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**Training Businesses in Quebec**

Research Report

by Carol Dolbel

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“Training Businesses in Quebec”

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## **Presentation of ARUC-ÉS and RQRP-ÉS**

The Alliance de recherche universités-communautés en économie sociale (ARUC-ÉS – Community- University Research Alliance in Social Economy (CURA-ÉS) and the Réseau québécois de recherche partenariale en économie sociale (RQRP-ÉS - « Quebec network of Research Partnerships in Social Economy») are research partnership centres funded by the Social Sciences and Humanities Research Council of Canada. Together, they form a research consortium on issues of common interest, namely, researching and mobilizing knowledge in the area of the social economy. The activities of this consortium have enabled the social economy to grow and earn broader recognition as a social, cultural, political and economic development instrument in Quebec.

The ARUC-ÉS, which was created in 2000, is Quebec’s first centre for interuniversity research devoted entirely to research partnerships. Its activities focus on different sectors of the social economy: community housing, social services, recreation and social tourism, finance and local and regional development. For its part, the RQRP-ÉS, which was created in 2005, is one of six Canadian centres dedicated to research partnerships in social economy. It is geographically decentralized: the RQRP-ÉS is active in eight Québec regions with a university, and its research focuses on the distinctive features of each region.

The two Montreal-based research centres are both located at Université du Québec à Montréal (UQAM).

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# List of Acronyms

APTE program *Actions Positives pour le Travail et l'Emploi* (Work and Employment Incentives Program)

APPORT program *Aide aux parents pour leurs revenus de travail*

CEIQ *Collectif des entreprises d'insertion du Québec* (Collective for Quebec Training Businesses)

CPMT *Commission des partenaires du marché du travail* (Labour Market Partners Commission)

C.R.R.R.L *Centre Régional de Récupération et de Recyclage Laval* (Laval Regional Recuperation and Recycling Centre)

l'Entente de principe Canada-Québec relative au marché du travail (Canada-Québec Labour Market Agreement in principle)

EQ *Emploi-Quebec* (Employment Quebec)

EXTRA program *Expérience de travail*

MESS *Ministère de l'Emploi et de la Solidarité sociale* (Department of Employment and Solidarity)

PAIE program *Programme d'aide à l'intégration en emploi*

SACA *Secrétariat à l'action communautaire autonome* (Secretariat for Autonomous Community Action)

SEMO program *Services externes de main d'œuvre*

SQDM *Société québécoise de développement de la main d'œuvre*

# Section 1: Introduction

## **Training businesses**

The initiatives discussed in this paper are widely referred to in Quebec as *les entreprises d'insertion*. In English-speaking Canada, the term “training businesses” is often used. In an effort to be coherent with existing literature, the term “training businesses” is used in this paper. However, we must note that these terms impart different meanings. The term “training business” focuses on the activity performed in these environments, i.e. training, whereas *entreprises d'insertion* draws attention to the objective of the business, which is to achieve social and professional integration through training.

Around the world, the work done by these non profit organizations is referred to by different terms, including: integration through work (France, Belgium) work integration (Germany), insertion through training, or integration by economic activity (Canada).

## **Clients or participants?**

It has become common to refer to people who use services provided by community based organizations and civil society organizations, as clients. The term client suggests passive reception of a service, which is certainly does not reflect the nature of the training programs offered by Quebec's training businesses. In this paper, people engaged in training opportunities offered by training businesses are referred to as “participants” to reflect the active character of their involvement in the training process that, when successful, culminates in social and professional re-integration.

## **Social exclusion**

People living in situations of poverty can experience a variety of conditions that include isolation from friends, family, neighbours, community events, government and community resources. In this paper, this is what is meant by social exclusion.

## **Overview of the paper**

This paper will explore the Quebec context, the training businesses that exist in Quebec, the enabling environment that has supported their development and provide an overview of the current state of affairs for training businesses. Significant results and the issue of return on investment will be addressed in the final section.

## **Research Methods**

Research methods used include a literature review and interviews with key actors.

## Section 2: Quebec Context

There exists in Quebec a unique environment of commitment and dialogue between different actors located in state, private and collective enterprises and civil society organizations.

This environment can be characterized by a variety of social actors working together to identify social and economic challenges and build responsive strategies to these challenges. This dialogue is not easy and includes moments of both contestation and collaboration. An analysis of contributions by the social economy in Quebec, for example, reveals the creation of real partnerships and a sense of solidarity between social actors from different sectors which makes development based on co-construction possible (Mendell and Neamtan 2009). Much has been written about the Quebec context, its unique model and its development. For further exploration, see Mendell, 2009; Vaillancourt, 2008; Larose et al., 2004; Ninacs, 2003; Comeau et al., 2001; Bourque, 2000; Levesque and Ninacs in Shragge and Fontan, 2000.

Key elements in the development of Quebec's unique model of development follow. Two defining moments in the development of Quebec's social economy were the March 1996 *Conférence sur le devenir social et économique du Québec* (Conference on the Social and Economic Future of Quebec) and the *Sommet sur l'économie et l'emploi* (Summit on the Economy and Employment) of October 1996. Convened by the Quebec government, these two events marked the first time that civil society groups, including representatives from the women's movement and community organizations, were invited to engage in dialogue with government to define the socio-economic context and discuss future orientations. The 1995 March for Bread and Roses was important in achieving this invitation. The March was organized by members of the women's movement, and mobilized huge popular support for demands that the Quebec government take action to improve socio-economic conditions for all Quebecers. Its call for government investment in social infrastructure was a critical turning point in policy development.

A key outcome of the Conference on the Social and Economic Future of Quebec was the creation by government of three task forces to investigate strategies for job creation and economic revitalization. The task force on the social economy quickly assembled an advisory committee that, six months later, proposed 25 projects with the potential to create 20 000 jobs over three years. The task force suggested that the social economy be recognized as an economic actor in its own right, and noted that the social economy should not become a "substitute for government action... [nor] should the social economy become a job ghetto for the poor and excluded" (Ninacs, 1998:2-3).

The task force evolved into the *Chantier de l'économie sociale*. Today, the *Chantier* is a network of networks that is totally independent of government but which is engaged in constant and constructive dialogue with government. With the birth of the *Chantier*, training businesses and other social economy initiatives were represented by *Chantier* that could lobby for them collectively as well as individually when requested to. As well, the distributed governance of the



*Chantier* allows for democratic decision making that includes giving priority to certain sectors when necessary. The *Chantier* has played and continues to play an important role in formalizing the social economy, in solidifying government recognition of the social economy and in developing public policy in favour of the social economy.

The political climate in 1996 was characterized by decentralization, an emphasis on results based performance, and a government committed to achieving a Zero Deficit. It was also an important period for the social economy as it continued to build its base and to institutionalize the *Chantier* as a key interlocutor. These forces of institutionalization and decentralization caused some tensions as the social economy resisted a form of institutionalization that would rob it of its democratic decision making and the strategic role it played outside government

In this atmosphere, representatives from community organizations, women's rights groups, youth groups and others began demanding that government recognize and fund autonomous community action. An advisory committee drafted principles for a government policy of recognition and funding for autonomous community action that was presented to government. In response, the Minister for *l'action communautaire autonome* (autonomous community action), Louise Harel, unveiled a work plan and timeline for creating a policy to recognize and fund autonomous community action (January 1998). The Director General of the *Secrétariat à l'action communautaire autonome* (SACA) (Autonomous Community Action Secretariat) supported the policy, highlighting the spirit of collaboration and opportunity for harmonizing actions (Jean, 2002). He noted the government's commitment to community groups, stating that between 1995 and 2001, funding to community groups had doubled reaching \$493M heralding a 'new way of working' for the State and community organizations.

During this period from 1998-2002, community groups developed content for legislation to combat poverty and social exclusion, by working directly with thousands of people living in situations of social and economic exclusion. Bill 112 combating poverty and social exclusion was adopted unanimously by Quebec's National Assembly in December 2002. With this measure, Quebec committed to developing a national strategy naming specific actions to be undertaken by government, socio-economic partners, regional committees, all members of society to fight against poverty and social exclusion (*Publications Québec*, 2002).

By this time, training businesses had already existed for years. Established in the early 1980s, training businesses had more than a decade of operating experience to draw on when they participated in the Conference on the Social and Economic Future of Quebec (1996) and the Summit on the Economy and Employment (1996). Following the events of 1995 and 1996 training businesses gained ground and they began to identify the need to work together to press government for better, more consistent funding to support their training and integration programs. People who participated in the training programs came from marginalized backgrounds and faced multiple barriers and challenges such as drug addiction and behavioural challenges and training businesses offered an innovative new way of addressing individuals' needs. Training businesses recognized that their unique model of providing training through a real work experience combined with individualized social and psychological support facilitated the social and economic integration of people who would otherwise be receiving public assistance. This was an innovative change from simple program funding allocated to individuals

in need, to structuring work environments that would assist people not only materially but psychologically. The impact was greater than simply providing work; it addressed issues of self-esteem, training and capacity building, social integration and indeed, job creation in specific sectors.

Recognizing their situation, and proud of the model they had developed to effectively address the needs of those living in situations of poverty and social exclusion, training businesses worked together with actors from the state to co-design public policies and employment measures to support their work. A detailed history of this process follows.

# Section 3: Historical Background of Quebec's Training Businesses

## What are training businesses?

*Les entreprises d'insertion*, or training businesses, are non profit organizations that form part of the social economy. Their mission is to address the needs of people living in poverty and social exclusion through labour market integration. Through a combination of social and economic activity, training businesses facilitate participants' ability to rejoin the labour market. They provide job training that offers a real work experience in which participants are paid for their work, and offer personal and social support and accompaniment through the process.

Training businesses are real businesses. They manage human and financial resources, they market the goods and services they produce, and they compete with other enterprises operating in their sector of activity.<sup>1</sup> The challenge is to balance these economic realities with their basic mission to facilitate the social integration of people who have experienced severe or persistent difficulties integrating into the labour market. Training businesses are constantly innovating, seeking new ways to help marginalized people develop the social, personal, and work-related skills that will enable them to hold a job, and perhaps more importantly, to develop social networks.

Training businesses do not work in isolation. They are part of a diverse network of partners and collaborators from the private sector, community based organizations, unions, and institutions, that together assure the training businesses' mission of social and professional integration of people living in situations of poverty and exclusion.

## 1983 – 1995: The early years and the struggle for funding

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<sup>1</sup> An example of how training businesses must respect industry norms is provided by *Boulot vers* (Toward employment), one of the first training businesses in Quebec, established in 1983 to train youth in cabinet-making. In 1988 Boulot vers received notice that they were required to pay participants according to industry minimums, this despite the fact that 40% percent of participants' working hours were dedicated to training. After explaining that their mission was not to produce furniture, but to re-insert youth, it was accepted that 40% of working hours were spent in training and salaries were set at \$0.30 above minimum wage. In 2003, salaries were set at \$7.70, \$0.40 above minimum wage (Mottet, 2003: 75-76).

As in many parts of the world, the deindustrialization experienced in Quebec in the 1970's and 1980's, hit the manufacturing sector hard. The subsequent lay offs greatly affected particular segments of society, and left many people unprepared and unable to adapt to a new information and technology-based economy. Across the province, it was community organizers, charitable organizations and religious groups that responded to those in need. One response was to create what are now called *les entreprises d'insertion*, or training businesses.

Training businesses have existed in Quebec since the early 1980's. *La Relance-Atelier de réadaptation au travail (LaRelance-Atelier for workforce adjustment)* in Outaouais, Quebec, claims to be the first training business. Initiated by Jacques Bertrand and Denise Descoeurs on May 3 1982, it is an organization whose main focus has been to help integrate people into the workforce.

In 1983, *le Chic Resto Pop*, and *le Boulot vers* (Toward employment) were established in Montreal. The history of these two training businesses has been extensively documented (Fontan and Shragge, 1996, Church et al, 2000, Mottet, 2003). Many others followed, and today there are forty-nine (49) training businesses in Quebec (CEIQ, unpublished list of training businesses, Dec. 2008). What they all have in common is a passionate commitment to serve people living in their communities who face situations of severe poverty and social exclusion. Annex 2 presents case studies that describe three training businesses in further detail.

The period from 1983 – 1995 was one of incubation and development for training businesses. Using ingenuity and innovation, those at the heart of the training businesses cobbled together short term funding from a variety of sources to finance their work and develop the training programs that would address the needs of people in their communities. There was no reliable source of funding for the kind of work conducted by training businesses. They applied for funding to a variety of federal programs such as Canada Works, and from provincial programs such as *Chantier Jeunesse*, *Programme Expérience de Travail (EXTRA)*, *Programme d'aide à l'intégration d'emploi (PAIE)*. Some of these programs will be discussed in further detail later. Some programs were designed to provide training and skills development to enable people to enter the labour market; some targeted youth and others were part of local economic development initiatives. The constant search for funding drained the energies of the people operating training businesses, who were always confronting the segmentation of government programs (Mottet, 2003: 29, CD translation). The following paragraphs will survey some of the funding sources and strategies used by training businesses in the early years from 1983 through 1995, by tracing the history of *Boulot vers* and outlining enabling policies.

*Boulot vers*, one of the first training businesses in Quebec, secured its first funding as a grant from the *Conseil de la santé et des services sociaux de la région de Montréal métropolitain* under the *Programme de création d'emplois temporaires*. The program provided \$45 000 in grants for 5 participants for 20 weeks. *Boulot vers* submitted 2 proposals to this program and both were approved. With 2 grants, *Boulot vers* was able to reach 10 participants (Mottet, 2003:13, CD translation).

In 1984, the founders of *Boulot vers* established a board of directors. This board was composed of people who were not only committed to the organization's mission but wanted to be part of

the project in a direct, hands-on manner. These individuals also had some influence in political and economic circles. Each board member contributed \$3000 for one year, creating a source of autonomous funding for the organization (Mottet, 2003:13, CD translation). Nicole Bureau Tobin, member of the Board in 1986 observed “Boulot vers couldn’t survive on public donations and sales of products. It needed funding. But the project didn’t fit in the programs” (Mottet, 2003:31, CD translation).

The search for funding to support training programs was an uphill battle for *Boulot vers* and other training businesses because their project did not fit neatly into the eligibility criteria of different government departments. For example, the project was rejected by the Quebec *Ministère de la Santé et des services sociaux* (the Department of Health and Social Services) because they did not fund labour initiatives. It was also rejected by the *Ministère de la main d’oeuvre et de la sécurité de revenu* (Department of Labour and Social Security) which did not fund economic initiatives, the *Ministère de l’industrie et du commerce* (Department of Industry and Commerce) that did not become involved in non profit projects, and finally, by the *Ministère de l’éducation* (Department of Education) after it was asked if training businesses wished to award diplomas.

In 1985 *Boulot vers* received \$125 000 in provincial funding to finance the employees salaries and operating costs of the organization. In 1986 the amount was \$60 000 and in 1987, \$150 000. This funding came from two provincial sources: *le Conseil du trésor* and the *ministère de la Santé, des Services sociaux et de la Sécurité du revenu (MSSSR)* (Department of Health, Social Services and Income Security). The funding from the Treasury Board was drawn from a special envelope and continued for at least 10 years. The funding from the MSSSR (where, at this time, all three departments were regrouped into one department) was directed toward recipients of social assistance and could be considered an ancestor of the employability programs (interview with training business staff, 2009).

At the same time in 1985, *Boulot vers* received federal funds to pay the salaries of participants in the program. This funding came from the federal government’s *Programme d’intégration professionnelle, Option personnes fortement défavorisées (OPFD)* (Program for Professional Integration), a program designed to support unemployed individuals and those without any income. *Boulot vers* was one of the last organizations to benefit from a “grandfather” clause that allowed for a salary, and not a supplementary allocation to social assistance or employment insurance to be paid to program participants. This was what *Boulot vers* had fought for since the beginning – a salary for those who participated in their training program. In 1985, they received a grant from the *Programme d’intégration professionnelle, Option personnes fortement défavorisées (OPFD)* (Program for Professional Integration) for \$110 000; in 1986, they received \$125 000 and in 1987, the amount was decreased to \$75 000. *Boulot vers* also contributed funds collected through its own fundraising efforts. *Boulot vers* was one of the few training businesses to receive both federal and provincial funding. This continued for 10 years. Most training businesses received funding from only one level of government.

Most of the funds received by *Boulot vers* came from programs and discretionary envelopes that required political support. *Boulot vers* was fortunate that some members of the board had close

links with the various ministries involved and were able to negotiate directly for suitable programs with those responsible at provincial and federal levels.

## **1985-1989: A survey of the policy environment that enabled training businesses**

With the recession of the early 1980s, the number of people receiving social assistance rose by 30%, and now included individuals who were willing and able to work but who could not find employment in the new economy. In 1985, the federal, provincial, and territorial ministers responsible for social assistance and labour market affairs came to an agreement for integrating social assistance recipients into the workforce. Some of the key elements contained in this agreement include: the development of new or expanded training and work experience opportunities for social assistance recipients; increasing financial incentives for training and/or work opportunities. The objectives of these programs were to provide participants with tangible work experience enabling them to compete more effectively in the workforce. By 1988, all provincial and territorial governments had signed the agreement and in 1988 nearly \$200 million was transferred from the Canada Assistance Plan (CAP) to training, job creation, and work experience programs (HRSDC, 1996).

In 1988 and 1989, the Quebec government completely reorganized its social assistance programs (further changes were made in 1993 and 1997). On December 14, 1988, the provincial government passed the *Loi sur la sécurité du revenu* (Act Respecting Income Security), which represented significant policy changes within Quebec for those managing unemployment insurance and the unemployed. It underscored an ideological shift that stressed the individual's role in their employment problems. That is, the government blamed the lack of work on the individual's lack of training, instead of blaming the lack of work on the poor economy. At this time, there were approximately 650,000 people receiving social assistance (representing a 50% increase within ten years), many of whom were single and young. The government quickly differentiated between those who were able to work and those who were not, and provided training programs, academic upgrading, and on-the-job experiences for all people "able to work." Welfare rates were reduced for those who refused to participate in the programs (Church et al. 2000:23).

In 1989, the Province of Quebec introduced two new "last resort" income security programs: (1) Income Support – which offered financial support for recipients with severe employment restrictions, and (2) the APTE (*Actions Positives pour le Travail et l'Emploi*) program (Work and Employment Incentives Program), designed to integrate or reintegrate employable persons into the workforce. The APTE program contained several measures: educational measures, preparation and job integration measures, federal-provincial on site measures, measures to assist and advise job seekers. Three of the preparation and job integration measures are described in further detail below.

The provincial government also created the APPORT (*Aide aux parents pour leurs revenus de travail*) program (Parental Wage Assistance program) in 1989, to be applied retroactively to 1988. APPORT helps low income parents keep their jobs and helps low income parents receiving income security reintegrate into the job market and reduce dependency on income support. The supplement paid under the APPORT program varies depending upon the number of persons in the family, income, child care and housing expenses. The maximum annual assistance available under these three components of APPORT in 1993 ranged from almost \$5,800 for a single parent with one child to over \$7,000 for a household comprising two adults and two children (assuming child care costs of \$2,500). For 1992, the corresponding range was from \$5,299 to \$6,626 (HRSDC, 1996: 17).

The APTE program (1989) contained several preparation and job integration measures. Below is an overview of three measures, all implemented in 1989.

The program, *Services externes de main-d'oeuvre (SEMO)*, (in place in 1989 and evaluated in 1994), provided social assistance recipients facing labour market disadvantages with work experience, employment related training, and job search assistance. Participants were offered financial assistance to help offset the cost of their job search, and an additional six weeks of support equivalent to current minimum wage levels while participating in the work experience and on-the-job training component of the program.

The *Programme d'aide à l'intégration en emploi (PAIE)* program, an employment integration assistance program was another specific preparation and job integration measure. PAIE provided wage subsidies to eligible employers for hiring social assistance recipients to incremental positions. The amount of the subsidy varied depending on the type of employment offered (i.e., full-time, part-time, or seasonal) and the type of employer (i.e., private sector, public sector, or not for profit). The program was targeted toward social assistance recipients facing barriers to long-term employment opportunities.

The EXTRA (*Expérience de travail*) program was one of many initiatives developed by the *Ministère de la Sécurité du revenu* (Department of Income Security), which became the *Ministère de l'emploi et de la solidarité* (Department of Employment and Solidarity) with the intention of enhancing work opportunities and job integration. EXTRA was part of the welfare reform introduced in 1988. EXTRA offered employable social assistance recipients with work experience opportunities in community projects. Clients were provided with financial support above their current income assistance levels, while employers received compensation to cover the overhead costs associated with placement. EXTRA aimed to assist recipients who received income assistance for at least one year, and allowed up to twelve months of participation for any given project. Participating welfare recipients could volunteer, up to 20 hours per week, supplementing their monthly benefits by \$100 to \$120 a month.

The EXTRA program was a controversial part of the welfare reform because although it supported training opportunities, it would not create new jobs. Some community organizations boycotted the program not wishing to support a program that provided such minimal support and conditions, and which held so little hope for future employment.

However, some community organizations took advantage of the program to gain some financial support. It is useful to provide detail here on one important initiative that demonstrated the capacity of community organizations to innovate despite the seeming limits imposed by the EXTRA program. Chic Resto Pop is one training business that used the EXTRA program to create empowering spaces for the poor to re-integrate into society by offering job-specific skill building, psychological support and literacy training. This training and support helped legitimize people's roles and responsibilities as employees as well as active members of society. Chic Resto Pop was created in 1984 by a group of welfare recipients who decided to fight poverty and hunger in their neighbourhood by organizing a community restaurant. This restaurant, le Chic Resto Pop, created jobs for the founding members and provided low-cost hot, nutritious meals for members of the community. Chic Resto Pop has grown over the years and now operates le Pop Mobile which delivers daily 500 nutritious free meals along with supervised lunch hours to school children in the neighbourhood. They have developed a line of frozen meals under the brand *Les produits du terroir*, and they continue to serve 500 meals a day in the bright, spacious dining room, formerly a church, where the community restaurant now operates. Chic Resto Pop continues to develop programs that respond to the needs of residents of the Hochelaga-Maisonneuve, one of the poorest neighborhoods in Montreal.

Studies of these employability measures in 1994-1995 produced inconclusive results. For example, the *ministère de la Sécurité du revenu* (Department of Income Security) noted that 7.4% of those eligible participated in the measures, while 8.3% waited for a place, and 37.5% chose not to participate.<sup>2</sup>

Studies of the EXTRA program showed that after a year and a half, there was a 9% gap between those who participated in the program and found employment, and those who did not participate and were able to find employment.<sup>3</sup> Studies of the PAIE program showed that 85% of program participants were no longer receiving income security after 19 months. In comparison, 63% of people who did not participate in PAIE were no longer receiving income security after 19 months.<sup>4</sup>

Programs like PAIE and EXTRA did offer opportunities for people receiving income assistance and social assistance to receive training and additional financial support. Some community organizations, such as Chic Resto Pop, leveraged these programs to carry out their mission while others refused to be involved. Some training businesses used these programs to welcome more participants to their training programs. In 1995, frustrated with short term funding, Pierre Prud'homme, the staff person responsible for training at Chic Resto Pop, challenged the government's welfare policies and vision of welfare as a last resort. Short term training programs coupled with unemployment had institutionalized instability and exclusion from both

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<sup>2</sup> Gouvernement du Québec, ministère de la Sécurité du revenu, Direction de l'intégration à l'emploi. Pour de nouvelles orientations en matière d'intégration à l'emploi. Document de travail, 23 janvier 1995.

<sup>3</sup> Céline Sylvestre, Synthèse des résultats des études d'évaluation en matière de développement de l'employabilité et d'intégration en emploi. Études du ministère de la Sécurité du revenu, Direction de la recherche, et l'Évaluation et la statistique, ministère de la Sécurité du revenu, Gouvernement du Québec, octobre 1994.

<sup>4</sup> Elizabeth B. Reynolds, "Subsidized Employment Programs and Welfare Reform : The Quebec Experience" in *Workfare: Does it Work? Is it fair?* Adil Sayeed ( Editor ) IRPP, 1995, pp. 105-139.



economic and meaningful social roles. Prud'homme asked government to reform its training program and allow participants to stay for three years. This request was refused (Fontan and Shragge, 1996:296).

Training businesses always insisted that participants in their programs should receive a salary and benefits for their work, not simply a bigger cheque or an additional allowance. Training businesses also maintained that they offered individualized personal and professional training to better equip participants to deal with social and psychological challenges that kept them distant from the labour market. Government, they argued, had a responsibility to financially support that training, so essential to enabling participants to find real jobs in the real labour market.

For the staff at Chic Resto Pop, support for participants was one of the most important functions of the organization. Training extended far beyond learning the skills necessary to work in a restaurant. Participants were provided with psychological support, literacy training, and a variety of programs linked to the preparation to work. The longer-term goal of the training was to demonstrate that marginalized people can be more than clients at a community organization. They can be workers and managers.

The liberal government created *la Société québécoise de développement de la main-d'œuvre* (SQDM) in 1992 to encourage consultation and collaboration between different partners involved in training and employment of the labour force.<sup>5</sup> This commitment to multi-stakeholder dialogue and collaboration between different actors in Quebec society (private enterprise, unions, community based organizations) continued through the 1990s until the present day.

From 1992 to 1997, employability development and human resource training measures were the shared responsibility of the federal and Quebec governments, the City of Montreal, and the *Société québécoise de développement de la main-d'œuvre (SQDM)*, whose board of directors included business and union leaders. Quebec has a long history of partnership in workforce and employment issues, which has enabled and continues to enable Quebec to develop better measures adapted to workforce and business needs, and to facilitate coordination between public policy and private sector initiatives (CPMT website, n.d.).

## 1995

Social workers, counselors, and community workers employed in training businesses had developed a network of resources available to those participating in their training programs. They knew where to refer people with psycho-social problems, and they knew which groups offered support to recovering alcoholics, for example. In 1995, people from 4 different training

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<sup>5</sup> Today, *la Société québécoise de développement de la main-d'œuvre* is the *Commission des partenaires du marché du travail* (Labour Market Partners Commission), demonstrating the institutionalization of this consultation and collaboration in Quebec. The Labour Market Partners Commission will be discussed in more detail further in the text.

businesses met to discuss the possible creation of a telephone directory of resources that training businesses could refer participants to. Those present at this meeting were Chantal Aznavourian of *Resto Plateau*, Richard Gravel of *les Buffets Insère-jeunes*, Jean Cusson of *Formétal*, Pierre Dorion of *Pro-Prêt* and Christian Valadou, who was not associated with a training business, but who brought a long history of working with training businesses in France. This meeting proved pivotal, not because of the directory that resulted, but because it provoked a realization among those present that the group needed to clarify what training businesses wanted, and what they wanted to do together.

The group defined two common objectives: (1) achieve recognition of training businesses and (2) create a collective (*regroupement*) of training businesses. Together, they became the founding members of the *Collectif des entreprises d'insertion du Québec* (CEIQ), the Collective of Quebec Training Businesses, which held its founding assembly in 1996. They wrote a Charter, drawing on their concrete experiences as training businesses, and hired a coordinator, Christian Valadou (Mottet, 2003:114, CD translation).

In 1995, Valadou wrote the first directory of training businesses and an *Etat des lieux* for insertion in Quebec. This document observed that organizations were using approximately thirty sources of funding, programs, and grants from all levels of government, but principally provincial. The document also underscored the financial precariousness of most training businesses, the amount of time spent looking for funding, despite the contribution that most training businesses made to the economic revitalization of their communities. The document concluded by outlining conditions for financial support from the province. The conditions were based on the following principles: harmonization of funding sources and programs from all ministries involved, global funding to be managed by the training businesses, sufficient and recurrent funding, and the recognition of participants' status as employees (Mottet, 2003:116, CD translation).

A few months after the drafting of the Charter (1995), representatives from approximately 20 training businesses met and drafted the 7 criteria that define training businesses. These criteria were largely inspired by the Charter written by the founding members of the CEIQ:

#### The 7 Criteria

1. The mission of organizations must be oriented toward social and professional reintegration of people in situations of exclusion.
2. Insertion activities are offered to people in great difficulty, with priority given to youth or adults who have experienced repeated failures, and for whom existing resources are not adapted.
3. These are not-for-profit organizations that market the goods or services they produce, employ workers, and live within the constraints of the market. These organizations offer a real, significant work experience to participants.
4. Participants are accorded a status of paid worker for a defined period of time, according to industry standards.
5. Personalized accompaniment is offered for the duration of the training and even afterwards.
6. These training businesses engage in a holistic/global approach, based on the individual's needs, that address personal, social as well as professional aspects.

7. They work in partnership with a network of actors in the community, to consolidate and reinforce the efforts made toward and for the clients (CEIQ website, CD translation).<sup>6</sup>

In August 1995, Patrice Rodriguez and the heads of other training businesses met with Louise Harel, the *Ministre de l'Emploi et de l'Etat à la concertation*, and Gilles Baril, the provincial spokesperson for issues pertaining to youth, to press for recognition that training businesses offer a privileged means of combating the exclusion of youth. At the end of the meeting, when Minister Harel learned that Patrice Rodriguez was stepping down as director of *Boulot vers*, she invited him to guide the work of an inter-ministerial working group she planned to create to examine the financing of training businesses (Mottet, 2003:110).

Later, Patrice Rodriguez became a member of the provincial government's *Secrétariat de concertation*, which in 1995 became the *Secrétariat d'action communautaire autonome* (Secretariat for Autonomous Community Action). Having founded *Boulot vers* in 1983 and having developed it for more than a decade, Rodriguez was well aware of the unique nature of training businesses and their particular objectives and challenges. He was now well positioned to advance and facilitate their work.

## **1996 – 1998: Policy Shifts, New Policy Sites**

This period was an eventful one for Quebec and for the social economy. Some highlights, described in greater detail in another section of this paper, include: the March for Bread and Roses (1995) by activists and supporters of women's movements, the Summit on the Economy and Employment, the creation of the *Chantier de l'économie sociale* (1996), the creation of the Secretariat for Autonomous Community Action (1995). We must recall that this was also part of the policy regime that implemented the government's "deficit zero" strategy.

It is against this backdrop, in 1996, that the *Collectif des entreprises d'insertion du Québec* (CEIQ) (Collective of Quebec Training Businesses) held its founding assembly. At this meeting, the 7 criteria to be recognized as a training business and to be members of the CEIQ were adopted. The 7 criteria were later revised at the 2000 annual general meeting. Members pay annual fees to the collective, which offers a variety of forms of support and tools to members. Not all training businesses in Quebec are members of CEIQ and it is not necessary to be a member of the Collective to receive financial support from the provincial government. Annex 3 provides a complete list of the fifty training businesses in Quebec, the four training businesses that are not members of the CEIQ are highlighted in yellow.

The collective's efforts to be recognized by the provincial government bore fruit, and in 1996, Minister Harel announced the implementation of an interministerial committee on the

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<sup>6</sup> These criteria were later adopted by Emploi-Québec (the provincial agency that funds training businesses) in their entirety and included in the 1998 Framework for Recognition and Financing of Training Businesses.

recognition of the status and role of training businesses. This interministerial committee was composed of representatives from several provincial ministries and secretariats including: *Solidarité et Emploi* ; *Société québécoise de développement de la main-d'œuvre (SQDM)* ; *Éducation* ; *Santé et Services sociaux* ; *Finances* ; *Sécurité publique* ; *Secrétariat au développement des régions (SDR)* ; *Industrie, Commerce, Science et Technologie* ; *Secrétariat aux Affaires intergouvernementales canadiennes (SAIC)* ; *Secrétariat à la concertation*. Four representatives from training businesses also sat on the committee: Chantal Aznavourian, Jacques Bertrand, Richard Gravel and Patrice Rodriguez. It is noteworthy that four seats on this inter-ministerial committee were given to community organizations as committees such as this are usually composed entirely of representatives from government bodies.

In 1997, *l'Entente de principe Canada-Québec relative au marché du travail* (Canada-Québec Labour Market Agreement in principle) was ratified in Ottawa, with implementation to begin January 1, 1998. With the Canada-Québec Labour Market Agreement, the province assumed what were previously federal powers related to the labour force and all labour market policy was transferred to Quebec. Among the Agreement's nine objectives were commitments to delivering high quality labour market services and integrated employment measures and services to all Quebecers, eliminating overlap and duplication, adopting a regionalized operational approach, involving labour market and employment partners in managing active measures and mobilizing individuals and labour market and employment partners to take an active part in labour market re-entry and assist unemployed individuals with job re-entry (HRSDC, n.d.).

The *Ministère de l'Emploi et de la Solidarité sociale* (Department of Employment and Social Solidarity) was established in May 1997, replacing the *Ministère de la Sécurité du revenu* (Department of Income Security) and *la Société québécoise de développement de la main d'œuvre (SQDM)*. It brought together under one roof the delivery of placement services, Employment Insurance, active job market measures and support for job searches. This was done to reduce the fragmentation of employment services, to streamline administration and improve cost efficiency (Canadian Council on Social Development, 1999).

The *Commission des partenaires du marché du travail* (CPMT) (Labour Market Partners Commission) was established in June 1997 under the *Loi sur le ministère de l'Emploi et de la Solidarité sociale* (Act respecting the Ministère de l'Emploi et de la Solidarité sociale), in the wake of the transfer of labour market policy from the federal government to the Government of Québec (CPMT, n.d.). The *Commission des partenaires du marché du travail* (CPMT) is composed of decision-makers from the private sector, the labour movement, secondary and higher education, and community organizations with a focus on employability. Members are named by government for 3 year terms. The CPMT represents an alternative type of regulation that is collaborative and which represents all territories and regions of Quebec. Dialogue among members is not easy and differences between members are revealed in discussions.

## **Emploi-Quebec**

The following year, in March 1998, *Emploi-Québec* (EQ) (Employment Quebec) was created. EQ is the provincial agency mandated to support employment measures and services that serve individuals and companies in all areas concerned with labour force issues and jobs. It is Emploi-Quebec that finances training businesses. The EQ website recognizes that training businesses

help the most disadvantaged people at risk of prolonged unemployment to integrate into the job market by providing a training experience in a real work environment. These people learn more by practice than by theory and need adapted services. The training businesses offer social and professional training as well as a paid work experience.

Objectives for people participating in training businesses are:

- To acquire a basic experience in a given trade;
- To develop skills connected to the position occupied;
- To integrate into the labour market thanks to the experience gained within the training business.

EQ is part of the provincial *Ministère de l'Emploi et de la Solidarité* (Department of Employment and Social Solidarity) and works in association with the *Commission des partenaires du marché du travail* (Labour Market Partners Commission) and the *Conseils régionaux des partenaires du marché du travail* (Regional Councils of Labour Market Partners) (EQ web site, n.d.).

*Emploi-Québec* is responsible for everything outlined in the *Déclaration pour l'emploi* (Declaration for employment), adopted on November 1st 1996 by the partners at the Socio-Economic Summit. EQ was created to centralize political decisions and decentralize program delivery as well as training and employability services offered to local communities. EQ coordinates the many services and mandates that were previously dispersed among several different agencies (Saint-Martin, 2001). Some actors invested in the mandate of the *SQDM* did not support the creation of *Emploi-Québec*, which they saw as a return to an unnecessary, unjustified hierarchical approach (Bourque, 2000).

*Emploi-Québec* has several active measures supporting individuals who are at different points along the spectrum from unemployed, looking for work, employed. For example, *les Services d'aide à l'emploi* (SAE) (Employment Assistance Services) are measures for people ready for employment, activities include building job search skills and clubs for those looking for employment. Training businesses fall within the active measure *Projets de préparation à l'emploi* (PPE) (Employment Preparation Projects) which aim to help individuals transition to being prepared for employment. This measure includes the following components:

- Training businesses, production activities in a business with status as an employee
- General
- Youth in action (18-24)
- Young volunteers
- Overseas internships with different Quebec offices in Europe and the Americas

Participation in Employment Preparation Projects measures is for a minimum of 180 hours, 20 hours or more per week (9 weeks at 20 hours per week). Participation in training businesses, however, is for a much longer period. Participants generally work for 6 months, or 910 hours, 35 hours a week, 26 weeks, according to the particular needs of each individual or according to the position chosen.

A key achievement for training businesses was the adoption, in March 1998, of *le Cadre de reconnaissance et de financement des entreprises d'insertion* (the Framework of Recognition

and Financing for Training Businesses), by the Québec *ministère de l'Emploi et de la Solidarité sociale* (Department of Employment and Social Solidarity). This Framework outlines the elements of training businesses, modalities of accreditation, and modalities of allocating public funds for insertion activities. The Framework also outlines seven criteria, formulated by members of the CEIQ, required for accreditation and recognition as a training business. Accreditation is granted for an indeterminate period of time, while funding is granted as a service offer for a three year period. With the adoption of the Framework, training businesses succeeded in co-constructing policy that supported their mission. An English translation of the Framework is included in Annex 1 of this document.

The guiding principle for developing the financial relationship between EQ and the training business is that funding must be sufficient to cover all costs related to the mission of the training businesses, that is to achieve the objective of social and professional training and insertion.

Funding for insertion activities covers:

- costs related to salaries of participants including social benefits;
- costs related to remuneration of participants, including social benefits
- operating costs related to the training services (renting space for workshops, admin fees)
- costs of basic training. The economic deficit created by the lack of productivity of participants

The commercial activity of the training businesses is supported by its own revenue. The training business is responsible for:

- staff salary
- property and equipment
- entering the market
- acquiring primary materials and other administration fees.

It is also accepted that a monitoring committee was needed for the application of the Framework. The objectives of this committee are to develop a global vision of the evolution of training businesses and this form of economic integration, and to ensure ministerial and inter-ministerial coordination with existing regional mechanisms.

## **1999-2008: Development and Continued Innovation**

In 1999 – 2001 EQ underwent a financial crisis, making this a highly turbulent era for training businesses and for the CEIQ. Nonetheless, during this period the CEIQ acquired offices and developed projects and tools for its members, such as business development information, tools related to evaluation of training businesses. In 2008, members paid \$5 100 annually in membership fees.

The period from 2001-2008 is considered a period of growth for training businesses as they continue to innovate and respond to the needs of people living in situations of poverty and exclusion in their communities.

In recent years, Quebec has witnessed a decline in the number of people receiving social assistance. As a result, those who continue to receive assistance are those who face complex overlapping problems and who have been receiving assistance for a longer period. *Boulot vers*, for example, has witnessed a change in the youth applying to their program. The challenges youth face, and the personal and social challenges they face are deeper and more complex than ever before. Training businesses need to adapt to meet these needs, which were not so present ten years ago. This is important as there are more strains put on training businesses to deal with complex personal and social issues of participants. The model will have to adapt.

*Boulot vers* has responded by adapting their training program. They added a pre-internship phase to better prepare youth to enter the program and therefore to increase their chances of having a successful experience. The pre-internship phase requires youth to attend ten hours of pre-training training, which prepares them for the reality of the work, i.e. arriving on time, working for five hours a day. These habits are not part of the youths' routines, and the pre-internship phase helps youth understand concretely the nature of the training they are about to embark on, and performs a double function of acting as a screening tool – candidates who do not complete the pre-internship phase do not continue with the rest of the training – saving resources and freeing space for other candidates.

Another innovation *Boulot vers* introduced was to award successful participants with a certificate of achievement. After their training, trainees receive a certificate of professional competence of an apprentice cabinet maker or clerk according to their training. This certificate is awarded jointly by *Boulot vers* and the *Commission scolaire de la Pointe-de-l'Île*, a French language school board based in the East end of Montreal. For youth who do not possess a high school diploma, this official document is a valuable piece of paper, something they can take to interviews to show employers they have skills to offer.

Another training business that continues to innovate and adapt programs to better achieve their mission of social, economic and professional integration of people in a situation of exclusion from the labour market is *le Centre Régional de Récupération et de Recyclage Laval* (C.R.R.R.L) (Laval Regional Recuperation and Recycling Centre), which has been recovering and recycling used clothing since 1998. C.R.R.R.L's mission also includes the social and professional integration of immigrants and they adapt the length of their training programs from 26-40 weeks, according to participants' level of French.

On July 14, 2008, the *Centre Régional de Récupération et de Recyclage Laval* (C.R.R.R.L), implemented a pilot program in French language training for participants whose French language skills are too low to enter the workforce and which pose barriers to having a social life outside their linguistic community. The course is taught by an instructor from the *Commission Scolaire de la Pointe-de-l'Île*, a French language school board. French language training alternates with C.R.R.R.L's training program, with the full support and coaching of the C.R.R.R.L team. In 2008-2009, 10 people participated in the pilot program. The Director of C.R.R.R.L noted that

the French language training pays particular attention to teaching the kind of French used in the workplace, with all the idioms, anglicisms and slang terms that are actually used in work environments and which colour Quebecois French. It is not a French language textbook that participants need in order to be functional in the workplace and in social situations, but the language that is spoken in Quebec everyday.



## Section 4: Overview Training Businesses in Quebec

There are 49 training businesses across Quebec, half are found on the island of Montreal. Some training businesses work in more than one sector. Training businesses operate in areas with high intensity of work force owing to weak technical and professional skills of the participants that confine them, in principle, to work in un-specialized or low-specialized sectors. Training businesses seek to develop productive activities that allow an equilibrium between training people excluded or marginalized from the labour market and production in unspecialized areas (EQ, 2008:1).

### Model

The model used by *Boulot vers* is exemplary of the model used by many training businesses. It involves the following stages:

1. Recruitment (up to 6 months)

Information session, group interview, individual interview, meeting with EQ agent to be accepted into the program.

2. Training (6 months)

Probation Period (4 weeks)

Technical training

Practicum

Midterm evaluation

Final overview and preparation to look for employment

Job search (2 weeks)

3. Support and follow-up (2 years following the training)

Employees

The number of employees in each training business varies, but generally there is a guidance counselor, and a social-psychological counselor.

### Participants

People who participate in training business programs must be 16 years of age and legally authorized to work in Canada, and they must be admissible to one of the following EQ measures: *Projets de préparation à l'emploi (PPE)* (Employment Preparation Projects) or *Projet de préparation pour l'emploi ou Subventions salariales - Volet Insertion en emploi* (Salary Subsidy, Insertion to employment) (EQ website, n.d.).

Those who participate in a training program are generally people who are highly disadvantaged in several respects, living in situations of exclusion, dependant on state resources, or without revenue and in need of a bridge to access the labour market. Youth under thirty and people with low levels of education represent the majority of those who participate in training businesses. Youth under 25 years constitute 51% of the clientele.

**Table 1. Evolution of the number of new participants to training businesses according to age of participants in training business programs and year of participation**

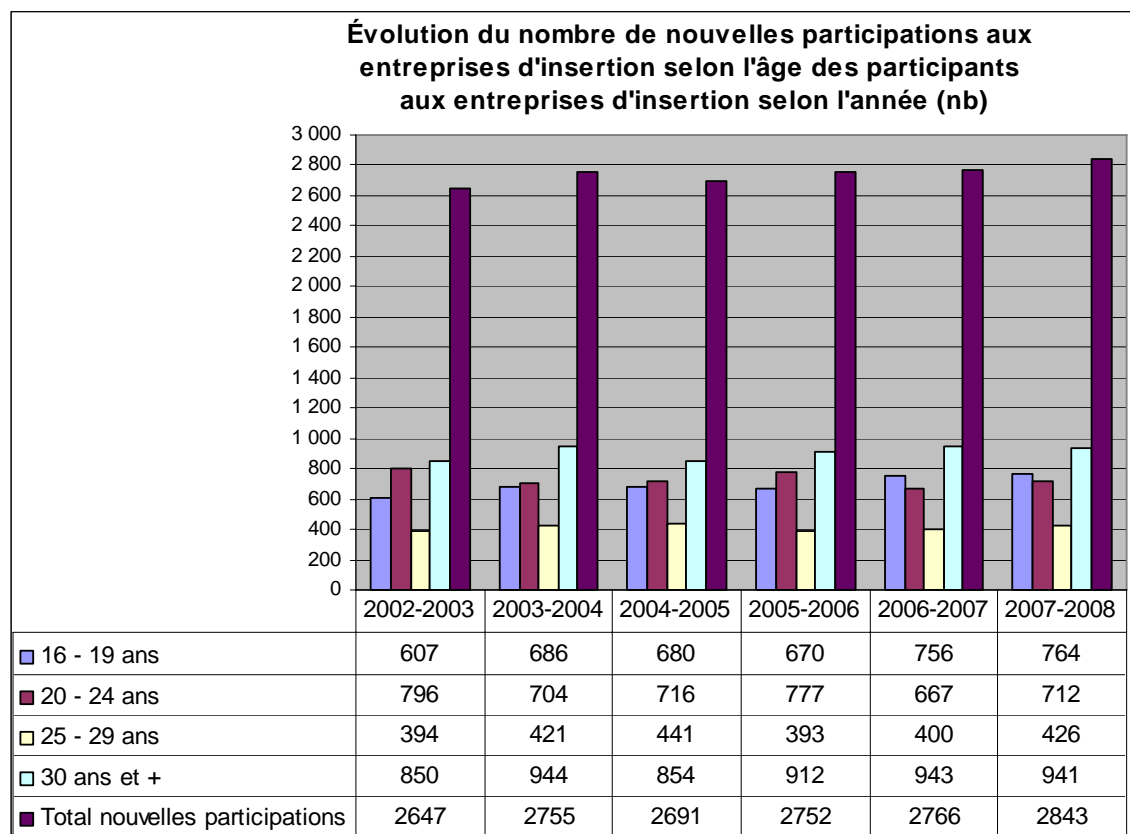


Table produced through collaboration of the *Direction des services et des ressources (DSORC)* and the *Direction des mesures et services (DMSE)*, updated December 2008.

Sources of information: *Direction générale adjointe de la recherche, de l'évaluation et de la statistique DGARES, Statistiques MESS.*

Table 1 shows the number of participants in training businesses from 2002 to 2008. Age ranges of participants are identified by the colour scheme on the left. The total number of new participants for each year appears at the bottom of the table. In 2007 – 2008, there were 2 844

new participants in training businesses. It is important to note that 39% of these new participants were receiving employment insurance, while 45% were not receiving any assistance from the state.

## **Sectors of Activity**

Training businesses financed by Emploi-Quebec (EQ) occupy six sectors of economic activity, outlined below. In total, these six sectors offer 66 areas of learning and training. For example, a bicycle refurbishing business has 3 areas of learning: soldering, painting, sales.

1. Manufacturing: transformation of wood - cutting and preparation of wood; fabrication of furniture made out of wood; industrial subcontracting in cabinet work; transformation sheet metal and industrial painting; jute transformation on rollers, workshop of fishing articles: 11 training businesses.
2. Restaurant and catering service: 11 training businesses.
3. Industrial sewing and recycling of clothing: 3 training businesses.
4. Recovery, recycling and retail businesses: Recovery and recycling of computer material; recycling and sale of used bicycles; recovery, transformation and sale of used clothing; recovery of logged wood: 14 training businesses.
5. Agriculture: a working agro-tourist farm; production and sale of organic farm-grown produce: 2 training businesses.
6. Services: Event management and video production; market launch, distribution and sales of local food delicacies; printing, finishing and production of documents; residential, commercial and industrial maintenance; service stations (mechanic, car-wash and gasoline); forestry work; workshops for sorting recyclable plastics; fine paper recovery and destruction of confidential documents: 8 training businesses.

## **Financing**

Training businesses funded by EQ receive two types of funding, one for operations, and one to pay the salary of participants. Training businesses seek to generate sufficient revenues to cover costs unrelated to the insertion and they cover costs related to commercial aspects such as promotion of the product or service, equipment, rent and maintenance of offices, etc. The insertion activity generates an extra cost that affects the profitability of the business. The labour is in constant rotation and demands continuous accompaniment on both professional and psycho-social levels (EQ, 2008:2).

EQ recognizes and finances 49 training businesses, distributed across 12 regions of Quebec. The budget in 2006-2007 was \$32M, \$14.7M of which is allocated for salaries of participants in the training programs. Approximately half the training businesses are located in the Montreal area. For a full discussion of financing modalities, see Annex 1. Framework for the Recognition and Financing of Training Businesses.

**Table 2. Annual Expenditures to Training Businesses by *Emploi-Québec***

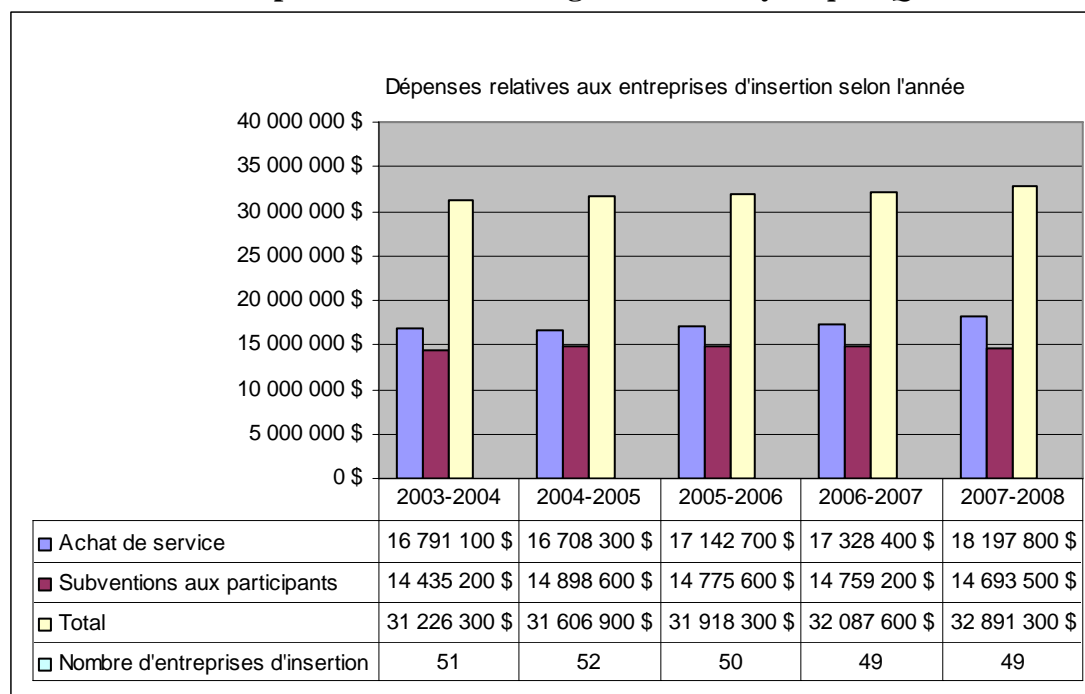


Table produced through collaboration of the *Direction des services et des ressources (DSORC)* and the *Direction des mesures et services (DMSE)*, updated December 2008.

Sources of information: *MESS, Direction général adjointe de la planification, de la performance et de l'information sur le marché du travail (DGAPPIMT), Information de gestion sur le FDMT - Déboursés par mesures.*

Table 2 shows the total funding to training businesses for the years 2003-2004 until 2007-2008 by *Emploi-Québec*.

The table provides the following information:

*Achat de service*: the service agreement (represented by the blue bar)

*Subventions aux participants*: funding to participants (maroon bar)

*Total*: total funding (yellow bar)

*Nombre d'entreprises d'insertion*: number of training businesses (bottom row of Table 2)

Table 2 illustrates that the value of EQ's purchase of service agreements has risen slightly each year since 2003-2004. Funding for participants has remained relatively constant for the five year period of 2003-2004 until 2007-2008. The number of training businesses in Quebec has also remained relatively stable during this five year period fluctuating between 49 and 52.



# Section 5: Significant Results and Return on Investment

## Significant Results

- Training businesses train and accompany over 2 700 people per year in processes of social integration.
- Training businesses produce approximately 300 products and services in diverse sectors of economic activity, both manufacturing and services.
- Training businesses generate more than \$25M annually through the sale of their goods and services. This represents an average of 33% of the total operating costs of training businesses.

Revenues generated defray the costs of commercial activities, and where a surplus (profit) is generated, it is reinvested into servicing the mission of the training businesses. Certain training businesses use their self generated revenues to finance the participation of trainees in their training program.

In addition to the 2 700 training positions financed each year by EQ, training businesses have created over 800 permanent positions, a number of which have existed for over twenty years. 450 positions directly related to the insertion of training participants are financed by EQ while the positions related to the commercial activities, and therefore financed by the training businesses self generated revenues, total 350.

It is estimated that an average of 75% of people who complete the training program return to employment or to education. This constitutes a significant performance given the extremely disadvantaged profile of the diverse clientele served by training businesses.

## Challenges to rural implementation

The training business model is implemented well in urban centers like Montreal and Quebec. In rural areas, there are a few challenges to implementing and operating the training business model.

- Training businesses are included along with other measures that receive part of the funds provided in the regional or the local envelope. However, as training businesses are an expensive measure, they can take much of the envelope, leaving fewer funds for other kinds of measures. For EQ managers, it can be difficult to decide where to allocate funds.

- In rural areas, it can be difficult to achieve the critical mass of participants needed for a positive cost-benefit ratio for the training business. If there is no critical mass of participants, training businesses are expensive and the model doesn't work efficiently (conversation with EQ employee, Nov. 27, 2008).
- A minimum number of participants is needed to cover infrastructure costs. In rural areas, there may be 4 participants in a training business whereas in urban centers, the same business could count 20 participants. Furthermore, this critical mass of people also allows training businesses to develop in different areas, such as recycling, woodworking, metalworking, sewing and so on.
- Transportation can be a challenge in rural areas where it is not easy for participants to travel to the site of a training business (i.e. there is no public transit). An important lesson learned is that training businesses must be centrally located so that people can access them easily.

## **Productivity and Efficiency**

Training businesses have sales that cover on average, a third of the total operational costs. 14 of 49 training businesses have sales below 30% of their costs. These businesses operate mainly in the manufacturing sector, where costs related to acquiring and maintaining machinery make it less likely for these businesses to be self sufficient.

An evaluation has identified businesses operating in the sector of recovery and recycling as most productive in terms of generating revenue through commercial activity. This is due to:

- Efficient reintegration of people extremely distanced from the labour market
- A strategy that contributes to local economic development
- Contribution to preserving raw materials and sustainable development
- The service sector is also highly performing. With a strong demand for non-specialized labour, 40% of their revenues are self generated.

The majority of training businesses working in sectors of collective utility have diversified production to improve the efficiency of the business, without undermining the training offered to participants. Two examples are popular restaurants that have added catering service, and sewing businesses working in retail that have added industrial sewing services.

## **Return on Investment**

Training businesses generate strong social results for participants, who achieve better perception of themselves, better ability to enter the labour market, and increased citizen participation.

Managers at Emploi-Quebec recognize that training businesses are very effective and efficient at addressing people who are severely distanced from the labour market.<sup>7</sup> For people who are not so distanced from the labour market, other less expensive measures might be as effective as training businesses; in these cases, the training business model is less efficient.

In October 2007, the Québec *Ministère de l'Emploi et de la Solidarité sociale* (Department of Employment and Social Solidarity) released a study on the return on investment of some of the active measures offered by EQ, titled “*Étude sur le rendement de l’investissement relié à la participation aux mesures actives offertes aux individus par Emploi-Québec*” (Study of return on investment relative to participation in measures offered by Emploi-Quebec to individuals). This study does not evaluate training businesses specifically, but rather the whole measure, *Projets de préparation à l’emploi* (PPE) (Employment Preparation Projects), which includes training businesses as one of five components.

The PPE measure was evaluated for profitability for three different client groups: recipients of employment assistance, active recipients of employment insurance, people admissible to employment insurance. PPE measures were concluded to be financially profitable after five years for all three groups.

For people admissible to employment insurance, the return on investment (ROI) for society is \$4.32 for each dollar invested. The ROI for the individual is \$2.15; the cost to the government is \$0.22.

For active recipients of employment insurance, the ROI for society is \$0.01, for the individual, 0.61, the cost to government is \$0.59.

For recipients of employment assistance, the ROI for society is \$1.93, for the individual, \$2.15, The cost to government is \$0.22 (MESS, “*Étude sur le rendement de l’investissement relié...*” Annex 5, Oct., 2007).

In terms of return on investment, training businesses may take 5 years or more to recoup the investment. It must be stressed that this information is drawn from a global evaluation of different, large measures (SAE, PPE), and that one of these measures includes training businesses as one of 5 other components. Furthermore, the evaluation was conducted in a different economic context.

## Evaluation of Training Businesses

Specific information regarding the investment by EQ in training businesses will be available in 2010. The *ministère de l'Emploi et de la Solidarité sociale* (MESS) (Department of Employment and Social Solidarity) is currently conducting an evaluation of training businesses that is expected to

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<sup>7</sup> Emploi-Quebec distinguishes between people who are distanced from the labour market and people who are considered *severely* distanced from the labour market. EQ has identified several characteristics of people who are considered severely distanced from the labour market, and analyzed factors that contribute to this situation. The analysis notes that an individual’s relation to the labour market is fluid and is affected by the human dimension.



be completed in December 2009. This study is titled “*L’évaluation des interventions des entreprises d’insertion*” (Evaluation of training businesses’ activities).

Before starting this evaluation study in January 2007, a pilot study was conducted with 400 participants and 11 training businesses. The purpose of the pilot study was to test and perfect the evaluation tools that had been developed to measure the overall effects at an intermediate level. Two different tools were developed specifically for this study as none existed previously. These new tools were developed by adapting tools commonly used in the corporate world to evaluate employees, to ensure that the evaluation would provide results that could be compared across sectors. One tool has the format of a questionnaire self administered by participant. The other tool is a questionnaire about participant’s socioprofessional competencies completed by a staff counselor, in the training business. These two tools, along with psychometric tests, surveys, and telephone calls were all tested to ensure that concepts would be well tested.

## **Framework for the 2009 evaluation of training businesses**

The 2 main objectives of the evaluation study are to (1) evaluate the intermediate effects on personal aspects over a period of 15 months, and (2) evaluate the ultimate effects, such as work integration, 18 months after the beginning of training (comparing one year before and one year after the training).

The evaluation was conducted with 2500 participants and 1065 non-participants who constituted the control group. All 50 training businesses in Quebec (in 2007) participated in this study. The two tools (mentioned previously) and a third one, developed prior to the study, were used in the current study. The three tools were administered at 5 different times, depending on the tool. The questionnaire is completed on the first day when participants start with a training business a second time after four months and a final time 15 months after starting with the training business. The evaluation of the socioprofessional competencies was done twice, once after the first month and once after the fourth month of participation. Finally, the evaluation of the integration into employment was done once 18 months after the beginning of participation.

The evaluation has two sources of information: participants in the training businesses, and the counselor employed at the training businesses. MESS decided it was important to have 2 sources of information in order to be able to compare perceptions of individuals. This would provide a check and balance system in cases where a participant might present a hyper inflated or deflated perception of the personal and social effects of the training. Participants offer perceptions of personal and social effects (Tool 1), while the *intervenant* (counselor) reports on professional skills and qualities acquired during the training process (Tool 2).

### **Tool 1: Questionnaire**

Participants reply to a questionnaire that asks how the participant perceives their reactions to professional situations, including different personal and social aspects such as: self-esteem, motivation, perception of themselves, perception of their environment, perception of themselves in a group, perception of the support received.

**Tool 2: Socioprofessional Competencies Assessment**

The counselor evaluates the individual participant’s socioprofessional skills. Forty-three (43) skills are organized into 4 categories. Some examples include problem solving, communication, reaction to authority, self presentation, job-finding skills.

**Tool 3: Telephone interview**

The final measure is an evaluation of the employment situation, asking questions about the nature of the position held, if it is full time or part time employment, salary, number of hours worked, if the job enables the individual to be autonomous. This tool has been used before by EQ and represents less of an innovation than tools 1 and 2.

When Tool is implemented	Tool implemented	Tool completed by:		
		Participant	Control Group	Counsellor
Day 1 of training program	Questionnaire	X	x	
One month after Day 1 of training program	Socioprofessional Competencies Assessment			x
4 months after Day 1 of training program	Questionnaire;	X		
	Socioprofessional Competencies Assessment			x
15 months after Day 1 of training program (usually equal to 9 months after completing a 6 month training program)	Questionnaire	X	x	
18 months after Day 1 of training program (usually equal to 12 months or 1 year after completing a 6 month training program)	Telephone interview of participants and control group (conducted by EQ staff)		x	

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Table 1. Program and Policies that Enabled Training Businesses

NB. Blanks spaces indicate where I don't have that info

Date implemented	Policy Measure	Objective	Target Population	Funds dedicated
1983	Programme de création d'emplois temporaires			Total envelope unknown. \$45 000 grant for 5 participants for 20 weeks
1985	Provincial funding.. (TBC by Jean Doré)			\$125 000
1985	<i>Programme d'intégration professionnelle, Option personnes fortement</i>			\$110 000
1989	<i>Aide aux parents pour leurs revenus de travail, the APPORT programme</i>	Help low income parents keep their jobs and helps low income parents receiving income security reintegrate into the job market and reduce dependency on income support.	low income parents	
1989	<i>Actions Positives pour le Travail et l'Emploi, APTE program</i>  (Work and Employment Incentives Program)	Integrate or reintegrate employable persons into the workforce.	Employable persons	

1989	<i>Services externes de main d'œuvre</i>  (measure of the APTE program)	Provide work experience, employment related training, and job search assistance.	Social assistance recipients facing labour market disadvantages	
1989	The EXTRA ( <i>Expérience de travail</i> ) program  (measure of the APTE program)	Enhance work opportunities and job integration by offering work experience opportunities in community projects.	Employable social assistance recipients	
1989	<i>Programme d'aide à l'intégration en emploi (PAIE)</i>  (measure of the APTE program)	Provide wage subsidies to eligible employers for hiring social assistance recipients to incremental positions.	Social assistance recipients facing barriers to long-term employment opportunities.	
1997	<i>l'Entente de principe Canada-Québec relative au marché du travail</i>  (Canada-Québec Labour Market Agreement in principle)	Transferred federal powers related to the labour force and all labour market policy to the province. Nine objectives, including: a commitment to delivering high quality labour market services and integrated employment measures and services to all Quebecers.	Quebec population	
1998	<i>le Cadre de reconnaissance et de financement des entreprises d'insertion</i>  (Framework of Recognition and Financing for Training Businesses Recognition)	Establish elements of training businesses, modalities for accreditation, and modalities of allocating public funds for insertion activities		variable

**Table 2. Enabling Bodies**

<b>Date created</b>	<b>Body</b>	<b>Purpose</b>
1993	<i>la Société québécoise de développement de la main d'œuvre (SQDM)</i>	Encourage consultation and collaboration between different partners involved in training and employment of the labour force
1995	<i>Collectif des entreprises d'insertion du Québec (CEIQ)</i>	(1) achieve recognition of training businesses and (2) create a collective ( <i>regroupement</i> ) of training businesses.
1995	(Collective for Quebec Training Businesses) <i>Secrétariat à l'action communautaire autonome</i>	SACA had no direct impact on training businesses, but was important in recognizing and supporting autonomous community action in Quebec.
1996	Secretariat for Autonomous Community Action <i>Chantier de l'économie sociale</i>	Promote the social economy as an integral part of Quebec's socio-economic structure; support the emergence and development of social economy organizations and enterprises.
1996	Interministerial committee composed of representatives from several provincial ministries and secretariats and the CEIQ	Collaborate on the recognition of the status and role of training businesses.
1997	<i>Ministère de l'Emploi et de la Solidarité sociale (MESS)</i>	Bring together under one roof the delivery of placement services, Employment Insurance, active job market measures and support for job searches in order to reduce the fragmentation of employment services, to streamline administration and improve cost efficiency
1997	(Department of Employment and Solidarity) <i>Commission des partenaires du marché du travail (CPMT)</i>	Build consensus among business, labour, educational institutions and community organizations on the means of striking a balance



	(Labour Market Partners Commission)	between supply and demand in the labour market; helps develop government policies and measures in the fields of labour force and employment.
1998	<i>Emploi-Quebec</i> (EQ) (Employment Quebec)	EQ is the provincial agency mandated to support employment measures and services that serve individuals and companies in all areas concerned with labour force issues.

## The Framework of Recognition and Financing for Training Businesses<sup>1</sup>

The Framework of Recognition and Financing for Training Businesses has two components; the first component outlines the elements required for recognizing the status of training businesses and the second defines the modalities of allocating public funds required for training activities.<sup>2</sup>

The Framework also contains the 7 criteria for an organization to qualify as a training business. These criteria were decided upon by members of the *Collectif des entreprises d'insertion du Québec (CEIQ)* (Collective for Quebec Training Businesses).

### 1. SECTION ONE: RECOGNITION OF THE STATUS OF TRAINING BUSINESSES

#### 1.1 Objectives of recognizing the status of training businesses:

Recognizing the status of a training business has two objectives:

- Set guidelines to allow qualifying businesses to receive status, with a view to permitting access to resources for this type of activity.
- Situate the action of training businesses' activities in the field of social and professional integration within the whole of integration activities supported by the state through the framework of the active labour market policy.

#### 1.2 Form of recognition of status as a training business

Training businesses are recognized through an accreditation process modalities of which are described in this Framework.

##### *Eligibility for accreditation*

To access accreditation, an organization must meet certain criteria relating to its mission, its legal status, to its real business, the characteristics of persons to whom integration services are addressed, the status of employee granted them, the potential for integration offered, the quality of training and individualized monitoring the organization is able to provide.

##### *Modalities of accreditation*

The purchase of services from a training business begins when the company is able to receive its first training participants and accreditation can be granted after two years of regular activities.

- Preliminary steps

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<sup>1</sup> Original French language document available at <http://www.collectif.qc.ca/collectif/pdf/Cadre%20de%20reconnaissance%20et%20de%20financement%20des%20entreprises%20d%27insertion.pdf> (Translation by CD).

<sup>2</sup> The Framework was adopted by the *Ministère de l'Emploi et de la solidarité sociale* (Department of Employment and Social Solidarity) in March 1998.

In addition to planning the training and insertion activities, the training business must ensure they have the capacity to carry out the economic activity in which they will train participants in, and they must conduct pre-start up and start up activities like any other business in its sector would.

*Emploi-Québec's* responsibilities regarding this phase of development are outlined in the chapter on financing.

Passing these preliminary steps does not directly and immediately lead to accreditation. The business must operate for two years before they can file an application for accreditation.

- The first two years of operation

The first two years of operation allows an evaluation of the initial project and its implementation, and allow an evaluation of the organization's capacity to meet all criteria required to gain status as a training business.

This is a probationary period where the organization's integration services are funded by annual funding.

Regarding issues that may directly involve the mission of other ministries, regional *Emploi-Québec (EQ)* (Employment Quebec) offices can initiate, if needed, an interministerial working group to elicit collaboration of different instances, financial or service based, of government support. This interministerial working group can result in the creation of a harmonization committee of the concerned governmental bodies.

When such a committee is established, the *Collectif des entreprises d'insertion (CEIQ)* (Collective for training businesses) is invited to delegate a representative or a representative, in an advisory capacity.

### **1.3 Processing of applications for accreditation**

Regional *Emploi-Québec (EQ)* (Employment Quebec) offices receive the requests for accreditation and analyze them on the overall balance of the first two years of operation and the achievement of results outlined in the service agreement. They coordinate the work related to the accreditation process and consult, as appropriate, the bodies that were invited to collaborate in the development of training business's file during the previous steps.

If the request leads to a positive recommendation, the regional director of EQ authorizes the accreditation and informs the director of EQ responsible for training businesses, as well as the monitoring committee of the application of the Framework of Recognition and Financing.

Organizations known as training businesses and which have been in operation for at least two years at the time of the implementation of this framework for recognition, may file a application for accreditation before the end of the fiscal year 1997-1998. Regional bodies, together with the central level of *Emploi-Québec*, shall analyze the application. In fact, for first three years of application of the framework for recognition and funding, the regional *Emploi-Québec*, the department responsible to the central monitoring committee will work closely for the processing of applications for accreditation.

#### **1.4 Duration of accreditation**

Accreditation is granted for an indeterminate period of time. This does not divest training businesses from an annual assessment based on achieving performance targets listed in the service agreement or from a triennial assessment as to the overall concordance with the criteria for recognition of training businesses.

## **2. SECTION TWO: THE FINANCING OF INTEGRATION ACTIVITIES AND THE MONITORING COMMITTEE**

### **2.1 Objectives of the public funding for the activities of enterprises**

- The injection of public funds in the services offered by training businesses aims to:
  - recognize the relevance of the model for economic integration developed by training businesses
  - insertion as well as its contribution to the range of measures required by Quebec to reach all persons affected by social and economic exclusion;
  - provide a solution to a situation characterized, to date, by lack of funds and dispersion of funding sources, the non-renewal of some of these sources, and the lack of coordination;
- Increase stability for training businesses by allowing them to plan their activities through the renewal of their funding on a triennial basis.

### **2.2 Stages of pre-start up and start up of a training business**

Regional offices of *Emploi-Québec* that learn of a project seeking to start a training business analyze the potential correlation of the project to the concept of a training business, based on the criteria used to define a training business. Regional characteristics affecting young people, the labor market, infrastructure services to people disadvantaged in employment and industrial structure in the region are taken into account.

If the project corresponds to the training business and is potentially profitable, the planners must successfully complete the steps of pre-start up and start up of a training business, before the business becomes active and before submitting a request for accreditation. These steps cannot be assumed entirely or solely by the organizations and must be supported financially.

Costs that may be incurred:

- Preliminary studies – feasibility, market feasibility, needs assessment with community
- Pre-start up: business plan, organizational and management structure, training plan, plan for the recruitment and selection of participants, etc.;
- Start up: hiring staff, furnishing an office, implementing services, building a backlog of orders, etc.

However, these steps prior to starting insertion activities are not directly part of the purchase of service agreement corresponding *Emploi-Québec*'s mission. Regional offices of EQ should facilitate the search for financial or professional support to the promoters of the potential training business by calling for assistance from regional business service providers.

### **2.3 Basis of the relationship, in financial terms, between *Emploi-Québec* and the training business**

*Guiding principle in respect of the agreement that occurs between Emploi-Québec and the training business*

The evaluation of a training business's service offer should seek to ensure that monies from Development Fund of the labor market of *Emploi-Québec* can cover all costs related to the mission of training businesses, i.e. achieve the training objectives and social and professional integration.

*“Service provision” approach*

The financial relationship between EQ and training businesses is based on a service agreement with results-based objectives.

The agreement between the training businesses and regional bodies of *Emploi-Québec* involved stipulates the services to be offered to participants and includes performance targets for integration that are negotiated and measurable, quantitative and qualitative, focusing on the mission of training business, the characteristics of participants, as well as the socio-economic characteristics of the areas served.

The purchase of integration services allows for:

- expenses related to employee status of participants, including social benefits
- costs related to the staff assigned to the insertion, including fringe benefits;
- operating expenses related to integration services (purchase of courses, rent for the training and counseling rooms, administration fees);
- the cost of basic training;
- the extra expense caused by the lack of productivity of participants, by the rotation of staff and the coaching and training offered in the workplace and during the time of production.

The commercial activity of the training businesses is supported by its own revenue. The training business is responsible for:

- the salary of the staff not assigned to integration;
- capital assets and equipment;
- bringing the business to market;
- the acquisition of raw materials and other administrative costs.

### **2.4 Tri-annual renewal for the purchase of integration services**

The stability of training businesses is linked to the guaranteed purchase of their integration services. This guarantee is given on a triennial basis. The three-year renewal for the purchase of integration

services is carried out subject to the passage of appropriations by the National Assembly and the achievement of annual results in the negotiated service agreement. This renewal takes place at the regional level, it is based on the analysis of results and does not exempt the enterprise from presenting an annual offer of services.

## **2.5 Monitoring the implementation of the framework for recognition and financing for training businesses: the Monitoring Committee**

### ***Objectives***

Monitoring the implementation of the framework for recognition and financing for training businesses responds to the following objectives:

- develop a comprehensive vision regarding the development of training businesses in Quebec and of this model of economic integration;
- Along with existing regional mechanisms, ensure a place of ministerial and inter-ministerial reference and consultation for the different elements of recognition for the status of training businesses and the aspects related to the framework for the purchase of integration services.

### ***Mandate of the Monitoring Committee***

Principle elements of the mandate of the Monitoring Committee are:

- ensure the dissemination of information regarding this framework for recognition and financing to governmental bodies concerned;
- respond to requests for information and support from regional governmental bodies;
- collaborate in developing tools for evaluating the results and services offered by training businesses so that the evaluation mechanism can be implemented in fiscal year 1998-1999;
- receive complaints from organizations on the implementation of the framework for recognition and financing;
- provide opinions to *Emploi-Québec* on issues related to the implementation of the framework for recognition and financing;
- facilitate consultation with other ministries to participate in developing tools for training (educational or otherwise) for training businesses;
- follow the overall development of training businesses during the first three years of implementing the framework for recognition and financing;
- after first three years of implementation of the framework for recognition and financing, collaborate with the Department of Research, Evaluation and Statistics of MESS on an overall

assessment of the intervention of training businesses and recommend, if necessary, changes to the framework for recognition and financing.

### ***Composition of the Monitoring Committee***

The committee comes under the direction of *Emploi-Québec* responsible for the training business file.

The committee is composed of people representing the aforementioned direction and the Secretary for consultation. The CEIQ also sits on the committee.

If necessary, people from MES and other ministries concerned by activities of training businesses can be called to participate in the work of the committee.

## **CRITERIA FOR RECOGNITION OF TRAINING BUSINESS STATUS**

These criteria are:

- The mission of organizations must be oriented toward social and professional reintegration of people in situations of exclusion.
- Insertion activities are offered to people in great difficulty, with priority given to youth or adults who have experienced repeated failures, and for whom existing resources are not adapted.
- These are not-for-profit organizations that market the goods or services it produces, employ workers, and live with the constraints of the market. The organization offers a real, significant work experience to participants.
- Participants are accorded a status of paid worker for a defined period of time, according to industry standards.
- Personalized accompaniment is offered for the duration of the training and even afterwards.
- These training businesses engage in a holistic/global approach, based on the individual's needs, that address personal, social as well as professional aspects.
- They work in partnership with a network of actors in the community, to consolidate and reinforce the efforts made toward and for the clients



## **Annex 2 - Case Studies of 3 Training Businesses**

This section presents short case studies of three training businesses, le Boulot vers, le Chic Resto Pop and Renaissance Montreal. Boulot vers and Chic Resto Pop are among the first training businesses established in Montreal, while Renaissance Montreal is currently one of the largest. Each case study presents general information about the training business, some background and history of the organization and information about the training program and participants.

### **Training Business Case Study 1: le Boulot vers...**

Name: Boulot vers

Sector: woodworking, furniture and cabinet making

Website: [www.boulotvers.org](http://www.boulotvers.org) Products and services:

Date founded: 1983

Location: 4447 rue de Rouen Avenue, Montreal

Number of employees in 2006-2007: 19

Number of trainees in 2006-2007: 50

Sales: \$430 000

Contribution from Emploi-Québec in 2006-2007: \$948 021

Mission: Social and professional integration of youth in difficulty, for ages 16 to 25.  
(CD translation; website).

### **Boulot vers**

The name Boulot vers translates into English as Toward employment...

#### **Background and history**

Boulot vers was founded in 1983 by a group of people concerned about conditions in their community. The efforts of each member of the Boulot vers team are focused on the same objective: support each individual in their efforts to integrate socially and professionally, by helping youth take responsibility for their future.

Participants produce quality furniture for daycares, schools, social housing and community organizations which adds to the pride participants take in their work. A further indicator of Boulot vers's interest in youth is a list of resources available on their website, guiding viewers to resources in education, housing, rights, nutrition, addictions and alcoholism, employment, and health.

Boulot vers... has been a partner of EQ since its creation in 1998, and an accredited training business since 2002.

#### **Job insertion and training program**

This training program addresses excluded young people who are disadvantaged, without income, or who need a transitional period to face the realities of the job market.

Participants work on the shop floor making furniture and cabinets or in the offices. Participants receive personal and social training, with individualized support for personal development. A diagram of the integration process and details of topics covered in the training program is available in French on the Boulot vers website ([http://www.boulotvers.org/pdf/processus\\_integration.pdf](http://www.boulotvers.org/pdf/processus_integration.pdf)).

Before starting the program, interested youth attend an information session, do a collective interview, and have an individual hiring interview to be admitted to the program. These different steps help youth better understand their motivation for participating in the training and clarify their responsibility toward the process they will undertake.

The training program lasts from 4 to 6 months and comprises 4 phases:

adapting to work,

understanding the work,

the immersion in work and school

professional orientation. At the end of their training, participants receive a certificate of professional skills of apprentice cabinetmaker or office clerk. This certificate is decreed jointly by le Boulot vers and the *Point-de l'Île* school board.

Throughout the training youth gain knowledge and information that enables them to fully exercise their civil rights. They attend workshops on labour laws, human rights, consumers rights, personal budgeting, as well as learning about self esteem, responsibility, working in a group, stress management.

The organization recognizes that youth who complete the training program are only at the beginning of their social and professional integration and commit to supporting youth to make their integration sustainable over the long term. During the 2 years following the training program, the organization maintains contact with the participants and reminds them of the resources available from Boulot vers... and from within their community.

### **Participants**

In 2006-2007, 50 youth completed their training program with a success rate of 94%: 31 found employment, 16 chose to return to studies, 3 were looking for work.

In 2007-2008, Boulot vers will welcome 50 more participants, as per the agreement with EQ.

### **Eligibility criteria (from Boulot vers website)**

- Be between the ages of 16 and 25 years
- Have been out of school for at least one year
- possess the equivalent of 4 months work experience
- Be self sufficient in terms of housing

To these criteria, add motivation to integrate into the labour market in a long term, sustainable way.

## **Participants**

Of youth who followed the recruitment process up to the individual interview, 73% left school before Secondary 3, 7% of this number left school before entering secondary school. 66% have no income – no job, no social insurance, no employment insurance, and 23% receive social assistance.

Almost 1 out of 2 people belong to a visible and ethnic minority group. Most are born outside Canada and French is not their first language. Countries of origin include Cambodia, the Caribbean, DCR (2), Haiti (22), Honduras, Morocco, Mexico, El Salvador, Turkey (2), and Vietnam (2). Four people had arrived in Canada in the past year.

Youth suffer from a variety of challenges related to health, personal development, money, and other areas (CD translation, Boulot vers Annual Report 2006-2007).

In 2007, 588 youths contacted Boulot vers. This is a testament to the number of youth who possess few personal, social, and professional skills, who have difficulty seeing themselves as employed, who do not have an accurate conception of employment and who are also experiencing important challenges (mental health issues, drug addiction, low levels of education, low self esteem).

## **Training Business Case Study 2: le Chic Resto Pop**

Name: Chic Resto Pop

Sector: Food and restaurant services

Date founded: 1985

Location: 1500 Orleans Avenue, Hochelaga-Maisonneuve

Number of employees:

Number of trainees in 2008: 78

Mission: Combat all forms of exclusion by permitting people to develop their personal capacities and their social role through structured activities in the areas of nutrition, culture, health, and education, in solidarity with community actors (CD translation; Annual Report 2006-2007, p2).

Website: [www.chicrestopop.com](http://www.chicrestopop.com)

Chic Resto Pop: From collective kitchen, to community organization, to social and solidarity economy enterprise

Chic Resto Pop's activities are focused on three areas: a community restaurant that offers a job training programme for people excluded and marginalized from the labour market, the Pop Mobile that offers hot meals and supervised-attended lunch hours in four neighbourhood elementary schools; and *les produits du terroir*, a line of economically-priced frozen dinners.

Chic Resto Pop (CRP) is a leader in the community and in Quebec's social economy and has been the focus of international research as an exemplar in the field. Through the implementation of its three main program areas: job training, production, and community services, the organization fights against various forms of social exclusion by empowering people to develop their capacities and skills.

## **Background and history of Chic Resto Pop**

Chic Resto Pop grew out of the working class neighbourhood of Hochelaga-Maisonneuve, an area hard hit by processes of de-industrialization and the economic crisis of the 1980's and which continues to exhibit high rates of poverty and unemployment.

In the early 1980's a group of youths, themselves unemployed and receiving social assistance, decided to start a collective kitchen with a cafeteria service. They envisioned a project which would develop an economic activity in the neighbourhood, create paid work opportunity and address the hunger existing in the neighbourhood, all while paying careful attention to the dignity of the most disadvantaged.

CRP firmly believes that charity, in the form of handouts, engenders dependence and irresponsibility and Chic Resto Pop distinguishes itself as a legitimate business that playing an active role in the local market economy.

From 1985 to 1995, the cafeteria grew from serving meals for 50 people to 800 people. By 1995, they ran an operating budget of \$800 000, had 19 full-time employees, and supported 105 trainees. Since this time, Chic Resto Pop has added several more full-time positions and trainees through alternative programs within the food sector, such as the Pop Mobile (a nutritional support service that provides meals to children at several elementary schools within the borough), and the launch of their own line of products, *les Produits du terroir*. Both the Pop mobile and *les Produits du terroir* developed to address the needs of residents in the neighbourhood. Pop Mobile provides healthy meals as well as psycho-social support to school children, *les Produits du terroir* offer residents with low mobility a healthy, economical alternative.

The name, *les Produits du terroir*, was trademarked in 1997. In 2005-2006 sales totaled \$137 480 and in 2006-2007 sales totaled \$160 718, representing an increase of \$23 238.

### **Partners and links to other community organizations and regroupments**

Chic Resto-Pop is an active part of the community and works in concertation with other community actors. Long term partners include: *le Magasin-Partage Hochelaga-Maisonneuve*, *la Coalition alimentaire*, *le Regroupement des organismes en alimentation du quartier*, *Regroupement des organismes de la Mesure alimentaire*, *le C.D.L.C*, *la C.D.E.S.T* et *le Collectif des entreprises d'insertion du Québec* (CRP, Annual Report 2006-2007, p15).

### **Job insertion and job preparation training**

Job insertion and job preparation training at Chic Resto Pop have been a priority since its creation. Training prepares participants to integrate into a workplace by equipping them with skills and abilities required for a position, and to develop good work habits such as punctuality, efficiency, and reliability. CRP also aims to develop in participants a sense of pride and pleasure in their work.

Every year the Chic Resto Pop welcomes 48 apprentice workers who acquire the competencies in one of the three semi-specialized trades: assistant cook, cafeteria customer service representative, and shipping and receiving clerk. There are 30 participants per year that take part in the job preparation program to be an assistant educator. The training for each of the manual trades lasts 30 weeks, with the exception of

that for the assistant cook that lasts 36 weeks (CRP website, visited April 2008 <http://www.chicrestopop.com>). During the entirety of the training, participants are paid minimum wage, however, once the training is completed, participants usually acquire a job that pays between 11\$-12\$ per hour. There is a total of 12 individuals that complete these three trainings at any one time. This allows for small groups in each discipline so that the trainees are given more time and attention, in order to perfect their skills.

### Training Process

For each trade, the training is divided into three levels: beginner, intermediate and advanced. For each level, a set of actions is decoded into simpler tasks and skills to be accomplished. These tasks are listed on a large chart in each area where the training takes place. These lists are used to assist both the trainee and the trainer. At the beginning of the training, each trainee’s name is posted above the competencies he/she must acquire. Once the training has begun and all of the competencies have been thoroughly explained, the trainee receives a blue sticker for each competency that he/she has accomplished three times consecutively. This is used as a form of grading system and in order to mark progress (As evidenced by a visit to CRP April 2008). CRP exposes participants to different management styles, and trainers exhibit different personality types (gentle to harsh) throughout the training period, to simulate the variety of “real” job conditions.

Once the training is complete, participants undergo a three week internship that he/she must find him/herself. On average, of the 78% of individuals who find employment after completing their training with CRP, 90% of these will have a job waiting for them prior to completing their stage. After the training, Chic Resto Pop provides a two-year follow-up with their previous trainees. The follow-up consists of a phone call after 3 months, and then 6 months and then a year, to make sure that the individual is doing well and still employed.

Table 1

Number of people in 4 training programs: assistant cook, cafeteria customer service representative, shipping and receiving clerk, and assistant educator, for the period from 1984-2007.

Period	1984 1987	1987 1991	1991 1995	1995 1999	1999 2003	2003 2007
Number of participants in 4 training programs	45	165	420	420	338	363

Source: CRP Annual Report 2006-2007

### Participants

From April 1, 2006 to March 31, 2007, 98 people participated in a training program. Of these, 74 people completed their training (56 completed the training in that year, and 18 completed their training after March 31, 2007). 40 people found employment and 5 people returned to education (CRP, Annual Report, p).

### Training Business Case Study 3: Renaissance Montréal

Name: Renaissance Montréal

Sector: sale of used goods

Website: [www.renaissancequebec.ca](http://www.renaissancequebec.ca)

Date founded: 1994

Location: 7250 Saint-Laurent Boulevard, Montreal

Number of employees: approximately 100 (2006-2007 Annual Report).

Number of trainees placed in jobs or study programs in 2006-2007: 175

Contribution from *Emploi-Québec* : 2.6 million (2006-2007 Annual Report).

Mission: Renaissance's mission is to facilitate the social and professional integration of persons who have difficulty accessing the labour market, while encouraging us all to commit to actions that preserve the environment.

## **Background and history of Renaissance Montréal**

Renaissance was established in 1994 when the directors of Moisson Montréal, the largest food bank in Canada, began looking for ways to break the cycle of poverty beyond just helping out with food. Initially modeled on European and American social integration enterprises, Renaissance developed an independent approach unique to Quebec. Renaissance is a member of Goodwill Industries International and has belonged to the *Collectif des entreprises d'insertion du Québec* (Collective for Quebec Training Businesses) since 1995. It is accredited by *Emploi-Québec* (Employment Quebec) and has been officially recognized as a training business since 2002.

Renaissance Montréal collects, sorts, and re-sells used goods including clothing, furniture, books, toys, sports articles and electronic goods. It collects six million pounds of used goods each year, from the general public, companies and organizations, the equivalent of 400 000 green garbage bags.

## **Training program**

Renaissance offers a 26-week job preparation program, consisting of training combined with concrete job experience within its chain of Fripe-Prix stores, which specialize in the sale of pre-used clothing and articles.

Positions exist in retail sales, maintenance, materials handling or bookkeeping. Participants work for 35 hours per week at minimum wage. Participants receive personal, social and job search coaching, individualized job search coaching, and job search support for two years following training.

In 2006-2007, Renaissance placed 175 participants in jobs or study programs. This brings Renaissance's cumulative total to 1,470 placements since the inception of the enterprise (RM Annual Report 2006-2007).

## **Eligibility criteria**

- Be between 18 and 60 years old.
- Be a resident of the Greater Montreal region.

- Be receiving income security (welfare), employment insurance (unemployment insurance) or be without income.
- Be a Canadian citizen, a landed immigrant (permanent resident) or a refugee with a work permit that is valid for more than six months.
- Be without work and not enrolled in a study program.
- Be available to work during the day, evenings and weekends, for 35 hours a week.
- Have basic knowledge of the French language and basic math skills.

### **Profile of Participants**

Little or no significant work experience in Quebec 58%

Under-educated 36%

Difficulty staying employed 22%

Financial difficulties 26%

Note : A participant could be dealing with more than one problem at a time.

More than 80% of people who participate in Renaissance's training program are women who have recently arrived in Quebec, and two thirds of these trace their origins to Haiti or Africa.

More than half (54%) are young adults of 35 years and under, and an increase was observed in the number clients aged over 45, who now represent about a quarter of Renaissance's participants.

A slight increase in problems relating to issues such as mental health and substance abuse was observed during the period from 2006-2007.

Région	Entreprises d'insertion	Adresse et téléphone	Secteur d'activité économique	Travailleurs en formation	Membre du CEIQ
02	<b>SaguenayLac-St-Jean</b>				
1	Le Tournant 3F inc. (Livraison 3F et Resto 3F)	1500, rue des Érables, S. 120 Dolbeau (418) 276-8237	<b>Services et alimentation</b> / Messagerie et livraison. Restauration.	18-35 ans, prestataires de la sécurité du revenu; priorité aux femmes monoparentales	Oui
2	Stagem	150 route Sainte-Hedwidge, Roberval (418) 275-7241	<b>Manufacturier</b> / Coupe et préparation du bois	Adultes judicialisées (90 %) Personnes peu scolarisées (10%)	Oui
3	Coderr-02	1000 boul St-Jude Alma (418) 668-8502	<b>Manufacturier et commerce au détail</b> / Papier, façonnage et emballage. Vente de biens usagés.	Prestataires de l'assistance-emploi, sec 3 et moins	Oui
03	<b>Québec</b>				
4	Restaurant Le Piolet (Les Premiers de Cordée)	103 rue Racine Loretteville (418)842-7462	<b>Alimentation</b> / Services de restauration, formule buffet; service traiteur	Jeunes 18 - 30 ans	Oui
5	Recyclage Vanier	1095 rue Vincent-Massey Québec (418) 527-8050	<b>Services</b> / Récupération de papiers fins et destruction de documents confidentiels	Clientèle multiproblématique	Oui
6	Le Pignon Bleu	270 rue St-Vallier Ouest Québec (418) 648-0598	<b>Alimentation</b> / Restaurant populaire et service traiteur.	Clientèle multiproblématique	Oui
7	Le Vélo Vert inc.	3030 boul. Sainte-Anne Québec (418) 661-1661	<b>Manufacturier et commerce au détail</b> / Récupération, recyclage et vente de vélos	Clientèle multiproblématique	Oui
04	<b>Mauricie</b>				
05	<b>Estrie</b>				
8	Récupex	2345 rue Hertel Sherbrooke (819) 820-1300	<b>Commerce au détail</b> / Récupération et vente de vêtements. Atelier de fabrication de vêtements.	Clientèle multiproblématique s	Oui
06	<b>Montréal</b>				
9	AMRAC	9015 rue Meilleur Montréal (514) 388-5338	<b>Manufacturier et commerce au détail</b> / Meubles en bois	Jeunes 18- 35 ans	Oui



Région	Entreprises d'insertion	Adresse et téléphone	Secteur d'activité économique	Travailleurs en formation	Membre du CEIQ
10	Ateliers d'Antoine (Les)	4800 rue De Rouen Montréal (514) 256-5557	<b>Manufacturier</b> / Fabrication de composteurs, boîtes à fleurs, coffrets divers	Jeunes en difficulté 16 - 30 ans	Oui
11	Boulot Vers... (Le )	4447 rue De Rouen Montréal (514) 259-2312	<b>Manufacturier</b> / Recyclage et fabrication de meubles à utilité sociale	Jeunes en difficultés 16 - 25 ans	Oui
12	Buffets Insère-Jeunes	C.P. 275, Succ. St-Michel Montréal (514) 593-7705	<b>Alimentation et commerce au détail</b> / Service traiteur et pâtisserie	Jeunes en difficultés 16 - 25 ans	Oui
13	Chic Resto-Pop (Le )	1500 Ave d'Orléans Montréal (514) 521 4089	<b>Alimentation</b> / Restaurant populaire, service de traiteur	Clientèle multiproblématique	Oui
14	Corbeille Bordeaux-Cartierville (La)	5090 rue Dudemaine Montréal (514) 856-0838	<b>Alimentation</b> / Service de traiteur, repas cuisinés congelés, restaurant, magasin Partage	Clientèle multiproblématique	Oui
15	Cuisine Atout	1945 rue Mullins, suite 140 Montréal (514) 939-4080	<b>Alimentation</b> / Service traiteur	Clientèle multiproblématique	Oui
16	Cuisine Collective Hochelaga-Maisonneuve	3568 rue Adam Montréal (514) 529-0789	<b>Alimentation</b> / Service de traiteur	Adultes en difficulté 18 - 50 ans	Oui
17	Distributions l'Escalier	4455, rue de Rouen Montréal (514) 529-5974	<b>Commerce de gros</b> / Distribution de produits du terroir et vente au détail	Jeunes en difficultés 18 - 30 ans	Oui
18	D-Trois Pierres	183, chemin du Cap-Saint-Jacques Pierrefonds (514) 620-7754	<b>Tourisme</b> / Ferme agro-touristique, location de salle de réception	Jeunes en difficultés 18 - 30 ans	Oui
19	Formétal (Ecole Entreprise )	2175 St-Patrick, suite 301 Montréal (514) 939-2510	<b>Manufacturier</b> / Métal en feuille et peinture industrielle	Jeunes en difficultés 18 - 35 ans	Oui
20	Fringues & Cie	1355 boul. René Lévesque ouest Montréal (514) 866-9141 # 284	<b>Commerce au détail</b> / Friperie-boutique de vêtements neufs et d'occasion	Jeunes femmes 18 - 35 ans	Oui
21	Imprime-Emploi	5500 rue Fullum, suite 318 Montréal (514) 277-7535	<b>Services</b> / Imprimerie, finition et reproduction de documents	Jeunes en difficultés 18 - 30 ans	Oui
22	Insertech Angus	2600 rue William Tremblay, suite 110, Montréal (514) 596-2842	<b>Manufacturier</b> / Informatique, assemblage d'ordinateurs neufs et usagés	Jeunes en difficultés 18 - 35 ans	Oui
23	Paradoxe (C.A.F.E. )	255 Rue Ash Montréal (514) 931-5204	<b>Services</b> / Gestion d'évènements et production vidéo	Jeunes en difficultés 18 - 35 ans	Oui

Région	Entreprises d'insertion	Adresse et téléphone	Secteur d'activité économique	Travailleurs en formation	Membre du CEIQ
24	Part du Chef	4100 rue André-Laurendeau Montréal (514) 526-7278	<b>Alimentation</b> / Service alimentaire et service traiteur	Adultes 18 - 45 ans problèmes de santé mentale	Oui
25	Petites Mains	7595 boul. St-Laurent, Montréal (514) 738-8989	<b>Manufacturier</b> / Couture industrielle	Femmes communautés cuturelles, prestataires de l'assistance-emploi	Oui
26	Pro-Prêt, Service d'Entretien	5500 Fullum, bureau 300 Montréal (514) 279-3627	<b>Services</b> d'entretien ménager commercial et industriel, Service d'entretien général d'immeuble	Jeunes 18 - 30 ans	Oui
27	Renaissance Montréal	7250 boul. St-Laurent Montréal (514) 276-3626	<b>Commerce au détail</b> / Récupération et vente de biens de consommation usagés. L'entreprise opère 9 magasins à Montréal	Clientèle multiproblématique s	Oui
28	Resto Plateau	4450 rue St-Hubert Montréal (514) 527-5997	<b>Alimentation</b> / Restaurant populaire, service de traiteur	Personnes fortement défavorisées sur le plan de l'emploi, d'origine culturelle diverse	Oui
29	S.O.S Vélo inc	2085 rue Bennett, suite 101 Montréal (514) 251-8803	<b>Manufacturier et commerce au détail</b> / Récupération de vélos usagés, reconditionnement et mise en marché sous la bannière Écovélo	Jeunes 18 - 30 ans	Oui
07	<b>Outaouais</b>				
30	Relance Outaouais (La) Service Mécanessence	270, boul. des Allumettières Gatineau (819) 770-6444	Station-service (mécanique, lave-auto, essence)	Clientèle multiproblématique	Oui
31	Relance Outaouais (La) Hebdo-Ménage		entretien ménager commercial, industriel et institutionnel.	Clientèle multiproblématique	
x	Club de recherche d'emploi du Pontiac (Sortir du bois)	80 rue Leslie Campbell's Bay (819) 648-5065	<b>Manufacturier</b> / Menuiserie et travaux sylvicole	Jeunes 18 - 35 ans	Non
08	<b>Abitibi Témiscamingue</b>				

Région	Entreprises d'insertion	Adresse et téléphone	Secteur d'activité économique	Travailleurs en formation	Membre du CEIQ
32	Technobois	700, boulevard Forest, Val d'Or (819) 824-2647	<b>Manufacturier</b> / Bois ouvré, ébénisterie et tracage de lignes	Jeunes 16 - 30 ans	Oui

Région	Entreprises d'insertion	Adresse et téléphone	Secteur d'activité économique	Travailleurs en formation	Membre du CEIQ
09	<b>Côte-Nord</b>				
10	<b>Nord-du-Québec</b>				
33	La Mine d'or	449, 3è Rue Chibougamau (418) 748-4183	<b>Commerce au détail</b> / Récupération et vente de vêtements, d'articles usagés. Atelier de fabrication d'articles de pêches.	Clientèle multiproblématiques	Oui
11	<b>Gaspésie-Iles-de-la-Madeleine</b>				
12	<b>Chaudière-Appalaches</b>				
13	<b>Laval</b>				
x	ATMPRQ	3405, boul. Industriel Laval (514) 667-5347	<b>Services</b> / Atelier de tri des matières plastiques recyclables	Clientèle multiproblématique	Non
34	Centre Régional de Récupération et de Recyclage de Laval (CRRRL)	2615, boul. Le Corbusier Laval (450) 682-7474	<b>Manufacturier</b> / Coupe de chiffons industriels et, <b>Commerce de détail / (Falakolo)</b> Conception et fabrication de sacs et accessoires 100% recyclés	Clientèle multiproblématiques	Oui
x	Jeunes au travail	2595 Rang Haut-St-François Laval (450) 661-1251	<b>Alimentation et services</b> / Production et vente de culture maraîchère biologique; récupération de bois d'abattage.	Jeunes 16 ans et plus	Non
14	<b>Lanaudière</b>				
35	ASM	3350, boulevard des Entreprises, suite 102 Terrebonne (450) 477-4270	<b>Manufacturier</b> / Rembourrage, assemblage emballage	Personnes ayant d'importantes difficultés à intégrer le marché du travail 18 ans et plus	Oui
36	Buffet Accès-Emploi	975 rue St-Isidore Ville des Laurentides (450) 439-3465	<b>Alimentation</b> / Service traiteur et gestion de concessions de cafétérias	Jeunes 18 - 35 ans	Oui

Région	Entreprises d'insertion	Adresse et téléphone	Secteur d'activité économique	Travailleurs en formation	Membre du CEIQ
15	<b>Laurentides</b>				
	Godefroy-Laviolette (3 plateaux):	319 rue Saint-Georges Saint-Jérôme (450) 569-7799			Oui
37	- Atelier Ste-Thérèse	16, rue Rolland-Brière Blainville (450) 437-1146	<b>Manufacturier</b> / Atelier de menuiserie	Jeunes 18 - 45 ans	Oui
38	- École Recypro d'Argenteuil	70, rue Simon Lachute (450) 562-7740	<b>Services</b> / Récupération et recyclage de matériel informatique	Jeunes moins de 25 ans	Oui
39	- Éclipse (Saint-Jérôme)	321, rue Saint-Georges Saint-Jérôme (450) 436-7111	<b>Manufacturier et commerce au détail</b> / Couture industrielle, confection de vêtements et vente au détail	Clientèle multiproblématiques	Oui
40	Grenier Populaire des Basses-Laurentides	196 Boulevard Industriel Saint-Eustache (450) 623-5891	<b>Commerce au détail</b> / Vente de biens usagés	Clientèle multiproblématique	Oui
16	<b>Montérégie</b>				
41	Recyclo-Centre	165, Avenue Hôtel-Dieu Sorel (450) 743-5224	<b>Commerce au détail</b> / Ré-emploi et vente de biens usagés	Jeunes 18 - 45 ans	Oui
42	Surbois (Ecole Entreprise)	649, Chemin Larocque Valleyfield (450) 377-5050	<b>Manufacturier</b> / Bois ouvré, fabrication d'objets utilitaires en bois	Jeunes 18 - 25 ans	Oui
43	Jute et Cie	1505, rue Jean-Lachaine Sainte-Catherine (450) 638-7574	<b>Manufacturier</b> / Transformation de jute sur rouleaux	Clientèle multiproblématiques	Oui
44	Batifolerie	3205, Chemin Chambly Longueuil (450) 646-0981	<b>Manufacturier</b> / Couture industrielle et confection de vêtements	Adultes 18 et plus	Oui
x	Les entreprises jeunesse de la Montérégie	3327, 1ère rue, St-Hubert (450) 445-2262	<b>Manufacturier</b> / Sous-traitance de produits en bois (portes d'armoires)	Jeunes 17 - 25 ans	Non
17	<b>Centre du Québec</b>				
45	Prise	419, rue de la Jacques-Cartier Victoriaville (819) 751-6631	<b>Manufacturier</b> / bois ouvré, sous-traitance industrielle, fabrication de panneaux et de blocs de bois lamellés collés.	Jeunes 16 - 35 ans	Oui
46	Par Vélo	90, boulevard Jutras Est Victoriaville (819) 752-3158	<b>Manufacturier et commerce au détail</b> / Atelier de montage, de réparation et de vente de vélos usagés	Jeunes 18 - 30 ans	Oui