

# Hanover Township

## 2017-18 Strategic Planning and Goal Development



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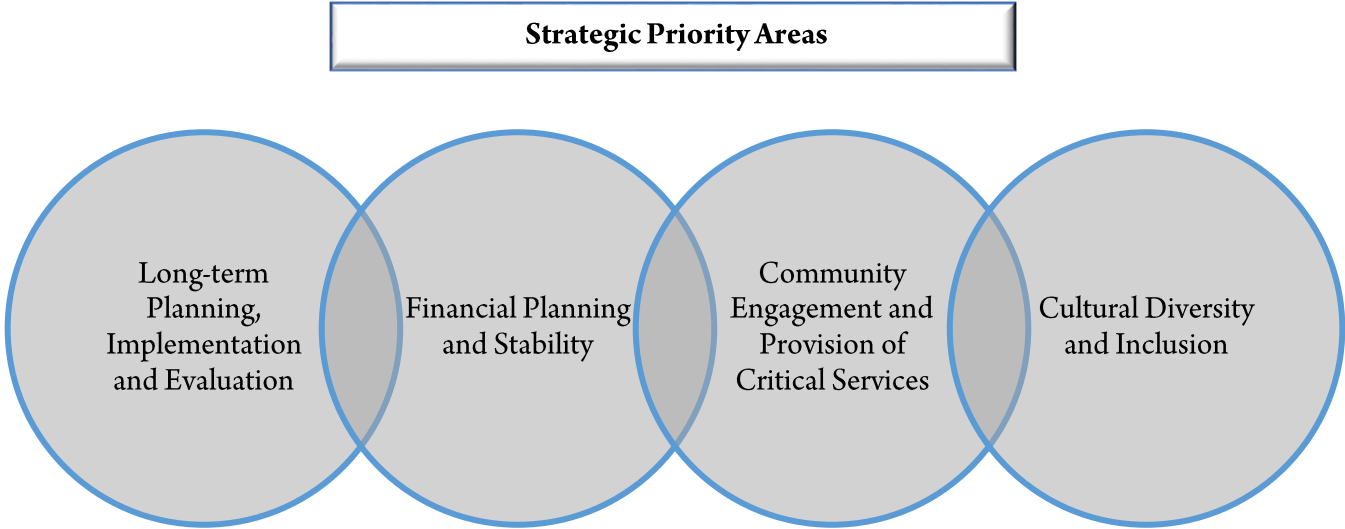
# EXECUTIVE SUMMARY

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Strategic planning is a preferred approach to guiding an organization’s future rather than making decisions issue by issue. Hanover Township (“the Township”) engaged the Center for Governmental Studies (CGS) at Northern Illinois University (NIU) to facilitate a strategic planning workshop with Board and senior staff members in late 2017. Prior to the workshop sessions, several focus groups were held with community stakeholders to gather input on their vision for the Township. In addition, an economic and demographic community profile was completed to add context to the strategic planning process. With the focus groups and profile as starting points for discussion, the workshop provided a positive atmosphere for the Board and senior staff members to work together and collaboratively develop strategic goals to determine where it is Hanover Township wants to go as an organization. As was discussed and reviewed during the workshop, executive-level retreats and strategic planning sessions are a staple of good governance and leadership for progressive organizations.

## STRATEGIC PRIORITIES

Ultimately, four key strategic priority areas were identified as an outcome of the process highlighting activities and initiatives that Hanover Township should focus on in both the short- and long-term. The strategic priority areas identified during the workshop retreat sessions [in no particular order] are long-term planning, implementation, and evaluation, financial planning and stability, community engagement and provision of critical services, and cultural diversity and inclusion.



## STRATEGIC GOALS

After discussions regarding the vision, strengths, weaknesses, opportunities and threats for the Township, Board and senior staff members engaged in goal development. Ultimately, the group developed nine goals. The following represent important strategic goals or priority areas for the Board and staff to address in the months and years ahead.

### Hanover Township Key Strategic Goals FY19-FY21

1. Explore a youth services referendum to support a youth center and expanded youth programming.
2. Create a master plan for improvements at the Township's open space reserves, identity funding, and develop planned improvements.
3. Evaluate need, funding, and potential sites for a possible Township cemetery through donation, transfer, or acquisition of property.
4. Consider options to create a modernized emergency services station within Hanover Township's boundaries.
5. Further embrace the diversity of all ages and cultures within the Township.
6. Maintain our commitment to community outreach, engagement and awareness of the Township's services and programs including continued implementation of the Township's communications plan.
7. Collaborate with stakeholders and partners in our broader community to advance the completion of a disabled housing facility within the Township.
8. Remain committed to careful fiscal stewardship by working across the organization to promote, maintain and sustain a sound financial position in both the short- and long-term.
9. Continue to grow, enhance and promote the Township's high standards for customer-focused service delivery across all departments.

# INTRODUCTION

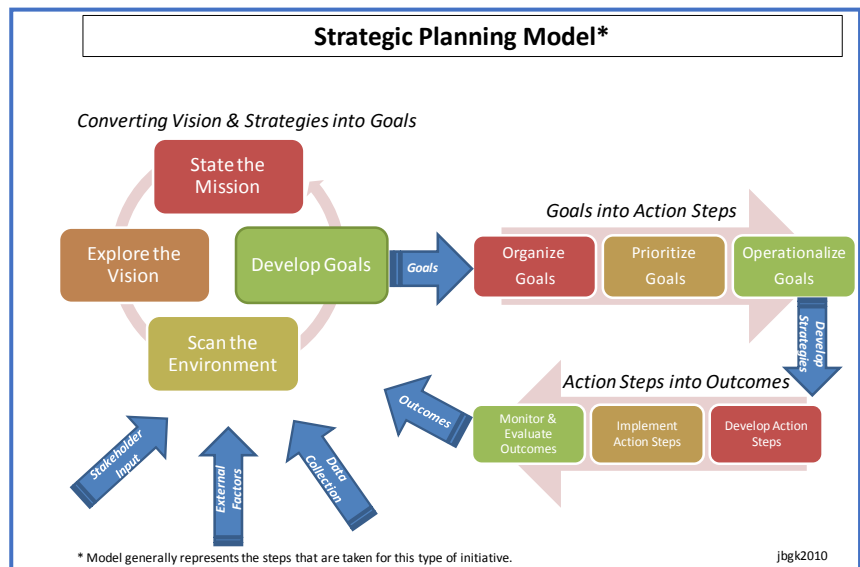
As an organization, Hanover Township has placed itself among the special class of governmental entities that have made a commitment to formalized strategic planning and goal setting exercises (Figure 1). The Township has a history of regular strategic planning discussions and strategic goal setting. As Township leaders are aware of, strategic planning sessions are not a new phenomenon for progressive communities and governments. Policy-making boards and staff in both private and public organizations, including Hanover Township, recognize the value of such processes. This important work will serve the community well into the coming years.

The Township Board and senior staff members gathered in late 2017 to discuss a future vision and establish new goals for the Township. The workshop sessions provided a positive atmosphere to set aside time to methodically—strategically—determine where it is the Township wants to go as an organization.

As was shared with the Board and senior staff members at the conclusion of the retreat, the organization should resist the temptation to rearrange priorities as the fiscal year moves along. It is important to adhere to the results of the Board and senior staff members' efforts throughout this process and the Township's budgeting process; do not pull a seemingly easy goal from the bottom of the list of priorities just because it seems easy. This kind of shifting can create a confusing tone in the organization.

Keep in mind that the judicious use of the Township's limited resources (including financial resources and professional staff time) will be the key to good results. These high standards can place a strain on the organization, as excellence requires adequate staff time, expertise and resources. In the end, quality policies and quality implementation equate to tough choices in setting priorities and in allocating resources. Only a limited number of goals and objectives can be effectively managed and implemented at any given time. In a very realistic sense, clear and stable priorities must be maintained if Hanover Township desires to stretch its resources as far as they can go.

**Figure 1. Strategic Planning Model**



# Pre-Workshop: Environmental Scanning - Focus Groups and Community Profile

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This pre-workshop component is an important piece designed to help ground the environmental scanning portions of the process. Listening is vital to planning and several focus groups were held with Township staff and community members (i.e., civic groups, intergovernmental organizations, and residents). These steps are an important part of “taking stock” and helping to understand current Township policies and operational perspectives, perceptions and preferences.

## A. Stakeholder Focus Groups

The focus group sessions were designed to serve as a primer for the strategic planning process. Seven focus groups were conducted and they included the following:

- Township Staff
- Auxiliary Staff/Volunteers
- Program Users
- Civic Institutions (2 groups)
- Human Service Organizations
- Township Committee Members

The information that is presented in this summation was designed to add *exploratory and thematic information* for the Board and Senior Leadership Team to consider during the strategic planning workshop sessions ([Appendix A](#) for a full summary of all focus group data).

## Key themes and Data Analysis Highlights – Focus Group General Themes

- **Hanover Township *is* ...**
  - A great community resource providing a breadth of high-quality services and programs
  - Welcoming, supportive, and helps fill the gap for those in need
  - A great place to meet people and get involved
  - A very involved community with a great volunteer network
- **For Hanover Township we *envision a future in which* ...**
  - The Township’s services and programs are even bigger with evening activities and expanded hours
  - The Township’s role is clearly defined and remains as a valuable resource for the community
  - High-level services continue to be carried out by compassionate and dedicated staff
  - Strong volunteerism remains
  - There are transportation services available to all members of the community to meet a variety of needs

- **Hanover Township offers ...**
  - Strong and innovative leadership
  - Superior customer service from professional, dedicated, and caring staff who are always willing to help
  - Access to a vast variety of high-quality services, programs, and activities
  - Opportunities for seniors and veterans to stay active and involved in the community
  - Quality and engaging events
  
- **Hanover Township should *strive towards* ...**
  - Enhancing community awareness of the Township's services and programs
  - Developing a marketing and communication strategy
  - Increasing intergovernmental coordination and collaboration
  - Addressing space needs and explore satellite facility options
  - Embracing diversity and reaching out to all members of the community to enhance inclusivity
  - Diversifying staff and leadership to be representative of all community members
  - Enhance facility access with improved signage
  
- **Hanover Township's *future expectations and priorities should include* ...**
  - Provide more programming and expansion of services to meet increased demand
  - Develop more youth activities and programs
  - Enhance intergovernmental coordination and bridge community resources
  - Improve communication and engagement between the Township and community members
  - Establish a clear identity of the Township's role and responsibilities as well as its value to the community
  - Embrace diversity and identify ways to address potential language barriers

## **B. Hanover Township Economic and Community Demographic Profile**

As another pre-workshop/environmental scanning component of the Township's strategic planning process, CGS generated an economic and demographic community profile at the Township's request. Strategic policy goals, programs and key issue areas are often linked to the ever-changing socio-demographic character of a community. Changing demographics therefore play a crucial role in the policy and service expectations of a community. These changes may include population composition, housing availability and employment patterns and can be indicators of growth, shifts or decline. Analyzing shifts and changes in demographic and economic trends can assist Hanover Township in preparing for the future, addressing community needs, framing the current business climate and projecting potential changes to the tax base that can impact service needs and budgets in the short- and long-term.

The report summarizes economic and demographic trends that affected Hanover Township between 2010 and 2016. It also provides future projections and comparisons with Cook County, the Chicago and metro area, and neighboring communities as necessary. Below is a summary snapshot of the report and the full report can be found in [Appendix B](#).

## Summary and Overall Trends, Economic and Community Demographic Profile

- Between 2010 and 2016, the total population in Hanover Township increased from 95,566 to 100,792 (5.5%). It is predicted to increase by 3.9% between 2016 and 2021.
- The 2016 median age was 36.1 in both Hanover Township and Cook County.
- The fastest-growing age group in Hanover Township was those 65 years of age and older and is expected to remain the fastest-growing age group through 2021.
- The White population decreased from 62.1% of total population to 58.5% between 2010 and 2016 while the Hispanic/Latino (any race) residents increased from 31.2% to 36.4%.
- The median household income in Hanover Township was \$75,141 in 2016, which was considerably higher than the median for Cook County (\$56,902). It also grew faster than in Cook County.
- Households with more than \$150,000 annual income are projected to be the fastest-growing income group between 2016 and 2021 in Hanover Township, and the median household income is projected to increase 8.6%.
- In 2016, the share of individuals below the federal poverty level was lower in Hanover Township (9.1%) than in Cook County (16.7%). The number and percentage of residents in poverty increased slightly in Hanover Township and in Cook County.
- The unemployment rate in the Hanover Township (5.1%) was significantly lower than in Cook County (9.7%). The labor force participation rate was slightly higher in Hanover Township than Cook County.
- In 2015, 52.0% of Hanover Township residents and 43.3% of Hanover Township employees worked within Cook County. More than three-fourths of the jobs in Hanover Township are filled by commuters from other communities.
- The employment sectors with the largest share of 2015 employment for Hanover Township residents included manufacturing, health care and retail trade.

# Outline of Workshop Leadership Exercises and Discussion Sessions

The format for all of the discussion sessions used in the planning effort employed approaches that were highly participative and interactive. The process utilized a group discussion approach called ‘Nominal Group Technique’ where participants are assured equal opportunities to speak and share opinions by the facilitator. During the sessions, individuals had the opportunity to generate and share their ideas, as well as participate in group activities allowing them to weigh alternatives and refine their thinking through dialogue. As ideas were shared and debated, the group worked steadily toward a consensus regarding organizational values, purpose, future directions and priorities.

## Session I. Introduction Exercise – Icebreaker and Visioning

Each participant engaged in a visioning exercise by selecting an item from the “garage sale” table, and using it to answer the visioning question, “In 10-15 years when I return to Hanover Township, I hope to see, or think I will see...,” in regards to services, programs, staffing levels, capital needs and general concepts that should or would be present in Hanover Township at these intervals. Participants were asked to think about their ideas ahead of time and then be ready to share them with the group during the first session of the workshop. This was a brainstorming exercise—all ideas about Hanover Township’s future were encouraged and shared. No evaluative or judgmental debate was permitted during this session. Below is a summary of those answers.

### Exploration of Hanover Township’s Desired Future Condition: Visions of the Future

Garage Sale Brainstorming Item	Important Topic or Issue to be Discussed
Light socket	Solar energy, sustainability, saving, energy-efficient
Golf ball	Enhancing recreational opportunities/programming
Scarf organizer	To manage a Township- must be organized in operations/policy
Pie server utensil	Government about quality service – customer-service
The Capitol	Squeeze by the government – show that a Township is vital – offer services not offered by others –(i.e., human services, youth, seniors)
Birthday candle	Township is vital- offers services not offered by others such as youth activities, human services and senior services (i.e., Senior Center)
Vehicle	Transportation for all residents
Toy	New recreation center in the future, possibly teen activities, tutoring, field trips
Crazy glue	Board responds to problems quickly, easy to mess things up if not properly administered – problem-solving, agile
Memory board	Invested in technology, do more to help staff, focus on direct services
Chip clip	Useful, popular – want the Township to remain both responsive, connectors
USB port	Expand technology and how we reach residents – many channels for communication and technology



Garage Sale Brainstorming Item	Important Topic or Issue to be Discussed
Play-Doh	Be flexible to changes and challenges, youth/senior needs, creative opportunities – matching, work together
Hand sanitizer	Organization needs to remain healthy holistically (i.e., financial, staff, physically, emotional, trust, continual learning)
Checkbook	Impact of the State of Illinois on funding, resources to achieve goals – volunteers make a big difference to improve services/reduce cost
Telephone cord	Better communication system needed – radio system for transportation, emergency services – interoperability
Garbage can	Recycling, salt usage – innovative solution to lessen footprint and reduce cost
World	Global society, many nationalities – community can be a challenge
Dollar in the shape of a heart	Township – our heart is in it – keep positive/healthy environment. Continue to be funded – sustainable.
State of Illinois map	Township has boundaries, structure foundation, public officials serve the people – be transparent, fiscally responsible. Responsive – always be listening.
CD-ROM	Township/ governments can tend to be dated. Hanover Township continues to be forward-thinking – inspires others/partners to do the same <ul style="list-style-type: none"> <li>▪ Keep investing in technology</li> <li>▪ Be responsive, listening to the community (events, outreach)</li> </ul>

## Session II. Surrender or Lead

Participants were introduced to a leadership exercise entitled “Surrender or Lead.” The premise is that sub-groups of the participants work to develop responses to some simple, but effective and thought-provoking questions. Participants were broken up into four working groups and asked to respond to a series of structured questions designed to initiate discussion and reveal hopes, perspectives, challenges, opportunities or possible barriers based on the collective view of each participant’s team. The team responses were recorded on flip chart paper and reported out/discussed with the entire group. The responses provided by each group are reported below. Underlined sections are key phrases that groups provided in response to the exercise’s open questions and prompts.

### Group #1

1. We want to be the leading Township but are constrained by resources.
2. The two most important things to focus on are technology and diversity because of the pace of change.
3. If it weren’t for the lack of funding, we would create a youth/community center and provide transportation for all ages.
4. We need to finally activate our volunteer network to expand community activities (i.e., after-school programs, intergenerational activities).
5. Funding and property tax freeze will have the biggest impact on the Township in the coming 2-4 years.

## Group #2

1. We want to expand youth programming, but we need to consider a Youth and Family referendum.
2. The two most important things to focus on are alternative funding resources and diversity of services because they are instrumental in providing the Township's safety net.
3. If it weren't for the lack of affordable land, we would establish a Township cemetery.
4. We need to finally hold other Townships accountable for strong financial integrity and improved service delivery.
5. State government and Township officials will have the biggest impact on the Township in the coming 2-4 years.

## Group #3

1. We want to be bilingual, but not many speak Spanish.
2. The two most important things to focus on are diversity and transportation because it reflects the needs of our population.
3. If it weren't for our residents, we would not be needed.
4. We need to finally reach our residents who don't know about us.
5. Consolidation and property tax freeze will have the biggest impact on the Township in the coming 2-4 years.

## Group #4

1. We want to be relevant beyond 2018, but face resources obstacles.
2. The two most important things to focus on are residents and services because that's what we do and who we are.
3. If it weren't for our progressive and forward thinking leadership, we would be stagnant and irrelevant to residents and local governments.
4. We need to finally resolve the name confusion between Hanover Township and Hanover Park to help solidify our identity.
5. Leadership and legislation will have the biggest impact on the Township in the coming 2-4 years.

### **Overall Themes from all Groups Surrender or Lead Ideas** *(number in parenthesis represent the frequency)*

- Funding and resources (5)
- State and property tax freeze (4)
- Diversity (3)
- Residents as customers (2)
- Change (2)
- Consolidation of governments (2)
- Cemetery (2)
- Volunteers
- Progressive leadership
- Bilingual
- Communication and marketing
- Technology
- Transportation
- Facilities

## Session III. Environmental Scanning, Internal and External S.W.O.T Analysis

The next step of the strategic planning process involved reviewing and accounting for the internal and external factors present in the environment that can potentially influence the success of the Township, both negatively and positively. Given the exploratory statements and challenges raised in the Surrender or Lead exercise, participants were then asked to identify what constraints and practical difficulties are likely to be encountered that will make it challenging to achieve the desired future state. These elements included both internal and external factors, conditions, trends, regulations, agencies, resources, etc. Furthermore, participants were asked to identify the organization's strengths and weaknesses. In what areas does the Township regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, training, etc.? What opportunities are on the horizon that can be used to the Township's advantage? Conversely, what trends lie ahead that would be obstacles or hindrances?

### S.W.O.T. EXERCISE (Strengths, Weaknesses, Opportunities, Threats)

#### INTERNAL

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Leadership</li> <li>▪ Employees/staff</li> <li>▪ Volunteers</li> <li>▪ Education</li> <li>▪ Transparency</li> <li>▪ Professionalism</li> <li>▪ Responsiveness</li> <li>▪ Reserves</li> <li>▪ Coordination, cooperation, communication</li> <li>▪ Intergovernmental relationships</li> <li>▪ Diverse Board</li> <li>▪ Technology</li> <li>▪ Location in Cook County</li> <li>▪ Have satellite locations</li> <li>▪ Efficiency</li> <li>▪ Breadth of services</li> <li>▪ Programs</li> <li>▪ Communication and marketing</li> <li>▪ Financial position</li> <li>▪ Mental Health Board</li> <li>▪ Reputation/brand</li> <li>▪ Flexible/adaptable</li> <li>▪ Facilities satellite location</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employee turnover and retirements (skill gaps, loss of knowledge with retirements)</li> <li>▪ Language barriers</li> <li>▪ Staff turnover</li> <li>▪ No large garage</li> <li>▪ Coordination, cooperation, communication</li> <li>▪ Changing demographics</li> <li>▪ Technology</li> <li>▪ Main campus is far from the center</li> <li>▪ Need for improved transportation options</li> <li>▪ Land-locked</li> </ul>

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Board works well together</li> <li>▪ Transportation program</li> <li>▪ Creative funding (i.e., Township foundation, grants)</li> <li>▪ Unique assets in boundaries – forest preserve, etc.</li> </ul>	

**EXTERNAL**

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Enhanced services – volunteers &amp; talents</li> <li>▪ Language skills</li> <li>▪ Consolidation</li> <li>▪ Anti-government movement spurs change/innovation</li> <li>▪ Staff turnover</li> <li>▪ Youth/community center</li> <li>▪ Intergovernmental relations</li> <li>▪ Changing demographics</li> <li>▪ Technology</li> <li>▪ Location</li> <li>▪ Location in Cook County</li> <li>▪ Communications</li> <li>▪ Marketing program</li> <li>▪ Fiscal position and management</li> <li>▪ Mental Health Board</li> <li>▪ Reputation</li> <li>▪ Flexibility</li> <li>▪ Energy, environment, sustainability</li> <li>▪ Cemetery</li> <li>▪ Facilities</li> <li>▪ Transportation program</li> <li>▪ Quality employers and jobs</li> <li>▪ Creative foundation grants</li> <li>▪ Municipal partnerships</li> <li>▪ Park Districts</li> <li>▪ Metra</li> <li>▪ Forest preserves</li> <li>▪ School District</li> </ul>	<ul style="list-style-type: none"> <li>▪ Employee departures and retirements (succession and staff turnover)</li> <li>▪ Language barriers</li> <li>▪ No large garage</li> <li>▪ Coordination, cooperation, communication</li> <li>▪ Changing demographics</li> <li>▪ Technology</li> <li>▪ Main campus is far from the center</li> <li>▪ Need for improved transportation</li> <li>▪ Land-locked</li> <li>▪ Lack of volunteers</li> <li>▪ School district challenges</li> <li>▪ State legislature</li> <li>▪ Anti-government movement</li> <li>▪ Consolidation</li> <li>▪ Other Townships</li> <li>▪ Economy/downturn</li> <li>▪ Changing demographics</li> <li>▪ Cook County government/policies/taxes</li> <li>▪ Staggered election cycle – all members at once</li> <li>▪ Impact of weather on infrastructure and services</li> </ul>

## Session V. Nominal Group Goal Identification

This extensive group discussion session provided the forum for the collaborative establishment of strategic goals and objectives necessary to achieve the future vision of Hanover Township. With the preceding sessions serving as a sound foundation for goal setting, the final session was a healthy group discussion of goals and/or strategies needed to achieve the future visions as expressed by the group. To begin the process, each member was allotted time to highlight the three or four most important policy and program goals that he or she thinks the Township should accomplish in the short- and long-term.

Goals could be highly specific or general. Again, only questions of clarification were permitted to be asked during this session. Evaluative or judgmental assertions or debates were deferred to a follow-up session where all participants engaged in open discussions of the goals or action items, their impact on the region, the organization and their relative importance to the Township's current or future circumstances.

**Classification.** At the end of the open discussion, participants were asked to classify each goal according to a matrix model of complexity and time (Figure 2). The purpose of the exercise is to group goals of roughly the same type together so when prioritization occurs, the participants can avoid the problem of comparing “apples to oranges.”

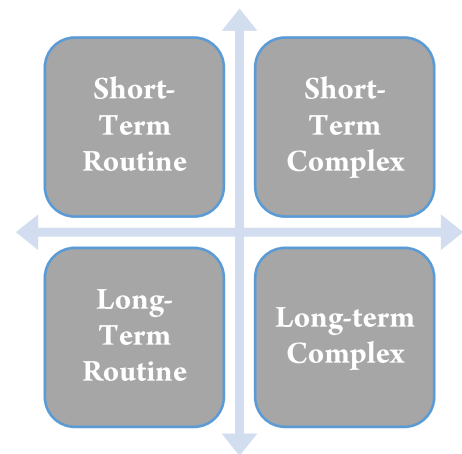
All statements were recorded on flipchart paper. The goals and their classifications as short- or long-term, complex or routine are indicated below. Agreed criteria were used for classifying goals as either routine or complex. **Short-term goals** were those goals that could or should be completed or substantially underway within the next three fiscal years. **Long-term goals** were those goals that could or should be completed or substantially underway within a three- to eight-year timeframe. **Complex goals** were goals that required extraordinary resources, specialists, funding, or the agreement of outside organizations or agencies. **Routine goals**, although not necessarily simple, were goals that could be accomplished upon unilateral decision of the Board and within present budget streams or with minor revenue enhancements or reallocations.

### Open Group Discussion and Consolidation of Goals

This final phase of the discussion served as the forum for Hanover Township Board and senior staff members to discuss, evaluate and debate the ideas and goals offered by each participant in the previous workshop sessions. Participants were asked to give their opinions, evaluations and judgments of the worthiness and value of different policy objectives. In total, the group initially developed two short-term routine goals, six short-term complex goals, two long-term routine goals and eight long-term complex goals (see [Appendix C](#) for list of all draft short- and long-term goals prior to consolidation).

**Figure 2. Goal Complexity Matrix**

- Professor G. Gabris



Board and senior staff members then worked together to consolidate the goals based on similar topic areas, including the suggestion that more operational goals should be addressed at the staff level and incorporated into administrative plans. As a result, nine strategic goals were established and are presented below. These nine goals were determined to be the key strategic areas that the Township should focus on over the next three fiscal years.

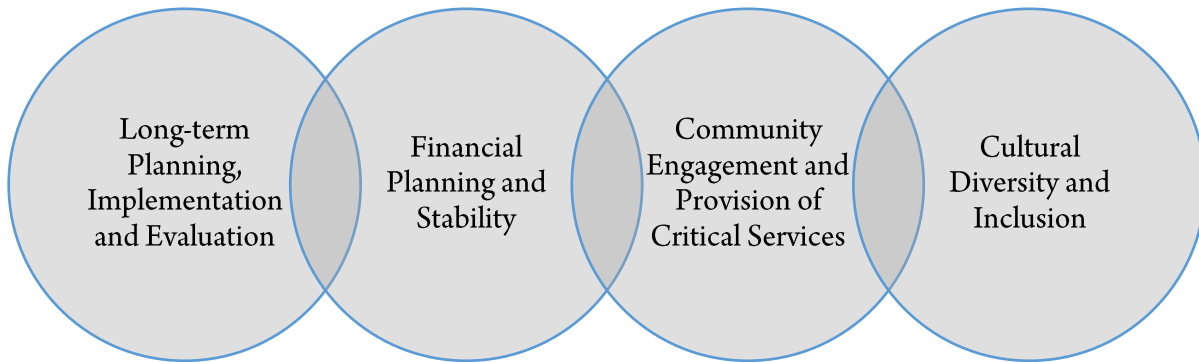
## **Hanover Township Key Strategic Goals – FY19-FY21**

1. Explore a youth services referendum to support a youth center and expanded youth programming.
2. Create a master plan for improvements at the Township’s open space reserves, identity funding, and develop planned improvements.
3. Evaluate need, funding, and potential sites for a possible Township cemetery through donation, transfer, or acquisition of property.
4. Consider options to create a modernized emergency services station within Hanover Township’s boundaries.
5. Further embrace the diversity of all ages and cultures within the Township.
6. Maintain our commitment to community outreach, engagement and awareness of the Township’s services and programs including continued implementation of the Township’s communications plan.
7. Collaborate with stakeholders and partners in our broader community to advance the completion of a disabled housing facility within the Township.
8. Remain committed to careful fiscal stewardship by working across the organization to promote, maintain and sustain a sound financial position in both the short- and long-term.
9. Continue to grow, enhance and promote the Township’s high standards for customer-focused service delivery across all departments.

## **STRATEGIC PRIORITY AREAS**

Several key strategic priority areas surfaced during the sessions and were observable through an analysis of the goals and key topic areas explored during the workshop (Figure 3). The four thematic strategic priority areas that emerged [in no particular order] are long-term planning implementation, and evaluation, financial planning and stability, community engagement and provision of critical services, cultural diversity and inclusion.

**Figure 3. Strategic Priority Areas**



## Session V. Conclusion

The strategic planning process' value will be realized if it is used as an active working guide to both Hanover Township's leadership team and staff as the issues explored during the strategic planning process are pursued. It is designed to capture the content of the discussions and to assist the Township in developing action plans in a follow-up session for appropriate committees, departments and elected officers.

The next step is for the Township's senior staff to review the results and develop timelines and objectives in their action-planning session(s). The results of their review and action-step framework are something that staff can then share with the Township Board (and/or appropriate committees) on how and when the goals might be most efficiently and effectively addressed.

What is apparent from the exchange of ideas and dialogue during the discussion sessions and the strategic planning workshop is that the Township is fortunate to have progressive leadership and a management team that is looking ahead and committed to strategic thinking and planning. One noted observer summarized the challenges of organizational progress this way:

***"The art of progress is to preserve order amid change,  
and change amid order..." -A.N. Whitehead***

We wish you well with the ambitious year that lies ahead.

Greg Kuhn and Melissa Henriksen, Session Facilitators

**APPENDIX A:**  
**HANOVER TOWNSHIP 2017-2018**  
**FOCUS GROUP SUMMARY RESULTS**



## APPENDIX A: Hanover Township 2017-2018 Focus Group Summary Results

In total, roughly sixty stakeholders provided input in the seven focus group sessions that represented approximately fourteen hours of discussion. The format for the group discussion sessions was intended to be structured but informal. The sessions all followed the same format and questions. Questions were designed to cover a variety of topic areas, and were framed to guide, but not control, discussion and commentary. The discussions were all highly participative and interactive and the input was written by the facilitator(s) via rough notes on flip chart paper for all participants to see.

The focus group discussion questions posed were as follows:

1. How would you describe Hanover Township to a stranger or someone who doesn't live or work here?
2. If you left Hanover Township tomorrow, and didn't return for 15-20 years, what do you think you'll see, or what do you hope you'll see, when you return?
3. What do you like best about Hanover Township? Related to that, what are the strengths/greatest assets of Hanover Township?
4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in Hanover Township? Challenges?
5. What are/should be the top priorities for the Township over the next 3-5 years?
6. If you could change or initiate one key item or thing about the Township, what would it be?

### Overall Themes

The narratives and analyses presented below are taken from the transcribed/handwritten flip chart notes of the statements taken as participants shared ideas during the sessions. As such, they are subject to minor error, paraphrasing, or summarization by the facilitator during the meetings or clarification of phrases and shorthand notations transcribed from the flip chart pads. The data below were derived from the analysis of the bundled focus group data. Using qualitative analysis techniques such as reviews of phrases, developing sorting categories, and conducting word counts, the following comment themes, topics, and phrases surfaced.

### Data Analysis Highlights

#### A. Hanover Township Focus Group Common Themes Overview

- Hanover Township provides a **breadth of high-quality services and programs** to help address the needs of community residents of all ages
- The Township has a **kind and caring environment** with **compassionate and mission-driven staff** always willing to help
- **A clearly defined identity** will help the Township demonstrate its value to the community and raise awareness of its services, programs and activities
- Changing demographics will lead to increased **diversity** and a stronger need for **inclusivity of all community members**
- Stakeholders indicated that increased **community engagement and outreach** are important for improving communication between the Township and residents

- **Volunteerism** is viewed as a strong resource for the Township to maintain its high level of services and breadth of programs and activities
- Many participants indicated that the **senior center** is a wonderful community asset
- **Transportation services** is an area many community members would like to see expanded upon

## B. Key Word or Phrase Search:

One of the key analytical techniques used for focus group notes is an analysts search for key phrases, words, or terms that cut across all groups. Coding is done by analysts' individual readings of the data, followed by key term searches with the aid of document software. The words and phrases listed below present the results of the study team's analysis of the collected focus group notes. At a glance, the reader can discover what terms were used or referred to most frequently in the feedback notes. Using individual analysts coding, the researcher identifies terms that recur across groups and across questions. The results are revealing in that they highlight key topics or issues that should be weighed and considered when proceeding with strategic planning discussions. The results of the key word/phrase search are presented below:

Phrases/term(s)	Frequency*
<b>Great Services</b>	77
<b>Programs/Activities</b>	50
<b>Community Outreach/Awareness of Township Services</b>	38
<b>Senior Services/Senior Center</b>	35
<b>Communication/Marketing/Social Media</b>	30
<b>Diversity/Inclusivity/Address Multi-lingual Needs</b>	28
<b>Transportation Services/More Buses</b>	26
<b>Friendly Volunteers/Strong Volunteer Network/Volunteer Recruitment</b>	23
<b>Additional Satellite Facilities/Update Facility/Improve Signage</b>	21
<b>Excellent Staff/Mission-driven/Strong Leadership</b>	20

\* Phrases with frequency of > 10 reported

## C. Bundled Focus Group Data Summary by Question

*Note: Some categories, topics, and phrases that were seen as closely related by the analysts were combined for the theme/phrase/word counts presented below. The number in parenthesis represents the number of times the idea or statement was repeated.*

### **Q 1. How would you describe Hanover Township to a stranger or someone who doesn't live or work here?**

#### Frequent Themes or Phrases – Question 1

- Breadth of high-quality services and programs/filling the gap/helping those in need/outstanding senior center (44)
- Kind and caring environment/familiarity/great place to meet people/community involvement/progressive culture/urban (13)

- Needs clear identity/market township services and program (8)
- Strong leadership/compassionate staff/helpful/friendly (7)
- Inclusive/embraces diversity (4)

**Q2. If you left Hanover Township tomorrow, and didn't return for 15-20 years, what do you think you'll see, or what do you hope you'll see, when you return?**

Frequent Themes or Phrases – Question 2

- Service and program expansion/evening activities/expand hours (20)
- Clarify Township's role/increase community outreach and awareness of Township's services and programs/develop marketing strategy/improve advertising of Township's events (19)
- Upgraded facilities/updated equipment/satellite facilities/improved technology (15)  
Increase staffing levels Township-wide/enhance the budget/increase outside funding sources (13)
- Maintain high-level of services/continue compassionate care/remain viable and valuable/keep relevant programs/maintain strong volunteer network/strong leadership remains (13)
- Create greater diversity/enhance respect and inclusivity/establish 'language lines' department-wide for multiple languages (9)
- Expanded transportation for all ages/improved public transportation for residents (7)
- Stronger intergovernmental coordination and collaboration/bridge community resources (3)
- Community garden/more trees/well-maintained parks (3)

**Q3. What do you like best about Hanover Township? Related to that, what are the strengths/greatest assets of Hanover Township?**

Frequent Themes or Phrases – Question 3

- Dedicated staff/strong Board/mission-driven/superior customer service/team environment/fiscally responsible/Hanover Township Foundation (23)
- Variety of programs and services/transportation services/VA events/senior activities (15)
- Community engagement and outreach/newsletter/community trust/participatory with schools (11)
- Valued volunteers/strong volunteer network (9)
- Social media presence/user-friendly website/social media outreach (4)

**Q4. Can you identify areas or topics in need of attention or improvement? Related to that, what are the weaknesses/greatest needs in Hanover Township? Challenges?**

Frequent Themes or Phrases – Question 4

- Enhance community outreach/improve communication channels/establish a clear identity/develop marketing strategy/clarify Township's role, responsibilities, and services (19)

- Program improvements/waitlists/solicit program user feedback/transportation services/increase male involvement activities/diversify class offerings (13)
- Embrace diversity/enhance inclusivity/lack of multi-lingual staff and programs/address changing demographics (7)
- Facility maintenance/location of facilities/demand for space/building access/improve signage (6)
- Fiscal constraints/lack of funding/state of IL budget (4)
- Share community resources/support intergovernmental coordination and collaboration (3)
- Lack of new volunteer orientation/definitive role for EMS volunteers (2)

**Q5. What are/should be the top priorities for the Township over the next 3-5 years?**

Frequent Themes or Phrases – Question 5

- Identify program needs and improvements/continue providing quality services/more programming and classes (15)
- Increase space/more room for storage/update facilities/improve signage/increase parking area (10)
- Volunteer orientation/volunteer recruitment/common database for volunteers/broaden volunteer base (8)
- Promote Township services/enhance community awareness and understanding of Township's role/increase community engagement/develop marketing strategy (7)
- Increase staffing levels/establish an additional program manager position/flexible staffing hours/internship opportunities (6)
- Reach more diverse group of community/multi-lingual staff/language translator system (4)
- Maintain fiscal responsibility/broaden tax base (3)
- Expand transportation hours/provide transportation for senior services and activities (3)

**Q6. If you could change or initiate one key item or thing about the Township, what would it be?**

Frequent Themes or Phrases – Question 6

- Broaden marketing effort/communicate Township services and value/enhance communicate channels (14)
- More programming/monthly meetings with seniors/expansion of services to meet demand (8)
- Enlarge facility/Improve signage/new equipment/high-speed internet/consistent functionality across servers Township-wide (7)
- Address diversity needs/increase multi-lingual staff/access to language line across departments (6)
- Coordinate a consortium for tax appeals (6)
- Increase intergovernmental coordination/share community resources (4)
- Maintain sound fiscal management/increase funding for programs (3)
- More buses (3)

**APPENDIX B:**  
**HANOVER TOWNSHIP ECONOMIC AND DEMOGRAPHIC COMMUNITY PROFILE**

# APPENDIX B: Hanover Township Economic and Demographic Community Profile

## Introduction

In 2017, Hanover Township engaged NIU's Center for Governmental Studies (CGS) to assist with a strategic planning process that would help the Township identify a future vision, determine organizational goals and shape its strategic priorities. As one component of the process, Township leadership requested that an economic and demographic community profile be generated. Strategic policy goals, programs and key issue areas are often linked to the ever-changing socio-demographic character of a community. Changing demographics therefore play a crucial role in the policy and service expectations of a community. These changes may include population composition, housing availability and employment patterns and can be indicators of growth, shifts or decline.

Analyzing shifts and changes in demographic and economic trends can assist Hanover Township's leaders in preparing for the future, addressing community needs, framing the current business climate and projecting potential changes to the tax base that impact service needs and budgets in the short- and long-term.

This report summarizes economic and demographic trends that affected Hanover Township between 2010 and 2016. It also provides future projections and comparisons with Cook County, the Chicago and metro area, and neighboring communities as necessary. The sources for the data used in the analysis that follows includes U.S. Census Bureau, Longitudinal Employment Housing Dynamics (LEHD), EASI Analytics, Inc. (EASI), and the Illinois Department of Revenue (IDOR).

## Summary and Overall Trends

- Between 2010 and 2016, the total population in Hanover Township increased from 95,566 to 100,792 (5.5%). It is predicted to increase by 3.9% between 2016 and 2021.
- The 2016 median age was 36.1 in both Hanover Township and Cook County.
- The fastest-growing age group in Hanover Township was those 65 years of age and older and is expected to remain the fastest-growing age group through 2021.
- The White population decreased from 62.1% of total population to 58.5% between 2010 and 2016 while the Hispanic/Latino (any race) residents increased from 31.2% to 36.4%.
- The median household income in Hanover Township was \$75,141 in 2016, which was considerably higher than the median for Cook County (\$56,902). It also grew faster than in Cook County.
- Households with more than \$150,000 annual income are projected to be the fastest-growing income group between 2016 and 2021 in Hanover Township, and the median household income is projected to increase 8.6%.
- In 2016, the share of individuals below the federal poverty level was lower in Hanover Township (9.1%) than in Cook County (16.7%). The number and percentage of residents in poverty increased slightly in Hanover Township and in Cook County.

- The unemployment rate in the Hanover Township (5.1%) was significantly lower than in Cook County (9.7%). The labor force participation rate was slightly higher in Hanover Township than Cook County.
- In 2015, 52.0% of Hanover Township residents and 43.3% of Hanover Township employees worked within Cook County. More than three-fourths of the jobs in Hanover Township are filled by commuters from other communities.
- The employment sectors with the largest share of 2015 employment for Hanover Township residents included manufacturing, health care and retail trade.

## Population Characteristics

Between 2010 and 2016, the total population in Hanover Township increased from 95,566 to 100,792 (5.5%). This exceeded the countywide population increase of 5,172,848 to 5,227,575 (1.1%). According to projections from EASI Analytics Software, Inc. (EASI), the total population in Hanover Township ZIP codes<sup>1</sup> is predicted to increase 3.9%.

The 2016 median age in both Hanover Township and Cook County was 36.1 and in both Hanover Township and Cook County, the median age increased since 2010. The median age is projected to remain constant between 2016 and 2021. Additional insights on the age composition of Hanover Township can be gained from an examination of age cohorts in the next section.

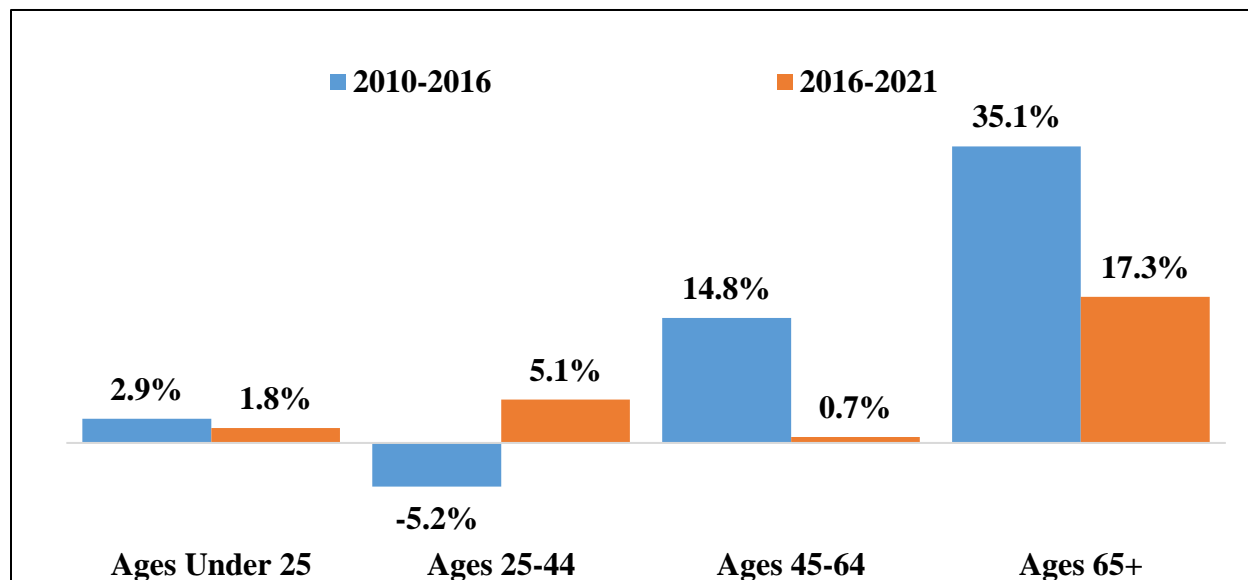
As noted in Figure 1, the fastest-changing age group in Hanover Township was those over age 65. The number of residents over age 65 grew by 35.1%. This includes the baby boom generation (a person born in the U.S. between 1946 and 1965) reaching retirement age. The population category that includes ages under 25 increased by 2.9%. The prime working age population, ages 25-44, decreased by 5.2% while the pre-retirement age group (45-64) increased by 14.8%.

Based on projections for 2016 to 2021, the fastest-growing age groups in Hanover Township are expected to be the baby boom and silent generations. The population of ages 65 and over is expected to increase by 17.3% by 2021 as residents age in place by staying in their homes living independently as long as they can. The active boomers age group (ages 45-64) is projected to increase by 0.7% and the prime working age population (25-44) is projected to increase by 5.1% between 2016 and 2021. The population under age 25 is projected to increase by 1.8% by 2021.

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<sup>1</sup> Projections were for the following ZIP codes: 60103, 60107, 60120. Projections are unavailable specific to the Hanover Township limits, but ZIP code estimates offer the closest approximation.

**Figure 4. Population Change by Age Group, 2010-2016 and 2016-2021 Projections  
Hanover Township, Illinois**



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2012-2016 and EASI Analytics, Inc., 2016.

The data analyzed indicates that about 58.5% of the 2016 population in Hanover Township was White, compared to 56.7% of the population in Cook County. About 36.4% of Hanover Township residents, regardless of race, identified as Hispanic/Latino, which was considerably higher than in Cook County (24.9%). Blacks/African Americans<sup>2</sup> represented a larger share of the population in Cook County than in Hanover Township. However, Hanover Township has a considerably higher proportion of the population that identifies as Asian (13.4% versus 7.7% in Cook County).

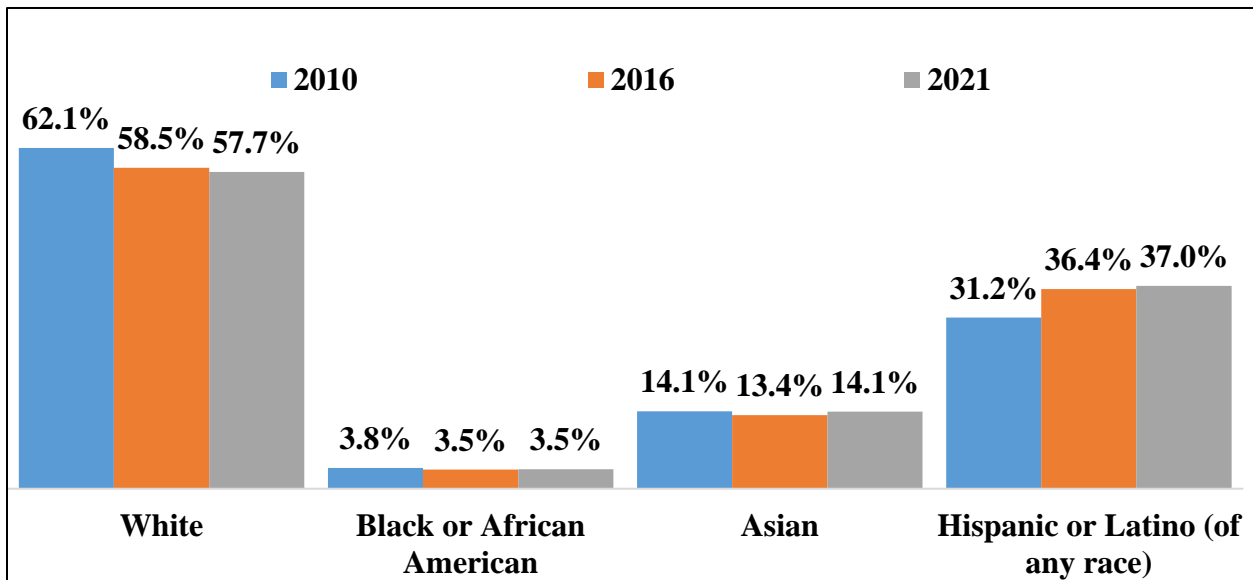
Between 2010 and 2016, the White population decreased from 62.1% to 58.5% of the Township total population while the Hispanic/Latino (any race) residents increased from 31.2% to 36.4% of the Township's population (Figure 2). At the same time, the Asian population decreased slightly from 14.1% to 13.4% and the Black/African American population decreased slightly from 3.8% to 3.5% of the Township's population between 2010 and 2016.

Indications are that the population in Hanover Township will continue to diversify through 2021. The White population is projected to decrease slightly to 57.7%. The Asian and Hispanic /Latino populations are projected to continue increasing. The Black/African American population is projected to remain stable at 3.5% of the total.

<sup>2</sup> The Census Bureau and EASI Analytics, Inc., include data for people identifying as Black/African American in the same category. Similarly, Hispanic/Latino ethnicities are included in the same category. The terms are not necessarily interchangeable, so both are included.



**Figure 5. Percentage Distribution by Race/Ethnicity Categories, 2010, 2016, and 2021 Projections Hanover Township, Illinois\***



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2012-2016 and EASI Analytics, Inc., 2016.

\*Data on the population identifying as American Indian, Alaskan Natives, other races, or two or more races are excluded from graph for simplicity.

## Households, Families, and Income

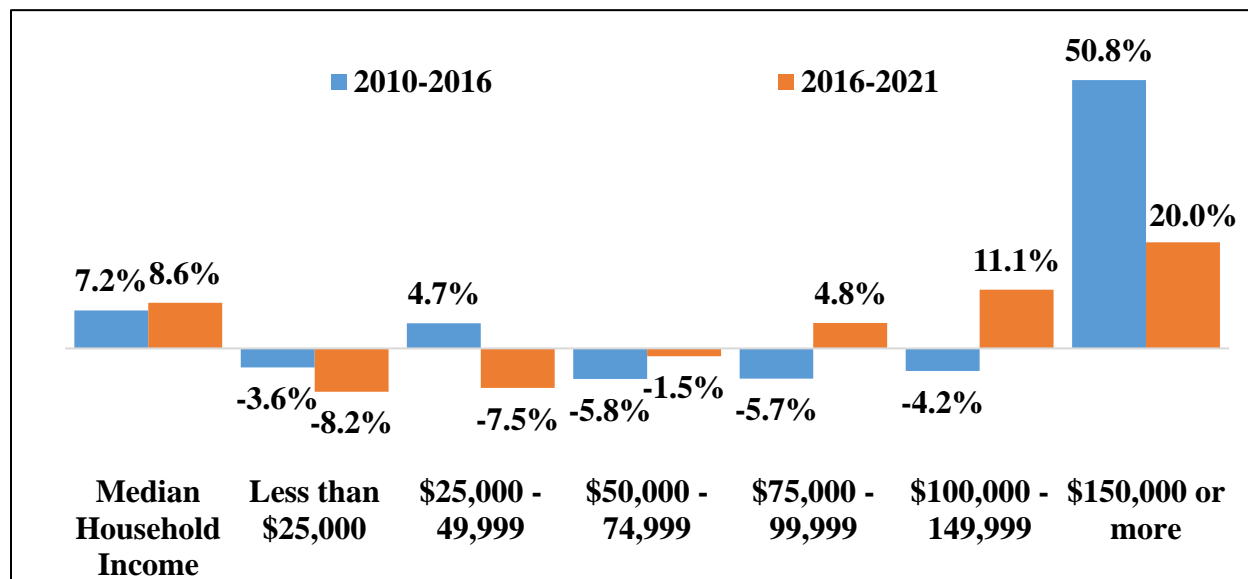
In 2016, Hanover Township had 32,508 households of which 24,303 (74.8%) were families and 8,205 (25.2%) were non-family households. Non-family households include people living alone or with unrelated roommates, as well as unmarried couples without children. In Cook County, there was a slightly larger proportion of non-family households at 37.9%. In 2016, the average household size was 3.1 in Hanover Township and 2.6 in Cook County.

The number of households in Hanover Township decreased slightly by 0.2% between 2010 and 2016 while the total population increased 5.5%. The number of family households increased 3.0%, while the number of non-family households decreased 8.7%. By 2021, the total number of households is projected to increase 4.7%, with the number of family households increasing 4.3% and the number of non-family households increasing 6.0%.

The median household income (MHI) in Hanover Township was \$75,141 in 2016, which was considerably higher than the MHI for Cook County (\$56,902). The MHI also grew faster in the Hanover Township (7.2%) than in Cook County (5.5%).

The fastest-growing income category in Hanover Township was households with an annual income of more than \$150,000 (increase of 50.8%) and the number of households with income of less than \$100,000 decreased across most categories (Figure 3). The MHI is projected to increase 8.6% by 2021. Most income levels are projected to continue either increasing or decreasing at rates comparable to past trends, but the number of households with more than \$75,000 are projected to increase despite past decreases.

**Figure 6. Change in Number of Households by Income Groups, 2010-2016 and 2016-2021 Projections, Hanover Township, Illinois**



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2012-2016 and EASI Analytics, Inc., 2016.

Related to household income levels is the measure of those residents in poverty. In 2016, 9,115 Hanover Township residents (9.1%) had incomes that were below the federal poverty level, compared to 856,682 residents (16.7%) in Cook County (Figure 4). Between 2010 and 2016, the poverty rate, or the percentage of residents in poverty, increased in Hanover Township and in Cook County. The total number of residents in poverty increased by 26.1% in Hanover Township and by 10.1% in Cook County. Poverty rates are projected to increase through 2021, to 9.6% in Hanover Township and 17.4% in Cook County. These poverty rate projections assume the status quo and do not factor in fluctuations in the national economy, nor any local policy interventions.

**Figure 7. Poverty Rates, 2010, 2016, and 2016-2021 Projections  
Hanover Township and Cook County, Illinois**

Percentage of Population Below Poverty Level	Hanover Township	Cook County
<b>2010</b>	7.6%	15.3%
<b>2016</b>	9.1%	16.7%
<b>2016-2021 (Projected)</b>	9.6%	17.4%

**Change in Number of Residents Below Poverty Level**

	Hanover Township		Cook County	
	Total Number	Change in Number	Total Number	Change in Number
<b>2010</b>	7,225	--	779,806	--
<b>2010 - 2016</b>	9,115	26.1%	856,682	10.1%
<b>2016 - 2021 (Projected)</b>	10,055	10.3%	926,073	8.1%

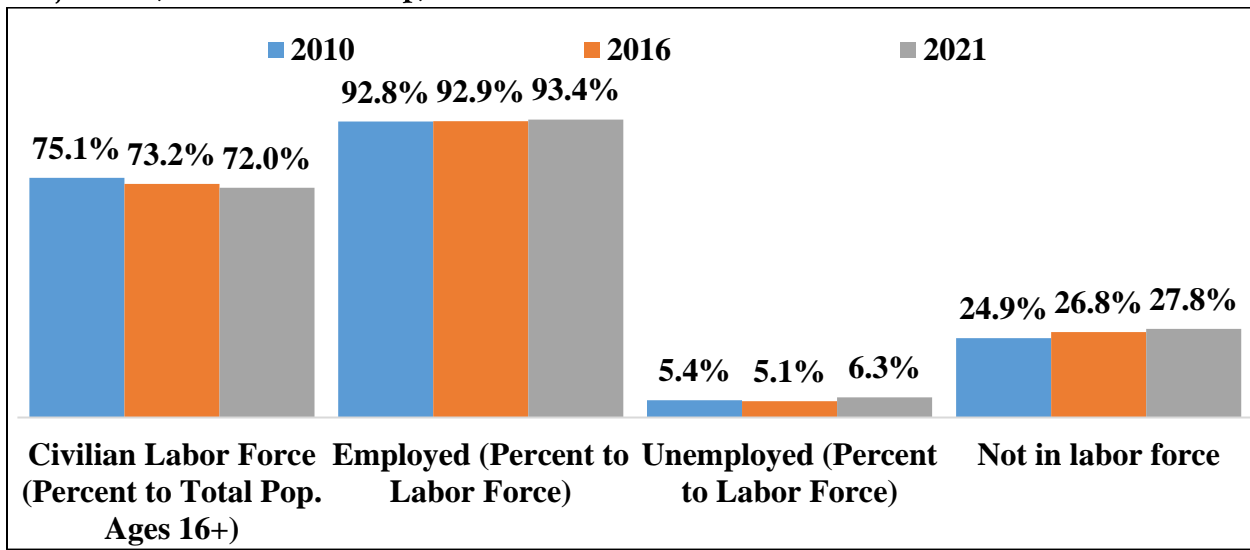
Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2012-2016 and EASI Analytics, Inc., 2016.

## Labor Force and Educational Attainment

In 2016, 73.2% of Hanover Township residents age 16 or over were in the labor force, either working or actively seeking work (Figure 5). The labor force participation rate was slightly higher in Hanover Township than Cook County, where 66.1% of the residents ages 16 and over had a job or were looking for one. Within the Hanover Township labor force in 2016, 5.1% were unemployed but looking for work, which was significantly lower than the Cook County unemployment rate of 9.7%.

In 2010, 5.4% of the labor force was unemployed in Hanover Township, and the total number of unemployed residents decreased as the economy improved. However, the labor force participation rate also decreased. Although unemployment decreased in Hanover Township since the recession, some of it was attributable to people dropping out of the labor force. The population not in the labor force includes retirees, full-time students not seeking employment, and those who abandoned job searches due to discouragement. Information at a sub-county level is limited on the labor force status for people of working age, but not of retirement age.

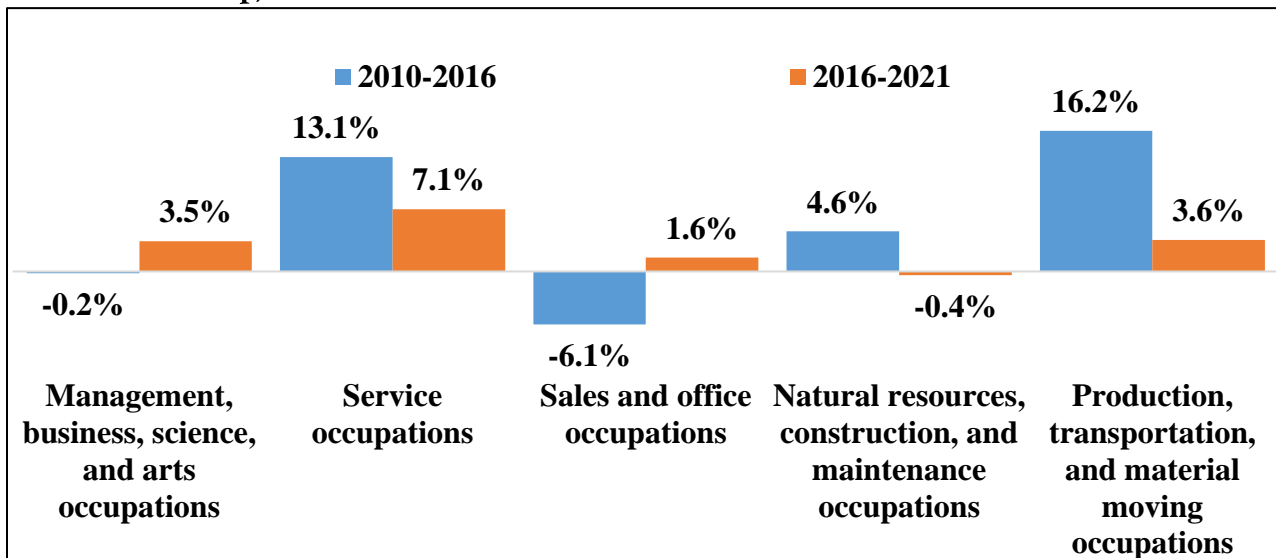
**Figure 8. Labor Force and Employment Status, Population Ages 16+, 2010, 2016, and 2021 Projections, Hanover Township, Illinois**



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2012-2016 and EASI Analytics, Inc., 2016.

The fastest-growing occupational category in Hanover Township was production, transportation, and material moving occupations, which grew by 16.2% between 2010 and 2016 and is projected to increase 3.6% by 2021 (Figure 6). Employment in sales and office occupations decreased by 6.1% but will increase slightly by 1.6% through 2021. The number of residents employed in service occupations increased by 13.1% and is projected to increase 7.1% by 2021.

**Figure 9. Change in Employment by Occupation Group, 2010-2016 and 2016-2021 Projections Hanover Township, Illinois**



Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2012-2016 and EASI Analytics, Inc., 2016.

Hanover Township had a lower percentage of residents that held bachelor’s degrees (30.9%) compared to Cook County (36.7%). Hanover Township also had a higher percentage of residents that had not completed high school (15.9%) compared to Cook County (14.0%). In both Hanover Township and Cook County, the number of those who have not completed high school decreased. The share of residents with postsecondary credentials remained constant in Hanover Township, despite countywide increases.

**Figure 10. Educational Attainment Trends, 2010-2016**  
**Hanover Township and Cook County, Illinois**

Education Characteristics	Hanover Township			Cook County		
	2010	2016	Percentage Change of Total Number	2010	2016	Percentage Change of Total Number
<b>Population 25 Years of Age and Older</b>	61,774	65,989	6.8%	3,376,501	3,506,277	3.8%
<b>No High School Diploma or GED</b>	10,704	10,523	-1.7%	573,535	503,252	-12.2%
<b>High School Graduate or GED</b>	15,379	17,435	13.4%	850,061	839,916	-1.1%
<b>Some College, or Associate’s Degree</b>	16,535	17,637	6.7%	860,303	910,002	5.5%
<b>Bachelor's Degree or Higher</b>	19,156	20,394	6.5%	1,133,415	1,293,518	14.2%

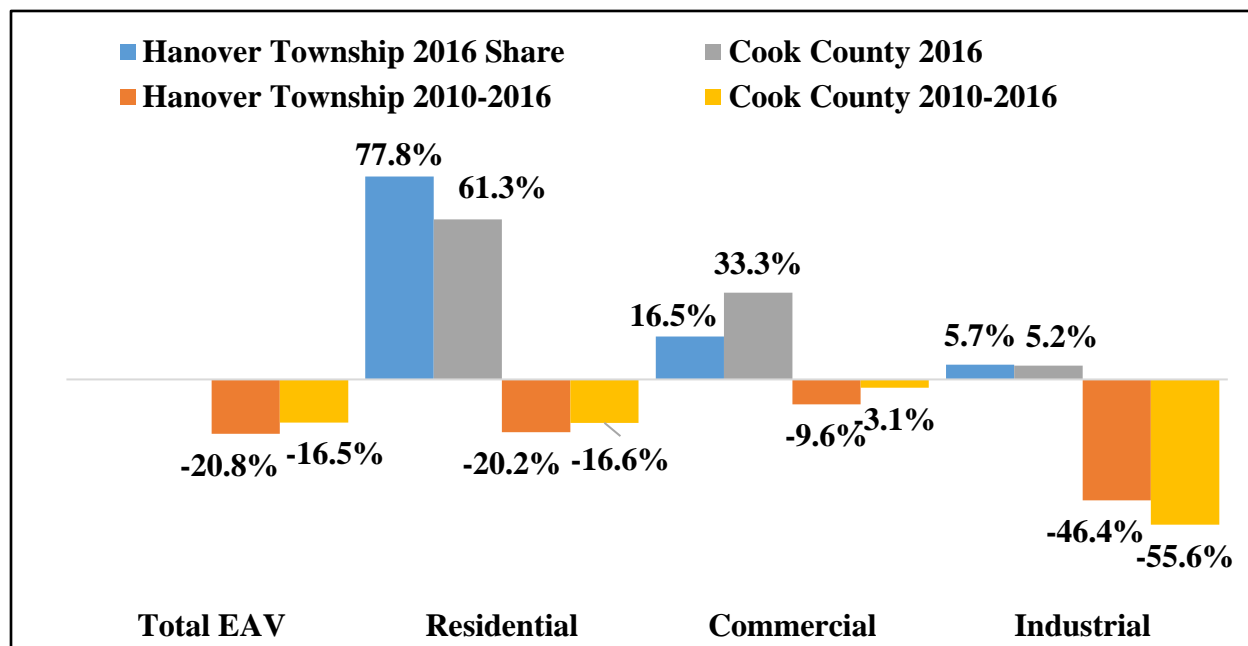
Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2006-2010 and 2012-2016.

## Property Tax Base and Business Structure

Between 2010 and 2016, total equalized assessed value (EAV) in Hanover Township decreased 20.8%, which exceeded the 16.5% decline in EAV countywide (Figure 8). Most of the EAV declines were in industrial property due to the national recession. Residential property values decreased 20.2% in Hanover Township and decreased by 16.6% in Cook County. Commercial property values decreased 9.6% in Hanover Township and decreased by 3.1% in Cook County.

**Figure 11. Equalized Assessed Value by Selected Property Classes, % of Total in 2016, % Change 2010-2016\***

**Hanover Township and Cook County, Illinois**



Source: Illinois Department of Revenue, 2010 and 2016 Property Tax Statistics, Tables 15 and 28.

\*Percentages do not sum to 100 because not all property classes are shown. Farm, Railroad, and Mineral property classes were excluded for simplicity.

Hanover Township has a higher rate of occupancy (96.6%) than Cook County (89.6%) and a higher homeownership rate (81.7% in Hanover Township versus 56.6% in Cook County). Between 2010 and 2016, occupancy decreased 0.2% in Hanover Township, but it increased 0.8% in Cook County, while vacancies increased by 45.5% (Figure 9). Slightly more than three-fourths of occupied housing units in Hanover Township were owner-occupied, and 56.6% of housing units in Cook County were owner-occupied. Hanover Township experienced a decrease in ownership levels from 2010 to 2016 and an increase in rented units. In Cook County, there was a similar shift from owned dwellings to rented dwellings.

In 2016, the share of vacant housing units was smaller in Hanover Township (4.9%) than in Cook County (10.4%), but the vacancy rate increased in the Township while it decreased in Cook County. Information on the characteristics of vacant housing units (i.e., vacant units for sale or for rent) in Hanover Township is unavailable due to data reliability concerns in the American Community Survey dataset.

**Figure 12. Housing Characteristics by Occupancy Status, 2010-2016  
Hanover Township and Cook County, Illinois**

Housing Characteristics	Hanover Township			Cook County		
	2010	2016	Change	2010	2016	Change
Total Housing Units	33,729	34,190	1.4%	2,173,433	2,177,342	0.2%
Occupied Housing Units	32,573	32,508	-0.2%	1,936,481	1,951,606	0.8%
Vacant Units	1,156	1,682	45.5%	236,952	225,736	-4.7%
Owner-Occupied <sup>1</sup>	27,547	25,589	-7.1%	1,169,991	1,105,168	-5.5%
Renter-Occupied <sup>1</sup>	5,026	6,919	37.7%	766,490	846,438	10.4%

Source: U.S. Census Bureau, American Community Survey 5-Year Estimates, 2006-2010 and 2012-2016.

1 Reflects the percentage of occupied housing units.

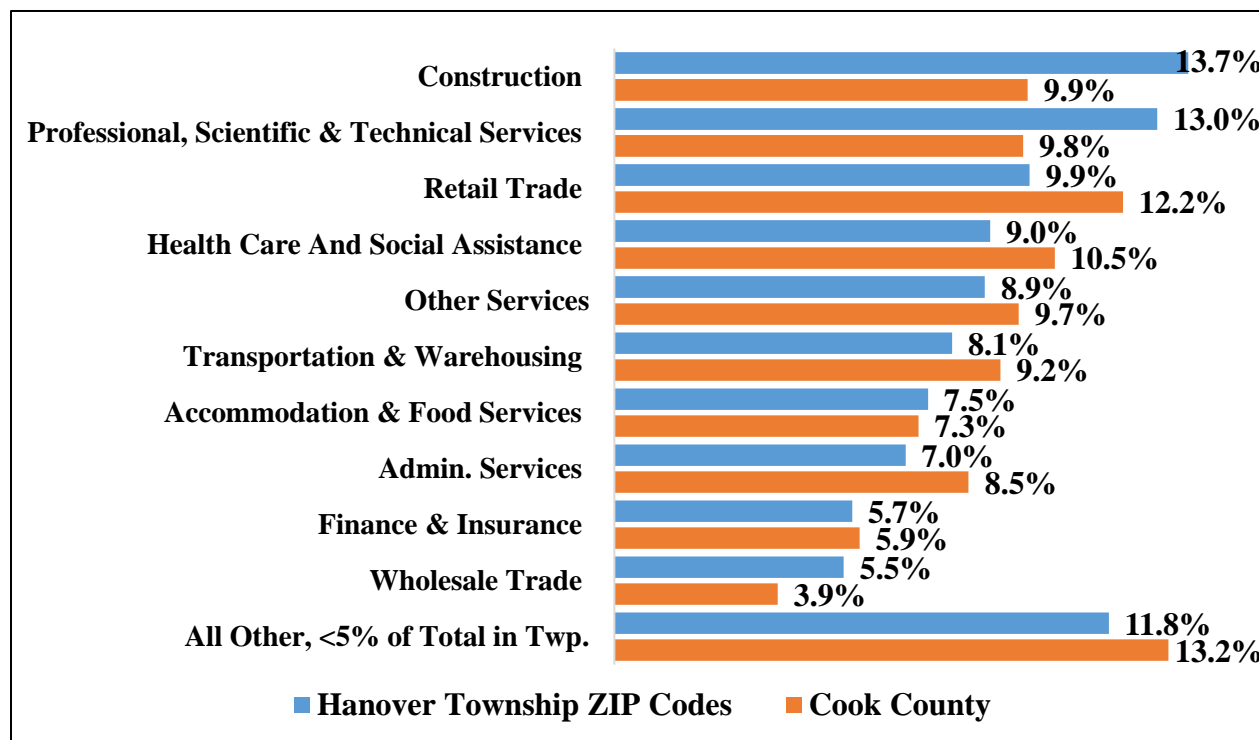
2 Reflects the percentage of vacant housing units.

3 This category includes vacant units that have been sold or rented but not occupied, units designated for seasonal occupancy and migrant worker facilities.

The distribution of business establishments in Hanover Township was similar to Cook County. The most significant differences were in professional/scientific/technical services and construction, which represented a larger share of the total business establishments in Hanover Township.

The industry sector with the most establishments in Hanover Township was construction, which represented 13.7% of establishments compared to 9.9% of establishments in Cook County (Figure 10). The second largest sector by percentage of business establishments was professional services, which represented 13.0% of total establishments in 2016.

**Figure 13. Business Establishments by Industry Sector, 2016  
Hanover Township ZIP Codes and Cook County, Illinois\***



Source: EASI Analytics, Inc., 2016.

\*The following ZIP Codes were used for the Hanover Township: 60103, 60107, 60120.

## Commuter and Employment Characteristics

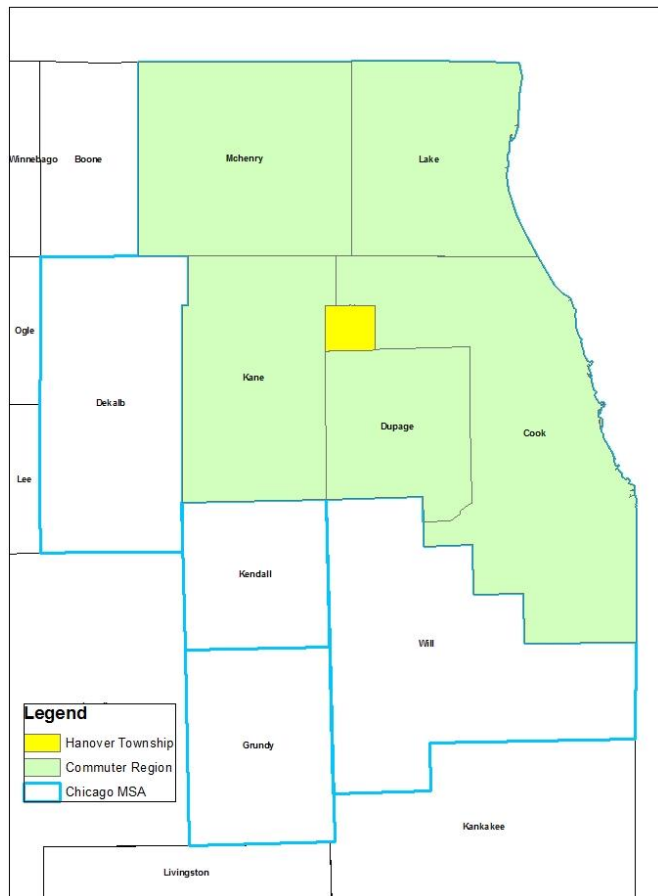
Identifying commuting patterns and workforce mobility within regions can be critical to understanding the linkages and how communities, cities and counties are dependent upon each other. For the purposes of this analysis, a commuting region for Hanover Township was determined based on the U.S. Census Bureau’s Longitudinal Employer-Household Dynamics (LEHD) dataset. The commuter region is a contiguous region of counties providing at least 5.0% of the employees for businesses in or at least 5.0% of the jobs for Hanover Township residents (Figure 11).

In 2015, 52.0% of Hanover Township residents and 43.3% of Hanover Township employees worked within Cook County, which is the core of the Chicago MSA. The Chicago MSA is defined as Chicago-Naperville-Elgin, IL-IN-WI MSA and is the third largest MSA by population in the United States. About 17.2% of Hanover Township employees and 21.1% of residents commuted to or from DuPage County. Further, 17.6% of residents and 15.0% of residents commuted to or from Kane County.

Figure 11 illustrates the commuting region in relation to the Chicago MSA. The Chicago MSA includes the counties of DeKalb, Kendall, Grundy, and Will, but they are excluded because they each represent less than 5% of commuters to or from Hanover Township.



**Figure 14. Hanover Township's Commuting Region**



Source: U.S. Census Bureau, Longitudinal Employment-Housing Dynamics, 2015.

There were 18,255 jobs in the Hanover Township and 49,600 employed Hanover Township residents in 2015. Of the 18,255 jobs in Hanover Township, 15,376 (84.2%) were filled by commuters from other communities. Hanover Township drew about 43.3% of its workers from Cook County, with most of the rest coming from the adjoining Chicago MSA (Figure 12).

**Figure 15. Commuters To and From Hanover Township by County, 2015**

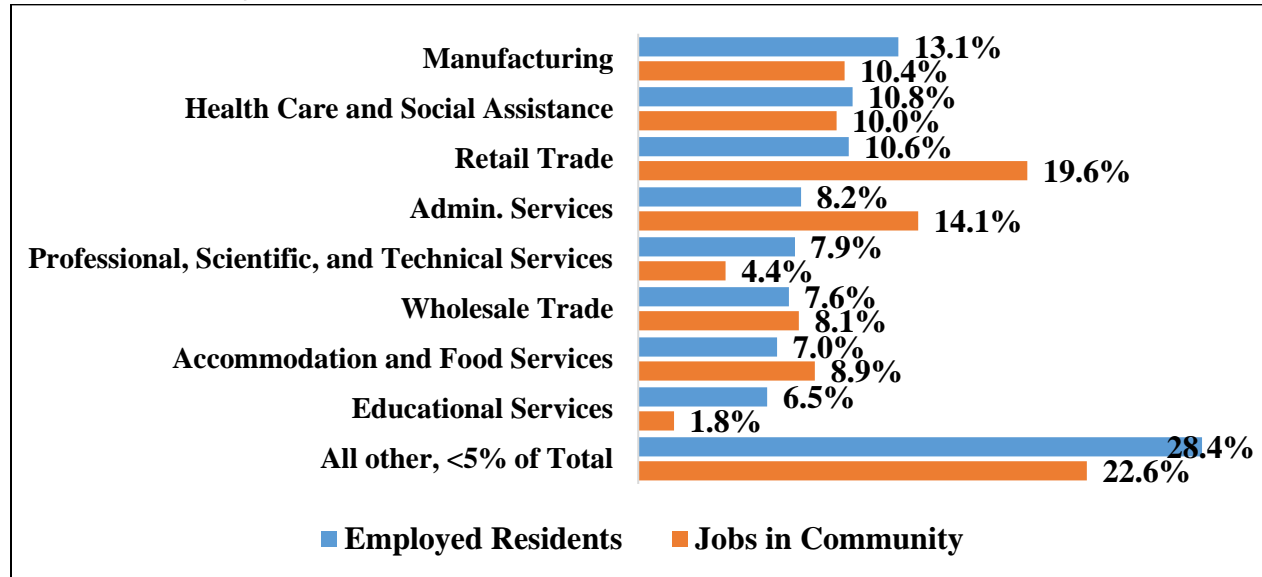
County of Work/Residence	Jobs in Community		Employed Residents	
	Count	Share	Count	Share
<b>All Counties</b>	18,255	100.0%	46,900	100.0%
<b>Cook County, IL</b>	7,898	43.3%	24,372	52.0%
<b>DuPage County, IL</b>	3,142	17.2%	9,877	21.1%
<b>Kane County, IL</b>	3,212	17.6%	7,025	15.0%
<b>Lake County, IL</b>	705	3.9%	2,489	5.3%
<b>McHenry County, IL</b>	992	5.4%	644	1.4%
<b>All Other, &lt;5% Each</b>	2,306	12.7%	3,137	6.7%

Source: U.S. Census Bureau, Longitudinal Employment-Housing Dynamics, 2015.

The largest industry by share of employment for Hanover Township residents was manufacturing, which represented 13.1% of employed residents (Figure 13). Slightly more than 10.0% of residents worked in the health care sector and 10.6% of residents worked in retail trade. Those who worked in Hanover Township, who were primarily commuters from outside the Township, worked in a similar mix of industries, with the most significant difference in retail trade. Manufacturing represents 10.6% of employed residents, but it represents 19.6% of jobs in the community.

**Figure 16. Industry Employment of Commuting Workers, 2015**

**Hanover Township, Illinois**



Source: U.S. Census Bureau, Longitudinal Employment-Housing Dynamics, 2015.

## Data Sources

The data for this report was obtained from the sources deemed the most reliable and appropriate to their respective topics:

- U.S. Census Bureau, American Community Survey 5-Year Estimates. The American Community Survey (ACS) provides demographic information specific to townships. Several private vendors offer demographic data and projections, but not for township boundaries.
- *EASI Analytics, Inc. (EASI)*. EASI provides estimates of sub-county demographic data based on the decennial census of the population conducted by the U.S. Census Bureau and provides five-year projections. EASI data is unavailable at a township level, so projections were obtained at a ZIP code level. In this report, the ZIP codes used for projections were 60169, 60173, 60193, 60194, 60195.
- *U.S. Census Bureau, Longitudinal Employment Housing Dynamics (LEHD)*. While many public and private data sources provide information on employment by industry, the LEHD dataset is unique in its ability to differentiate place of employment *and* place of work. The LEHD dataset includes the industries of employment for people who live in Hanover Township but do not work in the Township. Other data sources such as the Bureau of Labor Statistics are limited to place of work *or* place of residence.
- *Illinois Department of Revenue (IDOR)*. IDOR maintains an annual property tax statistics database that includes Equalized Assessed Value (EAV) information for all local governments that levy property taxes, with information on properties classified as commercial, industrial, residential, railroad, farm, or mining/mineral. Only commercial, industrial, and residential EAV data were included in this report for simplicity, and because the remaining property classes represent relatively minor shares of the property tax base in the study area.

**APPENDIX C:**  
**HANOVER TOWNSHIP 2017-2018**  
**WORKSHOP DEVELOPMENTAL LIST**  
**WORKING DRAFTS OF SHORT- AND LONG-TERM GOALS**

# APPENDIX C: Hanover Township 2017-2018 Working List of Short- and Long-Term Goals

## SHORT-TERM

- Routine
  - Explore establishment of a full-time Veteran's Specialist or similar capacity Township building for this service (STR)
  - Evaluate/assess opportunities to expand multilingual multicultural services (STR)
  
- Complex
  - Explore strategies for expanded youth transportation (STC)
  - Develop plan for a youth center including potential referendum committee (STC)
  - Identify suitable parcel (s) for potential land acquisition for cemetery/garage/youth center (STC)
  - Develop a plan for acquisition/building fleet management storage (STC)
  - Create a master plan for improvements at the reserves (STC)
  - Identify funding streams development and improvements for the reserves (STC)

## LONG-TERM

- Routine
  - Explore options for the creation of affordable housing programs (LTR)
  - Implement language and cultural diversity program (LTR)
  
- Complex
  - Completion of a Youth Center/Community Center (LTC)
  - Lay ground work for a youth services levy (LTC)
  - Explore needs and consider/evaluate strategy for a Youth Center referendum (LTC)
  - Acquire land and remodel/build a modernized EMS station within Hanover Township's boundaries. (LTC)
  - Completion of and fully operational cemetery (LTC)
  - Execute recommendations of facility plan for building a fleet management storage and operations center(LTC)
  - Fully develop all planned improvements for the reserves (LTC)
  - Complete disabled housing initiative (LTC)