



Economic Development Business Survey Results

December 2021

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Executive Summary

Arvada's businesses often have very different wants and needs, from the desire and ability to grow to the level of engagement they want and expect to have with the City. These differences are most pronounced when segregated by business type (restaurant, retail/service, commercial office, home-based, industrial/warehouse).

Restaurants want to grow and say they are the most able to make that happen, followed by businesses in the retail/service sector.

Home-based businesses, on the other hand, not all of which are single-employee businesses, express little if any desire to grow, which is similar for those in industrial/warehouse space (although "growth" was often described as coming from residential and/or visitor growth, which is likely not as relevant for those in the B2B sector).

By business maturity, growth is most desirable among newer businesses (less than three years) while those that have been around for 20+ years no longer find growth to be important.

Which leads to the question of survivability. Almost 40% of businesses express some degree of uncertainty as to whether they continue to be around in five years' time and interestingly, the COVID-19 pandemic seems to have little, if anything, to do with that. Instead, the biggest obstacle to survivability is the current worker shortage, which of course is also impacting businesses' ability to grow.

Criticisms of the City focus on crime and homelessness (often related), and roads/infrastructure.

Background and Methodology

In 2019-2020, Arvada's Economic Development Association conducted a survey among residents to better understand their desire for economic growth and development.¹ From that survey, residents most preferred that the City's economic growth be driven through increased business, generating more jobs and creating greater tax revenues for City services.

This survey, conducted in 2021, looks at Arvada's business community to see how they feel about their desire and ability to lead this charge for economic growth.

This Residential and Business Economic Development surveys will be conducted bi-annually, tracking changes in attitudes and needs over time.

(See Appendix for explanation of survey research terminology.)

¹ Conducted by [Market Perceptions, Inc.](#)

Topics Addressed

- ❖ Demographics
- ❖ Satisfaction
- ❖ Perceptions of Economic Growth
- ❖ Current Business Climate
- ❖ Perceptions of Growth and Barriers

Business Survey **Participants**

Takeaways

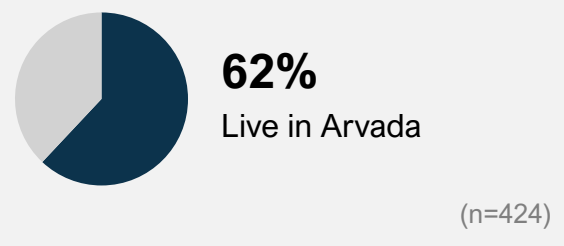
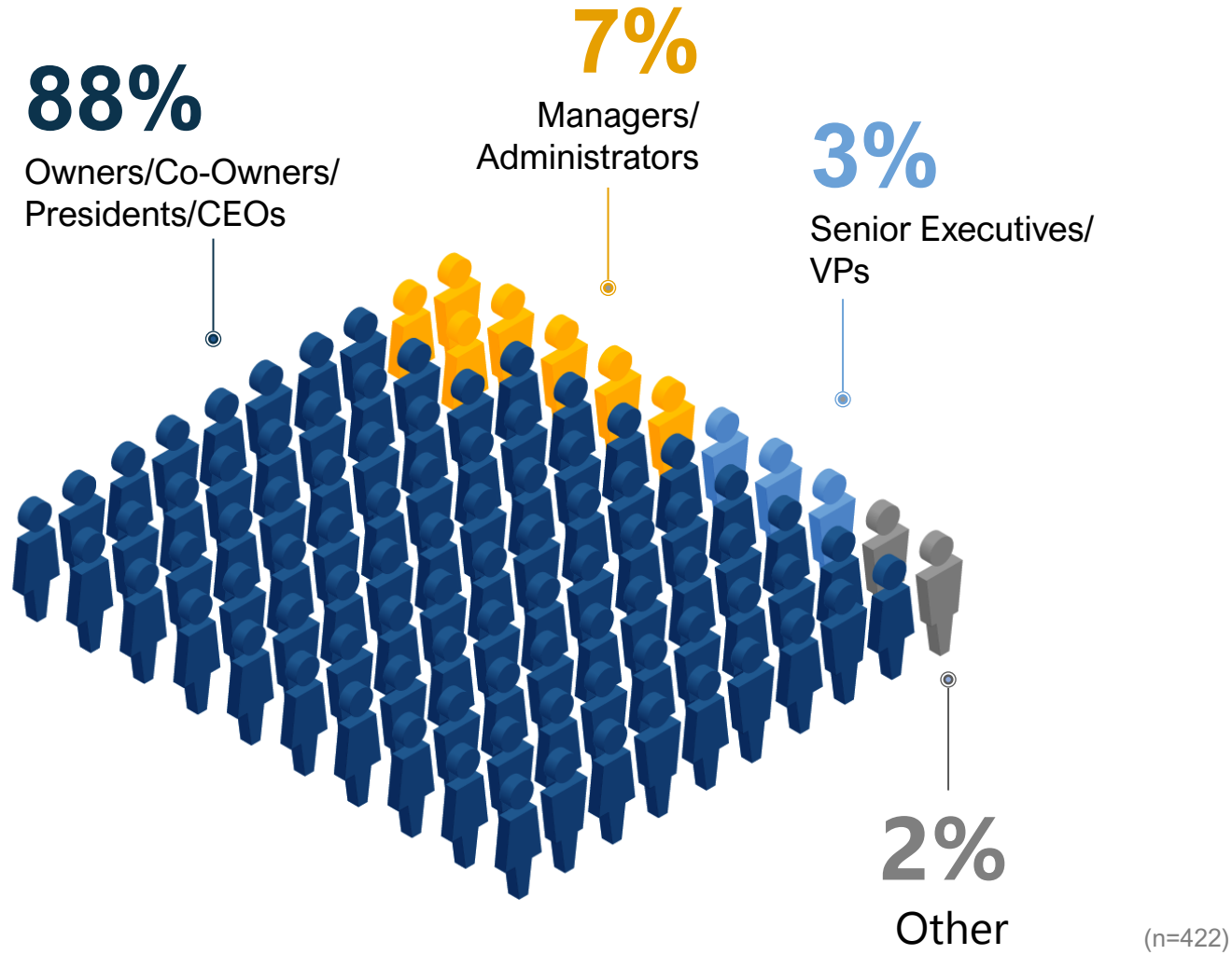
- 422 Arvada businesses participated in this survey, solicited from a listing of 2,786 active businesses with email addresses, yielding a response rate of 15%.
- Nearly all survey participants are the owners/CEOs/presidents of their organizations.
- Eight out of ten organizations surveyed are independently owned with a single location. The average number of employees is five.
- Half have been in business for under ten years and half over ten years.



People Surveyed

Nine out of ten surveyed respondents were the Owners/Presidents/CEOs of their Arvada businesses (88%), 7% were Managers/Administrators and 3% were Senior Executives.

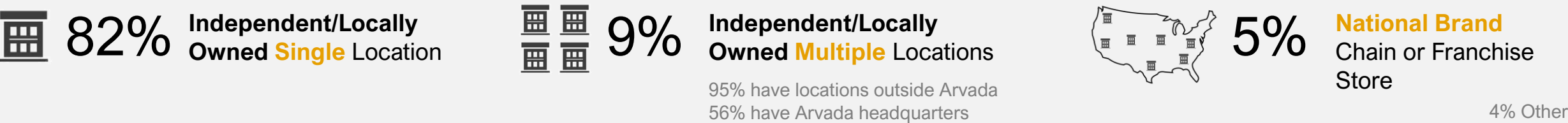
Six out of ten participants also live in the City of Arvada.



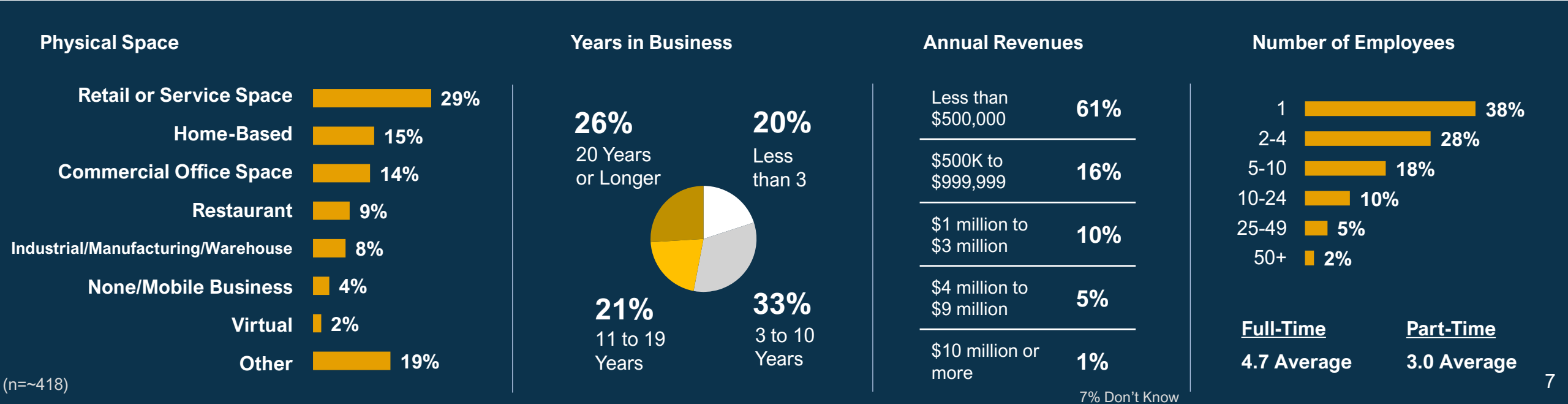
Participant **Businesses**

Most businesses (82%) are single-location, independently-owned businesses, while an additional 1 out of 10 are independently-owned with multiple locations (nearly all of which have locations outside of Arvada).

The remainder are split between nationally-owned and “other” types of arrangements.



A profile of the types of businesses surveyed reveals most are either retail/service (29%) home-based (15%) or operating out of commercial office space (14%). Arvada’s businesses tend to be relatively small and well established, with half having been around for over 10 years (47%), six out of ten have annual revenues of under \$500k and two-thirds (66%) have fewer than five employees.



Views of the City

Takeaways

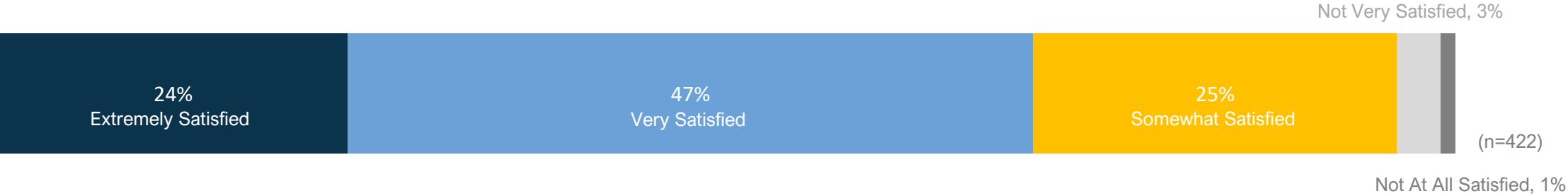
- Nearly all Arvada businesses are satisfied operating within the City of Arvada, especially restaurants and newer businesses. The least satisfied are those in industrial/warehouse spaces and those with 25+ employees, two categories with considerable overlap.
- Businesses and residents view the City's performance similarly, both groups being positive, although businesses are slightly less satisfied when it comes to the City's ability to keep Arvada safe from crime.
- Businesses are slightly more supportive of economic growth and agree with residents that businesses should be the primary driver of that growth and that residential growth is the least preferred option.
- Businesses are most pleased with the number of residents in the City who could become potential customers, but least satisfied with the number of people who could become potential employees as well as with the availability of space for potential expansion.



Overall Satisfaction

Seven out of ten (71%) Arvada businesses say they are at least “Very Satisfied” with operating in the City of Arvada, with 24% “Extremely Satisfied” and 47% “Very Satisfied.” Of those less satisfied, only 4% fall into either the “Not Very” or “Not At All Satisfied” categories.

“Overall, how satisfied operating a business in the City of Arvada?”




Those working in the Restaurant business category are the most satisfied operating in the City of Arvada, with 84% either “Extremely” or “Very Satisfied,” while the least satisfied are those located in Commercial Office space, at 66%. However, the lowest “top-box” rating comes from those working from Industrial/ Warehouse space, with just 8% “Extremely Satisfied.”

 Business Space


	Retail/ Service	Commercial Office	Restaurant	Home-Based	Industrial/ Warehouse
Extremely + Very Satisfied	74%	66%	84%	77%	71%
Extremely Satisfied	23%	28%	40%	27%	8%

Satisfaction with operating in the City declines with the maturity of the business, from a high of 80% for new businesses (less than 3 years) to a low of around 64% for those that have been around 10 or more years.

 Years in Business

Less than 3 years	3 to 10 years	11 to 19 years	20 or more years
80%	74%	63%	65%
32%	26%	13%	24%

Little difference in satisfaction is found based upon the number of employees, with only the largest businesses (25+ employees) rating their satisfaction significantly lower than the others (8% “Extremely Satisfied”).

 Number of employees

1	2 to 4	5 to 10	11 to 24	25 or more
72%	69%	71%	74%	66%
26%	21%	28%	28%	8%

City Service Ratings

When asked how well the City provides services to the business community, all three attributes assessed were rated similar to one another, with around half saying the City did each of the following either “Extremely” or “Very Well”: *keeping the city safe from crime* (49%), *being efficient and effective local government* (47%) and *maintaining and expanding the city’s transportation network* (43%).

These ratings are similar to those given by residents except for keeping the city safe from crime, which is rated lower by those in the business community (49% versus 65% among residents).

Business Community Survey

“How well do you think the City of Arvada is providing the following services to the business community?”



Maintaining a city that is safe from **crime** (e.g., police services, ticket enforcement, criminal prosecution)



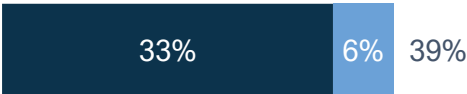
Maintaining an **efficient** and effective local government



Maintaining and expanding the city’s **transportation** network (such as road maintenance, traffic signaling, bike and pedestrian pathways, etc.)

Resident Survey

“How well do you think the City of Arvada is providing the following services to its residents?”



City Service Ratings

The types of businesses most positive about the City's Services are those in the restaurant space as well as newer businesses, rating all three City services significantly higher than average.

The lowest ratings, somewhat surprisingly, come from single-employee businesses, rating the City significantly lower for maintaining an efficient and effective government as well as maintaining and expanding the City's transportation network, with single-employee businesses representing 38% of all businesses surveyed.

Business Space

(% Extremely + Very Well)	Retail / Service	Commercial Office	Restaurant	Home-Based	Industrial / Warehouse
Safe from Crime	52%	43%	67%	52%	36%
Efficient/Effective Gov't.	51%	46%	75%	49%	33%
Transportation	48%	42%	79%	34%	24%

Years in Business

(% Extremely + Very Well)	Less than 3 years	3 to 10 Years	11 to 19 Years	20 or more years
Safe from Crime	61%	46%	41%	50%
Efficient/Effective Gov't.	64%	48%	38%	43%
Transportation	68%	43%	30%	35%

Number of employees

(% Extremely + Very Well)	1	2 to 4	5 to 10	11 to 24	25 or more
Safe from Crime	48%	50%	51%	49%	45%
Efficient/Effective Gov't.	38%	52%	53%	57%	50%
Transportation	36%	45%	48%	51%	41%

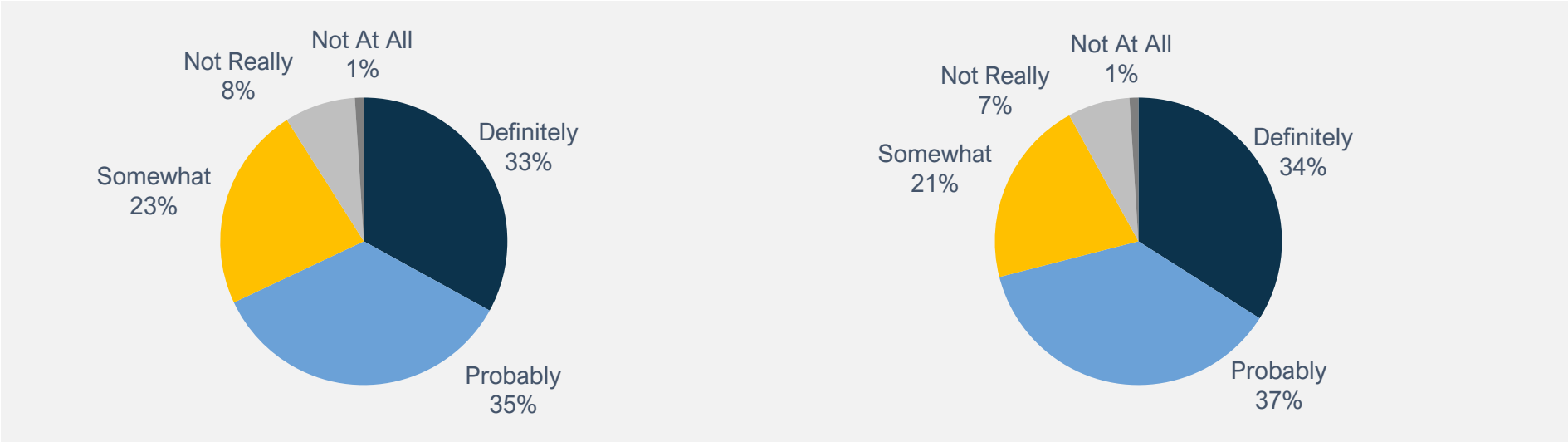
Business Attractiveness

Two-thirds of business respondents (68%) believe that the City of Arvada is an attractive place for businesses to locate (33% “Definitely” and 35% “Probably”), which is almost identical to how residents perceived the attractiveness of the City for business (71% of residents saying it is “Definitely” or “Probably” an attractive place for businesses to locate).

Business Community Survey

Resident Survey

“Do you think the City of Arvada is an attractive place for businesses to locate?”



Regardless of industry, size or years in business, respondents rate the City’s attractiveness as a place for businesses to locate at nearly identical levels. Only the newest businesses – less than three years – report a more positive attitude toward the attractiveness of locating within the City at 79%, likely reflecting their recent decision to have done so themselves.

Business Space				
(% Definitely + Probably)				
Retail / Service	Commercial Office	Restaurant	Home-Based	Industrial/ Warehouse
70%	62%	65%	75%	73%

Years in Business			
Less than 3 years	3 to 10 years	11 to 19 years	20 or more years
79%	63%	68%	67%

Number of employees				
1	2 to 4	5 to 10	11 to 24	25 or more
67%	70%	69%	67%	64%

Business Attractiveness

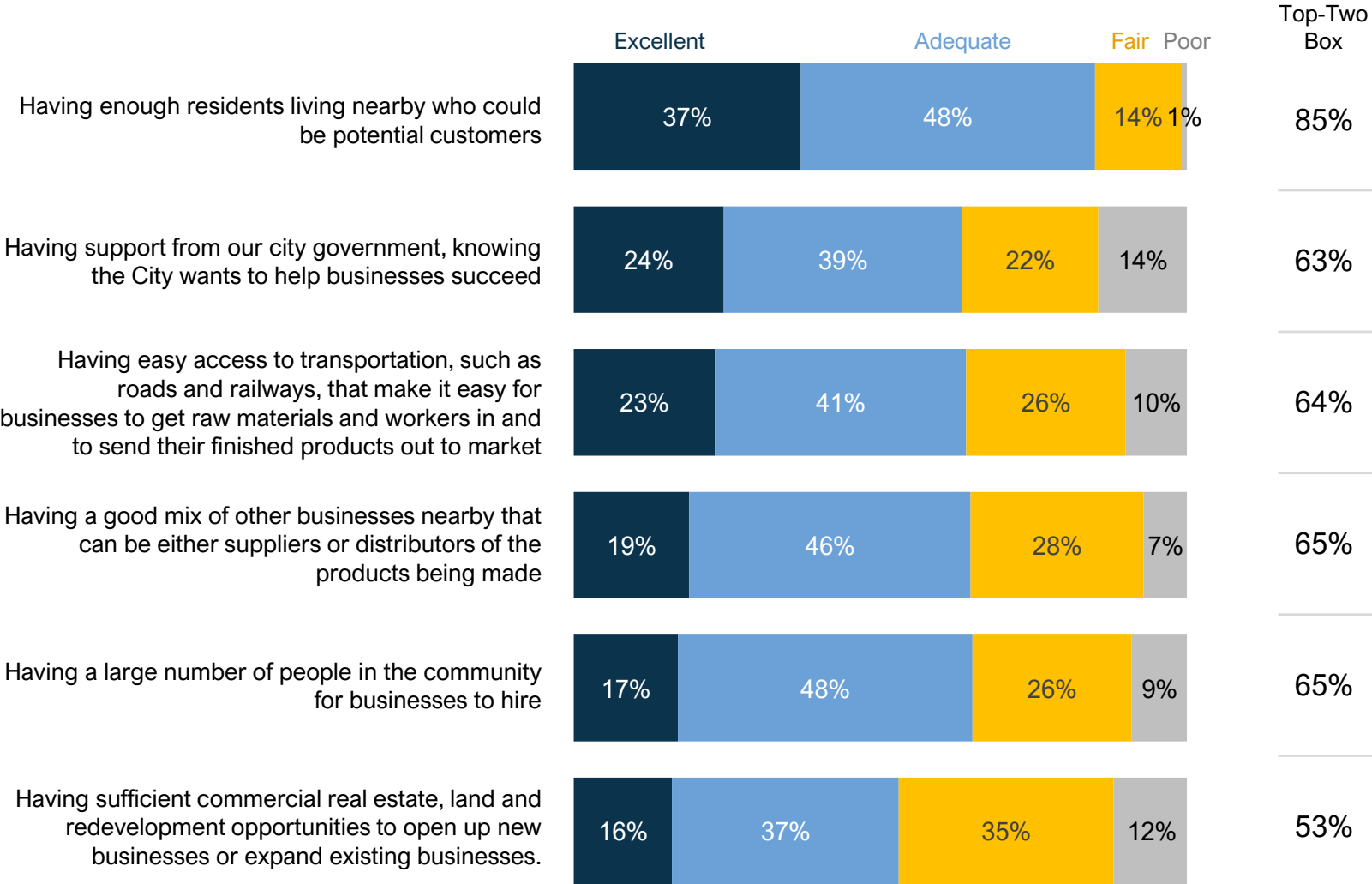
“There are a number of factors that contribute to whether or not businesses choose to locate and operate in a community. Thinking about what the City of Arvada has to offer current and potential businesses, how would you rate our city on each of the following characteristics?”

When asked to rate the City’s appeal to businesses on six specific characteristics, business respondents give the highest score to *having enough residents living nearby who could be potential customers*, with 85% giving Arvada an “Excellent” or “Adequate” rating on this attribute – far above all others.

The next four attributes describing the City’s appeal to business are all rated at very similar levels to one another, each at approximately 65% “Excellent” or “Adequate”: *Having support from the city government to succeed*, *Having easy access to transportation* and *Having a good mix of businesses that could be suppliers or distributors* and *Having a large number of people to hire*.

The lowest-rated of these six characteristics is *having sufficient availability of commercial real estate for expansion*, with 53% agreement and only 16% giving an “Excellent” rating.

No statistically significant differences are found by zip code, although sample sizes become quite small at this level of analysis.

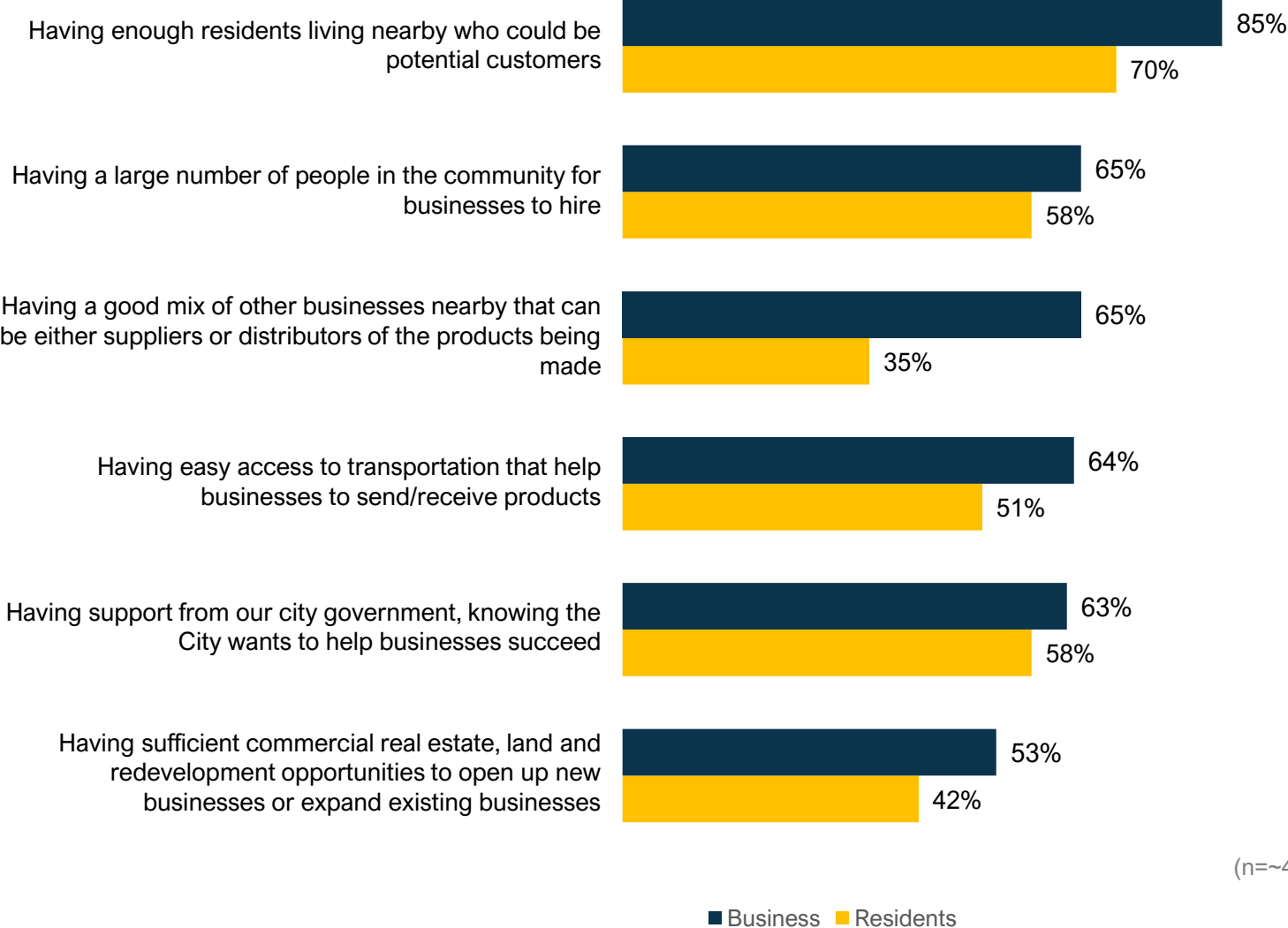


(n=~405)

Business

Attractiveness

Compared to the way in which residents rated these same attributes about the City’s attractiveness to business, business respondents rated the City more positively on all, especially in terms of having a good mix of other businesses nearby that could serve as suppliers or distributors of the products being made (65% for businesses versus 35% for residents), suggesting possible topics of communication with residents.



Business Attractiveness

When responses are examined by different business characteristics, the most positive ratings come from newer establishments (less than three years) who rate the City’s transportation, mix of nearby businesses, and availability of commercial real estate significantly more positively than others.

Those in the retail/service sector are significantly more positive about the number of residents who can be potential customers, having support from the city and having sufficient commercial real estate possibilities. Those in the restaurant sector are significantly more positive about transportation and having the City’s support to succeed.

(top-two box)	Years in Business				Physical Space					Number of Employees				
	Less than three	3 to 10	11 to 19	20+	Retail/ Service	Commercial Office	Restaurant	Home-Based	Industrial/ Warehouse	1	2 to 4	5 to 10	11 to 24	25+
Having enough residents living nearby who could be potential customers	86%	86%	89%	81%	91%	70%	82%	94%	73%	88%	84%	83%	81%	83%
Having a large number of people in the community for businesses to hire	75%	57%	62%	69%	73%	68%	45%	75%	32%	72%	68%	59%	50%	55%
Having a good mix of other businesses nearby that can be either suppliers or distributors of the products being made	77%	67%	57%	58%	66%	53%	69%	64%	79%	61%	68%	66%	66%	55%
Having easy access to transportation, such as roads and railways, that make it easy for businesses to get raw materials and workers in and to send their finished products out to market	82%	73%	51%	53%	67%	57%	86%	57%	69%	61%	61%	78%	67%	56%
Having support from our city government, knowing the City wants to help businesses succeed	67%	71%	58%	56%	74%	56%	81%	66%	41%	63%	65%	68%	63%	50%
Having sufficient commercial real estate, land and redevelopment opportunities to open up new businesses or expand existing businesses	69%	45%	54%	49%	63%	41%	52%	61%	33%	55%	55%	50%	56%	36%

Support for Business Economic Growth

In 2020, a survey among Arvada's residents revealed that the preferred funding mechanism for the city's growth is through increased business growth, meaning more jobs, more sales and greater tax revenues.

Here we wanted to see if the City's business community is willing to take on this challenge.

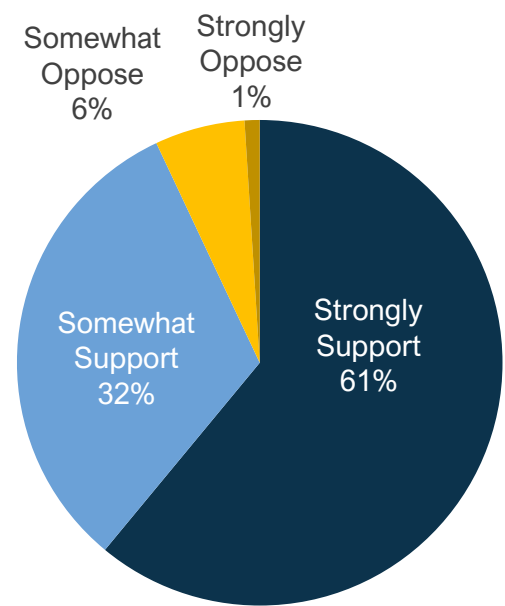


Supporting Economic Growth

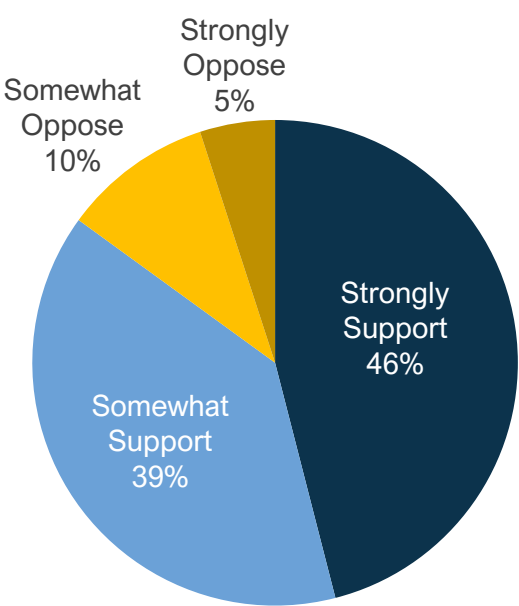
When asked if they support or oppose economic growth, six out of ten businesses (61%) said they “Strongly Support” economic growth in the City of Arvada, which, as would be likely expected, is significantly higher than that of Arvada’s residents (46%)

“How much do you support or oppose economic growth in the City of Arvada?”

Business Community Survey



Resident Survey



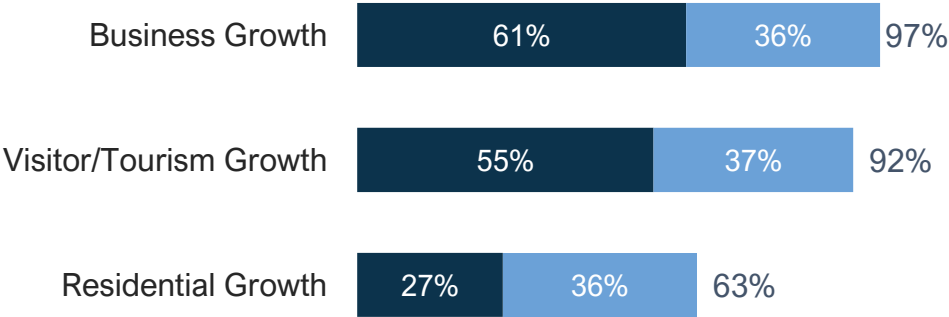
Supporting Economic Growth

Businesses and residents alike want to see the City’s economic growth supported primarily by business growth followed by visitor/tourism growth, leaving residential growth as the least preferred of the three options.

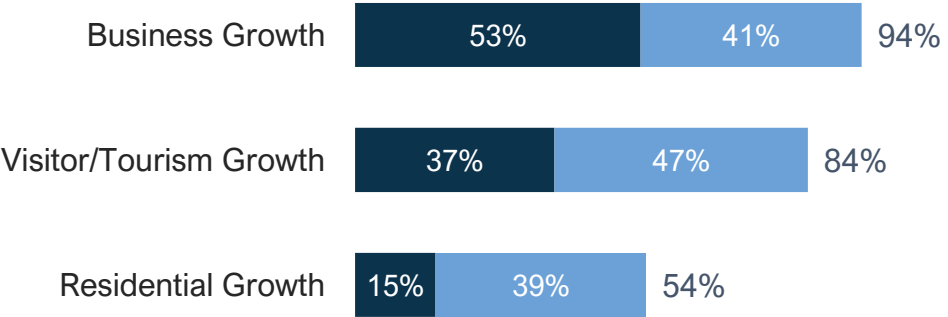
Businesses provide significantly higher levels of support to all three types of economic growth than residents.

“Are there certain aspects of economic growth that you would support or oppose more than others?”

Business Community Survey



Resident Survey

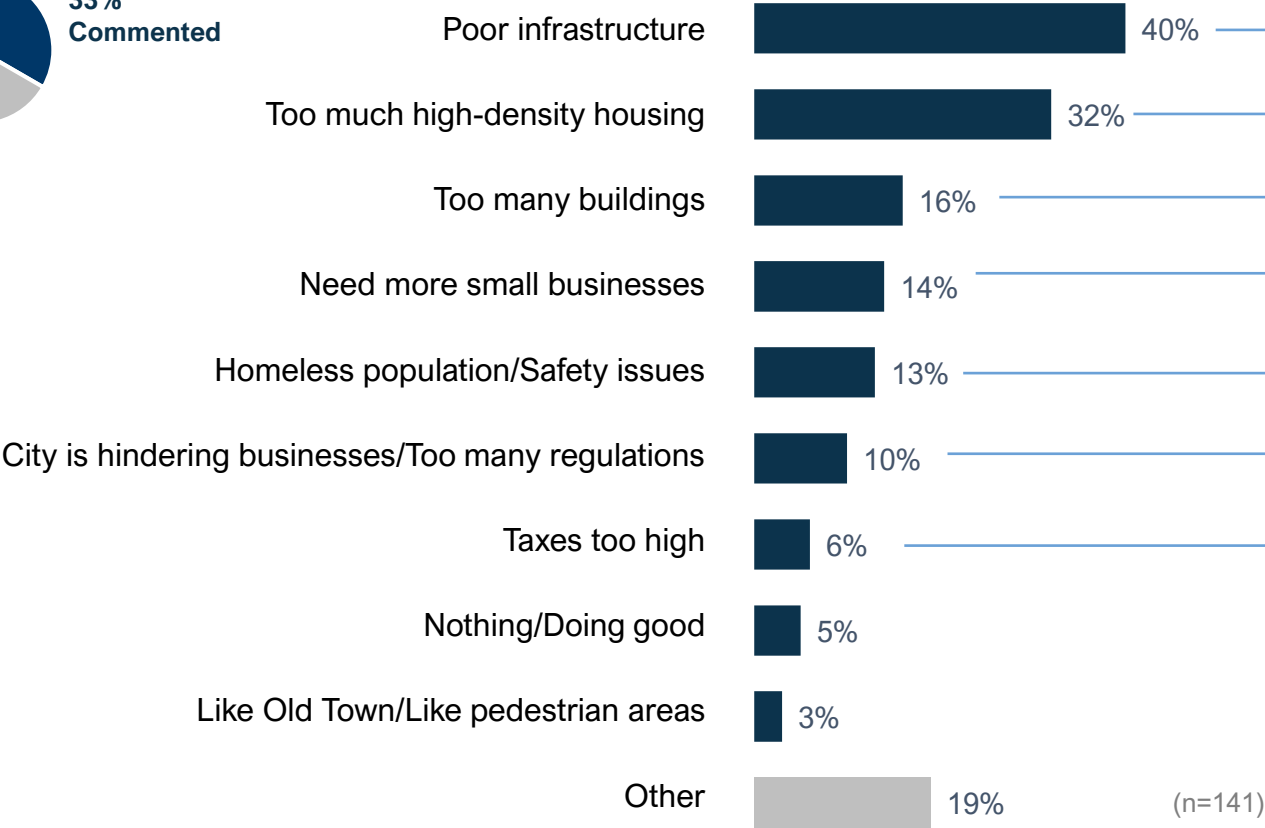
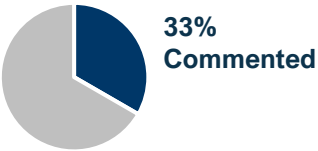


■ Strongly Support ■ Somewhat Support

Comments on Economic Growth

One-third of business respondents made a comment regarding their support for, or opposition to, economic growth, most of which cited concerns regarding infrastructure and high-density housing.

“Please feel free to share your thoughts and opinions on why you support or oppose different types of growth for our City.”



“Our infrastructure is not growing fast enough to keep up with other growth.”

“It seems to me that every empty lot in Arvada is having high density housing or subdivisions built on it. Enough with the residential building!”

“The development is too much for my taste, especially when you allow historically designated buildings to be torn down for obscene developer profits...Olde Town should be left to those who come after us, just as those before us preserved it for us.”

“I love the old town feel Arvada once had... It has really started to lose that feeling sadly. I miss the small locally owned businesses that have not survived the growth of Arvada.”

“Regardless of what type of growth we have we need to address our homeless situation as it affects all growth.”

“Doing business with city government is difficult. I would like to see them adopt an attitude of customer service. Permitting and code enforcement are out of step with reality.”

“I know that you guys love your sales tax because it funds government operation, but you need to do a better job with spending that money. There is massive waste at nearly every level of municipal governance.”

Sum of percentages exceed 100% due to multi-coded responses.

Comments About Infrastructure

"Please feel free to share your thoughts and opinions on why you support or oppose different types of growth for our City."

"The infrastructure of the city is poor. Roads need repair, sidewalks need repair, and all the city does is force their agenda on us. Crime is out of control. Neighborhoods are not being cared for by homeowners. There are too many vehicles in the street. We need to get a new city councilman and councilwoman and clean up the city. Get the city back on track before attracting new business!"

"There is too much traffic and no infrastructure to support the new growth. Traffic is ridiculous and the new trash system is a fiasco. I've lived here for over 20+ years and am consistently disappointed by the way the city manages change and growth."

"Arvada streets can not handle growth. Though the city is trying. Residential growth is too high, adding to already overloaded streets."

"I somewhat oppose both residential and business growth because of the lack of road planning prior to construction and because of the lack of concern for preserving the character and charm of Arvada. Horse properties are being sold off in favor of apartment complexes and large businesses."

"Poor infrastructure for rapid growth. Lots of road construction after initially put in making for terrible repairs that fail after a winter. Too long for projects. It always seems to be an afterthought instead of future planning. Giving bigger businesses huge tax incentives and passing along tax burden to West Arvada special districts where services are terrible. Police, fire, ems, 911 dispatch are terrible. Snow removal is terrible. Water pressure is terrible. And we pay double or more in property tax. Code enforcement is non-existent. Police now handle it and they have enough to deal with as the crime rate continues to rise. Much of Arvada is looking like a ghetto with crappy lawns, tall weeds."

"Living near 80th and Indiana, the roads are very, very inadequate and there appears to be no relief in sight! In that same area, three new housing areas are in development. The roads cannot handle the people that live here now and will certainly show the incompetence of the planning skills of the city. With COVID, so many restaurants/businesses had to close. I would like to see new ones taking their places to encourage our economic growth."

"Infrastructure limits. Businesses affected by seemingly endless road improvements really struggle. Parking limitations seem to be an issue especially with multi-unit housing."

Comments About High-Density Housing

"Please feel free to share your thoughts and opinions on why you support or oppose different types of growth for our City."

"I believe we are promoting too much residential growth by way of all of all the new apartment and multi-family dwellings being created. Without keeping up with what must go along with adding population without growing infrastructure, I believe the city is setting itself up for future failure. How do we keep new residence happy with the desire to stay in the city and spend their hard-earned dollars here without focusing on elevating safety and security, road improvements and repairs, enhanced transportation (outside of light rail), public parking, retail, restaurants, public services (fire, police, medical, etc.)? And what happens when the trends of multi-dwelling living is no long desired or the demand significantly decreases? It's definitely concerning"

"Too many townhome/rental properties. Please stop building these large complexes. Traffic is getting too congested."

"TOO many apartments and townhouses. Does not make the family experience grow. Apartments and townhouse have too many 'transient, temporary' residents and the poor quality of roads cannot handle the additional traffic. Need only single-family homes for that smaller town feeling the way it used to be!"

"I believe affordable housing is needed for the Denver metro area, and this includes Arvada. Meanwhile, there is less need for commercial properties. With property like the old Kmart on Ralston still abandoned, it signals that there is not a strong demand for commercial space, especially provided in the 'sprawling' kind of way down a road. I think the redevelopment of the Walmart and adjacent commercial spaces works well, but there are still empty units, again, signaling a lack of need/demand. Now, to counter this, I think the city has done a great job with old town Arvada. I like the walkable main street, which is a big improvement. I think these kinds of projects make a lot of sense, for business, for the quality of life of residents, and for tourists. I think more of these kinds of projects and developments help. More bike/pedestrian centric development is good for the community, for the city, and businesses."

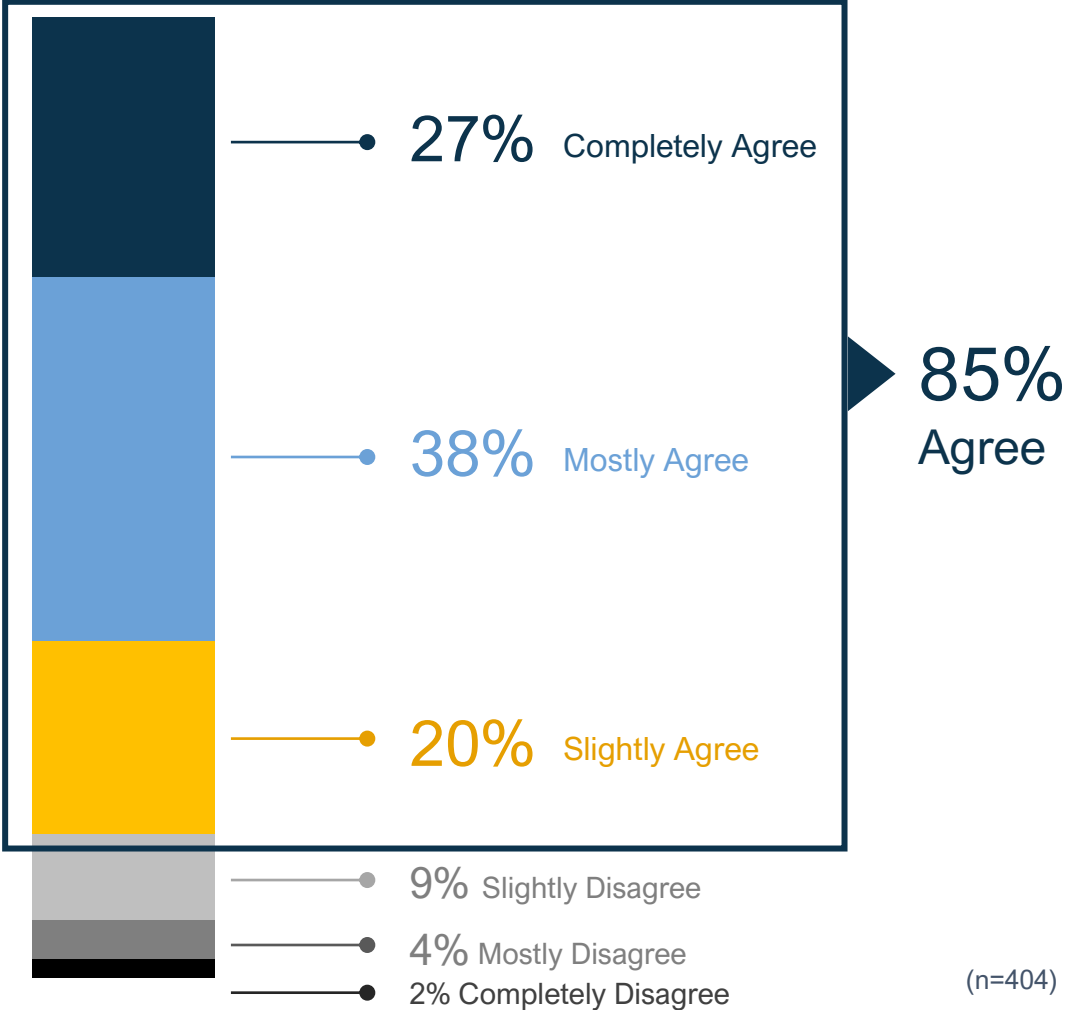
"I think the residential growth has to be managed with respect to the infrastructure and resources (primarily water) that supports it."

"It seems to me that every empty lot in Arvada is having high density housing or subdivisions built on it. Enough with the residential building! Arvada will never be Denver as far as quantity of houses or revenue. Arvada needs to decide how big it wants to become, not always grow, grow, grow. Decide on a size, work to develop to that size, then improve/renovate to make that size more appealing."

"The City is starting to feel crowded. Too much traffic and construction, crime has risen dramatically, and the city feels less safe. Growth should never be reached for at all costs, safety and security should be at the top of the list."

Business or Residential Growth

"From last year's Arvada Economic Development Survey among residents, we learned residents tend to favor business growth over resident growth. To what extent do you, as a business owner or operator, agree with the preference for business rather than residential growth to support Arvada's economy?"



When business respondents were asked if they agree with residents' preference for business growth over residential to support Arvada's economy, 85% agreed with residents, with 65% agreeing either "Completely" or "Mostly."

The strongest agreement supporting business over residential growth comes from businesses in the retail/service industries, home-based businesses and more newly-established businesses. Only businesses with 25 or more employees were less likely to support this idea.

Business Space

(% Completely + Mostly)	Retail/Service	Commercial Office	Restaurant	Home-Based	Industrial/Warehouse
Completely + Mostly	74%	69%	52%	70%	71%
Completely	29%	27%	27%	38%	18%

Years in Business

(% Completely + Mostly)	Less than 3 years	3 to 10 years	11 to 19 years	20 or more years
Completely + Mostly	67%	66%	64%	60%
Completely	40%	26%	21%	22%

Number of employees

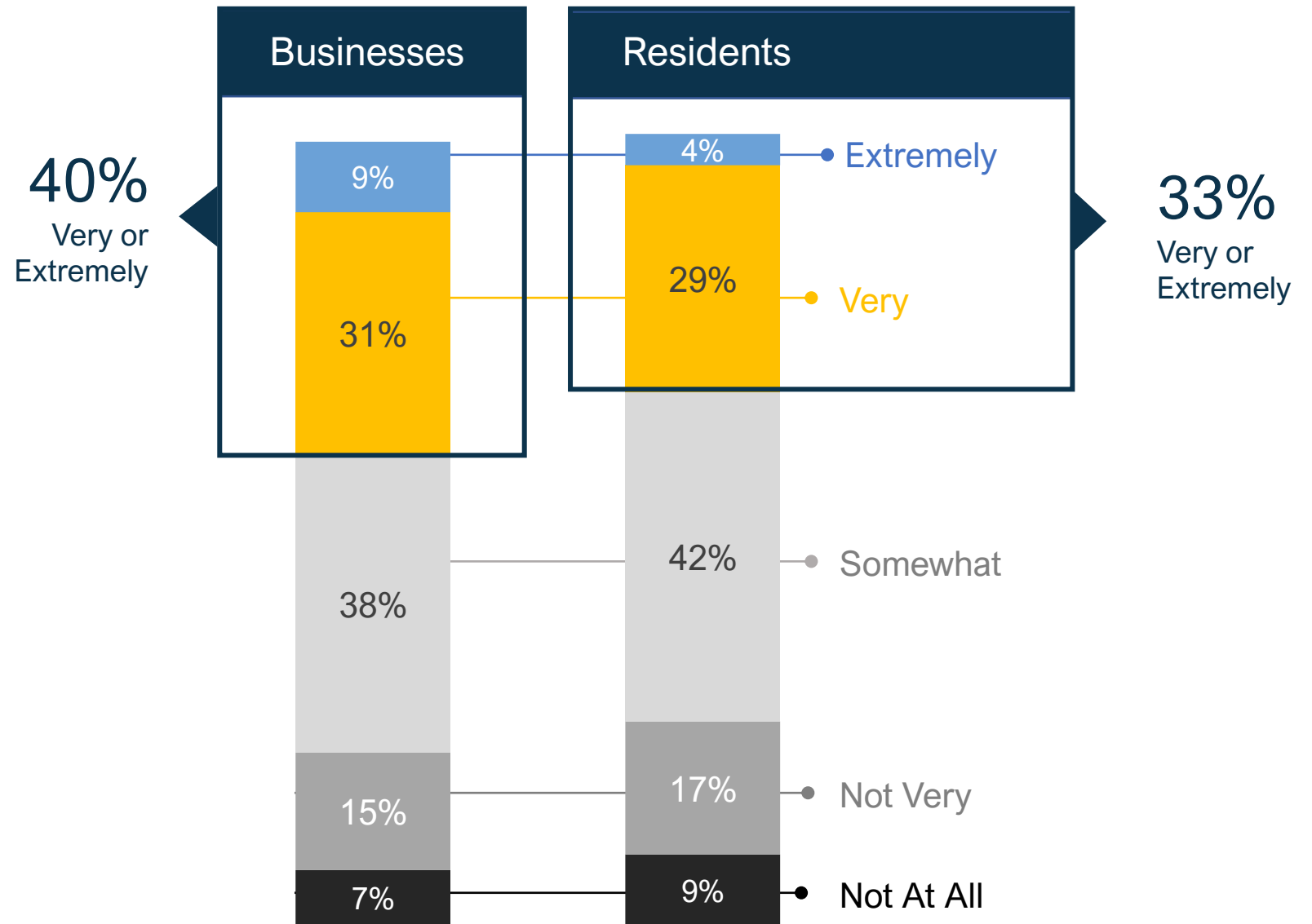
(% Completely + Mostly)	1	2 to 4	5 to 10	11 to 24	25 or more
Completely + Mostly	64%	64%	67%	71%	50%
Completely	31%	29%	24%	24%	4%

Growth Management

When asked how satisfied they are with the way in which the City is managing economic growth, four out of ten businesses (40%) said they are either “Extremely” or “Very Satisfied,” with a similar percentage (38%) “Somewhat Satisfied,” leaving 22% “Not Very” or “Not At All Satisfied.”

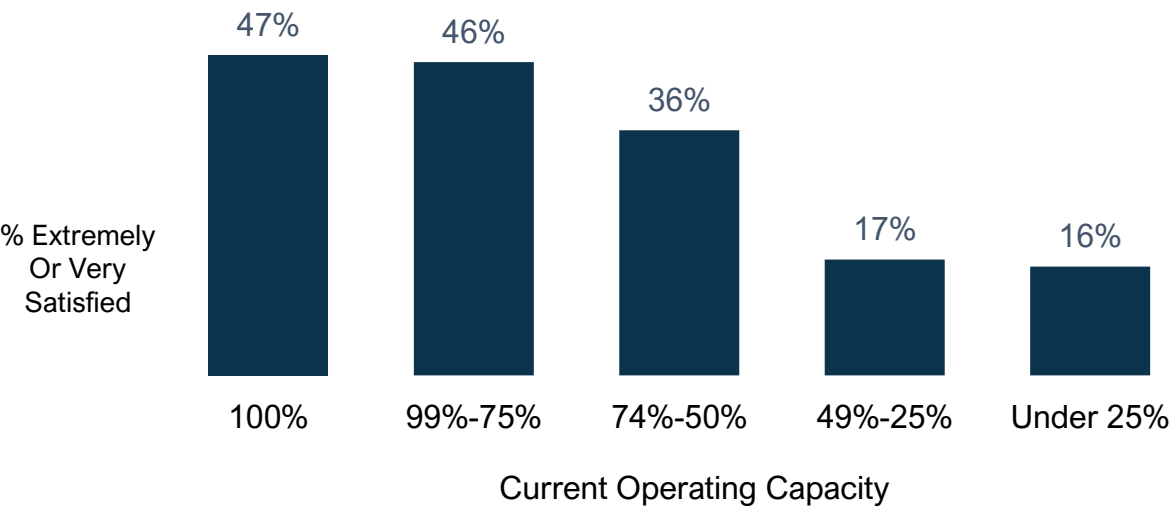
While these scores leave room for improvement, business’ satisfaction with the way in which the City is managing economic growth is slightly more positive than reported by residents (33% satisfied).

“How satisfied are you with the way in which the city is managing economic growth?”



Growth Management

"How satisfied are you with the way in which the city is managing economic growth?"




Businesses that are operating at or near 100% capacity are the most satisfied with the way in which the City manages growth (46% satisfied when operating at 75%+ capacity compared to 17% satisfied when operating at under 50% capacity).

Substantial differences in satisfaction with the way the City manages growth are also evidenced between different types of businesses. Restaurants are most satisfied at 76% followed somewhat distantly by those in Retail/Service (50%) while those in the Commercial, Industrial and Home-based business categories rate their satisfaction at about 30%.


Satisfaction with the City's management of economic growth tends to decline the longer the organization has been in business. By size of the business, the sweet spot is 5 to 10 employees where satisfaction peaks at 53% and is lowest for single-employee businesses (28%).

 Business Space

	Retail/Service	Commercial Office	Restaurant	Home-Based	Industrial/Warehouse
Extremely + Very Satisfied	50%	25%	76%	33%	26%

 Years in Business

Less than 3 years	3 to 10 years	11 to 19 years	20 or more years
62%	45%	30%	30%

 Number of employees

1	2 to 4	5 to 10	11 to 24	25 or more
28%	45%	53%	51%	41%

Arvada Appeal and Expansion Possibilities

Takeaways

- Most of Arvada's businesses want to grow and have the ability to do so, but at the same time, the majority are operating at 75% or higher capacity, meaning growth will require expansion.
 - Restaurants are the most willing and able to expand followed by those in retail/service while smaller businesses such as single-employee, home-based and those in commercial office spaces, are less interested and/or willing to grow.
- Business' greatest barrier to growth is their ability to hire staff/employees, followed somewhat distantly by having the needed capital and space to expand. Very few consider a lack of customers or lack of safety for their customers and/or staff to be barriers.
- While most businesses believe they will continue to be in business next year, their certainty declines when asked to think about three years' time and especially five years' time.
 - However, COVID-19 or fears of another pandemic do not appear to be at the root of this uncertainty. Rather, based upon participants' comments, not having a sufficient number of employees as well as concerns about homeless and vandalism are more worrisome to their future success.

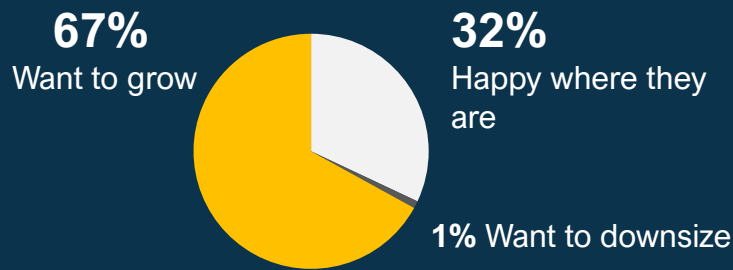


Growth Potential

For businesses to take on the lion's share of the community's economic growth, businesses will also need to grow. And fortunately, two-thirds of businesses surveyed (67%) said they want to grow and 71% of those say they are able to do so.

In fact, only 36% of businesses are operating at full (100%) capacity and an additional 30% are at 75-99% percent capacity, leaving one-third of Arvada businesses below 75% capacity.

Do you want to grow your business or are you happy with the size you are at now?



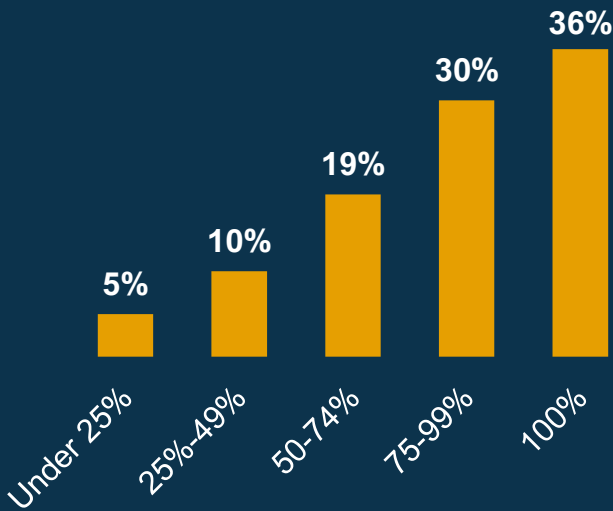
To what extent do you currently have the ABILITY to grow your business?

65% Have the ability to grow
(30% Completely 35% Mostly)

71% of those who want to grow their business
54% of those who are happy where they are



At what capacity are you currently operating?



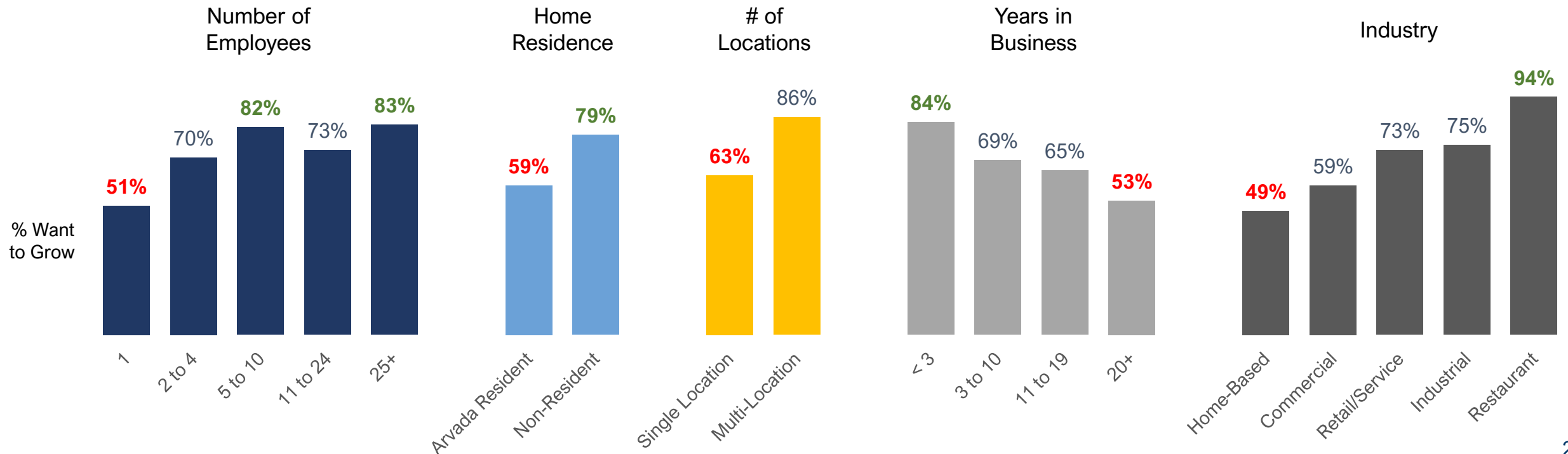
Desire to Grow

However, not all businesses share an equal degree of enthusiasm about growth. In fact, a clear pattern emerges between those that do, and those that do not want to grow.

Newer, multi-location businesses with more employees, especially restaurants, are the ones that most want to grow, while smaller (especially single employee), home-based businesses that have been around for 20+ years are the least interested in growing.

In terms of supporting the City's economic growth needs, it is good to see these larger businesses holding the most positive attitudes toward growth.

"Do you want to grow your business or are you happy with the size you are at now?"

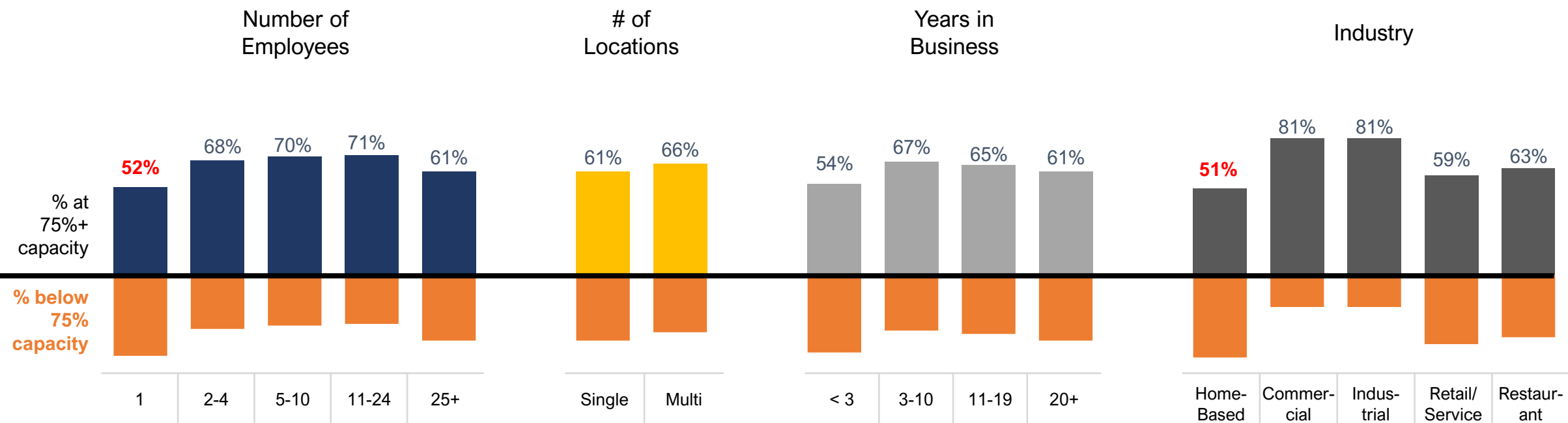


Current Capacity

Six out of ten Arvada businesses are operating at 75% of capacity or higher. Only single-employee and home-based businesses are significantly below this threshold, where about half of these businesses are operating below 75% capacity.

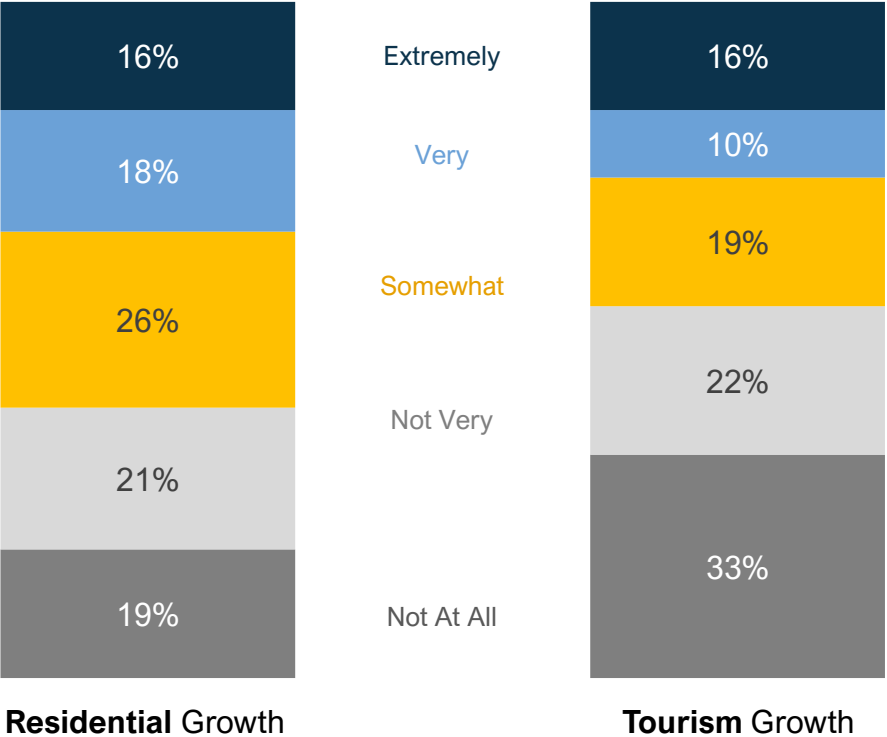
The strong desire for restaurants to see increased growth, combined with the fact that only 63% are at 75%+ capacity leaves room to clearly see the potential here.

Percent of Businesses Operating at 75% capacity or Higher



Residential/Tourism Growth Importance

"How important is continued residential/tourism growth to your business's success?"



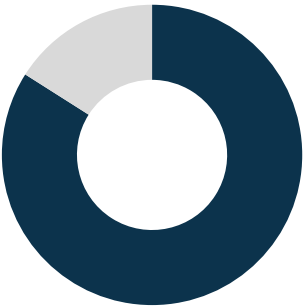
(n=~400)

When asked how important residential and tourism growth are to the success of their business, residential growth slightly edges out tourism growth at the top-two box level ("Extremely" + "Very Important" – 34% versus 26%, respectively), and becomes even more when adding in the third box rating of "Somewhat Important," (60% compared to 45% for tourism growth).

Of respondents who considered residential or tourism growth "Extremely" or "Very Important" to their business success, 84% said they could serve more residents as potential customers and 75% said they could serve more tourism customers.

"If the City of Arvada does continue to grow, would you be able to serve more residents/tourists as potential customers?"

Residential Growth



84%
Definitely +
Probably

(n=241)

Tourism Growth




75%
Definitely +
Probably


(n=172)

New Resident and Tourism Management

By type of business, the importance of residential growth consistently outperforms visitor/tourism growth, especially among newer businesses and those in the restaurant and retail/service space. Interestingly, more established businesses are less concerned about either type of growth than newer businesses.

 Business Space

 Years in Business

 Number of employees

Top-Two Box	Retail/Service	Commercial Office	Restaurant	Home-Based	Industrial/Warehouse
Residential growth importance	48%	33%	77%	13%	6%
Ability to serve new residents	89%	81%	93%	86%	88%

Less than 3 years	3 to 10 years	11 to 19 years	20 or more years
53%	30%	23%	32%
92%	81%	89%	77%

1	2 to 4	5 to 10	11 to 24	25 or more
16%	39%	46%	55%	45%
70%	89%	95%	88%	81%

Visitor Growth Importance	34%	12%	62%	8%	21%
Ability to serve new visitors	86%	51%	95%	63%	N/A

43%	29%	16%	19%
83%	76%	60%	72%

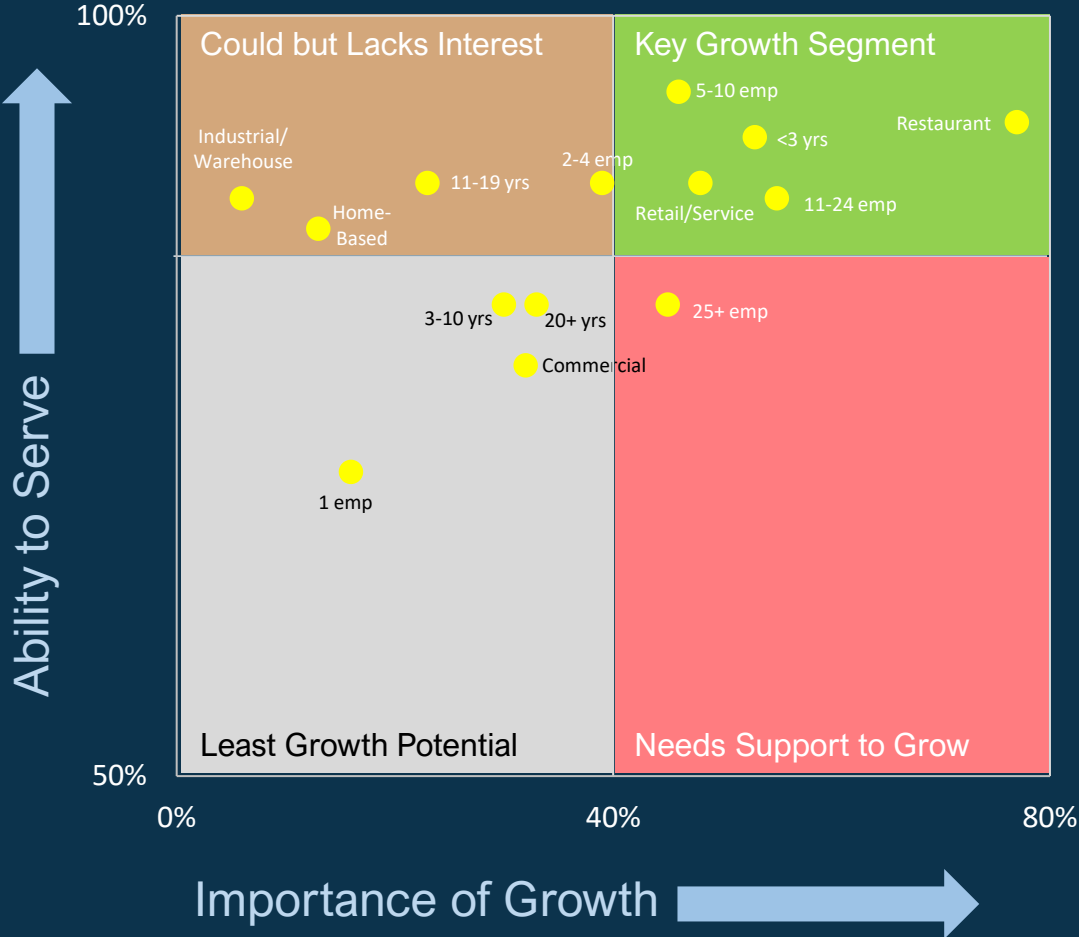
19%	23%	37%	30%	35%
67%	79%	89%	81%	54%

Residential vs Visitor Growth

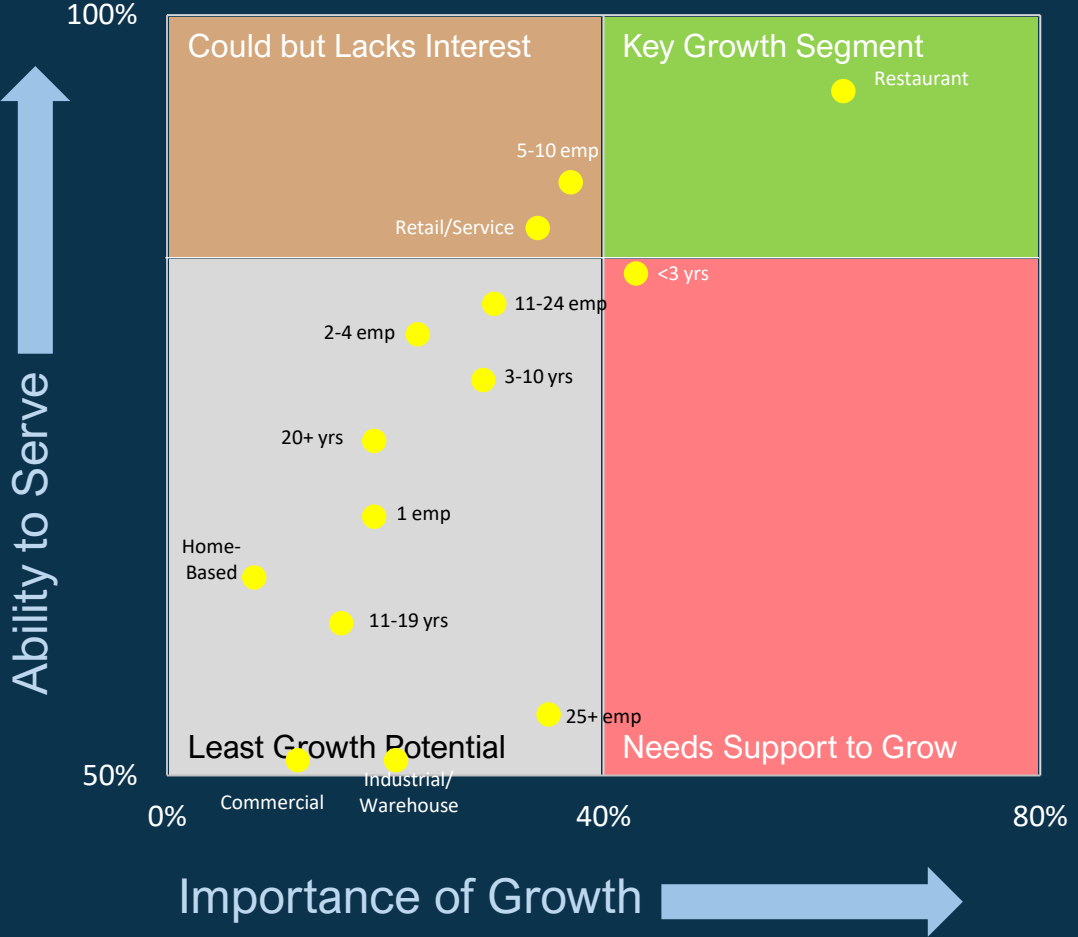
Importance and Ability

By comparing the importance of each type of growth by business' ability to meet that growth, two quadrants from the maps below allow us to identify (1) businesses that are both willing and able to take this on (upper-righthand quadrant in green) and (2) those that are willing, but not quite able to meet the need (lower-righthand quadrant in red). Restaurants and retail/service industries again stand out with the greatest potential for fueling the City's growth.

Residential Growth



Visitor Growth



Barriers to Expansion

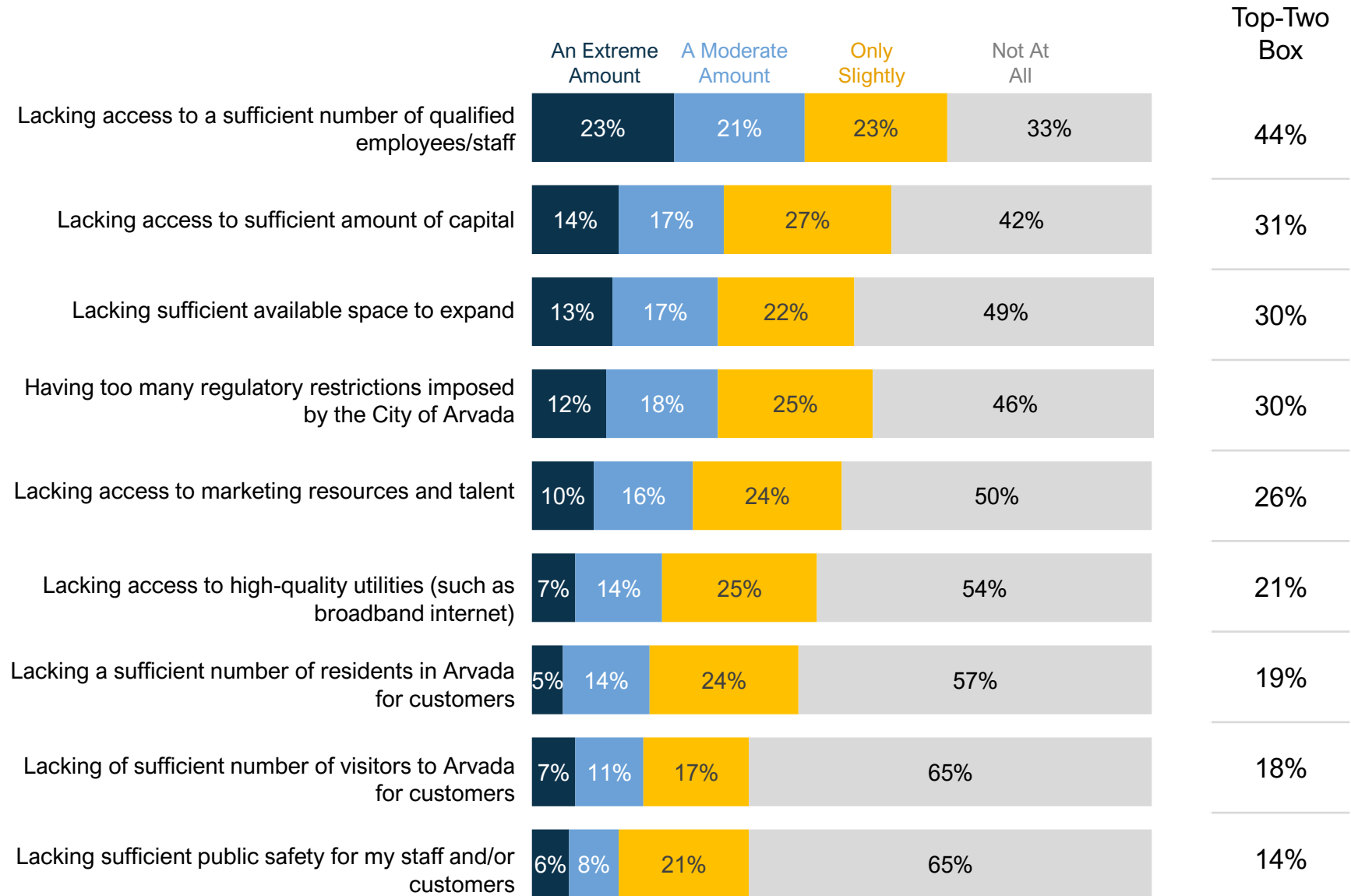
Business respondents were asked the extent to which each of the nine potential barriers listed to the right were holding them back from expanding.

At the top-two box level (“Extreme Amount” + “Moderate Amount”), only one attribute surpassed the 40% mark: *Lacking access to a sufficient number of qualified employees/staff*.

Three attributes reach 30% at the top-two box level: *access to sufficient capital*, *lacking sufficient space to expand*, and *too many regulatory restrictions being imposed by the City*.

Having a *sufficient number of resident and visitor customers*, having *sufficient public safety* and *access to high quality utilities such as broadband internet* were barriers to only two out of ten or fewer businesses.

“How much are the following holding you back from expanding?”






(n=~344)

Barriers to Expansion

Larger businesses (5 to 24 employees) as well as those in the retail/service and restaurant industries were the most likely to be lacking sufficient qualified employees – each above 50% saying this is holding them back at least a moderate amount. Restaurants were also likely to say they do not have enough residents in Arvada as potential customers – a barrier to 54% compared to under 25% for all other business types.

Businesses with 2-4 employees are more limited than others in terms of access to capital and space for expansion.

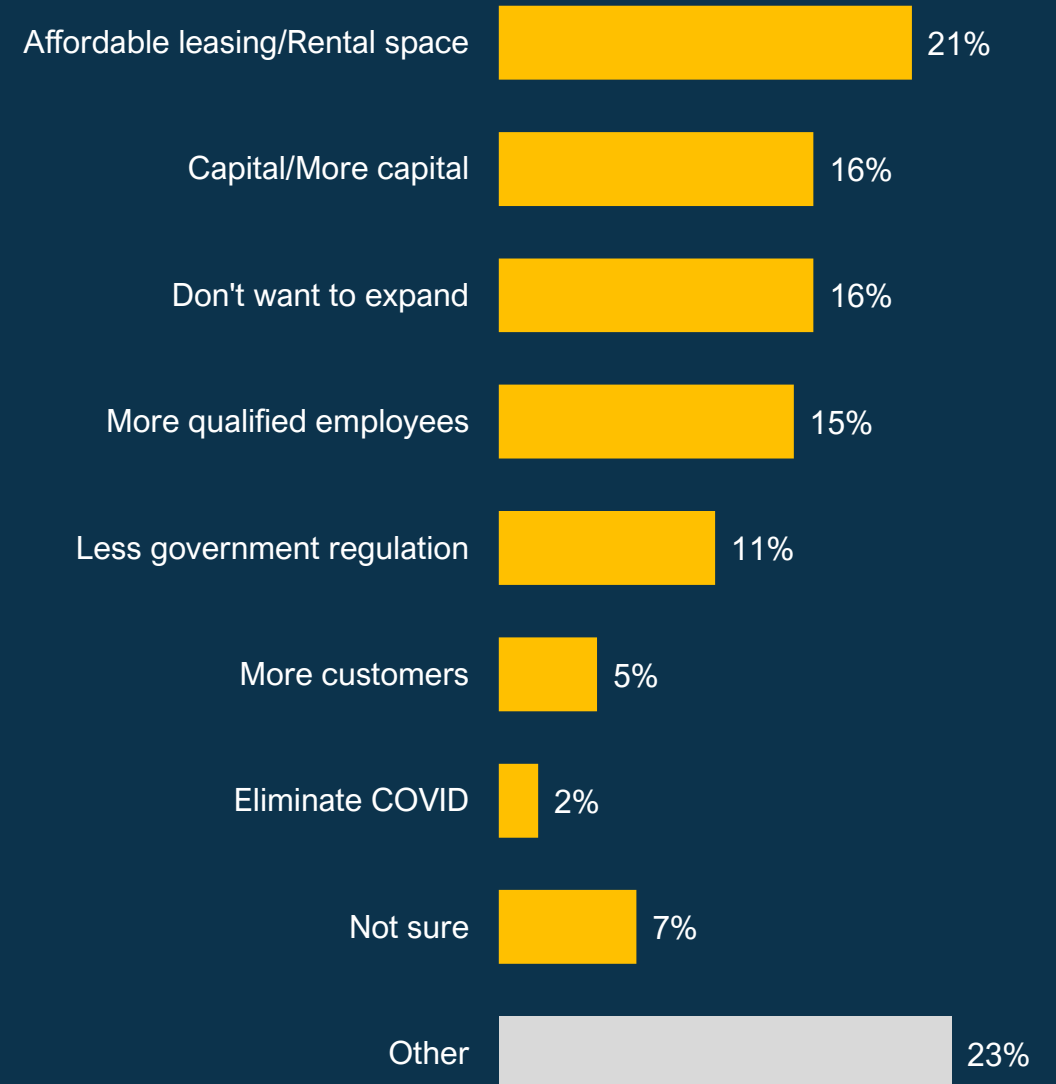
(% Extreme + Moderate Amount)	 Business Space					 Years in Business				 Number of employees				
	Retail/Service	Commercial Office	Restaurant	Home-Based	Industrial/Warehouse	Less than 3 years	3 to 10 years	11 to 19 years	20 or more years	1	2 to 4	5 to 10	11 to 24	25 or more
Lacking access to a sufficient number of qualified employees/staff	55%	45%	66%	20%	43%	39%	45%	43%	47%	23%	39%	57%	76%	71%
Lacking access to sufficient amount of capital	34%	26%	44%	23%	36%	33%	39%	24%	24%	22%	41%	34%	35%	17%
Lacking sufficient available space to expand	33%	27%	31%	23%	37%	30%	35%	28%	24%	19%	38%	29%	38%	39%
Having too many regulatory restrictions imposed by the City of Arvada	27%	23%	33%	17%	43%	22%	27%	26%	38%	26%	26%	32%	24%	55%
Lacking access to marketing resources and talent	33%	33%	21%	20%	19%	34%	30%	18%	24%	20%	33%	25%	44%	16%
Lacking access to high-quality utilities (such as broadband internet)	20%	12%	22%	27%	32%	19%	19%	21%	25%	22%	23%	19%	15%	20%
Lacking a sufficient number of residents in Arvada for customers	22%	19%	54%	4%	6%	32%	24%	12%	10%	12%	21%	26%	29%	12%
Lacking a sufficient number of visitors to Arvada for customers	21%	8%	56%	8%	3%	35%	18%	12%	9%	13%	16%	23%	29%	22%
Lacking sufficient public safety for my staff and/or customers	15%	14%	16%	7%	18%	12%	14%	18%	14%	12%	15%	15%	14%	17%

Expansion Needs

When asked in an open-ended manner what it would take for them to expand or add another location, having affordable space topped the list at 21% followed by access to capital at 16%, the availability of qualified employees (15%) and having fewer government regulations (11%).

Sixteen percent of businesses said they had no desire to expand.

"What would it take for you to be able to expand or add another location?"



(n=192)

Comments About Expansion

"What would it take for you to be able to expand or add another location?"

Affordable Space

"I would like to have a physical location but the cost of buildings/shop space is so expensive I wouldn't be able to make a decent profit."

"Cheaper commercial space. If I could find a building approximately 1000 sq feet for a Clock repair shop, I would move out my garage and into a space where I could expand."

"Reasonable property values and taxes. What little is available in Olde Town is overtaxed and overpriced."

"Affordable professional office space to lease without having to purchase a single family home, apply for zoning variance, then refinish and refurbish to have it suitable as a business office."

More Capital

"Capital funds to assist in recovery from lost income during COVID."

"More capital, with Covid, we are extremely restricted in the amount of money we can spend on expansion."

"I would need funds. Grants would be ideal but a decent capital loan would be doable."

"Capital for growth and a warehouse zoned for low-order explosives for manufacturing ammunition for the large Colorado shooting community."

"More capital for greater advertisement."

Comments About Expansion

"What would it take for you to be able to expand or add another location?"

More Qualified Employees

"Staff. Staffing is the big problem. Who wants to take on a multi year lease liability not knowing if it will be staffed. [We have] been here for 44 years and NEVER has staffing been so uncertain."

"In order for [us] to expand, we need to hire more qualified employees/engineers to complete the work waiting for us."

"We have the need to hire experienced salespeople and mature (i.e. competent) staff and have not been successful. That is the primary hurdle that holds us back."

"The ability to attract workers. Arvada is either middle class or above-average income for the most part. In the 80005, 80007 (and of course there are pockets of wealth in other zip codes), many of the people who do work do so out of their homes or commute (many to downtown). The young adults in this group do not work in business but generally in hospitality or restaurant jobs. There are not enough workers in the \$18-25 hour. We look for part-time because that is what is generally out there. Employers do not get reliable candidates in this range. If other businesses experience what we and others around us do, this will inhibit the growth."

Less Government Regulation

"More reasonable/faster code/development approval on real estate development."

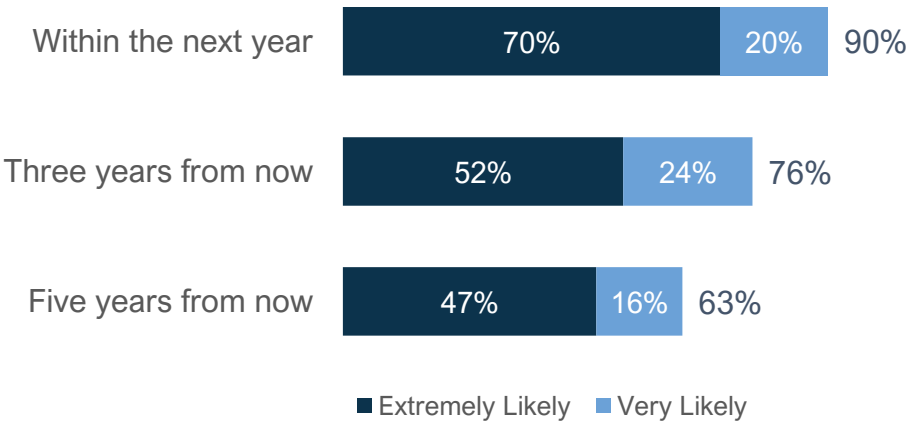
"Less government restrictions. I would love for the government to support us and allow us to operate without them constantly regulating or limiting our growth."

"Taxes and outrageous rent due to extreme tax increases are making it very difficult for any small business to grow or even make any profit."

"Less city red tape, quicker approvals, more business friendly, lower real estate taxes, etc."

Current and Predicted Performance

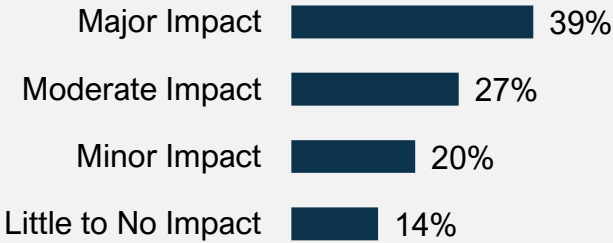
“How likely do you think you will continue to be in business here in Arvada...?”



Nine out of ten businesses believe they will be in business next year, which, while high, still leaves one out of ten believing they may close within a year’s time. While more speculative the further out they look, one out of four can foresee closing within three years and one out of three by five year’s time.

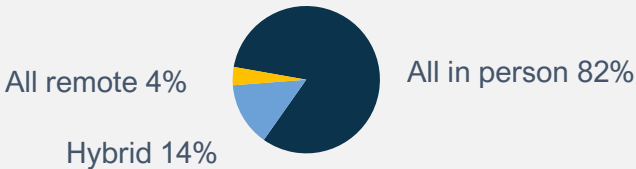
Only 14% of businesses said COVID-19 had no impact on their businesses while two-thirds (66%) said it had a “Major” or “Moderate” impact. However, when comparing anticipated survival of their businesses between those who had at least a moderate impact to those who had less, there is virtually no difference in how these two groups foresee their futures, indicating COVID-19 impact is not the primary cause of anticipated future closings.

“To what extent did COVID-19 impact your business”

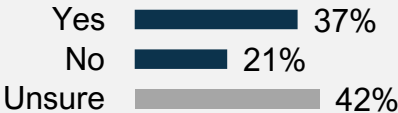


	Major or Moderate Impact from COVID	Minor or Less Impact from COVID
Within next year	91%	87%
Three years from now	73%	76%
Five years from now	62%	64%

“Are all your employees back to work at your office/store in person, or are they doing a hybrid of in-person and remote, or are they working remotely?”

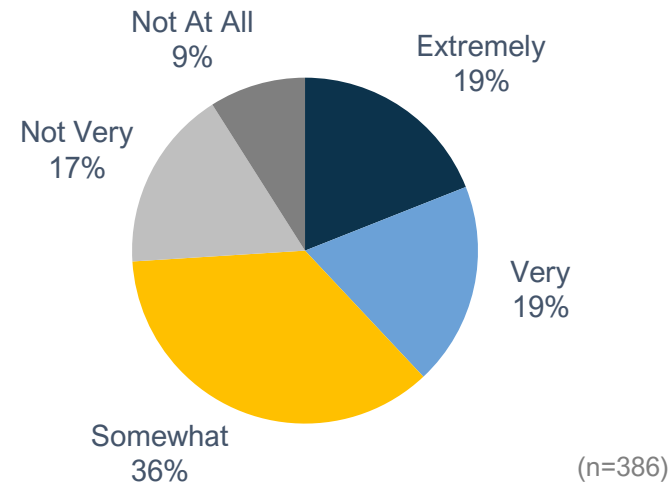


“Do you see remote work for some employees continuing indefinitely?”



Future Concerns

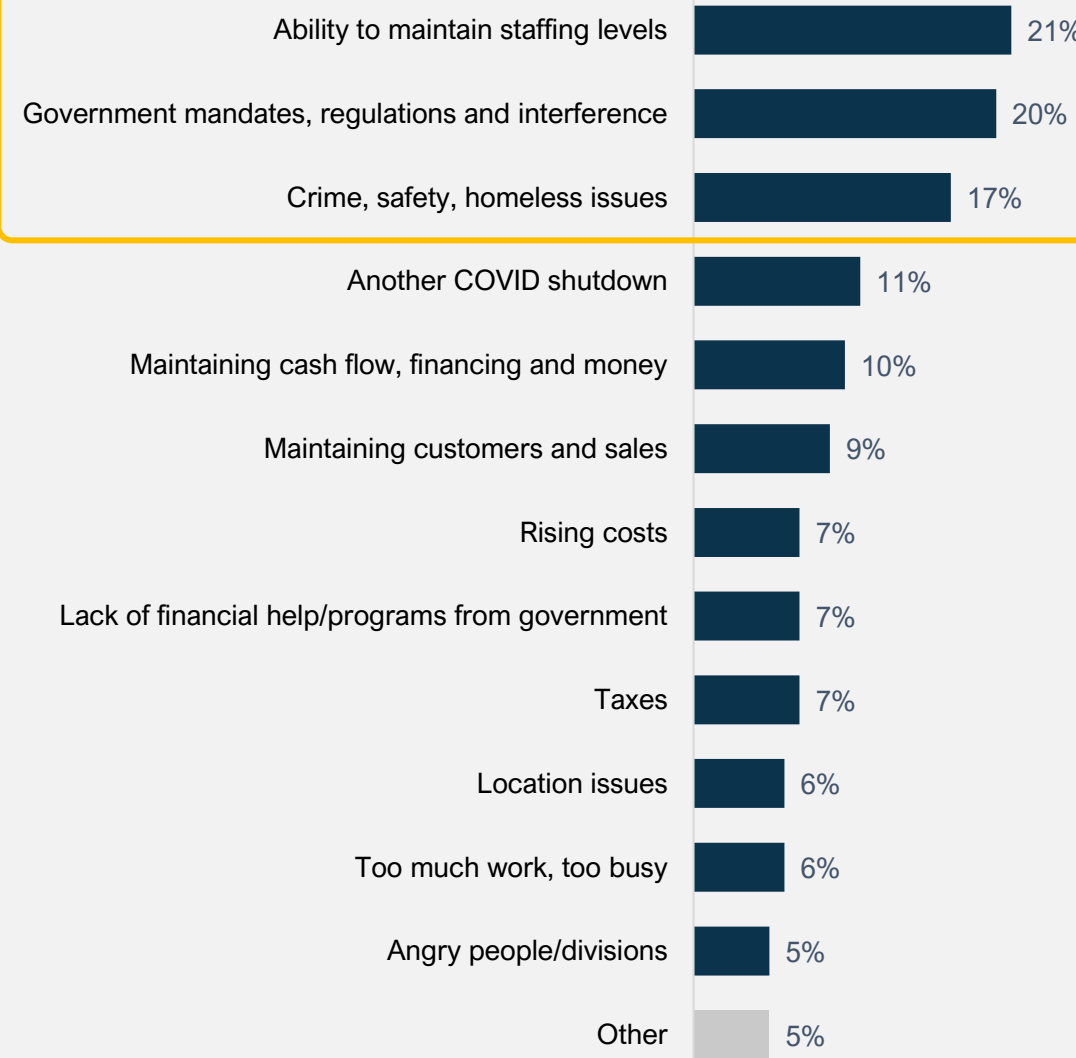
"How concerned are you about another pandemic in the future?"



Furthermore, concern about a future pandemic is relatively low, with only 38% “Extremely” or “Very Concerned.” However, that is not to say it is non-existent, with an additional 36% saying they are “Somewhat” concerned. What businesses are most worried about, however, is staffing, mentioned by 21%, followed closely by government mandates/regulations at 20% which is followed closely by concerns surrounding crime, safety and homeless issues at 17%.

Only one out of 10 said that another COVID shutdown is what is keeping them up at night.

"What else are you concerned about with your business that keeps you up at night?"



Current and Predicted Performance

- Businesses that are more likely to believe they may close in the next few years tend to be single-employee businesses.
- Those in the retail/service sector are among the most likely to say COVID-19 had a moderate or greater impact on their business, but at the same time are the most likely to say they will be in business next year.
- Concern about another pandemic declines with the age of the business, from 61% concerned when the business is less than three years to 26% for those that have been around for 20 or more years.

	<div> <div> <div>□△</div> <div>⬡◯</div> </div> <div>Business Space</div> </div>					<div> <div>📅</div> <div>Years in Business</div> </div>				<div> <div>👥</div> <div>Number of employees</div> </div>				
(% Extremely + Very Likely)	Retail/Service	Commercial Office	Restaurant	Home-Based	Industrial/Warehouse	Less than 3 years	3 to 10 years	11 to 19 years	20 or more years	1	2 to 4	5 to 10	11 to 24	25 or more
Plan to be in business in 1 year	95%	90%	N/A	88%	N/A	93%	90%	92%	85%	84%	95%	95%	94%	N/A
Plan to be in business in 3 years	79%	77%	N/A	74%	N/A	80%	81%	74%	70%	70%	75%	83%	88%	N/A
Plan to be in business in 5 years	69%	58%	N/A	52%	N/A	71%	59%	64%	60%	62%	54%	69%	76%	N/A
All employees are in person	91%	77%	91%	66%	N/A	82%	85%	80%	79%	75%	80%	90%	83%	N/A
Hybrid or at home and remote	8%	23%	5%	16%	N/A	10%	9%	18%	20%	11%	19%	8%	17%	N/A
All remote	1%	0%	5%	18%	N/A	7%	6%	3%	1%	14%	1%	2%	0%	N/A
Additional pandemic concern (extremely + very)	46%	33%	62%	24%	N/A	61%	40%	33%	26%	35%	38%	44%	47%	N/A
Extent of COVID impact (major + moderate)	76%	53%	90%	67%	N/A	62%	72%	68%	60%	61%	66%	66%	80%	N/A

Comments

About Stresses

"What else are you concerned about with your business that keeps you up at night?"

Staffing Issues

"My business is having record sales and I'm afraid we will have to close it because we can't reliably staff it."

"The lack of people wanting jobs and those that do interview have become increasingly demanding all around. The government gave people a lot of money to stay on unemployment and it's made hiring extremely difficult. I've talked to several colleagues that are business owners as well and it doesn't seem to matter what industry--this has become a significant problem across the board."

"Once we raise pay-rates to recruit employees, there's no way to reduce wages. So here we are; now we're paying those employees coming off the Colorado unemployment two times what we did last year not to mention costs have increased but yet increasing our prices 2x would limit our customer base to... nothing."

Government Mandates

"Inconsistent mandates, overreach of conflicting governmental controls creating confusion and worry with my customers, constant division creates animosity and tension in the air which leads to more difficult sales because people are in a more argumentative mood in general."

"I think the way local, state, and the federal government has treated this pandemic is emotional and basically knee-jerk reactions to satisfy a small few. I don't think anyone in gov has seriously thought about both the actions and reactions of their decisions."

"Whether Government is going to continue to interfere with our freedoms. From the city to the Federal level the intrusions, mandates and restrictions are out of hand bad for Americans."

"Government policies that punish small businesses or make it too risky and expensive to hire people."

Comments

About Stresses

"What else are you concerned about with your business that keeps you up at night?"

Crime, Safety, Homeless Issues

"Burglaries. There appears to be a lot of aggressive people that want to steal personal or business property of others and just can't leave it alone. I am sick of the catalytic converters that are being stolen from under our cars and the residential break ins and property trespassing going on. This commercial building several businesses were broken into in the night and when I leave late at night, not sure who is lurking around the corner."

"The number of homeless (those not seeking any aide) and drug use that surrounds my location, yet there is nothing that can be done. Police come when asked, but they can't keep these people from coming back and destroying my property and running off my customers."

"The homeless problem has grown exponentially in the last year and a half. It increases costs of cleaning, makes customers uncomfortable, increases minor crimes. Some customers have stopped coming to the center because of being accosted by homeless people. I, personally, have been physically threatened on occasion by homeless people."

Another COVID Shutdown

"When lockdown first happened here in Colorado, the state declared Chiropractors as non-essential and we could not do business for a month and half. If I had to shutter for a couple months, I am not sure what that would look like if it happened again."

"We have a great team and restructured a lot of our business to adapt to covid. Return of restrictions on businesses that are not correlated to risk would be a major hindrance."

"If we have another shutdown, I won't be able to pay rent and will probably have to shut my doors."

Arvada City and Information Resources

Takeaways

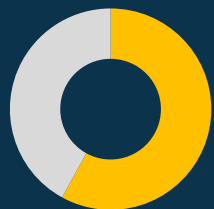
- Awareness of the Arvada Economic Development Association (AEDA) is quite limited, especially outside of retail and restaurants. The Chamber of Commerce is more well-known, and experiences with the Chamber are generally positive, especially among those in the restaurant sector.
- When asked how the City can help their businesses, responses tend to be across the board, suggesting there is no silver bullet, reflecting very different needs of different businesses.
- Communication vehicles that are most effective in reaching businesses also vary by business type. For those in retail/service as well as restaurant sectors, AEDA's emails top their list, while the Arvada Press is more effective for reaching for home-based and single-employee businesses.



City Resources

Six out of ten businesses (58%) are aware of the Arvada Economic Development Association (AEDA) and among those, 47% have had an interaction at some point in time (meaning 63% of businesses have either never heard of AEDA or have heard of it and have never interacted with the association). The interactions businesses have had with AEDA are generally positive (38% either “Excellent” or “Good”) although the majority say they don’t recall those interactions anymore.

While only 17% of businesses are members of the Arvada Chamber of Commerce, 51% have interacted with the Chamber in the past 12 months and of those, two-thirds (67%) describe their interactions as “Excellent” or “Good.”



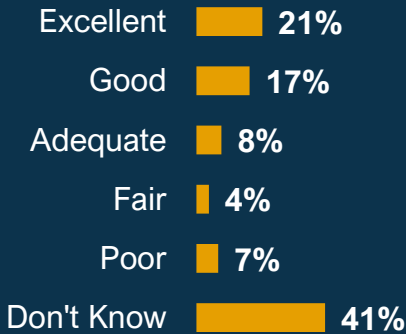
58% **Aware** of AEDA

(n=384)

Last Interaction



Impression of AEDA



(n=211)



17% **Members**

75% **Not Members**

8% Don't Know (n=382)



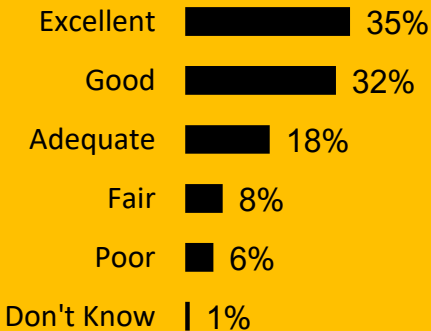
Last Interaction

51%

Past 12 Mos.

(n=378)

Interaction Rating



(n=200)

City Resources

Interactions with AEDA occur most often among businesses in the retail/service industries and those with 5 to 10 employees, where interactions are also the most highly rated. More established businesses (20+ years) are the most likely to be aware of AEDA but among the least likely to have interacted with the organization recently.

Chamber of Commerce membership is highest among those in the restaurant industry (36%), where interactions are the most recent (74% having interacted with the Chamber in the past 12 months).



Business Space



Years in Business



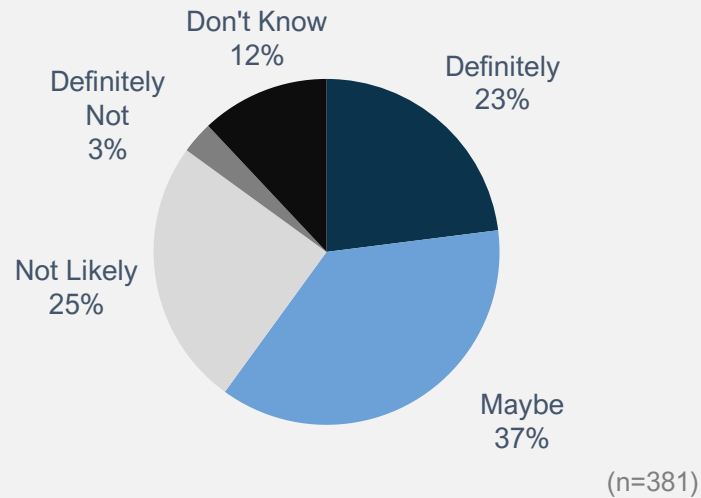
Number of employees

	Retail/ Service	Commercial Office	Restaurant	Home- Based	Industrial/ Warehouse	Less than 3 years	3 to 10 years	11 to 19 years	20 or more years	1	2 to 4	5 to 10	11 to 24	25 or more
AEDA awareness	64%	58%	64%	52%	N/A	45%	54%	62%	67%	61%	46%	66%	60%	N/A
Last AEDA interaction within last year	42%	29%	N/A	N/A	N/A	N/A	37%	31%	16%	13%	21%	53%	N/A	N/A
1 to 3 years ago	7%	17%	N/A	N/A	N/A	N/A	9%	14%	8%	5%	21%	4%	N/A	N/A
More than 3 years ago	6%	12%	N/A	N/A	N/A	N/A	10%	4%	16%	10%	7%	6%	N/A	N/A
Never	40%	24%	N/A	N/A	N/A	N/A	28%	38%	49%	53%	35%	32%	N/A	N/A
Impression of AEDA	55%	40%	N/A	N/A	N/A	N/A	44%	35%	36%	20%	44%	59%	N/A	N/A
Chamber of Commerce membership	16%	21%	36%	9%	N/A	18%	15%	16%	20%	9%	16%	18%	36%	N/A
Interacted with Chamber in the past 12 months	56%	48%	74%	27%	N/A	49%	50%	48%	57%	43%	55%	49%	64%	57%
Interaction with Chamber (excellent + good)	74%	61%	N/A	N/A	N/A	71%	78%	72%	49%	59%	71%	72%	N/A	N/A

* N/A indicates insufficient sample sizes to report out

How Arvada Can Help

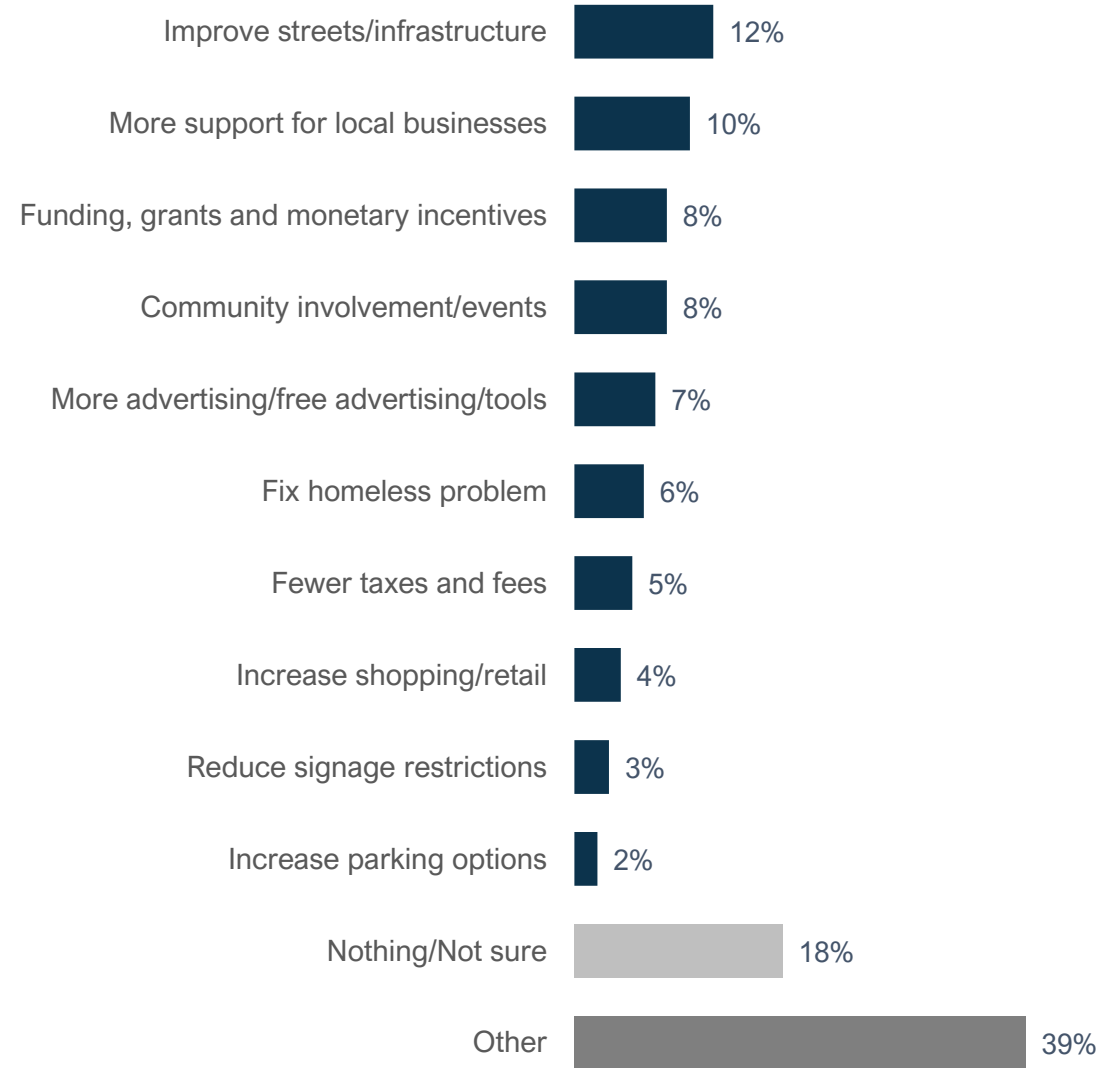
"Do you believe the City of Arvada can help you and your business?"



Most businesses believe the City can help them with their business, with 60% saying "Definitely" or "Maybe."

Among those who feel the City can help them, a wide range of topics emerged, including road/infrastructure improvements (12%), improved support (10% along with an additional 8% specifically citing financial support), sponsoring community events (8%) and providing advertising and advertising tools (7%).

"What would you most like to see the city or community provide that would allow you and your business to be more successful?"



(n=145)

How Arvada Can Help

Business most likely to believe that the City can help them are in the Retail/Service and Restaurant sectors, as well as new business (less than 3 years). While sample sizes are too small to report out much detail for what they would like to see, we find that retail/service is significantly more likely the focus on roads/infrastructure while businesses that have been around for 3-10 years are most likely to mention Arvada's homeless situation.



Business Space



Years in Business



Number of employees

	Retail/ Service	Commercial Office	Restaurant	Home- Based	Industrial/ Warehouse	Less than 3 years	3 to 10 years	11 to 19 years	20 or more years	1	2 to 4	5 to 10	11 to 24	25 or more
Believe that City of Arvada can help them	68%	54%	95%	43%	N/A	82%	63%	52%	48%	57%	59%	62%	71%	N/A
Better Streets/Roads/Fix the roads/Infrastructure	21%	N/A	N/A	N/A	N/A	N/A	12%	6%	16%	7%	18%	N/A	N/A	N/A
More support for local businesses/Support options	1%	N/A	N/A	N/A	N/A	N/A	8%	5%	18%	12%	6%	N/A	N/A	N/A
Help with funding/Grants/Monetary incentives	14%	N/A	N/A	N/A	N/A	N/A	13%	5%	6%	2%	12%	N/A	N/A	N/A
Community Involvement/Events/Meetings	7%	N/A	N/A	N/A	N/A	N/A	8%	9%	4%	4%	8%	N/A	N/A	N/A
More advertising/Free advertising/Advertising tools	9%	N/A	N/A	N/A	N/A	N/A	6%	6%	0%	8%	5%	N/A	N/A	N/A
Do something about the homeless problem	12%	N/A	N/A	N/A	N/A	N/A	13%	6%	3%	7%	5%	N/A	N/A	N/A
Less taxes/Fewer fees	5%	N/A	N/A	N/A	N/A	N/A	7%	3%	5%	4%	4%	N/A	N/A	N/A

* N/A indicates insufficient sample sizes to report out

Comments About Help From Arvada

"What would you most like to see the city or community provide that would allow you and your business to be more successful?"

"Completion of road construction in timely fashion."

"A more realistic development scheme, taking into account better zoning for existing properties, water usage, and of course policing. Friendlier government who does not obfuscate the issues and is able to be reached more easily. A more competent judge and prosecutors. Police who are trained and behave like they should. They are currently being told not to deal with drug issues. Last I checked, this is their job. Arvada government is mucky, old and needs refreshing. Money and tax revenue should not be the only thing they pay attention to."

"A shuttle service up and down Ralston could be helpful. Also, more ways to address the growing homeless population - perhaps a working group to keep Olde Town clean and find solutions for the folks camping and sleeping in the open."

"Intelligently designed roads, alleyways, intersections, etc...NONE of which is happening currently in Arvada."

"Do something about the homeless problem...something that isn't just words but gets these people off the streets of the City. You can be as empathetic and PC as you like but when there is a bum camped under every damn tree in town, people don't want to get out of their cars."

"Increased access to grants and funding that the Government already approved. Businesses are drowning in debt and are having to downsize and sell everything they own just to keep the doors open."

"Signage requirements are costly and not clear - we would need to pay a project manager/ legal intern to get through the details and file the paperwork. We filed for an electronic screen - denied with no explanation. Filed for larger signs with larger lettering - denied that the sign was now too large."

"More parking in Olde Town."

"Canceling events such as the Arvada Harvest Festival was detrimental to the residential and business community. The festival generates valuable visitor traffic and familiarizes both residents and non-resident visitors with the businesses operating in the area...The City should be focused on creating more of these community events, markets, and holiday events that bring visitors to the Old Town area which is a charming and thriving environment."

Comments About Help From Arvada

"What would you most like to see the city or community provide that would allow you and your business to be more successful?"

"Continued outreach to connect us with financial assistance, local banking, financial development training, business development training."

"I have never personally had an issue with the City, but I am always sad to hear other businesses say that the city is making it hard to do business. Restaurants closing because they say that the city is making it impossible. Construction jobs saying that their projects are being delayed because of the city. The city not being able to help small businesses is one thing, but actively making things more difficult is discouraging. I value small, independent businesses much more than chains. We don't need more McDonalds."

"Support small owner operated businesses instead of wasting our money on Walmart's and Amazon that only bring crime and poverty to our community."

"Streamline and accelerate the planning process and timeline for new business."

"Clear guidelines for new businesses, support in obtaining required licenses and documentation for the state, and more support for businesses who support the workforce not just by providing jobs, but by making it possible for people to go back to work."

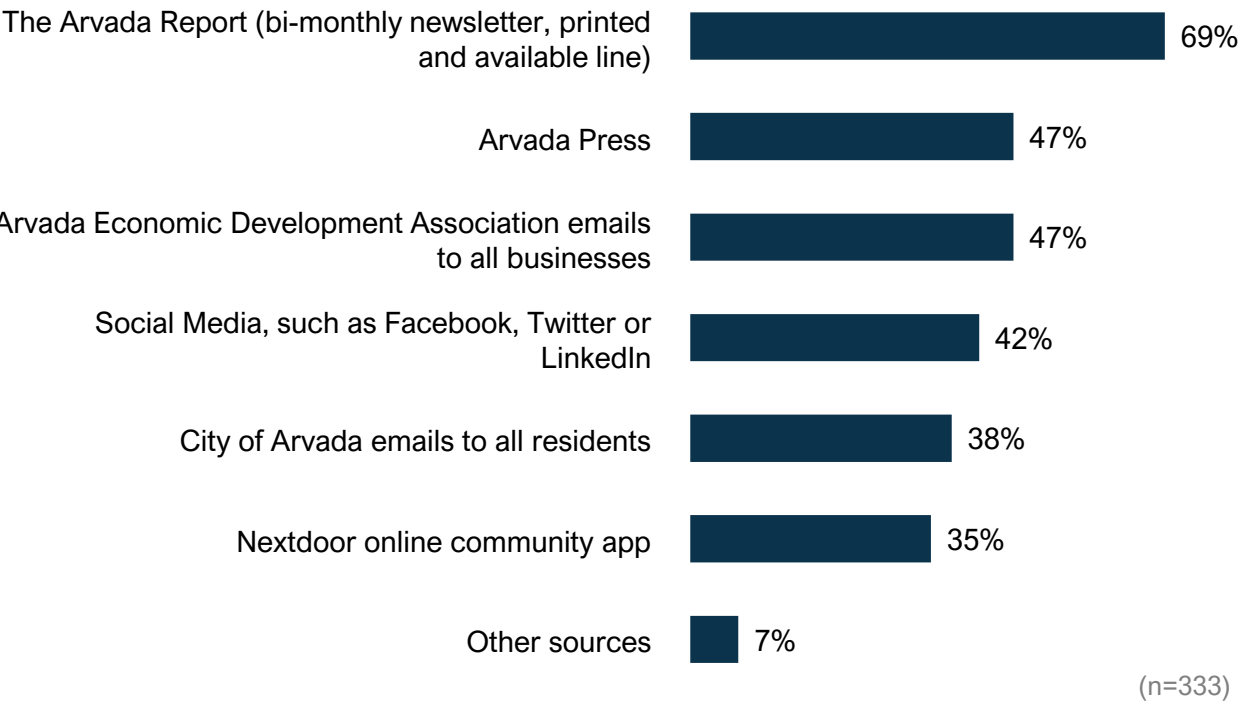
"The Olde Town redevelopment over the past several years has been great and resulted in a re-vitalized business area. The only thing I would like to see the city work on is the removal of the hideous Broken Trackbone in the middle of our Olde Town train station. Surely something else of real historic relevance and artistic nature could be installed. Thanks! :)"

"The city is very weak on hotel accommodation options directly within Arvada, particularly near the Old Towne. The one option, Arvada Hilton, is fine, but it is frequently overbooked and not available for my clients."

"Sometimes it feels like there are two parts to the city. There are the advocates for growth like the economic development groups and then there are the departments that are key stakeholders in the growth process but not always personally rewarded to encourage growth. For example, planning employees don't get paid based on how quickly a project is done so they are not incented to help move projects along quickly. They all work hard but if a project takes an extra month or even an extra year it does not impact their income. That is not true for the people funding development. It would be great if there was better economic alignment between the companies investing and the city staff supporting growth."

City News Sources

“How do you get news or information about what is happening in Arvada?”



When asked how they get information about what is happening in the City, most businesses mention the Arvada Report (69%), making this an essential communication tool, followed by the Arvada Press (47%) and AEDA emails (47%).

The Arvada Press serves as the primary information source for home-based businesses (along with the Nextdoor social media app) while those in the Retail/Service industry rely most heavily on AEDA emails.

(% Completely + Mostly)	Retail/ Service	Commercial Office	Restaurant	Home- Based	Industrial/ Warehouse
the ArvadaReport	65%	60%	73%	74%	75%
ARVADA.PRESS	30%	54%	36%	76%	56%
ARVADA ECONOMIC DEVELOPMENT ASSOCIATION	60%	56%	74%	33%	50%
f t in	39%	50%	49%	49%	31%
CITY OF ARVADA	34%	29%	55%	44%	21%
nextdoor	27%	38%	34%	57%	30%

Years in Business

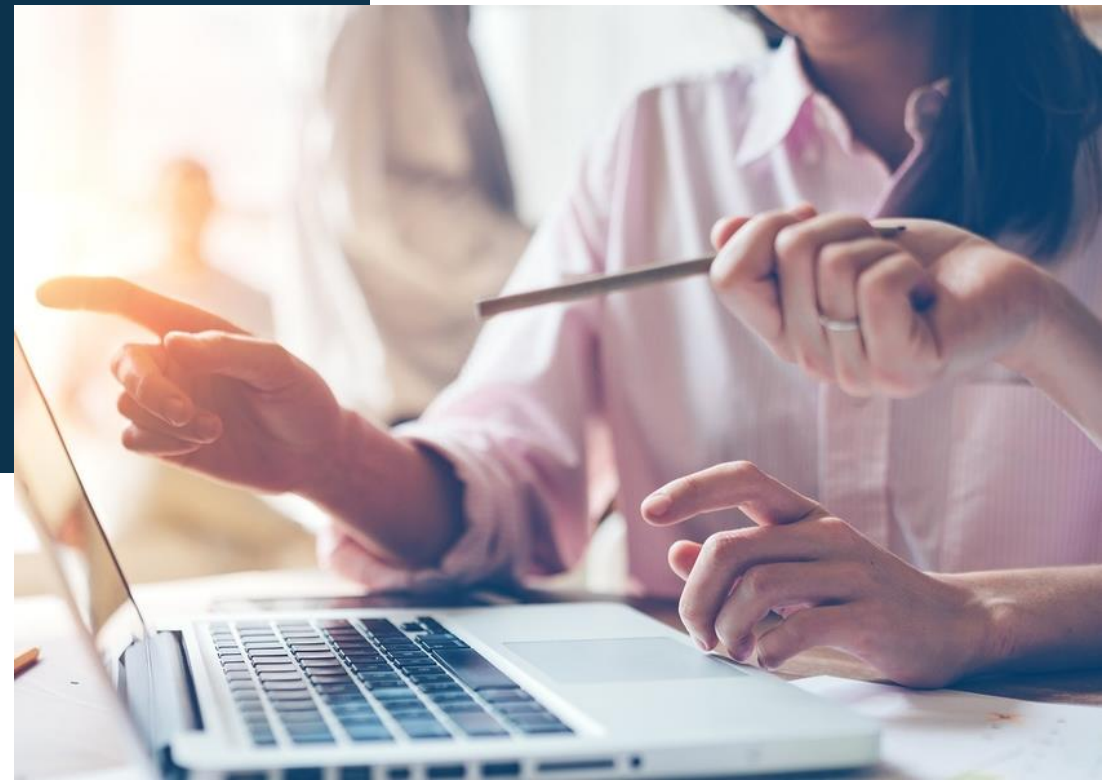
(% Completely + Mostly)	Less than 3 years	3 to 10 years	11 to 19 years	20 or more years
the ArvadaReport	51%	62%	79%	76%
ARVADA.PRESS	48%	41%	46%	56%
ARVADA ECONOMIC DEVELOPMENT ASSOCIATION	42%	49%	46%	48%
f t in	54%	43%	45%	34%
CITY OF ARVADA	45%	34%	31%	44%
nextdoor	41%	38%	36%	28%

Number of employees

(% Completely + Mostly)	1	2 to 4	5 to 10	11 to 24	25 or more
the ArvadaReport	76%	59%	67%	59%	81%
ARVADA.PRESS	63%	40%	32%	37%	44%
ARVADA ECONOMIC DEVELOPMENT ASSOCIATION	31%	50%	76%	55%	40%
f t in	45%	35%	39%	61%	36%
CITY OF ARVADA	41%	30%	43%	33%	50%
nextdoor	48%	30%	24%	17%	39%

Appendix

Data Tables



Explanation of Terminology



This report uses terminology that is somewhat unique to survey research:

Top-Box Responses

Several survey questions provide respondents with different options to choose from, such as “Strongly Agree,” “Agree,” etc. When we refer to the “Top-Box,” this is in reference to the highest level of agreement on any of these types of scales, such as the percentage of respondents who said, “Strongly Agree.”

Top-Two Box Responses

The “Top-Two Box” response includes the second-highest response along with the top-box response. For example, on a question with an agreement scale, participants who answered, “Strongly Agree” are combined with those who answered, “Somewhat Agree,” and the percentage of these respondents represents the top-two box response.

Statistical Significance Testing

Statistical tests (typically t-tests of proportions) are used throughout the analysis to indicate which results are most likely to represent real differences in the data (as opposed to differences which fall within the margin of sampling error). Significance testing is performed only when the sample size is at or greater than 30. The level of confidence used for all statistical significance testing in this document is 95%. When a difference is said to be statistically significant, it is notated by either an arrow (in charts) or a shaded cell (in tables).

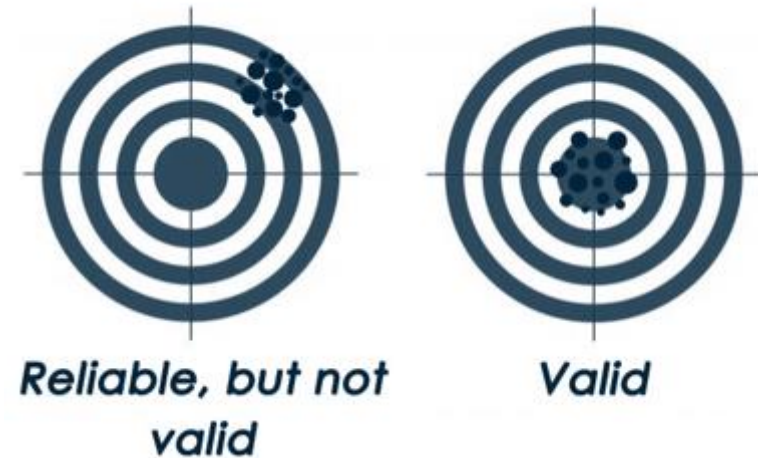
Research

Reliability & Validity

When gathering survey data, thought must be given to the representativeness of the results. While many believe that good data is achieved by simply gathering more of it, larger sample sizes only serve to reduce sampling error, or the reliability of the results, but do not necessarily relate to whether the results are representative of the population, which is an assessment of the validity of the data.

Validity From a data collection standpoint, validity considers the extent to which the sampling method is able to produce results which are representative of the population of interest. For this assessment, a random sampling of residents was employed rather than convenience sampling (e.g., social media recruitment or posting a link to the survey in newsletters). Multiple attempts were made to encourage respondents to participate and statistical adjustments (i.e., data weighting) were applied to further refine the representativeness of the data.

Reliability Reliability refers to the reproducibility of the data, meaning the extent to which similar results would be obtained if the study were to be repeated in the same manner. Larger sample sizes create more reliable data due to their smaller margin of sampling error. However, consistency does not equate to validity, making it necessary to strive for both reliability and validity.



Data Tables

Overall Satisfaction

“Overall, how satisfied operating a business in the City of Arvada?”

	Total	Business Type		Years in Business				Physical Space				
		Single Location	Multi	Less than three	3 to 10	11 to 19	20+	Retail/Service	Commercial	Restaurant	Home-Based	Industrial/Warehouse
base	422	342	42	86	133	88	113	126	67	35	59	31
Overall Satisfaction (extremely + very)	67%	67%	61%	77%	68%	62%	61%	72%	63%	82%	69%	70%
extremely	22%	22%	12%	30%	24%	13%	22%	23%	26%	39%	24%	8%

	Total	Number of Employees					Position		Home Location	
		1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	422	153	116	75	45	33	368	49	266	156
Overall Satisfaction (extremely + very)	67%	62%	69%	70%	72%	65%	65%	74%	65%	69%
extremely	22%	23%	21%	27%	27%	8%	22%	26%	23%	22%

Data Tables

City Service Ratings

“How well do you think the City of Arvada is providing the following services to the business community?”

(extremely + very)	Total	Business Type		Years in Business				Physical Space				
		Single Location	Multi	Less than three	3 to 10	11 to 19	20+	Retail/Service	Commercial	Restaurant	Home-Based	Industrial/Warehouse
base	~397	~326	~38	~77	~123	~88	~107	~117	~64	~31	~57	~31
Safe from Crime	49%	46%	51%	61%	46%	41%	50%	52%	43%	67%	52%	36%
Efficient/Effective Government	47%	45%	53%	64%	48%	38%	43%	51%	46%	75%	49%	33%
Transportation	43%	41%	35%	68%	43%	30%	35%	48%	42%	79%	34%	24%

(extremely + very)	Total	Number of Employees					Position		Home Location	
		1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~397	~142	~110	~70	~43	~32	~344	~48	~257	~140
Safe from Crime	49%	48%	50%	51%	49%	45%	47%	59%	49%	49%
Efficient/Effective Government	47%	38%	52%	53%	57%	50%	45%	64%	42%	56%
Transportation	43%	36%	45%	48%	51%	41%	39%	69%	38%	51%

Data Tables

Economic Growth Ratings

(top-two box)	Total	Business Type		Years in Business				Physical Space				
		Single Location	Multi	Less than three	3 to 10	11 to 19	20+	Retail/ Service	Commercial	Restaurant	Home-Based	Industrial/ Warehouse
base	~371	~301	~37	~71	~112	~82	~105	~110	~58	~31	~51	~29
Satisfaction with Economic Management	41%	39%	42%	62%	45%	30%	30%	50%	25%	76%	33%	N/A
Support economic growth	93%	93%	95%	96%	99%	90%	88%	98%	98%	97%	88%	N/A
Support business growth	97%	97%	100%	98%	100%	92%	98%	99%	100%	100%	94%	N/A
Support visitor/tourism growth	92%	92%	94%	99%	90%	90%	92%	96%	90%	94%	92%	N/A
Support residential growth	63%	62%	69%	82%	60%	48%	63%	69%	65%	90%	41%	N/A

(top-two box)	Total	Number of Employees					Position		Home Location	
		1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~371	~128	~103	~65	~43	~32	~322	~44	~241	~130
Satisfaction with Economic Management	41%	28%	45%	53%	51%	41%	38%	52%	32%	56%
Support economic growth	93%	88%	98%	94%	100%	92%	93%	99%	91%	97%
Support business growth	97%	95%	97%	100%	100%	98%	97%	100%	95%	100%
Support visitor/tourism growth	92%	92%	90%	96%	94%	95%	92%	100%	91%	96%
Support residential growth	63%	40%	73%	80%	80%	82%	60%	83%	52%	81%

~ indicates approximate sample sizes shown due to multiple questions with possible variations in sample sizes included
N/A indicates a sample size below n=30 and exclusion of that rating

Data Tables

Growth Type Ratings

(top-two box)	Total	Business Type		Years in Business				Physical Space				
		Single Location	Multi	Less than three	3 to 10	11 to 19	20+	Retail/Service	Commercial	Restaurant	Home-Based	Industrial/Warehouse
base	~423	~343	~42	~86	~133	~89	~113	~126	~67	~35	~60	~31
Support business over residential growth	64%	65%	64%	67%	66%	64%	60%	75%	69%	52%	70%	71%
Importance of residential growth	66%	68%	60%	47%	69%	77%	66%	50%	67%	23%	87%	94%
Importance of tourism/visitor growth	73%	75%	66%	55%	70%	84%	80%	65%	88%	38%	90%	76%
Could serve more residents	81%	81%	76%	87%	76%	89%	75%	89%	79%	93%	81%	61%
Could serve more visitors	70%	68%	80%	79%	71%	55%	66%	81%	51%	95%	55%	7%

(top-two box)	Total	Number of Employees					Position		Home Location	
		1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~423	~154	~116	~75	~45	~33	~369	~49	~267	~156
Support business over residential growth	64%	64%	64%	67%	71%	50%	65%	61%	67%	60%
Importance of residential growth	66%	83%	61%	52%	45%	55%	66%	64%	74%	53%
Importance of tourism/visitor growth	73%	80%	77%	58%	70%	62%	74%	61%	77%	66%
Could serve more residents	81%	69%	87%	85%	88%	76%	81%	77%	80%	82%
Could serve more visitors	70%	59%	68%	89%	81%	61%	70%	70%	62%	82%

Data Tables

Arvada Appeal and Needs for Growth

(top-two box)	Total	Business Type		Years in Business				Physical Space				
		Single Location	Multi	Less than three	3 to 10	11 to 19	20+	Retail/ Service	Commercial	Restaurant	Home-Based	Industrial/ Warehouse
base	~412	~335	~42	~83	~132	~88	~107	~124	~67	~34	~58	~31
Arvada is attractive for businesses	68%	69%	66%	79%	63%	68%	67%	70%	62%	65%	75%	73%
Having enough residents living nearby who could be potential customers	85%	85%	84%	86%	86%	89%	81%	91%	70%	82%	94%	73%
Having easy access to transportation, such as roads and railways, that make it easy for businesses to get raw materials and workers in and to send their finished products out to market	64%	62%	67%	82%	73%	51%	53%	67%	57%	86%	57%	69%
Having a good mix of other businesses nearby that can be either suppliers or distributors of the products being made	64%	63%	64%	77%	67%	57%	58%	66%	53%	69%	64%	79%
Having a large number of people in the community for businesses to hire	64%	66%	49%	75%	57%	62%	69%	73%	68%	45%	75%	32%
Having support from our city government, knowing the City wants to help businesses succeed	63%	62%	53%	67%	71%	58%	56%	74%	56%	81%	66%	41%
Having sufficient commercial real estate, land and redevelopment opportunities to open up new businesses or expand existing businesses.	53%	54%	46%	69%	45%	54%	49%	63%	41%	52%	61%	33%

~ indicates approximate sample sizes shown due to multiple questions with possible variations in sample sizes included

Data Tables

Arvada Appeal and Needs for Growth

(top-two box)	Total	Number of Employees					Position		Home Location	
		1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~412	~146	~116	~73	~44	~33	~360	~48	~259	~153
Arvada is attractive for businesses	68%	67%	70%	69%	67%	64%	67%	78%	68%	68%
Having enough residents living nearby who could be potential customers	85%	88%	84%	83%	81%	83%	85%	82%	87%	82%
Having easy access to transportation, such as roads and railways, that make it easy for businesses to get raw materials and workers in and to send their finished products out to market	64%	61%	61%	78%	67%	56%	63%	71%	62%	68%
Having a good mix of other businesses nearby that can be either suppliers or distributors of the products being made	64%	61%	68%	66%	66%	55%	64%	70%	65%	64%
Having a large number of people in the community for businesses to hire	64%	72%	68%	59%	50%	55%	64%	70%	66%	61%
Having support from our city government, knowing the City wants to help businesses succeed	63%	63%	65%	68%	63%	50%	63%	64%	63%	64%
Having sufficient commercial real estate, land and redevelopment opportunities to open up new businesses or expand existing businesses.	53%	55%	55%	50%	56%	36%	52%	55%	55%	49%

~ indicates approximate sample sizes shown due to multiple questions with possible variations in sample sizes included

Data Tables

Current Business Status

	Total	Business Type		Years in Business				Physical Space				
		Single	Multi	Less than three	3 to 10	11 to 19	20+	Retail/Service	Commercial	Restaurant	Home-Based	Industrial/Warehouse
base	~370	~302	~39	~67	~121	~80	~100	~115	~62	~30	~49	~29
Currently at 100% capacity	37%	35%	45%	38%	35%	37%	37%	34%	47%	45%	33%	N/A
99%-75%	30%	30%	21%	22%	36%	29%	28%	27%	36%	23%	23%	N/A
74%-50%	19%	20%	18%	20%	16%	19%	21%	24%	15%	32%	18%	N/A
49%-25%	10%	9%	12%	15%	10%	8%	7%	11%	1%	0%	17%	N/A
Under 25%	5%	6%	4%	5%	3%	7%	7%	3%	1%	0%	8%	N/A
Can grow business (completely + mostly)	65%	62%	92%	76%	62%	64%	61%	77%	66%	66%	52%	N/A
Want to grow	67%	63%	86%	84%	69%	64%	53%	73%	59%	94%	49%	N/A
Happy with how things are	32%	36%	10%	16%	30%	36%	44%	27%	40%	6%	48%	N/A

	Total	Number of Employees					Position		Home Location	
		1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~370	~127	~105	~71	~39	~28	~327	~39	~230	~140
Currently at 100% capacity	37%	32%	32%	55%	36%	N/A	37%	35%	35%	39%
99%-75%	30%	26%	36%	17%	39%	N/A	28%	39%	28%	33%
74%-50%	19%	13%	22%	22%	17%	N/A	19%	14%	17%	22%
49%-25%	10%	17%	5%	6%	6%	N/A	10%	9%	13%	5%
Under 25%	5%	11%	4%	0%	1%	N/A	6%	3%	8%	1%
Can grow business (completely + mostly)	65%	60%	57%	78%	78%	N/A	64%	75%	64%	66%
Want to grow	67%	51%	70%	82%	73%	N/A	66%	74%	59%	79%
Happy with how things are	32%	47%	29%	18%	24%	N/A	33%	23%	39%	21%

~ indicates approximate sample sizes shown due to multiple questions with possible variations in sample sizes included
N/A indicates a sample size below n=30 and exclusion of that rating

Data Tables

Barriers to Growth

		Business Type		Years in Business				Physical Space				
(% Extreme + Moderate Amount)	Total	Single	Multi	Less than three	3 to 10	11 to 19	20+	Retail/ Service	Commercial	Restaurant	Home-Based	Industrial/ Warehouse
base	~328	~270	~35	~58	~105	~72	~91	~102	~60	~28	~44	~26
Lacking access to a sufficient number of qualified employees/staff	44%	45%	45%	39%	45%	43%	47%	55%	45%	N/A	20%	N/A
Lacking access to sufficient amount of capital	31%	31%	26%	33%	39%	24%	24%	34%	26%	N/A	23%	N/A
Lacking sufficient available space to expand	30%	29%	41%	30%	35%	28%	24%	33%	27%	N/A	23%	N/A
Having too many regulatory restrictions imposed by the City of Arvada	29%	28%	35%	22%	27%	26%	38%	27%	23%	N/A	17%	N/A
Lacking access to marketing resources and talent	27%	27%	22%	34%	30%	18%	24%	33%	33%	N/A	20%	N/A
Lacking access to high-quality utilities (such as broadband internet)	21%	22%	11%	19%	19%	21%	25%	20%	12%	N/A	27%	N/A
Lacking a sufficient number of residents in Arvada for customers	19%	16%	29%	32%	24%	12%	10%	22%	19%	N/A	4%	N/A
Lacking of sufficient number of visitors to Arvada for customers	18%	15%	25%	35%	18%	12%	9%	21%	8%	N/A	8%	N/A
Lacking sufficient public safety for my staff and/or customers	14%	15%	14%	12%	14%	18%	14%	15%	14%	N/A	7%	N/A

		Number of Employees					Position		Home Location	
(% Extreme + Moderate Amount)	Total	1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~328	~108	~93	~68	~34	~25	~294	~33	~211	~117
Lacking access to a sufficient number of qualified employees/staff	44%	23%	39%	57%	76%	N/A	43%	52%	38%	53%
Lacking access to sufficient amount of capital	31%	22%	41%	34%	35%	N/A	31%	32%	28%	36%
Lacking sufficient available space to expand	30%	19%	38%	29%	38%	N/A	31%	19%	25%	38%
Having too many regulatory restrictions imposed by the City of Arvada	29%	26%	26%	32%	24%	N/A	29%	23%	28%	31%
Lacking access to marketing resources and talent	27%	20%	33%	25%	44%	N/A	26%	28%	22%	33%
Lacking access to high-quality utilities (such as broadband internet)	22%	23%	19%	15%	20%	N/A	15%	21%	22%	
Lacking a sufficient number of residents in Arvada for customers	19%	12%	21%	26%	29%	N/A	19%	18%	11%	34%
Lacking of sufficient number of visitors to Arvada for customers	18%	13%	16%	23%	29%	N/A	17%	21%	10%	31%
Lacking sufficient public safety for my staff and/or customers	12%	15%	15%	14%	17%	N/A	15%	13%	17%	

~ indicates approximate sample sizes shown due to multiple questions with possible variations in sample sizes included

N/A indicates a sample size below n=30 and exclusion of that rating

Data Tables

Optimism about Future

		Business Type		Years in Business				Physical Space				
(extremely + very likely)	Total	Single	Multi	Less than three	3 to 10	11 to 19	20+	Retail/Service	Commercial	Restaurant	Home-Based	Industrial/Warehouse
base	~365	~299	~38	~68	~118	~78	~100	~109	~61	~29	~52	~29
Plan to be in business in 1 year	90%	89%	92%	93%	90%	92%	85%	95%	90%	N/A	88%	N/A
Plan to be in business in 3 years	76%	74%	77%	80%	81%	74%	70%	79%	77%	N/A	74%	N/A
Plan to be in business in 5 years	63%	61%	51%	71%	59%	64%	60%	69%	58%	N/A	52%	N/A

		Number of Employees					Position		Home Location	
(extremely + very likely)	Total	1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~365	~127	~102	~69	~39	~28	~322	~40	~233	~132
Plan to be in business in 1 year	90%	84%	95%	95%	94%	N/A	90%	89%	89%	92%
Plan to be in business in 3 years	76%	70%	75%	83%	88%	N/A	75%	82%	74%	80%
Plan to be in business in 5 years	63%	62%	54%	69%	76%	N/A	60%	78%	63%	62%

~ indicates approximate sample sizes shown due to multiple questions with possible variations in sample sizes included
 N/A indicates a sample size below n=30 and exclusion of that rating

Data Tables

COVID Impact

	Total	Business Type		Years in Business				Physical Space				
		Single	Multi	Less than three	3 to 10	11 to 19	20+	Retail/Service	Commercial	Restaurant	Home-Based	Industrial/Warehouse
base	~385	~316	~40	~70	~123	~84	~106	~166	~63	~32	~54	~29
Extent of COVID impact (major + moderate)	66%	66%	53%	62%	72%	68%	60%	76%	53%	90%	67%	N/A
All employees are in person	82%	85%	74%	82%	85%	80%	79%	91%	77%	91%	66%	N/A
Hybrid or at home and remote	14%	11%	26%	10%	9%	18%	20%	8%	23%	5%	16%	N/A
All remote	4%	4%	0%	7%	6%	3%	1%	1%	0%	5%	18%	N/A
Additional pandemic concern (extremely + very)	38%	39%	45%	61%	40%	33%	26%	46%	33%	62%	24%	N/A

	Total	Number of Employees					Position		Home Location	
		1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~385	~136	~106	~72	~42	~29	~341	~41	~245	~140
Extent of COVID impact (major + moderate)	66%	61%	66%	66%	80%	N/A	67%	60%	65%	68%
All employees are in person	82%	75%	80%	90%	83%	N/A	82%	81%	79%	86%
Hybrid or at home and remote	14%	11%	19%	8%	17%	N/A	14%	18%	16%	12%
All remote	4%	14%	1%	2%	0%	N/A	4%	2%	6%	2%
Additional pandemic concern (extremely + very)	38%	35%	38%	44%	47%	N/A	38%	33%	36%	42%

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 N/A indicates a sample size below n=30 and exclusion of that rating

Data Tables

AEDA

		Business Type		Years in Business				Physical Space				
	Total	Single	Multi	Less than three	3 to 10	11 to 19	20+	Retail/Service	Commercial	Restaurant	Home-Based	Industrial/Warehouse
base	~385	~316	~40	~70	~123	~84	~106	~166	~63	~32	~54	~29
AEDA awareness	58%	56%	60%	45%	54%	62%	67%	64%	58%	64%	52%	N/A
Last AEDA interaction within last year	29%	26%	N/A	N/A	37%	31%	16%	42%	29%	N/A	N/A	N/A
1 to 3 years ago	9%	8%	N/A	N/A	9%	14%	8%	7%	17%	N/A	N/A	N/A
More than 3 years ago	9%	10%	N/A	N/A	10%	4%	16%	6%	12%	N/A	N/A	N/A
Never	37%	41%	N/A	N/A	28%	38%	49%	40%	24%	N/A	N/A	N/A
Impression of AEDA	39%	35%	43%	N/A	44%	35%	36%	55%	40%	N/A	N/A	N/A

		Number of Employees					Position		Home Location	
	Total	1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~385	~136	~106	~72	~42	~29	~341	~41	~245	~140
AEDA awareness	58%	61%	46%	66%	60%	N/A	60%	32%	61%	53%
Last AEDA interaction within last year	29%	13%	21%	53%	N/A	N/A	29%	N/A	22%	44%
1 to 3 years ago	9%	5%	21%	4%	N/A	N/A	9%	N/A	10%	9%
More than 3 years ago	9%	10%	7%	6%	N/A	N/A	9%	N/A	9%	10%
Never	37%	53%	35%	32%	N/A	N/A	37%	N/A	47%	19%
Impression of AEDA	39%	20%	44%	59%	N/A	N/A	39%	N/A	29%	59%

~ indicates approximate sample sizes shown due to multiple questions with possible variations in sample sizes included
 N/A indicates a sample size below n=30 and exclusion of that rating

Data Tables

Chamber of Commerce

		Business Type		Years in Business				Physical Space				
	Total	Single	Multi	Less than three	3 to 10	11 to 19	20+	Retail/ Service	Commercial	Restaurant	Home-Based	Industrial/ Warehouse
base	~385	~316	~40	~70	~123	~84	~106	~166	~63	~32	~54	~29
Chamber of Commerce membership	17%	15%	28%	18%	15%	16%	20%	16%	21%	36%	9%	N/A
Interacted with Chamber in the past 12 months	51%	47%	66%	49%	50%	48%	57%	56%	48%	74%	27%	N/A
Interaction with Chamber (excellent + good)	67%	63%	N/A	71%	78%	72%	49%	74%	61%	N/A	N/A	N/A

		Number of Employees					Position		Home Location	
	Total	1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	~385	~136	~106	~72	~42	~29	~341	~41	~245	~140
Chamber of Commerce membership	17%	9%	16%	18%	36%	N/A	17%	19%	17%	17%
Interacted with Chamber in the past 12 months	51%	43%	55%	49%	64%	57%	49%	61%	47%	57%
Interaction with Chamber (excellent + good)	67%	59%	71%	72%	N/A	N/A	65%	N/A	65%	70%

~ indicates approximate sample sizes shown due to multiple questions with possible variations in sample sizes included
 N/A indicates a sample size below n=30 and exclusion of that rating

Data Tables

City of Arvada

		Business Type		Years in Business				Physical Space				
	Total	Single	Multi	Less than three	3 to 10	11 to 19	20+	Retail/Service	Commercial	Restaurant	Home-Based	Industrial/Warehouse
base	381	313	39	70	123	82	104	114	63	31	53	29
Believe that City of Arvada can help them	60%	58%	66%	82%	63%	52%	48%	68%	54%	95%	43%	N/A
<i>How City of Arvada can help</i>												
base	145	116	18	29	50	30	35	39	22	15	20	13
Better Streets/Roads/Fix the roads/Infrastructure	12%	14%	N/A	N/A	12%	6%	16%	21%	N/A	N/A	N/A	N/A
More support for local businesses/Support options	10%	9%	N/A	N/A	8%	5%	18%	1%	N/A	N/A	N/A	N/A
Help with funding/Grants/Monetary incentives	8%	6%	N/A	N/A	13%	5%	6%	14%	N/A	N/A	N/A	N/A
Community Involvement/Events/Meetings	8%	7%	N/A	N/A	8%	9%	4%	7%	N/A	N/A	N/A	N/A
More advertising/Free advertising/Advertising tools	7%	8%	N/A	N/A	6%	6%	0%	9%	N/A	N/A	N/A	N/A
Do something about the homeless problem	6%	8%	N/A	N/A	13%	6%	3%	12%	N/A	N/A	N/A	N/A
Less taxes/Fewer fees	5%	3%	N/A	N/A	7%	3%	5%	5%	N/A	N/A	N/A	N/A
More shopping/Retail/Restaurants	4%	5%	N/A	N/A	7%	0%	2%	0%	N/A	N/A	N/A	N/A
Less signage restrictions	3%	4%	N/A	N/A	4%	0%	3%	3%	N/A	N/A	N/A	N/A
Nothing/Not Sure	18%	19%	N/A	N/A	5%	35%	25%	13%	N/A	N/A	N/A	N/A
Other	39%	37%	N/A	N/A	34%	38%	41%	36%	N/A	N/A	N/A	N/A

Data Tables

City of Arvada

		Number of Employees					Position		Home Location	
	Total	1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	381	134	105	72	41	29	337	41	244	137
Believe that City of Arvada can help them	60%	57%	59%	62%	71%	N/A	59%	63%	56%	66%
How City of Arvada can help										
base	145	57	45	22	11	10	134	10	99	46
Better Streets/Roads/Fix the roads/Infrastructure	12%	7%	18%	N/A	N/A	N/A	13%	N/A	12%	11%
More support for local businesses/Support options	10%	12%	6%	N/A	N/A	N/A	11%	N/A	7%	16%
Help with funding/Grants/Monetary incentives	8%	2%	12%	N/A	N/A	N/A	7%	N/A	7%	11%
Community Involvement/Events/Meetings	8%	4%	8%	N/A	N/A	N/A	7%	N/A	8%	6%
More advertising/Free advertising/Advertising tools	7%	8%	5%	N/A	N/A	N/A	7%	N/A	8%	3%
Do something about the homeless problem	6%	7%	5%	N/A	N/A	N/A	5%	N/A	6%	8%
Less taxes/Fewer fees	5%	4%	4%	N/A	N/A	N/A	4%	N/A	5%	6%
More shopping/Retail/Restaurants	4%	5%	2%	N/A	N/A	N/A	4%	N/A	5%	0%
Less signage restrictions	3%	0%	3%	N/A	N/A	N/A	3%	N/A	1%	6%
Nothing/Not Sure	18%	29%	15%	N/A	N/A	N/A	19%	N/A	23%	7%
Other	39%	34%	40%	N/A	N/A	N/A	39%	N/A	36%	45%

Data Tables

Information Sources

		Business Type		Years in Business				Physical Space				
	Total	Single	Multi	Less than three	3 to 10	11 to 19	20+	Retail/ Service	Commercial	Restaurant	Home-Based	Industrial/ Warehouse
base	333	273	34	50	113	74	94	102	53	27	49	22
The Arvada Report (bi-monthly newsletter, printed and available online)	69%	69%	52%	51%	62%	79%	76%	65%	60%	N/A	74%	N/A
Arvada Press	47%	50%	35%	48%	41%	46%	56%	30%	54%	N/A	76%	N/A
Arvada Economic Development Association emails to all businesses	47%	45%	62%	42%	49%	46%	48%	60%	56%	N/A	33%	N/A
Social Media, such as Facebook, Twitter or LinkedIn	42%	42%	45%	54%	43%	45%	34%	39%	50%	N/A	49%	N/A
City of Arvada emails to all residents	38%	37%	39%	45%	34%	31%	44%	34%	29%	N/A	44%	N/A
Nextdoor online community app	35%	37%	26%	41%	38%	36%	28%	27%	38%	N/A	57%	N/A
Other	7%	6%	6%	7%	4%	8%	10%	9%	2%	N/A	4%	N/A

		Number of Employees					Position		Home Location	
	Total	1	2 to 4	5 to 10	11 to 24	25+	Owner	Non	Arvada Resident	Non
base	333	123	90	61	37	22	299	32	221	112
The Arvada Report (bi-monthly newsletter, printed and available online)	69%	76%	59%	67%	59%	N/A	71%	45%	78%	51%
Arvada Press	47%	63%	40%	32%	37%	N/A	49%	29%	62%	19%
Arvada Economic Development Association emails to all businesses	47%	31%	50%	76%	55%	N/A	49%	29%	39%	62%
Social Media, such as Facebook, Twitter or LinkedIn	42%	45%	35%	39%	61%	N/A	43%	35%	44%	38%
City of Arvada emails to all residents	38%	41%	30%	43%	33%	N/A	40%	19%	45%	23%
Nextdoor online community app	35%	48%	30%	24%	17%	N/A	38%	12%	43%	21%
Other	7%	5%	10%	4%	8%	N/A	7%	7%	6%	10%