



# ***Social dynamics of innovation: What governance for the Trois-Rivières City-Region ?***

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# Research Questions

- Is there evidence from our case study that a regional and associative form of governance is emerging in the Trois-Rivières City-Region (Mauricie) ?
- How the specific form of governance in the region influence his economic development ?
  - Is the governance in Mauricie favorable to its regional development ?
  - How do public and private entities collaborate (or not) to support regional development in Mauricie?
  - What are the collaboration patterns between entities?



# Framework of analysis

- ... regional policies focus on various forms of collaboration [...]. Common to these new concepts is that they are positively charged, **but less is known about what happens when they are put into practice** (Engstrand & Åhlander, 2008).
- With a departure in the embeddedness idea it seems reasonable to suggest that **regions are social constructs** (Lorentzen, 2008)
  - the regional level may be significant in some places but insignificant in others
  - the local level may be significant in some places but insignificant in others
- Today we see **increased competition for resources between various local levels**, something that the government indirectly supports. [...] There is risk that **resources are devoted more to various application processes and to creating a long series or partnerships** rather than being allocated to development initiatives (Engstrand & Åhlander, 2008)
- Patterns of interaction and propensity to collaborate are contingent on and evolve as industries and the supporting institutions of the RSI evolve (Andersen & Drejer, 2008)



# Methodology

- Case study – Mauricie region (Trois-Rivières City-Region)
- 23 interviews - from October 2008 to April 2009
- Meetings with regional and local entities representative of the public and private organizations devoted to support regional development
  - Entities who support local development (local level)
  - Entities who support regional development (regional level)
  - Entities with a provincial and national mission and mandate (extra regional level)
- Interviews performed with ISRN structured interview guide
  - *ISRN City Region Study: Interview Guide Theme 3 – Governance, inclusion and participation*



# Methodology

- Giving less attention to the presence/absence of “structures” or “discourses” dedicated to the coordination/collaboration
- Looking at what is “really” happening on the field
  - **Financial resources** available for regional development programs/projects/activities
    - \$\$, \$, Ø
  - **Mandate territory** : which territory is the entity responsible for
  - **Social network territory** : who is the entity speaking to, who is the entity working with
  - **Intervention territory** : what is the territory in which the entity intervene
  - **Overall embeddedness** : a qualitative synthesis of the 4 elements
    - Local (L), Regional (R), Extra-Regional (ER)



# Local level

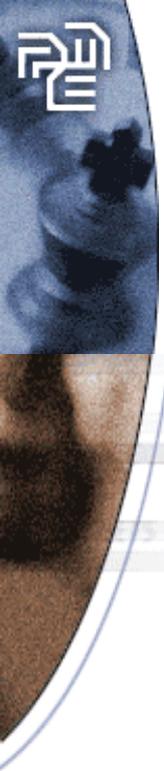


Entity	Financial Resources	Mandate Territory	Social Network Territory	Intervention Territory		Overall Embeddedness
<i>SDÉ Trois-Rivières</i>	\$\$	L	L	L	→	<b>L</b>
<i>CLD Shawinigan</i>	\$\$	L	L	L	→	<b>L</b>
<i>SADC Centre de la Mauricie</i>	\$\$	L	L	L	→	<b>L</b>
<i>CLD Maskinongé</i>	\$\$	L	L	L	→	<b>L</b>
<i>SADC Maskinongé</i>	\$\$	L	L	L	→	<b>L</b>
<i>CLE</i>	\$\$	R	L	L	→	<b>L</b>



# Characteristics of the local level

- Entities mandates' are limited to a municipality or a MRC territory
- Entities have important resources to invest in local social and economic development activities
- Their social networks are essentially local
- Their fields of intervention is local
- Overall they are locally embedded



# Regional level



Entity	Financial Ressources	Mandate Territory	Social Network Territory	Intervention Territory		Overall Embeddedness
<i>CRÉ</i>	\$	R	R	R	→	R
<i>Comité ACCORD</i>	\$	R	R	R	→	R
<i>ACCORD Meuble</i>	\$	R	R	R	→	R
<i>PARI CNRC</i>	\$	R	R	R	→	R
<i>Technopole</i>	∅	R	R	R	→	R
<i>CIFM</i>	∅	ER	R	R	→	R
<i>IQ</i>	\$\$	R	R	R	→	R
<i>CQI</i>	∅	R	ER	R	→	R
<i>ME</i>	∅	R	R	R	→	R



# Characteristics of the regional level

- Entities have regional missions and mandates to cover the Mauricie territory
- They often have a sectorial mandate
- Most entities count on very few resources
- Their social networks are regional
- Their fields of intervention is regional
- Entities are “younger” than local authorities
- They are numerous
- They talk, meet and write a lot



# Extra regional level



Entity	Financial Ressources	Mandate Territory	Social Network Territory	Intervention Territory		Overall Embeddness
<i>ACCORD Hydrogène</i>	\$	R	ER	ER	→	<b>ER</b>
<i>INRPME UQTR</i>	∅	ER	ER	ER	→	<b>ER</b>
<i>BVR UQTR</i>	∅	ER	ER	ER	→	<b>ER</b>
<i>CNETE</i>	∅	ER	ER	ER	→	<b>ER</b>
<i>CIPP</i>	∅	ER	ER	ER	→	<b>ER</b>



# Characteristics of the extra-regional level

- Entities have a mandate that covers provincial, national and international territories
- They often have a sector-based vocation
- Their social networks are provincial, national and international
- Their fields of action have no frontiers
- They are without financial resources earmarked to regional development
- They are mobilized for regional development
  - They are not “mobilizers” for regional development



# Collaboration and Mauricie's governance for regional development



# Collaboration and Mauricie's governance for regional development I

- Local entities
  - have mandates and interests in their local territory
  - have important financial and social resources and they only use them at the local level
  - they collaborate between themselves but not with or at the regional or extra-regional levels
  - due to their age and past success organizations on their territory trust them and know how to work with them



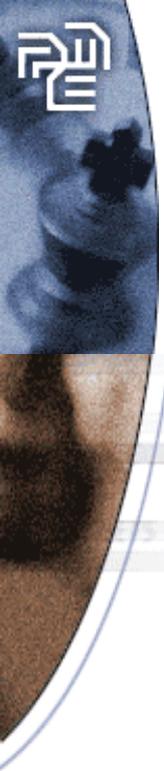
# Collaboration and Mauricie's governance for regional development II

- Regional entities
  - have regional mandates and interests thus creating tensions with local entities
  - their financial resources are limited and their social networks/collaborations are fragile because they don't have the “means of their ambitions”
  - they have no networks at the local level and a limited legitimacy



# Collaboration and Mauricie's governance for regional development III

- Research and R&D Transfer Centers
  - have provincial mandates and their interests are at national and often international level
  - they sometimes contribute to regional development even if they have few levers and few financial resources
  - they rarely contribute at local level
  - they are “too big” for the organizations of the local level



# Collaboration and Mauricie's governance for regional development IV

- Overall
  - As in many places in the industrialized world, collaboration and coordination at the regional level are key words for regional development
  - In Mauricie, collaboration and coordination has not been / is not completely obvious
  - We were searching for regional governance and found overlapping structures but no collaboration and coordination in action
    - we saw governances instead of a governance
  - In terms of economic development regional governance simply doesn't exist



# ACCORD “regional” strategy : A case of failure due to the absence of regional governance

- Earmarked at the regional level, the strategy addresses enterprises to develop partnerships for projects
- Regional and extra-regional entities
  - try to appropriate the strategy in order to gain resources and promote regional interests and projects
  - financial resources are limited and the social networks are fragile (why collaborate if the resources are too limited to do anything serious)
- Local entities
  - are excluded from planning and executive committees and from projects because their interests and fields of action are local
  - but they are solicited to invest their own financial resources in projects – they refuse !
  - want the « regional money » to finance their own local activities
- Collaboration is difficult/impossible and the strategy is not “lifting off”



# Conclusions

- *Is there evidence from our case study that a regional and associative form of governance is emerging in the Trois-Rivières City-Region ?*
  - NO !
  - The regional level is insignificant
  - Due to “administrative structure”, age and financial resources the governance and collaboration patterns are essentially local
- *How the specific form of governance in the region influence his economic development ?*
  - Each social or economic actor for which the local playing field is too small is poorly supported under the actual forms of governances
    - High-tech SMEs
    - Big enterprises
    - Fast growing SMEs
    - “Big” cultural organizations