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**Equity planning and Community economic development: the case of Côte des Neiges-Notre
Dame de Grâce**

Benoy Jacob

A Thesis

in

The Department

of

Geography

**Presented in Partial Fulfillment of the Requirements
for the Master of Arts in Public Policy and Public Administration at
Concordia University
Montreal, Quebec, Canada**

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Abstract

Equity planning and Community economic development: the case of Côte des

Neiges-Notre Dame de Grâce, Benoy Jacob

The developed world has witnessed high levels of economic growth, however, the benefits of this growth have not been felt evenly across communities and nations. Moreover, despite the efforts of locally based community organisations, marginalised communities remain unable to access many mainstream social and economic resources. This thesis links the Equity Planning Model with Community Economic Development (CED) as a way for urban planners and CED practitioners to better meet the needs of marginalised groups and communities. This thesis provides an analysis of the district that identifies marginalised communities according to social and economic factors, within the district of Côte des Neiges-Notre Dame de Grâce in Montreal, and provides an indication of the residents socio-economic needs and goals. From this, a framework for an economic development plan is articulated that uses small businesses for community development. This framework 1) identifies the marginal communities in the district, 2) identifies three development goals, and 3) provides recommendations, based on these goals, for the three small business start-up organisations in the district. The methods used in this thesis demonstrate how, by specifically identifying the needs of marginalised groups, economic development plans can ensure that such groups gain access to social and economic opportunities.

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Justin, I think I have learned more from an hour of drinking with you than an hour in any class. Thanks for the conversation, the debates, the good times, the bad times, your timely support, your untimely visits and your endearing friendship.

J.P. you took me to movies when I should have been working; you kept me out late when I should have been working; you called when I was in the midst of doing work, and you would show up just as I’d sit down to do work. In the end, I couldn’t have made it without you and I am grateful for every second we shared together.

Bill and Fran, my extended parents, you have made me feel so welcome in your home and provided me with more support than I would have ever expected. Your friendship has been a comfort on many frustrating days. But truth be told, it’s the laundry and dinners that keeps me coming back.

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To my parents, thank you for EVERYTHING. For the love and support I probably never earned and for the endless financing that I am sure I didn’t earn; I hope you can see it was not wasted.

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Table of Contents

Preface	1
Chapter 1 Introduction	2
1.1 Thesis Objectives	5
Chapter 2 Literature Review	7
2.1 Introduction	7
2.2 Conceptual Framework	7
<u>2.2.1 The Community Economy</u>	8
<u>2.2.2 Community</u>	9
<u>2.2.3 Marginalisation Defined</u>	10
2.3 The key debates	13
<u>2.3.1 Local Economic Development vs. Community Economic Development</u> ..	14
<u>2.3.2 Empowerment</u>	15
<u>2.3.3 Self-Reliant Model vs. Network Model</u>	16
<u>2.3.4 Small Businesses and Sustainability</u>	19
2.4 Planning and CED	20
<u>2.4.1 Toward a synthesis of Planning and CED</u>	21
<u>2.4.2 Who should Plan?</u>	24
2.5 Conclusion	25
Chapter 3 Case Description	27
3.1 Introduction	27
3.2 Political boundaries, geography, and land uses	27
<u>3.2.1 Political Boundaries</u>	27
<u>3.2.2 The Territory and Transportation</u>	29
3.3 Economic activities, institutions and local Organisations	30
<u>3.3.1 Economic activities</u>	30
<u>3.3.2 Institutions and Local Organisations</u>	31
3.4 Demographics	32
<u>3.4.1 Population, Gender, Age, Ethnicity and Language</u>	32
<u>3.4.2 Income Employment and Education</u>	34
3.5 The key organisations	35
<u>3.5.1 Toward the CDEC</u>	35
<u>3.5.2 The CDN-NDG CDEC</u>	36
<u>3.5.3 SAJE</u>	37
<u>3.5.4 The Aurora Business Project</u>	37
3.6 Summary	38
Chapter 4 Methodology	39

4.1 Introduction	39
4.2 The Planning Process	39
4.3 Preliminary examination of the case area	40
4.4 Identifying the Marginalised Communities	41
<u>4.4.1 Income, Employment and Education</u>	42
<u>4.4.2 Age and Gender</u>	42
<u>4.4.3 Period of Immigration and Knowledge of Official Languages</u>	43
<u>4.4.4 Condition of Dwelling and Percentage of Income that goes toward Rent</u>	44
<u>4.4.5 Summary</u>	44
4.5 Identifying land uses	44
4.6 Perceptions of the community condition	45
<u>4.6.1 The Questionnaire Surveys</u>	46
<u>4.6.2 Sampling Frame</u>	48
<u>4.6.4 Administering the Questionnaires</u>	49
4.7 Methods of Analysis for the Questionnaire Surveys	51
<u>4.7.1 Breaking down the data sets</u>	51
<u>4.7.2 Ranked Responses</u>	52
<u>4.7.3 The Analysis</u>	53
4.8 Summary	57
Chapter 5 Analysis of Questionnaire Surveys	58
5.1 Introduction	58
5.2 Small Business Responses	58
<u>5.2.1 Evaluation of the Local Labour Force and Hiring Practices</u>	58
<u>5.2.2 Local Customer Base and the Purchase of Local Supplies</u>	59
<u>5.2.3 Evaluation of Local Business Needs and Location in the District</u>	60
<u>5.2.4 Sustainability</u>	61
<u>5.2.5 Summary</u>	62
5.3 Marginalised Group Responses	63
<u>5.3.1 Ideal work situation and perceived obstacles</u>	63
<u>5.3.2 Skills Base</u>	64
<u>5.3.3 Improving the Socioeconomic condition of the district</u>	64
<u>5.3.4 Perceptions of available community services and activities</u>	65
<u>5.3.5 Summary</u>	65
5.4 Organisational Responses	66
<u>5.4.1 Perception of the quality of services available to residents</u>	66
<u>5.4.2 How would you describe the economic condition and potential of the district?</u>	67
<u>5.4.3 What improvements can be made in the district and what direction do you see your organisation taking to meet these needs?</u>	67
5.5 Conclusions	68
Chapter 6 Discussion and Recommendations	69

6.1 Introduction	69
6.2 Portrait of the district	69
6.3 The relationship between the objectives of key organisations and stakeholders	70
6.4 Potential of Small businesses as an economic development tool	71
6.5 Framework for an Economic Development Plan	73
 Bibliography	 76
 Appendix A – Maps of Marginalised Communities	 82
 Appendix B -- Land Use Map	 85
 Appendix C – Questionnaire Surveys	 86
Local Business Questionnaire	86
Marginal Group Questionnaire	88
Key People in Organisations	91
 Appendix D – Map of Interview Locations	 92
 Appendix E -- Summary of Results from Questionnaire Responses	 93
Small Business Responses	93
Marginalised Group Responses	97
 Appendix F – CDEC Action Plan	 109

Preface

I began this thesis with doubts about the usefulness of urban planning and a complete ignorance of Community Economic Development. My disillusionment with planning stemmed first from society's general impression, or so it seemed, that planners were nothing more than paper-pushing bureaucrats, and second, from my impression that society was probably correct. That is to say, the ideals articulated by Daniel Burnham and espoused in numerous planning textbooks¹ are difficult if indeed ever possible to find in planning practice.

Make no little plans; they have no magic to stir men's blood and probably themselves will never be realised. Make big plans; aim high in hope and work, remembering that a noble logical diagram, once recorded, will never die, but long after we are gone will be a living thing, asserting itself with ever growing insistency.

In search of such ideals, I stumbled across the work of volunteers, community organisations and academics in the field of Community Economic Development (CED); however, it seemed that their work, while noble, remained marginal and had limited long-term effects. I preface this thesis by saying that what follows is neither a criticism nor an admonition aimed at planners or CED idealists, rather this thesis is situated between mainstream institutionalized planning and alternative grass roots CED activities. Thus, I hope to bring CED ideals out of the margins into the mainstream and planners back into the communities they are supposed to serve.

¹ In this case, Hodge, Gerald. Planning Canadian communities: an introduction to the principles, practice and participants. Nelson: Scarborough. 1991.

Chapter 1

Introduction

The post-industrial phenomena of globalization and corporatisation have made a strong impression on Canadian cities. The impacts, however, have not been felt evenly across communities and neighbourhoods in the urban environment. In the case of Montreal, many communities that once flourished under industrialization are struggling to integrate into the “new economy.” Areas such as Point St. Charles, Hochelaga-Maisonneuve, and Côte des Neiges-Notre Dame de Grâce (CDN-NDG), have all been hurt by the process of de-industrialization. Of particular interest to this thesis is the CDN-NDG district. Despite 1) a diverse, cohesive, and well-educated population, 2) several community-based development organisations and, 3) numerous projects, plans and initiatives undertaken by these organisations, this district is marked by several marginalised communities. This thesis explores the CDN-NDG district to create an economic development plan that complements the existing action plan put forward by the CDN-NDG Corporation de Développement Économique Communautaire (CDEC)

After World War II, systematic local intervention through the mechanism of urban renewal became institutionalized. Undertaken under the name of slum clearance rather than, economic development (Teitz 1997), this approach was based on 1) the notion that growth requires inward capital investment to develop local resources, 2) the use of local labour, and 3) the creation of sales to non-local markets. In Canada, protests against these practices, in both Toronto and Vancouver, were instrumental in ending such developments in 1971. The decade of the 1970's then, was marked by a humanist

perspective that gave rise to the Alternative Development movement². This movement pursued the improvement of living conditions in urban areas by increasing community action and self-reliance, citizen participation and organisational change (Eyles 1989, 371).

In the late 1970's and the decade of the 1980's, local policy in the West was characterized by a shift away from the provision of social services and public goods toward accelerating growth in local economies to create jobs and improve the local tax base (Leitner 1990). Such thinking was characteristic of the neo-conservative movement of the time³. This movement was fuelled by the fiscally conservative regimes of Britain, the United States and Canada. Advocates of neo-conservatism argued that a healthy national economy is the most powerful tool for revitalizing cities and improving their fiscal policies (Eyles 1989). The economic plight of cities was seen as a part of the general national economic malaise and all social programs would be dependent on national economic performance. The 1980's then, saw government policy become more economic, and national, rather than social, and urban (ibid.). This movement placed an emphasis on individual self-reliance; thus, the poor and unemployed were viewed as suffering from the consequences of their own actions rather than, the result of any market failure (Shragge 1997, 8). Within this supply-side model, formulation and implementation of regional economic development policy lay principally with the local institution (Cheshire, D'arcy &

² E.F. Schumacher's classic Small is Beautiful: a study of economics as if people mattered. Blond and Briggs Ltd.: Great Britain. 1973, is an excellent example of the discourse arising from this movement.

³ It is beyond the scope of this paper to explore neo-conservatism in depth, however, one can refer to Savoie, Donald J Thatcher, Reagan, Mulroney: in search of a new bureaucracy. University of Toronto Press: Toronto. 1994.

Giussani 1992).

The local level response was typically represented by the Entrepreneurial City Model (Wilson 1995, 647)⁴. This model requires that the local growth coalition work with the local public sector in marketing the city to land developers, businesses, and consumers (ibid.), to improve the fiscal condition of the local community (Schneider 1992; Teitz 1989). Otherwise known as the growth machine, this approach has been criticized for 1) its lack of public accountability, 2) the lack of social goals, 3) the zero sum game created with other communities seeking the same investors, and 4) for the cultural uniformity it produces among cities (Schneider 1992). Other criticisms include for example, that local growth does not create any new jobs but only redistributes them (Logan & Molotch 1987), and that even when successful, such policies often leave cities heavily dependant on either the continual attraction of outside economic resources or the retention of resources that are relatively mobile (Imbrosico 1995). The Entrepreneurial city approach is still actively used today; however, it has been challenged by the CED movement (Teitz 1994; Blakely 1989).

The CED framework argues that localities faced with economic difficulties should turn to their own resources, create new local enterprises, and create active public-private partnerships. Thus, economic development has returned to the post-World War II discourse. What began as a movement, however, has matured into an industry (Vidal 1997); an industry which argues against the perspective of place as a passive location of

⁴ The need for local level solutions should be seen as a response to national policy withdrawal instead of simply a local level solution (Barnekov, Boyle & Rich 1989).

economic activities according to the logic of global capitalism, and argues for the perspective of place as a unique space in which an activity occurs while still embodied in the larger structure (Sassen 1996, Wilson 1995). According to Wilson (1995) this shift represents a move from 1) the regional and national planning of growth poles, 2) the emphasis on factor costs and transport costs, 3) recruitment of outside firms and investors, and 4) a shift away from the trust placed in automatic trickle-down mechanisms.

In the case of CDN-NDG, numerous programs and plans have been initiated in attempts to ameliorate the present economic condition of particular communities in the district. Typically, these initiatives have been implemented independent of each other and not necessarily with any explicit attempt at creating a cohesive and coordinated action. It does not seem clear that these initiatives have made a significant difference on the local area. The contention of this thesis is that CED initiatives will have greater impact if they are part of a coordinated economic development plan.

1.1 Thesis Objectives

The primary objective of this thesis is to create a framework for an economic development plan that complements the existing action plan put forward by the CDN-NDG CDEC. Based on principles from the Equity Planning model and the CED discourse, this complementary plan will identify the specific needs of marginalised groups and communities in the district. This thesis also pursues three secondary objectives; specifically, 1) to provide a portrait of the social and economic conditions of the CDN-NDG district that combines census descriptors, land use information, and perceptions of

specific target groups in the community, 2) to review the objectives of the community based small business creation programs, namely, Service Aide Jeunesse Emploi (SAJE)⁵, and the Aurora Business Project, and to analyse their relationship to other stakeholders in the district, and 3) to determine the potential of small businesses as a vehicle for community economic development in CDN-NDG.

The next chapter then, is a literature review that focuses on the contemporary issues and debates in CED and Planning. In general, the themes discussed in the literature review arise from the discourse on CED; however, where appropriate, I have gone outside this body of literature to provide a precise description of the particular theme. Further, although a substantial amount of CED literature arises from the experiences in the developing world context, this section focuses almost exclusively on literature arising from the Canadian, American, and European experience.

⁵ SAJE provides capital to new entrepreneurial initiatives with the support of the CDEC.

Chapter 2

Literature Review

2.1 Introduction

This thesis is concerned with economic development. Such development is generally approached from one of two perspectives; on the one hand, there are those who view economic growth and development as a product of natural market forces, which functions best with minimal intervention. This *laissez-faire* perspective assumes that economic benefits will trickle down to individuals, groups and communities, thereby ensuring an equitable distribution of these benefits. On the other hand, it is argued that the *laissez-faire* model does not guarantee equity, and thus there is a need to intervene in the economy to either correct market failure or limit the negative impacts borne by marginal groups and communities. The literature reviewed here arises from this interventionist perspective. Intervention, however, can occur at different levels and in different ways. This thesis takes the position that the most disadvantaged individuals, groups, and communities are best served by a coordinated local initiative. Thus, this section focuses on those debates surrounding Equity Planning as a means for achieving CED through small business creation. This section, first, provides a conceptual framework for understanding CED, second, looks at pertinent debates in the CED literature in terms of the liberal-progressive dichotomy, and third, examines the role and models of planning in CED.

2.2 Conceptual Framework

To understand the debates and issues explored in this chapter, a conceptual

framework must first be established. The three key concepts addressed in this section are, 1) the nature of the community economy, 2) the concept of community, and 3) the concept of marginalisation.

2.2.1 The Community Economy

Douglas (1995) describes the community economy as a number of overlapping sectors that, simultaneously, are both producers and consumers of goods and services. The interactions between these overlapping sectors of households, production units, and local government create the structure and dynamics of the community economy. The boundaries of the community economy can then be mapped through the flows of goods and services. According to Teitz (1989), the community is a locus for: “1) the production of goods and services for external markets, 2) the production of goods and services for internal consumption, and 3) provision of labour for both employment inside and outside the area” (p. 115). Moreover, neighbourhoods may be very effective economic development and employment generators by virtue of their “entrepreneurial energy, mutual support and trust of their inhabitants” (p. 116). The CDN-NDG district has pockets of vibrant small businesses where this entrepreneurial energy is apparent; thus, this thesis hopes to find areas of opportunity to direct future small business ventures that will enhance this existing base of small businesses. Teitz, however, argues that neighbourhoods exist within the broader urban and regional economy and are limited in their ability to affect market forces. Efforts to look internally then, may mitigate against the formation of alliances for larger ends. The position of this thesis is that, while communities are limited in their ability to influence market forces, stimulating the economy

from the bottom-up will foster a sense of community embeddedness that will help increase the quality of life of community residents and prepare them to take advantages of economic opportunities as market shifts occur.

2.2.2 Community

Integral to CED is the notion of 'community;' however, defining 'community' is not an easy task and has plagued researchers for years⁶. Hillery (1955) undertook a collection of definitions of community and was able to bring together 94 various meanings of the term. It follows then, that community, as expressed in CED discourse, has many meanings. Newman, Lyon, & Phillip (1986) explicitly state that the term community is "used indiscriminately to designate a specific area, group, or both⁷." Within the CED literature, three terms are often used in reference to community, namely, 'local,' 'community,' and 'neighbourhood.'

The term 'local' typically distinguishes an area in terms of geography and economics. Blakely, (1989) puts forward a definition of Local Economic Development where 'local' is defined as: "a geographic area composed of a group of local government authorities that generally share a common economic base and are close enough together to allow residents to commute between them for employment, recreation or retail shopping" (p. 15). In contrast, the terms 'community' and 'neighbourhood'⁸ tend to incorporate

⁶ Douglas refers to: Robert, S. 1979; Biddle & Biddle 1965; Warren 1963; du Sautoy 1962; Sulten & Kulajo 1960.

⁷ As quoted in Fontan's review of CED literature (1993).

⁸ According to Teitz (1989) these terms are used interchangeably.

social and psychological factors. According to Douglas (1995, 3), community is defined by the following elements: 1) people, 2) within a bounded geographical area, 3) people are involved in some social interaction, and 4) have one or more psychological ties with each other and the place in which they live. Similarly, the definition of 'neighbourhood' as put forward by Teitz (1989) is: "a contiguous subarea within a city or region that is seen by its inhabitants and others as possessing internal coherence and social meaning" (p. 114).

More directly related to CED, Fontan (1993) defines 'community' in terms of: 1) a geographical base that is a marginalised area in an urban or rural setting, 2) a social base, that is a minority cultural group or otherwise marginalised group, and 3) a community base, that is a population that shares in a given area, a history, a sense of belonging, and that has common interests, notably regarding the socioeconomic revitalization of the community.

It is important to note that CDN-NDG is an *arrondissement* and is composed of smaller *quartiers*. In accordance with Fontan's definition of community, however, this thesis identifies smaller physical spaces within the CDN-NDG district that have higher degrees of socioeconomic continuity and do not necessarily adhere to the boundaries of either the *arrondissement* or the *quartier*. These smaller spaces are what this thesis refers to as community.

2.2.3 Marginalisation Defined

Within the CED literature the term 'marginalisation' is often used; however it is rarely explicitly defined or explained. This subsection then, uses literature outside the CED discourse to help define and explore marginalisation in terms of its causes, its effects,

and its characteristic groups. In general, marginalisation should be considered synonymous with exclusion⁹.

In terms of social and economic exclusion, Knox (1989) describes the “urban underclass” of families and individuals who find themselves outside the mainstream of housing and job markets (p. 32). Similarly, Gershuny (1993)¹⁰ claims:

“Residents of these areas are excluded from many of the markets and services vital to their human development and pursuit of a decent lifestyle.”

Shrage (1997) expands upon this definition to include those who are excluded from political institutions and processes. Marginalisation, however, should not be considered in abstract terms; that is to say, the impacts of exclusion are manifest in real areas. Defining characteristics of such an area include: an absence of local entrepreneurship, declining infrastructure and physical appearance, and absentee ownership in business and housing (Douglas 1995). Further, McGregor & McConnachie (1995) point to “poor housing, shortage of local jobs, poor access to the wider labour market because of poor transportation links, and a lack of a social network where information can be exchanged” (p.1588). Marginalisation then, is understood within the literature to mean, the process that excludes people from mainstream economic, social and political processes.

⁹ However, ‘exclusion’ is not the same as ‘poverty.’ Although, poorer economic conditions are often seen as a characteristic of marginalised groups, ‘poverty’ is a natural or formal condition, while marginalism is an anomalous exclusion (Germani 1980).

¹⁰ The United Nations International Institute for Labour Studies (1994) contribution to the World Summit for Social Development “Overcoming Social Exclusion,” points to similar areas of exclusion. Specifically, exclusion from 1) the labour market, 2) from regular work, and 3) decent housing and community services. This document also describes exclusion in terms of social rights and broader linkages with the patterns of development.

The process of marginalisation seems to begin at the macroeconomic level. The literature points to the dynamics of the business cycle and general market shifts as catalysts to the process of marginalisation (Douglas 1995). More specifically, the decline of the mass production/mass consumption model in favour of the flexible model of production, and the increasing intensification of competition among multinational firms (Storper & Walker 1989; Massey 1984), the opening of national markets to the global economy, and the localized collapse of the manufacturing sector in developed countries (Shragge 1997; Sassen 1996) are considered triggers to marginalisation. Further, the corporate economy has proven incapable of providing full employment with decent paying jobs (Wilson 1996). Even in brief periods of expansion not enough jobs are created and the majority of the jobs that are being created are in the service sector, which leads to a proportional increase in lower wage workers (Shragge 1997). More specific to Canada, Douglas (1995) points to two severe recessions in the last 12 years as having affected urban communities. The impacts of these shifts are devastating to the both local community and the individual citizen.

At the community level the results of marginalisation are often an exodus of the wealthier and more mobile population, escalating demands for services, ailing infrastructure, and stagnant wages and employment levels (OECD 1998; Riposa 1996). This outflow (or leakage) of services, capital, and labour is seen as a huge untenable loss to the community (Douglas 1995). A visible examination of the CDN-NDG district reveals many of the symptoms of marginalisation. In particular, a high concentration of new immigrants, the loss of capital through business and bank closures, and a deteriorating

infrastructure is apparent in several communities in this district. Further, once the process of marginalisation begins, it tends to perpetuate itself and further exclude the urban underclass from mainstream social and economic functions (OECD 1998; McGregor & McConnachie 1995; Marcuse 1993). In terms of the individual, residents of marginalised communities tend to become stigmatized by employers, and a culture of poverty, which generates negative attitudes toward education, training and employment, tends to be created (OECD 1998; McGregor & McConnachie 1995; Burman 1988). Thus, it becomes difficult to solve the problem of long-term unemployment as the individual's health deteriorates, skills decay, aspirations decline and self-confidence evaporates (OECD 1998; Warr 1985).

Finally, while the CED literature focuses on meeting the needs of marginalised groups, it fails to explicitly identify or describe this group; looking outside the CED literature, however, it is understood that the urban underclass or disadvantaged can be defined in terms of ethnicity, age, gender, household structure, educational experience, or immigrant status (OECD 1998; U.N. International Institute of Labour Studies 1994; Knox 1989). More specifically, women, new immigrants, unemployed, and youth are widely identified as marginalised (U.N. International Institute of Labour Studies 1994; Sullivan 1993). This thesis then, examines the CDN-NDG district in terms of, the needs of, and resources available to these characteristic groups.

2.3 The key debates

Unlike traditional disciplines, CED does not have a lengthy pedigree or

consolidated body of intellectual endeavour that might provide a significant degree of universality for its definitions (Douglas 1987); thus, debates abound. These debates, however, can be characterized by the liberal-progressive dichotomy put forward by Fontan (1993)¹¹. According to Fontan, liberal development initiatives are those that are aimed solely at repairing the economic fabric of the private sector to create jobs, whereas, progressive initiatives invest in the economy giving consideration to social concerns. That is to say, the progressive initiatives take social objectives into account to create a situation that fosters greater participation and control for individuals in the planning and development of their locality. Given its broader social objectives, this thesis generally favours the progressive perspective in the following debates.

2.3.1 Local Economic Development vs. Community Economic Development

Within the literature two terms are used in reference to bottom-up development: Local Economic Development (LED) and Community Economic Development (CED)¹²; these terms are characterized, respectively, by the liberal-progressive dichotomy. LED refers to “the process in which local governments or community-based organisations

¹¹ The distinction between liberal and progressive is increasingly being blurred by contemporary literature on the Social Economy. In this thesis, however, the literature arising from the Social Economy discourse seemed to fall within the definition of progressive in the liberal-progressive dichotomy, thus, a further distinction was not made.

¹² Unlike most authors Douglas (1995) does not differentiate between CED and LED but rather, places CED on a continuum or spectrum of LED. This spectrum represents increasing degrees of, public administration, ownership and control, holistic view of the community economy, long range planning and community capacity building. While all activities along this spectrum involve development in the community, only CED (and community development), are premised upon the development of the community by the community. CED, then, entails purposeful design and action by community residents to influence the characteristics of their local economy, and is defined as being: “a process through which development of the community is pursued by the community (p. 26).”

engage to stimulate or maintain business activity and employment. The principal goal of LED is to develop local employment opportunities in sectors that will improve the community using existing human, natural, and institutional resources” (Blakely 1989, 15). In contrast, CED is designed to “marshal human, physical and financial resources to: integrate economic and social development at the community level; improve the community’s environment, quality of services and capacity to address its own issues; stimulate self-sustaining, socially responsible economic growth; and to engage in bottom-up planning and decision-making.” (Newman et al 1986, 25/26) The concept of CED should not be confused with LED, though they both refer to bottom-up development. Given its consideration of both social and economic benefits, this thesis focuses on the CED model.

2.3.2 Empowerment

Fundamental to CED initiatives is the concept of empowerment. The meaning of empowerment, however, is subject to debate. Does it imply economic gains garnered from jobs or does it mean increasing one’s sense of control over one’s own life? Those who take a liberal perspective define empowerment primarily in terms of economic gains (Blakely 1989); however, the literature is heavily weighted in favour of empowerment, which is based on progressive characteristics. Wilson (1996) argues that [CED] practitioners are discovering the pivotal role of the individual as subject not object of development and change (p. 617). McCormick, Howard, Wiewel & Siegel (1987) provide the following definition of empowerment¹³:

¹³ As quoted in Fontan’s review of the literature (1993).

*Community empowerment is to transcend purely economic issues and enable residents to increase their capacity to plan and coordinate the way in which their communities are run. Such increased control typically, requires additional political power particularly as it relates to education; quality and quantity of housing; goods and services for residents; environmental issues and local job opportunities*¹⁴.

This thesis, then, refers to empowerment as it is understood within the progressive perspective. It is important to note, however, that economically distressed communities do not necessarily indicate unempowered citizens. Allardt (1981) and Schneider (1975) argue that, despite broad correlations between objective and subjective measures of most aspects of well-being, residents of certain inner-city tenement districts appeared to be much more satisfied than would have been anticipated from objective circumstances. Therefore, those communities in CDN-NDG that demonstrate symptoms of marginalisation may already have the capacity to change their economic situation but, are limited by other obstacles, and should not necessarily be considered ‘unempowered.’

2.3.3 Self-Reliant Model vs. Network Model

The literature debates a variety of approaches to CED; however, these approaches can be represented by one of two models, the Self-Reliant CED model and the Network CED model. Wilson (1995) argues that the networking of firms, especially small and medium-sized firms, explain the level of economic innovation in a particular region. That is to say, where strong networks have been created, there is a greater opportunity for innovation and therefore, economic growth. This belief is corroborated by Bennet &

¹⁴ This concept of empowerment is also described by the term, *capacity building*. According to Armstrong (1993), capacity building refers to: “the deliberate building up of community strengths and capacity to undertake increasingly demanding tasks and projects for the benefit of the wider local community (p. 358).”

McCoshaw (1993)¹⁵ “...the common factor differentiating innovative and entrepreneurial localities (in the U.K.) from those with low levels of innovation are the operation of effective networks.” But what is meant by networks? Huggins (1997) defines a ‘network’ as: “various partners who pool specific resources through relations based on trust and reciprocity” (p. 274). Such linkages are formed between firms, public sector bodies and intermediary organisations. In the Canadian context, Stabler (1992) claims that community interdependencies are a reality of the Canadian community economy through both the functional urban hierarchy and among spatially contiguous communities of similar sizes¹⁶. In terms of job creation, McGregor & McConnachie (1995) argue that, although locally created jobs can be beneficial to a community economy, it is only through the creation of links with wider labour markets that the job creation initiative can be maximized. Similarly, Teitz (1989) argues that neighbourhoods are problematic targets of economic development; therefore, economic development strategies would be improved by integrating the neighbourhood with urban regional economic initiatives. There are those who argue, however, in favour of a model of community self-reliance.

The Rusty Bucket Analogy¹⁷ argues that by maximizing the internal [re] circulation of dollars and by finding substitutes for imports the leaks in the community (a rusty bucket) will be plugged and the community can become Self-Reliant. Bruyn (1987)

¹⁵ As quoted in Huggins (1997) discussion of Training Enterprise Councils (TEC's) in Britain (p. 273).

¹⁶ From Douglas 1995 v.1.

¹⁷ As described by Douglas 1995 v.1.

argues explicitly for such a community model.

“.... the goal of development is to create Self-Reliant communities developing beyond the traditional laws of the competitive market and return them gradually to the hands of the local people¹⁸.”

Such a model, then, is dependant upon 1) the pursuit of indigenous economic development, and 2) a focus on the city's resource flows (Imbrosico 1995). Imbrosico (1995) also identifies seven goals for a Self-Reliant strategy. These being, 1) stimulating small business/enterprise development, 2) promoting local ownership, 3) increasing import substitution, 4) conserving resources, 5) strengthening local economic multipliers, 6) tapping innovative local finance sources, and 7) localizing employment policy. In general, these models cannot be characterized by the liberal-progressive dichotomy found in the other debates; however, this thesis advocates a mid-ground between the self-reliance and network models. That is, a model that encourages locally based networks, which do not create a sense of community protectionism¹⁹. When considering this model, the following two points must be kept in mind: 1) partnerships and networks must be carefully examined to ensure that flows of benefits are distributed equitably, and 2) this model hopes to promote sustainable economies. The next subsection explores the benefits of locally based small businesses that will help to sustain the community in the long term.

2.3.4 Small Businesses and Sustainability

¹⁸ As quoted in Shragge 1997.

¹⁹ Protectionism then, is referring to a situation that would promote independence from other organisations, businesses and communities, rather than a situation of interdependence.

From the progressive perspective, some authors argue that small business creation should be the outcome of greater initiatives, such as individual and community empowerment (Shragge 1997), while others argue that small businesses help create a community, which is sustainable, resilient, and cohesive (Irwin et al 1997). This second rationale has led to initiatives such as the *Community Business Ventures* undertaken in the United Kingdom. A community business is defined as: “a trading organisation which is owned and controlled by the local community and which aims to create ultimately self-supporting and viable jobs for local people in its area of benefit, and to use profits made from its business activities either to create more employment or to provide local services, or to support charitable work” (McArthur 1993). Similar endeavours have been attempted in the CDN-NDG district, namely the *Barter System*²⁰. This initiative, run through Project Genesis in CDN, is a trading system in which members exchange their services on the basis of time. Newman (1989) argues that while such socially relevant jobs are of value to the community, they are also limited because they are operating under a larger economic framework that is based on fundamentally different values.

According to the liberal perspective, some authors declare that small businesses are essential to the growth and development of the national economy (Birch 1989), while others proclaim small business to be the cornerstone of the community economy, and thus its development is paramount to ensuring community growth (McArthur 1993). Along this line of thought, Michael Porter (1995), in his classic *The competitive advantage of the*

²⁰ This system is not based on the model of the community business, but it does represent an attempt in the CDN-NDG district to create economic institutions that function outside the framework of the mainstream economy.

inner city, argues that the social model (advocated by the progressive perspective) is not an adequate model for sustainable small business ventures. Rather, small businesses in marginalised communities must be created out of genuine competitive advantage. That is to say, economic development will not occur by “... increasing social investment and hoping for economic activity to follow” (p. 56). This thesis adheres to neither the liberal nor progressive perspective in terms of the small business creation as an economic development tool. Rather, in its examination of CDN-NDG, this thesis hopes to uncover areas of opportunity for small businesses to meet social concerns while not limiting their individual economic potential.

2.4 Planning and CED

Too often, CED practitioners start a loan fund, a co-op, or an incubator and call that development. Concentrating on relatively small-scale projects like these, however, may keep practitioners from taking actions that have greater potential (Duncan 1986). Moreover, it is not clear that community-based economic development strategies (e.g., investing in real-estate and business) are providing poor and minority communities with more power over their economic futures (ibid.). Certainly, such efforts seem to have had their impacts at the margins, rather than contributing to fundamental change in existing economic institutions (ibid.). This seems to be the case in CDN-NDG, which has a proliferation of organisations, initiatives, programs, and plans, but few act in concert with each other, and their potential then, seems limited. Finding a planning model for this district then, is necessary if these initiatives are to achieve their full potential.

2.4.1 Toward a synthesis of Planning and CED

In the 1970's while CED was taking form, planning justification lay in its claim to comprehensiveness; however, by the economic crisis of the mid-1970's urban planners in the U.S. and Great Britain had switched their focus from regulating to promoting development (Fainstein 1991). That is to say, urban planners concerned themselves with the economy only through the functional designation of physical areas within the city as commercial or industrial, rather than through any direct involvement with the economic development process. The neo-conservative movement of the 1980's, however, changed the nature of traditional planning discourse from its focus on architecture and law, to a focus on finance and economics (ibid. 23/24). In relation to CED then, three models of planning are discussed in the literature. The first model, strategic planning, is the most widely discussed planning model in the CED literature (Lewis & Green 1992, Vachon & Collier 1992); however, as will be discussed in this section, this model is not well suited for CED. The two other models, sales planning (Levy 1990)²¹ and equity planning (Teitz 1997), are not as widely discussed in the CED literature, but are more suited to bottom-up development, and they follow the liberal-progressive dichotomy respectively.

Many authors argue that strategic planning should be the principal tool used by volunteers and staff of CED initiatives (Fontan 1993, 29). Such planning involves particular elements, namely an analysis of the community situation that, 1) identifies both assets and needs, 2) creates a holistic community vision, 3) formulates particular action

²¹ Within this category this thesis also includes the concept of *leverage planning* which refers to the use of public money to underwrite and encourage the physical regeneration of an area by private-sector developers and investors (Mawson: 1989, 160).

goals, and 4) articulates a method for evaluating the process of achieving these goals²². Based on the rational-comprehensive model of planning, strategic planning is subject to similar criticisms (Swanstrom 1987), specifically, that its assumptions of rationality and comprehensiveness are too difficult to satisfy. This leads to a second critique of the strategic planning model, which is that there are few examples of its successful application (Levy 1990, 154). Reese (1993) argues that economic development policy is not likely to be the result of a rational systematic weighing of likely costs and benefits, as proposed in the strategic planning model, but rather is driven by professional decision rules²³ emanating from bureaucratic actors (ibid., 502). Thus, strategic planning remains largely at the level of theory and so offers little help for the CED practitioner.

In accordance with the liberal perspective, Sales Planning refers to: “those activities that do not alter the physical, financial, or demographic realities of the community, but rather inform and persuade firms and investors to locate or invest in particular urban areas” (Levy 1990, 153). Fainstein (1991) argues that this is already the norm, as planning methods have “shifted from needs assessments, master planning and long-term capital budgeting, to market analysis, negotiation and project specific capital programming (p. 25).” This is not to say, that such planning represents an ideal situation, as planners can become trapped in the logic of the bottom line for private sector commitments to stay or build or contribute to community betterment (ibid.). Even

²² This is an amalgam of Fontan’s review of the CED literature pertaining to Strategic Planning (1993) and Hopkins (1995).

²³ Decision rules being defined as the routinized procedures for accomplishing the purpose of the organisation.

planners who work for nonprofit neighbourhood development corporations and who focus on distributional effects are absorbed into the discourse of business negotiations, such as looking for funding for projects.

The third model of economic development planning, termed Equity Planning, follows the progressive perspective and fits neatly with the progressive model of CED advocated in this thesis. This model is rooted in the advocacy planning movement of the 1960's and 70's as described in the works of Paul Davidoff (1965) and Herbert Gans (1968). Equity Planning can be defined as a framework in which planners use their skills to mobilize community organisations of under-represented constituencies, to advance and perhaps implement policies that redistribute public and private resources to marginalised groups (Teitz 1997; Metzger 1996). This thesis argues that the Equity Planning framework is ideal for CED initiatives.

The discourse in this field has been heavily influenced by Norm Krumholz and his work as the Planning Director with the City of Cleveland. According to Krumholz, however, the literature in this area still needs to be developed.

The professional schools and university libraries should put more effort into tracking the equity planner's experiences. They should collect stories and histories, but also documents, analyses of methods and practice, new legislation, and administrative procedures (1994, 151).

By applying the Equity Planning Model to CED initiatives in the CDN-NDG district, this thesis hopes to provide the beginnings of future research into the potential of this model for CED endeavours.

2.4.2 Who should Plan?

In answering the question, “Who should plan?” the literature is divided between those who feel that political agents are fundamental to the local planning process, and those who argue that political bodies are incapable of creating policy from the bottom-up. As applied throughout this literature review, this debate follows the liberal-progressive framework²⁴, respectively. Two types of organisations then, have evolved in the field of CED planning, namely, Urban and Community Development Corporations (UDCs and CDCs).

Following the liberal model of CED, the UDC can be considered a self-governing, non-elected body appointed by the government to plan and implement many major development projects over a well-defined area (Cheshire, et al 1992; Leo & Fenton 1990). The aim of this corporation is to create an environment that attracts private-sector interest and commitment. In contrast, CDCs typically arise from nonprofit or non-governmental agencies and do not have the same powers or authority as enjoyed by UDCs. CDCs aim to, 1) provide comprehensive bottom-up development, 2) empower communities through the treatment of social and physical conditions, and 3) achieve these ends through supply-side models (Shragge 1997; Chesire et al 1992). Although, the literature discusses these two organisational models in some depth, it seems that in the case of CDN-NDG the situation is much more complex. First, the CDN-NDG CDEC which has been modelled after the CDC, has been criticized for its lack of community representation and visibility (Fontan, Morin, Hamel & Shragge 1997; Steinberg 1997). Moreover, the other

²⁴ Hamlin and Lyons (1996) put forward a similar dichotomy in their explanation of public-private roles.

organisations in this district simply do not follow the UDC or CDC framework. Thus, with respect to the question of, “who should plan?” the case of CDN-NDG requires that we rethink the liberal-progressive dichotomy. In their book, *Economy without walls: managing local development in a restructuring world*, Hamlin & Lyons (1996) argue that in place of this dichotomy²⁵ what exists is a situation where most formal and informal organisations no longer identify with the private-public (liberal-progressive) dichotomy. Thus, this thesis hopes to put forward a plan “that the participants contribute to the benefits of the broader community while promoting their own individual or organisational values” (Holland 1984, 210)²⁶.

2.5 Conclusion

This thesis brings together the concepts of Equity Planning and CED in a framework for small business development in the CDN-NDG district. In summary, this literature review has, 1) provided a conceptual framework for understanding CED, 2) examined the CED literature in terms of the liberal-progressive dichotomy, and 3) examined the role of planning in CED. Despite the widespread acceptance of the Strategic Planning model as ideal, the Equity Planning model is more suited for the progressive CED initiatives advocated in this thesis. What follows represents a first step toward understanding the CDN-NDG district to provide a framework for a CED plan that targets the needs of marginalised groups and communities and brings together various

²⁵ They use the terms private-public instead of liberal-progressive. In this case public refers to, the pursuit of public interest and private refers to, the rewarding of investors for taking risks.

²⁶ As taken from Hamlin & Lyons (1996).

organisations in the district to help meet these needs.

Chapter 3

Case Description

3.1 Introduction

The City of Montreal is divided into nine separate districts the, boundaries of which were defined by the Montreal Citizens Movement in 1988. These districts were conceived as a part of a network of “neighbourhoods” that shared similar socio-economic and cultural backgrounds. Based on their size, these districts were considered useful for the city’s planners, as a “statistical analysis could provide a...homogeneous representation of the area” (Herland 1992, 92). However, with a population of less than 160, 000, residential, commercial and industrial neighbourhoods, and a myriad of ethnicities, the CDN-NDG district is a prime example of how these districts cannot be considered homogenous but rather should be seen as several unique communities each with different needs. Although this thesis is most interested in these smaller communities, it is necessary that the district as a whole be explored to understand the context in which these communities exist. This chapter then, describes the CDN-NDG district, focusing on 1) its political boundaries, geography and available transportation, 2) economic activities, institutions, and local organisations, 3) its demographic composition, 4) the organisations involved in this study, and 5) some of the key economic issues faced by the district.

3.2 Political boundaries, geography, and land uses

3.2.1 Political Boundaries

The CDN-NDG district is a composite of two *quartiers*, namely CDN and NDG. These *quartiers* are further divided into smaller *quartiers de planification*. Four of these,

namely, de la Savane, Edouard-MontPetit, Parc-Kent, and Snowdon are in CDN while, Côte St. Antoine, Loyola and Upper Lachine make-up the NDG quartier.

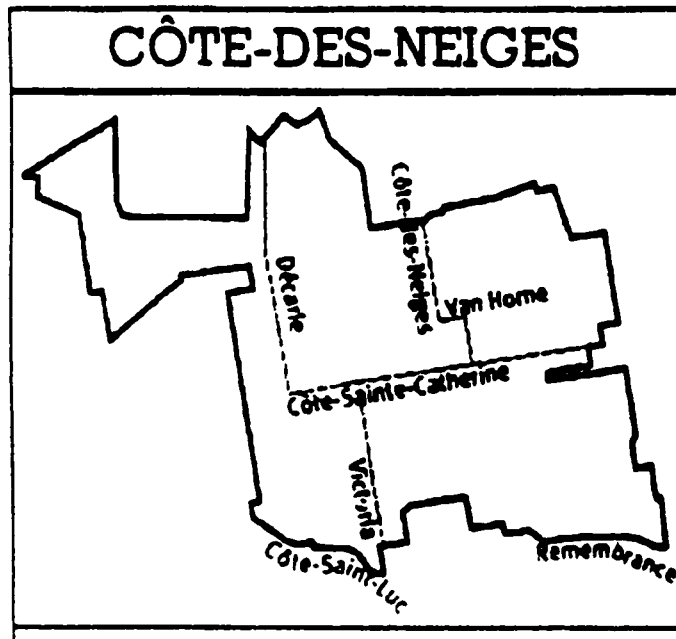


Figure 1

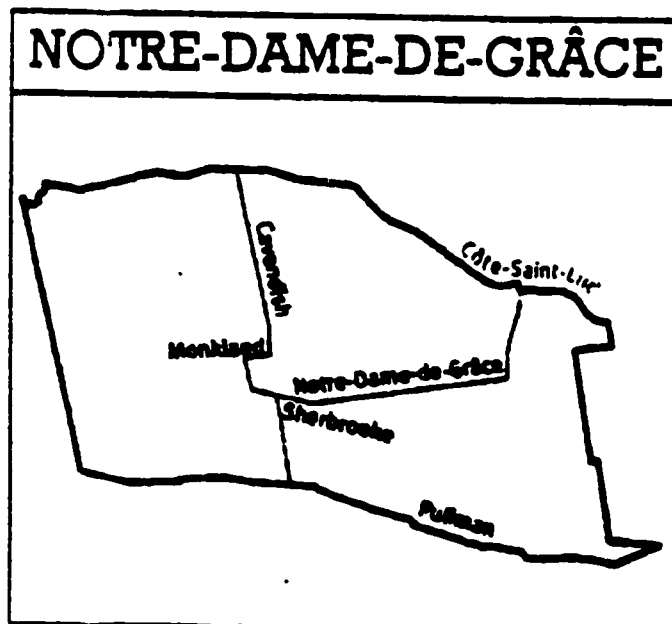


Figure 2

3.2.2 The Territory and Transportation

The CDN-NDG district is located at the western edge of the City of Montreal and covers 22 square kilometres. The topography and physical barriers in the district have, in part, determined its spatial organisation. In CDN, the hill between Van Horne and Cote St. Catherine Road divides the area into an upper and lower section. In the upper section, near Mount Royal, the communities are less densely populated and the residents are generally wealthier than in the rest of the *quartier*. In NDG, Sherbrooke Street divides the *quartier* into an upper and lower section but this division has not created any socio-economic stratification. Further, the Canadian National railway track cuts off the centre of the district from its extreme south and north, while the Saint Jacques bluff, at the south end of the district, creates another barrier between south west Montreal and NDG.

The district is well served by the city's road and metro system. The main arteries in the CDN-NDG district are the Decarie Boulevard, Queen Mary Road, Côte des Neiges Road, Sherbrooke Street, Côte St. Luc Road and St. Jacques Street. The north-south arteries of the Decarie Boulevard and Côte des Neiges Road are extremely well travelled and are often congested. The east-west system is also well travelled but is typically less congested, in particular, St. Jacques Street in the south end and Jean Talon in the north; the latter, however, ends at Decarie Boulevard and at this intersection congestion does occur.

The CDN quartier is well served by the city's metro system having eight stops, while NDG, on the other hand, has only two stops, both on its eastern edge. The

Vendôme station in NDG, however, represents an intermodal stop that serves as a transfer point for commuters coming from the West Island.

The political boundaries, described in this section, are useful for providing general descriptions of the district, however, they should not be considered ideal units of analysis for an economic development plan. The next chapter analyses the district much more closely to identify marginalised communities within the district.

3.3 Economic activities, institutions and local Organisations

3.3.1 Economic activities

Along the main arteries discussed above, commercial activity takes a variety of forms: restaurants, small businesses, retailing, auto dealerships and garages seem to serve the clientele from both inside and outside the district. With the help of the newly created Merchants Association, however, Sherbrooke Street is only now beginning to recover from an earlier loss of businesses. Other local streets such as: Victoria, Van Horne, Lacombe, and Decelles in CDN, and Upper Lachine Road, Monkland, Fielding, and Somerled avenues in NDG, provide strips of commerce that serve primarily a local clientele. The district has no major shopping centre, which encourages the creation and survival of these commercial strips of businesses; however, these areas are increasingly feeling pressure from 1) downtown shopping and entertainment centres 2) the recently developed Wal-Mart in the north-west end of the district and 3) the newly constructed Reno-Dépôt on St. Jacques Street²⁷.

²⁷ It should be noted that the Reno Dépôt has taken significant measures to embed itself in the local community (i.e. promising to hire locally and being active in community improvement programs such as tree planting).

Traditionally, the industrial zones are in the south, around St. Jacques Street, and north ends of the district, near de la Savane and Jean-Talon as well as along the Decarie corridor. Much of the heavy industry has since left but the areas still attract light industry and some warehousing. Both these areas benefit from access to rail and road connections and their relative isolation from the rest of the district limits disturbances to local residents.

The economic areas in the district are well defined. Certain, areas, however, may have greater development potential given their proximity to transportation links.

3.3.2 Institutions and Local Organisations

The district also has several major institutions that employ a large number of people in the district while contributing to various community activities. In particular, Université de Montréal, the Loyola Campus of Concordia University, Jean de Brébeuf College, the Montreal Jewish General Hospital, the Saint Joseph Oratory, and the new Montreal Super Hospital which is to be developed on the Glen Yards at the south end of the district.

Of particular interest to this thesis is the proliferation of local organisations in the district, most notably the NDG Community Council, and Project Genesis in CDN. In 1994, the NDG Community Council conducted an inventory of local organisations and discovered more than 200 in NDG alone. It is perhaps no surprise then, that a coordinated community-based initiative is difficult to undertake in this district.

3.4 Demographics

The following demographic profile was completed using the 1996 *Census of*

Canada. At the time of writing this was the most recent census information available. Despite some very encouraging numbers for the district as a whole, there are several communities within the district that are not adequately represented by these figures. This indicates 1) the disparity in socio-economic status in the district, and 2) the potential to use the Equity Planning Model to target specific communities within the district when putting together an economic development plan. The next chapter examines the district using census tracts, which the author believes provides a clearer picture of the districts social and economic condition.

3.4.1 Population, Gender, Age, Ethnicity and Language

According to the 1996 census, the CDN-NDG district had a population of 158 930 people, a large proportion of whom are located in CDN (95,949 people). Despite a net exodus of the local population, from 1961 to 1981, the district has seen its population rise slightly over the past twenty-five years (refer to Table 1).

When comparing the district in terms of age and gender with the CMA, few differences can be found. Again, however, as the next chapter will show, there are smaller areas in the district that are very different from the CMA averages (refer to Table 2 and Table 3).

Year	Population in CDN	Population in NDG	Total
1961	100,313	80,827	181,140
1971	100,648	77,950	178,598
1981	87,349	65,277	152,626
1991	91,065	63,317	154,382
1996	95,949	62,981	158,930

Table 1

Gender	CDN-NDG	CMA
Male	46.7%	48.4%
Female	53.3%	51.6%

Table 2

Age	CDN-NDG	CMA
0 - 14	16.7%	18.8%
15 - 24	13%	12.9%
25 - 44	35%	33.6%
45 - 64	19.5%	22.6%
65 +	15.8%	12.1%

Table 3

Unique to the CDN-NDG district is its high proportion of immigrants. As table 4 shows the immigrant population represents a large proportion of the total; moreover, 17.5% of all the immigrants who came to Montreal between 1991 and 1996 moved into the CDN-NDG district.

	CDN-NDG	CMA
Immigrant Population	51.1%	17.6%

New Immigrants (1991-1996)	23,480 or 14.7%	134,535 or 4%
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Table 4

As table 5 shows, the district's population has a high percentage of people who are able to speak both French and English. The district, however, also has a group that is more than double the CMA in its inability to speak either French or English and a substantially large population who speak only English, which, given Montreal's bilingual character, makes it extremely difficult for people in these groups to gain adequate employment.

Knowledge of Official Languages	CDN-NDG	CMA
English Only	27.5%	8.42%
French Only	12.8%	39.36%
Both French and English	55.5%	49.14%
Neither French nor English	4.2%	1.91%

Table 5

3.4.2 Income Employment and Education

The district's household income levels, rate of participation in the job market, and the unemployment rate were all lower than the CMA average. This would imply that fewer residents of CDN-NDG are actively employed or searching for work, while those who are employed are not earning as much as the rest of the population in the CMA. Furthermore, a high percentage of the district population is in university or has a university degree when compared to the CMA. Thus, it appears that the CDN-NDG population is highly underemployed.

	CDN-NDG	CMA
Average Household Income	38, 021	43, 040
Unemployment Rate	9%	11.2%
Participation Rate	59.4%	63.6%
University with or without degree	45%	25%

Table 6

3.5 The key organisations

This section describes the community-based organisations that are active in small business creation programs in the district, namely, the CDEC, SAJE, and the Aurora Business Project. Given its central role as an economic development agent in Montreal the CDEC is of particular interest to this thesis; therefore, this section begins with a general description of the evolution of the CDEC in Montreal²⁸.

3.5.1 Toward the CDEC

In the city of Montreal, there are seven CDECs. The CDECs offer a variety of programs that are dependent on the demands of funders, but adapted to local realities (Fontan and Shragge 1997, 88). The CDECs place an emphasis on conventional business, while being firmly founded on the principles of CED (Shragge and Fontan 1997; Joyal 1994). In 1990, an agreement was reached by municipal, provincial and federal governments to fund these initiatives. The first three CDECs, were initiated during the

²⁸ A great deal has been written on the role of the CDEC and the tensions between regional and local development in Montreal; however, this thesis is interested in the CDEC only as it plays a role in the CDN-NDG district. The history presented here is to provide the reader with a basic appreciation for the evolution toward a CDEC in the CDN-NDG district and why it is considered a central economic development body for this district.

late 1980's in older industrial neighbourhoods facing urban decay, poverty, economic decline, and high levels of unemployment linked to the disappearance of traditional industrial jobs (Fontan and Shragge 1997, 89). Also the conservatism of Canada's Federal government economic and social policy, and its ongoing attempts to limit state expenditure helped to further the creation of these organisations (ibid)²⁹.

3.5.2 The CDN-NDG CDEC

The CDN-NDG CDEC was founded in 1992 with the mandate to “support and maintain economic and social development in the district by empowering stakeholders... with tools adapted to their situation. The preferred strategy is dialogue and partnership. This approach is carried out according to the principles of sustainable development, complementing existing resources, and taking into account the regional reality³⁰.” The activities of the CDEC are important to this thesis in two ways; first in its creation of an economic development plan for the district and second, in its relationship to the SAJE organisation.

In 1998 - 1999, prior to the writing of this thesis, the CDN-NDG CDEC presented its economic development plan to the Montreal Harmonization Committee. The contention of this thesis is that, rather than providing only a district level plan and hoping benefits will trickle down to marginalised communities, a complementary plan that specifically targets the marginalised groups should be developed to ensure benefits are

²⁹ Locally based development arose partly out of necessity then and not necessarily as an ideal choice.

³⁰ As taken from CDEC information pamphlet.

equitably distributed. This thesis then, uses the CDEC's plan as a framework for a plan that targets the marginalised groups in the district.

3.5.3 SAJE

The SAJE organisation was founded in 1987 as an organisation focussed on helping start entrepreneurial ventures. They try to stimulate such activity by providing guidance and support to aspiring entrepreneurs in terms of helping them create and then establish a business. This organisation has been extremely active and considers itself to be the leader in entrepreneurial support in this district. The SAJE has three other offices on the Island of Montreal, each being responsible for the activities in their respective areas.

3.5.4 The Aurora Business Project

In 1994 a training program was launched out of the NDG YMCA, to help prepare women start small businesses and to join loan circles³¹. In 1997, this program was changed into the Aurora Business Project. Under this new name the program increased its mandate to serve English-speaking women throughout the island of Montreal³². The program's mission is to "support individuals seeking to become self-employed and is nurtured by community outreach and partnership. Priority is given to low-income women residing in the greater Montreal area." The program also helps participants to 1) access resources, 2) help increase their employability skills and 3) provide personal development

³¹ A loan circle is a way of helping people to become financially independent by giving them access to credit. Women form a "circle" of 4 to 7 members and judge the merits of each others loan requests and are mutually responsible for repayment.

³² Although the scope of the organisation is much broader now, much of its activity still remains in the CDN-NDG district.

support. It should be noted that this project considers itself to be an alternative to traditional business development approaches. Its objective then, is financial autonomy for its participants and not job creation.

3.6 Summary

This section describes the CDN-NDG district as a case for the use of the Equity Planning Model in creating a Community Economic Development Plan. The district as a whole faces a variety of economic development issues, many of which are addressed in the economic development plan put forward by the districts CDEC. The district, however, is highly stratified and a more detailed analysis is needed to ensure that the needs of those who are in most need are met. Guided by the Equity Planning Model, the next two chapters identify the smaller marginalised communities in the district and explore the nature of these communities' concerns.

Chapter 4

Methodology

4.1 Introduction

The primary objective of this thesis is to provide the CDN-NDG district with an economic development plan for the marginalised groups and communities in the area. It should be noted, however, that this plan and the methods used to create it are directive and not evaluative in nature. That is to say, the CED plan will act as a framework for guiding the actions of the CDEC, SAJE and the Aurora Business Project, not for evaluating them. This chapter describes the methods used to gather information that helped formulate the CED plan put forward in this thesis. The methods used in this chapter are typical of the planning process and thus, this chapter begins by describing this process.

4.2 The Planning Process

Up until the 1950's, urban planning was practised in traditional design terms and was less systematic than today (Hodge 1991). The foremost attempt at systematizing the community planning approach was formulated by Meterson and Banfield in the early 1950's (Ibid.). This model was termed the "rational-comprehensive model." As discussed in chapter 2, the contemporary version of this is the Strategic Planning Model. While this thesis advocates the Equity Planning Model, the process for determining community needs still proceeds with an underlying sense of rationality.

This process is most simply described by Patrick Geddes³³ as: “survey[ing], analyz[ing] and plan[ning].” Loew (1979) describes this planning process in greater detail. Loew claims that, first, community goals are defined through an analysis of the physical, social and administrative contexts, and public participation. This was achieved in this thesis during 1) the preliminary examination, 2) the identification of marginal communities, and 3) the identification of land uses. Second, these goals guide the analysis of the characteristics, opportunities and constraints of the situation to be tackled. In this thesis, the analysis was undertaken with the use of questionnaire surveys. Third, a set of specific objectives is articulated, to be pursued by a plan, and finally, different strategies are considered for implementation. Although this thesis has already identified small business creation as an area of emphasis, more explicit goals will be discussed in chapter 6.

The remainder of this chapter then, describes 1) the preliminary examination of the CDN-NDG district, 2) the identification of the marginalised communities, 3) the identification of land uses, and 4) the identification of the perceived situation and needs in these communities.

4.3 Preliminary examination of the case area

A preliminary examination of the CDN-NDG district was used to acquire an initial impression of the issues and conditions of the district. This examination involved informal conversations with community residents, community activists, and key people in community organisations. These conversations were unstructured and open, allowing for

³³As taken from Leung, Hok Lin. Land use planning made plain. Frye and Company: Kingston. 1989. p. 19.

a wide range of opinions and observations on the present condition and potential of the district. From this examination it was noted that the district is very diverse and despite numerous community organisations and initiatives, the needs of some groups were not adequately being met. Thus, it was hypothesized that a community economic development plan that specifically targets the needs of the marginal communities within the district would ameliorate some of the communities' weaknesses and enhance some of the communities' strengths. As discussed above, this economic development plan would be a complement to the broader plan put forward by the district's CDEC; moreover, based on the assumption that small businesses are viable tools for creating economically sustainable communities, this plan hopes to direct the actions of the local organisations involved in small business creation. Thus, this preliminary examination identified the organisations directly involved in small business creation, namely, the SAJE and the Aurora Business Project; however, more information needed to be gathered before a detailed analysis of the district could be conducted.

4.4 Identifying the Marginalised Communities²⁴

The Equity Planning Model requires that the economic development plan be directed at marginalised communities, rather than at politically delineated districts. This section then, describes the methodology used to identify these communities within the CDN-NDG district.

As discussed in the literature review various indicators can be used to identify marginal communities and groups, namely, income, employment, education, immigration,

²⁴ Refer to Appendix A.

age, and housing. Although these indicators are considered typical measures, no specific value for determining marginalisation exists. Further, because marginalisation is not an abstract concept, but occurs in spatially defined areas, it was determined that CMA averages would act as baseline measures. That is to say, those census tracts that were inferior when compared to the CMA average,²⁵ would be considered marginal. The following subsections elaborate on the specific variables and values used to identify potentially marginal communities.

4.4.1 Income, Employment and Education

Income, employment, and education, are often considered complementary to each other. That is, people with a high level of education are more likely to secure employment and thus, have higher incomes than those with lower levels of education. The average household and family income for the CMA was \$44 593 and \$52 793 respectively. The CMA's unemployment and participation rate was 11.2% and 63.6% respectively, and finally, 38.95% of the CMA's population had achieved only up to grade 13 education²⁶. Thus, those census tracts that had values below these measures, (above in the case of the unemployment rate) were considered potentially marginal.

4.4.2 Age and Gender

Increasingly, it is becoming the responsibility of local-level organisations to provide support for the special needs faced by youth and the elderly populations. For

²⁵ As a percentage of the population of that census tract.

²⁶ In Quebec high school only goes up to Grade 11; however, this measure is used to indicate the completion of highschool and two years of CEGEP.

example, in the CDN-NDG district, the Genesis project offers several programs that help the elderly, while the newly created Carrefour Jeunesse Emploi, in both CDN-NDG, is active in helping young people acquire employment and employability skills. For this thesis, youth are defined as younger than 25 and the elderly are defined as 60 years or over. Based on these distinctions, those census tracts with a youth population more than 31.75% and an elderly population more than 16.39% were considered potentially marginal.

In terms of gender, feminist discourse argues that women are forced, for a variety of reasons, to the margins (Franzway 1992; Mackinnon 1989; Stivers 1993); certainly, the literature, discussed in chapter 2 tends to support this position. In Montreal, women represent 51.6 % of the population. Thus, those census tracts that had female population values over this figure were also considered potentially marginal.

4.4.3 Period of Immigration and Knowledge of Official Languages

New immigrants often struggle to take advantage of mainstream social and economic opportunities. One of the primary reasons for this is their lack of proficiency in the host country's official language. In Quebec, this problem is magnified due to its bilingual composition; thus, new immigrants must know both French and English to ensure integration into the workforce. This thesis then, used the census data for new immigrants (those who arrived between 1991 and 1996) and values for those who knew neither French nor English²⁷ to identify potentially marginal communities the baseline figures then,

²⁷ Although knowledge of only one of the official languages will not normally allow someone to gain employment in Montreal, it was felt that such a person could still get by very well and should not be considered marginal.

were 1.9% and 4.04%, respectively.

4.4.4 Condition of Dwelling and Percentage of Income that goes toward Rent

The housing conditions in marginal areas are often the most outward indication of the economic and social problems in a community. Thus, those census tracts that had more than 33.04% of their dwellings needing minor or major repairs were considered potentially marginal.

The final variable used in this thesis, to identify marginal communities, was the percentage of household income that goes toward rent. According to the Canadian Census Bureau people should be using less than 30% of their household income for rent. In the CMA 22.6% of the population was, however, paying 30% or more of their household income for rent. This value then, represented the baseline figure for this variable.

4.4.5 Summary

Using Microsoft Freehand, these variables were mapped individually and then overlaid together. From this overlay 23 of the 37 census tracts in the CDN-NDG district were identified as marginal. That is, seven or more of the variables were below the Montreal averages. This then, provides the spatial basis for directing the CED plan.

4.5 Identifying land uses

It is often argued that marginalised or distressed communities suffer from the lack of locally based services and employment opportunities. This section then, examines the land uses in the CDN-NDG district in relation to the marginalised community. That is, to see what services are and are not directly available to the community residents. This

method follows the concept of proximity planning (Nozick 1994).

In her article, “An integrated development model for building sustainable communities in Canada,” Nozick (1994) discusses the concept known as proximity planning. Proximity planning, refers to land use planning that concentrates land uses within range of each other, thereby reducing energy consumption and the costs of building infrastructure. Following this, a land use map was acquired from the City of Montreal for the CDN-NDG district and overlaid the map of the marginalised communities to find the proximity of commercial and recreational activities in relation to the marginalised communities²⁸.

4.6 Perceptions of the community condition

In a healthy community there is an interdependent, reciprocal relationship between the individual and the community (ibid, 82). Where these relationships have been inadequately represented, local strategies have typically been weak (MacGregor and MacClennan 1992). To ensure, then, that the needs of local stakeholders²⁹ are adequately met in the economic development plan put forward in this thesis, three questionnaire surveys³⁰ were created to ascertain the perceived needs and available resources in the CDN-NDG district. It was determined that together these three questionnaire surveys

²⁸ Refer to Appendix B for Map and analysis.

²⁹ The term stakeholder from this point forward refers explicitly to 1) the marginalized residents, 2) the CDEC, SAJE and the Aurora Business Project, and 3) newly created small businesses.

³⁰ The use of questionnaire surveys is advocated by many CED researchers and practitioners as an effective method to help provide a comprehensive understanding of a community’s situation. Taylor (1995) argues for the use of such methods to “challenge stereotypes and increase confidence.”

would explore the following seven themes: 1) the availability and quality of existing services and social activities, 2) the perception of residents economic skills, 3) the obstacles faced by residents to local employment, 4) the links between newly created small businesses and the community, 5) the sustainability of the new businesses, 6) the needs of newly created small businesses, and 7) the measures that should be taken to help the district and its residents. All of these themes would be explored in at least two of the three questionnaires. This would allow for the comparison of responses between questionnaires. This section describes 1) the questionnaire surveys, 2) the sampling frame 3) the methods used for administering the surveys, and 4) the methods used for analysing them.

4.6.1 The Questionnaire Surveys³¹

Given the ideals of the Equity Planning Model, the first questionnaire was aimed at 1) marginalised individuals, namely, youth, the unemployed, women, and new immigrants,³² and 2) residents of the marginalised communities in the CDN-NDG district. The first part of this questionnaire was developed to acquire a general understanding of the individual's particular socio-economic background. These questions provided a descriptive component to the individuals interviewed and were not used in relation to other variables. Next, following Fordham (1995), respondents were asked to mark what services they used inside or outside their community and to provide an evaluation of that service in terms of accessibility and quality. The final section of this questionnaire

³¹ Refer to Appendix C.

³² This list is not an inclusive list of marginalised groups in the district. In this case the researcher was limited to these groups because of issues of time, and accessibility.

explored 1) the individual's perception of their particular economic situation and what is hindering their advancement, and 2) the overall social and economic climate of the district and how it could be improved.

The second questionnaire targeted small businesses that have been created with the assistance of the SAJE or the Aurora Business Project. The objectives of this survey were to 1) examine the degree to which entrepreneurial ventures, started by these community-based organisations, are providing economic and social benefits to their respective communities, and 2) what can be done to improve the local economic condition in which these businesses must survive.

The final questionnaire was structured in a very open format and was administered to the representatives of the CDEC, SAJE, and the Aurora Project; namely, Claude Lauzon, Abde Benariba, and Debbie Harrison, respectively. Responses from these organisations helped to identify whether there is agreement, in terms of needs and resources, between these organisations, the local residents, and the new small businesses.

Together, these three questionnaire surveys explore the perceived needs and resources of the CDN-NDG district from three different perspectives. Examining these perspectives will help to ensure that the economic development plan, put forward in this thesis, represents the specific conditions faced by local stakeholders.

4.6.2 Sampling Frame

The sampling frame was constructed to target the marginalised groups and newly created small businesses in the CDN-NDG district. Given limitations of time and resources, a sample large enough to claim representativeness could not be achieved;

however, the results do provide a strong indication of the perceptions in the district. In the case of the newly created small businesses, the sample was limited to those businesses that were made available to the researcher by the supporting organisations. In the case of the marginalised group questionnaire both snowball and random sampling techniques were used to eliminate any personal bias.

A snowball sampling method was used to target youth, women and new immigrants. Through my discussions with various community residents or activists I was informed of particular groups or meetings where I could administer my questionnaires, such as youth centres (Carrefour jeunesse emploi--CDN and NDG) and community group meetings (Project Genesis--CDN, the Aurora Project YWCA--NDG, Minority Apprenticeship Program--NDG)³³. The total number of responses for this questionnaire was 62.

A random sampling method was used to target people outside two unemployment centres, one in CDN and one in NDG, as well as to identify respondents in the marginalised communities. In both cases the response rate was substantially lower than when the questionnaires were administered at the group meetings; nevertheless, I was able to acquire 15 responses from the unemployment centres and 24 responses from the marginal communities.

In the case of the small businesses, I was provided with a list of 9 businesses, which was created with the support of SAJE and that had already agreed to be interviewed. In the case of the businesses started up with the support of the Aurora Project, I attended meetings of “graduates” of the program and was able to survey 12 new

³³ Refer to Appendix D for the location of all the interview areas.

businesses.

4.6.4 Administering the Questionnaires

The questionnaire surveys were administered over a six-month period from January to June 2000. Depending on the questionnaire, the interviews ranged from twenty-five minutes to one hour. Prior to each interview, the participants were informed that they could terminate the interview at any time and were under no obligation to answer all the questions. Further, they were under no obligation to indicate their name or the name of their business.

As mentioned above, the marginal group questionnaire was administered to five different groups of people; namely, youth, women, new immigrants, the unemployed, and residents of the identified marginalised communities. Wherever possible, I asked the questions directly, so I could solicit less formal insight into the community condition; in the case of the youth, women and new immigrant groups, however, this was not possible and I distributed the questionnaire to a small group all at once. In these cases, I tried to follow up some of the questions with some informal conversation, again to solicit greater insight into the community condition.

In the case of the unemployed group, I asked every third person who either entered or exited the unemployment office, if they could participate in an interview. I then explained the purpose of my questionnaire and asked why they were at this building. If their response indicated that they were unemployed I continued with the questionnaire; if not, I began the process over again. In the case of the marginalised communities, I conducted my interviews outside two metro stops and six bus stops throughout the

district. Using a similar sampling technique I asked every third person if they wanted to participate in an interview. If they wished to participate I explained the purpose of my interview and then, showing them a map of the district with the marginalised communities marked on it, asked them if they lived there. If they did, I continued with the interview and if not I would start again. Given the uncontrolled environment, these two groups were much more difficult to interview; nevertheless, I found most respondents to be very patient and informative.

The second questionnaire survey was administered to entrepreneurs who started their business with the support of either SAJE or the Aurora Project. These interviews were conducted either at their place of business, over the phone or, at group meetings. When administering the questionnaires to those businesses created by SAJE, I was able to administer it face-to-face or over the phone. The questionnaires administered to the businesses supported by the Aurora Project were distributed in small group meetings of “graduates” of the program, all answered at once. In these cases I tried to follow some of the questions up with informal conversation to solicit greater insight into the business’ condition.

The third questionnaire was administered to the representatives of the three organisations involved in this thesis. The interview with Abde Benariba (SAJE) was administered at the SAJE office in CDN-NDG, while the interviews with Claude Lauzon (CDEC) and Debbie Harrison (the Aurora Business Project) were conducted over the phone. All three respondents were very forthcoming and helpful in providing information about their organisation and their views of the community condition in CDN-NDG.

4.7 Methods of Analysis for the Questionnaire Surveys

Responses in each questionnaire were analysed either independently or in comparison with 1) answers to the same questions by other respondents in the same group, or with 2) answers to similar questions by respondents in the other groups. In general, this section describes the analysis of the responses to the three questionnaires. More specifically, this section explores 1) how the data sets were broken down, 2) how answers were to be ranked by respondents, and 3) how the responses in each questionnaire were analysed.

4.7.1 Breaking down the data sets

To conduct a complete analysis, the data sets for both the small business and the marginalised groups were analysed first as two whole groups, and then, as smaller subsets of these groups. The subsets to the marginalised group questionnaire were the target groups themselves; namely, youth, the unemployed, new immigrants, women and residents of marginalised communities. Further, the data regarding perceptions of activities available in the district were differentiated by economic and social activities. The responses to the small business questionnaire were somewhat more difficult because the breakdown was not necessarily anticipated when the questionnaire was created. Two separate differentiations had to be made to properly analyse this data set. First, the data set was broken down based on the types of businesses surveyed and second, by those that had hired employees and those who had not.

The small business questionnaire did not target specific types of businesses; however, when the responses were examined as a whole it became apparent that the data

set could be broken down by certain types of businesses, namely, computer-based businesses, general services, financial/consulting, and artistic businesses. Computer-based businesses, referred to those businesses that were based in the computer industry but were not considered consulting, such as, web design or computer sales. General service businesses were those businesses that helped in the day-to-day activities of people, such as day-care or housecleaning. Financial/consulting were those businesses that considered themselves to be independent consultants or were providing financial services. Finally, artistic businesses were those businesses driven by artistic expertise such as painting or music.

The second differentiation to be made in this data set, was based on those businesses who had hired employees and those who had not. As it turned out only 13 of the 21 businesses surveyed were at a point in their growth where they had needed to hire employees. This breakdown was necessary then, to solicit more accurate insight into questions relating to the businesses' hiring practices and impressions of the labour force.

4.7.2 Ranked Responses

Several questions were asked in both the small business and marginalised group questionnaire that required the respondent to rank several variables in order of perceived importance. In the small business questionnaire, respondents were asked to 1) rank five variables that would improve the local labour force, and 2) to rank six variables that would help satisfy the local business needs. The most important variables in these questions were given a score of five and six, respectively, and the lowest variable was given a score of one. Similarly, in the marginalised group questionnaire respondents were asked to rank 1)

four obstacles to finding work in CDN-NDG, 2) six variables that would improve the economic situation in CDN-NDG, and 3) five variables that would improve the overall well-being in the district. The highest ranking variables, then, were ranked four, six and five, respectively, while the lowest ranking variable was ranked one. To analyse these factors then, the scores were added for each variable per factor to provide a total ranking for the variables in each factor. This method was used for the data sets as a whole and within each of the subsets discussed in the previous section.

Respondents to the marginalised group questionnaire were also asked to rank the available social and economic services based on accessibility and quality. This ranking was based on a three-point scale. A score of one was the lowest score possible and it indicated both poor quality in service and poor levels of accessibility. A score of three was the highest score possible and it represented both really high quality of service and very easily accessed. Finally, a score of two represented either 1) high quality and poor accessibility, or 2) poor quality and excellent accessibility.

4.7.3 The Analysis

This section explores how the themes examined through the questionnaire surveys were analysed. Responses to questions about these themes were used to help identify and clarify priorities for local stakeholders within the context of an economic development plan. In general, responses from the three questionnaires painted three different pictures of the seven themes in these questionnaires (see page 46), of the CDN-NDG district. The analysis began by exploring answers in each questionnaire looking for consistencies and inconsistencies within the particular data set. The analysis was broadened to look for

consistencies and inconsistencies between the questionnaires. This section describes how the responses provide information on the particular themes.

Availability and Quality of Existing Services and Social Activities

One of the goals of the economic development plan was to identify what social and economic services were needed in the district. To accomplish this, an understanding of the availability and condition of existing services had to be ascertained.

Residents provided information on these variables by marking on very specific lists the services and activities they used inside or outside the *quartier*. They were then asked to rank the quality of the service on a three-point scale. Residents were also asked to rank the types of economic services and social activities that would improve the local condition. Together answers to these questions gave an indication of the types and quality of services available in the communities as well as the types of services local residents may want to see developed.

Consistencies between questionnaires were uncovered by comparing these responses to answers from 1) the organisations, regarding their perceptions of the quality of services available to local residents, and 2) from the small businesses, regarding the degree to which they invested in non-economic services.

Perception of Residents Economic Skills

To understand what programs should be advocated within the economic development plan it was necessary to find out what skills residents had or were missing and how this compared with local employers' perceptions of the local labour force. Residents were asked to identify 1) what entrepreneurial and trade skills they had, and 2)

what skills, in general, they felt they needed. These responses were compared to the local businesses ranking of variables that would improve the local labour force.

Obstacles to local employment

To provide an understanding of what is hindering local resident's opportunities to employment, residents were asked to rank particular obstacles to acquiring local employment. Responses could then be compared with responses from 1) small businesses, regarding their hiring practices, and 2) the key organisation's, regarding their perception of the economic potential of the area.

Links Between Small Businesses and the Community

The creation of links between small businesses and the community helps create an economically viable and sustainable community. These links are created in a variety of ways. First, through purchasing and supplying goods in the local economy, second, through the hiring of local labour, and third, by investing in more social capital.

Small business owners then, were asked to first indicate the percentage of their customer and supplier base was found in the local economy. Second, the relationship between the small businesses and the local labour force was identified through the local businesses hiring practices, and finally, with regards to social links, small business owners were asked to identify what non-economic services, if any, they invested in. The responses to these questions were used independently to provide a description of the linkages formed between the newly created businesses and the local community.

Sustainability

To ensure a high degree of economic stability within the community these links

must last beyond the short term. The links themselves provide an indication of sustainability. That is to say, the more links that exist the more embedded and sustainable the business is in the local community; however, other measures can also be used, such as, the place of residence of the employer, the desire of the owner to stay in the area, and the availability of local support. Small business owners were asked 1) where they lived, 2) if they planned on staying in the community, and 3) how much financial support they needed to start and how much capital they needed to continue their business. This provided an indication of the degree of dependence these businesses had on financial intermediary organisations; certainly the more financially independent a business could become the stronger it would be. Owners were also asked to identify other areas of support, such as marketing and business improvements. The availability of such support in a local area helps sustain businesses over the long term. The responses to these questions were used independently and provide an indication of the sustainability of the new businesses.

Small Business Needs

Once locally based small businesses are created, there is no guarantee that the business will stay in the community. By understanding the businesses changing needs, however, the interested organisations can try to create a local economic climate that will encourage these businesses to stay. This variable was explored primarily through responses by small business owners regarding what they felt was needed to improve the local business climate.

Measures to be taken

It was hoped this theme would provide a great deal of guidance for the economic

development plan. Certainly, to propose a plan or advocate a program for community improvement that the community is not willing to embrace is a waste of time and resources. Thus, all three questionnaires asked residents to either rank or indicate how the district could be improved both economically and socially.

4.8 Summary

These methods were employed to first, identify the marginal communities in the CDN-NDG district second, to get an indication of the perceived socioeconomic needs of these communities and third, to use this information to create an economic development plan. Items derived directly from this questionnaire are useful in formulating an economic development plan by providing an indication of 1) the social and economic resources available to local residents, 2) the skill base of the local labour force, and 3) the needs of the new small businesses. Further, from the questionnaire an examination of the types of programs that stakeholders thought could be useful will guide the actions of the key organisations in this study.

Chapter 5

Analysis of Questionnaire Surveys

5.1 Introduction

This chapter is an analysis of the responses to the questionnaire surveys and provides an indication of economic and social priorities of marginalised residents in the district. This chapter then, identifies 1) what economic and social resources are available to local residents, 2) what would improve the socioeconomic condition of the CDN-NDG district for both local residents and small business ventures, and 3) whether SAJE and the Aurora Business Project's vision and perception of the community is congruous with the small businesses and local residents in the district.

5.2 Small Business Responses³⁴

5.2.1 Evaluation of the Local Labour Force and Hiring Practices

Of the 21 businesses surveyed 13 of them had reached a point in their growth where they needed and hired local employees. Of these 13, however, only 3 had hired locally and only 1 had trained a local person; clearly most of these businesses were not yet at a stage in their development that allowed them to hire. From informal discussions with the owners, however, it was ascertained that place of residence is not a factor when hiring; rather the key variable is the potential employee's qualifications. Following this, small business owners were asked to rank five skills in terms of what would improve the local labour force. From these responses the need for improved language skills ranked the highest. Given, however, that 8 of the 21 respondents had yet to hire employees, their

³⁴ Refer to Appendix E for data and summary of results.

answers were speculative in nature. This data set then, was broken down to examine the responses by those small business that had already hired employees. Looking at responses to this group, language still remained a key factor although, the need for better interpersonal skills ranked slightly higher. This analysis is consistent with the high percentage of the districts population that is not bilingual and may therefore be having trouble integrating into the work force.

When the data set was broken down by type of business it was interesting to note that the computer-based businesses had the greatest number of employees, although none of them were hired locally. These businesses also ranked the need for increased technical skills significantly higher than language which the global set ranked highest. It would appear then, that the economic benefits incurred from the encouragement of computer-based businesses would be increased if complemented with technical training programs for local residents. This is important to note, given one of the goals of the CDEC's Action Plan is the encouragement of such hi-tech businesses.

5.2.2 Local Customer Base and the Purchase of Local Supplies

One of the potential benefits of encouraging locally-based development is the re-circulation of money within the community through the buying and selling of local goods by local consumers and producers. Thus, the percentage of goods and services purchased and sold in the local economy provide an indication of the economic benefits being generated by the newly created businesses.

When looking at the data set as a whole, 32% of the small businesses customer base was found in the CDN-NDG district. This is somewhat misleading, however, given

the wide range of responses (standard deviation = 29.8). Thus, this data set was further examined, based on the type of business surveyed. From this it was determined that the computer-based businesses were the least likely to serve a local client base.

In exploring the degree to which these small businesses purchase their supplies locally similar results were uncovered. When looking at the data set as a whole, 37.9% of the businesses purchased their goods locally; again however, given the high degree of variation (standard deviation = 31.3) generalizations are difficult. Using the same breakdown of business types, it was revealed that computer-based businesses were the least likely to find supplies locally.

Following this, those businesses were asked what would incline them to purchase more locally, the need for cheaper goods and a local supplier scored very high. This was consistent throughout the types of businesses although general service businesses ranked the need for higher quality goods very high.

It appears that different types of businesses will result in different levels of local economic activity. Certainly, computer-based businesses seem the least embedded; however, this may indicate the need for more support of complementary businesses and more trained local people and not necessarily represent an indication of whether or not a business is likely to embed itself in the community.

5.2.3 Evaluation of Local Business Needs and Location in the District

Given their promotion of small businesses in the CDN-NDG district, the SAJE and the Aurora Business Project, have an interest in ensuring that the local economic climate is conducive to the long-term survival of the small businesses that they are helping to create.

This subsection then, examines responses that 1) ranks perceived business needs, and 2) identify the location decisions of the small business.

In ranking perceived business needs, respondents were asked to rank six variables that would help create a better business environment. Given the need for capital, typical to new businesses, it is not surprising that this variable scored high. Interesting, however, was that the need for more closely related businesses also ranked highly. This was consistent throughout the groups and, with the response in the previous section, that the availability of a local supplier would encourage businesses to purchase more locally.

Although the SAJE and the Aurora Business Project are not involved in the management of any space or incubator programs, this section will help them understand what criteria are considered important in a location for small businesses. When this data set was analysed as a whole, the availability of business space was identified as the primary reason for locating in the district. The proximity of customers and available financial support, however, also scored high, which is inconsistent with previous responses that indicated that these businesses had a limited local customer base and needed more local capital. The first inconsistency, however, can be explained when the data set is broken down. When each type of business is looked at in isolation, the responses are more consistent. Those that had a very low local customer base identified the proximity of customers much lower as a location decision while those that had a higher customer base identified it much more often.

5.2.4 Sustainability

Many of the variables in this chapter indicate, to some degree, the sustainability of

the newly created businesses. For example, the supplier base, customer base, and the hiring of local employees indicate the degree to which the business is embedded in the local community. Given the low survival rate typical of new small businesses, the issue of sustainability becomes very important when advocating small businesses as a CED tool. Although the district has no major shopping centre, the recent development of the Wal-Mart retailer and other outside shopping centres has put pressure on these businesses³⁵. Along with the factors already examined, three others help to identify the potential sustainability of a business in the community; namely, the owners place of residence, their desire to stay in the area, and the types of available local support.

When the data set as a whole is explored, 17 of the 21 business owners lived in the district, 11 of them wanted to stay in the district for sure compared with 7 who were undecided. None of them needed continued financial support but all did require some other type of support. Responses indicated an even distribution for the types of support needed; interestingly, however, when the data set was broken down, the computer-based businesses called for no support for training programs even though they ranked training as the most important variable to improving the local labour force; this group also seemed the least likely to stay in the district. Such businesses while offering the possibility of rapid growth with minimal start-up resources may also be likely to leave the community.

5.2.5 Summary

The small business questionnaire provided some interesting insights. In terms of sustainability, it would appear that the businesses scored very well with 11 of the 21

³⁵ This insight was from less formal conversations with respondents and seemed consistent.

respondents intending to stay in the district and 17 of the 21 having their owners reside in the district. The existing links between the businesses and the community, however, were very limited; the businesses did not 1) hire locally, 2) invest in non-economic services, and 3) did not purchase or sell a high percentage of goods and services in the local economy. This leads to uncertainty over the potential of the newly created business; that is, will they remain successful without the strong links? If they do become successful will they leave for communities that offer the stability of such a network?

5.3 Marginalised Group Responses

This section analyses the responses to the marginalised group questionnaire survey. Insights into the residents perceptions of, 1) the ideal work situation and the perceived obstacles to employment, 2) the types of skills residents feel they are missing and what types of entrepreneurial skills they have, 3) what residents believe would improve the overall economic and social well being of the community, and 4) the perceptions of the available community services and activities are explored in this section.

5.3.1 Ideal work situation and perceived obstacles

As there is little sense in advocating policies or programs which will not be embraced by the community members, this section first explores the goals of the local residents. Responses to these questions indicate that residents consider full-time work or self-employment that place them in either skilled trade work or administrative work to be the ideal employment situations. Residents do perceive, however, that one of their main obstacles to acquiring local employment is that local employers do not hire from the local labour market. This is consistent with responses from the small business owners who

appear indifferent toward local hiring.

When the data set was broken down by group both the perceptions of an ideal work situation and of the obstacles were consistent with the global data set. However, the responses by new immigrants, in both CDN and NDG, were distributed across the other variables more evenly. This may imply that new immigrants face more obstacles to employment than the other marginalised groups.

5.3.2 Skills Base

To promote programs that help improve or take advantage of existing skills, it is essential to first understand what skills are available or missing in the local labour force. Residents were asked to rank the skills they felt they were missing. Language ranked highest, which is consistent with the small business owners evaluation of the local labour force as needing better language skills. This remained consistent when the data set was broken down, however, there was a very even distribution of responses among the other variables. This could represent low levels of self-confidence or a genuine need for training programs in the area.

5.3.3 Improving the Socioeconomic condition of the district

These questions were asked to get an explicit sense for what types of policy goals or programs residents would like to see implemented. Beginning with how to improve the economic condition of the district, residents were asked to rank particular variables that would help improve the economic condition of the district. Both language training and entrepreneurial training scored highest. This is consistent with the sense of language as a missing skill and with the perception of self-employment as an ideal employment situation.

When differentiated by group the answers remained very consistent although new immigrants and youth were particularly interested in the technical skills training programs.

Following a similar method, residents were asked to choose particular variables that would contribute to a better social climate in the district. Interestingly, the need for a cleaner environment scored high. Also, the need for small neighbourhood functions and better recreational facilities rated high.

5.3.4 Perceptions of available community services and activities

This section of the questionnaire allowed the researcher to get a sense for the types of services that were being used by residents inside the district and those that were being used outside the district. It also gave the researcher a sense of the quality of these services. When looking at the responses in total a very high number were being used within the district and most scored reasonably well. When economic activities and social activities were looked at separately a small difference was revealed. It appears that residents were more active economically in the district than they were socially. This is consistent with 1) residents' wishes for better recreational services, and 2) businesses lack of social investment. This held true when the data set was further examined the individual groups.

5.3.5 Summary

Many of the resident perceptions of their situation and of the district condition are consistent with the small business perceptions; namely, the need for language training programs. Residents also seem to be active in economic activities in the area but, not as

active socially. This was consistent with the lack of social investment on the part of the small businesses. Also consistent with these results was the residents' perception of limited local hiring as an obstacle they face. Although small business owners are not necessarily opposed to hiring locally, their indifference may be hurting the local labour force. In the end, it seems that these groups need training programs that will better prepare them to work in the local economy, but also need to have more opportunities for social activity in the local area; certainly this could represent an area for local investment.

5.4 Organisational Responses³⁶

This section will explore the responses to the six questions asked to the representatives of the key organisations. The first question that was asked, concerned the mission of the organisation, for this I refer the reader back to chapter three. This section then, begins by analysing the responses to question two of the organisation questionnaire.

5.4.1 Perception of the quality of services available to residents

Both SAJE and the CDEC ranked the quality of services available to residents very highly, particularly, noting the high number and quality of local institutions available in the district. This is consistent with the responses from the residents, who indicated that they relied heavily on the services inside the district.

In contrast, Debbie Harrison, from the Aurora Project, was not as positive, referring to funding cuts and the lack of “non-traditional” services that significantly limit the quality and availability of services to marginalised residents.

³⁶ This section provides a summary of the results. It was determined that a written transcript would be unnecessary.

5.4.2 How would you describe the economic condition and potential of the district?

These two questions go hand-in-hand, and the responses will be explored together. Responses to these questions were generally consistent among the respondents. It was agreed that 1) there were groups in the district that were not as well off as district averages would suppose, and 2) in terms of economic potential, all three described the district positively. That is, the residents were considered well educated and highly interested in bettering their economic situation. It is interesting to note that despite this praise for the local residents by the organisations, the businesses they helped to create viewed the local labour force with an air of indifference, and indicated several areas where residents needed to be trained to become more employable.

5.4.3 What improvements can be made in the district and what direction do you see your organisation taking to meet these needs?

Again all the groups identified the need to better reach the marginal communities and groups in the district. The CDEC and SAJE, both point to the need for 1) business start-up support programs, and 2) increased local investment. This coincides with 1) the resident's indication that small entrepreneurial initiatives help the district, and 2) the businesses indication that more local capital is required to help them survive. The Aurora Business Project, however, pointed to the need for more non-traditional support programs to reach those people left behind from mainstream processes. Certainly, the use of the Equity Planning Model will help to understand the unique needs of the marginalised groups in this district.

5.5 Conclusions

In general, there seems to be agreement about the local condition in the CDN-NDG district. That is, that there are people and communities who are marginalised in the area and they need to be better provided for. Moreover, from this analysis three areas of need can be identified; i.e. 1) local residents need training in specific areas, such as language, to improve their chances of employment; 2) the existing businesses would benefit from local business networks; moreover, this would increase the level of economic activity generated by the existing small and medium sized businesses; and 3) more opportunities for social interaction through community level activities and better social facilities should be encouraged.

Chapter 6

Discussion and Recommendations

6.1 Introduction

In this thesis the primary objective was to create a framework for an economic development plan that complements the existing action plan put forward by the CDN-NDG CDEC. The complementary plan, put forward in this thesis, targets marginalised groups and communities in the district and will act as a heuristic device for the CDEC, SAJE, and the Aurora Business project. Before discussing this framework, however, three secondary objectives need to be addressed; 1) to provide a portrait of the social and economic conditions of the CDN-NDG district that combines census descriptors, land use information, and the perceptions of community stakeholders, 2) to review the objectives of the community based small business creation programs in the district, and to analyse their relationship to the other stakeholders in the district, and 3) to determine the potential of small businesses as a vehicle for CED in the CDN-NDG district.

6.2 Portrait of the district

Having provided a detailed census and land use description in chapter 3 and 4, and explored the perceptions of the various stakeholders in chapter 5, a synthesis of these previous chapters is presented below.

The district is located at the western edge of the city and has several commercial and industrial corridors located along the districts major arteries. Having no major shopping centre to serve the district, smaller commercial streets have survived by serving the needs of the local residents. The area also has a proliferation of institutions, public,

private, and nonprofit, which serve the densely populated district.

What makes this district an interesting case study is that despite the vital economic activity and interested community organisations the area suffers from pockets of marginalisation. This makes it difficult to arrive at a district level plan that will ensure the overall economic growth of the district and still ameliorate the situation found in these marginalised communities.

The framework put forward in this thesis then, constitutes a conscious effort to represent the needs of these different communities. Inquiries into the perceptions of the local condition and possible programs of interest have led to the following conclusions: 1) local residents are eager, empowered and well educated, however, they need training in specific areas, such as language, to improve their chances of employment; 2) the existing businesses although having a wide array of institutional support programs, would benefit from local business networks; moreover, such a network would increase the level of economic activity generated by the existing small and medium sized businesses; and 3) the overall well-being of the district would be improved with more opportunities for social interaction through community level activities and better social facilities.

6.3 The relationship between the objectives of key organisations and stakeholders

Understanding the relationship between the objectives of the existing organisations and the needs of local stakeholders is important in determining the ability of the organisations to implement programs that meet these needs. The objectives of the organisations have been clearly laid out in chapter 3, this section then, relates these objectives to the three areas of concern, articulated in the above section, of the other local

stakeholders. The following bullets represent objectives of each the CDEC, SAJE, and the Aurora Business Project, respectively.

- ❑ to support and maintain economic and social development of the district through empowering stakeholders
- ❑ to increase local employment and employability for interested people by offering support programs for entrepreneurial initiatives
- ❑ to help create a situation of financial autonomy for marginalised people, in particular women, through the encouragement of entrepreneurial endeavours and support programs

These objectives closely parallel the concerns of the local stakeholders. Further, the CDEC's objective is broad enough to have a hand in all the concerns; it would seem to make sense then for this organisation to take a lead role in the implementation of recommendations put forward in this thesis. In contrast, the objectives of SAJE and the Aurora Business Project seem tailored to address the issues of training and the creation of local business networks. Moreover, the Aurora Business Projects commitment to alternative solutions is an excellent complement to the more traditional approach of SAJE and the CDEC. Together then, these organisations should be able to catalyse a local movement to address the issues of marginalised groups in the CDN-NDG district.

6.4 Potential of Small businesses as an economic development tool

This thesis explored the potential of the small business as an economic development tool in relation to this particular case. Unfortunately, the limited size of the small business sample did not allow for conclusive results, however, some insights were possible. For example, this district is served, almost exclusively, by small and medium sized commercial and industrial businesses, which is to say, there is no single major

employer or service provider in the district; thus, local conditions are conducive and accepting of small businesses. Second, the local residents seem keen on undertaking entrepreneurial endeavours. Self-employment was identified by numerous respondents as an ideal employment situation and the need for entrepreneurial training in the district also ranked high among local residents. Third, local residents indicated that they used the local businesses to purchase a high proportion of personal goods and services. Fourth, most of the newly created small business owners resided in the CDN-NDG district and indicated that they wished to stay; such measures indicate the potential sustainability of the business in the local area. In contrast, however, other responses from the new small businesses were not as encouraging. Unfortunately, it did not appear these businesses were well linked either to the local labour force or to the community itself. That is, these businesses, did not seem interested in necessarily hiring from the local labour force, or investing in non-economic activities for the good of the community; moreover and these businesses had a limited base of customers and suppliers in the local area.

In the end, the question of potential still remains. A result of this investigation suggests that small businesses are viable tools for economic development in the CDN-NDG district. Further, it is thought that the links between the small businesses and the community will evolve through time and through the encouragement of the key organisations.

6.5 Framework for an Economic Development Plan

The secondary objectives, discussed above, provide a summary of the information

necessary to develop framework for an economic development plan for the marginalised groups and communities in the district. Although, CDN-NDG CDEC has already created an action plan for the district, it is argued in this thesis that the marginalised groups and communities in this district would be better served by a plan that specifically targets their needs. This thesis then, puts forward a framework that would guide the existing organisations toward developing such a plan. Further such a plan would act in concert with the Action plan put forward by the CDEC. This plan³⁷, articulated seven strategic goals for the development of the local economy and creation of local jobs. These seven goals correspond to specific strategies in the areas of 1) developing partnerships, 2) improving employability, and 3) economic development. The seven strategic goals of this plan are as follows:

- Strengthen the community's impacts on its own development
- Promote and increase the appeal of the district through its distinctive tools
- Ensure the development of skills of residents
- Expansion and diversification of commercial and industrial activity
- The development of bio and hi-technology companies
- Expansion and diversification of
- Support community entrepreneurship

Following these seven strategic goals and the three areas of concern of the marginalised groups and communities in the district the following three complementary goals are

³⁷ Refer to Appendix F for copy of the plan.

suggested here.

- ❑ encouragement of local training programs in particular in the areas of 1) language, 2) entrepreneurial skills, and 3) hi-tech technical skills
- ❑ encouragement of local small business networks through the creation of complementary businesses
- ❑ encouragement of social activities and investment to improve the overall well being of the district.

Based on these goals the following recommendations are made to the key organisations.

Regardless of any past failings, or the increased role of other local organisations, the CDN-NDG CDEC is considered, by many, the central economic development agency in the CDN-NDG district. It should play the central role in coordinating the further development and implementation of this economic development plan. Already encouraging programs in employability and entrepreneurship, the provision of training in these areas, directed at the identified marginal communities, should not be difficult. Also, the CDEC should identify specific social activities in which small businesses would be interested, to help bring local businesses and resident together in informal settings where community links may be developed. Both SAJE and the Aurora Business Project then, should take a more pro-active position in the types of businesses they encourage. That is, they should encourage residents to undertake entrepreneurial ventures that complement existing local businesses. This makes sense in terms of 1) the economic sustainability of the district, and 2) in terms of the economic potential and security for the entrepreneur.

It should be noted that this plan would be most successful if other local agencies involved in similar endeavours or involved specifically with marginalised groups were

supported in pursuing similar projects. This will prevent duplication of services and ensure that resources are used effectively.

It seems a better understanding of the local condition is needed. An emphasis on skill development has to be complemented with a sound assessment of social and economic opportunity as well. In this sense, substantial “leakage” of potential business to other locales could and should be stemmed. Ultimately, the objectives of spatial planning must be linked to social and economic objectives. This thesis, identified pockets of marginalisation in the district, identified three goals of local stakeholders regarding the development of the CDN-NDG district, and argues in favour of small business development in this district. Together, these results form the framework for the CDN-NDG CDEC, SAJE and the Aurora Business Project to begin the development of an economic development plan that targets the most vulnerable groups and communities in the CDN-NDG district.

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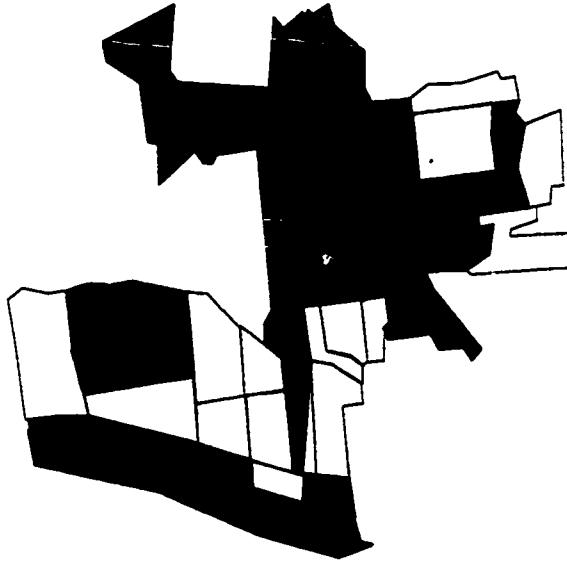
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Appendix A – Maps of Marginalised Communities

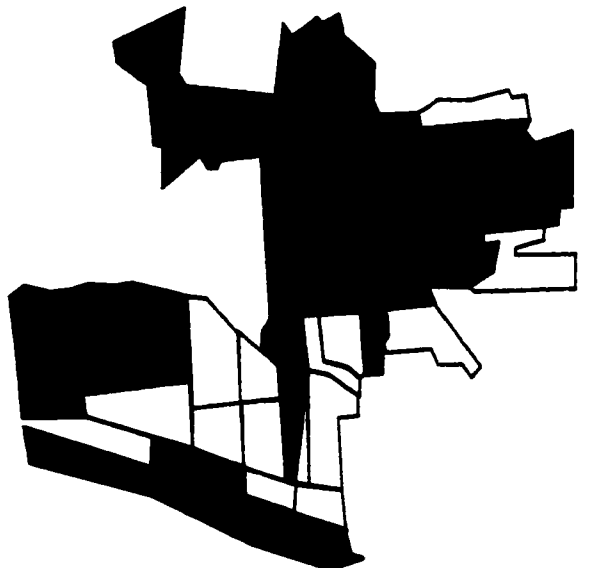
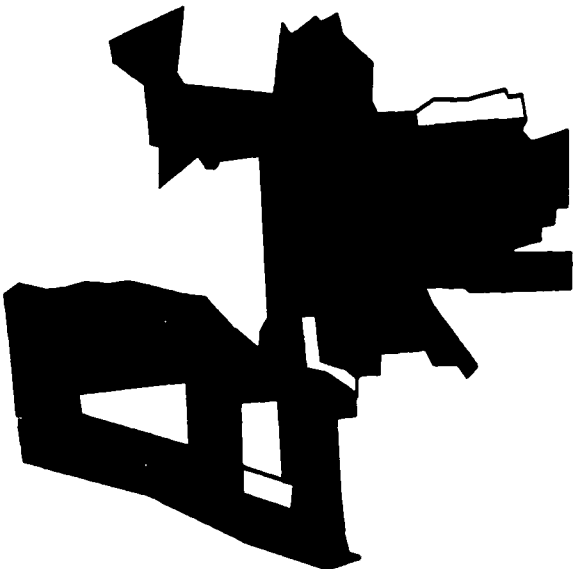
Marginalised Communities



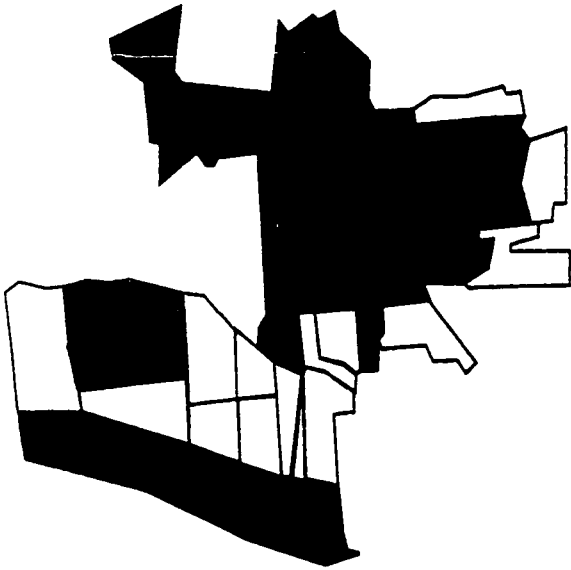
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New Immigrants (baseline 4.04%)

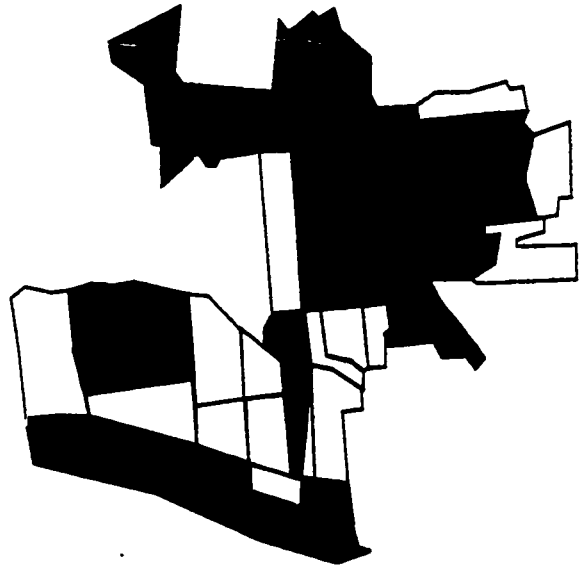
Official Languages (baseline 1.91%)



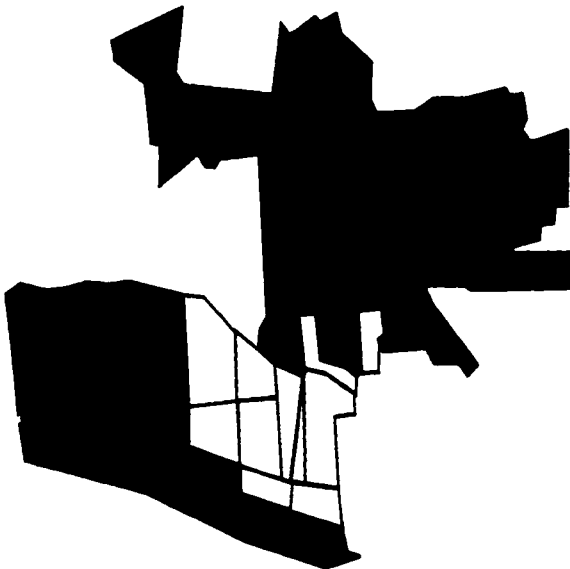
Avg. Household Income (baseline \$44,593)



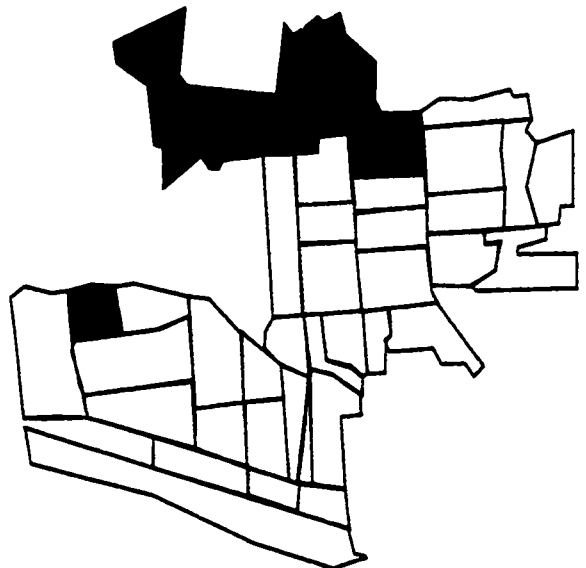
Unemploy. Rate (baseline 11.2%)



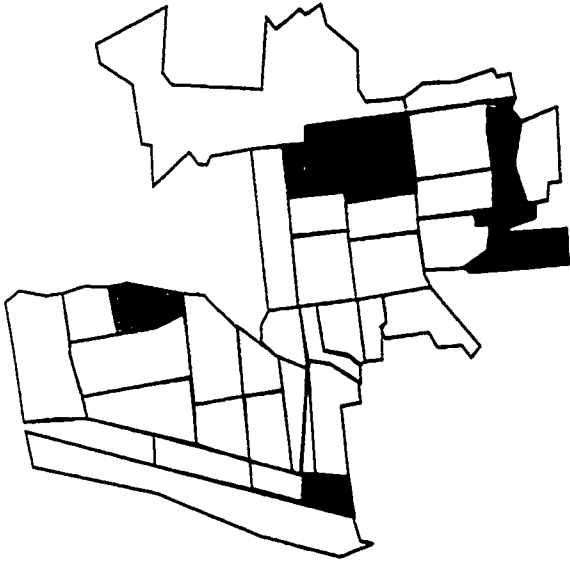
Participation Rate (baseline 63.6)



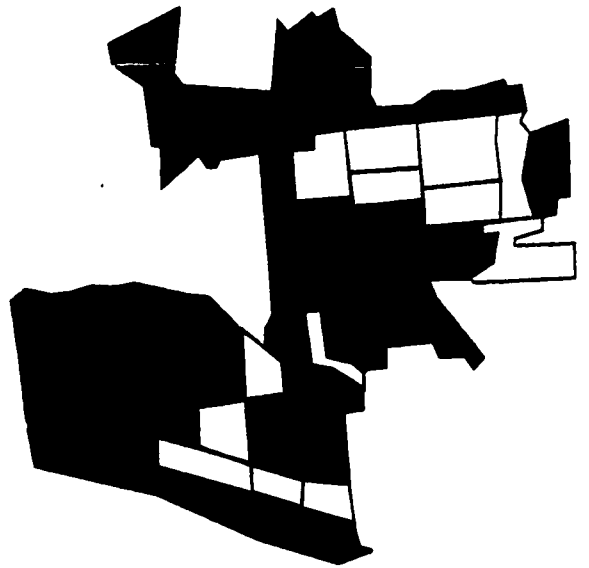
Grade 9-13 Educ. (baseline 26.09%)



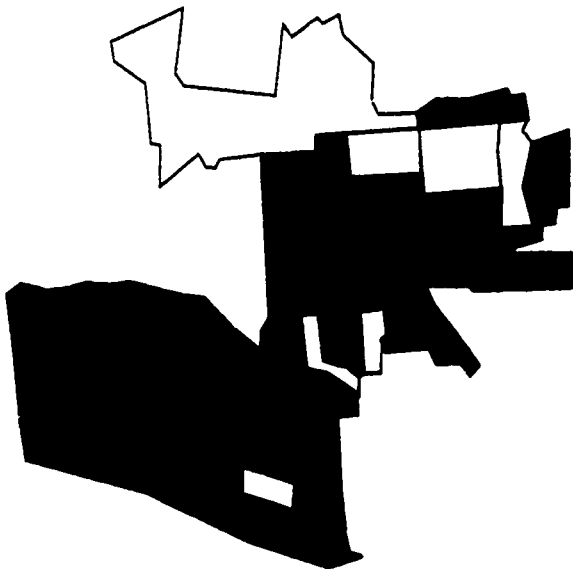
Youth (baseline 31.75%)



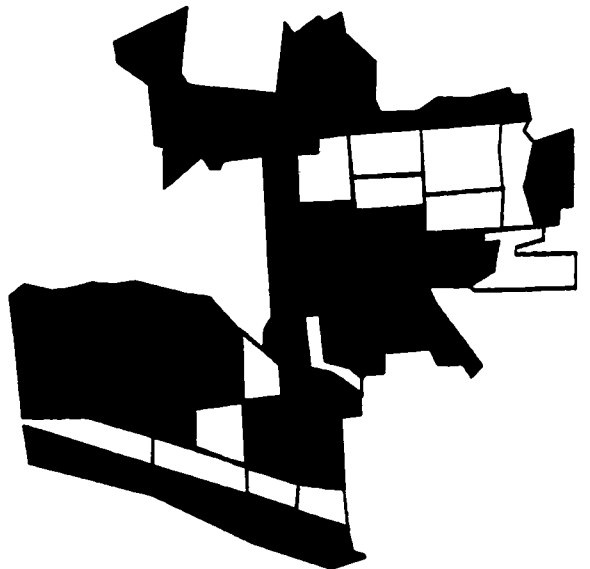
Elderly (baseline 16.36%)



Females (baseline 51.6%)

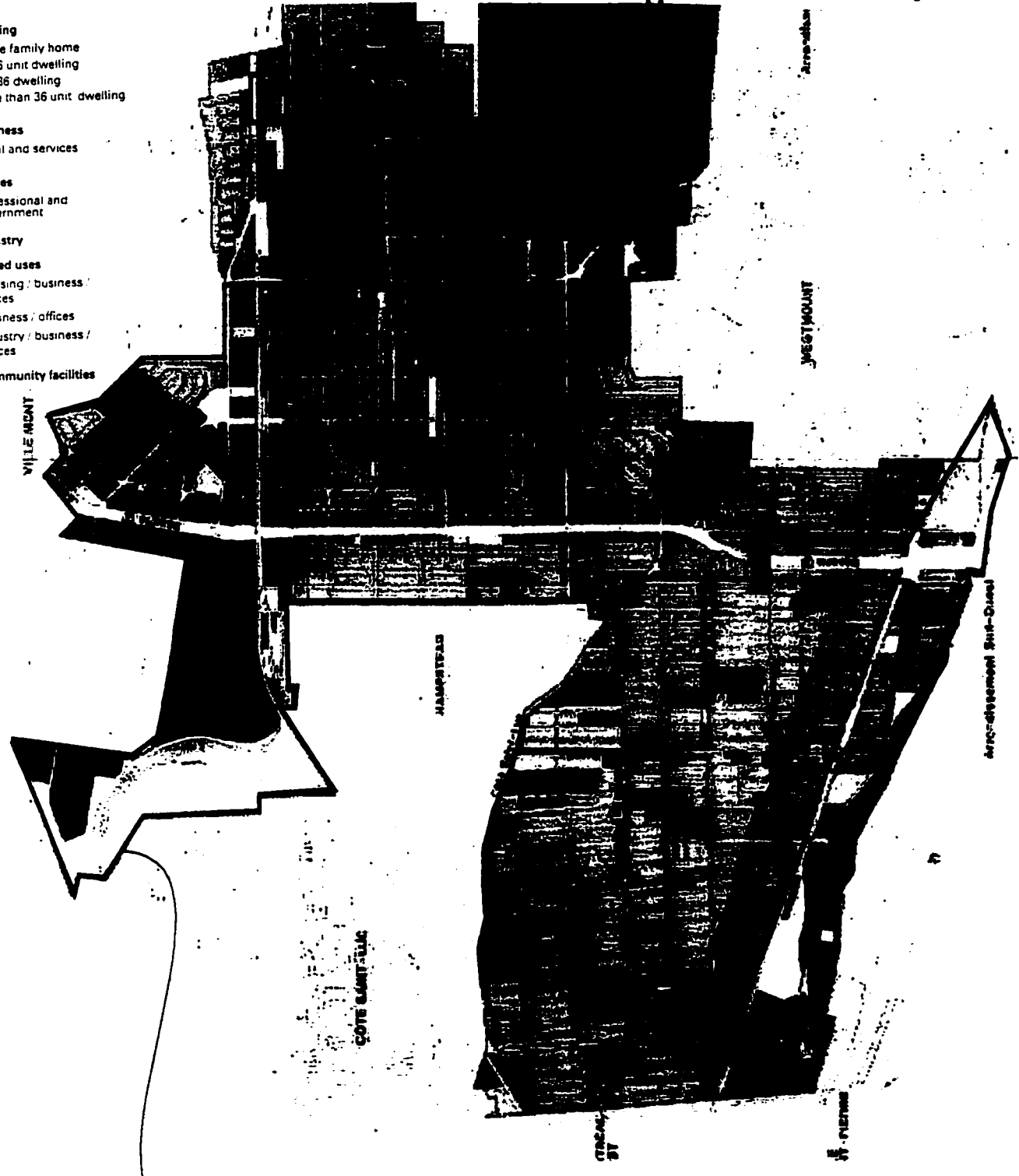


Housing Repairs (baseline 33.04%)



Appendix B -- Land Use Map

- Housing**
 - Single family home
 - 2 to 6 unit dwelling
 - 7 to 36 dwelling
 - More than 36 unit dwelling
- Business**
 - Retail and services
- Offices**
 - Professional and government
- Industry**
- Mixed uses**
 - Housing / business / offices
 - Business / offices
 - Industry / business / offices
- Community facilities**



land uses within the marginalised communities of CDN-NDG

Local Business Questionnaire

Description of Business

What type of service or good do you provide?

How many full-time employees do you have?

How many part-time employees do you have?

Economic Functions and Community Embeddedness

Do you hire local residents?

Do you train local residents for your business?

What percentage of your customer base is inside CDN/NDG?

What percentage of your supplies do you purchase locally?

What would incline you to purchase more of your supplies locally?

Need a local supplier

Better relationship with local supplier

Cheaper available goods

Higher quality of available goods

Rank the following in terms of creating a better local business environment? (Answer both A and B 1 = least important, 6 = most important)

A) Local Labour Force

increased technical skills

increased interpersonal skills

increased language skills

increased trade skills

increased administrative skills

B) Business Needs

better available space

cheaper available space

better available location

less local competition

more closely related businesses

more available local capital

Social Integration

What kind of non-economic services/activities do you invest in?

local bulletin board
sponsor a team(s)
sponsor a local event(s)
sponsor a charitable activity
make space available for community meetings etc.
Other (specify):
Are these services/activities located in CDN/NDG?
None (why):

Do you know of any other local businesses that invest in such functions?

Sustainability

Do you live in CDN/NDG?

Why did you locate in this community?

close to customers	available financial support
close to suppliers	available business space
close to available labour	no nearby competition

Why this particular location?

high visibility	low rent
high pedestrian traffic	
high vehicular traffic	

What percentage of start-up capital did you need assistance with?

Do you still require financial assistance?

What other forms of support do you require?

skills training	business improvements
marketing support	

Where does that support come from?

Do you plan on staying in this community? If yes for how long? If no why?

Marginal Group Questionnaire
Part A -- Background Information

Age:

Sex:

How long have you lived in CDN/NDG?

Less than 5 years

6 - 10 years

Greater than 10 years

How long do you plan on staying in CDN/NDG?

How many people are in your household?

How many dependants do you have?

What is the highest level of education you have attained?

Elementary Secondary CEGEP University

Technical Training

What is your present employment situation?

Employed F/T or P/T Employed but seeking other work

Unemployed Underemployed

Part B -- Target Groups Perception of Services Questionnaire

On the following page indicate which of the following services and activities you and your household use or participate in inside and outside CDN/NDG. Also evaluate them in terms of their quality of service and accessibility.

3= highly accessible and very high quality of service

2= low accessibility but high quality of service **OR** high accessibility but low quality of service

1= low accessibility and low quality of service

* Acquaintances: people who you recognize from other regular activities ie. grocery clerk, bank teller etc.

Friends: people other than family who you speak with at least once/ month **OR** who you would feel comfortable calling in the event of an emergency

General Needs:

- Banks
- Car Garage
- Clothing Stores
- Community Organizations
- Depanneurs
- Gas Station
- Hair Salon/Barber Shop
- Household Goods
- Laundromat

Food:

- Bakery
- Butcher Shop
- Cafe
- Fast Food Restaurants
- Grocery Stores
- Pub
- Restaurants
- Specialty Food Store

Schools:

- Elementary
- High School
- Other (Specify):

Place of worship:

- Buddhist
- Christian
- Jewish
- Moslem
- Other (Specify):

Recreation Facilities:

- Basketball Courts
- Gymnasium
- Skating Arena
- Soccer Field
- Swimming Pool
- Tennis Courts

In Out Eval

Sports Activities

- Baseball/
- Basketball
- Cross-Country
- Golfing
- Hockey
- Others (specify)
- Skiing
- Softball

Social clubs

- Arts and Crafts
- Card Games
- Chess Club
- Others (specify)

Community Activities

- Charity Events
- Community Festivals
- Dances
- Local Bazaars
- Others (specify)

Social Interactions*

- Acquaintances
- Family
- Friends

In Out Eval

Part C -- Target Groups Economic Situation Questionnaire

What would be your ideal employment situation (Answer both A and B)?

- A) Full-time Informal
- Part-time Contract Work Self- Employed
- B) Skilled Work Service General Duties
- Administrative Hi-tech

Rank the following obstacles to finding work in CDN/NDG?

(1=smallest obstacle 4 = the greatest obstacle)

- too much competition
- jobs are too far away
- employers do not hire local residents
- lack of skills

Which of the following entrepreneurial skills do you possess?

- | | | | |
|-----------------|-----------------------|----------------------|------------|
| Accounting | Marketing | Sales Ability | Creativity |
| Computer Skills | Administrative Skills | Communication Skills | |

Are you skilled in any particular trade? (List them)

What skills are you missing that would improve your present employment situation?

- | | | |
|----------------|------------|---------------|
| Technical | Trade | Interpersonal |
| Administrative | Job search | Language |

To improve the economic situation of CDN/NDG which of the following is most important (1 = the least important, 6 = the most important)

- | | |
|---------------------------|---|
| small business creation | attraction of large franchise businesses to community |
| entrepreneurship training | technical skill training |
| language training | job search support |

To improve the overall well being of CDN/NDG which of the following is most important? (1= the least important, 5 = most important)

- | | |
|----------------------------------|--------------------------------------|
| large community based activities | small neighbourhood based activities |
| better recreational facilities | more recreational facilities |
| cleaner outdoor environment | |

Key People in Organisations

What is the mission of your organisation?

What is your perception of the quality of services available to residents of CDN/NDG?

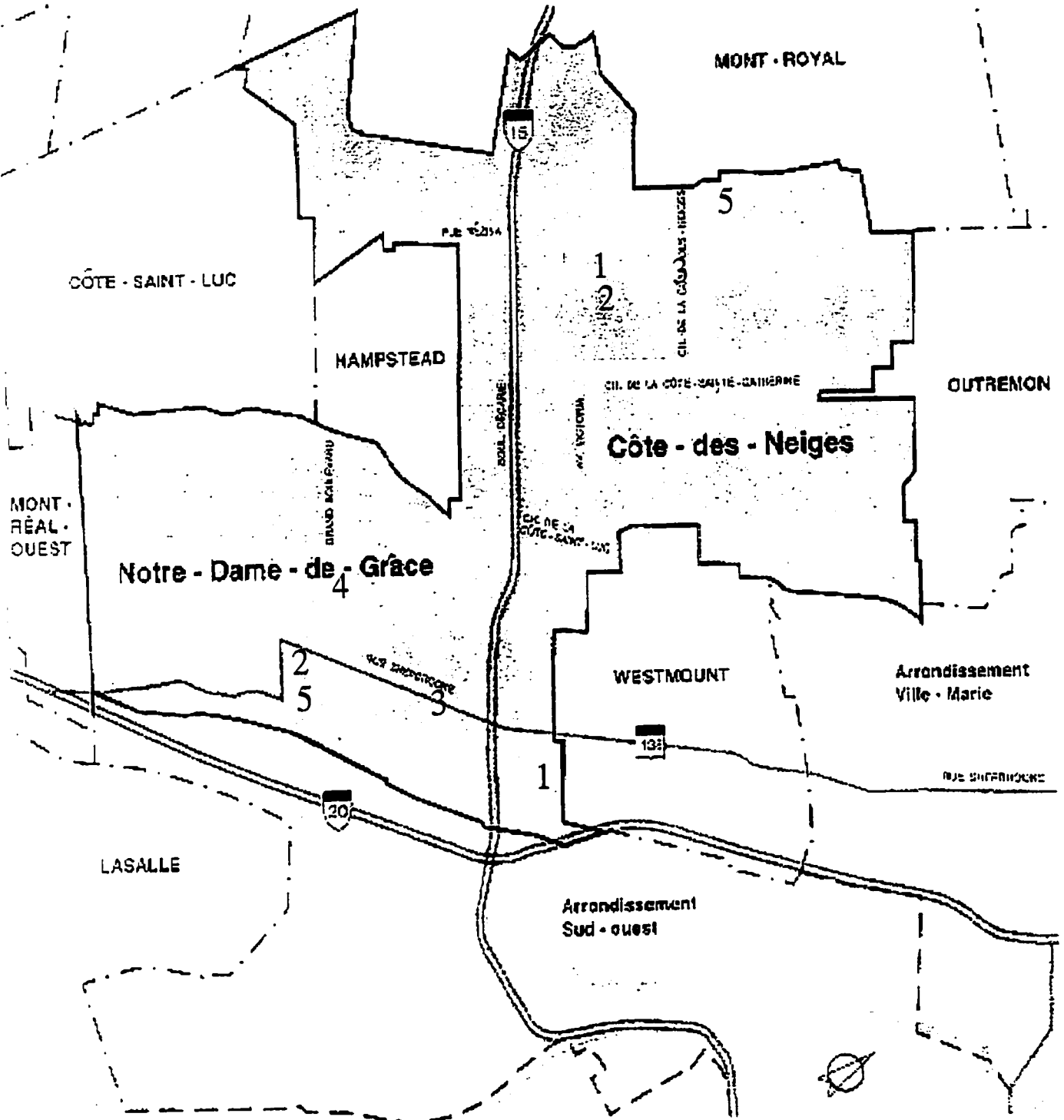
How would you describe the economic condition of CDN/NDG?

How would you describe the economic potential of CDN/NDG?

What improvements can be made in these communities?

What direction do you see your organisation taking to meet changing needs in the community?

Appendix D – Map of Interview Locations



- 1 = Community Residents
- 2 = New Immigrants
- 3 = Youth
- 4 = Women
- 5 = Unemployed

Appendix E -- Summary of Results from Questionnaire Responses Small Business Responses

Background Info.	CDN/ND	SAGE/Aurora	Description Service/Good	F/T	P/T	Economic Functions			Customer		
						Hire	Local	Train Local			
Global									Average	27,38194	
Computer based	NDG	SAGE	Multimedia		10	5 n	n	n	5		
	CDN	SAGE	Web Design		1	3 n	n	n	12		
	CDN	SAGE	Web Design		3	0 n	n	n	5		
	NDG	Aurora	Web Design		0	0 n	n	n	25		
Average										11,75	
General Services	NDG	SAGE	Newspaper		1	0 y	y	y	15		
	NDG	SAGE	Daycare		2	0 n	n	n	65		
	NDG	Aurora	Cleaning Service		0	0 n	n	n	70		
	CDN	Aurora	Elderly Daycare		0	2 n	n	n	75		
	CDN	Aurora	Catering		0	1 y	n	n	40		
	CDN	Aurora	Cleaning Service		0	1 n	n	n	75		
Average										56,66667	
Artistic	CDN	Aurora	Artist		0	0 n	n	n	20		
	NDG	Aurora	Studio/Recording		0	0 n	n	n	0		
Average										10	
Financial/Consultin	CDN	Aurora	Consulting		0	0 n	n	n	30		
	NDG	Aurora	Job Search Compan		0	1 n	n	n	60		
	CDN	Aurora	Money Management		0	0 n	n	n	30		
	NDG	Aurora	Language Consultan		0	0 n	n	n	100		
	NDG	Aurora	Import/Export		0	0 n	n	n	0		
	NDG	SAGE	ISO Management C		1	0 n	n	n	0		
	CDN	SAGE	Consulting		1	0 n	n	n	10		
	NDG	SAGE	Travel Agency		1	2 n	n	n	20		
	CDN	SAGE	Consulting		0	1 y	n	n	30		
	Average										31,11111

Local/Sup	% of startcap	41.04167	7.708333	Purchase More				Local Labor				Business Needs			
				Local Sup	Better	Rel	Cheaper	Quality of Tech.	Skill	Interperso	Language	Trade	Administrl	Better Sp	Cheapers
				10	1	12	7	57	68	70	51	60	39	66	
15	20			1	0	0	0	5	2	1	3	4	4	3	4
15				1	0	1	1	5	1	3	2	4	4	5	4
35	10			0	0	1	1	5	2	1	3	4	4	1	4
35	10			1	0	1	0	5	4	3	1	2	2	1	3
25	13.333333			3	0	3	2	20	9	8	9	14	10	15	
Total															
0				0	0	1	0	5	1	2	4	3	1	5	
20	12			0	0	1	1	1	4	5	2	3	2	5	
40	0			0	0	1	1	1	4	5	2	3	1	5	
55	0			1	0	0	0	1	5	4	2	3	4	5	
60	20			1	0	1	1	1	3	4	5	2	3	5	
65	0			0	0	1	1	1	4	5	2	3	1	2	
40	5			2	0	5	4	10	21	25	17	17	12	24	
Total															
100	0			1	0	0	0	5	2	1	3	4	1	4	
25	0			1	0	0	0	5	2	1	3	4	5	4	
62.5	0			1	0	0	0	5	2	1	3	4	6	8	
Total															
15	0			1	0	0	0	1	6	5	4	2	4	3	
80	0			0	0	1	0	3	4	5	1	2	1	2	
15	0			1	0	1	0	3	2	4	1	5	1	3	
100	0			0	0	0	0	2	4	5	3	1			
75	0			1	0	0	0	1	2	3	5	4	1	5	
25	10			0	0	1	1	5	4	2	1	4	5	1	
10	15			0	0	0	0	1	5	3	2	3	1	2	
0				0	1	0	0	1	6	5	4	2	1	3	
10				1	0	0	0	1	6	5	4	2	1	3	
36.666667	12.5			4	1	4	1	22	36	36	22	25	11	19	
Total															

Available less Com	68	55	77	94	Social Integration			Event	Charitabl	donate sp	Why No	1	Sustainability			Why Locate here				
					Bulletin	B Team	3						2	0	1	16	9	8	9	3
5	1	6	2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
1	2	6	3	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
2	3	5	6	0	0	1	0	0	0	0	0	0	1	1	1	0	0	0	0	0
2	4	5	6	0	0	1	0	0	0	0	0	0	1	1	1	0	0	0	0	0
3	1	3	2	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
4	6	1	3	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
3	5	4	2	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
4	1	1	1	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
3	6	5	4	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
24	21	19	26	0	0	0	0	0	0	0	0	0	5	5	2	4	5	5	1	1
2	3	4	6	0	0	0	0	0	0	0	0	0	0	0	0	1	1	0	0	0
6	1	3	4	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0	0	0
8	4	7	9	0	0	0	0	0	0	0	0	0	1	1	0	1	1	0	0	0
5	2	4	6	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
3	4	5	6	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
2	4	5	6	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
3	4	5	6	0	0	0	0	0	0	0	0	0	1	1	1	0	0	0	0	0
4	2	4	6	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
4	3	2	6	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
4	3	5	6	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
5	2	4	6	0	0	0	0	0	0	0	0	0	1	1	0	0	0	0	0	0
26	20	29	42	0	0	0	0	0	0	0	0	0	7	7	3	3	3	3	0	1

labour	1	financial s	business	9	no compe	Why particular Location					11	still need	Other Support			5	Where do Stay in co		
						Visibility	ped	Traffi	Veh traffi	low rent			1	Skills Trai	Marketing			Business i	
0	1	1	1	1	0	1	0	0	0	0	0	0	0	0	0	0	0	n/a	Unsure
0	0	1	1	1	1	0	0	0	0	1	1	0	0	1	1	1	1	1 SAGE	N
0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	1	0 SAGE	Unsure	
0	0	1	1	0	0	0	0	0	0	0	0	0	0	1	1	1	0 Aurora	Unsure	
0	0	4	2	2	0	1	0	0	0	3	0	0	3	1	0	1	1	1	Unsure
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	n/a	Unsure
0	0	1	0	1	0	0	0	0	0	1	0	0	1	0	0	0	0	n/a	Unsure
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Aurora	Y
0	0	0	0	1	0	0	0	0	0	1	0	0	1	0	0	0	0	0 Aurora	Y
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Aurora	Y
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Aurora	Y
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Aurora	Y
0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 Aurora	N
0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1	1 SAGE	Unsure
0	0	0	0	1	1	1	1	1	1	1	1	1	1	1	1	1	1	0 SAGE	Y
0	0	1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0 SAGE	Y
0	0	3	4	4	0	2	0	0	0	5	0	4	3	2	0	2	0	0 SAGE	Y

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Marginalised Group Responses

		Ideal Employment Situation					Ideal Employment Situation 2				
		Full Time	Part Time	Informal	Contract	Self-Empl	0 Skilled W/ Admin.	35	41	Service	9
Global	Total	62	14	1	16	46	0	35	41	9	
New Imm	NDG Total	7	1	0	2	4	0	4	4	1	
New Imm	CDN Total	8	3	0	2	6	0	3	6	1	
women	Total	5	1	0	2	5	0	3	3	1	
Youth	NDG Total	11	3	0	0	6	0	5	9	0	
Youth	CDN Total	8	1	0	2	5	0	5	4	1	
Unemploy	NDG Total	1	0	0	2	6	0	3	0	1	
Unemploy	CDN Total	9	2	1	0	0	0	2	7	1	
Residents	NDG Total	6	2	0	2	6	0	4	4	1	
Residents	CDN Total	7	1	0	4	8	0	6	4	2	

Hi-Tech	General	Ranking of Obstacles					Entrepreneurial Skills					
		0	Competiti	Jobs too f	Don't Hire	Lack of Sk	Other	0	Accountin	Marketing	Sales	Creativity
9	2	0	246	200	287	257	0	14	8	26	69	62
2	1	0	25	27	29	29	0	2	0	2	7	6
1	0	0	32	23	36	29	0	1	1	3	8	9
1	0	0	18	17	23	22	0	1	1	2	7	6
0	0	0	46	27	51	46	0	3	1	5	11	10
1	0	0	29	22	36	33	0	1	1	5	9	7
1	0	0	16	13	16	15	0	0	1	2	6	3
0	1	0	22	17	27	24	0	4	1	1	3	5
1	0	0	28	23	32	27	0	1	1	3	8	7
2	0	0	30	31	37	32	0	1	1	3	10	9

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Administra	Trade Skill Missing Skills				Interperso Administra				Job Searc				Language				Improve Economic Situation			
	49	63	0	20	19	11	1	16	41	375	421	431	0	0	0	0	0	0		
5	7	0	2	1	1	0	2	6	32	39	48	0	0	0	0	0	0	0		
6	7	0	2	2	1	0	2	5	53	61	53	0	0	0	0	0	0	0		
5	6	0	2	2	1	0	2	3	36	38	37	0	0	0	0	0	0	0		
7	10	0	4	4	2	0	0	6	65	76	76	0	0	0	0	0	0	66		
6	7	0	2	2	3	0	2	3	41	52	53	0	0	0	0	0	0	0		
3	5	0	1	1	0	0	2	3	28	22	26	0	0	0	0	0	0	0		
4	3	0	3	3	1	1	0	4	25	34	39	0	0	0	0	0	0	0		
5	7	0	2	2	1	0	2	5	45	47	46	0	0	0	0	0	0	0		
8	11	0	2	2	1	0	4	6	50	52	53	0	0	0	0	0	0	0		

Improve the Well Being

Attraction	Technical	Job Search	Large Co	Belter Rec	Cleaner E	Small Nei	More Rec.	Banks		Car Garag	
								In	Out	In	
268	367	259	187	299	434	353	242	2,810,811	2,647,059	2,916,667	48
								Average Total	74	17	
34	43	35	22	31	47	41	24	Average Total	3	2.5	3
35	46	25	21	39	58	44	33	Average Total	7	4	4
								Average Total	2.9	3	3
								Average Total	10	1	7
23	31	24	19	27	39	29	21	Average Total	2,285,714	3	3
								Average Total	7	1	3
40	59	41	23	51	74	61	46	Average Total	2,9375	3	3
35	47	24	24	31	48	45	32	Average Total	16	1	9
								Average Total	2,888,889	2,666,667	3
								Average Total	9	3	4
14	21	15	14	19	26	19	12	Average Total	2,666,667	3	2
23	35	33	12	25	37	35	26	Average Total	3	2	3
								Average Total	3	3	3
								Average Total	7	1	4
27	40	26	21	34	48	37	25	Average Total	3	2	3
37	45	36	31	42	57	42	23	Average Total	6	2	9
								Average Total	2.5	2,333,333	2,833,333
								Average Total	10	3	6

Out	Clothing Stores		Community Org.		Depanneurs		Gas Station		Hair Salon		House hold Goods	
	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out
2.235294	2.318182	2.25	2.88	2.8	2.214286	2.285714	2.833333	2.4	2.3625	2.5	2.088608	2.761905
17	44	4	50	5	70	7	42	5	80	8	79	21
2	2.25	#DIV/0!	3	#DIV/0!	2.333333	#DIV/0!	3	#DIV/0!	2.333333	#DIV/0!	2.222222	3
1	4	0	6	0	9	0	4	0	9	0	9	1
2	2.333333	#DIV/0!	2.857143	#DIV/0!	2.3	#DIV/0!	2.857143	#DIV/0!	2.4	#DIV/0!	2	3
2	6	0	7	0	10	0	7	0	10	0	11	2
2	2.2	#DIV/0!	3	#DIV/0!	2.125	#DIV/0!	3	#DIV/0!	2.5	#DIV/0!	2.25	3
2	5	0	5	0	8	0	3	0	8	0	8	2
2	2	#DIV/0!	3	#DIV/0!	2.230769	#DIV/0!	3	#DIV/0!	2.375	#DIV/0!	2.0625	3
2	6	0	10	0	13	0	8	0	16	0	16	2
2	2	3	3	3	1.9	1	3	#DIV/0!	2.4	3	2.111111	2.75
3	5	1	5	1	10	1	2	0	10	1	9	4
3	3	2	#DIV/0!	3	2.666667	3	2	#DIV/0!	1.5	2.5	2.5	2.5
2	1	2	0	2	2	3	3	1	0	2	2	2
2	2.2	#DIV/0!	3	#DIV/0!	2.333333	#DIV/0!	3	#DIV/0!	2.5	#DIV/0!	2.125	3
1	5	0	4	0	6	0	4	0	8	0	8	1
2	2.857143	#DIV/0!	2.5	#DIV/0!	2.166667	#DIV/0!	2.714286	#DIV/0!	2.090909	3	1.777778	3
2	8	0	7	0	7	0	8	0	12	2	10	2
2.666667	2.4	2	2.714286	2.5	2.166667	2.333333	2.75	2.5	2.375	2.75	2.142857	2.5
3	5	1	7	2	6	3	4	4	8	4	7	6

Laundromat		Bakery		Butcher		Cafe		Fast Food		Grocery Store	
In	Out	In	Out	In	Out	In	Out	In	Out	In	Out
2.191489	2.428571	2.222222	2.5	1.882353	2.809524	2.225806	2.9	2.520833	2.111111	2.71831	2.621
47	7	45	8	34	21	31	20	48	18	71	1
2.4	#DIV/0!	2.333333	#DIV/0!	1.666667	3	2.5	3	2.333333	2	2.777778	#DIV/0!
5	0	6	0	3	1	4	1	6	1	9	1
2.285714	#DIV/0!	2.428571	#DIV/0!	1.8	3	1.8	3	2.571429	2	2.666667	#DIV/0!
7	0	7	0	5	2	5	2	7	2	9	1
2.2	#DIV/0!	2.333333	#DIV/0!	2	3	2.333333	3	2.25	2	2.75	#DIV/0!
5	0	3	0	6	2	3	2	4	2	8	1
2.142857	#DIV/0!	2	#DIV/0!	1.5	3	2.2	3	2.444444	2	2.692308	#DIV/0!
7	0	8	0	4	2	5	2	9	2	13	1
2.333333	2	2.2	3	2	3	2.666667	3	2.5	2	2.818182	3
6	1	5	1	4	4	3	3	4	3	11	1
2.333333	3	2.5	2	2	1	1.666667	3	3	2.5	2	2.666667
3	2	2	2	2	2	3	3	1	2	1	3
2	#DIV/0!	3	#DIV/0!	2.333333	3	2.333333	3	2.4	2	2.714286	#DIV/0!
5	0	2	0	3	1	3	1	5	1	7	1
2	#DIV/0!	2	3	1.666667	3	2.5	2.5	2.833333	2	2.8	3
5	0	5	2	4	3	3	3	7	2	6	2
2	2.25	2	2.5	2	3	2.333333	2.75	2.666667	2.25	2.625	2.333333
5	4	8	4	4	5	3	4	6	4	8	3

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Out	Restaurant		Specialty food Store		Elementary		High School		Other		Buddhist	
	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out
2.882353	1.8	2.777778	1.785714	2.764706	2.25	2	2.333333	#DIV/0!	2.785714	2.833333	3	3
17	25	18	28	17	8	4	9	0	28	12	3	13
3	1.5	3	1.5	3	3	3	1.5	#DIV/0!	2.6	#DIV/0!	#DIV/0!	3
1	4	1	4	1	1	0	2	0	5	0	0	3
3	1.666667	3	1.5	3	1	#DIV/0!	3	#DIV/0!	2.8	#DIV/0!	#DIV/0!	3
2	3	2	4	2	1	0	1	0	5	0	0	1
3	1.666667	3	1.666667	3	2	2	2.5	#DIV/0!	2.8	#DIV/0!	#DIV/0!	#DIV/0!
2	3	2	3	2	2	1	2	0	5	0	0	0
3	1.8	3	1.8	3	3	#DIV/0!	1	#DIV/0!	2.75	3	#DIV/0!	3
2	5	2	5	2	0	1	0	0	4	3	0	3
3	2	3	2	3	3	#DIV/0!	#DIV/0!	#DIV/0!	2.75	2.666667	#DIV/0!	3
3	3	3	3	3	1	0	0	0	4	3	0	2
#DIV/0!	#DIV/0!	2	1	2	1	3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	3	#DIV/0!
0	0	2	1	2	1	1	0	0	0	0	1	0
3	1.666667	3	1.666667	3	#DIV/0!	#DIV/0!	2	#DIV/0!	#DIV/0!	2.75	#DIV/0!	#DIV/0!
1	3	1	3	1	0	0	1	0	0	4	0	0
3	2	3	2	3	#DIV/0!	#DIV/0!	2.5	#DIV/0!	3	#DIV/0!	3	#DIV/0!
3	2	3	2	2	0	0	3	0	3	0	2	0
2.5	2.333333	2.333333	2.5	2.333333	3	2	3	#DIV/0!	3	3	3	3
4	3	3	4	3	2	1	1	0	3	2	1	4

Christian	In	Out	Jewish	In	Out	Evaluation	In	Moslem	Out	In	Other	Out	In	Basketball	Out	In	Gymnasium	Out	
																			#DIV/0!
3	3	3	3	3	2	1	2.538462	13	1	1	2	2	2	2.5	4	2.8	2.5625	2.611111	18
28	6	4	4	2	2	5	13	13	1	8	7	7	4	10	16	11	16	11	18
3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	1	3	#DIV/0!	0	2	2	2.5	2.5	#DIV/0!	2	2	#DIV/0!	2	2
4	0	0	0	0	0	1	1	1	0	2	2	2	2	2	2	2	0	2	2
3	3	3	3	#DIV/0!	#DIV/0!	#DIV/0!	2.666667	#DIV/0!	0	2	2	2	#DIV/0!	#DIV/0!	0	2.5	#DIV/0!	2.5	#DIV/0!
1	3	2	0	0	0	0	3	3	0	1	1	1	0	0	4	0	4	0	0
3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	3	#DIV/0!	0	2	2	3	#DIV/0!	2.5	#DIV/0!	0	2.5	#DIV/0!	0
4	0	0	0	0	0	0	1	1	0	1	1	1	1	1	2	2	2	2	0
3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2.25	#DIV/0!	0	2	2	2	#DIV/0!	3	2.666667	3	2.666667	3	3
5	0	0	0	0	0	0	4	4	0	1	1	1	0	2	3	3	3	3	3
3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2	#DIV/0!	0	2	2	2	#DIV/0!	#DIV/0!	2.5	2.5	2.666667	2.5	2.5
3	0	0	0	0	0	0	1	1	0	2	1	1	0	0	3	0	3	3	4
#DIV/0!	3	3	3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	2	2	2	2	2	2	2
0	2	2	2	0	0	0	0	0	0	0	0	0	1	1	1	1	1	1	1
3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2.5	1	1	2	2	#DIV/0!	#DIV/0!	0	2.5	2.5	2.5	2.5	2
4	0	0	0	0	0	0	2	2	1	1	1	1	1	1	2	2	2	2	2
3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	3	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	3	#DIV/0!	3	#DIV/0!	3	3	3
5	0	0	0	0	0	2	0	0	0	0	0	0	0	0	0	0	0	0	4
3	3	3	#DIV/0!	#DIV/0!	#DIV/0!	3	3	#DIV/0!	0	#DIV/0!	#DIV/0!	#DIV/0!	3	3	3	3	3	3	3
3	1	0	0	1	1	1	1	1	1	0	0	0	0	0	1	1	1	1	3

Skating Arena	In	Out	Soccer Field		Swimming Pool		Tennis Courts		Baseball Act.		Basketball		Golfing	
			In	Out	In	Out	In	Out	In	Out	In	Out		
2.266667	1.714286	14	2.755556	45	3	2.8	1.666667	2.333333	3	1	1	1	1	2
15					14	5	12		9	1	9	1	0	4
2	1	1	2.6	3	#DIV/0!	0	1	#DIV/0!	1	#DIV/0!	1	#DIV/0!	#DIV/0!	
2	2	2	5	2	0	2	0	0	2	0	2	0	0	0
2.25	1.666667	3	2.625	#DIV/0!	#DIV/0!	2	#DIV/0!	1	#DIV/0!	1	#DIV/0!	#DIV/0!	#DIV/0!	2
4			8	0	0	3	0	0	2	0	2	0	0	1
2.333333	1	1	2.75	3	#DIV/0!	1	#DIV/0!	0	1	#DIV/0!	1	#DIV/0!	#DIV/0!	0
3			4	3	0	1	0	1	1	0	1	0	0	
2.333333	1	1	2.916667	#DIV/0!	#DIV/0!	0	1	#DIV/0!	1	#DIV/0!	1	#DIV/0!	#DIV/0!	2
3			12	0	0	1	0	0	1	0	1	0	0	1
#DIV/0!	1	1	2.875	#DIV/0!	3	1	#DIV/0!	1	#DIV/0!	1	#DIV/0!	#DIV/0!	#DIV/0!	2
0			8	0	1	1	0	0	1	0	1	0	0	1
2	2	2	1	#DIV/0!	2.5	2.666667	1	1	1	1	1	1	#DIV/0!	#DIV/0!
2			1	0	2	3	1	1	1	1	1	1	0	0
#DIV/0!	1	1	2.8	#DIV/0!	#DIV/0!	1	#DIV/0!	1	#DIV/0!	1	#DIV/0!	#DIV/0!	#DIV/0!	2
0			5	0	0	1	0	0	1	0	1	0	0	1
#DIV/0!	3	3	3	3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0
0			3	4	0	0	0	0	0	0	0	0	0	0
3	3	#DIV/0!	#DIV/0!	3	#DIV/0!	#DIV/0!	3	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
1			0	6	2	0	0	2	0	0	0	0	0	0

A

Out	Hockey		Skiing		Softball		Other		Arts and Crafts		Cards	
	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out
1	1	#DIV/0!	1	1	1	#DIV/0!	1	2	2.111111	2.3125	1.5	1.142857
6	1	#DIV/0!	0	3	0	0	3	3	9	16	2	7
1	#DIV/0!	#DIV/0!	1	1	1	#DIV/0!	1	2.5	1	2	#DIV/0!	1
2	0	0	1	2	0	0	2	2	1	1	0	1
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	1	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2.2	#DIV/0!	1.5	#DIV/0!
0	0	0	0	2	0	0	0	0	5	5	2	0
1	#DIV/0!	#DIV/0!	1	1	1	#DIV/0!	1	#DIV/0!	2.333333	#DIV/0!	1	1
1	0	0	1	1	0	0	0	0	3	3	1	1
1	#DIV/0!	#DIV/0!	#DIV/0!	1	1	#DIV/0!	1	#DIV/0!	2.4	#DIV/0!	1	#DIV/0!
1	0	0	0	1	0	0	0	0	5	5	1	1
1	#DIV/0!	#DIV/0!	#DIV/0!	1	#DIV/0!	#DIV/0!	#DIV/0!	2	3	#DIV/0!	1	1
1	0	0	0	1	0	0	1	1	1	1	0	1
#DIV/0!	1	#DIV/0!	1	1	1	#DIV/0!	1	#DIV/0!	2	2	2	1
0	1	0	1	1	0	0	1	1	0	1	1	0
1	#DIV/0!	#DIV/0!	#DIV/0!	1	1	#DIV/0!	1	2.5	#DIV/0!	0	#DIV/0!	1
1	0	0	0	1	0	0	0	4	0	0	1	1
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
0	0	0	0	0	0	0	0	2	0	0	0	0
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2	#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!
0	0	0	0	0	0	0	0	2	0	0	0	0

Chess		Others		Charity Events		Community Festivals		Dances		Local Bazaars		Other	
In	Out	In	Out	In	Out	In	Out	In	Out	In	Out	In	Out
1	1	1	3	2.65	20	3	1	3	28	2.777778	27	2.777778	18
		#DIV/0!	#DIV/0!	1.666667	27	2.818182	11	11	3	2.222222	22	2.222222	1.5
1	3	0	0	6	6	1	3	3	1	3	18	22	22
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	1	3	3	3	3	3	3	1.8	#DIV/0!	1.8
0	0	0	0	1	3	0	2	2	4	2	5	0	0
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2.25	1.8	3	3	3	#DIV/0!	3	2.8	#DIV/0!	0
0	1	1	0	4	5	0	2	5	5	3	5	0	0
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	3	2	3	3	3	#DIV/0!	3	3	2.8	0
0	0	0	0	2	2	1	1	2	0	2	2	2	2
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2	2	3	3	3	#DIV/0!	3	2	#DIV/0!	2
0	0	0	0	2	2	1	1	2	2	2	2	2	2
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	2.2	1.4	3	3	3	3	3	3	2.166667	1.8
0	0	0	0	5	5	0	1	1	5	5	6	5	5
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	3	2	3	3	3	#DIV/0!	3	3	2.666667	2.666667
0	0	0	0	2	2	1	1	2	2	0	0	3	3
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	3	3	3	3	3	3	3	3	3	3
1	1	1	0	1	1	3	3	3	1	1	0	1.666667	1.666667
1	1	1	0	3	3	1	1	1	1	1	0	3	3
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	1.5	4	2	2	3	#DIV/0!	3	#DIV/0!	3	1
0	0	0	0	4	4	2	2	3	3	2	0	0	3
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	3	3	2	2	3	#DIV/0!	3	2	3	3
0	0	0	0	3	4	2	2	3	3	2	0	0	3
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	3	4	2	2	3	#DIV/0!	3	2	#DIV/0!	2.2
0	0	0	0	0	4	2	2	3	5	6	0	6	5
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	1	2	2	3	#DIV/0!	2.5	#DIV/0!	2.5	1
0	0	0	0	0	1	0	0	2	3	4	0	4	4
#DIV/0!	#DIV/0!	#DIV/0!	#DIV/0!	0	1	0	0	2	2	4	0	4	4

A

Out	Acquaintances		Family		Friends	
	In	Out	In	Out	In	Out
1.08						
25	29	4	14	45	15	
1	4	3	1	7	0	1
3	4	3	1	7	0	1
1	6	0	2	9	0	2
4	6	0	2	9	0	2
1	2	1	2	6	0	4
4	2	1	2	6	0	4
#DIV/0!	1	#DIV/0!	1	1	#DIV/0!	#DIV/0!
0	5	0	2	12	0	0
1	1	#DIV/0!	1	1	1	#DIV/0!
6	2	0	3	4	5	0
3	1	#DIV/0!	1	1	#DIV/0!	#DIV/0!
1	2	0	1	1	0	0
1	2	0	1	1	0	0
1	4	0	1	6	0	0
1	4	0	1	6	0	0
1	1	#DIV/0!	1	#DIV/0!	1	#DIV/0!
5	4	0	2	0	7	0
1	1	#DIV/0!	1	#DIV/0!	1	#DIV/0!
2	1	0	1	0	4	0

INTRODUCTION

The 1999-2000 Action Plan of the Côte-des-Neiges/Notre-Dame-de-Grâce Community Economic Development Corporation is the result of close cooperation between the representatives of the Board of Directors and employees who have identified development paths for labour and employment. This document fits in a perspective of development of the communities present in our district, as it reflects both the differences and similarities that are found in Côte-des-Neiges and Notre-Dame-de-Grâce.

In the framework of the agreement signed with the local development centre of Montréal, the Côte-des-Neiges/Notre-Dame-de-Grâce Community Economic Development Corporation was required to submit a Concerted Local Action Plan for Economic Development and Employment (PLACEE). The PLACEE was submitted last September to the local partners' committee with a timeline of 1998 to 2001. Following an analysis of the area, we decided on seven STRATEGIC GOALS for the development of the economy and jobs for the future, based on the potential of the district and the opportunities stemming from a constantly changing market.

The 1999-2000 Action Plan thus contains proposals regarding the seven strategic goals for development, which translates into diverse action strategies in the areas of partnership, employability and economic development. Each of these three sections correspond to precise orientations that are compatible with one or several strategic goals, as well as results that are quantifiable on an annual basis. This Action Plan involves primarily the CDN/NDG CDEC, but it also involves many public, private and community partners, who have examined their visions of development in order to identify the actions that respond to the needs of the various partners that compose the unique mosaic of the Côte-des-Neiges/Notre-Dame-de-Grâce district.

CONSULTATION AND COLLABORATION

<p>Individual and collective empowerment</p>	<p>GOAL 1 Strengthen the community's impact on its own development</p>	<p>Objective 1 Sharing the same values of the CDEEC; i.e.: - Solidarity - Democracy - Respect - Integrity - Sustainability of resources A - 2 - Promotion and partnership SDEM</p>	<p>General Meetings of the CDEEC Meetings of the Board of Directors of the CDEEC Participation in meetings of the Cofe- des Neiges Community Council Participation in meetings of the NMG 2000 forum Participation in meetings of the CDN immigrant resources committee Participation in meetings of the Inter-CDEEC</p>	<p>Two meetings in June and December Ten meetings Ten meetings Ten meetings Four meetings Six meetings drafting reports and support in french courses and search for funding Ten meetings Support in the C.I.D, FAQD files, funding and planning Six meetings Planning support Eight meetings Planning of projects with a long term effect on employability in cooperation with the NMG LEC; the MRCI and HRDC, according to the recommendations for the LEC contained in the P.A.C.T.E</p>
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CONSULTATION AND COLLABORATION

<p>Individual and collective empowerment</p>	<p>GOAL 1 Strengthen the community's impact on its own development</p>	<p>Objectives 2 Collaboration with economic and social development organizations A - 2 - Promotion and partnership M M SDEM</p>	<p>Participation in the Board of Directors of the NING <i>Corridor Jennehe Empire</i> Participation in meetings of the Buny Farm housing project working group Participation in the Board of Directors of <i>Habitations communautaires (12)</i> Participation in the Board of Directors of the <i>La Grande vadrouille</i> housekeeping service Participation in meetings of SYNAXIS, a self-employed workers' association Updating of socio-economic data by district, through 1996 census data</p>	<p>Ten meetings Support in structuring, set up and administration of the organization Ten meetings Support in planning and design of an action plan Ten meetings Support in administration of the organization and development of housing projects Ten meetings Support in the administration, accounting, management and development of the company Four meetings Support for the organization of events and promotion Production of a bilingual document distributed at the general meeting Production of a document in the fall of 1999 Participation in the development and validation of a guide to analyze training needs in community organizations and social economy companies</p>
<p>Improvement of socio-economic evaluation indicators Research and development M M.</p>	<p>Improvement of the first chapter of the PLACEE, according to the data from 1996 and the analysis of the results of the CID section of the CPDC Participation in the sectorial committee on labour, the social economy and community action</p>			

CONSULTATION AND COLLABORATION

<p>Individual and collective empowerment</p>	<p>GOAL 2</p> <p>Promote and increase the appeal of the district through its distinctive characteristics</p>	<p>Objective 1</p> <p>Training those involved in the use and sharing of new development tools</p> <p>Promotion and partnership</p> <p>A - 2 - M.M. D.E.C.</p>	<p>Initiation to trade on-line with STRATEGIS during the information sessions for CTRC clients concerning services available to companies</p> <p>Technical support for development of the Internet site for the CDN/NDG district</p> <p>Initiation to the Internet for job searchers through posting of their resumes and on-line employment offers</p> <p>Sharing of information by Intranet among organizations participating in the OPTI-Inventaire project</p> <p>Publication and circulation via the CDEC WEB site of our seventh edition of the government programs directory</p> <p>Development of a hypertext link between our site and various government partners</p>	<p>40 initiation sessions to STRATEGIS and other search engines for entrepreneurs</p> <p>Update of this tool to promote the district</p> <p>20 Internet training sessions for job seekers and creation of WEB pages for 15 new companies</p> <p>Updating of data from 200 companies in CDN/NDG, in collaboration with the MIC</p> <p>Publication in September 1999</p> <p>MIC DEC MRCI Emploi Quebec INFD entrepreneur</p>
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CONSULTATION AND COLLABORATION

	GOAL 2	Objective 2		
Individual and collective empowerment	Promote and increase the appeal of the district through its distinctive characteristics	<p>Reinforcement of networking and linkage among companies and individuals</p> <p>A - 2- M.M. D.F.C. S.D.E.M</p> <p>Promotion and partnership</p>	<p>Recruitment of new members to the CDEC from companies, organizations and the public</p> <p>Publication of articles and columns in French and English in local media</p> <p>Participation in the 1999 entrepreneurship project by CDEC employees and local companies</p> <p>Development and presentation of a project with the IIEC for the creation of an association of young consultants from among new graduates</p> <p>Annual meeting of the entrepreneurship committee with local and governmental stakeholders</p> <p>Information sessions on the services offered by the CDEC to local development organizations in CDN/NDG</p>	<p>Four issues mailed to members and partners</p> <p>25 new members</p> <p>12 articles and columns in French and/or English</p> <p>Participation in the development of the content of financing and post-start up booths and the presence of CDN/NDG companies at this event</p> <p>The project must obtain authorization from the IIEC to develop a partnership in the framework of a CIRA</p> <p>Evaluation and adjustment if necessary for the CDN/NDG pathway to entrepreneurship</p> <p>Eight sessions for the following organizations</p> <ul style="list-style-type: none"> - NDG Food Depot - Aurora Business Project's loan circle in NDG - Entrepreneurship committee for the organizations affiliated with the Combined Jewish Appeal - SYNAXIS association - NDG Greek Map association - NDG Economic Caucus - MABIP - Fondation Multien Da Costa

CONSULTATION AND COLLABORATION

<p>Individual and collective empowerment</p>	<p>GOAL 2 Promote and increase the appeal of the district through its distinctive characteristics</p>	<p>Objective 2 Reinforcement of networking and linkage among companies and individuals A - 2 - Promotion and partnership MM DEC</p>	<p>Formation and set up of an economic development committee for the CDN/NDG district</p>	<p>Four working conferences invitation to economic and social development stakeholders to set up an action plan for the development of the CDN/NDG district</p>
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DEVELOPMENT OF EMPLOYABILITY

<p>Synergy among stakeholders in the area</p>	<p>CRDAL: 1 Ensure the development of skills of the resident population</p>	<p>Objective 1 Integration of local labour into local employment B - 1 - Information and referral E.Q. U - 2 - Information and group sessions E.Q.</p>	<p>Information about the C'DIEC's services, including references to French courses offered to new immigrants Weekly information sessions for people seeking employability services</p>	<p>2)M) requests for information Clients include those who are looking for a job and those who must first go through a transition step before entering the job market 4) weekly sessions People able to enter the job market are sent to the C'DIEC's resource centre (computers, fax, photocopiers, documentation, internet, job description folders) People who must go through a transition step before entering the job market can also benefit from the services of the C'DIEC resource centre. However, the must first be directed toward service adapted to their needs, such as MIDDRE job market information and skill analysis workshops. In order to improve their skills and personal knowledge they can also be referred to training that facilitate their integration into the job market.</p>
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DEVELOPMENT OF EMPLOYABILITY

<p>Synergy among stakeholders in the rice</p>	<p>GOAL. 1</p>	<p>B - 3 - Individual counselling services E: Q</p>	<p>Individual counselling services in orientation, ISEP, MDRE and placement</p> <p>Collaboration with vocational and university teaching institutions in order to encourage integration into the labour market</p>	<p>950 visits to the employability service and issuing of 30 course reimbursements to register for short-term training courses</p> <p>Offer a better job-matching service for new graduates</p>
<p></p>	<p></p>	<p>B - 4 - Training organized by the CDDEC E: Q</p> <p>Objective 2</p> <p>Encourage the integration into and maintenance of employment through projects geared toward entry into the job market or creation of employment F L C P</p>	<p>Training workshops offered by employability service counsellors on the use of the Internet for job searches, types of skills sought by employers, employment sectors in demand and issues regarding cultural differences and the job market</p> <p>Support to the design and development of viable projects in the framework of the <i>Fonds de lutte contre la pauvreté</i></p>	<p>40 participants in workshops offered by the CDDEC</p> <p>Meetings with local promoters</p> <ul style="list-style-type: none"> - Use of creativity method in development of projects - Development and support to the preparation of viable projects and their follow-up

DEVELOPMENT OF EMPLOYABILITY

<p>Synergy among stakeholders in the area</p>	<p>GOAL 1 Ensure the development of skills of the resident population</p>	<p>Objective 2 B - 4 - CDEC F.L.C.P. E.O. M.M. Objective 2 Support to FAOD projects B - 5 - E.Q.</p>	<p>Information sessions on linkage among the funds available at the CYN/NADQ CDEC for non-profit organizations Support for start up and follow up of new FAOD projects</p>	<p>Ten information sessions about the following funds: - Fonds de l'aire contre la pauvreté - Fonds d'économie sociale - Fonds d'adaptation des quartiers déprioritaires - F.F.H.E. Eight FAOD projects The orientations for the new year are contained in the chapter on labour policy in the P.A.C.T.E document: - French adapted to the labour market - Specializing of knowledge - Seeking to obtain high school diplomas - labour market entry for the immigrant clientele through on-the-job transition internships Quarterly evaluation of new projects by the CDEC responsible for the FAOD at the CDEC and follow up of projects from the year before Four working meetings This project is conditional on an agreement with Emploi-Québec regarding funding of external labour organizations in the framework of a new partnership</p>
<p>Objective 1</p>	<p>Objective 2 B - 6 - Special projects E.Q.</p>	<p>Follow up of participants in the eight 1998-99 FAOD projects</p>	<p>Set up and chairing of an employability consultation committee for the development with the I.E.C. of a pilot project to inscription program in P.I.N.V.A.D.Q. The partnership will be managed conjointly by the I.E.C. and the CDEC</p>	

ECONOMIC DEVELOPMENT

<p>Integration of economic and social development</p>	<p>GOAL 1 Participate in the expansion and diversification of commercial and industrial activities</p>	<p>Objective 1 Support to job creation on a local level <i>R</i> C-1. Information and referral M.M. C-3. Training for entrepreneurs D.E.C. M.M.</p>	<p>Weekly information sessions about the CDEC's services to companies, i.e., general information, and advice on start-up and management Chairing and organizing the <i>'Jah des dirigeants d'entreprises de C'JN/N/NK?</i> Raising awareness about the consequences of the YZK bug</p>	<p>40 sessions bringing together 400 people, providing an overview of all the services, including initiation to STRACFEGIS and other search engines 40 hours of group training and individual consultation for a dozen company heads in collaboration with the LEC and the MIC 15 training sessions Raising awareness and providing information on this subject, in the field of computerized accounting, through our accounting consulting service</p>

ECONOMIC DEVELOPMENT

<p>Integration of economic and social development</p>	<p>GOAL 1</p> <p>Participate in the expansion and diversification of commercial and industrial activities</p>	<p>Objective 1</p> <p>C - 3 - Training for entrepreneurs M.M.</p> <p>Objective 2</p> <p>Further the survival rate of companies</p> <p>C - 6 - M.M. D.E.C.</p>	<p>Renewal of the self-employment support of <i>Jeunes promoteurs</i> agreements with the Montreal-Centre SAEI</p> <p>Action taken as a result of 200 business assessments carried out in 1998-1999</p> <p>Marketing support for non- and for-profit companies</p> <p>Accounting support to non- and for-profit companies</p> <p>Support to the promotion of the two merchants' associations in CIDN</p> <p>Support to the promotion of the two merchants' associations in NDG</p> <p>Free management consulting services with HEC interns</p>	<p>20 bi-monthly information sessions Selection of 50 participants for the STA program and 35 participants for the <i>Jeunes Promoteurs</i> program</p> <p>Support through our consulting services to 60 companies in the following fields: - Financing - Marketing - Accounting - Networking</p> <p>20 companies chosen for the evaluation of positioning and/or development of an optimal marketing strategy</p> <p>20 companies assisted through the management consulting service in financial accounting, management accounting or accounting organization</p> <p>Two promotional and operational support activities for the two associations</p> <p>Two promotional and operational support activities for the two associations</p> <p>Selection of five projects, using the business assessments</p>
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120

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ECONOMIC DEVELOPMENT

Integration of economic and social development	<p>GOAL 2</p> <p>Support community entrepreneurship as a means to improve the quality of life of the population</p>	<p>Objective 1</p> <p>C - 6 - Consulting services M.M</p> <p>Objective 2</p> <p>Support projects that will lead to economic and social development in the medium and long term</p>	<p>Support the development of local social economy projects</p> <p>Support to socially useful and sustainable projects through the funds d'Économie sociale.</p>	<p>Support in the development and set up of two social economy business projects in CDM/NIXG</p>
	<p>GOAL 3</p> <p>Count on our partners in the development of high tech companies</p>	<p>Objective 1</p> <p>C - 7 - Financial support M.M</p> <p>Objective 2</p> <p>Support to growth in the sectors of health and biotechnology</p>	<p>Support in the financing of companies in these sectors through the SOL,IDE and/or the FDEM</p> <p>Support in the financing of two companies in this sector through the SOL,IDE and for the FDEM</p> <p>Support to networking activities</p>	<p>Selection of a project</p> <p>Selection of two projects</p> <p>Participation of companies in this sector at the 1999 entrepreneurship salon in June</p>
				<p>Installing micro-businesses in this field into buildings on the campus of the Université de Montréal</p> <p>assemblee générale/actionplan9920.mcg</p>