

# Littleton, CO

## 2014 Business Survey

December 2014



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## Executive Summary

### Survey Background and Methods

The 2014 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 surveys also gave business owners and managers a chance to share their priorities for local government in the coming year. This effort marks the second time Littleton has conducted this type of broad survey of businesses; the first survey of businesses occurred in 2012.

A randomly selected sample of 1,000 businesses was mailed invitations to complete the 2014 Littleton Business Survey online. A total of 105 completed surveys were submitted for a response rate of 11%. Of the 105 completed surveys, 18 respondents only answered approximately half of the survey questions.

The margin of error for the business survey results is plus or minus 10 percentage points around any given percent for the entire set of responses (105). Select survey results were compared by select demographic characteristics of businesses and by the perceptions of the quality of the relationship between the business community and the city government.

### Survey Highlights

Business owners and managers responding to the survey continued to give positive evaluations to the quality of life and community in Littleton.

- Nearly all owners and managers rated the overall quality of life and the city as a place to work as “excellent” or “good.” Littleton as a place to retire and to do business was seen as “good” or better by at least 8 in 10 respondents.
- The cleanliness of the city, ease of walking in Littleton, ease of bicycle travel, the overall image or reputation of Littleton and the overall quality of business and service establishments received the highest ratings among the 18 characteristics of the community.
- The amount of public parking in Downtown Littleton was the lowest rated community characteristics, with 4 in 10 respondents saying it was “poor.”

Businesses are more optimistic about the local economy than they were two years ago.

- Ratings for the overall economic climate of Littleton increased from 71% “excellent” or “good” in 2012 to 83% in 2014.
- Employment opportunities increased from 50% to 69% “excellent” or “good.”
- Fewer owners and managers identified inadequate sales as one of their biggest challenges in running a business in Littleton; 18% of respondents felt this was an issue in 2014 compared to 32% in 2012.
- Also, respondents were generally satisfied with the mix of businesses in the community (e.g., bars and taverns, restaurants, etc.), but felt the city may be lacking lodging; about 6 in 10 respondents felt there were “not enough” hotels in the city.

The overall quality and location of Littleton are appealing to business owners, although they experience some challenges.

- Growing numbers of business owners in 2014 compared to 2012 cited the overall quality of life as well as their proximity to Santa Fe/C-470 as reasons why they chose to operate their business in Littleton. The proximity to home and Littleton’s small town feel continued to be strong motivators for operating a business in the city.

- Lack of customer parking and the high cost of real estate were often cited as problems for business owners. The high cost of doing business, the cost of employee health benefits and lack of parking were cited as the top three challenges faced when running a business in the city.

Survey respondents generally gave positive reviews to the city government performance and to their interactions with city employees.

- Business owners' and managers' ratings of Littleton city government remained stable over time with at least three in five respondents providing positive assessments of the city's performance in the areas of the overall direction the city is taking, attracting visitors and companies and the overall effectiveness of the city manager and appointed staff.
- Contact with city employees increased in 2014 compared to 2012 and more business owners and managers reported having contacted the Economic Development department in 2014 than in 2012; Community Development was another frequently contacted department. Of those who had contact, a strong majority gave "good" or better ratings the various aspects of their interaction and most who had contact with a city employee said their issue or question had been resolved.

Generally, businesses supported the city pursuing various activities and initiatives to support the business community.

- A majority of business owners and managers supported most of the 14 different potential activities and initiatives in Littleton; the most supported activities included strengthening Littleton's community image and identity and marketing Downtown to residents and visitors.
- The support for increasing development fees to help rebuild the city's infrastructure increased from 41% in 2012 to 63% in 2014.
- Despite about half of respondents being "not at all familiar" with the city's Urban Renewal Authority (LIFT, Littleton Invests For Tomorrow), about three-quarters "somewhat" or "strongly" supported city council using urban renewal as a tool to finance the redevelopment of aging and run-down commercial properties.

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

- Respondents who felt positively about the relationship between the business community and the city were more likely to give higher ratings to the city as a place to do business and the economic climate than were those who viewed the relationship as "fair" or "poor."
- Overall, respondents who rated the relationship between the business community and the city government as "fair" or "poor" tended to voice less support for city-sponsored projects and initiatives related to marketing, promotion and financial assistance.

## Background and Methods

### Survey Purpose

The City of Littleton contracted with National Research Center, Inc. (NRC) to conduct its second community-wide business survey. The Littleton Business Survey serves as a report card for the city by providing business owners and managers the opportunity to rate city services, aspects of local government, community amenities and the quality of life in the city. The survey also gives businesses the opportunity to provide feedback to the city on what is working well and what is not, and to communicate their priorities for community planning and resource allocation.

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

This type of survey addresses the key services that local governments provide to create a quality community. It is akin to private sector customer surveys that are used regularly by many corporations to monitor where there are weaknesses in product or service delivery before customers defect to competition or before other problems from dissatisfied customers arise. Because a survey such as this generally measures perceptions of services and the community, it is a different window into performance than customary tracking of service delivery response times or other observable conditions. The 2014 survey results provide valuable data for continuing to track opinions of business owners and managers over time.

### Survey Methods

Approximately 1,000 business owners and managers in the Littleton community were invited to complete the survey online through a series of mailings that included the survey link. An individual within each business most knowledgeable about the business (typically the owner or manager) was instructed to complete the survey. A total of 105 surveys were submitted (with varying levels of completion, meaning that some respondents skipped at least some questions) for a response rate of 11%. For more information on the methodology see *Appendix D: Survey Methodology* and for a copy of the survey see *Appendix E: Survey Materials*.

### How the Results Are Reported

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

On many of the questions in the survey, respondents could give an answer of “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix A: Responses to Survey Questions* and is discussed in the body of this report if it is 20% or greater. However, these responses have been removed from the analyses presented in the body of the report, unless otherwise indicated. In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

For some questions, respondents were permitted to select multiple responses. When the total exceeds 100% in a table for a multiple response question, it is because some respondents are counted in multiple

categories. When a table for a question that only permitted a single response does not total to exactly 100%, it is due to the customary practice of rounding values to the nearest whole number.

### Precision of Estimates

It is customary to describe the precision of estimates made from surveys by a “level of confidence” (or margin of error). The 95% confidence interval for this survey is generally no greater than plus or minus 10 percentage points around any given percent reported for the entire sample (105 completed surveys).

### Comparing Survey Results over Time

Because this survey was the second in a series of citizen surveys, the 2014 results are presented along with past ratings when available. Differences between percentages reported in the body of the report can be considered “statistically significant” if they are 12 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 2014 survey results were compared to certain demographic characteristics of survey respondents and by the perceptions of the quality of the relationship between the business community and the city government. These findings are discussed throughout the body of the report and are presented in tabular form in *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups*. Where differences between subgroups are statistically significant, the results in these tables are shaded grey.

## Business Survey Results

### Quality of Life

The 2014 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. Nearly all owners and managers (96%) rated the overall quality of life in Littleton as “excellent” or “good,” which was similar to ratings in 2012. Nine in 10 respondents rated Littleton as a place to work as “excellent” or “good.” At least four out of five business owners and managers felt that Littleton as a place to retire and to do business was “good” or better. Business owners and managers reported a better economic climate in Littleton in 2014 compared to 2012.

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

Figure 1: Ratings of Overall Community Quality Compared by Year



## Community Characteristics

Business owners and managers responding to the survey were asked to assess 18 characteristics of the community as they related to Littleton as a whole including shopping opportunities, cleanliness of Littleton and ease of car travel in the city (see Figure 2 on the following page). Overall, at least two-thirds of respondents were pleased with all aspects of Littleton except for the amount of public parking Downtown; only about one-quarter felt this was “excellent” or “good,” similar to 2012. Some of the highest rated characteristics in both survey administrations included cleanliness of the city, the overall image or reputation of Littleton and the overall quality of business and service establishments; about 9 in 10 respondents felt these aspects of the community were “excellent” or “good” in both 2012 and 2014. Employment opportunities increased from 50% “excellent” or “good” in 2012 to 69% in 2014. Ease of walking increased as well, from 83% in 2012 to 95% in 2014. While ratings of traffic flow on major streets improved from 2012 to 2014, this increase was not statistically significant.

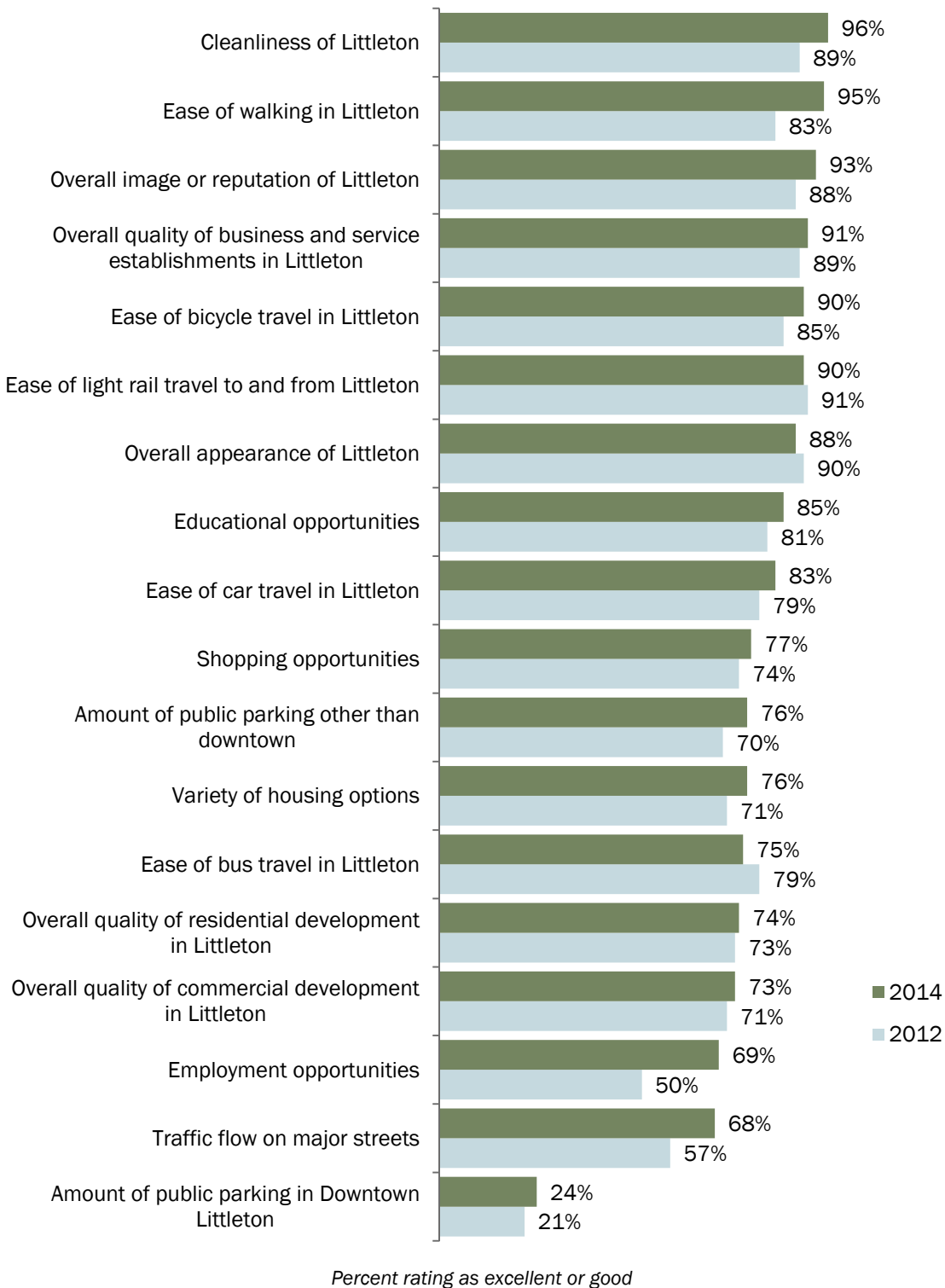
More than 20% of respondents selected “don’t know” when evaluating the quality of the ease of bus travel in Littleton and the ease of bicycle travel in Littleton (see *Appendix A: Responses to Survey Questions* for a complete set of responses, including “don’t know”).

Businesses with annual revenues between \$100,000 and \$499,999 tended to give lower evaluations to employment opportunities and to the amount of public parking (Downtown and elsewhere in Littleton) than did businesses with annual revenues outside of that range (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups*). Generally, businesses that felt the relationship between the business community and the local government was at least “good” gave more positive reviews to the various community characteristics than did those who felt the relationship was “fair” or “poor.”



Figure 2: Ratings of Community Characteristics Compared by Year

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



When asked to identify whether there were too many, the right amount or not enough of certain types of businesses or events in Littleton, generally, half or more of owners and managers believed that there was the “right amount” of each. One exception would be hotels, however; a majority of owners and managers felt there were “not enough” in the city. Overall, owners and managers were more likely to feel that there were “not enough” of most types of businesses and events than feel like there were “too many.”

Sentiments regarding the quantities of business types in 2014 generally were similar to those in 2012, although the portion of respondents who felt there were the “right amount” of farmers’ markets increased from 55% to 67%.

Approximately 23% of respondents selected “don’t know” when rating the amount of hotels in the city (see *Appendix A: Responses to Survey Questions* for a complete set of responses, including “don’t know”).

**Figure 3: Amount of Entertainment, Retail and Restaurants in Littleton Compared by Year**

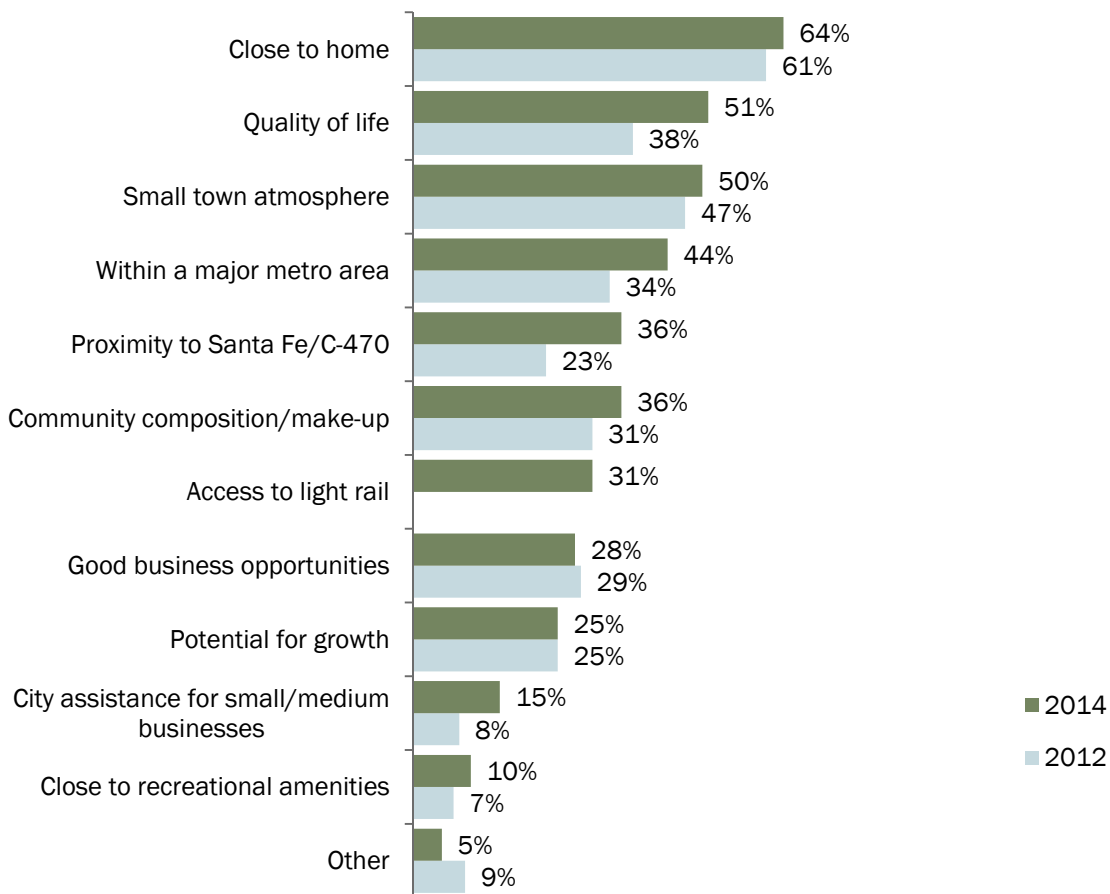
Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:		2014	2012
Bars and taverns	Too many	15%	11%
	Right amount	82%	82%
	Not enough	3%	7%
Festivals, concerts, etc.	Too many	3%	4%
	Right amount	78%	77%
	Not enough	19%	19%
Retail shopping opportunities	Too many	0%	1%
	Right amount	73%	66%
	Not enough	27%	34%
Farmers' markets	Too many	2%	1%
	Right amount	67%	55%
	Not enough	30%	44%
Restaurants	Too many	1%	3%
	Right amount	67%	69%
	Not enough	32%	28%
Entertainment venues	Too many	0%	1%
	Right amount	57%	53%
	Not enough	43%	47%
Public art	Too many	1%	4%
	Right amount	59%	60%
	Not enough	40%	36%
Hotels	Too many	0%	NA
	Right amount	41%	NA
	Not enough	59%	NA

## Business Community

Survey respondents were provided a list of 11 statements and asked to select those that most accurately reflected why they operated a business in Littleton. They were able to select more than one reason and could write a reason in their own words if they preferred. Similar to 2012, about two-thirds of respondents said that they operated a business in Littleton because it was close to home. Half of business owners and managers said it was because of quality of life, up from 38% in 2012. Proximity to Santa Fe/C-470 also was more frequently mentioned in 2014 as a reason for operating a business in Littleton; approximately one-third selected this option in 2014 compared to about one-quarter in 2012. About 5% of respondents provided an “other” response (see *Appendix B: Verbatim Responses to Open-ended Survey Questions* for a complete list of “other” responses).

Figure 4: Reasons for Operating a Business in Littleton Compared by Year

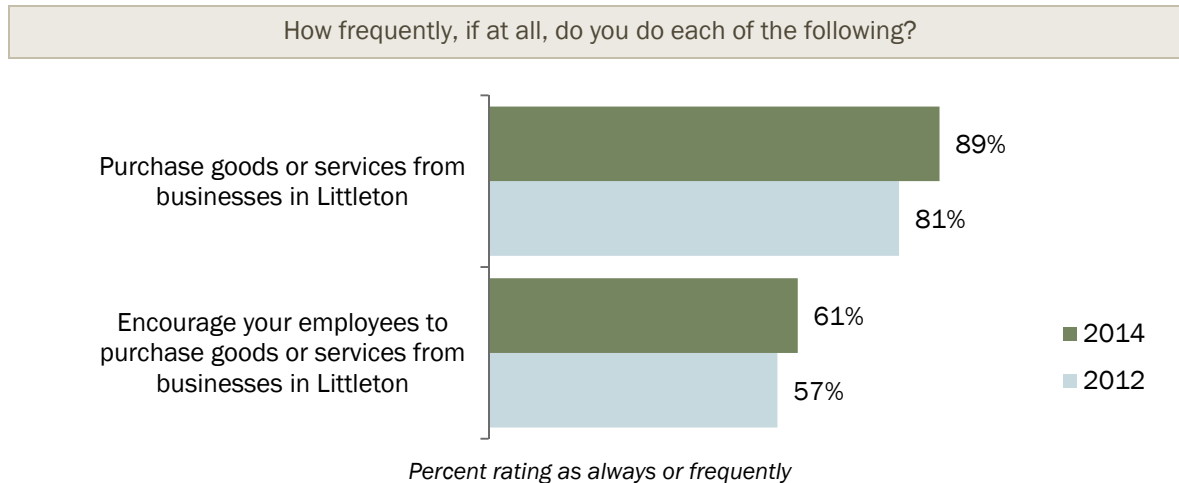
Which statements most accurately reflect the reasons you operate a business in Littleton? (Please check all that apply.)



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

When asked how frequently business owners and managers purchased goods or services from other businesses in Littleton or encouraged their employees to make purchases from Littleton businesses, a majority said they “always” or “frequently” did. Nine in 10 owners and managers “always” or “frequently” purchased goods or services from Littleton businesses and about 6 in 10 encouraged their employees to do the same. Results for 2014 were similar to those in 2012.

Figure 5: Frequency of Purchasing or Encouraging Others to Purchase Locally Compared by Year

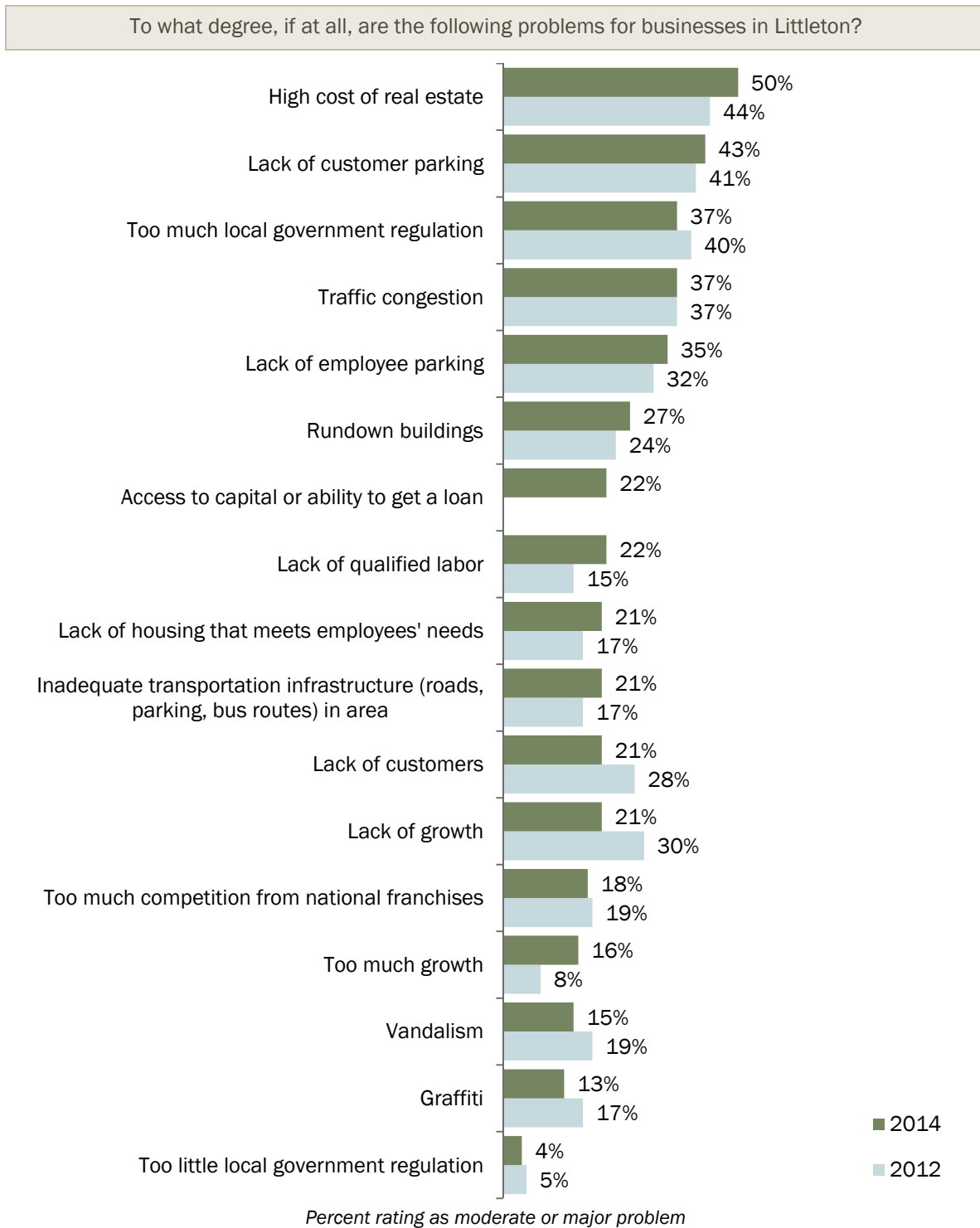


Littleton business owners and managers were given a list of 17 potential problems for businesses in the city and asked to indicate the degree to which each was a problem on a scale of not a problem, minor problem, moderate problem and major problem (see Figure 6 on the following page). Overall, all problems were rated as a “major” or “moderate” problem by no more than half of respondents; with most items being viewed as “problems” by about one in five respondents. The relative order of potential problems generally remained the same in 2014 as in 2012. As in 2012, the most often cited problems were the high cost of real estate and lack of customer parking. Vandalism, graffiti and too little local government regulation were the least problematic areas for business owners. Overall, these issues were consistent with findings from 2012.

About 34% of respondents selected “don’t know” when rating their concerns about access to capital or ability to get a loan (see *Appendix A: Responses to Survey Questions* for a complete set of responses, including “don’t know”).

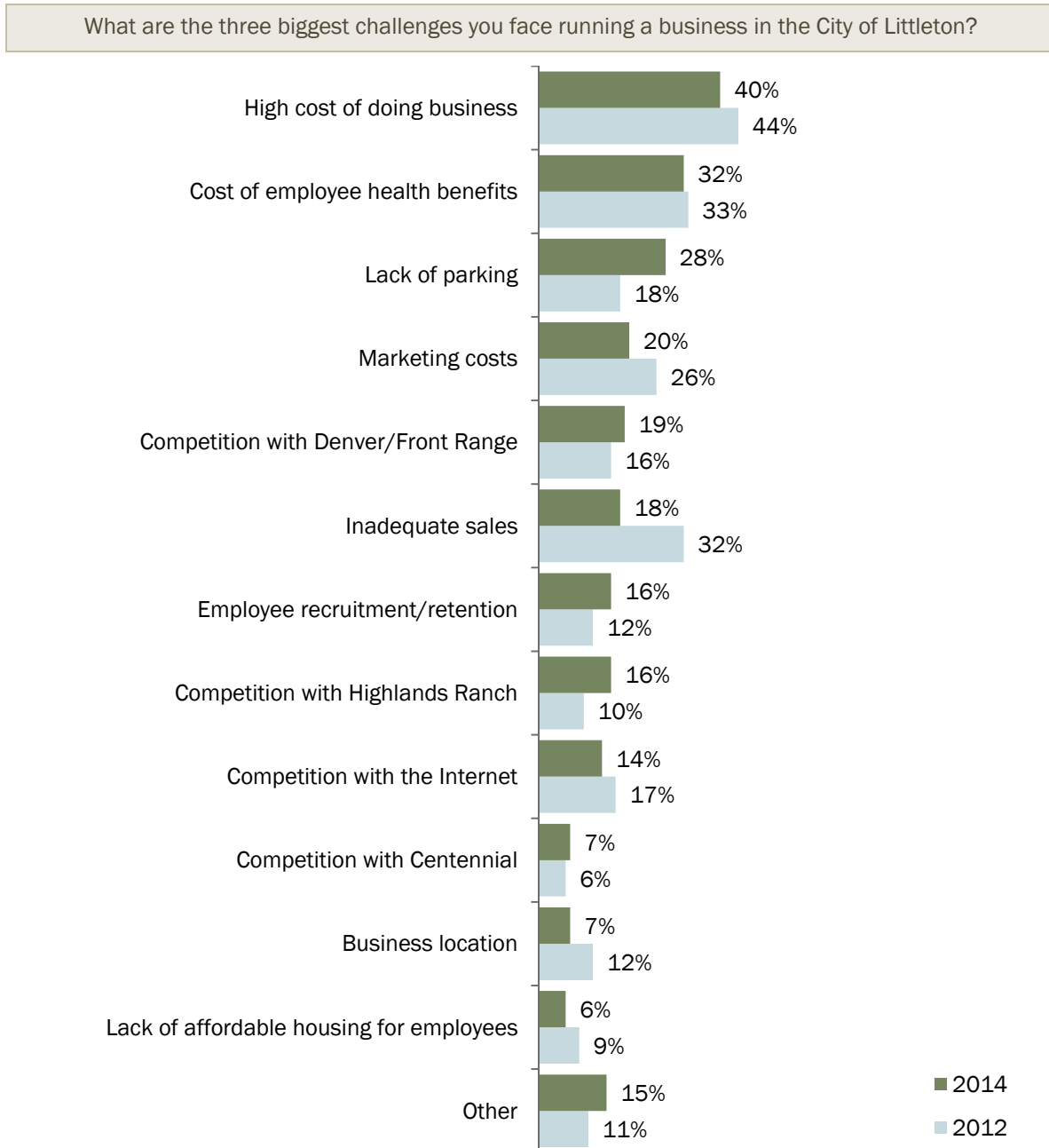
Businesses with annual revenues of between \$100,000 and \$500,000 tended to see more problems in the community than business owners with lower (less than \$100,000) and higher (\$500,000 or more) revenues. Overall, respondents who rated the relationship between the business community and the city government as “fair” or “poor” felt that most of the potential problems were more of a problem than did those who felt the business-city government relationship was “excellent” or “good” (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail about these comparisons).

Figure 6: Problems for Businesses in Littleton Compared by Year



At least 3 in 10 business owners and managers cited the “high cost of doing business,” the “cost of employee health benefits” and “lack of parking” as the biggest challenges in running a business in Littleton. Previously, “inadequate sales” was one of the top three challenges; the portion of respondents mentioning “inadequate sales” dropped from 32% in 2012 to 18% in 2014. A small portion of owners and managers (15%) 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 7: Biggest Challenges for Running a Business in Littleton Compared by Year



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

## City Government

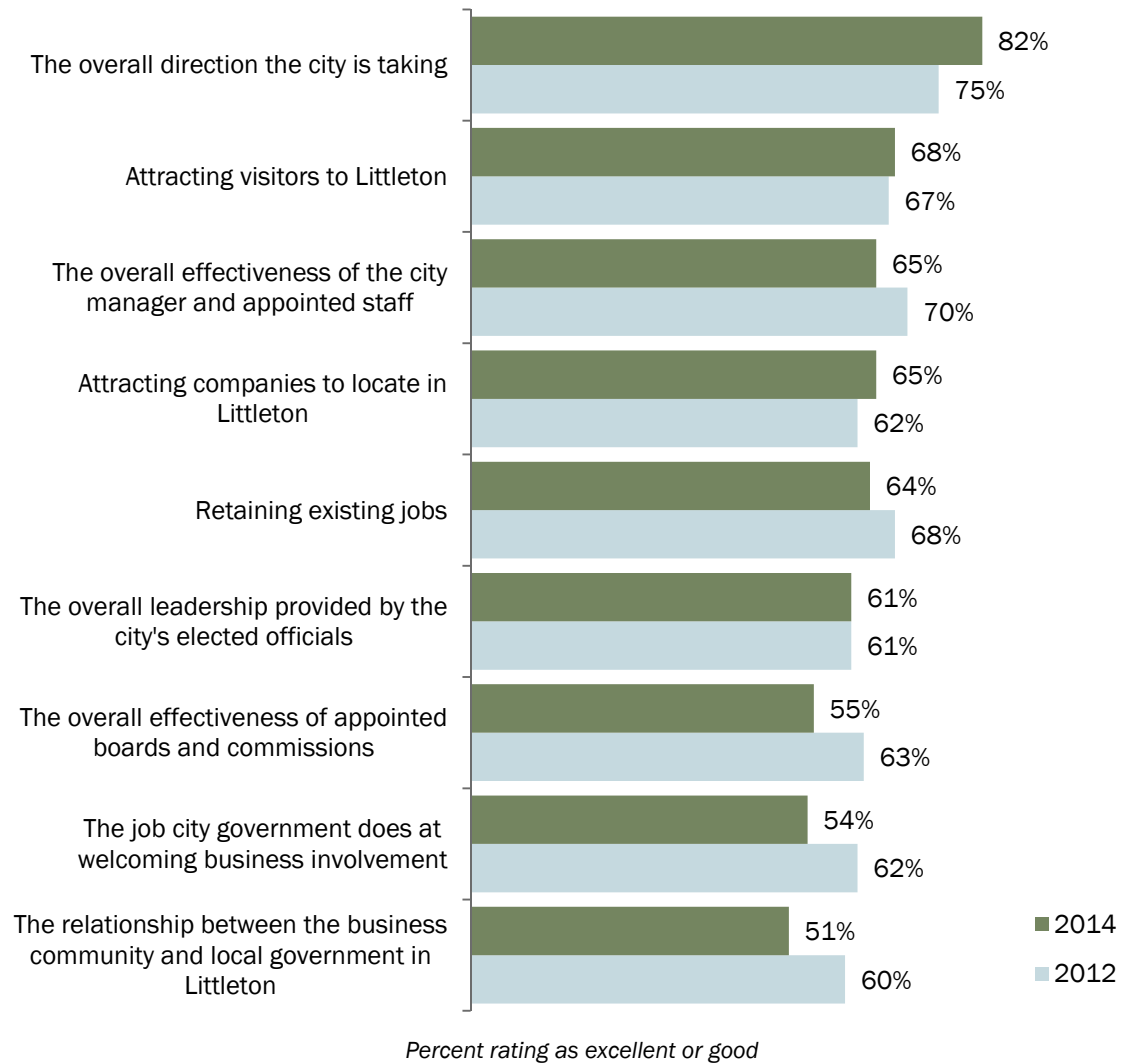
The survey asked business owners and managers to evaluate nine different aspects of local government performance (see Figure 8 on the following page). At least half of respondents gave “excellent” or “good” ratings to each aspect of the City of Littleton’s performance. Four in five respondents felt the overall direction the city was taking was “excellent” or “good.” About two-thirds gave “excellent” or “good” ratings to the city’s ability to retain existing jobs, attract visitors to Littleton and attract companies to locate in Littleton. A similar proportion of respondents felt the overall effectiveness of the city manager and appointed staff was “good” or better. The overall effectiveness of appointed boards and commissions received less favorable reviews, but was still given “excellent” or “good” ratings by 55% of respondents. Business owners’ and managers’ ratings of Littleton city government were similar in 2014 compared to 2012.

More than 20% of respondents selected “don’t know” when evaluating the following aspects of the city’s performance: retaining existing jobs, the overall effectiveness of appointed boards and commissions and the overall effectiveness of the city manager and appointed staff (see *Appendix A: Responses to Survey Questions* for a complete set of responses, including “don’t know”).

Business owners with annual revenues between \$100,000 and \$500,000 tended to be more critical of the city’s performance than their peers. Not surprisingly, businesses giving ratings of “excellent” or “good” to the relationship between the business community and the local government were more likely to give higher evaluations to the various aspects of government performance than were those who viewed the relationship as “fair” or “poor” (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail about these comparisons).

Figure 8: Government Performance Compared by Year

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





About 7 in 10 business owners and managers reported having had contact with a city employee in the 12 months prior to the survey (up from 59% in 2012). Those who had contact were asked to indicate the one department with which they had their most recent contact. About one-quarter of those who had contact with the city contacted Community Development (28%) or Economic Development (23%). Fourteen percent had contact with the Police or Public Works in the 12 months prior to the survey. More respondents in 2014 had contacted Economic Development than in 2012, otherwise rates of contact with each department were similar between survey years.

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

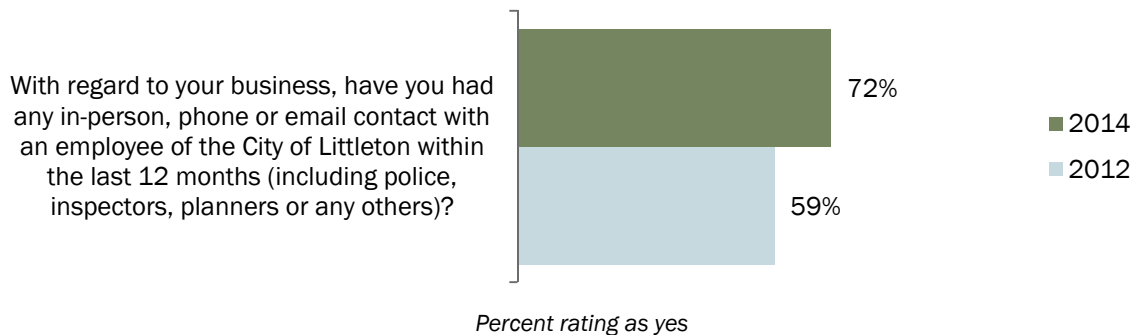


Figure 10: Department of Most Recent Contact Compared by Year

With which of the following departments was your most recent contact in the last 12 months? (Please check only one.)	2014	2012
Community Development	28%	36%
Economic Development	23%	7%
Police	14%	24%
Public Works	14%	7%
Fire	5%	5%
Finance	5%	14%
City Clerk	5%	3%
Human Resources	2%	0%
Municipal Court	0%	0%
Other	5%	2%

*Asked only 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 were asked to evaluate their interaction with and various characteristics of the employee. Overall, Littleton employees received consistent high ratings for all the attributes assessed between survey years. At least four in five respondents felt city employees were respectful, accessible, knowledgeable and responsive. City employees were able to resolve the business owners' and managers' issues the majority of the time.

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

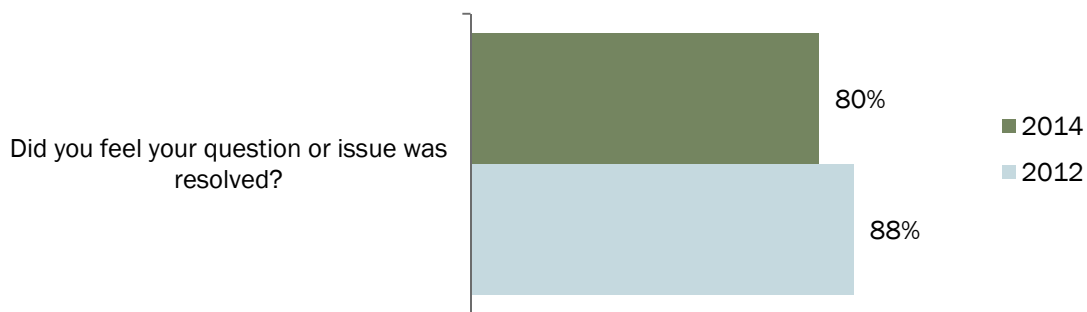
What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)



Percent rating as excellent or good

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

Figure 12: Issue Resolution Compared by Year



Percent rating as yes

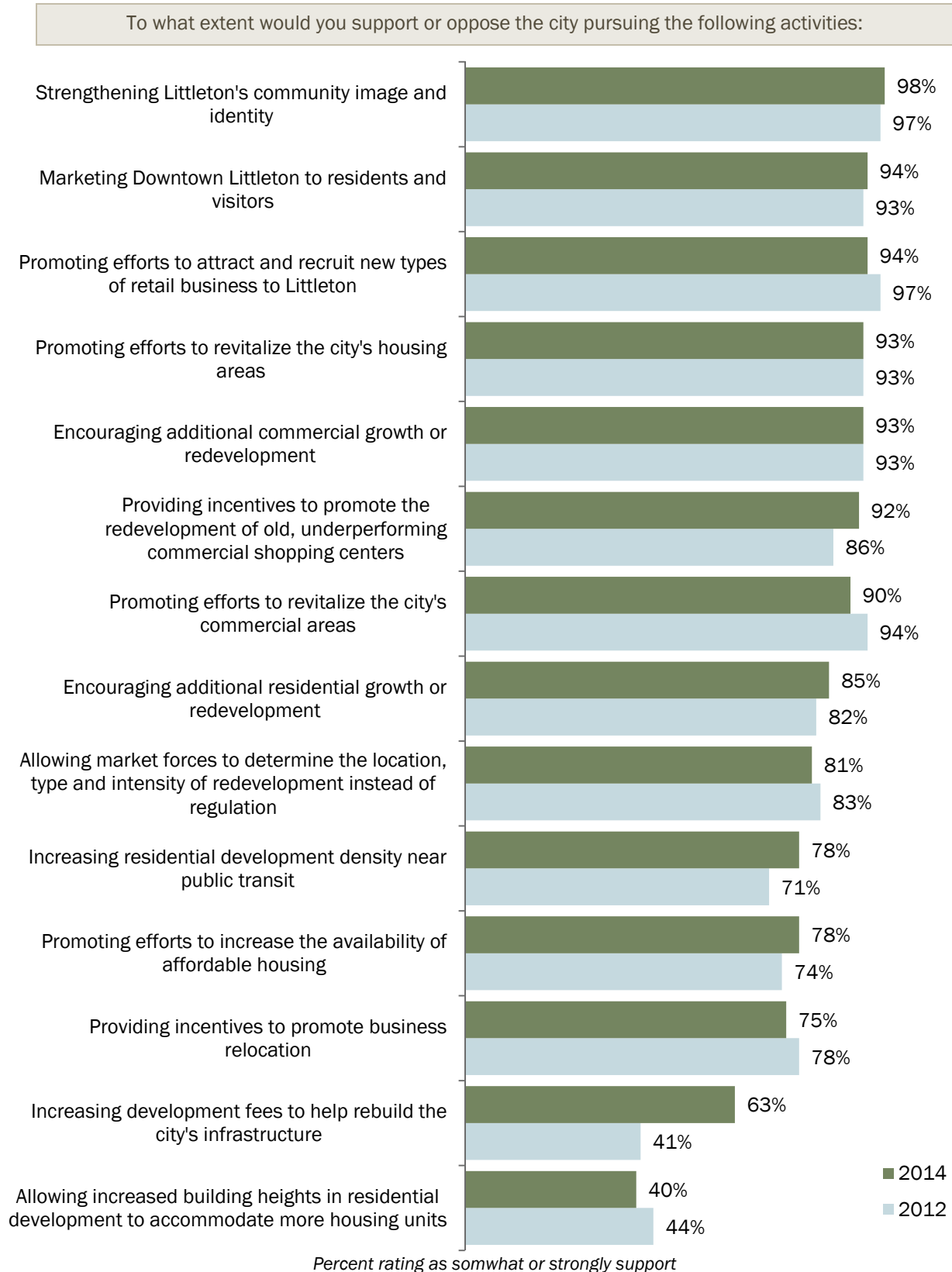
Asked only of respondents who reported having contact with a city employee in the 12 months prior to the survey.

## Potential Projects and Initiatives in Littleton

Several questions on the 2014 Business Survey asked owners and managers to evaluate the need for various activities, programs and improvements to city policies or programs as they relate to businesses. Business owners and managers were asked to indicate their level of support for 14 different activities and initiatives in Littleton (see Figure 13 on the following page). All but one received support from a majority of respondents. The most supported activities included strengthening Littleton's community image and identity (98% "strongly" or "somewhat" support), marketing Downtown to Littleton residents and visitors (94%) and promoting efforts to attract and recruit new types of retail business to Littleton (94%). While support for most initiatives was similar between survey years, support for increasing development fees to help rebuild the city's infrastructure increased from 41% in 2012 to 63% in 2014.

Business owners and managers who had been in business in Littleton for less than 10 years were more likely to support allowing market forces to determine the location, type and intensity of redevelopment instead of regulation than were businesses with a longer tenure (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail). Those who viewed the business community and local government relationship as "fair" or "poor" tended to voice less support for marketing Downtown Littleton to residents and visitors than were those giving "good" or better evaluations to the relationship.

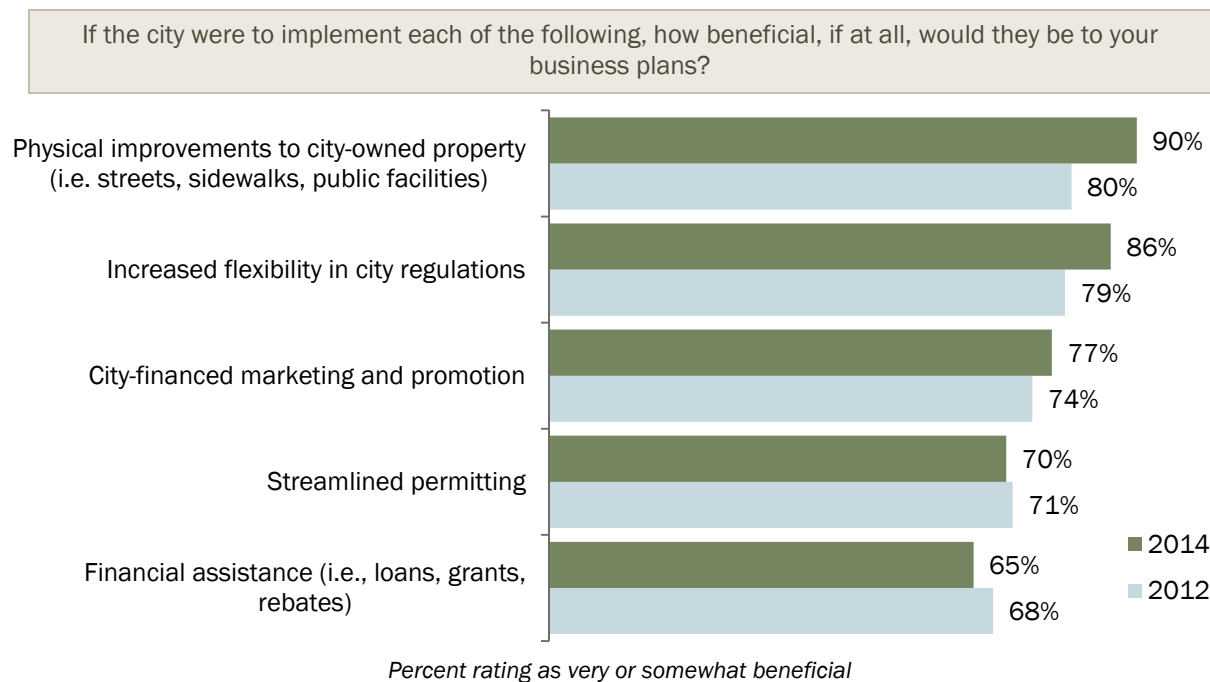
Figure 13: Level of Support for City Pursuing Potential Activities Compared by Year



When asked how beneficial, if at all, a number of programs and policies would be to their business plan, at least two-thirds of owners and managers felt that each would be “very” or “somewhat” beneficial. Making physical improvements to city-owned property (90% “very” or “somewhat” beneficial) and increasing the flexibility in city regulations (86%) were thought of as the most beneficial improvements or changes. Slightly fewer, but about two-thirds of owners and managers felt that financial assistance would be beneficial to their business plans (65% beneficial). Owners’ and managers’ assessments in 2014 of the benefits of these programs remained unchanged from 2012.

No differences were seen across various characteristics of businesses (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups*). Business owners and managers who gave “fair” or “poor” ratings to the relationship between the business community and the city government were less likely to feel that financial assistance or city-financed marketing and promotion would be beneficial to their business plans than were those who felt the relationship was “excellent” or “good.”

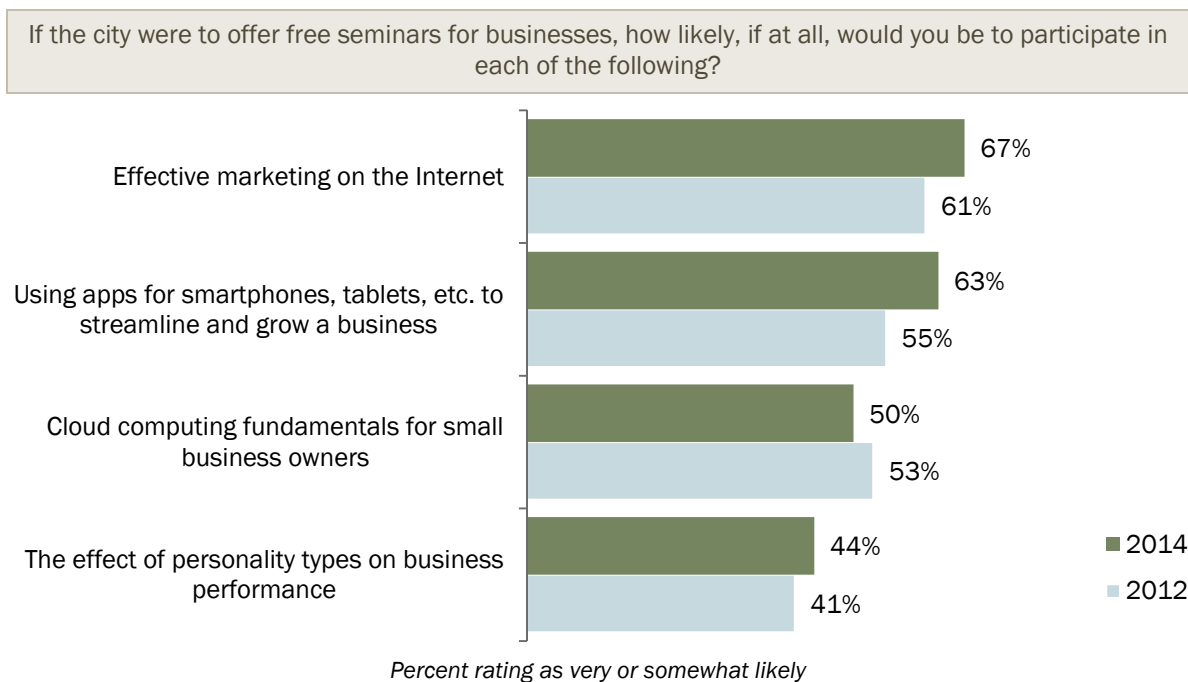
**Figure 14: Perceived Value in Improvements to or Additional City Programs and Policies Compared by Year**



Survey respondents were asked how likely, if at all, they would be to participate in free business trainings or seminars offered by the city. Business owners and managers voiced moderate levels of interest in each activity. The highest proportion of respondents (67%) said they would be “very” or “somewhat” likely to attend a free seminar on effective marketing on the Internet, followed in popularity by a seminar on using apps for smartphones and tablets to streamline and grow a business (63%). Respondents were less likely to attend a seminar on the effect of personality types on business performance (44% “very” or “somewhat” likely). Overall, the level of interest in these programs in 2014 was similar to those in 2012.

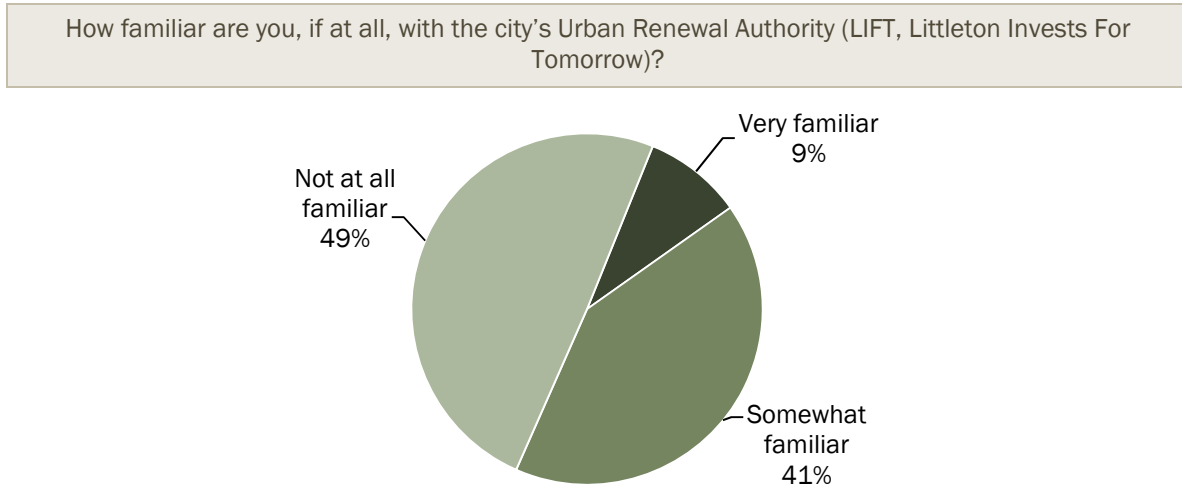
No differences were observed between demographic subgroups of respondents or those who felt more or less positive about the relationship between the business community and the city government (see *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups* for more detail about these comparisons).

Figure 15: Likelihood of Participating in Free Seminars Compared by Year



A new question on the 2014 survey asked owners and managers about their familiarity with the city's Urban Renewal Authority (LIFT, Littleton Invests For Tomorrow). About half of respondents were "not at all" familiar with the program, about 41% were "somewhat" familiar and 9% were "very" familiar.

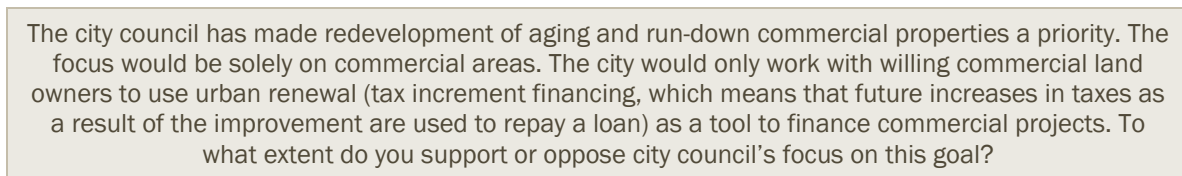
Figure 16: Familiarity with LIFT, 2014



The 2014 survey also included a new question assessing respondents' support for the use of urban renewal to finance commercial projects. Overall, 73% of owners and managers supported the policy, with 30% in "strong" support of it. Thirteen percent of owners "strongly" opposed the policy and 15% "somewhat" opposed it. Overall, a business owner's or manager's level of familiarity with LIFT did not influence their level of support or opposition for the initiative.

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

Figure 17: Support for Urban Renewal, 2014



## Business Characteristics

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

Figure 18: Respondent Position

What is your position in this organization?

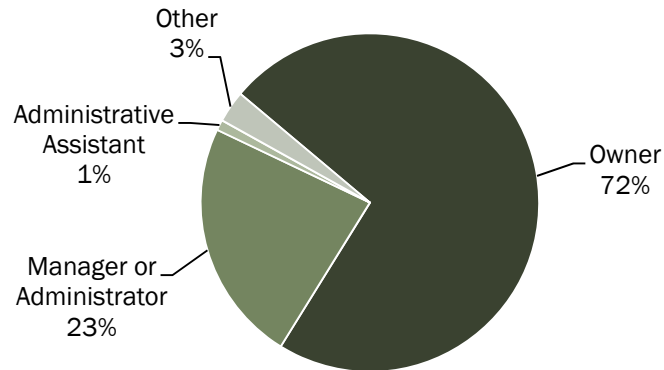


Figure 19: Years in Littleton

How many years has your business been located in Littleton?

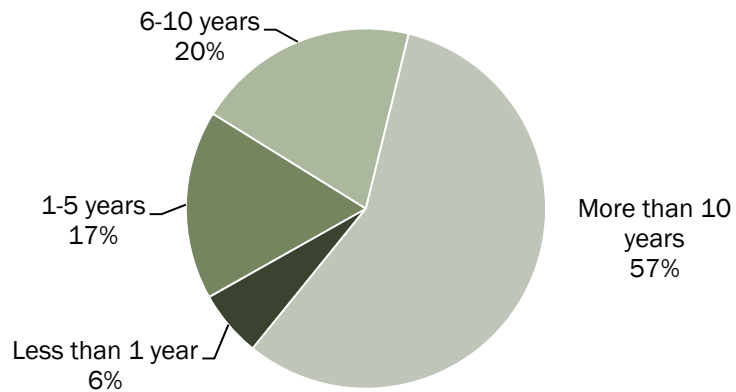




Figure 20: Likelihood of Remaining in Area

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

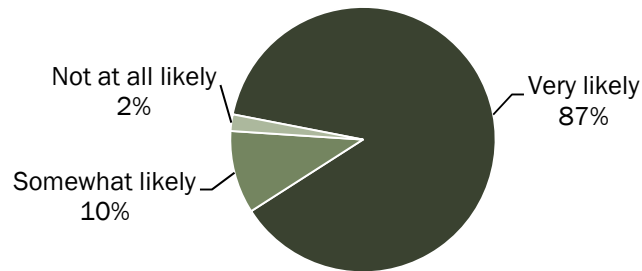


Figure 21: Number of Sites and Types

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

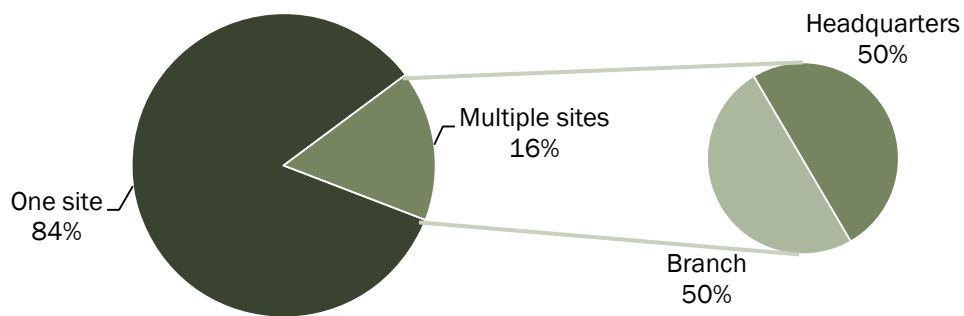


Figure 22: Number of Sites in Littleton

[If multiple sites] Including this location, how many sites are located in Littleton?	Percent of respondents
1	42%
2	25%
3	17%
5	8%
7	8%
Total	100%

Figure 23: Home-based Businesses

Is this business home based?

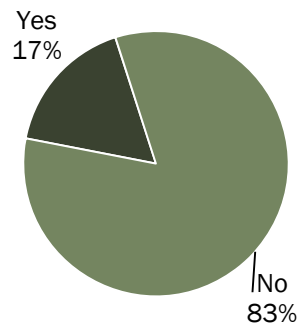


Figure 24: Business Industry

Which one of the following industries best describes the nature of your business? (Please check the one that comes closest.)	Percent of respondents
Agriculture	0%
Construction	10%
Manufacturing	0%
Restaurant/bar	4%
Wholesale sales	0%
Retail	17%
Banking	0%
Finance/insurance/real estate/legal	10%
Printing, copying, typesetting, publishing	1%
Medical/dental	14%
Transportation	1%
Gas and electric services	1%
Automotive service	5%
Non-profit charitable organization	9%
Services (cleaning, repair)	17%
Information Technologies	1%
Consulting	5%
Beauty	1%
Education	0%
Health, fitness and wellness	2%
Other	1%
Total	100%

Figure 25: Annual Revenue

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

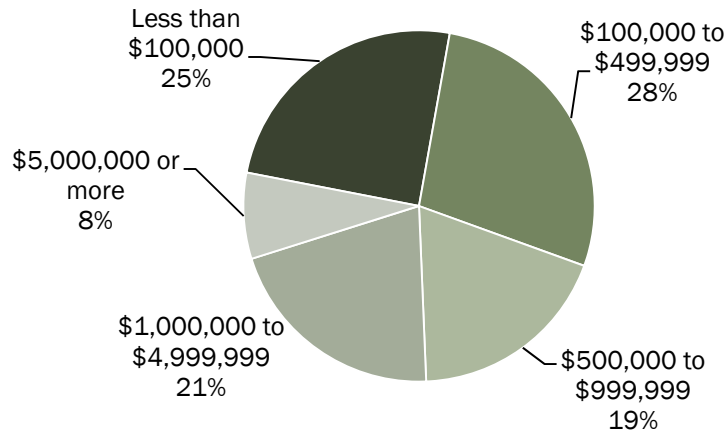


Figure 26: Number of Full-time and Part-time Employees

Including yourself, how many employees work at your Littleton worksite?		Percent of respondents
Number of full-time (30 or more hours per week) employees	None	8%
	1 to 3	47%
	4 to 9	27%
	10 or more	18%
	Total	100%
Number of part-time (less than 30 hours per week) employees	None	24%
	1 to 3	51%
	4 to 9	14%
	10 or more	10%
	Total	100%

Figure 27: Total Number of Employees

Including yourself, how many employees work at your Littleton worksite?		Percent of respondents
Total number of employees at this worksite	At least one	14%
	2-5	31%
	6-14	37%
	15 or more	18%
	Total	100%
Average number of employees		13 employees

Figure 28: 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%	42%	19%	25%	100%
Administration	51%	25%	11%	13%	100%
Technical	54%	14%	8%	24%	100%
Labor	59%	9%	9%	23%	100%
Other	71%	9%	1%	19%	100%

Figure 29: 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	47%
Maintaining the same number of employees	49%
Cutting back on your number of employees	4%
Total	100%

Figure 30: Percentage of Work Force in Littleton

Approximately what percent of your work force at this location resides in Littleton?	Percent of respondents
0%-24%	42%
25%-49%	12%
50%-74%	14%
75%-100%	32%
Total	100%

Figure 31: Residence of Respondent

In which city or county is your residence located?	Percent of respondents
Littleton	53%
Jefferson County	15%
Centennial	9%
Highlands Ranch	7%
Englewood	0%
Denver	1%
Other	14%
Total	100%

## Appendix A: Responses to Survey Questions

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

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

Table 1: Question 1

Please rate each of the following aspects of quality of life in Littleton.	Excellent		Good		Fair		Poor		Total	
Littleton as a place to work	61%	N=63	37%	N=38	3%	N=3	0%	N=0	100%	N=104
Littleton as a place to retire	43%	N=38	45%	N=40	10%	N=9	2%	N=2	100%	N=89
Littleton as a place to do business	41%	N=43	40%	N=42	11%	N=11	8%	N=8	100%	N=104
The overall economic climate of Littleton	23%	N=24	60%	N=62	15%	N=15	2%	N=2	100%	N=103
The overall quality of life in Littleton	46%	N=47	50%	N=51	4%	N=4	0%	N=0	100%	N=102

Table 2: Question 2

Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Total	
Overall appearance of Littleton	25%	N=26	63%	N=66	12%	N=12	0%	N=0	100%	N=104
Cleanliness of Littleton	31%	N=32	65%	N=68	4%	N=4	0%	N=0	100%	N=104
Overall quality of commercial development in Littleton	17%	N=17	56%	N=58	23%	N=24	4%	N=4	100%	N=103
Overall quality of residential development in Littleton	15%	N=15	59%	N=57	25%	N=24	1%	N=1	100%	N=97
Variety of housing options	19%	N=17	57%	N=52	22%	N=20	2%	N=2	100%	N=91
Overall quality of business and service establishments in Littleton	21%	N=22	70%	N=73	8%	N=8	1%	N=1	100%	N=104
Shopping opportunities	18%	N=19	59%	N=61	21%	N=22	2%	N=2	100%	N=104
Employment opportunities	13%	N=11	56%	N=48	27%	N=23	4%	N=3	100%	N=85
Educational opportunities	31%	N=29	54%	N=50	15%	N=14	0%	N=0	100%	N=93
Ease of car travel in Littleton	20%	N=21	63%	N=65	14%	N=15	3%	N=3	100%	N=104
Ease of bus travel in Littleton	17%	N=10	58%	N=34	20%	N=12	5%	N=3	100%	N=59
Ease of light rail travel to and from Littleton	49%	N=47	41%	N=39	8%	N=8	2%	N=2	100%	N=96
Ease of bicycle travel in Littleton	30%	N=23	60%	N=46	10%	N=8	0%	N=0	100%	N=77
Ease of walking in Littleton	35%	N=34	60%	N=59	5%	N=5	0%	N=0	100%	N=98
Traffic flow on major streets	12%	N=12	57%	N=59	23%	N=24	9%	N=9	100%	N=104
Amount of public parking in Downtown Littleton	2%	N=2	22%	N=21	32%	N=31	44%	N=43	100%	N=97
Amount of public parking other than downtown	12%	N=11	64%	N=59	20%	N=18	4%	N=4	100%	N=92
Overall image or reputation of Littleton	30%	N=31	63%	N=65	7%	N=7	0%	N=0	100%	N=103

Table 3: Question 3

Which statements most accurately reflect the reasons you operate a business in Littleton? (Please check all that apply.)	Percent of respondents	Number
Close to home	66%	N=65
Community composition/make-up	36%	N=36
Close to recreational amenities	10%	N=10
Quality of life	53%	N=52
Good business opportunities	28%	N=28
Small town atmosphere	52%	N=51
City assistance for small/medium businesses	15%	N=15
Proximity to Santa Fe/C-470	36%	N=36
Potential for growth	25%	N=25
Within a major metro area	44%	N=44
Access to light rail	31%	N=31

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

Table 4: Question 4

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:	Too many		Right amount		Not enough		Total	
Bars and taverns	15%	N=14	82%	N=79	3%	N=3	100%	N=96
Restaurants	1%	N=1	67%	N=68	32%	N=32	100%	N=101
Entertainment venues	0%	N=0	57%	N=51	43%	N=38	100%	N=89
Public art	1%	N=1	59%	N=53	40%	N=36	100%	N=90
Festivals, concerts, etc.	3%	N=3	78%	N=74	19%	N=18	100%	N=95
Farmers' markets	2%	N=2	67%	N=62	30%	N=28	100%	N=92
Retail shopping opportunities	0%	N=0	73%	N=72	27%	N=26	100%	N=98
Hotels	0%	N=0	41%	N=31	59%	N=45	100%	N=76

Table 5: Question 5

To what degree, if at all, are the following problems for businesses in Littleton?	Not a problem		Minor problem		Moderate problem		Major problem		Total	
Vandalism	28%	N=24	57%	N=50	14%	N=12	1%	N=1	100%	N=87
Graffiti	30%	N=26	57%	N=50	9%	N=8	3%	N=3	100%	N=87
Too much growth	65%	N=60	19%	N=18	15%	N=14	1%	N=1	100%	N=93
Lack of growth	47%	N=43	33%	N=30	15%	N=14	5%	N=5	100%	N=92
Rundown buildings	34%	N=32	39%	N=36	18%	N=17	9%	N=8	100%	N=93
High cost of real estate	18%	N=17	32%	N=29	29%	N=27	21%	N=19	100%	N=92
Traffic congestion	17%	N=16	46%	N=44	25%	N=24	13%	N=12	100%	N=96
Too much local government regulation	31%	N=25	32%	N=26	20%	N=16	17%	N=14	100%	N=81
Too little local government regulation	78%	N=63	19%	N=15	2%	N=2	1%	N=1	100%	N=81
Lack of customers	46%	N=41	33%	N=30	17%	N=15	4%	N=4	100%	N=90
Lack of qualified labor	49%	N=38	29%	N=22	12%	N=9	10%	N=8	100%	N=77
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	59%	N=54	21%	N=19	16%	N=15	4%	N=4	100%	N=92
Too much competition from national franchises	51%	N=42	30%	N=25	11%	N=9	7%	N=6	100%	N=82
Lack of customer parking	33%	N=31	24%	N=23	21%	N=20	21%	N=20	100%	N=94
Lack of employee parking	44%	N=39	20%	N=18	14%	N=12	22%	N=19	100%	N=88
Lack of housing that meets employees' needs	41%	N=32	38%	N=30	15%	N=12	5%	N=4	100%	N=78
Access to capital or ability to get a loan	56%	N=35	22%	N=14	21%	N=13	2%	N=1	100%	N=63

Table 6: Question 6

What are the three biggest challenges you face running a business in the City of Littleton? (Please check up to three responses.)	Percent of respondents	Number
Inadequate sales	18%	N=15
Marketing costs	20%	N=17
High cost of doing business	40%	N=34
Business location	7%	N=6
Cost of employee health benefits	32%	N=27
Competition with Denver/Front Range	19%	N=16
Competition with the Internet	14%	N=12
Competition with Highlands Ranch	16%	N=14
Competition with Centennial	7%	N=6
Employee recruitment/retention	16%	N=14
Lack of parking	28%	N=24
Lack of affordable housing for employees	6%	N=5
Other	15%	N=13

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

Table 7: Question 7

Please rate the following categories of Littleton government performance as it relates to businesses:	Excellent		Good		Fair		Poor		Total	
The overall direction the city is taking	12%	N=10	70%	N=58	14%	N=12	4%	N=3	100%	N=83
Attracting companies to locate in Littleton	9%	N=7	55%	N=41	31%	N=23	4%	N=3	100%	N=74
Attracting visitors to Littleton	10%	N=8	58%	N=45	26%	N=20	6%	N=5	100%	N=78
Retaining existing jobs	6%	N=4	58%	N=39	33%	N=22	3%	N=2	100%	N=67
The job city government does at welcoming business involvement	9%	N=7	45%	N=34	34%	N=26	12%	N=9	100%	N=76
The overall leadership provided by the city's elected officials	9%	N=7	51%	N=38	27%	N=20	12%	N=9	100%	N=74
The overall effectiveness of appointed boards and commissions	10%	N=7	45%	N=30	31%	N=21	13%	N=9	100%	N=67
The overall effectiveness of the city manager and appointed staff	10%	N=7	55%	N=38	26%	N=18	9%	N=6	100%	N=69
The relationship between the business community and local government in Littleton	9%	N=7	43%	N=34	30%	N=24	19%	N=15	100%	N=80

Table 8: Question 8

With regard to your business, have you had any in-person, phone or email contact with an employee of the City of Littleton within the last 12 months (including police, inspectors, planners or any others)?	Percent of respondents	Number
Yes	72%	N=65
No	28%	N=25
Total	100%	N=90

Table 9: Question 9

With which of the following departments was your most recent contact in the last 12 months? (Please check only one.)	Percent of respondents	Number
Police	14%	N=9
Fire	5%	N=3
Community Development	28%	N=18
Public Works	14%	N=9
Finance	5%	N=3
Municipal Court	0%	N=0
City Clerk	5%	N=3
Human Resources	2%	N=1
Economic Development	23%	N=15
Other	5%	N=3
Total	100%	N=64

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

Table 10: Question 10

What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)	Excellent		Good		Fair		Poor		Total	
Ease or ability to reach a city employee	50%	N=31	40%	N=25	6%	N=4	3%	N=2	100%	N=62
Knowledge of issue or concern	45%	N=29	38%	N=24	9%	N=6	8%	N=5	100%	N=64
Responsiveness to your request	53%	N=33	29%	N=18	5%	N=3	13%	N=8	100%	N=62
Treated you with respect and courtesy	59%	N=38	31%	N=20	5%	N=3	5%	N=3	100%	N=64
Overall impression	50%	N=32	33%	N=21	8%	N=5	9%	N=6	100%	N=64

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

Table 11: Question 11

Did you feel your question or issue was resolved?	Percent of respondents	Number
Yes	63%	N=40
No	16%	N=10
Not applicable	22%	N=14
Total	100%	N=64

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



Table 12: Question 12

To what extent would you support or oppose the city pursuing the following activities:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Strengthening Littleton's community image and identity	70%	N=56	28%	N=22	3%	N=2	0%	N=0	100%	N=80
Promoting efforts to attract and recruit new types of retail business to Littleton	56%	N=47	38%	N=32	6%	N=5	0%	N=0	100%	N=84
Marketing Downtown Littleton to residents and visitors	61%	N=51	33%	N=27	5%	N=4	1%	N=1	100%	N=83
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	45%	N=35	36%	N=28	14%	N=11	5%	N=4	100%	N=78
Encouraging additional residential growth or redevelopment	38%	N=31	47%	N=38	10%	N=8	5%	N=4	100%	N=81
Encouraging additional commercial growth or redevelopment	43%	N=36	49%	N=41	6%	N=5	1%	N=1	100%	N=83
Promoting efforts to revitalize the city's housing areas	48%	N=39	45%	N=37	5%	N=4	2%	N=2	100%	N=82
Promoting efforts to revitalize the city's commercial areas	54%	N=44	37%	N=30	7%	N=6	2%	N=2	100%	N=82
Promoting efforts to increase the availability of affordable housing	32%	N=25	47%	N=37	13%	N=10	9%	N=7	100%	N=79
Providing incentives to promote business relocation	31%	N=25	44%	N=35	16%	N=13	9%	N=7	100%	N=80
Increasing residential development density near public transit	32%	N=26	46%	N=37	17%	N=14	5%	N=4	100%	N=81
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	56%	N=47	36%	N=30	4%	N=3	5%	N=4	100%	N=84
Allowing increased building heights in residential development to accommodate more housing units	15%	N=12	25%	N=20	31%	N=25	29%	N=23	100%	N=80
Increasing development fees to help rebuild the city's infrastructure	18%	N=15	45%	N=37	23%	N=19	13%	N=11	100%	N=82

Table 13: Question 13

How familiar are you, if at all, with the city's Urban Renewal Authority (LIFT, Littleton Invests For Tomorrow)?	Percent of respondents	Number
Very familiar	9%	N=8
Somewhat familiar	41%	N=35
Not at all familiar	49%	N=42
Total	100%	N=85

Table 14: Question 14

The city council has made redevelopment of aging and run-down commercial properties a priority. The focus would be solely on commercial areas. The city would only work with willing commercial land owners to use urban renewal (tax increment financing, which means that future increases in taxes as a result of the improvement are used to repay a loan) as a tool to finance commercial projects. To what extent do you support or oppose city council's focus on this goal?	Percent of respondents	Number
Strongly support	30%	N=24
Somewhat support	43%	N=34
Somewhat oppose	15%	N=12
Strongly oppose	13%	N=10
Total	100%	N=80

Table 15: Question 15

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?	Very beneficial		Somewhat beneficial		Not at all beneficial		Total	
Streamlined permitting	38%	N=29	32%	N=24	30%	N=23	100%	N=76
Financial assistance (i.e., loans, grants, rebates)	30%	N=24	35%	N=28	35%	N=28	100%	N=80
Increased flexibility in city regulations	43%	N=33	42%	N=32	14%	N=11	100%	N=76
City-financed marketing and promotion	37%	N=30	40%	N=33	23%	N=19	100%	N=82
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	43%	N=35	48%	N=39	10%	N=8	100%	N=82

Table 16: Question 16

If the city were to offer free seminars for businesses, how likely, if at all, would you be to participate in each of the following?	Very likely		Somewhat likely		Not at all likely		Total	
Effective marketing on the Internet	24%	N=20	43%	N=36	33%	N=27	100%	N=83
Cloud computing fundamentals for small business owners	15%	N=12	35%	N=29	50%	N=41	100%	N=82
The effect of personality types on business performance	13%	N=10	32%	N=25	56%	N=44	100%	N=79
Using apps for smartphones, tablets, etc. to streamline and grow a business	20%	N=16	44%	N=36	37%	N=30	100%	N=82

Table 17: Question 17

How frequently, if at all, do you do each of the following?	Always		Frequently		Sometimes		Never		Total	
Purchase goods or services from businesses in Littleton	21%	N=18	68%	N=59	11%	N=10	0%	N=0	100%	N=87
Encourage your employees to purchase goods or services from businesses in Littleton	18%	N=16	43%	N=37	22%	N=19	17%	N=15	100%	N=87

Table 18: Question D1

What is your position in this organization?	Percent of respondents	Number
Owner	72%	N=63
Manager or Administrator	23%	N=20
Administrative Assistant	1%	N=1
Other	3%	N=3
Total	100%	N=87

Table 19: Question D2

How many years has your business been located in Littleton?	Percent of respondents	Number
Less than 1 year	6%	N=5
1-5 years	17%	N=15
6-10 years	20%	N=17
More than 10 years	57%	N=49
Total	100%	N=86

Table 20: Question D3

Thinking about the coming 12 months, how likely, if at all, are you to keep your business in this area?	Percent of respondents	Number
Very likely	87%	N=76
Somewhat likely	10%	N=9
Not at all likely	2%	N=2
Total	100%	N=87

Table 21: Question D4

Does this business have one site or multiple sites?	Percent of respondents	Number
One site	84%	N=72
Multiple sites	16%	N=14
Total	100%	N=86

Table 22: Question D5

Is this location a branch or headquarters?	Percent of respondents	Number
Branch	50%	N=7
Headquarters	50%	N=7
Total	100%	N=14

Table 23: Question D6

Including this location, how many sites are located in Littleton?	Percent of respondents	Number
1	42%	N=5
2	25%	N=3
3	17%	N=2
5	8%	N=1
7	8%	N=1
Total	100%	N=12

Table 24: Question D7

Is this business home based?	Percent of respondents	Number
Yes	17%	N=15
No	83%	N=71
Total	100%	N=86

Table 25: Question D8

Which one of the following industries best describes the nature of your business? (Please check the one that comes closest.)	Percent of respondents	Number
Agriculture	0%	N=0
Construction	10%	N=8
Manufacturing	0%	N=0
Restaurant/bar	4%	N=3
Wholesale sales	0%	N=0
Retail	17%	N=14
Banking	0%	N=0
Finance/insurance/real estate/legal	10%	N=8
Printing, copying, typesetting, publishing	1%	N=1
Medical/dental	14%	N=11
Transportation	1%	N=1
Gas and electric services	1%	N=1
Automotive service	5%	N=4
Non-profit charitable organization	9%	N=7
Services (cleaning, repair)	17%	N=14
Information Technologies	1%	N=1
Consulting	5%	N=4
Beauty	1%	N=1
Education	0%	N=0
Health, fitness and wellness	2%	N=2
Other	1%	N=1
Total	100%	N=81

Table 26: Question D9

What was the approximate annual revenue (for the most recent accounting year) generated by this Littleton site?	Percent of respondents	Number
Less than \$100,000	25%	N=20
\$100,000 to \$499,999	28%	N=22
\$500,000 to \$999,999	19%	N=15
\$1,000,000 to \$4,999,999	21%	N=17
\$5,000,000 or more	8%	N=6
Total	100%	N=80

Table 27: Question D10

Including yourself, how many employees work at your Littleton worksite?	Percent of respondents	Number
Number of full-time (30 or more hours per week) employees	None	N=6
	1 to 3	N=37
	4 to 9	N=21
	10 or more	N=14
	Total	N=78
Number of part-time (less than 30 hours per week) employees	None	N=19
	1 to 3	N=40
	4 to 9	N=11
	10 or more	N=8
	Total	N=78

Table 28: Question D10

Including yourself, how many employees work at your Littleton worksite?	Percent of respondents		Number
At least one	14%		N=11
2-5	31%		N=24
6-14	37%		N=29
15 or more	18%		N=14
Total number of employees at this worksite		100%	N=78

Table 29: Question D11

Please write in the approximate number of staff in each of the following positions.	None		1		2		3 or more		Total	
Management	14%	N=11	42%	N=33	19%	N=15	25%	N=20	100%	N=79
Administration	51%	N=40	25%	N=20	11%	N=9	13%	N=10	100%	N=79
Technical	54%	N=43	14%	N=11	8%	N=6	24%	N=19	100%	N=79
Labor	59%	N=47	9%	N=7	9%	N=7	23%	N=18	100%	N=79
Other	71%	N=56	9%	N=7	1%	N=1	19%	N=15	100%	N=79

Table 30: Question D12

Over the next 3 to 5 years, do you anticipate...	Percent of respondents		Number
Adding to your number of employees	47%		N=39
Maintaining the same number of employees	49%		N=41
Cutting back on your number of employees	4%		N=3
Total		100%	N=83

Table 31: Question D13

Percentage of workforce residing in Littleton	Percent of respondents		Number
0%-24%	42%		N=34
25%-49%	12%		N=10
50%-74%	14%		N=11
75%-100%	32%		N=26
Total		100%	N=81

Table 32: Question D14

In which city or county is your residence located?	Percent of respondents		Number
Littleton	53%		N=45
Jefferson County	15%		N=13
Centennial	9%		N=8
Highlands Ranch	7%		N=6
Englewood	0%		N=0
Denver	1%		N=1
Other	14%		N=12
Total		100%	N=85

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

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

Table 33: Question 1

Please rate each of the following aspects of quality of life in Littleton.	Excellent		Good		Fair		Poor		Don't know		Total	
Littleton as a place to work	61%	N=63	37%	N=38	3%	N=3	0%	N=0	0%	N=0	100%	N=104
Littleton as a place to retire	37%	N=38	38%	N=40	9%	N=9	2%	N=2	14%	N=15	100%	N=104
Littleton as a place to do business	41%	N=43	40%	N=42	11%	N=11	8%	N=8	0%	N=0	100%	N=104
The overall economic climate of Littleton	23%	N=24	60%	N=62	14%	N=15	2%	N=2	1%	N=1	100%	N=104
The overall quality of life in Littleton	45%	N=47	49%	N=51	4%	N=4	0%	N=0	2%	N=2	100%	N=104

Table 34: Question 2

Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Overall appearance of Littleton	25%	N=26	63%	N=66	11%	N=12	0%	N=0	1%	N=1	100%	N=105
Cleanliness of Littleton	30%	N=32	65%	N=68	4%	N=4	0%	N=0	1%	N=1	100%	N=105
Overall quality of commercial development in Littleton	16%	N=17	55%	N=58	23%	N=24	4%	N=4	2%	N=2	100%	N=105
Overall quality of residential development in Littleton	14%	N=15	54%	N=57	23%	N=24	1%	N=1	8%	N=8	100%	N=105
Variety of housing options	17%	N=17	50%	N=52	19%	N=20	2%	N=2	12%	N=12	100%	N=103
Overall quality of business and service establishments in Littleton	21%	N=22	70%	N=73	8%	N=8	1%	N=1	1%	N=1	100%	N=105
Shopping opportunities	18%	N=19	58%	N=61	21%	N=22	2%	N=2	1%	N=1	100%	N=105
Employment opportunities	10%	N=11	46%	N=48	22%	N=23	3%	N=3	19%	N=20	100%	N=105
Educational opportunities	28%	N=29	48%	N=50	13%	N=14	0%	N=0	11%	N=12	100%	N=105
Ease of car travel in Littleton	20%	N=21	62%	N=65	14%	N=15	3%	N=3	1%	N=1	100%	N=105
Ease of bus travel in Littleton	10%	N=10	33%	N=34	12%	N=12	3%	N=3	43%	N=44	100%	N=103
Ease of light rail travel to and from Littleton	46%	N=47	38%	N=39	8%	N=8	2%	N=2	6%	N=6	100%	N=102
Ease of bicycle travel in Littleton	22%	N=23	44%	N=46	8%	N=8	0%	N=0	27%	N=28	100%	N=105
Ease of walking in Littleton	32%	N=34	56%	N=59	5%	N=5	0%	N=0	7%	N=7	100%	N=105
Traffic flow on major streets	11%	N=12	56%	N=59	23%	N=24	9%	N=9	1%	N=1	100%	N=105
Amount of public parking in Downtown Littleton	2%	N=2	20%	N=21	30%	N=31	41%	N=43	7%	N=7	100%	N=104
Amount of public parking other than downtown	11%	N=11	57%	N=59	17%	N=18	4%	N=4	12%	N=12	100%	N=104
Overall image or reputation of Littleton	30%	N=31	63%	N=65	7%	N=7	0%	N=0	1%	N=1	100%	N=104

Table 35: 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	66%	N=65
Community composition/make-up	36%	N=36
Close to recreational amenities	10%	N=10
Quality of life	53%	N=52
Good business opportunities	28%	N=28
Small town atmosphere	52%	N=51
City assistance for small/medium businesses	15%	N=15
Proximity to Santa Fe/C-470	36%	N=36
Potential for growth	25%	N=25
Within a major metro area	44%	N=44
Access to light rail	31%	N=31

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

Table 36: Question 4

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:	Too many		Right amount		Not enough		Don't know		Total	
Bars and taverns	14%	N=14	79%	N=79	3%	N=3	4%	N=4	100%	N=100
Restaurants	1%	N=1	67%	N=68	32%	N=32	0%	N=0	100%	N=101
Entertainment venues	0%	N=0	51%	N=51	38%	N=38	11%	N=11	100%	N=100
Public art	1%	N=1	52%	N=53	36%	N=36	11%	N=11	100%	N=101
Festivals, concerts, etc.	3%	N=3	73%	N=74	18%	N=18	6%	N=6	100%	N=101
Farmers' markets	2%	N=2	61%	N=62	28%	N=28	9%	N=9	100%	N=101
Retail shopping opportunities	0%	N=0	71%	N=72	26%	N=26	3%	N=3	100%	N=101
Hotels	0%	N=0	31%	N=31	45%	N=45	23%	N=23	100%	N=99

Table 37: Question 5

To what degree, if at all, are the following problems for businesses in Littleton?	Not a problem		Minor problem		Moderate problem		Major problem		Don't know		Total	
Vandalism	25%	N=24	52%	N=50	12%	N=12	1%	N=1	10%	N=10	100%	N=97
Graffiti	27%	N=26	52%	N=50	8%	N=8	3%	N=3	10%	N=10	100%	N=97
Too much growth	62%	N=60	19%	N=18	14%	N=14	1%	N=1	4%	N=4	100%	N=97
Lack of growth	45%	N=43	32%	N=30	15%	N=14	5%	N=5	3%	N=3	100%	N=95
Rundown buildings	33%	N=32	37%	N=36	18%	N=17	8%	N=8	4%	N=4	100%	N=97
High cost of real estate	18%	N=17	30%	N=29	28%	N=27	20%	N=19	4%	N=4	100%	N=96
Traffic congestion	17%	N=16	46%	N=44	25%	N=24	13%	N=12	0%	N=0	100%	N=96
Too much local government regulation	26%	N=25	27%	N=26	17%	N=16	15%	N=14	16%	N=15	100%	N=96
Too little local government regulation	67%	N=63	16%	N=15	2%	N=2	1%	N=1	14%	N=13	100%	N=94
Lack of customers	43%	N=41	31%	N=30	16%	N=15	4%	N=4	6%	N=6	100%	N=96
Lack of qualified labor	40%	N=38	23%	N=22	9%	N=9	8%	N=8	19%	N=18	100%	N=95
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	56%	N=54	20%	N=19	16%	N=15	4%	N=4	4%	N=4	100%	N=96
Too much competition from national franchises	44%	N=42	26%	N=25	9%	N=9	6%	N=6	14%	N=13	100%	N=95
Lack of customer parking	32%	N=31	24%	N=23	21%	N=20	21%	N=20	2%	N=2	100%	N=96
Lack of employee parking	41%	N=39	19%	N=18	13%	N=12	20%	N=19	8%	N=8	100%	N=96
Lack of housing that meets employees' needs	33%	N=32	31%	N=30	13%	N=12	4%	N=4	19%	N=18	100%	N=96
Access to capital or ability to get a loan	37%	N=35	15%	N=14	14%	N=13	1%	N=1	34%	N=32	100%	N=95

Table 38: 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	18%	N=15
Marketing costs	20%	N=17
High cost of doing business	40%	N=34
Business location	7%	N=6
Cost of employee health benefits	32%	N=27
Competition with Denver/Front Range	19%	N=16
Competition with the Internet	14%	N=12
Competition with Highlands Ranch	16%	N=14
Competition with Centennial	7%	N=6
Employee recruitment/retention	16%	N=14
Lack of parking	28%	N=24
Lack of affordable housing for employees	6%	N=5
Other	15%	N=13

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



Table 39: Question 7

Please rate the following categories of Littleton government performance as it relates to businesses:	Excellent		Good		Fair		Poor		Don't know		Total	
The overall direction the city is taking	11%	N=10	65%	N=58	13%	N=12	3%	N=3	7%	N=6	100%	N=89
Attracting companies to locate in Littleton	8%	N=7	46%	N=41	26%	N=23	3%	N=3	17%	N=15	100%	N=89
Attracting visitors to Littleton	9%	N=8	51%	N=45	23%	N=20	6%	N=5	11%	N=10	100%	N=88
Retaining existing jobs	4%	N=4	44%	N=39	25%	N=22	2%	N=2	25%	N=22	100%	N=89
The job city government does at welcoming business involvement	8%	N=7	38%	N=34	29%	N=26	10%	N=9	15%	N=13	100%	N=89
The overall leadership provided by the city's elected officials	8%	N=7	43%	N=38	22%	N=20	10%	N=9	17%	N=15	100%	N=89
The overall effectiveness of appointed boards and commissions	8%	N=7	34%	N=30	24%	N=21	10%	N=9	25%	N=22	100%	N=89
The overall effectiveness of the city manager and appointed staff	8%	N=7	43%	N=38	20%	N=18	7%	N=6	22%	N=20	100%	N=89
The relationship between the business community and local government in Littleton	8%	N=7	38%	N=34	27%	N=24	17%	N=15	10%	N=9	100%	N=89

Table 40: 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	72%	N=65
No	28%	N=25
Total	100%	N=90

Table 41: 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	14%	N=9
Fire	5%	N=3
Community Development	28%	N=18
Public Works	14%	N=9
Finance	5%	N=3
Municipal Court	0%	N=0
City Clerk	5%	N=3
Human Resources	2%	N=1
Economic Development	23%	N=15
Other	5%	N=3
Total	100%	N=64

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

Table 42: Question 10

What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)	Excellent		Good		Fair		Poor		Don't know		Total	
Ease or ability to reach a city employee	48%	N=31	39%	N=25	6%	N=4	3%	N=2	3%	N=2	100%	N=64
Knowledge of issue or concern	45%	N=29	38%	N=24	9%	N=6	8%	N=5	0%	N=0	100%	N=64
Responsiveness to your request	52%	N=33	28%	N=18	5%	N=3	13%	N=8	3%	N=2	100%	N=64
Treated you with respect and courtesy	59%	N=38	31%	N=20	5%	N=3	5%	N=3	0%	N=0	100%	N=64
Overall impression	50%	N=32	33%	N=21	8%	N=5	9%	N=6	0%	N=0	100%	N=64

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

Table 43: Question 11

Did you feel your question or issue was resolved?	Percent of respondents	Number
Yes	63%	N=40
No	16%	N=10
Not applicable	22%	N=14
Total	100%	N=64

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

Table 44: Question 12

To what extent would you support or oppose the city pursuing the following activities:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
Strengthening Littleton's community image and identity	65%	N=56	26%	N=22	2%	N=2	0%	N=0	7%	N=6	100%	N=86
Promoting efforts to attract and recruit new types of retail business to Littleton	55%	N=47	37%	N=32	6%	N=5	0%	N=0	2%	N=2	100%	N=86
Marketing Downtown Littleton to residents and visitors	59%	N=51	31%	N=27	5%	N=4	1%	N=1	3%	N=3	100%	N=86
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	41%	N=35	33%	N=28	13%	N=11	5%	N=4	8%	N=7	100%	N=85
Encouraging additional residential growth or redevelopment	36%	N=31	44%	N=38	9%	N=8	5%	N=4	6%	N=5	100%	N=86
Encouraging additional commercial growth or redevelopment	42%	N=36	48%	N=41	6%	N=5	1%	N=1	3%	N=3	100%	N=86
Promoting efforts to revitalize the city's housing areas	45%	N=39	43%	N=37	5%	N=4	2%	N=2	5%	N=4	100%	N=86
Promoting efforts to revitalize the city's commercial areas	52%	N=44	35%	N=30	7%	N=6	2%	N=2	4%	N=3	100%	N=85
Promoting efforts to increase the availability of affordable housing	29%	N=25	43%	N=37	12%	N=10	8%	N=7	8%	N=7	100%	N=86
Providing incentives to promote business relocation	29%	N=25	41%	N=35	15%	N=13	8%	N=7	6%	N=5	100%	N=85
Increasing residential development density near public transit	30%	N=26	43%	N=37	16%	N=14	5%	N=4	6%	N=5	100%	N=86
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	55%	N=47	35%	N=30	3%	N=3	5%	N=4	2%	N=2	100%	N=86
Allowing increased building heights in residential development to accommodate more housing units	14%	N=12	24%	N=20	30%	N=25	27%	N=23	5%	N=4	100%	N=84
Increasing development fees to help rebuild the city's infrastructure	18%	N=15	44%	N=37	22%	N=19	13%	N=11	4%	N=3	100%	N=85

Table 45: Question 13

How familiar are you, if at all, with the city's Urban Renewal Authority (LIFT, Littleton Invests For Tomorrow)?	Percent of respondents	Number
Very familiar	9%	N=8
Somewhat familiar	41%	N=35
Not at all familiar	49%	N=42
Total	100%	N=85

Table 46: Question 14

The city council has made redevelopment of aging and run-down commercial properties a priority. The focus would be solely on commercial areas. The city would only work with willing commercial land owners to use urban renewal (tax increment financing, which means that future increases in taxes as a result of the improvement are used to repay a loan) as a tool to finance commercial projects. To what extent do you support or oppose city council's focus on this goal?	Percent of respondents	Number
Strongly support	28%	N=24
Somewhat support	39%	N=34
Somewhat oppose	14%	N=12
Strongly oppose	11%	N=10
Don't know	8%	N=7
Total	100%	N=87

Table 47: Question 15

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?	Very beneficial		Somewhat beneficial		Not at all beneficial		Don't know		Total	
Streamlined permitting	33%	N=29	28%	N=24	26%	N=23	13%	N=11	100%	N=87
Financial assistance (i.e., loans, grants, rebates)	28%	N=24	32%	N=28	32%	N=28	8%	N=7	100%	N=87
Increased flexibility in city regulations	38%	N=33	37%	N=32	13%	N=11	13%	N=11	100%	N=87
City-financed marketing and promotion	34%	N=30	38%	N=33	22%	N=19	6%	N=5	100%	N=87
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	41%	N=35	46%	N=39	9%	N=8	4%	N=3	100%	N=85

Table 48: Question 16

If the city were to offer free seminars for businesses, how likely, if at all, would you be to participate in each of the following?	Very likely		Somewhat likely		Not at all likely		Don't know		Total	
Effective marketing on the Internet	23%	N=20	42%	N=36	31%	N=27	3%	N=3	100%	N=86
Cloud computing fundamentals for small business owners	14%	N=12	34%	N=29	48%	N=41	5%	N=4	100%	N=86
The effect of personality types on business performance	12%	N=10	29%	N=25	51%	N=44	8%	N=7	100%	N=86
Using apps for smartphones, tablets, etc. to streamline and grow a business	19%	N=16	42%	N=36	35%	N=30	4%	N=3	100%	N=85

Table 49: Question 17

How frequently, if at all, do you do each of the following?	Always		Frequently		Sometimes		Never		Total	
Purchase goods or services from businesses in Littleton	21%	N=18	68%	N=59	11%	N=10	0%	N=0	100%	N=87
Encourage your employees to purchase goods or services from businesses in Littleton	18%	N=16	43%	N=37	22%	N=19	17%	N=15	100%	N=87

## 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

- did not chose this location
- Unique events and promotions!
- did not know of city assistance for small business
- safety
- An eclectic downtown environment draws in my customers

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

- Public lack of knowledge of Downtown Littleton- not enough marketing for entire area
- Never been visited by a city official since I moved my business here
- Too many similar businesses in Littleton
- City's baseless regulations and interference
- City of Littleton
- too much and unfair gov regluations
- No good internet service providers to our building
- competition from big scale corporatations
- increased foot traffic/pot shops
- City council interfering with Business Owners wishes
- My business runs very nicely the listed items are not applicable to us.
- Government interference
- City officials are not pro-business

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

“Other” responses

- Architecture
- Veterinary Hospital

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

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

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

Table 50: Question 1 Compared by Respondent Characteristics

Please rate each of the following aspects of quality of life in Littleton: (Percent reporting "excellent" or "good")	Years in business		Annual revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Littleton as a place to work	95%	98%	95%	95%	97%	97%
Littleton as a place to retire	88%	86%	89%	80%	87%	88%
Littleton as a place to do business	78%	82%	80%	73%	84%	82%
The overall economic climate of Littleton	89%	80%	90%	77%	87%	83%
The overall quality of life in Littleton	94%	98%	90%	95%	100%	96%

Table 51: Question 2 Compared by Respondent Characteristics

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent reporting "excellent" or "good")	Years in business		Annual revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Overall appearance of Littleton	86%	90%	95%	82%	89%	88%
Cleanliness of Littleton	92%	98%	100%	91%	95%	96%
Overall quality of commercial development in Littleton	76%	69%	79%	55%	82%	73%
Overall quality of residential development in Littleton	82%	69%	80%	65%	85%	74%
Variety of housing options	77%	77%	88%	70%	74%	76%
Overall quality of business and service establishments in Littleton	89%	92%	95%	86%	95%	91%
Shopping opportunities	73%	82%	85%	64%	79%	77%
Employment opportunities	75%	66%	46%	61%	78%	69%
Educational opportunities	81%	84%	88%	73%	85%	85%
Ease of car travel in Littleton	86%	82%	90%	68%	87%	83%
Ease of bus travel in Littleton	71%	76%	83%	75%	67%	75%
Ease of light rail travel to and from Littleton	85%	93%	85%	82%	97%	90%
Ease of bicycle travel in Littleton	84%	95%	93%	88%	88%	90%
Ease of walking in Littleton	91%	98%	95%	100%	94%	95%
Traffic flow on major streets	68%	67%	75%	50%	71%	68%
Amount of public parking in Downtown Littleton	24%	21%	47%	14%	12%	24%
Amount of public parking other than downtown	81%	70%	78%	50%	84%	76%
Overall image or reputation of Littleton	86%	98%	90%	86%	97%	93%

Table 52: Question 5 Compared by Respondent Characteristics

To what degree, if at all, are the following problems for businesses in Littleton? (Percent reporting "major" or "moderate" problem)	Years in business		Annual revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Vandalism	14%	15%	12%	14%	16%	15%
Graffiti	7%	15%	6%	27%	3%	13%
Too much growth	19%	11%	16%	14%	17%	16%
Lack of growth	23%	17%	11%	32%	17%	21%
Rundown buildings	22%	28%	16%	57%	11%	27%
Local fees that are too high	42%	57%	37%	71%	49%	50%
High cost of real estate	38%	35%	30%	55%	34%	37%
Traffic congestion	50%	30%	19%	63%	32%	37%
Too much local government regulation	0%	5%	0%	5%	3%	4%
Too little local government regulation	21%	17%	22%	27%	17%	21%
Lack of customers	29%	20%	27%	37%	17%	22%
Lack of qualified labor	20%	23%	10%	55%	14%	21%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	21%	20%	24%	30%	17%	18%
Too much competition from national franchises	44%	46%	32%	77%	35%	43%
Lack of customer parking	35%	41%	29%	67%	26%	35%
Lack of employee parking	20%	21%	0%	35%	26%	21%
Lack of housing that meets employees' needs	22%	18%	22%	19%	21%	22%

Table 53: Question 7 Compared by Respondent Characteristics

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent reporting "excellent" or "good")	Years in business		Annual revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
The overall direction the city is taking	74%	86%	85%	70%	83%	82%
Attracting companies to locate in Littleton	63%	66%	75%	33%	70%	65%
Attracting visitors to Littleton	69%	65%	63%	55%	76%	68%
Retaining existing jobs	69%	61%	58%	53%	73%	64%
The job city government does at welcoming business involvement	48%	60%	72%	24%	66%	54%
The overall leadership provided by the city's elected officials	64%	58%	60%	37%	80%	61%
The overall effectiveness of appointed boards and commissions	58%	53%	60%	41%	63%	55%
The overall effectiveness of the city manager and appointed staff	67%	64%	58%	50%	83%	65%
The relationship between the business community and local government in Littleton	48%	53%	61%	30%	62%	51%



Table 54: Question 12 Compared by Respondent Characteristics

To what extent would you support or oppose the city pursuing the following activities: (Percent reporting "strongly" or "somewhat" support)	Years in business		Annual revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Strengthening Littleton's community image and identity	94%	100%	95%	95%	100%	98%
Promoting efforts to attract and recruit new types of retail business to Littleton	94%	94%	85%	95%	100%	94%
Marketing Downtown Littleton to residents and visitors	97%	94%	100%	95%	91%	94%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	91%	72%	74%	90%	78%	81%
Encouraging additional residential growth or redevelopment	86%	84%	75%	90%	91%	85%
Encouraging additional commercial growth or redevelopment	92%	94%	90%	95%	94%	93%
Promoting efforts to revitalize the city's housing areas	94%	91%	95%	86%	97%	93%
Promoting efforts to revitalize the city's commercial areas	91%	89%	95%	90%	91%	90%
Promoting efforts to increase the availability of affordable housing	72%	84%	74%	76%	85%	78%
Providing incentives to promote business relocation	69%	80%	65%	79%	79%	75%
Increasing residential development density near public transit	82%	74%	80%	67%	82%	78%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	89%	94%	90%	100%	91%	92%
Allowing increased building heights in residential development to accommodate more housing units	50%	34%	32%	36%	45%	40%
Increasing development fees to help rebuild the city's infrastructure	70%	58%	58%	59%	74%	63%

Table 55: Question 14 Compared by Respondent Characteristics

	Years in business		Annual revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
The city council has made redevelopment of aging and run-down commercial properties a priority. The focus would be solely on commercial areas. The city would only work with willing commercial land owners to use urban renewal (tax increment financing, which means that future increases in taxes as a result of the improvement are used to repay a loan) as a tool to finance commercial projects. To what extent do you support or oppose city council's focus on this goal?	69%	74%	67%	76%	79%	73%

Table 56: Question 15 Compared by Respondent Characteristics

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent reporting "very" or "somewhat" beneficial)	Years in business		Annual revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Streamlined permitting	77%	66%	65%	67%	75%	70%
Financial assistance (i.e., loans, grants, rebates)	70%	63%	50%	64%	76%	65%
Increased flexibility in city regulations	91%	81%	82%	89%	85%	86%
City-financed marketing and promotion	80%	74%	83%	64%	83%	77%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	94%	87%	89%	86%	94%	90%

Table 57: Question 16 Compared by Respondent Characteristics

If the city were to offer free seminars for businesses, how likely, if at all, would you be to participate in each of the following? (Percent reporting "very" or "somewhat" likely)	Years in business		Annual revenue			Overall
	10 years or less	More than 10 years	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
Effective marketing on the Internet	65%	71%	75%	65%	69%	67%
Cloud computing fundamentals for small business owners	50%	51%	55%	45%	54%	50%
The effect of personality types on business performance	46%	44%	33%	40%	59%	44%
Using apps for smartphones, tablets, etc. to streamline and grow a business	65%	64%	75%	58%	67%	63%

## Select Questions Compared by Relationship with Local Government

Table 58: Question 1 Compared by Relationship Between Business Community and Local Government

Please rate each of the following aspects of quality of life in Littleton: (Percent reporting "excellent" or "good")	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Littleton as a place to work	98%	95%	97%
Littleton as a place to retire	92%	80%	88%
Littleton as a place to do business	95%	59%	82%
The overall economic climate of Littleton	93%	69%	83%
The overall quality of life in Littleton	100%	92%	96%

Table 59: Question 2 Compared by Relationship Between Business Community and Local Government

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent reporting "excellent" or "good")	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Overall appearance of Littleton	90%	85%	88%
Cleanliness of Littleton	95%	95%	96%
Overall quality of commercial development in Littleton	93%	49%	73%
Overall quality of residential development in Littleton	89%	61%	74%
Variety of housing options	84%	71%	76%
Overall quality of business and service establishments in Littleton	93%	87%	91%
Shopping opportunities	93%	59%	77%
Employment opportunities	89%	44%	69%
Educational opportunities	97%	71%	85%
Ease of car travel in Littleton	93%	77%	83%
Ease of bus travel in Littleton	76%	79%	75%
Ease of light rail travel to and from Littleton	100%	83%	90%
Ease of bicycle travel in Littleton	97%	87%	90%
Ease of walking in Littleton	100%	89%	95%
Traffic flow on major streets	80%	51%	68%
Amount of public parking in Downtown Littleton	37%	5%	24%
Amount of public parking other than downtown	87%	57%	76%
Overall image or reputation of Littleton	98%	87%	93%

Table 60: Question 5 Compared by Relationship Between Business Community and Local Government

To what degree, if at all, are the following problems for businesses in Littleton? (Percent reporting "major" or "moderate" problem)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Vandalism	6%	24%	15%
Graffiti	5%	16%	13%
Too much growth	13%	16%	16%
Lack of growth	13%	32%	21%
Rundown buildings	21%	34%	27%
Local fees that are too high	38%	57%	50%
High cost of real estate	27%	49%	37%
Traffic congestion	17%	67%	37%
Too much local government regulation	3%	3%	4%
Too little local government regulation	18%	28%	21%
Lack of customers	6%	39%	22%
Lack of qualified labor	15%	32%	21%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	15%	23%	18%
Too much competition from national franchises	30%	62%	43%
Lack of customer parking	24%	51%	35%
Lack of employee parking	16%	29%	21%
Lack of housing that meets employees' needs	21%	24%	22%

Table 61: Question 7 Compared by Relationship Between Business Community and Local Government

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent reporting "excellent" or "good")	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
The overall direction the city is taking	98%	61%	82%
Attracting companies to locate in Littleton	84%	39%	65%
Attracting visitors to Littleton	86%	49%	68%
Retaining existing jobs	90%	39%	64%
The job city government does at welcoming business involvement	89%	14%	54%
The overall leadership provided by the city's elected officials	95%	19%	61%
The overall effectiveness of appointed boards and commissions	83%	18%	55%
The overall effectiveness of the city manager and appointed staff	97%	26%	65%

Table 62: Question 12 Compared by Relationship Between Business Community and Local Government

To what extent would you support or oppose the city pursuing the following activities: (Percent reporting "strongly" or "somewhat" support)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Strengthening Littleton's community image and identity	97%	97%	98%
Promoting efforts to attract and recruit new types of retail business to Littleton	100%	92%	94%
Marketing Downtown Littleton to residents and visitors	100%	86%	94%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	78%	83%	81%
Encouraging additional residential growth or redevelopment	84%	86%	85%
Encouraging additional commercial growth or redevelopment	97%	92%	93%
Promoting efforts to revitalize the city's housing areas	97%	86%	93%
Promoting efforts to revitalize the city's commercial areas	94%	84%	90%
Promoting efforts to increase the availability of affordable housing	84%	71%	78%
Providing incentives to promote business relocation	81%	69%	75%
Increasing residential development density near public transit	83%	76%	78%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	92%	89%	92%
Allowing increased building heights in residential development to accommodate more housing units	44%	42%	40%
Increasing development fees to help rebuild the city's infrastructure	71%	59%	63%

Table 63: Question 14 by Relationship Between Business Community and Local Government

	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
The city council has made redevelopment of aging and run-down commercial properties a priority. The focus would be solely on commercial areas. The city would only work with willing commercial land owners to use urban renewal (tax increment financing, which means that future increases in taxes as a result of the improvement are used to repay a loan) as a tool to finance commercial projects. To what extent do you support or oppose city council's focus on this goal?	76%	68%	73%

Table 64: Question 15 Compared by Relationship Between Business Community and Local Government

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent reporting "very" or "somewhat" beneficial)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Streamlined permitting	84%	64%	70%
Financial assistance (i.e., loans, grants, rebates)	79%	55%	65%
Increased flexibility in city regulations	85%	91%	86%
City-financed marketing and promotion	89%	62%	77%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	95%	89%	90%

Table 65: Question 16 Compared by Relationship Between Business Community and Local Government

If the city were to offer free seminars for businesses, how likely, if at all, would you be to participate in each of the following? (Percent reporting "very" or "somewhat" likely)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
Effective marketing on the Internet	72%	68%	67%
Cloud computing fundamentals for small business owners	54%	46%	50%
The effect of personality types on business performance	53%	43%	44%
Using apps for smartphones, tablets, etc. to streamline and grow a business	71%	59%	63%

## Appendix D: Survey Methodology

### Developing the Questionnaire

General business surveys, such as this one, ask recipients for their perspectives on policy issues facing the city and their assessment of city service delivery, the quality of life in the city and the use of city amenities. The survey instrument for Littleton was developed through an iterative process that started with the 2012 survey. The original survey was developed with Littleton staff reviewing sample questions developed by NRC that were included on business surveys conducted in other jurisdictions. Minor changes were made to the 2012 survey for the 2014 administration based on staff feedback and priorities for the upcoming year. Through this iterative process between city staff and NRC staff, a final five-page paper equivalent questionnaire was created.

### Selecting Survey Recipients

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

The person most knowledgeable about the business (typically the business owner or manager) was asked to complete the survey online. This instruction was contained in the invitations mailed to each selected business.

### Survey Administration and Response

The business survey was available to be completed online and business owners and managers in the Littleton community were invited to complete the survey through a series of mailings that included the survey link. Selected businesses in Littleton were included in the three-part mailing consisting of a prenotification card, a letter specifying the web-only survey details and a reminder postcard. An individual within each business most knowledgeable about the business (typically the owner or manager) was instructed to complete the survey. About 6% of the mailings were returned because the postal service was unable to deliver the mailing as addressed or the business had closed. Of the remaining 945 businesses, 105 submitted the survey, with varying levels of completion, resulting in a response rate of 11%.

### Confidence Interval and Margin of Error

It is customary to describe the precision of estimates made from surveys by a “level of confidence” and accompanying “confidence interval” (or margin of error). A traditional level of confidence, and the one used for this report, is 95%. The 95% confidence interval quantifies the sampling error or imprecision of the survey results because some businesses’ opinions are relied on to estimate all businesses’ opinions. The confidence interval for the 2014 City of Littleton Business Survey is no greater than plus or minus 10 percentage points around any given percent reported for the entire sample (105 completed surveys).

A 95% confidence interval indicates that for every 100 random samples of this many businesses, 95 of the confidence intervals created will include the “true” population response. This theory is applied in practice to mean that the “true” perspective of the target population lies within the confidence interval created for a single survey. For example, if 72% of businesses rate a service as “excellent” or “good,” then the 10% margin of error (for the 95% confidence interval) indicates that the range of likely responses for the entire population is between 62% and 82%. This source of error is called sampling error. In addition

to sampling error, other sources of error may affect any survey, including the non-response of businesses with opinions different from survey responders.

For subgroups of responses (e.g., years in business, annual revenue), the margin of error increases because the sample size for the subgroup is smaller. For subgroups of approximately 50 respondents, the margin of error is plus or minus 14 percentage points.

## Survey Processing (Data Entry)

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

## Analyzing the Data

The electronic dataset was analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). For the most part, frequency distributions and the percent positive (i.e., “excellent” or “good,” “strongly support” or “somewhat support,” “very likely” or “somewhat likely”) are presented in the body of the report. On many of the questions in the survey, respondents could give an answer of “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix A: Responses to Survey Questions* and is discussed in the body of this report if it is 20% or greater. However, these responses have been removed from the analyses presented in the body of the report, unless otherwise indicated. In other words, the majority of the tables and graphs in the body of the report display the responses from respondents who had an opinion about a specific item.

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



## Appendix E: Survey Materials

The following pages contain the mailing materials and survey instrument for the 2014 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.n-r-c.com/survey/littletonbusiness.htm](http://www.n-r-c.com/survey/littletonbusiness.htm)**

**Your responses will remain completely anonymous.**

Thank you for helping us with this important project!

Sincerely,



Phil Cernanec  
Mayor

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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2255 W. Berry Ave. • Littleton, CO 80120

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



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Permit NO. 94



Dear City of Littleton Business Owner/Manager:

Your business has been randomly selected to participate in the City of Littleton's 2014 Business Survey. About one week ago, you should have received an invitation to complete Littleton's 2014 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 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. Your answers will help the city council make decisions that affect our community. I hope you find the questions interesting, and we will definitely find your answers useful. Please participate!

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

**[www.n-r-c.com/survey/littletonbusiness.htm](http://www.n-r-c.com/survey/littletonbusiness.htm)**

**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) 795-3720.

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

Sincerely,

Phil Cernanec  
Mayor

Dear Business Owner/Manager,

There's still time to participate in Littleton's 2014 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.

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