
LITTLETON, CO

BUSINESS SURVEY

Report of Results

October 2022



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Executive Summary

Survey Background and Methods

The 2022 Littleton Business Survey provided business owners and managers the opportunity to rate the quality of life in the city, as well as the service delivery and overall workings of local government. The survey also gave business owners and managers a chance to share their priorities for local government in the coming year. This effort marks the sixth iteration of the Littleton Business Survey; the first survey of businesses occurred in 2012.

The City of Littleton provided Polco/NRC with a list of all registered businesses within city limits. Approximately 1,882 business owners and managers were emailed invitations to complete the 2022 Littleton Business Survey online. Email invitations were sent in late August 2022 and data collection occurred through the end of September. In addition to the email outreach effort, 600 businesses were randomly selected to be mailed a postcard invitation containing a URL where they could complete the web-based survey. A total of 156 completed surveys were submitted for a response rate of 8%.

Because the 2022 survey was intended to be taken by all businesses in Littleton's database and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all businesses responded, Polco/NRC recommends using plus or minus 10 percentage points as the "range of uncertainty" around any given percent reported for all respondents (156).

Survey Key Findings

Business owners and managers continue to appreciate Littleton as a place to do business and the quality of life in the city.

- About 9 in 10 business owners or managers rated the overall quality of life in Littleton as excellent or good, which was similar to ratings in past year and higher than ratings given in other communities across the country.
- Business owners and managers responding to the survey assessed a number of characteristics of the community as they related to Littleton as a whole. Overall, a majority of respondents were pleased with almost all aspects of Littleton. After steady declines in ratings between 2012 and 2020, ratings for ease of travel (by car and by bus) and traffic flow on major streets increased significantly in 2022. Ratings for ease of travel by public transit, walking, biking and educational opportunities were higher than the national averages.
- Aspects of Littleton's economy were all rated favorably by members of the business community. About 9 in 10 of those surveyed felt Littleton was an excellent or good place to work, and at least three-quarters of respondents gave positive ratings to Littleton's overall economic climate, the city as a place to do business, the city as a place to retire, and the city being a safe place to do business. About two-thirds of respondents rated Littleton having a diverse and inclusive economy as excellent or good. These ratings tended to be similar to those given in past survey years.
- When compared to the benchmarks, the city as a place to do business was rated higher than in other communities. Ratings for the overall economic climate, Littleton as a place to retire, and as a place to work were on par with other jurisdictions nationwide.
- Survey respondents were asked to select from a list of options why they operated a business in Littleton. As in previous years, the most frequent response was that Littleton was close to home. Small town atmosphere and quality of life in Littleton were the next most-frequently selected responses, with about half of business owners selecting each of these; both also saw significant increases in 2022.

Ratings for traffic and mobility have improved since 2020.

- After steady declines in ratings between 2012 and 2020, ratings for ease of travel (by car and by bus) and traffic flow on major streets increased significantly in 2022.
- Ratings for ease of travel by public transit, walking, and biking were higher than the national averages, while ease of car travel and traffic flow on major streets were similar.
- When asked to select from a list of options why they operated a business in Littleton, about 2 in 10 respondents selected “proximity to Santa Fe/C-470” and “access to public transit” as responses.
- As in previous years, Littleton business owners and managers were given a list of potential problems for businesses in the city and indicated the degree to which each was a problem. Respondents were significantly less likely in 2022 than in 2020 to rate traffic congestion as a moderate or major problem (50% in 2022 versus 68% in 2020, an 18% decrease).

Ratings for government performance have remained stable since 2020, and business owners report improved customer service from City employees.

- Survey respondents evaluated seven different aspects of local government performance. Most aspects of city government were rated positively by around half of respondents. About 6 in 10 owners and managers highly rated the overall direction the city is taking, attracting visitors to Littleton, and the overall effectiveness of the city manager and appointed staff, which were similar to ratings given in past years.
- Three aspects of government performance could be compared to national benchmarks. The job Littleton does at welcoming business involvement was rated lower than the benchmark, while the job the city does at attracting new businesses and the overall direction city is taking were similar.
- Similar to previous years, about two-thirds of business owners and managers reported having had contact with a City employee in the 12 months prior to the survey. Those who had contact with a city employee evaluated their overall impression as well as characteristics of the interaction. Nearly 9 in 10 business owners and managers rated their overall impression of city employees as excellent or good, a significant increase from 69% in 2020. This rating was on par with the national benchmark.
- About 9 in 10 respondents felt excellent or good about being able to reach a city employee and that they were treated with respect and courtesy. A similar percentage felt their issue was resolved, which was a significant increase from 67% in 2020. Employee’s knowledge of respondents’ issues and concerns also significantly increased, from 64% in 2020 to 84% in 2022.

Business owners and managers continue to support potential business-related City projects and initiatives.

- Owners and managers evaluated the need for various activities, programs and improvements to City policies or programs related to businesses and the economic climate in Littleton. Like years past, most received support from a majority of respondents. The most supported activities included strengthening Littleton’s community image and identity (93% strongly or somewhat support), attracting/recruiting new business to Littleton (91%), providing incentives to attract, retain, and grow business (91%), and marketing Littleton to residents, visitors, and tourists (90%).
- Levels of support tended to remain stable from 2020 to 2022. Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers increased significantly in support from 75% in 2020 to 89% in 2022.

- New for 2022, owners and managers were asked what features would be helpful to them on a new website. The most selected features included a business resource guide (selected by 69% of respondents), a self-service site search feature (65%), a business event calendar (66%), and local, state, and federal incentive programs (63%).
- When asked how beneficial several programs and policies would be to their business plan, at least three-quarters of owners and managers felt that each would be very or somewhat beneficial. Respondents rated many of the programs significantly more beneficial in 2022 compared to 2020, including physical improvements to city-owned property (78% in 2020 versus 93% in 2022), increased flexibility in city regulations (76% in 2020 versus 90% in 2022), and financial assistance (60% in 2020 versus 76% in 2022).

A new question on the 2022 survey asked owners and managers to state their support for the issuance of bonds to finance large capital improvement projects. Over half of respondents felt that they need more information before deciding about the city issuing bonds, about one-third were in support, and around 12% opposed the proposed initiative.

Background and Methods

Survey Purpose

The City of Littleton contracted with Polco/National Research Center (NRC) to conduct its sixth community-wide business survey. The Littleton Business Survey serves as a report card for the city by providing business owners and managers the opportunity to rate city services, aspects of local government, community amenities, and the quality of life in the city. The survey also gives businesses the opportunity to communicate their priorities for community planning and resource allocation.

This type of survey addresses the key services that local governments provide to create a quality community. It is akin to private sector customer surveys that are used regularly by many corporations to monitor where there are weaknesses in product or service delivery before customers defect to competition or before other problems from dissatisfied customers arise. Because a survey such as this generally measures perceptions of services and the community, it is a different window into performance than customary tracking of service delivery response times or other observable conditions. The 2022 survey results provide valuable data for continuing to track opinions of business owners and managers over time.

Survey Methods

The City of Littleton provided Polco/NRC with an email list for all registered businesses within the city limits (approximately 1,882). All business owners and managers in the Littleton community were invited to complete the survey online through postcards and/or emails that included a direct web link to the survey. An individual within each business most knowledgeable about the business (typically the owner or manager) was instructed to complete the survey. All 1,882 businesses were emailed invitations to complete the 2022 Littleton Business Survey online and 600 businesses were randomly selected to also receive a postcard containing a URL where they could complete the web-based survey. A total of 156 completed surveys were submitted (with varying levels of completion, meaning that some respondents skipped at least some questions) for a response rate of 8%. For more information on the methodology see *Appendix F: Survey Methodology* and for a copy of the survey see *Appendix F: Survey Materials*.

How the Results Are Reported

For the most part, the full set of frequencies or the “percent positive” are presented in the body and narrative of the report. The percent positive is the combination of the top two most positive response options (i.e., “excellent” and “good,” “strongly agree” and “somewhat agree,” “strongly support” and “somewhat support,” etc.).

On many of the questions in the survey, respondents could give an answer of “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix B: Complete Survey Responses* and is discussed in the body of this report if it is 30% or greater. However, these responses have been removed from the analyses presented in the body of the report, unless otherwise indicated. In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select multiple responses. When the total exceeds 100% in a table for a multiple response question, it is because some respondents are counted in multiple categories. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding values to the nearest whole number.

Precision of Estimates

Because the 2022 survey was intended to be taken by all businesses in Littleton's database and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus 10 percentage points as the "range of uncertainty" around any given percent reported for all respondents (156).

Comparing Survey Results over Time

Where comparisons are made to prior survey years (when a random sample of businesses was selected to receive the survey), a traditional margin of error should be calculated and it will be larger. Differences between percentages reported in the body of the report can be considered "statistically significant" if they are 11 percentage points or more. Trend data for Littleton represent important comparisons and should be examined for improvements or declines. Deviations from stable trends over time represent opportunities for understanding how local policies, programs or public information may have affected business owners' and managers' opinions.

Comparing Survey Results by Subgroups

Selected 2022 survey results were compared to certain demographic characteristics of survey respondents and by the perceptions of the quality of the relationship between the business community and the city government. These findings are discussed in *Appendix D: Comparisons of Select Survey Results by Respondent Subgroups*.

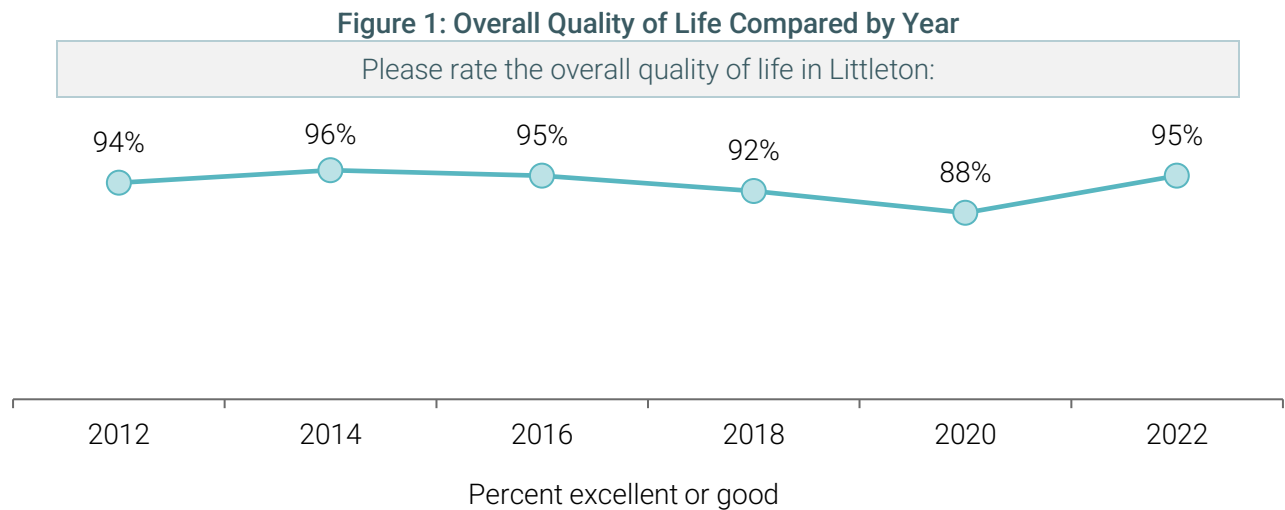
Comparing Survey Results to Other Communities

Polco/NRC maintains a database of comparative business opinion comprised of perspectives gathered in surveys from communities whose business owners and/or managers evaluated the same kinds of topics on Littleton's survey, which was largely culled from Polco/NRC benchmark survey, The National Business Survey™. Littleton's results are noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark, meaning that the average rating given by Littleton business owners or managers is statistically similar to or different (greater or lesser) than the benchmark. Additional detail can be found in *Appendix E: Benchmark Comparisons*.

Business Survey Results

Quality of Life

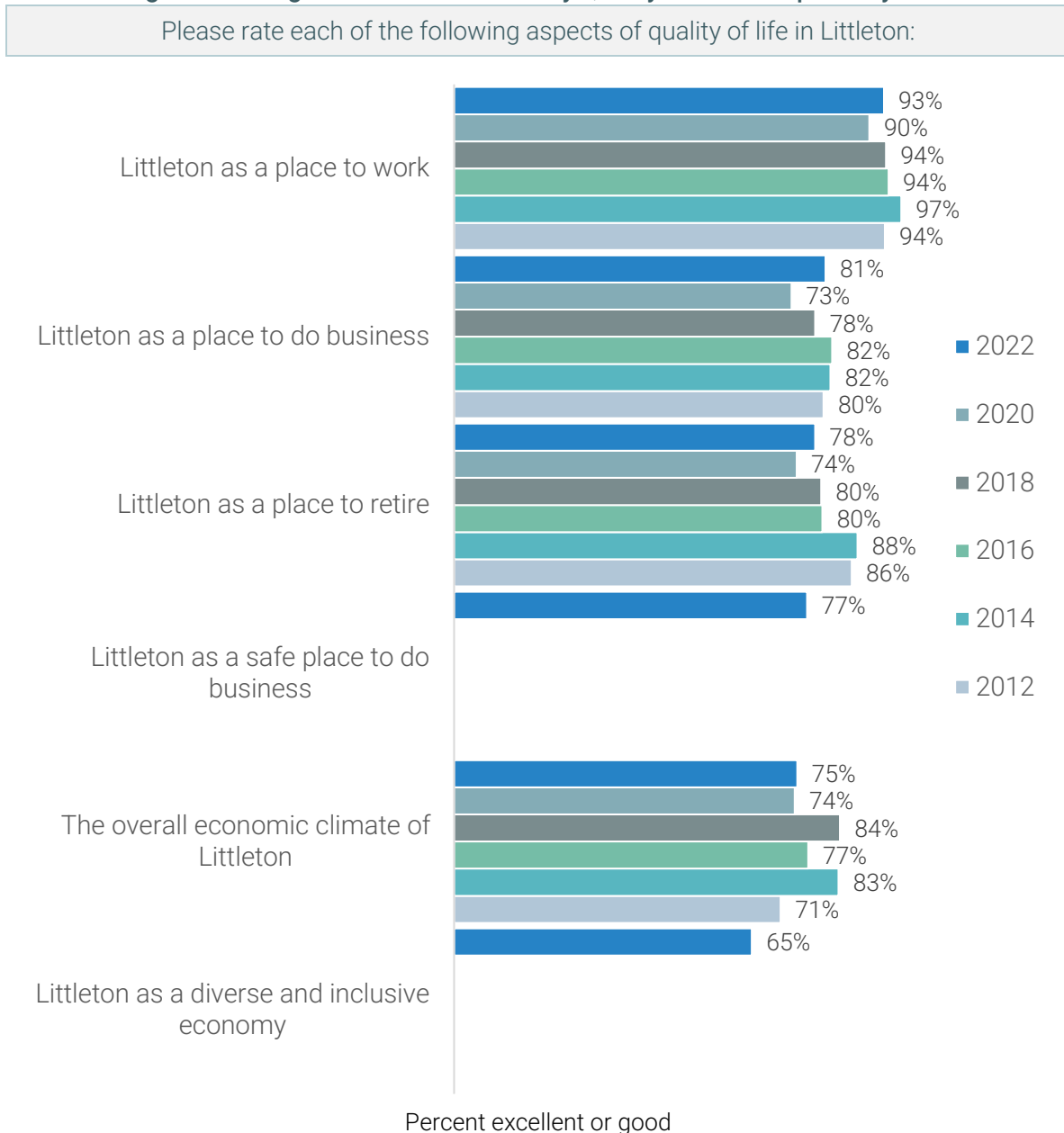
The 2022 City of Littleton Business Survey measured business owner and manager opinions about a variety of aspects of the community including the quality of life in the city and the city as a place to work and do business. About 9 in 10 owners or managers rated the overall quality of life in Littleton as excellent or good, which was similar to ratings in past years. This rating was higher than other communities in the national database (see *Appendix E: Benchmark Comparisons* for more details on the benchmark comparisons).



As in past surveys, aspects of Littleton’s economy were all rated very favorably by members of the business community. Over 9 in 10 of those surveyed felt Littleton was an excellent or good place to work. At least three-quarters of respondents gave positive ratings to Littleton’s overall economic climate, the city as a place to do business, and the city as a place to retire. In 2022, new survey questions were added related to Littleton having a diverse and inclusive economy and being a safe place to do business. About two-thirds of respondents rated Littleton having a diverse and inclusive economy as excellent or good, while about three-quarters rated Littleton highly for being a safe place to do business. These ratings tended to be similar to those given in past survey years.

When compared to the benchmarks, the city as a place to do business was rated higher than in other communities. Ratings for the overall economic climate, Littleton as a place to retire, and as a place to work were on par with other jurisdictions nationwide.

Figure 2: Ratings for Overall Community Quality of Life Compared by Year



Community Characteristics

Business owners and managers responding to the survey assessed 17 characteristics of the community as they related to Littleton as a whole, including employment opportunities, the variety of housing options, and ease of walking in the city. Overall, a majority of respondents were pleased with almost all aspects of Littleton. After steady declines in ratings between 2012 and 2020, ratings for ease of travel (by car and by bus) and traffic flow on major streets increased significantly in 2022.

Ratings for ease of travel by public transit, walking, biking and educational opportunities were higher than the national averages, while public parking availability was lower. Other areas where Littleton's ratings scored lower than the benchmark included overall quality of commercial development, overall quality of business establishments, and the overall appearance and cleanliness of the city. Other areas, including shopping and employment opportunities, ease of car travel, traffic flow on major streets, and the variety of housing options were on par with other communities (see *Appendix E: Benchmark Comparisons* for more information).

Figure 3: Community Characteristics Compared by Year

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	2022	2020	2018	2016	2014	2012
Overall image or reputation of Littleton	88%	84%	84%	87%	93%	88%
Educational opportunities	85%	91%	86%	87%	85%	81%
Ease of walking in Littleton	83%	80%	86%	81%	95%	83%
Ease of bicycle travel in Littleton	82%	80%	85%	72%	90%	85%
Ease of light rail travel to and from Littleton	81%	85%	91%	87%	90%	91%
Overall quality of business and service establishments in Littleton	80%	80%	80%	81%	91%	89%
Cleanliness of Littleton	78%	86%	90%	89%	96%	89%
Overall appearance of Littleton	75%	85%	88%	90%	88%	90%
Shopping opportunities	75%	72%	69%	74%	77%	74%
Employment opportunities	70%	63%	54%	67%	69%	50%
Ease of car travel in Littleton	69%	56%	61%	72%	83%	79%
Ease of bus travel in Littleton	68%	51%	63%	64%	75%	79%
Overall quality of residential development in Littleton	66%	72%	59%	63%	74%	73%
Overall quality of commercial development in Littleton	64%	66%	60%	67%	73%	71%
Variety of housing options	57%	60%	55%	55%	76%	71%
Traffic flow on major streets	54%	40%	42%	58%	68%	57%
Public parking availability and access in Downtown Littleton	28%	21%	13%	14%	24%	21%

Over half of respondents said "don't know" when assessing the quality of ease of bus travel in Littleton (see *Appendix B: Complete Survey Responses* for all responses including "don't know").

Prior to 2022, "Public parking availability and access in Downtown Littleton" was "Amount of public parking in Downtown Littleton".

Business owners and managers identified whether there were too many, the right amount, or not enough of certain types of businesses or events in Littleton. Since 2012, at least three-quarters of respondents felt there were enough bars and taverns. Respondents have been split regarding hotels, entertainment venues, public art, and public events: roughly half felt there were the right amount, while half felt there were not enough of these things in Littleton. In 2022, respondents were more likely than in previous years to indicate that there were not enough retail shopping opportunities. Business owners and managers were also asked about the amount of mixed-use developments in Littleton for the first time in 2022. Half of respondents indicated that there were the right amount of mixed-use developments, while 40% felt there were not enough.

Figure 4: Amount of Entertainment, Retail and Restaurants in Littleton Compared by Year

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:		2022	2020	2018	2016	2014	2012
Bars and taverns	Too many	8%	18%	15%	13%	15%	11%
	Right amount	75%	76%	79%	83%	82%	82%
	Not enough	17%	6%	6%	4%	3%	7%
	Total	100%	100%	100%	100%	100%	100%
Restaurants	Too many	1%	5%	6%	7%	1%	3%
	Right amount	55%	67%	66%	58%	67%	69%
	Not enough	44%	27%	28%	35%	32%	28%
	Total	100%	100%	100%	100%	100%	100%
Entertainment venues	Too many	0%	1%	1%	1%	0%	1%
	Right amount	46%	59%	47%	57%	57%	53%
	Not enough	54%	40%	53%	42%	43%	47%
	Total	100%	100%	100%	100%	100%	100%
Public art	Too many	1%	6%	3%	1%	1%	4%
	Right amount	45%	55%	53%	66%	59%	60%
	Not enough	54%	39%	43%	33%	40%	36%
	Total	100%	100%	100%	100%	100%	100%
Public events (festivals, farmer's markets, concerts, etc.)	Too many	1%	6%	4%	1%	3%	4%
	Right amount	54%	71%	68%	85%	78%	77%
	Not enough	45%	23%	28%	14%	19%	19%
	Total	100%	100%	100%	100%	100%	100%
Retail shopping opportunities/mix of retail	Too many	0%	2%	4%	1%	0%	1%
	Right amount	60%	72%	67%	69%	73%	66%
	Not enough	40%	26%	29%	30%	27%	34%
	Total	100%	100%	100%	100%	100%	100%
Mixed-use developments (blend of residential and commercial)	Too many	10%	0%	0%	0%	0%	0%
	Right amount	50%	0%	0%	0%	0%	0%
	Not enough	40%	0%	0%	0%	0%	0%
	Total	100%	0%	0%	0%	0%	0%
Hotels	Too many	7%	5%	1%	1%	0%	0%
	Right amount	39%	55%	46%	51%	41%	0%
	Not enough	54%	40%	53%	48%	59%	0%
	Total	100%	100%	100%	100%	100%	0%

Prior to 2022, "Public events (festivals, farmer's markets, concerts, etc.)" was "Festivals, concerts, etc." and "Retail shopping opportunities/mix of retail" was "Retail shopping opportunities".

Business Community

Survey respondents were provided a list of 14 statements and selected those that most accurately reflected why they operated a business in Littleton. They were able to select as many reasons as they liked and could write a reason in their own words, if they preferred. As in previous years, the most frequent response was that Littleton was close to home. Small town atmosphere and quality of life in Littleton were the next most-frequently selected responses, with about half of business owners selecting each of these; both also saw significant increases in 2022. The ability to work from home and having access to community amenities were new options in 2022 and selected by roughly 2 in 10 respondents. About 10% of respondents provided an “other” response (see *Appendix C: Verbatim Responses to Open-ended Survey Questions* for a complete list of “other” responses).

Figure 5: Reasons for Operating a Business in Littleton Compared by Year

What are your reasons for operating a business in Littleton? (Please check all that apply.)	2022	2020	2018	2016	2014	2012
Close to home	70%	62%	63%	53%	65%	61%
Small town atmosphere	54%	41%	44%	33%	51%	47%
Quality of life	52%	31%	38%	28%	52%	38%
Within a major metro area	36%	31%	33%	35%	44%	34%
Good business opportunities	28%	28%	31%	25%	28%	29%
Potential for growth	28%	22%	24%	26%	25%	25%
Proximity to Santa Fe/C-470	23%	23%	27%	29%	36%	23%
Work from home/remote work	23%	NA	NA	NA	NA	NA
Access to rapid transit	20%	18%	18%	25%	31%	NA
Grew up here	19%	14%	NA	NA	NA	NA
Access to community amenities	17%	NA	NA	NA	NA	NA
City assistance for small/medium businesses	15%	6%	12%	14%	15%	8%
Other	10%	10%	11%	17%	5%	9%
Access to skilled workforce	6%	NA	NA	NA	NA	NA
Proximity to airports	2%	NA	NA	NA	NA	NA

Total may exceed 100% as respondents could select more than one answer.

Prior to 2022, “Access to rapid transit” was “Access to light rail”.

The “other” written responses can be found in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Littleton business owners and managers were given a list of 15 potential problems for businesses in the city and indicated the degree to which each was a problem. The most-cited problem by business owners and managers was the high cost of real estate, with about 8 in 10 respondents rating this as a moderate or major problem. In 2022, respondents were asked for the first time about parking (customer or employee), the lack of available business locations/storefronts, and unhoused population interruptions/visibility. About 4 in 10 residents indicated that the transportation infrastructure and the lack of available business locations/storefronts were moderate or major problems. Nearly half of business owners or managers felt parking was at least a moderate problem, and 6 in 10 felt that unhoused population interruptions/visibility was a moderate or major problem.

Respondents were significantly less likely in 2022 than in 2020 to rate traffic congestion as a moderate or major problem (50% in 2022 versus 68% in 2020, an 18% decrease). Looking at longer-term trends, areas that have become more problematic for business owners over time include the high cost of real estate (44% in 2012 versus 80% in 2022), lack of housing that meets employee's needs (17% versus 50%), lack of qualified labor (15% versus 47%), and transportation infrastructure (17% versus 41%).

Figure 6: Problems for Businesses in Littleton Compared by Year

To what degree, if at all, are the following problems for businesses in Littleton? (Percent moderate or major problem)	2022	2020	2018	2016	2014	2012
High cost of real estate	80%	73%	72%	69%	50%	44%
Unhoused population interruptions/visibility	60%	NA	NA	NA	NA	NA
Traffic congestion	50%	68%	62%	56%	38%	37%
Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	50%	50%	53%	49%	21%	17%
Parking (customer or employee)	48%	NA	NA	NA	NA	NA
Lack of qualified labor	47%	44%	38%	26%	22%	15%
Too much local government regulation	44%	49%	45%	44%	37%	40%
Lack of available business locations/storefronts	41%	NA	NA	NA	NA	NA
Transportation infrastructure (roads, parking, transit)	41%	40%	35%	38%	21%	17%
Vandalism or graffiti	34%	35%	26%	18%	15%	19%
Too much growth	29%	39%	45%	22%	16%	8%
Outdated or rundown buildings	28%	32%	26%	26%	27%	24%
Competition from national franchises	25%	26%	21%	17%	18%	19%
Not enough growth	21%	14%	15%	26%	21%	30%
Too little local government regulation	5%	3%	14%	9%	4%	5%

Prior to 2022, "Vandalism and graffiti" was "Vandalism", "Not enough growth" was "Lack of growth", "Outdated or rundown buildings" was "Rundown buildings", "Transportation infrastructure (roads, parking, transit)" was "Inadequate transportation infrastructure (roads, parking, bus routes) within the area", "Competition from national franchises" was "Too much competition from national franchises", and "Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)" was "Lack of housing that meets employees' needs".

When asked about the three biggest challenges they faced while running a business in Littleton, about 4 in 10 business owners and managers cited inflation pressures (cost of materials/services; a new response option in 2022) as the biggest challenge in running a business in Littleton. Skilled workforce availability/retention was also a problem that affected about a third of respondents. Another new item in 2022, obtaining permits, licenses, etc., was cited as a challenge by about 2 in 10 respondents. About 10% of owners and managers wrote in an “other” challenge not listed on the survey. Those responses can be found in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Figure 7: Biggest Challenges for Running a Business in Littleton Compared by Year

What are the three biggest challenges you face running a business in the City of Littleton?	2022	2020	2018	2016	2014	2012
Inflation pressures (cost of materials/services)	40%	NA	NA	NA	NA	NA
Skilled workforce availability/retention	29%	25%	21%	25%	18%	13%
Obtaining permits (building/events), licenses, etc.	22%	NA	NA	NA	NA	NA
Cost of employee benefits	21%	18%	26%	29%	34%	36%
Lack of parking	21%	26%	36%	23%	30%	20%
Limited real estate options for expansion	17%	NA	NA	NA	NA	NA
Inadequate revenue	15%	13%	18%	22%	19%	35%
Lack of workforce housing	12%	19%	30%	22%	6%	10%
No challenges	12%	20%	NA	NA	NA	NA
Other	11%	19%	18%	22%	16%	11%
Marketing costs	10%	10%	10%	14%	22%	28%
Competition with businesses in neighboring communities	10%	NA	NA	NA	NA	NA
Competition with online businesses	8%	22%	14%	16%	15%	18%
Employee access to childcare	3%	NA	NA	NA	NA	NA

Total may exceed 100% as respondents could select more than one answer.

Prior to 2022, “Inadequate revenue” was “Inadequate sales”, “Competition with online businesses” was “Competition with the Internet”, “Skilled workforce availability/retention” was “Employee recruitment/retention”, “Lack of workforce housing” was “Lack of affordable housing for employees”, and “Cost of employee benefits” was “Cost of employee health benefits”.

The “other” written response can be found in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

City Government

Survey respondents evaluated seven different aspects of local government performance. Most aspects of city government were rated positively by around half of respondents. About 6 in 10 owners and managers highly rated the overall direction the city is taking, attracting visitors to Littleton, and the overall effectiveness of the city manager and appointed staff, which were similar to ratings given in past years.

Three aspects of government performance could be compared to national benchmarks. The job Littleton does at welcoming business involvement was rated lower than the benchmark, while the job the city does at attracting new businesses and the overall direction city is taking were similar (see *Appendix E: Benchmark Comparisons* for more information).

Figure 8: Government Performance Compared by Year

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	2022	2020	2018	2016	2014	2012
The overall direction the city is taking	65%	71%	57%	61%	82%	75%
Attracting visitors to Littleton	59%	64%	54%	61%	68%	67%
The overall effectiveness of the city manager and appointed staff	57%	56%	45%	51%	65%	70%
The overall leadership provided by elected officials	51%	47%	41%	41%	61%	61%
The overall effectiveness of appointed boards and commissions	48%	48%	42%	41%	55%	63%
Attracting new businesses to Littleton	47%	42%	40%	53%	65%	62%
The job city government does at welcoming business involvement	47%	54%	50%	50%	54%	62%

Over half of respondents said “don’t know” when assessing the overall effectiveness of appointed boards and commissions (see *Appendix B: Complete Survey Responses* for all responses including “don’t know”).

Prior to 2022, “Attracting new businesses to Littleton” was “Attracting companies to locate in Littleton” and “The overall leadership provided by elected officials” was “The overall leadership provided by the city’s elected officials”.

Similar to previous years, about two-thirds of business owners and managers reported having had contact with a City employee in the 12 months prior to the survey. Those who had contact were asked to indicate the one department with which they had their most recent contact. The most common department contacted was Community Development (24%), followed by Police (22%) and Economic Development (14%). Rates of contact with each department have remained stable over the history of the survey with the exception of contact with Community Development, which decreased from 35% in 2020 to 24% in 2022.

Figure 9: Contact with City Employee(s) Compared by Year

With regard to your business, have you had any in-person, phone or email contact with an employee of the City of Littleton within the last 12 months (including police, inspectors, planners or any others)?

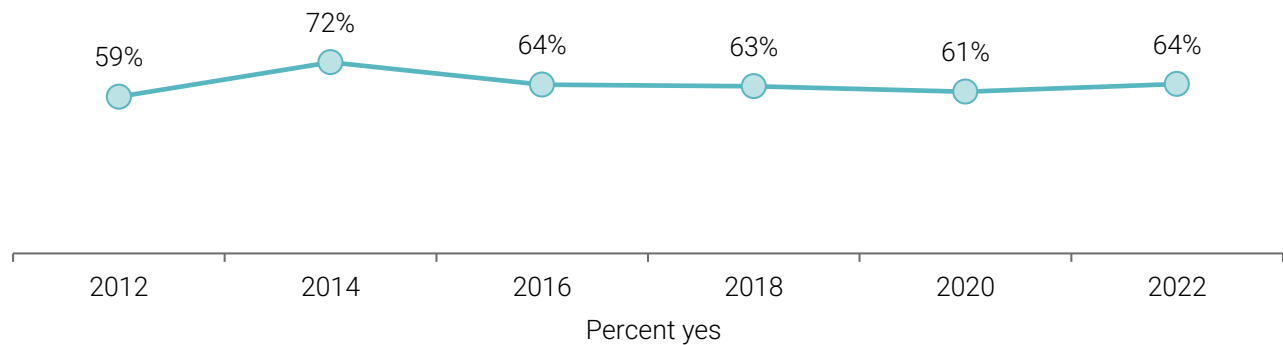


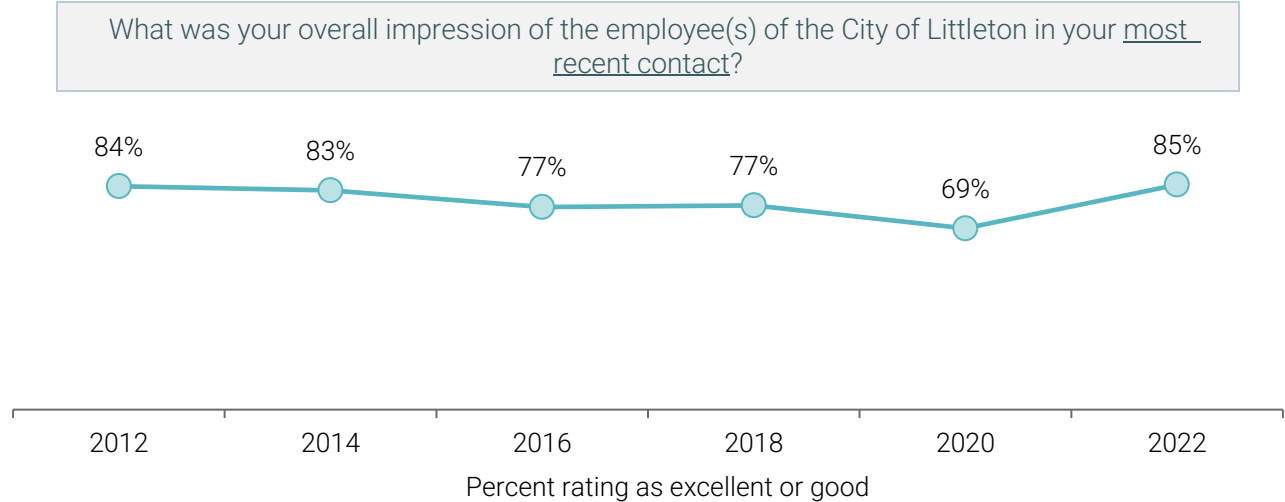
Figure 10: Department of Most Recent Contact Compared by Year

With which of the following departments was your most recent contact in the last 12 months? (Please check only one.)	2022	2020	2018	2016	2014	2012
Community Development	24%	35%	32%	31%	28%	36%
Police	22%	27%	23%	19%	14%	24%
Economic Development	14%	7%	7%	0%	0%	0%
Public Works	11%	9%	9%	11%	14%	7%
Finance	8%	0%	0%	2%	0%	0%
City Manager	7%	13%	12%	8%	5%	14%
Communications and marketing	5%	0%	0%	0%	0%	0%
Museum/Library	4%	5%	1%	0%	0%	0%
City Clerk	2%	0%	0%	0%	2%	0%
Admin Services	1%	4%	7%	16%	23%	7%
Municipal Court	0%	0%	8%	3%	5%	3%
Other	0%	0%	2%	11%	9%	7%

This question was only asked of respondents who reported having contact with a city employee in the 12 months prior to the survey.

Those who had contact with a city employee evaluated their overall impression as well as characteristics of the interaction. Nearly 9 in 10 business owners and managers rated their overall impression of city employees as excellent or good, a significant increase from 69% in 2020. This rating was on par with the national benchmark.

Figure 11: Overall Impression of City Employee(s) Compared by Year

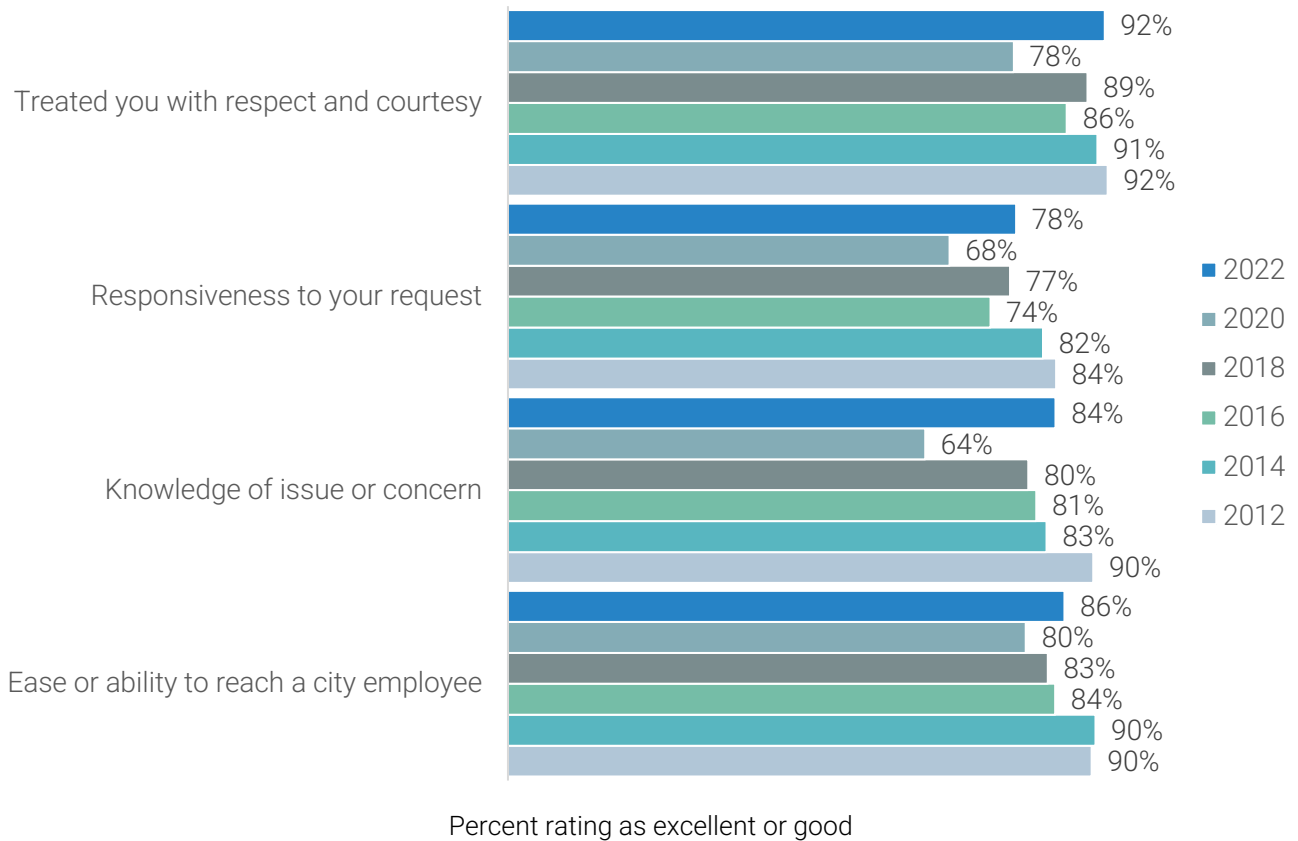


This question was only asked of respondents who reported having contact with a city employee in the 12 months prior to the survey.

About 9 in 10 respondents felt excellent or good about being able to reach a city employee and that they were treated with respect and courtesy (see Figure 12 on the following page). A similar percentage felt their issue was resolved, which was a significant increase from 67% in 2020 (Figure 13). Employee's knowledge of respondents' issues and concerns also significantly increased from 64% in 2020 to 84% in 2022.

Figure 12: Impression of City Employee(s) Characteristics Compared by Year

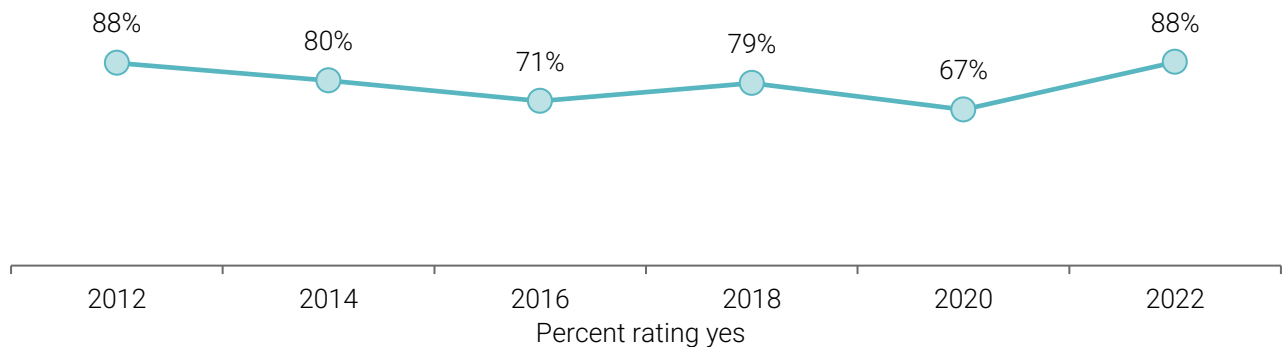
What was your impression of the employee(s) of the City of Littleton in your most recent contact?



This question was only asked of respondents who reported having contact with a city employee in the 12 months prior to the survey.

Figure 13: Issue Resolution Compared by Year

Did you feel your question or issue was resolved?



Asked only of respondents who reported having contact with a city employee in the 12 months prior to the survey.

Potential Projects and Initiatives in Littleton

Owners and managers responding to the 2022 Business Survey evaluated the need for various activities, programs and improvements to City policies or programs related to businesses and the economic climate in Littleton. Business owners and managers were asked to indicate their level of support for 13 different activities and initiatives in Littleton. Like years past, all received support from a majority of respondents, with the exception of adding a business license program and nominal fee to improve communication with the City (38% somewhat or strongly support), which was a new item in 2022. The most supported activities included strengthening Littleton's community image and identity (93% strongly or somewhat support), attracting/recruiting new business to Littleton (91%), providing incentives to attract, retain, and grow business (91%), and marketing Littleton to residents, visitors, and tourists (90%).

Levels of support tended to remain stable from 2020 to 2022. Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers increased significantly in support from 75% in 2020 to 89% in 2022.

Figure 14: Level of Support for City Pursuing Potential Activities Compared by Year

To what extent would you support or oppose the city pursuing the following activities: (Percent somewhat or strongly support)	2022	2020	2018	2016	2014	2012
Strengthening Littleton's community image and identity	93%	96%	95%	96%	98%	97%
Attracting/recruiting new business to Littleton	91%	89%	80%	90%	94%	97%
Providing incentives to attract, retain and grow business	91%	NA	NA	NA	NA	NA
Marketing Littleton to residents, visitors, and tourists	90%	89%	90%	92%	94%	93%
Promoting efforts to revitalize the city's commercial areas	89%	83%	88%	87%	90%	94%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	89%	75%	82%	78%	92%	86%
Promoting efforts to revitalize the city's housing areas	88%	87%	88%	89%	93%	93%
Encouraging additional commercial growth or redevelopment	80%	76%	71%	83%	93%	93%
Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	78%	74%	78%	76%	78%	74%
Encouraging additional residential growth or redevelopment	72%	72%	75%	80%	85%	82%
Increasing residential development density near public transit	72%	63%	64%	64%	78%	71%
Increasing development fees to help rebuild the city's infrastructure	56%	61%	62%	59%	40%	44%
Adding a business license program and nominal fee to improve communication with the city	38%	NA	NA	NA	NA	NA

Prior to 2022, "Attracting/recruiting new business to Littleton" was "Promoting efforts to attract and recruit new types of retail business to Littleton", "Marketing Littleton to residents, visitors, and tourists" was "Marketing Downtown Littleton to residents and visitors", and "Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)" was "Promoting efforts to increase the availability of affordable housing".

New for 2022, owners and managers were asked what features would be helpful to them on a new website. The most selected features included a business resource guide (selected by 69% of respondents), a self-service site search feature (65%), a business event calendar (66%), and local, state, and federal incentive programs (63%). About 6% of owners and managers wrote in an “other” website feature not listed on the survey. Those responses can be found in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Figure 15: Preference for New Website Features

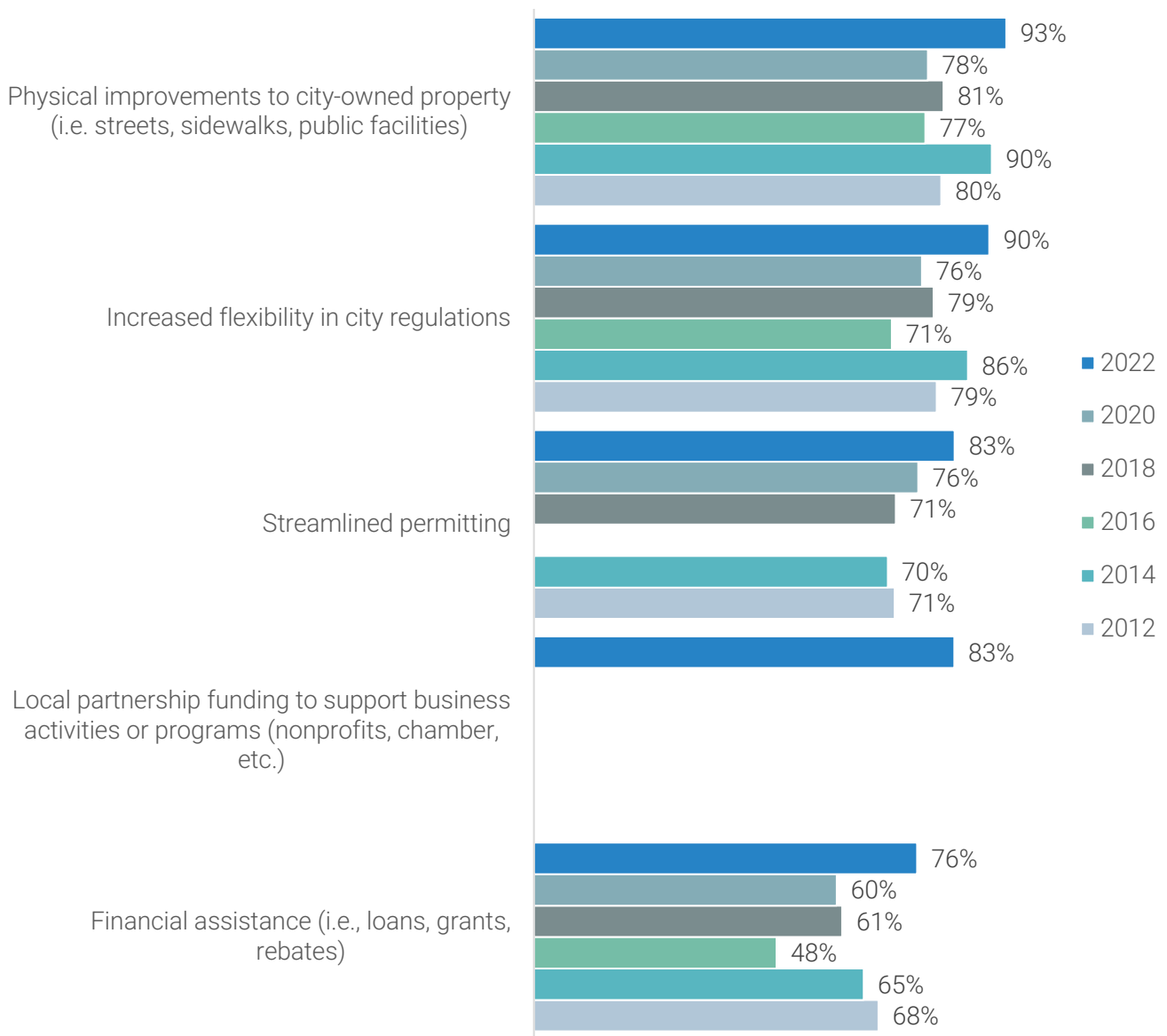
The city is about to build a new website. Which of the following features, if any, would be helpful for your business? (Select all that apply.)	
Business resource guide	69%
Business event calendar	66%
Self-service site search feature	65%
Local, state, and federal incentive programs	63%
Strategic programs	36%
Financing resources	35%
Workforce data	28%
Online business training videos	16%
Other	6%

Total may exceed 100% as respondents could select more than one answer.

When asked how beneficial, if at all, a set of five programs and policies would be to their business plan, at least three-quarters of owners and managers felt that each would be very or somewhat beneficial. Respondents rated many of the programs significantly more beneficial in 2022 compared to 2020, including physical improvements to city-owned property (78% in 2020 versus 93% in 2022), increased flexibility in city regulations (76% in 2020 versus 90% in 2022), and financial assistance (60% in 2020 versus 76% in 2022). In 2022, owners and managers were also asked about the benefit of local partnership funding to support business activities or programs. About 8 in 10 respondents indicated that this funding would be at least somewhat beneficial.

Figure 16: Perceived Value in Improvements to or Additional City Programs and Policies Compared by Year

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)

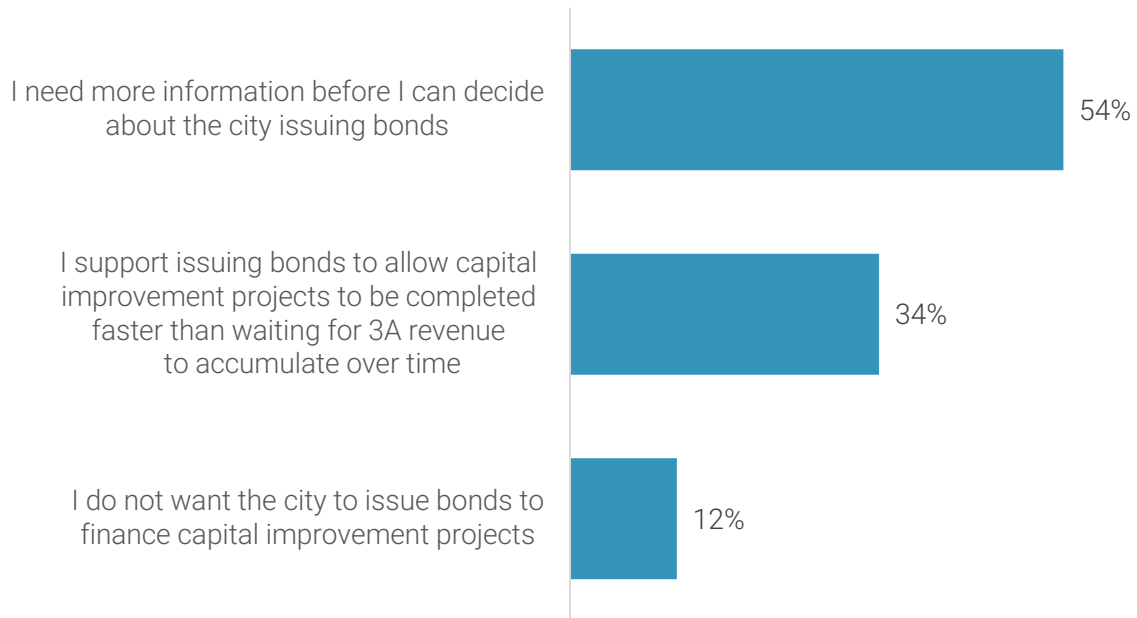


"Streamlined permitting" was not asked on the 2016 survey.

A new question on the 2022 survey asked owners and managers to state their support for the issuance of bonds to finance large capital improvement projects. Over half of respondents felt that they need more information before deciding about the city issuing bonds, about one-third were in support, and around 12% opposed the proposed initiative.

Figure 17: Level of Support for the Issuance of Bonds to Finance Large Capital Improvement Projects, 2022

Littleton voters approved Issue 3A in November of 2021, increasing the sales tax rate by .75% with the funds dedicated to capital improvement projects. To have large capital projects completed sooner, cities often issue bonds and use dedicated revenue to repay them. If the city asked voters to approve the issuance of bonds to finance large capital improvement projects, would you support or oppose such an initiative?



Appendix A: Business Characteristics

Characteristics of businesses and respondents are displayed in the following tables.

Table 1: Years in Business

How many years has your business been located in Littleton?	Percent of respondents
Less than 1 year	5%
1-5 years	20%
6-10 years	13%
More than 10 years	62%
Total	100%

Table 2: Likelihood of Remaining in Littleton

Thinking about the coming 12 months, how likely, if at all, are you to keep your business in this area?	Percent of respondents
Very likely	82%
Somewhat likely	15%
Not at all likely	3%
Total	100%

Table 3: Plans to Expand Business

Do you have plans to expand your business? If so, what is your time frame for expansion?	Percent of respondents
No plans to expand	56%
Within the next 12 months	22%
Between 1 year and 2 years from now	13%
Between 2 years and 5 years from now	7%
More than 5 years from now	2%

Table 4: Post-COVID Work Environment

In a post COVID work environment, will your workforce...?	Percent of respondents
Work 100% remotely	8%
Work 100% in-person/onsite	58%
Work a hybrid (mixture of remote and in-person)	34%
Total	100%

Table 5: Home-based Businesses

Is this business home based?	Percent of respondents
Yes	19%
No	81%
Total	100%

Table 6: Minority-owned Businesses

Is your business a minority-owned business enterprise?	Percent of respondents
Yes	13%
No	87%
Total	100%

Table 7: Woman-owned Businesses

Is your business a woman-owned business enterprise?	Percent of respondents
Yes	44%
No	56%
Total	100%

Table 8: Business Industry

Which one of the following industries best describes the nature of your business?	Percent of respondents
Agriculture	0%
Construction	5%
Manufacturing	0%
Restaurant, bar	12%
Wholesale sales	1%
Retail	16%
Banking	1%
Professional (finance, insurance, real estate, legal)	8%
Printing, copying, publishing	0%
Medical, dental	9%
Transportation	1%
Gas and electric services	1%
Automotive	3%
Non-profit/charitable organization	5%
Information Technology/tech	4%
Real estate	8%
Beauty	1%
Education	5%
Health, fitness and wellness	3%
Other	15%
Total	100%

Table 9: Gross Annual Revenue (All Response Options)

What was the approximate annual gross revenue (for the most recent accounting year) generated by this Littleton site?	Percent of respondents
Less than \$100,000	28%
\$100,000 to \$499,999	22%
\$500,000 to \$999,999	17%
\$1,000,000 to \$4,999,999	25%
\$5,000,000 or more	9%
Total	100%

Table 10: Gross Annual Revenue (Rolled Up)

Annual gross revenue	Percent of respondents
Less than \$100,000	28%
\$100,000 to \$499,999	22%
\$500,000 or more	50%
Total	100%

Table 11: Percentage of Revenue from Online Sales

What percentage of your business revenue is derived from online sales?	Percent of respondents
0%-25%	91%
26%-50%	3%
51%-75%	3%
76%-100%	3%
Total	100%

Table 12: Number of Employees

Including yourself, how many employees work at your Littleton worksite?	None	1 to 3	4 to 9	10 or more	Total
Number of full-time (30 or more hours per week) employees	8%	50%	18%	24%	100%
Number of part-time (less than 30 hours per week) employees	27%	41%	16%	16%	100%

Table 13: Total Number of Employees

Including yourself, how many employees work at your Littleton worksite?	At least one	2-5	6-14	15 or more	Total
Total number of employees at this worksite	17%	33%	27%	23%	100%

Table 14: Anticipated Staff Numbers in 3 to 5 Years

Over the next 3 to 5 years, do you anticipate...	Percent of respondents
Adding to your number of employees	59%
Maintaining the same number of employees	33%
Cutting back on your number of employees	8%
Total	100%

Table 15: Percentage of Workforce in Littleton

Percentage of workforce residing in Littleton	Percent of respondents
0%-24%	30%
25%-49%	17%
50%-74%	20%
75%-100%	33%
Total	100%

Appendix B: Complete Survey Responses

The following pages contain a complete set of responses to each question on the survey. The percent of respondents giving a particular response is shown followed by the number of respondents. When a question includes a “don’t know” response option, the first table displays the results excluding the “don’t know” responses and the second table displays the results with the “don’t know.”

Table 16: Question 1 without "don't know" responses

Please rate each of the following aspects of quality of life in Littleton.	Excellent		Good		Fair		Poor		Total	
Littleton as a place to work	45%	N=68	48%	N=73	6%	N=9	1%	N=1	100%	N=151
Littleton as a place to retire	31%	N=39	47%	N=59	20%	N=25	2%	N=2	100%	N=125
Littleton as a place to do business	30%	N=45	51%	N=76	15%	N=23	4%	N=6	100%	N=150
Littleton as a safe place to do business	39%	N=58	38%	N=57	22%	N=33	1%	N=2	100%	N=150
Littleton as a diverse and inclusive economy	17%	N=22	48%	N=64	25%	N=33	11%	N=14	100%	N=133
The overall economic climate of Littleton	19%	N=29	56%	N=85	21%	N=32	5%	N=7	100%	N=153
The overall quality of life in Littleton	40%	N=59	55%	N=82	3%	N=5	2%	N=3	100%	N=149

Table 17: Question 1 with "don't know" responses

Please rate each of the following aspects of quality of life in Littleton.	Excellent		Good		Fair		Poor		Don't know		Total	
Littleton as a place to work	44%	N=68	47%	N=73	6%	N=9	1%	N=1	3%	N=4	100%	N=155
Littleton as a place to retire	25%	N=39	38%	N=59	16%	N=25	1%	N=2	19%	N=30	100%	N=155
Littleton as a place to do business	29%	N=45	49%	N=76	15%	N=23	4%	N=6	3%	N=4	100%	N=154
Littleton as a safe place to do business	38%	N=58	38%	N=57	22%	N=33	1%	N=2	1%	N=1	100%	N=151
Littleton as a diverse and inclusive economy	14%	N=22	42%	N=64	22%	N=33	9%	N=14	13%	N=19	100%	N=152
The overall economic climate of Littleton	19%	N=29	54%	N=85	21%	N=32	4%	N=7	2%	N=3	100%	N=156
The overall quality of life in Littleton	38%	N=59	53%	N=82	3%	N=5	2%	N=3	3%	N=5	100%	N=154

Table 18: Question 2 without "don't know" responses

Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Total	
Overall appearance of Littleton	26%	N=41	49%	N=76	20%	N=31	5%	N=7	100%	N=155
Cleanliness of Littleton	24%	N=37	54%	N=84	16%	N=25	6%	N=9	100%	N=155
Overall quality of commercial development in Littleton	16%	N=24	47%	N=70	28%	N=41	9%	N=13	100%	N=148
Overall quality of residential development in Littleton	18%	N=25	48%	N=67	29%	N=41	5%	N=7	100%	N=140
Variety of housing options	17%	N=22	40%	N=53	29%	N=38	14%	N=18	100%	N=131
Overall quality of business and service establishments in Littleton	30%	N=45	50%	N=75	19%	N=28	1%	N=2	100%	N=150
Shopping opportunities	23%	N=35	52%	N=78	19%	N=28	7%	N=10	100%	N=151
Employment opportunities	20%	N=23	50%	N=59	25%	N=29	5%	N=6	100%	N=117
Educational opportunities	33%	N=41	52%	N=64	15%	N=18	1%	N=1	100%	N=124
Ease of car travel in Littleton	21%	N=32	48%	N=74	22%	N=34	8%	N=13	100%	N=153
Ease of bus travel in Littleton	25%	N=18	43%	N=31	22%	N=16	10%	N=7	100%	N=72
Ease of light rail travel to and from Littleton	44%	N=57	36%	N=47	14%	N=18	5%	N=7	100%	N=129
Ease of bicycle travel in Littleton	35%	N=41	47%	N=56	12%	N=14	6%	N=7	100%	N=118
Ease of walking in Littleton	39%	N=55	44%	N=63	12%	N=17	5%	N=7	100%	N=142
Traffic flow on major streets	10%	N=15	45%	N=69	32%	N=50	14%	N=21	100%	N=155
Public parking availability and access in Downtown Littleton	5%	N=7	23%	N=34	35%	N=51	37%	N=53	100%	N=145
Overall image or reputation of Littleton	36%	N=56	51%	N=79	10%	N=15	3%	N=4	100%	N=154

Table 19: Question 2 with "don't know" responses

Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Overall appearance of Littleton	26%	N=41	49%	N=76	20%	N=31	5%	N=7	0%	N=0	100%	N=155
Cleanliness of Littleton	24%	N=37	54%	N=84	16%	N=25	6%	N=9	1%	N=1	100%	N=156
Overall quality of commercial development in Littleton	16%	N=24	45%	N=70	27%	N=41	8%	N=13	4%	N=6	100%	N=154
Overall quality of residential development in Littleton	16%	N=25	43%	N=67	26%	N=41	5%	N=7	10%	N=15	100%	N=155
Variety of housing options	14%	N=22	34%	N=53	25%	N=38	12%	N=18	15%	N=23	100%	N=154
Overall quality of business and service establishments in Littleton	30%	N=45	50%	N=75	19%	N=28	1%	N=2	1%	N=1	100%	N=151
Shopping opportunities	23%	N=35	51%	N=78	18%	N=28	7%	N=10	1%	N=2	100%	N=153
Employment opportunities	15%	N=23	38%	N=59	19%	N=29	4%	N=6	24%	N=37	100%	N=154
Educational opportunities	27%	N=41	42%	N=64	12%	N=18	1%	N=1	19%	N=29	100%	N=153
Ease of car travel in Littleton	21%	N=32	48%	N=74	22%	N=34	8%	N=13	1%	N=1	100%	N=154
Ease of bus travel in Littleton	12%	N=18	20%	N=31	10%	N=16	5%	N=7	54%	N=83	100%	N=155
Ease of light rail travel to and from Littleton	38%	N=57	31%	N=47	12%	N=18	5%	N=7	14%	N=21	100%	N=150
Ease of bicycle travel in Littleton	27%	N=41	36%	N=56	9%	N=14	5%	N=7	23%	N=36	100%	N=154
Ease of walking in Littleton	36%	N=55	41%	N=63	11%	N=17	5%	N=7	8%	N=12	100%	N=154
Traffic flow on major streets	10%	N=15	45%	N=69	32%	N=50	14%	N=21	0%	N=0	100%	N=155
Public parking availability and access in Downtown Littleton	5%	N=7	22%	N=34	33%	N=51	34%	N=53	6%	N=9	100%	N=154
Overall image or reputation of Littleton	36%	N=56	51%	N=79	10%	N=15	3%	N=4	1%	N=1	100%	N=155

Table 20: Question 3

Which statements most accurately reflect the reasons you operate a business in Littleton? (Please check all that apply.)	Percent of respondents	Number
Close to home	70%	N=109
Access to community amenities	17%	N=26
Proximity to airports	2%	N=3
Quality of life	52%	N=81
Good business opportunities	28%	N=43
Small town atmosphere	54%	N=84
City assistance for small/medium businesses	15%	N=24
Proximity to Santa Fe/C-470	23%	N=36
Potential for growth	28%	N=43
Within a major metro area	36%	N=56
Access to rapid transit	20%	N=31
Grew up here	19%	N=29
Access to skilled workforce	6%	N=10
Work from home/remote work	23%	N=36
Other	10%	N=16

Total may exceed 100% as respondents could select more than one answer.

Table 21: Question 4 without "don't know" responses

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:	Too many		Right amount		Not enough		Total	
Bars and taverns	8%	N=11	75%	N=106	17%	N=24	100%	N=141
Restaurants	1%	N=2	55%	N=82	44%	N=65	100%	N=149
Entertainment venues	0%	N=0	46%	N=61	54%	N=73	100%	N=134
Public art	1%	N=1	45%	N=55	54%	N=66	100%	N=122
Public events (festivals, farmer's markets, concerts, etc.)	1%	N=2	54%	N=74	45%	N=62	100%	N=138
Retail shopping opportunities/mix of retail	0%	N=0	60%	N=82	40%	N=55	100%	N=137
Mixed-use developments (blend of residential and commercial)	10%	N=13	50%	N=67	40%	N=54	100%	N=134
Hotels	7%	N=8	39%	N=44	54%	N=62	100%	N=114

Table 22: Question 4 with "don't know" responses

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:	Too many		Right amount		Not enough		Don't know		Total	
Bars and taverns	7%	N=11	71%	N=106	16%	N=24	6%	N=9	100%	N=150
Restaurants	1%	N=2	54%	N=82	43%	N=65	2%	N=3	100%	N=152
Entertainment venues	0%	N=0	40%	N=61	47%	N=73	13%	N=20	100%	N=154
Public art	1%	N=1	37%	N=55	44%	N=66	19%	N=28	100%	N=150
Public events (festivals, farmer's markets, concerts, etc.)	1%	N=2	48%	N=74	41%	N=62	10%	N=15	100%	N=153
Retail shopping opportunities/mix of retail	0%	N=0	55%	N=82	37%	N=55	7%	N=11	100%	N=148
Mixed-use developments (blend of residential and commercial)	9%	N=13	44%	N=67	36%	N=54	11%	N=17	100%	N=151
Hotels	5%	N=8	29%	N=44	41%	N=62	25%	N=39	100%	N=153

Table 23: Question 5

What city or private sponsored events, if any, help to support your business (existing or desired)?	Percent of respondents	Number
Western Welcome Week	28%	N=29
Farmers/Art Markets	11%	N=11
Bike, Walk/Run Races	8%	N=8
Candlelight Walk	5%	N=5
Littleton Business Chamber/HDLM events	5%	N=5
Block parties	4%	N=4
Holiday events	4%	N=4
Park events	4%	N=4
Music/cultural events	4%	N=4
Library, Museum, Arts Center events	4%	N=4
All events	3%	N=3
Second Saturday	3%	N=3
Employee events	3%	N=3
4th of July	2%	N=2
Family friendly events	2%	N=2
Other	13%	N=13

Total may exceed 100% as respondents could select more than one answer. The "other" written responses can be found in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Table 24: Question 6 without "don't know" responses

To what degree, if at all, are the following problems for businesses in Littleton?	Not a problem		Minor problem		Moderate problem		Major problem		Total	
Vandalism or graffiti	22%	N=32	44%	N=63	26%	N=37	8%	N=11	100%	N=143
Unhoused population interruptions/visibility	12%	N=17	28%	N=41	34%	N=49	26%	N=37	100%	N=144
Too much growth	50%	N=70	21%	N=30	18%	N=25	11%	N=16	100%	N=141
Not enough growth	58%	N=78	21%	N=28	16%	N=21	5%	N=7	100%	N=134
Outdated or rundown buildings	30%	N=44	41%	N=60	21%	N=31	7%	N=10	100%	N=145
High cost of real estate	8%	N=11	12%	N=18	38%	N=55	42%	N=61	100%	N=145
Lack of available business locations/storefronts	33%	N=39	27%	N=32	31%	N=37	10%	N=12	100%	N=120
Traffic congestion	18%	N=26	32%	N=48	30%	N=45	20%	N=29	100%	N=148
Too much local government regulation	32%	N=41	24%	N=31	19%	N=25	25%	N=32	100%	N=129
Too little local government regulation	82%	N=102	13%	N=16	3%	N=4	2%	N=2	100%	N=124
Lack of qualified labor	31%	N=37	22%	N=27	31%	N=37	17%	N=20	100%	N=121
Transportation infrastructure (roads, parking, transit)	28%	N=40	31%	N=45	25%	N=36	16%	N=23	100%	N=144
Competition from national franchises	48%	N=62	27%	N=34	16%	N=20	9%	N=12	100%	N=128
Parking (customer or employee)	25%	N=37	27%	N=39	23%	N=33	25%	N=37	100%	N=146
Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	26%	N=32	24%	N=30	27%	N=33	23%	N=29	100%	N=124

Table 25: Question 6 with "don't know" responses

To what degree, if at all, are the following problems for businesses in Littleton?	Not a problem		Minor problem		Moderate problem		Major problem		Don't know		Total	
Vandalism or graffiti	21%	N=32	42%	N=63	25%	N=37	7%	N=11	5%	N=7	100%	N=150
Unhoused population interruptions/visibility	11%	N=17	28%	N=41	33%	N=49	25%	N=37	3%	N=5	100%	N=149
Too much growth	46%	N=70	20%	N=30	17%	N=25	11%	N=16	7%	N=10	100%	N=151
Not enough growth	53%	N=78	19%	N=28	14%	N=21	5%	N=7	9%	N=14	100%	N=148
Outdated or rundown buildings	29%	N=44	40%	N=60	21%	N=31	7%	N=10	4%	N=6	100%	N=151
High cost of real estate	7%	N=11	12%	N=18	36%	N=55	40%	N=61	5%	N=8	100%	N=153
Lack of available business locations/storefronts	26%	N=39	21%	N=32	25%	N=37	8%	N=12	20%	N=30	100%	N=150
Traffic congestion	17%	N=26	32%	N=48	30%	N=45	19%	N=29	2%	N=3	100%	N=151
Too much local government regulation	27%	N=41	21%	N=31	17%	N=25	21%	N=32	14%	N=21	100%	N=150
Too little local government regulation	69%	N=102	11%	N=16	3%	N=4	1%	N=2	16%	N=24	100%	N=148
Lack of qualified labor	24%	N=37	18%	N=27	24%	N=37	13%	N=20	21%	N=32	100%	N=153

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To what degree, if at all, are the following problems for businesses in Littleton?	Not a problem		Minor problem		Moderate problem		Major problem		Don't know		Total	
Transportation infrastructure (roads, parking, transit)	27%	N=40	30%	N=45	24%	N=36	15%	N=23	4%	N=6	100%	N=150
Competition from national franchises	41%	N=62	22%	N=34	13%	N=20	8%	N=12	16%	N=24	100%	N=152
Parking (customer or employee)	24%	N=37	25%	N=39	22%	N=33	24%	N=37	5%	N=7	100%	N=153
Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	21%	N=32	20%	N=30	22%	N=33	19%	N=29	17%	N=25	100%	N=149

Table 26: Question 7

What are the three biggest challenges you face running a business in the City of Littleton? (Please check up to three responses.)	Percent of respondents	Number
Marketing costs	10%	N=15
Inadequate revenue	15%	N=23
Inflation pressures (cost of materials/services)	40%	N=63
Limited real estate options for expansion	17%	N=27
Obtaining permits (building/events), licenses, etc.	22%	N=34
Competition with businesses in neighboring communities	10%	N=16
Competition with online businesses	8%	N=12
Cost of employee benefits	21%	N=32
Skilled workforce availability/retention	29%	N=45
Employee access to childcare	3%	N=4
Lack of parking	21%	N=32
Lack of workforce housing	12%	N=19
No challenges	12%	N=18
Other	11%	N=17

Total may exceed 100% as respondents could select more than one answer. The "other" written responses can be found in *Appendix C: Verbatim Responses to Open-ended Survey Questions*.

Table 27: Question 8 without "don't know" responses

Please rate the following categories of Littleton government performance as it relates to businesses:	Excellent		Good		Fair		Poor		Total	
The overall direction the city is taking	11%	N=15	55%	N=76	25%	N=35	9%	N=13	100%	N=139
Attracting visitors to Littleton	12%	N=17	47%	N=65	30%	N=41	11%	N=15	100%	N=138
Attracting new businesses to Littleton	10%	N=12	37%	N=44	34%	N=40	19%	N=22	100%	N=118
The job city government does at welcoming business involvement	13%	N=16	34%	N=42	30%	N=37	23%	N=29	100%	N=124
The overall leadership provided by elected officials	13%	N=15	38%	N=44	35%	N=40	14%	N=16	100%	N=115
The overall effectiveness of appointed boards and commissions	13%	N=14	34%	N=36	39%	N=41	13%	N=14	100%	N=105
The overall effectiveness of the city manager and appointed staff	15%	N=17	41%	N=46	30%	N=33	14%	N=15	100%	N=111

Table 28: Question 8 with "don't know" responses

Please rate the following categories of Littleton government performance as it relates to businesses:	Excellent		Good		Fair		Poor		Don't know		Total	
The overall direction the city is taking	10%	N=15	49%	N=76	23%	N=35	8%	N=13	10%	N=16	100%	N=155
Attracting visitors to Littleton	11%	N=17	42%	N=65	27%	N=41	10%	N=15	10%	N=16	100%	N=154
Attracting new businesses to Littleton	8%	N=12	29%	N=44	26%	N=40	15%	N=22	22%	N=33	100%	N=151
The job city government does at welcoming business involvement	10%	N=16	27%	N=42	24%	N=37	19%	N=29	19%	N=30	100%	N=154
The overall leadership provided by elected officials	10%	N=15	29%	N=44	26%	N=40	10%	N=16	25%	N=38	100%	N=153
The overall effectiveness of appointed boards and commissions	9%	N=14	24%	N=36	27%	N=41	9%	N=14	31%	N=47	100%	N=152
The overall effectiveness of the city manager and appointed staff	11%	N=17	30%	N=46	22%	N=33	10%	N=15	27%	N=42	100%	N=153

Table 29: Question 9

With regard to your business, have you had any in-person, phone or email contact with an employee of the City of Littleton within the last 12 months (including police, inspectors, planners or any others)?	Percent of respondents	Number
Yes	64%	N=98
No	36%	N=54
Total	100%	N=152

Table 30: Question 10

With which of the following departments was your most recent contact in the last 12 months? (Please check only one.)	Percent of respondents	Number
Police	22%	N=22
Community Development	24%	N=24
Public Works	11%	N=11
Museum/Library	4%	N=4
City Manager	7%	N=7
Finance	8%	N=8
Municipal Court	0%	N=0
City Clerk	2%	N=2
Admin Services	1%	N=1
Economic Development	14%	N=14
Communications and marketing	5%	N=5
Total	100%	N=98

Asked only of those who reported having contact with a City employee in the last 12 months.

Table 31: Question 11 without "don't know" responses

What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)	Excellent		Good		Fair		Poor		Total	
Ease or ability to reach a city employee	47%	N=46	38%	N=37	8%	N=8	6%	N=6	100%	N=97
Knowledge of issue or concern	48%	N=46	36%	N=34	9%	N=9	6%	N=6	100%	N=95
Responsiveness to your request	52%	N=50	26%	N=25	13%	N=12	9%	N=9	100%	N=96
Treated you with respect and courtesy	66%	N=64	26%	N=25	4%	N=4	4%	N=4	100%	N=97
Overall impression	56%	N=55	29%	N=28	6%	N=6	9%	N=9	100%	N=98

Asked only of those who reported having contact with a City employee in the last 12 months.

Table 32: Question 11 with "don't know" responses

What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)	Excellent		Good		Fair		Poor		Don't know		Total	
Ease or ability to reach a city employee	47%	N=46	38%	N=37	8%	N=8	6%	N=6	1%	N=1	100%	N=98
Knowledge of issue or concern	47%	N=46	35%	N=34	9%	N=9	6%	N=6	2%	N=2	100%	N=97
Responsiveness to your request	51%	N=50	26%	N=25	12%	N=12	9%	N=9	2%	N=2	100%	N=98
Treated you with respect and courtesy	66%	N=64	26%	N=25	4%	N=4	4%	N=4	0%	N=0	100%	N=97
Overall impression	56%	N=55	29%	N=28	6%	N=6	9%	N=9	0%	N=0	100%	N=98

Asked only of those who reported having contact with a City employee in the last 12 months.

Table 33: Question 12

Did you feel your question or issue was resolved?	Percent of respondents	Number
Yes	71%	N=70
No	10%	N=10
Not applicable	18%	N=18
Total	100%	N=98

Asked only of those who reported having contact with a City employee in the last 12 months.

Table 34: Question 13 without "don't know" responses

To what extent would you support or oppose the city pursuing the following activities:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Strengthening Littleton's community image and identity	63%	N=90	30%	N=43	6%	N=8	1%	N=2	100%	N=143
Attracting/recruiting new business to Littleton	50%	N=72	41%	N=59	6%	N=9	3%	N=4	100%	N=144
Marketing Littleton to residents, visitors, and tourists	59%	N=85	31%	N=45	8%	N=11	3%	N=4	100%	N=145
Encouraging additional residential growth or redevelopment	40%	N=56	32%	N=45	16%	N=23	12%	N=17	100%	N=141
Encouraging additional commercial growth or redevelopment	39%	N=54	41%	N=58	14%	N=19	6%	N=9	100%	N=140
Promoting efforts to revitalize the city's housing areas	48%	N=65	40%	N=55	9%	N=12	3%	N=4	100%	N=136
Promoting efforts to revitalize the city's commercial areas	57%	N=80	33%	N=46	9%	N=12	2%	N=3	100%	N=141
Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	41%	N=55	37%	N=49	11%	N=14	11%	N=15	100%	N=133
Providing incentives to attract, retain and grow business	59%	N=85	32%	N=46	6%	N=8	3%	N=5	100%	N=144
Increasing residential development density near public transit	39%	N=53	34%	N=46	13%	N=18	15%	N=20	100%	N=137
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	53%	N=79	37%	N=55	6%	N=9	5%	N=7	100%	N=150
Increasing development fees to help rebuild the city's infrastructure	21%	N=30	35%	N=49	16%	N=23	28%	N=39	100%	N=141
Adding a business license program and nominal fee to improve communication with the city	12%	N=16	26%	N=34	21%	N=28	41%	N=54	100%	N=132

Table 35: Question 13 with "don't know" responses

To what extent would you support or oppose the city pursuing the following activities:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
Strengthening Littleton's community image and identity	59%	N=90	28%	N=43	5%	N=8	1%	N=2	6%	N=9	100%	N=152
Attracting/recruiting new business to Littleton	47%	N=72	39%	N=59	6%	N=9	3%	N=4	5%	N=8	100%	N=152
Marketing Littleton to residents, visitors, and tourists	56%	N=85	29%	N=45	7%	N=11	3%	N=4	5%	N=8	100%	N=153
Encouraging additional residential growth or redevelopment	37%	N=56	30%	N=45	15%	N=23	11%	N=17	7%	N=11	100%	N=152
Encouraging additional commercial growth or redevelopment	36%	N=54	38%	N=58	13%	N=19	6%	N=9	8%	N=12	100%	N=152
Promoting efforts to revitalize the city's housing areas	43%	N=65	36%	N=55	8%	N=12	3%	N=4	11%	N=16	100%	N=152
Promoting efforts to revitalize the city's commercial areas	53%	N=80	31%	N=46	8%	N=12	2%	N=3	6%	N=9	100%	N=150
Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	37%	N=55	33%	N=49	9%	N=14	10%	N=15	11%	N=17	100%	N=150
Providing incentives to attract, retain and grow business	56%	N=85	30%	N=46	5%	N=8	3%	N=5	6%	N=9	100%	N=153
Increasing residential development density near public transit	35%	N=53	30%	N=46	12%	N=18	13%	N=20	9%	N=14	100%	N=151
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	52%	N=79	36%	N=55	6%	N=9	5%	N=7	1%	N=2	100%	N=152
Increasing development fees to help rebuild the city's infrastructure	20%	N=30	32%	N=49	15%	N=23	26%	N=39	7%	N=10	100%	N=151
Adding a business license program and nominal fee to improve communication with the city	10%	N=16	22%	N=34	18%	N=28	35%	N=54	14%	N=21	100%	N=153

Table 36: Question 14

The city is about to build a new website. Which of the following features, if any, would be helpful for your business? (Select all that apply.)	Percent of respondents	Number
Self-service site search feature	65%	N=93
Business resource guide	69%	N=100
Local, state, and federal incentive programs	63%	N=90
Workforce data	28%	N=40
Online business training videos	16%	N=23
Financing resources	35%	N=51
Business event calendar	66%	N=95
Strategic programs	36%	N=52
Other	6%	N=8

Asked only of those who reported having contact with a City employee in the last 12 months.

Table 37: Question 15

Littleton voters approved Issue 3A in November of 2021, increasing the sales tax rate by .75% with the funds dedicated to capital improvement projects. To have large capital projects completed sooner, cities often issue bonds and use dedicated revenue to repay them. If the city asked voters to approve the issuance of bonds to finance large capital improvement projects, would you support or oppose such an initiative?	Percent of respondents	Number
I support issuing bonds to allow capital improvement projects to be completed faster than waiting for 3A revenue to accumulate over time	34%	N=52
I do not want the city to issue bonds to finance capital improvement projects	12%	N=18
I need more information before I can decide about the city issuing bonds	54%	N=83
Total	100%	N=153

Table 38: Question 16 without "don't know" responses

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?	Very beneficial		Somewhat beneficial		Not at all beneficial		Total	
Streamlined permitting	54%	N=67	28%	N=35	17%	N=21	100%	N=123
Financial assistance (i.e., loans, grants, rebates)	38%	N=53	37%	N=52	24%	N=34	100%	N=139
Increased flexibility in city regulations	54%	N=68	36%	N=46	10%	N=13	100%	N=127
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	51%	N=74	42%	N=61	7%	N=10	100%	N=145
Local partnership funding to support business activities or programs (nonprofits, chamber, etc.)	39%	N=52	44%	N=59	17%	N=23	100%	N=134

Table 39: Question 16 with "don't know" responses

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?	Very beneficial		Somewhat beneficial		Not at all beneficial		Don't know		Total	
Streamlined permitting	46%	N=67	24%	N=35	14%	N=21	16%	N=23	100%	N=146
Financial assistance (i.e., loans, grants, rebates)	35%	N=53	34%	N=52	23%	N=34	8%	N=12	100%	N=151
Increased flexibility in city regulations	45%	N=68	31%	N=46	9%	N=13	15%	N=23	100%	N=150
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	50%	N=74	41%	N=61	7%	N=10	2%	N=3	100%	N=148
Local partnership funding to support business activities or programs (nonprofits, chamber, etc.)	35%	N=52	40%	N=59	15%	N=23	10%	N=15	100%	N=149

Table 40: Question 17

What types of incentives, if any, would be most effective for helping you keep your business in Littleton?	Percent of respondents	Number
Funding assistance/opportunities (loans, grants, kickbacks)	16%	N=18
Tax reduction/credits/relief	11%	N=12
Reduce/more fair/consistent regulations	10%	N=11
City maintenance/infrastructure improvements	9%	N=10
Increased parking	6%	N=7
City beautification	5%	N=6
Reduction in Homeless/transient issues	5%	N=5
Assistance with marketing, public relations, online sales	5%	N=5
Housing assistance	4%	N=4
Commercial development/redevelopment	4%	N=4
Community events/involvement	4%	N=4
Business gatherings/activities/collaboration	3%	N=3
Increased advertising/signage visibility	3%	N=3
Investment in green technology	2%	N=2
Improvement in the permit process	2%	N=2
Safety, consumer protection	2%	N=2
Chamber certification	2%	N=2
Other	9%	N=10

Total may exceed 100% as respondents could select more than one answer.

Appendix C: Verbatim Responses to Open-ended Survey Questions

All write-in responses are presented below verbatim, meaning spelling and grammar has not been corrected.

Question 3. Which statements most accurately reflect the reasons you operate a business in Littleton? (Please check all that apply.) ("Other" responses)

- Access to post office and storage facilities in a close distance.
- Business began in 1949 when the City was a very different place and more affordable.
- Has nothing to do with Littleton
- Hoping fiber internet will expand in Littleton. Fast reliable internet is my lifeblood.
- I have been here for 30 years and know the area which helps as a Realtor / Owner of our Brokerage Real Estate Of Colorado LLC
- I'm a priest and I was assigned to serve the parish that has been a meaningful part of the NE corner of Littleton for over 50 years.
- Littleton Public Schools
- Near my home
- Prior partner in business chose location. Will be moving to Parker in 2023 closer to home.
- Raised my family here
- School district
- The premises we were looking for to house our business happened to be in Littleton.
- We are a non-profit and the people we serve live and go to school in Littleton.
- We bought a franchise
- We purchased a business in Littleton and didn't want to leave so our customers knew where we were.

Question 5. What city or private sponsored events, if any, help to support your business (existing or desired)?

- 4th of July, any festival at clement park
- ACC foundation
- affordable housing for employees
- All Littleton business chamber events, HdLm events western welcome.
- All of the current ones are helpful but I would love more. A farmers market would be great
- All of the events that bring more people, such as Western Welcome Week, LOST, markets, Lighting of the Streets
- all the community events help support LPS
- any and all Cornerstone Park and surrounding area events
- Any and all. Weak summer for city support
- At the moment none, BUT we have been too busy with existing business to look into more events.
- block party
- Block Party Weekends on Main Western Welcome week
- candlelight walk
- Candlelight walk, Bike Race, 2nd Saturdays. Would love to see more events on Main such as a Farmers Market, Oktoberfest, Blues & Brews, etc

- Candlelight walk, block party, WWW, pumpkin poles, zombie crawl,
- Citizen's academy
- Criterium, Western Welcome Week, Candlelight Walk
- Entrepreneurial networking events, better farmers markets, opportunities for community funding of businesses
- Farmers markets/art markets
- Fix the streets
- Holiday tree lighting, WWW, Museum (including FOLM) events, Hudson Gardens, THAC, Criterium.
- I would like the city to help more in job placement. both for the businesses to hire and residences to find work. Get involved more in the homeless, develop adapt a street programs for cleaning up. south Broadway and progress park area is a dump. all the apartments up around Norgrens are trashed out.
- I would like to see a Farmer's Market, Art Fair and more family friendly events in the area. Many events are in the evening and my business is not open in the evening so they don't impact me negatively or positively overall.
- Job fairs
- Littleton
- Littleton Museum, Bemis Library, Mission Hills, Love Inc,
- Miss the Block Party, Western Welcome Week is great
- Paris Street Market in Aspen Grove, other Aspen Grove events
- Second Saturday, Paris street market
- Second Saturdays
- Small Business Days, Mayor Presence at our Grand Re-Opening, Western Welcome Week
- Something like Western Welcome Week brought a lot of folk from Littleton and surrounding cities which provided opportunity to know about businesses in Littleton
- Staff assistance and response to queries.
- Start to support businesses that are in ALL of Littleton, not just downtown
- The cycling event, employee events at our business, private events at our business
- The Stride, Western Welcome Week, Criterium
- The Western Welcome Week
- Unsure, would like more weekend events that don't block a ton of the road!
- Western Welcome
- Western Welcome Week
- Western Welcome Week
- western welcome week
- Western Welcome Week
- Western welcome week
- Western Welcome Week is one but should have more in the other Parts of Littleton (all 3 counties)
- Western Welcome Week, 4th of July fireworks
- Western welcome week, but limited help
- Western Welcome Week, Christmas stuff
- Western Welcome Week, Criterium, Christmas Candle Walk
- Western Welcome Week, HDLM
- Western Welcome Week, Historic Downtown Littleton Merchants
- Western welcome week, touch a truck, bike race, farmers markets, outdoor event and events in downtown Littleton

- Western welcome week, tree lighting
- Would like a tax free day twice a year.
- WWW
- WWW parade

Question 7. What are the three biggest challenges you face running a business in the City of Littleton? (Please check up to three responses.) ("Other" responses)

- Appraisal Values & Taxes
- City regulations during events (city sells/makes money on beer for public events allowing open containers, but existing businesses can't do the same)
- High Property Taxes
- High Property tax
- Homelessness needs to be addressed and enforcement needs to take place.
- I am a sole proprietor, and not affected by the items on your list.
- Lack of city support
- Littleton has no proactive, effective plan for problems (harassing customers, loitering and damaging property, drunk or high in public causing fights, loud obscene screaming) arising from the homeless. Police are great and respond but have few options.
- My internet is maxed out with Comcast. It is still inadequate for my needs. This is going to become a more common problem. More and better internet infrastructure everywhere. Fiber if possible. There is fiber on the street over from me, but there are no plans for either Comcast or centurylink to expand. This will stagnate growth.
- No help from city
- Property and sales taxes too high and discourages businesses from calling Littleton "home"
- These are problems in general that we have not related to Littleton
- We are an online business, so local problems are limited.
- When I started, I was promised resources for professional listings and promotions that were never provided.

Question 14. The city is about to build a new website. Which of the following features, if any, would be helpful for your business? (Select all that apply.) ("Other" responses)

- Ability to submit sales taxes online, cutting down use of stamps and paper.
- anything has to be better
- Community nonprofit events of public interest
- Easier navigation of city code and of city zoning ordinances and building regulations (specifically, info for turning a single-family structure into a duplex or triplex)
- Guide to start a business in Littleton
- Just answer the phone when people call. The current website is fine,
- None of these would be worth the investment the city would need to make in them. The Event Calendar would take too much work to keep up and have only a handful of events. The workforce data would be good to attract businesses, but your proposing to increase housing near transportation hubs so all those workers can leave Littleton easier. Not sure what Strategic Programs is but seems like a waste. Incentive programs would have been great in 2021 but likely would have been dated and will likely be out of date except for city programs (federal and county programs would probably be wrong/dated).

Question 17. What types of incentives, if any, would be most effective for helping you keep your business in Littleton?

- Anything that increases parking and minimizes traffic
- Approval of reasonable new development projects
- Being listed as a good standing credible Littleton business on your web site. Being certified by the chamber as attending and passing a business ethics class. Littleton Biz to biz credit points system to benefit community events.
- Better and faster internet everywhere.
- City cleanliness and maintenance to be regularly done
- City mandated improvements to weeds, disrepair to commercial buildings in my area would be appreciated. True downtown Littleton is beautiful, the area to the east of Windermere has a rundown appearance. Some incentives or requirements for aesthetics would be appreciated.
- Community safety (i.e. strong, well-trained and well-equipped police force especially in light of unnecessary and unfortunate increase of illegal immigrants; reject Federal busing of illegals to our city, send them to Washington DC.
- Control homeless population issues of crime, etc. Need to have a parking solution (garage?) and public bathrooms.
- decrease property tax
- Downtown parking, better maintenance of city r.o.w, streets, landscape- overall the city is looking tired and run down
- Easing the ever increasing crush of regulation overwhelming the design and construction industry. At times doesn't common sense prevail? Unbending rules are the playpen of the unimaginative.
- Employee housing assistance to retain staff in area
- Expedite permitting process
- Fewer regulations. Do not favor one business over another.
- Flexibility in redevelopment of established commercial sites.
- Funding for building improvements and Internet upgrade for better network connection
- Get more people down here with cool/hip events (farmers market, block party, oktoberfest). Turn Downtown Littleton into entertainment district. How did Englewood fly past us on cool places to live/visit?
- Get rid of the homeless problem.
- Grants and loans, advertising with more visible signs, small businesses community gatherings
- grants sufficient enough to make a real difference to the business for property updates, etc.
- Grants, help with landscape. Solar
- Have an open mind about stuff
- Have City of Littleton hire engineering subconsultants like us to help with the City's infrastructure growth.
- Help with costs of commercial leasing rates/inflation
- Helping local businesses (even remote businesses) be visible in the community using a directory for Littleton residents
- I don't really need any incentives.
- I have had trouble with the post office and receiving my mail and other basic function from the basic services the city is supposed to provide in order to do business. So the infrastructure (including the post office) is failing. I think people are missing that some of the basic infrastructure portions to run a business are just not there or are no longer functioning properly. And expect things to return to normal. When nothing is really functioning as normal. Also, I see vulnerable clients. Removing the mask mandate devastated my business. My clients (medically

vulnerable clients) can't enter a building and feel or expect to be safe. They are now staying at home and are very scared for their lives. They do not have immune capabilities to be exposed in any activity to a deadly virus.

- i think any business that provides jobs should get some kick back.
- I'd like to see investments in green technology....solar, electric charging stations, community gardens, interventions for at-risk population. Maintain a quality infrastructure and invest in our citizens. Littleton is already an attractive place for businesses, we don't need help making more money. What we do need are resources for children and families. I'd love to see addiction and mental health services for our homeless and immigrant population. I don't appreciate that the business community is being asked how government can better serve business. I think your answers will be skewed to favor the business community. As a business owner, I can tell you that if our children are committing suicide, our families can't find affordable housing, and our marginalized are being pushed further to the margins, eventually it will cost us all more. People are what make this city work. Please use our revenues to address the real problems of homelessness, lack of affordable child care, rising energy costs, access to fresh produce, and public transportation. It's wrong to create business incentives on the public dole when so many are hurting. I hope you're listening...those in trouble, have no means to voice their struggle. The business community has and always will have a megaphone. Allow us to do what we do well, business doesn't and shouldn't be the recipients of subsidies.
- If grants are available you should tell businesses
- I'm home based and close to retirement. No incentives were ever needed for me to stay.
- Incentives to continue to improve the property
- incentives to use online processes to accomplish things like sales tax payments
- Increased homeless services --> Increased homeless --> Increased negative impacts and costs on local business owners and tax payers
- Increased signage allotment for our space.
- Increasing parking capacity, maintaining liquor to go sales (cocktails), beautification of Main St, supporting events.
- Infrastructure work. The traffic is ridiculous on Littleton Blvd/Bowles. It is too narrow and there is more building going up which will only make this worse. The condition of the roads is terrible. A small child could get lost in some of the potholes. I have popped a tire and destroyed my struts more than once. The manhole covers are deep and in the line of the tires which people swerve to avoid. It is hazardous.
- Integration with company social media with City social media platforms
- Just consistent and fair rules and regulations.
- Keep the environment business friendly & don't over burden small business w/extra taxes, licenses, regulations, etc. Keep (or expand) the services you now offer to small business that many other cities aren't doing. I think that makes City of Littleton special :)
- Keep the sales tax low. I was not in favor of the recent sales tax hike.
- Let business stand on it own - do not give money
- Local community events and gatherings
- Lower fees for capital improvements to commercial businesses. Make it make sense for people to improve buildings.
- Lower inflation costs. Possible grants.
- lower property taxes
- Lower rent
- Lower rent.
- Marketing - help promoting traffic to my business (side street off main) and attendance at my events and workshops

- Marketing opportunities at city events, i.e. resource fairs open to providers at meet & greets
- Minimal regulations, efforts to reduce homeless activity near business, including graffiti and damage to property
- More collaboration, less governance.
- More funding, marketing, tourism, sustainability peacebuilding initiatives, cooperation with the public in problem-solving activities
- more inviting downtown
- Moving homeless out, or getting a better system for keeping homeless population from trashing areas and make clients fearful to come.

Question D9. Which one of the following industries best describes the nature of your business?
(Please check the one that comes closest.) ("Other" responses)

- Accounting and Tax
- Civil and Structural engineering services
- County Government
- Dressmaking
- Facilities Maintenance and services
- Florist= agricultural & retail
- Hospitality
- Hospitality
- Import Export
- interior design
- Management Consulting
- Marketing services and meeting/event planning
- Oil and Gas producer
- Planning, Real Estate & Landscape Architecture
- Professional Services
- Service - Computer Repair
- service and repair of outdoor power products and equipment for homeowners
- Service, Consultants
- service-coin laundromat + wash/dry/fold service
- Services, Pet Care
- Storage
- Video production and film/video conversion to digital

Appendix D: Comparisons of Select Survey Results by Respondent Subgroups

Select survey results were compared by characteristics of the business as well as by the perceptions of the relationship between the business community and the local government (another question on the survey). For most of the questions, only one number for each question in these subgroup comparison tables is shown for ease of comparison. These summarized responses show only the proportion of respondents giving a certain answer; for example, the percent of respondents who strongly or somewhat supported a sales and use tax.

The subgroup comparison tables contain the cross tabulations of survey questions by selected respondent characteristics. Chi-square or ANOVA tests of significance were applied to these breakdowns of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of the sample represent “real” differences among those populations.

For each pair of subgroups that has a statistically significant difference, an upper case letter denoting significance is shown in the category with the larger column proportion. The letter denotes the category with the smaller column proportion from which it is statistically different. Differences were marked as statistically significant if the probability that the differences were due to chance alone were less than 5%. Categories were not used in comparisons when a column proportion was equal to zero or one.

Items that have no upper case letter denotation in their column and that are also not referred to in any other column were not statistically different.

For example, in Table 41 on page 45, 71% of respondents who had operated a business in Littleton for 10 years or less (A) rated Littleton as a place to do business as excellent or good. This proportion of respondents (A) was statistically significantly lower than those who had been in business in Littleton for more than 10 years (B; 87% excellent or good). This is indicated by the “A” under the rating from those who had owned a business in Littleton for more than 10 years (column B).

Comparisons by Years in Business

Differences in opinion were found in some instances based on length of time in business in Littleton. Trends included:

- Respondents who had owned or managed businesses in Littleton for more than ten years rated Littleton as a place to do business more favorably than did owners/managers of newer businesses (10 years or less).
- Respondents from businesses newer to Littleton (10 years or less) were less likely to cite unhoused population interruptions/visibility and too much growth as problems than those who had been in the city for more than 10 years.
- Respondents from businesses located in Littleton for more than 10 years were more likely to support promoting efforts to revitalize the city's commercial areas, while those from newer businesses (10 years or less) were more likely to support adding a business license program and nominal fee to improve communication with the city.

Table 41: Question 1 by Years in Business

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Years in business		Overall (A)
	10 years or less	More than 10 years	
	(A)	(B)	
Littleton as a place to work	95%	92%	93%
Littleton as a place to retire	84%	75%	78%
Littleton as a place to do business	71%	87% A	81%
Littleton as a safe place to do business	79%	76%	77%
Littleton as a diverse and inclusive economy	63%	65%	65%
The overall economic climate of Littleton	66%	80%	75%
The overall quality of life in Littleton	91%	97%	95%

Table 42: Question 2 by Years in Business

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Years in business		Overall (A)
	10 years or less	More than 10 years	
	(A)	(B)	
Overall appearance of Littleton	81%	72%	75%
Cleanliness of Littleton	86%	73%	78%
Overall quality of commercial development in Littleton	60%	65%	64%
Overall quality of residential development in Littleton	63%	67%	66%
Variety of housing options	52%	59%	57%
Overall quality of business and service establishments in Littleton	84%	78%	80%
Shopping opportunities	73%	76%	75%
Employment opportunities	76%	67%	70%
Educational opportunities	81%	87%	85%
Ease of car travel in Littleton	66%	70%	69%
Ease of bus travel in Littleton	68%	67%	68%
Ease of light rail travel to and from Littleton	81%	79%	81%
Ease of bicycle travel in Littleton	74%	85%	82%
Ease of walking in Littleton	84%	82%	83%
Traffic flow on major streets	49%	56%	54%
Public parking availability and access in Downtown Littleton	28%	27%	28%
Overall image or reputation of Littleton	89%	87%	88%

Table 43: Question 5 by Years in Business

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Years in business		Overall (A)
	10 years or less	More than 10 years	
	(A)	(B)	
Vandalism or graffiti	27%	38%	34%
Unhoused population interruptions/visibility	48%	66% A	60%
Too much growth	20%	36% A	29%
Not enough growth	18%	22%	21%
Outdated or rundown buildings	27%	28%	28%
High cost of real estate	84%	78%	80%
Lack of available business locations/storefronts	38%	43%	41%
Traffic congestion	43%	56%	50%
Too much local government regulation	44%	44%	44%
Too little local government regulation	7%	4%	5%
Lack of qualified labor	41%	51%	47%
Transportation infrastructure (roads, parking, transit)	39%	40%	41%
Competition from national franchises	35%	19%	25%
Parking (customer or employee)	40%	53%	48%
Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	57%	46%	50%

Table 44: Question 7 by Years in Business

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Years in business		Overall (A)
	10 years or less	More than 10 years	
	(A)	(B)	
The overall direction the city is taking	67%	65%	65%
Attracting visitors to Littleton	61%	59%	59%
Attracting new businesses to Littleton	48%	48%	47%
The job city government does at welcoming business involvement	46%	48%	47%
The overall leadership provided by elected officials	58%	48%	51%
The overall effectiveness of appointed boards and commissions	47%	49%	48%
The overall effectiveness of the city manager and appointed staff	60%	56%	57%

Table 45: Question 12 by Years in Business

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Years in business		Overall (A)
	10 years or less	More than 10 years	
	(A)	(B)	
Strengthening Littleton's community image and identity	95%	92%	93%
Attracting/recruiting new business to Littleton	91%	91%	91%
Marketing Littleton to residents, visitors, and tourists	88%	91%	90%
Encouraging additional residential growth or redevelopment	75%	69%	72%
Encouraging additional commercial growth or redevelopment	78%	81%	80%
Promoting efforts to revitalize the city's housing areas	88%	88%	88%
Promoting efforts to revitalize the city's commercial areas	82%	94% A	89%
Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	80%	77%	78%
Providing incentives to attract, retain and grow business	89%	92%	91%
Increasing residential development density near public transit	77%	68%	72%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	89%	89%	89%
Increasing development fees to help rebuild the city's infrastructure	59%	53%	56%
Adding a business license program and nominal fee to improve communication with the city	51% B	30%	38%

Table 46: Question 15 by Years in Business

Littleton voters approved Issue 3A in November of 2021, increasing the sales tax rate by .75% with the funds dedicated to capital improvement projects. To have large capital projects completed sooner, cities often issue bonds and use dedicated revenue to repay them. If the city asked voters to approve the issuance of bonds to finance large capital improvement projects, would you support or oppose such an initiative?	Years in business		Overall (A)
	10 years or less	More than 10 years	
	(A)	(B)	
I support issuing bonds to allow capital improvement projects to be completed faster than waiting for 3A revenue to accumulate over time	33%	33%	34%
I do not want the city to issue bonds to finance capital improvement projects	7%	15%	12%
I need more information before I can decide about the city issuing bonds	60%	52%	54%

Table 47: Question 16 by Years in Business

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Years in business		Overall (A)
	10 years or less	More than 10 years	
	(A)	(B)	
Streamlined permitting	91%	78%	83%
Financial assistance (i.e., loans, grants, rebates)	78%	74%	76%
Increased flexibility in city regulations	87%	91%	90%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	91%	94%	93%
Local partnership funding to support business activities or programs (nonprofits, chamber, etc.)	78%	86%	83%

Comparisons by Annual Gross Revenue

There were few statistically significant differences by business revenue:

- Businesses with annual revenue between \$100,000 to \$499,999 were more likely than businesses with less than \$100,000 in annual to report problems with vandalism.
- Businesses with annual revenue of \$500,000 or more were more likely than businesses with annual revenue between \$100,000 to \$499,999 to support providing incentives to attract, retain and grow business.

Table 48: Question 1 by Annual Gross Revenue

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Annual gross revenue			Overall (A)
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Littleton as a place to work	95%	90%	93%	93%
Littleton as a place to retire	84%	70%	79%	78%
Littleton as a place to do business	76%	86%	79%	81%
Littleton as a safe place to do business	79%	73%	80%	77%
Littleton as a diverse and inclusive economy	67%	58%	64%	65%
The overall economic climate of Littleton	76%	76%	70%	75%
The overall quality of life in Littleton	92%	93%	95%	95%

Table 49: Question 2 by Annual Gross Revenue

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Annual gross revenue			Overall (A)
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Overall appearance of Littleton	87%	70%	69%	75%
Cleanliness of Littleton	89%	73%	71%	78%
Overall quality of commercial development in Littleton	79%	61%	56%	64%
Overall quality of residential development in Littleton	64%	73%	62%	66%
Variety of housing options	42%	60%	62%	57%
Overall quality of business and service establishments in Littleton	87%	79%	76%	80%
Shopping opportunities	78%	73%	73%	75%
Employment opportunities	72%	70%	68%	70%
Educational opportunities	89%	81%	84%	85%
Ease of car travel in Littleton	74%	57%	68%	69%
Ease of bus travel in Littleton	74%	71%	65%	68%
Ease of light rail travel to and from Littleton	76%	83%	80%	81%
Ease of bicycle travel in Littleton	76%	90%	78%	82%
Ease of walking in Littleton	79%	93%	80%	83%
Traffic flow on major streets	56%	53%	49%	54%
Public parking availability and access in Downtown Littleton	30%	33%	25%	28%
Overall image or reputation of Littleton	97%	87%	81%	88%
	C			

Table 50: Question 5 by Annual Gross Revenue

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Annual gross revenue			Overall (A)
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Vandalism or graffiti	17%	50% A	36%	34%
Unhoused population interruptions/visibility	49%	64%	64%	60%
Too much growth	23%	44%	26%	29%
Not enough growth	17%	15%	25%	21%
Outdated or rundown buildings	25%	20%	31%	28%
High cost of real estate	91%	79%	76%	80%
Lack of available business locations/storefronts	40%	29%	51%	41%
Traffic congestion	47%	48%	57%	50%
Too much local government regulation	33%	48%	50%	44%
Too little local government regulation	12%	8%	2%	5%
Lack of qualified labor	38%	50%	54%	47%
Transportation infrastructure (roads, parking, transit)	43%	41%	42%	41%
Competition from national franchises	39%	26%	22%	25%
Parking (customer or employee)	51%	48%	45%	48%
Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	67%	46%	44%	50%

Table 51: Question 7 by Annual Gross Revenue

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Annual gross revenue			Overall (A)
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
The overall direction the city is taking	74%	67%	61%	65%
Attracting visitors to Littleton	66%	67%	52%	59%
Attracting new businesses to Littleton	43%	67%	42%	47%
The job city government does at welcoming business involvement	52%	50%	43%	47%
The overall leadership provided by elected officials	57%	45%	53%	51%
The overall effectiveness of appointed boards and commissions	54%	33%	51%	48%
The overall effectiveness of the city manager and appointed staff	64%	55%	53%	57%

Table 52: Question 12 by Annual Gross Revenue

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Annual gross revenue			Overall (A)
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Strengthening Littleton's community image and identity	94%	85%	94%	93%
Attracting/recruiting new business to Littleton	100%	88%	85%	91%
Marketing Littleton to residents, visitors, and tourists	95%	81%	90%	90%
Encouraging additional residential growth or redevelopment	71%	64%	72%	72%
Encouraging additional commercial growth or redevelopment	88%	77%	76%	80%
Promoting efforts to revitalize the city's housing areas	85%	84%	91%	88%
Promoting efforts to revitalize the city's commercial areas	92%	81%	89%	89%
Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	79%	72%	80%	78%
Providing incentives to attract, retain and grow business	92%	78%	95% B	91%
Increasing residential development density near public transit	74%	61%	73%	72%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	86%	90%	88%	89%
Increasing development fees to help rebuild the city's infrastructure	54%	56%	58%	56%
Adding a business license program and nominal fee to improve communication with the city	47%	32%	34%	38%

Table 53: Question 15 by Annual Gross Revenue

Littleton voters approved Issue 3A in November of 2021, increasing the sales tax rate by .75% with the funds dedicated to capital improvement projects. To have large capital projects completed sooner, cities often issue bonds and use dedicated revenue to repay them. If the city asked voters to approve the issuance of bonds to finance large capital improvement projects, would you support or oppose such an initiative?	Annual gross revenue			Overall (A)
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
I support issuing bonds to allow capital improvement projects to be completed faster than waiting for 3A revenue to accumulate over time	31%	30%	38%	34%
I do not want the city to issue bonds to finance capital improvement projects	13%	17%	10%	12%
I need more information before I can decide about the city issuing bonds	56%	53%	52%	54%

Table 54: Question 16 by Annual Gross Revenue

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Annual gross revenue			Overall (A)
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Streamlined permitting	87%	75%	84%	83%
Financial assistance (i.e., loans, grants, rebates)	76%	74%	77%	76%
Increased flexibility in city regulations	91%	81%	90%	90%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	94%	93%	93%	93%
Local partnership funding to support business activities or programs (nonprofits, chamber, etc.)	85%	84%	83%	83%

Comparisons by Home-based Business Status

- Home-based businesses were less likely to rate shopping and employment opportunities as excellent or good than those with brick-and-mortar locations.
- Home-based businesses were more likely to indicate too little local government regulation as a problem.
- Home-based businesses were less likely to support providing incentives to attract, retain and grow business.
- Home-based businesses were more likely to oppose the City's proposal to issue bonds to finance capital improvement projects.
- Home-based businesses were less likely to see benefit in streamlined permitting, financial assistance, increased flexibility in city regulation, physical improvements to city-owned property, and local partnership funding to support business activities or programs.

Table 55: Question 1 by Home-based Business Status

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Is this business home based?		Overall (A)
	Yes	No	
	(A)	(B)	
Littleton as a place to work	93%	93%	93%
Littleton as a place to retire	81%	78%	78%
Littleton as a place to do business	63%	85% A	81%
Littleton as a safe place to do business	89%	75%	77%
Littleton as a diverse and inclusive economy	58%	65%	65%
The overall economic climate of Littleton	74%	75%	75%
The overall quality of life in Littleton	90%	96%	95%

Table 56: Question 2 by Home-based Business Status

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Is this business home based?		Overall (A)
	Yes	No	
	(A)	(B)	
Overall appearance of Littleton	79%	75%	75%
Cleanliness of Littleton	86%	76%	78%
Overall quality of commercial development in Littleton	58%	65%	64%
Overall quality of residential development in Littleton	64%	66%	66%
Variety of housing options	44%	59%	57%
Overall quality of business and service establishments in Littleton	69%	83%	80%
Shopping opportunities	57%	79% A	75%
Employment opportunities	37%	77% A	70%
Educational opportunities	75%	88%	85%
Ease of car travel in Littleton	69%	68%	69%
Ease of bus travel in Littleton	57%	71%	68%
Ease of light rail travel to and from Littleton	76%	82%	81%
Ease of bicycle travel in Littleton	73%	84%	82%
Ease of walking in Littleton	73%	86%	83%
Traffic flow on major streets	59%	52%	54%
Public parking availability and access in Downtown Littleton	33%	26%	28%
Overall image or reputation of Littleton	90%	88%	88%

Table 57: Question 5 by Home-based Business Status

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Is this business home based?		Overall (A)
	Yes	No	
	(A)	(B)	
Vandalism	17%	37%	34%
Unhoused population interruptions/visibility	54%	60%	60%
Too much growth	38%	28%	29%
Not enough growth	18%	21%	21%
Outdated or rundown buildings	27%	28%	28%
High cost of real estate	85%	79%	80%
Lack of available business locations/storefronts	53%	39%	41%
Traffic congestion	54%	51%	50%
Too much local government regulation	39%	46%	44%
Too little local government regulation	16%	3%	5%
Lack of qualified labor	39%	49%	47%
Transportation infrastructure (roads, parking, transit)	52%	38%	41%
Competition from national franchises	41%	22%	25%
Parking (customer or employee)	52%	47%	48%
Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	70%	47%	50%

Table 58: Question 7 by Home-based Business Status

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Is this business home based?		Overall (A)
	Yes	No	
	(A)	(B)	
The overall direction the city is taking	65%	66%	65%
Attracting visitors to Littleton	64%	59%	59%
Attracting new businesses to Littleton	40%	49%	47%
The job city government does at welcoming business involvement	48%	46%	47%
The overall leadership provided by elected officials	52%	51%	51%
The overall effectiveness of appointed boards and commissions	50%	48%	48%
The overall effectiveness of the city manager and appointed staff	57%	57%	57%

Table 59: Question 12 by Home-based Business Status

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Is this business home based?		Overall (A)
	Yes (A)	No (B)	
Strengthening Littleton's community image and identity	92%	93%	93%
Attracting/recruiting new business to Littleton	100%	89%	91%
Marketing Littleton to residents, visitors, and tourists	84%	91%	90%
Encouraging additional residential growth or redevelopment	69%	72%	72%
Encouraging additional commercial growth or redevelopment	79%	80%	80%
Promoting efforts to revitalize the city's housing areas	83%	89%	88%
Promoting efforts to revitalize the city's commercial areas	81%	91%	89%
Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	64%	81%	78%
Providing incentives to attract, retain and grow business	79%	93% A	91%
Increasing residential development density near public transit	70%	72%	72%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	81%	91%	89%
Increasing development fees to help rebuild the city's infrastructure	50%	57%	56%
Adding a business license program and nominal fee to improve communication with the city	35%	38%	38%

Table 60: Question 15 by Home-based Business Status

Littleton voters approved Issue 3A in November of 2021, increasing the sales tax rate by .75% with the funds dedicated to capital improvement projects. To have large capital projects completed sooner, cities often issue bonds and use dedicated revenue to repay them. If the city asked voters to approve the issuance of bonds to finance large capital improvement projects, would you support or oppose such an initiative?	Is this business home based?		Overall (A)
	Yes (A)	No (B)	
I support issuing bonds to allow capital improvement projects to be completed faster than waiting for 3A revenue to accumulate over time	31%	34%	34%
I do not want the city to issue bonds to finance capital improvement projects	24% B	9%	12%
I need more information before I can decide about the city issuing bonds	45%	57%	54%

Table 61: Question 16 by Home-based Business Status

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Is this business home based?		Overall (A)
	Yes	No	
	(A)	(B)	
Streamlined permitting	68%	87% A	83%
Financial assistance (i.e., loans, grants, rebates)	54%	80% A	76%
Increased flexibility in city regulations	75%	93% A	90%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	81%	96% A	93%
Local partnership funding to support business activities or programs (nonprofits, chamber, etc.)	68%	86% A	83%

Comparisons by Minority-owned Business Status

- Respondents from minority-owned businesses were less likely to favorably rate Littleton as a safe place to do business, the overall economic climate of Littleton, and the overall quality of life in Littleton than non-minority-owned businesses.
- Minority-owned businesses were more likely to indicate problems with too little local government regulation, competition from national franchises, and parking.
- Minority-owned businesses were more likely to want more information before deciding about the city issuing bonds.
- Minority-owned businesses were more likely to see benefit in financial assistance.

Table 62: Question 1 by Minority-owned Business Status

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Is your business a minority-owned business enterprise?		Overall
	Yes	No	
	(A)	(B)	(A)
Littleton as a place to work	89%	94%	93%
Littleton as a place to retire	76%	78%	78%
Littleton as a place to do business	79%	81%	81%
Littleton as a safe place to do business	58%	82% A	77%
Littleton as a diverse and inclusive economy	53%	64%	65%
The overall economic climate of Littleton	55%	77% A	75%
The overall quality of life in Littleton	83%	96% A	95%

Table 63: Question 2 by Minority-owned Business Status

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Is your business a minority-owned business enterprise?		Overall (A)
	Yes	No	
	(A)	(B)	
Overall appearance of Littleton	70%	77%	75%
Cleanliness of Littleton	80%	78%	78%
Overall quality of commercial development in Littleton	58%	64%	64%
Overall quality of residential development in Littleton	59%	66%	66%
Variety of housing options	41%	59%	57%
Overall quality of business and service establishments in Littleton	78%	80%	80%
Shopping opportunities	79%	74%	75%
Employment opportunities	67%	70%	70%
Educational opportunities	85%	85%	85%
Ease of car travel in Littleton	39%	72% A	69%
Ease of bus travel in Littleton	54%	71%	68%
Ease of light rail travel to and from Littleton	76%	81%	81%
Ease of bicycle travel in Littleton	79%	82%	82%
Ease of walking in Littleton	83%	83%	83%
Traffic flow on major streets	47%	53%	54%
Public parking availability and access in Downtown Littleton	17%	30%	28%
Overall image or reputation of Littleton	95%	87%	88%

Table 64: Question 5 by Minority-owned Business Status

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Is your business a minority-owned business enterprise?		Overall
	Yes	No	
	(A)	(B)	(A)
Vandalism or graffiti	21%	34%	34%
Unhoused population interruptions/visibility	59%	58%	60%
Too much growth	38%	29%	29%
Not enough growth	13%	21%	21%
Outdated or rundown buildings	33%	27%	28%
High cost of real estate	94%	78%	80%
Lack of available business locations/storefronts	31%	44%	41%
Traffic congestion	61%	50%	50%
Too much local government regulation	50%	44%	44%
Too little local government regulation	20% B	3%	5%
Lack of qualified labor	44%	48%	47%
Transportation infrastructure (roads, parking, transit)	53%	39%	41%
Competition from national franchises	53% B	21%	25%
Parking (customer or employee)	68% B	44%	48%
Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	53%	50%	50%

Table 65: Question 7 by Minority-owned Business Status

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Is your business a minority-owned business enterprise?		Overall (A)
	Yes	No	
	(A)	(B)	
The overall direction the city is taking	58%	67%	65%
Attracting visitors to Littleton	47%	63%	59%
Attracting new businesses to Littleton	31%	51%	47%
The job city government does at welcoming business involvement	41%	48%	47%
The overall leadership provided by elected officials	35%	54%	51%
The overall effectiveness of appointed boards and commissions	36%	51%	48%
The overall effectiveness of the city manager and appointed staff	43%	60%	57%

Table 66: Question 12 by Minority-owned Business Status

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Is your business a minority-owned business enterprise?		Overall (A)
	Yes	No	
	(A)	(B)	
Strengthening Littleton's community image and identity	89%	93%	93%
Attracting/recruiting new business to Littleton	84%	92%	91%
Marketing Littleton to residents, visitors, and tourists	95%	89%	90%
Encouraging additional residential growth or redevelopment	72%	70%	72%
Encouraging additional commercial growth or redevelopment	72%	81%	80%
Promoting efforts to revitalize the city's housing areas	88%	88%	88%
Promoting efforts to revitalize the city's commercial areas	89%	89%	89%
Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	77%	77%	78%
Providing incentives to attract, retain and grow business	95%	90%	91%
Increasing residential development density near public transit	76%	71%	72%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	84%	90%	89%
Increasing development fees to help rebuild the city's infrastructure	53%	56%	56%
Adding a business license program and nominal fee to improve communication with the city	50%	35%	38%

Table 67: Question 15 by Minority-owned Business Status

Littleton voters approved Issue 3A in November of 2021, increasing the sales tax rate by .75% with the funds dedicated to capital improvement projects. To have large capital projects completed sooner, cities often issue bonds and use dedicated revenue to repay them. If the city asked voters to approve the issuance of bonds to finance large capital improvement projects, would you support or oppose such an initiative?	Is your business a minority-owned business enterprise?		Overall
	Yes	No	(A)
	(A)	(B)	
I support issuing bonds to allow capital improvement projects to be completed faster than waiting for 3A revenue to accumulate over time	20%	37%	34%
I do not want the city to issue bonds to finance capital improvement projects	0%	14%	12%
I need more information before I can decide about the city issuing bonds	80% B	49%	54%

Table 68: Question 16 by Minority-owned Business Status

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Is your business a minority-owned business enterprise?		Overall
	Yes	No	(A)
	(A)	(B)	
Streamlined permitting	92%	82%	83%
Financial assistance (i.e., loans, grants, rebates)	94% B	72%	76%
Increased flexibility in city regulations	100%	88%	90%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	100%	92%	93%
Local partnership funding to support business activities or programs (nonprofits, chamber, etc.)	94%	81%	83%

Comparisons by Woman-owned Business Status

- Woman-owned businesses were less likely to rate Littleton as a diverse and inclusive economy as excellent or good than businesses owned by men.
- Woman-owned businesses were less likely to indicate problems with lack of available business locations/storefronts and too much local government regulation.
- Woman-owned businesses were more likely to indicate competition from national franchises as a problem.
- Woman-owned businesses were more likely to need more information before deciding about the city issuing bonds.

Table 69: Question 1 by Woman-owned Business Status

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Is your business a woman-owned business enterprise?		Overall
	Yes	No	
	(A)	(B)	(A)
Littleton as a place to work	95%	91%	93%
Littleton as a place to retire	79%	78%	78%
Littleton as a place to do business	83%	79%	81%
Littleton as a safe place to do business	77%	79%	77%
Littleton as a diverse and inclusive economy	51%	73% A	65%
The overall economic climate of Littleton	69%	78%	75%
The overall quality of life in Littleton	92%	96%	95%

Table 70: Question 2 by Woman-owned Business Status

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Is your business a woman-owned business enterprise?		Overall (A)
	Yes	No	
	(A)	(B)	
Overall appearance of Littleton	78%	75%	75%
Cleanliness of Littleton	84%	75%	78%
Overall quality of commercial development in Littleton	65%	63%	64%
Overall quality of residential development in Littleton	67%	65%	66%
Variety of housing options	54%	58%	57%
Overall quality of business and service establishments in Littleton	82%	78%	80%
Shopping opportunities	74%	75%	75%
Employment opportunities	67%	72%	70%
Educational opportunities	83%	86%	85%
Ease of car travel in Littleton	67%	69%	69%
Ease of bus travel in Littleton	73%	65%	68%
Ease of light rail travel to and from Littleton	88%	75%	81%
Ease of bicycle travel in Littleton	76%	85%	82%
Ease of walking in Littleton	87%	81%	83%
Traffic flow on major streets	53%	54%	54%
Public parking availability and access in Downtown Littleton	27%	28%	28%
Overall image or reputation of Littleton	91%	86%	88%

Table 71: Question 5 by Woman-owned Business Status

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Is your business a woman-owned business enterprise?		Overall (A)
	Yes	No	
	(A)	(B)	
Vandalism or graffiti	29%	37%	34%
Unhoused population interruptions/visibility	55%	62%	60%
Too much growth	28%	32%	29%
Not enough growth	13%	27%	21%
Outdated or rundown buildings	24%	31%	28%
High cost of real estate	84%	77%	80%
Lack of available business locations/storefronts	30%	49% A	41%
Traffic congestion	47%	54%	50%
Too much local government regulation	31%	53% A	44%
Too little local government regulation	4%	6%	5%
Lack of qualified labor	51%	46%	47%
Transportation infrastructure (roads, parking, transit)	48%	35%	41%
Competition from national franchises	42% B	13%	25%
Parking (customer or employee)	55%	42%	48%
Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	59%	45%	50%

Table 72: Question 7 by Woman-owned Business Status

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Is your business a woman-owned business enterprise?		Overall (A)
	Yes	No	
	(A)	(B)	
The overall direction the city is taking	63%	68%	65%
Attracting visitors to Littleton	56%	63%	59%
Attracting new businesses to Littleton	44%	49%	47%
The job city government does at welcoming business involvement	43%	50%	47%
The overall leadership provided by elected officials	56%	49%	51%
The overall effectiveness of appointed boards and commissions	46%	50%	48%
The overall effectiveness of the city manager and appointed staff	56%	58%	57%

Table 73: Question 12 by Woman-owned Business Status

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Is your business a woman-owned business enterprise?		Overall (A)
	Yes	No	
	(A)	(B)	
Strengthening Littleton's community image and identity	94%	92%	93%
Attracting/recruiting new business to Littleton	89%	93%	91%
Marketing Littleton to residents, visitors, and tourists	92%	87%	90%
Encouraging additional residential growth or redevelopment	65%	75%	72%
Encouraging additional commercial growth or redevelopment	75%	83%	80%
Promoting efforts to revitalize the city's housing areas	93%	85%	88%
Promoting efforts to revitalize the city's commercial areas	91%	88%	89%
Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	78%	78%	78%
Providing incentives to attract, retain and grow business	90%	91%	91%
Increasing residential development density near public transit	67%	75%	72%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	89%	89%	89%
Increasing development fees to help rebuild the city's infrastructure	61%	51%	56%
Adding a business license program and nominal fee to improve communication with the city	42%	35%	38%

Table 74: Question 15 by Woman-owned Business Status

Littleton voters approved Issue 3A in November of 2021, increasing the sales tax rate by .75% with the funds dedicated to capital improvement projects. To have large capital projects completed sooner, cities often issue bonds and use dedicated revenue to repay them. If the city asked voters to approve the issuance of bonds to finance large capital improvement projects, would you support or oppose such an initiative?	Is your business a woman-owned business enterprise?		Overall
	Yes	No	(A)
	(A)	(B)	
I support issuing bonds to allow capital improvement projects to be completed faster than waiting for 3A revenue to accumulate over time	27%	39%	34%
I do not want the city to issue bonds to finance capital improvement projects	8%	15%	12%
I need more information before I can decide about the city issuing bonds	65% B	45%	54%

Table 75: Question 16 by Woman-owned Business Status

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Is your business a woman-owned business enterprise?		Overall
	Yes	No	(A)
	(A)	(B)	
Streamlined permitting	80%	84%	83%
Financial assistance (i.e., loans, grants, rebates)	83%	69%	76%
Increased flexibility in city regulations	88%	90%	90%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	92%	94%	93%
Local partnership funding to support business activities or programs (nonprofits, chamber, etc.)	80%	84%	83%

Appendix E: Benchmark Comparisons

Comparison Data

Polco/NRC's database of comparative business opinion is comprised of business perspectives gathered in surveys from communities whose business owners and/or managers evaluated the same kinds of topics on Littleton's survey, which was largely culled from NRC benchmark survey, The National Business Survey™. Polco/NRC adds the latest results quickly upon survey completion, keeping the benchmark data fresh and relevant. Comparisons are made to the entire database.

Interpreting the Results

Ratings are compared when there are at least five communities in which a similar question was asked. Where comparisons are available, four columns are provided in the table. The first column is Littleton's "percent positive." The percent positive is the combination of the top two most positive response options (i.e., "excellent" and "good," etc.). The second column is the rank assigned to Littleton's rating among communities where a similar question was asked. The third column is the number of communities that asked a similar question. The final column shows the comparison of Littleton's rating to the benchmark.

In that final column, Littleton's results are noted as being "higher" than the benchmark, "lower" than the benchmark or "similar" to the benchmark, meaning that the average rating given by Littleton business owners or managers is statistically similar to or different (greater or lesser) than the benchmark.

National Benchmark Comparisons

Table 76: Quality of Life Benchmarks

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Littleton as a place to work	93%	6	18	Similar
Littleton as a place to retire	78%	9	16	Similar
Littleton as a place to do business	81%	8	19	Higher
Overall economic climate of Littleton	75%	12	19	Similar
The overall quality of life in Littleton	95%	5	19	Higher

Table 77: Community Characteristics Benchmarks

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Overall appearance of Littleton	75%	13	18	Lower
Cleanliness of Littleton	78%	15	17	Lower
Overall quality of commercial development in Littleton	64%	13	18	Lower
Variety of housing options	57%	12	17	Similar
Overall quality of business and service establishments in Littleton	80%	8	10	Lower
Shopping opportunities	75%	9	17	Similar
Employment opportunities	70%	11	17	Similar
Educational opportunities	85%	4	14	Higher
Ease of car travel in Littleton	69%	11	18	Similar
Ease of bus/light rail travel in Littleton	69%	1	10	Higher
Ease of bicycle travel in Littleton	82%	3	17	Higher
Ease of walking in Littleton	83%	3	18	Higher
Traffic flow on major streets	54%	10	17	Similar
Public parking availability and access in Downtown Littleton	28%	14	17	Lower

Table 78: Government Performance Benchmarks

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
The overall direction that Littleton is taking	65%	9	18	Similar
Attracting new businesses to Littleton	47%	7	14	Similar
The job Littleton government does at welcoming business involvement	47%	10	16	Lower

Table 79: Overall Impression of Interaction with City Employee Benchmark (of those who had contacted City)

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Overall impression	85%	6	18	Similar

Table 80: Business Planning Benchmarks

Percent very or somewhat beneficial	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Streamlined permitting	83%	2	6	Higher
Financial assistance (i.e., loans, grants, rebates)	76%	1	6	Higher
Increased flexibility in City regulations	90%	1	6	Higher
Physical improvements to City-owned property (i.e., streets, sidewalks, public facilities)	93%	1	6	Higher

Table 81: Likelihood of Keeping Business in Community Benchmark

Percent very or somewhat likely	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Thinking about the coming 12 months, how likely, if at all, are you to keep your business in Littleton?	97%	3	11	Higher

Communities included in national comparisons

The communities included in Littleton's comparisons are listed below along with their population according to the 2010 Census.

- Novi, MI..... 55,224
- Orland Park, IL..... 56,767
- Lone Tree, CO 10,218
- Cape Girardeau, MO..... 37,941
- Oakland Park, FL..... 41,363
- Medina, MN 4,892
- Denton, TX..... 113,383
- Mankato, MN 39,309
- Bloomington, MN 82,893
- Fort Collins, CO 171,100
- Eagan, MN 64,206
- Littleton, CO 46,333
- Hastings, MN..... 22,172
- Pearland, TX 91,252
- St. Croix County, WI 84,345
- Middleton, WI 17,442
- Orland Park, IL 56,767
- Rochester, MN 106,769
- Gilbert, AZ 208,453

Appendix F: Survey Methodology

Developing the Questionnaire

General business surveys, such as this one, ask recipients for their perspectives on policy issues facing the city and their assessment of city service delivery, the quality of life in the city and the use of city amenities. The 2022 survey instrument for Littleton started with the 2020 survey. Littleton staff made minor changes and through an iterative process between city staff and Polco/NRC staff, a final five-page paper equivalent questionnaire was created. The City of Littleton funded this research. Please contact Cindie Perry at the City of Littleton at 303-795-3860 if you have any questions about the survey.

Selecting Survey Recipients

All businesses included in the city's business database (obtained from the city's Economic Development Department) were eligible for the survey (approximately 1,882). The person most knowledgeable about the business (typically the business owner or manager) was asked to complete the survey online. This instruction was contained in the invitations mailed or emailed to each business.

Survey Administration and Response

The business survey was available to be completed online and business owners and managers in the Littleton community were invited to complete the survey through a series of emails that included the survey link beginning September 13, 2022. The 1,882 businesses with email addresses were sent three email invitations (an initial invite and two reminders) over the course of three weeks. The emails contained a unique URL the business owner/manager could click to be taken to the online survey. In addition to the email outreach effort, 600 businesses were randomly selected to receive a postcard invitation in the mail. The postcard included a URL where respondents could go online to complete the survey. Both the emails and the mailings asked the individual within each business most knowledgeable about the business (typically the owner or manager) was instructed to complete the survey.

Of the remaining 1,882 businesses that received an email or mailing, 156 completed the survey, providing an overall response rate of 8%. Of the 156 completed surveys, 1 respondent only answered approximately half of the survey questions. All surveys were completed in English. The response rate was calculated using AAPOR's response rate #2 for Internet and mailed surveys of unnamed persons¹.

¹ See AAPOR's Standard Definitions here: [http://www.aapor.org/Standards-Ethics/Standard-Definitions-\(1\).aspx](http://www.aapor.org/Standards-Ethics/Standard-Definitions-(1).aspx) for more information.

Table 82: Survey Response Rate

	Overall
Total sample used	1,882
I=Complete Interviews	155
P=Partial Interviews	1
Response rate	8%

Confidence Interval and Margin of Error

Because the 2022 survey was intended to be taken by all businesses in Littleton's database and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus 10 percentage points as the "range of uncertainty" around any given percent reported for all respondents to the 2022 survey (156).

Where comparisons are made to prior survey years (when a random sample of businesses was selected to receive the survey), a margin of error should be calculated. A traditional level of confidence, and the one used for the prior business survey data for Littleton, is 95%.² The 95% confidence interval quantifies the sampling error or imprecision of the survey results because some businesses' opinions are relied on to estimate all businesses' opinions. Differences between the 2022 results and prior survey years can be considered statistically significant if they are ± 11 percentage points or more.

For subgroups of responses (e.g., years in business, annual revenue), the margin of error increases because the sample size for the subgroup is smaller.

² A 95% confidence interval indicates that for every 100 random samples of this many businesses, 95 of the confidence intervals created will include the "true" population response. This theory is applied in practice to mean that the "true" perspective of the target population lies within the confidence interval created for a single survey. For example, if 72% of businesses rate a service as "excellent" or "good," then a 9% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire population is between 63% and 81%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of businesses with opinions different from survey responders.

Survey Processing (Data Entry)

Survey responses were captured in “real-time” as respondents submitted their completed questionnaires online. Data were automatically stored electronically and then were downloaded for analysis.

Analyzing the Data

The electronic dataset was analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). For the most part, frequency distributions and the percent positive (i.e., “excellent” or “good,” “strongly support” or “somewhat support,” “very likely” or “somewhat likely”) are presented in the body of the report. On many of the questions in the survey, respondents could give an answer of “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix B: Complete Survey Responses* and is discussed in the body of this report if it is 30% or greater. However, these responses have been removed from the analyses presented in the body of the report, unless otherwise indicated. In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

Also included are selected survey results by respondent demographic characteristics and the perceptions of the quality of the relationship between the business community and the city government (*Appendix D: Comparisons of Select Survey Results by Respondent Subgroups*). Chi-square or ANOVA tests of significance were applied to these breakdowns of selected survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between groups are due to chance; or in other words, a greater than 95% probability that the differences observed in the selected categories of the sample represent “real” differences among those populations.

It should be noted that when a table for a question that only permitted a single response does not total to exactly 100%, it is due to the common practice of percentages being rounded to the nearest whole number.

Appendix G: Survey Materials

The following pages contain the mailing materials and survey instrument for the 2022 Business Survey.

Dear Littleton Business Owner/Manager,

Your business has been selected to participate in a confidential survey about the City of Littleton.

Please have the person most knowledgeable about your business (typically the owner or manager) complete the survey online at:

<https://polco.us/littletonbusiness2022>

Your responses will remain completely confidential.

Thank you for helping us with this important project!

Sincerely,

A handwritten signature in black ink, appearing to read 'Kyle Schlachter', written in a cursive style.

Kyle Schlachter
Mayor

Dear Littleton Business Owner/Manager,

Your business has been selected to participate in a confidential survey about the City of Littleton.

Please have the person most knowledgeable about your business (typically the owner or manager) complete the survey online at:

<https://polco.us/littletonbusiness2022>

Your responses will remain completely confidential.

Thank you for helping us with this important project!

Sincerely,

A handwritten signature in black ink, appearing to read 'Kyle Schlachter', written in a cursive style.

Kyle Schlachter
Mayor



Littleton

2255 W. Berry Ave
Littleton, CO 80165

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94



Littleton

2255 W. Berry Ave
Littleton, CO 80165

Presorted
First Class Mail
US Postage
PAID
Boulder, CO
Permit NO. 94

The City of Littleton 2022 Business Survey

Please complete this questionnaire if you are the person most knowledgeable about this business, typically the owner or manager. Your responses are confidential and no identifying information will be shared.

1. Please rate each of the following aspects of quality of life in Littleton:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Littleton as a place to work	1	2	3	4	5
Littleton as a place to retire.....	1	2	3	4	5
Littleton as a place to do business.....	1	2	3	4	5
Littleton as a safe place to do business	1	2	3	4	5
Littleton as a diverse and inclusive economy	1	2	3	4	5
The overall economic climate of Littleton	1	2	3	4	5
The overall quality of life in Littleton.....	1	2	3	4	5

2. Please rate each of the following characteristics as they relate to Littleton as a whole:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Overall appearance of Littleton	1	2	3	4	5
Cleanliness of Littleton	1	2	3	4	5
Overall quality of commercial development in Littleton.....	1	2	3	4	5
Overall quality of residential development in Littleton.....	1	2	3	4	5
Variety of housing options.....	1	2	3	4	5
Overall quality of business and service establishments in Littleton.....	1	2	3	4	5
Shopping opportunities	1	2	3	4	5
Employment opportunities.....	1	2	3	4	5
Educational opportunities	1	2	3	4	5
Ease of car travel in Littleton	1	2	3	4	5
Ease of bus travel in Littleton	1	2	3	4	5
Ease of light rail travel to and from Littleton.....	1	2	3	4	5
Ease of bicycle travel in Littleton	1	2	3	4	5
Ease of walking in Littleton	1	2	3	4	5
Traffic flow on major streets	1	2	3	4	5
Public parking availability and access in Downtown Littleton.....	1	2	3	4	5
Overall image or reputation of Littleton.....	1	2	3	4	5

3. Which statements most accurately reflect the reasons you operate a business in Littleton? (Please select all that apply.)

- | | | |
|---|---|---|
| <input type="radio"/> Close to home | <input type="radio"/> Small town atmosphere | <input type="radio"/> Access to rapid transit |
| <input type="radio"/> Access to community amenities | <input type="radio"/> City assistance for small/medium businesses | <input type="radio"/> Grew up here |
| <input type="radio"/> Proximity to airports | <input type="radio"/> Proximity to Santa Fe/C-470 | <input type="radio"/> Access to skilled workforce |
| <input type="radio"/> Quality of life | <input type="radio"/> Potential for growth | <input type="radio"/> Work from home/remote work |
| <input type="radio"/> Good business opportunities | <input type="radio"/> Within a major metro area | <input type="radio"/> Other _____ |

4. Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:

	<i>Too many</i>	<i>Right amount</i>	<i>Not enough</i>	<i>Don't know</i>
Bars and taverns	1	2	3	4
Restaurants.....	1	2	3	4
Entertainment venues	1	2	3	4
Public art.....	1	2	3	4
Public events (festivals, farmer's markets, concerts, etc.)	1	2	3	4
Retail shopping opportunities/mix of retail	1	2	3	4
Mixed-use developments (blend of residential and commercial)	1	2	3	4
Hotels.....	1	2	3	4

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5. What city or private sponsored events, if any, help to support your business (existing or desired)?

6. To what degree, if at all, are the following problems for businesses in Littleton?

	<i>Not a problem</i>	<i>Minor problem</i>	<i>Moderate problem</i>	<i>Major problem</i>	<i>Don't know</i>
Vandalism or graffiti	1	2	3	4	5
Unhoused population interruptions/visibility	1	2	3	4	5
Too much growth	1	2	3	4	5
Not enough growth	1	2	3	4	5
Outdated or rundown buildings	1	2	3	4	5
High cost of real estate	1	2	3	4	5
Lack of available business locations/storefronts.....	1	2	3	4	5
Traffic congestion	1	2	3	4	5
Too much local government regulation	1	2	3	4	5
Too little local government regulation	1	2	3	4	5
Lack of qualified labor	1	2	3	4	5
Transportation infrastructure (roads, parking, transit)	1	2	3	4	5
Competition from national franchises.....	1	2	3	4	5
Parking (customer or employee)	1	2	3	4	5
Lack of housing variety for employees (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	1	2	3	4	5

7. What are the three biggest challenges you face running a business in the City of Littleton? (Please select up to three responses.)

- | | | |
|---|---|--|
| <input type="radio"/> Marketing costs | <input type="radio"/> Obtaining permits (building/events),
licenses, etc. | <input type="radio"/> Skilled workforce availability/retention |
| <input type="radio"/> Inadequate revenue | | <input type="radio"/> Employee access to childcare |
| <input type="radio"/> Inflation pressures (cost of
materials/services) | <input type="radio"/> Competition with businesses in
neighboring communities | <input type="radio"/> Lack of parking |
| <input type="radio"/> Limited real estate options
for expansion | <input type="radio"/> Competition with online businesses | <input type="radio"/> Lack of workforce housing |
| | <input type="radio"/> Cost of employee benefits | <input type="radio"/> No challenges |
| | | <input type="radio"/> Other _____ |

8. Please rate the following categories of Littleton government performance as it relates to businesses:

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The overall direction the city is taking.....	1	2	3	4	5
Attracting visitors to Littleton.....	1	2	3	4	5
Attracting new businesses to Littleton	1	2	3	4	5
The overall leadership provided by elected officials	1	2	3	4	5
The job city government does at welcoming business involvement.....	1	2	3	4	5
The overall leadership provided by elected officials	1	2	3	4	5
The overall effectiveness of appointed boards and commissions.....	1	2	3	4	5
The overall effectiveness of the city manager and appointed staff	1	2	3	4	5

9. With regard to your business, have you had any in-person, phone or email contact with an employee of the City of Littleton within the last 12 months (including police, inspectors, planners or any others)?

- ☐ Yes → Go to Question 10
- ☐ No → Go to Question 13

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10. With which of the following departments was your most recent contact in the last 12 months? (Please check only one.)

- ☐ Police

☐ Community Development (building inspection, codes, planning, historic preservation, development)

☐ Public Works (engineering, utilities, storm drains and sewer, streets, traffic, grounds, landscape)

☐ Museum/Library

☐ City Manager

☐ Finance (sales tax, accounts payable/receivable, storm and sewer billing, senior refunds)

☐ Municipal Court

☐ City Clerk (elections, passports, voter registration, records)

☐ Admin Services (human resources and IT)

☐ Economic Development

☐ Communications and marketing

11. What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
Ease or ability to reach a city employee	1	2	3	4	5
Knowledge of issue or concern	1	2	3	4	5
Responsiveness to your request	1	2	3	4	5
Treated you with respect and courtesy	1	2	3	4	5
Overall impression	1	2	3	4	5

12. Did you feel your question or issue was resolved?

- ☐ Yes
 ☐ No
 ☐ Not applicable

13. To what extent would you support or oppose the city pursuing the following activities:

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>	<i>Don't know</i>
Strengthening Littleton's community image and identity	1	2	3	4	5
Attracting/recruiting new business to Littleton	1	2	3	4	5
Marketing Littleton to residents, visitors, and tourists	1	2	3	4	5
Encouraging additional residential growth or redevelopment	1	2	3	4	5
Encouraging additional commercial growth or redevelopment	1	2	3	4	5
Promoting efforts to revitalize the city's housing areas.....	1	2	3	4	5
Promoting efforts to revitalize the city's commercial areas.....	1	2	3	4	5
Promoting efforts to increasing the availability of workforce housing (e.g., higher or lower density, attainable/affordable housing, modern amenities, etc.)	1	2	3	4	5
Providing incentives to attract, retain and grow business	1	2	3	4	5
Increasing residential development density near public transit	1	2	3	4	5
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	1	2	3	4	5
Increasing development fees to help rebuild the city's infrastructure	1	2	3	4	5
Adding a business license program and nominal fee to improve communication with the city	1	2	3	4	5

14. The city is about to build a new website. Which of the following features, if any, would be helpful for your business? (Select all that apply.)

- ☐ Self-service site search feature

☐ Business resource guide

☐ Local, state, and federal incentive programs

☐ Workforce data

☐ Online business training videos

☐ Financing resources

☐ Business event calendar

☐ Strategic programs

☐ Other (please specify): _____

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15. Littleton voters approved Issue 3A in November of 2021, increasing the sales tax rate by .75% with the funds dedicated to capital improvement projects. To have large capital projects completed sooner, cities often issue bonds and use dedicated revenue to repay them. If the city asked voters to approve the issuance of bonds to finance large capital improvement projects, would you support or oppose such an initiative?

- ☐ I support issuing bonds to allow capital improvement projects to be completed faster than waiting for 3A revenue to accumulate over time
- ☐ I do not want the city to issue bonds to finance capital improvement projects
- ☐ I need more information before I can decide about the city issuing bonds

16. If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?

	<i>Very beneficial</i>	<i>Somewhat beneficial</i>	<i>Not at all beneficial</i>	<i>Don't know</i>
Streamlined permitting	1	2	3	4
Financial assistance (i.e., loans, grants, rebates).....	1	2	3	4
Increased flexibility in city regulations	1	2	3	4
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities).....	1	2	3	4
Local partnership funding to support business activities or programs (nonprofits, chamber, etc.)	1	2	3	4

17. What types of incentives, if any, would be most effective for helping you keep your business in Littleton?

The last questions are about you and your business. Again, all of your responses to this survey are completely confidential and will be reported in group form only.

D1. How many years has your business been located in Littleton?

- ☐ Less than 1 year ☐ 6-10 years
- ☐ 1-5 years ☐ More than 10 years

D2. Thinking about the coming 12 months, how likely, if at all, are you to keep your business in Littleton?

- ☐ Very likely
- ☐ Somewhat likely
- ☐ Not at all likely

D3. What percentage of your business revenue is derived from online sales?

- ☐ 0% - 25%
- ☐ 26% - 50%
- ☐ 51% - 75%
- ☐ 76% - 100%

D4. Do you have plans to expand your business? If so, what is your time frame for expansion?

- ☐ No plans to expand
- ☐ Within the next 12 months
- ☐ Between 1 year and 2 years from now
- ☐ Between 2 years and 5 years from now
- ☐ More than 5 years from now

D5. In a post COVID work environment, will your workforce...?

- ☐ Work 100% remotely
- ☐ Work 100% in-person/onsite
- ☐ Work a hybrid (mixture of remote and in-person)

D6. Is this business home based?

- ☐ Yes
- ☐ No

D7. Is your business a minority-owned business enterprise?

- ☐ Yes
- ☐ No

D8. Is your business a woman-owned business enterprise?

- ☐ Yes
- ☐ No

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D9. Which one of the following industries best describes the nature of your business? (Please check the one that comes closest.)

- | | | |
|---------------------------------------|---|--|
| <input type="radio"/> Agriculture | <input type="radio"/> Professional (Finance, insurance, real estate, legal) | <input type="radio"/> Non-profit/charitable organization |
| <input type="radio"/> Construction | <input type="radio"/> Printing, copying, publishing | <input type="radio"/> Information technology/tech |
| <input type="radio"/> Manufacturing | <input type="radio"/> Medical, dental | <input type="radio"/> Real estate |
| <input type="radio"/> Restaurant, bar | <input type="radio"/> Transportation | <input type="radio"/> Beauty |
| <input type="radio"/> Wholesale sales | <input type="radio"/> Gas and electric services | <input type="radio"/> Education |
| <input type="radio"/> Retail | <input type="radio"/> Automotive | <input type="radio"/> Health, fitness and wellness |
| <input type="radio"/> Banking | | <input type="radio"/> Other _____ |

D10. What was the approximate annual gross revenue (for the most recent accounting year) generated by this Littleton site?

- ☐ Less than \$100,000
- ☐ \$100,000 to \$499,999
- ☐ \$500,000 to \$999,999
- ☐ \$1,000,000 to \$4,999,999
- ☐ \$5,000,000 or more

D11. Including yourself, how many employees work at your Littleton worksites?

- _____ Number of full-time (30 or more hours per week) employees
- _____ Number of part-time (less than 30 hours per week) employees
- _____ Total number of employees at this worksite

D12. What is the minimum level of education required for employees at your business?

- ☐ No minimum requirement
- ☐ High school graduate
- ☐ Some college
- ☐ Trade or technical school certificate
- ☐ Two-year associate degree
- ☐ Four-year college or university degree
- ☐ Advanced/graduate degree
- ☐ Other

D13. Over the next 3 to 5 years, do you anticipate...

- ☐ Adding to your number of employees
- ☐ Maintaining the same number of employees
- ☐ Cutting back on your number of employees

D14. Approximately what percent of your workforce at this location resides in Littleton? _____%

Thank you for completing the survey!