

**Do downtown university campuses contribute to mid-size city
downtown revitalization? A comparative case study of
Kitchener and Cambridge, Ontario**

By

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Author's Declaration

I hereby declare that I am the sole author of this thesis. This is a true copy of the thesis, including any required final revisions, as accepted by my examiners.

I understand that my thesis may be made electronically available to the public.

Abstract

The purpose of this research is to understand if and how downtown university campuses contribute to mid-size city downtown revitalization, how this contribution is measured, and the implications for planning practice and planning theory.

To address this research question, a mixed methods approach was used which included a literature review, the use of two case studies, a survey administered to downtown businesses, a web-based survey administered to students, faculty and staff and interviews conducted with municipal planners. The two case studies were: Wilfrid Laurier University's Faculty of Social Work (WLU FSW) in downtown Kitchener, Ontario and the University of Waterloo's School of Architecture (UW SA) in downtown Cambridge, Ontario.

The findings of this research indicate that downtown university campuses *do* contribute to downtown revitalization in mid-size cities. The WLU FSW and UW SA campuses are not, however, a panacea for their respective downtowns, nor are they significant contributors to downtown retailing or a major catalyst. Rather, the WLU FSW and UW SA campuses act as stabilizing influences on the downtown, bringing confidence to and about the downtown for residents, potential downtown visitors and potential downtown investors. They are examples of revitalization strategies that contribute to the improved reputation of the downtown and city. They are strategies that build on existing downtown strengths (e.g. adaptive re-use of heritage buildings, the complementing of existing businesses and services) and they are part of a larger community vision for these downtowns. The WLU Faculty of Social Work campus and the UW School of Architecture campus are both examples of effective and successful university-community partnerships.

Recommendations based on the findings of this research are provided for municipalities, planning practitioners and academics. This research contributes to the limited but expanding literature on mid-size cities, mid-size city downtown revitalization and university-community partnerships. Recommendations for further research are also provided.

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Definition of Key Terms

In this thesis, eight terms will be used often:

- mid-size city refers to a city or region with a population between 100 000 and 500 000 (Filion et al., 2004; Filion and Gad, 2006; Lederer, 2007; Seasons, 2003a)
- downtown is synonymous with core area and/or the Central Business District (CBD)
- revitalization refers to various planning strategies aimed at reversing either absolute or relative activity loss in the CBD (Bunting and Millward, 1998)
- university refers to institutions that offer a multitude of academic degrees and credential programs (i.e. associate, bachelor, masters and doctoral programs) (Lederer, 2007)
- main campus refers to the full-service campus that is a major, central, or chief and most important campus of a higher education institution (Lewis-Campbell, 2003 as cited in Woodside, 2007)
- satellite campus refers to a branch, out-post, or settlement of a larger institution (Lewis –Campbell, 2003 as cited in Woodside, 2007); these campuses typically provide fewer academic and student oriented services on site
- WLU FSW refers to the Wilfrid Laurier Faculty of Social Work
- UW SA refers to the University of Waterloo’s School of Architecture

1.0 INTRODUCTION

Downtowns are unique urban areas. They are distinct from other areas within their cities because of their traditional built form, pedestrian friendly environment, retention of heritage buildings, niche retailing, access to all people and multi-functional nature (Burayidi, 2001b; Filion et al., 2004; Robertson, 1995, 1999, 2001). Downtowns in cities across North America have experienced decades of challenges and upheaval because of changes in local economies, shopping behaviour, social issues and urban decay. The decline of downtowns in smaller metropolitan cities or mid-size cities (cities with a population of 100 000 – 500 000) has often been more severe compared with the downtowns of larger cities (Filion et al., 2004). However, downtowns remain economically, socially and culturally important and have recently become promoted under the principles of Smart Growth (Filion et al., 2004; Ontario Ministry of Public Infrastructure and Renewal, 2006; Rypkema, 2003).

Filion et al. (2004) identified a number of successful mid-size city downtowns resulting from a combination of exceptional factors. One of these exceptional factors was the “close proximity of a university” to the downtown (Filion et al., 2004). If the proximity of a university to the downtown adds to the success of a mid-size city downtown, can a downtown university campus contribute to the revitalization of a mid-size city downtown?

The purpose of this research is to understand if and how downtown university campuses contribute to mid-size city downtown revitalization, how this contribution is measured, and what the implications are for planning practice and planning theory. This research uses a case study approach and examines the contributions of Wilfrid Laurier University’s Lyle S. Hallman Faculty of Social Work to downtown Kitchener, Ontario and the University of Waterloo’s School of Architecture to downtown Cambridge, Ontario.

The thesis is organized into six chapters. **Chapter 1** introduces the topic and provides the background and rationale for this research. **Chapter 2** looks at downtown decline, previous and current downtown revitalization strategies, and the role of

universities in downtown revitalization. **Chapter 3** provides a brief background of the two mid-size cities used as case studies. **Chapter 4** describes the methods used for this research. **Chapter 5** presents the findings from the downtown business surveys, the web-based student, faculty and staff surveys, and planner interviews. **Chapter 6** presents the analyzed findings while interpreting their meaning and significance and presents conclusions, implications and recommendations.

1.1 Research Background

1.1.1 Downtown Decline

Downtowns in cities across North America have experienced decades of decline. Interrelated factors that have contributed to this decline include decentralization - caused by increased development on the periphery where land (was) is abundant and lower in cost; increasing use of the automobile; decrease in mass transit; the prevalence of large regional style shopping malls in suburban or peripheral areas; and the decline of retail, entertainment and other activities traditionally found in downtowns (Filion and Gad, 2006; Filion et al., 2004; Burayidi, 2001a; Robertson, 1995).

Downtowns have also suffered from the temporary success of early revitalization attempts – early responses to decline that may have alleviated problems in the short term but were eventually deemed ineffective and contributed to further downtown decline (Filion et al., 2004). One example is the transformation that downtowns experienced to accommodate the automobile. This involved the construction of radial expressways and the widening of streets and land dedicated for parking which meant downtowns were less pedestrian friendly because of increased distances between activities, narrowed sidewalks, reduced on-street activity and perceived danger (Filion et al., 2004; Robertson, 1995). Another factor was the creation of suburban style shopping malls in downtown areas (Filion et al., 2004; Faulk, 2006). The belief was that by replicating the conditions that were working in the suburbs, the downtowns could in turn compete successfully with suburban malls (Filion et al., 2004). However, most downtown enclosed retail malls were economic failures. They killed retail and economic activity in their vicinity then died a

slow death themselves, while those that were prosperous generated little economic activity outside the mall (Filion et al., 2004; Buist, 2001).

1.1.2 Downtown Decline in Mid-size Cities

The decline of downtowns in smaller metropolitan cities or mid-size cities has often been more severe than the downtown decline of larger cities (Filion et al., 2004). The downtowns of mid-size cities do not have assets comparable to those of larger cities such as important employment and retail concentrations, world class-attractions, and elaborate public transit networks (Filion et al., 2004). Further, the dispersed urban form of mid-size cities contributes to a less dense, automobile dependent population and low levels of transit use (Filion and Gad, 2006; Bunting and Filion, 2004). Finally, the downtowns of mid-size cities have traditionally specialized in retail activities rather than office employment (Filion and Gad, 2006). Recently, the consolidation of retail activities in regional style shopping malls in suburban or peripheral areas has created a void in these downtowns (Filion and Gad, 2006).

1.2 Research Rationale

1.2.1 Understanding Downtown University Campuses

There are a number of reasons that warrant the study of downtown university campuses and their relationship to downtown revitalization in mid-size cities. First, the extension of university campuses or creation of satellite campuses in downtown areas is on the rise. Wilfrid Laurier University and Nipissing University plan to continue expanding their satellite campuses in downtown Brantford, Ontario (Economic Development Brantford-Brant, 2005). In Hamilton, Ontario, McMaster University intends to create a new multi-disciplinary downtown medical centre to train new doctors and clinicians, and provide medical care for patients (Hemsworth, 2007). Lastly, in downtown Kitchener, the University of Waterloo's School of Pharmacy will open in the fall of 2008.

In each of these cases, the extension of the university into the downtown area is a partnership between the university and the city. These partnerships are often produced by the university seeking new space to grow and the city attempting to revive its struggling downtown. As this strategy becomes more prevalent, it is important to understand the appropriateness and effectiveness of these strategies. However, to date “...very little research has been carried out on how community and university work together to help improve downtowns – especially in the mid-size city context” (Lederer, 2007, pp. 8). This research seeks to contribute to the existing, yet limited, body of knowledge that examines the relationships between universities and downtown revitalization and to inform future university/community downtown revitalization efforts.

1.2.2 Mid-size Cities (downtowns) Under Studied

This research is also of value because mid-size cities (and mid-size downtown revitalization) are understudied. The majority of literature on downtown revitalization tends to favour the experiences of larger city downtowns (Burayidi, 2001a; Faulk, 2006; Lederer, 2007; Lederer and Seasons, 2005; MCRC, 2004; Robertson, 1999, 2001; Seasons, 2003a). This is especially problematic because mid-size city downtowns generally experience greater difficulty than larger centres in managing decline. This under-representation in research may be due to a set of misleading assumptions that mid-size cities are less important, less interesting or perceived as scaled-down versions of larger cities (Filion and Bunting, 2004; MCRC, 2004).

Even though similarities exist between mid-size cities and larger cities, mid-size cities deserve attention because of their distinguishing characteristics. Population growth in mid-size cities usually occurs at a slower pace than in larger cities – that is, if it occurs at all. Many mid-size cities, with specialized economies usually concentrated in the resource or manufacturing sectors, have lost employment in these sectors (Filion and Bunting, 2004). Mid-size cities are also characterized by a dispersed urban form. This produces a weak downtown that often loses large concentrations of activities and the location of most employment, retailing and institutions to suburban areas (Filion and Bunting, 2004). As a consequence of this dispersed urban form, people’s origins and destinations are scattered around the city resulting in optimal road usage meaning fewer

congestion problems than in larger cities and a temporal distance of 15 minutes to almost any activity in the city based on a modal split highly favouring the automobile (Filion and Bunting, 2004). Lastly, mid-size cities are deficient of a strong core area that offers their residents a variety of employment, education, retail, hospitality, culture and service activities within a close (walkable) area; these are attributes which are common in larger city downtowns (Filion and Bunting, 2004).

As Filion and Bunting (2004) argue, “...differences exist between medium and large cities that demand explanations suited to the reality of [mid] size cities” (p.18). Approximately 21% of Canada’s population resides in mid-size cities (Statistics Canada, 2008a) (see Appendix 1). Thus, individual study and consideration of mid-size cities is necessary to ensure downtown revitalization strategies are appropriate and applicable for mid-size cities. Seasons (2003a) argues that the downtowns of mid-size cities are not simply another residential neighbourhood, industrial zone or institutional enclave but “...are multi-faceted, complex areas” (p. 69).

1.2.3 The Importance of Downtowns

This research is predicated on the belief that downtowns are important, unique and distinct areas. Downtowns are distinct areas because they provide a range of lifestyle choices and act as an alternative to other city areas where the urban form is dictated by the automobile (Filion and Gad, 2006). Downtowns encourage multiple forms of transportation (mass transit, the automobile, walking and cycling) (Filion and Gad, 2006). Downtowns also offer a diversity of activities (Filion and Gad, 2006; Rypkema, 2003). Firms or businesses benefit from face-to-face interaction because of their close proximity to each other (Filion and Gad, 2006; Meligrana, 2001). Downtowns present opportunities for tourism, such as concerts, sporting events or festivals that provide benefits for the downtown and the city at large (Meligrana, 2001; Palma, 2000; Robertson, 1999). Finally, the prosperity of a city’s downtown has a positive impact on the city and is a boost to the city’s image (Meligrana, 2001; Palma, 2000; Robertson, 1999).

Downtowns have received considerable attention recently. Downtown revitalization has been promoted under the principles of Smart Growth (Filion et al., 2004; Meligrana, 2001; Ontario Ministry of Public Infrastructure and Renewal, 2006;

Rypkema, 2003). Characteristics of Smart Growth that are relevant to downtown revitalization include the integration of land use and transportation; high densities to make full use of existing land and infrastructure; ensuring compact settlements; and a mix of compatible land uses within each neighbourhood (Millward, 2006). A specific manifestation of the connection between downtown revitalization and Smart Growth is seen in the *Ontario Places to Grow: Growth Plan for the Greater Golden Horseshoe*. The *Places to Grow* Growth Plan “...is the Ontario government's program to manage growth and development in Ontario in a way that supports economic prosperity, protects the environment and helps communities achieve a high quality of life” (Government of Ontario – Ministry of Public Infrastructure Renewal, 2006). The Growth Plan:

- “Encourages revitalization of downtowns and city centres, making them more vibrant, people-oriented and attractive
- Identifies 25 downtown locations in the GGH that will be focal points for accommodating people and jobs, through initiatives that offer attractive new living options within easy access to shops and services. These centres will also support transit and the economy of the surrounding area” (Ontario Ministry of Public Infrastructure and Renewal, 2006).

A majority of the downtowns identified in the Growth Plan are mid-size cities. This new attention on downtowns increases the need to revitalize them.

1.3 Research Questions and Objectives

The research questions that guide this research are:

- **Do downtown university campuses contribute to mid-size city downtown revitalization?**
- **How do downtown university campuses contribute to mid-size downtown revitalization?**
- **How is this contribution measured?**
- **What are the implications for planning practice and planning theory?**

There are four main objectives that guide this research:

- 1) To evaluate, with the use of case studies, the impact and contribution downtown university campuses make to the revitalization of mid-size city downtowns
- 2) To contribute to the academic and professional literature on the topics of mid-size city downtown revitalization, downtown university campuses and downtown revitalization
- 3) To share salient information from this research with the municipalities and universities which were used as case studies and the research community at large
- 4) To understand implications for planning practice and planning theory

This introduction chapter provides the research topic, the research questions and the rationale behind this research. The next chapter provides more detail about downtown decline, the evolution of revitalization strategies in general, and downtown revitalization involving universities.

2.0 LITERATURE REVIEW

2.1 Introduction

The purpose of this research is to understand if and how downtown university campuses contribute to mid-size city downtown revitalization, how this contribution is measured, and what might be the implications for planning practice and planning theory. The literature review examines downtown decline and the evolution of revitalization strategies over the decades in general. This is followed by an exploration of downtown revitalization involving universities.

2.2 An Overview of Downtown Literature

A discussion of downtown decline and subsequently its revitalization is in a way also a discussion of the evolution of downtowns. Downtowns have never been static, but like everything else in cities, they are in flux, changing and evolving. The literature describing, commenting and critiquing downtowns is extensive. Notable studies include Frieden and Sagalyn (1989), Teaford (1990), Robertson (1995), Fogelson (2001) and Ford (2003). All these are seminal works; they are cited often and they are necessary reads regarding downtowns. The focus of these works, however, is mainly the downtowns of large American cities. Even though Canadian and American cities can claim continental ancestry with somewhat parallel elements and histories “...giving rise to the concept of ‘the North American City’” which “...from an international perspective...has real utility and some coherence for both teaching and research” (England and Mercer, 2006, pp. 24), clear differences do exist. As England and Mercer (2006) point out “...cities on both sides of the border have become more variable and complex at both the intra-urban and inter-urban scale, making it increasingly difficult to make broad generalizations about differences between ‘the’ US city and ‘the’ Canadian city...”(p. 24).

Canadian cities, compared with American cities, are denser, their central cities stronger, with public transit use higher, and people (comparatively speaking) less dependent on the automobile (England and Mercer, 2006). Canadian core areas have retained manufacturing employment better than core areas in the United States (England and Mercer, 2006). There are also differences regarding housing, income disparity and immigration (England and Mercer, 2006). The characterization of the ‘public city’ in Canada versus the ‘private city’ in the United States reflects not only the difference in values but also the nature of government intervention (England and Mercer, 2006). Canadian cities have also fared differently, according to Jane Jacobs, because the creation of racial ghettos was nowhere near the level in American cities; the absence of a large scale federal highway program proved less devastating to Canadian cities; and that urban renewal schemes in Canada were less destructive (Jacobs, 1993).

As mentioned, Frieden and Sagalyn (1989), Teaford (1990), Robertson (1995), Fogelson (2001) and Ford (2003) focus on the downtowns of larger cities. Robertson (1999) and the collection of works in Burayidi (2001) are noteworthy studies whose focus is on the downtowns of smaller cities: populations of 25,000 – 50,000 in the former and 100,000 or less in the latter (Burayidi, 2001; Robertson, 1999). Filion et al. (2004) argue that the downtowns of cities with a population of 100,000 – 500,000 “...deserve distinct treatment because the circumstances they face are different from those encountered by the CBDs of smaller urban areas or larger metropolitan regions” (p. 329-330). They point out that the problem in smaller urban centres or cities is often one of main street revival and that these downtowns are not as complex as the downtowns of mid-size cities, which require more diversified strategies for revitalization (Filion et al., 2004). At the same time, mid-size cities do not have the same assets that larger cities do, such as “...important employment and retail concentrations, world class attractions and elaborate public transit networks” (Filion et al., 2004, pp. 330).

Notable recent studies dealing with mid-size city downtowns include Bunting and Millward (1998) who compare the downtowns of Kitchener and Halifax; Filion et al. (2004) who examines the characteristics of small metro downtowns that are considered successful; Filion and Gad (2006) who describe the characteristics and evolution of downtowns, both large and small, in Canada; Seasons (2003a) who uses (downtown) core

area planning to investigate monitoring and evaluation processes and techniques; Lederer and Seasons (2005) who explore the university-community relationship related to core revitalization; Lederer (2007) who examines the role of universities in mid-size city downtown revitalization; and Woodside (2007) who explores the perceptions, strengths and weaknesses of a satellite campus in downtown Kitchener. My research contributes to the academic and professional literature on downtowns, especially those of mid-size cities in Canada and the role that universities play in downtown revitalization, through the use of two case studies in Kitchener and Cambridge, Ontario.

Overall, downtowns - large, medium and small - in North America share a similar history, have elements in common and experiences that are comparable; this allows for lessons learned to be shared. The combination of authors and studies cited above assists in a full illumination of downtowns that only benefits this research. Therefore, where appropriate generalizations are used and where necessary attention to specifics is ensured.

2.3 The Emergence of Downtowns

Downtowns have traditionally been small areas where businesses were concentrated, department stores and tall buildings were located and mass transit culminated (Fogelson, 2001). In Canada, by the 1850s downtowns were recognizable as concentrations of stores, wholesale warehouses, artisanal ‘manufacturers’, bank buildings, lawyers’ offices, courthouses, and city halls (Filion and Gad, 2006). With the advent of corporate capitalism, large business organizations in manufacturing, mining, transportation or finances established their head offices downtown; this fostered the growth of stock exchanges, stockbrokers, and accountant offices downtown (Filion and Gad, 2006). The concentration of these offices in a central location was due to three factors: maximum accessibility to a vast and diversified labour force; economies of agglomeration and the prestige of a downtown address (Filion and Gad, 2006).

Specialized stores, catering to a city-wide market clustered in the centre and benefiting from accessibility and high numbers of shoppers, emerged in the late 1800s; but it was the growth of the department store downtown that most transformed retailing (Filion and Gad, 2006). Department stores such as Eaton’s, with electric lighting and

elevators, (Filion and Gad, 2006) were designed to be as H. Gordon Selfridge of Marshall Field's (the famous downtown Chicago department store) called a 'downtown home' for its mainly middle- and upper class customers (Fogelson, 2001). Close to these retailing activities, entertainment clusters with cinemas and theatres also began to grow after the 1900s (Filion and Gad, 2006).

The dominance downtowns had over other areas within the city can also be attributed to the growth of mass transit – which took different forms in different cities in Canada and the US such as commuter trains, street cars, buses, elevated railways and subways. These transit systems converged downtown, bringing large amounts of people (Filion and Gad, 2006; Fogelson, 2001; Robertson, 1995). As Fogelson (2001) puts it: “[d]owntown acted on men and women alike as a small but extremely powerful magnet (Fogelson, 2001, pp. 15). Thus downtown's initial dominance sprang from people's desire and need to go to downtown to work, to shop and to be entertained.

2.4 The Decline of Downtowns

Downtowns were not without critics. Downtowns were seen as dirty, crowded, and difficult to get to because of congestion from transit vehicles and automobiles (Fogelson, 2001). Land was also very expensive downtown, too high for most people to live there (Fogelson, 2001). But downtown was also not considered an ideal place to live. The “good community” where the “cleanliness and purity” of domestic life could be augmented, with “healthier, more restorative surroundings” was one in which the home was separate from work (Fogelson, 2001; Rybczynski, 1995). It was by choice that most North Americans desired to live in areas outside the core (Frieden and Sagalyn, 1989; Rybczynski, 1995) away from the factories, wharves, shops and offices (Fogelson, 2001). There was thus, a spatial harmony between core -where people worked - and periphery - where people lived. As Fogelson (2001) puts it:

Most [people] believed that the dispersal of residences and the concentration of businesses would continue indefinitely. They thought that no matter where people resided, they would travel downtown everyday; that the more they went to the periphery to live, the more they would come to the center to work, to shop, and to amuse themselves; that the greater the demand for residential property in the

outlying districts, the greater the demand for commercial property in the business district (p.42-43).

Initially, decentralization was not a cause for concern. As it became more desirable to live in peripheral areas, retail activity shifted from the downtown to outlying business districts. The automobile became the preferred mode of transportation, which hastened the dispersal of office employment to outlying business districts. The dominant role of the downtown was under threat. As the recognition of decline took shape, the downtown's evolution took on a different focus – changes to the downtown were not just for improvements' sake but were to ensure the downtown's competitiveness and, in some cases, to ensure the downtown's survival.

2.5 The Literature on Downtown Revitalization

During the middle of the 20th century, downtown decline became recognized by academics and planners and strategies were devised to counter its decline. Downtown revitalization strategies evolved to take different forms during different eras. Abbott (1993), Carmon (1999), Filion et al. (2004) and Faulk (2006) present variations of the different phases of downtown revitalization efforts (see Ford [2003] for six stages of downtown evolution).

Abbott's (1993) *Five Downtown Strategies: Policy Discourse and Downtown Planning Since 1945* explores the changing ideas related to downtown and downtown revitalization. He defines five successive phases:

- **1945-55:** The downtown as *unitary center*
- **1955-65:** Downtown understood as a *failing real estate market*
- **1965-75:** Downtown as a *federation of subdistricts*
- **1975-85:** Downtown as a set of *individual experiences*
- **1985 - :** Downtown viewed as a *command post* (Abbott, 1993, pp. 7-8)

Carmon's (1999) *Three Generations of Urban Renewal Policies* "...analyzes the history of planned intervention of regeneration of distressed residential areas" which apply to the United States, Canada, the United Kingdom, other Western European countries and Israel (p.145). The three generations presented include:

- **First Generation:** the era of the bulldozer – physical determinism and emphasis on the built environment
- **Second Generation:** neighbourhood rehabilitation – a comprehensive approach emphasizing social problems
- **Third Generation:** revitalization, especially in city centres – a business-like approach emphasizing economic development (Carmon, 1999)

Faulk (2006) sets out to review “...the literature on downtown revitalization [and present] a model that illustrates the process of decline and the more recent process of revitalization” (p. 625). Faulk uses an eight stage descriptive model to describe the economic and spatial changes that have occurred in aging downtown areas and their surrounding neighbourhoods:

- **Stage 1:** Commercial, retail, and government center
- **Stage 2:** Decline in residential area surrounding downtown
- **Stage 3:** Decline of retail & commercial space
- **Stage 4:** High level of vacancies and abandonment
- **Stage 5:** Organization to redevelop/revitalize, advocacy
- **Stage 6:** Identification of projects, husbandry
- **Stage 7:** Revitalization/Redevelopment
- **Stage 8:** Multi-use Center (Faulk, 2006, pp. 631)

Filion et al. (2004) groups efforts to revitalize downtowns into three phases:

- **Phase one:** adaptation to automobile accessibility
- **Phase two:** head-on competition with suburbs
- **Phase three:** accentuation of a distinct core area identity (Filion et al., 2004)

Filion et al.’s (2004) study is important because it is sensitive to the differences between downtowns of larger centres and mid-size cities. Filion et al. acknowledge that drawing on literature pertaining to both downtowns of large cities and mid-size cities is warranted due to the limited revitalization literature on the downtowns of mid-size cities and the overlap in nature and sequence of revitalization phases in both large and mid-size cities (Filion et al., 2004). They note that strategies tended to be conceived and applied in larger cities first due to the lower availability of public and private sector resources in mid-size cities (Filion et al., 2004). The result was a weaker involvement in urban renewal (discussed below) and the conservation of much of the downtown’s traditional built environment (Filion et al., 2004). There was also a tendency to rely on small rather than large scale interventions in all phases (Filion et al., 2004).

These models are useful guides to examine the different revitalization strategies that have evolved. Together, they provide a backdrop with which to consider the evolution of downtown revitalization strategies.

2.6 The Evolving Strategies of Downtown Revitalization

This section reviews early revitalization strategies. Early downtown revitalization strategies addressed interrelated issues such as: automobile accommodation; attraction of the middle and upper classes; redevelopment of old and rundown buildings and areas; and retailing.

2.6.1 Accommodating the Automobile

Responding to the increase in automobile use, early downtown revitalization strategies from the 1950s and 1960s aimed to accommodate downtown areas to meet the needs of people in cars. In downtowns across North America, roads were widened; boulevards were created; radial expressways, highways and ramps were built to channel flows of people in automobiles to and through downtown; and parking lots and structures were improved and added (Abbott, 1993; Filion et al., 2004; Fogelson, 2001; Ford, 2003; Frieden and Sagalyn, 1989; Robertson, 1995).

2.6.2 Urban Renewal

Early in the 1950s, urban renewal schemes sought to rid downtowns of rundown 'blighted' buildings and redevelop areas considered to be slums to improve housing conditions, create new and modern structures and appeal to the middle and upper classes (as well as to make way for new roads or road improvements) (Abbott, 1993; Filion et al., 2004; Fogelson, 2001; Ford, 2003; Frieden and Sagalyn, 1989; Robertson, 1995). Slum clearance was designed to provide decent housing and pleasant neighbourhoods, and to suit the downtown business interests in their fight against downtown decline (Fogelson, 2001; Frieden and Sagalyn, 1989). Slum clearance gained attention in Canada notably through the *Bruce Report* which outlined slum conditions in Downtown Toronto and recommended they be eliminated to allow for fresh development (Herbert Bruce,

Lieutenant-Governor of Ontario 1932-1937) (Sewell, 1993). The central parts of many Canadian cities with the oldest buildings suffered from 'blighted' conditions and physical deterioration such as: dilapidated dwellings, run down warehouses and factories and unsafe, unhealthy, overcrowded neighbourhoods lacking open space and fresh air (Fogelson, 2001; Hodge, 2003).

The National Housing Act (NHA) was passed in 1944 by the Canadian government. The NHA stipulated the sharing of costs between the federal and municipal governments to acquire and clear 'blighted' urban areas with the condition that the areas were redeveloped with low to moderate income housing (Pickett, 1968; Sewell, 1993). There was difficulty adhering to this condition which prompted amendments in 1956 to the NHA removing the condition of re-use for low to moderate income housing, thereby allowing slum housing to be cleared and the land to be used for whatever purpose the municipal plan for the area indicated (Pickett, 1968). This made urban renewal an attractive option for private companies to pursue and it set the stage for urban renewal to take off.

Urban renewal approaches in Canada and the United States were introduced in an attempt to re-establish the commercial attractiveness of these downtown areas, prevent the loss of investment, and to attract the middle and upper classes who were moving to the periphery and not traveling back downtown but instead patronizing businesses and establishments in the periphery (Fogelson, 2001; Ford, 2003; Frieden and Sagalyn; Hodge, 2003). This left behind the lower classes to live in or close to the CBD with little money to spend downtown (Fogelson, 2001; Ford, 2003; Frieden and Sagalyn; Hodge, 2003).

Urban renewal projects focused on the built environment and involved the clearance of land and razing of buildings (Abbott, 1993; Carmon, 1999; Filion et al., 2004; Fogelson, 2001; Frieden and Sagalyn, 1989; Hodge, 2003; Robertson, 1995; Sewell, 1993). Universal rationalism, technocratic decision making and modernist design principles usually guided the creation of modern, superblock type buildings which had little relationship with the street or the surroundings (Abbott, 1993; Carmon, 1999; Filion et al., 2004; Fogelson, 2001; Ford, 2003; Frieden and Sagalyn, 1989; Robertson, 1995; Sewell, 1993). Between 1948 and 1968, Central Mortgage and Housing Corporation

(CMHC) spent \$125 million on 48 urban renewal projects, which consisted of, for the most part, the replacement of the built environment (Filion, 1988). Regent Park in Toronto is one example of this program.

2.6.3 Downtown Indoor Shopping Centres

It was also during this period that indoor shopping centres, an already well established and successful suburban retail strategy, were introduced downtown (Filion et al., 2004; Frieden and Sagalyn, 1989; Robertson, 1995). Since retailing activity downtown was hurt by suburban indoor shopping centres, planners subsequently attempted to replicate the conditions of indoor shopping centres downtown so downtowns could compete against the suburbs successfully (Filion et al., 2004; Frieden and Sagalyn, 1989; Robertson, 1995). Three categories of downtown shopping centres emerged: regional shopping centres focused around traditional anchor department stores; mixed used centres which had a hotel, transit terminal or convention centre integrated with retailing; and festival marketplaces which offered atypical shops, stressing retailing as well as food and entertainment and often with a historical connection (Frieden and Sagalyn, 1989; Robertson, 1995). Many downtown shopping centres enjoyed success in the short term, but they generated little retail activity outside the mall and in many cases were economic failures (Filion et al., 2004; Robertson, 1995).

2.6.3.1 Disenchanted with Urban Renewal

In the 1960s, urban renewal and related strategies became increasingly unpopular (Abbott, 1993; Carmon, 1999; Filion, 1988; Filion et al., 2004; Hodge, 2003). These strategies came under severe criticism because of their ‘bulldozer’ approach; they were seen as ineffective in reversing downtown decline; they were economic failures; and they had devastating social impacts such as the destruction of low income neighbourhoods and the displacement of these people (Abbott, 1993; Carmon, 1999; Filion et al., 2004). As Sewell (1993) puts it: “...attempts to redevelop the downtown as though the city did not matter would [no longer] meet with success” (p. 148).

2.6.4 Neighbourhood Improvement Program

Calls for historical building preservation, the protection of urban heritage, a less disruptive form of development for inhabitants of affected neighbourhoods and the inclusion of the public in the planning process influenced subsequent policies (Carmon, 1999; Filion et al., 2004; Sewell, 1993). In Canada, this became manifest in the Neighbourhood Improvement Program (NIP) (1973-1983). The NIP was developed in 1973, from the suspension and review of its urban renewal program in 1968 (Carmon, 1999; Filion, 1988; Filion and Bunting, 1993). The NIP dealt with the renovation of existing housing; the selective demolishing of unsound housing; and the allocation of funds for social and community services, to obtain parkland, and improve infrastructure (Carmon, 1999; Hodge, 2003). The NIP also encouraged the participation of citizens in the decision making process (Carmon, 1999; Filion, 1993).

2.6.5 Promoting Downtown Distinctiveness

Into the late 1960s and early 1970s, strategies to improve the downtown called for the preservation, renovation and enhancement of the uniqueness of the physical features of downtowns (Abbott, 1993; Carmon, 1999; Filion et al., 2004; Sewell, 1993). This period signaled a shift in thinking: that downtown's salvation rested on its distinction from the suburban realm based on its form (more compact built environment; pedestrian friendly) and function (entertainment, tourism activities) (Abbott, 1993; Filion et al., 2004; Robertson, 1995).

2.7 1970s onwards: Diverse downtown revitalization strategies

2.7.1 Convention Centres, Professional Sport Venues

From the 1970s onwards, no simple downtown revitalization strategy dominated. Instead, a variety of downtown revitalization strategies emerged. In some cases, however, post-1970s revitalization attempts did not always completely break away from previous efforts. For example, large redevelopment projects continued to be a staple of downtown revitalization initiatives (Filion et al, 2004). These large redevelopment projects included

convention centres and professional sport venues which drew large numbers of visitors to the downtown area (Carmon, 1999; Faulk, 2006; Filion et al., 2004; Ford, 2003; Robertson, 1995). Often these large projects were public-private partnerships which were created because of an economic slowdown in the 1970s and public expenditure cutbacks (Carmon, 1999; Filion et al., 2004). These large redevelopment projects attempted to produce spillover benefits, for example, visitors to the convention or sporting event who would spend money at nearby hotels, restaurants, stores, and would enliven downtown streets in the evening and on weekends (Faulk, 2006; Ford, 2003; Robertson, 1995). Such projects were also meant to stimulate new construction and revitalize blighted areas (Faulk, 2006; Ford, 2003; Robertson, 1995). However, these large projects have been criticized for being expensive, bearing a high cost to the public, being difficult to integrate architecturally and being ineffective when not in use (Faulk, 2006; Ford, 2003; Robertson, 1995).

2.7.2 Office Development

Another large type of development included office building construction in downtowns during the 1970s and early 1980s (Abbot, 1993; Faulk, 2006; Robertson, 1995). It was hoped that office development would help make downtowns corporate centres in a global service economy where managerial, professional, financial and consulting jobs would be located (Abbott, 1993; Robertson, 1995). The creation of offices downtown also meant an influx of people that would shop at stores or frequent restaurants (Robertson, 1995). In some cases, this office construction led to an over abundance of office space which meant buildings went underused and returns on investment were low (Robertson, 1995).

2.7.3 Waterfront Development

Since the 1970s, due to the decline in waterfront land values, many cities redeveloped their waterfronts or riverfronts as public areas for recreation in connection with enhancing their downtowns (Ford, 2003; Robertson, 1995). Public access to city waterfronts has historically been limited because waterfronts comprised of railroads, highways, industrial structures and port facilities (Ford, 2003; Robertson, 1995). The

reclamation of waterfronts has helped the cause of downtowns by making them distinctive compared with the suburban realm. Ford (2003) argues that the creation of parks, boat rides, bike paths, jogging trails, waterfront restaurants and cafes have developed “...in order to give downtowns the types of attractions that cannot easily be replicated in the suburbs” (p. 62). Issues surrounding waterfront redevelopment include competition among possible uses and whether the land should be for public use, private use or both (Robertson, 1995).

2.7.4 Other Downtown Revitalization Strategies

Other downtown revitalization strategies have included: pedestrianization, historic preservation, preservation of traditional built environments, housing, hospitality and recreational establishments, festival market places, and transit and transportation improvements (Filion et al., 2004; Ford, 2003; Robertson, 1995). Urban husbandry is a method Faulk (2006) describes “...as a more gradual approach” with “...a series of incremental changes building on existing strengths of a neighbourhood rather than replacement” (p. 632). More recently downtown revitalization efforts have been spurred by partnerships, whether public, private or non-profit (Carmon, 1999; Faulk, 2006). A university-community partnership is an example of such a partnership.

2.8 The Role of Universities in Mid-size City Downtown Revitalization

2.8.1 University-Community Relationships

University-community relationships are well-established and have a long history (Lederer and Seasons, 2005; Perry and Wiewel, 2005). In spite of this long history, universities traditionally saw themselves as an enclave, removed from the cities they inhabit to foster a community of scholars apart from the turmoil and distractions of the city (Perry and Wiewel, 2005). To others, universities were seen as unresponsive, disconnected, inner-directed institutions largely ignoring the world (Cisneros, 1996; Perry and Wiewel, 2005). In recent decades, universities have decided and demonstrated

that they prefer to live together with their community rather than live apart from it (Cisneros, 1996); to be “...a university *of*, not simply *in*, the city” (Bender, 1998 as cited in Perry and Wiewel, 2005). As Johnson and Bell (1995) assert, the potential involvement of a university in a community is limitless, but the relationship is understood to have its strengths and weaknesses (Lederer, 2007; Lederer and Seasons, 2005; Woodside, 2007). Universities can be criticized as much as they are lauded.

For example, universities have been criticized, by residents and government, for insensitive campus development and expansion (Berube, 1978; Lederer, 2007; Lederer and Seasons, 2005). The common approach of universities to isolate their campuses from the surrounding community also served to exclude the surrounding community (Lederer, 2007; Legates and Robinson, 1998). There is also a perception of exploitation by the community from the research conducted by faculty and students (Lederer, 2007; Wiewel and Broski, 1997). Similarly, claims that communities gain little from university research programs or that they are too globally focused and do not adequately serve the local area also persist (Bromley, 2006; Brukardt et al., 2004; Lederer, 2007; Lederer and Seasons, 2005).

Universities, however, do provide numerous obvious and tangible benefits to their communities (Lederer, 2007; Lederer and Seasons, 2005). At the local and regional level, they are economic engines for the community (Bromley, 2006; Cisneros, 1996; ICIC, 2002; Lederer, 2007; Rodin, 2007). Universities are major employers and major purchasers crucial to the survival and growth of local businesses and the stimulation of newer ones and they bring in large student bodies whose collective purchasing power is immense (Bromley, 2006; Cisneros, 1996; Lederer, 2007; Rodin, 2007). The University of Waterloo and Wilfrid Laurier University, for example, are two of the largest employers in the city of Waterloo. The University of Waterloo is the second largest employer with 3,076 employees while Wilfrid Laurier University is fifth with 1,047 employees (City of Waterloo, 2008). For comparative purposes, other examples include: McMaster University which is the fifth largest employer in Hamilton, Ontario; the University of Brandon which is the third largest employer in Brandon, Manitoba; and the University of Victoria which is the fourth largest employer in Victoria, British Columbia

(Hamilton Economic Development, 2007; Economic Development Brandon, 2007; City of Victoria, n.d.).

A 2001 study conducted by PricewaterhouseCoopers, on behalf of the University of Waterloo, measured the university's economic impact. According to the study, the impact of the University of Waterloo extended well beyond the Region of Waterloo to other areas of Ontario (i.e. Toronto and Ottawa), Canada (i.e. Montreal and Vancouver), North America (i.e. Silicon Valley) and the world (PricewaterhouseCoopers, 2001). The university accounted for more than \$1.1 billion of economic activity in the Region of Waterloo and \$1.6 billion province-wide in 1999 (PricewaterhouseCoopers, 2001).

Universities are also beneficial to their communities because they are viewed as high-profile, prestigious institutions who have a powerful social and intellectual impact on their cities and regions (Lederer, 2007; Lederer and Seasons, 2005; Rodin, 2007). Universities provide cultural resources that often serve large public audiences in the form of lectures, conferences, musical performances, sporting events and art shows (Rodin, 2007). Together with noteworthy cultural facilities, unique restaurants, bookstores, handicraft shops and the concentration of liberal minded intellectuals, communities with universities are frequently referred to as 'university towns' or 'college towns' (Bromley, 2006). The image of a community as a university or college town is very favourable, in most cases, enjoyed by places such as Berkeley, California, Ann Arbor, Michigan, Oxford and Cambridge, England (Bromley, 2006). Finally, universities are key centres for training and education; they are mainstays in their community, ensuring longevity in faculty and staff appointments and successive generations of students (Lederer and Seasons, 2005).

Overall, universities are strong, influential and permanent institutions and an asset that many communities cannot do without. With this in mind, "[w]hen one considers the multitude of opportunities for strong university-city partnerships, the potential is enormous" (Rodin, 2007, pp.15). Effective and successful university-community partnerships, however, need to begin with clear purposes, specific targets, goals and means to support them as well as accommodation for ambiguities and changes in partners identities, their relationship and their individual and mutual objectives (Baum, 2000). Partnerships are built on overlapping interests that converge to tackle a problem and

knowing and understanding each partner's interests or motivations can be a contributor to success (Baum, 2000; Cox, 2000). Understanding these motivations also helps to illustrate the reasoning of universities and communities which engage in these partnerships.

2.8.2 Motivations for University-Community Partnerships

Universities are usually initially motivated to serve their own interests. They are primarily concerned with the existence and growth of their research and education programs, the attraction of the most talented faculty and students, revenue generation, campus expansion and the creation of new facilities to accommodate the need for space or the newest technology (Bromley, 2006; Wiewel and Perry, 2005). It is not in the best interest of a university to be located in or adjacent to a deteriorated, crime-ridden area or in a city with high levels of poverty or unemployment. This would raise concern for the universities image, security and safety in and around its campus, and adversely affect its potential attraction of talented students and faculty (Bromley, 2006; Cisneros, 1996; Seasons and Lederer, 2005; Rodin, 2007). Universities, however, cannot simply put up large exterior walls around their campuses or pack their bags and move to another community to avoid deteriorating urban conditions (Bromley, 2006; Cisneros, 1996; Seasons and Lederer, 2005). Universities, therefore, with a little bit of enlighten self interest recognize their civic responsibility and the need to play a leading role in dealing with issues together with their host communities (Bromley, 2006; Cisneros, 1996; Mullins and Gilderbloom, 2002; Rodin, 2005, 2007).

For communities, the increasing complexity of planning problems has been an influential motivator but none are as big as decreasing public sector resources (Seasons and Lederer, 2005). All levels of government have had to deal with the strain of limited financial resources (Seasons, 2003b). This is especially true for municipalities which have experienced downloading of responsibilities from senior levels of government, declining revenue generation capacity, and the distractions associated with restructuring and amalgamations (Season, 2003b; Siegel, 2002). Municipalities are therefore in search of creative solutions, partners willing to help and the financial resources needed to address pressing problems or issues.

The long term futures of both universities and communities are also tied together that one cannot survive without the other (Cisneros, 1996). For example, the University of Pennsylvania (Penn) has been heavily involved in the revitalization of West Philadelphia through the West Philadelphia Initiatives (WPI) led by Penn. This initiative is not about what the university can “do *to* the neighbourhood or even *for* the neighbourhood” but what the university has “to do *in concert with* the community” (Rodin, 2007, pp. 20).

What types of problems or issues do university-community partnerships tackle? Cox (2000) in his framework for understanding university-community partnerships, identifies six categories in which university-community partnership activities can be organized. Universities and communities form partnerships to enhance: human capital; social capital; physical infrastructure; economic infrastructure; institutional infrastructure; and political strength (Cox, 2000, pp. 11). There is ample literature that reflects these diverse partnership activities. University-community partnerships related to downtown revitalization would best be categorized as enhancements to physical infrastructure or economic infrastructure.

2.8.3 University-Community Partnerships for Mid-size City Downtown Revitalization

Lederer (2007) argues, however, that there is limited literature documenting the role universities play in the revitalization of mid-size city downtowns:

Given the review of available research, universities seem to be playing an important role in downtown revitalization. Further research, however, is required to understand the nature and dynamic of the community and university partnership and more specifically, how the roles of university play out in downtown revitalization of mid-size cities (p. 134).

Related literature and research sometimes refers to urban revitalization as the regeneration of a distressed neighbourhood or area of the city but not necessarily the city’s downtown. Examples include the University of Philadelphia’s involvement in its West Philadelphia neighbourhood known as University City (Rodin, 2005, 2007) and the University of Louisville and its involvement in the Russell Neighbourhood (Mullins and

Gilderbloom, 2002). Research documenting university involvement towards downtown revitalization also tends to be focused on the downtowns of larger cities, such as Georgia State University's leading role in redeveloping the downtown of Atlanta (Kelley and Patton, 2005), or the construction of a new Auraria campus in downtown Denver to help revitalize downtown Denver (Kronewitter, 2005). The examples of the University of Pennsylvania in Philadelphia, the University of Louisville in Louisville, Georgia State University in Atlanta and the Auraria Campus in Denver, as well as others, also represent large scale or multi-faceted projects or strategies undertaken by the universities. These projects tend to involve the redevelopment of several blocks or the construction of multiple buildings - to create housing for students and non-students, to stimulate retail and commercial development and activity, to preserve buildings of heritage significance, to improve infrastructure (i.e. roads) or a combination of these and others (Kelley and Patton, 2005; Kronewitter, 2005; Mullins and Gilderbloom, 2002; Rodin, 2005, 2007).

Smaller scale initiatives such as the redevelopment of a building downtown by a university or the creation of a satellite campus downtown have not been extensively examined in the literature (Woodside, 2007). One example, documented by the U.S. Department of Housing and Urban Development (HUD) Office of University Partnerships, involved Marshall University and its assistance to the City of Huntington, West Virginia, to attract high-tech firms to the city's downtown (Cuomo and Wachter, 2000). Another example involved the opening of a bookstore in downtown Lowell by the University of Massachusetts at Lowell as part of the city's effort to spur retail development (Vital et al., 2002).

2.8.3.1 University of Washington, Tacoma and downtown Tacoma

Coffey and Dierwechter (2005) present a noteworthy study in their evaluation of the University of Washington, Tacoma's (UWT) efforts to revitalize downtown Tacoma. In the late 1980s, the University of Washington, began a plan to locate a new campus in downtown Tacoma, a city of approximately 180,000 people located about 48 km south of Seattle (Coffey, and Dierwechter, 2005). The designated downtown area for the campus consisted of older warehouses and vacant land and, along with its surroundings, was

viewed as an economically depressed, high crime district, with a large homeless population and several vacant or underutilized buildings (Coffey and Dierwechter, 2005).

The UWT's campus creation had an important impact, aesthetically and architecturally, as it preserved and restored a number of important warehouses (for use as classrooms and offices) to maintain the area's sense of place and visual harmony (Coffey and Dierwechter, 2005). The design of the campus is also significant as it facilitates multiple uses. For example, educational facilities mix in seamlessly with commercial, retail and service functions in the form of university buildings that contain restaurants, taverns, bookstores and related retail outlets (Coffey and Dierwechter, 2005). In this sense, as Coffey and Dierwechter point out, "UWT has been a major reason for the reurbanization of the inner city" (Coffey and Dierwechter, 2005, pp. 85).

The UWT campus has also had an impressive economic impact in two significant ways. First, spending by UWT as an institution and from the student body has proved beneficial to local retailers and the local economy (Coffey and Dierwechter, 2005). Second, the UWT campus acted as a downtown catalyst by stimulating new developments, accelerating other projects in progress and providing potential investors with confidence (Coffey and Dierwechter, 2005). Associated development that has been created (or is in the process) include: new museums, a convention centre, housing projects such as townhouses, apartments and condominiums, office space and improvements along the waterfront (Coffey and Dierwechter, 2005). Despite some concerns about UWT's lack of impact, involvement or visibility in the poorer neighbourhoods adjacent to its campus, UWT is cited as a successful contributor to the redevelopment of downtown Tacoma (Coffey and Dierwechter, 2005).

2.8.3.2 Laurier Brantford and downtown Brantford

The creation of a satellite campus by Wilfrid Laurier University in downtown Brantford is another notable example. Brantford is located in Ontario about an hour west of Toronto and has a population of approximately 90,192 (Statistics Canada, 2008b). The process towards bringing a university to downtown Brantford began with a formal proposal made to Wilfrid Laurier University in 1998 (Adventus Research Inc, 2005). After Laurier Brantford opened its doors in 1999, it partnered with Mohawk College to

offer some programs jointly and to share building space (Century Strategic Plan: Laurier Brantford, 2005). Brantford's downtown had been in decline since the 1960s due to the economic decline of Brantford, the opening of retail malls outside the downtown, the reorganization and closure of key downtown streets, and unsuccessful attempts with large scale redevelopment projects in the downtown (Adventus Research Inc, 2005).

Laurier Brantford has preserved, restored and re-adapted a number of buildings with heritage significance such as the former Carnegie Building and the Post House (Adventus Research Inc, 2005). The restoration of the former Carnegie building and the Post House, which are located in front of Victoria Square, a small green space in the heart of the city, has helped to revive the area.

Adventus Research Incorporated conducted a study in 2005 on behalf of the Grand Valley Educational Society to examine the impacts of the Laurier Brantford (and Mohawk College) campus on the downtown, the city and the surrounding communities including the Six Nations. Adventus Research Inc. surveyed businesses located downtown, around the city and around the county. Their study found that downtown businesses were very familiar with Laurier Brantford, that downtown businesses had experienced at least some positive revenue impact, that Laurier Brantford had a positive effect on the City's reputation and that the business climate downtown had improved (Adventus Research Inc, 2005). The study concluded that the founding of Laurier Brantford:

...was clearly the first step and a catalyst in the turnaround and renewal process of the Brantford downtown. However, stakeholders recognize that the commitment of Laurier Brantford and Mohawk College, and their respective student bodies, are only a partial step towards a revitalized downtown The continuing revitalization of the downtown...will produce a new and successful downtown dynamic, but it will not recreate the business mix of the Brantford of old. Rather, what is emerging will be a new balance between academic institutions, cultural attractions, and retail and service players appropriate to the new mix of residents and visitors to the Downtown (Adventus Research Inc., 2005 pp. 8).

The opening of Wilfrid Laurier University's Faculty of Social Work campus in downtown Kitchener in 2006 and the University of Waterloo's School of Architecture

campus in downtown Cambridge in 2004 are two of the most recent examples and are used as the case studies for this research.

This discussion of the evolution of downtown - its dominance, its decline, its revitalization - serves as the necessary foundation upon which this research is grounded. It also helps to place Kitchener and Cambridge's downtown evolution within the broader historical context regarding downtown revitalization. The next chapter discusses the downtowns of Kitchener and Cambridge, including previous revitalization strategies and the factors that led to the creation of their downtown university campuses.

3.0 COMMUNITY PROFILES

This chapter provides a brief overview of the case study cities by providing salient facts about the city's population and economy, details of previous (or ongoing) revitalization strategies and downtown initiatives, and the history behind the WLU FSW campus in downtown Kitchener and the UW SA campus in downtown Cambridge. Figure 1 shows where Kitchener and Cambridge are located in southern Ontario and their proximity to major cities such as Toronto and the United States border.

Figure 1: Relative location of Kitchener and Cambridge, Ontario



(Source: City of Kitchener, 2007)

3.1 Kitchener, ON

Kitchener is located in south-western Ontario about 120 kms from Toronto (see Figure 1). The population of the city is 204,668 (Statistics Canada, 2008d). Kitchener developed into a prominent industrial centre within Canada by the end of the 19th century with an economic base that comprised furniture factories, tanneries, a foundry and button factories (City of Kitchener, 2006a). By 1965, Kitchener had become one of the fastest growing cities in Canada and one of the leading industrial, financial and distribution centres in Canada (City of Kitchener, 2006a).

It was around this time that the first signs of downtown decline started to surface. As people were moving to new suburban residential areas in the late 1950s and early 1960s, industries, businesses and retail followed to the periphery (Woodside, 2007). Traditional CBD activities, such as warehousing and manufacturing, were increasingly moving to suburban locations as well as major retailing activity (i.e. the opening of suburban Fairview Park Mall) due to the construction of the Conestoga Parkway and Highway 7/8 link to the 401 expressway (Bunting and Millward, 1998; Woodside, 2007). The City, in response to these changes, began initiating downtown revitalization strategies as early as 1963 (Bunting and Millward, 1998; Woodside, 2007).

Initial strategies included urban renewal projects such as the pedestrianization of the CBD portion of King Street for the summer months and the creation of a King Street mini-mall in the late 1960s (Filion and Bunting, 1993). Both measures, however, were reversed because of merchant concerns for youth congregation, parking and traffic problems (Filion and Bunting, 1993). In the 1970s, the development of an enclosed shopping mall, office tower and multi-level parking garage was the next step towards reversing the downtown's fortune. However, the anticipated spin-offs and the stimulation of retail activity in adjacent areas did not take off (Filion and Bunting, 1993). After 1976, came the construction of two large office buildings and a new downtown shopping mall (Filion and Bunting, 1993). The 1980s and 1990s saw construction of a new bus terminal just south of King Street and one of the most significant revitalization projects in downtown Kitchener - the construction of a new city hall building along King Street in an effort to improve the declining retail activity in the area (Filion and Bunting, 1993).

More recent projects geared to revitalize the downtown include a new downtown market and the redevelopment of the city block known as Centre Block. The *Your Kitchener Market* was relocated in 2004, after the city spent \$22 million to buy the land and businesses in the block bordered by King, Cedar Duke and Eby Streets (Pender, 2008c). The City had formed a partnership with a condominium developer to develop the new market and to create adjacent residential units (Pender, 2008c). This was seen as a way to stimulate retail and other activity downtown (Pender, 2008c). Although the Saturday market has continued to draw many visitors, only the bottom level of the building has remained full of vendors as retailers on the second floor closed down within

a few months of the market's opening citing low sales (Pender, 2008c). Similarly, sales of the adjacent condos have been slow and retail activity across the street has not been stimulated as expected (Monteiro, 2007; Pender, 2008c). The City has also had to increase its subsidies to the market, causing many to question the market's viability since the market was intended to be self-sufficient within five years, (Monteiro, 2007; Pender, 2008c).

Centre Block is a combination of properties bound by King, Young, Duke and Ontario streets beside City Hall. The plan for Centre Block includes approximately 400 residential units from condominiums to lofts, artists live/work space, a boutique hotel, street level retailing, a public/private courtyard and an underground public and private parking garage (City of Kitchener, n.d.). The redevelopment - or the intention to redevelop - began in 1999 when the City started purchasing the properties that make up Centre Block to prevent the opening of a pornographic theatre (Pender, 2008a). The Centre Block would be an example of a mix-used development that "...achieves maximum density on the site and makes a significant contribution to Kitchener's downtown as a vibrant urban place by attracting new residents and contributing to an improved balance between employment and residents in the downtown" (City of Kitchener, n.d.).

The Centre Block development process, however, has not progressed without controversy. There are anxieties over the costs to the taxpayers, the amount the city paid to acquire the land, and the amount paid in return for selling it (Etherington, 2007; Pender, 2008a). There are concerns for the preservation of heritage structures, such as the Mayfair Hotel which sits at the corner of King and Young streets. The parking lot on the current Centre Block site was formally occupied by the historically significant Forsyth factory and was allegedly left to rot and demolished a few years ago (Etherington, 2007, 2008; Mercer, 2007). There are also concerns for the style of the new buildings and its fit for downtown Kitchener; the availability of inexpensive housing for people with more modest incomes; the delays and repeated attempts to move forward; and the hype that surrounds big projects with (supposed) big gains heard so often before in Kitchener (Etherington, 2007; Mercer, 2007; Mladek, 2007; Outhit, 2007).

The implementation of downtown university campuses in Kitchener reflects a shifting economic development position for the City. In 2003, the City made the decision to shift its economic development focus to downtown (Regier interview, 2008). The City recognized the need to diversify the urban economy and to position itself to compete in the knowledge economy (Regier interview, 2008). Since universities are viewed as the knowledge creation machines producing the raw materials for the knowledge economy, the City pursued a university partnership. As part of its strategy to re-energize Kitchener's core, the City and Wilfrid Laurier University (WLU) partnered to bring the WLU's Faculty of Social Work downtown (Downtown Kitchener, 2008b). In 2003, Wilfrid Laurier University announced its plans to relocate to the former St. Jerome's College building in downtown Kitchener (Wilfrid Laurier University, 2008a). The City, through its Economic Development Investment Fund (EDIF), contributed \$6.5 million of the needed \$11.5 million to Wilfrid Laurier University for the project (City of Kitchener, n.d.; Woodside, 2007). Concerns were raised regarding the amount the City was contributing and the absence of financial assistance from others, including the provincial government (Outhit, 2004). A lack of sufficient public input and participation in the decision-making process regarding the pursuit of this initiative were also cited (Outhit, 2004; Woodside, 2007). This campus officially opened in 2006 (Wilfrid Laurier University, 2008a).

3.2 Cambridge, ON

Cambridge is located in south-western Ontario about 110 kms west of Toronto (see Figure 1). The population of Cambridge is 120,371 (Statistics Canada, 2008c). In 1973, the municipalities of Galt, Preston and Hespeler and the settlement of Blair were amalgamated into the City of Cambridge (Cambridge Tourism, 2003). At the beginning of the 20th century, the communities were well known for their industrial capacity and production. In the 1970s, downtown Cambridge (also known as the core area of Galt) began to feel the effects created by suburbanization (Downtown Cambridge, n.d.a). In 1977, the downtown merchants joined together and pooled their resources in an effort to maintain a healthy downtown by forming the Downtown Cambridge Business Improvement Area (Downtown Cambridge, n.d.a). Many of the historically and

architecturally significant buildings in Downtown Cambridge have been preserved because of the interventions of the Local Architectural Conservation Advisory Committee (Downtown Cambridge, n.d.a).

Cambridge has not been able to completely halt the decline of its downtown. Some of the issues that plague Cambridge's downtown include the deterioration of buildings, an increase in commercial vacancies, and the lack of people downtown after hours (Snyder interview, 2007). In 1997, the City of Cambridge completed *Core Areas in Focus*, a downtown strategy/vision document that examined the three core areas in Cambridge (Galt, Hespeler and Preston) to see what was specifically needed for each core area (Snyder interview, 2007). An amenity that draws people and reconnects them to the riverfront was a loosely defined objective for the core area of Galt.

A university campus in downtown Cambridge was born out of the need for studio and classroom space for the University of Waterloo's School of Architecture since space on the university's main campus was limited and expansion was not possible (University of Waterloo, 2007). A group of Cambridge based business owners and friends of the School of Architecture, who became known as the Cambridge Consortium, approached the University and City with the idea of bringing the School to downtown Cambridge (Snyder interview, 2007; University of Waterloo, 2007). The City of Cambridge and the Cambridge Consortium worked together to come up with the necessary \$27 million cost for the new School, to be located in the former River Silk mill building in Galt (University of Waterloo, 2007). The School of Architecture opened in Cambridge in 2004. The School obtained its much needed space and updated facilities and downtown Cambridge enhanced cultural amenities such as a publicly accessible library, café (Melville café) and riverfront location. (N.B. Example photographs of downtown Kitchener and downtown Cambridge are located in Appendix 2).

The next chapter describes the methodological approach undertaken in this research, including the selection of the case studies, the administration of surveys, web-based surveys and interviews and the data analysis process.

4.0 METHODOLOGY

This research seeks to understand if and how downtown university campuses contribute to mid-size city downtown revitalization, how this contribution is measured and what the implications are for planning practice and planning theory. Four objectives guide this research:

- 1) To evaluate, with the use of case studies, the impact and contribution downtown university campuses make to the revitalization of mid-size city downtowns
- 2) To contribute to the academic and professional literature on the topics of mid-size city downtown revitalization and downtown university campuses and downtown revitalization
- 3) To share salient information from this research with the municipalities and universities used as case studies and the research community at large
- 4) To understand implications for planning practice and planning theory

Research Strategy

This research is characterized as predominately qualitative. Qualitative research is defined as “the non-numerical examination and interpretation of observations, for the purpose of discovering underlying meanings and patterns of relationships” (Babbie, 2004, pp. 370). Qualitative research is also considered a human centred methodology which explores subjective human feelings and emotions that are difficult to quantify (Palys, 1997; Walliman, 2005). This research is predominately qualitative in nature. It allowed me to use and interpret quantitative, objective data but also go beyond this information. Downtown monitoring reports, for example, are valuable in their examination of the downtown’s condition but the opinions, perspective and perceptions of the public which include downtown businesses, people who work downtown, people who travel downtown etc. are just as important. Downtown monitoring reports, for example, may indicate that crime downtown has decreased (objective, factual); but people may still believe crime to be high downtown (subjective, perception). Even though crime may be low, the *perception* of crime may deter people from visiting the downtown. This example illustrates what Palys (1997) alludes to, that “if perceptions are real in their consequences and a major determinant of what we do, then clearly we must understand them and their origins” (Palys, 1997, pp.17). Examples of qualitative methods include surveys,

interviews, and focus groups. While the qualitative nature of this research, through methods and analysis, may dominate, the use of quantitative data and quantification is not overlooked. Advantages to qualitative research are listed in Figure 2:

Figure 2: Advantages of Qualitative Research

- Provision of a holistic perspective within explained contexts
- Adoption of a flexible research strategy
- Naturalistic inquiry in real-world rather than experimental or manipulated settings
- Identification of emergent categories and theories from data rather than imposition of *a priori* categories and ideas
- Utilization of inductive approaches
- Recognition of the importance of perceptions
- Respect for the uniqueness of each case as well as conduction of cross-case analysis
- Production of detailed descriptions and ‘rounded understanding’ which are based on, or offer an interpretation of, the perspectives of the participants in the social setting
- Open to unanticipated data and constant reevaluation

(Sources: Neuman, 2004; Palys, 1997; Snape and Spencer, 2003)

Limitations to qualitative research include ‘over identifying’ with the subject or area of focus; the ambiguity of purely verbal descriptions; considerations for context; the complication of using multiple theories that may apply to a particular phenomenon; and difficulties with aggregating or summarizing the data (Babbie, 2004; Palys, 1997). Notwithstanding the difficulty of measuring feelings, perceptions or subjective interpretation in qualitative research, overlooking them - as is common in quantitative research - is not recommended (Palys, 1997).

4.1.1 Triangulation

These limitations of qualitative research are avoided or neutralized through the use of multiple research methods known as mixed methods or triangulation.

Triangulation involves the use of a combination of different research methods in the study of the same phenomenon, where the strengths of each research method are enhanced while the weaknesses are off-set ensuring the integrity of the data and inferences from it (Babbie, 2004; Jick, 1979; Ritchie, 2003). Jick (1979) argues that triangulation’s effectiveness

...rests on the premise that the weaknesses in each single method will be compensated by the counter balancing strengths of another... [because] it is assumed that the multiple and independent measures do not share the same weaknesses or potential for bias...[and that] [t]riangulation purports to exploit the assets and neutralize, rather than compound, the liabilities (p. 604).

The advantage of triangulation is that it provides a fuller picture of the phenomenon under study (Ritchie, 2003).

The use of mixed methods is often referred to in the context of combining qualitative and quantitative methods (Ritchie, 2003) (examples include: Babbie, 2004; Palys, 1997; Walliman, 2005). The use of mixed methods or the triangulation of methods can also include the utilization of more than one qualitative method since each brings its own particular insight to the study (Ritchie, 2003). The next section describes the different methods used in this research.

4.2 Research Methods

The research methods used in this research include: a review of the relevant literature, the use of two case studies, the administration of two types of surveys and two interviews. The use of a particular method is determined by the objectives of the research and the specific questions that need to be answered (Ritchie, 2003). To facilitate this research, the following questions were considered:

- What is downtown revitalization?
- What are commonly accepted/applied downtown revitalization strategies?
- What are characteristics or indicators of successful downtowns (or downtown revitalization)?
- Do downtown university campuses contribute to downtown revitalization?
- How do downtown university campuses contribute to downtown revitalization?
- How is this contribution measured?
- What are the implications of downtown university campuses for planning practice and planning theory?

These questions were placed in a research matrix (see Figure 3). The research matrix demonstrates how methods align with research questions, and illustrates how triangulation is applied.

Figure 3: Research Question Matrix

Questions		Methods			
Research Relevance		Literature Review	Case Studies	Interviews	Surveys
Context	1. What is downtown revitalization?	X			
	2. What are commonly accepted/ applied downtown revitalization strategies?	X			
	3. What are the characteristics or indicators of successful downtowns (and/or successful downtown revitalization)?	X			
Research Focus	4. Do downtown university campuses contribute to downtown revitalization in mid-sized cities?	X	X	X	X
	5. How do downtown university campuses contribute to downtown revitalization?	X	X	X	X
	6. How is the (downtown university campus') contribution (to downtown revitalization) measured?	X	X	X	X
	7. What are the implications of downtown university campuses for planning practice and planning theory?				

4.2.1 Literature Review

The literature review provided the necessary background and set the context for this research. It involved a review of literature on downtowns and downtown revitalization in general as well as the literature on universities and downtown revitalization from both academic and professional sources. Also reviewed were planning documents such as downtown monitoring reports or strategic plans obtained from municipal websites; relevant newspaper (e.g. the *Kitchener-Waterloo Record*) or magazine articles (e.g. *University Affairs*); and other reliable web based material. A thorough understanding of the relevant literature ensured this research was firmly

grounded and respecting of the established research in this area. This enabled me to identify gaps that deserve further attention and also allowed me to test my findings against the established research to refute or concur with it.

4.2.2 Case Study Approach

Two case studies were used in this research: the Wilfrid Laurier University Lyle S. Hallman Faculty of Social Work (WLU FSW) in downtown Kitchener, Ontario and the University of Waterloo School of Architecture (UW SA) in downtown Cambridge, Ontario (see Figure 4 and Figure 5). These two case studies represent mid-size cities that have both recently added university campuses to aid in the revitalization of their downtowns (Filion and Gad, 2006). They are also ideal case studies because the findings complement other studies of Canadian mid-size cities and their downtown university campuses. For example, Filion et al.'s (2004) study included Kingston, Ontario and Halifax, Nova Scotia; Adventus Research Incorporated's 2005 study of Wilfrid Laurier University's impact on Brantford; and Lederer's (2007) comprehensive research on university's and mid-size city downtown revitalization.

Figure 4: WLU Faculty of Social Work, downtown Kitchener



(Source: City of Kitchener, 2006b)

Figure 5: UW School of Architecture, downtown Cambridge



(Source: University of Waterloo, 2007)

The decision to adopt a case study approach to examine the impact of downtown university campuses on mid-size city downtown revitalization was drawn from Lederer (2007). In Lederer's comprehensive study of universities and mid-size city downtown revitalization, he recommended that a case study approach "...would provide researchers with a better understanding of how local factors...influence partnership development, perception, and the role of universities in downtown revitalization" (Lederer, 2007, pp. 218). Case studies provide an in-depth examination of one or a few instances of some social phenomenon, where the phenomenon is studied in context (Babbie, 2004; Lewis, 2003). Case studies often involve multiple data collection methods that offer a multiplicity of perspectives which permits comparisons to be made between different actors within a single case, between cases and between groups of participants across cases (Lewis, 2003). In this research, surveys were administered to downtown businesses in both cities, web-based surveys were administered to students, faculty and staff from both downtown university campuses and interviews were conducted with a planner from each city which allowed for the different comparisons to be made that Lewis (2003) describes.

4.2.3 Surveys - Downtown businesses

Surveys were administered to downtown businesses located in the downtowns of the respective case study cities. One of the outcomes of a downtown revitalization strategy that is often demonstrated and/or suggested in the literature is the benefit to

surrounding downtown businesses (e.g. Adventus Research Inc, 2005; City of Kitchener, 2003; Faulk, 2006; Filion et al., 2004; Robertson, 1995). By surveying the downtown businesses, I was able to test if the downtown university campuses - by way of student, faculty and staff patronage - benefited the surrounding businesses. I assumed that these downtown businesses were on the 'front lines', witnessing and experiencing the effects of the downtown revitalization strategy. For example, downtown businesses were asked "how would you rate the current impact of the downtown university campus on your business in the past year? (Estimating student and staff patronage of your business)". Since it can be difficult to measure business activity (Faulk, 2006) surveying downtown businesses was a way to track this issue.

4.2.4 Web-based surveys - Students, faculty and staff

Surveys were administered via the internet to students, faculty and other staff members who frequent the downtown university campus in each case study. This was done to obtain the perspective of students, faculty and other staff members and compare these findings with the literature on downtown revitalization. If downtown businesses are on the 'front lines', students, faculty and staff are the 'actors in the play' or participants in the revitalization process. The literature demonstrates and/or suggests that a strategy will/should increase the number of people on the street downtown and increase the retailing in the area. For example, lessons have been learned from Kingston and Halifax about the street activity generated by large student populations of nearby universities in their downtowns (City of Kitchener, 2003; Filion, et al., 2004; Filion and Gad, 2006). Furthermore, one of the aims of the City of Kitchener's *Downtown Strategic Plan - Volume II* is to increase people activity downtown which translates into support for retail establishments. The plan aims to

Foster activities that attract and provide interest for a diverse group of people - special events, arts and culture, entertainment and dining [;] [to] Support the retail and commercial base and encourage the growth of educational sectors (City of Kitchener, 2003, pp.5).

Kitchener's *Downtown Strategic Plan* goes on to state, forecasting a potential downtown university campus in downtown Kitchener, that universities (and colleges)

...are economic engines that are capable of stimulating economic activity while providing healthy people activity...In addition, they have the ability to create people traffic and as they become established they encourage the growth of spin-off and accelerator partners in the adjacent areas (City of Kitchener, 2003, pp.20).

Coffey and Dierwechter (2005) surveyed students, faculty and staff in their study of the University of Washington's expansion into downtown Tacoma (Coffey and Dierwechter, 2005). In an attempt to understand the impact of the university's expansion on the economy of inner city Tacoma, the researchers surveyed students, faculty and staff from the University of Washington, Tacoma (UWT) about their retail behaviour in the immediate UWT area (Coffey and Dierwechter, 2005).

Students, faculty and staff from the WLU FSW and UW SA campuses were asked a series of questions regarding if they venture from the campus, where they go and how often they go. An example from the student, faculty, staff web-based survey was: "On average, while at the downtown university campus, do you ever leave the building and go to other parts of downtown? (for example for lunch, a coffee, to go to the bank etc.)"

The downtown businesses, students, faculty and staff also represent the public and by surveying them, an insight into how the public views the condition of the downtown and the state of revitalization is gained. Related to this was the decision not to survey or interview individuals such as the mayor from each of the case study cities or the university presidents or administrators. They would no doubt provide valuable information regarding the goals and objectives related to the implementation of the downtown university campuses and also provide a unique perspective as a result of their position. It was felt that individuals in such high positions may have a propensity to boost, highlighting many of the positives without proper balance to include the negatives.

4.2.5 Interviews - Downtown planners

Two interviews were conducted: one with a planner in Kitchener and the other with a planner in Cambridge. These interviews provided a professional planner's perspective on the downtown university campus and its contribution to revitalization. These interviews, due to the planners' involvement or connection to such efforts, also provided the background and context with regard to the implementation of this strategy.

Direct observation was also employed as a method to support the data obtained from the surveys and interviews. Due to the many visits to downtown Kitchener and downtown Cambridge, I was able to become familiar with the downtown environment, visually see the downtown university campuses and their location relative to their surroundings, observe the condition of buildings and establishments and witness changes that were occurring downtown. Photographs taken during visits of downtown Kitchener and downtown Cambridge are located in Appendix 2.

4.2.6 Survey, web-based survey and interview construction

The questions that comprised the survey, the web-based survey and the interview were either drawn from, or inspired by, the literature on downtown revitalization. This ensured that the questions were firmly grounded in the pre-existing and established literature related to this topic. For each method, the same set of questions was asked in each case study. For example, the questions in the downtown business surveys were identical for the businesses of downtown Kitchener and downtown Cambridge. The survey, the web-based survey and the interview each contained different questions which respected the different audience (i.e. planner vs. downtown business vs. student) and the information they were in a position to provide. For example, the downtown businesses were asked to rate the impact of the downtown university campus on their business. Similarities among questions between methods existed for comparative purposes; for example the survey, the web-based survey and the interview all contained a downtown characteristics chart (described below). The following three figures, Figure 6, Figure 7 and Figure 8 demonstrate the inspiration from the literature of each question in the survey, the web-based survey and the interview.

Figure 6: Source/inspiration for questions in survey to downtown businesses

Questions asked in downtown business survey	Source drawn/inspired from
1) Which of the following best describes your business?	Adventus Research Inc., 2005
2) How well would you say that you know or are familiar with the downtown university campus?	Adventus Research Inc., 2005
3) How would you rate the current impact of the downtown university campus on your business in the past year? (Estimating student and staff patronage of your business)	Adventus Research Inc., 2005
4) Why do you think a downtown university campus was sought as a downtown revitalization strategy?	Filion et al., 2004; Lederer, 2007; Rodin, 2005; Lederer and Seasons, 2005
5) What do you think were the intended goals of the downtown university campus?	Burayidi, 2001b; Seasons, 2003a
6) In your opinion, has the downtown university campus contributed towards downtown revitalization? a) Has the downtown university campus contributed economically, socially, environmentally or another way towards downtown revitalization? or b) Why do you think the downtown university campus has not contributed towards downtown revitalization?	Adventus Research Inc., 2005; Filion and Gad, 2006; Lederer, 2007; Campbell, 2003; Seasons, 2003a
7) How do you think the economic, social and environmental contribution of the downtown university campus is measured?	Burayidi, 2001b; Seasons, 2003a
8) What downtown strengths, if any, do you think the downtown university campus complements?	Filion et al., 2004; Robertson, 2001
9) Do you think the downtown university campus contributes to the downtown's reputation? a) How does it contribute to the downtown's reputation? or b) Why does it not contribute to the downtown's reputation?	Adventus Research Inc., 2005; Burayidi, 2001b
10) In your opinion, has the downtown university campus been a catalyst stimulating new development(s) in the downtown? a) What types of 'new developments' have been created? or b) Why have there not been any 'new developments' created?	Logan and Attoe 1989; Robertson, 1995, 1999
11) Source/inspiration for question 11 described below	Adventus Research Inc., 2005

Figure 7: Source/inspiration for questions in web-based survey to students, faculty and staff

Questions asked in web-based survey to students, faculty and staff	Source drawn/inspired from
1) At the downtown university campus you are... A faculty member or...etc.	Peterson, 2000
2) On average, how many times in a week do you go to the downtown university campus?	Adventus Research Inc., 2005
3) Generally, how do you travel to the downtown university campus?	Filion and Gad, 2006; Robertson, 2001
4) On average, while at the downtown university campus, do you ever leave the building and go to other parts of downtown? (For example for lunch, a coffee, to go to the bank etc.) a) Where do you usually go and how often do you go? or b) Why do you not leave the downtown university campus?	Adventus Research Inc., 2005; Bunting and Millward, 1998; Robertson, 1995
5) On average, while at the downtown university campus, how much money would you say you spend in a week in the downtown area surrounding the downtown university campus?	Adventus Research Inc., 2005
6) Source/inspiration for question 6 described below	
7) Are you... male or female	Peterson, 2000
8) Are you... 17 - 24 years of age or... etc.	Peterson, 2000
9) Please check the area that best represents where you currently reside? (for only those who selected 'downtown') b) How much of an influence was the downtown university campus in your decision to reside in downtown Kitchener?	Faulk, 2006; Robertson, 1999

Figure 8: Source/inspiration for interview questions in with downtown planners

Questions asked in interview with downtown planners	Source drawn/inspired from
1) Why do you think a downtown university campus was sought as a downtown revitalization strategy?	Filion et al., 2004; Lederer, 2007; Rodin, 2005; Lederer and Seasons, 2005
2) What do you think were the intended goals of the downtown university campus?	Burayidi, 2001b; Seasons, 2003a
3) In your opinion, has the downtown university campus contributed towards downtown revitalization? a) Has the downtown university campus contributed economically? or ...socially? or... etc. b) Why do you think the downtown university campus has not contributed towards downtown revitalization?	Adventus Research Inc., 2005; Filion and Gad, 2006; Lederer, 2007; Campbell, 2003; Seasons, 2003a
4) How is the economic, social and environmental contribution of the downtown university campus towards downtown revitalization measured?	Burayidi, 2001b; Seasons, 2003a
5) What downtown strengths, if any, does the downtown university campus complement?	Filion et al., 2004; Robertson, 2001
6) Is a public-private partnership important for a downtown revitalization strategy to work? a) Why is a public-private partnership important for a downtown revitalization strategy to work? or b) Why is a public-private partnership not important for a downtown revitalization strategy to work?	Carmon, 1999; Burayidi, 2001b; Faulk, 2006; Filion and Gad, 2006; Lederer, 2007; Lederer and Seasons, 2005; Robertson, 2001
7) How would you rate the importance of this public-private partnership, between the city and university?	
8) Do you think the downtown university campus contributes to the downtown's reputation? a) How does it contribute to the downtown's reputation? or b) Why does it not contribute to the downtown's reputation?	Adventus Research Inc., 2005; Burayidi, 2001b
9) In your opinion, has the downtown university campus been a catalyst stimulating new development(s) in the downtown? a) What types of 'new developments' have been created? or b) Why have there not been any 'new developments' created?	Logan and Attoe 1989; Robertson, 1995, 1999
10) Source/inspiration for question 10 described below	Filion et al., 2004; Lederer, 2007; Rodin, 2005; Lederer and Seasons, 2005

Question 11 of the downtown business survey, question 6 of the web-based survey and question 10 of the interview were the same question: a downtown characteristics chart. It is necessary to mention the importance of this chart or checklist to understand the contribution of the downtown university campus on downtown revitalization. To decipher if revitalization is occurring or has occurred it is necessary to know what revitalization looks like i.e. to be able to identify revitalization it is necessary to know what characteristics are indicative of a successful downtown or a successfully revitalized downtown. Therefore, a list of the most common and reoccurring characteristics gleaned from the relevant literature was compiled. The characteristics that are indicative of a successful downtown or a successfully revitalized downtown include:

- architectural aesthetics
- a diverse population of people downtown
- a downtown that is multi-functional
- many employment opportunities
- complementary between different revitalization strategies
- plenty of street activity
- a positive reputation
- a distinguished sense of place
- a safe downtown
- many people downtown
- high retail activity
- catalysts that spawn new developments
- developments or strategies that are part of a long term vision
- the preservation of heritage and historically significant buildings

(Sources: Abbott, 1993; Adventus Research Inc., 2005; Bunting and Millward, 1998; Burayidi, 2001b; Carmon, 1999; Faulk, 2006; Filion et al., 2004; Filion and Gad 2006; Ford, 2003; Frieden and Sagalyn, 1989; Hodge, 2003; Robertson, 1995, 1999, 2001).

A chart of these characteristics was created and made as the last question in the survey, web-based survey and the interview enabling each audience to assess which characteristics had been achieved and/or aided by the presence of the downtown university campus (see Figure 9).

Figure 9: Characteristics indicative of successful downtown or revitalized downtown

In summary, the following is a list of characteristics that are indicative of a successful downtown.

In your opinion, which of the following characteristics have been achieved and/or aided by the presence of the downtown university campus?

(Please check all that apply. Use the ‘other’ category to list other relevant characteristics that may not be listed).

“The downtown University campus...”

Adds to architectural aesthetic of downtown	
Creates a more diverse population of people downtown	
Creates a multi-functional downtown	
Creates more employment	
Complements existing strengths	
Contributes to more street activity	
Enhances downtown’s reputation	
Enhances downtown’s sense of place	
Improves safety	
Increases number of people downtown	
Increases retail activity	
Is a catalyst for new developments	
Is part of a long term vision to improve downtown	
Preserves heritage	
Other (please specify)	

4.3 Data Collection

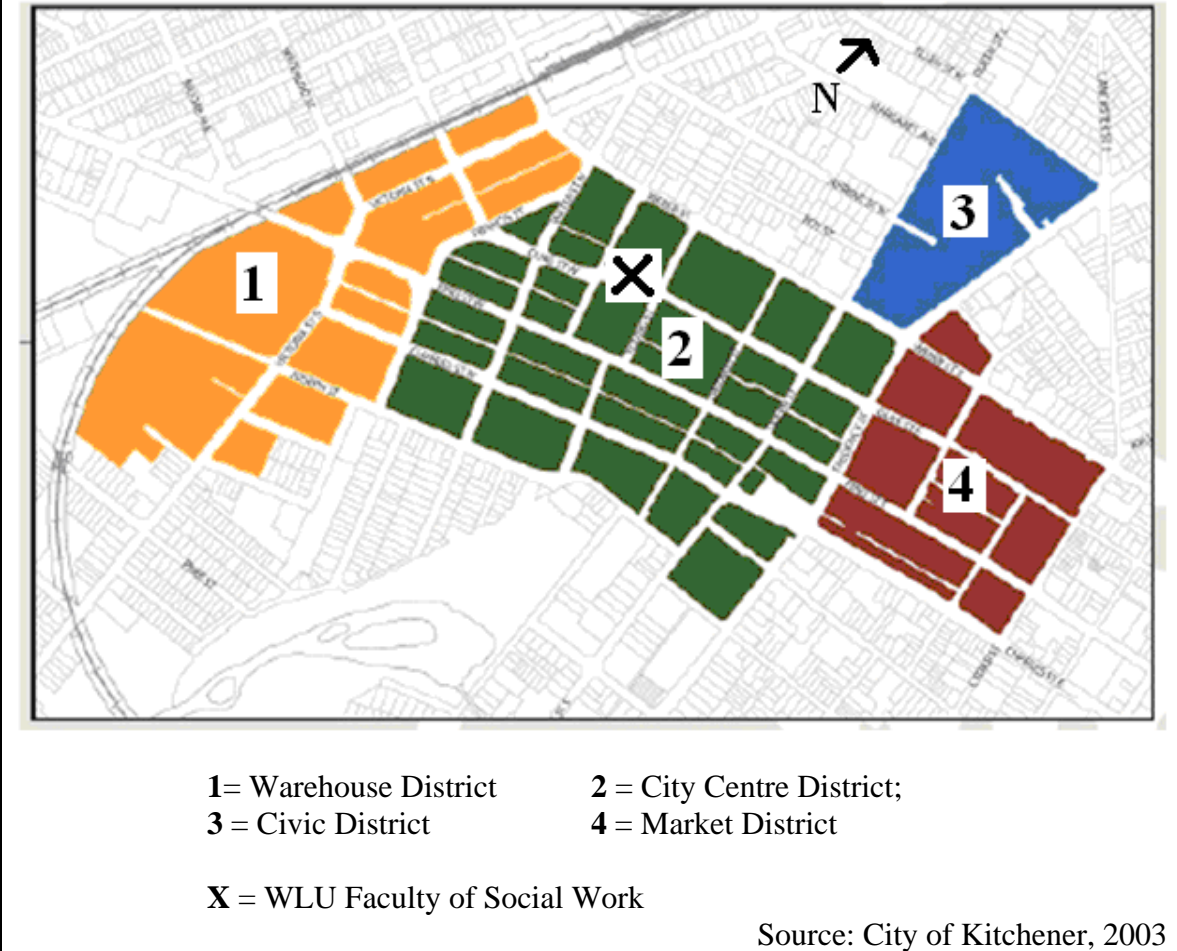
4.3.1 Surveys - Downtown businesses

The surveys to downtown businesses received ethics clearance by the Office of Research Ethics at the University of Waterloo in late August 2007. The surveys were administered during the period of September 2007 - November 2007. The surveys contained a series of eleven open and closed ended questions, an information letter and a

thank you letter (given to those who completed the survey). An example of the downtown business survey is located in Appendix 3.

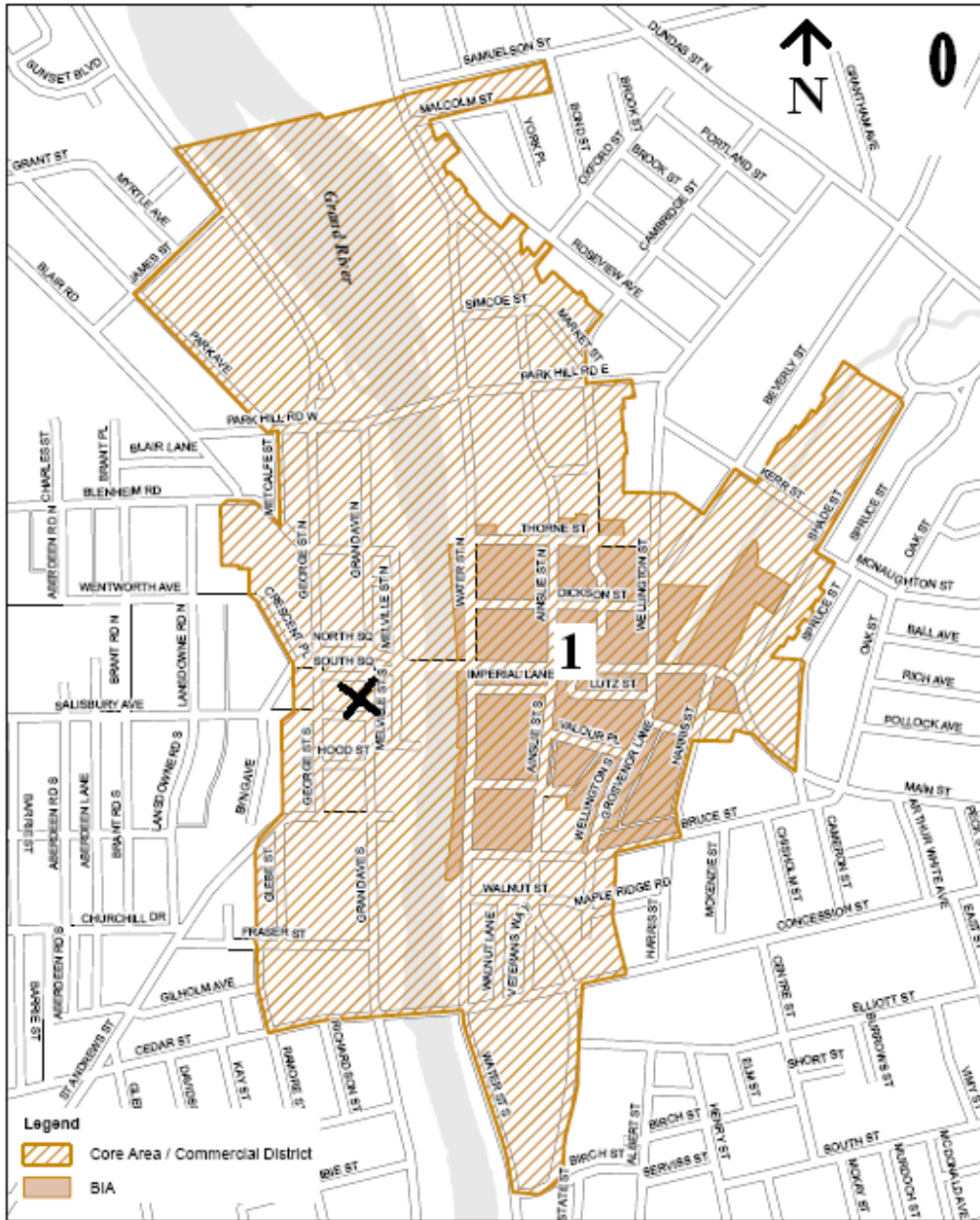
Kitchener's downtown is roughly bounded by Victoria St., Weber St., Cedar St., and Joseph St. (see Figure 10). The City of Kitchener divides its downtown into four districts: the Warehouse district, the City Centre District, the Civic District and the Market district. The downtown Kitchener business surveys were administered to businesses within the City Centre District and Market District because King St. runs right through the middle of both districts containing the majority of retail and service activities. Wilfrid Laurier University's Faculty of Social work is also located within the City Centre District. The Warehouse District and Civic District contain little to no retail or service activities geared towards individual personal consumption since the areas are dedicated to light industrial activity, in the former and government and civic buildings, in the latter.

Figure 10: Downtown Kitchener



The downtown study area in Cambridge is also known as the Galt area. The downtown Cambridge business surveys were administered to businesses within the downtown Cambridge Business Improvement Association (BIA) boundary (see Figure 11). The BIA contains the majority of downtown retailing and services as well as the University of Waterloo School of Architecture.

Figure 11: Downtown Cambridge (Galt Area)



1 = Downtown Business Improvement Area

X = UW School of Architecture

Source: City of Cambridge, 2007

In both cities, the surveys were administered via a drop off - pick up procedure. I visited businesses in the areas mentioned, introduced myself, explained the purpose of the visit and asked if the business would be willing to participate by filling out a survey within a week. In most cases, the manager or owner of the establishment was spoken to;

if they were not available, a survey was left for them. For those establishments which agreed to participate, I returned a week after the surveys were dropped off to pick up the completed survey. Often many establishments had not completed the survey within the week because they had either forgotten to fill it out, did not have enough time, the manager or boss had not looked at it yet, or they were no longer interested. If the business was still interested and willing to participate I offered to return in a week. If after the second week, for those who had not completed the survey but were still interested, the establishments were instructed to contact me by phone once they had completed the survey for pick up.

Upon each visit I was respectful, polite and considerate of the fact that these establishments were running a business and that their first priority was to attend to customers. All visits were either in the middle of the morning or in the late afternoon to best avoid interfering with conventional busy hours (during lunch and the workday's end). Common reasons why establishments declined to participate are listed in Figure 12.

Figure 12: Reasons downtown business did not participate/complete survey

- appropriate person not available
- closed
- English not first language
- legal or company stipulations
- not a priority
- timing
 - too early to evaluate impact of downtown university campus on the business and downtown
 - did not want to answer now and be negative because campus will have positive impact in time
- too busy
- uninterested
 - downtown university campus does not provide cliental
 - not benefiting
 - unfamiliar with downtown university campus existence and/or location
 - felt questions should be asked to city officials

Information about participating downtown businesses (such as establishment name and location) was kept confidential. I randomly numbered each completed downtown business survey. The downtown businesses which agreed to participate were given the option of allowing anonymous quotations that could be used in this thesis and any publication that would come of this research or opting for their responses to only be aggregated together with the other responses. For downtown businesses that selected 'No' to anonymous quotations their responses were only aggregated and none of their responses were used individually as examples. When anonymous questions were used, the businesses from downtown Kitchener were identified as 'K-dt-bus #' or 'C-dt-bus #' for businesses from downtown Cambridge.

Some establishments were not given surveys due to the lack of applicability in gauging downtown activity via student, faculty and staff patronage and its contribution towards downtown revitalization. Even though downtowns vary in the type and amount of non-retail activity (industry, public institutions, offices and entertainment), retailing and retailing services have commonly constituted an important and highly visible downtown activity and is useful in deciphering the wellbeing of a downtown (Bunting and Millward, 1998). Thus, government services located downtown, downtown

establishments that cater to commercial clients (e.g. consulting companies, marketing agencies, law firms, some financial institutions etc.) and other businesses not directed to individual consumers were excluded. The number of completed downtown business surveys in Kitchener and Cambridge are listed in Table 1.

Table 1: Number of Completed Downtown Business Surveys in Kitchener and Cambridge

	Total # of Surveys Completed	Total # of downtown business¹	Response Rate
Downtown Kitchener	49	208*	24%
Downtown Cambridge	31	101**	31%

(Sources: * KDBA, 2006; ** Downtown Cambridge, n.d.b)

4.3.2 Web-based surveys - students, faculty and staff

The web-survey to students, faculty and staff of the downtown university campuses received ethics clearance by the Office of Research Ethics at the University of Waterloo in late August 2007. A web-based survey was deemed the most appropriate means to gather the perspectives of students, faculty and staff because it reaches a large number of respondents easily, the time and cost involved in the distribution, collection and analysis are minimal and the anonymity of the researcher and respondents are enhanced which helps to overcome bias, encourages frankness and higher response rates (Walliman, 2005). A web-based survey was practical because it allowed the respondents the flexibility to answer the survey whenever they could without feeling confronted, pressured or interrupted. This saved me time and money in not having to visit the campuses numerous times and reproducing numerous hardcopy surveys.

Concerns related to the use of a web-based survey include sampling and representativeness (Babbie, 2004; Walliman, 2005). These concerns were not necessarily an issue for this part of the research since all members of the case study populations (i.e. all the students, faculty and staff of both downtown campuses) were invited to participate.

¹ Does not include government services located downtown, downtown establishments that cater to commercial clients and other business not directed to individual consumers

The web-surveys were administered through the website *www.surveymonkey.com* during the period of November 2007 - January 2007 (N.B. a monthly fee of approximately \$30 US was incurred for use of the website for survey distribution, data collection and data storage). Two separate surveys were created using *www.surveymonkey.com*; one for those at the Wilfrid Laurier University Faculty of Social Work and the other for those at the University of Waterloo School of Architecture. With the exception of the information email and the final question of each web-survey, the web-surveys were identical. The data were collected and stored by *www.surveymonkey.com* under my password protected account. The web-surveys consisted of a series of nine closed ended questions, an information email and a thank you message (visible to those who completed the web-survey). An example of the information email and the online web-survey is located in Appendix 4.

A contact person was established at the Wilfrid Laurier University Faculty of Social Work and the University of Waterloo School of Architecture who agreed to forward the information email which contained the web-survey link to students, faculty and staff. This ensured the privacy of these individuals was not compromised. For those interested, they connected to the survey via the link provided in the information email and their responses were collected and stored by *www.surveymonkey.com*. My contact information was available if web-survey participants had any questions, concerns or wanted further information. The information email was forwarded three times by the contact person at both campuses: once in November 2007, once in December 2007 and once in January 2008. The web-survey closed January 31st, 2008. The number of completed web-based surveys from the Wilfrid Laurier University Faculty of Social Work and the University of Waterloo School of Architecture are listed in Table 2.

Table 2: Number of Completed Web-based surveys from WLU Faculty of Social Work and UW School of Architecture students, faculty and staff

	Total # of Web based Surveys Completed	Total # of students, faculty and staff	Response Rate
WLU Faculty of Social Work	90	~ 350*	26%
UW School of Architecture	127	514**	25%

* (Sources: City of Kitchener, 2007; Woodside, 2007); ** (J. Lederer, personal communication, December 5, 2006)

Any identifying information about the web-based survey participants (such as IP addresses) was suppressed to maintain confidentiality. Web-based survey participants who agreed to participate were given the option of allowing anonymous quotations that could be used in this thesis and any subsequent publication, or opting for their responses to only be aggregated together with the other responses. For web-based survey participants that selected ‘No’ to anonymous quotations, their responses were only aggregated and none of their responses were used individually as examples. When anonymous questions were used, the respondents from the WLU FSW campus were identified as ‘WLU - resp. #’ or ‘UW- resp. #’ for respondents from the UW SA campus.

4.3.3 Interviews - Downtown Planners

The interview questions received ethics clearance by the Office of Research Ethics at the University of Waterloo in late August 2007. A short list of potential candidates who seemed to be suitable candidates to interview was compiled by searching the City of Kitchener’s website and documents and the City of Cambridge’s website and documents. On the advice of Dr. Mark Seasons, my supervisor, a possible interview candidate from each city was selected. An email, with the interview questions in an attachment for the candidate to review, was sent to each candidate requesting their participation. The interviews were semi-structured, with ten prepared questions as well as a number of follow up questions. Both interviews lasted approximately an hour, thanks to the availability of both interviewees. From the City of Cambridge, Laurel Davies Snyder was interviewed in late December 2007 and Rod Regier, from the City of Kitchener was

interviewed in early February 2008. An example of the information letter and interview questions is located in Appendix 5.

4.4 Data Analysis

Unlike quantitative analysis, there are no agreed upon rules or procedures that guide qualitative data analysis given the subjectivity involved (Spencer, Ritchie and O'Connor, 2003). As a result approaches to analysis vary in terms of epistemological assumptions, the status of researchers' accounts and the different traditions in terms of the main focus and aims of the analytical process (Spencer et al., 2003). For this research, the analysis coincides with Kvale (1996) who identifies three contexts of interpretation in qualitative analysis:

Self understanding where the researcher attempts to formulate in condensed form what the participants themselves mean and understand; critical common sense understanding where the researcher uses general knowledge about the context of statements to place them in a wider arena; and theoretical understanding where the interpretation is placed in a broader theoretical perspective (Kvale 1996, as cited in Spencer et al., 2003, p.201)

It was not necessary, nor applicable, to analyze the distinctive language used by the survey, web-based survey or interview respondents or how they constructed their responses, or the structure to their response as would respectively be done through forms of discourse analysis, narrative analysis or conversation analysis (Spencer et al., 2003). It was, however, important to analyze the responses to grasp what the different participants 'meant' and 'understood' about how they experience or perceive the impact of the downtown university campus towards downtown revitalization; to create a fuller picture, by the combination of responses from different groups, to better assess the downtown university campus' impact; and to place the interpretation into the broader realm of the existing literature and related theoretical perspective.

4.4.1 Surveys - Downtown Businesses

The surveys contained four parts with eleven questions in total. The use of surveys (as oppose to interviews for example) with a mix of open and close ended

questions ensured a minimum time requirement for participating businesses. This method and its form also assisted with data collection and analysis. From each case study, the responses from different respondents were grouped by question since the responses were intended to be specific to each question. This was also a logical way to manage the data since it would be difficult to collate, review or understand the material collected without the data being organized properly (Ritchie, Spencer, O'Connor, 2003). Questions 1, 2, 3, 6 (first part), 9 (first part), 10 (first part) and 11 were closed ended questions that asked for a simple checkmark for the most appropriate response(s). From each case study, the data for each of these questions were tallied in Microsoft Excel and the results were placed in charts and/or graphs. Questions 6a, 6b, 9a, 9b 10a and 10b were subsequently open ended questions that provided respondents with an opportunity to add a comment to briefly explain their selection in the first part of questions 6, 9 and 10. The responses from each question were inputted into corresponding charts for easy viewing and to facilitate analysis. Selections of these comments were used as quotations to give context to the findings from these questions.

Questions 4, 5, 7 and 8 were open-ended questions that asked respondents to write out a response. To the responses from questions 4, 5, 7, 8 (and 9a) descriptive codes (Welsh, 2003) or indexes (Ritchie, et al., 2003) were applied to ascertain the dominant thematic ideas. Coding or indexing “involves reading each phrase, sentence and paragraph in fine detail and deciding ‘what is this about?’...”(Ritchie, et al., 2003). For example, in response to Question 4: “Why do you think a downtown university campus was sought as a downtown revitalization strategy?” one respondent wrote “to bring more life to the downtown core”; this response was coded or indexed as ‘to add to the feel of downtown’. Some responses contained more than one idea or thought. One respondent, for example, wrote in response to Question 4, “To bring new people downtown and provide something residents can take pride in”; therefore, two indices or codes were applied to this response ‘to bring people downtown (in general)’ and ‘to improve the downtown’s image’. Once all responses were indexed, they were counted to determine which ideas were most dominant.

When responses were inputted into the corresponding charts, they were copied from the paper copies of the surveys. Some responses, however, did contain spelling

errors. Seeing the word in context with the whole response or if the word was recognizable enough to understand the respondent's intent, the response was indexed or coded accordingly. Responses with spelling errors or single word responses whose theme could not be determined were coded or indexed as 'Undetermined'.

The application of descriptive codes and thematic ideas was done manually without the use of any computer assisted qualitative data analysis software (CAQDAS) for the data from the downtown business surveys. The advantages of CAQDAS include sorting through large amounts of (textual) data much quicker than if done manually; rigour and accuracy when searching and counting attributes, ideas or themes etc.; and the ability for the software to store, retrieve and navigate through data easily (Spencer et al., 2003; Welsh, 2002). However, CAQDAS may not be necessary for small sets of data; it can be limited in its interrogation of data (for example, the use of multiple synonyms to express the same idea or emotion may not be caught by a search for a particular word or its derivatives); it encourages quantitative analysis of qualitative data; it can downplay the role of the researcher in the analysis; and it can distance the researcher from the data (Spencer et al., 2003; Welsh, 2002). Since the survey questions were quite focused for this research, the data sets were small and to avoid researcher distance from the data, it was deemed acceptable to manually analyze the data. Also, summarizing what a member of the Survey Research Centre (SRC) at the University of Waterloo stated, the researcher, through a manual analysis of the data, gets to know the data extremely well having looked through the data over and over analyzing it (Personal communication, January, 25, 2008).

4.4.2 Web-based surveys - students, faculty and staff

The web-based surveys contained three parts with a total of nine questions. The use of close ended questions ensured a minimum time requirement for the participants and also assisted with data collection and analysis. From each case study, the responses from different respondents were again grouped by question since the responses were intended to be specific to each question. From each case study, the data for each question was tallied by *www.surveymonkey.com*. I then transferred the data into Microsoft Excel to present the results in charts and/or graphs. The data from question 9 was inputted into the

Statistical Package for the Social Sciences (SPSS). SPSS was used, in both web-based surveys, to correlate the 'Downtown' selection in question 9a with the responses in question 9b to determine the downtown university campus' influence on people's decision to reside downtown.

4.4.3 Interviews - Downtown Planners

The information collected from the two interviews was summarized and is presented in chart form in Chapter 5. The interviews were not analyzed in the same way as the downtown business surveys or the web-based surveys. The interviews were treated as a key informant source that provided the background for the downtown university campuses' origins in downtown Kitchener and downtown Cambridge, a professional planner perspective regarding university campuses' impact and insight into the larger downtown vision that these campuses fit into.

With an understanding of the qualitative approach taken in this research along with the methods used and the data analysis process, the next chapter presents the findings from the surveys, the web-based surveys and the interviews.

5.0 FINDINGS

In this chapter the results from the downtown business survey and the student, faculty and staff web-based survey are presented. The results are presented question by question. The survey results are presented first followed by the web-based survey results. The information obtained from the interviews with planners from the City of Kitchener and the City of Cambridge is summarized in Figure 33.

5.1 Survey Results - Downtown businesses

In Kitchener, 49 (or 24%) of the downtown businesses completed the survey while 31 (or 31%) of the downtown businesses completed the survey in Cambridge. The variety of businesses that participated in the survey is presented in Table 3.

Table 3: Types of Participating Downtown Business Surveys

	Downtown Kitchener	Downtown Cambridge
Restaurant (sit-down)	4	1
Restaurant (fast food)	3	0
Coffee shop	2	0
Bar/pub	2	1
Variety store	1	2
Drug store	0	0
Bank, financial services	2	3
Clothing store	7	5
Other retail (books, merchandise)	10	2
Other	18	17
TOTAL	49	31

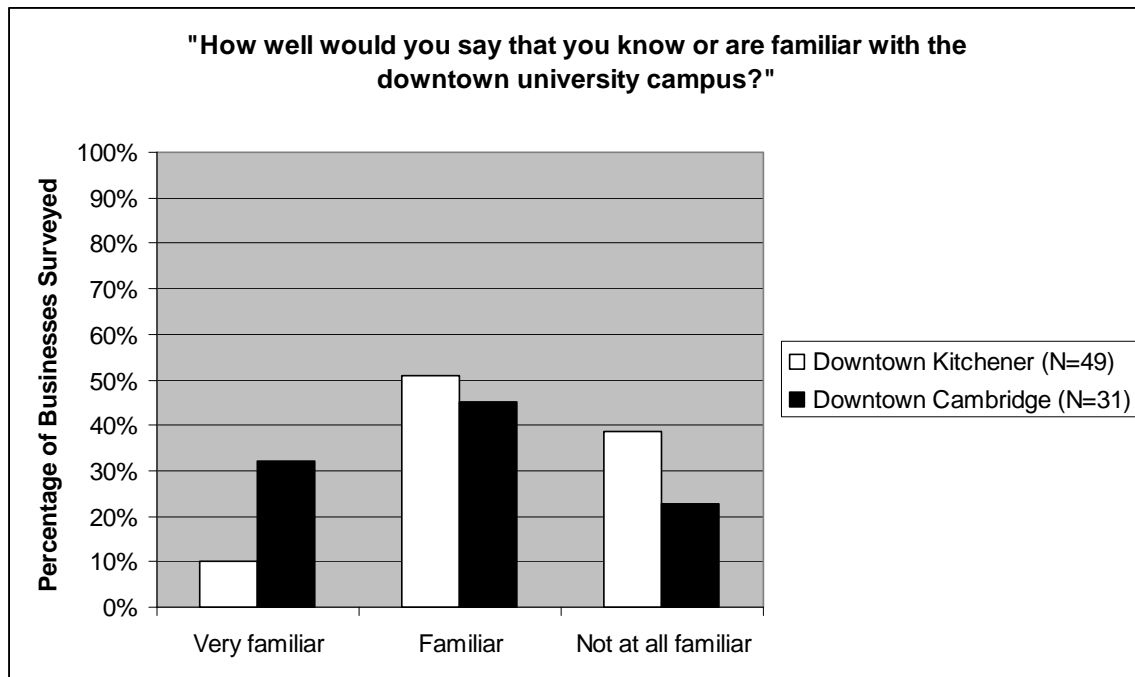
Respondents who selected the ‘Other’ category were asked to specify categories. Responses from the Kitchener set included: day spa (aesthetics), flower shop, dry cleaning service, picture framing, grocery & delicatessen, travel agency, specialty imports, wedding cakes/café, bakery & retail food, laundromat, import gifts and ethnic clothes, media, accessory smoking etc., hair salon, outdoor clothing & gear

travel/accessories retail, tourism information, perfume shop, tax preparation. In Cambridge, downtown businesses that categorized themselves as ‘Other’ specified the following: income tax & accounting, hair salon, travel, skate shop, imported British goods, skin care centre/massage therapy, barber shop, second hand store, salon, photo studio, retail/manufacture chocolates, nuts and candy, computer/printing, jewelry: giftware/repairs/engraving/appraisals, hair salon, hair salon optical, salon and spa.

5.1.1 Familiarity with WLU FSW in Kitchener and UW SA in Cambridge

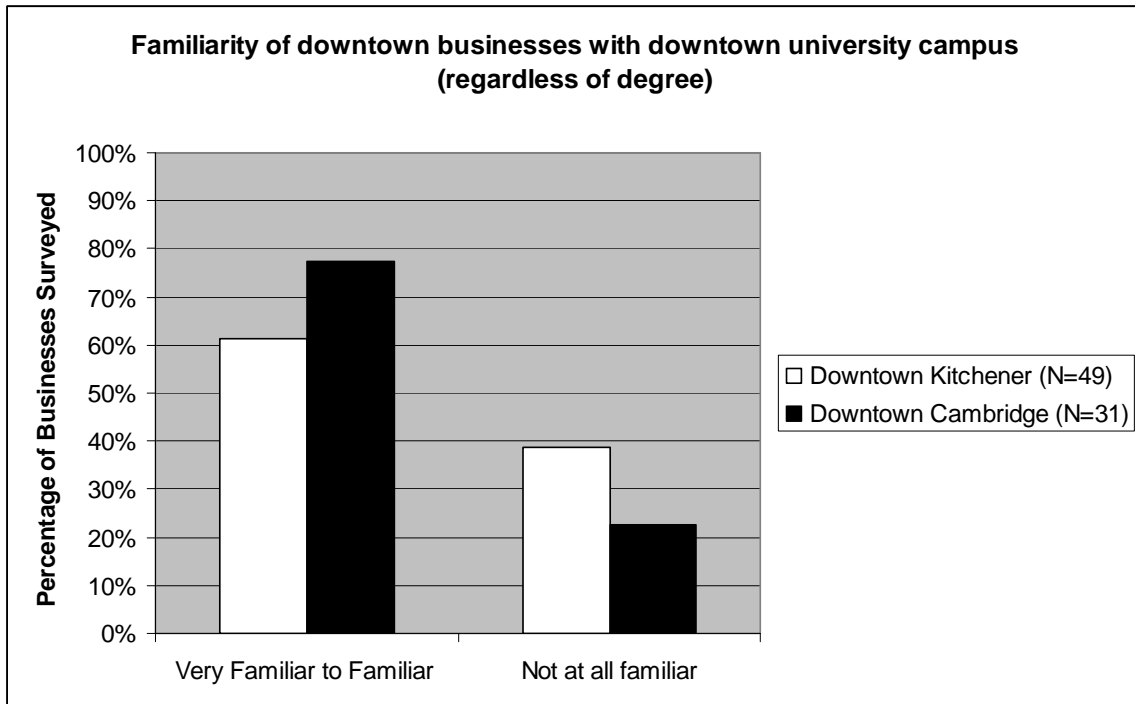
Downtown businesses were then asked how familiar they were with the downtown university campus (see Figure 13). In Cambridge, a higher percentage of the downtown businesses said they were ‘Very familiar’ with the downtown university campus compared to the downtown businesses in Kitchener. In Cambridge, 32% (N=10) of the downtown businesses surveyed said they were ‘Very familiar’ with the downtown university campus compared to 10% (N=5) of the downtown businesses surveyed in Kitchener.

Figure 13: Familiarity of downtown businesses with downtown university campus



In both case studies the majority of respondents chose 'Familiar' as the response that best applied. As Figure 14 illustrates, the addition together of the 'Very familiar' and 'Familiar' response categories demonstrates that the majority of downtown businesses were overwhelmingly familiar with the downtown university campus.

Figure 14: Familiarity of downtown businesses with downtown university campus



5.1.2 Impact

Downtown businesses were asked to rate the impact of the downtown university campus in terms of student and staff patronage of their business. Figure 15 shows the question from the survey.

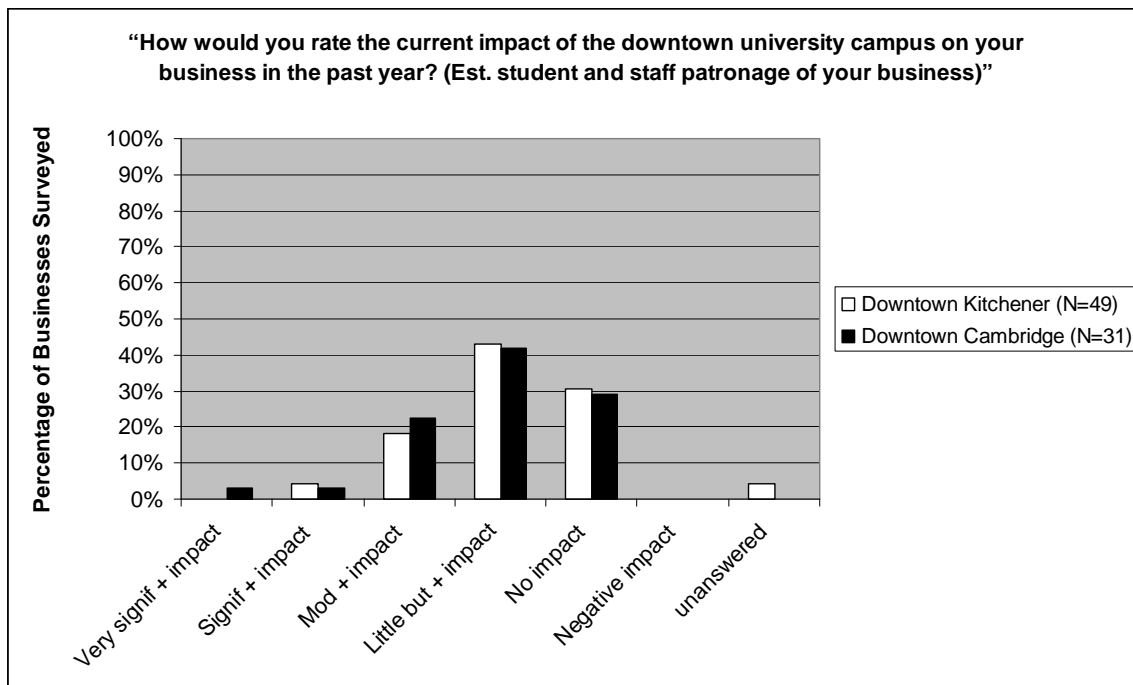
Figure 15: Downtown Business Survey Question 3

“How would you rate the current impact of the downtown university campus on your business in the past year? (Estimating student and staff patronage of your business)
(Please check only one)”

Very significant positive impact (the major part of our business = over 50%)	
Significant positive impact (a large part of our business =25-49%)	
Moderate positive impact (a moderate part of our business = 10-24%)	
Little but positive impact (a small part of our business = 1-9%)	
No impact at all (it doesn't affect our business = 0%)	
Negative impact (hurts our business)	
unanswered	

The majority of downtown businesses in both case studies chose ‘Little but positive impact (a small part of our business = 1-9%)’ as the response that best applied (see Figure 16).

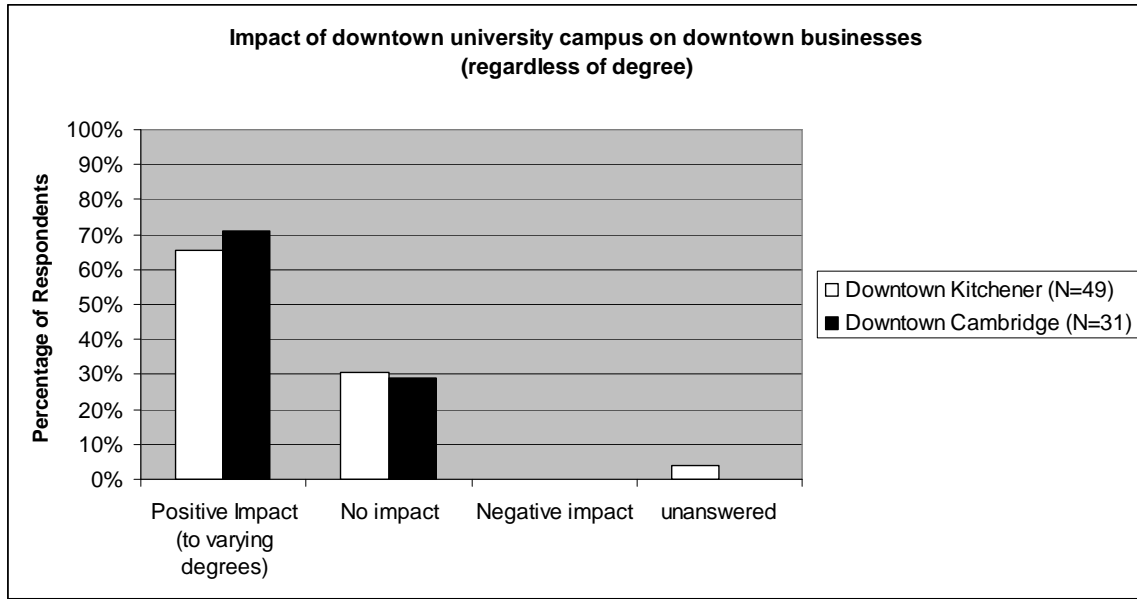
Figure 16: Impact of downtown university campus on downtown businesses



As Figure 17 illustrates, adding together the ‘Very significant positive impact’, ‘Significant positive impact’, ‘Moderate positive impact’ and ‘Little but positive impact’ response categories demonstrates an overall positive impact on the majority of downtown

businesses in both case studies. It is also worth noting that no businesses surveyed in either case study said the downtown university campus had a negative impact on their business.

Figure 17: Impact of downtown university campus on downtown businesses



What does this all mean? First, the majority of downtown businesses in both Kitchener and Cambridge recognize the presence of the campuses, as 66% of the downtown businesses in Kitchener surveyed and 77% of the downtown businesses surveyed in Cambridge said they were either ‘Very familiar’ or ‘Familiar’ with the WLU FSW and UW SA campuses respectively (Figure 14). The majority of downtown businesses in Kitchener and Cambridge also acknowledge that the campuses are having an impact via student and staff patronage and that the impact is overall positive (Figure 17).

5.1.3 Rationale for downtown university campus

Question 4 of the downtown business survey was open-ended which allowed the participants to write a word, phrase or sentence(s) response. Similar responses from different participants were coded/indexed to establish what theme or themes were being expressed and which were the most common in response to the question. Since some responses contained more than one idea or thought, the different parts of those responses

were coded/indexed accordingly. This means that the total number of responses from all the themes established does not equal the total number of respondents. The themes were not previously conceived and applied to the data but originated from an interpretation of what was being expressed in the data. This applies to other open-ended questions from the downtown business surveys.

‘To bring people to the downtown’ was the most common theme expressed by the downtown business in Kitchener (N=29) and the downtown businesses in Cambridge (N=17) in response to “Why do you think a downtown university campus was sought as a downtown revitalization strategy?” More specifically 13 of the 29 mentions by downtown businesses in Kitchener and 8 of the 17 mentions by downtown businesses in Cambridge were interpreted as ‘To bring people downtown as consumers’. Table 5.2 displays all the themes expressed.

Table 4: “Why do you think a downtown university campus was sought as a downtown revitalization strategy?”

	Number of Mentions: Downtown Kitchener	Number of Mentions: Downtown Cambridge
To bring people downtown (in general)	16	9
To bring people downtown as consumers	13	8
To improve the overall economy	5	6
To improve the downtown’s image	5	3
To add to the feel of downtown	7	4
To preserve/Re-use old building	2	4
To create a multifunctional downtown	2	-
To make downtown centre in knowledge economy	2	-
To create housing opportunities	1	4
To help downtown in general	-	2
To improve safety	-	1
To support university	-	2
Unknown/ Don’t Know/No idea	2	1
Other	2	1
Undetermined	-	1

Examples of responses from downtown businesses in Kitchener and Cambridge that demonstrate the themes expressed are displayed below:

“More people in the downtown means that they have needs while they are here i.e. coffee, literature, food, clothing/ Therefore more business, more money”
(K-dt-bus #21)

“It is in my opinion that a downtown campus brings more people to the area, is seen as a positive and permanent development which will stimulate other business ventures. It will indirectly affect revitalization, especially in the initial stages.”
(K-dt-bus # 46)

“It brings in youthful people that are unfamiliar with the downtown which allows them to explore all the downtown has to offer. It created a new and vibrant energy to an already existing area.” (C-dt-bus # 29)

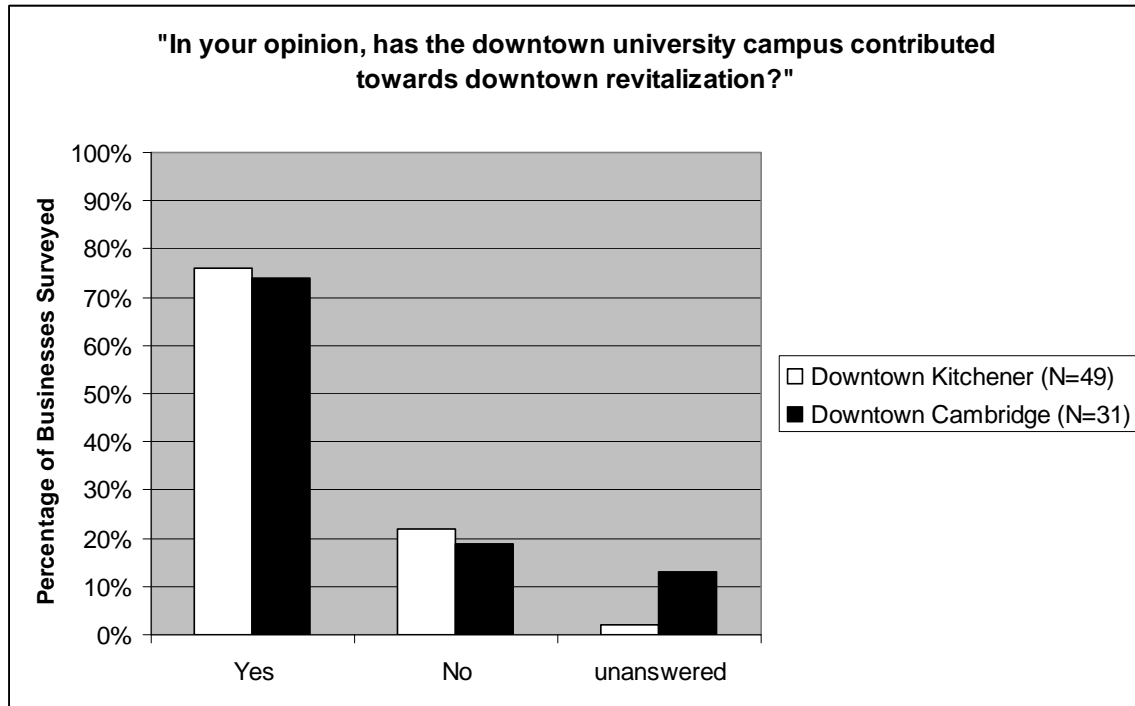
“Because the university students increase business and helps to make others aware of what downtown has to offer!” (C-dt-bus # 31)

Question 5 of the business survey asked: “What do you think were the intended goals of the downtown university campus?” Respondents from Kitchener and Cambridge found this question similar to the previous question as many themes expressed in the answers for this question were similar to the themes expressed for question 4 (there were also many responses from question 5 that were identical to question 4). For example, bringing people downtown (in general) and as consumers and improving the overall economy were similar themes to question 4 as expressed by the downtown businesses of Kitchener. A different and dominant theme expressed was the university capitalizing on the site (because of access and relatively inexpensive land/building). A different and dominant theme was not produced from the Cambridge responses. Bringing people downtown as consumers was the only really dominant theme expressed by downtown businesses in Cambridge for this question but again this was similar to a theme expressed for question 4.

5.1.4 Contribution to downtown revitalization

Downtown businesses in Kitchener and Cambridge both felt that the downtown university campus contributed towards downtown revitalization in general in response to question 6 of the downtown business survey. In Kitchener, 76% (N=37) of the downtown businesses and 74% (N=23) of the downtown businesses responded ‘Yes’ (see Figure 18).

Figure 18: Downtown university campuses' contribution to downtown revitalization



From downtown Kitchener, two respondents selected both 'Yes' and 'No' in response to this question. For a Skate shop, they selected 'Yes' and 'No' because they felt it was: *"Kinda both"* while the explanation from a clothing store who selected both 'Yes' and 'No' was: *"They have contributed, but not extremely well as the downtown is not focused on stores that appeal to the students."*

Downtown businesses were subsequently asked how the downtown university campus contributed economically, socially and environmentally towards downtown revitalization. The results are displayed in Figure 19, Figure 20 and Figure 21.

Figure 19: Economic contribution to downtown revitalization

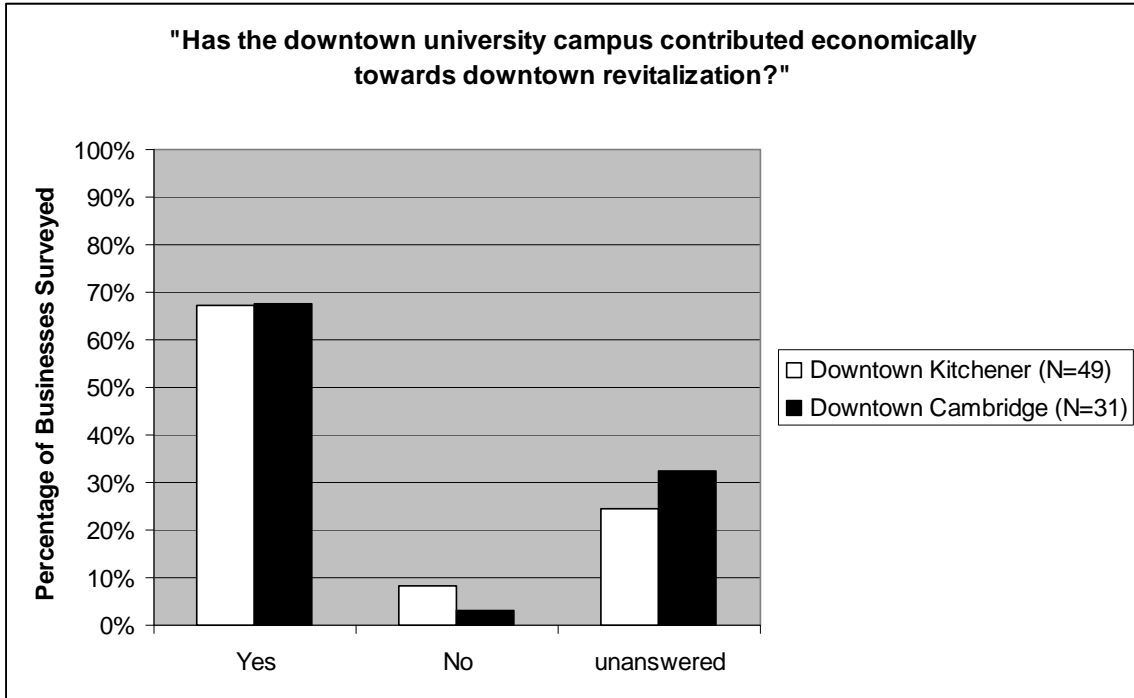


Figure 20: Social contribution to downtown revitalization

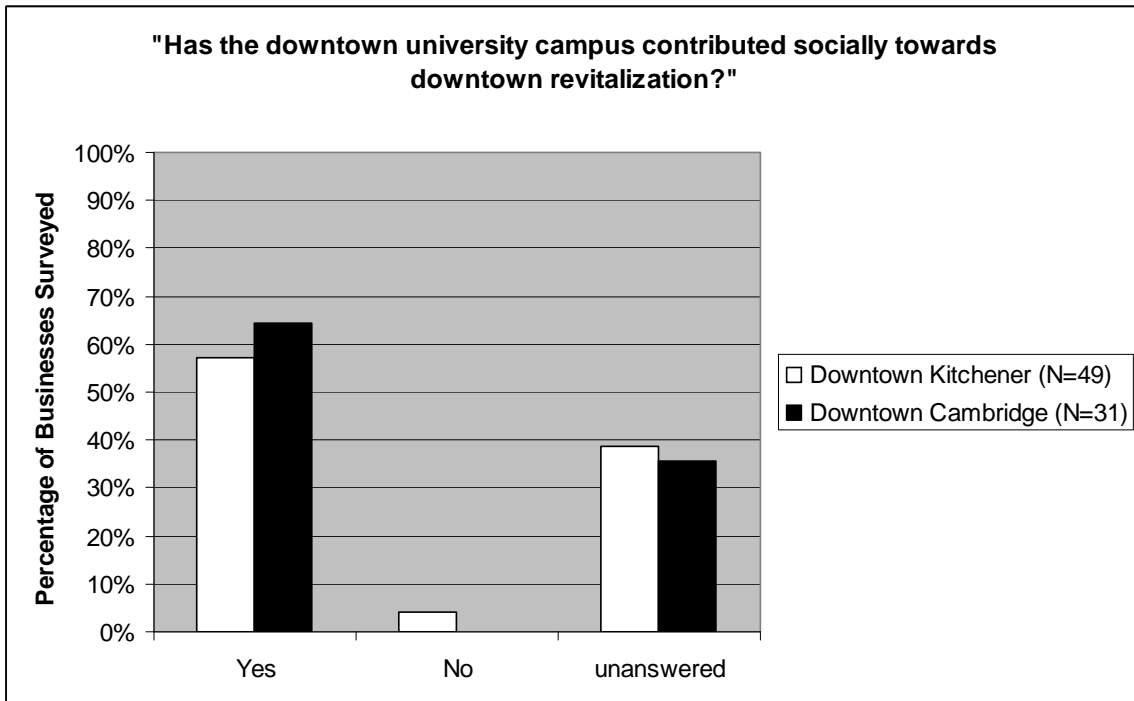
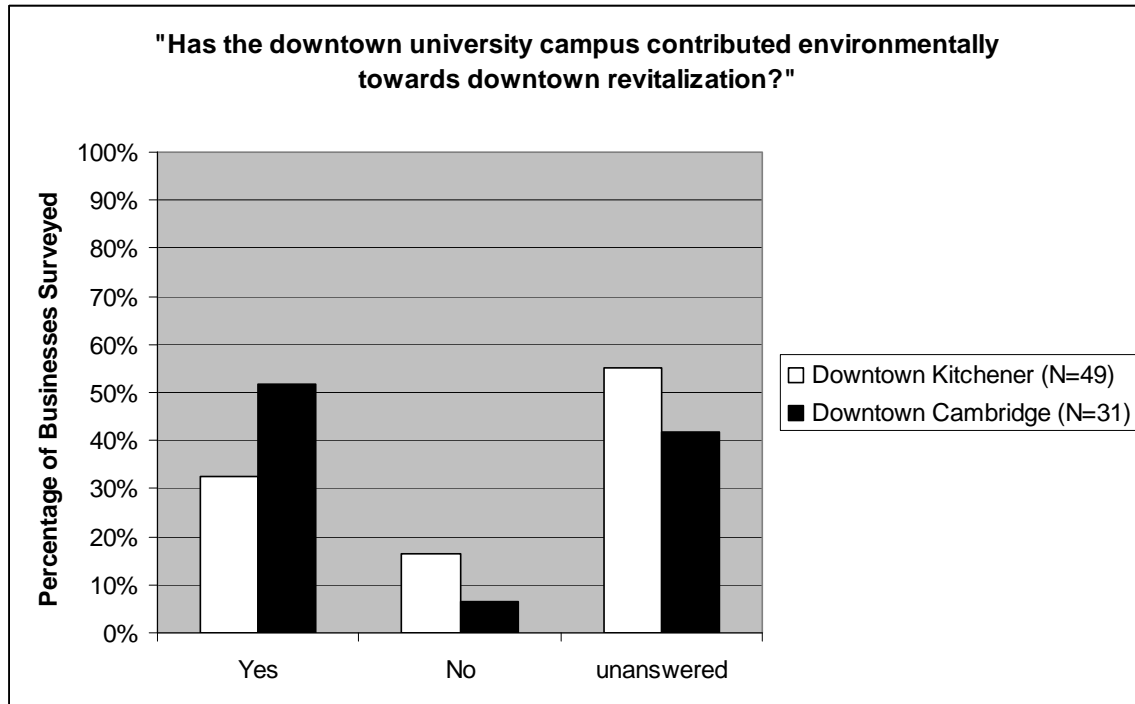


Figure 21: Environmental contribution to downtown revitalization



Businesses were also given the option to describe if the downtown university campus contributed in another way to downtown revitalization. Only 8 businesses from downtown Kitchener and 8 businesses from downtown Cambridge responded ‘Yes’ to this question as the majority left this question unanswered. One downtown business in Kitchener said the WLU FSW campus has contributed to “*Downtown Evolution*” adding “*It marks the start of what Kitchener can become.*” As one business put it “*‘Possibilities’ were seen*”; possibilities such as “*...a great housing development and restorations of older buildings*” according to another business. Referring to the actual renovated WLU FSW building, one business wrote: “*Beautification. Instead of sitting empty and going into decay. The building looks lived in*”. Generally commenting about the WLU FSW contribution one business wrote: “*I have noticed the streets looked busier so you don't notice all of the negative things as much. i.e. street people, garbage etc.*”

In Cambridge, one downtown business said the campus contributes in another way by providing “*role models*”, presumably for elementary and high school students: “*I would think that kids on the street would look & possibly speak to students of the campus and give them hope for a future!*” They added that the campus “*Assist[s] with restoring*

& preserving the downtown core". In a similar vein, another business in Cambridge said the campus *"Gives local students a place in Cambridge. Keeping education in Cambridge"*. Other responses from downtown businesses in Cambridge included: *"Improves safety concerns. More foot traffic"*, *"Communication"* and *"It has brought a culture of happenings here. Not of projects on the go"*.

In Kitchener, 22% (N=11) of the downtown businesses surveyed and 19% (N=6) of the downtown businesses surveyed said 'No' to if the downtown university campus contributed towards downtown revitalization in general (see Figure 18). For the downtown businesses in Kitchener some of the reasons as to why the WLU FSW did not contribute to revitalization were:

"It seems most students and professors are only there part-time." (K-dt-bus #8)

"They [students] seem to all want to be on University ave. where there's more for them to do. Example - bigger campus, bars, and no scary street kids & homeless people that may intimidate them. They want to feel safe!" (K-dt-bus #16)

"My business is focused on a specific cliental. Student population would generally not spend money towards this type of business." (K-dt-bus #18)

"I think it is a small part in a larger vision" (K-dt-bus #20)

"A qualified no. The pharmacy building is not yet built so its effect on revitalization can't be measured. Apparently the social workers are too scared to come out of their building (that's what one told me) so they can't be measured until they come out." (K-dt-bus #26)

For the downtown businesses in Cambridge, some of the reasons as to why the UW SA did not contribute to revitalization were:

"Landlords keep rents too high. Class time too long students have little time to spend money or to socialize" (C-dt-bus #4)

"the stores are not interesting to the 'youth'" (C-dt-bus #9)

"The city didn't prepare for the students. No housing no new 'student' friendly pubs, café i.e. students aren't staying in the downtown core to eat, shop or live." (C-dt-bus #10)

"Have not seen any improvement" (C-dt-bus #17)

“Rome wasn't built in a day, it will come. Remember the university started in Waterloo, On. in the mid 50's, and it grew slowly....” (C-dt-bus #27)

5.1.5 Measuring the Contribution

Question 7 of the business survey asked: “How do you think the economic, social and environmental contribution of the downtown university campus is measured?” This question did not yield much as many respondents left a blank answer, stated they did not know, or provided responses that did not seem relevant. Respondents that did provide answers either described the process of measuring (i.e. through surveys or observation) or the indicators of measurement (i.e. financial data, number of visitors).

5.1.6 Downtown Strengths

Downtown strengths are positive things in or about the downtown. Downtown revitalization literature recommends that new strategies intended or implemented to improve or revitalize the downtown should complement existing downtown strengths (Filion et al., 2004; Robertson, 1999, 2001). Downtown businesses, in Kitchener and Cambridge were provided this brief description and asked what downtown strengths, if any, the downtown university campus complemented. Table 5 displays the related themes.

Table 5: “What downtown strengths, if any, do you think the downtown university campus complements?”

	Number of Mentions: Downtown Kitchener	Number of Mentions: Downtown Cambridge
Complements existing downtown businesses/services	16	2
Complements architecturally/buildings/surroundings	6	8
None/does not complement/not sure	6	3
Complements feel/character/sense of downtown	3	-
Complements festivals/events	2	2
Complements attraction of new businesses	-	2
Complements culture, arts, entertainment	2	-
Complements transportation	2	-
Complements housing	2	-
Complements youthfulness	2	1
Complements new thinking	-	2
Complements safety	-	1
Other	1	0
Undetermined	1	2

In Kitchener, 35 businesses responded to this question. The most common theme expressed was how the WLU FSW ‘complements the existing businesses/services’ of downtown Kitchener. For example:

“Downtown campus complements food & service industries. Essential services are complemented to support the student pop.” (K-dt-bus #18)

In particular, a few businesses referred specifically to small, independently owned businesses:

“Independently owned business - great service, unique products...”
(K-dt-bus #21)

“Our already diverse cultural profile, they support small & indie businesses & attend community events” (K-dt-bus #38)

‘Complements architecturally/buildings/surroundings’ received the next highest number of mentions as well as ‘None/does not complement/not sure’:

“at the moment not much.” (K-dt-bus #8)

“Downtown Kitchener has strengths?” (K-dt-bus #26)

In Cambridge, ‘complements architecturally/buildings/surroundings’ was the most common theme expressed by downtown businesses:

“Since the University is an architectural school maybe they can high light the beautiful buildings in downtown Galt.” (C-dt-bus #28)

“The use of existing buildings / facilities” (C-dt-bus #14)

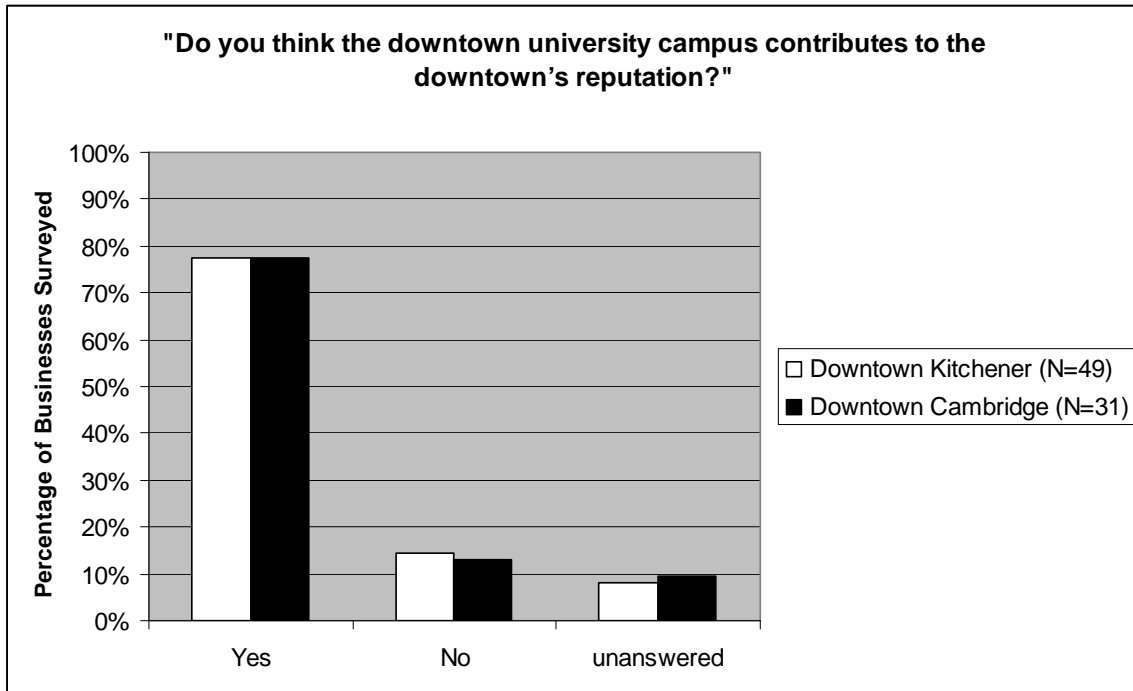
“The focus on architecture compliments our commitment to preserving old buildings and houses...” (C-dt-bus #24)

‘Festivals/events’, ‘existing businesses’, ‘attraction of new businesses’ ‘safety’ and ‘new ideas’ were other themes expressed in the responses. One business, as well as a few in Kitchener, in response to this question wrote “*none*”. If they meant the downtown university campus does not complement any strengths or downtown Kitchener and Cambridge do not have any strengths to complement is unclear. Finally, one other business in Cambridge was both pessimistic and optimistic in their response: “*Our downtown has no strengths anymore. The campus is a catalyst in providing new strengths.*”

5.1.7 Downtown Reputation

A downtown’s reputation is important for the downtown and for the city overall (Meligrana, 2001; Palma, 2000; Robertson, 1999). In Kitchener and Cambridge Downtown businesses both felt that the downtown university campuses contributed to the downtown’s reputation. In Kitchener, 78% (N=38) of the downtown businesses and 77% (N=24) of the downtown businesses responded ‘Yes’ (see Figure 22).

Figure 22: Downtown university campus' contribution to downtown's reputation



A variety of reasons were given by downtown businesses in Kitchener and downtown businesses in downtown Cambridge as to how the campuses contribute positively to the downtowns. The responses were coded/indexed and the themes expressed are presented in Table 6.

Table 6: How does the downtown university campus contribute to the downtown’s reputation?

	Number of Mentions: Downtown Kitchener	Number of Mentions: Downtown Cambridge
Through addition of people	12	3
Improves overall image/reputation of city	9	9
Contribution overall positive	-	8
Improves feel	10	-
Improves safety	6	-
Overall economic benefit	4	-
University’s reputation	4	-
As place for education	-	3
Other	2	-
Not aware/more needed		3
Undetermined	-	2

The dominant theme among the downtown businesses was how the influx of people would help the downtown’s reputation. Many of the downtown businesses were candid about the type of people brought downtown by the WLU FSW campus that would help, for example:

“brings better class of people to area” (K-dt-bus #10)

“a higher level of people, more affluent” (K-dt-bus #25)

Many of the responses expressed more than one theme, for example:

“demonstrates that we are a 'smart' community and safer b/c educated youth have low crime rates.” (K-dt-bus #30)

“It definitely helps the decor of downtown, brings the reputation to a higher stance.” (K-dt-bus #14)

In Cambridge, the downtown businesses were also mostly positive about how the UW SA campus contributes to the downtown’s reputation. The most common theme expressed was how the UW SA ‘improves overall image/reputation of city’, for example:

“It helps to extinguish the negative reputation that the downtown core has as a stigma. Education breathes new life to a dilapidated area.” (C-dt-bus #29)

'Contribution overall positive' was the second most common theme expressed by downtown businesses. An example response included:

"Its all good. Nothing but good for everyone. Education rocks" (C-dt-bus #2)

There were a couple of businesses, who said that the UW SA contributes to the downtown's reputation but were not necessarily outwardly positive about how it contributes. One business said it contributes *"by association - however greater attention / emphasis is needed - many of our clients are not aware of its presence."* While another said, *"It's just another added 'feature' basically."*

From downtown Kitchener, 7 businesses said the WLU FSW does not contribute to the downtown's reputation but not all the responses were necessarily negative. One business felt the downtown *"...is not as bad as some people say that [it] is"*; some were optimistic saying *"Downtown is known right now as a scary place to be, people feel uncomfortable and the campus brings a whole new type of person to downtown"*; while a couple of businesses were indifferent: *"If the Downtown has a bad rep I'm not going to blame the university. If the Downtown has a good rep were not going to think its because of the university"*.

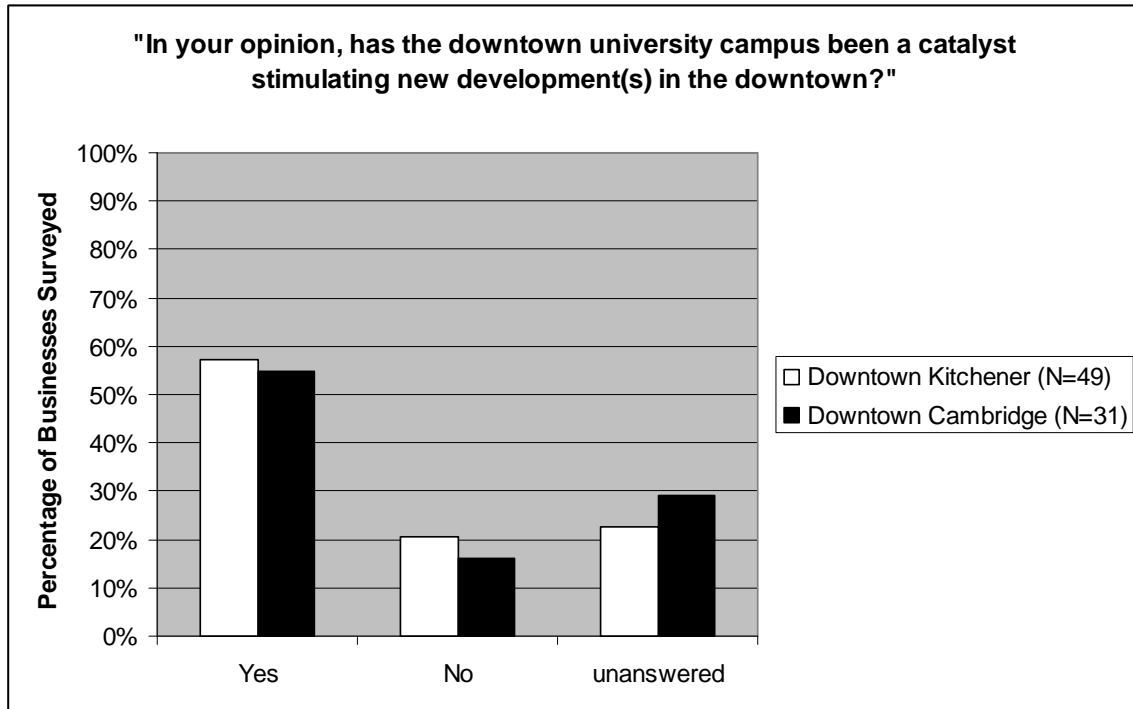
In Cambridge, only 4 downtown businesses said the UW SA did not contribute to the downtown's reputation, citing not enough students year round, Cambridge not having a reputation because a lot is negative and people not knowing the campus is there.

5.1.8 Downtown university campus as a catalyst

Urban catalysts are projects (for example a new arena, a new condominium etc.) that on their own are beneficial but are also more importantly capable of stimulating new developments downtown (Logan and Attoe, 1989; Robertson, 1995, 1999). The downtown businesses, in Kitchener and Cambridge were provided this brief description and asked if the downtown university campus has been a catalyst stimulating new developments downtown. Only 57% (N=28) of the downtown businesses in Kitchener said 'Yes' to the downtown university campus being a catalyst while 55% (N=17) of the downtown businesses surveyed in Cambridge said 'Yes' (see Figure 23). While the

percentage of businesses that said ‘No’ was not necessarily high, the percentage that did not answer this question is noticeable: 22% (N=11) in Kitchener and 29% (N=9) in Cambridge.

Figure 23: Downtown university campus as a catalyst



When asked what types of developments had been created, downtown businesses in Kitchener referred to new residential developments (lofts, condos and apartments), new businesses (retail, restaurants and services), specific developments (Centre Block, UW School of Pharmacy, GRT bus terminal), the renovation of buildings and confidence to potential investors as what had been stimulated by the WLU FSW. Example responses included:

“As mentioned above the condos, new retail, and most of it all the "run down" houses are bought for restoration to give housing for students, which creates a cleaner downtown picture” (K-dt-bus #45)

“Many new condominiums are being developed or will be developed with the students’ accommodation taken into consideration” (K-dt-bus #12)

“Definitely it is an improvement to the downtown area , it offers a different idea about our city to potential businesses and people.” (K-dt-bus #14)

Similarly, the downtown businesses in Cambridge said new residential developments (lofts, condos, and apartments), new businesses (retail, restaurants and services), specific developments (potential theatre), the renovation of buildings and potential for developers as to the types of developments that had been stimulated by the UW SA. For example:

“I opened and many other shops have come to the core” (C-dt-bus #26)

“I think so - I suspect the school's presence has elevated or spot lighted the areas great historical buildings - generating outside interest from developers - several buildings are being re-developed or built to offer a place for residents to live, work, play” (C-dt-bus #20)

Reasons as to why downtown businesses in Kitchener said ‘No’ to the WLU FSW campus as a catalyst were: not enough students to make an impact, WLU FSW is not directly responsible for new developments, lack of parking, still early, financial constraints, lack of entrepreneurial spirit in Kitchener, space hard to find, the need of developments to beget developments, sensitivity to market characteristics needed and the possibility it is not worth it. As one downtown business put it:

“Again the Social Work school of Wilfrid Laurier does not bring enough full-time students or professors to this area to make any significant impact to Kitchener's downtown. New developments are happening in downtown, but its due in part with many other mandates that the City have on the go.” (K-dt-bus #8)

In Cambridge, reasons cited as to why there had not been any new developments created included: not enough students to make an impact, economic restrictions, available properties needed, too early to judge, businesses seem to be closing and moving away, developments coming and developments not visible yet.

5.1.9 Successful Downtown Characteristics Chart

Lastly, downtown businesses were asked to complete the chart of characteristics indicative of successful downtowns or successfully revitalized downtowns. Downtown businesses were asked, “In your opinion, which of the following characteristics have been achieved and/or aided by the presence of the downtown university campus?” The downtown businesses were allowed to choose all that applied. The results are presented in Table 7 and Table 8.

Table 7: Successful Downtown Characteristics Chart – Characteristics Achieved and/or Aided by the presence of the WLU FSW campus in downtown Kitchener (according to downtown businesses surveyed in Kitchener)

The downtown university campus...	# of Reponses: downtown Kitchener	% of 49
Increases number of people downtown	37	76%
Creates a more diverse population of people downtown	35	71%
Contributes to more street activity	35	71%
Enhances downtown’s reputation	35	71%
Is part of a long term vision to improve downtown	35	71%
Adds to architectural aesthetic of downtown	31	63%
Increases retail activity	31	63%
Creates a multi-functional downtown	30	61%
Creates more employment	28	57%
Is a catalyst for new developments	27	55%
Complements existing strengths	24	49%
Enhances downtown’s sense of place	19	39%
Improves safety	16	33%
Preserves heritage	15	31%
Other	0	0%

Table 8: Successful Downtown Characteristics Chart – Achieved and/or aided by the presence of the UW SA campus in downtown Cambridge (according to downtown businesses surveyed in Cambridge)

The downtown university campus...	# of Responses: Downtown Cambridge	% of 31
Is part of a long term vision to improve downtown	26	84%
Adds to architectural aesthetic of downtown	24	77%
Creates a more diverse population of people downtown	24	77%
Enhances downtown’s reputation	24	77%
Increases number of people downtown	24	77%
Creates a multi-functional downtown	21	68%
Contributes to more street activity	21	68%
Enhances downtown’s sense of place	20	65%
Is a catalyst for new developments	19	61%
Preserves heritage	17	55%
Complements existing strengths	16	52%
Increases retail activity	15	48%
Improves safety	11	35%
Creates more employment	10	32%
Other	0	0%

The top five responses selected by downtown businesses in Kitchener and downtown businesses in Cambridge regarding which characteristics had been achieved and/or aided by the campuses were all identical except for one: ‘Is part of a long term vision to improve downtown’, ‘Creates a more diverse population of people downtown’, ‘Enhances downtown’s reputation’ and ‘Increases number of people downtown’. ‘Contributes to more street activity’ was the other top cited characteristic by the downtown businesses of Kitchener while ‘Adds to architectural aesthetic of downtown’ was the other top cited characteristic by the downtown businesses of Cambridge.

5.2 Web-based survey results – Students, Faculty and Staff

There were 89 web-based surveys completed from the WLU FSW in Kitchener and 127 completed web-based surveys from the UW SA campus. The breakdown of respondents, their age and their gender are presented in Table 9, Table 10 and Table 11 respectively.

Table 9: Breakdown of respondents from web-based surveys

	WLU FSW Kitchener	UW SA Cambridge
Students	71	96
Faculty members	5	11
Administration staff member	10	11
Building maintenance staff	0	0
Other	4	3
skipped question	-	6
TOTAL	90	127

Those from WLU FSW who selected ‘Other’ provided the following responses: “student”, “FSW library staff”, “part time student”, “part time student working full time” Those from UW SA who selected ‘Other’ provided the following responses: “previously was a student”, “graduate” and “graduate –sometimes faculty”.

Table 10: Gender Breakdown of respondents from web-based surveys

	WLU FSW Kitchener	UW SA Cambridge
Male	6	42
Female	84	73
skipped question	-	12
TOTAL	90	127

Table 11: Age breakdown of respondents from web-based surveys:

	WLU FSW Kitchener	UW SA Cambridge
17-24 years of age	11	63
25-34 years of age	44	32
35-44 years of age	19	10
45-54 years of age	12	5
55-64 years of age	4	4
65+ years of age	0	1
skipped question	-	12
TOTAL	90	127

5.2.1 Frequency Downtown

The next two questions in the web-based survey asked respondents how frequently they travel to the downtown campus in a week and their typical mode of travel.

Figure 24: Average weekly frequency at downtown university campus

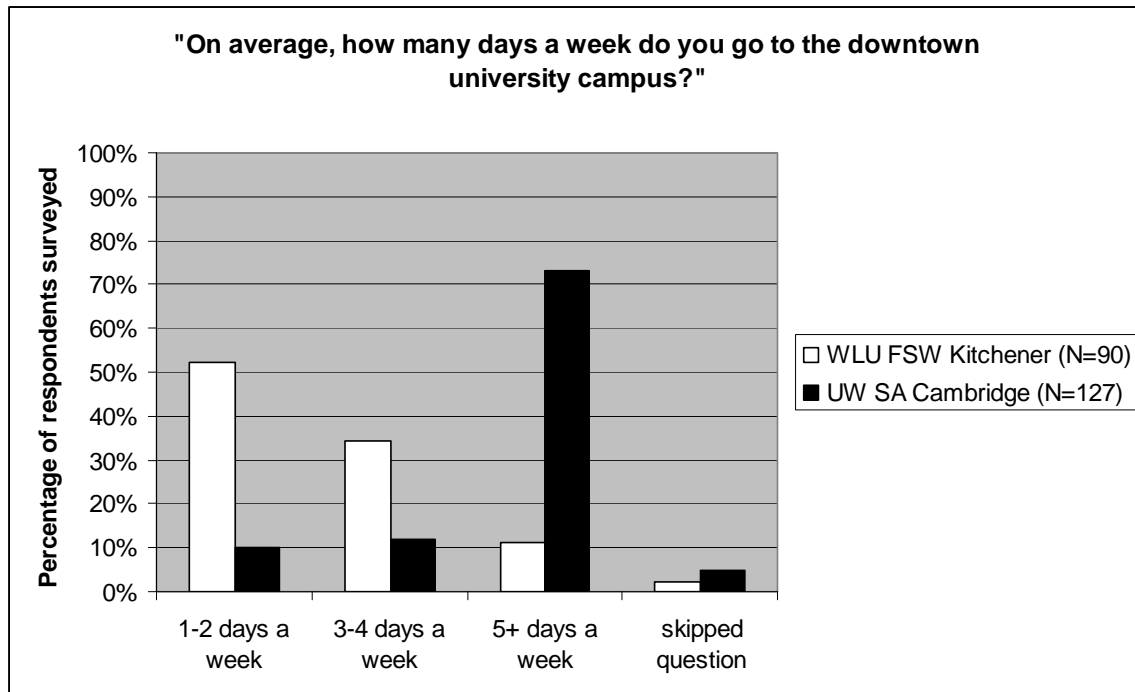
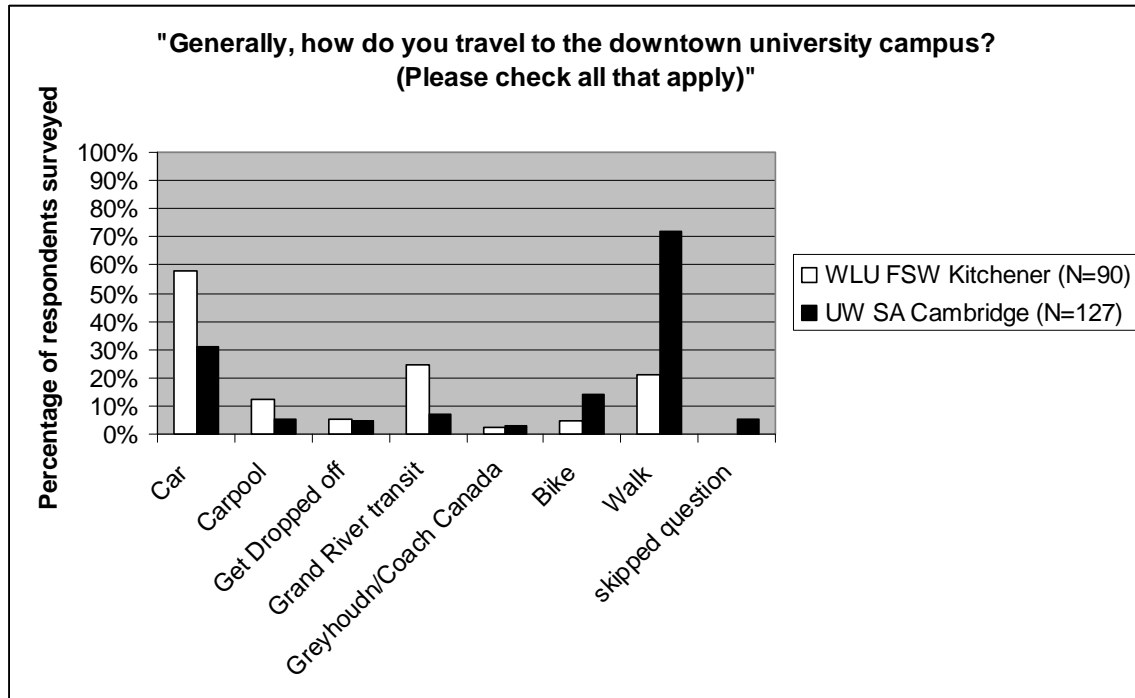


Figure 25: Mode of travel to the downtown university campus



There are notable differences in frequency of attendance at the respective downtown university campuses and the mode of travel. The majority of respondents (73%; N=93) from UW SA said they go ‘5+ days a week’, while the majority (52%; N=47) from WLU FSW said ‘1-2 days a week’. Regarding the mode of travel, the majority of respondents from UW SA, (72%; N=91) said they ‘Walk’, while the majority of respondents from WLU FSW (58%; N= 52) said they drive.

These differences are explained by the differences in student body size and nature of the programs at the two downtown campuses (considering the majority of respondents from both web-surveys were students). The WLU FSW in downtown Kitchener has approximately 250 students and only offers a graduate program with a number of part-time options (City of Kitchener, 2008; Wilfrid Laurier University, 2008a, 2008b); while the UW SA in downtown Cambridge offers a graduate and undergraduate program with approximately 480 students, 380 of which are undergraduate students (J. Lederer, personal communication, December 5, 2006). As Figure 30 and Figure 31, below, shows, there is a larger percentage of UW SA respondents who live downtown compared with respondents from WLU FSW. This helps to explain the higher percentage of UW SA

respondents who walk considering they live closer to their campus than do the respondents from WLU FSW to their campus. Respondents were subsequently asked if they leave the downtown university campus, when at the campus, to visit other areas of downtown, where they go and how frequently they go and if not, why they do not venture out (see Figure 26, Figure 27 and Figure 28).

Figure 26: Venturing to Other Areas of downtown Kitchener and downtown Cambridge by students, faculty and staff

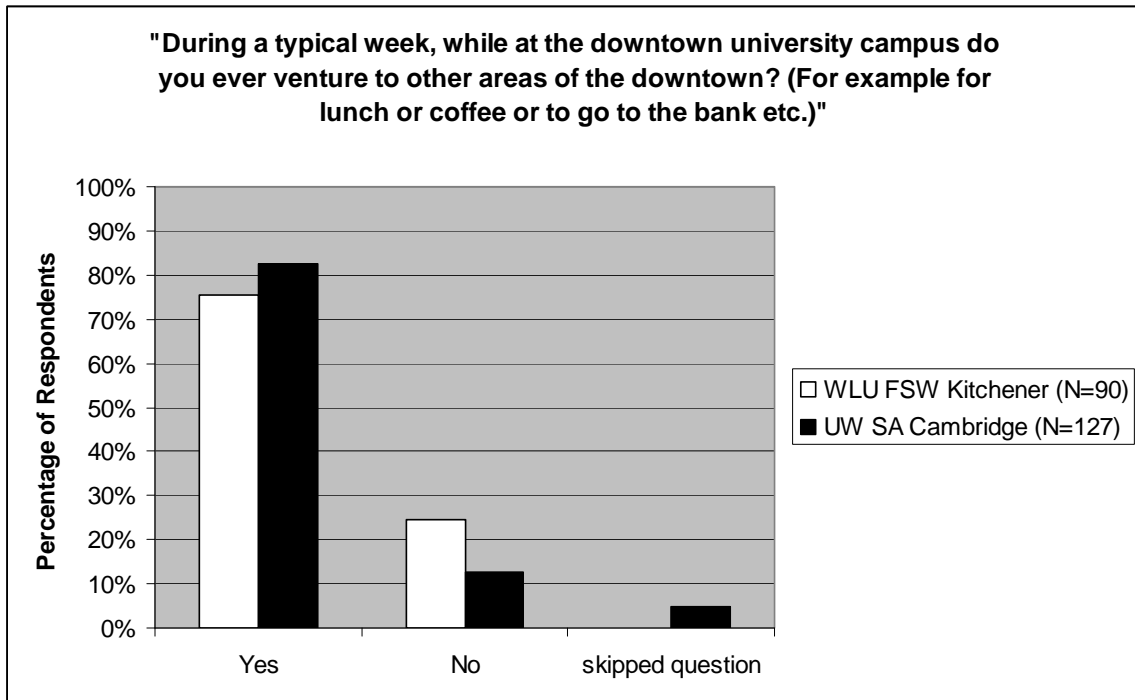


Figure 27: Frequency and Location in downtown Kitchener

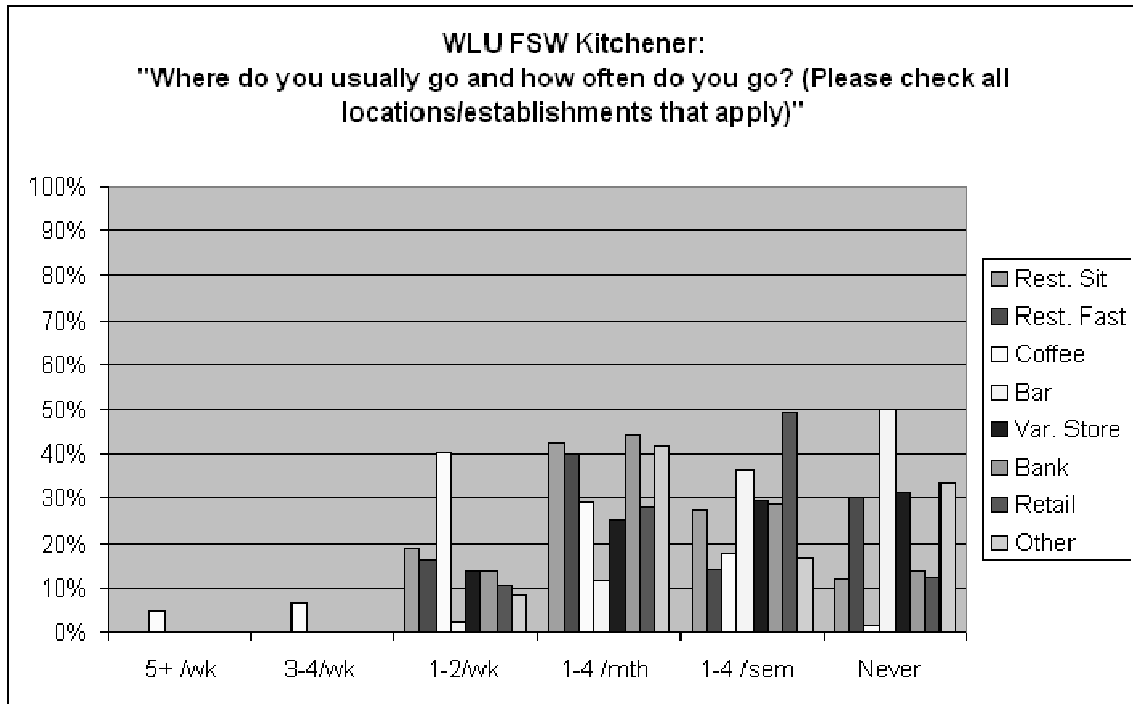
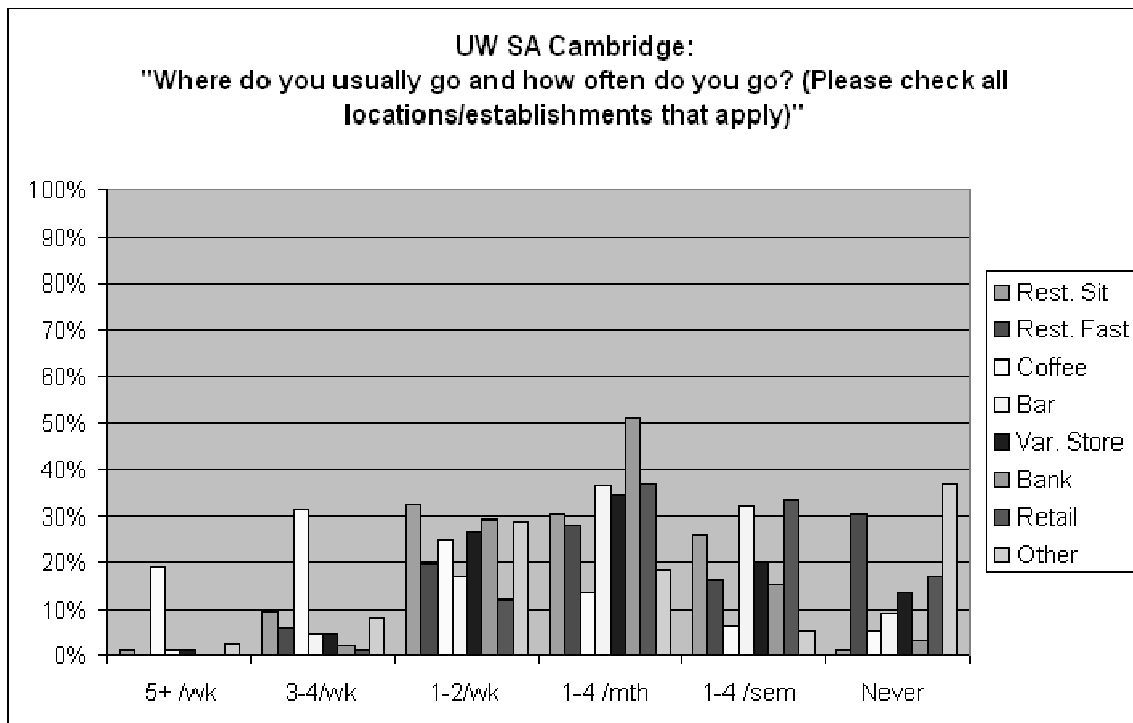


Figure 28: Frequency and Location in downtown Cambridge



From WLU FSW, 76% (N=68) and from UW SA 83% (N=105) said ‘Yes’ to venturing to other areas of downtown when at their respective campuses. From Figure 28, it is evident that students, faculty and staff from UW SA venture to other areas of downtown more frequently than do students, faculty and staff from WLU FSW as shown in Figure 27. The difference in frequency is partly explained by the differences in program nature (UW SA undergraduate and graduate program versus WLU FSW graduate program, with part-time options) and because a higher percentage of respondents from UW SA live downtown and walk than do respondents from WLU FSW (see Figure 30 and Figure 31 below). Living closer to campus, walking and not having to leave immediately after class to drive home provides an opportunity to students, faculty and staff to familiarize themselves with the downtown area and what it has to offer.

From WLU FSW, 22 respondents said ‘No’ to leaving the campus to venture to other areas of downtown Kitchener. Reasons as to why people do not venture from campus included: they commute from out of town, do errands somewhere else, no need to, building has what is needed, no time, financial considerations, unfamiliar with the downtown, no interest, and downtown is unappealing. Many respondents gave a combination of reasons, for example one student said:

“Typically I stay on campus to have lunch. Due to limited financial resources, I usually bring a lunch. However, if I do not bring one, I typically buy a lunch at the on-campus Morning Glory Cafe, especially if the weather is bad. Also, since I commute, group work or meetings in which I am involved tend to be booked over the lunch period, so there is not much time to go off campus....” (WLU - resp. #72)

Similarly, another student said:

“Usually because I am too busy and commute from a different city so I do all of my errands in that city. Also, I’m a student, so I’m trying to avoid spending money getting coffee; however, there is a coffeeshop in the building if I ever did want one.” (WLU - resp. #82)

From UW SA, there were only 16 respondents who said ‘No’ to leaving the campus to venture to other areas of downtown Cambridge. Of the 16 responses there were only three reasons as to why people do not venture from campus: downtown Cambridge does

not have much to offer/see, no time, and the building has what is needed. Samples of responses were:

“Everything within walking distance is also available at the School (ie. coffee, lunch, supply store). If I need something that isn't available within the School, it's typically not available in the downtown either, so I would have to drive.” (UW- resp. #116)

“hectic schedule and nothing in the area” (UW- resp. #9)

5.2.2 Money Spent Downtown

Respondents were then asked how much money on average they spend downtown when at the downtown university campus. Respondents were asked to exclude how much they spend at the actual downtown university campus i.e. in the cafeteria and include only that which they spend in other places when they venture out and away from the campus.

Figure 29: Average Amount of Money Spent Downtown

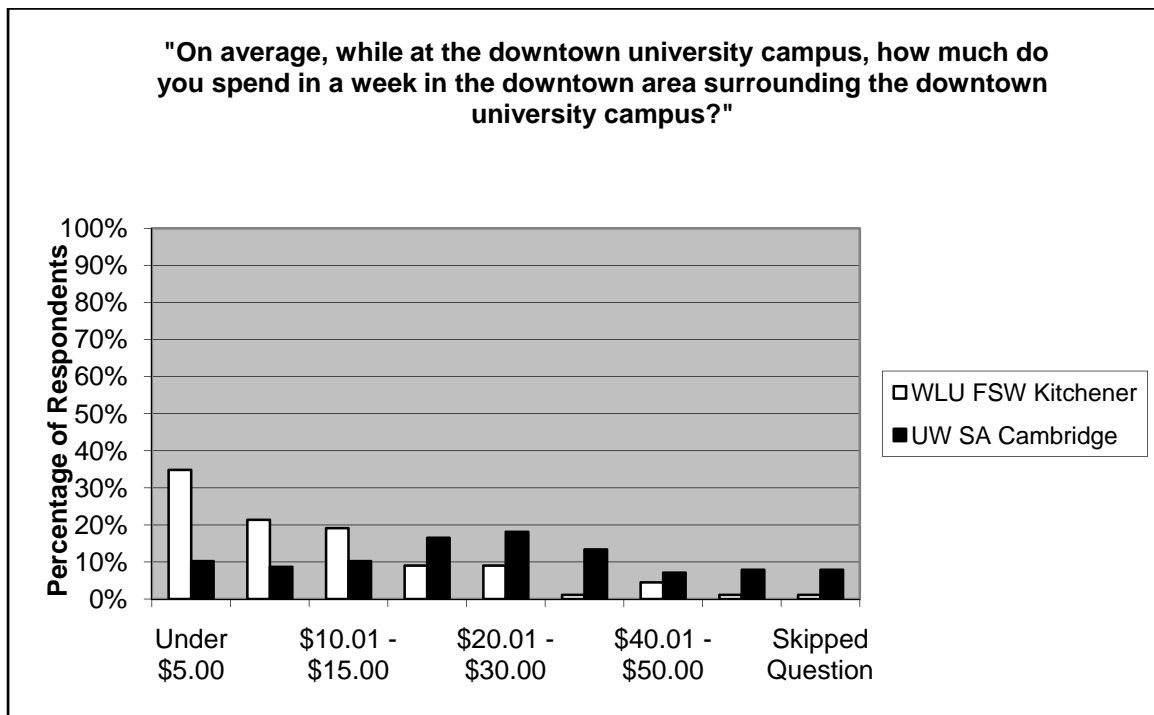


Figure 29 shows that a modest amount is spent by respondents from WLU FSW and UW SA in downtown Kitchener and downtown Cambridge respectively. Respondents from WLU FSW specified mainly the smaller amounts, with the majority selecting ‘Under \$5.00’. The responses from the UW SA surveys were more evenly distributed among each spending category. The difference between the amount spent on average by the respondents from the two campuses can be explained by the differences cited earlier regarding the different programs, different frequency venturing to other areas of downtown and the higher percentage of respondents from UW SA who live downtown and walk than do respondents from WLU FSW (see Figure 30 and Figure 31 below).

5.2.3 Location of residence

Students, faculty and staff from WLU FSW and UW SA were then asked to indicate generally where they lived (Figure 30 and Figure 31) to determine how many of the respondents surveyed lived downtown and how much of an influence the downtown university campus was in the decision to reside downtown (Figure 32).

Figure 30: General location of residence for respondents of the WLU FSW campus

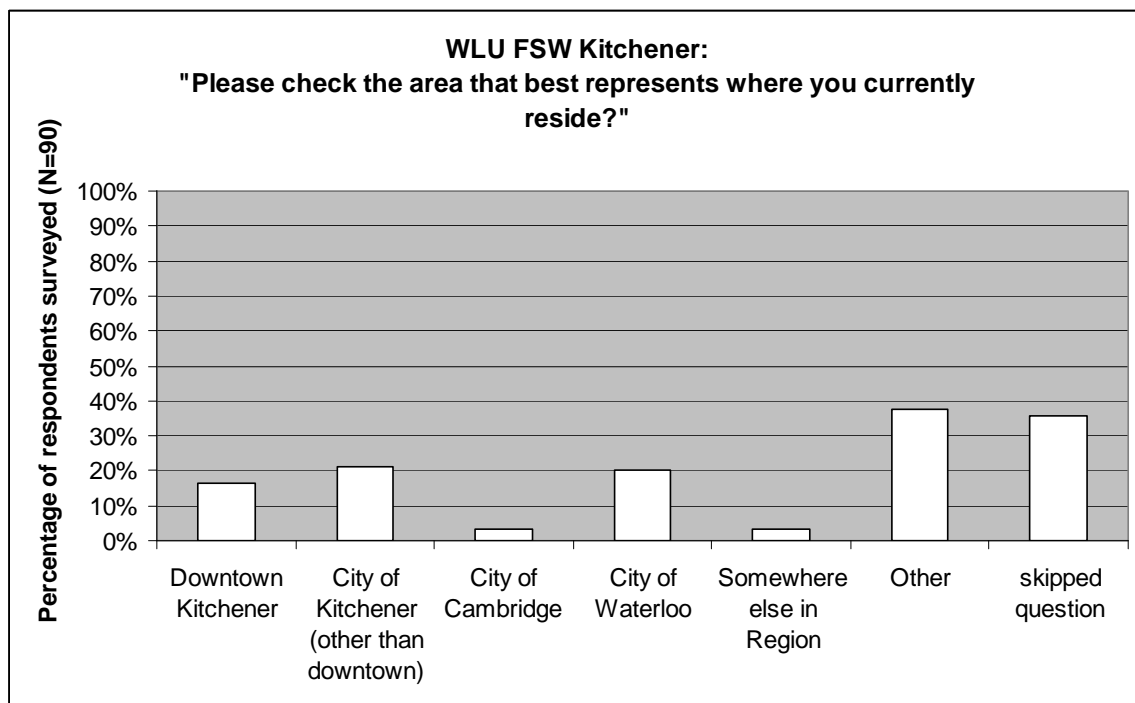
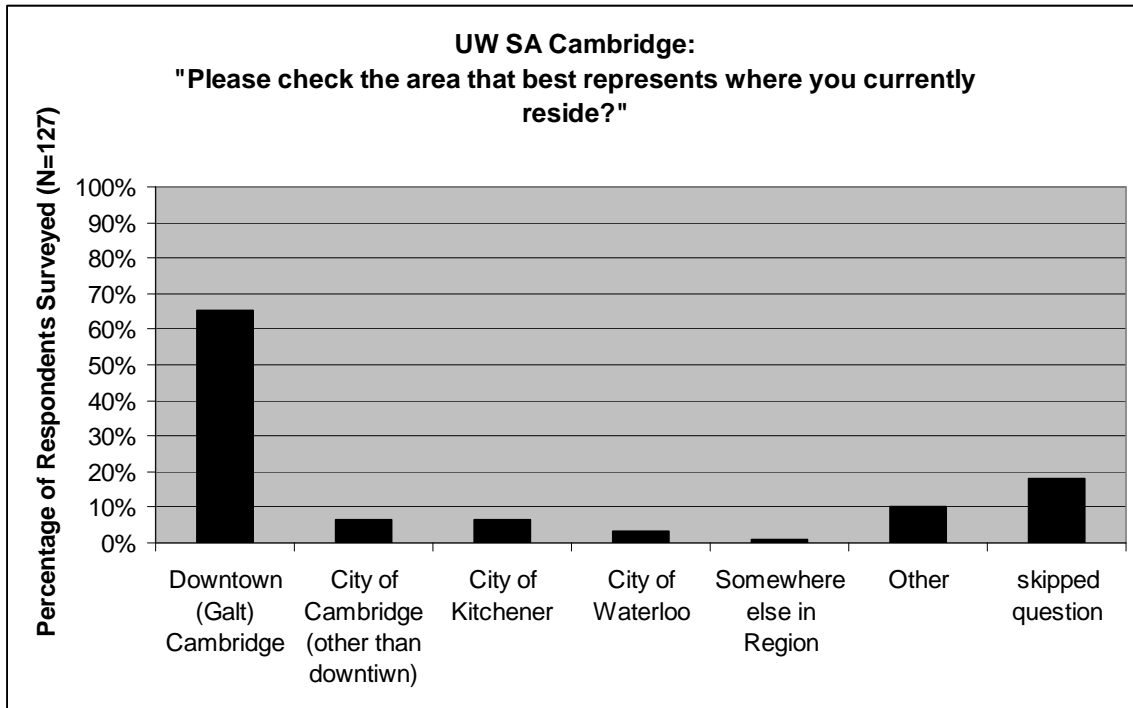
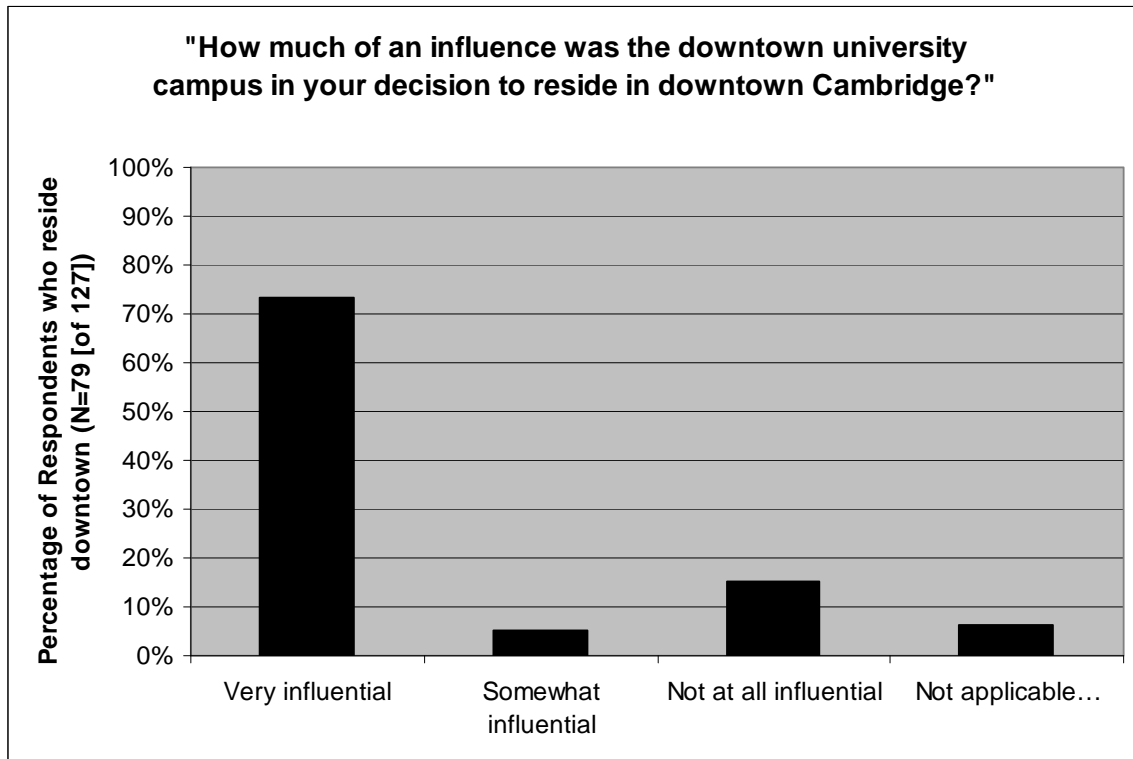


Figure 31: General location of residence for respondents of the UW SA campus



From the WLU FSW campus the highest percentage of respondents selected ‘Other’ (38%; N=34) while the majority of respondents from the UW SA campus selected ‘Downtown (Galt) Cambridge’ (65%; N=83). To determine the influence of the downtown university campus on respondents’ decision to live downtown, the web-survey in both case studies was programmed so that only those who selected ‘Downtown...’ were asked a follow up question. Of the 83 UW SA respondents who said they live in downtown Cambridge, 73% said the UW SA was ‘Very influential’ in their decision to live downtown (see Figure 32).

Figure 32: Downtown university campus influence on decision to reside downtown



It would be misleading to display a graph similar to Figure 32 for those WLU FSW respondents who said they live downtown since only 15 people said they lived downtown and 12 or 80% of which said the WLU FSW was 'Very Influential'.

5.2.4 Successful Downtown Characteristics Chart

Lastly, students, faculty and staff were asked to complete the same chart of characteristics indicative of successful downtowns or successfully revitalized downtowns. The respondents were asked, "In your opinion, which of the following characteristics have been achieved and/or aided by the presence of the downtown university campus?" and were allowed to choose all characteristics that applied. The results are presented in Table 12 and Table 13.

Table 12: Successful Downtown Characteristics Chart - Characteristics achieved and/or aided by the presence of the WLU FSW campus in downtown Kitchener (according to students, faculty and staff of the WLU FSW campus)

The downtown university campus...	# of Responses: WLU FSW Kitchener	% of 90
Adds to architectural aesthetic of downtown	81	90%
Is part of a long term vision to improve downtown	72	80%
Enhances downtown's reputation	69	77%
Increases number of people downtown	64	71%
Preserves heritage	63	70%
Creates a multi-functional downtown	50	56%
Contributes to more street activity	47	52%
Creates a more diverse population of people downtown	45	50%
Is a catalyst for new developments	44	49%
Complements existing strengths	42	47%
Increases retail activity	34	38%
Enhances downtown's sense of place	30	33%
Improves safety	26	29%
Creates more employment	20	22%
Other	11	12%

Table 13: Successful Downtown Characteristics Chart: - Characteristics achieved and/or aided by the presence of the UW SA in downtown Cambridge (according to students, faculty and staff of the UW SA campus)

The downtown university campus...	# of Responses: UW SA Cambridge	% of 127
Creates a more diverse population of people downtown	99	78%
Enhances downtown's reputation	91	72%
Increases number of people downtown	86	68%
Is part of a long term vision to improve downtown	86	68%
Adds to architectural aesthetic of downtown	85	67%
Contributes to more street activity	84	66%
Is a catalyst for new developments	73	57%
Preserves heritage	64	50%
Enhances downtown's sense of place	59	46%
Increases retail activity	57	45%
Creates a multi-functional downtown	54	43%
Improves safety	45	35%
Complements existing strengths	39	31%
Creates more employment	38	30%
Other	13	10%

The top five responses selected by respondents from the WLU FSW campus and UW SA campus regarding which characteristics had been achieved and/or aided by the campuses were all identical except for one. The top characteristics included: 'Is part of a long term vision to improve downtown', 'Adds to architectural aesthetic of downtown' 'Enhances downtown's reputation' and 'Increases number of people downtown'. 'Preserves heritage' was the other top cited characteristic respondents from the WLU FSW campus while 'Creates a more diverse population of people downtown' was the other top cited characteristic by respondents of the UW SA campus.

5.3 Interview results

The interview responses from Rod Regier, a planner from the City of Kitchener and Laurel Davies Snyder, a planner from the City of Cambridge are presented in Figure 33.

Figure 33: Summary of Interviews with Downtown Planners

	Rod Regier, Downtown Planner City of Kitchener (Regier interview, 2008)	Laurel Davies Snyder, Downtown Planner City of Cambridge (Snyder interview, 2007)
1) Why was a downtown university campus sought as a downtown revitalization strategy?	<ul style="list-style-type: none"> - WLU FSW part of a larger economic strategy - diversify the urban economy and position city to compete in knowledge economy - universities are knowledge creation machines - universities are big employers with a lot of people working, attending, visiting restaurants, coffee shops in the area 	<ul style="list-style-type: none"> - university was not an immediately defined (downtown revitalization) strategy - downtown needed some sort of sustainable cultural focus in a building - idea to bring the university to downtown Cambridge (Galt) was initiated by the ‘Consortium’ - a downtown university brings new demographic, makes excellent use of bldg on waterfront, reconnects ppl with the waterfront
2) What were the intended goals of the downtown university campus?	<ul style="list-style-type: none"> - bring consumers downtown - establish knowledge economy, knowledge workers, creating new knowledge - act as a catalyst; drive market, development in other areas 	<ul style="list-style-type: none"> - the intention was to make the downtown university open to the community; for the community - the walkway, library, galleries, examples how this principle was implemented - integrate students/faculty/staff in city and downtown in terms of stores/services
3) Has the downtown university campus contributed towards downtown revitalization?	- Yes	- Yes
Economically	<ul style="list-style-type: none"> - brings consumers downtown - # of students not that large, but not that important - what is important is having young people downtown - young people bring vibrancy, diversity 	<ul style="list-style-type: none"> directly - students absorbed into local housing market; patronize businesses indirectly - location of school - greater strength of local market, services

	Rod Regier, Downtown Planner City of Kitchener (Continued)	Laurel Davies Snyder, Downtown Planner City of Cambridge (Continued)
Socially	<ul style="list-style-type: none"> - bringing people downtown, new consumers - downtowns need to be full of people an empty downtown is not associated with healthy downtown diversity - diversity, youth, social milieu brought by downtown university campus 	<ul style="list-style-type: none"> - creating street activity - cultural events contribute to social network - places to meet adds to social interaction ex. Melville Café - students doing research - businesses being patronized
Environmentally	<ul style="list-style-type: none"> - theoretically, because a brownfield used, defers greenfield development, but practically may not be case in this example - students typically big users of transit 	<ul style="list-style-type: none"> - spreading knowledge about environment design/architecture - charettes, project showing straw bale house
4) How is the economic, social and environmental contribution of the downtown university campus towards downtown revitalization measured?	<ul style="list-style-type: none"> - monitoring reports - building permits - event attendance - # of residential units increased -employee surveys administered - in time student surveys will be conducted 	<ul style="list-style-type: none"> - conventional monitoring - a number of indicators <ul style="list-style-type: none"> - residents by # of units - workforce - discrete - should be looking at key anchors
5) What downtown strengths, if any, does the downtown university campus complement?	<ul style="list-style-type: none"> - Downtown a people place - it has to have people - downtown is the area with the highest density - universities bring more people downtown - students support idea that downtown is a good place to live and work, support density, retail trade, public services - downtown a hub for transit utilization 	<ul style="list-style-type: none"> - heritage building renovated, maintaining architectural integrity; School of Architecture a natural fit here School of architecture sees potential downtown - unique, independently owned establishments preferred by students - university complements farmers market, established residential areas surrounding downtown, infrastructure for walking

	Rod Regier, Downtown Planner City of Kitchener (Continued)	Laurel Davies Snyder, Downtown Planner City of Cambridge (Continued)
6) Is a public-private/public-public partnership important for a downtown revitalization strategy to work?	<ul style="list-style-type: none"> - totally critical - city is not in university business, needs the university - city can play a role in the context of downtown CIP - but can't do it themselves - city needs to leverage its resources - a lot of money put towards downtown revitalization - costs are shared between city and university 	<ul style="list-style-type: none"> - yes - partnerships in general important - "its about marshalling resources, and not just money, but will power, resources, time communication, networking" - downtown in general depends on different roles, defined players - All partnerships critical
7) How would you rate the importance of this partnership between the city and the university?	'5' very important	5 rating
8) Does the downtown university campus contribute to the downtown's reputation?	<ul style="list-style-type: none"> - yes - "Establishes identity of the downtown as a place of learning and knowledge" - knowledge cornerstone of economy, society - establishment of a downtown as a place for youth, place where they will spend time, a place for the future 	<ul style="list-style-type: none"> - yes definitely - international reputation of UW SA and its staff stimulates awareness for City of Cambridge - finding people committed to living here - City partnered with university, willing to dedicate resources, time; City's own actions helps its reputation as well
9) Has the downtown university campus been a catalyst stimulating new development(s) in the downtown?	<ul style="list-style-type: none"> - yes - "sustains a dense downtown" - future of city hinges here, downtown - downtown taking on a European look, feel - tall buildings, close together, good use of space but not losing human scale 	<ul style="list-style-type: none"> - yes - housing definitely; apartments - more investments, more inquiries - help people interested in downtown (confidence)

Both planners were asked to complete the chart of characteristics indicative of successful downtowns or successfully revitalized downtowns and both selected each and every characteristic as having been achieved and/or aided by the presence of the downtown university campus.

The presentation of the findings from the business surveys, the web-based surveys and the interviews is followed by an analysis of these findings. What does it all mean? The analysis of these results, how it relates to the existing literature and its implications are described in the subsequent chapter.

6.0 DISCUSSION

This final chapter presents the conclusions made based on the findings from this research and its relation back to the existing literature. Based on the findings from this research the four main research questions are answered. Recommendations for the municipalities involved and other municipalities who may be pursuing a similar strategy, as well as further academic research in this topic area is also provided. This chapter ends with a brief summary.

6.1 Analysis

This research seeks to understand if and how downtown university campuses contribute to mid-size city downtown revitalization, how this contribution is measured and the implications for planning practice and planning theory. A case study approach was employed using Wilfrid Laurier University's Faculty of Social Work located in downtown Kitchener and the University of Waterloo's School of Architecture in downtown Cambridge. Four main research questions were considered to facilitate this research (see Figure 3):

- **Do downtown university campuses contribute to downtown revitalization?**
- **How do downtown university campuses contribute to downtown revitalization?**
- **How is this contribution measured?**
- **What are the implications of downtown university campuses for planning practice and planning theory?**

6.1.1 Do downtown university campuses contribute to downtown revitalization?

Based on this research, downtown university campuses *do* contribute to downtown revitalization, however, the second of the main research questions, helps to determine the extent of the campuses' contribution. Clearly, the WLU FSW and the UW SA are not as, Regier and Snyder respectively said, a "silver bullet" or a "panacea"

(Regier interview, 2008; Snyder interview, 2007). The downtown university campuses will not solve all the problems of downtown Kitchener and downtown Cambridge.

6.1.2 How do downtown university campuses contribute to downtown revitalization?

6.1.2.1 Not catalysts, but a stabilizing influence for the downtown

The WLU FSW and the UW SA campuses are not catalysts in their downtown in the true fashion that Logan and Attoe (1989) attest. Only a slight majority of the downtown businesses surveyed in Kitchener (57%) and Cambridge (55%) said ‘Yes’ to the downtown university campus being a catalyst (see Figure 23), while only 49% and 57% of the web-based survey respondents from the WLU FSW and UW SA campuses, respectively, said the campuses were catalysts (see Table 12 and Table 13). Many of the major new developments occurring in downtown Kitchener (i.e. Kaufman Lofts, UW School of Pharmacy, and Centre Block) and Cambridge (some new residential construction, new City Hall) were not created because of the presence of the WLU FSW and the UW SA being downtown. Downtown businesses that were asked what types of new developments had been created listed a number of general and specific developments. It seems that many are aware that these major developments benefit from, but are not a direct result of the campuses.

Downtown businesses were also candid about the impact of the downtown campuses on their establishments. Although the majority of downtown businesses in Kitchener and Cambridge said the campuses had a positive impact on their businesses, very few indicated a ‘very significant’ or ‘significant’ impact on their business (see Figure 16). The downtown businesses in both cities seem in favour of the campuses’ presence but do not necessarily directly or immediately benefit from it. This is also confirmed by the overall modest amount of spending occurring in both downtowns from students, faculty and staff at both campuses (see Figure 29). Is this to say the campuses are important for bringing in consumers? Regier does not believe so. How important, for example, are approximately 300 students downtown compared to approximately 12 000 office employees? Not that important, relatively speaking, according to Regier (Regier interview, 2008). What is important, Regier argues, is the fact that a cohort of young

people is coming downtown (Regier interview, 2008). (This point will be discussed further below).

Unlike the experiences of Penn in Philadelphia (Rodin, 2005, 2007), the University of Louisville in Louisville (Mullins and Gilderbloom, 2002), Georgia State in Atlanta (Kelley and Patton, 2005), the Auraria Campus in Denver (Kronewitter, 2005) or even UWT in Tacoma (Coffey and Dierwechter, 2005), which were catalytic by the nature of their large scale and multi-faceted projects or strategies, the WLU FSW and the UW SA were modest, small scale initiatives. In both cities the campuses are small satellite campuses, but such small incremental steps "...build confidence and morale because they show accomplishment" (Burayidi, 2001b, pp. 294).

The WLU FSW in downtown Kitchener and the UW SA in downtown Cambridge may not be catalysts but they are a stabilizing influence on the downtown. They bring confidence to and about the downtown. This confidence is seen in the recognition of the campuses' presence in both downtowns by downtown businesses (Figure 14); in the acknowledgement by downtown businesses that the campuses' impact may not necessarily be significant, but is overall positive (Figure 17); a large majority of downtown businesses surveyed who felt the campuses contribute generally towards revitalization (Figure 18); and the large majority of downtown businesses that felt the campuses contributed to the downtown's reputation (see Figure 22). 'Enhances downtown's reputation' was also one of the top five characteristics that has been achieved and/or aided by the presence of the WLU FSW in Kitchener and UW SA in Cambridge, according to downtown businesses in Kitchener and Cambridge and respondents from WLU FSW and UW SA (see Table 7, Table 8, Table 12 and Table 13).

The confidence created by the WLU FSW and the UW SA campus helps city residents or visitors who are hesitant about coming downtown because of what they may perceive about downtown. For example:

"I think people look at downtown with more of a positive outlook with the university here" (C-dt-bus #16)

"People 'believe' that downtown is safe if more people are here!" (K-dt-bus #21)

“Downtown is usually seen to be a sketchy place that one would fear to go alone at night but by adding a campus, introduces intellectuals instead of being a shady place, downtown might transform into the fun busy place it used to be.” (K-dt-bus #41)

The confidence created by the WLU FSW and the UW SA campuses is also very important for potential downtown investors or potential businesses that see opportunities in the downtown, very similar to the experience of Tacoma as a result of the UWT campus (Coffey and Dierwechter, 2005) and the improved business climate in downtown Brantford as a result of the Laurier Brantford campus (Adventus Research Inc., 2005). For example, downtown businesses in Kitchener stated:

“It has made developers show interest in our downtown.” (K-dt-bus #32)

“Universities invest in new development & encourage new business from private investors. (K-dt-bus #18)

As one downtown business in Kitchener said,

“it is not necessarily the students who come into the store but potential downtown investors or business owners who see the opportunities created by the downtown university campus and ask questions to existing businesses” (Personal communication, September 24, 2007)

The opening of a new bar called Dallas on King St. in downtown Kitchener illustrates the idea and importance of confidence for potential investors. The once famous Stages bar that had sat vacant neglected and was deteriorating for a number of years was restored, renovated and re-opened in February of 2008 (Pender 2008). The parties involved in re-opening the bar (and the renovation of adjacent properties):

cited the City of Kitchener’s strategic investments in the core as one of the main reasons for buying the properties. The city invested \$30 million in the University of Waterloo pharmacy school at King and Victoria streets, and more than \$6.5 million in the Wilfrid Laurier University graduate school of social work (Pender, 2008b, pp.B3).

6.1.2.2 Part of a long term vision for the downtown

These downtown university campuses acting not as catalysts, but as stabilizers that create confidence about the downtown, connects well with the idea that the WLU

FSW and the UW SA campuses are both one part of a larger downtown strategy or broader downtown vision as articulated by Regier and Snyder. This is also recognized by downtown businesses in Kitchener and Cambridge and respondents of the web-based survey from WLU FSW and UW SA, as a large majority of respondents selected 'Is part of a long term vision to improve downtown' as one of the top five characteristics achieved and/or aided by the presence of the WLU FSW and UW SA campuses (see Table 7, Table 8, Table 12 and Table 13). This coincides with the literature on downtown revitalization which advocates for a long term vision or plan for downtown (Burayidi, 2001b; Robertson, 1999, 2001).

In Kitchener, the WLU FSW campus fits into a larger vision that sees the downtown as a focus in a shifting economic development strategy for the City (Regier interview, 2008). Due to the variability of the manufacturing sector, the City recognized "the need to diversify the urban economy and position [itself] to compete in the knowledge economy" (Regier interview, 2008). The downtown is looked upon as a key location where this shift to the knowledge economy can be realized. Universities are regarded as knowledge creation machines that produce the raw materials for the knowledge economy (Regier interview, 2008). Universities, according to Richard Florida, are the "...basic fundamental component of the Creative Economy...and a huge potential source of competitive advantage" (Florida, 2004, pp. 291-292). The City of Kitchener's *Downtown Strategic Plan* reflects this as it views universities as economic engines that stimulate activity, create jobs, derive much of their revenue from non-local sources and incubate new businesses that seek to capitalize on university research (City of Kitchener, 2003).

Regier emphasizes the need to analyze the impact of the WLU FSW campus within its larger strategy and not necessarily on its own (Regier interview, 2008). The WLU FSW campus together with the University of Waterloo School of Pharmacy campus and its partnerships with the Centre for Family Medicine and McMaster School of Medicine, which will make up the UW Downtown Kitchener Health Sciences Campus, are helping to reposition Kitchener's downtown within the knowledge economy (Downtown Kitchener, 2008a, 2008c). "Today," states urban commentator John Lorinc "the newest [satellite campuses] often involve innovative partnerships, both with

postsecondary institutions and with local governments that have come to regard universities as key players in broad regional economic development strategies” (Lorinc, 2007, pp.10).

Downtowns are seen as key locations in the new knowledge economy or the ‘creative economy’, where members of the ‘creative class’ - artists, scientists, engineers, designers, bohemians, open-minded individuals - apply their creative trade (Florida, 2004). Downtowns and traditional, authentic urban areas once thought to be relics of older economic eras are re-emerging (and being replicated) as the preferred location of the creative class to work and live (Florida, 2004). Places that “...provide the broad ecosystem which nurtures and supports creativity and channels it into innovation, new firm formation and ultimately economic growth and rising living standards” are in a position to attract, maintain and foster the creative class and their potential (Florida, 2004, xxi-xxii). Places, such as downtown Kitchener with the WLU FSW campus, the future University of Waterloo School of Pharmacy and the UW Downtown Kitchener Health Sciences Campus are providing this creative ecosystem.

The creative class also includes young people who are important to the creative economy because they are hard working, willing to take risks and come equipped with the most up-to-date skills (Florida, 2004). As mentioned above, this attraction of young people to the downtown is important according to Regier (Regier interview, 2008). Bringing young people - recent graduates, singles, married and unmarried couples with or without children - downtown is necessary because they are a group who will “establish a long term relationship with downtown” (Regier interview, 2008). At this point, downtown Cambridge may be benefiting more from this relationship than downtown Kitchener based on the larger number of students at the UW SA campus, the higher percentage of UW SA respondents who live in closer proximity to their campus and a higher percentage who venture more frequently to other areas of downtown (see Figure 25, Figure 26, Figure 27, Figure 28, Figure 30 and Figure 31).

In Cambridge, the UW SA also exemplifies the idea of the downtown as a key location in the shift towards a knowledge economy, but it was bred from a larger vision that sought a cultural amenity/attraction in a building, close to the waterfront that could be of use to the community (Snyder interview, 2007). A downtown university brings a

new demographic downtown and makes excellent use of a building on the waterfront which helps reconnect people with the waterfront (Snyder interview, 2007). The UW SA campus is an example of the ‘creation of new features’, one of six goals under the Cambridge Core Area Revitalization Program that was developed in 1997 (City of Cambridge, 2006). The UW SA campus successfully functions to serve its students, faculty and staff as needed and has helped to integrate them into the community (Snyder interview, 2007). The UW SA campus has also been successful with its policy of being *open to the community and for the community* exemplified by the walkway, library, gallery and café which are all open to the public (Snyder interview, 2007). This gives the UW SA, somewhat more permeability than the WLU FSW, i.e. the UW SA is a place for members of the community at large and not only students.

6.1.2.3 Importance of a multi-functional downtown

The broader vision that is needed regarding downtown revitalization strategies relates to the idea that downtowns should be multi-functional (Burayidi, 2001; Robertson, 1999, 2001). Strong downtowns usually contain a range of activities that draw different people, for different reasons, at various times of the day (Burayidi, 2001; Robertson, 1999, 2001). Downtown Kitchener and downtown Cambridge function as centres for employment, retailing, and services but the introduction of the WLU FSW and UW SA campuses mean they also have an educational/training function. More than 60% of downtown businesses in both Kitchener and Cambridge (Table 12 and Table 13) said the campuses add to the multi-functionality of downtown. Downtowns that offer a diverse range of activities, such as employment, cultural attractions, retailing and services as well as housing options are better able to maintain their vibrancy and attraction of people and are less susceptible to suffer setbacks because of the multiplicity of elements.

6.1.2.4 Building on strengths

The WLU FSW and UW SA campuses also contribute to downtown revitalization because they build on or complement existing downtown strengths (Filion et al., 2004; Robertson, 1999, 2001). This enhances the multi-functionality of the downtown. Downtown businesses in Kitchener said the WLU FSW ‘complements the existing businesses/services downtown’. Downtown Kitchener can boast a number of quality

restaurants and unique shops downtown, but the WLU FSW campus builds on more than that. The connection between WLU FSW and the School of Pharmacy and the larger importance for the downtown has already been discussed. The WLU FSW campus builds on the strengths of its location, its proximity to the GRT bus station, amenities including Victoria Park and other cultural attractions as well as minor and major investments into the core such as the Kaufman Lofts and Centre Block. The WLU FSW has also built on the asset of heritage through the preservation and restoration of the former St. Jerome's building. The restoration and adaptive re-use of prominent heritage buildings are repeatedly cited as a key to downtown revitalization as it adds to the character and distinctiveness of downtown, giving downtown an advantage over other areas in terms of its sense of place (Burayidi, 2001b; Faulk, 2006; Filion et al., 2004 and Robertson, 1995, 1999, 2001).

The UW SA campus' use of the former River Silk building in downtown Cambridge is an obvious fit in the Galt area that is well known for its heritage and architecture. The UW SA, as well as being a complement to area businesses such as restaurants, unique shops and the Farmer's Market, is ideally located along the Grand River. Developments and improvements along waterfronts, for public access, are often advocated in downtown revitalization (Filion et al., 2004; Robertson 1995, 1999, 2001). Similar to the preservation of heritage buildings downtown, the proximity and use of waterfronts offers the public a distinctive and recognizable sense of place downtown that distinguishes it from other more generic (and suburban) areas of the city (Filion et al., 2004; Robertson, 1995, 1999, 2001). The complementing strengths and the multi-functionality of the downtown which is a pedestrian-hospitable environment, create what Filion et al. (2004) call a synergy that contributes to the viability and success of a downtown.

6.1.2.5 Contributes to reputation

Finally, both the WLU FSW and the UW SA campuses contribute to the downtown's reputation. Downtown businesses in both Kitchener and Cambridge agree (see Figure 22). A city's overall reputation or image can be influenced by the reputation of its downtown (Meligrana, 2001; Palma, 2000; Robertson, 1999). The fact that downtown businesses in Kitchener and Cambridge both felt that the respective campuses

contribute to the downtown's reputation is positive for the city as a whole. Bromley (2006) argues that not only is the neighbourhood or community important for a university's image, but the university is just as important for the city or community's image.

6.1.2.6 Similarities and Differences between WLU FSW and UW SA

As mentioned, both the WLU FSW and UW SA campuses contribute to downtown revitalization in downtown Kitchener and downtown Cambridge, respectively. They contribute as a stabilizing influence on the downtown, as part of a larger vision for the downtown building on strengths, and by contributing positively to the reputations of their respective downtowns. However, there are also differences in the campuses' contributions and the experience in downtown Kitchener and downtown Cambridge.

The first difference is the size and nature of the student bodies at the two campuses: there are more students at the UW SA campus (approx. 480 undergraduate and graduate students) than at the WLU FSW campus (approx. 250 graduate students) (City of Kitchener, 2008; J. Lederer, personal communication, December 5, 2006; Wilfrid Laurier University, 2008a, 2008b). Related to this is the higher percentage of UW SA respondents who live in closer proximity to their campus than WLU FSW respondents; the higher percentage of UW SA respondents who attend their campus more frequently than WLU respondents; the higher percentage of UW SA respondents who walk to their campus compared with WLU FSW respondents who drive; and the higher percentage of UW SA respondents who venture more frequently to other areas of downtown (see Figure 24, Figure 25, Figure 26, Figure 27, Figure 28, Figure 30 and Figure 31).

Another notable difference that downtown Cambridge enjoys over downtown Kitchener is the presence of a natural amenity – the Grand River. The UW SA campus is situated right on the Grand River that runs through downtown Cambridge. The presence of such a natural amenity downtown and its impact and attraction value are thoroughly documented in literature on downtown revitalization (Filion et al., 2004; Robertson, 1995, 1999, 2001). This is not to say that a city should attempt to artificially carve out or manufacture some sort of natural amenity. It is to point out the benefit such an amenity can have on downtown Cambridge and its image and subsequently the benefit the UW

SA and its image receive with a riverfront location (Bromley, 2006; Cisneros, 1996; Seasons and Lederer, 2005; Rodin, 2007).

Also, while both the WLU FSW and UW SA campuses have spaces within their buildings that are usable by and for the public, for events such as lectures and meetings, the UW SA building appears to be more permeable than the WLU FSW building. Both buildings are large, historically significant heritage buildings, and are well restored and successful examples of adaptive reuse – important considerations in downtown revitalization (Filion et al., 2004; Robertson, 1995, 1999). The UW SA building, however, demonstrates greater permeability because of the Melville Café (and patio) and Design at Riverside Art Gallery, located within the UW SA building, but accessible to the general public on a daily basis creating regular street activity of individuals affiliated and unaffiliated with the UW SA. This contributes to the idea that this campus is *open to and for* the community and encourages street activity in a pedestrian friendly environment (Filion et al., 2004; Robertson, 1995, 1999; Snyder interview, 2007).

The implications of such differences as well as the implications of the campuses' contributions to mid-size city downtown revitalization are discussed below in the implications section.

6.1.3 How is this contribution measured?

The third main research question is 'how is this (the downtown university campuses') contribution (to downtown revitalization) measured?' For this research, a case study approach was utilized using WLU FSW in downtown Kitchener and the UW SA in downtown Cambridge. Surveys were administered to businesses located in the downtowns of both cities to measure the downtown university campuses' benefits in terms of student, faculty and staff patronage to surrounding businesses; this is often demonstrated and/or suggested in the literature on downtown revitalization (Adventus Research Inc, 2005; City of Kitchener, 2003; Faulk, 2006; Filion et al., 2004; Robertson, 1995). A web-based survey was administered to students, faculty and other staff members who frequent the downtown university campus in each case study, to measure and test the existing literature that demonstrates and/or suggests that a strategy will/should increase

the number of people on the street downtown and increase the retailing in the area (City of Kitchener, 2003; Coffey and Dierwechter, 2005; Filion, et al., 2004; Filion and Gad, 2006). Two interviews were also conducted with planners in Kitchener and Cambridge that provided a professional planning perspective on the downtown university campuses and its contribution to revitalization.

Together these methods were used to measure the campuses' contribution to downtown revitalization. The questions that comprised the business survey, the web-based survey and the interview were taken from the existing literature (see Figure 6, Figure 7 and Figure 8). This ensured these questions were grounded and based on established academic and professional research that had experience with downtown revitalization, revitalization strategies and the expected outcomes. It also allowed for the comparability of this research to previous research: do the findings concur or refute the established research? For example, the WLU FSW and UW SA are not catalysts in the fashion described by Logan and Attoe (1989) or as experienced by other downtowns with downtown university campuses described earlier (i.e. Rodin, 2005, 2007; Mullins and Gilderbloom, 2002; Kelley and Patton, 2005; Kronewitter, 2005; Coffey and Dierwechter, 2005).

This research and the methods employed to measure the downtown university campuses' contribution towards downtown revitalization are also meant to complement and *add* to other measuring or monitoring that is done regarding downtowns; the most common form being downtown monitoring reports (Regier interview, 2008; Snyder interview, 2007). Downtown monitoring reports provide valuable information such as population increases, the value of building permits issued, vacancies, festival attendance etc. occurring in the downtown (City of Kitchener, 2008; City of Cambridge, 2006). Even though Kitchener and Cambridge's most recent downtown monitoring reports do highlight the contribution of the WLU FSW and UW SA campuses on their respective downtowns, the downtown monitoring reports usually focus on the larger trends and changes affecting the downtown. Downtown monitoring reports also typically contain objective quantitative data such as population statistics or the amount and value of construction in downtown (City of Kitchener, 2008; City of Cambridge, 2006).

This research on downtown university campuses, therefore, goes further to examine one particular downtown revitalization strategy and its contribution. The qualitative nature of this research offers a counterbalance to the quantitative nature of the downtown monitoring reports since the opinions, perspective and perceptions of the public (downtown businesses and people who live, work, study and visit downtown) are important to understand. Given that perceptions can be real in their consequences and a major determinant of what people do as Palys (1997) argues, understanding how people see, perceive and experience the downtown is also vital to obtain to ascertain the state and condition of the downtown.

Finally, this research is an example of the type of university-community partnership analysis that has been lacking in the literature and which is on the rise (Rubin, 2000). This research also offers findings from two case studies as “conclusions about partnerships drawn primarily from one case study experience will be limited by the particular circumstances of that community and those activities” (Rubin, 2000, pp. 226).

6.1.4 What are the implications of downtown university campuses for planning practice and planning theory?

The final research question, offers insight - based on the findings of this research - for the potential applicability and impact of this research in the practical and theoretical contexts. Simply put, what do the findings mean for planning practice and theory?

- Small, satellite downtown university campuses such as the WLU FSW and UW SA do contribute to mid-size city downtown revitalization. In the cases of Kitchener and Cambridge, these campuses do not act as catalysts but as a stabilizing influence for the downtown. They increase the confidence of residents, visitors, downtown merchants and potential investors to venture, visit or invest downtown.
- These campuses are successful because they are part of a larger vision for the downtown (knowledge economy, connection to waterfront), add to the multi-functionality of downtown (location for education) and build on existing strengths (existing establishments, heritage, waterfront [Cambridge]). They also illustrate the success of effective partnerships.
- The success of these downtown campuses in Kitchener and Cambridge are the product of an effective partnership between the municipalities and universities. Partnerships in planning are not new; but new and complex issues that demand

creative and innovative solutions are bringing together new partners or old partners in new ways, such as universities and their host communities. The potential opportunities for joint initiatives between universities and communities are significant and should be encouraged (Cisneros, 1996; Lederer, 2007; Johnson and Bell, 1995; Rodin, 2007).

- Advocating partnerships is easy, but to ensure success partnerships need to be based on clear targets, specific on overlapping interests, openness regarding individual partner motivations and clear on resources (Baum, 2000; Cox, 2000). The WLU FSW and UW SA were both in need of space; Kitchener and Cambridge were both in need of something downtown; but both the universities and communities were clear on their individual and shared objectives and willing to split the costs to achieve those objectives.
- Planners must be facilitators, and more importantly, advisors in partnerships such as these between municipalities, institutions and/or the private sector. Municipalities will not be able to solve all issues alone and must work together with others. Fortunately, municipalities have the resources to ‘leverage’ or ‘marshal’ (Regier interview, 2008; Snyder interview, 2007). Resources include not just money but personnel, will power, time, communication and networks (Snyder interview, 2007).
- Campus building design and its relation to the street will factor into the public’s perception about the connection between the campus and the community. While both the WLU FSW and UW SA campuses are successful examples of the adaptive reuse of heritage buildings, relate well to the street and offer space for community use, the UW SA building demonstrates greater permeability because of the Melville Café (and patio) and Design at Riverside Art Gallery, which is accessible to the general public and creates regular street activity.
- Another implication is the downtown university campuses are both illustrative of an incremental approach. Small scale initiatives are less devastating to the downtown and can boost downtown confidence through small gradual accomplishments (Burayidi, 2001b; Faulk, 2006).
- The success of these incremental initiatives, however, is dependent on their fit within a broader vision for the downtown (Burayidi, 2001b; Robertson, 1999, 2001). Piecemeal patchwork to improve the downtown without a vision will lack the integrative and synergistic (Filion et al., 2004) composition needed among different functions and activities downtown. Initiatives that fit into a broader vision will have a consideration for their relationship with what exists and what is coming such as the WLU FSW campus and its connection with future campuses in downtown Kitchener and UW SA and its connection to the waterfront.

6.2 Recommendations

This research seeks to understand if and how downtown university campuses contribute towards downtown revitalization in mid-size cities through the use of two case studies. Although, the observations and conclusions made in this study may not be applicable in every context, there are always lessons that may be of use in some way, shape or form. This section identifies general recommendations for the municipalities involved and other municipalities that may be pursuing a similar strategy and future research on this topic.

6.2.1 Recommendations for Kitchener, Cambridge and other municipalities

- Other cities should be aware that the implementation of small, satellite campuses such as the WLU FSW and UW SA will not act as catalysts by themselves. However, they create confidence in and about the downtown as they act as a stabilizing influence on the downtown for residents, visitors, downtown merchants and potential investors.
- Other cities that may be pursuing a similar strategy of a downtown university campus would be wise to ensure this strategy is part of a larger vision for the downtown, remembering to build on strengths such as heritage, natural amenities and retailing and services.
- Effective partnerships between municipalities, institutions, and/or the private sector are encouraged. There are many opportunities for partnerships and their creation allows resources and expertise to be shared while the benefit to the community is enhanced (Cisneros, 1996; Lederer, 2007; Johnson and Bell, 1995; Regier interview, 2008; Rodin, 2007; Snyder interview, 2007).
- Other cities that engage in partnerships with universities should be clear and open about their individual objectives, the process and the resources needed for the project (Baum, 2000; Cox, 2000).
- Planners are key to the facilitation of these partnerships as advisors throughout the planning, implementing and monitoring process. They are instrumental in helping municipalities leverage their resources, facilitating between the diverse stakeholders, offering informed counsel throughout the process and encouraging the integrative dynamic between university and community (Regier interview, 2008; Snyder interview, 2007).
- Planners should be aware that building design and its relation to the street will factor into the public's perception about the connection between the campus and

community. Buildings with blank walls, large setbacks, front parking lots that do not integrate well with the street or that do not encourage street activity, for example, are detrimental to the pedestrian friendly, activity rich street life needed downtown (Robertson, 1995, 1999) and will not display the campus-community connection well. Planners need to advise on proper design that is appropriate for the downtown context.

- Some university faculties, schools or departments that locate campuses downtown may not desire (or may not be suited) to be as community connected as discussed. Overall, universities are strong, influential, permanent institutions and an asset to their host communities (Bromley, 2006; Cisneros, 1996; Seasons and Lederer, 2005); but planners should advise on which university faculties, schools or departments would be better suited as a downtown campus or how to integrate campuses best into the downtown.
- Small scale, incremental initiatives, such as the WLU FSW and UW SA campuses, are beneficial and recommended. Small scale, incremental initiatives are less drastic to the downtown but still increase downtown confidence through small gradual accomplishments. Such initiatives must be part of a larger vision for the downtown to ensure consideration and enhancement of existing strengths and future initiatives (Burayidi, 2001b; Filion et al., 2004; Robertson, 1999, 2001).
- I noticed through observations during visits to downtown Kitchener and downtown Cambridge signage in storefront windows or on store doors that welcomed students or posted discounts for students. Although this was viewed in a few stores, the more downtown businesses that have signage specific to students could be beneficial for encouraging students to venture into new downtown areas.
- The downtown characteristics chart used in the survey, web-based survey and interviews (see Figure 9) is an effective tool in which to measure the contribution towards downtown revitalization of not only a downtown university campus but of any new strategy implemented to improve or revitalize the downtown. The chart is a list of the most common and reoccurring characteristics that are indicative of a successful downtown or a successfully revitalized downtown based from the relevant literature regarding downtown revitalization.
- Planning students and planning practitioners would benefit from education regarding mid-size cities and mid-size city downtown revitalization since mid-size cities are different entities than larger cities (Filion and Bunting, 2004). With an awareness and understanding of the realities and the distinguishing characteristics of mid-size cities and their downtowns, initiatives, strategies and policies that consider the mid-size city context will be the most effective when conceived and implemented.

6.2.2 *Future Research*

- Conducting a similar study using the same case studies, and the same methods 5 or 10 years from the release of this study to assess the campuses impact would be a good compare and contrast exercise with this research. Are the WLU FSW and UW SA campuses still a contributor towards a revitalized downtown in Kitchener and Cambridge? Has their contribution changed? If so, how?
- Conducting a similar study using different case studies from other cities and/or different regions would contribute to the expanding body of literature involving universities, mid-size cities and downtown revitalization. Are the findings similar? If not, why is there a difference? What factors are influencing these differences?
- This study focused on the contribution and impact of satellite campuses in downtown areas and did not necessarily find consequences as a result of these campuses. Is this true in all cases? Are certain members of the community or activities displaced or marginalized with the implementation of this or another type of downtown revitalization strategy? If so, why? How can planners minimize these consequences?
- University-community partnerships also form to enhance the human capital (skills and knowledge of individuals in the community) or the social capital (interpersonal networks working for mutual benefit) within the community (Cox, 2000). This study did not explicitly examine the WLU FSW and UW SA campuses contribution via these perspectives. Future studies that examine downtown university campuses and contributions such as service-based learning, community outreach initiatives, the benefit of community member (e.g. youth) engagement in the process to effect change, and the provision of knowledge services or training in the host community would benefit the limited but growing literature on university-community partnerships (e.g. Anyon and Fernández, 2007; Lowe, 2007; McKoy and Vincent, 2007; Russo, van der Berg, and Lavanga, 2007; Reardon, 2006).
- This study and others focus on the contribution and impact of satellite campuses in downtown areas, but what about the impact these campuses have on the students who attend? Do the students still feel an attachment to the larger university community or do they feel isolated or marginalized? Are students missing out on news, events, activities or services because they frequent these satellite campuses and if so, how is that affecting their university experience?

6.3 Concluding Remarks

Downtowns are unique urban areas distinct from other areas within their cities because of their traditional built form, pedestrian friendly environment, retention of heritage buildings, niche retailing, access to all people and multi-functional nature (Burayidi, 2001b; Filion et al., 2004; Robertson, 1995, 1999, 2001). Downtown university campuses do contribute to downtown revitalization, as seen in downtown Kitchener with the WLU FSW campus and in downtown Cambridge with the UW SA campus based on the findings from this research. These campuses, however, are not catalysts and have not had a significant impact on the retailing in the area; but the WLU FSW and UW SA campuses do act as a stabilizing influence on their downtowns, infusing confidence for downtown investors and visitors and enhancing the downtown and cities' reputations.

It is important to note that the experiences of the campuses are different in downtown Kitchener and downtown Cambridge, seeing as the UW SA has more (undergraduate and graduate) students attending the campus more often, a higher percentage of people (affiliated with the UW SA) living downtown compared with those from WLU FSW and a higher frequency of people (affiliated with the UW SA) venturing to other areas of the downtown. However, downtown businesses in Kitchener and Cambridge are both favourable to the campuses' presence, and in the least, the creation of both campuses has meant that valued heritage buildings have been preserved and renovated, and that one less property/building sits vacant in these downtowns.

The most basic function and importance of the WLU FSW and UW SA campuses are how they act as 'magnets' (Filion et al., 2004) to provide people with a reason to come downtown. But this is not enough in itself. If people are to *spend time* downtown and establish a connection with the place they need to have the opportunity and reasons to do so. This starts with the city's ongoing efforts to ensure that different revitalization strategies fit into a larger vision for the downtown, which encourages multi-functionality and builds on existing strengths, creating the synergy-rich urban environment that is characteristic of other successful mid-size city downtowns.

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APPENDICES

Appendix 1 - Percentage of Canadians Living in Mid-size cities

Percentage of Canadians Living in Mid-Size cities (Populations of 100, 000 - 500, 000)

Number of people living in mid-size cities in Canada	6,737,298
Total Canadian Population	31,612,897
Percentage of total living in mid-size cities	21%

(Sources: Filion and Bunting, 2004; Statistics Canada, 2008a)

Appendix 2 - Example Photographs of downtown Kitchener and downtown Cambridge

Figure 34: WLU FSW Campus



Wilfrid Laurier Faculty of Social Work, Duke St. downtown Kitchener – Photo by Marco Melfi

Figure 35: Downtown Kitchener



King St. (between Ontario St. and Young St.) in downtown Kitchener with cafés, bars, shops - Photo by M. Melfi

Figure 36: Downtown Kitchener



Examples of empty storefronts and vacant lots still present in Downtown Kitchener -
Photo by M. Melfi

Figure 37: Downtown Kitchener



Examples of other prominent investments towards the revitalization of downtown Kitchener: the University of Waterloo School of Pharmacy (left) and the Kaufman Lofts (right) - Photos by M. Melfi

Figure 38: UW SA Campus



University of Waterloo School of Architecture (right); Melville Café (left) – Photo: M. Melfi

Figure 39: Downtown Cambridge



Historic building facades, patios and shops along Main St. (between Ainslie St. and Water St.) in downtown Cambridge – Photo by M. Melfi

Figure 40: Downtown Cambridge



Empty storefronts still present in Downtown Cambridge – Photo by M. Melfi

Figure 41: Downtown Cambridge



The School of Architecture (centre left of picture) located alongside the Grand River –
Photo by M. Melfi

Appendix 3 - Example of Downtown Business Survey

September 2007

The Contribution of Downtown University Campuses towards Downtown Revitalization in Mid-Size Cities

Dear Downtown Business,

This letter is an invitation to consider participating in a study I am conducting as part of my Master's degree in the School of Planning at the University of Waterloo under the supervision of Professor Dr. Mark Seasons. I would like to provide you with more information about this project and what your involvement would entail if you decide to take part.

This research seeks to understand the contribution that downtown university campuses have towards downtown revitalization in mid-size cities (cities with a population of 100,000 - 500,000). It has been recorded in the academic literature that of those mid-size cities with a successful downtown, a downtown university campus is one factor that contributes to this success. The purpose is to understand if and how downtown university campuses contribute, how this contribution is measured and the implications for planning practice and planning theory.

Your participation would involve a self-administered survey. As a participant in this study I am seeking your views on the **Wilfrid Laurier University downtown Kitchener, Ontario campus**, specifically **the Lyle S. Hallman Faculty of Social Work located at 120 Duke St. (between College and Young Sts.)**, and its contribution towards downtown revitalization. As a downtown revitalization initiative, **Wilfrid Laurier University** with the support of the City of Kitchener, renovated and moved into the former St. Jerome's College/High School building on Duke St. in September 2006.

Participation in this study is voluntary. Filling out the survey will take approximately 15 to 20 minutes. You may decline to answer any of the questions if you so wish. Further, you may decide to withdraw from this study at any time without any negative consequences by advising the researcher. All information will be kept confidential. Your data will be grouped with other participant's data. Your name or the name of your business will not appear in any part of the thesis or publication resulting from this study, however, with your permission anonymous quotations may be used. Data collected during this study will be retained for 1 year in a locked compartment or on a password protected computer at the University of Waterloo and only researchers associated with this project will have access. After the 1 year the data will be confidentially destroyed or deleted. There are no known or anticipated risks to you as a participant in this study. Your opinions and perspective on this subject are valuable and will help to strengthen the overall quality of this research. This research hopes to benefit the municipality and

university that were discussed regarding the contribution of downtown university campuses towards downtown revitalization. Anticipated benefits to the academic community include furthering knowledge about downtowns and downtown revitalization in mid-size cities, the increased understanding of the use of a downtown university campus as a (downtown) planning strategy, as well as furthering the understanding of university-community partnerships.

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at 519- [REDACTED] [REDACTED] or by email at mvmelfi@fes.uwaterloo.ca. You can also contact my supervisor, **Dr. Mark Seasons** at 519-888-4567 ext. 35922 or by email at mseasons@fes.uwaterloo.ca.

I would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please contact **Dr. Susan Sykes** of this office at (519) 888-4567 Ext. 36005.

The survey has been included with this information letter. I am hoping you will be able to complete the survey within one week from the time I drop the survey off to you. I will be returning in one week and can pick-up the completed survey at that time, if you chose to participate. If in the meantime you have any questions please feel free to email or call me.

Thank you for considering to participate in this study.

Sincerely,

Marco Melfi
M.A. Candidate (Planning)
School of Planning
University of Waterloo
mvmelfi@fes.uwaterloo.ca

The Contribution of Downtown University Campuses towards Downtown Revitalization in Mid-Size Cities

My research seeks to understand the contribution that downtown university campuses have towards improving, or revitalizing the downtowns of mid-size cities (cities with a population of 100,000 – 500,000).

The following questions refer to the **Wilfrid Laurier University downtown Kitchener, Ontario campus: the Lyle S. Hallman Faculty of Social Work** located at **120 Duke St.** (between College and Young Sts.)

There are four parts to the survey: PART A asks general questions about your business and the downtown university campus' impact on it; PART B asks for your opinion on the downtown university campus' contribution towards downtown revitalization; PART C has a summary chart of the characteristics of successful downtowns/downtown revitalization; and PART D asks for your consent regarding the use of anonymous quotations in the thesis or any publication that comes of this research.

If you have any questions please contact me, Marco Melfi, at [REDACTED] or by email at mvmelfi@fes.uwaterloo.ca.

Thank you in advance for your assistance with this research project!

PART A

1) Which of the following best describes your business? (Please check only one)

Restaurant (sit-down)	
Restaurant (fast food)	
Coffee shop	
Bar/pub	
Variety store	
Drug store	
Bank, financial services	
Clothing store	
Other retail (books, merchandise)	
Other (please specify) _____	

2) How well would you say that you know or are familiar with the downtown university campus? (Please check only one)

Very familiar	
Familiar	
Not at all familiar	

3) How would you rate the current impact of the downtown university campus on your business in the past year? (Estimating student and staff patronage of your business) (Please check only one)

Very significant positive impact (the major part of our business = over 50%)	
Significant positive impact (a large part of our business =25-49%)	
Moderate positive impact (a moderate part of our business = 10-24%)	
Little but positive impact (a small part of our business = 1-9%)	
No impact at all (it doesn't affect our business = 0%)	
Negative impact (hurts our business)	

PART B

4) Why do you think a downtown university campus was sought as a downtown revitalization strategy?

5) What do you think were the intended goals of the downtown university campus?

6) In your opinion, has the downtown university campus contributed towards downtown revitalization?

Yes _____ (if yes proceed to **6a**) No _____ (if no proceed to **6b**)

6a)

Has the downtown university campus contributed...	YES	NO	Please explain why you chose YES or NO for each category.
...economically towards downtown revitalization?			
...socially towards downtown revitalization?			
...environmentally towards downtown revitalization?			
... another way towards downtown revitalization? (please specify) _____			

b) Why do you think the downtown university campus has not contributed towards downtown revitalization?

7) How do you think the economic, social and environmental contribution of the downtown university campus is measured?

A downtown strength is something positive in or about the downtown. It is recommended that new strategies intended or implemented to improve or revitalize the downtown should complement existing downtown strengths.

8) What downtown strengths, if any, do you think the downtown university campus complements?

9) Do you think the downtown university campus contributes to the downtown's reputation?

Yes _____ (if yes proceed to **9a**) No _____ (if no proceed to **9b**)

a) How does it contribute to the downtown's reputation?

b) Why does it not contribute to the downtown's reputation?

Urban catalysts are projects (for example a new arena, a new condominium etc.) that on their own are beneficial but are also, more importantly, capable of stimulating new developments.

10) In your opinion, has the downtown university campus been a catalyst stimulating new development(s) in the downtown?

Yes _____ (if yes proceed to **10a**) No _____ (if no proceed to **10b**)

a) What types of 'new developments' have been created?

b) Why have there not been any 'new developments' created?

PART C

In summary, the following is a list of characteristics that are indicative of a successful downtown.

11) In your opinion, which of the following characteristics have been achieved and/or aided by the presence of the downtown university campus?

(Please check all that apply. Use the ‘other’ category to list other relevant characteristics that may not be listed).

“The downtown University campus...”

• Adds to architectural aesthetic of downtown	
• Creates a more diverse population of people downtown	
• Creates a multi-functional downtown	
• Creates more employment	
• Complements existing strengths	
• Contributes to more street activity	
• Enhances downtown’s reputation	
• Enhances downtown’s sense of place	
• Improves safety	
• Increases number of people downtown	
• Increases retail activity	
• Is a catalyst for new developments	
• Is part of a long term vision to improve downtown	
• Preserves heritage	
Other(s) (please specify)	
•	
•	
•	
•	

PART D

Consent for the Use of Anonymous Quotations

I agree to the use of anonymous quotations in the thesis or any publication that comes of this research.	YES	NO
---	------------	-----------

THANK YOU for taking the time to assist with this research project!

October 2007

Dear Downtown Business,

I would like to thank you for your participation in this study. As a reminder the purpose of this study was to understand the contribution that downtown university campuses have towards improving, or revitalizing the downtowns of mid-size cities (cities with a population of 100,000 – 500,000).

The data collected will further the understanding of downtown university campuses as revitalization strategies in mid-size cities which will help to inform planning practice and planning theory.

Please remember that any data pertaining to you and your business as an individual participant will be kept confidential. Once all the data are collected and analyzed for this project, I plan on sharing this information with the research community through seminars, conferences, presentations, and journal articles. If you are interested in receiving more information regarding the results or a summary of the results of this study, or if you have any questions or concerns, please contact me at the email address listed at the bottom of the page. The study is expected to be completed by April 30, 2008.

As with all University of Waterloo projects involving human participants, this project was reviewed by, and received ethics clearance through, the Office of Research Ethics at the University of Waterloo. Should you have any comments or concerns resulting from your participation in this study, please contact **Dr. Susan Sykes** in the Office of Research Ethics at **519-888-4567, Ext., 36005**.

Thank you again for your assistance with this research project.

Sincerely,

Marco Melfi
M.A. Candidate (Planning)
School of Planning
University of Waterloo
mvmelfi@fes.uwaterloo.ca

Appendix 4 - Example of Web-based Survey

UW School of Architecture - Downtown Cambridge

The Contribution of Downtown University Campuses towards Downtown Revitaliz...

Thank you for choosing to participate!

My research seeks to understand the contribution that downtown university campuses have towards downtown revitalization in mid-size cities (cities with a population of 100,000 - 500,000). It has been stated in the academic literature that of those mid-size cities with a successful downtown, a downtown university campus is one factor that contributes to this success. The purpose is to understand if and how downtown university campuses contribute, how this contribution is measured and the implications for planning practice and planning theory.

Your participation would involve this web-based survey. As a participant in this study we are seeking your views on the University of Waterloo downtown Cambridge, Ontario campus, specifically the School of Architecture located at 7 Melville St. S. (in the old Galt neighbourhood of Cambridge.), and its contribution towards downtown revitalization. As a downtown revitalization initiative, the University of Waterloo with the support of the City of Cambridge, renovated and moved the School of Architecture into the former Riverside Silk Mill building on Melville St. in 2004.

Participation in this study is voluntary. Filling out the survey will take approximately 5 to 10 minutes. You may decline to answer any of the questions if you so wish. Further, you may decide to withdraw from this study at any time without any negative consequences by not submitting your responses. There are no known or anticipated risks from participating in this study.

All information will be kept confidential. All data will be grouped with other participant's data ensuring the anonymity of all participants; however anonymous quotations may be used. Furthermore, the web site is programmed to collect responses on the topic of and related to downtown revitalization alone. That is, the site will not collect any information that could potentially identify you (such as machine identifiers).

Your opinions and perspective on this subject are valuable and will help to strengthen the overall quality of this research. This research hopes to benefit the above mentioned municipality and university regarding the contribution of downtown university campuses towards downtown revitalization.

Anticipated benefits to the academic community include furthering knowledge about downtowns and downtown revitalization in mid-size cities, the increased understanding of the use of a downtown university campus as a (downtown) planning strategy, as well as furthering the understanding of university-community partnerships.

The data collected from this study will be accessed only by the two researchers named below and will be maintained on a password-protected computer database in a restricted access area at the University of Waterloo. As well, the data will be electronically archived after completion of the study and maintained for one year and then deleted.

Should you have any questions about the study, please contact either Marco Melfi at mvmelfi@fes.uwaterloo.ca or Dr. Mark Seasons at mseasons@fes.uwaterloo.ca. Further, if you would like to receive a copy of the results of this study, please contact either investigator.

This study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes of this office at (519) 888-4567 Ext. 36005.

Thank you for considering to participate in this study.

Sincerely,

Marco Melfi

M.A. Candidate (Planning)
School of Planning
University of Waterloo
mvmelfi@fes.uwaterloo.ca

UW School of Architecture - Downtown Cambridge

Consent for the Use of Anonymous Quotations:

I agree to the use of anonymous quotations in the thesis or any publication that comes of this research.

- Yes
 No

PART A

1. At the downtown university campus you are... (Please choose the response that best applies)

- A Faculty Member
 A Member of the Administration staff
 A Member of the Building Maintenance staff
 A Student
 Other (please specify)

2. On average, how many days a week do you go to the downtown university campus? (Please choose one response)

- 1-2 days a week
 3-4 days a week
 5+ days a week

3. Generally, how do you travel to the downtown university campus? (Please check all that apply)

- Bike
 Car
 Carpool
 Get Dropped off
 Grand River Transit bus(es) (GRT)
 Greyhound/Coach Canada
 Walk

Other (please specify)

UW School of Architecture - Downtown Cambridge

4. During a typical week, while at the downtown university campus do you ever venture to/visit other areas of the downtown? (For example for lunch or coffee or to go to the bank etc.)

- Yes (if 'Yes', you will proceed to 4a)
- No (if 'No', you will proceed to 4b)

PART A (ii)

**4.a) Where do you usually go and how often do you go?
(Please check all locations/establishments that apply)**

	5+ times a week	3-4 times a week	1-2 times a week	1-4 times a month	1-4 times a semester	Never
Restaurant (sit-down)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurant (fast food)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Coffee Shop	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bar/Pub	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Variety Store	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Bank, Financial services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other Retail (books, merchandise)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

(please specify)

PART A (iii)

4.b) Why do you not leave the downtown university campus?

PART A (iv)

UW School of Architecture - Downtown Cambridge

5. On average, while at the downtown university campus, how much do you spend in a week in the downtown area surrounding the downtown university campus? (Please do not include how much you spend at the downtown university campus itself)

- Under \$5.00
- \$5.01 - \$10.00
- \$10.01 - \$15.00
- \$15.01 - \$20.00
- \$20.01 - \$30.00
- \$30.01 - \$40.00
- \$40.01 - \$50.00
- \$50.01 +

PART B

In summary, the following is a list of characteristics that are indicative of a successful downtown.

6. In your opinion, which of the following characteristics have been achieved and/or aided by the presence of the downtown university campus?

(Please check all that apply. Use the 'other' category to list other relevant characteristics that may not be listed).

"The downtown University campus..."

- Adds to architectural aesthetic of downtown
- Complements existing strengths
- Contributes to more street activity
- Creates a more diverse population of people downtown
- Creates a multi-functional downtown
- Creates more employment
- Enhances downtown's reputation
- Enhances downtown's sense of place
- Improves safety
- Increases number of people downtown
- Increases retail activity

UW School of Architecture - Downtown Cambridge

- Is a catalyst for new developments
- Is part of a long term vision to improve downtown
- Preserves heritage
- Other (please specify)

PART C

7. Are you...

- Male
- Female

8. Are you...

- 17 - 24 years of age
- 25 - 34 years of age
- 35 - 44 years of age
- 45 - 54 years of age
- 55 - 64 years of age
- 65 + years of age

9. Please check the area that best represents where you currently reside?

- Downtown (Galt) Cambridge
- City of Cambridge (in an area other than downtown)
- City of Kitchener
- City of Waterloo
- Somewhere else in the Region of Waterloo

Other (please specify)

PART C (ii)

UW School of Architecture - Downtown Cambridge

9. b) How much of an influence was the downtown university campus in your decision to reside in downtown Cambridge?

- Very influential
- Somewhat influential
- Not at all influential
- Not applicable because I was residing downtown even before attending the downtown university campus

THANK YOU!

Dear student/faculty/staff member,

I would like to thank you for your participation in this study. As a reminder the purpose of this study was to understand the contribution that downtown university campuses have towards improving or revitalizing the downtowns of mid-size cities (cities with a population of 100,000 – 500,000).

The data collected will further the understanding of downtown university campuses as revitalization strategies in mid-size cities, which will help to inform planning practice and planning theory.

Please remember that any data pertaining to you as an individual participant will be kept confidential. Once all the data are collected and analyzed for this project, I plan on sharing this information with the research community through seminars, conferences, presentations, and journal articles. If you are interested in receiving more information regarding the results or a summary of the results of this study, or if you have any questions or concerns, please contact me at the email address listed at the bottom of the page. The study is expected to be completed by April 30, 2008.

As with all University of Waterloo projects involving participants, this project was reviewed by, and received ethics clearance through the Office of Research Ethics at the University of Waterloo. Should you have any comments or concerns resulting from your participation in this study, please contact Dr. Susan Sykes in the Office of Research Ethics at 519-888-4567, Ext., 36005.

Thank you again for your assistance with this research project.

Sincerely,

Marco Melfi

M.A. Candidate (Planning)
School of Planning
University of Waterloo
mvmelfi@fes.uwaterloo.ca

Appendix 5 - Example of Interview Questions

December 2007

The Contribution of Downtown University Campuses towards Downtown Revitalization in Mid-Size Cities

[Insert Name]

This letter is an invitation to consider participating in a study I am conducting as part of my Master's degree in the School of Planning at the University of Waterloo under the supervision of Dr. Mark Seasons. I would like to provide you with more information about this project and what your involvement would entail if you decide to take part.

This research seeks to understand the contribution that downtown university campuses have towards downtown revitalization in mid-size cities (cities with a population of 100,000 - 500,000). It has been recorded in the academic literature that of those mid-size cities with a successful downtown, a downtown university campus is one factor that contributes to this success. The purpose is to understand if and how downtown university campuses contribute, how this contribution is measured and the implications for planning practice and planning theory.

Your participation would involve a tape recorded semi-structured interview with the aforementioned researcher at a time and location to be set up at your convenience. As a participant in this study we are seeking your professional perspective on the **University of Waterloo downtown Cambridge, Ontario campus**, specifically the **School of Architecture located at 7 Melville St. S. (in the old Galt neighbourhood of Cambridge.)**, and its contribution towards downtown revitalization. As a downtown revitalization initiative, the **University of Waterloo** with the support of the City of Cambridge, renovated and moved into the former Riverside Silk Mill building on Melville St. in 2004.

Participation in this study is voluntary. It will involve an interview of approximately 30 minutes in length to take place in a mutually agreed upon location. You may decline to answer any of the interview questions if you so wish. Further, you may decide to withdraw from this study at any time without any negative consequences by advising the researcher. With your permission, the interview will be tape-recorded to facilitate collection of information, and later transcribed for analysis. Shortly after the interview has been completed, I will send you a copy of the transcript to give you an opportunity to confirm the accuracy of our conversation and to add or clarify any points that you wish. With your permission, anonymous quotations or quotations credited with your name and affiliation may be included in the thesis and/or publications to come from this research. Data collected during this study will be retained for 1 year in a locked compartment or on

a password protected computer at the University of Waterloo and only researchers associated with this project will have access. After the 1 year the data will be confidentially destroyed or deleted. There are no known or anticipated risks to you as a participant in this study.

This research hopes to benefit the municipality and university that were discussed regarding the contribution of downtown university campuses towards downtown revitalization. Anticipated benefits to the academic community include furthering knowledge about downtowns and downtown revitalization in mid-size cities, the increased understanding of the use of a downtown university campus as a (downtown) planning strategy, as well as furthering the understanding of university-community partnerships.

If you have any questions regarding this study, or would like additional information to assist you in reaching a decision about participation, please contact me at **519-** [REDACTED] [REDACTED] or by email at mvmelfi@fes.uwaterloo.ca. You can also contact my supervisor, **Dr. Mark Seasons** at **519-888-4567 ext. 35922** or by email at mseasons@fes.uwaterloo.ca.

I would like to assure you that this study has been reviewed and received ethics clearance through the Office of Research Ethics at the University of Waterloo. However, the final decision about participation is yours. If you have any comments or concerns resulting from your participation in this study, please contact **Dr. Susan Sykes** of this office at **(519) 888-4567 Ext. 36005**.

If you are interested in participating in this study please email Marco Melfi at mvmelfi@fes.uwaterloo.ca stating your intention to participate. Once your confirmation to participate has been received you will be contacted within 1 to 2 days to set up the interview.

Thank you for taking the time to review this invitation. I look forward to speaking with you further regarding this topic.

Sincerely,

Marco Melfi

M.A. Candidate (Planning)
School of Planning
University of Waterloo
mvmelfi@fes.uwaterloo.ca

Consent

I have read the information presented in the information letter about a study being conducted by Marco Melfi of the School of Planning at the University of Waterloo. I have had the opportunity to ask any questions related to this study, to receive satisfactory answers to my questions, and any additional details I wanted.

I am aware that I have the option of allowing my interview to be tape recorded to ensure an accurate recording of my responses.

I am aware I may choose to have quotations credited with my name and affiliation or for them to be anonymous which could appear in the thesis or publications that result from this research.

I was informed that I may withdraw my consent at any time without penalty by advising the researcher.

This project has been reviewed by, and received ethics clearance through, the Office of Research Ethics at the University of Waterloo. I was informed that if I have any comments or concerns resulting from my participation in this study, I may contact the Director, Office of Research Ethics at (519) 888-4567 ext. 36005.

With full knowledge of all foregoing, I agree, of my own free will, to participate in this study. YES NO

I agree to have my interview tape recorded. YES NO

I agree to the use of quotations credited with my name and affiliation in any thesis or publication that comes of this research. YES NO
(If YES disregard next question) (If NO proceed to next question)

I agree to the use of anonymous quotations in the thesis or any publication that comes of this research. YES NO

Participant Name: _____ (Please Print)

Participant Signature: _____

Witness Name: _____ (Please Print)

Witness Signature: _____

Date: _____

The Contribution of Downtown University Campuses towards Downtown Revitalization in Mid-Size Cities

Interview Questions for Planners/Economic Development Personnel

Researcher instructions:

- *Interview will be semi-structured using questions below but may also include follow-up questions to certain answers throughout the interview for clarification or further explanation*
 - *Interview will be tape recorded*
 - *Inform interviewee that questions will be asked by researcher and their responses will be written down by researcher for Part A (questions asking for their professional opinion regarding the downtown university campus' contribution towards downtown revitalization); and PART B has a summary chart of the characteristics of successful downtowns/downtown revitalization which the interviewee can fill out themselves*
 - *Remind interviewee that all questions are voluntary and they can refuse to answer or quit interview at any time without consequence*
 - *Remind interviewee about the estimated time length of the interview (30-45 minutes)*
 - *Thank interviewee again before continuing*

 - *At end of interview thank interviewee again*
 - *Provide interviewee with feedback letter*
-

PART A

1) Why was a downtown university campus sought as a downtown revitalization strategy?

2) What were the intended goals of the downtown university campus?

3) Has the downtown university campus contributed towards downtown revitalization?

Yes _____ (if yes proceed to **3a**) No _____ (if no proceed to **3d**)

a) Has the downtown university campus contributed economically towards downtown revitalization? Yes or No. Please Explain why Yes or why No

b) Has the downtown university campus contributed socially towards downtown revitalization? Yes or No. Please Explain why Yes or why No

c) Has the downtown university campus contributed environmentally towards downtown revitalization? Yes or No. Please Explain why Yes or why No

If interviewee answers No to a, b and c, ask: 'In what way has the downtown university campus contributed towards downtown revitalization?'

d) Why has the downtown university campus not contributed towards downtown revitalization?

4) How is the economic, social and environmental contribution of the downtown university campus towards downtown revitalization measured?

A downtown strength is something positive in or about the downtown. It is recommended that new strategies intended or implemented to improve or revitalize the downtown should complement existing downtown strengths.

5) What downtown strengths, if any, does the downtown university campus complement?

6) Is a public-private partnership important for a downtown revitalization strategy to work?

Yes _____ (if yes proceed to **6a**) No _____ (if no proceed to **6b**)

a) Why is a public-private partnership important for a downtown revitalization strategy to work?

b) Why is a public-private partnership not important for a downtown revitalization strategy to work?

7) How would you rate the importance of this public-private partnership, between the city and university? (Circle one number you feel fits best: 1 being unimportant and 5 being very important)

1 _____ 2 _____ 3 _____ 4 _____ 5 _____

8) Does the downtown university campus contribute to the downtown's reputation?

Yes _____ (if yes proceed to **8a**) No _____ (if no proceed to **8b**)

a) How does the downtown university campus contribute to the downtown's reputation?

b) Why does the downtown university campus not contribute to the downtown's reputation?

Urban catalysts are projects (for example a new arena, a new condominium etc.) that on their own are beneficial but are also more importantly capable of stimulating new developments.

9) Has the downtown university campus been a catalyst stimulating new development(s) in the downtown?

Yes _____ (if yes proceed to **12a**) No _____ (if no proceed to **12b**)

a) What types of ‘new developments’ have been created?

b) Why have there not been any ‘new developments’ created?

PART B

In summary, the following is a list of characteristics that are indicative of a successful downtown.

10) In your opinion, which of the following characteristics have been achieved and/or aided by the presence of the downtown university campus?

(Please check all that apply. Use the ‘other’ category to list other relevant characteristics that may not be listed).

“The downtown University campus...”

Adds to architectural aesthetic of downtown	
Creates a more diverse population of people downtown	
Creates a multi-functional downtown	
Creates more employment	
Complements existing strengths	
Contributes to more street activity	
Enhances downtown’s reputation	
Enhances downtown’s sense of place	
Improves safety	
Increases number of people downtown	
Increases retail activity	
Is a catalyst for new developments	
Is part of a long term vision to improve downtown	
Preserves heritage	
Other (please specify)	

December 2007

Dear [insert name]

I would like to thank you for your participation in this study. As a reminder the purpose of this study was to understand the contribution that downtown university campuses have towards improving, or revitalizing the downtowns of mid-size cities (cities with a population of 100,000 – 500,000).

The data collected will further the understanding of downtown university campuses as revitalization strategies in mid-size cities which will help to inform planning practice and planning theory.

Please remember that excerpts from the interview may be included in the thesis and/or publications to come from this research and will be appropriately credited. Once all data are collected and analyzed for this project, I plan on sharing this information with the research community possibly through seminars, conferences, presentations, and journal articles. If you are interested in receiving more information regarding the results or a summary of the results of this study, or if you have any questions or concerns, please contact me at the email address listed at the bottom of the page. The study is expected to be completed by April 30, 2008.

As with all University of Waterloo projects involving human participants, this project was reviewed by, and received ethics clearance through the Office of Research Ethics at the University of Waterloo. Should you have any comments or concerns resulting from your participation in this study, please contact **Dr. Susan Sykes** in the Office of Research Ethics at **519-888-4567, Ext., 36005**.

Thank you again for your assistance with this research project.

Sincerely,

Marco Melfi

M.A. Candidate (Planning)
School of Planning
University of Waterloo
mvmelfi@fes.uwaterloo.ca