Downtown Antioch Economic Development Initiative

A Strategic Framework for the Future

October 2017

BUSINESS DISTRICTS, INC.

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Introduction

The Village of Antioch retained Business Districts, Inc. (BDI) in February 2017 to develop the strategic and implementation framework for the Village's Downtown Economic Development Initiative. This work included three (3) sets of tasks: a review of downtown Antioch's markets and uses; local outreach, including stakeholder input and surveys; and the development of a strategic approach to revitalizing downtown Antioch that can be readily implemented by Village officials, downtown's private sector, and Antioch's residents. This approach identifies six (6) task sets that can be implemented over the next three (3) years.

From a market perspective, Antioch's downtown has multiple competitive advantages—strong destination businesses, a historic downtown footprint, residents committed to their community (as evidenced by the survey results), and a unique story to share. To capitalize on these advantages, Antioch's downtown needs to focus on the future. Throughout this Initiative's outreach, participants noted that downtown building appearance and downtown businesses need improvement. Downtown's vintage buildings need investment and vested owners. Future ground floor business tenants must be responsive to market change, including such factors as major shifts in the retail sector and the increasing diversity in downtown businesses and uses.

Focusing on the future will require strong private and public sector collaboration and an identified downtown champion. In the most successful downtowns nationally, the private and public sectors work together, recognizing their particular responsibilities in making their downtown economically viable. There are many options for structuring downtown efforts, but all of them realize that downtown is for everyone. It is any community's most important and memorable place. And how any downtown looks or feels to a visitor ultimately communicates how that community perceives itself.

The results and recommendations from this Initiative's work are twofold—first, to help the Village to think differently about downtown Antioch, and second, to provide the framework and action steps for Antioch to begin revitalizing its downtown. The work to revitalize any traditional commercial area, or downtown, takes time. Antioch's downtown has experienced disinvestment over many years, and positive change will be incremental and take place over time. Starting the work and working together to affect change will build success for Antioch, just as it has for all successful downtowns.

Downtown's Markets

Overview

To complement this Initiative's outreach, market data for downtown Antioch was reviewed. Downtown's markets and relevant market trends were considered to inform this Initiative's recommendations. In addition, five (5) peer communities were researched to identify best practices in downtowns with similar characteristics to those of downtown Antioch. Most of these peers had similar populations to Antioch; they also have histories as resorts or recreational areas for nearby major cities.

Demographics

Demographics for the Village, downtown's pedestrian market, a convenience drive-time market (5 minute drive), a destination, or 20-minute market, and a custom market are shown in Table 1 below. The custom market was designed based upon the responses of downtown Antioch business owners regarding where most of their customers originate. A map of the custom market follows Table 1.

Table 1: Downtown Markets

Selected Demographics	Village of Antioch	Pedestrian (.5 mile radius)	Convenience (5 minute drive time)	Destination (20 minute drive time)	Custom Market
Total Population	14,285	1,893	5,733	187,875	233,056
Total Households	4,877	844	2,263	66,261	81,756
Household Size	2.9	2.2	2.5	2.8	2.9
Population Density (per Sq. Mi.)	1,658.29	2,405.75	1,746.13	706.32	1,091.94
Median Age	38.6	38.4	39.2	38.2	37.9
Employees	5,714	1,614	3,498	57,244	64,634
% Owner Occupied Housing Units	69.1%	63.9%	69.6%	80.4%	75.1%
Average Household Income	$86,942	$87,123	$86,519	$93,592	$93,562
Median Household Income	$67,092	$63,712	$66,035	$72,562	$72,425
Per Capita Income	$29,682	$38,831	$34,157	$33,046	$32,872
Total Retail Demand	$109,405,313	$18,254,009	$50,160,208	$1,579,154,676	$1,948,436,784

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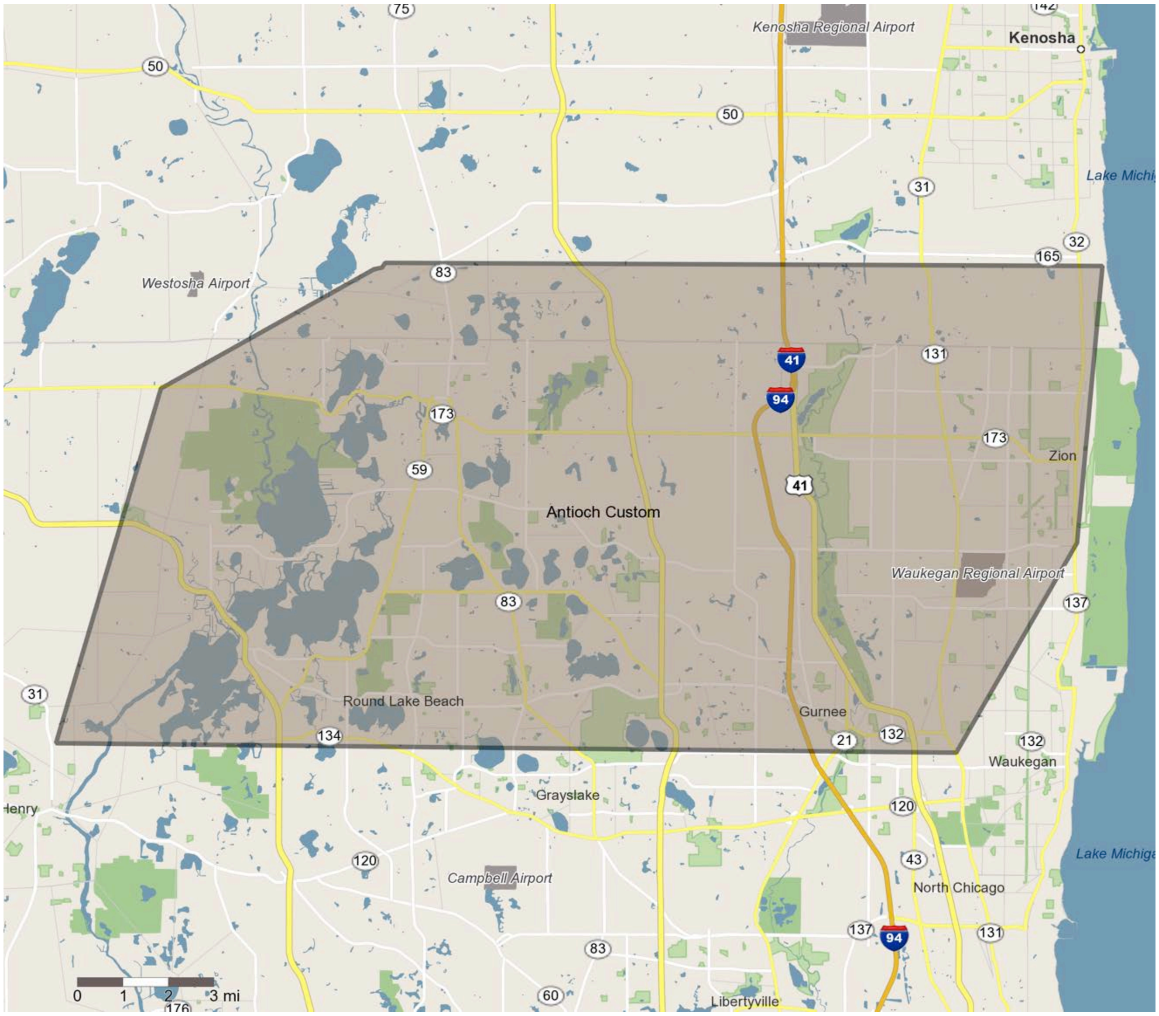
Illustration 1: Downtown Antioch's Custom Market



The incomes across all markets are similar, with high home ownership percentages in the larger markets. The lower population and employee numbers for the Village and downtown's closer markets require that businesses draw from a larger market. Whether a 20-minute drive time or the custom market, businesses locating in downtown Antioch must be able to attract customers from a larger geography. In addition to providing unique goods and services, any business choosing to locate in downtown Antioch must understand how to attract customers from this larger market to have a sustainable business proposition. In addition, these same owners must have business experience and sufficient capital available to operate while building sales and profitability.

Market Trends

Three (3) broader market trends will have implications downtown Antioch's economic future:

1. Omni-Channel. The retail sector remains in a transformative state. With the advent of online and mobile-enabled shopping, the entire sector continues to adapt. Retailers and many restaurants continue to make it easier for consumers to make purchases. Store footprints are shrinking, and how and where sales occur continues to evolve. In traditional commercial

districts, successful independents recognize that their storefronts function as an effective delivery mechanism for their community of customers through the multiple sales channels suiting their businesses. Also, consumers will drive increased distances, typically averaging about 20 minutes, to pick up an online order in-store. Satisfying consumer expectations for service and speed are additional aspects of this trend.

2. ‘Millennials.’ The impact of the Millennial generation on all commercial sectors has been predicted and detailed widely since the Great Recession. As the largest demographic cohort in the U. S., their impact will be particularly significant in the broader consumer and employment sectors over the next three (3) decades. The major behavioral question specific to the Millennials is how they will spend as they form families and move to suburbs. At this point, the answer is unknown.
3. The ‘Experience.’ Delivering a unique experience is key to customer attraction, sales performance, and image positioning for any commercial district, regardless of size or business mix. Distinctive local and historic character often serves as the market differentiator within target geographies for traditional downtowns. This means a stronger emphasis on community gatherings, visual appeal, unique businesses, and successful business clusters, including restaurants. This local ‘experience’ now includes temporary retail and food uses and events, most notably retail and restaurant pop-ups. Whether an event, multiple compelling businesses, or overall appearance, residents and visitors seek a quality ‘experience’ that creates memories and fosters a personal affiliation with the downtown district.

Specific to downtowns, businesses locating in any traditional downtown, like Antioch’s, have several important operating characteristics. These businesses will likely be independently owned. How any downtown business sells may be more important than what they actually sell. This means strong ownership that understands the many options available to consumers and the need to respond to an ever-changing market and to their customer base. Smaller retail footprints also means that other uses will occupy available ground level space in downtowns. Such uses include more restaurants, personal service businesses, and employment uses that also attract people to downtown.

Peer Community Review

As part of this market review, best practices in communities with similarities to Antioch and its downtown were researched and interviewed. These best practices represent a source of ideas for downtown Antioch and its downtown revitalization effort. The communities examined for this peer process included Lake Mills, Wisconsin; Grand Haven, Michigan; and Medina, Marietta, and Cambridge, Ohio. All of these communities were suggested during this Initiative’s interview process. They also have histories as resort or tourism communities, are generally similar in population to Antioch, and proximate to metropolitan areas. All have historic downtowns and active downtown programming that can serve as a source of ideas for Antioch.

Examples of strategic actions working in these peer communities include:

- Each community and their downtown organizations are actively working with business and property owners to manage their downtown mix. This work includes four (4) approaches:
    - Strengthening the retail component of the mix through clustering, specifically working with owners of neighboring properties to attract strong retail tenants to those adjacent spaces.

- Emphasizing new business growth through downtown-focused entrepreneurial programs with regional organizations. This work also includes providing small business education and support services, such as seminars on requested business topics.
- Working with owners of side street properties or vacant upper stories to improve their spaces for leasing to office tenants or as market-rate residential rentals.
- All of the communities are using temporary uses or other business growth tools to enhance the downtown experience and promote their downtown businesses. Temporary uses or events--such as cash mobs, pop up retail and dining events in side lots, side streets, and odd downtown lease spaces, temporary art installations in vacancies, or new business crowd funding events--generate interest, engage the community, and create that special downtown experience.

- Each community has developed local incentives for building improvements specific to their downtown's market opportunities. One has crafted design guidelines, specifying what the municipality and the downtown organization want from improvements. The goal in one community is to support improvements that increase real estate values. To address their unique life safety issues, another community has an incentive for fireboxes in downtown properties. Downtowns in three of the communities are National Register or local historic districts.
- The communities are focused on how to market their entire downtown, tell their community's story, and be smart about planning and organizing events, given limited resources. The goal is producing quality events that provide visibility for the district. Partnerships with local organizations, particularly local arts organizations, in scheduling or organizing downtown events means that event planning and work is divided among local organizations. Partnerships with local arts organizations often extend to public art. These varied partnerships also expose different audiences to downtown. Examples of events in the peer communities include an annual Passion Play, a history event entitled 'Hidden Spaces, Secret Places,' an outdoor recreation festival organized by local businesses, a kids event (in partnership with local schools) modeled on TED talks, and 'Downtown Posed,' or staged events in store windows, organized around a theme.
- Most communities started their downtown work with simple first steps. Examples include developing basic tools to promote downtown—simple downtown business lists, event listings, and public parking maps. The peer communities also use downtown's open space, green space, side streets or natural amenities for events.

Antioch's Market Opportunities

Antioch's location has always made the community and its downtown a destination. Residents and visitors travel throughout the region to shop and dine. These behaviors will continue. Downtown Antioch's primary opportunity is becoming the authentic downtown for the surrounding area. Building upon its group of strong destination businesses and recognizing the impact of broader trends can ensure that downtown's economy can grow.

This Initiative's Outreach

For this Initiative, the three (3) categories of public outreach for this Initiative are listed below, followed by a summary of the results for each outreach category.

- Downtown Stakeholder Input: This included 15 confidential interviews with downtown Antioch business and property owners and representatives from downtown institutions, such as the Antioch Public Library. A subsequent focus group was held in June 2017. Downtown's strengths, challenges, and opportunities were discussed with all participants. The themes identified in these conversations are detailed in this report's Appendix 1.
- Resident and Customer Survey. This survey was conducted in May and June 2017. Survey respondents included residents and non-residents—all downtown Antioch patrons. The survey instrument was structured to identify how these patrons behaved, not why, and their perceptions of downtown's overall experience. The complete survey results are presented in Appendix 2.
- Quick Poll. A quick poll of Village Board members and Village staff was conducted in August 2017 to determine this group's priorities in approaching improvements in downtown Antioch. Appendix 3 summarizes quick poll results.

Downtown Stakeholder Input

The underlying theme in the interviews and focus group was that downtown Antioch needs to change. (All themes and the most common comments are detailed in Appendix 1.) The Village and downtown's private sector need to collaborate to get things done. Also, related to collaboration is the need to be fresh and innovative in thinking about what will work in downtown and to be unafraid of trying new things.

The business community understands that downtown's destination businesses attract customers from a broader area. Business owners also recognize that Antioch's residents do come downtown, and that adding certain businesses, such as more restaurants, would benefit other downtown businesses. Interviewees also described their operating challenges in downtown Antioch. Some business owners are located next to properties that continually churn ground floor tenants, mostly unsustainable businesses. Certain businesses are not open during posted hours. Other business owners have failed to adapt to marketing through new media, or choose not to cooperate with fellow business owners on programs that could benefit multiple businesses and by extension, all of downtown.

Downtown's appearance also needs improvement. Appearance improvements are needed for buildings and sidewalks and streets. Downtown's size and scale was considered a positive, but how downtown looks to residents and visitors should be a priority. Suggested improvements include better signage, enhanced and more unique events, better lighting, and stronger regulatory enforcement.

Resident and Customer Survey

The key primary research component of the Village of Antioch's Downtown Economic Development Initiative was an online consumer survey. This survey instrument was developed in tandem with Village officials and was conducted between May 5, 2017 and June 16, 2017. A total of 916 responses were received during the survey period, of which 82.5% were residents of the 60002 zip code. The complete survey results are included in Appendix 2.

This online survey consisted of sixteen (16) questions. In addition to obtaining basic demographics about respondents, the consumer survey results identify respondent behaviors and attitudes about shopping and dining in downtown Antioch and about their overall downtown experience. One question allowed respondents to provide contact information if they wish to be updated on this Initiative and about downtown issues. Of the 916 respondents, 284 provided their names and contact information. This respondent group represents an important resource for the Village in implementing this Initiative's recommendations. Overall, the survey respondents were direct in their observations about how downtown can improve and why they hope that it can.

Key online survey findings were:

- About 75% of respondents visit downtown Antioch at least monthly. Survey respondents typically spend less than two (2) hours downtown on each visit.
- Nearly 83% of respondents make an online purchase at least monthly; about 41% make online purchases at least weekly.
- With additional options, respondents would spend more on dining in all restaurant formats. 76% of respondents dine out at least once weekly.
- Respondents were most willing to spend more in specialty food-related business categories.
- In rating factors specific to downtown's characteristics as a commercial district, those factors controlled by the public sector, such as street lighting or cleanliness, were generally rated much higher than those factors controlled by the private sector, such as building appearance and business operations.
- Downtown's store hours were rated as the second weakest factor in the ranking described above. About 65% of survey respondents shop in the evening and on weekends.
- 28.2% of respondents work from home at least one day per week. Most respondents also work in Lake County.

Quick Poll

As described above, the quick poll was used to identify the top priorities, particularly short-term priorities, of Village officials. The short-term priorities, according to the poll results, were:

- Focusing on downtown business growth through both attraction and business and entrepreneurial support and programs. Local officials indicated that improving the overall quality of downtown's businesses and ground floor tenants would be most important start to strengthening downtown's business environment. Like the survey results noted above, downtown business operating hours is one component of this broader concern about the current business environment. Several comments by local officials echoed this concern.

- Improving downtown's physical appearance, particularly working with downtown's property owners to improve their properties. This issue was also reflected in the survey results.
- Identifying a downtown 'champion' to provide focus on revitalizing downtown Antioch, recognizing that the private and public sectors must work together to strengthen downtown for the benefit of the entire community.

The quick poll results and survey responses differ regarding one downtown characteristic—parking convenience. For comparable answers, survey respondents ranked parking convenience significantly higher (74.1%) than Village officials (37.5%). Wayfinding, among other appearance-related tasks, will mitigate most perceptions about parking, its locations, and its availability.

One question posed to Village officials, specific to Board members, was: Based upon your outreach, how do the residents of your ward perceive downtown Antioch? Half of their responses indicate that a perception is that downtown Antioch is a somewhat undesirable place to spend time and money. The next highest response (37.5%) was that it was a somewhat desirable place. What Village officials are hearing about downtown Antioch is generally reflected in the survey results. Survey respondents regularly visit downtown Antioch, but visits are short. Local officials and the survey respondents want a downtown Antioch that is a desirable place to spend time and money and to engage in an authentic community experience.

Downtown Antioch's Future

A New Approach

During this Initiative process, local stakeholders expressed varying levels of frustration about downtown Antioch and how to 'fix it.' Fixing any downtown is a process, not a project. Antioch's downtown revitalization process will require vision, time, commitment, and resources—human and financial. Partnerships, both ad hoc and sustained, must be part of the process. The most important partnership, between the public sector and downtown's private sector, must be strong, collaborative, and ongoing. Mostly, this process requires continuous work combined with a willingness to act. This work is also incremental, developing an ever-increasing local capacity to implement strategic actions to build downtown's economic vitality.

Downtown Antioch's market-supported opportunities and competitive advantages have been described in this report and in past studies. Residents, private sector interests, and local officials want a strong downtown and generally agree on downtown's priorities, as evidenced by this Initiative's primary research. Visitors from the surrounding area and elsewhere are coming to downtown Antioch. So, where does Antioch start?

All downtown Antioch stakeholders, public and private sector, must focus on their shared economic future. No revitalization effort can succeed if the community's most important people and entities complain without offering solutions, concentrate on individual agendas, or protect their turf. During this Initiative process, Libertyville and its Main Street organization were cited often as a great model for downtown Antioch. Libertyville's Milwaukee Avenue certainly has great businesses, buildings, and special events. But the foundation for the Main Street organization and the Village of Libertyville's downtown effort is their singular focus on working together and with other local partners to make downtown better. Libertyville's accomplishments over nearly thirty years are based on the belief that downtown really matters to the entire Village and to its regional image. This approach recognizes the importance of a partnership between the public and private sectors and has successfully engaged Libertyville residents over time. And Libertyville has managed to do this in good and bad times.

Complementing focus, Antioch's new approach must enable action. The priorities expressed in this Initiative's outreach are the same for residents, downtown's business community, and Village officials. There is strong consensus about what should be addressed in downtown Antioch over the short term. Moving forward will require purposeful actions that tackle these priorities. Action will help downtown become more economically viable and responsive to market trends. Downtown can be fun and the source of great memories for the community. Over time, some actions may prove more effective than others; this occurs in all downtown efforts. But acting in the best interest of downtown and of the Village is the basis for decision-making. The following sections provide the foundation for considering short-term and future actions for Antioch's downtown and for introducing a comprehensive way of thinking about how to manage Antioch's downtown revitalization work.

Structural

Organizing a local Main Street effort, based upon the National Main Street Center's Four Point Approach™, has worked in hundreds of communities nationally. During this Initiative process, numerous local stakeholders noted the possibility of applying Main Street principles to downtown Antioch. Nearby Main Street examples include Libertyville, as noted earlier, and Crystal Lake. (Both communities have long-established Main Street programs.) Unfortunately, Illinois' statewide Main Street coordinating program is currently non-existent. Even if a limited statewide coordinating program emerges, the kinds of hands-on services required by any new local program will be either unavailable or only available to individual communities at significant cost.[1] Other Main Street training options exist and are suggested within the action steps. A commitment to Main Street training by any new Main Street program is critical to local success.

Despite the lack of a statewide Main Street program, Antioch can organize its downtown using the proven Main Street operating structure. Applying the Main Street model will allow the Village, its private sector partners, and community residents to begin the revitalization process by taking small steps to start, to consider the agreed-upon short-term priorities for downtown Antioch in an integrated and comprehensive way, and to organize who will do what work. The recent 'Refreshed' version of Main Street's Four Point Approach accommodates a wide range of local organizational structures. Most important is the new emphasis on transformational strategies; downtown Antioch's consensus priorities fit this emphasis. The action steps in support of these priorities conclude this report.

While the Main Street model works for many communities, other organizational models also exist. Antioch officials, residents, and their downtown partners can choose how to organize at this stage. The only requirement is that the structure work for Antioch's downtown and for the community. Antioch also has the opportunity to engage the 284 survey respondents interested in learning more about downtown work. These residents represent labor and idea resources. Antioch's private sector leadership can work in tandem with the Village and interested residents to determine where best to begin.

Promotional

Antioch has a unique story with origins as a resort town, and as one interviewee described it, …" a place with a checkered past and many secret doors." Residents either raised in Antioch or who spent summers in the area strongly identify with Antioch. They believe that the Village offers a wonderful lifestyle—not in a nostalgic way, but because of its quality of life. The Village offers access to two major cities, natural resources, varied housing and employment, strong institutions, and a traditional downtown.

Antioch's story, lifestyle, and amenities combine to provide a strong basis for promoting downtown and its businesses and attracting visitors from the surrounding area to its special events. Currently, Antioch's Chamber of Commerce, often in partnership with the Lake County Convention and Visitors Bureau, conducts a significant part of local marketing. Communicating downtown changes will be part of any broader promotional effort. For future downtown marketing and promotional activities, a strategic balance of image positioning, special events, and business promotions can tell downtown's singular story. Considering how downtown events are currently working is one first step. Downtown's web presence and social media again must tell a compelling and coordinated story. Most important, high

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[1] Conversations are occurring about some level of contractual services between remaining Main Street programs in Illinois towns and the National Main Street Center. Nothing has been finalized to date.

quality marketing (old and new media) will begin to attract 'eyes' on what is changing downtown and on Antioch as a desirable lifestyle community.

Physical

The survey results provided respondents' direct assessment of downtown's appearance—it needs improvement in multiple ways. Downtown's buildings need improvement, particularly the ground floor lease spaces. A number of downtown buildings are owner-occupied, and some of those buildings may also require improvements. Antioch's downtown buildings reflect the Village's story over time and contribute to the district's unique character and story. The Village, as part of the public sector, and downtown's property and business owners each has distinct responsibilities in addressing downtown's appearance. Again, this work should be collaborative.

Property and business owners need to individually ensure that their operations as real estate firms or ground floor businesses are strong. Long-term vacancies are neither good for real estate values nor for viable tenant attraction. These vacancies exacerbate disinvestment. Different categories of businesses, for example retailers, restaurants, or professionals, require different hours of operation to succeed and serve their customers. But being open the optimal hours for that particular business type is necessary. Also, how a storefront location appears from the street, regardless of business type, and how windows look, specific to retailers or restaurants, determines if patronage is welcome.

The Village has three (3) opportunities to assist in downtown improvements:

- Continue the façade incentive and work with property owners to access the incentive. As appropriate, targeted incentives may be useful;
- Maintain and continuously improve the appearance and cleanliness of downtown's public areas. Making it easier for residents and visitors to locate parking and open space should be part of any planned improvements;
- Examine existing regulations and approval processes to ensure that they enable improvements to buildings and support the growth of strong businesses. Multiple programs, such as fines for long-term vacancies, can promote change when used in combination with incentives.

Economic

Downtown Antioch's primary economic drivers are its destination businesses—retailers, restaurants, and services. These businesses represent an important foundation for future downtown business growth. As noted in this report's Downtown Markets, these are the types of businesses responding to broader (and local) market changes, and they have developed relationships with their customers. Recent additions to downtown's business mix indicate interest in downtown locations. Finding ways for new and existing businesses to work together will only strengthen the private sector engagement in downtown growth.

In partnership with the Chamber and the Village, downtown's business and property owners can identify vacant ground floor spaces suitable for immediate occupancy by economically viable tenants. This includes lease space (or buildings for sale) that can accommodate restaurant build-outs, based upon the expressed desire for more restaurants in downtown Antioch. These initial partnerships can establish the future basis for stronger downtown tenancies. For example, opportunities exist for shared workspaces for those who work from home. This type of space can also serve as potential small business incubation space. Support services for new businesses could be the basis for an entrepreneurial support partnership with College of Lake County's Small Business Development Center, or SBDC. For the Village and its private sector partners, starting small will enable downtown to foster local business growth, in addition to attracting new and expanding businesses from elsewhere.

Actions for the Future

These three (3) short-term priorities defined by all participants in this Initiative process are the basis for the following actions:

- Focusing on downtown business growth.
- Improving downtown's physical appearance, including working with downtown's property owners to improve their properties.
- Identifying a downtown 'champion' to provide focus on revitalizing downtown Antioch.

Based upon these shared priorities, the following six (6) sets of actions can be completed in the short-term, or the next three (3) years. All of these should be integrated with the Village's priorities. These action sets also present multiple opportunities for partnerships and resident involvement. The first step describes how to organize for the future and can be completed in tandem with other organizations.

1. Organizing for Success: The work to revitalize downtown Antioch belongs to the entire community, not just to Village officials, the Chamber, or downtown businesses. The public and private sectors have limited time to do this work—business owners must run their businesses, and Village staff has multiple responsibilities to the community.
    a. Based upon past meetings and outreach, organize a formal downtown working group to start. This group should include Village officials, residents, downtown business and property owners, Chamber officials, and downtown non-profits and institutions.
    b. Compile a list of potential partners, local and regional, that can assist with the actions described below.
    c. Ask the 284 survey respondents who provided contact information for their help, determining how they wish to help, availability, and skills. This may be a source of resident members for the working group described above.
    d. Continue to meet with downtown's business owners to solicit their input on tenanting and promotional issues.
    e. Identify an organizational structure to serve as the downtown 'champion' and to address downtown issues, including the actions noted below.[2] Joining the National Main Street Center to learn more about the Main Street Approach should be part of identifying the type of organization that can work in Antioch. This includes sending multiple attendees to the annual National Main Street Conference. Funding will be another issue and should be examined by this working group.
2. Property Owner Outreach: Initial outreach focuses on those downtown vacancies that could be occupied quickly.
    a. Review downtown's properties to identify long-standing ground floor vacancies, suitable properties to accommodate restaurants, and vacancies surrounding downtown's strongest businesses.

[2] BDI will provide information on organizing options and steps and on event evaluation to Village staff.

    b. Contact or meet those property owners to understand their objectives for their properties, to explain Village incentives, and to share this Initiative's consensus priorities and the survey results in Appendix 2.
    c. Prioritize these locations for tenanting inquiries, based upon owner willingness to address tenanting issues.
    d. Determine if any Village regulation changes and/or fines are needed to address long-term vacancies.
    e. Continue owner outreach to remaining property owners, including owner-occupants.
3. Strengthening Tenancies: Downtown's strong, destination businesses will remain important to downtown Antioch, indicating the potential for success.
    a. While addressing long-term vacancies described above, ask neighboring business owners what business type should be next door or nearby. Follow-up directly with any suggested businesses.
    b. Continue to develop and strengthen downtown's business clusters by focusing any attraction efforts on established, complementary businesses and categories identified in the survey results. Ask for ongoing referrals from locals in these categories for follow-up attraction efforts.
    c. Again, as part of the outreach to property owners, identify lease spaces or locations for temporary uses, such as pop-ups. If downtown businesses, including restaurants, for recommendations on customers, vendors, or colleagues considering new business concepts.
    d. Determine potential locations for shared office space or co-working space.
    e. Work with the Chamber to identify home-based businesses in Antioch that may be interested in shared space.
    f. Develop a partnership with College of Lake County (CLC) and its small business and entrepreneurship programs to assist downtown businesses, identify potential tenants for any shared space, and any new businesses 'graduating' from CLC programs interested in a downtown Antioch location.
4. Downtown's Environment: Any downtown's environment must be welcoming, clean, and easy to navigate. Visitors should be able to easily understand how to find their destination, where to park, and be able to discover something new.
    a. Identify areas that require increased cleaning or beautification, such as plantings, and shared resources or partnerships to pay for services, plantings or other identified needs. Partnerships with local garden clubs may represent an initial opportunity.
    b. Develop a wayfinding and signage for downtown Antioch, identifying businesses and customer parking.
    c. Plan to enhance customer parking lots, making them attractive, well lit, and landscaped.
5. Event Evaluation: For many involved in downtown work, eliminating or drastically changing a downtown event can be challenging. Comments in the survey results described several downtown events as tired. Most events have supporters and detractors. Ultimately, events require significant resources, so they must reinforce downtown's image.
    a. In tandem with Antioch's Chamber, evaluate the downtown event calendar to ensure a balance of festivals, business promotions, and events designed to enhance downtown's image.[3]

[3] See footnote 2 above.

   b. Retire any duplicative events or events that have declined in attendance, sponsorships, and media attention. Identify the purpose behind every event and the metrics for measuring success.
   c. Work with downtown businesses to identify 1-2 joint promotions designed to increase sales and visibility.
   d. Incorporate downtown Antioch's story and unique character into events and the event calendar.
   e. Continue ongoing communications with the Chamber and Lake County's Convention and Visitors Bureau about downtown's event calendar.
6. Telling Downtown's Story
   a. Identify downtown's and the Village's most unique stories that can be used for initial marketing and market positioning.
   b. Incorporate one story or theme into a downtown event to start.
   c. Work with the local arts community to develop and art event or public art program to tell downtown's unique story. Activities could also be coordinated with the high school, library, or with the Village's oldest businesses.
7. Make this work fun, and try new things.

For downtown Antioch, the entire community agrees that something must be done and about what should be addressed first. Implementing these short-term actions will enable greater local collaboration. These first steps will establish the basis for meaningful change downtown. This initial work will also help the Village, its partners, and area residents to think differently about downtown Antioch's appeal and unique character. Taking these steps will then clarify what to do next to continue downtown's revitalization and to sustain economic success.

Appendix 1: Interview and Focus Group Summary

Interview and Focus Group Summary

The following summary is organized by topic and describes the common themes identified in confidential interviews with individual downtown stakeholders (conducted in March and April 2017) and one focus group held on June 22, 2017. Overall, interview and focus group participants recognize that significant hard work will be required to revitalize downtown Antioch. These same participants also understand that improvement will take time and investment by both the private and public sectors. Most important, all of the participants want a dynamic and economically vital downtown Antioch that attracts strong businesses and more people.

Downtown Antioch: General Issues and Perceptions

- Antioch's story is that of a resort town with a sometimes 'checkered' past. Some of the legends and haunting stories are compelling. Now, the Village is more middle class and self-contained. This past makes the Village unique and could be used to tell downtown's story.
- Downtown Antioch needs to change. Fresh ideas and approaches to improve downtown for the future are required. This will require cooperation.
- Foot traffic has diminished greatly within the last decade.
- Downtown's multiple destination businesses are attracting customers from larger trade areas.

Downtown Businesses and Uses

- More dining and entertainment options are needed downtown to generate ongoing foot traffic and regional interest in Antioch and its downtown.
- Some downtown businesses, particularly retailers, need to market more effectively, including better use of electronic and social media platforms. Two (2) other operating issues noted were: businesses should be open during their posted hours, and businesses should consider Sunday hours.
- Downtown's businesses need to recognize that national trends, particularly for retailers, apply to their present and future, and these businesses need to continuously adapt. The trend toward smaller store sizes is one example.
- Too many hobby businesses and unsustainable businesses locate in downtown Antioch. This has a detrimental impact on neighboring stronger businesses and results in negative perceptions about downtown as a place to locate.
- Certain concerns were expressed about increasing numbers of service-oriented businesses and their impact on downtown activity. Others have observed this same trend in successful downtowns elsewhere.

Downtown's Market Factors

- Antioch residents routinely travel to Kenosha, Gurnee, Grayslake, the Round Lakes, and other communities within the surrounding region for shopping and dining.
- Antioch has a substantial segment of employees that frequently work from home.
- Downtown residential growth, particularly additional rental units, would be perceived as problematic, even if these new units were high quality, market rate rentals.
- Antioch residents actively patronize downtown business per most interviewees.

- Downtown's customers vary seasonally, with Chicago visitors more prevalent during the summer months. Other businesses attract sizeable percentages of customers from southern Wisconsin.

Image and Appearance

- Downtown lacks its previous character and looks faded. Downtown streets and sidewalks should also be cleaner. Downtown doesn't look its best to residents and visitors. Downtown needs to be a place where people want to spend time.
- The downtown is just right, size-wise, for residents and visitors to walk. Quality decorations, better events, signage, and upgraded lighting would help make the district more inviting for pedestrians.
- There is a small transient population in downtown Antioch. This population has created the perception of a larger problem with some residents.
- Regulation and enforcement needs to be consistent for all downtown buildings, particularly for owners investing in their downtown buildings and businesses. Suggested remedies include design standards to ensure quality renovations and possible fines for long-term ground floor vacancies.

Real Estate and Incentives

- Vacancies represent opportunities for co-working or other temporary uses to add excitement to downtown Antioch.
- Buildings with lease space suitable for food and beverage businesses should be identified. The Village and those owners can potentially work to attract potential tenants.
- Antioch's distance from Chicago and Milwaukee makes is both accessible to both cities and too distant for renewed developer interest, post-recession.
- Downtown's rents vary significantly. Most interviewees estimate ground floor commercial rents at about $8 Per Square Foot (PSF). Commercial rents at these lower rent rates reflect long-term building ownership without mortgage debt. Often, rents from upper story apartments provide necessary revenues to support the building's expenses. Consequently, for this type of property owner, churning unsustainable business tenants on the ground level has minimal financial impact on property owner return.

Access and Circulation

- Parking is available but difficult for downtown customers to locate. More informational signage and better, consistent wayfinding would help manage any parking issue.
- The Metra station should be considered an amenity, not an asset. Its location is just distant enough from the downtown core, and overall ridership remains low. It is not why people move to Antioch; they move to Antioch for its location and lifestyle.

Events and Activities

- Nearby outdoor activities and downtown's theater represent important amenities that can contribute to attracting more people to Antioch's downtown.

- More downtown businesses need to participate in downtown's events and activities. Certain events provide visibility versus sales, and businesses should recognize that both are important to overall marketing.
- Multiple participants suggested that downtown's current special events were duplicative or stale.

Organization and Partnerships

- The partnership between the Village and Antioch's Chamber of Commerce needs to be strengthened. Interviewees indicated that there seems to be a competition versus a collaboration in helping downtown and the entire Village.
- Downtown's businesses and property owners need to work together. While several businesses work with neighboring businesses on discreet issues or joint promotions, all interviewees noted friction among downtown's business owners. The focus needs to on what can be accomplished versus complaints, bickering, personality clashes, or inaction.
- Engaging those residents interested in seeing downtown succeed will be most important for downtown's future. Several interviewees indicate that Antioch's residents really care what happens in their downtown. With a more vital downtown, there can be greater buy-in and affinity for downtown from all residents.
- Antioch's leadership needs to be focus on what is best for downtown and collaborate with downtown's private sector interests. Recognizing what sector has which roles and responsibilities is necessary for downtown's future. Accountability is part of this necessary collaboration.
- Strong partnerships with nearby institutions, such as the high school and library, would be beneficial for downtown's future.

Appendix 2: Resident and Customer Survey

Overview

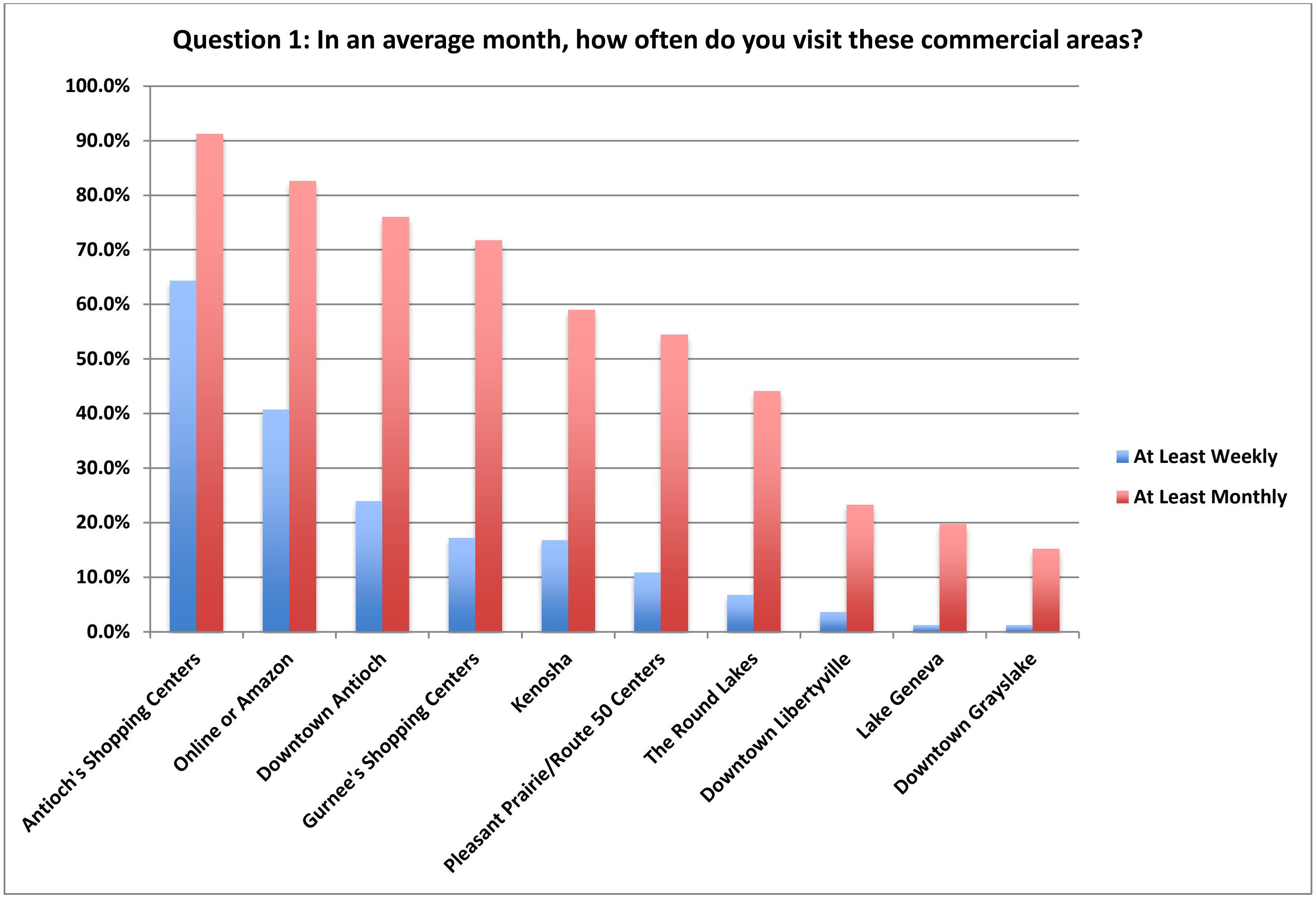
One primary research component of the Village of Antioch's Downtown Economic Development Initiative was an online consumer survey. This survey instrument was developed in collaboration with Village officials and was conducted between May 5, 2017 and June 16, 2017. A total of 916 responses were received during this period. The survey instrument consisted of sixteen (16) questions. Ten (10) of the survey questions addressed specific consumer and downtown experiences and allowed respondents to provided additional information or comments. Four (4) questions solicited general demographic data about survey respondents. The final two (2) questions asked respondents to note any final observations about downtown Antioch (Question 15) and allowed respondents to provide voluntary contact information to be informed about this downtown Antioch study (Question 16). All responses to these two (2) final questions have been provided to Village staff.

The purpose of this consumer survey was to identify downtown issues and respondent preferences specific to downtown Antioch and to inform this Initiative's strategic recommendations. The results of this survey are presented in this summary, and it will become an appendix to the final downtown strategy document. Fundamentally, these consumer survey results identify what respondents think, not why they think the way that they do. These survey results also identify respondent behaviors and attitudes about downtown Antioch's shopping and dining options and the overall downtown experience. In addition, one objective of this consumer survey is identifying businesses or business categories that would affect additional purchasing. Responses to certain specific questions identify non-Antioch stores and restaurants where respondents made purchases. These responses offer suggestions of either businesses or business categories likely to be good additions to downtown Antioch's existing business mix. These same lists also represent potential tenanting opportunities for the Village's property owners and managers. Understanding these tenant possibilities can guide recruitment of new or expanding businesses to optimal downtown locations. It also provides market data unavailable from other resources to these same potential tenants. Overall, the Antioch survey respondents were very direct in their perceptions and comments about their downtown Antioch experiences.

The following survey results are reviewed sequentially by question. Observations relevant to strategic recommendations or to Village policies are noted for each question. In addition to the full survey results (916 responses), the responses from residents of the 60002 zip code were reviewed separately as a sub-group. (This sub-group is generally described as the residents sub-group below.) This sub-group consisted of 756 survey responses. Given the large proportion of 60002 respondents, the full survey results generally track with this sub-group's results; any differences are highlighted in this summary.

Question 1: In an average month, how often do you visit these commercial areas?

Question 1: In an average month, how often do you visit these commercial areas?						
Answer Options	At least weekly	A couple of times	Once	Rarely	Never	Response Count
Gurnee's Shopping Centers	155	315	179	202	54	905
Lake Geneva	11	91	73	404	310	889
Antioch's Shopping Centers (including Orchard Plaza, Jewel Center, and East on Route 173)	585	204	41	68	12	910
Kenosha	151	249	131	227	142	900
Downtown Grayslake	11	73	52	338	421	895
Downtown Libertyville	32	101	76	349	340	898
Online or Amazon	366	277	100	107	50	900
Downtown Antioch	218	330	144	193	26	911
The Round Lakes	60	194	142	277	226	899
Pleasant Prairie/Route 50 Centers	98	241	153	283	129	904
Other (please specify)						44
answered question						914
skipped question						2


Question 1: In an average month, how often do you visit these commercial areas?
100.0%
90.0%
80.0%
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
Antioch's Shopping Centers
Online or Amazon
Downtown Antioch
Gurnee's Shopping Centers
Kenosha
Pleasant Prairie/Route 50 Centers
The Round Lakes
Downtown Libertyville
Lake Geneva
Downtown Grayslake
At Least Weekly
At Least Monthly

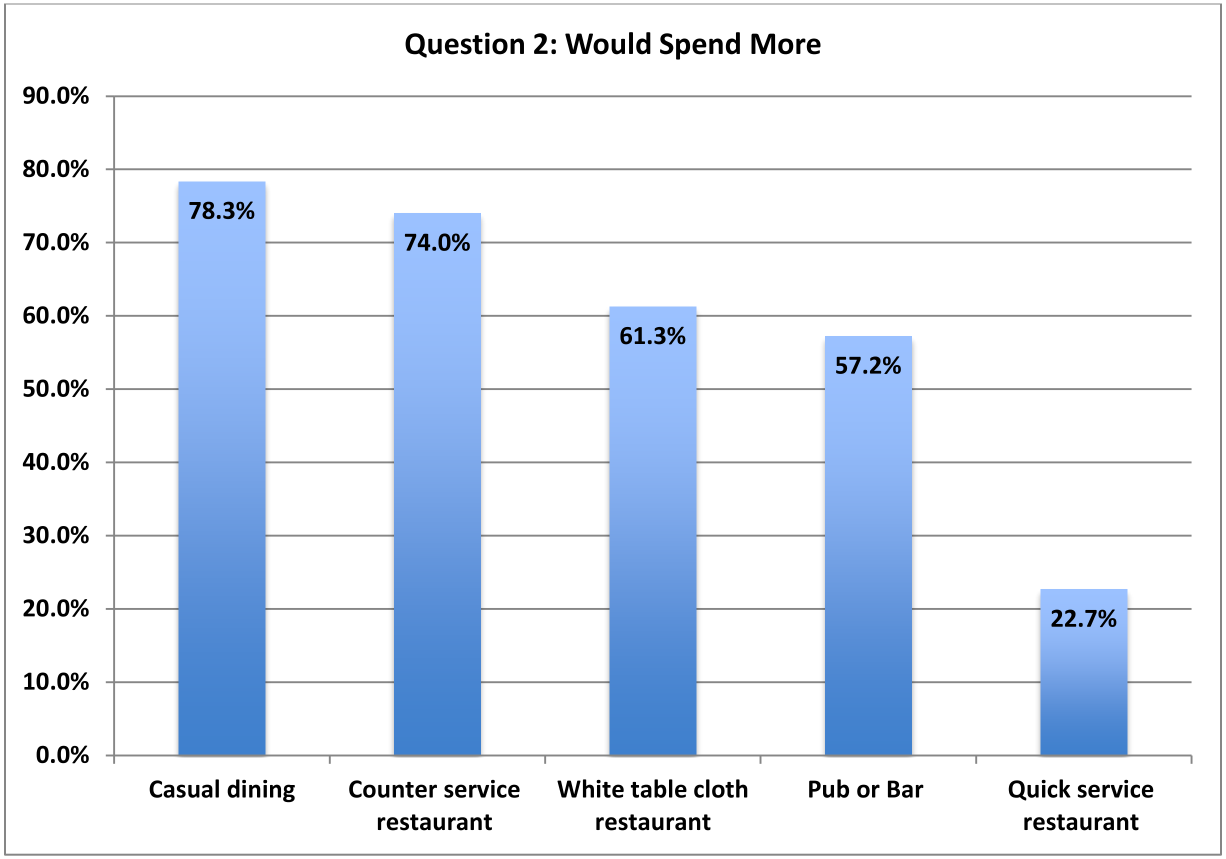
Answer Options (By Visit Frequency)	At Least Weekly	At Least Monthly
Antioch's Shopping Centers (including Orchard Plaza, Jewel Center, and East on Route 173)	64.3%	91.2%
Online or Amazon	40.7%	82.6%
Downtown Antioch	23.9%	76.0%
Gurnee's Shopping Centers	17.1%	71.7%
Kenosha	16.8%	59.0%
Pleasant Prairie/Route 50 Centers	10.8%	54.4%
The Round Lakes	6.7%	44.0%
Downtown Libertyville	3.6%	23.3%
Lake Geneva	1.2%	19.7%
Downtown Grayslake	1.2%	15.2%

Observations

- Over 75% of survey respondents are visiting downtown Antioch at least monthly.
- The significant weekly and monthly percentages shown for Antioch's shopping centers reflect their grocery anchors. The sub-group (zip code 60002) responses respectively are 69.3%% at least weekly and 93.1% at least monthly.
- The large and increasing percentages of routine online purchases have been noted in BDI's surveys for ten (10) years. This trend will continue, reinforcing the market reality that retailers of all types and sizes must sell through multiple sales channels to succeed.
- Several commercial areas, cited in the comments, received multiple mentions. They included McHenry; Lake Zurich; Johnsburg; Vernon Hills/Hawthorne Center; and Lindenhurst.

Question 2: How would the addition of these restaurants affect the amount you spend in downtown Antioch? (Examples indicate a well-known restaurant within that category.)

How would the addition of these restaurants affect the amount you spend in downtown Antioch? (Examples indicate a well-known restaurant within that category.)					
Answer Options	**I would spend a lot more**	**I would spend a little more**	**No change**	**I do not know**	**Response Count**
Casual dining (Sit down, full service restaurants, informal atmosphere. An example is Applebee's.)	360	342	194	17	913
Pub or Bar (Limited food options with a focus on entertainment or sports. An example is Timothy O'Toole's.)	228	276	377	31	912
Counter service restaurant (Order at counter, employee brings food to the table or for carryout. An example is Corner Bakery.)	294	355	228	35	912
Quick service restaurant (Order and receive food at counter, drive thru service. An example is McDonalds.)	69	131	683	28	911
White table cloth restaurant (Fine dining with gourmet food, price points match high service level. An example is Ruth's Chris Steakhouse.)	178	350	334	46	908
answered question					915
skipped question					1

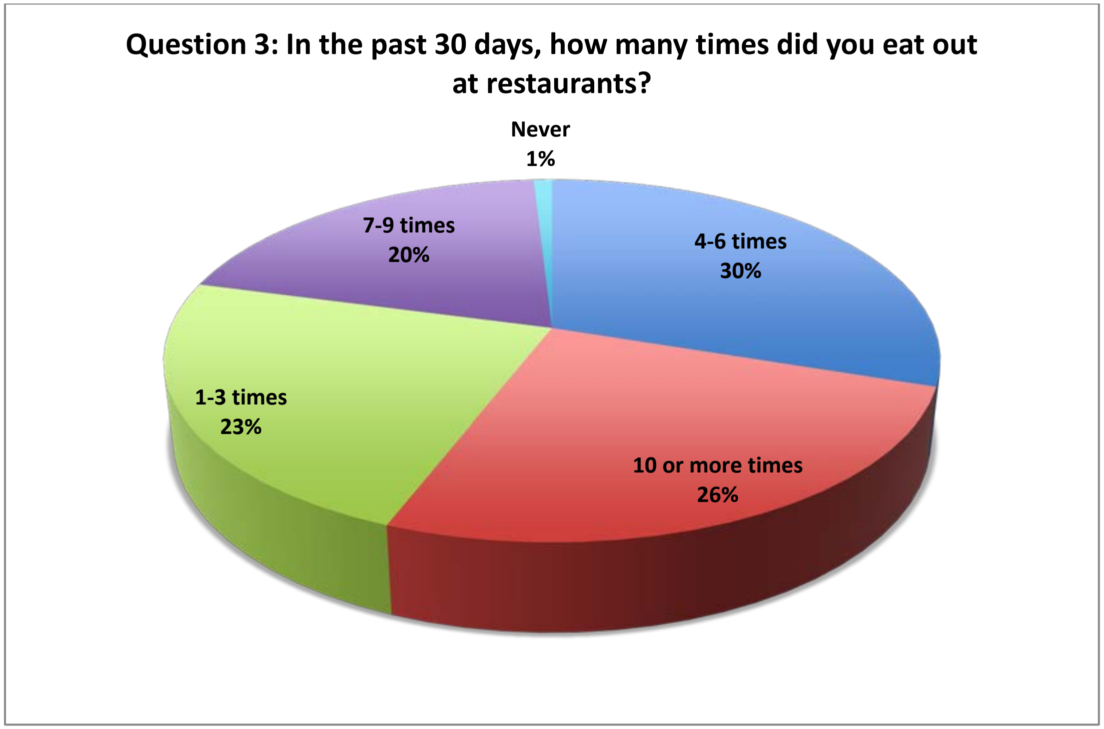


Observations

- The 'would spend more' show above combines the responses for 'would spend a lot more' and 'would spend a little more.' (This is true for subsequent questions.)
- Respondents would spend more on dining for all answer options. The responses to other survey questions that follow confirm these responses.
- While additional dining downtown is a preference, downtown buildings that are either suitable for or tenant ready for restaurateurs should be identified. Available Village incentives can be accessed as part of any operator's overall financing package.

Question 3: In the past 30 days, how many times did you eat out at restaurants?

In the past 30 days, how many times did you eat out at restaurants?	
Answer Options	**Response Percent**
4-6 times	30.1%
10 or more times	25.7%
1-3 times	23.3%
7-9 times	19.9%
Never	0.9%
answered question	913
skipped question	3

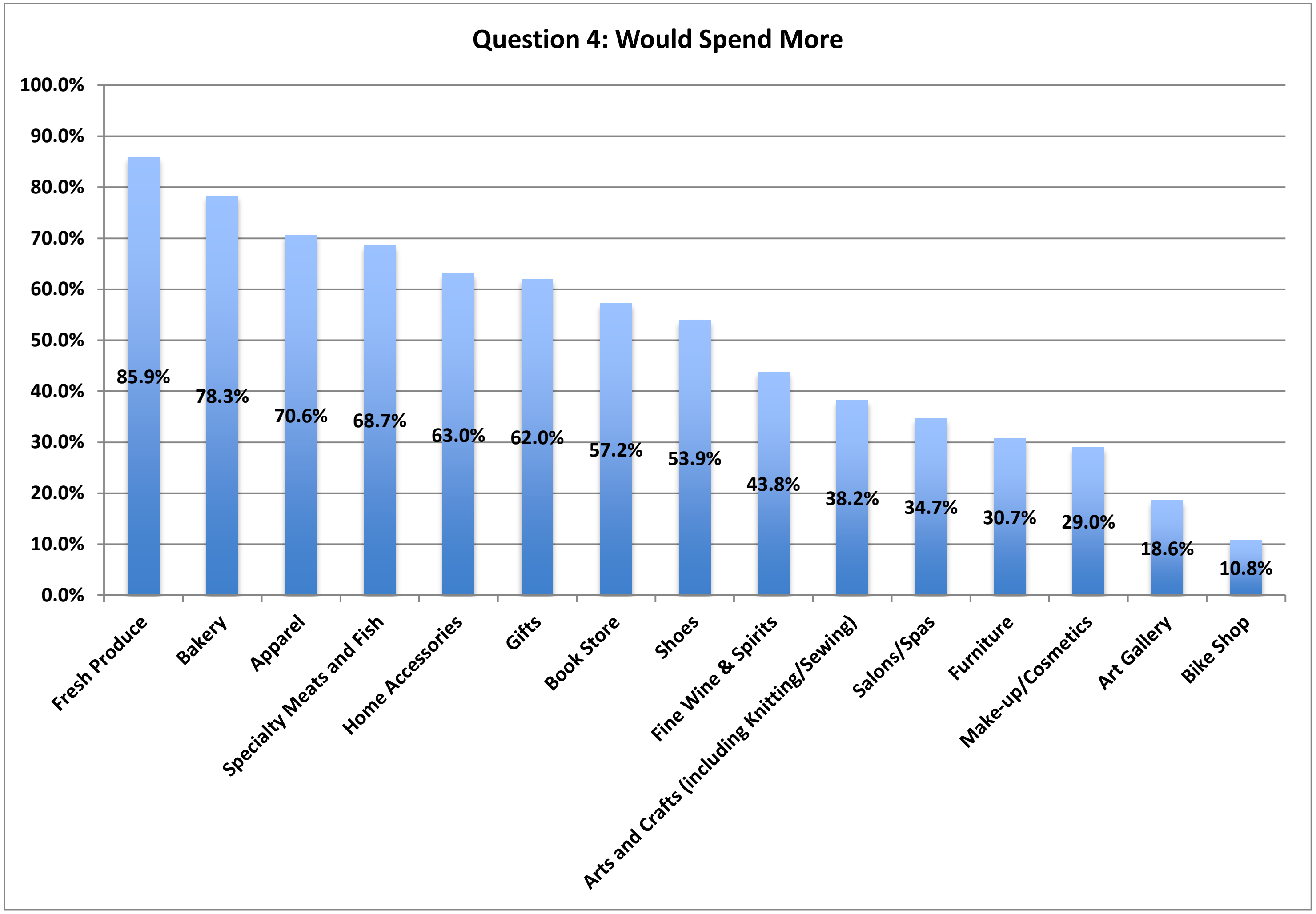


Observations

- 99% of respondents eat out at least once per month, with 76% dining out at least once per week. Both percentages indicate additional spending on dining could be captured in downtown Antioch.

Question 4: How would the addition of these stores affect the amount of money that you spend in downtown Antioch?

How would the addition of these stores affect the amount of money that you spend in downtown Antioch?					
Answer Options	**I would spend a lot more**	**I would spend a little more**	**No change**	**I do not know**	**Response Count**
Bakery	234	446	188	12	880
Bike Shop	18	72	743	36	869
Art Gallery	25	128	671	53	877
Home Accessories	156	369	308	39	872
Furniture	43	208	566	53	870
Apparel	213	380	247	40	880
Specialty Meats and Fish	231	348	264	30	873
Fresh Produce	359	384	122	14	879
Make-up/Cosmetics	70	170	588	44	872
Fine Wine & Spirits	97	271	472	31	871
Book Store	172	316	365	24	877
Arts and Crafts (including Knitting/Sewing)	80	237	513	44	874
Gifts	139	375	315	42	871
Salons/Spas	82	203	537	48	870
Shoes	130	322	387	39	878
Other (please specify)					57
answered question					885
skipped question					31


Question 4: Would Spend More
100.0%
90.0%
80.0%
70.0%
60.0%
50.0%
40.0%
30.0%
20.0%
10.0%
0.0%
85.9%
78.3%
70.6%
68.7%
63.0%
62.0%
57.2%
53.9%
43.8%
38.2%
34.7%
30.7%
29.0%
18.6%
10.8%
Fresh Produce
Bakery
Apparel
Specialty Meats and Fish
Home Accessories
Gifts
Book Store
Shoes
Fine Wine & Spirits
Arts and Crafts (including Knitting/Sewing)
Salons/Spas
Furniture
Make-up/Cosmetics
Art Gallery
Bike Shop

How would the addition of these stores affect the amount of money that you spend in downtown Antioch?	
Answer Options (Ranking by Category)	**Would Spend More**
Fresh Produce	85.9%
Bakery	78.3%
Apparel	70.6%
Specialty Meats and Fish	68.7%
Home Accessories	63.0%
Gifts	62.0%
Book Store	57.2%
Shoes	53.9%
Fine Wine & Spirits	43.8%
Arts and Crafts (including Knitting/Sewing)	38.2%
Salons/Spas	34.7%
Furniture	30.7%
Make-up/Cosmetics	29.0%
Art Gallery	18.6%
Bike Shop	10.8%
answered question	885
skipped question	31

Observations

- Certain store categories, shown above, are part of downtown Antioch's current ground floor business mix. Many respondents were unaware of these stores, presenting a potential marketing opportunity for those businesses.
- As examples, specific business categories, such as apparel and shoes, require a cluster, or critical mass, of stores to sustain viable businesses. Online sales continue to increase in these same categories.
- In supporting overall business growth, the leading Answer Options provide guidance for downtown business expansion and recruitment. Retailers operating successfully in downtown districts understand how market shifts and emerging trends affect their businesses. How a particular downtown business sells its products or services and continuously adapts to broader market change may be more important for their future economic viability than what they actually sell.

Question 5: What NON-downtown Antioch stores or restaurants have you visited that you think would be a good addition to downtown Antioch?

Suggested Businesses		
5 Below, Multiple locations	Cooper's Hawk, Various	Picnic Basket, Libertyville
Ad-Lib Geocafé, Lindenhurst	Egg Harbor	Pita Inn, Various Locations
Alex's, McHenry	Epic Deli, McHenry	Public, Kenosha
BBQ Productions, Grayslake	Evolve, Crystal Lake	Read Between the Lines Book Shop, Woodstock
Beelow's Steak House, Lake Zurich and Highland Park	Firkin, Libertyville	Restaurant at Hill Country Market, Salem, WI
Beer Market, Vernon Hills	Frank's for the Memories, Mundelein	Rural King, Plano
Bill's Pub North, Grayslake	Fred's Burgers, Burlington, WI	Sammie's, Grayslake and Round Lake
Black Dog Salvage, Roanoke VA (and TV show)	Freds, Grayslake	Shakou, Libertyville
Bottle Shop, Lake Geneva	Great Lakes Antique Boutique, Antioch (GLAB)	Simple Café, Lake Geneva
Breadsmith, St. Charles	Halsted Street Deli, Lake Forest	Sprecher's, Lake Geneva
Cacao Sweets, Grayslake	Kaiser Pizza, Gurnee	Stage Stop, Wilmot
Calderone Club, Milwaukee	LakeHouse, Lake Villa and Lake Bluff	Sunset Foods, Multiple Locations
Captain Mike's, Kenosha	Latte Café, Antioch	Tata's Pierogi, Elk Grove Village
Captain Porky's, Wadsworth	Lost Valley Cider, Milwaukee	The Chancery, Pleasant Prairie
Casa Bonita, Libertyville	Luke's, Lake Bluff	The Vine, Grayslake
Catlow, Barrington	Mangia, Kenosha	Tom and Eddies, Vernon Hills
Chocolate Sanctuary, Gurnee	Mickey Finn's, Libertyville	White Willow Gourmet Beverage Company, Antioch (GLAB)
Ciao Baby, Barrington	Mike's Chicken and Donuts, Kenosha	
Clear Water Outdoor, Lake Geneva	Momcorn, Gurnee	
Colectivo, Milwaukee	Olandos, Round Lake	

Most Responses (By Store Name)	
Store	**# Responses**
Panera	82
Starbucks	78
Chipotle	32
Kohls	24
Target	23
Trader Joe's	23
Chili's	20
Hallmark Store	17
Corner Bakery	16
Applebee's	15
Olive Garden	15
Timothy O'Toole's	14
Portillos	12
Fresh Thyme	11
Noodles & Co.	10
MOD Pizza	10
Jersey Mike's	10
Whole Foods Market	10

Store Suggestions By Category	
Art-Related Supplies	Yoga Studio
Craft/Hobby Supplies	Deli
Bookstore	Specialty Foods, such as Meat Market, Italian Market
Entertainment	Donuts
Sports/Recreation Store	Video Game Store
Pet Supplies	Music Store

Restaurant Suggestions by Category	
Any Ethnic	Steakhouse
Italian	BBQ Restaurant
Greek	Craft Brewery
Middle Eastern	Sandwich Shop
Asian	Coffee Shop
Sushi	Breakfast
French	Thai
Eastern European	Indian
Vegan/Vegetarian	Japanese

Observations

- Business categories and suggested businesses cited by respondents provide suggested targets for recruitment and concept ideas for expansion by current business owners. For restaurants, the wide range of suggested formats, combined with the dining preferences noted in Question 3, provide additional data about what local consumers would spend and where.
- Multiple respondents comments noted the following: ‘no chains downtown, only small businesses;’ ‘only chains and franchises downtown;’ ‘more dinner options;’ ‘businesses should be open regular hours and evenings;’ ‘need quality businesses;’ and ‘appeal to the under 40 crowd.’

Question 6: Please rate your overall satisfaction with the following factors as they apply to downtown Antioch.

Please rate your overall satisfaction with the following factors as they apply to downtown Antioch.							
Answer Options	Excellent	Above Average	Average	Below Average	Poor	N/A or Don't Know	Response Count
General attractiveness	77	317	351	99	38	2	884
Building appearance	46	240	434	121	40	1	882
Cleanliness of streets and sidewalks	133	401	309	29	10	0	882
Street lighting	154	405	288	22	5	10	884
Friendliness and knowledge of employees	97	289	374	25	19	78	882
Merchandise displays	43	158	483	132	37	27	880
Quality and variety of goods available	15	83	342	301	123	15	879
Interior appearance of businesses	21	157	509	141	30	23	881
Traffic flow	41	158	499	123	55	4	880
General safety	111	338	373	33	15	10	880
Store hours	24	84	488	182	68	29	875
Parking convenience	51	180	420	176	51	1	879
Pedestrian access and safety	84	276	436	58	23	4	881
Bicycle access and safety	34	100	347	137	55	202	875
answered question							884
skipped question							32

Please rate your overall satisfaction with the following factors as they apply to downtown Antioch.		
Answer Options (Higher Ratings)	**All Respondents: Rated Excellent or Above Average**	**Residents Sub-Group: Rated Excellent or Above Average**
Street lighting	64.0%	64.8%
Cleanliness of streets and sidewalks	60.5%	60.4%
General safety	51.6%	51.1%
Friendliness and knowledge of employees	48.0%	48.5%
General attractiveness	44.7%	44.1%
Pedestrian access and safety	41.0%	41.0%
Building appearance	32.5%	31.6%
Merchandise displays	23.6%	22.4%
Interior appearance of businesses	20.7%	20.0%
Bicycle access and safety	19.9%	19.9%
Store hours	12.8%	12.4%
Quality and variety of goods available	11.3%	10.6%
Traffic flow*	79.7%	80.2%
Parking convenience*	74.1%	74.4%
*Includes Average or Higher Ratings		

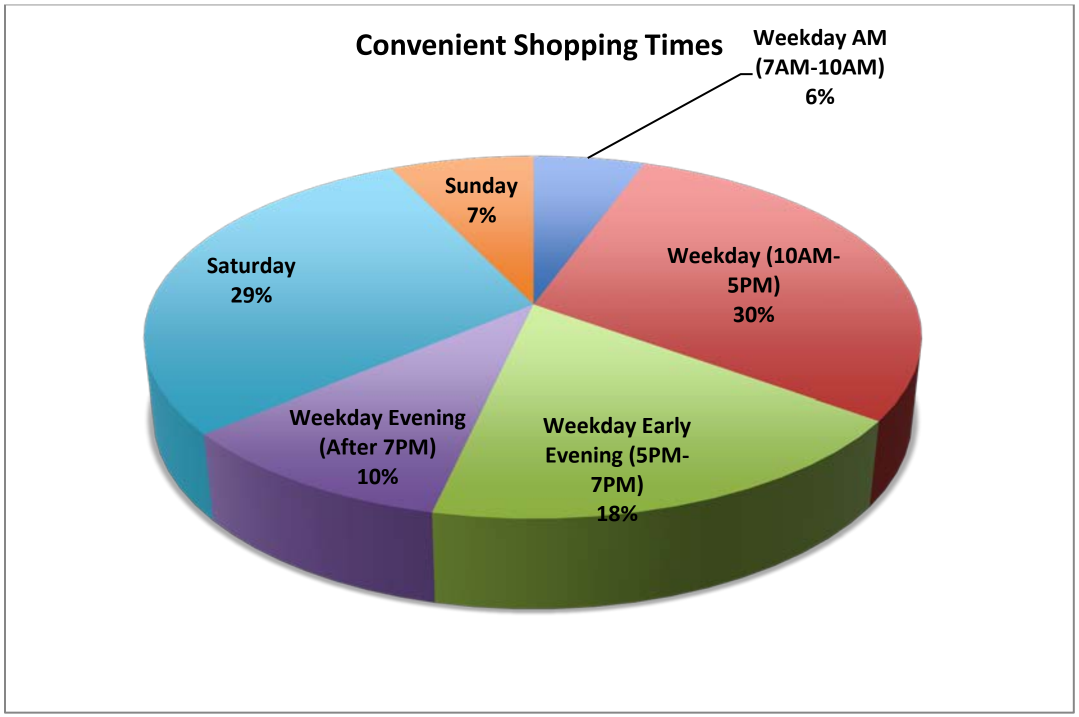
Observations

- Bicycle access includes a high percentage of N/A or Don't Know responses (23.1%) of total respondents, resulting in a lower factor rating.
- The analysis for Traffic Flow and for Parking Convenience includes the responses rating both factors as Average, in addition to Excellent and Above Average. For most communities, the infrastructure costs to be rated 'Excellent' or 'Above Average' for parking and traffic rarely justify any perceived benefit for incurring those costs. Comments specific to both factors were few. Improved signage to identify existing downtown parking lots was the most frequent respondent observation.
- The factors controlled by the public sector, such as street lighting or cleanliness, were generally rated significantly higher than those controlled by the private sector, such as building and business appearance.
- For the lowest rated factor, quality and variety of goods available, 14.2% (123) respondents rated this factor as poor.

- In considering all factors, residents and non-resident respondents provided similar responses. The ratings noted above were also evident in respondent comments to this question. Multiple comments noted the tired appearance of downtown's buildings and privately owned parking lots. Comments also stated that downtown has some strong ground level businesses but that these strong businesses are sometimes isolated by vacancies or marginal tenancies.

Question 7: When is it convenient for you to shop?

When is it convenient for you to shop?		
Answer Options	Response Percent	Response Count
Weekday AM (7AM-10AM)	5.5%	48
Weekday (10AM-5PM)	29.6%	258
Weekday Early Evening (5PM-7PM)	18.4%	161
Weekday Evening (After 7PM)	10.2%	89
Saturday	29.2%	255
Sunday	7.1%	62
answered question		873
skipped question		43

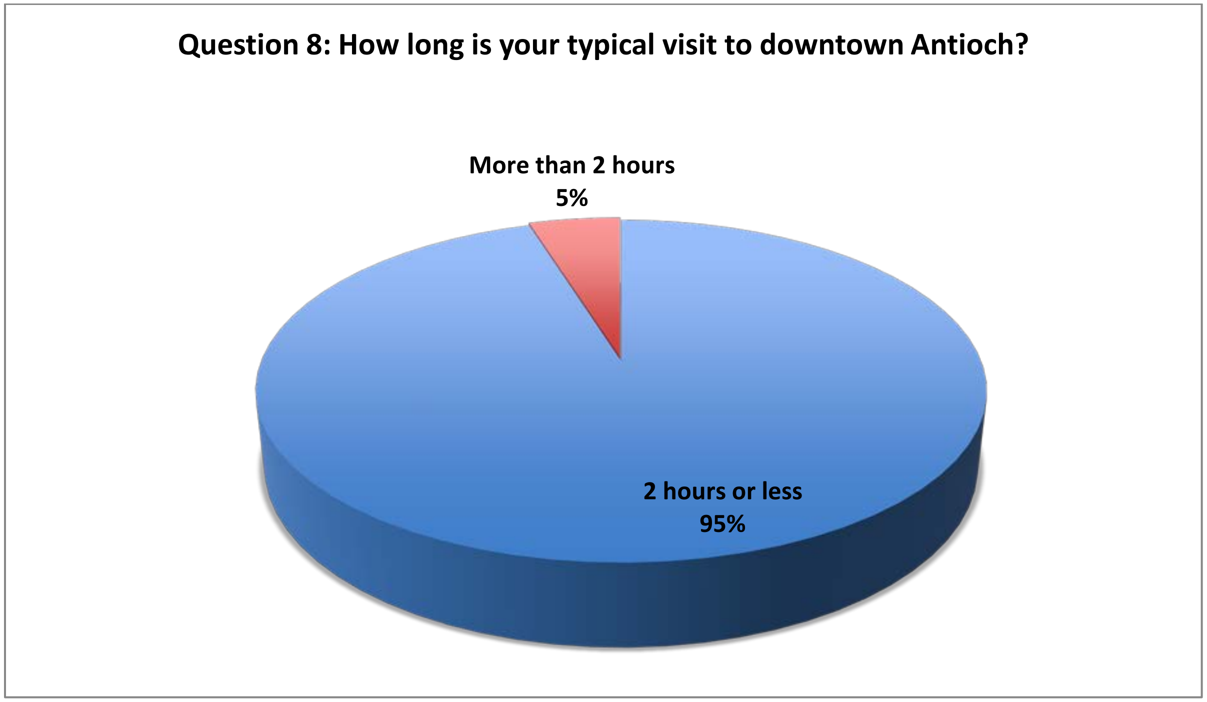


Observations

- Convenient evening and weekend hours, including Sunday hours, are increasingly important to today's consumers. Most shopping is occurring on evenings and weekends.
- Given the lower ranking for store hours in Question 6, all of downtown's businesses should maintain consistent hours and be open during their posted hours.

Question 8: How long is your typical visit to downtown Antioch?

How long is your typical visit to downtown Antioch?		
Answer Options	Response Percent	Response Count
Less than 30 minutes	37.9%	331
30 minutes to 2 hours	57.3%	500
2 hours to 4 hours	4.6%	40
Over 4 hours	0.2%	2
answered question		873
skipped question		43



Observations

- 95.2% of visits to downtown Antioch are two (2) hours or less. As observed in Question 1, respondents are coming downtown, but not lingering downtown; they come for a specific purpose, such as dining, and leave.
- Overall appearance and vitality play an important role in resident and visitor perceptions about any downtown, including downtown Antioch. Consumers today seek an experience. Downtowns, given their unique character and sense of place, provide an authentic experience. But how downtown looks is a key component of that overall experience.

Question 9: Within the last year, which of the following events have you attended in downtown Antioch? (Please check all that apply.)

Within the last year, which of the following events have you attended in downtown Antioch? (Please check all that apply.)		
Answer Options	**Response Percent**	**Response Count**
Dickens Christmas	29.1%	232
Polar Express	10.9%	87
Wine Walks	26.5%	211
Farmers' Market	63.9%	509
Cruising Antioch	12.4%	99
Thursday Concert Series	45.5%	362
Antioch's Arts and Crafts Faire	44.6%	355
Antioch's Taste of Summer	64.1%	510
Halloween Fest	23.6%	188
Other (please specify)	14.3%	114
answered question		796
skipped question		120

Within the last year, which of the following events have you attended in downtown Antioch? (Please check all that apply.)	
Answer Options (Ranked by Percentage)	**Response Percent**
Antioch's Taste of Summer	64.1%
Farmers' Market	63.9%
Thursday Concert Series	45.5%
Antioch's Arts and Crafts Faire	44.6%
Dickens Christmas	29.1%
Wine Walks	26.5%
Halloween Fest	23.6%
Cruising Antioch	12.4%
Polar Express	10.9%
Other (please specify)	14.3%

Observations

- Respondents attend and enjoy downtown's summer events.
- 'Other' responses noted other events typically held in or near downtown. The events cited most often in the 'Other' category included the Easter Parade and related activities; the July 4th events; the Champagne Walk; the PM&L events; and the events organized by local churches and non-profits.
- Multiple written responses to this question and other survey questions indicates that the Dickens Christmas event is tired and needs to be either retired or reinvigorated. The Village and local organizers should review all of their downtown events annually to ensure that they are meeting sponsor, financial, and attendance objectives and minimizing any event duplication or overlap. The goal should be a balance of downtown events—festivals, business promotions, and quality image enhancing events.

Question 10: If you are employed, how frequently do you work from home rather than from your office?

If you are employed, how frequently do you work from home rather than from your office?		
Answer Options	Response Percent	Response Count
Never	52.4%	377
Less than 20% of my work week	19.4%	140
Between 20% and 50% of my work week	7.9%	57
More than 50% of my work week	12.4%	89
Own a home-based business	7.9%	57
answered question		720
skipped question		196

If you are employed, how frequently do you work from home rather than from your office?		
Answer Options (At least 20%)	Response Percent	Residents Response Rate
Less than 20% of my work week or Never	71.8%	72.2%
Over 20% of my work week	20.3%	20.7%
Own a home-based business	7.9%	7.1%

Observations

- 28.2% of total survey respondents work from home at least one day per week. Among the residents' sub-group respondents, 27.8% are working from home at least one day per week. This survey result supports interview observations from several stakeholders during this study—that a sizeable local daytime population consistently works from home.
- This represents an opportunity to provide shared workspace for these employees and for food businesses with morning and lunch service.

Question 11: In what ZIP code is your home located? (enter 5-digit ZIP code; for example, 00544 or 94305)

In what ZIP code is your home located? (enter 5-digit ZIP code; for example, 00544 or 94305)		
Home Community	**Zip Code**	**# Responses**
Bristol, WI	53104	10
Burlington, WI	53105	1
Kenosha, WI	53142	1
Pleasant Prairie, WI	53158	1
Salem, WI	53168	6
Silver Lake, WI	53170	1
Camp Lake, WI	53179	10
Twin Lakes, WI	53181	2
Antioch	60002	759
Fox Lake/Volo	60020	4
Grayslake	60030	3
Gurnee	60031	5
Volo/Fox Lake	60041	3
Island Lake	60042	1
Lake Villa/Lindenhurst	60046	33
Hawthorn Woods	60047	1
Libertyville	60048	1
McHenry	60051	3
Mundelein	60060	1
Round Lake(s)	60073	5
Spring Grove	60081	7
Wauconda	60084	1
Buffalo Grove	60089	1
Wadsworth/Zion	60099	2
Wheaton	60187	1
Elsewhere		2

Observations

- While zip code 60002 residents dominated the survey results, 17.1% of respondents (160 responses) were from surrounding communities or elsewhere. These responses provide indications of how Antioch is perceived by visitors.

Question 12: If you are employed, in what ZIP code is your place of employment located? (enter 5-digit ZIP code; for example, 00544 or 94305)

If you are employed, in what ZIP code is your place of employment located? (enter 5-digit ZIP code; for example, 00544 or 94305)		
Work Community	**Zip Code**	**# Responses**
Antioch	60002	197
Deerfield	60015	19
Grayslake	60030	19
Gurnee	60031	19
Lake Forest	60045	20
Lake Bluff	60046	31
Libertyville	60048	21
Northbrook	60062	14
North Chicago	60064	14
Lincolnshire	60069	16
Round Lake	60073	11
Waukegan	60085	20
Wisconsin (All Zips)		47
Chicago (All Zips)		30
All Other Zips		148

Observations

- Most respondents work in Antioch or elsewhere in Lake County. A large number (148) are employed in a wide range of zip codes throughout the Chicago area.
- An additional 15 respondents, through comments, indicated that they were not currently working.

Question 13: Choose the answer that best describes your household.

Choose the answer that best describes your household.		
Answer Options	Response Percent	Response Count
I live alone	9.0%	79
We are the type of two person family commonly called "empty nester"	21.8%	190
We are the type of two-person family commonly called "D.I.N.K.S." (Double Income, No Kids)	7.1%	62
We are a household composed of two or more adults	15.9%	139
We are a family with pre-school or school aged children living in the home	43.0%	375
Other	3.2%	28
answered question		873
skipped question		43

Observations

- The largest number of responses was from young families at 43%--important given their higher levels of consumer spending.
- Overall, the distribution of responses provides input from various local household types.

Question 14: Please choose the category that matches your age.

Please choose the category that matches your age.		
Answer Options	Response Percent	Antioch's Percentages (2016 Population Estimates)*
Under 20	0.3%	28.8%
20 to 24	1.2%	6.0%
25 to 34	11.2%	10.4%
35 to 44	23.4%	14.9%
45 to 54	29.6%	15.3%
55 to 64	19.9%	12.2%
65 to 74	11.8%	8.1%
75 or older	2.5%	4.3%
answered question	864	
skipped question	52	
Source: ©2014 Experian, Inc. All Rights Reserved. Alteryx, Inc.		

Observations

- The full survey response percentages by age area compared with Antioch's 2016 Population Estimates from Experian data (included in the Downtown Strategy and related presentations).
- Overall, the survey skews older than the overall population—not unexpected given the household types noted in Question 13 and typical of past BDI online surveys.
- The percentage of responses from the age 25-34 cohort exceeds the Village's estimated population percentage. This group of Millennials will be important to Antioch and downtown's future, given their general preference for the authentic nature of traditional downtowns and neighborhoods.

Appendix 3: Quick Poll

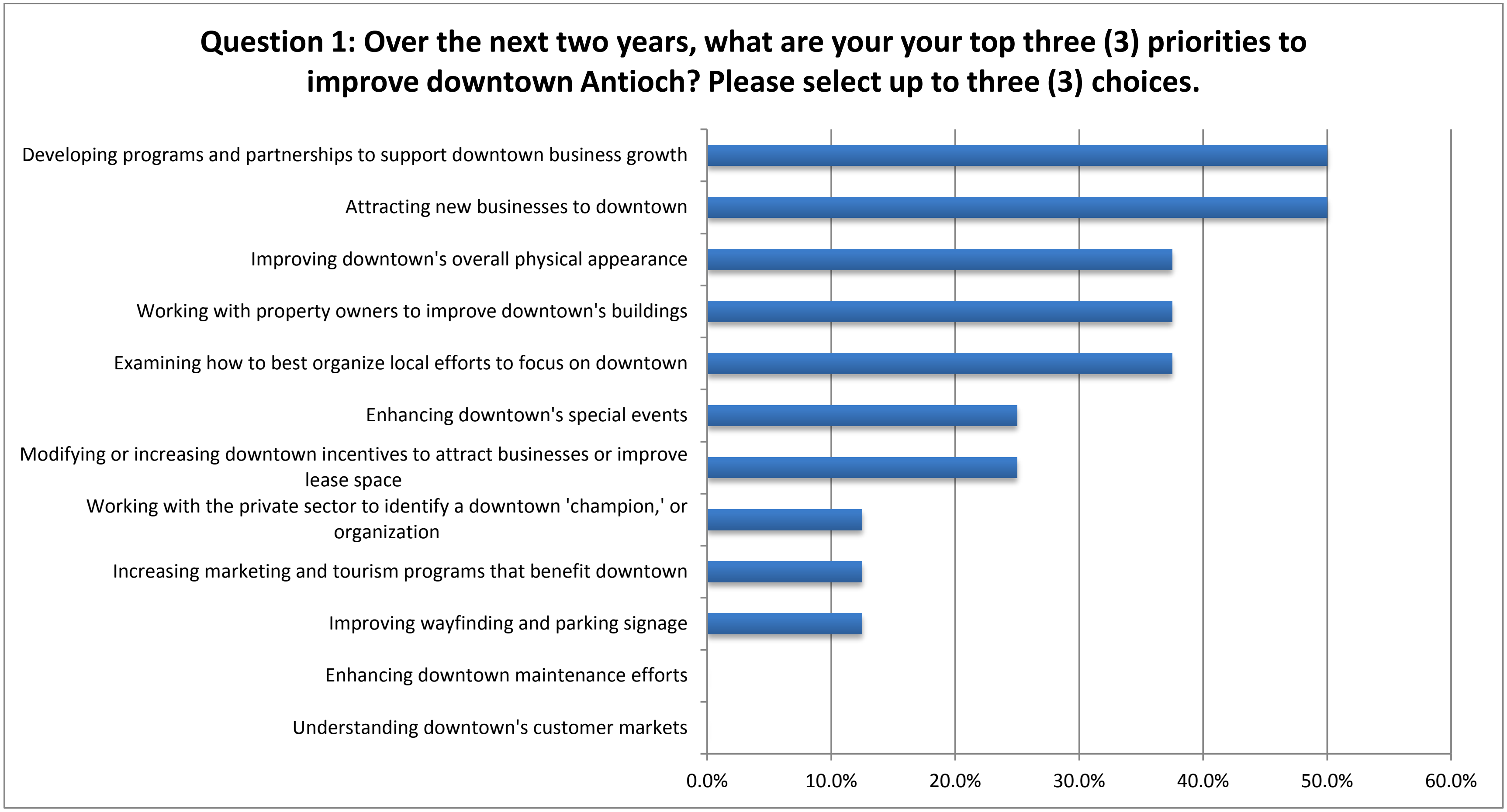
Overview

As part of the Downtown Antioch Economic Development Initiative, a quick poll of Village Board members and senior Village staff was conducted between August 23, 2017 and September 8, 2017. This quick poll consisted of six (6) questions designed to enable Village officials to identify their short-term priorities for activating downtown Antioch as a commercial local and as the Village's central place.

Based upon the responses to Question 5 in the quick poll, eight (8) responses were obtained from five (5) Village Board members and three (3) Village staff. All responses are anonymous. The results are presented by question below. As with Antioch's downtown survey, the Village and downtown's private sector can use these responses to formulate strategic priorities and their related tasks for implementation. These quick polls results will also be included as an appendix in the final report.

In their responses, Village officials identified three (3) priorities: Actions to facilitate downtown's overall business growth; improving downtown's appearance, particularly for downtown buildings; and the need to organize to bring focus to downtown's fundamental economic issues.

Question 1: Over the next two years, what are your top three (3) priorities to improve downtown Antioch? Please select up to three (3) choices.

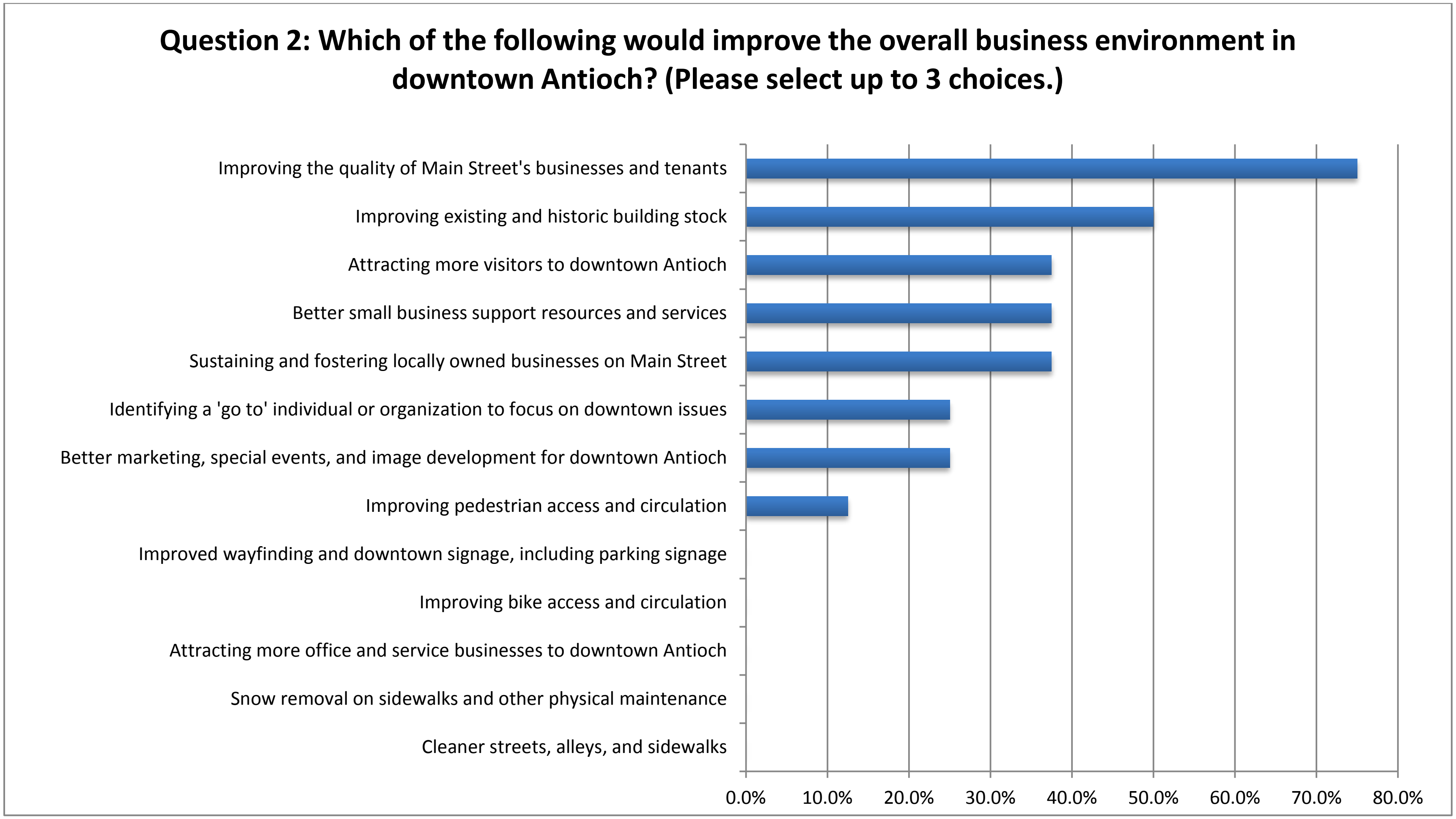


Over the next two years, what are your top three (3) priorities to improve downtown Antioch? Please select up to three (3) choices.	
Attracting new businesses to downtown	50.0%
Developing programs and partnerships to support downtown business growth	50.0%
Examining how to best organize local efforts to focus on downtown	37.5%
Working with property owners to improve downtown's buildings	37.5%
Improving downtown's overall physical appearance	37.5%
Modifying or increasing downtown incentives to attract businesses or improve lease space	25.0%
Enhancing downtown's special events	25.0%
Improving wayfinding and parking signage	12.5%
Increasing marketing and tourism programs that benefit downtown	12.5%
Working with the private sector to identify a downtown 'champion,' or organization	12.5%
Understanding downtown's customer markets	0.0%
Enhancing downtown maintenance efforts	0.0%
Additional Priorities Noted in Question Comments:	
Use TIF or SSA tied into Main Street program	
Improve downtown business hours of operation.	

Observations

- Three (3) short-term priorities are noted: Business growth through attraction and programmatic support; Improving downtown’s overall appearance, including working with downtown’s property owners to improve their buildings; and Identifying an organized, focused approach to revitalizing downtown Antioch.
- The additional priorities noted in the Comments represent potential tactics to achieve the short-term priorities.

Question 2: Which of the following would improve the overall business environment in downtown Antioch? (Please select up to 3 choices.)

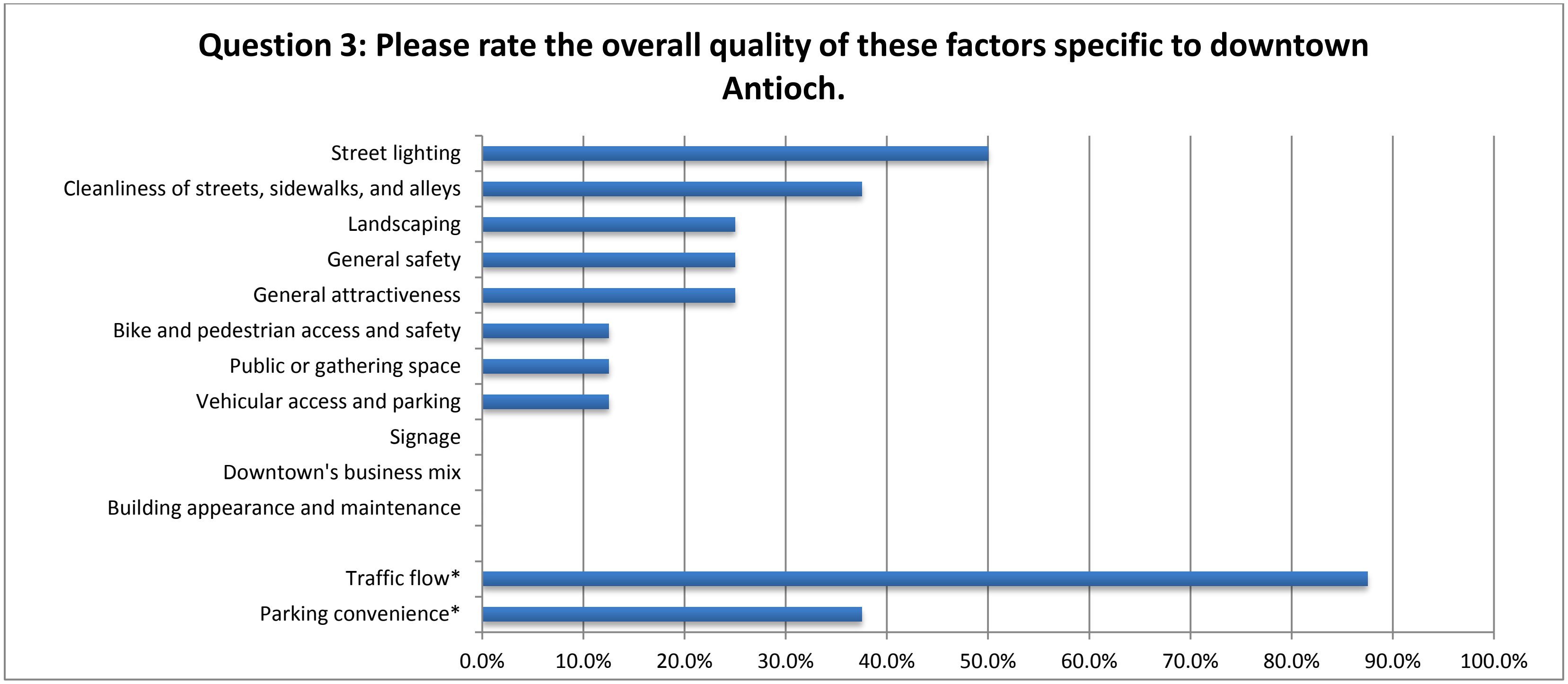


Which of the following would improve the overall business environment in downtown Antioch? (Please select up to 3 choices.)	
Improving the quality of Main Street's businesses and tenants	75.0%
Improving existing and historic building stock	50.0%
Sustaining and fostering locally owned businesses on Main Street	37.5%
Better small business support resources and services	37.5%
Attracting more visitors to downtown Antioch	37.5%
Better marketing, special events, and image development for downtown Antioch	25.0%
Identifying a 'go to' individual or organization to focus on downtown issues	25.0%
Improving pedestrian access and circulation	12.5%
Cleaner streets, alleys, and sidewalks	0.0%
Snow removal on sidewalks and other physical maintenance	0.0%
Attracting more office and service businesses to downtown Antioch	0.0%
Improving bike access and circulation	0.0%
Improved wayfinding and downtown signage, including parking signage	0.0%
Other Suggested Improvements:	
Downtown needs after 5:00 businesses not service business on Main Street.	
Shift into later business hours and use local banks to grow entrepreneurs	

Observations

- These responses echo those in Question 1 above, with improving downtown's buildings and business tenancies as key.
- As noted in the Suggestions for this question, several observations by different respondents noted the need for varying hours to activate downtown.

Question 3: Please rate the overall quality of these factors specific to downtown Antioch.



* Includes Quick Poll ratings for Very Good and Average.

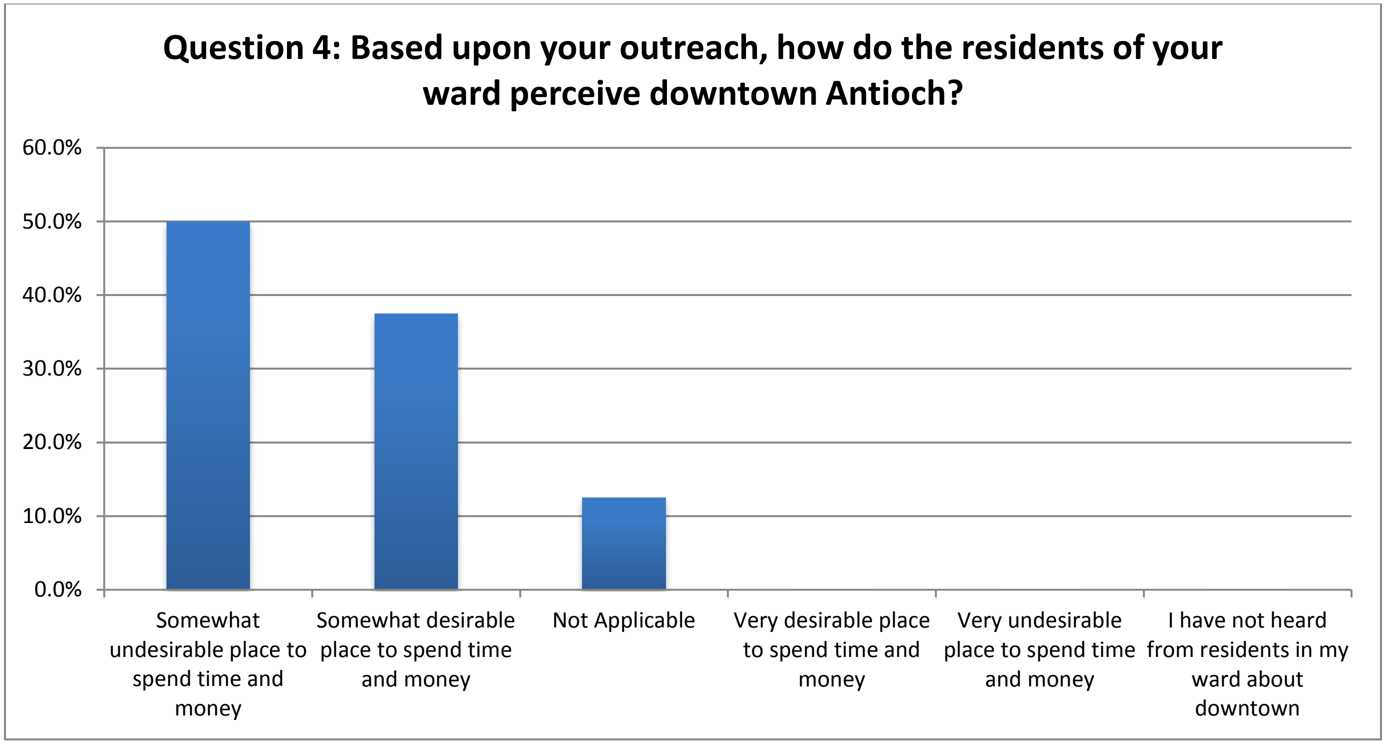
Please rate the overall quality of these factors specific to downtown Antioch.			
Factor	Quick Poll (Rated Very Good)		Downtown Survey Results (Rated Excellent or Above Average)
Street lighting	50.0%		64.0%
Cleanliness of streets, sidewalks, and alleys	37.5%		
General attractiveness	25.0%		44.7%
General safety	25.0%		51.6%
Landscaping	25.0%		
Vehicular access and parking	12.5%		
Public or gathering space	12.5%		
Bike and pedestrian access and safety	12.5%		
Building appearance and maintenance	0.0%		
Downtown's business mix	0.0%		
Signage	0.0%		
Traffic flow*	87.5%		79.7%
Parking convenience*	37.5%		74.1%
*Rated Very Good or Average in Quick Poll and Rated Average or Better in Downtown Survey.			

Observations

- The above Table compares Quick Poll results with Downtown Survey results for the same factors. One comment noted in the Quick Poll expressed a concern about general safety after dark and in nearby parks.
- Building appearance and maintenance was identified as problematic in the quick poll and in the downtown survey. The downtown survey factor was specified as building appearance and was rated 32.25% (which included the Excellent and Above Average responses). As noted in the survey results, a significant percentage (14.2%) of total respondents rated building appearance as poor.
- General attractiveness was rated in the middle of the satisfaction factors listed in the downtown survey.

- Alleys were not included in the cleanliness factor for the downtown survey, but 'Cleanliness of streets and sidewalks' was rated the second highest by downtown survey respondents (60.5%)
- Downtown survey respondents perceive Parking and Traffic Flow as less problematic than Village officials. The rating shown reflect responses for Average or above in the Quick Poll and in the Downtown Survey. For downtowns and their communities, the associated costs (actually under municipal control) to achieve an ‘Excellent’ or ‘Above Average’ in Parking and Traffic Flow are unjustified. For Antioch, addressing the larger issues of business growth and building appearance will have a greater impact on downtown’s economy.

Question 4: Based upon your outreach, how do the residents of your ward perceive downtown Antioch?



Based upon your outreach, how do the residents of your ward perceive downtown Antioch?	
Somewhat undesirable place to spend time and money	50.0%
Somewhat desirable place to spend time and money	37.5%
Not Applicable	12.5%
Very desirable place to spend time and money	0.0%
Very undesirable place to spend time and money	0.0%
I have not heard from residents in my ward about downtown	0.0%

Observations

- What Village officials are hearing about downtown is supported by the downtown survey results. First, while downtown survey respondents regularly visit downtown Antioch, most visits are under two (2) hours, indicating that respondents come for a certain purpose and leave. Second, these same downtown survey respondents would like to see a strong downtown Antioch, providing that compelling reason to not just visit, but engage in a downtown experience.

Question 5: I am a- (Answer Choices were Village staff member or Village Board member.)

Five (5) Village Board members and three (3) Village staff members completed the Quick Poll.

Question 6: Any additional priorities, ideas, or suggestions to enable long-term success in Antioch's downtown?

Additional Overall Comments by Quick Poll Respondents:

- Combine Village Hall and parks and rec center in the medical building and sell or land swap for the medical building.
- Improve/develop 2 north end corners. Move band shell to Pittman property. Get rid of resale shops. More restaurants.
- We need to have these stores open longer in the evenings, May-be have at least 1 night a week open late for all businesses, some type of event to draw people to our down town.
- Business Owners and Property Owners need to work together. Additionally they need to be empowered determine their destiny