

**BUSINESS  
RETENTION  
AND  
EXPANSION  
SURVEY**

**2016**



**City of Glendora  
Economic Development  
(626) 914-8292**

# BUSINESS RETENTION AND EXPANSION SURVEY

## Introduction

In recognition of the importance of the business community, the City of Glendora conducted its first Business Retention and Expansion (BRE) survey in 2012. The survey concluded that 92% of responding businesses rated the City as an average to excellent place to conduct business and the majority was satisfied with City services, infrastructure and the cost of doing business. Recognized as the Most Business Friendly City in Los Angeles County by the Los Angeles Economic Development Corporation in 2014, Glendora is determined to continue providing a business friendly environment with support for the business community. To ensure these efforts are on track and to solicit business engagement with economic development, a follow up survey was conducted during the months of March through May in 2016. This report outlines the findings of the 2016 BRE survey.

## Intent

### Business Retention and Expansion (BRE) Survey

The BRE Survey intended to address the following:

- Demonstrate the City's pro-business attitude.
- Build on developing communication with local businesses.
- Obtain their opinion and satisfaction level with the City.
- Identify business needs and concerns that may be addressed by the city.
- Identify their future outlook.
- Identify the opportunity to provide training.
- Develop strategies and actions that will continue to support economic development.

# BUSINESS RETENTION AND EXPANSION SURVEY

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# BUSINESS RETENTION AND EXPANSION SURVEY

## Methodology

The Business Retention and Expansion Survey was delivered to approximately 2,400 businesses in March of 2016. Surveys were mailed to business owners and the recipients were offered two ways to complete the survey: online through a Survey Monkey link or by completing the included, printed copy and returning it via facsimile, email or mailing it back to City Hall. The survey included multiple choice and open ended questions and were formulated to gain insight into the business's opinion on conducting business in Glendora, gauge interest on programs, understand their strengths and weaknesses and learn how they believe the City may provide assistance.

The survey was administered on March 31, 2016, and officially ended on May 15, 2016. The survey was left open for thirty two business days, which gave respondents approximately a month to complete and return the survey.

## Representation

In order to gather an accurate opinion of conducting business from within the City, surveys were only distributed to businesses that are physically located within City limits. Of the 2,435 surveys sent out, 244 were completed and returned over the one month time span, resulting in a 10% response rate. This rate falls within the average rate of 10-15% for external surveys. The 2016 Survey aimed to obtain perspective and insight from all geographic areas and industries within the City. The survey was successful in meeting this objective.

Businesses from throughout the City participated, including those to the North, South, East, West and also home based businesses. Visual geographic representation of the survey respondents is included with Figure 1.

The survey results also include comprehensive representation across the different industries within the City. The diversity among the business type of respondents is displayed in Figure 2. The majority of respondents came from within the "professional service" category. These respondents included special skilled industries, legal services, and consultants.

The average responding business has been operating for 22 years, 18 years within Glendora. The oldest establishment has been operating in Glendora since 1903 and the newest less than 1 year. Of the businesses responding, on average the total employee count including full time, part time and seasonal is 13.1 employees; however this number was skewed by the three businesses with greater than 100 employees; removing those three an average employee count of 8.9 is realized. This number is symbolic of the predominance of small business presence in Glendora.

# BUSINESS RETENTION AND EXPANSION SURVEY

## Geographic Representation

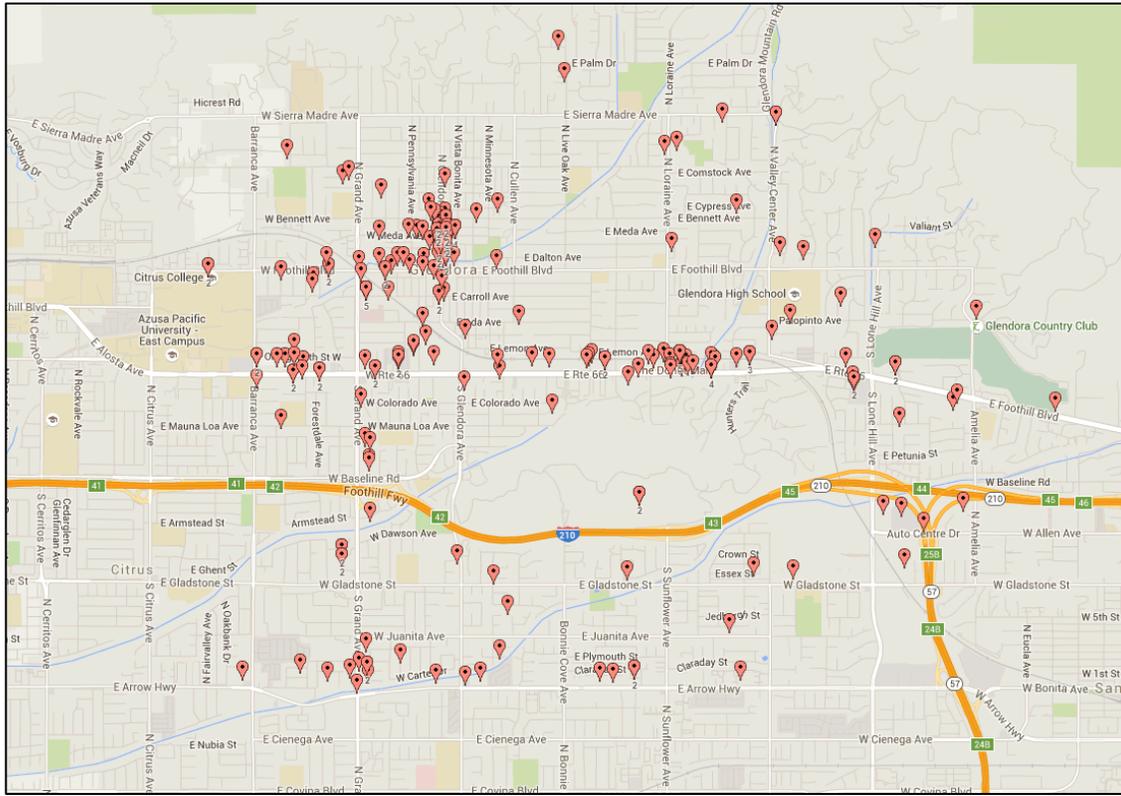


Figure 1

## Industry Representation

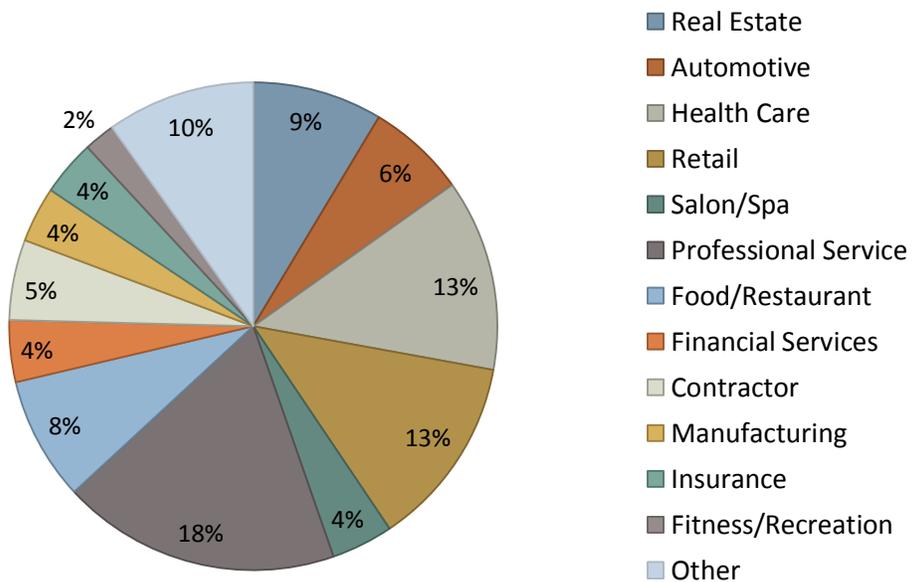


Figure 2

## Findings

### *Business Opinion of Glendora*

According to the respondents, conducting business in the City of Glendora is tremendously positive. An impressive 82% majority of respondents rated Glendora as either a Good (41%) or Excellent (41%) place to conduct their business. The satisfaction rate rises to 96% when taking into consideration those that find the City Average (14%). Less than 2% rated their experience as poor and 2% of respondents declined to answer.

For comparison and trending purposes, the responses for this question are compared with those from the 2012 Survey. The comparison is presented in the chart included as Figure 3. Over the four year span, there has been an upward trend in the percentage of businesses that have a positive opinion of conducting business in the City, cumulatively the satisfaction rate rose from 88% to 96%.

### Glendora as a Place to Conduct Business

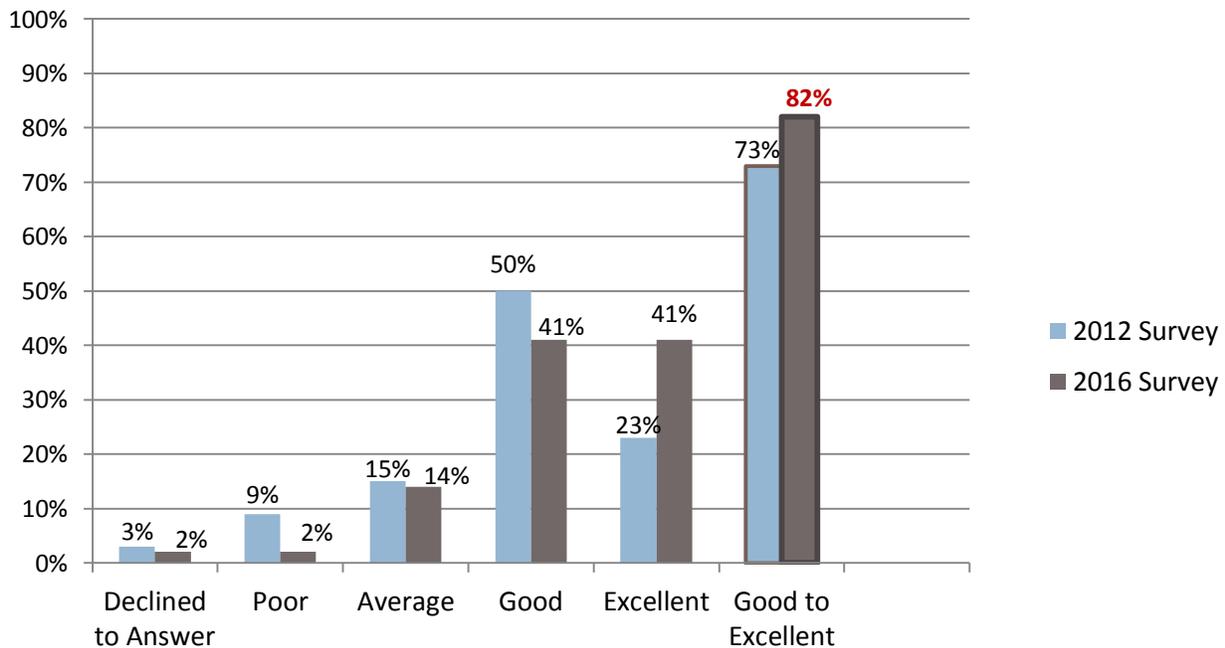


Figure 3

# BUSINESS RETENTION AND EXPANSION SURVEY

## *Why Businesses Locate in Glendora*

In order to understand what draws people to start their businesses in the City, respondents were asked what brought them to Glendora. More than half of respondents to this question chose Glendora because it was close to home (29%) or because of the community strengths and reputation (26%). The third major reason why businesses locate in Glendora is due to the City's geographical location in relation to accessibility points (15%) which includes proximity to freeway points and main arterial roads. Demographics also had an influence on decision making, as the City's demographics matched their targeted consumer (11%).

### Why Businesses Located in Glendora

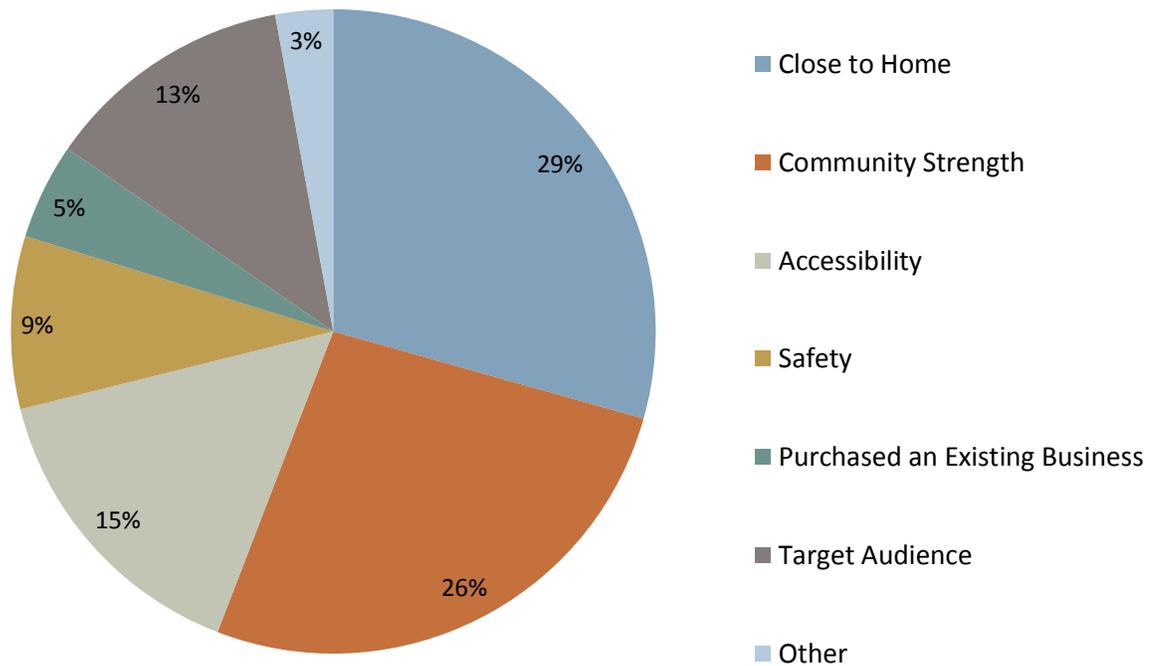


Figure 4

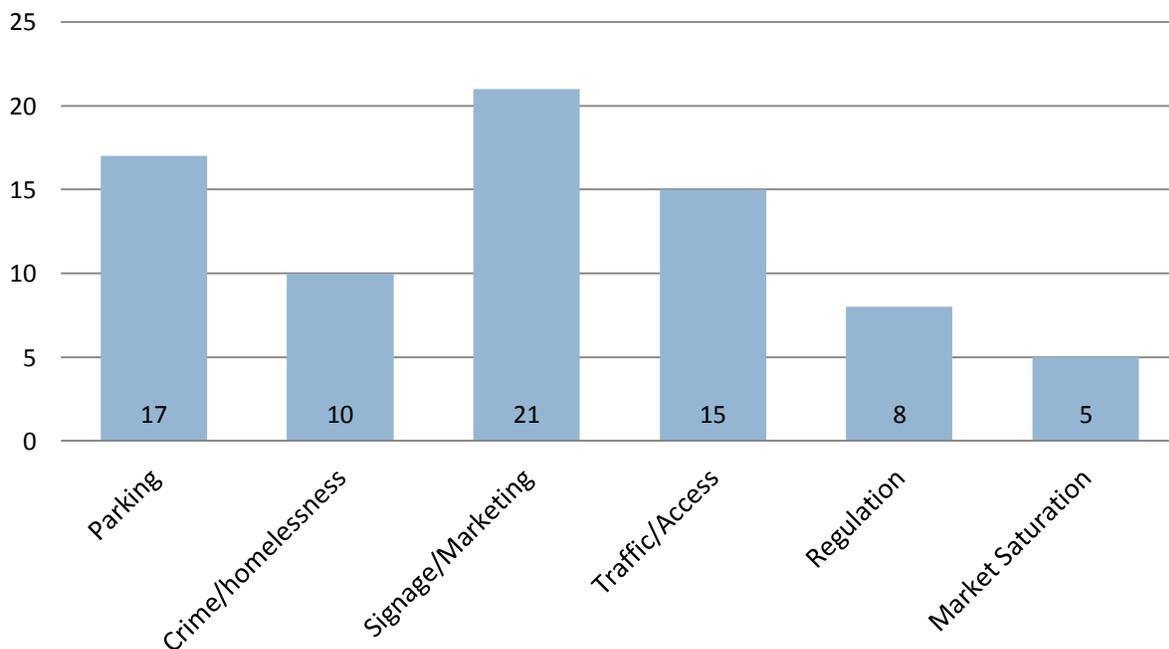
# BUSINESS RETENTION AND EXPANSION SURVEY

## *Challenges of Conducting Business in Glendora*

As a follow up question, respondents were asked about their satisfaction and the challenges they face as a result of operating in Glendora. This was an open ended question; responses were grouped into similar categories. More than half did not answer this question which may suggest any obstacles they face are not specific to the location of the business.

Marketing and signage were the most common response of those that did respond. These respondents either have difficulty marketing their businesses or are dissatisfied with the City's sign regulations. It should be noted that similar to the 2012 Survey, signage was once again the biggest challenge noted. As a result, sign regulations were reviewed and some modifications were made with regard to banner permits. The City has also made an effort to market the business community encouraging residents to shop local through a Business Directory featured on the website and messaging in the *Glendora Report*. Business entry in the directory is a manual process that continues to progress; to date approximately 800 businesses are entered. To assist with the task, the survey informed businesses of the opportunity to upload their own business information and while many of the businesses checked and responded they were already entered, several others entered their information or requested edits to their listing.

### **Challenges of Conducting Business in Glendora**



**Figure 5**

# BUSINESS RETENTION AND EXPANSION SURVEY

## *Satisfaction with Services and Infrastructures*

In order to be supportive of the business community, our goal is to provide quality service and infrastructure. The Survey confirms we are meeting this goal with a high level of satisfaction. Overall businesses have an affirmative satisfaction rate with both the services and infrastructure the City provides.

The largest dissatisfaction across any category from those that responded was not by any means “large”, in fact all were below 10% with the exception of one. The category, City Permit Process received the highest dissatisfaction rate at 11%, it is important to note however, that progress has been made over the past four years. A synonymous category was included in the 2012 Survey, Satisfaction with Development Approval Process. The dissatisfaction with the City process in 2012 was notably higher at 18% dissatisfaction. The City continues to review its processes for improved efficiency.

### Satisfaction with Services and Infrastructure

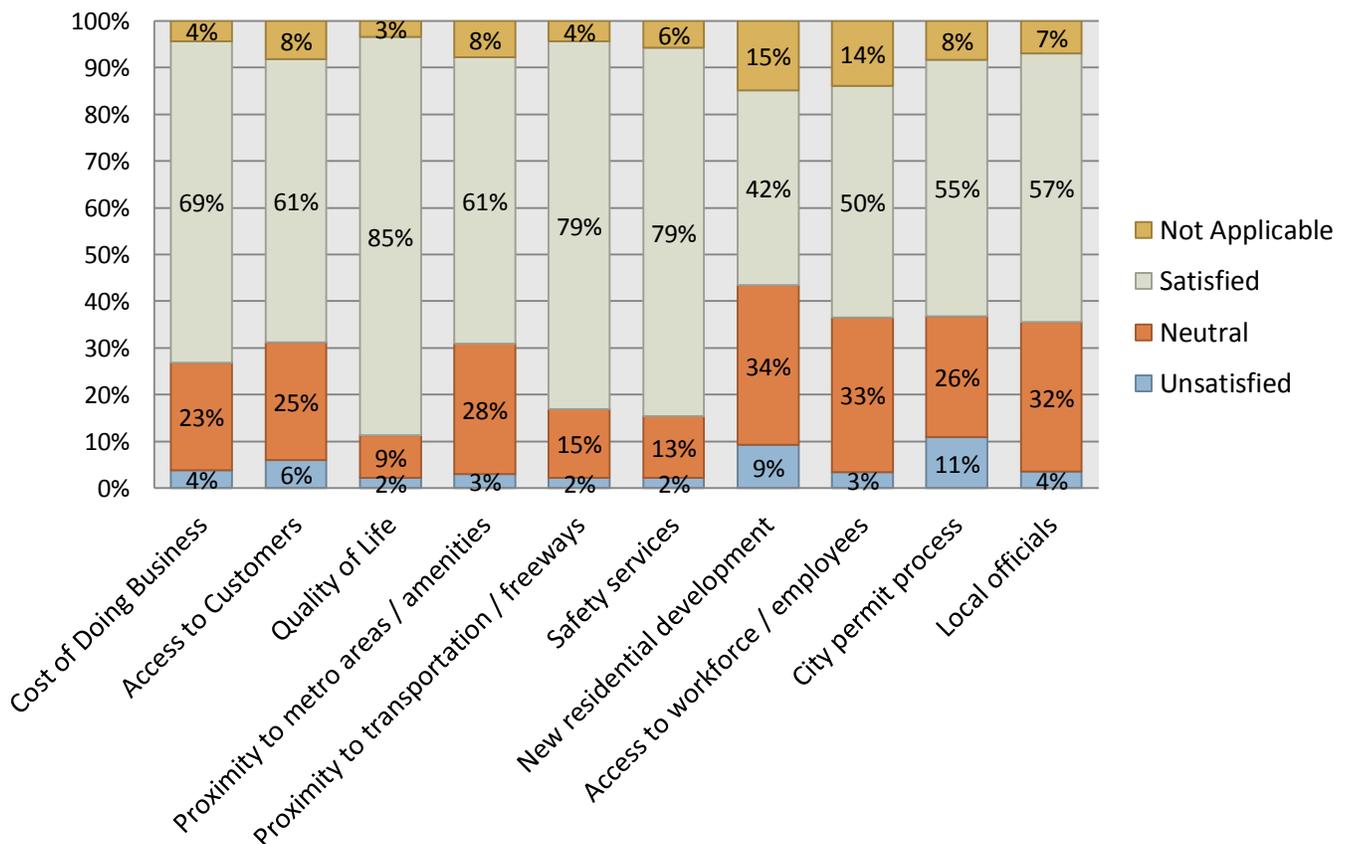


Figure 6

# BUSINESS RETENTION AND EXPANSION SURVEY

## Business Forecast

When asked about the future of their business, 65% of those responding have a positive outlook with growth expected over the next two years (Figure 7), this compares to 51% from the 2012 Survey. While most expect a stable number of employees, 33% expect to hire in the next two years. When comparing the last two years to the next two, we see more businesses expecting to hire and less expecting to decrease employees (Figure 8).

### 2 Year Performance Forecast

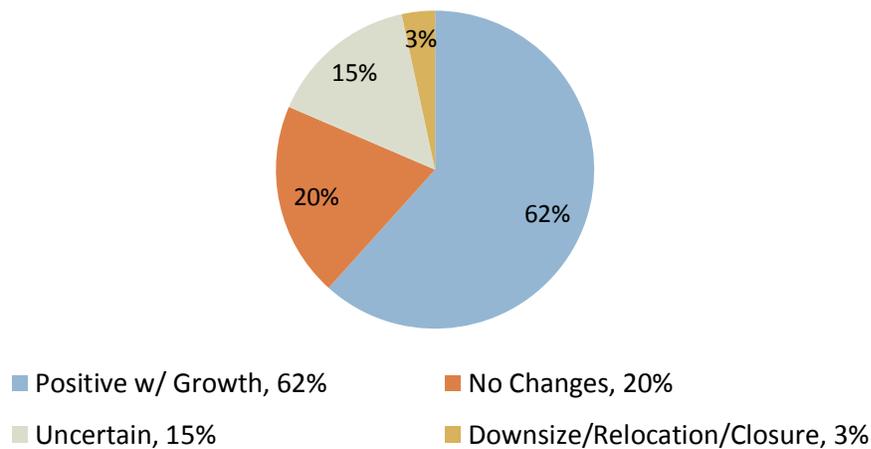


Figure 7

### Employment Changes & Projections

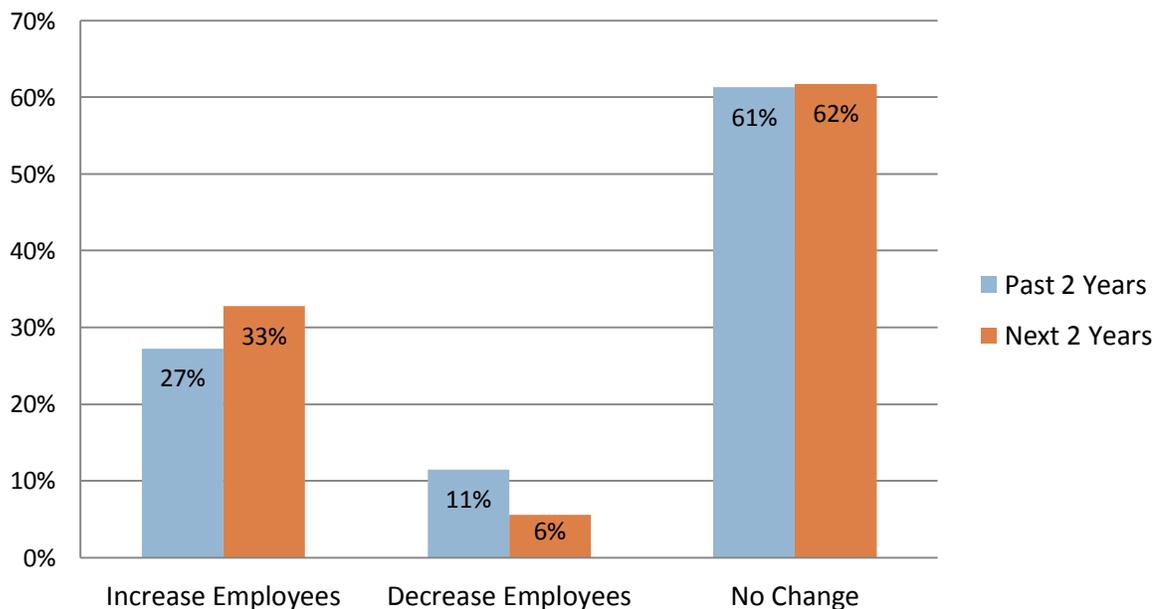


Figure 8

# BUSINESS RETENTION AND EXPANSION SURVEY

## *Needs and Opportunities*

The Glendora Economic Action Plan includes education training opportunities as a tool available to the business community. Many businesses struggle with the management and marketing side of their operations or are continually in search of best available practices and up to date information. In order to address the needs of the business community, the survey asked what topics were of interest or benefit. Marketing, which is a multi-faceted topic, by far was of greatest interest with labor laws also receiving high interest. This year the City in partnership with other organizations, including the Chamber of Commerce, Employment Development Department, SCORE, and the Division of Labor Standards Enforcement presented five workshops addressing those top interests.



**Figure 9**

The Survey also served as a channel to inform the business community about opportunities the City provides, including the aforementioned business directory and the Economic Development Loan Grant. It also was used to gauge interest in a possible Glendora Gift Card that could be used at any participating Glendora business. The thought with the gift card was that it could help spread the message and encourage shopping in Glendora. There is a cost to the program and without a strong show of interest it is something that will not be pursued at this time.

# BUSINESS RETENTION AND EXPANSION SURVEY

## Conclusions

The results from the 2016 Business Retention and Expansion Survey suggest that we are moving in the right direction. Repeat questions that originally appeared in the 2012 Survey show similar or improved ratings. With regard to business sentiment for their future, most are positive and it is apparent that the City is on track of continuing and improving its business friendly status.

Participants who expressed interest of being contacted with more information about the Economic Development Grant or to express comments, questions, or concerns are being contacted. The Glendora Chamber of Commerce was forwarded the contact information of those who requested more information on their services.

### Results:

- Overall positive response with a positive forecast;
- 10% response rate;
- Respondents represent sections from throughout the entire City;
- Respondents represent a diverse mix of business categories;
- 82% of Respondents rated Glendora as either “Excellent” or “Good” (96% Satisfaction with a rating of Average or above);
- Respondents are very satisfied with Glendora’s Quality of Life;

### Plan of Action:

This report will be made available to the public, the business community and our partners in Economic Development, including the Glendora Chamber of Commerce. Responses can be utilized in attraction efforts of marketing the City as a great place to do business. The information will also be shared with our City Departments. Follow up action includes:

- Deliver 5-6 business workshops on relevant topics of interest as determined by the survey
- Work with development related departments to develop a Customer Bill of Rights which will lay out the commitment to a timely and efficient review process with access to information and excellent customer service.
- Hold a roundtable for businesses that expressed dissatisfaction with the City.

## Contact Information

For any comments, questions or concerns regarding the Survey, please contact Valerie Escalante, Assistant to the City Manager at (626) 914-8292, or via email at [vescalante@cityofglendora.org](mailto:vescalante@cityofglendora.org).

# Appendix I: Business Survey



## City of Glendora Business Survey 2016

Survey may also be completed online at: [www.CityofGlendora.org/BusinessSurvey](http://www.CityofGlendora.org/BusinessSurvey)

### Business Information

Business Name: \_\_\_\_\_ Address: \_\_\_\_\_  
 Completed By: \_\_\_\_\_  
 Position/Title: \_\_\_\_\_  
 Phone: \_\_\_\_\_ Email: \_\_\_\_\_

1. a.) What year was your business originally established? \_\_\_\_\_  
 b.) If not established in Glendora, what year did you locate in Glendora? \_\_\_\_\_
2. What is the main product or service your business provides? (please select the one best fit)
 

<input type="checkbox"/> Automotive	<input type="checkbox"/> Contractor	<input type="checkbox"/> Food / Restaurant	<input type="checkbox"/> Financial Services	<input type="checkbox"/> Fitness/Recreation
<input type="checkbox"/> Health Care	<input type="checkbox"/> Insurance	<input type="checkbox"/> Professional Services	<input type="checkbox"/> Real Estate	<input type="checkbox"/> Retail
<input type="checkbox"/> Salon / Spa	<input type="checkbox"/> Dry Cleaner	<input type="checkbox"/> Manufacturing	<input type="checkbox"/> Other: _____	

### Local (Glendora) Business Climate

3. Glendora was awarded as the 2014 Most Business Friendly City in Los Angeles County by the Los Angeles Economic Development Corporation. What is your overall opinion of Glendora as a place to conduct business? (select one only)
 

<input type="checkbox"/> Poor	<input type="checkbox"/> Average	<input type="checkbox"/> Good	<input type="checkbox"/> Excellent
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4. How satisfied are you with Glendora as a business location with respect to the following factors?  
 (1 - Satisfied, 2 - Neutral, 3 - Unsatisfied, N/A - Not Applicable)

Cost of doing business	1 2 3 N/A	Safety services	1 2 3 N/A
Access to customers	1 2 3 N/A	New residential development	1 2 3 N/A
Quality of life	1 2 3 N/A	Access to a workforce / employees	1 2 3 N/A
Proximity to metro areas/amenities	1 2 3 N/A	City permit process	1 2 3 N/A
Proximity to transportation/freeways	1 2 3 N/A	Local officials	1 2 3 N/A

5. a.) What are the main reasons for locating in Glendora; what do you see as its greatest strengths?  
 \_\_\_\_\_  
 \_\_\_\_\_
- b.) What challenges do you encounter, if any, due specifically to your location in Glendora?  
 \_\_\_\_\_  
 \_\_\_\_\_

### Employment

6. How many people, including owner(s), does your business currently employ:  
 Full Time Year Round: \_\_\_\_\_ Part Time Year Round: \_\_\_\_\_ Seasonal: \_\_\_\_\_
7. Has the number of employees changed in the last 24 months? If so, how:  
 No change                       Increased employees                       Decreased employees
8. In the next 24 months, do you expect the number of employees to change? If so, how:  
 No change                       Expect an increase in employees                       Expect a decrease in employees

### Future Business Plans

9. What in the near future are you most optimistic about?  
 \_\_\_\_\_
10. How do you foresee your business performance over the next two years?  
 A positive outlook with growth expected (see question 13)                       A possible downsizing, relocation or closure  
 No changes are expected                       The future is uncertain

**Needs and Opportunity Assessment**

11. What obstacles are affecting your business? (check all that apply)

- Recruiting or retaining employees
- Restrictive business regulations
- E-Commerce / Internet competition
- HR requirements and laws
- Expensive or unavailable utilities: \_\_\_\_\_
- Greatest challenge: \_\_\_\_\_

12. As part of the City's Economic Development Action Plan, the City organizes business workshops. Please check the topics that would be of interest or benefit to you or your employees: (check all that apply)

- Business Planning
- Marketing Strategies
- Selling Techniques
- Starting a Small Business
- Employee Benefit Plans
- Website Design and SEO
- Internet Marketing
- Hiring Made Easy
- Labor Laws
- Legal/Reg. Requirements
- Retirement Planning
- Social Media Marketing

13. Are you interested in receiving more information on Glendora's Economic Development Loan Grant, which, if approved, provides up to \$75,000 in funds for new or expanding businesses that create employment?

- Yes, please contact me with more information.
- No, not interested at this time.

Information on the program can be found by visiting: [www.CityofGlendora.org/Business-Assistance](http://www.CityofGlendora.org/Business-Assistance)

14. What tools, resources or action do you think local government (staff or officials) can provide in order to help you produce a positive effect on your business or prevent a downsize, relocation or closure?

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**Shop Local - Retail Businesses**

(others may skip to question #17)

15. a.) The City encourages the community to shop in Glendora through a shop local message. To further encourage the effort, would you be interested in accepting payment through a Glendora Gift Card?

- Yes, but only if there is no cost to participate.
- Yes, I would be willing to pay a one time set up fee of \$25 to participate.
- No, not interested

b.) To further investigate the feasibility of the program and how it would best work for most businesses, which forms of payment do you accept?

- American Express
- Discover
- MasterCard
- Visa

16. The City maintains an online Business Directory found at [www.CityofGlendora.org/ShopGlendora](http://www.CityofGlendora.org/ShopGlendora). Please check your entry for accuracy; if it is not listed, please take a minute to do so, in the process you can include one customized graphic, such as a business logo, special offer or promotion.

- My information is entered and correct.
- I am not interested in adding an entry at this time

**Concluding Questions**

17. a.) Are you a member of the Glendora Chamber of Commerce?  Yes  No

b.) The Chamber also offers a number of resources including up to date legislative information, networking, educational and advertising opportunities. Are you interested in being contacted by the Glendora Chamber of Commerce? <http://Glendora-Chamber.org>  Yes  No

18. Are you interested in being contacted by city staff to further discuss any questions or concerns you may have?

- Yes, please contact me at: \_\_\_\_\_
- No

Please note, you can contact us at any time, now or in the future at (626) 914-8292 with any questions, comments or concerns.

19. Would you like to receive periodical emails with information on upcoming workshops, city activities or legislative information that may affect your business? (please make sure your email was entered on page 1, Business Information)

- Yes
- No

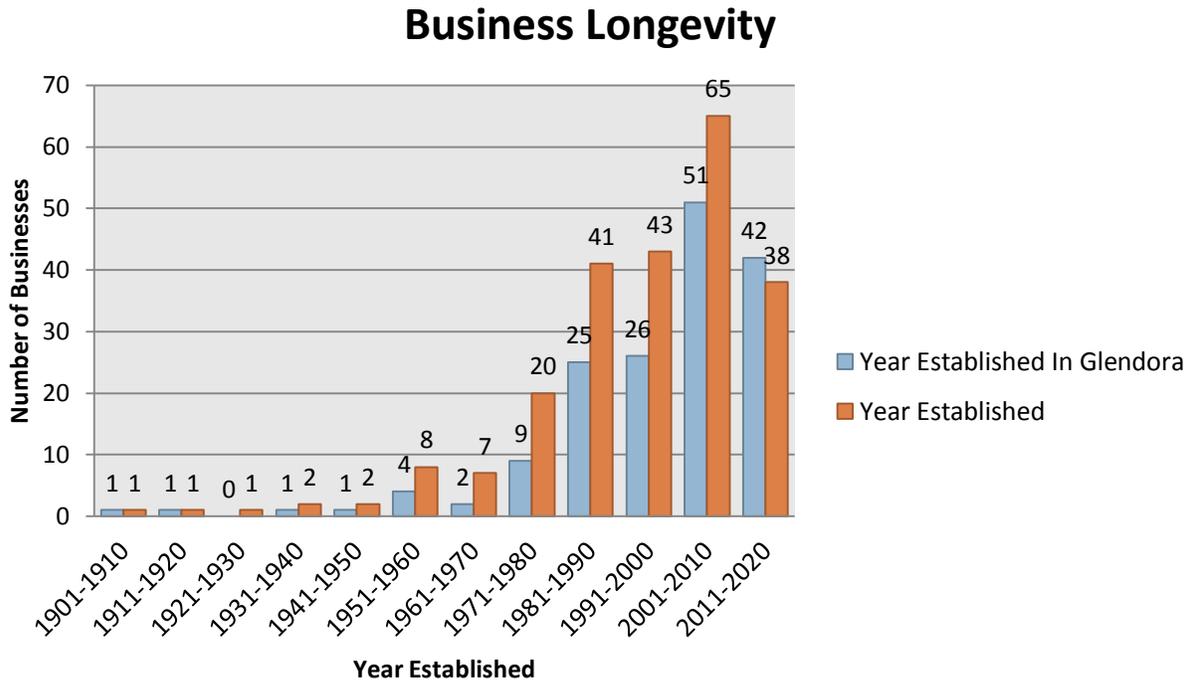
*Additional comments can be included on a separate sheet of paper. Please return survey via fax to (626) 914-8221, email to [vescalante@cityofglendora.org](mailto:vescalante@cityofglendora.org) or mail to City of Glendora, Economic Development, 116 E. Foothill Blvd., Glendora CA 91741.*

**Thank you for your time and participation in this survey!**

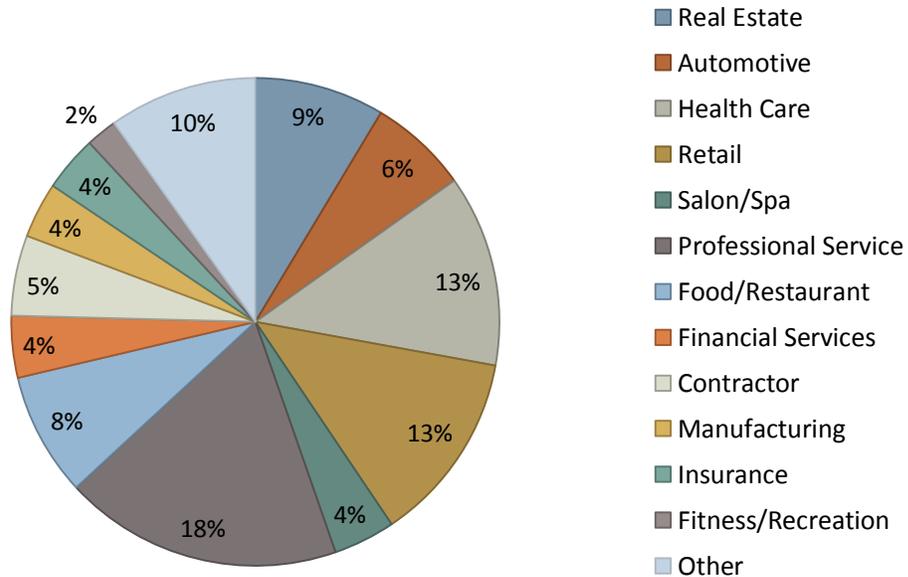
[www.CityofGlendora.org](http://www.CityofGlendora.org)

## Appendix II: Survey Response Data

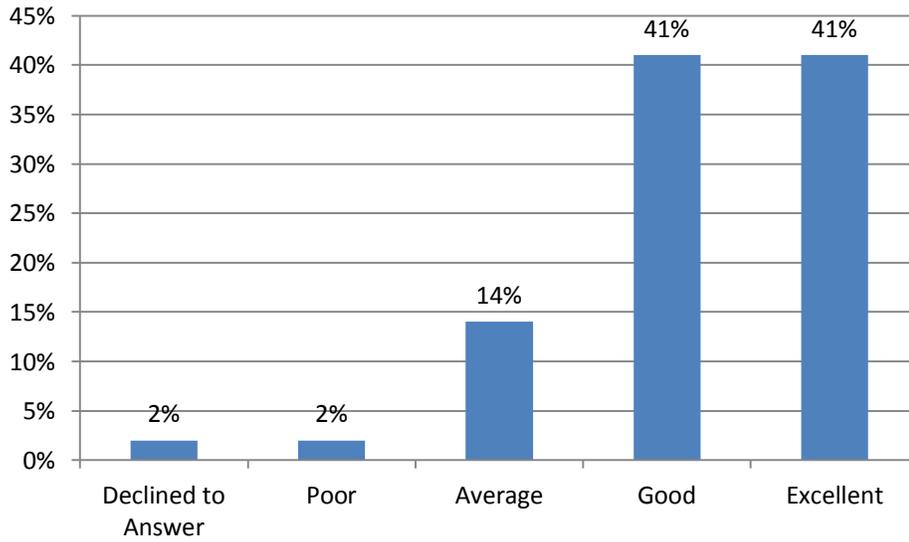
1. What year was your business established? What year was your business established in Glendora?



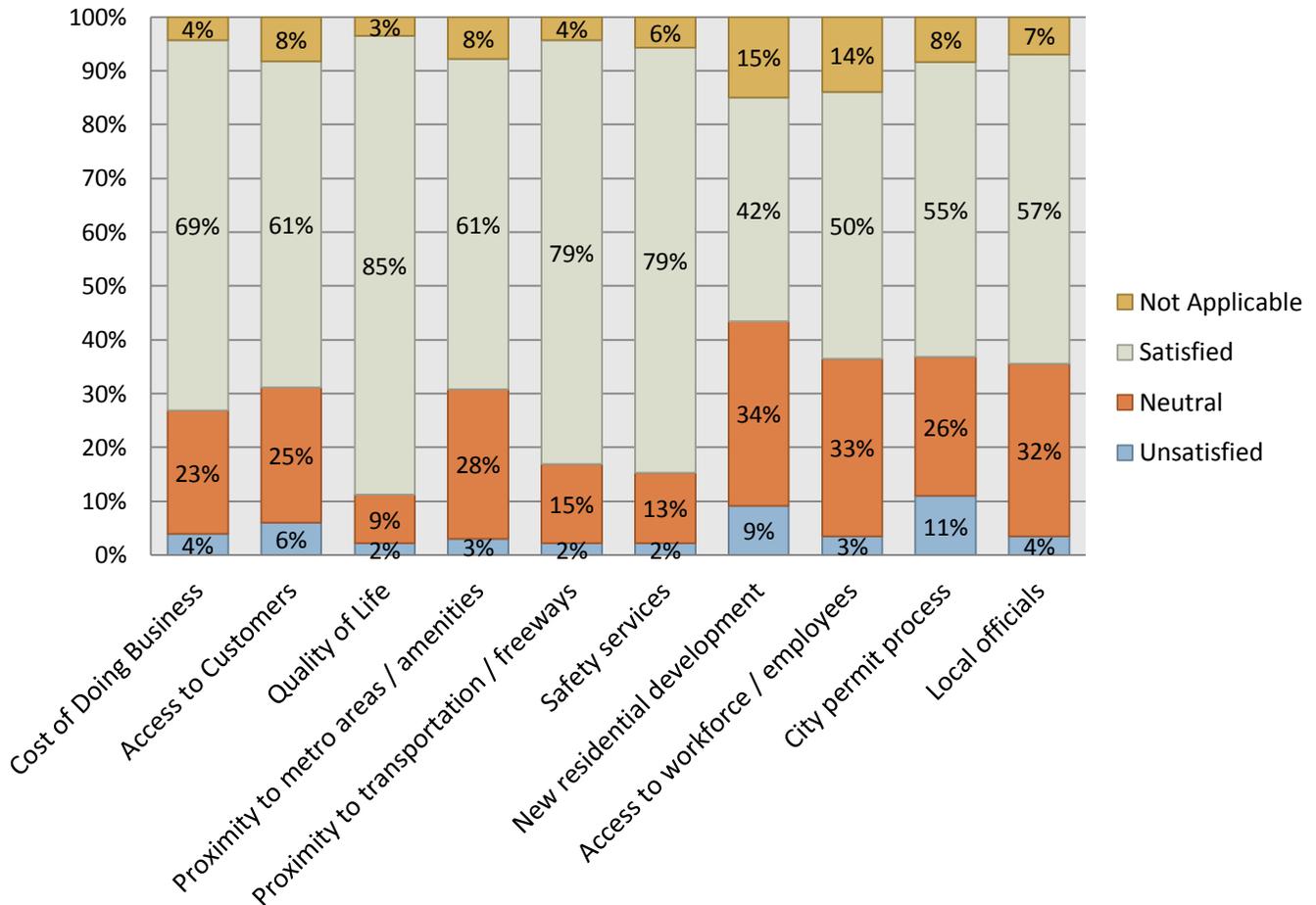
2. What is the main product or service you provide?



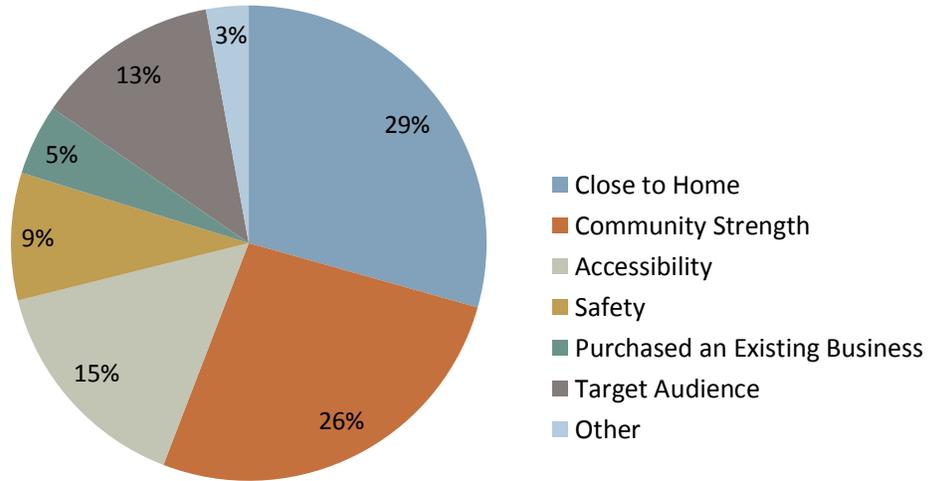
### 3. What is your overall opinion of Glendora as a place to conduct business?



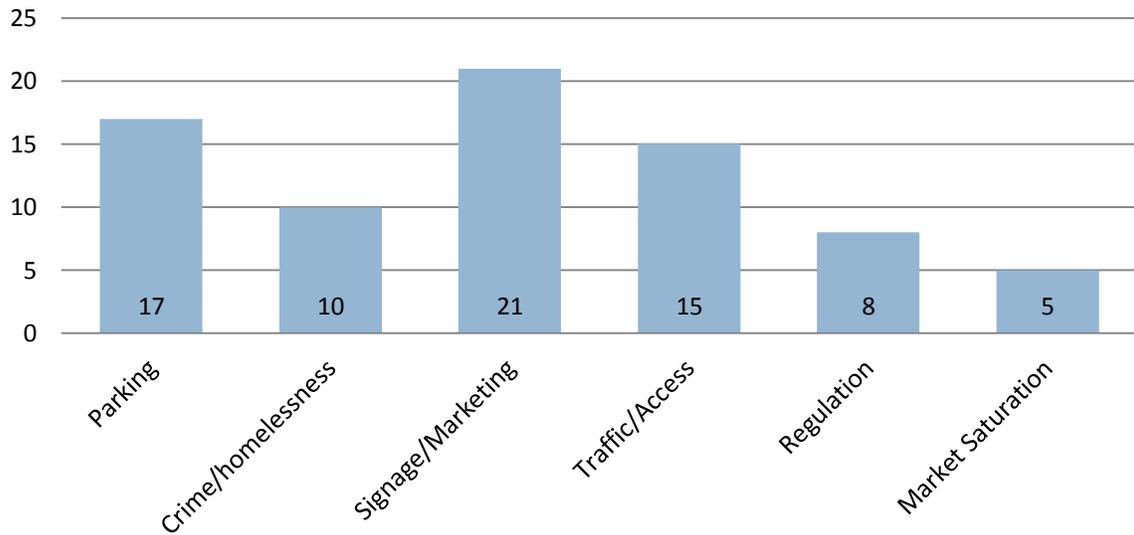
### 4. How satisfied are you with Glendora as a business location with respect to the following factors?



**5a. What are the main reasons for locating in Glendora, what do you see as its greatest strengths?**



**5b. What challenges do you encounter, if any, due specifically to your Glendora location?**

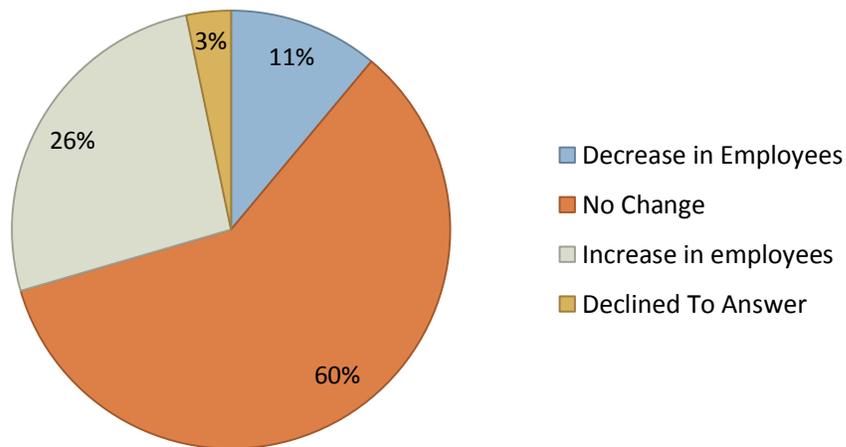


**6. How many people, including owner(s), does your business currently employ?**

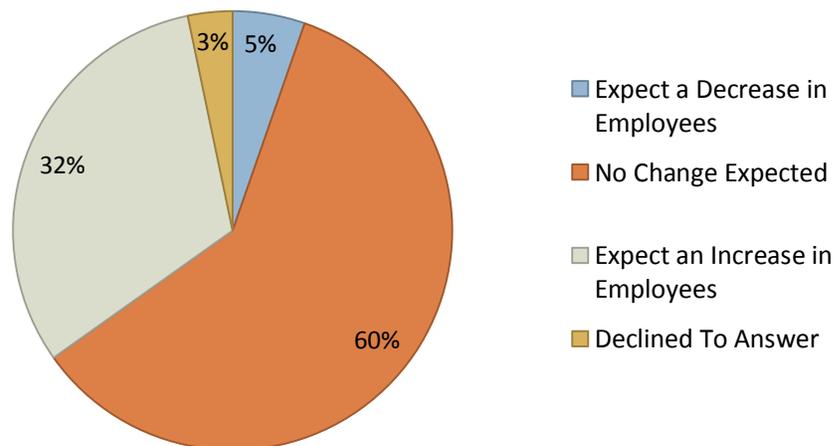
Businesses Grouped by Number of Employees					
	0-5	06-10	11-50	50-100	100+
<b>Total</b>	142	40	51	6	3

This figure includes the sum of fulltime, part time, and seasonal employees of each establishment by the number of individuals employed. These are not full time equivalent numbers.

**7. Has the number of employees changed in the last 24 months? If so, How?**



**8. In the next 24 months, do you expect the number of employees to change? If so, how?**

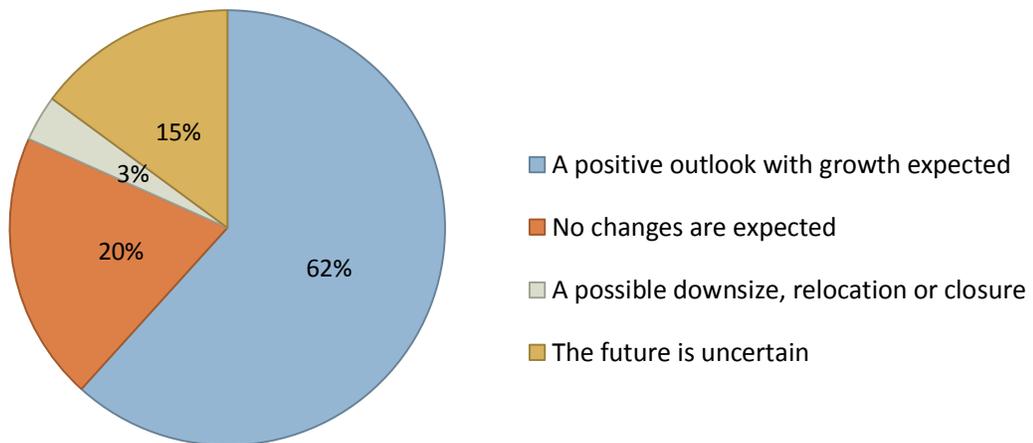


## 9. What in the near future are you most optimistic about?

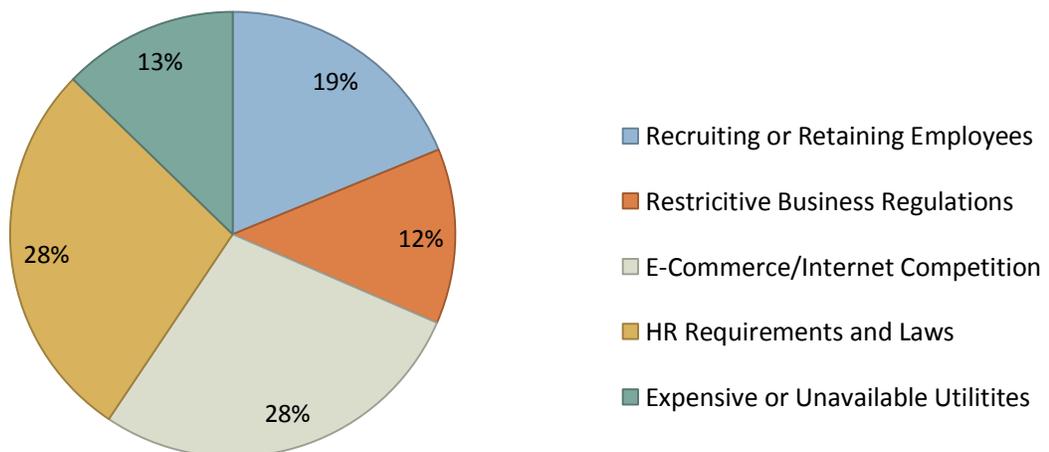
Some of the most common reoccurring answers relate to the following:

- Revenue growth
- Customer attraction via gold line extension
- Retirement

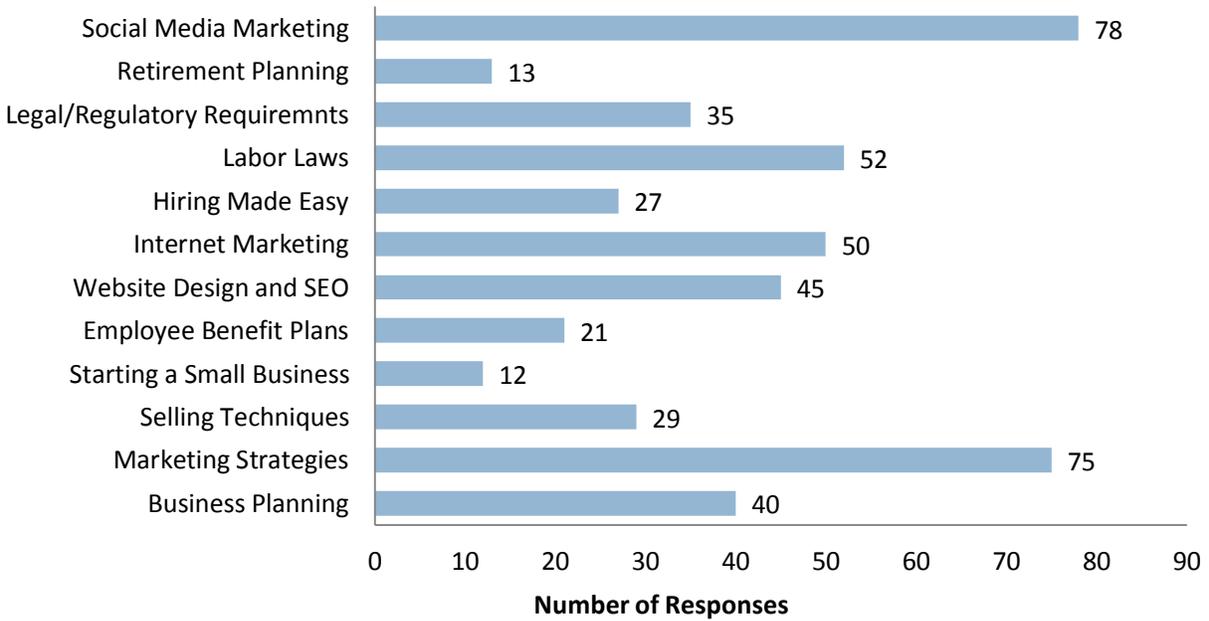
## 10. How do you foresee your business performance over the next two years?



## 11. What obstacles are affecting your business?



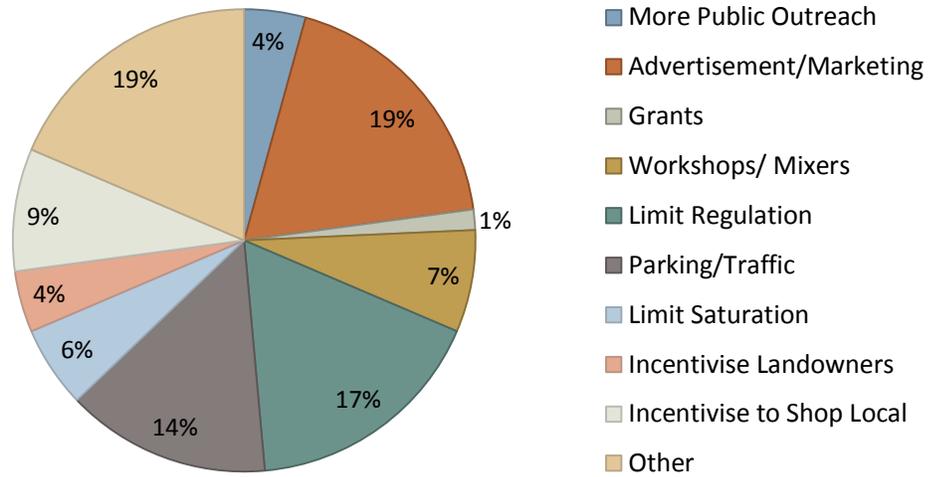
**12. As part of the City’s Economic Development Action Plan, the City organizes business workshops. Please check the topics that would be of interest or benefit to you or your employees.**



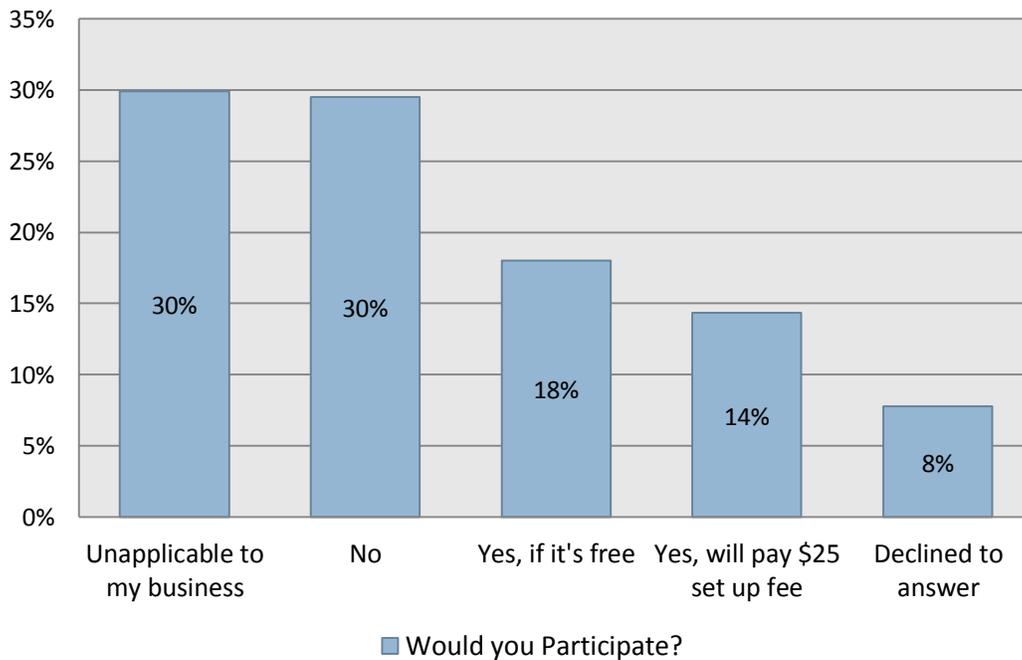
**13. Are you interested in receiving more information on Glendora’s Economic Development Loan Grant, which, if approved provides up to \$75,000 in funds for new or expanding businesses that create employment?**

53 Respondents said “Yes” they would like more information on the Glendora Economic Development Loan Grant.

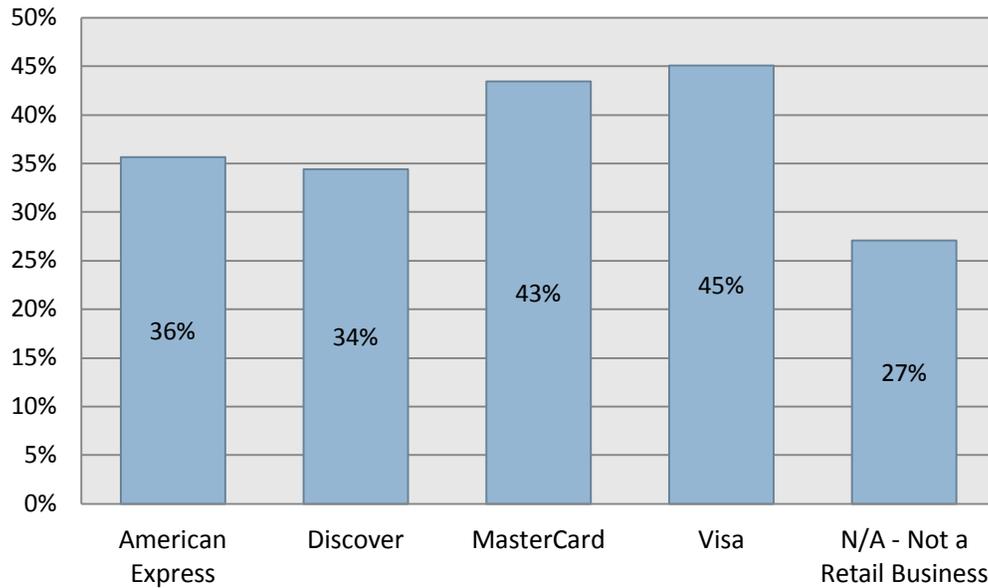
**14. What tools, resources, or action do you think local government (staff or officials) can provide in order to help you produce a positive effect on your business or prevent a downsize, relocation or closure?**



**15a. The City encourages the community to shop in Glendora through a shop local message. To further encourage the effort, would you be interested in accepting payment through a Glendora Gift Card?**



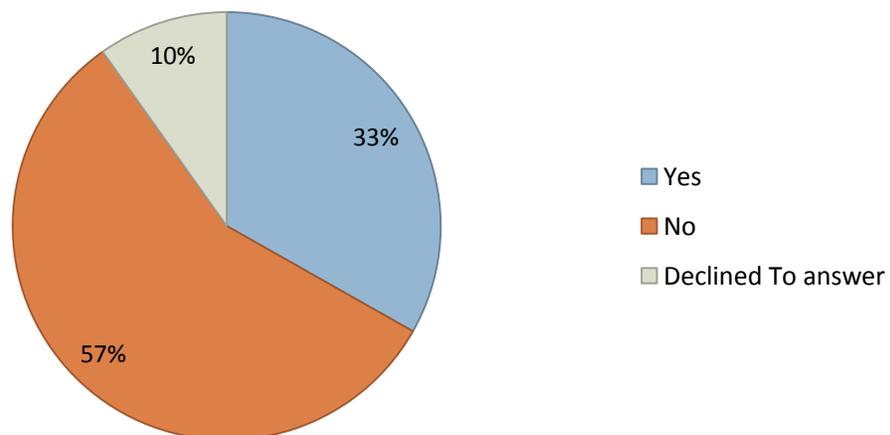
**15b. To further investigate the feasibility of the program and how it would best work for businesses, which forms of payment do you accept?**



**16. The City maintains an online Business Directory found at [www.CityofGlendora.org/ShopGlendora](http://www.CityofGlendora.org/ShopGlendora). Please check your entry for accuracy; if it is not listed, please take a minute to do so. In the process you can include one customized graphic, such as a business logo, special offer or promotion.**

Respondents confirmed whether or not their businesses were in the directory, and or if their information was correct.

**17a. Are you a member of the Glendora Chamber of Commerce?**



**17b. The Chamber also offers a number of resources including up to date legislative information, networking, educational and advertising opportunities. Are you interested in being contacted by the Glendora Chamber of Commerce?**

75 Respondents, 30 of which are not currently members of the Chamber, were interested in being contacted by the Glendora Chamber of Commerce.

**18. Are you interested in being contacted by city staff to further discuss any questions or concerns you may have?**

47 Respondents were interested in being contacted by the City of Glendora.

**19. Would you like to receive periodical emails with information on upcoming workshops, City activities, or legislative information that may affect your business?**

148 Respondents were interested in receiving emails with information on upcoming workshops, City activities, or legislative information that may affect their business.