

Comparative Analysis of three integrated revitalization initiatives



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The Réseau québécois de revitalisation intégrée (RQRI)

In October 2008, the *Réseau québécois de revitalisation intégrée* (RQRI) was formed; its name translates unofficially as “The Quebec Network for integrated revitalization.” This network formed as the result of numerous integrated revitalization (IR) initiatives, that is to say revitalization which touched on cultural as much as economic or environmental elements. This approach to development has greatly expanded in recent years across all of Quebec. It is a collaborative, multi-sectoral approach, which involves dozens of local organizations. The member groups of the RQRI are associated with specific territories and with local initiatives; they can be found across Quebec in both rural and urban regions. These initiatives consist of approaches where involved citizens, with the help of community organizations, develop plans of action for to progressively transform their environment with pleasure and dynamism. These revitalization initiatives each have their own particular dynamics, but they all strive to be inclusive and participatory.

Integrated revitalization is part of the "big family" of collective and social development. Yet it remains a concept too poorly understood, even if thousands of people are participating in it. This is why the RQRI asked the *Centre de recherche sociale appliquée* (CRSA) [the English translation could be “the Centre for Applied Social Research”] to conduct a case study using three approaches integrated revitalization. The three groups in the case study were: *Ascot en Santé à Sherbrooke*; *Revitalisation urbaine intégrée de Saint-Pierre* in Montreal; and *L'Approche territoriale intégrée de Limoilou* in inner-city Québec City. By studying these groups, the CRSA explored more specifically three challenges: the issue of fighting poverty, the issue of territory and the relationship with public policy.

You will be able to see all the richness contained in this “Comparative Analysis of three IR initiatives. There is food for thought for local stakeholders, but also for stakeholders on a national scale. A big thank you to those three organizations studied herein which opened their doors and their hearts. A big thank you also to the CRSA which managed the feat of synthesizing all this information while respecting the specific dynamics of each group. We hope you enjoy reading this document and that it brings you inspiration!

Jean-François Aubin

Director RQRI

Presentation

Over the past few years we have witnessed local stakeholders mobilizing to improve living conditions for certain populations and this especially the case in the most vulnerable neighbourhoods. In the province of Quebec, this mobilization is often realized through strategies of integrated revitalization (IR).

There are many different forms of IR approaches and we find similarities between all of them. The IR process is intended to be multi-sectoral interventions in a territory that appears as a lived or administrative territory of social interaction and civic participation. These mobilizations aimed particularly disadvantaged areas to improve living conditions (economic, social, cultural, and environmental) well as enhancing democratic life.

Seeking to provide a comprehensive and non-patronizing perspective, these initiatives bring together actors from different sectors of intervention (health, education, employment, and social solidarity), and also from several sources (community, institutional, citizens, and elected representatives) acting on various social issues such as transportation, food security, housing, social inclusion and socio-professional insertion, community life, community development, etc...

These initiatives are also distinguished by a willingness by citizens to participate in transformations of their community according to their needs, their realities and experiences within this community. In this context, citizen participation is seen as a key factor in promoting solidarity and social inclusion of people; it is fundamental to their actions.

This engagement requires reviewing the existing relations between public authorities, economic institutions and civil society. This applies in the fight against poverty and social exclusion in the improvement of living conditions and the development of territoriality and a sense of

belonging necessary to the democratic life of communities. In the summer of 2012, the *Réseau québécois de revitalisation intégrée* (RQRI) began an assessment process to look more deeply at three dimensions which affect our members and their actions:

- 1) The perspective of fighting poverty, responding to basic needs as well as social and civic integration (social participation);
- 2) The enrichment of territorial dynamics and, more specifically, the impact of initiatives in terms of development of collective empowerment;
- 3) Co-construction and co-production of public policies promoting integrated revitalization in communities.

To achieve this assessment, RQRI appealed to the *Centre de recherche sociale appliquée* (CRSA) to conduct exploratory research on the subject around three case studies, namely:

- 1) *L'Approche territoriale intégrée* (ATI) Limoilou, sector of the Quebec City region
- 2) *Comité de revitalisation urbaine intégrée Saint-Pierre* (CRUISP) in Montreal
- 3) *La table de concertation et d'action Ascot en Santé* in the Eastern Townships.

The three IR initiatives studied here reflect the challenges, the wealth, and the relevance of these approaches in terms of combating poverty and social exclusion (or inclusion), enrichment of the territorial dynamics and of their participation in the construction, production and redefinition of local public policy.

We met with citizens and representatives of community organizations and of public institutions, stakeholders and facilitators and coordinators of the three initiatives listed above. The presence of abundant documentation favoured choice of the three initiatives. They all took the appropriate steps and have managed

over the years to document their experiences in different ways, thus facilitating the realization of this research conducted with limited resources. Moreover, to facilitate comparative analysis, the RQRI chose to explore three examples of urban initiatives.

After conducting a literature review, seven discussion groups and five individual interviews were conducted with the various categories of stakeholders in the process. We documented what the stakeholders said, how they acted on the issues of poverty and social exclusion, and how they envisioned getting the populations to participate to improve their living conditions.

We note that some initiatives opt for actions that are more aimed at the entire population, while others concentrate their actions on and with people living in poverty.

The construction of territorial dynamics in terms of mobilizing communities and links between the actors was also extensive. While demonstrating the relevance of these approaches to the enrichment of the territorial dynamics, this dimension allows us to understand how it is constructed and articulated in action.

We also sought to understand the relationships that develop between political bodies and integrated revitalization initiatives and influence of local actors in the construction and production of public policy. In other words, we are interested in understanding how local actors are involved in the structure or in the actions of an integrated approach to revitalization work or influence decisions, the offer of services, guidance or government programs (municipal, provincial or federal). We paid particular attention to conditions that led to success and to barriers that affect the deployment of initiatives and their actions.

The following pages present the first part of a brief overview of each of the revitalization processes studied. In the second part, we put a fresh perspective on initiatives related to three dimensions studied through their ways of working and their actions. These practices, briefly illustrated, help the reader to understand the action of the three initiatives. After that, we explore the conditions of success and obstacles to the process. We conclude by putting forward points for discussion and questions raised by this research with regard to issues and challenges faced by integrated revitalization interventions.

Comité de revitalisation urbaine intégrée Saint-Pierre (CRUISP)

A realization of community life

Background

Montreal's integrated urban revitalization program (RUI) was born in 2003 as part of a Quebec government policy to fight poverty. This period was marked by amalgamations of municipalities and by downloading certain powers and responsibilities from Quebec to municipal governments. The RUIs are part of this movement that aims to transfer responsibilities for poverty and social inclusion from the Quebec government to cities, including Montreal. In this context, the RUI program is designed to integrate various stakeholders and resources to respond to the multitude of factors that contribute to poverty.

Within the City of Montreal, we note the presence of twelve RUI processes, all in areas with a high concentration of poverty. Compared to sectoral initiatives and to urban, economic and social development, the RUIs bring together citizens, community groups, representatives from the private and public sectors, and elected officials to work collectively for the improvement of the quality of life in their neighbourhood.

Specifically, it is the city boroughs which are mandated by the City of Montreal to initiate a RUI. In most cases, it is the *Tables de quartier* (neighbourhood round tables) supported by *l'Initiative montréalaise de soutien au développement social local* (Montreal initiative in support of local social development) which coordinates the RUI. The CRUISP is one of the rare RUIs which is autonomous and not linked administratively to a *Table de quartier*.

In 2003, representatives from the borough, the newly formed *Table de quartier* (i.e., *Concert'Action*), the United Way and the CLSC met to draft a call for proposals for a RUI in the borough. Upon reflection, the Saint-Pierre sector of Lachine was chosen. The district met the criteria of deprivation proposed by the City of Montreal, but also the presence of a strong neighbourhood identity and its physical

isolation made Saint-Pierre a prime candidate for the creation of a RUI.

Upon its creation in 2004, it was proposed that the RUI be housed at either the *Table de quartier*, Concert'Action, CLSC or CDEC. However, it proved advantageous to create a structure anchored in the local area; among St. Pierre residents, this would strengthen the sense of belonging to the RUI.

The dynamic of CRUISP's actors is an integral part of its community. Ville Saint-Pierre was an independent town until 1999, providing municipal

In Brief

Mission: CRUISP aims to initiate, support and coordinate all initiatives that would aim to improve the quality of life of the population of Saint-Pierre.

Objectives:

- The expression and the direct participation of citizens at all times and in all spheres action and decision making;
- Having residents take charge of the revitalization process;
- The involvement of various local partners to support the revitalization process;
- The pooling of resources and expertise of all citizens and stakeholders;
- The development of leadership exercised by citizens.

Current Committees: Recreation Committee, Committee on Urban Safety, Management Committee of the Marché Saint-Pierre (CoGé) and the Main Street committee .

Partners: PUBLIC (school, CSSS) / CITY (borough, library, community policing) / COMMUNITY and social economy (CDEC, La Petite maison, Caserne des jeunes) / PRIVATE (Trade) / CITIZENS

services for its 4,000 residents. The population was fairly homogeneous, consisting mainly of people of French-Canadian origin and some Anglophones born in Canada. At the time, people use the term "village" to refer to their town. In 1999, it was annexed to the City of Lachine, which in turn became a borough of the City of Montreal in 2002.

Located in the southwest of Montreal, the district of Saint-Pierre is largely enclosed by railroads and by Highway 20. For years, the neighbourhood sustained itself economically, but with municipal annexations and growth of shopping centres at the expense of small businesses, St Pierre is left with few shops. Local residents must therefore now use services and businesses from outside of St. Pierre for most of their needs. Over the years, the local population has also diversified with the arrival of various visible communities and allophones.



CRUISP Activities

Since its creation, CRUISP has aimed to initiate support and coordinate all initiatives which have the objective of improving the quality of life for Saint-Pierre residents. The objective is not only to act on poverty, but also to make the sector an area where the quality of life is good. This will undoubtedly involve a reduction in problems related to poverty: malnutrition, crime, poor housing, and isolation. These activities may aim to act directly on the causes of poverty by improving the accessibility of foodstuffs. They also aim to promote harmonious neighbourhoods making the area more visually or symbolically interesting, planting flowers, or improving local security. Strengthening the sense of

belonging by organizing various activities, such as neighbourhood parties or the participation of citizens in the activities of the RUI is also central in the activities of CRUISP.

Working Committees

CRUISP conducted a public consultation process in 2003 to assess the needs and priorities of the community. Four objectives were identified in this approach, including the creation of: a public market, a puppet festival, an outdoor centre for young people and a community centre. Three of four objectives were achieved. Action plans have been modified as things have progressed. At the moment, we note four functioning committees and each embodies actions that vary from one year to the next. The following activities were carried out in 2011.

Recreation Committee:

- Anniversary (celebration) of the Saint-Pierre Market
- Harvest Festival
- Neighbourhood party

Committee on Urban Security:

- Citizen mobilization
- Intervention medium

Management Committee of the Marché Saint-Pierre (CoGé):

- A place to buy fruits and vegetables
- Program of prepared dishes
- Contact Program
- Trainee doing social integration
- FRIJ and job creation for young people
- Workshops on inter-generational entertainment
- Projects to prepare residents for employment

Main Street Committee:

- Landscaping in Martin Bélanger schoolyard
- Planting of trees and flowers on the local Main Street
- Creation of frescoes
- Commercial diagnosis
- Study on bike racks and bike paths
- Safety of the Saint-Pierre viaduct

The structure of CRUISP

CRUISP is administered by a board of directors consisting of nine members, most of whom are local residents, but there is also an elected official from the borough, and two appointed members who have special knowledge and sought their community,

their needs or in connection with actions demanded. These people may be former citizens or even representatives from organizations.

Members are elected at a general meeting which takes place every year. These gatherings are places to present work achieved over the year and make detail plans for each committee. This is also an opportunity to recruit and implicate members into various committees.

To maintain an overview to the Board, its members participate in various CRUISP committees. This way of working in a friendly and informal setting facilitates links between the actions undertaken by the committees and the board.

The presence of a stable, full-time coordinator for the past three years simplifies the organization and implementation of CRUISP's activities. Although he is not officially part of the board, he greatly facilitates its functioning by ensuring the necessary follow-ups, planning meetings, organizing information, writing grant applications and coordinating CRUISP employees. He is also the tie that binds by communicating with all of the various partners of the Revitalization Committee and ensuring that they work together.

In addition to the coordinator who contributes to the achievement of CRUISP activities, there are now several employees working on specific projects: one assigned to recreational projects, another who coordinates of the Saint-Pierre Market, a trainee working on St. Jacques Street (the local main street), an urban security trainee an employee assigned to urban planning, and nine clerks and cooks at various Saint-Pierre Market projects. Their work is required to sustain and support actions initiated in committees consisting mainly of citizens.



Citizen participation is at the centre of activities

Citizen presence is the cornerstone of activities with CRUISP. The existence of this body has no meaning without the commitment, vision and contributions of citizens; in addition to having expertise in their environment, they are the people who are affected by the effects of CRUISP's actions. It should be noted that there are very few non-profit organizations in the St. Pierre sector apart from those that were created by the CRUISP and some other associations. There are therefore few spokespeople who could claim to represent a sector or segment of the population as is the case in other communities.

Achievements

Among other things, we note:

- The creation of two independent NPOs
- The implementation of a local enterprise: the public market
- The revitalization of Main Street
- A greater involvement of partners
- The neighbourhood is safer and more peaceful;
- Job creation

Challenges

- Recruiting and implicating new citizens on committees (consolidating and maintaining citizen participation)
- Strengthening and sustaining the activities already underway
- Securing Financing for the development of new projects

Table de concertation et d'action Ascot en Santé

A Force for Engagement

Background

The Ascot en Santé *Table de concertation* (Round Table advisory board) was formed under the impetus of the former municipality of Ascot in 1989. Initially, improving the natural environment was the main focus of this group, but after a while, the consultative board took an inter-sectoral and multi-sectoral approach and became the *Table de concertation et d'action Ascot en Santé*. Its primary mandate is to create, promote and oversee action projects aimed at improving the health and quality of life for citizens for Ascot, a district of the City of Sherbrooke. In broader terms, Ascot en Santé helps the larger community to fight against poverty.

Certain events have marked the evolution of the collaborative project *Ascot en Santé*. The round table opted to take a multi-sectoral approach in 1994. At the time, the municipality invited other stakeholders (i.e., CLSC, schools, parish, community organizations) to join the project. Another important event was the incorporation of *Table de concertation Ascot en Santé*. Members decided to adopt a flexible management system and to give their organization legal status allowing it to oversee group projects dedicated to improving working conditions and the environment. Finally, after the municipal mergers (Ascot amalgamated with Sherbrooke in 2002), steps were taken to seek larger contributions. Citizen participation is fundamental; it is the heart of the project. Members (citizens, community organizations, institutions, companies) from the round table participated in identifying needs, contributing to the development of projects and to their implementation.

In 2006, members of the table of dialogue and action in *Ascot en Santé* decided to conduct a citizen's forum to develop an action plan for the next three years. This forum "To dream and create tomorrow together" brought together nearly 150 people. Citizens, community organizations and institutions gave their visions about what the urban and social revitalization of the neighbourhood should look like.

In 2009, various exchanges allowed members of *Ascot en Santé* to adopt a framework. It is preceded by values that are part of the strategy of community development and integrated revitalization put forward by *Ascot en Santé*. This same year, *Ascot en Santé* also became a member of the RQRI (Quebec Network for Integrated Revitalization).

A home territory

The territory of *Ascot en Santé* is difficult to define geographically or administratively. Spreading beyond the borders of the former town of Ascot, it does not include the entirety of Mont-Bellevue (a borough of the City of Sherbrooke). In fact, the area in which *Ascot en Santé* operates is very much tied to a sense of identity: "This is a lived territory defined by a sense of belonging" (*Ascot en Santé* Action Plan 2011-2015, p.2). Moreover, it varies by sector of intervention and by the actions taken.

It should be noted that Ascot is one of the poorest districts in the City of Sherbrooke with an average per capita income of \$ 22,350; some 36% of people

In Brief

Mission: To create, promote and oversee action projects aimed at improving the health and quality of life for the citizens of Ascot and to also improve their living environment. All of this will help fight against poverty.

Orientations:

- Living together in harmony
- Quality of life and living environment • Providing a place for youths
- Daily Economy • Community and Family Life

Partners: PUBLIC (Schools, CSSS, universities; school boards, Ministry of Culture and Communications; Ministry of Education, Recreation and Sports; Ministry of Immigration and Cultural Communities, Municipal Housing Bureau) / MUNICIPAL (borough, library, community police) / COMMUNITY and social economy (immigration agencies, families, seniors, youth, early childhood, community kitchens, CDEC, ACEF, CPE, United Way, etc. / PRIVATE (local businesses, credit union, day care centres) / CITIZENS

of working age are unemployed (*Ascot en Santé* Action Plan 2011-2015). Newly-arrived residents represent 17% of the population (ibid.) and a large proportion of them are immigrants to Canada. A large student population should also be noted the presence of with the Université de Sherbrooke in close proximity. The district has little in the way of a local economy and also few infrastructures for basic services. On the other hand, community life is well developed.

Ascot en Santé activities

The action plan includes actions along the following axes:

- Living together in harmony
- Quality of life and living environment
- Providing a place for youths
- Daily Economy
- Community and Family Life

This new action plan, formed following a forum in 2011, takes into consideration the vision and priorities of citizens. It is a master plan from which emanate the annual action plans. The annual action plans indicate which actions to initiate, or to continue, through 2015.

The structure of *Ascot en Santé*

The action plan is undoubtedly the centre of the collaborative process as it represents the lines of intervention that the players have chosen over the years during the citizen forums.

The board is the permanent structure of the corporation, although its role and power depend entirely on the guidelines taken by the various local stakeholders (citizens and stakeholders). It consists of seven elected people (who could be citizens or stakeholders) and three partner organizations (the Centre for Health and Social Services University Institute of Geriatrics of Sherbrooke (CSSS-IUGS), the school board of Sherbrooke (CSRS) and The City of Sherbrooke).

Citizens' forums are gatherings for the various actors in *Ascot en Santé* aimed at identifying areas of intervention which will be featured in annual

action plans as well as identifying challenges to be met annually. These forums are ideal places for citizen participation.

To this structure, we add the neighbourhood meetings held every three months where an average of 50 people might attend. These evening meetings include many citizens from all walks of life as well as several community and institutional stakeholders and practitioners who discuss the progress of various projects. They are places of exchange and mutual understanding where an awareness of community is built. These moments encourage feedback from current projects and the creation of collective action.

Working Committees

Working committees promote the implementation of measures. Here is the list of working committees that were active in 2010-2011:

- The Tales and Pencils committee: invitation to reading and writing
- Neighbourhood block parties and beautification projects
- Integrated intercultural understanding project. This committee oversees the organization of events such as the *souk* (open-air marketplaces) and intercultural brunch
- The committee of partners for the implementation of a neighbourhood centre for citizens
- A committee looks after food aid for the Phare School, working among other projects on the *Goûter printanier* (Spring Tasting) on the Christmas brunch, and more generally on a lunch program at school.
- The community and neighbourhood newspaper: *Regards*
- The Committee looks after the *Coopérative jeunesse de service* (Youth Service Cooperative)

A participatory approach

Ascot en Santé is a round table bringing together partners from the community sector, public and semi-public sector, and private citizens.

Citizen involvement is reflected by participation and speaking publicly in various forums: the neighbourhood meetings held every three months; project committees where stakeholders and citizens develop and perform actions or at regular consultations - forums, surveys, group discussions - that help clarify the needs and encourage participation. Individual involvement in decision making is encouraged, the capacity of all who are valued to develop individual empowerment, group and community.

It goes without saying that citizen participation is constantly changing. Many newly-arrived residents in the district participate extensively in activities, characterizing the vitality of their community environment. However, many of them have never been involved in conducting a revitalization project. Supporting these people in order to facilitate their transition from a philosophy of users of a service to being actively involved in neighbourhood affairs remains a big challenge.

We note over seventy active members and partners in addition to the many citizens involved. It is a

public space for civil society where links are made between the different actors of the territory.

Achievements

Among other things, we note:

- A positive image of the district
- Greater involvement of agencies and partners
- The neighbourhood is safer and more peaceful
- A well-established tradition of consultation.
- A people harmoniously living together rooted by multiple reconciliation activities.

Challenges

- Maintaining the interest of partners
 - The concept of a territory for action and sense of belonging to the community
 - The mobility of resources, citizens and partners
 - Lack of funds as levers for long-term development
 - Strengthening the position of Development Officer
 - Breaking the cycle of poverty
 - The implementation of actions related to skills development, employment and the economy
 - Creating a neighbourhood place, space for services and multi-sectoral meetings
- (Reference: *Ascot en Santé* presentation Localities Health)



Approche territoriale intégrée Limoilou

Approach to fighting poverty and social exclusion

Background

The *Approche territoriale intégrée* (ATI) in the Quebec City area was developed from a social development round table advisory board headed by a regional conference of elected officials (CRE) of the provincial capital (Quebec City) region. Members of the round table regarded the ATI approach as a fundamental part of the Quebec government strategy to combat poverty and social exclusion. In 2007, a partnership agreement on the establishment of the ATI in the provincial capital was signed by six partners to support and build five ATI groups. Then a second and a third specific agreement were ratified by seven partners for the years 2008 to 2013. Five districts were selected by the steering committee composed of representatives from the City of Québec, Emploi-Québec, the Quebec City CRE, the regional public Health directorate, and the Quebec City-United Way – based on the Quebec City index of material and social¹ deprivation and the political will of neighbourhood stakeholders.

In 2008, the Limoilou borough (of Quebec City) was mandated to implement the ATI on its territory. The borough later reached an agreement with the Community Economic Development Corporation (CDEC) Quebec granting CDEC Quebec responsibility for the implementation of the Limoilou ATI. A committee consisting of 20 representatives from all spheres of activity in Limoilou supervised and contributed to drafting of a neighbourhood portrait depicting poverty and social exclusion. This portrait was completed the following year through the

achievement of a diagnosis and a consultation with 138 people (divided into 23 groups).

Five priorities on which the action plan would be based were identified:

- Education
- Family
- Immigration
- Housing
- Food security

The ATI Limoilou is an animated approach that is organized around places of convergence for local actors in order to achieve an action plan--to be developed collectively--to combat poverty and social exclusion. In 2010 the realization and implementation of this action plan began, driven by a philosophy that emphasizes citizen involvement, collaboration, an inter-sectoral approach, and egalitarian relationships among participants.

In Brief

Mission: It is a collective consultation approach that aims to achieve an action plan to combat poverty and social exclusion.

Priorities: education, family, immigration, housing, food security

Partners: PUBLIC (CDEC Quebec, CLSC Limoilou CLE Charlesbourg, Emploi-Québec) / MUNICIPAL (Borough of La Cité-Limoilou) / COMMUNITY and social economy (organizations linked to working themes related to housing, education, Immigration and food security) / CITIZENS

¹ The concept of deprivation is to characterize a state of relative disadvantage of individuals, families or groups. The physical dimension includes: education (proportion of people with no high school diploma), the employment / population ratio and average per capita income; the social dimension includes the distance from a social network from a separation, divorce, widowhood (proportion of separated, divorced or widowed), single parenthood (proportion of one-parent families) and from the proportion of people living alone) (Pampalon and Raymond 2005).

Governing Structure

In 2010, anxious to have a structure that encourages the participation of local stakeholders, the Limoilou ATI committee relinquished its role to a steering committee and to different points of convergence. Whether through meetings of active workshops or by the concerted action in specific projects related to its workshops, Limoilou stakeholders have different opportunities to get involved with the ATI.

The steering committee analyzes and reflects on the different stages of the ATI overseeing the entire process and ensuring that the guidelines and philosophy are at the heart of the process. It validates the planning and annual guidance. It evaluates, modifies and improves animation tools and support coordinator in his work. It is mainly composed of institutional actors (CLSC Limoilou CLE Charlesbourg, Emploi-Québec, La Cité Limoilou Borough), the Quebec City CDEC, a representative of community organizations, two Limoilou citizens and the coordinator.

It was during the first Limoilou workshop in May and June 2010 that the five guidelines of the ATI were identified. Projects were also proposed, validated, modified before being prioritized and subsequently discussed and analyzed in the context of the five areas of thematic work.

A second Limoilou workshop took place in February 2012. The objectives were to take in all the projects, to initiate a process of assessing the impact of the ATI approach to learn about the governance of the ATI, and the roles and responsibilities of those involved.

All citizens and persons involved in the Limoilou ATI are invited to attend these retreats and annual work that guide the action plan of the ATI, but also the activities of each of the thematic workshops. By participating in these rallies, attendees gain an overview of the work and incorporate a broad perspective of certain actions. On February 29, 2012, at the last Limoilou workshop, 98 people participated in this day of action focused on the fight against poverty and social exclusion in Limoilou.

All orientations and all projects identified during the first Limoilou workshop were developed as part of a thematic workshop. In 2010, Limoilou ATI sets up five workshops: housing, education, immigration, family and food security. In 2012 the family workshop ceased activities due to a lack of interest around this theme.

Composed of people interested in the implementation of projects (citizens, representatives of institutions and community organizations), members of thematic workshops to identify priorities for action in line with the vision, develop projects and support development. They also have responsibilities as to do follow-up, monitor the implementation and evaluation of projects and to guide future actions to be

implemented. The workshops are open to everyone at all times.

Specifically, projects in each of these workshops are developed, funded, implemented and evaluated by sub-committees of citizens, stakeholders and practitioners from organizations and institutions, in collaboration with a mandated organization, ensure their implementation. These sub-committees meet as needed and are accountable to the thematic workshop. The subcommittees active during 2011-2012 were:

Educational workshop

- Analysis of a joint project
- Development of a joint project

Family workshop

- Revitalizing of D'Iberville park

Immigration workshop

- Welcoming newcomers to Limoilou
- Immersion in the workplace
- Hiring of immigrants
- Exploratory study
- The obstacles to speaking French

Housing workshop

- The essentials about housing food security
- Mobilizing for eating well
- Towards a food self-sufficiency for all

In 2012, a cocktail party, bringing together the members of the workshops and sub-committees took place. In addition to fostering a multifaceted and cross-sectoral approach, this gathering allowed people to network, discuss projects, and talk about what has worked or what has not worked, and draw lessons from this collective experience.

The presence of a coordinator who has served since almost the beginning of the initiative is central to the implementation of the activities of the Limoilou ATI. Her role is to facilitate collaborative work of citizens and community stakeholders. She ensures the maintenance of civic engagement and community stakeholders through communication, organization and logistics planning workshops. It provides links between all actors and activities of workshops while maintaining a global view of the ATI. It contributes to the development of a coherent

overall approach to ensuring that philosophy is at the heart of the activities of yards. The coordinator facilitates the work of the steering committee by providing documentation or ensuring required follow-ups for proper operation. The coordinator supports the activities of workshops and supports sub-committees in the development of projects. She participates in the evaluation of these and represents the initiative before political bodies or to fund raisers.

An inclusive vision

A participatory approach is central to the activities of the Limoilou ATI. It communicates as much with elected officials, institutions which are signatories to the agreement, as with neighbourhood organizations to publicize the process and to contribute to the support of the partners, either through individual meetings, presentations of ATI work or representation. Those involved in the ATI are equally ambassadors who help feed the inclusive vision of the approach. Animation methods are thought-out and developed to facilitate the participation of everyone. To this end, the Limoilou ATI has developed various tools and approaches to facilitate this desired participation. These include: simple and accessible working papers, small group discussions, alternating schedules, payment of various fees, mobilization relays, accompanying citizens, organizations, institutions, personalized communications, and welcoming newcomers so that they understand the background behind the ATI.

This participation is demonstrated by the various structures of the ATI. The Limoilou workshop is undoubtedly the best place for such participation, because it is the place that brings together all stakeholders, regardless of organizational origin or their area of focus in order to think collectively from a perspective of how their neighbourhood is fighting poverty and social exclusion. This is also where we note the greatest proportion of citizen involvement.



In line with the IR approach, citizens are present throughout the organizational structure. They work with steering committees and with the various committees of the ATI. Those who participate in this way are recognized by their colleagues and are listened to when they call for consultations or gatherings. They contribute to the success of the ATI by their extensive implication in their respective milieu, by their knowledge, and by their experience in the face of poverty.

Accomplishments

Among other things, we note:

- The mobilization of resources and financing for many projects
- A very great implication of members of the steering committee
- The collective development of the “initiation to housing” project
- Development of an immersion program for work places

Challenges

- Maintaining the interest of partners and keeping them active in the ATI
- Daily challenges and citizen mobilization
- The circulation of information

Comparative Analysis of the Initiatives

Poverty, social inclusion and integrated revitalization

Among the initiatives of integrated revitalization that have been studied, the issue of poverty can be viewed from different perspectives and ways of approaching or talking about the issue, to envisioning solutions. It reflects the multidimensional nature of the concept and encompasses all aspects of this reality; these can include material, social, cultural, territorial or political poverty. All these dimensions form part of the fabric of social bonds, that is to say all memberships, affiliations, relationships that link individuals or groups. These links are fundamental to: market relations (labour), relations of sociability (family, community), and the political relations of citizenship, that is to say, social, civil and political rights (Paugam, 2009).

How do we talk about the issue?

Firstly, some initiatives are choosing notions of fighting poverty and exclusion to name their actions and guidelines for intervention to assert a position or perspective. Others prefer to address the issue of social inclusion. Depending on which of these two ways the subject is approached, we observe actions directed towards more targeted groups or actions directed more broadly to an entire population. The choice of one terminology does not exclude the other, but rather indicates a desired direction and approach to the issue. The manner with which we speak about these concerns raises, among other issues, identification of the population targeted by the initiatives.

Populations affected by the actions of revitalization

For these initiatives, asking about the populations affected by the actions of integrated revitalization is an issue and poses dilemmas and tensions in the action between on the one hand, acting on target groups (people in poverty, excluded people) and secondly, to interact with all the overall population referred to in a social mix. According to those interviewed, this tension is always present. Targeting only those people living in poverty has the advantage of making the necessary efforts to include excluded groups (animation effort educational effort, pacing effort, concentration of

About the notions of poverty, exclusion and inclusion

Poverty: The condition in which there is a human being who is deprived of resources, choices, means and the authority to acquire and maintain economic self-sufficiency or to facilitate integration and participation in society.

Inequalities: Inequalities are differences and differences in living conditions between individuals, households and territories. Inequality is a determinant of health.

Exclusion: Those considered excluded are denied access to various common goods and services (housing, food, education, health, jobs) and certain socially-valued and culturally-valued activities (leisure, culture, consumption), political bodies of deliberation and public and political decisions as well as social relations. The exclusion is analyzed in terms of a process and takes into account individual and structural factors which guide collective behaviour (standards, representations, social relations, socio-economic realities, etc.)

Source: *Centre d'étude sur la pauvreté et l'exclusion, 2009 Prendre les mesures de la pauvreté. Avis au Ministère. Gouvernement du Québec.*

Social inclusion is the process by which efforts are made to ensure that everyone, regardless of their experiences and circumstances, can achieve their potential in life. (...) An inclusive society is (...) characterized by efforts to reduce inequality by a balance between individual rights and duties, and greater cohesion. Inclusion implies not only bringing in such individuals who are currently left out, but values the forms of participation and aims for transformations in terms of social relations. The concept differs from that of social integration and social participation, which emphasize social roles expected in various fields (employment, parenting, citizenship, etc.). Inclusion implies a redefinition of power relations, the expected standards, valued roles, recognizing differences, the development of multiple forms of belonging, achievement, participation of people.

Source: *Dallaire, 2009 L'inclusion sociale, une question du pouvoir. Group de Recherche sur l'inclusion, l'organisation des services et évaluations en santé mentale. Conférence inspiré de Dallaire, B., McCubbin, M. (2008) in Gagnon El, Pelchat, Y., Edward R., politique d'intégration, rapport d'exclusion Laval University Press 251-266.*

activities centred on a given group or territory). However, this approach poses the risk of accentuating the stigmatization and marginalization of certain groups. Another issue that this approach raises is that it challenges the participation of other less disadvantaged citizens in the dynamic of social diversity. To interact only with those people living in poverty may also help accentuate social divides and even a segmentation of actions taken, rendering inter-sectoral approaches more difficult. From the other viewpoint, that of trying to more broadly address an entire community, there is the advantage of not labelling the revitalization process, which can contribute to a more comprehensive view of the action taken by creating links between citizens and the various bodies within the community and facilitating the implication of more affluent citizens. However, this option presents several challenges: how to include the poorest people in the process and how to take into account their specific needs, and their cadences? The choice of emphasizing one option over another is based on several factors and issues related to the dynamics of the action, its emergence, and the participation of types of actors in the implementation of the action, the mobilization of available resources and ideological choices. While each one of these initiatives is trying to integrate the two orientations, strong trends in one way or another can be seen in the three initiatives. They all face the following dilemma: how to present themselves publicly in order to promote engagement, a sense of belonging, and a sense of identity?

How to address the issue of poverty in the proposed actions?

The perspective of fighting poverty and exclusion (depending on how we talk about it) are deployed in multiple initiatives and in action strategies that take shape through the different dimensions involved the question of social poverty. 1) the social and cultural dimension (strengthening of social networks, mutual support, a sense of belonging, and security). 2) The material dimension (living conditions, basic needs, employment). 3) The territorial dimension (improvement and enhancement of the living environment and quality of life, access to resources, services, and public facilities). 4) The political dimension (citizen participation), that is to say, the involvement of

citizens in making decisions that affect the public level (institutions, programs and living environments) (Tougas, 2011: 2).

According strategies and ensuing projects, some dimensions reveal themselves more strongly, but in general they are often hybrid in the sense that very rarely does an action belong to only one dimension. The dimensions intersect each other in the implementation of the actions. The specifics will become apparent according to the objectives set or depending on the effort put on one dimension or the other in action and at different stages in the development of projects.

1. The social and cultural dimension of poverty

The first dominant axis is that of the social and cultural dimensions of poverty. This social bond weaves itself between the development of a sense of belonging and a sense of security, strengthening social networks and self-help, citizen participation, development and reinforcement of capacities of individuals and communities, and improvement of living conditions. This axis intersects the territorial and political dimension of poverty; it is closely related to territorial identity, quality of life and participation of individuals and communities in the process of integrated revitalization.

This work contributes to the social bond according to the points of view regarding improvements to the quality of life (physical health, psychological state, level of independence, social relationships, personal beliefs, and relations with one's environment) populations and their participation in the development of the community. The action on these dimensions is realized through the revitalization of a park or street, by setting up a community centre or by organizing public gatherings, through the implementation of block parties and public meetings, the creation of a public market, by distributing a community newspaper, etc. According to the interviewees, work on strengthening social bonds favours the ability to act individually and collectively to influence one's environment (social, political, cultural, and environmental), mobilization of resources for and by the community.

2. The material dimension of poverty

The material dimension manifests itself as much in terms of the conditions of daily life, the ability of individuals and communities to meet their basic needs, as by increasing incomes, the main determinant of which is access to decent jobs.

The actors involved in the integrated revitalization process often feel they have little impact on the economic conditions of people unless they work very closely together with strong partners such as Emploi-Québec or if they invest in projects of social economy by implementing actions of social reintegration. Specifically, strengthening the economic capacity of people and their income level by promoting access to employment and decent income is seen as an area of intervention strongly regulated by political bodies, leaving little room for innovation. According to interviewees, this type of intervention requires acting on a macroeconomic level (increasing the minimum wage, increasing welfare payments, employment policies, support for the social economy, etc.). The sentiment is strongly felt of having little control over this dimension; therefore this axis is less present in the initiatives taken. When present, it is often combined with the social dimension (social and professional integration) and the development of capabilities and skills for inclusion and social integration of people including improving their employability and development of social skills. Small social enterprises often are exceptions to this trend.

The difficulties related to the integration of private enterprises in integrated revitalization and lack of investment funds for economic development of communities also partly explains barriers to the integration of the material dimension of poverty in the process of integrated revitalization.

A strong local action

Respondents claim to act in primarily in terms of improving local living conditions of people and communities through the development and strengthening of local services, by responding to their basic needs, by the availability of resources and access to collective equipment and community services. Their influence and ability to

act in this dimension are perceptible and more accessible to actors than to citizens with whom they are building their community. This implies a close relationship with municipal governments, which are involved with many aspects of integrated revitalization. This work to improve living conditions can take many forms. These include the implementation of: a community garden; a public market; an "Accorderie" (exchange of knowledge and services); or a food bank.

3. The territorial dimension

The notion of territory is central to integrated revitalization. It is at the same time an integral part of the physical identity of the action, the target of the action, and the place transformed by the relationship between the actors. It is at the intersection of dimensions affected by the issue of poverty. Territorial deprivation was often one of the triggers for mobilization and emergence of initiatives: This could include the presence of economically depressed areas, or acute social problems experienced in a community, but also the potential of actors (organizations, sense of belonging, heritage, etc.). The territory is the lung of integrated revitalization and the crossroads of the collaborative and inter-sectoral action (political, administrative and lived territory). Taking action on poverty in this dimension can take the form of setting up forums for dialogue on a territorial, inter-sectoral or sectoral basis, for block parties or other actions that embrace the social and cultural dimensions of poverty. These can be created in order to enrich the territorial dynamics.

4. Citizen participation is at the heart of the political dimension of poverty

Citizen participation is the common thread with all these initiatives. It is the soul of the IR process. Citizen participation is a basic principle which is at the heart of integrated approaches to revitalization. To this end, we see participation of citizens in the three initiatives studied. Their presence ensures that actions are consistent with the needs and concerns of the population. They also bring a different look and a quick response to the actions taken. They participate in the democratization process of community development. Citizen participation contributes to the strengthening of political citizenship.

Citizen participation is realized in different ways by the various initiatives. Whether this participation is in

one activity, a consultation, a contribution to a committee, to taking responsibility for projects to commitment in the governance of the initiative. All these levels of participation and civic engagement, by their singular importance, contribute to the sustainability of citizen involvement. The population is composed of different people, some who do not have the conditions for being actively engaged or participating. However, when we look at the number of people affected by activities such as the revitalization of a park or street, the security of a space or by a neighbourhood party, we believe that the approach has real beneficial impacts on the participation of individuals in their community.

The development of individual and collective skills and capacities

According to our respondents, allowing citizens to develop social skills, learning more about their community and resources available to them facilitates their integration into the labour market. It can also improve their ability to take charge and to use different services offered. Therefore, this type of activity proves a way for them to take action against poverty and promote social inclusion. Several actions are intended to influence the capacity of individuals (skills development, employability, self-esteem), while acquiring and supporting people in their paths travelled.

This process promotes the development of individual skills according to their line of progress. It also promotes the development of individual and collective expertise in the wide range of projects and spaces for dialogue and participation fostering citizenship and democratic life, but also, the development of citizen leadership and regaining control over one's life. This perspective is at the intersection of action produced by the process of integrated revitalization and the action produced as part of interventions by members of community organizations or IR approaches affected by this action.

Indeed, the analysis of initiatives reflects the contributions of many community organizations

in achieving the objectives of the process of revitalization. These agencies act according to their mission while aligning themselves with the broad project guidelines and sometimes with the help of project managers paid for by an IR process. Note that respondents conceive the issue of skills development as a way to intervene on the issue of poverty. In this sense, the development of skills is seen as a way to counter the effects of poverty on the loss of capacities. Skills are a condition of the power to act. The loss of power and assets results in the loss of confidence in one's abilities, the non-recognition of one's knowledge and skills, hence the emphasis on the work of self-esteem seen in all these initiatives.

In this dimension, the action takes the form of development from the perspective of citizens in initiatives, but also in concrete projects such as community gardens or exchange of experiences among citizens neighbourhoods. These are areas where the contribution and sharing knowledge people are highlighted

"Me, when I arrived in the neighbourhood 10 years ago, I made \$153 a week, I was happy to get involved, I was happy to see people, I was happy to participate in group projects. To see the positive and tell myself I'm here, I'm (implicated) in something. When I was leaving a meeting, I came home and I was proud. I thought, I've done my part and I was happy. Now my salary has improved a lot. In the evening when I get home from my job in Lachine, I'm glad to get back home to St. Pierre. While walking (around), I look at all the great achievements that have been made and I think it's been fun. I can say that it was difficult with my daughter at the time, but I got through it and I'm proud."

A citizen of CRUISP

Transversality of actions

In general, the three initiatives have developed dominant lines of action relating to social ties, capacity building, the strengthening of communities where the ability to influence the conditions of economic life (employment, income) still remains a considerable challenge. In this sense, exiting social poverty is more symbolic, in terms of cultural and territorial identity or citizenship, than it is economic. However, the structuring effect of the action is perceptible and its effects are felt. Among those in

poverty who were interviewed, economically exiting poverty remains an aspect to consolidate and one that is important to them.

Different dimensions can seem contradictory, but in fact, they live together in a variable manner, sometimes within the same orientation, other times from one committee to another. In all cases, the inter-sectorality expressed through consistency and ability to work together regional actors is an important factor that can affect the social issue of poverty and promote inclusion. Fostering a collective understanding of the issues and an ability to work together renders it more likely the actions will make an impact.

Impact of approaches to integrated revitalization

The case study was not an evaluation of the impacts and benefits of projects. However, according to what the various the actors involved in the process told us, we can see several some benefits for people experiencing poverty.

1. Impact on the individual

We note a several projects contributing to improved access to healthy and affordable food through public markets, community gardens, food aid and educational activities.

The impact on access to employment is also identified. In helping to increase people's self-esteem or allowing them to learn about their environment and develop new skills, approaches to revitalization contribute to facilitating access to the work of many citizens in poverty. Moreover, as mentioned above, some projects rely directly on the social integration of people through internship programs or on places that allow citizens to offer their services or products. To this end, work is seen as a means of integration and inclusion, work is still a great vehicle for integration and social recognition and employment. Although it is becoming more and more precarious, work is also a way to improve one's material condition.

“Many citizens participate in the various activities of the Table de concertation and action Ascot en Santé . Some even become actively involved in organizing major events such as the block party. For example, many citizens are involved year after year in the various committees that organize this event.”

One speaker from Ascot en santé

2. The community impact

IR approaches contribute to building a dynamic community, whether to create and strengthen links between community organizations and the various actors (elected officials, bureaucrats, stakeholders, citizens) or by contributing by creating community organizations and public places that have an impact on the territorial dynamics of the neighbourhood. The magnitude of this dimension will be further explored in the next section.

Integrated revitalisation approaches also have an impact on the availability of infrastructure ranging from the establishment of a park, a community garden or a pedestrian crossing. By livening up certain places in the neighbourhood, this promotes a sense of security among the population, which undoubtedly has the effect of improving the quality of life of citizens.

Increased community and social capital is thus seen as a way to act on poverty and an indicator of effects on poverty.

Citizen involvement and people living in poverty

We note some of the benefits in terms of civic participation for people experiencing poverty. To this end, the three initiatives include citizens on their committees and on their governing board. The predominance of citizens living in poverty appears to be a reality for all three of the initiatives that were studied. Many citizens who became involved in such a manner became considered as people engaged in their community. This status makes them capable of having a global view of their neighbourhood, but also a certain fame among their peers that allows them to play a leadership role. This sometimes comes from their involvement in the process and, sometimes, other commitments, but this status makes it easier for them to be a bridge between the process and everyone involved. Other citizens, meanwhile, participate and get involved in a particular way in a particular activity or project for a specific period (a day of collective work to beautify the main street or a community garden, the animation of the block party, etc.

"At Limoilou ATI , "citizens have the same roles as the others, but they have a different profile. In the steering committee, they watch over to ensure that the process develops according to the established philosophy, whether the right tools that are used, that we know how we are moving forward, and that we use the right strategies to get there. They have that role in the steering committee; like everyone else, they just update things differently, they have different expertise. They are the experts about living here, the experts from the territory, experts on the history and community life. "

One speaker from Limoilou ATI

We observe that this participation allows individuals to acquire social capital, cultural and symbolic (Bourdieu 1980). They develop a network, learn more about their neighbourhood and its actors, develop skills to work collaboratively, learn to express leadership, develop their self-esteem, build a social network, and break their isolation. Such people sometimes might abandon their IR work because they lack the time after getting a job as a result of their involvement in the revitalization process.

The enrichment of the territorial dynamics

The importance of context of the process

The territory

The integrated revitalization initiatives are active in areas that each have their own peculiarities. We observe that the place occupied an initiative is be strongly influenced by the territorial dynamics that preceded its existence, by the composition of local actors and the process, as well as the existing relations of power, and how long these groups have been around.

The multitude of meanings that can be given to the notion of "territory" causes us to dwell on this notion. The meaning of "territory" may vary from one discipline to another, especially according to the approach undertaken. To understand the dynamics that come alive in the process, we will focus on two aspects, namely the administrative territory and the territory lived in or experienced by its residents (Caillouette, Dallaire, Boyer, Garon, 2007).

The driving force

We want to clarify that these two dimensions coexist in integrated revitalization initiatives. For example, some initiatives were deployed from a so-called "bottom up" or "ascending" approach (1992 Duperré in Bourque 2009). This is to say, the process has been put together by local actors in the area where they live in a perspective of self-determination practices (autonomist logic) or from

the complementarity perspective with a request from an institution (complementarist logic) (Proulx 1997 Bourque in 2009). Indeed, these efforts are often supported by a strong community set in a clearly-defined space, referring to the identity and the symbolic construction of a community. They represent a privileged image of the territorial experience, although it can sometimes correspond to an administrative territory, because sometimes organizations act from a territorial logic (Community Development Corporation (CDC), some community organizations) and others from a mission linked to an issue that extends beyond geography.

Others, although they can still be rooted in the dynamics of local actors have instead been launched initially by institutional players and guided by political and administrative policies, that is to say, in a "top down" or "descending" logic (Duperré 1992 Bourque in 2009). This approach might be part of a technocratic perspective, calling on experts or it might be from the perspective of community participation (Lamoureux, 1994 Bourque, 2009).

The feeling of belonging to the administrative territory will vary in time and space. This emerging reality and the implementation of IR initiatives will accompany the implementation process and action in shaping the territorial dynamics and the place to be occupied by the initiative in this territory.

Some principles of the territory and consultation

Territoriality "We propose territoriality as a collective consciousness, not 'in itself', but as a construct in action and for the action." (Caillouette, Dallaire, Boyer, Garon, 2007: 10) "If the notion of territory evokes a physical or administrative entity, we mean territoriality as the engaged relationship and collective experience of this territory; territoriality is that by which a territory comes alive as a community." (Ibid: 14)

Administrative territory is defined by the boundaries defined under the law and by political entities.

Lived territory or a sense of belonging to territory "stems from [...] the identity of the actors' attachment to their territory. Lived territory is thus based on the consciousness of a local identity. As opposed to the commodification and bureaucratisation of social relations, the living world uses a symbolic construction of the relation between oneself and others (as an individual, organization or institution) rooted in a local area." (Caillouette, Dallaire, Boyer, Garon, 2007: 15).

Sectoral dialogue brings together partners from different organizations to work on a theme. Bourque distinguishes thematic sectoral coordination of thematic inter-sectoral collaboration. The first refers to a combination of "public and community resources in a domain of intervention such as health and social services to work on a specific topic such as mental health" (Bourque, 2008, p.31). The second refers to a group of "actors different sectors (security, police, health CSSS, education, school board, community organizations) to work on a specific topic" (ibid.).

Inter-sectorality characterizes relations between sectors or between areas of expertise. Inter-sectoral collaboration helps build links between different sectors of intervention and different types of actors. Bourque propose the term multi-sectoral territorial consultation that "targets a territory as a whole (district, town, village, etc.) and also includes players from several areas, including employment, the economy, the municipal sector, etc." (Bourque, 2008, p.31).

The role of actors

The composition of players in a territory and in an initiative will shape the liveliness of social relations that compose it. Even an initiative created from a "top-down" logic has significant potential to be appropriated by local actors depending on the vitality of the community and the dynamics of social relationships among these actors. For an integrated revitalization initiative, being set up in an area with a strong community culture can be an asset when the initiative is supported by these same actors. But it can become a difficulty if prescribed by public policies. It is important to consider that in the Quebec context, community organizations working in different sectors related to the population are key players in a territory, even if they do not consciously work on from a territorial consciousness and a territorial approach.

Furthermore, the presence of coordination is an important element of the conditions of its deployment (implementation project, followed by action, implication of stakeholders).

Public institutions (municipalities, boroughs, school boards, provincial government departments) are often involved in the process through city or departmental officials. As for elected officials, they are active to varying degrees. The various attempts at closer relations that we have observed are addressed in the next section.

Several sectors of intervention are represented in the process of integrated revitalization ranging from food security, to leisure, to education, to urban security and housing. We are seeing a greater consideration for certain populations such as immigrants, youth, families, seniors and persons with physical or mental disabilities. The importance of having an approach, guidelines and actions that allow everyone to benefit from their participation is recognized as an asset to the implication of different sectors and populations.

The dynamics of implementation

The lifetime of the process is another dimension to discuss, but it must be linked with the dynamism in which the approach was started. In fact, it is sometimes difficult to identify the precise moment at which an initiative was started. Sometimes it is a

continuity of relationships and existing networks. However, it would be fair to say that, regardless of the origin of the process, defining the approach and governance takes time and several adjustments. We note that it is more instinctive to define working objects such as food security, education or immigration than it is to specify the balance of power, guidelines, and the bonds between partners. These aspects are defined, clarified and constructed by the action over time. In addition, the mobilization is marked by cycles that require partners to question and redefine themselves regularly. For example, several approaches have developed great meeting places (large workshops, neighbourhood assemblies etc.) where the guidelines are discussed in a planned manner. These meetings help define governance.

The St. Pierre Urban Revitalization Committee (CRUISP) was established in an area lacking a community organization, but where there was a strong community identity and some associations. The committee focused on this identity to implicate citizens, but also to contribute to the creation of organizations in the milieu.

Limoilou's Integrated Territorial Approach (ATI) is set up by the Conference of Elected officials in Quebec's provincial capital. It is defined by administrative boundaries where local stakeholders were already active before its creation. A young organization, it has partnered with key players in the milieu and has slowly become recognized as a place where various local actors get together. From this initiative sent down from above, one can perceive clearly an appropriation of the process by local actors to shape the action in the way that the local community wants.

The Ascot en Santé round Table has existed for a long time. Although originally it was a municipal initiative, over the years, local actors have appropriated much of the structure. It demonstrates an ability to have defined itself as essential forum for dialogue within the community. The group has also adapted over the years and to overcome the difficulties (such as municipal mergers, changes of players, new managers in organizations and the absence of sustained financial assistance).

"The Limoilou ATI has developed different ways of operating to facilitate collective management of the process from tools to a reflection mode. For discussions, we developed a lot of analytical and reflective grids that allow us to question the who, how and with whom we want to do what and to identify needs. We prioritize simple and practical issues so that all people who are in the workshops can work in the most egalitarian relationship possible. We also vary the types of animation to reduce the hierarchical differences and to ensure that people who have great analytical skills and verbal do not have all the power at meetings. So everyone is asked to speak, people come, there are open groups, and people become involved. So we also have this approach, newcomers are partnered or by more experienced members and we have the right to whisper during meetings; we can discuss things to clarify situations with someone from the workshop."

Coordinator Limoilou ATI

The ability to work together

As discussed previously, these integrated revitalization initiatives bring together actors from various sectors. The presence of institutional actors is embodied by the participation of bureaucrats from the municipality, school board or government ministries and sometimes by politicians. Economic actors are less present, and when they are present, they are involved mainly with specific projects such as embellishment on a commercial street rather than the whole process. Community organizations are generally well represented in the territory where they exist (immigration agencies, families, seniors, youth, early childhood, community kitchens, CDEC, CASL, CPE, United Way, etc.). As mentioned previously, citizens participate mainly through projects and the IR initiative, but also in the development and implementation of various projects.

The process of integrated revitalization tends to establish itself as catalyst for stakeholders in the community. Over time, they become essential points of convergence for local players and put a spotlight on the value of work achieved by the organizations.

The IR process can change the perception and representation of reality and the roles of actors, helping them to better know and to be open to the contributions of others while promoting a comprehensive approach to planning. Even if initiatives often work on a sectoral basis in committees, they all have spaces for exchanges (citizen forums, neighbourhood assemblies) where a collective vision for the common good can develop, and where issues and projects can be shared. To this end, alliances are created around projects and actions based on the interests and the needs to act. Here it is action that is decisive in the development of dialogue.



The integrated revitalization initiatives are one of the few places where you can see community organizations, actors from institutional bodies, elected officials and citizens all working together. In practice, all these players are present in the working committees and governance bodies, with the exception of elected officials who tend to prefer larger gatherings. Thus, IR initiatives undoubtedly

contribute to fostering closer ties between different types of actors.

In this regard, we note that the initiatives help create a space for multi-sectoral territorial consultation (Bourque, 2008) to varying degrees of intensity from one territory to another. Of course the context of the initiative, as mentioned above, will influence this degree of integration

Collective Empowerment

The IR process, by its nature (forums, consultations, meetings, projects, committee), allows everyone to get involved, but also by the use of multiple tools to facilitate letting people speak or participate, have developed a practice encouraging the development of collective empowerment. This practice is actualized by the ability of communities to develop multiple mechanisms for public speaking, skills development, and recognition. According to Ninacs, this promotes "a competent community where different systems are able to meet the needs of individuals and where individuals are able to use these systems effectively" (Ninacs, 2003: 9).

"Ascot en Santé is a must in the neighbourhood. Sectoral diversity among its members demonstrates its inter-sectorality. It includes all the neighbourhood organizations and many from nearby areas. The presence of Ascot en Santé helps to highlight the actions of organizations and strengthen their expertise. "It is often in neighbourhood assemblies where projects are presented and this is where we can take the pulse of the population. Normally, each explains what happens within his or her organization, is a time to exchange information and to be aware of what is happening. There are also presentations of initiatives, new projects." This is a time to ask questions, give support and recruit partners. It brings a wider vision to organizations and institutions. For example, "street workers this is not an initiative that came directly from Ascot, it came by way of the Table de concertation"

One commenter Ascot en santé

In addition, the contribution of each can develop a global vision which helps increase the capacity to take action within the neighbourhood and on poverty. It also lends weight to the actions that are undertaken by the number of partners involved.

Therefore, initiatives contribute to increase what we might call "organizational empowerment" on a territorial basis by valuing and recognizing the work, knowledge and expertise of each partner organization on the directions being taken collectively as the experience of *Ascot en Santé's* Round Table shows us.

"In CRUISP, the Recreational Committee was able to continue its activities even when there was no more coordination. Mainly composed of citizens, many of which were already organized in associations like the Knights of Columbus Club, Optimist, Octagon and the Cercle des fermières, they successfully organized the neighbourhood party. They shared the organization of activities, but also all the coordination and logistics, which were generally looked after by CRUISP."

Experience from the Comité de Revitalisation Urbaine Intégrée de Saint-Pierre

Moreover, the work of coordination, continuous monitoring and support contributes to the development and enrichment of territorial dynamics. This role is sometimes occupied by those responsible for coordination, by project managers, or stakeholders from the territory. It is to facilitate the implication of strong forces from the community. When structures are well established, some committees or actions perpetuate themselves through the continued engagement of stakeholders involved. The help and support for these organizations allows them to develop conditions that promote more participation and where actions can be taken, thus increasing their power. Strong and influential organizations promote the power of individuals and groups that previously had little power, thus helping collective empowerment.

Specifically, the action helps energize the territory. By way of small projects in the short term, there is realization of the action, which encourages greater participation of citizens and allows to pursue other projects in the longer term. Such longer term projects could include as the establishment of community organizations or public places that contribute to the development of community and territorial capital. Through such small projects, the actors regain hope in a collective construct (i.e. an idea constructed through social practice).

The co-construction of public policy

A partnership under construction

An important dimension of the contribution of the initiatives studied is the relationship with the policies maintained by these integrated revitalization projects. In the process put forward in these IR initiatives, we see a need for local actors to call for public policies to support their actions.

The concept of public policy

The notion of public policy involves choices of people (elected officials, bureaucrats) and organizations (state, provincial or federal departments, boroughs, cities) that are vested with authority or governmental legitimacy. This may appeal to different aspects of human existence such as welfare, unemployment, old age (three main spheres of social policies), but also to other types of policies relating to transportation, the environment, urban political, cultural and various municipal policies, etc. In a trend towards democratization of space public and the public management of funds to support local initiatives, we note the need for initiatives to contribute jointly (public bodies and civil society) in the development and implementation of policies and programs affecting the quality of life and living conditions. To this end, we use the terms of **co-construction** and **co-production** of public policy. Co-construction refers to the participation of actors from civil society and the private market (agencies, citizens and businesses) in the definition and development of public policy. Co-production refers to the involvement of these same actors in the operational implementation of public policies (Vaillancourt, 2008).

The local, collaborative space

The actors involved with integrated revitalization refer primarily to municipal decisions and urban planning in terms of how to construct such public policy. The local scale is the focus here. Depending on the institutional bodies involved in the process, departmental programs or offers of government services might also be implicated. In this sense, the presence of several political bodies on a steering committee or a specific agreement broadens the

notion of public policy organizations present and to their policies, programs and service offerings. Specifically, local actors refer more to being sustained and supported by their municipalities and communication links they have with them, though in reality we observe real collaborations in their actions.

The CRUISP and the district "have worked together on the redevelopment of the park, and then the pedestrian tunnel that was installed. CRUISP improved a problem area with the involvement of the borough. "This initiative is not only a redevelopment of urban space; it contributes to a sense of well-being and safety of the residents.

A speaker from CRUISP

Municipalities are becoming increasingly involved with the issues of fighting poverty and social exclusion. Indeed, we observe a tendency by the federal government and provincial governments allocating more and more power to municipalities with respect to community development. The rural policy, the land use policy, the government's action plan on social inclusion and social solidarity emphasize the importance of elected municipal officials in their ability to contribute to community development. Given their new function and the trend towards democratization of public space, government actors must consider local actors in the construction of policies and programs. Strengthening ties with elected officials and municipal authorities is, therefore, desirable to the development and structuring of integrated revitalization actions although local actors often feel limited in the face several constraints imposed by programs and public policy (standards, management framework, time delays, etc.). In this sense, "the non-sectoral policies should also be considered in their implementation local neighbourhood revitalization programs underway" (Cisse, 2012; 93). This ability to pool a territory's forces can lead to avoiding a "loss of resources, duplication of efforts or an institutional cover-up that could even increase the participatory deficit" (Ibid).

Funding is at the centre of power relations

However, this association with political power raises different issues. The coexistence and reciprocal importance of the partnership between government and civil society underlines the importance of discussing this. Problems with financing the integrated revitalization process are undoubtedly a real obstacle to the development and to the continuity of activities over time; public investment appears to be one of the few sources of such financing available. Several initiatives involve financing of individual projects by public institutions, as well as multiple funding strategies (fund-raising activities, support from private and cooperative funds, etc.) that occupy their time. This relationship with political powers, which often involves a sectoral accounting, limits the ability of the initiatives to act globally in a territorial perspective and fight against poverty and places them in a paradoxical position regarding political bodies. According to the stakeholders interviewed, the socio-political context “reduced the ability to develop perspective and reflection of the analytical process.” As mentioned by St-Germain, Ulysses and Lesemann (2007: 12), “the lack of recurrent funding hinders the ability of organizations to develop sustainable and important actions; public funding is never sufficient to ensure proper operation [...] and adequately meet the needs of the populations served.” In this sense, public investment is not only necessary, it is essential to the deployment of initiatives.

“Once we joined the governing board, we did not represent our local concerns, we were directors of the organization. So we are fully inclusive in principle. We have an organization, to be sure, but when taking decisions, we must be able to think about the entire community. Otherwise, it must be clear that we have a conflict of interest.” It is not always easy for organizations that have leadership to share it with others, but when it happens, the results are convincing.”

A participant from Ascot en Santé

We note the presence of institutional players in the three case studies. This usually involved bureaucrats, but also some elected officials. Despite some political considerations and power relations, this cohabitation

is desired by all stakeholders as it builds closer ties with the municipal officials, often leading to an information exchange or sharing of equipment, facilitating the logistics of the actions. It may even facilitate the progress of certain projects. The ability of institutional representatives to make decisions or to share information within their organization underlines the benefits of their presence in the process. A local approach is necessary even if it is marked with ambiguity and paradoxes in its relationships with power. The democratization of relationships here is a challenge that confronts all initiatives and places them in a balancing act; trying to maintain their relations on one hand with institutional stakeholders, and on the other hand with the people they represent (St-Germain, Ulysses and Lesemann, 2007).

The challenge of competing interests

Seeking the common good is at the centre of integrated revitalization processes. It must go through the questioning of one's personal or corporate interests, but not necessarily by ignoring them. In this regard, all the initiatives underlined that, to encourage participation, they need to incorporate the interests of all into guidelines. However, this trend should not give way to corporatism which puts the priority on some considerations to the detriment of others. These other considerations include the quality of life and the right of people to participate in the development of their community, guiding its development.

The presence of institutional players may raise important issues involving power struggles and conflict of interest. They are shared links of “cooperation and institutional constraints” generating tensions and contradictions between the logic of public policy and social action coming from civil society that Bourque (2003) calls the conflictual cooperation. Furthermore, the manner in which stakeholders and organizations challenge, question and influence the policies and programs can go against institutional interests, pushing these players to want to influence the path of action. This reality stresses the importance of democratic leadership in a context of shared governance where the role of civil society cannot be contested. Mendell (2006: 69) on the other hand, speaks of

participatory governance and sees this new relationship between the state and civil society as a form of necessary adversarial collaboration which presents itself as a strategy to end the crisis. It is in this new relationship, she claims, that the policy and institutional innovations can be developed to operate in decentralized environments and promote local solutions to problems.

The new territorial governance thus poses challenges between the logic of public policy and social action which can result in tensions and contradictions. We call this place of cooperation and institutional constraints the "interface space" where the state, civil society and the market all meet. This leads organizations to play the role of mediators between different actors involved in the initiatives, trying to accommodate the interests of everyone (St. Germain, Ulysses, Lesemann 2007).

Inter-sectorality

Inter-sectorality is a fundamental principle of integrated revitalization, but it proves to be a big challenge in an environment where programs and funding of all partners are segmented according to which social issues they address. The forming of partnerships, although they are often desired by organizations, can become a requirement of those providing funding. This highlights the power relationships specific to sectoral or organizational ways of thinking.

We question the articulation at various political levels on the issue of public policy as a tool for local action. It goes without saying that public administrations influence the practices of integrated revitalization as much in terms in their financing as in their actions. For this purpose, coordination and the ability to work together at different levels of power are identified as elements that allow us to go further in the practice of inter-sectorality for improving the quality of life for populations. We note that there are dynamics of public management that can become obstacles to the initiatives, including a lack of formal ties or exchanges between levels of government or programs. Furthermore, the mechanisms of accountability leave little room to create and innovate. These mechanisms tend to favor a sectoral and vertical management but the IR organizations instead favour an inter-sectoral approach. This contradiction is a major obstacle to the advancement of coordinated inter-sectoral action.



The ability to lead initiatives of actions conducive to the territory

The greatest implication or commitment from the players tends to be for interventions which have direct impact on the quality of life, or which bring about their transformation. As such, it is common to see local citizens and organizations who attend city council meetings to call for changes to certain bylaws, but rarely with a political agenda or as part of a program.

Territorial dynamics also affects the ability of actors to work on issues at the municipal level. As we discussed earlier, the presence of a lived space promotes the implication of local actors. Conversely, when administrative territorial limits do not correspond with the geography of IR projects, difficulties can arise. These difficulties with public policies can range from the problematic of coordinating with different levels of government (complicating to co-construction or co-production) to the failure of political institutions to adapt their speech or policies to local realities. For example, for *Ascot en Santé* or CRUISP, both represent a small part of larger populations (respectively of Sherbrooke and Lachine, which is a borough in the City of Montreal). Both initiatives use rhetoric that sometimes proposes differential treatment between neighbourhoods within the same municipality. In this context, it is not only the logic of public policy and of social action programs that confront each other, but also those of various different regional interests.

A real co-construction and co-production

The ability to become organized to help transform or influence public policy requires a structuring that is only feasible once there has been a re-balancing of powers. This can involve a balance of power related to the number of adherents to a cause or its perceived legitimacy or to its structure. It may also involve the development of alliances between the actors and the belief that their roles are legitimate.

Elected officials and bureaucrats interact with the IR projects at different levels and in variable ways. We note that bureaucrats often participate with projects through their governing bodies or committees acting on issues relating to municipal government interests. At this level, these actors can be play the role of an information conveyor belt or facilitate the implementation of an action by a logistical contribution. Elected officials are sometimes simply observers of IR projects, receiving information about them from bureaucrats, sometimes informally, and at other times when they are stated items on a meeting agenda. When necessary, IR project managers may also organize meetings with elected officials to inform them of progress being achieved, to raise awareness of various issues, and to underline what the potential benefits can be. Citizens may also speak to elected officials, as is the case in Saint-Pierre, where municipal officials are often accessible. In all these cases, the direct involvement of elected officials in the process and events may facilitate the implementation of activities and is desirable to seeing projects implemented successfully.

School boards and some government departments may also sometimes participate in the process. They help when they get involved to guide the action and influence the implementation of it, which will have an impact on the coherence of actions implemented in the territory.

The study allowed us to observe the ability of integrated revitalization groups to influence and contribute to the development of public policies and programs. In different forms and at different levels, the various groups of partners made up of citizens and of organizations from various sectors have taken

positions opposed to certain government decisions. These positions have been realized by petitions, notices or letters positioning the actors in a show of people power. All these IR groups underline the importance of conducting such an exercise thoughtfully when it comes from all the partners and that a consensus among them.

One participant recounted his experience, explaining:

"It has been a great analysis of the territory. People then thought they worked better together. There was cohesion. This was very interesting as an approach. People were proud. [The idea to position themselves in government decisions was already there.] Integrated revitalization, it was the tool that facilitated all that »

The links between the municipal authorities and IR groups have been used to advance, improve and develop policies and programs. Institutions are showing recognition of the legitimacy and territorial knowledge of IR groups. In this regard, the IR groups are consulted about their perspective of issues that may be subject to municipal policies, such as urban agriculture, social development, welcoming immigrants. The IR group managers are also asked questions on matters of public interest by bureaucrats or politicians. The advisory role is the first step toward "working together" and can contribute in part to co-construction between civil society and public institutions, especially when such consultations will result in group participating on an advisory committee that has the power to guide policy public. There are examples where such efforts have helped to change the public space in collaboration with public bodies. These results are similar to what we might expect from co-production, that is to say, the participation of representatives of civil society and local businesses in the implementation of public policies (Vaillancourt, 2008: 1).

At Ascot “the citizen's forum was a defining moment; we talked about community gardens at one of the workshops. Municipal officials were there and they heard about the need for these gardens and they have added new garden plots last summer. This is not inconsequential in terms of space. A standard community garden requires approximately \$ 200,000 investment. So nine plots is significant. This is a very simple example of the contribution of our elected officials; nine gardens for individuals, families, some of whom are immigrants, these become very important places for socializing and sharing.

One commenter from Ascot en Santé

The revitalization initiatives rarely manifest themselves as a confrontational manner to assert rights (socio-political approach). Rather, they are part of an interface between the state, civil society and business representatives by advocating a reconciliation of the interests of each and putting forward the issues that concern all stakeholders to promote citizen implication. Their approach is more of a negotiation and cooperation on behalf of the common good beyond corporate interests even if this issue remains present and is maintained by financing models and political paybacks. Effectively, it seems that financial and organizational dependence by these groups upon institutional actors will sometimes limit their capacity to act effectively or pursue the common good. However, while this model favours cooperation, the different actors may have divergent interests. They also do not all have the same resources, power, or legitimacy and thus remain unequal even if they all participate within the same network. These relationships bear witness to the conflictual dimension of this dynamic, something we can never completely eliminate. This is why the question of political relationships remains an important issue.

The ability to influence

The influence of policy guidelines is a complex issue of territorial dynamics. Many actors contribute to influence public policy. The combination of different ideas and contributions brings us to believe that it is difficult to have a real image of the influence held by IR initiatives. They contribute without doubt to the enrichment of the territorial dynamic; this, in turn, shapes programs and policies. The demands linked to the IR programs and to the implication of actors certainly give the IR groups a clear and spontaneous impact on public policy and programs.

According to the various actors, a high participation rate of citizens involved with IR initiatives can give these groups more power and facilitate co-construction and co-production regarding public policies. The question of defending social rights remains a challenge among IR groups. This puts in evidence the whole question of the relationship with politics that we find in the inter-sectoral concerted action process.

The conditions for success and barriers

CONDITIONS FOR SUCCESS

<p>Facilitation and coordination processes</p>	<p>The presence of salaried personnel to carry out the coordination of IR activities is identified as being a major asset for the success of the activities of the initiative. Such personnel can help push forward issues of collective interest without having to worry about a sectoral mission. His (or her) presence can prepare information and ensure that it circulates. His presence helps implicate and mobilize partners through personal contacts or making committees more effective, concrete and productive by organizing the action. The presence of paid personnel is a strategic task and it plays the role of an interface. The balance between his contribution and that of partners is necessary for development and maintenance of shared leadership. To do so, the salaried employee must respect the pace of the various partners since, compared to other members of the committee, his mandate is to see the project to completion. He promotes transversal actions, continuity and ensures that projects are brought forward in a consistent direction.</p>
<p>The engagement of stakeholders in a shared leadership</p>	<p>The involvement of stakeholders is realized in the development of strong leadership, but shared by multiple partners who promote collective and organizational empowerment therefore the ability of a community to support and meet the challenges that its citizens live through.</p> <p>Shared leadership involves, for organizations engaged in action to put aside their vested interests and thinking in terms of the community and broad, cross-disciplinary vision. This means recognizing and building on the expertise and original contributions of each, being able to identify everyone's interests, investing in favour of collective action, and sometimes knowing how to clearly call out potential conflicts of interest.</p> <p>Shared leadership also takes the form of logistical support for coordination work by agreeing, for example, to accommodate coordination in an organization that shares leadership with other partners.</p>
<p>From sectoral to territorial</p>	<p>The ability of communities to move from a sectoral view of things to a territorial perspective (inter and multi-sectoral) is a gauge of success for integrated revitalization initiatives. We note that it is not always easy to go beyond this logical of partitioning things by sectors, but integrated revitalization initiatives are all examples in this regard whether we are talking about methods, approach, interventions and structures that are put in place to overcome this tendency.</p>
<p>Act in continuity with the territorial dynamics</p>	<p>Integrated revitalization initiatives are based on the dynamics of the existing environment. To this end, the dynamics of the territory affects the timing and development of them. It is therefore essential to keep the "local colours", to consider the history of cooperation, and the local culture that shapes the relationship between the actors. Work in continuity with the territorial dynamics implies starting with what has already been initiated, building on existing ways to bring things forward, taking advantage of what seems to work, and to gradually introduce changes agreed to by all players.</p>
<p>The action as impetus for engagement and consultation</p>	<p>Consultation and implication are not seen as an end in themselves. Goals, projects and collective vision that partners share are fundamental to the integrated revitalization process. These are the links, strategies, and collective actions that bring to life this engagement and consultation, not just the simple fact of being grouped around a common space for discussion. It is also involves tangible projects that engage citizens more so than discussion tables do. It is specifically in the action that we see develop individual empowerment which is a prerequisite to greater citizen commitment to the process.</p>
<p>Social ties as anchor spaces and citizen solidarity</p>	<p>Social ties are all senses of belonging to groups, affiliations, and relationships that link individuals and groups to each other. These links are shaped by social spaces and natural sociability (family), community (neighbourhood, community involvement, associations, etc.) and institutional (school, work) that develop social networks and self-help groups needed to develop a sense of security, belonging and citizenship. Social ties are also developed through political relations and citizenship, that is to say, the quest for social, civil and political rights (Paugam, 2009).</p> <p>The emphasis on social inclusion and strengthening of ties between different actors of civil society fosters connections among citizens and the development of social solidarity. This perspective helps to increase collective empowerment, a sense of belonging and citizenship and promotes social diversity.</p>

CONDITIONS FOR SUCCESS

<p>The nature of projects</p>	<p>The projects that are implemented are all encompassing. They often aim to improve the quality of life of all citizens and social inclusion of the disadvantaged; improvements to their lot helps the entire community from a perspective of social diversity. These projects must be based on a common vision of community development which requires a long-time perspective. Integrated revitalization projects cannot be realized in the short term, they need long periods to develop because they are part of the logical process of the individual and collective path to be walked. The dynamics of integrated reintegration cannot be realized in short time periods.</p> <p>The three initiatives have developed a variety of projects that meet multiple needs, interests and opportunities for participation: gardens, neighbourhood parties, and creating a public market. The projects are of different magnitudes, that is to say, small, achievable, and short-term projects as well as more complex projects that are feasible over the long term. This combination of diversity and breadth promotes the implication of different categories of people depending on their level and ability of commitment and involvement, their interest and on the needs that the various projects respond to. IR must produce concrete changes for the community; deliver results and noticeable gains for populations. This in turn will promote more citizen implication and maintenance of such implication in the longer term.</p>
<p>The articulation in the action of several levels, dimensions and determinants of the issues</p>	<p>Regarding the dominant elements, the types of interventions involved in the implementation of revitalization initiatives act simultaneously on several levels, dimensions and determinants of issues on which the initiatives are attempting to act upon.</p> <p>A first part concerns intervention in relation to the community. It then applies to the living environment (community infrastructure, access to the community, outreach resources) and quality of life (safety, sense of belonging, building networks, conditions of participation). This first part dominates the intervention framework of actions from the three initiatives.</p> <p>A second part concerns the intervention related to living conditions (income, housing, employment, human rights, responding to basic needs). As noted in the analytical part, the influence on this dimension is more difficult because it involves levels of macro operation. Although less prevalent, these dimensions are still observed in IR actions.</p> <p>The third part concerns interventions with individuals and groups (skills development, participation, support) in the processes involved in the initiatives and projects that emerge from them.</p>
<p>The ability to manage tensions in the relationship with politics</p>	<p>The manner in which the players speaks to and engages with politicians, entering into a relationship with them, shows great maturity and the art of <i>working together</i> in cooperative processes and conflictual social relations (divergent interests). As we have seen, initiatives try different ways to get politicians to become interested in the process without however seeking to take control. In this relationship with politicians, those involved are able to take charge of the IR initiative, even when it has been implemented by institutional bodies. Some IR initiatives may start trying to "influence" public policy, often starting with the municipal level. This indicates that the project has reached a certain maturity. This power dynamic requires being able to manage tensions between maintaining relationships on one hand with institutional actors and with the population they represent and for whom IR action is carried out in their benefit.</p>

OBSTACLES

Discrepancies between corporate interests and the common good	<p>Participation of stakeholders from different sectors and their levels of intervention can be problematic where they are unable to overcome their corporate interests to act collectively for the common good of the community. This creates a need to juggle between collective and corporate interests that can take up much time of the various partners; it also requires that they keep an open mind.</p> <p>This dimension appears as both an obstacle and a condition for success, it is always present and creates tension in the development of IR projects.</p>
Limited financial resources p	<p>Limited financial resources may be a limit to moving projects forward, necessitating that they have an operating budget. Moreover, as discussed, ongoing funding is needed for the establishment of a stable coordination and consolidation of the initiative. The lack of recurrent funding for IR initiatives weakens their structure and inevitably puts them in a power imbalance when compared to their partners. This same observation—which underlines the importance of a consistent and long-term funding to support integrated revitalization initiatives—can be found in an evaluation report written in 2006 by a group of professors at INRS (Divay Bernard Hamel, Seguin, Senecal, 2006) and in the report of St-Germain, Ulysses and Lesemann (2007) on integrated social development and the fight against poverty.</p>
The extra workload involved in managing results and processes	<p>The context of current work focuses on the performance and achievement of tangible results. Models of partnership and cooperation are at the heart of this new governance, but also a belief that working together has its virtues. This working together involves time, investment and commitment. Despite the willingness of actors from different backgrounds to join in this "working together" model, stakeholders are often overwhelmed by the operational tasks, the complexity of the process, and the administrative requirements involved. This is true both in terms of the overlying structure and in terms of committees that form part of the structure. This reality detracts from the time necessary to balance actions and reflection, analysis and evaluation of the action. To create meaning and coherence from inter-sectoral concerted action, in a way that is defined and shared collectively, involves places for dialogue and for preparation.</p>
The relationship with the political process and the issue of autonomy in the development of practices	<p>To develop and maintain collaborative inter-sectoral action, IR initiatives must ensure that they respond at least partially to the public bodies. This can lead to modulating and tempering of certain forms of citizen involvement or demands stemming from social action groups, even when these are desired by several partners in civil society. There is a delicate balance to be maintained in preserving the ongoing dialogue with the governments while still maintaining autonomy in the development of practical and critical thinking in the conduct of IR actions</p>
Moving from consultation to engagement of the players	<p>The presence of salaried employees brings with it the danger of reduced involvement by various partners. The challenge for the management of IR initiatives is to simultaneously provide structure while still letting the partners contribute as much in design and in the implementation of activities. Indeed, there is a delicate balance between the need for organizational structure to encourage the implication of stakeholders versus the importance of leaving room for collective construction.</p>
Sectorization in action and dialogue	<p>Narrow perspectives of problems or issues organized in silos, as much in action as with dialogue, remains an obstacle. To act globally and locally, a paradigm shift must take place in organizations, but especially in the logic of funding providers who often propose paybacks by sector, project and by issue. Such a change in the way things are done would help, among other things, to reduce corporatism tendencies that we see in some partners.</p>
Recognition of local actors	<p>The importance of local actors must be recognized. These are the players who have the expertise with their communities. It is also at this level that the action and interventions are implemented to influence the quality of life for populations.</p> <p>However, the contribution of local groups and national associations is not to be excluded in terms of support, knowledge and influence in the development of projects, practical changes and influencing the living conditions involve interventions on a macro level.</p>
The lack of clear government policy	<p>We note the absence of a clear public policy in terms of integrated revitalization, and this, even if governments often put forward this approach as a strategy to revitalize impoverished neighbourhoods. It is necessary and would be consistent to adopt a public policy of integrated revitalization could be part of policies regarding land use planning, fighting poverty, social exclusion and public health.</p>

Conclusion

Some ideas to dwell on

Despite the limitations inherent in this research, this study has the merit of illustrating concretely the contributions of these IR approaches and highlights some of the challenges faced. Comparing the three projects demonstrates that in some ways there are many similarities between them while also many differences related to the environment, context and history of each. We note, in particular, the richness of diversity, while sharing common values, such as living together. These are IR approaches that have been able to overcome vested corporate interests for the common good.

If we return to the starting assumptions, we can see a vision of the fight against poverty and social exclusion present in all projects, but with a different angle and approach according to each situation. Transversely, all three IR initiatives are working in a context of improving overall conditions for residents in the concerned territory. Work on the construction of social cohesion is dominant. The perspective is to go beyond the approach of individual trajectories, without denying them, and emphasize the consolidation of an "environment" and the establishment of conditions that facilitate participation, inclusion and employment integration.

This study raises the issue of citizen participation; most particularly among the most vulnerable populations. The IR initiatives need to establish conditions that encourage such participation by accompanying citizens, the creation of appropriate tools, types of animation, links to daily life and the continuity of projects and committee work. This advocacy work is possible by a coordinating role to promote participation and citizen involvement; in this sense, supporting and strengthening the role of coordination are necessary. This is especially true since this person (the coordinator) also plays a key role in mobilizing the cooperation and development of shared leadership. This is an essential element to ensure the sustainability of this type of action.

The challenge remains that these three IR approaches go beyond the tendency to separate social groups. Projects must include the middle class, which is also part of integrated revitalization, while also integrating people in poverty so they do not feel excluded from the process. The balance between these two dimensions is a constant challenge for which there is no panacea. In the same vein, whether through ownership of the process or through a complete project design, public participation contributes to the success and sustainability of IR.

These case studies also clearly demonstrate the role of integrated revitalization projects play in the community development and contribute to collective empowerment within certain territories. They allow us to get beyond the "segmenting" of social problems, encouraging interactions between actors (organizational and citizens) with different visions and with sometimes competing interests. In this sense, they reinvent a form of local democracy that will make a place for everyone and, where necessary, do mediation of interests. Questions and challenges remain, including how to build the critical relationship with the political bodies necessary for the advancement of social solidarity in the paradoxical context of model-co-construction. This issue is present both at local and provincial level. This relationship to politics also questions how the various government partners are still often in "silo" mode; that is very centralized and dealing with issues in an isolated fashion while actors are invited to locally take charge of things.

Inter-sectorality involves cross-logical processes, management and accountability. A major challenge is that of linkage between the process logic that drives the action and results logic that guides management mechanisms and accountability. This challenge raises the issue of sustainability of activities, continuity of action necessary to tracking people and communities in their efforts supported. Advancing inter-sectorality cannot be possible without this linkage which is a necessary requirement so that communities can deploy the tools needed to develop important actions to reduce poverty. To this end, inter-sectorality does not only

rely on the engagement of stakeholders, it must also be embedded in institutional transformations so that they reflect willingness and the efforts led by the public action.

We note that the question of influence on public policy in the context of these processes is still in its infancy. Already, the act of "working together" has exerted some influence on policy makers. Going further in co-construction of public policy remains a challenge. The initiatives invite us to rethink the city in terms of sustainable development and citizen participation. We think it is possible that the revitalization efforts will take us increasingly toward the notion of "remaking the city together," and "collectively building our communities," but it will require a more articulated link between these approaches, authorities and politicians.

Moreover, co-production is a challenge for all of Quebec. Can we hope that the Quebec Government will be able, in collaboration with relevant organizations, to adopt a policy of integrated revitalization that will be part of its policies regarding land use planning, fighting poverty, social exclusion, and public health? Such a policy would grant political recognition to these efforts as "tools" for the development of our society and the long-term financial commitment would greatly facilitate the implementation of initiatives.



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GLOSSARY OF COMMON terms and ACRONYMS

ACEF: *L'Association coopérative d'économie familiale* is the name of non-profit organizations which promote consumers' rights. There are many ACEFs across Quebec

Accorderie: an exchange of knowledge and/or services

ATI: *Les Approches territoriales intégrées* (Integrated territorial approaches)

Borough: Most municipalities in Quebec are divided into boroughs (wards) with local elected representation

Caserne des jeunes: a youth centre operating in the St. Pierre sector (CRUISP)

CDEC: *La Corporation de développement économique communautaire*, a para-governmental organization entrusted with encouraging economic development

CLE: *Les centres locaux d'emploi* (CLE) are local employment centres administered by the Quebec Ministry of Employment and Social Solidarity (unofficial translation)

CLSC: *Centre local de services communautaires*, (local community service centre) in Quebec are free clinics which are run and maintained by the provincial government (from Wikipedia)

Co-construction: Co-construction refers to the participation of actors from civil society and the private market (agencies, citizens and businesses) in the definition and development of public policy

CoGé *Comité de gestion du Marché Saint-Pierre* (management committee of the St. Pierre Market: unofficial translation)

Co-production: Co-production refers to the involvement of these same actors in the operational implementation of public policies

CPE *centres de la petite enfance* (CPE) are Quebec institutions created to educate and to care for young (preschool) children. They are often non-profit organizations and are subsidized by the government of Quebec

CRE *la Conférence régionale des élus* (regional conference of elected officials: unofficial translation)

CRSA *Centre de recherche sociale appliquée* (The centre for applied social research: unofficial translation)

CRUISP *Comité de revitalisation intégrée Saint-Pierre (CRUISP)*: one of three IR initiatives studied in this document

CSRS *Commission scolaire de la Région-de-Sherbrooke*: a school commission in the Sherbrooke area

CSSS *Centre de santé et de services sociaux* (Health and Social Services Centres administered by the Quebec Ministry of Health)

Emploi-Québec *Emploi-Québec* is a unit of the Quebec Ministry of Employment and Social Solidarity (from Wikipedia)

FRIJ *Fonds régional d'investissement jeunesse* (FRIJ) is a Quebec government program to encourage social, community, cultural, and professional insertion of youth

l'Initiative montréalaise de soutien au développement social local

Integrated revitalization integrated revitalization (IR) emphasizes the development of lively city centres as an attractive living-, working-, investigation- and recreational location for all actors, demographic groups and generations

Inter-sectoral

INRS *Institut national de la recherche scientifique*

Inter-sectorality

IR Integrated revitalization

La Petite maison: a small thrift shop operating in St. Pierre

NPO : Non profit organizations (Fr : *organisation à but non lucratif*)

Para-governmental organizations: agencies that are owned and/or controlled by various levels of government, typically with a specific mandate. The CLSCs are an example

RQRI : *Réseau québécois de revitalisation intégrée*

RUI : *Revitalisation urbaine intégrée* (integrated urban revitalization)

Table de concertation: Round table advisory board

Tables de quartier: (neighbourhood round tables)

UQO : *l'Université du Québec en Outaouais*, is a university with its main campus in Gatineau, Quebec

A note from the translator:

Translating is sometimes more of an art than it is a science; the direct translation of certain terms does not always convey the proper meaning into English. For those who compare this English translation to the source document in French, you will notice that such terms as “la capitale nationale” have been translated as “Quebec's provincial capital.” This is because, while the word “nation” exists in both languages, it is usually understood to mean something quite different in Quebec versus what it means in other parts of Canada. Similarly, the French word “territoire” (territory) and its various forms are widely used in the source document, often in ways that are difficult to translate into English; sometimes the English word “community” comes closer to capturing the sense invoked by the French word “territoire.” There are also instances where it makes sense to keep a French term in French, such as for the *Réseau québécois de revitalisation intégrée (RQRI)* for which there is no official English translation; such terms are italicized in the translated document and its meaning explained in the glossary.

Both the source document in French and this translation make fairly heavy use of a sometimes fairly sophisticated and specialized vocabulary used to describe certain sociological phenomena and the fight against poverty. I believe it is helpful for the reader to have a list of such terms in the glossary, together with an explanation in plain English. The text here also necessarily refers to numerous governmental and para-governmental organizations, the equivalent of which does not always exist outside of the “belle province.” These organizations are often simply referred to by their acronyms and a list of such names and acronyms is also provided in the glossary with an explanation as to what their role is.

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CENTRE DE RECHERCHE SOCIALE APPLIQUÉE (CRSA)

The *Centre de recherche sociale appliquée* (CRSA) is an organization dedicated to the analysis of social practices and the study of contemporary social problems. Its approach promotes working in partnership with various organizations to collaborate with research, support and training. To this end, it focuses on participatory and collaborative methods and favours certain types of research such as action-research, intervention research, and evaluation research).

CRSA's mission is to contribute to the development and recognition of knowledge from the fields of practice.

The CRSA embodies this mission by accomplishing the following objectives:

Conduct social research projects in collaboration with media practices;
Supporting organizations in their search process;
Creating and animating spaces that foster links between reflection and action;
Facilitating and empowering knowledge transfers from the practice and work of research; Publishing and disseminate knowledge from social practices.

Expertise

Intervention in the context of poverty
Public action and intervention
Community action, social development and communities
The mobilization and the transfer of knowledge from practical uses
Evaluation of the action

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