What is the Downtown Experience in 2020?

In 2020,
Downtown Angola will be a multi-functional destination, providing a high-quality daily work environment for employers/employees, a unique and interesting environment for visitors, an appealing shopping location for both convenience and destination-type markets, and a gathering space that the Community sees as the “Hub of Activity.”

Major employers such as Tri-State University, Cameron Memorial Hospital, and City and County Government will act as strong anchors to the Downtown, providing employment opportunities and generating ever-increasing pedestrian traffic to Downtown businesses and shopping opportunities. Downtown will return the favor by providing a high-quality environment for users and act as a tool for enhancing the value, marketing and growth of these institutions.

The pedestrian environment will be comfortable and safe for users and designed in a manner that enhances the “feeling of being downtown.” Sustainable management of water and energy resources will be evident and will provide opportunities for education and recreation.

Downtown Angola will be the place to be.
Angola, Indiana
DOWNTOWN REVITALIZATION MASTER PLAN
THE DOWNTOWN 20/20 PLAN

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PROJECT INTENT & BACKGROUND

What is the Angola Downtown Revitalization Plan?

Statement of Planning Process Intent

The Angola Downtown Revitalization Plan is a follow-up to and builds on the 2006 Downtown Action Agenda, which outlined broad conceptual recommendations for the future of Downtown Angola. The Downtown Revitalization Planning effort is a five-month process, led by a consultant team of designers and business professionals with experience in Downtown planning and development, along with City staff and area stakeholders. At the end of the effort, the concepts and design work produced are intended to be the basis for City policy decisions related to planning, zoning and redevelopment incentives as well as resource allocation decisions to improve Downtown infrastructure and roadways.

A Master Plan allows a community to keep an eye on the future, while dealing with the challenges of today.

The Master Plan is essentially an “idealized vision and set of principles” that guide smaller decisions. It also sets a gameplan for achieving that idealized vision. By keeping an eye on the larger vision, a community can make choices with smaller decisions that have a cumulative effect, always building towards a greater good.

A Master Plan must address more than just buildings...

It is about a SYSTEM that works together to achieve the vision.

A FIVE MONTH PROCESS

DECEMBER 2007
Initial Site Analysis, Stakeholder Interviews, Steering Committee Evaluations

JANUARY 2008
Conceptual Planning Workshop, Real Estate Market Analysis, Continued Stakeholder Discussions, Public Open House Discussion

FEBRUARY 2008
Initial Plan Concepts and Principles Development, Continued Stakeholder Discussions, Design Development on Specific Projects

MARCH 2008
Presentation of Preliminary Plan Recommendations, Public Meeting Review

APRIL 2008
Review and edit Plan Recommendations based on feedback, Continued Stakeholder Discussions, Design Work, Preparation of Final Plan Document

MAY 2008
Presentation of Final Plan to the Angola City Council for adoption by resolution as an Advisory Plan (Not a Comprehensive Plan or Zoning Ordinance adoption). Begin Implementation

LEADERSHIP, PEOPLE & ORGANIZATION

Development Access & Mobility Outdoor Environment Programs & Promotion
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EXECUTIVE SUMMARY

Conceptual Design Opportunities

Redesigned “Parking Quadrants” that can be used as plaza or market space during festival or event times.

Sidewalk and open spaces that welcome and accommodate visitors. Quality lighting, seating, sustainable landscape and materials.

Refined traffic circle geometry to give drivers clear routes for travel.

A redesigned “streetscape” along US 20 (Maumee Street) can assist in slowing traffic and improving safety and comfort for pedestrians that want to use Downtown. Signage improvements also give a sense of arrival and destination.

Improved sidewalk areas that create a comfortable place to shop, meet others or just stroll the Downtown area. Large planters give a “buffer” between pedestrian and car.

These are artist’s conceptual sketches. Additional design work is needed to determine underground utilities issues and other infrastructure concerns.
EXECUTIVE SUMMARY

Building a Downtown for the Future

The Angola Downtown Revitalization Master Plan is a guidebook created to give context and concept to potential projects and initiatives that can begin to invigorate the Downtown area. While the Angola City Government sponsored the development of this planning effort, it is, in fact, produced for an even wider audience. Simply put, it will take everyone in Angola to revitalize its downtown, not just City Government. While the remaining parts of this plan will offer further detail, the following represent the key issues and recommendations:

ANALYSIS. The project team for this planning effort reviewed and analyzed several factors related to the downtown community of Angola. Through this activity it became clear that Angola’s downtown, although containing historic buildings and some businesses, will need a comprehensive effort to add to those businesses and renovate those buildings. Overall, rents for downtown spaces are currently too low to support most building owners doing major renovation work. While there is an emerging market for retail and other businesses in Downtown, demographic analysis suggests that finding high quality tenants for downtown buildings is a critical step. In addition, the downtown infrastructure of streets does not offer safe and comfortable pedestrian use to users, especially as the high number of semi-truck trips on US 20 (Maumee Street) continues.

GAMEPLAN & VISION. To address these issues, the project team and steering committee developed 20 principles and 20 projects that could begin to give order and direction to downtown action and activities. The principles were drafted as key “attitudes” that must be in place to even move forward with actual projects. The projects were viewed as a chance to prioritize and list realistic, achievable and necessary actions that would begin to set the stage for continuous improvement of Downtown. Each of these projects is couched in a larger vision for Downtown, one that seeks to create a place that is open for business, living, working and playing.

PROJECTS & ACTION. All the drawings and ideas of this plan have little value without action and initiative. To that end, this revitalization plan for downtown includes additional project detail information that “gets the ball rolling” on starting some of these project efforts. It is a key of this plan however, that none of this is possible without the organization and leadership of the people of Angola to get focus strategically on the downtown.

Simply put, the future of Downtown Angola is bright. With strategic focus and efficient use of resources, the community can build a place that acts as its hub and center, giving pride and connection to those that visit and live in the City of Angola.
EXECUTIVE SUMMARY

Project Context Diagram

#9. Improve Regulatory Enforcement for Truck Calming (specifically on US 20 - Entire Distance through Downtown)

#6. Allow Tri-State University to Grow and Encourage a “Downtown” Storefront.

#13. Redesign and Rebuild Maumee Street (Phase 1 - West Street to just before Washington Street)

#5. Help the Hospital Remain and Grow

#7. Conduct a Property Redevelopment / Funding Capacity Analysis (especially the “Old Wendy’s Site”)

#14. Redesign and Rebuild the Public Square

#15. Green the Courthouse Square Park (An Urban Nature Center - Possible Connection to Pokagon State Park)

#16. Develop Sustainable Rain Gardens for Parking Areas (Both Square Parking Triangles + Rear Parking Lots)
## EXECUTIVE SUMMARY

### Project Matrix

<table>
<thead>
<tr>
<th>RECOMMENDED PROJECTS</th>
<th>TIMEFRAME</th>
<th>COST OPINION</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1. Create a Dedicated Downtown Staff Position</td>
<td>Immediate (1-6 Mo.)</td>
<td>$60,000 - $80,000 per year + benefits</td>
</tr>
<tr>
<td>#2. Form a Downtown Executives Advisory Group</td>
<td>Near-Term (6-12 Mo.)</td>
<td>Limited; Staff time for organization</td>
</tr>
<tr>
<td>#3. Reconfigure Existing Downtown Organizations into One</td>
<td>Mid-Term (1-3 Yrs.)</td>
<td>Limited; Staff and Volunteer Time</td>
</tr>
<tr>
<td>#4. Perform a City Government Policy and Services Audit</td>
<td>Long-Term (4-10 Yrs.)</td>
<td>Limited; Staff time for audit activities</td>
</tr>
<tr>
<td>#5. Help the Hospital Remain and Grow</td>
<td></td>
<td>Private Hospital Investment; City assistance with Redevelopment/Zoning</td>
</tr>
<tr>
<td>#6. Allow Tri-State University to Grow and Encourage a “Downtown” Storefront.</td>
<td></td>
<td>Private Hospital Investment; City assistance with Redevelopment/Zoning</td>
</tr>
<tr>
<td>#7. Conduct a Property Redevelopment / Funding Capacity Analysis</td>
<td></td>
<td>$15,000 - $30,000; Depending on Scale</td>
</tr>
<tr>
<td>#8. Revise Building Code Enforcement and Zoning Ordinances</td>
<td>ONGOING</td>
<td>$25,000 - $50,000; Depending on Scale</td>
</tr>
<tr>
<td>#9. Improve Regulatory Enforcement for Truck Calming (specifically on US 20)</td>
<td>ONGOING</td>
<td>Currently in-process through INDOT; City needs to assist with enforcement</td>
</tr>
<tr>
<td>#10. Implement a Public/Private Parking System</td>
<td></td>
<td>$10,000 - $20,000; Design Assistance + Restriping and Maintenance</td>
</tr>
<tr>
<td>#11. Create a Downtown Signage and Wayfinding System</td>
<td></td>
<td>$10,000 - $30,000; Design Assistance + Signage and Maintenance Costs</td>
</tr>
<tr>
<td>#12. Develop Complete Streets Policy for City Street Rebuilding</td>
<td></td>
<td>Limited; Model policies available for use</td>
</tr>
<tr>
<td>#13. Redesign and Rebuild Maumee Street</td>
<td></td>
<td>With INDOT Project; $200-250K (Medians), $900K-$1.3M (Streetscape)</td>
</tr>
<tr>
<td>#14. Redesign and Rebuild the Public Square</td>
<td></td>
<td>Each Quadrant; $600-$750K Entire Project; $2.4 - 3.0M</td>
</tr>
<tr>
<td>#15. Green the Courthouse Square Park</td>
<td></td>
<td>Varies; Depends on intensity and scale</td>
</tr>
<tr>
<td>#16. Develop Sustainable Rain Gardens for Parking Areas</td>
<td></td>
<td>Varies; Depends on intensity and scale</td>
</tr>
<tr>
<td>#17. Create “Market Data Packages” for Entrepreneurs</td>
<td>ONGOING</td>
<td>Market Analysis Assistance; $10,000 On-going Staff Time</td>
</tr>
<tr>
<td>#18. Develop a Business Plan Resource / Education Program</td>
<td>ONGOING</td>
<td>Business Volunteers; University Assistance; On-going Staff Time</td>
</tr>
<tr>
<td>#19. Develop a Clear Identity and Brand</td>
<td></td>
<td>$10,000 - $30,000; Professional Assistance, Depends on Scale and Size</td>
</tr>
<tr>
<td>#20. Build a Strong Internet Presence</td>
<td></td>
<td>$10,000 - $20,000; Professional Assistance + Maintenance</td>
</tr>
</tbody>
</table>
The following pages represent a “story” for Downtown Angola. Like any story, it will come together over time. There are few, if any, overnight successes in Downtown Revitalization efforts.

This story discusses key background issues related to the complexities of making great places to live and work. It educates about the systems that are at play in creating a great downtown, acknowledging that there are no “Silver Bullets.” It talks about the key attitudes or “principles” that must be adopted and followed to facilitate for positive action. And finally, it outlines key projects that are ready for immediate action.

Ultimately, it is about working in the present, while always keeping an eye on the bigger vision and dream of the future.
Organizational Model Options

CHAMBER OF COMMERCE GROUPS or COMMITTEES. In other locales, these committees or established Chamber networks serve their downtown members. Their work programs emphasize networking, advocacy, and cooperative marketing. Programs and activities are funded through the Chamber’s budget. Such organizations have a strong business focus and an ability to establish strong communications among downtown members. Not all downtown businesses are Chamber members in most communities, resulting in a skewed representation of the downtown business mix. Funding within a Chamber structure may change depending upon the Chamber’s priorities. In addition, larger downtown members sometimes dominate programs and activities. The Chamber approach is used with varying success in smaller communities, due to limited community resources. Many smaller communities in the State of Iowa apply a merged Main Street Organization-Chamber model.

MAIN STREET ORGANIZATIONS. Main Street is a historic preservation-based methodology for economic development. Main Street organizations are apolitical, grassroots organizations applying the National Main Street Center’s Four-Point ApproachTM. Each of the four points—organization, promotion, design and economic restructuring—provide the basis for an annual scope of work designed to address revitalization issues over the long-term. The organization’s volunteers complete all work, and a Main Street Director coordinates volunteer efforts. These organizations typically have 501(c)(3) Internal Revenue Service (IRS) tax-exempt status. Main Street organizations represent all downtown stakeholders and seek to balance their needs. In general, these organizations “fundraise” most funds for operations, and most receive a contribution from their local municipal government. Relevant examples for Angola include Main Street Bryan, OH and Main Street Richmond, IN.

BUSINESS IMPROVEMENT DISTRICTS (BID) [OR AN ECONOMIC IMPROVEMENT DISTRICT (EID) UNDER INDIANA’S ENABLING LEGISLATION]. These organizations are either primarily or exclusively funded by a special assessment, or self-tax, that property owners within a defined geography, a downtown district or commercial corridor, place upon themselves. This tax is initiated based upon property owner support. The basis for property owner support is a collective benefit and the provision of supplemental services beyond those that the municipality would normally provide. Property owners, particularly, commercial owners understand that the value of their properties is established by the economic strength of the surrounding area. The tax is legally established by municipal ordinance, as prescribed by state enabling legislation. BID type organizations typically focus on two types of activities—marketing and maintenance. Some larger BID organizations incorporate additional activities, such as security or parking management. These organizations are staff-managed, with one or more experienced staff members responsible for programs and activities. Adequate funding must be available to pay qualified staff and to support targeted programming. Reliable funding and defined programs and services characterize successful BID type organizations. The most successful emphasize a strong public-private partnership. Relevant examples for Angola include Fort Wayne Downtown Improvement District.

DOWNTOWN MERCHANT ASSOCIATION. Merchant groups have highly variable formal organizational structures, but most are associations. They vary equally in their effectiveness. These groups consist of the business owners within a specific commercial district. Programs are developed by the merchants themselves to promote the businesses within that commercial district. Their activities consist of events or marketing activities to increase sales for the district’s merchants. The individual merchants financially support their organization events by sharing costs. The limitation of a merchant association is their focus on the limited topic of revenue generation for their businesses. Ongoing funding can also be an obstacle to success. In addition, individual merchants may serve vastly different customer groups, resulting in competing membership objectives. One of the best examples of this approach is the Chicago/Dempster Merchants Association in Evanston, IL.

DEDICATED MUNICIPAL STAFF. Several municipalities in Illinois and Indiana have a staff member who works exclusively on behalf of the downtown district. This staff member serves as a liaison with downtown property owners and downtown merchants. They develop marketing programs in conjunction with the merchants, address property owner issues, and work with municipal departments to ensure a high level of service is provided to the downtown community. Most also work in tandem with municipal economic development personnel on issues related to downtown redevelopment and business recruitment. These staff positions give the downtown district an internal advocate for downtown issues. Funding issues are less complicated; assuming the local commitment to retaining the staff position and their downtown activities exists. The only issue is the potential distrust of government by one or more of downtown’s stakeholders. Geneva, IL is an example of a community with dedicated municipal staff within their Community and Economic Development department.
Creating an Attitude

L1. **Unity in the Community**
Many negative group distinctions and connotations have been made in Angola in the past (the “Lakers”, Town Residents, Out of Towners, County-people, etc.). Downtown Angola cannot be successful with this negative perspective.

Those who care about Downtown must unify and work towards embracing all people as potential users, customers and contributors to the Downtown community. It does not matter where customers and users come from, just that they come to Downtown.

L2. **The City of Angola vs. The Angola City Government**
“‘The City’ is a phrase that often refers to the actual government organization of a community. It is a fact that ‘The City’ Government of Angola will not be the sole organization to make Downtown a great place. Angola City Government does not have resources, organizational structure or ability to solve all the problems and find all the solutions. The development of several “public/private partnerships” will be necessary.

To assist in this effort, leadership in the private community of the City of Angola will have to make Downtown Angola a priority and support Downtown with decisions related to their organizations. Additionally, individuals with a role in Downtown must ask, “How can I make Downtown a welcoming option for potential users?”

L3. **Make It Easy to Do the Right Thing**
While Angola City Government cannot do everything, it can organize itself to enable the private community to do the “right thing” for the benefit of Downtown. Hopefully, the “right thing” includes the principles and content of this Revitalization Plan.

Example areas where Angola City Government can work with the private community to encourage and enable the “right thing” to occur include: Zoning, Land Use Planning, Building Code Enforcement, Public Infrastructure Improvements, Advocacy and Influence, and Organizational Assistance.

L4. **Change will Happen and Never Stops**
In any community, the fact that change will occur is not debatable. It will. However, it is possible for a community to embrace and manage change according to the values and dreams it holds at its core.

To create a great downtown, public and private stakeholders must be willing to embrace change and view potential changes as an opportunity to improve and enhance Downtown. Additionally, it must be recognized that the job of creating a great downtown will never be finished, but is a continuous process of improvement.
An Organizational Model for Angola

This diagram represents a model for organizing activities related to Downtown Angola. The key position would be a City Downtown Revitalization Director dedicated to Downtown, who not only works with City organizations but also with private sector organizations.
#1. Create a Dedicated Downtown Staff Position
Managing the future of Downtown Angola is, at the very least, a full time job. A city staff member solely dedicated to the management of the Downtown should be hired. This person would represent the City Government on Downtown issues as well as be the leader of any public committees dedicated to Downtown. They also would be a liaison to private organizations related to Downtown Angola.

RECOMMENDED TIMEFRAME: Immediate (1-6 Months)
POTENTIAL COST: $60,000 - $80,000 per year + benefits
RESPONSIBILITY: Angola City Government (with possible funding assistance from County Government, Community Foundations, Chamber of Commerce and other sources including State and National grant programs.)

#2. Form a Downtown Executives Advisory Group
Since Angola City Government cannot solely be responsible for the future of Downtown Angola, it is critical to get meaningful involvement from the private sector. To this end, a Downtown Executives Advisory Group should be established to meet with the Mayor and Downtown City Staff person on a regular basis. (Quarterly is recommended.) This group should include executive-level representatives of the 8-10 largest organizations/stakeholders in the Downtown area as well as 3-4 at-large representatives from organizations outside of Downtown, including County Government representation.

RECOMMENDED TIMEFRAME: Immediate (1-6 Months)
POTENTIAL COST: Limited (Staff Time for Meeting Organization and Documentation)
RESPONSIBILITY: Angola City Government - Mayor's Office

#3. Reconfigure Existing Downtown Organizations into One
Opportunities for the private sector to support Downtown and partner with Angola City Government must be established. Currently, there are several organizations trying to “work on Downtown.” These committees and organizations should be re-organized into one organization that represents a cross-section of people in Angola’s Downtown. Sub-committees should align with the five categories of this plan: Organization/Leadership, Development, Access & Mobility, Outdoor Environment and Programs & Promotions.

RECOMMENDED TIMEFRAME: Immediate (1-6 Months)
POTENTIAL COST: Limited (Volunteer Time, Potential City Staff Time)
RESPONSIBILITY: Angola Chamber of Commerce, Angola City Government, Other Organizations

#4. Perform a City Government Policy and Services Audit
In the spirit of “making it easy to do the right thing,” the Angola City Government should conduct an internal audit of its services and regulations to understand and repair areas that might not have the attitude of encouraging the positive growth and development of Downtown. All areas should be reviewed, but extra attention should be given to the following: Planning and Zoning, Building Codes and Enforcement, Permitting, Public Works (Utilities and Streets), Parks, Boards and Commissions.

RECOMMENDED TIMEFRAME: Near-Term (6-12 Months)
POTENTIAL COST: Limited (Staff Time - might be one of the first tasks of a newly hired Downtown Director)
RESPONSIBILITY: Angola City Government
BACKGROUND

A System of Building “Place”

Buildings are more than just buildings. They are the places we spend 60-80% of our daily lives. Sometimes more. Therefore, for Downtown Angola to be successful, it must view its development, both old and new, as a system that works to create high quality spaces that are attractive to residents, visitors and present and future employers.

New construction infill projects can help meet modern retail, office and residential needs.

Finding ways to bring large institutions, such as a university, into a downtown is critical.

This example shows a university that has created a downtown “storefront.”

To be sustainable in the long-term, residential opportunities in the Downtown will need to be developed to provide customers and street activity and additional foot traffic.

Historic buildings add character, identity and value to Downtowns.

The interiors of historic buildings are often better used for uses other than for which they were originally designed, such as an office building becoming residential space.

Form-based codes focus more on building form and design, less on land use.

Regulations can also help create buildings that are sustainable and valuable.

Continuing to locate Public Services such as the County Courthouse and City and County Government in the Downtown is a must and will draw additional users into the area.

The 1st Floor uses of buildings must be “active” to make Downtown a comfortable destination.
Developtment

RECOMMENDED PLAN PRINCIPLES

Strategic Downtown Thinking

D1. Respecting History, Not Re-creating it

Historical past is often remembered as a nearly perfect time. This is no different with downtowns. Most people want downtowns returned to “the way it was” because that represents a wonderful time. The dilemma with that thought process is that the present and future are full of new challenges and issues that did not exist in the past. Even if we wanted to, we couldn’t go back to those times.

Much of the historic downtown “fabric” of buildings in Angola is still intact. Having historic building facades alone, however, does not make for a vibrant downtown. Having activity and commerce within the buildings and on the street is what allows for life and economic sustainability. Therefore, it is critical that the economics of building revitalization be brought into a realistic balance with the desire for history.

D2. Planting and Growing Anchors

While the quaintness of “small shops” in downtowns is a wonderful ideal, the potential for building a strong economic foundation for downtown around that retail strategy alone is unlikely. Much like the prototypical shopping mall of the suburbs with JC Penney or Macy’s as anchors, successful downtowns must also have anchors. These anchors (courthouses, government offices, libraries, hospitals and other non-retail uses can serve this role as well) bring a critical mass of people to the area on a regular basis, which “feeds” the smaller stores and shops with potential customers.

Downtown Angola has several organizations and “anchors” already in place. The Courthouse, City and County Government, Cameron Memorial Hospital, and Tri-State University are just a few examples. To be successful, Downtown must reach out to these organizations, understand their issues and needs, welcome them to the area and work to allow them to grow and prosper.

D3. Finding Opportunities and Value

Revitalizing downtown properties or building new downtown structures is often less about “desire” and more about “economic feasibility.” Building in downtown environments is complex and difficult. However, in exchange for this complexity, those that choose to be in downtown get added benefits such as uniqueness, community pride, lasting value and sense of place that are often not found in easier development projects.

Downtown Angola has several opportunities for redevelopment that can lead to additional value for not only investors, but the community. To be successful, the community must find a way to assist in reducing the complexity of such projects.

D4. Move In

To be vibrant past normal business day hours, downtowns must have people. Because of this, residential opportunities must exist to allow people the option of locating and living in downtown.

Several historic buildings in Downtown Angola are suitable for higher floor residential uses. The barrier of building code and fire issues must be rectified and residential uses allowed, as has occurred in numerous other communities around the State of Indiana and country.
CONCEPTUAL VISION

The Six Districts of Downtown

These proposed districts would be areas where the City would develop land use, building form and redevelopment funding guidelines to promote the development and redevelopment of cohesive “places” that have unique character and work as a system for the benefit of Downtown.
#5. **Help the Hospital Remain and Grow**

Discussion has occurred about a potential relocation of Cameron Memorial Hospital out of Downtown Angola. As a major employer and ‘anchor’ in the downtown area, it is critical that the facility remain in Downtown and be assisted in efforts to solve growth and functionality issues. Potential actions might include: Assistance with land acquisition, regulatory assistance, streetscape and beautification activities, etc. In addition, promotion of other health related activities should occur in the area of the Hospital included medical offices, assisted living and research and laboratory facilities.

**RECOMMENDED TIMEFRAME:** OUTREACH & LAND USE POLICY CHANGES - Immediate (1-6 Months); REDEVELOPMENT ASSISTANCE - Near-Term (6-12 Months + on going)

**POTENTIAL COST:** Hospital Investment (Private); some City of Angola Redevelopment Assistance possible.

**RESPONSIBILITY:** Angola City Government, Redevelopment Commission, Cameron Memorial Hospital

#6. **Allow Tri-State University to Grow and Encourage the Opening of a Tri-State “Storefront” on the Square**

Tri-State University, as a major employer and anchor in the downtown area, must be encouraged to grow (adding potential users to the Downtown area.) It also should have a physical presence on the Square. This might include the location of offices, classrooms, or even a learning laboratory for students in an existing building or storefront in the Downtown.

**RECOMMENDED TIMEFRAME:** OUTREACH - Immediate (1-6 Months); REDEVELOPMENT ASSISTANCE - Near-Term (6-12 Months); POTENTIAL CONSTRUCTION / OCCUPATION - Mid-Term (1-3 Years)

**POTENTIAL COST:** University Investment (Private); Potential public redevelopment/zoning assistance

**RESPONSIBILITY:** Angola City Government, City Redevelopment Commission, Tri-State University

#7. **Conduct a Property Redevelopment / Funding Capacity Analysis**

Several properties represent redevelopment or reuse opportunities in Downtown Angola. One that offers potential to help the downtown as well as provide a model for others is the closed Wendy's Restaurant Building just north of the square on North Wayne Street. To understand the feasibility of such a project, a property redevelopment analysis should be done in the downtown to assess priorities and opportunities.

**RECOMMENDED TIMEFRAME:** FEASIBILITY ANALYSIS - Immediate (1-6 Months)

**POTENTIAL COST:** $15,000 - $30,000 (Depending on scope and scale of Analysis)

**RESPONSIBILITY:** Angola City Government, City Redevelopment Commission (Could be conducted by newly hired Revitalization Director if he/she has appropriate financial/real estate analysis skills), property owner.

#8. **Revise Building Code Enforcement and Zoning Ordinances**

While the need to protect users as well as other property is well understood, it is critical to find opportunities to break through regulatory “red tape” and allow the reuse of historic buildings in Downtown Angola. In addition, the City Government of Angola can perform pre development activities (re zoning, etc.) for areas of Downtown in order to open the door for private investment.

**RECOMMENDED TIMEFRAME:** On-Going (in conjunction with current Zoning/Code Updates)

**POTENTIAL COST:** Depends on level of detail and City Staff availability - Potentially $25,000 - $50,000

**RESPONSIBILITY:** Angola City Government
**BACKGROUND**

**More Than Just Roads**

While the automobile has allowed individuals to travel as never before in history, it also has created many challenges in designing walkable communities. Instead of looking just at automobile transportation, successful communities are looking at mobility. When you step out of your door, what choices do you have to get around?

A coordinated signage and wayfinding system is a part of an overall mobility system in the community.

If a Downtown area is not safe for pedestrians of all ages, then users will not come.

All aspects of roadway design have to consider the pedestrian user experience.

The system of automobile traffic, on-street parking, high quality street-scape design, and active storefronts, create a great place for commerce and business activity.

If all people cannot operate in the downtown in a safe and efficient manner...

then the downtown will continue to lose users that could help support its growth.

On-street parking is not just for convenience. It is a buffer for pedestrians and a traffic calming measure for the roadway. It is also essential to the success of downtown businesses.

Angola is known for the lakes in and around Steuben County. Managing water runoff in Angola in a sustainable way makes sense for tourism as well as the environment.

Roads can be designed to move auto traffic well and be great spaces.

Creating sustainable options for getting around

**SAFETY PEDESTRIAN ENVIRONMENT FOR ALL AGES**

**CLEAR SIGNAGE AND WAYFINDING**

**SUSTAINABLE MANAGEMENT OF WATER**

**ACCESSIBLE TO ALL TYPES OF PEOPLE**

**DESIGNED AS A NETWORK FOR MOBILITY**

**COMFORTABLE SPACE FOR COMMERCE**

**A PLACE DESIGNED FOR AUTO PARKING**

If a Downtown area is not safe for pedestrians of all ages, then users will not come.

All aspects of roadway design have to consider the pedestrian user experience.
Connecting People with Place

A1. Downtown Must Fight Back
Between 60% and 70% of all trucks going through Downtown Angola on US Highway 20 (Maumee) are using the route solely as a shortcut to the Indiana Toll Road from Interstate 69. Drivers save between $9 - $10 by using this shortcut and avoid heavy regulation of weights and other measures, but Downtown Angola receives no benefits in return for providing this service. In fact, it could be easily argued that Downtown has tangible costs from this traffic, including safety concerns, noise and pollution issues.

Downtown Angola cannot continue to be successful with current or increased levels of truck traffic on US 20. Angola City Government and the private sector must work together in partnership to find solutions for reducing the amount of truck traffic on US 20. While a complete by-pass might not be feasible, desirable or beneficial other traffic calming alternatives must be attempted.

A2. Streets are for More than just Automobiles
Historic pictures of Downtown Angola show a place where streets were alive with people and automobiles. The energy and excitement created by this public space condition made the downtown unique. Currently, automobiles dominate the streets of Downtown and there is little consideration for the comfort of pedestrians.

Research indicates that our society cannot continue to function with a complete reliance on the automobile. Simply put, streets designed for pedestrians as well as cars, trail systems for walking, running and biking, and mass transit options are all critical for communities that want to be competitive in the future.

A3. Parking is Everyone’s Responsibility
One of the basic differences between urban (Downtown) and suburban (North Wayne Street) development is the location of parking and perception of convenience. Suburban development sells itself on large parking lots offering spaces close to the front of stores. Unfortunately, while potentially convenient, this approach also has numerous costs to a community including: Large impervious surfaces that create polluted stormwater run-off, lost sense of place in a community, reduced physical activity, increased automobile usage (increased energy usage), and loss of land that could be utilized for other development types.

Downtown Angola has numerous parking spaces. While a “parking problem” is said to exist, it is not an overall supply issue. Rather, it is a system and management issue. To be successful, all members of the Downtown community will have to “buy-in” to a coordinated system in order to effectively compete with the perceived convenience of suburban-style parking lots.

A4. Show People the Way
Signage is more than just a directional tool. It is also a branding device and placemaking element. While private signage is not easily coordinated, public signs can assist Downtowns in clearly illustrating where you should go, what you should see and how to stay safe and have an enjoyable experience.

Angola City Government has an opportunity to rethink its downtown signage that includes opportunities for basic traffic, directional and roadway signage as well as more unique historical and informational signs.
CONCEPTUAL VISION

The Downtown Street Network

The Downtown street network must accommodate a variety of users to facilitate several modes of transportation (Walking, Bicycling, Automobile) to the Districts of Downtown. While this system will not be completed “all at once,” by keeping an eye on the larger vision, each individual project can have a cumulative effect when done properly.

MAJOR DOWNTOWN STREETS

Heavy semi-truck traffic is currently degrading the experience of being in Downtown Angola. Bypasses have been considered, but are not financially feasible and could detour wanted traffic from the Downtown.

To deter semi-truck usage, regulatory measures and enforcement of those measures is essential, including accurate speed zones, weigh stations, and clear crosswalk zones.

POTENTIAL STREET EXTENSIONS

As new development and redevelopment occurs, the need to extend the Downtown Street Network will be important to maintain connectivity for autos and pedestrians as well as provide alternative routes for traffic.

ON-STREET PARKING

On-street parking isn’t just for convenience, it also serves as a buffer for pedestrians. All streets in the Downtown Network should have on-street parking in some fashion and orientation.

SIGNAGE AND WAYFINDING

The entire Downtown area should have a unique, yet simple signage system that enables mobility and creates a sense of place and destination.

COMBINED SEWER PROJECTS

As combined sewer areas are rebuilt, it is important to consider the implementation of sustainability measures such as pervious paving and natural vegetation.
RECOMMENDED PROJECTS

Improving Mobility in Downtown

#9. Improve Regulatory Enforcement for Truck Calming

Benefits for truck users have to be brought back into better balance with the costs of this truck traffic to Downtown Angola. While a roadway bypass might assist in removing heavy truck traffic, the benefits do not necessarily outweigh the costs of such an activity on many levels. Instead, Angola City Government should work with Steuben County Officials and INDOT Officials to implement traffic calming measures aimed at reducing the attractiveness of US 20 as a highway shortcut. Potential activities to be implemented include: traffic patrols/enforcement of speed limits, weigh stations, clear crosswalk indications and noise level restrictions.

RECOMMENDED TIMEFRAME: On-Going (as announced by INDOT in March 2008)
POTENTIAL COST: INDOT Costs with City of Angola Support as needed.
RESPONSIBILITY: INDOT, Angola City Police, Steuben County Sheriff

#10. Implement a Public/Private Parking System

To be successful, a parking system in Downtown Angola must be viewed as a whole and not in piecemeal parts. Key principles to such a system must include: the priority of making on-street parking available to potential customers first, shared use of parking lots based on land use activities and time of operation, and simple and clear signage to potential parking spaces. The Angola City Government must audit its on-street parking policies with the assistance of private business owners/downtown organizations to ensure that the parking system works for the benefit of the potential Downtown customer.

RECOMMENDED TIMEFRAME: OUTREACH - Immediate (1-6 Months); SYSTEM DESIGN/IMPLEMENTATION - Mid-Term (1-3 Years)
POTENTIAL COST: Planning and Design Assistance ($10,000 - $20,000) + Signage and Parking Stall Restriping Costs
RESPONSIBILITY: Angola City Government, Downtown Organization

#11. Create a Downtown Signage and Wayfinding System

Urban areas such as Angola's Downtown can be difficult to navigate. A signage and wayfinding system can assist in directing visitors to key locations as well as serving as a visual that unifies the area and brings cohesion to the user experience. This signage and wayfinding system should be coordinated with the tourism branding signage, regulatory signs (parking signs, etc.), historical and informational signage, and directional signage.

RECOMMENDED TIMEFRAME: SYSTEM DESIGN - Near Term (6-12 Months)
POTENTIAL COST: Planning and Design Assistance ($10,000 - $30,000) + New Signage and Installation
RESPONSIBILITY: Downtown Organization, Angola City Government, Other Interested Organizations

#12. Develop Complete Streets Policy for City Street Rebuilding

New thinking about the role of the street can lead to greater benefits when streets are redesigned and rebuilt. The Angola City Government should work towards adopting a "Complete Streets" policy that guides how streets are rebuilt over time. These "Complete Streets" accommodate more than just automobile traffic, and are designed to also accept pedestrians and bicyclists as well.

RECOMMENDED TIMEFRAME: INITIAL POLICY - Mid-Term (1-3 Years); IMPLEMENTATION - on going
POTENTIAL COST: Limited - Staff Time. Several model policies and standards are available at a nominal cost.
RESPONSIBILITY: Angola City Government - Engineering Department, Planning Department
BACKGROUND

A Complete System of Spaces

1st Impressions, 2nd Impressions, Lifetime Impressions... They all matter when creating a successful downtown. Those downtowns that see the outdoor environment as a system find opportunities and value through projects that often are perceived as disconnected. As a system, the outdoor environment becomes "always on" advertising and marketing. It also creates a quality of life that is attractive to employers and residents.

Programming adds life to public places.

Parks and open spaces should be seen as places for people to gather, play and celebrate.

Angola has a rich history and background.

Signage and markers can help others learn about Angola and the Downtown.

People want to see things that are unique. Finding ways to celebrate uniqueness in public art, signage and types of businesses will create a destination in Angola.

Backdrops are often forgotten as ideal locations for gardens and decks. These spaces can provide extra outdoor value in urban settings as well as stormwater benefits.

To make urban trails and sidewalks more than just for recreation...

they must link key and desirable destinations. (Cultural Trail - Indy shown above.)

Plants and vegetation are powerful tools in the outdoor environment. They add beauty, but when designed correctly, they can manage and clean stormwater and assist in pollution control.

Public art (permanent and temporary) can add to the sense of identity in a community.
E1. Building to Curb: A Continuous Public Plaza
The area between the face of Downtown's buildings and the curb of the street is a very important space. It is in this space that the public life of Downtown occurs. If this is not a high-quality, hospitable public environment for people then Downtown's private life (businesses, residences, offices, etc.) will suffer.

Because Angola has a very urban Downtown from a site design standpoint, the potential exists to enhance this “building to curb” space in a way that adds tangible value through increased pedestrian business traffic, higher real estate values, desirability as a residential location, and a sense of destination.

E2. Practicing What We Preach (and Sell)
Angola and Steuben County sell their natural environment and lake landscape to visitors, businesses and potential residents. While few understand the connection between the built environment and the natural environment, it is clear that they affect each other in great ways. People develop property to be near nature and, as a result, nature is often placed out of balance by that development. This creates a potentially devastating cycle.

While Downtown Angola is not on a lake or in a forest, it is the top of the area’s watershed. Stormwater and pollutants that start in Downtown ultimately find their way into the natural environment so prized by citizens of the community. Therefore, implementing sustainability measures in Downtown Angola makes sense not just for Downtown, but for the pride of the community (the lakes and forests) and its long-term tourism future.

E3. Creating Parks in the Sky
Urban environments do not have front and backyards like most suburban development. Instead, users essentially “give up” individual open spaces through dense development patterns in exchange for common open spaces such as parks and plazas.

While Downtown Angola has some large open spaces in close proximity (Commons Park, the Big Center Lake Area), it also has places of tremendous untapped potential for open space: Building Roof-Tops. Not only can rooftops give users new open space opportunities, but they also can play a role in sustainable development through a reduction of heating and stormwater management.

E4. Recreation for Downtown Dwellers
People need opportunities for recreation to stay healthy and happy. Downtowns are often in conflict with this fact and offer few opportunities for outdoor recreation. This makes living or working in Downtown less desirable and has a dramatic effect on real estate values.

The proximity of Commons Park and potential for an urban trail system present opportunities for increasing the desirability for living Downtown. The goal should be to make these features a known part of the Downtown environment and a key selling feature for current users and potential residents.
CONCEPTUAL VISION

The City as a Continuous Park

Just because Downtown Angola is an urban setting does not mean that it must lack the benefits of open spaces and smart, sustainable land use. Many systems (trails, parks, streets, etc.) can be designed to make Downtown feel like a continuous park and offer users rest, comfort and recreation in urban life.

MAJOR DOWNTOWN STREETS
These streets handle heavy auto traffic. To make a comfortable downtown, they must be redesigned as a system to not only accommodate auto traffic but also provide a comfortable pedestrian environment for walking, on-street parking and safe window shopping.

TO POSSIBLE CENTER LAKES NATURE PRESERVE/PARK?

PARKING LOT RAIN GARDENS
Since Downtown Angola is the top of the area watershed, all water drains to some lake. Recognizing this, each parking quadrant of the public square should be ringed with a rain garden to clean water.

ALL STREETS AS URBAN TRAILS
As the 5/10-minute walk circles indicate, the Downtown is very compact. Creating high quality street environments that encourage pedestrians and bicycles offers a realistic alternative to auto driving.

URBAN TRIAL PATHWAY
This route for an urban trail pathway connects the downtown area with the YMCA to the north. (Beginning Construction in 2008)

Additional trail routes (especially as a loop as shown) will begin to create a even stronger amenity.

COURTHOUSE PARK = NATURE
The park adjacent to the Courthouse is currently underutilized and could be a great “urban nature center.” Respecting the history is critical, yet redesigning the space could be a valuable part of a downtown revitalization in Angola.
RECOMMENDED PROJECTS

Making Downtown Comfortable & Sustainable for the Future

#13. Redesign and Rebuild Maumee Street (US 20)
A new streetscape design should be implemented in conjunction with the projected 2009/2010 INDOT resurfacing project of Maumee Street. At the very least, this redesign should address medians in the middle of the street. Costs shown below are for Maumee from the Public Square west to West Street and east to before Washington Street. Please note that these are not firm costs. Additional design work is needed.

RECOMMENDED TIMEFRAME: FUNDRAISING/COORDINATION - Immediate (1-6 Months);
DESIGN - Near-Term (6-12 Months); CONSTRUCTION - Mid-Term (1-3 Years)
POTENTIAL COST: MEDIANS-ONLY ($200,000 - $250,000), STREETSCAPE ($900,000 - $1,300,000)
RESPONSIBILITY: INDOT, Angola City Government, Downtown Organization

#14. Redesign and Rebuild the Public Square
The Public Square of Angola is currently functioning as a place that people “move through” rather than “move to.” Redesign of the sidewalk areas in addition to the parking “triangles” is essential to make Downtown a destination that drives potential customers into stores and increases the desirability of the location for residential and office users. Key design elements should include: plaza treatments for parking areas, public safety devices including bollards and street trees, street furniture and signage, and outdoor cafe accommodation.

RECOMMENDED TIMEFRAME: FUNDRAISING/COORDINATION - Immediate (1-6 Months);
DESIGN - Near-Term (6-12 Months); CONSTRUCTION - Mid-Term to Long-Term (1-6 Years)
POTENTIAL COST: $600,000 each Quadrant, $2,400,000 - $3,000,000 entire project
RESPONSIBILITY: INDOT, Angola City Government, Downtown Organization

#15. Green the Courthouse Square Park
The park space east of the Steuben County Courthouse is an under-utilized area. Efforts to improve the park to make it more user friendly and sustainable are critical to facilitating better use of this Downtown resource. Redesign elements might include: Use of native plant materials for education and stormwater management, offering of more seating options, creation of angled or parallel parking spaces along the perimeter with pervious paving to manage pollutants and stormwater, the use of “green” maintenance techniques, etc.

RECOMMENDED TIMEFRAME: FUNDRAISING/COORDINATION - Immediate (1-6 Months);
DESIGN - Near-Term (6-12 Months); CONSTRUCTION - Mid-Term to Long-Term (1-6 Years)
POTENTIAL COST: Varies. Depends on several factors including size of project, materials, etc.
RESPONSIBILITY: Steuben County Government, Angola City Government, Downtown Organization

#16. Develop Sustainable Rain Gardens for Parking Areas
Angola City Government should work with interested private property owners to develop key rain garden demonstration projects in parking area. The Angola City Government parking lots should lead by example in this area by implementing such rain gardens. This activity also has the potential to be an educational tool as well, showcasing specific lakes to which the newly cleaned stormwater is ultimately heading towards. (The Center Lake Quadrant, the Fox Lake Quadrant, etc.)

RECOMMENDED TIMEFRAME: FUNDRAISING/COORDINATION - Immediate (1-6 Months);
DESIGN - Near-Term (6-12 Months); CONSTRUCTION - Mid-Term to Long-Term (1-6 Years)
POTENTIAL COST: Varies. Depends on several factors including size of project, materials, etc.
RESPONSIBILITY: Angola City Government, Private Property Owners
Informing & Activating the People

Creating a high-quality built and natural environment in Downtown will be useless without continuous efforts to activate the spaces with programs and reasons for people to use Downtown. This is a continuous process that requires clear and easily accessible information as well as leadership and dedication. And, lest it be forgotten, Downtown must be fun and interesting!

By maintaining reliable data on various markets, investors and developers will be more likely to invest in the Downtown.

Creative signage, such as this windchime banner sign, can give the Downtown a sense of creativity and place as well as market the area to visitors.

Street fairs and festivals create traditions and offer regular events.

Regular maintenance and upkeep will not only protect the investment in the physical environment, but will also create a sense of pride in the community for appearance.

The first point of reference for many to Downtown Angola will be the internet...

The "web presence" of the Downtown must be clear, interesting and informative.

Creating a unified image for the Downtown that is used by all, will give prospective visitors, employers and current residents the understanding that Downtown is coordinated and ready for business.

Visitors and residents want to be able to talk about Downtown in terms of what is "great." Angola has many possible themes that it can be "known for." A great farmers market is shown above.
Always Telling the Angola Story

P1. Make Angola Unique
The State of Indiana is home to dozens of quaint downtowns with “historic charm” and “Mayberry-like” feel. Most of these places try to compete with each other solely on “charm factor.” As in other lines of business, being competitive for downtowns means finding a “market niche” that makes you unique and attractive to users.

Angola has several characteristics that makes it a unique place. The monument / traffic circle / public square, proximity to Tri-State University, functioning downtown movie theatres (two), and location within a part of the State of Indiana that is filled with natural beauty are just some things that set Angola apart. These, along with other potential new markets, must be developed, enhanced and refined to set Angola apart in the marketplace.

P2. Get Professional
Being a business owner is exciting and empowering. Yet few people understand that there are professional standards that must be met to increase the chance for business success and survival. Pride, mis-education and poor management skills are all factors that stop business owners from being successful in the process of actually being professional (and successful) in business.

Downtown Angola will be successful if those who have an entrepreneurial spirit are assisted with professional business development training and education. Current residents, potential visitors and day employees all expect a level of professionalism in order to do business, buy products and use downtown. While the Angola City Government and downtown organizations cannot make businesses be more professional, they can organize and offer tools for business improvement.

P3. Tell the Story, Tell the Story, Tell the Story...
Marketing, Branding, Selling, Tourism, Economic Development, Advertising... They all relate to the action of telling a story. Those downtowns that have a clear and understandable story are those that attract the attention of users and find long-term viability and success.

The “story” of Downtown Angola will always be changing. And therein lies, the story...namely, that Angola’s Downtown is adaptable to change; By understanding the past, working in the present, and keeping an eye on the future.

P4. Activate and Celebrate
What good is a downtown without people and fun? Great downtowns are not just museums for historic architecture, spaces for offices, or a place for a cup of coffee. They are places that excite and inspire and make a community feel connected to each other through a common location.

As Downtown’s physical environment improves, so will the need for programming to increase and improve. By planning events and activities, users can be exposed to Angola’s Downtown and make lasting connections that will drive them to return for future visits.
#17. Create “Market Data Packages” for Entrepreneurs
Downtown Angola has traditionally been home to small retail stores and professional office spaces. In addition to continued development of retail and office markets, the potential exists to explore other areas such as restaurants, college-related activities, and residential uses. Information “packages” should be developed to expose these potential markets to investors and entrepreneurs. These packages might include: demographic and spending trend data and analysis, real estate location analysis, potential business plan models, etc.

RECOMMENDED TIMEFRAME: Immediate (1-6 Months) - On going
POTENTIAL COST: Initial outside consultant assistance ($10,000) + on-going staff time
RESPONSIBILITY: Angola City Government, Downtown Organization

#18. Develop a Business Plan Resource/Education Program
Too many downtown businesses are not fully prepared to face the challenge of business ownership. The regular turn-over of business activities is not good for anyone in downtown. The business owner loses time and investment, the building owner must restart the leasing process, and downtown suffers from the perception of lack of business activity and lost “familiarity” for users. While people cannot be made to learn the art and science of business, steps should be taken to offer education in this field as a prerequisite for public assistance from the City Government or private sector downtown organizations.

RECOMMENDED TIMEFRAME: Immediate (1-6 Months) - On going
POTENTIAL COST: Volunteer time with outside consultant assistance and/or University assistance
RESPONSIBILITY: Angola City Government, Downtown Organization, Tri-State University, Other organizations

#19. Develop a Clear Identity and Brand
The effort to design an identity or brand for Downtown is more than just a logo and tag line development process. It involves the coordination and collaboration of many agencies and organizations that will potentially utilize such materials. While this sort of process is always on-going, the need for a coordinated identity and brand for downtown must be developed.

RECOMMENDED TIMEFRAME: PROJECT SCOPING - Immediate (1-6 Months);
DESIGN/IMPLEMENTATION - Mid-Term (1-3 Years)
POTENTIAL COST: Professional Brand and Logo Development Assistance ($10,000 - $30,000)
RESPONSIBILITY: Angola City Government, Downtown Organization, Chamber of Commerce, Tourism Bureau

#20. Build a Strong Internet Presence
In today's world, the internet is the place were people “comparison shop.” In the case of Angola’s Downtown, this means that having a professionally designed web page, which paints a clear and exciting picture of downtown and offers useful and critical information, is essential. www.downtownangola.com might be a suggested web page domain.

RECOMMENDED TIMEFRAME: PROJECT SCOPING - Immediate (1-6 Months);
DESIGN/IMPLEMENTATION - Mid-Term (1-3 Years)
POTENTIAL COST: Professional Design Assistance + Hosting and Maintenance Costs ($10,000 - $20,000 initial)
RESPONSIBILITY: Angola City Government, Downtown Organization
Analysis of Issues for Downtown Angola

The following pages represent a brief analysis of economic development, real estate market and regional land use issues that affect Downtown Angola. They are presented here to assist in the understanding that Downtown Angola does not exist as an island in the community. Downtown and its success will be a direct result of how the entire community is planned for the future and how it understands underlying economic principles and demographics.
MARKET ANALYSIS


The Hyatt Palma report generally summarized a positive overview of Downtown Angola market potential. The 2008 Downtown Revitalization Master Plan Project Team (the ‘Project Team’) concurs with the positive potential in the market. The key items of note from the Hyatt Palma Report include:

- Because of the semi-rural nature of Angola’s location, it was assumed that a 20-25 minute drive time would represent the primary drive time market for downtown Angola. It is the Project Team’s opinion that this assessment is not inconsistent with a typical semi-rural downtown assessment. Also, it was determined by the Project Team that while other downtowns within or near this drive time may be in some form of downtown revitalization there is no other downtown that is as clearly advanced over the position of Angola.
- Downtowns are usually successful for a variety of reasons. On the retail side, three primary reasons are:
  1. A “convenience market” (gas, non-destination restaurants, everyday needs) well within the 20-25 minute drive time which services the local population;
  2. A unique mix of retail (including food and beverage) which provides a reason for those within the drive time to make the trip;
  3. A pleasant, pedestrian oriented environment, which often emphasizes character and the history of the community.
- Additionally, two other factors found in Downtown Angola (and not in similar downtowns) are:
  1. A daily office population which can provide daytime business;
  2. “Bonus market” additions such as the presence of Tri-State University and the local tourism market in Angola.
- Household incomes offer good, but not great, potential spendable income in the primary market with average incomes growing as the distance from the downtown is increased.
- At the time of the Hyatt Palma report, 45 retail businesses (9 vacancies) representing 156,625 square feet and 41 offices representing 224,500 square feet were identified.
- Hyatt Palma calculations suggested average retail sales of $165.00 per square foot representing a 4% capture rate. It was suggested that a 4.5-5.0% capture rate by 2011 was reasonable. It was further suggested that an increase of 25,000-40,000 square feet of office square feet by 2011 might be reasonable. These are clearly estimates which may involve some new construction but which may also involve revitalization of existing space. They do establish a goal, however.
- Residential usage in upstairs space was emphasized along with the ongoing strengthening of adjacent single-family neighborhoods to the downtown. No particular recommendations were made relative to residential growth. This is probably not a near-term growth area for Angola in the downtown.
- Multiple summary thoughts were offered by the Hyatt Palma report which are the typical areas where a downtown economy can be improved. These areas are:
  1. Residential enhancement (upstairs and adjacent residential neighborhoods)
  2. Retention programs for existing business
  3. Addition of specialty businesses
  4. Programs to enhance the service and quality of products provided by existing businesses
  5. On street marketing programs (i.e. sidewalk sales) and outdoor café dining
  6. Safety enhancements
  7. Transportation and parking improvements
  8. A farmers market
  9. Business recruitment (a “top list” and a broader list were provided)
  10. Creation of an extended day (i.e. more night time activity) to take advantage of the “fun and entertainment” environment which is a downtown advantage
  11. External recruitment
  12. Multiple marketing initiatives to enhance downtown visibility and make existing merchants more successful

Finally, an implementation plan was suggested by Hyatt Palma. The primary areas within the implementation plan were:
- Partnership and management (i.e. the organization of the implementation effort), Parking and traffic, Public improvements, Private property improvements, Business development (recruitment), Marketing
MARKET ANALYSIS

Downtown Market Update (2008)

This update elaborates upon the key points in that Action Agenda Document as it relates to the Angola Downtown Revitalization Master Plan. Angola's market is characterized as semi-rural. Traditionally, this type of market draws from a larger geography than a suburban or urban market. Typical drive times for such a market are 20-30 minutes or longer. Consumers in these and rural markets simply drive greater distances to purchase goods and services. Some updated demographics for Angola are shown below in Figure A.

Figure A: Angola's Updated Demographics
(From the Public Square - 2007 Information - Latest Available)

<table>
<thead>
<tr>
<th>Basic Variables 2007</th>
<th>1 Mile</th>
<th>5 Miles</th>
<th>5 Minutes</th>
<th>30 Minutes</th>
<th>Angola City</th>
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<tbody>
<tr>
<td>Average Household Size</td>
<td>2.26</td>
<td>2.27</td>
<td>2.21</td>
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<td>2.22</td>
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<tr>
<td>Households</td>
<td>2,458</td>
<td>6,634</td>
<td>3,086</td>
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<tr>
<td>Population</td>
<td>6,200</td>
<td>16,008</td>
<td>7,506</td>
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<tr>
<td>Population Median Age</td>
<td>32.64</td>
<td>35.12</td>
<td>32.25</td>
<td>37.16</td>
<td>32.58</td>
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<tr>
<td>Average Household Income</td>
<td>$45,737</td>
<td>$54,625</td>
<td>$46,948</td>
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<td>Median Household Income</td>
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<tr>
<td>Household Incomes</td>
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<td>$75,000 to $99,999</td>
<td>312</td>
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<td>$250,000 Plus</td>
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<td>Total Employees</td>
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<td>Total Retail Expenditure</td>
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Demographic data © 2007 by Experian/Applied Geographic Solutions.

Angola does have some competitive market advantages. Angola's median incomes increase as the market geographies expand. The employment within 1 mile of the Public Square is about 4,200 and over 6,200 within the 5-minute convenience drive time. Again, within 1 mile of downtown, nearly 25% of the households have incomes in excess of $75,000. Angola's 30-minute drive time shows a market of over 90,000 with total retail expenditures in excess of $725,000,000. This drive time is bounded by Auburn, IN and Coldwater, MI--two of Angola's comparison communities, as identified in the 2006 Action Agenda.

The 2006 Agenda states that downtown Angola has 45 businesses occupying 156,625 SF. Applying the assumed downtown average of $165 sales per square foot, downtown's sales are an estimated $26,000,000. The 2006 report suggests a reasonable 4.5-5% sales capture rate of the overall retail expenditures for downtown Angola. Applying a 5% capture rate to the $725,000,000 figure noted above, downtown's potential market is in excess of $36,000,000.

Downtown Angola has the opportunity to develop three additional 'bonus' markets. Such markets contribute additional revenues to downtown businesses. These markets include: additional downtown employees, Tri-State University students, and visitors. All are long-term opportunities. Additional employees would improve downtown's daytime market, particularly for catering and lunchtime business. An additional 100 downtown employees, conservatively spending $5 per day for 50 weeks annually, can generate an additional $125,000 in downtown sales. Tri-State University will likely be a smaller market, given available campus services for student residents. Assuming a small percentage of Tri-State students (say 10% of 1,700 students, or 170 students) spend $20 per week downtown over a 36 week academic calendar, this could represent $1,224,000 in additional sales for Angola's downtown. Finally, obtaining additional visitor dollars will be possible as downtown's business mix strengthens is a third opportunity. Currently, Angola collects $380,000 annually in Hotel/Motel Tax. This represents 76,000 room nights annually. Assuming 50% of these room nights spend an additional $10 per night in downtown Angola, this is an additional $380,000 annually. These amounts may not seem enormous, but 'bonus market' growth over time can be an important contributor to business development. Additional 'bonus' revenues can help business operating margins improve, enable business expansion, and allow more business owners to prosper.
MARKET ANALYSIS

Comparison Communities Analysis

The Hyatt Palma market study identified two comparison communities for Angola—Bryan, OH and Coldwater, MI. Another, Auburn, IN, was noted in multiple interviews with Angola stakeholders. Each of these communities was visited as part of the market study update component of Angola’s Downtown Revitalization Master Plan.

The demographic characteristics of Angola and the three comparison communities are shown below in Figure B.

Figure B: Comparison Community Demographics (2007 Data - Latest Available)

<table>
<thead>
<tr>
<th>Comparison Communities</th>
<th>Auburn, IN</th>
<th>Coldwater, MI</th>
<th>Bryan, OH</th>
<th>Angola, IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Household Size</td>
<td>2.32</td>
<td>2.51</td>
<td>2.16</td>
<td>2.22</td>
</tr>
<tr>
<td>Households</td>
<td>5,454</td>
<td>4,188</td>
<td>3,604</td>
<td>2,992</td>
</tr>
<tr>
<td>Population</td>
<td>12,914</td>
<td>13,066</td>
<td>7,954</td>
<td>7,291</td>
</tr>
<tr>
<td>Total Population Median Age</td>
<td>36.67</td>
<td>36.92</td>
<td>39.99</td>
<td>32.58</td>
</tr>
</tbody>
</table>

Educational Attainment (25 and Over)

<table>
<thead>
<tr>
<th></th>
<th>Auburn, IN</th>
<th>Coldwater, MI</th>
<th>Bryan, OH</th>
<th>Angola, IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>% Associate degree</td>
<td>7.54%</td>
<td>7.70%</td>
<td>6.51%</td>
<td>5.32%</td>
</tr>
<tr>
<td>% Bachelor's degree</td>
<td>11.62%</td>
<td>8.16%</td>
<td>10.97%</td>
<td>11.90%</td>
</tr>
<tr>
<td>% College, No Diploma</td>
<td>22.42%</td>
<td>23.98%</td>
<td>20.62%</td>
<td>20.58%</td>
</tr>
<tr>
<td>% Graduate Degree</td>
<td>5.34%</td>
<td>4.48%</td>
<td>3.62%</td>
<td>8.48%</td>
</tr>
</tbody>
</table>

Household Income

<table>
<thead>
<tr>
<th></th>
<th>Auburn, IN</th>
<th>Coldwater, MI</th>
<th>Bryan, OH</th>
<th>Angola, IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Household Average Income</td>
<td>$55,785</td>
<td>$43,458</td>
<td>$47,971</td>
<td>$47,084</td>
</tr>
<tr>
<td>Median Household Income</td>
<td>$53,265</td>
<td>$41,740</td>
<td>$44,145</td>
<td>$45,246</td>
</tr>
</tbody>
</table>

Length of Residence

<table>
<thead>
<tr>
<th></th>
<th>Auburn, IN</th>
<th>Coldwater, MI</th>
<th>Bryan, OH</th>
<th>Angola, IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stability (% In Current Residence 5 Plus Years)</td>
<td>40.50</td>
<td>35.52</td>
<td>36.84</td>
<td>32.42</td>
</tr>
</tbody>
</table>

2007 Employees

<table>
<thead>
<tr>
<th></th>
<th>Auburn, IN</th>
<th>Coldwater, MI</th>
<th>Bryan, OH</th>
<th>Angola, IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Employees</td>
<td>8,975</td>
<td>8,437</td>
<td>7,489</td>
<td>5,710</td>
</tr>
</tbody>
</table>

2007 Establishments

<table>
<thead>
<tr>
<th></th>
<th>Auburn, IN</th>
<th>Coldwater, MI</th>
<th>Bryan, OH</th>
<th>Angola, IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Establishments</td>
<td>614</td>
<td>691</td>
<td>477</td>
<td>527</td>
</tr>
</tbody>
</table>

2007 Consumer Expenditures

<table>
<thead>
<tr>
<th></th>
<th>Auburn, IN</th>
<th>Coldwater, MI</th>
<th>Bryan, OH</th>
<th>Angola, IN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Retail Expenditure</td>
<td>$109,061,698</td>
<td>$71,508,012</td>
<td>$65,570,406</td>
<td>$53,678,281</td>
</tr>
</tbody>
</table>

Demographic data © 2007 by Experian/Applied Geographic Solutions
Comparison Communities Analysis

Angola and these three communities have remarkably similar demographics. A few differences are notable. Of the four communities, Angola has the highest levels of educational attainment and the youngest median age, likely an effect of Tri-State University. Auburn represents the largest retail market with the highest incomes and largest employee base. Coldwater is the largest community with the largest number of business establishments. Despite their similar size, Auburn’s retail expenditure dramatically exceeds Coldwater’s figure. Bryan, OH has the largest employment base, given its size and location. This also enables its large retail market for its population. Though not shown in the Figure B, Coldwater is the most ethnically diverse of the four communities with newer Hispanic and Arabic (Yemeni) populations. The remaining communities are significantly less diverse.

In addition, all four communities have other similar attributes. All are county seats with historic courthouse buildings located in the center of downtown. Each downtown is also organized around the intersection of major highways. All have major auto-oriented, retail corridors, typically comprised of large format retailers and national restaurants, along the primary highway routes into the community. Of the four, Bryan, OH is the farthest from any Interstate but does have a retail strip on OH Route 2, north of U. S. Route 6.

Much of the business mix in each of the four downtowns is dependant upon services related to county government. Each of these downtowns has signature successful businesses, like Angola’s Calico’s and Sutton’s Deli, and each has some notable large vacancies. This was particularly evident in Coldwater. Despite some vacancies, Auburn’s downtown square has an apparent home furnishings cluster among its mix. Bryan, OH’s downtown square has had some recent historic building rehabilitations and a greater variety of food and beverage options, in addition to Peebles department store.

Angola’s position among these comparison communities is similar but can become stronger with this Master Plan implementation and a focus on downtown. Coldwater and Bryan have initiated downtown revitalization efforts within recent years. Service businesses and professional practices will remain a major part of the mix in all four communities. Enabling redevelopment to support the expansion of this sector will help support and expand other downtown mix opportunities, such as food and beverage. These options appear to be evolving in Auburn, with its brewpub, and Bryan, with its sit down dining options on the square. The evolution of clusters, such as that in Auburn, should be identified as they develop and promoted as part of downtown Angola’s revitalization effort.
MARKET ANALYSIS

General Downtown Retail Principles

As a commercial locale, downtown Angola should be considered in the context of several established principles common to any successful retail development. These principles include:

1. **Retail follows residential.** There must be a large enough residential population within a geography understood by retail site locators to support construction of any type of new shopping venue. Larger format retailers have identified and located in Angola on Route 127, indicating an ongoing market opportunity with that sufficient residential population. Applying International Council of Shopping Center (ICSC) Shopping Center definitions would indicate that any downtown, such as Angola’s, could be categorized as a Neighborhood Center, serving convenience needs within a 3-mile geography. However, the multi-functional nature of each downtown’s unique mix of businesses, institutions, and services makes them difficult to define and categorize. In Angola’s case, resident convenience needs are also served on Route 127. The challenge for downtown Angola is to develop and differentiate its experience and retail offering within a recognizable, strong, and competitive market.

2. **Visibility is critical.** Stores must be visible to a large enough pedestrian and/or vehicular population. Repeat customers are the lifeblood of any business, but stores also require new customers to expand that customer base. These new customers are easier to attract when a large population sees the store every day. Studies by national restaurateurs and retailers suggest that sites with traffic counts in excess of 20,000 vehicles and/or pedestrians per day are the most vital. Traffic counts for downtown Angola are currently unavailable. Truck traffic represents a major component of overall vehicular traffic. Understanding non-truck average daily traffic counts, if available or possible, will be useful data for downtown’s businesses.

3. **Visual and physical access must be easy.** In commercial areas, customers and visitors have difficulty being comfortable around downtown businesses because of traffic and poor signage. This can lead to confusion about where to go in downtown Angola. The physical design and traffic improvements proposed as part of this Master Plan can mitigate some of the more intimidating aspects of comfort and access on the Public Square.

4. **Co-tenancies and clustering are critical to long-term success.** Strong retailers and restaurants prefer to locate, or cluster, near complementary or competitive businesses. These similar tenancies allow consumers to comparison shop, and such locations gain a reputation as “the place to shop for...” As downtown Angola begins its revitalization process, developing strong working relationships between City staff, downtown property owners, downtown businesses, and the Chamber will help create the business environment that will support successful downtown tenancies.

The 2006 Action Agenda provides a list of potential downtown business recruitment opportunities. These opportunities should be considered within the context of the above retail principles. Individual business types for recruitment are noted in the Agenda. These business types represent two general categories for downtown success—food and entertainment and unique retail. Downtown Angola has successful businesses in both general categories. Skip’s draws from a 60-mile radius for their entertainment offerings. Sutton’s Deli has a substantial catering business serving downtown offices and area residents, and Calico’s draws customers from a large geography, given their quality merchandise. Business development in these two categories will remain important to downtown’s economic success. Maintaining and growing strong downtown’s service and professional office segment will also remain important to increase downtown activity throughout the day and evening.
Sustainable Business Models

Addressing downtown's underlying economics will be an important aspect of the revitalization process. Working with property owners to identify and prepare for strong tenants will be a critical part of the downtown revitalization process.

Currently, downtown Angola has multiple successful businesses. Many downtown business owners own the buildings housing their businesses, which has a substantial impact on average ground floor rents. According to the City of Angola, the average ground floor space leases for $2.11 PSF. Therefore, a 2,500 SF ground floor space leases for about $440 monthly, or about $5,275 annually. Assuming a lease rate of $3 PSF for a typical tenant business, the same ground floor space has an annual rent of $7,500.

Occupancy expense typically represents 8-10% of revenues for most ground floor business tenants. Applying that multiple at $3 PSF, a typical ground floor tenant in Angola is generating annual sales of about $75,000 at 10% of revenues. This typical store returns an estimated $2,000 to the business owner, assuming the owner has limited expenses and one part-time employee for coverage. This is shown in Figure C below.

Figure C: Sustainable Business Model Examples

<table>
<thead>
<tr>
<th>Sales</th>
<th>Typical Downtown Store</th>
<th>Sustainable Downtown Store</th>
<th>Long-Term Successful Downtown Tenant</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td>$75,000</td>
<td>$412,500</td>
<td>$500,000</td>
</tr>
<tr>
<td>Merchandise</td>
<td>$37,500</td>
<td>$206,250</td>
<td>$250,000</td>
</tr>
<tr>
<td>Wages</td>
<td>$10,000</td>
<td>$45,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Rent</td>
<td>$7,500</td>
<td>$41,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Repairs</td>
<td>$2,000</td>
<td>$2,000</td>
<td>$2,000</td>
</tr>
<tr>
<td>Advertising</td>
<td>$2,000</td>
<td>$10,000</td>
<td>$12,000</td>
</tr>
<tr>
<td>Supplies</td>
<td>$4,000</td>
<td>$20,000</td>
<td>$20,000</td>
</tr>
<tr>
<td>Other</td>
<td>$10,000</td>
<td>$30,000</td>
<td>$30,000</td>
</tr>
<tr>
<td><strong>Profit before tax</strong></td>
<td><strong>$2,000</strong></td>
<td><strong>$58,250</strong></td>
<td><strong>$86,000</strong></td>
</tr>
</tbody>
</table>

In the second column, the sales, or revenues, are derived from the 2006 Agenda which indicated that average downtown sales per square foot (SPF) was $165. For a 2,500 SF ground floor space, this represents annual sales of $412,500. Given this sales level with rents at about 10%, or $16.50 PSF, the business provides a potential after-tax return to the owner close to Angola's median income. The third column is a long-term scenario with rents at $20 PSF. In this scenario, the tenant is making a profitable return and the landlord has a successful tenant and is receiving additional rents, based upon tenant success.

Rents are a function of commercial activity in any downtown district. Low rents mean low sales. The disparity between the Sales Per Square Foot (SPF) ($165) and the average Price Per Square Foot (PSF) lease rate ($2.11, or using $3) is a disincentive for property owner reinvestment in downtown's buildings. Some of the disparity is related to downtown's greater number of business owner occupants. Though these business owner occupants have a different lease arrangement, the ground floor rental income generated at the average rate provides an insufficient return to make any improvements. In Master Plan focus groups and interviews, the highest PSF noted was about $8. With such a disparity, property owners can focus only on minimizing expenses. It inhibits their ability to recruit strong tenants to increase building revenues, to reinvest in their buildings, and to benefit from the long-term asset appreciation resulting from such reinvestment.
MARKET ANALYSIS

Summary

Must Create a High Quality “Destination Market” to Supplement the Convenience Market
The project team generally concurs with the assessment of the primary trade area and the opportunities that the area presents by the Hyatt Palma report. The Project Team would emphasize the dual role of both a convenience market and a destination market in order to achieve overall market improvement. The "destination market" requires that customers view the downtown as a legitimate destination. Angola’s Downtown Revitalization Master Plan must emphasize the need to establish a business mix, events / entertainment and a physical environment which qualifies as a "destination" over time.

Residential Not a Near-Term Driver of New Customers
Efforts to build quality residential opportunities “upstairs” in multi-story downtown buildings and in neighborhoods adjacent to the downtown can only be helpful. However, in the foreseeable future, the residential improvement effort will add to the quality of the environment but most likely will not significantly impact the number of customers for the downtown. New downtown higher density housing construction in the near term is probably not likely given construction economics and the buyer preferences in a semi-rural environment.

Physical Environment is Key
Increased customer usage will primarily be related to increased frequency of visits and new visits (all related to the quality of the experience). The many aspects of the physical environment (including parking and traffic, site development, streetscape) must be addressed by the Downtown Revitalization Master Plan.

Increase Rents = Increase Building Improvements
Property owners currently have little incentive to perform building improvements without corresponding increases in revenue (rents). Understanding this, efforts must be taken to make Downtown a more attractive environment for shoppers, which will begin to generate more demand for other shopping. Recommendations of the Revitalization Master Plan, including improving the physical environment (Streetscape Projects, Park Projects, etc.) will have a dramatic impact that will assist in this effort of making Downtown a more desirable place for shopping and office use.

Increased Employment Opportunities are Essential for Improved Market Opportunity
Large employers such as Tri-State University and Cameron Memorial Hospital must be given opportunity to expand and increase their workforce and visitors/users/students. Both groups will then offer an increased ‘market’ for downtown goods and services.

Different Types of “Marketing”
While ‘marketing’ must be addressed, the focus of “customer marketing” (as opposed to tenant marketing) will be oriented to “starter” marketing initiatives in the short term with greater marketing in the future as the products in the downtown suggest a greater reason for marketing. Put simply, start small, build a base of strong businesses and experiences/events and then grow accordingly.

Bonus Market Development (Lake Community, Tri-State University, etc.)
There are some “bonus” market opportunities can could be captured in Downtown Angola. These users could provide additional revenue that moves a business from just maintaining to solidly sustainable. Key opportunities from the market analysis seem to suggest opportunities in the food and beverage market geared to users that want a unique experience.

Opportunity to Compete Regionally
As the comparative communities analysis shows, Angola can compete with other regional downtowns. Angola must work with a passion towards creating a uniqueness that can be “sold” when users have a choice of which Downtown they want to visit. This competition will be “never-ending” and should be seen as an enjoyable part of building pride in the community.

Public / Private Partnership Organization
Finally, and of significant importance, are the organization and finance recommendations of the Revitalization Master Plan. Following further research and consensus building, exactly how the public-private partnership (which will drive the implantation plan) will be constructed will be the primary factor in Angola’s success in the near term and thereafter. In simple terms, to make a Downtown for everyone, it must be everyone’s business.
Access/Roadway Character

Because North Wayne Street is between the population centers of Angola and the Lake James area, it is heavily traveled and characterized by automobile-oriented retail and commercial development.

Exit 150 and CR 200W are not heavily used by travelers headed to Downtown Angola. Yet, because of the I-69 location and proximity to the Toll Road, industrial and distribution development is becoming common.

Exit 148 is generally seen as the gateway to Angola from the south on Interstate 69. Because US 20 connects to the Toll Road east of Angola, this roadway is heavily traveled by the trucking industry.

North Wayne Street (SR 127) is the major route for connection to I-69 north and the Indiana Toll Road.

SR 127 (South Wayne St.) and US 20 (Maumee) serve as the major access roadways for smaller communities south and east of Downtown.
Pokagon State Park is widely regarded as one of the best in Indiana. The winter Toboggan Run is a highlight. For such an attraction, Downtown Angola should have a presence at the park including signage and information as well as possible shuttling and transportation to Downtown Angola.

The Steuben Co. Park & Fair Grounds is located at a prime location on Crooked Lake. For such a location, value of a Fairgrounds should be called into question and consideration of other uses made.

This area (privately-owned) contains three small lakes and is one of the most environmentally significant areas in Angola. Potential to add as a major open space component for Angola should be a priority.

Three excellent golf courses are located within a 10 min. drive or less from the Downtown. Potential would seem to exist for combination “packages” for golfers (and their families/wives) to explore the Downtown for shopping, dining and lodging opportunities.

Commons Park is an excellent municipal facility (and largest), yet has little connection to downtown for pedestrians. A redesign of US 20 might offer safe pedestrian travel options to this park.
Development Character

North Wayne Street (SR 127) has become dominated by strip center retail and outlot development. Excessive signage is rampant and the area generally lacks character unique to Angola. It is only operational through the use of a car and is hostile to pedestrian users.

Three significant areas of industrial / commercial / distribution land use have emerged. They are each also located near sensitive environmental areas. How can these types of developments enhance, not hurt, the natural environment?

A development suburban-style single family homes has emerged east of North Wayne Street. This style of development is not consistent with the traditional development pattern of Angola.

Potential exists for the relocation of a Lake Michigan Casino to Steuben County. Potential sites for this relocation have included the Buck Lake area.

Interstate-oriented and suburban-style commercial development has begun on US 20 west of Downtown. If there is a desire to avoid the style of development found on North Wayne Street on this roadway, clear action must be taken soon.

Downtown Angola still holds a strong, tight-knit character. However, due to the historic nature of this area, significant attention & maintenance is needed towards homes and commercial buildings.
Additional Detail and Project Resources for Downtown Angola

The following pages include additional detailed planning information and project resources related to the 20 projects outlined in the Vision Section of this document. These resources should be seen as a guide to start the process of managing each of these project efforts. The material is organized by tabbed dividers according to the five categories of this plan to allow for easy organization and reference. It is the intent of this planning process that as resources (articles, handouts, drawings, etc.) are created, they can be added to this binder to create a complete resource file.
Development
Access & Mobility
Outdoor Environment
Programs & Promotion

LEADERSHIP, PEOPLE & ORGANIZATION