The Future of the Gathercole

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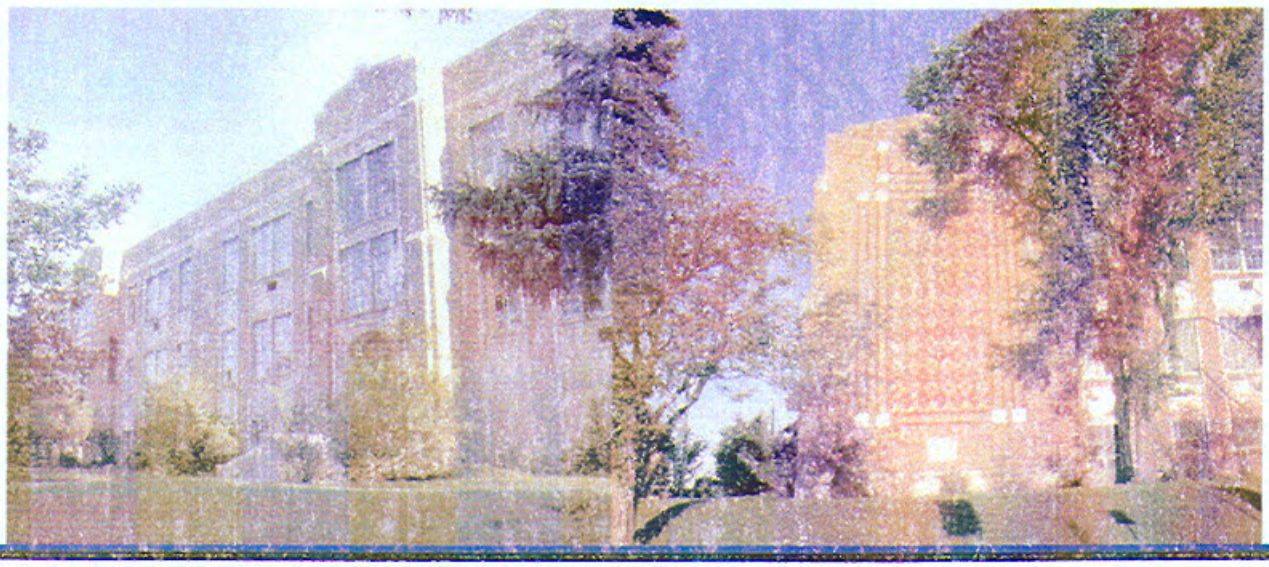

Disclaimer

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Summary of Findings

Upon completion of the research, our analysis has drawn the following information:

- Those respondents who agreed with the decision to demolish the building had been paying greater attention to the Gathercole issue than those who did not agree with the decision or had no opinion.
- No relationship exists between attentiveness to the Gathercole issue and the decision to connect Second Avenue South with Spadina Crescent.
- The majority of downtown business owners support the decisions made by City Council regarding the Gathercole site thus far.
- The majority of downtown business owners would like to see a combination of Recreation/Leisure, Hotel, and Residential developments.
- There is no relationship between how attentive businesses have been to the Gathercole issue and the number of years that the business had been located downtown.
- No relationship exists between the amount of attention being paid to the issue and the businesses proximity to the site.
- Those businesses that would like to see a recreation facility are not concerned with the development of the site generating tax revenue.
- Professional/Office businesses do not feel that the development of the site would substantially affect their business, while retail felt that some of the development alternatives would have a positive impact on their business while others would have a negative impact (i.e. a competing retailer).

Research Purpose and Objectives

Background

In the late 1970's and early 1980's, the City of Saskatoon embarked upon acquiring land interests in South Downtown, most particularly focused on block 146: the area bound by Nineteenth Street, Twentieth Street, and First and Second Avenue South which the Gathercole Building now occupies. The City completed these acquisitions in the late 1980's. The City of Saskatoon invested millions of dollars in the acquisition of land in this area, particularly on Block 146. The City of Saskatoon stopped accumulating interest and has not calculated its forgone interest or tax losses on this block since the early to mid 1990's. If the City of Saskatoon were to do so, the investment in Block 146 would be in excess of $30 million dollars.

Most recently, the City of Saskatoon has solicited an expression of interest from potential investors in South Downtown including the present Gathercole building (formerly a high school and most recently the administrative center for the Saskatoon Public School Board). Throughout this process, the projects have remained contentious and under significant public scrutiny both in terms of economic and community aspirations relating to developing a signature project in the South Downtown area of Saskatoon.

The Partnership, formed in 1986, acts as Saskatoon's Downtown Improvement District. The organization works towards providing an attractive environment, while ensuring that Saskatoon's downtown area is the heart of the city's business. The mission of The Partnership is to enhance to downtown business community, increase social and cultural activities, attract new businesses, and to beautify the downtown area.

Research Purpose

The current issue facing The Partnership and the City of Saskatoon is the development of the former Public School Board building, more commonly known as the Gathercole Building. In order for The Partnership to accurately represent the downtown business community concerning this issue, they will need to determine what the downtown business community would like to see happen to the Gathercole Building. The research we have conducted will illustrate the preferences of the downtown business community and the correlation between particular variables such as location relative to the Gathercole building and attentiveness to the issue.

Objectives

There are three main objectives of this research. The first is to determine how well the downtown business community feels The Partnership represents their views. The second is to determine the satisfaction of the downtown business community regarding the decisions that have been made by city council. These decisions include demolishing the Gathercole building, and connecting the roadways of Second Avenue South to Spadina Crescent. The third objective is to determine the preferences as to the type of businesses that should occupy the space. There have been several proposed alternatives as to what should occupy the property and this research will exemplify the preferred type of business that the downtown business community would favor.

Research Design and Methodology

Survey Design

Our survey consists of fourteen questions laid out on two pages (refer to Appendix B for a clean, coded and annotated questionnaire). In order to collect sufficient data, various types of questions were asked including nominal, interval and ratio. The survey was designed with simple questions at the beginning, followed by more complex questions towards the middle. The remaining questions were demographical in nature, concluding with an open ended question for any additional comments. In addition, a cover letter was attached to the survey explaining the

scope of the survey. On The Partnership letterhead, the cover letter explains that the survey is being done on behalf of The Partnership, and all information will be kept confidential as it is for The Partnership's internal use only.

Survey Mode

The survey mode utilized was door-to-door personal interviews. This method allowed us to ensure sampling precision by guaranteeing that only business owners or upper management would respond to the survey. This method also allowed us to clarify any questions that arose as we were present for the majority of the responses. Upon entering the selected businesses, a survey was given to a manager/owner who proceeded to complete the survey while we waited. Each survey took approximately 3-4 minutes to complete; some respondents chose to add comments, increasing the completion time depending on how many comments they had. As many mangers were unavailable at the time, a number of surveys were dropped off with instructions that we would return at a preset date to pick up the completed survey. As a mailing list was not available, the quantity of data required forced us to accept completed surveys via fax at The Partnership office if the respondent required additional time for completion.

Data was colleted on a number of different dates from various locations in downtown Saskatoon (refer to Appendix D). Approximately 200 surveys were distributed to downtown businesses from Nineteenth Street through Twenty-Fifth Street and from First Avenue through Spadina Crescent. We experienced a response rate of approximately 61% as 121 completed surveys were collected from businesses in all three required industries—service/hospitality, professional/office and retail. Additional surveys have been have been collected after the initial analysis had been completed, therefore these surveys were not included in the final SPSS analysis.

Data Analysis

In order to analyze the collected data, a number of statistical tests were run in the SPSS program (refer to Appendix A). Tests such as Descriptives, Frequencies, Cross-tabulations, and One-way Anova were used to provide various numerical information gathered from the completed surveys. A confidence interval of 95% was used in all tests.

Results

Description of Sample

Our research sample was chosen based on the City of Saskatoon's parameters considered to be the downtown district. This included the areas running east of Idylwyld Drive and south of Twenty-Fifth Street East to the South Saskatchewan River's banks. The representativeness of the sample included managers, business owners, professionals, and independent entrepreneurs of the downtown business community. We gathered their thoughts, opinions, and demographics regarding the decisions made by City Council to demolish the Gathercole Building and to connect the roadways of Spadina Crescent and Second Avenue South. Because the Gathercole Site is located directly downtown along Nineteenth Street East and in between Second and Third

Avenue South, we wanted our research to reflect the standpoint of businesses downtown, as they are most likely to be affected positively or negatively by the decisions. In order to reflect a balanced proportion of our sample population, we tried to evenly disperse our surveys throughout the entire downtown district.

The businesses we surveyed included those in the retail, professional and office, and service and hospitality industries. We found that the bulk of retail businesses were located along First and Second Avenue and Twenty-First Street East and that the professional/office and service/hospitality businesses were evenly dispersed throughout the downtown area. The professional and office industry category included professions such as physicians, dentists, lawyers, accountants, and insurance brokers. The service and hospitality industry category included professions such as hair and beauty salons, restaurants, banks, and consultants. When distributing the survey, we found that our association with The Partnership helped to increase our survey response rate and credibility as market researchers. It also helped those filling out the survey to associate our research work with the credibility of The Partnership's past work with these downtown businesses.

Our sample was not particularly specific, as the age, gender, marital status, income, etc. were irrelevant to our market research findings. We decided to focus on surveying the sample regarding questions that reflected a particular business' attentiveness of the Gathercole site issue, their industry, their distance from the Gathercole site, and the length of time that their business has been located downtown.

Findings Keyed to Each Objective

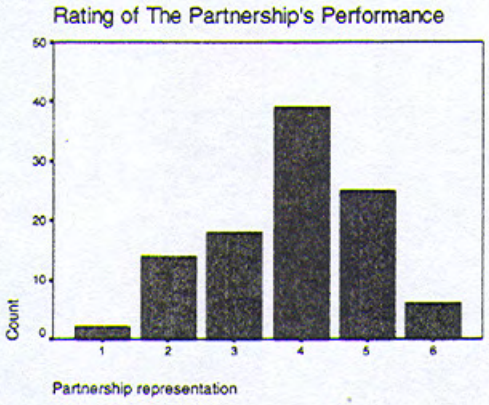
Objective #1: To determine how well the downtown business community feels The Partnership represents their views.

The first objective was to determine how well the downtown business community felt The Partnership represented their views. This analysis showed that a large majority of respondents were aware of who The Partnership is. A frequency analysis (Appendix A (i)) performed on the question regarding awareness of The Partnership proved that 93.3% of the respondents were aware of what The Partnership is, while only 6.7% were unaware. This reinforces past research showing that there is a high level of awareness among downtown businesses. This information is valuable to The Partnership since their effectiveness as an organization is dependant upon the awareness among business owners. In order to accurately represent the views of downtown business owners, The Partnership must ensure that all businesses are aware of the organization's involvement in the downtown district.

A frequency analysis was also conducted on the question concerning how accurately The Partnership represents the voice of the downtown business community. The results, summarized in Figure 1, showed that the majority of respondents feel that The Partnership voices the opinion of the downtown business community with some level of accuracy, with 68% of respondents choosing between 4 and 6 on the interval scale. On a scale of 1 to 6, The Partnership averaged a score of 3.86. This shows that the average respondent felt that The Partnership was neither accurate nor inaccurate in voicing the opinions of the downtown business community. This near

neutral response indicates that while some business owners feel positively about The Partnership's representativeness, there are also a number of business owners who feel negatively. While only 5.7% rated The Partnership as "very accurate", even less (1.9%) rated The Partnership as "not at all accurately".

Figure 1:



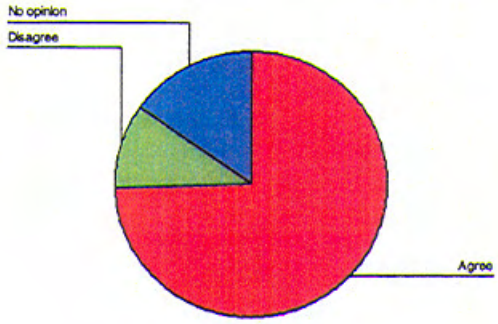
The survey results also suggest that respondents who were unaware of The Partnership were likely unaware of current issues within the downtown business community, such as the Gathercole site. The frequency of respondents who were aware of the issue regarding the Gathercole site was 93.4%, while 93.3% were aware of The Partnership.

Objective #2: To determine the satisfaction of the downtown business community regarding the decisions made by City Council.

The objective to determine the satisfaction of the downtown business community regarding the decisions made by City Council showed that the business community generally supports the decisions made thus far. A frequency analysis on the question regarding demolition showed that 75% of respondents agreed with the decision, while only 10% disagreed, and 15% had no opinion, as displayed in Figure 2. Question seven which asked if businesses agreed, disagreed or had no opinion regarding the decision to connect the roadways of Spadina Crescent and Second Avenue South, showed that respondents were supportive of the decision. While 54.2% of respondents agreed with the decision to connect the roadways, only 12.7% disagreed, and 33.1% had no opinion. The results from these two questions display that the business community is supportive of the decisions that City Council has made thus far.

Figure 2:

Agreement with Demolition of Gathercole Building



A One-way Anova test (Appendix A (ii)) was administered to extract more information on the relationship between the businesses' attentiveness to the Gathercole issue, and their agreement with decisions made by City Council to demolish the Gathercole site. This was done to determine if their attentiveness to the issue influenced whether or not they supported the decisions of City Council. The one-way analysis, conducted on their attentiveness to the issue and their agreement with demolishing the building, revealed that there was a significant difference across the groups ($F=6.929$, $df=2$, $p=.001$). In order to determine the specific differences, post hoc comparisons were done using the Bonferroni test. The test revealed differences regarding attentiveness to the issue with the businesses that agreed with the demolition, scoring a mean of 4.31, compared to those that disagreed or had no opinion scoring a mean value of 3.09 and 3.43 respectively. These results could indicate that those that agreed with the decision to demolish the building have been paying more attention to the Gathercole issue, and those that disagreed or had no opinion have been paying less attention to the issue.

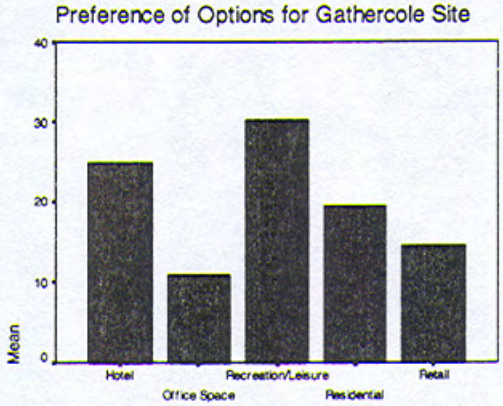
The One-way Anova test was administered the businesses' attentiveness to the Gathercole issue and their agreement with the connection of Spadina Crescent and Second Avenue South, it revealed no relationship (Appendix A (iii)). The results show that there is a relationship between the decision to demolish the building and attentiveness to the issue, but none between attentiveness and the decision to connect the roadways.

A Cross-tabulation was conducted to determine if there was any relationship between the businesses that agreed with the demolition and those that agreed with the connection of the roadways (Appendix A (iv)). The test was administered to determine if it could be concluded that those that agreed with both the decisions were generally more supportive of City Council. The test could not be conducted as the expected cell count was too low because there were such a high percentage of businesses that agreed with both decisions. Therefore, it is difficult to conclude that there is a relationship between the two decisions. Since the percentage of businesses that agreed with both decisions was high, it is safe to conclude that generally the businesses are in support of decisions made by City Council thus far.

Objective #3: To determine the downtown business community's preference as to the type of business that should occupy the Gathercole site.

To determine the downtown business community's preference as to the type of business or businesses that should occupy the space, a constant sum question was included in the survey. It asked respondents to allocate 100 points to the options for occupying the space that most appealed to them (Appendix A (v)). The results are summarized in the figure below, which shows that businesses were most interested in Recreation/Leisure and Hotel, which scored means of 30.6 and 24.8 respectively. The next highest was Residential, followed by Retail and Office Space scoring means of 19.2, 14.8 and 10.6 respectively.

Figure 3:



A question regarding whether they would like to see the facility used for more than one type of business was asked. This question was asked so that a correlation could be made between the results of the constant sum question and the results of the question regarding a mixed-use facility. The results of the mixed use question indicated that the majority of businesses would prefer a mixed use facility as 58.5% answered "yes", while 21.2% said "no", and 20.3% had "no opinion". When the results from the constant sum question are considered, it could be concluded that the businesses would like to see a combination of the higher scoring possibilities, which included Recreation/Leisure, Hotel and Residential.

It was also preferable to determine how the business community felt each type of option for the site would affect their business' success. Respondents were asked to determine whether each option would "negatively affect", "positively affect", or would have "no affect" on their business' success. The results from this question indicated that the respondents felt a hotel would positively affect their business as it scored a 60.6%, along with residential which scored 58.9%. The options that businesses indicated would "not affect" their success were Office Space at 57%, Recreation/Leisure at 50% and Retail at 38.8%. A low number of respondents felt that the options would negatively affect their business. However, Retail did score the highest at 23.3%. It appears that generally the business community regards any development in the Gathercole site to be beneficial to their success downtown. Retail was the only type of business that respondents felt could provide competition for the downtown retailers. This could be due to the fact that a larger percentage of retail businesses were surveyed.

A Cross-tabulation was done to determine if there was a relationship between how the respondents felt the options would affect their business' success, and what type of industry they would classify their business as (Appendix A (vi)). This was done to determine if there was a significant relationship between how the businesses felt the various options would affect their business' success. When the test was conducted, it was found that the numbers of businesses that felt the options would negatively affect them was very low, and therefore, the cross-tabulation had to be manipulated to disregard that option. This allowed the expected cell count to be over five for the other categories.

The analysis of the type of business the respondent classified themselves in and how they felt the option would affect their business revealed a significant relationship (X^2=33.953, df=4, p=.000) between the Hotel option and the type of business the respondent indicated. For the "would not affect" option, the Professional/Office businesses scored highest at 70.7%, while Retail businesses scored 69.7% for "would positively affect". No significant relationship was found between the Office Space option and the type of business. For the Recreation/Leisure option, a significant relationship was found (X^2=9.929, df=2, p=.007) and the highest percentage that stated it "would not affect" their business was Professionals at 53.8%, and the highest stating it "would positively affect" their business as Retail at 62.5%. The Residential option was also found to be significant (X^2=14.115, df=2, p=.001). "Would not affect" scored highest again for Professional/Office at 62.5%, while Retail scored highest again for "would positively affect" at 57.1%. The relationship between the effect of Retail Space and the type of industry classification was also found to be significant (X^2=9.929, df=2, p=.007) where "would not affect" scored highest again for Professional/Office, and "would positively affect" scored highest for Retail. These results indicate that overall the Professional/Office businesses do not believe that any type of business would have a positive or negative effect on their business' success. Conversely, the retail businesses felt that any type of development of the Gathercole site would be an improvement to the downtown business community. The service/hospitality industry did not score significantly high on any particular option, but this may be because a lower number of services were surveyed, due to the difficulty in administering surveys to the service industry.

The relationship between the attentiveness to the Gathercole issue and the business' years downtown were compared through a One-way Anova test (Appendix A (vii)). This was done to determine if businesses located downtown for a longer period of time would feel more strongly about the Gathercole issue. The strength of their attentiveness may be related to their preference for the development of the Gathercole site because the number of years they have been located downtown is related to how strongly they would feel about what should occupy the site. The results of the test indicated no significant relationship between the variables. The range of mean scores on the attentiveness scale did not vary much between categories for the number of years downtown. The means calculated from the interval scale from 1 to 6 indicated ranges from 3.56 to 4.31, which indicates limited variation. Therefore, no significant relationship can be found between how attentive businesses have been to the issue and how long they have been located downtown.

Another One-way Anova test was run to determine if there is a relationship between the mean scores on the constant sum question and the vicinity of the business to the Gathercole site. The

results showed no significant relationship (p=1.34, .403, .273, .168, .452) between the average number of points allocated to the options and how close the business was to the Gathercole site (Appendix A (viii)). The results of the test showed that there is no correlation between how close to the site the business is and the strength of opinion as to what the development of the site should be. The attentiveness to the issue was also compared to how long the business had been located downtown and no significant relationship was found either (p=.819). It appears that the amount of attention being paid to the issue is not related to how close the business is to the site.

The preference for whether tax revenue should be generated from this site was asked of respondents. This was indicated as an important determinant in relationship to the type of business or businesses that should occupy the site. The survey results indicated that 83.1% of respondents answered "yes" to preferring tax revenue being generated from the site, while 5.1% said "no" and 11.9% answered "no opinion". A One-way Anova was used to gain further information about the tax revenue in relation to the highest scores for options on the constant sum question (Appendix A (ix)). The results from this test indicate that there is a difference in the mean points that businesses allocated to Recreation/Leisure and those who said "yes" and "no opinion" to the generation of tax revenue (X^2=4415.222, df=2, p=.022). These results indicate that those businesses that answered "no opinion" to the generation of tax revenue allocated significantly more to the Recreation/Leisure option. Therefore, it can be concluded that those businesses that want a recreational facility are not concerned about tax revenue being generated from the site.

Conclusions and Recommendations

The downtown business community appears to be attentive to the Gathercole issue and interested in the outcome of the site. The results of the analysis show that the business community is supportive of the decisions made by City Council so far and they feel that the Partnership is accurately representing their voice.

It was thought that the length of time the business had been downtown and their vicinity to the Gathercole site would be related to the amount of interest they had in the outcome of the site. However, the findings do not indicate a significant relationship, only that the business community is generally interested in the outcome. The survey results also indicate that the businesses have a preference for the options for the site, those being hotel and recreation/leisure. They also are supportive of a mixed use facility that would include some combination of the possible options.

The survey also provided a section for additional comments, which is included in appendix C. The general tone of comments received was that the businesses were impatient with the outcome and wanted City Council to get on with the development. They also had opinions about what should occupy the site and had concerns about whether the space should be publicly owned. There were businesses who wanted more residential development, while others were supportive of tourism options. A spa was often mentioned by business owners, along with the casino option. The survey did not directly contain a casino option, but many owners did mention it in the

comments section. The overall tone of the business community is impatience and frustration. Generally, they would like the development to increase the vitality of the downtown area.

We feel that The Partnership should continue to accurately monitor the views of downtown businesses towards any issues that involve the development and well-being of the downtown economy. In the future, this may be done through personal interviews, telephone interviews, or the distribution of surveys to downtown business owners and managers. After completing this report, we have found that surveys are an accurate and efficient method of understanding the businesses views, and we recommend that this method be used for any major issues that arise in the future.

When voicing the opinions of business owners towards the Gathercole issue, The Partnership should support focus on a few key findings from the completed research. The Partnership should support City Council's decision to demolish the Gathercole building and immediately proceed with development of the site. The Partnership should not limit the support of development alternatives to only one option, as a number of preferences have been expressed. With this in mind, the most preferred alternatives were recreation/leisure and hotel, along with strong support for a mixed use facility.

The Partnership's ability to monitor views of downtown businesses will result in an accurate representation of businesses in the future. Accurate research, such as this report, will allow The Partnership to continue to receive strong support from business owners, thus prolonging its existence as an organization.

Limitations

One limitation that we encountered occurred when we were creating our actual survey. Since we researched such a current and on-going issue, decisions were made by City Council to demolish the Gathercole Building and connect the roadways of Spadina Crescent to Second Avenue South after our survey was already created. This limitation forced us into eliminating and restructuring almost all of our survey questions to reflect the decisions that had already been made. In turn, we ended up having fewer and more general questions pertaining to managers and business owners' preferences as to what they would like to see occupy the Gathercole site. Those being surveyed no longer had the option of choosing whether they would like to see the building remain standing and being renovated. They also did not have the option of deciding whether or not they would like to see the roadways of Spadina Crescent and Second Avenue South connected. We simply had to ask whether or not they were satisfied with these decisions made by City Council. When consulting with Terry Scadden from The Partnership, he displayed his disinterest in knowing the preferences of the very specific options discussed in the newspapers such as a spa, museum, theatre, etc. He was simply interested in the more general category preferences of the downtown business community, such as Hotel, Office space, Recreational/Leisure, Residential, and Retail. This did affect the outcome of our surveys as we had many surveys returned with unanswered questions and comments alongside those questions stating their preference for more specific options.

Another limitation that we encountered when conducting the surveying process included having to obtain a list of those within a particular downtown business who were directly involved with the Gathercole site issue so that we could refrain from distributing surveys to these businesses to avoid skewing our research results. Those individuals who we avoided either previously or currently sat on a committee board that was able to impact the issue directly or have voiced their opinions time and time again at City Council meetings regarding the issue. To handle this problem, Terry Scadden of The Partnership provided our group with a list of downtown businesses to avoid. This list included the businesses such as the Shakespeare on the Saskatchewan Administration Office, Fran's Gifts, and Backyard Naturalist. Although we did avoid these places, it was hardly enough businesses to skew our end results. However, Terry felt that it would save our group costly time, as we were likely to be heavily questioned at these places.

A third limitation that we encountered when conducting the surveying process included trying to distribute the survey directly to managers, owners, and business professionals. Due to their hectic work schedules, often times we had to leave the survey at the front desk with their secretary or assistant. Consequently, we had to inform them that the survey was intended to be completed strictly by the manger or owner themselves, and not by their secretary or assistant. In this case, we suggested that we return to their business for the survey in two to three days and it was often accepted and appreciated. It was also the case that those left with the survey were often unaware of when exactly the survey would be completed by the manager or owner and be ready to be picked up. To handle this problem, we ensured them that they could simply fax the survey back to The Partnership's downtown headquarters at their own convenience. However, this also affected our results as many businesses failed to have the survey completed when we went to pick it up, many faxed the survey back to The Partnership after we began conducting SPSS tests, and many did not return the survey altogether. This affected our results as our representativeness of our sample was not as large or as evenly proportioned throughout the downtown district as we had initially desired.

Another limitation we came across included the desire to capture a sample evenly representative of the population. This proved difficult as there was a greater concentration of businesses in the core of the downtown district (for example, First and Second Avenue), compared to the outskirts of the downtown district which contains a majority of residential areas (for example, Fifth and Sixth Avenue North). This desired representativeness would require us to drop off and pick up surveys from the various downtown district locations and, because this area is so large, we may have needed more time to do so. This, again, affected our results as we were unable to capture a sample representative of the downtown district given the allocated time period.

Another limitation we came across occurred when conducting the SPSS process. We found that due to having researched such a homogeneous sample, opinions of business professionals were often very similar. Due to this, we found that there was not enough variation in our results to distinguish significance in our survey tests conducted. This affected our results as we do not have very many questions asked in the survey that have a significant correlation with one another, as we had hoped to find. However, we decided to include these test results, regardless of their insignificance, to verify the lack of correlation regarding some of the questions asked of these businesses.

THE PARTNERSHIP

MAKING DOWNTOWN THE PLACE TO:

VE

- Over 40,000 people live downtown & in core neighborhoods

ORK

- The heart of commerce employing 20,000 people
- $1/2 billion payroll annually

IOP

- Saskatoon's finest shops & restaurants
- Farmer's Market
- Saskatchewan's largest 2 story shopping mall
- Major department stores

SIT

- Theatres, museums & galleries
- Inviting hotels
- Beautiful river side parks

AY

- World class festivals & special events

VEST

- Investment opportunities in Saskatchewan's most vibrant downtown

February 9, 2004

Dear Downtown Business Constituents:

In the interest of best representing the needs and viewpoint of our constituents, we are conducting a survey on some important Downtown issues, in partnership with the University of Saskatchewan.

- This survey is being conducted on behalf of The Partnership.
- All information is strictly confidential and for The Partnership's internal use only.
- The information gathered will allow The Partnership to better represent the opinions and general consensus of Downtown businesses, toward developments in the South Downtown, specifically the Gathercole site.

Thank you in advance for participating.

Sincerely,

Terry Scaddan
Executive Director

DOWNTOWN BUSINESS IMPROVEMENT DISTRICT
345 Third Avenue South
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Telephone: (306) 665-2001
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E-mail: the-partnership@sk.sympatico.ca
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GATHERCOLE BUILDING SURVEY

This survey is being conducted by College of Commerce students on behalf of The Partnership to gather information concerning the preferences, ideologies, and insights regarding the future development of the Gathercole site. Please take a few minutes to complete the survey on behalf of your company. Participation is completely voluntary and may be withdrawn at any time without penalty. If you have any questions or concerns about this project you may contact the College of Commerce at 966-4794. Your response is greatly appreciated.

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1. Prior to receiving this survey, were you aware of what The Partnership is?

   ☐ Yes ☐ No

2. On a scale from 1 to 6, with 1 being "not at all accurately" and 6 being "very accurately", how well would you say The Partnership represents your voice as a member of the downtown business community? (Circle a number on the scale).

Not at all accurately					Very accurately
1	2	3	4	5	6

3. Were you aware of the issue regarding the future development of the Gathercole site prior to participating in this survey?

   ☐ Yes ☐ No

4. If you answered yes to question 3, on a scale from 1 to 6, with 1 being "not very attentive" and 6 being "very attentive" how attentive have you been to the debate on this issue? (Circle a number on the scale).

Not very attentive					Very attentive
1	2	3	4	5	6

5. Do you agree or disagree with the decision made by City Council to demolish the Gathercole building?

   ☐ Agree ☐ Disagree ☐ No opinion

6. Below is a list of possible options that are being considered for development in the Gathercole site. Please allocate **100 points** among the options so that your allocation reflects the preference you have for each option. The more points the option receives, the more appealing the option is. If an option is not at all appealing, assign it zero points.

   ____ Hotel
   ____ Office space
   ____ Recreation/Leisure
   ____ Residential
   ____ Retail

   Total: ____
   100

Please continue on other side

7. Do you agree or disagree with the decision made to connect the roadways of Second Avenue South and Spadina Crescent following demolition of the Gathercole building?

☐ Agree ☐ Disagree ☐ No opinion

8. If the Gathercole site were to be developed as the options listed below, how do you think it would impact your businesses success? Please check **one** of the following, "would negatively affect my business", "would not affect my business" or "would positively affect my business", for each of the possible options.

	Would negatively affect	Would not affect	Would positively affect
Hotel			
Office Space			
Recreation/Leisure			
Residential			
Retail			

9. I would prefer to see the site developed as a "mixed use" facility (E.g. office and residential space).

☐ Yes ☐ No ☐ No opinion

10. It is important that tax revenue is generated from this site.

☐ Yes ☐ No ☐ No opinion

11. How close is your business, in terms of city blocks, to the Gathercole Site?

☐ Within 1 block
☐ 1 – 3 blocks
☐ 4 – 5 blocks
☐ 6 – 7 blocks

12. What industry would you classify your place of employment?

☐ Service/Hospitality
☐ Professional/Office
☐ Retail

13. How long has your business been located downtown?

☐ Less than 5 years
☐ 5 – 10 years
☐ 11 – 25 years
☐ More than 25 years

14. Additional Comments:

_____
_____
_____
_____
_____

Thank-you for your time and cooperation!

ID#:

GATHERCOLE BUILDING SURVEY

This survey is being conducted by College of Commerce students on behalf of The Partnership to gather information concerning the preferences, ideologies, and insights regarding the future development of the Gathercole site. Please take a few minutes to complete the survey on behalf of your company. Participation is completely voluntary and may be withdrawn at any time without penalty. If you have any questions or concerns about this project you may contact the College of Commerce at 966-4794. Your response is greatly appreciated.

'nership

1. Prior to receiving this survey, were you aware of what The Partnership is?

1☐ Yes 2☐ No

nership
areness

2. On a scale from 1 to 6, with 1 being "not at all accurately" and 6 being "very accurately", how well would you say The Partnership represents your voice as a member of the downtown business community? (Circle a number on the scale).

Not at all accurately					Very accurately
1 1	2 2	3 3	4 4	5 5	6 6

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3. Were you aware of the issue regarding the future development of the Gathercole site prior to participating in this survey?

1☐ Yes 2☐ No

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issue

4. If you answered yes to question 3, on a scale from 1 to 6, with 1 being "not very attentive" and 6 being "very attentive" how attentive have you been to the debate on this issue? (Circle a number on the scale).

Not very attentive					Very attentive
1 1	2 2	3 3	4 4	5 5	6 6

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molish

5. Do you agree or disagree with the decision made by City Council to demolish the Gathercole building?

1☐ Agree 2☐ Disagree 3☐ No opinion

6. Below is a list of possible options that are being considered for development in the Gathercole site. Please allocate **100 points** among the options so that your allocation reflects the preference you have for each option. The more points the option receives, the more appealing the option is. If an option is not at all appealing, assign it zero points.

Hotel ____ Hotel
Office Space ____ Office space
Recreation ____ Recreation/Leisure
Residential ____ Residential
Retail ____ Retail

Total: ____
100

Please continue on other side

7. Do you agree or disagree with the decision made to connect the roadways of Second Avenue South and Spadina Crescent following demolition of the Gathercole building?

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padina

1 ☐ Agree 2 ☐ Disagree 3 ☐ No opinion

8. If the Gathercole site were to be developed as the options listed below, how do you think it would impact your businesses success? Please check **one** of the following, "would negatively affect my business", "would not affect my business" or "would positively affect my business", for each of the possible options.

ffect of:

	Would negatively affect	Would not affect	Would positively affect
Hotel	1	2	3
Office Space	1	2	3
Recreation/Leisure	1	2	3
Residential	1	2	3
Retail	1	2	3

9. I would prefer to see the site developed as a "mixed use" facility (E.g. office and residential space).

1 ☐ Yes 2 ☐ No 3 ☐ No opinion

10. It is important that tax revenue is generated from this site.

1 ☐ Yes 2 ☐ No 3 ☐ No opinion

11. How close is your business, in terms of city blocks, to the Gathercole Site?

1 ☐ Within 1 block
2 ☐ 1 – 3 blocks
3 ☐ 4 – 5 blocks
4 ☐ 6 – 7 blocks

12. What industry would you classify your place of employment?

1 ☐ Service/Hospitality
2 ☐ Professional/Office
3 ☐ Retail

13. How long has your business been located downtown?

1 ☐ Less than 5 years
2 ☐ 5 – 10 years
3 ☐ 11 – 25 years
4 ☐ More than 25 years

14. Additional Comments:

_____

_____

_____

_____

_____

Thank-you for your time and cooperation!

ID#:

GATHERCOLE BUILDING SURVEY

This survey is being conducted by College of Commerce students on behalf of The Partnership to gather information concerning the preferences, ideologies, and insights regarding the future development of the Gathercole site. Please take a few minutes to complete the survey on behalf of your company. Participation is completely voluntary and may be withdrawn at any time without penalty. If you have any questions or concerns about this project you may contact the College of Commerce at 966-4794. Your response is greatly appreciated.

---

1. Prior to receiving this survey, were you aware of what The Partnership is?

93.3% ☐ Yes 6.7% ☐ No

2. On a scale from 1 to 6, with 1 being "not at all accurately" and 6 being "very accurately", how well would you say The Partnership represents your voice as a member of the downtown business community? (Circle a number on the scale).

Not at all accurately — Very accurately Mean: 3.86

1	2	3	4	5	6
1.9%	13.2%	17%	33.7%	23.6%	5.7%

3. Were you aware of the issue regarding the future development of the Gathercole site prior to participating in this survey?

93.4% ☐ Yes 6.6% ☐ No

4. If you answered yes to question 3, on a scale from 1 to 6, with 1 being "not very attentive" and 6 being "very attentive" how attentive have you been to the debate on this issue? (Circle a number on the scale).

Not very attentive — Very attentive Mean: 4.08

1	2	3	4	5	6
1.8%	12.6%	18%	25.2%	27.9%	14.4%

5. Do you agree or disagree with the decision made by City Council to demolish the Gathercole building?

75% ☐ Agree 10% ☐ Disagree 15% ☐ No opinion

6. Below is a list of possible options that are being considered for development in the Gathercole site. Please allocate **100 points** among the options so that your allocation reflects the preference you have for each option. The more points the option receives, the more appealing the option is. If an option is not at all appealing, assign it zero points.

25 Hotel
11 Office space
31 Recreation/Leisure
19 Residential
14 Retail

Total: ____ 100

Please continue on other side

7. Do you agree or disagree with the decision made to connect the roadways of Second Avenue South and Spadina Crescent following demolition of the Gathercole building?

54.2% ☐ Agree 12.7% ☐ Disagree 33.1% ☐ No opinion

8. If the Gathercole site were to be developed as the options listed below, how do you think it would impact your businesses success? Please check **one** of the following, "would negatively affect my business", "would not affect my business" or "would positively affect my business", for each of the possible options.

	Would negatively affect	Would not affect	Would positively affect
Hotel	1.8%	37.6%	60%
Office Space	2.3%	57%	40.3%
Recreation/Leisure	3.8%	50%	46.2%
Residential	3.7%	37.4%	58.9%
Retail	23.3%	38.8%	37.9%

9. I would prefer to see the site developed as a "mixed use" facility (E.g. office and residential space).

58.5% ☐ Yes 21.2% ☐ No 20.3% ☐ No opinion

10. It is important that tax revenue is generated from this site.

83.1% ☐ Yes 5.1% ☐ No 11.9% ☐ No opinion

11. How close is your business, in terms of city blocks, to the Gathercole Site?

3.4% ☐ Within 1 block
42% ☐ 1 – 3 blocks
36.1% ☐ 4 – 5 blocks
18.5% ☐ 6 – 7 blocks

12. What industry would you classify your place of employment?

14.3% ☐ Service/Hospitality
33.7% ☐ Professional/Office
47.1% ☐ Retail

13. How long has your business been located downtown?

18.5% ☐ Less than 5 years
17.6% ☐ 5 – 10 years
37% ☐ 11 – 25 years
26.9% ☐ More than 25 years

14. Additional Comments: See appendix C

Thank-you for your time and cooperation!

Comments

"Lets get on with it!"

"Get on with it... it has been idle for far too long."

"We need to get the building demolished and get going in the development of the property. This should happen ASAP."

"Tax dollars should not be utilized to save or refurbish this or any building. Private funds must be raised for this proposal."

"Saskatoon's riverbank, parkland is a treasure which distinguishes it from other cities. The recovery and beautification of the Cole and Gathercole sites is a worthy undertaking for Saskatoon the Beautiful."

"Get it going and get it done. Gathercole Initiative Group should be ignored."

"I am happy to see city council take positive steps. Make a decision and get on with it."

"Spa/Hotel mixed facility and residential would be preferable."

"We do not need more publicly funded art projects-- if we artists need these facilities then we need to fund them ourselves so tax dollars can go to policing issues."

"Lets support present small businesses, not big box stores."

"We do need to draw outside tourist dollars and a spa is the only acceptable use for the Gathercole site. Spending tax dollars prop up Swisten's ego is not on. Those dollars will be better spent cleaning up crime."

"Divide the properties into 10, 15, or 20 pieces with narrow frontage to the river. Allow development in certain stages with property availability on a "bid" basis. A 10 year, 20 year plan should be in place with an immediate plan and long term plan. We must act now! You will learn from your mistakes."

"I encourage a steady growth and development downtown. We need people living down here (young people, not more retirement homes) as a basis. The consumable dollars of these residents will help support other areas such as retail and recreation.

"Get on with it."

"I don't think I would enjoy to shop, live, work or stay at a hotel anywhere near a criminal establishment (i.e. court house). If you moved the court house and the Capri Hotel you could clean up the area and build new businesses."

"Demolishing the building is the only logical approach if we want to take full advantage of the property."

"Lets get on with it—if you travel to places like Halifax, Winnipeg, Victoria, San Diego, etc. you can get an idea of the potential opportunity. Trying to work the existing Gathercole building would be next to impossible."

"I like the hotel idea but I am aware that most hotels have restaurants and lounges which would have a severe negative impact on my business."

"Removal of asbestos is an important issue—I've heard some very high numbers as far as getting that done goes. Site should be used for something for everyone downtown. Get a new industry to Saskatoon in there."

"I believe a casino would benefit all retailers. Native people will spend their money at bingos, casinos and spend their food money no matter where a casino is, unless they are on another special budget plan for food. There are a lot of businesses and very wealthy people who go to casinos and it would be very close to all downtown hotels and retailers. I feel that it would be a great benefit to all downtown merchants. Thank-you."

"Keep downtown alive! We need hotel, spa and casino for tourism."

"Remove building ASAP."

"Lets get on with this property today."

"Would like to see a business get in that w ould attract out-of-town guests and for moving people from the residential areas that they don't have in their malls or communities (i.e. convention centre, spa, pool, casino, etc.)."

"Do something and do it now."

"I think that the development of this site will be a positive thing for our city no matter what. I do believe that the best option for it would involve tourism to Saskatoon like a hotel and spa plus this will allow the city to use and develop the river more which will benefit our downtown and create a "community" feeling."

"I would like the development to draw traffic into the downtown."

"We need something that generates more consumer traffic downtown. Whatever works I will agree with in order to accomplish that."

"I would like to see a spa/hotel facility with possible retail space involved."

"I think it is a great location for office space. It has ample parking available".

"Please get over this Gathercole site, let it go."

"I would also like to see the block north of the Gathercole site developed and would like more justification to why a sports arena is necessary in the downtown."

"For gods sake do something! Its an eye sore!"

"Maybe we should build a new arena so the 7,000 to 11,000 spectators that come to Saskatoon for the Brier don't have to go to Martensville to watcvh the games, they would be downtown to enjoy Saskatoon between draws."

"Anything to start development in town will be considered a good start."

The following businesses were approached with surveys. All businesses were left with surveys, though only portion of the businesses completed them. Any businesses in bold were given more than one survey, with a maximum of five surveys given to large professional offices. All surveys that were not completed on the spot were either faxed into The Partnership's office or picked up by the researchers within seven days of drop off.

Date: Thursday, March 11th 2004 (Appendix D) from 11:30 a.m. until 2:30 p.m.

Researchers: Dustin Lee, Crystal Bonick, Seema Dattani

Site: On 2nd Avenue, between 20th Street and 23rd Street

Businesses visited:

- Point Optical
- The Trading Post
- Atch & Co.
- The Black Duck
- Tonic
- The Coffee Well
- Amos + Andes
- Anthony Michaels
- Fresh Flowers
- Caswells
- Saskatoon Gem Lab Inc.
- Merle Norman
- Chibrees
- **Deliotte & Touche**
- Olympia
- Custom Drapery Shop
- 2nd Avenue Dental
- Partners in Planning
- Amatus
- Prairie Pottery
- 10,000 Villages
- **CBC**
- 4U
- **The Squire Shop**
- Chaus
- Durand's Fine Footwear
- Odeon Restaurant
- Roset by Reid
- Moore's
- MPS Foto Source
- 2nd Avenue Grill
- Ray's Tailoring
- The Giggle Factory
- Nancy Durhas
- The White Cat Books
- The Vinyl Exchange
- **Burton's**
- Brianne's Lingerie
- **Clarica**
- Baetman's Jewelers
- Good Fella's
- Caswell's
- Carlson Wagonlit Travel
- Simple Elegance
- Dots
- Rings n' Things
- The Jean Shop
- Ethos
- Gentries

Date: Tuesday, March 9th 2004 (Appendix D) from 10:00 a.m. until 12:30 p.m.

Researchers: Morgen Danielson, Janelle Barnes

Site: Midtown Plaza, 1st Avenue (between 20th Street and 21st Street), 21st Street (between 1st Avenue and 2nd Avenue), and 3rd Avenue (between 19th Street and 20th Street)

Businesses visited:

- **RBC**
- Urban Barn
- Manhattan Casuals
- **Laurentian Bank**
- **Elephant & Castle**
- Sirens
- Fruits and Passions
- Clothing Garage
- Randy River
- Ben Moss Jewelers
- Footlocker
- Eddie Bauer
- Gap
- Starbucks
- Body Shop
- Roots
- Kernels
- La Senza Girl
- Please Mum
- Bryan's
- English Butler
- Bombay Co.
- Stokes
- Cleo
- Radio Shack
- Boutique of Leathers
- Burnett's Locksmith
- Dena's
- The Sony Store
- Mark's Work Warehouse
- Aldo
- Tabi
- Bata
- Mariposa
- Stitches
- Silk & Satin
- Cherry Insurance
- **Myers Norris and Penny**
- **A.O.D.B.T. Architects Ltd.**
- Unique Textiles
- Commitments
- G.M.G. Jewelers
- Ecco
- Etceteras
- Bernard Callibaut
- Sports Chek
- Spare Parts
- Charms
- The Levi's Store
- La Senza
- Swim Co.
- J. Michaels
- Tanjay
- Transit
- Schemata

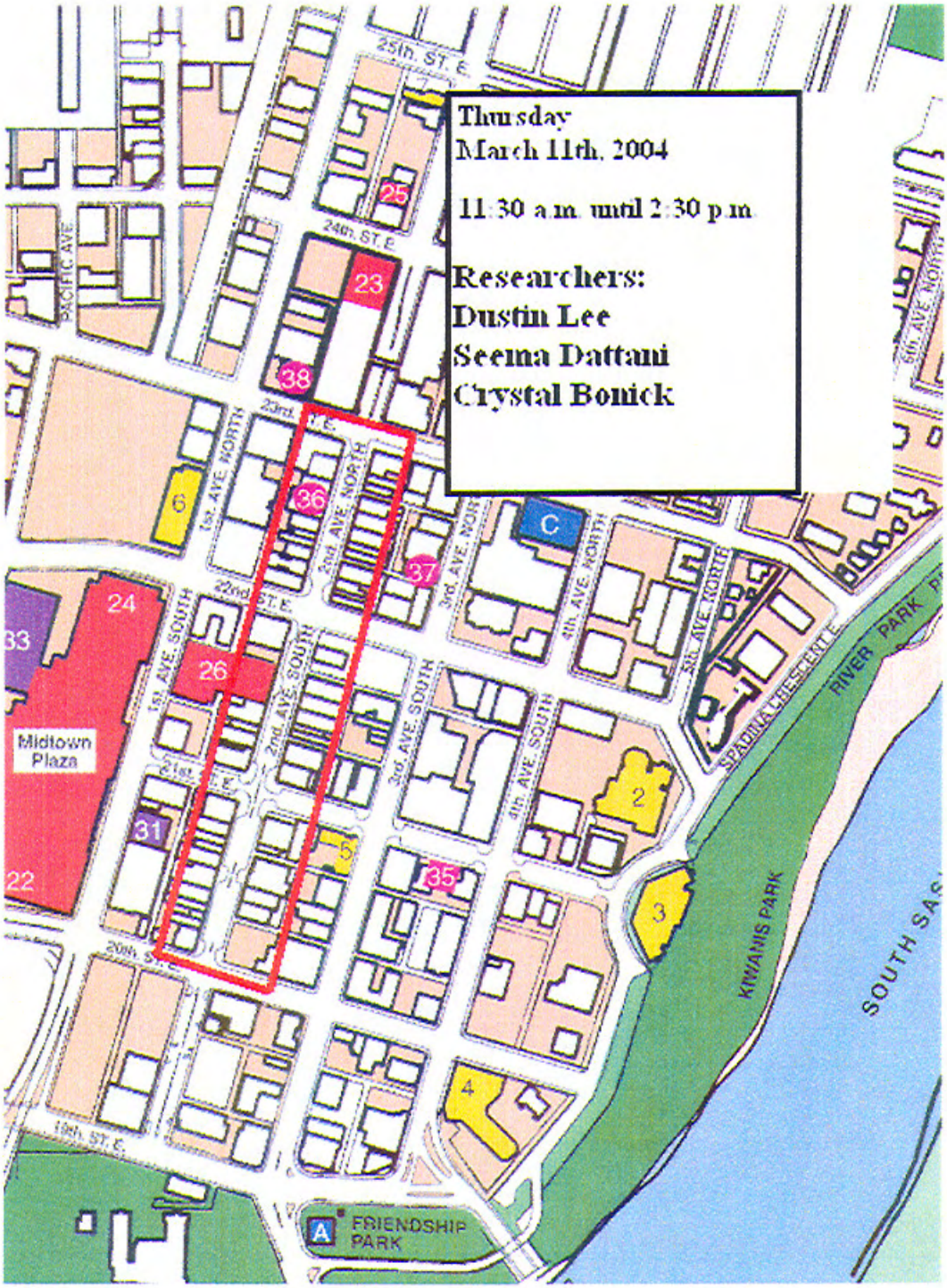
Date: Thursday, March 18th 2004 (Appendix D) from 2:30 p.m. until 4:30 p.m.

Researchers: Morgen Danielson, Janelle Barnes, Dustin Lee, Crystal Bonick, Seema Dattani

Site: Standard Life Building, S.J. Cohen Building, Saskatoon Square, and the Regency Centre, all of which are located on 4th Avenue.

Businesses visited:

- **K.P.M.G.**
- **Northern Medical**
- **H.V.B. Accountants**
- **Cadwell Human Services**
- **Dr. L. Wine**
- **Assante**
- **Targg & Co.**
- **BCP Engineering**
- **McPherson, Leski & Tylerman**
- **Junior Achievement**
- **Panam Management**
- **Scotia McLeod**
- **TD Waterhouse**
- S.P.I
- **Standard Life – 2nd Floor Accountants**
- **S.J. Cohen Building – Accountants**
- **McFall Consulting**
- **Burlington & Associates**
- **Regency Centre – Accountants**
- **Cooperative Trust**


Thursday
March 11th, 2004
11:30 a.m. until 2:30 p.m.
Researchers:
Dustin Lee
Seema Dattani
Crystal Bonick
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22nd. ST. E.
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20th. ST. E.
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2nd. AVE. NORTH
3rd. AVE. NORTH
4th. AVE. NORTH
5th. AVE. NORTH
6th. AVE. NORTH
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3rd. AVE. SOUTH
4th. AVE. SOUTH
SPADINA CRESCENT E.
RIVER PARK
KIWANIS PARK
SOUTH SAS
Midtown Plaza
FRIENDSHIP PARK
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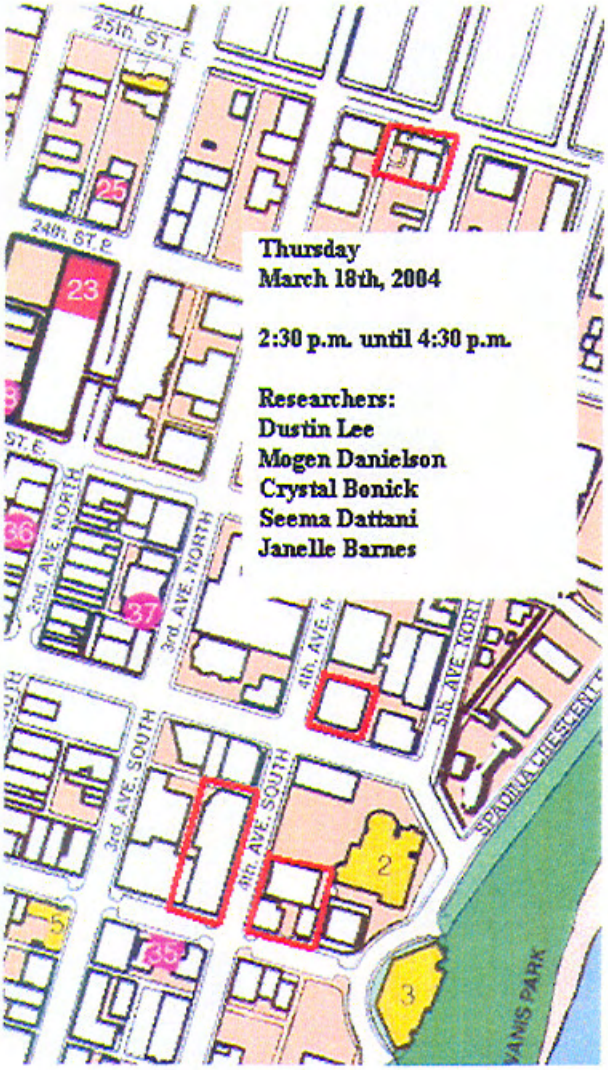
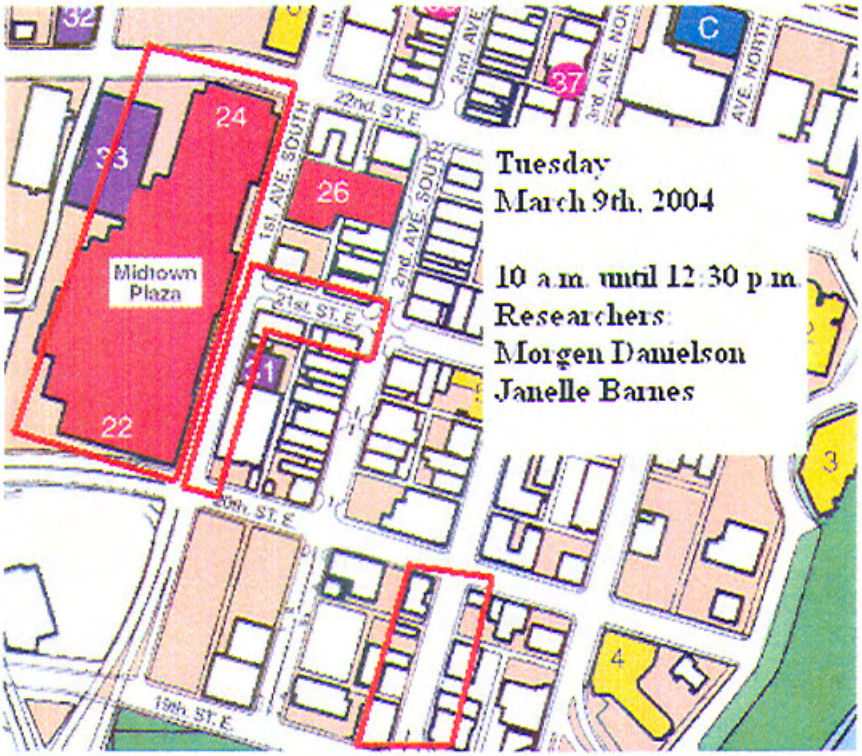


Thursday
March 18th, 2004

2:30 p.m. until 4:30 p.m.

Researchers:
Dustin Lee
Mogen Danielson
Crystal Bonick
Seema Dattani
Janelle Barnes


Tuesday
March 9th, 2004
10 a.m. until 12:30 p.m.
Researchers:
Morgen Danielson
Janelle Barnes
Midtown Plaza
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2nd AVE. SOUTH
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20th. ST. E
19th. ST. E
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