

HyettPalma  
**Indiana Downtown®**

# Angola

## Downtown Action Agenda 2006

*Indiana Downtown® – A Collaborative Offering of:*  
The Indiana Association  
of Cities and Towns  
and  
HyettPalma, Inc.

HyettPalma

**Indiana Downtown®**

*Indiana Downtown®* is an affiliate program of the *America Downtown® -- New Thinking. New Life.* technical assistance program that was created by the National League of Cities and HyettPalma, Inc., in 1992.

Created in 2001, *Indiana Downtown®* is offered by the Indiana Association of Cities and Towns, in conjunction with HyettPalma, Inc.

**Making Downtown Renaissance A Reality**

**HyettPalma**

1600 Prince Street • Suite 110  
Alexandria, Virginia 22314

Phone 703 683 5126  
Fax 703 836 5887

E-mail: [info@hyettpalma.com](mailto:info@hyettpalma.com)  
[www.hyettpalma.com](http://www.hyettpalma.com)

March 9, 2006

The City of Angola  
and Members of the Process Committee  
210 N. Public Square  
Angola, IN 46703

**RE: Angola Downtown Action Agenda 2006**

HyettPalma, Inc., is pleased to present to you the following report titled: **Angola Downtown Action Agenda 2006**, completed under the program titled **Indiana Downtown®**.

This document includes the community's vision for Downtown as well as the findings of a comprehensive analysis of Downtown's commercial markets. The vision and market analysis findings were used to define a specific economic enhancement strategy for the Downtown project area. The recommended strategy was specifically designed to enable Downtown to attain the community's defined vision as well as the identified market opportunities.

Thank you for the opportunity to lend our firm's expertise to this very important project. We hope you will keep us informed of your success and know that we stand ready to assist in any way we can as you proceed with Angola's Downtown enhancement effort.

Sincerely,



Doyle G. Hyett



Dolores P. Palma

**TABLE OF CONTENTS**

**Introduction . . . . . 1**

**I. Project Overview . . . . . 5**

**II. Downtown Angola Today . . . . . 8**

**III. Resident and Business Surveys . . . . . 16**

**IV. Downtown Angola Tomorrow . . . . . 22**

**V. Downtown Market Analysis . . . . . 26**

- **Downtown Retail Opportunities**
- **Downtown Office Opportunities**
- **Downtown Housing Opportunities**

**VI. Course of Action . . . . . 42**

**VII. Partnership for Success . . . . . 65**

**VIII. Implementation Sequence . . . . . 70**

**IX. Appendix . . . . . 74**

- **Retail Report®**

# *Introduction*

## INTRODUCTION

In 1992, as America's largest membership organization representing the elected officials of this nation, the National League of Cities (NLC) decided to assume a more aggressive role in the areas of Downtown enhancement and local economic development. That role would involve offering technical assistance to local elected officials concerned about the economic success of their Downtowns.

To fill this role, the National League of Cities approached HyettPalma, Inc. Together, NLC and HyettPalma designed an advanced new pilot program. The new pilot would offer on-site, technical assistance to a limited number of communities.

The new Downtown pilot was presented under the banner of *ACCEPTING THE CHALLENGE: THE REBIRTH OF AMERICA'S DOWNTOWNS*. It was structured to guide local governing bodies -- working in partnership with local business owners, property owners and concerned citizens -- in rethinking ways to rebuild our nation's Downtowns.

Availability of the Downtown pilot was limited to eleven cities over a period of two-years. In addition, the pilot required the local governing body in each participating community to be the agency that contracted with NLC for services. This was done to ensure the involvement of the governing body from the very start of the local Downtown enhancement effort.

Once the pilot was completed, NLC and HyettPalma evaluated its effectiveness and whether or not to continue offering Downtown technical assistance. Based on the evaluation, and specifically on the advice and needs expressed by the pilot's local officials, a new comprehensive technical assistance program was developed titled *AMERICA DOWNTOWN® -- NEW THINKING. NEW LIFE*.

After several years of tracking the *America Downtown®* program's success, the leadership of the Indiana Association of Cities and Towns (IACT) determined that a similar technical assistance program would be of benefit to communities in

# HyettPalma

## Indiana Downtown®

Indiana. Therefore, in 2000, IACT approached NLC and HyettPalma about developing such a program. With the backing of NLC, **Indiana Downtown®** was unveiled as an IACT program in the Summer of 2001.

Modeled after the **America Downtown®** program, **Indiana Downtown®** was launched as a pilot program that would run for a two-year period and assist ten communities. After that time, the pilot was designed to be evaluated by IACT and HyettPalma, with the assistance of local elected officials from the ten participating communities. Based on the response and recommendation of local elected officials from the pilot communities, **Indiana Downtown®** was made a permanent member service offered by IACT.

**Indiana Downtown®** brings together the local government insight of IACT and the Downtown expertise of HyettPalma, Inc. Together, they offer individualized assistance and a combination of strengths not available anywhere else. **Indiana Downtown®** was structured to provide the help local officials need to create a brighter future for their Downtowns.

**Indiana Downtown®** provides direct, hands-on help to city and town officials and community leaders who want to start, refocus, or energize their Downtown enhancement efforts. In 2005, the City of Angola became a member of the **Indiana Downtown®** program. The program's strengths are built on the following convictions.

- The assistance provided is implementation-oriented – not another Downtown plan or study but an aggressive course of action that local officials and community leaders can start to implement immediately.
- The recommendations made for each Downtown are pragmatic – tailored to local resources so that they can be realistically implemented.
- The solutions offered are success-oriented – designed to improve each Downtown's economy so that the results are long-lasting.

# HyettPalma

## Indiana Downtown®

- The on-site assistance is inclusive – providing a forum that brings public and private sector constituents together to identify Downtown issues, define a Downtown vision, and take needed actions in partnership.

IACT is committed to providing Indiana communities with the assistance they need to implement their enhancement efforts once their Downtown Action Agendas have been completed. An integral component of this implementation process is incorporating state technical assistance programs and funding resources. To do so, IACT is working with representatives from Indiana Main Street, the Indiana Department of Commerce – Community Development Division, the Indiana Department of Tourism, and the Governor's Office. Through **Indiana Downtown®**, IACT will continue to seek further avenues of assistance to help Indiana cities and towns revitalize their Downtowns.

[Back to table of contents.](#)



# *Project Overview*

## I. PROJECT OVERVIEW

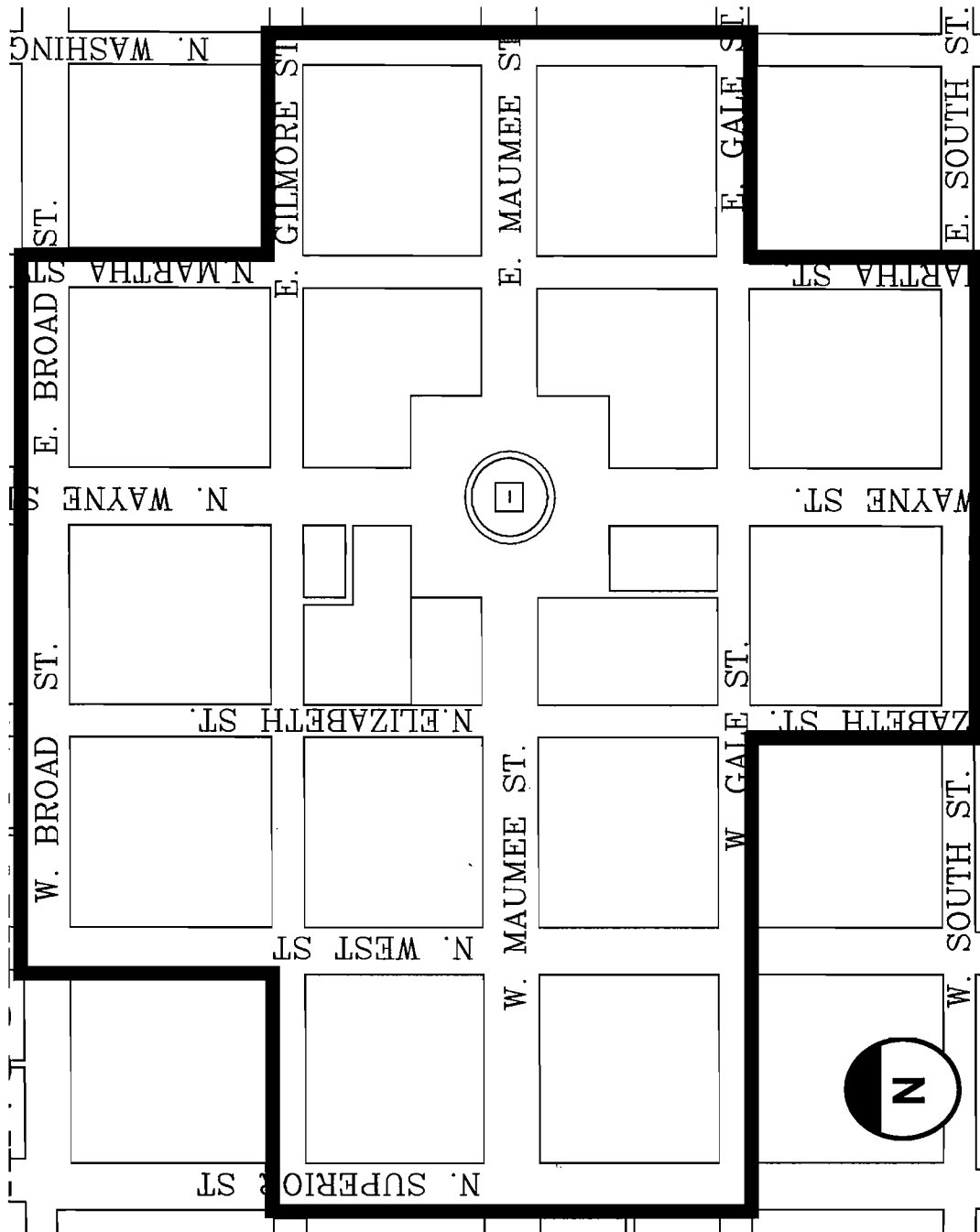
In 2005, the City of Angola determined that a Downtown enhancement strategy was needed to further revitalize Downtown Angola. The **Angola Downtown Action Agenda 2006** was defined with involvement from the City government, the local business sector, representatives of non-profit organizations, and members of the community. The **Angola Downtown Action Agenda 2006** shown in the following pages incorporates the desires, preferences, and concerns expressed by the people of Angola for their Downtown.

Based on the desires and concerns expressed by the people of Angola – combined with a realistic analysis of Downtown's market potentials – a **Course of Action** was defined for public and private sector implementation. The **Course of Action** is meant to enable Downtown Angola to reach the vision defined locally, to overcome the key issues it faces, and capture the identified market potentials.

Finally, this document contains advice regarding a private-public partnership. This is the vehicle that would be responsible for implementing the **Course of Action** in a timely and quality manner.

A map of Downtown Angola, as defined for this project, is shown on the following page.

# Downtown Angola



# *Downtown Angola Today*

## **II. DOWNTOWN ANGOLA TODAY**

The following is a summary of Downtown Angola's current situation.

### ***Strengths***

Angola's Downtown is relatively healthy at this time, not having deteriorated to the point that many other Downtowns have been allowed to reach. This is thanks, in part, to the many strengths that can be found in and near Downtown Angola. Among these strengths are:

- Strong retail, food, and entertainment businesses;
- Two movie theaters that show first run films on three screens;
- The presence of City and County government;
- The fact that Angola is the seat of Steuben County;
- The presence of banks and professional offices;
- The beautiful Steuben County Soldier's Monument and Square;
- The fact that Downtown's historic buildings remain in place; and
- The headquarters of non-profit groups that serve the area, such as the Angola Area Chamber of Commerce, the Steuben County Tourism Bureau, and the Steuben County Community Foundation.

In addition, the non-profit and governmental agencies in and involved in Downtown are very impressive, since:

- The Angola Area Chamber of Commerce has a very active and strong Downtown Improvement Committee;

# HyettPalma

## Indiana Downtown®

- The Steuben County Tourism Bureau is very active and creative in its initiatives that relate to Downtown;
- The Steuben County Community Foundation has the reputation of being very progressive;
- Angola's Mayor and Council are very supportive of the Downtown enhancement effort, having brought the **Indiana Downtown** program to the community;
- County officials participated in the **Indiana Downtown** process; plus
- An active Angola Redevelopment Commission and Steuben County Economic Development Corporation are in place.

Also among favorable factors facing Downtown are the anchors located near to Downtown, which include:

- The library;
- The community center;
- Tri-State University;
- The hospital;
- The Cline Museum; and
- The bike trail, which will come within eight miles east of the Square.

Downtown Angola is also fortunate to be located in a region that has many draws, which attract large numbers of people. These include:

- Numerous lakes;
- Pokagon State Park and the Potawatomi Inn;
- The Satek Winery;
- Several golf courses; and
- Family activities, such as Fun Spot Amusement Park & Zoo, the Lake Central Railroad Train Excursions, and the Wild Winds Buffalo Preserve.

# HyettPalma

## Indiana Downtown®

Finally, there are two additional factors that bode well for Downtown's future. First, it appears that no other Downtowns in the region are now acting as major consumer draws – leaving a void in the market, which Downtown Angola is poised to fill. And second, the sentiment locally is that “the time is right” to further enhance Downtown Angola, since there is greater interest in doing so and more Downtown buildings are locally owned than in the past.

### ***Desires***

Those participating in the ***Indiana Downtown*** process were asked what they would like to see result from that process. In response, the following desires were voiced most often:

- Stimulate local patronage of Downtown;
- Increase the level of business in the “off-season;”
- Keep Downtown strong and make it even stronger;
- Increase the variety and number of retail businesses;
- Increase the number and variety of restaurants;
- Define the optimum mix of businesses for Downtown;
- Fill building vacancies;
- Reduce the rate at which businesses turnover;
- Retain Downtown's historic integrity and quaintness;
- Make Downtown even more family-oriented; and
- Create a greater connection between Downtown and Tri-State University.

### ***Issues***

Those participating in the ***Indiana Downtown*** process were also asked to define the Downtown issues that were of most concern to them. The issues raised repeatedly were:

- Lessening truck traffic and increasing pedestrian safety;
- Improving the condition of sidewalks and pedestrian safety;
- Parking – for customers, employees, residents;
- Improving physical appeal – of storefronts, business signs, streetscape elements;
- Business retention and recruitment;
- Preserving Downtown’s historic integrity;
- Filling empty buildings and reversing disinvestment;
- Generating participation and buy-in; and
- Funding.

### ***Image***

Those participating in the ***Indiana Downtown*** process were asked to define the image they hope Downtown would have as a result of the enhancement effort. Following is a summary of the community’s preferred Downtown image.

***A vibrant Downtown that has  
A sense of fun, a variety of interesting things to do,  
And a collection of unique shops.***

***A Downtown that is quaint because  
We hold our history dear.***



# HyettPalma

**Indiana Downtown®**

*A Downtown with pizzazz, appeal, atmosphere and personality  
That makes you say,  
“Let’s go look and see what they have.  
This place is extra-special!”*

*A pretty and comfortable Downtown  
That is family-oriented and  
Filled with pedestrians strolling.*

*A Downtown of  
Small town familiarity and friendliness  
Where merchants know your name and  
You bump into people you know.*

*A charming, colorful, convenient, and clean Downtown  
With a beautiful monument,  
A unique Square, and  
A wide variety of special businesses.*

*A Downtown that is so inviting and  
Will keep you so busy that you’ll say,  
“I love it!  
I go to Downtown Angola all the time!  
It’s a wow!”*

## **Guidelines**

The following guidelines should be used to direct implementation of the **Downtown Action Agenda**.

### **1. Anchors**

All anchors that serve the broader community – whether they are businesses, special events, activities, or government facilities – should be located in Downtown.

### **2. As Downtown Goes . . .**

Community leaders nationwide have found that an enhanced Downtown benefits the entire community. This has led to the adage that states, “As Downtown goes, so goes the town.” For this reason, Downtown’s enhancement should be made a community priority and should be supported community-wide . . . realizing that an enhanced Downtown Angola would benefit all of the community’s residents, business owners, and property owners, and not just those in Downtown.

### **3. Compatibility**

Façade, sign, and awning improvements made in Downtown should be compatible – to create a harmonious “look” in Downtown – and should not be uniform.

### **4. The Market**

It must be recognized that Downtown Angola has a very strong market. With over 100,000 residents living in its primary trade area, plus a large influx of summer tourists to the area, Downtown has great spending potential on which to draw.

### **5. Truck Traffic**

The leadership of the community should be commended for their diligent efforts to have a truck route created. However, it should be realized that – if, for some reason, the truck route does not become a reality – Downtown Angola can still be enhanced so that it is a thriving business district.

### **6. Pedestrian Zone**

Turning the Square into a pedestrian zone – as a means of removing truck traffic from the Square and increasing Downtown’s pedestrian-orientation – is a solution that should be avoided.

### **7. Hub**

Angola is currently the hub of the region, with Wal-Mart, Meijer, and the County Courthouse all located within the community. And, this presents the opportunity to position Downtown Angola as a regional hub. To do so, Downtown must remain unique, be different from North Wayne in both ambience and business

mix, and provide an alternative to big boxes and strip malls. This differentiation will allow both Downtown and North Wayne to co-exist and prosper.

### **8. *The Square & Monument***

Located at the heart of Downtown, Public Square is truly unique and the Steuben County Soldier's Monument is a grand and beautiful landmark. Due to this, the enhancement of Downtown should start at its core and entail amplifying the Square and monument by:

- Making sure that the monument, and mound on which it sits, are attractive and attractions in every season;
- Making sure that the Square is highly attractive physically – in terms of its buildings and public spaces;
- Making sure that the businesses and uses located around the Square are truly enticing; and
- Focusing enhancement actions in this area first, and then moving that focus onto the side streets leading off the Square.

[Return to table of contents.](#)

# *Resident and Business Surveys*

### III. RESIDENT AND BUSINESS SURVEYS

As a part of this project, two surveys were conducted to gauge the health of Downtown Angola, as perceived locally. These were a survey of owners/managers of businesses located in Downtown and a telephone survey of residents living in Downtown's primary trade area. A summary of the survey responses follows. The summary was written by Laura Gibbons, Government Affairs Manager with IACT.

#### ***Use of Downtown***

Residents of Downtown's primary trade area reported coming to Downtown with great frequency – 65% said they come to Downtown between 1 and 7 times a week. This frequency can be seen in the following:

- 27% said they come Downtown daily;
- 16% said they come Downtown 3 to 6 times a week; and
- 22% said they come Downtown once or twice a week.

Another 20% reported coming to Downtown with moderate frequency as described below:

- 1-3 times a month (18%); and
- 6-11 times a year (2%).

The remaining 15% of those surveyed said they seldom come to Downtown Angola. These responses included:

- 1-5 times a year (7%);
- Almost never (7%); and
- Never (1%).

#### ***Purpose of Trips***

When asked why they currently come to Downtown Angola, the top reason cited by residents surveyed was "shopping" (cited by 35%). The next two reasons,

# HyettPalma

## Indiana Downtown®

given with similar frequency, were “eating in restaurants” (cited by 15%) and “passing through” (cited by 10%). Therefore, 60% of residents surveyed currently come to Downtown for one of these three reasons.

The remaining 40% of residents surveyed gave the following reasons for coming Downtown. These were:

- Work There (8%);
- Banking (6%);
- Entertainment (5%);
- Personal Business (4%);
- Government Business (4%);
- Service Businesses (3%);
- Visiting Friends or Family (2%);
- Library (1%);
- Post Office (1%);
- Recreation (1%);
- Live There (1%); and
- Other (4%) – Takes care of flowers, good prices, church, used to work Downtown.

### ***Shopping Area of Choice***

Those surveyed were asked where they do most of their family shopping at this time, other than grocery shopping. Almost three-fourths (72%) of residents surveyed said that they do the majority of their shopping in Angola. Their shopping choices can be seen in the following responses:

- 31% Wal-Mart;
- 18% Meijer;
- 13% Angola in general;
- 7% Country Fair Mall; and
- 3% Menards.

# HyettPalma

## Indiana Downtown®

The remaining 28% shop in the tri-state region or online. Responses included:

- 16% Fort Wayne;
- 6% Bryan, Ohio;
- 3% Fremont, Indiana;
- 1% Coldwater, Michigan; and
- 2% Online.

When asked their reason for choosing a particular shopping area, a majority of residents (61%) surveyed cited one of two reasons. These were convenience (cited by 41%) and variety/selection offered (mentioned by 20%).

The remaining 39% of those surveyed said they choose to shop in a particular area due to:

- Price (15%);
- Close to home (12%);
- Parking (4%);
- Close to work (1%);
- Service (1%); and
- Other (6%).

### ***Downtown Characteristics***

Residents and business owners surveyed were asked to rate a list of 19 Downtown characteristics as being “good,” “fair,” or “poor” at this time. Twelve characteristics were rated “good” by a majority or significant percentage of residents surveyed. Of these, six characteristics were also rated “good” by a majority of business owners. The twelve characteristics rated “good” by a majority or significant percentage of residents were:

- Feeling of safety (81% of residents, 66% of business owners);
- Cleanliness of area (80% of residents, 51% of business owners);
- Helpfulness of salespeople (75% of residents, 73% of business owners);
- Attractiveness of area (70% of residents, 37% of business owners);
- Attractiveness of buildings (67% of residents, 27% of business owners);

# HyettPalma

## Indiana Downtown®

- Business hours (66% of residents, 44% of business owners);
- Quality of retail goods (66% of residents, 62% of business owners);
- Quality of restaurants (56% of residents, 42% of business owners);
- Quality of service businesses (58% of residents, 45% of business owners);
- Knowledge of salespeople (57% of residents; 55% of business owners);
- Prices at restaurants (49% of residents, 52% of business owners); and
- Prices of retail goods (49% of residents, 29% of business owners).

As revealed above, residents are currently pleased with Downtown's ambience (feeling of safety, cleanliness of area, attractiveness of area, and attractiveness of buildings), customer service (helpfulness and knowledge of salespeople and business hours), quality of businesses (retail, restaurants, service businesses), and prices (restaurants and retail goods). Unlike residents, business owners were significantly dissatisfied with Downtown's attractiveness, Downtown's buildings, and prices of retail goods. Business owners were also less pleased than residents with the quality of restaurants and service businesses and Downtown's current business hours.

### ***Downtown Improvements***

Residents and business owners were asked to rate a list of 18 possible Downtown improvements as being "very important," "somewhat important," or "not important" at this time.

Seven improvements were rated "very important" by a majority or significant percentage of residents. Of these, six were rated "very important" by a majority or significant percentage of business owners. The improvements desired by residents were:

- Increase the variety of retail goods (66% of residents, 66% of business owners);
- Recruit additional retail businesses (65% of residents, 73% of business owners);
- Increase the variety of restaurants (59% of residents, 52% of business owners);



# HyettPalma

## Indiana Downtown®

- Improve convenience of parking (53% of residents, 63% of business owners);
- Improve availability of parking (51% of residents, 63% of business owners);
- Improve the quality of retail goods (49% of residents, 35% of business owners); and
- Improve traffic flow (46% of residents, 45% of business owners).

Residents rated improvements regarding variety/selection (retail and restaurants) and convenience (parking and traffic flow) as very important. This is not surprising since 61% of residents stated that variety/selection and convenience were their main reasons for choosing a particular shopping area. Business owners tended to agree with residents that these factors are very important, however, they significantly did not support the need to improve the quality of retail goods.

When residents were asked what types of new businesses they would use if they were open in Downtown, they overwhelmingly responded citing a variety of restaurants.

One characteristic rated very important by a majority of business owners, but not by a majority of residents was:

- Physically improve buildings (31% of residents, 55% of business owners).

[Return to table of contents.](#)

# *Downtown Angola Tomorrow*

## **IV. DOWNTOWN ANGOLA TOMORROW**

A series of discussions, focus groups, and meetings were held to define the community's preferred vision of Downtown Angola -- as it would ideally exist in the year 2011. A following compilation of the thoughts and preferences expressed during those sessions was written by Laura Gibbons, Government Affairs Manager of IACT.

By 2011, Downtown Angola would be a destination and serve the tri-state area. It would be the region's Downtown for fun, shopping, business, and entertainment. Downtown would be bustling year-round and it would be pedestrian-oriented and free of semi-trucks.

All storefronts would be full with unique and thriving businesses including a series of independently owned specialty stores that shoppers can stroll to one right after the other. The variety and selection would draw shoppers Downtown and there would be plenty of restaurants, coffee shops, and cafes to choose from during the day and at night for families to start or top off an evening or weekend.

Downtown buildings would be physically appealing and the historic buildings would be preserved as Downtown's gems. Awnings and signs would complement and capture the historic character of Downtown -- possibly returning to projecting business signs. Upper stories would not be forgotten and be used for housing for those looking for a more urban lifestyle. And Downtown's theaters would remain landmarks and contribute to Downtown's uniqueness.

The Steuben County Soldier's Monument would remain the breathtaking symbol of Angola and be given the attention it deserves. The rest of Downtown would follow with pride and host a bold and inviting appearance with a colorful scene of landscaping, flowers, and trees. Sidewalks would be upgraded and be of quality and functional for Downtown visitors.

Parking would be plenty, convenient, and available for customers. Downtown would continue to be safe and be known as a gathering place for all ages with

# HyettPalma

## Indiana Downtown®

events and activities that are oriented toward family and youth – including more cultural offerings.

By 2011, Downtown would be strong and healthy receiving the support of its local residents as the center for retail and entertainment, professional, and government services. A focus on Downtown would be shared among the community and its organizations. Downtown Angola would feel like everyone's Downtown in the year 2011.

By 2011, Downtown Angola would have the following uses making it a destination:

- Retail & restaurants galore (including bookstore, antiques, drug store, art gallery, floral shop, shoes, clothing, grocery, bakery, cafes, and restaurants of all varieties);
- Professional offices;
- Post office branch;
- City and county government;
- Non-profits;
- Cultural entertainment; and
- Events.

By 2011, the following users would be frequent customers of Downtown Angola:

- Local residents;
- Residents of surrounding communities;
- Lakers;
- Tri-State University students;
- Fort Wayne residents;
- Event goers;
- Toll road travelers;
- Tourists (lake, state park, conventioners);
- Golf course users; and
- Campers.

By 2011, Downtown would have the following image:

***A vibrant Downtown that has  
A sense of fun, a variety of interesting things to do,  
And a collection of unique shops.***

***A Downtown that is quaint because  
We hold our history dear.  
A Downtown with pizzazz, appeal, atmosphere and personality  
That makes you say,  
“Let’s go look and see what they have.  
This place is extra-special!”***

***A pretty and comfortable Downtown  
That is family-oriented and  
Filled with pedestrians strolling.***

***A Downtown of  
Small town familiarity and friendliness  
Where merchants know your name and  
You bump into people you know.***

***A charming, colorful, convenient, and clean Downtown  
With a beautiful monument,  
A unique Square, and  
A wide variety of special businesses.***

***A Downtown that is so inviting and  
Will keep you so busy that you’ll say,  
“I love it!  
I go to Downtown Angola all the time!  
It’s a wow!”***

Return to table of contents.

# *Downtown Market Analysis*

## **V. DOWNTOWN MARKET ANALYSIS**

To ensure long-term economic results and success, Angola's Downtown enhancement effort must be market-driven. This means that the effort must be one that results in all of Downtown's investors -- business owners, property owners, developers, patrons, the local government, etc. -- being able to realize an increasing return on their investments. This can only be achieved via an enhancement effort that is based on a sound, realistic understanding of Downtown's economic potentials. The following chapter quantifies Downtown's economic potentials in terms of retail, office, and housing development.

### ***Downtown Retail Opportunities***

#### ***Retail Trade Area***

Downtown Angola's primary retail trade area has been defined as the geographic area from which the majority of retail customers are currently drawn and the geographic area which presents the greatest opportunity in the immediate future for gaining additional retail customers. Based on current customer travel patterns, discussions with local business leaders and government officials, and the opinion of HyettPalma, Inc., Downtown's primary retail trade area has been identified as the multi-state region shown on the next page.

#### ***Retail Economic Indicators***

Downtown's primary retail trade area can be currently characterized by the following economic indicators.

**THE PRIMARY TRADE AREA HAS AN ESTIMATED POPULATION OF 109,273 -- WITH AN ESTIMATED 42,125 HOUSEHOLDS** (Source: ESRI estimate)

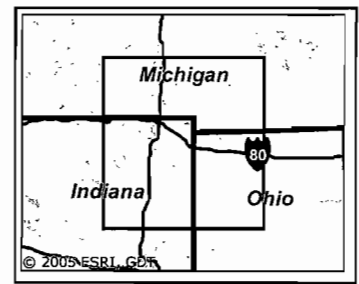
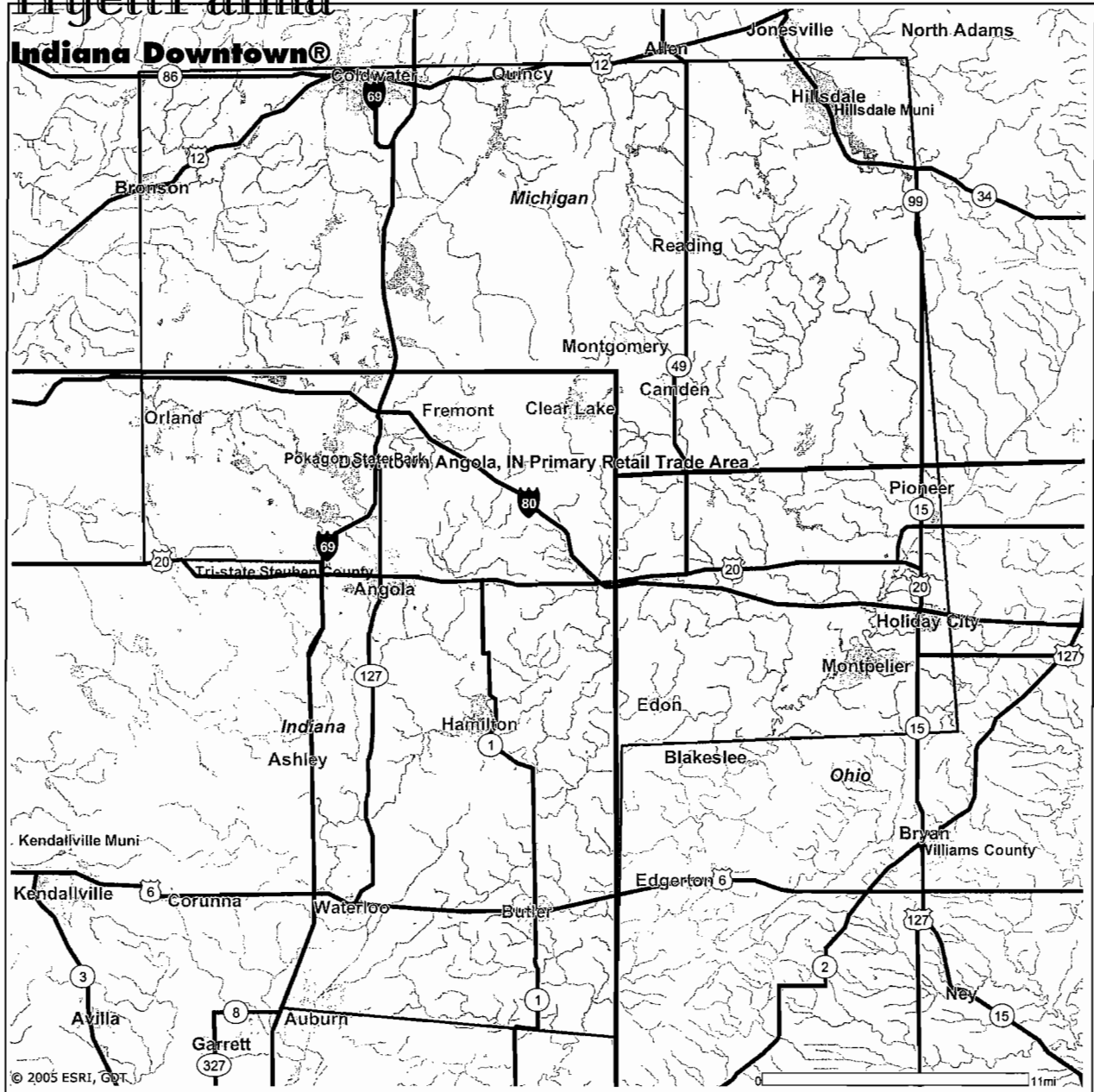
**THE AVERAGE HOUSEHOLD SIZE IS 2.53 PERSONS, WHICH IS SLIGHTLY LESS THAN THE NATIONAL AVERAGE OF 2.59** (Source: ESRI estimate)

# Site Map

Downtown Angola, IN Primary Retail Trade Area

January 31, 2006

**HyettPalma**  
Indiana Downtown®



© 2005 ESRI, GDT  
Angola Downtown Action Agenda 2006©  
Indiana Downtown®  
IACT/HyettPalma



**THE TOTAL COMBINED INCOME OF HOUSEHOLDS WITHIN THE PRIMARY TRADE AREA IS APPROXIMATELY \$2,300,000,000 PER YEAR (Source: ESRI estimate)**

**THE AVERAGE HOUSEHOLD INCOME FOR THOSE IN THE PRIMARY TRADE AREA IS APPROXIMATELY \$54,600 AND IS PROJECTED TO INCREASE TO \$61,416 ANNUALLY BY 2010 (Source: ESRI estimate)**

### ***Current Retail Businesses***

Downtown Angola currently contains approximately 45 retail businesses, which occupy approximately 157,000 square feet of building space. The retail inventory was completed by the Downtown Angola Process Committee and is shown on the following pages.

Return to table of contents.

# HyettPalma

Indiana Downtown®

## Downtown Angola Retail Businesses

<u>SIC CODE</u>	<u>BUSINESS TYPE</u>	<u># BUS.</u>	<u>TOT. SQ. FT.</u>
<b><u>52</u></b>	<b><u>Building Materials and Garden Supplies</u></b>		
5231	Paint/Glass/Wall Paper	1	3,600
<b><u>53</u></b>	<b><u>General Merchandise</u></b>		
5399	Misc. General Merchandise	1	4,500
<b><u>54</u></b>	<b><u>Food Store</u></b>		
5411	Grocery Store	2	2,550
<b><u>56</u></b>	<b><u>Apparel and Accessories</u></b>		
5611	Men's and Boy's Apparel	1	1,500
5621	Women's Apparel	1	1,700
5632	Women's Accessories/Specialty	1	1,200
5699	Miscellaneous Apparel	1	2,000
<b><u>57</u></b>	<b><u>Furniture and Home Furnishings</u></b>		
5734	Computers/Software	1	2,700
5735	Records/Tapes/CDs	1	750
<b><u>58</u></b>	<b><u>Eating/Drinking</u></b>		
5812	Eating Places	7	17,800
<b><u>59</u></b>	<b><u>Miscellaneous Retail</u></b>		
5932	Antiques	4	54,800
5941	Sporting Goods	2	5,350
5942	Books	1	1,250
5944	Jewelry	2	3,500
5947	Gift/Novelty	1	1,900
5999	Miscellaneous Retail	5	8,200
	<b><u>Select Support Services</u></b>		
5112	Office Supplies	1	1,700
7216	Dry Cleaners/Tailors	1	750
7231	Beauty Shops	4	4,150
7241	Barber Shops	2	1,925
7832	Motion Picture Theater	2	6,300
7941	Video Rental	1	9,000

## Downtown Angola Retail Businesses

<b>SIC CODE</b>	<b>BUSINESS TYPE</b>	<b># BUS.</b>	<b>TOT. SQ. FT.</b>
	<b><u>Amusement and Recreation Services</u></b>		
7911	Dance Studios/Schools	1	2,500
7991	Physical Fitness Facilities	1	17,000
<b>TOTAL NUMBER OF RETAIL BUSINESSES</b>		<b>45</b>	
<b>TOTAL SQUARE FEET OF OCCUPIED RETAIL BUSINESS SPACE</b>			<b>156,625</b>
<b>TOTAL NUMBER OF VACANT RETAIL SPACES</b>		<b>9</b>	
<b>TOTAL SQUARE FEET OF VACANT RETAIL BUSINESS SPACE</b>			<b>19,520</b>

Source: Downtown Angola Process Committee

# HyettPalma

## Indiana Downtown®

### ***Retail Potential***

Currently, within Downtown's primary trade area, the total estimated demand for retail products is approximately \$666,000,000 per year. This demand is shown on the following graphs. A complete presentation of retail product demand for the primary trade area is shown in **THE RETAIL REPORT®**, contained in the Appendix of this document.

As a conservative estimate, it is assumed that Downtown Angola retail businesses now generate an average (blended figure) of approximately \$165 per year per square foot in retail sales.

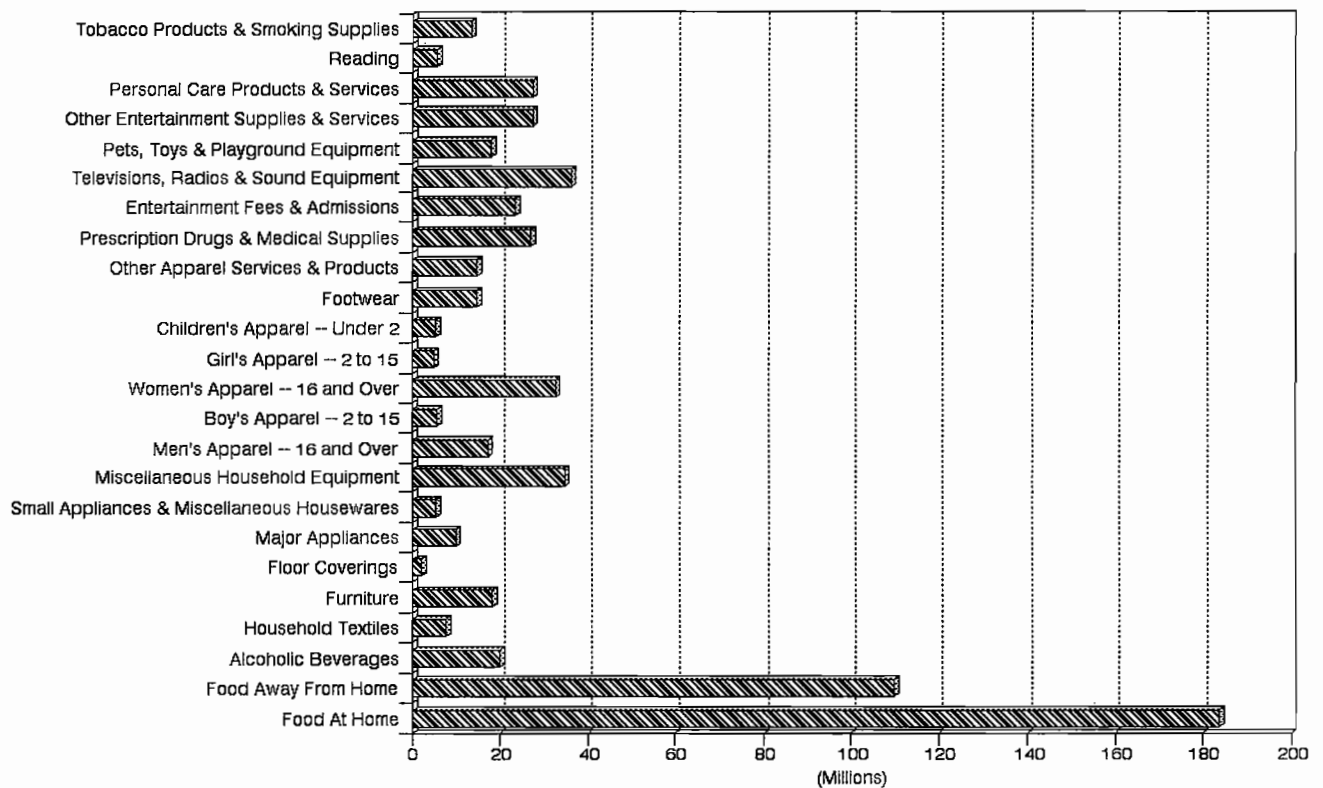
Since Downtown currently contains approximately 157,000 square feet of occupied retail space, Downtown Angola should currently be generating approximately \$26,000,000 in retail sales per year.

By dividing the project area's estimated annual retail sales -- \$26,000,000 -- by the total estimated demand for retail products within the primary trade area -- \$666,000,000 -- it can be concluded that Downtown Angola may currently be capturing approximately 4% of the retail sales potential within the primary trade area. And, the balance of the demand is being captured by businesses within other parts of the primary trade area and/or by businesses in other trade areas.

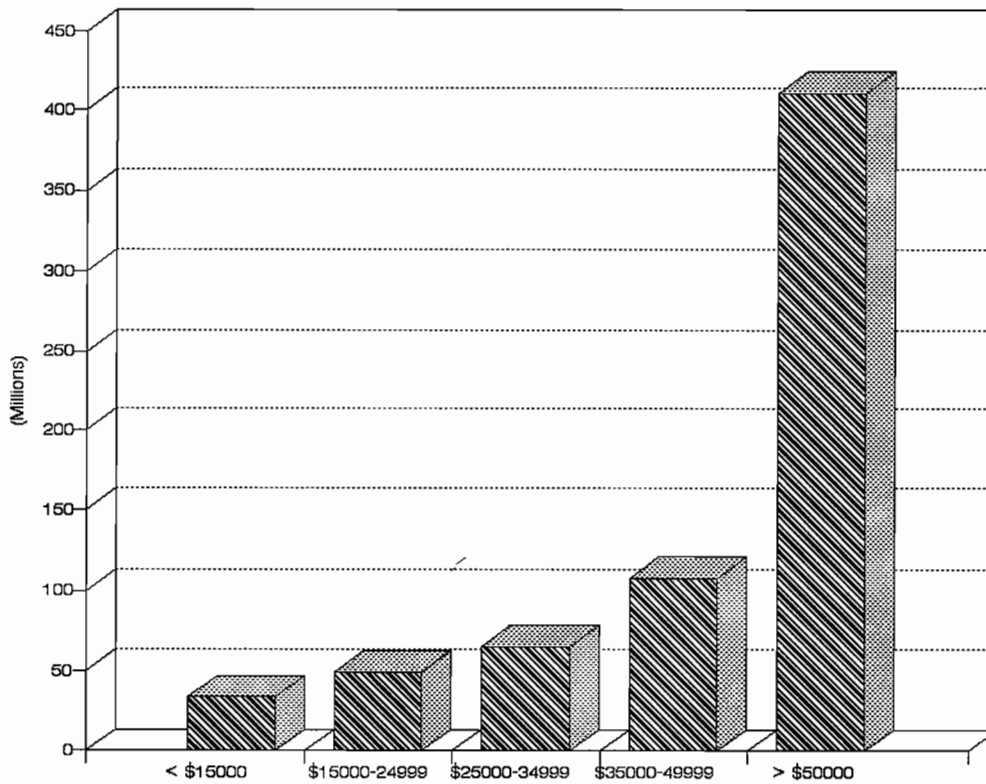
Taking steps to further enhance Downtown Angola, and barring a significant decline in the national or regional retail economy, it is conservatively anticipated that Downtown may have the potential to increase its share of retail sales in its primary trade area from the current level of approximately 4% to between 4.5% and 5% by the year 2011. This should be considered a goal of the economic enhancement program.

If Downtown Angola is able to increase its market share to between 4.5% and 5% by the year 2011, it is possible that the project area may be able to increase its total capture of retail sales to between \$30,000,000 and \$33,000,000 by the year 2011 -- considered in constant 2005 dollars.

# TOTAL PRODUCT DEMAND BY PRODUCT TYPE



## TOTAL PRODUCT DEMAND BY INCOME GROUP



# HyettPalma

## Indiana Downtown®

This increase in total retail sales could potentially support the development of between approximately 24,000 and 35,000 net square feet of additional retail space by the year 2011 -- which could include expansions or sales increases by existing Downtown Angola retail businesses and/or the construction of some limited amount of new retail space.

It must be noted that Downtown's ability to gain a larger market share will be contingent on efforts to enhance its business climate, enhance and expand its existing businesses, and recruit additional retail businesses to the area. If such efforts are aggressively and diligently implemented -- on an on-going basis -- the actual growth in Downtown's market share could potentially be much higher than projected. Conversely, by the year 2011, Downtown Angola's market share could be much less than projected above if efforts to enhance the area and expand/recruit businesses are not diligently and continually pursued.

### **NOTE:**

*No attempt was made to determine the condition of vacant space. Therefore, no judgment is made concerning the marketability of space based on condition.*

### ***Retail Business Development***

Based on the findings of this retail market analysis, the opportunity exists to enhance and expand certain types of retail businesses that are currently located in Downtown Angola. In addition, the opportunity also exists to attract additional businesses to Downtown. A list of the types of retail businesses recommended for potential enhancement, expansion, and attraction is presented in the chapter of this document titled ***Course of Action***.

## **Downtown Office Opportunities**

### ***Office Market Indicators***

Several key economic indicators that characterize the current office operations within Downtown Angola follow.

- Downtown Angola currently has approximately 41 various office occupants occupying approximately 225,000 square feet of building space.
- A considerable amount of office and professional services space is also located adjacent to and near the defined Downtown project area, including the hospital.
- Downtown Angola is the seat of Steuben County government and, as such, is the professional services center of the county.
- Downtown's occupied office space serves the personal needs of those who live within the community and primary trade area, with the most significant concentrations of offices ranging from lenders, real estate services, health services, legal services, membership services, and government.

### ***Current Office Uses***

The variety of office occupants found in Downtown can be seen in the following table, in which office tenants are listed by SIC numbers. The office inventory was completed by the Downtown Angola Process Committee.

### ***Office Potential***

It is anticipated that most of Downtown's office market growth will continue to consist of office uses which serve, primarily, the personal needs of those who live in, or in proximity to, the county and in Downtown Angola's primary trade area. Communities nationwide have experienced the fact that – as improvements are made in the overall economic and physical conditions of their Downtowns – an associated increase in demand for office space normally follows. This is also expected to hold true for Downtown Angola.





**Indiana Downtown®**

**Downtown Angola  
Offices by SIC Code**

<b>SIC CODE</b>	<b>BUSINESS TYPE</b>	<b># BUS.</b>	<b>TOT. SQ. FT.</b>
<b><u>27</u></b>	<b><u>Publishing</u></b>		
271	Newspapers	1	3,800
<b><u>60</u></b>	<b><u>Depository Institutions</u></b>		
603	Savings Institutions	3	39,300
<b><u>62</u></b>	<b><u>Security and Commodity Brokers</u></b>		
628	Security/Commodity Services	1	6,200
<b><u>63/64</u></b>	<b><u>Insurance</u></b>		
641	Insurance Agents/Brokers	2	2,950
<b><u>65</u></b>	<b><u>Real Estate</u></b>		
653	Real Estate Agents/Mgrs.	2	3,100
654	Title Abstract Offices	2	12,350
<b><u>72</u></b>	<b><u>Personal Services</u></b>		
722	Photographic Studios	1	1,700
727	Funeral Home	1	3,500
<b><u>80</u></b>	<b><u>Health Services</u></b>		
802	Offices/Clinics of Dentists	2	4,900
804	Offices of Other Medical	1	3,000
<b><u>81</u></b>	<b><u>Legal Services</u></b>		
811	Legal Services	11	24,790
<b><u>86</u></b>	<b><u>Membership Organizations</u></b>		
861	Businesss Associations	1	1,500
864	Civic/Social Organizations	3	23,800
866	Religious Organizations	2	40,000
<b><u>87</u></b>	<b><u>Engineering/Management Services</u></b>		
871	Engineering/Architecture	1	1,450
872	Accounting/Bookkeeping	1	1,050
<b><u>89</u></b>	<b><u>Services Not Elsewhere Classified</u></b>		
899	Services	2	2,150
<b>37</b>			

**Downtown Angola  
Offices by SIC Code**

<b>SIC CODE</b>	<b>BUSINESS TYPE</b>	<b># BUS.</b>	<b>TOT. SQ. FT.</b>
<b><u>91</u></b>	<b><u>General Government</u></b>		
919	General Government	2	11,000
<b><u>92</u></b>	<b><u>Courts/Justice/Public Safety</u></b>		
921	Courts	1	20,000
922	Public Safety	1	18,000

<b>TOTAL NUMBER OF OFFICE BUSINESSES</b>	<b>41</b>
--	-----------

<b>TOTAL SQUARE FEET OF OCCUPIED OFFICE BUSINESS SPACE</b>	<b>224,540</b>
--	----------------

Source: Downtown Angola Process Committee

# HyettPalma

## Indiana Downtown®

Therefore, it is estimated that approximately 25,000 to 40,000 square feet of additional office space could potentially be supported in Downtown Angola between now and the year 2011. This should be considered an economic goal for the enhancement effort.

It must be noted that the actual growth in Downtown's office demand could be higher if Downtown is able to attract general offices, or back office operations from outside the area; to attract office occupants currently located elsewhere in the community; or to experience significant expansion by current Downtown office operations. Also, if one or more of Downtown's currently vacant and/or underutilized building spaces is appropriately renovated, additional uses, including office occupants, can be anticipated to locate in Downtown Angola.

### **NOTE:**

*No attempt was made to determine the condition of vacant space. Therefore, no judgment is made concerning the marketability of space based on condition.*

### ***Office Business Development***

A listing of office types recommended for recruitment and expansion in Downtown Angola is presented in the chapter of this document titled ***Course of Action***.

### **Downtown Housing Opportunities**

The Downtown Angola project area contains a total of approximately 50 housing units and one group home at this time. Approximately 117 residents occupy these units. The inventory and occupancy estimate were recently prepared by the Downtown Angola Process Committee.

The estimated 50 housing units include:

- 31 apartment units;
- 17 single-family units;
- 1 duplex; and
- 1 group home.

# HyettPalma

## Indiana Downtown®

Downtown Angola is also fortunate to be surrounded by people living in neighborhoods that are adjacent and in proximity to its boundaries, who enjoy the convenience of being able to walk or drive a short distance to the heart of Downtown Angola.

As has been found throughout Indiana and the nation during the past three decades plus – regardless of community size – as a Downtown's physical environment and mix of businesses is improved, it is very likely that the demand for housing in and near Downtown will also increase. This can also be expected in Downtown Angola. Every effort should be made, consistent with the implementation of the ***Downtown Action Agenda***, to introduce more quality housing – particularly market-rate housing – in and in proximity to Downtown Angola.

As market conditions allow, every effort should be made to introduce:

- Loft apartments in the upper floors of existing structures throughout Downtown;
- Townhouses and garden-style housing – market-rate and affordable – at the edges of Downtown; and
- Both owner-occupied and rental units.

A concerted effort should also be made to protect and enhance housing in Downtown's valuable adjacent neighborhoods. These units will always be home to extremely important patrons of Downtown Angola. Every effort should be made to identify and seek any and all forms of financial assistance to aid those in housing adjacent and in proximity to Downtown in their efforts to renovate housing units – including homeowners and investors.

Rather than placing arbitrary or artificial limits on the number of housing units appropriate for Downtown Angola – and in the neighborhoods near the commercial district – it is suggested that the absorption of units in the marketplace be used as the indicator of demand. And, that every effort be made to develop the

# HyettPalma

## **Indiana Downtown®**

greatest number of quality units possible in and near Downtown when market conditions allow.

[Return to table of contents.](#)

# *Course of Action*

## VI. COURSE OF ACTION

This chapter includes the specific recommendations designed to:

- Attain the community's preferred vision for Downtown Angola;
- Enable Downtown to capture the economic opportunities revealed in the market analysis; and
- Further strengthen Downtown's economy and viability.

As was stated earlier, HyettPalma recommends that the following guidelines be kept in mind while implementing the ***Downtown Angola Action Agenda 2006***.

The specific recommended actions are shown following the ***Guidelines***.

### ***1. Anchors***

All anchors that serve the broader community – whether they are businesses, special events, activities, or government facilities – should be located in Downtown.

### ***2. As Downtown Goes . . .***

Community leaders nationwide have found that an enhanced Downtown benefits the entire community. This has led to the adage that states, "As Downtown goes, so goes the town." For this reason, Downtown's enhancement should be made a community priority and should be supported community-wide . . . realizing that an enhanced Downtown Angola will benefit all of the community's residents, business owners, and property owners, and not just those in Downtown.

### ***3. Compatibility***

Façade, sign, and awning improvements made in Downtown should be compatible – to create a harmonious "look" in Downtown – and should not be uniform.

#### **4. The Market**

It must be recognized that Downtown Angola has a very strong market. With over 100,000 residents living in its primary trade area, plus a large influx of summer tourists to the area, Downtown has great spending potential on which to draw.

#### **5. Truck Traffic**

The leadership of the community should be commended for their diligent efforts to have a truck route created. However, it should be realized that – if, for some reason, the truck route does not become a reality – Downtown Angola can still be enhanced so that it is a thriving business district.

#### **6. Pedestrian Zone**

Turning the Square into a pedestrian zone – as a means of removing truck traffic from the Square and increasing Downtown’s pedestrian-orientation – is a solution that should be avoided.

#### **7. Hub**

Angola is currently the hub of the region, with Wal-Mart, Meijer, and the County Courthouse all located within the community. And, this presents the opportunity to position Downtown Angola as a regional hub. To do so, Downtown must remain unique, be different from North Wayne in both ambience and business mix, and provide an alternative to big boxes and strip malls. This differentiation will allow both Downtown and North Wayne to co-exist and prosper.

#### **8. The Square & Monument**

Located at the heart of Downtown, Public Square is truly unique and the Steuben County Soldier’s Monument is a grand and beautiful landmark. Due to this, the enhancement of Downtown should start at its core and entail amplifying the Square and monument by:

- Making sure that the monument, and mound on which it sits, are attractive and attractions in every season;



- Making sure that the Square is highly attractive physically – in terms of its buildings and public spaces;
- Making sure that the businesses and uses located around the Square are truly enticing; and
- Focusing enhancement actions in this area first, and then moving that focus onto the side streets leading off the Square.

### **Parking & Traffic**

The following actions should be taken to improve parking and traffic in Downtown.

#### **1. Parking**

Downtown parking should be made as convenient as possible for customers by focusing first on current supply, as shown below.

##### **A. Existing Supply**

The use of Downtown's existing parking spaces should be maximized by:

- Erecting distinctive and easily visible signs that direct motorists to public parking lots;
- Erecting signs, of the same design, that mark public lots as being for use by the public;
- Continuing not to delineate on-street parking spaces, since not doing so results in a larger number of vehicles being able to park in a given block; and
- Examining all on-street areas now signed as being "no parking" to determine if parking can be allowed in these areas.

### ***B. Enforcement***

The City currently enforces the two-hour parking time limit on a part-time, as-needed basis, which appears to be effective in encouraging turnover. If in the future, however, it is found that on-street spaces are being monopolized by all-day parkers, this issue should be resolved by:

- Enforcing the two-hour limit on a full-time or more aggressive basis; and
- Considering the institution of an escalating fine system aimed at deterring repeat all-day parkers.

### ***C. Increasing Supply***

Downtown's parking supply appears to be adequate at this time. However, if it appears that additional parking is needed in the future, this should be addressed by:

- Having the need quantified and documented by a parking professional;
- Creating additional public parking lots on the peripheries of Downtown; and
- Not demolishing historic buildings to create parking lots.

It should also be noted that there is a direct relationship between a Downtown's business mix and the distance Downtown customers are willing to walk to/from parking. That is, the more a Downtown's mix of businesses appeals to customers, the farther customers are willing to walk between a parking area and those businesses. Therefore, the retention and recruitment of appropriate businesses should be viewed as a very important part of dealing with Downtown's parking situation.

## **2. Traffic**

It is understood that local officials are working very diligently with state officials – INDOT – to create a truck route that would remove semi-truck traffic from Downtown. And, these efforts should be continued.

In the meantime, however, the following traffic calming measures should be taken to pedestrianize Downtown.

- Speed limits should be strenuously enforced in Downtown.
- The City should work with INDOT to:
  - Erect more visible signs that mark pedestrian crosswalks;
  - Install signs requiring motorists to yield to pedestrians in crosswalks; and
  - Consider embedding pedestrian-activated lights in Downtown’s crosswalks.

## **Public Improvements**

The following actions should be taken to make Downtown’s public spaces more appealing so that they convey the message that Downtown is a valued and valuable area.

### **1. Streetscape Plan**

An overall streetscape plan should be designed by a professional landscape architect having experience with historic Downtowns. The plan should focus on the Square and west Maumee and address:

- Sidewalk repair, replacement, and materials;
- Landscaping – trees, plantings, and irrigation systems;

# HyettPalma

## Indiana Downtown®

- Trash receptacles and benches – of a design that complements Downtown’s historic architecture; and
- Additional banners – that are customized to convey Downtown’s history and image.

In addition, at the time that sidewalks are repaired or replaced, all underground infrastructure in need of repair should be improved and all remaining overhead utility lines should be buried.

It should be noted that the use of stamped concrete as a sidewalk material is not recommended since it often becomes a pedestrian safety issue and a maintenance nightmare. Instead, the use of un-tinted concrete and decorative pavers should be considered.

### **2. Street Lights**

Historic style streetlights have been added to the Square. Now, consideration should be given to extending these along Maumee, west of the Square, since this is Downtown’s pedestrian spine.

### **3. Alleys**

In some of Downtown’s alleys, dumpsters are creating an unsightly situation. This should be addressed by considering the use of trash compactors – which would lessen the number of dumpsters required – and by screening dumpsters and compactors.

### **4. The Monument**

As was said earlier, the Steuben County Soldier’s Monument is a grand and beautiful landmark. It is also a beacon to Downtown and an exceptional and irreplaceable gem. While it is understood that public funds to devote to the monument’s upkeep are scarce, and that the County government is doing its best to maintain the monument, it is much too valuable a community asset to be allowed to deteriorate or lose its grandeur.

# HyettPalma

## Indiana Downtown®

It is understood that, in the early 1990s, a capital campaign was carried out to raise funds for the monument's upkeep. HyettPalma would like to suggest that the time has come to launch another such campaign, which should be conducted community-wide (at least) and should be aimed at maintaining the monument in perpetuity.

### **5. Courthouse**

The Steuben County Courthouse is a beautiful historic structure as well as a Downtown anchor. For both reasons, the courthouse should remain in Downtown.

## **Private Property Improvements**

By all accounts, Downtown's history and quaintness are very important to community members. Therefore, the following steps should be taken to protect and amplify Downtown's historic character.

### **1. Historic District**

Consideration should be given to seeking historic district status for Downtown by having it listed on the National Register of Historic Places. Such designation is highly prestigious and enables an area to be marketed to and attract heritage tourists. To start this process, a building inventory should be undertaken, using the inventory conducted in 1995 as a base. In addition, consideration should be given to contacting the Historic Landmarks Foundation of Indiana for assistance with the inventory.

### **2. Building Improvements**

The following three tools should be created to encourage owners to make building improvements that respect Downtown's architectural styles.

- Design guidelines should be crafted to explain – in words and graphics – the types of improvements that should and should not be made to building façades in Downtown. Again, consideration should be given to contacting the Historic Landmarks Foundation of Indiana for assistance with this matter.

- A matching grant program should be created to provide interested owners up to \$2,500 per building – to be matched with private funds – for making appropriate improvements to façades, signs, and awnings. A stipulation of the program should be that proposed improvements must be in keeping with the design guidelines crafted for Downtown.
- Preliminary design assistance should be provided to owners who are seriously considering making improvements to building façades, signs, and awnings. The assistance should be provided by an experienced architectural historian or preservation architect and, ideally, would be made available free-of-charge. This service should also be tied to use of the design guidelines but should be available to owners whether or not they are accessing the grant program.

### **3. Business Signs**

The City should consider revising its zoning ordinance to allow business owners to erect projecting signs. However, each sign should be in keeping with its building's architecture in terms of style, size, materials, and placement. And, all of these sign elements should be addressed in the Downtown design guidelines.

### **4. Focus**

The effort to stimulate private property improvements in Downtown should be focused on buildings that ring the Square and that are located on Maumee west of the Square.

### **5. Problem Properties**

Downtown properties that are experiencing disinvestment – or lack of needed investment – should be addressed by taking the following steps. It should be noted that the goal of doing so should be to stimulate private sector investment that returns structures to productive use, rather than losing historic structures to demolition.

- Every effort should be made to work with the owners of all Downtown properties to ensure that all buildings are Downtown assets and contributors to the overall quality and character of Downtown. Special

# HyettPalma

## Indiana Downtown®

attention should be given to working with the owners of distressed or deteriorated properties, working to enhance the problem real estate. This special attention should include the offering of any available incentives to stimulate timely enhancement action.

- If owners of problem properties – meaning deteriorated or substandard – do not wish to take the necessary steps to correct deficiencies, then assistance should be extended to the owners in an effort to find buyers for the property who will purchase the real estate and correct deficiencies. In association with this initiative, the Redevelopment Commission should consider – when deemed appropriate in specific cases – the acquisition and repair of problematic properties, with the marketing of the properties following renovation, or the marketing of problem properties with the condition that new owners make the necessary repairs within a specific time period, to render the properties sound.
- If the owners of problem properties refuse to repair deficiencies or market the real estate to others who will make the necessary repairs, then the Redevelopment Commission, to the maximum extent of its powers granted by the State of Indiana, should consider taking possession of the problematic properties, including but not necessarily limited to the use of Indiana receivership legislation (*IC 36-7-9, Chapter 9, Unsafe Building Law*).

### **6. Housing**

Every effort should be made to encourage and stimulate the creation of quality housing units in the upper floors of Downtown buildings and in neighborhoods adjacent to Downtown. The City should examine all available and applicable federal and state funding programs that could be used to create housing units in Downtown and rehab homes, and thereby, stabilize the neighborhoods surrounding Downtown. In addition, it should be made widely known that the City's Building and Fire Departments are willing to be flexible and work with building owners interested in creating housing units in upper floors in Downtown and with those interested in improving neighborhoods adjacent to Downtown, as long as life safety is protected.

## **Business Development**

The following actions should be taken to strengthen Downtown's business mix and its ability to attract customers.

### ***1. Orientation***

The Square and Maumee, particularly west of the Square, are currently Downtown's most pedestrian-oriented areas. They should be enhanced to contain a cluster of specialty retail, food, art, and entertainment uses in first floor spaces with offices and housing above.

The balance of Downtown should be enhanced to contain a mix of convenience retail, offices, institutional uses, and housing.

### ***2. Business Retention***

Every effort should be made to provide the highest level of assistance and encouragement to Downtown's existing businesses in their efforts to better serve the needs and desires of customers in the broad regional trade area, including the increasing demand associated with seasonal visitors.

- ***Specialty Businesses***

Given the large and growing number of chain and discount businesses opening and operating in Angola, its broader regional trade area, and within an easy drive in virtually any direction from Angola, and the growing number of new home buyers arriving from market areas with much of the same, it is critical that Downtown's businesses strive to make themselves different in a marketplace of "sameness." Downtown's collection of businesses should strive to offer special goods and services in special building spaces – meaning attractive interiors and exteriors, window displays, signs, etc. And, every effort should be made by Downtown's businesses to offer the highest quality goods and services possible, amplified through a high level of customer service and attention, in order to continue making Downtown Angola businesses and Downtown's experience and ambiance unique in a growing marketplace of chain, big box, and discount businesses.



- ***Business Hours***

With the existing and growing number of chain and discount businesses, as noted above, the marketplace is being conditioned to expect businesses to be open when customers have the time to shop and interest in shopping. In the Angola marketplace, this means that trade area customers are becoming accustomed to being able to buy most anything they desire or need during extended evening hours. And, with a growing number of new residents making Angola their home for portions of the year, these new residents – many visiting the community during their vacations and other non-work times and most accustomed to the convenience of shopping when they desire – the demand for evening hours associated with dining, shopping, and entertainment can be expected to increase exponentially.

Every owner of a Downtown business should make the effort and take the time to talk with their existing customers – including out-of-town home owners and visitors – to determine the most convenient hours they can operate to satisfy the desires and needs of their customers.

Being open during market-driven, rather than owner-driven, hours will always be the most productive hours any business can maintain.

- ***Customer Service***

As a further method by which to attract new customers and retain existing customers, every Downtown Angola business should offer the highest levels of customer service. This is important in serving local residents and is especially important in serving part-time homeowners – who will buy more locally if their business is appreciated and this appreciation is shown through the provision of exceptional customer service.

Several specific customer service initiatives which should always be considered by Downtown Angola businesses include:

- Displaying a greater interest in helping and satisfying the customer than in making the sale;

# HyettPalma

## Indiana Downtown®

- Keeping hours that are convenient for the customer, rather than for the business owner;
- Cherishing employees who are “problem solvers” and “people people” rather than merely “sales help;”
- Hiring employees who are knowledgeable about the products and services offered by the business;
- Training employees well before they are put on the floor;
- Offering free minor alterations and repair of purchases;
- Offering free gift wrapping;
- Offering reasonable return policies;
- Faxing or e-mailing product information to the customer immediately after the request is made;
- Delivering or shipping products to the purchaser;
- Special ordering of products requested by individual customers;
- Buying at market with specific customer needs and desires in mind;
- Calling frequent customers when new merchandise arrives;
- Holding a “private sale” for frequent customers a few days prior to a “public sale;”
- Opening before or after regular business hours to meet the special needs of loyal customers;

# HyettPalma

## Indiana Downtown®

- Making purchasing easy for busy loyal customers by having a Web site and by being willing to bring an array of products to their home or office so they can make their selections without making a trip to the business;
- Offering customer use of in-store rest rooms;
- Offering soft drinks, coffee, tea, water or other beverages to customers while they shop;
- Paying a parking ticket which a customer receives while doing business with you;
- Sending a thank you note to the customer after the sale is made;
- Telephoning the customer one week after the sale to ask if they are pleased with their purchase;
- Standing behind the product long after the sale is made;
- Continually looking for new ways to serve and thank loyal customers;
- Referring customers to other area businesses when customers express an interest in goods and services that are not available at your business; and
- Of course, providing a business environment that is clean, convenient, and appealing both inside and out.
- ***On-Street Merchandise and Sidewalk Dining***

The placement and display of merchandise should not be allowed on Downtown sidewalks. And, if the placement of sandwich boards is allowed on sidewalks, a uniform design for those signs should be established.

Dining tables and chairs associated with the offering of food on public sidewalks is not merchandise display and should be allowed, with restrictions. The restrictions should entail assurance that safe pedestrian access is maintained and that sidewalks are kept free of food waste and litter.

- **Public Safety**

The City Police Department now uses foot, bike, and car patrols to ensure public safety in Downtown. And, the City plans to continue to do so. In addition, public loitering should not be allowed on Downtown sidewalks or in other public spaces since such activity tends to intimidate pedestrians and tarnish a Downtown's image.

- **Trash**

The presence of trash and litter also tends to tarnish a Downtown's image. Therefore, the City should monitor Downtown to ensure cleanliness. If it is found that business owners are not adequately containing and removing trash/litter, then the City should consider ordinances that require owners to do so.

### **3. Farmers Market**

The local farmers market is now held in the parking lot of the community center. Serious consideration should be given to relocating the market to Downtown so that Downtown's businesses have the opportunity to realize spin-off business from market-goers. Possible locations that should be considered are the southeast corner of the Square and the courtyard east of the Courthouse.

### **4. Business Recruitment**

Every existing Downtown business owner should be given the opportunity to provide needed and desired goods and services first. When existing businesses do not respond to market opportunities, however, then an aggressive effort should be made to attract appropriate businesses to Downtown Angola through an aggressive outreach effort.

# HyettPalma

## Indiana Downtown®

- **Top List**

While all businesses presented on the list below titled Full List are appropriate for Downtown Angola, the following top list should be sought first:

- Restaurants, offering evening dining and, where possible, outdoor dining space;
- Small variety store;
- Optical products and services;
- Women's apparel;
- Home furnishings and interior design services;
- Cards;
- Gifts and novelty products;
- Books;
- Art galleries and supplies; and
- Professional offices, except in first floor space around the Square and on Maumee west of the Square.

- **Nightlife**

Downtown now has two movie theaters with three screens as well as establishments that offer live music in the evenings. Therefore, owners of Downtown food establishments should consider staying open hours that accommodate those users.

# HyettPalma

## Indiana Downtown®

- **Full List**

The following types of businesses are appropriate for Downtown Angola.

### **Prepared Food**

- Fine Dining Restaurants;
- Moderate Priced Restaurants;
- Sandwich Shops;
- Bistros;
- Coffee Houses;
- Delis;
- Bakeries;
- Candy/Ice Cream/Yogurt Shops;
- Pubs/Taverns -- with Atmosphere/Operation Welcoming to Families; and
- Ethnic Foods -- i.e., Italian, Greek, French, Chinese, Mexican, etc.

### **Food for Home**

- Convenience Grocery; and
- Health Foods.

### **Entertainment**

- Live Theater;
- Entertainment in Restaurants -- i.e., piano player, guitarist, small combos, dancing, etc.; and
- Movie Theater.

### **Specialty Retail**

- Antiques;
- Appliances;
- Art Galleries, Framing and Supplies;
- Books;
- Cameras and Photo Supplies;
- Casual Apparel and Accessories;
- Computers/Software;
- Florist;
- Gifts, Stationery and Cards;
- Home Decorating Products and Design Services;
- Music (Recorded and Sheet);
- Office/School Supplies;
- Optical Products;

# HyettPalma

## Indiana Downtown®

- Radio/TV/Electronics;
- Sewing Supplies;
- Small Variety Store;
- Sporting Goods;
- Toys, Games and Crafts;
- Traditional and Costume Jewelry;
- Wall Coverings and Paint; and
- Women's Apparel and Accessories.

### Convenience Retail/Select Services

- Auto/Home Supply;
- Barber Shops;
- Beauty Shops;
- Dance Studio;
- Dry Cleaners/Tailor Shop;
- Pharmacy;
- Physical Fitness Facility;
- Shoe Repair/Shine; and
- Video Rental.

### Offices

- Accounting, Auditing, Bookkeeping;
- Advertising;
- Child Care Services;
- Commercial Banks;
- Computer and Data Processing;
- Credit Reporting and Collection;
- Credit Unions;
- Dentists Offices and Clinics;
- Doctors Offices and Clinics;
- Engineering, Architectural Services;
- Fire, Marine Casualty Insurance;
- General Government;
- Health and Allied Services;
- Home Health Care Services;
- Individual and Family Services;
- Legal Services;
- Library;
- Life Insurance;
- Management and Public Relations;

# HyettPalma

## Indiana Downtown®

- Medical Service and Health Insurance;
- National Security;
- Newspapers and Other Media Outlets;
- Passenger Transportation Arrangement;
- Personnel Supply Services;
- Photographic Studios;
- Post Office;
- Print Shops;
- Real Estate Agents and Managers;
- Residential Care;
- Savings Institutions;
- Security Brokers and Dealers;
- Subdividers and Developers;
- Tax Services; and
- Title Abstract and Insurance Offices.

### **Housing and Other Uses**

- Housing above first floor uses;
- Housing as infill on redeveloped lots and underutilized lots;
- Museums;
- Churches in buildings designed as churches, not storefronts; and
- Hotel facilities, if market conditions prove feasible in the future.

### • ***External Recruitment***

When businesses are sought from outside the community, an aggressive effort should be made to scout for new business prospects within the broad three state trade area served by Downtown Angola. Prospects should be sought – face-to-face – and not through mass mailings. And, when prospects are identified, they should be invited to Downtown Angola to view building space and the overall community.

Working with cooperative building owners – meaning owners who are willing to appropriately condition building space – prospects should be introduced to building owners and encouraged to locate in Downtown Angola.

The overall marketing effort discussed below should promote appropriate businesses sought for Downtown Angola in order to help condition the marketplace for prospecting.



- ***Internal Recruitment***

As previously noted, every existing business in Downtown Angola should be encouraged to provide identified business offerings first – through line expansions and/or contractions, business expansions, or the opening of new doors. This form of business creation is known as internal business recruitment.

## **Marketing**

Both the Angola Area Chamber of Commerce and the Steuben County Tourism Bureau are very actively involved in marketing Downtown. This is a very fortunate situation that should be augmented with the following.

### ***1. Web***

The City, the Chamber, and the Tourism Bureau all maintain Web sites at this time. A Downtown section, that promotes the image and appeal of Downtown, should be created on each. And, those pages should be linked to Web sites maintained by Downtown businesses.

### ***2. Story Placement***

The Tourism Bureau now conducts an extensive media campaign aimed at attracting tourists to the county. Now, an equally extensive and exhaustive story placement campaign should be launched and sustained for Downtown. The goal of the campaign would be to attract to Downtown area residents, business prospects, and investors by getting positive stories placed with all major print and electronic media throughout the tri-state region.

### ***3. Wayfinding***

A system of creative and distinctive signs – that convey Downtown’s history and image – should be placed as follows:

- Signs should be placed on all major roadways to direct motorists to “Historic Downtown Angola;”

- Signs stating “Welcome to Angola” should be placed at all major entrances to the City;
- Signs directing motorists to “Historic Downtown Angola” should be placed strategically throughout the City; and
- Signs reading “Welcome to Historic Downtown Angola” should be placed at all four entrances to Downtown.

#### **4. Billboards**

Creative billboards – that convey Downtown’s historic quaintness – should be placed on major roadways, approximately five to ten miles outside of the City.

#### **5. Downtown Brochure**

Creation of a Downtown brochure is being discussed by the Downtown Improvement Committee of the Angola Area Chamber of Commerce. This is an essential marketing tool that Downtown Angola should not be without. Therefore, the brochure should be created as quickly as possible. In doing so it will be important to:

- Have the brochure be just for Downtown – as opposed to for Downtown and other commercial areas;
- Include all of Downtown’s businesses in the brochure – at no charge;
- Have the brochure professionally designed and printed;
- Ensure that the brochure conveys Downtown’s historic quaintness and unique image; and
- Include a map showing the location of public parking.

# HyettPalma

## Indiana Downtown®

At a minimum, the Downtown brochure should be widely distributed at the following locations:

- Tri-State University;
- Pokagon State Park and Potawatomi Inn;
- The bike trail;
- Cline Museum;
- Community Center;
- Area campgrounds;
- Area golf courses;
- Area attractions, such as Fun Spot, Satek Winery, the buffalo preserve;
- Area lodging facilities – in guest rooms, if possible;
- The largest special events held throughout the area;
- On the toll road;
- In all applicable mailings sent out by the Tourism Bureau;
- Area restaurants; and
- All locations where area residents and tourists tend to gather in numbers.

### **6. Concerts**

Outdoor concerts are now held in Commons Park. These should be relocated to Downtown – or another concert series should be created in Downtown, and held on a different night. And, consideration should be given to holding the Downtown concerts in the courtyard east of the Courthouse.

### **7. Events**

Currently, a number of special events are held in Downtown. These include the Angola Fall Festival (September), Halloween Trick-or-Treating, Santa's Arrival (November), Downtown Winter Window Walk (November to December), and Sidewalk Sales (July) – all of which are produced by the Downtown Improvement Committee of the Chamber. In addition, the Steuben County Fourth of July

# HyettPalma

## Indiana Downtown®

Committee holds a Fourth of July Parade that starts in Downtown and culminates with fireworks at Commons Park.

A goal of the Chamber's Downtown Improvement Committee is to improve their existing events before creating any new events. This is a wise goal that should include:

- Turning each existing event into a signature Downtown event – for which Downtown Angola becomes widely known and which attract larger numbers year after year;
- Making each event as family-oriented as possible; and
- Celebrating family holidays with each event.

### **8. Cross-Advertising**

Category advertising is now promoted by the Tourism Bureau – with initiatives such as the “Antique Tour.” In addition, Downtown business owners should consider cross-advertising. This should include, at a minimum, food establishments advertising with the movie theaters and vice versa in the hopes of sharing customers.

[Return to table of contents.](#)

*Partnership  
for  
Success*

## VIII. PARTNERSHIP FOR SUCCESS

The most successful Downtown enhancement efforts nationwide are those that are implemented by a partnership between the private and public sectors. For Downtown Angola to reach its full potential, Downtown's key private and public sector leaders and constituents ***must continue to***:

- Plan together and implement together -- in partnership;
- Embrace a shared direction and a unified voice;
- Provide the strong and persistent leadership needed for implementation to occur; and
- Take quality ***action*** -- and stimulate quality action by others -- that is in the best interest of Downtown as a whole.

This is essential for Downtown success. The Downtown Consortium, described below, is the vehicle recommended to make this to happen.

### ***Existing Entities***

The following entities are now involved in Downtown activities and initiatives.

- City government
- County government
- Angola Area Chamber of Commerce/Downtown Improvement Committee
- Angola Redevelopment Commission
- Steuben County Tourism Bureau
- Steuben County Economic Development Corporation
- Steuben County Community Foundation
- Steuben County Historical Society

### ***Consortium***

The Downtown Consortium should be created by the above entities. The purpose of the Consortium would be to ensure that the ***Downtown Action Agenda*** is implemented in its entirety – in a coordinated, timely, and quality manner. To do so, the Consortium’s members should come together, discuss the recommendations included in the ***Downtown Action Agenda***, and determine the roles and responsibilities of each entity in implementing those recommendations. Following that, the Consortium should meet quarterly to ensure that implementation is occurring on schedule.

### ***Roles & Responsibilities***

Given the missions of the involved entities, it is suggested that the following roles and responsibilities be considered by the Consortium’s members.

- City Government
  - Parking and traffic
  - Public improvements
  - Stimulating private property improvements
  - Wayfinding
- County Government
  - Monument maintenance
  - Courthouse maintenance
  - Courthouse parking
- Chamber of Commerce and Tourism Bureau
  - Marketing
- Community Foundation
  - Monument capital campaign

Business development is the one element of the ***Downtown Action Agenda*** that does not clearly fall into the realm of one of the involved entities. Responsibility for implementing the recommended business development actions might be assumed by:

- The Angola Redevelopment Commission;
- The Angola Area Chamber of Commerce; and/or
- The City's planner.

This is a matter that should be addressed by the Consortium's members. It should be noted, however, that implementing the business development recommendations is essential for the **Action Agenda** to yield the desired results.

Finally, all members of the Consortium should be involved in seeking funds, as appropriate, to implement the **Downtown Action Agenda**.

### **Staff**

Implementation of the **Action Agenda** should be coordinated and spearheaded by the City's planner, working closely and in partnership with the directors of the Chamber of Commerce, Tourism Bureau, and the Redevelopment Commission.

### **Document**

The following benchmarks should be tracked on an annual basis to document and quantify Downtown's success:

- Total taxable value of property in Downtown;
- Number of new jobs created;
- Dollar amount of new private investment;
- Public improvements and their costs;
- List of economic development tools that were utilized;
- List of business openings;
- List of business closings;
- Total number of businesses in Downtown;
- Total number of housing units;
- Occupied retail space (sq. ft.);
- Vacant retail space (sq. ft.);
- Occupied office space (sq. ft.);
- Vacant office space (sq. ft.);
- Occupied residential space (sq. ft.);



- Vacant residential space (sq. ft.); and
- New investment or economic development projects (and their value) that occurred outside of the Downtown project area, in part, due to Downtown's enhanced image.

### ***Funding***

Using the ***Downtown Action Agenda***, the Downtown Consortium should establish a budget and fundraising goal for implementation. The Downtown Consortium should consider seeking needed funds from the following sources:

- State, County, and City governments;
- Federal programs;
- Industry, corporations, and major employers throughout the County;
- Business owners, commercial property owners, and real estate developers;
- Banks and utilities;
- Area foundations;
- Affiliated non-profits, such as the Chamber and Tourism Bureau;
- Service clubs; and
- Any individual, entity, or institution that stands to benefit from an enhanced Downtown Angola.

### ***Adopt***

It is hoped that the Angola City Council would adopt the ***Downtown Action Agenda*** as the Downtown element of the City's comprehensive plan.

Return to table of contents.

# *Implementation Sequence*

## VII. IMPLEMENTATION SEQUENCE

This document contains numerous actions recommended for revitalizing Downtown Angola. This chapter shows the recommended actions that should be carried out during the **first year** of the enhancement effort.

At the end of each year, the implementation sequence should be updated. And, within five to six years, consideration should be given to updating the entire ***Angola Downtown Action Agenda 2006***, depending on the level of program accomplishments realized.

Return to table of contents.

## Year-1 Implementation Sequence Angola Downtown Action Agenda 2006

### Partnership and Management Actions

- Formal adoption by the City of Angola of the **Angola Downtown Action Agenda 2006** as the Downtown element of the City's Comprehensive Plan and the official guide for the further economic enhancement of Downtown Angola.
- Create and operate Downtown Consortium, meeting quarterly to oversee implementation of the **Action Agenda**.
- Document results of enhancement actions.

### Parking & Traffic Actions

- Enhance existing parking, as per the **Action Agenda**.
- Continue enforcement of parking time limits.
- Consider and implement traffic calming recommendations to further pedestrianize Downtown.

### Public Improvements Actions

- Prepare streetscape plan, as per recommendations of the **Action Agenda**, and implement improvements ASAP.
- Examine feasibility of extending historic street lights along Maumee.
- Examine feasibility of using trash compactors and screen all trash containers.
- Launch a capital campaign for monument restoration and maintenance.

### Private Property Improvements

- Seek National Register of Historic Places listing for all of Downtown.
- Create design guidelines, façade grant program, and offer preliminary design assistance for appropriate building improvements.
- Amend ordinance to allow appropriate projecting business signs.
- Focus building enhancements around Square and on Maumee.

## Year-1 Implementation Sequence Angola Downtown Action Agenda 2006 (continued)

### Private Property Improvements Actions (continued)

- Work with owners of problem properties to correct deficiencies and re-use buildings, as per recommendations of the **Action Agenda**.
- Encourage and assist in the creation of the maximum number of housing units in and near Downtown.

### Business Development Actions

- Cluster specialty retail, food, art, and entertainment in first floor spaces around the Square and on Maumee.
- Work with existing businesses to specialize, keep appropriate business hours, and provide the highest level of customer service.
- Prohibit the placement of merchandise on streets.
- If sandwich boards are allowed, prepare a uniform standard for such signs.
- Continue to provide the highest levels of Downtown public safety.
- Ensure Downtown cleanliness through code enforcement if necessary.
- Relocate farmers market, as per recommendations of the **Action Agenda**.
- Recruit new businesses, as needed.

### Marketing Actions

- Create a Downtown section on local Web sites.
- Launch story placement effort.
- Design and install wayfinding system.
- Examine feasibility of billboard placement.
- Create and distribute Downtown brochure.
- Relocate concerts to Downtown.
- Enhance Downtown events.
- Implement cross-advertising, as per the **Action Agenda**.

# *Appendix*

HyettPalma

**Making Downtown Renaissance a Reality**

# **THE RETAIL REPORT®**

---

**Downtown Angola  
Primary Retail Trade Area**



**Making Downtown Renaissance a Reality**

1600 Prince Street • Suite 110  
Alexandria, Virginia 22314  
Phone 703 683 5125  
E-Mail: info@hyettpalma.com

## **THE RETAIL REPORT®**

**THE RETAIL REPORT**, presented within this document, was specifically prepared for Downtown Angola, Indiana. This document presents information concerning the characteristics of the Downtown Angola primary retail trade area. The report was prepared in 2006 by HyettPalma, Inc.

**THE RETAIL REPORT** presents:

- The current demographic and socio-economic characteristics of customers in the Downtown Angola primary retail trade area;
- A five year projection of changing demographic and socio-economic conditions in the Downtown Angola primary retail trade area;
- A projection of the number of retail dollars that residents in the Downtown Angola primary retail trade area spend on retail goods; and
- A projection of the total retail spending potential for 24 classes of retail goods sought by customers in the Downtown Angola primary retail trade area.



**TABLE OF CONTENTS**

Demographic and Socio-Economic Characteristics  
of Residents in Trade Area and Five-Year  
Projection of Changes . . . . . 1

Total Retail Product Demand by Residents in Trade Area,  
By Income Group . . . . . 3

Total Retail Product Demand by Residents in Trade Area,  
By Product Type . . . . . 5

Dollar Demand for Food Products . . . . . 7

Dollar Demand for Home Products . . . . . 13

Dollar Demand for Apparel Products . . . . . 22

Dollar Demand for Personal Care  
and Entertainment Products . . . . . 32

The Retail Report User Guide . . . . . 43

HyettPalma

**Making Downtown Renaissance a Reality**

# **DEMOGRAPHIC AND SOCIO-ECONOMIC CHARACTERISTICS**



# Demographic and Income Profile

## Downtown Angola, IN Primary Retail Trade Area

Study Area: Custom Shapes

Shape: 1

Summary	2000	2005	2010
Population	105,987	109,273	112,779
Households	40,260	42,125	43,830
Families	28,207	28,951	29,441
Average Household Size	2.56	2.53	2.51
Owner Occupied HUs	31,192	33,176	34,689
Renter Occupied HUs	9,068	8,949	9,141
Median Age	35.6	36.6	37.8

Trends: 2005-2010 Annual Rate	Area	State	National
Population	0.63%	0.84%	1.22%
Households	0.8%	1.17%	1.27%
Families	0.34%	0.77%	1.00%
Owner HHs	0.9%	1.35%	1.46%
Median Household Income	1.81%	2.56 %	3.25%

Households by Income	2000		2005		2010	
	Number	Percent	Number	Percent	Number	Percent
< \$15,000	5,248	13.0%	4,752	11.3%	4,361	10.0%
\$15,000 - \$24,999	5,496	13.7%	5,079	12.1%	4,595	10.5%
\$25,000 - \$34,999	6,144	15.3%	5,632	13.4%	5,293	12.1%
\$35,000 - \$49,999	8,043	20.0%	7,949	18.9%	7,832	17.9%
\$50,000 - \$74,999	9,067	22.5%	9,940	23.6%	10,182	23.2%
\$75,000 - \$99,999	3,705	9.2%	4,597	10.9%	5,245	12.0%
\$100,000 - \$149,999	1,819	4.5%	3,092	7.3%	4,596	10.5%
\$150,000 - \$199,000	358	0.9%	539	1.3%	896	2.0%
\$200,000+	368	0.9%	545	1.3%	829	1.9%
Median Household Income	\$41,021		\$45,381		\$49,636	
Average Household Income	\$48,639		\$54,600		\$61,416	
Per Capita Income	\$18,709		\$21,371		\$24,214	

Population by Age	2000		2005		2010	
	Number	Percent	Number	Percent	Number	Percent
0 - 4	7,271	6.9%	7,691	7.0%	7,791	6.9%
5 - 14	15,944	15.0%	15,173	13.9%	15,153	13.4%
15 - 19	8,276	7.8%	7,971	7.3%	8,196	7.3%
20 - 24	7,149	6.7%	7,654	7.0%	7,560	6.7%
25 - 34	13,344	12.6%	13,869	12.7%	13,814	12.2%
35 - 44	16,267	15.3%	15,208	13.9%	14,600	12.9%
45 - 54	14,127	13.3%	15,902	14.6%	16,795	14.9%
55 - 64	9,861	9.3%	11,682	10.7%	13,965	12.4%
65 - 74	7,230	6.8%	7,421	6.8%	7,943	7.0%
75 - 84	4,778	4.5%	4,755	4.4%	4,788	4.2%
85+	1,742	1.6%	1,944	1.8%	2,177	1.9%

Race and Ethnicity	2000		2005		2010	
	Number	Percent	Number	Percent	Number	Percent
White Alone	102,613	96.8%	105,289	96.4%	108,133	95.9%
Black Alone	363	0.3%	398	0.4%	442	0.4%
American Indian Alone	327	0.3%	347	0.3%	373	0.3%
Asian Alone	437	0.4%	598	0.5%	763	0.7%
Pacific Islander Alone	15	0.0%	21	0.0%	25	0.0%
Some Other Race Alone	1,089	1.0%	1,312	1.2%	1,557	1.4%
Two or More Races	1,143	1.1%	1,309	1.2%	1,486	1.3%
Hispanic Origin (Any Race)	2,337	2.2%	2,863	2.6%	3,438	3.0%

Data Note: Income is expressed in current dollars.

Source: U.S. Bureau of the Census, 2000 Census of Population and Housing. ESRI forecasts for 2005 and 2010.

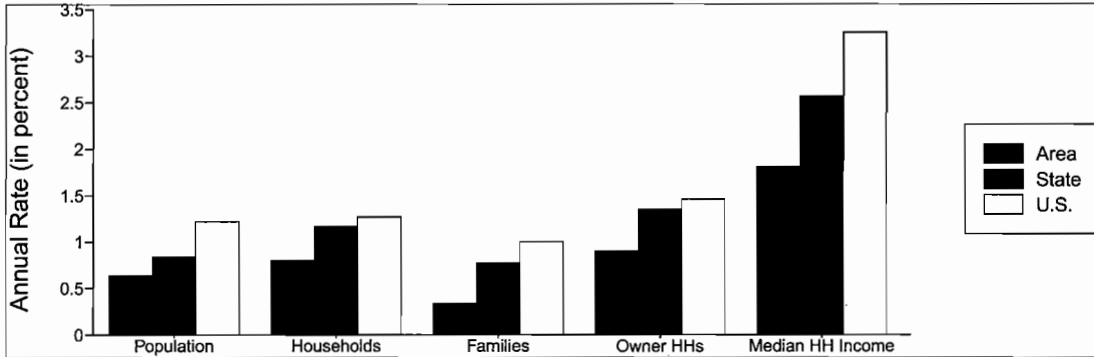


Downtown Angola, IN Primary Retail Trade Area

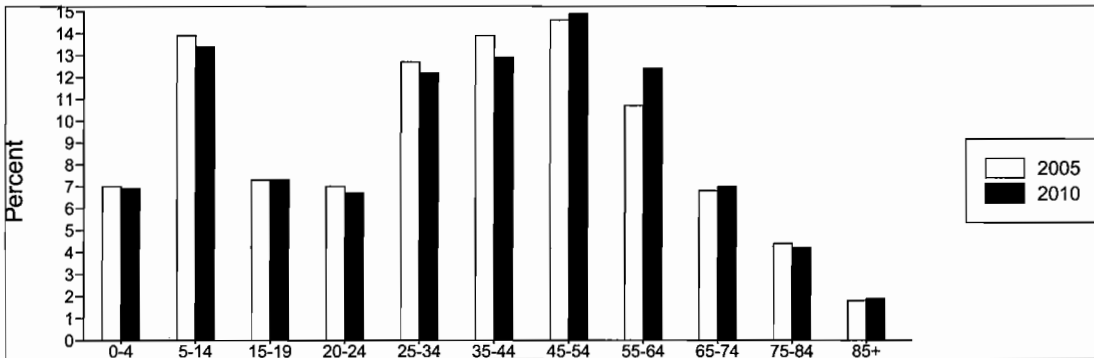
Study Area: Custom Shapes

Shape: 1

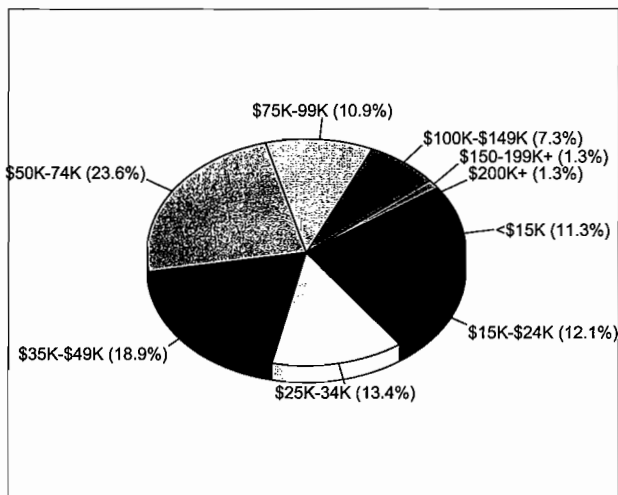
Trends 2005-2010



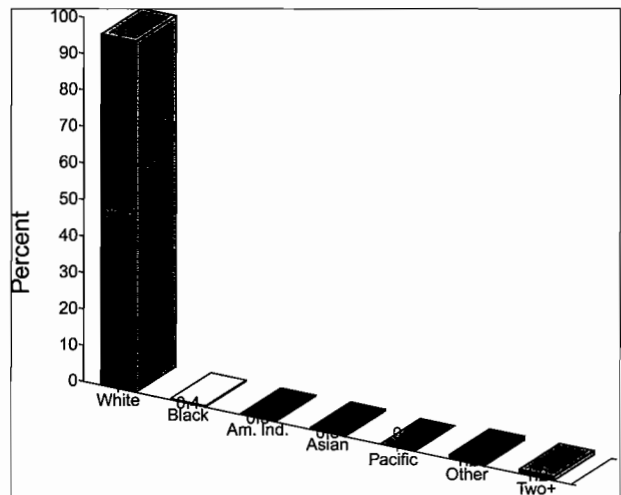
Population by Age



2005 Household Income



2005 Population by Race



2005 Percent Hispanic Origin: 2.6%

HyettPalma

**Making Downtown Renaissance a Reality**

# **PRODUCT DEMAND BY INCOME GROUP**

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND  
BY INCOME GROUP**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	7,019	33,354,288
\$15000-24999	5,079	9,633	48,926,007
\$25000-34999	5,632	11,594	65,297,408
\$35000-49999	7,949	13,518	107,454,582
> \$50000	18,713	21,979	411,293,027
<b>TOTAL DEMAND FOR PRODUCT</b>			<b>= \$666,325,312</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Food at home, food away from home, alcoholic beverages, household textiles, furniture, floor coverings, major appliances, small appliances and miscellaneous housewares, miscellaneous household equipment, men's apparel, women's apparel, boy's apparel, girl's apparel, children's apparel, shoes, other apparel products and services, prescription drugs and medical supplies, entertainment fees and admissions, televisions, radios, sound equipment, toys, play-ground equipment, entertainment equipment, personal care products and services, reading products, tobacco products and smoking supplies.

[Return to table of contents.](#)

**HyettPalma**

**Making Downtown Renaissance a Reality**

# **PRODUCT DEMAND BY PRODUCT TYPE**

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF TOTAL RETAIL PRODUCT DEMAND  
BY PRODUCT TYPE**

PRODUCT	DEMAND
Food At Home	183,830,848
Food Away From Home	109,640,316
Alcoholic Beverages	20,098,279
Household Textiles	7,900,553
Furniture	18,438,414
Floor Coverings	2,315,642
Major Appliances	9,840,707
Small Appliances & Miscellaneous Housewares	5,522,652
Miscellaneous Household Equipment	34,882,390
Men's Apparel -- 16 and Over	17,230,095
Boy's Apparel -- 2 to 15	5,736,247
Women's Apparel -- 16 and Over	32,491,801
Girl's Apparel -- 2 to 15	4,947,795
Children's Apparel -- Under 2	5,236,361
Footwear	14,726,120
Other Apparel Services & Products	14,692,233
Prescription Drugs & Medical Supplies	27,034,507
Entertainment Fees & Admissions	23,426,802
Televisions, Radios & Sound Equipment	36,076,743
Pets, Toys & Playground Equipment	18,147,746
Other Entertainment Supplies & Services	27,358,231
Personal Care Products & Services	27,393,135
Reading	5,853,731
Tobacco Products & Smoking Supplies	13,503,964
<b>TOTAL DEMAND BY PRODUCT TYPE</b>	<b>= \$666,325,312</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

Return to table of contents.



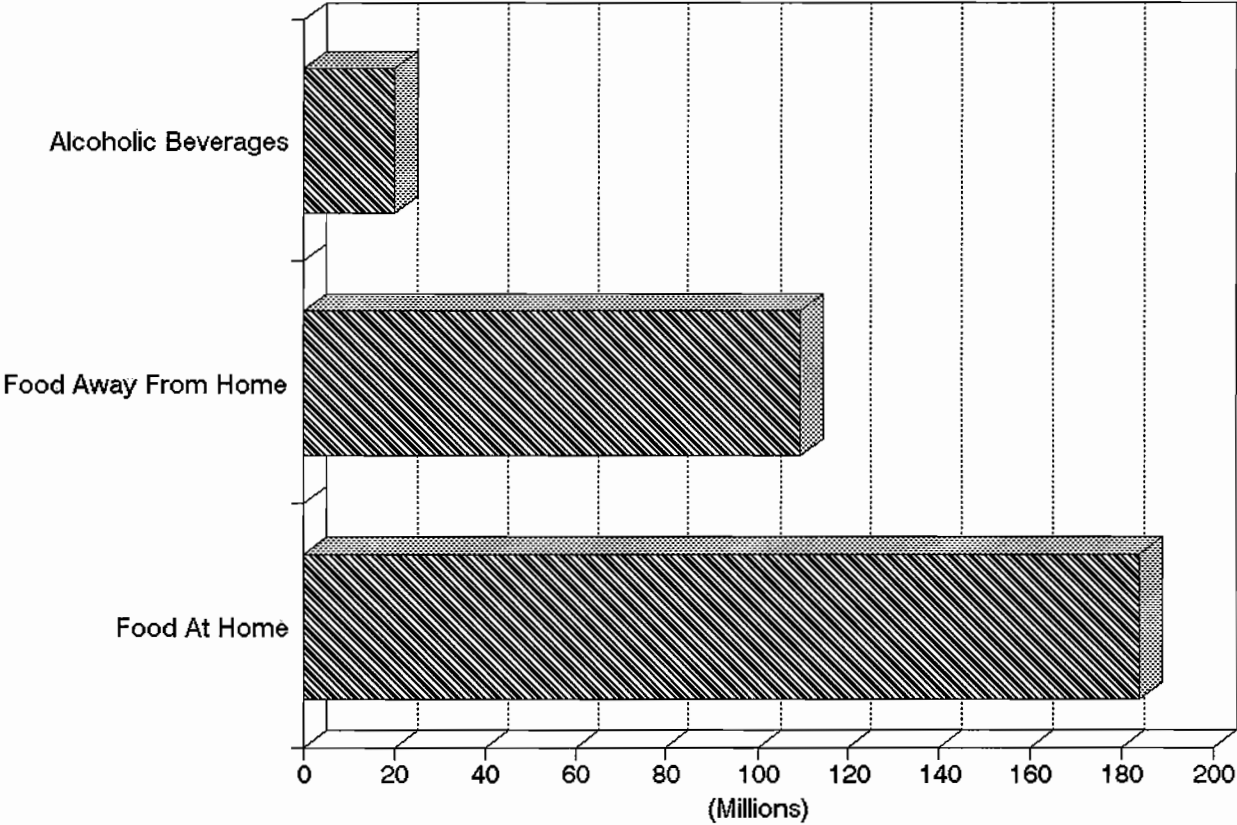
HyettPalma

**Making Downtown Renaissance a Reality**

# DEMAND FOR FOOD PRODUCTS

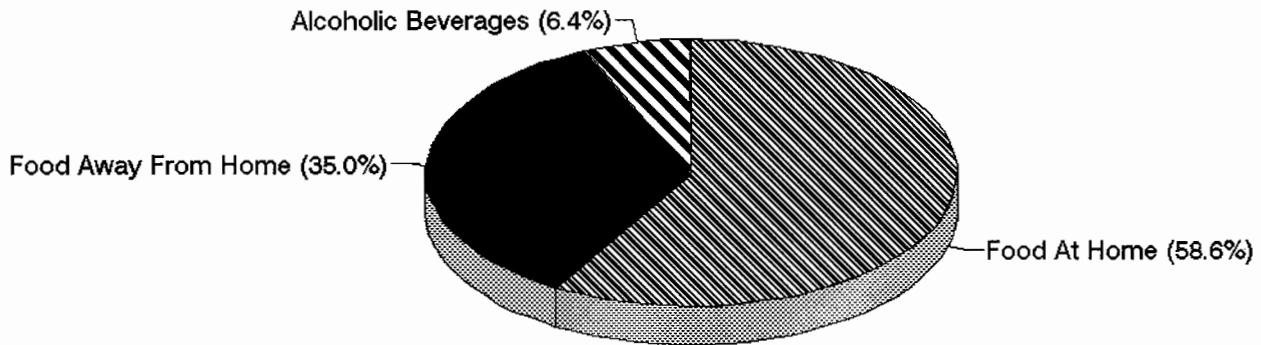
# FOOD PRODUCTS

## \$ DEMAND BY PRODUCT TYPE



# FOOD PRODUCTS

## % DEMAND FOR EACH DOLLAR



**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT:     FOOD AT HOME

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	2,429	11,542,608
\$15000-24999	5,079	3,164	16,069,956
\$25000-34999	5,632	3,575	20,134,400
\$35000-49999	7,949	4,033	32,058,317
> \$50000	18,713	5,559	104,025,567
<b>TOTAL DEMAND FOR PRODUCT     =</b>			<b>\$183,830,848</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Food at grocery stores or other food stores.



**Making Downtown Renaissance a Reality**

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FOOD AWAY FROM HOME

---

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	976	4,637,952
\$15000-24999	5,079	1,400	7,110,600
\$25000-34999	5,632	1,827	10,289,664
\$35000-49999	7,949	2,209	17,559,341
> \$50000	18,713	3,743	70,042,759
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$109,640,316</b>

---

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

All food at restaurants, carryouts and vending machines.



**Making Downtown Renaissance a Reality**

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: ALCOHOLIC BEVERAGES

---

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	208	988,416
\$15000-24999	5,079	190	965,010
\$25000-34999	5,632	313	1,762,816
\$35000-49999	7,949	413	3,282,937
> \$50000	18,713	700	13,099,100

---

TOTAL DEMAND FOR PRODUCT = \$20,098,279

---

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All alcoholic beverages.

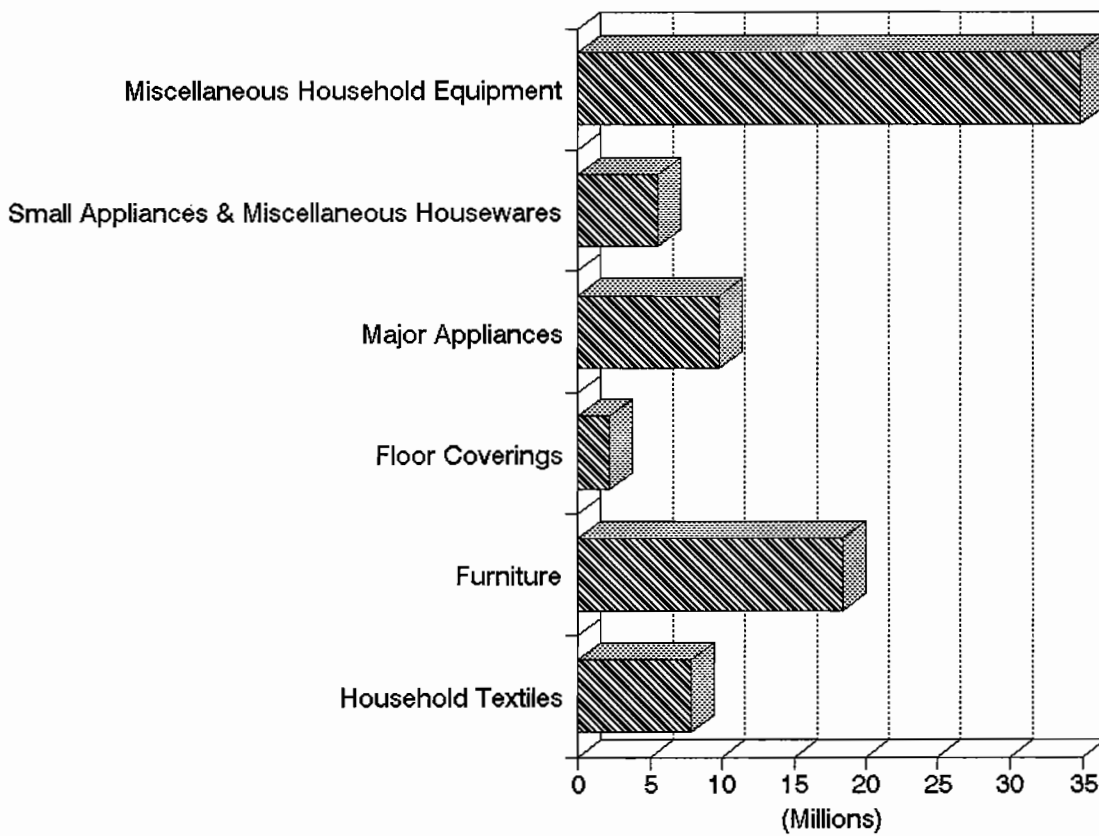
**HyettPalma**

**Making Downtown Renaissance a Reality**

# **DEMAND FOR HOME PRODUCTS**

# HOME PRODUCTS

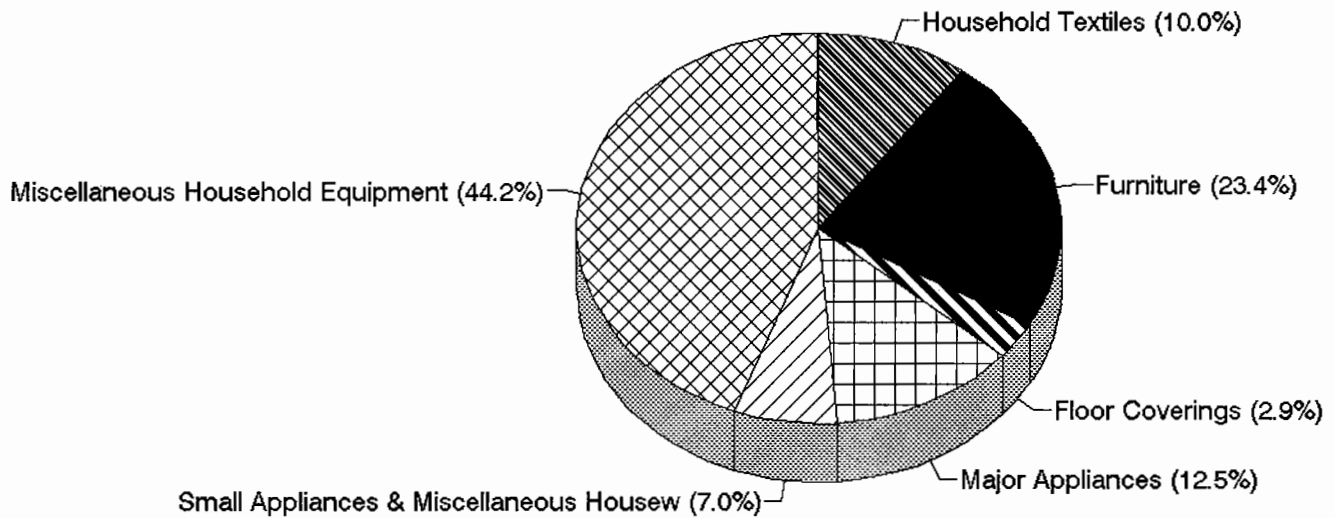
## \$ DEMAND BY PRODUCT TYPE





# HOME PRODUCTS

## % DEMAND FOR EACH DOLLAR





**Making Downtown Renaissance a Reality**

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: HOUSEHOLD TEXTILES

---

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	59	280,368
\$15000-24999	5,079	116	589,164
\$25000-34999	5,632	140	788,480
\$35000-49999	7,949	145	1,152,605
> \$50000	18,713	272	5,089,936

---

TOTAL DEMAND FOR PRODUCT = \$7,900,553

---

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Bathroom, bedroom, kitchen, dining room, and other linens, curtains and drapes, slipcovers, pillows and sewing materials.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FURNITURE

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	132	627,264
\$15000-24999	5,079	191	970,089
\$25000-34999	5,632	209	1,177,088
\$35000-49999	7,949	285	2,265,465
> \$50000	18,713	716	13,398,508
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$18,438,414</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All indoor and outdoor furniture.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: FLOOR COVERINGS

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	10	47,520
\$15000-24999	5,079	15	76,185
\$25000-34999	5,632	18	101,376
\$35000-49999	7,949	37	294,113
> \$50000	18,713	96	1,796,448
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$2,315,642</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Carpet, rugs and other soft floor coverings.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MAJOR APPLIANCES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	57	270,864
\$15000-24999	5,079	137	695,823
\$25000-34999	5,632	145	816,640
\$35000-49999	7,949	225	1,788,525
> \$50000	18,713	335	6,268,855
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$9,840,707</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Refrigerators, freezers, dishwashers, stoves, ovens, garbage disposals, vacuum cleaners, microwaves, air conditioners, sewing machines, washing machines, dryers, and floor cleaning equipment.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

**PRODUCT:      SMALL APPLIANCES & MISC. HOUSEWARES**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	43	204,336
\$15000-24999	5,079	85	431,715
\$25000-34999	5,632	114	642,048
\$35000-49999	7,949	122	969,778
> \$50000	18,713	175	3,274,775
<b>TOTAL DEMAND FOR PRODUCT      =</b>			<b>\$5,522,652</b>

**SOURCE:** U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Small electrical kitchen appliances, portable heaters, china and other dinnerware, flatware, glassware, silver and serving pieces, nonelectrical cookware and plastic dinnerware.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MISCELLANEOUS HOUSEHOLD EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	259	1,230,768
\$15000-24999	5,079	361	1,833,519
\$25000-34999	5,632	519	2,923,008
\$35000-49999	7,949	610	4,848,890
> \$50000	18,713	1,285	24,046,205
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$34,882,390</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Typewriters, luggage, lamps, light fixtures, window coverings, clocks, lawnmowers, garden equipment, hand and power, tools, telephone devices, computers, office equipment, house plants, outdoor equipment, and small miscellaneous furnishings.

HyettPalma

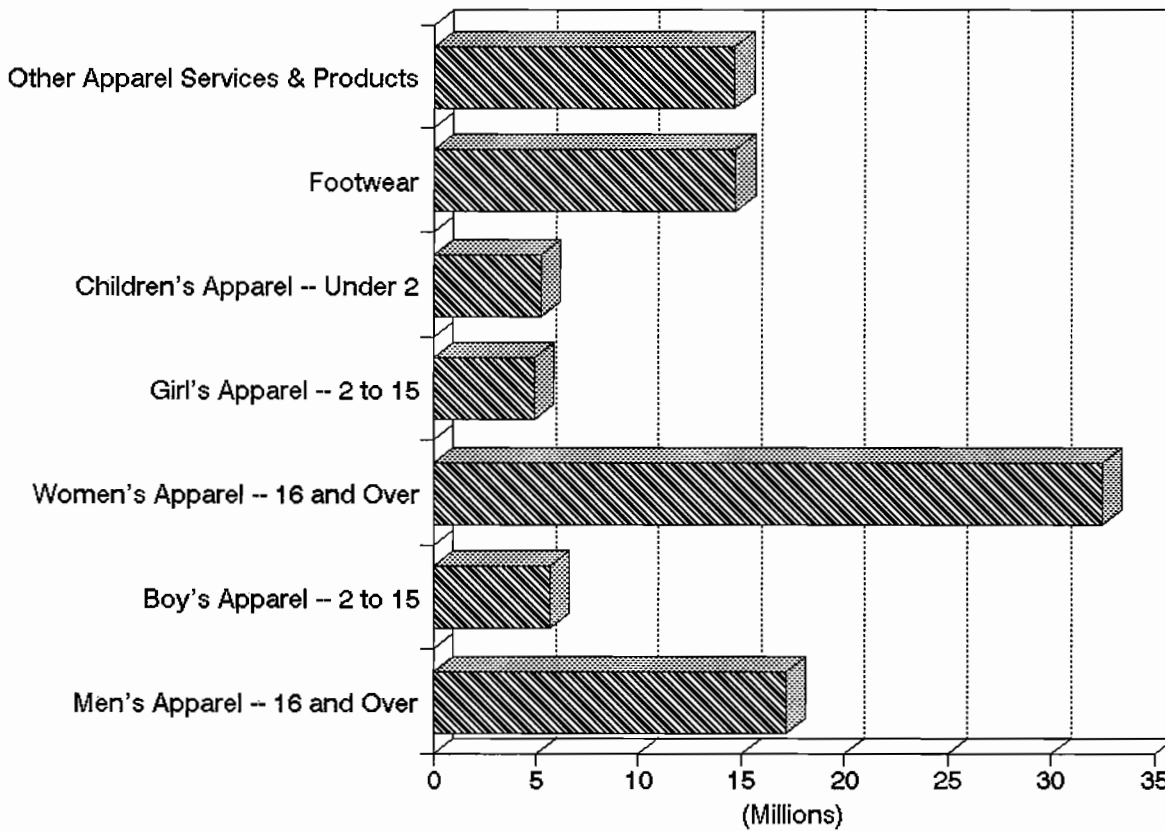
**Making Downtown Renaissance a Reality**

# **DEMAND FOR APPAREL PRODUCTS**



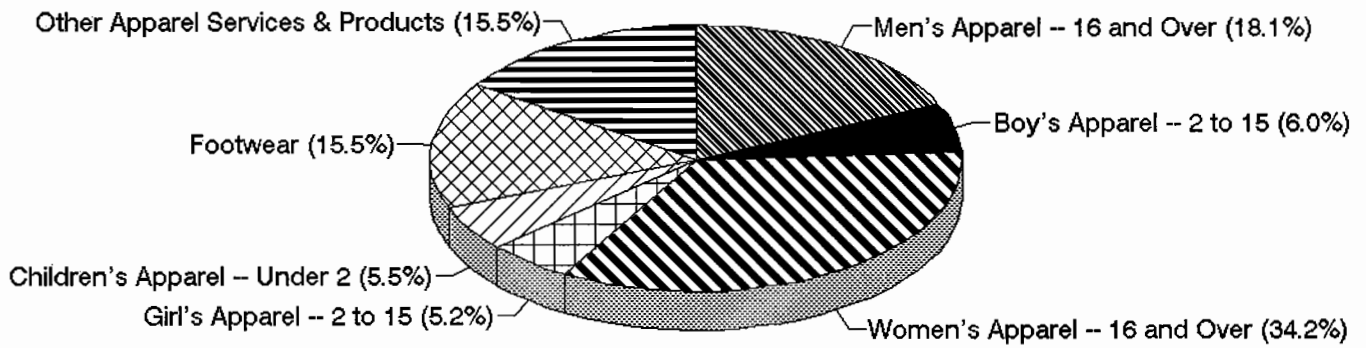
# APPAREL PRODUCTS

## \$ DEMAND BY PRODUCT TYPE



# APPAREL PRODUCTS

## % DEMAND FOR EACH DOLLAR



**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: MEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	147	698,544
\$15000-24999	5,079	186	944,694
\$25000-34999	5,632	247	1,391,104
\$35000-49999	7,949	331	2,631,119
> \$50000	18,713	618	11,564,634
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$17,230,095</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

All apparel items and accessories, excluding footwear.



**Making Downtown Renaissance a Reality**

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: BOY'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	61	289,872
\$15000-24999	5,079	93	472,347
\$25000-34999	5,632	108	608,256
\$35000-49999	7,949	109	866,441
> \$50000	18,713	187	3,499,331
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$5,736,247</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

All apparel items and accessories, excluding footwear.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT:      WOMEN'S APPAREL -- 16 AND OVER

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	359	1,705,968
\$15000-24999	5,079	419	2,128,101
\$25000-34999	5,632	503	2,832,896
\$35000-49999	7,949	591	4,697,859
> \$50000	18,713	1,129	21,126,977
<b>TOTAL DEMAND FOR PRODUCT      =</b>			<b>\$32,491,801</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

All apparel items and accessories, excluding footwear.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: GIRL'S APPAREL -- 2 TO 15

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	42	199,584
\$15000-24999	5,079	71	360,609
\$25000-34999	5,632	90	506,880
\$35000-49999	7,949	88	699,512
> \$50000	18,713	170	3,181,210
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$4,947,795</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

All apparel items and accessories, excluding footwear.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: CHILDREN'S APPAREL -- UNDER 2

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	68	323,136
\$15000-24999	5,079	88	446,952
\$25000-34999	5,632	96	540,672
\$35000-49999	7,949	96	763,104
> \$50000	18,713	169	3,162,497
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$5,236,361</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

All apparel items and accessories, including footwear.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT:     FOOTWEAR

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	208	988,416
\$15000-24999	5,079	217	1,102,143
\$25000-34999	5,632	285	1,605,120
\$35000-49999	7,949	333	2,647,017
> \$50000	18,713	448	8,383,424
<b>TOTAL DEMAND FOR PRODUCT     =</b>			<b>\$14,726,120</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

All footwear, except for children under 2 and special footwear used for sports such as bowling or golf shoes.



**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

**PRODUCT: OTHER APPAREL SERVICES & PRODUCTS**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	154	731,808
\$15000-24999	5,079	188	954,852
\$25000-34999	5,632	219	1,233,408
\$35000-49999	7,949	278	2,209,822
> \$50000	18,713	511	9,562,343
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$14,692,233</b>

**SOURCE:** U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Material for making clothes, shoe repair, alterations, sewing patterns and notions, clothing rental, clothing storage, dry cleaning, and jewelry.

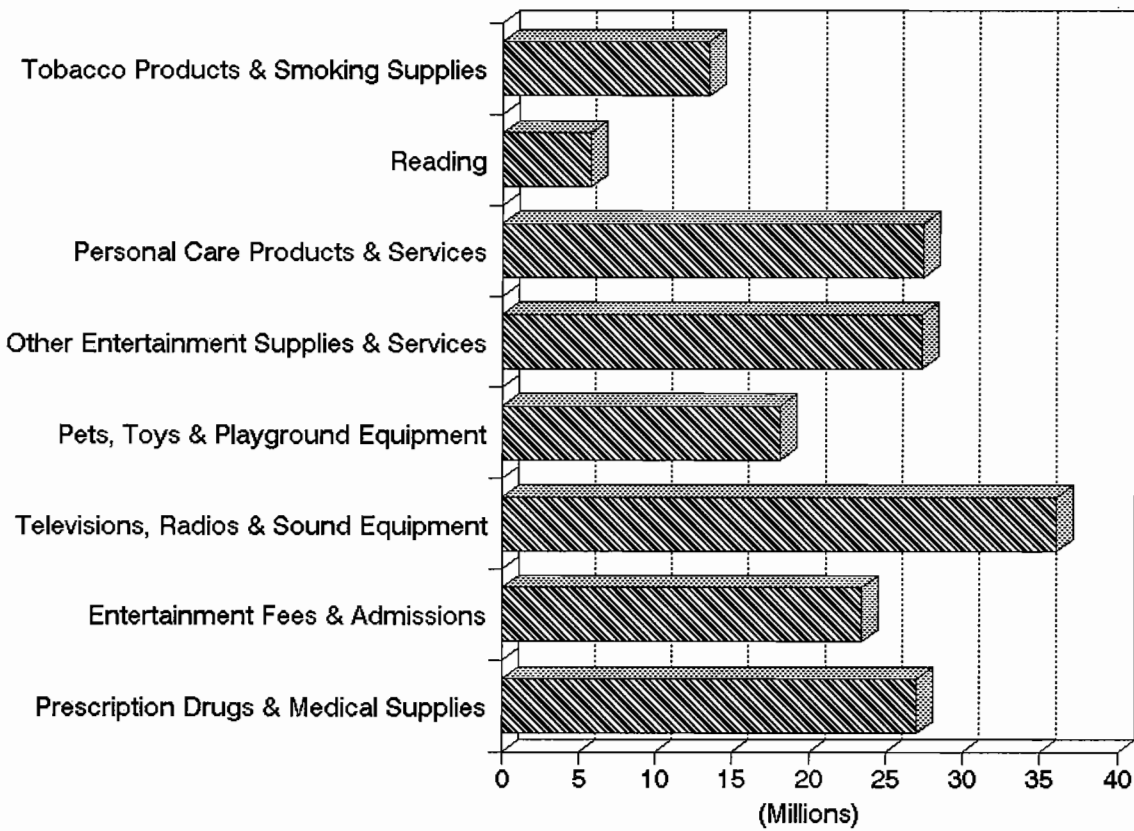
[Return to table of contents](#)

**HyettPalma**

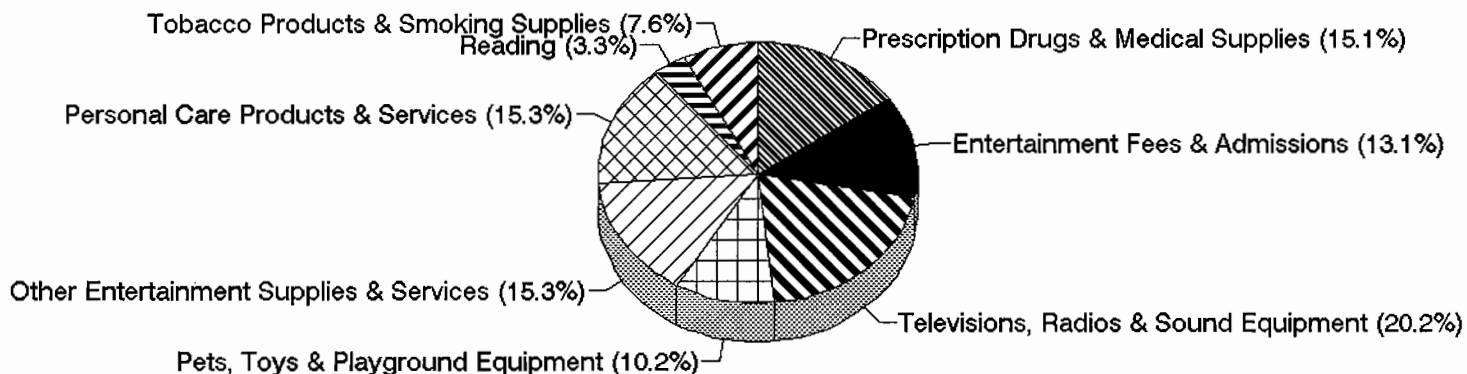
**Making Downtown Renaissance a Reality**

# **DEMAND FOR PERSONAL CARE AND ENTERTAINMENT PRODUCTS**

# PERSONAL CARE/ENTERTAINMENT \$ DEMAND BY PRODUCT TYPE



# PERSONAL CARE/ENTERTAINMENT % DEMAND FOR EACH DOLLAR





**Making Downtown Renaissance a Reality**

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

**PRODUCT:      PRESCRIPTION DRUGS & MEDICAL SUPPLIES**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	396	1,881,792
\$15000-24999	5,079	586	2,976,294
\$25000-34999	5,632	614	3,458,048
\$35000-49999	7,949	641	5,095,309
> \$50000	18,713	728	13,623,064
<b>TOTAL DEMAND FOR PRODUCT      =</b>			<b>\$27,034,507</b>

**SOURCE:** U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Prescription drugs, over-the-counter drugs, dressings, medical appliances, contraceptives, eyeglasses, hearing aids, rental medical equipment, and medical accessories.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

**PRODUCT: ENTERTAINMENT FEES & ADMISSIONS**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	153	727,056
\$15000-24999	5,079	183	929,457
\$25000-34999	5,632	263	1,481,216
\$35000-49999	7,949	356	2,829,844
> \$50000	18,713	933	17,459,229
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$23,426,802</b>

**SOURCE:** U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Admissions to sporting events, movies, concerts, plays, and movie rentals.



**Making Downtown Renaissance a Reality**

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

**PRODUCT: TELEVISIONS, RADIOS & SOUND EQUIPMENT**

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	400	1,900,800
\$15000-24999	5,079	562	2,854,398
\$25000-34999	5,632	669	3,767,808
\$35000-49999	7,949	752	5,977,648
> \$50000	18,713	1,153	21,576,089
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$36,076,743</b>

**SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.**

**DEFINITION OF PRODUCT:**

Television sets, video recorders, tapes, video game hardware and cartridges, radios, phonographs and components, records and tapes, musical instruments, and rental of the same equipment.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: PETS, TOYS & PLAYGROUND EQUIPMENT

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	167	793,584
\$15000-24999	5,079	220	1,117,380
\$25000-34999	5,632	312	1,757,184
\$35000-49999	7,949	362	2,877,538
> \$50000	18,713	620	11,602,060
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$18,147,746</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Pets, pet food, toys, games, hobbies, tricycles and playground equipment.



**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: OTHER ENTERTAINMENT SUPPLIES & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	133	632,016
\$15000-24999	5,079	360	1,828,440
\$25000-34999	5,632	424	2,387,968
\$35000-49999	7,949	480	3,815,520
> \$50000	18,713	999	18,694,287
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$27,358,231</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Indoor exercise equipment, athletic shoes, bicycles, camping equipment, sporting goods, and photographic equipment and supplies.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT:      PERSONAL CARE PRODUCTS & SERVICES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	284	1,349,568
\$15000-24999	5,079	414	2,102,706
\$25000-34999	5,632	482	2,714,624
\$35000-49999	7,949	561	4,459,389
> \$50000	18,713	896	16,766,848
<b>TOTAL DEMAND FOR PRODUCT      =</b>			<b>\$27,393,135</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Services and products for hair, oral hygiene products, cosmetics, and electric personal care appliances.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT:    READING

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	58	275,616
\$15000-24999	5,079	85	431,715
\$25000-34999	5,632	95	535,040
\$35000-49999	7,949	114	906,186
> \$50000	18,713	198	3,705,174
<b>TOTAL DEMAND FOR PRODUCT            =</b>			<b>\$5,853,731</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

DEFINITION OF PRODUCT:

Books, newspapers and magazines.

**DOWNTOWN ANGOLA'S RETAIL TRADE AREA  
COMPUTATION OF DEMAND BY RETAIL PRODUCT**

PRODUCT: TOBACCO PRODUCTS & SMOKING SUPPLIES

Household Income	# Hlds.	\$ Per Hld.	Total \$ Demand
< \$15000	4,752	216	1,026,432
\$15000-24999	5,079	302	1,533,858
\$25000-34999	5,632	327	1,841,664
\$35000-49999	7,949	347	2,758,303
> \$50000	18,713	339	6,343,707
<b>TOTAL DEMAND FOR PRODUCT =</b>			<b>\$13,503,964</b>

SOURCE: U.S. Department of Labor, Consumer Expenditure Survey; ESRI BIS; and HyettPalma, Inc.

**DEFINITION OF PRODUCT:**

Tobacco products and smoking accessories.

Return to table of contents.

## **The Retail Report<sup>®</sup>**

### **USER GUIDE**

The Retail Report is a business development tool customized for your Downtown. In it, HyettPalma has targeted the kinds of retail businesses that Downtowns across the country are attracting.

The Retail Report brings effective data to your business development efforts in a user-friendly format. Tables, graphs and charts interpret and present information critical to your Downtown's future. And, the report is customized for YOUR Downtown, containing information unique to your Downtown.

In The Retail Report, demographic and socio-economic data are amplified and taken to a new level of detail. Households in your trade area are segmented by income bands, and consumer spending habits are analyzed by these income groupings. This allows you to determine which income groups to target in your business development program.

Business prospects will expect to review information like this prior to making a commitment to Downtown. The Retail Report shows them your Downtown -- and your Downtown enhancement program -- are one step ahead of the competition.

The following pages list numerous ways you can use The Retail Report to improve the economy of your business district.

## ***What Does The Retail Report Tell You ?***

The Retail Report reveals what you can expect the customers in your defined retail trade area to spend in 2006.

The Retail Report shows the number of dollars residents of your trade area spend each year on over 100 different types of products -- products such as food at home, food away from home, furniture, appliances, apparel, prescription drugs, toys, reading material, etc.

The Retail Report is not a listing of national figures or projections; it is a customized report that gives you accurate and definitive information for your own trade area.

A demographic and socio-economic profile of trade area residents is included -- both a snapshot of their characteristics today and a five year projection of their changing characteristics.

## ***Who Can Benefit By Using The Retail Report ?***

Current owners of businesses within a given trade area;

Business owners who are thinking of opening a store in the trade area;

Entrepreneurs who are determining what type of business to open or who are deciding on a business location;

Bankers and others who are deciding whether or not to invest in specific types of retail businesses;

Downtown directors and other economic development professionals whose work entails business retention, entrepreneur development and business recruitment; and

Downtown revitalization leaders, Downtown directors, economic development professionals, and local elected officials who want sound information that lets them speak with certainty about their Downtown's potential to sustain specific types of retail businesses.

## ***How Can Downtown Directors and Economic Development Professionals Use The Retail Report ?***

To attract customers to Downtown by creating a mix of strong businesses which appeal to trade area residents.

To raise the confidence of investors in the profitability of your business district.

To help existing businesses become more profitable -- so that Downtown's rate of business turnover is lessened.

To fill building vacancies with the types of retail businesses that can succeed and thrive in your district.

To strengthen existing businesses and lessen business closings by:

- showing existing business owners what trade area residents are spending their money on;

- helping business owners determine how to cater to those shopping preferences -- and capture more shopping dollars; and

- enabling them to develop a business plan that is based on realistic market data.

To improve the variety and selection of retail goods offered in the business district by:

- showing existing business owners that there is money to be made by expanding or revising the types of retail goods they sell;

- showing existing business owners that there is money to be made by opening additional types of retail businesses in the business district; and

- targeting specific types of retail businesses -- so that you can actively recruit those businesses having the greatest potential to succeed and remain in your Downtown.

To attract additional businesses to the business district by:

providing definitive data that shows a market exists for the retail goods they sell.

## ***How Can Business Owners Use The Retail Report ?***

Business owners frequently ask, "How much money do residents of Downtown's trade area spend on the retail goods I sell?" Or stated another way, "How do I know there's money to be made in Downtown?"

The Retail Report allows you to answer these questions with certainty and authority by quantifying:

what the market is for particular retail products;

the spending potential of residents in your trade area for particular retail goods; and

the current "economic pie" -- how much money is being spent on various retail goods by residents in your Downtown's trade area.

To better plan, manage, and grow your business -- by using the information in The Retail Report, business owners can:

set annual benchmarks for how much of the "economic pie" they intend to capture for their business -- measured in anticipated gross sales receipts for YOUR Downtown;

set an annual budget based on their gross receipts benchmarks;

make informed budgeting decisions about how much to spend each year on inventory, overhead, advertising, staff, etc.; and

complete a business plan that persuades their banker to extend a commercial loan to them.



## ***How Can Entrepreneurs Use The Retail Report ?***

The Retail Report shows the sales potential within a given trade area for over 100 types of retail businesses. This would be invaluable in order to:

- compare the markets for a variety of different retail products;
- determine what type of retail business to open;
- complete a realistic business plan before opening that business; and
- persuade bankers and investors that a strong market exists for the type of retail business being opened.