Capstone

Uptown Rutland Business Association

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Introduction

Incorporated in 1905, the City of Kelowna has grown to be the largest city in British Columbia's Okanagan Valley. The Rutland region of Kelowna is a thriving and vibrant community, full of parks, people, businesses, schools, churches and a highway. Despite the rich history, the Rutland region has a negative perception amongst Kelowna residents. The current perception of Rutland among people in Kelowna is negative, due to poorly designed transit route, poor accessibility, uncleanliness and safety concerns.

This negative perception has hindered the potential business expansion and further community development of the Rutland region. Uptown Rutland Business Association (URBA), The Rutland Unified Stakeholders Team (TRUST), as well as the University of British Columbia Okanagan (UBCO) have embarked on a project which aims to support the objective of developing and implementing a well-informed strategy to help transform the current negative persona of Rutland showcasing the benefits and opportunities of this great and growing community.

Executive Director of URBA, Laurel D'Andrea, brought the example of Kamloops re-branding to the group's attention as a similar project that was successfully implemented and discussed key aspects on what Rutland wanted to achieve. Ms. D'Andrea illustrated that the development of a brand for an area clarifies the identity of that area. In order to establish a successful re-branding of the Rutland area, it was clear that the implementation of multiple surveys would be effective in gathering the necessary information needed to create a developmental strategy. Through in-depth discussions which engaged the Rutland Residence Association, Jim Patterson from the Chamber of Commerce, and other community business leaders; it was established that the main stakeholders could be identified as Residents, Businesses, and Students. Each group of stakeholders have a specific set of concerns, three unique surveys were administered to capture the variety of interests. By focusing on three different sections of Rutland, it will be easier to establish which demographic identifies what would be the best option to work towards the re-branding of Rutland.

A summary provided below, outlines the relevant socioeconomic factors on a macro scale, analyze and report the findings from each of the surveys, and create recommendations to the implementation of a successful re-branding strategy.

Central Okanagan Outlooks

Income

Median Household income in the Central Okanagan has consistently been lower than that of BC at large (Exhibit 1). From this, one can extrapolate that the average person in Rutland has a smaller amount of disposable income, relatively speaking. With less disposable income, the importance of low cost amenities and housing are proportionally more important. Statistics Canada cites four reasons for the region's lower than average median income.

1. A large proportion of the population is retired, i.e. has no income from employment

2. A higher than average number of smaller companies, many with non-unionized staff

3. A higher proportion of the labour force is self-employed

4. Climate and lifestyle attracts a higher percentage of social assistance recipients than other areas in BC (Statistics Canada, 2007)

Housing

Kelowna has a lower average household income, with more than 6500 households of one person or more living in low income conditions. This reflects in Kelowna's availability of affordable housing opportunities. The average rent in Kelowna ranges from $592 for a bachelor suite to $1,120 for a three-bedroom apartment, considered to be reasonable by most students and young families. These rental costs are considered to be more affordable in the Rutland region of Kelowna. (Housing Resources Handbook, 2013). The average cost of a starter home in 2012 ranged dependent on the services available, $221,434 (non-strata titled, single ownership dwelling), $209,902 (strata titled dwelling), $200,336 (manufactured home with pad rental, additional). These relatively low costs have attracted many new immigrants to the Rutland area as well as young families. Although there is a low income average in Kelowna, the most popular style of housing sold in 2011 (1,237 sales) was the most expensive, being the single detached home ($444,250). The second highest sales (597) were in the Stratified unit category ($225,000). (Housing Resources Handbook, 2013). The sales and rentals are high yet there is still a 4% vacancy for all types of housing units available for rent. This has created many areas open for expansion and development throughout the regions of Kelowna. The highest rate of vacancy exists in three-bedroom homes at 6% throughout Kelowna. This shows that families are moving into new homes but are not renting them, where as a large amount of rented units are Bachelor or 2-bedroom apartments most likely students or seniors. Kelowna’s housing situations seems negative yet can play a positive role in the growth of the Rutland community.

Ethno Cultural Diversity

Rutland is a diversified community within the Okanagan region. This is a key positive aspect that brings new residents to the community. The three most common countries of birth of immigrants living in Kelowna are the United Kingdom (accounting for 23.7% of the immigrant population in Kelowna), Germany (12.1%) and the United States (8.2%) ("Nhs focus on," 2013). By showcasing the diversity within the Rutland community, the area can highlight that it is warm, open, and tolerant. This will raise awareness and help create a more positive and welcoming image of Rutland which will in-turn kick-start the re-branding of Rutland.

Business Survey

The Business Survey had a total of 41 respondents. The survey was comprised of eight questions which were designed to elicit the opinion of local businesses of the strengths and weaknesses of operating in the Rutland Business improvement area. Of the 41 respondents, an overwhelming 74% self-identified as service companies, while the remaining respondents identified as Dining and Entertainment, Clothing/Gifts/Accessories, and Sports and Recreation. More than half reported that the success of their business was ‘good and improving’. While 38% of reported that business was Steady/Fair, only 10% reported that business was slow/poor. Having ascertained in which industry, and with which degree of success, the respondents felt they were operating, the survey asked ‘if you could relocate your business, would you? To where? And why?’ The majority response was that, no, they would not locate to an area outside of Rutland. Of the respondents who indicated that they would prefer to be in a different area, some respondents cited personal preference, while others indicated a relevant business reason. Such reasons include, proximity to the airport, entering uncontested market space, safety concerns in Rutland, and being part of a more concentrated commercial area. The next question in the survey asked respondents to either agree or disagree with a series of statements about generic operating concerns. A summary of the responses is available in the appendix (Exhibit 2). From analysis of these responses it can be seen that each business has a view on these specific metrics, which is unique from the others. While some locations fare well in terms of foot traffic, others feel that business is impeded by a lack of pedestrians. However, the majority response is ‘Neutral’, indicating that this metric is either immaterial, or has not been given due consideration as a key success metric. Parking is viewed as a constrained resource by only 22.5% of respondents. Loss prevention is not at the forefront of most managers list of concerns, however, some respondents indicate that loss prevention is a significant issue. Given that most respondents also feel that they have ample space for their business, an overall improvement could be realized for the business community by concentrating businesses, for example by building a new mall within Rutland. This would improve foot traffic for all constituents by centralizing shopping traffic. While this strategy would be prone to increasing rent and reducing available parking, these are areas which have room to be compromised in order to improve upon the other metrics.

The remainder of the survey has to do with what businesses are doing to help themselves, what their perception of URBAs role is, aesthetic improvements, and what specific ideas they personally have on how to improve Rutland. From the responses to the question ‘How do you advertise your business?’ it seems that this is one metric which businesses in Rutland have already given great contemplation. The results are visualized in the appendix (Exhibit 3). Word-of-mouth and social media rank as the two most used forms of advertising, indicating that businesses in the area have largely taken a do-it-yourself approach to advertising their business. There is a significant amount of advertising done through the more conventional mediums of newspaper, radio, and television. The point was raised by multiple respondents that additional signage could be a beneficial addition to their success. In order to establish collaborative success in the arena of marketing, a billboard on Harvey could potentially serve as an indicator of prosperous business in the area, without the audacity of multitudes of ‘Our Business, Next Left’ signage.

Approximately half indicated that improvements in the aesthetics of their physical location would improve business, but most cited cost as a prohibitive factor. Respondents indicate a variety of such improvements, including painting, bike racks, benches, installment of civic buildings, and further revitalization of public spaces.

Finally, when asked if the URBA has made an impact on their ability to operate a successful and profitable enterprise in Rutland only a single respondent declared a negative impact from the URBA. Approximately half felt that the impact was positive, and approximately half indicated that there was a neutral/none effect (Exhibit 4). Those who made specific comments mentioned the benefits of the community events, and the network provided by URBA. The neutral respondents indicated that a lack of involvement on their own part contributes to the lack of impact the URBA has had for them.

SWOT

The Rutland Region of Kelowna is an area that prides itself on Community closeness and friendliness, while being in close proximity to necessities. Rutland citizens enjoy the amount of recreation as well as the property size made available to them and the Community. The land available and growing population is also growing the Rutland Business sector. This growth has opened many opportunities in the Rutland Community, such as the centralization of the businesses into a core environment, utilizing vacant lots in the area, as well as creating a marketing focus towards the university students.

With strengths and opportunities come weakness and threats that must be mitigated. There is a large negative stigma that comes with the “Rutland” name. This stigma has the potential to limit new business growth in the area. Not only are citizens concerned with the negative perception, Kelowna citizens consider Rutland unclean and unsafe to pedestrians. The stigma, along with the development of new areas such as Glenmore and the University, has Rutland in a tough position. In order to make Rutland a more successful community as a whole, it must build off strengths, and capitalize on opportunities while mitigating threats and weaknesses.

Strengths	Weaknesses
• Community closeness • Affordable housing • Land size • Friendliness • Growth - Business success • Equal opportunity • Proximity University, Airport, and Big White	• Negative perceptions • Safety concerns • Cleanliness • Competition with other nearby popular areas
Opportunities	Threats
• Bike racks • Synergy with University • Empty lots • Centralization • Potential growth	• Development of other areas • University • Negative Stigma • Economic downturn

Resident Survey

The Residents Survey was well received and feedback was retrieved from 164 people residing in Rutland. The questionnaire was composed of eleven questions to help one better understand the wants, needs, and issues of residents in Rutland. A significant number of respondents; 82.3%, called Rutland home for more than five years with 51.9% of them married with children. One of the greatest assets of the survey was the ability to discover why people chose to live in Rutland versus the other areas of Kelowna. This survey also helped to identify what the local community of residents would like to see more of in Rutland.

When analyzing the data from the survey, one would find that there were three significant reasons why people chose to live in Rutland, the first being affordability. A significant 76.6% of people said that they chose to live in Rutland because of its affordability. People who are looking for a home to rent or own find that Rutland has affordable options that fit their daily needs and wants. The second greatest reason identified was Rutland's location. People enjoy that it is away from the congestion of downtown and close to many recreational opportunities. The third significant reason as to why people decided to live in Rutland was because of the proximity to friends and family which was agreed upon by 34% of the people surveyed. It is clear that people who live in Rutland choose so to be able to be close to their friends and family and a large percentage of them relocate to be in close proximity (Exhibit 5).

Another very significant piece of information received through this survey was what residents would like to see more of in Rutland. Residents had the options to vote either; yes, neutral, or no to indicate their support of the implementation of different kinds of business services The number one priority that current residents stated they would like to see more of is dining options. A significant number of people, 85.4% saw this need and made it clear that Rutland is currently lacking when it comes to dining options. There was a consensus that there was a need for family style restaurants that were child friendly and affordable. The second most sought after aspect that residents would like to see more of is a greater variety of shopping. 79.8% of people agreed that the current availability of shopping does not meet their needs and they stated that they would like to see a department store brought into the area; one that offers affordable clothing for both male and females of all ages. Many residents, 28.1% also wanted to see an increase in entertainment options that were friendly towards the entire family. From all the results that were gathered, there was only one thing that current residents did not want to see more of and that is nightlife. In our survey, nightlife was represented as an increase number of bars or live bands, and through reading the comments and feedback, people took “nightlife” to be loud clubs which they feared would draw the wrong type of crowd into their quiet and close community (Exhibit 6).

One question in the survey asked if the residents were originally from Kelowna and a significant, 74.2% of people were not. This represents the great diversification of people that Rutland has within as well as a broad range of people that are all attracted to Rutland. Current residents had moved to Rutland from all across Canada with a large number from British Columbia specifically. The remainder of the questions on the survey related to areas such as cleanliness, safety, promotion of local events, and information/engagement in Rutland. One other aspect of the survey asked if residents would like to see an increase in infrastructure or re-branding of Rutland. Both were strongly agreed upon as critical implementations, in order to re-brand Rutland, there will have to be changes made in regards to what they feel Rutland is lacking (Exhibit 7).

This survey provided greater insight into the demographic living in Rutland and how they feel about it. It will lead one to make the best decisions when trying to find recommend what could be changed or added to Rutland in order to keep the current residents satisfied as well as increase its attractiveness to people looking to move to this area.

Student Survey

The survey consisted of sixty-five respondents where 42 of the 65 students were current fourth years. Majority of the students were from Rutland (28%) and Downtown (28%). The rest were from Glenmore, Quail Ridge, and on campus (Exhibit 8). There were three focus areas which were Cleanliness & Safety, Information & Engagement, Promotion & Events, and how Rutland can improve. Altogether, there were ten questions that reflected their opinions regarding the Rutland persona as well as why do they most commonly go to Rutland.

The first question was to determine their first impression of Rutland. Using the word association method, each respondent had to write down the first three words that come to mind when asked what they thought of Rutland. The most common words that occurred in the students' minds were mostly negative connotations. For example, ghetto, cheap, and 'sketchy' were a majority of the answers and represented how the most of the student presences in Kelowna have a poor image of Rutland. The next question had five statements in the survey under the Cleanliness & Safety. When asked if students found Rutland to be free of litter and waste, roughly half of the respondents (46%) disagreed while the remaining 35% of the students felt neutral about this statement. The analysis shows that Rutland needs to improve on their cleanliness to develop a better community presence in Kelowna. Safety is a large concern among the student population, 43% of the students disagree that they feel safe walking alone at night in Rutland. This concern about safety may be exacerbated by the fact that only 40% of the students feel that they can access all areas of Rutland as well as the reputation of crime in the area.

When asked if the students surveyed felt as though the people they meet in Rutland were friendly, helpful, and trustworthy, very few students agreed with this. When the residents were presented with the same question, a significant 77% of respondents agreed have the people they encountered were friendly in nature. The difference between the surveys displays that the negative persona of Rutland that students are exposed to creates a dismissive mindset of the area as well as the people, before entering the community.

For Information & Engagement, Exhibit 9 shows that the majority of students do not frequent Rutland to shop. This is directly related to the fact that only about 38% of the students surveyed agree that they are aware of what Rutland has to offer for students in terms of shopping venues. Half of the respondents agree that Rutland has a satisfactory transit access, while 28% of the students felt neutral about it. Only 15% of the respondents are aware of any events which take place in the Rutland community, indicating a lack of promotion of Rutland's events within the student community. Accessibility to the events is not a primary concern/issue for students. Rather, increasing student participation will require a stronger approach to knowledge transfer. The majority of the students (66%) found out about Rutland's events through word-of-mouth. The next leading option is through social media (15%). In order to attract more students to events in Rutland, information must be made visible and accessible in a way which engages students. One clear approach would be to set up advertisements in high traffic areas which showcase specific events, as well as inviting students to join Rutland's social media community.

Lastly, the survey questions why students usually go to Rutland. As a result, it had a huge range of answers however the most popular choices were shopping, eating, or visiting a friend. The carnival, movies, restaurants and the YMCA were what currently attracts the students to Rutland. Students were very clear about what they wanted in Rutland. The top three votes were Dinning (75.41%), Recreation (73.77%), and Entertainment (73.33%). The results were closely tied and these answers will be reflected in the recommendations to fulfill the students' needs.

Focus Group

A focus group was conducted with five students from UBCO, in order to gain a greater insight on the current perspective of Rutland and what students suggest the community can do to rebrand and revitalize the persona of Rutland. When asked to give their general opinion/description of Rutland the students all stated that there was a strong sense of community but it has a bad reputation of being dangerous, dirty, underdeveloped, and run down. Although, none of the students had any dangerous encounters in Rutland personally, it was just what they have heard through classmates, friends, and locals. Rutland was considered the last place you would want to live by these students (other than the student living in Rutland) when looking for a place to live, because of the very negative perceptions and what is spread through word-of-mouth. The students were then asked what they like about the area they currently live in and why they had chosen to live there. The responses for the students living in Glenmore, were that they enjoy being in close proximity to many of their friends as well as multiple grocery stores and restaurants. They chose to live there because it was developing, many of the people they know live there and has a lot of the necessities a student would need within walking distance. The downtown students stated that they enjoy living there because of the bus loops and the easy access to restaurants, pubs and other nightlife, but both students mentioned how far away it is from campus as a negative. The Student living in Rutland chose to live there because it was affordable and easy access to the main buses and University.

Through in-depth questioning, the group was able to draw the attention of the students to the statement of Rutland being “underdeveloped” and asked them to go into further explanation on what they would like to see implemented in the community. Each students had several constructive suggestions, the most common suggestions were as follows; Coffee shops and bars with live music, more choices of restaurants/sports bars, a community center/library with a substantial number study rooms, and more parks with leash-free dog zones. Some students brought up a more centralized core feel to the Rutland stores, introducing more sidewalks and outdoor patios. The students appeared excited as the discussion lead towards the idea of creating a downtown-like feel to Rutland which sparked the discussion to new levels. The students stated the current layout of Rutland seemed very sporadic, making it inconvenient to shop store to store, thereby making them less interested in going. In order to create this core feel the students suggested parkades to free up more space for new businesses, benches and bike racks to increase pedestrian traffic, and study spaces for students such as coffee shops, or a library.

We then discussed the presence of Rutland events in the student body. The students felt as though they were completely unaware of any events hosted in Rutland, except for the students who live in the community. The only event named by the student living in Rutland was the September and May Days Fair. The only time the events were noticed by the other four students is when they were driving through Rutland and personally saw the event taking place. All five students felt that none of the events that are currently held are catered or targeted towards their demographic; they felt as though Rutland has the potential to host student-focused events due to the proximity of the community to the University and bus loops. When asked the best way to reach the student community, the group strongly recommended the use of social media and school news in order to ensure reaching the entire student body. The group agreed that with improvements to the aesthetics and services, Rutland can lose the negative perception and become a hub of student activity.

Strategic Recommendations

Three strategic recommendations were created based on the analysis that would best suit Rutland in the rebranding of the community's image and reputation. These recommendations include the best interests of the three key members in the community, being students, residents and business. The strategic changes will be implemented based on the decision criteria of; long-term socio-economic development, public safety, community awareness, and creating a positive stigma in order to rid Rutland of its negative perception and build a strong foundation for the growth of a community.

Recommendation #1

The first strategy is to build a new multi-level residence such as a condo or apartment in the uptown Rutland area. By following this recommendation, population density will increase. This will likely be a cause of concern to the current residents who stand to lose the feeling of their tight-knit community. However, this sort of development will create opportunity for current businesses to expand, as well as to incentivize new businesses. The implementation of this new infrastructure will increase demand for more business services; specifically for shopping and dining. With the creation of a new residence, a large number of new students and other residents will be experiencing the "true Rutland" community which will transform their previous negative stigma into a positive one. In addition, these new residents will pass-along their new feelings and experience of Rutland to the rest of Kelowna and the Okanagan, beginning the transformation of the Rutland brand.

With the new bus loop soon to be in place, Rutland will be more easily accessible to residents and students both currently living in Rutland and other sectors of Kelowna. Each year, Hundreds of students each year cannot live on campus because more applications are submitted than units are available. For many students, the appeal of living on campus is being close to their school; a preference which can be closely substituted by a location in Rutland. The addition of a high-occupancy dwelling would be a positive alternative to campus living which could meet the housing requirements of students, while simultaneously generating concentrated cash flows in the development area. The development of a student-centric community in Rutland would have the dual benefit of an immediate economic boost, and the potential for long term settlement in the area post-graduation.

Recommendation #2

The second recommendation is to centrally locate additional shopping centers and dining places. It was made clear throughout the surveys that people feel that there is a lack of business services such as shopping and dining. By increasing the availability of these business segments, shoppers will be less compelled to leave the Rutland area to fulfill their needs. Keeping businesses in close proximity to one another will support the future growth of a commercial hub, which reinforces the aim to promote long term economic growth.

Centralization of businesses leads to synergistic benefits. The primary benefit is that shoppers will find themselves choosing a destination which will allow them to complete more of their shopping needs at one location. Businesses will experience an increase in traffic. A secondary benefit would be to contain noise and congestion in an area away from residences, maintaining the peaceful aura of the community. Centralization could be effectively achieved with the development of a mall. A mall allows for retail space to be effectively managed, and frequently contains restaurants.

The Highway running through Rutland is lined with fast food chains, but not much more. Rutland needs more food venues that offer a casual dining atmosphere while welcoming all ages.

Through both the student and resident surveys there was a very strong emphasis on getting a larger, generic chained restaurant that welcomes the entire family. This will work to help transform the current negative stigma into a positive one by bringing the community together while outsiders into the area. Restaurants that are welcoming to the entire family are key with such a diverse community of ages and culture. While some people suggested smaller locally owned and operated restaurants, in order to have the greatest opportunity of long-term socio-economic development, Rutland should start by trying to attract reputable brand name chains into the area as they are less likely to leave or become unsuccessful.

Recommendation #3

The third strategy consists of improving the aesthetics and utility of public space in Rutland. The pedestrian environment requires the renovation and/or construction of many features in order to create the new impression of Rutland as a modern, safe, and developing area. For example, according to several survey respondents there is a shortage of bicycle racks. The addition of bicycles racks would improve commuter congestion, and add an element of safety. Improving the quality and quantity of lighting along streets would help to change the perception of safety while walking in Rutland at night.

The highway and residential streets require expansion of sidewalks on both sides of streets to improve pedestrian quality of life in Rutland. Widening the area allocated to pedestrian traffic will improve safety. Improved sidewalks will offer an alternative to people of all ages from motor vehicle transportation. People will also have improved access to different locations around the uptown area. In addition, having benches near the shopping area would appeal to people as they walk from place to place. This will make Rutland more attractive, and makes the streets more comfortable for kids or senior citizens as it encourages the community to be more active in the public environment where they can rest, or socialize.

When Rutland looks clean and new; people's feelings and judgment will change positively through time and experience. University students' perception will start to change from Rutland being irrelevant and unsavory, to being desirable and positively appreciable. Small changes, such as having flowers by the sidewalk, will give Rutland a better appearance. This will reduce the chances of students going to other areas such as downtown and stay in Uptown Rutland.

Conclusion

Rutland faces the dilemma of having a negative stigma attached to its name which may be impacting the ability of the community to attract and retain people and businesses. In order to develop a strategy which will transform the persona of Rutland to a positive one the interests of residents, businesses, and students were considered. The interests of these stakeholders were gauged by the responses that were collected from 270 participants. Each stakeholder group have unique desires. The Student group is interested in an increase of nightlife, dining, and accommodation. Residents are primarily concerned with beautification of the area and maintaining the current sense of community. Businesses seek to increase the number of customers.

The three recommendations compromise to solve the issues faced by multiple stakeholders within the community of Rutland while addressing the concerns of URBA. The addition of a large residency will lead to an increase of population density, which in turn will support the development of local business while allowing recreational areas to remain as icons in the area. Bringing together businesses in a central location will improve business, maintain community integrity, and create the desire amongst students to congregate. Area improvements stand to offer the most benefit to current residents and businesses, but can be equally enjoyed by all those in the community.

With the information received through the surveys, three broad recommendations to change the persona of Rutland were instantiated. These recommendations will serve as a foundation for our capstone successors in the following semester.

Appendix

Exhibit 1

Median Household Income in 2005[1]	Central Okanagan	BC
All private households ($)	$50,308	$52,709
Couple households with children ($)	$81,066	$79,509
Couple households without children ($)	$58,214	$63,969
One-person households ($)	$26,430	$27,773
Other household types ($)	$44,848	$47,266

Exhibit 2

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
You receive adequate foot traffic	12.20% 5	19.51% 8	39.02% 16	21.95% 9	7.32% 3
You have sufficient parking	7.50% 3	15% 6	10% 4	37.50% 15	30% 12
Rent is fair and reasonable	0% 0	5% 2	47.50% 19	30% 12	17.50% 7
You have enough square footage to effectively operate	0% 0	5% 2	12.50% 5	62.50% 25	20% 8
Loss prevention is a significant issue in your business	27.50% 11	27.50% 11	22.50% 9	12.50% 5	10% 4

Exhibit 3

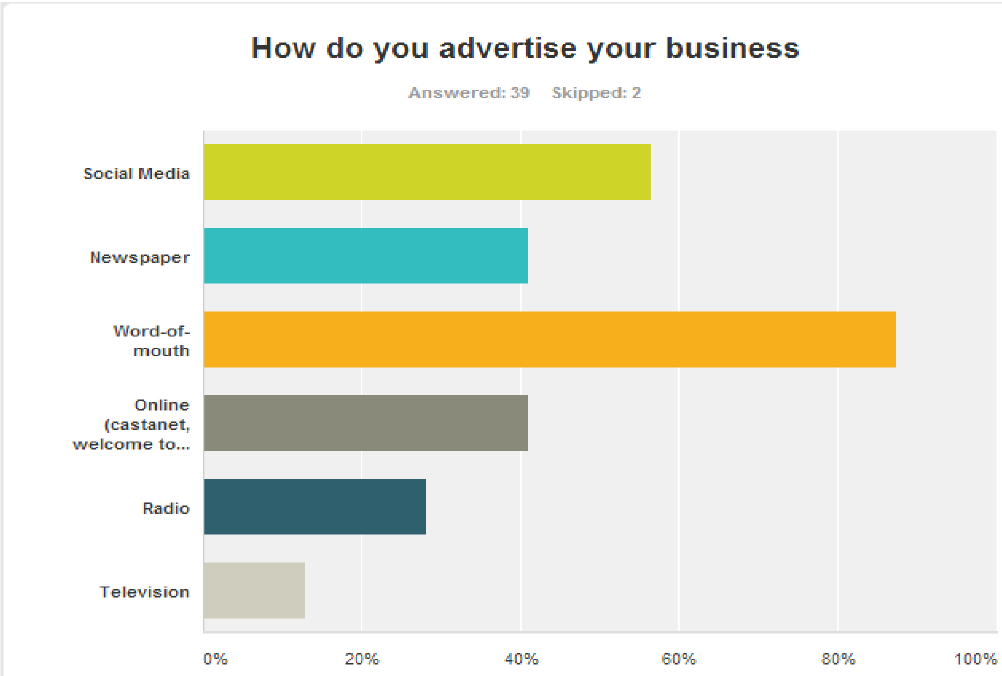


Exhibit 4

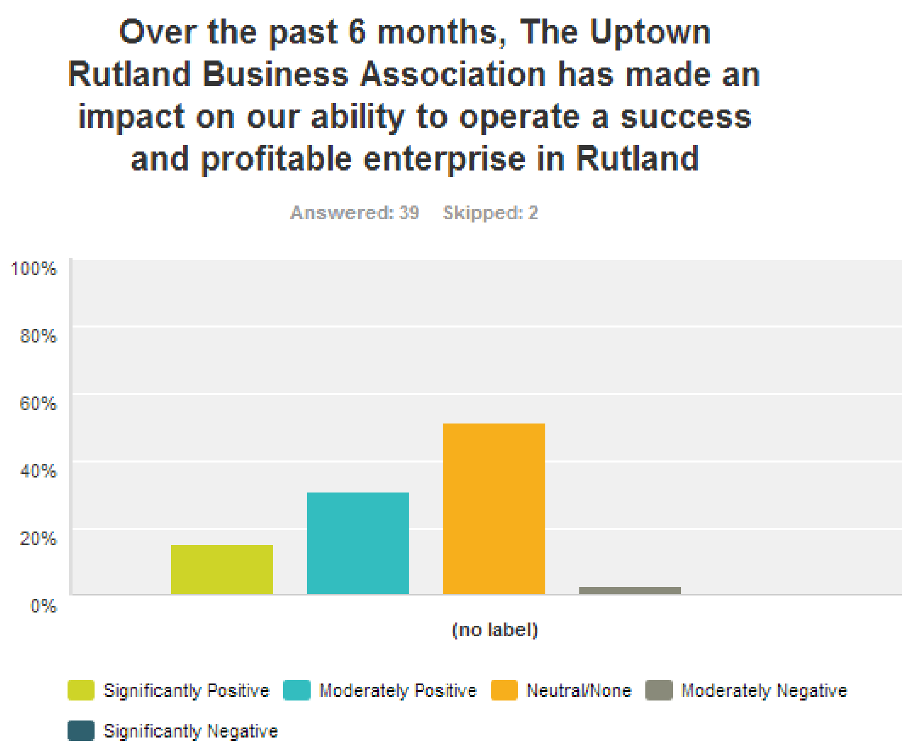


Exhibit 5

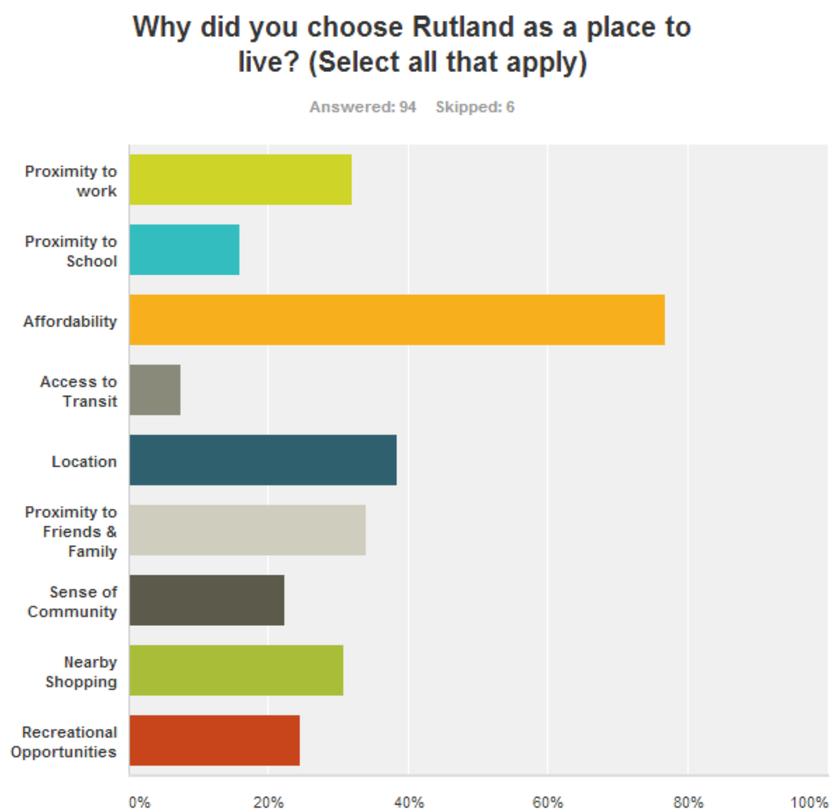
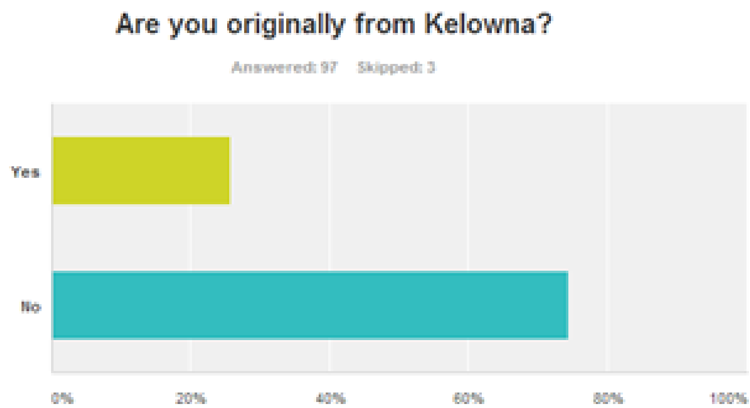


Exhibit 6

	Yes	Neutral	No	Total	Average Rating
Dining	85.42% 82	10.42% 10	4.17% 4	96	1.00
Nightlife	28.09% 25	43.82% 39	28.09% 25	89	1.00
Shopping	79.79% 75	18.09% 17	2.13% 2	94	1.00
Sport Complexes	40.22% 37	47.83% 44	11.96% 11	92	1.00
Playgrounds & Parks	57.30% 51	40.45% 36	2.25% 2	89	1.00
Entertainment	71.43% 65	26.37% 24	2.20% 2	91	1.00
Daycare	21.84% 19	68.97% 60	9.20% 8	87	1.00
Improved Pedestrian Access	49.43% 43	44.83% 39	5.75% 5	87	1.00

Exhibit 7



Answer Choices	Responses	
Yes	25.77%	25
No	74.23%	72

Exhibit 8

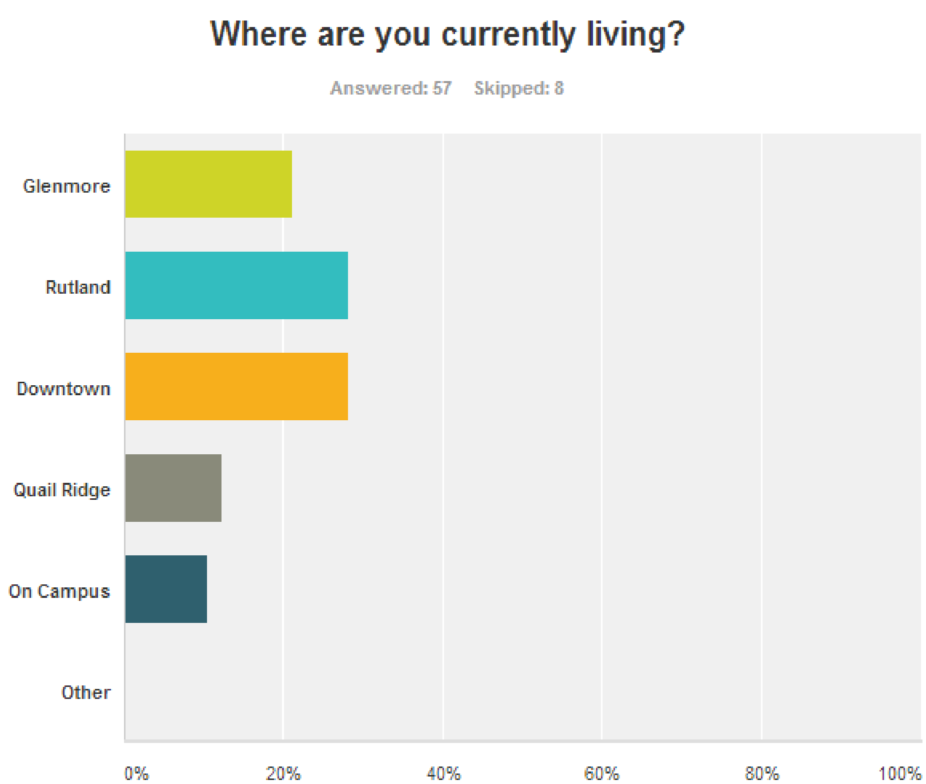


Exhibit 9

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total	Average Rating
I frequently visit Rutland to do my shopping	24.62% 16	41.54% 27	9.23% 6	16.92% 11	7.69% 5	65	1.00
I am aware of what Rutland has to offer students for shopping	16.92% 11	21.54% 14	6.15% 4	36.92% 24	18.46% 12	65	1.00
I believe Rutland has satisfactory transit access	4.62% 3	10.77% 7	27.69% 18	50.77% 33	6.15% 4	65	1.00
I feel welcome in Rutland	4.62% 3	13.85% 9	38.46% 25	38.46% 25	4.62% 3	65	1.00
I feel that I am aware of the events that take place in the Rutland community.	21.88% 14	42.19% 27	20.31% 13	15.63% 10	0% 0	64	1.00

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