
LITTLETON, CO

BUSINESS SURVEY

Report of Results

June 2018



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Executive Summary

Survey Background and Methods

The 2018 Littleton Business Survey provided business owners and managers the opportunity to rate the quality of life in the city, as well as the service delivery and overall workings of local government. The survey also gave business owners and managers a chance to share their priorities for local government in the coming year. This effort marks the fourth iteration of the Littleton Business Survey; the first survey of businesses occurred in 2012.

The City of Littleton provided NRC with a list of all registered businesses within the city limits (approximately 2,158). Of those, 1,271 were emailed invitations to complete the 2018 Littleton Business Survey online and 887 businesses (for whom email addresses were not available or where the email bounced) were mailed invitations containing a URL where they could complete the web-based survey. A total of 179 completed surveys were submitted for a response rate of 9%.

Because the 2018 survey was intended to be taken by all businesses in Littleton's database and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus seven percentage points as the "range of uncertainty" around any given percent reported for all respondents (179).

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

- Nine in 10 owners and managers rated the overall quality of life in Littleton as excellent or good.
- All aspects of community characteristics received positive ratings by a majority of respondents, with the exception of amount of parking in Downtown Littleton and traffic flow on major streets; 4 in 10 or less viewed these characteristics favorably. Additionally, nearly all aspects related to community characteristics received ratings that were stable between 2016 and 2018.
- When compared to the benchmarks, Littleton's overall economic climate and the city as a place to retire were rated higher than in other communities.
- A vast majority of business owners and managers felt that there was the right amount of bars, restaurants, festivals/concerts, shopping opportunities and art in the city.

Growth has created challenges to community affordability and congestion.

- When asked to identify the three biggest challenges to operating a business in Littleton, two of the most pressing issues related to the cost of doing business (40% selected this as one of the three biggest challenges) and lack of affordable housing for employees (34%). One-quarter also felt lack of parking was a challenge for their business.

- The high cost of real estate was felt to be a moderate or major problem by almost three-quarters of respondents and more than one-half of respondents listed employee housing as a challenge. Traffic congestion (62%) and parking problems for customers and employees (51% and 43%, respectively) also were frequently cited as concerns for business owners and managers.

Respondents were pleased with their interactions with City employees, but have concerns with some areas of government performance.

- Of the roughly 60% of business owners and managers who had contact with a City of Littleton employee in the 12 months prior to the survey, about two-thirds rated their overall impression of the employee(s) with whom they had contact with as excellent or good.
- A vast majority of respondents who had contact with City employees rated all aspects of their interaction as excellent or good including the employee's respect and courtesy, accessibility, knowledge and responsiveness.
- Meanwhile, respondents reported lower ratings for aspects of government performance in the areas of leadership and relationships with the business community. However, there was a relatively high proportion of respondents selecting "don't know" when evaluating government performance.
- Related, respondents who felt more positively about the relationship between the business community and the city were more likely to give higher ratings to all aspects of community characteristics and be more supportive of the city providing economic development supports to the community.

Business owners and managers support city involvement in economic development and community revitalization activities.

- A majority of respondents supported each of the 18 different activities the city could pursue that may affect the economic climate in Littleton. Activities with the highest level of support related to strengthening Littleton's image, marketing the downtown and revitalizing housing and commercial areas in the city.
- About 7 in 10 respondents stated that they somewhat or strongly supported an increase of three-quarters of a cent for needed improvements such as aging infrastructure, street and building maintenance and adding more sidewalks. Owners and managers also provided input on varying amounts for the sales and use tax, with the highest proportion of respondents supporting a tax amount of one cent (38% of respondents). About 3 in 10 business operators did not support the sales tax increase.
- About 70% of respondents also strongly or somewhat supported was the implementation of a lodging tax that hotel room visitors would pay with the money to help market and promote Littleton.

Background and Methods

Survey Purpose

The City of Littleton contracted with National Research Center, Inc. (NRC) to conduct its fourth 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 2018 survey results provide valuable data for continuing to track opinions of business owners and managers over time.

Survey Methods

The City of Littleton provided NRC with a list of all registered businesses within the city limits (approximately 2,158). All business owners and managers in the Littleton community were invited to complete the survey online through a series of mailings or emails that included the survey link. An individual within each business most knowledgeable about the business (typically the owner or manager) was instructed to complete the survey. Of the 2,158 businesses, 1,271 were emailed invitations to complete the 2018 Littleton Business Survey online and 887 businesses (for whom email addresses were not available or where the email bounced) were mailed invitations containing a URL where they could complete the web-based survey. A total of 179 completed surveys were submitted (with varying levels of completion, meaning that some respondents skipped at least some questions) for a response rate of 9%. For more information on the methodology see *Appendix E: Survey Methodology* and for a copy of the survey see *Appendix F: Survey Materials*.

How the Results Are Reported

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

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

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

Precision of Estimates

Because the 2018 survey was intended to be taken by all businesses in Littleton’s database and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus seven percentage points as the “range of uncertainty” around any given percent reported for all respondents (179).

Comparing Survey Results over Time

Where comparisons are made to prior survey years (when a random sample of businesses was selected to receive the survey), a traditional margin of error should be calculated and it will be larger. Differences between percentages reported in the body of the report can be considered “statistically significant” if they are 14 percentage points or more. Trend data for Littleton represent important comparisons and should be examined for improvements or declines. Deviations from stable trends over time represent opportunities for understanding how local policies, programs or public information may have affected business owners’ and managers’ opinions.

Comparing Survey Results by Subgroups

Selected 2018 survey results were compared to certain demographic characteristics of survey respondents and by the perceptions of the quality of the relationship between the business community and the city government. These findings are discussed in *Appendix C: Comparisons of Select Survey Results by Respondent Subgroups*

Comparing Survey Results to Other Communities

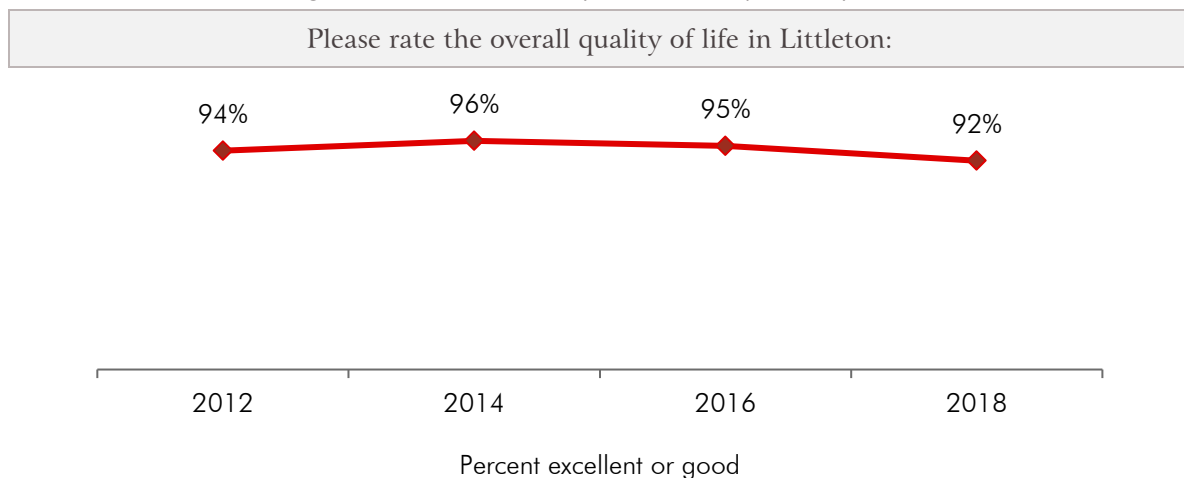
NRC’s maintains a database of comparative business opinion comprised of perspectives gathered in surveys from communities whose business owners and/or managers evaluated the same kinds of topics on Littleton’s survey, which was largely culled from NRC benchmark survey, The National Business Survey™.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

Business Survey Results

Quality of Life

The 2018 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. More than 9 in 10 owners or managers rated the overall quality of life in Littleton as excellent or good, which was similar to ratings in past years. This rating was higher than found in other communities in the national database (see *Appendix D: Benchmark Comparisons* for more details on the benchmark comparisons).

Figure 1: Overall Quality of Life Compared by Year

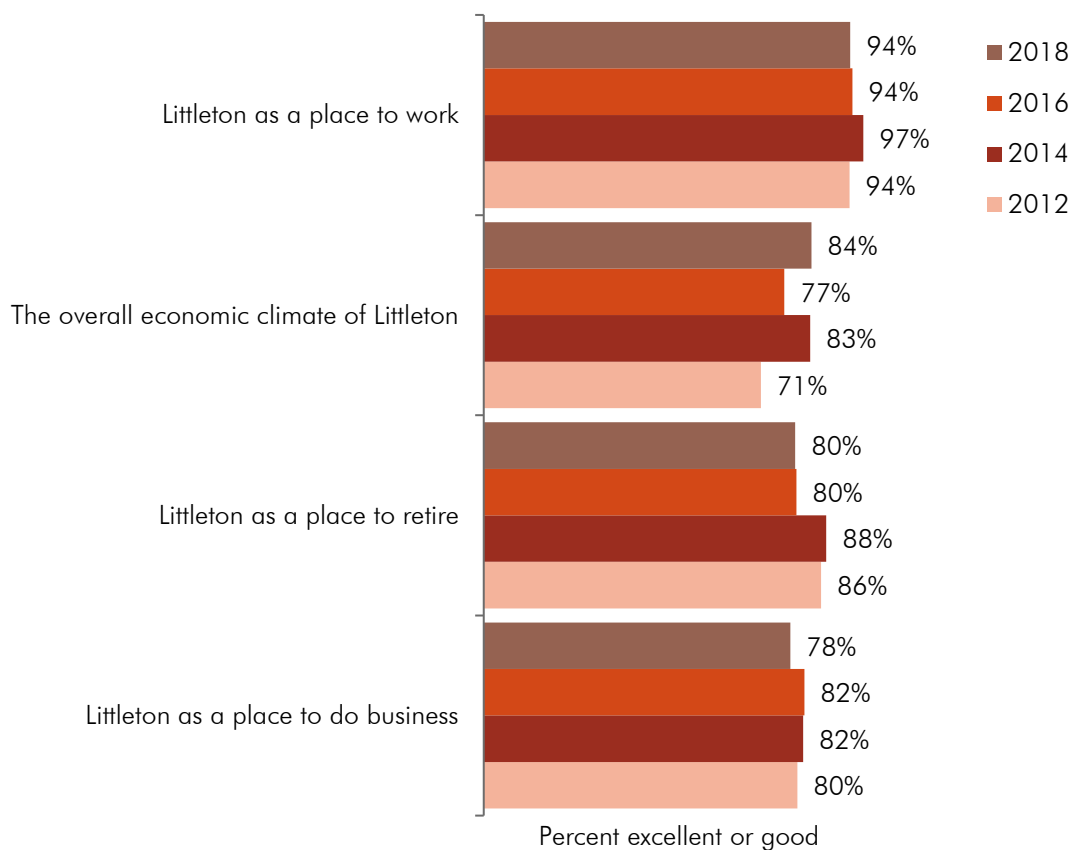


As in past surveys, ratings of Littleton’s economy were all rated very favorably by members of the business community. About 8 in 10 respondents gave positive ratings to Littleton’s overall economic climate, the city as a place to do business and the city as a place to retire. Nearly 95% of those surveyed felt Littleton was an excellent or good place to work.

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

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

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



Community Characteristics

Business owners and managers responding to the survey assessed 18 characteristics of the community as they related to Littleton as a whole including, shopping opportunities, the cleanliness of Littleton and ease of car travel in the city. Overall, respondents were pleased with most aspects of Littleton and provided favorable ratings except for traffic flow on major streets (42% excellent or good) and the amount of public parking Downtown (14%). In fact, 58% of respondents said the amount of public parking Downtown was poor (see *Appendix A: Complete Set of Survey Responses*). The highest rated community amenities related to the ease of non-automotive travel (light rail, walking and biking); these ratings were higher than the national benchmark. The cleanliness and appearance of Littleton as well as educational opportunities also were rated positively by about 9 in 10 businesses.

Ratings where Littleton scored lower than the benchmark included quality of commercial development, shopping opportunities, the overall quality of business establishments, employment opportunities and the variety of housing for Littleton workers. Traffic flow on major streets and parking also received scores lower than other communities. Though most of the ratings were stable from 2016 to 2018, larger drops were seen in the areas of traffic flow, car travel and employment opportunities.

Figure 3: Community Characteristics Compared by Year

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

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

Business owners and managers identified whether there were too many, the right amount or not enough of certain types of businesses or events in Littleton. More than half of owners and managers felt there was the “right amount” of bars, restaurants, festivals/concerts, shopping opportunities and art. Entertainment venues, farmers’ markets and hotels were felt to be too few by about half of the business community members. About 15% of respondents felt there were too many bars and taverns in Littleton. Significantly fewer (17%) owners and managers felt the number of festivals and concerts were the right amount in 2018 when compared to 2016.

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

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:		2018	2016	2014	2012
Bars and taverns	Too many	15%	13%	15%	11%
	Right amount	79%	83%	82%	82%
	Not enough	6%	4%	3%	7%
	Total	100%	100%	100%	100%
Restaurants	Too many	6%	7%	1%	3%
	Right amount	66%	58%	67%	69%
	Not enough	28%	35%	32%	28%
	Total	100%	100%	100%	100%
Entertainment venues	Too many	1%	1%	0%	1%
	Right amount	47%	57%	57%	53%
	Not enough	53%	42%	43%	47%
	Total	100%	100%	100%	100%
Public art	Too many	3%	1%	1%	4%
	Right amount	53%	66%	59%	60%
	Not enough	43%	33%	40%	36%
	Total	100%	100%	100%	100%
Festivals, concerts, etc.	Too many	4%	1%	3%	4%
	Right amount	68%	85%	78%	77%
	Not enough	28%	14%	19%	19%
	Total	100%	100%	100%	100%
Farmers’ markets	Too many	1%	0%	2%	1%
	Right amount	47%	52%	67%	55%
	Not enough	53%	48%	30%	44%
	Total	100%	100%	100%	100%
Retail shopping opportunities	Too many	4%	1%	0%	1%
	Right amount	67%	69%	73%	66%
	Not enough	29%	30%	27%	34%
	Total	100%	100%	100%	100%
Hotels	Too many	1%	1%	0%	0%
	Right amount	46%	51%	41%	0%
	Not enough	53%	48%	59%	0%
	Total	100%	100%	100%	0%

Business Community

Survey respondents were provided a list of 11 statements and selected those that most accurately reflected why they operated a business in Littleton. They were able to select more than one reason and could write a reason in their own words if they preferred. The most frequent response was that Littleton was close to home. The small town atmosphere and quality of life in the city also were important draws. About 10% of respondents provided an “other” response citing Littleton as a place where they were raised or indicating they operated a home-office in the city (see *Appendix B: Verbatim Responses to Open-ended Survey Questions* for a complete list of “other” responses).

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

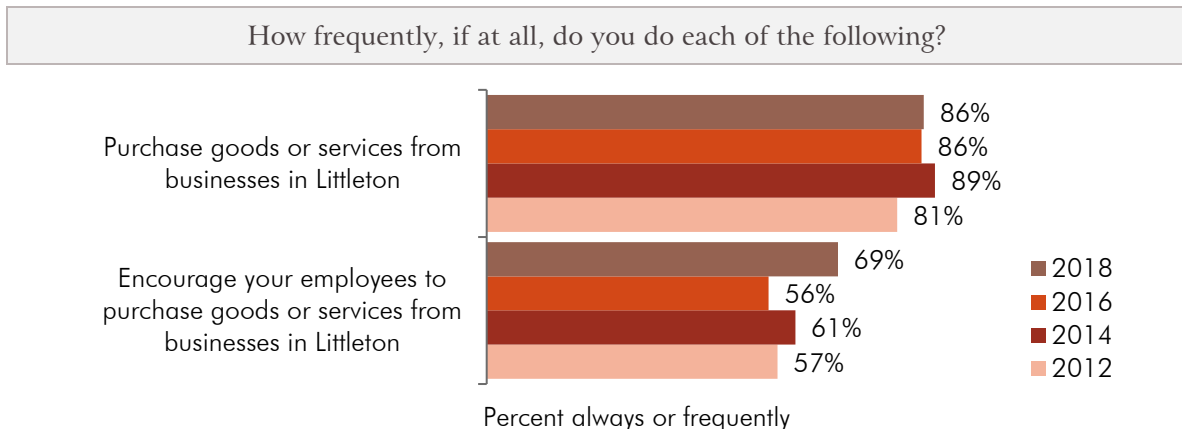
What are your reasons for operating a business in Littleton? (Please check all that apply.)	2018	2016	2014	2012
Close to home	61%	52%	64%	61%
Small town atmosphere	43%	32%	50%	47%
Quality of life	37%	27%	51%	38%
Within a major metro area	32%	34%	44%	34%
Good business opportunities	30%	24%	28%	29%
Community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

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

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

Business owners and managers often buy local and encourage others to do so. About 9 in 10 respondents reported always or frequently purchasing goods or services from other businesses in Littleton. Seven in 10 owners and managers encouraged their employees to do the same, an increase from 2016.

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



Littleton business owners and managers were given a list of 17 potential problems for businesses in the city and indicated the degree to which each was a problem on a scale of not a problem, minor problem, moderate problem and major problem.

The most cited problem by business owners and managers was the high cost of real estate with nearly three-quarters of respondents rating the issue as a moderate or major problem. Traffic congestion, lack of employee housing and lack of customer parking also were mentioned by more than one-half of the businesses surveyed. Too much growth, too much local government regulation and lack of employee parking also were issues concerning a large segment of Littleton businesses (4 in 10).

Figure 7: Problems for Businesses in Littleton Compared by Year

To what degree, if at all, are the following problems for businesses in Littleton? (Percent moderate or major problem)	2018	2016	2014	2012
High cost of real estate	72%	69%	50%	44%
Traffic congestion	62%	56%	38%	37%
Lack of housing that meets employees' needs	53%	49%	21%	17%
Lack of customer parking	51%	53%	43%	41%
Too much growth	45%	22%	16%	8%
Too much local government regulation	45%	44%	37%	40%
Lack of employee parking	43%	40%	35%	32%
Lack of qualified labor	38%	26%	22%	15%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	35%	38%	21%	17%
Lack of customers	28%	19%	21%	28%
Vandalism	26%	18%	15%	19%
Rundown buildings	26%	26%	27%	24%
Access to capital or ability to get a loan	26%	24%	22%	NA
Graffiti	22%	19%	13%	17%
Too much competition from national franchises	21%	17%	18%	19%
Lack of growth	15%	26%	21%	30%
Too little local government regulation	14%	9%	4%	5%

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

At least 4 in 10 business owners and managers cited the high cost of doing business as the biggest challenge in running a business in Littleton. The lack of parking and the cost of employee benefits also were issues affecting at least one in four employers. Approximately 16% of owners and managers wrote in an “other” challenge not listed on the survey. Those responses can be found in *Appendix B: Verbatim Responses to Open-ended Survey Questions*.

Figure 8: Biggest Challenges for Running a Business in Littleton Compared by Year

What are the three biggest challenges you face running a business in the City of Littleton?	2018	2016	2014	2012
High cost of doing business	40%	34%	40%	44%
Lack of affordable housing for employees	34%	22%	28%	18%
Lack of parking	28%	21%	6%	9%
Cost of employee health benefits	24%	27%	32%	33%
Employee recruitment/retention	20%	24%	16%	12%
Inadequate sales	17%	21%	18%	32%
Competition with the Internet	13%	15%	14%	17%
Competition with Denver/Front Range	10%	15%	19%	16%
Marketing costs	9%	13%	20%	26%
Competition with Highlands Ranch	7%	4%	16%	10%
Business location	5%	12%	7%	12%
Competition with Centennial	5%	3%	7%	6%
Other	16%	21%	15%	11%

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

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

City Government

Survey respondents evaluated nine different aspects of local government performance. At least one-half of respondents gave excellent or good ratings to the overall direction the city is taking, attracting visitors to Littleton and the job city government does at welcoming business involvement. Other areas of performance were rated positively by 40% or more of the employers.

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

Figure 9: Government Performance Compared by Year

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	2018	2016	2014	2012
The overall direction the city is taking	57%	61%	82%	75%
Attracting visitors to Littleton	54%	61%	68%	67%
The job city government does at welcoming business involvement	50%	50%	54%	62%
Retaining existing jobs	49%	58%	64%	68%
The overall effectiveness of the city manager and appointed staff	45%	51%	65%	70%
The overall effectiveness of appointed boards and commissions	42%	41%	55%	63%
The relationship between the business community and local government in Littleton	42%	46%	51%	60%
The overall leadership provided by the city's elected officials	41%	41%	61%	61%
Attracting companies to locate in Littleton	40%	53%	65%	62%

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

About 6 in 10 business owners and managers reported having had contact with a city employee in the 12 months prior to the survey, which was similar to what was seen in 2016. Those who had contact were asked to indicate the one department with which they had their most recent contact. The most common department contacted was Community Development (32%), followed by the police (23%). Rates of contact with each department were fairly similar between 2016 and 2018.

Figure 10: Contact with City Employee(s) Compared by Year

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

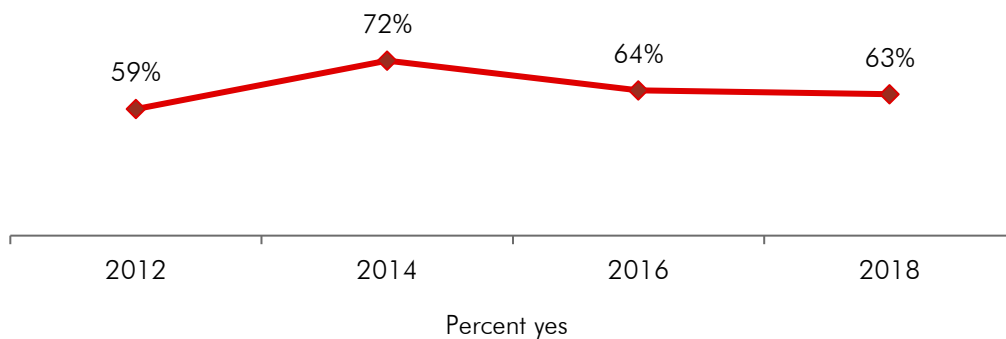


Figure 11: Department of Most Recent Contact Compared by Year

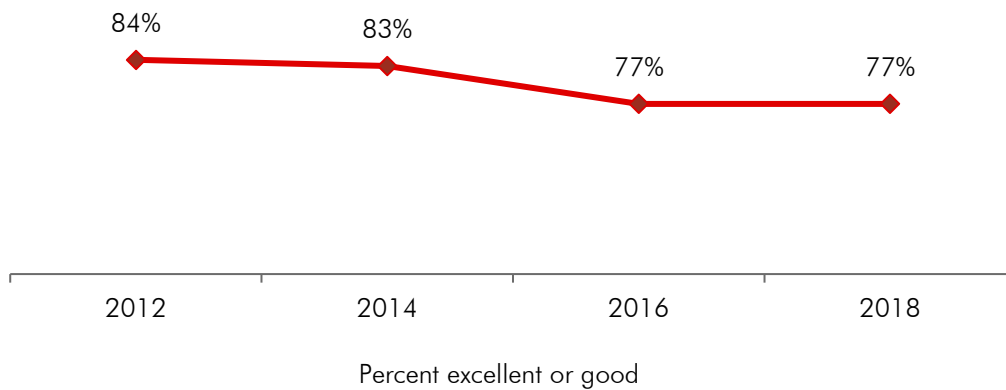
With which of the following departments was your most recent contact in the last 12 months? (Please check only one.)	2018	2016	2014	2012
Community Development	32%	31%	28%	36%
Police	23%	19%	14%	24%
Finance	12%	8%	5%	14%
Public Works	9%	11%	14%	7%
City Clerk	8%	3%	5%	3%
Economic Development	7%	16%	23%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

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

Those who had contact with a city employee were asked to evaluate their overall impression as well as characteristics of the interaction. About 8 in 10 business owners and managers rated their overall impression of city employees as excellent or good, similar to 2016. Employees also were rated positively in the areas of knowledge, responsiveness and ease of access, with about 80% of respondents giving a positive rating (Figure 13 on the next page). Nine in 10 employers felt they were treated with respect by the Littleton employee. City employees were able to resolve the business owners' and managers' issues about 80% of the time (see Figure 14 on the next page).

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

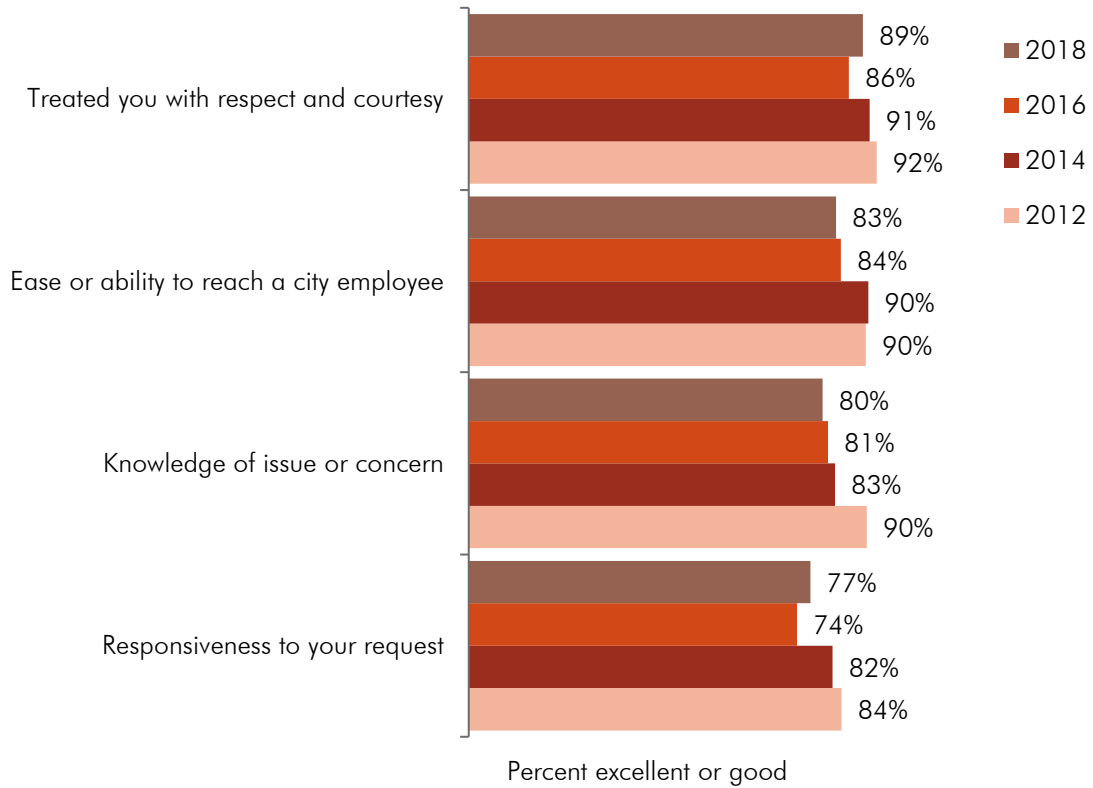
What was your overall impression of the employee(s) of the City of Littleton in your most recent contact?



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

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

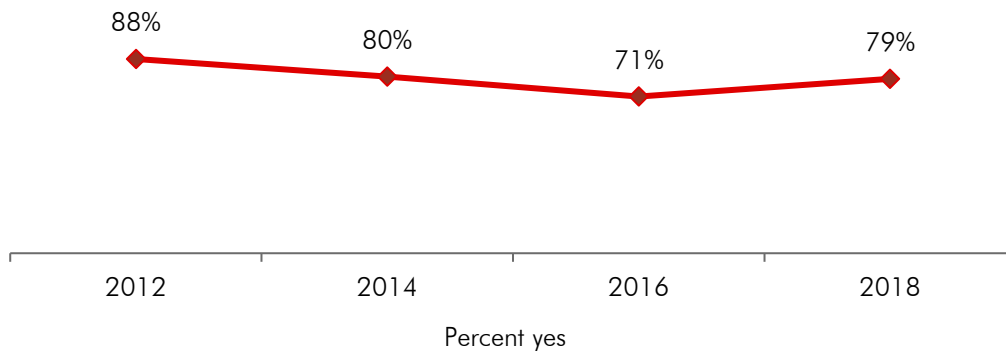
What was your impression of the employee(s) of the City of Littleton in your most recent contact?



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

Figure 14: Issue Resolution Compared by Year

Did you feel your question or issue was resolved?



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

Potential Projects and Initiatives in Littleton

Owners and managers responding to the 2018 Business Survey evaluated the need for various activities, programs and improvements to city policies or programs related to businesses and the economic climate in Littleton. Business owners and managers were asked to indicate their level of support for 13 different activities and initiatives in Littleton. Like years past, all received support from a majority of respondents. The most supported activities included strengthening Littleton's community image and identity (95% strongly or somewhat support), marketing Downtown to Littleton residents and visitors (90%), promoting efforts to revitalize the city's housing areas (88%) and commercial areas (88%).

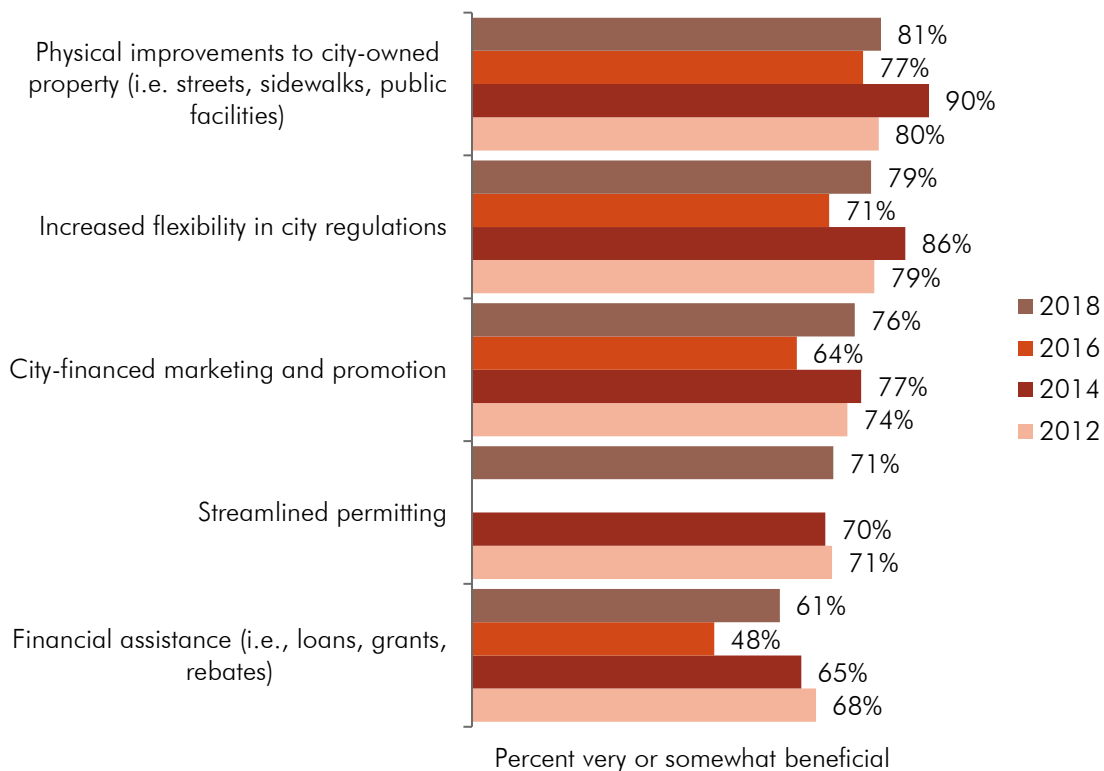
Figure 15: Level of Support for City Pursuing Potential Activities Compared by Year

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

When asked how beneficial, if at all, a set of five programs and policies would be to their business plan, a majority of owners and managers felt that each would be very or somewhat beneficial. Making physical improvements to city-owned property (81% very or somewhat beneficial) and increasing the flexibility in city regulations (79%) were thought of as the most beneficial improvements or changes. More than three-quarters of owners and managers felt that City-financed marketing and promotion would be at least somewhat beneficial. Streamlined permitting was felt to be beneficial by 7 in 10 employers.

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

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

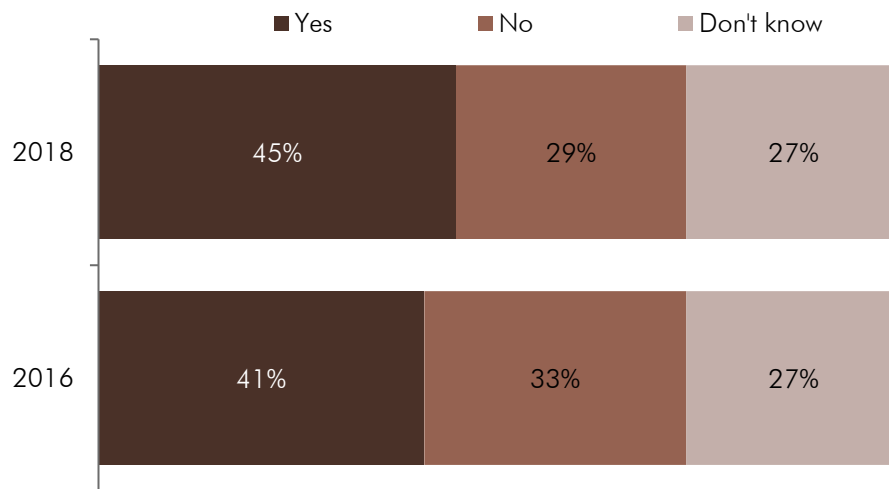


"Streamlined permitting" was removed from the 2016 survey but added back to the 2018 survey.

Survey respondents were asked if they were interested in the City offering free seminars for businesses. Business owners and managers voiced moderate levels of interest with about 4 in 10 stating that they were interested. Roughly the same amount (one in three) either said they were not interested in the City offering free seminars or that they did not know if they were interested. Respondents also were able to write in their own words the types of seminar topics they would be interested in. About half of participants responded to this question with the majority stating that they would like to see the City provide free seminars related to marketing, social media and general finance. These comments can be found in *Appendix B: Verbatim Responses to Open-ended Survey Questions*.

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

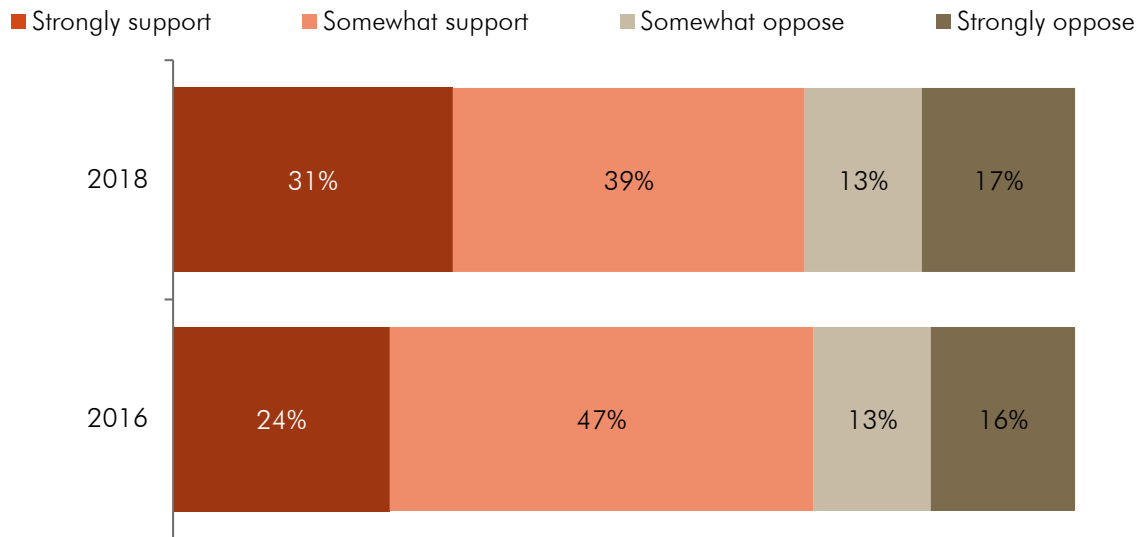
Are you interested in the City offering free seminars for businesses?



Owners and managers stated their level of support for a sales and use tax increase being used to fund needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. Seven in 10 employers somewhat or strongly supported the measure, about 13% somewhat opposed the measure and 17% strongly opposed it.

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

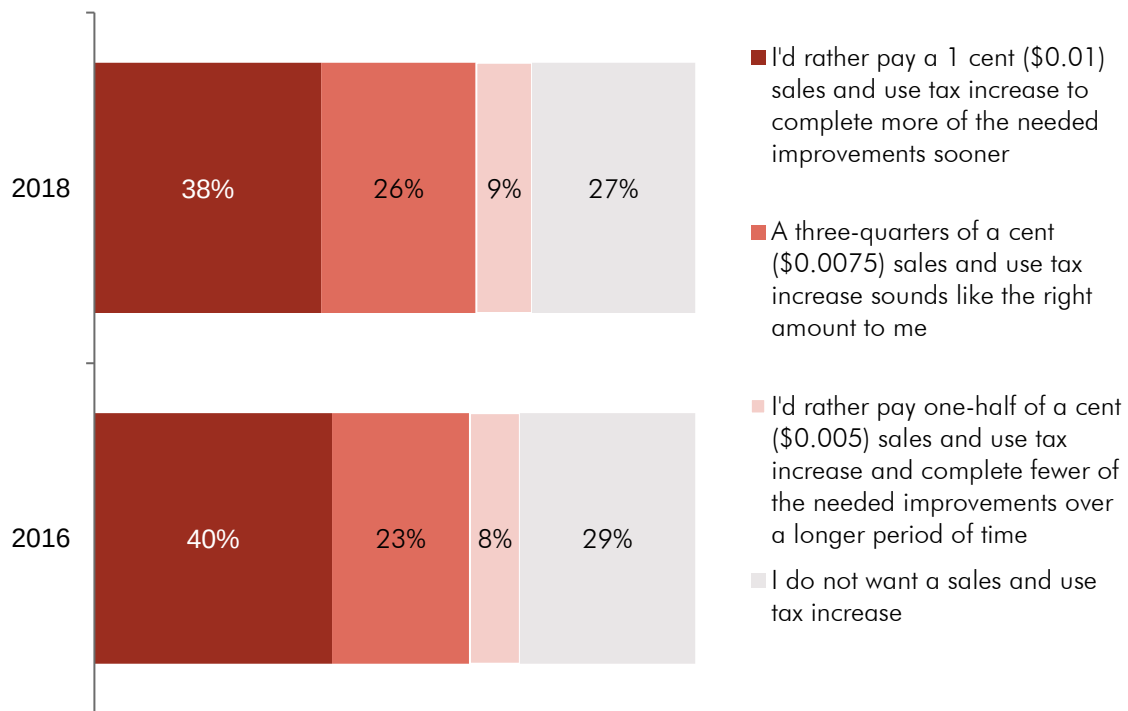
The city currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters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



Additionally, respondents rated their level of support for varying amounts of the sales and use tax for necessary improvements. Similar to 2016, about 70% of owners and managers supported a sales and use tax increase of some amount. Around 4 in 10 respondents supported a 1 cent sales tax to get improvements completed sooner. One-third of the Littleton companies supported a lower amount such as three-quarters or one-half a cent.

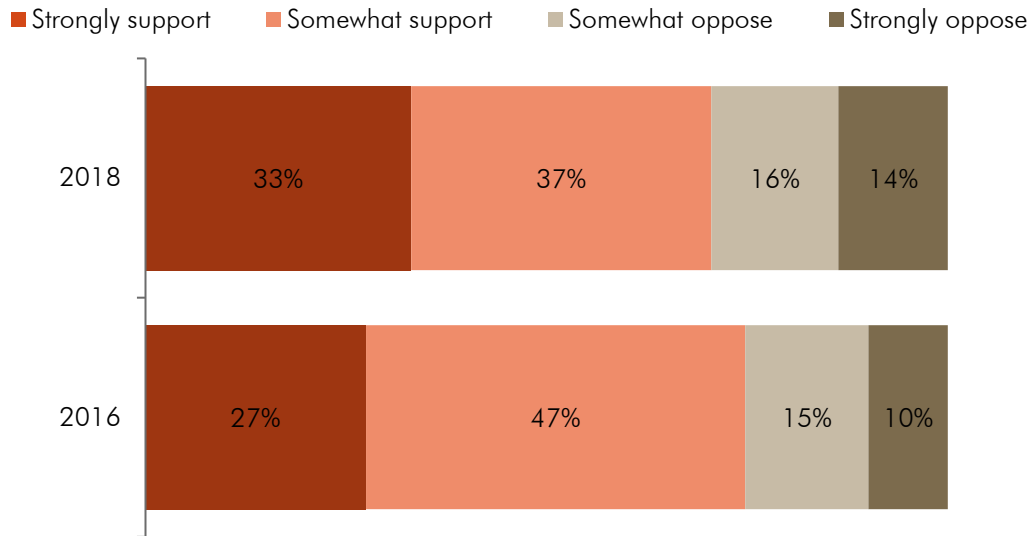
Figure 19: Level of Support for Various Sales and Use Tax Amounts Compared by Year

A three-quarters of a cent sales and use tax increase will generate approximately \$8.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion?



Many owners and managers also supported a lodging tax that hotel room visitors would pay for tourism, marketing and promotion of the city. Approximately 70% of respondents somewhat or strongly supported the measure, about 16% somewhat opposed and 14% respondents strongly opposed the measure. The overall level of support in 2018 was fairly similar to 2016.

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



Business Characteristics

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

Table 1: Position in the Organization

What is your position in this organization?	Percent of respondents
Owner	78%
Manager or Administrator	21%
Administrative Assistant	1%
Other	0%
Total	100%

Table 2: Years in Business

How many years has your business been located in Littleton?	Percent of respondents
Less than 1 year	5%
1-5 years	24%
6-10 years	8%
More than 10 years	63%
Total	100%

Table 3: Likelihood of Remaining in Littleton

Thinking about the coming 12 months, how likely, if at all, are you to keep your business in this area?	Percent of respondents
Very likely	84%
Somewhat likely	12%
Not at all likely	4%
Total	100%

Table 4: Number of Sites

Does this business have one site or multiple sites?	Percent of respondents
One site	82%
Multiple sites	18%
Total	100%

Table 5: Branch or Headquarters

Is this location a branch or headquarters?	Percent of respondents
Branch	36%
Headquarters	64%
Total	100%

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

Table 6: Number of Sites in Littleton

Including this location, how many sites are located in Littleton?	Percent of respondents
1	68%
2	14%
3	9%
6	9%
Total	100%

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

Table 7: Home-based Businesses

Is this business home based?	Percent of respondents
Yes	24%
No	76%
Total	100%

Table 8: Business Industry

Which one of the following industries best describes the nature of your business?	Percent of respondents
Agriculture	0%
Construction	9%
Manufacturing	3%
Restaurant, bar	6%
Wholesale sales	2%
Retail	22%
Banking	0%
Finance, insurance, real estate, legal	7%
Printing, copying, typesetting, publishing	1%
Medical, dental	3%
Transportation	1%
Gas and electric services	0%
Automotive service	3%
Non-profit charitable organization	5%
Services (cleaning, repair)	16%
Information Technologies	2%
Consulting	7%

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Which one of the following industries best describes the nature of your business?	Percent of respondents
Beauty	3%
Education	4%
Health, fitness and wellness	5%
Other	1%
Total	100%

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

Table 9: Gross Annual Revenue

What was the approximate annual gross revenue (for the most recent accounting year) generated by this Littleton site?	Percent of respondents
Less than \$100,000	30%
\$100,000 to \$499,999	28%
\$500,000 to \$999,999	16%
\$1,000,000 to \$4,999,999	23%
\$5,000,000 or more	4%
Total	100%

Table 10: Number of Employees

Including yourself, how many employees work at your Littleton worksite?	None	1 to 3	4 to 9	10 or more	Total
Number of full-time (30 or more hours per week) employees	12%	47%	24%	17%	100%
Number of part-time (less than 30 hours per week) employees	40%	34%	17%	9%	100%

Table 11: Total Number of Employees

Including yourself, how many employees work at your Littleton worksite?	At least one	2-5	6-14	15 or more	Total
Total number of employees at this worksite	21%	34%	29%	17%	100%
Average number of employees	N=2.4				

Table 12: Staff Positions

Please write in the approximate number of staff in each of the following positions.	None	1	2	3 or more	Total
Management	5%	53%	20%	21%	100%
Administration	49%	30%	14%	8%	100%
Technical	66%	13%	5%	15%	100%
Labor	50%	8%	11%	31%	100%
Other	81%	7%	2%	10%	100%

Table 13: 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	48%
Maintaining the same number of employees	47%
Cutting back on your number of employees	6%
Total	100%

Table 14: Percentage of Workforce in Littleton

Percentage of workforce residing in Littleton	Percent of respondents
0%-24%	29%
25%-49%	21%
50%-74%	14%
75%-100%	37%
Total	100%

Table 15: Residence of Respondent

In which city or county is your residence located?	Percent of respondents
Littleton	54%
Jefferson County	13%
Centennial	9%
Highlands Ranch	8%
Englewood	1%
Denver	7%
Other	8%
Total	100%

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

Appendix A: Complete Set of Survey Responses

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

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

Please rate each of the following aspects of quality of life in Littleton.	Excellent		Good		Fair		Poor		Total	
Littleton as a place to work	43%	N=76	51%	N=90	6%	N=10	1%	N=1	100%	N=177
Littleton as a place to retire	31%	N=43	49%	N=67	17%	N=24	3%	N=4	100%	N=138
Littleton as a place to do business	27%	N=47	52%	N=91	18%	N=32	3%	N=6	100%	N=176
The overall economic climate of Littleton	20%	N=35	64%	N=110	15%	N=26	1%	N=2	100%	N=173
The overall quality of life in Littleton	38%	N=65	54%	N=94	8%	N=14	0%	N=0	100%	N=173

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

Please rate each of the following aspects of quality of life in Littleton.	Excellent		Good		Fair		Poor		Don't know		Total	
Littleton as a place to work	43%	N=76	51%	N=90	6%	N=10	1%	N=1	1%	N=1	100%	N=178
Littleton as a place to retire	24%	N=43	38%	N=67	13%	N=24	2%	N=4	22%	N=40	100%	N=178
Littleton as a place to do business	26%	N=47	51%	N=91	18%	N=32	3%	N=6	1%	N=2	100%	N=178
The overall economic climate of Littleton	20%	N=35	62%	N=110	15%	N=26	1%	N=2	3%	N=5	100%	N=178
The overall quality of life in Littleton	37%	N=65	53%	N=94	8%	N=14	0%	N=0	3%	N=5	100%	N=178

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

Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Total	
Overall appearance of Littleton	20%	N=35	68%	N=121	11%	N=20	1%	N=2	100%	N=178
Cleanliness of Littleton	24%	N=43	66%	N=116	10%	N=17	0%	N=0	100%	N=176
Overall quality of commercial development in Littleton	6%	N=11	54%	N=92	33%	N=57	6%	N=11	100%	N=171
Overall quality of residential development in Littleton	8%	N=14	51%	N=84	30%	N=50	11%	N=18	100%	N=166
Variety of housing options	7%	N=11	48%	N=76	27%	N=43	18%	N=28	100%	N=158
Overall quality of business and service establishments in Littleton	14%	N=25	66%	N=114	18%	N=31	2%	N=3	100%	N=173
Shopping opportunities	16%	N=28	53%	N=94	26%	N=45	5%	N=9	100%	N=176
Employment opportunities	10%	N=14	44%	N=61	41%	N=57	6%	N=8	100%	N=140
Educational opportunities	25%	N=38	62%	N=95	12%	N=18	2%	N=3	100%	N=154
Ease of car travel in Littleton	13%	N=23	48%	N=85	26%	N=45	13%	N=23	100%	N=176
Ease of bus travel in Littleton	15%	N=13	48%	N=43	28%	N=25	9%	N=8	100%	N=89
Ease of light rail travel to and from Littleton	46%	N=72	45%	N=70	7%	N=11	2%	N=3	100%	N=156
Ease of bicycle travel in Littleton	26%	N=35	59%	N=78	13%	N=17	2%	N=3	100%	N=133
Ease of walking in Littleton	25%	N=41	62%	N=103	10%	N=17	4%	N=6	100%	N=167
Traffic flow on major streets	6%	N=10	36%	N=64	35%	N=62	23%	N=41	100%	N=177
Amount of public parking in Downtown Littleton	2%	N=3	12%	N=20	28%	N=48	58%	N=100	100%	N=171
Amount of public parking other than downtown	9%	N=14	50%	N=81	28%	N=45	13%	N=21	100%	N=161
Overall image or reputation of Littleton	25%	N=44	59%	N=104	13%	N=23	3%	N=6	100%	N=177

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

Please rate each of the following characteristics as they relate to Littleton as a whole:	Excellent		Good		Fair		Poor		Don't know		Total	
Overall appearance of Littleton	20%	N=35	68%	N=121	11%	N=20	1%	N=2	0%	N=0	100%	N=178
Cleanliness of Littleton	24%	N=43	66%	N=116	10%	N=17	0%	N=0	0%	N=0	100%	N=176
Overall quality of commercial development in Littleton	6%	N=11	52%	N=92	32%	N=57	6%	N=11	3%	N=5	100%	N=176
Overall quality of residential development in Littleton	8%	N=14	47%	N=84	28%	N=50	10%	N=18	6%	N=11	100%	N=177
Variety of housing options	6%	N=11	43%	N=76	24%	N=43	16%	N=28	11%	N=19	100%	N=177
Overall quality of business and service establishments in Littleton	14%	N=25	66%	N=114	18%	N=31	2%	N=3	1%	N=1	100%	N=174
Shopping opportunities	16%	N=28	53%	N=94	25%	N=45	5%	N=9	1%	N=1	100%	N=177
Employment opportunities	8%	N=14	34%	N=61	32%	N=57	5%	N=8	21%	N=37	100%	N=177
Educational opportunities	21%	N=38	53%	N=95	10%	N=18	2%	N=3	13%	N=24	100%	N=178
Ease of car travel in Littleton	13%	N=23	48%	N=85	25%	N=45	13%	N=23	1%	N=2	100%	N=178
Ease of bus travel in Littleton	7%	N=13	24%	N=43	14%	N=25	5%	N=8	49%	N=87	100%	N=176
Ease of light rail travel to and from Littleton	41%	N=72	40%	N=70	6%	N=11	2%	N=3	11%	N=20	100%	N=176
Ease of bicycle travel in Littleton	20%	N=35	44%	N=78	10%	N=17	2%	N=3	25%	N=44	100%	N=177
Ease of walking in Littleton	23%	N=41	58%	N=103	10%	N=17	3%	N=6	6%	N=10	100%	N=177
Traffic flow on major streets	6%	N=10	36%	N=64	35%	N=62	23%	N=41	1%	N=1	100%	N=178
Amount of public parking in Downtown Littleton	2%	N=3	11%	N=20	27%	N=48	56%	N=100	3%	N=6	100%	N=177
Amount of public parking other than downtown	8%	N=14	46%	N=81	26%	N=45	12%	N=21	9%	N=15	100%	N=176
Overall image or reputation of Littleton	25%	N=44	59%	N=104	13%	N=23	3%	N=6	0%	N=0	100%	N=177

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Table 20: Question 3

Which statements most accurately reflect the reasons you operate a business in Littleton? (Please check all that apply.)	Percent of respondents	Number
Close to home	61%	N=106
Community composition/make-up	26%	N=46
Close to recreational amenities	9%	N=16
Quality of life	37%	N=65
Good business opportunities	30%	N=53
Small town atmosphere	43%	N=74
City assistance for small/medium businesses	11%	N=20
Proximity to Santa Fe/C-470	26%	N=46
Potential for growth	24%	N=41
Within a major metro area	32%	N=56
Access to light rail	18%	N=31
Other	10%	N=18

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

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

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:	Too many		Right amount		Not enough		Total	
Bars and taverns	15%	N=24	79%	N=125	6%	N=9	100%	N=158
Restaurants	6%	N=10	66%	N=114	28%	N=48	100%	N=172
Entertainment venues	1%	N=1	47%	N=70	53%	N=79	100%	N=150
Public art	3%	N=5	53%	N=76	43%	N=62	100%	N=143
Festivals, concerts, etc.	4%	N=6	68%	N=102	28%	N=43	100%	N=151
Farmers' markets	1%	N=1	47%	N=70	53%	N=79	100%	N=150
Retail shopping opportunities	4%	N=6	67%	N=114	29%	N=50	100%	N=170
Hotels	1%	N=1	46%	N=62	53%	N=72	100%	N=135

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

Please indicate whether you feel that there are too many, the right amount or not enough of each of the following in Littleton:	Too many		Right amount		Not enough		Don't know		Total	
Bars and taverns	14%	N=24	71%	N=125	5%	N=9	10%	N=17	100%	N=175
Restaurants	6%	N=10	65%	N=114	27%	N=48	2%	N=4	100%	N=176
Entertainment venues	1%	N=1	40%	N=70	45%	N=79	15%	N=26	100%	N=176
Public art	3%	N=5	44%	N=76	36%	N=62	18%	N=31	100%	N=174
Festivals, concerts, etc.	3%	N=6	58%	N=102	24%	N=43	14%	N=25	100%	N=176
Farmers' markets	1%	N=1	40%	N=70	45%	N=79	15%	N=26	100%	N=176
Retail shopping opportunities	3%	N=6	65%	N=114	28%	N=50	3%	N=6	100%	N=176
Hotels	1%	N=1	35%	N=62	41%	N=72	23%	N=41	100%	N=176

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Table 23: Question 5 without "don't know" responses

To what degree, if at all, are the following problems for businesses in Littleton?	Not a problem		Minor problem		Moderate problem		Major problem		Total	
Vandalism	26%	N=37	48%	N=67	21%	N=30	5%	N=7	100%	N=141
Graffiti	35%	N=49	43%	N=60	19%	N=27	3%	N=4	100%	N=140
Too much growth	40%	N=61	16%	N=24	29%	N=44	16%	N=25	100%	N=154
Lack of growth	66%	N=99	20%	N=30	11%	N=16	4%	N=6	100%	N=151
Rundown buildings	37%	N=57	37%	N=58	17%	N=27	8%	N=13	100%	N=155
High cost of real estate	8%	N=13	20%	N=32	35%	N=55	37%	N=59	100%	N=159
Traffic congestion	9%	N=15	29%	N=47	35%	N=56	27%	N=44	100%	N=162
Too much local government regulation	29%	N=42	25%	N=36	24%	N=35	21%	N=30	100%	N=143
Too little local government regulation	69%	N=97	16%	N=23	11%	N=15	4%	N=5	100%	N=140
Lack of customers	48%	N=70	24%	N=35	20%	N=29	8%	N=11	100%	N=145
Lack of qualified labor	41%	N=55	20%	N=27	20%	N=27	18%	N=24	100%	N=133
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	44%	N=68	21%	N=32	17%	N=26	18%	N=28	100%	N=154
Too much competition from national franchises	47%	N=66	31%	N=44	12%	N=17	9%	N=13	100%	N=140
Lack of customer parking	30%	N=47	19%	N=30	22%	N=34	30%	N=47	100%	N=158
Lack of employee parking	36%	N=55	20%	N=31	16%	N=25	27%	N=41	100%	N=152
Lack of housing that meets employees' needs	23%	N=31	24%	N=33	23%	N=31	30%	N=41	100%	N=136
Access to capital or ability to get a loan	55%	N=64	20%	N=23	15%	N=17	11%	N=13	100%	N=117

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Table 24: Question 5 with "don't know" responses

To what degree, if at all, are the following problems for businesses in Littleton?	Not a problem		Minor problem		Moderate problem		Major problem		Don't know		Total	
Vandalism	23%	N=37	41%	N=67	18%	N=30	4%	N=7	14%	N=23	100%	N=164
Graffiti	30%	N=49	37%	N=60	16%	N=27	2%	N=4	15%	N=24	100%	N=164
Too much growth	37%	N=61	14%	N=24	27%	N=44	15%	N=25	7%	N=12	100%	N=166
Lack of growth	60%	N=99	18%	N=30	10%	N=16	4%	N=6	8%	N=13	100%	N=164
Rundown buildings	35%	N=57	35%	N=58	16%	N=27	8%	N=13	6%	N=10	100%	N=165
High cost of real estate	8%	N=13	19%	N=32	33%	N=55	35%	N=59	5%	N=9	100%	N=168
Traffic congestion	9%	N=15	28%	N=47	34%	N=56	26%	N=44	3%	N=5	100%	N=167
Too much local government regulation	25%	N=42	21%	N=36	21%	N=35	18%	N=30	15%	N=26	100%	N=169
Too little local government regulation	58%	N=97	14%	N=23	9%	N=15	3%	N=5	17%	N=28	100%	N=168
Lack of customers	42%	N=70	21%	N=35	18%	N=29	7%	N=11	12%	N=20	100%	N=165
Lack of qualified labor	34%	N=55	16%	N=27	16%	N=27	15%	N=24	19%	N=31	100%	N=164
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	41%	N=68	19%	N=32	16%	N=26	17%	N=28	7%	N=12	100%	N=166
Too much competition from national franchises	39%	N=66	26%	N=44	10%	N=17	8%	N=13	17%	N=28	100%	N=168
Lack of customer parking	28%	N=47	18%	N=30	20%	N=34	28%	N=47	6%	N=10	100%	N=168
Lack of employee parking	33%	N=55	19%	N=31	15%	N=25	25%	N=41	9%	N=15	100%	N=167
Lack of housing that meets employees' needs	18%	N=31	20%	N=33	18%	N=31	24%	N=41	19%	N=32	100%	N=168
Access to capital or ability to get a loan	38%	N=64	14%	N=23	10%	N=17	8%	N=13	30%	N=51	100%	N=168

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Table 25: 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	17%	N=28
Marketing costs	9%	N=15
High cost of doing business	40%	N=66
Business location	5%	N=8
Cost of employee health benefits	24%	N=40
Competition with Denver/Front Range	10%	N=17
Competition with the Internet	13%	N=22
Competition with Highlands Ranch	7%	N=12
Competition with Centennial	5%	N=8
Employee recruitment/retention	20%	N=33
Lack of affordable housing for employees	34%	N=55
Lack of parking	28%	N=46
Other	16%	N=27

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

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Table 26: Question 7 without "don't know" responses

Please rate the following categories of Littleton government performance as it relates to businesses:	Excellent		Good		Fair		Poor		Total	
The overall direction the city is taking	8%	N=12	49%	N=70	31%	N=45	12%	N=17	100%	N=144
Attracting companies to locate in Littleton	6%	N=7	34%	N=42	48%	N=59	12%	N=15	100%	N=123
Attracting visitors to Littleton	9%	N=13	44%	N=63	36%	N=51	11%	N=15	100%	N=142
Retaining existing jobs	5%	N=6	44%	N=48	45%	N=49	6%	N=7	100%	N=110
The job city government does at welcoming business involvement	8%	N=11	42%	N=57	29%	N=39	21%	N=28	100%	N=135
The overall leadership provided by the city's elected officials	7%	N=8	34%	N=42	33%	N=41	26%	N=32	100%	N=123
The overall effectiveness of appointed boards and commissions	4%	N=4	38%	N=42	32%	N=35	26%	N=29	100%	N=110
The overall effectiveness of the city manager and appointed staff	6%	N=7	39%	N=44	38%	N=43	17%	N=19	100%	N=113
The relationship between the business community and local government in Littleton	5%	N=6	37%	N=46	35%	N=43	23%	N=29	100%	N=124

Table 27: Question 7 with "don't know" responses

Please rate the following categories of Littleton government performance as it relates to businesses:	Excellent		Good		Fair		Poor		Don't know		Total	
The overall direction the city is taking	7%	N=12	42%	N=70	27%	N=45	10%	N=17	14%	N=23	100%	N=167
Attracting companies to locate in Littleton	4%	N=7	25%	N=42	35%	N=59	9%	N=15	26%	N=44	100%	N=167
Attracting visitors to Littleton	8%	N=13	38%	N=63	31%	N=51	9%	N=15	14%	N=24	100%	N=166
Retaining existing jobs	4%	N=6	29%	N=48	30%	N=49	4%	N=7	34%	N=56	100%	N=166
The job city government does at welcoming business involvement	7%	N=11	34%	N=57	23%	N=39	17%	N=28	19%	N=32	100%	N=167
The overall leadership provided by the city's elected officials	5%	N=8	25%	N=42	25%	N=41	19%	N=32	26%	N=44	100%	N=167
The overall effectiveness of appointed boards and commissions	2%	N=4	25%	N=42	21%	N=35	17%	N=29	34%	N=56	100%	N=166
The overall effectiveness of the city manager and appointed staff	4%	N=7	26%	N=44	26%	N=43	11%	N=19	32%	N=54	100%	N=167
The relationship between the business community and local government in Littleton	4%	N=6	28%	N=46	26%	N=43	17%	N=29	26%	N=43	100%	N=167

Table 28: Question 8

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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	63%	N=103
No	37%	N=60
Total	100%	N=163

Table 29: 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	23%	N=23
Fire	2%	N=2
Community Development	32%	N=33
Public Works	9%	N=9
Finance	12%	N=12
Municipal Court	0%	N=0
City Clerk	8%	N=8
Human Resources	0%	N=0
Economic Development	7%	N=7
Communications and marketing	7%	N=7
Museum/Library	1%	N=1
Other	0%	N=0
Total	100%	N=102

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

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Table 30: Question 10 without "don't know" responses

What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)	Excellent		Good		Fair		Poor		Total	
Ease or ability to reach a city employee	39%	N=39	44%	N=44	14%	N=14	3%	N=3	100%	N=100
Knowledge of issue or concern	40%	N=40	40%	N=40	15%	N=15	5%	N=5	100%	N=100
Responsiveness to your request	40%	N=40	38%	N=38	14%	N=14	9%	N=9	100%	N=101
Treated you with respect and courtesy	52%	N=53	37%	N=37	5%	N=5	6%	N=6	100%	N=101
Overall impression	44%	N=44	34%	N=34	16%	N=16	7%	N=7	100%	N=101

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

Table 31: Question 10 with "don't know" responses

What was your impression of the employee(s) of the City of Littleton in your most recent contact? (Rate each characteristic below.)	Excellent		Good		Fair		Poor		Don't know		Total	
Ease or ability to reach a city employee	38%	N=39	43%	N=44	14%	N=14	3%	N=3	2%	N=2	100%	N=102
Knowledge of issue or concern	39%	N=40	39%	N=40	15%	N=15	5%	N=5	2%	N=2	100%	N=102
Responsiveness to your request	40%	N=40	38%	N=38	14%	N=14	9%	N=9	0%	N=0	100%	N=101
Treated you with respect and courtesy	52%	N=53	36%	N=37	5%	N=5	6%	N=6	1%	N=1	100%	N=102
Overall impression	43%	N=44	33%	N=34	16%	N=16	7%	N=7	1%	N=1	100%	N=102

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

Table 32: Question 11

Did you feel your question or issue was resolved?	Percent of respondents	Number
Yes	66%	N=67
No	18%	N=18
Not applicable	17%	N=17
Total	100%	N=102

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

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Table 33: Question 12 without "don't know" responses

To what extent would you support or oppose the city pursuing the following activities:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Total	
Strengthening Littleton's community image and identity	60%	N=87	36%	N=52	3%	N=4	2%	N=3	100%	N=146
Promoting efforts to attract and recruit new types of retail business to Littleton	44%	N=64	37%	N=54	13%	N=19	7%	N=10	100%	N=147
Marketing Downtown Littleton to residents and visitors	52%	N=77	38%	N=56	5%	N=7	5%	N=8	100%	N=148
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	35%	N=51	37%	N=53	19%	N=27	9%	N=13	100%	N=144
Encouraging additional residential growth or redevelopment	30%	N=44	46%	N=68	15%	N=22	10%	N=15	100%	N=149
Encouraging additional commercial growth or redevelopment	30%	N=44	41%	N=60	21%	N=31	8%	N=12	100%	N=147
Promoting efforts to revitalize the city's housing areas	51%	N=74	37%	N=53	9%	N=13	3%	N=4	100%	N=144
Promoting efforts to revitalize the city's commercial areas	50%	N=72	38%	N=55	8%	N=12	4%	N=6	100%	N=145
Promoting efforts to increase the availability of affordable housing	47%	N=68	31%	N=45	11%	N=16	10%	N=15	100%	N=144
Providing incentives to promote business relocation	32%	N=44	36%	N=49	18%	N=24	14%	N=19	100%	N=136
Increasing residential development density near public transit	28%	N=38	37%	N=51	19%	N=26	17%	N=23	100%	N=138
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	48%	N=72	34%	N=50	9%	N=14	9%	N=13	100%	N=149
Increasing development fees to help rebuild the city's infrastructure	27%	N=39	34%	N=49	19%	N=27	20%	N=28	100%	N=143

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Table 34: Question 12 with "don't know" responses

To what extent would you support or oppose the city pursuing the following activities:	Strongly support		Somewhat support		Somewhat oppose		Strongly oppose		Don't know		Total	
Strengthening Littleton's community image and identity	56%	N=87	34%	N=52	3%	N=4	2%	N=3	5%	N=8	100%	N=154
Promoting efforts to attract and recruit new types of retail business to Littleton	42%	N=64	35%	N=54	12%	N=19	6%	N=10	5%	N=7	100%	N=154
Marketing Downtown Littleton to residents and visitors	50%	N=77	36%	N=56	5%	N=7	5%	N=8	4%	N=6	100%	N=154
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	33%	N=51	35%	N=53	18%	N=27	8%	N=13	6%	N=9	100%	N=153
Encouraging additional residential growth or redevelopment	28%	N=44	44%	N=68	14%	N=22	10%	N=15	4%	N=6	100%	N=155
Encouraging additional commercial growth or redevelopment	29%	N=44	39%	N=60	20%	N=31	8%	N=12	4%	N=6	100%	N=153
Promoting efforts to revitalize the city's housing areas	48%	N=74	34%	N=53	8%	N=13	3%	N=4	7%	N=11	100%	N=155
Promoting efforts to revitalize the city's commercial areas	47%	N=72	36%	N=55	8%	N=12	4%	N=6	5%	N=7	100%	N=152
Promoting efforts to increase the availability of affordable housing	44%	N=68	29%	N=45	10%	N=16	10%	N=15	6%	N=9	100%	N=153
Providing incentives to promote business relocation	29%	N=44	32%	N=49	16%	N=24	12%	N=19	11%	N=17	100%	N=153
Increasing residential development density near public transit	25%	N=38	33%	N=51	17%	N=26	15%	N=23	10%	N=15	100%	N=153
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	46%	N=72	32%	N=50	9%	N=14	8%	N=13	4%	N=6	100%	N=155
Increasing development fees to help rebuild the city's infrastructure	25%	N=39	32%	N=49	18%	N=27	18%	N=28	7%	N=11	100%	N=154

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Table 35: Question 13 without "don't know" responses

The city currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?	Percent of respondents	Number
Strongly support	31%	N=46
Somewhat support	39%	N=57
Somewhat oppose	13%	N=19
Strongly oppose	17%	N=25
Total	100%	N=147

Table 36: Question 13 with "don't know" responses

The city currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?	Percent of respondents	Number
Strongly support	30%	N=46
Somewhat support	37%	N=57
Somewhat oppose	12%	N=19
Strongly oppose	16%	N=25
Don't know	4%	N=6
Total	100%	N=153

Table 37: Question 14

A three-quarters of a cent sales and use tax increase will generate approximately \$8.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion? Please select only one.	Percent of respondents	Number
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	38%	N=57
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	26%	N=39
I'd rather pay one-half of a cent (\$0.005) sales and use tax increase and complete fewer of the needed improvements over a longer period of time	9%	N=14
I do not want a sales and use tax increase	27%	N=41
Total	100%	N=151

Table 38: Question 15 without "don't know" responses

To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?	Percent of respondents	Number
Strongly support	33%	N=46
Somewhat support	37%	N=52
Somewhat oppose	16%	N=22
Strongly oppose	14%	N=19
Total	100%	N=139

Table 39: Question 15 with "don't know" responses

To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?	Percent of respondents	Number
Strongly support	30%	N=46
Somewhat support	34%	N=52
Somewhat oppose	14%	N=22
Strongly oppose	12%	N=19
Don't know	9%	N=14
Total	100%	N=153

Table 40: Question 16 without "don't know" responses

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?	Very beneficial		Somewhat beneficial		Not at all beneficial		Total	
Streamlined permitting	42%	N=54	29%	N=38	29%	N=37	100%	N=129
Financial assistance (i.e., loans, grants, rebates)	29%	N=38	32%	N=41	39%	N=51	100%	N=130
Increased flexibility in city regulations	42%	N=56	36%	N=48	21%	N=28	100%	N=132
City-financed marketing and promotion	40%	N=52	36%	N=47	24%	N=32	100%	N=131
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	44%	N=62	36%	N=51	19%	N=27	100%	N=140

Table 41: Question 16 with "don't know" responses

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans?	Very beneficial		Somewhat beneficial		Not at all beneficial		Don't know		Total	
Streamlined permitting	36%	N=54	25%	N=38	25%	N=37	14%	N=21	100%	N=150
Financial assistance (i.e., loans, grants, rebates)	25%	N=38	27%	N=41	34%	N=51	13%	N=20	100%	N=150
Increased flexibility in city regulations	37%	N=56	32%	N=48	19%	N=28	12%	N=18	100%	N=150
City-financed marketing and promotion	35%	N=52	32%	N=47	21%	N=32	12%	N=18	100%	N=149
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	42%	N=62	34%	N=51	18%	N=27	6%	N=9	100%	N=149

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Table 42: Question 17 without "don't know" responses

Are you interested in the city offering free seminars for businesses?	Percent of respondents	Number
Yes	61%	N=67
No	39%	N=43
Total	100%	N=110

Table 43: Question 17 with "don't know" responses

Are you interested in the city offering free seminars for businesses?	Percent of respondents	Number
Yes	45%	N=67
No	29%	N=43
Don't know	27%	N=40
Total	100%	N=150

Table 44: Question 18

How frequently, if at all, do you do each of the following?	Always		Frequently		Sometimes		Never		Total	
Purchase goods or services from businesses in Littleton	23%	N=35	63%	N=97	14%	N=21	0%	N=0	100%	N=153
Encourage your employees to purchase goods or services from businesses in Littleton	21%	N=31	49%	N=73	16%	N=24	15%	N=22	100%	N=150

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)

- already located in city when we purchased the business
- business is dormant
- central location w/o being Downtown Denver
- close to Lockheed
- grew up here, family
- Home Based
- home office
- home office
- Keeping Business Where I Grew Up
- Littleton Native
- My business is located within my home
- Retired
- school
- work from home

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)

- appearance/zoning
- business dormant
- City marketing to other areas
- Colorado Legalization of Marijuana
- dysfunctional City planning
- DMV mismanagement
- hdlm
- I have way more than 3
- Image of Littleton for Tech businesses
- Littleton is becoming a ghetto
- My clients are in Denver/Boulder, not in Littleton.
- n/a
- n/a
- no challenges
- No challenges all is well
- no land to build on
- no problems for my business

- none of the above
- None
- none applicable to my business
- Public transportation and service times
- Retired
- Sole proprietor - no challenges
- too much develop in downtown

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

- Any business opportunity, regulations, compliance
- Anything business related. Social media marketing.
- Benefits, recruiting
- Business forecasting and development, employee management, best practices modern accounting and financing
- Business growth in Littleton
- City planning projects
- Community development, marketing
- Crime awareness, Crime prevention, changes to upcoming city laws, anything to do with code enforcement
- Ethics, computer classes
- Financial Assistance
- How retail can counter online buying trends
- How the City can work for "your business"
- How to develop a project in Littleton
- How to finance a business, the steps to leasing or purchasing property, how to build a new business with no collateral.
- How to retire!
- I'd love to see Littleton stop its over-redevelopment of downtown Littleton and surrounding area DON'T FIX WHAT ISN'T BROKEN. Also stop dumping signs, and wheels and such on the downtown streets and stop engaging in worthless construction which just looks like kick-back.
- Improving small business operations/ seeking new customers/ current technology to help small businesses
- Increasing business with corporate businesses moving into the area
- Finance, new technology
- Leadership
- Logistics, business finance ,business tax rates/deductions/laws
- Management, Sales, Networking, Customer Service
- Manufacturing in
- Littleton, best practices
- Marketing
- Marketing
- Marketing
- Marketing and hiring staff

- Marketing, advertising, legal
- Marketing, how to deal with permitting process
- Marketing, messaging, taxes
- Marketing, networking
- Marketing, social media
- Marketing, vital statistics, community development,
- Meeting and Q&A with Department Heads, Quarterly updates of city op's,
- Online marketing with specific hands-on assistance.
- Online presence and marketing
- Regulation Navigation
- Regulations, marketing, permits, future planning, business access, etc.
- Resources for those in need
- Small business helpful
- Small business tax laws
- Social Marketing Tools
- The process of redeveloping commercial properties in Littleton for a Owner / Developer
- They do a good job
- Utilizing existing real estate
- What the City is doing to address identified areas, marketing assistance and seminars.

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

- Retired

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

- Aurora
- Aurora
- Columbine Valley
- Douglas county
- Greenwood Village
- Greenwood Village
- Lakewood
- Lakewood
- Parker
- Unincorporated Arapahoe County
- Unincorporated JeffCo

Appendix C: Comparisons of Select Survey Results by Respondent Subgroups

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

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

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

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

For example, in Table 46 on page 48, 55% of respondents who had operated a business in Littleton for 10 years or less (A) rated traffic flow on major streets as excellent or good. This proportion of respondents (A) was statistically significantly higher than those who had been in business in Littleton for more than 10 years (B). In another example, in Table 46, those who had been in business in Littleton for 10 years or less (A) rated the amount of public parking in Downtown Littleton significantly higher than those who had operated a business in the city for more than 10 years (B).

Comparisons by Years in Business

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

- Owners and managers of businesses in Littleton more than 10 years tended to be more negative about downtown parking, traffic flow on major streets and more often felt the growth in the city was “too much” when compared to newer business owners and managers.
- Respondents from companies newer to Littleton (10 years or less) expressed more interest in the city getting involved in economic development activities such as new business recruitment, incentives and commercial revitalization. They also were more likely to feel benefited from the city providing financial assistance to businesses, marketing and promoting business and increasing the flexibility of regulations.

Table 45: Question 1 Compared by Select Questions

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Littleton as a place to work	95%	93%	94%
Littleton as a place to retire	89%	74%	83%
Littleton as a place to do business	79%	77%	80%
The overall economic climate of Littleton	76%	86%	78%
The overall quality of life in Littleton	93%	92%	94%

Table 46: Question 2 Compared by Select Questions

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Overall appearance of Littleton	88%	90%	89%
Cleanliness of Littleton	91%	89%	91%
Overall quality of commercial development in Littleton	65%	57%	67%
Overall quality of residential development in Littleton	66%	53%	67%
Variety of housing options	49%	55%	64%
Overall quality of business and service establishments in Littleton	78%	81%	85%
Shopping opportunities	73%	66%	73%
Employment opportunities	63%	46%	58%
Educational opportunities	87%	85%	85%
Ease of car travel in Littleton	64%	61%	73%
Ease of bus travel in Littleton	70%	52%	71%
Ease of light rail travel to and from Littleton	92%	92%	90%
Ease of bicycle travel in Littleton	89%	82%	84%
Ease of walking in Littleton	89%	86%	86%
Traffic flow on major streets	55% B	34%	54%
Amount of public parking in Downtown Littleton	14%	15%	18%
Amount of public parking other than downtown	72% B	53%	66%
Overall image or reputation of Littleton	82%	82%	87%

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Table 47: Question 5 Compared by Select Questions

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Vandalism	23%	27%	20%
Graffiti	18%	27%	18%
Too much growth	31%	53% A	24%
Lack of growth	17%	16%	22%
Rundown buildings	23%	27%	26%
High cost of real estate	71%	72%	59%
Traffic congestion	54%	69%	49%
Too much local government regulation	48%	48%	42%
Too little local government regulation	8%	18%	8%
Lack of customers	29%	28%	25%
Lack of qualified labor	40%	40%	26%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	34%	36%	27%
Too much competition from national franchises	21%	23%	19%
Lack of customer parking	55%	48%	47%
Lack of employee parking	47%	44%	38%
Lack of housing that meets employees' needs	57%	53%	35%
Access to capital or ability to get a loan	24%	28%	24%

Table 48: Question 7 Compared by Select Questions

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
The overall direction the city is taking	61%	54%	68%
Attracting companies to locate in Littleton	38%	42%	54%
Attracting visitors to Littleton	55%	52%	62%
Retaining existing jobs	55%	45%	60%
The job city government does at welcoming business involvement	50%	49%	55%
The overall leadership provided by the city's elected officials	49%	37%	51%
The overall effectiveness of appointed boards and commissions	53%	35%	51%
The overall effectiveness of the city manager and appointed staff	53%	41%	58%
The relationship between the business community and local government in Littleton	47%	38%	50%

Table 49: Question 12 Compared by Select Questions

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Strengthening Littleton's community image and identity	96%	94%	96%
Promoting efforts to attract and recruit new types of retail business to Littleton	91% B	73%	90%
Marketing Downtown Littleton to residents and visitors	95%	87%	92%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	81% B	66%	78%
Encouraging additional residential growth or redevelopment	84%	70%	80%
Encouraging additional commercial growth or redevelopment	82% B	64%	84%
Promoting efforts to revitalize the city's housing areas	91%	86%	91%
Promoting efforts to revitalize the city's commercial areas	94% B	83%	90%
Promoting efforts to increase the availability of affordable housing	80%	77%	77%
Providing incentives to promote business relocation	84% B	59%	72%
Increasing residential development density near public transit	80% B	55%	69%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	91% B	76%	84%
Increasing development fees to help rebuild the city's infrastructure	76% B	54%	52%

Table 50: Question 13 Compared by Select Questions

(Percent strongly or somewhat support)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
The city currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?	76%	67%	71%

Table 51: Question 14 Compared by Select Questions

A three-quarters of a cent sales and use tax increase will generate approximately \$7.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion? Please select only one.	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	36%	39%	38%
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	32%	22%	25%
I'd rather pay one-half of a cent (\$0.005) sales and use tax increase and complete fewer of the needed improvements over a longer period of time	11%	9%	9%
I do not want a sales and use tax increase	21%	30%	28%

Table 52: Question 15 Compared by Select Questions

(Percent strongly or somewhat support)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?	72%	69%	72%

Table 53: Question 16 Compared by Select Questions

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Streamlined permitting	81%	66%	71%
Financial assistance (i.e., loans, grants, rebates)	72% B	54%	61%
Increased flexibility in city regulations	89% B	73%	78%
City-financed marketing and promotion	88% B	69%	73%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	85%	78%	82%

Table 54: Question 17 Compared by Select Questions

Are you interested in the City offering free seminars for businesses (Percent yes)?	Years in business		Overall
	10 years or less	More than 10 years	
	(A)	(B)	
Are you interested in the city offering free seminars for businesses?	70%	55%	59%

Comparisons by Annual Gross Revenue

There were few statistically significant differences by business revenue:

- Businesses with higher annual gross revenues (\$500,000 or more) experienced more difficulty finding qualified labor and were more supportive of increasing residential development density near public transit than were businesses that grossed less than \$100,000 annually.
- Companies with revenues from \$100,000 to \$499,999 rated the city more favorably in their role of retaining existing jobs than were businesses grossing the highest revenues (\$500,000 or more).
- Small companies (revenues lower than \$100,000) were more likely to choose a one-half cent sales tax option for community improvements compared to those with the highest revenues.

Table 55: Question 1 Compared by Select Questions

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Littleton as a place to work	90%	100%	92%	94%
Littleton as a place to retire	74%	93%	72%	83%
Littleton as a place to do business	78%	79%	76%	80%
The overall economic climate of Littleton	90%	75%	83%	78%
The overall quality of life in Littleton	95%	92%	89%	94%

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Table 56: Question 2 Compared by Select Questions

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Overall appearance of Littleton	88%	92%	92%	89%
Cleanliness of Littleton	88%	92%	91%	91%
Overall quality of commercial development in Littleton	58%	54%	72%	67%
Overall quality of residential development in Littleton	58%	65%	56%	67%
Variety of housing options	58%	59%	48%	64%
Overall quality of business and service establishments in Littleton	85%	82%	79%	85%
Shopping opportunities	73%	76%	64%	73%
Employment opportunities	67%	50%	53%	58%
Educational opportunities	91%	88%	78%	85%
Ease of car travel in Littleton	66%	68%	60%	73%
Ease of bus travel in Littleton	59%	68%	52%	71%
Ease of light rail travel to and from Littleton	94%	92%	90%	90%
Ease of bicycle travel in Littleton	93%	93%	74%	84%
Ease of walking in Littleton	85%	91%	88%	86%
Traffic flow on major streets	46%	55%	34%	54%
Amount of public parking in Downtown Littleton	20%	20%	9%	18%
Amount of public parking other than downtown	61%	63%	66%	66%
Overall image or reputation of Littleton	90%	84%	78%	87%

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Table 57: Question 5 Compared by Select Questions

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Vandalism	25%	21%	30%	20%
Graffiti	22%	20%	28%	18%
Too much growth	57%	43%	38%	24%
Lack of growth	9%	19%	19%	22%
Rundown buildings	29%	30%	20%	26%
High cost of real estate	84%	61%	73%	59%
Traffic congestion	64%	50%	68%	49%
Too much local government regulation	32%	49%	54%	42%
Too little local government regulation	12%	17%	12%	8%
Lack of customers	16%	29%	35%	25%
Lack of qualified labor	15%	37%	52% A	26%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	30%	42%	30%	27%
Too much competition from national franchises	21%	11%	31%	19%
Lack of customer parking	49%	55%	46%	47%
Lack of employee parking	38%	53%	42%	38%
Lack of housing that meets employees' needs	58%	44%	57%	35%
Access to capital or ability to get a loan	22%	23%	31%	24%

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Table 58: Question 7 Compared by Select Questions

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
The overall direction the city is taking	54%	61%	59%	68%
Attracting companies to locate in Littleton	43%	44%	40%	54%
Attracting visitors to Littleton	58%	51%	50%	62%
Retaining existing jobs	59%	63% C	31%	60%
The job city government does at welcoming business involvement	60%	40%	46%	55%
The overall leadership provided by the city's elected officials	44%	44%	41%	51%
The overall effectiveness of appointed boards and commissions	41%	52%	33%	51%
The overall effectiveness of the city manager and appointed staff	48%	48%	39%	58%
The relationship between the business community and local government in Littleton	57%	41%	35%	50%

Table 59: Question 12 Compared by Select Questions

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Strengthening Littleton's community image and identity	97%	89%	98%	96%
Promoting efforts to attract and recruit new types of retail business to Littleton	75%	89%	80%	90%
Marketing Downtown Littleton to residents and visitors	87%	92%	90%	92%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	63%	76%	78%	78%
Encouraging additional residential growth or redevelopment	64%	74%	79%	80%
Encouraging additional commercial growth or redevelopment	68%	79%	69%	84%
Promoting efforts to revitalize the city's housing areas	84%	83%	95%	91%
Promoting efforts to revitalize the city's commercial areas	87%	86%	88%	90%
Promoting efforts to increase the availability of affordable housing	76%	76%	82%	77%
Providing incentives to promote business relocation	62%	67%	75%	72%
Increasing residential development density near public transit	49%	68%	76% A	69%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	80%	82%	87%	84%
Increasing development fees to help rebuild the city's infrastructure	74%	75% C	50%	52%

Table 60: Question 13 Compared by Select Questions

(Percent strongly or somewhat support)	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
The city currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?	68%	75%	72%	71%

Table 61: Question 14 Compared by Select Questions

A three-quarters of a cent sales and use tax increase will generate approximately \$7.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion? Please select only one.	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	30%	55%	36%	38%
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	28%	16%	32%	25%
I'd rather pay one-half of a cent (\$0.005) sales and use tax increase and complete fewer of the needed improvements over a longer period of time	23% C	8%	3%	9%
I do not want a sales and use tax increase	20%	21%	29%	28%

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Table 62: Question 15 Compared by Select Questions

(Percent strongly or somewhat support)	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?	77%	74%	68%	72%

Table 63: Question 16 Compared by Select Questions

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Streamlined permitting	62%	72%	72%	71%
Financial assistance (i.e., loans, grants, rebates)	55%	65%	67%	61%
Increased flexibility in city regulations	65%	83%	84%	78%
City-financed marketing and promotion	71%	76%	82%	73%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	75%	84%	84%	82%

Table 64: Question 17 Compared by Select Questions

Are you interested in the City offering free seminars for businesses (Percent yes)?	Annual gross revenue			Overall
	Less than \$100,000	\$100,000 to \$499,999	\$500,000 or more	
	(A)	(B)	(C)	
Are you interested in the city offering free seminars for businesses?	64%	57%	63%	59%

Comparisons by Relationship with Local Government

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

- As might be expected, respondents with positive ratings of the relationship were significantly more positive in all of their ratings of overall community and community characteristics. They reported fewer problems with vandalism, graffiti, rundown buildings and growth. Further, they reported fewer problems for operating a business in Littleton.
- Those giving higher ratings of the business-government relationship also expressed more interest in city pursuing nearly all of the economic development activities assessed in the survey. They also expressed more interest in the $\frac{3}{4}$ cents sales tax.

Table 65: Question 1 Compared by Select Questions

Please rate each of the following aspects of quality of life in Littleton: (Percent excellent or good)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
Littleton as a place to work	98% B	90%	94%
Littleton as a place to retire	92% B	77%	83%
Littleton as a place to do business	95% B	62%	80%
The overall economic climate of Littleton	95% B	63%	78%
The overall quality of life in Littleton	99% B	90%	94%

Table 66: Question 2 Compared by Select Questions

Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
Overall appearance of Littleton	95% B	84%	89%
Cleanliness of Littleton	98% B	84%	91%
Overall quality of commercial development in Littleton	87% B	46%	67%
Overall quality of residential development in Littleton	82% B	52%	67%
Variety of housing options	76% B	56%	64%
Overall quality of business and service establishments in Littleton	95% B	75%	85%
Shopping opportunities	88% B	60%	73%
Employment opportunities	74% B	41%	58%
Educational opportunities	93% B	77%	85%
Ease of car travel in Littleton	81% B	65%	73%
Ease of bus travel in Littleton	76% B	66%	71%
Ease of light rail travel to and from Littleton	95% B	86%	90%
Ease of bicycle travel in Littleton	90% B	78%	84%
Ease of walking in Littleton	95% B	80%	86%

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Please rate each of the following characteristics as they relate to Littleton as a whole: (Percent excellent or good)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
Traffic flow on major streets	70% B	39%	54%
Amount of public parking in Downtown Littleton	29% B	7%	18%
Amount of public parking other than downtown	81% B	53%	66%
Overall image or reputation of Littleton	97% B	75%	87%

Table 67: Question 5 Compared by Select Questions

To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
Vandalism	13%	27% A	20%
Graffiti	14%	23% A	18%
Too much growth	15%	29% A	24%
Lack of growth	14%	33% A	22%
Rundown buildings	13%	39% A	26%
High cost of real estate	45%	71% A	59%

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To what degree, if at all, are the following problems for businesses in Littleton? (Percent major or moderate problem)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
Traffic congestion	31%	65% A	49%
Too much local government regulation	24%	65% A	42%
Too little local government regulation	5%	12% A	8%
Lack of customers	16%	36% A	25%
Lack of qualified labor	16%	35% A	26%
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	18%	37% A	27%
Too much competition from national franchises	16%	23%	19%
Lack of customer parking	35%	61% A	47%
Lack of employee parking	26%	52% A	38%
Lack of housing that meets employees' needs	23%	45% A	35%
Access to capital or ability to get a loan	15%	33% A	24%

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Table 68: Question 7 Compared by Select Questions

Please rate the following categories of Littleton government performance as it relates to businesses: (Percent excellent or good)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
The overall direction the city is taking	95% B	36%	68%
Attracting companies to locate in Littleton	82% B	23%	54%
Attracting visitors to Littleton	87% B	36%	62%
Retaining existing jobs	85% B	32%	60%
The job city government does at welcoming business involvement	90% B	18%	55%
The overall leadership provided by the city's elected officials	88% B	14%	51%
The overall effectiveness of appointed boards and commissions	87% B	12%	51%
The overall effectiveness of the city manager and appointed staff	94% B	19%	58%

Table 69: Question 12 Compared by Select Questions

To what extent would you support or oppose the city pursuing the following activities: (Percent strongly or somewhat support)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
Strengthening Littleton's community image and identity	99% B	93%	96%
Promoting efforts to attract and recruit new types of retail business to Littleton	98% B	86%	90%
Marketing Downtown Littleton to residents and visitors	98% B	86%	92%
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	79%	79%	78%
Encouraging additional residential growth or redevelopment	85%	79%	80%
Encouraging additional commercial growth or redevelopment	91% B	82%	84%
Promoting efforts to revitalize the city's housing areas	93%	87%	91%
Promoting efforts to revitalize the city's commercial areas	94% B	84%	90%
Promoting efforts to increase the availability of affordable housing	82% B	71%	77%
Providing incentives to promote business relocation	75%	71%	72%
Increasing residential development density near public transit	75%	66%	69%
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	89% B	80%	84%
Increasing development fees to help rebuild the city's infrastructure	56% B	46%	52%

Table 70: Question 13 Compared by Select Questions

(Percent strongly or somewhat support)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
The city currently has a budget shortfall to fund all the needed improvements to aging infrastructure, such as maintaining streets to an adequate level, maintaining and adding sidewalks and maintaining existing buildings. If the city asked voters to pass a sales and use tax increase of three-quarters of a cent (\$0.0075) on every \$1 which would sunset (expire) in 15 years, to what extent would you support or oppose this increase?	77% B	62%	71%

Table 71: Question 14 Compared by Select Questions

A three-quarters of a cent sales and use tax increase will generate approximately \$7.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would allow fewer improvements over a longer period of time. Thinking about a potential sales and use tax increase, which of the following statements best describe your opinion? Please select only one.	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
I'd rather pay a 1 cent (\$0.01) sales and use tax increase to complete more of the needed improvements sooner	37%	42%	38%
A three-quarters of a cent (\$0.0075) sales and use tax increase sounds like the right amount to me	30% B	17%	25%
I'd rather pay one-half of a cent (\$0.005) sales and use tax increase and complete fewer of the needed improvements over a longer period of time	12%	7%	9%
I do not want a sales and use tax increase	21%	33%	28%

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Table 72: Question 15 Compared by Select Questions

(Percent strongly or somewhat support)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
To what extent would you support or oppose a lodging tax that hotel room visitors would pay with the money to be used for tourism, marketing and promotion of Littleton?	77%	68%	72%

Table 73: Question 16 Compared by Select Questions

If the city were to implement each of the following, how beneficial, if at all, would they be to your business plans? (Percent very or somewhat beneficial)	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
Streamlined permitting	75%	70%	71%
Financial assistance (i.e., loans, grants, rebates)	67%	61%	61%
Increased flexibility in city regulations	79%	84%	78%
City-financed marketing and promotion	79%	72%	73%
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities)	81%	84%	82%

Table 74: Question 17 Compared by Select Questions

Are you interested in the City offering free seminars for businesses (Percent yes)?	Relationship between business community and local government		Overall
	Rated relationship as excellent or good	Rated relationship as fair or poor	
	(A)	(B)	
Are you interested in the city offering free seminars for businesses?	64%	61%	59%

Appendix D: Benchmark Comparisons

Comparison Data

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

Interpreting the Results

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

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

National Benchmark Comparisons

Table 75: Quality of Life Benchmarks

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Littleton as a place to work	94%	4	11	Similar
Littleton as a place to retire	80%	1	9	Higher
Littleton as a place to do business	78%	6	12	Similar
Overall economic health of Littleton	84%	7	12	Higher
The overall quality of life in Littleton	92%	4	12	Higher

Table 76: Community Characteristics Benchmarks

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Overall appearance of Littleton	88%	6	11	Similar
Cleanliness of Littleton	90%	7	10	Similar
Overall quality of commercial development in Littleton	60%	9	11	Lower
Variety of housing options for people who work in Littleton	55%	9	10	Lower
Overall quality of business establishments in Littleton	80%	8	10	Lower
Shopping opportunities	69%	8	10	Lower
Employment opportunities	54%	9	10	Lower
Ease of travel by car in Littleton	61%	6	11	Similar
Ease of travel by public transportation in Littleton	81%	1	10	Higher
Ease of travel by bicycle in Littleton	85%	1	10	Higher
Ease of walking in Littleton	86%	1	11	Higher
Traffic flow on major streets	42%	6	10	Lower
Amount of public parking in commercial areas	13%	11	11	Lower
Overall image or reputation of Littleton	84%	6	10	Similar

Table 77: Government Performance Benchmarks

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
The overall direction that Littleton is taking	57%	9	11	Lower
The job Littleton does at attracting new businesses	40%	6	7	Lower
The job Littleton government does at welcoming business involvement	50%	6	9	Similar

Table 78: Overall Impression of Interaction with City Employee Benchmark (of those who had contacted City)

Percent excellent or good	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Overall customer service by Littleton employees (police, receptionists, planners, etc.)	77%	9	11	Similar

Table 79: Business Planning Benchmarks

Percent very or somewhat beneficial	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Streamlined permitting	61%	6	6	Lower
Financial assistance (i.e., loans, grants, rebates)	61%	3	6	Similar
Increased flexibility in City regulations	79%	3	6	Similar
City-financed marketing and promotion	76%	3	6	Similar
Physical improvements to City-owned property (i.e., streets, sidewalks, public facilities)	81%	2	6	Similar

Table 80: Likelihood of Keeping Business in Community Benchmark

Percent very or somewhat likely	Percent positive	Rank	Number of communities in comparison	Comparison to benchmark
Keep your business in Littleton for the next five years	96%	5	12	Similar

Communities included in national comparisons

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

Bloomington, MN.....	82,893
Cape Girardeau, MO.....	37,941
Denton, TX.....	113,383
Eagan, MN.....	64,206
Fort Collins, CO.....	171,100
Lone Tree, CO.....	10,218
Mankato, MN.....	39,309
Medina, MN.....	4,892
Novi, MI.....	55,224
Oakland Park, FL.....	41,363
Orland Park, IL.....	56,767

Appendix E: Survey Methodology

Developing the Questionnaire

General business surveys, such as this one, ask recipients for their perspectives on policy issues facing the city and their assessment of city service delivery, the quality of life in the city and the use of city amenities. The 2018 survey instrument for Littleton started with the 2016 survey. Littleton staff made minor changes and through an iterative process between city staff and NRC staff, a final five-page paper equivalent questionnaire was created. The City of Littleton funded this research. Please contact the Kelli Narde at the City of Littleton at (303) 734-8400 if you have any questions about the survey.

Selecting Survey Recipients

All businesses included in the city's business database (obtained from the city's Economic Development Department) were eligible for the survey (approximately 2,158). The person most knowledgeable about the business (typically the business owner or manager) was asked to complete the survey online. This instruction was contained in the invitations mailed or emailed to each business.

Survey Administration and Response

The business survey was available to be completed online and business owners and managers in the Littleton community were invited to complete the survey through a series of mailings or emails that included the survey link beginning March 5, 2018. The 1,271 businesses with email addresses were sent three email invitations (an initial invite and two reminders) over the course of three weeks. The emails contained a unique URL the business owner/manager could click to be taken to the online survey. Only businesses who had not responded were sent the reminder emails. The 887 businesses without email addresses or those with email addresses that bounced back were sent a three-part mailing consisting of a prenotification card, a letter and a reminder postcard. Each mailing included a URL where respondents could go to complete the survey. Both the emails and the mailings asked the individual within each business most knowledgeable about the business (typically the owner or manager) was instructed to complete the survey.

About 10% of the 887 surveys mailed were returned because the business was vacant or the postal service was unable to deliver the survey as addressed and 25 duplicate email addresses were excluded from the email campaign. Of the remaining 2,048 businesses that received an email or mailing, 179 completed the survey, providing an overall response rate of 9%. Of the 179 completed surveys, 10 respondents only answered approximately half of the survey questions or less. All surveys were completed in English. The response rate was calculated using AAPOR's response rate #2 for Internet and mailed surveys of unnamed persons¹.

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

Table 81: Survey Response Rate

	Overall
Total sample used	2,158
I=Complete Interviews	169
P=Partial Interviews	10
R=Refusal and break off	1,173
NC=Non Contact	250
O=Other	0
UH=Unknown household	0
UO=Unknown other	446
Response rate: $(I+P)/(I+P) + (R+NC+O) + (UH+UO)$	9%

Confidence Interval and Margin of Error

Because the 2018 survey was intended to be taken by all businesses in Littleton's database and no statistical weighting was performed, no traditional margin of error was calculated. However, because not all businesses responded, NRC recommends using plus or minus seven percentage points as the "range of uncertainty" around any given percent reported for all respondents to the 2018 survey (179).

Where comparisons are made to prior survey years (when a random sample of businesses was selected to receive the survey), a margin of error should be calculated. A traditional level of confidence, and the one used for the prior business survey data for Littleton, is 95%.² The 95% confidence interval quantifies the sampling error or imprecision of the survey results because some businesses' opinions are relied on to estimate all businesses' opinions. Differences between the 2018 results and prior survey years can be considered statistically significant if they are ± 14 percentage points or more.

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

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

Survey Processing (Data Entry)

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

Analyzing the Data

The electronic dataset was analyzed by NRC staff using the Statistical Package for the Social Sciences (SPSS). For the most part, frequency distributions and the percent positive (i.e., “excellent” or “good,” “strongly support” or “somewhat support,” “very likely” or “somewhat likely”) are presented in the body of the report. On many of the questions in the survey, respondents could give an answer of “don’t know.” The proportion of respondents giving this reply is shown in the full set of responses included in *Appendix A: Complete Set of Survey Responses* 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.

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

Appendix F: Survey Materials

The following pages contain the mailing materials and survey instrument for the 2018 Business Survey.

Dear Business Owner/Manager,

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

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

www.bit.ly/2018littletonbusiness

Your responses will remain completely anonymous.

Thank you for helping us with this important project!

Sincerely,



Debbie Brinkman
Mayor

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:

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US Postage
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Boulder, CO
Permit NO. 94



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Dear City of Littleton Business Owner/Manager:

About one week ago, you should have received an invitation to complete the City of Littleton's 2018 Business Survey. **If you already completed it, we thank you for your time; please do not respond twice.** If you have not had a chance to complete the survey, we would appreciate your response. Your business has been randomly selected to participate in the survey. The City of Littleton wants to know what you think about our community and municipal government.

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

City leaders have used previous survey results to make a number of improvements in the community. We're investing more money in street maintenance, we've simplified our license and permitting process, and we've made great strides in promoting Littleton as an attractive community for visitors, events, businesses, and more.

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

www.bit.ly/2018littletonbusiness

Your responses will remain completely anonymous.

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

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

Sincerely,

Debbie Brinkman
Mayor

Dear Business Owner/Manager,

There's still time to participate in Littleton's 2018 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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Email #1, Subject Line: Help the city create a better business community!

Dear City of Littleton Business Owner/Manager:

Your business has been selected to participate in an anonymous survey to tell the City of Littleton what you think about our community and the municipal government. **Please have the person most knowledgeable about your business (typically the owner or manager)** take a few minutes to fill out the 2018 Littleton Business Survey using [\\${!://SurveyLink?d=this link}](#). **Your responses will remain completely anonymous.**

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

Thank you for helping us with this important project!

Sincerely,
Debbie Brinkman
Mayor

If the link above does not work, please copy and paste the URL below into your internet browser:
[\\${!://SurveyURL}](#)

Follow the link to opt out of future emails:
[\\${!://OptOutLink?d=Click here to unsubscribe}](#)

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

Dear City of Littleton Business Owner/Manager:

About one week ago, you should have received an invitation to complete the City of Littleton's 2018 Business Survey. If you have not had a chance to complete the survey, we would appreciate your response! The city wants to know what you think about our community and municipal government.

Please have the person most knowledgeable about your business (typically the owner or manager) take a few minutes to fill out the online Business Survey [\\${!://SurveyLink?d=here}](#). Your responses will remain completely anonymous.

City leaders have used the previous survey results to make a number of improvements in the community, including investing more money in street maintenance, simplifying the license and permitting process, and taking strides in promoting Littleton as an attractive community for visitors, events, businesses, and more.

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

Thank you for your time and participation!

Sincerely,
Debbie Brinkman
Mayor

If the link above does not work, please copy and paste the URL below into your internet browser:
[\\${!://SurveyURL}](#)

Follow the link to opt out of future emails:
[\\${!://OptOutLink?d=Click here to unsubscribe}](#)

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

Dear City of Littleton Business Owner/Manager:

There's still time to participate in Littleton's 2018 Business Survey! If you've not had a chance to complete the survey, **this is your last opportunity!** The City of Littleton values your input and wants to know what you think about our community and municipal government.

Please have the person most knowledgeable about your business (typically the owner or manager) complete the survey online [\\$!://SurveyLink?d=here](#). Your responses will remain completely anonymous.

Thank you for helping us with this important project!

Sincerely,
Debbie Brinkman
Mayor

If the link above does not work, please copy and paste the URL below into your internet browser:
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Follow the link to opt out of future emails:
[\\$!://OptOutLink?d=Click here to unsubscribe](#)

The City of Littleton 2018 Business Survey

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

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

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

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

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

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

- | | | |
|---|---|---|
| ☐ Close to home | ☐ Good business opportunities | ☐ Potential for growth |
| ☐ Community composition/make-up | ☐ Small town atmosphere | ☐ Within a major metro area |
| ☐ Close to recreational amenities | ☐ City assistance for small/medium businesses | ☐ Access to light rail |
| ☐ Quality of life | ☐ Proximity to Santa Fe/C-470 | ☐ Other _____ |

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

	<i>Too many</i>	<i>Right amount</i>	<i>Not enough</i>	<i>Don't know</i>
Bars and taverns	1	2	3	4
Restaurants.....	1	2	3	4
Entertainment venues	1	2	3	4
Public art.....	1	2	3	4
Festivals, concerts, etc.....	1	2	3	4
Farmers' markets.....	1	2	3	4
Retail shopping opportunities	1	2	3	4
Hotels.....	1	2	3	4

The City of Littleton 2018 Business Survey

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

	<i>Not a problem</i>	<i>Minor problem</i>	<i>Moderate problem</i>	<i>Major problem</i>	<i>Don't know</i>
Vandalism	1	2	3	4	5
Graffiti.....	1	2	3	4	5
Too much growth	1	2	3	4	5
Lack of growth	1	2	3	4	5
Rundown buildings	1	2	3	4	5
High cost of real estate	1	2	3	4	5
Traffic congestion	1	2	3	4	5
Too much local government regulation	1	2	3	4	5
Too little local government regulation	1	2	3	4	5
Lack of customers	1	2	3	4	5
Lack of qualified labor	1	2	3	4	5
Inadequate transportation infrastructure (roads, parking, bus routes) within the area	1	2	3	4	5
Too much competition from national franchises	1	2	3	4	5
Lack of customer parking.....	1	2	3	4	5
Lack of employee parking.....	1	2	3	4	5
Lack of housing that meets employees' needs.....	1	2	3	4	5
Access to capital or ability to get a loan	1	2	3	4	5

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

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

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

	<i>Excellent</i>	<i>Good</i>	<i>Fair</i>	<i>Poor</i>	<i>Don't know</i>
The overall direction the city is taking.....	1	2	3	4	5
Attracting companies to locate in Littleton	1	2	3	4	5
Attracting visitors to Littleton.....	1	2	3	4	5
Retaining existing jobs	1	2	3	4	5
The job city government does at welcoming business involvement.....	1	2	3	4	5
The overall leadership provided by the city's elected officials.....	1	2	3	4	5
The overall effectiveness of appointed boards and commissions.....	1	2	3	4	5
The overall effectiveness of the city manager and appointed staff	1	2	3	4	5
The relationship between the business community and local government in Littleton	1	2	3	4	5

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

- ☐ Yes → Go to Question 9
- ☐ No → Go to Question 12

The City of Littleton 2018 Business Survey

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

- ☐ Police

☐ Fire

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

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

☐ Museum/Library

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

☐ Municipal Court

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

☐ Human Resources (employment)

☐ Economic Development (free assistance to Littleton businesses)

☐ Communications and marketing

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

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

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

- ☐ Yes
 ☐ No
 ☐ Not applicable

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

	<i>Strongly support</i>	<i>Somewhat support</i>	<i>Somewhat oppose</i>	<i>Strongly oppose</i>	<i>Don't know</i>
Strengthening Littleton's community image and identity	1	2	3	4	5
Promoting efforts to attract and recruit new types of retail business to Littleton	1	2	3	4	5
Marketing Downtown Littleton to residents and visitors.....	1	2	3	4	5
Allowing market forces to determine the location, type and intensity of redevelopment instead of regulation	1	2	3	4	5
Encouraging additional residential growth or redevelopment	1	2	3	4	5
Encouraging additional commercial growth or redevelopment	1	2	3	4	5
Promoting efforts to revitalize the city's housing areas.....	1	2	3	4	5
Promoting efforts to revitalize the city's commercial areas.....	1	2	3	4	5
Promoting efforts to increase the availability of affordable housing	1	2	3	4	5
Providing incentives to promote business relocation	1	2	3	4	5
Increasing residential development density near public transit	1	2	3	4	5
Providing incentives to promote the redevelopment of old, underperforming commercial shopping centers	1	2	3	4	5
Increasing development fees to help rebuild the city's infrastructure	1	2	3	4	5

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

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

14. A three-quarters of a cent sales and use tax increase will generate approximately \$8.7 million a year, which will help to cover a portion of the costs to make the needed improvements. However, a higher sales and use tax increase would allow more improvements to be made sooner, while a lower sales and use tax increase would

The City of Littleton 2018 Business Survey

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

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

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

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

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

	<i>Very beneficial</i>	<i>Somewhat beneficial</i>	<i>Not at all beneficial</i>	<i>Don't know</i>
Streamlined permitting	1	2	3	4
Financial assistance (i.e., loans, grants, rebates).....	1	2	3	4
Increased flexibility in city regulations	1	2	3	4
City-financed marketing and promotion	1	2	3	4
Physical improvements to city-owned property (i.e. streets, sidewalks, public facilities).....	1	2	3	4

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

- ☐ Yes
- ☐ No
- ☐ Don't know

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

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

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

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

D1. What is your position in this organization?

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

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

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

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

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

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

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

D5. Is this location a branch or headquarters?

- ☐ Branch
- ☐ Headquarters

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

D7. Is this business home based?

- ☐ Yes
- ☐ No

The City of Littleton 2018 Business Survey

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

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

D9. What was the approximate annual gross revenue (for the most recent accounting year) generated by this Littleton site?

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

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

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

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

- _____ Management
- _____ Administration
- _____ Technical
- _____ Labor
- _____ Other

D12. Over the next 3 to 5 years, do you anticipate...

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

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

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

- ☐ Littleton
- ☐ Jefferson County
- ☐ Centennial
- ☐ Highlands Ranch
- ☐ Englewood
- ☐ Denver
- ☐ Other _____

Thank you for completing the survey!