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# Quebec's CEDCs:

a unique model for integrated  
local socio-economic development

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# 1 Summary

The concept of “Community Economic Development Corporation” (CDEC) emerged in the '80s in Quebec and initially focused on improving local living conditions to promote inclusive economic growth. These organizations, created by collaborations between unions, community stakeholders, and the business community, position themselves as economic and social development catalysts in the communities where they operate.

For decades, the CDECs have played an important role in Quebec’s economic and social fabric, notably by supporting access to quality employment, by supporting local entrepreneurship and by mobilizing local stakeholders to meet the communities’ specific needs. Their integrated approach that combines all of an issue’s aspects and involves all of the stakeholders is a distinctive feature.

Despite the political and financial disruptions that have affected their institutional landscape, some CDECs persevere in 2024, in reduced numbers but with an intact commitment to their integrated approach. These organizations continue to play a critical role in the promotion of local economic development, by adapting to the available funding while keeping their mission

focused on mobilization, convening, and supporting local initiatives.

CDECs’ integrated approach can be witnessed through their autonomous governance, their territorial anchoring, their versatile teams, and their solid partnership relationships. This approach fosters a deeper understanding of the local challenges and makes it possible to develop customized solutions in collaboration with the local stakeholders. As experts in local development, the CDECs are key contacts for decision-makers and the stakeholders who wish to act on the socioeconomic issues in the communities that they serve.

In conclusion, the CDECs embody an efficient and adaptable operation model that places an emphasis on neighbourhood, community, and economic participation, the diversity of stakeholders and the sustainability of the solutions. Their integrated approach is an essential pillar for local economic and social development in Quebec, thus becoming the complementary and essential tool, able to make public development support strategies reach the local level, or that of a community and create collective and sustainable wealth.

## 2 Background and History

The concept of “Community Economic Development Corporation” (CDEC) is rooted in the middle of the '80s. These organizations anchored in local territories are made up of unions, community stakeholders, and the business community. They then find a shared interest: improving the living conditions of citizens in these communities to bolster more inclusive economic growth. For many of the sensitive territories in which the CDECs emerged in the '80s, access to good quality jobs is the main goal, it is achieved through economic inclusion activities for people (through the development of skills or help in job searches), entrepreneurship support, mobilization of local stakeholders and support to existing enterprises. As Nancy Neamtan demonstrates<sup>1</sup>, all the CDECs emerged in sensitive communities, through the collective management of their own issues. They have played a key role in the preservation and the redevelopment of the communities' priority assets. The CDECs are also consulted for decisions that concern the territory, notably urban planning, so that it is coherent with the residents' needs. The CDECs are part of the organizations on which the emergence of Quebec's modern social economy is based thanks to their accomplishments during the '80s and '90s.

In 1989, the CDECs' operations prove their worth in Montréal and the City of Montréal adopts a policy on the local economic development of neighbourhoods, an economic development policy that goes against the global trends of the time. Other cities in Quebec were then inspired by this policy to support the CDECs in their communities.

The '90s acknowledge the approach promoted by the CDECs. First thanks to the federal

government's responsiveness, a pilot project in local development supported by the federal government is launched in 1991 in the Southwest. It was the opportunity to develop funding tools for enterprises with public investments, managed by a local and independent agency. This experience was the inspiration for local investment funds.

After the economic and employment summit of 1996, the Government of Quebec published the *Politique de soutien au développement local et régional*<sup>2</sup> which created Local Development Centres (CLD). At that time, some CDECs managed to integrate this new mandate in their activities and make it an important corner stone of their work with enterprises. In parallel, the CDECs obtained recurring funds from Economic Development Canada, at first through the *Community Futures Program*, the agreements were then transferred to the Quebec Economic Development Program in April 2011 after the programs were reevaluated. In 2000, there were 16 CDECs in Quebec, 11 in Montréal and two in Gatineau-Hull (that ended up merging and closing in 2008), one in Sherbrooke (closed in 2021), one in Québec and one in Trois-Rivières.

In November 2014, the Government of Quebec restructured the funding for local economic development. The financial impact was pivotal for CLDs' mandates. On Montreal Island, where the majority of CDECs are located, the creation of PME MTL in response to this restructuring brings on the end of the CLDs, a mandate that had allowed many CDECs to operate. Even worse, the restructuring of economic development also brings on the end of the agreements with

<sup>1</sup> Nancy Neamtan, 2019, *Trente ans d'économie sociale au Québec*, Éditions FIDES, pp.43 to 45

<sup>2</sup> Online version : <https://numerique.banq.qc.ca/patrimoine/details/52327/42239>

Economic Development Canada for the funding of CDECs, which sounded the death knell of the majority of CDECs.

The centralization of economic development services in “one-stop shops” escalated in 2020 with the arrival of Accès Entreprise Québec when the mandates of some areas of economic development are gradually taken over by the Regional county municipalities (RCMs) or similar infrastructures, the social economy poles, and the the Coopérative de développement régional du Québec (CDRQ), the Community Futures Development Corporations (CFDCs) and the Business Development Centres (BDCs), the Corporations de développement communautaire (CDC) and other stakeholders involved in the emergence and growth of enterprises and innovation. These structures have provincial or regional approaches, while the CDECs have the specificity of promoting integrated local approaches that are coherent with the communities’ realities. **In summary, the CDECs are a neighbourhood service** for economic and community development.

### Today

In 2024, the Quebec CDECs are a group of five CDECs that have survived the upheaval of the last years. In summary, there are three remaining CDECs out of the 11 that were previously active in the greater Montréal area. Each of them has entered into agreements allowing them to perpetuate their approach through new mandates. Outside of Montréal, the Québec and Trois-Rivières CDECs continue to operate, notably thanks to CED support from the Quebec

Economic Development Program. This program’s objectives move away from some actions in the integrated development approach, notably in terms of collaboration and mobilization.

If the integrated approach remains thriving within the five organizations, their mandates are different depending on the funding available to sustain their operations.

For example, the Lasalle-Lachine CDEC and RÉSO now have Services Québec as a main funding partner for work in the fields of employability and skill development. Le Pôle (the now defunct Montréal-Nord CDEC) relies on an agreement with the Borough of Montréal-Nord that allows it to pursue its mission. Finally, the Québec CDEC and the Trois-Rivières CDEC rely largely on the CED Quebec Economic Development Program.

It is also to be noted that each of these organizations resorts to the hybridization of funding sources, including some autonomous revenues in order to supplement their budgets.

The CDEC approach can be compared to that of the CFDCs in urban areas. Economic Development Canada thus recognizes the full relevance of relying on local organizations in rural and suburban areas for local economic development, an acknowledgement that is accompanied by funding of an entire network in the shape of multi-year agreements. We believe that the CDECs can play this role in urban environments, notably and especially in the sensitive areas that have special needs.

### 3.1 Fields of Action

Intermediary between civil society and the state, the CDECs stand out with their integrated development approach in the following roles (not exhaustive):

- Territorial promotion and enhancement
- Social solidarity economy
- Integrated circular economy
- Commons management and their economy
- Creation and support of social innovations
- Socioecological transitions: transport, employment, food, sustainable and local agriculture, commons, local procurement, skills training
- Economic and social vitality
- Development of skills and entrepreneurship
- Creation of resilient and autonomous communities.
- Harmonious local and regional development.
- The relationships between the state and civil society, the role of local stakeholders and local development objectives.

### 3.2 Unique Integrated Approach

The CDECs are renowned for their **integrated development** approach which consists in incorporating all aspects of an issue or of its solution, all the concerned stakeholders in a global and unique response. This holistic approach consists in combining many support programs and not only in bringing a sectoral response to a problem. It creates the **essential context for the emergence of structuring social economy initiatives and social innovations**.

Structuring the relationship between the state and civil society in local development is a complex issue that necessitates a deep understanding of the local dynamics, of government policies and of the diversity of stakeholders who are involved. The integrated and collaborative development approach focuses on leveraging local knowledge and resources to promote more inclusive and sustainable development.

The following figure presents the CDECs' integrated approach. We notice that the integrated approach requires both the "being" and the "doing".

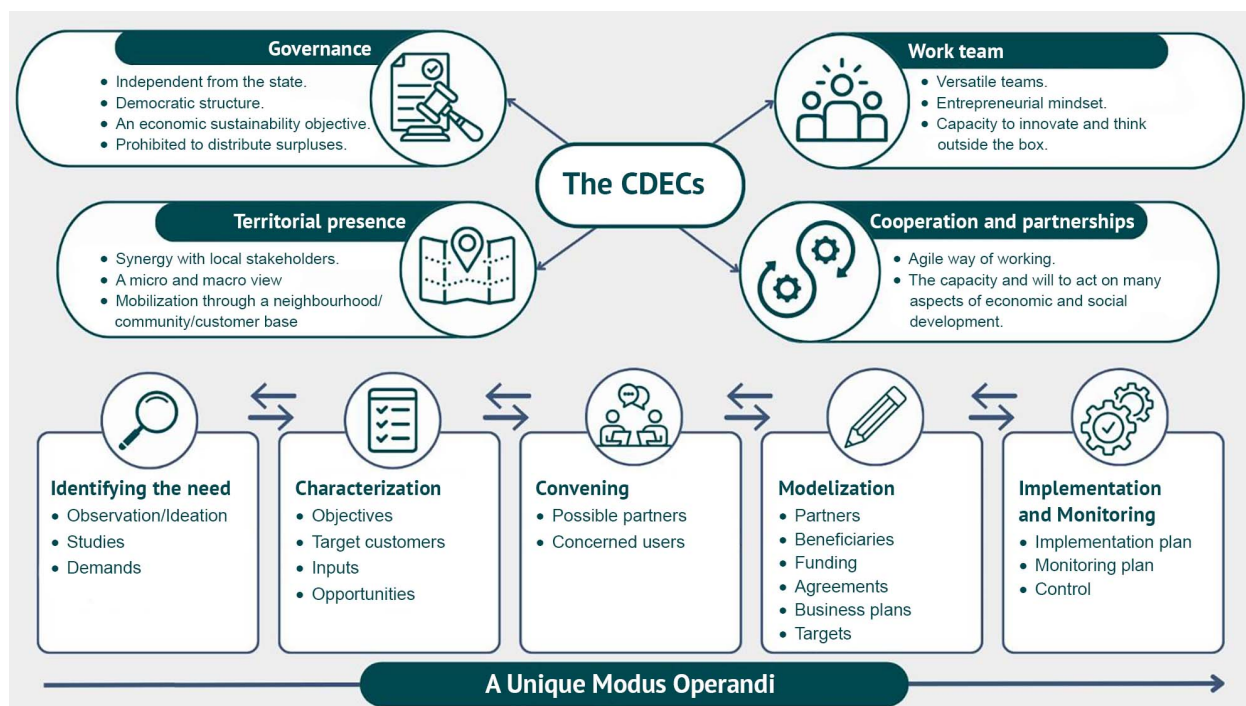
The CDECs are organizations that can roll out an integrated approach based on four common characteristics:

- Autonomous and democratic governance of the state that engages representatives from the territory's economic, community, and political sectors.
- Presence in the neighbourhood and territorial anchoring in synergy with the local driving forces, contributing to a clear vision of the issues and opportunities at the micro and macro levels that generates mobilization within the neighbourhoods on the challenges that impact them.
- A versatile team with an entrepreneurial spirit. This team anchors its operations in action and concretely contributes in the implementation of the solutions.
- Strong collaborative and partnership bonds that make it possible to be agile in the work that is carried out.
- In addition to these characteristics that are unique to the CDECs, an iterative modus operandi in a feedback loop makes it

possible to perfect the projects on which the CDEC works throughout its entire development. This way of working, both agile and collaborative continues with

stakeholders, significantly increases the chances of success, and increases the impact of the work carried out within the communities for sustainable results.

Figure 3. Schematization of the CDECs' integrated approach.



### 3.3 Unique Elements of the CDEC Model

The figure on the next page presents the unique elements of the CDEC Model:

1. The **integrated approach** (see preceding subsection) is transversal in all the roles played by the CDECs in their communities. Flexibility is key to this approach and makes it possible for the CDECs to fill the gaps in the achievement of concerted objectives with the territory's stakeholders<sup>3</sup>. We note that even though
2. **Mobilization and convening** are not roles unique to CDECs, but their position as **intermediaries between civil society and the state** is key and well documented, notably through the writings of Jean-Luis Klein<sup>4</sup> and of Yvan Comeau & Louis-Favreau<sup>5</sup>, well-known academic

<sup>3</sup> The territory covered by the CDECs is exclusively local, at the scale of a neighbourhood or of a city. The CDEC is a governing and neighbourhood services body.

<sup>4</sup> Jean-Luis-Klein, Dario Enriquez, Ping Huang, and Reina Victoria Vega. 2012. "Le développement économique communautaire et la cohésion sociale à Montréal : un rôle de médiation et d'intermédiation", in *Économie et solidarités*, volume 42, number 1-2, pp. 9-35.

<sup>5</sup> Yvan Comeau and Louis Favreau. 1999. "Développement économique communautaire: une synthèse de l'expérience québécoise". A series of conferences by the Centre de recherche sur les initiatives sociales.



researchers for research on social and territorial development in Quebec. By mobilizing the population and promoting inclusion of all the segments in society, including marginalized and underrepresented groups, the CDEC ensures that the solutions that are created are really adapted to the community's needs in all of its diversity. This **participatory and inclusive approach** is essential to ensure integrated development that is equitable, sustainable, and beneficial for the entire population.

3. The **accompaniment of the project holders** in a global perspective, supporting them to have societal impact objectives related to the local issues. The accompaniment is customized and made to measure for the local realities of the territories served.

4. The **entrepreneurial and risk-taking position** of the CDECs allow them to be "holders of the commitment" for projects where it is necessary to have a representative. At this stage, the CDEC plays the role of project manager to develop the collaborative initiative until it is functionally autonomous.

5. As a central player in integrated development, the CDEC positions itself as a **social fabric specialist** through the understanding it has of its territory. It is a key contact for public decision-makers and other stakeholders wishing to act on local issues. Thanks to its expertise and local commitment, the CDEC cumulates precious knowledge through its convening processes, the implementation of solutions and the population's mobilization.

Figure 4. Unique Elements of the CDEC Model



Together, these unique elements of the CDEC model make them a valuable stakeholder to solve social issues at a local level. It is not only present

in partnership with the other stakeholders in the territory, it is also equipped to make the solutions that really respond to the local issues progress.

## Tangible Examples of Implementation and Sustainable Impacts

The foundation of integrated local socioeconomic development originates in territorial dynamics, precisely through its understanding of that territory. The dynamics implicitly include the community's driving forces in the process of defining the situation that we wish to correct, as well as the autonomous construction of the shared solution.

As the integrated local socioeconomic development approach combines four elements: the economic aspect, the local aspect, the social and political aspects as well as the community aspect, it goes without saying that the situations that are handled are multiple and complex, that the solutions are almost always unique, or at least from the impacted territory.

You will find in the Appendix the fact sheets for three projects implemented by each of the three CDECs, that is CDEC Québec, CDEC Trois-Rivières and Le Pôle in Montréal Nord.<sup>6</sup>

### 4.1 The Centre d'économie circulaire de la Capitale-Nationale in Québec

In this project, the Quebec City CDEC is involved in the search for solutions to reduce residual materials by facilitating the implementation of circular models through the creation of a Circular Economy Center for the Capitale-Nationale region. In addition to integrating the five basic elements of the approach, the environmental dimension is a key issue for consideration. Several businesses, public bodies at different political levels and community organizations have rallied around this project to build the sustainable, structural solution that was sought.

In the wake of the COVID 19 pandemic, a group of socio-economic players in the Capitale-Nationale region, including the Quebec City CDEC, proposed concrete projects to support a more sustainable and inclusive economic revitalization of the territory. The Conseil régional de l'environnement has put forward the idea of creating a circular economy center for the Capitale-Nationale region. The aim would be to pool logistical functions between companies to facilitate the implementation of circularity models. The CDEC and Coop Carbone have volunteered to work with the Conseil régional de l'environnement (CRE) on this idea. Since 2022, Coop Carbone has been acting as project leader. The Quebec City CDEC is a key partner and a member of the steering committee.

#### Characterization, convening, engagement

Although the operational issues involved in implementing a circularity model are already well documented, the CDEC is participating in the characterization process by mobilizing social economy enterprises involved in the recycling and reuse sector that are active on its territory. It will also be involved in the work of the Centre de transfert technologique en écologie industrielle (CTTÉI), mandated by Coop Carbone to carry out a pre-feasibility study. This study is part of the project's pre-feasibility analysis. In particular, the CDEC is working to identify and contact the local players who will be consulted and surveyed (municipalities, MRCs, social economy enterprises. Having accompanied a number of reuse and recycling companies in their business development, the CDEC's knowledge and ability to mobilize stakeholders is invaluable to the project, which aims

<sup>6</sup> Many publications outline other examples such as *Trente ans d'économie sociale au Québec* (2019) by Nancy Neamtan (pp. 43-45) or Klein et al. (2012) *Le développement économique communautaire et la cohésion sociale à Montréal : un rôle de médiation et d'intermédiation*, pp. 25-27.

to identify the needs and operational issues of potential users of the Circular Economy Center.

The CDEC is also contributing to mobilization by supporting the creation of a circular economy community of practice under the aegis of Coop Carbone, and by calling on various potential partners throughout the project. Mobilizing these players will help validate the project's desirability. In fact, the CDEC is actively involved in the search for funding to carry out the preliminary studies required for the project (pre-feasibility analyses, business plans, financial modeling). Thanks to its knowledge of public funding programs and solidarity finance players, the CDEC is able to attract and validate the interest of potential financial backers, and support the submission of funding applications. These interventions help mobilize municipal players (the city and metropolitan community). It is also mandated by Coop Carbone to support and accompany the business model development process. Its knowledge enables it to guide partners towards value-added models.

#### **Modelization: main activities within the project. Partners, beneficiaries, budget, agreements, business plan, targets**

- **October 2020 to December 2020:** The Quebec City CDEC, the CRE and Coop Carbone decide to work together on the Circular Economy Center project.
- **March 2021:** Coop Carbone is designated as the project's main lead. The CDEC identifies potential funding sources and supports the development of funding applications for pre-feasibility studies and analyses.
- **July to December 2021:** Funding from the City of Quebec for the studies and confirmation of the CTTÉI's mandate to analyze material flows, evaluate growth sectors and select the target market. Presentation to partners.

- **November 2022:** Contribution by the CDEC to the preparation of a call for tenders for a feasibility study aimed at identifying a business model and the desirable legal and financial structure.
- **December 2022 to January 2023:** Identification by the CDEC of potential sources of financing for the business plan. Development of the financial package to support the application to the Investment Readiness Program.
- **March 2023:** Confirmation of financing for the business plan by the selected consultant, and start of work.
- **June 2023:** Creation of a circular economy community of practice facilitated by Coop Carbone and bringing together potential stakeholders at the Circular Economy Center to feed reflections and work on the project.
- **July to December 2023:** Regular meetings and exchanges with the consultant to develop the area plan and financial modeling.
- **January 2024:** Meetings with social economy enterprises and consultants to validate their interest in the Circular Economy Center project and the potential for synergy with their expansion plans in the Quebec City region.
- **March 2024:** Submission of the consultant's report (business plan, financial modeling) and establishment of a work plan for the realization of the Center.

#### **Next steps**

- Search for funding for the project
- Identification of a site
- Stakeholder engagement

#### Implementation and follow-up, start date, milestones, end date, summary of results

The project is still in the pre-startup stages. However, work over the past two years has demonstrated the viability and desirability of the project. The municipal authorities are convinced of the project's relevance and are ready to support its realization. The project could therefore rapidly enter the development phase.

### 4.2 Revitalization of the Saint-Philippe Neighbourhood

In this project, the Trois-Rivières CDEC takes part in the revitalization of a territory traditionally occupied by labourers that has difficulty revitalizing itself. Without the collaboration and commitment of many partners working on the four aspects of integrated development, the efforts of each would be pointless, or would have non-structuring and temporary results. Here, the CDEC makes it possible to meet, join forces, and also contribute its expertise to convene and be a catalyst in the process.

#### Triggering elements, concerned stakeholders (observations, ideation, studies, demands)

Since 2015, many signs of devitalization are identified in the Saint-Philippe neighbourhood. The neighbourhood witnesses an increase in the number of vulnerable citizens both socially and economically. The impacts on the ground can be seen through an increase in the feeling of insecurity and in the crime rates, homelessness, and mental health issues. Finally, the sector is faced with an important service void, notably for certain basic needs such as access to food and health services within the neighbourhood. Three reports have been written on the subject, a first one by the CDEC, a second by the City of Trois-Rivières, and a third by the Centre de formation communautaire de la Mauricie. The CDEC triggers the mobilization of the territory's stakeholders.

#### Characterization, convening, intermediary role, activator role (main steps)

**2021-2022:** pandemic and post-pandemic, the CDEC mobilizes the community stakeholders, City, police department, CIUSS, community organizations to support the creation of a committee of citizens that it coordinates. Some activities were carried out to strengthen the spirit of belonging within the neighbourhood, such as neighbourhood events and citizen surveys; citizen committees were also created. Since 2022, the project is on pause because of a lack of investment by the municipality.

#### Modelization: main activities within the project. Partners, beneficiaries, budget, agreements, business plan, targets

**2023-2024. The PLAN:** Ensure regular progress to supply the community with missing services, through supported and important citizen mobilization activities convening the main responsible and involved stakeholders. The City funded the CDEC to equip the project with an outreach worker to work specifically in the Saint-Philippe neighbourhood. The approaches and studies already carried out made it possible to prioritize the issues and to suggest the appropriate actions. The actions to be carried out were assembled in six groups, each under the responsibility of a sub-committee of citizens accompanied by workers from the organizations related to the issue being worked on: communication, convening/mobilization, neighbourhood safety, real estate and commercial revitalization, environment and neighbourhood services. This step of the plan is currently being negotiated with the City (2024).

The action plan aims to improve the neighbourhood's appeal, harmony in the coexistence and social diversity between the persons living in this neighbourhood as well as the embellishment of the physical environment. The outreach worker being within the CDEC team, in complementarity, the project benefits from all the expertise within the CDEC.

### Implementation and monitoring, start date, steps, end date, summary of results

The project aims to be coherent and in harmony with the City of Trois-Rivières's social development action plan. The City had a plan from 2023 to 2026. The Plan developed by the CDEC includes the integrated local socioeconomic development approach and aims to be inclusive and promotes a collaborative process. To begin with, the goal is to reach collective autonomy and that the neighbourhood get rid of the devitalized neighbourhood label, but rather be recognized as a great place to live. The following steps are planned after the first quarter of 2024.

### 4.3 Maintenance and Repair of Rechargeable Electric and Hybrid Vehicles Training

Soon after the Montréal-Nord CDEC's activities were stopped in 2016, the community felt an inability to act, a void in community resources. Community stakeholders decided to pursue the CDEC's mission to bring back intervention tools for the borough's citizens and to reopen the organization. In the project that was presented, beyond the implementation of a solution that bypasses the established paradigms, the example demonstrates the need for proximity between the intervention organization and the segment of the population that is concerned. The training of irregular workers, according to the union's standards, could not have been done without mutual confidence and respect having been previously established, through the sustained and meaningful presence of Le Pôle in the borough.

### Triggering elements, concerned stakeholders (observations, ideation, studies, demands)

La situation émerge grâce à 3 entités :

1. The Montréal-Nord CDEC, now called Le Pôle has full knowledge of its neighbourhood. It identifies the economic and social strength of the entire cycle of the mechanical repairs industry in its territory. More than 250 repair shops, recyclers, and

parts manufacturing shops. The industry hires under-qualified workers who learn by working.

2. The joint committee of the automobile services industry in the Montréal region (CPA Montréal) is working for better results in the matter of respect of the decree and is considering a new approach for the offending shops and workers who are not accredited (insufficient or non-recognized training). CPA Montréal wishes to use a more collaborative approach. The committee is aware of the need for training that leads to the accreditation of mechanics for electric vehicles in the Montréal-Nord area.
3. At the same time, the City of Montréal has launched a call for proposals for skill improvement projects funded by Économie circulaire- Accélérer les talents (circular economy - accelerating talents).

### Characterization, convening, intermediary role, activator role (main steps)

Le Pôle identifies the opportunity to act:

Convenes the situation's stakeholders, from the side of the problem and that of the solution.

Le Pôle approaches repair shops interested in reflecting on a solution and together they develop the winning conditions for workers and employers.

Le Pôle expands the collaboration by involving the *Centre des Services scolaires de la Pointe de l'Île* and the CPA Montréal to outline a refresher training program leading to a certificate for mechanics for electric vehicles. The Montréal-Nord borough is also collaborating to ensure that actions in this sector will all have the same vision.

Le Pôle and the resulting collaborative group create a financial plan. They plan for \$1,500 in registration fees per shop. The training fees will be covered by CPA Montréal. The employer accepts that the

training will be held during work hours. There will be no salary loss for the trained employee.

Le Pôle submits a project to the City of Montréal and receives approval for a budget to fund a project lead role supervised by Le Pôle. The project lead is responsible for outreach to the shops, creating groups of students/workers, maintaining collaboration between the partners to adapt the service to the workers' realities and the garage work cycles. The model: Day and evening training at the Centre des Services scolaires de l'Île: training in modules spread over a year.

**Modelization: main activities within the project. Partners, beneficiaries, budget, agreements, business plan, targets**

**CPA Montréal:** covers training costs at the Centre de formation professionnelle and refunds the garage owner for their employee's training hours, days or evenings.

**Garage owner:** frees the employee (or the owner) for their training, reorganizes work at the shop accordingly and pays the training fee to CPA Montréal (\$1,500).

**Mechanics:** attend the training by day or evenings.

In some circumstances, they can commit to remaining employed in the same place for a defined period of time after the end of the training.

**City of Montréal:** through the Accélérer les talents project, created a budget for the project coordination and operational roles for Le Pôle.

**Le Pôle (Montréal-Nord CDEC):** Created the financial plan, coordinated and implemented the project, approached the shops/garages to join the project and ensured that the objectives were reached and that all stakeholders were satisfied.

**Impulsion travail:** Employability organization: monitors workers to ensure they are motivated,

mobilized, and to support them in their back-to-school process. It also presents a series of 90-minute workshops (meeting supper/training) to help prepare for the return to studies and the difficulties that could be encountered. Finally, it also monitors the mechanics.

**Implementation and monitoring, start date, steps, end date, summary of results**

From Oct. 2022 to Oct. 2024: 4 cohorts with about 40 mechanics who are trained.

The Centre des services scolaires de Laval joined the collaboration and is currently offering training.

**Planned NEXT STEPS:**

**Progression towards the recognition of Talents**

- Implement a program on credential recognition for the workers without accreditation:
- Make it possible for the workers to obtain a Diploma of Vocational Studies (DVS).
- Obtain the accreditation of more mechanics by CPA Montréal.

**Project success factors:** be in the field, understand the territory's synergy through proximity. Be recognized by their territory. Integrated development: all the parties who are part of the identified problem reflect and create a solution.

Have an entrepreneurial spirit, see the opportunities in the barriers.

Win the confidence of persons who work without accreditation, non-regulatory. Help them to comply.

Ability to mobilize and see beyond the identified problem: uncertified and underpaid workers.

#### 4.4 In Summary

In conclusion, the examples that were presented illustrate the relevance and efficiency of

integrated and local socioeconomic development. This model is based on accurately reading and contextualizing the territories, and on involving the local stakeholders in the solutions' development and implementation. In the projects that were examined, whether it be the creation of a Centre d'économie circulaire, the revitalization of a borough experiencing difficulties or the provision of training in the maintenance of electric vehicles, the approach of integrated development made it possible to mobilize local stakeholders, and to catalyze the available financial resources and expertise that would otherwise not have participated in the development of solutions adapted to the specific needs of each community.

These initiatives also demonstrate the importance of the convening and collaboration aspects between the various partners, whether they are from the public, private or community sector. By encouraging dialogue and the pooling of expertise, integrated and local development makes it possible to maximize the interventions' impact and to create beneficial synergies for the entire community.

Furthermore, these examples demonstrate the need for a continuous, local, and meaningful presence in the field by an economic development organization, which makes it possible to acquire a deep understanding of the local realities and efficient mobilization of the resources. This approach based on proximity and active engagement of the stakeholders constitutes an essential lever to address the complex socioeconomic challenges that confront our communities and add to the efforts of the developments created at a more regional or provincial level.

Ultimately, integrated local socioeconomic development presents itself as a sustainable long-term approach to promote the evolution and well-being of the local populations, through the economic inclusion of persons, notably in sensitive territories. By leveraging the strengths and the specificities of each territory, this approach offers positive and inspiring prospects for the construction of more inclusive, resilient, and prosperous societies.



Corporations de développement  
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