

# Littleton, CO

## 2016 Business Survey

**June 2016**



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## Executive Summary

### Survey Background and Methods

The 2016 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 third time Littleton has conducted this type of broad survey of businesses; the first survey of businesses occurred in 2012.

A randomly selected sample of 1,000 businesses was mailed invitations to complete the 2016 Littleton Business Survey online. A total of 114 completed surveys were submitted for a response rate of 12%. Of the 114 completed surveys, 11 respondents only answered approximately half of the survey questions or less.

The margin of error for the business survey results is plus or minus nine percentage points around any given percent for the entire set of responses (114). Select survey results were compared by select demographic characteristics of businesses and by the perceptions of the quality of the relationship between the business community and the city government.

### Survey Highlights

#### Business owners and managers think highly of the community characteristics in Littleton.

- Nine in 10 owners and managers rated the overall appearance and cleanliness of Littleton as “excellent” or “good.”
- All aspects of community characteristics received positive ratings by a majority of respondents, with the exception of amount of parking in Downtown Littleton. Additionally, nearly all aspects related to community characteristics received ratings that were stable between 2014 and 2016.
- A vast majority of business owners and managers felt the amount of entertainment, retail and restaurants in the city was “good.” Farmers’ markets was the only item listed that respondents felt there was not enough of.

#### Lack of affordable housing and mobility are greater challenges in 2016.

- While almost all business owners and managers agree that their quality of life was “excellent” or “good” (95%), aspects related to affordable housing and mobility received lower ratings in 2016 compared to 2014. Variety of housing options decreased in ratings from 76% in 2014 to 55% in 2016, ease of walking in Littleton declined from 95% to 81% and ease of bicycle travel declined from 90% to 72%.
- High cost of real estate and traffic congestion were both considered more of a “moderate” or “major” problem for businesses in Littleton (both up 19% compared to 2014). Businesses that had been established for more than 10 years felt traffic congestion was more of a problem than their less established counterparts.

- Lack of affordable housing for employees was selected by one-fifth of respondents as being one of the biggest challenges for running a business, an increase of 15% from 2014 to 2016.
- Inadequate transportation infrastructure was also cited as being a significant problem for businesses in Littleton (38% “moderate” or “major” problem) and was considered more of a “moderate” or “major” problem in 2016 compared to 2014, though one-quarter did select “don’t know” for this question.

### Respondents were pleased with their interactions with City employees, but are concerned about government performance.

- Three-quarters of business owners and managers rated their overall impression of the employee(s) with whom they had contact with as “excellent” or “good.”
- A vast majority of respondents who had contact with City employees rated all aspects of their interaction as “excellent” or “good” including the employee’s respect and courtesy, accessibility, knowledge and responsiveness.
- Meanwhile, respondents reported lower ratings for aspects of government performance in 2016 than in 2014 which included: the overall direction the city is taking (down from 82% in 2014 to 61% in 2016), the overall effectiveness of the city manager and appointed staff (65% to 51%) and overall leadership provided by the city’s elected officials (61% to 41%).

### Generally, business owners and managers provide support for various tax increases.

- The new questions on the 2016 Littleton Business Survey looked at levels of support for various tax increases and overall, business managers and owners supported all the measures listed.
- Almost three-quarters of respondents stated that they “somewhat” or “strongly” supported an increase of three-quarters of a cent for needed improvements such as aging infrastructure, street and building maintenance and adding more sidewalks.
- Business owners and managers were then asked what level they would support varying sales and use tax increases. The most supported sales and use tax amount was the one cent increase to complete more of the needed improvements sooner (40% of respondents). The least supported sales and use tax amount was the one-half cent increase which would complete fewer improvements over a longer period of time (8% of respondents).
- Strong support (74%) was also seen for the implementation of a lodging tax that hotel room visitors would pay with the money to help market and promote Littleton.

### The perceived quality of the relationship between the business community and City government influenced owners’ and managers’ ratings throughout the survey.

- Respondents who felt positively about the relationship between the business community and the city were more likely to give higher ratings to the aspects of community characteristics.
- Overall, respondents who rated the relationship between the business community and the city government as “fair” or “poor” tended to voice less support for the City implementing a lodging tax that hotel room visitors would pay to help market and promote Littleton.

## Background and Methods

### Survey Purpose

The City of Littleton contracted with National Research Center, Inc. (NRC) to conduct its third 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 provide feedback to the city on what is working well and what is not, and to communicate their priorities for community planning and resource allocation.

The focus on the quality of service delivery and the importance of services helps council, staff and the public to set priorities for budget decisions and lays the groundwork for tracking community opinions about the core responsibilities of Littleton city government, helping to assure maximum service quality over time.

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 2016 survey results provide valuable data for continuing to track opinions of business owners and managers over time.

### Survey Methods

Approximately 1,000 business owners and managers in the Littleton community were invited to complete the survey online through a series of mailings that included the survey link. An individual within each business most knowledgeable about the business (typically the owner or manager) was instructed to complete the survey. A total of 114 surveys were submitted (with varying levels of completion, meaning that some respondents skipped at least some questions) for a response rate of 12%. For more information on the methodology see *Appendix D: Survey Methodology* and for a copy of the survey see *Appendix E: 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 A: Responses to Survey*

*Questions* and is discussed in the body of this report if it is 20% 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

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95% confidence interval for this survey is generally no greater than plus or minus nine percentage points around any given percent reported for the entire sample (114 completed surveys).

## Comparing Survey Results over Time

Because this survey was the third in a series of citizen surveys, the 2016 results are presented along with past ratings when available. Differences between percentages reported in the body of the report can be considered “statistically significant” if they are 14 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 2016 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 throughout the body of the report and are presented in tabular form in *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups*. Where differences between subgroups are statistically significant, the results in these tables are shaded grey.

## Business Survey Results

### Quality of Life

The 2016 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. Almost all owners and managers (95%) rated the overall quality of life in Littleton as “excellent” or “good,” which was similar to ratings in 2012 and 2014 (see Figure 1: Overall Quality of Life Compared by Year on the next page). Nine in 10 respondents rated Littleton as a place to work as “excellent” or “good.” At least four out of five business owners and managers felt that Littleton as a place to retire and to do business was “good” or better (see Figure 2: Ratings for Overall Community Quality of Life Compared by Year on the next page).

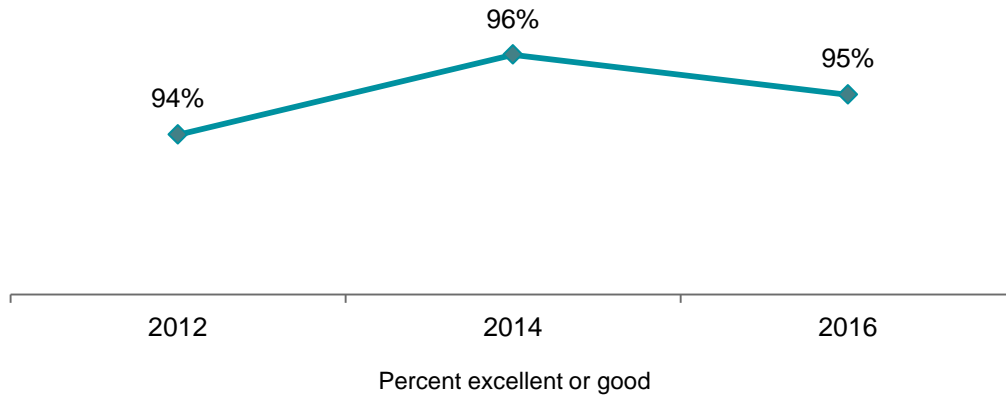
Overall, results for aspects of quality of life in the city generally remained stable between 2014 and 2016.

Around a quarter of residents reported “don’t know” when asked about Littleton as a place to retire (see *Appendix A: Responses to Survey Questions* for a complete set of responses including “don’t know”).

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). No differences in opinions were observed between the businesses with different characteristics for the various aspects of quality of life in Littleton. However, business owners and managers who felt that the relationship between the business community and the City of Littleton was “excellent” or “good” were more likely to give higher ratings to the city as a place to do business and the overall economic climate than were those who viewed the relationship as “fair” or “poor” (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail about these comparisons).

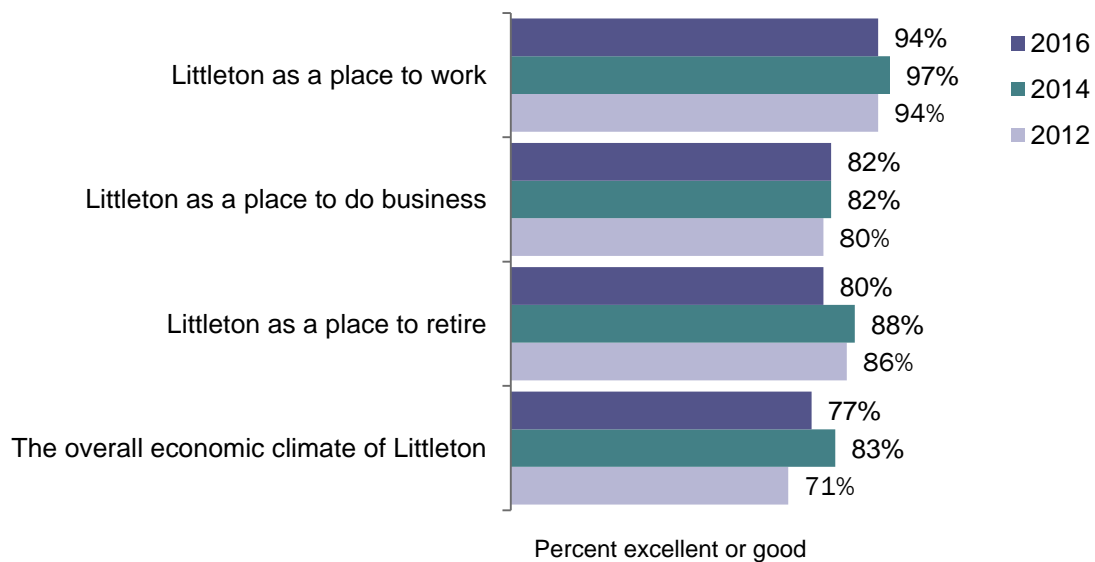
**Figure 1: Overall Quality of Life Compared by Year**

Please rate the overall quality of life in Littleton:



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

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





## Community Characteristics

Business owners and managers responding to the survey were asked to assess 18 characteristics of the community as they related to Littleton as a whole including, shopping opportunities, cleanliness of Littleton and ease of car travel in the city. Overall, respondents were pleased with all aspects of Littleton and provided favorable ratings except for the amount of public parking Downtown (14% “excellent” or “good”). Some of the highest rated characteristics in all survey administrations included: overall appearance of Littleton, cleanliness, education opportunities, ease of light rail travel to and from the City, overall image or reputation, overall quality of businesses and service establishments, and ease of walking; about 8 in 10 respondents or more felt these aspects of the community were “excellent” or “good” in all survey years. Ratings for ease of walking, ease of bicycle travel, and variety of housing options declined in 2016 compared to 2014 while all other ratings remained stable.

More than 20% of respondents selected “don’t know” when evaluating the employment opportunities and ease of travel by bus and bicycle in Littleton (see *Appendix A: Responses to Survey Questions* for a complete set of responses, including “don’t know”).

Differences in response by respondent characteristics were not significant for these community characteristics (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups*). Generally, businesses that felt the relationship between the business community and the local government was at least “good” gave more positive reviews to the various community characteristics than did those who felt the relationship was “fair” or “poor.”

**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)	2016	2014	2012
Overall appearance of Littleton	90%	88%	90%
Cleanliness of Littleton	89%	96%	89%
Educational opportunities	87%	85%	81%
Ease of light rail travel to and from Littleton	87%	90%	91%
Overall image or reputation of Littleton	87%	93%	88%
Overall quality of business and service establishments in Littleton	81%	91%	89%
Ease of walking in Littleton	81%	95%	83%
Shopping opportunities	74%	77%	74%
Ease of car travel in Littleton	72%	83%	79%
Ease of bicycle travel in Littleton	72%	90%	85%
Overall quality of commercial development in Littleton	67%	73%	71%
Employment opportunities	67%	69%	50%
Ease of bus travel in Littleton	64%	75%	79%
Overall quality of residential development in Littleton	63%	74%	73%
Amount of public parking other than downtown	63%	76%	70%
Traffic flow on major streets	58%	68%	57%
Variety of housing options	55%	76%	71%
Amount of public parking in Downtown Littleton	14%	24%	21%

When asked to identify whether there were too many, the right amount or not enough of certain types of businesses or events in Littleton, generally half or more of owners and managers believed that there was the “right amount” of each. Overall, owners and managers were more likely to feel that there were “not enough” of most types of businesses and events than feel like there were “too many.” Sentiments regarding the quantities of business types in 2016 generally were similar to those in 2014, although the portion of respondents who felt there were the “right amount” of farmers’ markets decreased from 67% to 52% and aligned more closely to ratings seen in 2012. Additionally, those who felt there were not enough farmers’ markets increased from 30% in 2014 to 48% in 2016.

Approximately one-third of respondents selected “don’t know” when rating the amount of hotels in the city (see *Appendix A: Responses to Survey Questions* for a complete set of responses, including “don’t know”).

**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:		2016	2014	2012
Festivals, concerts, etc.	Too many	1%	3%	4%
	Right amount	85%	78%	77%
	Not enough	14%	19%	19%
Bars and taverns	Too many	13%	15%	11%
	Right amount	83%	82%	82%
	Not enough	4%	3%	7%
Retail shopping opportunities	Too many	1%	0%	1%
	Right amount	69%	73%	66%
	Not enough	30%	27%	34%
Public art	Too many	1%	1%	4%
	Right amount	66%	59%	60%
	Not enough	33%	40%	36%
Restaurants	Too many	7%	1%	3%
	Right amount	58%	67%	69%
	Not enough	35%	32%	28%
Entertainment venues	Too many	1%	0%	1%
	Right amount	57%	57%	53%
	Not enough	42%	43%	47%
Farmers' markets	Too many	0%	2%	1%
	Right amount	52%	67%	55%
	Not enough	48%	30%	44%
Hotels	Too many	1%	0%	NA
	Right amount	51%	41%	NA
	Not enough	48%	59%	NA

## Business Community

Survey respondents were provided a list of 11 statements and asked to select those that most accurately reflected why they operated a business in Littleton. They were able to select more than one reason and could write a reason in their own words if they preferred. Most business owners and managers stated that they operated a business in Littleton because it was close to home, which was the case in both 2014 and 2012. Roughly a third of respondents selected proximity to a major metro area and small town atmosphere as reasons for operating a business in the city (34% and 32% respectively). About 17% of respondents provided an “other” response citing access to a major airport and proximity to schools, among others, as reasons to operate a business in Littleton (see *Appendix B: Verbatim Responses to Open-ended Survey Questions* for a complete list of “other” responses).

Significantly fewer business owners and managers in 2016 selected small town atmosphere and quality of life as reasons for doing business in the city than in 2014. Generally, other reasons for operating a business in Littleton received similar ratings in both 2014 and 2016.

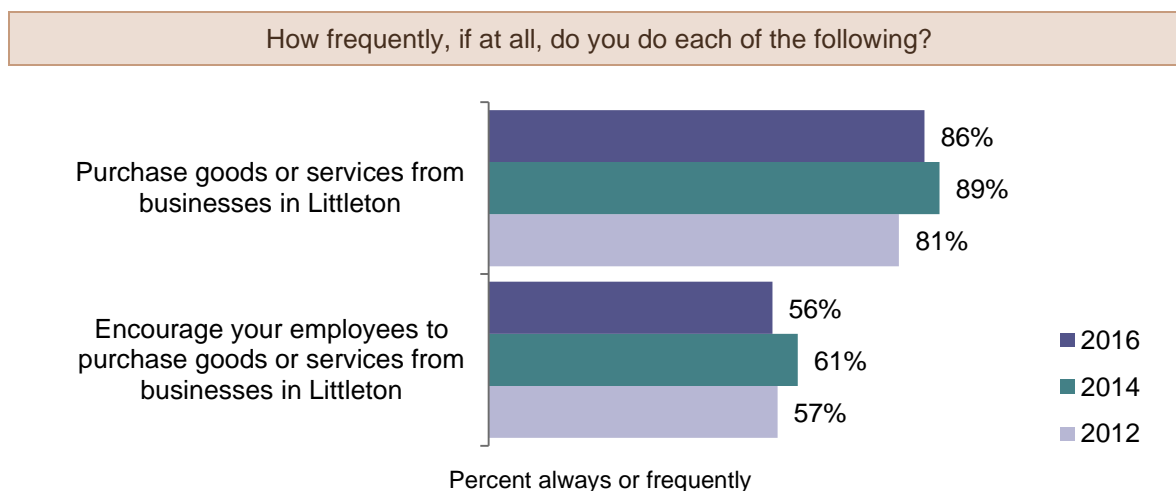
**Figure 5: Reasons for Operating a Business in Littleton Compared by Year**

Which statements most accurately reflect the reasons you operate a business in Littleton? (Please select all that apply)	2016	2014	2012
Close to home	52%	64%	61%
Within a major metro area	34%	44%	34%
Small town atmosphere	32%	50%	47%
Community composition/make-up	29%	36%	31%
Proximity to Santa Fe/C-470	28%	36%	23%
Quality of life	27%	51%	38%
Potential for growth	25%	25%	25%
Good business opportunities	24%	28%	29%
Access to light rail	24%	31%	NA
City assistance for small/medium businesses	14%	15%	8%
Close to recreational amenities	8%	10%	7%
Other	17%	5%	9%

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

When asked how frequently business owners and managers purchased goods or services from other businesses in Littleton or encouraged their employees to make purchases from Littleton businesses, a majority said they “always” or “frequently” did. Eight in 10 owners and managers “always” or “frequently” purchased goods or services from Littleton businesses and about half of business owners and managers encouraged their employees to do the same. Results for 2016 were similar to those in 2014.

**Figure 6: Frequency of Purchasing or Encouraging Others to Purchase Locally Compared by Year**



Littleton business owners and managers were given a list of 17 potential problems for businesses in the city and asked to indicate the degree to which each was a problem on a scale of not a problem, minor problem, moderate problem and major problem (see figure 7 below). The most cited problems by business owners and managers were high cost of real estate, traffic congestion and lack of customer parking (around half of respondents or more indicated “moderate” or “major” problem). While high cost of real estate and lack of customer parking were also top cited problems for businesses in 2014, traffic congestion increased in concern by roughly 19% in 2016. Additionally, lack of housing that meets employees’ needs and inadequate transportation infrastructure were more frequently cited as a “moderate” or “major” problem in 2016 than they were in 2014. Vandalism, too much competition from national franchises and too little government regulation were the least cited problems businesses face in the city.

About one-quarter of respondents selected “don’t know” when rating their concerns about lack of qualified labor, inadequate transportation infrastructure and lack of housing that meets employees’ needs while nearly 4 in 10 respondents reported “don’t know” when rating their concerns for access to capital or ability to get a loan (see *Appendix A: Responses to Survey Questions* for a complete set of responses, including “don’t know”).

Businesses that have been established for more than 10 years tended to rate graffiti and traffic congestion as more of a problem than businesses who were less established. Additionally, businesses with annual revenues greater than \$500,000 tended to see more of an issue with a lack of qualified labor than business owners with lower revenues. Overall, respondents who rated the relationship between the business community and the city government as “fair” or “poor” felt that most of the potential problems were more of a problem than did those who felt the business-city government relationship was “excellent” or “good” (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail about these comparisons).

**Figure 7: 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)	2016	2014	2012
High cost of real estate	69%	50%	44%
Traffic congestion	56%	37%	37%
Lack of customer parking	53%	43%	41%
Lack of housing that meets employees' needs	49%	21%	17%
Too much local government regulation	44%	37%	40%
Lack of employee parking	40%	35%	32%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	38%	21%	17%
Lack of growth	26%	21%	30%
Rundown buildings	26%	27%	24%
Lack of qualified labor	26%	22%	15%
Access to capital or ability to get a loan	24%	22%	NA
Too much growth	22%	16%	8%
Graffiti	19%	13%	17%
Lack of customers	19%	21%	28%
Vandalism	18%	15%	19%
Too much competition from national franchises	17%	18%	19%
Too little local government regulation	9%	4%	5%

At least 3 in 10 business owners and managers cited the high cost of doing business as the biggest challenge in running a business in Littleton. Slightly fewer reported that the cost of employee health benefits (27%) and employee recruitment/retention (24%) were also large challenges to operating a business in the city. Very few business owners and managers said that competition with Highlands Ranch and Centennial were challenges to operating a business in Littleton. Most challenges received similar ratings in 2016 compared to 2014; however, ratings for lack of affordable housing for employees were higher in 2016 than in 2014. A small portion of owners and managers (21%) wrote in an “other” challenge not listed on the survey. Those responses can be found in *Appendix B: Verbatim Responses to Open-ended Survey Questions*.

**Figure 8: 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?	2016	2014	2012
High cost of doing business	34%	40%	44%
Cost of employee health benefits	27%	32%	33%
Employee recruitment/retention	24%	16%	12%
Lack of parking	22%	28%	18%
Inadequate sales	21%	18%	32%
Lack of affordable housing for employees	21%	6%	9%
Competition with Denver/Front Range	15%	19%	16%
Competition with the Internet	15%	14%	17%
Marketing costs	13%	20%	26%
Business location	12%	7%	12%
Competition with Highlands Ranch	4%	16%	10%
Competition with Centennial	3%	7%	6%
Other	21%	15%	11%

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

## City Government

The survey asked business owners and managers to evaluate nine different aspects of local government performance. Around half of respondents gave “excellent” or “good” ratings to each aspect of the City of Littleton’s performance with the exception of the overall leadership provided by the city’s elected officials and the overall effectiveness of appointed boards and commissions (41% “excellent” or “good” each), which were both lower than in 2014 and 2012. About 6 in 10 respondents rated the overall direction the city is taking, the government’s job at attracting visitors to Littleton and retaining existing jobs as “excellent” or “good.” Most other ratings were similar to what was seen in 2014; however, the overall direction the city is taking and the effectiveness of the city manager and appointed staff declined between 2014 and 2016.

It is worth noting that more than 20% of respondents selected “don’t know” when evaluating the following aspects of the city’s performance: attracting companies to locate in Littleton (22%), retaining existing jobs (36%), the job city government does at welcoming business involvement (22%), the overall leadership provided by the city’s elected officials (22%), the overall effectiveness of appointed boards and commissions (30%), the overall effectiveness of the city manager and appointed staff (24%) and the relationship between the business community and local government in Littleton (21%) (see *Appendix A: Responses to Survey Questions* for a complete set of responses, including “don’t know”).

No significant differences were seen when comparing select respondent characteristics to government performance. Not surprisingly, businesses giving ratings of “excellent” or “good” to the relationship between the business community and the local government were more likely to give higher evaluations to the various aspects of government performance than were those who viewed the relationship as “fair” or “poor” (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail about these comparisons).

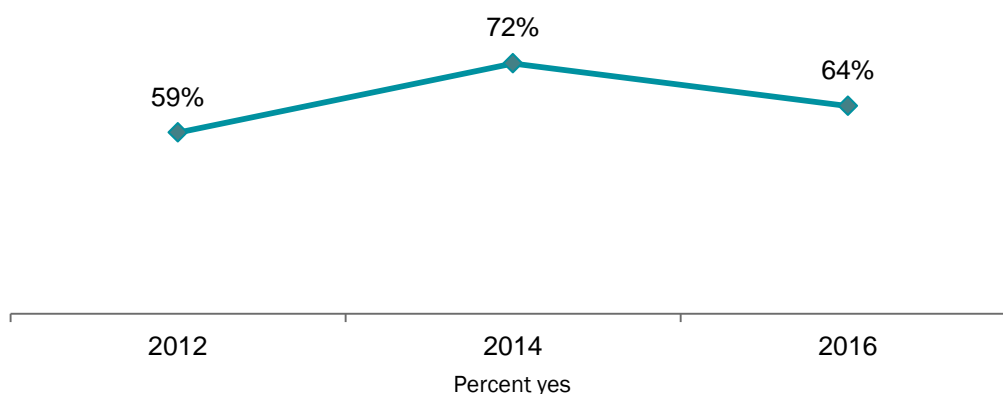
**Figure 9: Government Performance Compared by Year**

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	2016	2014	2012
The overall direction the city is taking	61%	82%	75%
Attracting visitors to Littleton	61%	68%	67%
Retaining existing jobs	58%	64%	68%
Attracting companies to locate in Littleton	53%	65%	62%
The overall effectiveness of the city manager and appointed staff	51%	65%	70%
The job city government does at welcoming business involvement	50%	54%	62%
The relationship between the business community and local government in Littleton	46%	51%	60%
The overall leadership provided by the city’s elected officials	41%	61%	61%
The overall effectiveness of appointed boards and commissions	41%	55%	63%

About 6 in 10 business owners and managers reported having had contact with a city employee in the 12 months prior to the survey, which was similar to what was seen in 2014. Those who had contact were asked to indicate the one department with which they had their most recent contact. About 3 in 10 of those who had contact with the city contacted Community Development (31%). Nineteen percent had contact with the Police in the 12 months prior to the survey. Rates of contact with each department were similar between 2014 and 2016.

**Figure 10: 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 11: Department of Most Recent Contact Compared by Year**

With which of the following departments was your most recent contact in the last 12 months?	2016	2014	2012
Community Development	31%	28%	36%
Police	19%	14%	24%
Economic Development	16%	23%	7%
Public Works	11%	14%	7%
Fire	8%	5%	5%
Finance	8%	5%	14%
City Clerk	3%	5%	3%
Municipal Court	2%	0%	0%
Human Resources	0%	2%	0%
Other	3%	5%	2%

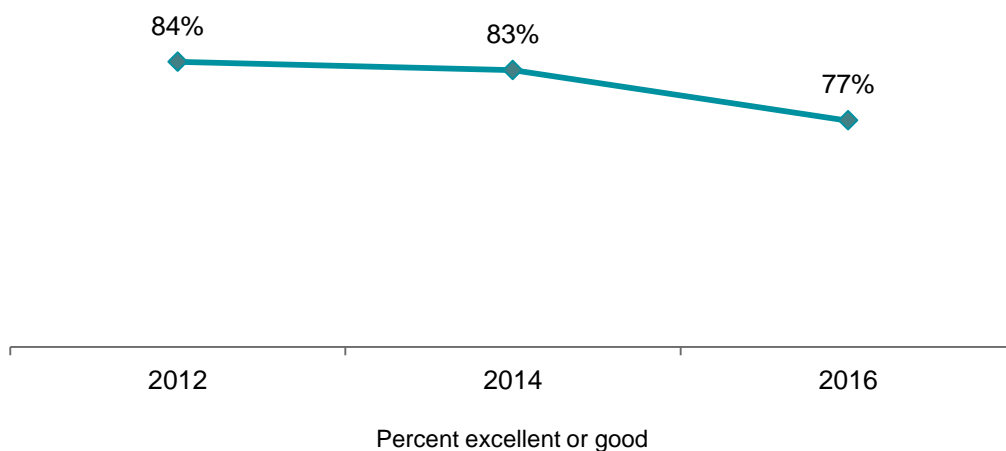
*This question was only asked of respondents who reported having contact with a city employee in the 12 months prior to the survey. In 2013, "public works (engineering, utilities, storm and sanitary sewer, streets, traffic, grounds, landscape design)" was just "public works".*



Those who had contact with a city employee were asked to evaluate their interaction with and various characteristics of the employee. Overall impression of city employees was rated “excellent” or “good” by nearly 8 in 10 residents and Littleton employees tended to receive consistent ratings for all the attributes assessed between survey years (see Figure 13 on the next page). At least four in five respondents felt city employees were respectful and courteous, accessible and knowledgeable. City employees were able to resolve the business owners’ and managers’ issues the majority of the time (see Figure 14 on the next page).

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

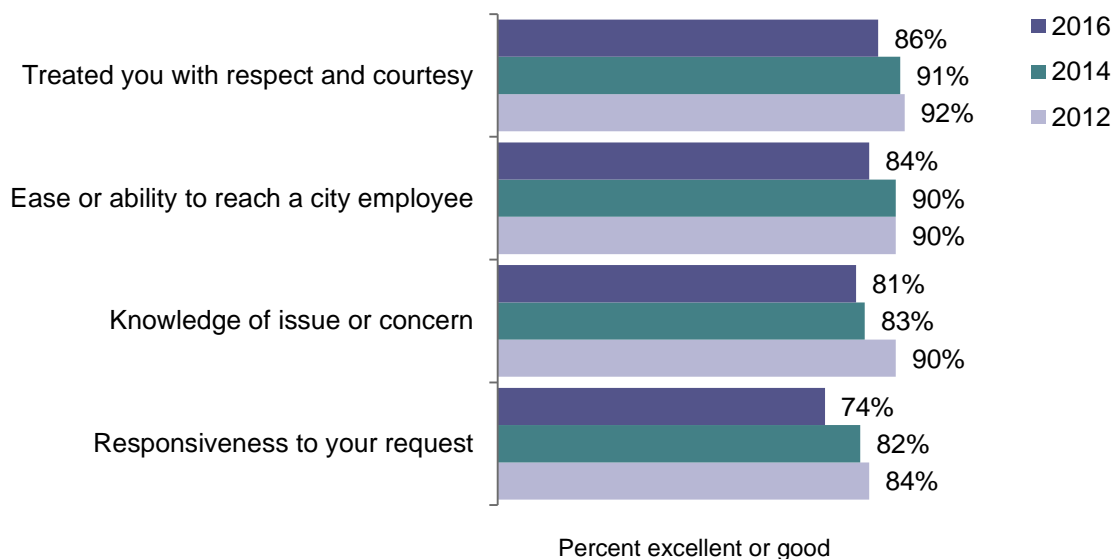
What was your overall impression of the employee(s) of the City of Littleton in your most recent contact?



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

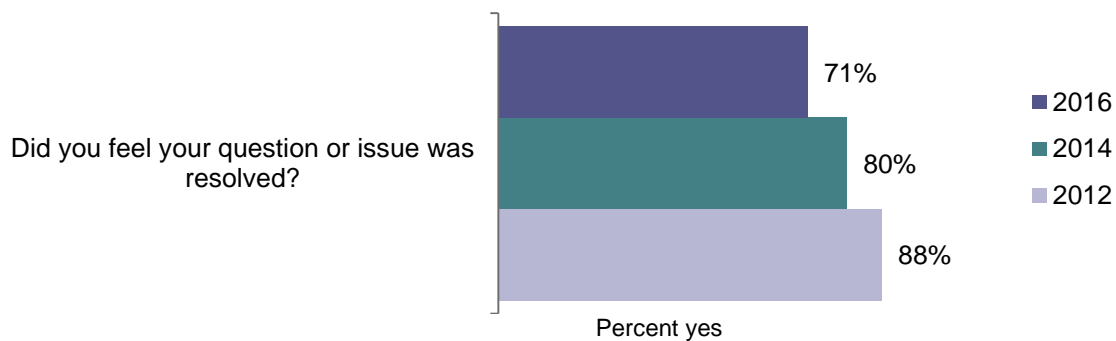
**Figure 13: Impression of City Employee(s) Characteristics Compared by Year**

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 14: Issue Resolution Compared by Year**



*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

Several questions on the 2016 Business Survey asked owners and managers to evaluate the need for various activities, programs and improvements to city policies or programs as they relate to businesses. Business owners and managers were asked to indicate their level of support for 13 different activities and initiatives in Littleton. All received support from a majority of respondents. The most supported activities included strengthening Littleton's community image and identity (96% "strongly" or "somewhat" support), marketing Downtown to Littleton residents and visitors (92%) and promoting efforts to attract and recruit new types of retail business to Littleton (90%). While support for most initiatives was similar between survey years, support for providing incentives to promote the redevelopment of old, underperforming commercial shopping centers declined from 92% to 78% in 2016 and support for increasing residential development near public transit declined from 78% to 64% in the same time.

Business owners and managers who had been in business in Littleton for less than 10 years were more likely to support providing incentives to promote business relocation than were businesses with a longer tenure (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail). Those who viewed the business community and local government relationship as "fair" or "poor" tended to voice less support for promoting efforts to attract and recruit new types of retail businesses in Littleton and marketing Downtown Littleton to residents and visitors than were those giving "good" or better evaluations to the relationship.

**Figure 15: Level of Support for City Pursuing Potential Activities Compared by Year**

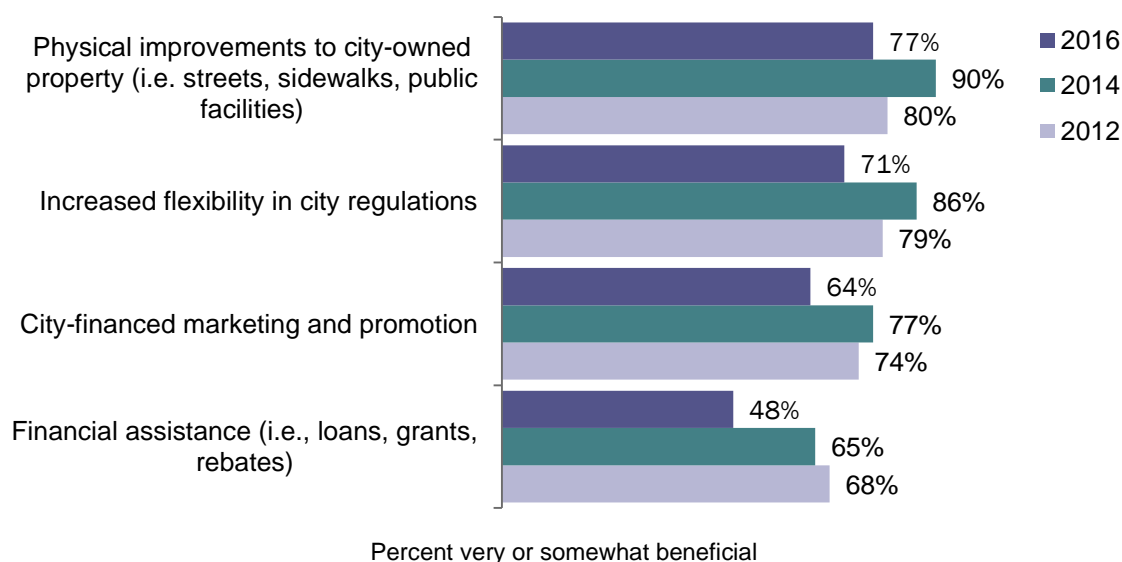
To what extent would you support or oppose the city pursuing the following activities: (Percent somewhat or strongly support)	2016	2014	2012
Strengthening Littleton's community image and identity	96%	98%	97%
Marketing Downtown Littleton to residents and visitors	92%	94%	93%
Promoting efforts to attract and recruit new types of retail business to Littleton	90%	94%	97%
Promoting efforts to revitalize the city's housing areas	89%	93%	93%
Promoting efforts to revitalize the city's commercial areas	87%	90%	94%
Encouraging additional commercial growth or redevelopment	83%	93%	93%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	80%	81%	83%
Encouraging additional residential growth or redevelopment	80%	85%	82%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	78%	92%	86%
Promoting efforts to increase the availability of affordable housing	76%	78%	74%
Providing incentives to promote business relocation	64%	75%	78%
Increasing residential development density near public transit	64%	78%	71%
Increasing development fees to help rebuild the city's infrastructure	59%	63%	41%

When asked how beneficial, if at all, a number of programs and policies would be to their business plan, a majority of owners and managers felt that each would be “very” or “somewhat” beneficial with the exception of financial assistance (48%). Making physical improvements to city-owned property (77% “very” or “somewhat” beneficial) and increasing the flexibility in city regulations (71%) were thought of as the most beneficial improvements or changes. Slightly fewer, but about two-thirds of owners and managers felt that City-financed marketing and promotion would be at least somewhat beneficial (64% “somewhat” or “very” beneficial). Owners’ and managers’ assessments in 2016 of the benefits of these programs declined compared to 2014, especially their assessment of increased flexibility in city regulations (down to 71% in 2016 from 86% in 2014) and financial assistance (down to 48% in 2016 from 65% in 2014).

Business owners and managers who had been in business for 10 years or less typically felt more strongly about these programs and policies compared to the more veteran business owner. Additionally, those whose business’ annual gross revenue was less than \$100,000 were less inclined to think the programs and policies were beneficial compared to those where the annual gross revenue was higher (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups*). No differences were seen in how beneficial or not these plans and policies were when comparing the relationship between business community and local government.

**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?

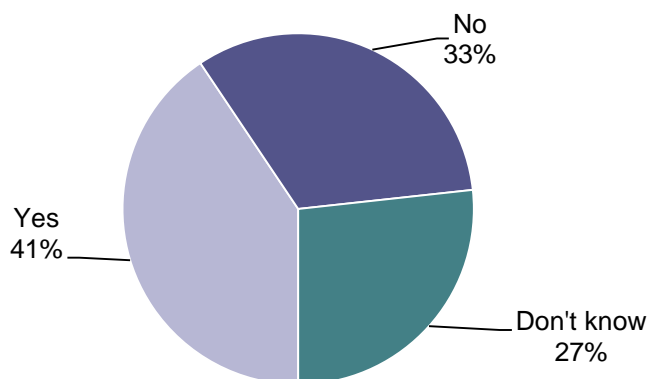


Survey respondents were asked if they were interested in the City offering free seminars for businesses. Business owners and managers voiced moderate levels of interest with about 4 in 10 stating that they were interested. Roughly the same amount (one in three) either said they were not interested in the City offering free seminars or they didn't know. Respondents were then asked what types of seminar topics they would be interested in. Twenty-three participants responded to this question with the majority stating that they would like to see the City provide free seminars related to marketing. Those responses can be found in *Appendix B: Verbatim Responses to Open-ended Survey Questions*.

No differences were observed between demographic subgroups of respondents or those who felt more or less positive about the relationship between the business community and the city government (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail about these comparisons).

**Figure 17: Interest in City-Offered Seminars**

Are you interested in the City offering free seminars for businesses?



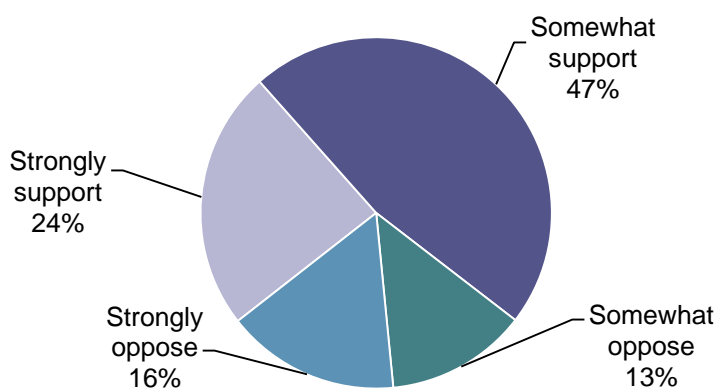
*It should be noted that the question stem wording changed from 2014 to 2016. In 2014, the question asked "If the city were to offer free seminars for businesses, how likely, if at all, would you be to participate in each of the following?", and a list of various seminar topics was provided to participants. In 2016, the question was worded as "Are you interested in the City offering free seminars for businesses?" with a follow-up, open-ended question "If yes, what types of seminar topics would you be interested in?". Because of this wording change, comparisons between 2014 and 2016 could not be made.*

A new question on the 2016 survey asked owners and managers about level of support for sales and use tax increase being used for necessary improvements. Nearly three-quarters of respondents “somewhat” or “strongly” supported the measure, about 13% “somewhat” opposed the measure, and 16% “strongly” opposed it.

No differences were seen when level of support for this measure was compared by respondent characteristics or to the relationship between business community and local government (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for additional information).

**Figure 18: Level of Support for Sales and Use Tax for Needed Improvements**

The City currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?

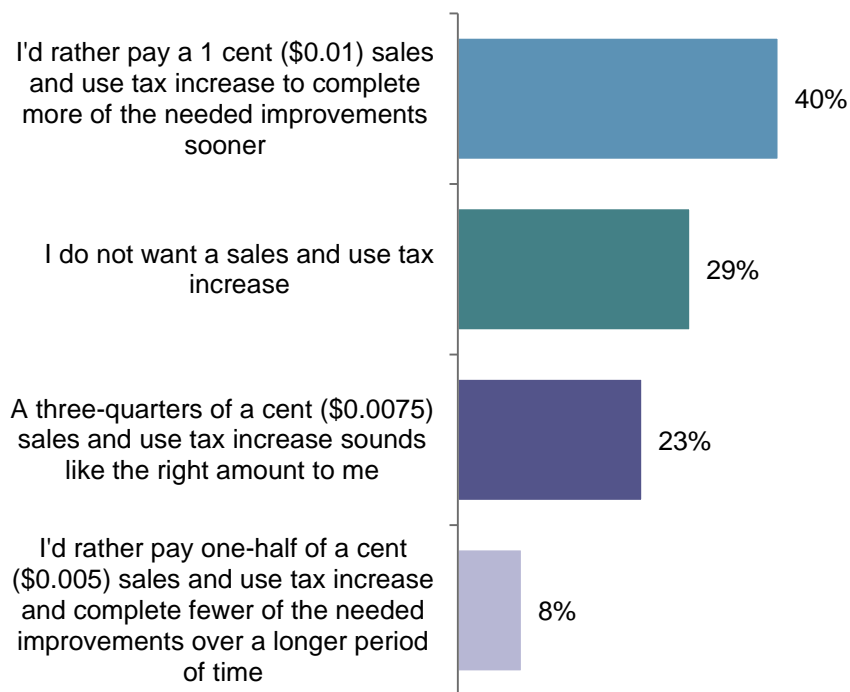


Additionally, the survey asked about the level of support of varying amounts of the sales and use tax for necessary improvements. Overall, 40% of owners and managers supported a 1 cent sales and use tax increase to complete more of the needed improvements sooner. Around one in three residents said they did not support a sales and use tax increase at all and only slightly fewer said the three-quarters of a cent sales and use tax increase sounded like the right amount. Few respondents (8%) supported a one-half cent sale and use tax increase.

No differences were found between demographic subgroups of respondents or those who felt more or less positive about the relationship between the business community and the city government (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail about these comparisons).

**Figure 19: Level of Support for Various Sales and Use Tax Amounts**

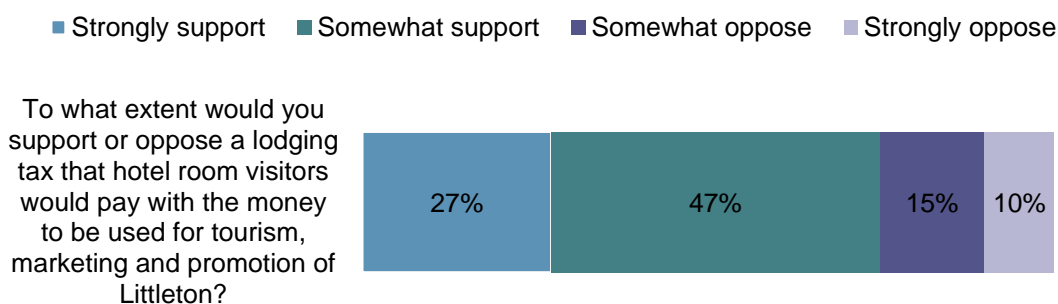
A three-quarters of a cent sales and use tax increase will generate approximately \$7.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion?



The final new question on the 2016 survey asked owners and managers about their support for a lodging tax that hotel room visitors would pay for tourism, marketing and promotion of the city. About three-quarters of respondents “somewhat” or “strongly” supported the measure, about 15% “somewhat” opposed and 1 in 10 respondents “strongly” opposed the measure.

Those that felt more of a positive relationship between the business community and local government were more inclined to support the lodging tax compared to those who felt less positively about the relationship between the two (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for additional information).

**Figure 20: Level of Support for Lodging Tax**



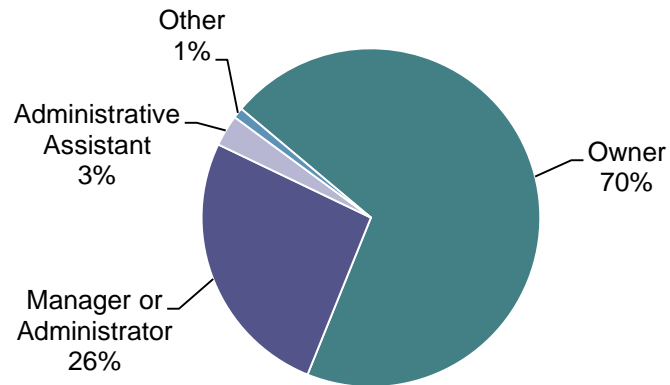


## Business Characteristics

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

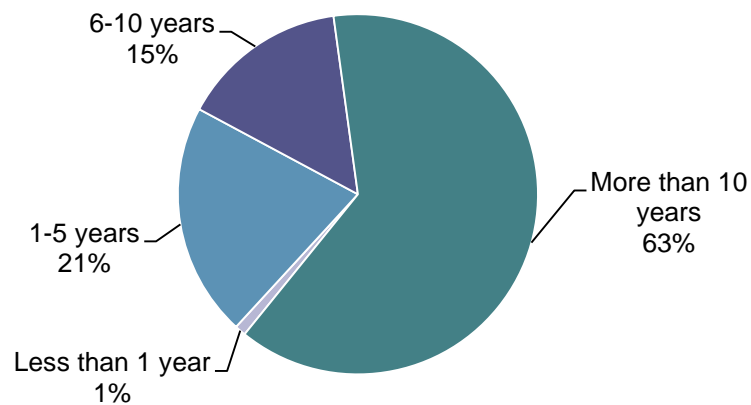
**Figure 21: Respondent Position**

What is your position in this organization?



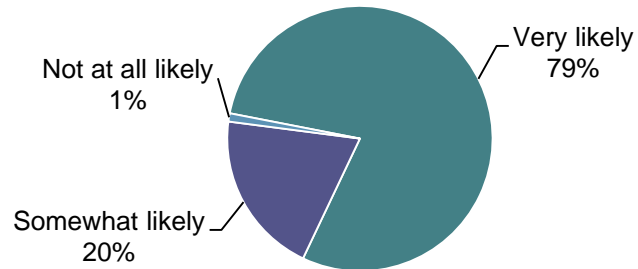
**Figure 22: Years in Littleton**

How many years has your business been located in Littleton?



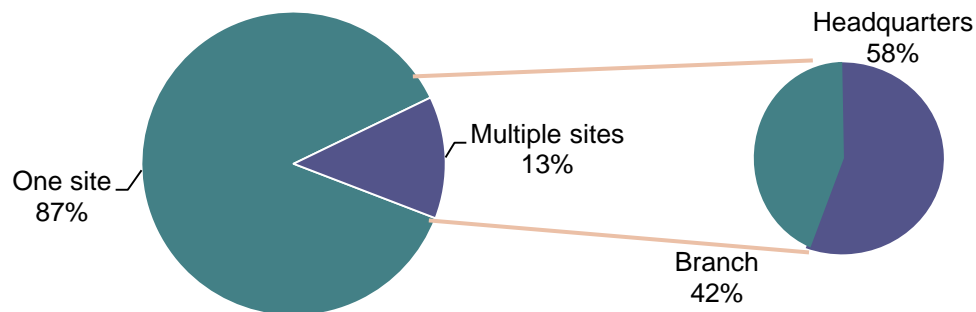
**Figure 23: Likelihood of Remaining in Area**

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



**Figure 24: Number of Sites and Types**

Does this business have one site or multiple sites? [If multiple sites] Is this location a branch or headquarters?

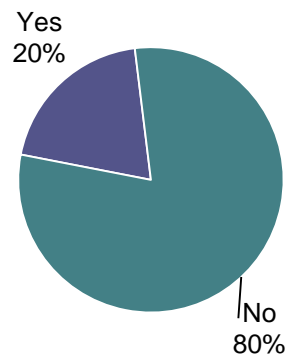


**Figure 25: Number of Sites in Littleton**

[If multiple sites] Including this location, how many sites are located in Littleton?	Percent of respondents
1	80%
2	10%
3	10%
Total	100%

**Figure 26: Home-based Businesses**

Is this business home based?

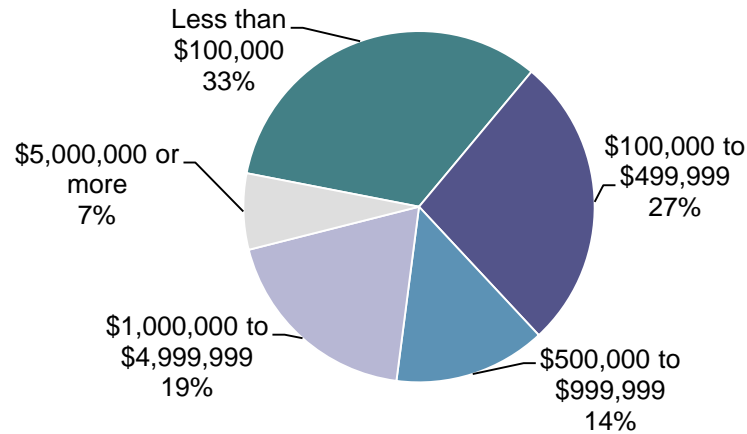


**Figure 27: Business Industry**

Which one of the following industries best describes the nature of your business? (Please check the one that comes closest.)	Percent of respondents
Agriculture	0%
Construction	7%
Manufacturing	1%
Restaurant/bar	6%
Wholesale sales	2%
Retail	13%
Banking	1%
Finance/insurance/real estate/legal	11%
Printing, copying, typesetting, publishing	2%
Medical/dental	10%
Transportation	0%
Gas and electric services	0%
Automotive service	8%
Non-profit charitable organization	9%
Services (cleaning, repair)	7%
Consulting	3%
Education/child care	3%
Health, fitness and wellness	1%
Marketing	3%
Engineering	3%
Other	10%
Total	100%

**Figure 28: Annual Revenue**

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


**Figure 29: Number of Full-time and Part-time Employees**

Including yourself, how many employees work at your Littleton worksite?		Percent of respondents
Number of full-time (30 or more hours per week) employees	None	10%
	1 to 3	49%
	4 to 9	21%
	10 or more	20%
	Total	100%
Number of part-time (less than 30 hours per week) employees	None	41%
	1 to 3	34%
	4 to 9	14%
	10 or more	10%
	Total	100%

**Figure 30: Total Number of Employees**

Including yourself, how many employees work at your Littleton worksite?		Percent of respondents
Total number of employees at this worksite	At least one	24%
	2-5	32%
	6-14	24%
	15 or more	19%
	Total	100%
Average number of employees		2 employees

**Figure 31: Staff Positions**

Please write in the approximate number of staff in each of the following positions.	None	1	2	3 or more	Total
Management	11%	44%	20%	24%	100%
Administration	44%	26%	9%	21%	100%
Technical	60%	13%	8%	19%	100%
Labor	52%	7%	13%	28%	100%
Other	80%	4%	1%	15%	100%

**Figure 32: 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	41%
Maintaining the same number of employees	56%
Cutting back on your number of employees	3%
Total	100%

**Figure 33: Percentage of Work Force in Littleton**

Approximately what percent of your work force at this location resides in Littleton?	Percent of respondents
0%-24%	39%
25%-49%	21%
50%-74%	13%
75%-100%	27%
Total	100%

**Figure 34: Residence of Respondent**

In which city or county is your residence located?	Percent of respondents
Littleton	45%
Jefferson County	13%
Centennial	10%
Highlands Ranch	6%
Englewood	3%
Denver	3%
Other	19%
Total	100%

## Appendix A: Responses to Survey Questions

### Complete Set of Frequencies Excluding “Don’t Know”

The following pages contain a complete set of responses to each question on the survey, excluding the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents (denoted with “N=”).

**Table 1: Question 1**

Please rate each of the following aspects of quality of life in Littleton.	Excellent		Good		Fair		Poor		Total	
Littleton as a place to work	46%	N=49	48%	N=51	6%	N=6	0%	N=0	100%	N=106
Littleton as a place to retire	34%	N=27	46%	N=37	19%	N=15	1%	N=1	100%	N=80
Littleton as a place to do business	30%	N=32	52%	N=55	17%	N=18	1%	N=1	100%	N=106
The overall economic climate of Littleton	24%	N=25	53%	N=55	20%	N=21	3%	N=3	100%	N=104
The overall quality of life in Littleton	40%	N=40	55%	N=55	5%	N=5	0%	N=0	100%	N=100

**Table 2: Question 2**

Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Total	
Overall appearance of Littleton	28%	N=29	62%	N=65	10%	N=11	0%	N=0	100%	N=105
Cleanliness of Littleton	32%	N=33	58%	N=60	10%	N=10	1%	N=1	100%	N=104
Overall quality of commercial development in Littleton	14%	N=14	53%	N=52	31%	N=30	2%	N=2	100%	N=98
Overall quality of residential development in Littleton	17%	N=16	46%	N=43	30%	N=28	6%	N=6	100%	N=93
Variety of housing options	16%	N=14	39%	N=34	35%	N=31	10%	N=9	100%	N=88
Overall quality of business and service establishments in Littleton	20%	N=21	61%	N=63	15%	N=16	4%	N=4	100%	N=104
Shopping opportunities	17%	N=18	56%	N=58	22%	N=23	4%	N=4	100%	N=103
Employment opportunities	13%	N=10	54%	N=41	32%	N=24	1%	N=1	100%	N=76
Educational opportunities	31%	N=27	56%	N=49	13%	N=11	0%	N=0	100%	N=87
Ease of car travel in Littleton	18%	N=19	53%	N=55	18%	N=19	10%	N=10	100%	N=103
Ease of bus travel in Littleton	18%	N=9	46%	N=23	20%	N=10	16%	N=8	100%	N=50
Ease of light rail travel to and from Littleton	38%	N=35	49%	N=45	10%	N=9	3%	N=3	100%	N=92
Ease of bicycle travel in Littleton	30%	N=23	42%	N=32	28%	N=21	0%	N=0	100%	N=76
Ease of walking in Littleton	27%	N=27	54%	N=54	16%	N=16	3%	N=3	100%	N=100
Traffic flow on major streets	8%	N=8	50%	N=51	30%	N=31	12%	N=12	100%	N=102
Amount of public parking in Downtown Littleton	1%	N=1	13%	N=14	35%	N=36	51%	N=53	100%	N=104
Amount of public parking other than downtown	10%	N=10	53%	N=52	28%	N=27	9%	N=9	100%	N=98
Overall image or reputation of Littleton	23%	N=23	65%	N=66	13%	N=13	0%	N=0	100%	N=102

Table 3: 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	52%	N=54
Community composition/make-up	29%	N=30
Close to recreational amenities	8%	N=8
Quality of life	27%	N=28
Good business opportunities	24%	N=25
Small town atmosphere	32%	N=33
City assistance for small/medium businesses	14%	N=14
Proximity to Santa Fe/C-470	28%	N=29
Potential for growth	25%	N=26
Within a major metro area	34%	N=35
Access to light rail	24%	N=25
Other	17%	N=17

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

Table 4: Question 4

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	13%	N=12	83%	N=80	4%	N=4	100%	N=96
Restaurants	7%	N=7	58%	N=59	35%	N=36	100%	N=102
Entertainment venues	1%	N=1	57%	N=55	42%	N=40	100%	N=96
Public art	1%	N=1	66%	N=59	33%	N=29	100%	N=89
Festivals, concerts, etc.	1%	N=1	85%	N=80	14%	N=13	100%	N=94
Farmers' markets	0%	N=0	52%	N=49	48%	N=45	100%	N=94
Retail shopping opportunities	1%	N=1	69%	N=67	30%	N=29	100%	N=97
Hotels	1%	N=1	51%	N=37	48%	N=35	100%	N=73

Table 5: Question 5

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	31%	N=28	51%	N=45	16%	N=14	2%	N=2	100%	N=89
Graffiti	36%	N=32	45%	N=40	17%	N=15	2%	N=2	100%	N=89
Too much growth	57%	N=52	21%	N=19	19%	N=17	3%	N=3	100%	N=91
Lack of growth	46%	N=41	29%	N=26	20%	N=18	6%	N=5	100%	N=90
Rundown buildings	30%	N=27	44%	N=40	23%	N=21	3%	N=3	100%	N=91
High cost of real estate	5%	N=4	26%	N=23	39%	N=34	30%	N=26	100%	N=87
Traffic congestion	11%	N=11	33%	N=33	36%	N=36	20%	N=20	100%	N=100
Too much local government regulation	30%	N=25	26%	N=22	24%	N=20	20%	N=17	100%	N=84
Too little local government regulation	75%	N=64	15%	N=13	7%	N=6	2%	N=2	100%	N=85
Lack of customers	40%	N=36	40%	N=36	11%	N=10	8%	N=7	100%	N=89
Lack of qualified labor	48%	N=37	26%	N=20	14%	N=11	12%	N=9	100%	N=77
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	36%	N=33	26%	N=24	27%	N=25	11%	N=10	100%	N=92
Too much competition from national franchises	49%	N=38	34%	N=26	10%	N=8	6%	N=5	100%	N=77
Lack of customer parking	23%	N=22	24%	N=23	24%	N=23	28%	N=27	100%	N=95
Lack of employee parking	38%	N=33	22%	N=19	23%	N=20	17%	N=15	100%	N=87
Lack of housing that meets employees' needs	26%	N=19	25%	N=18	26%	N=19	22%	N=16	100%	N=72
Access to capital or ability to get a loan	48%	N=30	27%	N=17	13%	N=8	11%	N=7	100%	N=62

Table 6: Question 6

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
Inadequate sales	21%	N=20
Marketing costs	13%	N=13
High cost of doing business	34%	N=33
Business location	12%	N=12
Cost of employee health benefits	27%	N=26
Competition with Denver/Front Range	15%	N=15
Competition with the Internet	15%	N=15
Competition with Highlands Ranch	4%	N=4
Competition with Centennial	3%	N=3
Employee recruitment/retention	24%	N=23
Lack of parking	22%	N=21
Lack of affordable housing for employees	21%	N=20
Other	21%	N=20

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

Table 7: Question 7

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=10	50%	N=45	32%	N=29	7%	N=6	100%	N=90
Attracting companies to locate in Littleton	6%	N=5	46%	N=37	36%	N=29	11%	N=9	100%	N=80
Attracting visitors to Littleton	14%	N=12	47%	N=40	32%	N=27	7%	N=6	100%	N=85
Retaining existing jobs	6%	N=4	52%	N=34	38%	N=25	3%	N=2	100%	N=65
The job city government does at welcoming business involvement	14%	N=11	36%	N=29	33%	N=26	18%	N=14	100%	N=80
The overall leadership provided by the city's elected officials	6%	N=5	35%	N=28	41%	N=33	18%	N=14	100%	N=80
The overall effectiveness of appointed boards and commissions	6%	N=4	35%	N=25	44%	N=31	15%	N=11	100%	N=71
The overall effectiveness of the city manager and appointed staff	18%	N=14	32%	N=25	35%	N=27	14%	N=11	100%	N=77
The relationship between the business community and local government in Littleton	10%	N=8	36%	N=29	38%	N=31	16%	N=13	100%	N=81

Table 8: Question 8

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=65
No	36%	N=37
Total	100%	N=102



**Table 9: Question 9**

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	19%	N=12
Fire	8%	N=5
Community Development	31%	N=20
Public Works	11%	N=7
Finance	8%	N=5
Municipal Court	2%	N=1
City Clerk	3%	N=2
Human Resources	0%	N=0
Economic Development	16%	N=10
Other	3%	N=2
Total	100%	N=64

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

**Table 10: Question 10**

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	54%	N=34	30%	N=19	13%	N=8	3%	N=2	100%	N=63
Knowledge of issue or concern	55%	N=35	27%	N=17	14%	N=9	5%	N=3	100%	N=64
Responsiveness to your request	48%	N=30	26%	N=16	11%	N=7	15%	N=9	100%	N=62
Treated you with respect and courtesy	64%	N=41	22%	N=14	8%	N=5	6%	N=4	100%	N=64
Overall impression	53%	N=34	23%	N=15	13%	N=8	11%	N=7	100%	N=64

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

**Table 11: Question 11**

Did you feel your question or issue was resolved?	Percent of respondents	Number
Yes	58%	N=37
No	23%	N=15
Not applicable	19%	N=12
Total	100%	N=64

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

Table 12: Question 12

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	60%	N=56	36%	N=34	2%	N=2	2%	N=2	100%	N=94
Promoting efforts to attract and recruit new types of retail business to Littleton	43%	N=40	47%	N=44	6%	N=6	3%	N=3	100%	N=93
Marketing Downtown Littleton to residents and visitors	51%	N=47	41%	N=38	5%	N=5	2%	N=2	100%	N=92
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	34%	N=30	46%	N=41	15%	N=13	6%	N=5	100%	N=89
Encouraging additional residential growth or redevelopment	33%	N=29	47%	N=41	14%	N=12	7%	N=6	100%	N=88
Encouraging additional commercial growth or redevelopment	33%	N=30	50%	N=45	12%	N=11	4%	N=4	100%	N=90
Promoting efforts to revitalize the city's housing areas	43%	N=39	46%	N=41	9%	N=8	2%	N=2	100%	N=90
Promoting efforts to revitalize the city's commercial areas	45%	N=42	42%	N=39	10%	N=9	3%	N=3	100%	N=93
Promoting efforts to increase the availability of affordable housing	42%	N=37	35%	N=31	20%	N=18	3%	N=3	100%	N=89
Providing incentives to promote business relocation	22%	N=19	43%	N=37	24%	N=21	11%	N=10	100%	N=87
Increasing residential development density near public transit	26%	N=22	38%	N=32	27%	N=23	9%	N=8	100%	N=85
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	42%	N=40	36%	N=34	13%	N=12	9%	N=9	100%	N=95
Increasing development fees to help rebuild the city's infrastructure	23%	N=20	36%	N=32	24%	N=21	17%	N=15	100%	N=88

Table 13: Question 13

The City currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?	Percent of respondents	Number
Strongly support	24%	N=23
Somewhat support	47%	N=44
Somewhat oppose	13%	N=12
Strongly oppose	16%	N=15
Total	100%	N=94

Table 14: Question 14

A three-quarters of a cent sales and use tax increase will generate approximately \$7.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion? Please select only one.	Percent of respondents	Number
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	40%	N=38
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	23%	N=22
I'd rather pay one-half of a cent (\$0.005) sales and use tax increase and complete fewer of the needed improvements over	8%	N=8
I do not want a sales and use tax increase	29%	N=28
Total	100%	N=96

Table 15: Question 15

To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?	Percent of respondents	Number
Strongly support	27%	N=25
Somewhat support	47%	N=43
Somewhat oppose	15%	N=14
Strongly oppose	10%	N=9
Total	100%	N=91

Table 16: Question 16

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	
Financial assistance (i.e., loans, grants, rebates)	27%	N=25	21%	N=19	52%	N=48	100%	N=92
Increased flexibility in city regulations	26%	N=25	44%	N=42	29%	N=28	100%	N=95
City-financed marketing promotion	27%	N=25	37%	N=34	36%	N=33	100%	N=92
Physical improvements to city-owned property (i.e., streets, sidewalks, public facilities)	29%	N=27	48%	N=44	23%	N=21	100%	N=92

Table 17: Question 17

Are you interested in the City offering free seminars for businesses?	Percent of respondents	Number
Yes	55%	N=41
No	45%	N=33
Total	100%	N=74

Table 18: Question 18

How frequently, if at all, do you do each of the following?	Always		Frequently		Sometimes		Never		Total	
Purchase goods or services from businesses in Littleton	19%	N=19	67%	N=66	13%	N=13	1%	N=1	100%	N=99
Encourage your employees to purchase goods or services from businesses in Littleton	14%	N=14	41%	N=40	28%	N=27	16%	N=16	100%	N=97

**Table 19: Question D1**

What is your position in this organization?	Percent of respondents	Number
Owner	70%	N=70
Manager or Administrator	26%	N=26
Administrative Assistant	3%	N=3
Other	1%	N=1
Total	100%	N=100

**Table 20: Question D2**

How many years has your business been located in Littleton?	Percent of respondents	Number
Less than 1 year	1%	N=1
1-5 years	21%	N=21
6-10 years	15%	N=15
More than 10 years	63%	N=62
Total	100%	N=99

**Table 21: Question D3**

Thinking about the coming 12 months, how likely, if at all, are you to keep your business in this area?	Percent of respondents	Number
Very likely	79%	N=78
Somewhat likely	20%	N=20
Not at all likely	1%	N=1
Total	100%	N=99

**Table 22: Question D4**

Does this business have one site or multiple sites?	Percent of respondents	Number
One site	87%	N=87
Multiple sites	13%	N=13
Total	100%	N=100

**Table 23: Question D5**

Is this location a branch or headquarters?	Percent of respondents	Number
Branch	42%	N=5
Headquarters	58%	N=7
Total	100%	N=12

**Table 24: Question D6**

Including this location, how many sites are located in Littleton?	Percent of respondents	Number
1	80%	N=8
2	10%	N=1
3	10%	N=1
Total	100%	N=10

**Table 25: Question D7**

Is this business home based?	Percent of respondents	Number
Yes	20%	N=20
No	80%	N=78
Total	100%	N=98

Table 26: Question D8

Which one of the following industries best describes the nature of your business? (Please check the one that comes closest.)	Percent of respondents	Number
Agriculture	0%	N=0
Construction	7%	N=7
Manufacturing	1%	N=1
Restaurant/bar	6%	N=6
Wholesale sales	2%	N=2
Retail	13%	N=13
Banking	1%	N=1
Finance/insurance/real estate/legal	11%	N=11
Printing, copying, typesetting, publishing	2%	N=2
Medical/dental	10%	N=10
Transportation	0%	N=0
Gas and electric services	0%	N=0
Automotive service	8%	N=8
Non-profit charitable organization	9%	N=9
Services (cleaning, repair)	7%	N=7
Consulting	3%	N=3
Education/child care	3%	N=3
Health, fitness and wellness	1%	N=1
Marketing	3%	N=3
Engineering	3%	N=3
Other	10%	N=10
Total	100%	N=100

Table 27: Question D9

What was the approximate annual revenue (for the most recent accounting year) generated by this Littleton site?	Percent of respondents	Number
Less than \$100,000	33%	N=32
\$100,000 to \$499,999	27%	N=26
\$500,000 to \$999,999	14%	N=14
\$1,000,000 to \$4,999,999	19%	N=18
\$5,000,000 or more	7%	N=7
Total	100%	N=97

Table 28: Question D10

Including yourself, how many employees work at your Littleton worksite?	Percent of respondents	Number
Number of full-time (30 or more hours per week) employees	None	N=9
	1 to 3	N=44
	4 to 9	N=19
	10 or more	N=18
	Total	N=90
Number of part-time (less than 30 hours per week) employees	None	N=37
	1 to 3	N=31
	4 to 9	N=13
	10 or more	N=9
	Total	N=90

**Table 29: Question D10**

Including yourself, how many employees work at your Littleton worksite?	Percent of respondents	Number
At least one	24%	N=22
2-5	32%	N=29
6-14	24%	N=22
15 or more	19%	N=17
Total number of employees at this worksite	Total	100% N=90

**Table 30: Question D11**

Please write in the approximate number of staff in each of the following positions.	None		1		2		3 or more		Total	
Management	11%	N=10	44%	N=39	20%	N=18	24%	N=21	100%	N=88
Administration	44%	N=39	26%	N=23	9%	N=8	21%	N=19	100%	N=89
Technical	60%	N=53	13%	N=12	8%	N=7	19%	N=17	100%	N=89
Labor	52%	N=46	7%	N=6	13%	N=11	28%	N=25	100%	N=88
Other	80%	N=71	4%	N=4	1%	N=1	15%	N=13	100%	N=89

**Table 31: Question D12**

Over the next 3 to 5 years, do you anticipate...	Percent of respondents	Number
Adding to your number of employees	41%	N=39
Maintaining the same number of employees	56%	N=54
Cutting back on your number of employees	3%	N=3
Total	100%	N=96

**Table 32: Question D13**

Percentage of workforce residing in Littleton	Percent of respondents	Number
0%-24%	39%	N=32
25%-49%	21%	N=17
50%-74%	13%	N=11
75%-100%	27%	N=22
Total	100%	N=82

**Table 33: Question D14**

In which city or county is your residence located?	Percent of respondents	Number
Littleton	45%	N=45
Jefferson County	13%	N=13
Centennial	10%	N=10
Highlands Ranch	6%	N=6
Englewood	3%	N=3
Denver	3%	N=3
Other	19%	N=19
Total	100%	N=99

## Complete Set of Frequencies Including “Don’t Know”

The following pages contain a complete set of responses to each question on the survey, including the “don’t know” responses. The percent of respondents giving a particular response is shown followed by the number of respondents.

**Table 34: Question 1**

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	46%	N=49	48%	N=51	6%	N=6	0%	N=0	1%	N=1	100%	N=107
Littleton as a place to retire	25%	N=27	35%	N=37	14%	N=15	1%	N=1	25%	N=27	100%	N=107
Littleton as a place to do business	30%	N=32	52%	N=55	17%	N=18	1%	N=1	0%	N=0	100%	N=106
The overall economic climate of Littleton	23%	N=25	51%	N=55	20%	N=21	3%	N=3	3%	N=3	100%	N=107
The overall quality of life in Littleton	37%	N=40	51%	N=55	5%	N=5	0%	N=0	7%	N=7	100%	N=107

**Table 35: Question 2**

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	27%	N=29	61%	N=65	10%	N=11	0%	N=0	1%	N=1	100%	N=106
Cleanliness of Littleton	31%	N=33	57%	N=60	10%	N=10	1%	N=1	1%	N=1	100%	N=105
Overall quality of commercial development in Littleton	13%	N=14	49%	N=52	28%	N=30	2%	N=2	8%	N=8	100%	N=106
Overall quality of residential development in Littleton	15%	N=16	41%	N=43	26%	N=28	6%	N=6	12%	N=13	100%	N=106
Variety of housing options	13%	N=14	32%	N=34	29%	N=31	8%	N=9	17%	N=18	100%	N=106
Overall quality of business and service establishments in Littleton	20%	N=21	60%	N=63	15%	N=16	4%	N=4	1%	N=1	100%	N=105
Shopping opportunities	17%	N=18	55%	N=58	22%	N=23	4%	N=4	2%	N=2	100%	N=105
Employment opportunities	10%	N=10	39%	N=41	23%	N=24	1%	N=1	28%	N=29	100%	N=105
Educational opportunities	26%	N=27	47%	N=49	11%	N=11	0%	N=0	16%	N=17	100%	N=104
Ease of car travel in Littleton	18%	N=19	53%	N=55	18%	N=19	10%	N=10	1%	N=1	100%	N=104
Ease of bus travel in Littleton	9%	N=9	22%	N=23	10%	N=10	8%	N=8	52%	N=54	100%	N=104
Ease of light rail travel to and from Littleton	33%	N=35	43%	N=45	9%	N=9	3%	N=3	12%	N=13	100%	N=105
Ease of bicycle travel in Littleton	22%	N=23	30%	N=32	20%	N=21	0%	N=0	28%	N=29	100%	N=105
Ease of walking in Littleton	26%	N=27	51%	N=54	15%	N=16	3%	N=3	5%	N=5	100%	N=105
Traffic flow on major streets	8%	N=8	49%	N=51	30%	N=31	12%	N=12	2%	N=2	100%	N=104
Amount of public parking in Downtown Littleton	1%	N=1	13%	N=14	34%	N=36	50%	N=53	1%	N=1	100%	N=105
Amount of public parking other than downtown	10%	N=10	50%	N=52	26%	N=27	9%	N=9	7%	N=7	100%	N=105
Overall image or reputation of Littleton	22%	N=23	63%	N=66	12%	N=13	0%	N=0	3%	N=3	100%	N=105

Table 36: 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	52%	N=54
Community composition/make-up	29%	N=30
Close to recreational amenities	8%	N=8
Quality of life	27%	N=28
Good business opportunities	24%	N=25
Small town atmosphere	32%	N=33
City assistance for small/medium businesses	14%	N=14
Proximity to Santa Fe/C-470	28%	N=29
Potential for growth	25%	N=26
Within a major metro area	34%	N=35
Access to light rail	24%	N=25
Other	17%	N=17

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

Table 37: Question 4

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	11%	N=12	76%	N=80	4%	N=4	9%	N=9	100%	N=105
Restaurants	7%	N=7	56%	N=59	34%	N=36	3%	N=3	100%	N=105
Entertainment venues	1%	N=1	52%	N=55	38%	N=40	9%	N=9	100%	N=105
Public art	1%	N=1	56%	N=59	28%	N=29	15%	N=16	100%	N=105
Festivals, concerts, etc.	1%	N=1	76%	N=80	12%	N=13	10%	N=11	100%	N=105
Farmers' markets	0%	N=0	47%	N=49	43%	N=45	10%	N=11	100%	N=105
Retail shopping opportunities	1%	N=1	64%	N=67	28%	N=29	7%	N=7	100%	N=104
Hotels	1%	N=1	35%	N=37	33%	N=35	30%	N=32	100%	N=105



Table 38: Question 5

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	27%	N=28	44%	N=45	14%	N=14	2%	N=2	14%	N=14	100%	N=103
Graffiti	31%	N=32	39%	N=40	15%	N=15	2%	N=2	13%	N=13	100%	N=102
Too much growth	50%	N=52	18%	N=19	17%	N=17	3%	N=3	12%	N=12	100%	N=103
Lack of growth	41%	N=41	26%	N=26	18%	N=18	5%	N=5	11%	N=11	100%	N=101
Rundown buildings	27%	N=27	40%	N=40	21%	N=21	3%	N=3	10%	N=10	100%	N=101
High cost of real estate	4%	N=4	23%	N=23	34%	N=34	26%	N=26	14%	N=14	100%	N=101
Traffic congestion	11%	N=11	32%	N=33	35%	N=36	20%	N=20	2%	N=2	100%	N=102
Too much local government regulation	25%	N=25	22%	N=22	20%	N=20	17%	N=17	17%	N=17	100%	N=101
Too little local government regulation	63%	N=64	13%	N=13	6%	N=6	2%	N=2	17%	N=17	100%	N=102
Lack of customers	35%	N=36	35%	N=36	10%	N=10	7%	N=7	13%	N=13	100%	N=102
Lack of qualified labor	36%	N=37	20%	N=20	11%	N=11	9%	N=9	25%	N=25	100%	N=102
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	33%	N=33	24%	N=24	25%	N=25	10%	N=10	9%	N=9	100%	N=101
Too much competition from national franchises	37%	N=38	25%	N=26	8%	N=8	5%	N=5	25%	N=25	100%	N=102
Lack of customer parking	22%	N=22	23%	N=23	23%	N=23	27%	N=27	6%	N=6	100%	N=101
Lack of employee parking	33%	N=33	19%	N=19	20%	N=20	15%	N=15	14%	N=14	100%	N=101
Lack of housing that meets employees' needs	19%	N=19	18%	N=18	19%	N=19	16%	N=16	29%	N=30	100%	N=102
Access to capital or ability to get a loan	29%	N=30	17%	N=17	8%	N=8	7%	N=7	39%	N=40	100%	N=102

Table 39: Question 6

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
Inadequate sales	21%	N=20
Marketing costs	13%	N=13
High cost of doing business	34%	N=33
Business location	12%	N=12
Cost of employee health benefits	27%	N=26
Competition with Denver/Front Range	15%	N=15
Competition with the Internet	15%	N=15
Competition with Highlands Ranch	4%	N=4
Competition with Centennial	3%	N=3
Employee recruitment/retention	24%	N=23
Lack of parking	22%	N=21
Lack of affordable housing for employees	21%	N=20
Other	21%	N=20

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

Table 40: Question 7

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=10	44%	N=45	28%	N=29	6%	N=6	12%	N=12	100%	N=102
Attracting companies to locate in Littleton	5%	N=5	36%	N=37	28%	N=29	9%	N=9	22%	N=22	100%	N=102
Attracting visitors to Littleton	12%	N=12	39%	N=40	26%	N=27	6%	N=6	17%	N=17	100%	N=102
Retaining existing jobs	4%	N=4	33%	N=34	25%	N=25	2%	N=2	36%	N=37	100%	N=102
The job city government does at welcoming business involvement	11%	N=11	28%	N=29	25%	N=26	14%	N=14	22%	N=22	100%	N=102
The overall leadership provided by the city's elected officials	5%	N=5	27%	N=28	32%	N=33	14%	N=14	22%	N=22	100%	N=102
The overall effectiveness of appointed boards and commissions	4%	N=4	25%	N=25	30%	N=31	11%	N=11	30%	N=31	100%	N=102
The overall effectiveness of the city manager and appointed staff	14%	N=14	25%	N=25	27%	N=27	11%	N=11	24%	N=24	100%	N=101
The relationship between the business community and local government in Littleton	8%	N=8	28%	N=29	30%	N=31	13%	N=13	21%	N=21	100%	N=102

Table 41: Question 8

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=65
No	36%	N=37
Total	100%	N=102

Table 42: Question 9

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	19%	N=12
Fire	8%	N=5
Community Development	31%	N=20
Public Works	11%	N=7
Finance	8%	N=5
Municipal Court	2%	N=1
City Clerk	3%	N=2
Human Resources	0%	N=0
Economic Development	16%	N=10
Other	3%	N=2
Total	100%	N=64

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

**Table 43: Question 10**

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	53%	N=34	30%	N=19	13%	N=8	3%	N=2	2%	N=1	100%	N=64
Knowledge of issue or concern	55%	N=35	27%	N=17	14%	N=9	5%	N=3	0%	N=0	100%	N=64
Responsiveness to your request	47%	N=30	25%	N=16	11%	N=7	14%	N=9	3%	N=2	100%	N=64
Treated you with respect and courtesy	64%	N=41	22%	N=14	8%	N=5	6%	N=4	0%	N=0	100%	N=64
Overall impression	53%	N=34	23%	N=15	13%	N=8	11%	N=7	0%	N=0	100%	N=64

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

**Table 44: Question 11**

Did you feel your question or issue was resolved?	Percent of respondents		Number	
Yes	58%		N=37	
No	23%		N=15	
Not applicable	19%		N=12	
Total	100%		N=64	

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

**Table 45: Question 12**

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	57%	N=56	35%	N=34	2%	N=2	2%	N=2	4%	N=4	100%	N=98
Promoting efforts to attract and recruit new types of retail business to Littleton	41%	N=40	45%	N=44	6%	N=6	3%	N=3	5%	N=5	100%	N=98
Marketing Downtown Littleton to residents and visitors	48%	N=47	39%	N=38	5%	N=5	2%	N=2	6%	N=6	100%	N=98
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	31%	N=30	42%	N=41	13%	N=13	5%	N=5	9%	N=9	100%	N=98
Encouraging additional residential growth or redevelopment	30%	N=29	42%	N=41	12%	N=12	6%	N=6	10%	N=10	100%	N=98
Encouraging additional commercial growth or redevelopment	31%	N=30	46%	N=45	11%	N=11	4%	N=4	8%	N=8	100%	N=98
Promoting efforts to revitalize the city's housing areas	40%	N=39	42%	N=41	8%	N=8	2%	N=2	8%	N=8	100%	N=98
Promoting efforts to revitalize the city's commercial areas	42%	N=42	39%	N=39	9%	N=9	3%	N=3	6%	N=6	100%	N=99
Promoting efforts to increase the availability of affordable housing	38%	N=37	32%	N=31	18%	N=18	3%	N=3	9%	N=9	100%	N=98
Providing incentives to promote business relocation	19%	N=19	38%	N=37	21%	N=21	10%	N=10	11%	N=11	100%	N=98
Increasing residential development density near public transit	22%	N=22	33%	N=32	23%	N=23	8%	N=8	13%	N=13	100%	N=98
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	40%	N=40	34%	N=34	12%	N=12	9%	N=9	4%	N=4	100%	N=99
Increasing development fees to help rebuild the city's infrastructure	20%	N=20	33%	N=32	21%	N=21	15%	N=15	10%	N=10	100%	N=98

Table 46: Question 13

The City currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?	Percent of respondents	Number
Strongly support	23%	N=23
Somewhat support	45%	N=44
Somewhat oppose	12%	N=12
Strongly oppose	15%	N=15
Don't know	4%	N=4
Total	100%	N=98

Table 47: Question 14

A three-quarters of a cent sales and use tax increase will generate approximately \$7.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion? Please select only one.	Percent of respondents	Number
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	40%	N=38
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	23%	N=22
I'd rather pay one-half of a cent (\$0.005) sales and use tax increase and complete fewer of the needed improvements over	8%	N=8
I do not want a sales and use tax increase	29%	N=28
Total	100%	N=96

Table 48: Question 15

To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?	Percent of respondents	Number
Strongly support	25%	N=25
Somewhat support	43%	N=43
Somewhat oppose	14%	N=14
Strongly oppose	9%	N=9
Don't know	8%	N=8
Total	100%	N=99

**Table 49: Question 16**

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	
Financial assistance (i.e., loans, grants, rebates)	25%	N=25	19%	N=19	48%	N=48	7%	N=7	100%	N=99
Increased flexibility in city regulations	25%	N=25	42%	N=42	28%	N=28	4%	N=4	100%	N=99
City-financed marketing promotion	25%	N=25	34%	N=34	33%	N=33	7%	N=7	100%	N=99
Physical improvements to city-owned property (i.e., streets, sidewalks, public facilities)	27%	N=27	44%	N=44	21%	N=21	7%	N=7	100%	N=99

**Table 50: Question 17**

Are you interested in the City offering free seminars for businesses?	Percent of respondents	Number
Yes	41%	N=41
No	33%	N=33
Don't know	27%	N=27
Total	100%	N=101

**Table 51: Question 18**

How frequently, if at all, do you do each of the following?	Always		Frequently		Sometimes		Never		Total	
Purchase goods or services from businesses in Littleton	19%	N=19	67%	N=66	13%	N=13	1%	N=1	100%	N=99
Encourage your employees to purchase goods or services from businesses in Littleton	14%	N=14	41%	N=40	28%	N=27	16%	N=16	100%	N=97

## Appendix B: 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

- All of above
- Business is closed
- Central to our client base.
- Cheaper lease and closer to most employees
- City owns the building
- Demographics - Income
- Do not operate a business in Littleton
- Established prior to New Management being in place
- Major airport access, was cost effective
- Proximity to Schools
- purchased a practice that was in Littleton and had to relocate somewhere in the city to maintain client base
- Reasonable Lease Cost
- Schools
- Service residents here
- This is a corporation domicile for consulting work at my clients location
- Was established here many years ago
- We've been here for a while and built our lives around where we built our office.

Question 6. What are the three biggest challenges you face running a business in the City of Littleton? (Please check up to three responses.)

“Other” responses

- Building Department and Regulations are hard to do business with
- City government not responsive to my concerns, makes it difficult to give input and get solutions; poor development planning
- City regulations, business in Littleton for 25 years, not one visit from Business Development Department
- Closed Nov 2015
- Competition from Government and Non-Profits

- Do not run a business in Littleton
- Expandability of our facilities
- Fear of regulations that an owner is unaware of
- Governmental regulation regarding business signage
- I am a solo service person
- No beautification on our street
- No building lots
- None
- None are applicable to us
- None of the above
- None of these apply
- None of these, we are a Church
- Not applicable to our business
- Not applicable to us
- Retiring

Question 17a. What types of seminar topics would you be interested in?

- Attracting and retaining customers
- Budget and finance
- Co-Branding with the city
- Doing business in Littleton and the available services/support
- How to keep Littleton money in Littleton
- How to obtain loans, grants, etc.
- I would be interested in hosting seminars on marketing, social media, website design, branding, etc. I would be interested in attending tax and accounting seminars.
- I would not know since the main attraction to down town is food, booze and boutique.
- Life & long term care insurance
- Marketing
- Marketing
- Marketing and Networking
- Marketing and promotion
- Marketing, employee benefits, Internet marketing
- Marketing, Promotion, Management, Hiring Best Practices
- Networking, sharing of resources, community event timelines, utilization of existing buildings.
- Not for us but for others, maybe startup business info and sales tax.
- Parking Studies
- Rules and regulations, acquiring business insurances
- Small business grants and loans

- Streamline building permits and inspection. Zoning changes.
- The current agenda has been great.
- Website development/RSS/social media savvy-ness

Question D8. Which one of the following industries best describes the nature of your business? (Please check the one that comes closest.)

“Other” responses

- 60% retail 40% wholesale
- Art Studio
- Carpet Cleaning
- Creative Arts
- IT Services
- Oil and gas
- Photography



## Appendix C: Comparisons of Select Survey Results by Respondent Subgroups

The following appendix compares the key survey responses by respondent demographic characteristics and perceptions of the quality of the relationship between the business community and the city government. ANOVA and chi-square tests of significance were applied to these comparisons of survey questions. A “p-value” of 0.05 or less indicates that there is less than a 5% probability that differences observed between subgroups are due to chance; or in other words, a greater than 95% probability that the differences observed are “real.” Cells shaded grey indicate statistically significant differences ( $p \leq .05$ ) between at least two of the subgroups.

### Select Questions Compared by Years in Business and Annual Revenue

**Table 52: Question 1 Compared by Respondent Characteristics**

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Years in business		Annual gross revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Littleton as a place to work	95%	95%	94%	96%	95%	94%
Littleton as a place to retire	73%	86%	88%	72%	84%	80%
Littleton as a place to do business	75%	85%	81%	84%	79%	82%
The overall economic climate of Littleton	75%	77%	77%	75%	77%	77%
The overall quality of life in Littleton	94%	97%	94%	96%	97%	95%

Table 53: Question 2 Compared by Respondent Characteristics

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Years in business		Annual gross revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Overall appearance of Littleton	92%	87%	94%	88%	85%	90%
Cleanliness of Littleton	89%	89%	91%	92%	87%	89%
Overall quality of commercial development in Littleton	57%	71%	72%	62%	64%	67%
Overall quality of residential development in Littleton	58%	67%	69%	67%	57%	63%
Variety of housing options	58%	51%	48%	61%	55%	55%
Overall quality of business and service establishments in Littleton	70%	85%	78%	84%	79%	81%
Shopping opportunities	70%	75%	84%	56%	74%	74%
Employment opportunities	65%	67%	70%	50%	73%	67%
Educational opportunities	86%	89%	92%	82%	89%	87%
Ease of car travel in Littleton	75%	70%	84%	71%	64%	72%
Ease of bus travel in Littleton	72%	55%	50%	57%	70%	64%
Ease of light rail travel to and from Littleton	84%	88%	85%	86%	89%	87%
Ease of bicycle travel in Littleton	72%	72%	79%	79%	64%	72%
Ease of walking in Littleton	76%	82%	74%	91%	79%	81%
Traffic flow on major streets	53%	62%	61%	60%	55%	58%
Amount of public parking in Downtown Littleton	19%	13%	16%	12%	18%	14%
Amount of public parking other than downtown	70%	63%	74%	59%	62%	63%
Overall image or reputation of Littleton	86%	87%	87%	79%	90%	87%

Table 54: Question 5 Compared by Respondent Characteristics

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Years in business		Annual gross revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Vandalism	7%	24%	11%	25%	21%	18%
Graffiti	7%	26%	11%	25%	23%	19%
Too much growth	19%	25%	21%	20%	27%	22%
Lack of growth	27%	26%	28%	26%	27%	26%
Rundown buildings	27%	27%	19%	32%	32%	26%
High cost of real estate	68%	69%	72%	74%	65%	69%
Traffic congestion	36%	67%	41%	58%	68%	56%
Too much local government regulation	40%	45%	35%	44%	50%	44%
Too little local government regulation	3%	13%	11%	6%	11%	9%
Lack of customers	26%	15%	21%	29%	14%	19%
Lack of qualified labor	17%	34%	6%	21%	42%	26%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	30%	41%	45%	45%	27%	38%
Too much competition from national franchises	17%	18%	13%	18%	21%	17%
Lack of customer parking	48%	53%	39%	52%	61%	53%
Lack of employee parking	35%	40%	27%	45%	44%	40%
Lack of housing that meets employees' needs	43%	52%	55%	33%	52%	49%
Access to capital or ability to get a loan	32%	20%	25%	27%	24%	24%

Table 55: Question 7 Compared by Respondent Characteristics

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Years in business		Annual gross revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
The overall direction the city is taking	66%	60%	62%	63%	65%	61%
Attracting companies to locate in Littleton	52%	54%	52%	53%	58%	53%
Attracting visitors to Littleton	59%	63%	58%	60%	66%	61%
Retaining existing jobs	65%	58%	67%	50%	63%	58%
The job city government does at welcoming business involvement	57%	47%	61%	35%	53%	50%
The overall leadership provided by the city's elected officials	55%	34%	42%	50%	39%	41%
The overall effectiveness of appointed boards and commissions	44%	40%	48%	47%	33%	41%
The overall effectiveness of the city manager and appointed staff	54%	51%	58%	47%	50%	51%
The relationship between the business community and local government in Littleton	52%	45%	46%	47%	50%	46%

Table 56: Question 12 Compared by Respondent Characteristics

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Years in business		Annual gross revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Strengthening Littleton's community image and identity	100%	93%	97%	96%	95%	96%
Promoting efforts to attract and recruit new types of retail business to Littleton	94%	88%	87%	100%	87%	90%
Marketing Downtown Littleton to residents and visitors	86%	96%	84%	95%	97%	92%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	88%	75%	70%	87%	82%	80%
Encouraging additional residential growth or redevelopment	76%	81%	67%	89%	86%	80%
Encouraging additional commercial growth or redevelopment	86%	82%	71%	95%	86%	83%
Promoting efforts to revitalize the city's housing areas	88%	89%	83%	90%	95%	89%
Promoting efforts to revitalize the city's commercial areas	81%	91%	79%	91%	92%	87%
Promoting efforts to increase the availability of affordable housing	82%	73%	84%	74%	73%	76%
Providing incentives to promote business relocation	82%	54%	69%	70%	61%	64%
Increasing residential development density near public transit	72%	59%	71%	55%	61%	64%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	77%	78%	77%	83%	79%	78%
Increasing development fees to help rebuild the city's infrastructure	59%	59%	62%	68%	54%	59%

Table 57: Question 13 Compared by Respondent Characteristics

	Years in business		Annual gross revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
The City currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?	71%	71%	69%	81%	69%	71%

**Table 58: Question 14 Compared by Respondent Characteristics**

A three-quarters of a cent sales and use tax increase will generate approximately \$7.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion? Please select only one.	Years in business			Annual gross revenue			
	10 years or less	More than 10 years	Total	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	Total
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	39%	61%	100%	34%	29%	37%	100%
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	32%	68%	100%	23%	27%	50%	100%
I'd rather pay one-half of a cent (\$0.005) sales and use tax increase and complete fewer of the needed improvements over	50%	50%	100%	38%	38%	25%	100%
I do not want a sales and use tax increase	32%	68%	100%	38%	19%	42%	100%

**Table 59: Question 15 Compared by Respondent Characteristics**

(Percent somewhat or strongly support)	Years in business		Annual gross revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?	77%	73%	65%	84%	79%	75%

**Table 60: Question 16 Compared by Respondent Characteristics**

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		Annual gross revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Financial assistance (i.e., loans, grants, rebates)	64%	38%	48%	50%	49%	48%
Increased flexibility in city regulations	70%	71%	61%	64%	84%	71%
City-financed marketing and promotion	83%	52%	63%	71%	64%	64%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	89%	70%	62%	88%	86%	77%

**Table 61: Question 17 Compared by Respondent Characteristics**

Are you interested in the City offering free seminars for businesses? (Percent yes)	Years in business		Annual gross revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Are you interested in the City offering free seminars for businesses?	68%	50%	45%	68%	54%	55%

## Select Questions Compared by Relationship with Local Government

**Table 62: Question 1 Compared by Relationship Between Business Community and Local Government**

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Littleton as a place to work	100%	93%	94%
Littleton as a place to retire	93%	76%	80%
Littleton as a place to do business	100%	72%	82%
The overall economic climate of Littleton	100%	59%	77%
The overall quality of life in Littleton	100%	95%	95%

**Table 63: Question 2 Compared by Relationship Between Business Community and Local Government**

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Overall appearance of Littleton	95%	86%	90%
Cleanliness of Littleton	100%	82%	89%
Overall quality of commercial development in Littleton	91%	51%	67%
Overall quality of residential development in Littleton	82%	50%	63%
Variety of housing options	69%	53%	55%
Overall quality of business and service establishments in Littleton	97%	66%	81%
Shopping opportunities	89%	65%	74%
Employment opportunities	81%	59%	67%
Educational opportunities	94%	92%	87%
Ease of car travel in Littleton	86%	58%	72%
Ease of bus travel in Littleton	86%	48%	64%
Ease of light rail travel to and from Littleton	94%	85%	87%
Ease of bicycle travel in Littleton	79%	65%	72%
Ease of walking in Littleton	89%	74%	81%
Traffic flow on major streets	76%	35%	58%
Amount of public parking in Downtown Littleton	27%	7%	14%
Amount of public parking other than downtown	78%	51%	63%
Overall image or reputation of Littleton	100%	77%	87%

**Table 64: Question 5 Compared by Relationship Between Business Community and Local Government**

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Vandalism	10%	21%	18%
Graffiti	16%	21%	19%
Too much growth	15%	28%	22%
Lack of growth	15%	32%	26%
Rundown buildings	18%	36%	26%
High cost of real estate	65%	79%	69%
Traffic congestion	31%	73%	56%
Too much local government regulation	30%	60%	44%
Too little local government regulation	6%	14%	9%
Lack of customers	18%	24%	19%
Lack of qualified labor	21%	26%	26%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	33%	44%	38%
Too much competition from national franchises	7%	26%	17%
Lack of customer parking	45%	58%	53%
Lack of employee parking	35%	49%	40%
Lack of housing that meets employees' needs	37%	56%	49%
Access to capital or ability to get a loan	18%	32%	24%

**Table 65: Question 7 Compared by Relationship Between Business Community and Local Government**

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
The overall direction the city is taking	95%	33%	61%
Attracting companies to locate in Littleton	88%	21%	53%
Attracting visitors to Littleton	97%	33%	61%
Retaining existing jobs	93%	31%	58%
The job city government does at welcoming business involvement	82%	25%	50%
The overall leadership provided by the city's elected officials	79%	12%	41%
The overall effectiveness of appointed boards and commissions	81%	5%	41%
The overall effectiveness of the city manager and appointed staff	94%	15%	51%



**Table 66: Question 12 Compared by Relationship Between Business Community and Local Government**

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Strengthening Littleton's community image and identity	100%	93%	96%
Promoting efforts to attract and recruit new types of retail business to Littleton	100%	85%	90%
Marketing Downtown Littleton to residents and visitors	100%	90%	92%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	84%	77%	80%
Encouraging additional residential growth or redevelopment	86%	77%	80%
Encouraging additional commercial growth or redevelopment	94%	79%	83%
Promoting efforts to revitalize the city's housing areas	89%	90%	89%
Promoting efforts to revitalize the city's commercial areas	92%	83%	87%
Promoting efforts to increase the availability of affordable housing	81%	76%	76%
Providing incentives to promote business relocation	76%	61%	64%
Increasing residential development density near public transit	71%	54%	64%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	89%	73%	78%
Increasing development fees to help rebuild the city's infrastructure	70%	47%	59%

**Table 67: Question 13 Compared by Relationship Between Business Community and Local Government (Percent strongly or somewhat support)**

	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
The City currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?	77%	64%	71%

**Table 68: Question 14 Compared by Relationship Between Business Community and Local Government**

A three-quarters of a cent sales and use tax increase will generate approximately \$7.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion? Please select only one.	Relationship between business community and local government		
	Rated relationship as excellent or good	Rated relationship as fair or poor	Total
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	52%	48%	100%
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	50%	50%	100%
I'd rather pay one-half of a cent (\$0.005) sales and use tax increase and complete fewer of the needed improvements over	57%	43%	100%
I do not want a sales and use tax increase	33%	67%	100%

**Table 69: Question 15 Compared by Relationship Between Business Community and Local Government (Percent strongly or somewhat support)**

(Percent somewhat or strongly support)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?	88%	62%	75%

**Table 70: Question 16 Compared by Relationship Between Business Community and Local Government**

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)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Financial assistance (i.e., loans, grants, rebates)	57%	50%	48%
Increased flexibility in city regulations	78%	69%	71%
City-financed marketing and promotion	80%	63%	64%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	83%	81%	77%

**Table 71: Question 17 Compared by Relationship Between Business Community and Local Government**

Are you interested in the City offering free seminars for businesses? (Percent yes)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Are you interested in the City offering free seminars for businesses?	66%	57%	55%

## Appendix D: 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 survey instrument for Littleton was developed through an iterative process that started with the 2012 survey. The original survey was developed with Littleton staff reviewing sample questions developed by NRC that were included on business surveys conducted in other jurisdictions. Minor changes were made to the 2014 survey for the 2016 administration based on staff feedback and priorities for the upcoming year. Through this iterative process between city staff and NRC staff, a final five-page paper equivalent questionnaire was created.

### Selecting Survey Recipients

“Sampling” refers to the method by which survey recipients are chosen. The “sample” refers to all those who were given a chance to participate in the survey. All businesses included in the city’s business database (obtained from the city’s Economic Development Department) were eligible for the survey. A random selection was made of the eligible addresses to create a mailing list of 1,000 addresses.

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 to each selected 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 mailings that included the survey link. Selected businesses in Littleton were included in the three-part mailing consisting of a prenotification card, a letter specifying the web-only survey details and a reminder postcard. An individual within each business most knowledgeable about the business (typically the owner or manager) was instructed to complete the survey. About 6% of the mailings were returned because the postal service was unable to deliver the mailing as addressed or the business had closed. Of the remaining 945 businesses, 114 submitted the survey, with varying levels of completion, resulting in a response rate of 12%.

### Confidence Interval and Margin of Error

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used for this report, is 95%. 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. The confidence interval for the 2016 City of Littleton Business Survey is no greater than plus or minus nine percentage points around any given percent reported for the entire sample (114 completed surveys).

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 the 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.

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. For subgroups of approximately 50 respondents, the margin of error is plus or minus 14 percentage points.

## 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 A: Responses to Survey Questions* and is discussed in the body of this report if it is 20% 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 C: 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. Where differences between subgroups are statistically significant, they have been marked with grey shading in the appendices.

## Appendix E: Survey Materials

The following pages contain the mailing materials and survey instrument for the 2016 Business Survey.

# The City of Littleton 2016 Business Survey

Please complete this questionnaire if you are the person most knowledgeable about this business, typically the owner or manager. Please select the response (by circling the number or checking the box) that most closely represents your opinion. Your responses are anonymous and will be reported in group form only.

## 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
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
Amount of public parking in Downtown Littleton .....	1	2	3	4	5
Amount of public parking other than downtown.....	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 check all that apply.)

- |   |   |   |
|---|---|---|
| <input type="radio"/> Close to home                   | <input type="radio"/> Good business opportunities                 | <input type="radio"/> Potential for growth      |
| <input type="radio"/> Community composition/make-up   | <input type="radio"/> Small town atmosphere                       | <input type="radio"/> Within a major metro area |
| <input type="radio"/> Close to recreational amenities | <input type="radio"/> City assistance for small/medium businesses | <input type="radio"/> Access to light rail      |
| <input type="radio"/> Quality of life                 | <input type="radio"/> Proximity to Santa Fe/C-470                 | <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
Festivals, concerts, etc.....	1	2	3	4
Farmers' markets.....	1	2	3	4
Retail shopping opportunities .....	1	2	3	4
Hotels.....	1	2	3	4

# The City of Littleton 2016 Business Survey

## 5. 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 .....	1	2	3	4	5
Graffiti.....	1	2	3	4	5
Too much growth.....	1	2	3	4	5
Lack of growth .....	1	2	3	4	5
Rundown buildings .....	1	2	3	4	5
High cost of real estate.....	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 customers .....	1	2	3	4	5
Lack of qualified labor.....	1	2	3	4	5
Inadequate transportation infrastructure (roads, parking, bus routes) within the area .....	1	2	3	4	5
Too much competition from national franchises .....	1	2	3	4	5
Lack of customer parking.....	1	2	3	4	5
Lack of employee parking .....	1	2	3	4	5
Lack of housing that meets employees' needs.....	1	2	3	4	5
Access to capital or ability to get a loan .....	1	2	3	4	5

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

- |  |   |  |
|--|---|--|
| <input type="radio"/> Inadequate sales                 | <input type="radio"/> Competition with Denver/Front Range | <input type="radio"/> Lack of parking                          |
| <input type="radio"/> Marketing costs                  | <input type="radio"/> Competition with the Internet       | <input type="radio"/> Lack of affordable housing for employees |
| <input type="radio"/> High cost of doing business      | <input type="radio"/> Competition with Highlands Ranch    | <input type="radio"/> Other _____                              |
| <input type="radio"/> Business location                | <input type="radio"/> Competition with Centennial         |  |
| <input type="radio"/> Cost of employee health benefits | <input type="radio"/> Employee recruitment/retention      |  |

## 7. 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 companies to locate in Littleton .....	1	2	3	4	5
Attracting visitors to Littleton.....	1	2	3	4	5
Retaining existing jobs.....	1	2	3	4	5
The job city government does at welcoming business involvement.....	1	2	3	4	5
The overall leadership provided by the city's 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
The relationship between the business community and local government in Littleton .....	1	2	3	4	5

## 8. 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 9
- ☐ No → Go to Question 12

## The City of Littleton 2016 Business Survey

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

- ☐ Police

☐ Fire

☐ Community Development (building inspection, code enforcement, planning, historic preservation, neighborhood resources, development and redevelopment)

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

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

☐ Municipal Court

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

☐ Human Resources (employment)

☐ Economic Development (free assistance to Littleton businesses)

☐ Other

**10. 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

**11. Did you feel your question or issue was resolved?**

- ☐ Yes
 ☐ No
 ☐ Not applicable

**12. 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
Promoting efforts to attract and recruit new types of retail business to Littleton .....	1	2	3	4	5
Marketing Downtown Littleton to residents and visitors .....	1	2	3	4	5
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation .....	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 increase the availability of affordable housing .....	1	2	3	4	5
Providing incentives to promote business relocation .....	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

**13. The City currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?**

- ☐ Strongly support
 ☐ Somewhat support
 ☐ Somewhat oppose
 ☐ Strongly oppose
 ☐ Don't know

**14. A three-quarters of a cent sales and use tax increase will generate approximately \$7.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would**



## The City of Littleton 2016 Business Survey

**allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion? Please select only one.**

- ☐ I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner
- ☐ A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me
- ☐ I'd rather pay one-half of a cent (\$0.005) sales and use tax increase and complete fewer of the needed improvements over a longer period of time
- ☐ I do not want a sales and use tax increase

**15. To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?**

- ☐ Strongly support
- ☐ Somewhat support
- ☐ Somewhat oppose
- ☐ Strongly oppose
- ☐ Don't know

**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
City-financed marketing and promotion .....	1	2	3	4
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities).....	1	2	3	4

**17. Are you interested in the City offering free seminars for businesses?**

- ☐ Yes
- ☐ No
- ☐ Don't know

**17a. If yes, what types of seminar topics would you be interested in?**

---

**18. How frequently, if at all, do you do each of the following?**

	<i>Always</i>	<i>Frequently</i>	<i>Sometimes</i>	<i>Never</i>
Purchase goods or services from businesses in Littleton .....	1	2	3	4
Encourage your employees to purchase goods or services from businesses in Littleton .....	1	2	3	4

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

**D1. What is your position in this organization?**

- ☐ Owner
- ☐ Manager or Administrator
- ☐ Administrative Assistant
- ☐ Other

**D2. How many years has your business been located in Littleton?**

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

**D3. Thinking about the coming 12 months, how likely, if at all, are you to keep your business in this area?**

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

**D4. Does this business have one site or multiple sites?**

- ☐ One site ➔ Skip to D7
- ☐ Multiple sites ➔ Go to D5 and D6

**D5. Is this location a branch or headquarters?**

- ☐ Branch
- ☐ Headquarters

**D6. Including this location, how many sites are located in Littleton? .....**

**D7. Is this business home based?**

- ☐ Yes
- ☐ No

## The City of Littleton 2016 Business Survey

**D8. 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"/> Banking                                    | <input type="radio"/> Automotive service                 |
| <input type="radio"/> Construction    | <input type="radio"/> Finance, insurance, real estate, legal     | <input type="radio"/> Non-profit charitable organization |
| <input type="radio"/> Manufacturing   | <input type="radio"/> Printing, copying, typesetting, publishing | <input type="radio"/> Services (cleaning, repair)        |
| <input type="radio"/> Restaurant, bar | <input type="radio"/> Medical, dental                            | <input type="radio"/> Other _____                        |
| <input type="radio"/> Wholesale sales | <input type="radio"/> Transportation                             |  |
| <input type="radio"/> Retail          | <input type="radio"/> Gas and electric services                  |  |

**D9. 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

**D10. Including yourself, how many employees work at your Littleton worksite?**

- \_\_\_\_\_ 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

**D11. Please write in the approximate number of staff in each of the following positions.**

- \_\_\_\_\_ Management
- \_\_\_\_\_ Administration
- \_\_\_\_\_ Technical
- \_\_\_\_\_ Labor
- \_\_\_\_\_ Other

**D12. 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

**D13. Approximately what percent of your work force at this location resides in Littleton?** \_\_\_\_\_%

**D14. In which city or county is your residence located?**

- ☐ Littleton
- ☐ Jefferson County
- ☐ Centennial
- ☐ Highlands Ranch
- ☐ Englewood
- ☐ Denver
- ☐ Other \_\_\_\_\_

**Thank you for completing the survey!**