

WESTMINSTER, COLORADO

BUSINESS SURVEY

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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. This survey was also conducted in March of 2020 and March of 2018. To make comparisons, many of the questions that were posed in 2020 and 2018 were again asked in the 2022 survey.

The survey determined:

- ✓ The industries in which companies operate
- ✓ Reaction to Westminster services such street maintenance, police & fire protection, etc.
- ✓ Reaction to services from other entities such as highways, energy services, retail, etc.
- ✓ Awareness and usage of Westminster business support programs such as grants
- ✓ Preferred ways Westminster can engage and recognize the business community
- ✓ 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 news and services
- ✓ If businesses have difficulty in finding qualified employees
- ✓ If businesses have difficulty retaining or recruiting employees
- ✓ If availability of housing has impacted businesses' workforces
- ✓ Reaction to the homeless situation in Westminster
- ✓ Knowledge of Americans with Disabilities Act parking requirements
- ✓ If businesses provide ADA compliant accessible parking
- ✓ Open-ended question of any level of government legislation that impacts businesses
- ✓ If the businesses have continuity plans
- ✓ If supply chains would be impacted by a disaster (surveyed during COVID-19 outbreak)
- ✓ What people like most about their business being in Westminster
- ✓ How Westminster can better support the business community
- ✓ Legal structure of the business (corporation, partnership, sole proprietor)
- ✓ Annual revenues for 2019
- ✓ If people expect to add, reduce, or keep the same number of employees in next 3-5 years
- ✓ The number of people companies employ
- ✓ The zip code of the businesses
- ✓ The number of years the business has been in Westminster
- ✓ Title of respondent

The survey was conducted in March 2022 by Left Brain Concepts, Inc., (LBC) a Denver-area market research and consulting firm. The survey was written mostly in 2018 and edited slightly in 2020 and 2022 by Shelby Wood, Business Resource Management Analyst in the Economic Development Department, Stephanie Troller at the City and by Jeff Haugen, President of Left Brain.

A survey was sent to every business that was 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, there were 2,929 businesses registered with the City. By comparison, there were 2,877 businesses registered in 2020 and 2,864 in 2018. A total of 269 surveys were completed (276 in 2020 and 307 in 2018), either hard-copy or electronically via the URL that was printed on the survey. This is a response of 9% (10% in 2020 and 11% in 2018) which is common for business surveys. Included in this analysis are 262 surveys that were received by the deadline for completion. The maximum margin of error for a sample of 262 is \pm 6.0% (6.2% in 2020 and 5.7% in 2018) at the 95% level of confidence.

Data analyses

In this report, results are shown for the sample of 262 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. Comparisons are also made to results of the 2020 and 2018 surveys.

KEY FINDINGS

Industry: A wide range of industries are represented by respondents to the survey. The top four industries are professional services (17%), retail trade (14%), health care (13%) and personal services (12%). These top four industries are statistically identical to the 2020 and 2018 surveys meaning the samples are directly comparable.

Westminster's delivery of support services: From a list of 13 services, respondents were asked to rate Westminster's performance on a scale of excellent, adequate, deficient, non-existent (and not applicable and no opinion). Among those who could offer an opinion, combined responses of excellent and adequate were follows.

- ✓ Fire protection – 99%
- ✓ Water quality – 94%
- ✓ Parks, trails, and open space – 92%
- ✓ Wastewater services – 92%
- ✓ Stormwater services – 92%
- ✓ Law enforcement – 91%
- ✓ Business services – 84%
- ✓ Pedestrian & bicycle infrastructure – 83%
- ✓ Building permitting / inspections – 82%
- ✓ On-street parking options – 81%
- ✓ Value of water and sewer rates – 72%
- ✓ Street maintenance – 71%
- ✓ Land-use / planning – 68%

Other entities' delivery of support services: Similarly, respondents were asked to rate on the same scale the delivery of 15 services provided by other entities. For people who could offer a rating, combined responses of excellent and adequate were as follows.

- ✓ Natural gas service – 96%
- ✓ Hotel facilities – 96%
- ✓ Area community colleges – 96%
- ✓ Electrical services – 96%
- ✓ Solid waste disposal – 95%
- ✓ Conference facilities – 93%
- ✓ Air service by DIA – 93%
- ✓ Retail and restaurant amenities – 84%
- ✓ Telecommunications services – 83%
- ✓ Public schools (K-12) – 81%
- ✓ Availability of transportation options (biking, walking, carpool, transit, etc.) – 82%
- ✓ Highways, freeway maintenance – 81%
- ✓ High-speed internet – 76%
- ✓ Area 4-yr. colleges & universities – 74%
- ✓ Affordable housing options – 49%

Awareness and use of Westminster programs: Business owners and managers were shown ten programs that the Westminster provides and asked to note if they were aware of the programs. Those who indicated they were aware of the programs were asked if they had used the programs.

AWARENESS AND USE OF WESTMINSTER PROGRAMS		
	% of respondents	
	Aware of Service	Used the Service
Small business capital improvement grants	54%	24%
Business legacy awards / recognition	39%	19%
Small business scholarship grants	39%	15%
*Job training incentive grants	33%	8%
Business development visit or meeting with Westminster Economic Development department	32%	30%
Cone Zone information on the City's webpage	30%	30%
*City and business growth trainings	28%	12%
*SAGE sustainable business program grants and advising	26%	9%
Electronic permit / project review (eTRAKIT)	17%	41%
Corporate wellness for businesses	16%	2%

Shop local campaign: Four in ten (41%) are interested in Westminster’s potential Shop Local Campaign, a third (32%) are not interested and a quarter (27%) are unsure.

Recognition through Business Legacy Awards: Owners and senior managers would like their businesses to be recognized largely for their community spirit (67%), innovation (60%), sustainability efforts (57%) and investment for major improvements or expansions (39%).

Priority of Westminster services to foster growth: Respondents were asked to note the priority of eight “Services Westminster is presently providing or could provide to foster growth in the business community” on a scale of high, medium, and low. Responses of high priority were as follows.

- ✓ Promote Westminster as a place to live, work, play and visit – 55%
- ✓ Serve as an advocate for local businesses – 49%
- ✓ Offer financial incentives to new and expanding companies – 41%
- ✓ Provide business retention services – 48%
- ✓ Attract businesses to Westminster – 43%
- ✓ Provide assistance with local government regulations & procedures – 43%
- ✓ Provide training to existing businesses – 37%
- ✓ Provide business sustainability practices – 38%

Interest in training programs: Of 13 disciplines Westminster “Would like to facilitate training for local businesses - at low or no cost” a quarter (26%) do not want training at this time. Others are interested in help with promotion (39%), increasing revenues (33%), training about sales and use taxes (32%), accounting (29%), human resources (25%), loans (22%), management (17%), sustainability / energy and water conservation (16%), succession planning & emergency management (13%), operations (12%) and continuity planning (11%). Few (6%) are interested in training in international trade.

Communicating Westminster’s services: Owners and senior management would like to learn about Westminster’s business-related news and services from a printed and mailed newsletter (53%). They are also interested in visiting Westminster’s Economic Development webpage (44%), receiving information via email (20%), attending networking events (18%), opting-in to receive non-emergency texts (18%) and through Facebook (15%), in-person visits (9%) and Twitter (7%).

Staying connected with the City and City Council: Business owners and managers would like to attend town hall meetings (47%), round table meetings (36%), receive outreach from the Westminster Chamber of Commerce (34%), via virtual retention meetings (25%) and with in-person retention visits (22%).

Issues that impact company operations: When posed with 13 issues that might impact the ability to retain or recruit employees and asked to note on a scale of 1 (no impact) and 10 (high impact), combined responses of 8, 9 and 10 were as follows.

- ✓ Challenge in finding qualified employees – 49%
- ✓ Availability of skilled workforce – 44%
- ✓ Availability and access to affordable housing – 29%
- ✓ Access to capital – 12%
- ✓ Availability of reliable and accessible transportation options – 12%
- ✓ Availability of affordable transportation options – 11%
- ✓ Restaurants – 10%
- ✓ Quality of vocational schools – 9%
- ✓ Retail shopping – 8%
- ✓ Quality of public schools – 8%
- ✓ Quality of community colleges – 8%
- ✓ Parks, open space, and trails – 7%
- ✓ Quality of universities – 6%
- ✓ Arts and cultural amenities – 5%

Interest in information about workforce issues: Owners and senior managers would like information via consolidated links to workforce resources (78%) and in-person trainings about existing resources (28%).

Housing issues that impact workforce: The top three housing issues that owners and managers reported impact their workforces are a lack of affordable rental properties (61%), inadequate housing supply in general (43%), a difficulty in recruiting employees because of housing costs (43%), long commutes to access affordable housing options (40%), and employees who live with family or friends to save on housing costs (35%).

Interest in partnering to develop affordable housing: Although many business owners and managers are concerned about affordable housing in Westminster, only 6% are open to partnering to develop affordable housing to serve their workforces.

Homelessness in Westminster: More than a quarter (29%) of the respondents reported that homelessness is not a concern, 46% indicated it is somewhat of a concern and 25% said it a major problem. Nine in ten (95%) noted that none of their employees are homeless but 18% indicated that one or more of their employees is at risk of becoming homeless.

Employees' modes of transportation: Nine in ten (87%) employees of Westminster businesses drive alone to get to work. Others telework (15%), use public transportation (14%), walk, or use a mobility device such as a wheelchair (13%), bicycle (11%) or use services such as Uber or Lyft (9%). Multiple responses were allowed to this question.

Legislation that impacts Westminster businesses: When asked “Are there any other issues or legislation at the regional, state, or federal level that we need to be aware of that are impacting your business?” the top two responses were that ordinances are out of date or that Westminster needs to update their rules and regulations (29%) and that Westminster needs a stronger police presence (14%).

Business have a continuity plan? Four in ten (42%) of the businesses represented in the survey have continuity plans, half (47%) do not and 11% are not sure.

Would supply chain be impacted by a disaster? Two-thirds (60%) of the owners and managers reported that a disaster would impact their supply chains, a quarter (28%) noted that their supply chains would not be impacted and 12% were not sure.

Like most about business being located in Westminster: The most mentioned reasons were that Westminster is well run (24%); that there is a good quality of life in Westminster (21%); that Westminster has a convenient location (15%); that there is easy access to major roads (14%); that Westminster is centrally located in metropolitan Denver (13%); the quality of open space, parks and recreation (12%); the demographics of Westminster (11%); that there are good people in Westminster (11%); that there is easy access to the rest of metropolitan Denver (11%); and that Westminster has a reasonable cost of living (10%).

Improving support of the business community: Business owners and managers would like Westminster to promote Westminster businesses and provide training (50%); lower taxes and reduce ordinances (35%); tend to road issues (15%); have a greater police presence (14%); and tend to the homeless population (12%).

Legal structure: Four in five (81%) of the businesses represented in the survey are corporations, 17% are sole proprietorships and a few (2%) are partnerships.

Revenues in 2021: A third of the companies (35%) had revenues of less than \$100,000 in 2021. A quarter (29%) had revenues of \$100K to under \$500K, 8% 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.

Employment forecast for next 3 to 5 years: Businesses owners and managers are split between expecting to keep the same number of employees (47%) and adding employees (47%). Six percent anticipate reducing their workforces.

Number of employees at this location: A quarter (28%) of the Westminster businesses have one employee, a third (34%) have two to five, 8% have six to ten, 13% have 11-25, and 7% have 26 or more employees at the location that received the survey.

Years at this location: Six percent of the companies represented in the survey have been in business for less than one year. One in five (23%) have been in business for 1-5 years, 17% have been active for 6-10 years and 54% have been in business for more than 10 years.

Title of respondent: Owners and senior managers completed this survey as was requested at the beginning of the survey. The titles of respondents were owners or co-owners (66%), CEO and/or presidents (11%), general managers (8%), office managers (8%), administrators (3%) and partners or principals (2%).

Interest in being in Westminster's database: Out of the 262 respondents to the survey, 60 (23%) provided their contact information so they can be kept informed about Westminster's economic development activities and to perhaps have their firms be found in a searchable database. All but eight also shared their email addresses.

COMPARISONS TO 2020 & 2018 SURVEYS

Methodology and response rate: The methodology of the 2022 survey was the same as in 2020 and 2018. Postcards announcing the survey and surveys were mailed to every business that was registered with the City of Westminster. The response rate was about 10% all three years.

Industry: The distribution of industries represented is statistically identical all three years meaning the samples are directly comparable.

Westminster's delivery of support services: Ratings of excellent or adequate of Westminster's delivery of services remained high at 68% to 99%. Satisfaction is statistically identical to 2020 except for two services which ticked down a bit.

- ✓ Street maintenance (71% in 2022 vs. 79% in 2020)
- ✓ Land-use planning (68% in 2022 vs. 75% in 2020).

Other entities' delivery of support services: Rating of excellent or adequate for other entities' support services in 2022 are the same as in 2020 except for three services for which satisfaction decreased.

- ✓ Area 4-year colleges & universities (74% in 2022 vs. 94% in 2020)
- ✓ K-12 public schools (81% in 2022 vs. 92% in 2020)
- ✓ Affordable housing options (49% in 2022 vs. 61% in 2020).

Awareness and use of Westminster programs: Awareness of the seven programs that were asked about in 2022 and 2020 remained the same except for improvement in:

- ✓ Small business capital improvement (54% in 2022 vs. 32% in 2020)
- ✓ Small business scholarship grants (39% in 2022 vs. 25% in 2020)
- ✓ Cone Zone information on the City's webpage (30% in 2022 vs. 21% in 2020)

Usage remained the same except for a decline for:

- ✓ Business legacy awards / recognition (19% in 2022 vs. 27% in 2020),
- ✓ Small business scholarship grants (15% in 2022 vs. 29% in 2020).

Recognition through Business Legacy Awards: Owners and managers are much more interested in recognition for innovation (60% in 2022 vs. 41% in 2020) and investment for major improvements or expansion (39% in 2022 vs. 23% in 2020).

Priority of Westminster services to foster growth: Ratings of high priority for Westminster services remained the same as in 2020 except that there is more interest in Westminster providing training to existing businesses (37% in 2022 vs. 29% in 2020).

Interest in training programs: Business owners and managers are a little more interested in receiving training than in 2020 with 74% noting they would like some form of training. The percentages of interest in specific training such as marketing, accounting, etc. remained statistically the same as in 2020.

Communicating Westminster's services: Of the ways Westminster could "keep businesses apprised of business-related news and the services Westminster provides to help businesses grow" results were the same as in 2020 except there is less interest in a printed and mailed newsletter (53% in 2022 vs. 62% in 2020) and a little more interest in visiting Westminster's Economic Development webpage (44% in 2022 vs. 38% in 2020).

Issues that impact company operations: Ratings of the impact of 13 issues that might influence businesses' ability to retain or recruit employees on a scale of 1 (no impact) to 10 (high impact) were statistically the same as 2020 except for combined ratings of 8, 9 and 10 for:

- ✓ Challenge in finding qualified employees – 49% in 2022 vs. 39% in 2020
- ✓ Availability of skilled workforce – 44% in 2022 vs. 32% in 2020
- ✓ Availability and access to affordable housing – 29% in 2022 vs. 19% in 2020

Homelessness in Westminster: Concerns about homelessness have continued to increase. Responses of not a concern have declined and responses of a major problem have increased.

- ✓ Not a concern (29% in 2022, 38% in 2020, 46% in 2018)
- ✓ Somewhat of a concern (46% in 2022, 46% in 2020, 43% in 2018)
- ✓ A major problem (25% in 2022, 16% in 2020, 11% in 2018)

Risk of one or more employee becoming homeless

- ✓ 18% in 2022, 20% in 2020, 8% in 2018

Employment forecast for next 3 to 5 years: Owners and managers anticipate adding to their staffs in the next three to five years.

- ✓ Keeping the same number of employees (47% in 2022, 55% in 2020, 48% in 2018)
- ✓ Adding more employees (47% in 2020, 38% in 2020, 47% in 2018)
- ✓ Reducing the number of employees (6% in 2022, 7% in 2020, 5% in 2018)

Other questions: Responses to the 2022 survey were statistically the same as results of the 2020 and 2018 survey for:

- ✓ Business have a continuity plan?
- ✓ Like most about business being located in Westminster
- ✓ Legal structure
- ✓ Annual revenues
- ✓ Number of employees at this location
- ✓ Zip code of businesses
- ✓ Years at this location
- ✓ Title of respondent
- ✓ Differences by demographics

CONCLUSIONS & RECOMMENDATIONS

Business climate compared to 2020 and 2018

- **Being located in Westminster:** Business owners and managers remain very satisfied with the quality of life in Westminster, its location and with running a business in Westminster.
- **Economic Development and other departments:** Owners and managers of Westminster businesses remain very pleased with the services the Economic Development department and other departments in Westminster provide except for satisfaction with street maintenance and land-use planning which have decreased a little. Satisfaction with the delivery of services from other entities has remained high except for a decrease in K-12 public schools, area 4-year colleges and universities, and especially, affordable housing options.
- **Involvement by Westminster to foster growth:** Business owners and senior managers continue to be very interested in having Westminster be an advocate for the business community. They would like the City to promote Westminster as a place to visit and shop and to attract businesses.
- **Industry base:** Westminster continues to have a broad industry base. There remains a healthy mix of one-person and larger firms and a range of annual revenues.
- **Homelessness:** Concern about homelessness has increased compared to 2020 and 2018.

Improving support of business community

- **Communicate Westminster's services:** Owners and managers are receptive to being contacted by the Economic Development department and still prefer a printed and mailed or emailed newsletter. Awareness of Westminster's programs has increased since 2020.
- **Training programs:** Businesses continue to want to receive training from the Economic Development department. Interest remains highest for increasing revenues, but people are also interested in training in all other areas of running a business.
- **Develop a searchable database:** If possible, Westminster should develop a searchable database of businesses in the City. This would be very well received and would respond directly to feedback about how Westminster can support the business community.
- **Promoting Westminster:** Westminster should share what people reported they like about being in Westminster – the quality of life, access to other areas of metropolitan Denver, its central location and people's satisfaction with support services.
- **Continuity plans:** Because 47% of the companies do not have continuity plans, Westminster needs to inform people about the benefit putting a continuity plan in place.
- **Streamline government regulations:** Satisfaction among business owners and senior managers would increase some if Westminster simplified regulations and procedures as much as possible.

DETAILED FINDINGS

INDUSTRY

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

The table below illustrates the distribution of responses by industry. This classification is widely used by local, state, and federal government agencies. A wide range of industries are represented by respondents to the survey. The top four industries are professional services (17%), retail trade (14%), health care (13%) and personal services (12%). These top four industries were the same as in the 2020 survey meaning the samples are directly comparable.

INDUSTRY	
	% of respondents
Professional services (finance, legal, insurance, etc.)	17%
Retail trade	14%
Health care	13%
Personal services	12%
Accommodations and/or food trade	8%
Arts, entertainment & recreation	5%
Real estate rental or leasing	5%
Wholesale trade	4%
Educational services	3%
Manufacturing	3%
Construction	3%
Transportation & warehousing	2%
Church / Non-profits/ Association	2%
Information technology	2%
Scientific or technical services	2%
Automotive repair	2%
Management of Companies	1%
Restaurant	1%
Dog grooming / Dog day care	1%

WESTMINSTER'S DELIVERY OF SUPPORT SERVICES – TOTAL SAMPLE

*Question: Please tell us how well **the City** is delivering the following services to your location.*

The table below includes responses of no opinion so that Westminster can see the percentages of business owners and managers who have not had direct experience with Westminster's services. The table on the following page shows responses only for those who voiced an opinion. For the results below, the highest ratings were for Westminster's fire protection, law enforcement, and the parks, trails and open space, and water quality. These top four ratings were the same as in the 2020 survey.

WESTMINSTER'S DELIVERY OF SUPPORT SERVICES – TOTAL SAMPLE						
	Excellent	Adequate	Deficient	Non-Existent	Not applicable	No Opinion
Fire protection	57%	21%	1%	-	7%	14%
Law enforcement	43%	33%	7%	-	5%	12%
Parks, trails, and open space	38%	25%	5%	1%	18%	13%
Water quality	37%	45%	5%	-	6%	7%
Wastewater services	32%	47%	7%	-	6%	8%
Business services	28%	31%	8%	3%	11%	19%
Pedestrian & bicycle infrastructure	24%	32%	9%	2%	16%	17%
Stormwater services	23%	39%	5%	-	11%	22%
Building permitting / inspections	22%	26%	10%	1%	18%	23%
Street Maintenance	20%	40%	23%	2%	7%	8%
On-street parking options	17%	29%	10%	1%	23%	20%
Value of water and sewer rates	17%	38%	20%	1%	9%	15%
Land use / planning	15%	19%	14%	2%	24%	26%

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

*Question: Please tell us how well **the City** is delivering the following services to your location.*

Among respondents who could offer a rating, combined responses of excellent and adequate are shown below. Satisfaction with Westminster's delivery of support services in 2022 are statistically identical to 2020 except for two services which ticked down a bit; street maintenance (71% in 2022 vs. 79% in 2020) and land-use planning (68% in 2022 vs. 75% in 2020).

- ✓ Fire protection – 99%
- ✓ Water quality – 94%
- ✓ Parks, trails, and open space – 92%
- ✓ Wastewater services – 92%
- ✓ Stormwater services – 92%
- ✓ Law enforcement – 91%
- ✓ Business services – 84%
- ✓ Pedestrian & bicycle infrastructure – 83%
- ✓ Building permitting / inspections – 82%
- ✓ On-street parking options – 81%
- ✓ Value of water and sewer rates – 72%
- ✓ Street maintenance – 71%
- ✓ Land-use / planning – 68%

WESTMINSTER'S DELIVERY OF SUPPORT SERVICES – AMONG THOSE WHO PROVIDED A RATING				
	Excellent	Adequate	Deficient	Non-Existent
Fire protection	72%	27%	1%	-
Parks, trails, and open space	56%	36%	7%	1%
Law enforcement	52%	39%	9%	-
Water quality	43%	51%	6%	-
Business services	40%	44%	11%	5%
Building permitting / inspections	38%	44%	17%	1%
Wastewater services	37%	55%	8%	-
Pedestrian & bicycle infrastructure	35%	48%	14%	3%
Stormwater services	34%	58%	8%	-
Land-use / planning	31%	37%	29%	3%
On-street parking options	30%	51%	17%	2%
Street maintenance	24%	47%	27%	2%
Value of water and sewer rates	22%	50%	27%	1%

OTHER ENTITIES' DELIVERY OF SUPPORT SERVICES – TOTAL SAMPLE

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

The table below shows percentages of business owners and managers who have not had direct experience with the delivery of services by other entities. The table on the following page reports responses among people who voiced an opinion. For the total sample below, the five highest ratings were about natural gas services, electrical services, solid waste disposal, retail and restaurant amenities and hotel facilities. These top five ratings are the same as in the 2020 survey.

OTHER ENTITIES' DELIVERY OF SUPPORT SERVICES – TOTAL SAMPLE						
	Excellent	Adequate	Deficient	Non-Existent	Not applicable	No Opinion
Natural gas services	28%	49%	3%	-	8%	12%
Electrical services	27%	49%	3%	-	7%	14%
Solid waste disposal	27%	47%	4%	-	9%	13%
Retail and restaurant amenities	25%	42%	11%	2%	10%	10%
Hotel facilities	24%	32%	2%	1%	20%	21%
High-speed internet	21%	47%	22%	-	5%	5%
Telecommunications services	20%	51%	15%	-	5%	9%
Conference facilities	19%	30%	3%	-	22%	26%
Availability of transportation options (biking, walking, carpool, transit, etc.)	19%	44%	13%	1%	11%	12%
Highways, freeway maintenance	18%	46%	15%	1%	11%	9%
Air service by DIA	17%	31%	3%	-	21%	28%
Area community colleges	15%	24%	2%	-	27%	32%
Public schools (K-12)	10%	19%	7%	-	29%	35%
Area 4-yr. colleges & universities	9%	16%	5%	3%	30%	37%
Affordable housing options	5%	24%	25%	4%	21%	21%

OTHER ENTITIES' DELIVERY OF SUPPORT SERVICES – AMONG THOSE WHO PROVIDED A RATING

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

Among people who could offer a rating, combined responses of excellent and adequate ranged from 81% to 99% for 12 of the 15 services. Providing affordable housing options was the lowest rated service at 49%. Satisfaction with other entities' support services in 2022 are statistically identical to 2020 except for three services for which satisfaction decreased; area 4-year colleges & universities (74% in 2022 vs. 94% in 2020), K-12 public schools (81% in 2022 vs. 92% in 2020) and especially, affordable housing options (49% in 2022 vs. 61% in 2020).

- ✓ Natural gas service – 96%
- ✓ Hotel facilities – 96%
- ✓ Area community colleges – 96%
- ✓ Electrical services – 96%
- ✓ Solid waste disposal – 95%
- ✓ Conference facilities – 93%
- ✓ Air service by DIA – 93%
- ✓ Retail and restaurant amenities – 84%
- ✓ Telecommunications services – 83%
- ✓ Public schools (K-12) – 81%
- ✓ Availability of transportation options (biking, walking, carpool, transit, etc.) – 82%
- ✓ Highways, freeway maintenance – 81%
- ✓ High-speed internet – 76%
- ✓ Area 4-yr. colleges & universities – 74%
- ✓ Affordable housing options – 49%

OTHER ENTITIES' DELIVERY OF SUPPORT SERVICES – AMONG THOSE WHO PROVIDED A RATING				
	Excellent	Adequate	Deficient	Non-Existent
Hotel facilities	41%	55%	3%	1%
Area community colleges	37%	59%	4%	-
Conference facilities	36%	57%	6%	1%
Natural gas services	35%	61%	4%	-
Electrical services	34%	62%	4%	-
Solid waste disposal	34%	61%	5%	-
Air service by DIA	33%	60%	6%	1%
Retail and restaurant amenities	31%	53%	14%	2%
Public schools (K-12)	28%	53%	19%	-
Area 4-yr. colleges & universities	26%	48%	16%	10%
Availability of transportation options (biking, walking, carpool, transit, etc.)	25%	57%	16%	2%
Telecommunications services	24%	59%	17%	-
High-speed internet	24%	52%	24%	-
Highways, freeway maintenance	23%	58%	18%	1%
Affordable housing options	8%	41%	44%	7%

AWARENESS AND USE OF WESTMINSTER PROGRAMS

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

Awareness

For eight of the ten Westminster programs, a quarter to more than a third of the respondents were aware of the programs. Awareness was lowest for Westminster's electronic permit and project review through eTRAKIT (17%) and corporate wellness for businesses (16%).

Three programs were asked about in 2022 that were not queried in 2020 - job training incentive grants, City and business growth trainings, and SAGE sustainable business program grants and advising. These are noted with an asterisk in the table below.

For the seven programs that were asked about in 2022 and 2020, awareness remained the same except for improvement in: small business capital improvement (54% in 2022 vs. 32% in 2020), small business scholarship grants (39% in 2022 vs. 25% in 2020) and Cone Zone information on the City's webpage (30% in 2022 vs. 21% in 2020).

Usage

For those who were aware of the programs, usage ranged from 41% for electronic permitting and project review (eTRAKIT) to 2% for corporate wellness. Usage of eTRAKIT is noteworthy in that while only 17% of the respondents are aware of the service, 4% have used the service.

For the seven programs that were queried in 2022 and 2020, usage remained the same except that there was a decline for business legacy awards / recognition (19% in 2022 vs. 27% in 2020), and small business scholarship grants (15% in 2022 vs. 29% in 2020).

AWARENESS AND USE OF WESTMINSTER PROGRAMS		
	% of respondents	
	Aware of Service	Used the Service
Small business capital improvement grants	54%	24%
Business legacy awards / recognition	39%	19%
Small business scholarship grants	39%	15%
*Job training incentive grants	33%	8%
Business development visit or meeting with Westminster Economic Development department	32%	30%
Cone Zone information on the City's webpage	30%	30%
*City and business growth trainings	28%	12%
*SAGE sustainable business program grants and advising	26%	9%
Electronic permit / project review (eTRAKIT)	17%	41%
Corporate wellness for businesses	16%	2%

INTEREST IN SHOP LOCAL CAMPAIGN

Question: The City is considering launching a Shop Local Campaign to help promote local businesses and to encourage and educate residents about the benefits of shopping and dining local. Participation would be free to any business; the City would provide businesses all Shop Local logoed material for handout and display; the City would provide ongoing education and information around the objective; and participating businesses would be listed online. Would you be interested in participating?

Four in ten (41%) are interested in Westminster's potential Shop Local Campaign, a third (32%) reported that they are not interested, and a quarter (27%) indicated that they are not sure.

INTEREST IN SHOP LOCAL CAMPAIGN	
	% of respondents
Yes	41%
No	32%
Not sure	27%

INTEREST IN RECOGNITION FOR OTHER BUSINESS ACHIEVEMENTS

Question: In addition to Business Legacy Awards, would you like the City to include recognition for business achievements in other categories? (Select all that apply)

Respondents would like their businesses to be recognized largely for their community spirit (67%), innovation (60%), sustainability efforts (57%) and investment for major improvements or expansions (39%). Compared to the 2020 survey, these percentages were much higher for innovation (60% in 2022 vs. 41% in 2020) and investment (39% in 2022 vs. 23% in 2020).

INTEREST IN RECOGNITION FOR OTHER BUSINESS ACHIEVEMENTS	
	% of respondents
Community spirit (philanthropic / outreach efforts)	67%
Innovation	60%
Sustainability	57%
Investment (major improvements or expansion)	39%
We were the first business of its type on Colorado	1%
Early childhood centers	1%
Elder care	1%
Rescue & natural disaster response	1%

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

PRIORITY OF WESTMINSTER SERVICES TO FOSTER GROWTH

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

The three services owners and senior management are most interested in Westminster providing are promoting Westminster as a place to live, work, play and visit, in serving as an advocate for local businesses, and providing business retention services. These and the other percentages in the table below were the same as in 2020 except that there is more interest in Westminster providing training to existing businesses (37% in 2022 vs. 29% in 2020).

PRIORITY OF WESTMINSTER SERVICES TO FOSTER GROWTH			
	% of respondents		
	High Priority	Medium Priority	Low Priority
Promote Westminster as a place to live, work, play and visit	55%	29%	16%
Serve as an advocate for local businesses	49%	29%	22%
Provide business retention services	48%	34%	18%
Provide assistance with local government regulations & procedures	43%	38%	18%
Attract businesses to Westminster	43%	34%	23%
Offer financial incentives to new and expanding companies	41%	32%	27%
Promote business sustainability practices	38%	36%	25%
Provide training to existing businesses (Options are in below in the next question)	37%	39%	24%

INTEREST IN TRAINING PROGRAMS

Question: Regarding training, the City 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, a quarter of the respondents are not interested in training at this time. This is statistically the same percentage in the 2020 survey. The others are interested in training in promotional efforts (39%), increasing revenues (33%), training about sales and use taxes (32%), accounting (29%), human resources (25%), loans (22%), management (17%), sustainability / energy and water conservation (16%), succession planning & emergency management (13%), operations (12%) and continuity planning (11%). Few (6%) have an interest in training in international trade. All these percentages are statistically identical to results of the 2020 survey.

INTEREST IN TRAINING PROGRAMS	
	% of respondents
Marketing (webpages, promotional materials, etc.)	39%
Marketing (revenue growth)	33%
Sales/use tax	32%
Accounting	29%
Human resources	25%
Financial assistance (loans)	22%
Management	17%
Sustainability / energy & water conservation	16%
Succession planning & emergency management	13%
Operations	12%
Continuity planning	11%
International trade	6%
Nothing at this time	26%

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

COMMUNICATING WESTMINSTER'S SERVICES

Question: The City would like to keep businesses apprised of business-related news and the services Westminster provides to help businesses grow. Please tell us how you would prefer to be informed about the services provided. (Please check all that apply)

By far, senior management would like to learn about Westminster's business-related news and the services Westminster provides to help businesses grow from a printed and mailed newsletter (53%). They would also like to visit Westminster Economic Development webpage (44%), receive information via email (20%), attend networking events (18%), opt-in to receive non-emergency texts (18%), through Facebook (15%), have in-person visits (9%) and contacts via Twitter (7%). These results were the same as in 2020 except there is less interest in a printed and mailed newsletter (53% in 2022 vs. 62% in 2020) and there a little more interest in visiting Westminster's Economic Development webpage (44% in 2022 vs. 38% in 2020).

COMMUNICATING WESTMINSTER'S SERVICES	
	% of respondents
Printed and mailed newsletter	53%
Westminster Economic Development webpage (www.westminstereconomicdevelopment.net)	44%
Email me information	20%
Networking events	18%
Opt-in to receive non-emergency texts	18%
Facebook	15%
Business walk / in-person visit	9%
Twitter (@WestminsterBiz)	7%

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

STAYING CONNECTED WITH THE CITY AND CITY COUNCIL

Question: How would you like to stay connected with the City and City Council? (Please check all that apply)

This question was new in 2022. Owners and senior management would like to stay connected with Westminster and City Council through town hall meetings (47%), round table meetings (36%), outreach with the Westminster Chamber of Commerce (34%), virtual retention meetings (25%) and in-person retention visits (22%). The response of wanting information emailed was a write-in response and totaled 7% of the respondents.

STAYING CONNECTED WITH THE CITY AND CITY COUNCIL	
	% of respondents
Town halls (Meetings on general or specific topics with larger group)	47%
Round tables (Meetings on general or specific topics but with smaller group)	36%
Combination outreach with the Westminster Chamber of Commerce	34%
Virtual retention visits (Same formal, scheduled visit with staff and/or City Council but virtually)	25%
In person retention visits (Formal, scheduled visit with staff and/or City Council)	22%
Email me information	7%

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

ISSUES THAT IMPACT COMPANY OPERATIONS

Question: How challenging is it for your business to find qualified employees?

Question: Have any of these issues impacted your company's ability to retain or recruit employees in the following areas.

Combining responses of 8, 9 and 10, owners and managers reported the following importance of issues in running their businesses. The percentages below are the same as in the 2020 survey except where noted.

- ✓ Challenge in finding qualified employees – 49% in 2022 vs. 39% in 2020
- ✓ Availability of skilled workforce – 44% in 2022 vs. 32% in 2020
- ✓ Availability and access to affordable housing – 29% in 2022 vs. 19% in 2020
- ✓ Access to capital – 12%
- ✓ Availability of reliable and accessible transportation options – 12%
- ✓ Availability of affordable transportation options – 11%
- ✓ Restaurants – 10%
- ✓ Quality of vocational schools – 9%
- ✓ Retail shopping – 8%
- ✓ Quality of public schools – 8%
- ✓ Quality of community colleges – 8%
- ✓ Parks, open space, and trails – 7%
- ✓ Quality of universities – 6%
- ✓ Arts and cultural amenities – 5%

ISSUES THAT IMPACT COMPANY OPERATIONS										
	No impact					High impact				
	1	2	3	4	5	6	7	8	9	10
Challenge in finding qualified employees	20%	2%	3%	3%	7%	7%	9%	13%	5%	31%
Availability of skilled workforce	26%	2%	4%	3%	9%	4%	8%	12%	5%	27%
Availability and access to affordable housing	42%	3%	3%	3%	10%	5%	5%	11%	4%	14%
Availability of reliable and accessible transportation options	49%	8%	6%	4%	11%	5%	5%	3%	4%	5%
Availability of affordable transportation options	53%	9%	7%	3%	7%	4%	6%	2%	1%	8%
Access to capital	58%	6%	4%	4%	11%	3%	2%	3%	2%	7%
Quality of public schools	61%	7%	6%	2%	7%	5%	4%	1%	2%	5%
Quality of vocational schools	62%	6%	5%	2%	10%	4%	2%	3%	1%	5%
Quality of universities	67%	8%	4%	2%	7%	3%	3%	2%	1%	3%
Quality of community colleges	66%	8%	3%	2%	9%	2%	2%	2%	3%	3%
Parks, open space, and trails	70%	6%	4%	1%	5%	4%	3%	3%	1%	3%
Arts and cultural amenities	68%	8%	4%	2%	5%	6%	2%	1%	2%	2%
Retail shopping	59%	9%	2%	6%	7%	5%	4%	4%	2%	2%
Restaurants	59%	7%	3%	5%	5%	7%	4%	5%	3%	2%

INTEREST IN INFORMATION ABOUT WORKFORCE ISSUES

Question: What information or opportunities would you like to see the City provide to assist you with workforce issues? (Select all that apply)

By far, owners and senior managers would like to receive information via consolidated links to workforce resources (78%). About a quarter (28%) want in-person trainings or information about existing resources. These percentages were the same as in the 2020 survey.

INTEREST IN INFORMATION ABOUT WORKFORCE ISSUES	
	% of respondents
Consolidated online links to workforce resources	78%
In-person trainings or information about existing resources	28%

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

HOUSING ISSUES THAT IMPACT WORKFORCE

Question: What housing issues have you identified as impacting your workforce? (Select all that apply)

The top three housing issues that impact Westminster businesses' workforces are a lack of affordable rental properties (61%), inadequate housing supply in general (43%), the difficulty in recruiting employees because of housing costs (43%), long commutes to access affordable options (40%), and employees who live with family or friends to save on housing costs (35%). These percentages were the same as in the 2020 survey.

HOUSING ISSUES THAT IMPACT WORKFORCE	
	% of respondents
Lack of affordable rental properties	61%
Inadequate housing supply in general	43%
Difficulty recruiting employees due to housing costs	43%
Long commutes to access affordable options	40%
Living with family or friends to save on housing costs	35%
Going without other necessities to afford housing	28%
High turnover because of housing instability	18%
Lack of homebuyer assistance programs	11%
Nothing	8%
My staff work remotely	1%
Homelessness	1%

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

INTEREST IN PARTNERING TO DEVELOP AFFORDABLE HOUSING

Question: If opportunities were presented, would your business be interested in partnering to develop affordable housing to serve your workforce?

Question: If yes, approximately how many housing units would be needed to meet the needs of your workforce?

While many business owners and managers are concerned about affordable housing in Westminster, only 6% are interested in partnering to develop affordable housing to serve their workforces.

INTEREST IN PARTNERING TO DEVELOP AFFORDABLE HOUSING	
	% of respondents
Yes	6%
No	53%
Not sure	41%
If yes, number of housing units needed	
None	50%
One	19%
Two	6%
Five	-
Ten	25%
Average	3.4

HOMELESSNESS IN WESTMINSTER

Question: Please tell us your reaction to homelessness in Westminster with regard to your business.

Question: Please give us your best estimate of the number of your employees at this location who are homeless.

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

Concern about homelessness has increased from the 2020 survey. A little more than a quarter (29% in 2022 vs. 38% in 2020) reported it is not a concern, 46% indicated it is somewhat of a concern (same as in 2020) and a quarter (25% in 2022 vs. 16% in 2020) noted that it is a major problem. As was the case in 2020, while 95% reported that none of their employees are homeless, 18% (the same as in 2020) indicated that one or more of their employees is at risk of becoming homeless.

HOMELESSNESS IN WESTMINSTER	
	% of respondents
Not a concern	29%
Somewhat of a concern	46%
A major problem	25%

NUMBER OF HOMELESS EMPLOYEES	
	% of respondents
None	95%
One	3%
Two	2%
Three	-
Four or more	-

EMPLOYEES AT RISK OF BECOMING HOMELESS	
	% of respondents
None	82%
One	8%
Two	5%
Five	1%
Ten	4%

EMPLOYEES' MODES OF TRANSPORTATION

*Question: What mode(s) of transportation do your employees use to commute to this location?
(Select all that apply)*

This question was new in 2022. Overwhelmingly, businesses' employees drive to work alone (87%). Given that many companies have shifted from people working in the office because of Covid-19, it is not surprising that 15% reported that people were teleworking. Other modes of transportation are public transportation (14%), walking or a mobility device such as a wheelchair (13%), bicycle (11%), or Uber or Lyft (9%).

EMPLOYEES' MODE OF TRANSPORTATION	
	% of respondents
Drive alone	87%
Telework	15%
Transit (e.g., bus, train)	14%
Walk or roll (includes use of a mobility device such as a wheelchair)	13%
Bicycle	11%
On-demand services (e.g., Uber/Lyft)	9%
This is a home-based business	5%
Carshare (e.g., Zipcar)	2%

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

LEGISLATION THAT IMPACTS WESTMINSTER BUSINESSES

Question: Are there any other issues or legislation at the regional, state, or federal level that we need to be aware of that are impacting your business? If so, please share your thoughts below or on a separate sheet of paper and enclose with your survey. (Asked open-ended)

The top two responses were that ordinances are out of date or that Westminster needs to update its rules and regulations (29%) and greater mention than in 2020 of needing a stronger police presence (14% in 2022 vs. 4% in 2020).

Almost all the other responses were that owners and managers want financial support during Covid-19 (9%), want better support of small businesses (9%), that businesses pay too much for utilities (9%), that taxes are too high (9%), that Westminster needs to tend to the homelessness situation (7%), and that there are too many multi-family developments (5%).

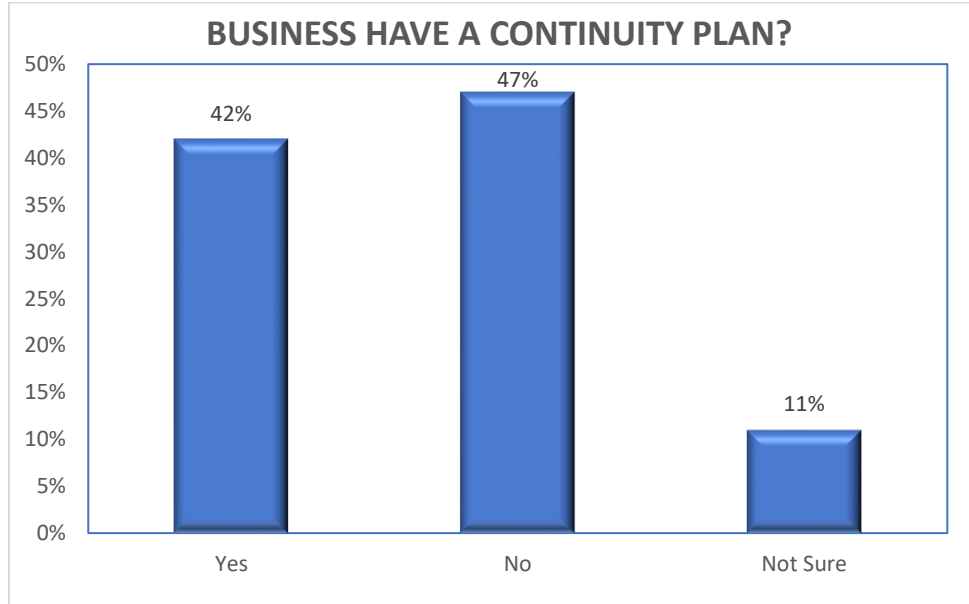
LEGISLATION THAT IMPACTS WESTMINSTER BUSINESSES	
	% of respondents
Ordinances are out of date / Update rules & regulations	29%
Need stronger police presence	14%
Give financial support during the virus crisis / Business is closed due to COVID-19	9%
Give better support of small businesses / Show interest in small businesses	9%
We pay too much for services (utilities)	9%
Taxes are too high	9%
Need to tend to homeless situation	7%
Too many multi-family units/prefer single-family homes	5%
Need vocational training	2%

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

BUSINESS HAVE A CONTINUITY PLAN?

Question: 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, other natural disasters, cyber-attacks, pandemics, or other man-made disruptions.

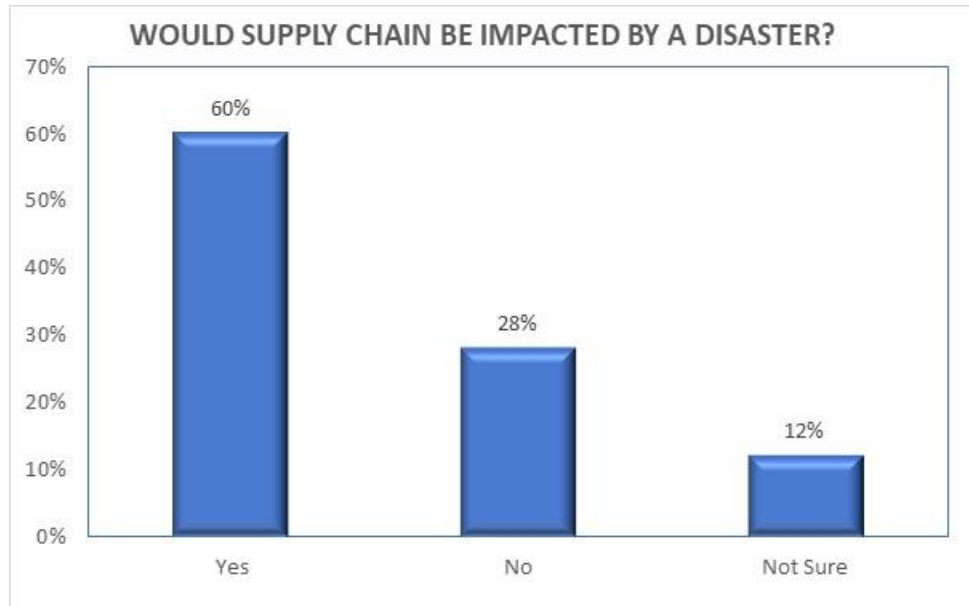
About four in ten (42%) of the businesses represented in the survey have continuity plans. Close to half (47%) do not and 11% of the owners and managers were not sure. These results were identical to the 2020 survey.



WOULD SUPPLY CHAIN BE IMPACTED BY A DISASTER?

Question: If there was a disaster, natural or man-made, would your supply chain be impacted?

Close to two-thirds (60%) of the owners and managers reported that a disaster would indeed impact their supply chains. A quarter (28%) noted that their supply chains would not be impacted and 12% were not sure. These results were again identical to the 2020 survey.



LIKE MOST ABOUT BUSINESS BEING LOCATED IN WESTMINSTER

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

As was the case in 2020, the things that owners and managers like most about being located in Westminster are that Westminster is well run (24%); that Westminster provides a good quality of life (21%); that Westminster is a convenient location (15%); that there is easy access to major roads (14%); that Westminster is centrally located in metropolitan Denver (13%); the quality of the open space, parks and recreation (12%); the demographics of Westminster (11%); that Westminster has good people (11%); that there is easy access to the rest of metropolitan Denver (11%); and that Westminster has a reasonable cost of living (10%).

LIKE MOST ABOUT BUSINESS BEING LOCATED IN WESTMINSTER	
	% of respondents
Well run City government	24%
Good quality of life	21%
Convenient location	15%
Easy access to major roads	14%
Centrally located in metropolitan Denver	13%
Quality open space, parks, and recreation areas	12%
The demographics of Westminster	11%
There are good people in Westminster	11%
Easy access to rest of metropolitan Denver	11%
Close to my home	10%
Reasonable cost of living	10%
It's a growing community	9%
Good mix of businesses (restaurants, grocery stores, other shopping)	7%
Close to shopping & restaurants	6%
Quality police & fire protection	5%
Less traffic than other cities in metro Denver	5%
Visually attractive community / Scenery / Views	4%
Easy access to public transportation	4%
Good road maintenance	3%
The historic neighborhoods	3%
Other city quality comments	3%
I can work from home	3%
Easy access to and plentiful parks and open space	3%
Easy for others to get to	3%
Quality schools	2%
Easy access to downtown Denver	2%
It's where I grew up / It's what I know	2%
Taxes are reasonable / low	1%
The scholarships for businesses	1%
Convenient (No further detail)	1%
Other miscellaneous comments	1%
Business networking opportunities	1%

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

IMPROVING SUPPORT OF THE BUSINESS COMMUNITY

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

Westminster business owners and managers feel the City could better support the business community by promoting their businesses and providing training (50%); by lowering taxes and reducing ordinances (35%); tending to the road issues of maintenance, traffic control and shortening road closures (15%); having a greater police presence (14%); and tending to the homeless population (12%).

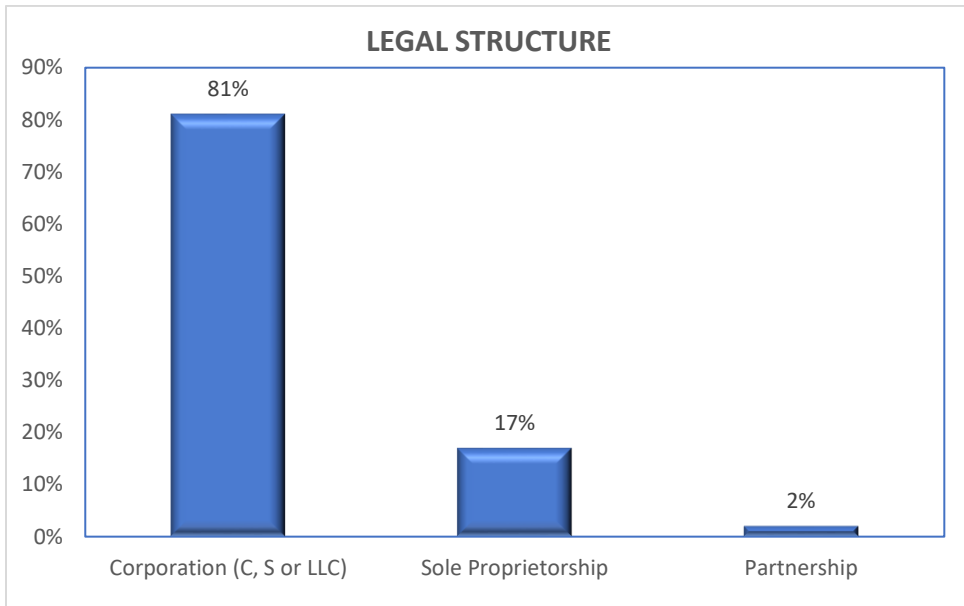
IMPROVING SUPPORT OF THE BUSINESS COMMUNITY	
	% of respondents
Provide training, classes, support	
Promote small businesses in Westminster	17%
Offer training & classes for small businesses	11%
Offer training in marketing	6%
Provide loans / Grants to small businesses	5%
Provide networking events, get togethers, mixers	3%
Other training, classes (no further detail)	3%
Connect people with jobs	2%
Offer training, finance & accounting	2%
Provide more information on Westminster's webpage	1%
Reduce taxes, regulations, cost of doing business	
Lower taxes / Reduce regulations	14%
Relax / update ordinances	15%
Lower cost of running a business in Westminster	6%
Traffic, road maintenance, construction, shorten road closures	
Tend to traffic issues / More traffic control	6%
Rebuild abandoned structures before building new	3%
Improve maintenance of properties	2%
Complete construction projects	2%
Extend light rail to Westminster	1%
Add parking	1%
Homeless issues, greater police presence	
More police presence / Tend to crime	14%
Tend to homeless population	12%
Other comments	
City Hall hard to work with / Slow response / Permitting issues	11%
Improve information about services from Westminster	6%
Improve communication / Keep us informed / Stay in contact	5%
Hold more community events & activities	3%
Housing density is too high	2%
Improve internet service	1%
Increase distance between competing businesses	1%

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

LEGAL STRUCTURE

Question: What is the legal structure of your business?

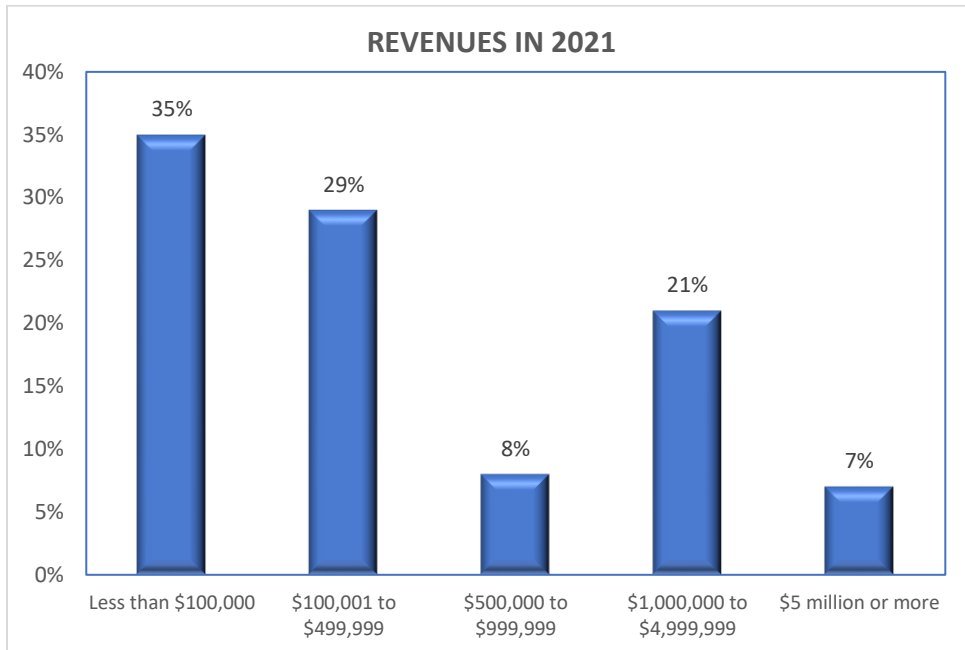
As was the case in 2020, more than three-quarters (81%) of the businesses represented in this survey are corporations. One in five (17%) are sole proprietorships. A few (2%) are partnerships.



REVENUES IN 2021

Question: What was the total revenue for this location for 2021?

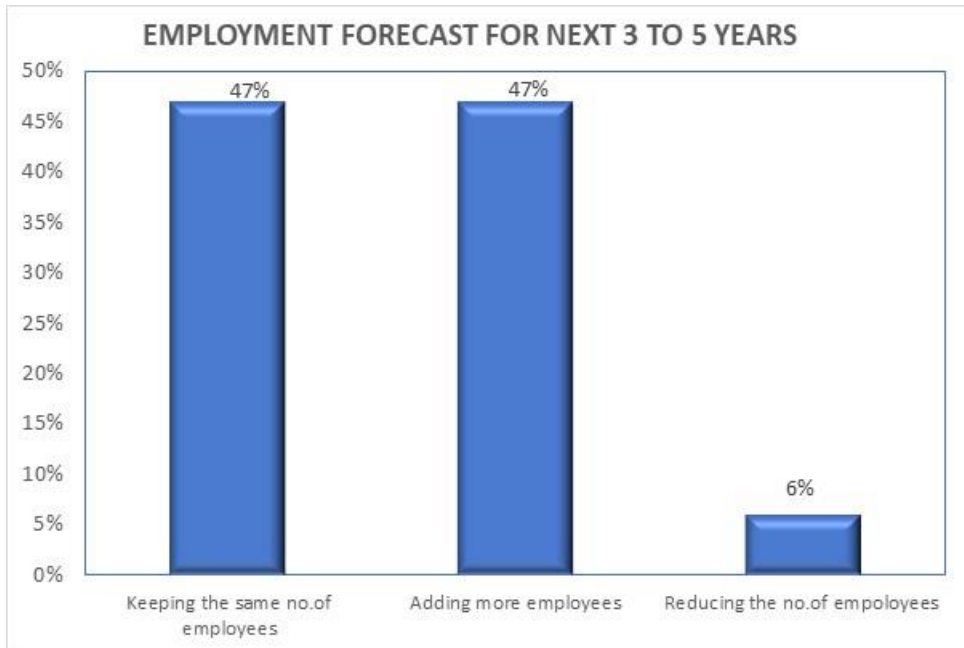
Also as was the case in 2020, a third of the companies (35%) had revenues of less than \$100,000 in 2019. A quarter (29%) had revenues of \$100K to under \$500K, 8% had revenues of \$500K to under \$1 million, 21% had revenues of \$1 million to under \$5 million and 7% had revenues in 2017 of \$5 million or more.



EMPLOYMENT FORECAST FOR NEXT 3 TO 5 YEARS

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

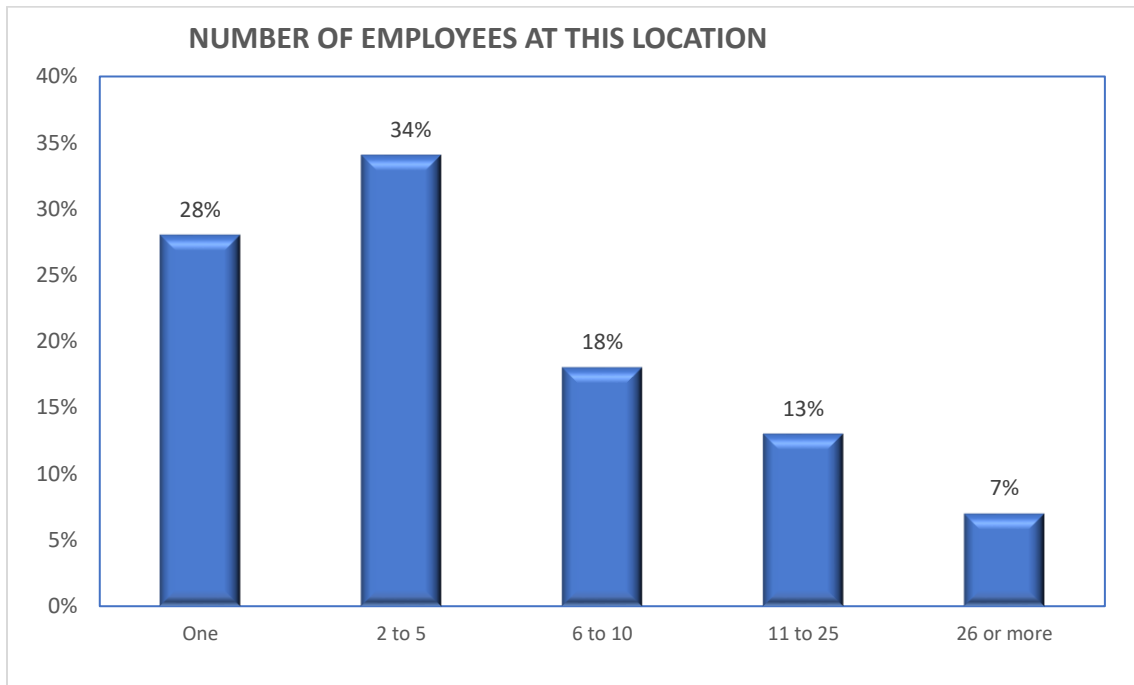
Fewer businesses expect to keep the same number of employees than in 2020 (47% in 2022 vs. 55% in 2020), more expect to add to their staffs (47% in 2022 vs. 38% in 2020) and the same percentage expect to reduce their number of employees (6% in 2022 vs. 7% in 2020).



NUMBER OF EMPLOYEES AT THIS LOCATION

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

Compared to the 2020 survey, fewer businesses had just one employee (28% in 2022 vs. 36% in 2020). Otherwise, responses were statistically identical to the 2020 survey. A third (34%) have two to five employees, 8% have six to ten employees, 13% have 11-25 employees and 7% have 26 or more employees at the location that received the survey.



COMPANY ZIP CODE

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

This survey was mailed to every business that was registered with the City of Westminster. The distribution of zip codes of respondents' businesses was as follows. These percentages were the same as in the 2020 survey.

COMPANY ZIP CODE	
	% of respondents
80003	4%
80005	3%
80020	6%
80021	21%
80023	4%
80030	13%
80031	28%
80234	21%
80260	-

YEARS AT THIS LOCATION

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

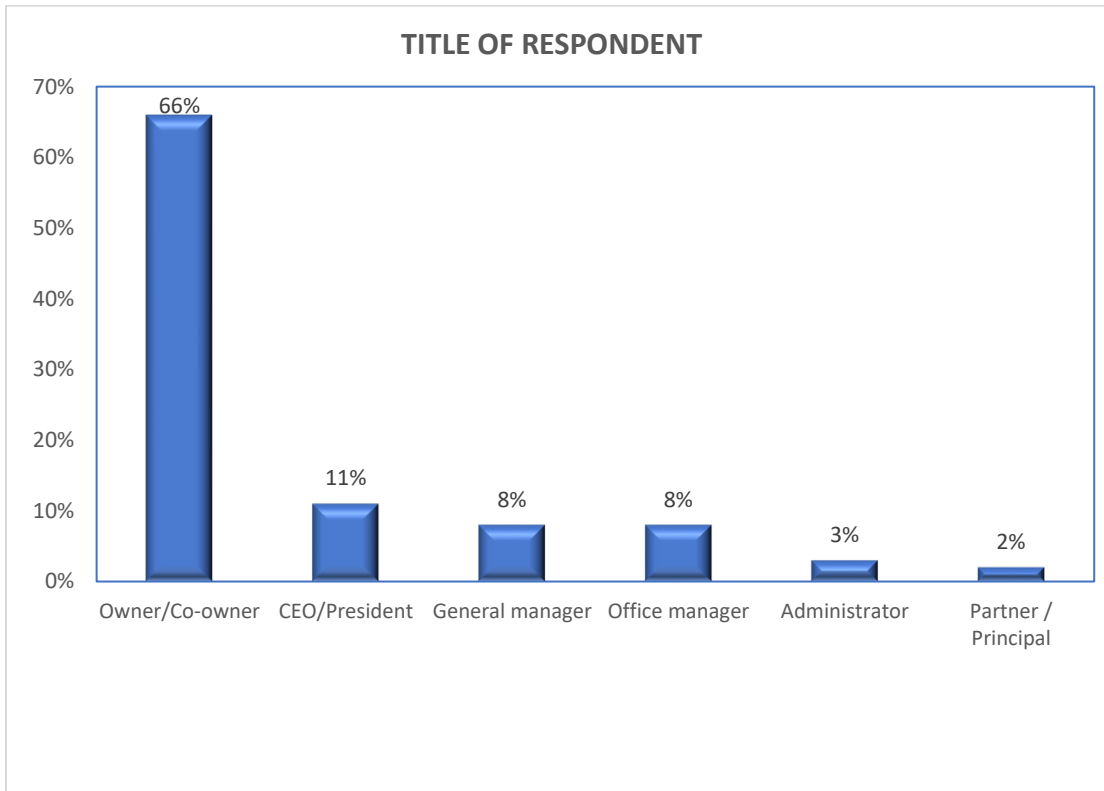
Six percent of the companies represented in this survey have been in business for less than one year. One in five (23%) have been in business for one to five years, 17% have been active for six to ten years and 54% have been in business for more than ten years. These results were statistically identical to the 2020 survey.

YEARS AT THIS LOCATION	
	% of respondents
Less than 1 year	6%
1-5 years	23%
6-10 years	17%
11-15 years	17%
16-20 years	7%
21-25 years	12%
More than 25 years	18%

TITLE OF RESPONDENT

Question: What is your title?

Respondents to the survey were business owners and senior managers as was requested in the introduction to survey. The titles represented were owners or co-owners (66%), CEO or presidents (11%), general managers (8%), office managers (8%), administrators (3%) and partners or principals (2%). These results were identical to the 2020 survey.



INTEREST IN BEING IN WESTMINSTER'S DATABASE

Question: Your responses to this survey will remain confidential. However, if you would like Staff to keep in touch regarding Westminster's Economic Development efforts, please share your information below.

Out of the 262 respondents to the survey, 60 (23%) provided their contact information so they can be kept informed about Westminster's economic development activities and to perhaps have their firms be found in a searchable database. All but eight also shared their email addresses.

APPENDIX A

City of Westminster Business Survey

The Economic Development Department within 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.

We are mailing a survey to every business in Westminster that has an active business license with the City. 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 April 11, 2022. Or, you can respond electronically at <https://www.surveymonkey.com/r/WestminsterBusinessSurvey2022>.

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 Shelby Wood, Business Resource Management Analyst at swood@CityofWestminster.us or (303) 658-2168.

Industry

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

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

City support services

2. Please tell us how well **the City** is delivering the following services to your location.

	Excellent	Adequate	Deficient	Non-existent	Not applicable	No opinion
Fire Protection	1	2	3	4	5	6
Law enforcement	1	2	3	4	5	6
Business services	1	2	3	4	5	6
Building permitting / inspections	1	2	3	4	5	6
Land use / planning	1	2	3	4	5	6
Parks, trails & open space	1	2	3	4	5	6
On-street parking options	1	2	3	4	5	6
Pedestrian & bicycle infrastructure	1	2	3	4	5	6
Street maintenance	1	2	3	4	5	6
Water quality	1	2	3	4	5	6
Water & sewer services	1	2	3	4	5	6
Value of water & sewer rates	1	2	3	4	5	6
Stormwater services	1	2	3	4	5	6

3. Please tell us how well **other entities** are delivering the following services to your location.

	Excellent	Adequate	Deficient	Non-existent	Not applicable	No opinion
Public schools (K-12)	1	2	3	4	5	6
Area community colleges	1	2	3	4	5	6
Area 4-yr colleges & universities	1	2	3	4	5	6
Electrical services	1	2	3	4	5	6
Natural gas services	1	2	3	4	5	6
Solid waste disposal	1	2	3	4	5	6
Telecommunications services	1	2	3	4	5	6
High-speed internet	1	2	3	4	5	6
Air service by DIA	1	2	3	4	5	6
Hotel facilities	1	2	3	4	5	6
Conference facilities	1	2	3	4	5	6
Retail & restaurant amenities	1	2	3	4	5	6
Affordable housing options	1	2	3	4	5	6
Highway, freeway maintenance	1	2	3	4	5	6
Availability of transportation options (biking, walking, carpool, transit, etc.)	1	2	3	4	5	6

City business programs and services

4. For each of the following, please note if you are aware of the business programs provided by the City. 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 grants	1	2		1	2
Job training incentive grants	1	2		1	2
SAGE sustainable business program grants and advising	1	2		1	2
Corporate wellness for businesses	1	2		1	2
Cone Zone (street construction project information) on the City's webpage	1	2		1	2
Business visit or meeting with Westminster Economic Development department	1	2		1	2
Electronic permit / project review (eTRAKIT)	1	2		1	2
Business legacy awards / recognition	1	2		1	2
City and business growth trainings	1	2		1	2

5. The City is considering launching a Shop Local Campaign to help promote local businesses and to encourage and educate residents about the benefits of shopping and dining local. Participation would be free to any business; the City would provide businesses all Shop Local logoed material for handout and display; the City would provide ongoing education and information around the objective; and participating businesses would be listed online. Would you be interested in participating?

- Yes
- No
- Not sure

6. In addition to the Business Legacy Awards, would you like the City to include recognition for business achievements in other categories? (Select all that apply)

- Sustainability
- Innovation
- Community spirit (philanthropic / outreach efforts)
- Investment (major improvements or expansions)
- Other (Please specify) _____

7. Below are services the City 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 new and expanding companies	1	2	3
Provide assistance with local govt regulations & procedures	1	2	3
Serve as an advocate for local businesses	1	2	3
Promote business sustainability practices	1	2	3
Promote Westminster as a place to live, work, play and visit	1	2	3
Provide business retention services	1	2	3
Provide training to existing businesses (Options are in #8)	1	2	3

8. Regarding training, the City 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. (Please check all that apply)

- Accounting
- Continuity planning
- Financial assistance (loans)
- Human resources
- International trade
- Management
- Marketing (revenue growth)
- Marketing (webpages, promotional materials, etc.)
- Operations
- Sales / use tax
- Succession planning & emergency management
- Sustainability / energy & water conservation
- Workforce
- Nothing at this time
- Other (Please specify) _____

9. The City would like to keep businesses apprised of business-related news and the services Westminster provides to help businesses grow. Please tell us how you would prefer to be informed about the services provided. (Please check all that apply)

- Printed and mailed newsletter
- Westminster Economic Development webpage
(www.westminstereconomicdevelopment.org)
- Twitter (@WestminsterBiz)
- Facebook
- Networking events
- Opt-in to receive non-emergency texts
- Business walk / in-person visit
- Other (Please specify) _____

10. How would you like to stay connected with the City and City Council? (Please check all that apply)

- In person retention visits (Formal, scheduled visit with staff and/or City Council)
- Virtual retention visits (Same formal, scheduled visit with staff and/or City Council but virtually)
- Town halls (Meetings on general or specific topics with larger group)
- Round tables (Meetings on general or specific topics but with smaller groups)
- Combination outreach with the Westminster Chamber of Commerce
- Other (Please specify) _____

Workforce

11. How challenging is it for your business to find qualified employees?

	Not at all									Very
Challenge in finding qualified employees	1	2	3	4	5	6	7	8	9	10

12. Have any of these issues impacted your company’s ability to retain or recruit employees in the following areas?

	No impact									High impact
Availability of skilled 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 reliable and accessible transportation options	1	2	3	4	5	6	7	8	9	10
Availability of affordable transportation options										
Access to capital	1	2	3	4	5	6	7	8	9	10
Quality of public schools	1	2	3	4	5	6	7	8	9	10
Quality of vocational schools	1	2	3	4	5	6	7	8	9	10
Quality of universities	1	2	3	4	5	6	7	8	9	10
Quality of community colleges	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	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
Other (Please specify)	1	2	3	4	5	6	7	8	9	10

13. What information or opportunities would you like to see the City provide to assist you with workforce issues? (Select all that apply)

- Consolidated online links to workforce resources
- In-person trainings or information about existing resources
- Other (Please specify) _____

Affordable housing

14. What housing issues have you identified as impacting your workforce? (Select all that apply)

- Long commutes and/or limited transportation options to access affordable options
- Lack of homebuyer assistance programs
- Lack of affordable rental properties
- Inadequate housing supply in general
- Going without other necessities to afford housing
- Living with family or friends to save on housing costs
- High turnover because of housing instability
- Difficulty recruiting employees due to housing costs
- Other (Please specify)

15. If opportunities were presented, would your business be interested in partnering to develop affordable housing to serve your workforce?

- Yes
- No
- Not sure

16. If yes, approximately how many housing units would be needed to meet the needs of your workforce? _____

Homelessness

17. Please tell us your reaction to homelessness in Westminster with regard to your business.

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

18. Please give us your best estimate of the number of your employees at this location who are homeless. _____

19. Please give us your best estimate of the number of your employees at this location who are at risk of becoming homeless. _____

Transportation

20. What mode(s) of transportation do your employees use to commute to this location? (Select all that apply)

- Drive alone
- Carpool / vanpool
- Transit (e.g., bus, train)
- Carshare (e.g., Zipcar)
- On-demand services (e.g., Uber / Lyft)
- Bicycle
- Walk or roll (includes use of a mobility device such as a wheelchair)
- Micromobility (e.g., scooter, ebike rentals)
- Telework
- Other (Please specify) _____

External Conditions

21. Are there any other issues or legislation at the regional, state, or federal level that we need to be aware of that are impacting your business? If so, please share your thoughts below or on a separate sheet of paper and enclose with your survey.

22. 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, other natural disasters, cyber-attacks, pandemics, or other man-made disruptions.

- Yes
- No
- Not sure

23. If there was a disaster, natural or man-made, would your supply chain be impacted?

- Yes
- No
- Not sure

What do you like most about Westminster / Improvements

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

1. _____
2. _____
3. _____

25. What, if anything, could the City do better to support the business community in Westminster?

1. _____
2. _____
3. _____

Company profile

26. What is the legal structure of your business?

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

27. What was the total revenue for this location for 2021?

- 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

28. 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

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

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

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

- Less than 1 year
- 1-5 years
- 6-10 years
- 11-15 years
- 16-20 years
- 21-25 years
- More than 25 years

32. 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, if you would like Staff to keep in touch regarding Westminster's Economic Development efforts, please share your information below.

Company: _____

Street address: _____

City: _____

State: _____

Zip code: _____

Telephone: _____

Name of best contact person: _____

Email of best contact person: _____

Social Media Platform: _____

If there is anything else you would like to share about the City's business or Economic Development services, please provide your feedback on a separate sheet of paper and enclose with your survey.