale et de l'action communautaire (CSMO-ÉSAC)
Anyle Coté	Development Officer, Social Economy, Comité de l'économie sociale de l'Île de Montréal
Édith Cyr	Chair, Comité de l'économie sociale de l'Île de Montréal and Executive Director of the Bâtir son quartier GRT
Claude Jourdain	Social Economy Advisor, Centre local de développement Ouest-de-l'île
Armand Lajeunesse	Executive Director, Coopérative de développement régional Montréal-Laval
Margie Mendell	Researcher, Concordia University and Alliance de recherche universités-communautés en économie sociale (ARUC-ES)
Pierre Morrissette	Executive Director, RÉSO
Nancy Neamtan	President and CEO, Chantier de l'économie sociale
Danielle Ripeau	Former Development Officer, Social Economy, Comité de l'économie sociale de l'Île de Montréal
Isabelle Rousseau	Former Economic Development Commissioner, Corporation de développement économique de LaSalle
Christian Yaccarini	President and CEO, Angus Technopôle

The following people attended as observers

Xavier Fonteneau	Direction générale des politiques régionales et de l'économie sociale, MDEIE, Quebec government
Mario Léonard	Direction générale des politiques régionales et de l'économie sociale, MDEIE, Quebec government

Advisory Committee co-ordination

Johanne Lavoie	Social Economy Commissioner, Direction du développement économique et urbain, Service de la mise en valeur du territoire et du patrimoine, Ville de Montréal
Jean-Marc Fontan	Secretary to the Advisory Committee, Co-Director, Alliance de recherche universités-communautés en économie sociale (ARUC-ES)

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