



An Action Plan for Hinckley, IL

PREPARED FOR THE VILLAGE OF HINCKLEY, ILLINOIS

OCTOBER 22, 2018



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Governmental Studies**

Outreach, Engagement, and Regional Development

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Hinckley Harvesting Our Future Action Plan

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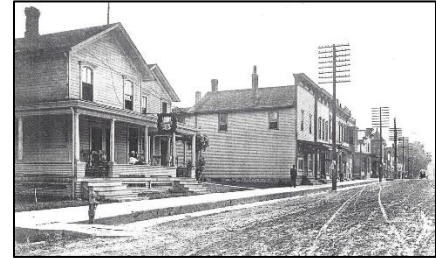
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Introduction

Hinckley, Illinois, has a rich historical tradition having been founded in the 1870s and grown into a family-friendly community proud of achievements and its high quality of life. Located on Rt. 30, Hinckley is in the path of future growth emanating from the Chicago area westward. Many residents commute to work in neighboring employment centers such as Aurora and DeKalb-Sycamore but also have access to large recreational sites such as Shabbona Lake State Park and other



locations. The strong agricultural heritage provides opportunities for residents to enjoy the benefits of a rural area but with easy access to urban amenities.



With a continued interest in improving the community, the Village Board applied to the DeKalb County Community Foundation for a planning grant designed to explore opportunities to make the community a more desirable place to live, do business, and visit. The Village Board contracted with Northern Illinois University Center for Governmental Studies (CGS) to help guide the planning process and provide technical assistance on specific development issues.

The Village Board selected three community members to lead the planning effort. These members then recruited a team of thirty residents to work with CGS to develop the plan. The group named itself Harvesting Our Future (HOF). The team met with CGS staff four times over the course of four months. Three working groups formed to pursue specific projects. A list of team members and working groups is in Appendix One. This report is a product of those efforts and describes Hinckley's strategies for enhancing its future.

Hinckley Vision Statement

A vision statement describes how the community ideally sees itself in the future. HOF developed the following vision for Hinckley.

Hinckley strives to be recognized for its quality of life with high performing schools, friendly neighborhoods, historic downtown and unique businesses that make it a welcoming place to live, work, and visit in a scenic rural environment.

Making the vision a reality is an ongoing process. This plan provides a framework for carrying out that process. The plan includes many projects that are most likely to be completed if a broad cross section of Hinckley residents, the Village Board, and local organizations work together. The plan is intended to provide guidance for the next several years. However, it is flexible, and changes in priorities, new projects, and changing circumstances can be woven into the plan. The HOF team utilized economic and demographic information about the community and input from a survey of residents and a survey of business owners in developing their plan. A discussion of this information follows.

Economic and Demographic Profile

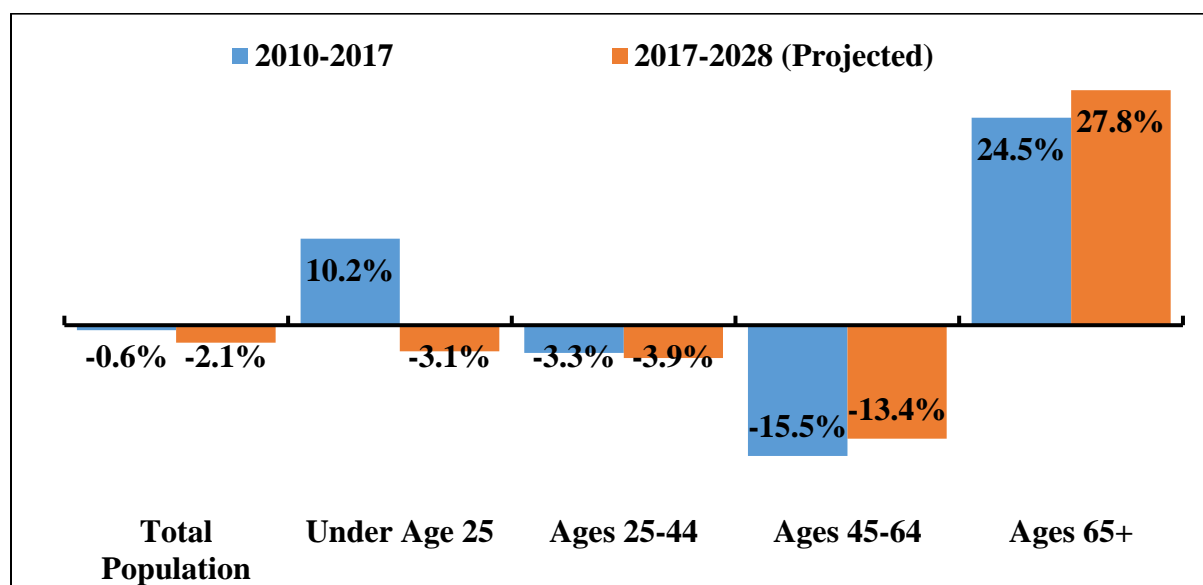
This section describes characteristics of the population and the local economy. This information helps to identify opportunities for economic development and select among development strategies.

Who Lives in Hinckley?

Between 2010 and 2017, the total population in the Hinckley ZIP code remained stable, decreasing slightly from 2,597 to 2,582 (-0.6%). Presenting the information by ZIP code rather than municipal boundaries captures residents who live just outside the Village but an integral part of the Hinckley community.¹ The slight decreases (15 residents) were mainly in populations of ages 45-64 but also with decreases in the 25-44 year age group. However, the age 65 and older population increased 24.5% as residents aged in place. Thus, Hinckley continues to have a strong population base and workforce.

The population composition is expected to remain stable through 2027 with total population projected to decrease 2.1% and most age groups likely to continue decreasing or increasing at past rates. The single exception is an expected *decrease* in residents under the age of 25, which is similar to expectations in many rural environments. However, this group grew 10.2% between 2010 and 2017. These projections do not include the potential effects of future policy interventions or improvements in the national or local economy. Communities such as Hinckley depend on the economic vitality of surrounding places where residents work.

Figure 1. Population Change by Age, Hinckley ZIP Code 60520



Source: Economic Modeling Specialists, Inc., 2017.

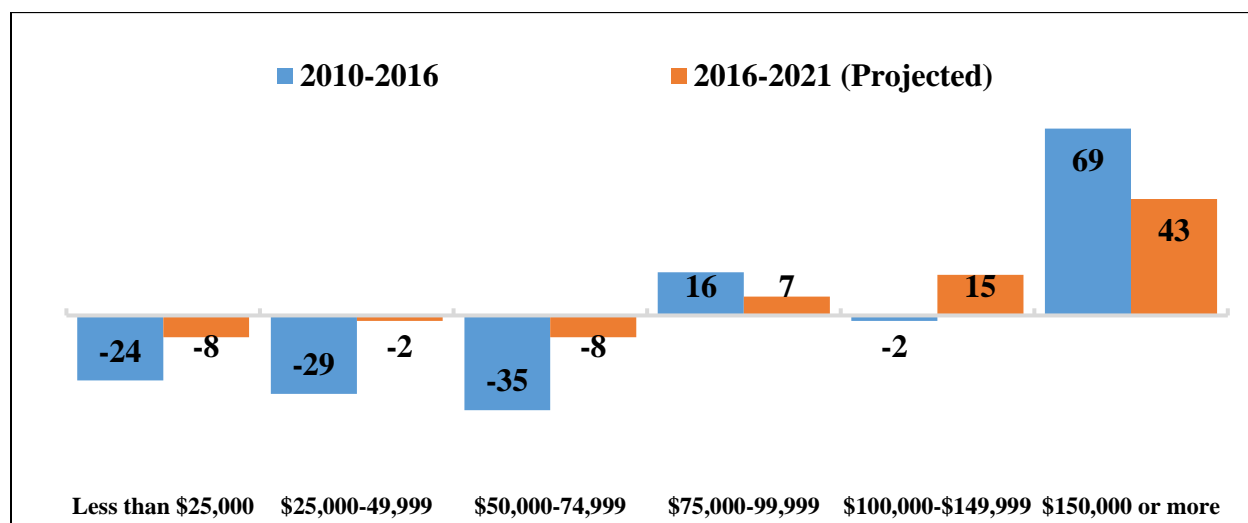
¹ The data on which these analyses are based are derived from Bureau of the Census, ACS tabulations, which often have a high standard of error especially in small communities. This makes small changes, even though a significant percent, not especially reliable.

Data from EASI Analytics, Inc. show a median age in the Hinckley ZIP code in 2016 of 39.7 years, compared with 37.1 statewide. While the age composition of Hinckley is similar to Illinois, it is slightly older which may represent opportunities for different types of services or businesses. Attracting and retaining families will be important in offsetting trends in an aging population and workforce.

What financial resources do residents have?

Income characteristics are equally important in business and economic planning. In 2016, the median household income in the Hinckley ZIP code was \$80,325, which was significantly higher than the statewide median of \$69,077. Between 2010 and 2016, the median household income (MHI) in Hinckley grew 16.4%, compared with an increase of 10.1% in the cost of living. Thus, Hinckley residents work at jobs or have pension programs that responded well compared with inflation. The number of households earning less than \$75,000 decreased, while the number of households earning \$75,000-99,999 or more than \$150,000 increased, not adjusting for inflation. According to projections from EASI Analytics, Inc., these trends will continue through 2021 so prospects look relatively bright for the purchasing power of Hinckley residents.

Figure 2. Change in Number of Households by Income Level



Source: EASI Analytics, Inc., 2016.

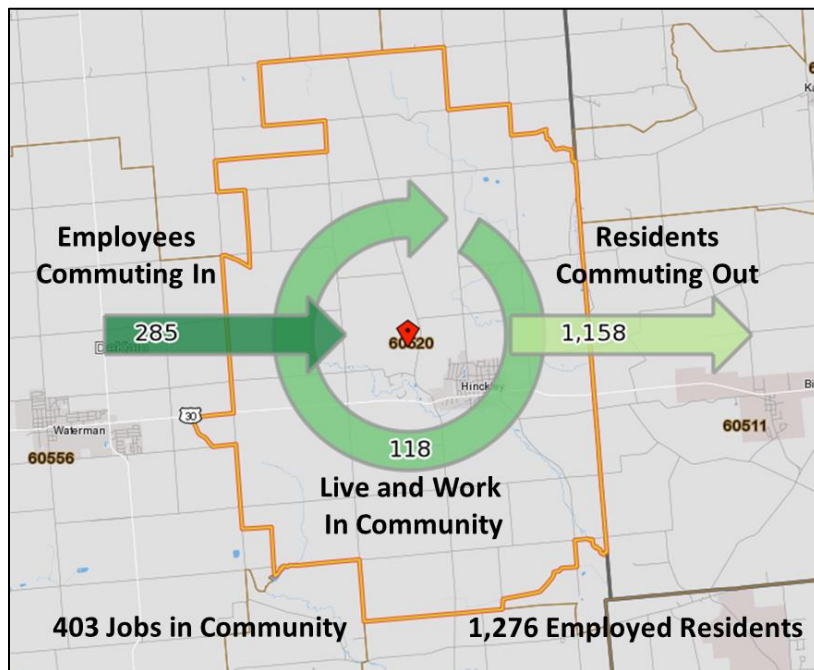
Where do Hinckley Residents Work?

Worker commuting patterns are examined from two perspectives: where Hinckley residents commute to work, and where people working in Hinckley commute from. Both are important for economic development, in the sense that residents who commute from Hinckley could have more leisure time if similar job opportunities were available locally, and workers commuting to Hinckley might be enticed to live in Hinckley if suitable changes were made.

Of the 403 jobs in the Hinckley ZIP code, 118 (29.3%) are held by area residents and 285 (70.7%) are held by commuters. In total, there are 1,276 employed residents, of which nearly all (90.8%) commute to jobs outside the area for work. The number of jobs in Hinckley is considerably less than the number of residents, so the area will need more employment opportunities, if more residents are to

work in the local area. Additional insights for development strategies are available by examining the origin and destination of commuters and residents, and particularly identifying the skills of residents and how additional businesses to use those skills could be brought to the area.

Figure 3. Hinckley ZIP Code Commuter Flows



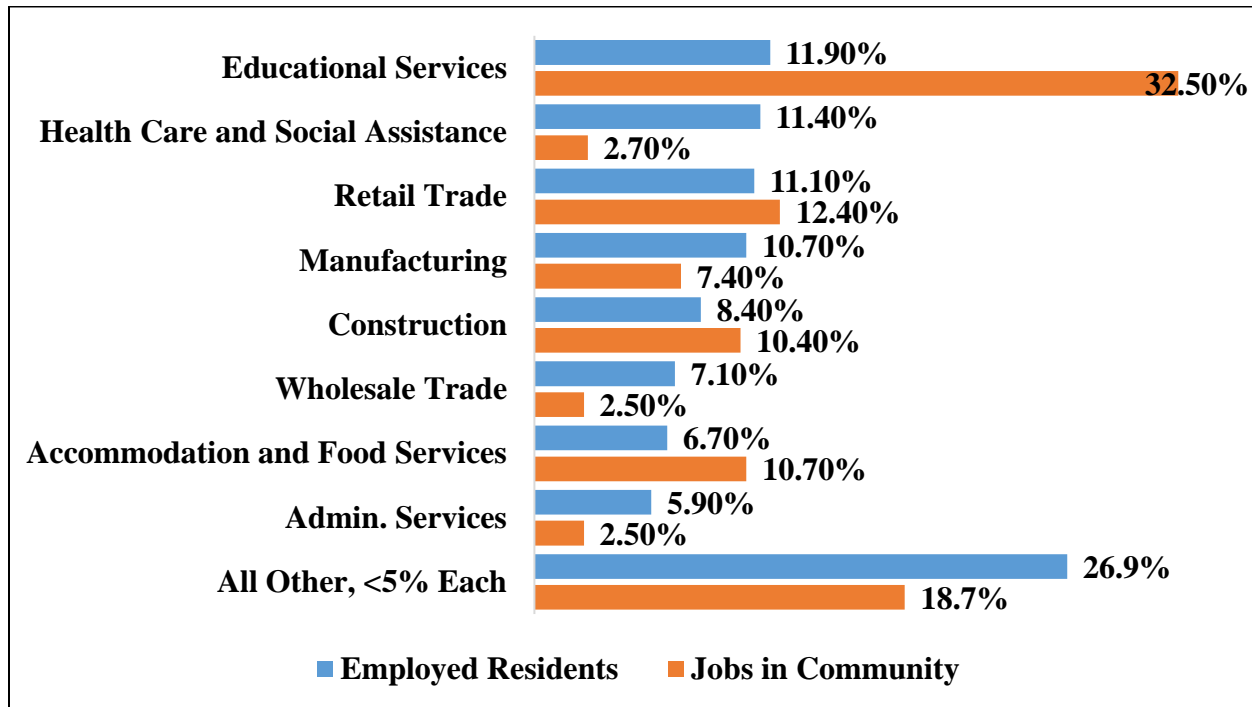
Source: U.S. Census Bureau, OnTheMap, 2015.

A majority (53.6%) of commuters working in Hinckley live in DeKalb County. This group includes 85 employees from the Village of Hinckley, 23 DeKalb residents, 14 Sandwich residents, and 11 who commute from Sycamore. Approximately 16.9% of commuters came from Kane County, and 7.2% came from Kendall County. The remaining commuters live in other cities, each representing fewer than 10 commuters.

Hinckley residents commute to many different locations. While a majority of people working in Hinckley are from DeKalb County, only a quarter of Hinckley residents (25.5%) work in the county. The county with the largest share of Hinckley residents commuting to work was Kane County (31.0% of employed residents). Approximately 10.7% of residents work in DuPage County and 8.0% commute to Cook County.

Examining the industries of employment for commuters and residents provides further insights into development opportunities. Approximately 32.5% of the jobs in Hinckley are in education, but only 11.9% of Hinckley residents work in this industry. One of the largest sectors employing residents is health care and social assistance (11.4% of total), but there are relatively few health care jobs in Hinckley. Similarly, 10.7% of residents work in manufacturing, which represents less than 10% of the jobs in the area. Attracting new businesses in these industries might make the area a more suitable place of work for current residents and promote more economic development.

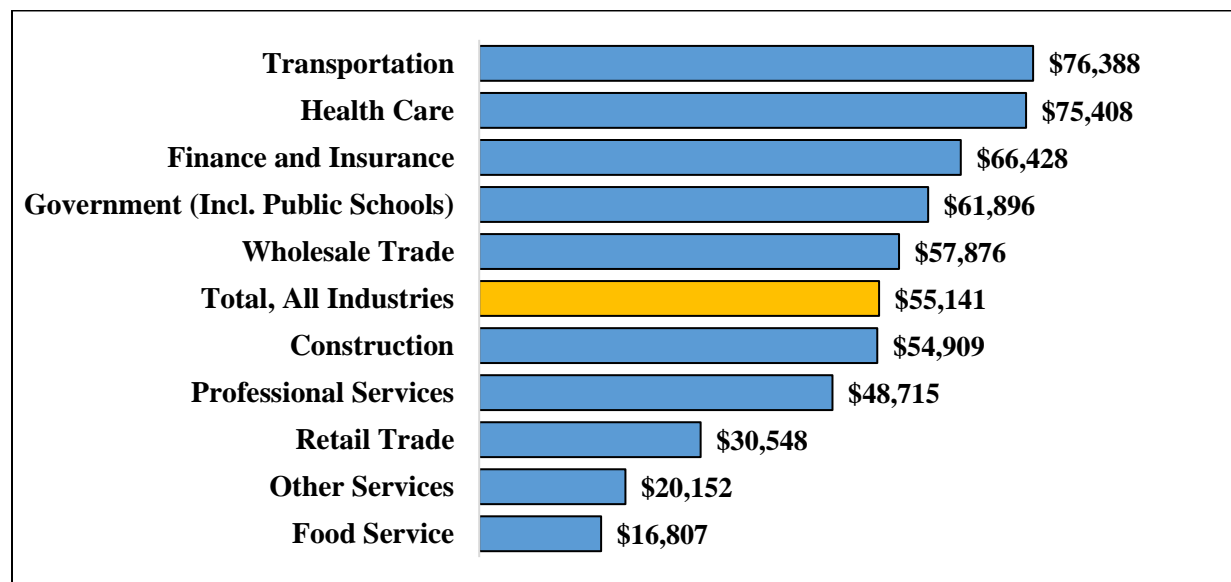
Figure 4. Share of Total Employment by Industry, Employed Residents vs Jobs in Community



Source: U.S. Census Bureau, OnTheMap, 2015.

Wages of residents employed in various sectors are also important in evaluating economic development opportunities. According to data from Economic Modeling Specialists, Inc., the average resident in the Hinckley ZIP code earns \$55,141. Relatively few residents work in transportation, but it is the highest-paying industry in the area with an average wage of \$76,388. The sector with the largest share of the jobs in Hinckley is education, primarily in school districts, and government earnings are moderately higher than average in the area. Wage data was unavailable in the Hinckley ZIP code for some sectors due to limited employment information, including manufacturing, real estate, and arts/entertainment/recreation.

Figure 5. Average Wage by Industry



Source: Economic Modeling Specialists, Inc., 2017.

How do the schools perform?

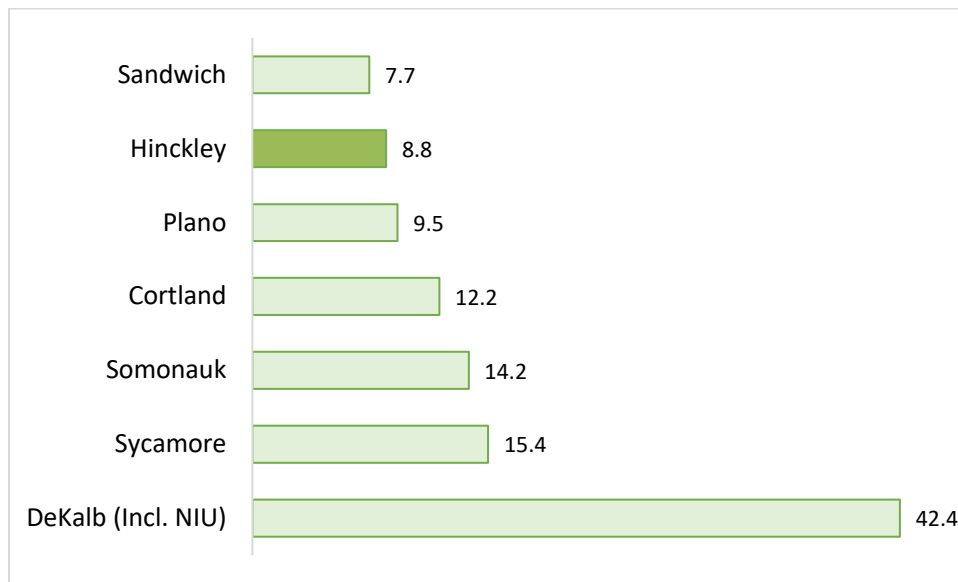
Educational services represents one of the most significant sectors for jobs in the Hinckley area and school quality factors heavily into attracting residents so school performance is important to recognize and incorporate into development strategies. The Hinckley Big Rock CUSD 429 compares well with several districts within 5 miles of the Hinckley ZIP code. CUSD 429 ranked higher or comparable to neighboring school districts on several measures. Students in the district performed significantly better than neighboring districts on the PARCC assessment, with 61% meeting or exceeding standards. The graduation rate was 91%, which is solid given a range of 87% to 98% for area school districts. Likewise, a considerably lower percentage of Hinckley Big Rock graduates attending community college enroll in remedial courses compared to neighboring school districts.

The range of course offerings is competitive and with the high performance of graduates, Hinckley can market its schools to families especially interested in access to high quality educational opportunities. In addition, relatively close proximity to higher education institutions such as NIU, Waubensee Community College, and private colleges in Aurora facilitates Hinckley-Big Rock graduates continuing their education. Further, according to information from the Illinois State Board of Education, Hinckley-Big Rock High School participates in vocational manufacturing/industrial programs.

How safe is the Hinckley area?

Public safety also is important on the list of desirable characteristics that people, especially families and the elderly, consider in relocation decisions. In the 2018 resident survey, Hinckley residents rated the community's safety as its strongest asset. In 2016 (latest available), there were 8.8 crimes per 1,000 residents, lower than in nearly all surrounding communities. The only municipality with a lower crime rate was Sandwich, with 7.7 crimes per 1,000 residents. Higher reported crime rates in DeKalb seem to be limited only to that area. Thus, a strong marketing point for Hinckley can be a safe living environment.

Figure 6. Crimes per 1,000 residents, 2016.



Source: Illinois State Police, Uniform Crime Reports, 2016.

Number of Businesses

There are 90 businesses in the Hinckley ZIP code, the majority of which are microenterprises, or businesses with less than 10 employees. A partial list of these businesses is provided in Appendix Two. They including a broad range of personal services, dental care, grocery store, lumberyard and other activities that residents find attractive.

According to EMSI data, the largest employer is Hinckley Elementary School with 57 employees.²

Construction companies represent the largest number of private businesses. The second largest category by number of businesses is “Other Services” including repair, maintenance, and personal care. There are 16 businesses in this category. There are 12 businesses in retail trade and 10 restaurants. Local business owners were surveyed to learn more about the business community. These findings are presented later in this report.

² Public schools are excluded from the above business counts.

Figure 7. Count of Businesses and Employees in Hinckley ZIP Code

Business Type	Employees	Businesses
Total, Private Sector	641	90
Restaurants	138	10
Retail Trade	121	12
Construction	120	18
Other Services (e.g., personal care, maint.)	57	16
Finance & Insurance	36	3
Health Care	36	5
Private Education Services	29	2
All other, >20 employees each	104	24

Source: Economic Modeling Specialists, Inc., 2017.

Hinckley has a vision of an active downtown with unique businesses so vacant storefronts represent opportunities for new additions to the downtown. Local leaders and financial institutions can explore creative ways to encourage entrepreneurs to provide new shopping experiences for residents and visitors. Updating and beautifying the downtown area could help advance this initiative using data compiled from the residents' survey, discussed later in this report.

A detailed analysis of the retail markets for Hinckley and the surrounding area based on average spending by residents in comparable communities shows potential unserved markets for several items. (Figure 8). Appendix Three provides a more detailed analysis for other sales categories. Goods and services for which the estimated demand exceeds the available supply include grocery stores, specialty food stores, beer, wine and liquor stores but not drinking establishments, book stores, and other activities. Health and personal items also shows excess demand.

Figure 8. Retail Sales Gaps, Selected Store Type, Hinckley ZIP Code 60520

Store Type	Retail Potential	Retail Sales	Gap
Department Stores Excluding Leased Depts.	\$5,048,074	\$0	\$5,048,074
Grocery Stores	\$5,885,775	\$1,005,464	\$4,880,311
Restaurants	\$4,289,115	\$2,077,153	\$2,211,962
Clothing Stores	\$1,487,342	\$0	\$1,487,342
Miscellaneous Store Retailers	\$989,984	\$0	\$989,984
Bldg Material & Supplies Dealers	\$2,794,733	\$1,869,208	\$925,525
Sporting Goods/Hobby/Musical Instr Stores	\$902,327	\$0	\$902,327
Electronic Shopping & Mail-Order Houses	\$897,239	\$0	\$897,239
Furniture Stores	\$776,054	\$0	\$776,054
Other Motor Vehicle Dealers	\$748,125	\$0	\$748,125

Source: Esri Business Analyst, 2018.

While these categories may show a potential unserved market and should be explored, it may well be that the threshold market size is not sufficient to support a business selling only these items.

Consequently, a more complete analysis of the data is needed before Hinckley pursues these establishments. It is especially important to examine potential competition within a reasonable driving distance and several neighboring communities may wish to jointly pursue a business in the area in an intent to bolster sales in the region, making it more attractive for residents.

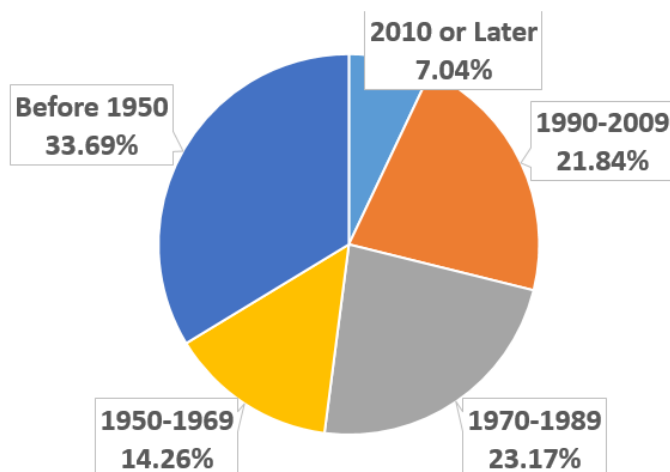
Part of the attractiveness of a community is local access to basic goods and services. While small towns typically do not meet the threshold size for many stores, increased interest has been shown in attracting smaller unique businesses that, in some cases, are open part-time but add to the attractiveness of living in the area. These stores may sell locally produced crafts or merchandise that is not readily available in other locations. A consortium of retired or semi-retired residents sometimes finances the stores.

Other options available include working with a local business to add a line of merchandise that is somewhat complementary. Likewise, Hinckley might contact a business owner in a neighboring town to consider adding a second store in Hinckley to reduce inventory costs and reach a larger total sales volume, even though the new store may be a subsidiary. These options are important to consider in pursuing the objective of having unique stores in a prosperous downtown.

Hinckley Housing Market

The median home in the Hinckley ZIP code was built in 1970, consistent with statewide figures. Approximately one-third of housing structures were built before 1950. Construction slowed down from 1950-1969, with housing units from this period representing 14.3% of the total. Beginning in 1970, housing construction increased and remained relatively constant through 2009. Approximately 7% of housing units in the Hinckley area ZIP code were built after the 2009 recession or later, although none of these were within the Village limits. The current housing supply includes older structures that might need repair or renovations but offers a wide selection for incoming residents or existing residents interested in upgrading.

Figure 9. Years Housing Structures Were Built

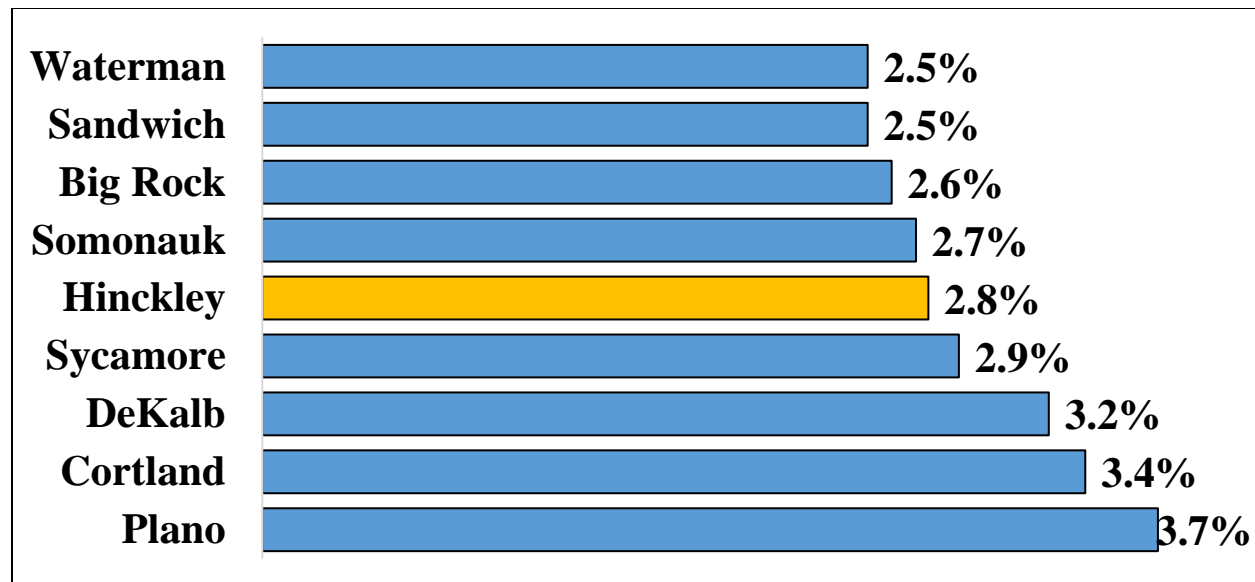


Source: EASI Analytics, Inc., 2016.

While price and selection of housing are perhaps the most important relocation considerations, property taxes also affect where people decide to locate. Relative to home values, the property taxes

paid by Hinckley residents are consistent with surrounding communities. In DeKalb County, the average resident pays property taxes equal to 2.9% of the value of the house. In Hinckley, the effective property tax rate is 2.8%. This rate is slightly lower than in DeKalb and Cortland, but is above others such as Waterman and Sandwich. As noted previously, the Hinckley-Big Rock schools perform well which may justify the slightly higher effective tax rates, especially for families with school age children.

Figure 10. Effective Property Tax Rate Comparisons, 2016



Source: U.S. Census Bureau, 2016 American Community Survey 5-Year Data.

Thirty-one houses were sold in Hinckley between January 1 and September 10, 2018. The median listing was on the market for 78 days, had 1,900 square feet, and sold for \$230,000. Statewide, the average house spent 56 days on the market in 2017³. While still slower than statewide, houses have begun selling faster in Hinckley compared to previous years. In 2016, the median house was on the market for 128 days before it sold compared with 91 days in 2017. Further, 2018 YTD house sales were higher priced and larger in size than in 2016.

Figure 11. Summary of Home Sales in Hinckley

Year	Median Square Footage	Median Sale Price (\$000)	Median Days on Market
2016	1,627	180	128
2017	1,700	168	91
2018 YTD	1,900	230	78

Source: Zillow.com property listings, September 10, 2018.

³ Illinois Association of Realtors. "2017 Annual Report on the Illinois Housing Market." Available online at: <https://www.illinoisrealtors.org/marketstats/public-archive/>

Housing costs (rent, mortgage payments, utilities, property taxes and insurance, see Figure 12 for details) in Hinckley are above most other neighboring communities, for both homeowners and renters. The median homeowner in Hinckley incurs \$1,161 in housing costs, lower than in Big Rock and Cortland, but slightly higher than in Sycamore and Plano. Rental properties in Hinckley are also on the relatively high end compared with neighboring communities. The median renter in Hinckley spends \$894 per month. The lowest median rent in the area was in Waterman (\$800/month) and the highest was in Cortland (\$941/month). The slightly higher housing costs in Hinckley may reflect differences in age, size, and neighborhood characteristics. In any event, housing costs in Hinckley are attractive to potential residents interested in working in neighboring employment centers while having access to recreational opportunities such as those at Shabbona Lake.

Figure 12. Housing Cost Comparisons, 2016.

Municipality	Median monthly housing costs*	Median gross rent**
DeKalb	\$ 937	\$ 848
Sandwich	1,027	955
Waterman	1,063	800
Somonauk	1,070	879
Sycamore	1,083	934
Plano	1,085	881
Hinckley	1,161	894
Big Rock	1,452	950
Cortland	1,507	941

* Includes mortgage payments, property taxes, insurance, and utilities.

**Includes utilities.

Source: U.S. Census Bureau, American Community Survey 5-Year Data, 2016.

Findings from Surveys

In addition to the data provided earlier, the HOF plan is based on input from Hinckley residents and business owners. This input was obtained from two online surveys. Highlights and implications of each survey are discussed below. Supporting data from the surveys can be found in Appendix Four.

Resident Survey

In total, 205 Hinckley residents responded to the resident survey, approximately 1 of every 4 Hinckley households. Most respondents are between 31 and 60 years old (70%) and nearly all (90%) of respondents are homeowners. The largest household income group is those with income over \$100,000 (44%), followed closely by households with income between \$50,000 and \$100,000 (42%). Respondents have lived in Hinckley for varying lengths of time, with the largest group being residents for more than 21 years (44%). A relatively larger number of newer residents (ten years or fewer), also responded, comprising 33% of all respondents.



Residents were asked which of Hinckley's assets and resources they considered most important. Community safety and high quality schools were mentioned most often, which is corroborated by the schools and crime data presented earlier.

Respondents answered two questions that reflect what they would like Hinckley to be in the future. The factors most desired are additional shops and gathering places along with downtown improvements. Residents also wanted more small businesses and to attract new residents, especially young adults and families. These preferences point to the desire for a lively residential community and a vibrant downtown that functions as a business and community center.

When asked about types of new businesses desired, most frequently mentioned were a hardware store, restaurants of several varieties, a coffee shop, recreation-oriented businesses, and a pharmacy. These lines of merchandise and services match some of those discussed previously as being underserved markets but whether a sufficient sales threshold is met or there are creative ways to add these businesses must be determined with additional analysis.



Residents expressed the importance of transparency in decision-making processes and that community assets should be protected and be a basis for future growth. These thoughts support comments that government should be more proactive while not overreaching. The fact that the Village created HOF to organize and advance local development strategies is a step in this direction.

Residents also indicated lower priority development efforts at this time. Items selected as lower priorities may indicate that residents are satisfied with the status of these items, or that they are not currently as important in light of other opportunities. The lower priority items are listed below, in no particular order.

- Recreation and entertainment
- Housing
- Leadership development
- Collaborating with other entities
- Workforce development
- Attracting large industry
- Developing commercial space
- Improving the community for seniors

In some instances, the same or similar item is listed as important or desired in response to one question or by one group of respondents, and also a low priority in response to another question or by a different group of respondents. This may reflect different residents viewing the same item in opposite ways, indicating that some strongly desire something that others think less important. Another possibility is differing interpretations of terms. For example, commercial development is rated as a low priority, while improving downtown and new retail opportunities, which involve commercial development, are high priorities. Respondents may have interpreted commercial development to be

large-scale businesses or creating new commercial areas, rather than new businesses downtown. These questions typically are broadly stated and the sample may not be random, so we caution against removing ideas from consideration without additional review.

In sum, residents are mostly pleased with local quality of life, citing strong schools and feeling safe, and do not view housing issues or lack of recreation opportunities as serious shortcomings. They desire improvements to downtown, especially additional retailers, and value a transparent local government. Maintaining a family-focused, commuter-friendly community is a priority, with little interest in attracting new major employers to the Village.

Business Survey

The survey of business owners located in the Hinckley area gathered information on the status of businesses as well as feedback on the owners' needs and interests. Respondents included a mix of business types. Additional survey results are shown in Appendix Four.

The largest number of owners was age 45-54 years old (32%), with approximately 43% of all owners age 55 or older. Nearly all of the businesses are small, with most having no more than two employees. More than half (55%) have not hired a new employee in the past two years. When they do hire, qualified employees are not difficult to find locally.

About three quarters of the businesses are located in Hinckley proper, and are fairly evenly divided between downtown and elsewhere in the village. Business owners located their business in Hinckley because of a perceived demand for the business and family ties. Local assets such as quality schools and public safety, while important to residents, were not important considerations in the owners' business location decisions.

Most businesses are well established, operating for more than 10 years. Only two respondents indicated that their businesses were less than two years old. This indicates a stable business community, which is an asset. However, the lack of startups could be a concern. It would be worth investigating whether there have been a number of startups that lasted less than two years, and therefore were no longer in business to participate in the survey. If this is the case, it would be helpful to know what kinds of businesses have not been successful, possibly indicating a lack of demand for their products or services. The HOF team could consider this in future deliberations.



A further indication of the stability of the business community is that most respondents (68%) own the building they occupy. Five responding businesses own downtown buildings. This is a potentially strong group of building owners to work with in improving downtown as is discussed in more detail in the next section.

As might be expected with a stable business community, most indicated that they are successful, with only 19% reporting that they are doing poorly. However, while only one business is pessimistic about the future for its business in Hinckley, five said they are considering relocating outside of the community. Additional information from these businesses could help address local concerns as well as opportunities for Hinckley to reach new customers.



Business owners target a broad range of customers, with equal focus on ages 25-74. An equal percentage market to other businesses or to local residents. Residents who shop outside of Hinckley pose a significant challenge. However, the presence of new area residents is a positive factor based on responses.

The most frequent means of reaching customers involve social media, word of mouth and advertising signs. Four businesses have websites that enable customers to purchase online. Eight businesses market in collaboration with other businesses. Using new avenues and techniques to reach potential customers was cited as one of the most significant factors in improved business performance. This offers some opportunities for HOF to consider when developing business assistance efforts.

Business owners offered their ideas on what would help their businesses grow. They especially would like assistance with marketing. Physical improvements to the downtown area and new signage also are desired. They are interested in a positive working relationship with the Village on zoning issues, inspections, taxes and utilities. They also suggested an effective online business directory and improved links to related businesses.

When asked to look ahead, owners would like to see more businesses in the area. While mentioning many types of businesses, the largest number involves retail. However, the owners expressed little interest in investing in new businesses themselves. Owner succession does not seem to be an immediate issue as only two owners plan to retire soon and they do not plan to close their business at that time. Nevertheless, this is an issue for the Village to monitor and may present opportunities for new entrepreneurs.

Definitely, Hinckley has a stable base of small businesses. While they are mostly successful, there does not appear to be much growth in terms of creating new jobs. The business community is well represented downtown and there is interest in improving the area. Therefore, the business owners could make a valuable contribution to a future conversation regarding downtown improvements.

As with most smaller communities where residents work elsewhere, purchases made outside of Hinckley are a challenge. However, business respondents expressed willingness to try new marketing strategies and an interest in technical assistance to help grow their businesses. These are options for HOF in the future.

While there is interest in attracting new businesses, touting the assets that residents value most is not likely to sway potential business owners. While new residents might be attracted by quality of life factors like good schools and public safety, if new businesses follow the pattern of existing businesses, they will be more concerned with demonstrated demand for the goods and services than with quality of life factors. There may be room for collaboration between the business community and the Village to develop administrative and policy practices that encourage new businesses and strengthen existing ones. The surveys of residents and businesses show that both groups share a desire to improve downtown and attract more retailers. Responses from both groups expressed general satisfaction with the community and a desire to work with local leaders to advance Hinckley.



Potential Strategies and Tasks for Working Groups

CGS helped organize the economic and demographic information and survey findings and guided discussions by the HOF members in designing an action plan to pursue local improvements over the next several years. The team designated working groups for four different focus areas:

- Family Support
- Downtown
- Small Business
- Marketing

The first three groups began meeting regularly to formulate strategies to achieve the Hinckley five-year vision. The fourth group, marketing, is not presently active but can be activated as the implementation process progresses.

Following are the initial goals, strategies, and tasks discussed in the initial meetings. The next section will present the prioritized projects that each of the three working groups is pursuing.

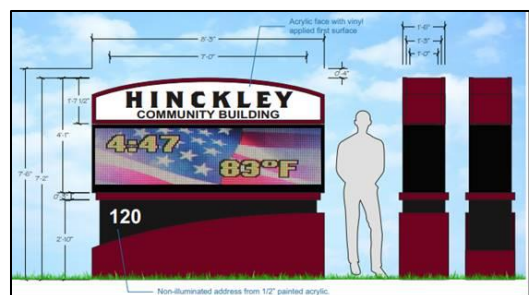
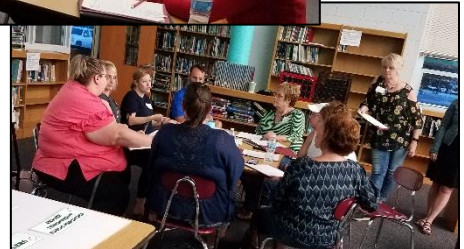
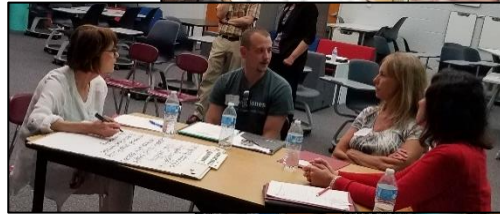
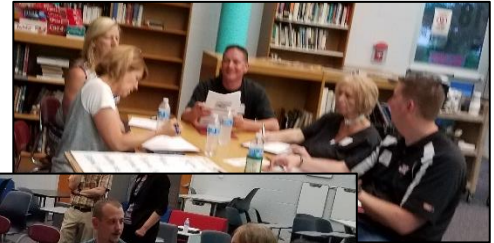
Family Support Group

Goal: Current and incoming residents will find Hinckley a desirable place to live.

Strategy 1: Make incoming families feel welcome and part of the community soon after arriving

Task. Provide information on the community.

- Prepare an electronic packet or printed materials with contact information about services for various age groups.
- Make the Village website more user-friendly in accessing information about agencies, groups, and services or consider a link to a new website for a wide variety of information. Coordinate with the Marketing Group and Small Business Group on website improvements.
 - <https://www.proudlydekalb.com/>
- Create and fund a Royal Welcome Wagon project to distribute information and promotional materials about Village businesses, organizations, events, and opportunities to participate in local activities. Coordinate with the Small Business Group.
- Establish one or more physical locations for information related to the community. A digital



sign at the community building is a possibility. Coordinate with the Small Business and Downtown Groups on a possible information kiosk.

Strategy 2: Expand support base and services for residents to improve the quality of life in Hinckley.

Task 1. Assess the existing support system to identify needed services and activities

- Evaluate adequacy of local access to health, daycare, and medical facilities in Hinckley and surrounding areas for residents of all ages, including elderly residents.
- Assess the need for public transportation to reach these facilities on regular basis.
 - <http://vacdk.com/transportation/>
- Consider distance options such as attracting a tele-pharmacy or providing tele-health services.
 - <http://blog.telepharm.com/the-10-most-frequently-asked-questions-about-telepharmacy>
 - <https://villageofwaterman.com/waterman-telepharmacy/>
 - <http://www.cchpca.org/what-is-telehealth>
 - <https://www.illinoistelehealthnetwork.org/>

Task 2. Add new opportunities desired by residents to improve overall quality of life

- Determine local interest in organizing recreation or social groups around hobbies or interests such as cooking, sewing, woodworking etc. If definite interest is determined, organize a local group(s) to evaluate opportunities.
- Organize a community fund or dedicated account in DCCF to support expressed interests in quality of life improvements in Hinckley.
 - <https://dekalbccf.org/give/how-to-start-a-fund/>

Downtown Group

Goal. Strengthen downtown as a center of the community for businesses, residents and visitors.

Strategy 1: Make downtown more attractive as a place to visit, shop, or operate a business by improving its appearance.

Task 1. Investigate creating a mural

- Wall dogs <http://thewalldogs.com/>
- Art Works grants <https://www.arts.gov/grants-organizations/art-works/grant-program-description>
- Danielle Dobies, mosaic mural artist who works with volunteers danielledobies@icloud.com

Task 2. Investigate a sign and awning program. Coordinate with the Small Business Group.

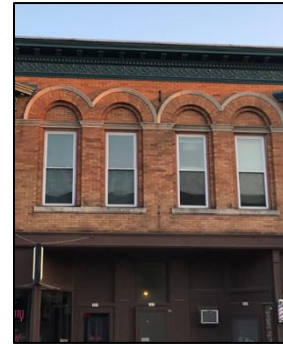
- https://www.taunton-ma.gov/sites/tauntonma/files/uploads/sign_and_awning_publication_0.pdf



Strategy 2: Maintain Hinckley's unique character and heritage by preserving historic buildings.

Task 1. Learn the basics of historic preservation

- https://www.nps.gov/nr/national_register_fundamentals.htm
- <https://www2.illinois.gov/dnrhistoric/About/Pages/FAQ.aspx>
- **State Historic Preservation Office (Preservation Services)**
IDNR-One Natural Resources Way
Springfield, IL 62702-1271
(217) 782-4836



Task 2: Research the history of downtown buildings

- Hinckley Historical Society 815 600-4825
- Joiner History Room joinerhistoryroom.org/

Strategy 3: Find uses for empty spaces so they become a positive part of the downtown fabric.



Task: Decorate empty storefronts while waiting for them to be occupied by new businesses

- <https://fyi.uwex.edu/innovativedowntownbusinesses/files/2017/03/Creative-Uses-for-Downtown-Buildings-030317.pdf>

Strategy 4: Improve the downtown environment for visitors, residents and businesses by encouraging a high standard of maintenance for downtown buildings.

Task 1. Learn about Hinckley building codes and enforcement process.

- Obtain a copy of the code and meet with the local inspector or official responsible for enforcement
 - Learn about maintenance issues and options for older buildings.
https://www2.illinois.gov/dnrhistoric/Preserve/Documents/site_review_form.pdf
 - <file:///C:/Users/a1723026/Desktop/Building%20Maintenance.pdf>
 - <https://www2.illinois.gov/dnrhistoric/Preserve/Documents/Maintenance%20Schedule%202018.pdf>

Task 2: Connect with downtown building owners.

- Consider a focus group to discuss the issues.
- Invite downtown building owners to join your group.

Small Business Group

Goal. Strengthen and expand the Hinckley business community

Strategy 1. Help existing local businesses meet more resident needs.

Task. Find out what additional goods and services existing businesses could offer

- Consider resident survey responses regarding purchases made in neighboring communities and desired retail options
 - See survey findings
- Conduct a counter survey to see what additional goods or services customers would like to purchase in Hinckley
 - See sample survey form in Appendix Five.



Strategy 2. Bring more local residents into Hinckley businesses

Task: Publicize existing businesses

- Distribute information about business offerings in Hinckley at local fairs, festivals, etc. Coordinate with Marketing Group.
- Improve business listing on Village website by enabling users to search by business type.
- Coordinate with business owners to make sure that business hours are convenient for residents.
- Consider local business profiles for inclusion in a community newsletter. Coordinate with Marketing Group on newsletter.
- Provide opportunities for local businesses to display information at community events
- Promote sponsorship opportunities for local businesses to get involved in the community.
- Investigate an assistance program for local business signage. Coordinate with Downtown Group.
 - https://www.taunton-ma.gov/sites/tauntonma/files/uploads/sign_and_awning_publication_0.pdf
- Investigate a business directory at prominent locations in the community.
- Collaborate with Family Support Group on welcome wagon and other newcomer efforts.

Strategy 3: Support new entrepreneurs and growth of existing businesses

Task: Identify new and expanded business opportunities.

- Based on counter and residents surveys, evaluate opportunities for current businesses to add product lines or businesses start-up opportunities.
- Use information from business survey to identify ways to help current businesses expand operations.
 - See survey findings

- Identify local artisans and crafters who may be interested in starting or expanding a business
 - Assemble a directory of artisans and crafters
 - Inquire as to what kind of business venture they are interested in
 - Investigate shared production and retail space

Strategy 4: Increase local business expertise and capacity

Task. Connect businesses with sources of technical assistance and collaboration

- Identify business service groups in the area.
 - See information on groups in Appendix Five.
- Gather information from the Small Business Development Centers at Kishwaukee College and Waubonsee Community College regarding technical support for businesses.
 - <https://www.kish.edu/community-friends-business-community/small-business-development>
 - <https://www.waubonsee.edu/community-offerings/illinois-small-business-development-center-waubonsee>
- Gather information from NIU Experiential Learning Center
 - <https://cob.niu.edu/academics/experiential-learning-center/sponsors/index.shtml>
- Discuss needs with local businesses through individual contacts, a focus group or by inviting business owners to join your group.
- Consider establishing a business development or innovation fund (perhaps in DCCF) where residents can make tax-deductible donations to support local promotional or business development efforts or otherwise promote local activities.
 - <https://dekalbccf.org/give/how-to-start-a-fund/>

Marketing Group (to be established)

Goal. Establish a positive image for Hinckley as a place to do business, shop, live and visit.

Strategy 1. Create a marketing plan that increases awareness of Hinckley beyond immediate area.

Task 1. Identify the objectives and desired outcomes of the marketing plan

- Consider the vision statement.
- Market only what we can deliver.
- Identify the target audience and best ways to reach them.
- Decided the desired outcomes of the plan.

Task 2: Develop a logo and/or tag line for Hinckley.

- Decide ways to use this logo/tagline.
 - Residents, visitors, prospective businesses, etc.

- Consider the existing Harvesting Our Future logo.
- If a different logo is needed, consult with marketing and graphic arts professionals. If funding is not available, consider other ways to produce a logo, including a talented volunteer, a community contest or online tools.

Task 3. Generate more exposure for Hinckley.

- Establish and maintain social media accounts
 - Facebook, Twitter, Instagram, others
- Develop and distribute print material publicizing Hinckley's attractions and assets.



Strategy 2: Bring in more visitors by collaborating with nearby communities and attractions

Task. Identify Hinckley and nearby sites, activities and events with appeal to visitors

- Work with Family Support, Small Business and Downtown Groups members to identify shops, activities and events
- Check with DeKalb County CVB to see what they have listed for Hinckley and surrounding area, and what support the organization can offer.
 - <http://dekalbcountycvb.com/>
- Contact nearby communities to suggest collaborating on market activities for the region
 - Chambers and other business groups
 - Major attractions
- Develop marketing materials for online and print distribution

Strategy 3: Encourage involvement of residents and transparency through communication. (Note: the existing working groups are undertaking some of the following tasks.)

Task. Create and expand several different means of communicating

- Set up an attractive, easy to use online community-wide calendar
- Develop a community newsletter
- Create a new community website with a link to the Village website or expand the existing Village website
 - <https://www.proudlydekalb.com/#>
- Publicize all of above to residents and nonresidents
- Coordinate with all other working groups on communications

Prioritization Process and Final Work Plan

After developing goals, strategies and tasks, the HOF team prioritized the projects based on the following considerations:

- Is the project doable?
- What is the likely impact on the community?
- Is there Village and community support?

After reviewing each proposed project with these criteria in mind, the team assigned each project to Tier 1, Tier 2 or Tier 3. Tier 1 projects are those that scored highest and will be undertaken first. Tier 2 projects also did well but are more challenging to implement. Some of the Tier 2 projects can be undertaken at the same time as Tier 1 projects. Tier 3 projects generally are more challenging to complete or more appropriate to undertake after some of the Tier 1 and 2 projects are completed. Therefore, they are recommended for a later timeframe. The following table summarizes the prioritized projects.

HOF Projects by Priority Tier

Project	Working Group	Tier
Mural(s)	Downtown	1
Technical Assistance to Businesses	Small Business	1
Community Information Sign	Family Support	1
Welcome Wagon	Family Support	2
Childcare Needs Assessment	Family Support	2
Community/Business Website	Family Support and Small Business	2
Empty Storefront Window Displays	Downtown	2
New Recreation Opportunities	Family Support	3
Welcome Signs at Village Borders	Family Support	3
Downtown Information Kiosk	Downtown	3
Marketing Plan	Marketing	3
Healthcare Needs Assessment	Family Support	3
Public Transit Needs Assessment	Family Support	3
Establish Community Interest Groups	Family Support	3
Initiate Hinckley Community Fund	Unassigned	3
Develop Hinckley Logo and Tag Line	Marketing	3
Preserve Historic Buildings	Downtown	3
Encourage Downtown Building Maintenance	Downtown	3
Expand Goods and Services Offered Locally	Small Business	3
Develop a Shop Local Program	Small Business	3
Identify and Encourage New Businesses	Small Business	3
Coordinate Business Opportunities for Local Artisans	Small Business	3

The proposed project list is flexible and changes are expected. Projects can be added or deleted, additional working groups formed or assignments changed, and priorities may shift depending on available resources, interests and opportunities. Working groups should collaborate with existing community groups and the Village where interests and expertise overlap.

Moving Forward Strategically

Hinckley is located strategically in DeKalb County since it is on Route 30, which is a direct line between the Aurora-Naperville area on the East and Shabbona Lake State Park on the West. The traffic

through southern DeKalb County provides serious economic development potential for the county and the small communities on its route that could be more fully exploited. This corridor is in the path of growth outward from the Chicago metro area while also benefitting from the rural ambience of DeKalb County. Thus, it is well positioned to grow as an attractive residential area offering easy access to jobs in an idyllic setting. The small communities along the Route 30 corridor also could band together in marketing relatively unique experiences for visitors from the Chicago Metro Area that pass through the region. See map in Appendix Seven for growth patterns along the Route 30 corridor.

Of special importance are the relatively unique local producers of apples, candles, turkey, wine, whiskey, recreational opportunities, historical tradition, and other experiences that are relatively rare in a region of this size. Marketing the communities as a day-trip or other excursion focusing on a combination of unique activities will enhance both the county and local economies as well as attract residents to the area.



In moving ahead, Hinckley, Waterman, and Shabbona could collaborate on a corridor economic development initiative that involves marketing “unique experiences” at relatively low cost such as a day-trip or perhaps an overnight. The diversity of options available can appeal to a broad range of tourists as well as enhance the livability of the area for permanent residents and attract new residents. The essential ingredient is for local community leaders to realize how organized efforts can advance their towns and design a system of collaboration that works for all.

Hinckley has many assets and strengths on which to build but effective community development recognizes and builds on regional assets. In this case, Hinckley is fortunate because DeKalb County Economic Development Corporation (DCEDC) recently completed a Comprehensive Economic Development Strategy (CEDS) with assistance from the DeKalb County Community Foundation. The *People, Place, and Partnership* theme supports initiatives by communities, such as Hinckley, throughout the county. The strategies employed by Hinckley fit well in the overall county CEDS and can make serious contributions to advancements in DeKalb County as a whole.

The development efforts in Hinckley focus on making the area a more attractive place to live which in the future will attract more residents to the area. This, in turn, can enhance the labor market for employers in DeKalb County, which is a major theme in the CEDS. Incorporating Hinckley-Big Rock more into the other educational programs will ensure that the talent pipeline for employers in the county is increased. The CEDS has a goal to create a countywide business climate that contributes to business success, which also is a strategy in the HOF plan. Efforts by Hinckley to attract businesses will work in tandem with other efforts in DeKalb County.

The CEDS places high priority on promoting a “DeKalb County experience” which works well with the strategies underway in Hinckley. Identifying ways to make Hinckley more attractive to residents, finding unique stores, and promoting community assets all support the overall county objectives as stated in the CEDS. HOF recognizes that it is necessary to market assets beyond the community so will advance the county objectives during the process.

Finally, a goal of the CEDS is to maximize the economic health of all communities in DeKalb County. However, the county cannot accomplish this objective alone but must rely on locally driven

initiatives in each community. Hinckley has taken the lead in identifying and marketing its strengths in new and innovative ways to advance the region. Its efforts will support and enhance those of those in the CEDS.

Several key steps are left to do. The DeKalb County Community Foundation has had the foresight to provide each community in the county with limited funds for planning and implementing development plans. Harvesting Our Future is a prime example of the positive results. The HOF team has identified projects that can be done quickly with few resources. It also has in mind next steps that will build on the initiatives undertaken in the past year. These funds will require additional resources, some of which DCCF may provide, but will also require investments by local groups, state agencies, and private foundations. The essential point is that Hinckley has a locally-generated, evidence-based, and active plan underway with many residents actively engaged in projects that will help Hinckley ultimately reach its vision. As HOF and the Village work to implement their plan, the following key steps should be kept in mind.

- **Monitor activity and communicate progress.** While several projects can be underway at the same time with responsibility for each involving a different person or organization, the Village should keep focus on the big picture. This requires some centralized reporting on activities. Community support through volunteering, donating and shared thoughts will be critical to success. Volunteers are most likely to come forward when asked personally. Communicate regularly through multiple channels.
- **Measure success.** Measuring success has three parts. The first is tracking the completion of specific projects, such as building improvements, new construction, establishing a marketing campaign, or establishing an entrepreneurship program. The second involves measuring whether the projects completed generated the desired results such as attracting more visitors, new businesses opening, or interest from developers. The third part requires reviewing the strategic plan to see if goals are being achieved and the Village is moving closer to its vision. For example, are businesses more successful because of increased visitor spending? Is downtown more vibrant because people are enjoying the improved environment? Are residents and workers spending more money at new and existing businesses?
- **Update and revise plans to reflect changing conditions and new opportunities.** New opportunities and challenges will arise as progress is made on the plan. Maintain relationships with communities and organizations in the region. Keep lines of communication with residents, business owners, service providers and local leaders open in both directions. Evaluate progress and the need for change on a regular basis.

While the implementation process may seem complicated and even overwhelming, it becomes relatively straightforward as it is integrated into the daily activities of the community. Residents engaged in various projects become excited about seeing progress being made. In turn, they will find additional tasks that can lead to more successes. A critical feature is that it is a community-wide effort that spreads the work among many individuals and agencies participating in relatively small projects in which they have special expertise and interest.

Appendix One. Harvesting Our Future Working Groups

HOF Team Coordinators

Joan Umano
Michael Constant
Danni Marion

Downtown Group

*Steve Kreitzer
Karen Yaggie
Gary Michaels
Chuck Hemesath
Jennifer Klambauer
Ardith Trumpy
Pam Mackey

Family Support Group

*Marci Viland
Travis McGuire
Allison Pickert
Ashley Hughes
Nancy Engel
Peggy Smoltich
Shannon Zahlit-Martinez
Shelly Claxton
Debbie Constant

Small Business Group

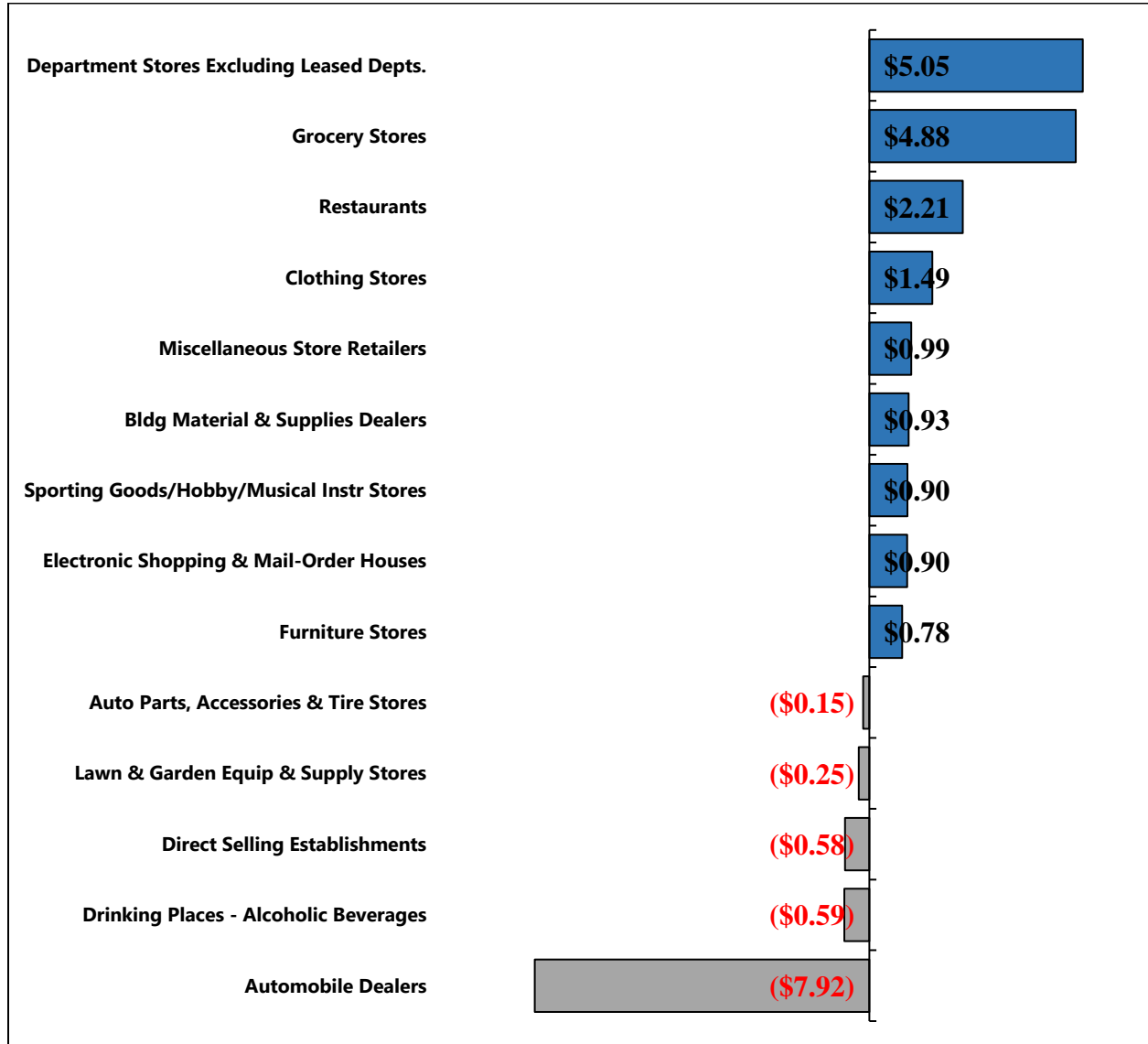
*Darci Friedlund
*Amie Carey
Jeff Wielert
Zach Ruh
Carrie Rooney
Matt Bish
Bob Runge
Chris White
Steve LaRocco
Dan Mackey
Christy Bark

Appendix Two. Partial List of Businesses in Hinckley

1. 84 Lumber
2. A Time of Knead Massage Therapist
3. Animal Encounters
4. *Arbonne*
5. Big Rock Auto Rebuilders
6. BMC Insurance Agency
7. Bountiful Blessings Farm
8. Brian's Pizza
9. Brickhouse Fitness
10. Brown Pub
11. Building Block Preschool
12. Carls Oil
13. Circle Systems, Inc
14. Consciously Rooted
15. Dairy Joy Drive-In
16. Dairyland Seed
17. Diamond Lube and Oil
18. Dryer Medical Clinic
19. Edward Jones
20. Family Farm Meats, LLC
21. Fat Olives Pizza
22. Fifth Third Bank
23. Get Pumped Up Personal Training
24. Happy Hen House
25. Hinckley Car Wash
26. Hinckley Family Chiropractic
27. Hinckley Floral, Inc
28. Hinckley Fresh Market
29. Hinckley Self Storage
30. Hometown Barber Shop
31. J & K's Half Moon Tavern
32. Jack & Jina's BP
33. JK Roderick Woodworking
34. JKRZ Plumbing
35. Just In Time
36. Kathleen L Dienhart CPA Limited
37. Kristi Pickert-Hairstylist
38. Lasswell Masonry
39. Law Office of Kelli M. Smith, P.C.
40. Lucky Dog Groomer
41. Lularoe
42. Magical Memory Planners
43. McCrea Plumbing and Heating
44. Melissa Jennings Photography
45. Midwest Affiliates
46. Myers Lawn & Garden
47. Napa Auto Parts
48. Nelson Funeral Home
49. Paradis-Made
50. Pozzi Chimney Sweep, Inc.
51. Proharvest Seeds
52. Prosource Professional Inspections
53. Red Brick Skincare Studio
54. ReMax All Pro
55. Resource Bank
56. South Moon BBQ
57. Squaw Grove Dental
58. Step One Stairworks, Inc
59. Strypes Plus More, Inc
60. Subway
61. Swanson Real Estate
62. Sylvan Learning
63. Tats Towing
64. Thirty-One Gifts
65. Tres Chic Salon
66. Valiant Eagle Martial Arts
67. Welcome Matt
68. Wildtree
69. Windy City Soaring
70. Young Living Essential Oils

Appendix Three. ESRI Retail Capture Analysis

Below are all retail sales gaps that are either negative or exceed \$0.5 million in the Hinckley ZIP code. Results are shown in \$ millions. Retail gaps are calculated as retail potential (estimated from population levels and national consumer spending patterns) minus actual retail sales within the ZIP code.



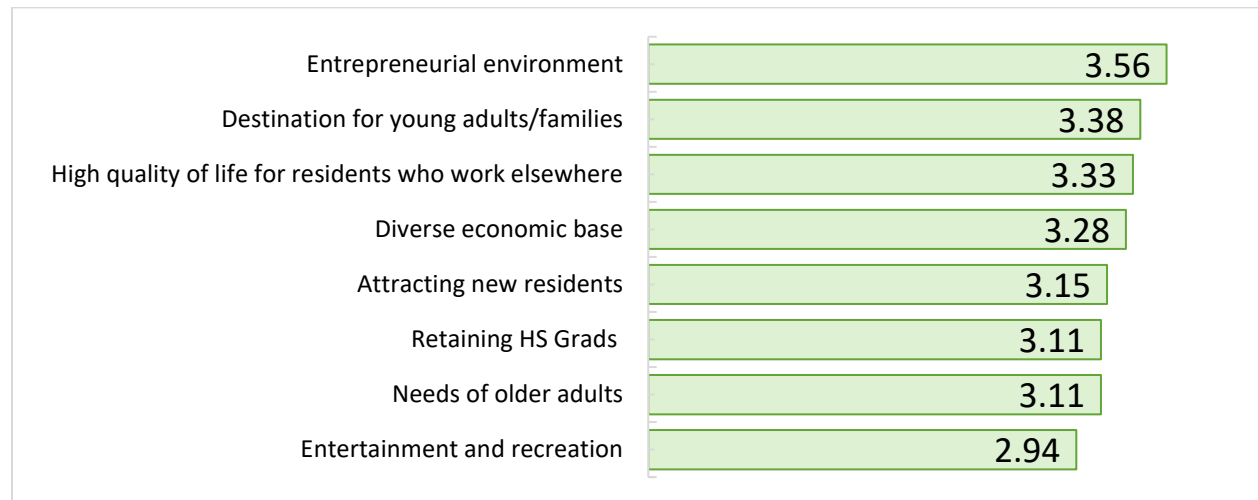
Source: Esri Business Analyst, 2018

Appendix Four. Resident and Business Survey Results

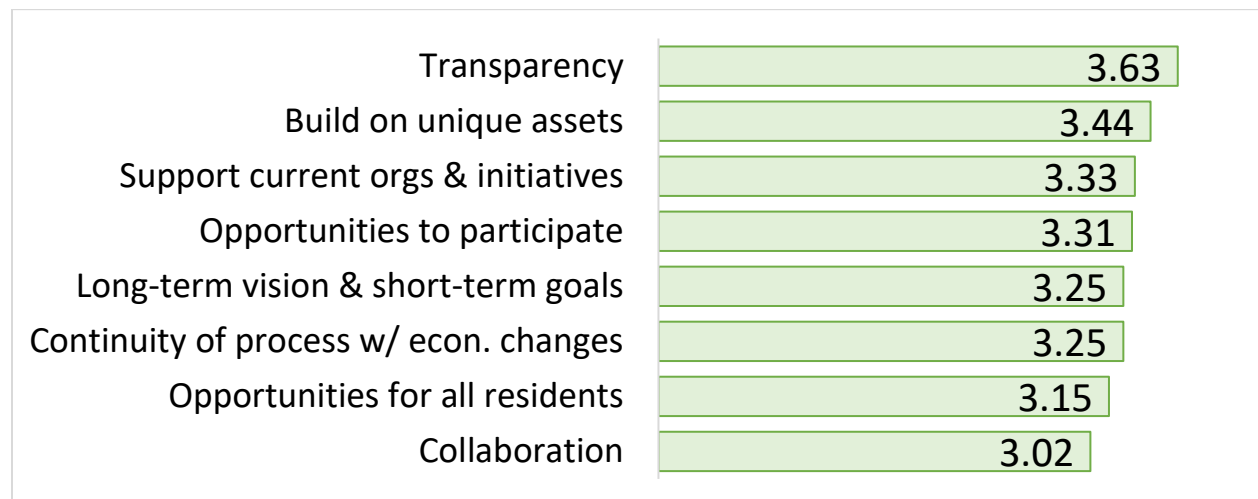
Below are several graphics summarizing key findings from the resident and business surveys. Resident survey responses are summarized with average ratings on a scale of 1 to 4 from least important to most important. Business survey information is shown by count of responses.

Resident Survey

What would you like to see the Hinckley area be in the next three (3) years? Please rate the following characteristics in relative importance (on a 1 to 4 scale) for growing prosperity in the Hinckley area. Please do not rate more than three response as a 4 (Very Important). Hinckley is...



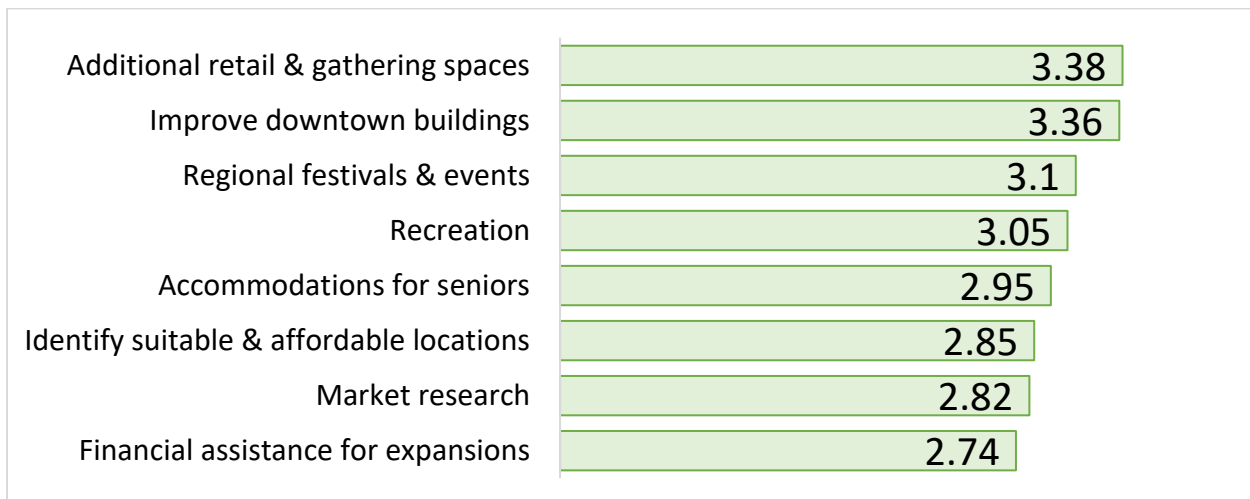
How important are the following ideas to include in the Harvesting our Future plan for the next 3 years? Please do not rate more than 3 responses as 4 (Very Important).



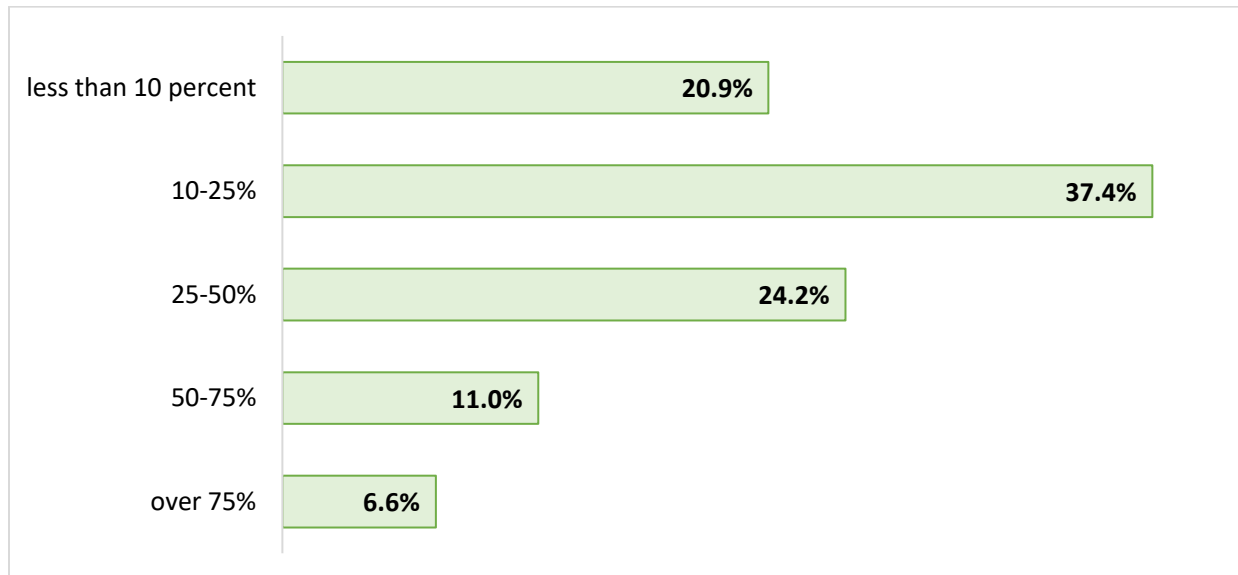
How important is it that Harvesting Our Future does the following? Please do not rank more than three as a 4 (Very Important).



Please indicate how important each of the following are to the quality of life in Hinckley. Please do not rate more than three responses as a 4 (Very Important).

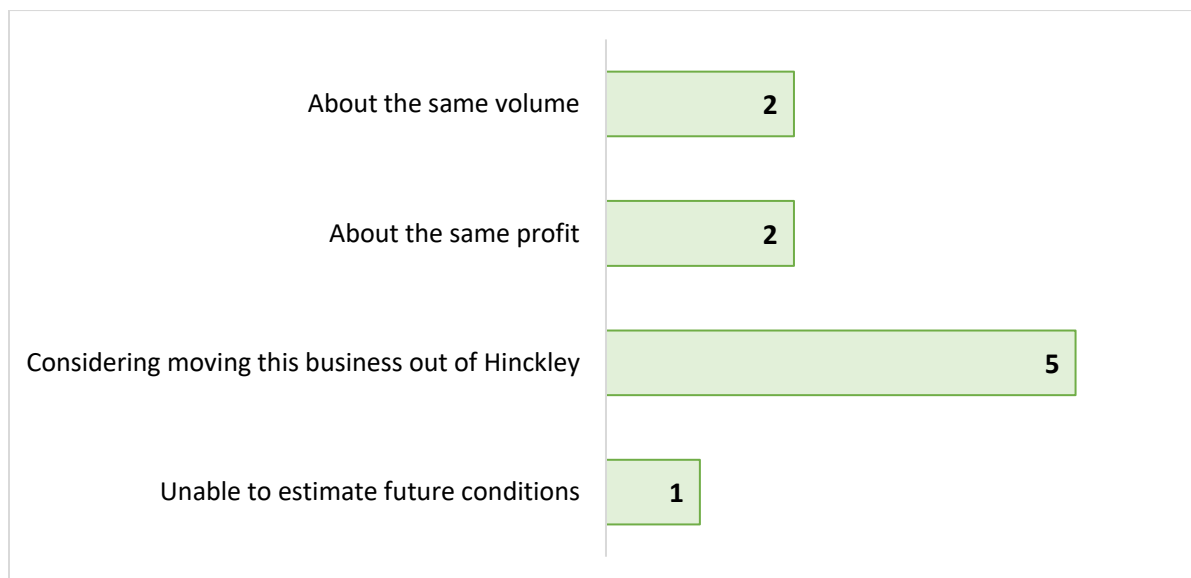


What percentage of your shopping (including groceries), eating out, entertainment and recreation spending occurs at Hinckley businesses?

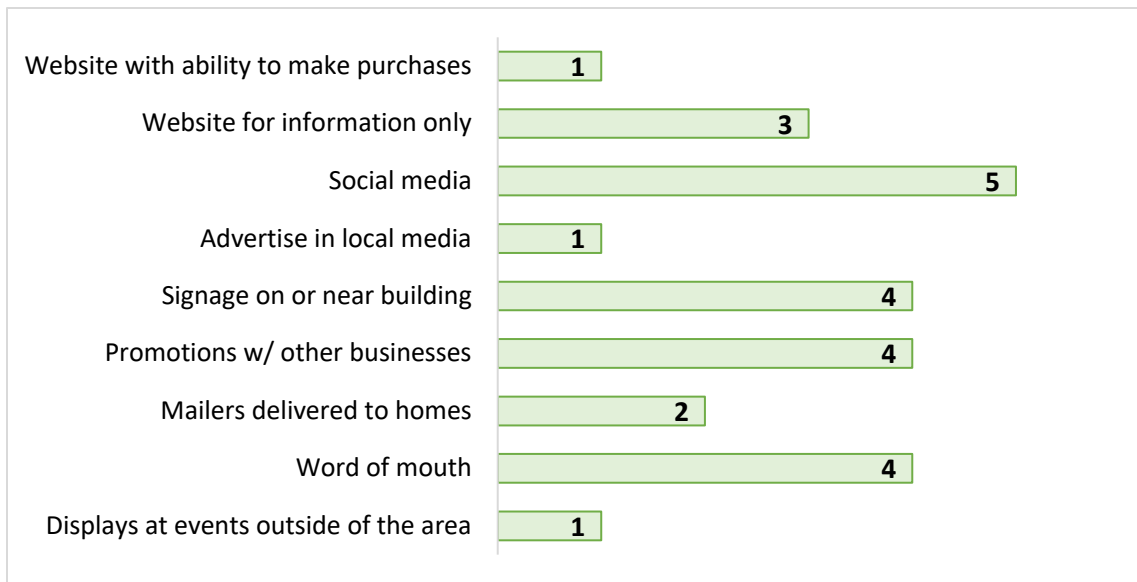


Business Survey

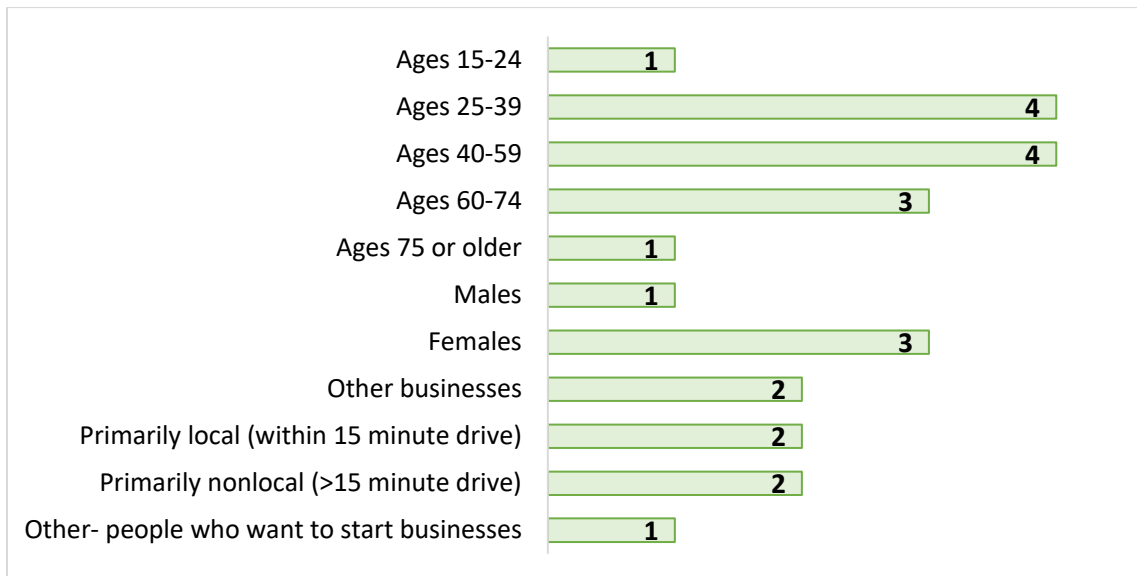
What are the realistic expectations for your business in the Hinckley area over the next two years (check all that apply)



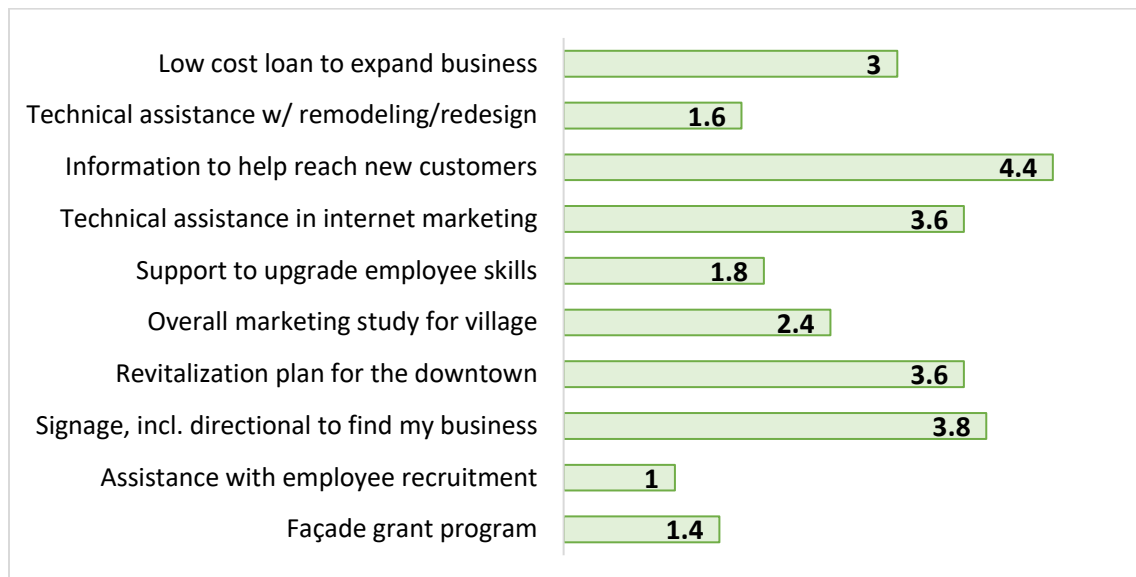
How do you market your business (check all that apply).



What is your target market (check all that apply)?



Rate the importance of the following assistance to your existing business (where 1 is NOT important and 5 is VERY important). *Results shown are the average importance ratings.*



What would you like to see happen to improve the marketing efforts in the region (20 minute drive time from Hinckley)? (check all that apply)



Appendix Five. Business Associations

This appendix includes key aspects of eight small town business associations.

Hinckley Business Association

Website <https://www.hinckleybusiness.com/>

Target	Business, civic, and agricultural business
Mission	To promote, perpetuate, and provide visionary leadership for the business, civic and agricultural interests of the Hinckley area; to develop a unified public spirit and community pride whereby a single voice may be put forth in aid of the Village of Hinckley and to the area to make it a more prosperous, beautiful, better place in which to live and conduct business.
Membership	Paid. Aspiring members are invited to submit an application.
Location	Hinckley area
Membership benefits	Hinckley bucks, Free advertising and online coupons, Participation in the Ice cream social, Other business association activities, Membership sign, E-blast, After-hours socials, Annual holiday party, Networking,
Member areas of activity	Food, Consultants, Real estate, Social services, Finance, Agriculture, Sports, Construction, Retail, and more.
Events	Posted in website, on a specific calendar. Include: Bi-monthly member meetings, Ice cream social, Holiday party annual meeting.
Social media	Facebook
Contacts	Contact box, Email.
Other information on website	Coupons, Community calendar, School district information.

Sandwich area Chamber of Commerce

Website	https://sandwich-il.org/
Target	Business and civic organizations inside Sandwich area
Mission	Support, educate and promote businesses in the Sandwich Area while establishing a bridge with the community
Organization	Officers: President, Vice-president, Secretary, Treasurer Board of directors: 11 members +1 member at large Chamber staff: Executive director, Officer manager, Office administrator
Membership	Paid, fees vary depending on the type of package subscribed.
Location	Sandwich area
Membership benefits	Networking Opportunities: Business After Hours, Annual Chamber Events (Dinner & Golf Outing), Coffee Before Business, Monthly Round-table Luncheons, Leads Group, Multi-Chamber Events Free Marketing and Advertising Opportunities: Internet listing on our website with link to your business' website, Access to mailing labels & lists, Grand openings/ribbon cuttings, New member Meet & Greet with press release to local media, Chamber's Facebook & Twitter access for your events/special promotions, Free access to post "Hot Deals" on Chamber website, Free access to post job listings, Business Referrals, Display area for marketing materials in Chamber office, Membership Display Certificate, Membership Decal; Low Cost Advertising For Members; Free Business Internet Listing.
Affiliations	Chamber maintains membership with the Illinois State Chamber of Commerce.
Committees	Ambassadors Club, Annual Golf Outing, Annual Dinner, Educational/Programs/Seminars, By-Laws, Halloween Walk, More on 34, Sandwich Fair Booth, Women's Expo
Lead groups	SACC has two leads groups: Synergy Lead Group and Leads Group II, which are composed of Sandwich Chamber members who meet weekly. They network, share resources and refer customers to grow and expand member businesses. Groups have a "no compete" policy to encourage teamwork.
Special memberships	Spotlight membership, Platinum event sponsor package, Good event sponsor package, Silver event sponsor package: membership quotas and benefits included vary according to the type of special membership subscribed for.
New members benefits	New Member Meet & Greet, which is then submitted to the local media. New Members are also honored at the annual New Member Breakfast.

Sandwich area Chamber of Commerce

Member areas of activity	Advertising and media, Automotive & Marine, Computers and Telecommunications, Civic organizations, Government & Education, Legal, Manufacturing, Pets, Religious org., Retail, Arts & Culture, Business, Construction, Finance & Insurance, Home, Travel, Personal services & Care, Real estate, Restaurants, Food
Information provided about members	Name, contact, address, google maps location.
Advertising opportunities	E-blast: available for members and non-members (fees applied according to membership status) Newspaper Ad: available for members and non-members (fees applied). Coffee Before Business: only available for members (fees applied); Roundtable luncheon: only available for members (fees applied)
Events	Summer events: A list of events happening during the summer with dates, and contacts for registration; Events include: Indoor and outdoor games, Cinema, Food pantry, Fishing, library, sports, and more. https://sandwich-il.org/wp-content/uploads/2018/06/061218-Summer-Pack-Brochure-2018-1.pdf Other various events during the year: Christmas in July, Classic Cinema's, Sports events, Music in the Park, and others. - all advertised on the SACC website https://sandwich-il.org/
Social media	Facebook & Twitter
Contacts	Telephone, Email, Contact Us box, Google maps link for directions
Other information on website	Job opportunities, Gallery of pictures, information on Sandwich's attractions and entertainment, fairs, restaurants, supermarkets, travel and shopping,

Rochelle Chamber of Commerce

Website	http://therochellechamber.com/join-us
Target	Business and community in Rochelle area
Mission	Lead the community to sustainable economic growth, advocate a pro-business climate for members, and establishes and executes the community's vision.
Organization	Officers: President Board of directors: 7 members Chamber staff: Executive director, Executive assistant/Graphic designer
Membership	Paid, fees vary depending on the type of package subscribed.
Location	Rochelle area
Membership benefits	Access to all events and networking opportunities such as the Delegates program, Member-2-Member Chamber Member Deals released weekly on the website, Leadership academy, Play Day (an annual networking opportunity), Annual membership meeting (members are recognized for their distinguished accomplishments and exemplary service), Volunteering for Chamber Committees, Small business programs (resources, luncheons, seminars, alliances with lenders), assistance for solving issues with other government agency, and discount in one identified healthcare unit.
New members benefits	New member orientation
Member areas of activity	Home-based business, Industrial, Brokers, Developers, Commercial/retail, Financial institutions, Professional services, Municipalities, Elected officials, Taxing bodies, Civic clubs, Nonprofits, and Individuals.
Information provided about members	Name, contact, address.
Advertising opportunities	Affordable opportunities for members. Weekly newsletter, flyers, and sponsoring/hosting a chamber event to enhance exposure.
Events	Annual meeting, Business after hours, Coffee before Business, Leadership academy, Lunch and Learn, Lucky Hub Dash 5K, Golf play day, Summer country Jam, Ladies night out, Rochelle young professionals, Ribbon cuttings, Groundbreakings, - all advertised on RCC website: http://therochellechamber.com/news-events
News	Advertisement of events happening, recently opened businesses, and other information considered relevant for residents is posted in the RCC webpage, section for News and Events.
Social media	Facebook & Twitter
Contacts	Telephone, Email, Contact Us box, Google maps link for directions

Rochelle Chamber of Commerce

Other information on website Gallery of pictures, Chamber guide, Community and tourism (what to do, lodging, dining, shopping), Member testimonials, Member spotlight.

Marengo Union Chamber of Commerce

Website <http://www.marengo-union.com/contact/>

Target Business community of Marengo

Mission Advocate for business, promote business alliances and provide services to its members, encouraging growth and economic stability in the community.

Organization Officers: Chairman, Treasurer

Board of directors: 9 members

Chamber staff: Executive director

Membership No fees required for membership. Aspiring members are invited to submit an application.

Location Marengo area

Membership benefits Business After Hours mixers, networking opportunities, and a monthly newsletter. Members also receive discounts on Expo Marengo booths, and on ads in the Marengo Area Community Guide and this web site. The Chamber also sponsors a Golf PlayDay, an Annual Raffle, Member 2 Member discounts, and an annual President's Dinner in September.

Committees Created for specific events, and members can chose the length of their participation. Currently, MUCC has the following committees: Annual Dinner Committee, Community Clean Sweep Committee, Golf Play Day Committee, Home & Business Expo Committee, Member Meeting planning Committee, MIXER Planning Committee, Music Festival Committee, Nominating Committee, State of the Community Breakfast Committee, Wild Wig Week Committee.

Member areas of activity Home-based business, Industrial, Brokers, Developers, Commercial/retail, Financial institutions, Professional services, Municipalities, Elected officials, Taxing bodies, Civic clubs, Nonprofits, and Individuals.

Information provided about members Name, contact, address.

Advocacy Business owners and managers who examine specific issues effecting local businesses and determine the need for taking action. It also can include: Legislative affairs, Government relations, Candidate's forums.

Marengo Union Chamber of Commerce

Events	Events: Expo, Clean Sweep, Golf play day, Music Festival, and others mentioned in membership information.
Social media	Facebook
Contacts	Telephone, Email, Contact Us box, Google maps link for directions
Other information on website	Information about the city of Marengo, Parks, Library district, Gallery of photos of MUCC recent events.

Candlewick Lake Association

Website	http://candlewicklake.org/
Target	Candlewick social and business community
Mission	Social and economic development of Poplar Grove area
Organization	Board of directors: 9 members
Location	Poplar grove area
Committees	They make policy and/or rule recommendations as they apply to rules enforcement when ambiguity is present. This commission usually meets once per month. The existing commissions are communication, environment, events, finance, golf, lake management, public safety, and recreation.
Member areas of activity	Home-based business, Industrial, Brokers, Developers, Commercial/retail, Financial institutions, Professional services, Municipalities, Elected officials, Taxing bodies, Civic clubs, Nonprofits, and Individuals.
Events	Photo gallery, the CLA's monthly newspaper, Announcements, CLA's annual report, announcements from the building department, CWL map, CLA's approved budget, Lake management, Regulations, Public safety announcements, smartstreet payment, Board meetings reports, E-blast subscription.
Social media	Facebook
Contacts	Telephone, Email, Emails from board members and administration staff
Other information on website	Photo gallery, the CLA's monthly newspaper, Announcements, CLA's annual report, announcements from the building department, CWL map, CLA's approved budget, Lake management, Regulations, Public safety announcements, smartstreet payment, Board meetings reports.

Harvard Chamber of Commerce and Industry

Website <http://www.harvcc.net/>

Target Business community of Harvard area

Mission Provide support to the growth and development of the business community and to continually improve the quality of life of those who live and work in the Harvard area

Officers: President, Vice President, Treasurer

Organization Board of directors: 12 members

Staff: Executive director, Adm. Assistant, Event coordinator.

Membership Paid, according to members' number of employees. Aspiring members are invited to submit an application.

Location Harvard area

Membership benefits Radio broadcast, Business startup assistance, Community business expo & home show, Annual golf outing, scholarships for college education, mixer mailing, spotlighted monthly business, referrals, volunteer opportunities, other additional benefits.

Affiliations IL Chamber of commerce, IL Assoc of Chamber Executives, IL Retail Merchants Assoc, Chicagoland Chamber of Commerce.

Committees (18 in total) Annual winter, recognition, dinner dance, Leadership and development, Industrial, Expo and Home Show, and others.

New members benefits Are welcomed in the website.

Member areas of activity Accounting, Farming, Newspaper, Festival, Nonprofit social services, Nursery, Fire protection, Healthcare, Banks, Government, Real estate, and others.

Events Posted on website, and online newsletter.

Social media Facebook, Twitter.

Contacts Telephone, Email.

Other information on website Community guide brochure, On-line newsletter, Community events sign, information about the library, pool, schools, churches, organizations, member news.

Belvidere Chamber of Commerce

Website <http://www.belviderechamber.com/>

Target Business community

Mission Promote the growth and prosperity of members and business community by providing a positive environment through a partnership with our volunteers, staff, business, education and government. Be the "Voice of Business" promoting the growth and prosperity of members.

Officers: President, Vice President, Treasurer, Secretary

Organization Board of directors: 18 members

Staff: Executive Director, Office Manager

Membership Paid, according to members' number of employees. Aspiring members are invited to submit an application.

Location Belvidere & Boone county

Membership benefits Business referral, Business contacts, Monthly networking events, Monthly newsletter, Government relations, Advertising, Membership certificate, Membership directory, Notary service, and more.

Affiliations US Chamber of Commerce, IL Chamber of Commerce, IL Assoc of Chamber Executives, IL Employment Assoc, and more.

Member areas of activity Accounting, Farming, Newspaper, Festival, Nonprofit social services, Nursery, Fire protection, Healthcare, Banks, Government, Real estate, and others.

Events Posted on website, and online newsletter. There are specific Chamber events, and Community events.

Social media Facebook, Twitter, Instagram, Twitter, Snapchat, Pinterest.

Contacts Telephone, Email, Address on google maps.

Other information on website Boone county community information, Business tips, Utilities information (contacts), Area information, Fair (fees, events, dates, and more), Belvidere area young professionals (open to young professionals interested in community involvement and networking).

Waterman-Shabbona business association

Website	http://www.visit30.com/
Target	Business community
Mission	To provide area businesses with networking, education, marketing, and growth opportunities.
Organization	Officers: Board of directors: 5 members Staff: None
Membership	Paid. Aspiring members are invited to submit an application.
Location	Waterman & Shabbona
Member areas of activity	Retail, Welding, Sports, Food, Church, Industry, Library, Finance, Golf, Real estate.
Events	Posted on website. There are specific Calendar. Include: Christmas Walk and Barn tour.
Contacts	Telephone, Email, Address.
Other information on website	Board meetings schedule, Featured businesses, Community information, contact information for institutions promoting Economic Development in the area, contact information of Incentives & Available properties, information on available education

Appendix Six. Sample Counter Survey Form

(Name of community) would like to better meet customer needs and expand business activity. Please take a moment to complete this form.

Date _____ circle one: morning afternoon evening

Sales amount \$ _____

Customer zip code _____

Main reason for this trip

___ Pleasure (visit friends, day out)

___ Attend special event

___ Shopping

___ Healthcare (doctor, dentist, etc.)

___ Gov't (city hall, post office, library)

___ Work related

___ Personal business (attorney, bank, insurance, etc.)

___ recreation/exercise

___ Other _____

Were there any items or services that you hoped to find today and did not?

___ retail item

___ restaurant item

___ personal service

___ professional service

___ recreational activity

Are there items or services you would like to find in (name of community) that you now obtain elsewhere?

___ new clothing

___ resale items

___ home furnishings

___ specialty foods

___ sports and hobby supplies

___ entertainment

___ recreation

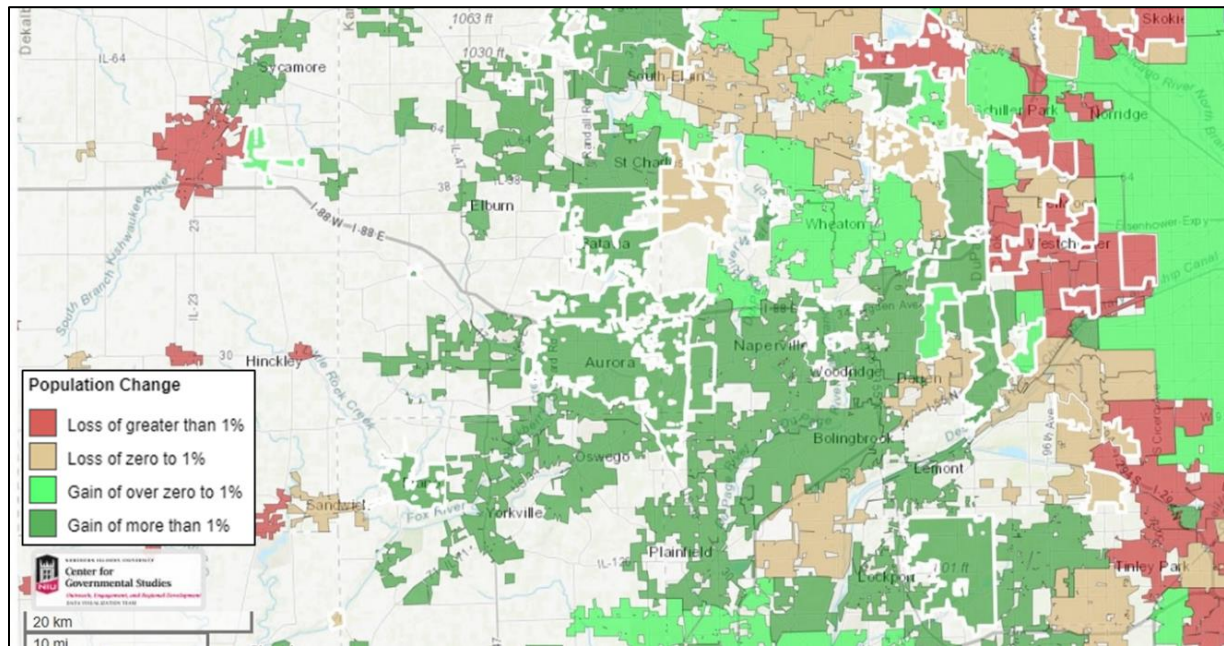
___ professional services

___ personal services

___ other _____

Comments

Appendix Seven. Population Change, 2010-2017



Source: U.S. Census Bureau, 2010-2017 Population Estimates. Full map available at:
<http://webmaps.illinoisdata.com/NIUAdmin/CityPopulationChange.html>