



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

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ISRN's 11th annual meeting – Halifax May 2009

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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)



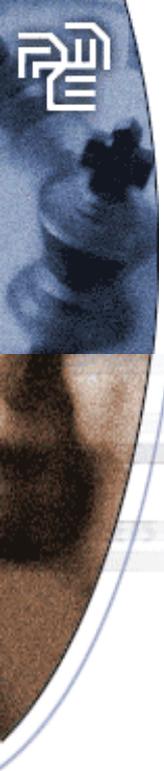
Methodology

- 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	→	L
<i>CLD Shawinigan</i>	\$\$	L	L	L	→	L
<i>SADC Centre de la Mauricie</i>	\$\$	L	L	L	→	L
<i>CLD Maskinongé</i>	\$\$	L	L	L	→	L
<i>SADC Maskinongé</i>	\$\$	L	L	L	→	L
<i>CLE</i>	\$\$	R	L	L	→	L



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
CRÉ	\$	R	R	R	→	R
Comité ACCORD	\$	R	R	R	→	R
ACCORD Meuble	\$	R	R	R	→	R
PARI CNRC	\$	R	R	R	→	R
Technopole	∅	R	R	R	→	R
CIFM	∅	ER	R	R	→	R
IQ	\$\$	R	R	R	→	R
CQI	∅	R	ER	R	→	R
ME	∅	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

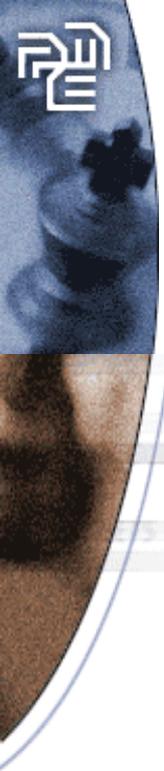


Entity	Financial Ressources	Mandate Territory	Social Network Territory	Intervention Territory		Overall Embeddness
<i>ACCORD Hydrogène</i>	\$	R	ER	ER	→	ER
<i>INRPME UQTR</i>	∅	ER	ER	ER	→	ER
<i>BVR UQTR</i>	∅	ER	ER	ER	→	ER
<i>CNETE</i>	∅	ER	ER	ER	→	ER
<i>CIPP</i>	∅	ER	ER	ER	→	ER



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



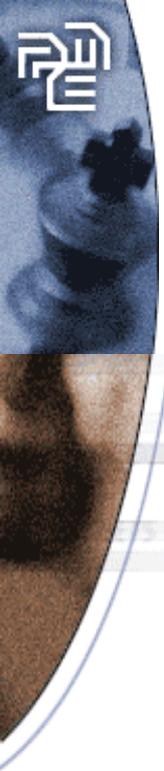
Collaboration and Mauricie's governance for regional development II

- 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