



2017 Castle Rock Community Survey

Final Report

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Town of Castle Rock, CO

Prepared by

Northwest Research Group

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INTRODUCTION

BACKGROUND AND OBJECTIVES

Home to 63,000 residents, the Town of Castle Rock provides police, fire and rescue, parks and recreation, development, public works and water services to residents, as well as general government services of community relations, facilities, finance, human resources and innovation and technology, and a municipal court system. Beginning in 2011, the Town has conducted a biennial survey of residents and businesses to gauge local attitudes. The survey is intended to collect statistically reliable data that represents all Castle Rock residents, as well as reaching out to all businesses.

The 2017 Community Survey was built on the previous research efforts but was modified to address the changing environment for conducting market research and the changing needs of the Town. The survey provides insights into:

- Perceived quality of life in Castle Rock and the extent to which residents and businesses believe the Town provides high-quality services, is headed in the right direction, and delivers value for the tax dollars paid
- Use and perceptions of Town services (public safety, roads and public works, water and utilities, parks and recreation)
- Community character
- Residents' strategic priorities

The 2017 Community Survey was conducted March 7 to April 3, 2017. Average survey length for residents was just under 30 minutes. The business interviews took an average of 12 minutes.

QUESTIONNAIRE DESIGN

The questionnaire design process began with a careful review of previous questionnaires. While key measures were retained, questions were dropped or revised to provide higher quality data. The average survey time was just under 30 minutes and included questions regarding:

- | | |
|---------------------------------------|----------------------------|
| • Castle Rock as a Place to Live | • Strategic Priorities |
| • Community Character | • Planning for Growth |
| • Police and Safety | • Special Events |
| • Fire and Emergency Medical Services | • Communications and Media |
| • Public Works | • Special Topics |
| • Castle Rock Water | • Demographics |
| • Parks and Recreation | |

METHODOLOGY

Resident Survey

The methodology used an address-based sample, similar to the approach used in 2015. In 2017, the ABS methodology was enhanced with the introduction of e-mail addresses to increase response rates and reduce survey costs.

The sample frame was composed of a list of all addresses in Castle Rock-as defined by census block-including those indicating that post office boxes are the only way they get mail. NWRG drew a random sample of 12,000 households within these census block groups. This list was then matched against a comprehensive database to determine if the household had a matching landline or cell phone number. Additionally, e-mail addresses were appended where possible.

- a. Households with no matching phone number or e-mail address: A random selection of these households were sent a letter printed on Town letterhead and signed by Mayor Jennifer Green asking them to complete the survey online or by calling a toll-free number. Each letter offered a PIN and a URL to access the survey.
- b. Households with an e-mail address: All households with an e-mail address were sent an email signed by the mayor asking them to complete the survey online. Residents who did not complete the survey online were followed up with via phone. Note, all of these households were put through a permission-pass process prior to the study beginning. Permission Pass is a process in which potential respondents receive an initial notification, prior to data collection beginning. This allows us to remove any undeliverable email addresses as well as provide people an early opportunity to opt-out.
- c. If a matching phone number was found, the household was called and asked to complete the survey by phone.

With all data collection modes, respondents were screened to ensure that they were a head of a household (18 years of age or older) and living within Castle Rock's Town limits. More information on address-based sampling and methodology can be found in Appendix I.

A total of 720 residents completed the entire survey. This is similar to the number of respondents in 2015 and significantly higher than the anticipated 400 completed surveys. This is also a higher response rate than seen in other cities and towns. Using a 95 percent confidence level, the margin of error for the entire sample is no greater than plus or minus 3.6 percentage points. This means that if the study were duplicated in the same time frame with a different 720 respondents, sampled in the same fashion, 95 times out of 100, the same result would occur, within the stated range.

	MATCHING LANDLINE	MATCHING CELL PHONE	MATCHING E-MAIL	NO MATCHING INFO	TOTAL
SAMPLE DRAWN	3,392	5,122	2,637+	4,659	13,173
SAMPLE USED	2,298	3,281	1,265+	4,000	
COMPLETED INTERVIEWS	39	102	117	462	720

+Addresses with matching e-mail addresses also had a landline or cell phone number

Resident survey data are weighted to ensure that results of the 2017 Resident Survey are generally representative of the population of Castle Rock according to 2015 American Community Survey (ACS) 5-Year estimates. The first stage is weight-adjusted for sample frame type by taking the proportion in the sample frame and dividing by the proportion of completed interviews for each sample type. The second weight is a post-stratification raking weight to ensure that gender and age distributions of the sample match those of all Castle Rock residents. Unless otherwise noted, **weighted** data are used throughout this report. Details on the weighting methods used and a comparison of the weighted and unweighted sample to the Town's population can be found in Appendix II.

Business Survey

A similar approach was used to reach licensed businesses located within the Town limits. The Town provided NWRG with the list of 1,649 businesses with valid addresses and or phone numbers. A letter was sent to all businesses on the list with a valid address, asking participants to complete the survey online or by calling the data collection partner. Follow-up phone calls were made to businesses that did not respond. This approach resulted in a total of 211 interviews—90 completed online and 121 completed by phone. This was significantly more than completed the survey in 2015 (150). The margin of error for the business survey is no greater than plus or minus 6.3% at 95% confidence. Note that due to the small “universe” of businesses, the finite population factor is taken into account when determining statistical significance.

QUALITY STANDARDS AND REPORTING CONVENTIONS

ISO

All work was conducted and is reported in accordance with ISO 20252: 2010 Market Research quality standards, and all respondents were assured that their responses would be kept confidential. No answers or opinions are tied back to individual residents or businesses, and responses are aggregated by neighborhood and analyzed by groups.

Trends

While there were changes and updates to the questionnaire, many questions were retained or are similar to questions asked in 2015. Where possible, this report provides comparisons to 2015 data.

BENCHMARKING

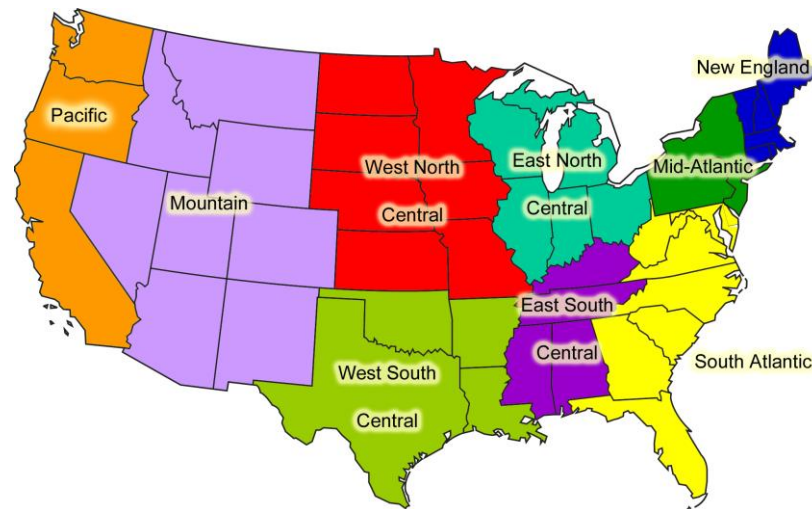
Benchmarking is defined as “the routine comparison with similar organizations of administrative processes, practices, costs and staffing, to uncover opportunities to improve services and/or to lower costs.”¹ Benchmarking enables communities such as Castle Rock to:

- Quantify measures of performance
- Quantify the gap between your community and best practices
- Encourage focus on outcomes rather than simply performance

Northwest Research Group conducts a benchmarking study based on a national sample of over 2,400 households. Results are not aggregated from other studies completed from other jurisdictions or that are available in the public domain. Some of the questions asked in Castle Rock’s survey were drawn from NWRG’s benchmarking survey. For benchmarking, Castle Rock’s results for key questions are compared to ratings among residents living in equivalent communities (Castle Rock’s Star Rating and the category above).

The contents of all benchmark data available in this report are copyrighted by Northwest Research Group LLC, unless otherwise indicated. All rights are reserved by Northwest Research Group, and benchmark data may not be reproduced, downloaded, disseminated, published, or transferred in any form or by any means except with the prior written permission of Northwest Research Group.

Regional benchmarks are also provided. The map below shows the areas included in the regional benchmark.



¹ Mark Howard & Bill Kilmartin, “Assessment of Benchmarking within Government Organizations,” Accenture White Paper, May 2006.

Resident Survey Geography

In addition to analysis by key demographic segments, analysis looks at differences in results by each of the Town's seven Council districts.

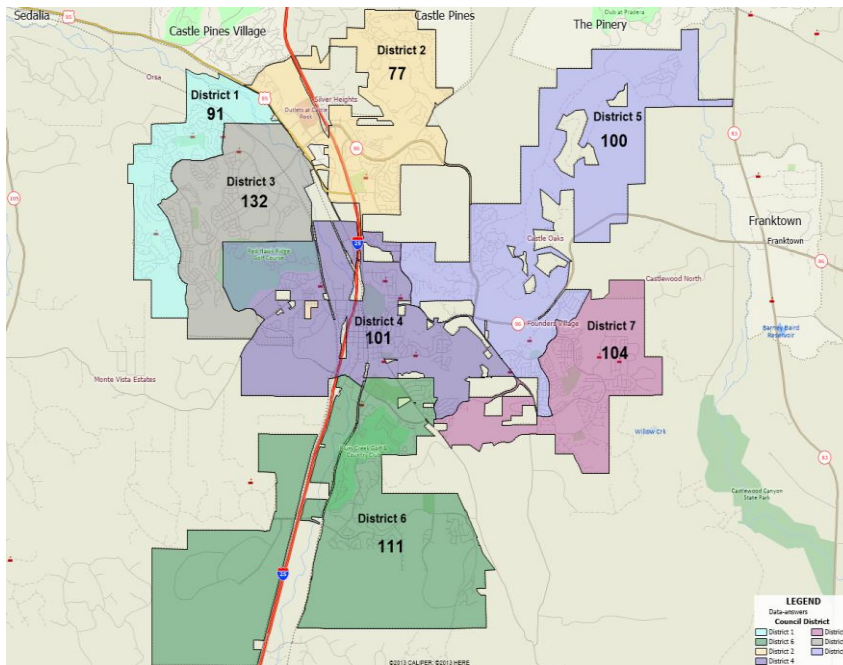
The left side of the figure on this page shows the total unweighted number of interviews conducted in each district, and the right side shows the total weighted number of interviews conducted in each district.

The study was not designed to control for district level populations, so the number of completed interviews may not match the actual population distribution of Castle Rock.

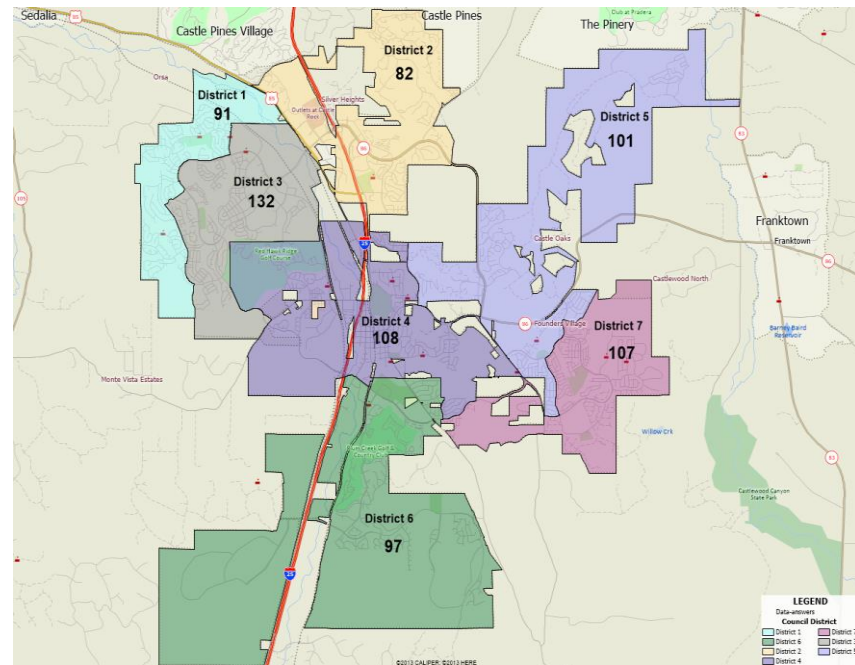
Weighting was performed to ensure that the sample closely matched the age and gender characteristics of the entire Town of Castle Rock. No weighting was done at the district level. This may change the district distribution of responses slightly. This does not impact the integrity of the survey.

Map 1: Unweighted vs. Weighted Distribution of Interviews by Town Council District

Unweighted count by district



Weighted count by district



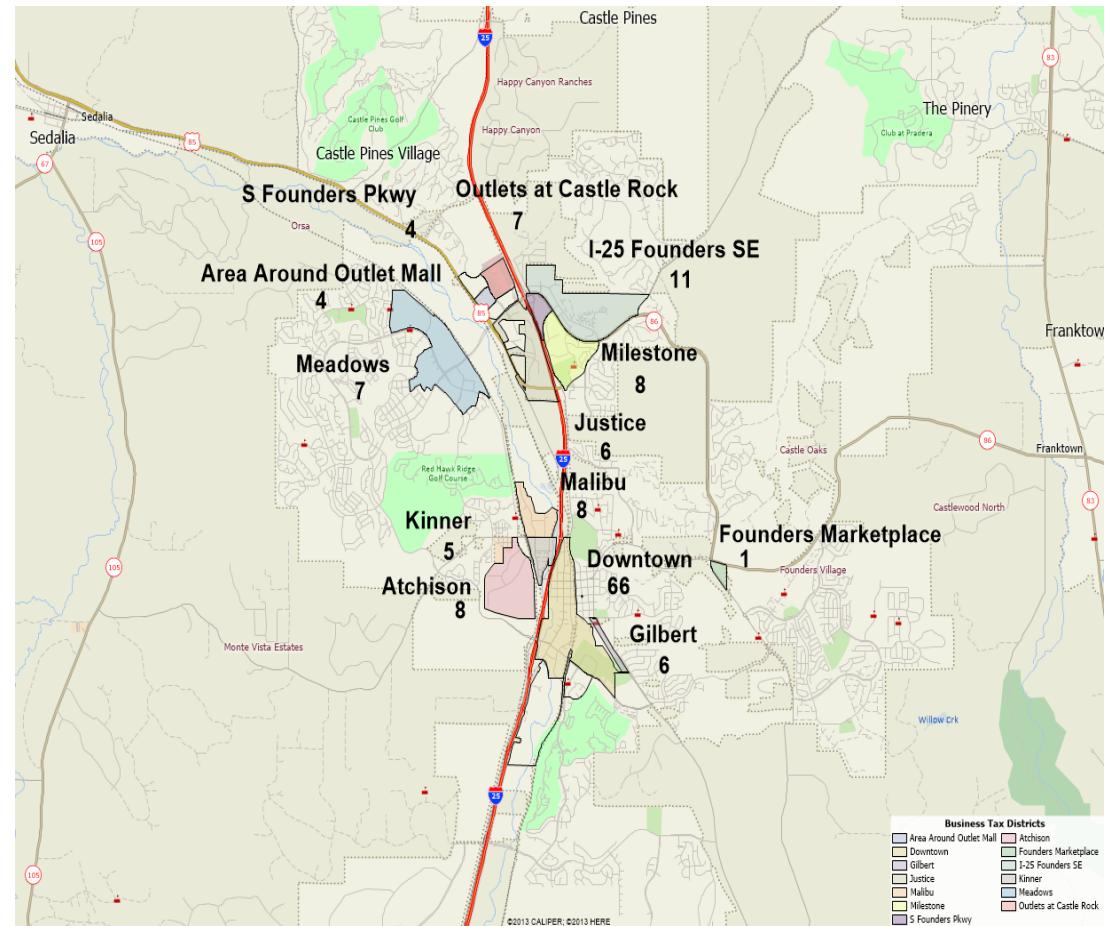
Business Survey Geography

Businesses are grouped into thirteen sales tax districts:

- Area Around Outlet Mall (n=4)
- Atchison (n=8)
- Downtown (n=66)
- Founders Marketplace (n=1)
- Gilbert (n=6)
- I-25 Founders SE (n=11)
- Justice (n=6)
- Kinner (n=5)
- Malibu (n=8)
- Meadows (n=7)
- Milestone (n=8)
- Outlets at Castle Rock (n=7)
- S Founders Pkwy (n=4)

There were an additional 65 businesses that were unable to be assigned to a specific business district. This was either because they had incomplete address data, or the address provided did not fall into one of the districts.

Map 2: Distribution of Interviews by Business Sales Tax District



Understanding the Data

This report summarizes the major findings of the research for each survey topic overall.

Tables and charts provide supporting data. Unless otherwise noted, column percentages are used. Percentages are rounded to the nearest whole number. Columns generally sum to 100 percent except in cases of rounding. In some instances, columns sum to more than 100 percent due to multiple responses given to a single question; these cases are noted.

Mean values are reported on an 11-point scale where “0” is low and “10” is high. For reporting purposes, the 11-point scale was collapsed into four groups: “Very Satisfied” (10-9), “Somewhat Satisfied” (8-6), “Neutral” (5), “Dissatisfied” (4-0). On some occasions, the “Dissatisfied” group is further split into “Somewhat Dissatisfied” (4-2) and “Very Dissatisfied” (1-0).

Throughout the report, “top box” scores are shown. Top Box is the sum of “Very Satisfied” and “Somewhat Satisfied.” In some instances, the sum of the two scores is a percentage greater or less than the sum of the individual scores. This is due to rounding, as the percentages are first summed and then rounded to the nearest whole number. For example, if 12.42% are “very satisfied” and 7.3% are “somewhat satisfied,” the report will show 12% “very” and 7% “somewhat” satisfied (12+7=19), while the total percent satisfied will be reported as 20% (12.42 + 7.3 = 19.72 which rounds to 20).

Except as noted, “don’t know” and “refused” responses are counted as missing values and are not included in the reported percentages.

The base for a question may vary depending on answers to previous questions or inclusion in a specific analytical group – for example, residents who have had contact with the police vs. those who have not had contact. Unless otherwise noted, the results in this report are based on the final weighted sample data, although actual (unweighted) base sizes are used to determine statistically significant differences and reliability.

The report also identifies differences that are statistically significant. If a difference is large enough to be unlikely to have occurred due to chance or sampling error, the difference is statistically significant. Unless otherwise noted, statistical significance was tested at the 95 percent confidence levels. A statistically significant difference may not always be practically significant. The differences of practical significance depend on the judgment of the organization’s management.

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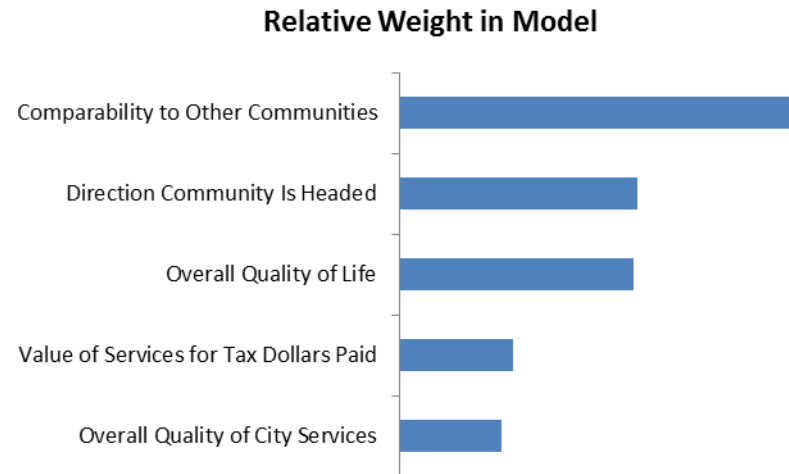
KEY FINDINGS

5-STAR RATING

Northwest Research Group’s Community Research program includes a proprietary index and benchmarking tool, 5-Star Rating System, designed to measure the overall quality of governance and vision as a complement to traditional and individual measures of the quality of life and delivery of services in a city.

The 5-Star Rating is a composite index that captures the essence of how well a city or town meets the critical needs and expectations of its residents and that uses a robust theoretical and mathematical model. The model is based on a weighted sum of five questions: (1) overall quality of life, (2) overall quality of city services, (3) perceived comparability to other communities (that is, is Castle Rock seen as better or worse than other communities), (4) direction the community is headed, and (5) perceived value of services for tax dollars paid.

Each question is given a relative weight based on proprietary analysis. The results are then combined using a logarithmic calculation to create the Town’s 5-Star Rating. The relative strength of the weights used for each question are shown in the figure to the right. Comparability to Other Communities receives the greatest weight in the formula, while the Overall Quality of City Services receives the smallest weight in the formula.



Overall 5-Star Rating

Castle Rock maintains its status as a solid 4-Star City. While the Town continues to receive fairly high ratings regarding the overall quality of life and comparability to other cities and towns, there have been decreases in two attributes: The direction the Town is headed and the value for tax dollars.

2015 

2017 

		2015	2017
NWRG1: How would you rate the overall quality of life in Castle Rock?	% Combined Exceeds Expectations	94%	94%
	% Greatly Exceeds Expectations	36%	31%
	% Exceeds Expectations	58%	63%
	Mean	8.02	7.85

		2015	2017
NWRG2: How would you rate the overall quality of services provided by the Town of Castle Rock?	% Combined Exceeds Expectations	90%	88%
	% Greatly Exceeds Expectations	30%	28%
	% Exceeds Expectations	61%	60%
	Mean	7.64	7.52

		2015	2017
NWRG3: Compared with other cities and towns, how would you rate Castle Rock as a place to live?	% Total Combined Better	94%	93%
	% Significantly Better	55%	47%
	% Better than Other Cities	39%	46%
	Mean	8.39	8.23

		2015	2017
NWRG4: Overall, would you say that Castle Rock is headed in the right or wrong direction?	% Combined Right Direction	73%	61%↓
	% Strongly Right Direction	30%	18%↓
	% Somewhat Right Direction	43%	44%
	Mean	6.83	6.05↓

		2015	2017
NWRG5: Do you feel that you are getting your money's worth for your tax dollar or not?	% Combined Receiving Value	79%	73%↓
	% Strongly Receive Value	53%	18%↓
	% Somewhat Receive Value	27%	55%
	Mean	7.07	6.62↓

The spider diagram to the right illustrates how Castle Rock performs against other cities and towns across the country. When compared to NWRG's benchmarks, Castle Rock rates at or near 4.5-Star Communities in three out of five measures, the Overall Quality of Life, the Overall Quality of Services, and Comparability to Other Communities. The area of biggest concern for 2017 is the Direction the Community is Headed, where Castle Rock rates near 4-Star communities.

Similar to the Town's benchmark performance, when the 5-Star rating questions are compared against 2015, Castle Rock rates the same for three out of five questions and experienced decreases regarding the Value of Services and the Direction the Community is Headed. More detail on each of these questions is presented later in this report.

Figure 1: 5-Star Rating Benchmarked

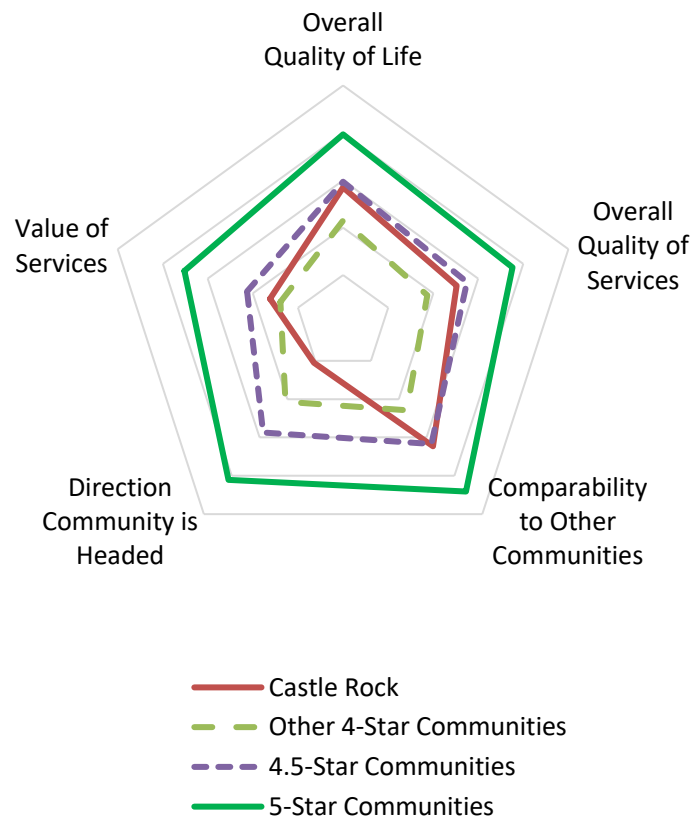
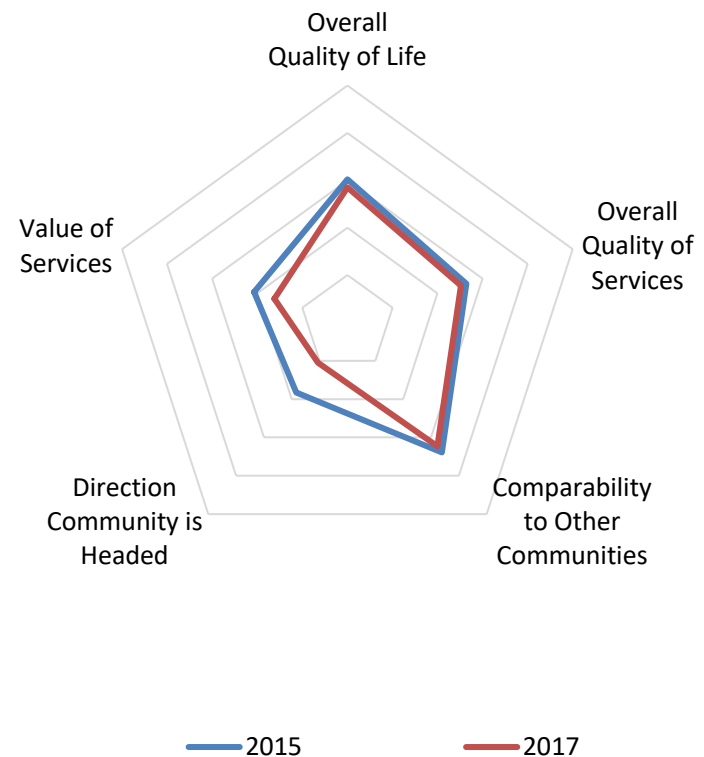


Figure 2: 5-Star Rating Compared to 2015



5-Star Rating by District

Residents living in Districts 3, 5 and 7 feel Castle Rock is a 4.5-Star community, whereas residents in Districts 1, 2, 4 and 6 rate Castle Rock as a 4-Star community.

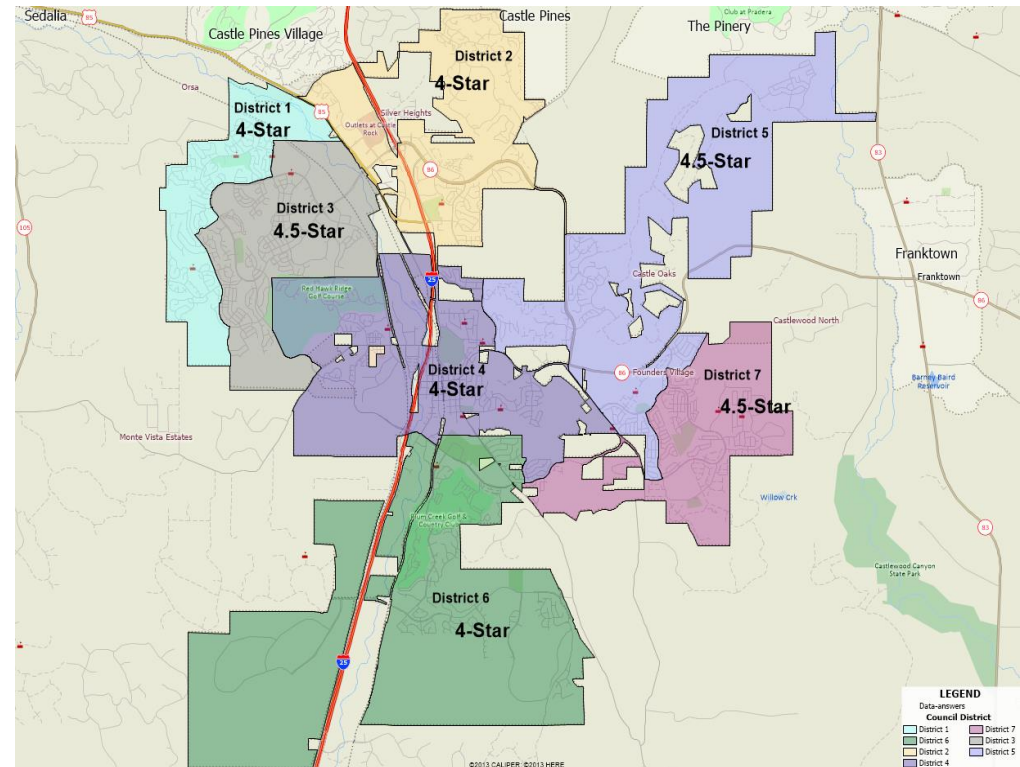
Table 1: 5-Star Rating by District

	< 4-Star	4-Star	4.5-Star	5-Star	Star Rating
District 1	37%	19%	11%	33%	4-Star
District 2	23%	28%	21%	28%	4-Star
District 3	21%	17%	23%	39%	4.5-Star
District 4	32%	18%	17%	34%	4-Star
District 5	27%	16%	36%	21%	4.5-Star
District 6	34%	15%	16%	35%	4-Star
District 7	35%	25%	15%	25%	4.5-Star

5-Star Rating is a computed variable.

Base: All respondents (n = 720)

Map 3: 5-Star Rating by District



Mean based on eleven-point scale where "0" means "does not meet expectations at all" and "10" means "greatly exceeds expectations."

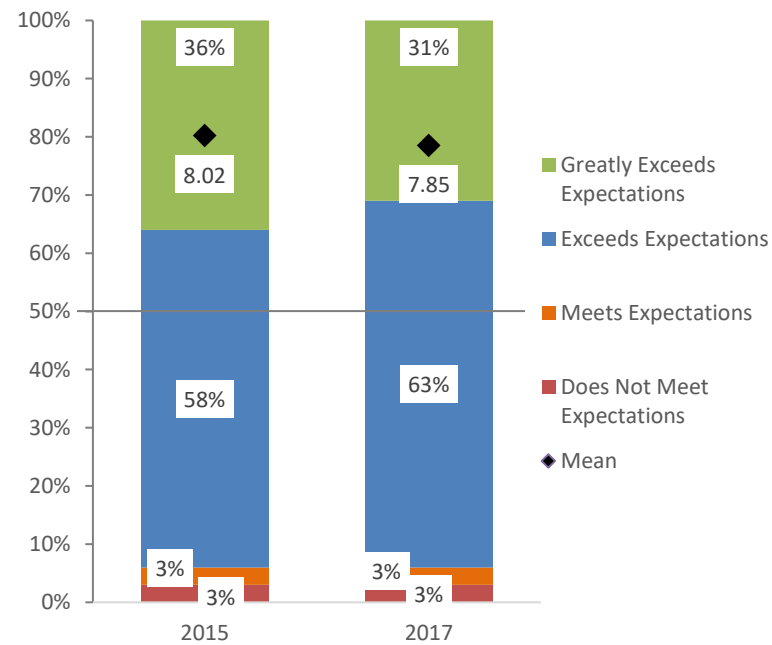
5-STAR POWER QUESTIONS

Overall Quality of Life in Castle Rock

Nearly all Castle Rock residents say that the overall quality of life in Castle Rock meets or exceeds their expectations. While there has been some shifting between “greatly exceeds” and “exceeds,” the overall ratings are the same from 2015.

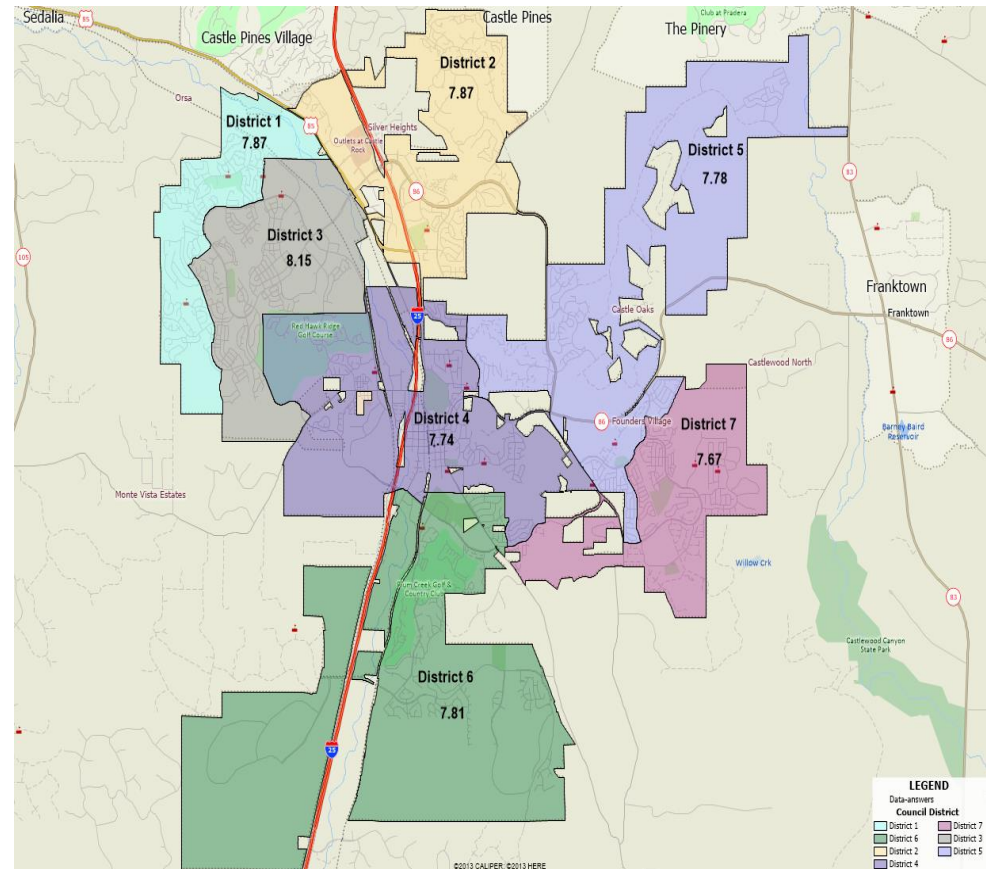
Ratings for overall quality of life are consistent across all Council Districts and varying demographics.

Figure 3: Overall Quality of Life in Castle Rock



NWRG1—How would you rate the overall quality of life in Castle Rock?
 Mean based on 11-point scale where “0” means “does not meet expectations at all” and “10” means “greatly exceeds expectations” (converted from 11-point scale)
 Base: All respondents (n₂₀₁₅ = 713) (n₂₀₁₇ = 720)

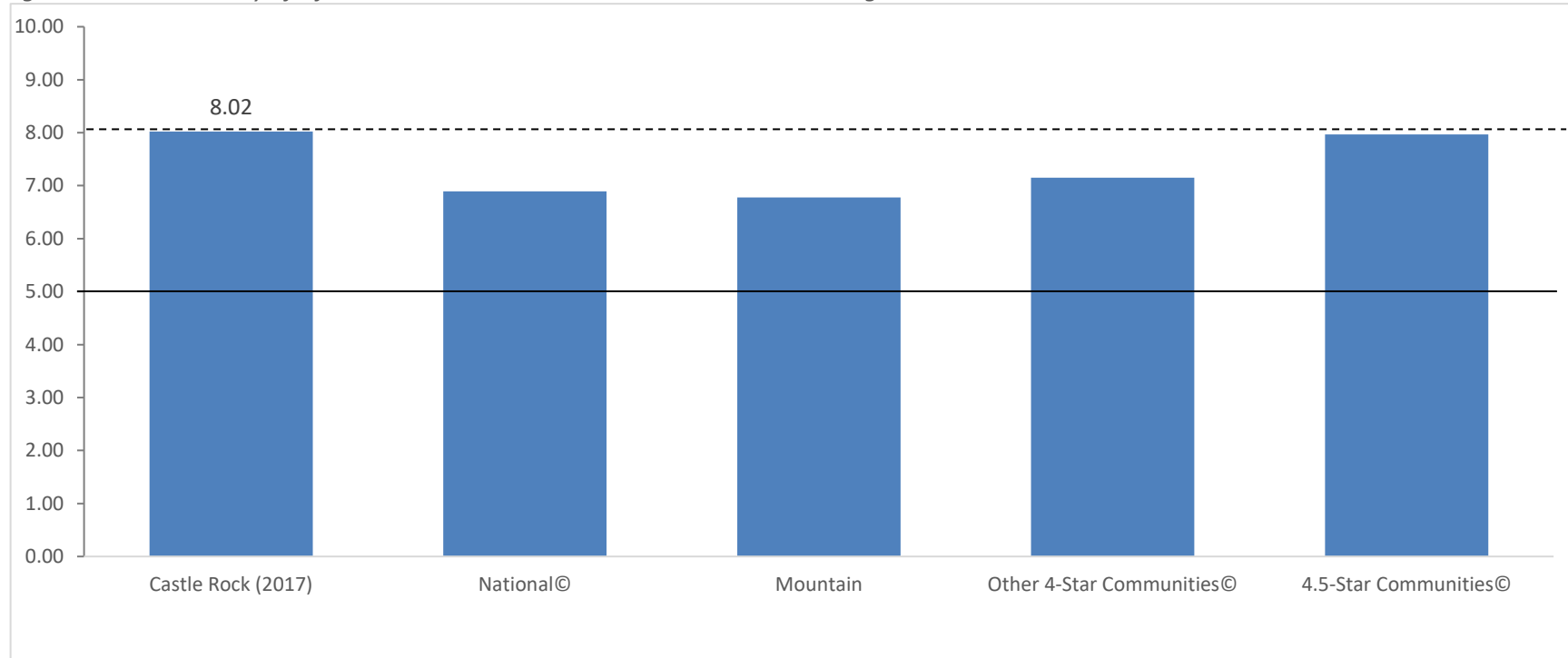
Map 4: Overall Quality of Life in Castle Rock by District



Mean based on eleven-point scale where “0” means “does not meet expectations at all” and “10” means “greatly exceeds expectations.”

When the Quality of Life is benchmarked nationally, Castle Rock far outscores nationwide and regional benchmarks, as well as those from residents who believe they live in 4-Star Communities. The Town performs similar to benchmark residents who believe they live in 4.5-Star Communities.

Figure 4: Overall Quality of Life in Castle Rock—Benchmarked Nationwide and Against Other 4-Star and 4.5-Star Communities



NWRG1—How would you rate the overall quality of life in Castle Rock?

Base: All respondents (n = 720)

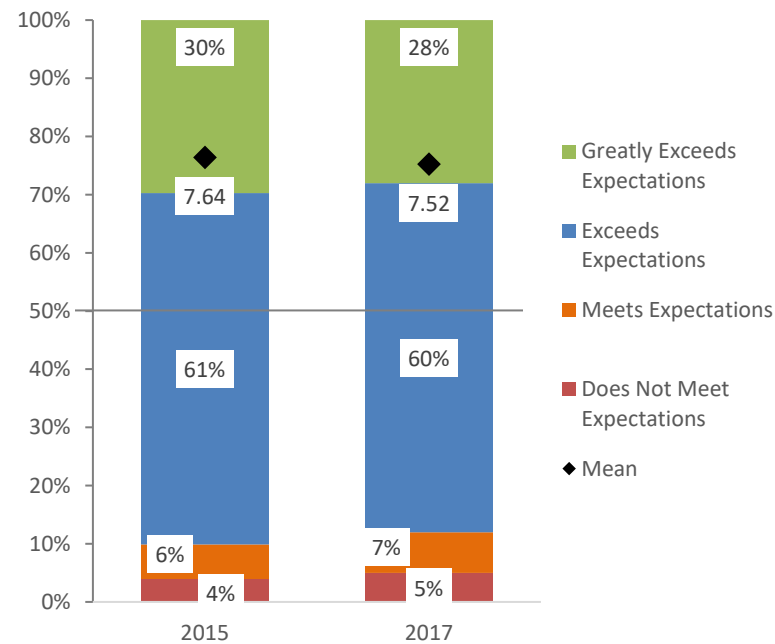
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Overall Quality of Town Services

Nine out of ten Castle Rock residents say that the quality of services provided by the Town “Exceeds” or “Greatly Exceeds” their expectations. Ratings for the quality of services is the same as 2015.

Ratings for services are lower among residents aged 35-54. This is primarily due to more of them saying that the services “exceed” expectations rather than “greatly exceed” expectations.

Figure 5: Overall Quality of Services Provided by Castle Rock

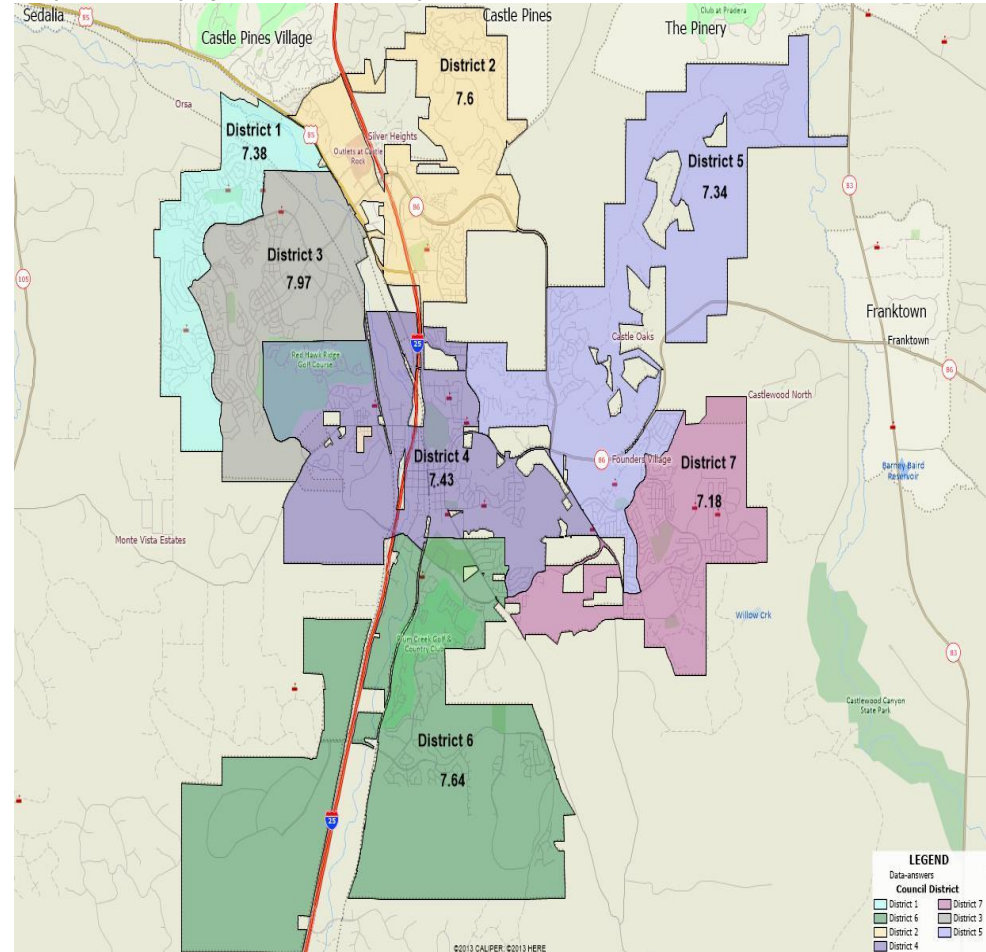


NWRG2—How would you rate the overall quality of services provided by the Town of Castle Rock?

Mean based on eleven-point scale where “0” means “does not meet expectations at all” and “10” means “greatly exceeds expectations.”

Base: All respondents (n = 720)

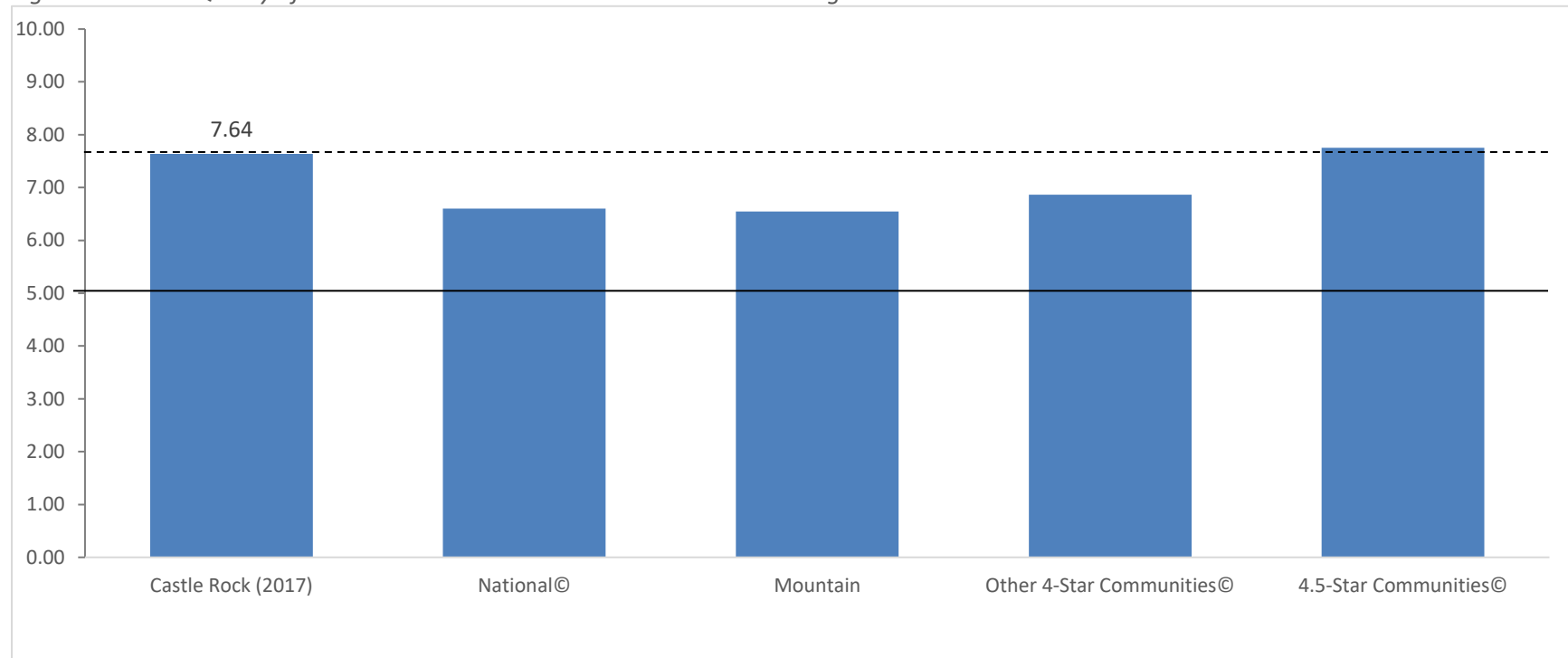
Map 5: Quality of Town Services by District



Mean based on eleven-point scale where “0” means “does not meet expectations at all” and “10” means “greatly exceeds expectations.”

When the Quality of Services provided by the Town is benchmarked nationally, Castle Rock far outscores nationwide and regional benchmarks, as well as those from residents who believe they live in 4-Star Communities. The Town performs similar to benchmark residents who believe they live in 4.5-Star Communities.

Figure 6: Overall Quality of Town Services—Benchmarked Nationwide and Against Other 4-Star and 4.5-Star Communities



NWRG1—How would you rate the overall quality of services provided by the Town of Castle Rock?

Base: All respondents (n = 720)

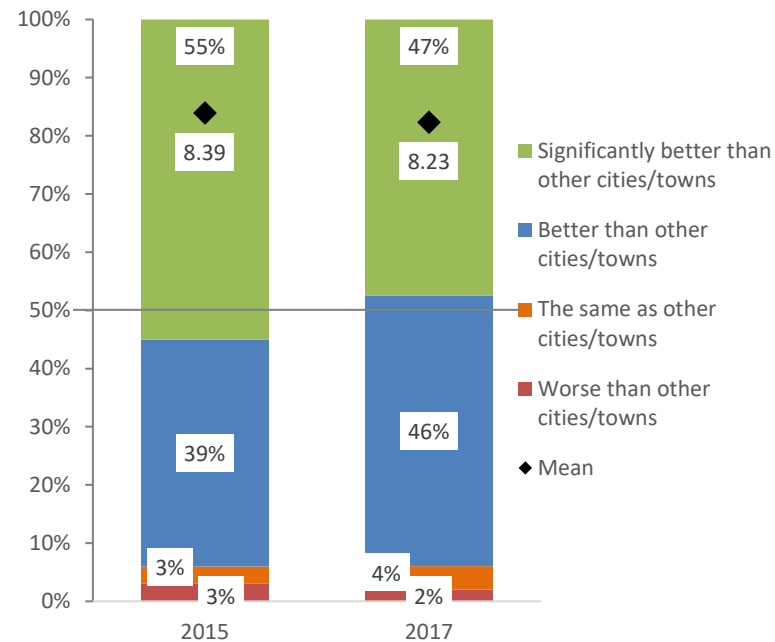
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Comparability to Other Communities

Castle Rock performs very well when residents compare the Town against other places to live. In fact, for the second year in a row, this is the highest-rated 5-Star attribute.

Residents in District 3 provide higher ratings for this than residents of other districts.

Figure 7: Castle Rock as a Place to Live Compared to Other Communities

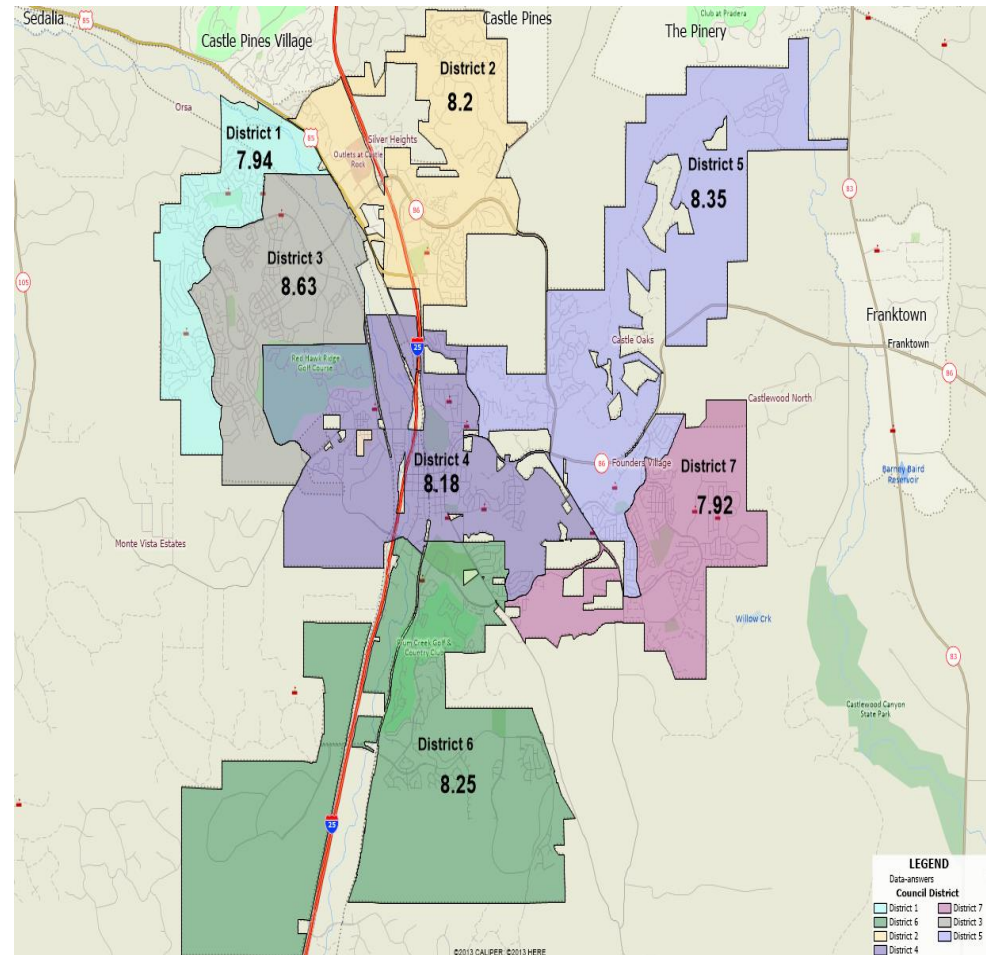


NWRG3—Compared with other cities and towns, how would you rate Castle Rock as a place to live?

Mean based on eleven-point scale where “0” means “Significantly worse than other cities and towns” and “10” means “significantly better than other cities and towns.”

Base: All respondents (n₂₀₁₅ = 713) (n₂₀₁₇ = 720)

Map 6: Comparability to Other Communities by Council District

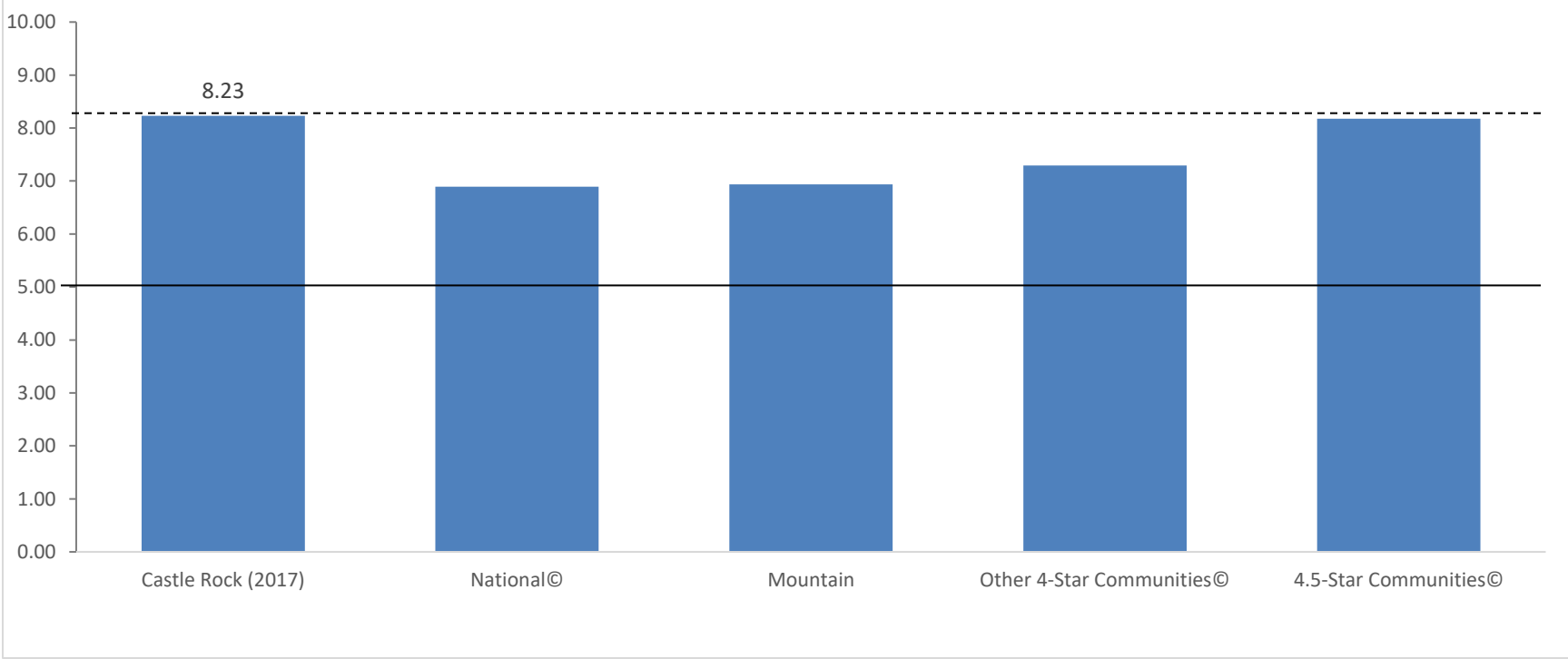


NWRG3—Compared with other cities and towns, how would you rate Castle Rock as a place to live?

Mean based on eleven-point scale where “0” means “significantly worse than other cities and towns” and “10” means “significantly better than other cities and towns.”

When Comparability to Other Communities is benchmarked nationally, Castle Rock far outscores nationwide and regional benchmarks, as well as those from residents who believe they live in 4-Star Communities. The Town also outperforms benchmark residents who believe they live in 4.5-Star Communities.

Figure 8: Comparability to Other Communities—Benchmarked Nationwide and Against Other 4-Star and 4.5-Star Communities



Base: All respondents (n = 720)

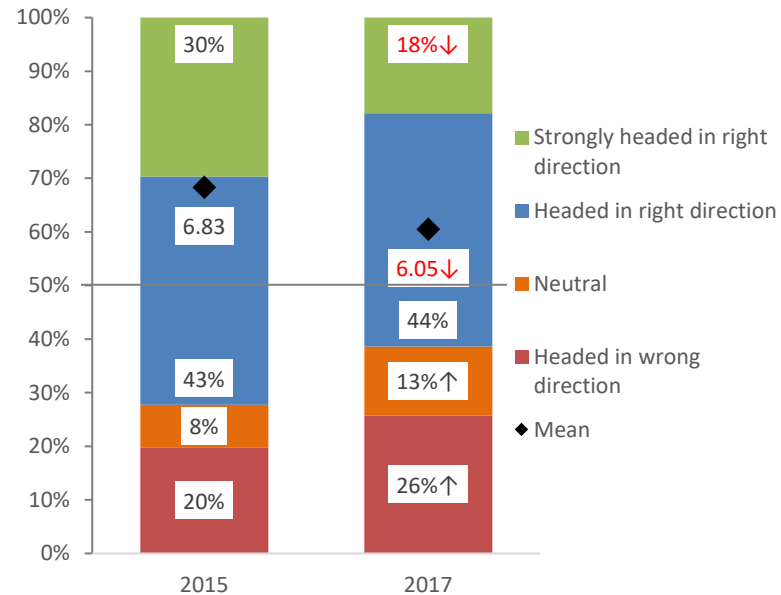
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Direction Town Is Headed

Respondents were asked to indicate if they believed that Castle Rock was headed in the right or wrong direction. While six-in-ten residents stated that they believe the Town is headed in the right direction, one quarter say that the Town is headed in the wrong direction.

This has decreased from 2015 and, as seen elsewhere in this report and based on open-ended responses, is most likely a result of growth.

Figure 9: Direction Town is Headed

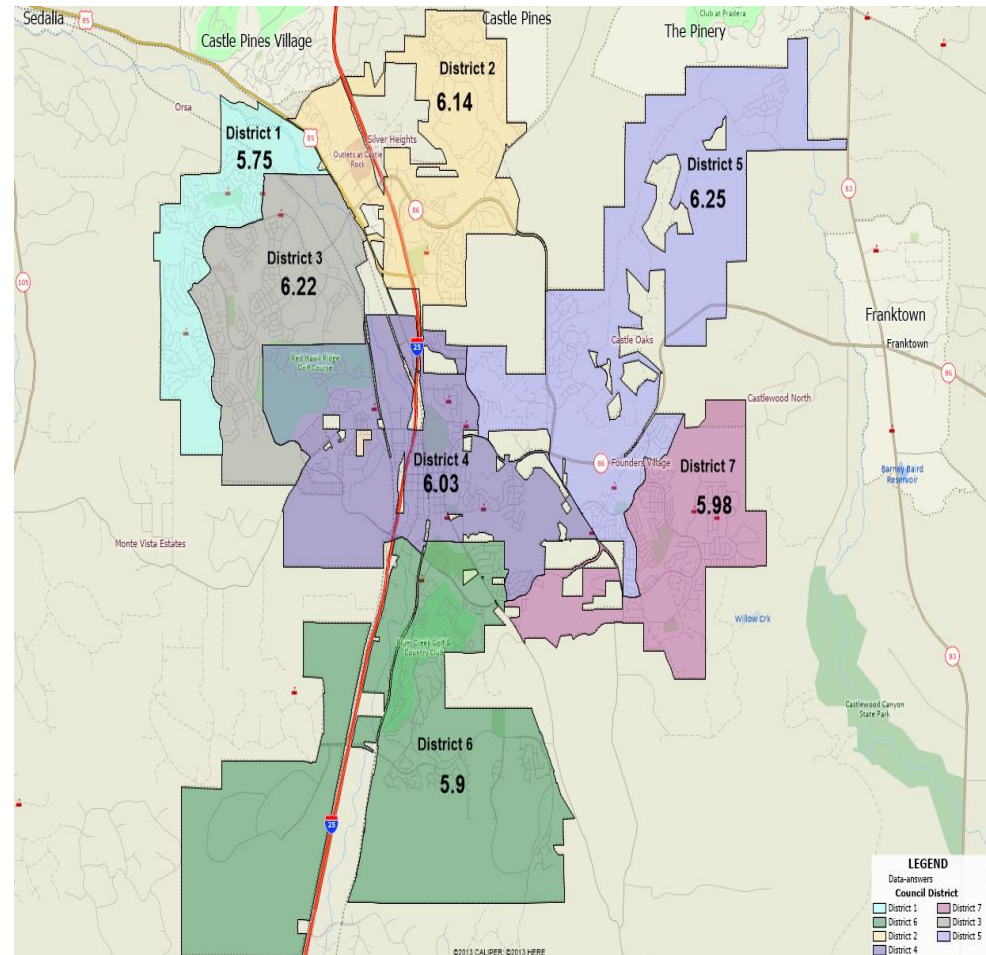


NWRG4—Overall, would you say that Castle Rock is headed in the right or wrong direction?

Mean based on eleven-point scale where “0” means “strongly headed in the wrong direction” and “10” means “strongly headed in right direction.” Arrows indicate significant differences

Base: All respondents (n = 720)

Map 7: Direction Town is Headed by Council District

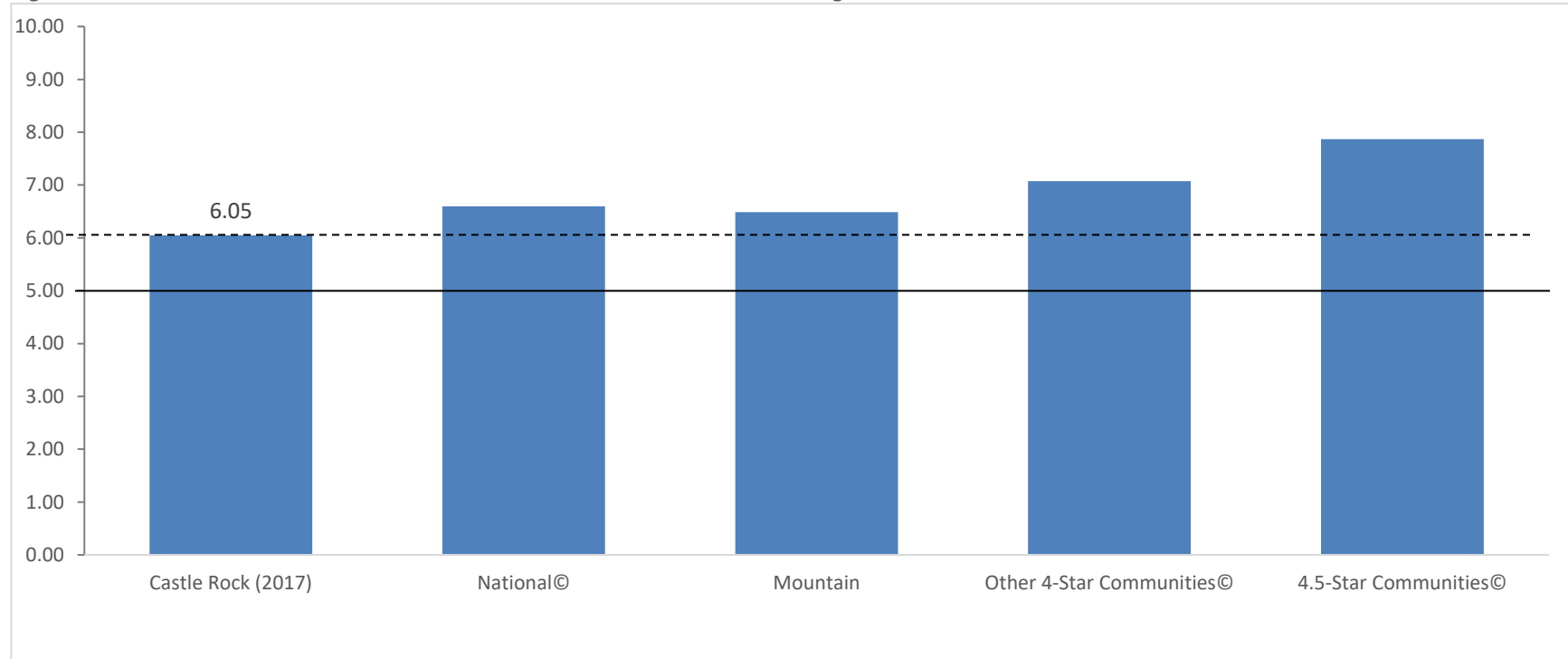


NWRG4—Overall, would you say that Castle Rock is headed in the right or wrong direction?

Mean based on eleven-point scale where “0” means “strongly headed in the wrong direction” and “10” means “strongly headed in right direction.”

When benchmarked nationally, the Direction the Town is Headed shows an area for improvement. It performs below national benchmarks, slightly below regional benchmarks and below those in other 4-Star and 4.5-Star communities.

Figure 10: Direction Castle Rock is Headed—Benchmarked Nationwide and Against Other 4-Star and 4.5-Star Communities



Base: All respondents (n = 720)

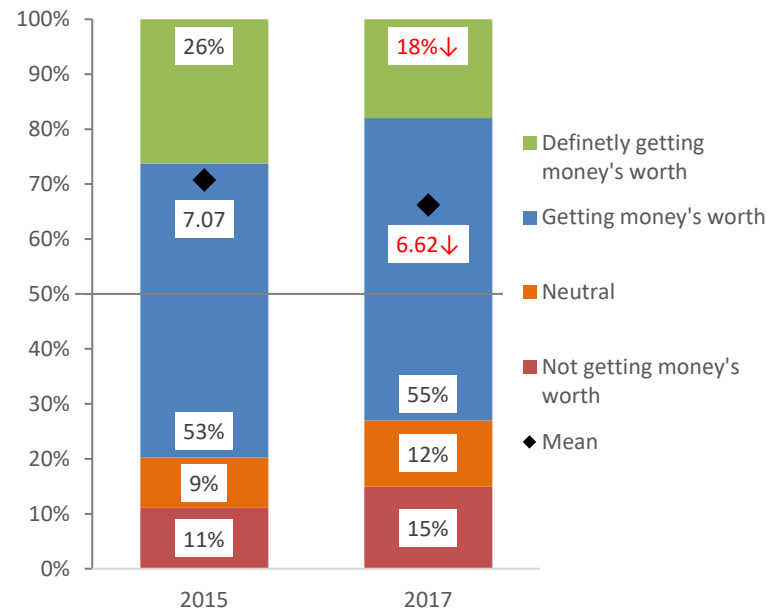
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Value of Services for Tax Dollars Paid

Four out of five residents say that they are getting their money's worth for their tax dollars. This is a second area that has decreased compared to 2015. The ratings decrease is seen among a cross-section of residents but is most pronounced among longer-term residents (those who have lived in Castle Rock for 5 or more years).

It should be noted that questions regarding fees, taxes, and bills generally get lower scores than other satisfaction ratings. Additionally, this is a trend seen in other communities.

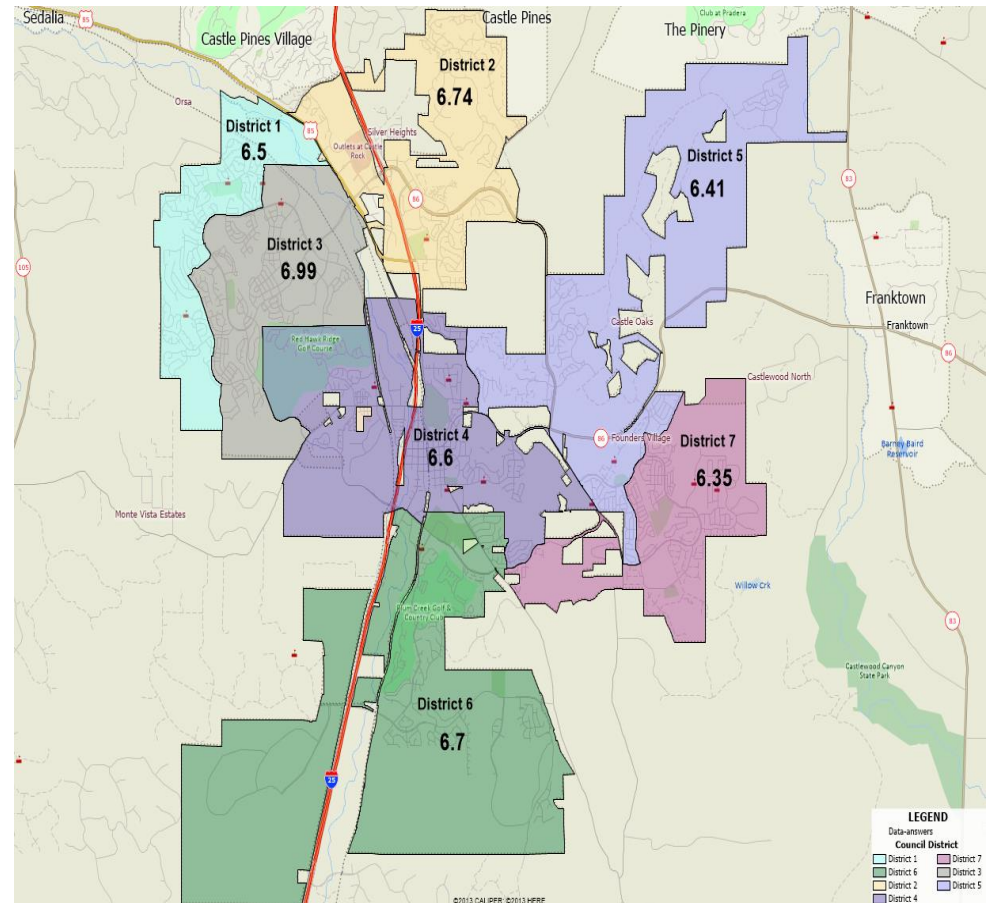
Figure 11: Value of Services for Tax Dollars Paid



NWRG5—Do you feel you are getting your money's worth for your city tax dollar?
Mean based on eleven-point scale where "0" means "definitely not getting money's worth" and "10" means "definitely getting money's worth." Arrows indicate significant differences

Base: All respondents (n = 720)

Map 8: Value of Services for Tax Dollars Paid by Council District

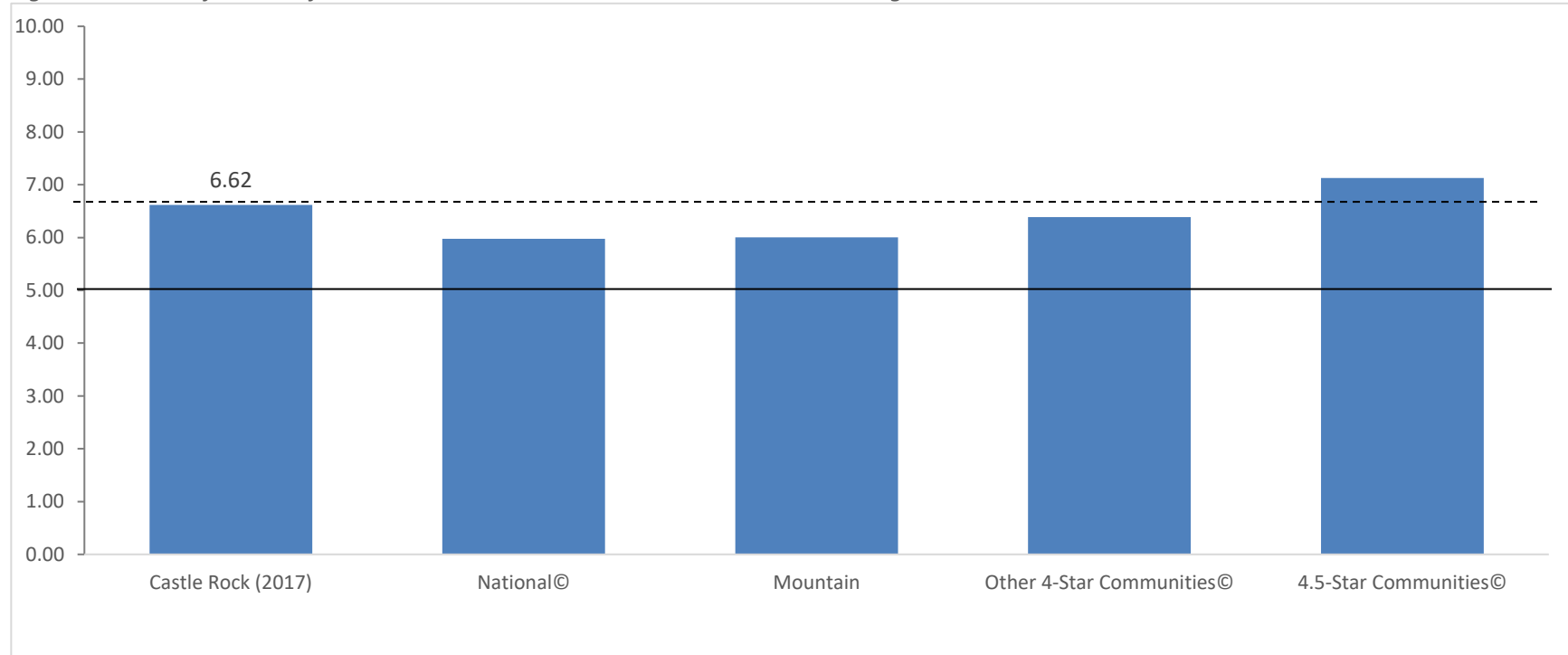


NWRG5—Do you feel you are getting your money's worth for your city tax dollar?

Mean based on eleven-point scale where "0" means "definitely not getting money's worth" and "10" means "definitely getting money's worth."

While ratings have decreased slightly from 2015, the Value of Services still outscores nationwide and regional benchmarks, as well as those from residents who believe they live in 4-Star Communities, and performs similar to those living in 4.5-Star communities. Note that this is the lowest scoring 5-Star Attribute question across all benchmarks. As mentioned on the previous page, residents generally provide lower rating when it comes to questions regarding taxes.

Figure 12: Value of Services for Tax Dollars Paid—Benchmarked Nationwide and Against Other 4-Star and 4.5-Star Communities



Base: All respondents (n = 720)

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THE TOWN'S STRATEGIC PRIORITIES

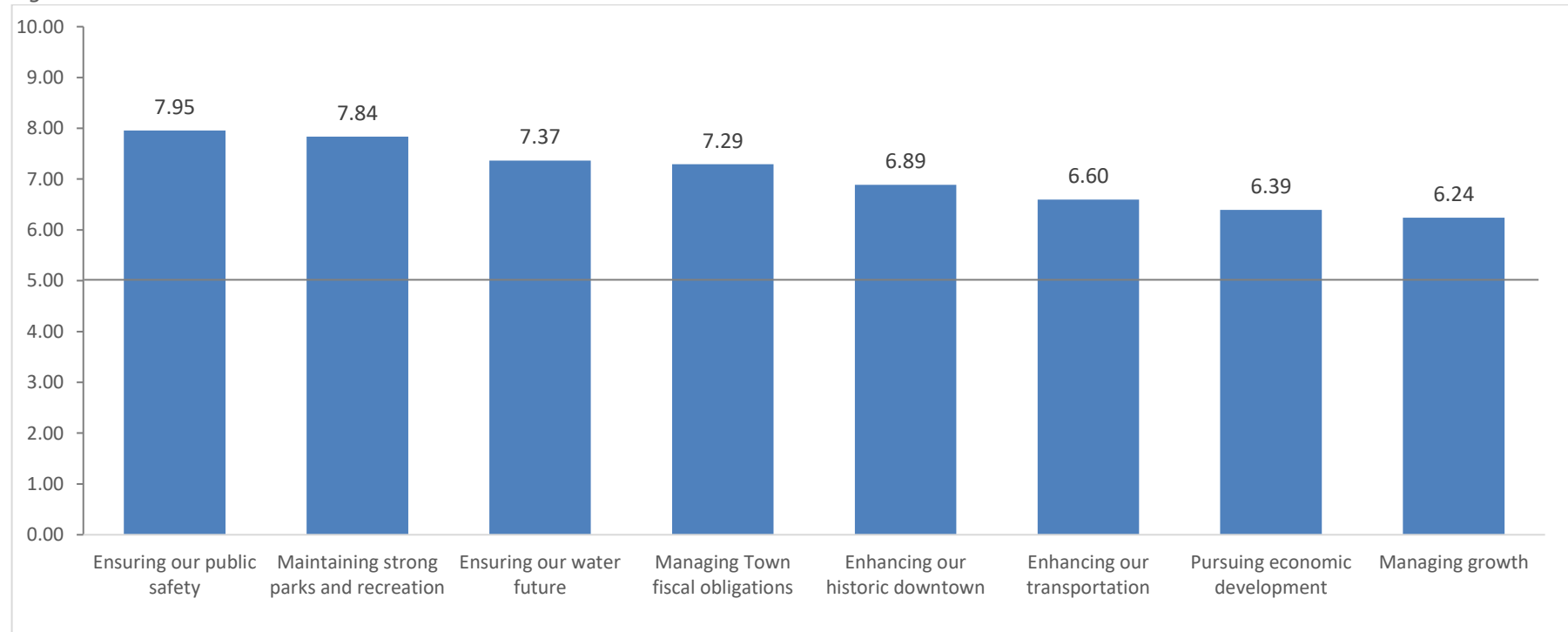
The Town's Eight Key Priorities

The Town recently updated its strategic plan and identified eight key priorities. Residents were read each of these priorities, one at a time, and asked to indicate if they felt that the priority will lead the Town in the right or wrong direction.

Residents believe that all eight priorities are on the right path and leading the Town in the right direction—providing scores above the mid-point of 5 on a 0 to 10 scale. Those priorities with the strongest support are ensuring public safety, maintaining strong parks and rec, ensuring water future, and maintaining the Town's fiscal obligations.

While residents maintain that managing growth, pursuing economic development and enhancing transportation are important, support is less so than for the other priorities mentioned.

Figure 13: Town Priorities



STRATEGY1 – For each priority shown, please indicate if you believe that it will lead the Town in the right or wrong direction.

Base: All Residents

Mean score based on a scale from 0 to 10

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KEY COMMUNITY QUESTIONS

Overall Ratings

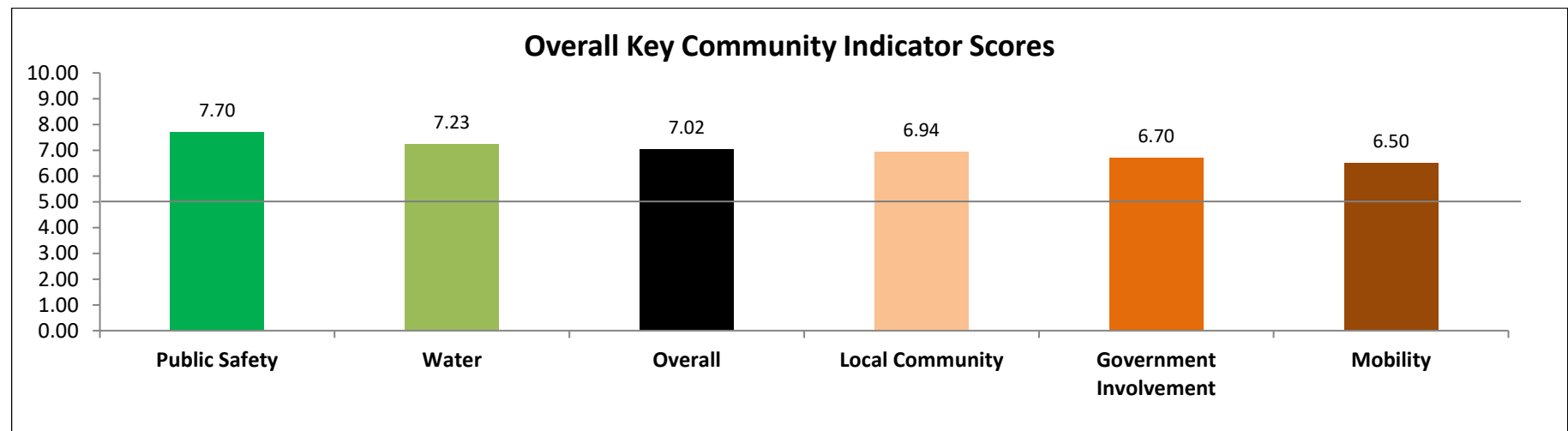
The 2017 Community Survey asked 29 questions regarding the quality of, and residents' perceptions of, various aspects of the Town of Castle Rock.

Factor analysis was performed using these 29 questions and resulted in the formation of five key groupings of questions. Factor analysis is a type of advanced analytics that looks at the responses to multiple questions and groups questions with highly correlated responses into factors. All 29 of the key community questions were analyzed, and the results showed that many of the answers were highly related (e.g., individual responses to questions dealing with safety were very similar). The scores of the related questions are combined to create a new variable, in this case called a dimension.

The table on the next page shows which questions were highly related to one another and how they were grouped to create each of the five dimensions: Public Safety, Water, Local Community, Government Involvement, and Mobility. Where possible, key community questions are trended from the 2015 Community Survey. The table on the next page indicates which questions were asked in each of the previous surveys. If similar questions were asked, that will be noted, and wording differences will be shown.

The use of factor analysis to create these dimensions simplifies reporting and provides for a more stable model when running other analytics, such as the Key Drivers Analysis, later in this report.

Figure 14: Overall Performance on Key Question Indicator Dimensions



Mean score based on a scale from 0 to 10

Table 2: Key Community Questions and Corresponding Dimensions

Dimension	Attributes	2015	2017
Community Safety	POLICE3 - Overall, how would you rate the approachability of Police Officers in Castle Rock?	X	X
	POLICE2_I - Response time	X	X
	POLICE6 - Overall, how confident are you in the Town's Police Department to provide a safe and secure community?		X
	POLICE2_H - Frequency of patrols	X	X
	FIRE4_B - The town is well prepared to respond to routine emergencies		X
	FIRE4_A - The town plans appropriately to respond to major disasters		X
	POLICE4_A - Safety in your neighborhood in general	X	
	POLICE4_B - Safety in your neighborhood after dark	X	
	POLICE4_C - Safety in town parks	X	
Water	UTIL1_C - Providing a water bill that is easy to understand		X
	UTIL1_E - Water conservation programs		X
	UTIL1_D - Customer service		X
	UTIL1_B - Value of service for rates paid		X
	UTIL1_G - Securing and managing long-term water supplies		X
	UTIL1_A - Overall quality of water		X
Government Involvement	GOV1_A - Keeps residents informed regarding Town happenings and initiatives	X	X
	GOV1_B - Seeks residents' involvement and input	X	X
	GOV1_B - Keeps residents informed regarding parks and recreation initiative		X
	GOV1_C - Keeps residents informed regarding Castle Rock water initiatives		X
	UTIL1_A - Overall quality of water [taste, purity]	X	
	UTIL1_B - Securing and managing long-term water supplies	X	
	UTIL1_E - Water conservation programs	X	
	UTIL1_G - Value of service for rates paid	X	
Community	CR2_A - The ability to buy things locally	X	X
	CR2_B - Employment opportunities within the town	X	X
	CR2_C - Aesthetics and quality of town structures in Castle Rock	X	X
	CR2_D - Opportunities for youth	X	X
	CR2_E - Availability of healthy lifestyle activities		X
	CR2_I - The cost of living in Castle Rock	X	X
	COMM1 - Overall, how would you rate the sense of community in Castle Rock?	X	X
	CR2_F - Entertainment and events offered by the Town	X	
	CR2_H - Arts and culture events offered by the town	X	
	CR2_J - The ability to work near where I live	X	
Mobility	PUB2_A - The overall condition of the road surface	X	X
	PUB2_B - Traffic signal timing	X	X
	PUB2_C - Level of congestion on the streets	X	X
	PUB2_D - Cleanliness of the streets	X	X
	PUB2_E - Overall convenience and accessibility of the roads in Castle Rock	X	X
	PUB4 - How would you rate the adequacy of walking and biking paths in Castle Rock?		X

Grouped Ratings

Community Safety is the highest-rated dimension of the five.

- The highest safety attribute is residents' confidence in the Police Department to provide a safe and secure community.
- The approachability of police officers is rated quite high and improved from 2015.

Table 3: Performance on Key Community Questions—Safety

Key Community Questions	2015	2017
Overall	8.61	7.70
Confidence in Police Department to provide a safe and secure community	N/A	8.33
Approachability of Police Officers	7.80	8.12 ↑
Preparedness for routine emergencies	N/A	8.01
Response time	7.40	7.53
Preparedness for major disasters	N/A	7.13
Frequency of patrols	7.14	7.05

Note: Red dividing lines in tables indicates the overall mean of the questions contained in that dimension. Base: All Respondents

Mean score based on a scale from 0 to 10

Castle Rock Water is the second highest-rated dimension.

- The overall quality of water and providing a water bill that is easy to understand are the two top-rated attributes for the second year in the row
- While still above average, ratings for water conservation programs have decreased since 2015.

Table 4: Performance on Key Community Questions—Castle Rock Water

Key Community Questions	2015	2017
Overall	N/A	7.23
Overall quality of water	7.94	7.90
Providing a water bill that is easy to understand	7.94	7.77
Customer service	7.81	7.57
Water conservation programs	7.55	7.14 ↓
Securing and managing long-term water supplies	7.11	6.78
Value of service for rates paid	6.25	6.24

Note: Red dividing lines in tables indicates the overall mean of the questions contained in that dimension. Base: All Respondents

Mean score based on a scale from 0 to 10

Government involvement ranked third among the five factors.

- Both attributes measured in both 2015 and 2017 have experienced declines.

Table 5: Performance on Key Community Questions—Government Involvement

Key Community Questions	2015	2017
Overall	N/A	6.70
Keeping informed regarding Parks and Rec initiatives	N/A	7.14
Keeping informed regarding Town happenings	7.30	6.83 ↓
Keep informed regarding water initiatives	N/A	6.59
Seeks involvement and input	6.57	6.23 ↓

Note: Red dividing lines in tables indicates the overall mean of the questions contained in that dimension. Base: All Respondents

Mean score based on a scale from 0 to 10

The local community is ranked fourth among the five factors.

- Availability of healthy lifestyle activities continues to remain the top-rated attribute in 2017.
- There are significant year-to-year improvements in the ability to buy things locally, as well as employment opportunities within Castle Rock—both of which are positive aspects of growth.
- However, there are also year-to-year declines in growth-related attributes such as the overall sense of community and the cost of living.

Table 6: Performance on Key Community Questions—Community

Key Community Questions	2015	2017
Overall	6.75	6.94
Availability of healthy lifestyle activities	8.43	8.32
Aesthetics and quality of town structures	7.57	7.48
The ability to buy things locally	7.07	7.46 ↑
Opportunities for youth	7.20	7.06
Overall sense of community in Castle Rock?	7.56	6.88 ↓
Employment opportunities within the town	5.43	5.78 ↑
The cost of living in Castle Rock	6.15	5.56 ↓

Note: Red dividing lines in tables indicates the overall mean of the questions contained in that dimension. Base: All Respondents

Mean score based on a scale from 0 to 10

While Mobility is rated the lowest of the factors for the second year in a row, there is good news, as overall, mobility has improved compared to 2015.

- There were improvements in four out of the six individual attributes.
- The only significant year-over-year decline was related to the adequacy of walking and biking paths.

Table 7: Performance on Key Community Questions—Mobility

Key Community Questions	2015	2017
Overall	5.67	6.50 ↑
Adequacy of walking and biking paths	8.22	7.82 ↓
Cleanliness of the streets	7.27	7.68 ↑
Overall convenience and accessibility of roads	6.02	6.61 ↑
The overall condition of the road surface	5.14	6.35 ↑
Traffic signal timing	5.33	5.68 ↑
Level of congestion on the streets	4.56	4.85

Note: Red dividing lines in tables indicates the overall mean of the questions contained in that dimension. Base: All Respondents

Mean score based on a scale from 0 to 10

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KEY DRIVERS ANALYSIS

Key Drivers Analysis uses a combination of factor and regression analysis to identify which areas have the greatest impact on residents' overall impressions of Castle Rock as measured by its 5-Star rating. The purpose of these analyses is to determine which key questions in the survey are most closely associated with Castle Rock's 5-Star rating. While Key Drivers Analysis is somewhat complex, and a full description is beyond the scope of this report, in its simplest form, Key Drivers Analysis looks for a correlation between a respondent's 5-Star Rating and how he or she responded to each of the key questions. If there is a significant correlation between the two, then the question (or dimension) is a "driver" of the 5-Star rating.

Key Drivers Analysis is useful, as it provides the Town with specific areas of focus in which to improve. For example, the question "seeks residents' involvement and input" is a key driver of Castle Rock's 5-Star rating; however, satisfaction is relatively low in this area compared to other areas of government service. Key Drivers Analysis suggests that if Castle Rock was to focus on improving in this area—and residents recognize this improvement—Castle Rock's overall 5-Star Rating should increase.

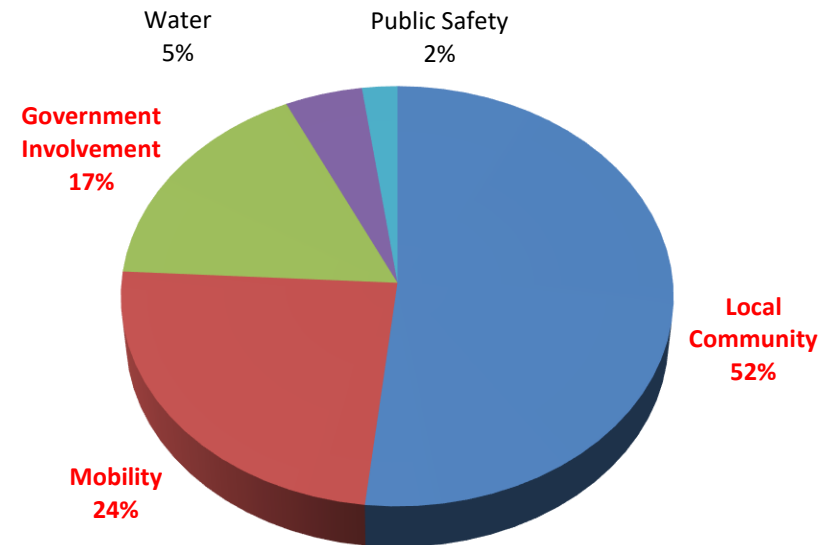
Conversely, "Police response" is not a key driver of the 5-Star rating. This does not mean that residents do or do not agree with this statement or that it is not important. In this case, it means that there is little variance in residents' ratings, and that there is no strong correlation between this and Castle Rock's 5-Star rating.

The first step in the analysis identifies the extent to which the five overall dimensions identified earlier impact Castle Rock’s 5-Star rating.

Local Community, Mobility, and Government Involvement all have a significant impact on Castle Rock’s 5-Star rating. This is not to suggest that Water and Public Safety are not important. Instead, it is likely that residents see these as absolute givens and, therefore, they do not have a significant impact on the Town’s 5-Star Rating.

Key Drivers Analysis looks at relationships between individual survey questions or combinations of these questions and Castle Rock’s 5-Star rating and identifies the questions that have the greatest influence on Castle Rock’s 5-Star rating.

Figure 15: Key Drivers Analysis—Overall Dimensions



Those factors in red and bold are key drivers—that is, a change in these areas would have a significant impact on Castle Rock’s 5-Star rating. Those factors in black are not drivers—that is, a change in these areas does not significantly impact Castle Rock’s 5-Star Rating.

* For the overall regression, Public Safety includes Police & Emergency Services and Public Safety

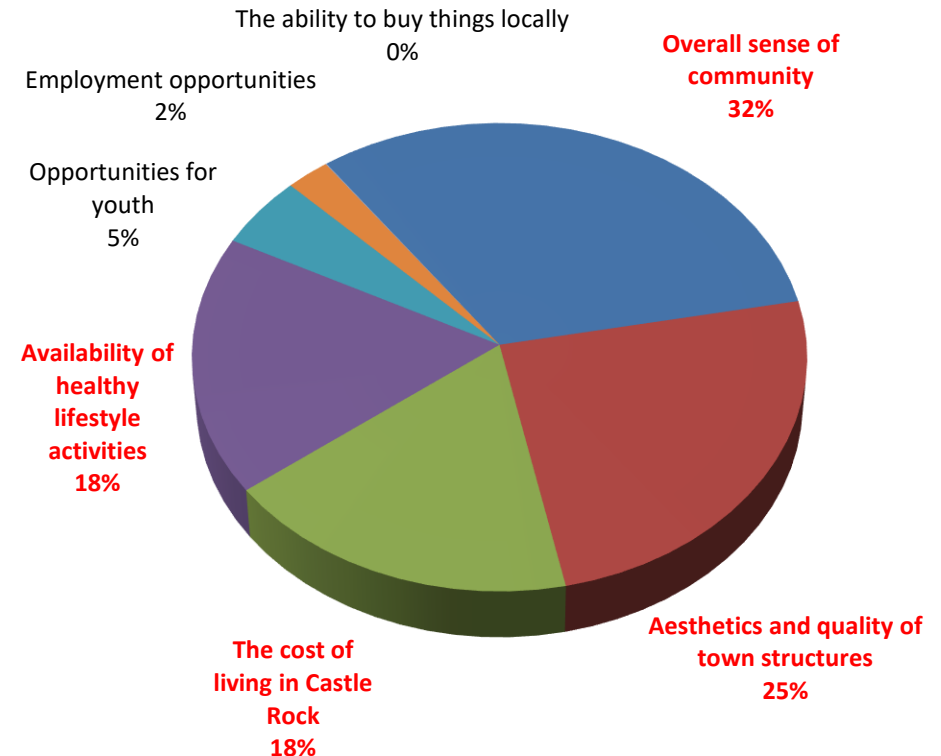
The second step in the analysis identifies the extent to which each of the individual Key Questions contained within the overall dimension is a key driver. Again, regression analysis is used to identify areas that drive Castle Rock's 5-Star rating. At the end of the Key Drivers section is a summary table that identifies the key drivers and relative performances for each dimension and attribute within dimensions.

Local Community is the largest driver—that is, ratings for this dimension have the largest overall impact on Castle Rock's 5-Star Rating.

Four of the seven attributes within this dimension have statistically significant impacts. They are indicated by bold, red text in the chart to the right.

- **Overall sense of community**
 - This is an area for attention, performing slightly lower than average, and it experienced a year-over-year decline.
- **Aesthetics and quality of Town structures**
 - This is an area that is performing well—maintain.
- **Cost of living in Castle Rock**
 - This is an area for improvement. It is the lowest-rated attribute in this factor and experienced a year-over-year decline.
- **Availability of healthy lifestyle activities**
 - The Town is performing well—maintain levels of service.

Figure 16: Key Drivers Analysis—Local Community



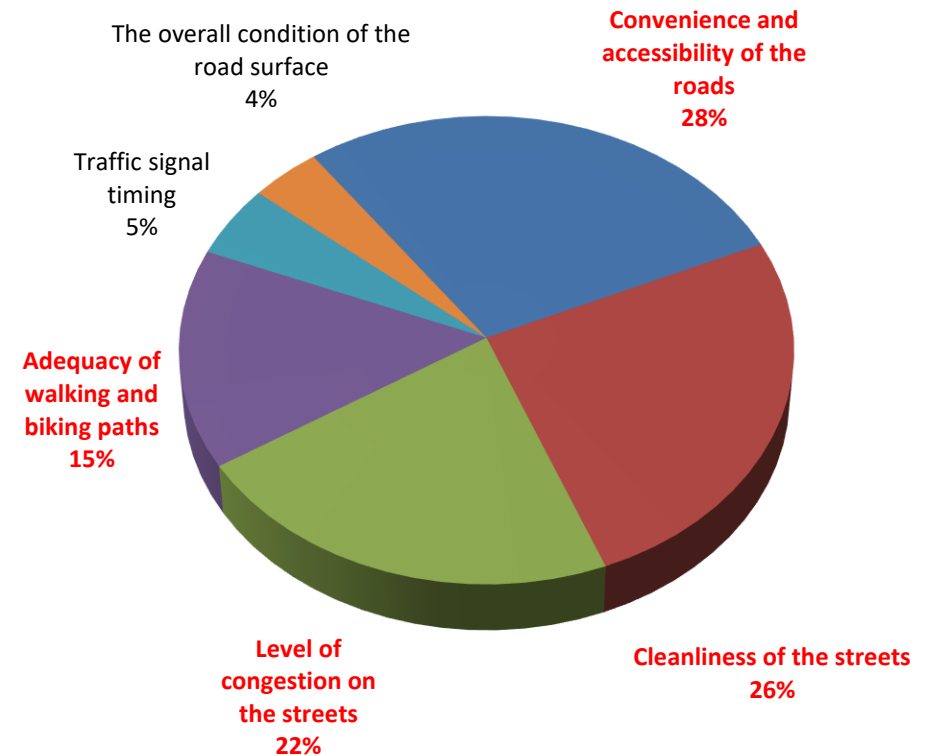
Those factors in red and bold are key drivers—that is, a change in these areas would have a significant impact on Castle Rock's 5-Star rating.

Those factors in black are not drivers—that is, a change in these areas does not significantly impact Castle Rock's 5-Star Rating.

Mobility has the second largest impact over Castle Rock's 5-Star Rating, and it has shown a year-over-year increase. Within Mobility, four of the six attributes have statistically significant impacts.

- **Convenience and Accessibility of roads**
 - The Town is performing well, and ratings have improved year-over-year.
- **Cleanliness of the streets**
 - The Town is performing well, and ratings have improved year-over-year.
- **Level of congestion on the streets**
 - This is an area for improvement, as ratings for this are the lowest of all attributes within Mobility.
- **Adequacy of walking and biking paths**
 - While the highest performing attribute in this factor, there has been a decline compared to 2015—keep an eye on this.

Figure 17: Key Drivers Analysis—Mobility



Those factors in red and bold are key drivers—that is, a change in these areas would have a significant impact on Castle Rock's 5-Star rating.

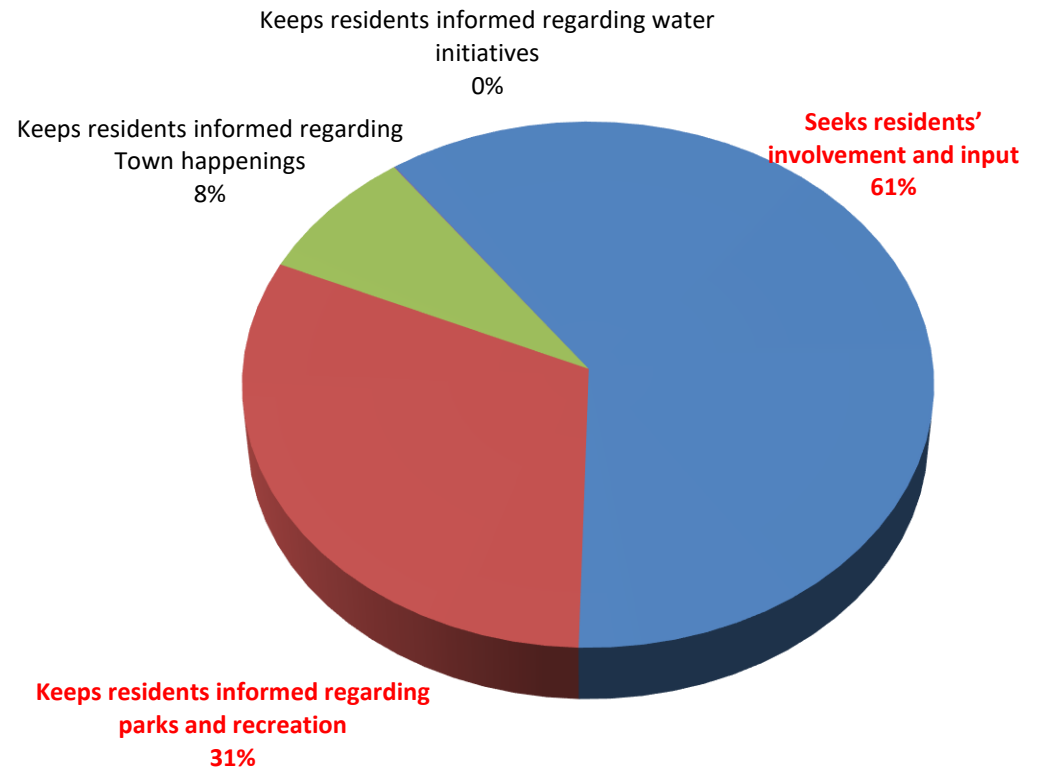
Those factors in black are not drivers—that is, a change in these areas does not significantly impact Castle Rock's 5-Star Rating.

Government Involvement is the third largest driver—that is, ratings for this dimension have the third largest overall impact on Castle Rock’s 5-Star Rating.

Two out of the four attributes within have statistically significant impacts.

- **Seeks residents’ involvement and input**
 - Attention should be placed here as this is the lowest-rated attribute within this factor, and ratings have decreased year-over-year.
- **Keeping residents informed regarding parks and recreation**
 - The Town is performing well here, as it is the highest-rated attribute within this factor.

Figure 18: Key Drivers Analysis—Government Involvement



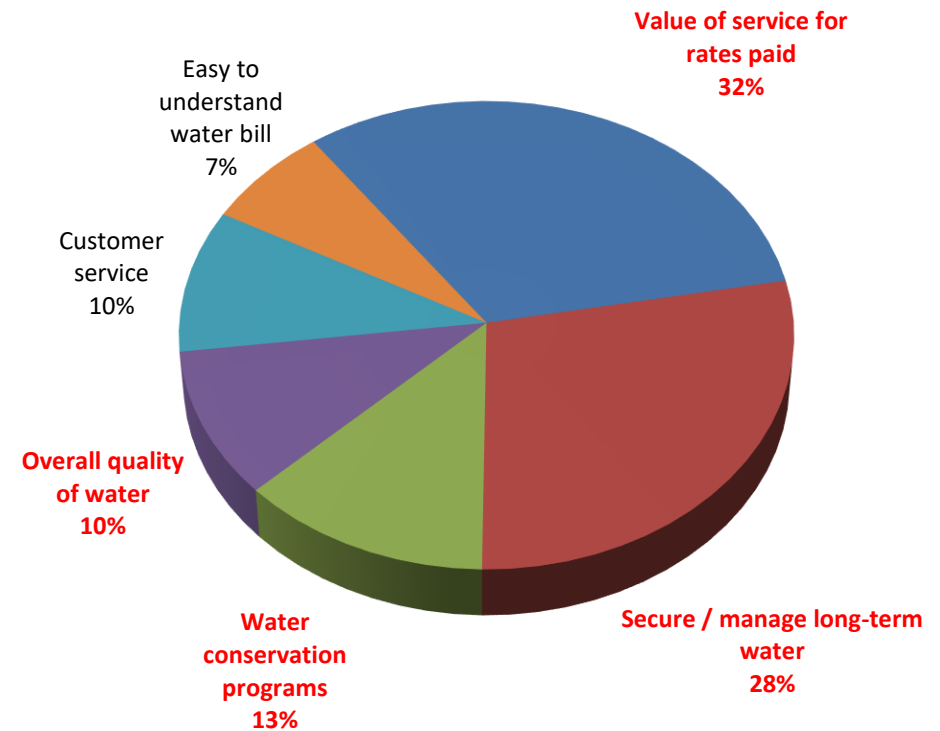
Those factors in red and bold are key drivers—that is, a change in these areas would have a significant impact on Castle Rock’s 5-Star rating.

Those factors in black are not drivers—that is, a change in these areas does not significantly impact Castle Rock’s 5-Star Rating.

Castle Rock Water is not a statistically significant driver of Castle Rock’s 5-Star Rating. However, four of the six attributes within this dimension do have some impact.

- **Value of services for rates paid**
 - There is room for improvement here, as this is the lowest-rated attribute for the second year in a row.
- **Securing and managing long-term water**
 - There room for improvement here as well. This is the second lowest-rated attribute.
- **Water conservation programs**
 - This is an area of concern, as ratings are relatively low when compared to other attributes in this area, and they have decreased year-over-year.
- **Overall quality of water**
 - This is a bright spot, as ratings are fairly high, and it rates highest among all attributes in this factor

Figure 19: Key Drivers Analysis—Castle Rock Water



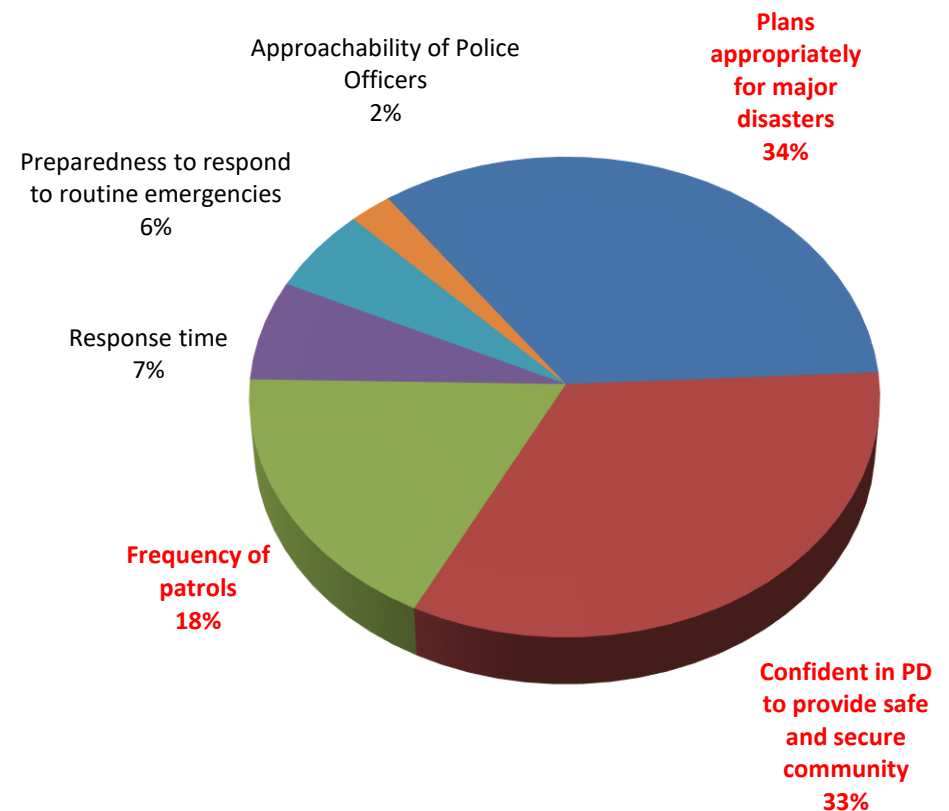
Those factors in red and bold are key drivers—that is, a change in these areas would have a significant impact on Castle Rock’s 5-Star rating.
Those factors in black are not drivers—that is, a change in these areas does not significantly impact Castle Rock’s 5-Star Rating.

The final dimension, Public Safety, is not a statistically significant driver of Castle Rock's 5-Star Rating. However, three of the six attributes within this dimension do have some impact.

The primary reason that this dimension is not a driver is because the vast majority of residents give high ratings for each question, and there is very little variance in residents' answers, regardless of how they rate the Town overall. So while these three attributes have a statistically significant impact, it is very minor and may only impact the Star Rating if one of these decreases drastically.

- **Plans appropriately for major disasters**
- **Confidence in Police Department to provide a safe and secure community**
- **Frequency of patrols**

Figure 20: Key Drivers Analysis—Public Safety



Those factors in red and bold are key drivers—that is, a change in these areas would have a significant impact on Castle Rock's 5-Star rating.
Those factors in black are not drivers—that is, a change in these areas does not significantly impact Castle Rock's 5-Star Rating.

The final step in the analysis is to identify key areas where Castle Rock may wish to allocate additional resources based on what is most important to residents (i.e., are key drivers of Castle Rock's 5-Star rating) and current performance within individual areas. Four resource allocation strategies are identified:

1. **Invest:** These are areas that are key drivers of Castle Rock's 5-Star Rating and where residents' agreement is below average when compared to the overall mean within each dimension. Investing in these areas would have a significant impact on Castle Rock's 5-Star rating. In the table on the next page, these areas are highlighted in dark blue.
2. **Maintain:** These are areas identified as key drivers of Castle Rock's 5-Star Rating and where residents' agreement is above average when compared to the overall mean within each dimension. Because of the impact of these items on Castle Rock's rating, it is important to maintain existing levels of service in these areas, as a decrease in the level of service would have a negative impact on Castle Rock's 5-Star rating. These areas are highlighted in dark green.
3. **Monitor:** These are areas identified as key drivers of Castle Rock's 5-Star Rating and where residents' agreement is at or near average when compared to the overall mean within each dimension. Because of the impact of these items on Castle Rock's rating and their mid-level satisfaction, these are areas to monitor and invest additional resources as available to improve performance. These items are highlighted in dark yellow.
4. **Non-Drivers:** These are areas that do not have a statically significant impact on Castle Rock's 5-Star Rating and fall into three categories:
 - a. **Lower than average agreement:** These are areas where residents' agreement is below average when compared to the overall mean within each dimension. While these currently do not impact the Town's 5-Star Rating, they should be monitored to prevent potential issues. These are highlighted in light blue.
 - b. **Above average agreement:** These are areas where residents' agreement is above average when compared to the overall mean within each dimension. While these currently do not impact the Town's 5-Star Rating, they are high performers and should be maintained. These are highlighted in light green.

Table 8: Resource Allocation Analysis

Importance				
Local Community	Mobility [IMPROVED]	Government Involvement	Water	Public Safety
Overall sense of community [DECREASED]	Convenience / accessibility of roads [IMPROVED]	Seeks residents' involvement and input [DECREASED]	Value of service for rates paid	Plans for major disasters
Aesthetics and quality of Town structures	Cleanliness of streets [IMPROVED]	Keeps residents informed regarding parks and recreation	Secure / manage long-term water	Confidence in PD to provide safe and secure community
Cost of living [DECREASED]	Level of congestion on streets	Keeps residents informed regarding Town happenings [DECREASED]	Water conservation programs [DECREASED]	Frequency of patrols
Availability of healthy lifestyle activities	Adequacy of walking / biking paths [DECREASED]	Keeps residents informed regarding water initiatives	Quality of water	Response time
Opportunities for youth	Traffic signal timing [IMPROVED]		Customer service	Preparedness for routine emergencies
Employment opportunities [IMPROVED]	Overall condition of road surface [IMPROVED]		Easy to understand bill	Approachability of Police officers [IMPROVED]
Ability to buy things locally [IMPROVED]				

🚩 = Key Driver;

 = Key driver, lower-than-average agreement, invest

 = Key driver, near average agreement, invest as allowed

 = Key driver, above-average agreement, maintain

 = Not a driver, lower than-average agreement; monitor

 = Not a driver, above-average agreement; maintain

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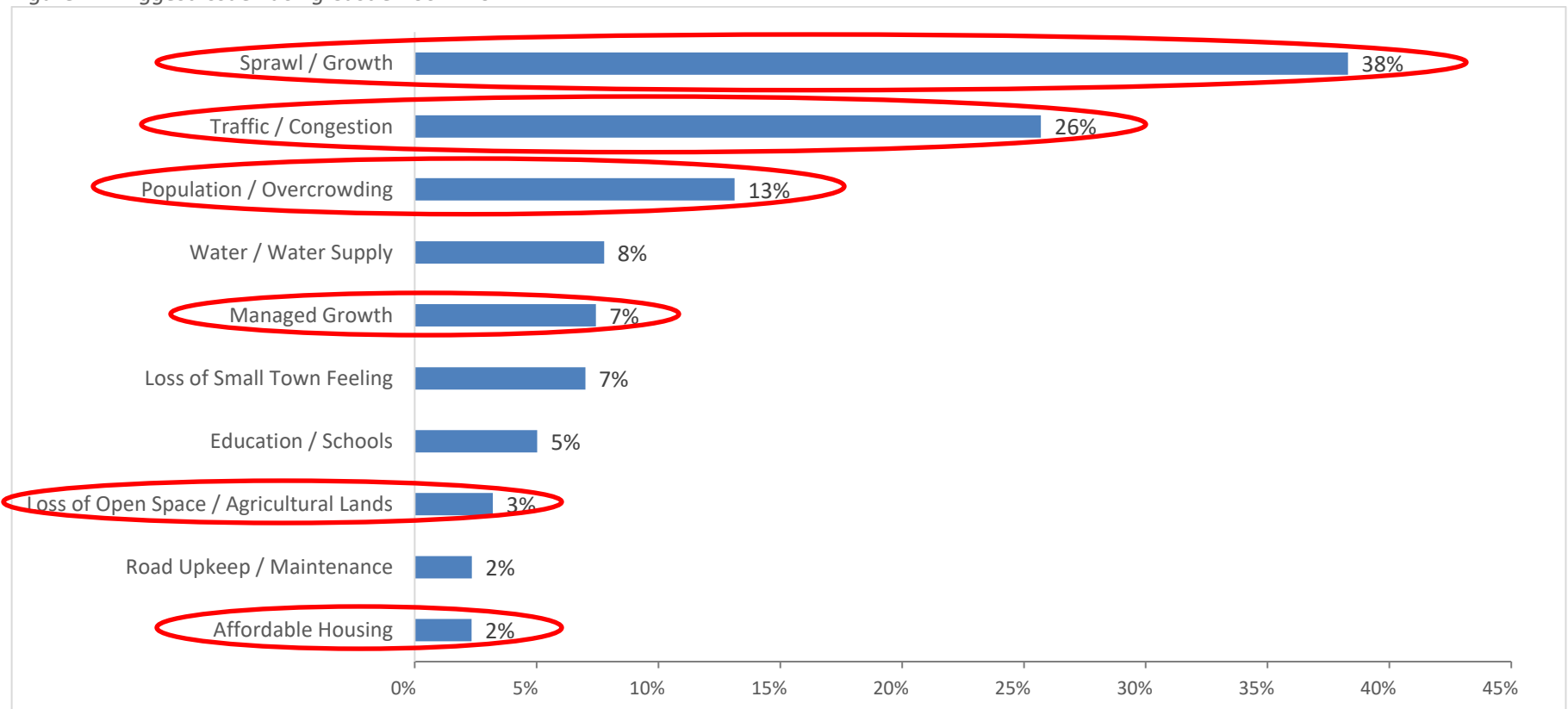
CASTLE ROCK AS A PLACE TO LIVE

Most Important Issue Facing Castle Rock

Residents were asked to describe the single most important issue facing the Town in the next five years. The responses were open-ended and then coded after data collection was completed. If a resident mentioned more than one thing in his or her response, each subject was categorized separately. This means that the sum in the figure below tallies to more than 100 percent.

By far, the most commonly mentioned topics were issues related to growth—including sprawl, increased traffic, loss of small town feeling and affordable housing.

Figure 21: Biggest Issue Facing Castle Rock - 2017



CR1 – What would you say is the single most important issue facing Castle Rock in the next 5 years? (open ended question coded into categories)

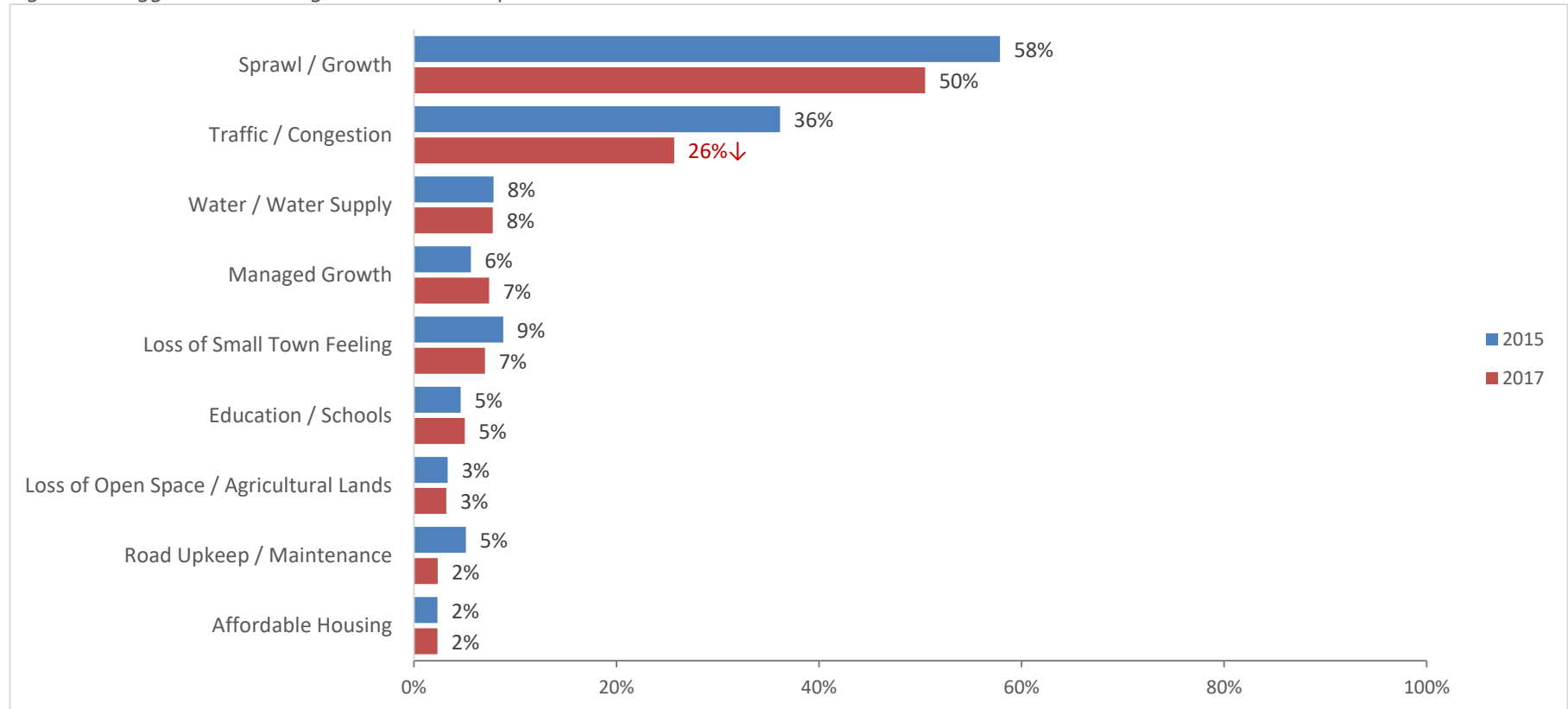
Base: All Residents

Multiple responses—may sum to more than 100%. Top 10 issues shown.

There is little change when compared to 2015. The only change that is statistically significant—larger than the margin of error—is a reduction in those who believe that Traffic / Congestion is the biggest issue facing the Town.

Note, for comparison to 2015 the category “Population / Overcrowding” was combined with “Sprawl / Growth,” as this was a new category in 2017.

Figure 22: Biggest Issue Facing Castle Rock Compared to 2015



CR1 – What would you say is the single most important issue facing Castle Rock in the next 5 years? (open ended question coded into categories)

Base: All Residents

Multiple responses—may sum to more than 100%. Top 10 issues shown.

*Note, for comparison to 2015 the category “Population / Overcrowding” was combined with “Sprawl / Growth” as this was a new category in 2017.

Castle Rock as a Place to Live

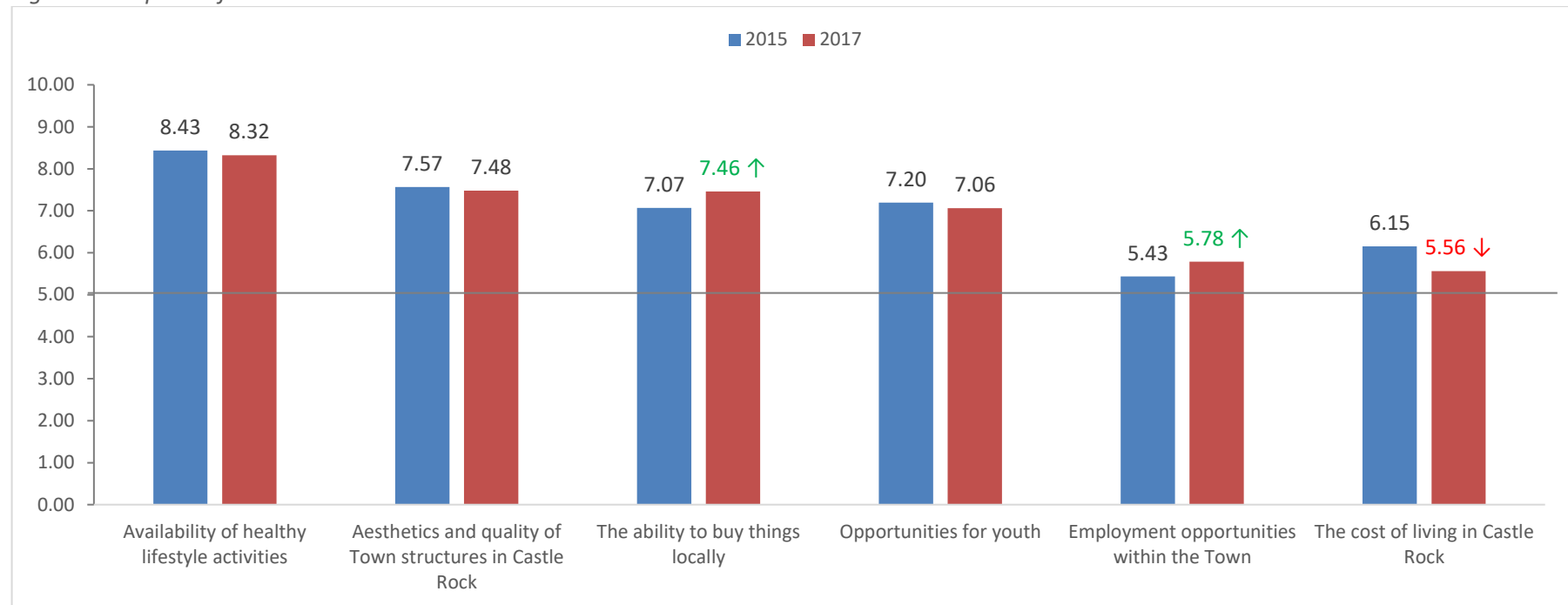
Residents were read a series of attributes regarding life in Castle Rock. As they were read these attributes, they were asked to rate each one from “Very Poor” to “Excellent.”

Overall, Castle Rock’s residents provided good to excellent ratings for most attributes. Residents are most pleased with the availability of healthy lifestyles in the Town, as well as the aesthetics and quality of Town structures.

Ratings improved regarding the ability to buy things locally, as well as employment opportunities within the Town—positive aspects of growth.

While ratings for all attributes were above the mid-point of 5 on a 0 to 10 scale, ratings decreased for the cost of living in Castle Rock.

Figure 23: Aspects of Castle Rock



CR2 – How would you rate each of the following aspects of Castle Rock

Base: All Residents

Mean score based on a scale from 0 to 10

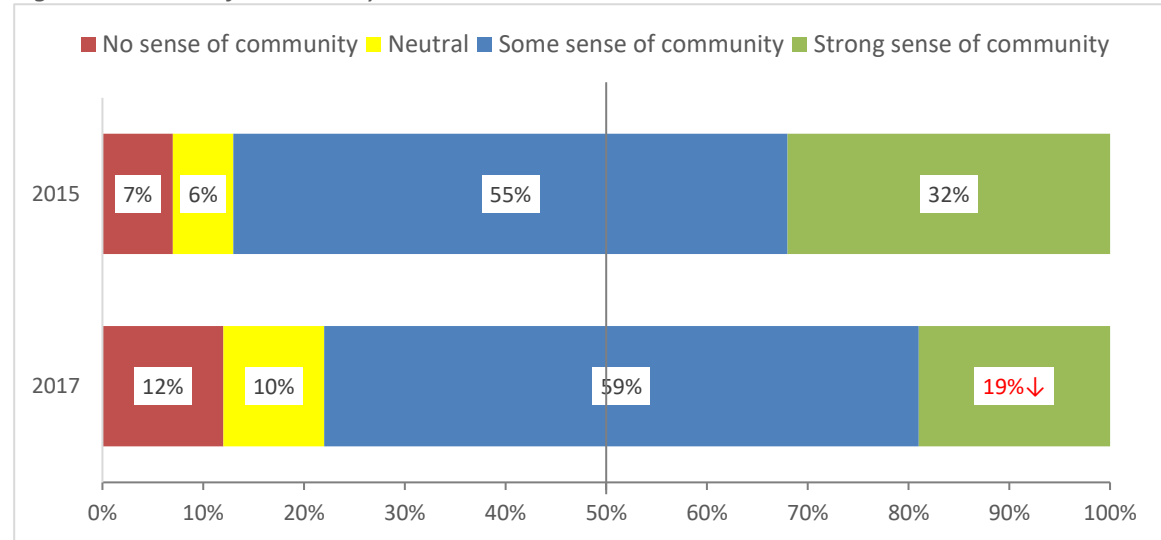
Community Character

Two important issues to the Town are the sense of community and “small town character.” Residents were asked a series of questions regarding these issues. Nearly eight out of ten residents state that Castle Rock has either some, or a strong, sense of community. There has been a decrease from 2015 in the percent who say “strong” sense of community. Most of this shift was from “strong” to “some.”

Residents were also read several possible descriptions and asked how well they fit with the idea of “small town character.”

All descriptions adequately describe small town character, with safety and open spaces rated as the most accurate descriptions. The order is the same as in 2015.

Figure 24: Sense of Community



COMM1 – Overall, how would you rate the sense of community in Castle Rock?

Base: All Residents

Figure 25: Small Town Character



COMM3 – For each of the following statements please indicate how well you feel it describes small town character

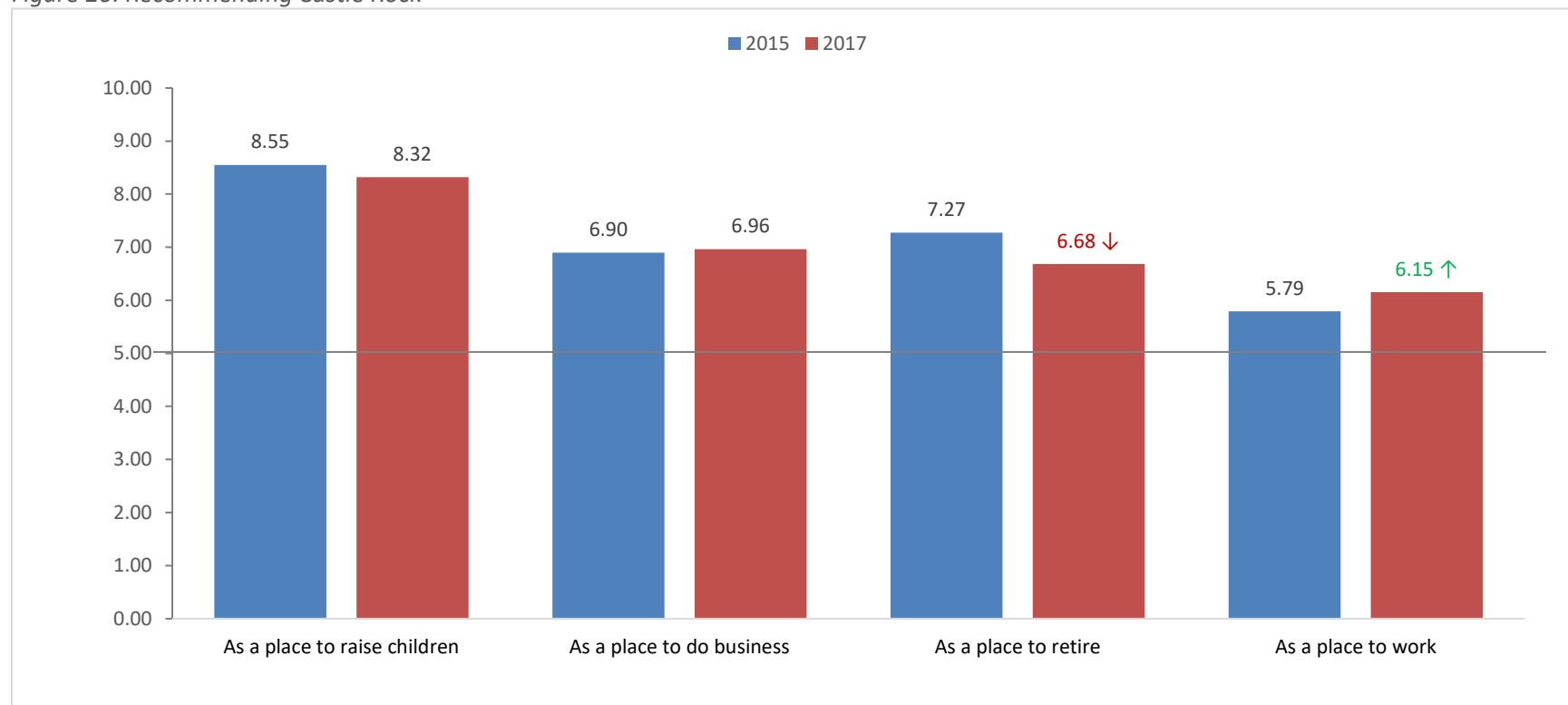
Base: All Residents

Mean score based on a scale from 0 to 10

Recommending Castle Rock

Residents were read a list of four items and asked to indicate how likely they would be to recommend Castle Rock for each one. Residents are most likely to recommend the Town as a place to raise children. While ratings have improved since 2015, they are least likely to recommend Castle Rock as a place to work.

Figure 26: Recommending Castle Rock



CR5 – How likely would you be to recommend Castle Rock to someone for each of the following

Base: All residents

Mean score based on a scale from 0 to 10

Government / Resident Involvement

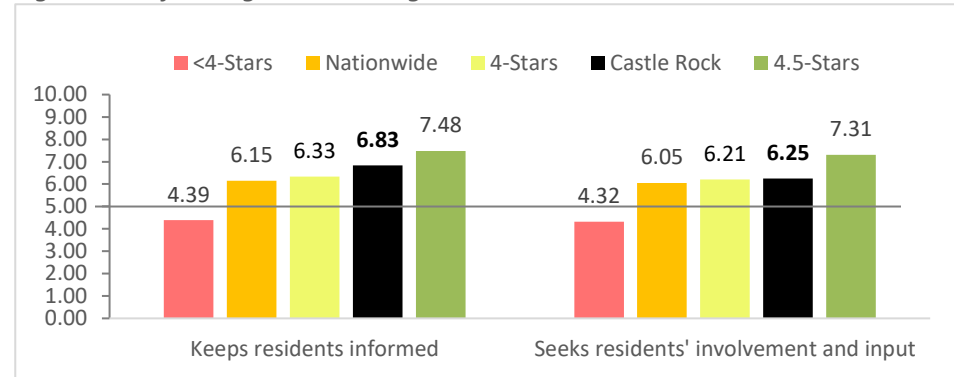
Residents were asked two questions regarding how well they believe the local government does at listening to residents and keeping them informed regarding Town happenings.

When compared to NWRG Benchmarks, the Town rates above National benchmarks and similar to 4-Star communities in these areas.

Year-over-year ratings for both attributes have decreased—an area of concern and one that should be further explored.

Two new questions were asked regarding how well the Town does keeping residents informed regarding parks and recreation and water issues. The Town does a fairly good job of keeping residents informed regarding parks and rec, but there is room for improvement in keeping residents informed on water issues.

Figure 27: Informing and Involving Residents – Mean Scores

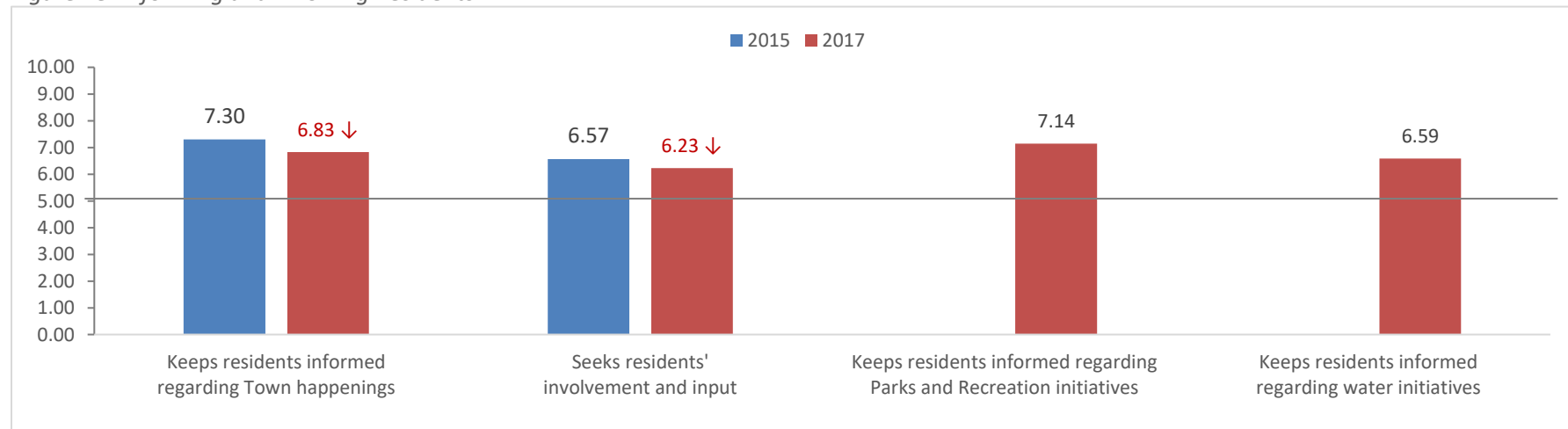


GOV1_A – Agreement with “Keeps residents informed regarding Town happenings and initiatives”

GOV1_B – Agreement with “Seeks residents’ involvement and input”

Mean score based on a scale from 0 to 10

Figure 28: Informing and Involving Residents



GOV1_A – Agreement with “Keeps residents informed regarding Town happenings and initiatives” GOV1_B – Agreement with “Seeks residents’ involvement and input”

GOV1_C – Agreement with “Keeps residents informed regarding Castle Rock water initiatives” GOV1_D – “Keeps residents informed regarding parks and recreation initiatives”

Base: All Residents Mean score based on a scale from 0 to 10

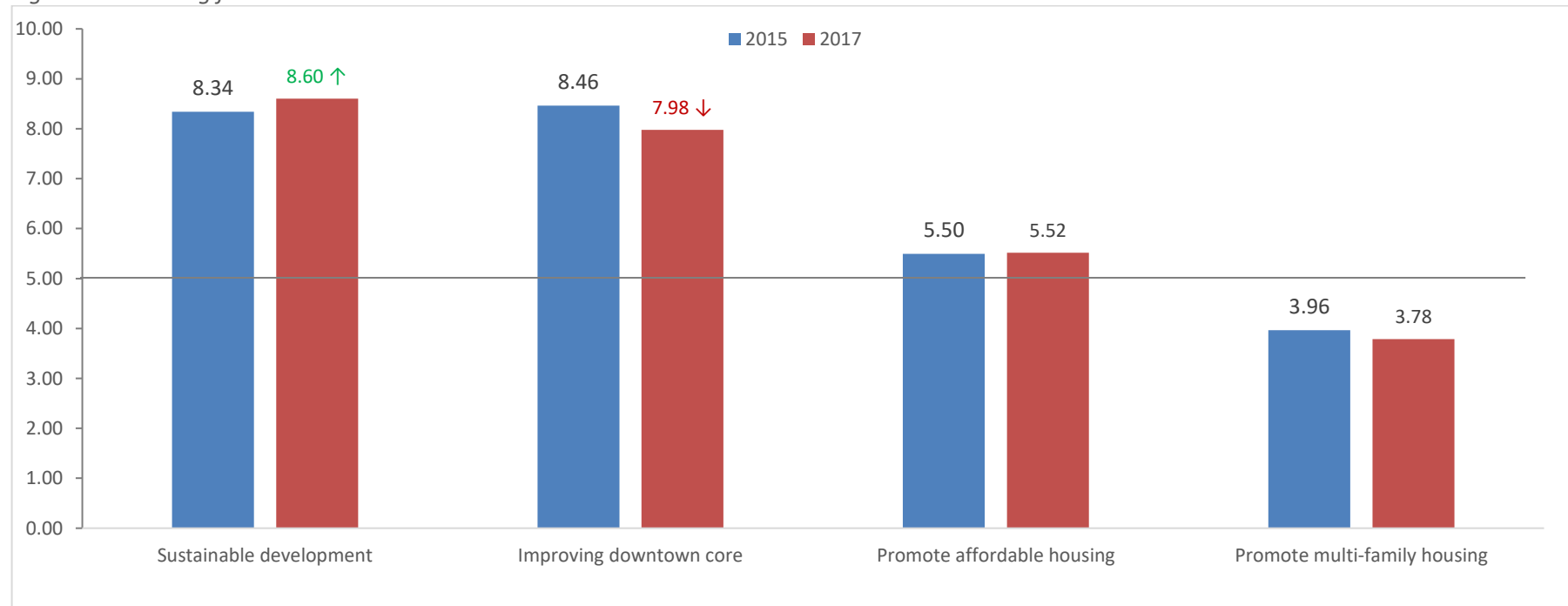
PLANNING FOR GROWTH

A Growing Town

Beginning in 2015, a series of questions have been asked to understand what areas are important to residents as the Town grows. Residents were told that the Town's population is expected to more than double by the time it is fully built out and asked to indicate their level of agreement with each statement regarding where priorities should be placed.

Focus on development techniques that can be maintained for generations and improving the Town's downtown core remain the two priorities; however, they have switched places in 2017. An increase in agreement with sustainable development combined with a decrease in improving the downtown core now places sustainable development as the top way in which to assure the Town grows appropriately.

Figure 29: Planning for Growth



GROW1 – Agreement with: “Castle Rock needs to focus on development techniques that can be maintained for generations”: “Maintaining and improving the Downtown is important to Castle Rock’s small-town character, sense of community and economic vitality”: “Castle Rock should promote the building of more multi-family housing”: “Castle Rock should promote more affordable housing”

Base: All Residents

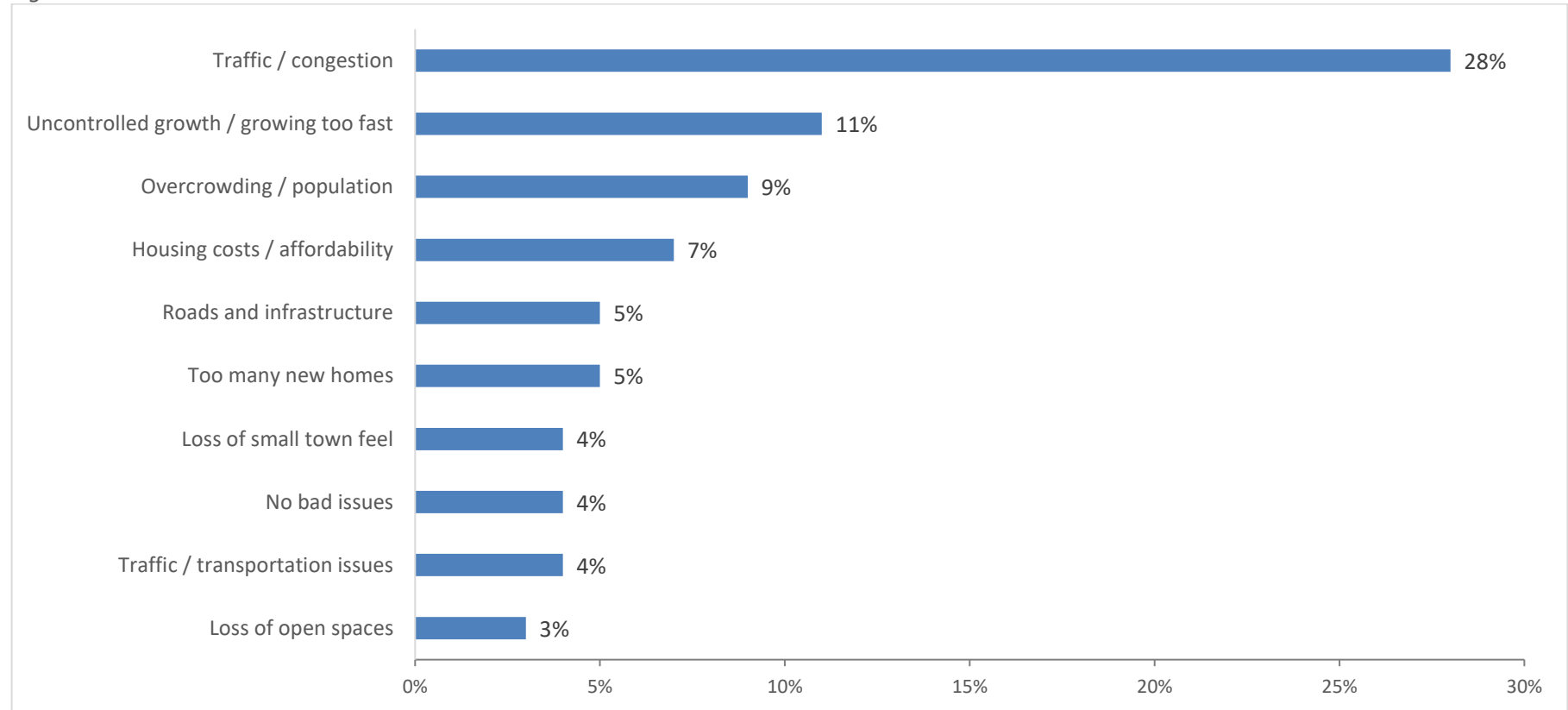
Mean score based on a scale from 0 to 10

Growth-Related Stress

Residents were asked to describe, using a one or two-word phrase, which aspect of growth was causing them the most stress. The most commonly mentioned aspect was increased traffic and congestion. This received over two and a half times as many mentions as the second most mentioned aspect, uncontrolled growth, or growing too fast.

Castle Rock is not unique regarding these challenges, as NWRG has found traffic and rapid growth to be top issues in other cities.

Figure 30: Growth-Related Stress



GROW3A – Using a one or two-word phrase, what aspect of growth in Castle Rock is causing you the most stress?

Base: All Residents

Multiple responses—may sum to more than 100%. Top 10 responses shown

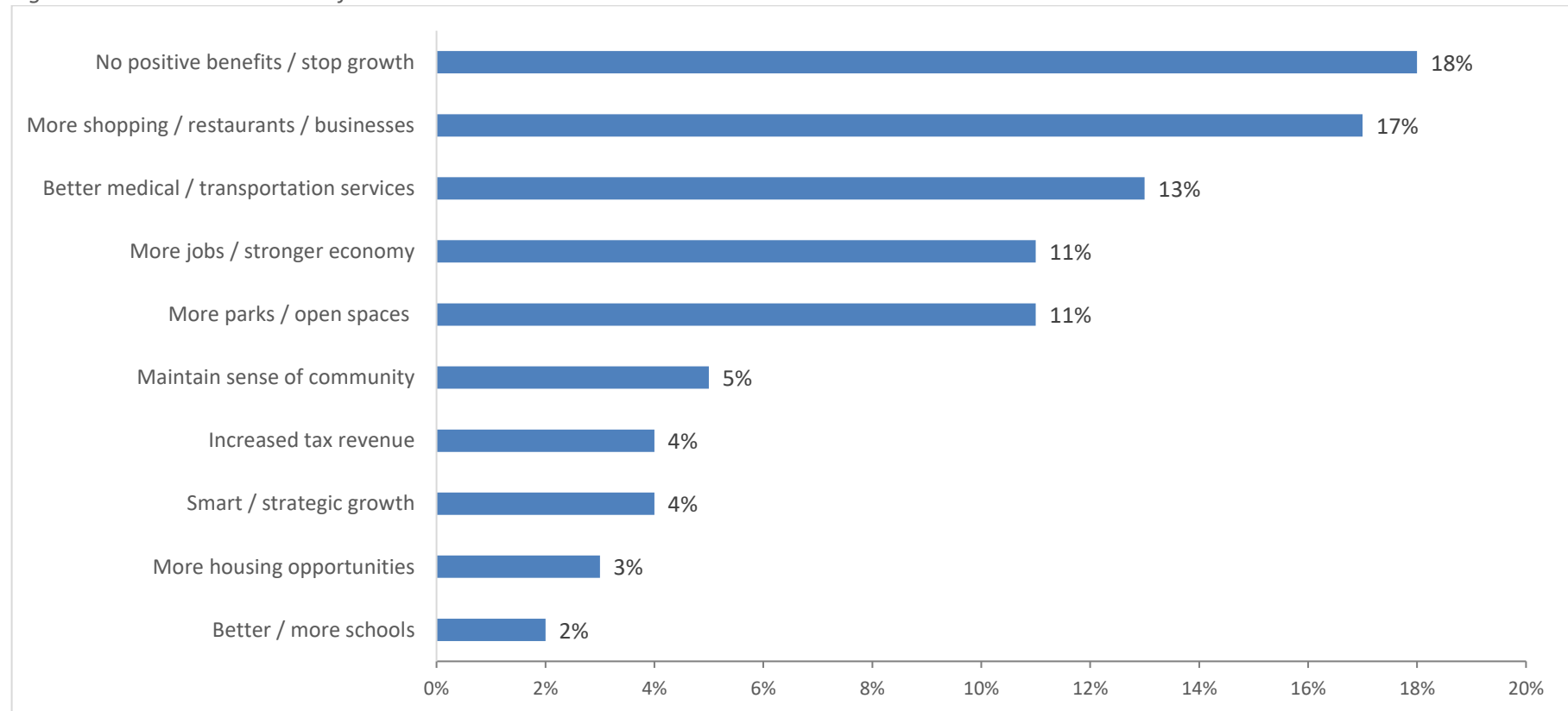
Growth-Related Benefits

Residents were also asked to describe a positive aspect of growth. While a significant percent of residents indicated there were no positive aspects of growth, most residents could identify some positives.

The theme that emerges is having more access. This includes access to more entertainment options such as shopping, restaurants, and even parks, to necessities such access to better medical support and transportation services.

The other theme that emerges is economic benefits, through more job opportunities and increased tax revenue.

Figure 31: Growth-Related Benefits



GROW3B – Using a one or two-word phrase, what aspect of growth in Castle Rock do you consider most beneficial?

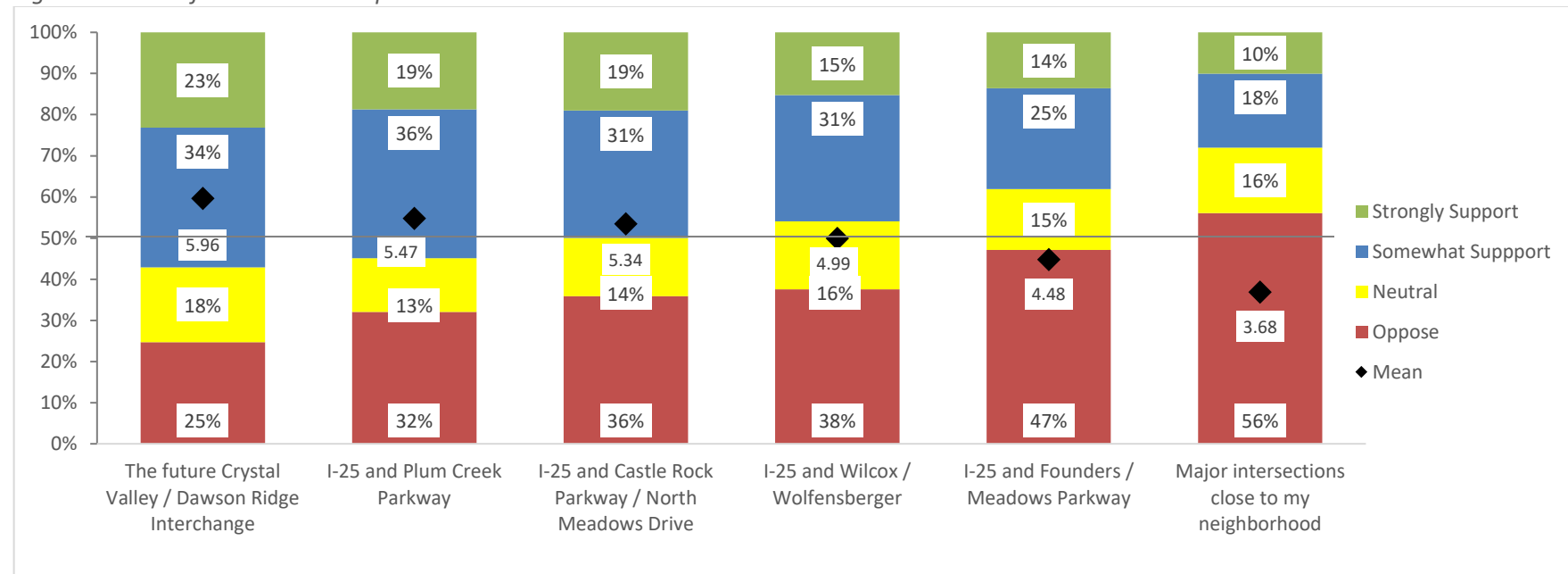
Base: All Residents

Multiple responses—may sum to more than 100%. Top 10 responses shown

Areas for Commercial Development

A new series of questions was added in 2017 to gauge support for commercial development in areas around Town. Support is greatest at the future Crystal Valley / Dawson Ridge Interchange, followed by areas along the I-25 corridor—each of these three areas received support from at least half of residents. Support for these areas is significantly higher than it is for I-25 and Founders / Meadows Parkway and development at major intersections close to their neighborhoods. Findings from the 2015 online community point to residents' concerns about increased traffic through their neighborhoods as a potential reason for the opposition to development near their neighborhoods.

Figure 32: Areas for Future Development



GROW4 – How do you feel regarding additional development occurring at each of the following places?

Base: All Residents

Mean score based on a scale from 0 to 10

SAFETY IN CASTLE ROCK

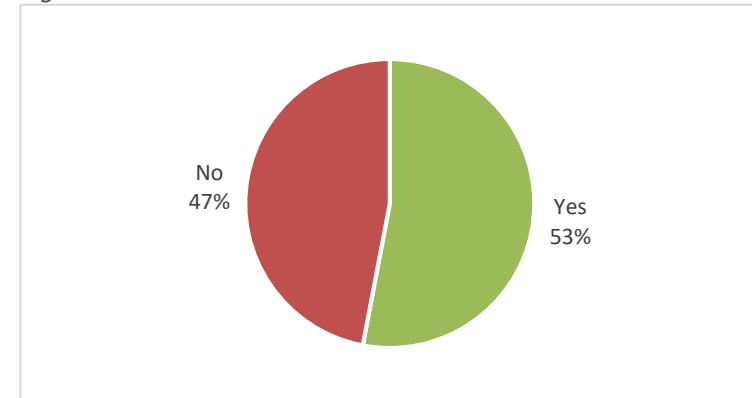
Interaction with Police Department

Residents were asked a variety of police and safety-related questions. To keep the survey length down, the first question asked was if they have had any contact with the Castle Rock Police Department in the past two years. Residents who had contacted the Police Department were asked a series of follow-up questions regarding the nature of their interaction and satisfaction with the different services.

Just over half of all residents (n=380) have had some form of contact with the police in the past two years, and the most common contact with police is interacting with an officer.

Nearly three-quarters of those who have had contact with the Police Department had an interaction with a police officer or detective.

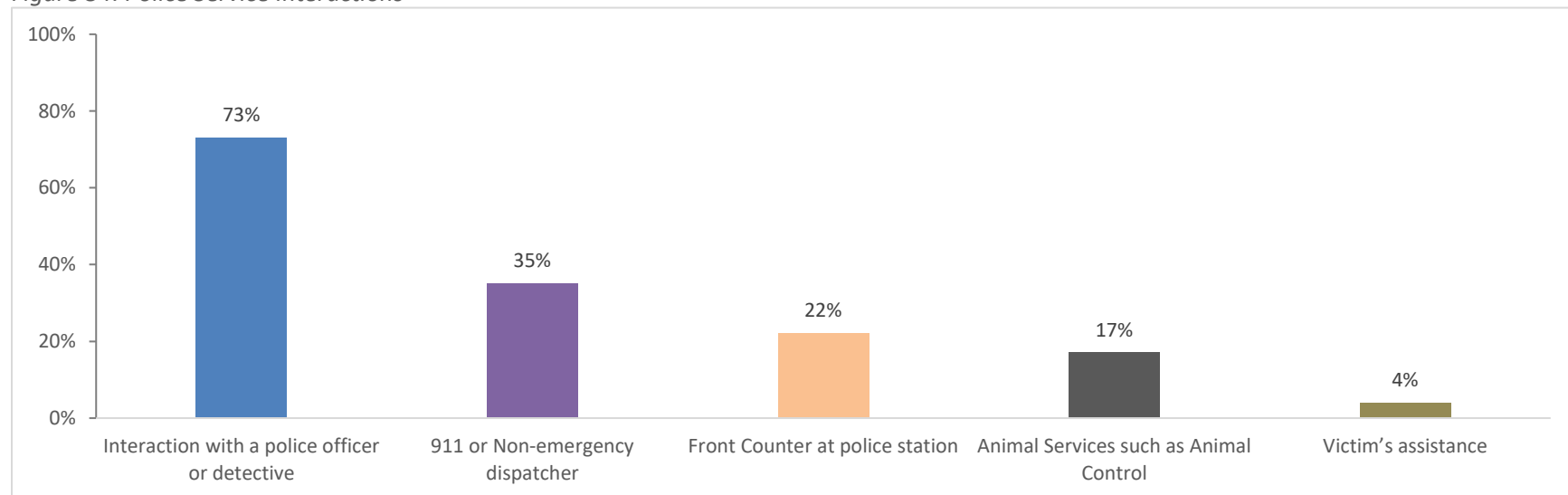
Figure 33: Contact with Police



Police1 – Have you had any contact with the Castle Rock Police Department during the past two years?

Base: All Residents

Figure 34: Police Service Interactions



POLICE1A – Which of the following Police services have you contacted or utilized in the past two years?

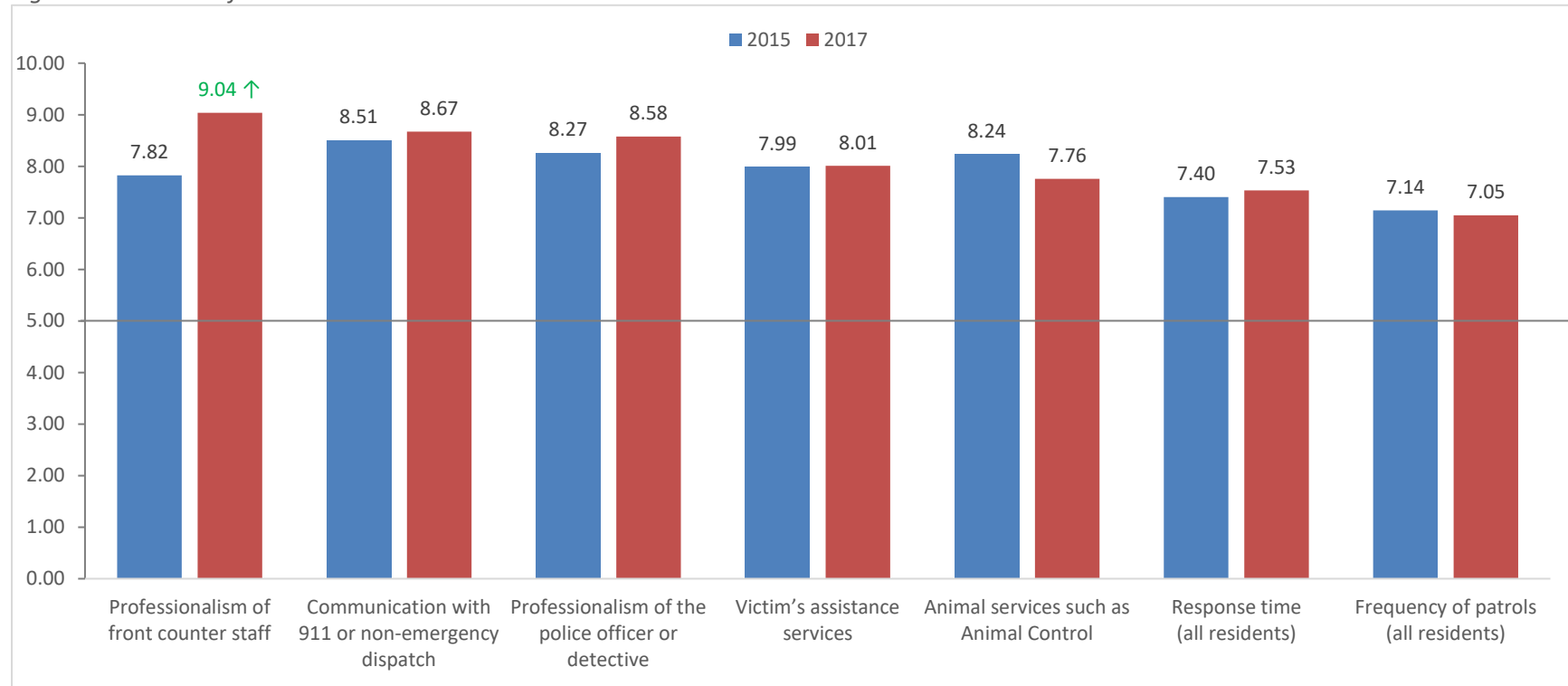
Base: Residents who have had contact with the police (n=380)

Police Performance

Residents were asked to rate the performance of the police-related services that they had contact with over the past two years.

All attributes of police service scored very well. Professionalism of the front counter staff received the highest rating, improving compared to 2015.

Figure 35: Police Performance



POLICE2 – Please rate the Castle Rock Police Department on each of the following?

Base: Residents who have had contact with the police. Each question is asked only of those residents who indicated they utilized the specific service.

Mean score based on a scale from 0 to 10

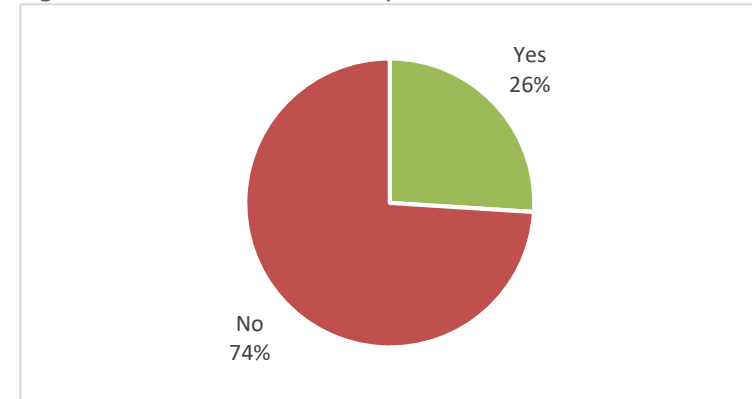
Fire Department

Similar to the Police Department, all residents were asked if they have had any interactions with the Fire Department. Those who did interact with the Fire Department were then asked a series of follow-up questions regarding the nature of and satisfaction with their interaction.

Only one in four residents has had contact with the Castle Rock Fire and Rescue Department at some point in the past two years.

Of those residents who have had contact with the Castle Rock Fire and Rescue Department, the most common contact was regarding an emergency response such as fire, medical or rescue services, followed by interactions at a community event.

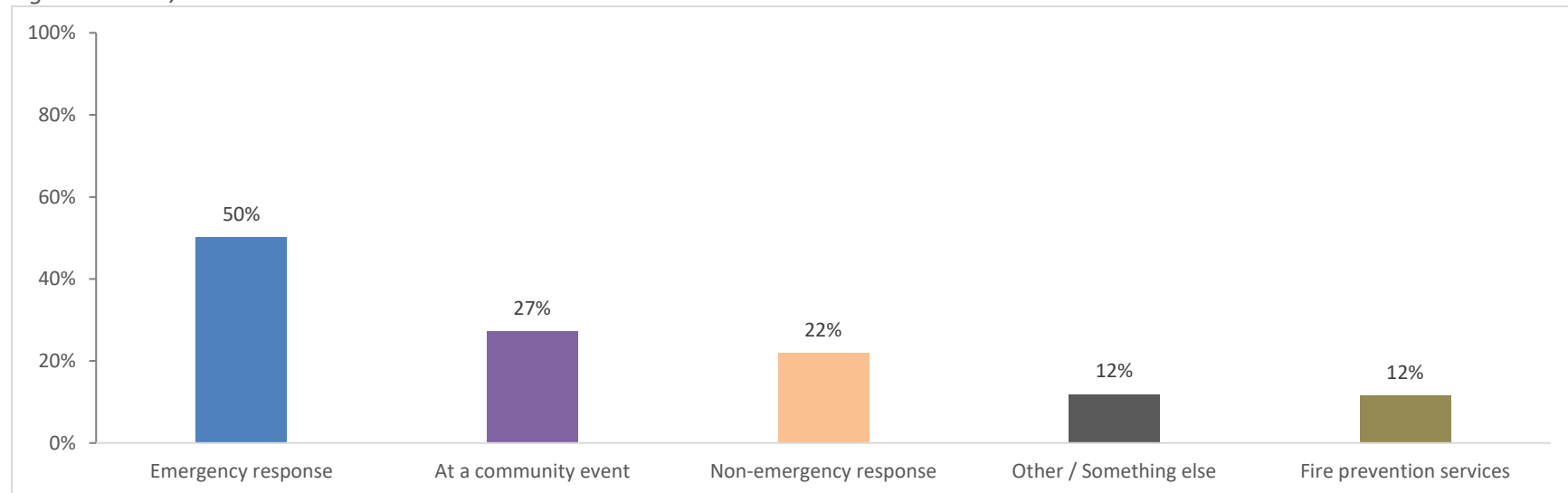
Figure 36: Contact with Fire Department



FIRE1 – Have you had any contact with the Castle Rock Fire and Rescue Department in the past two years?

Base: All Residents

Figure 37: Fire / Rescue Services Utilized



FIRE1A – Which of the following Fire and Rescue services have you contacted or utilized in the past two years?

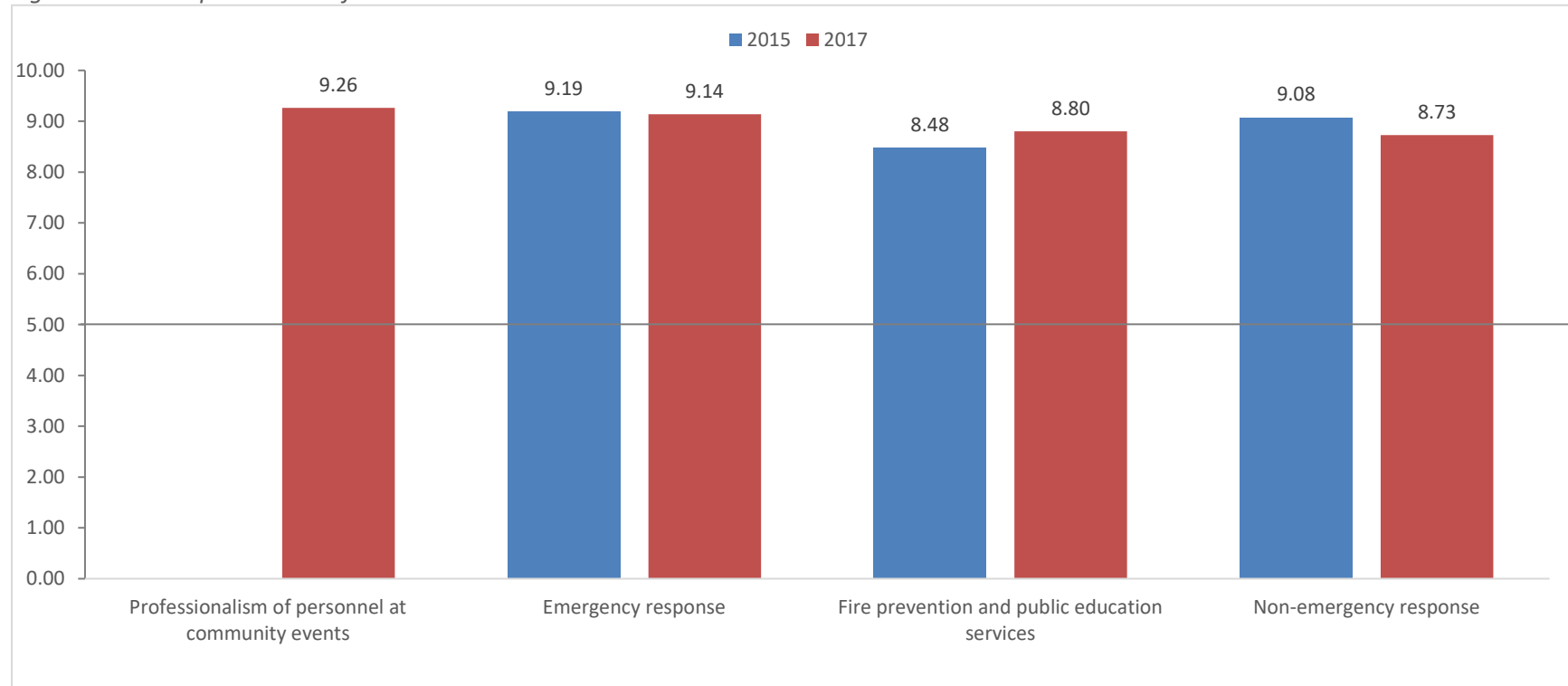
Base: Residents who have had contact with the Fire and Rescue Department (n=189)

Fire Department Performance

Residents were asked to rate the performance of the Fire Department regarding the services that they had used over the past two years.

All attributes services of fire service scored very well—all similar to 2015.

Figure 38: Fire Department Performance



FIRE2 – Please rate the Castle Rock Fire and Rescue Department on each of the following?

Base: Residents who have had contact with the police. Each question is asked only of those residents who indicated they utilized the specific service.

Mean score based on a scale from 0 to 10

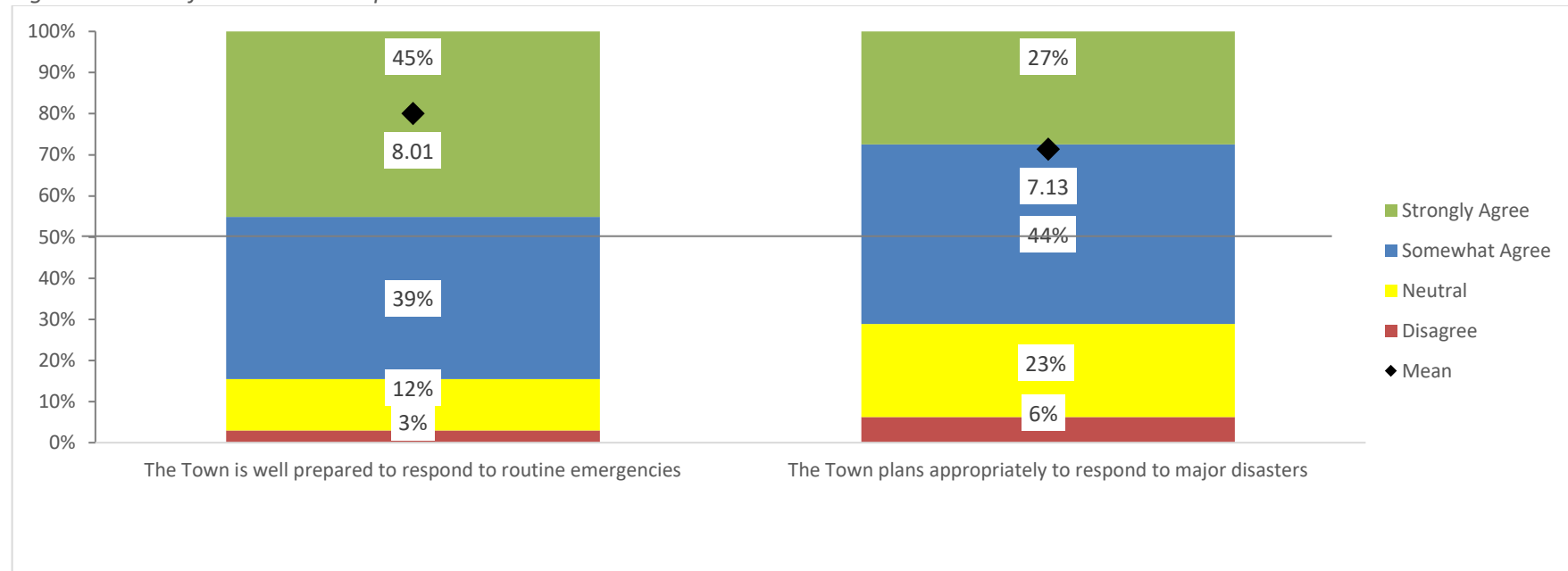
The Town's Emergency Preparedness

The 2017 Resident Survey introduced a series of new questions to gauge how well residents feel the Town is prepared for routine and major emergencies.

Residents clearly feel that the Town is well prepared to respond to routine emergencies such as fires and emergency medical—mean score of 8.01 out of a possible 10.

While agreement is still fairly high, residents are slightly less in agreement that the Town plans appropriately to respond to major disasters such as chemical spills, floods, or train derailments.

Figure 39: Areas for Future Development



FIRE4_A – The Town plans appropriately to respond to major disasters such as chemical spills, floods, or train derailments.

FIRE4_B – The Town is well prepared to respond to routine emergencies such as fires and emergency medical.

Base: All Residents

Mean score based on a scale from 0 to 10

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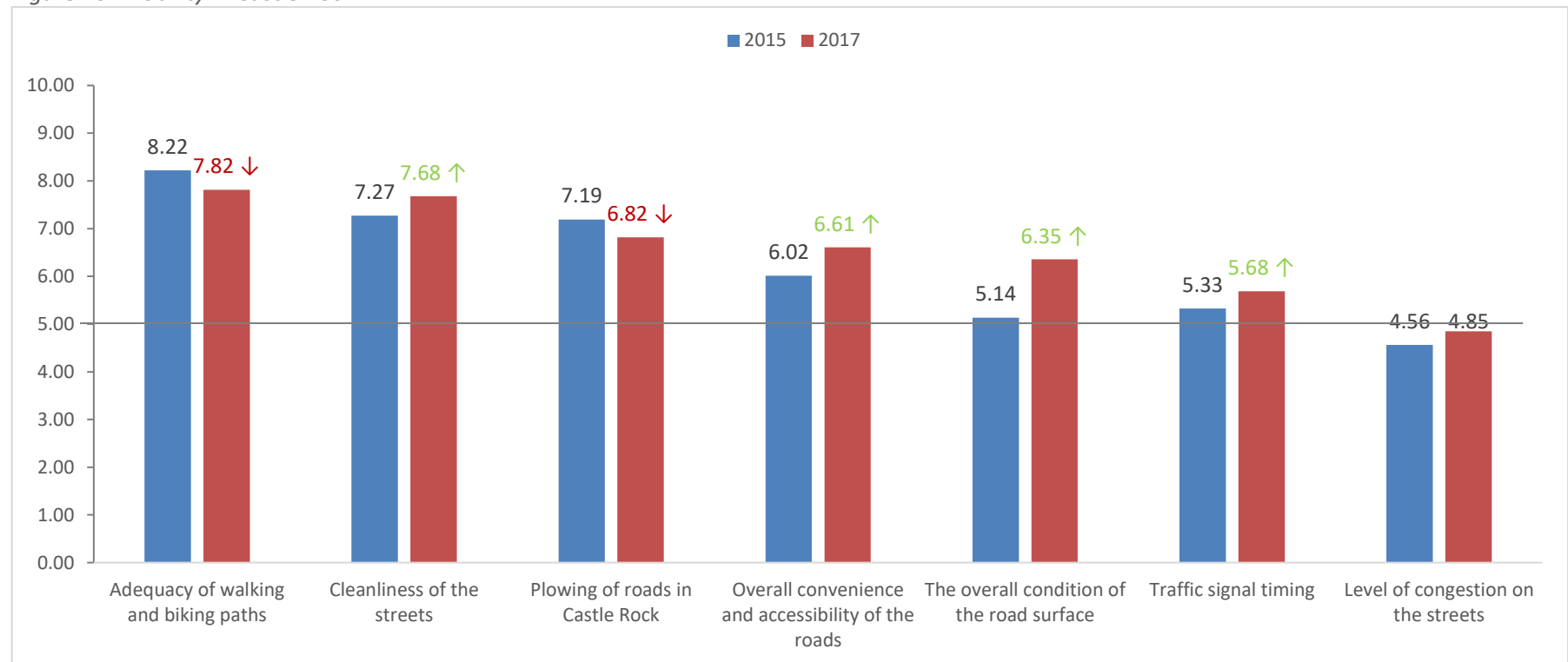
PUBLIC WORKS AND MOBILITY

Residents were asked a series of questions regarding roads, traffic, and mobility in Castle Rock. In 2015, we asked residents to exclude Meadows/Founders Parkway, as there was ongoing construction at the time. We removed that exclusion in 2017, so while the results are trended between 2015 and 2017, some caution should be taken due to the inclusion/exclusion of Meadows/Founders Parkway.

As mentioned earlier in this report, most aspects of Mobility have shown improvement.

- The most improvement was seen regarding the overall condition of the road surface which increased from a “neutral” mean score (5.14) to a “good” score (6.35).
- The exceptions are the adequacy of walking and biking paths and the plowing of the roads—both of which decreased.
- The level of congestion in the streets remains the lowest-rated aspect of mobility in 2017—just as in 2015.

Figure 40: Mobility in Castle Rock



PUB2 – How would you rate each of the following...

Base: All Residents

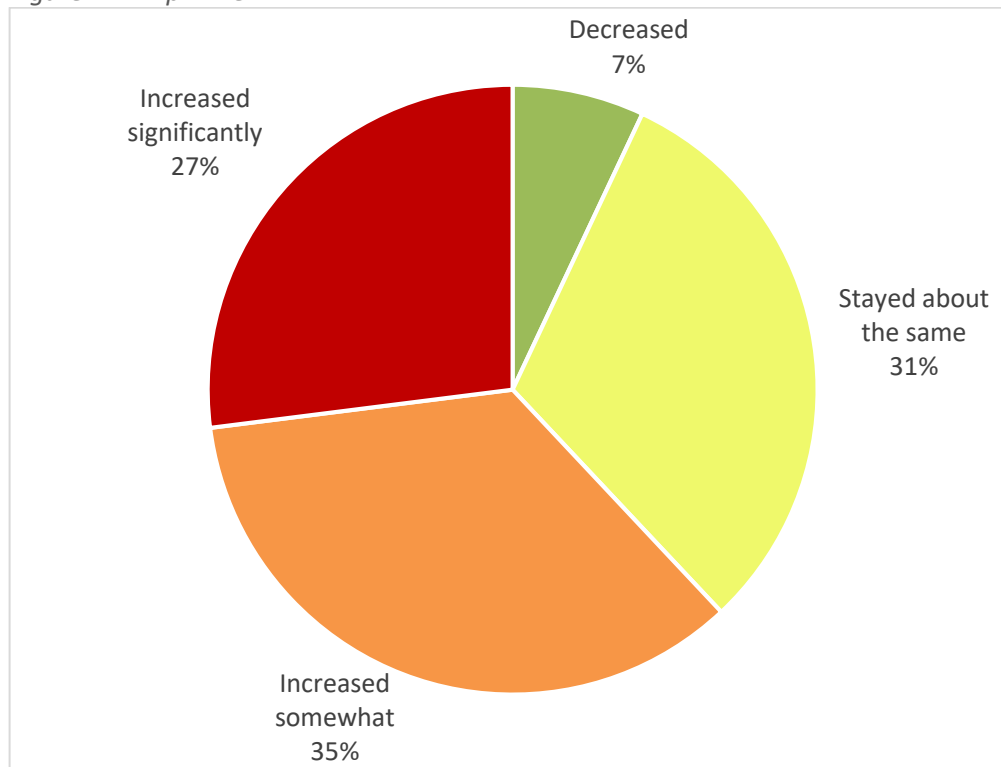
Mean score based on a scale from 0 to 10

Trip Time

A new question was introduced in 2017 asking residents how their trip time compares to two years ago.

Two-thirds of residents state that their trip time has increased in the past two years.

Figure 41: Trip Time



PUB5 – Take a moment to think about the trip you take most often within the Town. Over the past two years, has the amount of time taken that trip increased, decreased, or stayed the same?

Base: All Residents

CASTLE ROCK WATER

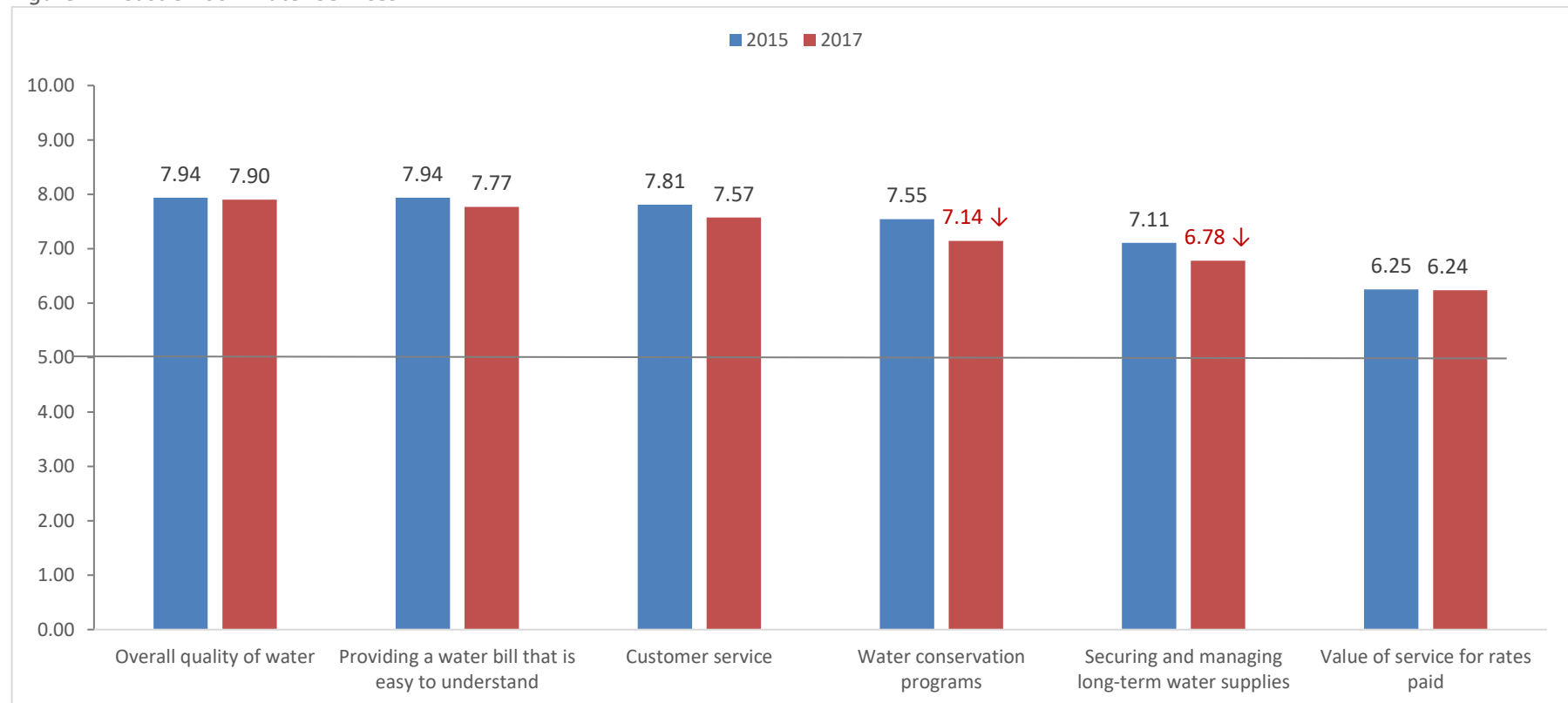
Castle Rock Water Performance

Residents were read a list of the Castle Rock Water functions and asked to rate the performance of each statement.

Overall, residents rate water services quite high, specifically regarding the quality of services being provided. While still quite high, performance regarding water conservation programs and securing long-term water supplies have decreased when compared to 2015.

Similar to results in 2015, the value of service for rates paid remains the lowest-rated aspect.

Figure 42: Castle Rock Water Services



UTIL1 – Please indicate how well Castle Rock Water is doing on each of the following items. . .

Base: All Residents

Mean score based on a scale from 0 to 10

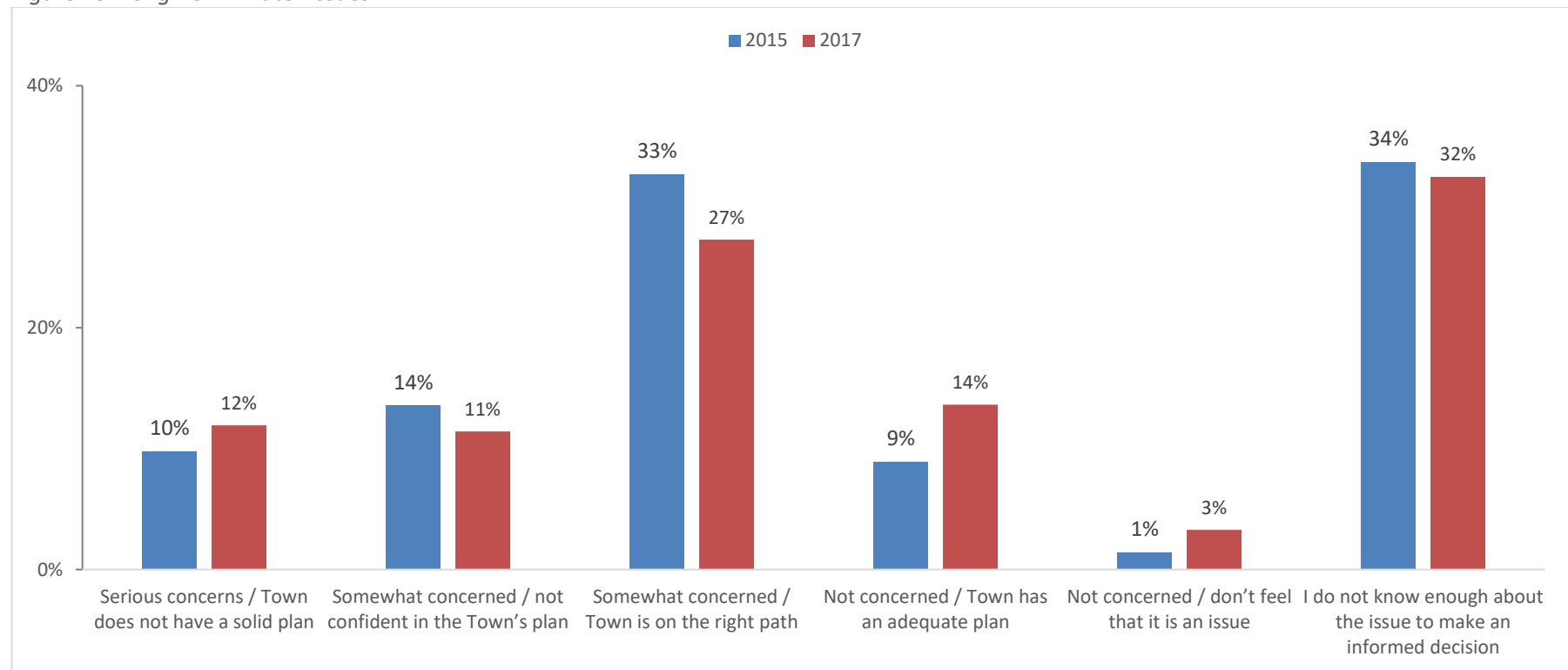
Long-Term Water Issues

Residents were read a series of statements regarding long-term water issues in Castle Rock and asked to indicate which statement best describes their feelings.

Results are very close to those in 2015. While there are some minor differences, none of them are large enough to be statistically significant. That is, all differences between 2015 and 2017 are within the margin of error.

Just as with 2015, one-third of the residents said that they do not know enough about Castle Rock's long term water issues and plans to make an informed decision—continuing to show an area of outreach for the Town.

Figure 43: Long-Term Water Issues



UTIL3 – Which one of the following statements best describes your current feelings about long-term water issues in Castle Rock?

Base: All Residents

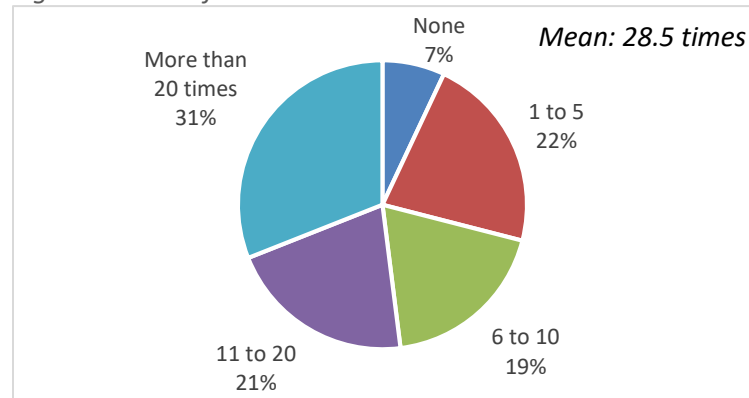
PARKS AND RECREATION

Use of Parks and Open Spaces

The clear majority of residents visited one of the Town's parks or used one of the trails or open spaces in the past year.

Over eight out of ten residents believe they are getting their money's worth when it comes to parks and recreation activities—the same as in 2015.

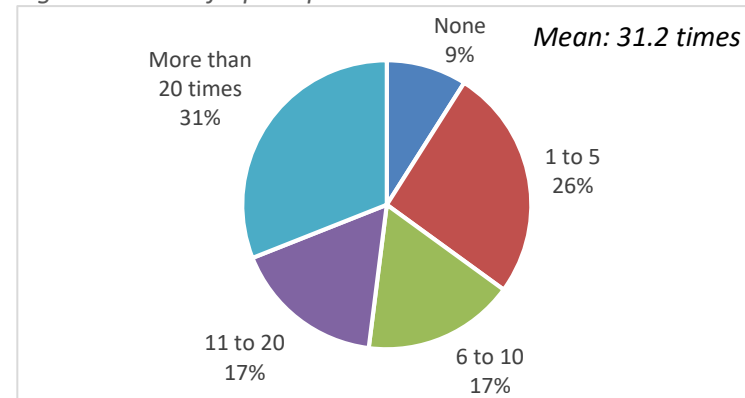
Figure 44: Use of Town Parks



PARK8A – In the past 12 months, how many times have you visited any of the Town's parks?

Base: All Residents

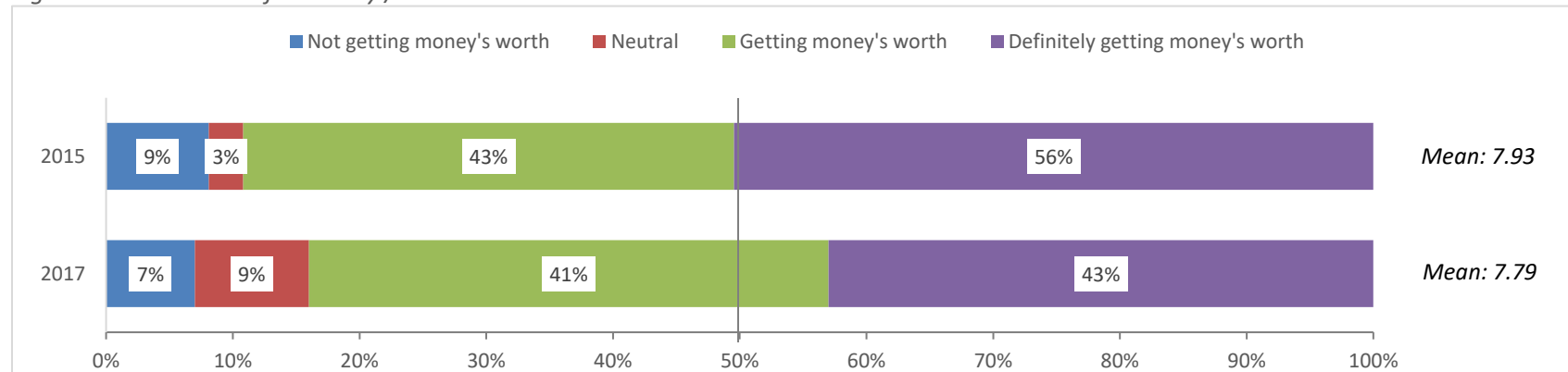
Figure 45: Use of Open Spaces



PARK8A – In the past 12 months, how many times have you used any of the trails or open spaces in Castle Rock?

Base: All Residents

Figure 46: Parks-Value for Money / Fees Paid



PARK7 – Thinking about the parks and recreation services you have used in Castle Rock, do you feel that you are getting good value for any fees paid?

Base: All Residents

Preferred Types of Parks

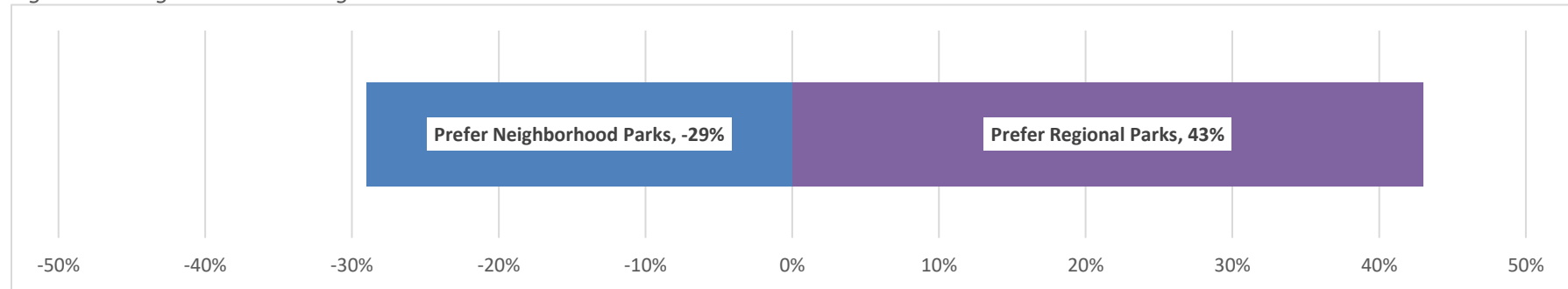
Two new questions were introduced in 2017. The purpose of these questions was to gain insight into residents' priorities on future parks development. The first question asked residents if they would prefer future development to focus on neighborhood parks or regional parks.

- Residents expressed a clear interest in the development of regional parks over neighborhood parks. It should be noted that 28 percent of residents indicated having no preference (not shown below).

The second question asked for residents' preference on how to handle youth sports—should the Town add youth sports facilities to existing neighborhood parks, or should the Town focus on developing a dedicated youth sports complex.

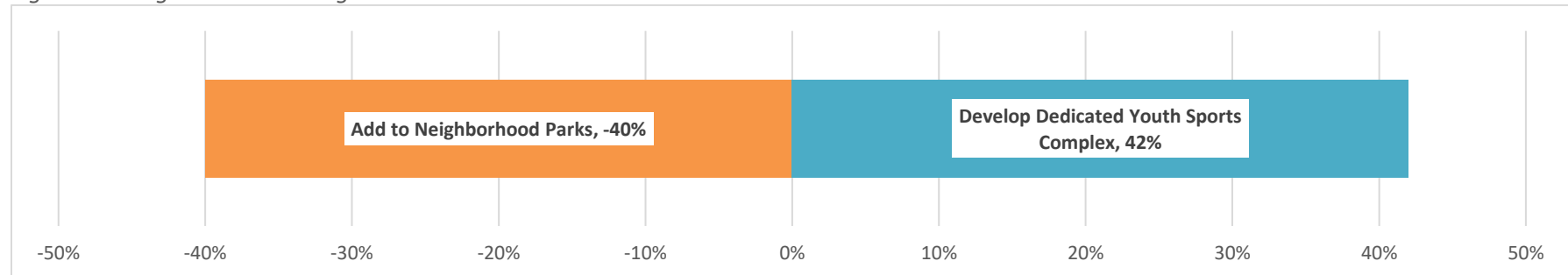
- Residents are fairly divided on this issue, with neither option having any real support over the other. It should be noted that 18 percent of residents indicated having no preference (not shown below).

Figure 47: Neighborhood vs. Regional Parks



PARK10 – The Town is responsible for two types of parks, neighborhood parks such as Bison or Matney Park, and regional parks such as Philip S. Miller Park. Which of the two types of parks should the Town prioritize over the next several years? Base: All Residents – EXCLUDES “Neutral / No preference” responses.

Figure 48: Neighborhood vs. Regional Parks



PARK9 – Would you prefer the Town add athletic fields to the neighborhood parks or would you prefer the Town create a single, large complex dedicated to youth sports? Base: All Residents – EXCLUDES “Neutral / No preference” responses.

Park Priorities for Future Development

Residents were read a list of eight potential improvements related to parks and recreation and asked to indicate the three most important ones. The chart below left shows the percent of residents who listed each improvement as the first choice / top priority. The chart below right shows how often each improvement made it into any of the top three. The below right chart sums to greater than 100 percent.

- Residents show a clear preference for the development of facilities at the Rueter-Hess Reservoir. This receives the most mentions as the top priority and most mentions as one of the top three priorities overall.
- Following behind development of the reservoir are development of indoor sports fields and an indoor ice rink. These two are very close in priority to one another.

Figure 49: Top Choice for Parks / Rec Development

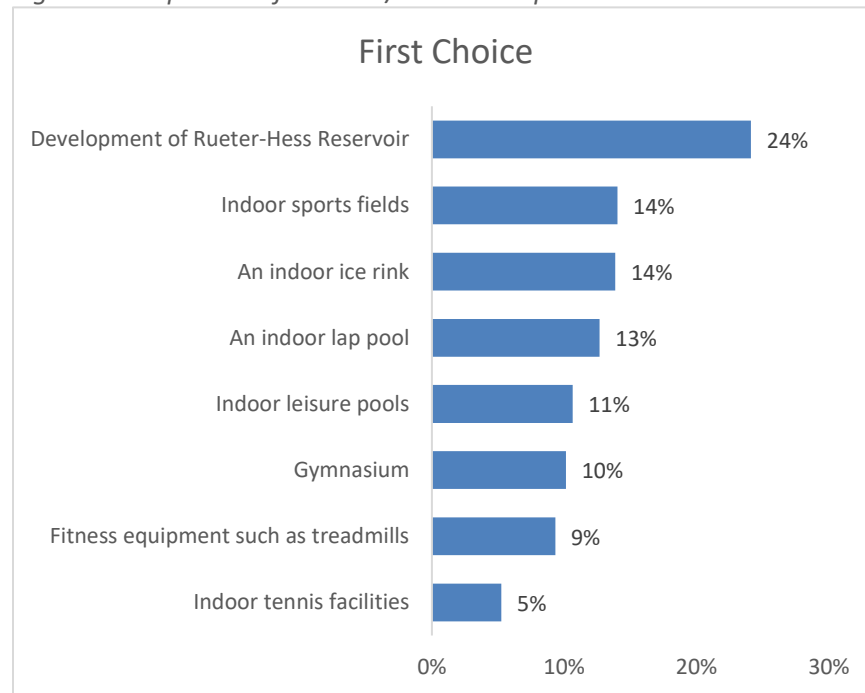
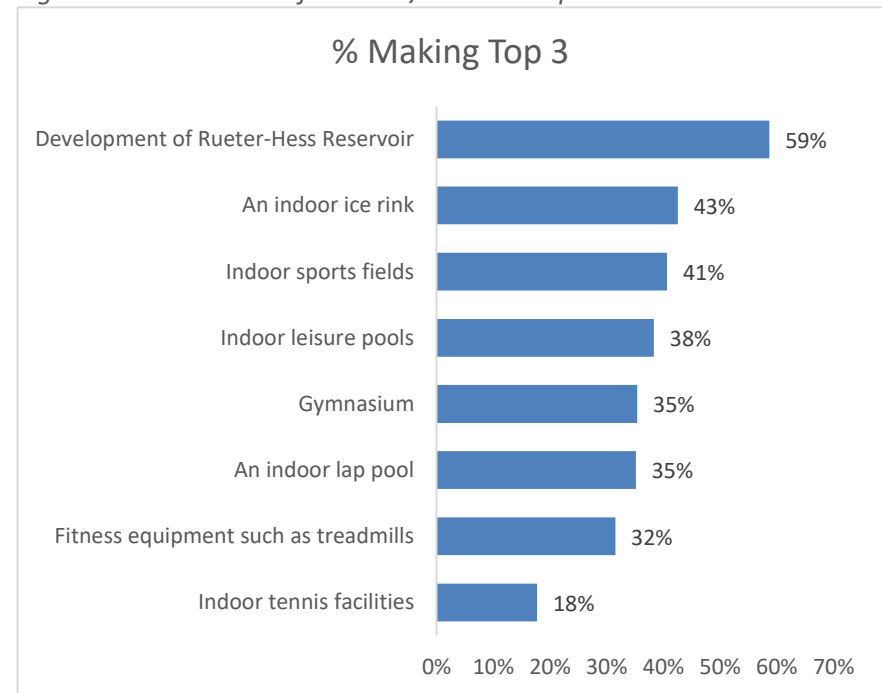


Figure 50: All Mentions for Parks / Rec Development



PARK11 – Below is a list of eight potential improvements. Of these, please indicate your top three choices. Type “1” next to the item which is most important to you, a “2” next the second most important, and a “3” next to the third most important.

Base: All Residents

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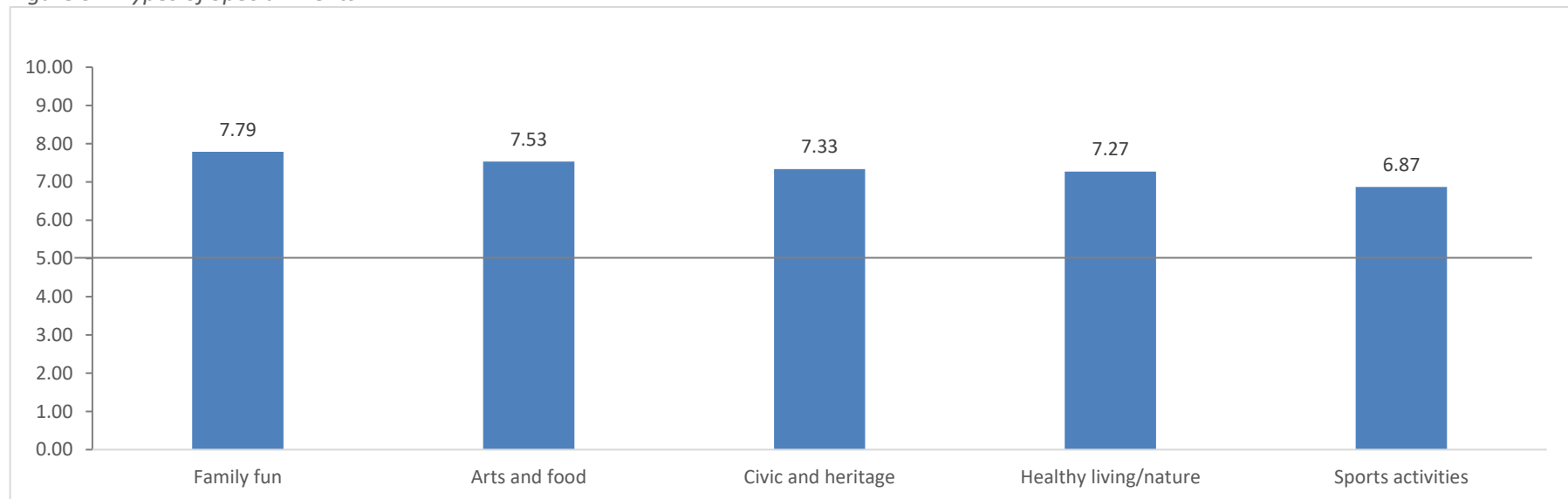
SPECIAL EVENTS

Types of Special Events

Town residents were then asked to indicate which categories of special events are most important to them.

Not surprisingly, residents said that all types of special events are important, with family fun being the most important, followed by civic and heritage events. This is the same order of importance as seen in 2015.

Figure 51: Types of Special Events



SE2 – To help the Town determine the focus of special events, please rate the overall importance for each of the following events categories.

Base: All Residents

Mean score based on a scale from 0 to 10

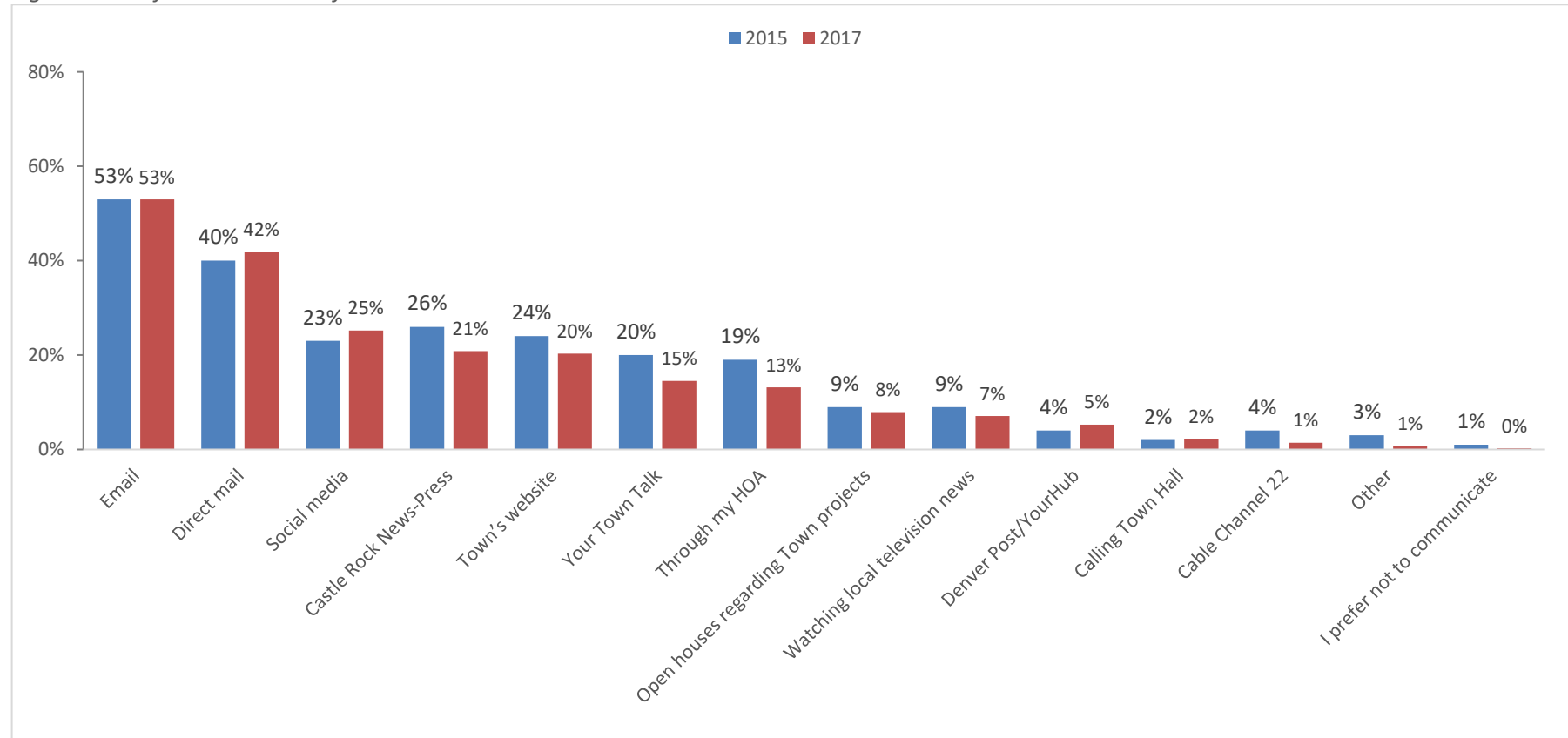
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COMMUNICATIONS AND MEDIA

Communicate with the Town

Residents were asked how they would prefer to communicate with or receive information from the Town of Castle Rock. Over half of the residents say that they prefer to use e-mail to communicate with the Town. The second most preferred method for receiving information from the Town is through direct mail. These results are similar to those found in 2015.

Figure 52: Preferred Methods of Communication



MEDIA1 – How would you prefer to communicate or receive information from the Town of Castle Rock?
Base: All Residents

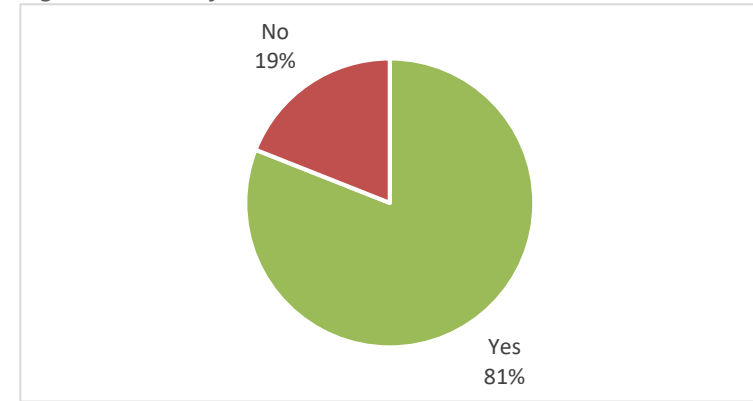
Town Website

Residents were asked a series of questions regarding the Town's website.

Four out of five residents have accessed the Town's website in the past two years. Those who have visited the website were asked a series of follow-up rating questions on various aspects of the website.

Overall, the website receives moderately high remarks with little variance between the highest-rated attribute—quality and accuracy of information—and the lowest-rated attribute—ease of providing feedback.

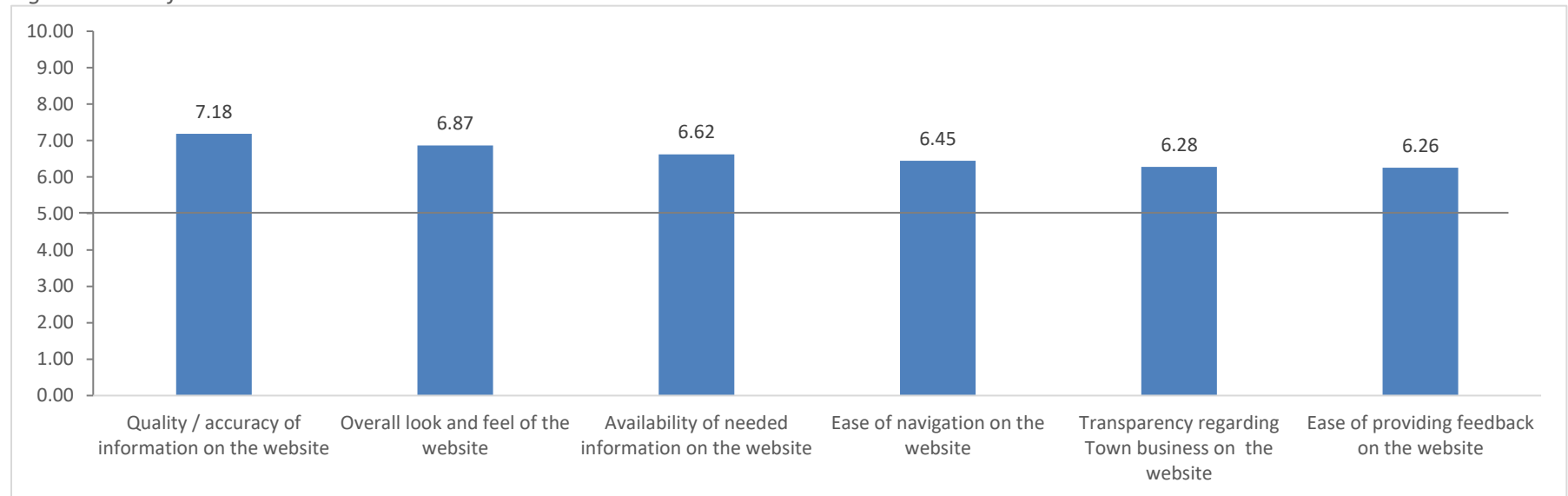
Figure 53: Use of Town Website



WEB1 – Have you accessed the Town's website in the past two years?

Base: All Residents

Figure 54: Satisfaction with Town Website



WEB2 – Please rate the following aspects of Castle Rock's website. . .

Base: All Residents

Mean score based on a scale from 0 to 10

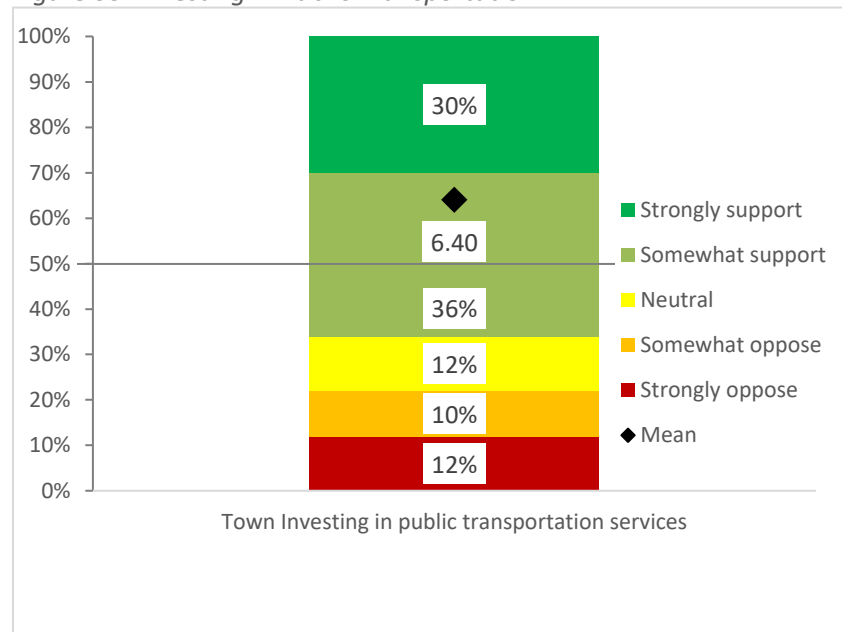
SPECIAL TOPICS

Public Transportation in the Town

Residents were asked two questions regarding support for public transportation in within the Town limits. The first question asked about their support for the Town investing in public transportation. The second question asked willingness to pay an additional tax to develop public transportation.

- While there is support for the Town investing in public transportation services within the Town limits, support drops when these residents are asked for their willingness to pay—more than half of residents are not willing to pay an additional tax to develop transportation system.
- It should be noted, the questionnaire only asked residents who supported investing in public transportation (rating of 6 or higher) the follow-up question. The assumption was that if residents opposed investing that they would also oppose paying an additional tax to develop the service. The “willingness to pay” question was rebased so that those who do not support the Town investing were coded as not at all willing to pay it.

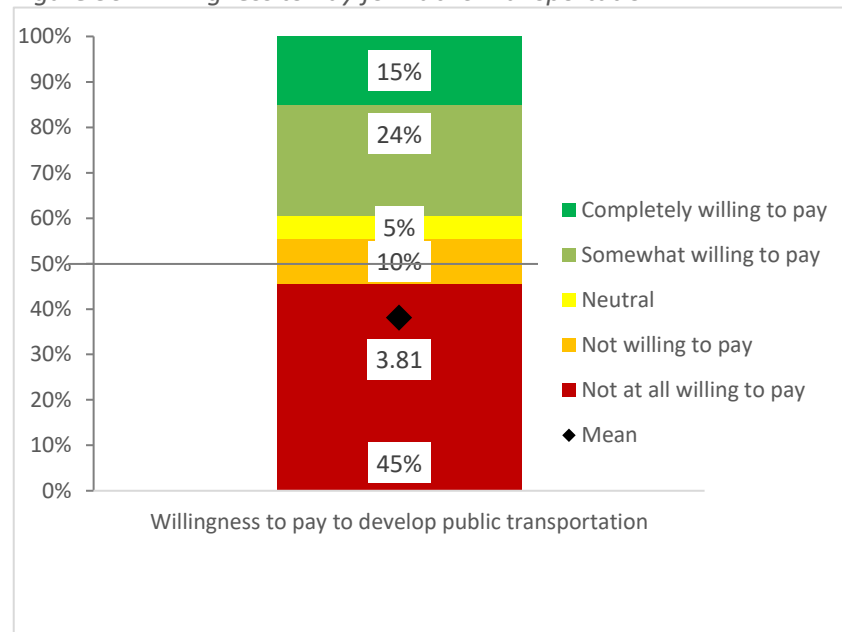
Figure 55: Investing in Public Transportation



SPECIAL3 – Would you support or oppose the Town investing in public transportation services within the Town limits of Castle Rock?

Base: All Residents

Figure 56: Willingness to Pay for Public Transportation



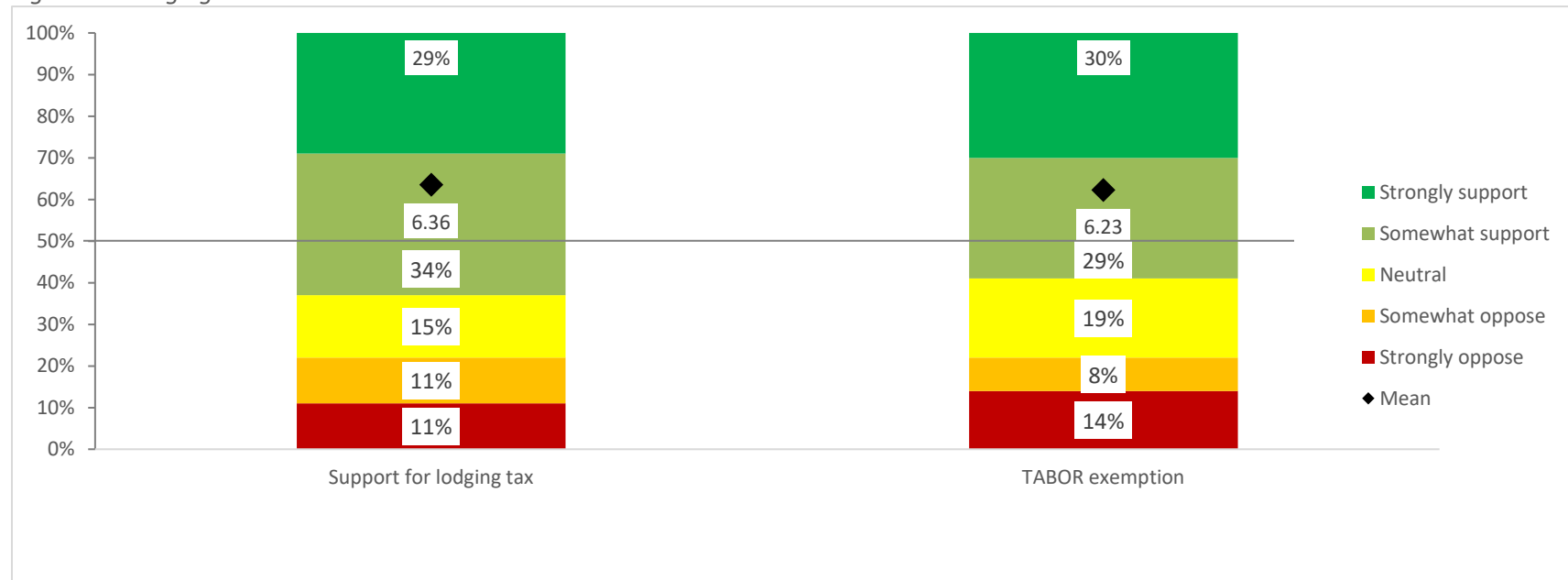
SPECIAL3A – Would you be willing to pay an additional tax so that the Town can develop a public transportation system within the Town limits of Castle Rock?

Base for SPECIAL3A: Those who support the Town investing in public transportation services – rebased to include all respondents

Lodging Tax and TABOR

Two final questions were asked regarding support for funding opportunities: enacting a lodging tax and allowing a five-year TABOR exemption. Nearly two-thirds (64%) of residents support the Town implementing a lodging tax, and 60 percent support a five-year TABOR exemption.

Figure 57: Lodging Tax and TABOR



SPECIAL2 – Do you support or oppose a five-year TABOR exemption allowing additional expenditures for police, fire, emergency medical, and transportation purposes?

SPECIAL4 – Would you support or oppose implementing a lodging tax?

Base: All Residents

BUSINESS SURVEY

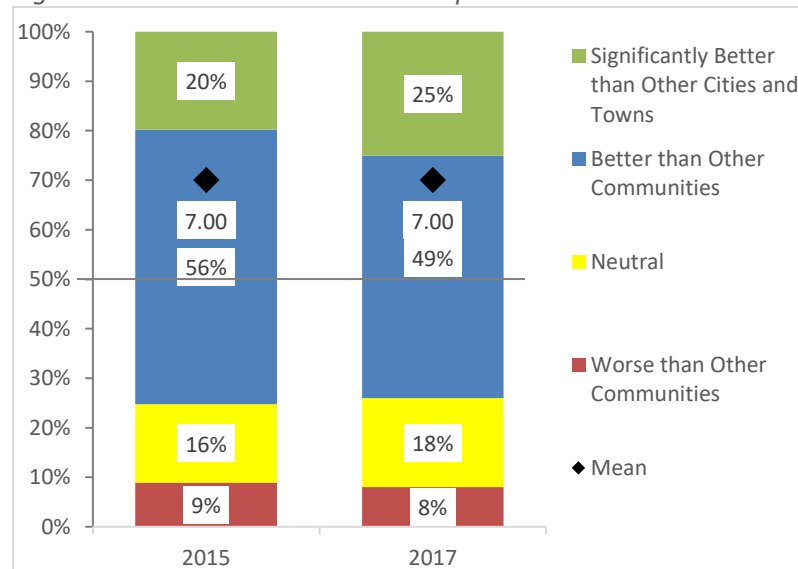
Castle Rock as a Place to Operate a Business

Business owners and operators were asked several questions similar to NWRG's 5-Star power questions. These questions were modified slightly so that they relate to business needs.

When asked how Castle Rock rates compared to other communities as a place to operate a business, just under three out of four owner/operators said that Castle Rock is better than other communities—this is the same as 2015.

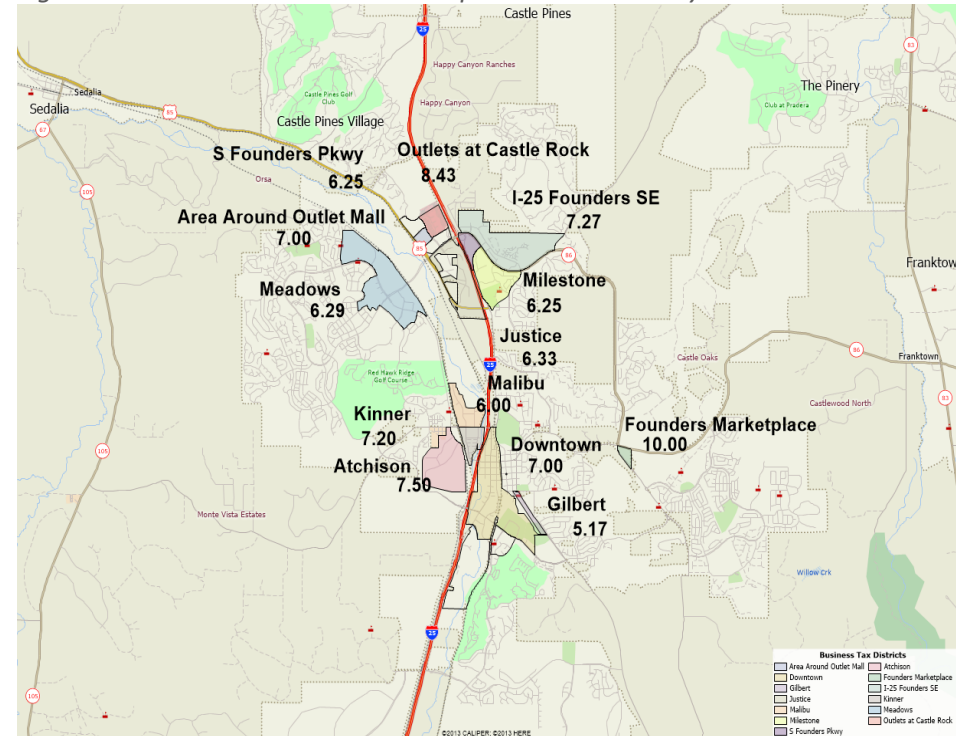
While businesses rate Castle Rock lower than residents when comparing the Town to other communities, they still rate it quite high, with a mean score of 7.00 on a 0 to 10 scale.

Figure 58: Castle Rock as a Place to Operate a Business



BNWRG2 – From what you have experienced, seen, or heard, compared to other cities and towns, how would you rate Castle Rock as a place to operate a business?
Base: All businesses

Figure 59: Castle Rock as a Place to Operate a Business by Business District



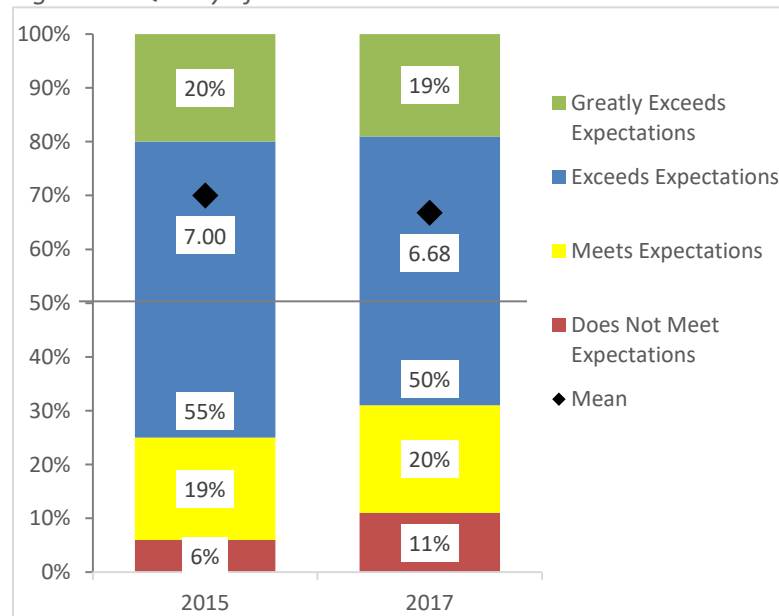
Quality of Services Provided to Businesses

Also, similar to the resident survey, businesses were asked to rate the overall quality of services provided to businesses by the Town.

Overall, businesses rate the services above average, with a mean score of 6.68 on a 0 to 10 scale, and seven out of ten business owners/operators saying that the quality of service exceeds their expectations. Results are similar to 2015.

Similar to the findings for Comparability to other communities, business owner/operators rate the quality of services provided slightly lower than residents.

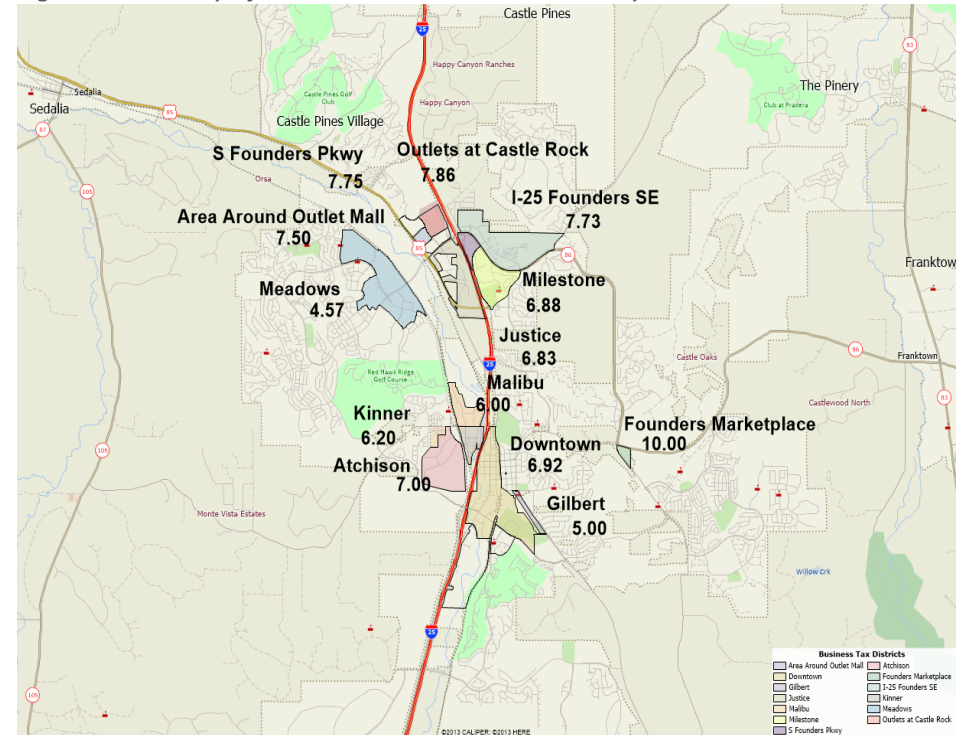
Figure 60: Quality of Services Provided to Businesses



BNWRG3 – How would you rate the overall quality of services provided to businesses by the Town of Castle Rock?

Base: All businesses

Figure 61: Quality of Services Provided to Business by Business District

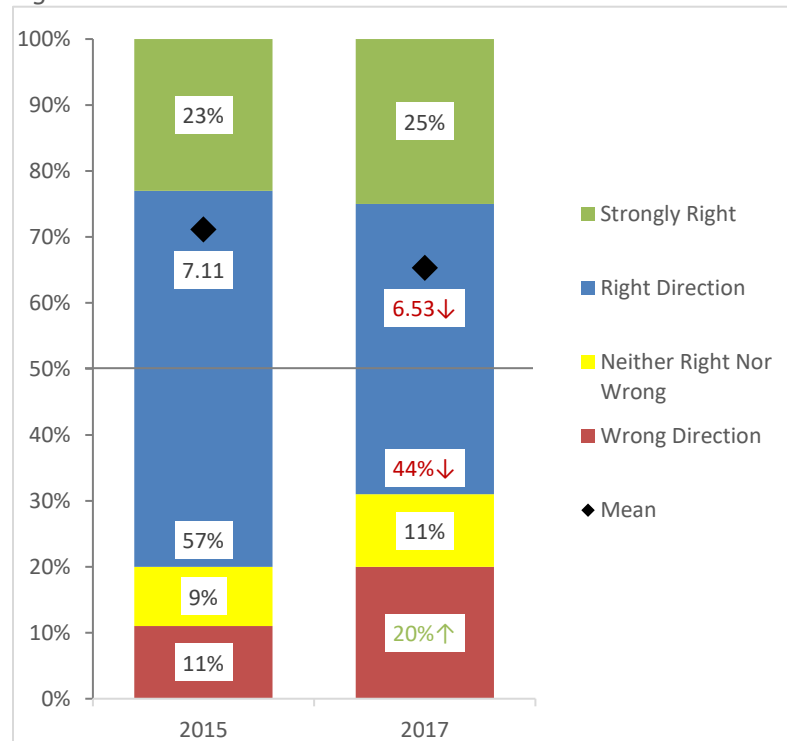


Businesses – Direction the Town is Headed

Business owners and operators were also asked if they think that the Town is headed in the right or wrong direction. Seven out of ten business owners/operators believe that the Town is headed in the right direction. This is a decrease compared to 2015. The decrease is primarily a result of shifting attitudes from “right” direction to “wrong” direction.

Though this is lower than 2015, businesses continue to rate the direction the Town is headed higher than residents.

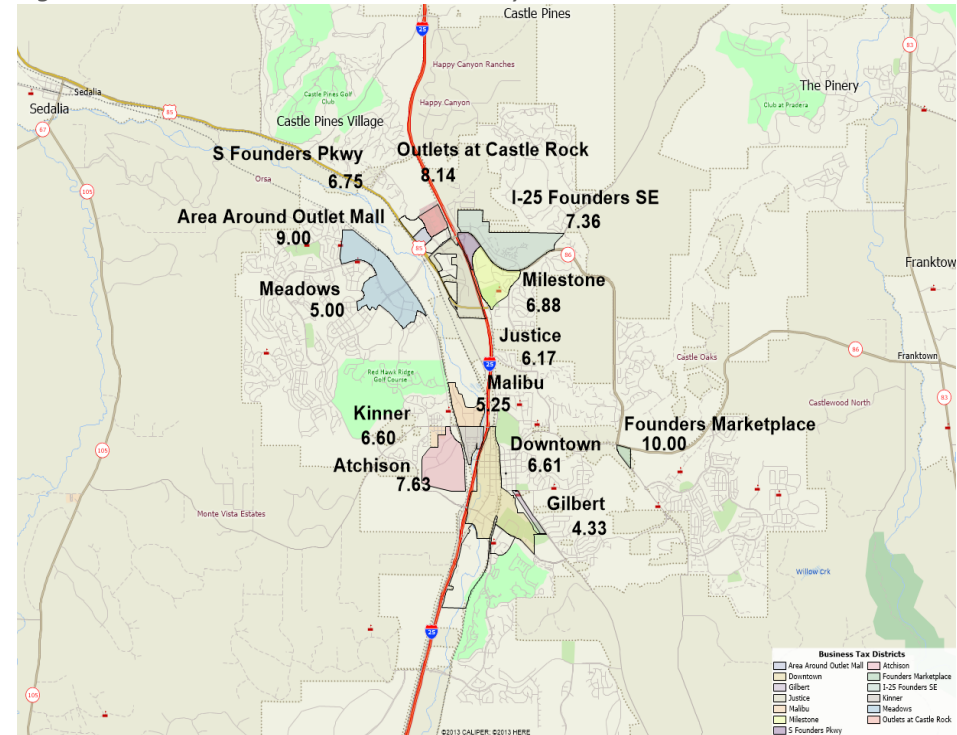
Figure 62: Businesses – Direction the Town is Headed



BNWRG4 – Overall, would you say Castle Rock is headed in the right or wrong direction?

Base: All businesses

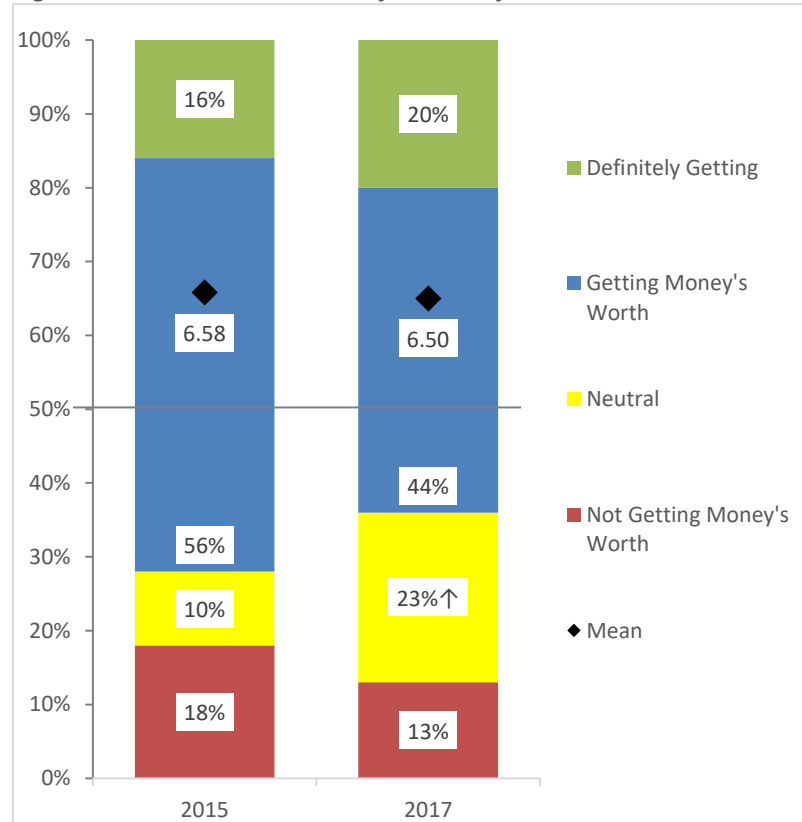
Figure 63: Direction the Town is Headed by Business District



Businesses – Value of Services

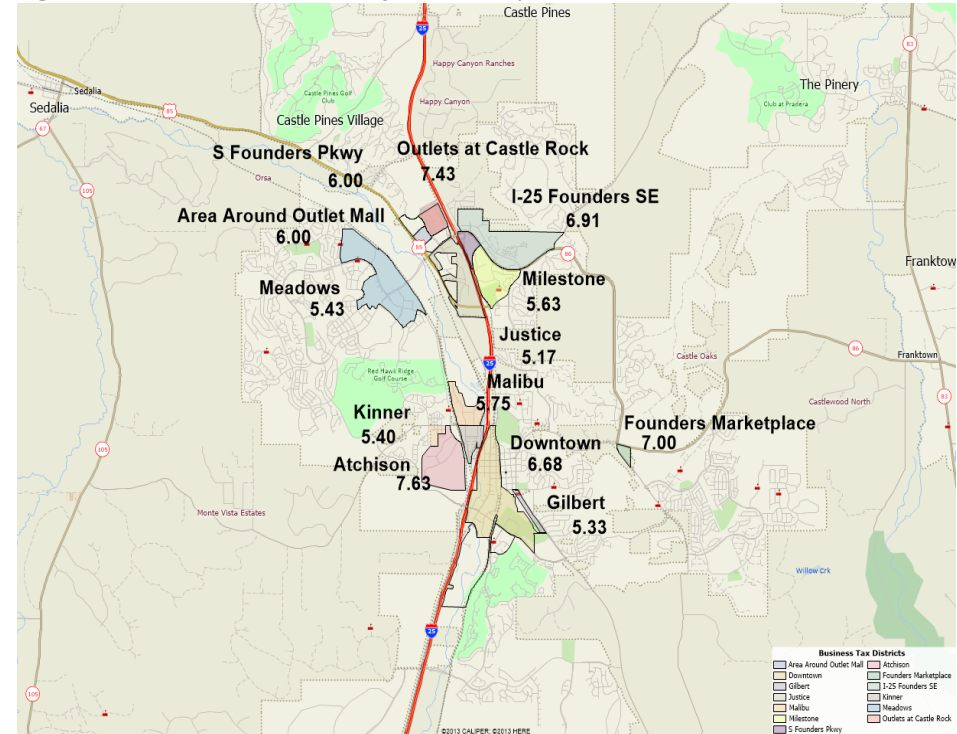
While nearly two out of three business owners/operators believe that they are getting their money's worth, only one out of five think that they are “definitely” getting their money's worth, and one-quarter are “neutral” on this aspect. While the mean score has not changed compared to 2015, there has been a significant shift from either end to “neutral”.

Figure 64: Businesses – Value of Services for Tax Dollar



BNWRG5 – Thinking about services and facilities in Castle Rock, do you feel you are getting your money's worth for your tax dollar or not?
Base: All businesses

Figure 65: Businesses – Value of Services by Business District



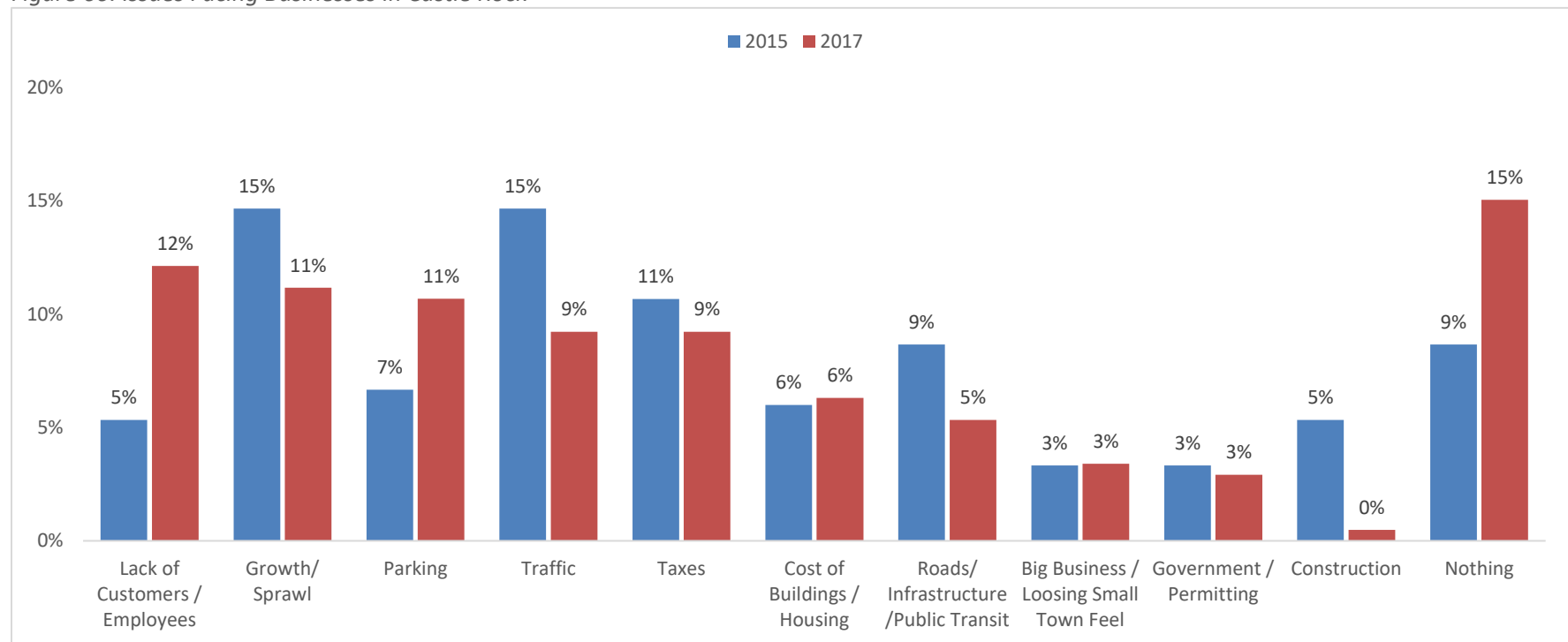
Issues Facing Business in Castle Rock

While residents were asked to describe the most important issue facing the Town overall, business owners and operators were asked to describe the single most important business related issue facing Castle Rock.

While there has been some movement between 2015 and 2017, all differences are within the margin of error and not statistically significant. The top three issues in 2017 are Lack of customers / employees, parking, and growth/sprawl. While growth and traffic are still mentioned fairly often, they have declined slightly compared to 2015.

It should be noted that a decent number—15 percent—say that there are no business-related issues facing the Town.

Figure 66: Issues Facing Businesses in Castle Rock



BCR1 – What would you say is the single most important business-related issue facing Castle Rock?

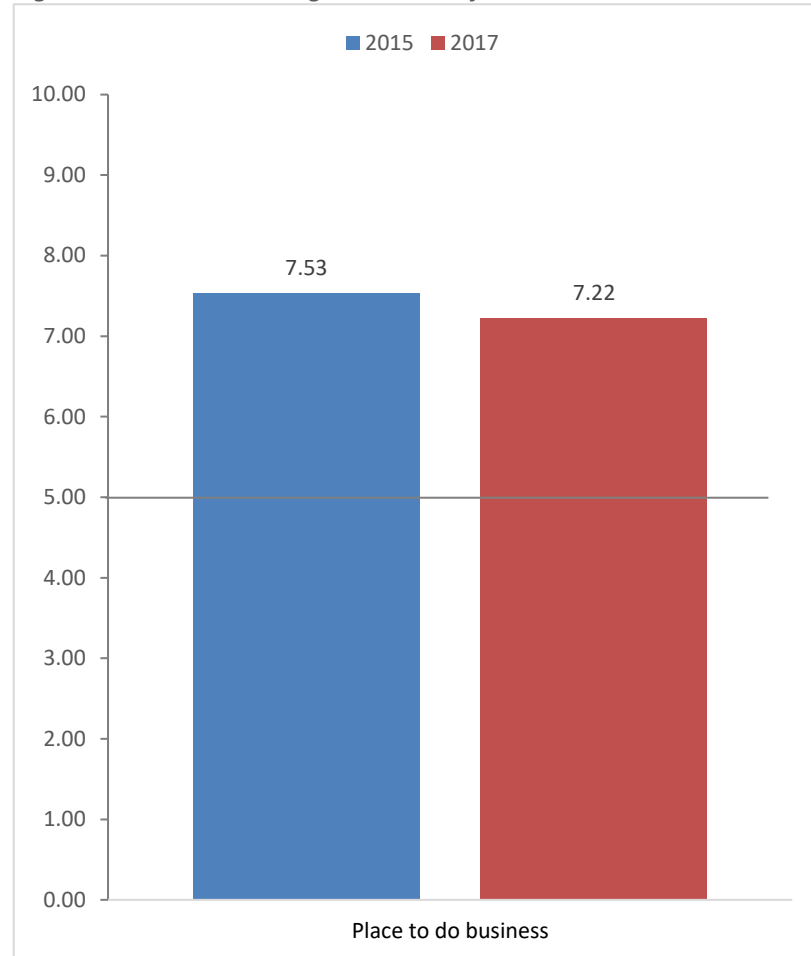
Base: All businesses

Recommending Castle Rock as a Place to do Business

Business owners and operators were asked to indicate how likely they would be to recommend Castle Rock as a place to do business, and overall, they claim they are likely to recommend the Town as a place to do business.

Most business owners / operators would be likely to recommend it—with a mean score of 7.22 out of 10. While this is down slightly from 2015, the difference is within the margin of error.

Figure 67: Recommending Castle Rock for Business



BCR5_E – How likely would you be to recommend Castle Rock to someone as a place to do business?

Base: All Businesses

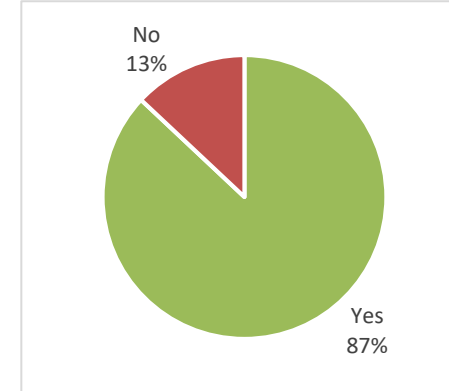
Mean score based on a scale from 0 to 10

Reasons for Opening a Business in Castle Rock

Business owners and operators were asked why they chose to open a business in Castle Rock, and if things worked out as expected. Like 2015, the most common reasons for choosing Castle Rock are location-based reasons—they live in the area, it is convenient to them, and they like the area. There are no statistically significant differences when compared to 2015.

The vast majority of business owners/operators believe that things worked out as expected when they opened their business—this is the same as in 2015.

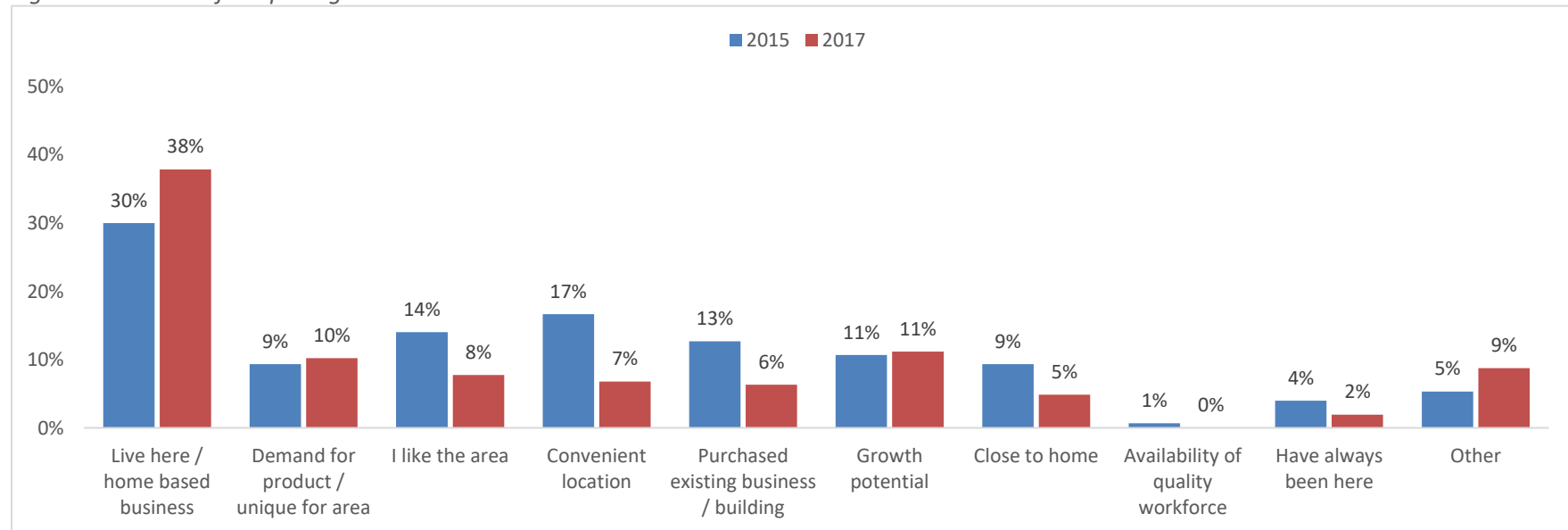
Figure 68: Business Worked Out as Expected



BE2 – Did things work out as expected?

Base: All businesses

Figure 69: Reasons for Opening a Business in Castle Rock



BE1 – Why did you choose to open a business in Castle Rock?

Base: All businesses

Business – Past and Future Expected Revenue

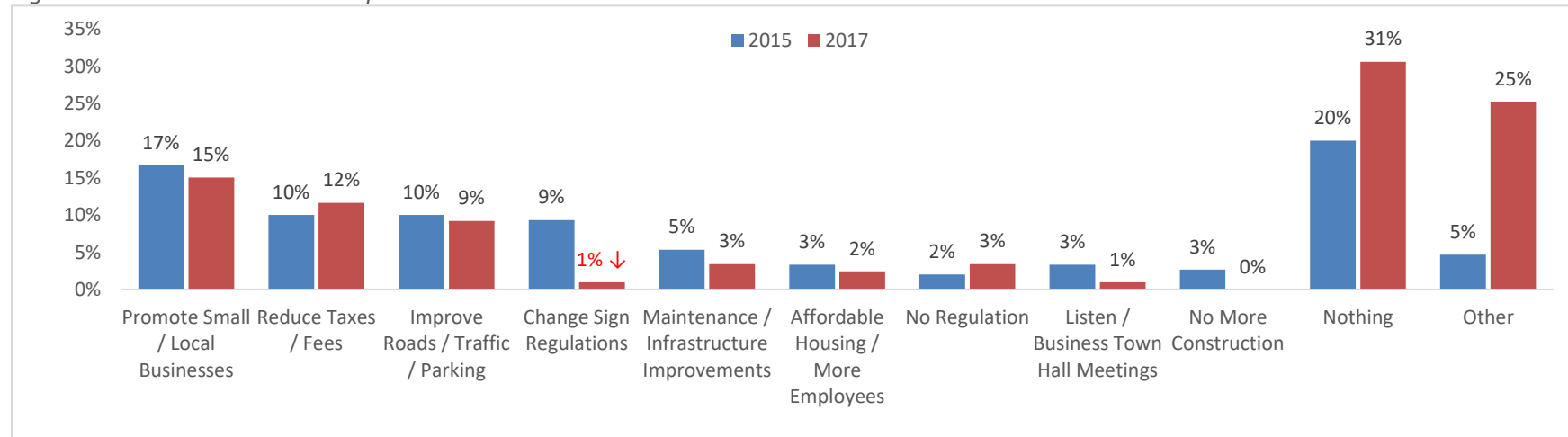
Business owners and operators were asked how their businesses performed over the last two years and their predictions for the next two years. They were also asked an open-ended question on what the Town can do to help their business.

Like 2015, over half of business owners/operators state their revenue increased over the past two years, and over three-quarters expect it to continue to increase.

When asked what the Town could do to help, the most common answer was “nothing.” Similar to 2015, businesses mentioned promoting small and local businesses, reducing taxes and making infrastructure improvements.

The only difference compared to 2015 is a reduction in the percent who asked for changes in sign regulations.

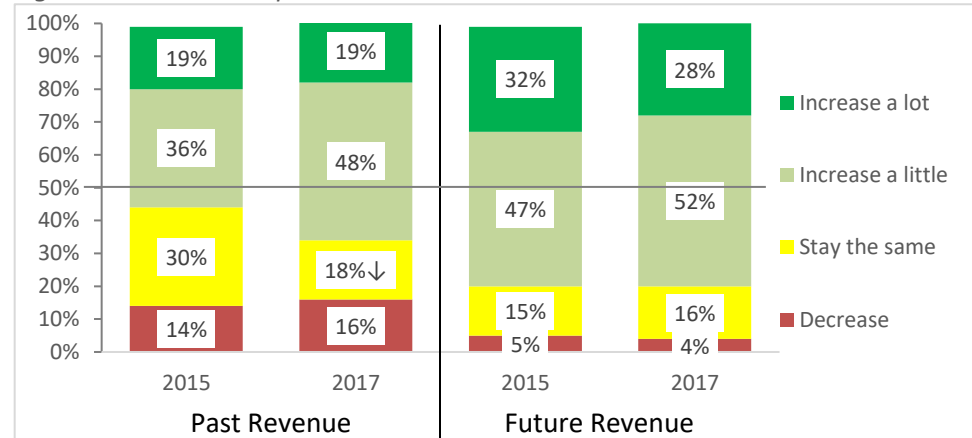
Figure 71: How the Town Can Help Businesses



BE5 – What one thing could the Town of Castle Rock do to help you with your business?

Base: All businesses

Figure 70: Past and Expected Revenue



BE3 – In the past two years has revenue decreased, increased, or stayed the same?

BE4 – Over the next two years, do you expect your revenue to decrease, increase or stay the same?

Base: All businesses

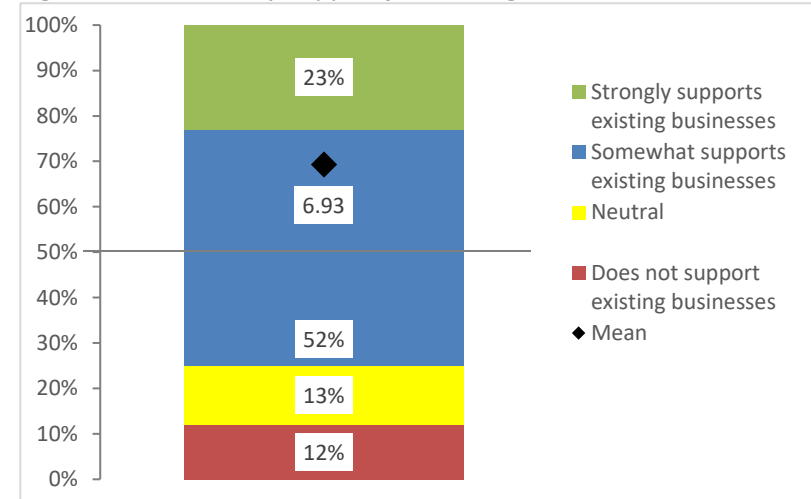
Businesses – Support for Existing Businesses

A new question was added in 2017 asking business owners/operators how well the community does at supporting existing businesses.

Three quarters of respondents believe that the community “somewhat” or “strongly supports” existing businesses.

Two additional questions were asked in 2017 regarding the availability and affordability of commercial real estate. These questions point out an area in need of improvement—two out of five business owners/operators state that the availability of commercial real estate is “poor” or “very poor,” and over half say that the affordability of commercial real estate is “poor” or “very poor”.

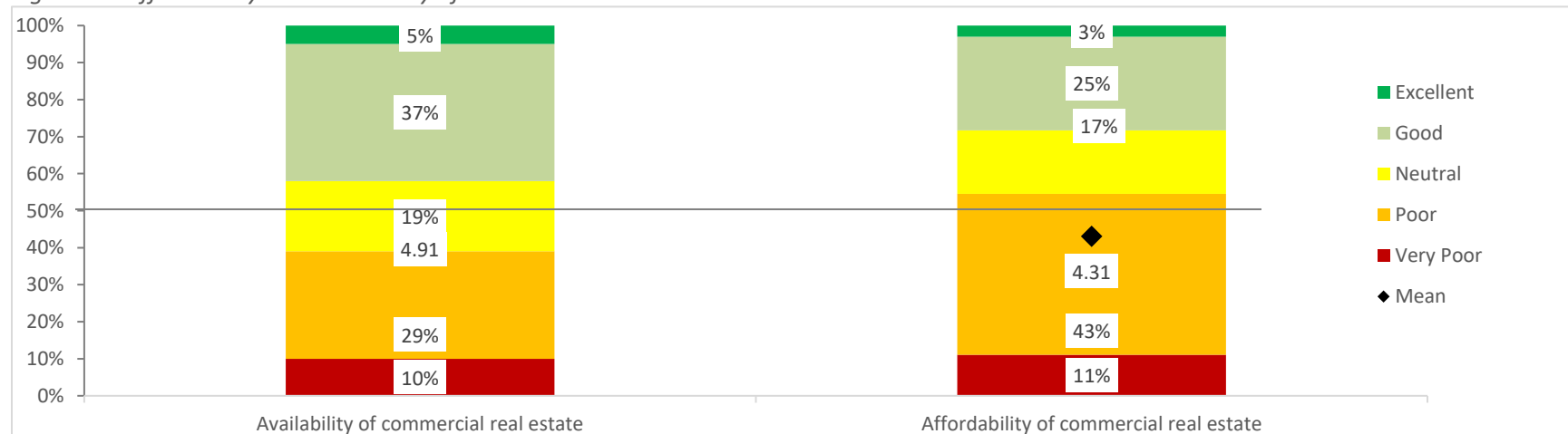
Figure 72: Community Support for Existing businesses



B4A – How well does the community do at supporting existing businesses?

Base: All Businesses

Figure 73: Affordability and Availability of Commercial Real Estate



B4A – How would you rate the Town of Castle Rock on each of the following...

Base: All Businesses

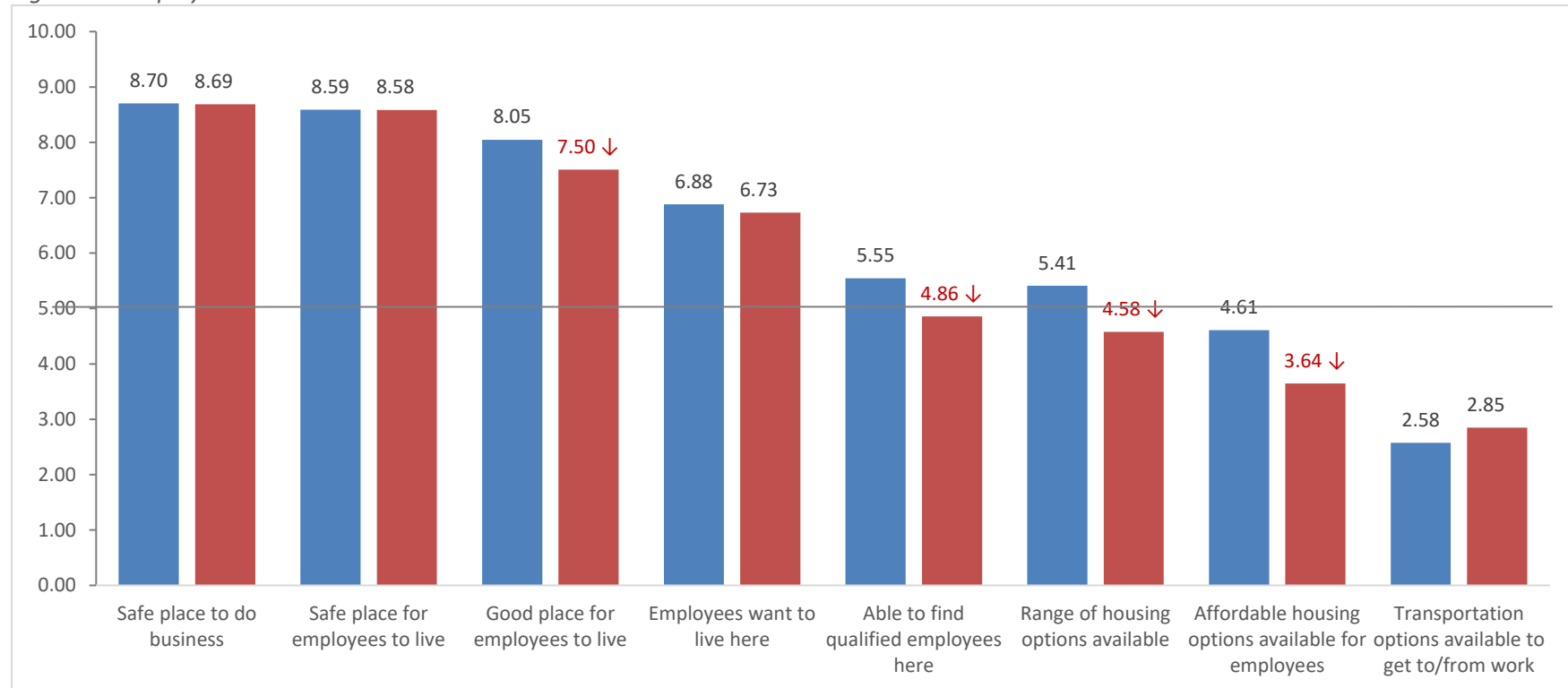
Businesses – Employee Environment

Business owners and operators were read a series of statements related to the employee environment in Castle Rock and asked to indicate their level of agreement with each statement.

Business owners/operators continue to believe that Castle Rock is a safe place, both for businesses and employees. They also firmly believe that Castle Rock is a good place for employees to live—as indicated in the resident survey. Just as in 2015, business owners/operators give the lowest ratings for transportation.

There have been a few changes when compared to 2015, though there have been declines in Castle Rock being a good place for employees to live, the ability to find qualified employees, and the range and affordability of housing options available in the Town.

Figure 74: Employment Environment in Castle Rock



EE6A-H – How would you rate each of the following aspects of Castle Rock?

Base: All Businesses

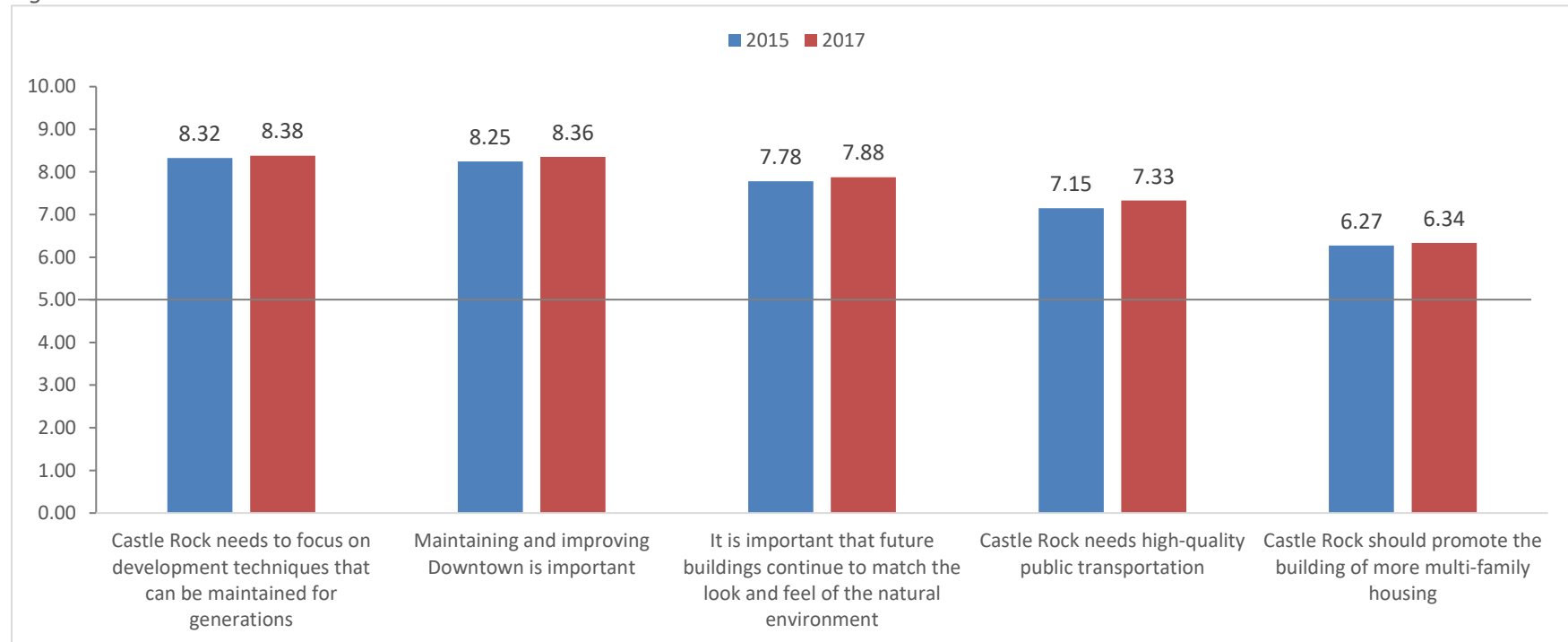
Mean score based on a scale from 0 to 10

Priorities for Business Growth

Business owners and operators were asked to think about the future of Castle Rock, were read a list of potential priorities, and were asked to indicate their level of agreement with each priority.

Results are the same as they were in 2015. Focus should primarily be on sustainable development and improving downtown. While still important, there is less emphasis on public transportation and building multi-family housing to attract more workers.

Figure 75: Future Business Growth



BGROW1B-F – Please indicate how much you agree or disagree with each statement regarding the growth of Castle Rock?

Base: All Businesses)

Mean score based on a scale from 0 to 10

Business Characteristics

Two out of three respondents for the Business Survey are also Castle Rock residents.

Most respondents work at businesses with 10 or fewer employees. The question specified only those employees at Castle Rock locations to control large national chain businesses from skewing the results.

Castle Rock has a fairly even distribution of new and established businesses. Surveyed businesses have been in Castle Rock an average of 12 years –with one in five having been in Castle Rock for more than 20 years.

Few surveyed business report earning revenue greater than \$500,000 in 2016. One in three business estimate their 2016 revenue was less than \$100,000.

Table 9: Business Demographics

Total Number of Employees	One	23
	2 to 5	36
	6 to 10	13
	11 to 20	14
	21 to 50	11
	50 to 100	2
	More than 100	1
	<i>Mean</i>	<i>10.25</i>
Total Number of Years in Business	Less than 2 years	8%
	2 to less than 5 years	21%
	5 to less than 10 years	23%
	10 to less than 15 years	16%
	15 to less than 20 years	11%
	20 years or more	22%
	<i>Mean</i>	<i>12</i>
Resident of Castle Rock	Yes	67%
	No	33%
2016 Revenue	Less than \$100,000	31%
	\$100,000 to less than \$250,000	15%
	\$250,000 to less than \$500,000	11%
	\$500,000 to less than \$750,000	8%
	\$750,000 to less than \$1,000,000	9%
	\$1,000,000 to less than \$5,000,000	21%
	\$5,000,000 to less than \$10,000,000	3%
	\$10,000,000 or more	3%

Base: All Businesses

Business Classification / Location

Table 10: Business Location

Location	Home-based business	20%
	Free-standing retail	21%
	Center location retail	20%
	Free-standing office	12%
	Office complex	16%
	Other	12%
Sales Tax District	Gilbert	4%
	Malibu	5%
	Kinner	3%
	Atchison	5%
	Outlets at Castle Rock	4%
	I-25 Founders SE	7%
	Milestone	5%
	S Founders Pkwy	2%
	Justice	4%
	Founders Marketplace	1%
	Downtown	41%
	Meadows	4%
	Area Around Outlet Mall	2%
	Unassigned**	13%

Base: All Businesses

**Unassigned businesses either had incomplete address data or the address provided did not fall into one of the districts

Table 11: Business Type

Classification	Retail	17%
	Professional services	13%
	Health care	12%
	Salon / Spa	10%
	Restaurant, café, caterer	9%
	Automotive	6%
	Construction / developers	6%
	Financial	4%
	Education	3%
	Insurance / real estate	3%
	Manufacturing / processing	3%
	Amusement / entertainment	2%
	Hotel/lodging / hospitality	2%
	Nonprofit organization	2%
	Customer service	1%
	Publisher / printers	1%
	Agriculture	0%
	Wholesale / distributor	0%
	Other	5%

Base: All Businesses

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APPENDICES

APPENDIX I—ADDRESS-BASED SAMPLING

The methodology used an address-based sample, similar to the approach used in 2015. In 2017, the ABS methodology was enhanced with the introduction of e-mail addresses to increase response rates and reduce survey costs.

The sample frame was composed of a list of all addresses in Castle Rock—as defined by census block—including those indicating that post office boxes are the only way they get mail. NWRG drew a random sample of 12,000 households within these census block groups. This list was then matched against a comprehensive database to determine if the household had a matching landline or cell phone number. Additionally, e-mail addresses were appended where possible.

- a. Households with no matching phone number or e-mail address: A random selection of these households were sent a letter printed on Town letterhead and signed by Mayor Jennifer Green asking them to complete the survey online or by calling a toll-free number. Each letter offered a PIN and a URL to access the survey.
- b. Households with an e-mail address: All households with an e-mail address were sent an email signed by the mayor asking them to complete the survey online. Residents who did not complete the survey online were followed up with via phone. Note, all of these households were put through a permission-pass process prior to the study beginning. Permission Pass is a process in which potential respondents receive an initial notification, prior to data collection beginning. This allows us to remove any undeliverable email addresses as well as provide people an early opportunity to opt-out.
- c. If a matching phone number was found, the household was called and asked to complete the survey by phone.

With all data collection modes, respondents were screened to ensure that they were a head of a household (18 years of age or older) and living within Castle Rock's Town limits. More information on address-based sampling and methodology can be found in Appendix I.

Table 12: Distribution of Landline Versus Cell Phone Households

	Unweighted				Weighted				Population Estimate (Colorado) ³
	Landline Sample	Web Sample	Cell Sample	Total Sample	Landline Sample	Web Sample	Cell Sample	Total Sample	
Only have a cell phone	0%	68%	62%	64%	0%	67%	66%	56%	44%
Primarily use a cell phone	26%	18%	26%	19%	27%	18%	23%	21%	16%
Use landline and cell phone	61%	10%	12%	13%	59%	11%	11%	19%	19%
Primarily use a landline	10%	3%	0%	3%	11%	5%	0%	4%	12%
Only have a landline	3%	0%	0%	0%	3%	0%	0%	1%	7%

Additionally, as the table below indicates, residents without landline numbers (those invited to take the survey online) are demographically different from those contacted via telephone.

Table 13: Respondent Demographics by Phone Versus Web Sample (unweighted)

	Gender				Age		
	Landline Sample	Web Sample	Cell Sample		Landline Sample	Web Sample	Cell Sample
Male	49%	41%	55%	18 to 34	3%	18%	17%
Female	51%	49%	45%	35 to 54	64%	53%	72%
				55+	33%	29%	11%

The passage below from Centris Marketing Intelligence sums up a few of the key advantages of using address-based sampling.

Recent advances in database technologies along with improvements in coverage of household addresses have provided a promising alternative for surveys that require representative samples of households. Obviously, each household has an address and virtually all households receive mail from the U.S. Postal Service (USPS)... Given the evolving problems associated with telephone surveys on the one hand, and the exorbitant cost of on-site enumeration of housing units in area probability sampling applications on the other, many researchers are considering the use of [USPS databases] for sampling purposes. Moreover, the growing problem of non-response—which is not unique to any individual mode of survey administration—suggests that more innovative approaches will be necessary to improve survey participation. These are among the reasons why multi-mode methods for data collection are gaining increasing popularity among survey and market researchers. It is in this context that address-based sample designs provide a convenient framework for an effective administration of surveys that employ multi-mode alternatives for data collection.²

² White Paper, Address-based Sampling, Centris Marketing Intelligence, December 2008.

APPENDIX II—RESPONSE RATES

Response rates are calculated using formulas provided by the American Association for Public Opinion Research (www.aapor.org). The formula used takes into consideration the number of phone numbers dialed, the number of eligible contacts reached (18+ live in Castle Rock, etc.), and the number of ineligible households dialed (no one over 18, not in Castle Rock, etc.).

The AAPOR calculation is generally only used for telephone based surveys. The reason for this is that precise disposition records can be kept each time a phone number is dialed, specifically for numbers dialed that did not result in a completed survey. With mail or online samples, the specific reasons for non-completion are unknown. While the AAPOR calculation can be applied, it is not as exact.

Table 14: Response Rates by Mode – 2017 Resident Survey

	LANDLINE	CELLPHONE	TOTAL PHONE	EMAIL-TO- ONLINE	SNAIL MAIL- TO-ONLINE	GRAND TOTAL
TOTAL COMPLETED INTERVIEWS	39	102	141	117	462	720
RESPONSE RATE	37.82%	14.43%	19.70%	10.71%	14.83%	21.99%
CONTACT RATE	47.66%	19.86%	26.00%	100%	100%	24.99%
COOPERATION RATE	83.17%	76.85%	78.61%	10.71%	14.83%	89.58%

Contact rate is the proportion of all cases in which some responsible member of the housing unit was reached for the survey. Cooperation rate is the proportion of all cases interviewed of all eligible units contacted. Response rates are the number of completed interviews with reporting units divided by the number of eligible reporting units in the sample.

APPENDIX III—WEIGHTING

The weights were applied in two stages. The first stage weight is adjusted for sample frame type by taking the proportion in the sample frame and dividing by the proportion of completed interviews for each sample type. The second weight is a post-stratification weight to make adjustments for imperfections in the sample and to ensure that the final sample represents the general population in Castle Rock. Specifically, a post-stratification weight was applied to ensure that dwelling type, gender, and age distributions of the sample match those of all Castle Rock residents.

While quotas were created to minimize the differences between the sampled population and the actual population, it is common to find that older individuals—those 55 years old and older—are over-represented in general population studies. Conversely, younger residents—those between 18 and 24 years of age—are under-represented in general population studies. The enhanced methodology used in 2015 improved the representation by a large margin, but weighting was still used to ensure that differences in responses over the years are not a factor of differences in the characteristics of the respondents in the final sample. The purpose of weighting is to create a multiplier to adjust the final sample distribution so that the survey results better reflect the population. This is done by applying a multiplier to each individual based on that person's age and gender. Older residents receive a smaller multiplier (e.g., 0.8) while younger residents receive a higher multiplier (e.g., 1.2).

Table 15: Weighting—Unweighted and Weighted Data Compared to Castle Rock Population

	2017 Community Survey (unweighted)	2017 Community Survey (weighted)	Castle Rock Population*
Gender			
Male	46%	49%	49%
Female	54%	51%	51%
Age**			
18–34	17%	25%	25%
35–54	56%	48%	48%
55 Plus	27%	27%	27%
Household Size			
Single Adult	15%	12%	18%
Two or More Adults	85%	88%	82%
Children in Household			
None	51%	52%	55%
One or More	49%	48%	45%
Home Ownership			
Own	88%	89%	75%
Rent	12%	11%	25%
Income			
Less than \$50,000	11%	10%	24%
\$50,000–\$100,000	30%	32%	32%
\$100,000 or greater	59%	58%	44%
Years Lived in Castle Rock			
0–4	39%	33%	n.a.
5–10	27%	26%	
11 or More	34%	41%	

*Source for population figures: All data are 2015 American Community Survey 5year estimates.

**Note: Age was imputed for respondents who refused their age.

APPENDIX IV—UNWEIGHTED AND WEIGHTED BASE SIZES

Unless otherwise noted, all reported statistics are based on weighted base sizes. For reference, the table below provides both weighted and unweighted base sizes for each subgroup of respondents shown in this report.

Weighted versus Unweighted Base Sizes	
All Respondents	By District
2015 (n = 713) 2017 (n=720)	District 1 2017 (n = 91, n _w weighted = 91)
Groups of Respondents	District 2 2017 (n = 77, n _w weighted = 82)
Contact with Police 2017 (n = 378, n _w weighted = 380)	District 3 2017 (n = 132, n _w weighted = 132)
Contact with Fire Department 2017 (n = 165, n _w weighted = 189)	District 4 2017 (n = 101, n _w weighted = 108)
	District 5 2017 (n = 100, n _w weighted = 101)
	District 6 2017 (n = 111, n _w weighted = 97)
	District 7 2017 (n = 104, n _w weighted = 107)

APPENDIX V—MARGIN OF ERROR

The margin of error is a statistic expressing the amount of random sampling error in a survey's results. The larger the margin of error, the less faith one should have that the survey's reported results are close to the true figures—that is, the figures for the whole population. The margin of error decreases as the sample size increases, but only to a point. Moreover, the margin of error is greater when there is more dispersion in responses—for example, 50 percent respond yes and 50 percent respond no—than when opinions are very similar—for example, 90 percent respond yes, 10 percent respond no.

- The margin of error in the Castle Rock Resident Survey is generally no greater than plus or minus 3.6 percentage points at a 95 percent confidence level.
- The margin of error in the Castle Rock Business Survey is generally no greater than plus or minus 6.3 percentage points at a 95 percent confidence level.

In simple terms, the “margin of error” means that if the same question were asked of a different sample but using the same methodology, 95 times out of 100, the same result within the stated range (margin of error) would be achieved.

The following table provides additional insights into the margin of error with different sample sizes. The proportions shown in the table below

Table 16: Error Associated with Different Proportions at Different Sample Sizes

Sample Size	Maximum Margin of Error
30	17.8%
50	13.9%
100	9.8%
200	6.9%
300	5.7%
400	4.9%
600	4.0%
720	3.6%
800	3.5%

**Note: the table above is reflective of calculating the margin of error for samples of large populations ($N > 20,000$) such as the Town of Castle Rock. It is not representative of surveys conducted among small population sizes such as businesses in Castle Rock ($N=1,649$). A different formula is used to calculate the margin of error for small population sizes and is dependent on several variables. Therefore, no table has been created.*

APPENDIX VI — RESIDENT QUESTIONNAIRE

SCREENING QUESTIONS

[BASE: ALL]
[NEW SECTION FOR TIMING]

- INTROTEL** **[SHOW IF PHONE]** Hello. This is _____ with **Northwest Research Group**, calling on behalf of the Town of Castle Rock. We are conducting a survey to help the Town improve services for your community and would like to include the opinions of your household.
- Let me assure you that this is not a sales call.
- The information will be used to help Castle Rock plan for the future and improve services to the community. This study is being conducted for research purposes only, and everything you say will be kept strictly confidential. This call may be monitored and/or recorded for quality control purposes.
- [IF NECESSARY:** Your phone number has been randomly chosen for this study.]
- [ONCE CORRECT PERSON IS ON THE LINE, REINTRODUCE AND CONTINUE]**
- INTROWEB** **[SHOW IF WEB]** Thank you for agreeing to complete this important survey for the Town of Castle Rock. Your input will be used to improve services to the community.
- Your household is one of a small number of households randomly selected to participate in this survey so your participation is vital to the success of this research. Your responses will help the Town better meet residents’ needs and expectations, decide how to best use its resources, and set goals.
- SCR1** Are you a current resident of Castle Rock?
- 00 YES
- 02 NO **[SKIP TO THANK01]**
- 998 **[DO NOT SHOW]** DON’T KNOW **[SKIP TO THANK03]**
- 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER **[SKIP TO THANK03]**
- SCR2** To confirm, are you an adult 18 years of age or older?
- 01 YES
- 00 NO **[ASK TO SPEAK TO AN ADULT 18 OR OLDER. IF NOT AVAILABLE SKIP TO THANK02]**
- 998 **[DO NOT SHOW]** DON’T KNOW **[SKIP TO THANK03]**
- 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER **[SKIP TO THANK03]**

AGE Just to make sure that our study is representative of the Town of Castle Rock, may I please have your age?
 ____ ENTER AGE [RANGE 18:99] **[IF UNDER 18 TERMINATE – THANK02]**
 998 **[DO NOT SHOW]** DON'T KNOW
 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

ASK AGE_ACT IF AGE=998 OR 999

AGE_CAT Which of the following categories does your age fall into?
[READ OPTIONS]
 01 18-24
 02 25-34
 03 35-44
 04 45-54
 05 55-64
 06 65 or older
 998 **[DO NOT SHOW]** DON'T KNOW
 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

PROGRAMMER: CREATE VARIABLE, "AGE_BAN" MONITOR FOR DISTRIBUTION IN PORTAL
VALUE LABLES FOR AGE (LOGIC IN PARENTHESIS)
 01 18 TO 34 [((AGE GE 18) AND (AGE LE 34)) OR (AGE_CAT = 01, 02)]
 02 35 TO 54 [((AGE GE 35) AND (AGE LE 54)) OR (AGE_CAT = 03, 04)]
 03 55 PLUS [((AGE GE 55) AND (AGE LE 98)) OR (AGE_CAT = 05, 06)]
 999 UNKNOWN [AGE_CAT = 998 | 999]

GENDER **[PHONE NOTE:RECORD RESPONDENT'S GENDER]** Are you . . .
 1 MALE
 2 FEMALE
 998 **[DO NOT SHOW]** DON'T KNOW
 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

PROGRAMMER: CREATE VARIABLE, "AGEGEBNDR" MONITOR FOR DISTRIBUTION IN PORTAL
VALUE LABLES FOR AGE (LOGIC IN PARENTHESIS)
 01 MALE 18-34 [(AGE_BAN=1) AND (GENDER=1)]
 02 FEMALE 18-34 [(AGE_BAN=1) AND (GENDER=2)]
 03 MALE 35-54 [(AGE_BAN=2) AND (GENDER=1)]
 04 FEMALE 35-54 [(AGE_BAN=2) AND (GENDER=2)]
 05 MALE 55+ [(AGE_BAN=3) AND (GENDER=1)]
 06 FEMALE 55+ [(AGE_BAN=3) AND (GENDER=2)]
 999 UNKNOWN [(AGE_BAN=999) OR (GENDER=998 | 999)]

5-STAR RATING
[BASE: ALL]
[NEW SECTION FOR TIMING]

PROGRAMMERS NOTE: DISPLAY QUESTIONS NWRG1 THROUGH NWRG5 ONE-AT-A-TIME ON THEIR OWN SCREEN

NWRG1

Using a scale from 0 to 10 where “0” means the quality of life in Castle Rock “does not meet your expectations at all” and “10” means the quality of life “greatly exceeds your expectations”, how would you rate the overall quality of life in Castle Rock?

DK/PREFER NOT TO ANSWER – PROBE FOR ANSWER BEFORE USING THIS OPTION -PLEASE USE YOUR BEST ESTIMATE THERE ARE NO RIGHT OR WRONG ANSWERS

Does Not Meet Expectations at All										Greatly Exceeds Expectations
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON'T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

NWRG2

Using the same expectations scale, how would you rate the overall quality of services provided by the Town of Castle Rock?

DK/PREFER NOT TO ANSWER – PROBE FOR ANSWER BEFORE USING THIS OPTION -PLEASE USE YOUR BEST ESTIMATE THERE ARE NO RIGHT OR WRONG ANSWERS

Does Not Meet Expectations at All										Greatly Exceeds Expectations
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON'T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

NWRG3

From what you have experienced, seen, or heard, compared with other cities and towns, how would you rate Castle Rock as a place to live? Use a scale from 0 to 10 where “0” means “Significantly worse than other cities and towns” and “10” means “Significantly better than other cities and towns”.

DK/PREFER NOT TO ANSWER – PROBE FOR ANSWER BEFORE USING THIS OPTION -PLEASE USE YOUR BEST ESTIMATE THERE ARE NO RIGHT OR WRONG ANSWERS

Significantly Worse Than Other Cities And Towns										Significantly Better Than Other Cities And Towns
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON'T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

NWRG4

Using a scale from “0” to “10” where “0” means “Strongly headed in the wrong direction” and 10 means “Strongly headed in the right direction”, overall, would you say that Castle Rock is headed in the right or wrong direction?

DK/PREFER NOT TO ANSWER – PROBE FOR ANSWER BEFORE USING THIS OPTION -PLEASE USE YOUR BEST ESTIMATE THERE ARE NO RIGHT OR WRONG ANSWERS

Strongly Headed In The Wrong Direction										Strongly Headed In Right Direction
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

NWRG5

Thinking about services and facilities in Castle Rock, do you feel you are getting your money's worth for your tax dollar or not? Please use a scale from 0 to 10 where “0” means “definitely not getting your money's worth” and “10” means “definitely getting your money's worth.”

DK/PREFER NOT TO ANSWER – PROBE FOR ANSWER BEFORE USING THIS OPTION -PLEASE USE YOUR BEST ESTIMATE THERE ARE NO RIGHT OR WRONG ANSWERS

Definitely Not Getting My Money's Worth										Definitely Getting My Money's Worth
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

PLACE TO LIVE
[BASE: ALL]
[NEW SECTION FOR TIMING]

CR1 What would you say is the single most important issue facing Castle Rock in the next 5 years?

[OPEN END – LIST BELOW IS FOR POST CODING REFERENCE ONLY]

- 01 TRAFFIC / CONGESTION / DIFFICULT TO GET AROUND BY CAR / TOO MANY CARS / NEED MORE ROADS
- 02 ROAD UPKEEP AND MAINTENANCE
- 03 SPRAWL / UNPLANNED GROWTH / GROWING TOO FAST
- 04 LOSS OF AGRICULTURAL LANDS / OPEN SPACE
- 05 LOOSING SMALL TOWN FEEL / SENSE OF COMMUNITY
- 06 ANNEXATION / ZONING
- 07 POLLUTION / AIR QUALITY
- 08 ECONOMY / JOBS / ATTRACTING NEW BUSINESS / UNEMPLOYMENT
- 09 EDUCATION / SCHOOLS
- 10 PUBLIC SAFETY / CRIME / DRUGS
- 11 LACK OF / INADEQUATE PUBLIC TRANSPORTATION / BUS SYSTEM
- 12 WATER / LACK OF WATER / WATER PLANNING / WATER ISSUES
- 888 SOMETHING ELSE (**SPECIFY**)
- 998 **[DO NOT READ]** DON'T KNOW
- 999 **[DO NOT READ]** REFUSED

CR2 Next, using a scale from 0 to 10 where “0” means “very poor” and “10” means “excellent”, how would you rate each of the following aspects of Castle Rock?

RANDOMIZE ORDER SHOWN

- CR2_A The ability to buy things locally
- CR2_B Employment opportunities within the town
- CR2_C Aesthetics and quality of town structures
- CR2_D Opportunities for youth
- CR2_E Availability of healthy lifestyle activities
- CR2_I The cost of living in Castle Rock

Very Poor										Excellent
0	1	2	3	4	5	6	7	8	9	10

- 998 **[DO NOT SHOW]** DON'T KNOW
- 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

CR5 Now, please indicate how likely would you be to recommend Castle Rock to someone for each of the following. . . Use a scale from 0 to 10 where “0” means “not at all likely” and “10” means “very likely”.

RANDOMIZE ORDER SHOWN

- CR5_B As a place to work
- CR5_D As a place to raise children
- CR5_E As a place to retire
- CR5_F As a place to do business

Not at all likely										Very likely
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

GOV1 From what you have experienced, seen or heard, please specify the extent to which you agree or disagree with each of the following statements about Castle Rock’s local government? Use a scale from 0 to 10 where “0” means “strongly disagree” and “10” means “strongly agree”.

SHOW B FIRST, THEN SHOW A, THEN RANDOMIZE ORDER OF C AND D

- GOV1_B Seeks residents’ involvement and input
- GOV1_A Keeps residents informed regarding Town happenings and initiatives in general
- GOV1_C Keeps residents informed regarding Castle Rock water initiatives
- GOV1_D Keeps residents informed regarding parks and recreation initiatives

Strongly Disagree										Strongly Agree
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

COMMUNITY CHARACTER
[BASE: ALL]
[NEW SECTION FOR TIMING]

COMM3 **PHONE SHOW:** I am going to read a few examples of what other residents feel represent small town character in Castle Rock. For each of the following statements please tell me how well you feel it describes small town character. Use a scale from 0 to 10 where “0” means “Does Not Describe Small Town Character at All” and “10” means “Perfectly Describes Small Town Character”.

WEB SHOW: Below are some examples of what other residents feel represent small town character in Castle Rock. For each of the following statements please indicate how well you feel it describes small town character. Use a scale from 0 to 10 where “0” means “Does Not Describe Small Town Character at All” and “10” means “Perfectly Describes Small Town Character”.

[RANDOMIZE ORDER SHOWN]

COMM3_A Friendly people where everyone knows everyone

COMM3_B Special events and activities for the community

COMM3_C Supporting small, local businesses

COMM3_D Open spaces and natural beauty to enjoy and admire

COMM3_E Safe neighborhoods and streets

COMM3_F Has a vibrant downtown

Does Not Describe Small Town Character at All										Perfectly Describes Small Town Character
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON'T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

COMM1 Overall, how would you rate the sense of community in Castle Rock? Use a scale from 0 to 10 where “0” means “No Sense of Community at All” and “10” means “Strong Sense of Community”

No Sense of Community at All										Strong Sense of Community
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON'T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

POLICE
[BASE: ALL]
[NEW SECTION FOR TIMING]

- POLICE1 Have you had any contact with the Castle Rock Police Department during the past two years?
- [PHONE AS NEEDED: DISPLAY ON WEB]** The Castle Rock Police Department includes not only interactions with police officers, but also 911 services, services offered at the police station front counter, victim's assistance, and animal control]
- 01 YES
- 00 NO
- 998 **[DO NOT SHOW]** DON'T KNOW
- 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

ASK POLICE1A IF POLICE1=01

- POLICE1A Which of the following Police services have you contacted or utilized in the past two years?
- [MULTIPLE SELECT]**
[RANDOMIZE ORDER SHOWN]
PHONE READ LIST DISPLAY ON WEB
- 01 911 or Non-emergency dispatcher
- 03 Interaction with a police officer or detective
- 05 Animal Services such as Animal Control
- 06 Victim's assistance
- 07 Front Counter at police station **[AS NEEDED: The front counter handles such things as fingerprinting, VIN verification, etc.]**
- 998 **[DO NOT SHOW]** DON'T KNOW
- 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

POLICE2 Using a scale from 0 to 10 where “0” means “Did Not Meet My Expectations at All” and “10” means “Greatly Exceeded my Expectations” please rate the Castle Rock Police Department on each of the following?

[RANDOMIZE ORDER SHOWN]

POLICE2_A **[SHOW IF POLICE1A=1]** Communication with 911 or non-emergency dispatch

POLICE2_C **[SHOW IF POLICE1A=3]** Professionalism of the police officer or detective

POLICE2_E **[SHOW IF POLICE1A=5]** Animal services such as Animal Control

POLICE2_F **[SHOW IF POLICE1A=6]** Victim’s assistance services

POLICE2_G **[SHOW IF POLICE1A=7]** Professionalism of the police station front counter staff

POLICE2_H **[ASK ALL]** Frequency of patrols

POLICE2_I **[ASK ALL]** Response time

Did Not Meet My Expectations at All										Greatly Exceeded My Expectations
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON’T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

POLICE3 Overall, how would you rate the approachability of Police Officers in Castle Rock? Use a Scale from 0 to 10 where “0” means “not at all approachable” and “10” means “Very easy to approach.”

Not at all Approachable										Very Easy to Approach
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON’T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

POLICE6 Overall, how confident are you in the Town’s Police Department to provide a safe and secure community? Use a Scale from 0 to 10 where “0” means “not at all confident” and “10” means “Extremely confident.”

Not at all Confident										Extremely confident
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON’T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

FIRE / EMS
[BASE: ALL]
[NEW SECTION FOR TIMING]

FIRE1 Have you had any contact with the Castle Rock Fire and Rescue Department in the past two years?

- 01 Yes
- 00 No
- 998 [DO NOT SHOW] DON'T KNOW
- 999 [DO NOT SHOW] PREFER NOT TO ANSWER

ASK FIRE1A IF FIRE1 = 01

FIRE1A What was the nature of the contact you had with Castle Rock Fire and Rescue department?

- [MULTIPLE SELECT]**
[RANDOMIZE ORDER SHOWN]
PHONE READ LIST DISPLAY ON WEB
- 01 Emergency response [AS NEEDED: such as fire, medical, rescue]
 - 02 Non-Emergency response [AS NEEDED: such as lockouts, service calls, child seat checks]
 - 03 At a community event
 - 04 Fire prevention services such as inspections, plan reviews or educational programs
 - 888 Other (specify_____)
 - 998 [DO NOT SHOW] DON'T KNOW
 - 999 [DO NOT SHOW] PREFER NOT TO ANSWER

FIRE2 Using a scale from 0 to 10 where "0" means "Did Not Meet My Expectations at All" and "10" means "Greatly Exceeded my Expectations" please rate the Castle Rock Fire and Rescue Department on each of the following?

- FIRE2_A **[SHOW IF FIRE1A=1]** Emergency response time
- FIRE2_B **[SHOW IF FIRE1A=2]** Non-emergency response time
- FIRE2_C **[SHOW IF FIRE1A=3]** Professionalism of personnel at community events
- FIRE2_D **[SHOW IF FIRE1A=4]** Fire prevention and public education services

Did Not Meet My Expectations at All											Greatly Exceeded My Expectations
0	1	2	3	4	5	6	7	8	9		10

- 998 [DO NOT SHOW] DON'T KNOW
- 999 [DO NOT SHOW] PREFER NOT TO ANSWER

FIRE4 Using a scale from 0 to 10 where “0” means “strongly disagree” and “10” means “strongly agree”, please tell me the extent to which you agree or disagree with each of the following statements.

FIRE4_A The town plans appropriately to respond to major disasters such as chemical spills, floods, or train derailments.

FIRE4_B The town is well prepared to respond to routine emergencies such as fires and emergency medical.

STRONGLY DISAGREE										STRONGLY AGREE
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

PUBLIC WORKS

[BASE: ALL]

PUB2 Thinking about the roads in Castle Rock, and using a scale from 0 to 10 where “0” means “does not meet my expectations at all” and “10” means “greatly exceeds my expectations”, how would you rate each of the following?

RANDOMIZE ORDER SHOWN BUT ALWAYS SHOW PUB2_E LAST

PUB2_A The overall condition of the road surface

PUB2_B Traffic signal timing

PUB2_C Level of congestion on the streets

PUB2_D Cleanliness of the streets

PUB2_E Overall convenience and accessibility of the roads in Castle Rock

Does Not Meet My Expectations at All										Greatly Exceeds My Expectations
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

PUB3 The primary purpose for plowing the roads in Castle Rock is to provide safe access for emergency vehicles when needed. Keeping that goal in mind, and using a scale from 0 to 10 where “0” means “very poor” and “10” means “excellent”, how would you rate the plowing of roads in Castle Rock?

Very Poor										Excellent
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

PUB4 How would you rate the adequacy of walking and biking paths in Castle Rock? Use a scale from 0 to 10 where “0” means “Significantly worse than other cities and towns” and “10” means “Significantly better than other cities and towns”.

Significantly Worse Than Other Cities And Towns										Significantly Better Than Other Cities And Towns
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

PUB5 Take a moment to think about the trip you take most often within the Town. Over the past two years, has the amount of time taken that trip increased, decreased, or stayed the same?

[PHONE, PROBE WITH “WOULD THAT BE SOMEWHAT OR SIGNIFICANTLY (INCREASED/DECREASED)"]

01 Increased Significantly

02 Increased Somewhat

03 Stayed about the same

04 Decreased Somewhat

05 Decreased Significantly

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

CASTLE ROCK WATER
[BASE: ALL]
[NEW SECTION FOR TIMING]

UTIL1 Castle Rock Water's functions include daily operations, maintenance, asset management, upgrades and expansions associated with maintaining the Town's water, wastewater and stormwater systems.

Using a scale from 0 to 10 where "0" means "very poor" and "10" means "excellent," please tell me how well Castle Rock Water is doing on each of the following items. . .

RANDOMIZE DISPLAY ORDER – SHOW UTIL1_G LAST

- UTIL1_A Overall quality of water **[PHONE AS NEEDED DISPLAY ON WEB: taste, purity]**
- UTIL1_B Securing and managing long-term water supplies
- UTIL1_C Providing a water bill that is easy to understand
- UTIL1_D Customer service
- UTIL1_E Water conservation programs
- UTIL1_G Value of service for rates paid

VERY POOR										EXCELLENT
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON'T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

UTIL3 Which one of the following statements best describes your current feelings about long-term water issues in Castle Rock?

[Select only one answer]

[RANDOMIZE ORDER SHOWN]

- 01 I have serious concerns about the long-term water supply and feel that the Town does **not** have a solid plan to address this issue.
- 02 I am somewhat concerned about the long-term water supply and am **not confident** in the Town's plan to address this issue.
- 03 I am somewhat concerned about maintaining our long-term water supply but I feel that the Town is on the right path.
- 04 I am not concerned about the long-term water supply because I feel that the Town has an adequate plan.
- 05 I am not concerned about the long-term water supply because I just don't feel that it is an issue.
- 06 I do not know enough about the issue to make an informed decision.
- 998 **[DO NOT SHOW]** DON'T KNOW
- 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

PARKS AND RECREATION
[BASE: ALL]
[NEW SECTION FOR TIMING]

PARK8 In the past 12 months, how many times have you done each of the following?

PARK8_A Visited any of the Town's Parks

PARK8_B Used any of the trails or open spaces in Castle Rock

___ Enter Number of Times

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

PARK7 Thinking about the parks and recreation services you have used in Castle Rock, do you feel that you are getting good value for any fees paid? Use a scale from 0 to 10 where "0" means "definitely not getting your money's worth" and "10" means "definitely getting your money's worth."

Definitely Not Getting My Money's Worth										Definitely Getting My Money's Worth	I have not used any parks or recreation facilities in Castle Rock
0	1	2	3	4	5	6	7	8	9	10	997

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

PARK10 The Town is responsible for two types of parks, neighborhood parks such as Bison or Matney park, and regional parks such as Philip S. Miller park. Which of the two types of parks should the Town prioritize over the next several years. Use a scale from 0 to 10 where "0" means you "Strongly prefer the Town prioritize neighborhood parks" and "10" means you "Strongly prefer the Town prioritize regional parks".

Strongly Prefer the Town Prioritize Neighborhood Parks										Strongly Prefer the Town Prioritize Regional Parks
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

PARK9 Castle Rock does not have a dedicated youth sports complex. This means that youth sports are currently taking place at neighborhood parks around Town. Would you prefer the Town add athletic fields to the neighborhood parks or would you prefer the Town create a single, large complex dedicated to youth sports. Use a scale from 0 to 10 where “0” means you “Strongly prefer the add athletic fields to neighborhood parks” and “10” means you “Strongly prefer the Town develop a dedicated youth sports complex”.

Strongly Prefer the Town Add Athletic Fields to Neighborhood Parks										Strongly Prefer the Town Develop a Dedicated Youth Sports complex
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

PARK11 The Town has limited funding resources but sees many potential ways to improve the community.

[PHONE DISPLAY] I am going to read a list of eight potential improvements. Of these, please indicate your top three choices.

[READ OPTIONS THEN SAY: Of the, which is most important to you [INTERVIEWER PUT A 1 NEXT TO THAT OPTION THEN ASK: Of the remaining, which is most important to you [INTERVIEWER PUT A 2 NEXT TO THAT OPTION THEN ASK: finally, of the remaining choices, which is most important to you [INTERVIEWER PUT A 3 NEXT TO THAT OPTION THEN MOVE TO NEXT QUESTION

[WEB DISPLAY] Below is a list of eight potential improvements. Of these, please indicate your top three choices. Type “1” next to the item which is most important to you, a “2” next the second most important, and a “3” next to the third most important.

[RANK YOUR TOP THREE MOST IMPORTANT OPTIONS]

[RANDOMIZE ORDER SHOWN]

PARK11_B An indoor lap pool

PARK11_C Indoor leisure pools

PARK11_D Gymnasium

PARK11_E Fitness equipment such as treadmills

PARK11_F Indoor sports fields

PARK11_G An indoor ice rink

PARK11_H Indoor tennis facilities

PARK11_I Development of recreation facilities at Rueter-Hess Reservoir

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

STRATEGIC PRIORITIES
[BASE: ALL]
[NEW SECTION FOR TIMING]

STRATEGY1 **PHONE SHOW** The Town's 2017 Budget identifies eight key priorities. I am going to read the list of priorities. For each one, tell me if you believe that this priority will lead the Town in the right or wrong direction. Use a scale from "0" to "10" where "0" means "Strongly headed in the wrong direction" and 10 means "Strongly headed in the right direction".

WEB SHOW The Town's 2017 Budget identifies eight key priorities. For each priority shown, please indicate if you believe that it will lead the Town in the right or wrong direction. Use a scale from "0" to "10" where "0" means "Strongly headed in the wrong direction" and 10 means "Strongly headed in the right direction".

- STRATEGY1_G Enhancing our transportation
- STRATEGY1_H Ensuring our public safety
- STRATEGY1_I Ensuring our water future
- STRATEGY1_J Maintaining strong parks and recreation
- STRATEGY1_K Enhancing our historic downtown
- STRATEGY1_L Pursuing economic development
- STRATEGY1_M Managing Town fiscal obligations
- STRATEGY1_N Managing growth

Strongly Headed In The Wrong Direction										Strongly Headed In Right Direction
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON'T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

PLANNING FOR GROWTH
[BASE: ALL]
[NEW SECTION FOR TIMING]

GROW1: Castle Rock's population is expected to more than double by the time the Town is fully built out. Good planning must be in place to ensure that Town grows appropriately. Please tell me how much you agree or disagree with each statement regarding growth in Castle Rock. Use a scale from 0 to 10 where "0" means "strongly disagree" and "10" means "strongly agree".

GROW1_D Castle Rock needs to focus on development techniques that can be maintained for generations

GROW1_E Maintaining and improving the Downtown core is important to Castle Rock's small-town character, sense of community and economic vitality

GROW1_F Castle Rock should promote the building of more multi-family housing

GROW1_G Castle Rock should promote more affordable housing

Strongly Disagree										Strongly Agree
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

RANDOMIZE DISPLAY ORDER OF GROW3A AND GROW3B

GROW3A: Using a one or two-word phrase, what aspect of growth in Castle Rock is causing you the most stress?

[OPEN END]

GROW3B: Using a one or two-word phrase, what aspect of growth in Castle Rock do you consider most beneficial?

[OPEN END]

GROW4: Most of the Town's commercial development has been near I-25 and Meadows Founders Parkway, yet there are other areas where development can occur. How do you feel regarding additional development occurring at each of the following places? Use a scale from 0 to 10 where "0" means "strongly oppose" and "10" means "strongly support".

GROW4_A I-25 and Castle Rock Parkway / North Meadows Drive

GROW4_B I-25 and Founders / Meadows Parkway

GROW4_C I-25 and Wilcox / Wolfensberger (**pronounced wolf ins burger**)

GROW4_D I-25 and Plum Creek Parkway

GROW4_E The future Crystal Valley / Dawson Ridge Interchange

GROW4_F Major intersections close to my neighborhood

Strongly Oppose										Strongly Support
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

SPECIAL EVENTS
[BASE: ALL]
[NEW SECTION FOR TIMING]

SE2 To help the Town determine the focus of special events, please rate the overall importance for each of the following events categories. Use a scale 0 to 10 where “0” means not at all important and “10” means “extremely important.”

[RANDOMIZE ORDER SHOWN]

- SE2_1 Arts and food **[AS NEEDED: Such as Downtown after 5, Celebration Concert Series, Taste of Douglas County]**
- SE2_2 Civic and heritage **[AS NEEDED: Such as Western Heritage Welcome, July 4th fireworks, Downtown walking tours]**
- SE2_3 Sports activities **[AS NEEDED: Such as Running events, Elephant Rock, Tri the Rock]**
- SE2_4 Healthy living/nature **[AS NEEDED: Such as Healthy Living Expo, Spring up the Creek, National Trails Day, Bike to Work Day]**
- SE2_5 Family fun **[AS NEEDED: Such as Harvest Festival, Trick or Treat Street, Music in the Meadows, Daddy Daughter Ball, Season of the Star, etc.]**

Not at all important										Extremely Important
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON'T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

COMMUNICATIONS AND MEDIA

[BASE: ALL]

[NEW SECTION FOR TIMING]

MEDIA1 How would you prefer to communicate or receive information from the Town of Castle Rock?

[ONLY READ LIST IF NEEDED]

[MULTIPLE SELECT]

- 01 Direct mail (including third-party magazines, newsletters)
- 02 Email (including CRgov.com subscriptions)
- 03 Social media
- 04 Denver Post/YourHub
- 05 Castle Rock News-Press
- 06 Watching local television news
- 07 Your Town Talk (water bill newsletter)
- 08 Town's website
- 09 Calling Town Hall
- 10 Open houses regarding Town projects
- 11 Cable Channel 22
- 12 Through my HOA (website, newsletter, etc.)
- 13 I prefer not to communicate with the Town
- 14 OTHER [Specify]
- 998 [DO NOT SHOW] DON'T KNOW
- 999 [DO NOT SHOW] PREFER NOT TO ANSWER

WEB1 Have you accessed the Town's website in the past two years?

- 01 YES
- 00 NO
- 998 [DO NOT SHOW] DON'T KNOW
- 999 [DO NOT SHOW] PREFER NOT TO ANSWER

SHOW WEB2 IF WEB1=1

WEB2 Please rate the following aspects of Castle Rock’s website. Use a scale from 0 to 10 where “0” means “Very Poor” and “10” means “Excellent”

[RANDOMIZE ORDER SHOWN]

- WEB2_1 Overall look and feel
- WEB2_3 Ease of navigation
- WEB2_4 Quality / accuracy of information
- WEB2_6 Transparency regarding Town business
- WEB2_9 Availability of needed information
- WEB2_10 Ease of providing feedback

Very Poor										Excellent
0	1	2	3	4	5	6	7	8	9	10

998 **[DO NOT SHOW]** DON’T KNOW

999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

SPECIAL TOPICS
[BASE: ALL]
[NEW SECTION FOR TIMING]

SPECIAL2 You may be familiar with the fact that voters can allow their local government to lift TABOR revenue restrictions. Using a scale from 0 to 10 where “0” means “strongly oppose” and “10” means “strongly support,” do you support or oppose a five-year TABOR exemption allowing additional expenditures for police, fire, emergency medical, and transportation purposes?

Strongly Oppose										Strongly Support
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

SPECIAL3 Using a scale from 0 to 10 where “0” means “strongly oppose” and “10” means “strongly support,” would you support or oppose the Town investing in public transportation services within the Town limits of Castle Rock?

Strongly Oppose										Strongly Support
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

[ASK SPECIAL3A IF SPECIAL3 >5]

SPECIAL3A Now, using a scale from 0 to 10 where “0” means “not at all willing” and “10” means “completely willing,” would you be willing to pay an additional tax so that the Town can develop a public transportation system within the Town limits of Castle Rock?

Not at all Willing										Completely Willing
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

SPECIAL4 One option for diversifying the Town’s revenue sources is requesting voter approval for a new lodging tax, which would be placed on per night hotel room rentals within the Town limits. Only those staying in hotels in Town would pay the tax, likely of 3%-5%. The proceeds could be spent to fund Town services. Using a scale from 0 to 10 where “0” means “strongly oppose” and “10” means “strongly support,” would you support or oppose implementing a lodging tax?

Strongly Oppose										Strongly Support
0	1	2	3	4	5	6	7	8	9	10

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

DEMOGRAPHICS
[BASE: ALL]
[NEW SECTION FOR TIMING]

- DEMOINT The following, final questions are for classification purposes only. Your answers will remain strictly confidential and will only be used to help us group your answers with other respondents to the survey
- DEMO2 How many years have you lived in Castle Rock?
[ALLOW FRACTIONAL ANSWERS]
[IF LESS THAN 6 MONTHS, ENTER "0"]
[IF 6 MONTHS TO 1 YEAR, ENTER "1"]
 ____ ENTER NUMBER OF YEARS LIVED IN CASTLE ROCK
 998 **[DO NOT SHOW]** DON'T KNOW
 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER
- DEMO3 Do you own a business that is licensed with the Town of Castle Rock?
 01 YES
 00 NO
 998 **[DO NOT SHOW]** DON'T KNOW
 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER
- DEMO3A Do you work in the Town of Castle Rock?
 01 YES
 00 NO
 998 **[DO NOT SHOW]** DON'T KNOW
 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER
- DEMO4 Do you own or rent your home?
 01 OWN
 02 RENT
 998 **[DO NOT SHOW]** DON'T KNOW
 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER
- DEMO5 Including yourself, how many people currently live in your household in each of the following age categories?
[IF NECESSARY: "Please include yourself when answering this question."]

DEMO5 MUST CONTAIN A RESPONSE IN AGE 18 – 64 OR 65 AND OVER

DEMO5A _____ Under 5
 DEMO5B _____ 5 – 12
 DEMO5C _____ 13 – 17
 DEMO5D _____ 18 – 64
 DEMO5E _____ 65 and over
 998 **[DO NOT DISPLAY ON WEB]** DON'T KNOW
 999 **[DO NOT DISPLAY ON WEB]** PREFER NOT TO ANSWER

WEB INSTRUCTION: IF DEMO5 DOES NOT HAVE A RESPONSE IN 18 – 64 OR 65 AND OVER, DISPLAY THIS MESSAGE: “Please include yourself when answering this question.”

COMPUTE VARIABLE HASKIDS
 0=NO KIDS [IF (SUM DEMO4A, DEMO5B, DEMO5C=0)]
 1=HAS KIDS [IF (SUM DEMO5A, DEMO5B, DEMO5C GE 1)]
COMPUTE VARIABLE NUMADULTS = SUM(DEMO5D, DEMO5E)
COMPUTE VARIABLE HHCOMP
 1=SINGLE PERSON HH [IF (HASKIDS=0 AND NUMADULTS=1)]
 2=ADULTS ONLY [IF (HASKIDS=0 AND NUMADULTS > 1)]
 3=FAMILY [IF (HASKIDS GE 1)]

DEMO6 Do you speak a language other than English at home?
 01 YES
 00 NO
 998 **[DO NOT SHOW]** DON'T KNOW
 999 **[DO NOT SHOW]** PREFER NOT TO ANSWER

ASK DEMO6A IF DEMO6 = 01
ALLOW FOR MULTIPLE RESPONSES

DEMO6A

What language

[MULTIPLE SELECT]

[DO NOT READ LIST]

- 01 SPANISH
- 02 CHINESE / CANTONESE / MANDARIN
- 03 VIETNAMESE
- 04 KOREAN
- 05 RUSSIAN
- 06 JAPANESE
- 07 HINDI
- 08 GERMAN
- 09 FRENCH
- 10 TAMIL
- 998 [DO NOT SHOW] DON'T KNOW
- 999 [DO NOT SHOW] PREFER NOT TO ANSWER

RACE

PHONE SHOW: I am going to read a list of race categories. Please choose one or more races you consider yourself to be.

IF RESPONDENT SAYS "HISPANIC" PROBE: "In addition to Hispanic, what other race categories do you consider yourself to be?"

WEB SHOW: Please choose one or more races you consider yourself to be.

[MULTIPLE SELECT]

- 01 White
- 02 Black or African American
- 03 American Indian or Alaskan Native
- 04 Asian or Pacific Islander
- 05 Native Hawaiian or Other Pacific Islander
- 06 Hispanic or Latino
- 888 [DO NOT READ] OTHER (SPECIFY)
- 998 [DO NOT SHOW] DON'T KNOW
- 999 [DO NOT SHOW] PREFER NOT TO ANSWER

DEMO7 Are you registered to vote in the Town of Castle Rock?

01 YES

00 NO

998 [DO NOT SHOW] DON'T KNOW

999 [DO NOT SHOW] PREFER NOT TO ANSWER

INCOME What is the approximate total annual income of all members of your household?

01 Less than \$20,000

02 \$20,000 to less than \$35,000

03 \$35,000 to less than \$50,000

04 \$50,000 to less than \$75,000

05 \$75,000 to less than \$100,000

06 \$100,000 to less than \$150,000

07 \$150,000 to less than \$200,000

08 \$200,000 or more

998 DON'T KNOW

999 PREFER NOT TO ANSWER

TEL Which of the following best describes how you make or receive calls at home

01 Only have a cell phone

02 Primarily use a cell phone

03 Use a landline and cell phone equally

04 Primarily use a landline

05 Only have a landline at home

998 DON'T KNOW

999 PREFER NOT TO ANSWER

WRAP UP

[BASE: ALL PARTICIPANTS]

[PROGRAMMING: SECTION FOR TIMING]

SHOW CARD ONLY OF WEB RESPONDENTS OR OF INBOUND PHONE CALL RESPONDENTS

CARD Would you like to receive your \$5 gift card to the Outlets at Castle Rock as a “thank you” for completing this survey?

00 No

01 Yes

998 **[PHONE NOTATION: (DO NOT READ)]** Don't know

999 **[PHONE NOTATION: (DO NOT READ)]** Prefer not to answer

SHOW CARD1 IF CARD=1 (YES) AND ((SAMPLETYPE=4) OR (SAMPLETYPE=5))

CARD1 To receive the gift card, you will receive an emailed voucher. You will need to take the email to the Customer Service center at the Outlet Mall, and they will give you a physical gift card. Please confirm that the email address below is the email address you would prefer we send the voucher.

[DISPLAY EMAIL ADDRESS FROM SAMPLE]

00 No, I would prefer that you send the gift card to a different email address than the one above

01 Yes, this is the email address to send the gift card to

998 **DO NOT READ: DON'T KNOW**

999 **DO NOT READ: PREFER NOT TO ANSWER**

SHOW CARD2 IF (CARD1=0) OR ((CARD=1) AND (SAMPLETYPE=3))

CARD2 To receive the gift card, you will receive an emailed voucher. You will need to take the email to the Customer Service center at the Outlet Mall and they will give you a physical gift card. Please provide the email address to which you would like the voucher sent.

_____ ENTER EMAIL ADDRESS

_____ CONFIRM EMAIL ADDRESS

998 **DO NOT READ: DON'T KNOW**

999 **DO NOT READ: PREFER NOT TO ANSWER**

FUTURE RESEARCH
[BASE: ALL]
[NEW SECTION FOR TIMING]

FUTURE1 Would you be willing to help the Town of Castle Rock by agreeing to participate in future research?

00 NO

01 YES

998 **DO NOT READ:** DON'T KNOW

999 **DO NOT READ:** PREFER NOT TO ANSWER

ASK FUTURE2 IF FUTURE1=01

FUTURE2 May I please get your first name only?

00 NO

01 YES, **ENTER NAME** _____

998 **DO NOT READ:** DON'T KNOW

999 **DO NOT READ:** PREFER NOT TO ANSWER

ASK FUTURE3 IF (FUTURE1=1)

FUTURE3 Please provide an email address where we can contact you for future research.

_____ **ENTER EMAIL ADDRESS**

_____ **CONFIRM EMAIL ADDRESS [MUST MATCH]**

997 **DO NOT READ:** I DO NOT HAVE AN EMAIL ADDRESS

998 **DO NOT READ:** DON'T KNOW

999 **DO NOT READ:** PREFER NOT TO ANSWER

ASK FUTURE4 AND FUTURE4W IF FUTURE1=1

FUTURE4 **[PHONE SHOW]** And to confirm, is your best contact number **[ENTER PHONE NUMBER]**

00 NO **ENTER BEST NUMBER** _____

01 YES

998 **DO NOT READ:** DON'T KNOW

999 **DO NOT READ:** PREFER NOT TO ANSWER

FUTURE4W **[WEB/INBOUND CALL SHOW]** And finally, please provide your best contact number

ENTER BEST NUMBER _____

998 **DO NOT READ:** DON'T KNOW

999 **DO NOT READ:** PREFER NOT TO ANSWER

THANK SECTION

SECTION FOR “THANKS” DEPENDING ON SCREENER AND COMPLETE STAUS

THANK1	Thank you for your time, but we are only interviewing residents of the Town of Castle Rock.
THANK2	Thank you for your time, but we are only interviewing residents 18 years of age or older.
THANK3	Thank you for your time, but we cannot continue without that information
THANK4	[TO BE USED ON OUTBOUND CALLS] Thank you very much for your time. We greatly appreciate your help. Have a good day/night.

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APPENDIX VIII —RESIDENT OPEN END RESPONSES

This appendix contains verbatim open ended responses to several questions in the survey. During the data cleaning and reporting phases, these answers were reviewed and categorized so they could be quantified in the report. The responses posted in this appendix are untouched and exactly as the residents responded, including grammatical and spelling errors.

Open Ended Responses to CR1: What would you say is the single most important issue facing Castle Rock in the next 5 years?

Overdevelopment of housing is drastically impacting and changing the open space and landscape of Castle Rock. Traffic congestion, school crowding and access to local services has also been impacted. Additionally, the overdevelopment of businesses is stressing the viability of local businesses. .

Over congestion and lack of space, and traffic.

Too much growth way to fast.....plus we are losing our small town charm in favor of taller apartment buildings and taller business structures. The residential has grown so fast that the infrastructure (i.e.: roads, etc.) aren't close to being able to handle the load. Then you have our city council foaming at the mouth to bring in the big mall and the nightmare we now have in traffic is increasing by the day. The Town Council does not listen to the peoples concern and just dismisses them. Taxes here are outrageous. I drive out of town to pay less in taxes. We have a 4 percent tax on unprepared food for God's sake!! And property taxes here are sky high and it seems as though people in the Meadows pay much less property taxes than the people in Founders Village.

Too much growth. Everything that made Castle Rock a great place to live is slowly being eroded with all the development. Traffic and parking issues are becoming more of a problem, and this is happening even after the new I-25 interchange was finished.

How we will accommodate for the population growth and housing and still maintain the small town feeling. I am also concerned about traffic and how we will accommodate for the additional residents in Castle Rock when our traffic is already so bad.

Population. I have lived in Castle Rock all twenty-six years of my life and I have never seen the population so high. Unfortunately, I miss the small town feel that Castle Rock had when I was growing up. I do not enjoy exploring Castle Rock as much anymore because the traffic is beyond terrible and the prices are so high anywhere you visit.

New homes being built and the exposure of the workers to our current city. Driving poorly, crime, traffic.

Growth, particularly if that growth is built on lower valued homes. Let's grow by building nicer homes, fewer apartments, as these homeowners will spend more locally. Also, a concern is the traffic that comes with growth. Focus on infrastructure.

Too Much Growth and the town and CDOT have no idea what roads to build what exit ramps are needed and waste money in doing so. Too many McMansions around the open spaces ruining the open spaces and why they were left as open spaces.

Too much commercial development and the roads can't handle it. Diminished green space.

How to manage growth while maintaining the quality of life people chose Castle Rock for in the 1st place... and maintaining as much open space as possible.

Growing efficiently and safely and in an environmentally sound manner.

Growth! we are growing too much and too quickly. The city infrastructure (mainly roads) is being pushed. The town needs to remember that most of us moved here because of great schools and a small town feeling. The growth has weekend our schools and crime is increasing daily. Slow the building way down

Growth. Development is a bit out of control. The traffic is going to be even worse. It will lose its small-town feel.

Rapid expansion and over development, too much traffic, loosing "small town" feel, too much focus on chain stores/restaurants and not supporting local businesses.

Town growth. Traffic concerns, and maintaining a small-town feel.

Growth. I love the small town feel of the downtown area, but all the development on the north side by the outlets had added the traffic and congestion of a big city. While it is convenient to have these places nearby, I didn't mind driving into Lonetree for additional shopping, in order to keep the small-town feel.

Too many people! Too much traffic congestion and building! Moved here for "small town" feel and losing its charm with buildings in the place of open space!

The vast amount of people projected to be living here and the constant construction of homes and new stores. I feel all of this is taking away from the beauty and small town feel of Castle Rock that I have loved since I was a kid. Everywhere I turn there is more houses, more stores, more restaurants, more and more. I grew up in Elizabeth then moved to bigger cities. I moved back to Castle Rock for the small beautiful town but it's not the same anymore. It is also becoming very expensive to live in Castle Rock.

Problems with growth: water, parking, and killing the small town feel and local businesses by bringing in large corporate retailers and large new buildings.

While growth is good, growing too fast is only going to bring problems physically and socially. Expanding too quickly and overpopulation are issues I see facing Castle Rock. I moved to Castle Rock to get away from the city, traffic, and crowding. There is so much new construction around the city that views of the countryside and mountains are going to be blotted with cramped, cookie-cutter housing developments. The roads are going to be packed with cars and the 25 will only see more and more traffic. I moved here to get away from the rat race and it feels like it's coming to this city. I'm considering leaving Castle Rock within the next year because of it. The city appealed to me because of its "Small Town" feel. Small businesses, open land, and people that like to say hello walking past you on the street, but now it's feeling like just another town with high priced homes and an outlet mall. I hope it doesn't turn away from the unique town it is and succumb to money and outside influence. The east side is very comfortable with unique buildings and aesthetics but the entire west side is looking like a fake pop-up town somewhere out of Southern California.

Castle Rock is growing at a very rapid pace, but there is an overwhelming feel that we are going to turn into another boomtown. Rental rates, real estate, taxes, all of it is going up at a major speed, and yet job growth is nonexistent. I would say that less than 5% of the people that live in castle rock work somewhere else. And the jobs that are available are jobs that you cannot live on. Sure I can get a job at 7-11, but it pays \$9.50 an hour.

over development... too many new homes without infrastructure such as roads. Cost of housing too great for many families... who do we think is going to work at all the stores being built?

Growth. Ability to keep up with infrastructure. Ability to keep neighborhood schools performing, last of access to majority of residents to charter schools. Crowding. Loss of open space. Development of more box stores, hotels with conference rooms, and chain restaurants we don't need.

Water, traffic, and school improvements for Douglas County High School

Overpopulation. This is the driving factor behind all other important issues in Castle Rock. Traffic, congestion, crowded schools and their diminished quality, over-use of water, vanishing open space. Castle Rock is turning in to Highlands Ranch. Not in a good way.

Population growth and lagging infrastructure (roads, schools, etc.).

Traffic/Roadways keeping up with the aggressive building and growing that is happening. Increased crime with new hires needing to move in for a place to live. Schools and the classroom sizes staying small in Elementary, enough space in the current Middle Schools, and a low student to staff ratio in all grade levels.

Growth and the constant rising costs of property. The poor use of education funds which I know Castle Rock doesn't directly control, but does impact the local citizens.

Managing Growth, Taxes and schools

Environmental Impacts, Transportation, Increase in crime

Too much building. The town is losing its charm and the reason why people moved here. Who needs more stores, more neighborhoods, more restaurants. It is getting reduce loud, the crime is picking up and the city looks more and more like Highlands Ranch. We have only been here two years and are considering moving.

Traffic, parking, crime. We moved to Castle Rock because of its small size homey feel. Your destroying why people live here. We do not want to live in a highland ranch!!!

The possibility of overgrowth and the risk of incredible traffic congestion and water shortages.

Growth, traffic, water

Growth and the impact on our resources, specifically water and roadways.

The large amount of growth and lacking infrastructure. Roads seem to be insufficient for the increasing traffic. Concerned about water and other basics with the growth.

Too much growth, not enough space and definitely not enough water.

Infrastructure Adequate schools Water rights

growth, transportation, housing

I SAID THE TRAFFIC AND WITH THE GROWTH OF THE CITY AND THE SCHOOLS WOULD BE OVERCROWDED //WE AND WORRY ABOUT WHOS GONNA WORK SOME OF THE STORES AND LACK OF AFFORDABLE HOUSING//WE//NE

Over development, water cost. Lack of affordable housing to attract millennials.

Growth rate overreaching the ability of infrastructure and resources. Overcrowding Impacts to quality of life as well.

Too much growth too fast! There isn't enough space to accommodate the traffic and influx of people

Transportation, roads, too many people

Too much growth with not enough traffic considerations, the quality of life is going to go down with the overflow of different income standards.

So much growth, crime, traffic, not enough grocery stores.

Too much building. Prices too high including everything from groceries to housing.

The growth of the town too quickly. Not enough infrastructure.

Uncontrolled growth. It has exploded, and the infrastructure doesn't support the traffic, foot traffic. It's like buildings are being put up without any consideration to design, or traffic flow.

Too much growth; too much traffic & noise on Fifth Street.

Growth. So many houses being built. Will the infrastructure handle it?

Population vs. Traffic

EXPANSION & CONGESTION

The current pace of growth in Castle Rock. It's too fast and our infrastructure is not set up to handle it. Probably need to cap growth of new homes and the amount of people living here until you can build the infrastructure to meet the demand .

Growth and issues with traffic

growth and traffic

Too much growth. Traffic

responsible growth & infrastructure

Uncontrolled growth and lack of infrastructure to support it

Growth and traffic

Managing the growth of the town. Getting around town via bike and walking is highly feasible due to the small area needed to be covered but the infrastructure doesn't support it. As an example, using Meadows Parkway between Limelight avenue and Santa Fe Dr is very scary on a bike and only going to get worse as the new community college moves in and greater home density persists.

Too much growth not enough space on the road.

Rapid growth and expansion. Traffic is horrible, and there is far too much growth planned. Castle Rock is much bigger than it ever should have become. If we move away, it is because there are simply too many people, too many homes, and too much congestion. The town needs to push for alternative transportation, especially bike/pedestrian trails. Bike paths are present but lacking. I should be able to get anywhere in town using the bike path system without ever crossing a highway or road, or riding on a sidewalk along one of our dangerously congested roadways.

Over growth and much too quickly. It feels like retail as well as new communities are built before necessary infrastructure is completed. Better traffic light control and turn lanes to manage the volume is a problem, especially in the Founders/Allen and Outlet Mall access streets. Much too congested in one place.

The Growth and flow of traffic.

The unbridled growth that the town embraces while letting the infrastructure suffer.

Too fast of growth with poor infrastructure for growth

Growth and the infrastructure to support the growth.

Growth at too fast a rate without the proper infrastructure

Too much growth, too rapidly causing traffic and other issues with town infrastructure. Not the right kind of growth.

The fast pace of growth and the slow growth of infrastructure to handle the growth.

Castle Rock is growing too fast. The roadway infrastructure can't keep up.

Growth and TRAFFIC

Too much growth and traffic.

Too much builder boxes. Too much traffic. Crime has risen. Too much big box retailers. Plum Creek Parkway exit has NO landscaping or trees. Up and down the 1-25 corridor is bare, and very industrial looking. Lacks trees, looks like low end poverty.

Losing the home-style feel of Castle Rock to cookie-cutter housing and national-brand retail along with poor planning for traffic congestion. Something needs to be done to entice small business space in the mix with big-brand retail to make the shopping experience more varied.

Being able to get the people together for awareness in understanding and sharing values, in an positive old fashion life that it used to be. Stop road rage

Too many fast food restaurants and auto repair shops. Traffic congestion has increased making it difficult to maneuver around town.

We don't need any more low paying jobs. Stop building useless outlet malls. Start building more roads that can handle the lousy traffic we already have. We need to also be able to elect our own leaders, we need a say who will be Town President.

Water and understructure

Controlled growth and the corresponding ability of the town's infrastructure to serve the fast-growing population.

Growth management, type of infrastructure development.

Controlling homes prices, so people of various income levels can afford to live there. Lack of apartment housing. Road congestion.

the taxes and traffic

over population and traffic congestion.

Over-population with traffic

Population growth and inadequate infrastructure, roads!

Too many people moving here, traffic

overpopulation/traffic related to overpopulation

POPULATION GROSS//CONGESTION

Growth leading to overcrowding, increased traffic

Overcrowding/infrastructure.

rapid influx of people and traffic

Too many people moving here, the roads cannot handle the current traffic

population and retail growth without roads to support volume

Increased population results in increased traffic - we need to maintain and modernize our road system

Too many people moving into town. The infrastructure cannot handle it and I moved here to get AWAY from tons of people. Too late to turn back, my wife and I plan to move out of Castle Rock the moment we are able to.

Entertainment and transportation

Roads and traffic

Traffic congestion, road repair, trail deterioration.

Too much growth, poor services when it snows

Adding police officers and roads to keep up with population growth.

Over development coupled with a lack of infrastructure

Controlling development, updating and maintaining roads.

TRAFFIC AND GROWTH

Too much traffic and too many houses being built!!

Traffic congestion due to urban sprawl.

Water, too much construction going on.

Water and Growth

Water and too much growth.

Smart development and curbing sprawl in favor of thoughtful development

Overcrowding and over development.

Explosive growth in short time frame, without an increase in services (restaurants, grocery shopping, entertainment). The Town of Castle Rock has "sold out" their values in exchange for apartment like (extremely small lots) neighborhoods that have overtaken the final open spaces within Castle Rock.

Growth and maintaining natural open spaces. When we first moved here (Meadows) we loved the open spaces and trails. It seems that boundary lines are constantly being moved and the open space constantly gives way to another new development. We need to control the growth and build responsibly!

Rapid growth and loss of natural beauty

Too much growth and density without regard to how the landscape is forever changed.

Not enough Water for all the people moving in. Need to keep open space--not allow housing to be right on top of each other

Town seems to be growing exponentially. Controlled growth is key, ensuring that services, infrastructure, etc. are going to meet the growth of the town is in my opinion the most important issue. Also, don't let the growth of the town take over the beautiful open space that the town has.

Growth - how to manage it well and keep the open space and places we love

Over population and diminishing green space.

Getting too big and overcrowded, commercial and residential properties taking away the beautiful nature space.

The amount of housing being built leading to congestion and losing the town charm

Over development with "urban sprawl" type of housing. Lack of public transportation. Need for maintaining a quaint and upscale appearance in new buildings downtown (use of Rhyolite and other native, natural materials rather than cement block painted orange). Some of the old buildings would be beautiful if renovated with their original exterior. Parking.

Too much growth. Out of control. We have lost the small town feel.

Rapid Growth and keeping the quality of services equal to it as well as keeping our small town feel

Growing way too fast - used to be a nice small town. not anymore

Too much growth. The population is going to exceed our quaint, small-town comfort, and this is a very big concern for me and my family after living here for over 10 years. We came here because it was small and quiet, but that is not the case any longer.

Over development that is changing the image of the town, safety, cost, quality of life. Sure there will be more shopping locally from big chain stores, but is that at the cost of why everyone moved here - "That stuff wasn't here to begin with." We want locally-grown companies to buy from. Too many people move here and think they are improving the area by demanding more "local shopping", duplicating what is 15 minutes up the road towards Denver. Driving around town is now people speeding (town and suburbs) and getting in accidents (especially on Founders Blvd.). The healthy life style of life is being sold off - Open space, stress free driving, pleasant home grown culture, etc. Castle Rock is in a predicament where it is offering more by taking away more of what it is. **The questions below can be taken the wrong way very easily.

Growth. This town appealed to my family because it was small and close knit. It had a great community feel. There are just so many houses being built and the congestion on the roads is becoming such a safety hazard.

Expanding too fast. The commercial and residential development is going to ruin the community that I used to know when I first moved here.

over GROWTH-losing the small town feel

Rapid growth that is changing the character of the town.

Growth...Castle Rock was great as a small town. Then it grew and became a town requiring more management, which can be fine, but only with the proper management to keep the small town feeling.

Over development. We want to keep the charm and quaint feel of Castle Rock. If we wanted to live in over developed Parker, then we would have. We chose Castle Rock because we were supposed to be a town that valued our quality of life. Over development will drastically decrease the quality of life regardless of what the politicians say.

Controlling growth and maintaining the small town atmosphere.

The Town is overdeveloping and allowing the construction of too many homes. Castle Rock has always been a great place to live because it has the "small town feel", however, with traffic increasing every week and all of the open space being developed, that is quickly disappearing.

The amount of growth. I am excited to see new places coming to Castle Rock but I am hoping it doesn't interfere with the small town feel we have always had. But I am looking forward to the changes the city makes.

The growth of the town seems to be happening too fast, and too much. In the 9+ years we've lived here, we've seen so much open space be turned into housing and shopping instead. One of the main reasons we moved here, was the small size of the town. It was nice to do all the major shopping and work away, and come back to a quiet town. The small town feel is going away.

Growth and losing the small town feel. With the growth issues such as traffic, overcrowding and lack of public schools with a good size will become big issues.

Managing suburban sprawl. How do we keep the small town feel and grow at the same time...

Too much growth, losing the small town feel which is the reason we moved to Castle Rock. We've gone from the small town feel to being another suburb.

Too much growth. We do not need more ugly shopping centers (the promenade is not an attractive unique destination, it looks like a generic strip mall). We also do not need a hotel and more retail by the MAC. Castle Rock is a small town, not a center for chain stores.

Loss of land and open space to developers. I moved here two years ago and I liked the fact there's a feeling of being in small town but close to big city. Over the last two years I can't believe the loss of the open space. I went to a town meeting and I question the developer about it and he told me I should have researched it better. He said more houses will make it more affordable for people. That's not always a true statement. I think Castle Rock needs to slow down the growth of the town. More houses and business mean more taxes to pay for more services.

water supply does not meet the demand of all the people moving into castle rock. You've allowed too much growth....it's not a small community any more

Unchecked growth. Castle Rock is losing its home town feeling.

Controlling growth and maintaining community standards for development.

Growing the right way. Continue to attract new community members while keeping a smaller town feel and not changing the identity of the town.

How to manage growth and keep Castle Rock feeling like a small town even though we need to grow

Balancing the growth of the town and keeping the quality of services, and the small town feel.

Too many people. The town is rapidly losing its small town feel and beginning to become overcrowded.

Overpopulation, resulting in our city losing its 'hometown' feel

The overcrowding, drain on resources that over population will cause and loss of the small-town charm that people moved here for in the first place.

Overcrowding - we love living here right now because it feels like a small town with amenities of a bigger city but with all the new development I'm not sure the character of Castle Rock will be what we love about it in 5 years.

TOO MANY PEOPLE!!!!!!!!!!!!!! TOO MANY RETAIL SHOPS BEING ADDED TAKING AWAY FROM THE SMALL TOWN FEEL THAT CASTLE ROCK IS KNOWN FOR.

Big issue is OVERBUILDING. A lot of commercial building for a small historic town.

Too much growth too fast. It's a great place to live, but there's no strong foundation to bring in workers and families. Most of the jobs are entry level. We need businesses with higher jobs to keep people and draw them in.

Growth and lack of local jobs.

Crowding (mainly traffic and high schools)

The roads and schools

Too fast housing growth and not enough schools.

Growth, education

STOP BUILDING!!! You have ruined this town to what it once used to be. You have torn up more land to build these ugly buildings because of your greed. Honestly what are these business buildings that are more than 3 stories high being built in Castle Rock, it looks ugly. Utility prices are terrible too, I pay OVER \$75.00 for water in a household of 1! The traffic here is terrible and you keep building more roads and destroying the landscape! The only good thing that you have done in this town is build the MAC. Oh and the people that have moved here are rude, mean and treat others terribly. You should all be fired for these terrible decisions you have made and tearing up this once beautiful town. I haven't even mentioned the school district and how terrible and ridiculous your changes in teaching, and hiring these kids off the street to teach rather than keep the seasoned teachers who can help and teach kids about life, no wonder there is a terrible drug problem in Douglas County.

Availability of emergency services and public schools as growth continues.

The growth - the town is growing so fast and there is not much to keep the kids busy and out of trouble.

I feel castle rock may become too populated which will take away the small town feel that I enjoy. I also worry about the drug activity around and about town. I'm afraid it's likely to only get worse the more populated we become.

Maintaining and growing infrastructure. Allowing RTD to expand light rail to our city would be extremely beneficial.

Infrastructure managing growth including public transportation

Low income housing and public transportation.

Traffic planning, water planning

Infrastructure. Specifically, water and electricity.

GROWTH AND WATER

Controlled growth and water

Growth - we growing extremely fast, faster than infrastructure repairs can get done, specifically road repair. Water is also a huge expense. We've lived here 11 years now, and we pay more each month in water than we did all year in Wheat Ridge.

Controlling growth and insuring that growth does not over extend our water resources.

Growth plans are creating far too much population density in a small area. Water resources were very minimal years ago and are currently far too expensive, this will only get worse now.

Continued population and housing growth and water usage and bill

I believe the Town Council should be more sensitive to the needs of current residents. We need to address the issues of the train horn, for example. It appears that some Council members are thinking of their own personal and financial interests and less about our concerns. I am very concerned about water resources and overpopulation in areas such as Pine Canyon.

Residential development and water availability / use associated with the continued annexation into areas of the county and growth toward physically connecting with surrounding Towns / municipalities

the sewer system and providing water for the community

Traffic and housing

Growth and Affordability to live here.

It's growing too fast with retail stores that nobody is going to shop at and the real estate is so high that people cannot buy houses but rich people can buy them and rent them at top dollar for those who cannot afford to buy.

Fast growth and affordable housing

Affordability and availability of housing.

Groin to fast, way-sting tax dollars.

Water and taxes

Traffic Overcrowded

traffic and ability to get from place to place quickly based on current roads and growing population

Extensive growth, overcrowded.

Over building and overcrowding!

Growth. Too many people moving here.

Over development and over population.

Building more houses and overcrowding. No more open spaces left.

Water and increase in population

Planning for more commercial and industrial growth and dealing with population growth that this will bring in as well.

HOUSING, POPULATION

Infrastructures and traffic and uncontrolled growth

Traffic and commercial/housing development and growth

The fast pace at which Castle Rock is growing and if the roads and highways will keep up with that growth. It's great that we have a hospital now, but would like to see something on the east side of the highway.

Having adequate infrastructure and commercially zoned areas to keep up with the rapid population growth/new neighborhoods being built. I.e. Crystal Valley onramp to interstate, grocery store/gas station type places for Castlewood Ranch/Crystal Valley/growing areas.

Traffic and enough parking spaces in commercial areas.

Road maintenance, and I think that CR should entertain installing a fiber gigabyte internet service ran by the city like a utility. This has been done in several parts of the country including Longmont. With the direction towards the future with the Promenade, Riverwalk, MAC, etc., bringing in new life to CR this would be a HUGE draw and benefit.

control the growth and manage new services to support grown population

Too much downtown growth and not enough parking

Over growth and a town council that will not listen to the residents.

Growth of the area and how to manage the resources for it

The growth and cost of living in Castle Rock.

Growth - be careful to not add to many low income housing. We moved to CR to get away from low income housing.

Water too expensive; overgrowth of housing by builders who leave homeowners hanging with multiple expensive building defects; not enough for teens to do and their lack/desire to get a paying job despite the desperate need for entry-level workers in the area which leads to them becoming vandals and causing problems; lack of businesses with higher paying jobs which means highly skilled workers much make long commutes; not enough facilities or programs for seniors; etc.

Managing growth. I don't like this question since it limits the answer. Traffic, budget, housing costs, quality of living, the need for an at large mayor, widening I25, building to many homes to close together (For example approving 98 homes on 11 acres at Meadows 18), Miller's Crossing and tax structures that allow developers to siphon money from Castle Rock... are all important and somewhat related to the growth in our town but each deserve serious separate discussion as well. Terrible limiting question.

Managing growth. The town has been strongly pro big business. Would like to see that more balanced

Managing growth and providing adequate services

POPULATION//REAL STATE

Dealing with the substantial population growth. Having enough services for everyone and dealing with all other related issues from population growth, including traffic.

TOO much building yet no new roads to accommodate the growth. Traffic light timing could be a huge help, but I am told we have old traffic lights....

The current amount of new builds in the city is very disturbing. The overgrowth is going to cause major traffic issues.

Traffic

Traffic

INFRASTRUCTURE

handling the traffic brought on by all the construction

Infrastructure-roads

Infrastructure

CONGESTION,

Traffic, construction,

traffic

TRAFFIC

Traffic.

Traffic

poor commute to Denver during rush hours!

Not enough infrastructure to support the growth. You wait until the streets are gridlock and there are bad accidents before you change. If you are going to add more and more commerce you need to support it first.

Traffic safety in the face of huge growth.

Instructor for traffic

Not enough infrastructure to support growth

Traffic management

Traffic

Infrastructure will soon need to be expanded and or repaired.

Traffic congestion.

The flow of traffic

PROBABLY TRAFFIC CONTROL CONGESTED

Traffic Congestion!!!

Traffic due to growth

traffic congestion.

Traffic demands due to growth

Traffic congestion

TOO MUCH GROWTH, NOT ENOUGH ROADS

CONGESTION AND TRAFFIC

TRANSPORTATION

TRAFFIC

TRAFFIC

How to accommodate significant growth in the area- traffic can be a mess

TRAFFIC

Infrastructure being outpaced by all the new growth.

Rapid expansion while infrastructure lags behind.

Handling the growth rate and traffic.

Traffic

Traffic

Traffic from growth

Traffic

Traffic

Traffic

Keeping infrastructure up to date with the growth

Traffic

Having infrastructure that matches its growth.

Traffic

Traffic! I am not sure that the current transportation system can handle the town's growth.

Traffic congestion.

Traffic

Traffic, infrastructure

traffic

traffic

traffic.

TRAFFIC

Traffic.

INFRASTRUCTURE

Transportation, traffic congestion

The single most important issue facing Castle Rock in the next 5 years is traffic. With new homes, come new residents, comes more traffic.

over traffic

TRAFFIC

Expanding so quickly that it won't be able to handle the amount of traffic entering and leaving the town. Even with the new ramp to I-25, the town will just keep getting busier.

TRAFFIC

Transportation infrastructure anticipating need for growth including additional lanes & roads not just for now but also building for future before we need it.

traffic congestion

infrastructure is my biggest concern.

traffic

traffic

Traffic

With the tremendous retail and housing growth in Castle Rock I feel traffic and infrastructure will be the biggest issues needing attention.

Traffic

Traffic

Handling traffic congestion as the population continues to grow.

Infrastructure, planning was to build all these shops and homes and build up the population, but worse job I've ever seen on providing roads and services to accommodate them.

Traffic as the population is growing rapidly

In the Meadows, there are only 2 ways in or out (Meadows Parkway and Castle Rock Drive). The new Castle Rock Drive was supposed to alleviate traffic congestion in and out of the meadows, but it has only changed the point of congestion. Also, with all of the construction around the Outlets more and more traffic will come into Castle Rock and I don't think the key intersections near I-25 are capable of handling the increased volume. I see more and more near accidents that it is only a matter of time before someone is seriously injured at one of these locations.

Traffic

Infrastructure

INFRASTRUCTURE.

taking care of traffic issues

Expansion without reflective infrastructure

Infrastructure is horrendous. The city has gotten money hungry and in doing so ignored the fact the roads can't withstand the population growth and traffic.

Roads being congested by too much growth.

Road improvement (add lanes) 1. on Plum Creek above Lake Gulch Rd. 2. Hwy 86 adjacent to Terrain sub division 3. Ridge Road from 86 to Lake Gulch Road.

traffic

Traffic

How to grow communities with limited infrastructure (roads). If you look at Lone Tree or Highlands Ranch, there was planning with 6+ lane thoroughfares.

Infrastructure - we are growing majorly in population and businesses but there are still many streets that are accidents waiting to happen because of the slow pace of putting lights or stop signs where they are needed. Also the traffic flow needs to be monitored and corrected. This is not rocket science. Should never have put a 3 way left out of the outlets.

Traffic

Capacity. We're growing super-fast (I'm in one of those new neighborhoods) - can these two-lane roads support us? what about when the mall comes?

Infrastructure

Incrustation

Traffic control. Existing roads are not equipped to handle today's traffic, much less the expected increase over the next 5 years.

CONGESTION

transportation

Traffic

Traffic issues

CONGESTION

Traffic congestion around the Outlet Mall

Traffic

Traffic flow

transportation

TRAFFIC

Traffic

road infrastructure

ROADS

Roads

roads

ROADS

THE SERVICES ARE NOT VERY GOOD THEY NEED TO PLOW THE ROADS THEY DONT PLOW IN MY AREA

Roads

Too much commercial and residential growth

growth

too fast growth

too much growth

It is currently way too overgrown, and it doesn't seem to have a stop ahead.

WROGTH

Managing growth

growth

Unrestrained growth. What has in the past been what appears to be a very biased approach favoring new growth areas over more mature even "old" areas of the town. The zoning can appear haphazard at best, and special interest driven at worst

Uncontrolled growth. Town Council needs to STOP rubber stamping every plan that's presented to them by developers.

Runaway development, which is ruining the small-town character of Castle Rock and turning the town into another suburban sprawl like Highlands Ranch.

uncontrolled growth

Uncontrolled growth

unlimited growth.

Controlled calculated growth.

Residential growth

GROWTH

Too much growth//ne

Over growth.

GROWTH

Controlling growth

GROWTH

Castle Rock is growing way too fast. It seems as though the Town is just beginning to realize what is happening and is taking the necessary steps to meet that growth.

Growth

Growth

Too much growth, the influx into the town is starting to affect the quality of life.

Growth management.

Over development

Too much residential growth.

Growth

Growth

Growth

Expansion/ growth

Opposing to growth

CONTROLLING GROWTH

GROWTHS

GROWTH

growth

PROBABLY GROWTH

Growth

Growth

Growth.

Growth

Too much growth

Growth

Growth

Growth

Growth

overdevelopment

growth

Growth in a short amount of time

growth

Over growth and development

Growth

growth that the town is helping to support

continuous building

too much growth

less selling out, less construction, more things for young people to actually do that doesn't require money, or transportation, stop building retail and strip mall, go back to supporting the local businesses, and support the ARTS and culture for FREE.

Growing too large.

Growth

Too much growth too fast

Too much growth

too much Growth.

Growth

growth

too much building going on. built new mall while stores in outlets are empty

growth

Too much growth.

Growth

Growing too fast.

growth

Growth

too much development

Overgrowth

Growth

Growth

growing too fast

TOO MUCH GROWTH AND THE NO THATS IT

The speed of its growth

GROWTH

Overbuilding

Growth

Growth

TOO MUCH GROWTTH

Overdevelopment.

Uncontrolled and Unneeded Growth Being Approved

Rapid growth

Growth

Growth is going to be a huge issue with the infrastructure currently in place. Putting a thousand new houses in every section of open space makes everything about the town more crowded. There has to be some middle ground between appeasing the needs of developers and keeping current residents from feeling flooded.

Overgrowth.

GROWTH!!!!!! It seems that elected officials and Town management are so intent on retail growth that traffic, etc. is not considered. The width of the valley here is a limiting factor in regard to growth and the "Town" atmosphere is quickly being lost.

Too much growth and development in a very short period of time

Growth from projects.

The growth

Exceedingly rapid and overzealous residential development and growth.

Too Much Growth

It will be as busy as Denver . The town cannot handle the growth.

GROWTH

Rate of growth

Growth

Too much growth. I will probably end up moving to a smaller town like Castle Rock used to be. But I understand growth.

overgrow

GROWTH

over-development

RAPID GROWTH

Over growth

Growing so fast

Overly fast growth - need to curb it so Town can catch up to citizens

Over development

Extreme over growth

WROUTH AND DEVELOPMENT

Growth, it's too fast and smog is already a major problem

Too much growth

Fast uncontrolled growth without enough city services

RESIDENTIAL GROWTH

INCREASE GROWTH

too much growth

Growing too fast

Growth.

GROWTH

Seemingly uncontrolled growth

Expansion

Exponential growth

Growth and Expansion

Growth is the problem and I am 1 of several that feel that our small town is getting to big. Been here 20 years and don't like seeing all of the land being torn up for more people to come live here.

Growth.

Unchecked growth

DEVELOPMENT

The incredible growth rate.

Too much/fast growth

GROWTH

Too much growth and development.

Too much growth

Growth

too much commercial development

too much growth

Growth

GROWTH

Growth that becomes too rapid and tends to overwhelm the ability of planners to properly plan.

Growth is to fast

GROWTH

GROWTH

Growth

Growing too fast

Overdevelopment

TOO LARGE OF GROWHT

Grow

growing too fast

Growth

Its growing too fast

Uncontrolled growth

Growth

Too much growth too quickly

Rapid growth

Overgrowth

Growth

Urban sprawl; Development density; Car-dependence.

too much growth not planned smartly

OVER DEVELOP

The growth of the Town is great but could have a negative impact if not planned for properly.

growth

Too much growth

Growth

Too much building of retail (i.e. Promenade) and new homes.

Expansion//

Growth

not over-building

growth

THE SPEED OF THE GROWTH OF THE TOWN

GROUTH

Growth

Rapid Growth

road infrastructure

rapid expansion

Over development

Rapid over growth

Over development.

GROWTH

Growth of Castle Rock.

growth

The development of the promenade

I feel commercial growth is necessary but it's scaled too large instead of continuing with a small town feel.

I worry about all the growth and new homes effecting the open spaces and where the animals will live. That is a MAIN reason we bought here and it makes us sad

ESTABLISHING A QUIET ZONE FROM YHE RAILROADS

Space

Protect our open space and ask for more from our developers!!!!

My biggest concern is that the expansion of the city may start to build over nature. I don't want it to fill like any other city.

Preservation of Open Space

No open space

The increase in population along the front range and especially here in Castle Rock will change the flavor of the town. Having lived here 20 years, I have seen an shift from more conservative to slightly more liberal attitude in social mores. I would oppose the marijuana shops, expansion of light rail and the general attitude of Boulder/Denver politics being foisted upon Castle Rock. Castle Rock needs more Christian churches to meet the spiritual needs of the unchurched.

COMUNITY GROWTH

Destroying the small town of Castle Rock. The old and quaint buildings are what people love. There's been a couple of office buildings put up recently and they are too modern looking and don't go with the small town. Please put them on the other side of the 25 but not in this cute little town. Quality housing is another issue. Some of these new housing tracks are constructed very cheaply.

We have only lived in Castle Rock since November 2015. We moved here from Southern California where most cities are overcrowded. In the little time we have lived in Castle Rock the amount of housing development is overwhelming. We moved to Castle Rock for the small town feel and we are currently selling out home to move to another city where the development is not out of hand.

I see the most critical problem will be overbuilding and too many new businesses. I love the down itself because it is so genuinely small town. I don't want to lose the quaintness of the area.

Over development -- losing what makes this a special place and basically just another Highlands Ranch. Too many strip malls and far too many homes being built resulting in a significant loss of open space.

I am afraid to see the small town businesses ran out of town and replaced by chain stores and restaurants. Would like to see more small owner restaurants and shops similar to the ones available in Fort Collins Square or downtown Colorado Springs.

Too much large retail/especially franchised business and total loss of character - feels like a suburb now. Horrible urban planning design with too dense retail properties and bad traffic patterns. I now shop in Lone Tree where I work because just dealing with the intersections around I25 (east and west side) is ridiculously congested NOW and more to retail traffic to come. Go south out of my way to and from work to avoid.

Jobs

Lack of workforce to staff all the new establishments opening in town

Economic

New schools to accommodate the growing population infrastructure to accommodate the growing population

SCHOOLS

Quality of Education in the Douglas County School District including retaining quality educators and staff.

Quality public education

OVER CROWDED SCHOOLS

PUBLIC TRANSPORTACION

Overcrowded secondary schools

Education

Funding public schools by passing a bond and electing new school board members.

Overcrowded school

Overcrowded schools

The amount of high schools.

SCHOOLS! Without a doubt. We keep growing, growing and growing but we haven't added a single school (other than charter) since I have lived here. Where are the kids from young families supposed to go to school as they get older? Why are builders not required to help build schools as they are in many other towns? This is the #1 complaint I hear from neighbors as well. I also worry about all of the new building going up not having tenants. I am not against the growth at all, in fact, I enjoy it. But I worry we are building before we have people to move in, especially office buildings.

Schools

Schools decline and underfunding

EDUCATION

neighborhood school over crowding

Castle Rock School District- end the voucher program. Hire a Superintendent who will value our schools and teachers. Our neighborhood schools could offer so much more for our kids if we put our money and energy back into them.

Schools are overcrowded

Keeping it safe

Marijuana problems with teenagers.

Housing theft

Public Safety

Increase in crime.

Law Enforcement and keeping our community safe. Free from violence and drugs.

CONCEAL AND CARRYING WEAPONS

TRANSPORTATION

Public transportation

Lack of transit.

No public transportation

We need to have the light rail here. More people are moving here every day and many work in Denver. To help ease the traffic, we need a light rail. How do we get one?

water education

Water

Independent water access

WATER

Water!

Water

Water

The price of the Water, the bill is too expensive.

water

Water Supply Planning

water

WATER

Water

WATER!!

WATER

Water consumption relative to the number of homes/businesses being built.

Water

WATER

Water

Water

water

WATER//

WATER

Access to water

Population growth and infrastructure to support that growth.

Controlling and handling growth. Would like to see the mayor be an elected position.

Accommodation of rapid growth.

controlled, intelligent growth

Growth. I'm concerned that the growth out paces the infrastructure.

Controlled growth to meet the pace of necessary infrastructure and funding.

Poorly managed growth. Controlled responsible growth is good. The town's current path of out of control growth, rezoning for higher density and annexing high density plats is bad for everyone but the developers.

Controlled growth

Responsible growth. Making sure there is housing to accommodate all of the commercial growth. Also the support of the public schools in the town.

FEEDING UP WITH GROWTH

GROWTH CONTROL

Staying ahead of growth with a solid infrastructure plan

Growth management

preparing for and managing growth so as to sustain or improve the quality of living in CR

Handling the retail development growth, traffic

MANAGING GROWTH

Controlling growth.

DEVOLEMENT

The growth of the city is not being managed in a smart way and is too focused on commercial growth and high density residential growth.

Effective land development

Controlling growth.

Ensuring sufficient development that will bring in additional services and business.

Growth. It must be done in a controlled, orderly fashion.

Keeping up with the growth

Unrestricted growth. More growth. The wrong kind of growth. Growth at the expense of everything else. I laugh when the Town of Castle Rock talks about its "small town" ambience. That small town feel left at least five years ago. The town has become a series of cheap strip malls and parking lots.

Managing growth. One of the best features of Castle Rock is that it has always had a small town feel to it. There is less crime, you feel safe, you can still go to town events and find parking.

Expansion and controlling growth responsibly

Managing growth.

Not enough supply to meet demand- need a Costco and whole foods

Controlled growth

The amount of growth and whether or not the most appropriate people are in the right positions to manage the growth appropriately to ensure services are able to keep up. It appears the Town is eager to gain growth, which when appropriately managed is a great opportunity, however, if not

managed appropriately, can be disastrous. There are steps to be taken along the way to ensure the town council is capable of managing a larger town (city) and whether or not the staff is not being outgrown beyond their capabilities.

Controlled growth

Growth management

Expanding business and retail in the south end of town so it remains a vital part of Castle Rock.

My concern is how do we maintain our small town feel while growing and not out-price small business owners from being able to do business.

Responsible Development

planning to be able to manage the rapid growth

How to balance residential growth with required roads, water, and other infrastructure needs.

You have not planned correctly for the growth and when problems come up in needing more police etc. you are not going to be ready. You already are behind on several things with the growth rate

Inability to afford housing.

Affordability and availability of housing

Affordable apartment living

lack of affordable LOW INCOME housing

Housing prices

Cost of Housing --- This area is nice but not California nice. The home prices and rents have to be looked at. I believe the current market conditions are approx. 50% overvalued. Very concerning when making a decision to buy. Could be similar to the crash of 2008 when property values plummeted. ... Beware!!!

Housing costs

Housing

Taxes are too HIGH! and just going to increase if the town leadership just continues to spend.

Senior housing

Senior housing. I love the apartment I have but it is too expensive to stay in long term. I am on the list at Auburn Ridge but there are many, many others there also.

Affordable Housing for Seniors

Number of people living in town

All the out of state people that aren't from Colorado

Extreme population growth.

Population growth and services to accommodate it.

Population

Population growth and all that comes with a growing city.

Population Growth

Population increase management

Overcrowding

Population growth

Managing the population growth and the support systems that are needed with the population growth.

Population growth

population

To many people//

population growth

OVERCROWDED

OVERCROWDING

over-population

The over population.

Too crowded

Overpopulation.

Over population

Population growth, too fast, too many

The number of people coming into the town.

Population growth

Over crowding

Number of people

Continued population growth and reduction of open spaces

Population explosion. Allowing housing developments that squeeze houses/residences onto very small plots, i.e. Coriander and Vindaloo, and Castlegate Dr. W

over crowded

Overcrowding

Population growth

Increase in population

Over population

Population growth

POP[ULATION GROWTH

Managing population growth

Growing population

Rapid Population Growth

Way to overcrowded

Population growth

Population growth.

Overcrowding; population

Being overpopulated

overpopulation

POPULATION

Population growth

OVERCROWDING

Growing population

Population growth.

population growth

CRITICAL PLANNING - there has been a noted lack of critical (strategic) planning on how and when (or if) to incorporate the many changes facing this community, especially in the light of handling the increased population (i.e. access, traffic flow, law enforcement/emergency response, public safety/security, vandalism, etc.)

Ensuring Castle Rock maintains a Conservative rather than liberal approach to its affairs.

Illegal Immigration and the lack of the use of the E-Verify by local business when hiring workers. The infiltration of a strong illegal population. The parks in the summer are full of them, and the business center has a central agent exporting dollars daily.

Growth happening too quickly

Controlled growth with a focus on infrastructure needs and future expansion

No long turn plan

Sustainable expansion. Growing in a way that maintains the quality of life for residents and attracts new residents that will maintain the quality of the city as opposed to creating additional problems that increase service related costs.

The Town Council is an absolute joke, and has been since Waterman was mayor. He singlehandedly ruined this town and its direction. The town does not value input from residents as it pertains to growth and development. It develops plans and then sends out a letter to ask for feedback that it never intends to incorporate. Growth, skyrocketing utilities and the overreach and lack of oversight of HOA's and the school district are all major issues in the town.

density

Age of the residents. Seems place to retire.

Keep up with the growth with the city entertainment.

Expansion

turning to Christ

All the shopping centers are in the same area. If I feel like going out I can't walk to anywhere nice from my home, I either have to drive or call an Uber/Lyft. The movies and bars are all on the opposite side of town from me plus there is very little parking. If this town is expanding the mall as big as I've heard then I would really appreciate more businesses near ridge road, if that doesn't happen the I wouldn't be surprised if we became the car crash capitol of Colorful Colorado.

The growth of the Promenade development.

WROGHT

Home development is outstripping facilities

Noise pollution due to all of the trains is a big problem. Castle Rock needs to address this and make the town a "Quiet Zone". The noise from the trains has greatly reduced our quality of life, not to mention our ability to sleep through the night. We NEVER would have purchased our home in Castle Rock had we known what we were getting into back in early 2005. Noise pollution affects quality of life and real estate values in a very negative way. Light pollution is also a big issue in Castle Rock. Many quality communities are aware of what a problem this is to their community and have ordinances requiring lighting on ALL buildings to face up and down, not facing outward blasting into people's homes throughout the night. Again disrupting quality of life and affecting our sleep through the night. These are HUGH ISSUES, people need to be able to get a good night's sleep in their homes. People who are not affected by the train noise or multi-family/business lighting don't have any idea how negatively this affects the people in the community near these problems. The community needs to address these issues and use our financial resources to fix these issues. The town claims that fixing these problems is a budget issue. But they need to address these issues instead of spending their resources buying larger Christmas trees for/and doing improvements to Festival Park and other unnecessary frivolous spending with our tax dollars.

cost of living

Grow a unique and affordable restaurant selection throughout the town and creating a place that residents can do more without leaving the city.

Castle Rock is growing significantly as the cost of living in both Denver and Colorado Springs increase; that is increasing the cost of living here, and that continued monetary requirement may be a challenge for some residents.

THERE RESTAURANTS THERS NO BOLING ALLEYS AND STUFF LIKR THAT

1. A number of things: Not allowing other companies to do business that would compete with the Rec Center is ridiculous. Protectionism doesn't work. 2. Many employees of the city (Police Department) are rude and unprofessional. 3. The police here are too restrictive. Too bad it is not an elected position. I see, and myself included being pulled over for really stupid things (not stopping completely at stop signs up at Founders Village. 4. Roads are awful - I report them over and over again, with no response from the city. 5. Have you been down to get a permit from Douglas County (not within your purview), however, I would rather work with terrorists. They might be more amenable. 6. Try going to the Court House/Sheriff's department. Everyone is treated like a criminal. 7. Who is controlling growth in Castle Rock? You have to drive everywhere to get services... 8. The Water department, however, are always terrific, but they don't reply to e-mails. I have never received a response regarding water usage and how they come up with the calculation. I am still waiting. It's been 3 years, so I won't hold my breath. Mostly, customer service from city government is a pervasive issue. I detest dealing with any of the city government here in Castle Rock. They are defensive and punitive.

The cost of everything going up so drastically as we continue to overly build houses and businesses in such a short period of time.

Retail development

Probably the need for more housing as more people move here (and ARE moving here) because it is such a fantastic and unique place!

SMALL BUSINESS COMERCE

no large corporate employer. most of revenue comes from shops/tourism. some people don't want the town to grow and were unhappy about some of the fast growth. since we don't have tax base of a corporate employer in town growth is likely going to continue.

I don't know

DON'T KNOW

No comment.

unknown

not sure

CAN'T THINK OF ANYTHING RIGHT NOW

Open Ended Responses to GROW3A: What aspect of growth in Castle Rock is causing you the most stress?

GROWING AND TOO EXPENSIVE TAKING AWAY SMALL TOWN

Traffic, crime, road rage, congestion, litter. It's like a big city, it's lost all its charm. There are more fast food restaurants than necessary, very few sit down Mom & Pop shops/restaurants. Everything is a big chain, no small charm feel at all anymore.

EVERYTHING, traffic, the rude and nasty people that have moved in, the new building are ugly and you have destroyed the history of this town.

Too much growth. traffic, ugly stores, feels like any other town. Parker highlands ranch.

Growth, traffic and water concerns

Traffic, shopping, and road work.

Traffic congestion, attracting a lot of new transfers to Colorado, encroaching on the beautiful open space that the town is known for.

over population. increase in the homeless population. Congestion (traffic/people) building out too many residences takes away from the natural beauty of Castle Rock - need to limit the population growth.

too much growth, too much people and traffic

parking, overcrowded, congestion on the roads

too many homes, thus too many people, thus congestion on roads and concerns about water supply

Continued building of more retail and homes. Traffic with no solutions.

roads/cost of living/over-crowding

too much growth, teen suicide, lack of good jobs, too many commercial retail complexes

there is no need to develop every single piece of land that doesn't have a structure already on it on it. We live in a community of 55k people but have way to many tire repair stores, liquor stores, pizza stores and Starbucks. the town needs to be smarter in what development plans they have to give and keep castle rock having a small town feel. It would be great to have more ma and pa stores instead of chain stores/restaurants everywhere you turn.

So unnecessary the growth. Why did we need the mall??? Aren't there enough fast food places? Tons of empty stores and duplicate stores carrying the same items. The people are so nasty now and traffic so terrible. Castle Rock has changed for unfortunately the worst and as a Realtor and long term resident I cannot tell you how many people I talk with on a weekly basis that feel exactly the same way. Way to many stores/ commercial growth. Congest

The safety of our streets and our children's involvement in our neighborhoods. I see "now hiring" signs all over town for existing businesses, but there are continuing to be MORE franchised businesses opening who also needing to hire staff. How will we maintain a small town feel, when those potential employees would like to live here but can't afford it. I'm not saying we need lower income housing, but there needs to be incentive for those potenti

Loss of open space and loss of the small town feel. It's becoming another suburb of Denver rather than keeping its own unique/small town vibe that it used to have.

Loss of natural beauty. Loss of land, wide open spaces. Loss of quiet environment. Loss of country/small city life style.

The infrastructure in Castle Rock cannot withstand the fast population growth that we are experiencing. The traffic on 1-25 and on the roads within Castle Rock is already a nightmare. Continuing to let our population explode will only make this problem worse. Castle was a small charming town and now it is on the way to becoming another Parker or Highlands Ranch.

Over population - losing small niche community feel

The continuous building of home communities, our natural beauty is being taken away

Traffic congestion. Crowded shopping centers

Long term planning, roads, and water.

Traffic and Water

growth and water resources

Traffic, affordable housing options

Traffic and affordable housing

Traffic & increase in prices

too crowded, prices going up up up

Over population and cost of living

The cost of living. Housing prices are outrageous. Bringing in all the new retail for the promenade growth without having any public transportation in town or to Denver.

Traffic. Lack of planning road development off Crowfoot and other areas that were just completed... cannot handle the population increase. Poor planning for onramps to I25 from Founders and Meadows. Aggressive drivers:- (More accidents= More aggressive drivers

Traffic congestion, light-rail accessibility, alternative routes

traffic and signage

traffic and light timing

Traffic and horrible traffic light timing

Traffic and bright, obnoxious signage (i.e.: outlet malls)

The traffic to get anywhere in town is horrible. It is especially bad trying to get out of the Meadows. It would help immensely if the lights on Meadows/Founders were timed/synchronized, especially with all the additional traffic of new homes in the Meadows and the Promenade. An additional road from the Meadows to the East side of I-25 would be great too. Something that starts near the boundary of Red Hawk and the Meadows and goes east.

All of it, especially the increased traffic. I used to go across town in 5-10 minutes now it's more like 20-30. The people moving here are also too retarded to drive in snow.

Traffic volume and safety.

Traffic congestion and related safety.

The amount of cars on the road and increased number of accidents on city streets.

Traffic in down town, education.

Overcrowded/weak Schools

TO MANY HOMES NOT MUCH SCHOOLS

the amount of homes being built. Our schools cannot handle the growth.

all the housing, and overcrowding of elementary schools.

Too much building new homes on top of each other. Destroying the open spaces with new builds.

There is too much building there will not be any open space left

The lot sizes of new houses are too small. Developers are favored over the quality of life. Wildlife areas are being sacrificed for overcrowded developments. Failure to clean up dog feces in neighborhoods is a problem and needs to be addressed.

The house are being built on top of each other. There is no such thing as a yard. I can barely park a normal sized truck between my driveway and my neighbors. There is no privacy in the neighborhood. Can't sit on my deck without being able to hear word for word what my neighbors are talking about in their yard. The open spaces are being encroached upon.

The amount of new housing. The lack of any business or tech centers. Blocking views of the front range, It's beautiful here if I wanted to live in Highlands Ranch I would have moved there.

Traffic issues, Looks low end on Plum Creek Pkwy. East side of town. homeless people on the corners, and at Safeway. Dirty, trash on the grounds

Traffic and apartment growth

Traffic and taxes

It is growing too fast. You are not building good infrastructure.

Growing at too fast a rate without creating infrastructure that can handle it.

schools and roads

Not keeping up with the growth in regards to quality of schools and road upkeep.

traffic road conditions

traffic/traffic lights

Traffic, not enough access to streets

Town does not looks small town anymore, traffic

Chain stores and traffic

water and traffic

high water prices// traffic

We are building houses far too fast to accommodate all added cars on the road.

THE GOWTH AND TRAFFIC

Rapid Growth & Traffic

Unaffordable housing, traffic

It's too expensive to live year. Traffic is too congested. HOA rates for my complex are \$345 a month.. REALLY?? for what? So I can look at a lawn. You let this Stoney Creek on Front street get away with sticking it to its owners and it doesn't even have up to date plumbing and heating. Terrible. Difficult to even get a loan on a condo because of the HOA hoops one has to jump through.

red light running...street congestion

Loss of open space. Traffic congestion near the Outlets.

Landscape and traffic.

Lack of open space, and traffic

The amount of high density housing is stressing our town roads and services.

ROAD TRAFFIC

too many people and too much traffic

overcrowding, congestion

Over population and the traffic that comes with it. We are turning into Highlands Ranch with a sea of houses and endless traffic.

lots of people and more traffic

Too many homes being built too fast, which is causing too much congestion.

Noise, land development, traffic

Excessive growth and population

traffic crowds

traffic/crowding

Traffic; Way too many people moving here

Congestion and Over-Population

Too many homes being built. Too many people. Crowds.

Over building and crowding of housing

It's growing too fast. We need to slow down on the building of new homes in Castle Rock. The building of new homes is ridiculous.

The amount of retail and the amount of new home development.

Increase in retail and housing developments.

Growth of factory outlets Too many housing developments

Losing open space ... so much building!

Residential overcrowding and ugly commercial development with cheap stores I don't want to patronize.

Too much construction

Too much construction

Rapid expansion and growth of commercial lots

Roads and to many cookie cutter homes ...

Traffic; very expensive indoor recreational facilities

traffic overbuilding of homes

Traffic and housing availability

Overcrowding/ house values dropping!

wrecking the small town feeling with makes Castle Rock great

We are moving because of it, we have sold our home we built Dec 2015. Small town feel? This isn't a small town anymore, you cannot drive into a parking lot without having a panic attack and the grocery store is insane and everyone who works there is angry because off ALL the people and you continue to build homes? We built a beautiful home we love and honestly can't believe the mistake we've made. I'm sorry but I have to be honest.

unbridled commercialism

TRAFIC

TOO MANY FAST FOOD .TIRE STORES..

Too many big box stores causing loss of small local business owners and the end of charming downtown

The small-town feel is going to disappear quick with all the stores opening at the Promenade. The big new ACC campus behind the hospital-

The disregard for the character of the old town Castle Rock. Architecture that does not match the old town architecture.

Small community

Loss of small town

Loss of rural culture

losing small town feel

Loss of friendliness and small town feel.

lack of restaurants and hang-out spots

lack of QUALITY anchor/retail stores, the town seems to be degrading itself with what it is bringing in, we should not represent only lower end quality.

Lack of character

Identity Loss

Downtown building without regard to aesthetics

Culture of our Town could change as more people join our community

Chain Stores/restaurants

Chain stores

Californication

Box chains

Big box Retail

big developments

All of the building! Some of the new buildings in downtown Castle Rock are not historic looking at all! We are turning into Highlands Ranch!

water education

Water supply

water quality

WATER LONGTERM

Water conservation

WATER

Water

Water

water

The water is too expensive, for the growth of castle rock.

Rising water cost. Not enough quality economic development (too many chain restaurants and stores).

high water costs

Access to water

unrestrained growth

Uncontrolled; too much, too fast.

Uncontrolled growth and building of high density housing

Uncontrolled development

Uncontrolled Building

Uncontrolled

Uncontrollable growth

unchecked growth all at once.

TOOMUCH GROWTH

Too rapid

Too quick

Too much, Developer driven, I could go on but by reading the language used in your survey the planners and politicians have made up their mind to sell off the future and build Aurora in Castle Rock

Too much too fast. Business can't employ people because there's too many businesses and not enough people to run them. We're starting to see poor quality of services because there are not enough people willing to work entry level jobs.

Too much too fast

too much growth.

TOO MUCH GROWTH

Too much growth

too much growth

Too much build out (commercial) without the guarantee of long term tenants.

too much all at once

TOO MUCH

Too Much

Too much

Too much

Too much

Too much

Too much

Too much

too much

too much

too much

Too fast.

TOO FAST OF GROWTH

Too fast

Too fast

too fast

To Fast

To fast

Thoughtless sellout

There is too much

The growth itself

Sustainability

sustainability

Rate of growth

Rapid over-development

Rapid Growth

Overgrowth

overgrowing

Overdevelopment

overdevelopment

over growth

over growth

over growth

Over growing

Over development!!!

OVER DEVELOPMENT!

over development

over development

Not controlled

No planning

No master plan

Looking at what once was a beautiful landscape and seeing a sea of homes and buildings. Getting too big!!

large amount of growth

Lack of planning

It getting to large and the desire going down because it feels crowded and overgrown.

Irresponsible growth
increased growth
growing too fast and too big
Growth to fast
Growth to fast
growing too fast
Growing too fast.
Growing too fast
GETTING TO BIG
GETTING TO BIG
Fast-paced
FAST GROWTH
Fast growth
Disjointed growth
Building too fast
Very expensive housing
Unaffordable housing.
Too expensive
too expensive
The housing cost is way too high and rentals need to be driven down
The cost of living is too high for the average person to live in Castle Rock.
rising costs
Retirement cost
Prices
Price of housing
living expenses
lack of affordable housing
I couldn't begin to image of buying a home - all housing is way out of reach regarding cost.
I can't afford a home here based on one full time income household of 3.
Housing/retail
Housing.
HOUSING PRICES
Housing prices

Housing prices

Housing costs.

housing costs

Housing Cost! Affordable Housing

Housing cost

Housing

Housing

Housing

housing

Homes

Homes

home prices

Home growth

Home building

High-pricing

high price of homes

High cost of housing.

Cost of Living

Cost of living

Cost of living

cost of living

cost of living

cost of living

Cost

availability of housing

Affordable living for retirees

AFFORDABLE HOUSING

Affordable housing

Affordable housing

affordable housing

TRANSPORTION

TRANSPORTATION

transportation road

transportation proportional to retail business coming in

Transportation and roads

Transportation and overuse/over programming of facilities

TRANSPORTATION

Transportation

traffic signals

Traffic problems

Traffic planning

Traffic patterns and clarity

Traffic noise

traffic management

Traffic lights

people do not understand road signs and how to drive

No public transportation

no public transportation

No Light Rail Access

more incidences of road rage

lack of public transit

Drivers

Drastic increase in traffic issues.

caution turn lights

Drug use!

CRIME

Crime

crime

the size of school

The schools being over crowded

Schools with budgets that can't sustain quality teachers and resources for the students.

School choice

Over-crowded schools

No new neighborhood schools

Financial distress public schools. I know this is a country issue, but it trickles down to C Rock as well.

Education

Education

Urban sprawl

urban sprawl

Ugly buildings/urban sprawl

The overall growth of terrain

The commercial and residential growth in Castle Rock is destroying the views and habitat for native species of animals that once call the prairie home. The development of "planned communities" basically requires the bull dozing of an entire ecosystem. You are turning small town Castle Rock into just another Denver town with Denver prices.

THE AMOUNT AND TAKING THE VIEWS AND OPEN SPACE

taking away open space

Sprawling subdivisions

Sprawl

Sprawl

sprawl

Reduction of views

REDUCTION OF OPEN SPACE

Poorly focused urban sprawl

Plowing the meadows

Open space disappearance maintains the quaintness of downtown

open space

Loss of open space.

loosing "open spaces"

Lack of Space

Lack of open space.

getting rid of our natural beauty by overbuilding!

Encroaching open space, blocking views

Disappearance of open space

development expanding past the north section of town

Destruction of the natural environment

Construction in designated open space

Building in open spaces. The developing at Festival Park has me stressed. Last year the Downtown's After 5 were awesome! The pictures I saw of the new developing there doesn't seem like a space conducive to having an event like that. Grassy hills to sit and watch a concert or will it be paved leveled and more modern buildings in a downtown that should always stay historic?

The proposed plan to place 100s of apartments and/or condos downtown. This is NOT a good idea at all.

The multifamily housing decreasing home prices and the effect on open spaces

The multifamily and low income housing

The change in people and demographics as growth occurs and more multifamily and affordable units are built.

Multi-Family Housing

Multifamily housing

Low income housing

Illegal Immigrants from SOUTH AMERICA..USE OF SHOPPING BY REFUGEES UNABLE TO HOUSE THEMSELVES> BUT ABLE TO BUY IPHONES. The weekends are flooded by too many outsiders

Downtown apartments

Apartments suck

All of the apartments and affordable housing being built

Taxes

taxes

Increased Taxes

that the roads are only plowed for emergency personnel

streets

roads/parking lots

ROADS

ROADS

Roads

road system

Road conditions

road conditions

Pines @ Castle Rock residences are not supposed to turn left out of the apt complex onto Castle Rock Pkwy. Please, correct that oversight. If we go to the apt complex entrance on Castlegate W, turn left, go to the stoplight at Castle Rock Pkwy to turn left, that stoplight is very, very slow to turn green -- even if there is no traffic on Castle Rock Pkwy. A caution turn signal and a mirror to see traffic coming up the hill would help. Your engine

Not addressing the infrastructure needs and roads to support the growth and commercial projects that they approve until they become expensive to correct.

New neighborhoods popping up everywhere with only single-lane roads in existence

More roads to get around.

MORE ROADS

Lagging infrastructure.

lack of infrastructure to support development

LACK OF ADEQUATE ROADS TO ALL THE NEW RETAIL DEVELOPMENT

Lack Infrastructure

infrastructure capacity

Infrastructure

Infrastructure

infrastructure

INFECTRACION

Highways leaving Castle Rock; especially driving southbound.

freeway access

CONDITION OF ROADS

TRAFICC

Traffic//

Traffic Too big - too fast Water Management

TRAFFICC

Traffic.

traffic.

TRAFFIC!!!!!!!!!!!!!!!!!!!!

Traffic!

traffic!

traffic!

Traffic volume

Traffic volume

traffic issues

traffic flow, traffic patterns

Traffic due to growth

Traffic control

traffic congestion around I25

Traffic congestion and poorly-planned roads along Meadows/Founders on either side of I-25.

TRAFFIC CONGESTION

TRAFFIC CONGESTION

Traffic Congestion

Traffic congestion

Traffic congestion

Traffic congestion

Traffic congestion

Traffic congestion

Traffic congestion

traffic congestion

traffic congestion

traffic congestion

traffic congestion

traffic congestion

Traffic but that comes with it

traffic at factory shops area/meadows

TRAFFIC AND GROWTH

traffic - congestion

TRAFFIC

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too much traffic

The traffic

the traffic

Roadway congestion and lack of driver accountability. For example, more people moving here running red lights, cutting in to traffic at the last second causing dangerous conditions, etc.

Road congestion and travel times. More specifically the safety of commuting by bike and walking considering the added car traffic.

road congestion

road congestion

Road congestion.

resulting traffic

Outrageous traffic

more traffic

major traffic generators planted in residential areas and/or right on major roads

Local Traffic

Increasing congestion.

Increased traffic

increased traffic

Increase traffic

increase traffic

higher traffic volume

High vehicle traffic

Heavy Traffic

heavy traffic

Growth is traffic is not small town

future traffic

congestion Meadows

CONGESTION

CONGESTION

Congestion

Congestion

Congestion

Congestion

Congestion

congestion

congestion

congestion

congestion

Congested roads

Awful traffic

too many people

Too many people.

Too many people living in Castle Rock

too many people

too dense

Too crowded.

too crowded

too much

TO MANY PEOPLE

the population growth

THE POPULACION, WERE NOT GETTING, THERE FOCUSING ON THE NORTHWEST THE TOWN IS BEING IGNORED

The overall growth of housing and population, coupled with increased taxes have made living in Castle Rock very difficult. The town should focus on maintaining status quo with current residents while curtailing any further growth within the town

The overcrowding.

the amount of people and so many buildings

Population

Population! Cannot get anywhere in Castle Rock like we use to. What use to take 5 mins. Now takes 20 plus mins. depending on what time of day it is.

POPULATION SIZE.TOO MUCH.

population increase

population increase

Population growth without proper planning. It's crowded everywhere I go.

Population Growth

population growth

Population explosion in recent years

Population concentration

Population

Population

population

population

People
overpopulation.
Overpopulation
Overpopulation
overpopulation
Overcrowding.
OVERCROWDING
Overcrowding
Overcrowding
Overcrowding
Overcrowding
Overcrowded fast
Over-population
over-populated.
Over- crowding
OVER POPULATION
Over populated
OVER CROWRING
Overcrowded neighborhoods
MORE PEOPLE!
More people!
more people
Excessive growth
Excessive construction
Crowded everything
Becoming over populated
Nothing.
None..
None!
None that I can think of.
NONE OF IT.
NONE AT ALL
NONE

None

None

none

none

none

NO COMMENT

no anything in mind

N/a

n/a

Don't have an idea

Don't know

At this time, nothing is causing me stress. Even with the new outdoor mall, it is still easy to get to and to get in and out of. Everything in Castle Rock is easy to access. Even when the roadwork was being done on Founders Parkway, it was done very well, making it easy to drive through without hardly any down time.

1

Unattractive and Overbuilding of homes

TOO MANY NEW HOUSES

Too many houses.

Too many houses being built.

Too many houses

To many subdivisions being built

The over building of houses

The new houses are packed together, it doesn't give a very good feeling to visitors.

The building of large developments

Residential//Ne

Record number of houses going up.

Over development of housing

New neighborhoods

NEW NEIGHBORHOOD

New homes

Housing development

High density housing is not appropriate for Castle Rock..... Let's not turn Castle Rock into Parker, we're a different community!

high density housing

City inspectors "rubber-stamping" new homes being built rather than holding builders to industry standards

building more housing without building businesses

who's going to work at all the new businesses?

TOO MUCH RETAIL

STORES

Retail Growth

Retail Glut! Contr

retail development

Restaurant growth

over-cramming businesses

Number of retail merchants moving in

Knew buildings

Massive Retail Development

Large malls

Large Corporate

Expansion of the mall, the out of control residential building. Every square inch is getting covered and it is killing the town spirit.

Commercial

All the commercial businesses.

wages

Uninformed. who are the influencers?

Town Council

too liberal

The taller, more modern buildings with bright neon lighting

THE NEW PROMENET SHOPING CENTER

THE NEW MALL

the growth the outlet mall

That Castle Rock seems to fear it. That Castle Rock seems to reject it.

Stop trying to be so small town

Shopping area off of Founders traffic

See above You sold our soul with by giving millions in tax breaks to a retail developer for minimum wage jobs. Promenade Mall is a horrible development

same
REGULATIONS DEVELOPMENT
Recreation population.
quasi-judicial
Quality development.
poor planning
pedestrians
Outlet Mall area has overloaded Meadows drive
Out of control building permits.
Not enough convenient youth activities. Not all mommies stay home, so my kids and many others don't get to engage in summer sports or camps because of terrible times.
no stress
no retirement community
LACK OF EXPANSION
Inept Council
inefficiency
INCREASED
Increase growth
HIRING PEOPLE
GROWTH OF NEIGHBORHOOD
growth management
Growth in General
GROWTH
GROWTH
GROWTH
growth
Ghetto-fabulous
Expected expansion
expansion.
EMPLOYMEN OPPORTUNITYS
emergency services
disappointment in Promenade shopping, no interesting stores or restaurants
DEVELOPMENT

DENSITY

Construction//

Construction

construction

Circulation

Cheapening

all shopping in one area of town

ALL OF IT

managed Communities

Open Ended Responses to GROW3B: What aspect of growth in Castle Rock do you consider most beneficial?

Communities are nicely master planned and well maintained. A lot of new shopping venues that attract people to shop in Castle Rock.

Employment opportunity for our teens, Ability to buy products/services closer to home

Economic/ places to shop

economic mall and stuff

Services, restaurants

Facilities and businesses

Downtown Development while keeping quaint, upscale atmosphere.

Street security Schools

Shopping and parks

More shops diverse activities

More shopping areas is great. Parks are great.

addition of more shopping and restaurants make it easier to stay in town.. parks and rec development and open space maintaining make it a nicer place to live

Community pride//community activities//

Transportation and recreation

Single family and open space

Focus on downtown.

Bringing businesses and jobs to Castle Rock so that we don't all have to commute to Denver

Castle Rock's small town characteristics , sense of community & economic vitality

Schools and roads

Public safety and transportation

Steady growth, balancing growth with adequate infrastructure.

Sustainable and Safe

Expanded road system, more affordable housing

Variety

The stores! Would LOVE a Whole Foods and old navy

The new "Big" stores...IE...SAMS...etc.

The improved shopping around the outlet mall

The additional availability of shopping so that we can spend our tax dollars here

The addition to the outlets

The addition of new businesses

The addition of all the new stores close to the Outlet Mall, because now we don't have to drive north on I-25 to Lone Tree, Centennial, Highlands Ranch, Aurora, etc., to shop, unless we just want to.

STORES AND RESTAURANTS

some of the retail - Sam's and Kings

Small independent businesses

Shopping restaurant

shopping places

SHOPPING OPTIONS

Shopping opportunities!

shopping opportunities

shopping opportunities

shopping local

shopping convenience

Shopping and businesses

SHOPPING

SHOPPING

Shopping

Shopping

Shopping

shopping

Sam's Club and the additional stores by the meadows.

Retail options

retail options

Retail growth.

retail and business growth

Retail

retail

restaurants and hang-out spots

Restaurants

restaurants

outlets area

Options

NEW STORES

new shopping

New retail choices but too much in one location; i.e., outlet mall along with Club and King Soopers all in one location was poor planning.

NEW RETAIL

new restaurants

new promenade

New businesses

new businesses

More taxes

More tax revenue

more tax revenue

More stores

More stores

More shops, restaurants, workout facility. Conveniences.

More shops (hopefully local) that stay open later

more shopping

more retailers

more retail

More Restaurants

More options

more options

More opportunities

more local stores & services

more gas stations

More Eateries

More choices for us, we need youth fields to continue a family friendly environment.

more choices

MORE BUSINESS

more availability of items to purchase locally

Local venues

Local business

Local businesses

Local Business

Increased shopping options

increased business and resources

High-end retail

high tech businesses

Having basic goods available and some shopping in the area

grocery stores

Few more places to eat

Commercial//

Commercial services.

Commercial access

COMMERCIAL

commerce

Closer to home shopping

Closer shopping

choices

Can do more without leaving town

BUSSINESES

BUSSINES

BUSSINES

BUSSINES

BUSSINES

BUSINESSES

Businesses

BUSINESS GROWTH

Business growth

Business growth

business growth

BUSINESS

Business

Business

Business

business

Bringing in new businesses and opportunities now, while the economy is good, will ensure a more solid tax base and the kinds of services and amenities that will benefit residents and be nearby.

Bringing in new businesses

Better shopping and restaurants

Better shopping

Better restaurants

BETTER AVAILABILITY OF RETAIL

Additional retail and restaurant options

accessibility to stores

Accessibility and variety of retail and restaurants but need less chains more local

TAXES

Taxes

Taxes

taxes

taxes

TAX REVENUES

TAX REVENUE

Tax Revenue

Tax Revenue

Tax Revenue

Tax revenue

Tax revenue

Tax revenue

tax revenue

tax collections

TAX BASE

Tax base

Sales tax revenue

Revenues

revenues

Revenue.

Revenue Increase

Revenue

Revenue

revenue

revenue

More money

Money

money

Increasing tax base

increased tax base

Increased revenue

Increase tax base

Increase revenues

Incoming money

Financial sustainability

Financial Development

expanded tax base

Bigger tax base to help keep taxes from rising even further

Additional tax dollars

Town character

SMALLERCOMMUNITY

small-town feel

Small town fill

Small town feel

Small town feel

small town feel

small town feel

small town atmosphere

Small town

small town

Small community

Sense of Community

Promoting family and neighborhoods

Neighborhoods

neighborhood planning

Maintain character

Maintains quaintness of downtown

Maintaining the historic downtown

Maintaining the down town, small town atmosphere

Maintaining historic character

Maintaining a sense of community.

Maintain the small town feel while adequately providing trails, recreation and roads to secure more business and housing.

Keeping the small town feel

keeping small town feel

keeping a small town feel without commercial development

growth in re: sense of community

Focus on the family and a sense of community

community-feel

COMMUNITY GROWTH

COMMUNITY

Community

community

community

ambiance of the town

THE SCHOOLS

SCHOOLS

Schools

schools

Public schools.

I'm hopeful with the population increase an elementary and middle school will be built in Crystal Valley.

Education

the MAC!

the availability of activities

recreational places

Recreational facilities.

Recreational amenities

Recreational

Recreational

Recreation.

Recreation opportunities

Recreation

recreation

recreation

Rec Centers

Providing for the youth of the community so they have something to do in Castle Rock rather than destructive activities such as vandalism. M.

preserving parks and green space

Preserving nature

Parks and recs

parks and recs

PARKS AND RECREATION

PARKS AND RECREATION

Parks and recreation

parks and recreation

Parks and rec

parks & recreation

PARKS TRAILS

PARKS

Parks

Parks

Parks

Parks

Parks

parks

park/recreation development

PARK SYSTEM

Outdoor trails and open spaces available.

Outdoor space

OUTDOOR PARKS

Outdoor Benefits

Outdoor activities

outdoor activities

Open spaces

Open spaces

Open spaces

Open Space and public use areas are beneficial. The MAC has good services and the steps are a great workout. Trails and working on Plum Creek has also been a move in the right direction.

Open space - Castle Rock is a beautiful place!

Open Space

Open Space

Open space

Open space

open space

nature based

More trails

More to do

More kids recreational places

meadows parkway.

Managing growth that allows maintenance of open space and wild lands

Maintaining open-spaces.

Maintaining open-space

MAC

Love the new parks/rec centers

Local amenities

Lack of open spaces

Keeping open space!!

Keep open space available so Castle Rock doesn't become so congested.

KEEP AN OPEN SPACE

Having more things for kids to do, to keep them off the streets.

Free space

Family activities

ENTERTAINMENT GROTH

Entertainment

Ensuring youth activities that are convenient for working parents and to absorb growth.

connecting the trail systems.

community activities

Build more recreation areas to hike and facilities for community

Bike trails

better trails

Property values

Property values

property values

Property Value

Property value

Increase in property values

improved property value

HOUSING VALUES

house values

house value

Home values

Home value increasing

Home value

Keep improving the down town Castle Rock area, as well as build some new restaurants near or in Crystal Valley, as well as do less building in or near the Meadows area. which is becoming way too overcrowded.

With more people comes more business opportunities.

Stronger economy

strong economy

SMALL BUSSINESS OPURTUNITYS

Professional Job Opportunities (you gave me room for much more than one or two words)

non-retail employment

More jobs

More higher paying jobs

More crappy jobs at \$10.00 per hour.

More businesses that bring higher paying jobs

Local economy

Jobs opportunities

Jobs locally.
Jobs
jobs
Job security
job opportunity
Job opportunities
Job opportunities
job growth
Income.
income
improve opportunities
higher wage jobs
Good for the economy
Good economy
Employment.
Employment opportunity
employment opportunities
EMPLOYMENT
Employment
employment
employment opportunities// business opportunities
economics
Economic Growth
Economy
Economy
Economy
Economic//Ne
Economic.
economic.
Economic wellbeing
Economic side of the equation
Economic increase
Economic growth.

Economic growth opportunities

ECONOMIC GROWTH

Economic growth

Economic growth

Economic growth

economic growth

economic growth

economic growth

economic growth

ECONOMIC BENEFITS

Economic benefit.

ECONOMIC

Economic

Economic

economic

economic

Bringing in the higher paying jobs!

boost the economy

Small business growth Downtown. Keep our families here for their entertainment and eating out. Focus to be on children and our young kids through high school. To make a positive impact on their character, volunteer hours required around town, involvement in the agricultural areas to facilitate their understanding of the impact they have on society.

Historic Downtown Development

downtown revitalization

downtown improvements

Downtown development

downtown development

Downtown business

Downtown

Standing demographics.

Promote mix of socio economic and racial groups

political diversity

INCREASING CULTURAL DIVERSITY

INCREASE FAMILIES

Diversity

Diversity

Diversity

Diversity

diversity

Diverse community

Attract young professionals.

world class facilities

Wider roads/bigger parking lots

Widening of roads. The town seems to be ahead of the growth when it comes to accommodating extra cars on the road.

We need our own public transit to come back and we need to get the light rail down here.

Travel infrastructure

TRANSPORTATION

Transportation options light rail

Transportation and Traffic Patterns

Transportation (mass-transit, such as light rail)

Transportation

transportation

traffic control

traffic congestion

traffic / downtown

Traffic

Traffic

Town facilities

The new roads

The new amenities being developed.

the larger services that are provided the mall, clothing, pants

The hospital

The development of better shopping choices

services to support growing population

Services businesses

Services access.

SERVICES

Services

Roadways

Retirement facilities

Resources

Public transportation

Public Transportation, master-planned communities, water saving.

public transportation to decrease traffic

Public transportation

Public transportation

Public transportation

public transportation

Preparing for the traffic. The I-25 interchange on Meadows is very congested.

Parking, access of streets

New roads, but still 10 years too late.

need transportation

NEED ROADSROADS

More streets are needed somehow.

more roads

more housing for seniors

More housing

More amenities

More amenities.

More amenities

More amenities

MEDICAL FACILITIES

Medical facilities

making sure roads can handle increase traffic

Maintenance and longevity

Light Rail Access

Keeping the roads equal to growth

Infrastructure

Infrastructure

infrastructure

Increasing local resources prevent me from ever having to leave Castle Rock! I love that

improved services & roads

Improved roadways

IMPROVED ROADS

Improved amenities

Infrastructure

I-25 intersection at Crystal Valley to remove traffic from Plum Creek.

Hospital

hospital

Highway access from the Meadows

GROWING INFRAESTRUCTURE

Good infrastructure

facilities

expansion of roads

Expanding infrastructure

EXCESS TO NEIGHBORHOODS,ADDED A NEW FREEWAY EXIT.

convenience

Convenient shopping

CONVENIENT OF BUYING LOCALLY

Convenience.

Convenience.

convenience to health care

Convenience of shops, restaurants and services.

Convenience

convenience

convenience

better services

better medical facilities

AMENITIESGAS STATION

Amenities

Amenities

Adequate roads.

adequate infrastructure

Access to medical care

Access to amenities

Access roads

access

ZERO POPULATION

With the recent significant growth, I would hope that Castle Rock would immediately begin the improvement of roads and infrastructure to accommodate the influx of new residents. Overall the growth has been a detriment to the once desirable town of Castle Rock. With the unattractive addition of small lot neighborhoods, the town appears to have sold out without regard to the quality of life that Castle Rock once held.

There is nothing beneficial to the growth in Castle Rock. All it does is take business away from small business, add more congestion to the road and destroy open space and natural habitat.

The growth needs to slow, more traffic studies. Driving a mile should be faster than walking or jogging.

STOPPING GROWTH

Stop the growth

STOP MULTI-HOUSING

stop it

stop growth

Stop Growing. You want it to keep a small town feel but you're adding \$500K homes..... Doesn't make any sense. Overlaying a paved downtown street isn't going to help. It's just a façade.. this town is about making money not preserving anything. Deep pockets and fake intentions.

Stop growing

stop growing

Stop developing.

Stop building new homes and landscaping needs addressed on the east side Plum Creek parkway. Exit ramps look terrible. Commercial industrial is awful looking from the highway.

SLOWER GROWTH

Slower growth

SLOWER

SLOWDOWN

Slow the growth. Keep the small town feeling.

slow managed

slow growth

slow down.

Slow down the growth

Slow

Nothing really

Nothing

Nothing

Nothing

Nothing

Nothing

nothing

nothing

nothing

Not the flooding of franchises, we need to make it easier for mom and pop business to grow and survive.

Not sure.

Not sure

Not sure

not sure

not sure

NOT BENEFICIAL

None...

None. Absolutely Disheartening what has been done to Castle Rock and that so many long term residents have left and are leaving.

NONE. Growth is destroying the community. But you don't really care what people think

None!

none, the growth is abhorrent.

None of it. Castle Rock is too far gone to salvage. I plan to relocate.

None of it! This is not a town anymore, you already destroyed that. There is no "home town feeling" It is too crowded here and greed has taken over. You have destroyed the scenery, landscape, history, the quaintness of this town. It is sick what people that are greedy and with money what they will do to get there way. I heard talk that you are planning on moving the train tracks. REALLY? Another way that you will des

None of it-to much growth

None now

NONE

None

None

None

None

None

None

None

None

None

None

none

none

none

none

none

none

none

none

none

No restaurants

NO MORE GROWTH

no more

no longer beneficial

No growth. Just don't let developers buy up any more land. Improve and grow downtown with local businesses

No growth!

No comment.

NO COMMENT

No comment

NO COMENTS

no comments

no aspect...we have enough. Can't imagine doubling in size.

No comments

new housing is going up too fast

NA

NA

N/A

N/a

n/a

LIMITING THE GROWTH

LIMITING GROWTH!!

limited population growth!

limited growth

Limited

Limit housing

LESS GROUTH

Less building and less businesses . Stop the madness !

KEEP IT WHERE IT IS//

IM NOT SURE HOW TO ANSWER THAT

I'm not really sure how to answer that. // Economic wroth.

If they would slow down on the building of new track homes, its ridiculous.

I really don't know

I DONT KNOW

I DONT KNOW

I don't. I will shop here, but refuse to live in the middle of shopping central. To me that is not a great place to live, kind of like living near an airport.

I don't like the growth

I don't find any of this over population beneficial!

I do not see any benefits to the growth

I do not feel that growth has been managed appropriately in Castle Rock.

I am not sure what the question is asking?

growth should be slowed

Growth limitations

Don't have an idea

Don't know

Controlled limits.

controlled growth

controlled growth

Controlled

controlled

Control town growth.

Control

control

Bigger isn't better

Better control. Stop giving away our tax dollars

THE LAW ENFORCEMENT GROWTH

Safety

Safe neighborhoods

Public Safety

Public Safety

police- protection

Police security

police and fire

Improving safety

Strategic

Steady

Smart.

Smart growth

Smart

Responsible growth

RESPONBLE GROWTH

Moderate pace

medium grow

MASTER PLAN

Management

intelligent

Healthy growth

Growth.

GROWTH

Growth

Growth

Growth

Growth

growth

Growing within

good planning

development

developing

Developed wisely.

Balanced and responsible

Single homes and patio homes should be the focus of development..... three story high density housing in the Meadows for example is out of character and frankly looks out of place.... We don't need to become Denver South. It appears to me the city is allowing the builders to put up housing that maximizes their profits, not our community.

Single family housing

realistic homeownership and rental rates

Promoting growth at a rate that our infrastructure can sustain

multi-family housing

multi-family homes

More affordable mid-level housing, not just high-end luxury homes for over \$400,000.

More affordable housing development.

HOUSING

Housing

cheaper housing

Affordable housing, The proximity to mayor streets and highways.

affordable senior housing

Affordable Housing!

Affordable housing

Affordable housing

Affordable housing

affordable housing

AFFORDABLE HOSING

Affordable apartment living

small business

SMALL BUSINESS DEVELOPMENT

Small business development

small business

Promoting local business.

Mom and Pop stores

Youth

Water supply

WATER DEVELOPMENT IN DOWNTOWN

Very pretty

Upscale

unsure

Unique

Trying to keep economic dollars local

town center

To make water more available

The old town of castle and the shops with in it need to be supported.

sustainable

Sustainability

support for local business

road congestion

Quality of life

quality life

Quality building

Promenade will bring in great tax benefits/revenue to the city. Will help boost property value, etc.

Promenade

Promenade

PREPARATION

possible lower water rates

planning
overall value
Opportunity
Opportunities
opportunities
nice place
needs to be responsible growth
looking at the future of the town
Long term
Location
Large, high tech business making Castle Rock home. Think Microsoft, Goggle, etc.. We need to attach them to Castle Rock.
Keeping native Coloradoan's safe from too many California people
It's not Highlands Ranch...yet
investment
Great place to raise family
Great
Family centered
Family
EXCESEVILITY
DECORATION OPORRTUNNITIES
COW TOWN
comfort
closeness
child friendly
BENEFICIAL BUSINESSES
Affordable
affordable

APPENDIX IX —BUSINESS OPEN END RESPONSES

This appendix contains verbatim open ended responses to several questions in the survey. During the data cleaning and reporting phases, these answers were reviewed and categorized so they could be quantified in the report. The responses posted in this appendix are untouched and exactly as the residents responded, including gramatical and spelling errors.

Open Ended Responses to BCR1: What would you say is the single most important business related issue facing Castle Rock?

Zoning

Would be the taxes .

Weather

We struggle to staff our establishment.

We are looking to grow which includes building. Every GC I talk to says the price to build in Castle Rock will be higher specifically because of the building / fire department. We are even told the Architect/Engineering costs will be significantly higher.

Visibility

Uncontrolled growth with no clear infrastructure backing

Trying to juggle the balance of "small town feel" with the tremendous growth of the city

Transportation - infrastructure and employment base

transportation

Train noise

Traffic congestion

Traffic.

Traffic.

Traffic from lack of public transportation.

Traffic downtown and train noise

Traffic congestion and parking.

traffic congestion

Traffic and Parking

TRAFFIC

TRAFFIC

Traffic

Traffic

Traffic

Traffic

traffic

Too many of the same types of businesses.

Too many companies

There's not enough entertainment in this town.

There permit system is quite slow.

There is not enough workforce.

There is no consistency in their expectations for business owners in Castle Rock.

The town get financial incents to other business

the taxes are high

The road structure getting to and from businesses.

The drivable old town of castle rock

The people meaning narrow minded.

The more we promote chain businesses the further we get away from small business I my self

The local growing among other businesses

The inevitable current growth and how it will positively (and negatively) affect the business community.

THE ILLIGAL AILIENS IN THE US

The growth.

The growth and the development.

The cost of location space and availability.

The business is slow.

The way the roads are set up.

taxes//no

Taxes//growth

Taxes

Taxes

taxes

taxes

Taxation

Tax base.

small population, high-end rent.

Separation of businesses between downtown and North Castle Rock Founders Businesses. Traffic to go between each site gets very congested.

seems top heavy by Founders & I25 with stores

Rent has been going up for commercial business.

rent going up

regulation and fees.

Reduced Taxes

Real estate taxes.

Real Estate Taxes

REAL ESTATE PRICES.

Rapid growth around the outlets.

Quite zone for the train

Qualified employees

Population growth

Plum Creek Water Board

People not shopping there.

PARKING, PARKING, PARKING, PARKING... effectively a complete lack of parking enforcement combined with a very high volume of non-retail businesses use up all the parking for potential shoppers. I've lost track of the number of customers who have told me they would have come shopping last day/week/month etc. but circled for 30 mins and couldn't find a parking place so left to shop at Park Meadows.

Parking, I hear and see this more than anything

Parking is always an issue in this town and has been for more than 30 years of having businesses in this Town. With all of the new buildings and new people coming in the traffic and parking is just getting worse.

Parking enforcement

Parking in central downtown, between 5th St and south to 2nd St.

Parking during town events

Parking does challenge businesses operation. Need more parking.

parking and congestion

Parking

Parking

Parking

Parking

Parking

parking

parking

parking

Pack

Overgrowth with an antiquated governing system.

Overdevelopment

Overcrowding.

OVER TAXATION

Over building the town. We currently have a lot of projects under construction, I would like to see that get built out before adding more projects.

Office rents

Now I cannot say anything about it.

Nothing.

nothing in specifically.

Nothing comes to mind.

Nothing

not sure, for us it's just being seasonal but that had nothing to do with castle rock

Not sure

Not sure.

Not sure.

Not enough parking downtown

Not enough growth south side of 5th street

NOT ENOUGH POLICING IN NIGHT HOURS OF BUSINESS AREAS!

Not any.

Not any.

none

No significant issue

NO IDEA

No comment.

No comment.

No comment, owns a small business.

Need more businesses to attract more young professional.

Managing Growth appropriately (for example, parking downtown).

managing growth

Maintaining and keeping up with growth from a transportation standpoint. Growth is good, however transportation and roads don't seem to be keeping up.

Location.

Lack of workers and public transportation.

Lack of office space.

Lack of infrastructure to handle the increase in population.

Lack of industrial space.

Lack of available rental space

Lack of affordable housing

Lack of a plan to secure entry level workforce. A great effort is placed in upscale and retail development with no apparent investment in affordable housing (rental and ownership) and transportation alternatives.

lack of

Kids trying to get stuff

Keeping up with the population growth.

Keeping downtown alive

It's a small town.

IT IS VERY EXPENSIVE TO RUN A BUSINESS IN THIS

Infrastructure

Influx of multiple new businesses creating heavy competition

I sell outside of Castle Rock and most people in Denver still see Castle Rock as a small town that can't compete with Denver and feel it is too far to drive

I don't know.

I don't know.

I don't know.

Housing that is affordable for workers to live and work in the same community

High taxes.

High taxes

High Rental fees,

high operating expenses (lease, tax on vehicles, etc.) and inflexibility of local utility companies regarding payments and services

Healthcare costs

Growth, too fast

growth rate

Growth and traffic

Growth

Growth

Growing too fast.

Growth control

Getting Quality employees

Getting new client

Getting enough business through the door

Finding qualified employees with all the competition from new businesses near the outlet mall

Finding qualified employees to work in all of the businesses. The growth near the outlet mall is sucking up all the employees!

Finding good employees.

Finding employees.

Finding employees they can" afford living in castle and taxes

Finding employable team members.

EXPENCE

Expansion of large box stores

Excessive growth.

Ensuring sufficient infrastructure to make access to businesses congestion free.

Employment finding employees

Employee Availability

Downtown parking.

Don't know. I am not sure.

Don't know.

Don't know.

Don't know.

Don't know

Don't know

Don't know

Don't know

Don't know

don't KNOW

don't know

Do not have enough fast food restaurant.

Difference in demographics.

Dealing with town government.

Cost of Retail Space is high

cost of doing business

communication with town//no

Competition

competing with other towns in area for good business

Commercial real estate is high and availability for down town area.

CLIENTELL

City requirements to make improvements to my property.

Bureaucracy, the development office,

between

Being prepare

Access

Availability of qualified workforce.

attracting customers to the downtown area

Attracting and keeping independent retail businesses in the downtown core with affordable lease terms. Ability of small businesses to compete with large businesses being attracted to the area. Losing the feel of retail, pedestrian friendly core to a domination of service businesses.

amount growth

Eligible WORK FORCE

Affordable office leasing

Affordable rent

affordability

Adequate parking for downtown core

accessibility

Accessibility.

Access to the business

Ability to obtain staff for our business.

|Traffic do to construction

Open Ended Responses to BE1: Why did you choose to open a business in Castle Rock?

We lived in Castle Rock when we started the business

We checked out Aurora, Golden, Lakewood, Arvada and other cities, but Castle Rock seemed the most friendly.

We are church that has been here since 1905. So I do not know the reason, but it has been great to be a part of the city.

Town was booming

There was a need in the community for a senior living community.

There was a need for our type of business in the area...

The previous owner started that business in Castle Rock in 1993 and it has never left.

The personal benefits. Mostly- being able to control my own schedule.

The People

The location is close to my home. I wanted a small, locally owned business feel. I did not see myself working in a more commercial area.

The favorable demographics

The business was opened several years ago. When opened, we felt that Castle Rock was in need of hotel accommodations.

The business has been here for 25 plus years and was almost the only one of its kind. Now there are 12 like it within 8 square miles.

The potential for community growth.

Small town charm.

School district is one of the best, proximity to Denver and the mountains, weather, growth.

Resident income and area growth

Resident here, and client base is local

purchased an existing business that was already located in Castle Rock

Purchased an existing business already here

Owner of our business is very invested in the Castle Rock market and owns quite a bit of land here. He chose to open a branch here almost 4 years ago due to the growth and demand between Denver and the Springs.

Opportunity, found a motel on sale.

Opportunity and quality of life

Opportunity and future outlook

OPERATE IT DONT OWN IT

only area available at the time.

niche for business

new hospital and growth

My services were not available full time in the area when I opened my office

My partner/investor was located here.

My daughter and grandkids live here, also noted that Douglas County has an extremely strong economy.

Location near highway and between Denver and Colorado Springs.

Location between Colorado Springs and Denver

location

Live here

Lack of competition

Its where I live.

It's where we lived. Good opportunity

It was in need of more mental health, growing community, demographics that support a private practice

It was existing

It was already running in Castle Rock

It was a growing community and provided the right population for our business.

It is where we have residence

It is where I live and the people are great

It appeared at the time to have a thriving old downtown vs. Parker.

Independent contractor; that hadn't found a place of operation that also operated with enough eco-minded practices, every dollar we spend is a vote for wellness or hellness

In 1977 Castle Rock WAS a place to do business in

I wanted to add to the community we live in, it never crossed my mind to open somewhere else.

I purchased the business which was already established in Castle Rock

I moved here because my brother lived here and I didn't want to live/stay in CA.

I love the downtown and that it's a little bit artsy. Lots of growth happening. And no one else does the type of work that I do here... yet.

I LIVE IN CASTLE ROCK.

I live here. It is a reasonably safe place to do business.

I live here as well

I live here

I have lived in Douglas County my whole life and grew up in Castle Rock. I live here so I would prefer to have my business here. I purchased already existing business that had been in Castle Rock for more than 20 years.

I grew up here.

I GREW UP HERE

I bought an existing business in Castle Rock. I chose to keep it in Castle Rock.

I am not the business owner but I expect it was because of the business ties he had in Castle Rock 20 years ago.

Hometown feel. It was where the opportunity was.

Growth

Growing market

Great city and growing rapidly

good opportunity

Founders of the business lived in the area

Founders of our company lived in the area. 20+ years ago

Due to the current and future potential growth.

Distance in relation to various jobsites

CR did not have enough of this service

Corporate decision in 1998

closest town to where we live. love city

close to where I live

Close to home, and small community

close to home

Central to Denver and Springs

Castle Rock is my home town; wanted to do business where I live.

Business here since 1983. Was not here at that time.

Better demographics and that "small town" feel

because it is where I grew up and live and Douglas county has money

At the time we entered the business, Castle Rock was friendly to family owned businesses and I'm not sure that is still the attitude

At the time Castle Rock was experiencing downtown improvements and renewed interest in establishing retail. Living in town and having children I wanted to work in area that was close by. I was counseled that the volume was substantial enough to support a small business. Lack of cohesive retail efforts in promotion and extended hours affected growth.

Already in existence.

40 years ago, it was a nice small town

17 years ago Castle Rock was a wonderful small but affluent town that focused on local business and not big box. The shift has changed dramatically.

1. Local Resident2. Opportunity in a growing community

Open Ended Responses to BE5: What one thing could the Town and its economic partners do to help you with your business?

Work with small business to reduce tax burdens at the local and state level.

We don't get a high income to come and see the struggles we have// // no

Unknown.

Unfortunately, we feel the town has grown away from supporting small independent businesses and is catering to corporate entities. When we last made capital improvements to our commercial property, we had to comply with many rules and regulations which we do not see being enforced to the same degree with current properties--it appears from our vantage point that "money talks" rather than considering the impact that new businesses have on ---streets, traffic, water consumption, easy access to the downtown area (not enough parking--way too crowded!) The uniqueness of Castle Rock has been totally destroyed so (without the natural Rock), it could be any other town in the US.

Try in keep taxes under control.

transportation to bring in employees from surrounding communities, or housing that is more affordable

Train quiet zone and safety crossing at 2nd, 3rd, and 5th Street crossings

TRAFFIC FLOW ISSUES.AND OPENING UP INTERNET OPTIONS

things are fine

they sure offer more businesses//

They do enough to support local businesses.

They can advertise the town more.

They are stepping up and helping out the business

They already do enough.

The water is effecting the people's health.

The town of castle rock website advertisement//no

The town has events and lets local vendors attend

The Town has either forgotten about or does not care about businesses at the south end of town. All improvements and growth are at the very north end near the outlets or in a few short blocks in the middle of downtown. Those of us near Plum Creek or even south of that do not even get our "natural grass" watered or mowed and it looks terrible. The Town has not kept up on maintaining the esthetic value of all the commercial space. The Town really needs to pay attention to traffic patterns as well. The entrance and exit to our parking lot is a mess. I have turned south on the frontage road and gone miles out of my way because I cannot make a left hand turn out of our parking lot. It is frustrating for employees but even more upsetting is that people have stopped coming to our businesses because of this situation. We need a light or a stop sign or something to make it easier for our customers to come see us.

The real estate taxes are really high so lowering taxes will help smaller businesses.

The internet speed needs to be improved.

The internet increase the internet bandwidth

The area my business is in is just south of Plum Creek Parkway and Perry Street. This area is deteriorating rapidly. Many businesses are leaving and now there are so many vacancies. I find all attention is at the meadows and there nothing drawing new businesses. This area has always been the quaint part of town with small business, fun shops and great family owned restaurants (unlike the meadows area which has only chains). But I see it deteriorating before my eyes. The Safeway shopping area is worn down, uninviting and ugly! I am located in the Elk Crossing Business area. When I now drive south on Perry Street and pass the Safeway the road has become a truck stop, often 6-7 trucks parked for days. As a professional medical office I find it unappealing, and embarrassing to drive to. My hope is that with the development on Wilcox, at the new expanded park and the river walk that perhaps some attention can be made to make this area appealing again

TAXES ARE TOO HIGH AND THERE IS NO LIGHT INDUSTRIAL SPACE AVAILABLE

Tax incentive//no

talk to people outside of downtown

Stream line regulations//no

Stop trying to grow the Town at all cost. Work on traffic issues. Reduce taxes. Reduce regulations that make it difficult for businesses to thrive.

Stop spending so much money on new city vehicles , CONTROL spending, lower taxes

stop most of the street closures downtown during retail business hours (exception Star Lighting and perhaps the car show and farmer's market). Not in favor of closing 2nd street to expand the park when the town already has a traffic flow problem and parking problem and more parking spots were lost. Not in favor of the 3rd/Perry St. roundabout when it is going to take out 8 more parking spaces. New commercial real estate is outrageously expensive. Mom and pop shops can't afford rent of \$30-\$40/sq. ft. plus triple net on top of that. My customer's #1 complaint is that they cannot find a place to park to come to the store. Another parking structure close to central down town would be great. If downtown continues on the path it is going, I think retail is going to dry up and go north or south - or out of Castle Rock or out of business. Real estate brokers are putting non retail entities in retail spots, which makes it hard for a retailer to find a space.

STOP ILLIGAL ALIENS SO THAT THE BISSNESS CAN GROW ALOT BETTER

still support small businesses with all the large businesses moving in //no

stay the present course and maintain the present pro-growth policy

SPEND MOBEY ON LOCAL BUSINESSES // NO

Snow plowing location space after snow storms.

Smaller government less harassment, there sign code.

Slow down growth, IE the new Outlet mall, Really!

Send more business our direction as we are a local Computer Company that is Authorized sales and Service for Dell, HP, and Lenovo

Roads

Refer people to our community as we are committed to the citizens of Castle Rock and provide a necessary service to those seeking retirement living, assisted living and secure memory care.

Reduced taxes.

Reduced taxes.

Reduce red tape, regulations.

Reduce light pollution, but notice/fix burnt out street and pathway lights. Thank you much!!!

Quit doing more new business then they do for existing ones// putting a quiet zone for the trains//ne

Provide private airport

provide more parking

Promotion on its website

Promote the downtown area and provide adequate parking for employees and customers who still chose to come downtown.

Promote local business not just down town business//no

promote local business more

Promote buy local//no

Partners with the Chamber and EDC to all work together to meet with businesses to address needs. Very proactive and forward-looking, which is important in a growth climate.

Parking/Traffic

Parking Enforcement

Our number one challenge is finding employees. We have increased pay rates and still struggle. Not sure what the Town can do about that.

Open more entertainment shops to attract more public.

ONE PERSON TO GO TO GUIDE YOU TO THE PEOPLE THAT HAVE THE ANSWERS.

Offer the citizens free wifi. Create an updated governing system.

Offer lower rates with the Chamber of Commerce or offer free advertising and promotion of local businesses

Notify business' sooner about any downtown events that will affect business. Also it would be nice if the town quit closing streets down for special events. We have customers that come from all over the Denver Metro area and when the streets are closed down we lose business. Oktoberfest is an example of this. We would like to see more events held at the Fairgrounds so our customers aren't affected by Castle Rock Events.

Nothing//no

Nothing//

Nothing.

Nothing.

Nothing.

Nothing.

Nothing.

Nothing to help our business

Nothing right now.

Nothing at this time.

Nothing at this [pint

NOTHING

nothing

nothing

not sure. it's based on travel.

Not sure. I am trying to figure that out right now.

Not sure, I'm good:)

Not sure

not sure

Not so sure that they can.

Not sure.

Not sure.

Not sure of.

not give incents to business that create unfair advantages // no

not bring in "big box" retail down town or near it.

Not applicable.

none

No comment.

No comment.

No comment.

No comment.

No comment.

No comment.

No comment.

No comment.

no comment.

No clue.

More parking space// no

More parking

more parking

more of the middle class// affordable living places to employees

More festivities//no

More events

More downtown parking

more cameral zoning//no

More advertisement about my business//no

Marketing.

Make sure that growth is good for everyone. Don't let growth get so far ahead of infrastructure - traffic issues are serious.

Make rent more marketing and rent more affordable.

make quite zone for train//

Make existing internet more available//no

make apartment rent affordable enough for workers to live in castle rock. It's hard to keep staff because they can't afford the cost of living in castle rock.

Make all scheduled events in Castle Rock known to the local businesses. Several entities, Castle Rock City, Douglas County, the Rotary Club, the Chamber of Commerce all offer several events in Castle Rock. A combined schedule that shows all of them in one place would be very helpful, as it directly affects our businesses (attendance, parking, etc.).

Maintain transparency

Maintain consistency

lower the taxes.

Lower taxes.

Lower taxes and ensure all local businesses are in compliance with taxes

Lower property taxes

lower TAXES//no

Lack of parking//no

Keep us informed on things going on and involved with events

keep taxes low

Keep Real Estate Taxes lower

Keep doing what you're doing

Keep city services at peak efficiency; i.e. police department, snow removal. street cleaning, fire department

Internet speed is one of the important things the town can give for better for marketing.

Increase awarnies// no

Increaser focus on local business and not on large box store expansion

increased local shoppers.

Incentivize people working in town and not leaving town to work.

Incentives to help us grow. See several incentives for new businesses, would like to see growth incentives as well.

I was not aware of some of the services the Town had to help my business until the recent visits from Town employees. Just letting businesses know the services available to them is helpful.

I really don't know at this point. I think the town is doing a good job.

I don't know.

I don't know

I currently do not have an answer to this question.

I can't think of anything

I can't think of anything.

hiring more people or have better communication. When we ask the city it seems to take too long, or we are told yes when they mean no. We lost a sign because the person responsible was behind by half year, so after we bought the business and everything was finalized they show up to tell us to tear down our sign. Another time we ask to have a storage unit and the city give us the procedure to go through to get it, then middle of doing it we are told the city won't let us get a storage unit after a month. When we want to do something it seems like we ask the city, and they tell us it should be okay, and a month or two later the city says no.

Higher speed internet and greater visibility

help to create public transportation.

Help reduce sale tax

Help promote it

Have no idea

Have less restrictions on permit for advertising.

Give tax credit to the big stores//no

Get rid of Personal Property tax//no

Get insurance that covers acupuncture, but not BCBS.

Get higher speed internet for businesses.

Focus less on neighborhood and economic field.

Finish construction on Meadows parkway

Expand the role and responsibility of the Downtown Alliance to serve as the chamber of the downtown merchants. They could focus on specific marketing programs and business growth of the downtown core. The physical attributes of the downtown community space is being developed but the business support and help needs to be more inclusive than one time events without a creative or shopping focus. I believe concentrated retail growth in the lower level of new buildings would help in this area. However, rents need to be reasonable or an incentive program established. Eliminate the perceived inner circle of recipients.

Everything is aimed at the big box companies. There is no place for small companies.

Every time we go to get a building permit we are met with a "new" process.

Improve traffic//no

Engage in a long term program to ensure that Castle Rock is not just an exclusive middle and upper class Town. There are myriad job needs that require entry level or basic able employees that do not earn enough to afford to live here. Procuring a form of public transportation within the Town or connecting to the south reaches of RTD light rail service and encouraging or incentivizing development of affordable rental options.

ENFORCE THE PARKING on a DAILY BASIS or give up and install parking meters. Since shoppers don't seem to like the garage on 3rd - why not designate a space for each business there? Might encourage people to park there all day long instead of outside the retail locations. Question on community support? I do have some customers who shop with me and tell me they are down to support a small business. I'm thankful for them. However, far too many of the locals who walk in are asking for donations. In terms of the question "town providing services" - I'm actually not familiar with the town providing any services at all, unless you count collecting sales tax and issuing licenses. Other than that, I am struggling to remember any services offered.

Encourage development of affordable commercial industrial space

Email clients for more advertisement of businesses.

Drop property taxes!

Don't know.

Don't know.

Don't know

Don't know

Don't know

Don't know

Don't know

Don't know

Don't know

don't know

don't know

Don know

Diversify the type of jobs available so people work here. If possible, attract more industrial and warehousing type real estate

disability //no

designate more parking spaces// more free parking//no

deregulate

Decrease taxes.

Cross promote through an economic alliance that is NOT the downtown group.

Create more traffic and buzz around the businesses that are downtown. Continue to help local businesses partner with each other where there needs are concerned and walk the walk of supporting local businesses in everything!

convert to an elected Mayor by the citizens

Control traffic//Infrastructure//no

Control sales tax

Continue to provide routine services.

Continue the Path they are on.

Clear snow from the side streets! I do not understand why side streets are not cleared in snow storms. Fourth Street by the old Cantril School House is always an ice rink and there is a pre-school now meeting in the old Cantril House.

Central office that the buying public to call for listings of businesses.

Can't think of anything.

Can't think of anything.

Can't think of anything.

Business owners meeting with town members

Bringing in more business to attract more people.

Boost up the speed and more advertisement of small business.

Better marketing//no

Better internet access

Better internet

Better advertising

Being able to keep the shoppers shop in town.

Be there more for the smaller businesses that are trying to grow and make a difference in Castle Rock.

Be flexible on rule//no

Attract more qualified workers

Allow more space for my type of industry of repair shops. Castle Rock is not allowing much for this type of zoning and rezones when a repair shop moves out so another one cannot move in. Many of my customers dislike that their favorite repair shop might have to go out of business if they cannot find adequate space to put our business.

Allow greater internet access.

Address the traffic in a manner that efficiently moves people in and about Castle Rock fluidly. The lights on Founders Parkway are not timed effectively and there are not enough access points during heavy traffic times.

Accessibility to various smaller businesses in downtown

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