Hillsdale Tax Increment Finance Authority: Market Feasibility Study-Visitor Needs

Prepared for
TIFA Board

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Table of Contents

Executive Summary .................................................................................................................. 3
Introduction .............................................................................................................................. 5
Research Objectives ............................................................................................................... 5
Secondary Research ............................................................................................................... 5
   Objectives ............................................................................................................................ 5
   Summary .............................................................................................................................. 6
Limitations ............................................................................................................................... 7
Method .................................................................................................................................... 7
   Definition of the Populations and Sample Plan ................................................................. 7
   Questionnaire Development ............................................................................................. 7
   Data Collection .................................................................................................................. 7
   Non-Sampling and Sampling Error Reduction ................................................................. 7
Findings and Questionnaire Analysis .................................................................................... 8
   Response Rate .................................................................................................................... 8
   Questionnaire Results ....................................................................................................... 9
Significance Tests .................................................................................................................. 26
   ANOVA Analysis .............................................................................................................. 26
   Chi Square Analysis ........................................................................................................ 30
   2 Group Averages Difference Test Analysis ................................................................... 38
Conclusions ............................................................................................................................ 40
Recommendations ................................................................................................................... 42
Appendices ............................................................................................................................. 43
   CLIENT PROPOSAL ........................................................................................................... 43
   Cover Letter ....................................................................................................................... 45
   Questionnaire .................................................................................................................. 46
   P.E.R.T Chart .................................................................................................................... 48
   Status Reports .................................................................................................................. 49
   Contact Reports ................................................................................................................ 52
   Interim Report: .................................................................................................................. 54
   Open Ended Responses .................................................................................................... 61
   Budget Form/Copies of Invoices ....................................................................................... 69
   Thank You Letter .............................................................................................................. 70
   Secondary Research Report ............................................................................................. 71
   Statistical Terminology ..................................................................................................... 81
Executive Summary

This marketing research project has been conducted on behalf of the Hillsdale Tax Increment Finance Authority. The committee is seeking to enhance visitor experiences and attract more visitors to Hillsdale, Michigan. At present, Hillsdale offers hotels, bed and breakfasts, downtown shops, and restaurants. The city seeks to determine demand for additional services of potential visitors who have visited Hillsdale College within the last year.

To meet the research objectives for this study, the marketing research team designed, gathered and analyzed a direct-mail questionnaire that was mailed to selected groups of Hillsdale College visitors from within the last year. The questionnaire was designed to accomplish the research objectives determined by the client.

Research Objectives:
Develop an undisguised direct mail questionnaire to find which services the target population is aware of and discover which services are desired. The defined population is Hillsdale visitors 25 years of age or older, who live within a 300 mile radius of the city and have visited the college within the last year. Specifically:

1. Measure Hillsdale visitor’s awareness level and demand in the following categories:
   a. Lodging
   b. Restaurants
   c. Retail
   d. Events/Recreation

2. Identify in which activities visitors partake, how long they stay, and the types of services, mentioned above, that would bring Hillsdale visitors back or extend their stay.

996 surveys were sent out. 280 surveys were returned and all were deemed usable yielding a 28.1 percent response rate. Once the surveys were returned, data analysis was conducted including summarizations, generalizations, differences and relationship tests.

After thorough analysis of the data, the perceptions, wants and needs of the target population are clearly defined. On average, visitors of the college find dining needs most important, followed by hotel and shopping needs. They view event needs as least important. On average, college visitors are somewhat likely to stay overnight in downtown Hillsdale if hotels were available. Half (52 percent) are willing to spend between $75 and $100 per night on lodging in downtown Hillsdale. Only 20 percent of college visitors do not stay in the Hillsdale area. Of these, 56.1 percent do not stay because they live close, 29.8 percent do not stay because of poor quality of lodging, 19.3 percent do not stay because no lodging is available and only 7.1 percent do not stay because of area service. Of the visitors who do stay in the Hillsdale area, over half (62.4 percent) stay at the Dow Center and 34.1 percent stay at Days Inn.

Almost half (43 percent) of visitors dine out 2-4 times when visiting Hillsdale. Of the 17 percent who never dine out, most (88.9 percent) choose not to because the college supplies their meals. Those who dine in the Hillsdale area dine at the Hunt Club, Johnny T’s, the Finish Line,
Olivia’s, Jilly Beans, Saucy dogs, and the Coffee Cup. On average visitors are “likely” to dine in downtown Hillsdale if more restaurants were available.

On average, only 12 percent of college visitors shop in downtown Hillsdale. Of the 41 percent who never shop, 71 percent have no need, 22.5 percent shop elsewhere, and 18 percent do not shop because of poor selection. Of those who do shop in the Hillsdale area, most shop at Wal-Mart, Kroger, Maribeth’s and Broad Street Market. Visitors would likely visit clothing, gift, and antique stores if they were available in downtown Hillsdale.

The majority (71 percent) of college visitors never attend events in downtown Hillsdale. Farmers market was the only event to receive an above average participation rating. Art shows, concerts, and antique shows all received a neutral rating. It is unlikely visitors will participate in fairs, car shows, or 5k races. However, in an open-ended question asking visitors which events they would likely attend if available, concerts were the number one response, followed by farmers markets and antique markets.

Based on survey data and conclusions the market research team recommends expanding hotel and dining options in downtown Hillsdale while also improving current shopping and event offerings.
Introduction

The City of Hillsdale Tax Increment Finance Authority works as a committee to promote economic viability and community revitalization by providing incentives to business and property owners. Currently, the committee is seeking to enhance visitor experiences and attract more visitors to Hillsdale, Michigan. At present, Hillsdale offers hotels and bed and breakfasts, downtown shops and restaurants. The city seeks to determine demand for additional services of potential visitors who have visited Hillsdale College within the last year.

Research Objectives

Develop an undisguised direct mail questionnaire to find which services the target population is aware of and discover which services are desired. The defined population will be Hillsdale visitors 25 years of age or older, who live within a 300 mile radius of the city. Specifically:

3. Measure Hillsdale visitor’s awareness level and demand in the following categories:
   a. Lodging
   b. Restaurants
   c. Retail
   d. Events/Recreation
4. Identify in which activities visitors partake, how long they stay, and the types of services, mentioned above, that would bring Hillsdale visitors back or extend their stay.

Secondary Research

Objectives

The purpose of this secondary research report is to provide the TIFA team with information on the following topics:

- Subjects specifically related to travel
- Examination of similar towns and colleges to Hillsdale
- Articles related specifically to Hillsdale College and the surrounding area.
Summary
The secondary research study conducted by the team yielded a number of articles pertaining to the primary research objectives set forth by the TIFA team.

In regards to travel, in comparison to the rest of Michigan, Hillsdale County sees fewer average trips and a shorter length of stay than the state median. A county that is flourishing and of comparable size to Hillsdale County is Alcona County. Despite having the natural advantage of sitting on the shores of Lake Huron, the Alcona Chamber of Commerce offers many events including festivals, art galleries, and craft shows to build on their traveler successes.

The articles generated an overall understanding that there are a number of important factors in travel that do not wholly surround themselves on natural advantages such as the pristine location of Alcona County. A couple of different articles, one from the Hillsdale Municipal Newsletter and the other from the Business and Economic Review, conveyed similar messages that the pride the town takes in itself will attract visitors, a phenomena that also works in the other direction. Blight that may exist in a town by way of broken down cars in a front lawn, a falling down commercial building, etc. are factors that tend to not only discourage businesses from utilizing the town, but also visitors. With that being said, an effective marketing tool for a town as a whole is the product of a town taking pride in itself and one who is willing to proudly proclaim their enthusiasm to the world.

There is a tremendous sense of pride that is engrained in residents of Holland, Michigan and much of that credit goes to their annual event known as “Tulip Time”. Tulip time” brings in over $15 million in sales at hotels, restaurants, area tourist attractions, gas stations, and private property rentals to vendors and retailers. However, using the past as a teacher, the festival hoped and unsuccessfully tried to draw in local business to fund the event, but was forced to take different measures to bring in revenues on their own.

A study conducted in 2009 showed visitor’s travel behaviors. Averages showed that 83.8% of travelers could be counted on to spend 1 to 10 nights per year in a hotel. 79.9% of traveler’s last stay in a hotel was for leisure. The type of hotel found most popular was priced between $76-150, and 47.1% last stayed in a hotel they would describe as midscale.

Data collected in 2007 suggested that the City of Hillsdale could benefit from new dining selections, either national franchises or local entrepreneurs. A sentiment that was echoed by a 2009 Hillsdale study that showed Hillsdale residents were generally dissatisfied with current dining options, offered. Results also found an indication of retail markets in the categories of teen clothing stores, bookstores, and large discount retailers. Lastly, Hillsdale has growth potential in recreation development by focusing on recreational activities different from its surrounding areas.

College Prowler surveyed members of the Hillsdale College community and their satisfaction. Within the topics of quality, cost, convenience, student discounts, late night options, variety, healthy options and vegetarian options, the highest Hillsdale graded out was a 6 out of 10. Please see the appendices for the full report
Limitations
Limitations are any conditions that restrain the study. The following limitations were encountered with this study:

- Non-respondent bias
- Sampling error
- Respondent errors (some respondents circled more than one option for a “select one” question)
- The halo effect (respondents select a single number for all scale questions)
- Respondents crossed out gender and wrote “sex”
- Switch order of questions 21 and 22
- Some respondents filled in open-ended responses with options that were listed among the multiple choice options so the data could have been more precise
- Asked how many times respondents dine out in Hillsdale per visit limiting the accuracy of answers given by the group living 0-50 miles

Method
This section describes the method used to obtain the data in the research study.

Definition of the Populations and Sample Plan
The research team conducted a primary research study sampling 996 past Hillsdale College visitors who attended a college event within the last year. The names list was provided by the Hillsdale College Marketing Department.

Questionnaire Development
The research team developed a 26 question undisguised questionnaire for the Hillsdale Tax Increment Finance Authority. The questionnaire included a cover letter written by Dr. Arnn, president of Hillsdale College. The survey was pretested to determine any flaws. The questions were formatted to address the research objectives and provide beneficial feedback to the client.

Screening questions were developed to filter out unqualified respondents. Question design included categorical, metric, and open-ended questions. Categorical questions were expressed in dual choice or multiple choice formats, metric questions in natural and synthetic formats, and open-ended questions in aided and unaided formats.

Data Collection
The questionnaire was distributed via direct mail to a list of college visitors obtained from Hillsdale College. An incentive was offered (a 2-night stay at the Dow Leadership Center Hotel or Rockwell Lodge) as a means to increase responses. Data was collected as surveys were returned. The questionnaire due date was April 8.

Non-Sampling and Sampling Error Reduction
There were no returned (undelivered) surveys not used in statistical analysis. All returned surveys were completed enough to keep in analysis.
Sampling Error
All respondents met the requirement of having attended an event in the last twelve months. 110 respondents failed to meet the requirement of living within a 300-mile radius of Hillsdale, yet still yielded valuable information. The sample error rate was 5.86 percent.

Findings and Questionnaire Analysis

Response Rate
Of the 996 surveys sent, 356 people responded producing an initial response rate of 35.7 percent. A total of 280 were received before the deadline of April 8, 2013 and therefore included in the analysis producing the data analysis response rate of 28.1 percent.
Questionnaire Results

1. What Hillsdale College event(s) have you attended in the last year? (Check all that apply)
   - Parents weekend
   - Athletic Event
   - Hostel
   - CCA
   - Presidents Club
   - Homecoming
   - Commencement/Convocation
   - Other (please specify)

This is a categorical, dual-choice question used to determine respondent eligibility. All respondents had attended a college event within the last year. **Events not listed as “other” include:**
- Sorority Event (9)
- Mark Steyn (7)
2. Have you visited DOWNTOWN Hillsdale, Michigan within the last 12 months?

- Yes  
- No (If no, skip to question 4)

This is a categorical, dual-choice question used as a screening question. Most of the respondents (77 percent) have visited downtown Hillsdale in the last 12 months.

3. What services did you utilize in DOWNTOWN Hillsdale? (Check all that apply)

- Restaurants
- Shopping/retail
- Community events/activities

This is a categorical, dual-choice question used to determine which activities the target audience utilizes in downtown Hillsdale. Most respondents (80 percent) visit restaurants; however, less than half (46 percent) shop in downtown Hillsdale. Furthermore, only 12 percent of respondents attend events in downtown Hillsdale.
4. Please rank the importance of the following categories that would meet your needs when thinking about visiting DOWNTOWN Hillsdale. Use 1 for the most important and 4 for the least important. *Do not use the same number twice:* ___ Hotels/lodging ___ Restaurants ___ Shopping/retail ___ Community events/activities

This is a synthetic, metric question asks respondents to rank their needs when they visit downtown Hillsdale. It was asked in order to discover what visitors feel downtown Hillsdale could use that would meet their needs. Findings indicate, on average, order of importance (from most important to least important) is restaurants, hotel, shopping, and events.
5. When in Hillsdale, do you drive to other areas (Jonesville, Coldwater, Jackson, etc.) for various needs?  □ Yes  □ No (if no, skip to question 7)

![Drive to other areas when visiting Hillsdale for needs?](image)

This categorical, dual-choice question was used to determine how often visitors travel to other areas for various needs. Over half (68 percent) travel to other areas.
6. What is the reason(s) you travel to other areas? (check all that apply)
- Hotels/lodging
- Restaurant
- Shopping/retail
- Community events/activities

This categorical, dual-choice question was used to determine the reasons visitors who travel to other areas do so. Findings indicate most visitors travel for dining (71.3 percent) and hotels (61.2 percent). Less than half (46.3 percent) travel for shopping. Furthermore, hardly any of the respondents (8.6 percent) travel for events.

7. On a scale from 1 to 5, where 1 is “Unsatisfied” and 5 is “Satisfied,” how satisfied have you been with the following facilities/activities in DOWNTOWN Hillsdale?

<table>
<thead>
<tr>
<th></th>
<th>Unsatisfied</th>
<th></th>
<th></th>
<th></th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hotels</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Restaurants</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Shopping Options</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>Community Events/Things to Do</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>

This synthetic, metric question asks respondents to rate their satisfaction with the current offerings of downtown Hillsdale. The question was asked in order to measure areas which could be improved. Dining was the only category to receive “average satisfaction” (3.3). Shopping (2.9), Events (2.8), and Hotels (2.2) all received unsatisfactory ratings.
8. When you visit Hillsdale College, how often do you stay overnight in the local Hillsdale area? (check one)
☐ Always    ☐ Often    ☐ Occasionally    ☐ Never
If never, why? (check all that apply) ☐ Live close/drive home    ☐ No lodging available
☐ Poor quality of lodging    ☐ Other areas offer other services (shopping, dining, etc.) in addition to lodging    ☐ Other

The first part of this question is a categorical, multiple choice question used to determine the frequency of stays of college visitors. 41 percent always stay in the Hillsdale area, while 20 percent never stay.

The second part of this question is a categorical, dual-choice question used to determine the reasons of those who never stay. Over half (56 percent) do not stay because they live close. 30 percent do not stay because of poor quality of lodging, 19 percent say there is no available lodging, and 7 percent do not stay because of other areas offer other services in addition to lodging.
9. If you stay in the local Hillsdale area, where do you stay?

- Days Inn
- The Munro House
- Friends/Family
- Rose Corner Inn
- Rooms at Grayfield
- Dow Leadership Center
- Do not stay
- Other; please specify

<table>
<thead>
<tr>
<th>Where do you stay in Hillsdale?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dow</td>
</tr>
<tr>
<td>62%</td>
</tr>
</tbody>
</table>

This categorical, dual choice question was asked to determine where respondents currently stay in Hillsdale. The majority of respondents (62 percent) stay at the Dow Center. 34 percent stay at Days Inn. 11 percent stay with family and friends. Visitors have also stayed at the Munro House (5 percent) or Rooms at Grayfield (6 percent). None of the respondents stay at Rose Corner Inn. 9.8 percent do not stay in Hillsdale. Other places named include:
- Coldwater (12)
- Hillsdale Motel (7)
- America’s Best Value Inn (5)

10. How likely would you be to stay overnight in DOWNTOWN Hillsdale if hotels were available? (check one)

- Very Likely
- Likely
- Neutral
- Unlikely
- Very Unlikely

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average</th>
<th>Standard Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood of staying in Downtown Hillsdale if hotels available?</td>
<td>3.6</td>
<td>1.4</td>
<td>1</td>
<td>5</td>
<td>274</td>
</tr>
</tbody>
</table>

This symmetric synthetic, metric question asks respondents to rate their likelihood of staying in downtown Hillsdale if hotels were available. The question was asked to determine if a hotel in downtown Hillsdale would be used by college visitors. Results indicate an average rating of 3.6; somewhere between “neutral” and “likely.”
11. How much would you be willing to pay per night for lodging in DOWNTOWN Hillsdale? (check one)
☐ < $75  ☐ $76-100  ☐ $101-150  ☐ > $150

This categorical, multiple choice question was asked to determine how much visitors would be willing to spend on lodging in downtown Hillsdale. Results indicate that over half (52 percent) would spend between $75 and $100 for lodging.
12. When you visit the Hillsdale area, how often do you eat out?

- less than 2 times
- 2-4 times
- more than 4 times
- Never

If never, why? (check all that apply)

- Not enough dining options
- Bring your own food
- Poor quality of restaurants
- Food supplied by Hillsdale College
- Other areas offer other services (shopping, hotels, etc.) in addition to dining
- Other ____________

The first part of this questions is a categorical, multiple choice question used to determine how often visitors of Hillsdale currently dine out. Results indicate most dine out (43 percent) dine out between two to four times. 17 percent said they do not dine out.

The second part of this questions is a categorical, dual-choice question asked in order to determine why the 17 percent from the first part do not dine in Hillsdale. The majority of college visitors (89 percent) do not dine out because the college supplies their meals.
13. If you dine in the Hillsdale area, which restaurants do you visit? (Name all restaurants where you dine)

This open ended, unaided question was asked to gain insight on which restaurants visitors typically dine in. **Top responses include:**
- Hunt Club (69)
- Johnny T’s (51)
- Finish Line (46)
- Olivia’s (36)
- Jilly Beans (32)
- Saucy Dogs (30)
- Coffee Cup (29)

14. How likely would you be to dine in the DOWNTOWN Hillsdale area if more restaurants were available? (check one)
- [ ] Very Likely
- [ ] Likely
- [ ] Neutral
- [ ] Unlikely
- [ ] Very Unlikely

<table>
<thead>
<tr>
<th>Variable</th>
<th>Average</th>
<th>Standard Deviation</th>
<th>Minimum</th>
<th>Maximum</th>
<th>Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood of dining in Downtown Hillsdale?</td>
<td>4.0</td>
<td>1.1</td>
<td>1</td>
<td>5</td>
<td>267</td>
</tr>
</tbody>
</table>

This symmetric synthetic, metric question asks respondents to rate their likelihood of dining in downtown Hillsdale if more restaurants were available. Results indicate an average of 4.0; respondents are “likely” to dine out if more restaurants were available.

15. What type of restaurant would you like to see more of in DOWNTOWN Hillsdale?

This open ended, unaided question was asked to gain insight on which restaurants visitors would like to see in downtown Hillsdale. **Top responses include:**
- Upscale/ Fine Dining (23)
- Family (22)- 8 others said Applebees
- Italian (20)
- Health Food (6)
16. How much would you be willing to spend on an entrée at a restaurant in DOWNTOWN Hillsdale?

- [ ] less than $6
- [ ] $6 - $10
- [ ] $11 - $15
- [ ] more than $15

This categorical, multiple choice question was asked to determine how much visitors would be willing to pay for a meal at a restaurant in downtown Hillsdale. Half of respondents (48 percent) would be willing to pay $11 to $15 for a meal in downtown Hillsdale, while 35 percent would be willing to pay more than $15.
17. **When you visit DOWNTOWN Hillsdale how often do you shop?**

- [ ] less 2 times
- [ ] 2-4 times
- [ ] more than 4 times
- [ ] Never

If never, why? (check all that apply)

- [ ] No shopping needs
- [ ] Shop elsewhere
- [ ] Poor selection of merchandise
- [ ] Other

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The first part of this question is a categorical, multiple choice used to determine how often visitors shop. The majority of respondents shops less than 2 times (47 percent) or never shops at all (41 percent).

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The second part of this question is a categorical, dual choice question used to determine why the 41 percent from the first part do not shop. Results indicate that the majority (71 percent) do not shop because they have no shopping needs.
18. If you shop in the Hillsdale area, which retail stores do you visit? (Name all stores where you shop)

This open ended, unaided question was asked to gain insight on which retail stores visitors typically shop at. **Top responses include:**
- Walmart (65)
- Kroger (20)
- Maribeths (15)
- Broadstreet (12)

19. What types of retail stores would you likely visit if they were available in DOWNTOWN Hillsdale?

This open ended, unaided question was asked to gain insight on which retail stores visitors would likely shop at if available. **Top responses include:**
- Clothing (28)
- Gift (19)
- Antique (14)

20. When visiting, how often do you attend an event in DOWNTOWN Hillsdale?

- □ less than 2 times
- □ 2-4 times
- □ more than 4 times
- □ Never

This categorical, multiple choice question was asked to determine how often visitors attend events in downtown Hillsdale. The majority (71 percent) never attend events.
21. On a scale from 1 to 5, where 1 is “Would Not Participate” and 5 is “Definitely Would Participate”, how likely would you be to participate in the following events if they were available to you while in Hillsdale?

<table>
<thead>
<tr>
<th>Event</th>
<th>Would Not Participate</th>
<th>Definitely Would Participate</th>
</tr>
</thead>
<tbody>
<tr>
<td>5K Run</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Community Concert</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>County Fair</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Art Show</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Car Show</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Farmer’s Market</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Antique Market</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

This synthetic, metric question asks respondents to rate their likelihood of participating in certain events if available in Hillsdale. It was asked in order to determine which events downtown Hillsdale should consider offering in the future. Farmers market was the only event to receive an above average participation rate at 3.2. Art shows, concerts, and antique shows all received an average response of “neutral” participation. It was unlikely visitors would participate in fairs (2.9), car shows (2.3), or 5k races (1.7).

22. What sort of events would you like to see in DOWNTOWN Hillsdale?

This open ended, unaided question was asked to gain insight on which events visitors would like to see in downtown Hillsdale. **Top responses include:**

- Concerts (14)
- Farmers Market (9)
- Antique Market (6)
23. What is your gender? (check one)  

- Male  
- Female

This categorical, dual-choice question was asked to determine the target audience’s gender. Results show respondents were 50/50.

24. How far do you live from Hillsdale, Michigan? (check one)  

- 0-50 miles  
- 51-100 miles  
- 101-200 miles  
- 201-300 miles  
- more than 300 miles

This categorical, multiple choice question was asked to determine how far the target audience’s lives from Hillsdale. 40 percent of respondents live more than 300 miles from Hillsdale. 3 percent live less than 50 miles from Hillsdale.
25. What is your age? (check one)  □ <25 years  □ 25-40 years □ 41-55 years □ 56-70 years □ > 71 years

This categorical, multiple-choice question was asked to determine the target audience’s age. 6 percent of respondents were under 40 years of age. 38 percent were 41 to 55 years of age, 29 percent were 56 to 70 years of age, and 27 percent were over 71 years of age.

26. What is your annual income? (check one)
□ < $50,000  □ $50,000-99,999 □ $100,000-124,999 □ $125,000-149,999 □ >$150,000

This categorical, multiple choice question was asked to determine the target audience’s annual income. Results indicate 9 percent made less than $50,000, 32 percent made between $50,000 and $99,999, 17 percent made between 100,000 and 124,000, 8 percent made between $125,000 and $149,000, and 34 percent made over $150,000 a year.
Thank you for your time and participation. Please respond using the enclosed postage paid envelope before April 5, 2013. If you wish to be entered into the drawing for the two night stay at the Dow Leadership Center or Rockwell Lodge, please provide the following (all information is confidential and will not be shared): Name/Address/Daytime Phone/email address. Please feel free to provide additional comments to this survey.

This question was asked for the incentive drawing.
Significance Tests
The following are done within a 95% confidence interval.

ANOVA Analysis

“How much would you spend on food in downtown Hillsdale?” and “Satisfaction with downtown Hillsdale’s dining offerings.”

<table>
<thead>
<tr>
<th>Satisfaction with Downtown Hillsdale's dining offerings.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
</tr>
<tr>
<td>------------------------------------</td>
</tr>
<tr>
<td>Sample Size</td>
</tr>
<tr>
<td>Average</td>
</tr>
</tbody>
</table>

At a 95 percent level of confidence, the data suggests respondents who would spend $6 to $10 on food in downtown Hillsdale are more satisfied with downtown Hillsdale’s current dining offerings.

“Gender” and “Satisfaction with downtown Hillsdale’s event offerings.”

<table>
<thead>
<tr>
<th>Satisfaction with Downtown Hillsdale's event offerings.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Group</td>
</tr>
<tr>
<td>------------------------------------</td>
</tr>
<tr>
<td>Sample Size</td>
</tr>
<tr>
<td>Average</td>
</tr>
<tr>
<td>Female</td>
</tr>
</tbody>
</table>

An ANOVA analysis revealed a statistically significant different between males and females and their satisfaction with downtown Hillsdale’s event offerings. Males tend to be more satisfied.
“Age” and “Likelihood of staying in downtown Hillsdale?”

<table>
<thead>
<tr>
<th>Group</th>
<th>&lt;25 years</th>
<th>&gt;71 years</th>
<th>56-70 years</th>
<th>25-40 years</th>
<th>41-55 years</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Size</td>
<td>6</td>
<td>73</td>
<td>78</td>
<td>11</td>
<td>102</td>
</tr>
<tr>
<td>Average</td>
<td>2.2</td>
<td>3.0</td>
<td>3.6</td>
<td>3.6</td>
<td>4.2</td>
</tr>
<tr>
<td>&lt;25 years</td>
<td>Equal</td>
<td>Equal</td>
<td>Equal</td>
<td>Not equal</td>
<td></td>
</tr>
<tr>
<td>&gt;71 years</td>
<td>Equal</td>
<td>Equal</td>
<td>Equal</td>
<td>Not equal</td>
<td></td>
</tr>
<tr>
<td>56-70 years</td>
<td>Equal</td>
<td></td>
<td>Not equal</td>
<td></td>
<td></td>
</tr>
<tr>
<td>25-40 years</td>
<td></td>
<td></td>
<td></td>
<td>Equal</td>
<td></td>
</tr>
</tbody>
</table>

An ANOVA analysis indicates visitors between the age of 41 and 55 years are most likely to stay in downtown Hillsdale.

“Gender” and “Likelihood of dining in downtown Hillsdale?”

<table>
<thead>
<tr>
<th>Group</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Size</td>
<td>130</td>
<td>129</td>
</tr>
<tr>
<td>Average</td>
<td>3.8</td>
<td>4.2</td>
</tr>
<tr>
<td>Male</td>
<td>Not equal</td>
<td></td>
</tr>
</tbody>
</table>

An ANOVA analysis indicates females are more likely than males to dine in downtown Hillsdale.

“Gender” and “Likelihood of participation in 5k?”

<table>
<thead>
<tr>
<th>Group</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Size</td>
<td>122</td>
<td>121</td>
</tr>
<tr>
<td>Average</td>
<td>1.5</td>
<td>1.9</td>
</tr>
<tr>
<td>Male</td>
<td>Not equal</td>
<td></td>
</tr>
</tbody>
</table>

An ANOVA analysis indicates a difference between men and women and their likelihood of participating in a 5k race. Women are more likely to participate than men.
“Gender” and “Likelihood of participation in art show?”

<table>
<thead>
<tr>
<th>Group</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Size</td>
<td>126</td>
<td>129</td>
</tr>
<tr>
<td>Average</td>
<td>2.8</td>
<td>3.3</td>
</tr>
</tbody>
</table>

Male Not equal

An ANOVA analysis indicates women are more likely than men to participate in an art event.

“Gender” and “Likelihood of participation in car show?”

<table>
<thead>
<tr>
<th>Group</th>
<th>Female</th>
<th>Male</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Size</td>
<td>118</td>
<td>122</td>
</tr>
<tr>
<td>Average</td>
<td>2.1</td>
<td>2.5</td>
</tr>
</tbody>
</table>

Female Not equal

An ANOVA analysis indicates men are more likely than women to participate in a car show.

“Gender” and “Likelihood of participation in farmers market?”

<table>
<thead>
<tr>
<th>Group</th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Size</td>
<td>125</td>
<td>131</td>
</tr>
<tr>
<td>Average</td>
<td>2.8</td>
<td>3.6</td>
</tr>
</tbody>
</table>

Male Not equal

An ANOVA analysis indicates women are more likely than men to participate in a farmers market.
“Gender” and “Likelihood of participation in antique show?”

<table>
<thead>
<tr>
<th></th>
<th>Male</th>
<th>Female</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sample Size</td>
<td>128</td>
<td>129</td>
</tr>
<tr>
<td>Average</td>
<td>2.7</td>
<td>3.3</td>
</tr>
<tr>
<td>Male</td>
<td></td>
<td>Not equal</td>
</tr>
</tbody>
</table>

An ANOVA analysis indicates women are more likely than men to participate in an antique show.
Chi Square Analysis

“Gender” and “How much would you spend on food in downtown Hillsdale?”

The Chi-Square data analysis suggests female visitors (56 percent) are more likely to spend $11-15 on food in downtown Hillsdale compared to 41 percent of male visitors likely to spend $11-15 on food. 43 percent of male visitors are willing to spend more than $15 on food in downtown Hillsdale.
“Age” and “How much would you spend on food in downtown Hillsdale?”

The Chi-Square analysis illustrates the relationships between amount willing to spend on food in downtown Hillsdale and age. Of those who are willing to spend less than $6 on food in downtown Hillsdale, 100 percent were 71 years of age or older. In the group willing to spend more than $15, 42 percent were in the age range of 56-70 years old. 42 percent of those willing to spend more than $15 were 56-70 years of age. Of those who would spend $11-15, 47 percent were 41-55 years of age while they made up 44 percent of the group willing to spend $6-10.
“Annual Income” and “How much would you spend on food in downtown Hillsdale?”

The Chi-Square analysis illustrates the relationships between annual income and amount willing to spend on food in downtown Hillsdale. Those who make less than $50,000 are equally likely to spend in the $6-10 range or $11-15 range. Half of those in the $50,000 to $149,999 groups are willing to spend in the $11-15 range. Of those who make more than $150,000 a year, 43 percent would spend in the $11-15 range and 48 percent would spend more than $15.
The Chi-Square analysis illustrates the relationships between age and frequency of dining out. 63 percent of those who never dine out are over 71 years of age. Half of those who dine out more than 4 times are between 41 and 55 years of age.
“Annual Income” and “Amount willing to pay for lodging in downtown Hillsdale?”

The Chi-Square analysis demonstrates a relationship between annual income and amount willing to spend on lodging. The majority of those in the categories ranging from less than $50,000 to $149,000 would spend between $75 and $100 on lodging.
“Do not stay in Hillsdale” and “How far do you live from Hillsdale, MI?”

The Chi-Square analysis shows a difference between those who do not stay in Hillsdale and how far they live from Hillsdale. Of those do not stay in Hillsdale, 36 percent are 51-100 miles from Hillsdale and 16 percent are 0-50 miles away.
“Travel to other areas for hotels?” and “Amount willing to pay for lodging in downtown Hillsdale?”

The Chi-Square analysis indicates a relationship between those who travel to other areas for hotels and the amount willing to spend on lodging in downtown Hillsdale. Of those who travel to other areas for lodging, half (53 percent) would spend $75-100.
“Travel to other areas for shopping?” and “Have you shopped in downtown Hillsdale?”

The Chi-Square analysis illustrates a relationship between those who travel to other areas for shopping. Over half (57 percent) of those who travel to other areas for shopping have shopped in downtown Hillsdale.
2 Group Averages Difference Test Analysis

“Drive to other areas when visiting Hillsdale for needs?” and “Likelihood of staying in downtown Hillsdale?”

<table>
<thead>
<tr>
<th>Drive to other areas when visiting Hillsdale for needs?</th>
<th>No</th>
<th>Yes</th>
<th>Difference</th>
<th>Equal?*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood of staying in Downtown Hillsdale?</td>
<td>3.1</td>
<td>3.9</td>
<td>-0.8</td>
<td>No</td>
</tr>
<tr>
<td>Sample Size</td>
<td>87</td>
<td>184</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the differences test analysis, those who currently drive to other areas for needs are more likely than those who do not to stay in downtown Hillsdale if more hotels were available.

“Drive to other areas when visiting Hillsdale for needs?” and “Likelihood of dining in downtown Hillsdale?”

<table>
<thead>
<tr>
<th>Drive to other areas when visiting Hillsdale for needs?</th>
<th>No</th>
<th>Yes</th>
<th>Difference</th>
<th>Equal?*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood of dining in Downtown Hillsdale?</td>
<td>3.3</td>
<td>4.3</td>
<td>-1.1</td>
<td>No</td>
</tr>
<tr>
<td>Sample Size</td>
<td>82</td>
<td>181</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the differences test analysis, those who currently drive to other areas for needs are more likely than those who do not to dine in downtown Hillsdale if more restaurants were available.
“Drive to other areas when visiting Hillsdale for needs?” and “Likelihood of event participation?”

<table>
<thead>
<tr>
<th>Drive to other areas when visiting Hillsdale for needs?</th>
<th>No</th>
<th>Yes</th>
<th>Difference</th>
<th>Equal?*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Likelihood of event participation in 5k?</td>
<td>1.4</td>
<td>1.9</td>
<td>-0.5</td>
<td>No</td>
</tr>
<tr>
<td>Sample Size</td>
<td>75</td>
<td>172</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood of event participation in concert event?</td>
<td>2.7</td>
<td>3.2</td>
<td>-0.5</td>
<td>No</td>
</tr>
<tr>
<td>Sample Size</td>
<td>81</td>
<td>176</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood of event participation in fair?</td>
<td>2.4</td>
<td>3.2</td>
<td>-0.8</td>
<td>No</td>
</tr>
<tr>
<td>Sample Size</td>
<td>78</td>
<td>178</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood of event participation in art?</td>
<td>2.6</td>
<td>3.3</td>
<td>-0.7</td>
<td>No</td>
</tr>
<tr>
<td>Sample Size</td>
<td>81</td>
<td>177</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood of event participation in car show?</td>
<td>2.0</td>
<td>2.5</td>
<td>-0.5</td>
<td>No</td>
</tr>
<tr>
<td>Sample Size</td>
<td>78</td>
<td>167</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood of event participation in farmers market?</td>
<td>2.7</td>
<td>3.5</td>
<td>-0.8</td>
<td>No</td>
</tr>
<tr>
<td>Sample Size</td>
<td>80</td>
<td>181</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Likelihood of event participation in antique show?</td>
<td>2.5</td>
<td>3.3</td>
<td>-0.8</td>
<td>No</td>
</tr>
<tr>
<td>Sample Size</td>
<td>81</td>
<td>181</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

According to the differences test analysis, those who currently drive to other areas for needs are more likely than those who do not to participate in 5k races, concerts, fairs, art shows, car shows, farmers markets, and antique shows if available in downtown Hillsdale.
Conclusions

The research team, supported by the data, found the majority of respondents had attended a parents’ weekend (37.6 percent), CCA (32.6 percent) or president’s club (22.9 percent) event at Hillsdale College within the last year. Results indicate an equal representation of men and women. The majority of respondents (94 percent) were over 40 years of age. 60 percent of respondents live within a 300-mile radius from Hillsdale, MI. Furthermore, majority (91 percent) of respondents earn an annual income of over $50,000.

Of the 77 percent of visitors who had visited downtown Hillsdale within the last year, most (80.1 percent) had visited restaurants in downtown Hillsdale and almost half (45.8 percent) had shopped in downtown Hillsdale. On average, visitors of the college find dining needs most important, followed by hotel and shopping needs. They view event needs as least important.

Of the 68 percent of visitors who travel to other areas for various needs, the majority travel for dining (71.3 percent) and hotels (61.2 percent), almost half (46.3 percent) travel for shopping, and only 8.6 percent travel for events. Visitors rated their satisfaction for current offerings in downtown Hillsdale. In the dining and shopping categories ratings were neutral, for events and hotels visitors were unsatisfied.

Only 20 percent of college visitors do not stay in the Hillsdale area. Of these, 56.1 percent do not stay because they live close, 29.8 percent do not stay because of poor quality of lodging, 19.3 percent do not stay because no lodging is available and only 7.1 percent do not stay because of area service. Of the visitors who do stay in the Hillsdale area, over half (62.4 percent) stay at the Dow Center and 34.1 percent stay at Days Inn. Significance tests suggest those in the 45-55-age range and who “often” stay in the Hillsdale area are most likely to stay in downtown Hillsdale if hotels were available.

On average, college visitors are somewhat likely to stay overnight in downtown Hillsdale if hotels were available. Half (52 percent) are willing to spend between $75 and $100 per night on lodging in downtown Hillsdale. Chi-Square tests indicate the majority of those in the less than $50,000 to $149,999 annual income ranges would spend between $75-100 on lodging in downtown Hillsdale. Furthermore, those over 56 years of age are less likely to stay with friends or family. Those under 40 years of age are unlikely to stay at the Dow Center. Of those who travel to other areas for hotels, 53 percent are willing to spend in the $75-100 range for lodging in downtown Hillsdale.

Almost half (43 percent) of visitors dine out 2-4 times when visiting Hillsdale. Of the 17 percent who never dine out, most (88.9 percent) choose not to because the college supplies their meals. Those who dine in the Hillsdale area dine at the Hunt Club, Johnny T’s, the Finish Line, Olivia’s, Jilly Beans, Saucy dogs, and the Coffee Cup. On average visitors are “likely” to dine in downtown Hillsdale if more restaurants were available. Furthermore, restaurants visitors would like to see in downtown Hillsdale include: upscale or fine dining, family, Italian, and health food. Almost half of the visitors (48 percent) are willing to spend between $11 and $15 on food in downtown Hillsdale. Significance tests show those who are most satisfied with downtown Hillsdale’s current offerings are willing to spend between $6 and $10 on food. Females and
those in the 25-70 age ranges are most likely to dine in downtown Hillsdale. Chi-Square tests indicate most women (56 percent) will spend in the $11-15 range for food in downtown Hillsdale whereas 84 percent of men will pay $11 to over $15. 100 percent of those who will not spend more than $6 on food in Hillsdale and 63 percent of those who never dine out are over 71 years of age. Furthermore, almost half (47 percent) of those willing to spend $11-15 dollars are in the 41-55-age range. 50 percent of those who dine out more than four times are in the 41-55-age range. Those who make less than $50,000 are equally likely spend in the $6-10 range or $11-15 range. 67 percent of those who live within 50 miles of Hillsdale dine out less than 2 times.

On average, only 12 percent of college visitors shop in downtown Hillsdale. Of the 41 percent who never shop, 71 percent have no need, 22.5 percent shop elsewhere, and 18 percent do not shop because of poor selection. Of those who do shop in the Hillsdale area, most shop at Wal-Mart, Kroger, Maribeth’s and Broad Street Market. Visitors would likely visit clothing, gift, and antique stores if they were available in downtown Hillsdale. 57 percent of those who travel to other areas for shopping have shopped in downtown Hillsdale.

The majority (71 percent) of college visitors never attend events in downtown Hillsdale. Farmers market was the only event to receive an above average participation rating. Art shows, concerts, and antique shows all received a neutral rating. It is unlikely visitors will participate in fairs, car shows, or 5k races. However, in an open-ended question asking visitors which events they would likely attend if available, concerts were the number one response, followed by farmers markets and antique markets. Significance tests show males tend to be more satisfied with event offerings. Males are also more likely than females to attend car shows. However, females are more likely than males to participate in 5k races, art shows, farmers markets, and antique shows. Those in the 25-70 age ranges are most likely to participate in a farmers market.

Significance tests indicate that those who currently drive to other areas for various needs when visiting Hillsdale are more likely than those who do not to stay in downtown Hillsdale if more hotels were available, to dine in Hillsdale if more restaurants were available, and participate in 5k races, concerts, fairs, art shows, car shows, farmers markets, and antique shows if available in downtown Hillsdale.
Recommendations

Based on survey data and conclusion the market research team recommends expanding hotel and dining options in downtown Hillsdale while improving current shopping and event offerings. If downtown Hillsdale decides to expand its lodging options, they should keep the hotel in the $75 to $100 per night price range.

In order to expand current dining offerings, downtown Hillsdale should consider adding restaurants in the categories of upscale, family, Italian, and health food. They should target those in the 40-55-age range. Furthermore, downtown Hillsdale should work with Hillsdale College in the dining category since a large percentage of those who never dine do not because the college supplies their meals.

In order to improve current shopping offerings, downtown Hillsdale stores should increase their awareness levels among Hillsdale College visitors. Since a large percentage existed of those who do not have a need to shop in downtown Hillsdale, TIFA should further investigate the local needs for clothing, gift and antique stores.

To improve event offerings, Hillsdale should also consider adding more farmers markets, art shows, concerts, and antique shows after investigating the local likelihood of participation. Furthermore, events should be timed in conjunction with Hillsdale College events; specifically, parents’ weekends, presidents club events, and CCA’s. Awareness for events should be increased since many of the suggested events are currently already offered. In addition, events should cater more toward female needs since they are less satisfied with current events but more likely to participate in many of the suggested future events.
Introduction:
The City of Hillsdale Tax Increment Finance Authority works as a committee to promote economic viability and community revitalization by providing incentives to business and property owners. Currently, the committee is seeking to enhance visitor experiences and attract more visitors to Hillsdale, Michigan. At present, Hillsdale offers hotels and bed and breakfasts, downtown shops and restaurants. The city seeks to determine demand for additional services of potential visitors who have visited Hillsdale College within the last year.

Problem Statement/Opportunity Identification:
The City of Hillsdale TIFA is seeking to determine potential demand for services of Hillsdale College visitors to Hillsdale, Michigan. Specifically, the group wants to gather data regarding lodging, restaurants, shopping, and event needs of Hillsdale College visitors from various college events (CCA, Admissions, Hostels, Lectures, Dow Center, Barney Charter, etc.). The study can also illustrate possible synergistic opportunities between the college and the city with regard to events and visitor needs.

Research Objectives:
Develop an undisguised direct mail questionnaire to find which services the target population is aware of and discover which services are desired. The defined population will be Hillsdale visitors 25 years of age or older, who live within a 300 mile radius of the city. Specifically:

5. Measure Hillsdale visitor’s awareness level and demand in the following categories:
   a. Lodging
   b. Restaurants
   c. Retail
   d. Events/Recreation

6. Identify in which activities visitors partake, how long they stay, and the types of services, mentioned above, that would bring Hillsdale visitors back or extend their stay.

Application:
Research results will provide the City of Hillsdale TIFA with quantitative data that will assist in determining the direction and funding of various city initiatives. Research will help define desired services of Hillsdale visitors and assess the target population’s current level of awareness and perceptions of and needs for hotels, restaurants, shopping and events of Hillsdale, Michigan.

Research Design:
The research team will design a cover letter (possibly designed as an appeal letter from Dr. Larry Arnn) and questionnaire to be distributed via direct mail to a list of college visitors obtained from Hillsdale College. An incentive will be offered (a 2-night stay at the Dow Leadership Center Hotel) as a means to increase responses. Data will be collected as surveys are returned.

Research Process:
1. Proposal submission and review
2. Obtain list from Hillsdale College
3. Development of survey
4. Approval of survey
5. Data collection
6. Data tabulation
7. Data analysis
8. Report of findings

Financial Responsibilities:
Anticipated costs of the project will remain within a specified budget of $750, which is subject to change. Costs will be incurred from mailing supplies (envelopes, business reply envelopes, printing) and returned mail (business reply envelopes and undeliverable envelopes). The Marketing Research team will work with cost-savings in mind and foresees no major additional costs, except those mentioned above. The incentive will be donated by Hillsdale College, per Mike Harner.

Anticipated Timeline:
After the approval and signature of this document by all parties, the research of the above objectives and statements will begin. A written and oral report of findings and suggested strategies will be presented to the client in early May, exact date TBD.

Thank you very much for this opportunity! We are honored to assist the City of Hillsdale Tax Increment Finance Authority with this study.

Research Team Approval:

_______________________________________________  ______________________________________
Signature  Date

_______________________________________________  ______________________________________
Signature  Date

_______________________________________________  ______________________________________
Signature  Date

Client Approval:

_______________________________________________  ______________________________________
Signature  Date
March 18, 2013

Dear (Mail Merge with Names- ie, Mr. & Mrs., etc.)

I write to you seeking assistance for Hillsdale College as well as the city in which this college resides. Each year, students from Hillsdale College’s marketing research class partner with local organizations to complete research on matters concerning the community. This research is a great benefit to the city and to the college as we work to better serve our visitors.

This year, the class has partnered with the City of Hillsdale’s Tax Increment Finance Authority to identify the needs of people visiting the city of Hillsdale. As a regular visitor to the city and a friend of the college, I solicit your opinion of the Hillsdale downtown area. Please look the survey over and return it by April 8, 2013. Your participation will place you in a drawing for a free two night stay at the Hillsdale College Dow Center of Rockwell Lodge.

Thank you for your generous support of this effort.

Sincerely,

LPA:mvb
Questionnaire
P.E.R.T Chart
Status Reports

Status Report – Client: City of Hillsdale 1
January 22, 2013
In Attendance: Joe, Andrew, and Amanda
1. Team met and evaluated current hotels, restaurants, shopping and recreational options available for college visitors.
2. Discussed team member roles in project. Joe volunteered to be responsible for weekly status reports. Andrew will be the group's point of contact and Amanda will be responsible for interactions with the mailroom.

Status Report – Client: City of Hillsdale 1
January 29, 2013
In Attendance: Joe, Andrew, and Amanda
1. Team met and discussed availability and when we will have weekly meetings/when will work best to meet with client.
   a. Amanda is available any time other than Monday-Friday 8am-12pm, and 3-7pm, and Tuesday and Sunday nights 7-11pm.
   b. Joe is available after 3 MWF and after 12:15 TTH.
   c. Andrew is available after 12:15 TTH.

Status Report- Client: City of Hillsdale 1
February 5, 2013
In Attendance: Amanda, Andrew, and Joe
1. The team met and put together a rough draft of the Client Proposal to be presented to TIFA.
2. Andrew contacted Mary Wolfram and set up a meeting for Wednesday, February 6.
3. The team outlined discussion points to be brought up during the meeting.

Status Report- Client: City of Hillsdale 1
February 12, 2013
In Attendance: Amanda, Andrew, and Joe
1. The team met with Mary Wolfram and the rest of the TIFA team on Wednesday, February 6. Weaknesses in the drafted Client Proposal were addressed.
2. Team met and finalized the Client Proposal and discussed timeline moving forward.
3. Andrew contacted Bill Gray in order to get started on the mentioned timeline. The team will meet with Mr. Gray on Wednesday, January 13th and will discuss getting the mailing list from him.

Status Report- Client: City of Hillsdale 1
February 19, 2013
In Attendance: Amanda, Andrew, and Joe
1. The team met with Bill Gray and got the OK on the mailing list.
2. The Client Proposal was sent to Mary Wolfram.
February 26, 2013
In Attendance: Amanda, Andrew, and Joe
1. The team met and developed the PERT chart with dates for the completion of the project.
2. Each group member has begun finding articles for the Secondary Research.
3. Amanda placed the order for Envelopes/BRE’s

Status Report-Client: City of Hillsdale 1
March 5, 2013
In Attendance: Amanda, Andrew, and Joe
1. The team met and completed the Secondary Research Report.
2. Andrew heard back from Mary Wolfram and received the go ahead with the client proposal.
3. Mr. Harner contacted Joe and Dr. Arnn will sign the cover letter. It is set to be completed on Tuesday, March 5.

Status Report-Client: City of Hillsdale 1
March 12, 2013
In Attendance: Amanda, Andrew, and Joe
1. The group made minor revisions to the completed Secondary Research Report.
2. The group started preliminary work with the Questionnaire.
3. Joe got an email from Mr. Harner that the email will be done later today.

Status Report- Client: City of Hillsdale 1
March 19, 2013
In Attendance: Amanda, Andrew, and Joe
1. The group received the introduction letter from Mr. Harner. The group is now responsible for completing the mail merge.
2. Andrew finalized the questionnaire with Mrs. Wolfram.
3. The group finalized the Secondary Research Report

Status Report- Client: City of Hillsdale 1
April 2, 2013
In Attendance: Amanda, Andrew, Joe
1. The group finalized the questionnaire and the cover letter.
2. The group met and stuffed envelopes with the questionnaire and cover letter, which have now been sent out.
3. There was a problem discovered with the list received not following the 300-mile radius. It was decided due to time constraints to move forward regardless.

Status Report-Client: City of Hillsdale 1
April 9, 2013
In Attendance: Amanda, Andrew, Joe
1. The group has received approximately 250 returned surveys and has met to begin the input.
2. Amanda started the Interim Report. Planned group meeting for Wednesday, April 10 to finish the Interim Report.
3. Plans to contact Mary Wolfram this week in regards to a presentation date and if EBA will be allowed to join.
Contact Reports

Contact Report- Client: City of Hillsdale 1
February 26, 2013
In Attendance: Amanda, Andrew, and Joe

1. Andrew emailed the client proposal to Mary Wolfram on 2/25/13.

2. Along with the proposal, Andrew included a list of college events from last year that Mr. Gray will be pulling names from. The list won’t have every event that the College hosts, just the ones that are tracked in the school’s database. Asked Mrs. Wolfram if list is acceptable.

3. Mrs. Wolfram responded on 2/25/13 saying TIFA wants to limit the survey to people who have actually attended College events, not those events that are held off campus. Include alumni but not employees of the College.

Contact Report- Client: City of Hillsdale 1
March 5, 2013
In Attendance: Amanda, Andrew, and Joe

1. Andrew was in contact with Mrs. Wolfram regarding concerns about survey parameters. The email was received on 2/28/2013 and forwarded to Bill Gray on 3/2/2013.

Contact Report- Client: City of Hillsdale 1
March 12, 2013
In Attendance: Amanda, Andrew, and Joe

1. Andrew emailed final draft of questionnaire to Mary Wolfram on 3/11/13. Mrs. Wolfram responded and forwarded the questionnaire to members of the TIFA.

2. Mr. Harner responded regarding details for the two night stay at Rockwell Lake Lodge and the Dow Center.

Contact Report- Client: City of Hillsdale 1
March 19, 2013
In Attendance: Amanda, Andrew, and Joe

1. Andrew made the appropriate revisions to the questionnaire and emailed it to Dr. King and Mary Wolfram on 3/18/13.
1. Mrs. Wolfram responded to Andrew’s email from 3/18/13 and approved the final questionnaire draft on 3/21/2013.
Interim Report:

The purpose of the Interim Report is to establish the analysis of the data acquired from the surveys returned. Each question found on the questionnaire is evaluated. The question type, purpose in the research project, and tests to be performed for each question have been identified and detailed in the Interim Report.

Research Objectives:

Develop an undisguised questionnaire to find which services the target audience is aware of and discover which services are desired. The target audience will be Hillsdale visitors 25 years of age or older, who live within a 300 mile radius. Specifically:

1. Measure Hillsdale visitor’s awareness level and demand in the following categories:
   a. Lodging
   b. Restaurants
   c. Retail
   d. Events/Recreation

2. Identify why the target audience visits, what activities they participate, how long they stay, and the types of services, mentioned above, that would bring Hillsdale visitors back.
Downtown Hillsdale, Michigan Questionnaire

1. What Hillsdale College event(s) have you attended in the last year? (check all that apply)
   - Parents weekend
   - Athletic Event
   - Hostel
   - CCA
   - Presidents Club
   - Homecoming
   - Commencement/Convocation
   - Other (please specify) 

   • Categorical, Multiple Choice
   • Relates to research objective 2 of Client Proposal
   • Screening question relating to research objectives
   • Use percent summarizing
   • ANOVA with 7, 8, 10, 14, 21
   • Cross tabs with 3, 6, 12, 17, 20

2. Have you visited DOWNTOWN Hillsdale, Michigan within the last 12 months?
   - Yes
   - No (If no, skip to question 4)

   • Categorical, Dual Choice
   • Relates to research objective 2 of Client Proposal
   • Screening question relating to research objectives
   • Use percent summarizing

3. What services did you utilize in DOWNTOWN Hillsdale? (check all that apply)
   - Restaurants
   - Shopping/retail
   - Community events/activities

   • Categorical, Multiple Choice
   • Relates to research objective 2 of Client Proposal
   • Use percent summarizing
   • ANOVA with 7, 10, 14, 21
   • Cross tabs with 1, 6

4. Please rank the importance of the following categories that would meet your needs when thinking about visiting DOWNTOWN Hillsdale. Use 1 for the most important and 4 for the least important. Do not use the same number twice:
   ___ Hotels/lodging ___ Restaurants ___ Shopping/retail ___ Community events/activities

   • Metric, Synthetic
   • Relates to research objective 1 of Client Proposal
   • Use average summarizing

5. When in Hillsdale, do you drive to other areas (Jonesville, Coldwater, Jackson, etc.) for various needs?
   - Yes
   - No (if no, skip to question 7)

   • Categorical, Dual Choice
   • Relates to research objective 2 of Client Proposal
   • Use percent summarizing
6. What is the reason(s) you travel to other areas? (check all that apply)
   - Hotels/lodging
   - Restaurants
   - Shopping/retail
   - Community events/activities

   - Categorical, Multiple Choice
   - Relates to research objective 2 of Client Proposal
   - Use percent summarizing
   - ANOVA with 10, 14
   - Cross tabs with 1, 3, 11, 16, 20

7. On a scale from 1 to 5, where 1 is “Unsatisfied” and 5 is “Satisfied,” how satisfied have you been with the following facilities/activities in DOWNTOWN Hillsdale?

<table>
<thead>
<tr>
<th></th>
<th>Unsatisfied</th>
<th>Satisfied</th>
</tr>
</thead>
<tbody>
<tr>
<td>N/A</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hotels</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Restaurants</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Shopping</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Community</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Events/Things</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

   - Metric, Synthetic
   - Relates to research objective 1 of Client Proposal
   - Use average summarizing
   - Difference between Two Variables
   - Differences between Two Groups Averages with 3
   - Regression Analysis with 10, 14, 21
   - ANOVA with 1, 3, 8, 9, 11, 16, 23, 24, 25, 26

8. When you visit Hillsdale College, how often do you stay overnight in the local Hillsdale area? (check one)
   - Always
   - Often
   - Occasionally
   - Never

   - Categorical, Multiple Choice
   - Relates to research objective 2 of Client Proposal
   - Use percent summarizing
   - ANOVA with 7, 10, 21
   - Cross tabs with 1, 9, 11, 24, 25

a. If never, why? (check all that apply)
   - Live close/drive home
   - No lodging available
   - Poor quality of lodging
   - Other areas offer other services (shopping, dining, etc.) in addition to lodging
   - Other

   - Categorical, Multiple Choice
   - Relates to research objective 2 of Client Proposal
   - Use percent summarizing
9. If you stay in the local Hillsdale area, where do you stay?
  □ Days Inn   □ The Munro House   □ Friends/ Family   □ Rose Corner Inn   □ Rooms at Grayfield
  □ Dow Leadership Center   □ Do not stay   □ Other; please specify ________________
  - Categorical, Multiple Choice
  - Relates to research objective 2 of Client Proposal
  - Use percent summarizing
  - ANOVA with 7, 10
  - Cross tabs with 8, 11, 24, 25, 26

10. How likely would you be to stay overnight in DOWNTOWN Hillsdale if hotels were available? (check one)
  □ Very Likely   □ Likely   □ Neutral   □ Unlikely   □ Very Unlikely
  - Metric, Symmetric Synthetic
  - Relates to research objective 1 part A of Client Proposal
  - Use average summarizing
  - Regression Analysis with 7, 14, 21
  - ANOVA with 1, 3, 6, 8, 9, 11, 23, 24, 25, 26
  - Differences between Two Groups Averages with 6

11. How much would you be willing to pay per night for lodging in DOWNTOWN Hillsdale? (check one)
  □ $<75   □ $76-100   □ $101-150   □ >$150
  - Categorical, Multiple Choice
  - Relates to research objective 1 part A of Client Proposal
  - Use percent summarizing
  - ANOVA with 7, 10, 21
  - Cross tabs with 6, 8, 9, 16, 23, 24, 25, 26

12. When you visit the Hillsdale area, how often do you eat out?
  □ less than 2 times   □ 2-4 times   □ more than 4 times   □ Never
  - Categorical, Multiple Choice
  - Relates to research objective 2 of Client Proposal
  - Use percent summarizing
  - ANOVA with 14
  - Cross tabs with 1, 16, 23, 24, 25, 26

a. If never, why? (check all that apply)
  □ Not enough dining options   □ Bring your own food   □ Poor quality of restaurants   □ Food supplied by Hillsdale College   □ Other areas offer other services (shopping, hotels, etc.) in addition to dining   □ Other ________________
  - Categorical, Multiple Choice
  - Relates to research objective 2 of Client Proposal
  - Use percent summarizing
13. If you dine in the Hillsdale area, which restaurants do you visit? (Name all restaurants where you dine)

_______________________________________________________

14. How likely would you be to dine in the DOWNTOWN Hillsdale area if more restaurants were available?
(choose one)  □ Very Likely  □ Likely  □ Neutral  □ Unlikely  □ Very Unlikely

• Open ended, Unaided
• Relates to research objective 2 of Client Proposal
• Categorize top responses

15. What type of restaurant would you like to see more of in DOWNTOWN Hillsdale?

_______________________________________________________

• Open ended, Unaided
• Relates to research objective 1 part B of Client Proposal
• Categorize top responses

16. How much would you be willing to spend on an entrée at a restaurant in DOWNTOWN Hillsdale?

□ less than $6  □ $6 - $10  □ $11 - $15  □ more than $15

• Categorical, Multiple Choice
• Relates to research objective 1 part B of Client Proposal
• Use percent summarizing
• ANOVA with 7, 14, 21
• Cross tabs with 11, 12, 23, 24, 25, 26

17. When you visit DOWNTOWN Hillsdale how often do you shop?

□ less 2 times   □ 2-4 times   □ more than 4 times   □ Never

• Categorical, Multiple Choice
• Relates to research objective 2 of Client Proposal
• Use percent summarizing
• Cross tabs with 1, 23, 24, 25, 26
a. If never, why? (check all that apply)
- No shopping needs
- Shop elsewhere
- Poor selection of merchandise
- Other______

- Categorical, Multiple Choice
- Relates to research objective 2 of Client Proposal
- Use percent summarizing

18. If you shop in the Hillsdale area, which retail stores do you visit? (Name all stores where you shop)

- Open ended, Unaided
- Relates to research objective 2 of Client Proposal
- Categorize top responses

19. What types of retail stores would you likely visit if they were available in DOWNTOWN Hillsdale?

- Open ended, Unaided
- Relates to research objective 1 part C of Client Proposal
- Categorize top responses

20. When visiting, how often do you attend an event in DOWNTOWN Hillsdale?
- less than 2 times
- 2-4 times
- more than 4 times
- Never

- Categorical, Multiple Choice
- Relates to research objective 2 of Client Proposal
- Use percent summarizing
- ANOVA with 21
- Cross tabs with 1, 6, 23, 24, 25, 26

21. On a scale from 1 to 5, where 1 is “Would Not Participate” and 5 is “Definitely Would Participate”, how likely would you be to participate in the following events if they were available to you while in Hillsdale?

<table>
<thead>
<tr>
<th>Participate</th>
<th>Would Not Participate</th>
<th>Definitely Would Participate</th>
</tr>
</thead>
<tbody>
<tr>
<td>5K Run</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Community Concert</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>County Fair</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Art Show</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Car Show</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Farmer’s Market</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Antique Market</td>
<td>1</td>
<td>2</td>
</tr>
</tbody>
</table>

- Metric, Synthetic
- Relates to research objective 1 part D of Client Proposal
- Use average summarizing
- Difference between two variables
- ANOVA with 1, 3, 8, 11, 16, 20, 24
• Correlation Analysis 7
• Regression Analysis with 10, 14
• Differences between Two Groups Average with 5

22. What sort of events would you like to see in DOWNTOWN Hillsdale?

- Open ended, Unaided
- Relates to research objective 1 part D of Client Proposal
- Categorize top responses

23. What is your gender? (check one)  □ Male  □ Female

- Categorical, Dual Choice
- Relates to research objective 2 of Client Proposal
- Use percent summarizing
- Cross tabs with 11, 12, 16, 17, 20
- ANOVA with 7, 10, 14

24. How far do you live from Hillsdale, Michigan? (check one)
□ 0-50 miles  □ 51-100 miles  □ 101-200 miles  □ 201-300 miles  □ more than 300 miles

- Categorical, Multiple Choice
- Relates to research objective 2 of Client Proposal
- Use percent summarizing
- ANOVA with 7, 10, 14, 21
- Cross tabs with 8, 9, 11, 12, 16, 17, 20

25. What is your age? (check one)  □ <25 years  □ 25-40 years  □ 41-55 years  □ 56-70 years □ >71 years

- Categorical, Multiple Choice
- Relates to research objective 2 of Client Proposal
- Use percent summarizing
- ANOVA with 7, 10, 14
- Cross tabs with 8, 9, 11, 12, 16, 17, 20

26. What is your annual income? (check one)
□ < $50,000  □ $50,000-99,999  □ $100,000-124,999  □ $125,000-149,999  □ > $150,000

- Categorical, Multiple Choice
- Relates to research objective 2 of Client Proposal
- Use percent summarizing
- Cross tabs with 9, 11, 12, 16, 17, 20
- ANOVA with 7, 10, 14

Thank you for your time and participation. Please respond using the enclosed postage paid envelope.
before April 5, 2013. If you wish to be entered into the drawing for the two night stay at the Dow
Leadership Center or Rockwell Lodge, please provide the following (all information is confidential and
will not be shared): Name/Address/Daytime Phone/email address. Please feel free to provide additional
comments to this survey.

**Open Ended Responses**

**Question 1**

50 yr reunion
Alumni
Alumni executive board
Band Concert
Bay Harbor
campus visit
Chi Omega meetings
Womens Commissioners Meetings
Class reunion
debate tournament
Feb. seminar in Florida
Founders Campaign Annuity
Gun Range Opening
Hall of fame dinner football golf outing
Ladies for liberty training
Lecture
Mark Steyn
Meetings
Delt fraternity
messiah concert
Messiah
Art exhibits
Mini-Hostel
Orchestra performance
Phonathon
Pi Phi Celebration
Historic presentations
Republican Women conference
Shooting Range Ground Breaking
Sorority event for alumni
Speaker
Victor Davis Hanson
Student visit
Summer classes
Symposium
Victore O Hansen
Weekend visits
Question 8

Be near family
Friends in Ann Arbor
Stay at school

Question 9

America's best value inn
B&B
Bavarian
Bavarian Inn
Best Western Coldwater
Bluebird Trails B&B
Chicago Pike inn B&B
Coldwater
Coldwater Hampton Inn
Ramada Montplier
Hampton Coldwater
Hillsdale Motel
Holiday Inn Express
Holiday Inn Ohio
Jonesville
Kappa Kappa Gamma
Mary Ewers house
Michindoh Christian Conference Center
Own nearby home
Rocking horse B&B
RV
Value America
With student
Question 13

13 restaurants
Burger King
Cavonis;
Coffee cup
Palace café
Cottage Inn
Dow Center
El Cerrito
Finish line;
Great wall
Hillsdale Country Club
Hillsdale diner
Hilltop Restaurant
Hunt Club
Jilley Beans
Johnny Ts
Knorr Family dining room
McDonalds
Mexican
Oakley
Olivias
Pit stop
Pizza
Pub
Rosalies
Saucy Dogs
Smokey Bones
Subway
Taste of Life
Whistle stop
Pizza Hut
Question 15

American
Applebees
Bar and grill
Bistro style
Breakfast
Brewery/Sports bar
Burger
Café
Casual dining
Casual Pizza
Chick-Fil-a
Chipotle
Panera Bread
Classy sit down
Continental
Deli
Diner
Dueling pianos
Ethnic
Family
Fine Dining
French/Fresh
General Dining
German
Good Wine
Grill; bistro
Health food
Indian
Italian
Like Olivia’s
Local Cuisine
Mexican
Mom and pop
Nice Different but good food and selection
Not chain
O'charleys
Outback
Macaroni Grill
Zingermans
Pizza
Political theme
Pub style restaurant
Sandwich
Seafood
Sit down café
Something like "Brew" in downtown traverse city
Sports Bar
Steak house
Thai
Upscale
White Tablecloth

Question 18

Antique shops
Blossoms
Bookstore
BP Gas Station
Broad St Market
coffee shop
College Bookstor
Davids Dolce Via
Downtown gift and card shop
Downtown hardware
Downtown strip
Dress/Accessory Shop
Drug Store/gift shop
Food Market
Furniture
Gas and convenience store
Gelzer hardware and kitchen
Grocery
Hallmark
Hardware store
Hillsdale natural grocery
Jonesville men’s store
Kitchen/furniture store
Kroger
Laundromat
Little boutique
Maggie Ann
Maribeths
Nash Drugs
Patty’s
Peebles
Pottery Painting
Quilt shop
Rite Aid
Toasted mud
Treasures
Vacuum/sewing shop
Walgreen
Walmart
Wine shop

Question 19

Antique Stores
Art
Bakery
Bed Bath and Beyond
Beik
Better Chains - Banana Republic
Bookstore
Botique clothing
Card Store
Chain stores like kohls
Clothing
Coffee Shops
Convenience stores
Craft shop
Cute, eclectic merchants with gifts and novelties
Department stores clothing
Don’t go to shop
Dress shop
Drug Store
Electronics
General Merchandise
Gift shop
Groceries
Hallmark Store
Hardware
Hobby/art
Hunting and fishing
Ice cream shop; art gallery
Kohls
Locally owned
Macys
More boutiques
Nice quality home goods
One that offers provisions for college students
Pharmacy
Quality clothing
Shabby-chic home furnishing
Shoes/dress boutique
Small appliance
Specialty
Sporting Goods
Stays are brief, shopping not considered
Store with school supplies and groceries
Target
Toy store
Unusual, not chain
Upscale show store; made in USA Store
Used bookstore
Woman store

Question 22

10k
5k
Antique Market
Area History
Art fair
Art Festival
Bike race
Bowling alley
Car Shows
Civil war reenactment
College themed event to tie the two together
Community Concert
County Fair
Craft show
Cultural
Farmers Market
Food festivals
Fun runs
Good street fair
Great park
Historical
Local artists
More farmers markets
Octoberfest
Old fashioned "christmas stroll" like in petosky
Open court
Outdoor/indoor play or drama
Patriotic events
Performing arts
Political
Seasoned fairs?
Shakespeare
Parades for veterans
Sidewalk sale
Street dance w business open house when college resumes
Theater
Train Station
## Budget Form/Copies of Invoices

<table>
<thead>
<tr>
<th>Budget</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Mailing</strong></td>
<td></td>
</tr>
<tr>
<td>#10 Envelopes – qty 1000</td>
<td>$ 78.00</td>
</tr>
<tr>
<td>Business Reply Envelopes – qty 1000</td>
<td>$105.00</td>
</tr>
<tr>
<td>Mailing Preparation (printing, folding, etc.)</td>
<td>$ 26.47</td>
</tr>
<tr>
<td>Returned BRE’s</td>
<td>$157.70</td>
</tr>
<tr>
<td>Sending mailing</td>
<td>$169.10</td>
</tr>
<tr>
<td><strong>Bookstore</strong></td>
<td></td>
</tr>
<tr>
<td>Presentation Materials</td>
<td>$ 11.00</td>
</tr>
<tr>
<td>Color Printing</td>
<td>$ 42.00</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>$589.27</td>
</tr>
</tbody>
</table>
Dear Mrs. Wolfram,

We would like to thank you for allowing us to assist you in gathering information regarding downtown Hillsdale visitor needs. Allowing us to administer this survey was an excellent learning process, giving us real-world experience that can be applied to our future endeavors. We hope that our research was insightful and that you will be able to utilize the new information in future decisions for Hillsdale.

It was our pleasure to work with you this semester. Thank you again for granting us the opportunity to learn and enrich our education by working closely with Hillsdale’s TIFA.

Sincerely,

Hillsdale College
Market Research Team

Joseph Glendening
Amanda Michael
Andrew Parrish
Secondary Research Report

Hillsdale Tax Increment Finance Authority: Market Feasibility Study-Visitor Needs

Secondary Research Report

Andrew Parrish, Joseph Glendening, Amanda Michael

Secondary Research:

Examining Small Town Revenues: To what extent are they diversified?
How diversified are small town revenues? Revenue diversification is analyzed among towns governed by town meetings. Using previously developed diversification measures, findings confirm these localities draw from less diverse revenue streams than other state and local governments. Reasons for these variations include differences in home rule status as well as tax and expenditure limitations imposed by states. Authors of this study suggest revenue allocation in these jurisdictions is substantively different from other forms of local government because these communities rely much less on sales taxation than states and municipalities. Their essay proposes possible options for improvement, along with other criteria by which small towns can assess their revenue diversification.

<http://go.galegroup.com/ps/i.do?id=GALE%7CA231764485&v=2.1&u=lom_hillsdale&it=r&p=AONE&sw=w>

Cleaning up the town: Serious Problems Need Serious Attention
This short article in the Hillsdale Municipal Newsletter talks about problems of “Blight” in Hillsdale and its effects on the city's economy and atmosphere. “Blight” is the broken down car in a front yard, the falling down commercial building, a dilapidated house, the front porch stacked with junk, the pile of tires beside a driveway, etc. It makes a town look bad and discourages businesses and consumers from utilizing the town. It is not only seen by
people living in Hillsdale, it's what visitors and potential residents see as well. Hillsdale City council should place significant importance on eliminating this problem in order to promote businesses in this area.  


**The Big Picture on Small Town Marketing**

Although a town’s tourism and business growth is certainly based on external image and presentation, often success is also about how a community views itself. It is important town and county councils, mayors, chambers of commerce, and local businesses collectively look at the big picture. Moreover, rural areas need to be their own biggest fans and proudly proclaim their enthusiasm to the world. A discussion is provided on small town marketing and how the creative team at entertainment marketing agency Post No Bills developed a marketing plan for Walterboro in South Carolina.  


**City of Hillsdale-Business/Recreational Needs Study**

The City of Hillsdale Planning and Zoning Commission requested a marketing research study from Hillsdale College’s Marketing Research class to identify unmet business and recreation needs desired by Hillsdale area residents aged 14-25. The study’s goal was to acquire insights into key demographic profiles for the target group. In fall 2007, the City of Hillsdale surveyed 3,326 residents to determine their views on a host of topics; from perception of city services to unmet business needs. Of the surveys distributed only 8.6 percent were completed and returned. Results identified 69 percent of respondents were over 45 years of age and 37 percent of respondents were retired. Since the initial survey did not draw responses from younger residents, this proposed survey was needed to acquire insight into key 14-25 year old demographic responses. The new survey targeted 14-25 year old City of Hillsdale population, the survey’s objectives were to measure awareness levels and perceptions of city services, identify city services needed/desired, which are not currently offered, and identify general new business opportunities desired by this demographic. The study found Hillsdale could benefit from new dining selections, either national franchises or local entrepreneurs. Results also found an indication of retail markets in the categories of teen clothing stores, bookstores, and large discount retailers. Lastly, Hillsdale has growth potential in recreation development by focusing on recreational activities different from its surrounding areas.  

**Source**: City of Hillsdale-Business/Recreational Needs Study. William Riegner, Stephanie Smith, Andrew Toppin. 1 May, 2008. <https://blackboard.hillsdale.edu/webapps/portal/frameset.jsp?tab_tab_group_id=_2_1&url=%2Fwebapps%2Fblackboard%2Fexecute%2Flauncher%3Dtype%3DCourse%26id%3D_237048_1%26url%3D>

**Consumer Fine Dining Choices: Marketing Research Report**
This survey was conducted by a Hillsdale College Marketing Research class in the Spring of 2009 on behalf of the Naatjes family. The family desired to establish a French Bistro in Hillsdale, MI. The family’s goal was to determine the viability of opening a French Bistro in Hillsdale Michigan, and the study was conducted to provide significant feedback from the community regarding their fine dining preferences. With this objective in mind, marketing research was conducted to focus on exploring four research objectives agreed upon with the client. Those objectives were cost sensitivity, cuisine preferences, dining habits and alcohol preferences. The Bistro survey sampled a group of 1,772 community members from Hillsdale and Jonesville. Over 395 survey responses were received and 278 of those responses were selected for inclusion and analysis in the report. Survey respondents appeared generally dissatisfied with current dining choices in the area.


<https://blackboard.hillsdale.edu/webapps/portal/frameset.jsp?tab_tab_group_id=_2_1&url=%2Fwebapps%2Fblackboard%2Fexecute%2Flauncher%3Ftype%3DCourse%26id%3D_237048_1%26url%3D>
Michigan Tourism Facts
Michigan State University conducted a study to measure tourism in Michigan by county. The following graphs show the findings for average person days, average person trips, and average length of stay (person trips divided by person trips).

Average Person Days
Average Length of Stay
<table>
<thead>
<tr>
<th>County</th>
<th>PD Total</th>
<th>PD Business</th>
<th>PD Leisure</th>
<th>PT Total</th>
<th>PT Business</th>
<th>PT Leisure</th>
<th>LOS Total</th>
<th>LOS Business</th>
<th>LOS Leisure</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hillsdale</td>
<td>526,167</td>
<td>45,959</td>
<td>480,208</td>
<td>306,970</td>
<td>35,161</td>
<td>271,809</td>
<td>1.7</td>
<td>1.3</td>
<td>1.8</td>
</tr>
<tr>
<td>Branch</td>
<td>651,588</td>
<td>64,214</td>
<td>587,374</td>
<td>358,273</td>
<td>19,529</td>
<td>338,744</td>
<td>1.8</td>
<td>3.3</td>
<td>1.7</td>
</tr>
<tr>
<td>Lenawee</td>
<td>1,078,9</td>
<td>208,534</td>
<td>870,431</td>
<td>112,212</td>
<td>565,788</td>
<td>2.0</td>
<td>1.9</td>
<td>1.5</td>
<td></td>
</tr>
<tr>
<td>Jackson</td>
<td>3,629,4</td>
<td>637,414</td>
<td>1,830,425</td>
<td>451,148</td>
<td>1,379,277</td>
<td>1.7</td>
<td>2.2</td>
<td>2.2</td>
<td></td>
</tr>
<tr>
<td>Calhoun</td>
<td>3,481,5</td>
<td>550,220</td>
<td>2,931,288</td>
<td>247,744</td>
<td>1,844,715</td>
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<td>2.2</td>
<td>1.6</td>
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</tbody>
</table>

Source:
http://www.msue.msu.edu/objects/content_revision/download.cfm/item_id.259870/workspaces_id.117274/MICountyMarketShare.pdf/

What do the top performing counties have? Wayne County is home to not only the Detroit Airport, but also many large companies, so it is understandable why it is one of the counties with the most tourism. Kent County is also home of another large city, Grand Rapids, which also has a large number of businesses.

Alcona County sits on the shores of Lake Huron and is home to Huron National Forest and Lake of the Woods. The Au Sable River runs through Alcona County, which attracts many visitors for its popular canoe race. The small town of Curran advertises itself as the black bear capital of Michigan. Compared with Hillsdale County’s Chamber of Commerce website, Alcona County’s Chamber of Commerce offers many more events, including festivals, art galleries and craft shows, fishing tournaments, and fundraisers.

Sources:
http://www.alconacountychamberofcommerce.com/default.aspx
Travel Behavior
The following study was conducted in 2009. The population included US travelers who had stayed in a hotel in the previous 12 months. Of the 3000 surveys sent out, 389 were useable for the study.

Table 1

<table>
<thead>
<tr>
<th>Variable</th>
<th>%</th>
<th>How did you make your LAST hotel reservation?</th>
</tr>
</thead>
<tbody>
<tr>
<td>On average how many nights a year do you spend in a hotel?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 to 10 nights</td>
<td>83.8</td>
<td>Use a travel agent</td>
</tr>
<tr>
<td>11 to 20 nights</td>
<td>12.7</td>
<td>Call a toll free (800) reservation</td>
</tr>
<tr>
<td>21 to 30 nights</td>
<td>2.9</td>
<td>number of the hotel</td>
</tr>
<tr>
<td>More than 30 nights</td>
<td>0.5</td>
<td>Call the hotel directly</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>Use my organization's travel agent</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Variable</th>
<th>%</th>
<th>How did you make your LAST hotel reservation?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Do you belong to any hotel frequent guest programs?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Yes</td>
<td>33.8</td>
<td>Walk-in</td>
</tr>
<tr>
<td>No</td>
<td>66.2</td>
<td>Other</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Variable</th>
<th>%</th>
<th>Type of LAST hotel</th>
</tr>
</thead>
<tbody>
<tr>
<td>Primary Purpose of the last hotel stay</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Business</td>
<td>20.1</td>
<td>Luxury</td>
</tr>
<tr>
<td>Pleasure</td>
<td>79.9</td>
<td>Upscale</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
<td>Midscale</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Economy</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Other</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Total</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Variable</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Price</td>
<td></td>
</tr>
<tr>
<td>Less than $75</td>
<td>28.9</td>
</tr>
<tr>
<td>$76-$150</td>
<td>62.7</td>
</tr>
<tr>
<td>$151-$225</td>
<td>5.9</td>
</tr>
<tr>
<td>More than $225</td>
<td>2.5</td>
</tr>
<tr>
<td>Total</td>
<td>100</td>
</tr>
</tbody>
</table>

Source:
Success and Lessons Learned from Tulip Time

"Tulip time" is a historic community event annually held in Holland, Michigan. Although it has a rich tradition molded from the Dutch community, it has more recently added events to enhance experiences and to draw larger numbers. Some hoped this festival would be able to draw money from local businesses in order to financially support future events and keep its contents local, but in 1965 they were unable to hire a group of Dutch dancers due to inadequate financing. The group would have cost just $60 and performed in front of 500,000 people.

Nowadays, this event includes “headline” artists with a price of admission and draws in more than a million visitors each year. While these kinds of attractions and numbers are not possible for all towns, the impact is easy to see. “Tulip time” brings in over $15 million in sales at hotels, restaurants, area tourist attractions, gas stations, and private property rentals to vendors and retailers.

As Hillsdale looks to potentially incorporate downtown events that will stimulate the use of other downtown services, the successful “Tulip Time” can be a good teacher. First, the benefits of having such an event were clear as the $15 million figure in sales meant for every person who attended, they placed approximately $15 into the local economy. However, as Hillsdale looks to fund any potential events, the hardships had in Holland in terms of receiving local businesses funding should be noted.


Evaluating A Competitor School/City

Grove City College is a school similar to Hillsdale and is located in a city with a similar size as Hillsdale. College Prowler took an in depth look into positives and negatives of many different aspects of the school, including its surrounding area. Their study included a grade and comments made about items such as restaurants, nightlife, etc.

There are 31 listed locations to eat off campus, yet the large variety for such a small school still yielded a C+ grade from College Prowler. The total grade, based off of accessibility, affordability, worth visiting and variety, suggests quality, rather than quantity, is key for a desirable restaurant selection.

The school’s local atmosphere is notable because retail in the town is thriving. Grove City, a city of just over 8,000 (25% of whom are students), is home to an outlet mall rated in the top 20 in America in 2004.

College Prowler Survey Results
College Prowler also surveyed those from Hillsdale College’s community concerning restaurants in the area. Sample size was not disclosed, but a potential of 526 members of Hillsdale College’s community are College Prowler members.

Rate the off-campus restaurants on the following topics

<table>
<thead>
<tr>
<th>Topic</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality</td>
<td>6.0 out of 10</td>
</tr>
<tr>
<td>Cost</td>
<td>5.4 out of 10</td>
</tr>
<tr>
<td>Convenience</td>
<td>5.4 out of 10</td>
</tr>
<tr>
<td>Student discounts</td>
<td>5.1 out of 10</td>
</tr>
<tr>
<td>Late-night options</td>
<td>4.5 out of 10</td>
</tr>
<tr>
<td>Variety/number of options</td>
<td>3.5 out of 10</td>
</tr>
<tr>
<td>Healthy/organic options</td>
<td>3.3 out of 10</td>
</tr>
<tr>
<td>Vegetarian/vegan options</td>
<td>3.0 out of 10</td>
</tr>
</tbody>
</table>

How would you rate the diversity of off-campus dining options?

<table>
<thead>
<tr>
<th>Percentage</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>40.0%</td>
<td>Enough variety to keep things interesting.</td>
</tr>
<tr>
<td>33.3%</td>
<td>An endless repetition of the same few places.</td>
</tr>
<tr>
<td>26.7%</td>
<td>Mostly just chain restaurants and fast food.</td>
</tr>
<tr>
<td>0.00%</td>
<td>A nice variety of local spots and ethnic cuisine.</td>
</tr>
</tbody>
</table>

Source: Collegeprowler.com
### Glossary of Statistical Terminology

<table>
<thead>
<tr>
<th>Term</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ANOVA (Analysis of Variance)</td>
<td>A method of statistical analysis used to determine differences among the means of two or more groups on a variable. The independent variables are usually categorical, and the dependent variable is usual a metric.</td>
</tr>
<tr>
<td>Bivariate Correlation</td>
<td>Measures the relationship between two variables.</td>
</tr>
<tr>
<td>Bell curve</td>
<td>A frequency distribution statistics.</td>
</tr>
<tr>
<td>Categorical</td>
<td>Labels used for grouping.</td>
</tr>
<tr>
<td>Confidence Level</td>
<td>Provides an estimated range of values which is likely to include an unknown population parameter, the estimated range being calculated from a given set of sample data.</td>
</tr>
<tr>
<td>Correlation</td>
<td>A common statistical analysis, usually abbreviated as $r$, which measures the degree of relationship between pairs of interval variables in a sample. The range of correlation is from -1.00 to zero to +1.00. It shows a non-cause and effect relationship between two variables.</td>
</tr>
<tr>
<td>Crosstabs</td>
<td>Statistical technique that establishes an interdependent relationship between two tables of values, but does not identify a causal.</td>
</tr>
<tr>
<td>Dependent Variable</td>
<td>A variable that receives stimulus and measured for the effect the treatment has had upon it.</td>
</tr>
<tr>
<td>Term</td>
<td>Definition</td>
</tr>
<tr>
<td>-------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>Differences between Two Groups</td>
<td>A statistical analysis used to find significant differences between two groups comparing percentages.</td>
</tr>
<tr>
<td>Differences between Two Variables</td>
<td>A statistical analysis used to find significant differences between two groups comparing averages.</td>
</tr>
<tr>
<td>Hypothesis</td>
<td>A tentative explanation based on theory to predict a causal relationship between variables.</td>
</tr>
<tr>
<td>Independent Variable</td>
<td>A variable that is part of the situation that exist from which originates the stimulus given to a dependent variable.</td>
</tr>
<tr>
<td>Mean</td>
<td>The average score within a distribution.</td>
</tr>
<tr>
<td>Median</td>
<td>The center score in a distribution.</td>
</tr>
<tr>
<td>Metric</td>
<td>Natural numbers or synthetic levels of measurement.</td>
</tr>
<tr>
<td>Mode</td>
<td>The most frequent score in a distribution.</td>
</tr>
<tr>
<td>Probability</td>
<td>The chance that a phenomenon has a of occurring randomly. As a statistical measure, it shown as p (the &quot;p&quot; factor).</td>
</tr>
<tr>
<td>Qualitative Research</td>
<td>Empirical research in which the researcher explores relationships using textual, rather than quantitative data.</td>
</tr>
<tr>
<td>Quantitative Research</td>
<td>Empirical research in which the researcher explores relationships using numeric data.</td>
</tr>
<tr>
<td>Random sampling</td>
<td>Process used in research to draw a sample of a population strictly by chance, yielding no discernible pattern beyond chance.</td>
</tr>
<tr>
<td>Range</td>
<td>The difference between the highest and lowest scores in a distribution.</td>
</tr>
<tr>
<td>Regression</td>
<td>The relationship between a dependent variable and one or more independent variables.</td>
</tr>
<tr>
<td><strong>Sampling Error</strong></td>
<td>The degree to which the results from the sample deviate from those that would be obtained from the entire population, because of random error in the selection of respondent and the corresponding reduction in reliability.</td>
</tr>
<tr>
<td>--------------------</td>
<td>--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td><strong>Standard Deviation</strong></td>
<td>A measure of variation that indicates the typical distance between the scores of a distribution and the mean; it is determined by taking the square root of the average of the squared deviations in a given distribution.</td>
</tr>
</tbody>
</table>