

## ***Business Retention & Development Committee***

**Monday, March 2, 2020  
Library Meeting Room  
951 Spruce Street, Louisville, CO 80027  
8:00 AM**

- I. Call to Order
- II. Roll Call
- III. Approval of Agenda
- IV. Approval of February 3, 2020 Meeting Minutes
- V. Public Comments on Items Not on the Agenda
- VI. Business Matters of Committee:
  1. Election of Officers (Committee Secretary)
  2. Discussion- 2020 Business Forum
  3. Discussion- 2020 BRaD Meeting Work Plan
  4. Discussion- City 2021 / 2022 Budget Plan
  5. Discussion- Business Retention Report
  6. Discussion- Business Satisfaction Survey
- VII. Reports from Committee Members
- VIII. Items for Next Meeting (April 6, 2020):
  - Discussion / Preparation for Annual Dinner Meeting with City Council: April 28, 2020 @ 5:30 PM
  - Review Cost of Development Scorecard (tentative) and City Programs for Business Incentives
- IX. Adjourn

# ***Business Retention and Development Committee***

## ***Meeting Minutes***

**February 3, 2020  
Library Meeting Room  
951 Spruce Street  
Louisville, CO 80027**

- I. CALL TO ORDER** –The meeting was called to order by Committee President Oberholzer at 8:05 AM in the Library Meeting Room at the Louisville Public Library, 951 Spruce Street, Louisville, Colorado 80027.
- II. ROLL CALL** – Committee Members present: Mark Oberholzer, Steve Erickson, Warren Merlino, and Jim Bolt. Committee Members absent: Barbara Butterworth, Amy O’Neill, and Todd Budin. Staff present: City Manager Heather Balsler, Economic Vitality Director Megan Pierce, and Planning & Building Safety Director Rob Zuccaro. There were also two members of the public in attendance.
- III. APPROVAL OF DECEMBER 2, 2019 MINUTES** – Mr. Erickson made a motion to approve the BRaD Committee meeting minutes of December 2, 2019; Mr. Bolt seconded the motion. Motion passed.
- IV. APPROVAL OF AGENDA** – Mr. Oberholzer made a motion to approve the agenda as presented; Mr. Erickson seconded the motion. Motion passed.
- V. PUBLIC COMMENTS ON ITEMS NOT ON THE AGENDA:** None.
- VI. BUSINESS MATTERS OF THE COMMITTEE:**
  - 1. 2020 Open Governments and Ethics Handbook:** The Committee received a copy of the Handbook, as annually required by the City.
  - 2. Posting Notices of Public Meetings:** Mr. Oberholzer made a motion to approve the posting of notices for BRaD meetings to include the City Hall, Recreation Center, Library, Police Department/Court Building, and City website; Mr. Bolt seconded the motion. Motion passed.
  - 3. Election of Officers:** Mr. Oberholzer indicated he would like to again serve as the BRaD Committee Chair. Mr. Erickson said he would like to serve as Vice Chair and

not continue in the role of Secretary. Mr. Bolt made a motion nominating Mr. Oberholzer as Chair and Mr. Erickson as Vice Chair; Mr. Erickson seconded the motion. Motion passed.

The Committee agreed to pose the position of Secretary again with new members at the next regular meeting.

4. **Discussion- Local Licensing Authority Overview:** Mr. Oberholzer explained that his business, Tilt Pinball, received a citation last year. Based on the process, even though everything was dismissed, he had concerns and wished to hear more about the Board's authority and its interaction with and impact on local businesses.

City Clerk Meredyth Muth provided an overview of the Local Licensing Authority, which has authority related to approximately 60 licensed businesses. Clerk Muth described the process in which the Authority determines to have a show cause hearing and how those are handled by the City. She indicated the members of the Authority are Louisville residents and take the responsibility of licensing seriously, but that they have also been focused on being business-friendly. The Committee discussed that what the Authority reviews is based on the tickets that are written by Police; if fault is found during the show cause hearing the business could pay a fine in lieu or may have a license suspended.

In responding to questions and concerns, Clerk Muth noted the Authority does operate by a set of procedures. Mr. Bolt noted that some of the concerns seem to be matters of respect and communication. After further discussion Mr. Oberholzer noted there was no action required on the agenda item.

5. **Discussion- Business Retention Report and Retention Visit Structure:** Mr. Oberholzer stated that part of BRaD's work each year is to go out and talk to local businesses to see how things are going and look for what can be done better. He also summarized the visit to Solid Power that was conducted in December. Solid Power discussed challenges they face as a growing business with transportation and housing for their workforce. With Planning Director Zucarro, the Committee talked about some current issues with regional transportation including how to improve circulation and service to Colorado Technology Center (CTC).

Next the Committee made suggestions for future retention visits that could be conducted in the remainder of quarter one, including Uber, Forge Nano, Home Depot, Loews, Arc Thrift store, Moxie Bread, and IMA Karate. Committee members discussed the retention visit to Crystal Springs Brewing that was conducted in January, including some of the licensing and permitting issues that were described by the business owner. With Director Pierce, the Committee suggested incorporating some additional ratings or questions into the survey document being used to gather and track information received at retention visits. They discussed

the potential for a follow-up electronic survey that could be sent as a thank you post retention visit.

6. **Discussion- 2020 BRaD Meeting Work Plan:** The Committee reviewed the Work Plan draft from the packet and discussed their purpose. Mr. Oberholzer said the past Committee work had been a mix of reactive issues and proactive work plan items that were generated by conversation. Mr. Bolt noted that it is important work to try to attract the right types of businesses to Louisville and not let commercial properties sit vacant for long periods. He was interested in ways BRaD could be part of this process. Mr. Merlino said he was motivated to join BRaD because he was disheartened by things he saw happening in Louisville and what had caused his own business to relocate to Broomfield. Mr. Erickson stated that his company had been two and a half years working on approval for redevelopment of their Main Street buildings; he is interested in what the City needs to do to stay relevant in the current environment.

Members suggested they would like to review the types of incentives the City has available to businesses. Mr. Bolt also suggested the City might consider creating a webpage that can be a resource for entrepreneurs. In anticipation of working on a business satisfaction survey, the Committee requested to see the results of the last one conducted.

7. **Discussion- 2020 Business Forum:** Previously, BRaD had discussed a potential topic for the Business Forum of "Meet the City Council." Members asked Director Pierce to determine whether the Council was still committed to this topic and that they would be able to attend. The Committee reviewed whether that topic alone would be a draw and considered they may need to add another topic or speaker. In the past, they felt the events with more networking and stations were more successful. The Committee also suggested they would like an evening event.

**VII. REPORTS FROM COMMITTEE MEMBERS:** None.

**VIII. ITEMS FOR NEXT MEETING:** The next BRaD meeting is scheduled for March 2, 2020 at 8:00 AM in the Library Meeting Room.

**IX. ADJOURNMENT:** Mr. Oberholzer moved to adjourn the meeting; Mr. Bolt seconded the motion. Motion passed and meeting adjourned at 9:58 AM.

**SUBJECT: DISCUSSION- 2020 BUSINESS FORUM**

**DATE: MARCH 2, 2020**

**PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR**

**SUMMARY:**

In 2018, both a spring and fall Business Forum were held. In 2019, the Louisville Business Forum was held on June 13; it featured a presentation by Dr. Rich Wobbekind on the 2019 Colorado Economic Outlook.

In February, BRaD Committee members reviewed prior Forum topics as well as initial thoughts on incorporating a “Meet the City Council” component into the next Forum. If we are targeting a late spring or early summer Forum event, we should select dates and determine preferences on location and topics.

**RECOMMENDATION:**

Discuss planning items for the 2020 Business Forum.

**ATTACHMENTS:**

- 2019 Louisville Business Forum Flyer



## **JUNE 13, 2019 – 8 AM LOUISVILLE BUSINESS FORUM**

### **2019 Economic Outlook by Dr. Rich Wobbekind**

We are proud to have Dr. Rich Wobbekind, Executive Director of the Business Research Division of the Leeds School of Business, present their 2019 Colorado Economic Outlook. Dr. Wobbekind will be discussing with us the economic trends in the nation, Colorado and our local area with up to date data, analysis, and commentary.



**Register  
Now**



### **Agenda**

**8:00 AM – Light  
Breakfast and  
Networking  
Sponsored by  
FirstBank**

**8:30 AM -  
Presentation**

**9:15 – Forum  
Discussion**

**9:30 – Wrap Up and  
Networking**

### **LOCATION**

Louisville Recreation  
Center  
900 Via Appia Way  
Louisville, CO 80027

**SUBJECT: DISCUSSION- 2020 BRaD MEETING WORK PLAN**

**DATE: MARCH 2, 2020**

**PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR**

**SUMMARY:**

In the past, the BRaD Committee has maintained a list of topical items to address at its monthly meetings. Staff has prepared this as a draft Meeting Work Plan for the Committee to consider for calendar year 2020.

Meetings for the first Monday of each month throughout the year have been listed. BRaD members provided initial input to the Work Plan in February, which has been incorporated.

Staff will plan to keep this as a standing agenda item for 2020 in order to track priorities and future agenda items.

**RECOMMENDATION:**

Review and provide recommendations for the 2020 Meeting Work Plan.

**ATTACHMENTS:**

- 2020 Meeting Work Plan

**Business Retention and Development Committee  
2020 Meeting Work Plan**

Meeting Date	Topic	Notes
January 6, 2020	N/A	Canceled
February 3, 2020	• Plan Spring Business Forum	
	• Local Licensing Authority Overview	
March 2, 2020	• Determine Q2 Retention Visits	
	• Discuss Business Satisfaction Survey	Last conducted 2017
	• Post Retention Visit Survey	
April 6, 2020	• Prepare for Annual Council Dinner	April 28, 2020 @ 5:30 PM
	• Review Cost of Development Scorecard	
	• Review City Programs for Business Incentives	BAP and Urban Renewal Area
May 4, 2020	• Discuss Economic Vitality Strategy	
	• PACE Programs/Green Biz Program	
June 1, 2020	• Determine Q3 Retention Visits	
	• Provide Input for Business Resource Guide	
July 6, 2020	• Plan Fall Business Forum	
August 3, 2020	• Website Resources for Businesses	
September 7, 2020	• Determine Q4 Retention Visits	
October 5, 2020	• TBD	

**Business Retention and Development Committee  
2020 Meeting Work Plan**

Meeting Date	Topic	Notes
November 2, 2020	• TBD	
December 7, 2020	• TBD	

**SUBJECT: DISCUSSION- CITY 2021 / 2022 BUDGET PLAN**

**DATE: MARCH 2, 2020**

**PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR**

**SUMMARY:**

The City of Louisville adopts a biennial budget. The City approved the 2019 / 2020 biennial budget in 2018 and formally adopted the 2020 budget in 2019. The process for the 2021 / 2022 biennial budget is just getting underway.

**DISCUSSION:**

The Economic Development Department has a specific budget related to business activities. Outside of salary and benefit expenses, the 2019 operating budget for economic development was \$70,490; for 2020 the operating budget is \$101,350. In addition, the City has separate budget that account for Street Faire, Downtown, and the Patio Program; the Economic Vitality Director provides input for these budgets as well.

Below is a table highlighting some 2020 Economic Development budget amounts and the corresponding programs or activities.

<b>Amount</b>	<b>Program / Activity</b>
\$7,000	Advertising and marketing
\$1,650	Memberships in economic development associations
\$23,870	Parking lot lease with BNSF Railroad
\$10,870	Training and travel
\$5,000	Annual contribution to Chamber of Commerce
\$30,000	Additional retail consultation / strategy services
\$10,000	Business development programming and networking
\$11,000	Commercial real estate appraisals

Staff will continue to monitor this year's budget in line with existing programs and new opportunities. If there are BRaD Committee items that require specific funding, staff will also engage those discussions in line with the biennial budget process.

**RECOMMENDATION:**

Discuss Economic Development budget.

**ATTACHMENTS:**

- None.

**SUBJECT: DISCUSSION- BUSINESS RETENTION REPORT**

**DATE: MARCH 2, 2020**

**PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR**

**SUMMARY:**

One of BRaD's focal points is conducting business retention visits. In February, the Committee reviewed the goals and structure of the visits, including:

- Agree to in advance who specifically will attend the visit and limit number of participants for small businesses
- Keep visits to a one-hour commitment that involves both interview (Q&A) and tour components
- Provide introduction of the BRaD Committee as well as City's relevant business programs
- Conduct the Q&A based on the agreed-to questions for the BRaD Committee
  - Generally speaking, how are things going for your business?
  - What are the challenges facing you today and going forward?
  - What can the City of Louisville or the BRaD Committee do to be helpful?
  - What other questions or concerns do you have?

Members also indicated they preferred to conduct retention visits between Tuesday – Thursday and that a late morning time slot is preferable.

**DISCUSSION:**

In February, the Committee suggested businesses for future retention visits; those suggestions and a status is provided below:

- Uber- still seeking local contact;
- Lowe's- regional contact has not been reachable;
- Moxie Bread- outreach in process to schedule;
- IMA Karate- has not returned outreach;
- Arc Thrift Store- outreach in process to schedule; and
- Forge Nano- outreach pending as company is in process for BAP.

If there are additional businesses the Committee wishes to contact for Q2 visits, we should review those items and any direct contacts Committee members have to assist in scheduling.

Since Staff is also keeping a survey database of the information gathered at visits, we discussed the possibility of incorporating more questions that could be quantitatively measured. One suggestion was a post-retention visit survey that would allow participants to share additional information and tell us about the experience of the visit.

**SUBJECT: BUSINESS RETENTION REPORT AND RETENTION VISIT STRUCTURE**

**DATE: FEBRUARY 3, 2020**

**PAGE 2 OF 2**

Attached here is a document showing the current questions that are being tracked in the retention visit database. Staff also drafted content that could be used for both pre-and-post retention visit surveys. The pre-survey would be helpful in informing the Committee ahead of time about the topics the business would like to cover and why specifically they selected Louisville. The post-survey would thank them for their contributions, seek input on the format, and give an opportunity to ask more quantitative questions.

**RECOMMENDATION:**

Discuss Q1 and Q2 retention visits and retention visit surveys.

**ATTACHMENTS:**

- Retention Visit Database and Survey Questions

**Business Retention & Development Committee  
Retention Visit Database and Survey Questions  
March 2020**

**Current Business Retention Survey Questions:**

1. Business name & address
2. Retention interview date
3. Interview conducted by
4. Person(s) interviewed
5. Length of time @ current location
6. Type of business
7. Space type
8. Length of lease / ownership
9. Building square footage
10. Landlord or property owner
11. Number of employees
12. Business trade area or market
13. Description of business
14. Generally speaking, how are things going for your business\*
15. What are the challenges facing you today and going forward\*
16. **ADD: Please share why you chose Louisville for your business location**
17. What can the City of Louisville or the BRaD Committee do to be helpful\*
18. What do you think the City of Louisville is doing well for the business community
19. What other questions or concerns do you have\*
20. Are you planning to expand or remodel

\*Indicates previously agreed-to BRaD Committee question

**Business Retention & Development Committee  
Retention Visit Database and Survey Questions  
March 2020**

**Pre-Retention Visit (Survey):**

*To assist in your upcoming Retention Visit with the Business Retention and Development Committee (BRaD) on XXX @ XX, we would ask you to complete this brief survey ahead of time. This will help us to gather input on the topics most important to you.*

1. Please indicate how important the following factors were in your decision to locate in your Louisville location using a scale of 1 to 4, where 1 means “Not Important at All” and 4 means “Very Important.”

Then, for each potential reason, please indicate whether or not your needs are currently being met by the City.

Reasons to Locate	Very Important	Important	Not Important	Not Important at All	Are your needs being met by Louisville?	
					Yes	No
Proximity to home	4	3	2	1	Yes	No
Proximity to customers	4	3	2	1	Yes	No
Proximity to suppliers	4	3	2	1	Yes	No
Physical appearance of area	4	3	2	1	Yes	No
Available local talent pool	4	3	2	1	Yes	No
Favorable tax structure	4	3	2	1	Yes	No
Access to highways	4	3	2	1	Yes	No
Good transportation network	4	3	2	1	Yes	No
Safety and security	4	3	2	1	Yes	No
Availability of utilities and infrastructure	4	3	2	1	Yes	No
Customer service from City	4	3	2	1	Yes	No
Attitude of City toward businesses	4	3	2	1	Yes	No
City communications for businesses	4	3	2	1	Yes	No
Safety and security	4	3	2	1	Yes	No
Ease of zoning and permitting	4	3	2	1	Yes	No
Local special events	4	3	2	1	Yes	No

2. Please provide comments on any areas in which you indicated you have unmet needs.

**Business Retention & Development Committee  
Retention Visit Database and Survey Questions  
March 2020**

**Post-Retention Visit (Email Text):**

*Thank you for hosting the Business Retention and Development Committee at your business. We know this is an investment of your time, but these visits are informative for us. What you shared not only helps us better understand what you do and your business goals, but also helps to envision potential improvements that can be made as the City works to create and support a vibrant business climate.*

*We would appreciate your feedback in a short post-retention visit survey; the link to the survey is below. Your input can also assist us in improving the format and structure of future retention visits.*

*If you have questions, please feel free to reach out to any member of the BRaD Committee directly or to the City's Economic Vitality Director, Megan Pierce ([mpierce@louisvilleco.gov](mailto:mpierce@louisvilleco.gov) or 303-335-4531). The BRaD Committee (<https://www.louisvilleco.gov/government/boards-commissions/business-retention-development-committee>) meets on the 1<sup>st</sup> Monday of each month at 8 AM in the Library Meeting Room. The meeting is open to the public for questions or comments.*

Sincerely,

BRaD Committee Members

Mark Oberholzer  
Steve Erickson  
Jim Bolt  
Barbara Butterworth  
Warren Merlino  
Amy O'Neill

**Post-Retention Visit (Survey):**

Thank you for participating in a business retention visit with the City of Louisville. We appreciate your feedback on the brief questions below.

1. How satisfied were you with the visit in terms of gathering your feedback and ability to share concerns?
  - a. Very Satisfied
  - b. Somewhat Satisfied
  - c. Neither Satisfied nor Dissatisfied
  - d. Somewhat Dissatisfied
  - e. Very Dissatisfied
2. Are there any questions you feel that should have been asked of you that were not? If so, please share what you feel the Committee should have asked:
  - a. Open Ended
3. Which of the following best describes the current business atmosphere in the City compared to two years ago?
  - a. Better
  - b. No Change, but Good

**Business Retention & Development Committee  
Retention Visit Database and Survey Questions  
March 2020**

- c. No Change, but Poor
  - d. Worse
  - e. Don't Know / Unsure
4. What do you feel is the single most pressing issue or concern facing your business in the next year?
- a. Open Ended
5. How likely are you to recommend a local business colleague to participate in a retention visit with the City of Louisville?
- a. Very Likely
  - b. Somewhat Likely
  - c. Neither Likely nor Unlikely
  - d. Somewhat Unlikely
  - e. Not at All Likely

**SUBJECT: DISCUSSION- BUSINESS SATISFACTION SURVEY**

**DATE: MARCH 2, 2020**

**PRESENTED BY: MEGAN E. PIERCE, ECONOMIC VITALITY DIRECTOR**

**SUMMARY:**

Surveying of Louisville businesses regarding their general satisfaction has been done most recently in 2017 and 2018. City staff plans to administer the next satisfaction survey in 2020.

**DISCUSSION:**

It is important to routinely gauge the pulse of the business community—to learn about their hopes, concerns, and future plans. In 2017 the Satisfaction Survey was performed by the Boulder Insights Group. In 2018, the Survey was administered on behalf of the BRaD Committee and was sent in June 2018. Results reports from both surveys are attached to this report.

With the intent to administer the survey in 2020, we should discuss optimum timing and also review past survey questions. As context for questions, staff prepared a comparison of the questions from the 2017 and 2018 surveys, as well as questions from a recent satisfaction survey in another community.

**RECOMMENDATION:**

Discuss timing and question format for 2020 Business Satisfaction Survey.

**ATTACHMENTS:**

- 2017 Business Satisfaction Survey Results Report
- 2018 Business Satisfaction Survey Memo and Results
- Survey Question Comparison Sheet



# City of Louisville Business Satisfaction Survey Results

November 12, 2017

# Table of Contents

- Project details
- Metrics overview
- Key metrics scorecard
- Additional Survey Results
- Recommendations
- Appendix
  - Survey questions



# Project Details

**Objective:** Understand the general satisfaction of businesses in Louisville on a number of topics assumed to be impacting them.

- Survey Open 10/27 - 11/3
- Respondents were not incentivized
- Survey was anonymous
- 200 Louisville businesses contacted via email
  - List was provided by the Office of Economic Development
  - 54 Respondents (27% response rate)
  - 100% of respondents would take the survey again
- The following charts indicate the percentage of respondents that disagree, agree, or are neutral towards a statement about Louisville given in the survey.

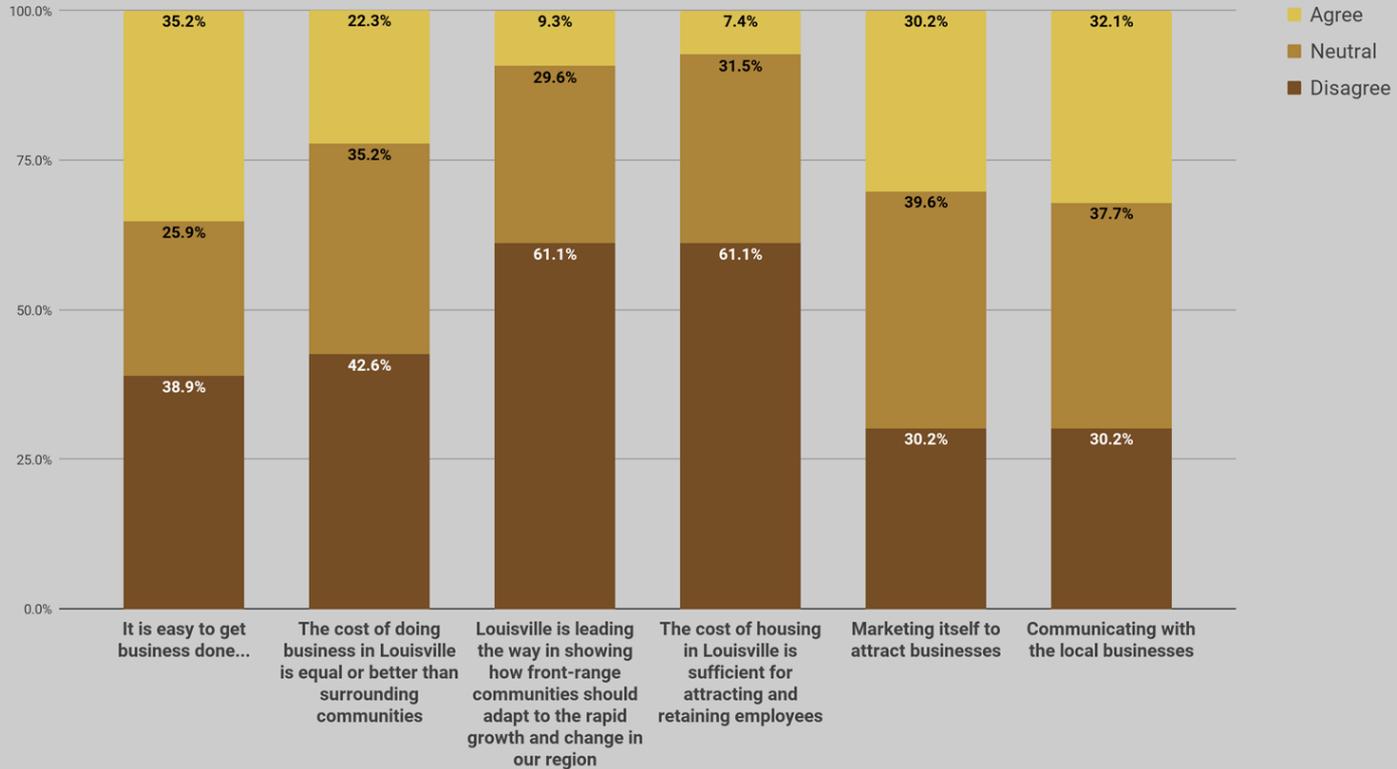


# Project Details

- 92.5% are the owners/senior decision makers
- Size of businesses
  - 1-5 employees (41.5%)
  - 6-25 employees (37.7%)
  - 26+ employees (20.8%)
- Business Corridors Represented
  - Downtown Louisville (37.7%)
  - Centennial Valley/McCaslin Corridor (22.6%)
  - Colorado Technology Center (20.8%)
  - South Boulder Road Corridor (13.2%)
  - Other (5.7%)
- Industry of businesses was not asked, as it could lead to identifiable traits given the number of respondents



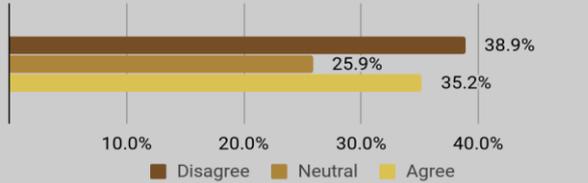
# Overall Perceptions in Louisville, CO



\* These metrics indicate some of the key issues that business owners face, as well as the perceptions of the city of Louisville.

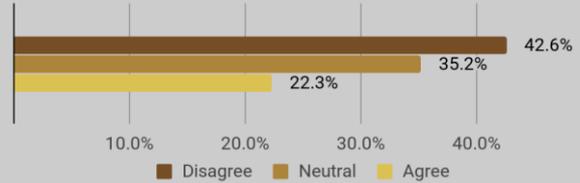
Agenda Packet P. 22

## Ease of Doing Business



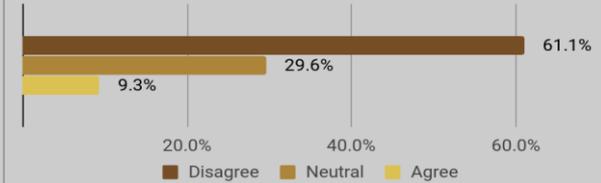
- **Q: How much do you agree with the following sentence: "It is easy to get business done in the City of Louisville."**
- Open answer sections indicate that there is a growing concern with rising rents for businesses.
- In an open response section, respondents indicated reasons to move out of Louisville included decreased regulations and fees.

## Cost of Doing Business



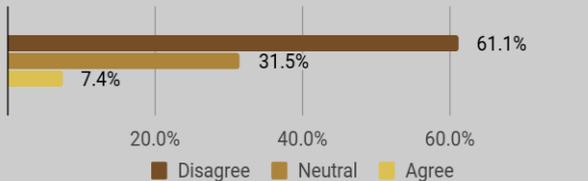
- **Q: How much do you agree with the following sentence: "It is easy to get business done in the City of Louisville."**
- Businesses in the Downtown Louisville corridor disagree with this statement, while those around McCaslin tend to agree.
- This could be related to the high rent in the downtown area.

## Growth and Change



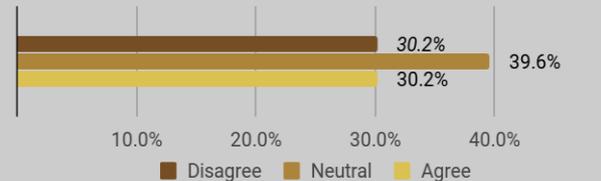
- **Q: How much do you agree with the following sentence: "Louisville is leading the way in showing how front-range communities should adapt to the rapid growth and change in our region."**
- Open answer sections have several comments encouraging growth of the city.

## Cost of Housing



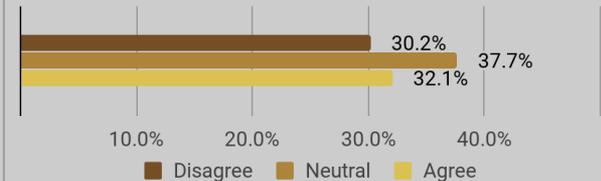
- **Q: How much do you agree with the following sentence: "the cost of housing in Louisville is sufficient for attracting and retaining employees."**
- Businesses indicated that they have a difficult time finding employees from Louisville due to the high costs of housing.

## Marketing



- **Q: How much do you agree with the following sentence: "Louisville does a good job of marketing itself to attract businesses."**
- The high amount of neutrals may indicate unawareness in current marketing efforts.

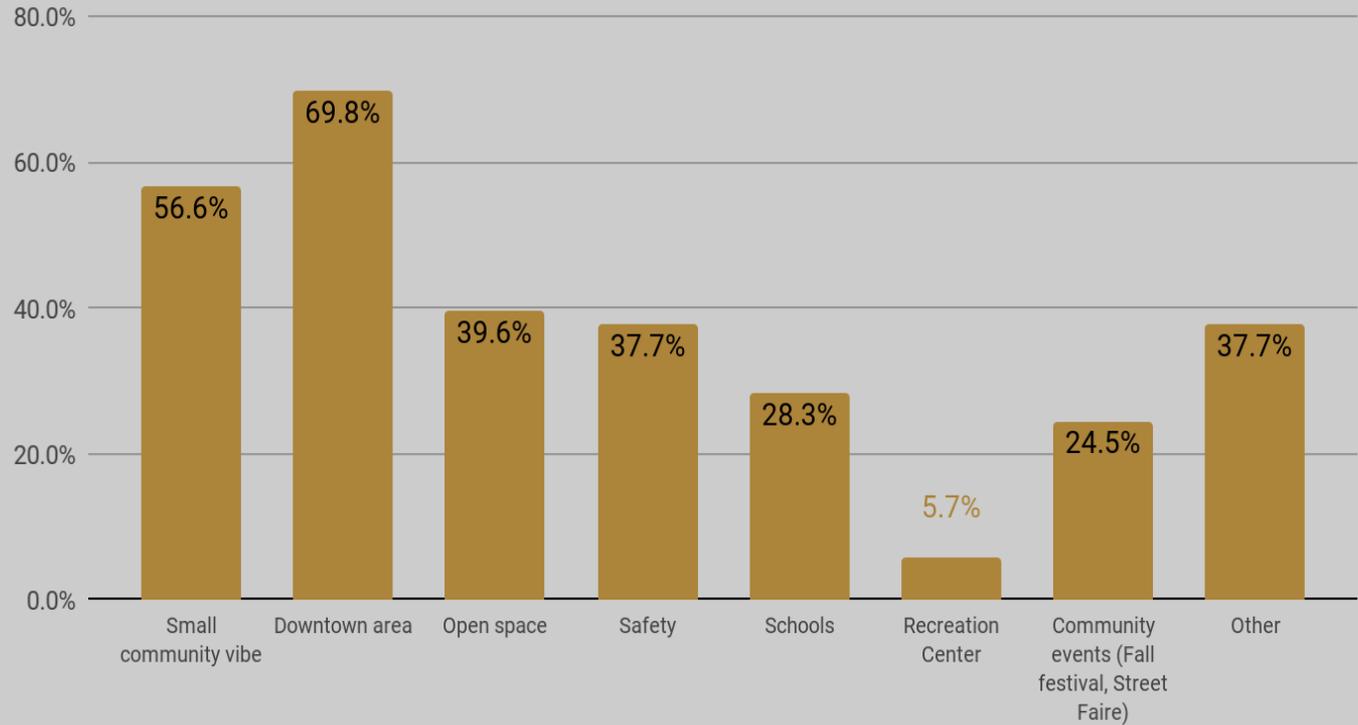
## Communication



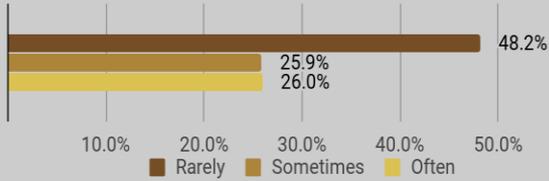
- **Q: How much do you agree with the following sentence: "the city does a good job communicating with the local businesses."**
- The high amount of neutrals may indicate unawareness in current communication efforts or communication effectiveness.



# Most Important Quality of Life Factors That Keep You here

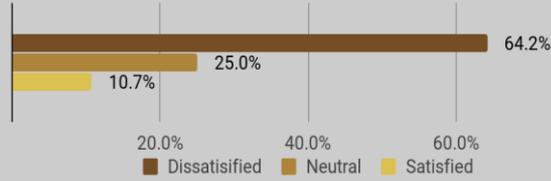


## Transportation Impact



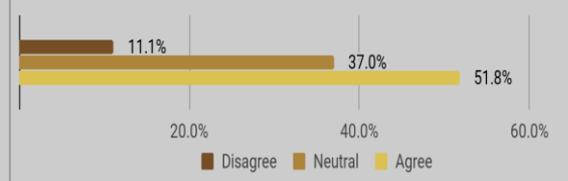
- **Q: Does Louisville's transportation infrastructure impact your business?**
- Only 10% of respondents indicated that they are affected on a daily basis.
- The downtown corridor is the most affected business district.

## Transportation Satisfaction



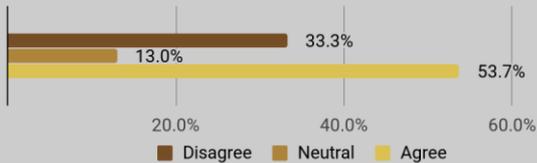
- **Q: Since you indicated you are impacted, how satisfied are you with the transportation infrastructure?**
- This question was only shown to respondents who indicated in the previous question that they were impacted.
- Open answer comments primarily revolve around a lack of parking downtown, as well as public transportation to the Colorado Technology Center, traffic on hwy 42

## Education Options



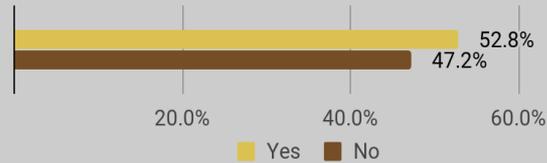
- **Q: How much do you agree with the following sentence: "the education options (daycare, elementary, middle and high school) in Louisville are sufficient for retaining and attracting my workforce."**
- There was no noticeable segment (size of business, location, etc) that tended to answer a certain way.

## Retail Amenities



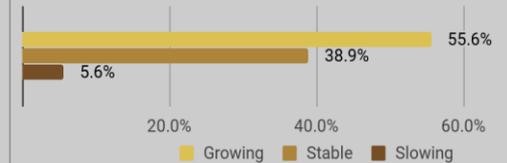
- **Q: How much do you agree with the following sentence: "the retail amenities (coffee shops, restaurants, stores, etc) are sufficient for my employees and me."**
- The downtown corridor is split between "Agree" and "Disagree".

## Business Relocation



- **Q: Is there something specific which would cause you to consider moving your business from Louisville?**
- Small business owners leaned towards "No", while medium sized business owners leaned towards "Yes".
- Open answer comments primarily revolve around the high cost of rent for business, as well as taxes and regulations as reasons to move.

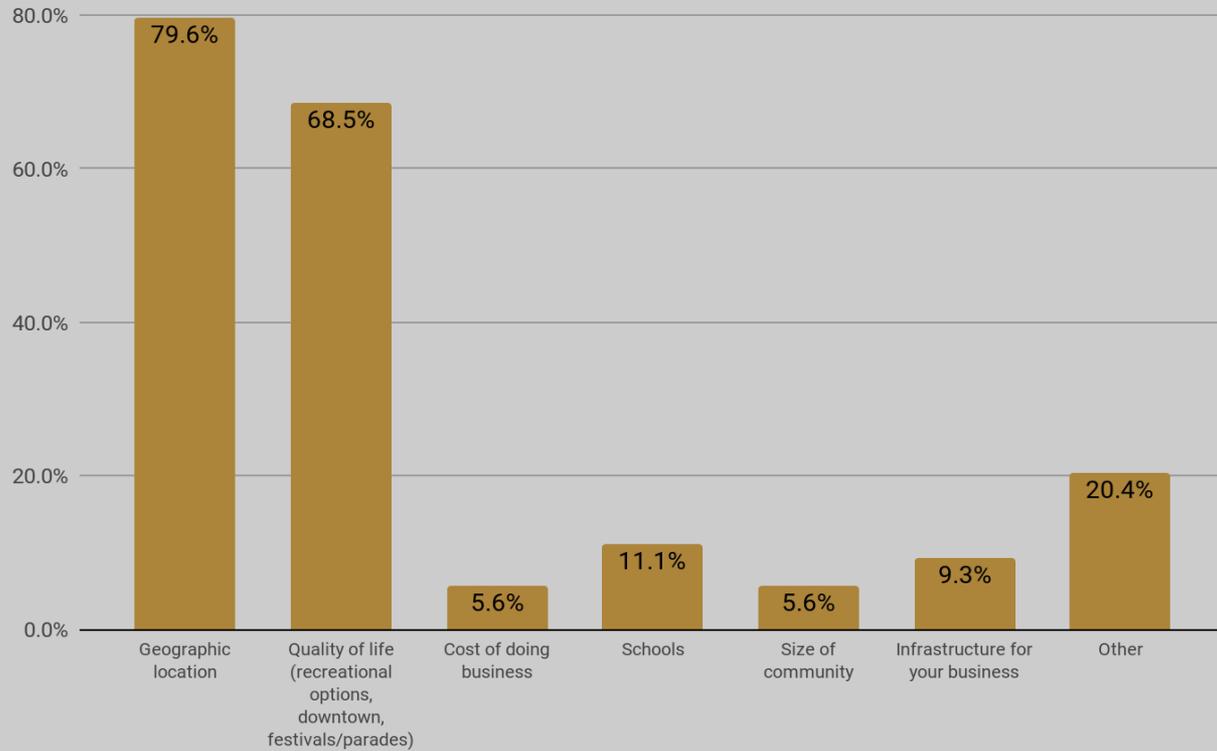
## Business Outlook



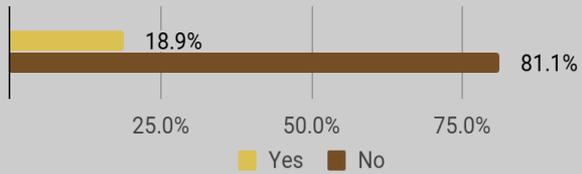
- **Q: What is the current outlook for your business over the next 18 months?**
- Businesses from all corridors indicated "Stable" to "Growing"



# Why should a business choose Louisville?

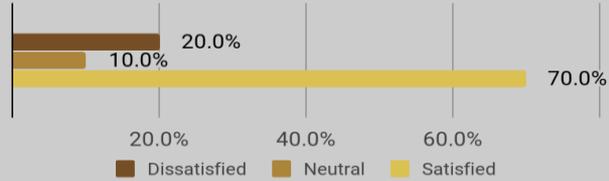


## Business Retention Meeting



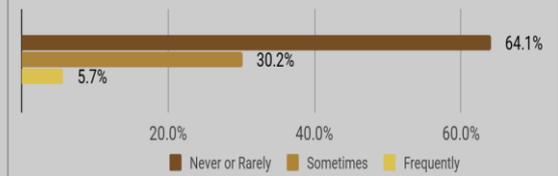
- **Q: Have you had a Business Retention meeting with the City or the Business Retention and Development (BRaD) Committee ?**

## Retention Visit Satisfaction



- **Q: How satisfied are you with the retention visits?**
- This question was only shown to respondents who indicated in the previous question that they have had a business retention meeting.

## Chamber Usage



- **Q: How often do you utilize resources from the Louisville Chamber of Commerce?**
- Small business respondents are the most frequent users, as well as those from the downtown business corridor.
- Large firms tend to not use these resources.

# Recommendations for Future Research

- Need to grow the email database of businesses
  - City has only ~25% of businesses in email contact list
  - A contact management or CRM system would allow for more sophisticated management of contact information
  - It will be challenging to communicate other updates with a more thorough list
- Organize an in-person feedback and discussion session with local businesses
  - With the concern areas known, these sessions will be easier to facilitate
  - Consider grouping by corridor or business size
- Revisit survey questions prior to next survey fielding
  - Consider a single question about “would you recommend Louisville” (Net Promoter)
  - Remove questions where there was little to no insight or data will not change
  - Add questions and details around the areas which most impact businesses (from open comments and the in-person feedback)



# Appendix



# Survey Questions

## 1. Demographic

1. What is your role in the business?
2. What business corridor/center is your business located in?
3. Approximately how many employees do you have?
4. What is the current outlook for your business over the next 18 months?

## 2. Louisville Perceptions

1. How much do you agree with the following sentence: "It is easy to get business done in the city of Louisville."
2. How much do you agree with the following sentence: "The cost of doing business in Louisville is equal or better than surrounding communities."
3. How much do you agree with the following sentence: "Louisville is leading the way in showing how front-range communities should adapt to the rapid growth and change in our region."
4. Why should a business choose Louisville? (Pick 2)



# Survey Questions, Continued

## 3. Infrastructure and Amenities

1. Does Louisville's transportation infrastructure impact your business?
  1. (If Yes to 3.1) Since you indicated you are impacted, how satisfied are you with the transportation infrastructure?
2. How much do you agree with the following sentence: "the education options (daycare, elementary, middle and high school) in Louisville are sufficient for retaining and attracting my workforce."
3. How much do you agree with the following sentence: "the cost of housing in Louisville is sufficient for attracting and retaining employees."
4. How much do you agree with the following sentence: "the retail amenities (coffee shops, restaurants, stores, etc) are sufficient for my employees and me."

## 4. Quality of Life

1. What are the most important quality of life factors that keep you here? (pick 3)
2. Is there something specific which would cause you to consider moving your business from Louisville?
  1. (If Yes to 4.2) Can you please elaborate on what would cause you to move your business out of Louisville? (Open Answer)



# Survey Questions, Continued

## 5. Economic Development Office

1. Have you had a Business Retention meeting with the City or the Business Retention and Development (BRaD) Committee ?
2. How satisfied are you with the retention visits?
3. How much do you agree with the following sentence: "Louisville does a good job of marketing itself to attract businesses."
4. How much do you agree with the following sentence: "the city does a good job communicating with the local businesses."

## 6. Chamber of Commerce / Final Comments

1. How often do you utilize resources from the Louisville Chamber of Commerce?
2. Would you be willing to participate in future annual surveys to help us better understand what is on the minds of Louisville businesses?
3. Do you have any additional comments or requests? We promise to read them all, however cannot promise to act on all the requests immediately. (Open Answer)



Thanks For Reading



**SUBJECT: SPRING BUSINESS SURVEY SUMMARY RESULTS**

**DATE: AUGUST 23, 2018**

**PRESENTED BY: AARON DEJONG, ECONOMIC DEVELOPMENT**

**SUMMARY:**

The BRaD Committee sent out the second Louisville Business Survey in June 2018 and survey responses were received throughout that month. Attached are the summary results of the survey responses. This memorandum highlights the main themes garnered from the responses.

**DISCUSSION:**

The spring Louisville business survey was sent to 715 email contacts on May 29, 2018. Two reminder emails were sent to contacts that had yet to respond the survey. The survey closed on June 18, 2018. A total of 104 responses were received, resulting in a 14.5% response rate. The intent of the survey was to receive a pulse of the business community in several areas; business outlook, opinion of the Business Forum, business satisfaction, input on community challenges, and communication. The survey was not designed to achieve statistically significant results, rather quantitative and qualitative feedback.

Responses were received by all areas of the community with the downtown area (44% of responses) and the CTC (24% of the responses) providing the most responses. The respondents were mostly from small businesses (80% with less than 25 employees).

Businesses generally have a positive outlook for their business with those stating their business would grow or remain stable over the next 18 months was 94% of responses.

Twenty-five percent (25%) of respondents attended the Louisville Business Forum on May 17, 2018. Of the attending respondents, 80% were either satisfied or neutral on the event.

The respondents stating they wouldn't recommend locating a business in Louisville outweighed those respondents who would recommend (45.5% vs. 21.2% respectively). However, respondents noted that it is generally easy to do business in town. The question related to the cost of doing business was rather mixed in its results, without a clear direction that it is, or is not, costly to do business.

The question asking if "Louisville is leading the way in showing how front-range communities should adapt to the rapid growth and change in our region" resulted in business saying Louisville was not leading by a greater amount than Louisville was leading the way (41.8% vs. 10.2%).

Moving into the topics part of the survey, transportation was the first topic requesting responses. Results were mixed as to whether the transportation infrastructure impacted their business. Those that responded the infrastructure impacted their business, 43.8% said they were dissatisfied and 45.3% were neutral. The write-in responses elaborating on the transportation impacts were generally about several topics:

- Lack of public transportation options (noted mostly in the CTC)
- General volume of traffic (particularly on Highway 42)
- Lack of parking (mostly noted about the downtown area)

Housing and amenities was the next topic asked for input and 67% of respondents stated the cost of housing was not sufficient to attract and retain employees. Responding businesses did say Louisville has an appropriate amount of amenities for employees (55% agreeing and 21% being neutral). Small community vibe, downtown, and the City's open space were the quality of life factors receiving the highest responses.

Several reasons were given for what would cause you to move your business out of Louisville. The responses fell into a few main categories:

- Rent and expenses increasing dramatically
- Difficulty finding leasable space that meets needs and is affordable
- Challenges to attract the needed workers
- Housing affordability and availability
- High tax burden

Most respondents have not had a business retention visit (only 5 of 93 respondents had). Of the five that stated they did, only one was dissatisfied with the meeting.

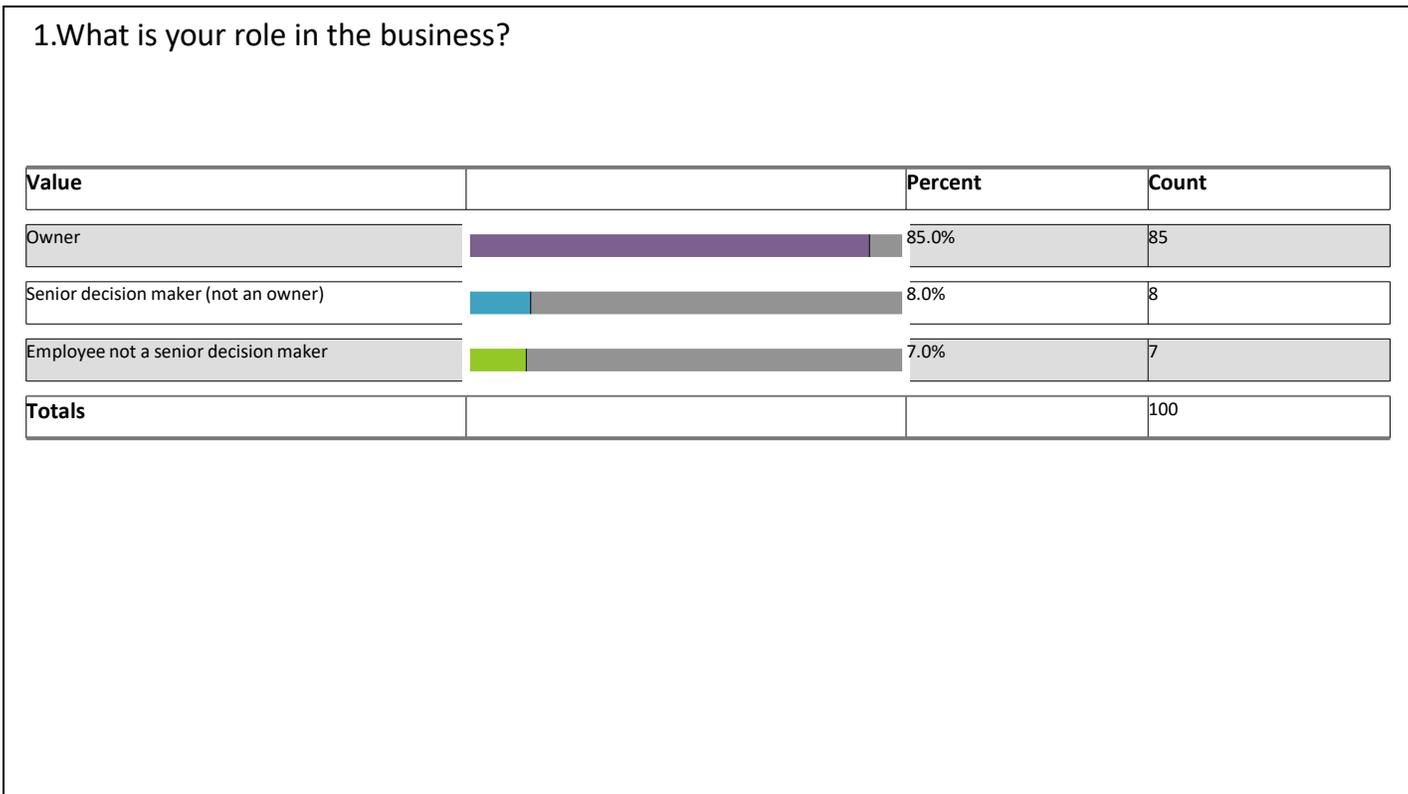
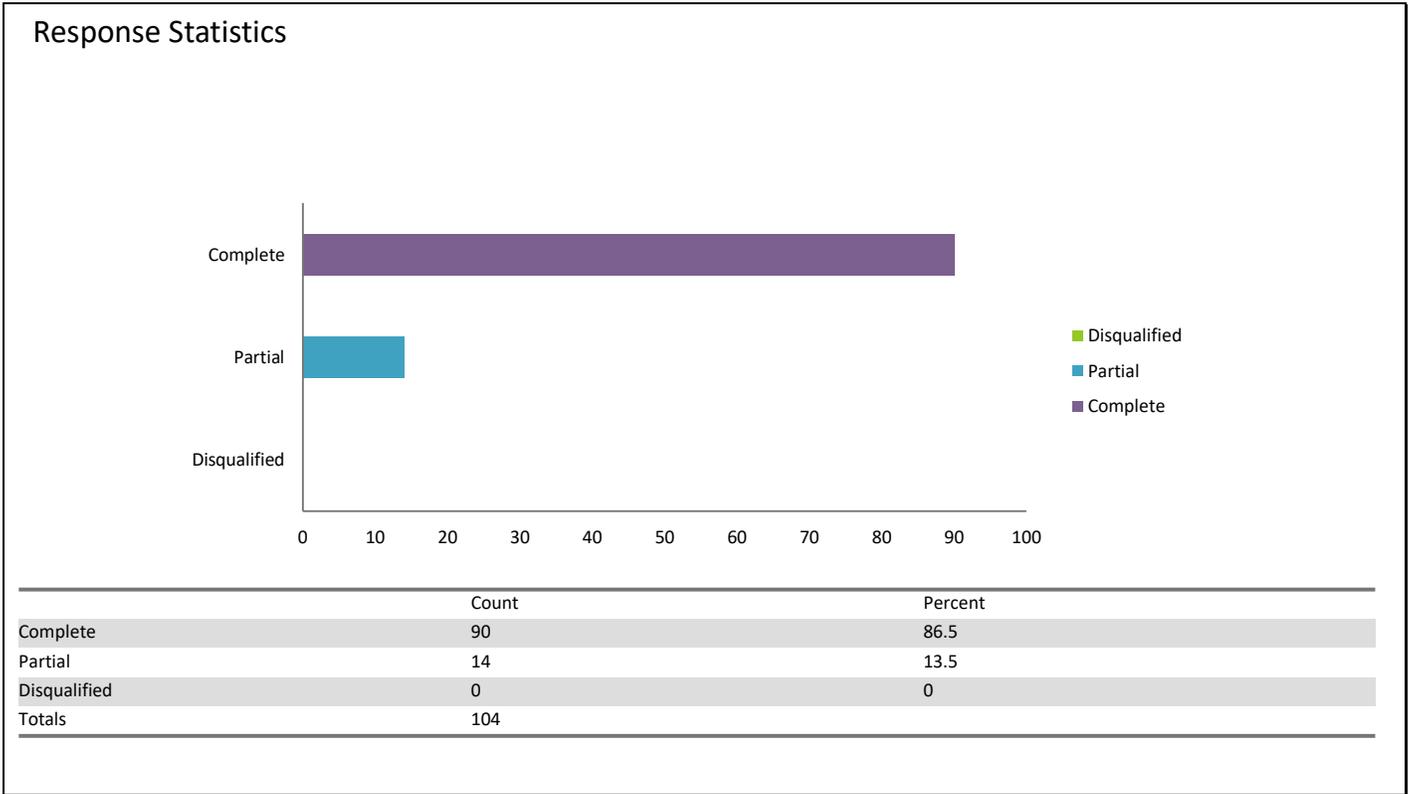
Moving on to communications questions, respondents were mixed on whether Louisville was doing a good job of marketing itself to businesses. They did generally agree the city does a good job of communicating with the local businesses. Respondents were mixed as to their utilization of the Louisville Chamber of Commerce.

Lastly, several comments were received for the final 'catch all' question to end the survey. Feel free to read them as they cover too many topics to summarize in this review.

# 2018 Louisville Business Survey results

Total addresses sent the survey = 715

Response Rate = 14.5%



## 2.What business corridor/center is your business located in?

Value		Percent	Count
Downtown Louisville		44.0%	44
Centennial Valley/McCaslin Corridor		16.0%	16
Colorado Technology Center		24.0%	24
South Boulder Road Corridor		12.0%	12
Other - Write In		4.0%	4
<b>Totals</b>			100
Other - Write In	Count		
Home based	1		
home office	1		
hwy 42	1		
hwy 42 - 95th	1		
Totals	4		

## 3.Approximately how many employees do you have?

Value		Percent	Count
1-5 employees		49.5%	49
5-25 employees		30.3%	30
Greater than 25 employees		20.2%	20
<b>Totals</b>			99

4.What is the current outlook for your business over the next 18 months?

Value		Percent	Count
Growing		49.5%	49
Stable		46.5%	46
Slowing		4.0%	4
<b>Totals</b>			99

5.Did you or someone from your business attend the May 17th Louisville Business Forum held at Ascent Church (former Sam's club)?

Value		Percent	Count
Yes, I did		25.3%	25
Someone else from my business attended		9.1%	9
No one attended		60.6%	60
I'm not sure		5.1%	5
<b>Totals</b>			99

6.You indicated your attendance at the Louisville Business Forum. How satisfied were you with the event?

Value		Percent	Count
Disatisfied		20.0%	5
Neutral		32.0%	8
Satisfied		48.0%	12
<b>Totals</b>			25

7.How likely are you to recommend the City of Louisville as a place to do business?

Value		Percent	Count
Detractors		45.5%	45
Passives		33.3%	33
Promoters		21.2%	21
<b>Totals</b>			99

8. How much do you agree with the following sentence: "It is easy to get business done in the city of Louisville."

Value		Percent	Count
Disagree		26.5%	26
Neutral		32.7%	32
Agree		38.8%	38
Not Sure		2.0%	2
<b>Totals</b>			98

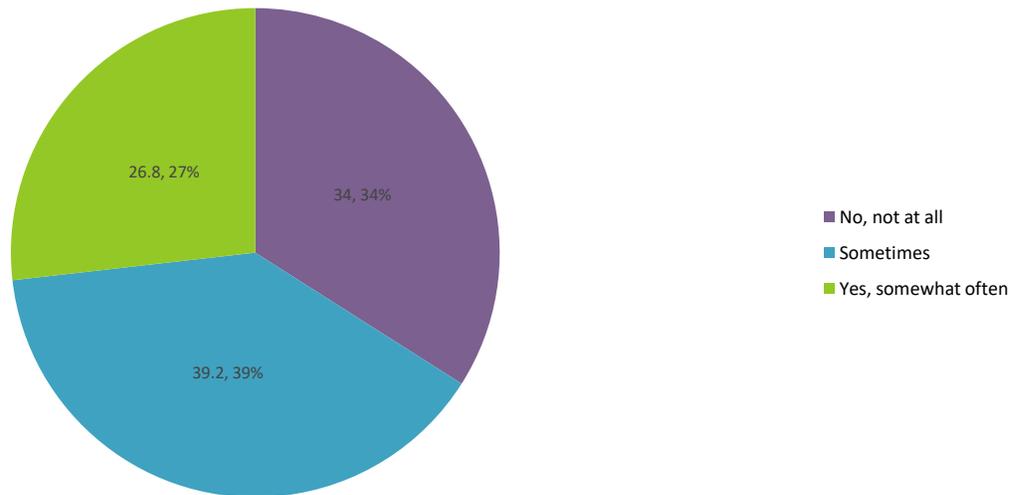
9. How much do you agree with the following sentence: "The cost of doing business in Louisville is equal or better than surrounding communities."

Value		Percent	Count
Disagree		32.7%	32
Neutral		33.7%	33
Agree		25.5%	25
Not sure		8.2%	8
<b>Totals</b>			98

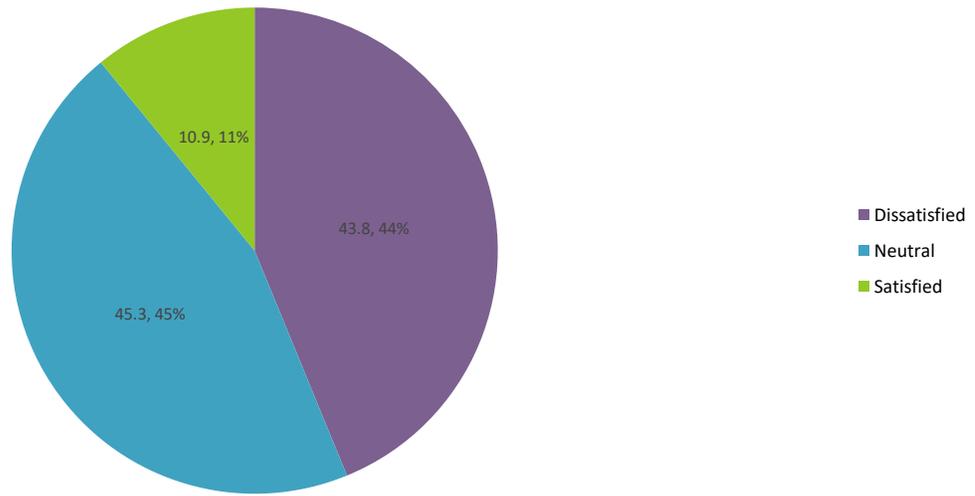
10. How much do you agree with the following sentence: "Louisville is leading the way in showing how front-range communities should adapt to the rapid growth and change in our region."

Value		Percent	Count
Disagree		41.8%	41
Neutral		39.8%	39
Agree		10.2%	10
Not Sure		8.2%	8
<b>Totals</b>			<b>98</b>

11. Does Louisville's transportation infrastructure impact your business?



12. Since you indicated you are impacted, how satisfied are you with the transportation infrastructure?



**13. Can you please elaborate on how the transportation infrastructure impacts your business?**

Traffic on South Boulder Road makes my business more visible.

Need Bus routes within the CTC

Parking

Some of our employees rely on public transportation from outside Louisville. The first bus available sometimes is cut due to lack of drivers which causes them to be late to work. Hwy 42 needs bus service as well.

I would like to have more options for parking, more organized approach, and some action regarding the topic. The city has been talking about parking for the 5 years that I have been an owner with no action at all.

Need to be allowed to advertise along a busy road where we are HIDDEN

Hwy 42 is too busy at rush hours

Parking continues to be an issue for customers and employees on a daily basis. Some days are better than others but anticipation is that the pressure for parking needs will continue to grow.

We deliver. Traffic volume is greater than streets can handle. Too many traffic signals, or at least too much waiting at signals. Obviously, too many cars for the roads, but a lot of pedestrian crossing affecting signals, too. 20+ years in delivery business - Louisville/Lafayette are very difficult to "get around".

I would like to see Louisville be more progressive when it comes to bike and walking transportation. We need to do better with our connections with surrounding communities. All of our per/bike entries to the historic district are through heavily trafficked areas and bring you into the outskirts of town. As an example, I lived in Lafayette and wanted to bike into Louisville for the day/night I would have to cross several streets and a highway, or follow the CC trail and be led into the far end of town, or a dead end into the ball fields, where I

would have to then cross a busy highway, with no cross walk. While it is nice to have the new underpass it is useless when it just leads you to a busy and dangerous highway crossing.

Commute times for employees - 95th needs improvement.

Perhaps, we (city and us) need a community garage.

We have only been affected by road closures but it hasn't affected us too much. In the end we realize it is a necessary and important update to the city.

No RTD services are convenient to our area or along Dillon Road. Potential employees have gone elsewhere as our area does not receive proper transportation services.

No parking from 10 AM on. There also is not a good bus service and it does not handle most of Louisville.

Multi-modal investments and budgetary support for all modes of transportation. Land use and transportation planning need to be better integrated. Budgetary focus on multi-modal transportation, including first and final mile connectivity to the US 36 & McCaslin station, and the CTC.

Volume of traffic on 95th St. (Hwy. 42) is making ingress and egress difficult both morning and evening

We don't like the large RTD busses going through Main Street. Can be disruptive.

Not enough downtown parking. Clients are less likely to book on weekends and Fridays because they have no place to park.

sometimes patients say they have to walk a block to the office because they couldn't find a closer parking spot. I tell them it's good to walk a block. Our appointments are only 20-30 minutes so parking is not an issue with us

Parking and traffic are a deterrent for many people who drive in to Louisville.

Customers sometimes use the transportation infrastructure to visit our business.

The bus stops are not very conveniently located along McCaslin.

Increased traffic at major arteries in Louisville impact getting around and through the area. The promise of Light Rail connecting the Front Range to the greater Denver area is a disappointing running joke that will NEVER materialize and viewed as an RTD extortion operation.

Lack of Parking.

One safety item: please add four way stops to intersections of main/spruce and main/walnut. With increased car and pedestrian traffic, it is difficult to safely cross the street or pull into main street traffic at these intersection.

There's no scheduled public transportation to the Colorado Tech center.

If you are referring to parking, the summertime outdoor seating at the restaurants hurts my business because my injured/elderly clientele cannot park within a reasonable walking distance to my office.

Parking is always an issue for customers who want to park directly in front of the business for all restaurants and others in Colony Square. People do not and will not walk to this area. It is silly to try to aim walk ability for our customers. It is more important to have the area walk-able for residents who are not necessarily our customers.

some employees want more public transport (bus) to CTC

Limited bus schedules to and from Louisville. Perhaps bring back the bus line to Flatirons mall

Constant construction with no warning, medians everywhere making left hand turns impossible, effectively shutting out certain businesses.

No real public transportation in the tech center

Sometimes downtown parking is horrible in the summer months. Our bank and some other business is done downtown

parking

Parking is quite difficult - and traffic in and around downtown Louisville often difficult at key times

There needs to be a concerted effort on the part of Boulder, Louisville, Lafayette, Erie; maybe Broomfield dealing with the very serious traffic problems during peak times. The east-west roads are a crawl & impact employees.

Poor flow through management. So many cars bottlenecked by narrow roads, slow speed limits.

We need folks to be able to get to and park in downtown

There are 1000s of people working in CTC and there is no transit service, in this day and age to have a concentrated area of employment w/o mass transit is, well appalling

It does nothing to help my business

Bus route to CTC. stops within CTC needed.

Our business attracts clients from many surrounding municipalities, and long commute times across town (auto and pedestrian) negatively affect our ability to attract new clients.

Need more/frequent bus service between the CTC/Northwest Pkwy businesses and historic downtown and/or McCaslin retail corridor.

Lack of long term parking. Street closures make it difficult for customers.

Lack of parking impacts business tremendously, traffic on 42 and Dillon Road to Broomfield have a big impact on people coming into Downtown Louisville.

Difficult to get into downtown Louisville (i.e., find parking) during business hours.

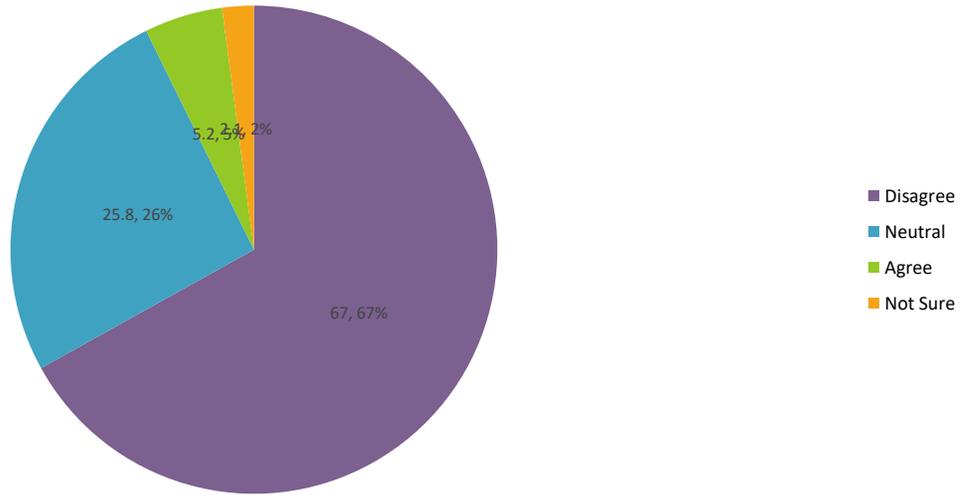
Insufficient bus service from McCaslin and to CTC

Extremely congested highways has made many of my customers stop riding bicycles altogether. It is just too dangerous, there are too many people here - too much in controlled growth.

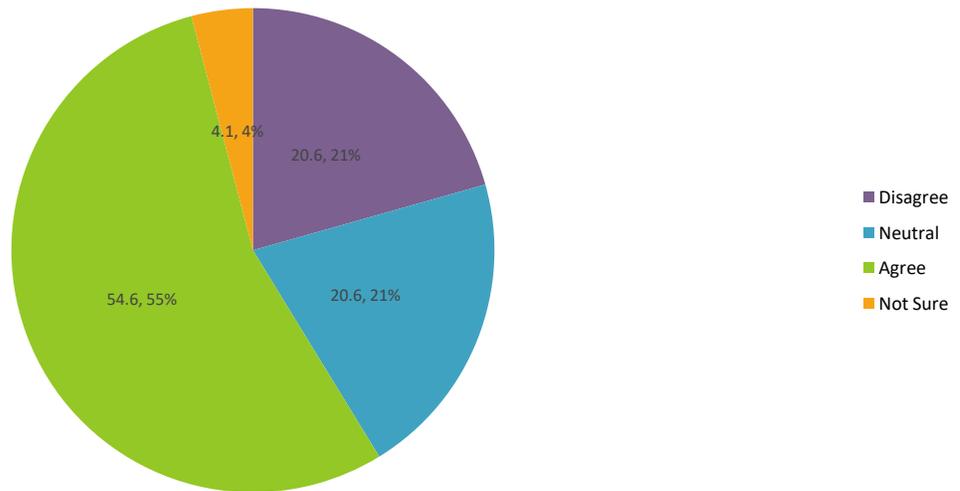
No Buses come to the Colorado Tech Ctr.

Makes it harder to fill light manufacturing positions.

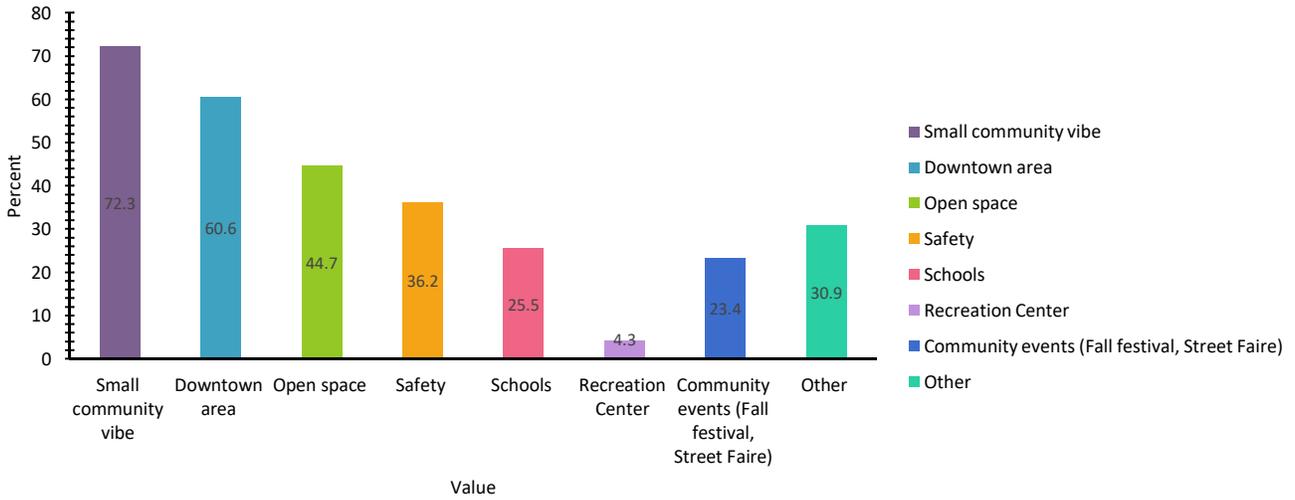
14. How much do you agree with the following sentence: "the cost of housing in Louisville is sufficient for attracting and retaining employees."



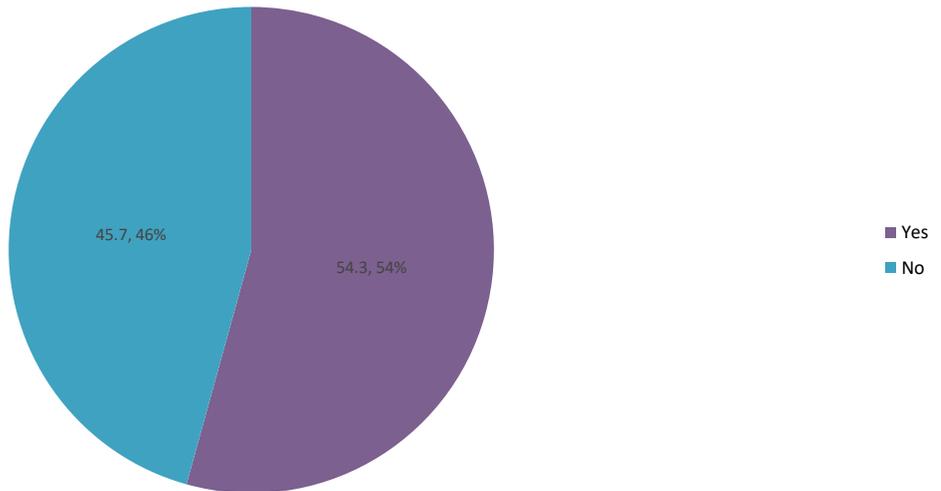
15. How much do you agree with the following sentence: "local retail amenities (coffee shops, restaurants, stores, etc) are sufficient for my employees and me."



16. What are the most important quality of life factors that keep you here? (pick 3)



17. Is there something specific which would cause you to consider moving your business from Louisville?



## **18.Can you please elaborate on what would cause you to consider moving your business out of Louisville?**

rising rents

housing cost...

One more increase in costs from my business to the City of Louisville.

Lack of retail space

punitive and adversarial city staff

The rent has increased in my 5 years of doing business exponentially. I started paying \$2300 a month and am now paying \$4700. and recent property tax increase is too high for my business to sustain. I cannot afford to pay this each and every year. I need to be in a community with like minded people where there are more thriving businesses and people are interested in supporting small business. For business reasons, I need to be in a town where there is more traffic to support the growth of my business. I also need to be in a town that has a comprehensive vision and online presence with up to date social media presence. I am continue to be disappointed that our town does not have a social media presence, and a vision for the future.

Not being welcomed by the city admins and no one leasing space small enough. People want small businesses to pay a ton for everything. I don't need 3000 sq ft and because there is no other option, I may move the business

1. Traffic. 2. Rent. 3. Difficult labor market for service industry.

Too much traffic on 287 coming from Longmont.

A political movement to stop creative development in old downtown that adds people and not cars to service the retail/restaurants.

Construction and permitting process is not good. We are considering expansion and the prospect of going through the process again is daunting.

Lack of small office space within desired areas (specifically downtown). Cost and logistics of obtaining building permits. Economic incentives available elsewhere as compared to here.

I feel Louisville rents have gotten ahead of where they should actually be which is causing some pain. We pay high rent, but we don't feel the business is there downtown especially for a lunch time business crowd. We also feel unsupported marketing wise by the city and we're getting killed by surrounding cities that are offering incentives for businesses to go in there including lower rents and tax incentives.

Cheaper costs for Building's/Real Estate

Better selection for home purchases.

Parking. By 10 AM there is not any.

traffic

I eventually want to move my Graphic Design business out of my home and move to an office location. Other surrounding areas have much more affordable small office space leases. Real estate is just too high here for the small service providing business I run.

If rent for office space continues to go up in the future as much as it has gone up in the past three years, I may have to relocate to Longmont or Lafayette.

We are hard to find due to being built in and city signage laws stunt our ability to be visible. Community support in the area is weak.

Would like to expand but there is very little commercial/industrial land available

Property tax

If I can no longer afford to rent space here, which is a definite possibility down the road, especially if my building is sold.

Treatment from the sales and use tax audit department.

Cost of running a business; rents are high.

I need to expand my space but it's hard to find affordable office space that suits my needs in the city limits of Louisville.

Louisville is maxed out on available housing for folks to live and work in the area. As a result, available housing costs are very high perhaps second only to Boulder. So the commute to Louisville for employees becomes more important since they are likely live outside the Louisville area.

Real estate is getting too expensive. Lease rates are high and buying or building is unfeasible for most small businesses.

Employee retention will become more difficult as housing prices continue to escalate in Louisville. Commuting options for our employees will become a factor overtime.

Cheaper better office space, our office complex is old and is looking out of touch with the modern style

Traffic is increasing, parking for my clients decreasing

Any major costs that may close the business temporarily such as realignment of buildings would cause me to move. I can't survive a temporary closure and would just go elsewhere.

I would move my business if my rent keeps increasing, which it does, and if I cannot attract more local clients (a good amount travel for my services vs. all local)

Taxes are excessive.

If the city or city council hinders new building in downtown. Growth is necessary, important for small businesses to grow along side this growth and quantifiable.

If I could get a better location somewhere else I would. Louisville only seems to interested in promoting its tiny downtown.

With changes in healthcare, hospital consolidation might play a part in loss of business. This might result in moving out business due to the proximity to Avista.

cost

High sales tax rates make for increased competition.

better offers

I would move to another city for a larger retail space. I could never afford a larger retail space in downtown Louisville and I rely on foot traffic

Loss of young, new families and over-maintenance of an aging population

Anti-growth City Council

Lower rental for retails, and more convenient customer parking

Ever increasing cost of rent and gentrification.

Parking and more proactive City Governments in surrounding areas.

If downtown development/redevelopment continues to be frowned upon.

Finding cheaper rent space and property taxes

19. Have you had a Business Retention meeting with the City or the Business Retention and Development (BRaD) Committee ?

Value		Percent	Count
Yes		5.4%	5
No		94.6%	88
<b>Totals</b>			93

20. How satisfied are you with the retention visits?

Value		Percent	Count
Dissatisfied		20.0%	1
Neutral		80.0%	4
<b>Totals</b>			5

21. How much do you agree with the following sentence: "Louisville does a good job of marketing itself to attract businesses."

Value		Percent	Count
Disagree		22.6%	21
Neutral		37.6%	35
Agree		21.5%	20
Not Sure		18.3%	17
<b>Totals</b>			93

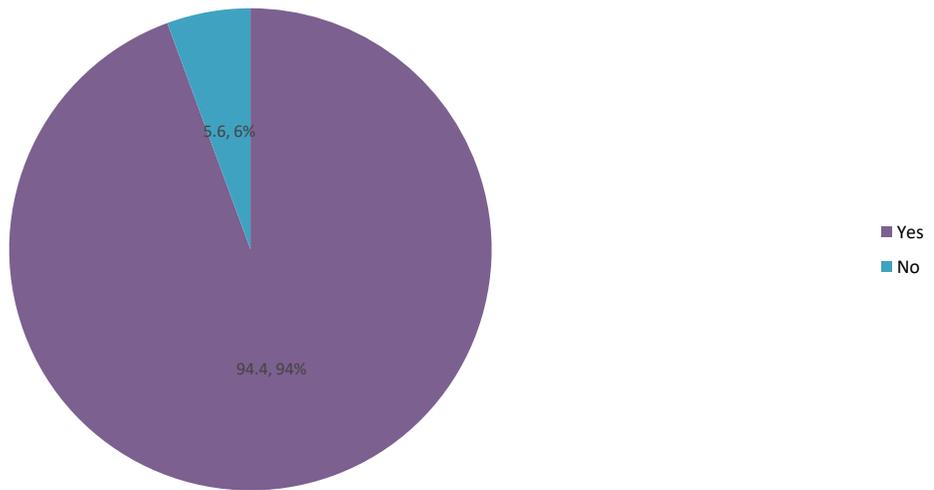
22. How much do you agree with the following sentence: "the city does a good job communicating with the local businesses."

Value		Percent	Count
Disagree		26.9%	25
Neutral		32.3%	30
Agree		35.5%	33
Not Sure		5.4%	5
<b>Totals</b>			93

23.How often do you utilize resources from the Louisville Chamber of Commerce?

Value		Percent	Count
Never		37.8%	34
Rarely		24.4%	22
Sometimes		27.8%	25
Frequently		10.0%	9
<b>Totals</b>			90

24.Would you be willing to participate in future annual surveys to help us better understand what is on the minds of Louisville businesses?



**25. Do you have any additional comments or requests? We promise to read them all, however cannot promise to act on all the requests immediately:**

I was quite disappointed that the plan to revamp the old county license registration buildings next to Huckleberry. I understand that growth and build outs need to be handled carefully, but to deny the plan and leave a huge chunk of main street looking like it's from the 80s doesn't help our town. Even if the first proposal wasn't right, there needs to be continued improvement of that space.

We need attention on the McCaslin corridor.

First, Aaron is doing a tremendous job! After 45 years in business, this is the first that the city has asked for our opinion. City hall needs more like minded staff! I have multiple concerns and opinions and will write a letter on the balance.

In the latest meeting, the Mayor mentioned that it was his job to provide power, and clean streets in order that we do business. I would appreciate that the streets in Historic Downtown Louisville be shoveled during the winter months by the city so that if there are shoppers, they can walk from business to business. Pedestrian traffic downtown is almost non-existent. The sidewalks are almost always impassible. I think it sends a strong message to the people that do come down that we are not interested in walking traffic. To date, it is the shop owners responsibility. The problem is that if it is an office, or a vacant property, the sidewalk doesn't get shoveled. This problem goes unaddressed every winter. If this is the Mayor's job, then I would appreciate it being done. The Mayor also said that a broad social media, website for the city as a whole would be "in the works". This needs to be done immediately. Like the new downtown in Lafayette, and the new pool in Lafayette, and SoBo road needs to move traffic past 96th much faster at peak times. I wish I could turn left (from any direction) without a left turn arrow only. And, 96th Pine desperately needs a "smart" traffic signal.

Your image of Louisville as supporting small business is woefully lacking. The city actually makes it quite difficult to own a small business in Louisville. I would suggest a reality check is in order.

No more.

Please look into wintertime events to draw more folks downtown during the slower months. RECRUIT young restaurateurs!

Louisville needs to go more to help attract better and more up-to-date retail (local, lifestyle, experience-based) to bolster our downtown and surrounding areas.

It was suggested in our office that a bike path would be great from the park and ride at Interlocken up to or near the Colorado Technology Center.

Restaurants need to think more of some one that has a time frame. It is hard to just take a 30 minute lunch.

Main Street drive-thru traffic is becoming too heavy. I hate to say it but put in more stop signs in downtown on Main to discourage people short cutting through and since most people stop at each intersection already. Develop ridesharing and valet parking to alleviate downtown parking issues

I'd like to see the Chamber of Commerce get an update to the building to make it more attractive to new comers and business owners. It has a look of an antiquated, outdated business and in actuality it is an amazing networking organization and can really benefit local business owners and connect local and community people to the services offered in and around town. I think it would be a service to the City to have the Chamber stay up to day and contemporary.

I appreciated the Business Forum and would like to see the BRaD Committee and City staff to continue convening business leaders. I would like to see more primary employers involved in economic development.

I was told at my first Use Tax meeting that I would not have to fill out Use Tax forms as often (i.e. it would be decreased to quarterly) once it was clear that I had a service-based business and would not be paying Use Taxes. Three years in, I'm still being asked to complete monthly forms.

City Council is, and has been, giving negative signals to businesses and development projects. We need Mayor Sisk back

I think the "new" website is great and we appreciate all that the City does.

Once again, the 600 Block of Main Street (604/600) didn't get flowers on our block like the rest of downtown Louisville. I have been in downtown Lsvl. for 23 years and have commented on this and only once have there been flowers on the sidewalk like all the other businesses. Not really sure why it ends on Pine????

Quiet Zone for train

Louisville needs to be proactive when it comes to business retention and growth. They are still very reactive and it takes the City too long to solve problems. If it's not careful Louisville will become Boulder, too expensive for residents and businesses.

Housing, mass transit, traffic congestion and parking are the key issues that appear to be key to Louisville's future growth. Superior and Broomfield are certainly benefiting from the lack of affordable housing in Louisville.

Old Town Louisville is losing ground to Lafayette. Lafayette is open for business and that is injecting vigor and vitality into their downtown area. That coupled with the rising costs of Louisville, is making Louisville less desirable. Lafayette is going to replace Louisville, as the "cool" place to be, if Louisville does not become a little more proactive and pro business. We are losing our retail, and we have too many restaurants. Commercial is quickly becoming the center of business in Old Town.

Honestly, I have had my business here since 2004, and I LOVE this town, but I feel we are being hugely left behind from similar towns such as Lafayette who HUGELY promote their downtown area, events and more.

Encourage the city council to accept the new building downtown. Council members too often have their own agenda and lose sight of local business and residents views.

We love the Louisville community! People are great about supporting small, local businesses.

I found the permitting process with the building department onerous and arbitrary and don't look forward to working with them when I expand my business in the future.

No

We need to be careful not to "over regulate" businesses wanting to come here or the ones who are here. Staff needs to find ways to speed up certain processes.

the communication is good, but businesses need actions

Let's continue to add more fun and relevant retail to Old Town. Places that customers can purchase goods (food, drink, merchandise). Let's lure best in class businesses to town and incentivize them to come.

Louisville must continue to attract young, vibrant families and citizens who will invest in Louisville. In addition to the question about reasons Louisville is attractive, I would have put "Parks" instead of Open Space.

City Councilors, Mayor/City Manager/Deputy Manager, EDC Director, and/or BRaD should proactively and periodically host small roundtable get togethers with business owners from the various city quadrants. This may elicit more direct and honest feedback?

No more restaurants in downtown, Please! Attract more retailers with unique offerings. Replace and refresh all banners in downtown.

Install a 4 way stop sign between Main and Walnut, drivers turning into Main Street are having difficulty seeing incoming cards north and south bound because its view is obstructed by parked cars

Sponsor and support efforts to make Louisville retail, restaurant, and services unique and home grown; fewer franchises. Fund more Public Art!

Please encourage the City Staff to consider all impacts on permanent businesses when they make decisions closing or reducing parking lots for outside events and how far in advance it needs to be done. Closing the lot the day before an event or all day for an event in the evening is ridiculous unless there is a very good reason. Also, it would be nice to notify the local businesses in advance when this is going to be done, and allow for some feedback from them.

## **26.If you have feedback about this specific survey, we'd love to hear it!**

Thank you for providing the survey. I feel that they are so important. I have been providing this same information for 5 years. Most if not all has been met with road blocks and deaf ears.

It is good.

As a very small and slowly growing business, not all of these concerns apply to me right now, but I appreciate knowing about them and would like to continue to be informed. My experience could change should I move my business, even within the city.

Good job!

Perhaps make different surveys that apply to certain parts of town, i.e. downtown, McCaslin, etc.

Would have liked more ability to write in comments, not just answer "agree", "disagree" or "neutral"

None

When I checked that I didn't own the business, the questioning should have then taken a different direction. For instance, asking me if I had a BRad meeting. How would I know? Just a thought.

some questions seemed more geared towards residents not business operators

Add "Parks" in addition to Open Space for reasons Louisville is attractive

Thank you for resending the survey! I would not have remember to do it!

City of Louisville 2017 Survey		
#	Question	Potential Responses
1	What is your role in the business?	Unknown
2	What business/corridor is your business located in?	Unknown
3	Approximately how many employees do you have?	Unknown
4	What is the current outlook for your business over the next 18 months?	Growing / Stable / Slowing
5	How much do you agree with the following sentence: "It is easy to get business done in the City of Louisville?"	Agree / Neutral / Disagree
6	How much do you agree with the following sentence: "The cost of doing business in Louisville is equal or better than surrounding communities?"	Agree / Neutral / Disagree
7	How much do you agree with the following sentence: "Louisville is leading the way in showing how front-range communities should adapt to the rapid growth and change in our region."	Agree / Neutral / Disagree
8	Why should a business choose Louisville?	Geographic Location / Quality of Life / Cost of Doing Business / Schools / Size of Community / Infrastructure / Other
9	Does Louisville's transportation infrastructure impact your business?	Rarely / Sometimes / Often
9.1	If yes, how satisfied are you with the transportation infrastructure?	Satisfied / Neutral / Dissatisfied

City of Louisville 2018 Survey		
#	Question	Potential Responses
1	What is your role in the business?	Owner / Senior Decision Maker / Employee
2	What business/corridor is your business located in?	Downtown Louisville / Centennial Valley & McCaslin Corridor / CTC / South Boulder Road Corridor / Other
3	Approximately how many employees do you have?	1-5 Employees / 5-25 Employees / 25+ Employees
4	What is the current outlook for your business over the next 18 months?	Growing / Stable / Slowing
5	Did you or someone from your business attend the May 17th Louisville Business Forum held at Ascent Church (former Sam's Club)?	Yes I Did / Someone Else from Business / No One Attended / I'm Not Sure
5.1	If Yes, how satisfied were you with the Business Forum event?	Satisfied / Neutral / Dissatisfied
6	How likely are you to recommend the City of Louisville as a place to do business?	Promoters / Passives / Detractors
7	How much do you agree with the following sentence: "It is easy to get business done in the City of Louisville?"	Agree / Neutral / Disagree / Not Sure
8	How much do you agree with the following sentence: "The cost of doing business in Louisville is equal or better than surrounding communities?"	Agree / Neutral / Disagree / Not Sure
9	How much do you agree with the following sentence: "Louisville is leading the way in showing how front-range communities should adapt to the rapid growth and change in our region."	Agree / Neutral / Disagree / Not Sure

Village of Winnetka 2018 Survey		
#	Question	Potential Responses
1	Do you think the Village of Winnetka is a "Business Friendly" community?	Yes / No
2	Which of the following best describes the current business atmosphere in the Village compared to two years ago?	Better / No Change, But good / No Change, But Poor / Worse / Don't Know
3	Overall, how would you rate the Village of Winnetka customer service? Would you say it is...	Excellent / Good / Neutral / Below Average / Poor / Don't Know
4	Please rate your overall satisfaction with major services provided by the Village of Winnetka using a scale of 1 to 5, where 5 means "Very Satisfied" and 1 means "Very Dissatisfied."	Flow of Traffic & Traffic Management / Maintenance of Streets & Sidewalks / Quality of Snow Removal / Quality of Code Enforcement / Quality of Building Inspections / Management of Village Finances / Overall Quality of Services / Quality of Customer Service from Village Employees / Value for Taxes & Fees
5	Which THREE of the following services listed in Question 4 above do you think should receive the MOST EMPHASIS from Village leaders over the next two years?	See above list
6	Several items that may influence your perception of the Village of Winnetka are listed below. Using a scale of 1 to 5, where 5 means "Excellent" and 1 means "Poor," please rate the Village with regard to the following.	Overall Image of Village / Quality of New Development in Village / Village Marketing Initiatives / Village Wayfinding Signage / Village Support for Local Businesses / Overall Feeling of Safety in the Village / Overall Effectiveness of Village Communications / Overall Availability of Parking for Customers
7	Please rate the impact of the following events in the Village have on your business using a scale of 1 to 3, where 3 means it has a "Positive Impact" and 1 means a "Negative Impact."	Winnetka Music Festival / North Shore Art League / Parades / Sidewalk Sale / Red Invitation Holiday Sale / Business District Events
7.1	Are you aware of the Village event sponsorship program?	Yes / No
8	Please check all of the following modes of transportation utilized by your employees to get to and from work.	Metra Train / Pace or CTA / Walking / Biking / Drive Personal Vehicle / Ride Sharing or Carpools
9	Please check all of the following sources you use to get information about Village services and events.	Local News Outlets / Quarterly Winnetka Report / Village e-news / Village website / Social Media / Public Meetings / Word of Mouth / Phone Call / Visit to Village Hall / Talking with Village Officials

City of Louisville 2017 Survey		
#	Question	Potential Responses
	How much do you agree with the following sentence: "The education options (daycare, elementary, middle and high school) in Louisville are sufficient for retaining and attracting 10 my workforce."	Agree / Neutral / Disagree
	How much do you agree with the following sentence: "The cost of housing in Louisville is sufficient for attracting and 11 retaining employees."	Agree / Neutral / Disagree
	How much do you agree with the following sentence: "The retail amenities (coffee shops, restaurants, stores, etc.) are 12 sufficient for my employees and me."	Agree / Neutral / Disagree
	What are the most important quality of life factors that keep 13 you here?	Small Community Vibe / Downtown Area / Open Space / Safety / Schools / Rec Center / Community Events / Other
	Is there something specific which would cause you to consider 14 moving your business from Louisville?	Yes / No
	If yes, can you please elaborate on what would cause you to 14.1 move your business out of Louisville?	Open
	Have you had a Business Retention meeting with the City or 15 the Business Retention & Development (BRaD) Committee?	Yes / No
	16 How satisfied are you with the retention visits?	Satisfied / Neutral / Dissatisfied
	How much do you agree with the following sentence: "Louisville does a good job of marketing itself to attract 17 businesses."	Agree / Neutral / Disagree
	How much do you agree with the following sentence: "The 18 City does a good job communicating with local businesses."	Agree / Neutral / Disagree
	How often do you utilize resources from the Louisville 19 Chamber of Commerce?	Frequently / Sometimes / Never or Rarely

City of Louisville 2018 Survey		
#	Question	Potential Responses
	Does Louisville's transportation infrastructure impact your 10 business?	Yes, Somewhat Often / Sometimes / No, Not At All
	If yes, how satisfied are you with the transportation 10.1 infrastructure?	Satisfied / Neutral / Dissatisfied
	Can you please elaborate on how the transportation 10.2 infrastructure impacts your business?	Open
	How much do you agree with the following sentence: "The cost of housing in Louisville is sufficient for attracting and 11 retaining employees."	Agree / Neutral / Disagree / Not Sure
	How much do you agree with the following sentence: "The retail amenities (coffee shops, restaurants, stores, etc.) are 12 sufficient for my employees and me."	Agree / Neutral / Disagree / Not Sure
	What are the most important quality of life factors that keep 13 you here?	Small Community Vibe / Downtown Area / Open Space / Safety / Schools / Rec Center / Community Events / Other
	Is there something specific which would cause you to consider 14 moving your business from Louisville?	Yes / No
	Can you please elaborate on what would cause you to 14.1 consider moving your business out of Louisville?	Open
	Have you had a Business Retention meeting with the City or 15 the Business Retention & Development (BRaD) Committee?	Yes / No
	16 How satisfied are you with the retention visits?	Satisfied / Neutral / Dissatisfied
	How much do you agree with the following sentence: "Louisville does a good job of marketing itself to attract 17 businesses."	Agree / Neutral / Disagree / Not Sure

Village of Winnetka 2018 Survey		
#	Question	Potential Responses
	Which THREE methods of communication do you MOST PREFER to use to get information about Village services and 10 events?	See above list
	Which THREE of the items below should be the TOP PRIORITY for the Village to focus on for Downtown revitalization over 11 the next 5 years?	Village Marketing & Promotion / Infrastructure Improvements / Streetscape Improvements / More Public Events / Signage and Wayfinding / Sustainability / Stormwater / Parking Allocation / Snow Removal
	Please indicate if you are interested in assistance in any of the 12 following areas.	Marketing & Advertising / Business Planning & Development / Government Regulations / Other
	In the next 12 months, is your business considering any of the 13 following?	Expanding in Winnetka / Increasing Workforce / Relocating Outside Winnetka / Downsizing / Reducing Workforce / Closing / None of the Above
	14 Would you recommend Winnetka as a business location?	Yes / No
	Please indicate how important the following factors were in your decision to locate in your current location using a scale of 1 to 4, where 4 means "Very Important" and 1 means "Not 15 Important at All."	Proximity to Home / Access to Highways / Overall Perception of Area / Physical Appearance of Area / Proximity to Customers / Proximity of Businesses that Are Important to Your Business / Competitive Lease Rates / Availability of Land & Buildings / Safety / Ease of Zoning & Permit Process / Overall Customer Service / Value from Local Taxation / Attitude of Government to Businesses / Availability of Utilities
	Then, for each potential reason above, please indicate whether or not your needs are currently being met by the 15.1 Village.	See above list
	Which THREE of the reasons listed in Q #15 above will have the MOST IMPACT on your decision to stay in Winnetka over 16 the next 10 years?	See above list
	Approximately how many years has your business been 17 operating in Winnetka?	Less Than 5 Years / 5-10 Years / 11-20 Years / 20+ Years
	18 Which ONE of the following best describes your business?	Arts or Entertainment / Health or Medical Care / Retail Trade / Retail Food Service / Finance, Insurance & Real Estate / Physical Fitness / Personal Services / Professional Services / Other
	19 Please indicate the status of your current company sales.	Increasing / Stable / Decreasing / Not Provided

City of Louisville 2017 Survey		
#	Question	Potential Responses
	Would you be willing to participate in future annual surveys to help us better understand what is on the minds of Louisville businesses?	Yes / No
20	Do you have any additional comments or requests? We promise to read them all, however cannot promise to act on all requests immediately.	Open

City of Louisville 2018 Survey		
#	Question	Potential Responses
18	How much do you agree with the following sentence: "The City does a good job communicating with local businesses."	Agree / Neutral / Disagree / Not Sure
19	How often do you utilize resources from the Louisville Chamber of Commerce?	Frequently / Sometimes / Rarely / Never
20	Would you be willing to participate in future annual surveys to help us better understand what is on the minds of Louisville businesses?	Yes / N
21	Do you have any additional comments or requests? We promise to read them all, however cannot promise to act on all requests immediately.	Open

Village of Winnetka 2018 Survey		
#	Question	Potential Responses
	Approximately how many full-time employees do you employ in your Winnetka location?	Less than 5 / 6-10 / 11-15 / 16-20 / 21+
20.1	Approximately how many part-time employees do you employ in your Winnetka location?	Less than 5 / 6-10 / 11-15 / 16-20 / 21+
21	How many employees at your Winnetka location obtain Village parking permits?	0-5 / 6-10 / 11-15 / 15+
22	Is finding and keeping employees an issue for your business?	Yes / No
22.1	What is the reason finding/keeping employees is an issue for your business?	Open
23	Do you own or lease your facility?	Own / Lease
24	Do you have additional locations?	Yes / No
24.1	Where do you have additional locations?	Open Customers from Winnetka / Suburban Customers / Chicago / Illinois (outside Chicago) / National / International
25	Approximately what percentage of your customer base is represented by each of the following groups?	Open
26	Do you purchase materials, supplies, and inventory for your business locally?	Yes / No
27	Is your business currently a member of the Winnetka-Northfield Chamber of Commerce?	Yes / No
27.1	How satisfied are you with the Winnetka-Northfield Chamber of Commerce?	Very Satisfied / Somewhat Satisfied / Neutral / Dissatisfied / Not Provided