



FULL REPORT

VILLAGE OF HANOVER PARK
MILITARY WORKING DOG
MEMORIAL
DEDICATED ON MAY 29, 2017
FOR ALL OF
AMERICA'S FORGOTTEN HEROES

Hanover Park
One Village - One Future
SCULPTOR: Renee Bernis

Village of Hanover Park

2026-2029 STRATEGIC PLANNING AND GOAL DEVELOPMENT UPDATE



NORTHERN ILLINOIS UNIVERSITY
**Center for
Governmental Studies**
Outreach, Engagement, and Regional Development

PREPARED NOVEMBER 2025

STRATEGIC PLAN PROCESS ACKNOWLEDGEMENTS

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Sue Krauser, *Executive Assistant*

VILLAGE OF HANOVER PARK STAKEHOLDERS AND COMMUNITY

The Village would also like to thank all the community members, businesses, and partners who participated in the stakeholder feedback phase of the process. An effective strategic plan includes feedback from key stakeholders to ensure that organizational needs and expectations are clearly communicated and understood by leadership.



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Center for
Governmental Studies

Outreach, Engagement, and Regional Development

MEL HENRIKSEN, MPP

Assistant Director, Strategic Management,
Policy, and Community Development
NIU Center for Governmental Studies

ALLI AISTON, MPA

Research Specialist, Strategic Management,
Policy, and Community Development
NIU Center for Governmental Studies

JEANNA BALLARD, MPA

Senior Research Specialist, Strategic Management,
Policy, and Community Development
NIU Center for Governmental Studies



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VILLAGE OF HANOVER PARK

BACKGROUND

The Village of Hanover Park is a suburban community located approximately 30 miles northwest of Chicago in both Cook and DuPage Counties, situated at the western end of I-390 and along Metra’s Milwaukee–West Commuter train line. Hanover Park was incorporated as a Village in 1958 with a population of 305 and a land area of less than one square mile. It has been steadily growing since with a population of 37,973 and land area over six square miles.

Hanover Park adopted the council/manager form of government in 1971. The Village is governed by a President/Mayor and six Trustees who are elected at-large. An appointed professional Village Manager oversees day-to-day operations. Pursuant to the 1970 State of Illinois Constitution, Hanover Park is a home rule community.¹

INTRODUCTION

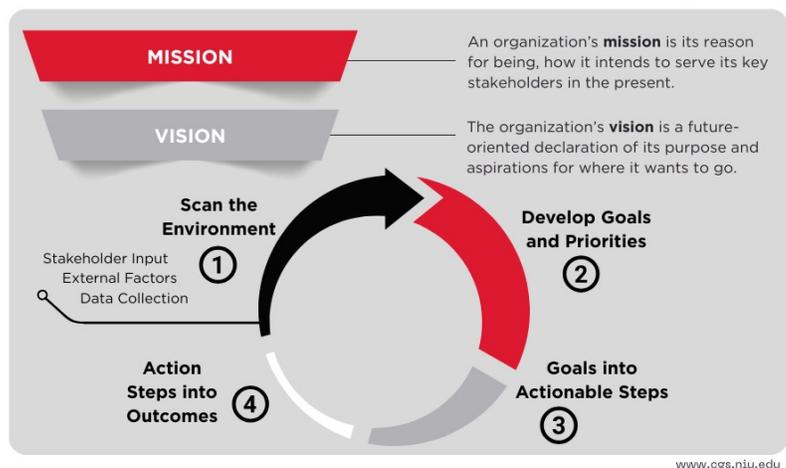
Strategic planning is an effective way to identify and confirm the Village’s vision for the future and set organizational purpose and direction by incorporating clear priorities and measurable goals. To this end, the Village of Hanover Park (the “Village”) engaged the Northern Illinois University Center for Governmental Studies (“NIU-CGS”) in December 2024 to facilitate its strategic planning update process (Figure 1). The value of such processes continues to be recognized by policy-making boards, councils, and executive staffs in both private and public organizations.

In June and July 2025, the NIU-CGS team collected input from both internal and external stakeholders, which was shared during the strategic planning leadership workshop held in July 2025. This workshop provided elected officials and administrative leaders an opportunity to reaffirm and refine the Village’s long-term vision, establish clear short- and long-term goals, and collaborate on strategies to best serve residents and the broader community. The session fostered a constructive, forward-looking environment that encouraged open discussion and shared commitment to the Village’s future success.

As the Village moves forward, the thoughtful use of its limited resources will be essential to achieving meaningful progress. Focusing on a manageable set of goals and maintaining clear, consistent priorities will help ensure that the Village can make the most of its available capacity and deliver the greatest benefit to the community.

Figure 1. 2025 Strategic Planning Model

Strategic Planning Process Model



¹<https://www.hpil.org/174/About-the-Village>



PRE-WORKSHOP

ENVIRONMENTAL SCANNING AND STAKEHOLDER INPUT

Collecting stakeholder feedback is important to the strategic planning process as listening is vital to planning. As part of the Village’s strategic planning update process, NIU–CGS conducted an online statistically significant community survey to collect feedback from residents, as well as conducted leadership and elected official interviews and a department head working session to collect feedback from internal stakeholders.

A brief overview and key highlights of all stakeholder priorities are provided below. For detailed summaries of stakeholder feedback, see [Appendix A](#).

Village of Hanover Park Overview Summary of All Stakeholder Priority Themes

The Village of Hanover Park is entering a dynamic period of growth and renewal, with upcoming leadership transitions, new infrastructure investments, and an increased emphasis on organizational development. Both administrative and elected leaders shared the importance of succession planning, staff development, and strategic alignment to build on the Village’s strong foundation of service and community trust. Collaborative leadership, a dedicated workforce, and active community engagement continue to drive success, even as the Village works to strengthen middle management capacity, enhance long-term retention, and further improve communication. Recent resident survey results affirm these priorities, reflecting high satisfaction with core services and identifying opportunities to advance business development, infrastructure investment, and public engagement.

All Stakeholder Priority Themes

COMMUNITY ENGAGEMENT AND COMMUNICATION

ORGANIZATIONAL PLANNING AND DEVELOPMENT

INFRASTRUCTURE AND FACILITY PLANNING AND INVESTMENT

BUSINESS GROWTH AND ECONOMIC VITALITY

KEY STAKEHOLDER THEME HIGHLIGHTS:

- Trustees prioritize economic diversification, modernized communication, and revitalized public spaces.
- Improved internal and external communication to foster civic engagement and align with evolving Board goals.
- Anticipated retirements, especially in key leadership roles, underscore the need for succession planning and leadership development.
- Workforce wellness, professional development, and middle management capacity remain critical focus areas.
- Village departments report strong service delivery supported by collaboration, stable staffing, and expanded training which aligns well with survey results that highlight public safety and infrastructure as high priorities.
- Ongoing investments in infrastructure and facilities require long-term financial planning as external funding sources shift and change (i.e., TIFs expiring, less grant funding, etc.)
- The Village of Hanover Park 2025 Community Survey showed high satisfaction with core services, but residents seek more business options, especially more diverse restaurants, and improved street maintenance.
- Strategic planning efforts aim to align organizational goals with community expectations and ensure long-term sustainability.

Village of Hanover Park Community Survey Summary

Incorporating external perspectives into the Village's strategic plan is important for capturing the diverse needs and aspirations of the community, ensuring the plan is responsive to the concerns of its residents, partners, businesses, and broader community. This approach fosters greater public trust and engagement, leading to more effective and sustainable outcomes.

The Village of Hanover Park, in partnership with NIU-CGS, conducted a statistically significant, random-sample community survey which is considered the empirical gold standard for collecting reliable quantitative data from key stakeholders. For the Village of Hanover Park, where resident expectations are evolving and community needs continue to shift, it provides a credible, data-driven foundation for understanding public opinion, identifying priorities, and informing strategic decisions that reflect the voice of the broader community. The 2025 Village of Hanover Park Community Survey gathered input from residents across multiple channels (online, mail, and phone) to assess quality of life, satisfaction with Village services, and resident priorities for the next three years. The survey was administered from March 3, 2025, to May 20, 2025, and received a total of 502 completed surveys. The community survey findings were weighted and are generalizable to the total adult population of the Village of Hanover Park. An overview of key survey findings is provided below. To view the Community Survey Executive Summary, see [Appendix B](#).

2025 VILLAGE OF HANOVER PARK COMMUNITY SURVEY HIGHLIGHTS:

- The majority of respondents rated Hanover Park as a good or excellent place to live and expressed high levels of satisfaction with services such as police, fire, EMS, garbage and recycling, and water and sewer systems.
- Key areas for improvement include street and sidewalk maintenance, property maintenance enforcement, and business attraction and retention, with restaurants identified as the most desired addition. Residents also emphasized public safety and stormwater management as important areas of focus.
- Customer service feedback was very positive, with noticeable improvements since the survey was conducted in 2021 for staff responsiveness and knowledge. While satisfaction with Village communication efforts has grown, some residents remain unaware of available information or Village initiatives.

These results offer a valuable snapshot of resident perspectives and helped inform goal-setting discussions during the strategic planning process.



Outline of Leadership Exercises and Discussion Sessions

All discussion sessions at the strategic planning leadership workshop with elected officials and administrative leadership, held in July 2025, employed highly participative and interactive approaches. The workshop facilitators utilized a group discussion approach that assured each participant an equal opportunity to speak and share opinions with the larger group. Participants were also able to weigh alternatives and refine their thinking through dialogue in small-group activities at the workshop. As ideas were shared and debated, the group worked steadily toward a consensus regarding the Village's future direction, goals, and priorities.

Introductions and Visioning for the Future

Participants were asked to introduce themselves by sharing in what capacity (employee or elected official) and how long they have been involved with the Village. Next, they engaged in an icebreaker exercise where each participant was asked to describe the desired future direction and condition of the Village by answering the following visioning question: "In 5-10 years when I return to the Village of Hanover Park, what do I hope to see, or think I will see with regard to the Village and its activities?" Participants were asked to think about their ideas ahead of time and then be ready to share them with the group during the workshop. This was a brainstorming exercise – all ideas about the Village's future were encouraged and shared. No evaluative or judgmental debate was permitted during this session. Below is a summary of those answers (Figure 2).

Figure 2. Visioning for the Future – Hope or Think You'll See in 5-10 Years...

Statements that include an asterisk (*) indicate the idea was repeated or agreed with by others.

- Thriving, bustling downtown*
- Financially secure organization*
- Multiple large sales tax generators to enhance revenue streams
- Developments are built out; Village is booming and has become a destination
- Sports complex is utilized to its full potential
- Lower property tax
- Under 1%, 100% fund balance
- New Village Hall*
- Turf baseball field at the sports complex
- Thriving staff – staffing levels are adequate for future growth
- Lake Street developments are built out
- Village keeps up with advances in technology, fully up to date
- Hanover Park is one of the top five communities to live in
- Bustling entertainment environment, family entertainment, something for everyone*
- More youth activities in Hanover Park*
- New Public Works building*
- Keeping streets, water, progress momentum going* (infrastructure plans new or replaced – 40% of streets in last five years)
- No negative cyber events
- Hanover Park gets its own high school, enhancing community pride
- Village maintains low crime rate, safe
- Standardizing the Fire Department's staffing model to ensure adequate personnel for safe and effective emergency response
- Continuation of the stable local government at Hanover Park
- Development along Irving Park Road
- Village has a second water source
- Hanover Park is still a family-oriented community
- Collaboration with other organizations (schools, etc.), partnerships with neighboring communities, community colleges (communicating Veterans' programs, etc.)
- New affordable housing, update older housing stock, and high-end housing to improve housing mix
- Intentional and strategic growth



Environmental Scanning Part I **Surrender or Lead**

Next, participants were introduced to a leadership exercise titled, “Surrender or Lead”. During this exercise, participants were organized into small groups to respond to a series of structured questions. These questions aimed to reveal hopes, perspectives, challenges, opportunities, and possible barriers based on the collective view of each group. The responses were recorded and the combined themes from the four groups are reported next. For a full list of Surrender or Lead responses from each individual group, see [Appendix C](#).

Themes from Surrender or Lead:

- Financial Sustainability and Revenue Growth
- Infrastructure Investment and Strategic Development
- Community Identity, Connection, and Engagement
- Organizational Capacity and Leadership Transition

Environmental Scanning Part II **Large Group SWOC Analysis**

The next exercise at the strategic planning workshop allowed participants to further review and account for the internal and external factors present that could potentially influence the Village, both negatively and positively. Workshop participants were asked to identify the Village’s **strengths (S)** and **weaknesses (W)**. In what areas does the Village regularly excel, and in what areas are there difficulties or shortcomings in terms of expertise, resources, or training? What **opportunities (O)** are on the horizon that can be used to the Village’s advantage? Conversely, what trends or **challenges (C)** lie ahead that would be obstacles or hindrances? These elements could include both internal and external factors, conditions, trends, regulations, agencies, and resources. The full list of responses to the exercise are provided in Figure 3.

Figure 3. Large Group SWOC Analysis

STRENGTHS

- Location right off a main throughway (Route 390)
- Diverse community and organization
- Young average age in the community
- Metra in town, PACE, transportation- well connected
- School District 54
- Have a forest preservation to enjoy
- Village has strong financial position
- Seniority of staff – stability, strong institutional knowledge
- 100 acres near train station to be developed
- Low crime rate – safe community
- Clean water
- Well connected to partners (Township, County, etc.)
- Strong civic reputation

OPPORTUNITIES

- More public art throughout community
- Modernize technology
- Build on forest preserve presence for brand, identity
- 100 acres near train station for development
- Redevelop W. Irving Park corridor
- Update Village ordinances
- Improve Park District
- Facilities, programming, etc.
- Learn how Hanover Park stands out against neighbors
 - Have a specific identity
- Downtown area development, village center enhancements
- Continued infrastructure maintenance
- Better marketing of Village
- Collaborate with other organizations to market Hanover Park (e.g., schools, libraries, panels)
- Alternative water source

WEAKNESSES

- Modernization of communication channels needed
- Homes are older – aging housing stock
- Landlocked
- No high school in the Village can affect community pride
- Older Park District facilities
- Identity – need to increase awareness for potential businesses, residents, tourists
- Aging Village facilities (need renovation or replacement)

CHALLENGES

- Diverse community needs – different languages, etc.
- Fragmented community in many jurisdictions
 - Multiple townships, counties, school districts, etc.)
- Forest preserve occupies prime real estate
- Maintaining financial stability
- Retaining businesses
- Growing pension obligations
- Attracting diverse businesses
- Upcoming retirements, succession planning
- Long, narrow physical layout of community
- Overshadowed by surrounding communities
 - Need to stand out
- Water rates – dependent on City of Chicago currently
- Inflation
- Business recruitment with lack of identity
- Changing workforce, many generations in workforce together

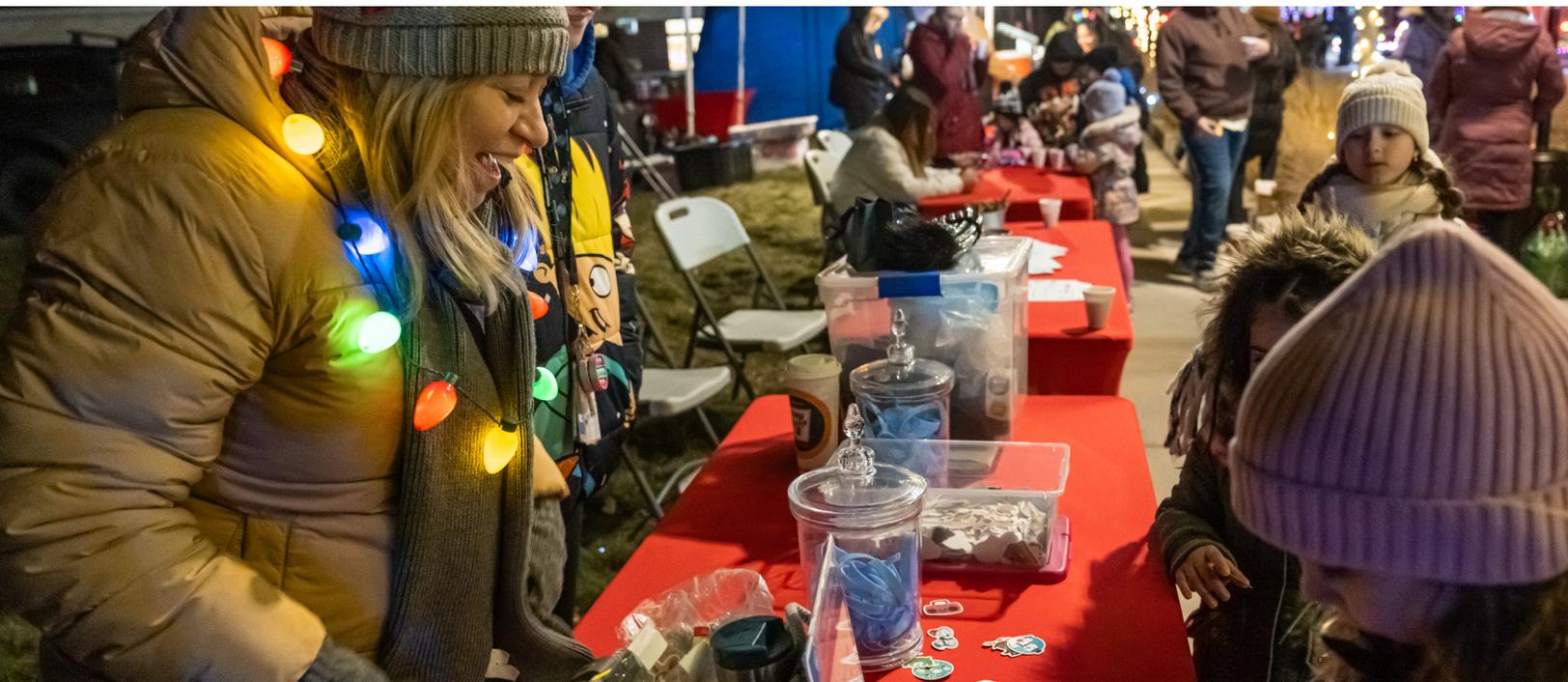
Nominal Group Goal Identification

With the preceding discussion sessions and exercises acting as a sound foundation for goal setting, the next exercise provided time for a healthy group discussion and development of goals and objectives to achieve the future visions as expressed by workshop participants.

Participants reconvened in the same small groups from the previous exercise for goal development. Each group was allotted time to develop, and then report out, at least three to four important policy and program goals that they thought the Village should accomplish. Groups were asked to create goals using two different time frames: **short-term** goals, which could be started or accomplished in the next **one to three years**, and **long-term** goals, which could be accomplished in a **four- to eight-year** time frame. Each small group then shared their goals with the larger group. Goals could be highly specific or general, but all goals pointed to important outcomes that leadership hopes to see in the years ahead.

Open Group Discussion and Consolidation of Goals and Objectives

This final phase of the goals discussion served as a forum for workshop participants to refine and compare the ideas and goals offered by each participant. Participants shared their ideas, policy outcomes, and discussed if additional goals or details were needed.



POST-WORKSHOP: **GOAL REFINEMENT, CONSOLIDATION, AND ORGANIZATION**

After the workshop, the NIU-CGS project team and the Village's administrative leadership team worked to refine and consolidate the goals and objectives where appropriate. Next are the updated strategic goals organized by the Village's overarching strategic priority areas. Please refer to [Appendix D](#) for the complete Village of Hanover Park Strategic Plan Matrix, which includes the entirety of the priority areas, goals, objectives, action items, and metrics.



STRATEGIC PRIORITY GOAL AREAS

A series of environmental scanning discussions conducted at the workshop explored stakeholder feedback, the Village's vision for the future, as well as current strengths, weaknesses, opportunities, and challenges. In addition, workshop participants were asked to think about short- and long-term goals and objectives that would guide the Village over the next several years. As part of the strategic planning process, the Village Board and administrative leadership team reached consensus to retain the five key strategic priority goal areas developed during previous strategic planning efforts as they aligned. After the workshop, objectives were then organized under the Village's five overarching strategic priority goal areas, which are illustrated and defined below.

Figure 4. Strategic Priority Goal Areas



**FINANCIAL
HEALTH**



**FOCUSED ECONOMIC
DEVELOPMENT AND
REDEVELOPMENT**



**MAINTAIN
AND ENHANCE
INFRASTRUCTURE**



**COMMUNITY
IMAGE AND
IDENTITY**



**EFFECTIVE
GOVERNANCE**



Strategic Priority Goal Areas Summary

The Village is committed to building a strong and resilient future by managing resources responsibly, fostering economic growth, and investing in the community. Key priorities include maintaining competitive and comprehensive compensation to attract and retain top talent, while proactively addressing long-term financial obligations such as pensions. To strengthen the local economy, the Village will support new development, retain and attract businesses, and expand housing options. Ongoing investments in infrastructure aim to enhance quality of life for all residents. Initiatives to build community pride include beautification efforts, improvements to the Village Center, and continued communication and engagement with residents. Above all, the Village remains dedicated to being inclusive, responsive, and prepared for the future.

Figure 5. Strategic Priority Goal Areas and Objectives

Strategic Priority Goal Area: **Financial Health**

Support the long-term financial stability of the organization by managing resources wisely, preparing for future fiscal challenges, and ensuring revenue sources and compensation strategies align with organizational goals.

Objective: **Develop financial strategies to address the loss or decline of revenue.**

Objective: **Continue to explore strategies to address growing pension obligations.**

Objective: **Workforce market competitiveness: maintain competitive and comprehensive Total Compensation Program to help attract and retain quality workforce.**

Objective: **Review financing for water and sewer improvements, IEPA bond issuance, and corresponding water rates.**

Strategic Priority Goal Area: **Focused Economic Development and Redevelopment**

Encourage thoughtful growth and revitalization by supporting development opportunities, enhancing the local business environment, and promoting the community as a place to live, work, and invest.

Objective: **Consider strategies to reduce the Village's portion of the property tax rate to 1% as a recruitment strategy to attract more residents and businesses to the Village.**

Objective: **Facilitate and support private sector large developments.**

Objective: **Revitalize and diversify the business mix along Irving Park Road.**

Objective: **Create a Village-Wide Marketing Plan and expand outreach to help attract and retain business, residents, and visitors.**

Objective: **Complete and begin to implement recommendations from the Village's Comprehensive Plan.**

Objective: **Increase focus on growing Village Center as a destination.**

Strategic Priority Goal Area: **Maintain and Enhance Infrastructure**

Invest in and maintain essential infrastructure to support service delivery, improve operational efficiency, and meet the evolving needs of the community.

Objective: **Explore an alternative water source access to Lake Michigan.**

Objective: **Maintain the Village's current infrastructure while also planning for the future through continuous evaluation and updating of the Village's Capital Improvement Plan (CIP).**

Objective: **Facilitate I390 Expansion Project.**

Objective: **Based on Village-wide facilities needs assessment, prepare for future facilities.**

Strategic Priority Goal Area: **Community Image and Identity**

Foster a strong and positive community identity through engagement, placemaking, aesthetic improvements, and initiatives that reflect local values and promote pride in the community.

Objective: **Focus on identifying and highlighting the Village's unique identity.**

Objective: **Enhance partnership with neighboring organizations.**

Objective: **Review and select Village-hosted community events.**

Objective: **Enhance outreach and community engagement.**

Objective: **Increase availability of public art.**

Strategic Priority Goal Area: **Effective Governance**

Ensure responsive, inclusive, and forward-thinking leadership through strong planning, clear communication, technology integration, and collaborative partnerships.

Objective: **Create and implement a Village-wide staffing succession plan.**

Objective: **Enhance workforce stability and staffing strategies that support retention and recruitment.**

Objective: **Update and refresh the Village's Code of Ordinances.**

Objective: **Evaluate technology options to enhance efficiency and services.**

Objective: **Continue to evaluate Village's Emergency Management and Village preparedness.**





Hanover Park ^{USA}

CONCLUSION

The strategic planning process will only be effective if this report serves as a practical guide for Hanover Park leaders and the community. It captures key discussions throughout the strategic planning process and supports the Village's leadership in creating action plans to achieve strategic goals and advance priority initiatives.

As the Village evolves, it must adapt to changes in demographics, community trends, technology, and best practices. The strategic plan provides a flexible roadmap to navigate these shifts. To stay aligned with community needs, regular reviews of the strategic planning goals (e.g., monthly, quarterly, or semi-annually) are recommended, along with a full update of the plan every three to five years.

The discussions and idea-sharing during the strategic planning process highlighted Hanover Park's forward-thinking leadership, who are committed to embracing strategic thinking and ensuring thoughtful planning for the Village's future.

We wish you well with the ambitious years that lie ahead.

Melissa Henriksen

Alli Aiston

Jeanna Ballard

Mel Henriksen, Alli Aiston, and Jeanna Ballard

NIU-CGS Project Coordinators and Session Facilitators

APPENDIX A

VILLAGE OF HANOVER PARK DETAILED STAKEHOLDER FEEDBACK

Internal Perspectives

Gathering internal perspectives when developing the Village’s strategic plan is crucial, ensuring the plan is informed by the insights and experiences of those who understand the organization’s unique operations, challenges, and opportunities. This comprehensive input fosters alignment with the community’s needs and goals. To collect these internal perspectives, the NIU-CGS team conducted interviews with the Village’s leadership team and elected officials and conducted a working session with department heads.

- Interviews result in highly personalized participation and the in-depth sharing of ideas. The focus of the interview sessions is to gain an initial perspective by building a balanced and informed view of the Village from each stakeholder’s unique vantage point. In June and July, a series of virtual and in-person interviews were conducted with Board members and senior administrative leadership including the Village President, Village Manager and Deputy Village Manager.
- A working session was held with department heads in July 2025.

An analysis of the feedback resulted in the development of theme areas for workshop participants to consider. Themes and summaries are provided next.

Internal Stakeholders | Administrative Leadership Interviews and Department Head Working Session Themes



**ORGANIZATIONAL
DEVELOPMENT
AND PRIORITY
ALIGNMENT**



**COMMUNICATION
AND ENGAGEMENT**



**LONG-TERM
INFRASTRUCTURE
AND FACILITY
PLANNING**

OVERALL SUMMARY OF ADMINISTRATIVE LEADERSHIP INTERVIEWS AND DEPARTMENT HEAD WORKING SESSION THEMES

The Village of Hanover Park is navigating a period of transition and opportunity, marked by upcoming leadership changes and a strong commitment to organizational effectiveness. Departments have demonstrated high levels of collaboration and service delivery, even as they prepare for retirements and work to strengthen internal leadership pipelines. Staff emphasized the importance of clear, consistent communication, both within the organization and with the community, to enhance engagement and better align day-to-day operations with evolving Board priorities. Major investments in infrastructure and facilities are underway, and sustaining this progress will require careful planning as external funding sources shift. At the same time, departments continue to prioritize workforce wellness, professional development, and a long-term vision that supports stability, responsiveness, and shared progress.



Organizational Development and Priority Alignment

Departments reported strong service delivery supported by stable staffing and expanded training. Improvements have been driven by community engagement, wellness programs, and recruitment. However, challenges remain, including gaps in middle management succession and difficulties with long-term retention. Staff emphasized the importance of leadership development, succession planning, and fostering a resilient workplace culture.

In addition, the Village is facing a leadership transition with upcoming retirements, including the long-time Village Manager. While collaboration and continuity among staff is strong, there's a critical need for intentional succession planning and knowledge transfer.



Communication and Engagement

Communication, both internal and external, was identified as an area for continued improvement. Although the Village provides a broad array of events and initiatives, staff observed that engagement and feedback from the community is sometimes limited. Strengthening communication channels and assessing the timing and frequency of outreach are viewed as important steps in building public trust, fostering civic involvement, and supporting a shared vision for the Village. Additionally, expanded communication can further enhance business development efforts and help reinforce the Village's reputation as a business-friendly community.



Long-Term Infrastructure and Facility Planning

The Village is making significant progress in infrastructure, capital improvements, and facility upgrades, marking some of the largest scale public works investments in recent Village history. Departments are actively pursuing long-range planning efforts and capitalizing on grants and low-interest financing to maximize impact. However, there are concerns about sustaining this momentum due to shifting external funding sources, such as grants, gradually diminishing. Key decisions regarding the future of Village Hall and Public Works facilities remain on the horizon, highlighting the need for a unified, actionable long-term vision to guide continued investment and development.





ECONOMIC DEVELOPMENT AND BUSINESS DIVERSIFICATION



INFRASTRUCTURE AND PUBLIC SPACES



COMMUNICATION AND TRANSPARENCY



FISCAL RESPONSIBILITY AND SUSTAINABILITY

OVERALL SUMMARY OF ELECTED OFFICIAL INTERVIEW THEMES

The Village Board is working to build a stronger future for Hanover Park by growing the local economy, improving infrastructure, and strengthening communication. They want to bring in more diverse and family-friendly businesses, support local entrepreneurs, and use the Village's location to attract investment. Cultural events and inclusive activities are seen as important for building community pride, and there is also a desire to reinvigorate local events to help the Village stand out among its active neighboring communities. Fixing roads, sidewalks, and public spaces are top priorities. They also aim to improve how the Village shares information with residents. To keep taxes manageable, the Board is committed to maintaining a balanced budget while seeking new funding opportunities through business growth, grants, and partnerships.



Economic Development and Business Diversification

The importance of taking a more proactive and creative approach to economic development was emphasized. While the Village already supports a range of businesses, there is a need to increase variety, particularly by welcoming more family-friendly and upscale options. Trustees encouraged efforts to attract unique establishments, fill vacant storefronts, and strengthen resources for local entrepreneurs, suggesting a robust incentive program to help draw in businesses that reflect community values and contribute to long-term revenue growth. Hanover Park's strategic location near major highways and neighboring communities offers a valuable opportunity to draw new investment and expand the current business base and continue to create inclusive public experiences that promote both economic growth and community pride.



Infrastructure and Public Spaces

Infrastructure improvements remain a key priority, and there is strong support for continued investment in roads, sidewalks, beautification, and facility upgrades such as Village Hall and Public Works modernization. Overall infrastructure is considered solid, and the Village is eager to build on this foundation by revitalizing key areas along Irving Park Road and reimagining underutilized spaces, including parks, athletic fields, and public stages as vibrant hubs for community events, recreation, and future development. Relocating the Village Hall was also suggested as part of a broader vision. Incorporating multimodal transportation and year-round amenities was also seen as a way to enhance mobility, accessibility, and the overall vitality of the Village.



Communication and Transparency

Communication was identified as an area for continued improvement. While traditional tools such as newsletters provide value, there is a growing interest in expanding modern, more immediate channels to better inform and engage residents. In addition to improving how information is shared, the importance of building civic pride and reinforcing a strong, inclusive Village identity was highlighted. Thoughtful outreach efforts that reflect Hanover Park’s cultural richness can help foster stronger connections across the community and ensure residents feel informed and involved. The Village seeks to further define the Village’s identity by celebrating community successes, enhancing cultural programming, and strengthening civic engagement through local internships and deeper school partnerships to better connect with younger residents.



Fiscal Responsibility and Sustainability

Interviewees reaffirmed the Board’s commitment to fiscal responsibility, recognizing the Village’s strong track record of balanced budgeting and prudent financial stewardship. Looking ahead, there is shared interest in diversifying revenue sources to ease the reliance on property taxes and support long-term sustainability. Business growth, grant funding, and strategic partnerships were identified as promising opportunities. They stressed the importance of maintaining transparency in financial planning and ensuring that budget decisions align with community priorities and delivering quality services while managing costs effectively. Planning for the upcoming retirement of key staff is also seen as essential to sustaining both organizational effectiveness and financial stability.

APPENDIX B

VILLAGE OF HANOVER PARK COMMUNITY SURVEY EXECUTIVE SUMMARY

Executive Summary

The Village of Hanover Park commissioned the Center for Governmental Studies (CGS) at Northern Illinois University to conduct a multi-mode survey (online, mail, and telephone reminder calls) of residents. The purpose of the survey was to determine residents' opinions of living in the Village, Village government-provided services, and the areas that the Village government should focus their attention on in the next three years. The survey was conducted from March 3, 2025, to May 20, 2025. A total of 502 completed surveys were received. A similar survey was conducted in 2021. The community survey is statistically significant, meaning the findings were weighted and are generalizable to the total adult population of Hanover Park.

KEY FINDINGS

Quality of Life in the Village of Hanover Park

- Nearly three-fourths (73.3%) of respondents rate the Village of Hanover Park as an excellent or good place to live.
- The majority (71.8%) of respondents rate the ease of walking in the Village excellent or good. Nearly three-fifths (58.1%) of respondents rate the ease of bicycling in the Village excellent or good.
- Two-fifths (40.4%) of respondents rate the availability of entertainment in the Village excellent or good.
- The residents believe the three most important issues the Village of Hanover Park faces are crime/safety (24.2%), taxes (18.2%), and attracting/maintaining businesses (15.2%).
- The top two responses to the question "When it comes to the future of the Village of Hanover Park what do you most hope for" are that it is a safe place to live (16.3%) and that there are good/improved government provided services (8.4%).

Village of Hanover Park Government-Provided Services

- Neighborhood street maintenance and repair, business attraction and retention, property maintenance regulation, stormwater management, and yard waste pickup are rated by respondents as high importance and low satisfaction and are identified as "improvement opportunity" areas.
- The six services below are rated by respondents as high importance and high satisfaction and are identified as areas to "keep up the good work":
 - Police/Public Safety
 - Water System Maintenance and Repair
 - Sanitary Sewer Maintenance and Repair
 - Garbage Pickup
 - Recycling
 - Fire, Ambulance, and Emergency Medical Services

Village of Hanover Park Government-Provided Services (Cont.)

- The majority of respondents rate each of the 10 police and public services asked about in the survey as excellent or good. Police response time to emergencies receives the highest rating (78.3% excellent or good) and nuisance enforcement receives the lowest rating (51.0% excellent or good).
- The ratings for the nine street maintenance and repair services asked about in the survey range from 47.2% excellent or good to 69.0% excellent or good. Snow plowing of neighborhood streets (69.0% excellent or good) and street sweeping of curbs in business areas (68.0% excellent or good) receive the highest ratings. The condition of sidewalks (47.2% excellent or good) receives the lowest rating.
- The respondents were asked to rate the quality of seven fire and emergency services. All the services receive high ratings. Fire response (94.3% excellent or good) and medical response (94.3% excellent or good) receive the highest ratings and technical rescue response receives the lowest rating (80.7% excellent or good).
- The majority (71.4%) of the respondents rate the overall quality of the services received from the Village government as excellent or good.
- Nearly three-fifths (57.7%) of respondents think the Village should focus on improving neighborhood street maintenance and repair in the next three years. More than one-half (52.7%) of respondents think the Village should focus on business attraction and retention/economic development and 47.3% think the Village should focus on police/public safety in the next three years.
- The largest percentage of respondents select police/public safety (37.5%) as the top priority, business attraction and retention (16.5%) as the second priority, and neighborhood street maintenance and repair (15.2%) as the third priority for the Village government in the next three years.

Village Government Customer Service

- Of the 43.5% of residents who contacted the Village government in the past 24 months, the majority are satisfied with the customer service they received.
 - 91.3% indicate the staff were knowledgeable
 - 94.2% report the staff were courteous
 - 83.7% state the staff responded in a timely manner
 - 72.8% rate their overall experience as excellent or good
 - Four-fifths (79.8%) of respondents were able to find the appropriate person to contact and 68.0% indicate that they only had to contact one staff person to get assistance.

Village Government Communication

- More than three-fifths (63.8%) of respondents report they receive information about the Village government from the Hi-Lighter newsletter, with 40.3% stating it is their most preferred source.
- More than three-fifths (63.0%) of respondents find the Village printed Hi-Lighter newsletter very useful.
- The majority (80.5%) of residents are satisfied with the job the Village of Hanover Park does providing information to residents.

Economic Development

- Nearly all (93.1%) residents think it is important to attract new businesses to the Village; with 69.6% indicating it is very important.
- When asked about the type of business they believe it is most important for the Village of Hanover Park to attract, 65.6% of residents indicate a restaurant (25.7 percentage points more than any other business).

Diversity, Equity, and Inclusion in the Village of Hanover Park

- The majority of respondents agree with the following statement regarding diversity, equity, and inclusion in the Village.
 - I/members of my household feel I/we belong in the Village of Hanover Park (85.6%)
 - I and members of my household feel welcomed in the Village (88.3%)
 - I and member of my household feel included in the Village (79.9%)
 - I and members of my household feel safe in the Village (90.4%)
 - I and members of my household are treated fairly and equitably (89.2%)
- Most (87.1%) respondents believe that the Village of Hanover Park has made diversity, equity, and inclusion a priority.
- A total of 68.6% of respondents rate the efforts of the Village government to implement strategies to address diversity, equity, and inclusion as excellent or good and 39.9% do not know.

CONCLUSIONS AND RECOMMENDATIONS

Most residents are satisfied with the Village of Hanover Park as a place to live. The residents comment that they like the location, the stores, shopping, and restaurants are nearby, the low crime, and it is peaceful/quiet. The respondents believe the Village government is doing a good job of providing the following services: police, water system maintenance and repair, sanitary sewer maintenance and repair, garbage pickup, recycling, fire, ambulance, and emergency medical service, and stormwater management.

However, according to the respondents, neighborhood street maintenance and repair, business attraction and retention, property maintenance regulation, stormwater management, and yard waste pickup need improvement. The respondents think that the Village government should place more effort on street maintenance and repair and business attraction and retention, as well as crime/public safety in the next three years. The Village government should focus on improving these areas.

The Village should improve the following four aspects of street maintenance and repair since they are rated low by respondents: condition of sidewalks, condition of street pavement and curb, surface condition of neighborhood streets, and condition of walking paths/bike trails.

- Almost one-half of residents are not familiar with the Fire Department and the services it provides. The Village government should increase communication to residents about the Fire Department.
- The majority of respondents think it is important to attract new businesses to the Village. The type of business respondents would most like to see the Village attract is a restaurant. The Village government should consider attracting restaurants.

Most respondents who contacted the Village government in the past 24 months were satisfied with the customer service they received. They believe the staff were knowledgeable and courteous, and that the staff responded in a timely manner. The Village government should continue to provide the current level of customer service.

The majority of respondents feel welcomed, included, and safe in the Village and are satisfied with the job the Village of Hanover Park is doing in addressing diversity, equity, and inclusion. A fairly large proportion of respondents are not aware of the efforts of the Village government to implement strategies to address diversity, equity, and inclusion. The Village government should increase communication to residents about diversity, equity, and inclusion initiatives.

Most respondents are satisfied with the job the Village of Hanover Park government is doing in communicating to residents. There has been improvement in communicating with residents over the past three years and the Village government should continue its efforts in this area.

APPENDIX C

SURRENDER OR LEAD RESPONSES

The **bolded and underlined** sections are key phrases that each group provided in response to the Surrender or Lead exercise's open-ended questions and prompts during the leadership workshop.

Group #1:

1. We want to **lower property taxes**, but **we need to encourage other tax districts to assist in this endeavor**.
2. The two most important things to focus on are **sustainable revenue** and **infrastructure** because **money and revenue is needed to grow and operate**.
3. If it weren't for **the Village being landlocked**, we would **have additional opportunities to expand and address issues**.
4. We need to finally **find our identity**.
5. **The Village's three residential projects** will have the biggest impact on the Village in the coming 2-3 years.

Group #2:

1. We want to **reduce tax on homeowners**, but we need to **create revenue generators (get creative)**.
2. The two most important things to focus on are **economic development** and **family focus** because **it builds identity and a brand**.
3. If it weren't for **infrastructure projects** and **planning**, we would **not have made as much progress as we have today**.
4. We need to finally **incorporate the 60 acres**.
5. **Housing developments in Village Center** will have the biggest impact on the Village in the coming 2-3 years.

Group #3:

1. We want to **establish a thriving downtown**, but **complete it in a financially responsible manner (thrive but intelligently)**.
2. The two most important things to focus on are **revenue growth** and **developments to build resiliency and stable staffing** because **it will expand service levels**.
3. If it weren't for **IDOT** we would **be able to realize our Village center plans**.
4. a. We need to finally **revitalize aging infrastructure**.
b. We need to finally **focus on West Irving Park Road**.
5. **Staffing and succession planning** will have the biggest impact on the Village in the coming 2-3 years.

Group #4:

1. We want to **attract "move up" housing**, but **keep Hanover Park accessible to all**.
2. The two most important things to focus on are **communication** and **community engagement** because **residents are missing out on services and resources**.
3. If it weren't for **Hanover Park being so fragmented (township, county, school districts, other special districts, etc.)**, we would **have better community spirit and identity**.
4. We need to finally **replace the Village Hall and Public Works buildings**.
5. **Financial stability dependent on federal and state grants funding** will have the biggest impact on the Village in coming 2-3 years.

APPENDIX D

STRATEGIC PRIORITY MATRIX



GOAL: FINANCIAL HEALTH

OBJECTIVE: DEVELOP FINANCIAL STRATEGIES TO ADDRESS THE LOSS OR DECLINE OF REVENUE.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Diversify revenue tax generators	At least one new tax revenue generator has been identified	Finance	2027
Evaluate new & existing incentive items to best allow Village to attract high sales-tax generating business	Incentives reviewed with criteria set for each incentive type	Community & Economic Development	2028
Set incentive agreement criteria & determine minimum investment threshold for agreement with tax generator that increases jobs and local tax revenue	Criteria set	Community & Economic Development / Village Manager's Office	2028
Analyze ambulance billing revenue	Impact of legislative changes to ambulance billing identified and cost recovery process adjusted, as needed, to ensure no loss in revenue	Fire / Finance	2027

OBJECTIVE: CONTINUE TO EXPLORE STRATEGIES TO ADDRESS GROWING PENSION OBLIGATIONS.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Review strategies to address retention and attraction of Tier 2 employees and select benefit reform or incentive program	Tier 2 employees retained and attracted	Human Resources / Finance	2028
Fund at actuarial report at suggested level each year - fully fund pension by 2033	On track for 2033 by exceeding annual required contribution and decreased the interest rate of return from 7.0% to 6.5%	Finance	2028

GOAL: FINANCIAL HEALTH (CONT.)

OBJECTIVE: WORKFORCE MARKET COMPETITIVENESS: MAINTAIN COMPETITIVE AND COMPREHENSIVE TOTAL COMPENSATION PROGRAM TO HELP ATTRACT AND RETAIN QUALITY WORKFORCE.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Perform annual Compensation Study of comparable communities to support non-union merit pay recommendation and Base Salary Plan Ordinance	Compensation Plan remains competitive per Compensation Strategy	Human Resources	November 1st each year
Perform compensation analysis of comparable communities to support all union negotiations	Compensation Plan remains competitive per Compensation Strategy	Human Resources	May 1st of new contract effective date
Manage employee and employer benefit costs	Implement changes that yield cost savings for all and maintain competitiveness	Human Resources	2026
Maximize results of wellness programming	At least one new program or incentive has been identified	All	2027

OBJECTIVE: REVIEW FINANCING FOR WATER AND SEWER IMPROVEMENTS, IEPA BOND ISSUANCE, AND CORRESPONDING WATER RATES.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Hire consulting firm to perform water rate study	Approval of consultant by Village Board	Public Works / Finance	2027
Complete water rate study	Final report issued with recommendations related to ongoing IEPA bond issuance	Public Works / Finance	2027
Pass ordinance approving recommended water rates	Ordinance approved	Finance / Public Works / Village Manager's Office	2028





GOAL: FOCUSED ECONOMIC DEVELOPMENT & REDEVELOPMENT

OBJECTIVE: CONSIDER STRATEGIES TO REDUCE THE VILLAGE’S PORTION OF THE PROPERTY TAX RATE TO 1% AS A RECRUITMENT STRATEGY TO ATTRACT MORE RESIDENTS AND BUSINESSES TO THE VILLAGE.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Review ways to lower the Village property tax rate	Consistent decrease in the tax rate to 1% while diversifying revenue, decreasing the Village’s reliance on property tax	Community & Economic Development / Finance / Village Manager’s Office	2028
Attract development to increase EAV	EAV is increased	Community & Economic Development	2028

OBJECTIVE: COMPLETE AND BEGIN TO IMPLEMENT RECOMMENDATIONS FROM THE VILLAGE’S COMPREHENSIVE PLAN.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Comprehensive Plan completed	Plan approved by Village Board	Community & Economic Development / Village Manager’s Office	2026
Identify short-term and long-term goals from Comprehensive Plan	Strategy/action plan developed for implementation of plan	Community & Economic Development / Village Manager’s Office	2027
Utilize subarea plan financial assessments for business and development recruitment	Target marketing materials created and utilized by CED	Community & Economic Development	2027
Based on comprehensive plan recommendations, explore new entertainment options and area	Potential sites identified and marketed	Community & Economic Development	2028

GOAL: FOCUSED ECONOMIC DEVELOPMENT & REDEVELOPMENT (CONT.)

OBJECTIVE: FACILITATE AND SUPPORT PRIVATE SECTOR LARGE DEVELOPMENTS.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Benson property	Developer identified	Village Manager's Office / Community & Economic Development	2027
South Commuter Lot property	Developer identified through RFP process and construction underway	Village Manager's Office / Community & Economic Development	2028
Church & Lake property	Construction completed.	Village Manager's Office / Community & Economic Development	2027
Barrington & Lake property	Developer identified and construction underway	Village Manager's Office / Community & Economic Development	2028
Southwest Corner of Gary & Lake	Developer identified and property annexed to Village	Village Manager's Office / Community & Economic Development	2028
Work with property owners to identify ways to rehab outdated properties	Properties identified for potential redevelopment. Plan created with property owners. At least one property improved	Village Manager's Office / Community & Economic Development	2028

OBJECTIVE: INCREASE FOCUS ON GROWING VILLAGE CENTER AS A DESTINATION.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Complete construction of Ontarioville Phase 2 Improvements	Construction completed and electric lines buried	Public Works / Village Manager's Office	2026
Market properties within Village Center for development	Development approved for at least one project in Village Center	Community & Economic Development / Village Manager's Office	2027
Evaluate potential locations for a new Village Hall	Location identified	Village Manager's Office	2026
Community events incorporate Phase 2 area	Event held and fun had by all	Village Manager's Office	2028



GOAL: FOCUSED ECONOMIC DEVELOPMENT & REDEVELOPMENT (CONT.)

OBJECTIVE: REVITALIZE AND DIVERSIFY THE BUSINESS MIX ALONG IRVING PARK ROAD.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Explore opportunity of new TIF or Business Improvement District west of Barrington Road	TIF/BID analysis completed by consultant	Community & Economic Development / Finance	2027
Enhance safe access to businesses. Evaluate viability of consolidation of curb-cuts and 4th leg of traffic signal at Westview entrance off of Irving Park Road	Decision made and action plan identified for implementation	Community & Economic Development / Public Works	2027

OBJECTIVE: CREATE A VILLAGE-WIDE MARKETING PLAN AND EXPAND OUTREACH TO HELP ATTRACT AND RETAIN BUSINESS, RESIDENTS AND VISITORS.

Action	Measure of Success	Lead Department(s)	Target Completion Date
RFP for consultant	Consultant identified and approved by Village Board	Village Manager's Office / Community & Economic Development	2026
Complete marketing plan	Marketing plan completed with strategies identified	Village Manager's Office / Community & Economic Development	2026
Develop marketing materials	Based on marketing plan, materials are created and utilized	Village Manager's Office / Community & Economic Development	2027
Collaborate with other organizations to market Hanover Park (i.e., park district, schools, libraries, etc.)	Collaboration with other entities to create and disperse marketing materials	Village Manager's Office	2027





GOAL: MAINTAIN & ENHANCE INFRASTRUCTURE

OBJECTIVE: FACILITATE I390 EXPANSION PROJECT.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Work with Illinois Tollway to construct I390 extension to County Farm Rd	Village participation in I390 Working Group and community kept informed on progress	Village Manager's Office / Public Works	2028
Plan created for IDOT to vacate boulevard right-of-way west of County Farm Rd	ROW vacated to allow for future development	Village Manager's Office/ Public Works / Community & Economic Development	2027

OBJECTIVE: BASED ON VILLAGE-WIDE FACILITIES NEEDS ASSESSMENT, PREPARE FOR FUTURE FACILITIES.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Complete facility master plan for Village Hall and Public Works Facility	Master Plan completed	Village Manager's Office / Public Works	2026
Identify and secure location of a new Village Hall	Property identified and purchased	Village Manager's Office / Public Works / Community & Economic Development	2026
Identify funding source for construction of new Village Hall	Funding plan identified	Village Manager's Office / Finance	2027
Complete design of new Village Hall	Design completed	Village Manager's Office / Public Works	2028
Identify location and begin design of a new Public Works Facility	Location identified and design started	Village Manager's Office/ Public Works	2028
Analyze need for public safety training infrastructure	Evaluated options and potential locations of training facilities with an estimated budget completed	Police / Fire	2027

GOAL: MAINTAIN & ENHANCE INFRASTRUCTURE (CONT.)

OBJECTIVE: EXPLORE AN ALTERNATIVE WATER SOURCE ACCESS TO LAKE MICHIGAN.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Evaluate option to participate with DuPage Water Commission on new access	Decision made by Village Board	Village Manager's Office	2028

OBJECTIVE: MAINTAIN THE VILLAGE'S CURRENT INFRASTRUCTURE WHILE ALSO PLANNING FOR THE FUTURE THROUGH CONTINUOUS EVALUATION AND UPDATING OF THE VILLAGE'S CAPITAL IMPROVEMENT PLAN (CIP).

Action	Measure of Success	Lead Department(s)	Target Completion Date
Update pavement maintenance schedule based on CMAP's pavement management study	Schedule updated	Public Works	2026
Implement updated pavement schedule	Paving according to schedule	Public Works	2027
Implement remaining years of the watermain improvement program	IEPA loan process continued & construction in progress	Public Works	2028
Develop next watermain improvement 5-year project plan (2029-2033)	Plan approved	Public Works	2027
Improve appearance of Village Center north of RR Tracks (streetscape, roadways, ext.)	New paths, landscaping and lighting installed. Improved visual and pedestrian connectivity created	Public Works	2028
Pursue grants and alternative revenues	Applications submitted on an annual basis	Public Works	Ongoing
Evaluate alternatives for VMware server virtualization	Alternative identified and implemented	Information Technology	2027
Implement new phone system	New phone system implemented	Information Technology	2028





GOAL: COMMUNITY IMAGE & IDENTITY

OBJECTIVE: REVIEW AND SELECT VILLAGE-HOSTED COMMUNITY EVENTS.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Strengthen marketing of events	Use of Village social media, eNews, and website to market events grown	Village Manager's Office	2026
Commemorate 70th anniversary of Hanover Park & 100th anniversary of fire services	Anniversaries celebrated	All departments	2028
Participation in the Illinois America250 commemoration	Level of participation identified and commemoration held	Village Manager's Office	2026

OBJECTIVE: ENHANCE OUTREACH AND COMMUNITY ENGAGEMENT.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Help grow Lions Club in Hanover Park	One Village staff member and one Trustee are members regularly participate and assist with recruitment and growth of organization	Village Manager's Office	2026
Create intergovernmental staff leadership group	Group is created and meets regularly	Village Manager's Office	2026
Evaluate online services	Report of existing services created with recommendations for new/enhanced services. Plan for implementation	Information Technology / Village Manager's Office	2027
Strengthen partnership with Park District	Ongoing joint programming and increased use of Sports Complex	Village Manager's Office/ All departments	2026
Review official social media platforms and strategies to enhance engagement	Measurable increase in social media followers/engagement levels	All departments	2026-2028

GOAL: COMMUNITY IMAGE & IDENTITY (CONT.)

OBJECTIVE: INCREASE AVAILABILITY OF PUBLIC ART.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Host annual public art event	Events held	Village Manager's Office	2028
Install permanent art installation	One new art installation installed annually	Village Manager's Office	2028
Creation of new committee/ commission or incorporate public art focus into existing committee	Committee created	Village Manager's Office	2026
Identify funding source for purchase of public art	Source identified and implemented	Village Manager's Office / Finance	2026
Partner with service organization on fundraiser for public art	Fundraiser held	Village Manager's Office	2027

OBJECTIVE: FOCUS ON IDENTIFYING AND HIGHLIGHTING THE VILLAGE'S UNIQUE IDENTITY.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Tell Village's story and highlight successes	Marketing plan's strategies utilized to continue building of Hanover Park's brand	Village Manager's Office	2027
Create a sense of place within Village	Complete construction and activation of Ontarioville plazas	Public Works / Village Manager's Office	2027
Redesign Village website	Completion of new design	Information Technology / Village Manager's Office	2026
Evaluate new video production services	Enhanced video production in place	Information Technology / Village Manager's Office	2027

OBJECTIVE: ENHANCE PARTNERSHIP WITH NEIGHBORING ORGANIZATIONS.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Increase partnership with Hanover Park Education & Work Center	Partnerships identified in areas of recruitment, training, and support	Community & Economic Development / Human Resources	Ongoing
Work with ACE to host internship event	Participated in ACE program	All departments	Annually
Partner with high schools to offer opportunities to learn more about local government opportunities	Format identified and implemented	Human Resources	2028
Develop and implement micro grants for civic projects	Program created, funded, and advertised to community	Village Manager's Office	2027
Partner with outside service provider for officer training in responding to mental health related incidents and calls	Training provided to personnel	Police	2028



GOAL: EFFECTIVE GOVERNANCE

OBJECTIVE: CREATE AND IMPLEMENT A VILLAGE-WIDE STAFFING SUCCESSION PLAN.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Identify two paths for each key position	Fill key vacancies smoothly and efficiently	All departments	2027
Provide internal leadership training across the organization	Increased skillset of potential future leaders	All departments	2026

OBJECTIVE: ENHANCE WORKFORCE STABILITY AND STAFFING STRATEGIES THAT SUPPORT RETENTION AND RECRUITMENT.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Research alternative long term and short-term staffing solutions	Improved efficiencies	Human Resources	2028
Recruit from a diverse qualified group of applicants	Diversity of applicants and new hires increased	Human Resources	Ongoing
Increase number of multilingual employees	Union contracts reviewed, and when possible, adjusted, to enhance language proficiency programs	Human Resources	2028

OBJECTIVE: UPDATE AND REFRESH THE VILLAGE'S CODE OF ORDINANCES.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Implement recommendations of the Process Improvements Team	Changes implemented	Inspectional Services / Engineering / Community & Economic Development / Village Manager's Office	Ongoing
Adopt 2024 ICC Codes with amendments	Code adopted	Fire	2026
Update Engineering code & standards	Updated Code approved	Public Works	2026

GOAL: EFFECTIVE GOVERNANCE (CONT.)

OBJECTIVE: EVALUATE TECHNOLOGY OPTIONS TO ENHANCE EFFICIENCY AND SERVICES.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Develop artificial intelligence (AI) policy and strategies for all departments	Policy developed and communicated	Information Technology	2026
Institute dashboard reporting of Fire and EMS data through a web-based interface	Dashboard designed and functioning	Fire	2026
Identify options that enhance communications, reducing language barriers, with residents/businesses	Technology identified and implemented	All departments	2028

OBJECTIVE: CONTINUE TO EVALUATE VILLAGE'S EMERGENCY MANAGEMENT AND VILLAGE PREPAREDNESS.

Action	Measure of Success	Lead Department(s)	Target Completion Date
Complete a Community Risk Reduction Plan	Plan written and implementation started	Fire	2028
Conduct annual disaster recovery/incident response exercise	Exercise conducted	Information Technology / Fire	2026
Evaluate cyber security measures	Evaluation of current cyber security measures conducted annually	Information Technology	Ongoing

