

# **Hartland Township Business Engagement and Priority Assessment**

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June 2016





# Background on Cobalt Community Research

- 501c3 not for profit research coalition
- Mission to provide research and education
- Developed to meet the research needs of schools, local governments and nonprofit organizations



# Study Goals

- Support budget and strategic planning decisions
- Identify which aspects of the business environment have the strongest relationship with businesses' overall satisfaction
- Explore what Hartland can provide to help attract and retain businesses
- Compare performance to 2014 Business Study



# Bottom Line = Improvement over last survey

- Hartland Business ACSI Score = 50 on a 100-point scale
  - 2014 Hartland Business ACSI Score = 46
- There are several areas where improvement can have significant impact on engaging the business community:
  - Regulatory environment
  - Township government management
  - Cooperative and collaborative environment
  - Economic health
  - Quality of life
- Businesses would like to see the Township maintain current regulations with most planning and zoning rules, with the exception of Outdoor sales/displays, Building/window signage, and Signs along roads –
- Detailed information by specific demographic groups is available to aid in policy review
  - Detail by: length of business in community, type of office space, where they do business, number of employees, anticipated revenues, anticipated employment levels and industry type



# Preserving Voice: Looking Into Detail

## Sample:

Think about doing business in Hartland Township and rate it based on the following dimensions.  
Scale from 1 to 10

		Hartland Township is...						ACSI Dimensions & Score			
		A safe place to live	Physically attractive	A great place to live	A great place to have a business	Growing responsibly	A perfect community for me	Overall satisfaction	Extent of meeting expectations	Comparison to ideal community	ACSI Score (Scale = 1 to 100)
Overall Satisfaction/Level of Agreement - 2014		8.4	7.2	7.7	5.8	5.9	6.3	5.5	4.9	4.9	46
Overall Satisfaction/Level of Agreement - 2016		8.8	7.2	8.0	6.4	6.2	6.5	5.8	5.2	5.4	50
How long has your business been in Hartland?	One year or less	9.0	7.5	8.0	9.0	8.0	6.5	7.0	7.5	7.5	70
	1-5 years	8.0	8.3	7.5	6.3	9.0	6.5	6.0	5.3	6.7	55
	6-10 years	8.8	7.4	8.0	6.7	6.7	6.9	6.2	5.3	5.4	52
	More than 10 years	8.8	7.1	8.0	6.2	6.0	6.3	5.7	5.0	5.2	48
What type of space do you use for your place of business?	Commercial office	8.6	7.9	8.2	6.8	6.5	6.9	5.9	5.6	5.6	53
	Retail space	9.0	6.9	8.1	7.0	6.4	6.5	6.7	5.5	5.6	55
	Home office	9.2	4.6	8.0	4.6	5.7	6.0	4.0	3.8	3.8	32
	Manufacturing space	8.5	9.0	10.0	8.0	10.0	10.0	6.0	6.0	7.0	59
	Storage space	8.0	7.0	8.0	5.0	6.0	8.0	7.0	-	5.0	54
	Land	9.0	7.4	7.1	7.7	5.7	4.9	4.4	3.8	5.1	38
Where do you do business?	Mainly in Hartland only	8.6	6.9	7.4	7.2	6.4	6.1	5.8	5.1	5.3	49
	In the areas near Hartland	9.0	7.5	7.7	7.7	7.7	7.7	5.5	4.8	4.9	46
	Across the state	8.8	6.9	7.4	7.4	7.4	7.4	6.1	5.5	5.7	53
	Across the U.S.	9.6	8.6	8.6	8.6	8.6	8.6	7.0	6.3	6.4	62

Consistent regardless of demographic

Differences based on demographic

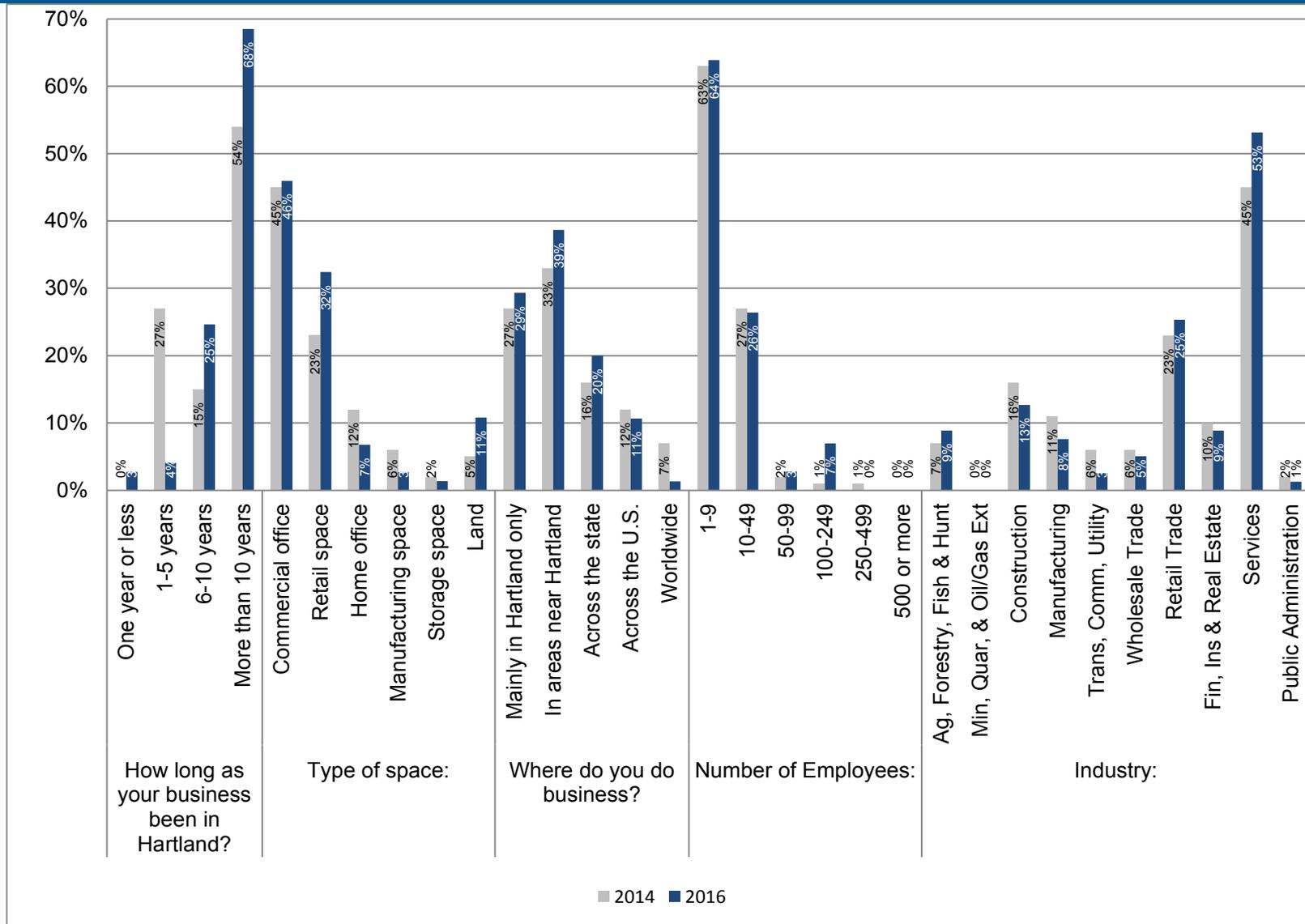


# Methodology

- Assessment was sent to 335 businesses
- Conducted using two mailings in April and May of 2016
- Valid response from 79 businesses, giving a solid response rate of 24% and providing a conventional margin of error of +/- 8.1 percent in the raw data (90% confidence)
  - 2016 = 79 responses, 24% response rate
  - 2014 = 84 responses, 25% response rate



# Respondent Profile – Similar to 2014





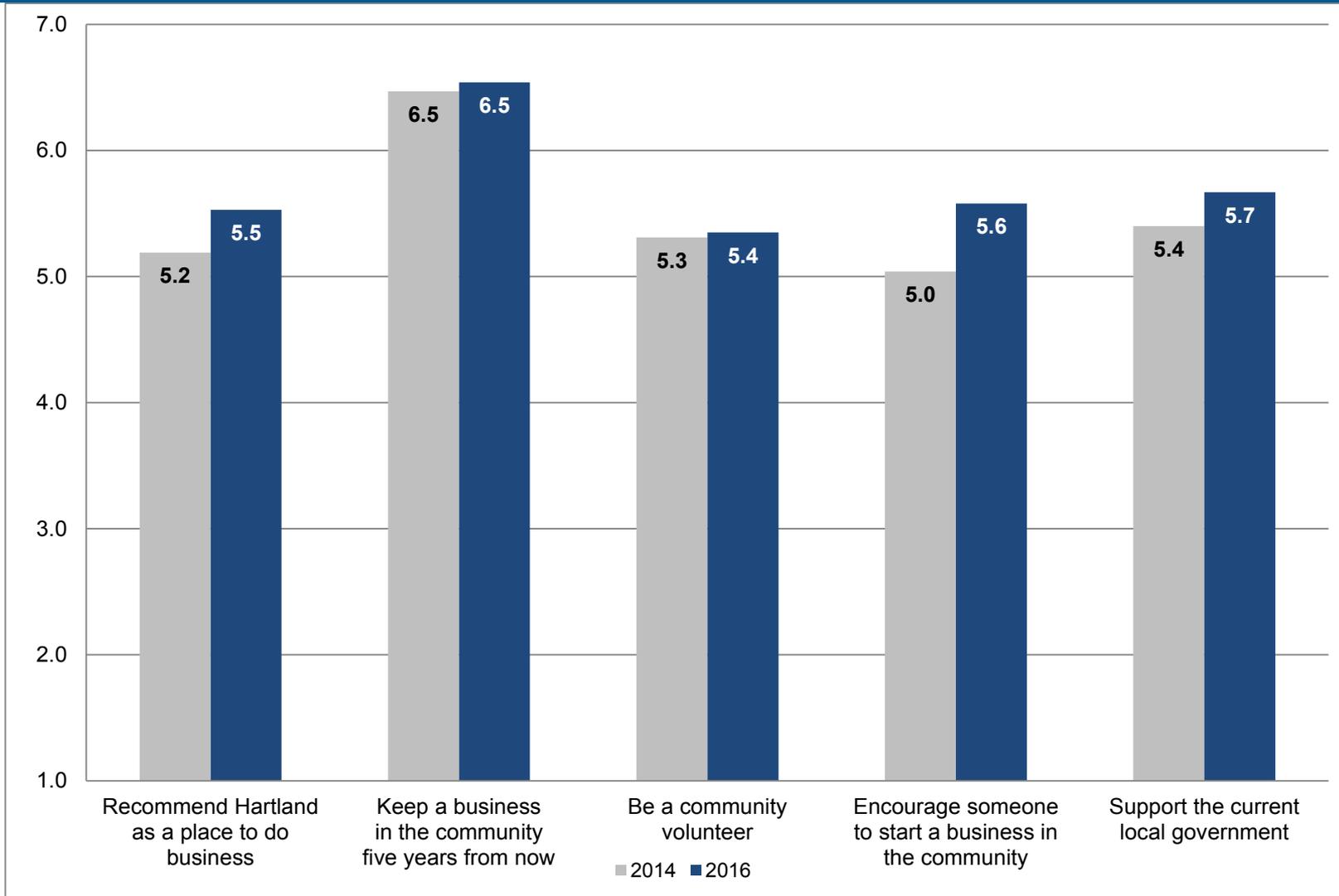
# Results





# Outcome Behaviors

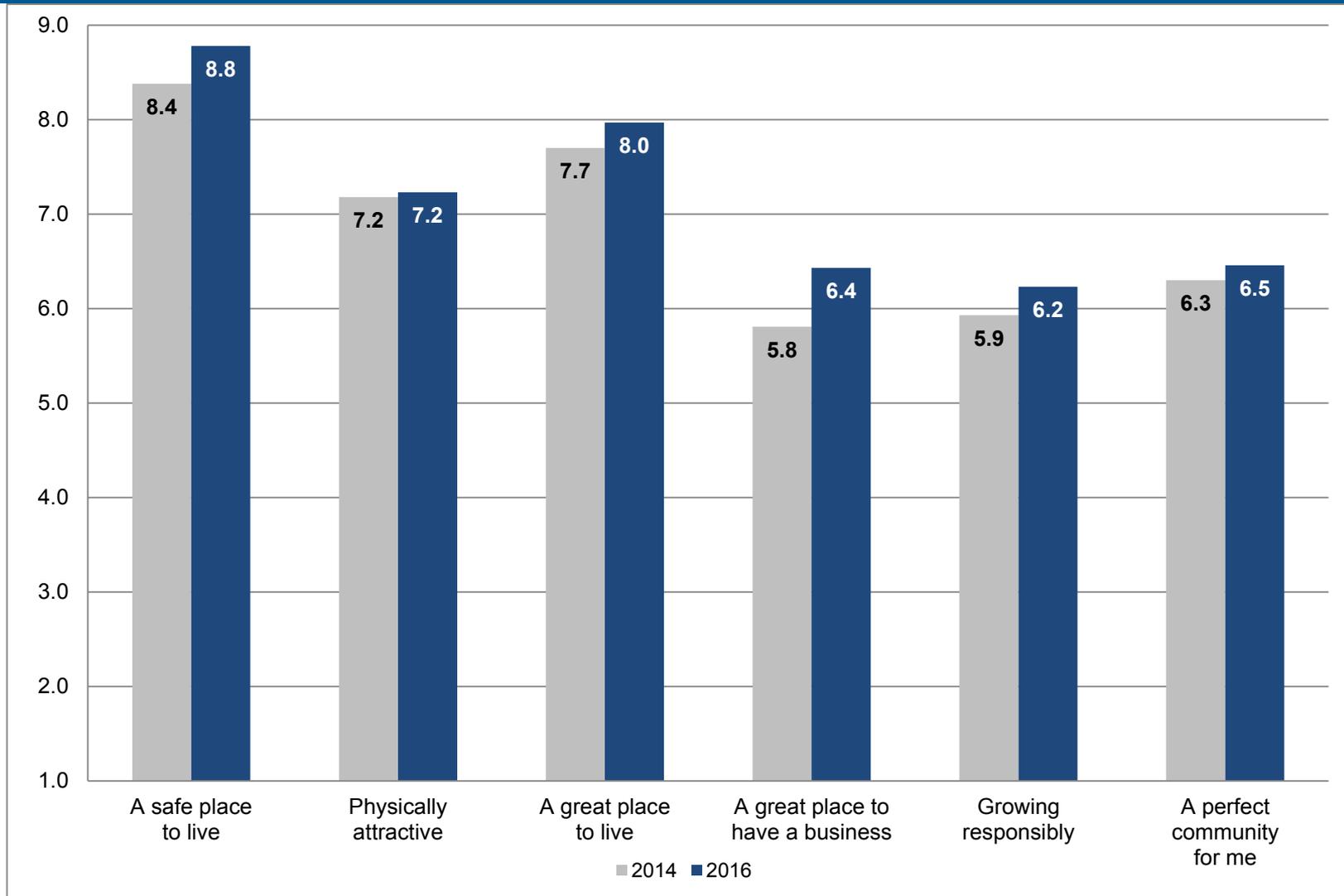
(High score = 10)





# Community Image

(High score = 10)





# Understanding the Charts: Business Community Questions – Drivers

Perceived Performance

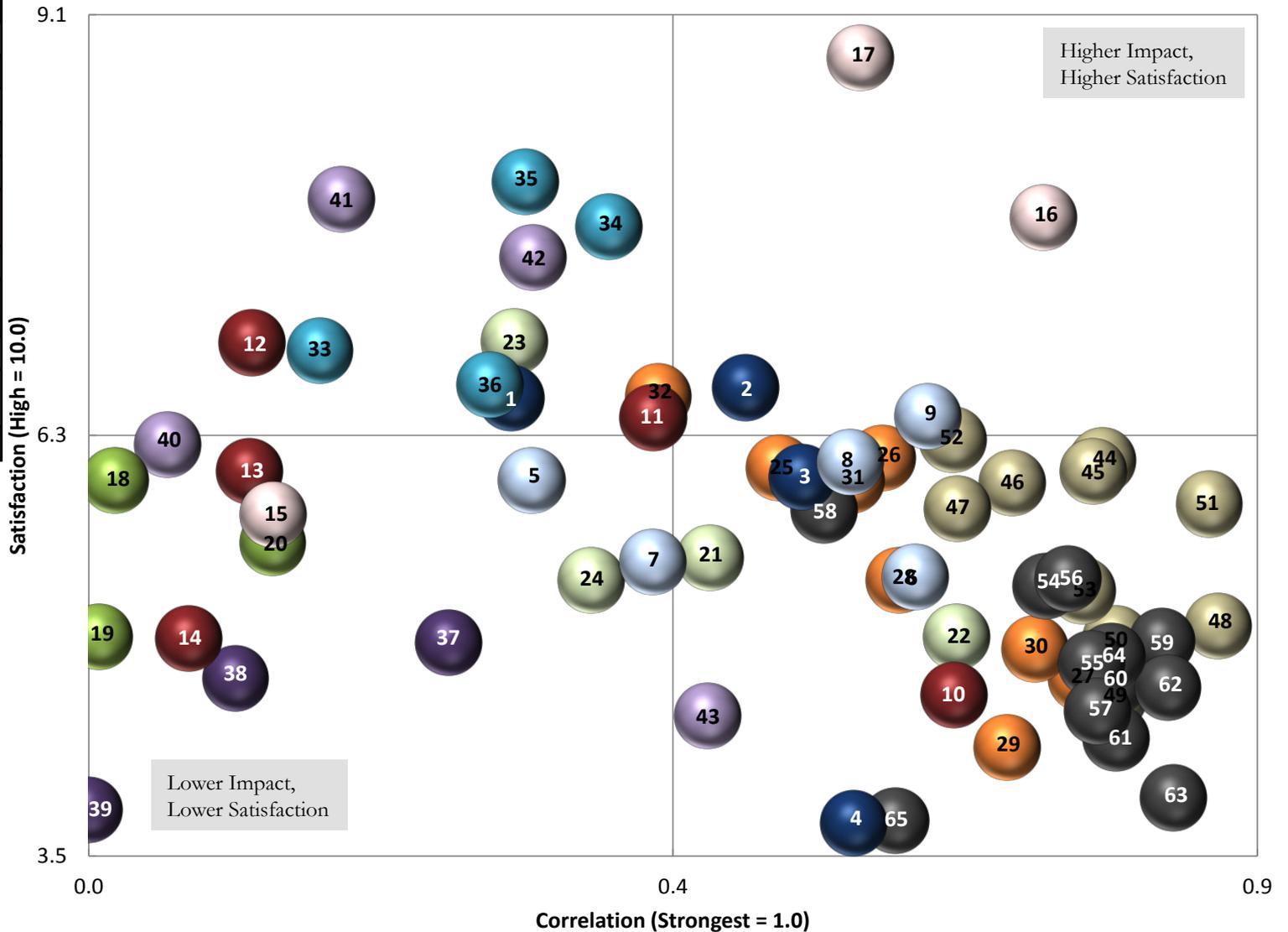
<p>Higher scoring areas that do not currently have a significant impact on engagement relative to the other areas. Action: May show over investment or under communication.</p>	<p>Higher impact areas where the Township received relatively higher scores from businesses. They have a high impact on engagement if improved. Action: Continue investment</p>
<p>Low scoring areas relative to the other areas with low impact on engagement. Action: Limit investment unless pressing safety or regulatory consideration.</p>	<p>High impact on engagement and a low score. Action: Prioritize investment to drive positive changes in outcomes.</p>

Impact on Satisfaction



# Overall Strategic Priority Map

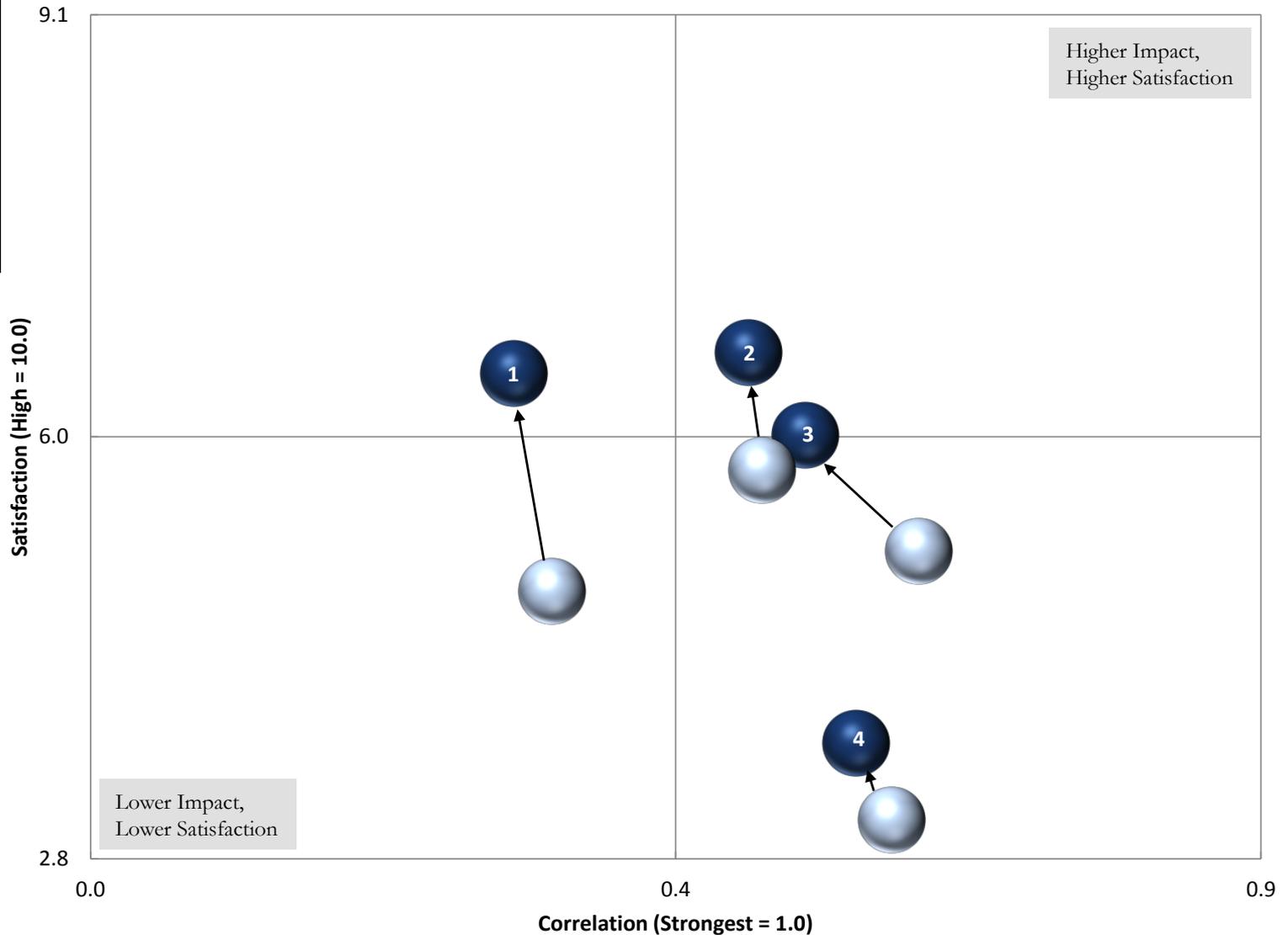
Characteristics of Hartland	
Economic Health	
Business Infrastructure	
Quality of Life	
Housing Market	
Business Space	
Cooperative & Collaborative	
Emergency Services	
Transportation Infrastructure	
Utility Services	
Township Government Management	
Regulatory Environment	





# Strategic Priority Map: Characteristics of Hartland Township

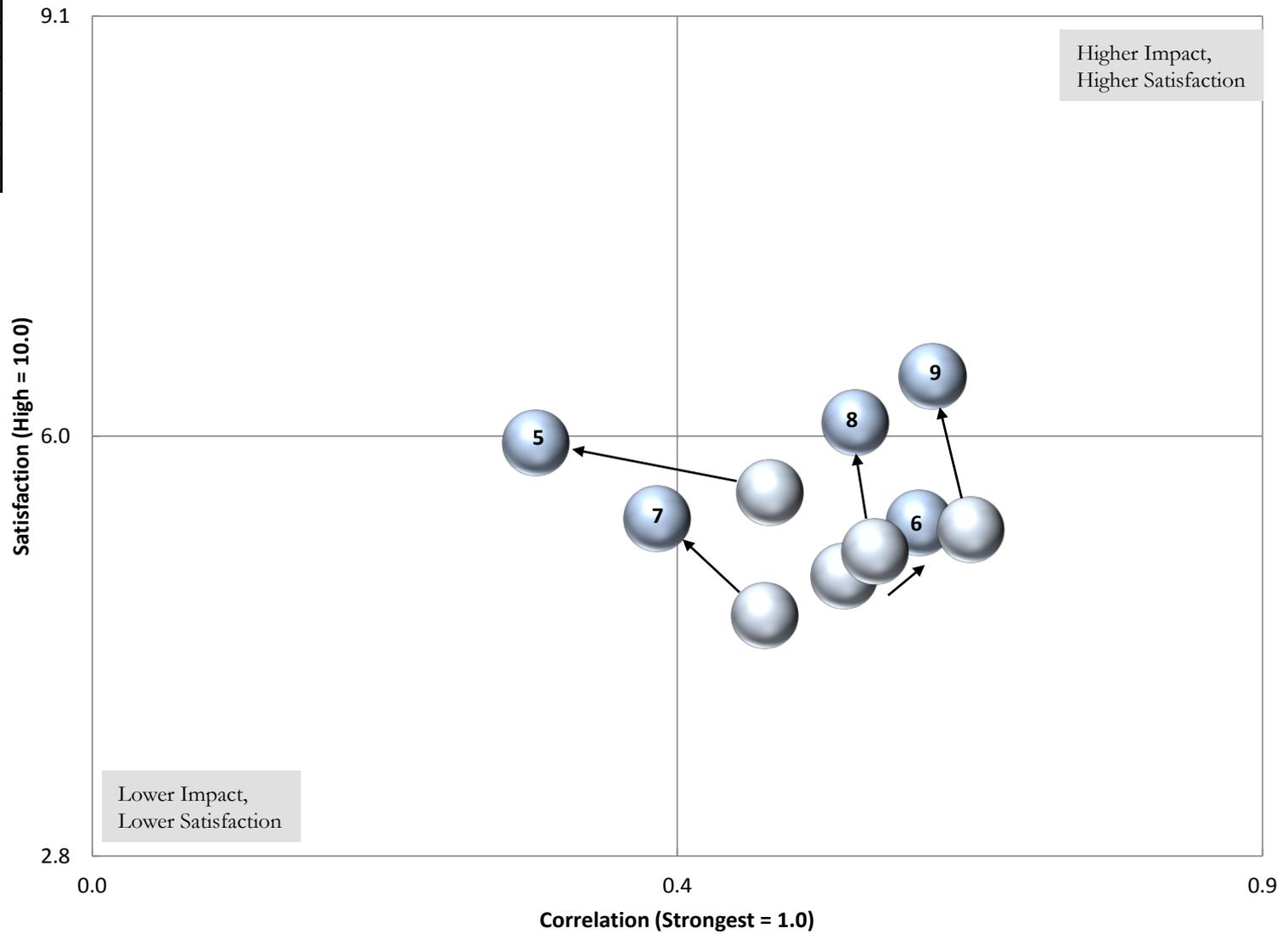
- Characteristics of Hartland**
1. Unemployment rate is decreasing
  2. Property values are increasing
  3. There are more businesses in Hartland
  4. Community regularly checks in with businesses





# Strategic Priority Map: Economic Health

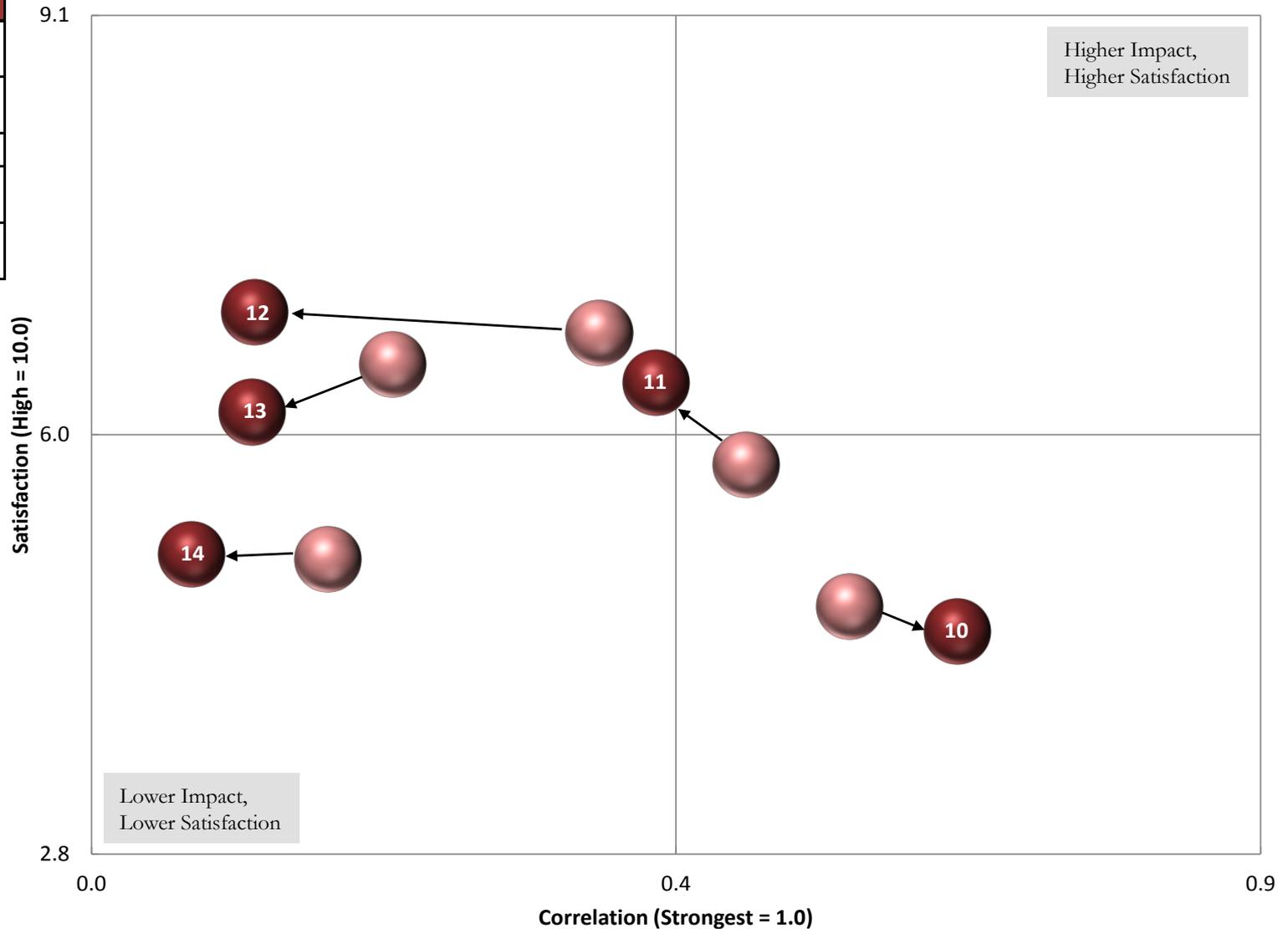
Economic Health
5. Cost of living
6. Quality of jobs
7. Availability of jobs
8. Strength of local economy
9. Stability of property values





# Strategic Priority Map: Business Infrastructure

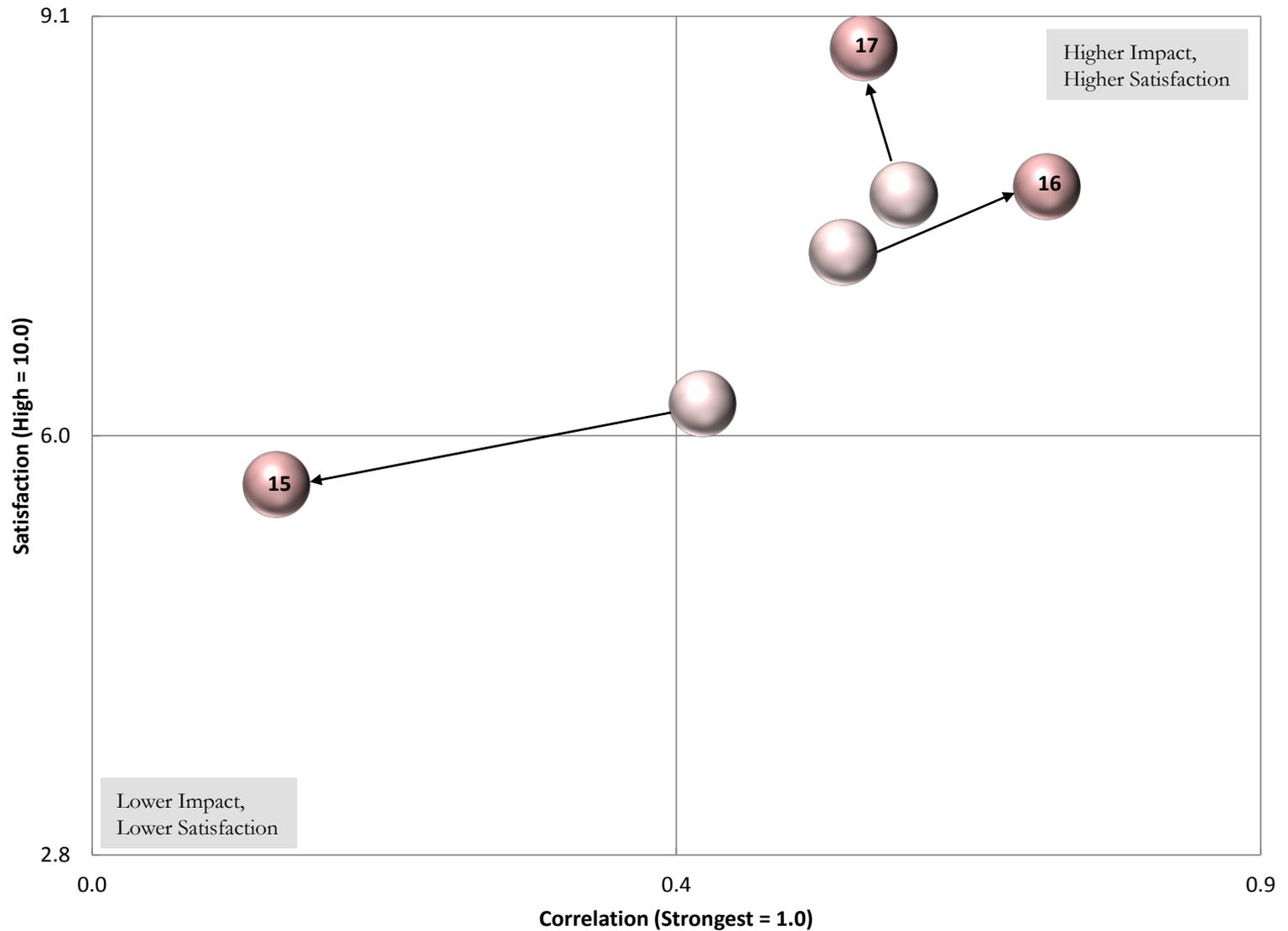
- Business Infrastructure**
- 10. Availability of services to support business growth
  - 11. Distance from major markets
  - 12. Cell phone reception
  - 13. Speed of your internet connection
  - 14. Variety of options available for internet access





# Strategic Priority Map: Quality of Life

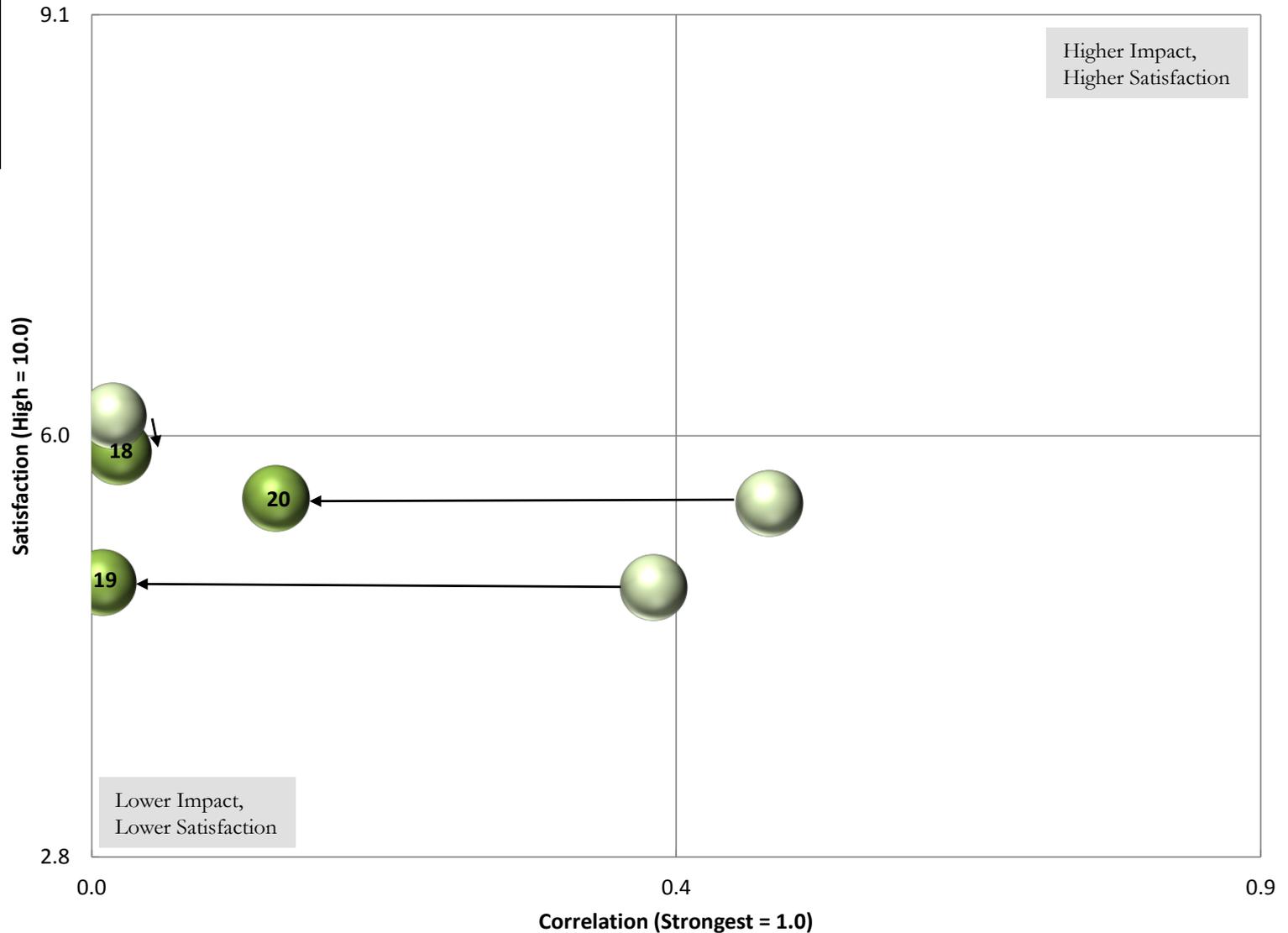
Quality of Life
15. Availability of affordable, quality child care
16. Quality of life
17. Quality of local schools





# Strategic Priority Map: Housing Market

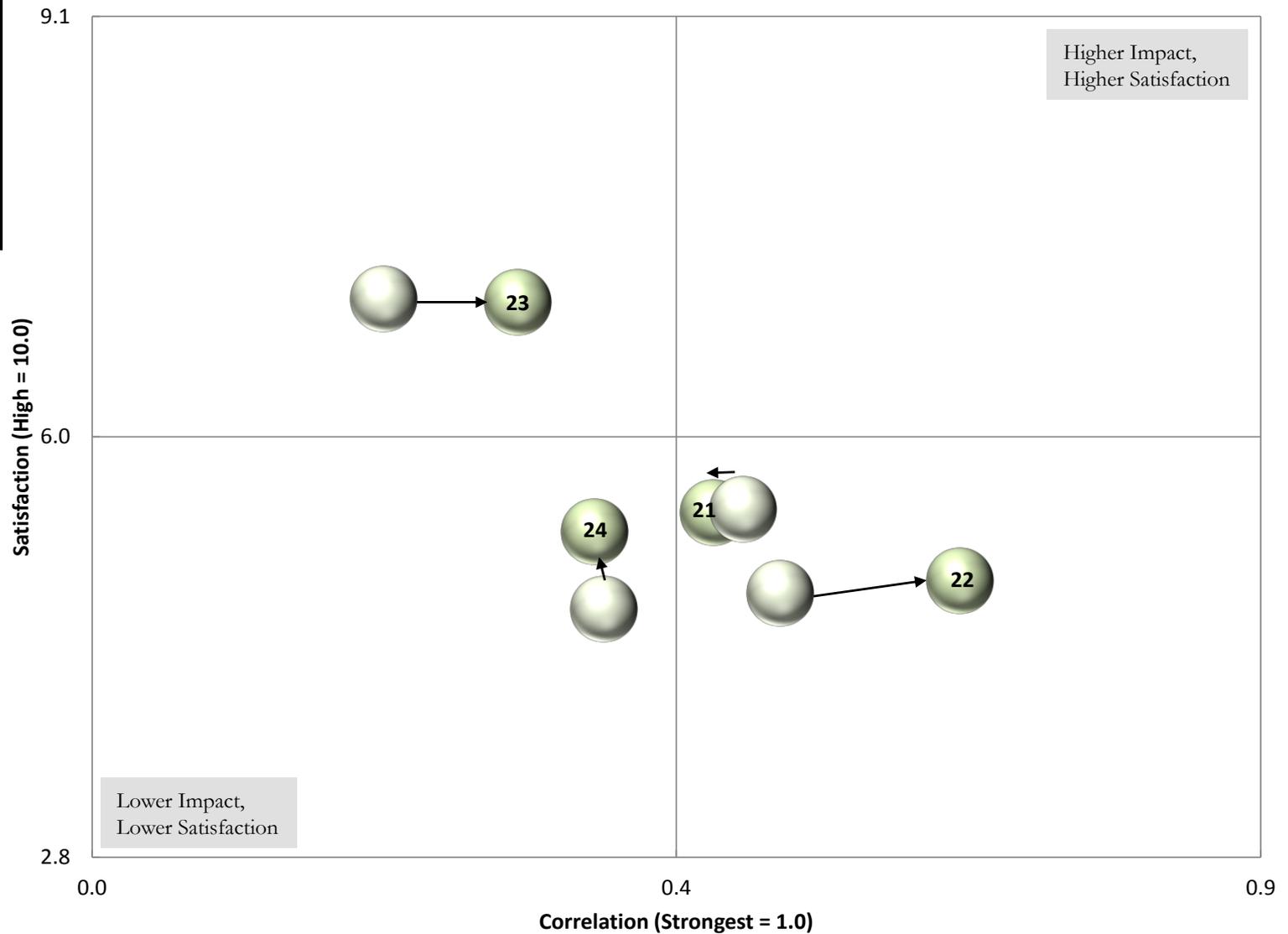
Housing Market
18. Availability of homes to purchase
19. Availability of residential rental space
20. Affordability of housing





# Strategic Priority Map: Business Space

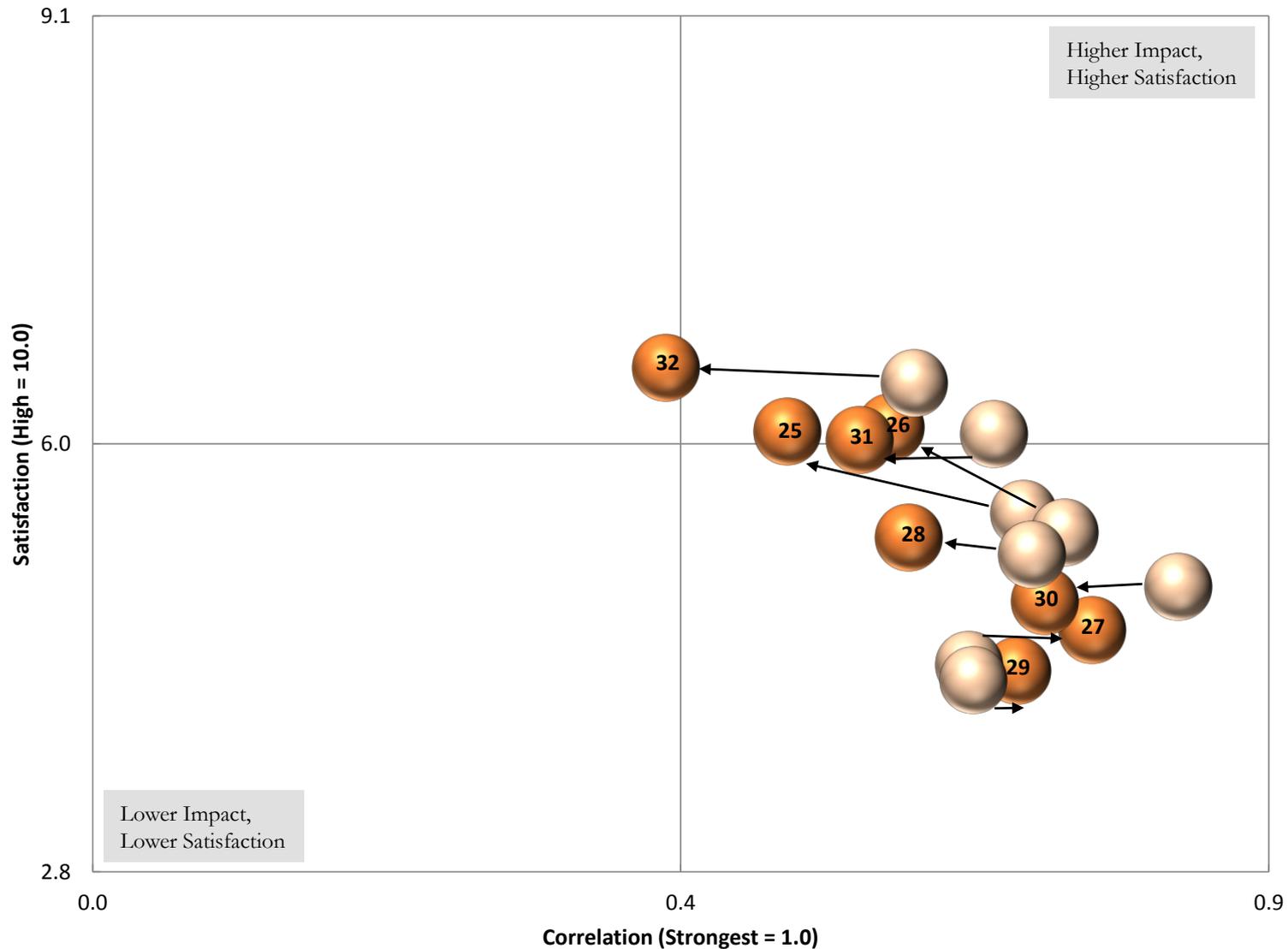
Business Space
21. Availability of working space for businesses
22. Affordability of working space for businesses
23. Availability of land for development
24. Affordability of land for development





# Strategic Priority Map: Cooperative and Collaborative Environment

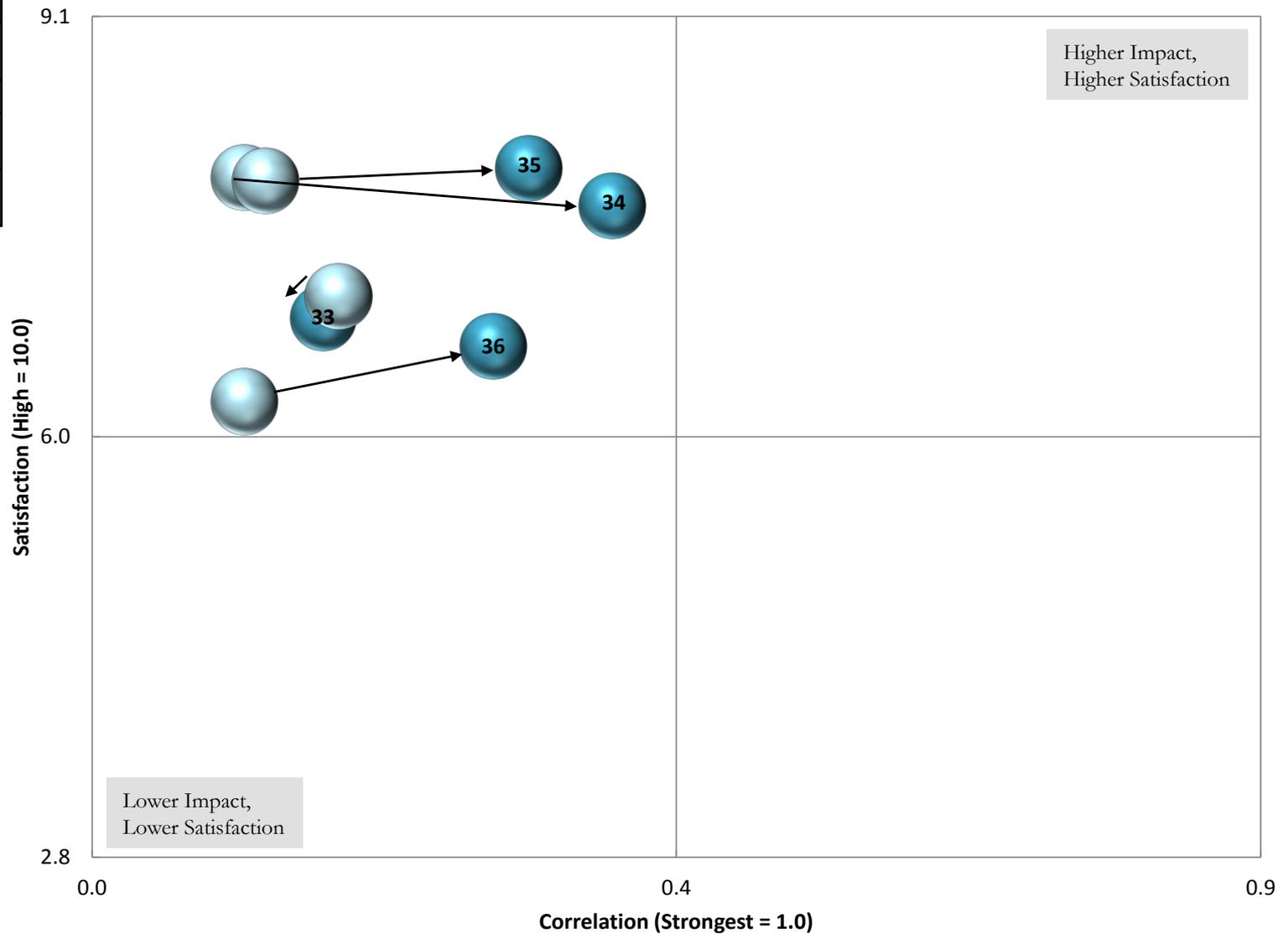
Cooperative & Collaborative Environment
25. Effectiveness of HACCC in business community
26. HACCC's responsiveness to member needs
27. Township's welcoming attitude toward businesses
28. Helpfulness of Township website for information for businesses
29. Community-provided administrative and marketing support for businesses
30. Opportunities to participate in community planning
31. Opportunities to network with other business leaders
32. Involvement of area K-12 public school systems





# Strategic Priority Map: Emergency Services

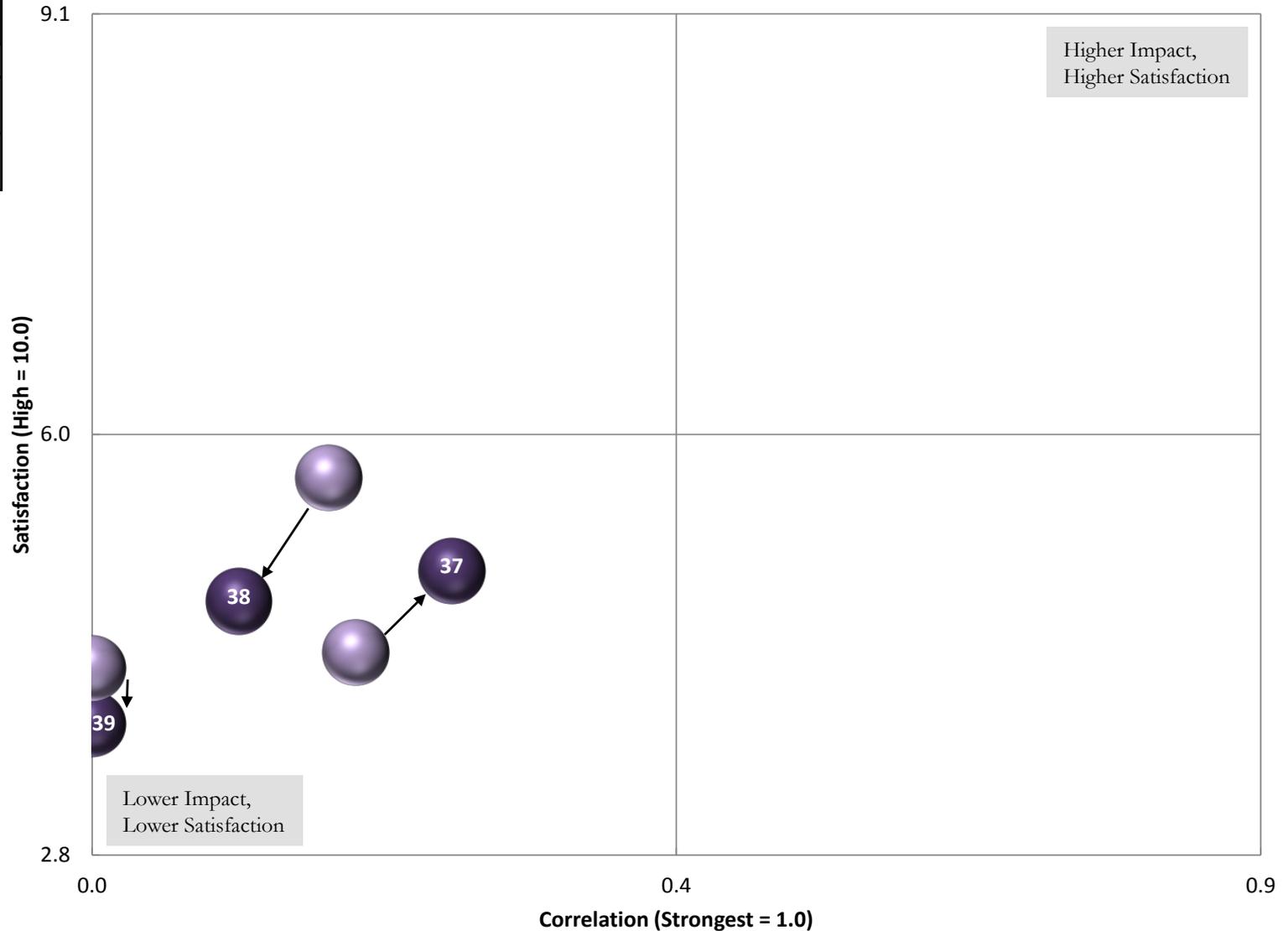
Emergency Services
33. Adequate coverage for the community
34. Quick response to fires
35. Quick response to medical emergencies
36. Quick response to law enforcement emergencies





# Strategic Priority Map: Transportation Infrastructure

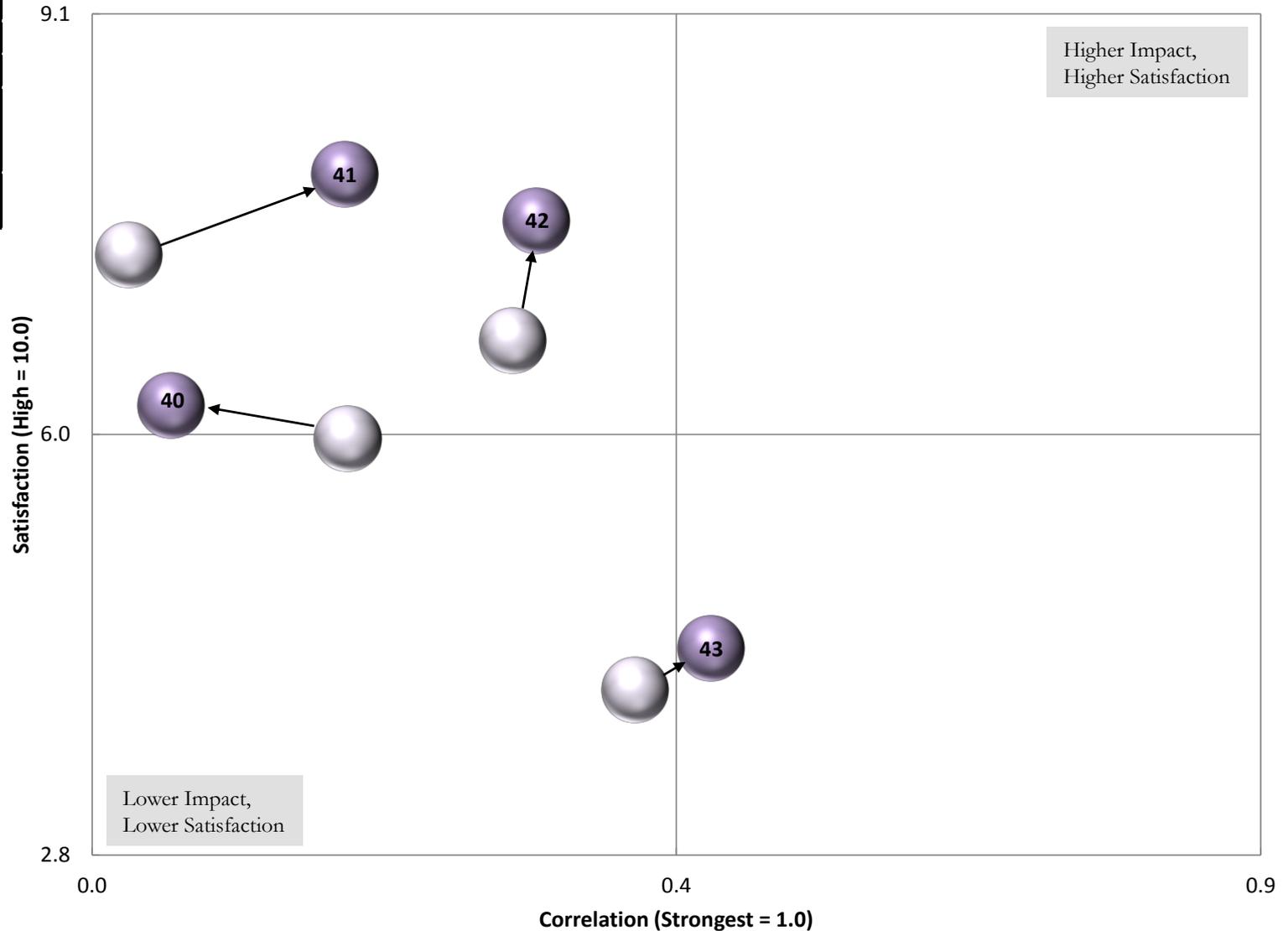
- Transportation Infrastructure**
- 37. Road maintenance
  - 38. Amount of traffic congestion on the roads
  - 39. Accommodation for bicycle and foot traffic





# Strategic Priority Map: Utility Services

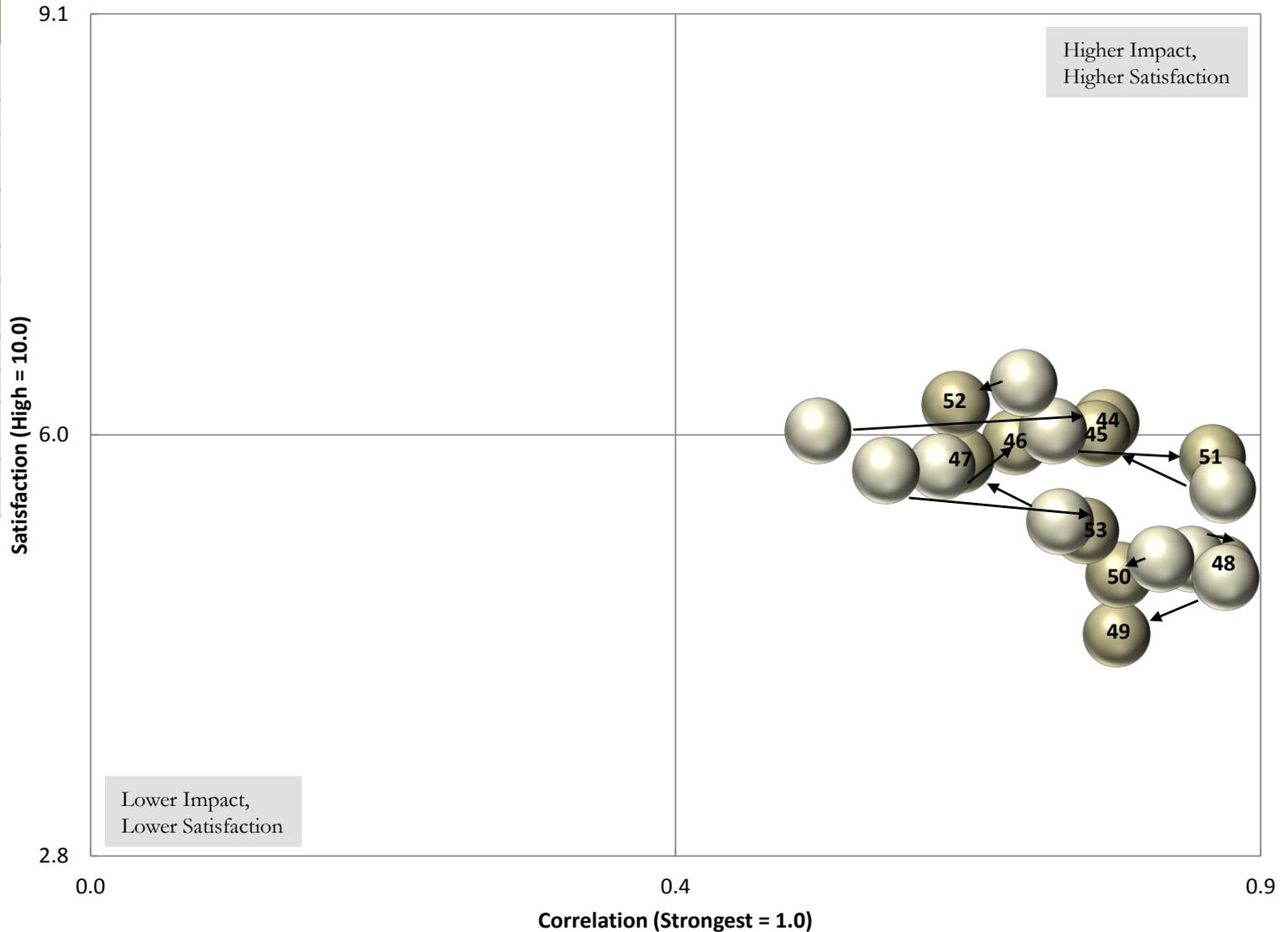
Utility Services
40. Water quality
41. Reliable electrical service
42. Adequacy of utility infrastructure to support businesses
43. Fairness of water/sewer rates and acquisition fees





# Strategic Priority Map: Township Government Management

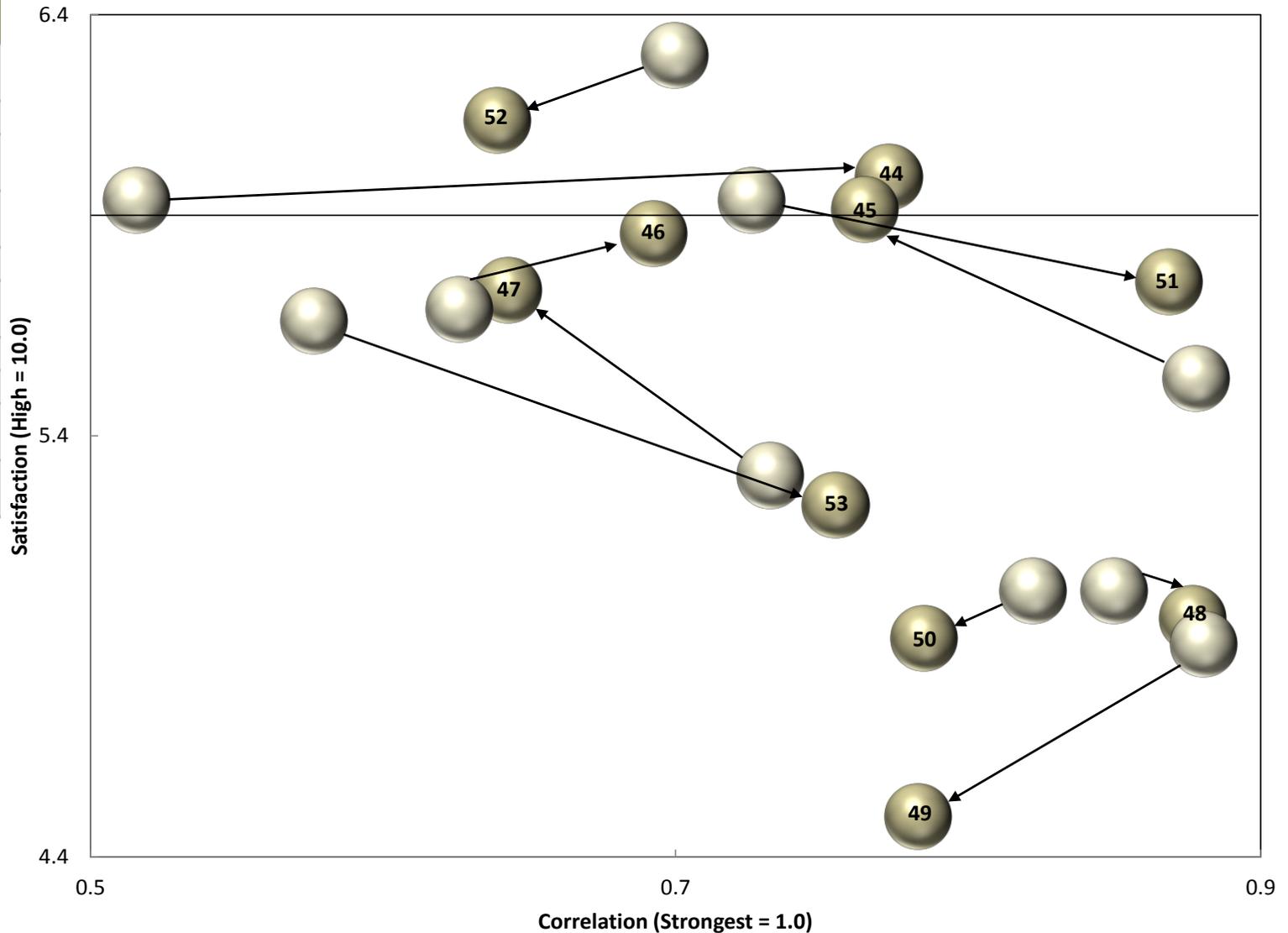
Township Government Management
44. Having leaders who are trustworthy
45. Being well-managed
46. Having employees who are well-trained
47. Communicating effectively to the community
48. Spending dollars wisely
49. Being open to your ideas and involvement
50. Level of fairness
51. Level of knowledge
52. Ease of reaching the appropriate person
53. Responsiveness to your concerns





# Strategic Priority Map: Township Government Management (*Zoomed in*)

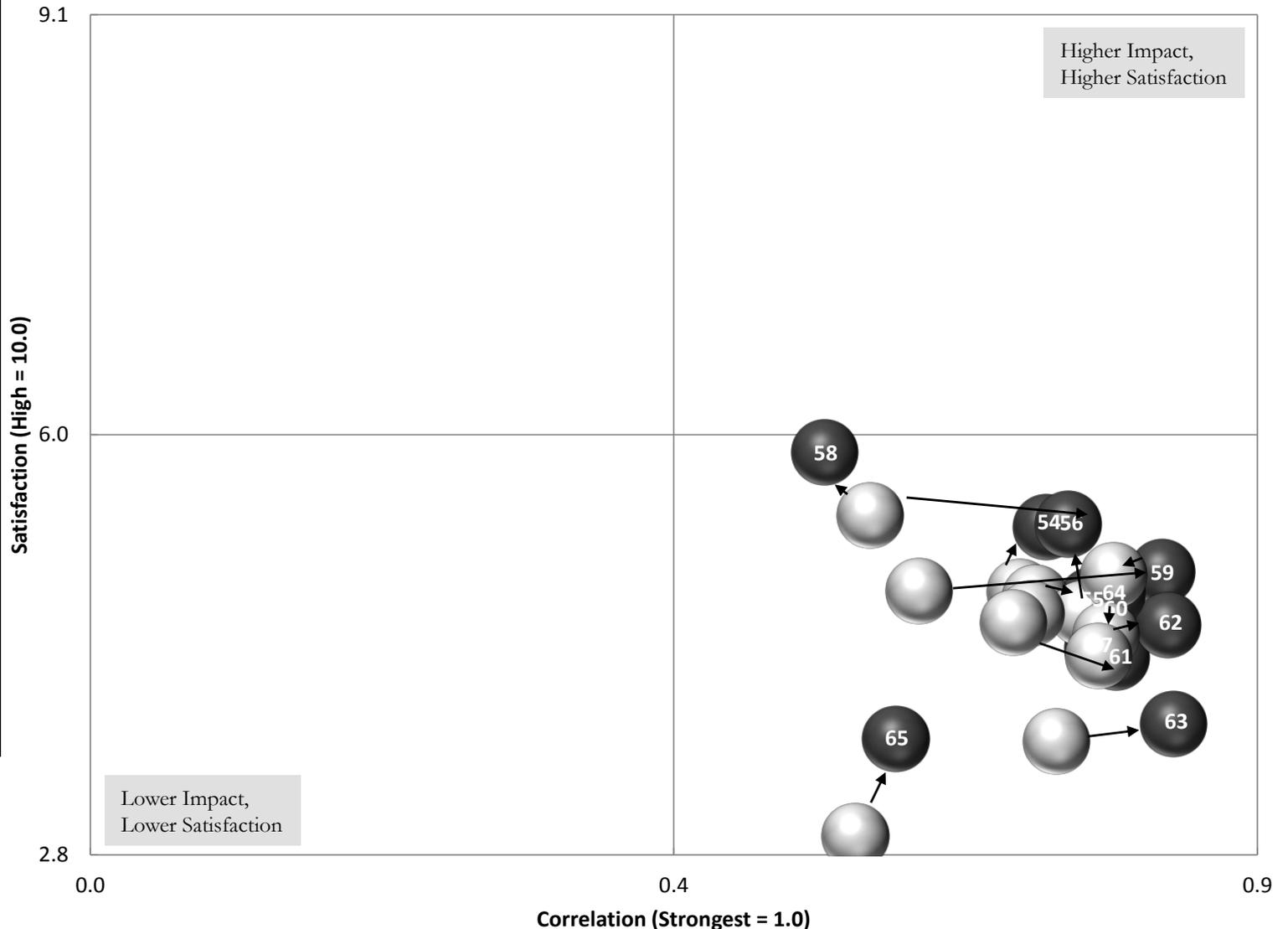
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# Strategic Priority Map: Regulatory Environment

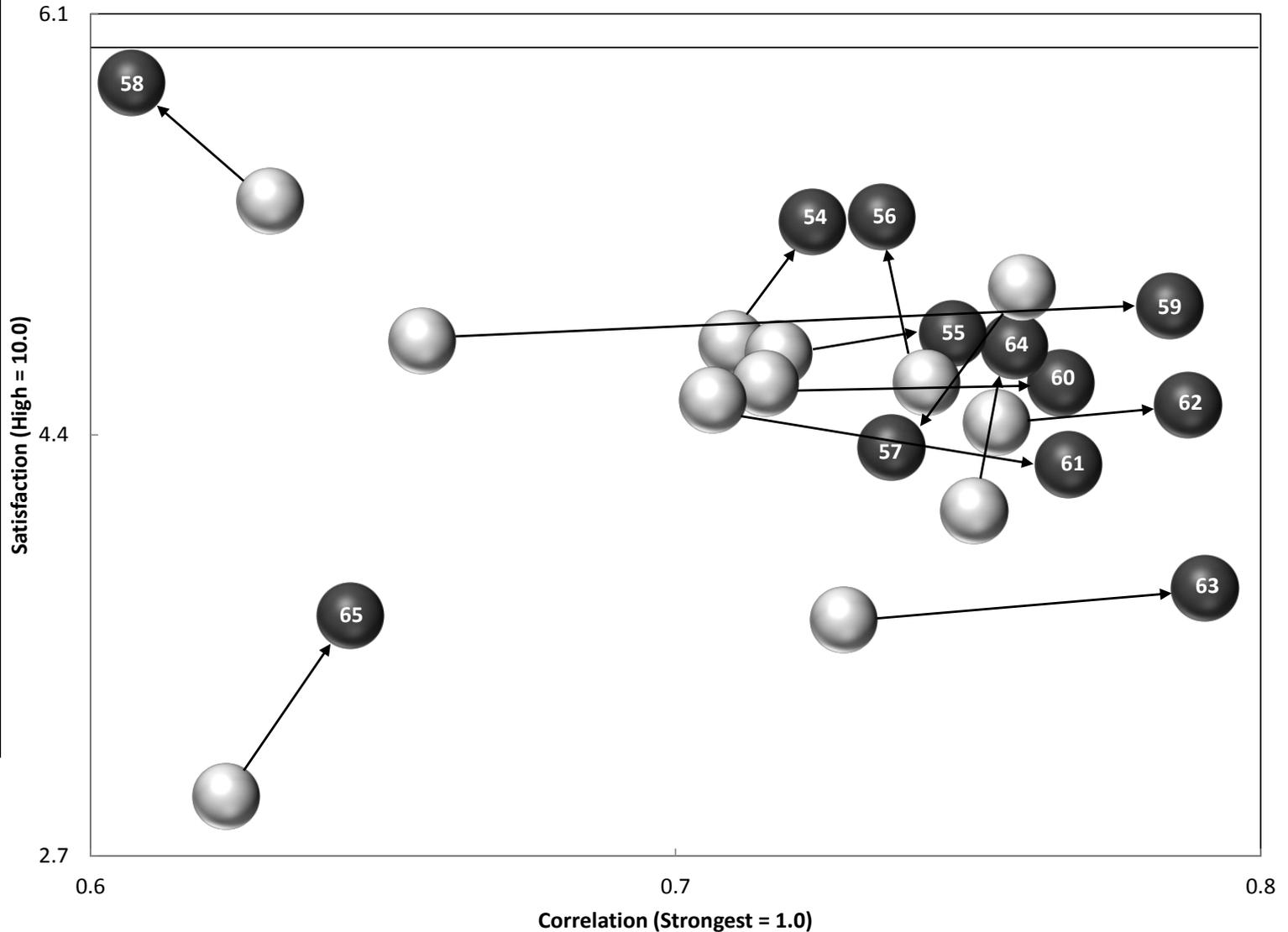
Regulatory Environment
54. Cost of doing business in Hartland
55. Speed of process for any needed permits or reviews
56. Ease of passing mandated inspections
57. Ease of process for any needed permits
58. Level of citizen support for businesses
59. Fairness of Township fees
60. Amount and quality of services you receive for the local taxes paid
61. Ease of working with local regulators (ordinances, zoning, permits, etc.)
62. Township regulations are fair
63. Township regulations encourage growth
64. Level of code enforcement is reasonable
65. Signage regulations are reasonable





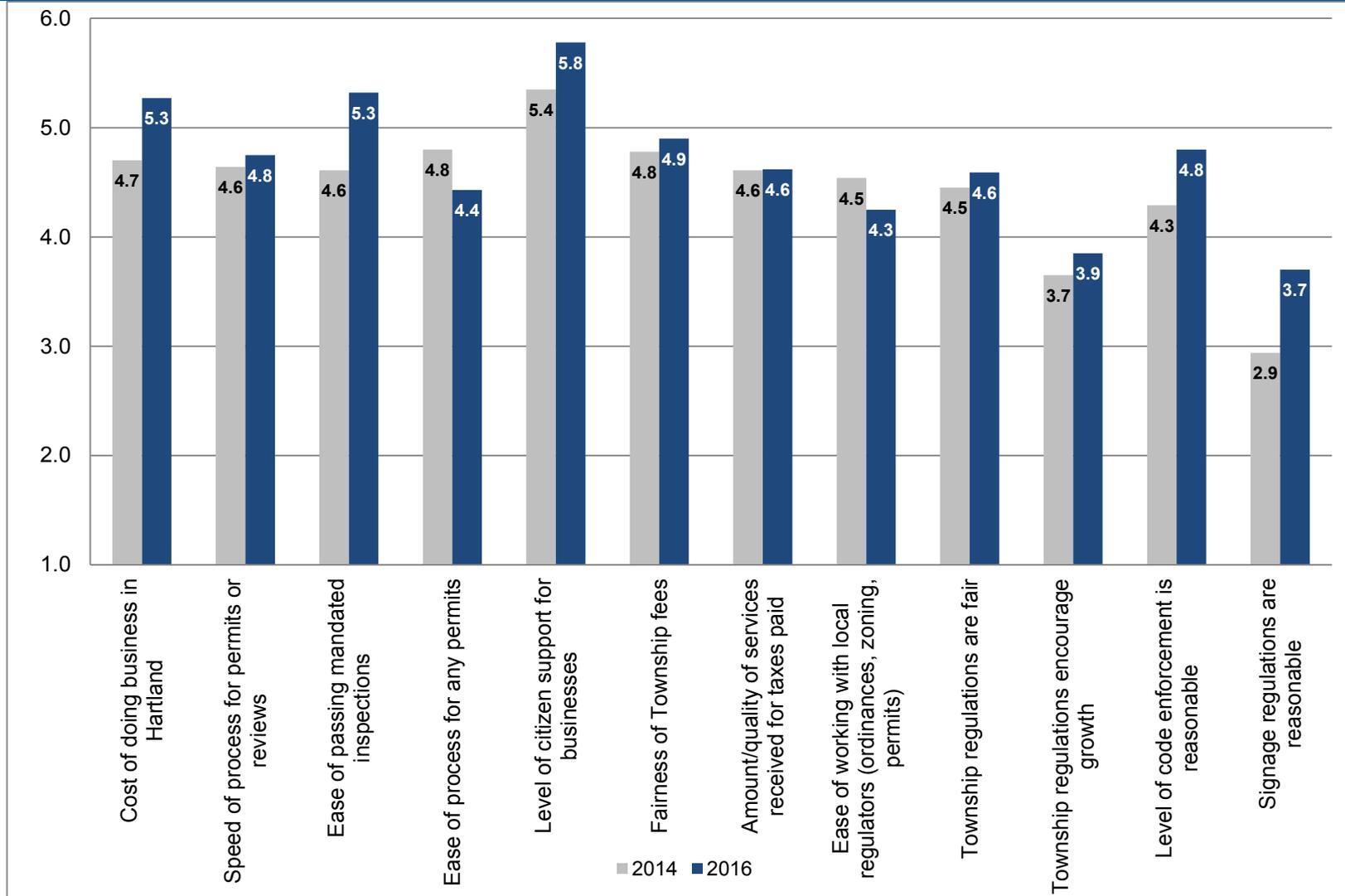
# Strategic Priority Map: Regulatory Environment (*Zoomed in*)

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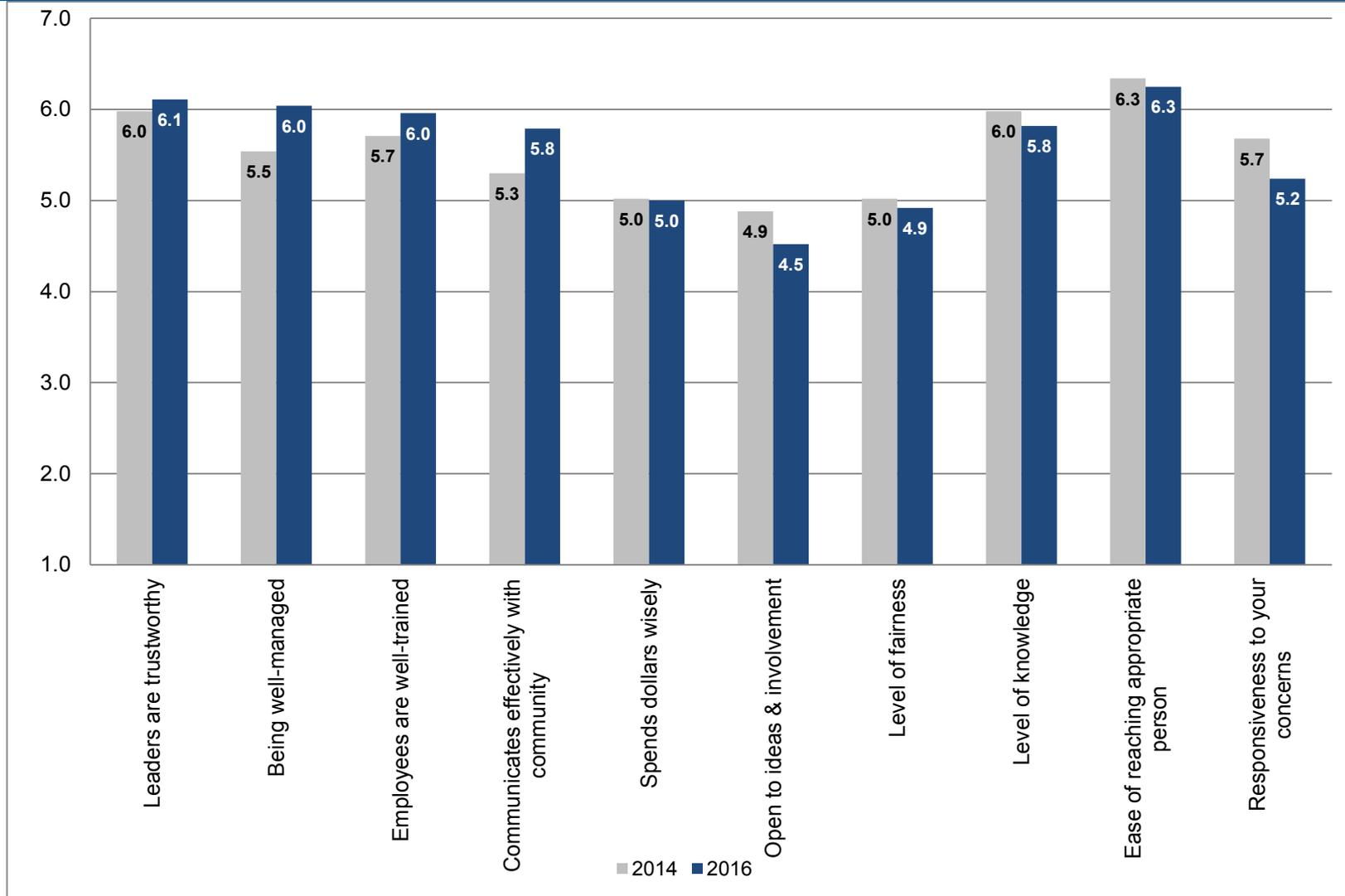


# Drivers of Satisfaction and Behavior: Regulatory Environment



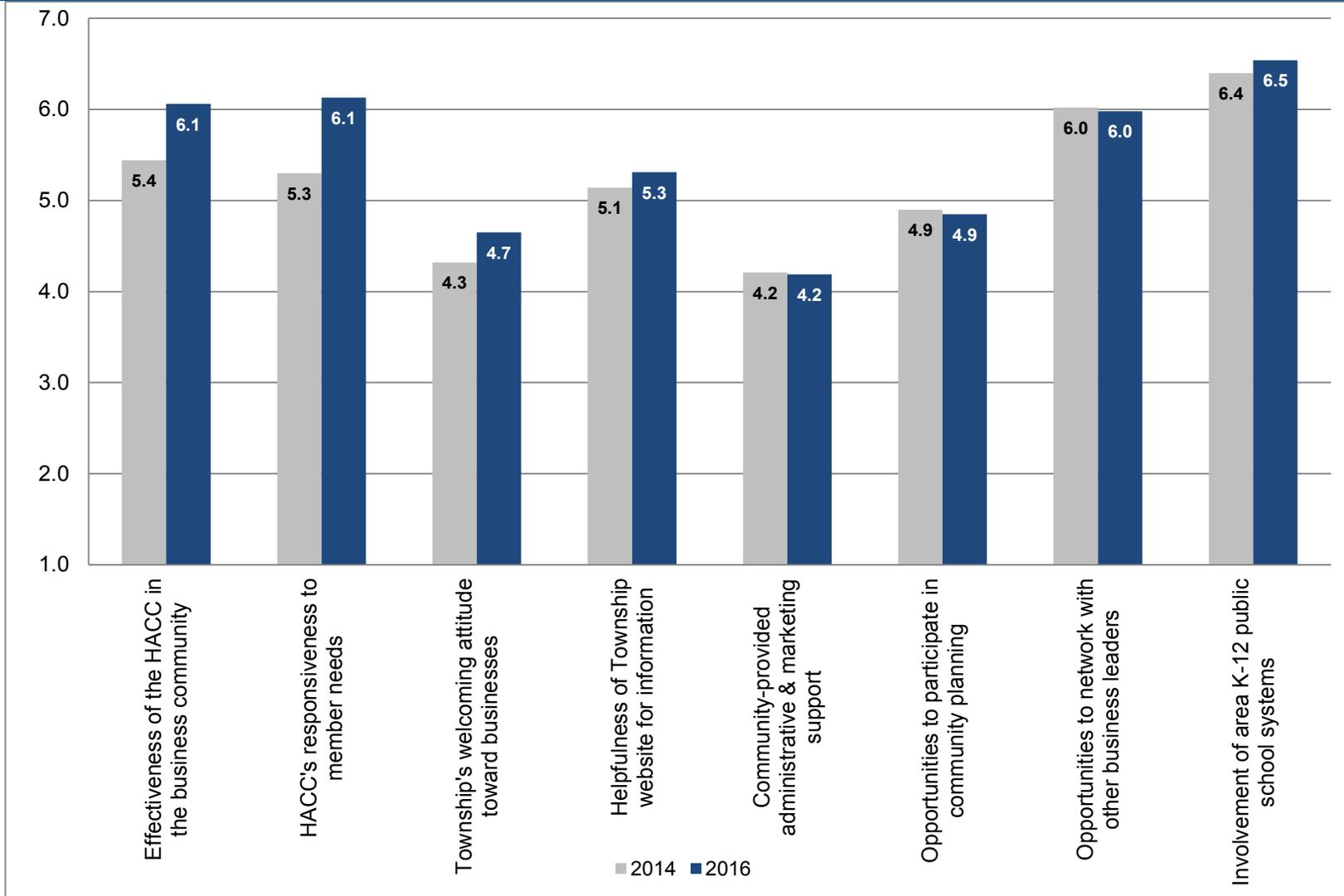


# Drivers of Satisfaction and Behavior: Township Government Management



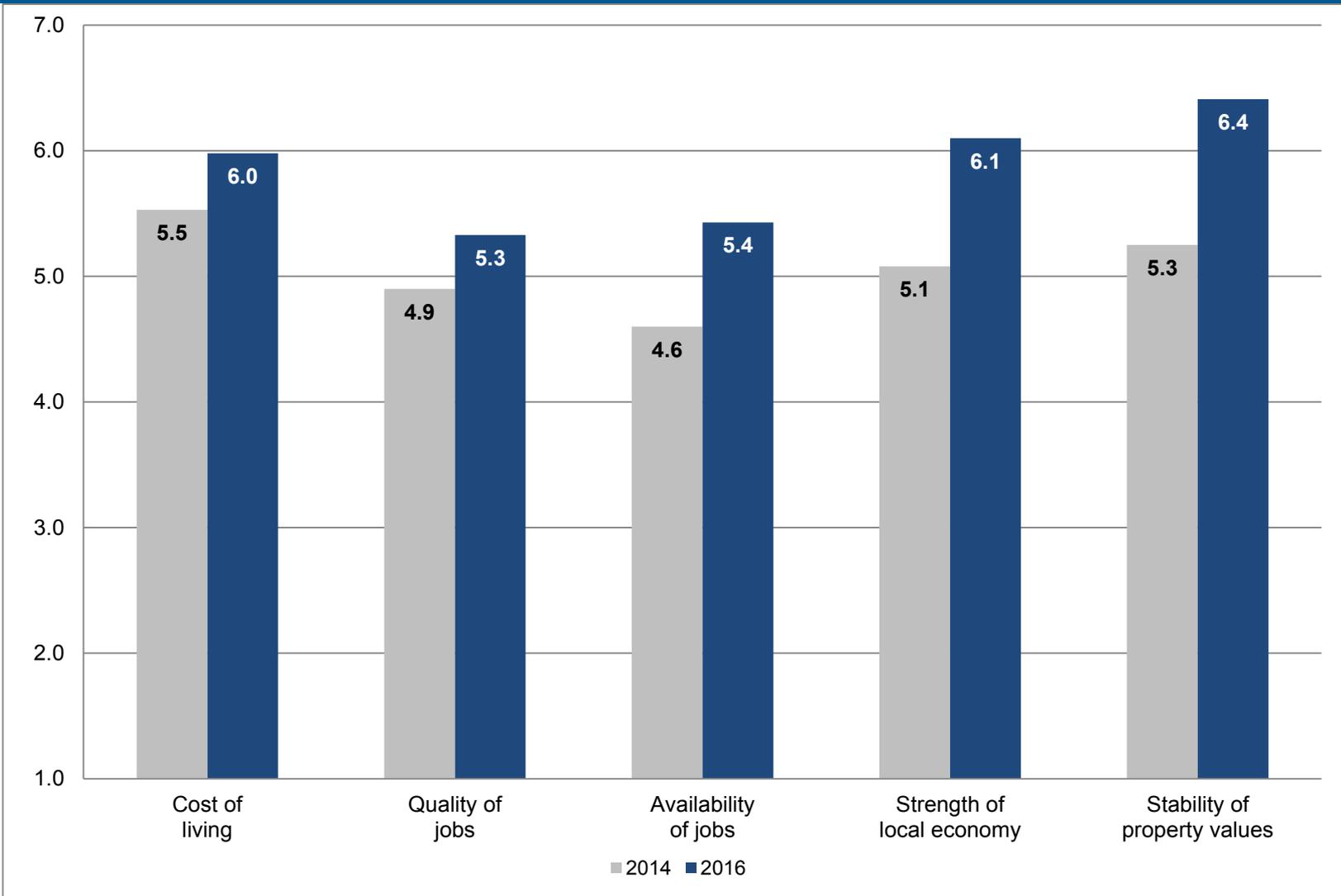


# Drivers of Satisfaction and Behavior: Cooperative & Collaborative Environment



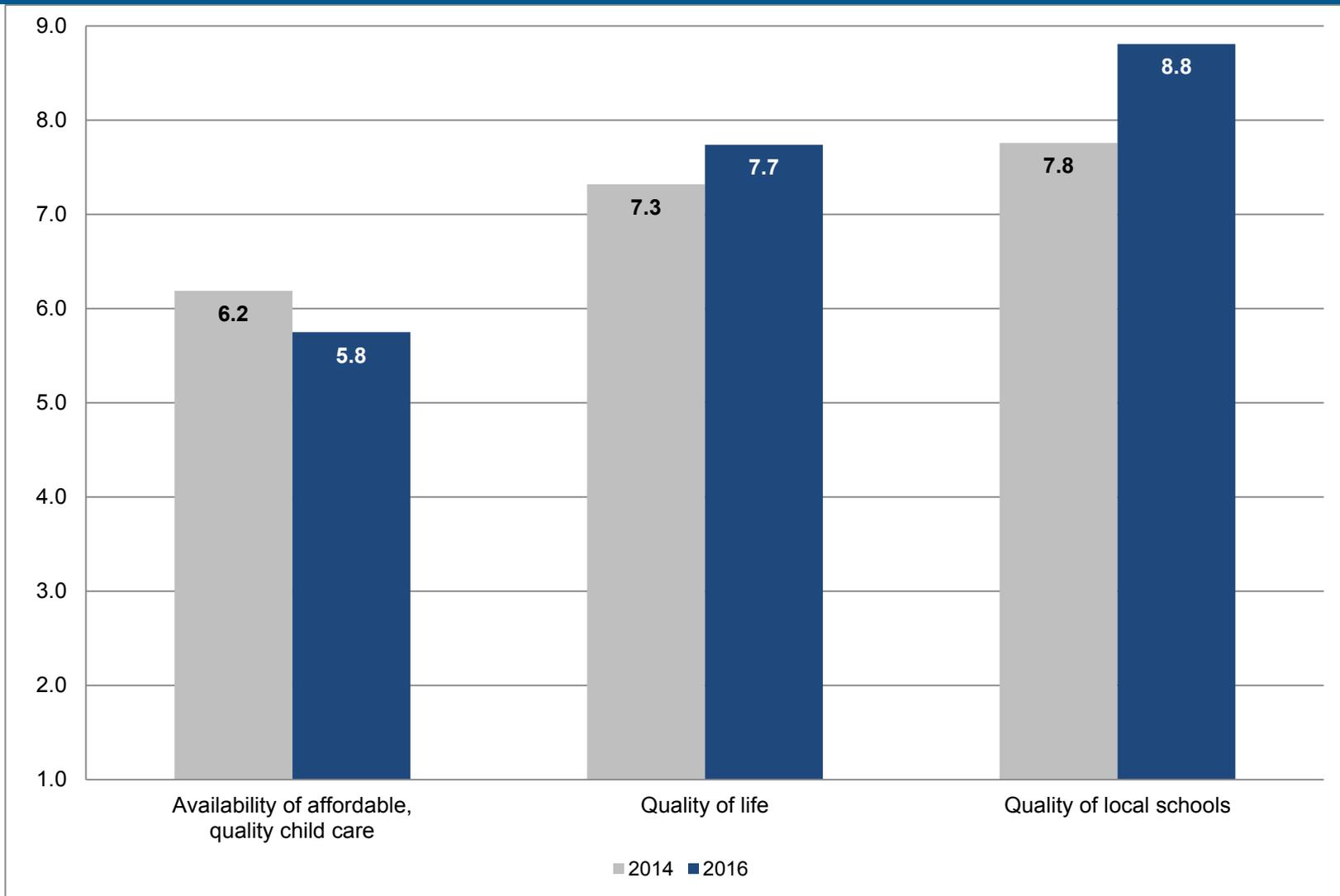


# Drivers of Satisfaction and Behavior: Economic Health





# Drivers of Satisfaction and Behavior: Quality of Life

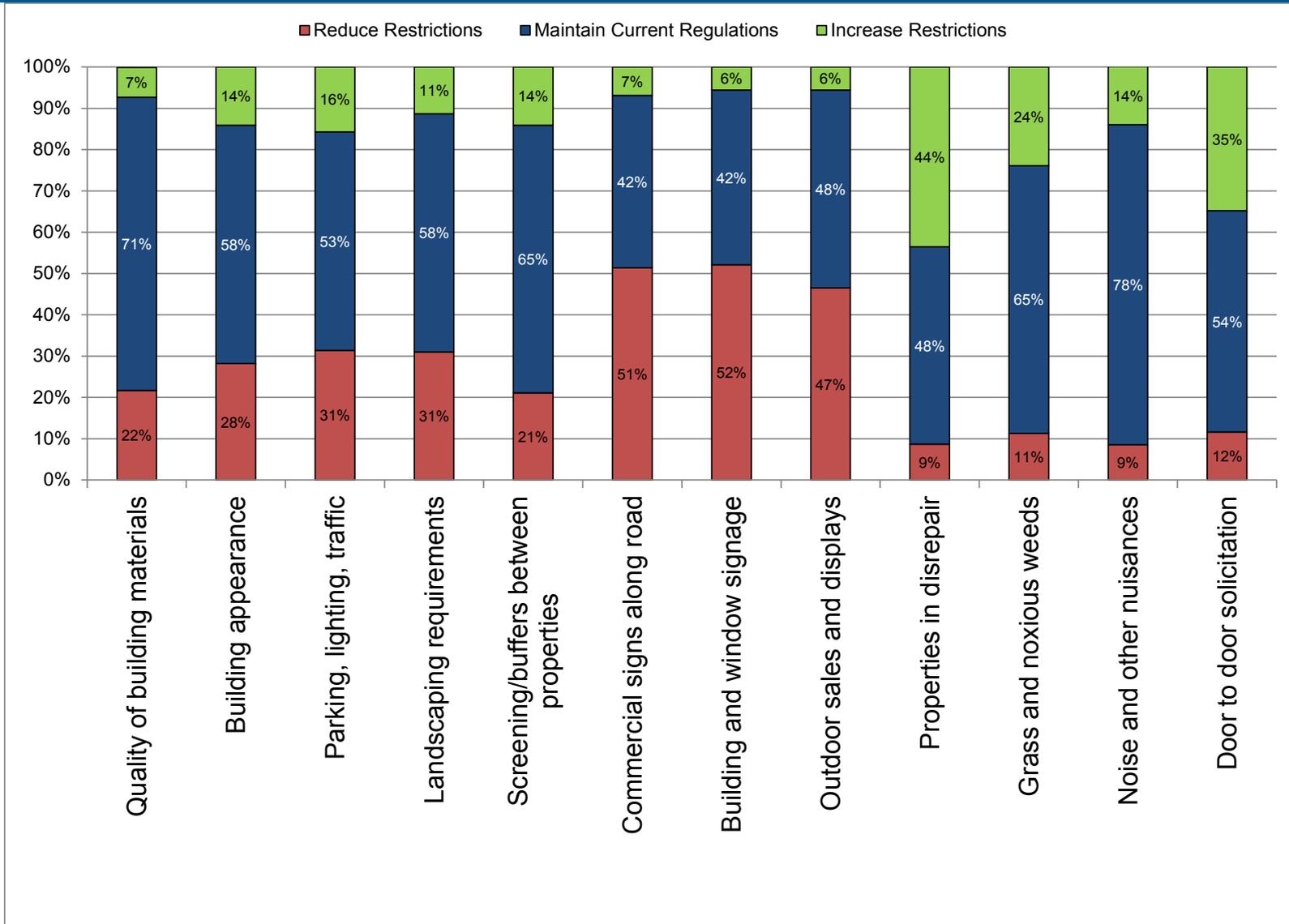




# Planning & Regulations

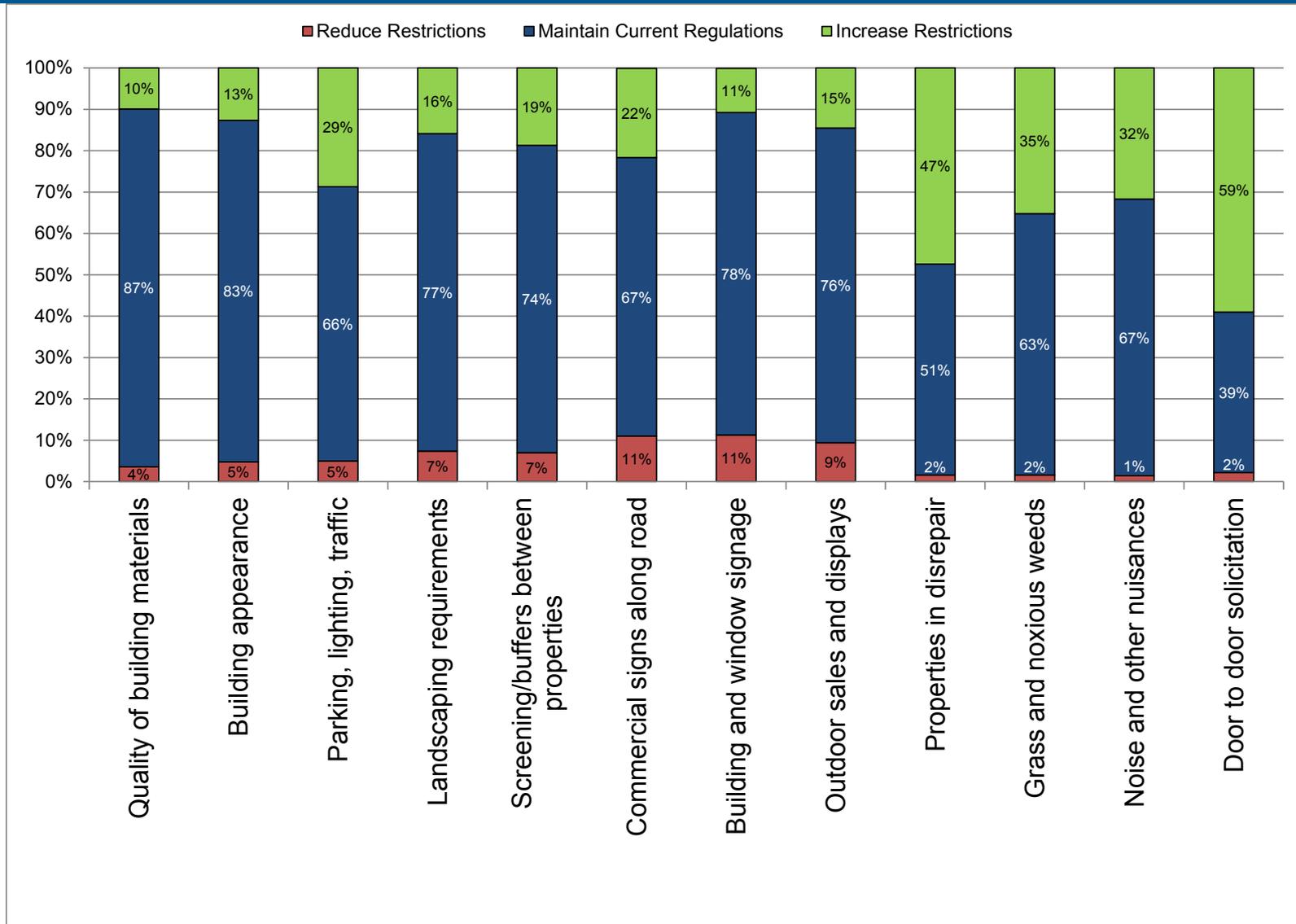


# Planning & Zoning – Business Perspective



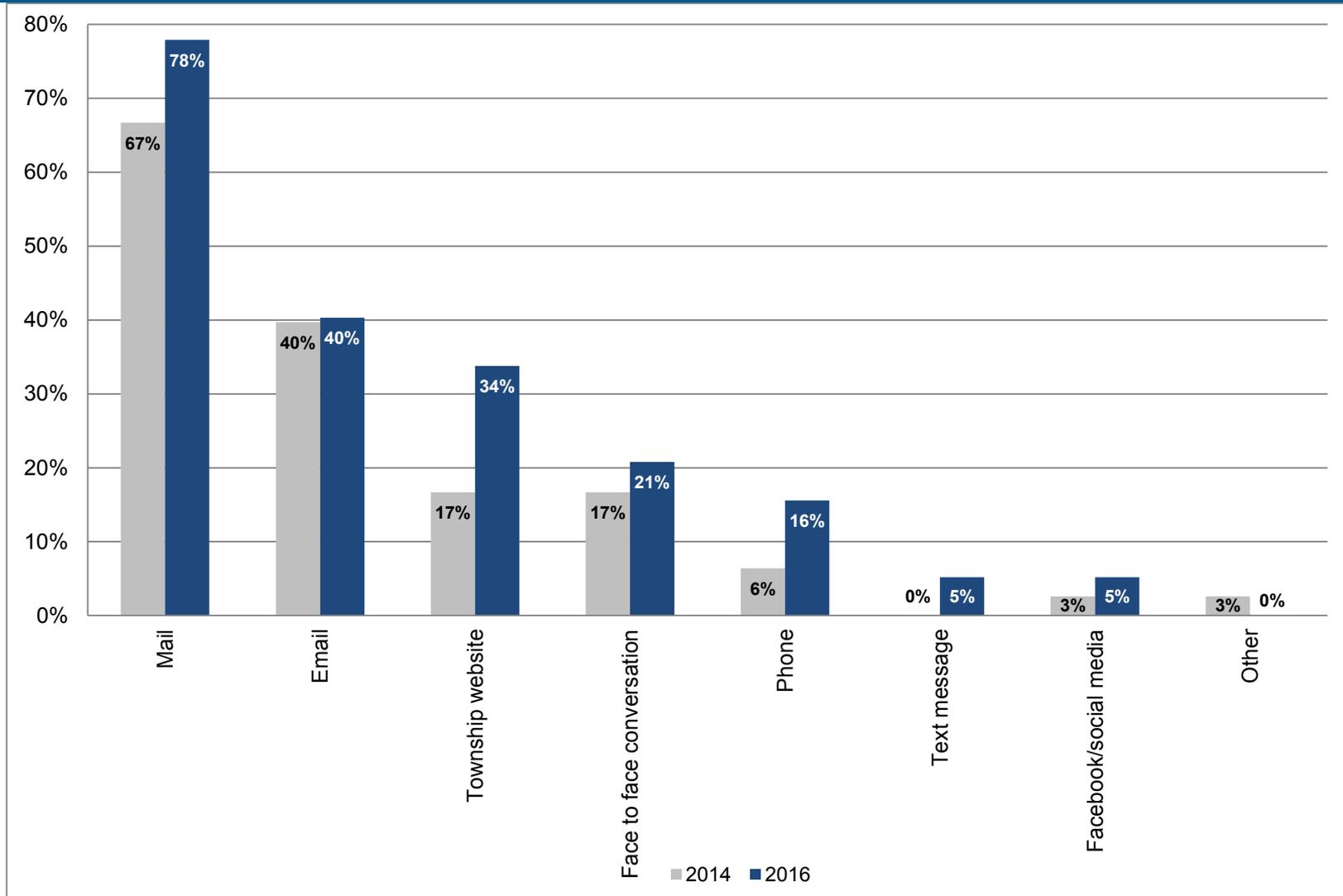


# Planning & Zoning – Citizen Perspective



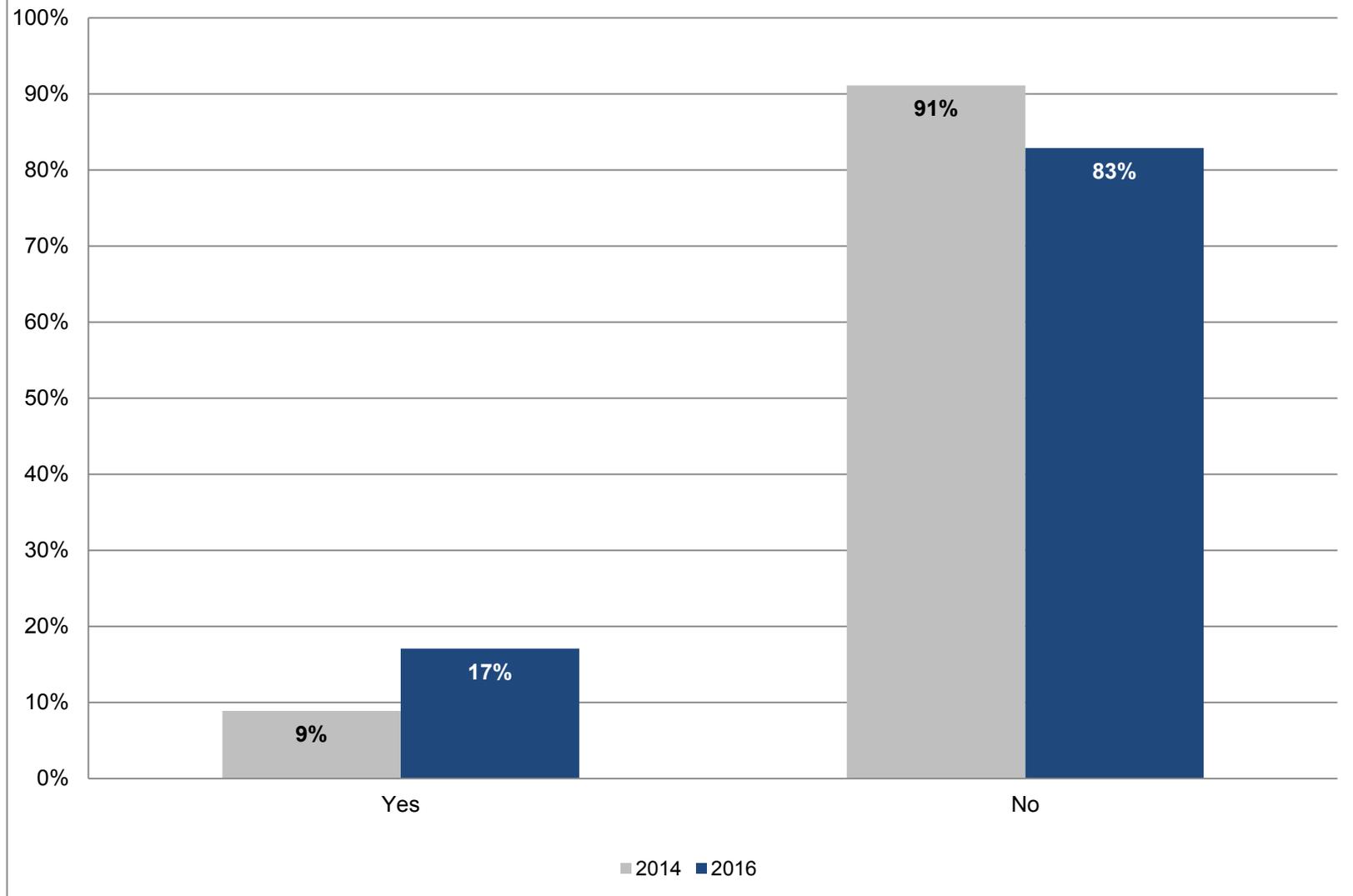


# Communication Preference



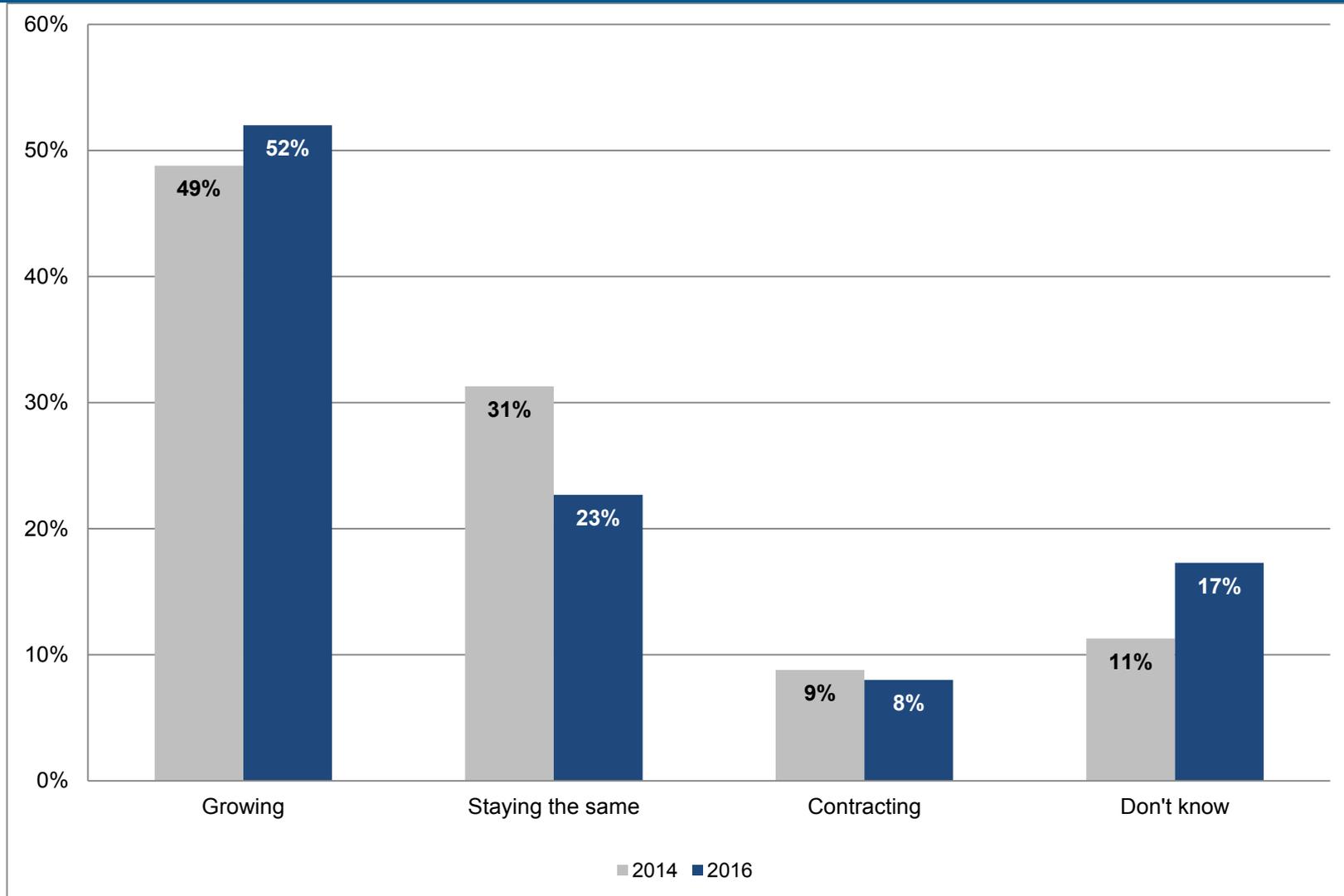


# Did you know the Township has a customer engagement specialist on staff to assist businesses?



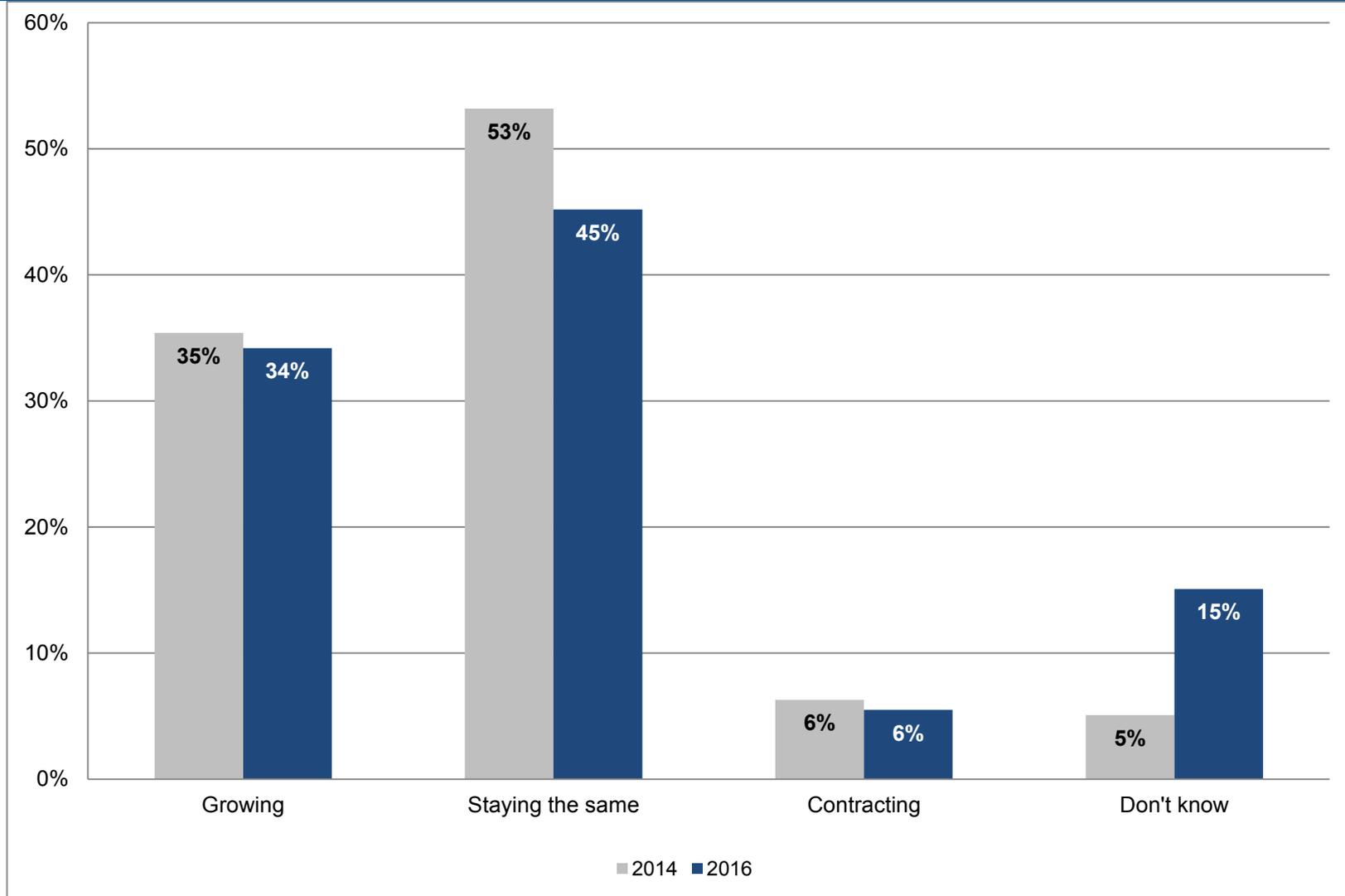


# In 2017, what are you anticipating for your company's revenues?





# In 2017, what are you anticipating for your company's employment levels?











# Conclusion

- Few scores declined
- Community and economic scores improving
- Checking in with businesses, cooperative & collaborative environment, regulations, and Township government management remain important opportunities for improvement
- Business space, water/sewer rates, blight enforcement and signage/displays are concerns
- Multi-modal communication and visibility of customer engagement specialist would be helpful
- Quality of community, local schools and Chamber of Commerce are important strengths