

BATTLING “WATERLOO”

Talent, quality of place and the 10-minute city

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TARA VINODRAI

Dept of Geography & Environmental Management
& Centre for Environment and Business
Faculty of Environment
University of Waterloo

- **H:** economic performance of city-regions depends on a set of characteristics that define **quality of place**, including cultural dynamism, social diversity, openness and tolerance, social inclusion and cohesion.
- **Focus Question:** What factors most effectively attract and retain talented and creative workers to city regions? Do talented and creative workers in different industries value the same kinds of things?

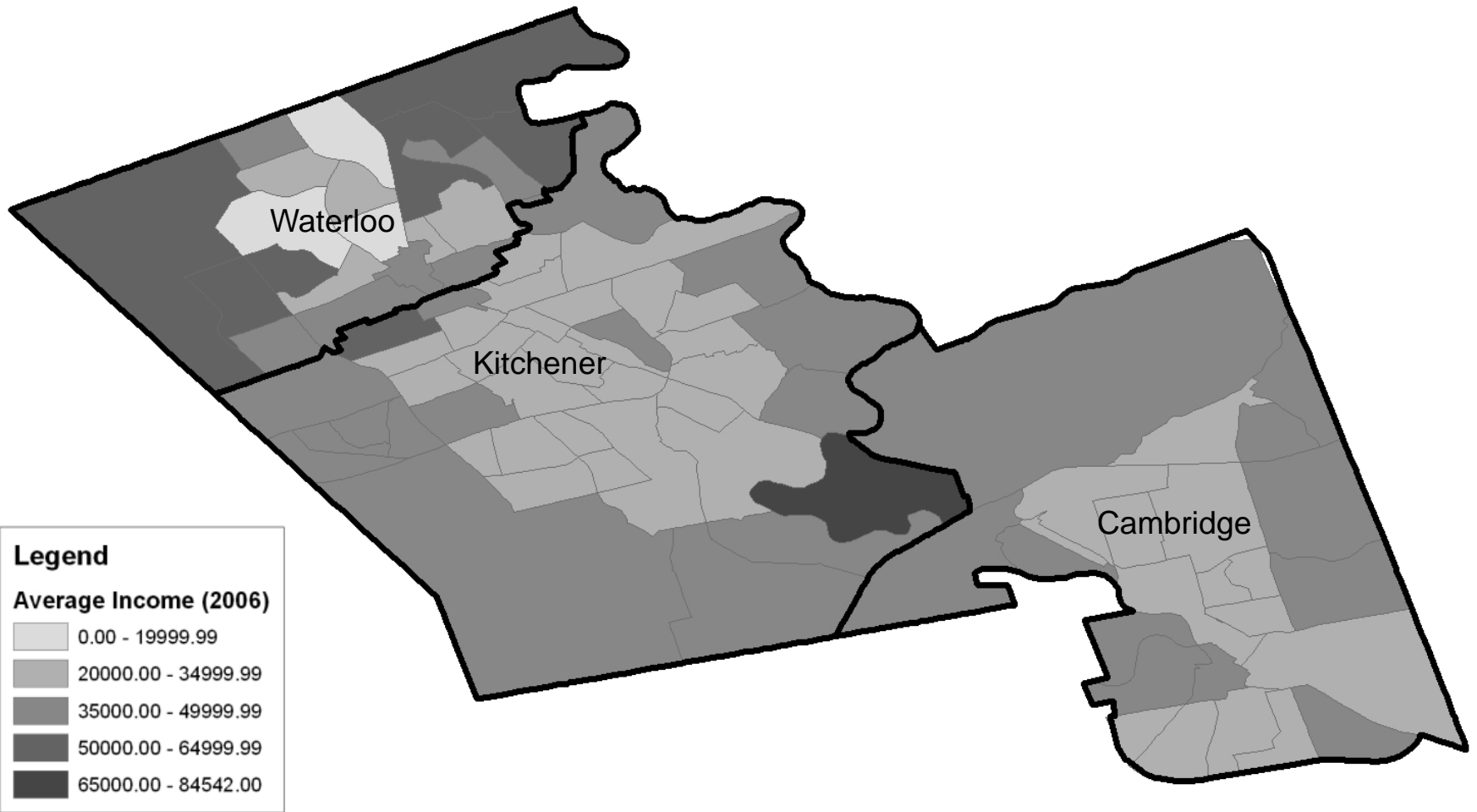
- “Call it **the Waterloo Way**. It's a cultural and economic model that provides a beacon as Canada enters a new age of embattled manufacturing accompanied by massive investments in energy. It's the **blueprint for how other communities can become economic warriors** in the global battle for jobs and growth. It holds the key for Canada's economic survival and perhaps dominance”

Globe and Mail, April 25 2006



Source: www.2ontario.com

KITCHENER-WATERLOO CASE STUDY



Source: Statistics Canada 2006.

Natural Resources and Values Information System [computer file] Toronto, Ontario: The Ontario Ministry of Natural Resources, 2008

Map produced by Jordan Katz

THE TRI-CITY REGION

- “[The] Waterloo Region is the best of all worlds. It includes the cities of Cambridge, Kitchener, and Waterloo as well as the townships of North Dumfries, Wellesley, Wilmot and Woolwich. Located just one hour west of Toronto, it offers a unique blend of **modern, energetic urban centres and scenic, rural landscapes** and is easily accessible by road, rail and air. ... In this unique area you'll find a careful balance between unspoiled, natural beauty and **vibrant urban life.**”

- Waterloo Regional Tourism Marketing Corporation

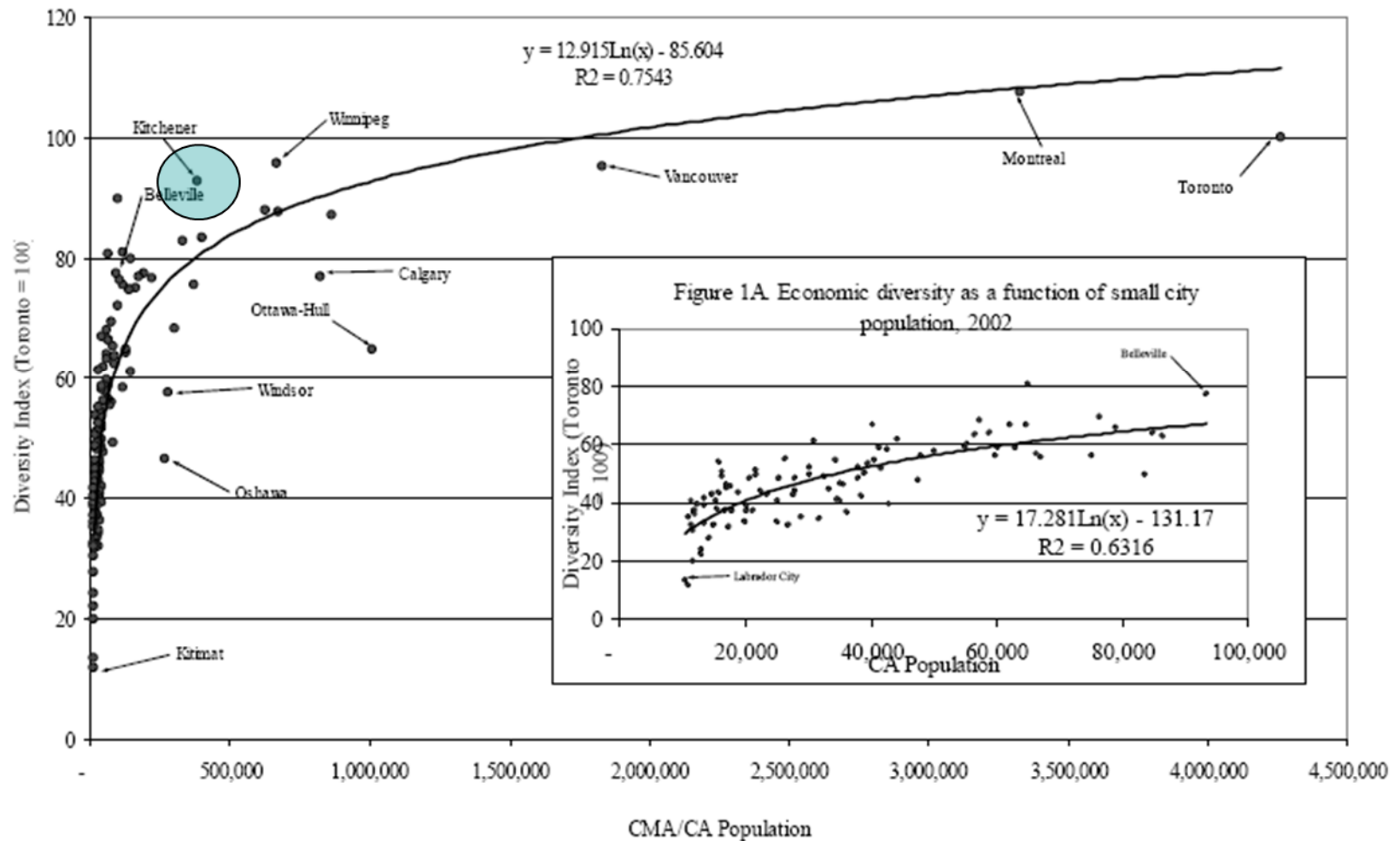


- “... Those words usually don't go together in UW grads' memories of their university years. Waterloo is changing, though. The city has boomed with the growth of high-tech and information technology businesses: those were driving forces that positioned the community to win the world's top "intelligent community" title in 2007 from the Intelligent Communities Forum. But **Waterloo now must further evolve: into a cool place** where those high-tech workers want to play, and stay.”

University of Waterloo Magazine, Fall 2008

COOL JOBS, COOL CITY?

Figures 1 and 1A. Industrial diversity as a function of population, 2002

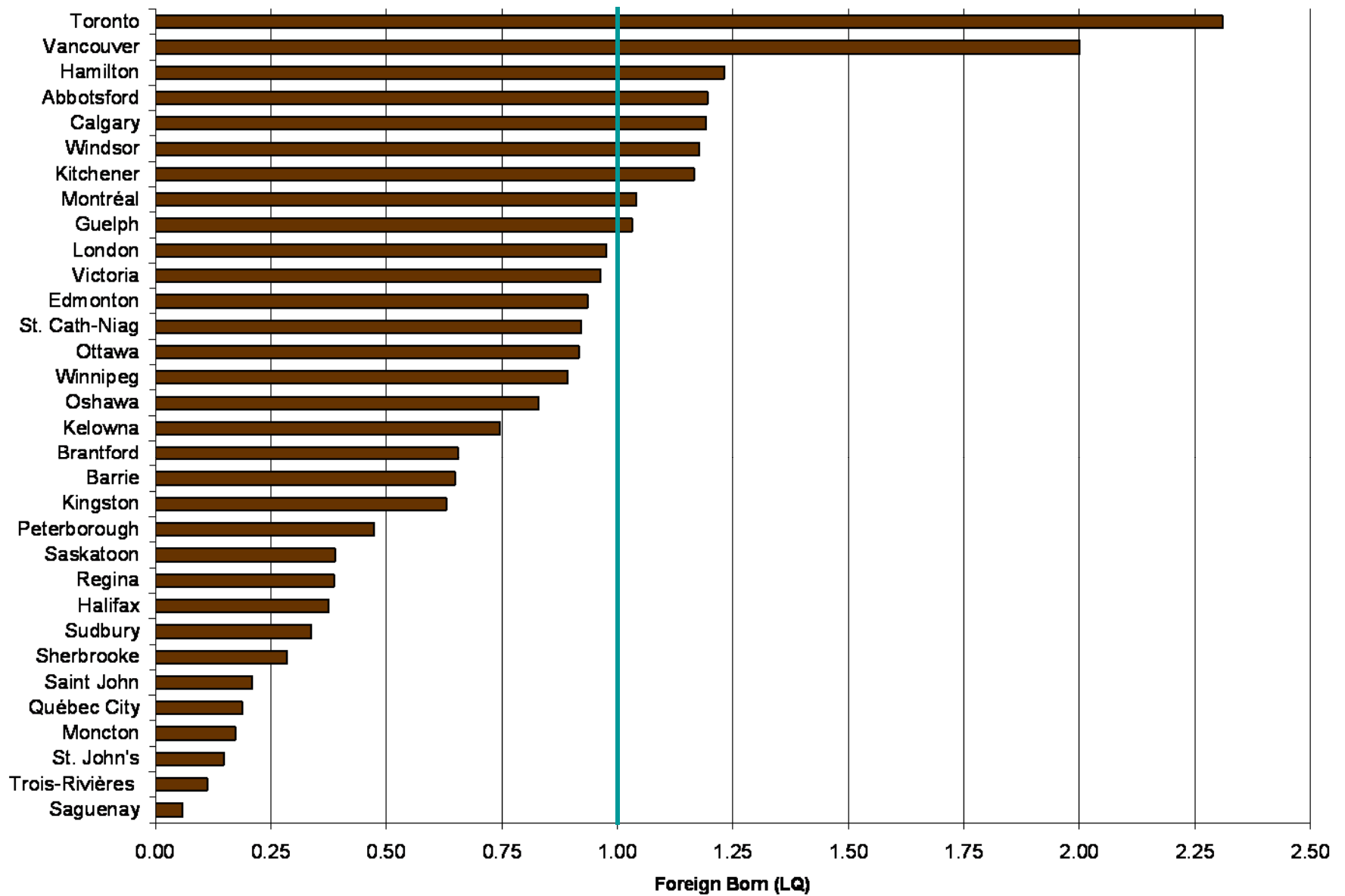


Source: Beckstead and Brown 2003, p. 4.

INDUSTRIAL DIVERSITY

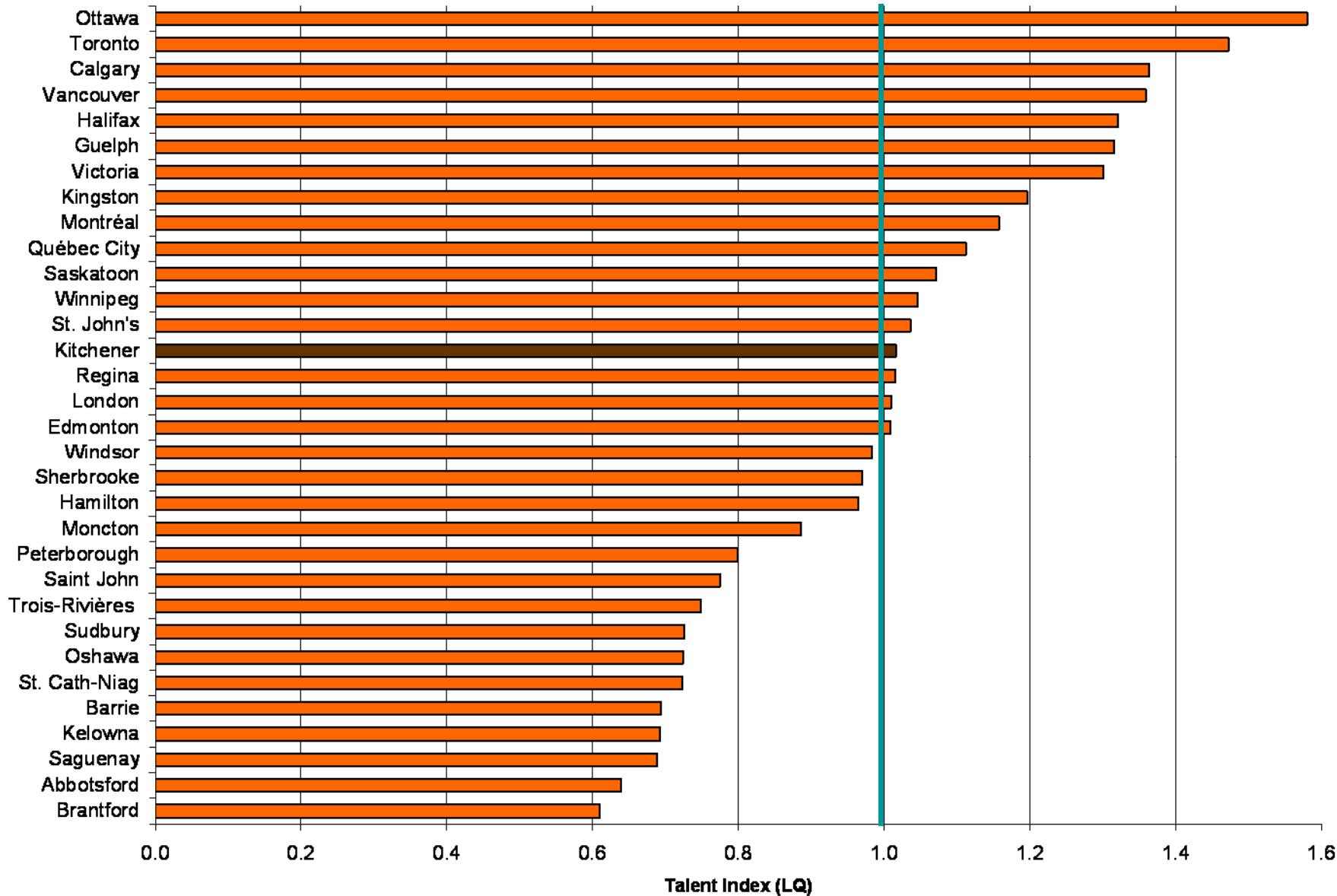
	Overall Technology Ranking	North American Tech-Pole	North American Tech-Pole Ranking	Patent Count (2006)	Patent Count Ranking	Patents per 10,000	Patents per 10,000 Ranking	Patent Growth	Patent Growth Ranking
1	Santa Barbara, CA	0.32	2	206	2	5.15	2	4.9%	6
2	Ann Arbor, MI	0.38	1	394	1	11.45	1	1.3%	10
3	Kitchener	0.26	3	113	4	2.50	4	6.8%	4
4	Victoria, BC	0.11	4	31	13	0.94	13	17.5%	2
5	Spokane, WA	0.06	8	55	8	1.23	11	3.0%	8
6	Windsor	0.04	11	49	11	1.52	8	6.5%	5
7	Tallahassee, FL	0.02	12	46	12	1.36	10	13.2%	3
8	St. Catharines - Niagara	0.04	10	21	14	0.54	14	20.1%	1
9	London	0.10	5	51	10	1.11	12	-1.1%	12
10	Canton-Massillon, OH	0.01	15	134	3	3.27	3	4.7%	7
11	Oshawa	0.10	6	14	15	0.42	15	1.3%	9
12	Lansing, MI	0.02	13	70	6	1.54	7	-0.6%	11
13	Fort Wayne, IN	0.07	7	96	5	2.35	5	-6.5%	13
14	Reading, PA	0.05	9	55	8	1.37	9	-12.7%	15
15	Peoria, IL	0.01	14	68	7	1.84	6	-9.3%	14

Source: Martin Prosperity Institute, 2009



Source: Statistics Canada. *Census of Population, 2006*; author's calculations

FOREIGN BORN POPULATION 2006



Source: Statistics Canada. *Census of Population, 2006*; author's calculations

TALENT: BACHELORS DEGREE OR HIGHER, 2006



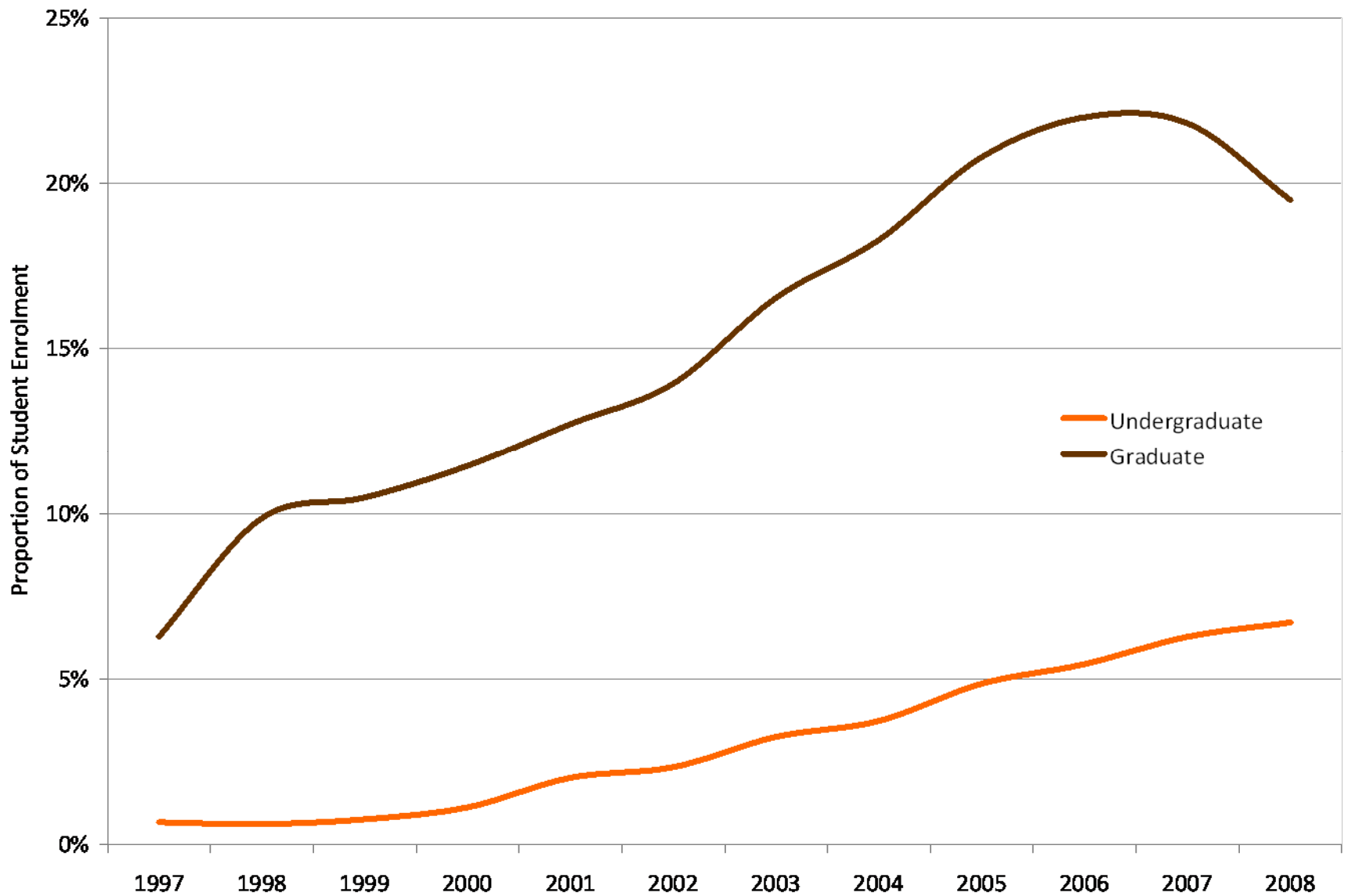
Source: Globe and Mail, February 5, 2008.

TALENT & THE UNIVERSITY



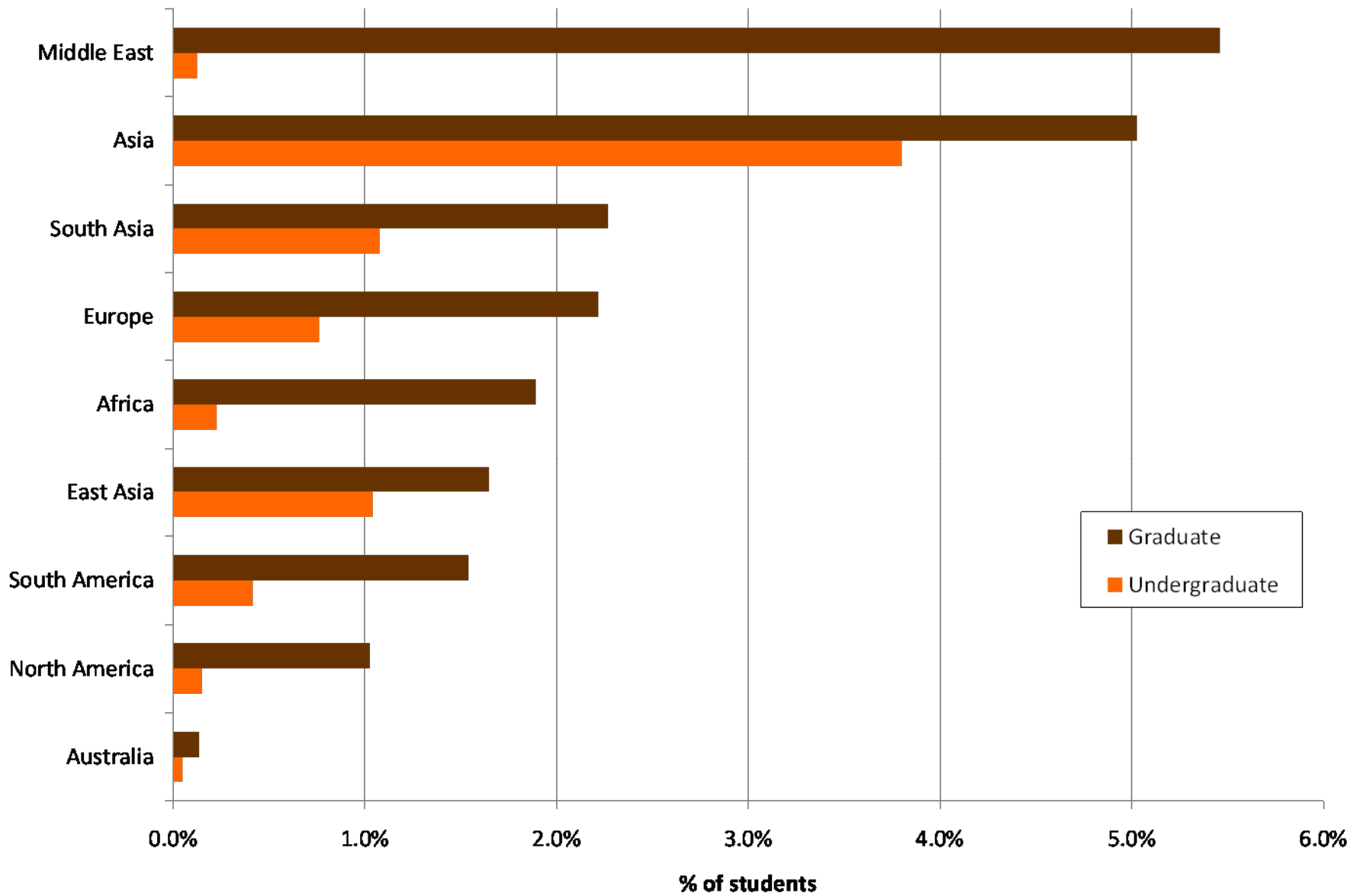
- Bill Gates on UW:
 - “a university that’s doing great work. In fact, it’s almost always in the top three universities in terms of the number of graduates we hire.”
- Mike Lazaridis, Co-founder, RIM
 - ‘technology transfer happens twice a year in Waterloo – it’s called convocation’
- David Johnson, President, UW
 - “The best form of technology transfer is a good pair of shoes”

Source: University of Waterloo 2008; Bramwell and Wolfe, 2008; Bramwell, Nelles and Wolfe 2008; Gertler 2008; Johnson 2001



Source: University of Waterloo (2008) *Institutional Planning and Analysis*.

**FOREIGN STUDENT ENROLLMENT:
UNIVERSITY OF WATERLOO, 1997-2008**



Source: University of Waterloo (2008) *Institutional Planning and Analysis*.

FOREIGN STUDENTS – REGION OF ORIGIN
UNIVERSITY OF WATERLOO, 2008

- Brownfield redevelopment in downtown Galt (Cambridge)
- Investment/Partners:
 - Government of Ontario
 - Government of Canada
 - City of Cambridge and the Cambridge Business Consortium



- UW-Stratford and the Stratford Institute:
 - foster innovation, collaboration, and commercialization between businesses, venture capitalists, researchers, entrepreneurs, artists and inventors
 - activities: discovery, design, development in new media
- Investment/Partners:
 - University of Waterloo
 - City of Stratford
 - Province of Ontario
 - Open Text



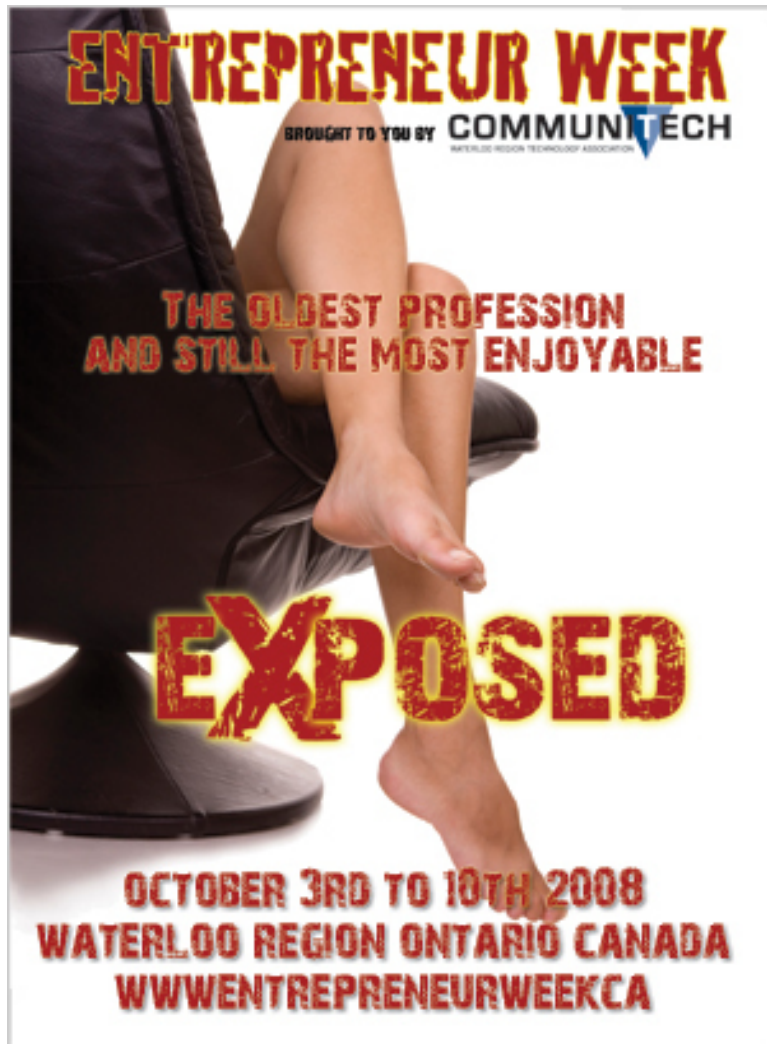
- Brownfield redevelopment in downtown Kitchener
 - Anchor of UW's Downtown Kitchener Health Sciences Campus
 - Centre for Social Innovation
 - City of Kitchener donated \$30 million (full cost approx. \$60 million)
 - City has also donated \$6.5 million to locate Laurier's graduate school of social work
- 'Warehouse district'



- Independent Canadian centre for undirected research into the foundations of physics



- Institute attracts bright, young talent from around the globe, but must overcome the disadvantages of “isolation, long winters, and the cultural vacuum of Waterloo”



- “Waterloo is a sticky place, not an attractive place”
- Dynamics of networks and communities of practice
 - Inclusive or exclusionary?
- Competing logics?

TOLERANCE, OPENNESS AND COMMUNITIES OF PRACTICE

- **Focus Question:** What factors most effectively attract and retain talented and creative workers to city regions? Do talented and creative workers in different industries value the same kinds of things?
 - ‘Cool’ jobs not ‘cool’ places?
 - Local career buzz
 - Social dynamics of networks and communities of practice (inclusion or exclusion)?
 - Labour market dynamics (sectoral / occupational)?
 - Proximity (distance) to other places
 - Life cycle, family, and social reproduction
 - Shaped by local formal and informal institutions
 - Universities as ‘anchors’
 - The ‘Waterloo Way’

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- For further information
 - tvinodra@uwaterloo.ca