

The actors of civil society and their role in the metropolitan governance: towards a more inclusive governance?

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This presentation highlights the fact that while there is no clear metropolitan governance context, and maybe because of this, Montreal is the scene of the development of an innovative and inclusive form of governance.

Presentation Outline

1. Governance and economic development
2. Civil society's presence: source of a more inclusive governance in Montréal? Some theoretical observations
3. Metropolitan Montreal: the actors of governance
4. Empirical analysis: our survey with the actors of civil society
5. The arrangement of social actors involved in the metropolitan governance of Montréal : civil society's views
6. Points of convergence between the actors of civil society

1) Governance and economic development

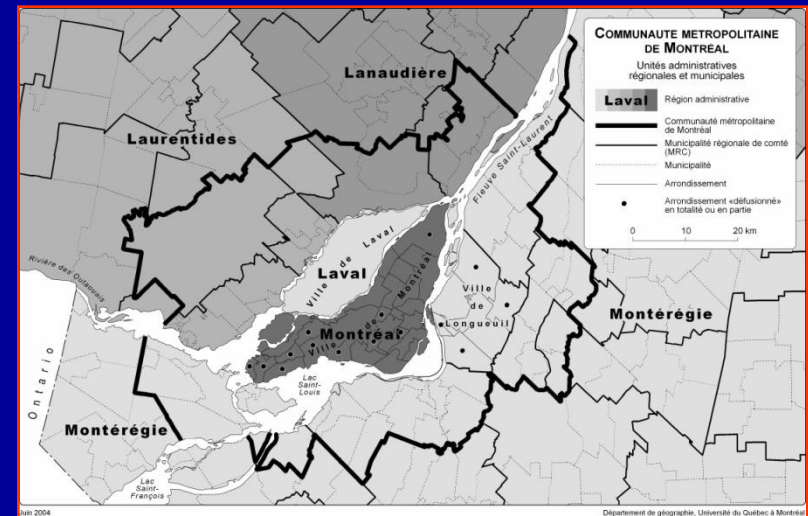
- The process of governance is at the basis of the economic development of a metropolis
- These processes can transform physical proximity in a relational proximity between various social actors (stakeholders), from various origins and organizations
- At the level of a metropolis, the central actors are usually the business community, the public sector, or both.
- Governance processes are thus usually oriented towards pure economic development and the enrichment of certain elites, without preoccupation for distribution or equality of access; other elements such as culture, social development, services, are secondary to the economic development issue, if even considered.

2) Civil society's presence: source of a more inclusive governance in Montréal? Some theoretical observations

- The territory is a scene where social links can be developed between public, private and social actors (from various origins or sectors)
- The sense of identity or of belonging to a territory develops a territorial consciousness and can create social arrangements between actors: coalitions can develop from there
- Governance regimes will develop from here and these regimes can be more or less inclusive, depending on the type of actors
- Our hypothesis is that in Montreal, the actors from civil society play a central role in the governance regime which is still in construction
- They contribute to giving this regime a more inclusive character (all is not perfect, inclusion is not perfectly assured, but there is a strong preoccupation for inclusion)

3) Metropolitan Montreal: the actors of governance

- The Montreal Metropolitan Community
- The territorial intermediate organizations (CRE, CEDC-CLD)
- The governmental organizations (Dept responsible for Montréal, MDEIE, DEC)
- Organizations from civil society (business, culture, union organizations, social economy)



Montréal, an administrative archipelago : a region, a Met community, an island, an agglomeration council, many cities, arrondissements (CEDC-CLD)

4) Empirical Analysis: results of our survey with civil society actors

- We will document our hypothesis with the observation of the role of civil society organizations active in Montréal:
 - Business community and its organizations
 - Culture community and actors
 - Union organizations and actors
 - Social economy organizations and actors
- From our interviews, we will analyse their role in the metropolitan governance and we will highlight how their actions are oriented, how they work together, on what issues, etc.
- Source of data: ISRN interviews done from June to October 2007 and analysed since then.

Business community

Main actor

- Chambre de commerce du Montréal métropolitain (CCMM)/ Board of Trade of Metropolitan Montreal

- The CCMM presents itself as the representative of the business community
- We have one cause and it is Montréal. We used to say if it is good for business, it is good for Montréal; now we say if it is good for Montréal it is good for business.

Choisir Montréal !



>>> Une publication de la Chambre de commerce du Montréal métropolitain



Chambre de commerce
du Montréal métropolitain
Board of Trade of Metropolitan Montreal

Main observations (quotes)

Business community

Main Partners

- Culture Montréal
- City of Montreal
- CRE Montréal
- Governments
- CMM
- Montréal
international

- The metropolis of Montreal is not recognized as it should
- There are many organizations, but not necessarily links between them.
- There is a need to create a collective leadership (case of the Casino: the promoters did not do enough to create this leadership)
- Leadership depend on persons and informal links. Proximity favours decision making
- Development needs to be based on the 3 dimensions: economic, social and environmental

Cultural sector

Main Actor

– Culture Montréal

- Culture Montréal represents the organizations and businesses in the cultural sector, but also thinks in terms of development of the city. Barcelona appears to be the example to be followed.
- Its motto is Montreal will be a cultural metropolis or won't be a metropolis at all (S. Brault).



«Je suis convaincu que Montréal sera une métropole culturelle ou ne sera pas une métropole, point.»

Simon Brault, président de Culture Montréal, 30 mars 2004.



Main observations (quotes)

Cultural sector

Main partners

- CCMM
- Chantier de l'économie sociale
- Tourisme Montréal
- Festivals
- Governments (federal and provincial)
- City of Montréal
- CEDCs (RESO)

- The sectors of Arts and Culture can contribute to the construction and the development of the city in all its dimensions: economic, community, social... The view is to integrate arts and culture with the rest of society
- Institutional and sectoral boundaries have to be eliminated to develop a more territorial view.
- The leaders who see themselves as having an important role in the city serve (also) their institution.
- We need hybrid organizations that mix the public agents with civic stakeholders.

Unions

Main actors

- Fédération des travailleurs du Québec and Fonds de solidarité
- Confédération des syndicats nationaux and Fondation

- We intervene in sectors specific to Montréal (aerospace, high tech, cinema) through venture capital and we participate in governance organizations (CRE, CLD) through our union structures
- In crisis times, we need the active engagement of all, civil society, institutions and government.



Main observations (quotes)

Unions

Main partners

- CEDCs and CLDs
- City of Montréal
- CRE Montréal
- Governments
- Business community
- CEDCs and Chantier d'économie sociale

- We have created funds to support local investment, including in the cultural communities
- The role of the Unions' funds is to invest in Québec firms to create jobs in Québec.
- We participate in the construction of social housing, with the City. We work with « Bâtir son quartier » which is Technical Resource Group (GRT) (Grassroots) involved in community housing.
- We participate in the creation of the “Fiducie de l'économie sociale” for investments in the social economy: it is « patient capital »
- The informal dimension is very important in business (and in governance as well)

Social Economy

Actors

- Chantier de l'économie sociale
- CEDCs and community organizations

- the Chantier gathers actors from social economy and economic development around the same table
- Montréal is global but it is also local : a city of districts with each their personality



Main observations (quotes)

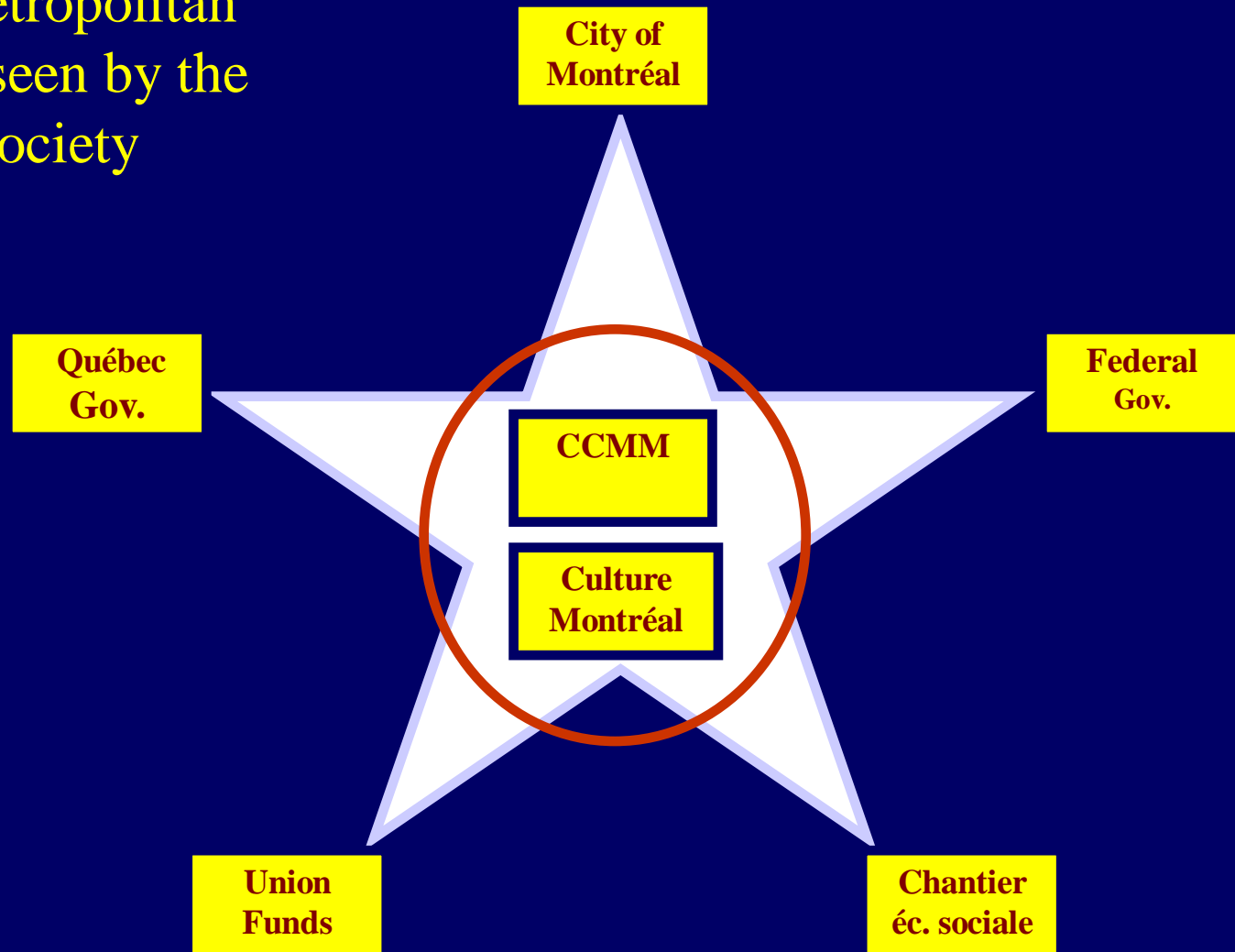
Social Economy

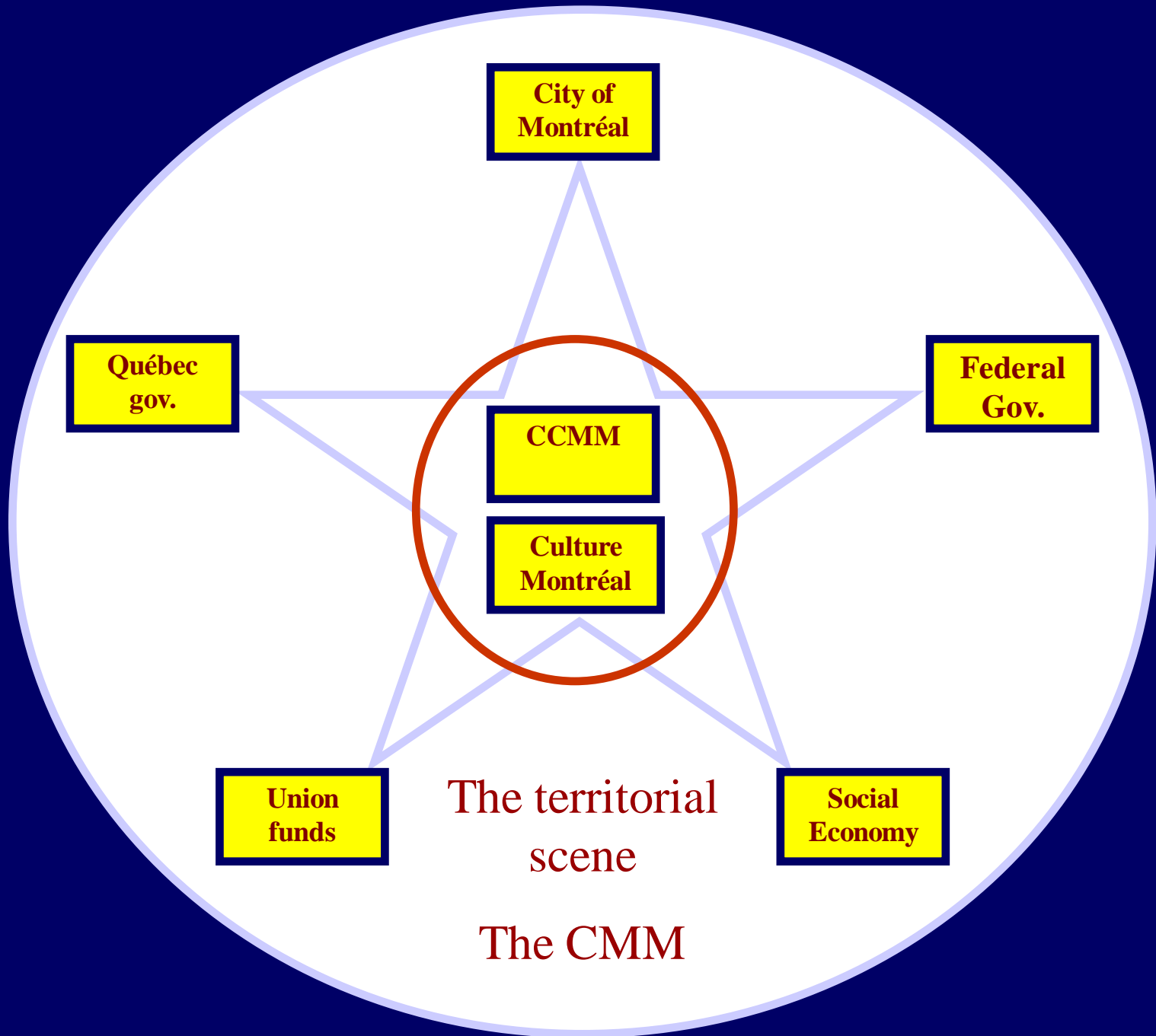
• Main partners

- Culture Montréal
- CCMM
- Governments
- CRE: CESIM
- City of Montréal
- Union orgs: CSN (Fondation) et FTQ) Fonds de solidarité)
- Universities (UQAM)

- Territorial development strategies should be more receptive to collective entrepreneurship and citizen's initiatives, not only in social development but in all aspects of development
- We need to construct a common vision of governance and of development
- Qualified labour does not look only for high wages, but for quality of life, access to culture, social cohesion, security, work-family balance, quality services and accessibility of services, access to culture, to community life, etc

5) Social arrangement of actors in the metropolitan governance as seen by the actors of civil society





6) Points of convergence between actors of the civil society

- In Montréal, there is a culture of concertation which must be respected
- We need to bring actors together, but not to impose rigid structures
- We need an inclusive governance on the social and territorial dimensions
- We need to find a balance between the metropolitan vision and the participation at the community (districts) level
- The focus on culture
- Convergence exists between persons who share a vision of development, who have the Montreal metropolis as their scheme of reference (identity) and who go beyond the limits of their organization

Some conclusive remarks

- Our hypothesis, which was that civil society is playing a central role in the building of an inclusive governance regime, appears to be right. There is a kind of coalition (in the sense of urban regime theory), but it is an inclusive coalition that has an important influence on the whole system of actors in the metropolis and is at the heart of a bottom up governance building process.
- This is not only because the specificity of Montreal but also because the specificity of Quebec where institutions are anchored in the civil society. The process is embedded in the Quebec Model. Should be speak of it as a Montreal Model?