



Action Plan
for Entrepreneurship

Doing Business in Montréal

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Introduction

As key contributors to social and economic development, entrepreneurs play an important role in building our social identity.

By creating jobs and establishing the head offices of influential companies, they determine what we produce and how we produce it, what makes us unique and, ultimately, who we are.

Supporting entrepreneurship is therefore a way to encourage the flourishing of new ideas, excellence in making local projects a reality, and the creation of value-added jobs.

The Action Plan for Entrepreneurship, one of eight economic development action plans for 2018–2022, has been designed to give impetus to entrepreneurs by providing them with marketing support services.

It also focuses on innovation, through support for original projects that will help Montréal demonstrate its boldness and creativity.

As the latest entrepreneurial index study illustrates, “intent to start a business” has never been stronger than it is today.

Now is therefore the perfect time for us all to shape the future of Montréal.



Valérie Plante
Mayor of Montréal



Robert Beaudry
Executive Committee Member responsible
for Economic and Commercial Development
and Government Relations



Vision



Montréal, a hub of
innovation, talent,
and economic,
entrepreneurial,
international,
sustainable and
social development.



The 2018–2022 Economic Development Strategy in Brief

This strategy coincides with a promising economic climate for the city

Montréal's economy has never been so vibrant, dynamic and progressive. Employment has reached record levels, and the city is attracting more and more talent, investment and innovative businesses.

The city has unmistakable assets when it comes to quality of life, innovation, talent, in an array of promising sectors. This economic development strategy builds on Montréal's strengths to fully take advantage of the opportunities afforded by environmental, social, and economic trends such as changing demographics and climate change.

Moreover, with its newly recognized status as the metropolis of Québec, Montréal has been granted new powers enabling it to better fulfil its role as an economic driver and integrate more economic development initiatives locally.

Montréal faces a number of economic challenges, however, which it must overcome in order to keep up its momentum:

- Access to and matching of the available labour force with companies' current and future requirements;
- Strengthening entrepreneurship to support business creation, growth, and succession planning;
- Commercialization of discoveries and innovation;
- Improving the economic reach and influence of Montréal and the international development of its businesses;
- Stimulation of economic centres and support for the integrated approach to territorial economic development;
- Consistency and co-ordination of all economic development initiatives;
- Increasing the client focus as part of the city's economic development.

Five Guidelines to Accelerate Montréal's Economic Development

Focus on know-how and talent

Objectives:

- Reinforce work skills to improve economic productivity;
- Ensure the attraction and retention of talent;
- Improve the match between the needs of businesses and available workers.

Stimulate entrepreneurship

Objectives:

- Stimulate business creation;
- Support the growth of small and medium-sized businesses;
- Increase the rate of survival among businesses and support succession planning.

Rejuvenate economic centres

Objectives:

- Transform and densify industrial zones by favouring quality amenities and attractive settings;
- Improve the accessibility and the mobility of people and goods to centres of employment;
- Ensure industrial complementarity and synergy, and highlight the territory's economic advantages;
- Boost retail and local business.

Boost Montréal's international reputation

Objectives:

- Reinforce the City of Montréal's reputation as a place of business;
- Ensure the development of Montréal businesses on international markets;
- Draw foreign investment to the city.

Ensure a powerful economic development network

Objectives:

- Ensure a client-focused approach;
- Enhance the City of Montréal's internal processes to boost the productivity of economic development programs and services;
- Reinforce Montréal's economic development ecosystem.

Five High-Potential Sectors to Uphold the Guidelines of the Economic Development Strategy

The aim of the economic development strategy is to ensure ideal conditions for growth across all sectors of Montréal's economy. It prioritizes five high-potential sectors that will allow Montréal's economy to be more forward-looking and competitive, and make more productive use of city resources.

Because these five sectors are cross-cutting, supporting them will strengthen other sectors as well as future niches.

Cultural and Creative Industries

As a mainstay of Montréal's distinctive identity and character, the cultural and creative industries are a meeting point for creativity, culture, technology, and innovation. These industries include architecture and design, fashion, multimedia and video games, digital arts as well as traditional visual and live arts:

- Close to 92,000 jobs and \$8.6 billion in annual economic benefits to the Greater Montréal Area.¹

Life Sciences and Health Technologies

The life sciences and health technology sector encompasses activities ranging from research to product and service development, including medical equipment manufacturing, research and development (R&D) services, and pharmaceutical distribution.

- In Montréal, this sector represents 40,000 jobs, or 80% of direct jobs in life sciences, along with 65% of Québec GDP in the sector.²

Digital Industry

The digital industry, at the root of innovation sectors, provides leverage for attracting both domestic and foreign investment. Increasingly widespread, it has proliferated through all other activity sectors, allowing new business models to emerge. Its primary sub-sectors are artificial intelligence and deep learning, virtual augmented reality, big data, advanced manufacturing, software and IT services, as well as telecommunications services:

- More than 100,000 jobs in the city, or 8% of Montréal jobs overall, and 72% of jobs in information and communication technologies (ICT) across Québec³;
- \$12 billion of Québec's GDP is generated by the ICT sector.⁴

¹ Chamber of Commerce of Metropolitan Montréal (CCMM), *The creative industries: Catalysts of wealth and influence for Metropolitan Montréal*, 2013.

² Montréal InVivo, *Window on the life sciences in Greater Montréal*, 2013.

³ Techno Montréal, *Profil des TIC*, 2014.

⁴ Ibid.

Mobility and Transport

Serving most economic sectors, including public transport, manufactured goods, distribution centres, wholesale and retail trade, e-commerce, and lastmile delivery, this key industry combines all modes of transport and their disparate logistics. The development of new sustainable and intelligent transport systems is an opportunity to strengthen Montréal's place within the industry:

- 63,000 jobs in the Montréal agglomeration in 2015⁵;
- \$6.1 billion of the agglomeration's GDP in 2014.

Cleantech Sector

An emerging and fast-growing sector, cleantech reconciles economic growth with environmental performance. Ensuring the transition to a low-carbon economy, this sector promotes innovation through the creation of products and services that impact other sectors of economic activity, while fostering the creation of innovative companies. The cleantech sector consists primarily of green chemistry, energy efficiency, renewable energy, sustainable mobility, waste management, water management, remediation of contaminated sites, treatment of ambient air, etc.:

- 120 foreign subsidiaries employing more than 15,300 people;
- 60% of jobs in the cleantech sector are based in Montréal.

⁵ Montréal en statistiques, *Profil sectoriel : Transport et entreposage* (SCIAN 48-49), juillet 2017.

Five Overall Indicators targeted by the Economic Development Strategy for 2018–2022:

Achieve an **employment rate** in the Montréal agglomeration of 65% of the population aged 15 and over by 2022
(2017: 61%)

Increase the share of **full-time employment** in total employment for the agglomeration to 82%
(2017: 81%)

Reduce the share of the population aged 15 and over without a **high school diploma** in the Montréal census metropolitan area (CMA) to no more than 12% by 2022
(2017: 15%)

Achieve a **university graduation** rate among the population aged 15 and over in the CMA of at least 32% by 2022
(2017: 29%)

Increase the **employment rate of immigrants** aged 25 to 54 in the agglomeration to at least 80%, thereby reducing the gap between the employment rate of immigrant populations and those born in Canada
(2017: 78%)

8 Action Plans to Achieve the Vision and Objectives of the Economic Development Strategy

Action Plan for Entrepreneurship

Action Plan for an Efficient Network

Action Plan for Design

Action Plan for Knowledge and Talent

Action Plan for International Economic Affairs

Action Plan for Social Innovation

Action Plan for Commerce

Action Plan for the Economic Development of the Territory

The Role of Entrepreneurship in the Economic Development Strategy

- Entrepreneurship is a priority for stimulating growth in Montréal.
- Entrepreneurship creates jobs and generates investments.
- Entrepreneurship is a catalyst for creativity and innovation.

The background of the image is a grid of glass windows, likely from a modern building. The windows reflect a clear blue sky and a modern, curved building with a glass facade. In the foreground, a black street lamp is visible on the left, and green trees are at the bottom. The text "Action Plan for Entrepreneurship" is overlaid in white, with a white horizontal line underneath the word "Plan".

Action Plan for Entrepreneurship

Summary of the Action Plan

Area		Strategies
1	Increase awareness	<ul style="list-style-type: none"> Promote entrepreneurship with target clients Promote services, resources and tools
2	Move forward	<ul style="list-style-type: none"> Develop financial support programs targeting needs not stated in current programs Support and improve existing assistance programs Accelerate commercialization
3	Build capacity	<ul style="list-style-type: none"> Strengthen entrepreneurial capacities
4	Further innovate	<ul style="list-style-type: none"> Support and promote initiatives that creatively meet the needs and challenges of entrepreneurs
5	Stimulate priority targets	<ul style="list-style-type: none"> Attract and support entrepreneurs from immigrant, diversity and Indigenous backgrounds Strengthen the start-up ecosystem Develop women's entrepreneurship

Why develop an entrepreneurship action plan?

Entrepreneurship: A key lever of innovation, productivity and economic growth

Entrepreneurship is a powerful driver of economic growth and social transformation. Entrepreneurs have a shared capacity to innovate and, as such, contribute to creating collective wealth through initiatives that offer new solutions in response to social needs (e.g., job creation, education, health, combating exclusion). An entrepreneurial economy is a dynamic economy—one that experiments with new ideas, products, and processes, and anticipates changes in its environment.

Entrepreneurs, however, face substantial challenges: changing markets and constantly evolving technology. They must also develop the proper entrepreneurial and management skills to support the growth of their businesses, and must consider several factors over which they have little control, such as access to financing.

Montréal has everything needed to become an international leader in entrepreneurship...

Montréal has significant assets to position itself strategically compared with other metropolitan areas:

- Several internationally recognized universities that provide entrepreneurial support structures (entrepreneurship centres, incubators, accelerators);
- Recognized quality of life: the City of Montréal ranks second out of the top 110 cities with the best quality of life for millennials⁶;
- The leading city for international students⁷;

- Leader in economic development, technology innovation and artificial intelligence;
- Named UNESCO City of Design in 2006, thus integrating the Creative Cities Network.

...and innovation

Montréal is highly innovative in all of its economic activity sectors, especially with respect to start-ups as well as the creative and cultural industries.

As a lever for innovation and economic development, start-ups are the subject of fierce competition among world metropolises. Start-ups are defined as young businesses with high potential for growth and business models focused on innovation and digital technology.

In 2016, there were between 1,800 and 2,600 start-ups in Montréal, mainly concentrated in three areas: downtown, Mile End and the Old Port. Though their share of GDP is relatively low (0.6% in 2015), their development is strategic for Montréal, given the follow-on effect on the rest of the economy. They accelerate innovation by creating new economic models through technology, software, and networks.⁸

⁶ Millennial Cities Ranking, Nestpick.

⁷ Quacquarelli Symonds University Ranking, Institut d'entrepreneuriat Banque Nationale | HEC Montréal, *Portrait du dynamisme entrepreneurial de Montréal*, 2017.

⁸ CREDO, *Portrait de l'écosystème startup montréalais*, 2016 | GDP from startups calculated by IS&B | Montréal agglomeration GDP from 2015 economic report for the Montréal agglomeration.

Montréal is well positioned to be one of the top 20 start-up ecosystems, especially in the field of artificial intelligence, for which the city is recognized as a global hub.⁹ Montréal was chosen as the site for Canada's AI-Powered Supply Chains Supercluster, expected to generate returns in excess of \$16.5 billion and create more than 16,000 jobs over 10 years. This is a highly strategic position because artificial intelligence will be at the heart of economic development by 2031 and will increase global GDP by 14%.¹⁰

The creative and cultural industries¹¹ In Montréal¹² employ over 91,000 people and account for 4.6% of total jobs in the metropolitan area, generating \$8.6 billion in direct and indirect economic returns. This sector creates high-quality knowledge-based jobs, with above-average growth. It includes architecture and design, arts, multimedia, media, fashion, advertising, and video games.

Unlike more traditional industries, the regional reach and influence of the creative industries extends beyond measurable economic returns. They have a positive impact on local quality of life and contribute to revitalizing neighbourhoods, thereby helping to attract residents, workers, tourists, businesses, and investors.

Montréal has had UNESCO City of Design status since 2006 in recognition of its strong concentration of talent and multiple assets in the creative industries. With their considerable impact on the city's competitive advantage and role as levers of growth in other sectors, design and architecture are a priority area for the creative industries, and are the subject of separate action plan.

Montréal: An Incubator for Québec Entrepreneurs

The Entrepreneurship Index¹³ is a survey of current and future entrepreneurs. Since 2009, it has concretely measured the evolution of entrepreneurship in Québec. The first report on entrepreneurship in the Montréal agglomeration (2017) demonstrated an exceptionally high incidence of intent to start or take over a business in the city¹⁴: the rate of respondents within the agglomeration claiming they want to start a business is 25.7%, which is much higher than the 19.6% average for the rest of Québec.

This entrepreneurial vitality has three distinct profiles: youth, immigrants, and women.

Youth aged 18–34

- 46.4% of people in this age group intend to start a business, versus 40.9% for Québec overall, and 17.6% have taken the necessary steps¹⁴;
- Businesses created by youth are relatively fragile, with a closure rate (entrepreneurs who have closed at least one business in their life) of 8.7%, compared with 5.8% in the rest of Québec. This situation is attributable in part to strong competition in the labour market and the high number of tech start-ups, which go through many trial-and-error cycles¹⁵;

⁹ Startup Genome, *Global Startup Ecosystem Report*, 2017.

¹⁰ PWC, *Global Artificial Intelligence Study: Exploiting the AI Revolution*, June 2017.

¹¹ Chambre de commerce du Montréal métropolitain, *The creative industries: Catalysts of wealth and influence for Metropolitan Montréal*, 2013.

¹² Montréal Census Metropolitan Area (CMA).

¹³ The Entrepreneurship Foundation created the Entrepreneurship Index in 2009. The Caisse de dépôt et placement du Québec conducts this survey every year in partnership with the Institut d'entrepreneuriat Banque Nationale HEC Montréal and Léger. The 2017 report for Montréal was produced by the Entrepreneurship Foundation and the Institut d'entrepreneuriat Banque Nationale | HEC Montréal.

¹⁴ Entrepreneurship Foundation, *Portrait du dynamisme entrepreneurial de Montréal*, 2017.

¹⁵ Ibid.

- The rate of collectively owned businesses among young people is twice that of the Québec average (13.6% versus 5.5%)¹⁶;
- An above-average number of entrepreneurs intend to become active internationally in their first year of business (42.9% versus 31.2%)¹⁷;
- The number of young Montrealers who believe they have good business knowledge lags behind the Québec average, despite the many resources available locally.¹⁸

Immigrants¹⁹

- 34.0% of Montréal's population in 2016;
- 33.0% of business owners are immigrants—the second-highest rate in North America after Silicon Valley;
- 38.5% intend to start a business compared with 25.7% for the overall population of Montréal;
- 17.2% have taken steps toward creating their own business, compared with 11.7% among the overall population of Montréal – this ownership rate is comparable to the average;
- 3,500 former international students obtained a Québec selection certificate through the Québec Experience Program (QEP) in 2015, which allowed them to apply for permanent residency in Canada—this rate is three times higher than it was in 2011.

Women²⁰

- In Montréal, 43 women for every 100 men own a business (39/100 in the rest of Québec). This ratio of 77% is higher than that of most countries with innovation-based economies,²¹ which makes Montréal a leader in this area. In such countries, the average women/men ratio is 60%;
- Entrepreneurial vitality is well above the average for women in Québec, both in terms of intention and initiative: 22% of women intend to open a business in Montréal (versus 15.1% of women for the rest of Québec) and 10.2% have taken the necessary steps (6.7% for the rest of Québec);
- Women are predominant in five out of Montréal's seven universities,²² which is good for entrepreneurship because the likelihood of intent to open a business is 40% higher among the university-educated.²³

¹⁶ Entrepreneurship Foundation's Réseau M, *Québec Entrepreneurship Index*, 2017,.

¹⁷ Entrepreneurship Foundation, *Portrait du dynamisme entrepreneurial de Montréal*, 2017.

¹⁸ Ibid.

¹⁹ Ibid.

²⁰ Ibid.

²¹ Global Entrepreneurship Monitor 2016-2017.

²² Women represent 57.9% of students at McGill University, Concordia University, HEC Montréal, Université de Montréal, and UQAM. This proportion drops to 48.9% when the ÉTS and Polytechnique Montréal are included in the calculation

²³ Entrepreneurship Foundation, *Portrait du dynamisme entrepreneurial de Montréal*, 2017.

The PME MTL Network: A Catalyst for Montréal Entrepreneurship

In 2016, the City of Montréal created the **PME MTL Network**, which includes six centres of activity, with the mission of supporting private entrepreneurs and the social economy throughout the business development process, and providing business counselling and funding. The **École des entrepreneurs du Québec à Montréal**, a postsecondary member institution of the PME MTL Network, offers various types of training to people looking to start a business as well as to entrepreneurs who want to develop their business to its full potential.

The network plays, and will continue to play, a central role in providing support and guidance to entrepreneurs. Funding granted to entrepreneurs was increased by more than 60% between the first and second years of operation.

The Action Plan for Entrepreneurship: Developing Entrepreneurship to Create New Businesses and Grow Existing Ones

The Action Plan for Entrepreneurship emphasizes development and promotion of entrepreneurial qualities. It includes three strategic objectives:

- **CREATE** – Stimulate business creation;
- **GROW** – Increase business growth;
- **PRESERVE** – Improve business survival rates.

Foundations of the Action Plan for Entrepreneurship

Principles underlying the city's action on entrepreneurship

The City of Montréal supports entrepreneurship in three ways:

- It influences policies and by-laws;
- It supports the activities of existing businesses;
- It develops projects directly or in partnership.

Its actions are supported by the following principles:

- **Encourage diverse stakeholders** (youth, women, entrepreneurs from immigrant, diversity and Indigenous communities, etc.) and provide universal access to services and programs;
- **Promote all types of businesses** (privately and collectively owned businesses,²⁴ start-ups);
- **Consider the PME MTL Network** as the primary lever for entrepreneurial development;
- **Provide support and guidance:** work with partners and develop actions aligned with those of the other levels of government;
- **Be forward-looking:** leave room for innovation in our actions; anticipate, identify and follow new trends.

Main challenges identified in the action plan

Increasing the number of qualified entrepreneurs who move from intention to action

The Entrepreneurial Index²⁵ shows that 25.7% of adults in the Montréal agglomeration were thinking of starting a business in 2017, and 11.7% had taken the necessary steps to do so.

According to the Statistics Canada Business Register, there were 59,633 businesses in the Montréal agglomeration in 2016. From 2006 to 2016, the number of businesses declined by 0.4%, from 59,897 to 59,633, for a total loss of 264 businesses.

Levers of action:

- Raise awareness among current and future entrepreneurs;
- Simplify processes and increase access to counselling and tools.

Business growth

According to the Business Register, in 2016, more than 99% of businesses in the Montréal Administrative Region were SMEs, and over 50% of these were microbusinesses with fewer than four employees.

Levers of action:

- Support businesses and develop tools to stimulate commercialization, here and elsewhere;
- Promote networking among large companies and SMEs;
- Promote and develop intellectual property.

The future of businesses

Up to 10,000 Québec SMEs, or almost 30% of businesses, could close by 2024 without effective succession planning.²⁶

Levers of action:

- Support the emerging generation of owners and develop mentoring;
- Strengthen the activities developed by the **L'École des entrepreneurs du Québec à Montréal**.

²⁴ Collective entrepreneurship is discussed in the Action Plan for Social Innovation.

²⁵ Entrepreneurship Foundation, *Portrait du dynamisme entrepreneurial de Montréal*, 2017.

²⁶ Chamber of Commerce of Metropolitan Montréal, *Transferring businesses to the succession: a major issue for the Québec economy and the sustainability of SMEs*, 2014.

SWOT Analysis of the Environment and Markets

Strengths

- **Montréal is recognized:**
 - as a hub for innovation and creativity
 - for its unique quality of life
 - as a welcoming city for immigrants and foreign students
 - as a UNESCO City of Design
- **Diverse array of resources for entrepreneurs**
- **Dynamic industrial clusters**
- **Infrastructures and facilities that support entrepreneurship (port and airport facilities, incubators and accelerators, etc.)**
- **Internationally recognized postsecondary institutions and programs supporting entrepreneurship**

Weaknesses

- **Complex ecosystem for entrepreneurs (approximately 200 organizations and programs)**
- **Certain entrepreneurial categories lack services (people over 36, people under 18, retail businesses)**
- **Little support available after the incubator phase**
- **Lack of financial resources for certain entrepreneur groups (youth, entrepreneurs from immigrant and diversity backgrounds, women)**
- **Limited access to services for international students**
- **Insufficient mentoring and coaching**
- **Little support available at certain business development stages**
- **Entrepreneurship is perceived more negatively in Montréal than elsewhere in Québec**

Opportunities

- Promote the City of Montréal's strengths and assets, position the city as a fertile ground for entrepreneurship
- Strengthen the current entrepreneurial ecosystem and make it more accessible
- Take full advantage of local international corporations (linking and networking, mentoring)
- Facilitate access to public procurement contracts for small private and collectively owned businesses, by adapting municipal procurement policies, for example

Threats

- Historically low unemployment rate and attractive jobs in large companies, for example, which present obstacles to entrepreneurship
- Certain infrastructures cannot access recurrent funding, which threatens sustainability (incubators, university entrepreneurial centres)
- Skilled labour shortage, especially in the technology sector
- Fierce competition when it comes to attracting companies in high-potential and fast-growing sectors

A \$37.6-million
budget over
four years.

5 areas
of action.

48 actions.

Increasing Awareness

Although intention to start a business is above the Québec average in the Montréal agglomeration, entrepreneurship remains relatively unexplored as a career choice. Those who are considering it may be unaware of the resources, services and tools available, which can be difficult to access because of the complex ecosystem. With this action plan, the City of Montréal intends to promote entrepreneurship within the local population.

AREA 1

Strategies	Actions	Performance Indicators
Promote entrepreneurship with target clients	<ul style="list-style-type: none"> Promote entrepreneurship for university students Support awareness-raising initiatives and provide guidance to target clients: women, immigrants, diversity, Indigenous communities, youth, and start-ups Launch a wide-scale campaign to promote entrepreneurship 	<ul style="list-style-type: none"> Number of students informed Number of initiatives supported Success of awareness campaigns with target populations
Promote resources, services and tools	<ul style="list-style-type: none"> Mobilize the entrepreneurial ecosystem with an annual event to help future entrepreneurs get started and current entrepreneurs drive their business forward Further develop networking between entrepreneurs in priority areas and the PME MTL Network so as to promote their services and those available within the ecosystem Support initiatives for entrepreneurs that provide quality information on available tools and resources 	<ul style="list-style-type: none"> Number of entrepreneurs mobilized Number of initiatives supported

Moving Forward

Entrepreneurship in Montréal currently depends on a complex ecosystem that includes multiple stakeholders, initiatives, programs, and infrastructures. With the Action Plan for Entrepreneurship, the City of Montréal intends to simplify, enhance, and better promote that ecosystem so as to better meet the needs of entrepreneurs in all activity sectors and provide improved support in all phases of their projects.

AREA 2

Strategies	Actions	Performance Indicators
Develop financial support programs targeting needs not stated in current programs	<ul style="list-style-type: none"> • Launch a new marketing support program for priority sectors; the PME MTL Network will manage the program, developed to support businesses in their marketing efforts, from the start-up phase through to development of new products and/or markets • Launch a grant fund through the PME MTL Network to support entrepreneurship in the retail sector • Support the "JefaisMtl" citizen movement via major-impact projects 	<ul style="list-style-type: none"> • Number of businesses supported financially
Support and improve existing programs	<ul style="list-style-type: none"> • Support and enhance "Parcours Innovation PME Montréal," a program developed to accelerate the growth of Montréal SMEs. Launch new cohorts and create new events for past cohorts. • Support and enhance "Parcours C3 – Culture, Créativité, Croissance," an initiative for businesses in the cultural and creative industries 	<ul style="list-style-type: none"> • Number of participating businesses

Strategies	Actions	Performance Indicators
Accelerate commercialization	<ul style="list-style-type: none"> • Support international marketing initiatives for businesses that are active in priority sectors • Accelerate commercialization by allowing Montréal businesses to temporarily use vacant spaces (stores, buildings, lots) • Support SMEs through creative incubators, developing initiatives related to issues such as marketing, intellectual property, and shared resources • Implement tools aimed at valuing and developing intellectual property 	<ul style="list-style-type: none"> • Number of businesses supported • Number of initiatives supported
Support linking and networking	<ul style="list-style-type: none"> • Support networking initiatives between large companies and young businesses to facilitate market testing and boost sales • Have open-house days (company tours) around specific issues between large companies and growing start-ups • Develop economic exchanges between Montréal and other Québec regions via the Maison des Régions • Support bilateral exchange projects between young entrepreneurs from creative hubs in Montréal and from the international scene • Encourage company takeovers by providing improved support and guidance and reinforcing initiatives that promote networking opportunities and break taboos relative to succession planning 	<ul style="list-style-type: none"> • Scope of networking • Number of initiatives supported

Building Capacity

Today, entrepreneurs are faced with constantly evolving complex markets and a technology environment that is considerably changing business models. Entrepreneurs must therefore develop the skills to take full advantage of these opportunities and overcome any challenges or threats that may come their way.

AREA 3

Strategies	Actions	Performances Indicators
Strengthen entrepreneurial capacities	<ul style="list-style-type: none"> • Strengthen activities provided by the École des entrepreneurs du Québec à Montréal (PME MTL Network), by supporting new training programs and enhancing existing ones • Support initiatives aimed at managerial capacity building for business leaders in priority sectors 	<ul style="list-style-type: none"> • Number of participants in the training sessions and involved in the capacity-building initiatives
Develop mentoring	<ul style="list-style-type: none"> • Provide more mentoring opportunities in Montréal's target sectors 	<ul style="list-style-type: none"> • Number of mentors • Number of entrepreneurs mentored

Further Innovating

Innovation is at the heart of the Economic Development Strategy, and the Action Plan for Entrepreneurship has been designed to take full advantage of innovative solutions for meeting the needs of entrepreneurs.

AREA 4

Strategies	Actions	Performance Indicators
Support and promote initiatives that creatively meet the needs of entrepreneurs	<ul style="list-style-type: none"> • Support innovative and creative initiatives that stimulate entrepreneurship • Undertake projects to adapt the city's procurement policies and help smaller businesses access procurement contracts • Support shared-services projects or products in priority sectors • Partner with large companies and fast-growing SMEs to support innovative smaller companies 	<ul style="list-style-type: none"> • Number of initiatives • Number of businesses supported • Number of measures taken enabling small businesses to access procurement contracts

Stimulating Priority Targets²⁷

Montréal's entrepreneurial vitality mostly emanates from three groups: start-ups, women, and businesspeople from immigrant/diversity backgrounds. The City of Montréal also intends to support entrepreneurs from Indigenous communities. To optimize the potential of each of these groups, the Action Plan for Entrepreneurship will implement actions meeting their specific needs.

AREA 5

²⁷ All target clients will be included in a specific call for project

Strategies	Actions	Performance Indicators
<p>Attract and support entrepreneurs from immigrant, diversity, and Indigenous backgrounds</p>	<ul style="list-style-type: none"> • Collaborate with Entreprendre ICI, a new organization, and Bureau d'intégration des nouveaux arrivants à Montréal (BINAM) to facilitate access to the entrepreneurial ecosystem, e.g., the PME MTL Network, for immigrant entrepreneurs • Develop communications tools for entrepreneurs from immigrant, diversity, and Indigenous backgrounds • Promote various actions via the PME MTL Network and major entrepreneurship events to raise awareness and support current or future entrepreneurs from Indigenous communities • Provide an ensemble of entrepreneurial services to international students • Enhance ImmigrAffaires, a training program at the École des entrepreneurs du Québec à Montréal • Support networking events for organizations that work with entrepreneurs from immigrant and diversity backgrounds to promote networking among communities • Develop an international communications strategy to encourage future immigrants to do business in Montréal • Ensure that entrepreneurs from immigrant, diversity, and Indigenous backgrounds are a focus of every action • Adopt better tools to support, guide and promote entrepreneurs from immigrant, diversity, and Indigenous backgrounds 	<ul style="list-style-type: none"> • Number of initiatives supported • Number of tools developed • Number of entrepreneurs informed and supported

Strategies	Actions	Performance Indicators
Strengthen the start-up ecosystem	<ul style="list-style-type: none"> • Create an issues table for development of Montréal start-ups • Support development of a brand for Montréal start-ups and a platform that will include projects and data on the Montréal start-up ecosystem • Organize a major annual event to drive the start-up ecosystem forward • Strengthen start-up entrepreneurship by supporting shared projects in the start-up ecosystem • Develop initiatives for start-ups via the events and activities supported by the city 	<ul style="list-style-type: none"> • Issues table implemented • Platform rolled out • Number of initiatives and projects supported
Develop women's entrepreneurship	<ul style="list-style-type: none"> • Achieve equal representation by 2022 on the boards of directors and investment committees of PME MTL Network • Promote women entrepreneurs in technology and science education programs • Invite at least 10 women entrepreneurs from Montréal to participate in Parcours développement durable Montréal, a sustainable development program • Facilitate access by women entrepreneurs to major conferences to help develop their businesses locally and internationally • Consolidate the city's partnership with Femmessor • Support projects that provide coaching to women entrepreneurs on key topics • Ensure that women's entrepreneurship is a focus of all of our actions 	<ul style="list-style-type: none"> • Progress of equal representation on the boards and committees • Number of women participating in the various activities • Number of activities and projects supported



Conclusion

This Action Plan for Entrepreneurship is an opportunity for the City of Montréal to facilitate, inspire, and support innovative initiatives for entrepreneurs, investors and all other stakeholders who contribute to the growth and expansion of the metropolis.

Entrepreneurship is currently in full expansion, but it must be accessible to everyone, including young people, women, as well as entrepreneurs from immigrant, diversity, and Indigenous backgrounds.

Beyond raising awareness, the action plan's objective is to accelerate the growth of existing businesses so that they stimulate the economy and become models for the future.

The measures identified in this action plan and the other 2018–2022 Economic Development Strategy action plans are an opportunity for Montréal to become an international reference for entrepreneurship

Glossary of Terms

Bureau d'intégration des nouveaux arrivants à Montréal (BINAM)

The City of Montréal entity that is in charge of mobilizing and rallying all local stakeholders that welcome and support the integration of newcomers.

Creative and cultural industries

Businesses whose main objective is to create, develop, produce, reproduce, promote, distribute or market goods, services and activities with cultural, artistic and/or heritage content. They encompass creativity, culture, technology, and innovation, and include the various subsectors of digital creativity such as architecture and design, multimedia, video games, and digital arts.

Entreprendre ICI

A new organization announced by the Government of Québec in 2018. It will provide tailored services to entrepreneurs from diversity backgrounds, for example by referring them to existing services in the entrepreneurial ecosystem.

Femmessor

A non-profit organization tasked with supporting and funding the creation, growth and acquisition of viable businesses owned and operated by women in the 17 regions of Québec (<http://femmessor.com/>).

Initiative rate

The percentage of people having undertaken a business project.

Intention rate

The percentage of people who intend to create a new business, or acquire an existing one.

“Je fais Montréal”

An initiative that supports and promotes projects developed by Montréal leaders from all backgrounds. The movement has helped create 181 projects thanks to considerable grassroots initiatives, and is contributing to the city's prosperity through exemplary creative actions (<https://fairemtl.ca/en/je-fais-montréal>).

Maison des Régions

The Maison des Régions is a collaboration initiative between Québec's regions and its metropolis. Located in downtown Montréal, it provides businesspeople with opportunities for networking, exchange, and development of long-lasting relationships. Among other things, it facilitates partnerships between regional and Montréal businesses. It promotes local purchasing and develops new markets by organizing gatherings, commercial missions, networking days, company tours, training workshops, regional development strategies, and so on (<https://maisondesregions.com/>).

Parcours C3

A program that combines training, co-development, and tailored support services to stimulate the growth of high-potential businesses in the cultural and creative industries. The goal of the program is to develop entrepreneurs' managerial skills to help them address various growth-related challenges (<https://www.parcoursc3.com/>).

Parcours développement durable Montréal

A support and guidance program launched by the City of Montréal to help 15 entrepreneurs, at least 10 of whom must be women, find innovative solutions and implement sustainable and inspiring business models within their enterprises. The program is part of Women4Climate, an initiative developed by the C40 Network (<http://parcoursddpme.ca/>).

Parcours innovation PME Montréal

A City of Montréal initiative that helps small and medium-sized enterprises (SMEs) find solutions to their business problems with tailored training, support services and major conferences (<http://ville.Montreal.qc.ca/parcoursinnovation/>).

Programme de l'expérience québécoise (PEQ)

An accelerated skilled worker-selection program that helps participants obtain a Québec selection certificate and apply for permanent residency. This program is designed for current and future graduates in Québec, as well as temporary foreign workers who have a skilled occupation and meet certain criteria, such as an intermediate to advanced level of spoken French.

Start-up

A young business with a high potential for growth and a business model based on digital technology and innovation

UNESCO

United Nations Educational, Scientific, and Cultural Organization..

UNESCO Creative Cities Network

Created in 2004 to promote collaboration with and between cities where creativity is a strategic aspect of sustainable urban development. The network currently includes 180 cities working together toward a common goal: to position the creative and cultural industries at the heart of local development and actively co-operate internationally.

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