

# Hartland Township Business Friendly 2012



Prepared: March, 2013

Sponsored By:

Business Friendly Hartland Committee

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# Why do you need a Business Friendly Index

- Business Friendly communities create an effective communication process with local businesses so that businesses have the opportunity to engage in dialog between the governing body and the business community.
- Businesses do not get to vote, but need to have input and representation so that regulations and decisions made by government commissions and boards take into account business needs and do not make decisions that are best left to the businesses themselves.
- Better information and timely feedback provide the location with an ability to respond and communicate.
- The BFI process will provide a standard baseline and a working guide for communities to help them improve their attractiveness to businesses and facilitate an open dialog about what changes are needed.
- The BFI process will also provide key information to businesses looking to locate to specific areas and guide them in regards to location benefits, options, and resources.

# Performance vs. Importance

- **PRIORITIES**

- All organizations need to identify problems and manage toward goals. Keep priorities straight and get important things accomplished for your community.

- **IMPORTANCE**

- The BFI process helps the community get a better understanding of what is important to the success of their businesses so they can compete effectively and provide jobs that are so often taken for granted until they are gone.

- **PERFORMANCE**

- From the bottom up, there has to be a focus on creating a great atmosphere for job creation.
- By measuring a location's performance in key Business Friendly attributes, a plan forward can be made.

- **TOGETHER**

- Importance & Performance metrics create 4 quadrants which clearly identify a community's priorities.

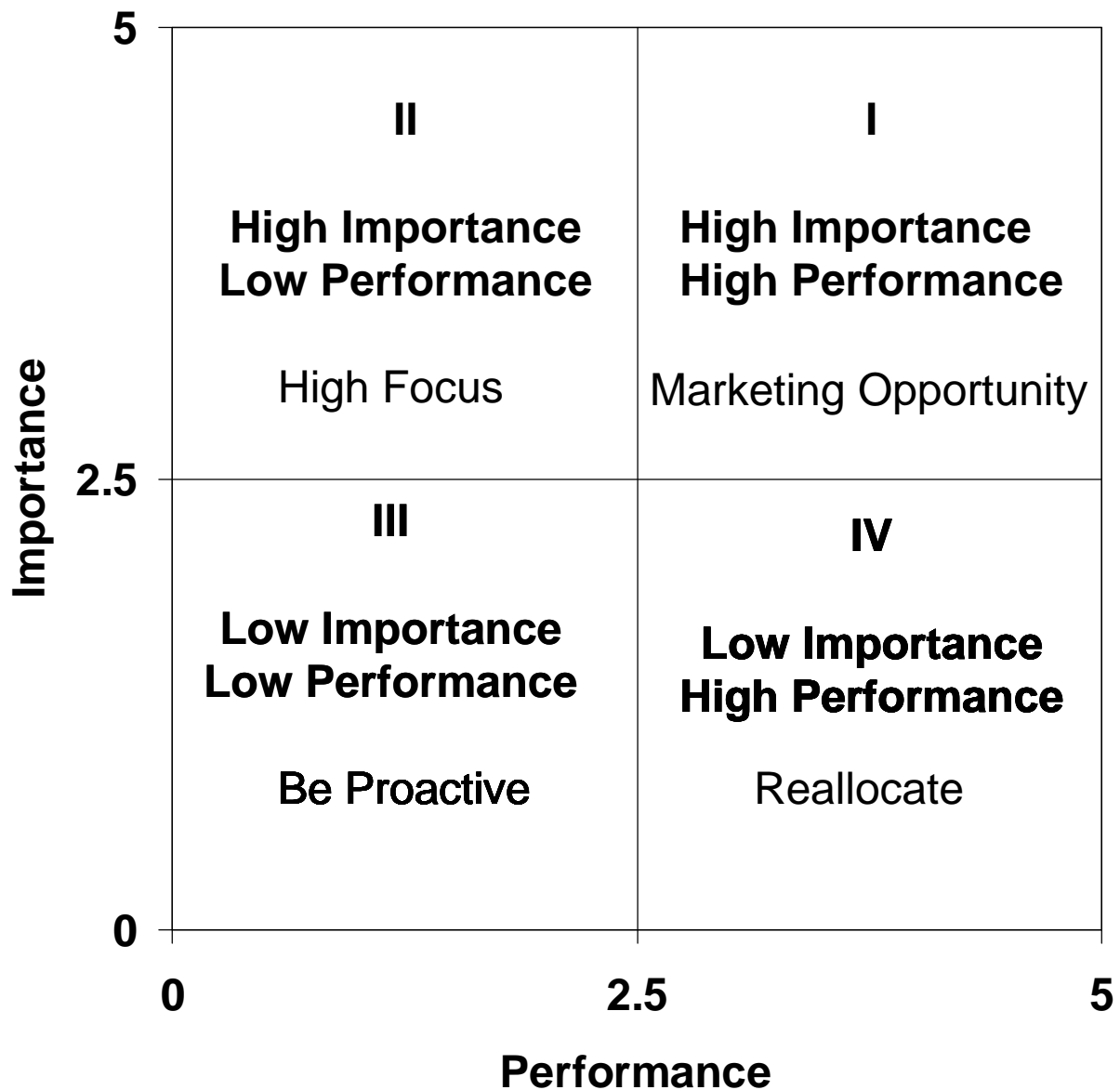
# Four Quadrants

## Definition

- **High Importance / Low Performance (Upper Left)**
  - This is what you need work on. Items that fall into this key area are ripe for focus as they will yield the greatest reward.
- **High Importance / High Performance (Upper Right)**
  - This is what you are good at and need to stay good at! It also may be here that you find key competitive advantages for your community.
- **Low Importance / High Performance (Lower Right)**
  - This is what you are good at, but should not spend more time and energy on. Reallocate resources from this area to higher priorities.
- **Low Importance / Low Performance (Lower Left)**
  - Never good to have low performing items, but these items are clearly not your highest priorities. That said, you might need to fix these problems before they become critical.

# Four Quadrants

Diagram



# Statistical Significance

- **Valid Input:**
  - It is critical that we know the right people (i.e. the business community) are providing their input on the business friendliness of the community. Ideally, this survey will be completed by each business's owner, president, or a senior executive.
  - Each company in the location has one vote
  - Over time it is anticipated that participation will increase as member understanding of corporate citizenship increases.
- **Statistical Significance:**
  - Is this report's data statistically significant? Yes
  - 95% confidence with a margin of error of +/-14.4%



# Survey Respondents

Total Invites	286
Bad Emails	0
Good Emails	286
Total Responses	40
Response Rate	14%

RESPONDANTS:	40
President/Owner	26
Executive	7
Manager	3
Staff	2
Uncategorized	2

# Methodology

- Email sent to Chamber mailing list for all members.
- Sent 5 invites between Dec 1st and Feb 1st. Closed 2/14/13.
- Used secure verification to assure one response per recipient.
- Statistically significant sample of 40 respondents for a population of 286 recipients.
- Answer Scale: 1-5 with 1 being the lowest and 5 being the highest.
- Graph Scale: In order to separate the answers into 4 quadrants, the average of Importance and Performance for each Category of questions, determines the intersecting point while the difference between the average and maximum determines the scale upper and lower limit.
- Two Ratings for each question:
  - Importance: Very Low =1, Low =2, Neutral = 3, High = 4, Very High = 5
  - Performance: Very Unfriendly = 1, Unfriendly = 2, Neutral = 3, Friendly = 4, Very Unfriendly = 5
- Quadrants: Each answer is then categorized into quadrants:
  - I: H/H = Marketing Opportunity
  - II: H/L = High Focus
  - III: L/L = Be Proactive
  - IV: L/H = Reallocate

# Survey Questions

## **General Support**

1. Township officials are approachable, responsive and held accountable by all in the community
2. Township officials realize the importance and necessity of getting input and support from my business and the community before making important decisions
3. Township government values and maintains minimal regulation of my business
4. Township standards and regulations represent everyone's objectives in the community
5. The Township follows its own regulations and applicable regulations of county and state
6. Ordinance enforcement is implemented fairly and consistently
7. Township government values and maintains a low tax burden on businesses
8. Township obtains input and overview from business & community to prioritize investments
9. Township prioritizes investments in order to make Hartland a better place for my business

## **Ongoing Support**

10. Township service is good
11. Township has an efficient and effective Fire Department solution
12. Township has an efficient and effective Police Department solution
13. Utility rates for electric, sewer, and water are good
14. Township property valuations and taxes are fair and reasonable
15. Township officials work to understand existing business needs and act as if they have stake in their success
16. Good cooperative relationship exists between my business and the Township
17. Township behaves fairly in support of my business
18. Tax structure supports growth and reinvestment by companies
19. Township regulations are reasonable and not stricter than surrounding areas or other reasonable standards

## **Changes & Startup Support**

20. Township has a defined and effective method of attracting and welcoming new businesses
21. Tax structure supports start-ups and entrepreneurship
22. Township has a strategic business focus and leverages its strength to attract specific industries
23. Township's master plan and/or zoning support growth
24. Township sewer and water connections are available and a good value for new construction
25. Planning commission building design regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards
26. Planning commission signage regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards
27. Planning Commission regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards
28. Planning Commission process is responsive to changing business needs / market conditions
29. Township does not expect benefits unrelated to the project to get their support
30. Township regulations do not result in unnecessary costs and/or increased risk for businesses considering expanding or locating in Hartland

## **Overall**

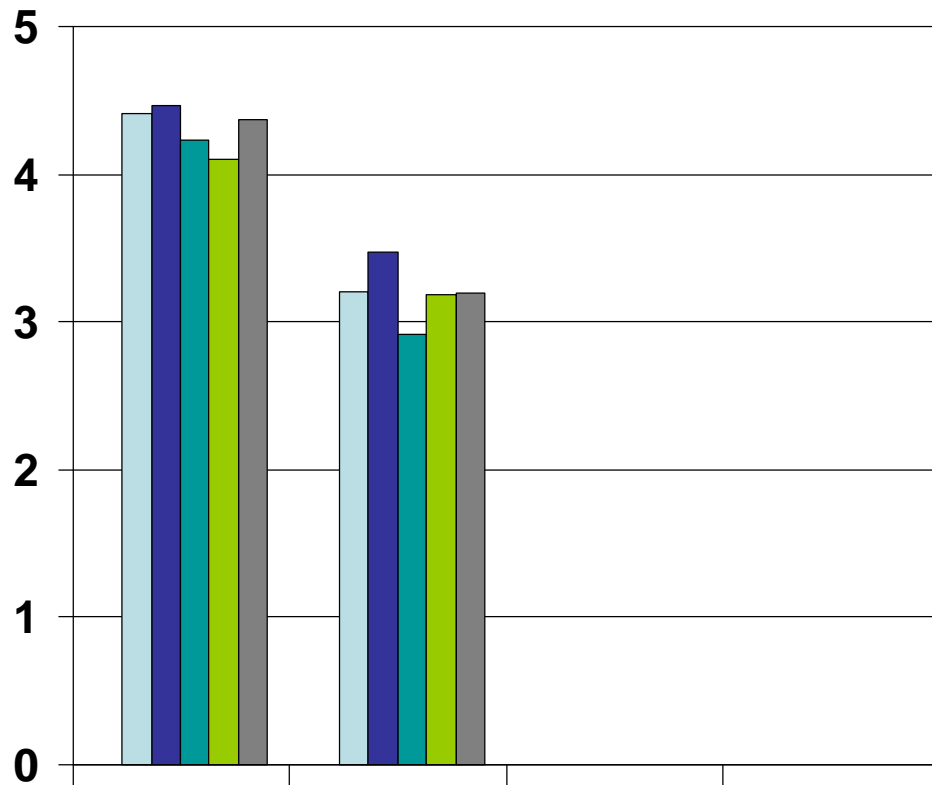
31. What is the overall Importance and Performance of Hartland Township in regards to Business Friendliness to your business?

# Categories

- **General Support**
  - This category of 9 questions relates to a perception of the overall operation and performance of the Township government (Approachability, Communication, Values)."
- **Ongoing Support**
  - This category of 10 questions relates to how the Township provides services and collaborates with businesses (service, rates, regulations).
- **Changes & Startup Support**
  - This category of 11 questions relates to how the Township's planning, zoning and regulatory actions effect setting up new businesses or existing local businesses with changes.

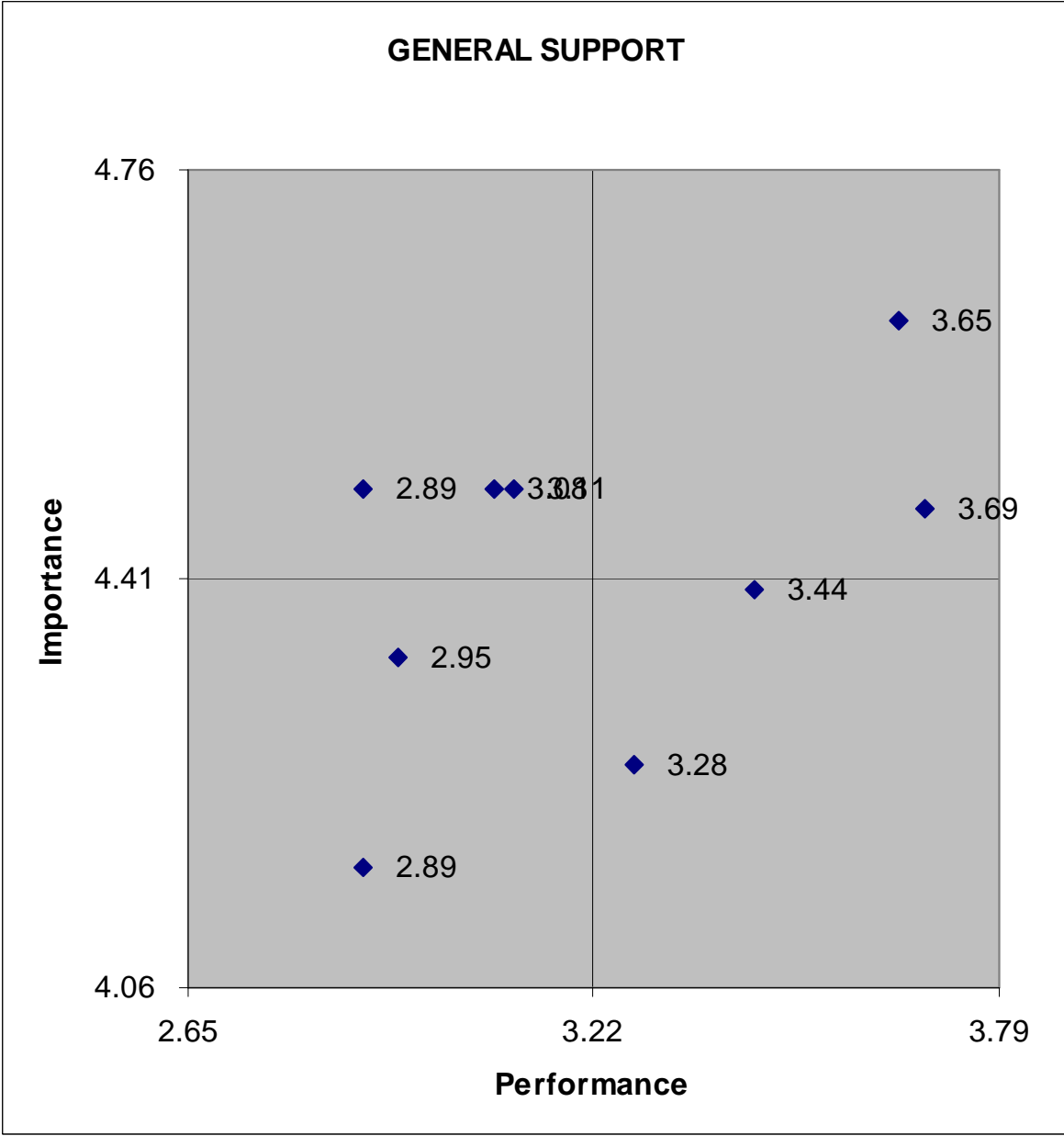
# Business Friendly Score

## Low 1 – 5 High



	Import	Perf	2013	2014
■				
■ General Support	4.41	3.2		
■ Ongoing Support	4.47	3.47		
■ Changes & Startup	4.23	2.92		
■ Overall	4.1	3.18		
■ Overall Avg	4.37	3.19		

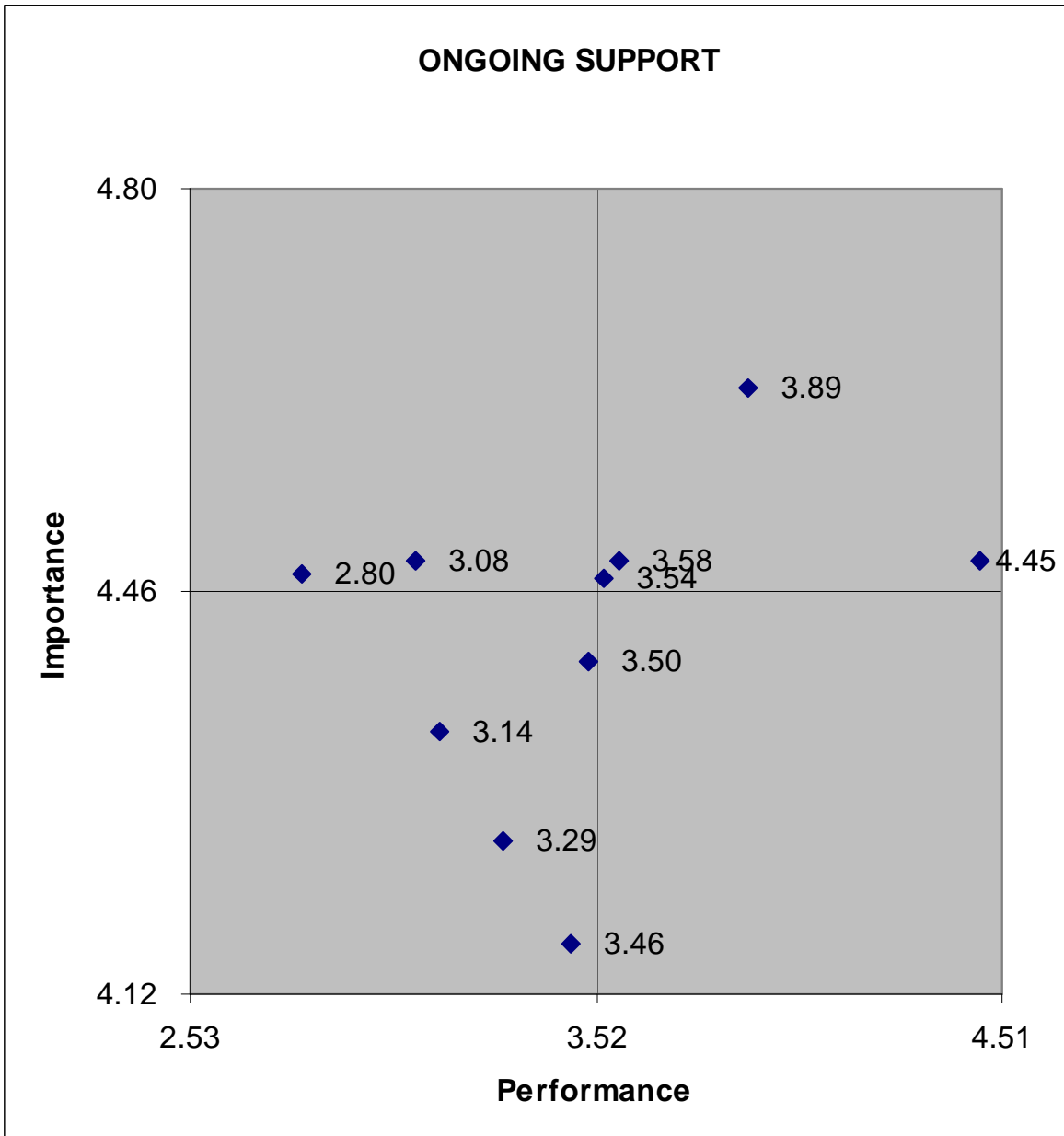
# General Support



# Summary Performance General Support

		2012	2013	2014
	Impor tance	Perfor mance		
<b>General Support - Average</b>	<b>4.41</b>	<b>3.22</b>		
Township officials are approachable, responsive and held accountable by all in the community	4.63	3.65		
Township officials realize the importance and necessity of getting input and support from my business and the community before making important decisions	4.49	3.11		
Township government values and maintains minimal regulation of my business	4.49	3.08		
Township standards and regulations represent everyone's objectives in the community	4.34	2.95		
The Township follows its own regulations and applicable regulations of county and state	4.40	3.44		
Ordinance enforcement is implemented fairly and consistently	4.49	2.89		
Township government values and maintains a low tax burden on businesses	4.47	3.69		
Township obtains input and overview from business & community to prioritize investments	4.16	2.89		
Township prioritizes investments in order to make Hartland a better place for my business	4.25	3.28		

# Ongoing Support

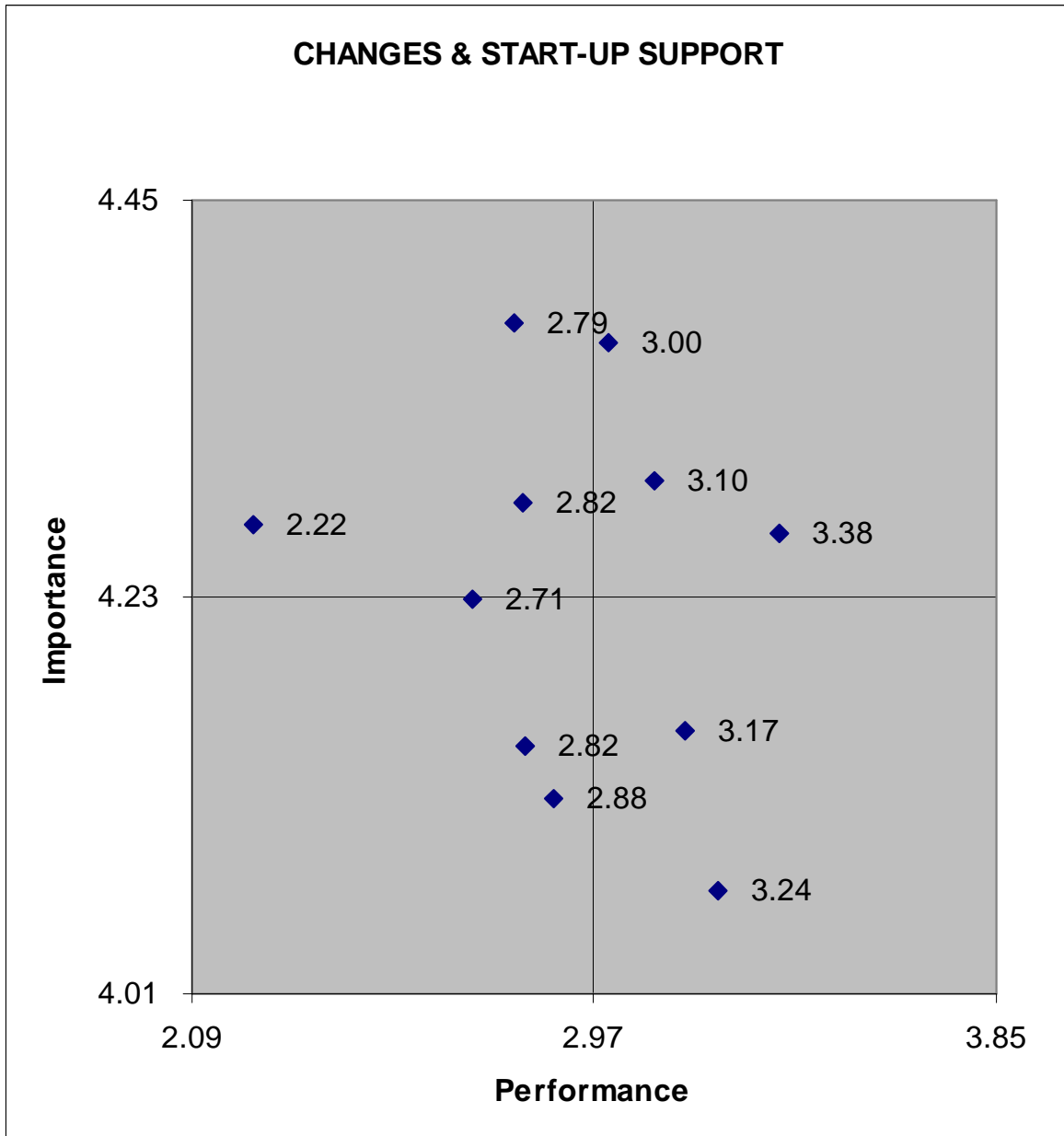




# Summary Performance Ongoing Support

		2012	2013	2014
	Impor tance	Perfor mance		
<b>Ongoing Support - Average</b>	<b>4.47</b>	<b>3.47</b>		
Township service is good	4.43	3.89		
Township has an efficient and effective Fire Department solution	4.74	4.45		
Township has an efficient and effective Police Department solution	4.64	3.58		
Utility rates for electric, sewer, and water are good	4.35	3.14		
Township property valuations and taxes are fair and reasonable	4.45	3.50		
Township officials work to understand existing business needs and act as if they have stake in their success	4.41	3.08		
Good cooperative relationship exists between my business and the Township	4.46	3.54		
Township behaves fairly in support of my business	4.57	3.46		
Tax structure supports growth and reinvestment by companies	4.38	3.29		
Township regulations are reasonable and not stricter than surrounding areas or other reasonable standards	4.32	2.80		

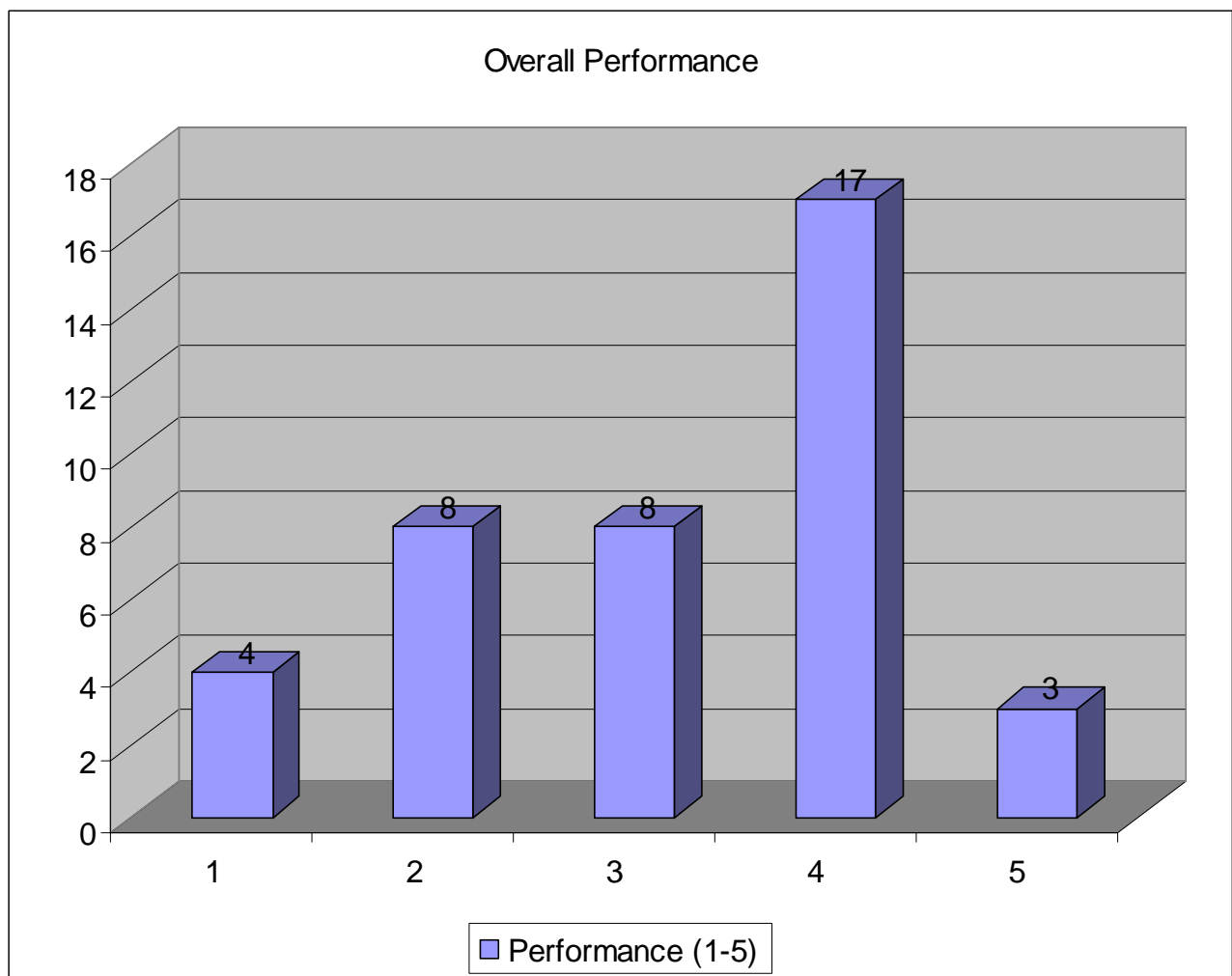
# Changes and Start-up Support



# Summary Performance Changes & Startup

		2012	2013	2014
	Importance	Performance		
<b>Changes &amp; Startup Support - Average</b>	<b>4.23</b>	<b>2.92</b>		
Township has a defined and effective method of attracting and welcoming new businesses	4.28	2.82		
Tax structure supports start-ups and entrepreneurship	4.29	3.10		
Township has a strategic business focus and leverages its strength to attract specific industries	4.12	2.88		
Township's master plan and/or zoning support growth	4.26	3.38		
Township sewer and water connections are available and a good value for new construction	4.07	3.24		
Planning commission building design regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards	4.23	2.71		
Planning commission signage regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards	4.27	2.22		
Planning Commission regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards	4.15	2.82		
Planning Commission process is responsive to changing business needs / market conditions	4.38	2.79		
Township does not expects benefits unrelated to the project to get their support	4.16	3.17		
Township regulations do not result in unnecessary costs and/or increased risk for businesses considering expanding or locating in Hartland	4.37	3.00		

# Count of Each Overall Performance Rating Given (1-5)



# Summary Performance Rating

Overall	Importance	Performance
What is the overall Importance and Performance of Hartland Township in regards to Business Friendliness to your business?	4.10	3.18
Survey Average Performance	4.37	3.19

A+	4.91 - 5.0
A	4.71 - 4.9
A-	4.51 - 4.7
B+	4.31 - 4.5
B	4.11 - 4.30
B-	4.00 - 4.10
C+	3.71 - 3.99
C	3.21 - 3.70
C-	3.00 - 3.20
D+	2.71 - 2.99
D	2.21 - 2.70
D-	2.00 - 2.20
F	1.00 - 1.99

# Comments

Page 1

## How could Hartland Township improve its business friendliness?

- Hartland needs to thin out its ordinances and allow something other than brick buildings in Hartland. Hartland needs to care about business branding and visibility through signage and not trivialize this issue.
- I don't think Hartland's main focus is, or should be, business. I think it is fairly friendly to business and that should be sufficient for the types of businesses we want in this area.
- Get rid of the planning department. Fire the sign guy. 50K a year for him to drive around and harass local business is disgusting and yet allow all the horrible signage at the old high school. Replace all the board members.
- Relax sign regulations. Firmer enforcement of local ordinances regarding "blight". Be much more open to the types of new business that can come into the township. Create a walkable community with safe sidewalks and street lighting.
- Better communications (newsletter, e-mail). Engage the business community to help establish business friendly regulation.
- Utilize today's technology of quick communication (i.e. email) to vote/discuss simple issues instead of waiting for the once per month meeting.
- ONE STOP SHOPPING. KNOWLEDGEABLE PERSONNEL. OBJECTIVE ORDINANCE INTERPRETATION, NOT PERSONAL PREFERENCE.
- Review of regulations from business friendly viewpoint, and specifically estimating cost, identifying negative impact on businesses, identifying specifically who is being protected, and determining if regulation in Hartland is more difficult than in surrounding communities and if it makes corporate branding difficult to maintain.
- More businesses need to get involved and interact with the Hartland Township so their concerns are heard and addressed.
- The State eliminated many economic/tax incentives for businesses to locate to Michigan. The Township would do well to motivate through the Council of Governments, SPARK, etc. to refocus the legislature on economic incentives to allow the Township to compete with other states rather its current focus on further politicizing and polarizing the electorate in Michigan. The current governor and legislature are depreciating the perceived value of Michigan as a place to do business.
- Actively seek input from businesses on important decisions. - Better communication to community. - Thank you for being active in Chamber.
- Hartland has employees representing them, that are rude, controlling, unreasonable and uncaring. I believe they are seen on a personal level and not studied, on a professional level.
- I believe business needs to be more interactive and proactive with the Township. I believe the Township has a good structure with regards to call to public and special meeting that many times go unattended by affected businesses.
- More cooperative with interested new businesses. Less problems with signage.
- They could look at what is best for Hartland as a whole. I feel they do not care what a business needs to help facilitate day to day operations. They could be more understanding and more eager to want to help each and every business succeed to its fullest potential.
- Keep listening and keep trying.
- business's need signs to let the public know they are there, the township could be more reasonable in their sign ordinances. The architectural standards are not reasonable

# Comments

Page 2

## **Please provide positive or negative instances where Hartland Township has facilitated business friendliness for your business.**

- Hartland Township has begun meeting with the Hartland Chamber's Business Friendly Hartland Committee which demonstrates a willingness to listen and communicate. I can't believe the "Golden Arches" are gone after McDonalds did a major improvement in their building. Are they going to see a return now and does the township care?
- While I strongly disagree with the business personal property tax, Jim Heslip did a great job of explaining how I needed to fill out my forms.
- Please contact regarding this question. Too long to detail in space provided.
- Our community could have used the Menard's store by Meijer. It would have attracted business to the township and helped the Meijer shopping center attract businesses to their out-lots; bringing shoppers, income and jobs to Hartland.
- NEED TO GO TO PLANNING COMMISSION FOR SIGN APPROVAL. ORDINANCE ENFORCEMENT IS SUBJECTIVE.
- After taking an early negative stance regarding changes necessary to retain a major retailer, the Supervisor and Chair of the PC recovered - developed an understanding of the negative impact of their previous position, and worked to facilitate a positive outcome. This situation has turned from severely negative to cautiously positive. When faced with a significant threat to retention of our liquor license, the Township Clerk and Planning Director indicated a willingness to provide assistance. Menards is gone (likely making the Ramco center more shaky), because of the Township's belief that outdoor storage of lumber (with a wood vs a brick barrier wall) was bad - and that it should be located in an industrial district. This decision is damaging to all citizens of Hartland - in both the short run and possibly the long run. It is not recoverable, and bankruptcy of that center would create a blight that would continue for many years. When it exempts itself from following its own regulations, and even by PC review of its own projects (such as the new Township Hall), it demonstrates that it believes it is above the law.
- List of current businesses within Hartland Township not current.
- Marty and (thinner brunette) went out of their way to assist, guide and work along with business. There is another woman that I refuse to work with. She goes out of her way to overcharge for unnecessary items, check on your business to see if she can find an error to point out to you, talk down to you, etc. She's a miserable woman. I was open 1 1/2 hours. Had my 1st 4 customers in the shop, when the "sign office, Tony", opened my front door and SCREAMED, "Do you have permission from Denise for this temporary banner! Did you pay!!!" I had already taken care of this matter. It was unnecessary and humiliating. Welcome to the neighborhood.
- I have had several occasions in which business was sent to my establishment based on communications with the Township. I have also been asked my opinion on several issues related to Township actions and have been asked to participate on community subcommittees
- I have a home based business and not as affected by the Township.
- I had major problems obtaining a sign permit for my new business in the village. The whole process took 4 months. The township was not willing to give me specific recommendations to how to solve the issue with the sign.
- The most problems I have are with the planning department. Specifically with Denise Lutz. I feel as if she is going out of her way to be off putting and rude. Each time I have gone in there is a communication barrier to the point that she does not understand what I am talking about but still feels the need to tell me that there is no way she can help me. I feel as if she does not even know what business are in Hartland or any information about them.
- I had to remove a sign because it was not back to back on the highway, it was on a pie shape.

# Comments

Page 3

## How could Hartland Township improve the delivery of the services provided to your business?

- The Township services have been excellent. Pat is amazing and the staff all seem very helpful and approachable.
- Just continue to keep township impact minimal to my business.
- Be open on Fridays. Stay out of my business!
- An open dialog with business owners has been started with the formation of the "Business Friendly Hartland" committee... this is a start.
- I have all the services I need.
- Again, quicker communication amongst themselves
- Someday, it might ask "How can we help?" It might indicate that having prosperous businesses in the community is a priority for them. If a project comes to them for review, and then goes away, it might enquire as to why - often the negativity with which a project is met by the PC drives either the developer or the retailer away - with no remorse.
- Be kind! Welcome the new business, not discourage new business in the area.
- I believe services are adequate and information can be obtained on relevant issues through various Township communication venues.
- The environment needs to be more open.
- They could be open and receptive to hear ideas based off of an individual basis instead of answering any questions in disgust

## How do you perceive Hartland Township with respect to other nearby locations?

- The Township really needs to take a step back and thin out it's regulations to assure they are not making business decisions for businesses who hold all the risk.
- I think they are all very similar.
- Horrible to deal with.
- It appears that Hartland township starts projects based on the boards personal preferences and what will benefit the businesses owned by the board members - rather than what is in the best interest of the community as a whole.
- Great Library, government that seems receptive and responsive to my needs.
- They rank at the bottom with Highland Township in regards to fairness and how complicated they can be to work with. Milford seems to be the easiest to work with.
- STRICTER. ANTI-COMPETITIVE.
- Our shopping center partner pretty much said it - when he stated of all the places they have developed retail projects, Hartland is the hardest. Several of our shopping centers are hurting badly - mostly unsold outlots, major infrastructure payments, and a ho-hum attitude by the Township.
- They are not as proactive in helping existing and new businesses prosper and grow. I believe a good local example is Brighton.
- Far superior in terms of professionalism, focus on users, etc.
- - Staff very friendly and responsive when inquiries are made.
- I've only dealt with Hartland so I can not make a fair judgment on this.
- I have had limited involvement with nearby locations, but when I do get involved, I have come across no one that does things on an overall basis any better than Hartland.
- Somewhat difficult to work with.
- Hartland is a great place to have a business. I love its rural feel and opportunity in the coming years for growth.
- Overall grade is B-
- Their signage for businesses are restrictive and hard to get approved
- I am looking to buy a house in the next few months and I would rather move to Brighton just to limit the amount I have to deal with the Hartland Township.
- I occasionally hear complaints that the township is too restrict especially related to signage.
- I think the exterior building standards are too strict and subjective



# Conclusion

- **High / Low Summary:**
  - The following summary view captures the highest and lowest scores from each of the survey categories.
- **High / Low Strategic Recommendations**
  - The High/Low scores are then directly translated into recommendations on the following page.
- **Quadrant Analysis**
  - Quadrant analysis then provides insight into how to manage these results:
    - Marketing Opportunity
    - High Focus
    - Be Proactive
    - Reallocate
- **Demographics**
  - This page shows the summary total and results by
    - Role (of the survey participant)
    - Health (of the business)
    - Employees (number of employees)
    - Years (of business operation)

# High / Low Summary

High/Low Scores

	Imp	Per
<b>General Support - Average</b>	<b>4.41</b>	<b>3.22</b>
Township officials are approachable, responsive and held accountable by all in the community	4.63	3.65
Ordinance enforcement is implemented fairly and consistently	4.49	2.89
Township government values and maintains a low tax burden on businesses	4.47	3.69
Township obtains input and overview from business & community to prioritize investments	4.16	2.89
<b>Ongoing Support - Average</b>	<b>4.47</b>	<b>3.47</b>
Township service is good	4.43	3.89
Township has an efficient and effective Fire Department solution	4.74	4.45
Township officials work to understand existing business needs and act as if they have stake in their success	4.41	3.08
Township regulations are reasonable and not stricter than surrounding areas or other reasonable standards	4.32	2.80
<b>Changes &amp; Startup Support - Average</b>	<b>4.23</b>	<b>2.92</b>
Township has a defined and effective method of attracting and welcoming new businesses	4.28	2.82
Township's master plan and/or zoning support growth	4.26	3.38
Township sewer and water connections are available and a good value for new construction	4.07	3.24
Planning commission building design regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards	4.23	2.71
Planning commission signage regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards	4.27	2.22
Planning Commission regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards	4.15	2.82
Planning Commission process is responsive to changing business needs / market conditions	4.38	2.79

# High/Low Strategic Recommendations

## **Strengths:**

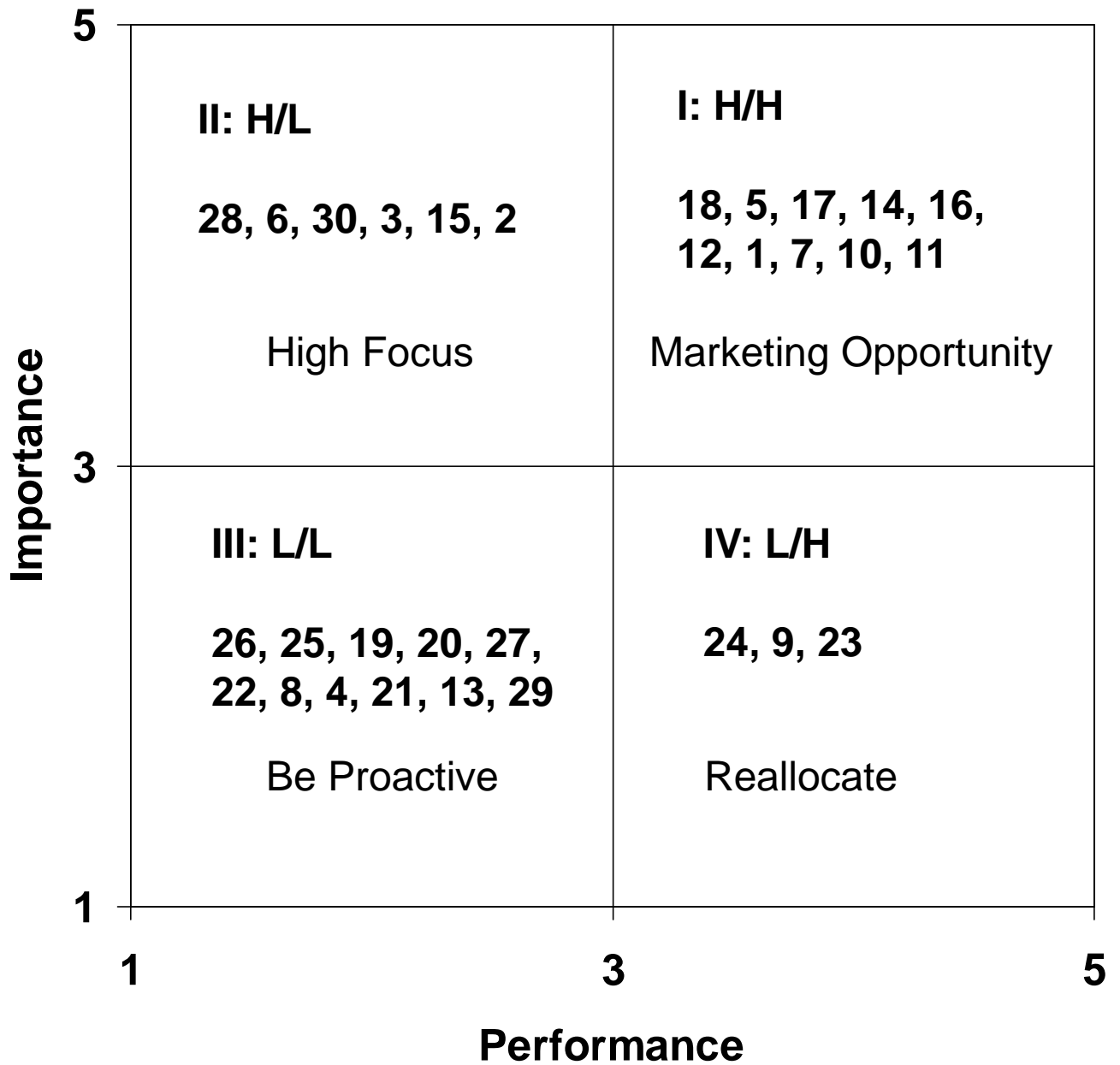
- The township officials are approachable and responsive to the business community; examples of this are regular meetings with the Chamber's Business Friendly Committee, regular participation in the Chamber luncheons and board meetings, and the online Clear Zoning system.
- General services are considered good and the business community appreciates the excellent fire services, low tax rates offered in Hartland, the strong master plan, and extraordinary effort to make water and sewer connections available at reasonable rates.
- 1/2 of respondents consider the township business friendly which provides a strong base for improvement efforts.

## **Opportunities:**

- The Chamber needs to work with the township to improve the understanding of business needs and solicit more information from the business community to make appropriate changes to regulations. This will help assure the government represents everyone's objectives and that regulations are comparable to surrounding areas or other reasonable standards.
- The township does not have an effective method for attracting or welcoming new businesses. It might consider hiring an Economic Development Director to act as a liaison between businesses and community officials to streamline the development process. The township could also develop a tax or incentive structure for attracting or retaining businesses in Hartland and offer Village development assistance.
- The biggest opportunity to improve the township's business friendliness is by reviewing how the planning commission regulates Signage, building design, and performs its role which is sometimes overly restrictive and perceived as subjective rather than fair and consistent.
- Significant oversight by elected officials may be required to assure the planning commission achieves the right balance of objectives and demonstrates the flexibility required to help businesses adapt to changing business needs and market conditions.
- 1/3 of respondents consider the township business unfriendly which may demonstrate that changes are necessary to improve perception.

# Four Quadrants

Numbers represent survey question numbers



# Quadrants I & II

Page 1

Quadrant	Number	Question Description	Importance	Performance
I: Marketing	18	Tax structure supports growth and reinvestment by companies	4.38	3.29
I: Marketing	5	The Township follows its own regulations and applicable regulations of county and state	4.40	3.44
I: Marketing	17	Township behaves fairly in support of my business	4.57	3.46
I: Marketing	14	Township property valuations and taxes are fair and reasonable	4.45	3.50
I: Marketing	16	Good cooperative relationship exists between my business and the Township	4.46	3.54
I: Marketing	12	Township has an efficient and effective Police Department solution	4.64	3.58
I: Marketing	1	Township officials are approachable, responsive and held accountable by all in the community	4.63	3.65
I: Marketing	7	Township government values and maintains a low tax burden on businesses	4.47	3.69
I: Marketing	10	Township service is good	4.43	3.89
I: Marketing	11	Township has an efficient and effective Fire Department solution	4.74	4.45
II: Focus	28	Planning Commission process is responsive to changing business needs / market conditions	4.38	2.79
II: Focus	6	Ordinance enforcement is implemented fairly and consistently	4.49	2.89
II: Focus	30	Township regulations do not result in unnecessary costs and/or increased risk for businesses considering expanding or locating in Hartland	4.37	3.00
II: Focus	3	Township government values and maintains minimal regulation of my business	4.49	3.08
II: Focus	15	Township officials work to understand existing business needs and act as if they have stake in their success	4.41	3.08
II: Focus	2	Township officials realize the importance and necessity of getting input and support from my business and the community before making important decisions	4.49	3.11

# Quadrants III & IV

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Quadrant	Number	Question Description	Importance	Performance
III: Proactive	26	Planning commission signage regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards	4.27	2.22
III: Proactive	25	Planning commission building design regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards	4.23	2.71
III: Proactive	19	Township regulations are reasonable and not stricter than surrounding areas or other reasonable standards	4.32	2.80
III: Proactive	20	Township has a defined and effective method of attracting and welcoming new businesses	4.28	2.82
III: Proactive	27	Planning Commission regulations are fair and flexible and not stricter than surrounding areas or other reasonable standards	4.15	2.82
III: Proactive	22	Township has a strategic business focus and leverages its strength to attract specific industries	4.12	2.88
III: Proactive	8	Township obtains input and overview from business & community to prioritize investments	4.16	2.89
III: Proactive	4	Township standards and regulations represent everyone's objectives in the community	4.34	2.95
III: Proactive	21	Tax structure supports start-ups and entrepreneurship	4.29	3.10
III: Proactive	13	Utility rates for electric, sewer, and water are good	4.35	3.14
III: Proactive	29	Township does not expect benefits unrelated to the project to get their support	4.16	3.17
IV: Reallocate	24	Township sewer and water connections are available and a good value for new construction	4.07	3.24
IV: Reallocate	9	Township prioritizes investments in order to make Hartland a better place for my business	4.25	3.28
IV: Reallocate	23	Township's master plan and/or zoning support growth	4.26	3.38

# Demographics

Role	Count	Overall	Health	Count	Overall
Owner/President/ CEO	26	2.93	Excellent	7	3.75
Executive	7	3.71	Good	21	2.56
Manager	3	3.25	Fair	9	3.27
Staff	2	4.50	Poor	1	2.00

Employees	Count	Overall	Years	Count	Overall
Uncategorized	1	3.00	0-2	5	2.60
1-10	23	2.96	3-5	8	3.00
11-50	9	3.40	6-9	4	3.25
51-150	3	3.33	10-19	8	3.25
151-999	2	4.50	20+	13	3.40

# Building a Business Friendly Action Plan

- Develop an action plan for
  - Quadrant II – Focus Priorities
  - Quadrant III – Proactive Priorities
  - Quadrant IV – Reallocate Priorities
- Develop a marketing plan for
  - Quadrant I – Marketing Opportunities
- Assign specific responsibility within the township government for performance improvement efforts.
- Reassess and annually evaluate efforts to become more business friendly.