

WESTMINSTER, COLORADO

BUSINESS SURVEY

Prepared by:

Left Brain Concepts, Inc.
Research / Consulting



Lakewood, Colorado

March 2018

TABLE OF CONTENTS

Background	1
Key Findings	2
Conclusions & Recommendations	7
Industry.....	9
Business have a continuity plan?.....	10
Importance in company operations	11
Retaining and recruiting employees	12
Awareness and use of Westminster programs	13
Interest in training programs	14
Priority of Westminster services to foster growth	15
Communicating Westminster’s services	17
Homelessness in Westminster	18
Homelessness of company employees	19
Interest in improving sustainability practices.....	20
Westminster’s delivery of support services – total sample	21
Westminster’s delivery of support services – among those who provided a rating	22
What people like most about Westminster	24
Improving support of the business community	25
Legal structure.....	26
Revenues in 2017	27
Employment forecast for next 3 to 5 years.....	28
Number of employees at this location	29
Company zip code	30
Years at this location	31
How employees get to work	32
Title of respondent.....	33
Interest in being in Westminster’s database	34
Comments.....	35
Appendix A – Survey instrument	

BACKGROUND

This report presents the findings of a Postal Service and electronic survey of businesses in Westminster, Colorado. The survey was conducted for the Economic Development department with the primary objective of determining how Westminster can best serve businesses, as defined by owners and senior managers.

The survey determined:

- ✓ The industry in which companies operate
- ✓ If the businesses have continuity plans
- ✓ Any difficulty businesses have in recruiting and retaining employees
- ✓ Awareness and usage of Westminster support programs
- ✓ Interest in business training from Westminster
- ✓ Interest in other support from Westminster to foster growth in the business community
- ✓ How people would like Westminster to keep them apprised of services and activities
- ✓ Reaction to the homeless situation in Westminster
- ✓ Interest in Westminster improving businesses' sustainability practices
- ✓ Reaction to government services such as water, utilities, police & fire protection, etc.
- ✓ What people like most about their business being located in Westminster
- ✓ How the Westminster Economic Development Department can better support businesses
- ✓ Legal structure – corporation, partnership or sole proprietor – of the businesses
- ✓ Annual revenues and if revenues are increasing or decreasing
- ✓ If people expect to add, reduce or keep the same number of employees in 3-5 years
- ✓ The number of employees the companies have
- ✓ The zip code of the companies
- ✓ The number of years the business has been located in Westminster
- ✓ How employees get to work – vehicle, carpool, bus, bicycle or walk
- ✓ Title of respondent

The survey was conducted in March 2018 by Left Brain Concepts, Inc., (LBC) a Denver-area market research and consulting firm. The survey was written by Stephanie Troller, Senior Economic Development Officer in the Economic Development Department in the City of Westminster, key Westminster staff in Public Works, Parks and Recreation, Community Development, the library, and the Sustainability Officer, and Jeff Haugen at Left Brain.

A survey was sent to every business that has registered with the City of Westminster. A post card was also mailed to every business introducing the survey several days before the survey was mailed. At the time of the mailing, this totaled 2,864 businesses. Because no list is completely up-to-date, 111 surveys were returned. This left an effective mailing of 2,753 businesses. A total of 307 surveys were completed, either hard-copy electronically via the URL that was printed on the survey. This is a response of 11% which is very common for business surveys. Because the responses needed to be cut off to report the results, 299 surveys are included in the data analyses and figures in this report. The maximum margin of error for a sample of 299 is $\pm 5.7\%$ at the 95% level of confidence.

Data analyses

Responses are reported for the entire sample and were analyzed (cross-tabbed) by industry, legal structure of the companies, revenues, if people feel they will add, reduce or keep the same number of employees over the next 3-5 years, number of employees, zip code of the business and title of the respondent.

KEY FINDINGS

Industry: A wide range of industries were represented. The top four industries were professional services (19%), retail (18%), health care (14%) and personal services (12%).

Business have a continuity plan? About four in ten (41%) reported that they have a continuity plan. Half (47%) said they do not have such a plan and 12% were not sure.

Importance in company operations: People were given a list of nine things related to running a business and asked to rate the importance of each on a ten-point scale. Combining responses of 8, 9 and 10, results were as follows.

- ✓ Availability of qualified employees – 60%
- ✓ Restaurants – 36%
- ✓ Quality of area schools - 35%
- ✓ Retail shopping – 35%
- ✓ Parks, open space and trails – 33%
- ✓ Availability and access to affordable housing – 29%
- ✓ Access to capital – 28%
- ✓ Arts and cultural amenities in Westminster – 25%
- ✓ Availability of alternative transportation options – 23%

Retaining and recruiting employees: Respondents were then shown the same list and asked to rate on the ten-point scale how these things have impacted their ability to retain or recruit employees. Combining responses of 8, 9 and 10, results were as follows.

- ✓ Availability of qualified employees – 37%
- ✓ Availability and access to affordable housing – 19%
- ✓ Restaurants – 18%
- ✓ Retail shopping – 17%
- ✓ Quality of area schools – 13%
- ✓ Availability of alternative transportation options – 12%
- ✓ Access to capital – 9%
- ✓ Parks, open space and trails – 9%
- ✓ Arts and cultural amenities in Westminster – 6%

Awareness and use of Westminster programs: People were asked about six programs that are provided by the City of Westminster and asked if they were aware of the program. Those who noted they were aware were asked if they had used each program.

AWARENESS AND USE OF WESTMINSTER PROGRAMS		
	% of respondents	
	Aware of Service	Used the Service
Small business capital improvement grants	32%	27%
Business development visit or meeting with Westminster Economic Development department	32%	30%
Cone Zone information on Westminster's webpage	25%	38%
Small business scholarship grant	22%	25%
Electronic permit/project review	22%	40%
Partners in Wellness	12%	22%

Interest in training programs: People were given a list of ten areas that the Westminster Economic Development Department “would like to facilitate training for local businesses at low or no cost.” They were also given a chance to not that they are not interested in training at this time. As is common in business surveys, about four in ten (43%) said they do not want any training at this time. For others, people are most interested in help in promoting their businesses (39%) and increasing revenues (33%). People are also interested in training in accounting (25%), human resources (19%), financial analyses (17%), loans (15%), management (15%), succession planning (15%), operations (9) and only to a limited degree, international trade (3%).

Priority of Westminster services to foster growth: Respondents were shown a list of ten “Services Westminster is presently providing or could provide to foster growth in the business community” and asked to rate the priority of each one on a scale of high priority, medium priority and low priority. Results were as follows.

- ✓ Promote Westminster as a place to visit and shop – 53%
- ✓ Simplify local government regulations and procedures – 50%
- ✓ Attract businesses to Westminster – 44%
- ✓ Serve as an advocate for local businesses – 42%
- ✓ Outreach / support efforts with existing businesses – 31%
- ✓ Offer financial incentives to start-up companies – 26%
- ✓ Provide training to existing businesses – 26%
- ✓ Offer financial incentives to high-growth companies – 24%
- ✓ Provide incubator space for start-up businesses – 18%
- ✓ Increase inventory of pad-ready commercial sites – 12%

Communicating Westminster’s services: People were given a list of five ways Westminster could “keep businesses apprised of business-related news and especially, the services Westminster provides to help businesses grow” and asked to note their preferences. By far, people would like to receive emails from Westminster with a link to Westminster’s Economic Development’s webpage (72%) and/or to receive a printed and mailed newsletter (55%). There was less interest in networking events (18%), Facebook (11%) or Twitter (2%).

Homelessness in Westminster: Close to half (46%) of the respondents said that homelessness in Westminster is not a concern. However, 43% said it is somewhat of a concern and 11% said that it is a major problem. Regarding homelessness at the businesses, nine in ten (92%) reported that they do not have any homeless employees or any that they think are at risk of becoming homeless.

Interest in improving sustainability practices: People were told that “Westminster is exploring options for helping businesses improve their sustainability practices in energy efficiency, water conservation, and waste management” and given a list of six possible Westminster-sponsored activities and asked to rate their level of interest on a ten-point scale. Combining responses of 8, 9 and 10, support for improving sustainability practices is as follows.

- ✓ Information on rebates and financing for energy efficiency and water conservation – 37%
- ✓ Information/education – 30%
- ✓ Self-assessments related to your current practices – 26%
- ✓ Networking events -21%
- ✓ Public recognition for your efforts – 18%
- ✓ Certifications – 16%

Westminster’s delivery of support services – total sample: Respondents were given a list of 24 Westminster and other entities’ support services such as roads, utilities, police and fire protection and economic development and asked to note their opinion of the delivery of the services on a scale of excellent, adequate, deficient, non-existent, not applicable, and no opinion. The highest percentages of no opinion were for Economic development services (27%), area 4-year colleges & universities (26%), building permitting / inspections (23%), City business services (23%), air service by DIA (22%) and land use / planning (21%).

Westminster's delivery of support services – among those who provided a rating: Among those who noted an opinion - responses of excellent, adequate, deficient and non-existent - and combining responses of excellent and adequate, ratings of the delivery of services was follows.

- ✓ Fire protection – 99%
- ✓ Law enforcement – 97%
- ✓ Natural gas service – 97%
- ✓ Water quality – 95%
- ✓ Electrical service – 94%
- ✓ Wastewater services – 94%
- ✓ Area community colleges – 94%
- ✓ Solid waste disposal – 93%
- ✓ Hotel facilities – 92%
- ✓ Storm water services – 91%
- ✓ Parks, trails and open space – 90%
- ✓ Air service by DIA – 90%
- ✓ Affordable water and sewer rates – 88%
- ✓ Public schools (K-12) – 87%
- ✓ Conference facilities – 85%
- ✓ Retail and restaurant amenities – 85%
- ✓ City business services – 84%
- ✓ Economic development services – 82%
- ✓ Building permitting/inspections – 81%
- ✓ Telecommunications services – 79%
- ✓ Road, highways, freeways – 78%
- ✓ Area 4-year colleges & universities – 74%
- ✓ Land use/planning – 74%
- ✓ High-speed Internet – 71%

What people like about Westminster: People were asked on an open-ended basis “What three things do you like most about your business being located in Westminster?” The top nine responses were quality of life (21%), access to major roads (20%), access to the rest of metropolitan Denver (15%), convenient location (14%), reasonable cost of living (12%), quality of the open space, parks and recreation areas (11%), that Westminster is a growing community (11%), the police & fire protection (11%) and that Westminster has a well run government (11%).

Improving support of the business community: Respondents were asked on an open-ended basis “What, if anything, could the Westminster Economic Development Department do better to support the business community in Westminster?” The top nine responses were wanting be informed of Economic Development activities (16%), wanting a faster response to questions and issues (12%), promoting the small businesses in Westminster (10%), lowering the cost of running a business (9%), improving traffic flow (9%), reducing City regulations (8%), attracting more retail stores and restaurants (8%), completing downtown (7%) and improving the roads / minimizing road closures (6%).

Legal structure: More than three-quarters (78%) of the businesses represented in the survey are corporations. One in five (21%) are sole proprietorships.

Revenues in 2017: A third (34%) of the companies had revenues of less than \$100,000 in 2017. A quarter (25%) had revenues of \$100K to under \$500K, 13% had revenues of \$500K to under \$1 million, 21% had revenues of \$1 million to under \$5 million and 7% had revenues of \$5 million or more.

Employment forecast for next 3 to 5 years: Respondents were split between expecting to keep the same number of employees in the next three to five years (48%) and expecting to hire more employees (47%). Just 5% expect to reduce their labor force in the next 3 to 5 years.

Number of employees at this location: A third (35%) of the businesses have one employee, 28% have 2-5 employees, 15% have six to ten, 13% have 11 to 25 employees and 9% have 26 or more employees.

Years at this location: Just 5% of the businesses represented have been in business for less than one year, a quarter (24%) have been in business for 1 to 5 years, 15% have been in business for 6 to 10 years and 56% have been in business for more than 10 years.

How employees get to work: Respondents reported that nine in ten (90%) of their employees get to work in a personal vehicle with one person. Four percent carpool with two or more people, 4% walk, 1% use the bus and 1% bicycle to work.

Title of respondent: As was requested, owners and senior managers completed the survey. Two thirds (68%) were owners or co-owners, 13% were CEO and/or President, 6% were general managers, 6% were office managers, 4% were partners or principals, and 3% were administrators.

Interest in being in Westminster's database: Out of 299 responses to the survey, 176 people (59%) provided their company's contact information to be entered into Westminster's database to be informed about economic development activities and to perhaps be part of a searchable database. 152 people (51%) also shared their email addresses.

Comments: 54 people out of 299 respondents (18%) provided additional comments. This is a rather low percentage and indicates that the survey queried people about all the issues that are on business owners' minds. Comments were mostly about taxes, streamlining the regulation process, finishing construction, increasing business incentives, continuing with the delivery of public safety, improving business services and wanting Westminster to host community events.

Differences by demographics: There were no differences by type of business in Westminster. Other differences in responses were as follows.

- ✓ Have continuity plans: Corporations, larger firms, higher revenues, expect to grow
- ✓ Aware of programs: Larger firms, higher revenues, corporations, longer in Westminster
- ✓ Interest in training: Higher revenues, in Westminster for less than 10 years

CONCLUSIONS & RECOMMENDATIONS

Reaction to being located in Westminster

- **High satisfaction with support services:** People are very satisfied with Westminster's and other entities' delivery of services such as roads, water, utilities, police and fire protection, educational institutions and the Economic Development department.
- **Stability of businesses:** Another indication of people's satisfaction with Westminster, more than half of the businesses have been located in Westminster for more than 10 years. Another 15% have been located in Westminster for 6 to 10 years. Additionally, 78% are serious enough about their business to have gone to the trouble of incorporating.
- **Industry base:** As Westminster is well aware, it has a broad industry base. There is an economically healthy mix of one-person and larger firms as well as a range of annual revenues.
- **Businesses expect to grow in the next 3 to 5 years:** Almost half of the business owners and senior managers expect to add employees in the next 3 to 5 years.

Improving support of business community - Economic Development department

- **Publicize Westminster's programs:** The biggest request by people about how the Economic Development department can better work with them is to educate them on the programs and activities that it offers. Awareness and usage of Westminster's programs would increase simply by informing businesses about the programs.
- **Communicate Westminster's services:** By far the best ways to advance Westminster's Economic Development departments' charge is to inform people of its activities with emails, with printed and mailed and mailed newsletters and from visits from the Economic Development staff.
- **Offer training programs:** More than half of the businesses would like to receive training from the Westminster Economic Development department. The greatest interest is in growing businesses with marketing activities. There is also interest in receiving training in all other areas of running a business.
- **Promote Westminster businesses:** Business owners and senior managers would also like to see Westminster advocate for the business community. People are most interested in seeing Westminster promoted as a place to visit and shop, attracting businesses to Westminster, advocating for and supporting local businesses. There is also support of leveraging activities with the Westminster Chamber of Commerce.
- **Develop a searchable database:** Similarly, developing a searchable database would further support of the business community. More than half of the survey respondents indicated an interest in both hearing from the Economic Development department and being in a searchable database.

Attracting businesses to Westminster

- **Communicate what existing businesses like about Westminster:** In its promotional messaging, Westminster should use the themes that consist of what people reported that they like about being located in Westminster - quality of life, access to roads and to (and from) other areas of metropolitan Denver and satisfaction with support services.
- **Explore why some did not locate in Westminster:** To the extent possible Westminster should explore with companies that made contacts to Westminster about moving to or opening a business in Westminster but decided not to do so. That is, to understand how the business community outside of Westminster views the City.

Improving support of Westminster businesses – Other departments

- **Continuity plans:** Because about two-thirds of the companies that do not have continuity plans are one-person and/or sole proprietors/partnerships, Westminster will need to create the need and then satisfy it by informing people about the benefit to owners and to their family members the benefit of putting a continuity plan in place.
- **Advancing sustainability practices:** Similarly, as there is limited interest in Westminster helping businesses with their sustainability practices, Westminster will need to first create the need, demonstrate the benefits to businesses and then provide the information and training about putting sustainability practices in place.
- **Homelessness in Westminster:** The homeless issue needs to be addressed and improved as best as possible. Although very few business owners and managers are impacted at their firms by homelessness, 54% feel homelessness is somewhat of a concern or a major problem. Anything that can be done to improve the situation should be pursued.
- **Streamline government regulations:** Satisfaction among business owners and senior managers would be improved by simplifying government regulations and procedures as much as possible.
- **Importance in company operations:** While support services of restaurants, area schools shopping, parks and open space, affordable housing, access to capital, cultural amenities and transportation access are important to owners and senior management, the most important variable to people in their operations is the availability of qualified employees. However, Westminster should continue to support these variables in Westminster and is well regarded by businesses for the efforts as small percentages of people feel they have negatively impacted their ability to retain or recruit employees.

INDUSTRY

Question: Please indicate the one industry that best describes your company.

The table below illustrates the distribution of responses by industry. This industry classification is widely used by local, state and Federal government agencies. A wide range of industries are represented by respondents to the Westminster survey and the top four industries are professional services (19%), retail trade (18%), health care (14%) and personal services (12%).

INDUSTRY	
	% of respondents
Professional services (Finance, legal, insurance, etc.)	19%
Retail trade	18%
Health care	14%
Personal services	12%
Construction	7%
Manufacturing	5%
Accommodations and/or food trade	4%
Business support services	4%
Real estate rental or leasing	3%
Scientific or technical services	3%
Arts, entertainment & recreation	3%
Auto repair	2%
Information technology	2%
Educational services	1%
Wholesale trade	1%
Management of companies	1%
Church / Non-profits	1%

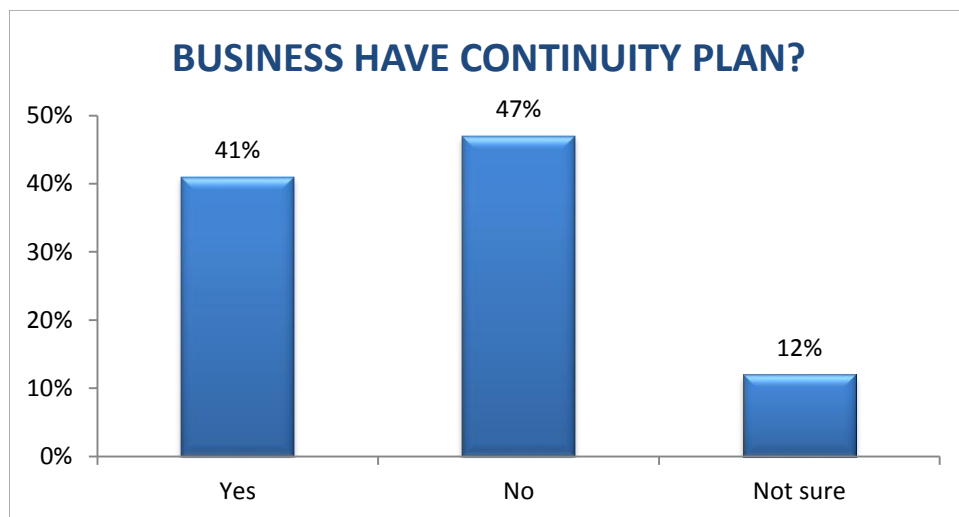
BUSINESS HAVE A CONTINUITY PLAN?

Question: Does your company have a continuity plan?

About four in ten (41%) of the businesses represented in the survey reported that they have a continuity plan. 47% said they do not and 12% were not sure.

Companies that were more likely to have a continuity plan were:

- ✓ Corporations vs. sole proprietors / partnerships (44% vs. 29%)
- ✓ Companies with revenues of \$500,000+ vs. those with less revenues (63% vs. 27%)
- ✓ Businesses that intend to add employees in 3-5 years vs. keeping the same (50% vs. 35%)
- ✓ Firms that have 6 or more employees vs. 1 employee (55% vs. 26%)



IMPORTANCE IN COMPANY OPERATIONS

Question: Please rate how important each of the following are to your business.

Combining responses of 8, 9 and 10, people reported the importance of each of the following in their businesses.

- ✓ Availability of qualified employees – 60%
- ✓ Restaurants – 36%
- ✓ Quality of area schools - 35%
- ✓ Retail shopping – 35%
- ✓ Parks, open space and trails – 33%
- ✓ Availability and access to affordable housing – 29%
- ✓ Access to capital – 28%
- ✓ Arts and cultural amenities in Westminster – 25%
- ✓ Availability of alternative transportation options – 23%

IMPORTANCE IN COMPANY OPERATIONS										
	Not important							Very important		
	1	2	3	4	5	6	7	8	9	10
Availability of qualified employees	24%	2%	1%	1%	6%	2%	4%	9%	9%	42%
Availability and access to affordable housing	33%	3%	4%	3%	14%	6%	8%	7%	3%	19%
Quality of area schools	28%	3%	6%	4%	11%	5%	8%	12%	8%	15%
Parks, open space and trails	26%	5%	6%	4%	13%	6%	7%	9%	9%	15%
Retail shopping	23%	2%	5%	4%	17%	3%	11%	12%	9%	14%
Restaurants	23%	3%	4%	1%	13%	5%	15%	13%	9%	14%
Access to capital	28%	4%	6%	6%	14%	5%	9%	10%	6%	12%
Availability of alternative transportation options	30%	3%	9%	4%	16%	6%	9%	10%	2%	11%
Arts and cultural amenities in Westminster	26%	5%	7%	5%	15%	8%	9%	10%	5%	10%

RETAINING AND RECRUITING EMPLOYEES

Question: Please tell us how the same issues have impacted your company's ability to retain or recruit employees

Combining responses of 8, 9 and 10, respondents noted how the same issues have impacted their companies' ability to retain or recruit employees.

- ✓ Availability of qualified employees – 37%
- ✓ Availability and access to affordable housing – 19%
- ✓ Restaurants – 18%
- ✓ Retail shopping – 17%
- ✓ Quality of area schools – 13%
- ✓ Availability of alternative transportation options – 12%
- ✓ Access to capital – 9%
- ✓ Parks, open space and trails – 9%
- ✓ Arts and cultural amenities in Westminster – 6%

RETAINING AND RECRUITING EMPLOYEES										
	No impact							High impact		
	1	2	3	4	5	6	7	8	9	10
Availability of workforce	34%	1%	4%	2%	7%	7%	8%	12%	5%	20%
Availability and access to affordable housing	40%	4%	6%	4%	9%	10%	8%	7%	2%	10%
Availability of alternative transportation options	47%	5%	7%	6%	10%	7%	6%	5%	1%	6%
Access to capital	54%	4%	8%	4%	10%	6%	5%	3%	2%	4%
Quality of area schools	46%	5%	8%	4%	11%	6%	7%	5%	3%	5%
Parks, open space and trails	49%	5%	7%	5%	13%	5%	7%	4%	1%	4%
Arts and cultural amenities in Westminster	51%	5%	7%	4%	13%	7%	7%	2%	2%	2%
Retail shopping	45%	4%	6%	2%	14%	7%	5%	8%	4%	5%
Restaurants	43%	5%	6%	2%	14%	8%	4%	9%	4%	5%

AWARENESS AND USE OF WESTMINSTER PROGRAMS

Question: For each of the following, please note if you are aware of the program provided by the City of Westminster. Then, please tell us if you have used the service

For five of the six Westminster's programs, about a quarter to almost a third of the respondents are aware of the programs. Just 12% are aware of Partners in Wellness. Among those who are aware of the programs, usage ranged from 22% to 40%.

Companies that were more aware of small business capital improvement grants were:

- ✓ Companies with revenues of \$500,000+ vs. those with less revenues (40% vs. 27%)
- ✓ Businesses that have 6 or more employees vs. 1 employee (41% vs. 24%)
- ✓ Firms in Westminster for 10+ years vs. fewer years (37%) vs. 25%)

Companies that were more aware of Westminster's business development activities including a visit or meeting with the Economic Development department were:

- ✓ Corporations vs. sole proprietors / partnerships (35% vs. 19%)
- ✓ Companies with revenues of \$500,000+ vs. less revenues (39% vs. 26%)
- ✓ Businesses that have 6 or more employees vs. 1 employee (40% vs. 25%)

AWARENESS AND USE OF WESTMINSTER PROGRAMS		
	% of respondents	
	Aware of Service	Used the Service
Small business capital improvement grants	32%	27%
Business development visit or meeting with Westminster Economic Development department	32%	30%
Cone Zone information on Westminster's webpage	25%	38%
Small business scholarship grant	22%	25%
Electronic permit/project review	22%	40%
Partners in Wellness	12%	22%

INTEREST IN TRAINING PROGRAMS

Question: Westminster's Economic Development Department would like to facilitate training for local businesses— at low or no cost. Please check as many of the boxes below to indicate the services your business might be interested in learning more about.

As is common in business surveys, about four in ten (43%) said they do not want any training at this time. The others are most interested in help in promoting their businesses (39%) and increasing revenues (33%). Businesses would also like training in accounting (25%), human resources (19%), financial analyses (17%), loans (15%), management (15%), succession planning (15%), operations (9%) and to a limited degree, international trade (3%).

There were only five write-in responses which indicates that the areas of training that Westminster is considering providing covers almost everyone's needs. For write-in responses, two people would like help with site selection and one each suggested receiving grants, help with signage, and help with preparing their taxes.

Companies that have more interest in accounting:

- ✓ Had revenues under \$500,000 vs. more revenues (30% vs. 20%)

Businesses that have more interest in human resources training were:

- ✓ Companies with revenues of \$500,000+ vs. less revenues (29% vs. 13%)

Firms that have been in Westminster for under 10 years vs. 10+ years were more interested in:

- ✓ Marketing (Webpages, promotion, etc.):
- ✓ Marketing (Revenue growth):
- ✓ Accounting
- ✓ Financial analyses
- ✓ Financial assistance (loans)

INTEREST IN TRAINING PROGRAMS	
	% of respondents
Nothing at this time	43%
Marketing (Webpages, promotional materials, etc.)	39%
Marketing (Revenue growth)	33%
Accounting	25%
Human resources	19%
Financial analyses	17%
Financial assistance (Loans)	15%
Management	15%
Succession planning	15%
Operations	9%
International trade	3%
Other (Note below)	2%

Percentages total more than 100% because multiple responses were allowed.

PRIORITY OF WESTMINSTER SERVICES TO FOSTER GROWTH

Question: Below are services Westminster is presently providing or could provide to foster growth in the business community. Please rate each service in terms of its priority to you.

Owners and senior management at Westminster businesses are most interested in activities that would increase their revenues, streamline Westminster's regulations and procedures, attract businesses to Westminster, advocate for local businesses and support efforts with existing businesses. They are less interested in financial incentives for start-up companies, training, financial incentives for high-growth companies, incubator space for start-up businesses or increasing the inventory of pad-ready commercial sites.

- ✓ Promote Westminster as a place to visit and shop – 53%
- ✓ Simplify local government regulations and procedures – 50%
- ✓ Attract businesses to Westminster – 44%
- ✓ Serve as an advocate for local businesses – 42%
- ✓ Outreach / support efforts with existing businesses – 31%
- ✓ Offer financial incentives to start-up companies – 26%
- ✓ Provide training to existing businesses – 26%
- ✓ Offer financial incentives to high-growth companies – 24%
- ✓ Provide incubator space for start-up businesses – 18%
- ✓ Increase inventory of pad-ready commercial sites – 12%

Attracting businesses to Westminster is a high priority to:

- ✓ Those that intend to add employees vs. keeping the same number (52% vs. 36%)
- ✓ Businesses with 6+ employees vs one employee (51% vs. 35%)

Offering incentives to high-growth companies is a high priority to:

- ✓ Companies with revenues of more than \$500,000 vs. less revenues (33% vs. 19%)
- ✓ Businesses with 6+ employees vs one employee (34% vs. 18%)

Serving as an advocate for local businesses is a high priority to:

- ✓ Corporations vs. sole proprietors / partnerships (46% vs. 28%)
- ✓ Businesses that intend to add employees in 3-5 years vs. keep the same (51% vs. 34%)
- ✓ Those that have been in Westminster for under 10 years vs. 10+ years (53% vs. 35%)

Offering financial incentives to start-up companies is a high priority to:

- ✓ Firms that have been in Westminster for under 10 years vs. 10+ years (38% vs. 18%)

Offering incubator space for start-up businesses is a high priority to:

- ✓ Firms that have been in Westminster for under 10 years vs. 10+ years (24% vs. 12%)

Promoting Westminster as a place to visit and shop is a high priority to:

- ✓ Owners / co-owners vs. other employees (59% vs. 40%)

PRIORITY OF WESTMINSTER SERVICES TO FOSTER GROWTH			
	% of respondents		
	High Priority	Medium Priority	Low Priority
Promote Westminster as a place to visit and shop	53%	28%	19%
Simplify local government regulations and procedures	50%	31%	21%
Attract businesses to Westminster	44%	35%	21%
Serve as an advocate for local businesses	42%	34%	24%
Outreach / support efforts with existing businesses	31%	42%	27%
Offer financial incentives to start-up companies	26%	36%	38%
Provide training to existing businesses	26%	37%	37%
Offer financial incentives to high-growth companies	24%	33%	43%
Provide incubator space for start-up businesses	18%	38%	44%
Increase inventory of pad-ready commercial sites	12%	34%	54%

COMMUNICATING WESTMINSTER'S SERVICES

Question: Westminster would like to keep businesses apprised of business-related news and especially, the services Westminster provides to help businesses grow. Please tell us how you would prefer Westminster reach you about the services Westminster provides.

By far, senior management would like to learn about Westminster's business-related news and the services Westminster provides to help businesses grow from emails directly to their companies with a link to Westminster's Economic Development's webpage (72%) and from a printed and mailed newsletter (55%). There is less interest in networking events (18%), Facebook (11%) or Twitter (2%).

There were three write-in responses. One person suggested leveraging the Economic Development Department's efforts with the Westminster Chamber and another suggested informational meetings. Just one person said the outreach efforts are not needed.

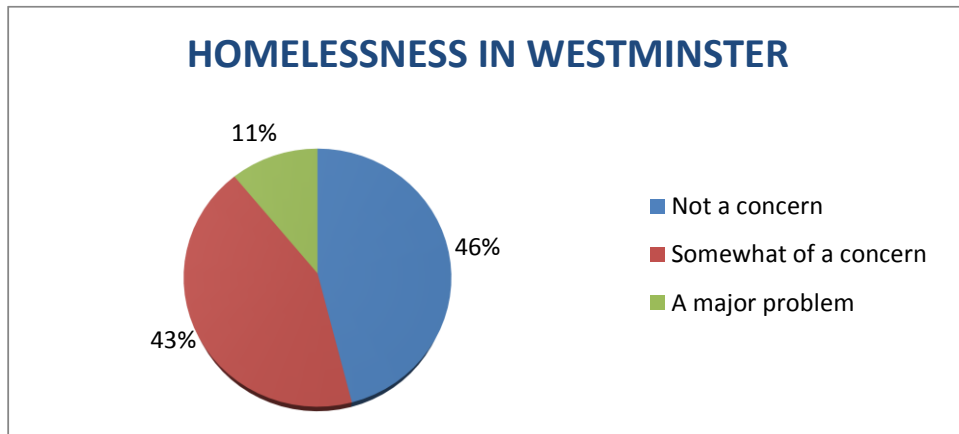
COMMUNICATING WESTMINSTER'S SERVICES	
	% of respondents
Email with information and a link to Westminster's Economic Development webpage	72%
Printed and mailed newsletter	55%
Networking events	18%
Facebook	11%
Twitter	2%
Other	1%

Percentages total more than 100% because multiple responses were allowed.

HOMELESSNESS IN WESTMINSTER

Question: Please tell us your reaction to homelessness in Westminster with regard to your business on the following scale

Close to half (46%) of the respondents said that homelessness in Westminster is not a concern. However, 43% said it is somewhat of a concern. Worse, 11% said that homelessness is a major problem.



HOMELESSNESS OF COMPANY EMPLOYEES

Question: Please give us your best estimate the number of your employees at this location who are presently homeless or that you think are at risk of becoming homeless.

Although businesses are concerned about homelessness in Westminster, 92% said that they do not have any homeless employees and more importantly, do not feel that any of their employees are at risk of becoming homeless.

HOMELESSNESS OF COMPANY EMPLOYEES	
	% of respondents
None	92%
1	3%
2	2%
3	.35%
4	1%
5	1%
36	.35%
Average	.28

INTEREST IN IMPROVING SUSTAINABILITY PRACTICES

Question: Westminster is exploring options for helping businesses improve their sustainability practices in energy efficiency, water conservation, and waste management. Please note your level of interest in each of the following.

Combining responses of 8 to 10, support for improving sustainability practices totaled as follows.

- ✓ Information on rebates and financing for energy efficiency and water conservation – 37%
- ✓ Information/education – 30%
- ✓ Self-assessments related to your current practices – 26%
- ✓ Networking events -21%
- ✓ Public recognition for your efforts – 18%
- ✓ Certifications – 16%

INTEREST IN IMPROVING SUSTAINABILITY PRACTICES										
	Not interested							Very interested		
	1	2	3	4	5	6	7	8	9	10
Information on rebates and financing for energy efficiency and water conservation	27%	4%	1%	3%	13%	3%	12%	10%	8%	19%
Information/education	27%	4%	2%	2%	18%	6%	11%	10%	6%	14%
Self-assessments related to your current practices	33%	6%	3%	3%	16%	6%	7%	9%	5%	12%
Public recognition for your efforts	44%	6%	5%	4%	15%	3%	5%	6%	1%	11%
Networking events	39%	5%	6%	3%	15%	4%	7%	5%	5%	11%
Certifications	44%	4%	6%	3%	16%	6%	7%	3%	3%	10%

WESTMINSTER'S DELIVERY OF SUPPORT SERVICES – TOTAL SAMPLE

Question: Please tell us how well Westminster and other entities are delivering the following services to your location

The table below is presented to show responses of no opinion. The table on the following page reports responses only for those who voiced an opinion. For the results below, the highest percentages were about Westminster's economic development services (27%), area 4-year colleges & universities (26%), building permitting / inspections (23%), City business services (23%), air service by DIA (22%) and land use / planning (21%).

WESTMINSTER'S DELIVERY OF SUPPORT SERVICES – TOTAL SAMPLE						
	% of respondents					
	Excellent	Adequate	Deficient	Non-Existent	Not applicable	No Opinion
Fire protection	45%	47%	1%	-	2%	5%
Law enforcement	41%	52%	2%	-	1%	4%
Water quality	38%	51%	4%	-	3%	4%
Parks, trails and open space	28%	48%	8%	-	4%	12%
Electrical service	25%	56%	6%	-	6%	7%
Natural gas service	24%	55%	2%	-	9%	10%
Hotel facilities	24%	47%	5%	1%	7%	16%
Area community colleges	22%	45%	4%	1%	9%	19%
Road, highways, freeways	21%	53%	20%	-	2%	4%
Affordable water and sewer rates	20%	55%	10%	-	6%	9%
Solid waste disposal	20%	51%	3%	1%	10%	15%
Wastewater services	19%	54%	5%	-	8%	14%
Storm water services	17%	53%	7%	-	8%	15%
Telecommunications services	17%	53%	18%	1%	3%	8%
High-speed Internet	17%	49%	25%	1%	3%	5%
Conference facilities	17%	44%	9%	-	9%	21%
Air service by DIA	16%	45%	5%	1%	11%	22%
Public schools (K-12)	15%	51%	10%	-	8%	16%
Retail and restaurant amenities	14%	57%	12%	1%	5%	11%
Building permitting/inspections	11%	45%	11%	1%	9%	23%
Area 4-year colleges & universities	9%	38%	12%	3%	12%	26%
City business services	9%	52%	11%	1%	4%	23%
Land use/planning	8%	45%	18%	2%	6%	21%
Economic development services	7%	49%	11%	1%	5%	27%

WESTMINSTER'S DELIVERY OF SUPPORT SERVICES – AMONG THOSE WHO PROVIDED A RATING

Question: Please tell us how well Westminster and other entities are delivering the following services to your location

Combining responses of excellent and adequate, ratings were 90% to 99% or more for 12 of the services, 81% to 88% for seven services and 71% to 79% for five services.

- ✓ Fire protection – 99%
- ✓ Law enforcement – 97%
- ✓ Natural gas service – 97%
- ✓ Water quality – 95%
- ✓ Electrical service – 94%
- ✓ Wastewater services – 94%
- ✓ Area community colleges – 94%
- ✓ Solid waste disposal – 93%
- ✓ Hotel facilities – 92%
- ✓ Storm water services – 91%
- ✓ Parks, trails and open space – 90%
- ✓ Air service by DIA – 90%
- ✓ Affordable water and sewer rates – 88%
- ✓ Public schools (K-12) – 87%
- ✓ Conference facilities – 85%
- ✓ Retail and restaurant amenities – 85%
- ✓ City business services – 84%
- ✓ Economic development services – 82%
- ✓ Building permitting/inspections – 81%
- ✓ Telecommunications services – 79%
- ✓ Road, highways, freeways – 78%
- ✓ Area 4-year colleges & universities – 74%
- ✓ Land use/planning – 74%
- ✓ High-speed Internet – 71%

WESTMINSTER'S DELIVERY OF SUPPORT SERVICES – AMONG THOSE WHO PROVIDED A RATING				
	Excellent	Adequate	Deficient	Non- Existent
Fire protection	49%	50%	1%	-
Law enforcement	43%	54%	3%	-
Water quality	41%	54%	5%	-
Parks, trails and open space	33%	57%	10%	-
Hotel facilities	31%	61%	7%	1%
Area community colleges	30%	64%	5%	1%
Natural gas service	29%	68%	3%	-
Electrical service	28%	66%	6%	-
Solid waste disposal	26%	67%	5%	2%
Conference facilities	25%	60%	14%	1%
Wastewater services	24%	70%	6%	
Air service by DIA	24%	66%	8%	2%
Affordable water and sewer rates	23%	65%	12%	-
Road, highways, freeways	22%	56%	22%	-
Storm water services	21%	70%	9%	-
Public schools (K-12)	19%	68%	13%	-
Telecommunications services	19%	60%	20%	1%
High-speed Internet	19%	52%	27%	2%
Retail and restaurant amenities	17%	68%	14%	1%
Building permitting/inspections	15%	66%	17%	2%
Area 4-year colleges & universities	13%	61%	20%	6%
City business services	12%	72%	15%	1%
Economic development services	11%	71%	16%	2%
Land use/planning	11%	63%	24%	2%

WHAT PEOPLE LIKE MOST ABOUT WESTMINSTER

*Question: What three things do you like most about your business being located in Westminster?
(Asked open-ended)*

The top nine responses were quality of life (21%), easy access to major roads (20%), easy access to the rest of metropolitan Denver (15%), convenient location (14%), reasonable cost of living (12%), quality open space, parks and recreation areas (11%), that Westminster is a growing community (11%), quality police & fire protection (11%) and a well run City government (11%).

WHAT PEOPLE LIKE MOST ABOUT WESTMINSTER	
	% of respondents
Good quality of life	21%
Easy access to major roads	20%
Easy access to the rest of metropolitan Denver	15%
Convenient location	14%
Reasonable cost of living	12%
Quality open space, parks and recreation areas	11%
It's a growing community	11%
Quality police & fire protection	11%
Well run City government	11%
Close to shopping & restaurants	9%
The demographics of Westminster	9%
Centrally located in metropolitan Denver	9%
There are good people in Westminster	9%
I can work from home	8%
Close to my home	8%
Less traffic than other cities in metro Denver	7%
Easy access to public transportation	7%
Good road maintenance	6%
Easy for others to get to	6%
It's where I grew up, what I know	5%
Easy access to and plentiful parks and open space	3%
Convenient (No further detail)	3%
The historic neighborhoods	2%
Other miscellaneous comments	2%
Business networking opportunities	2%
Close to health care	1%
Easy access to downtown Denver	1%
Quality schools	1%
Other city quality comments	1%
Good internet services	1%
Close to schools	-
Other location or convenience comments	-
Availability of hotels	-

Percentages total more than 100% because multiple responses were allowed.

IMPROVING SUPPORT OF THE BUSINESS COMMUNITY

Question: What, if anything, could the Westminster Economic Development Department do better to support the business community in Westminster? (Asked open-ended)

The top nine things that owners and senior management would like the Westminster Economic Development Department to do is to inform them of their activities (16%), respond faster to questions and issues (12%), promote small businesses in Westminster (10%), lower the cost of running a business in Westminster (9%), improve traffic flow (9%), reduce City regulations (8%), attract more retail stores and restaurants (8%), complete downtown (7%) and improve the roads / minimize road closures (6%).

IMPROVING SUPPORT OF THE BUSINESS COMMUNITY	
	% of respondents
Keep us informed on Economic Development activities	16%
Respond faster to questions and issues	12%
Promote the small businesses in Westminster	10%
Lower cost of running a business in Westminster	9%
Improve traffic flow	9%
Reduce City regulations	8%
Attract more retail stores & restaurants	8%
Complete Historic Downtown	7%
Improve roads / Minimize road closures	6%
Offer training for small businesses	5%
Provide networking opportunities	5%
Provide low cost loans	5%
Nothing. I'm happy!	5%
Offer marketing training	4%
Have landlords & tenants improve properties	4%
Improve road maintenance / snow removal	4%
Rebuild abandoned structures instead of building new	3%
Improve the homeless situation	3%
Develop more parking	3%
Organize community events and activities	3%
Improve the Internet service	3%
Offer smaller office space options	2%
Offer finance and accounting training	2%
Help connect people with job openings	2%
Provide training (No further detail given)	2%
Advocate for green businesses	2%
More info of economic development activities on website	2%
Combat crime better	2%
Competing businesses are too close	2%
Provide outreach support for small businesses	1%

Percentages total more than 100% because multiple responses were allowed.

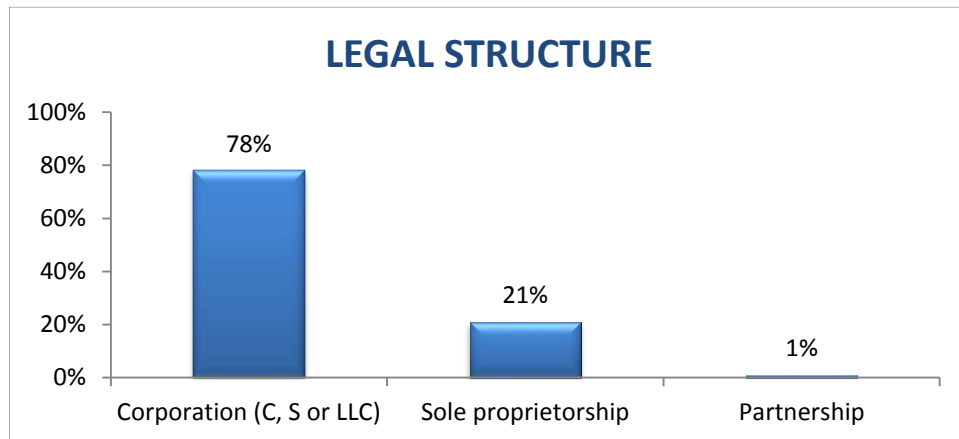
LEGAL STRUCTURE

Question: What is the legal structure of your business?

More than three-quarters (78%) of the businesses represented in the survey are corporations. One in five (21%) are sole proprietorships. A few (1%) are partnerships.

As would be expected, companies with revenues of \$500,000 or more were more likely to be corporations than those with revenues of under \$500,000 (95% vs. 66%). Companies with revenues of under \$500,000 were more likely to be sole proprietors than those with revenues of \$500,000 or more (34% vs. 3%).

Similarly, also as expected, companies that have six or more employees were more likely to be corporations than those that have one employee (93% vs. 56%). And, those who have just one employee were more likely to be sole proprietors than those who have six or more employees (44% vs. 6%).



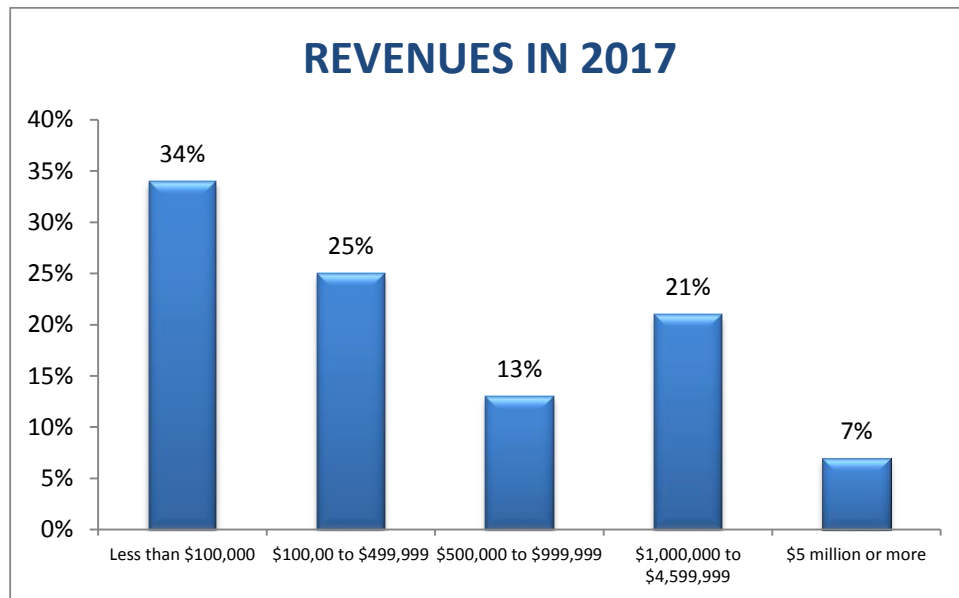
REVENUES IN 2017

Question: What was the total revenue for this location for 2017?

A third of the companies (34%) had revenues of less than \$100,000 in 2017. A quarter (25%) had revenues of \$100K to under \$500K, 13% had revenues of \$500K to under \$1 million, 21% had revenues of \$1 million to under \$5 million and 7% had revenues in 2017 of \$5 million or more.

Predictably, sole proprietorships and partnerships were more likely to report revenues of less than \$100,000 than corporations (73% vs. 24%). Corporations reported revenues of \$500,000+ more than sole proprietorships and partnerships did (49% vs. 9%).

Companies that expect to keep the same number of employees are far more likely than those that expect to add employees to have revenues of under \$100,000 (45% vs. 18%). Those that intend to add employees are more likely than those that expect to keep the same number of employees to have revenues of \$500,000 or more (57% vs. 27%).



EMPLOYMENT FORECAST FOR NEXT 3 TO 5 YEARS

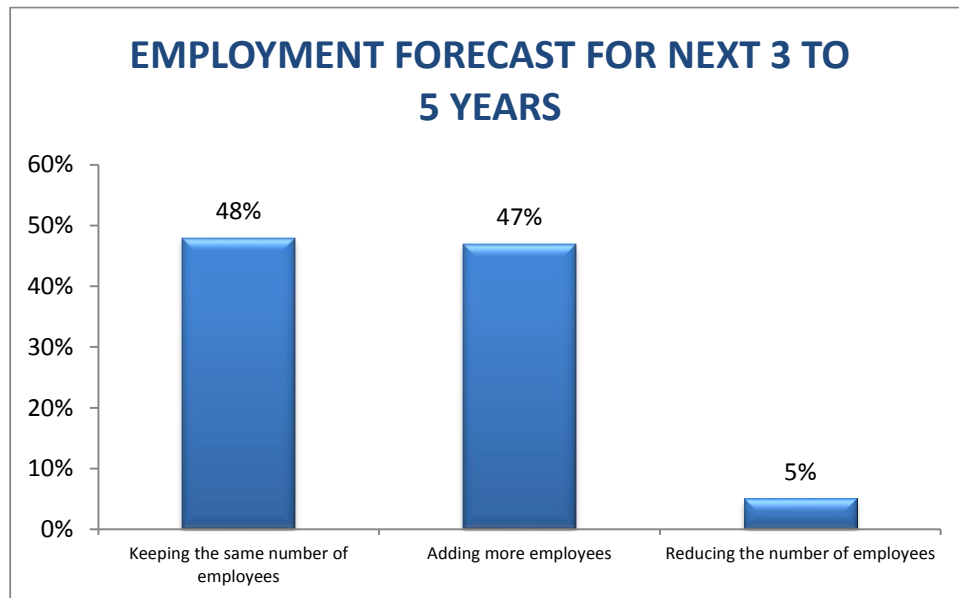
Question: Over the next 3 to 5 years, for this location, do you anticipate...

Companies were split between expecting to keep the same number of employees in the next three to five years (48%) and expecting to hire more employees (47%). Just 5% expect to reduce their labor force in the next 3 to 5 years.

Sole proprietorships and partnerships intend to keep the same number of employees more than corporations do (66% vs. 43%). In contrast, corporations expect to add employees compared to sole proprietorships (53% vs. 24%).

Similarly, companies that have revenues of under \$500,000 expect to keep the same number of employees compared to firms with revenues of \$500,000 or more (59% vs. 31%). Companies with revenues of more than \$500,000 expect to add employees compared to those with revenues of under \$500,000 (65% vs. 35%).

Companies that have just one employee expect to keep the same number of employees compared to firms that have six or more employees (68% vs. 32%). Companies with six or more employees expect to add employees compared to firms with one employee (66% vs. 22%).



NUMBER OF EMPLOYEES AT THIS LOCATION

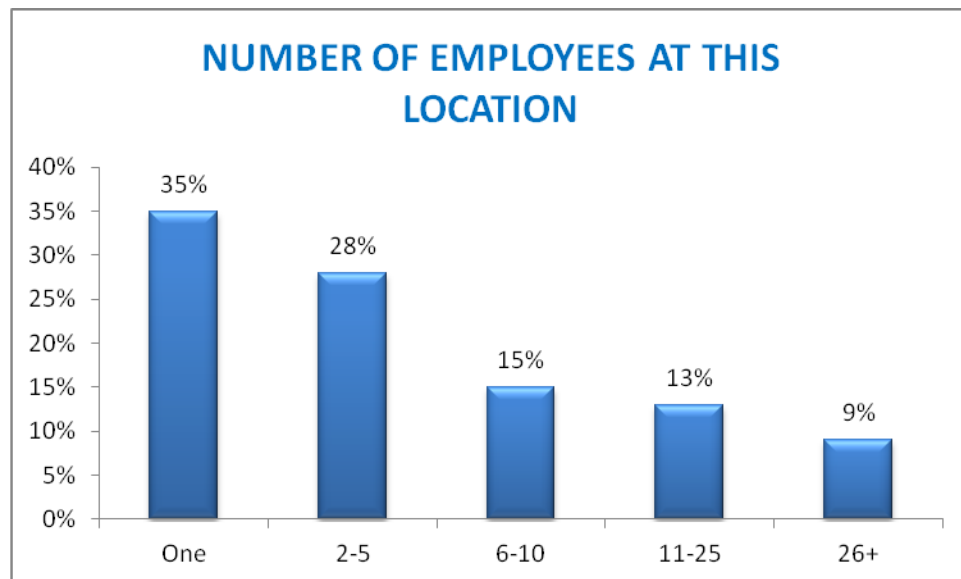
Question: How many employees does your company have at this location?

A third (35%) of the respondents have one employee at their companies, 28% have 2-5 employees, 15% have six to ten, 13% have 11 to 25 employees and 9% have 26 or more employees at the location that received the survey.

As would be expected, sole proprietorships and partnerships are much more likely than corporations to have just one employee (69% vs. 26%). Corporations are more likely than sole proprietorships and partnerships to have six or more employees (45% vs. 11%).

Also, predictably, companies that have revenues of under \$500,000 were more likely than firms with revenues of more than \$500,000 to have one employee (57% vs. 4%). Companies with revenues of \$500,000 or more were more likely than those with revenues of under \$500,000 to have six or more employees (72% vs. 13%).

Companies that intend to keep the same number of employees were more likely than those who expect to add employees to have just one employee at their firms (48% vs. 16%). Businesses that expect to add employees were more likely than those who expect to keep the same number of employees to have six or more employees at their firms (52% vs. 25%).



COMPANY ZIP CODE

What is the zip code for your company at this location?

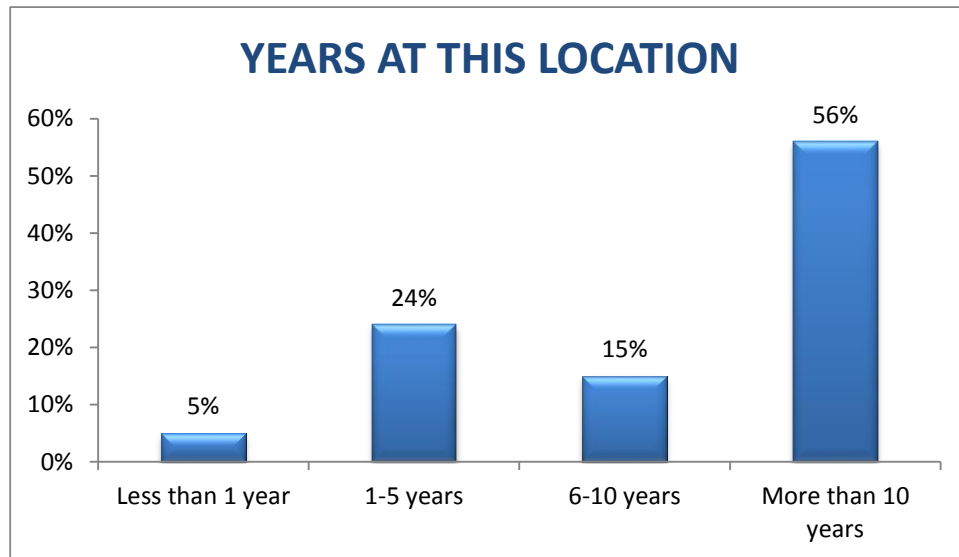
This survey was mailed to every business that has registered with the City of Westminster. The distribution of zip codes of respondents' businesses was as follows.

COMPANY ZIP CODE	
	% of respondents
80031	29%
80021	20%
80234	19%
80030	16%
80003	5%
80020	5%
80005	3%
80023	2%
80260	1%
80221	-

YEARS AT THIS LOCATION

Question: How many years has this location been located in Westminster?

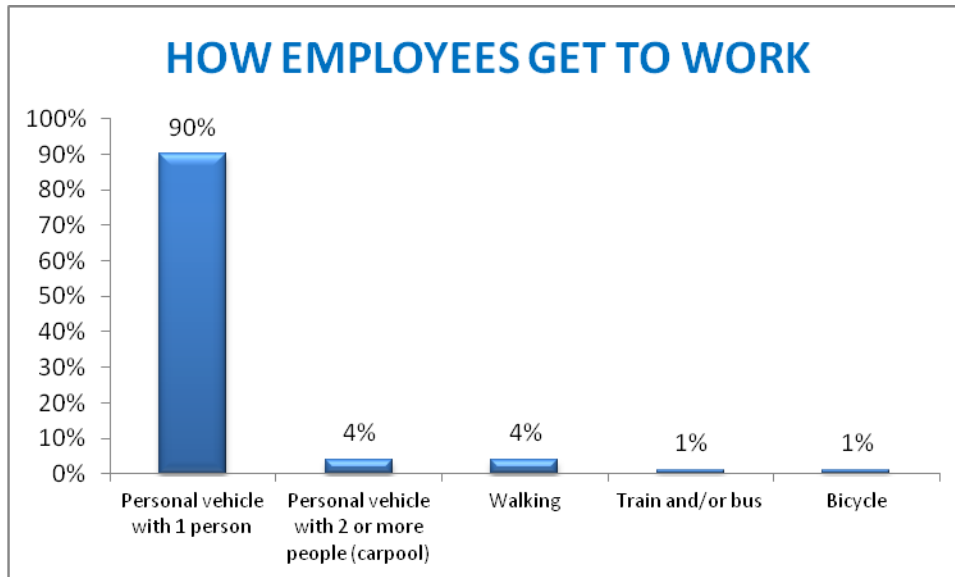
Just 5% of the businesses represented in this survey have been in business for less than one year. A quarter (24%) have been in business for 1 to 5 years, 15% have been in business for 6 to 10 years and 56% have been in business for more than 10 years.



HOW EMPLOYEES GET TO WORK

Question: Please give us your best estimate of the percentages of your employees at this location who get to work using the following modes of transportation. (Please be sure your numbers total 100%)

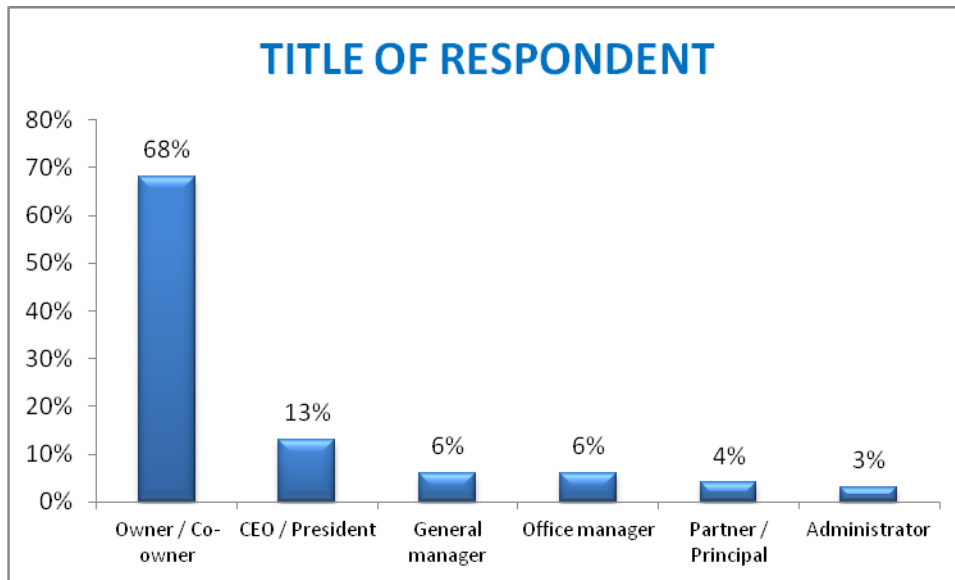
Owners and senior management at the companies represented in this survey reported that ninety percent of their employees get to work in a personal vehicle with one person. They stated that four percent carpool with two or more people, 4% walk, 1% use the bus and 1% bicycle to work.



TITLE OF RESPONDENT

Question: What is your title?

Owners and senior managers completed this survey as was requested at the beginning of the survey. Two thirds (68%) were owners or co-owners, 13% were CEO and/or President, 6% were general managers, 6% were office managers, 4% were partners or principals, and 3% were administrators.



INTEREST IN BEING IN WESTMINSTER'S DATABASE

Question: Your responses to this survey will remain confidential. However, we are building a database so we can keep in touch regarding Westminster's Economic Development efforts and especially, are considering building a searchable database on our website. If you would like to add your business contact information to this database please provide the information below.

Out of 299 responses to the survey, 176 people (59%) provided their company's contact information to be entered into Westminster's database so they can be kept informed about Westminster's economic development activities and to perhaps have their firms be found in a searchable database. 152 people (51%) also shared their email addresses.

COMMENTS

Question: If there anything else you would like to share about the City's business services please share your comments below or on a separate sheet of paper and enclose with your survey.

Out of 299 respondents, 54 four (18%) provided comments. This is a low percentage for business and other community surveys which indicates that the survey queried people on all of the issues that are on the minds of owners and senior management of businesses in Westminster. Comments were mostly about taxes and wanting the regulation process to be streamlined, construction on downtown to be finished, business incentives to be increased, public safety to be continued, business services to be improved and wanting Westminster to host community events.

Tax issues

Online taxes to be able to access/submit after the 15th.

I think it's criminal that items I've purchased and paid taxes on get taxed additionally EACH YEAR. You are the only city that does that.

I would simplify sales tax reporting, if Westminster taxed sales the same way as the state and allowed the state to collect it for them.

I'm also a resident and very concerned about tax dollars being spent on feel good programs. It is not the job of government to care for people.

Taxes on new equipment is restrictive to growth. Home rule tax status adds overhead costs to our operations.

Simplify the use tax requirements. Especially for a service business it takes way too much time and separate bookkeeping to accomplish this. suggest dropping requirement for paying differential in sales tax bit Westminster& adjoining cities. If sales tax was paid somewhere- call it good. If Westminster really must have this added revenue of a few pennies charge for the business license.

The home rule sales tax issue in Colorado is crippling my business.

Reduce property taxes.

Streamline regulation process

In the past we have found the city to be very difficult to work with when we set up. We have been in the city since 1976. When we moved locations, wanting to stay in Westminster, you made it very difficult. We, as a service business, were treated like uneducated, undesirable & not worthy of your time. So, we want nothing to do with the city!

Process to help new business on how to start a business. Whole process streamed line- currently cumbersome. Inspectors not act like they are police but be helpful if changes are needed & how to do it w/smile on face.

Please work on making approvals for new buildings, remodels & signage easier & quicker.

Why does it take so long to accomplish things?

Delays in the business license and signs (put up today 2/28/18) have seriously hurt our business.

We have been very frustrated with dealing with City of Westminster planning and building code depts. Very slow & inefficient. Lots of red tape. Balls dropped.

Finish construction

Before I rented this space in 2012, I went to the city & spoke to the building dept to see when the 1st phase of the mall would be up & running. I was told spring of 2014! I have struggled to build a business as visual exposure is a main attraction for me. This past summer we didn't have any new students & many of our enrolled students didn't take summer camps because of all the road construction. There has been road construction since I opened in 2012. It's so disheartening.

Relied on mall for shopping needs, have to travel for needs & I don't drive. Tired of promises.

We know that road construction is planning for a better tomorrow, and we look forward to seeing the changes in the City, especially around the old Westminster Mall area. We have another location down in Lakewood near Belmar and have seen the changes that have come over the last 15+ years from the old Villa Italia Mall and surrounding Lakewood Area, and see those changes as positive. It looks like Westminster is following similar suit. The demographic change seems to be extremely similar also.

Construction on the roadways close to our business (80/Sheridan) has been horrible for close to one year! When will it stop!

Increase business incentives

Incentives for shopping malls to fill empty locations.

Losing the Butterfly Pavilion is a HUGE loss. Please try to get it back.

Promote LOW RENT for retailers. Shopping centers are also a social outlet- brings communities together.

Continue public safety

I would like more drive bys by law enforcement in between the hours of midnight & 6am.

Help keep Westminster a safe and healthy place to live.

I like how the police patrol our center. (I'm glad for their presence)

Improve business services

Please add more bilingual staff

I would like to understand how to get more involved in city services as well as in the community.

The facility I'm renting for business is very old, but the landlord refuses to fix them. (i.e. parking lot, ceiling, walls) Any departments that we can contact to express our needs?

Host community events

I would like to see the new Westminster Downtown area hosting business events and outdoor activities.

Have been looking for printing & accounting services, but no luck w/Westminster businesses so far.

As a resident of Westminster and small local business owner, I'd like to see more encouragement/involvement/help from the city to inspire small business, make us feel welcome and get the word out to other residents that we live and work here. We're part of your community too. Let's help each other grow!

Improve City services

When clients see how poor the snowplowing is on our streets they are totally amazed at how poor it is compared to other neighboring communities.

More trash pick-up needed for local areas, lots of trash on the side of roadways.

Extend Northwest light rail

Extend the light rail!

Our city loses on economic development if Northwest Rail isn't built. There is no pressure on RTD by elected!

Revise codes / Zoning

Westminster needs to revise codes, etc. for redevelopment in the historic Harris Park area. We need restaurants, brew pubs, etc. that could be in historic homes if parking requirements and other requirements were changed. A new build code has more flexibility.

Please change your zoning for in home daycare back to 6 children. You are closing down business' in our area which parents are seeking in home care & cannot find.

Increase use of local businesses

Seems like the city is always hiring consultants or researchers from somewhere else.

Hire us!

Improve City government hours

City of Westminster should be open Mondays thru Fridays in order to better serve its community!

Improve City Council

Not happy with this city. Worst council in 35 yrs.

Growth with foresight

I know there's money in new construction & fracking, but please keep the bigger picture in mind.

Continue business scholarship program

I truly appreciate the financial support offered for continuing education through the Business Scholarship program. It has allowed me to keep current on business trends, marketing support, and the opportunity to network with others in my industry and to share best practices. Please keep the program going!

Improve City-owned property

Yes, Historic Downtown is kind of looking like dog crap. With multiple city owned empty lots full of weeds and abandoned buildings also owned by the city it's not really an attractive place to go and the Arts District is struggling to get past this image. I'm not saying fill the empty spaces with Starbucks and Cell Phone stores but maybe take care of your property a little bit, so we can maintain a good-looking business community there.

Miscellaneous Comments

How might I help?

Pretty much retired so very little work.

Retiring this year. Closing company down.

Thanks!

I have been here 50 years ~ 48. Love the people & my patients. I find the government good. Thanks.

I work from home & run my business entirely online.

My work involves Federal Regulations. My business location is immaterial but on a personal note, I think Westminster is a great city.

I retired from this lawn care business in Dec of 2016.

Last year we sold our office bldg. & put our employees to work @ their homes. We use phone numbers and computers info into the cloud.

I've only been here 7 months and recently I discovered more retail places around me, the post office, my bank. I was thrilled to find out how close they were to where I live even when I had to do emissions testing, tags & driver's license it was all close by. Loved that. Excited about my location.

This is a home business and I'm semi-retired. Customers by appointment, no regular hours.

Our company provides onsite technical training at client facilities around the country, so most of these questions aren't applicable to us at this time. But, we appreciate you reaching out to the business community.

Recently moved here. Home based business. Brought most of my contractors with me.

We are a professional company providing professional services. This survey seems targeted towards small companies that are struggling, to which they are likely to take advantage of your services more than medium to large.

We are looking forward to being a part of Westminster as these changes take place and we believe that it will make for a great place to have our family business. Thank you for your commitment in improving the city and bringing in quality community whether that be residential, or commercial.

APPENDIX A

City of Westminster Business Survey

The City of Westminster is conducting a survey of businesses in the City. The purpose is to determine – from the perspective of business owners and senior management – how the City can best serve businesses in Westminster and continue to foster a business-friendly climate in Westminster, including helping to increase revenues, improve profitability and attract qualified employees.

We are mailing a survey to every business in Westminster that has registered with the City of Westminster. We request that an **owner or senior manager** take a few minutes to complete this survey and return it in the self-addressed, postage-paid envelope by February 28, 2018. Or, you can respond electronically at <https://www.surveymonkey.com/r/WestminsterBusinessSurvey>.

The survey is being conducted by a Colorado-based market research firm, Left Brain Concepts, Inc. and your responses will remain anonymous. If you have questions about the survey, please contact Stephanie Troller, Senior Economic Development Officer in the Economic Development Department in the City of Westminster at stroller@CityofWestminster.us or (303) 658-2318.

Company profile

1. Please indicate the one industry that best describes your company.

- ☐ Utilities
- ☐ Construction
- ☐ Manufacturing
- ☐ Wholesale trade
- ☐ Retail trade
- ☐ Accommodations and/or food trade
- ☐ Transportation & warehousing
- ☐ Information technology
- ☐ Professional services (Finance, legal, insurance, etc.)
- ☐ Scientific or technical services
- ☐ Management of companies
- ☐ Waste management
- ☐ Educational services
- ☐ Health care
- ☐ Real estate rental or leasing
- ☐ Arts, entertainment & recreation
- ☐ Personal services
- ☐ Business support services
- ☐ Aerospace
- ☐ Other (Please specify) _____

2. Does your company have a continuity plan? That is, a plan that assures the business is able to continue to function in the event of disasters such as flood, fire or other natural disasters, cyber attacks, disruption of outsourced relationships, etc.

- ☐ Yes
- ☐ No
- ☐ Not sure

Company operations

3. Please rate how important each of the following are to your business.

	Not important									Very important
Availability of qualified employees	1	2	3	4	5	6	7	8	9	10
Availability and access to affordable housing	1	2	3	4	5	6	7	8	9	10
Availability of alternative transportation options	1	2	3	4	5	6	7	8	9	10
Access to capital	1	2	3	4	5	6	7	8	9	10
Quality of area schools	1	2	3	4	5	6	7	8	9	10
Parks, open space and trails	1	2	3	4	5	6	7	8	9	10
Arts and Cultural amenities in Westminster	1	2	3	4	5	6	7	8	9	10
Retail shopping	1	2	3	4	5	6	7	8	9	10
Restaurants	1	2	3	4	5	6	7	8	9	10

4. Then, please tell us how the same issues have impacted your company's ability to retain or recruit employees.

	No impact									High impact
Availability of workforce	1	2	3	4	5	6	7	8	9	10
Availability and access to affordable housing	1	2	3	4	5	6	7	8	9	10
Availability of alternative transportation options	1	2	3	4	5	6	7	8	9	10
Access to capital	1	2	3	4	5	6	7	8	9	10
Quality of area schools	1	2	3	4	5	6	7	8	9	10
Parks, open space and trails	1	2	3	4	5	6	7	8	9	10
Arts and Cultural amenities in Westminster	1	2	3	4	5	6	7	8	9	10
Retail shopping	1	2	3	4	5	6	7	8	9	10
Restaurants	1	2	3	4	5	6	7	8	9	10

Westminster's programs

5. For each of the following, please note if you are aware of the program provided by the City of Westminster. Then, please tell us if you have used the service.

	Aware of the service?			Used the service?	
	Yes	No		Yes	No
Small business capital improvement grants	1	2		1	2
Small business scholarship grant	1	2		1	2
Partners in Wellness	1	2		1	2
Cone Zone information on Westminster's webpage	1	2		1	2
Business development visit or meeting with Westminster Economic Development department	1	2		1	2
Electronic permit/project review	1	2		1	2

6. Westminster's Economic Development Department would like to facilitate training for local businesses— at low or no cost. Please check as many of the boxes below to indicate the services your business might be interested in learning more about.

- ☐ Accounting
- ☐ Financial assistance (Loans)
- ☐ Financial analyses
- ☐ Human resources
- ☐ International trade
- ☐ Management
- ☐ Marketing (Revenue growth)
- ☐ Marketing (Webpages, promotional materials, etc.)
- ☐ Operations
- ☐ Succession planning
- ☐ Nothing at this time
- ☐ Other (Please specify) _____

7. Below are services Westminster is presently providing or could provide to foster growth in the business community. Please rate each service in terms of its priority to you.

	High priority	Medium priority	Low priority
Attract businesses to Westminster	1	2	3
Offer financial incentives to high-growth companies	1	2	3
Simplify local government regulations and procedures	1	2	3
Serve as an advocate for local businesses	1	2	3
Offer financial incentives to start-up companies	1	2	3
Increase inventory of pad-ready commercial sites	1	2	3
Outreach/support efforts with existing businesses	1	2	3
Provide training to existing businesses	1	2	3
Provide incubator space for start-up businesses	1	2	3
Promote Westminster as a place to visit and shop	1	2	3

8. Westminster would like to keep businesses apprised of business-related news and especially, the services Westminster provides to help businesses grow. Please tell us how you would prefer Westminster reach you about the services Westminster provides. (Please check all that apply)

- ☐ Printed and mailed newsletter
- ☐ Email with information and a link to Westminster's Economic Development webpage
- ☐ Twitter
- ☐ Facebook
- ☐ Networking events
- ☐ Other (Please specify) _____

Homelessness

9. Please tell us your reaction to homelessness in Westminster with regard to your business on the following scale.

- ☐ Not a concern
- ☐ Somewhat of a concern
- ☐ A major problem

10. Please give us your best estimate the number of your employees at this location who are presently homeless or that you think are at risk of becoming homeless. _____

11. Westminster is exploring options for helping businesses improve their sustainability practices in energy efficiency, water conservation, and waste management. Please note your level of interest in each of the following.

	Not interested									Very interested
Information/education about best practices	1	2	3	4	5	6	7	8	9	10
Information on rebates and financing for energy efficiency and water conservation	1	2	3	4	5	6	7	8	9	10
Self-assessments related to your current practices	1	2	3	4	5	6	7	8	9	10
Public recognition for your efforts	1	2	3	4	5	6	7	8	9	10
Networking events	1	2	3	4	5	6	7	8	9	10
Certifications	1	2	3	4	5	6	7	8	9	10

Support services

12. Please tell us how well Westminster and other entities are delivering the following services to your location.

	Excellent	Adequate	Deficient	Non-existent	Not applicable	No opinion
Roads, highways, freeways	1	2	3	4	5	6
Water quality	1	2	3	4	5	6
Affordable water and sewer rates	1	2	3	4	5	6
Storm water services	1	2	3	4	5	6
Wastewater services	1	2	3	4	5	6
Solid waste disposal	1	2	3	4	5	6
Electrical service	1	2	3	4	5	6
Natural gas service	1	2	3	4	5	6
Telecommunications services	1	2	3	4	5	6
High-speed Internet	1	2	3	4	5	6
Law enforcement	1	2	3	4	5	6
Fire protection	1	2	3	4	5	6
Public schools (K-12)	1	2	3	4	5	6
Hotel facilities	1	2	3	4	5	6
Conference facilities	1	2	3	4	5	6
Area community colleges	1	2	3	4	5	6
Area 4-year colleges & universities	1	2	3	4	5	6
Air service by DIA	1	2	3	4	5	6
Economic development services	1	2	3	4	5	6
City business services	1	2	3	4	5	6
Building permitting/inspections	1	2	3	4	5	6
Retail and restaurant amenities	1	2	3	4	5	6
Land use/planning	1	2	3	4	5	6
Parks, Trails and Open Space	1	2	3	4	5	6

Like most about Westminster

13. What three things do you like most about your business being located in Westminster?

1. _____
2. _____
3. _____

What Westminster Economic Development Department can do better

14. What, if anything, could the Westminster Economic Development Department do better to support the business community in Westminster?

1. _____
2. _____
3. _____

Company demographics

15. What is the legal structure of your business?

- ☐ Corporation (C, S or LLC)
- ☐ Partnership
- ☐ Sole proprietorship

16. What was the total revenue for this location for 2017?

- ☐ Less than \$100,000
- ☐ \$100,001 to \$499,999
- ☐ \$500,000 to \$999,999
- ☐ \$1,000,000 to \$4,999,999
- ☐ \$5 million or more

17. Over the next 3 to 5 years, for this location, do you anticipate....

- ☐ Keeping the same number of employees
- ☐ Adding more employees
- ☐ Reducing the number of employees

18. How many employees does your company have at this location?

19. What is the zip code for your company at this location?

20. How many years has this location been located in Westminster?

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

21. Please give us your best estimate of the percentages of your employees at this location who get to work using the following modes of transportation. (Please be sure your numbers total 100%)

_____ Personal vehicle with 1 person
_____ Personal vehicle with 2 or more people (carpool)
_____ Train and/or bus
_____ Bicycle
_____ Walking

22. What is your title?

- ☐ Owner / Co-owner
- ☐ CEO / President
- ☐ Partner / Principal
- ☐ General manager
- ☐ Office manager
- ☐ Administrator
- ☐ Other (Please specify) _____

Your responses to this survey will remain confidential. However, we are building a database so we can keep in touch regarding Westminster's Economic Development efforts and especially, are considering building a searchable database on our website. If you would like to add your business contact information to this database please provide the information below.

Company: _____

Street address: _____

City: _____

State: _____

Zip code: _____

Telephone: _____

Name of best contact person: _____

Email of best contact person: _____

If there anything else you would like to share about the City's business services please share your comments below or on a separate sheet of paper and enclose with your survey.
