



Littleton, Colorado **Business Survey**



REPORT OF RESULTS
MAY 2020

COM2020SURV-BUS



LITTLETON, CO

BUSINESS SURVEY

Report of Results

May 2020

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Executive Summary

Survey Background and Methods

The 2020 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 fifth iteration of the Littleton Business Survey; the first survey of businesses occurred in 2012.

The City of Littleton provided NRC with a list of all registered businesses within the city limits (approximately 1,700). Approximately 1,292¹ were emailed invitations to complete the 2020 Littleton Business Survey online and 619 businesses (for whom email addresses were not available, or had emails that bounced or were deemed invalid) were mailed multiple invitations containing a URL where they could complete the web-based survey. Additionally, approximately 907 businesses who had not responded to the emailed invitations (and/or were suspected to have not received an email) were mailed a reminder postcard to help boost response. A total of 102 completed surveys were submitted for a response rate of 6%.

Because the 2020 survey was intended to be taken by all businesses in Littleton's database and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus 10 percentage points as the "range of uncertainty" around any given percent reported for all respondents (102).

Survey Highlights

Business owners and managers highly rated Littleton's amenities and the quality of life.

- Almost 9 in 10 owners and managers rated the overall quality of life in Littleton as excellent or good.
- Overall, respondents were pleased with most aspects of Littleton and provided favorable ratings of the community including its educational opportunities, appearance, shopping, quality of businesses and mobility opportunities for walking, biking, and light rail. The exceptions were ratings for the amount of parking in Downtown Littleton and the traffic flow on major streets; 4 in 10 or less viewed these characteristics favorably. Additionally, almost all of the community characteristics rated received ratings that were stable between 2016 and 2018.
- When compared to the benchmarks, Littleton's overall economic climate was rated similar to other communities.

¹ Roughly 100 of the businesses with email addresses could not be uploaded into the online survey platform as their email addresses were not recognized as "real" addresses. These businesses, along with about 230 that had emails that bounced after the initial emailed invitation, were included in the list of businesses that were mailed invitations.

- A vast majority of business owners and managers felt that there was the right amount of bars, restaurants, festivals/concerts, and shopping opportunities in the city.

Traffic, mobility, and real estate are increasingly challenging for the business community.

- As previously mentioned, traffic flow on major streets (40% excellent or good) and the amount of public parking Downtown (21%) were the lowest rated community characteristics on the survey. Similar to 2018, over half of respondents in 2020 felt the amount of public parking Downtown was poor.
- Ratings for ease of travel (by car and by bus) and traffic flow have declined steadily since the baseline survey in 2012. Further, the extent to which traffic congestion is a moderate or major problem was second out of 17 potential problems and has increased steadily from 37% in 2012 to 68% in 2020. Lack of customer parking was felt to be a moderate or major problem for about half (52%) of respondents – the third biggest problem out of 17.
- The high cost of real estate was the biggest concern for business owners and managers, with about 7 in 10 respondents saying it was a moderate or major problem. About half of respondents listed a lack of employee housing as a challenge. These problems have increased over 30 percentage points since the baseline survey in 2012.

City employees are well-perceived but some areas of government performance show declines.

- Of the roughly 60% of business owners and managers who had contact with a City of Littleton employee in the 12 months prior to the survey, 69% rated their overall impression of the employee(s) with whom they had contact as excellent or good.
- A 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. However, ratings for employee knowledge of the respondent's issue or concern has declined significantly since 2012 from 90% to 64% in 2020; responsiveness showed a similar decline as well for the same time period (84% versus 68%).
- At least three in five respondents gave excellent or good ratings to the overall direction the city is taking, attracting visitors to Littleton, and retaining existing jobs. Other areas of performance were rated positively by 42% or more of the employers. Since the 2012 survey, ratings for many aspects of government performance have been declining steadily.
- Owners and managers of businesses that have been in Littleton for more than 10 years held more favorable opinions of the overall effectiveness of the city manager and appointed staff than those in the community for less than 10 years.

Business owners and managers continue to support tax increases to help fund the city's economic development activities.

- About 9 in 10 respondents supported strengthening Littleton's community image and identity, marketing Downtown to Littleton residents and visitors, and promoting efforts to

attract and recruit new types of retail business to Littleton. The level of support for these initiatives were on par with past survey years.

- About two-thirds of employers somewhat or strongly supported a three-quarters of a cent sales and use tax increase that would be used to fund needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings, though 35% opposed the measure. The level of support for this tax increase is similar to the levels of support seen in 2016 and 2018.
- When asked about different potential amounts for a sales and use tax increase, about 1 in 10 supported a one-half of one cent sales and use tax increase in 2020, which was similar to 2016 and 2018. The remaining options of one cent, three-quarters of one cent, and no increase were evenly split (about 30% of business owners support each option).
- Almost 80% of respondents somewhat or strongly supported a lodging tax that hotel room visitors would pay for tourism, marketing and promotion of the city.

Background and Methods

Survey Purpose

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

This type of survey addresses the key services that local governments provide to create a quality community. It is akin to private sector customer surveys that are used regularly by many corporations to monitor where there are weaknesses in product or service delivery before customers defect to competition or before other problems from dissatisfied customers arise. Because a survey such as this generally measures perceptions of services and the community, it is a different window into performance than customary tracking of service delivery response times or other observable conditions. The 2020 survey results provide valuable data for continuing to track opinions of business owners and managers over time.

Survey Methods

The City of Littleton provided NRC with a list of all registered businesses within the city limits (approximately 1,700). All business owners and managers in the Littleton community were invited to complete the survey online through a series of mailings or emails 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. Of the 1,700 total businesses, 1,292² were emailed invitations to complete the 2020 Littleton Business Survey online and 619 businesses (for whom email addresses were not available, or had emails that bounced or were deemed invalid) were mailed multiple invitations containing a URL where they could complete the web-based survey. Additionally, approximately 907 businesses who had not responded to the emailed invitations and/or were suspected to have not received an email were mailed a reminder postcard to help boost response. A total of 102 completed surveys were submitted (with varying levels of completion, meaning that some respondents skipped at least some questions) for a response rate of 6%. For more information on the methodology see *Appendix E: Survey Methodology* and for a copy of the survey see *Appendix F: Survey Materials*.

How the Results Are Reported

For the most part, the full set of frequencies or the “percent positive” are presented in the body and narrative of the report. The percent positive is the combination of the top two most positive

² Roughly 100 of the businesses with email addresses could not be uploaded into the online survey platform as their email addresses were not recognized as “real” addresses. These businesses, along with about 230 that had emails that bounced after the initial emailed invitation, were included in the list of businesses that were mailed invitations.

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: Complete Survey Responses* and is discussed in the body of this report if it is 30% or greater. However, these responses have been removed from the analyses presented in the body of the report, unless otherwise indicated. In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

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

Precision of Estimates

Because the 2020 survey was intended to be taken by all businesses in Littleton’s database and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus 10 percentage points as the “range of uncertainty” around any given percent reported for all respondents (102).

Comparing Survey Results over Time

Where comparisons are made to prior survey years (when a random sample of businesses was selected to receive the survey), a traditional margin of error should be calculated and it will be larger. Differences between percentages reported in the body of the report can be considered “statistically significant” if they are 15 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 2020 survey results were compared to certain demographic characteristics of survey respondents and by the perceptions of the quality of the relationship between the business community and the city government. These findings are discussed in *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups*.

Comparing Survey Results to Other Communities

NRC’s maintains a database of comparative business opinion comprised of perspectives gathered in surveys from communities whose business owners and/or managers evaluated the same kinds of topics on Littleton’s survey, which was largely culled from NRC benchmark survey, The

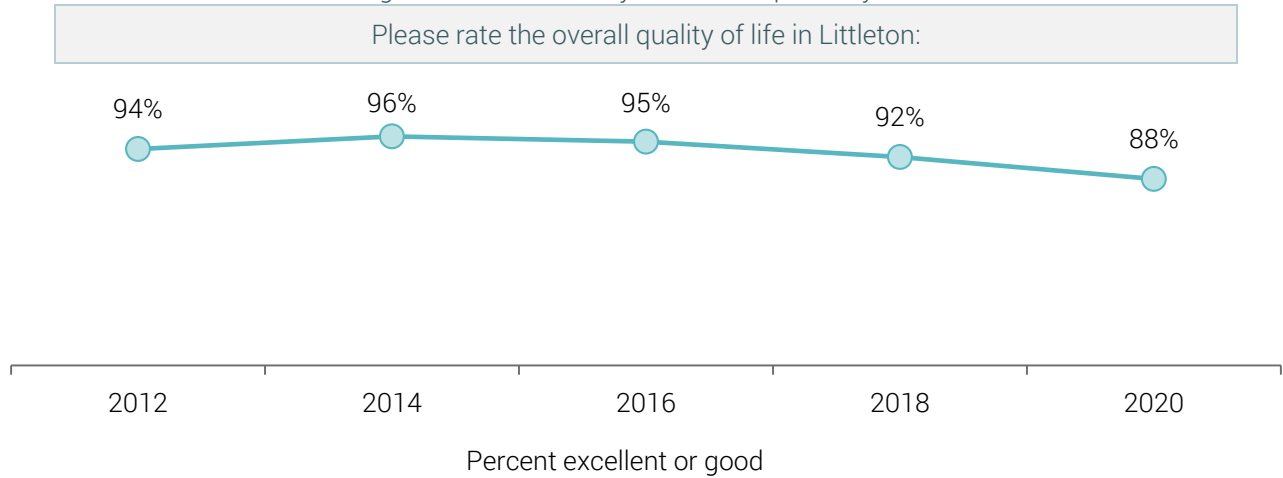
National Business Survey™. Littleton’s results are noted as being “higher” than the benchmark, “lower” than the benchmark or “similar” to the benchmark, meaning that the average rating given by Littleton business owners or managers is statistically similar to or different (greater or lesser) than the benchmark. Additional detail can be found in *Appendix D: Benchmark Comparisons*.

Business Survey Results

Quality of Life

The 2020 City of Littleton Business Survey measured business owner and manager opinions about a variety of aspects of the community including the quality of life in the city and the city as a place to work and do business. About 9 in 10 owners or managers rated the overall quality of life in Littleton as excellent or good, which was similar to ratings in past years. This rating was similar to other communities in the national database (see *Appendix D: Benchmark Comparisons* for more details on the benchmark comparisons).

Figure 1: Overall Quality of Life Compared by Year

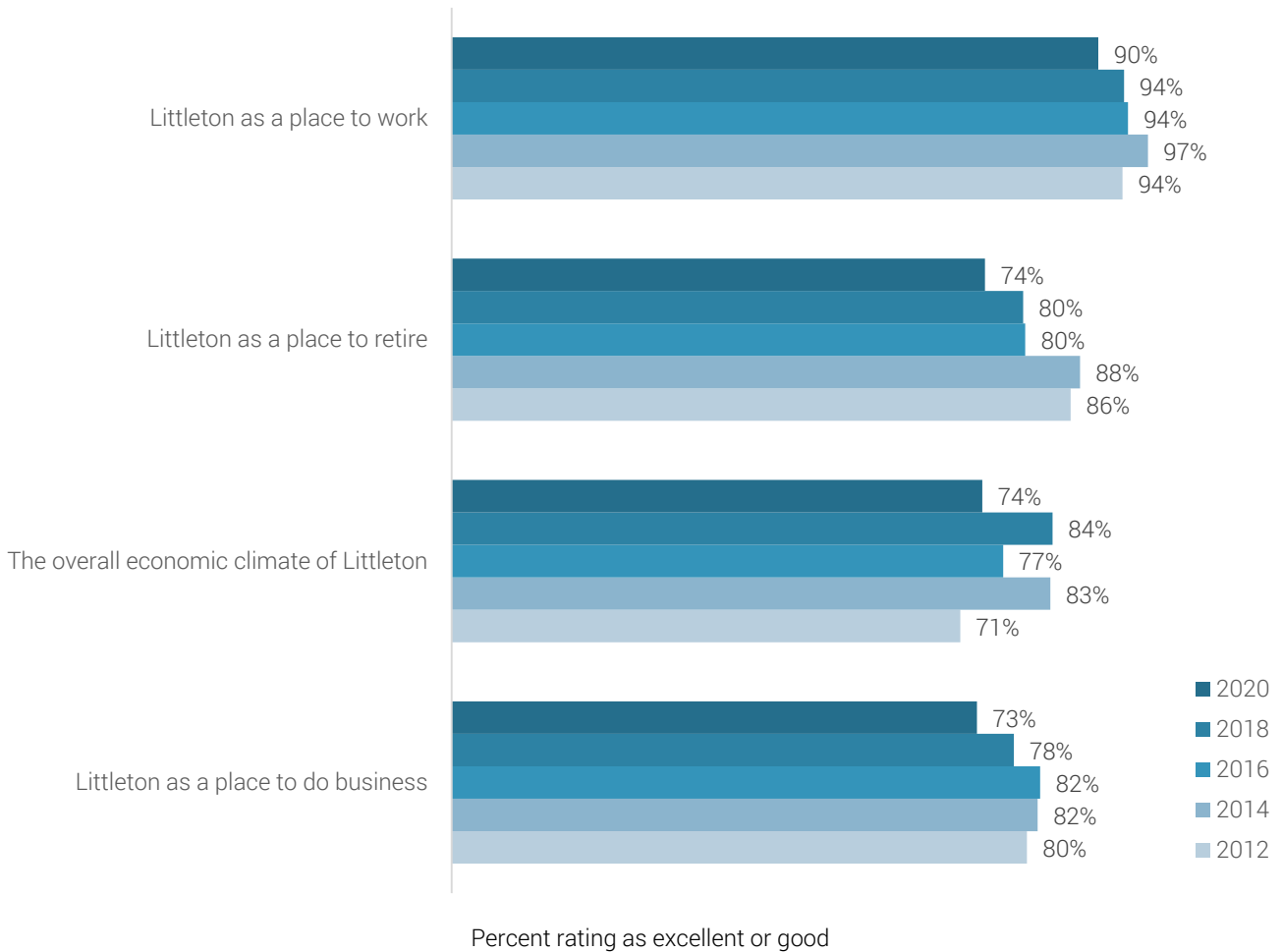


As in past surveys, aspects of Littleton’s economy were all rated very favorably by members of the business community. About 9 in 10 of those surveyed felt Littleton was an excellent or good place to work. About three-quarters of respondents gave positive ratings to Littleton’s overall economic climate, the city as a place to do business, and the city as a place to retire.

When compared to the benchmarks, the city as a place to retire was rated higher than in other communities; all other areas were on par with other jurisdictions nationwide.

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 assessed 18 characteristics of the community as they related to Littleton as a whole including, shopping opportunities, the cleanliness of Littleton, and ease of car travel in the city. Overall, respondents were pleased with most aspects of Littleton and provided favorable ratings except for traffic flow on major streets (40% excellent or good) and the amount of public parking Downtown (21%). Similar to 2018, over half of respondents felt the amount of public parking Downtown was poor (see *Appendix A: Complete Survey Responses*). Though all ratings were stable from 2018 to 2020, ratings for ease of travel (by car and by bus) and traffic flow on major streets have declined steadily since the baseline survey in 2012.

Ratings for ease of travel by public transit, walking, and biking were higher than the average, while ease of travel by car was lower. Other areas where Littleton’s ratings scored lower than the benchmark included quality of commercial development, variety of housing for Littleton workers, overall quality of business establishments, shopping opportunities, traffic flow, employment opportunities, the amount of public parking in commercial areas. Other areas, including overall appearance, cleanliness, overall opportunities for education and enrichment, and image or reputation were on par with other communities.

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)	2020	2018	2016	2014	2012
Educational opportunities	91%	86%	87%	85%	81%
Cleanliness of Littleton	86%	90%	89%	96%	89%
Overall appearance of Littleton	85%	88%	90%	88%	90%
Ease of light rail travel to and from Littleton	85%	91%	87%	90%	91%
Overall image or reputation of Littleton	84%	84%	87%	93%	88%
Ease of walking in Littleton	80%	86%	81%	95%	83%
Overall quality of business and service establishments in Littleton	80%	80%	81%	91%	89%
Ease of bicycle travel in Littleton	80%	85%	72%	90%	85%
Overall quality of residential development in Littleton	72%	59%	63%	74%	73%
Shopping opportunities	72%	69%	74%	77%	74%
Overall quality of commercial development in Littleton	66%	60%	67%	73%	71%
Amount of public parking other than downtown	65%	59%	63%	76%	70%
Employment opportunities	63%	54%	67%	69%	50%
Variety of housing options	60%	55%	55%	76%	71%
Ease of car travel in Littleton	56%	61%	72%	83%	79%
Ease of bus travel in Littleton	51%	63%	64%	75%	79%
Traffic flow on major streets	40%	42%	58%	68%	57%
Amount of public parking in Downtown Littleton	21%	13%	14%	24%	21%

About one-half of respondents said “don’t know” when assessing the quality of ease of bus travel in Littleton (see *Appendix A: Complete Survey Responses* for all responses including “don’t know”).

Business owners and managers identified whether there were too many, the right amount, or not enough of certain types of businesses or events in Littleton. Since 2012, about four in five respondents felt there were enough bars and taverns. Respondents have been split regarding hotels, entertainment venues, public art, and farmers' market; while about half have felt there is the right amount of these feature, a sizeable proportion (generally about 40% or more) have felt there is not enough of these things in Littleton.

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:	2020	2018	2016	2014	2012	
Bars and taverns	Too many	18%	15%	13%	15%	11%
	Right amount	76%	79%	83%	82%	82%
	Not enough	6%	6%	4%	3%	7%
	Total	100%	100%	100%	100%	100%
Restaurants	Too many	5%	6%	7%	1%	3%
	Right amount	67%	66%	58%	67%	69%
	Not enough	27%	28%	35%	32%	28%
	Total	100%	100%	100%	100%	100%
Entertainment venues	Too many	1%	1%	1%	0%	1%
	Right amount	59%	47%	57%	57%	53%
	Not enough	40%	53%	42%	43%	47%
	Total	100%	100%	100%	100%	100%
Public art	Too many	6%	3%	1%	1%	4%
	Right amount	55%	53%	66%	59%	60%
	Not enough	39%	43%	33%	40%	36%
	Total	100%	100%	100%	100%	100%
Festivals, concerts, etc.	Too many	6%	4%	1%	3%	4%
	Right amount	71%	68%	85%	78%	77%
	Not enough	23%	28%	14%	19%	19%
	Total	100%	100%	100%	100%	100%
Farmers' markets	Too many	1%	1%	0%	2%	1%
	Right amount	50%	47%	52%	67%	55%
	Not enough	49%	53%	48%	30%	44%
	Total	100%	100%	100%	100%	100%
Retail shopping opportunities	Too many	2%	4%	1%	0%	1%
	Right amount	72%	67%	69%	73%	66%
	Not enough	26%	29%	30%	27%	34%
	Total	100%	100%	100%	100%	100%
Hotels	Too many	5%	1%	1%	0%	0%
	Right amount	55%	46%	51%	41%	0%
	Not enough	40%	53%	48%	59%	0%
	Total	100%	100%	100%	100%	0%

Business Community

Survey respondents were provided a list of 14 statements and selected those that most accurately reflected why they operated a business in Littleton. They were able to select more than one reason and could write a reason in their own words if they preferred. Overall, the business owners' reasons have remained stable and consistent for the past eight years. The most frequent response was that Littleton was close to home. The small town atmosphere and quality of life in the city also were important draws. About 10% of respondents provided an "other" response (see *Appendix B: Verbatim Responses to Open-ended Survey Questions* for a complete list of "other" responses).

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

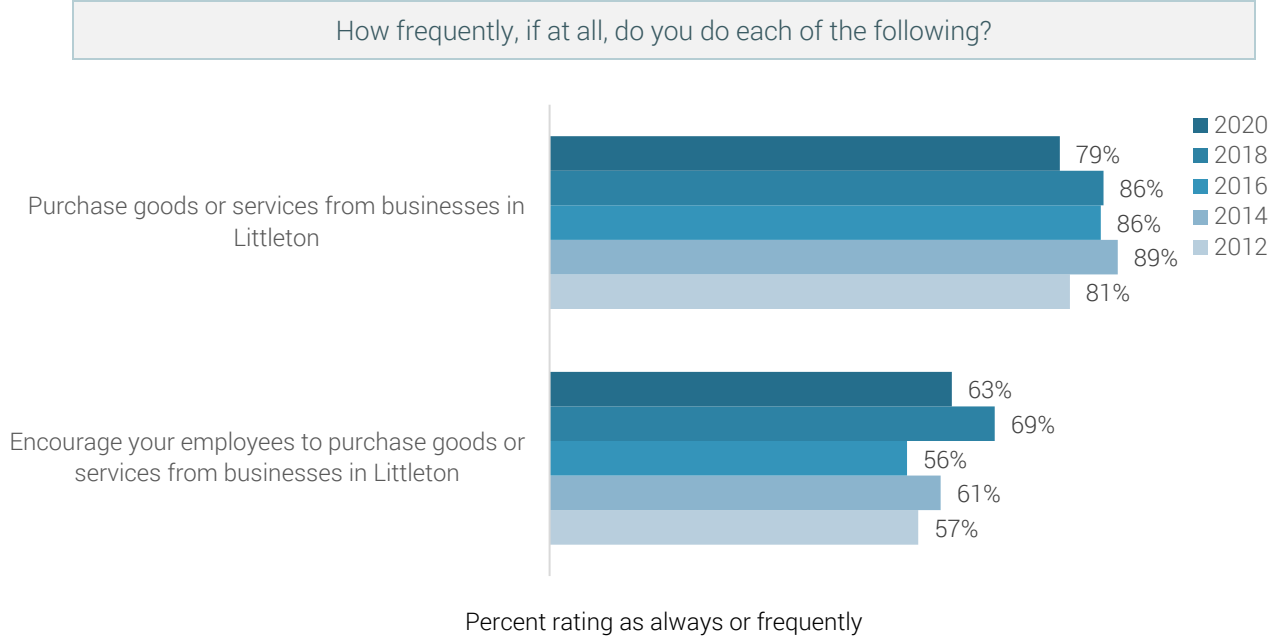
What are your reasons for operating a business in Littleton? (Please check all that apply.)	2020	2018	2016	2014	2012
Close to home	60%	61%	52%	64%	61%
Small town atmosphere	40%	43%	32%	50%	47%
Quality of life	30%	37%	27%	51%	38%
Within a major metro area	30%	32%	34%	44%	34%
Good business opportunities	27%	30%	24%	28%	29%
Community composition/make-up	26%	26%	29%	36%	31%
Proximity to Santa Fe/C-470	23%	26%	28%	36%	23%
Potential for growth	22%	24%	25%	25%	25%
Work from home/remote work	22%	NA	NA	NA	NA
Access to light rail	17%	18%	24%	31%	NA
Grew up here	14%	NA	NA	NA	NA
City assistance for small/medium businesses	5%	11%	14%	15%	8%
Close to recreational amenities	4%	9%	8%	10%	7%
Other	10%	10%	17%	5%	9%

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

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

Business owners and managers often buy local and encourage others to do so. About four in five respondents reported always or frequently purchasing goods or services from other businesses in Littleton. Three in five owners and managers encouraged their employees to do the same.

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 indicated the degree to which each was a problem on a scale of not a problem, minor problem, moderate problem and major problem.

The most cited problems by business owners and managers were the high cost of real estate and traffic congestion; about 7 in 10 respondents felt these were moderate or major problems. Too much local government regulation, lack of customer parking, and lack of employee housing were mentioned by about one-half of the businesses surveyed. Since the 2012 survey, the extent to which business owners have felt most of these issues are a problem has increased significantly. Areas that have become more problematic for business owners over time include too much growth (8% in 2012 versus 39% in 2020), traffic congestion (37% versus 68%), high cost of real estate (44% versus 73%), lack of housing that meets employee’s needs (17% versus 50%), lack of qualified labor (15% versus 44%), and inadequate transportation infrastructure (17% versus 40%).

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)	2020	2018	2016	2014	2012
High cost of real estate	73%	72%	69%	50%	44%
Traffic congestion	68%	62%	56%	38%	37%
Lack of customer parking	52%	51%	53%	43%	41%
Lack of housing that meets employees' needs	50%	53%	49%	21%	17%
Too much local government regulation	49%	45%	44%	37%	40%
Lack of employee parking	47%	43%	40%	35%	32%
Lack of qualified labor	44%	38%	26%	22%	15%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	40%	35%	38%	21%	17%
Too much growth	39%	45%	22%	16%	8%
Vandalism	35%	26%	18%	15%	19%
Rundown buildings	32%	26%	26%	27%	24%
Graffiti	29%	22%	19%	13%	17%
Too much competition from national franchises	26%	21%	17%	18%	19%
Lack of customers	22%	28%	19%	21%	28%
Access to capital or ability to get a loan	21%	26%	24%	22%	NA
Lack of growth	14%	15%	26%	21%	30%
Too little local government regulation	3%	14%	9%	4%	5%

About one-third of respondents said “don’t know” when assessing concerns about “access to capital or ability to get a loan” (see *Appendix A: Complete Survey Responses* for all responses including “don’t know”).

Almost half of business owners and managers cited the high cost of doing business as the biggest challenge in running a business in Littleton. The lack of parking and employee recruitment/retention also were issues affecting about one in four employers. Compared to 2012, fewer respondents identified inadequate sales, marketing costs, and costs of employee health benefits as challenges in 2020.

One in five owners and managers 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?	2020	2018	2016	2014	2012
High cost of doing business	46%	40%	34%	40%	44%
Lack of parking	26%	34%	22%	28%	18%
Employee recruitment/retention	24%	20%	24%	16%	12%
Competition with the Internet	21%	13%	15%	14%	17%
Lack of affordable housing for employees	19%	28%	21%	6%	9%
Cost of employee health benefits	18%	24%	27%	32%	33%
Competition with Denver/Front Range	16%	10%	15%	19%	16%
Inadequate sales	12%	17%	21%	18%	32%
Marketing costs	10%	9%	13%	20%	26%
Competition with Highlands Ranch	9%	7%	4%	16%	10%
Business location	6%	5%	12%	7%	12%
Competition with Centennial	6%	5%	3%	7%	6%
Other	19%	16%	21%	15%	11%
No challenges	20%	NA	NA	NA	NA

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

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

City Government

Survey respondents evaluated nine different aspects of local government performance. At least three in five respondents gave excellent or good ratings to the overall direction the city is taking, attracting visitors to Littleton, and retaining existing jobs. Other areas of performance were rated positively by 42% or more of the employers. Since the 2012 survey, ratings for many aspects of government performance have been declining.

Three aspects of government performance could be compared to national benchmarks. The job Littleton does at attracting businesses was rated lower than the benchmark while the job the city does at welcoming business involvement and the overall direction city is taking were similar.

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)	2020	2018	2016	2014	2012
The overall direction the city is taking	71%	57%	61%	82%	75%
Attracting visitors to Littleton	64%	54%	61%	68%	67%
Retaining existing jobs	60%	49%	58%	64%	68%
The overall effectiveness of the city manager and appointed staff	56%	45%	51%	65%	70%
The job city government does at welcoming business involvement	54%	50%	50%	54%	62%
The overall effectiveness of appointed boards and commissions	48%	42%	41%	55%	63%
The relationship between the business community and local government in Littleton	48%	42%	46%	51%	60%
The overall leadership provided by the city's elected officials	47%	41%	41%	61%	61%
Attracting companies to locate in Littleton	42%	40%	53%	65%	62%

More than 30% of respondents selected "don't know" when evaluating the three of the nine questions related to city government performance (see *Appendix A: Complete Survey Responses* for a complete set of responses, including "don't know").

Similar to previous years, about three in five business owners and managers reported having had contact with a city employee in the 12 months prior to the survey. Those who had contact were asked to indicate the one department with which they had their most recent contact. The most common department contacted was Community Development (35%), followed by the police (27%). Rates of contact with each department have remained stable over the history of the survey.

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)?

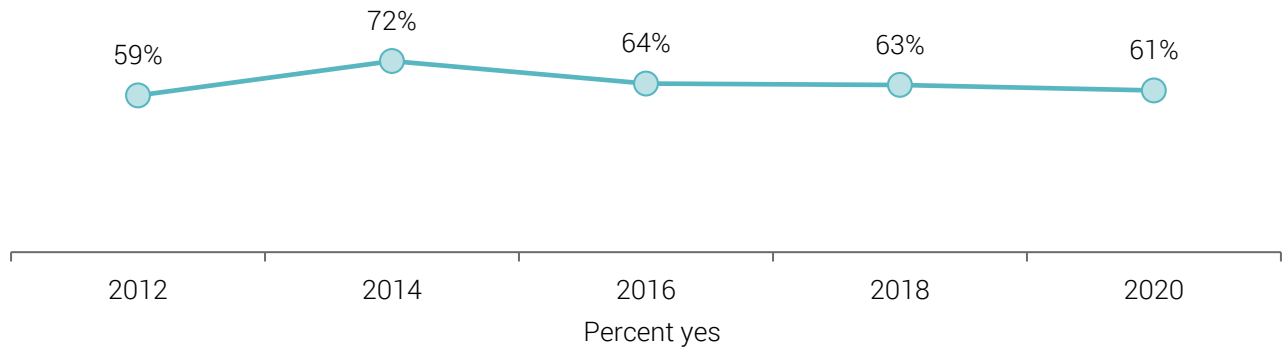


Figure 11: Department of Most Recent Contact Compared by Year

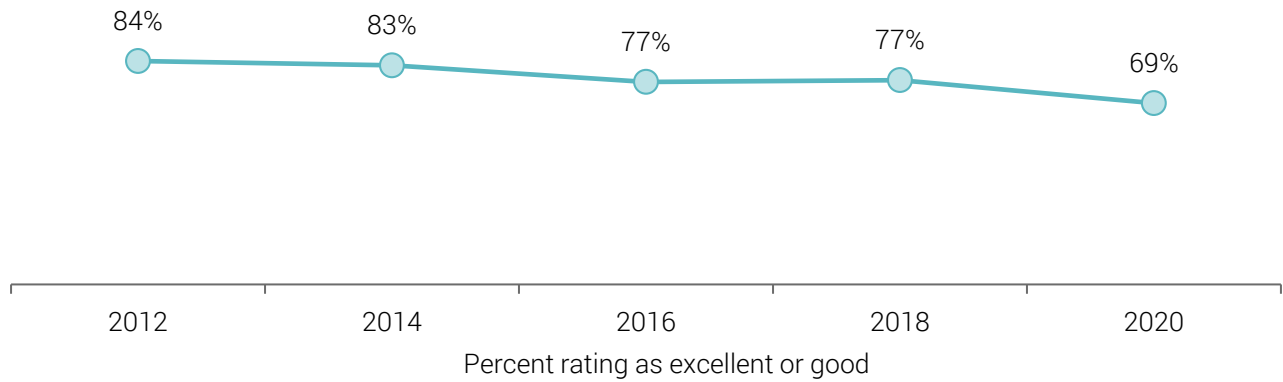
With which of the following departments was your most recent contact in the last 12 months? (Please check only one.)	2020	2018	2016	2014	2012
Community Development	35%	32%	31%	28%	36%
Police	27%	23%	19%	14%	24%
Finance	13%	12%	8%	5%	14%
Public Works	9%	9%	11%	14%	7%
Communications and marketing	7%	7%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

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

Those who had contact with a city employee evaluated their overall impression as well as characteristics of the interaction. About 7 in 10 business owners and managers rated their overall impression of city employees as excellent or good, similar to 2018 but a decrease from 2012 (84%).

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?

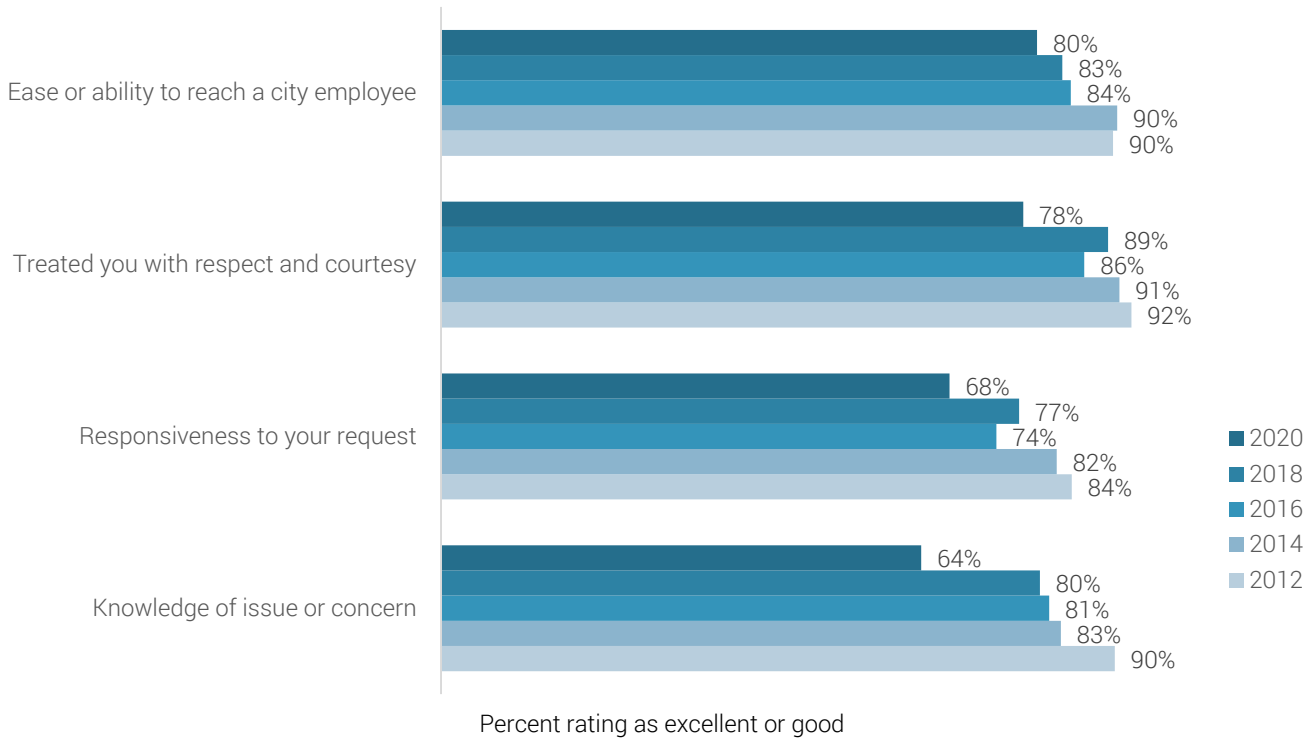


This question was only asked of respondents who reported having contact with a city employee in the 12 months prior to the survey.

About 80% of respondents felt at least good about being able to reach a city employee and that they were treated with respect and courtesy (**Error! Not a valid bookmark self-reference.**), and two-thirds felt their issue was resolved (see Figure 14). Employee’s knowledge of respondents’ issues and concern has declined significantly over time from 90% excellent or good in 2012 to 64% in 2020; responsiveness showed a similar decline as well for the same time period (84% versus 68%).

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

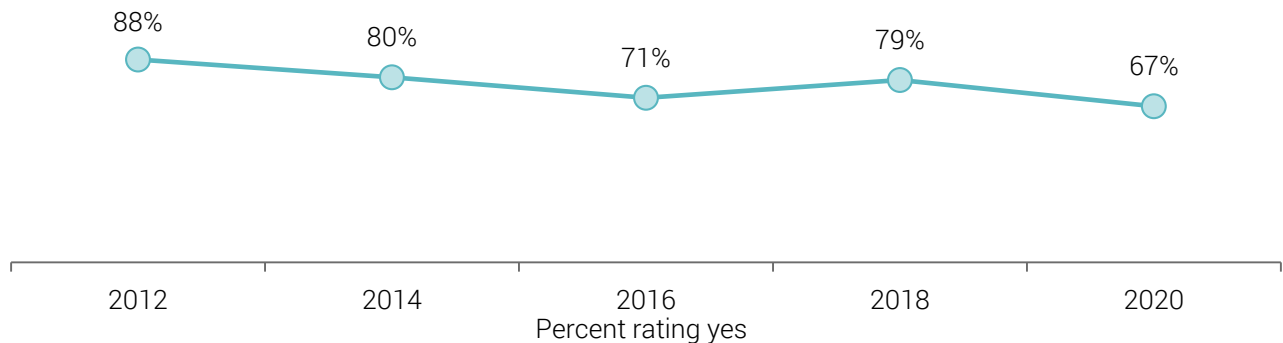
What was your impression of the employee(s) of the City of Littleton in your most recent contact?



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

Did you feel your question or issue was resolved?



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

Potential Projects and Initiatives in Littleton

Owners and managers responding to the 2020 Business Survey evaluated the need for various activities, programs and improvements to city policies or programs related to businesses and the economic climate in Littleton. Business owners and managers were asked to indicate their level of support for 13 different activities and initiatives in Littleton. Like years past, all received support from a majority of respondents. The most supported activities included strengthening Littleton’s community image and identity (96% strongly or somewhat support), marketing Downtown to Littleton residents and visitors (89%), and promoting efforts to attract and recruit new types of retail business to Littleton (89%).

Levels of support tended to remain stable from 2018 to 2020. However, since 2012, business owners have voiced more support for increasing development fees to help rebuild the city’s infrastructure (44% in 2012 versus 61% in 2020) and fewer were supportive of encouraging additional commercial growth or redevelopment (93% versus 76%). Levels of support for a number of other activities have been trending down since 2012, including providing incentives to promote business relocation and promoting efforts to revitalize the city’s commercial areas, among others.

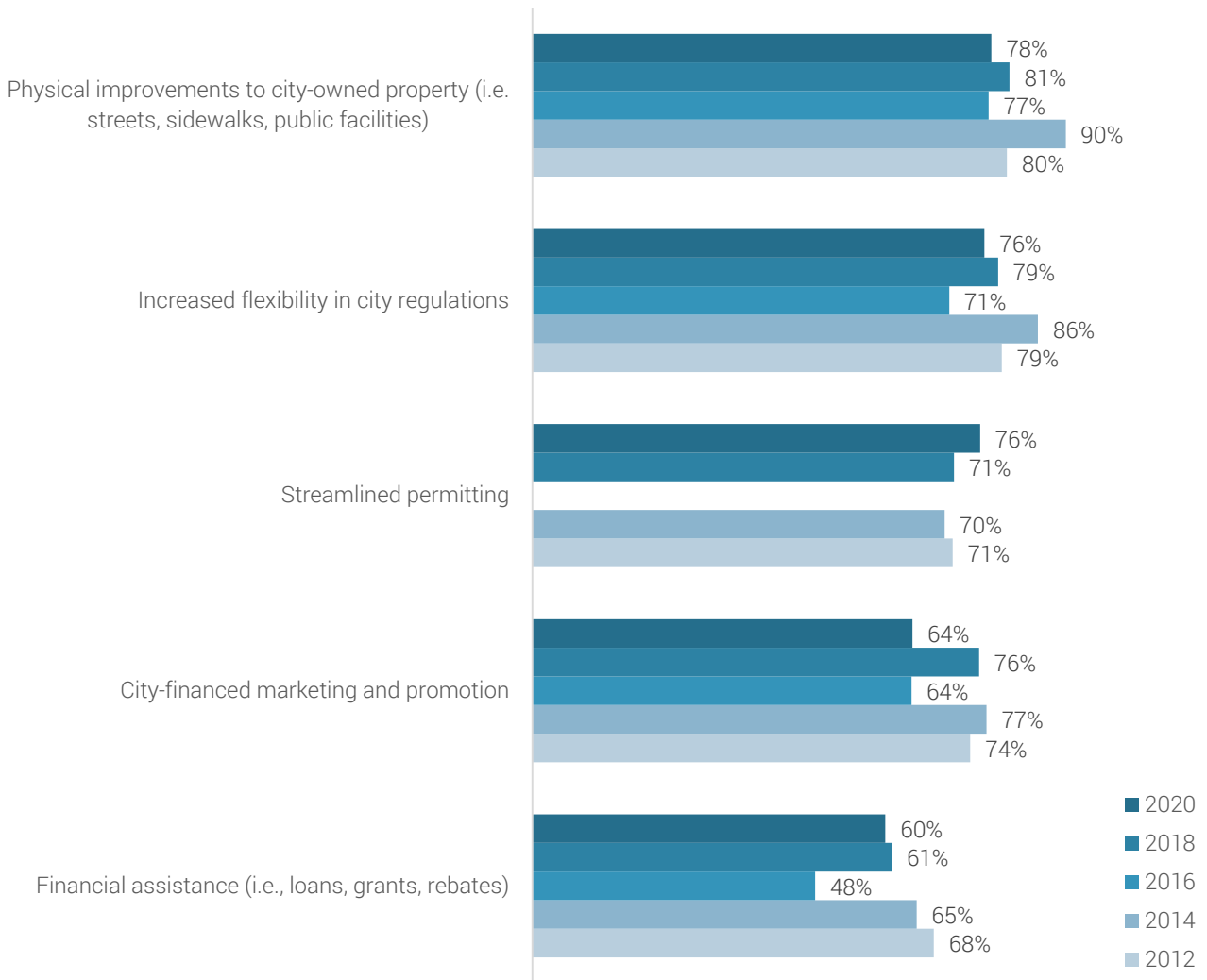
Figure 15: Level of Support for City Pursuing Potential Activities Compared by Year

To what extent would you support or oppose the city pursuing the following activities: (Percent somewhat or strongly support)	2020	2018	2016	2014	2012
Strengthening Littleton’s community image and identity	96%	95%	96%	98%	97%
Marketing Downtown Littleton to residents and visitors	89%	90%	92%	94%	93%
Promoting efforts to attract and recruit new types of retail business to Littleton	89%	80%	90%	94%	97%
Promoting efforts to revitalize the city’s housing areas	87%	88%	89%	93%	93%
Promoting efforts to revitalize the city’s commercial areas	83%	88%	87%	90%	94%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	78%	72%	80%	81%	83%
Encouraging additional commercial growth or redevelopment	76%	71%	83%	93%	93%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	75%	82%	78%	92%	86%
Promoting efforts to increase the availability of affordable housing	74%	78%	76%	78%	74%
Encouraging additional residential growth or redevelopment	72%	75%	80%	85%	82%
Providing incentives to promote business relocation	65%	68%	64%	75%	78%
Increasing residential development density near public transit	63%	64%	64%	78%	71%
Increasing development fees to help rebuild the city’s infrastructure	61%	62%	59%	40%	44%

When asked how beneficial, if at all, a set of five programs and policies would be to their business plan, a majority of owners and managers felt that each would be very or somewhat beneficial. About three quarters of respondents felt making physical improvements to city-owned property, increasing the flexibility in city regulations, and streamlined permitting would be somewhat or very beneficial. These assessments were on par with those given in 2018.

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

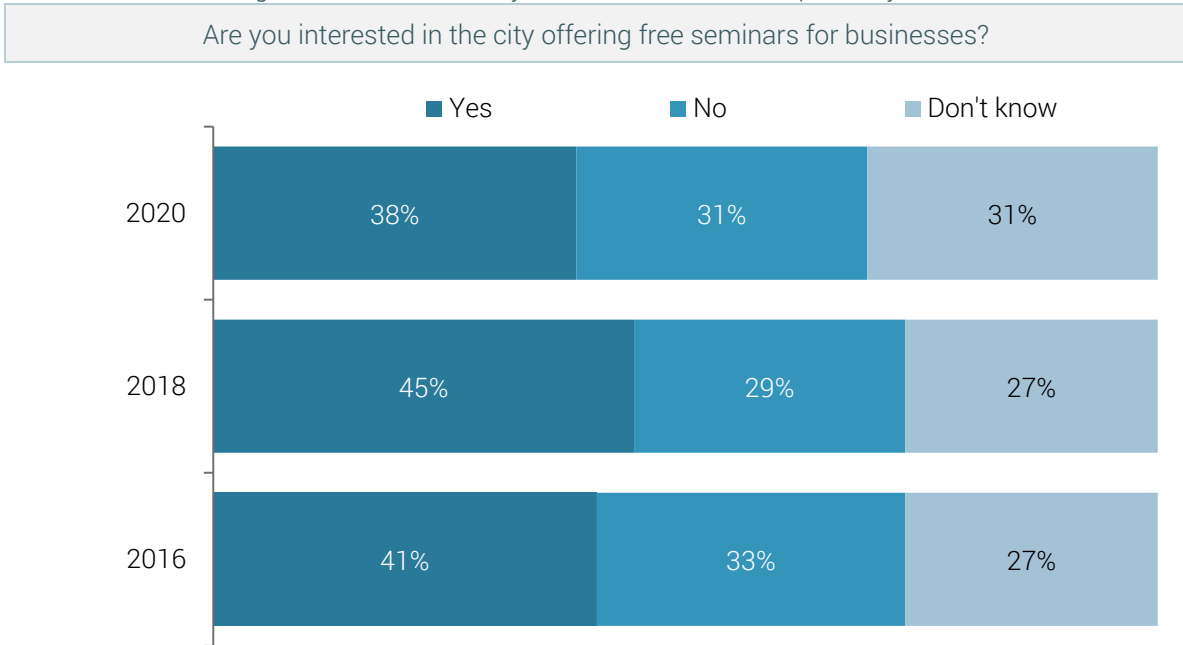
If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?



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

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 that they did not know if they were interested. Respondents also were able to write in their own words the types of seminar topics they would be interested in. Eleven participants responded to this question and included suggestions for marketing and social media. These comments can be found in *Appendix B: Verbatim Responses to Open-ended Survey Questions*.

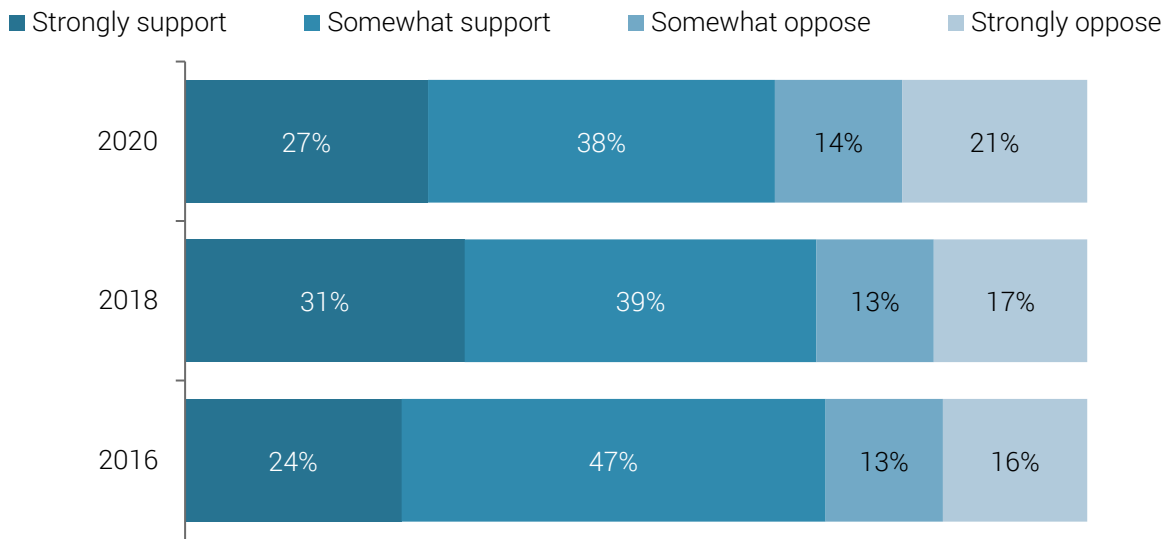
Figure 17: Interest in City-Offered Seminars Compared by Year



Owners and managers stated their level of support for a three-quarters of a cent sales and use tax increase to fund needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. About two-thirds of employers somewhat or strongly supported the measure, 14% somewhat opposed the measure and 21% strongly opposed it. This level of support was similar to 2018 and 2016.

Figure 18: Level of Support for Sales and Use Tax for Needed Improvements Compared by Year

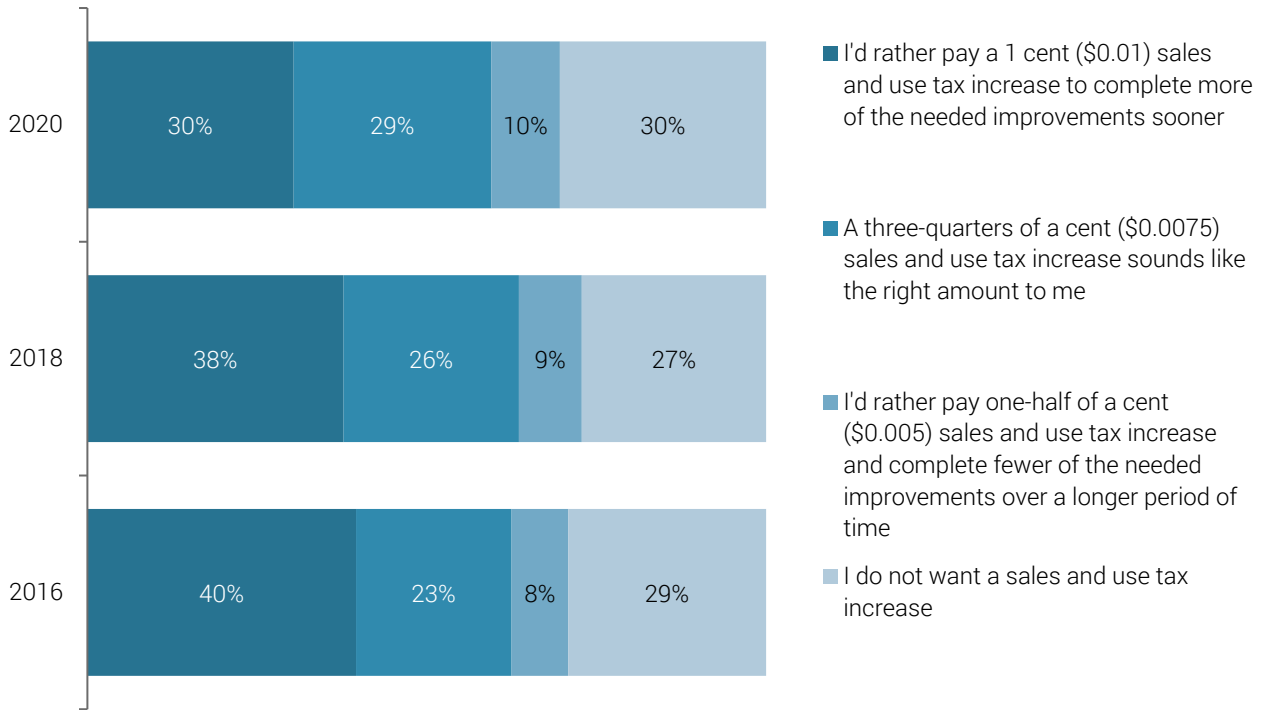
The city currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters 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, respondents rated their level of support for varying amounts of the sales and use tax for necessary improvements. Similar to 2016 and 2018, about 7 in 10 owners and managers supported a sales and use tax increase of some amount. Overall, about 1 in 10 supported a one-half of one cent increase with the remaining options of one cent, three-quarters of one cent, and no increase being evenly split (about 30% support each option).

Figure 19: Level of Support for Various Sales and Use Tax Amounts Compared by Year

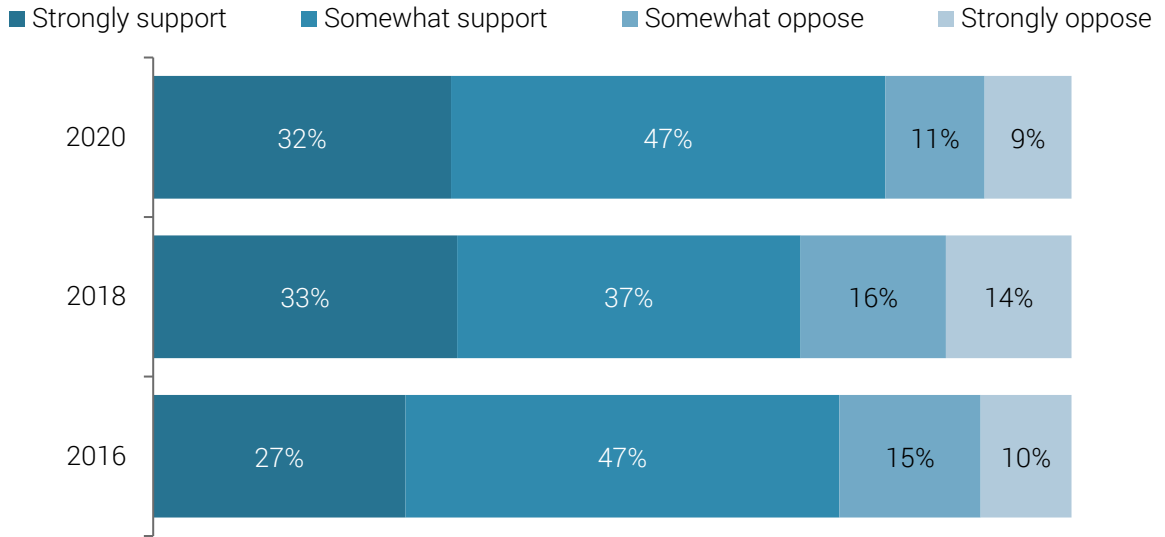
A three-quarters of a cent sales and use tax increase will generate approximately \$9.1 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and 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?



Many owners and managers also supported a lodging tax that hotel room visitors would pay for tourism, marketing and promotion of the city. About 80% of respondents somewhat or strongly supported the measure, about 11% somewhat opposed and 9% respondents strongly opposed the measure. The overall level of support in 2020 was similar to both 2018 and 2016.

Figure 20: Level of Support for Lodging Tax Compared by Year

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?



Business Characteristics

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

Table 1: Position in the Organization

What is your position in this organization?	Percent of respondents
Owner	79%
Manager or Administrator	18%
Administrative Assistant	3%
Other	0%
Total	100%

Table 2: Years in Business

How many years has your business been located in Littleton?	Percent of respondents
Less than 1 year	3%
1-5 years	21%
6-10 years	14%
More than 10 years	63%
Total	100%

Table 3: Likelihood of Remaining in Littleton

Thinking about the coming 12 months, how likely, if at all, are you to keep your business in this area?	Percent of respondents
Very likely	82%
Somewhat likely	14%
Not at all likely	4%
Total	100%

Table 4: Number of Sites

Does this business have one site or multiple sites?	Percent of respondents
One site	86%
Multiple sites	14%
Total	100%

Table 5: Branch or Headquarters

Is this location a branch or headquarters?	Percent of respondents
Branch	50%
Headquarters	50%
Total	100%

Asked only of those who indicated the business had multiple sites.

Table 6: Number of Sites in Littleton

Including this location, how many sites are located in Littleton?	Percent of respondents
1	60%
2	20%
5	10%
6	10%
Total	100%

Asked only of those who indicated the business had multiple sites.

Table 7: Home-based Businesses

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

Table 8: Business Industry

Which one of the following industries best describes the nature of your business?	Percent of respondents
Agriculture	0%
Construction	5%
Manufacturing	4%
Restaurant, bar	6%
Wholesale sales	1%
Retail	18%
Banking	0%
Finance, insurance, real estate, legal	12%
Printing, copying, typesetting, publishing	0%
Medical, dental	6%
Transportation	0%
Gas and electric services	3%
Automotive service	5%
Non-profit charitable organization	0%
Services (cleaning, repair)	15%
Information Technologies	3%
Consulting	10%
Beauty	3%
Education	1%
Health, fitness and wellness	8%
Other	0%
Total	100%

Table 9: Gross Annual Revenue (All Response Options)

What was the approximate annual gross revenue (for the most recent accounting year) generated by this Littleton site?	Percent of respondents
Less than \$100,000	23%
\$100,000 to \$499,999	29%
\$500,000 to \$999,999	15%
\$1,000,000 to \$4,999,999	21%
\$5,000,000 or more	12%
Total	100%

Table 10: Gross Annual Revenue (Rolled Up)

Annual gross revenue	Percent of respondents
Less than \$100,000	23%
\$100,000 to \$499,999	29%
\$500,000 or more	48%
Total	100%

Table 11: Number of Employees

Including yourself, how many employees work at your Littleton worksite?	None	1 to 3	4 to 9	10 or more	Total
Number of full-time (30 or more hours per week) employees	4%	53%	21%	22%	100%
Number of part-time (less than 30 hours per week) employees	38%	41%	11%	11%	100%

Table 12: Total Number of Employees

Including yourself, how many employees work at your Littleton worksite?	At least one	2-5	6-14	15 or more	Total	Average
Total number of employees at this worksite	14%	38%	26%	21%	100%	11.7

Table 13: Staff Positions

Please write in the approximate number of staff in each of the following positions.	None	1	2	3 or more	Total
Management	14%	44%	16%	26%	100%
Administration	35%	34%	16%	16%	100%
Technical	57%	17%	5%	21%	100%
Labor	56%	13%	8%	23%	100%
Other	78%	0%	4%	18%	100%

Table 14: Anticipated Staff Numbers in 3 to 5 Years

Over the next 3 to 5 years, do you anticipate...	Percent of respondents
Adding to your number of employees	38%
Maintaining the same number of employees	56%
Cutting back on your number of employees	5%
Total	100%

Table 15: Percentage of Workforce in Littleton

Percentage of workforce residing in Littleton	Percent of respondents
0%-24%	45%
25%-49%	9%
50%-74%	17%
75%-100%	29%
Total	100%

Table 16: Residence of Respondent

In which city or county is your residence located?	Percent of respondents
Littleton	53%
Jefferson County	12%
Centennial	8%
Highlands Ranch	9%
Englewood	5%
Denver	8%
Other	5%
Total	100%

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

Appendix A: Complete Survey Responses

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

Table 17: Question 1 without "don't know" responses

Please rate each of the following aspects of quality of life in Littleton.	Excellent		Good		Fair		Poor		Total	
Littleton as a place to work	39%	N=40	51%	N=52	9%	N=9	1%	N=1	100%	N=102
Littleton as a place to retire	29%	N=24	45%	N=37	21%	N=17	5%	N=4	100%	N=82
Littleton as a place to do business	32%	N=32	42%	N=42	21%	N=21	6%	N=6	100%	N=101
The overall economic climate of Littleton	25%	N=25	49%	N=49	23%	N=23	3%	N=3	100%	N=100
The overall quality of life in Littleton	31%	N=30	57%	N=55	11%	N=11	1%	N=1	100%	N=97

Table 18: Question 1 with "don't know" responses

Please rate each of the following aspects of quality of life in Littleton.	Excellent		Good		Fair		Poor		Don't know		Total	
Littleton as a place to work	39%	N=40	51%	N=52	9%	N=9	1%	N=1	0%	N=0	100%	N=102
Littleton as a place to retire	24%	N=24	36%	N=37	17%	N=17	4%	N=4	20%	N=20	100%	N=102
Littleton as a place to do business	32%	N=32	42%	N=42	21%	N=21	6%	N=6	0%	N=0	100%	N=101
The overall economic climate of Littleton	25%	N=25	49%	N=49	23%	N=23	3%	N=3	1%	N=1	100%	N=101
The overall quality of life in Littleton	30%	N=30	54%	N=55	11%	N=11	1%	N=1	4%	N=4	100%	N=101

Table 19: Question 2 without "don't know" responses

Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Total	
Overall appearance of Littleton	24%	N=24	61%	N=62	12%	N=12	3%	N=3	100%	N=101
Cleanliness of Littleton	25%	N=25	62%	N=63	10%	N=10	4%	N=4	100%	N=102
Overall quality of commercial development in Littleton	13%	N=12	53%	N=51	26%	N=25	8%	N=8	100%	N=96
Overall quality of residential development in Littleton	10%	N=9	62%	N=57	21%	N=19	8%	N=7	100%	N=92
Variety of housing options	15%	N=13	45%	N=39	29%	N=25	11%	N=10	100%	N=87
Overall quality of business and service establishments in Littleton	24%	N=24	56%	N=57	17%	N=17	3%	N=3	100%	N=101
Shopping opportunities	25%	N=26	46%	N=47	24%	N=24	5%	N=5	100%	N=102

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Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Employment opportunities	21%	N=19	42%	N=37	31%	N=28	6%	N=5	100%	N=89
Educational opportunities	37%	N=33	54%	N=49	8%	N=7	1%	N=1	100%	N=90
Ease of car travel in Littleton	19%	N=19	38%	N=38	33%	N=33	11%	N=11	100%	N=101
Ease of bus travel in Littleton	19%	N=9	32%	N=15	34%	N=16	15%	N=7	100%	N=47
Ease of light rail travel to and from Littleton	36%	N=31	48%	N=41	14%	N=12	1%	N=1	100%	N=85
Ease of bicycle travel in Littleton	28%	N=19	52%	N=36	17%	N=12	3%	N=2	100%	N=69
Ease of walking in Littleton	28%	N=26	52%	N=48	17%	N=16	2%	N=2	100%	N=92
Traffic flow on major streets	9%	N=9	31%	N=32	37%	N=38	23%	N=23	100%	N=102
Amount of public parking in Downtown Littleton	7%	N=7	13%	N=13	23%	N=22	57%	N=55	100%	N=97
Amount of public parking other than downtown	17%	N=16	48%	N=45	23%	N=22	12%	N=11	100%	N=94
Overall image or reputation of Littleton	27%	N=27	57%	N=57	13%	N=13	3%	N=3	100%	N=100

Table 20: Question 2 with "don't know" responses

Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Overall appearance of Littleton	24%	N=24	61%	N=62	12%	N=12	3%	N=3	0%	N=0	100%	N=101
Cleanliness of Littleton	25%	N=25	62%	N=63	10%	N=10	4%	N=4	0%	N=0	100%	N=102
Overall quality of commercial development in Littleton	12%	N=12	50%	N=51	25%	N=25	8%	N=8	6%	N=6	100%	N=102
Overall quality of residential development in Littleton	9%	N=9	56%	N=57	19%	N=19	7%	N=7	9%	N=9	100%	N=101
Variety of housing options	13%	N=13	38%	N=39	25%	N=25	10%	N=10	15%	N=15	100%	N=102
Overall quality of business and service establishments in Littleton	24%	N=24	56%	N=57	17%	N=17	3%	N=3	0%	N=0	100%	N=101
Shopping opportunities	25%	N=26	46%	N=47	24%	N=24	5%	N=5	0%	N=0	100%	N=102
Employment opportunities	19%	N=19	36%	N=37	27%	N=28	5%	N=5	13%	N=13	100%	N=102
Educational opportunities	33%	N=33	49%	N=49	7%	N=7	1%	N=1	11%	N=11	100%	N=101
Ease of car travel in Littleton	19%	N=19	38%	N=38	33%	N=33	11%	N=11	0%	N=0	100%	N=101
Ease of bus travel in Littleton	9%	N=9	15%	N=15	16%	N=16	7%	N=7	53%	N=53	100%	N=100
Ease of light rail travel to and from Littleton	30%	N=31	40%	N=41	12%	N=12	1%	N=1	17%	N=17	100%	N=102
Ease of bicycle travel in Littleton	19%	N=19	36%	N=36	12%	N=12	2%	N=2	31%	N=31	100%	N=100
Ease of walking in Littleton	25%	N=26	47%	N=48	16%	N=16	2%	N=2	10%	N=10	100%	N=102
Traffic flow on major streets	9%	N=9	31%	N=32	37%	N=38	23%	N=23	0%	N=0	100%	N=102
Amount of public parking in Downtown Littleton	7%	N=7	13%	N=13	22%	N=22	54%	N=55	5%	N=5	100%	N=102
Amount of public parking other than downtown	16%	N=16	45%	N=45	22%	N=22	11%	N=11	7%	N=7	100%	N=101
Overall image or reputation of Littleton	27%	N=27	56%	N=57	13%	N=13	3%	N=3	1%	N=1	100%	N=101

Table 21: 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	60%	N=56
Community composition/make-up	26%	N=24
Close to recreational amenities	4%	N=4
Quality of life	30%	N=28
Good business opportunities	27%	N=25
Small town atmosphere	40%	N=37
City assistance for small/medium businesses	5%	N=5
Proximity to Santa Fe/C-470	23%	N=21
Potential for growth	22%	N=20
Within a major metro area	30%	N=28
Access to light rail	17%	N=16
Work from home/remote work	22%	N=20
Grew up here	14%	N=13
Other	10%	N=9

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

Table 22: Question 4 without "don't know" responses

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:	Too many		Right amount		Not enough		Total	
	Percent	N	Percent	N	Percent	N	Percent	N
Bars and taverns	18%	N=16	76%	N=67	6%	N=5	100%	N=88
Restaurants	5%	N=5	67%	N=62	27%	N=25	100%	N=92
Entertainment venues	1%	N=1	59%	N=51	40%	N=35	100%	N=87
Public art	6%	N=5	55%	N=45	39%	N=32	100%	N=82
Festivals, concerts, etc.	6%	N=5	71%	N=62	23%	N=20	100%	N=87
Farmers' markets	1%	N=1	50%	N=43	49%	N=42	100%	N=86
Retail shopping opportunities	2%	N=2	72%	N=66	26%	N=24	100%	N=92
Hotels	5%	N=4	55%	N=41	40%	N=30	100%	N=75

Table 23: Question 4 with "don't know" responses

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:	Too many		Right amount		Not enough		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N
Bars and taverns	17%	N=16	71%	N=67	5%	N=5	6%	N=6	100%	N=94
Restaurants	5%	N=5	65%	N=62	26%	N=25	3%	N=3	100%	N=95
Entertainment venues	1%	N=1	54%	N=51	37%	N=35	8%	N=8	100%	N=95
Public art	5%	N=5	48%	N=45	34%	N=32	13%	N=12	100%	N=94
Festivals, concerts, etc.	5%	N=5	65%	N=62	21%	N=20	8%	N=8	100%	N=95
Farmers' markets	1%	N=1	45%	N=43	44%	N=42	9%	N=9	100%	N=95
Retail shopping opportunities	2%	N=2	69%	N=66	25%	N=24	3%	N=3	100%	N=95
Hotels	4%	N=4	44%	N=41	32%	N=30	20%	N=19	100%	N=94

Table 24: Question 5 without "don't know" responses

To what degree, if at all, are the following problems for businesses in Littleton?	Not a problem		Minor problem		Moderate problem		Major problem		Total	
	%	N	%	N	%	N	%	N	%	N
Vandalism	18%	N=14	48%	N=38	26%	N=21	9%	N=7	100%	N=80
Graffiti	27%	N=22	44%	N=36	21%	N=17	9%	N=7	100%	N=82
Too much growth	37%	N=32	24%	N=21	21%	N=18	18%	N=16	100%	N=87
Lack of growth	67%	N=56	18%	N=15	7%	N=6	7%	N=6	100%	N=83
Rundown buildings	32%	N=26	36%	N=29	28%	N=23	4%	N=3	100%	N=81
High cost of real estate	10%	N=9	17%	N=15	39%	N=35	34%	N=30	100%	N=89
Traffic congestion	7%	N=6	25%	N=23	33%	N=30	36%	N=33	100%	N=92
Too much local government regulation	22%	N=17	29%	N=23	23%	N=18	27%	N=21	100%	N=79
Too little local government regulation	80%	N=61	17%	N=13	3%	N=2	0%	N=0	100%	N=76
Lack of customers	49%	N=39	29%	N=23	16%	N=13	5%	N=4	100%	N=79
Lack of qualified labor	32%	N=25	23%	N=18	25%	N=19	19%	N=15	100%	N=77
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	38%	N=33	23%	N=20	24%	N=21	16%	N=14	100%	N=88
Too much competition from national franchises	40%	N=31	34%	N=26	13%	N=10	13%	N=10	100%	N=77
Lack of customer parking	30%	N=26	18%	N=16	22%	N=19	30%	N=26	100%	N=87
Lack of employee parking	32%	N=26	21%	N=17	20%	N=16	27%	N=22	100%	N=81
Lack of housing that meets employees' needs	27%	N=20	23%	N=17	30%	N=22	20%	N=15	100%	N=74
Access to capital or ability to get a loan	59%	N=36	20%	N=12	10%	N=6	11%	N=7	100%	N=61

City of Littleton, CO 2020 Business Survey

Table 25: Question 5 with "don't know" responses

To what degree, if at all, are the following problems for businesses in Littleton?	Not a problem		Minor problem		Moderate problem		Major problem		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Vandalism	15%	N=14	41%	N=38	23%	N=21	8%	N=7	13%	N=12	100%	N=92
Graffiti	24%	N=22	39%	N=36	18%	N=17	8%	N=7	11%	N=10	100%	N=92
Too much growth	35%	N=32	23%	N=21	20%	N=18	18%	N=16	4%	N=4	100%	N=91
Lack of growth	62%	N=56	16%	N=15	7%	N=6	7%	N=6	9%	N=8	100%	N=91
Rundown buildings	29%	N=26	32%	N=29	25%	N=23	3%	N=3	11%	N=10	100%	N=91
High cost of real estate	10%	N=9	16%	N=15	38%	N=35	33%	N=30	3%	N=3	100%	N=92
Traffic congestion	7%	N=6	25%	N=23	33%	N=30	36%	N=33	0%	N=0	100%	N=92
Too much local government regulation	18%	N=17	25%	N=23	20%	N=18	23%	N=21	14%	N=13	100%	N=92
Too little local government regulation	67%	N=61	14%	N=13	2%	N=2	0%	N=0	16%	N=15	100%	N=91
Lack of customers	42%	N=39	25%	N=23	14%	N=13	4%	N=4	14%	N=13	100%	N=92
Lack of qualified labor	27%	N=25	20%	N=18	21%	N=19	16%	N=15	16%	N=15	100%	N=92
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	36%	N=33	22%	N=20	23%	N=21	15%	N=14	4%	N=4	100%	N=92
Too much competition from national franchises	34%	N=31	28%	N=26	11%	N=10	11%	N=10	16%	N=15	100%	N=92
Lack of customer parking	28%	N=26	17%	N=16	21%	N=19	28%	N=26	5%	N=5	100%	N=92
Lack of employee parking	28%	N=26	18%	N=17	17%	N=16	24%	N=22	12%	N=11	100%	N=92
Lack of housing that meets employees' needs	22%	N=20	18%	N=17	24%	N=22	16%	N=15	20%	N=18	100%	N=92
Access to capital or ability to get a loan	39%	N=36	13%	N=12	7%	N=6	8%	N=7	34%	N=31	100%	N=92

Table 26: 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	12%	N=11
Marketing costs	10%	N=9
High cost of doing business	46%	N=41
Business location	6%	N=5
Cost of employee health benefits	18%	N=16
Competition with Denver/Front Range	16%	N=14
Competition with the Internet	21%	N=19
Competition with Highlands Ranch	9%	N=8
Competition with Centennial	6%	N=5
Employee recruitment/retention	24%	N=22
Lack of parking	26%	N=23
Lack of affordable housing for employees	19%	N=17
No challenges	20%	N=18
Other	19%	N=17

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

Table 27: Question 7 without "don't know" responses

Please rate the following categories of Littleton government performance as it relates to businesses:	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
The overall direction the city is taking	14%	N=11	57%	N=46	19%	N=15	10%	N=8	100%	N=80
Attracting companies to locate in Littleton	13%	N=9	28%	N=19	39%	N=26	19%	N=13	100%	N=67
Attracting visitors to Littleton	21%	N=16	43%	N=33	28%	N=21	8%	N=6	100%	N=76
Retaining existing jobs	14%	N=8	47%	N=27	36%	N=21	3%	N=2	100%	N=58
The job city government does at welcoming business involvement	17%	N=12	36%	N=25	28%	N=19	19%	N=13	100%	N=69
The overall leadership provided by the city's elected officials	11%	N=8	36%	N=25	34%	N=24	19%	N=13	100%	N=70
The overall effectiveness of appointed boards and commissions	8%	N=5	41%	N=26	36%	N=23	16%	N=10	100%	N=64
The overall effectiveness of the city manager and appointed staff	11%	N=7	45%	N=29	28%	N=18	16%	N=10	100%	N=64
The relationship between the business community and local government in Littleton	9%	N=6	39%	N=27	30%	N=21	22%	N=15	100%	N=69

Table 28: Question 7 with "don't know" responses

Please rate the following categories of Littleton government performance as it relates to businesses:	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
The overall direction the city is taking	12%	N=11	52%	N=46	17%	N=15	9%	N=8	10%	N=9	100%	N=89
Attracting companies to locate in Littleton	10%	N=9	21%	N=19	29%	N=26	15%	N=13	25%	N=22	100%	N=89
Attracting visitors to Littleton	18%	N=16	37%	N=33	23%	N=21	7%	N=6	16%	N=14	100%	N=90
Retaining existing jobs	9%	N=8	30%	N=27	24%	N=21	2%	N=2	35%	N=31	100%	N=89
The job city government does at welcoming business involvement	13%	N=12	28%	N=25	21%	N=19	14%	N=13	23%	N=21	100%	N=90
The overall leadership provided by the city's elected officials	9%	N=8	28%	N=25	27%	N=24	15%	N=13	21%	N=19	100%	N=89
The overall effectiveness of appointed boards and commissions	6%	N=5	29%	N=26	26%	N=23	11%	N=10	29%	N=26	100%	N=90
The overall effectiveness of the city manager and appointed staff	8%	N=7	32%	N=29	20%	N=18	11%	N=10	29%	N=26	100%	N=90
The relationship between the business community and local government in Littleton	7%	N=6	30%	N=27	24%	N=21	17%	N=15	22%	N=20	100%	N=89

Table 29: 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	61%	N=55
No	39%	N=35
Total	100%	N=90

Table 30: 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	27%	N=15
Community Development	35%	N=19
Public Works	9%	N=5
Museum/Library	5%	N=3
Finance	13%	N=7
Municipal Court	0%	N=0
City Clerk	0%	N=0
Human Resources	0%	N=0
Economic Development	4%	N=2
Communications and marketing	7%	N=4
Other	0%	N=0
Total	100%	N=55

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

Table 31: Question 10 without "don't know" responses

What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)	Excellent		Good		Fair		Poor		Total	
	%	N	%	N	%	N	%	N	%	N
Ease or ability to reach a city employee	46%	N=25	33%	N=18	13%	N=7	7%	N=4	100%	N=54
Knowledge of issue or concern	38%	N=20	26%	N=14	26%	N=14	9%	N=5	100%	N=53
Responsiveness to your request	40%	N=21	28%	N=15	19%	N=10	13%	N=7	100%	N=53
Treated you with respect and courtesy	44%	N=24	33%	N=18	19%	N=10	4%	N=2	100%	N=54
Overall impression	39%	N=21	30%	N=16	22%	N=12	9%	N=5	100%	N=54

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

Table 32: Question 10 with "don't know" responses

What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)	Excellent		Good		Fair		Poor		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Ease or ability to reach a city employee	46%	N=25	33%	N=18	13%	N=7	7%	N=4	0%	N=0	100%	N=54
Knowledge of issue or concern	37%	N=20	26%	N=14	26%	N=14	9%	N=5	2%	N=1	100%	N=54
Responsiveness to your request	39%	N=21	28%	N=15	19%	N=10	13%	N=7	2%	N=1	100%	N=54
Treated you with respect and courtesy	44%	N=24	33%	N=18	19%	N=10	4%	N=2	0%	N=0	100%	N=54
Overall impression	39%	N=21	30%	N=16	22%	N=12	9%	N=5	0%	N=0	100%	N=54

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

Table 33: Question 11

Did you feel your question or issue was resolved?	Percent of respondents	Number
Yes	55%	N=29
No	26%	N=14
Not applicable	19%	N=10
Total	100%	N=53

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

Table 34: Question 12 without "don't know" responses

To what extent would you support or oppose the city pursuing the following activities:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
	%	N	%	N	%	N	%	N	%	N
Strengthening Littleton's community image and identity	58%	N=44	38%	N=29	3%	N=2	1%	N=1	100%	N=76
Promoting efforts to attract and recruit new types of retail business to Littleton	49%	N=37	40%	N=30	5%	N=4	5%	N=4	100%	N=75
Marketing Downtown Littleton to residents and visitors	53%	N=39	36%	N=27	4%	N=3	7%	N=5	100%	N=74
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	36%	N=27	42%	N=31	12%	N=9	9%	N=7	100%	N=74
Encouraging additional residential growth or redevelopment	20%	N=15	52%	N=39	11%	N=8	17%	N=13	100%	N=75
Encouraging additional commercial growth or redevelopment	39%	N=30	37%	N=28	9%	N=7	14%	N=11	100%	N=76
Promoting efforts to revitalize the city's housing areas	45%	N=34	42%	N=32	9%	N=7	4%	N=3	100%	N=76
Promoting efforts to revitalize the city's commercial areas	51%	N=39	32%	N=24	13%	N=10	4%	N=3	100%	N=76
Promoting efforts to increase the availability of affordable housing	31%	N=22	43%	N=31	10%	N=7	17%	N=12	100%	N=72
Providing incentives to promote business relocation	26%	N=18	39%	N=27	25%	N=17	10%	N=7	100%	N=69
Increasing residential development density near public transit	21%	N=15	42%	N=30	18%	N=13	18%	N=13	100%	N=71
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	41%	N=31	33%	N=25	15%	N=11	11%	N=8	100%	N=75
Increasing development fees to help rebuild the city's infrastructure	24%	N=17	37%	N=26	21%	N=15	18%	N=13	100%	N=71

Table 35: Question 12 with "don't know" responses

To what extent would you support or oppose the city pursuing the following activities:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N	%	N
Strengthening Littleton's community image and identity	56%	N=44	37%	N=29	3%	N=2	1%	N=1	4%	N=3	100%	N=79
Promoting efforts to attract and recruit new types of retail business to Littleton	48%	N=37	39%	N=30	5%	N=4	5%	N=4	3%	N=2	100%	N=77
Marketing Downtown Littleton to residents and visitors	49%	N=39	34%	N=27	4%	N=3	6%	N=5	6%	N=5	100%	N=79
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	35%	N=27	40%	N=31	12%	N=9	9%	N=7	4%	N=3	100%	N=77
Encouraging additional residential growth or redevelopment	19%	N=15	50%	N=39	10%	N=8	17%	N=13	4%	N=3	100%	N=78
Encouraging additional commercial growth or redevelopment	38%	N=30	36%	N=28	9%	N=7	14%	N=11	3%	N=2	100%	N=78
Promoting efforts to revitalize the city's housing areas	43%	N=34	41%	N=32	9%	N=7	4%	N=3	4%	N=3	100%	N=79
Promoting efforts to revitalize the city's commercial areas	49%	N=39	30%	N=24	13%	N=10	4%	N=3	4%	N=3	100%	N=79
Promoting efforts to increase the availability of affordable housing	28%	N=22	39%	N=31	9%	N=7	15%	N=12	9%	N=7	100%	N=79
Providing incentives to promote business relocation	23%	N=18	34%	N=27	22%	N=17	9%	N=7	13%	N=10	100%	N=79

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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	
	%	N	%	N	%	N	%	N	%	N	%	N
Increasing residential development density near public transit	19%	N=15	38%	N=30	16%	N=13	16%	N=13	10%	N=8	100%	N=79
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	39%	N=31	32%	N=25	14%	N=11	10%	N=8	5%	N=4	100%	N=79
Increasing development fees to help rebuild the city's infrastructure	22%	N=17	33%	N=26	19%	N=15	17%	N=13	9%	N=7	100%	N=78

Table 36: Question 13 without "don't know" responses

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	27%	N=21
Somewhat support	38%	N=30
Somewhat oppose	14%	N=11
Strongly oppose	21%	N=16
Total	100%	N=78

Table 37: Question 13 with "don't know" responses

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	26%	N=21
Somewhat support	38%	N=30
Somewhat oppose	14%	N=11
Strongly oppose	20%	N=16
Don't know	3%	N=2
Total	100%	N=80

Table 38: Question 14

A three-quarters of a cent sales and use tax increase will generate approximately \$9.1 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	30%	N=24
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	29%	N=23
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	10%	N=8
I do not want a sales and use tax increase	30%	N=24
Total	100%	N=79

Table 39: Question 15 without "don't know" responses

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	32%	N=24
Somewhat support	47%	N=35
Somewhat oppose	11%	N=8
Strongly oppose	9%	N=7
Total	100%	N=74

Table 40: Question 15 with "don't know" responses

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	30%	N=24
Somewhat support	44%	N=35
Somewhat oppose	10%	N=8
Strongly oppose	9%	N=7
Don't know	6%	N=5
Total	100%	N=79

Table 41: Question 16 without "don't know" responses

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?	Very beneficial		Somewhat beneficial		Not at all beneficial		Total	
	%	N	%	N	%	N	%	N
Streamlined permitting	44%	N=29	32%	N=21	24%	N=16	100%	N=66
Financial assistance (i.e., loans, grants, rebates)	24%	N=16	36%	N=24	40%	N=27	100%	N=67
Increased flexibility in city regulations	51%	N=35	25%	N=17	24%	N=16	100%	N=68
City-financed marketing and promotion	29%	N=20	36%	N=25	36%	N=25	100%	N=70
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	45%	N=34	33%	N=25	22%	N=17	100%	N=76

Table 42: Question 16 with "don't know" responses

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?	Very beneficial		Somewhat beneficial		Not at all beneficial		Don't know		Total	
	%	N	%	N	%	N	%	N	%	N
Streamlined permitting	38%	N=29	28%	N=21	21%	N=16	13%	N=10	100%	N=76
Financial assistance (i.e., loans, grants, rebates)	21%	N=16	31%	N=24	35%	N=27	13%	N=10	100%	N=77
Increased flexibility in city regulations	45%	N=35	22%	N=17	21%	N=16	12%	N=9	100%	N=77
City-financed marketing and promotion	26%	N=20	33%	N=25	33%	N=25	8%	N=6	100%	N=76
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	44%	N=34	32%	N=25	22%	N=17	3%	N=2	100%	N=78

Table 43: Question 17 without "don't know" responses

Are you interested in the city offering free seminars for businesses?	Percent of respondents	Number
Yes	56%	N=30
No	44%	N=24
Total	100%	N=54

Table 44: Question 17 with "don't know" responses

Are you interested in the city offering free seminars for businesses?	Percent of respondents	Number
Yes	38%	N=30
No	31%	N=24
Don't know	31%	N=24
Total	100%	N=78

Table 45: Question 18

How frequently, if at all, do you do each of the following?	Always		Frequently		Sometimes		Never		Total	
	%	N	%	N	%	N	%	N	%	N
Purchase goods or services from businesses in Littleton	19%	N=15	60%	N=47	21%	N=16	0%	N=0	100%	N=78
Encourage your employees to purchase goods or services from businesses in Littleton	17%	N=13	45%	N=34	24%	N=18	13%	N=10	100%	N=75

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)

- Love the people in Ltn!
- My business office is in Littleton but my business operates out of Englewood
- reasonable rent (so far)
- We are a school, LPS is our authorizer

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)

- beggars, bums and addicts
- business sign codes
- extreme high cost of taxes
- Government bureaucracy and regulation at the City of Littleton
- High amount of theft and little police presence
- Homelessness
- increasing lease rates
- lack of population density
- Lack of service, warehouse, light industrial business locations
- no incentives for manufacturers from City of Littleton
- Property Taxes
- Taxes on commercial property and building

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

- How to get people to get out of the house to go shopping instead of ordering everything online.
- I would be interested in learning more about how to get involved in Littleton and help grow my business though this community.
- Information Security, digital marketing
- infrastructure regulation for business building
- Marketing
- Marketing
- Marketing, social media
- Marketing, social media, employee hiring
- multicultural outreach and sustainability
- Sales & Use Tax Seminars

- Same as current but higher level of knowledge and expertise (compare to school course level; currently offer 101; would be interested)
- Updates from city council. Updates about regulatory issues in the city. Updates about marketing from the city.

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

Note: No "other" responses recorded.

Question D14. In which city or county is your residence located? ("Other" responses)

- Arapahoe County
- Boulder
- Castle Rock
- Castle Rock

Appendix C: Comparisons of Select Survey Results by Respondent Subgroups

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

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

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

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

For example, in Table 47 on page 44, 62% of respondents who had operated a business in Littleton for 10 years or less (A) rated traffic flow on major streets as excellent or good. This proportion of respondents (A) was statistically significantly higher than those who had been in business in Littleton for more than 10 years (B; 31% excellent or good). This is indicated by the “B” under the rating from those who had owned a business in Littleton for 10 years or less (column A). In another example, in Table 47, those who had been in business in Littleton for 10 years or less (A) rated ease of travel by car higher than those who had operated a business in the city for more than 10 years (B; 76% versus 48%).

Comparisons by Years in Business

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

- Owners and managers of businesses in Littleton more than 10 years were more negative about traffic flow on major streets and ease of car travel than were owners of newer businesses (10 years or less).
- Respondents from companies newer to Littleton (10 years or less) were less likely to cite lack of qualified labor as a problem than those who had been in the city for more than 10 years. They also had less favorable opinions of the overall effectiveness of the city manager and appointed staff.

Table 46: Question 1 Compared by Select Questions Compared by Years in business

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Littleton as a place to work	93%	86%	90%
Littleton as a place to retire	70%	79%	74%
Littleton as a place to do business	72%	69%	73%
The overall economic climate of Littleton	83%	69%	74%
The overall quality of life in Littleton	88%	88%	88%

Table 47: Question 2 Compared by Select Questions Compared by Years in business

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Overall appearance of Littleton	79%	86%	85%
Cleanliness of Littleton	90%	82%	86%
Overall quality of commercial development in Littleton	67%	57%	66%
Overall quality of residential development in Littleton	72%	68%	72%
Variety of housing options	75%	55%	60%
Overall quality of business and service establishments in Littleton	90%	77%	80%
Shopping opportunities	83%	67%	72%

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Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Employment opportunities	70%	59%	63%
Educational opportunities	87%	91%	91%
Ease of car travel in Littleton	76%	48%	56%
Ease of bus travel in Littleton	56%	45%	51%
Ease of light rail travel to and from Littleton	73%	88%	85%
Ease of bicycle travel in Littleton	81%	77%	80%
Ease of walking in Littleton	85%	81%	80%
Traffic flow on major streets	62%	31%	40%
Amount of public parking in Downtown Littleton	24%	20%	21%
Amount of public parking other than downtown	67%	61%	65%
Overall image or reputation of Littleton	82%	83%	84%

Table 48: Question 5 Compared by Select Questions Compared by Years in business

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Vandalism	38%	39%	35%
Graffiti	27%	36%	29%
Too much growth	38%	32%	39%
Lack of growth	8%	19%	14%
Rundown buildings	43%	31%	32%
High cost of real estate	68%	71%	73%
Traffic congestion	59%	73%	68%
Too much local government regulation	50%	50%	49%
Too little local government regulation	0%	2%	3%
Lack of customers	18%	22%	22%
Lack of qualified labor	31%	56%	44%

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To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	38%	43%	40%
Too much competition from national franchises	23%	21%	26%
Lack of customer parking	50%	56%	52%
Lack of employee parking	44%	50%	47%
Lack of housing that meets employees' needs	38%	50%	50%
Access to capital or ability to get a loan	14%	19%	21%

Table 49: Question 7 Compared by Select Questions Compared by Years in business

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
The overall direction the city is taking	74%	68%	71%
Attracting companies to locate in Littleton	38%	50%	42%
Attracting visitors to Littleton	63%	71%	64%
Retaining existing jobs	61%	61%	60%
The job city government does at welcoming business involvement	42%	61%	54%
The overall leadership provided by the city's elected officials	38%	53%	47%
The overall effectiveness of appointed boards and commissions	39%	55%	48%
The overall effectiveness of the city manager and appointed staff	35%	69%	56%
The relationship between the business community and local government in Littleton	38%	58%	48%

Table 50: Question 12 Compared by Select Questions Compared by Years in business

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Strengthening Littleton's community image and identity	93%	98%	96%
Promoting efforts to attract and recruit new types of retail business to Littleton	81%	94%	89%
Marketing Downtown Littleton to residents and visitors	86%	91%	89%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	78%	78%	78%
Encouraging additional residential growth or redevelopment	64%	76%	72%
Encouraging additional commercial growth or redevelopment	74%	79%	76%
Promoting efforts to revitalize the city's housing areas	89%	85%	87%
Promoting efforts to revitalize the city's commercial areas	89%	81%	83%
Promoting efforts to increase the availability of affordable housing	72%	74%	74%
Providing incentives to promote business relocation	70%	62%	65%
Increasing residential development density near public transit	63%	63%	63%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	81%	73%	75%
Increasing development fees to help rebuild the city's infrastructure	50%	69%	61%

Table 51: Question 13 Compared by Select Questions Compared by Years in business

(Percent strongly or somewhat support)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
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?	59%	67%	65%

Table 52: Question 14 Compared by Select Questions Compared by Years in business

A three-quarters of a cent sales and use tax increase will generate approximately \$9.1 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		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	28%	33%	30%
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	31%	27%	29%
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	17%	6%	10%
I do not want a sales and use tax increase	24%	35%	30%

Table 53: Question 15 Compared by Select Questions Compared by Years in business

(Percent strongly or somewhat support)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
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?	70%	85%	80%

Table 54: Question 16 Compared by Select Questions Compared by Years in business

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Streamlined permitting	65%	83%	76%
Financial assistance (i.e., loans, grants, rebates)	56%	62%	60%
Increased flexibility in city regulations	73%	79%	76%
City-financed marketing and promotion	74%	58%	64%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	79%	77%	78%

Table 55: Question 17 Compared by Select Questions Compared by Years in business

Are you interested in the city offering free seminars for businesses (Percent yes)?	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Are you interested in the city offering free seminars for businesses?	55%	56%	56%

Comparisons by Annual Gross Revenue

There were few statistically significant differences by business revenue:

- **Businesses with less than \$500,000 in annual gross revenue reported fewer problems in the areas of rundown building, lack of growth, and lack of qualified labor than businesses with higher revenue.**

Table 56: Question 1 Compared by Select Questions Compared by Annual Gross Revenue

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
Littleton as a place to work	89%	86%	90%
Littleton as a place to retire	81%	69%	74%
Littleton as a place to do business	74%	69%	73%
The overall economic climate of Littleton	79%	69%	74%
The overall quality of life in Littleton	86%	88%	88%

Table 57: Question 2 Compared by Select Questions Compared by Annual Gross Revenue

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
Overall appearance of Littleton	84%	83%	85%
Cleanliness of Littleton	87%	83%	86%
Overall quality of commercial development in Littleton	69%	53%	66%
Overall quality of residential development in Littleton	68%	68%	72%
Variety of housing options	69%	55%	60%
Overall quality of business and service establishments in Littleton	89%	74%	80%
Shopping opportunities	82%	63%	72%
Employment opportunities	71%	58%	63%
Educational opportunities	92%	86%	91%
Ease of car travel in Littleton	65%	49%	56%
Ease of bus travel in Littleton	50%	50%	51%
Ease of light rail travel to and from Littleton	81%	82%	85%
Ease of bicycle travel in Littleton	86%	73%	80%

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Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
Ease of walking in Littleton	89%	77%	80%
Traffic flow on major streets	53%	31%	40%
Amount of public parking in Downtown Littleton	27%	13%	21%
Amount of public parking other than downtown	71%	52%	65%
Overall image or reputation of Littleton	89%	74%	84%

Table 58: Question 5 Compared by Select Questions Compared by Annual Gross Revenue

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
Vandalism	34%	43%	35%
Graffiti	26%	36%	29%
Too much growth	42%	25%	39%
Lack of growth	3%	24%	14%
Rundown buildings	23%	47%	32%
High cost of real estate	72%	71%	73%
Traffic congestion	66%	74%	68%
Too much local government regulation	43%	56%	49%
Too little local government regulation	0%	3%	3%
Lack of customers	12%	29%	22%
Lack of qualified labor	25%	68%	44%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	41%	38%	40%
Too much competition from national franchises	23%	19%	26%
Lack of customer parking	57%	50%	52%
Lack of employee parking	44%	52%	47%
Lack of housing that meets employees' needs	35%	58%	50%
Access to capital or ability to get a loan	7%	27%	21%

Table 59: Question 7 Compared by Select Questions Compared by Annual Gross Revenue

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
The overall direction the city is taking	71%	65%	71%
Attracting companies to locate in Littleton	56%	38%	42%
Attracting visitors to Littleton	75%	64%	64%
Retaining existing jobs	65%	59%	60%
The job city government does at welcoming business involvement	56%	52%	54%
The overall leadership provided by the city's elected officials	48%	47%	47%
The overall effectiveness of appointed boards and commissions	52%	44%	48%
The overall effectiveness of the city manager and appointed staff	53%	54%	56%
The relationship between the business community and local government in Littleton	55%	41%	48%

Table 60: Question 12 Compared by Select Questions Compared by Annual Gross Revenue

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
Strengthening Littleton's community image and identity	97%	94%	96%
Promoting efforts to attract and recruit new types of retail business to Littleton	83%	94%	89%
Marketing Downtown Littleton to residents and visitors	83%	94%	89%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	77%	82%	78%
Encouraging additional residential growth or redevelopment	61%	82%	72%
Encouraging additional commercial growth or redevelopment	75%	79%	76%
Promoting efforts to revitalize the city's housing areas	79%	94%	87%
Promoting efforts to revitalize the city's commercial areas	79%	87%	83%
Promoting efforts to increase the availability of affordable housing	66%	84%	74%
Providing incentives to promote business relocation	62%	72%	65%
Increasing residential development density near public transit	62%	68%	63%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	75%	79%	75%
Increasing development fees to help rebuild the city's infrastructure	59%	63%	61%

Table 61: Question 13 Compared by Select Questions Compared by Annual Gross Revenue

(Percent strongly or somewhat support)	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
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?	58%	66%	65%

Table 62: Question 14 Compared by Select Questions Compared by Annual Gross Revenue

A three-quarters of a cent sales and use tax increase will generate approximately \$9.1 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.	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	32%	31%	30%
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	24%	29%	29%
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	11%	9%	10%
I do not want a sales and use tax increase	34%	31%	30%

Table 63: Question 15 Compared by Select Questions Compared by Annual Gross Revenue

(Percent strongly or somewhat support)	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
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?	78%	79%	80%

Table 64: Question 16 Compared by Select Questions Compared by Annual Gross Revenue

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
Streamlined permitting	77%	73%	76%
Financial assistance (i.e., loans, grants, rebates)	50%	67%	60%
Increased flexibility in city regulations	74%	79%	76%
City-financed marketing and promotion	67%	61%	64%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	76%	82%	78%

Table 65: Question 17 Compared by Select Questions Compared by Annual Gross Revenue

Are you interested in the city offering free seminars for businesses (Percent yes)?	Annual gross revenue		Overall
	Less than \$500,000	\$500,000 or more	
	(A)	(B)	
Are you interested in the city offering free seminars for businesses?	57%	48%	56%

Comparisons by Relationship with Local Government

Business owners and managers rating the relationship between the business community and local government as excellent or good were considered those with more positive ratings. Those rating the relationship as “fair” or “poor” were considered less positive.

- As might be expected, respondents with positive ratings of the relationship with the local government were significantly more positive in their ratings of overall community and community characteristics. They reported fewer problems with government regulation, lack of customers, and traffic flow.
- Those giving higher ratings of the business-government relationship expressed more interest in three-quarters of a cent (\$0.0075) sales and use tax.

Table 66: Question 1 Compared by Select Questions Compared by Relationship with 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	
	(A)	(B)	
Littleton as a place to work	91%	89%	90%
Littleton as a place to retire	87%	63%	74%
Littleton as a place to do business	88%	53%	73%
The overall economic climate of Littleton	91%	57%	74%
The overall quality of life in Littleton	97%	79%	88%

Table 67: Question 2 Compared by Select Questions Compared by Relationship with 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	
	(A)	(B)	
Overall appearance of Littleton	91%	81%	85%
Cleanliness of Littleton	97%	81%	86%
Overall quality of commercial development in Littleton	B 84%	37%	66%
Overall quality of residential development in Littleton	B 83%	53%	72%
Variety of housing options	B 77%	45%	60%
Overall quality of business and service establishments in Littleton	B 97%	64%	80%
Shopping opportunities	B 85%	58%	72%
Employment opportunities	B 83%	42%	63%
Educational opportunities	94%	88%	91%
Ease of car travel in Littleton	B 72%	44%	56%
Ease of bus travel in Littleton	67%	33%	51%
Ease of light rail travel to and from Littleton	90%	74%	85%
Ease of bicycle travel in Littleton	87%	73%	80%
Ease of walking in Littleton	84%	84%	80%
Traffic flow on major streets	B 58%	28%	40%
Amount of public parking in Downtown Littleton	B 35%	9%	21%
Amount of public parking other than downtown	B 79%	53%	65%
Overall image or reputation of Littleton	B 97%	72%	84%

Table 68: Question 5 Compared by Select Questions Compared by Relationship with 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	
	(A)	(B)	
Vandalism	29%	36%	35%
Graffiti	22%	33%	29%
Too much growth	32%	47%	39%
Lack of growth	14%	19%	14%
Rundown buildings	25%	44%	32%
High cost of real estate	66%	78%	73%
Traffic congestion	58%	78%	68%
Too much local government regulation	13%	89%	49%
Too little local government regulation	0%	3%	3%
Lack of customers	7%	33%	22%
Lack of qualified labor	41%	56%	44%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	39%	49%	40%
Too much competition from national franchises	17%	36%	26%
Lack of customer parking	50%	59%	52%
Lack of employee parking	36%	61%	47%
Lack of housing that meets employees' needs	37%	58%	50%
Access to capital or ability to get a loan	10%	25%	21%

Table 69: Question 7 Compared by Select Questions Compared by Relationship with 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	
	(A)	(B)	
The overall direction the city is taking	91%	54%	71%
Attracting companies to locate in Littleton	63%	17%	42%
Attracting visitors to Littleton	88%	39%	64%

City of Littleton, CO 2020 Business Survey

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	
	(A)	(B)	
	B		
Retaining existing jobs	84%	37%	60%
	B		
The job city government does at welcoming business involvement	90%	18%	54%
	B		
The overall leadership provided by the city's elected officials	85%	9%	47%
	B		
The overall effectiveness of appointed boards and commissions	77%	20%	48%
	B		
The overall effectiveness of the city manager and appointed staff	87%	21%	56%
	B		
The relationship between the business community and local government in Littleton	100%	0%	48%

Table 70: Question 12 Compared by Select Questions Compared by Relationship with 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	
	(A)	(B)	
Strengthening Littleton's community image and identity	97%	94%	96%
Promoting efforts to attract and recruit new types of retail business to Littleton	88%	88%	89%
Marketing Downtown Littleton to residents and visitors	90%	84%	89%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	62%	93%	78%
		A	
Encouraging additional residential growth or redevelopment	77%	63%	72%
Encouraging additional commercial growth or redevelopment	84%	66%	76%
Promoting efforts to revitalize the city's housing areas	90%	81%	87%
Promoting efforts to revitalize the city's commercial areas	90%	75%	83%
Promoting efforts to increase the availability of affordable housing	86%	63%	74%
	B		
Providing incentives to promote business relocation	70%	62%	65%
Increasing residential development density near public transit	67%	67%	63%

City of Littleton, CO 2020 Business Survey

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	
	(A)	(B)	
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	83%	70%	75%
Increasing development fees to help rebuild the city's infrastructure	77% B	46%	61%

Table 71: Question 13 Compared by Select Questions Compared by Relationship with 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	
	(A)	(B)	
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?	83% B	52%	65%

Table 72: Question 14 Compared by Select Questions Compared by Relationship with Local Government

A three-quarters of a cent sales and use tax increase will generate approximately \$9.1 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		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	34%	36%	30%
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	38% B	12%	29%
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	9%	15%	10%
I do not want a sales and use tax increase	19%	36%	30%

Table 73: Question 15 Compared by Select Questions Compared by Relationship with 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	
	(A)	(B)	
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?	100% B	62%	80%

Table 74: Question 16 Compared by Select Questions Compared by Relationship with 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	
	(A)	(B)	
Streamlined permitting	72%	83%	76%
Financial assistance (i.e., loans, grants, rebates)	54%	72%	60%
Increased flexibility in city regulations	69%	94% A	76%
City-financed marketing and promotion	71%	63%	64%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	77%	78%	78%

Table 75: Question 17 Compared by Select Questions Compared by Relationship with 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	
	(A)	(B)	
Are you interested in the city offering free seminars for businesses?	61%	57%	56%

Appendix D: Benchmark Comparisons

Comparison Data

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

Interpreting the Results

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

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

National Benchmark Comparisons

Table 76: Quality of Life Benchmarks

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Littleton as a place to work	90%	7	11	Similar
The overall quality of life in Littleton	88%	7	12	Similar
Littleton as a place to retire	74%	2	9	Higher
Overall economic climate of Littleton	74%	9	12	Similar
Littleton as a place to do business	73%	9	12	Similar

Table 77: Community Characteristics Benchmarks

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Overall opportunities for education and enrichment	91%	4	7	Similar
Cleanliness of Littleton	86%	7	10	Similar
Overall appearance of Littleton	85%	7	11	Similar
Overall image or reputation of Littleton	84%	6	10	Similar
Overall quality of business establishments in Littleton	80%	8	10	Lower
Ease of travel by bicycle in Littleton	80%	2	10	Higher
Ease of walking in Littleton	80%	3	11	Higher
Ease of travel by public transportation in Littleton	74%	1	10	Higher
Shopping opportunities	72%	8	10	Lower
Overall quality of commercial development in Littleton	66%	8	11	Lower
Employment opportunities	63%	8	10	Lower
Variety of housing options for people who work in Littleton	60%	9	10	Lower
Ease of travel by car in Littleton	56%	7	11	Lower
Traffic flow on major streets	40%	6	10	Lower
Amount of public parking in commercial areas	21%	10	11	Lower

Table 78: Government Performance Benchmarks

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
The overall direction that Littleton is taking	71%	5	11	Similar
The job Littleton government does at welcoming business involvement	54%	5	9	Similar
The job Littleton does at attracting new businesses	42%	6	7	Lower

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

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Overall customer service by Littleton employees (police, receptionists, planners, etc.)	69%	10	11	Lower

Table 80: Business Planning Benchmarks

Percent very or somewhat beneficial	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Physical improvements to city-owned property (i.e., streets, sidewalks, public facilities)	78%	4	6	Similar
Increased flexibility in city regulations	76%	5	6	Similar
Streamlined permitting	66%	6	6	Lower
City-financed marketing and promotion	64%	6	6	Lower
Financial assistance (i.e., loans, grants, rebates)	60%	6	6	Similar

Table 81: Likelihood of Keeping Business in Community Benchmark

Percent very or somewhat likely	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Keep your business in Littleton for the next five years	96%	4	12	Similar

Communities included in national comparisons

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

- Novi, MI55,224
- Orland Park, IL.....56,767
- Lone Tree, CO.....10,218
- Cape Girardeau, MO37,941
- Oakland Park, FL41,363
- Medina, MN4,892
- Denton, TX113,383
- Mankato, MN.....39,309
- Bloomington, MN82,893
- Fort Collins, CO171,100
- Eagan, MN64,206
- Littleton, CO.....46,333

Appendix E: 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 2020 survey instrument for Littleton started with the 2018 survey. Littleton staff made minor changes and through an iterative process between city staff and NRC staff, a final five-page paper equivalent questionnaire was created. The City of Littleton funded this research. Please contact Kelli Narde at the City of Littleton at (303) 734-8400 if you have any questions about the survey.

Selecting Survey Recipients

All businesses included in the city's business database (obtained from the city's Economic Development Department) were eligible for the survey (approximately 1,700). The person most knowledgeable about the business (typically the business owner or manager) was asked to complete the survey online. This instruction was contained in the invitations mailed or emailed to each business.

Survey Administration and Response

The business survey was available to be completed online and business owners and managers in the Littleton community were invited to complete the survey through a series of mailings or emails that included the survey link beginning January 13, 2020. The 1,292³ businesses with email addresses were sent three email invitations (an initial invite and two reminders) over the course of three weeks. The emails contained a unique URL the business owner/manager could click to be taken to the online survey. Only businesses who had not responded were sent the reminder emails. The 619 businesses without email addresses, or those with email addresses that bounced back or were deemed invalid, were sent a three-part mailing consisting of a prenotification card, a letter and a reminder postcard. Each mailing included a URL where respondents could go online to complete the survey. Both the emails and the mailings asked the individual within each business most knowledgeable about the business (typically the owner or manager) was instructed to complete the survey. Additionally, approximately 907 businesses who had not responded to the emailed invitations and/or were suspected to have not received an email were mailed a reminder postcard to help boost response.

A total of 72 of the 691 surveys mailed were returned because the business was vacant or the postal service was unable to deliver the survey as addressed and 19 duplicate email addresses were excluded from the email campaign. Of the remaining 1,611 businesses that received an email or mailing, 102 completed the survey, providing an overall response rate of 6%. Of the 102 completed surveys, 10 respondents only answered approximately half of the survey questions or

³ Roughly 100 of the businesses with email addresses could not be uploaded into the online survey platform as their email addresses were not recognized as "real" addresses. These businesses, along with about 230 that had emails that bounced after the initial emailed invitation, were included in the list of businesses that were mailed invitations.

less. All surveys were completed in English. The response rate was calculated using AAPOR's response rate #2 for Internet and mailed surveys of unnamed persons⁴.

Table 82: Survey Response Rate

	Overall
Total sample used	1,700
I=Complete Interviews	92
P=Partial Interviews	10
R=Refusal and break off	1,186
NC=Non Contact	191
O=Other	0
UH=Unknown household	0
UO=Unknown other	130
Response rate: $(I+P)/(I+P) + (R+NC+O) + (UH+UO)$	6%

Confidence Interval and Margin of Error

Because the 2020 survey was intended to be taken by all businesses in Littleton's database and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus 10 percentage points as the "range of uncertainty" around any given percent reported for all respondents to the 2020 survey (102).

Where comparisons are made to prior survey years (when a random sample of businesses was selected to receive the survey), a margin of error should be calculated. A traditional level of confidence, and the one used for the prior business survey data for Littleton, is 95%.⁵ The 95% confidence interval quantifies the sampling error or imprecision of the survey results because some businesses' opinions are relied on to estimate all businesses' opinions. Differences between the 2020 results and prior survey years can be considered statistically significant if they are ±15 percentage points or more.

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

⁴ See AAPOR's Standard Definitions here: [http://www.aapor.org/Standards-Ethics/Standard-Definitions-\(1\).aspx](http://www.aapor.org/Standards-Ethics/Standard-Definitions-(1).aspx) for more information.

⁵ A 95% confidence interval indicates that for every 100 random samples of this many businesses, 95 of the confidence intervals created will include the "true" population response. This theory is applied in practice to mean that the "true" perspective of the target population lies within the confidence interval created for a single survey. For example, if 72% of businesses rate a service as "excellent" or "good," then a 9% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire population is between 63% and 81%. This source of error is called sampling error. In addition to sampling error, other sources of error may affect any survey, including the non-response of businesses with opinions different from survey responders.

Survey Processing (Data Entry)

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

Analyzing the Data

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

Also included are selected survey results by respondent demographic characteristics and the perceptions of the quality of the relationship between the business community and the city government (*Appendix 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.

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

Appendix F: Survey Materials

The following pages contain the mailing materials and survey instrument for the 2020 Business Survey.

Dear Business Owner/Manager,

Your business has been selected at random to participate in an anonymous survey about the City of Littleton.

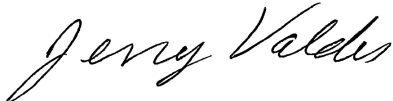
Please have the person most knowledgeable about your business (typically the owner or manager) complete the survey online at:

www.bit.ly/2020littletonbusiness

Your responses will remain completely anonymous.

Thank you for helping us with this important project!

Sincerely,



Jerry Valdes
Mayor

**Please take the Littleton
Business Survey now!**

www.bit.ly/2020littletonbusiness

Dear Business Owner/Manager,

Your business has been selected at random to participate in an anonymous survey about the City of Littleton.

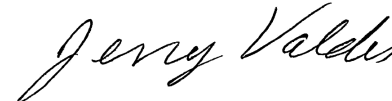
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Mayor

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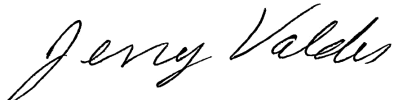
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Sincerely,



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Mayor

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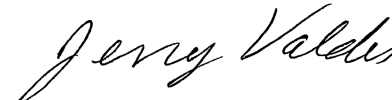
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Mayor

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Dear City of Littleton Business Owner/Manager:

About one week ago, you should have received an invitation to complete the City of Littleton's 2020 Business Survey. **If you already completed it, we thank you for your time; please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. Your business has been randomly selected to participate in the survey. The City of Littleton wants to know what you think about our community and municipal government.

Please take a few minutes to fill out the online Business Survey. Your feedback will help the city better understand the business perspective on services provided to the community.

City leaders have used previous survey results to make a number of improvements in the community. We're investing more money in street maintenance, adopted the Envision Littleton Comprehensive Plan and first-ever Transportation Master Plan, and we've made great strides in promoting Littleton as an attractive community for visitors, events, businesses, and more.

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

www.bit.ly/2020littletonbusiness

Your responses will remain completely anonymous.

We thank you for your participation and value your input as you are an important part of the Littleton community. If you have any questions about the Business Survey please call Kelli Narde, Director of Communications, at (303) 795-3733.

Please help us shape the future of Littleton. Thank you for your time and participation.

Sincerely,

A handwritten signature in black ink that reads "Jerry Valdes". The signature is written in a cursive, flowing style.

Jerry Valdes
Mayor

Dear Business Owner/Manager,

There's still time to participate in Littleton's 2020 Business Survey! **If you already completed it, we thank you for your time; please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Littleton wants to know what you think about our community and municipal government.

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

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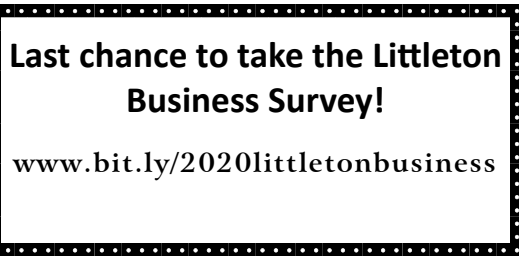
Your responses will remain completely anonymous.

Thank you for helping us with this important project!

Sincerely,



Jerry Valdes
Mayor



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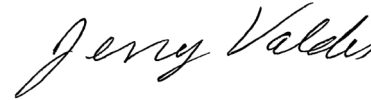
Please have the person most knowledgeable about your business (typically the owner or manager) complete the survey online at:

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Your responses will remain completely anonymous.

Thank you for helping us with this important project!

Sincerely,



Jerry Valdes
Mayor



Dear Business Owner/Manager,

There's still time to participate in Littleton's 2020 Business Survey! **If you already completed it, we thank you for your time; please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Littleton wants to know what you think about our community and municipal government.


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

www.bit.ly/2020littletonbusiness

Your responses will remain completely anonymous.

Thank you for helping us with this important project!

Sincerely,



Jerry Valdes
Mayor



Dear Business Owner/Manager,

There's still time to participate in Littleton's 2020 Business Survey! **If you already completed it, we thank you for your time; please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. The City of Littleton wants to know what you think about our community and municipal government.


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

www.bit.ly/2020littletonbusiness

Your responses will remain completely anonymous.

Thank you for helping us with this important project!

Sincerely,



Jerry Valdes
Mayor





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Email #1, Subject Line: Help the city create a better business community!

Dear City of Littleton Business Owner/Manager:

Your business has been selected to participate in an anonymous survey to tell the City of Littleton what you think about our community and the municipal government. **Please have the person most knowledgeable about your business (typically the owner or manager) take a few minutes to fill out the 2020 Littleton Business Survey using xxthis link. Your responses will remain completely anonymous.**

Your feedback will help the city better understand the business perspective on services provided to the community and will help the city council make decisions that affect our community. If you have any questions about the Business Survey please call Kelli Narde, Director of Communications, at (303) 795-3733.

Thank you for helping us with this important project!

Sincerely,

Jerry Valdes
Mayor

=====

Email #2, Subject Line: Your feedback will help inform city planning and policy!

Dear City of Littleton Business Owner/Manager:

About one week ago, you should have received an invitation to complete the City of Littleton's 2020 Business Survey. If you have not had a chance to complete the survey, we would appreciate your response! The city wants to know what you think about our community and municipal government.

Please have the person most knowledgeable about your business (typically the owner or manager) take a few minutes to fill out the online Business Survey xxhere. Your responses will remain completely anonymous.

City leaders have used the previous survey results to make a number of improvements in the community, including investing more money in street maintenance, adopting the Envision Littleton Comprehensive Plan and first-ever Transportation Master Plan, and taking strides in promoting Littleton as an attractive community for visitors, events, businesses, and more.

If you have any questions about the Business Survey please call Kelli Narde, Director of Communications, at (303) 795-3733.

Thank you for your time and participation!

Sincerely,

Jerry Valdes
Mayor

=====

Email #3, Subject Line: Help shape the Littleton community – share your feedback today!

Dear City of Littleton Business Owner/Manager:

There's still time to participate in Littleton's 2020 Business Survey! If you've not had a chance to complete the survey, **this is your last opportunity!** The City of Littleton values your input and wants to know what you think about our community and municipal government.

Please have the person most knowledgeable about your business (typically the owner or manager) complete the survey online [xxhere](#). Your responses will remain completely anonymous.

Thank you for helping us with this important project!

Sincerely,

Jerry Valdes
Mayor

The City of Littleton 2020 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.)

- Close to home
- Community composition/make-up
- Close to recreational amenities
- Quality of life
- Good business opportunities
- Small town atmosphere
- City assistance for small/medium businesses
- Proximity to Santa Fe/C-470
- Potential for growth
- Within a major metro area
- Access to light rail
- Work from home/remote work
- Grew up here
- 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 2020 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"/> No challenges |
| <input type="radio"/> Business location | <input type="radio"/> Competition with Centennial | <input type="radio"/> Other _____ |
| <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 2020 Business Survey

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

- | | |
|---|---|
| <input type="radio"/> Police
<input type="radio"/> Community Development (building inspection, code enforcement, planning, historic preservation, neighborhood resources, development and redevelopment)
<input type="radio"/> Public Works (engineering, utilities, storm and sanitary sewer, streets, traffic, grounds, landscape design)
<input type="radio"/> Museum/Library | <input type="radio"/> Finance (sales tax, accounts payable and receivable, storm and sanitary sewer billing, senior refunds)
<input type="radio"/> Municipal Court
<input type="radio"/> City Clerk (elections, passports, voter registration, records)
<input type="radio"/> Human Resources (employment)
<input type="radio"/> Economic Development (free assistance to Littleton businesses)
<input type="radio"/> Communications and marketing |
|---|---|

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

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14. A three-quarters of a cent sales and use tax increase will generate approximately \$9.1 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.

- 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 6-10 years
- 1-5 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

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

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!



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