

Empowering our Citizens & our Communities

Building an Engine for Social & Economic Change

JOB AUSTRALIA



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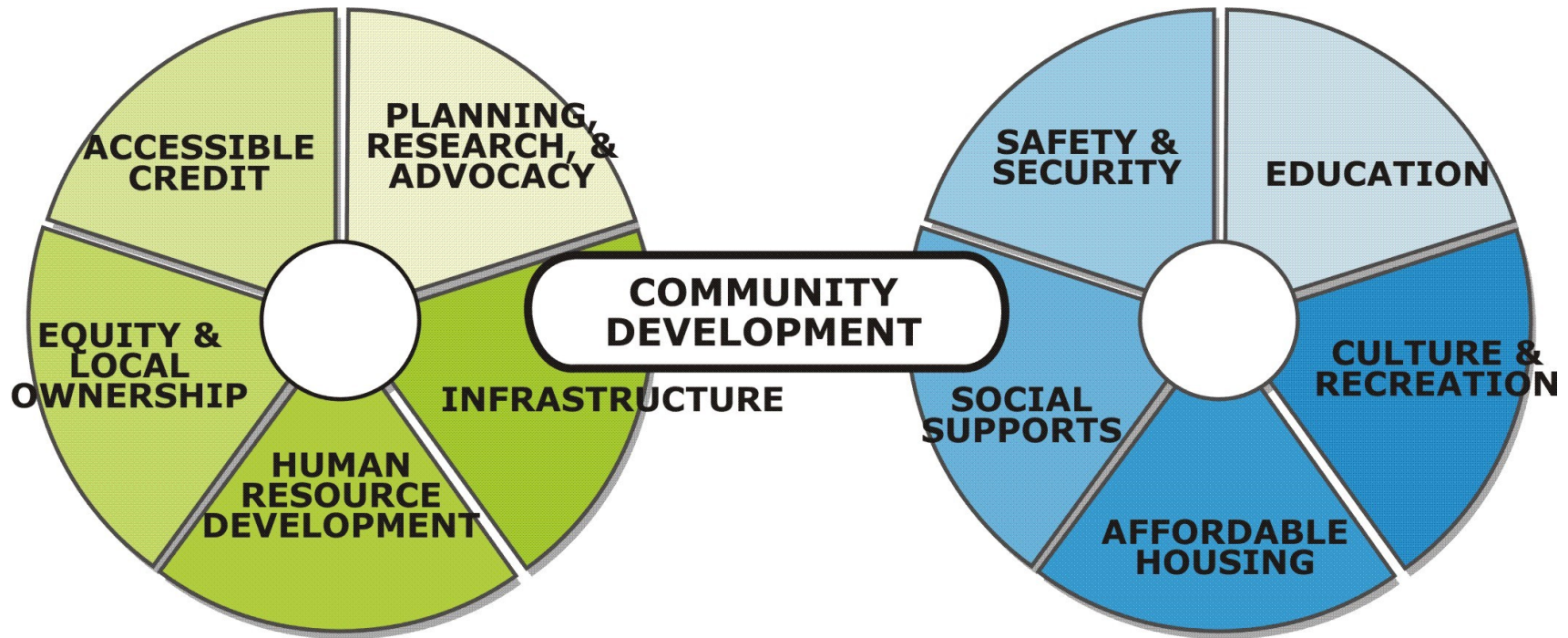
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INDIGNATION AT INJUSTICE

RATIONALITY IN ACTION

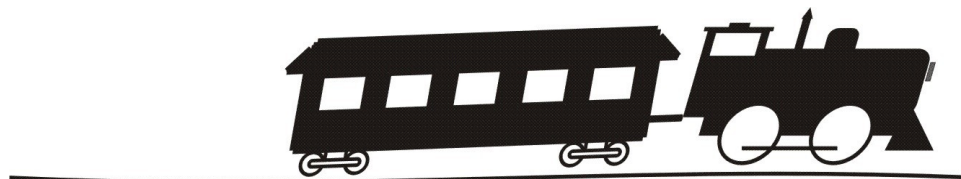
To rev up the engine of community revitalization

put social & economic development on the same track

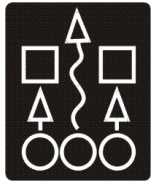


ECONOMIC FUNCTIONS

SOCIAL FUNCTIONS



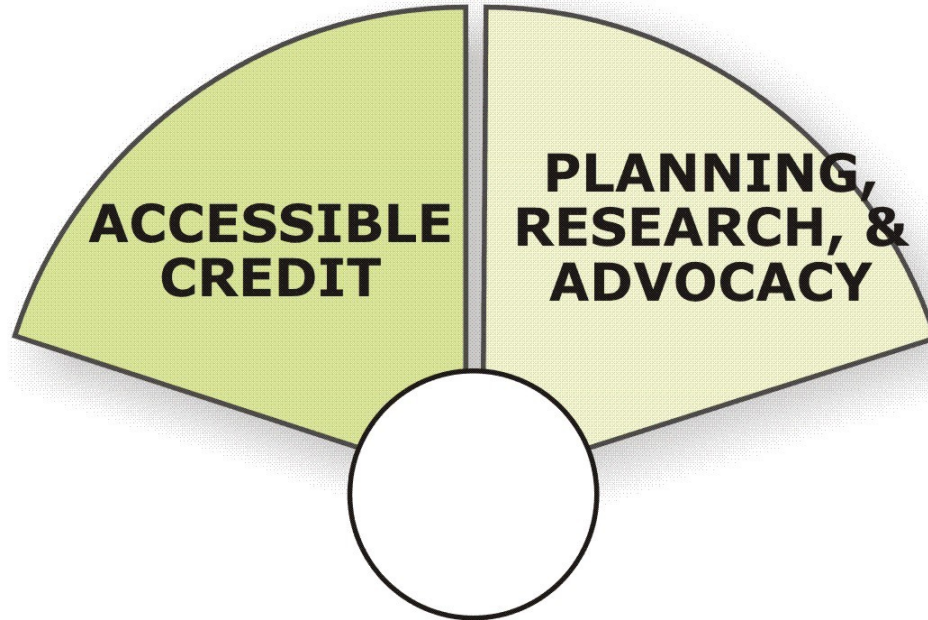
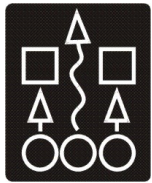
Key Economic Functions



◆ Planning, Research, & Advocacy

A capacity to gather intelligence and then apply it to making or influencing decisions in the community's interest is a fundamental and ongoing necessity.

Key Economic Functions



◆ Accessible Credit

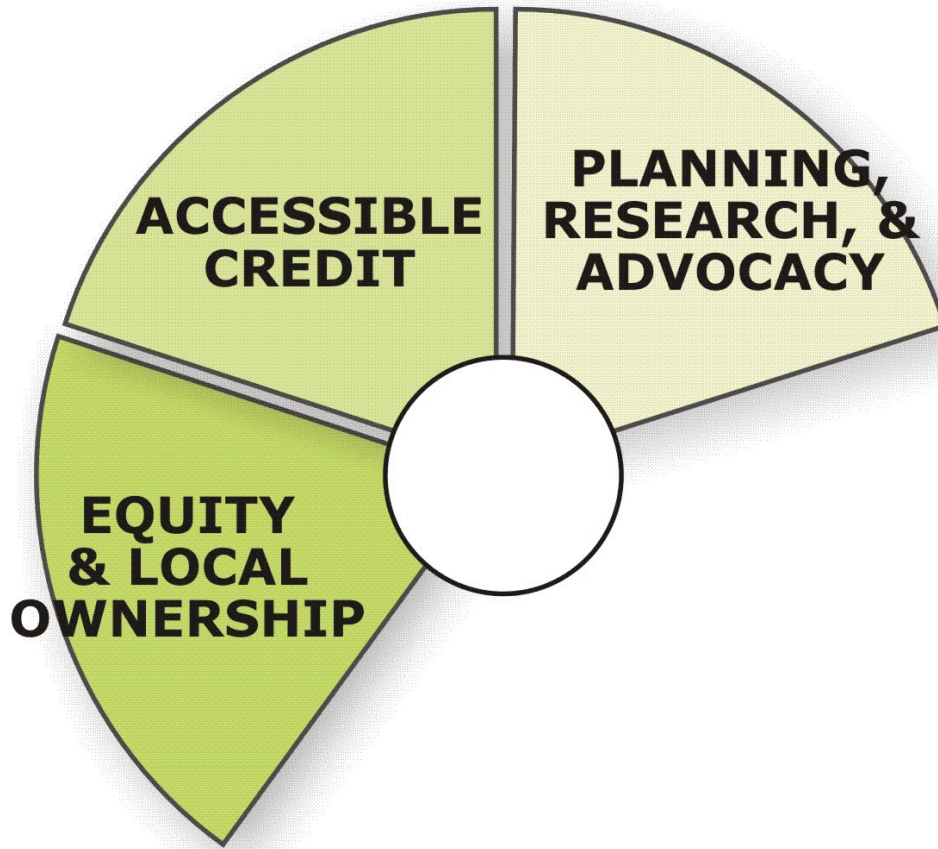
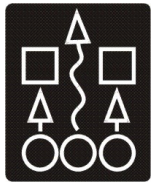
Without access to credit, people and businesses are blocked from productive asset building.

Lack of Access

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Marginalization

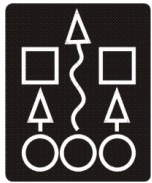
Key Economic Functions



◆ Building Equity & Local Ownership

- ◆ For individuals, ownership of assets is key to escaping poverty.
- ◆ Within territories, businesses that generate profit & reinvest help build the economic base.
- ◆ Maximizing local ownership helps maximize local reinvestment.

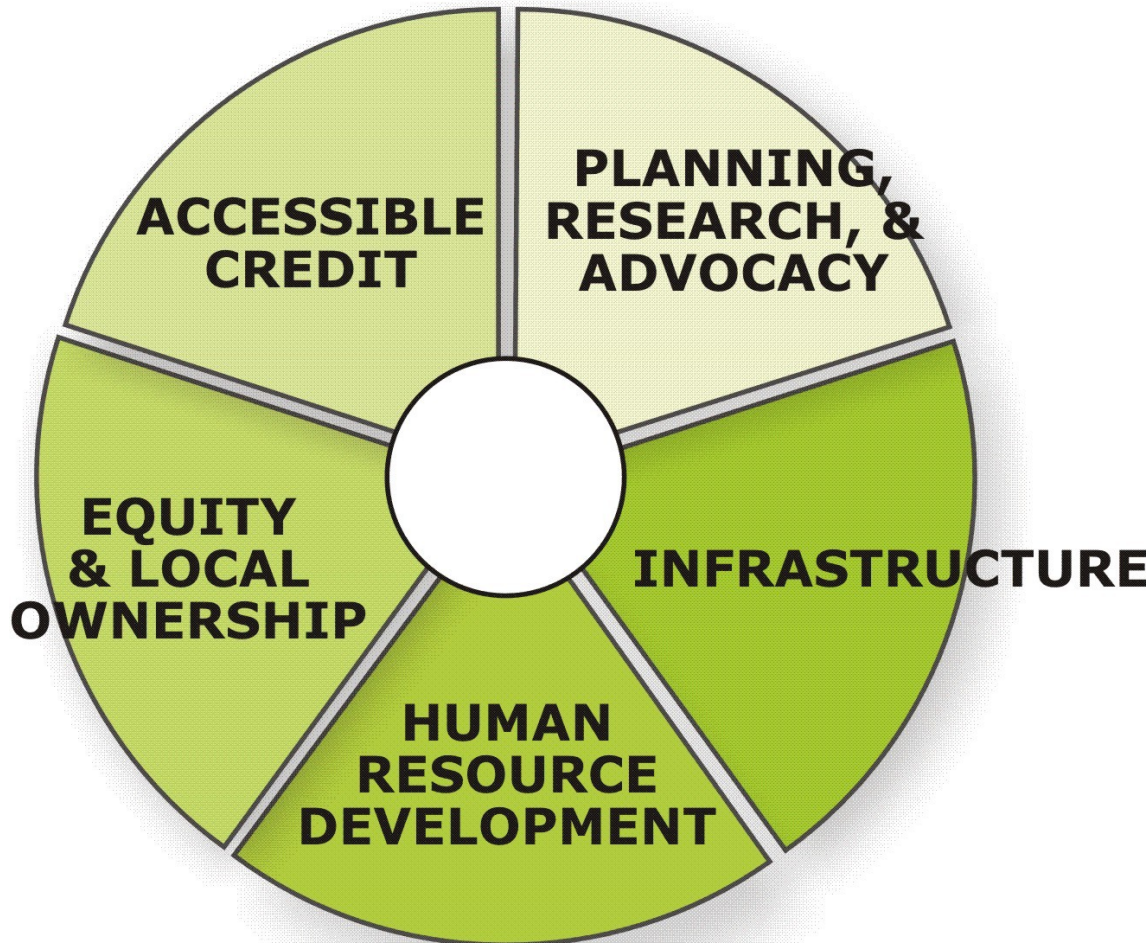
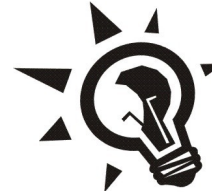
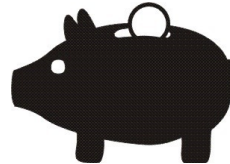
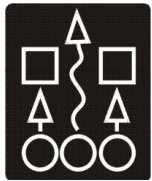
Key Economic Functions



◆ Develop People's Capacity

Ranging from the marginalized to a community's leadership, getting people willing, ready and able to participate in strengthening a local economy is an ongoing strategic function.

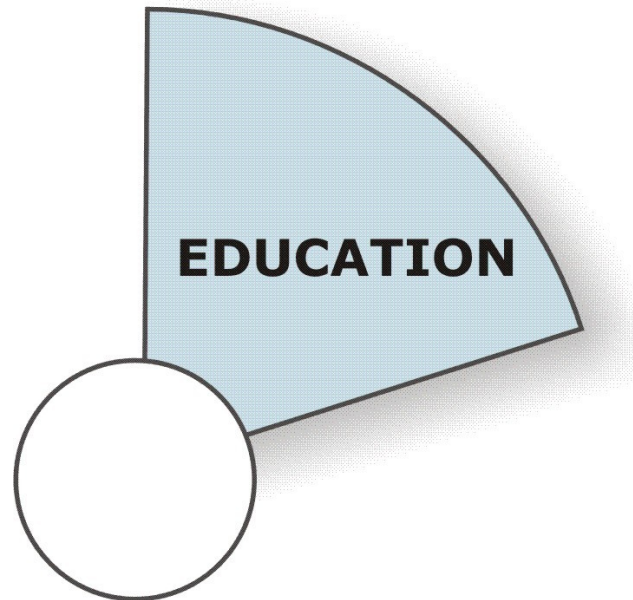
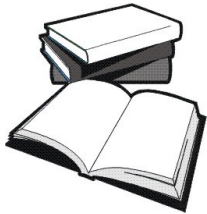
Key Economic Functions



◆ Infrastructure

Access to clean water; grain storage; transportation; access to the internet: all are examples of infrastructure necessary to the development of a territory

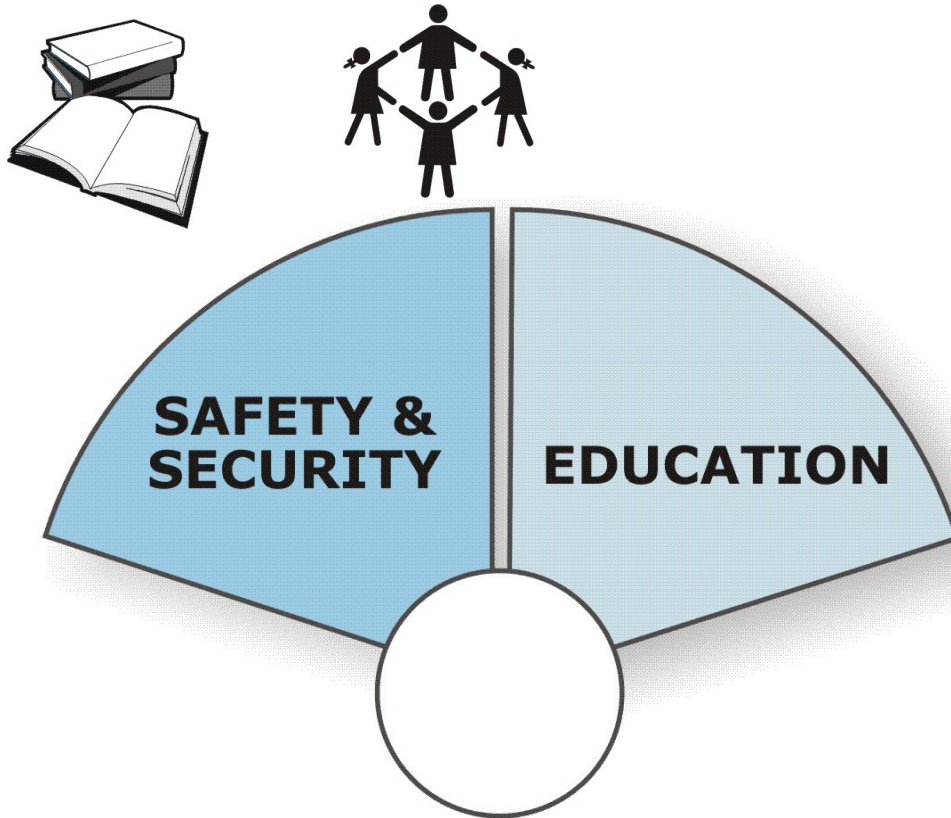
Key Social Functions



◆ Education

Access to and quality of education for children and adults influences the development prospects of a territory

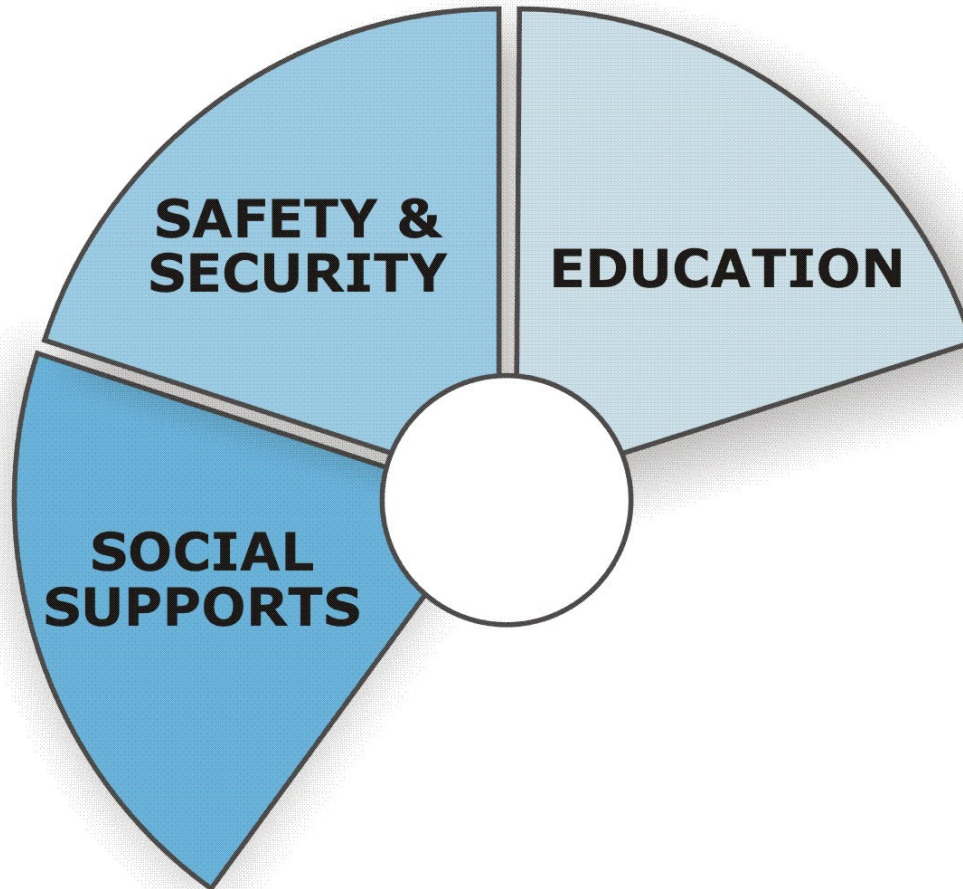
Key Social Functions



◆ Safety & Security

The extent to which safety and security of citizens and businesses is assured makes an important difference to peoples ability to participate in the development of a territory

Key Social Functions



◆ Social Supports

Reaching out & supporting citizens to meet their basic needs & participate in community life strengthens the social interconnectedness within a territory which in turn effects the extent to which local people & resources can be effectively mobilized..

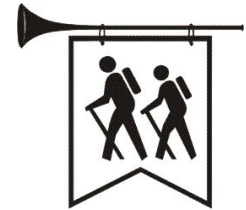
Key Social Functions



◆ Affordable Housing

Accessible & affordable housing has a major influence on quality of life and the ability of citizens to adequately meet their social and economic needs.

Key Social Functions

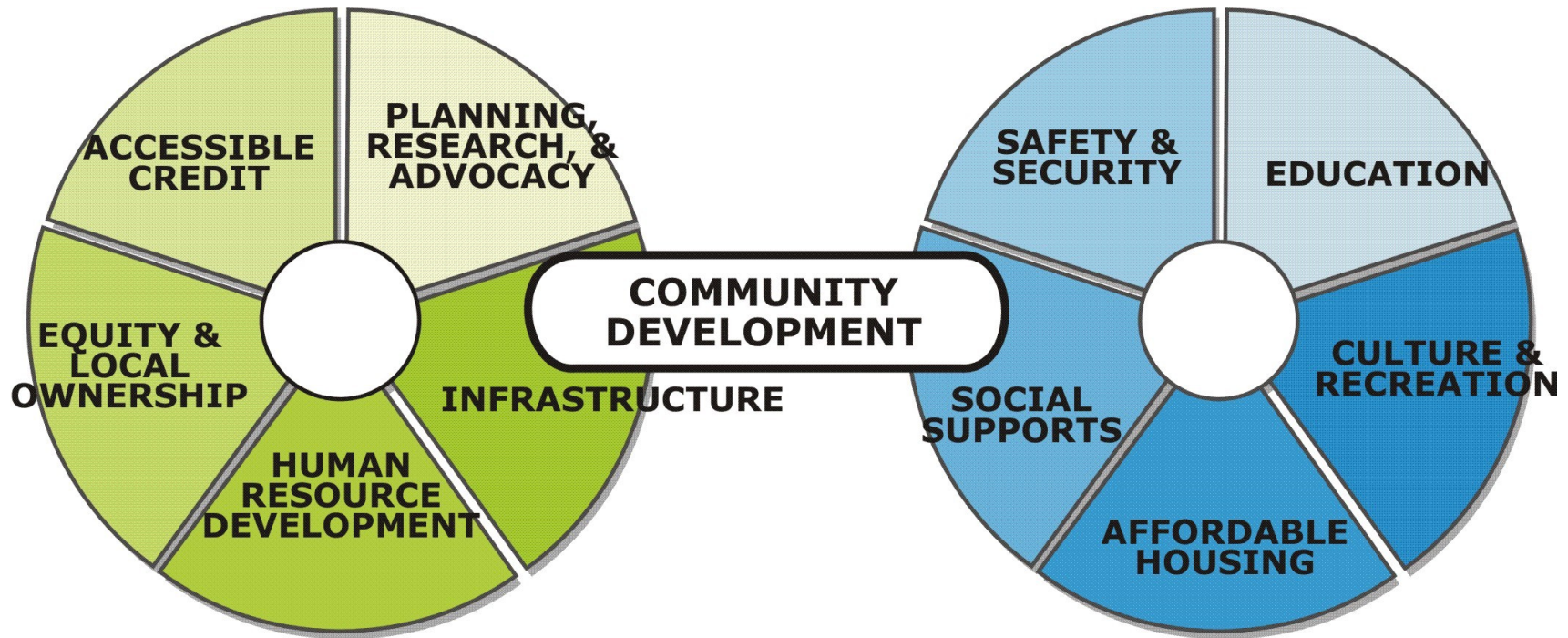


◆ Culture & Recreation

The physical and emotional health of citizens and communities is reinforced by active physical and cultural engagement.

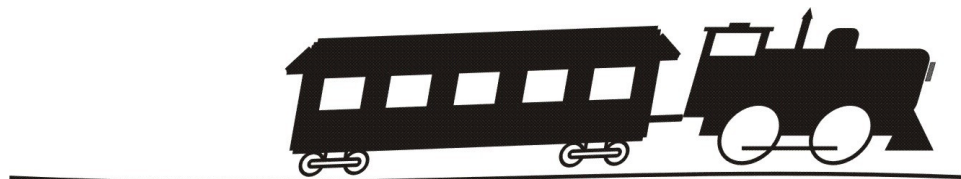
To rev up the engine of community revitalization

put social & economic development on the same track



ECONOMIC FUNCTIONS

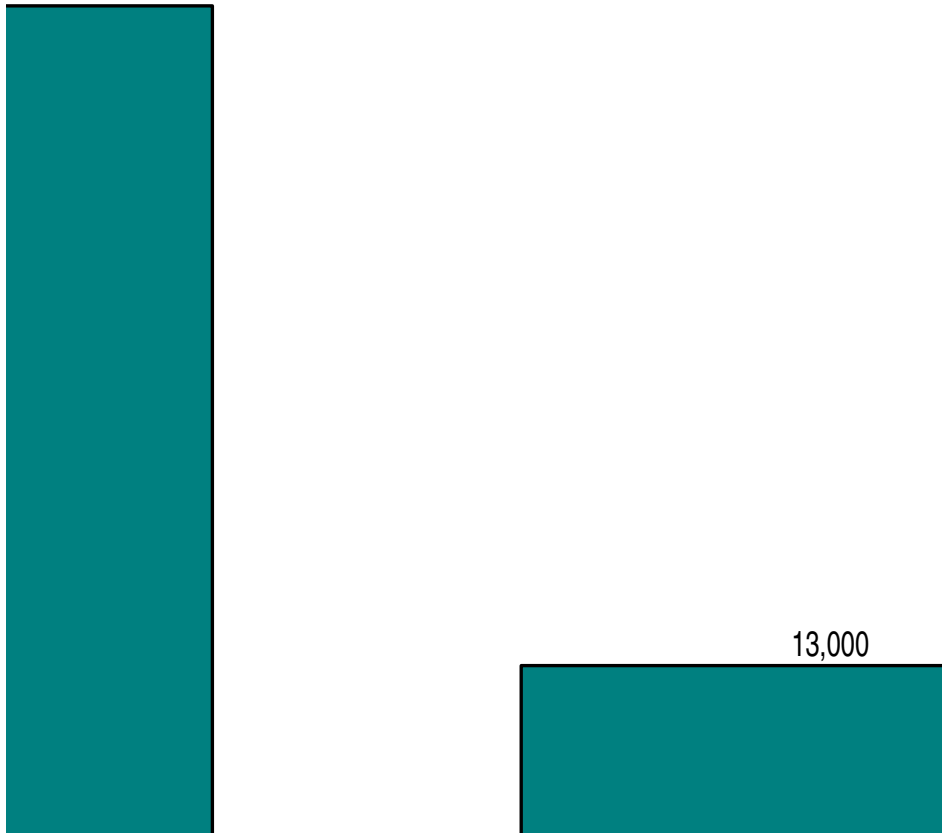
SOCIAL FUNCTIONS



Decline of Population: Point St. Charles

SW Montreal Quebec

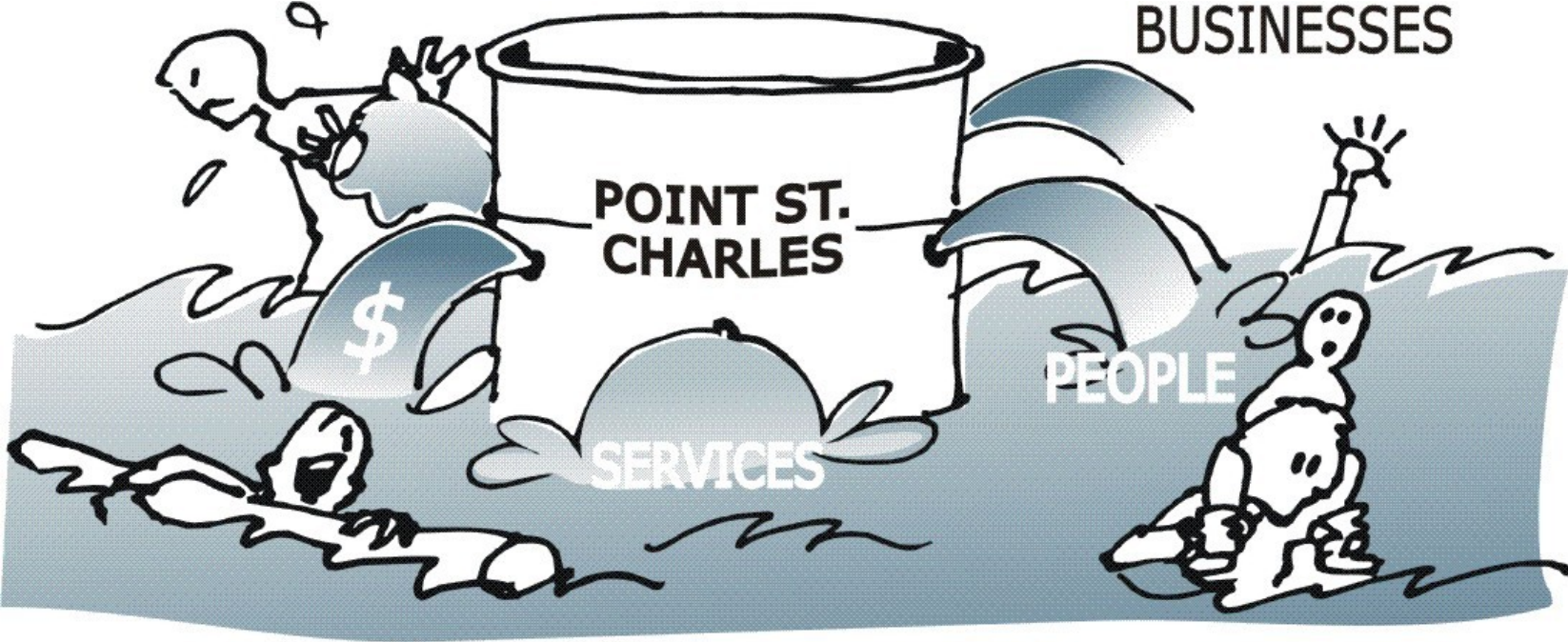
Population Decline in Point St. Charles



By 1984 poverty is entrenched

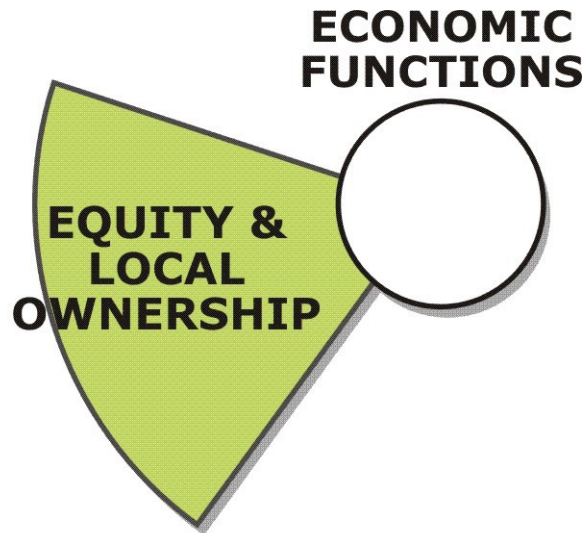
- ◆ 43% live below poverty line
- ◆ 17% unemployed
- ◆ 25% living on state assistance

Plugging the Leaks

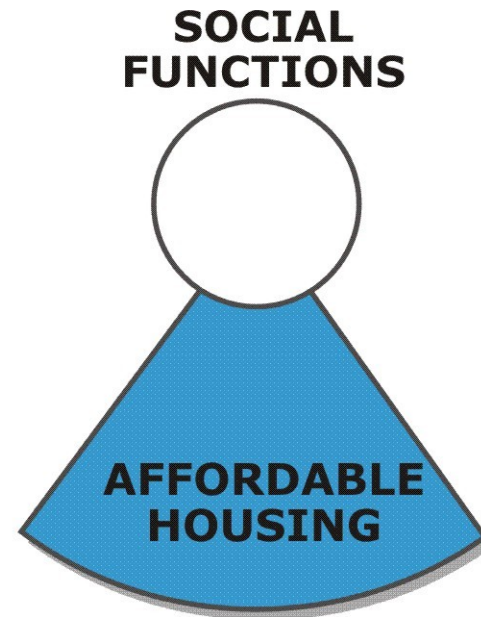


Animating & Organizing the Base: Basic Needs Focus

- ◆ Late 60's and through 70's: Community Organizations focus on building community assets to meet basic needs



- **Consumers
co-op
established**

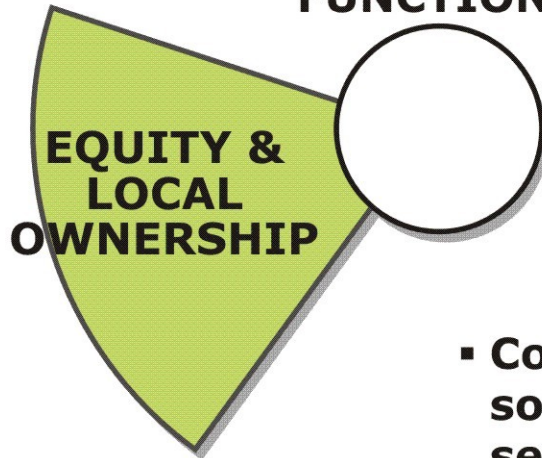


- **Housing information service**
- **23 housing coops organized**
- **300 units of affordable housing built**

Animating & Organizing the Base: Basic Needs Focus

◆ Important Gains? ✓ **YES!** BUT the decline continued ☹️

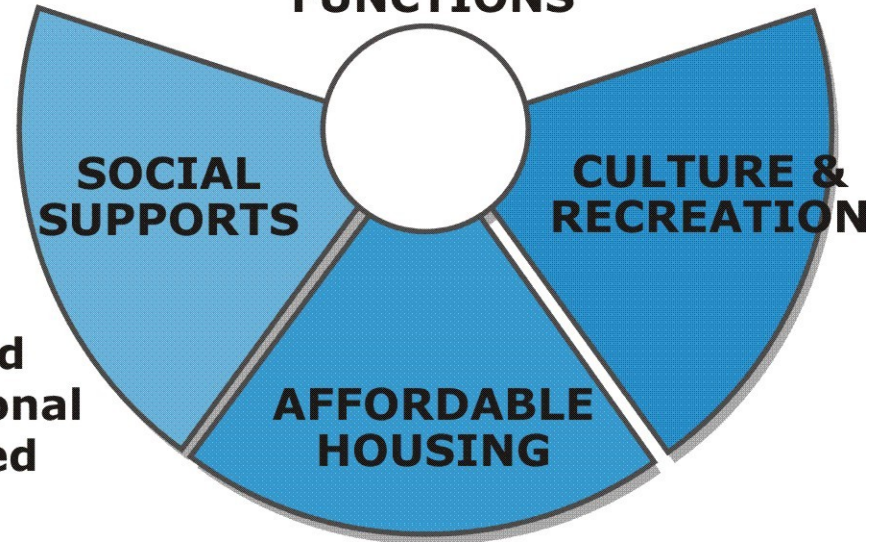
ECONOMIC FUNCTIONS



- Consumers co-op established

- Community-based social & recreational services organized

SOCIAL FUNCTIONS



- Housing information service
- 23 housing coops organized
- 300 units of affordable housing built

Animating & Organizing the Base: Resistance to Displacement



- ◆ In the 70's and early 80's real estate developers pressed city government to allow them to “revitalize” the neighbourhood by building up-scale condominiums

Animating & Organizing the Base: Resistance to Displacement



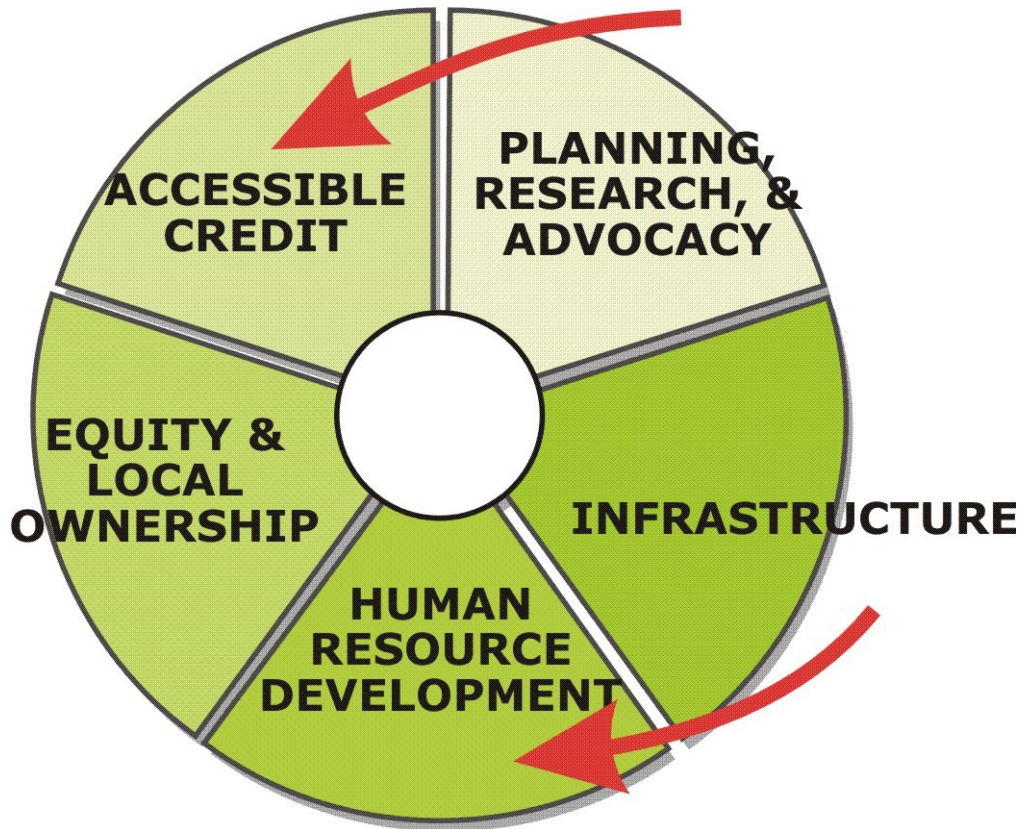
- ◆ By the early 80's the community had a permanent coalition in place to resist unwanted developments.
- ◆ But organized resistance does not by itself build an alternative.

Animating & Organizing the Base

Focused Organizing & Learning

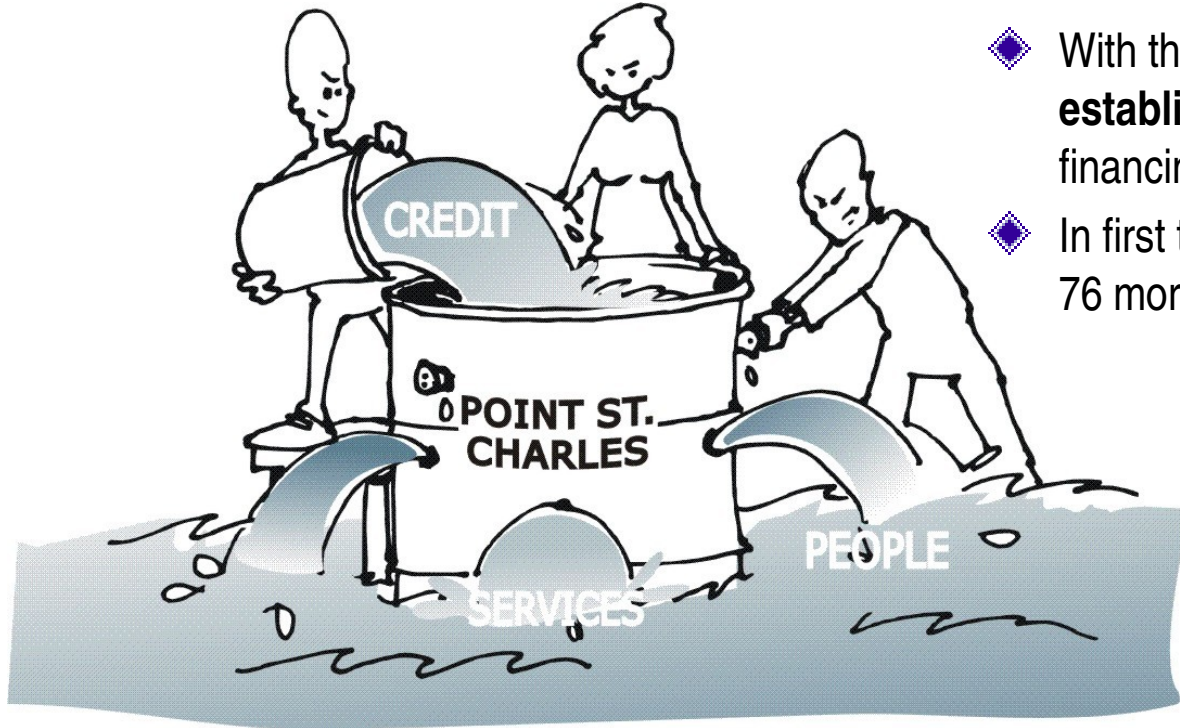
- ◆ 1982- YMCA hires **two community organizers for two years** to foster a more integrated approach
 - **Research and learning** about what is going on elsewhere (CDCs in U.S., European experience).
 - **Educate and animate** community organizations around what is working elsewhere
 - **Begin applying lessons** learned to the neighbourhood context.
- ◆ The resulting coalition presses the provincial government for **dollars to study how to reverse the decline** of Point St. Charles.

Getting Started – Using the Resources Available & Building the Membership Base-85-86



- ◆ PEP secures from Province 1-year funding & \$100,000 fund for business loans
 - Entrepreneurial Training for 25 people
 - Most fail but 50 jobs created
 - Many more jobs lost in the meantime
- ◆ Controversy over focus on business development - 3 founding organizations leave
- ◆ But 140 individuals & 13 corporations and other organizations join

Building a broader strategy



- ◆ PEP moves away from new business development to **focus on business retention**
- ◆ With the other two CDECs, PEP **establishes loan fund** for business financing in poor neighbourhoods
- ◆ In first two years 188 jobs retained and 76 more created

RESO – Building a multi-function strategy



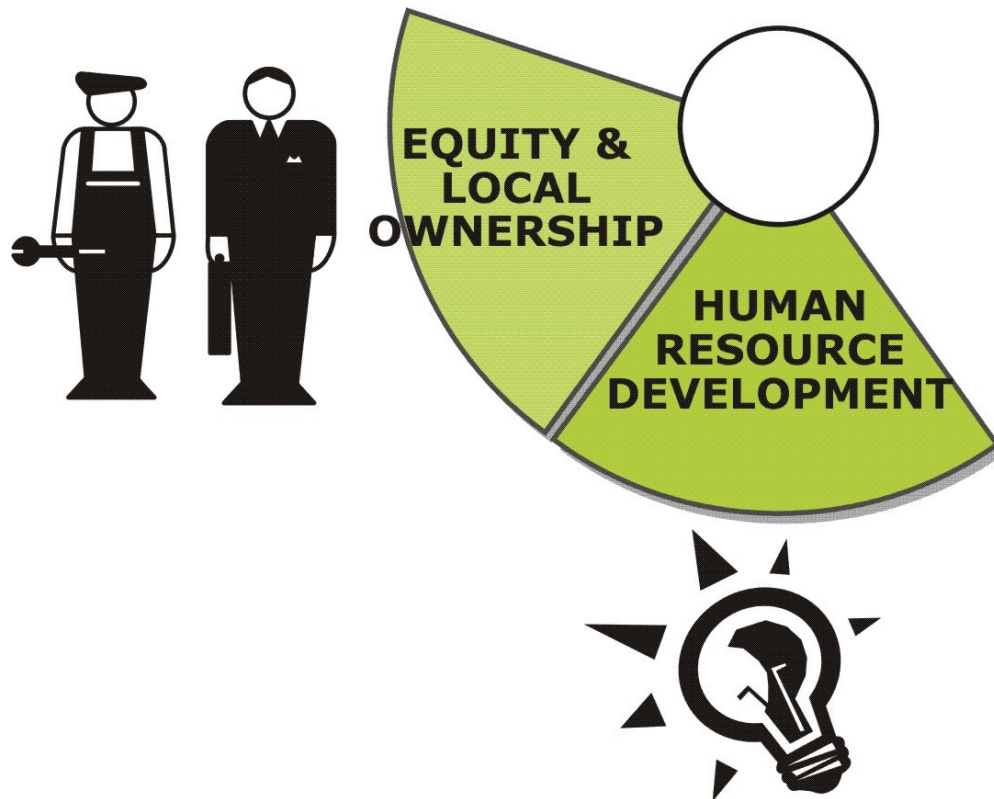
- ◆ Ongoing work to strengthen business retention capacity – 200 businesses assisted in first 2 years

RESO – Building a multi-function strategy



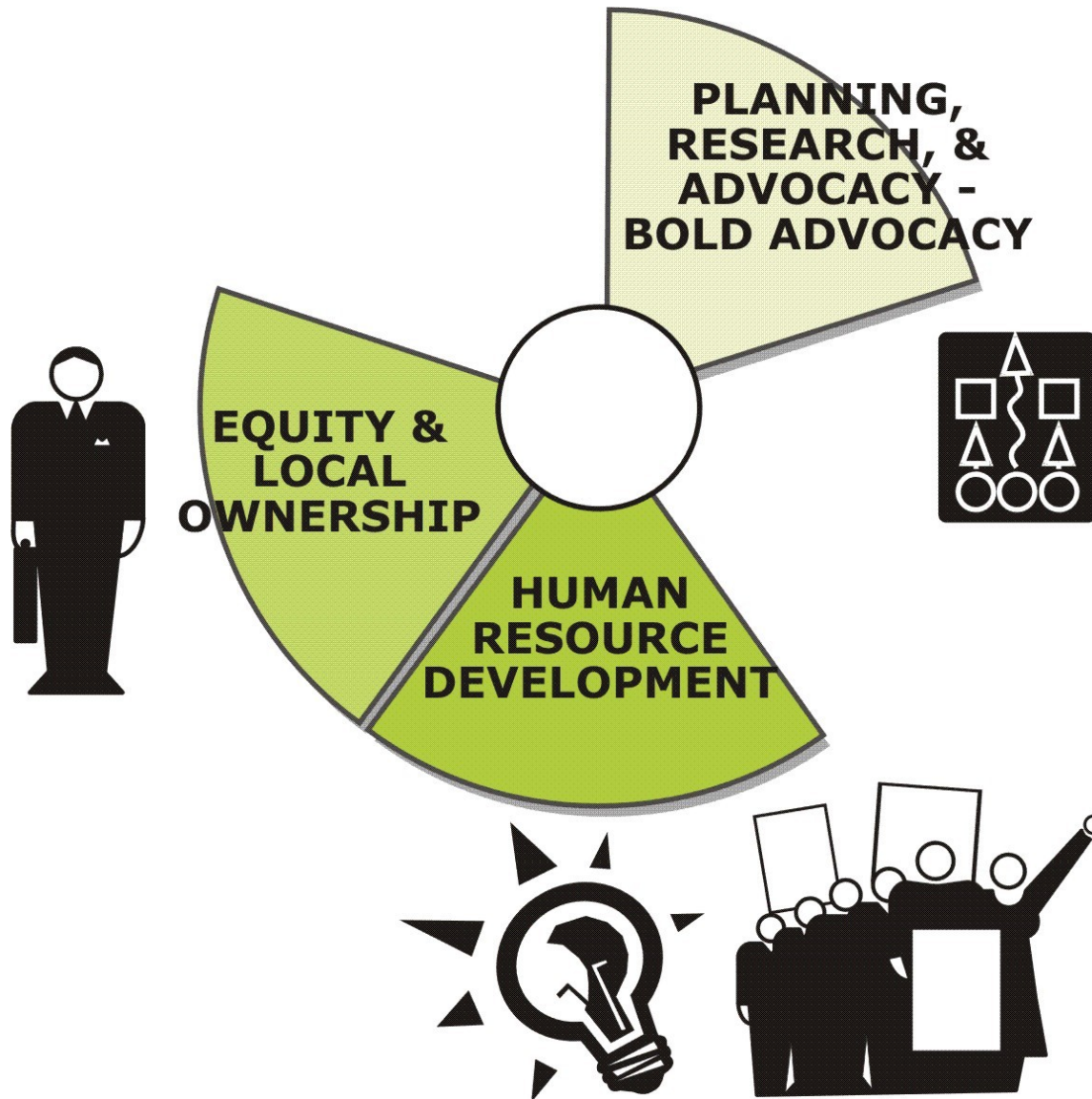
- ◆ Work with unions to build early warning system focused on avoiding plant closings

RESO – Building a multi-function strategy



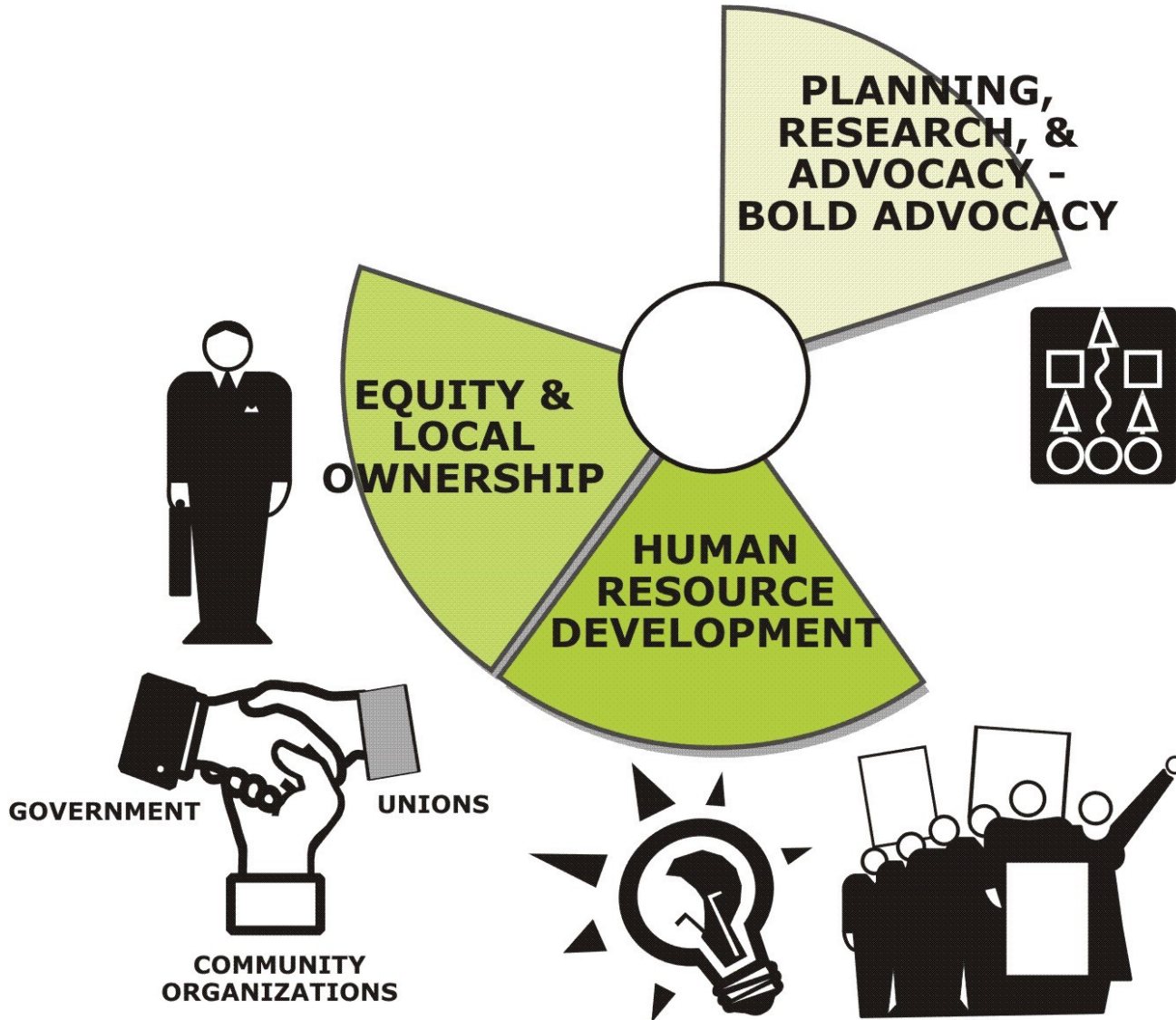
- ◆ Training of 1500 people per year – customized to business needs

RESO – Building a multi-function strategy



- ◆ Mobilizing growing membership to fight for zoning and other decisions to reflect the priorities of the five neighbourhoods

RESO – Building a multi-function strategy



- ◆ Establishing a \$7 million equity investment fund with government and union assistance – becoming owners

RESO – Building a multi-function strategy



- ◆ **Networking, Brokering and Partnering** is a central role.
- ◆ **Leveraging & Strengthening community assets** is ongoing process across functions

Evolving Governance & Building the Membership Base 1989-94



small business (2)

- ◆ Over the first several years the membership grew to 1500 individuals and 300 organizations

RESO's DEVELOPMENT SYSTEM

Core Functions



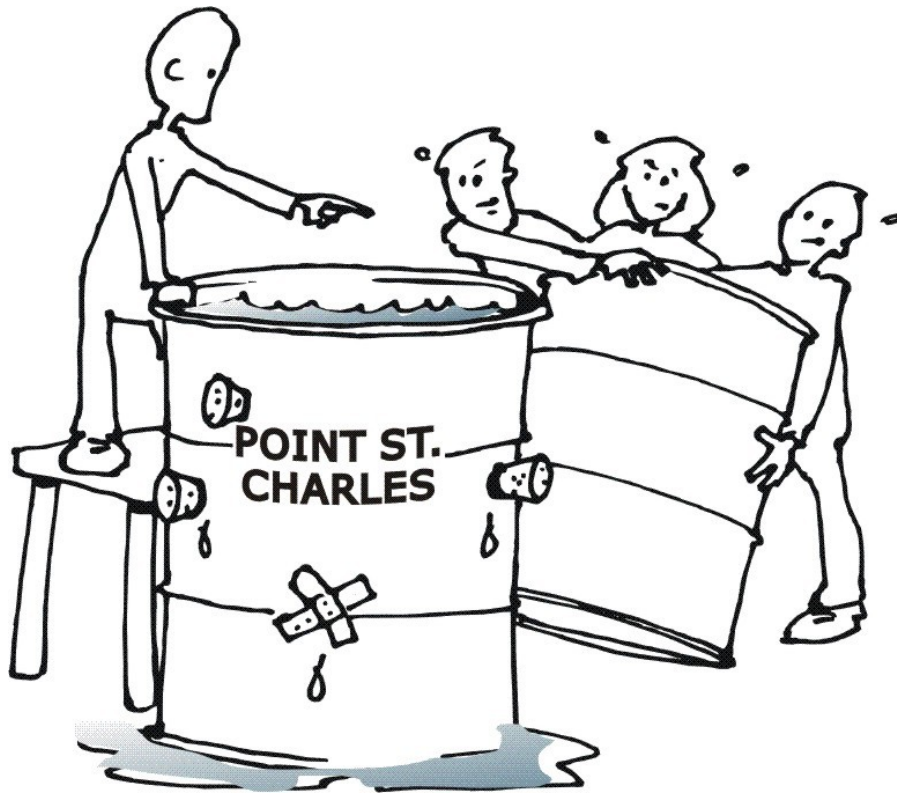
+ Multi-stakeholder governance
Democratic Membership
Networking
Partnerships



= Significant progress
in other key areas



Core Functions + Democratic Base = Influence over Territory = Results



- ◆ By the mid 1990s, Statistics Canada reported that for the first time in 30 years, the economic decline in SW Montreal had stopped.

Some Basic Conclusions

- ◆ An impoverished community that is not **organized** will not contend.
- ◆ Without a **strategic approach or plan**, it is not possible to create durable social and economic results.
- ◆ It takes a **multi-functional approach** through a CED organization, or a strategic partnership of organizations within a territory, to have significant impact over time
- ◆ **Ongoing learning is central to building democratic organizations** that can sustain the mobilization of social and economic resources necessary to make and maintain a positive development impact.
- ◆ **State support**, while not a prerequisite to initiating action and innovation, is **still critical**, at least in Canada, **to scaling up to the level that has broad impacts.**

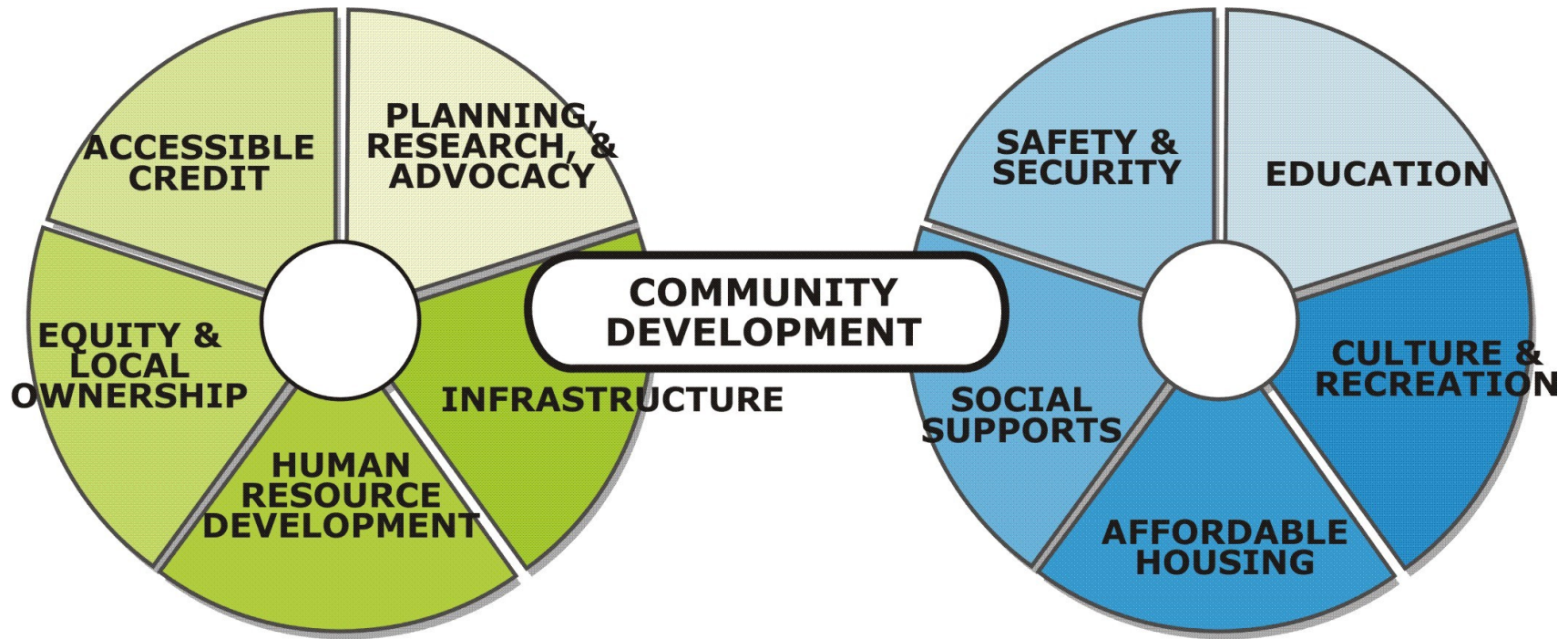
The CED – Social Economy Linkage

Environmental Stewardship



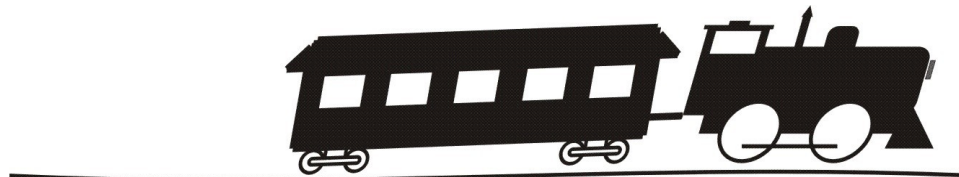
Strengthening Citizen Engagement & Social Interconnectedness

To rev up the engine of community revitalization put social & economic development on the same track



ECONOMIC FUNCTIONS

SOCIAL FUNCTIONS



INDIGNATION AT INJUSTICE

RATIONALITY IN ACTION

THE CENTRE FOR COMMUNITY ENTERPRISE
www.cedworks.com for (Canada's CED quarterly)
Making Waves Special Issue on *CED and the*
Social Economy

Free on line in English and French

More on Coops, CED and the Social Economy

RESO – A more Detailed Account

Going Glocal – Elevating the Local to the Global Stage

And a wide range of other resources free & for sale on line. Thanks
again.