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**MEMO TO** Village President and Board of Trustees  
**FROM:** Michael S. Garrigan, AICP, CNU-A, Community Development Director  
**DATE:** October 6, 2016  
**SUBJECT:** Antioch Economic Development Plan Memo

## Background

Pursuant to the direction of the Village Board, Staff is taking this opportunity to enclose an “Economic Development Plan” for the Village. Economic Development continues to be one of the top priorities in the Village. The fundamental goal of this plan is to make the Village “business friendly” while at the same time maintaining the Village’s standards and sense of place.

This plan attempts to address the Village Board’s previous direction of coming up with a comprehensive policy that can be used when specific developers come in with a proposal and are seeking “economic incentives”. For the first time, a specific “economic incentive policy” is being proposed which provides a specific criteria to be used when considering request for economic incentives. Additionally, a series of economic incentives have been outlined in this document ranging from “property tax abatements” to “Tax Increment Finance Districts”.

The plan further outlines the various building blocks of a comprehensive economic development plan that include the following elements:

- **Retail Development-** Using the “Retail Strategies Market Analysis” and the “Gruen & Gruen Economic Development Analysis” , staff has outlined the Antioch trade area and we have identified the a series of commercial nodes along Route 173 that we will concentrate our efforts on in recruiting new commercial development.
- **Boylard Development-** Staff has outlined a strategic plan to recruit new commercial auto dealerships and light industrial users to the 50 acre parcel that the Village recently purchased.
- **Business Parks-** This plan outlines the Village’s continued efforts to attract new business users to the Antioch Corporate Park. In addition, we outline long tern plans for the redevelopment of the “Anita Business Park” along with the long term opportunities of the Abbott property” on Route 173 (Mixed use business park/estate homes)
- **Residential Development-** This plan recognizes that recovery of the housing market is a critical element of this plan. Restoring the sense that Antioch is a growth market again will be required before the Village will be in a strong position to attract new retail development.

- **New Impact Fee Schedule-** Working off the approximately \$22,000.00 per home for the Clubland's development, Staff has proposed a new impact fee schedule that substantially reduces this amount by approximately 25%. Staff is looking for the input from the Village Board on this new impact fee schedule. It is important that the Village maintain a sustainable and competitive fee structure that will put the Village in a strong position to attract new residential development.
- **Economic Development Incentives-** A new economic development policy is being proposed as part of this plan. This new policy establishes for the first time a specific criteria to evaluate incentive requests. In addition, specific economic incentives are outlined ranging from property tax abatements, sales tax incentives, business districts, façade grants, and tax increment finance districts.
- **Lean Regulation-** The plan proposes streamlining Village regulation based on the goal of creating a more business friendly community. Staff believes that new regulation can be simple and understandable without lowering standards. In addition, a very specific timeline has been proposed for all new zoning cases that emphasizes the importance of processing cases in an efficient and timely manner. Undue delay can create an inordinate expense to the business community.
- **Downtown Main Street Association-** Another major building block for the Village's economic development plan is the revitalization of Downtown. This plan outlines a very specific plan to create a new "Downtown Business Association" which will partner with the Village and the business community in developing several key parcels in the Downtown. This new business association would partner with Staff on promoting the Downtown, creating a new strategic plan for the Downtown, and seeking development on several vacant parcels in the Downtown.
- **Small Business Start-Ups-** In a word of finite resources, this plan emphasizes of being creatives and encouraging small pop-up stores and incubator space in the Village's Downtown. These small business opportunities provide the basis for people with limited capital to start small pop-up businesses and grow with time. The popularity of "food trucks" is one example of this whole "Tactical Urbanism" movement.
- **Economic Development Task Force-** The plan calls for the creation of an "Economic Development Task Force" which would be made up of leading business people from the Village's business community. This new task force would partner with the Village and help facilitate discussions between the Staff and prospective businesses. In addition, the task force would evaluate incentive requests and engage in retention visits of existing businesses in the Village.
- **Recreational Tourism-** The importance of promoting the numerous recreational opportunities around the Village of Antioch is another component of this plan. The more people we can get to visit the Village due to local recreation, ranging from skiing, boating, hunting or equestrian activities will increase economic activity and help local businesses.

Based on the foregoing analysis and herewith attached plan, Staff is looking for input from the Village Board on the proposed "Antioch Economic Development Plan".

# ANTIOCH ECONOMIC DEVELOPMENT PLAN





## ECONOMIC DEVELOPMENT PLAN

The Antioch Economic Development Plan outlines the Village's Economic Development policies. The goal of the plan includes the following:

- Create an economically diverse and resilient community.
- Create a healthy commercial base.
- Create a healthy light industrial base.
- Create a vibrant and healthy Downtown.
- Promote recreational tourism based on the natural resources of the region.
- Promote new residential development that adhere to the Village's Vision.
- Formulate a comprehensive set of Economic Development Policies.

With a population approaching 15,000 people and an area of approximately seven (7) square miles, Antioch will continue to attract new development. With extensive open land, Antioch is in a strong position to attract new residential development and new commercial development over the next ten to twenty years.

Antioch will continue to balance growth with the need of preserving the natural resources which defines the character of the community. The beauty of the surrounding lakes and open space, along with the charming Downtown, has defined Antioch to generations. This Economic Development Plan acknowledges the Village's Vision and formulates an economic development plan that blends in with the Village's long term goals. Therefore, instead of promoting sprawl or strip development, the following plan calls for careful planning and future development to be clustered into nodes of development. Preserving the area's character is the primary economic development goal of this plan and this will require balancing economic development with careful planning and focus on the Village's long term vision.

## RETAIL DEVELOPMENT

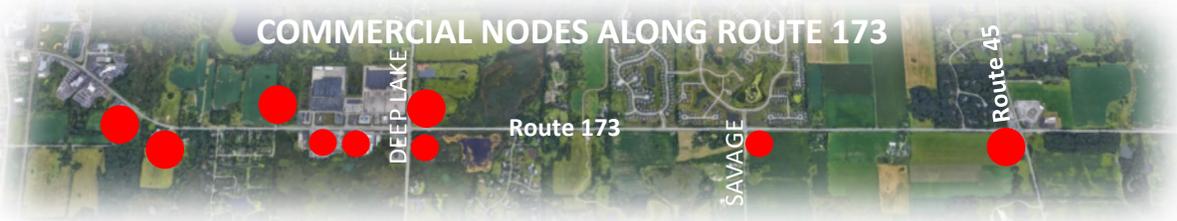
The Village of Antioch has identified several major commercial nodes along Route 173 consistent with the adopted “**East Route 173 Corridor Design Guidelines and Land Use Study**” that would be appropriate for new commercial development. In addition, Staff continues to identify a number of commercial nodes along Route 83, Route 59, North Avenue and Deep Lake Road for future commercial development.

Numerous opportunities remain to attract new commercial development to the Village based on the existing growth projections and demographics. Based on this fact, Antioch has retained the services of “Retail Strategies” to identify the type of retailers which would be attracted to the Village’s demographics and proceed with recruiting end users. Staff, based on the Retail Strategies Analysis, has identified the following commercial uses:

- Food & Dining
- Clothing & Accessories
- Specialty Grocery
- Home & Garden



Additionally, based on the **Gruen & Gruen Economic Development Analysis**, Antioch has a trade area of approximately 100,000 people and 39,000 households with a median income of \$93,000.00. The Village contains approximately 1,000,000 million square feet of commercial space and approximately 60% of the customer base for the Village’s retail originates outside its boundaries.



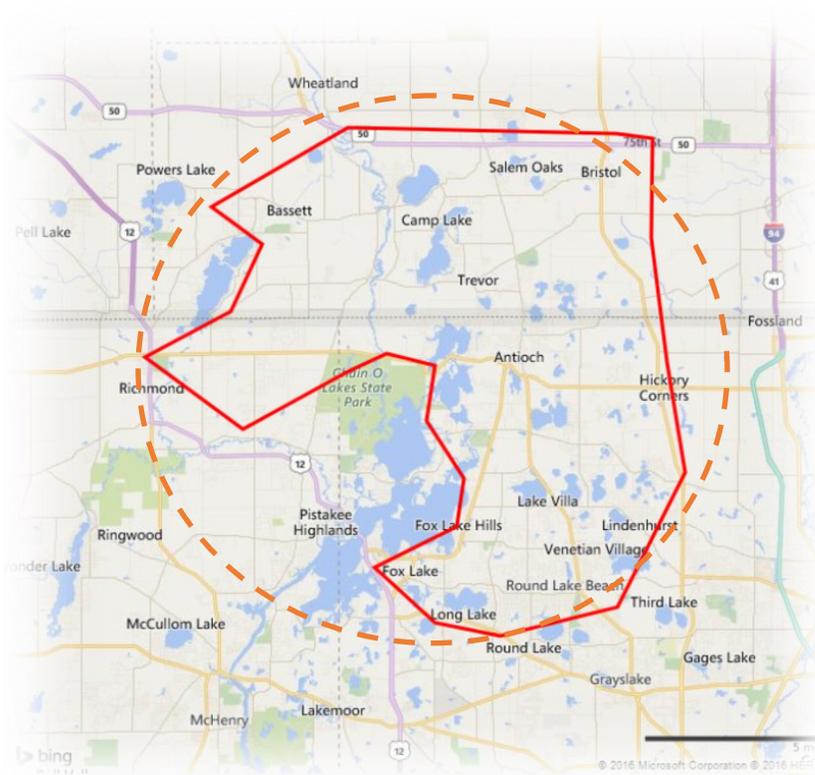
The following plan calls for the creation of an additional one million square feet of commercial space by 2030 which will service the demands of the Village’s and trade areas growing population. With an ultimate population of approximately 25,000 people, Antioch should be in the position to attract several large neighborhood retail centers with the next fifteen years as the region’s growth accelerates.



## RETAIL

The general trade area for the Village of Antioch includes Spring Grove, Richmond, Fox Lake, parts of Lindenhurst and Lake Villa, and the southern Wisconsin communities of Twin Lakes, Camp Lake, Silver Lake, Salem and Trevor. These trade areas contain approximately 103,000 people, 39,000 households and an average income of \$93,000.00.

The goal of this plan is to make Antioch a commercial destination for the communities within this trade area. While it will be very difficult for Antioch to compete with Gurnee to the south as a retail hub, there is no reason why the village cannot attract more convenience retail that provides more shopping opportunities for the residents within the trade area. Route 173 continues to provide numerous opportunities to attract new commercial development to its corridor over the next decade. As envisioned, Route 173 would contain several major commercial nodes, concentrated at a newly aligned Grimm Road, Deep Lake Road, Savage Road and Route 45. These four new commercial nodes could potentially contain between 200,000 to 500,000 square feet of new commercial development in the next decade as the Village's and trade areas population continues to grow. While the face of retailing is dramatically changing, Staff believes that there continues to be a number of opportunities to attract several national retailers that focus on value and convenience. Therefore, long term, stores such as Target, Kohl's, Meijer's and numerous junior boxes should be targeted to the Route 173 corridor.



### Antioch's Trade Area

Based on the analysis of Retail Strategies, a more refined trade area has been identified which is based on drive-times. This alternative trade area provides a slightly more narrow market with a slight decrease in family household income. Below is a summary of some of the demographic analysis:

	<b>5-minute drive</b>	<b>10 minute</b>	<b>15 minute drive</b>
Estimated Population	8,321	39,145	108,896
Number of households	2,965	14,493	38,411
Median household income	\$82,087	\$79,866	\$80,539
Average home value	\$237,785	\$258,647	\$251,540
Percentage of Bachelor's Degree	18%	18%	19%
Daytime population	10,643	30,692	95,862
Total number of employees	9,226	27,732	69,268



## **BOYLAND DEVELOPMENT**

Antioch has recently purchased approximately 50 acres along Route 173 and Grimm Road for commercial and light industrial expansions. The subject property is located at a strategic location which will provide Antioch the opportunity to maintain a vibrant node of auto dealerships. In addition, there are several opportunities to attract light industrial users to the subject site along a newly realigned Grimm Road.

The existing auto dealerships along Route 173, Ford, Chevrolet, Dodge, and Kia provide an important revenue source to the Village of Antioch. Based on this fact, Antioch has identified an opportunity to work with the dealerships on a potential expansion along Route 173. Purchase of the subject property provides some new opportunities to provide additional land for the necessary expansion of these dealerships.

Additionally, with the proposed reconstruction of a new Grimm Road, opportunities to attract light industrial users to the subject property will open up. Along with the Anita Business Park redevelopment and the Antioch Business Park, staff has identified the Grimm Road property as another opportunity to attract new office park or light industrial development to the Village. Based on the good access to both Route 173 and Route 83, the subject property is in an excellent position to attract business users to the site. As part of this proposed development, the Village is providing the added incentive of creating a regional storm water management system which would service all the future out-lots within this business park. By providing regional storm water management, there will be more opportunity to attract commercial and light industrial users to the property.



## INDUSTRIAL DEVELOPMENT

Another important facet in making the Village more diversified and resilient is attracting more light industrial and business development to the Village. A successful example of this policy can be seen in the development of the “Antioch Business Park” on Route 173. The following plan calls for new business development along the Route 173 corridor which will create a new employment center for the Village of Antioch. As envisioned, this plans calls for the creation of over two million square feet of light industrial and business development to the corridor.

The **Antioch Business Park** and the one million square feet of light industrial development that has been approved for the subject site provides a number of great opportunities to attract large business users to the Village of Antioch. The ultimate park will contain over two million square feet of light industrial development and will provide the Village an opportunity to attract several new large employers to the Village. The success of the Antioch Corporate Park is a central element in the Village’s Economic Development Plan.

The plan also calls for the redevelopment of the “**Anita Business Park**” into a new business park that would attract small business start ups and attract medium size light industrial users. The majority of the buildings within this existing park contain functionally obsolete buildings. Through an active incentive package, the Village can initiate a new plan that will focus on the redevelopment of the park.

The redevelopment of the Anita Business Park calls for the consolidation of a number of sites into larger sites, the demolition and reconstruction of several existing buildings and the beautification of Anita Avenue. The central location of the subject site in the Village of Antioch and proximity to the Canadian National rail road provides a number of near term opportunities for redevelopment of the subject area.

In addition, this plan calls for working with a business park, residential and the Lake County Forest Preserve on a comprehensive development plan for the **Abbott property** on Route 173. As envisioned, this beautiful parcel could be developed into a corporate business park with large estate homes intermixed with natural preserves owned by the Lake Count Forest Preserve.



## ANITA BUSINESS PARK

Redevelopment of the “Anita Business Park” has been identified as another goal within this Economic Development Plan. Numerous opportunities for redevelopment exists throughout the park based on the current conditions. Specifically, there are a number of vacant or under utilized buildings that need to be redeveloped based on current economic trends. The following properties include:

- Circuit Board Property– This property provides a real opportunity for redevelopment after the necessary due diligence is completed whether this site is a brownfield. The site currently is under utilized and contains a number of non-light industrial uses that brings no real value to this business park.
- Quaker Furniture Site– This large industrial building is one of the largest industrial facilities in Antioch and is currently under utilized. Staff believes that there is an opportunity to seek the redevelopment of the subject site into several smaller light industrial buildings.
- Pallet Facility– The subject site is currently being used for pallet fabrication and storage. Based on the age of the building, Staff believes that there continues to be a new opportunity for redevelopment of the subject site.
- Deli Source– Staff is continuing to work with Deli Source on opportunities to modernize and expand on their current facility within this business park.



## RESIDENTIAL DEVELOPMENT

The recovery of the housing market in the Village of Antioch is a critical element in the success of this Economic Development Plan. As previously identified, it is important that the Village promote a diversified and resilient community which incorporates commercial, light industrial and residential development. As a rule of thumb, new retail development follows rooftops. Based on this fundamental fact, it is important that Antioch is perceived by the commercial development community as a growth market.

Another goal of this plan is to create a single family housing policy that is family friendly and that encourages growth in the community. Both Antioch and Lake County continue to be desirable for young families to locate to. With increasing affordability issues in Southern Lake County, Antioch and portions of Northern Lake County provide a real opportunity to create a housing market that is financially attainable for many young families looking for their first home or move-up market. Antioch is in the position to benefit by the continuing demand for new housing in view of the existing inventory of single-family lots that continue to be available for new construction.

As part of the new “Comprehensive Planning” process, the Village will be formulating a long term development plan for new single-family housing development in the undeveloped sectors of the Village and adjacent unincorporated areas. As identified above, the corner stone of any housing policy should be to maintain the Village’s character, while also creating a “Family Friendly” housing policy that promotes creating new housing opportunities for the first time home buyer, along with the move up buyer. Future housing prices will largely depend on future demand in addition to existing land prices, municipal and school impact fees, hard infrastructure costs along with building costs. The following plan calls for streamlining regulation when possible and establishing a new sustainable impact fee schedule that works both for the Village, the School District and the development community.

## Residential Impact Fees

The following impact fees, as part of this Economic Development Plan, is being proposed as follows:

Annexation Fee	\$1,000.00 per acre
Municipal Fee	\$1,000.00 per acre
Fire Service Fee	\$1,000.00 per unit
School Impact Fee	\$5,690.00 (3 bedroom)
Park Impact Fee	\$1,800.00 (3 bedroom)
Sanitary Taps	\$2,962.00 per 1 P.E.
Water Taps	\$2,070.00 ( 1 inch meter)
Total	\$15,522.00 per home

As highlighted above, Antioch will continue to provide new opportunities for residential development based on the fact that it continues to be surrounded by undeveloped land. While much of this land has been set aside as open space, there continues to be a number of large tracts of land that would be appropriate for new single-family development.

The following developments and properties are incorporated into the Village's long term plans for residential development:

- **Clublands**– The Clubands Planned Unit Development was approved for 960 single family homes and there are approximately 627 existing lots still available for development within this master planned development. Based on this fact, the vast majority of future single-family homes will be located within this development. Staff is working with D.R. Horton on their plans for constructing 178 single-family homes within this development.
- **Deercrest/Neuhaven**- This development contains approximately 95 lots for single-family homes and townhomes within it's Planned Unit Development. Staff continues to work with the current owner in finding new users for the townhomes and is exploring the alternative of converting the townhome lots into single-family cottage products.
- **Hawthorne Ridge**– The Hawthorne Ridge project by Lexington Homes on 72 acres at the northeast corner of North Avenue and Trevor Road provides the best infill opportunity for new development in the Village. The applicant is proposing 172 new single family homes on the subject site.

From a long term perspective, there is existing open land along Route 173, Deep Lake Road, North Avenue, and Route 83 that could attract future single-family development in the future. Intermingled with extensive Lake County Forest Preserves, these sites provide some real opportunities to attract quality residential development in the future once the Village's existing inventory of single-family lots are exhausted.

## ECONOMIC DEVELOPMENT INCENTIVES

One of the central goals of this plan is to create a set of formal “Economic Development Incentives” for prospective businesses who may be interested in expanding their businesses or locating within the Village’s boundaries. Economic Development Incentives should be used selectively and should only be approved if they benefit the tax payers of the Village over the long term. Providing tax concessions, either property or sales, only makes sense if they meet the “but for” test. In other words, a business will only expand if “Economic Development Incentives” are approved. The second test is that the incentives should only be approved if additional revenue will be generated to the Village.

All businesses that receive any form of economic development incentives should be consistent with the following goals and objectives:

- Expand the Village’s tax base and create a more resilient community.
- Create new jobs that provide well paying wages and opportunities for employees to reside in Antioch.
- Promote new commercial, business and light industrial development that adheres to the Village’s existing character and vision for the future.
- Diversify the Village’s economy.
- Improve the character and appearance of the Village’s commercial corridors.
- Continue to promote new residential development and welcome new growth.
- Enhance property values.

The general philosophy behind this policy is that the tax payers of Antioch should be made whole as it relates to any approved “economic development incentive”. Therefore, businesses should not be provided tax concessions for existing revenue. Incentives should only be granted for the additional increment in revenue that may be produced. As an example, if dealership “A” is generating \$100,000.00 in sales tax for the Village and is proposing to expand their business, economic development concessions should only be made to the additional tax generated by the expansion. The one exception to this policy is if economic development concessions need to be made due to the fact that the business has a viable site in another community and is threatening to leave the Village.

All incentives should be considered on a case by case basis by the “Economic Development Task Force” and finally the “Village Board”. No business or prospective business will be legally entitled to incentives and the burden is on the applicant to demonstrate that their request for economic incentives are consistent with the outlined goals as previously highlighted. As previously outlined, any new development that is requesting incentives will have to conform to all Village ordinances and guidelines, along with meeting any architectural design standards as approved by the Village Board.

All economic incentives approved shall be memorialized by a written standard agreement prepared by the Village of Antioch and these agreements shall be approved by the Village Board and executed by the Village Mayor. These agreements may include, but are not limited to the following: a) Property Tax Abatement Agreement; b) Sales Tax Incentive Agreement; c) Development Agreement; d) Business District Agreement.

With respect to Economic Development incentives, the following Economic Development Incentives are available as part of the following Economic Development Plan:

- **Property Tax Abatement**– Property Tax Abatements of Village and School property taxes are available for the appropriate candidates based on the above criteria. Through an “Intergovernmental Agreement” between the Village of Antioch and the Antioch School Districts, a maximum fifty (50%) abatement over a maximum of ten (10) years shall be approved for any new construction or expansion of existing facilities that meet the following:
  - A) Creates a minimum of twenty five jobs; or
  - B) Construct a minimum of a 25,000 square foot facility or expansion; or
  - C) Locate a headquarters or regional office in the Village:
- **Sales Rebate Agreement**– Sales Tax Rebates shall be granted to any appropriate retailer or commercial user which will produce additional sales with a minimum of \$5,000,000.00 in gross sales over a period of five years. Any sales tax rebate agreement shall not exceed 10 years or grant more than a 50% rebate of sales tax over the duration of the agreement, unless otherwise agreed by the Village Board.
- **Business District Sales Tax**– The creation of a special “Business Development District” in accordance with Illinois state law is similar to a Tax Increment District, but does not impact the collection of property taxes. The creation of a Business Development District only requires the determination that an area constitutes “blight” or “no growth” is occurring do to the conditions of the property. A Business Development District incorporates enabling legislation that allows a 1% sales tax to be added in addition to a hotel/ hospitality tax. Business Development Districts do not require the approval by referendum.

**Direct Municipal Infrastructure Investment**—Certain commercial or light industrial projects may justify direct investment by the Village of Antioch in the construction of infrastructure. This infrastructure may include the following; roadways, sanitary lines or water utility extensions. However, any direct investment by the Village will have to meet certain criteria. Specifically, any new investment must meet a cost benefit analysis and the tax revenue generated from the project should exceed the long term maintenance of the infrastructure. Too often, the long term costs of infrastructure to the future residents of a community are ignored.

**Special Service Areas**— The creation of an SSA for nonresidential development in certain cases may be justified. An SSA is created to upfront the costs of the infrastructure through an additional property tax that will be paid by the developer over a long period of time. Creations of an SSA can offset some of the upfront cost for infrastructure and make the difference on whether a project is viable or not. However, any proposed SSA should pass a cost benefit analysis and great care must be taken in looking at the long term benefit of a SSA and the taxpayer’s burden.

**Façade Grants**— Another economic development tool is the Village’s Downtown Façade Program which will provide a 50/50 split to building owners who restore their facades to their historic appearances. This program is intended to reinvest funds back into the Downtown to encourage new private investment. The plan is to work with new businesses and provide them with municipal assistance on updating their buildings storefronts.

All of the highlighted incentives will be available to commercial and industrial users who meet the outlined criteria. Any request for incentives should be reviewed using the following criteria:

- The project must increase the property tax base of the community and that this increase in the property tax base must exceed the requested incentives.
- The proposed project must be consistent with the Village’s long term vision and meet all of the Village’s architectural and design standards.
- The proposed commercial project generates a surplus of sales tax revenue that justifies any requested sale tax relief.
- The project creates new investment in a blighted area and will generate new investment in the area.
- The requested incentive will generate more private investment throughout the community.



## TAX INCREMENT ELIGIBILITY STUDY

With the cooperation of the School Districts, Staff would like to proceed with the investigation of a potential Tax Increment District for “Downtown Antioch” and the “Anita Business Park”. The potential eligibility analysis would look at the potential of creating a TIF for these two important sectors of the Village. Both of these areas of the Village need substantial new private investment and the creation of a TIF might be one way to promote new development at both sites.

In addition to new private investment, both areas of the Village need new infrastructure investment by the Village and the creation of a TIF for both areas might provide some additional revenue to make these improvements. The general improvements could include roadway improvements, hardscape and streetscape, lighting, landscaping, façade and signage improvements.

Additionally, there continues to be the potential of long term consolidation of some important sites in the Downtown that could facilitate new commercial development on them. A TIF could assist in assembling some of these properties for new private development.



## LEAN REGULATION

The fundamental principle behind this document is that the Village of Antioch should make every effort to streamline regulations and maximize flexibility in achieving the legitimate goals outlined in the Village’s Vision. The purpose of this document is not to lower or abandon the Village’s standards, but instead to provide the maximum amount of flexibility for the development community to achieve the Village’s Vision. Accordingly, every effort should be made to streamline regulations and restore a sense of “common sense” to all regulations.

With respect to the Community Development Department, staff is committed to adhering to the following timelines as it relates to permits and entitlements:

- **Full Building Application** **Permit/Denial letter issued within five business days**
- **Full Sign Application** **Permit/Denial letter issued within five business days**
- **Site Plan, Preliminary/Final Plan Review** **30-45 days**
- **Annexations, Variances, Special Uses, Rezoning's** **45-60 days**

Another key element of this Economic Development Plan is the adoption of the “Existing Building Code”. Older buildings which have been in existence for decades should be treated differently than new construction. To require these buildings to meet all the current codes defies common sense and would create great hardship on existing building owners. While the Village must comply with the Illinois Accessibility Codes and the state mandated Energy Code, we will make every effort to work with existing building owners that have older or historic buildings.

In addition, the Village will be adopting a series of amendments to the 2012 International Building Code that will make the code more economical for the building community. One change to the 2012 IBC will be eliminating the requirement for fire sprinklers in single family homes.



## ANTIOCH MAIN STREET ASSOCIATION



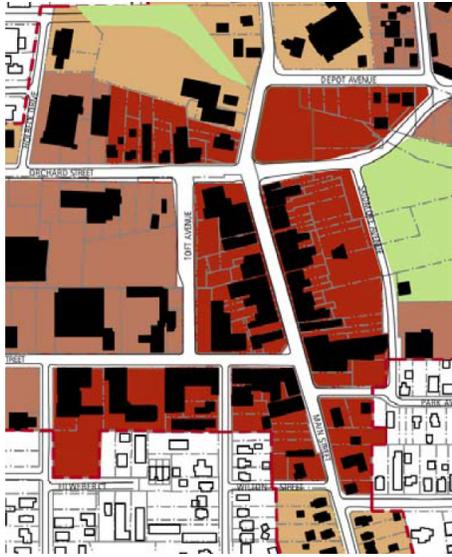
The following Economic Development Plan calls for the creation of a Public-Private Partnership for Downtown Antioch which would serve as an economic development organization that would serve the business community and promote the historic center of the community. Made up of private citizens along with liaisons from Village Staff and the Village Board, this new organization would provide a forum for the business community and citizens of the Village to promote the Downtown.

Using the National Main Street model, Downtown Antioch Revitalization Association shall concentrate on the following:

- Promotion of Downtown Antioch
- Creating a Downtown Vision
- Fostering business and citizen engagement
- Retention and recruitment of new businesses

The Downtown Antioch Revitalization Association will work closely with the Community Development Department on new economic development initiatives for the Downtown. One of the central goals is to build on the vision for the Downtown as outlined in the adopted “Form Based Code” and “Lifestyle Plan”. Efforts will continue to recruit new restaurants and retail to Main Street and Lake Street to add to the existing number of commercial businesses that are located Downtown. Playing off the existing Antioch Theatre and P.M. & L. Playhouse, there is a real opportunity to add several new restaurants to Main Street. Several vacant buildings are currently changing hands and provide opportunities for new development.

In addition, the Village plans to create a new “Façade Program” which will assist building owners to invest in new store fronts and building renovations. The goal of this new façade program is to start the slow revitalization process of the Downtown, one building or storefront at a time.



The long term revitalization of the Downtown will require new infill development on a number of under utilized parcels. As highlighted below, the Village’s Form Based Code has identified a number of new development opportunities:

- The future development of the **Pittman property** continues to be one of the corner stones for economic development in the Downtown. As envisioned in the Form Based Code, one vision is a new mixed use development on the subject site that would contain some civic open space for community events.
- **Toft Street**– Toft Street provides new opportunity for new infill development along with the reconfiguration of the street. Staff is looking into the opportunity of adding angle parking along the street which would have the added benefit of narrowing the street.
- **Antioch Plaza**– The long term redevelopment of the Antioch Plaza into a new mixed use development and the creation of a smaller block system continues to be another long term goal as identified in the Form Based Code.
- **Vacant Hannah’s Building**– Another goal of this plan is to find a new adaptive reuse for the vacant Hanna’s building which once was occupied by a Ben Franklin. The adaptive re-use or redevelopment of the existing building will bring new energy to the western edge of the Village’s Downtown.



- **Incubator Development**

One concept that could facilitate new economic development is by promoting small start-up businesses in the Downtown. These businesses could range from food trucks all the way to small retail pop-ups in vacant space. The limited resources of the Village mandates a new creativity in creating a small business environment.



Conceptual future parking on Toft, looking south from Orchard Street.



## SMALL BUSINESS START-UPS

In an era of finite and limited resources, this plan recognizes the importance of creating an environment that welcomes and promotes small businesses and pop-ups. These businesses can range from a food truck to a pop-up store. Small start-ups provide individuals with limited capital the ability to start a business and eventually grow into a larger business. As an example, the food truck evolves into a permanent restaurant in the Downtown. The following Economic Development Plan promotes these small start-ups:

- Enabling regulations that permit and encourages food truck businesses in designated areas in the Downtown on certain days of the week.
- Working with existing building owners in converting empty retail space into small pop-ups. Pop-ups take underutilized space and creates a new business.
- Constructing small temporary buildings that provide opportunities for start up businesses. These small buildings can be newly constructed cottages that can provide nice “liner” buildings along streets, thus creating a more urban feel to vacant parking lots.
- Downtown Events will continue to be a critical element in the long term revitalization of Downtown Antioch. Creative concepts that bring people Downtown need to be promoted, including more special events. The general success of the “wine walks” and the positive reception from the Downtown business community should create an environment that promotes more special events. Using public space for the promotion of outdoor dining provides real opportunities to attract people to the Downtown.

## ECONOMIC DEVELOPMENT TASK FORCE

Staff is proposing the creation of an **Economic Development Task Force** made up of seven members from the Village of Antioch's business community. This task force would assist Staff on identifying economic development opportunities, recruitment and retention of businesses in the Village. The commissioners would be appointed by the Village Mayor with the approval of the Village Board with staggered terms ranging from one to three years.

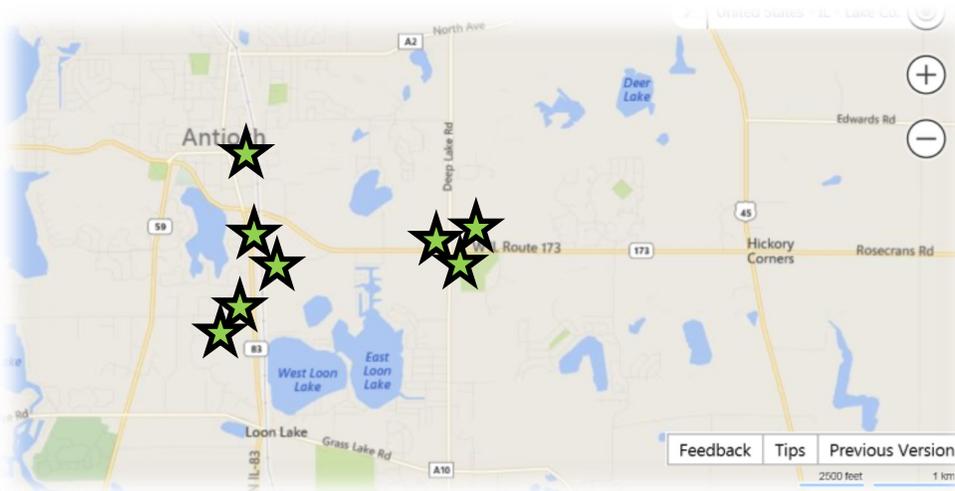
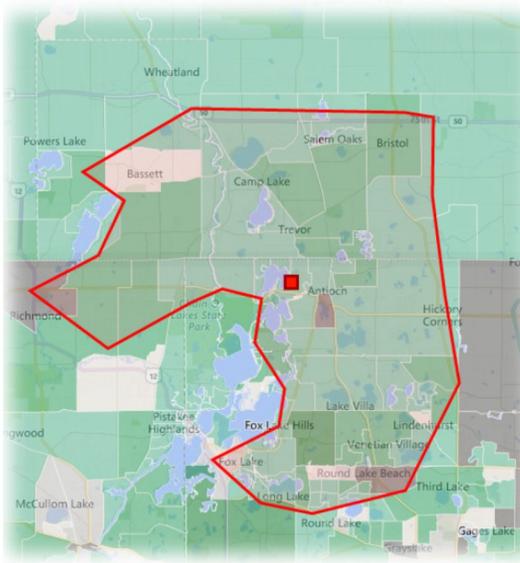
As envisioned, the Economic Development Task Force would review proposed "incentive agreements" and make a recommendation to the Village Board based on the parameters of this Economic Development Plan. Additionally, members of the task force would work with staff on recruitment and retention of businesses. One of the benefits of this task force is that it would be made up of local business people who would be able to provide insights into commercial recruitment and retention decisions.

This proposed task force would provide Staff with the practical business insight on the current business trends in the Village which would greatly assist our ability to improve on retention and recruitment efforts. Moreover, this task force would assist staff in establishing priorities and reaching out to prospective business opportunities.

## RETENTION POLICY

As part of this Economic Development Plan, an active retention plan will be adopted with the goal of having Staff and members of the Economic Development Task Force reach out to every major commercial and industrial user in the Village over a two year period. These meetings are intended to gain an insight into how the Village can provide any assistance to these businesses and improve the overall business environment. One of the cornerstones of this Economic Development Plan is to retain the existing businesses in the Village and to streamline regulations and policies in a manner that improves the Village's business environment.

Too often, Economic Development is only focused on recruiting new businesses and not retaining existing businesses. Antioch contains a healthy mixture of medium sized businesses that have been in the Village for decades. The following plan calls for active efforts in retaining these small and medium size businesses by streamlining existing regulations and improving government's ability to be responsive to the needs of these businesses.



**AVAILABLE COMMERCIAL SITES**

**NEW ECONOMIC DEVELOPMENT WEBSITE PAGE**

The following plan calls for the creation of a new “**Antioch Development Page**” on the Village’s website which would highlight the economic development opportunities in the Village. This proposed website would include the following information: a) updated demographic information; b) psychographic information of the Village; c) traffic counts; d) Gruen & Gruen Market Report; e) Retail Strategies Reports; f) available commercial and industrial sites along with basic information including broker; g) Economic Development Plan ; h) Standard Incentive Agreements; i) links to Lake County Partners and Illinois Economic Development Office websites. Having a user friendly website is critically important in today’s “economic development world”. The information needs to be easy to find and easily accessible to any prospective individual visiting the website.

## DOWNTOWN WEBSITE PAGE



In addition to the Village's "Authentic Antioch" page, there continues to be an opportunity to highlight Downtown Antioch by introducing a new "Downtown Page". This new website presence would not only highlight existing businesses and special events, but also long term plans for the Downtown.

As envisioned, this page could become a forum for the Downtown business community to highlight their businesses along with special sales. Restaurant could list their menus and any special events that may be planned. The theatres could highlight their movie or play schedules. The Village could post special events and promote the concert series and events like the "Wine Walks".

Additionally, an interactive map could be incorporated on the page with additional information on the history of Downtown Antioch along with the historic background of some of the more historic buildings in the Downtown. The historic character and charm of Downtown Antioch should be promoted along with the existing businesses.

The hope is that this "Downtown Page" would provide the community along with visitors with a one stop location to discover anything that is going on in Downtown Antioch. Promotion and marketing will be an important tool in the revitalization of Downtown and the creation of a good web page is important tool in any promotional campaign.



### **Antioch Area Recreational Opportunities**

The recreational opportunities encompassing a wide spectrum of sports needs to be highlighted and marketed as part of this plan. These activities include:

- Boating
- Skiing
- Hunting
- Equestrian activities

*John Boyz*