

Governance and Innovation: the Role of Civil Society Social Actors in Innovation in Montreal

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Presentation at the AAAS meetings, Vancouver, February 2012

Our presentation highlights the fact that while there are many diverse governance instances, including social economy actors and others, Montreal is the scene of the development of an innovative and inclusive form of governance and decision-making, *favorable to innovation and creativity* in various sectors.

Plan

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

1) Governance and economic development

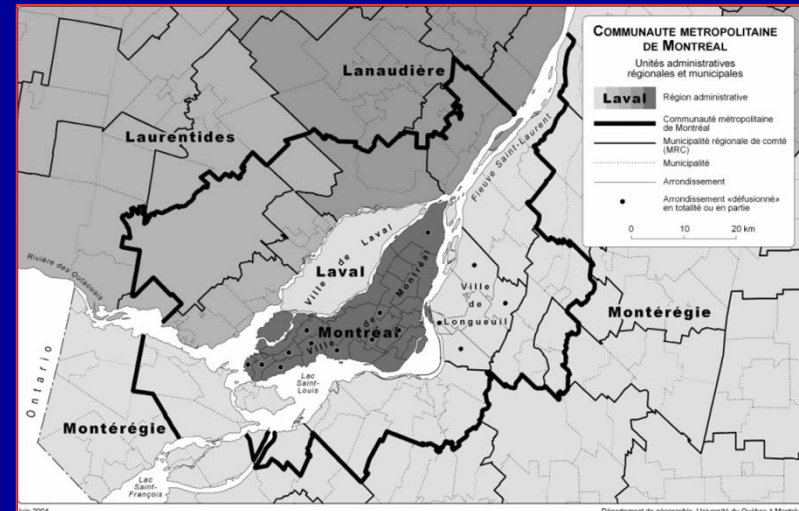
- The process of governance is at the basis of the economic development of a metropolis
- These processes can transform physical proximity in a relational proximity between various actors, from various origins and organizations
- At the level of a metropolis, the central actors are usually the business community, the public sector, often both.
- Governance processes are thus usually oriented towards pure economic development and the enrichment of certain elites, *without preoccupation for distribution or equality of access; other elements such as culture, social development, services) are secondary to the economic development issue, not always considered.*

2) Civil society's presence: source of a more inclusive governance and innovation/creativity in Montréal?

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

3) Metropolitan Montreal: the actors of governance

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



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

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

- We document our hypothesis with the observation of the role of civil society organizations active in Montréal:
 - Business community and its organizations
 - Culture community and actors
 - Union organizations and actors
 - Social economy organizations and actors
- In our interviews, we observed their role in the metropolitan governance and we will highlight here how they orient their actions, work together, on what issues, etc.
- Source of data: ISRN interviews

Business community

Main actor

–Montréal
Metropolitan
Chamber of
Commerce
(MMCC)

- The MMCC presents itself as the representative of the business community
- « We have one cause and it is Montréal. We used to say : if it is good for business, it is good for Montréal; now we say if it is good for Montréal it is good for business.
- MMCC open to cultural and social economy actors ; this has not always been the case, but recently , more openness to other actors, from outside business community
- *Idea that innovation/creativity can come from outside the business community, not only through R&D,*

Business community

Main Partners

- Culture Montréal
- Ville de Montréal
- CRE Montréal
- Governments
- CMM
- Montréal international

Main observations

- The metropol is not recognized enough
- There are many organizations, but not necessarily enough links between them.
- There is a need to create a collective leadership (case of the *Casino*: the promoters may not have done enough to create this leadership; learnt from this experience)
- Leadership depends on persons and informal links. *Relational proximity favours decision making*
- *Quartier des spectacles*: business+ city+ Angus technopole investments (2-22 case)
- Development needs to be based on the 3 dimensions: economic, but also *social and environmental*

Cultural sector

Main Actor

– Culture Montréal

- The governance process is often segmented, and has negative effects, but negative experiences led to + coordination (Qdes spectacles, 2-22...)
- Culture Montréal represents the organizations and businesses in the cultural sector, but also thinks in terms of development of the city.
- Barcelona appears to be the example to follow, since it is well known, while having a strong cultural identity. *Montreal tries to be more integrated, more bottom-up however*



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METROPOLE CULTURELLE



Cultural sector

Main partners

- CCMM
- Chantier de l'économie sociale
- Tourism Montréal
- Festivals
- Govts (federal and provincial)
- City of Montréal
- CEDCs

Main observations

- *Culture Montréal is engaged in the creation of a cultural cluster + « creative city » idea, but with ++ inclusion*
- *Montréal is very strong in many artistic fields: (Theater, dance, music, electronic arts, circus arts, gastronomy, fashion)*
- *The sectors of Arts and Culture can contribute to the construction and the development of the city in all its dimensions: economic, community, social... The view is to integrate arts and culture with the rest of society for Innovation and econ development (++ links with business)*
- *Institutional and sectoral boundaries have to be eliminated to develop a more territorial view. The leaders who see themselves as having an important role in the city serve their institution, while expressing a certain citizenship.*
- *We need hybrid organizations that will mix the public service with those active in all domains, in the action.*

Unions

Main actors

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

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



Main observations

Unions

Main partners

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

- Creation of funds to support local investment, including in the cultural communities
- With SOLIM, we participate in the construction of social housing (1000 apartments), with the City. We work with the « Bâtir son quartier » program, a Technical Resource Group (GRT), which is involved in community housing.
- We participate in the creation of the Fiducie de l'économie sociale for investments in the social economy: it is « patient capital »
- *The informal dimension is very important in creating relational proximity*
- The role of the Fonds de solidarité is to invest in Québec firms to create jobs in Québec

Social Economy

Actors

- Chantier
d'économie sociale
- CEDCs and
community
organizations
- Cooperatives
(housing and others)
- Insertion
organizations
- Social Economy
Funds and Fiducie
d'économie sociale

- the Chantier has actors from social economy and economic development around the same table
- Montréal is global but it is also local;
- It is a city of districts with each their personality, their actors, their dynamism; the Chantier is present in specific districts with CEDCs
- *More recognition of the social and community actors over the years*

Main observations

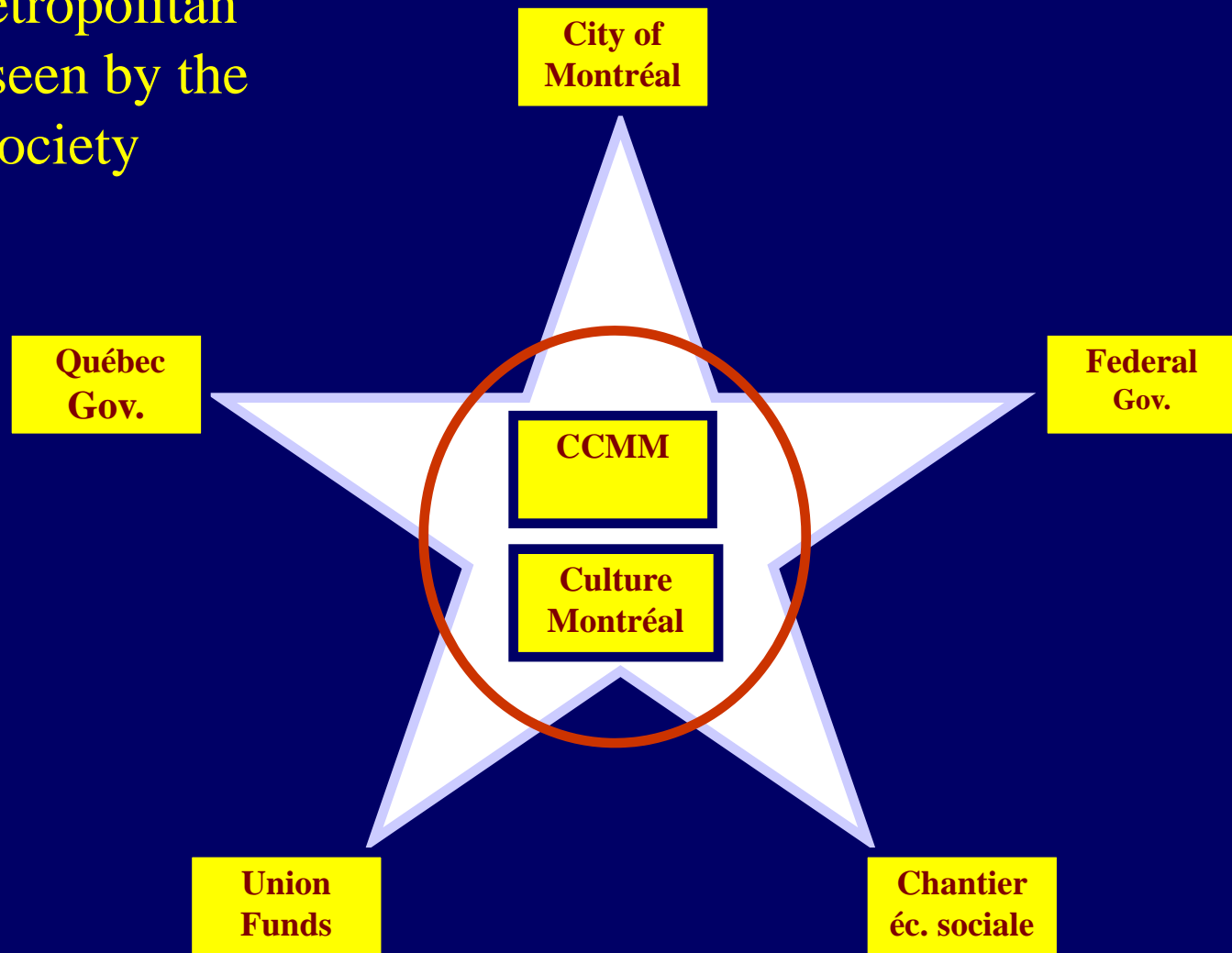
Social Economy

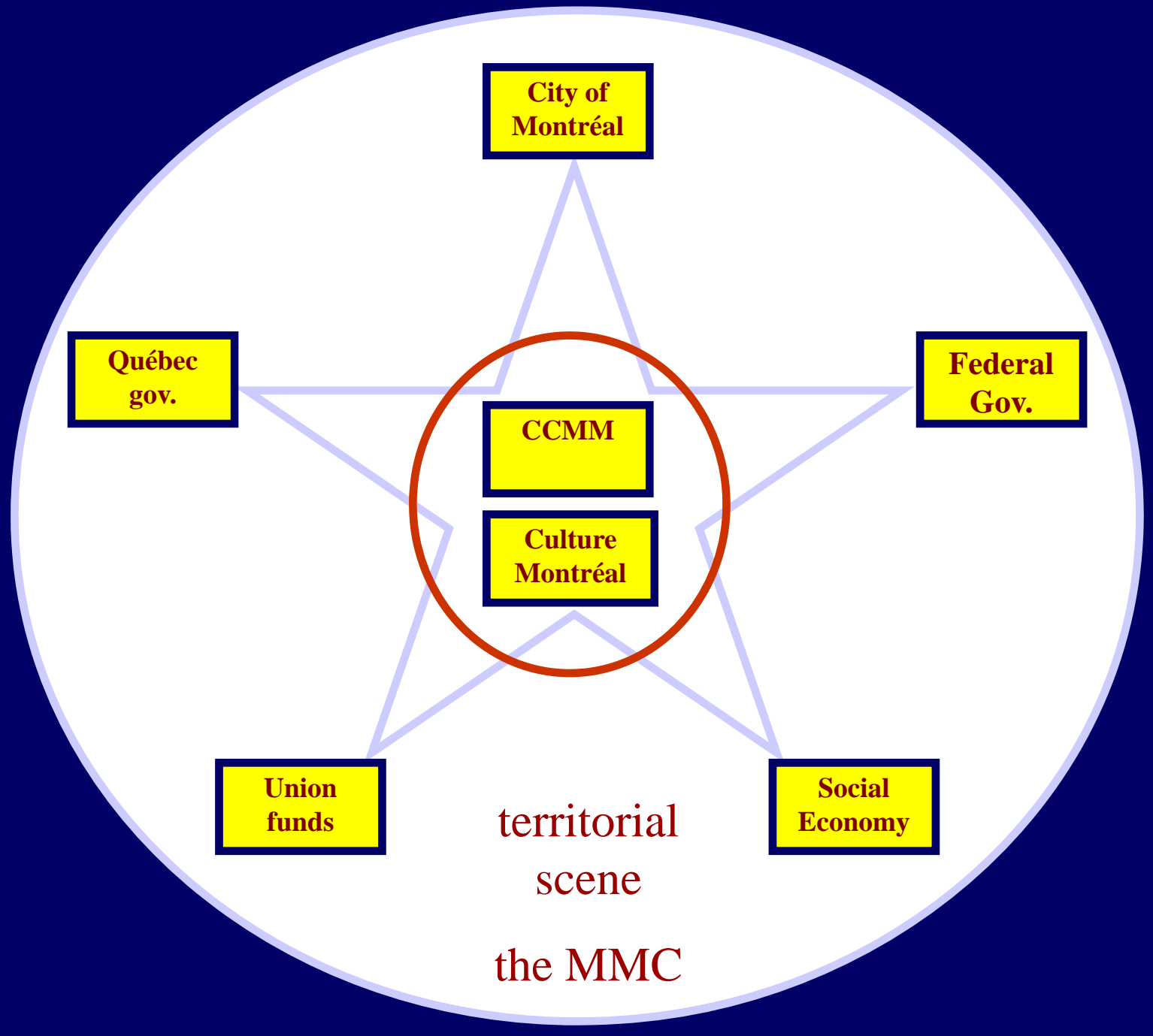
- Main partners

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

- Need to make territorial development strategies more receptive to collective entrepreneurship and citizen's initiatives, not only in social development but in all aspects of development
- Need to construct a common vision of governance and of development
- *Qualified labour does not look only for high wages, but for quality of life, access to culture, social cohesion, security, work-family balance, quality services and accessibility of services, access to culture, to community life; the Chantier and CEDCs try to take this into account*
- *Although job opportunities are determinant* (Darchen and Tremblay, in *Cities*, 201027 (4): 225-33. doi: 10.1016/j.cities.2009.12.009.)

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





**City of
Montréal**

**Québec
gov.**

**Federal
Gov.**

CCMM

**Culture
Montréal**

**Union
funds**

**Social
Economy**

territorial
scene

the MMC

6) Points of convergence between actors of the civil society

- In Montréal, there is a *culture of concertation* which has developed over the years (80's crisis to today) and is important
- Need for an inclusive governance on the social and territorial dimensions
- Need to find an equilibrium between the metropolitan vision and the participation at the community (districts) level
- The actors agree on the focus on culture, creativity, sources of innovation in various sectors (+ diversity=+ innovation)
- Governmental bodies tend to work in silos: need to change
- Universities appear to be relatively absent from clusters ; present in high tech sectors (aero), less in others, but ++ in creative sectors (société des arts technologiques), *so mixed picture in terms of presence in intermediate organizations, although they do offer the labour force !*
- Convergence exists between persons who share a vision of development, who have the Montreal metropolis as their point of reference (identity) and who transcend the limits of their organization

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