

# Angola

## DOWNTOWN REVITALIZATION MASTER PLAN

A partnership between:

CITY OF  
**Angola**  
INDIANA

**TRINE**  
UNIVERSITY



## ACKNOWLEDGMENTS

### PREPARED FOR:

The City of Angola, Indiana

**Angola Plan Commission**

**Angola Common Council**

**Richard M. Hickman**, Mayor

**Jennifer Barclay**, Director of Economic Development & Planning

**Amanda Cope**, City Engineer

**Julia Hewitt**, Executive Director, Angola Chamber of Commerce

Angola Main Street

**Kelly Lynch**, President

Trine University

**Gretchen Miller**, Senior Vice President/Chief Operating Officer

Steuben County

**Steuben County Commissioners**

**Steuben County Council**

**Jennifer Danic**, President and CEO, Steuben County Community Foundation

**June Julien**, Executive Director, Steuben County Tourism Bureau

**Isaac Lee**, Executive Director, Steuben County Economic Development Corporation

A partnership between:



### PREPARED BY:



**HWC**  
**ENGINEERING**

135 N Pennsylvania Street

Suite 2800

Indianapolis, IN 46204

(317) 347-3663



# PLAN ADOPTION

## RESOLUTION NO. 2023-859

### A RESOLUTION OF THE COMMON COUNCIL OF THE CITY OF ANGOLA, INDIANA ADOPTING THE DOWNTOWN ANGOLA MASTER PLAN

#### SUMMARY

Over the past year, the Downtown Angola Master Plan has been developed through engaging in planning activities with the goal of envisioning and creating, in collaboration with community stakeholders, a plan to significantly enhance and revitalize the quality of life and sense of place in Downtown Angola. This plan will serve as an ongoing reference for future decision making. Local officials will consult the plan when determining policies, projects, and programs; particularly in relation to land use, development, and capital improvements. The plan will provide a framework for understanding local conditions, demographics, as well as long-term, inclusive community objectives. The plan should be regarded as a dynamic document and updated regularly to maintain its relevance in light of changing demographics, technologies, and the environment.

**WHEREAS**, Resolution No. 2022-821 adopted a comprehensive plan for the City of Angola in accordance with Indiana Code 36-7-4-509.

**WHEREAS**, the Downtown Revitalization Master Plan adopted by Resolution No. 2008-512 contain detailed information with regard to orderly planning and development of the Downtown Angola, Indiana; and

**WHEREAS**, the City of Angola partnered with Trine University and contracted HWC Engineering to define and describe the issues, advise us of our options, and make recommendations to address issues in the near future regarding downtown Angola; and

**WHEREAS**, the City of Angola has reviewed the process and completed study thoroughly and is satisfied with the services performed, information contained therein, and methodology applied; and

**WHEREAS**, Indiana Code section 36-7-4-503 permissible additional contents of a comprehensive plan; and

**WHEREAS**, the City of Angola Plan Commission conducted a Public Hearing on Downtown Angola Master Plan on November 13, 2023 as required by Indiana Code 36-7-4-500 Series; and

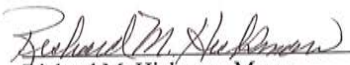
**WHEREAS**, the City of Angola Plan Commission certified the Downtown Angola Master Plan promotes public health, safety, morals, convenience, order, and the general welfare for the sake of efficiency and economy in the process of development.

## RESOLUTION NO. 2023-859

**NOW THEREFORE, BE IT ORDAINED, BY THE COMMON COUNCIL OF THE CITY OF ANGOLA, INDIANA, THAT** the Downtown Master Plan is adopted and an included amendment to the Comprehensive Master Plan.

**BE IT FURTHER ORDANINED** that the Resolution be in full force and effect after its passage by the Common Council and after the occurrence of all other action required by law.

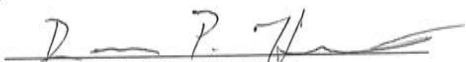
**PASSED AND ADOPTED** by the Common Council of the City of Angola, Indian, this 4<sup>th</sup> day of December 2023 by the vote of 5 ayes and 0 nays.

  
Richard M. Hickman, Mayor


Attest:

  
Ryan Herbert, Clerk-Treasurer

This resolution presented by me, the Clerk-Treasurer of the City of Angola, Indiana to the Mayor at the hour of 10:00a.m./p.m. this 4<sup>th</sup> day of December 2023.

  
Ryan Herbert, Clerk-Treasurer

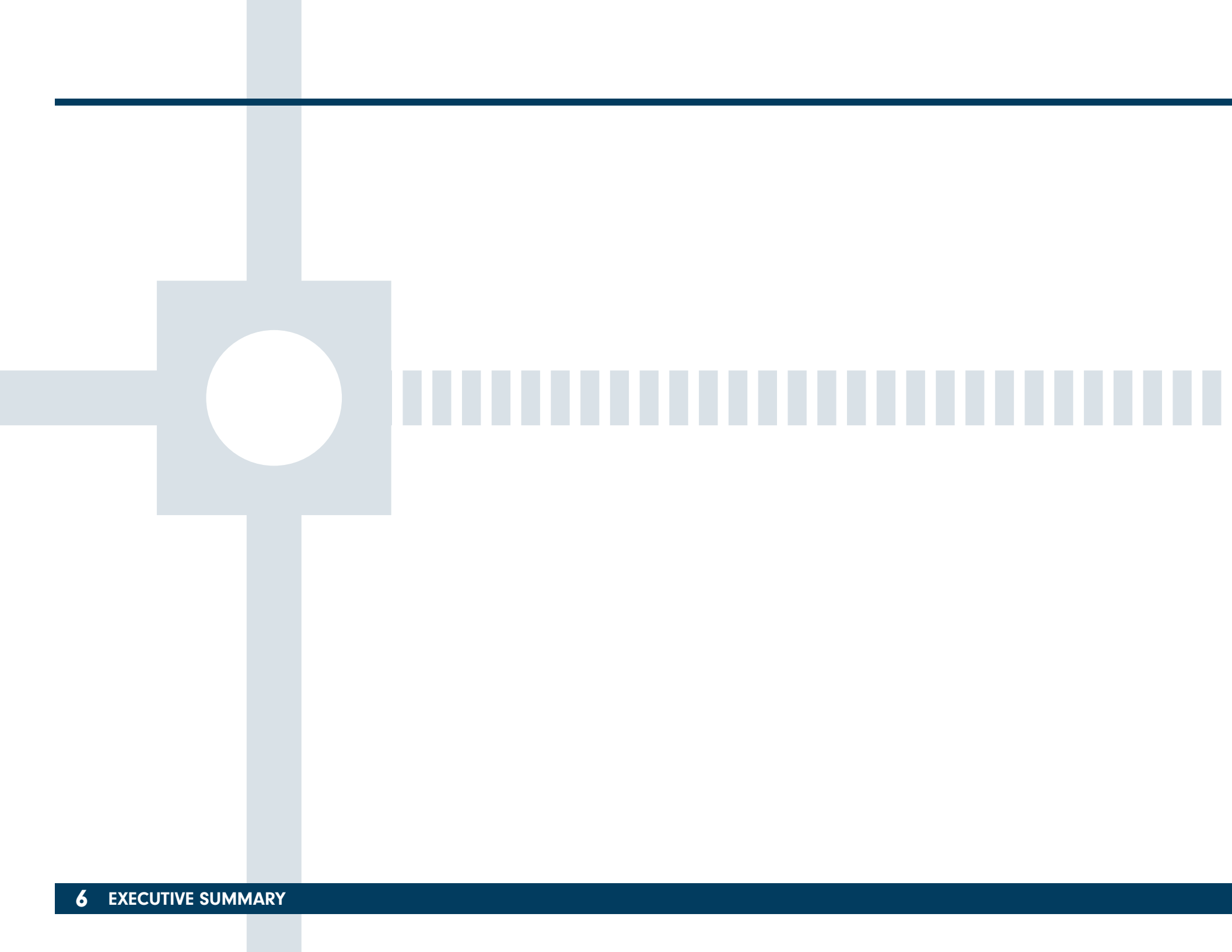
This resolution signed and approved by me, the Mayor of the City of Angola, Indiana this 4<sup>th</sup> day of December 2023.

  
Richard M. Hickman, Mayor



# TABLE OF CONTENTS

I. EXECUTIVE SUMMARY.....	6-11
II. INTRODUCTION.....	12-17
IV. EXISTING CONDITIONS.....	18-31
V. PLAN DEVELOPMENT.....	32-41
VI. RECOMMENDATIONS.....	42-71
VII. IMPLEMENTATION.....	72-81



A light blue background map of a city grid. A prominent horizontal line with vertical tick marks, resembling a transit line, runs across the middle. A circular area with a grid pattern is highlighted in the center-right. The title text is overlaid on the left side of the map.

# CHAPTER 01

## EXECUTIVE SUMMARY





# EXECUTIVE SUMMARY

## PLAN PURPOSE UPDATE THE DOWNTOWN PLAN

The “Downtown 20/20 Plan”, written in 2008, is the City of Angola’s most recent downtown plan. To reflect progress made in the last 15 years, it’s time for an update to this fundamental guiding document. This update will guide the City of Angola in doing two things: build upon successful collaboration efforts and seek funding for downtown projects. This plan is intended to be used as a framework for the revitalization of Downtown Angola over the next five to ten years.

This plan was developed as a collaborative effort between the City of Angola and Trine University with assistance from Steuben County. The groups’ concerted effort to develop a plan, focused on the intermingling of Angola and Trine, resulted in the identification of local improvement projects benefiting both the City and University.

While recent downtown improvements (spurred by the previous plan) helped create a sense of place and enhance beautification efforts, the City is still working to improve the function and strengthen components that provide for a lively downtown. A predominantly “9:00-to-5:00 Monday-through-Friday” business culture leaves downtown relatively empty in the evenings and on weekends with little draw for visitors and residents. In order to attract these visitors and residents, key areas of concern must be addressed including the availability of downtown housing, ease of navigating downtown, and access to programmable public spaces.

In order for these concerns to be addressed, there must be a larger vision for how Downtown Angola can strengthen their identity as both a destination and living community.

## PLANNING PROCESS

This plan was developed through a two-phase planning process as a collaborative effort between the City of Angola and Trine University with assistance from Steuben County.

### PHASE 1: COMMUNITY CHARRETTE

In the first phase, the project team facilitated a three-day charrette process from July 31<sup>st</sup> to August 2<sup>nd</sup> 2023 to solicit community input on the downtown plan and to produce preliminary recommendations.

### PHASE 2: DOWNTOWN REVITALIZATION PLAN

In the second phase, the project team developed the final draft of the downtown revitalization plan for Plan Commission review and City Council adoption by expanding upon recommendations from the charrette.

## PLAN DEVELOPMENT

### CHARRETTE FEEDBACK SUMMARY

#### STAKEHOLDER MEETINGS KEY TAKEAWAYS

- Improve traffic calming measures and circulation and develop a wayfinding system around downtown.
- Attract visitors and enhance downtown livability.
- Support community events and improve connectivity.

#### PUBLIC WORKSHOP KEY TAKEAWAYS

- Enhance downtown livability and increase patron attraction.
- Encourage opportunities for redevelopment and improve connectivity.
- Expand community programming.

#### CITY OF ANGOLA SURVEY KEY TAKEAWAYS

Top three things people want to see more of downtown:

1. Dining and food options
2. Venue / event space and entertainment
3. Public seating and gathering spaces

#### TRINE UNIVERSITY SURVEY KEY TAKEAWAYS

- Over 30% of respondents indicated that downtown needs more shopping and dining options.
- Nearly 30% of respondents noted that more job opportunities would enhance their interest to stay in Angola after graduation.

## THE VISION FOR DOWNTOWN ANGOLA

The City of Angola will continue to improve the downtown through the incorporation of various housing styles, the connection of local amenities with a focus on pedestrian accessibility, the integration of public spaces, the creation of “destination” developments, the collaboration between City and community, and the realization of downtown districts to create a deeper sense of identity.

### RECOMMENDATIONS OVERALL DOWNTOWN PROJECTS

The following projects align with policy-driven, infrastructure-related, and marketing/advertising efforts to ensure their incorporation as part of a successful downtown atmosphere.

#### DOWNTOWN HOUSING

**GOAL:** Expand housing opportunities to encourage population growth for a vibrant downtown, without extending infrastructure.

#### CONNECTIVITY AND ACCESSIBILITY

**GOAL:** Ensure that residents and visitors can access downtown attractions with ease.

**GOAL:** Build consensus regarding the future of Fox Lake, and consider appropriate opportunities to connect to Downtown Angola.

#### PUBLIC SPACE

**GOAL:** Recognize and enhance public spaces downtown as important community assets.

## DESTINATION DEVELOPMENT

**GOAL:** Encourage a premium destination development(s) downtown to attract residents and visitors.

**GOAL:** Explore opportunities for active re-use of asset properties to enhance the vibrancy of Downtown Angola.

## COMMUNICATION AND COLLABORATION

**GOAL:** Building upon past successes, continue to work together to develop events and programs that benefit both anchor institutions and local businesses.

**GOAL:** Leverage the role of the Historic Preservation Commission (HPC) to sustain historic structures in Downtown Angola.

### DISTRICT DEVELOPMENT PROJECTS

The following projects rely on public/private partnerships for the redevelopment of areas within the downtown.

#### MAUMEE WEST GATEWAY

**GOAL:** Develop West Maumee Street as a gateway district connecting Trine University to Downtown Angola.

#### GALE STREET DISTRICT

**GOAL:** Activate the Gale Street corridor to enhance the pedestrian experience between two anchor institutions.



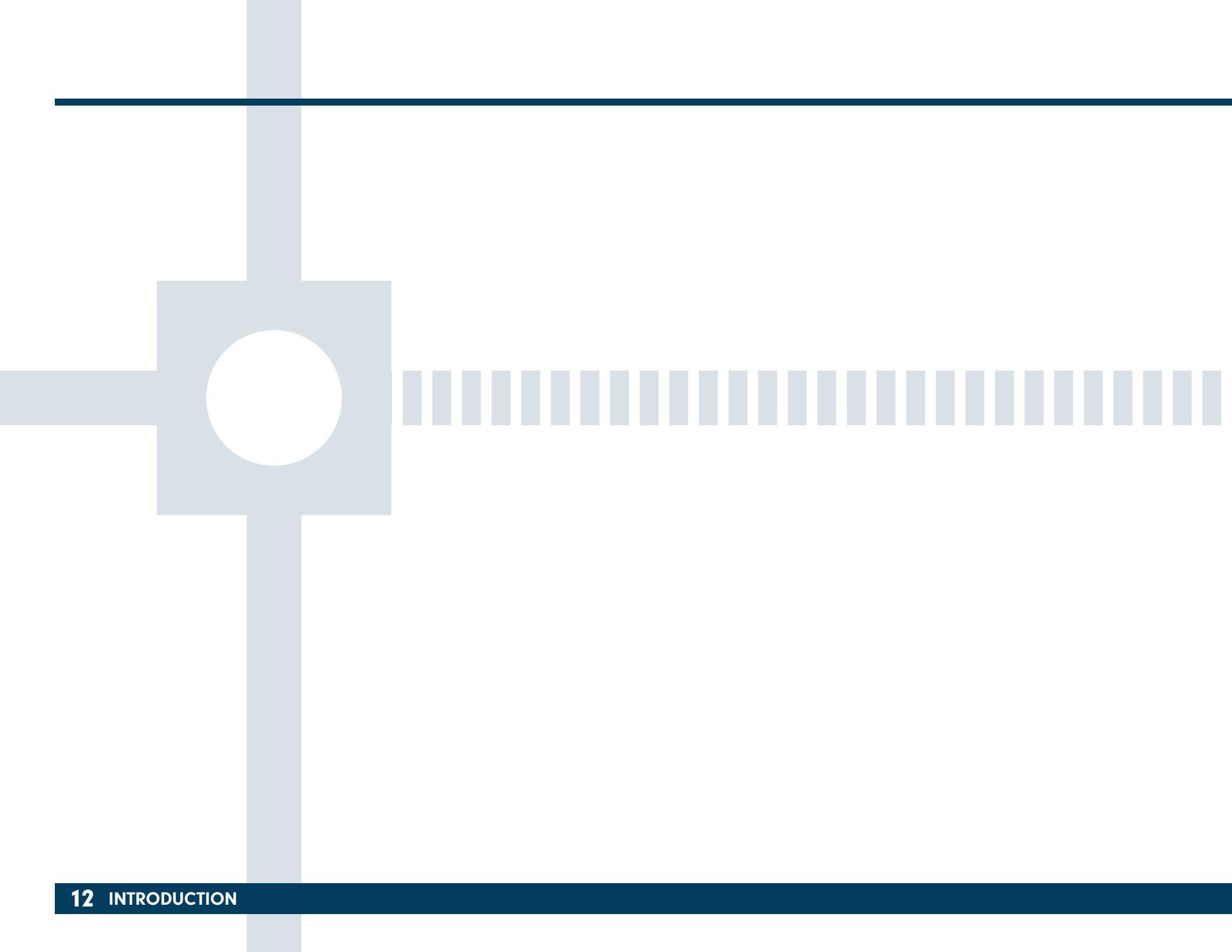
# IMPROVEMENTS MAP

## Legend

"RED" pins indicate Angola projects and "BLUE" pins indicate Trine projects

- |                                     |                                 |
|-------------------------------------|---------------------------------|
| 1 Fox Lake Access Point             | 8 Alleyway Activation           |
| 2 Trine University Greenway Trail   | 9 Commissioner's Park           |
| 3 Depot Trailhead                   | 10 Wayne Street Streetscape     |
| 4 Trine University E-Sports Arena   | 11 Connector Trail              |
| 5 Gale Street Streetscape and Trail | 12 Health Collaboration Center  |
| 6 Gale Street Infrastructure        | 13 Williams Street Improvements |
| 7 Gale Street Private Development   | 14 Poka-Bache Trail             |





A light blue background map of a city grid. A prominent horizontal line with vertical tick marks, resembling a transit line, runs across the middle. A circular area with a grid pattern is highlighted in the center-right. The text 'CHAPTER 02' is in large yellow letters, and 'INTRODUCTION' is in smaller yellow letters below it.

# CHAPTER 02

## INTRODUCTION





# INTRODUCTION

## WHAT IS A DOWNTOWN REVITALIZATION PLAN?

Downtown revitalization plans are guiding documents that provide a shared vision for the future of the downtown. These plans serve as advisory tools for city council, plan commission, economic development commission, city staff, local organizations (such as Main Street organizations, art leagues, chamber of commerce, etc.), anchor institutions, stakeholder groups, and community members.

## PLAN PURPOSE

### UPDATE THE DOWNTOWN PLAN

The “Downtown 20/20 Plan”, written in 2008, is the City of Angola’s most recent downtown plan. To reflect progress made in the last 15 years, it’s time for an update to this fundamental guiding document.

### BUILD UPON SUCCESSFUL COLLABORATION EFFORTS

Previous leadership at the City of Angola and Trine University made great progress in terms of downtown collaboration. As both institutions undergo a leadership transition, there is an opportunity to reignite this spark and make a dedicated effort towards further collaboration.

### SEEK FUNDING FOR DOWNTOWN PROJECTS

A strong downtown plan built on community engagement will help Trine University stand out in its application for the Lilly Endowment’s College and Community Collaboration Grant. Through this competitive grant program, there is an opportunity to receive up to \$25 million in funds. Projects outlined in the plan may also be eligible for other grants and funding opportunities.

## PLANNING PROCESS

This plan was developed through a two-phase planning process as a collaborative effort between the City of Angola and Trine University with assistance from Steuben County. The group's concerted effort to develop a plan focused on the intermingling of Angola and Trine resulted in a summary of local improvement projects benefiting both the City and University. This list of projects was included as part of a submission for the aforementioned Lilly Endowment Grant.

*"Through its initiative, College and Community Collaboration, Lilly Endowment Inc. is offering interested Indiana colleges and universities the opportunity to apply for grants to help them envision and undertake collaborative projects with community stakeholders that enhance the quality of life and place in their surrounding communities."*

*- Lilly Endowment Inc.*

The strong relationship between the City of Angola and Trine University, combined with their shared vision of the future for the City, made them an ideal applicant for the grant.

## PHASE 1: COMMUNITY CHARRETTE

The first phase began with preparations for the charrette, including hosting a kick-off meeting, launching public surveys, and distributing announcements for the upcoming public participation opportunities. The project team then facilitated a three-day charrette process from July 31<sup>st</sup> to August 2<sup>nd</sup> 2023 to solicit community input on the downtown plan and to produce preliminary recommendations. The findings from the charrette were summarized in an interim report.

## PHASE 2: DOWNTOWN REVITALIZATION PLAN

In the second phase, the project team developed the final draft of the downtown revitalization plan by expanding upon recommendations from the charrette. The project team presented the plan to the public on November 13, 2023 at a meeting of the Angola Plan Commission. After final edits were made, the project team presented the plan to the City Council for adoption on December 4, 2023.

## USING THE PLAN





This plan is intended to be used as a framework for the revitalization of Downtown Angola over the next five to ten years. By outlining a shared vision, along with clear goals and objectives, this plan will guide key decision makers on the implementation of impactful projects, policies and programs that will shape the future success of the downtown. Strategies and immediate next steps are summarized in the Recommendations chapter. This plan is intended to provide high level guidance and implementation in many cases will lead to more detailed studies and further development of recommended construction projects, policies, and programming. Overtime, as funding opportunities are captured, the implementation of larger capital improvement projects.



## STUDY AREA

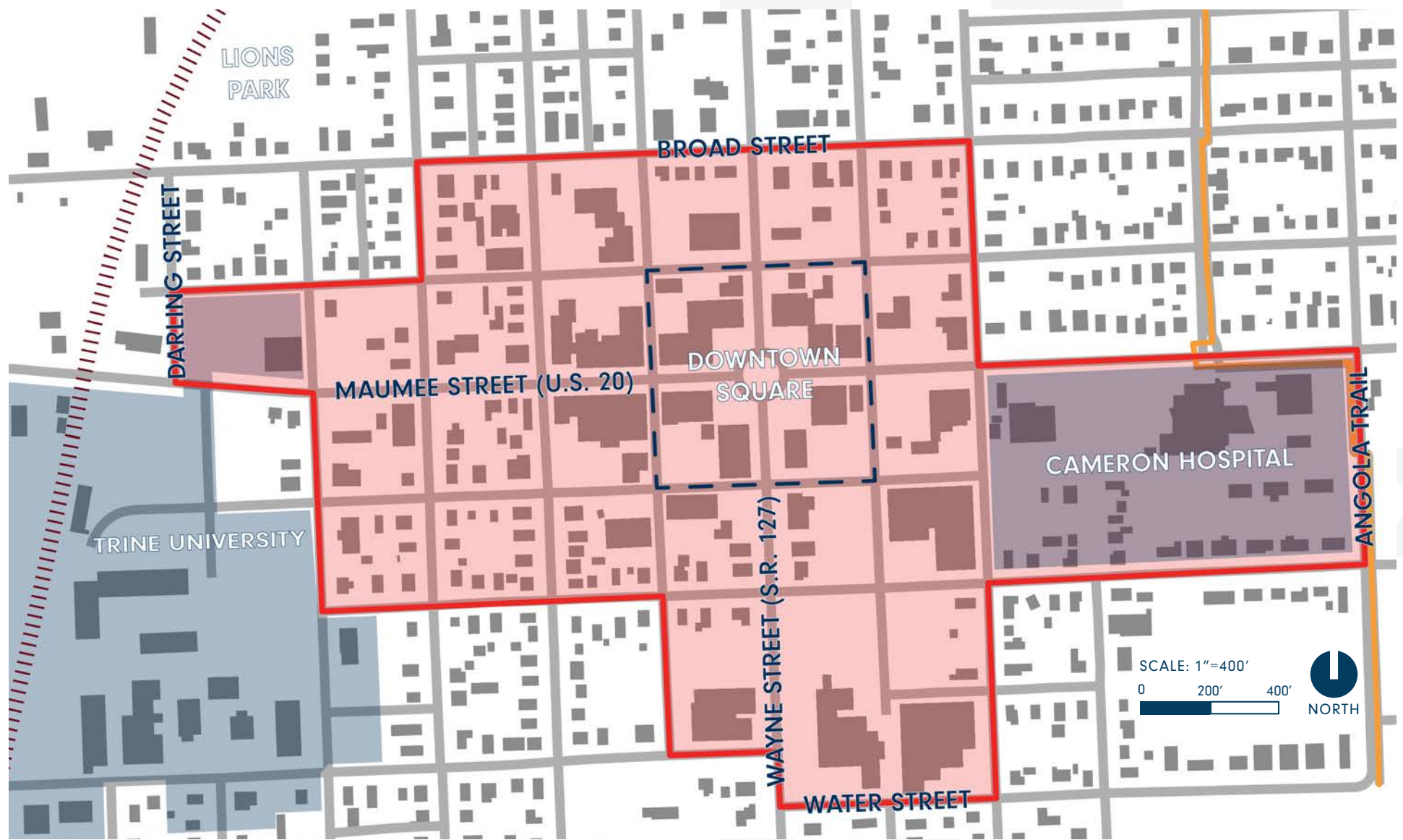
During the three-day charrette, it became evident that the boundary for Downtown Angola was unclear. Angola Main Street, the City of Angola's zoning ordinance, and the Angola Commercial Historic District each defined the downtown differently. After consulting with community members, consensus was reached that the downtown area aligns with the boundaries set by Angola Main Street as identified in figure 2.1. The downtown, and boundaries of the study area, are defined roughly as the area bounded by Broad Street to the north, Water Street in the South, Angola Trail to the east, and Darling Street to the west.

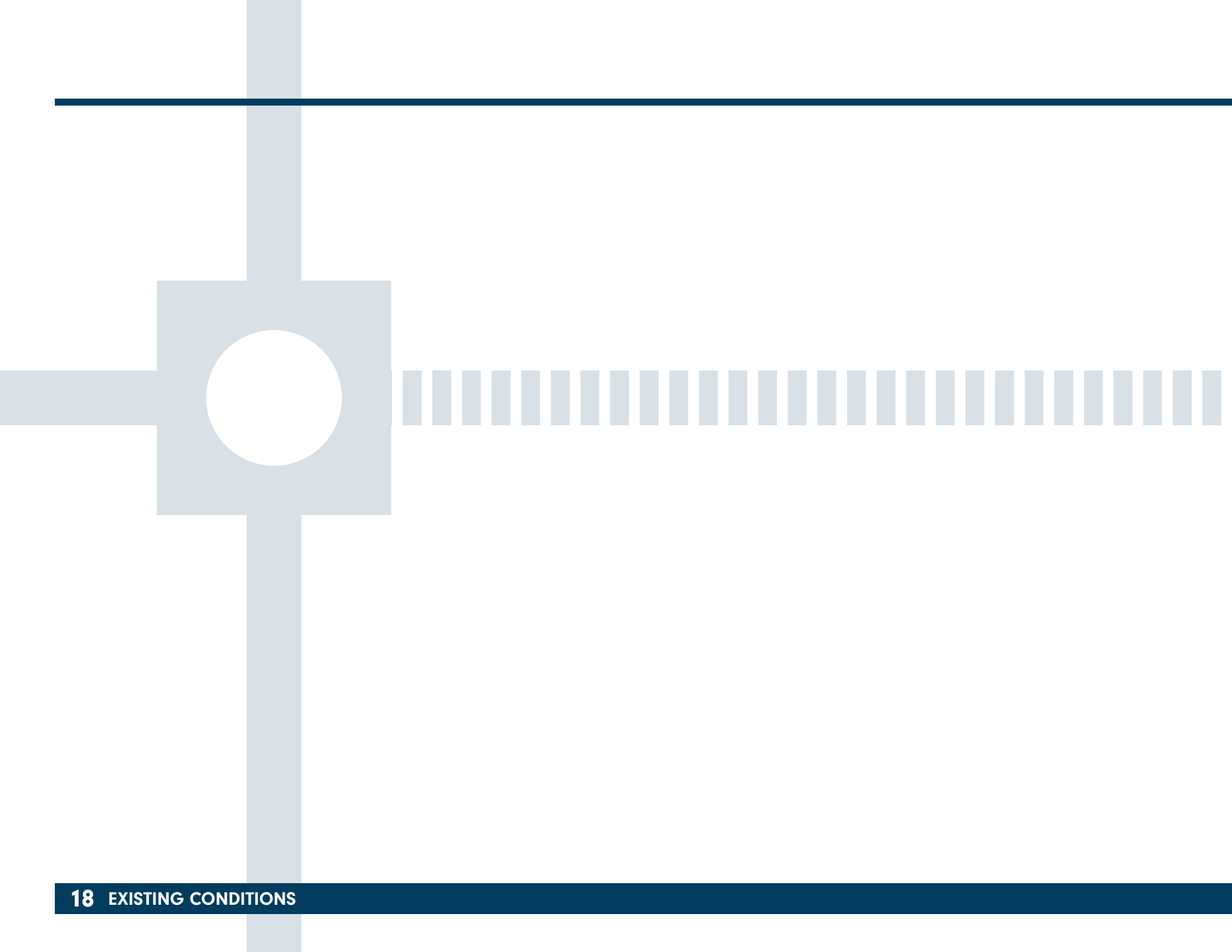
### STUDY AREA MAP LEGEND

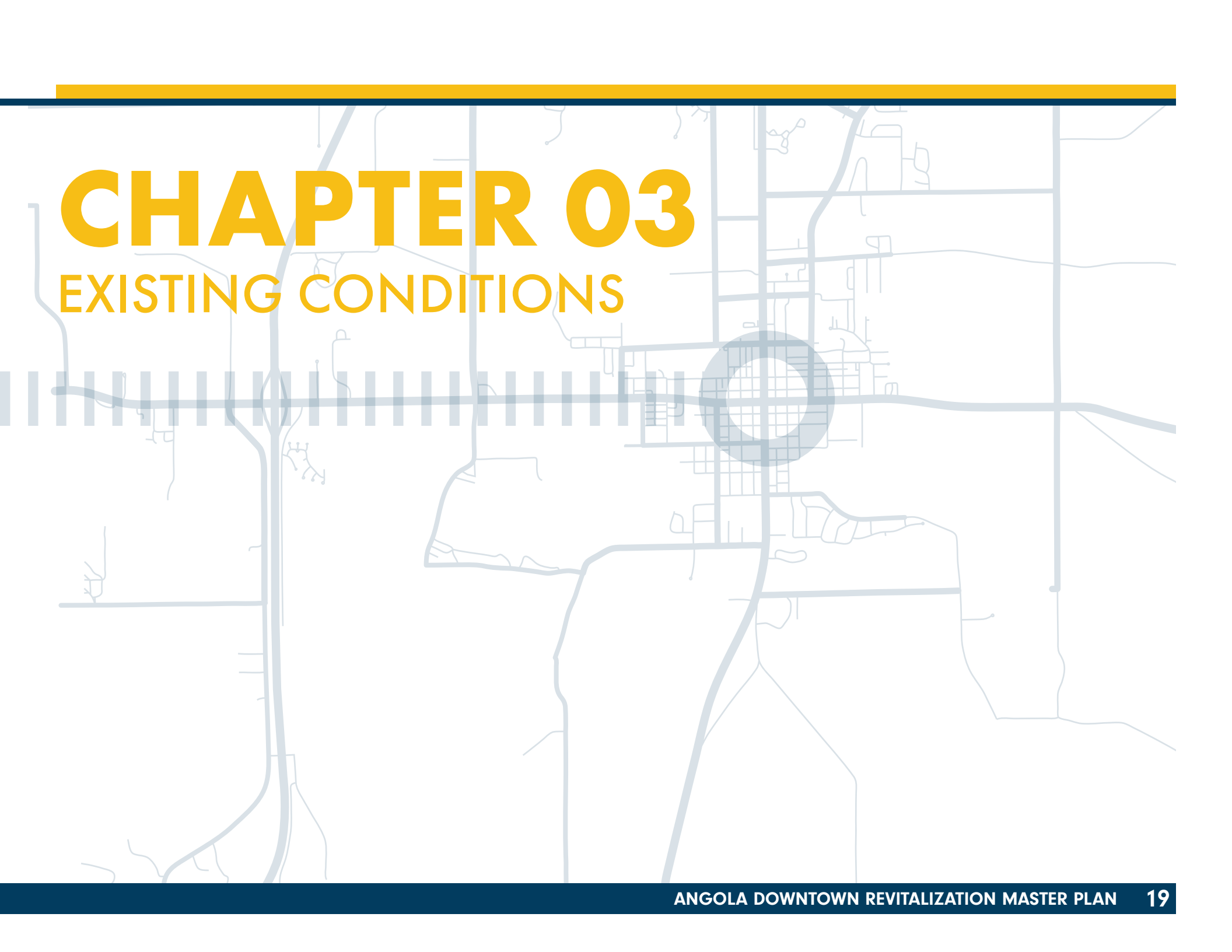
-  Downtown Boundary
-  Public Square
-  Angola Trail
-  Study Area



**FIGURE 2.1: DOWNTOWN ANGOLA, INDIANA STUDY AREA MAP**





A light blue background map of Angola Downtown. It features a grid of streets, a prominent horizontal road with a dashed line, and a circular area of interest in the center-right. The text 'CHAPTER 03' and 'EXISTING CONDITIONS' is overlaid in large, bold, yellow letters.

# CHAPTER 03

## EXISTING CONDITIONS



# EXISTING CONDITIONS

## PAST PLANS

Over the last 15 years, the City of Angola has participated in several planning efforts to gather community feedback, create alignment, and generate strategies aimed at ensuring future success.

### THE DOWNTOWN 20/20 PLAN (2008)

Developed in 2008, the Angola Downtown Revitalization Plan was a follow-up to the 2006 Downtown Action Agenda, which outlined broad recommendations for the future of Downtown Angola. The plan was intended to be an advisory tool for city policy decisions related to planning, zoning, and redevelopment, and to aid in resource allocation decisions to improve downtown infrastructure and roadways.

The plan focused on the following five categories:

- Leadership, people, and organization
- Development
- Access and mobility
- Outdoor environment
- Programs and promotions

The plan outlined 20 principles and 20 projects, each of which falls within one of these categories. The principles and projects were intended to give direction to downtown action and activities.

#### EXAMPLES OF RECOMMENDED PROJECTS:

- Create a dedicated downtown staff position
- Help the hospital remain and grow
- Create a downtown signage and wayfinding system
- Redesign and rebuild Maumee Street
- Redesign and rebuild the public square
- Develop a clear identity and brand

#### PROJECT PROGRESS:

- The City of Angola created the Community Coordinator position.
- The new Cameron Medical Office Building was constructed at Cameron Hospital, indicating that the hospital continues to grow.
- Approximately one mile of Maumee Street was improved, including complete street and utility reconstruction. Medians were added.
- Enhancements were made to the public square, including sidewalk reconstruction, installing street trees and planting beds, adding decorative lighting, and improving traffic flow.

### **CITY OF ANGOLA STELLAR COMMUNITIES PROGRAM APPLICATION (2013)**

This Strategic Community Investment Plan was created as part of the City of Angola's Stellar Communities Program Application in 2013. The plan identified projects that furthered the vision established in the Downtown 20/20 Plan (2008). The goal of the plan was to maintain momentum and pursue investments to enhance the downtown.

#### EXAMPLES OF RECOMMENDED PROJECTS:

- Pedestrian Safety Enhancements around Historic Public Square
- Transportation Alternatives Project Connecting Major Destination Points (Gale and South Streets)
- Downtown Housing Development
- Façade Improvements
- Downtown Public and Visitor Parking and Convenience Facilities
- City Hall ADA and Security Improvements

#### PROJECT PROGRESS:

- Improvements were made to sidewalks and crosswalks in downtown to enhance pedestrian safety.
- In 2018, the Maumee One Apartments were added to the downtown.
- In 2018, there were façade improvements at the Venue, window replacements at Sutton's Deli and the old Strand Theatre, and roof repairs at the Public Safety Building.
- Established in 2016, Monument Plaza provided public parking, including electric vehicle charging stations, and restrooms just off the public square.



## ANGOLA-FREMONT COMMUNITY REVITALIZATION PLAN (2015)

The City of Angola and the Town of Fremont collaborated to produce this community revitalization plan in 2015 - a submission as part of the "America's Best Communities" program. The plan outlined a strategy based on three goals for the economic aspirations of both communities. The goals were as follows:

- Angola-Fremont will become the premiere Midwest location for materials and electronics research and product commercialization.
- Angola-Fremont will become home to the highest skilled professional and technical workforce in the Midwest.
- Angola-Fremont will retain and attract highly skilled and millennial entrepreneurs, artists, and other creative types to the community.

### EXAMPLES OF RECOMMENDED PROJECTS:

- The Enterprise Center
- Angola Technology Park
- Corridor Beautification Plans
- Trail Network and Expansion
- Downtown Angola Revitalization Project(s)

### PROJECT PROGRESS:

- In mid-2017, the Enterprise Center opened its doors south of downtown and is a regional asset that includes a training facility, co-working space, and an incubator.
- The City of Angola and the Steuben County Economic Development Corporation are partnering with private developers to create a new innovation park. Once completed, the park has the potential to generate economic development momentum along the I-69 corridor. The infrastructure currently exists.

- The Poka-Bache Connector will be a multi-use, non-motorized trail that will connect Pokagon State Park in Angola to Ouabache State Park in Bluffton. As of November 2022, 34.2 miles of the trail had been completed, including the Angola section.
- The Brokaw Movie House has been preserved for future generations to enjoy.

## ANGOLA PARKING STUDY (2018)

Field inventories were completed to identify downtown parking use patterns. It was observed that parking demand averaged 33 percent occupancy in the downtown core area, with peaks up to 52 percent occupancy. The plan found that downtown has more than sufficient overall parking capacity; however, there is high demand concentrated around the public square. To make more parking available for visitors during peak periods, it is recommended that Angola update their downtown parking controls.

### RECOMMENDATIONS:

- Create permits for overnight parking in public lots
- Utilize revenue from permits to expand parking enforcement
- Alternate winter parking restrictions
- Require parking associated with downtown development
- Enforce 2-hour street parking downtown
- Enforce 2-hour parking in specified surface lots
- Create alternate signage or notification of parking restrictions
- Require all-day/employee parking in underutilized lots

## CITY OF ANGOLA COMPREHENSIVE PLAN (2022)

The City of Angola updated its comprehensive plan in 2022 to better reflect the city's plans for a prosperous future. The previous comprehensive plan was completed in 2012. The updated Angola Comprehensive Plan seeks to make the most efficient use of the land, as well as investments in utilities, public services, streets, school buildings, and public parks. The plan strives to balance the impacts and benefits of the built environment with the protection of the natural environment, growth, and development. The plan is based around the following principles:

- 1. Manage community form and growth**
- 2. Inspire community image**
- 3. Enable effective and safe transportation**
- 4. Nurture environmental quality**
- 5. Promote economic vibrancy**

### EXAMPLES OF RECOMMENDED PROJECTS

- Enhance the “city entrances” and “arrival corridors” with a large unique physical or landscape feature, thus establishing a gateway. Prioritize gateway enhancements along the US.20/I-69 corridors.
- Implement a wayfinding system to provide direction to the various city assets. The wayfinding system signs and materials should utilize the city's brand strategy in its design.
- Systematically install safe pedestrian crossings based on priority analysis.
- Systematically make improvements to the city's streets, drainage, and utilities utilizing the capital improvements plan.
- Develop a bike and pedestrian plan that identifies and prioritizes routes and loops.
- Identify and re-route truck traffic out of downtown through an identified commerce route.

## PREVIOUS PLAN AREAS STILL NEEDING ADDRESSED

The following lists indicate the “level of completion” for each of the recommended projects identified in previous Angola plans:

### COMPLETE

- Create a dedicated downtown staff position
- Form a downtown executives advisory group
- Redesign and rebuild Public Square
- Redesign and rebuild Maumee Street
- Conduct a parking study of downtown

### ONGOING

- Help the hospital remain and grow
- Allow Trine University to grow and encourage a storefront
- Reconfigure existing downtown organizations
- Revise building code enforcement and zoning ordinances
- Improve regulatory enforcement for truck calming (US 20)
- Create a downtown signage and wayfinding system (parking)
- Develop complete streets policy for city street rebuilding
- Green the Courthouse Square Park
- Develop a clear identity and brand

## PHYSICAL CONDITIONS












The 20/20 Plan (2008) identified five districts within Downtown Angola. While this plan identifies five similar character zones, only four of the previous districts have carried over in their intended use: Main Street U.S.A., Wayne Street Village, Community Services, and the Healing Neighborhood.

- **Main Street U.S.A.** - the urban heart of downtown (including the public square) with historic multi-story housing with active first floors with mix-use upper floors, street front and rear parking, and new development "infills" paying respect to the context.
- **Wayne Street Village** - the start of northern expansion outside downtown with key development opportunities and a transition to auto-oriented retail with streetscape amenities to aid in the change of scenery.
- **Community Services** - the hub(s) for City and County operated entities include, but not limited to, public safety services (police and fire), educational services (library), and governmental services. This character zone also include some single-family residential lots.
- **The Healing Neighborhood** - the area largely exists as Cameron Memorial Community Hospital's campus including age-in-place residential opportunities, medical offices, and connections to City and County services and amenities. The previous plan indicated potential growth to the south of the existing campus.

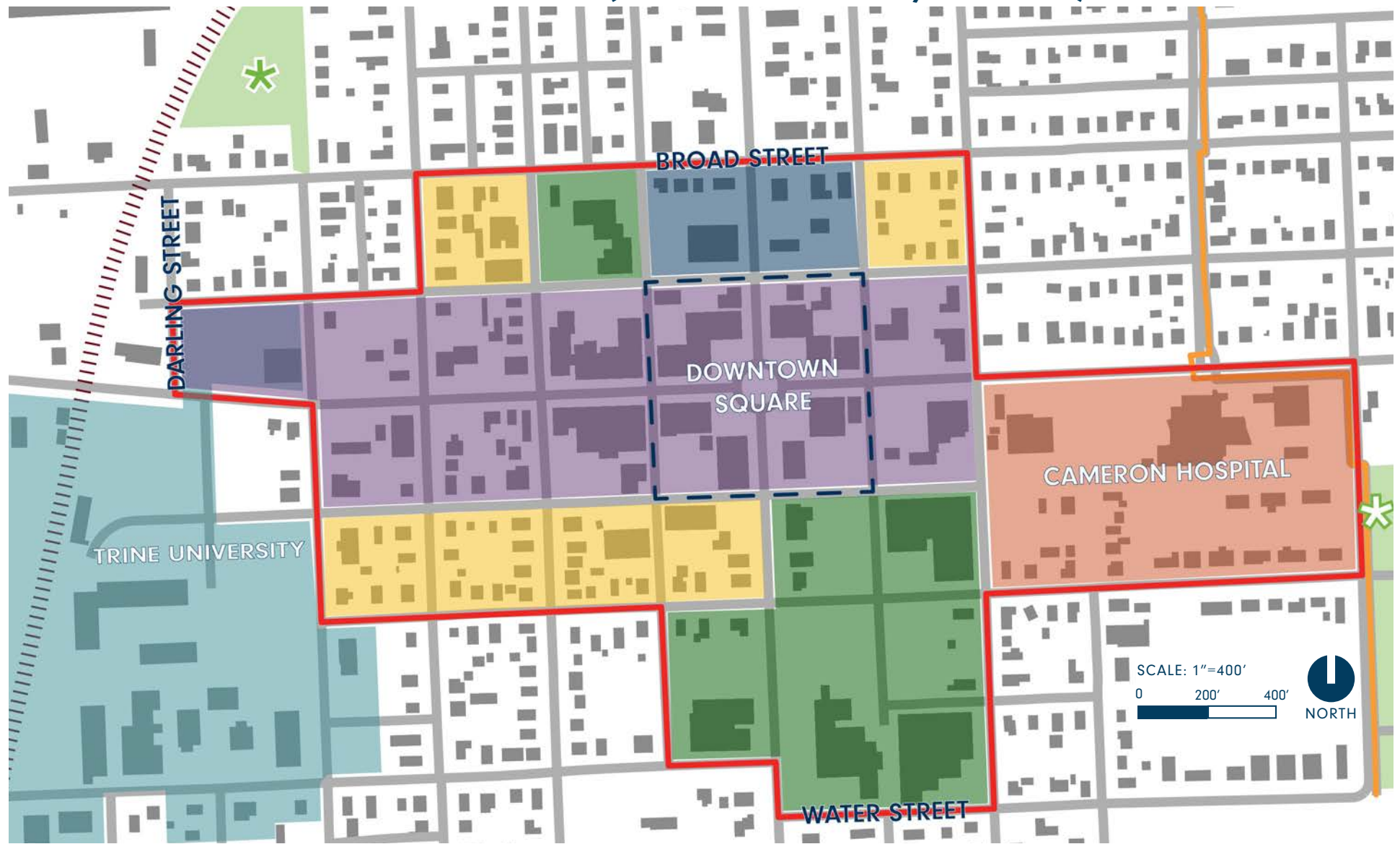
The fifth character zone - replacing what was noted as "The Learning Quadrant" District in the 20/20 Plan (2008) - has now been identified as the "**Transitional Fringe**". These fringe areas are hybrid uses from residential to commercial to educational. While the expansion of Trine University is occurring through positive, collaborative efforts, this plan narrowed the study area of what is considered the "downtown". As such, much of the Trine-occupied

land, previously associated with the downtown limits, no longer shows up within the boundary. The Transitional Fringe area south of downtown has the potential to develop more in the way of educational uses by way of Trine's expansion. This shift in use could reintroduce "The Learning Quadrant" district in the future.

### CHARACTER ZONES MAP LEGEND

	Downtown Boundary
	Downtown Public Square
	Angola Trail
	Commons Park
	Lions Park
	Main Street U.S.A. (Downtown Core)
	Wayne Street Village (Retail)
	Community Services (City of Angola & Steuben County)
	The Healing Neighborhood (Cameron Hospital)
	Transitional Fringe (Hybrid Uses)
	Trine University

**FIGURE 3.1: CHARACTER ZONES MAP (UPDATE TO THE 20/20 PLAN)**





## SOCIAL & CULTURAL CONDITIONS

### CITY OF ANGOLA

In the epicenter of Angola's Downtown Public Square stands the Soldiers' Monument with the historic 1867 Steuben County Courthouse sitting adjacent in the southwest quadrant. The Public Square and immediate surroundings host several events and festivals throughout the year, most of which are coordinated by the Angola Main Street organization. These events bring residents and visitors downtown to socialize, patronize local businesses, and enjoy the beauty of the Public Square. Events and festivals include the following:

- Trine Fest
- Cruise to the Monument
- Fall Fest
- Art Fest
- Christmas on Main Street
- Food Truck Friday
- 4th of July Parade

The Mayor's Arts Council (MAC), established in 2019, exists to build and support a more robust arts and culture foundation for the City of Angola and surrounding communities. "Sculptures Angola" is the Council's signature project, which enhanced placemaking through the installation of several sculptures throughout the downtown. Angola is also home to Corners Art Gallery, Relic Emporium (a private art studio), and the Carnegie Public Library of Steuben County.

The Public Square is also home to the Brokaw Movie House, a vintage 1931 movie theater that underwent major renovations before it was able to host screenings of today's new-release movies.



Trine Fest 2023 (source: KPCNews.com)



10th Annual Cruise to the Monument (source: Steuben County Tourism Bureau)



## STEBEN COUNTY (REGIONAL DESTINATIONS)

Looking beyond Downtown Angola, Steuben County has a lot to offer in the way of attractions and destinations. Visitors coming to the area for some of these draws will likely pass through the downtown. It is important to capture these travelers' attention along the route to stop and spend some time at the local restaurants, shops and businesses. This can be done through continued beautification and business development efforts in downtown or by expanding an online presence through the City's and affiliate sources' web platforms to attract travelers during the planning stage of their trip.

The following are some of the County destinations and events - found on the Steuben County Tourism Bureau website - that are important to the presence of Angola as a weekend getaway and family-friendly vacation spot:

- Steuben County Farmers' Market runs from May through October every Wednesday at 206 N. Wayne Street in Angola.
- Angola Motorsport Speedway - 10 miles northeast of the City of Angola - features a 3/8 mile asphalt race track that holds regular events from May through September.
- Buck Lake Ranch - 2.5 miles northwest of Downtown Angola - is known as the "Nashville of the North" with music performances, a campground, and outdoor recreation amenities.
- Pokagon State Park - 7 miles north of Angola on Lake James - is 1,260 acres of hiking trails and beaches with year-round activities, including cross-country skiing and tobogganing.
- Ridenour Acres - 4 miles east of Downtown Angola - is a seasonal fall attraction with corn mazes and hay rides.
- Wild Winds Buffalo Preserve - 10 miles north of Angola - has 400 acres of prairie and 250 bison with overnight stays and tours.
- Fall Regional Railroad Experiences - includes a variety of vintage train rides and a fall festival hosted in Commons Park of Angola with Civil War demonstrations and historical re-enactors.





## DEMOGRAPHICS

### POPULATION

Angola is a small city in northeast Indiana with a population of 9,340 people, according to the 2020 U.S. Census. Over the last two decades, Angola has seen its population increase by approximately 1,996 people or 27.2%. This moderate growth outpaces Steuben County (3.7%) and the State of Indiana (11.6%). The typical Angola resident is in their early thirties, white, and a high school graduate.

**From 2000 to 2020, Angola experienced 27.2% population growth.**

- 2000 Angola Population: 7,344
- 2020 Angola Population: 9,340

**Possibly due to the presence of Trine University, Angola has a relatively young population.**

- 2020 Angola Median Age: 32.4
- 2020 Steuben County Median Age: 43.6
- 2020 Indiana Median Age: 37.8
- 28.5% of Angola's population is between the ages of 20 and 34.

**Angola is less diverse than the State of Indiana.**

- 2020 Angola Percentage White: 93.2%
- 2020 Steuben County Percentage White: 95.7%
- 2020 Indiana Percentage White: 82.3%

**Educational attainment is increasing in Angola. In 2020, Angola Educational Attainment (aged 25 years and over) was as follows:**

- No Diploma: 10.9%
- High School Graduate: 38.8%
- Some College, No Degree: 14.7%
- Associate's Degree: 8.4%
- Bachelor's Degree: 15.7%
- Graduate or Professional Degree: 11.5%



Trine University (source: USNews.com)

## HOUSING

Data from the U.S. Census indicates that there may be a housing shortage in Angola. Over the last decade, the total number of housing units has decreased by 11.4%. The City also has very low vacancy with only 8% of all housing units sitting vacant. Additionally, median home values have increased by 33.8%, a faster rate than for Steuben County (26.8%) and the State of Indiana (21.1%). The City of Angola has a high proportion of rental properties. In 2020, approximately 43.5% of occupied units in the City were rental units.

**There is almost a 1:1 ratio of owner-occupied and renter-occupied units in Angola.**

- 2020 Owner-Occupied Units: 1,730 = 48.5% of all housing units
- 2020 Renter-Occupied Units: 1,550 = 43.5% of all housing units

**There is very low vacancy in Angola and the number of vacant units continues to decline.**

- 2010 Angola Percent Vacant Units: 10%
- 2020 Angola Percent Vacant Units: 8%
- 2020 Steuben County Percent Vacant Units: 28.3%
- 2020 Indiana Percent Vacant Units: 10.4%

**Home values are increasing in Angola at faster rates than surrounding areas, over the course of the last 10 years (2010 to 2020), with the current average home value being \$145,300.**

- 33.8% Increase in Median Home Value in Angola
- 26.8% Increase in Median Home Value in Steuben County
- 21.1% Increase in Median Home Value for Indiana

**Rent is increasing in Angola at faster rates than surrounding areas, over the course of the last 10 years (2010 to 2020), with the current average rent being \$780 per month.**

- 30.2% Increase in Rent for Angola
- 24.7% Increase in Rent for Steuben County
- 23.6% Increase in Rent for Indiana

**Housing stock in Angola is aging with 47.4% of homes built before 1980.**

## ECONOMY

In 2020, the median household income in Angola was \$45,957. On average, Angola residents are earning less than Steuben County residents and Indiana residents. Nonetheless, Angola benefits from an active labor force and a low unemployment rate. The largest industry in Angola is manufacturing, which employs 1,170 people or 27.6% of the employed civilian labor force.

**Angola's median household income and per capita income are both low compared to Steuben County and the State of Indiana.**

**2020 Angola Median Household Income (MHI) is \$45,957.**

- Steuben County MHI: \$58,905
- Indiana MHI: \$58,235

**2020 Angola Per Capita Income (PCI) is \$24,021.**

- Steuben County PCI: \$31,000
- Indiana PCI: \$30,693

**Angola has an active labor force and low unemployment.**

- 72% of residents aged 16 years and over are participating in the labor force.
- 2020 Angola Unemployment Rate: 5.3%

**Most Angola residents have a short drive to work.**

- In 2020, 70.8% of residents drove alone to work.
- The average commute time was 16.5 minutes.

**In 2020, the largest industry in Angola was manufacturing.**

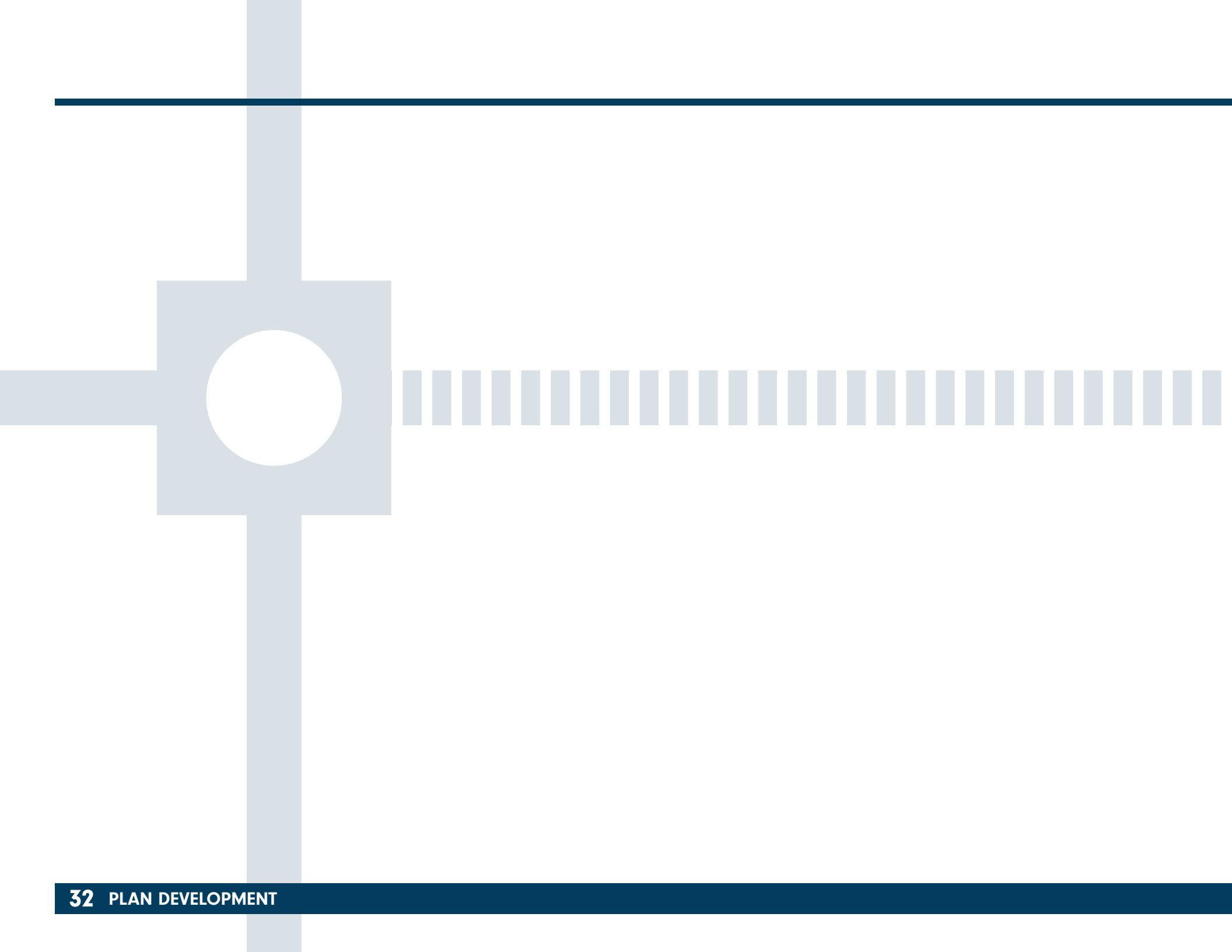
- Manufacturing employs 1,170 people (27.6% of the employed civilian labor force).
- Retail trade employs 848 people (20% of the employed civilian labor force).
- Educational services, health care, and social assistance employ 786 people (18.5% of the employed civilian labor force).



*Cameron Memorial Community Hospital is a significant employer in Angola.*



*PAGE INTENTIONALLY LEFT BLANK*



The background of the page is a light blue map of the Angola downtown area. It shows a grid of streets, with a prominent horizontal road and a vertical road intersecting. A circular area is highlighted in the center-right of the map. The title 'CHAPTER 04' is in large, bold, yellow capital letters, and 'PLAN DEVELOPMENT' is in smaller, bold, yellow capital letters below it. A thick yellow horizontal bar is at the top of the page.

# CHAPTER 04

## PLAN DEVELOPMENT



# PLAN DEVELOPMENT

## PLAN PARTICIPANTS

This downtown revitalization plan was developed with insight from community leaders, key stakeholders, and engaged members of the public. Perspectives from local government, business owners, Trine University, and Cameron Hospital were incorporated in the plan.

## CHARRETTE

To gather feedback from community members, an intensive three-day charrette was held from Monday, July 31<sup>st</sup> to Wednesday, August 2<sup>nd</sup> 2023 at the Steuben County Community Foundation in Angola. The charrette ended with a public presentation summarizing the three-day's worth of feedback and was received favorably by those in attendance. A copy of the presentation can be found in the appendix.

### DAY #1

**5 stakeholder meetings with interest groups**

**2-hour public workshop with feedback exercises**

### DAY #2

**Open studio invitation for community discussion**

**Business visits by HWC representatives**

### DAY #3

**Closed online surveys, S.W.O.T. development**

**2 public presentations on feedback & recommendations**

## STAKEHOLDER MEETINGS

On the first day of the charrette, the project team facilitated stakeholder meetings with representatives from the following five groups: Real Estate, Government, Community, Quality of Place, and Merchants. The following paragraphs summarize their thoughts of Downtown Angola.

### REAL ESTATE

The Real Estate group included local realtors and developers in the region. This group was particularly concerned about truck traffic and parking downtown. They felt that these issues deterred business investment, particularly in the public square. Furthermore, participants argued that aging infrastructure limited new development downtown. The oldest infrastructure in the city, found downtown, is often incapable of supporting much more than single-family development.

### GOVERNMENT

The Government group included leadership and staff from the City of Angola, Steuben County, and neighboring municipalities. According to this group, the biggest challenge facing Downtown Angola is lack of infrastructure and upkeep of old buildings. Although construction is currently underway on a new county judicial center, there are other municipal buildings downtown that need attention. Participants stated that the City Building was insufficient for its current use. Furthermore, once the judicial center is constructed, the Steuben County Courthouse will need to be preserved and reused for a new purpose; however, it is not ADA compliant.

### COMMUNITY / NON-PROFIT

The Community group included representatives from the Steuben County Economic Development Corporation, Cameron Hospital, Steuben County YMCA, Easterseals RISE and Indiana Rail Experience.

This group of stakeholders is proud of their thriving community. They expressed that the downtown is a beautiful, well-maintained space with historic charm. Participants were concerned about truck traffic and the availability of parking at peak times and during events. Participants also felt that the downtown could benefit from a more diverse mix of businesses, such as an ice cream shop or brewery. Building on existing assets, the downtown could expand programming, activate underutilized greenspaces, and appeal to residents of all ages for downtown living.

### QUALITY OF PLACE

The Quality of Place group included representatives from Steuben County Tourism, Angola Main Street, Art Scene, Steuben Country Trails, and Trine University. Stakeholders felt that the downtown could benefit from more specialized businesses, sidewalk and trail connectivity, and designated event spaces. Participants were also interested in creating more housing opportunities downtown for students, young professionals, aging residents, and working families. Residents living in downtown housing can support local businesses, and in turn, thriving local businesses attract new residents.

### MERCHANTS

The Merchants group included small business owners from Downtown Angola. Participants were most concerned about pedestrian safety with the frequent truck traffic along U.S. 20. To help merchants thrive, participants expressed an interest in renewed promotion efforts from the city, strengthened connections with Trine University (internships, school projects), better promotion of the city-funded façade program, and expanded events and programming. To succeed, stakeholders remarked that the downtown will need to diversify its offerings. By introducing more food and retail options, downtown businesses can build upon one another's success.

## STAKEHOLDER MEETINGS KEY TAKEAWAYS

### TRAFFIC CALMING, VEHICULAR CIRCULATION & WAYFINDING

Stakeholders were overwhelmingly concerned about truck traffic and parking. They found that truck traffic disrupts the small-town charm of the downtown and poses a safety hazard to pedestrians. Additionally, although parking spots are available downtown, stakeholders noted that they aren't clearly marked. Uncertainty about whether a spot is public or private, or whether a vehicle will be towed after a couple hours, deters potential customers from visiting downtown businesses.

### VISITOR ATTRACTION & DOWNTOWN LIVING

Participants were also concerned that residents and visitors may not know what amenities are available downtown. Communication and marketing could be used to highlight existing restaurants, shops, lodging, outdoor spaces, and events. Downtown Angola could also benefit from new destination restaurants and retail to attract people to the downtown district. Stakeholders mentioned adding an ice cream shop, brewery, or even a nice restaurant. To further support commercial development downtown, participants indicated a need for downtown housing. By increasing the residential density in the downtown district, local businesses would be supported by a reliable customer base.

### COMMUNITY EVENTS & CONNECTIVITY

Stakeholders were proud of the success of downtown events, including Trine Fest. In the future, there is an interest in further integrating the University into the downtown. Stakeholders also expressed a need for flexible gathering space(s) for events and festivals. Underutilized greenspace, such as Commissioner's Park by the Steuben County Courthouse, could be strategically improved to accommodate community gatherings. Alternatively, the Courthouse itself could be

transformed into a gathering space, or some other use complimentary to the downtown. Finally, stakeholders are interested in pedestrian-friendly connections to institutions and attractions in and around downtown. There should be quality sidewalks and trails connecting the public square to Trine University, Cameron Hospital, the Carnegie Library, Commons Park, the YMCA, and more.



Real Estate Stakeholder Group Meeting



## PUBLIC WORKSHOP

The project team hosted a public open house from 6pm to 8pm. Participants were invited to share their thoughts by completing activities at stations around the room. Activities included visioning exercises, voting exercises, and mapping exercises focused on identifying assets, issues, redevelopment opportunities, and desired pedestrian connections.

## PUBLIC WORKSHOP KEY TAKEAWAYS

### DOWNTOWN LIVABILITY & PATRON ATTRACTION

Community members envision a downtown with less truck traffic, more restaurants and retail, plenty of housing, and pedestrian connectivity. Existing downtown assets include anchor institutions (Trine University, Cameron Hospital, the City of Angola, and Steuben County), historic charm, the Monument, Monument Plaza, and downtown landscaping. Ongoing issues include the volume of truck traffic, missing sidewalks along Wayne Street, a lack of wayfinding signage, and vacant and underutilized buildings.

### REDEVELOPMENT & CONNECTIVITY

Community members indicated that future downtown development should take the shape of mixed-use development, townhomes, and compact infill development. Mapping exercises demonstrated that redevelopment opportunities are concentrated along Gale Street, West Maumee Street, and Gilmore Street. To connect current and future development to community assets, pedestrian infrastructure improvements are most needed along Gale Street and Wayne Street.

## COMMUNITY PROGRAMMING

Community members were interested in seeing the downtown come to life with expanded programming, including additional street festivals and concerts. Participants also wanted to see a flexible event plaza downtown.



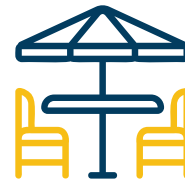
Public Workshop participants providing feedback on programming downtown.

## COMMUNITY SURVEYS

Two digital surveys - one for the City of Angola community and one for the Trine University community - were created for distribution via social media and website platforms at the City and County levels as well as through major community organizations and downtown groups. All participants during the stakeholder meetings and public workshops were also asked to share the survey. The surveys were open from the evening of Sunday, July 30<sup>th</sup> through midday Wednesday, August 2<sup>nd</sup> 2023. The results of both surveys can be found in the appendix.

### CITY OF ANGOLA SURVEY KEY TAKEAWAYS (462 TOTAL RESPONSES)

The **top 3** responses for what people would like to see more of downtown included:



**DINING & FOOD**



**VENUES/EVENTS & ENTERTAINMENT**



**PUBLIC SEATING & GATHERING SPACE**



**ATTRACTING NEW BUSINESSES** was ranked highest of importance for improving downtown



**60%** of respondents noted that **AVAILABILITY OF PARKING** is what they like least about downtown



Over **90%** of respondents noted that downtown is **IMPORTANT OR EXTREMELY IMPORTANT** to Angola and the County



Nearly **50%** of respondents indicated **FOOD & DINING** as the main reason they go downtown



## TRINE UNIVERSITY SURVEY KEY TAKEAWAYS (423 TOTAL RESPONSES)



Over **40%** of respondents noted that **WALKABILITY** was what they like most about downtown



Nearly **40%** of respondents feel there is a **DISCONNECT** between downtown and Trine University



Nearly **50%** of respondents noted that **AVAILABILITY OF PARKING** is what they like least about downtown



Over **30%** of respondents indicated that downtown most needs to improve **SHOPPING AND DINING** options



Over **61%** of respondents noted that **FOOD & DINING** as the main reason they go downtown



Nearly **30%** of respondents noted that more **JOB OPPORTUNITIES** would enhance their interest to stay

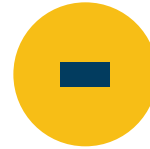
## S.W.O.T. ANALYSIS

Once all the feedback was collected and information reviewed, a S.W.O.T. analysis was developed. This analysis pinpointed the downtown's current strengths and assets to build upon as well as the current weaknesses or places for improvement. It also identified opportunities for growth of the downtown as well as perceived threats to the success of the downtown's future.



### STRENGTHS

- Downtown Anchor institutions: City, County, Trine, Cameron, Library
- Trine University - \$175 million in regional impact annually
- Beautiful downtown with small-town charm
- Well-preserved, historic buildings
- The Monument
- Walkability
- Public art
- Community events and festivals
- Steuben County Farmers Market
- Downtown pharmacy (Cameron Hospital)
- Downtown grocery stores (Dollar General and Ahi Chihuahua, Mexican Grocer)
- Commons Park
- Commissioners Park



### WEAKNESSES

- Truck traffic on U.S. 20
- Parking (no event parking, public lots aren't clearly marked)
- Upgrades needed to backs ("back-of-house") of buildings
- Lack of destination restaurants and retail downtown
- Lack of diversity in downtown businesses
- Few businesses open after 5pm
- Aging infrastructure (road, storm, sanitary sewer, water)
- Aging buildings and cost of upkeep
- Missing sidewalk connections and lighting
- Inconsistent Angola Main Street leadership



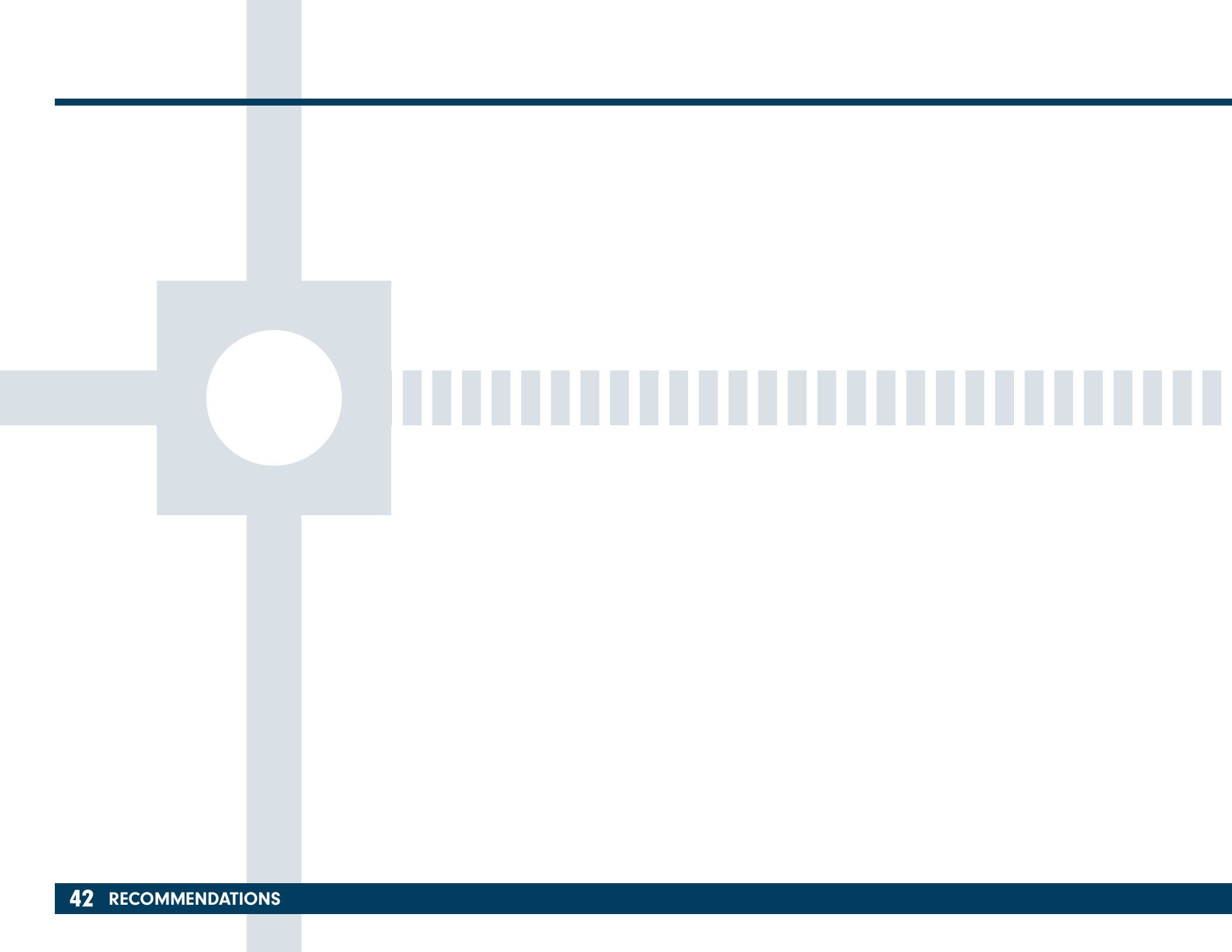
## OPPORTUNITIES

- Trail connection - Fox Lake, Trine, Cameron Hospital, Commons Park
- Expand upon events, like Trine Fest, connecting students to Downtown Angola
- Develop more downtown housing, including a mix of owner-occupied and rental products
- Reuse of the gym at the former Angola High School
- Reuse of the Steuben County Courthouse
- Long-term upgrade/relocation of the Steuben County Jail
- Multiple redevelopment sites across town
- Site control as a redevelopment tool
- Temporary street closure for events/festivals
- Assisted living facility
- Destination restaurants and retail (brewpub, winery, premier restaurant)
- Flexible event space with a stage
- Attract visitors from throughout Steuben County and beyond



## THREATS

- Downtown district need further defined
- Leadership transition at the City of Angola and Trine University
- Aging population
- Not enough liquor licenses
- Not a culture of walking
- Seasonal traffic – not as many visitors in winter
- Need to attract professors, doctors, and professionals



A faint, light blue map of the Angola Downtown area serves as the background. It shows a grid of streets, with a prominent horizontal road and a vertical road intersecting. A circular area is highlighted in the center-right of the map, and a series of vertical lines, possibly representing a transit route, runs horizontally across the middle. The title text is overlaid on the left side of the map.

# CHAPTER 05

## RECOMMENDATIONS



# RECOMMENDATIONS

## THE VISION FOR DOWNTOWN ANGOLA

The City of Angola will continue to improve the downtown through the incorporation of various housing styles, the connection of local amenities with a focus on pedestrian accessibility, the integration of public spaces, the creation of “destination” developments, the collaboration between City and community, and the realization of downtown districts to create a deeper sense of identity.

## KEY PROJECTS

A set of capital improvement projects were identified through collaborative efforts during the grant submittal process. Some of these projects are the responsibility of Trine University, some the responsibility of Angola and others a collaborative effort between Trine, Angola, and Steuben County. The map to the right locates the identified projects. While this document will focus on those projects being spearheaded by the City of Angola, those that fall under the purview of Trine University can be found as part of the appendices.

## CITY OF ANGOLA’S PROJECTS GOALS, OBJECTIVES, & ACTIONS

The following pages of this document outline broad goals to help drive the planning process and specific objectives necessary to meet the realization of the City’s identified capital improvement projects. The end of the chapter includes a set of action tables for the successful implementation of these capital improvement projects.



# IMPROVEMENTS MAP

## Legend

"RED" pins indicate Angola projects and "BLUE" pins indicate Trine projects

- |                                     |                                 |
|-------------------------------------|---------------------------------|
| 1 Fox Lake Access Point             | 8 Alleyway Activation           |
| 2 Trine University Greenway Trail   | 9 Commissioner's Park           |
| 3 Depot Trailhead                   | 10 Wayne Street Streetscape     |
| 4 Trine University E-Sports Arena   | 11 Connector Trail              |
| 5 Gale Street Streetscape and Trail | 12 Health Collaboration Center  |
| 6 Gale Street Infrastructure        | 13 Williams Street Improvements |
| 7 Gale Street Private Development   | 14 Poka-Bache Trail             |





# DOWNTOWN HOUSING

## DOWNTOWN HOUSING IN ANGOLA

According to the U.S. Census, from 2000 to 2020, Angola's population increased by 27.2%. New housing is desperately needed to accommodate this population growth. With 28.5% of Angola's population between the ages of 24 and 30, new housing should appeal to college students and young professionals. Additionally, with 17.4% of Angola's population aged 65 and older, there is a market for smaller units in walkable areas. Alternative housing products, including apartments and townhomes, have the potential to meet the needs of young professionals who may not be ready for homeownership, while also allowing seniors to downsize and stay in the community.

The Steuben County Economic Development Corporation's (SCEDC) Housing Study from 2020 supports the need for diverse housing options. The study revealed that there is interest in both owner-occupied and renter-occupied housing in Steuben County. In fact, approximately 36% of survey respondents indicated that they prefer rentals.

There is an ongoing effort to increase downtown density. So far, this has largely manifested in the establishment of upper story residences in buildings around the public square. This effort should be continued, with a renewed focus on introducing diverse housing throughout the downtown district and adjacent neighborhoods.

Increasing downtown density comes with a multitude of benefits. Notably, downtown residents and local businesses enjoy a symbiotic relationship. Downtown residents benefit from access to local restaurants, shops, and entertainment. Likewise, local businesses receive support from residents year-round. Ultimately, downtown housing opportunities facilitate local economic growth and promote vibrancy.

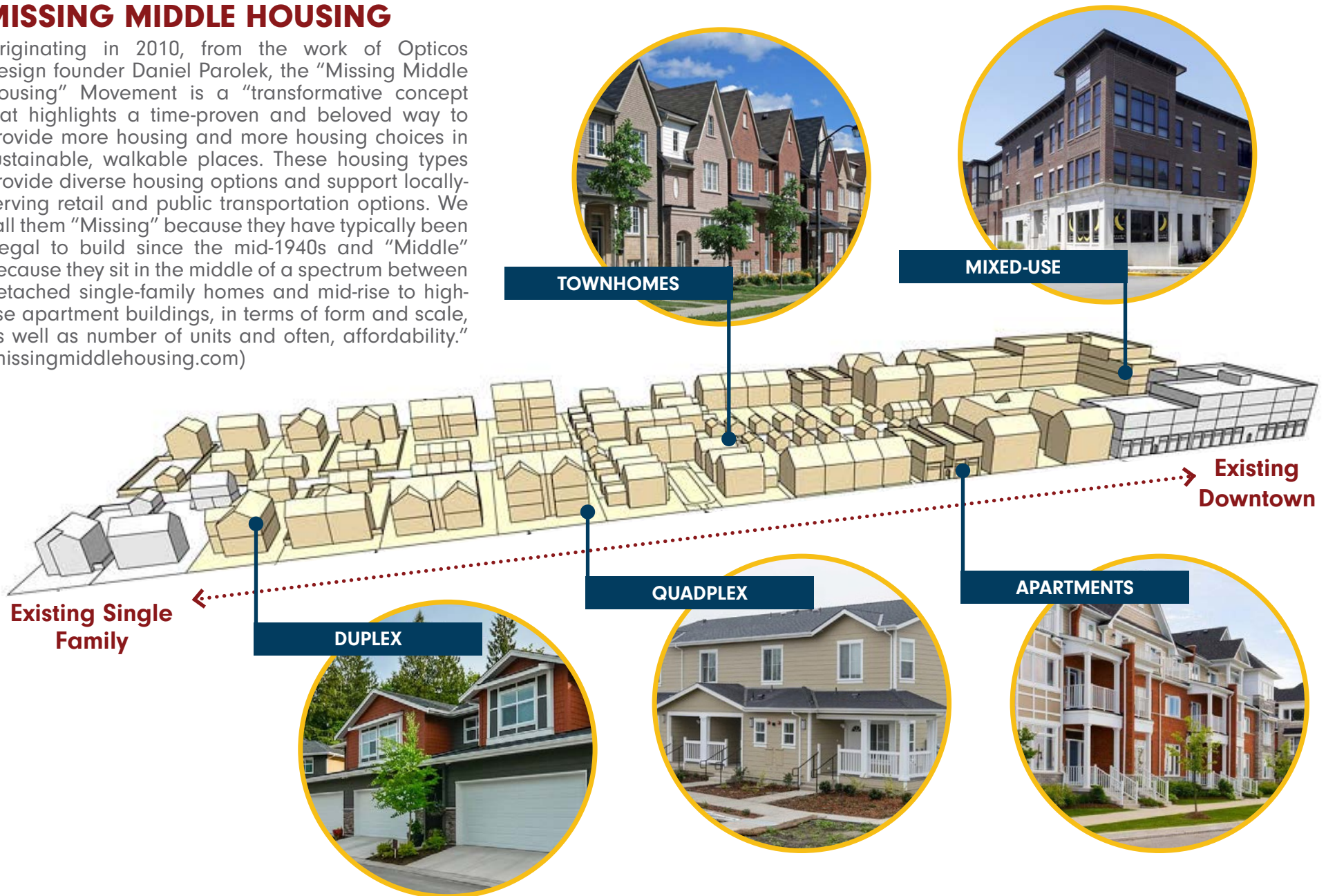
Aging infrastructure and zoning act as barriers to increased density. Regarding zoning, the downtown district is primarily zoned Downtown Commercial (DC) and Traditional Residential (TR). The only residential uses permitted in these districts are upper floor dwelling units, single-family detached homes, and small fair housing facilities. Duplexes, quadplexes, townhomes, accessory dwelling units, and mixed-use developments are not permitted.

### **GOAL: Expand housing opportunities to encourage population growth for a vibrant downtown, without extending infrastructure.**

- Encourage infill housing on vacant and underutilized lots.
- Update zoning ordinances to allow duplexes, quadplexes, townhomes, accessory dwelling units, and mixed-use developments in the downtown.
- Update infrastructure (gas, water, sewer, storm) along downtown corridors, such as Gale Street and Gilmore Street, to support housing development.

## MISSING MIDDLE HOUSING

Originating in 2010, from the work of Opticos Design founder Daniel Parolek, the “Missing Middle Housing” Movement is a “transformative concept that highlights a time-proven and beloved way to provide more housing and more housing choices in sustainable, walkable places. These housing types provide diverse housing options and support locally-serving retail and public transportation options. We call them “Missing” because they have typically been illegal to build since the mid-1940s and “Middle” because they sit in the middle of a spectrum between detached single-family homes and mid-rise to high-rise apartment buildings, in terms of form and scale, as well as number of units and often, affordability.” (missingmiddlehousing.com)





## CONNECTIVITY & ACCESSIBILITY

### CONNECTIVITY AND ACCESSIBILITY IN ANGOLA

Downtown Angola is an attractive, inviting destination for both residents and visitors. However, community members expressed concern about the connectivity and accessibility of the public square and adjacent amenities. Approximately 60% of public survey respondents identified parking availability as the thing they enjoy least about the downtown, and nearly 35% of respondents felt that there was a disconnect between key destinations in the community and the downtown area. Stakeholder meeting participants revealed that there is a perception of parking scarcity because of a lack of wayfinding signage and clearly marked public lots. Creating downtown signage has been an unmet goal since the adoption of the Downtown 20/20 Plan in 2008. Additionally, the Strategic Community Investment Plan, created as part of the City of Angola's Stellar Communities Program Application in 2013, identifies the need for transportation alternatives, such as pedestrian infrastructure, connecting major downtown destinations. Improving connectivity, whether through infrastructure improvements, better signage, or the dissemination of information, can help residents and visitors access local amenities. When patrons feel welcome, and can navigate the area safely and with ease, they contribute to downtown prosperity.

**GOAL: Ensure that residents and visitors can access downtown attractions with ease.**

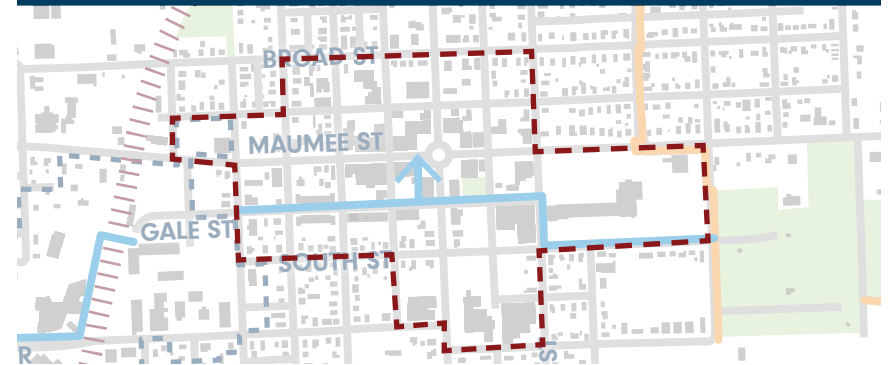
- Update and extend sidewalk infrastructure along Wayne Street, connecting the downtown to commercial development further north.
- Explore options to reduce truck traffic through downtown.
- Improve Williams Street from East Maumee Street to East Broad Street through repaving and sidewalk replacement.
- Create gateway(s) along Maumee Street to welcome visitors to Angola.
- Design and install cohesive wayfinding signage throughout the City of Angola.
- Identify and clearly mark public parking lots.
  - Activate alleyways for pedestrian connections.
  - Activate "back-of-house" spaces as pedestrian amenities.
- Add information kiosks with a map of the downtown to the public square.
- Identify overflow parking for events and create a plan to direct visitors to available lots.
- Ensure that additional parking spaces are created to support new development by enforcing parking standards.
- Promote downtown attractions and events on the City of Angola's website.
- Extend the Poka-Bache Trail from its current southern terminus at Commons Park to Pleasant Lake to further connect Downtown Angola to regional recreation amenities.



## WAYFINDING SYSTEM PROJECT

Community members indicated a need for a cohesive wayfinding system to help residents and visitors navigate the City of Angola, especially the downtown district. The wayfinding system should be consistent with city brand standards and compliment gateway signage. The wayfinding package can be used to clearly identify public amenities (including parking lots), direct visitors to downtown attractions, and enhance the city's image. Wayfinding signage can help unify a city's identity by being consistent with its character, while also differentiating the city from neighboring communities.

### LOCATION MAP



### PARKING WAYFINDING EXAMPLES



### PEDESTRIAN WAYFINDING EXAMPLES



### GATEWAY WAYFINDING EXAMPLES

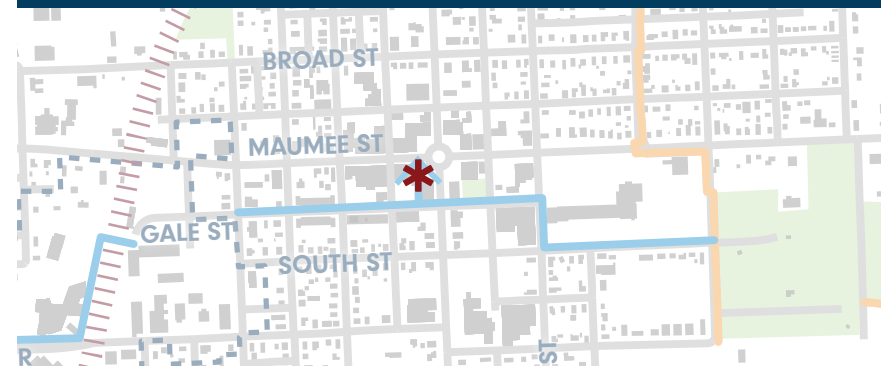




## ALLEY ACTIVATION PROJECT

This project will activate the alleyway located off Gale Street between Elizabeth Street and Wayne Street. This project connects the Gale Street Streetscape and Trail improvements project to the downtown public square and ensures that residents and visitors can access downtown attractions with ease. Improvements would include architectural features, lighting, site furnishings, signage, and hardscape. Additionally, past work to bring art and sculptures to the downtown will be continued and enhanced through this project. Alley efforts will allow the space and art to be displayed in a multitude of ways by transforming the space into a live performance area.

### LOCATION MAP



### PERSPECTIVE



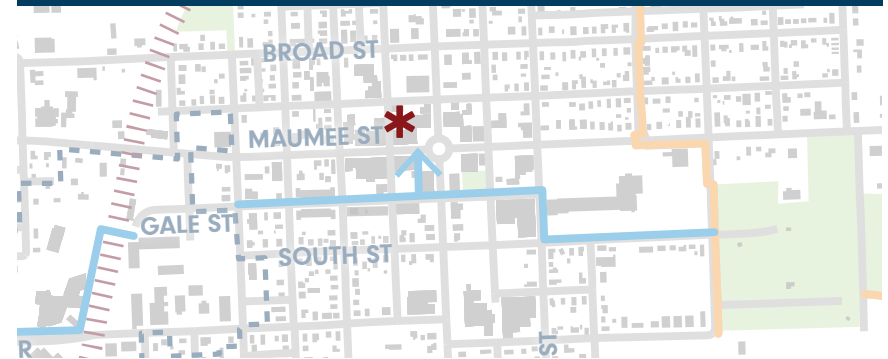
EXISTING CONDITION



## BACK-OF-HOUSE ACTIVATION PROJECT

Similarly to the alley project, this project will activate the “back-of-house” spaces of the business along the northern side of West Maumee Street. Improvements would include architectural features, lighting, site furnishings, signage, and hardscape. The addition of the mural not only provides beautification through public art but can also act as a sense of wayfinding guiding visitors from rear parking to the street front business entries as it sweeps around the sides of the building.

LOCATION MAP



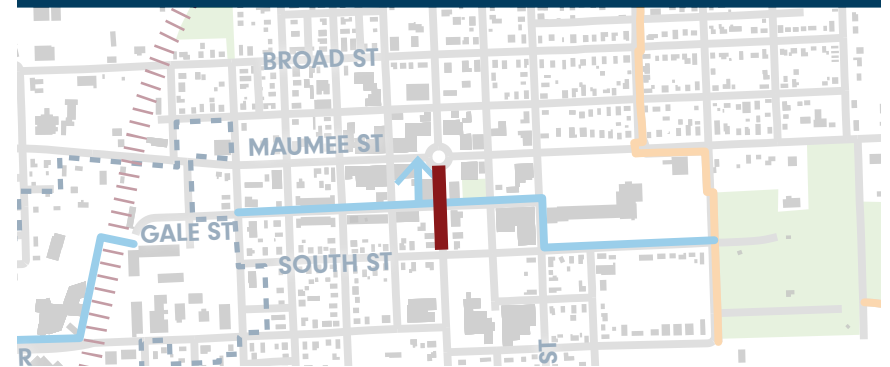
PERSPECTIVE



# WAYNE ST. STREETSCAPE PROJECT

Streetscape improvements along Wayne Street would include updating and extending sidewalk infrastructure from Maumee Street to South Street. These improvements would help to connect the downtown to commercial development further north.

## LOCATION MAP



## EXISTING CONDITIONS

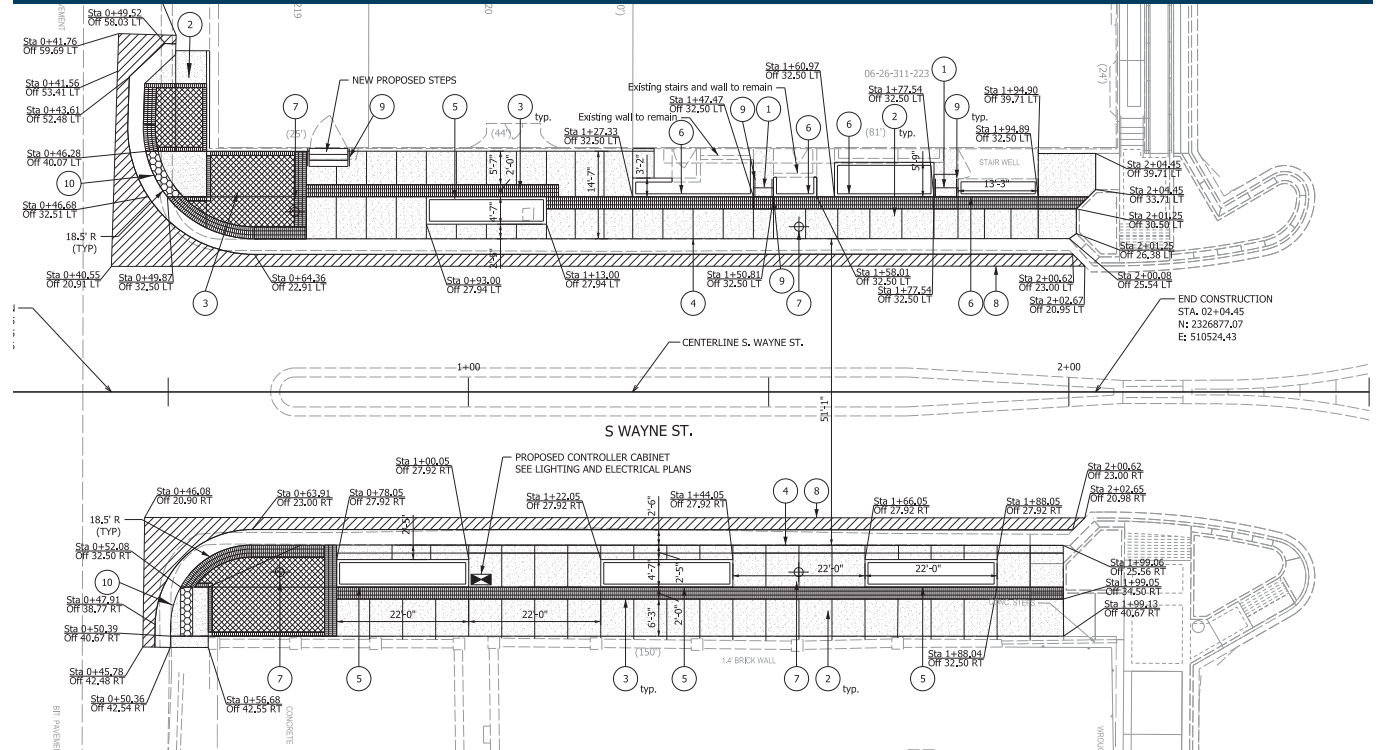


Wayne Street (Looking South)



Wayne Street (Looking North)

## STREETSCAPE IMPROVEMENTS PLAN

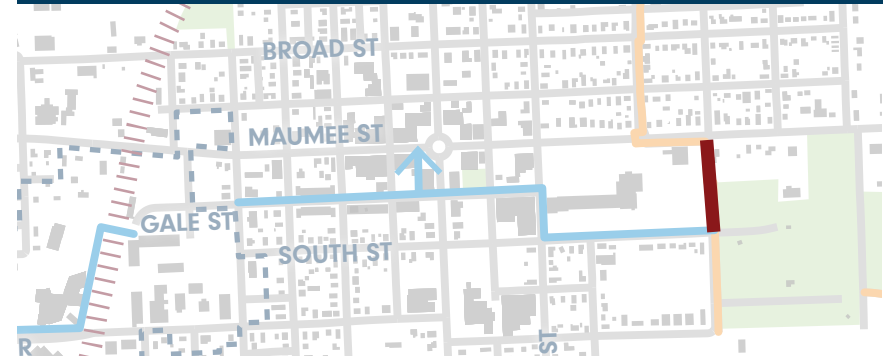




## WILLIAMS STREET IMPROVEMENTS PROJECT

This project will improve Williams Street from East Maumee Street to East Broad Street which is currently in poor condition with a PASER rating of 3.0. The intersection of Maumee Street and Williams Street is one of the busiest and most crucial intersections in Angola as it serves as the entrance to Cameron Hospital as well as the beginning of a truck detour route for avoiding the historic Downtown Angola. This project will include surface milling (4.5 inches), placing 3 inches of HMA base and placing 1.5 inches of HMA surface. Other improvements include replacement of sidewalk, curbing, and ADA curb ramp in areas where deterioration and noncompliance are identified.

### LOCATION MAP



### EXISTING CONDITIONS



Williams Street (Looking South)



Williams Street (Looking North)

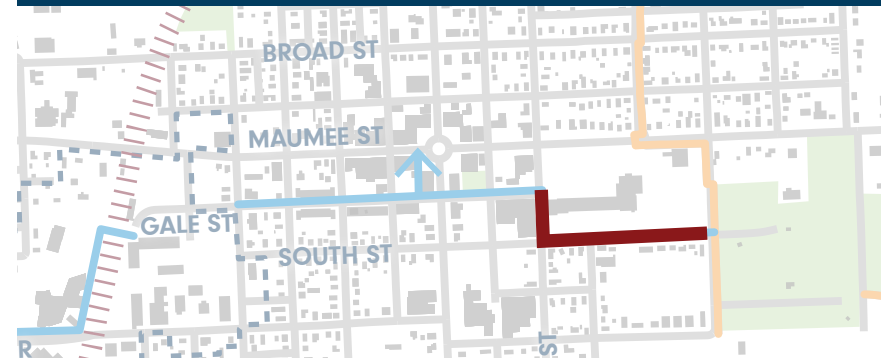
### EXTENTS OF STREET IMPROVEMENTS



## CONNECTOR TRAIL PROJECT

The connector trail will extend beyond the Gale Street Streetscape improvements, running along the west side of Washington Street and the north side of South Street. This trail segment would complete the connection through Downtown Angola, between Fox Lake and Commons Park. Furthermore, this trail would connect into the Steuben County Multi-Purpose Trail, providing a key connection into the county-wide trail system. Additional improvements would include a trail node at commons park, site furnishings, signage and street trees.

### LOCATION MAP



### EXISTING CONDITIONS

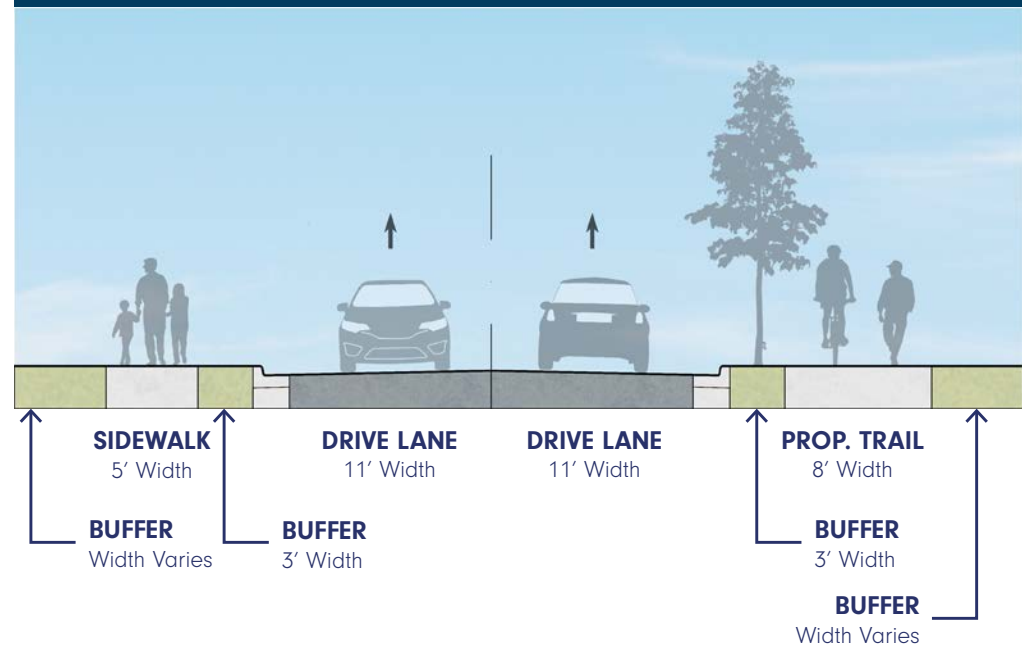


Washington Street (Looking South)

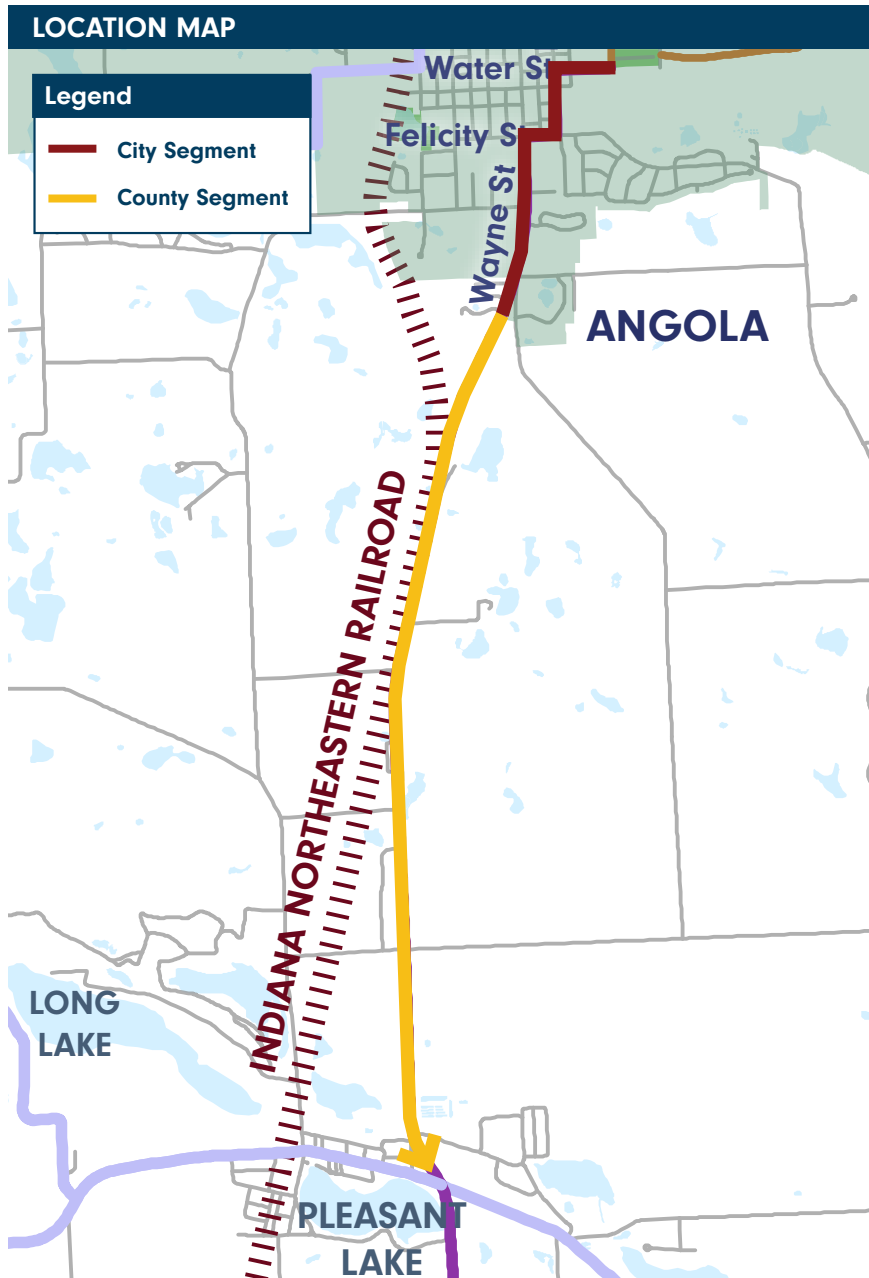


South Street (Looking East)

### PROPOSED TRAIL SECTION



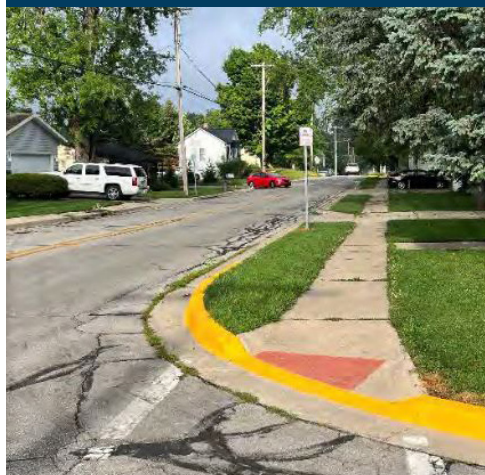




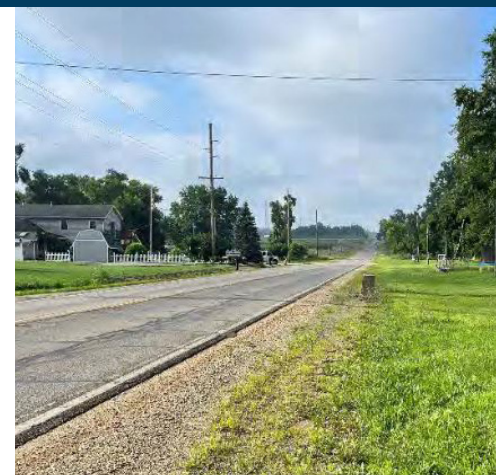
## POKA-BACHE TRAIL PROJECT

This project will extend the Poka-Bache Trail from its current southern terminus at the Commons Park, Angola south to Main Street, Pleasant Lake. This project will continue to advance the Indiana Department of Natural Resource's State Visionary Trail linking Pokagon State Park in Steuben County to Ouabache State Park in Wells County. The trail extension will be a 10-foot-wide asphalt trail on stone subgrade with 2' grass shoulders. One segment is in the city and another segment is in the county. The city section includes 1.2 miles of trail. The city route will connect to the existing Poka-Bach Trail segment at Commons Park in Angola and will then travel adjacent to community recreational sports fields, an elementary school, an apartment complex, and a learning center for autistic children. The county section includes 3.2 miles of trail. The county route will travel along Old SR 27 in Steuben County and will connect with the sidewalk on the south side of Main Street in Pleasant Lake. The path will consist of a 10' wide asphalt path with one water crossing feature, requiring permits from the appropriate environmental agencies.

### EXISTING CONDITIONS



City Segment



County Segment



## CONNECTION TO FOX LAKE

Community members expressed an interest in a more inclusive Angola with connections to Fox Lake. Given the rich history and legacy of the Fox Lake district, there is a need to define this relationship through public engagement and consensus-building.

Fox Lake is a national historic district located south of the City of Angola in unincorporated Steuben County. A historic marker installed in 2022 by the Indiana Historical Bureau, Indiana Landmarks, and the Fox Lake Preservation Foundation shares the story of Fox Lake:

*"Established in the 1920s, Fox Lake Resort offered Black middle-class families from Indiana and nearby states a refuge from Jim Crow discrimination. By 1940, the Fox Lake Property Owners Association formed to meet the growing community's social and infrastructure needs. The owners transformed the resort into a desirable vacation destination for residents and visitors. The Negro Motorist Green-Book, which listed safe and welcoming locations for Black travelers, featured Fox Lake sites from the 1940s - 1960s. Black social organizations, churches, and alumni groups met at the resort and joined property owners for dances, outings, and outdoor sports. The community continued to expand, remaining a destination for many Black families."*

Fox Lake was listed on the National Register of Historic Places in 2001. The district contains 27 contributing buildings with historic integrity. Today, Fox Lake is still a successful Black community. The community's history and traditions are maintained by second- and third-generation owners, who occupy many of the cottages in the community.

In 2020, the Fox Lake Foundation was established with their mission of "Preserving the African American cultural heritage and natural beauty of Fox Lake."

**GOAL: Build consensus regarding the future of Fox Lake, and consider appropriate opportunities to connect to Downtown Angola.**

- Develop a plan for the Fox Lake district with input from community members.
- Outline priorities for the Fox Lake community.
- Facilitate conversations about housing, public access, and historic preservation.
- Consider opportunities to partner with Trine University on future Fox Lake projects.





## FOX LAKE HISTORIC MARKER (FRONT & BACK)



Indiana Historical Bureau

## FOX LAKE SITE IMAGERY



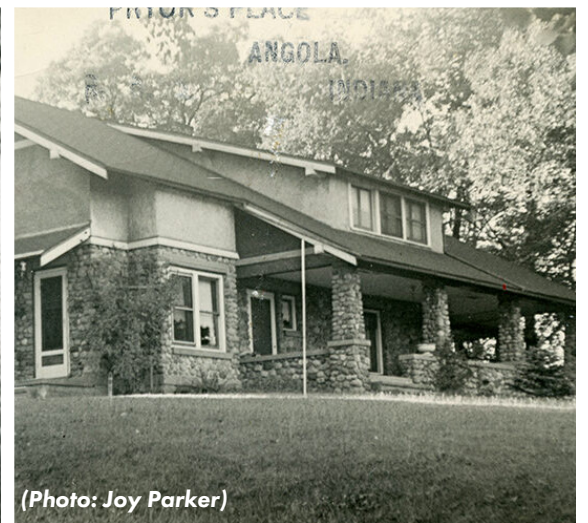
(Photo: Carol Karst Wasson)



(Photo: Carol Karst Wasson)



(Photo: Joy Parker)



(Photo: Joy Parker)

Indiana Landmarks



## PUBLIC SPACE

### PUBLIC SPACE IN ANGOLA

A standout community gathering space has the potential to elevate Downtown Angola, and community members have indicated great interest in this idea. During the public workshop, participants were interested in a flexible event plaza downtown. Well-maintained, dedicated public space(s) would accommodate community members' desire for expanded programming downtown, including additional street festivals and concerts. This sentiment is further supported by the results of the public input survey. When asked to select what they wanted from a list of possibilities, approximately 20% of respondents wanted to see more venues for events and entertainment downtown. Additionally, 15% of survey takers wanted more public seating and gathering spaces. Previous plans support the need to invest in downtown public spaces. The Downtown 20/20 Plan (2009) identifies the park space east of the Steuben County Courthouse (i.e., Commissioners Park) as an underutilized greenspace that could be a "valuable part of downtown revitalization in Angola." Furthermore, enhancing public spaces aligns with the 2022 Comprehensive Plan's goal to "support local festivals... farmers' markets, arts shows, and other public interest events" downtown. From outdoor dining on the public square to concerts in the park, public spaces invite engagement and support downtown vitality.

**GOAL: Recognize and enhance public spaces downtown as important community assets.**

- Activate the Public Square.
  - Collaborate with business owners on a plan for events / parking lot closures.
  - Expand opportunities for outdoor dining.
- Activate Commissioners Park.
  - Enhance the park as a flexible, programmable space.
  - Preserve Commissioners Park as a public space in the event of courthouse re-use.
- Establish corridors where temporary street closures can occur for events with limited disruption to local traffic and minimal use of community resources.
  - Suggested corridors include Gale Street south of Commissioners Park and/or Gilmore Street south of Monument Plaza.
  - Retrofit access to properties adjacent to corridors to accommodate closures.



## COMMISSIONERS PARK PROJECT

This project will activate Commissioners Park, previously known as Courthouse Square Park and the Courtyard, by converting it into a more flexible, programmable space. Improvements would include a stage pavilion with movable seating, a plaza connecting the park to the downtown public square, site furnishings, signage, landscaping and new circulation paths. Additionally, new lighting and electrical hook-ups provide an opportunity for fairs/markets along Gale Street. Closeable gateway monuments at the ends of Gale Street between Wayne Street and Martha Street would allow for street closure for special events. In the event of repurposing the County Courthouse for a new public/private use, the park should be conserved for public use.

LOCATION MAP



PERSPECTIVE





# DESTINATION DEVELOPMENT

## DESTINATION DEVELOPMENT

During stakeholder meetings, community members made it clear that there is widespread interest in developing the downtown district as a destination for residents and visitors alike. From a brewery to an ice cream shop, the downtown would benefit from new destination restaurants and retail. In the public input survey, community members were asked what they'd like to see more of downtown. The top response was dining (25% of responses), although survey takers were also interested in shopping (11%), including family-friendly stores and activities (16%). In addition to restaurants and retail, an event center for hosting both private and public events, from festivals to weddings, would draw people to Downtown Angola. These projects could be supported by site control and reuse of existing, historic structures.

**GOAL: Encourage a premium destination development(s) downtown to attract residents and visitors.**

- Attract destination restaurants and retail to the downtown.
- Attract another bed and breakfast to accommodate visitors.
- Consider opportunities to create multi-purpose event spaces in or around downtown.
- Identify and protect the best sites for future development.

**GOAL: Explore opportunities for active re-use of asset properties to enhance the vibrancy of Downtown Angola.**

- Develop an inventory of asset properties in Downtown Angola.
- Evaluate the reuse of the Steuben County Courthouse.
- Evaluate the reuse of City Hall.

## Case Study: St. Joseph Brewery

During the charrette process, there was a lot of discussion on the fate of the Steuben County Courthouse. Some thought it should remain a civic use - potentially the new home of City Hall - while others envision it serving a more active role within the Public Square.

There were questions about how an institutional building could be transitioned to a private use. The St. Joseph Brewery in Indianapolis, Indiana, an 1873 Catholic cathedral turned brewery and restaurant, is a good precedent for such a conversion. The church closed in 1954 and was given new life in 2015 when investors realized the potential of turning the space into a community destination. Located in a popular night-life neighborhood on the north side of downtown, the historic character amongst contemporary structures solidified a desire for preservation. It is now open for lunch and dinner daily and hosts events from trivia nights to tasting menus.

The Steuben County Courthouse could experience a similar revival. Its prominence on the public square combined with its historic charm makes it an ideal candidate for a variety of uses, from restaurants to retail. The courthouse has the potential to be a community destination capable to enhancing downtown vibrancy during the day and night.



## ST. JOSEPH'S BREWERY CASE STUDY





# COMMUNICATION & COLLABORATION

## COMMUNICATION & COLLABORATION IN ANGOLA

To elevate the success of downtown businesses and events, and leverage the resources of anchor institutions, there is a need for enhanced communication and collaboration in Angola. Great progress has already been made in this area. Events like Trine Fest are emblematic of the city's ability to collaborate with anchor institutions and local businesses to bring people together in the downtown district. As suggested during stakeholder meetings, the city should seek to expand these events and programs, as well as market other downtown amenities, including local shops and restaurants. From updating the city's website to leveraging the community coordinator position, there are opportunities to build strong connections, enhance existing initiatives, and pursue new opportunities that promote downtown prosperity.

To elevate the success of downtown businesses and events, and leverage the resources of anchor institutions, there is a need for enhanced communication and collaboration in Angola. Great progress has already been made in this area. Events like Trine Fest are emblematic of the city's ability to collaborate with anchor institutions and local businesses to bring people together in the downtown district. As suggested during stakeholder meetings, the city should seek to expand these events and programs, as well as market other downtown amenities, including local shops and restaurants.

The Economic Development and Planning Department have the potential to enhance local government capacity and support future projects and programs. Each staff member plays a distinct role. These roles support one another and create a cohesive departmental powerhouse. The role of the Director of Economic Development & Planning is to push projects. This may involve building consensus with stakeholders and pursuing funding. The Community Coordinator's role is to amplify and activate spaces that already exist, especially those in and around the downtown. The Community Coordinator deals with programming and events, as well as attracting and retaining quality downtown tenants. The Planner's role centers around code reviews and enforcement. This role enables the Director of Economic Development & Planning to focus on the long-term success of the community and the downtown district. The City of Angola should continue to monitor and support these roles to maximize their community impact.

With these recent successes, there are opportunities to build strong connections, enhance existing initiatives, and pursue new opportunities that promote downtown prosperity.

**GOAL: Building upon past successes, continue to work together to develop events and programs that benefit both anchor institutions and local businesses.**

- Strengthen the partnership with state, national, and local Main Street organizations and the Angola Community.
- Maintain a supportive relationship with downtown business owners.
- Promote available grants and programs for downtown business owners.
- Coordinate with small business owners to extend shop hours.
- Create opportunities for Trine students to learn and develop skills through collaboration with downtown businesses.
- Building off the momentum of Trine Fest, expand events focused on developing connections between Trine University and the Angola community.
- Streamline community branding and communication.
- Continue to enhance programming with Easterseals RISE, MSD of Steuben County, and other local institutions.

**GOAL: Leverage the role of the Historic Preservation Commission (HPC) to sustain historic structures in Downtown Angola.**

- Recognize the important role the HPC plays in historic preservation within the community.
- Expand the role of the HPC beyond traditional historic preservation to include forging partnerships, attracting investment, and encouraging active re-use of historic properties.
- Through its expanded role, empower the HPC to support the financial sustainability and physical integrity of historic buildings without the need for government subsidies.
- Continue to have conversations about the role of the HPC, and maximize the contributions of the commission to the success of Downtown Angola.





# WEST MAUMEE GATEWAY DISTRICT

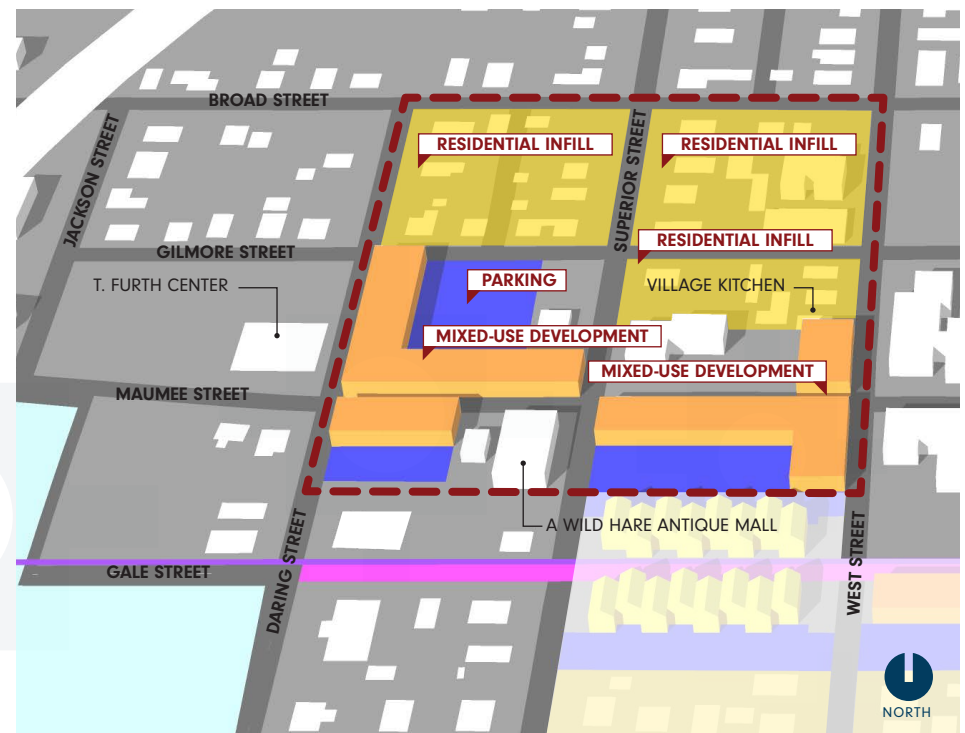
## WEST MAUMEE GATEWAY DISTRICT IN ANGOLA

West Maumee Street, which shares its alignment with U.S. 20, is the primary entrance to Downtown Angola from Interstate 69. To welcome residents and visitors into the community, gateway enhancements could be made to this corridor, as suggested in the 2022 Comprehensive Plan. Whether through attractive signage, landscaping, or streetscape improvements, enhancements could be used to make Angola feel like a unique destination in the region. This corridor, which connects Trine University to Downtown Angola, is also prime for additional development and density to support the needs of residents and university students.

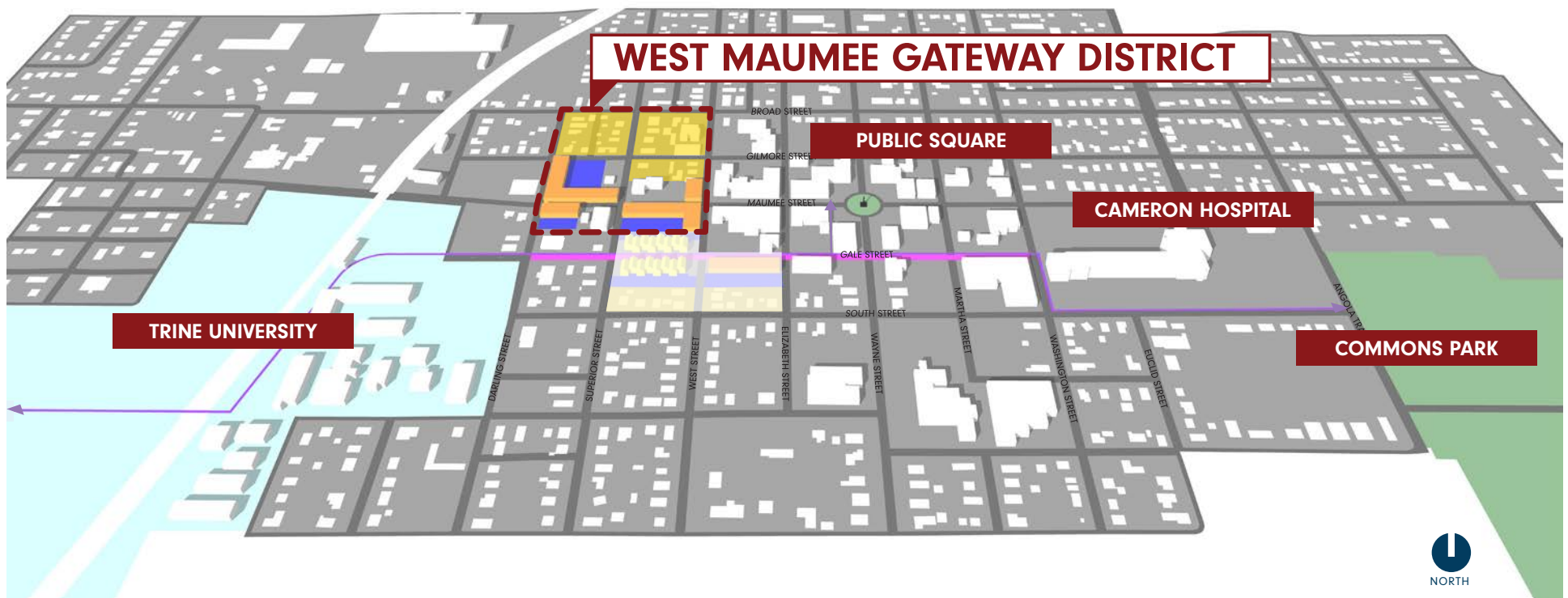
**GOAL: Develop West Maumee Street as a gateway district connecting Trine University to Downtown Angola.**

- Establish a gateway at the entrance to the district.
- Explore opportunities for mixed-use and infill development.
- Extend Public Square streetscape along Maumee Street to create more cohesive downtown character.

## WEST MAUMEE GATEWAY DISTRICT MAP



## WEST MAUMEE GATEWAY DISTRICT CONTEXT MAP







## GALE STREET DISTRICT

### GALE STREET DISTRICT IN ANGOLA

Throughout the planning process, the Gale Street corridor was brought up time and time again as an important connector between Downtown Angola and nearby anchor institutions. Retrofitting this corridor with pedestrian and bicycle infrastructure would increase access and spur vitality in the downtown district. Additionally, location advantages make this corridor a good fit for future infill development aimed at increasing downtown density and expanding restaurant and retail options.

The Gale Street streetscape and trail will activate the Gale Street corridor and enhance the pedestrian experience between anchor institutions within the downtown. The corridor will be a key connection between Fox Lake and Commons Park, connecting residents and visitors to Trine University, Cameron Hospital, the Steuben County Judicial Center, the Carnegie Public Library, the Steuben County Multi-Purpose Trail, Angola High School, the public square, and other outdoor amenities. Improvements will occur on Gale Street from Darling Street to Washington Street and on north/south connector streets to the downtown including Superior, West, and Elizabeth Streets.

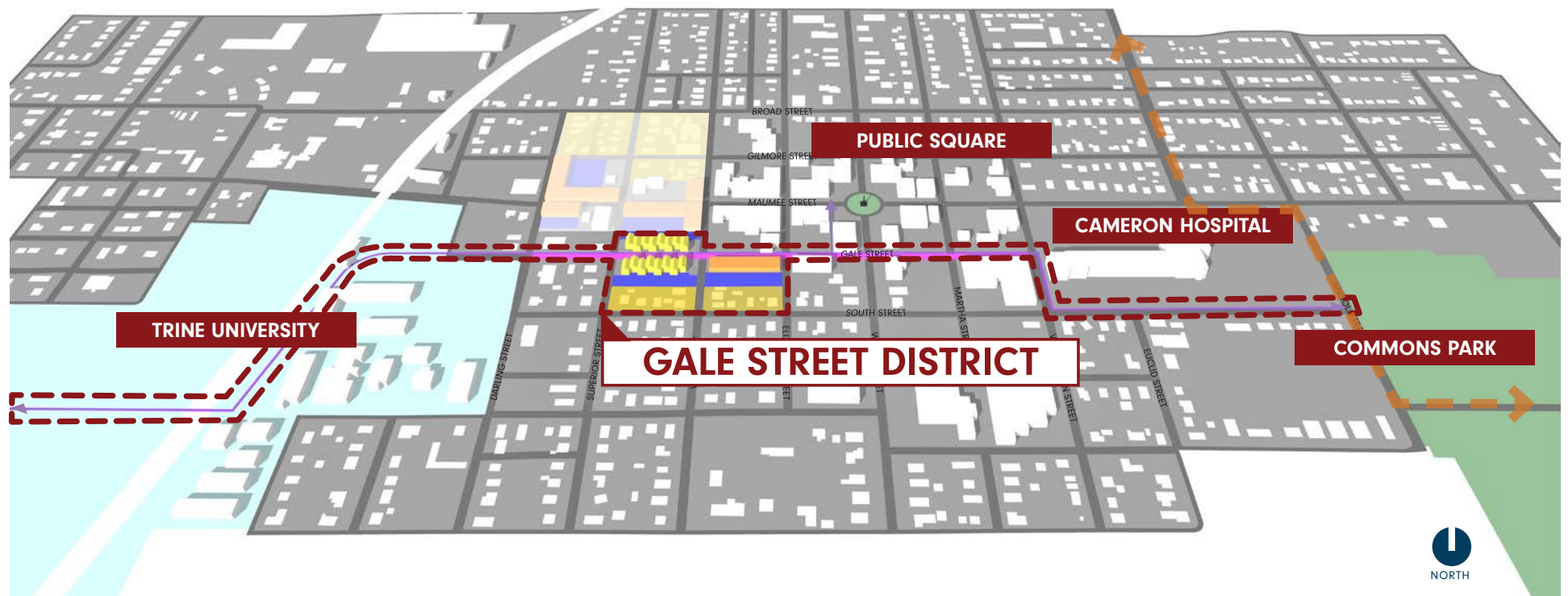
This project will also provide infrastructure improvements on Gale Street from Darling Street to Washington Street. This project also includes infrastructure improvements on north/south connector streets to the downtown including West Street and Elizabeth Street. These infrastructure improvements will support downtown development.

**GOAL: Activate the Gale Street corridor to enhance the pedestrian experience between two anchor institutions.**

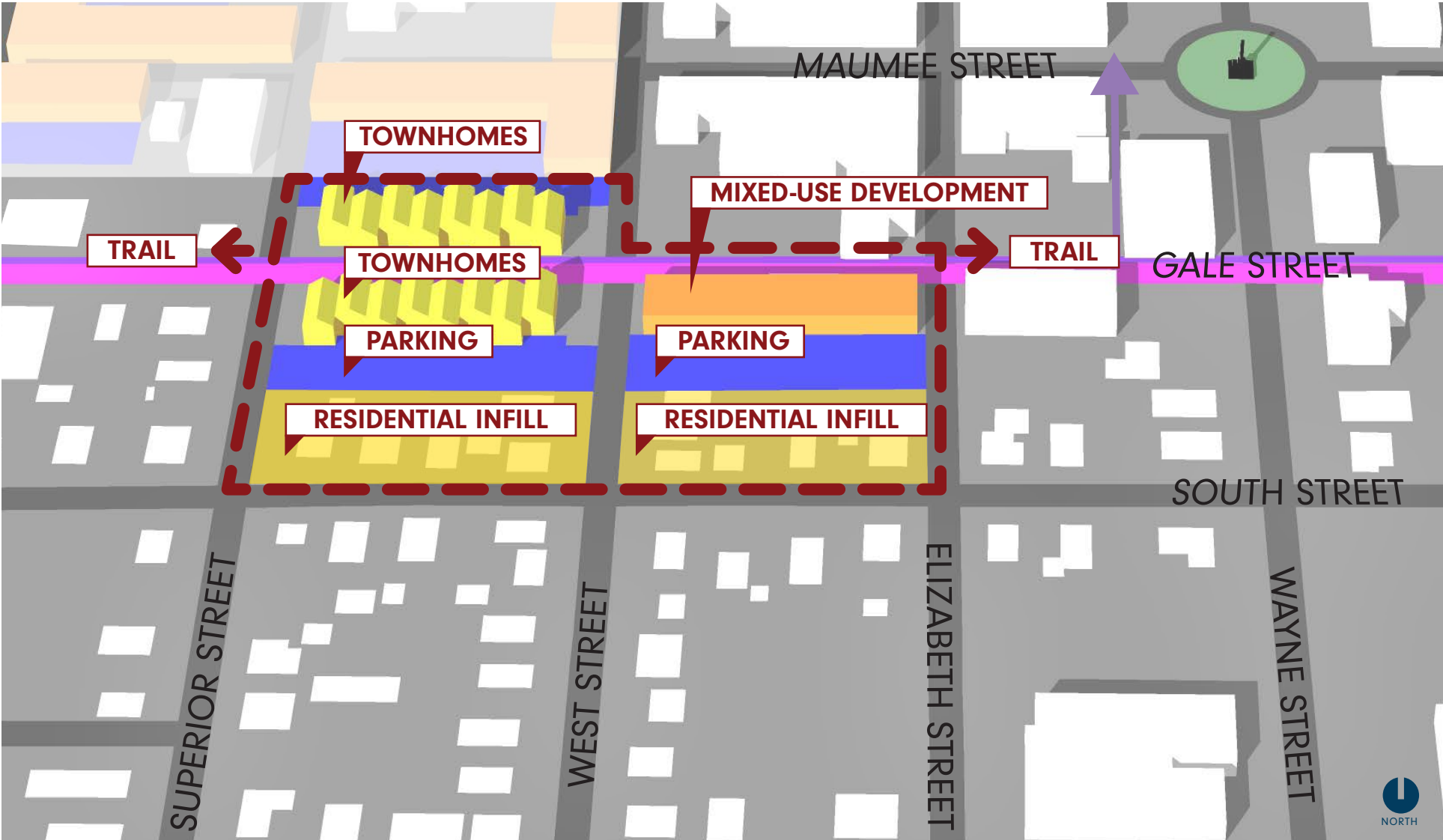
- Develop a multi-use trail from Commons Park to Fox Lake.
  - The Fox Lake Trail would connect residents and visitors to Trine University, Cameron Hospital, the Steuben County Judicial Center, the Carnegie Public Library, the Angola Trail, Angola High School, the public square, and outdoor amenities.
- Extend public square streetscape along Gale Street to create more cohesive downtown character.
- Establish Gale Street from Wayne Street to Martha Street as a corridor that can be temporarily closed for downtown events.
- Improve infrastructure along Gale Street from Darling Street to Washington Street.
  - Infrastructure updates include increasing the water main, extending gas lines, and enhancing the sewer and stormwater system.
- Explore opportunities for mixed-use housing and infill development.

There was discussion as to whether Gale Street should exist as a pedestrian-only corridor, but it was determined that the corridor should remain multi-modal. It was noted that cross traffic (traveling north and south) would be a safety concern due to speeds and lack of yield recognition to pedestrians. There were also worries that the removal of vehicles would hinder accessibility to businesses.

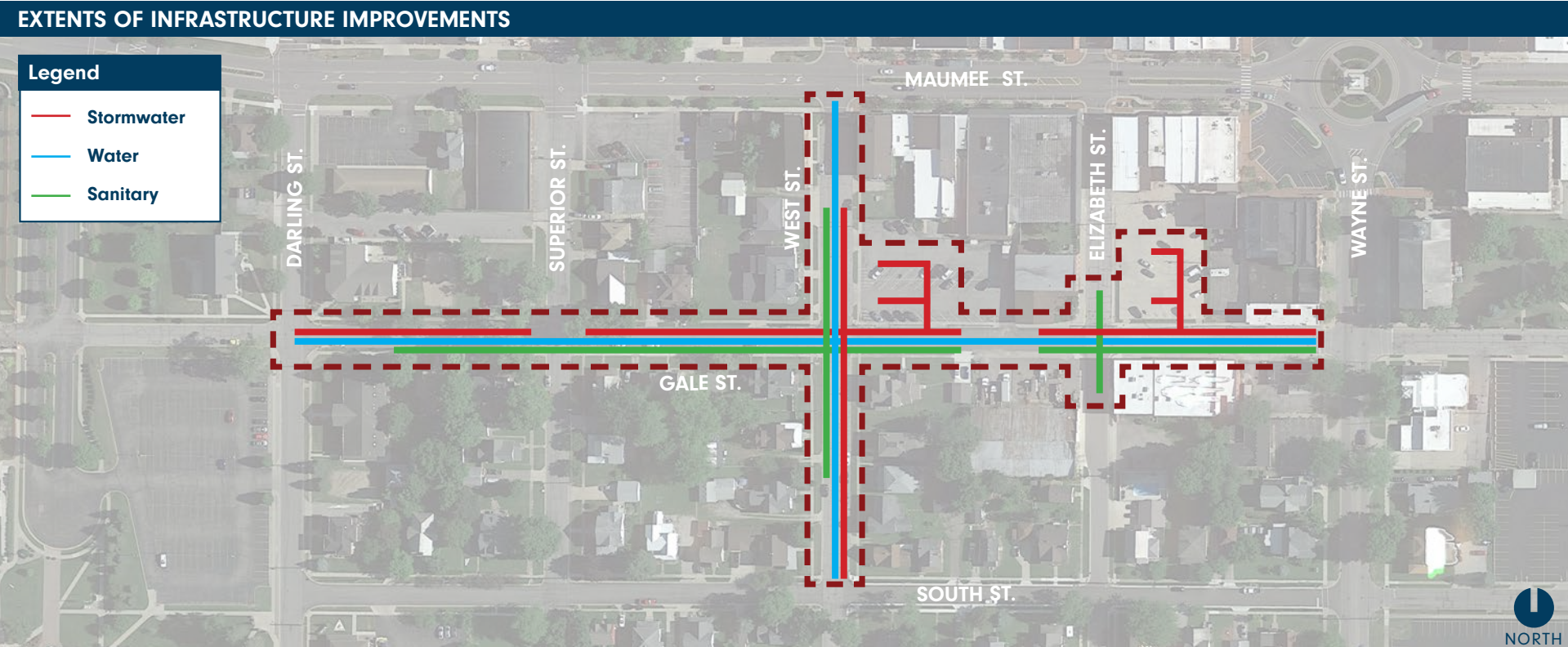
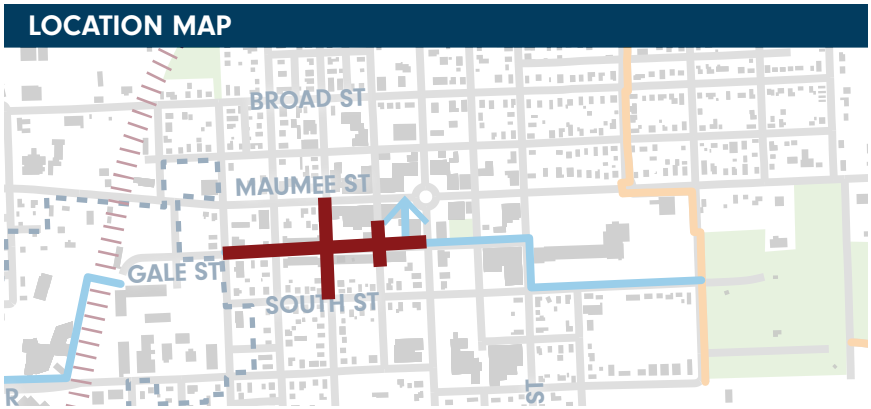
## GALE STREET DISTRICT CONTEXT MAP



GALE STREET DISTRICT MAP

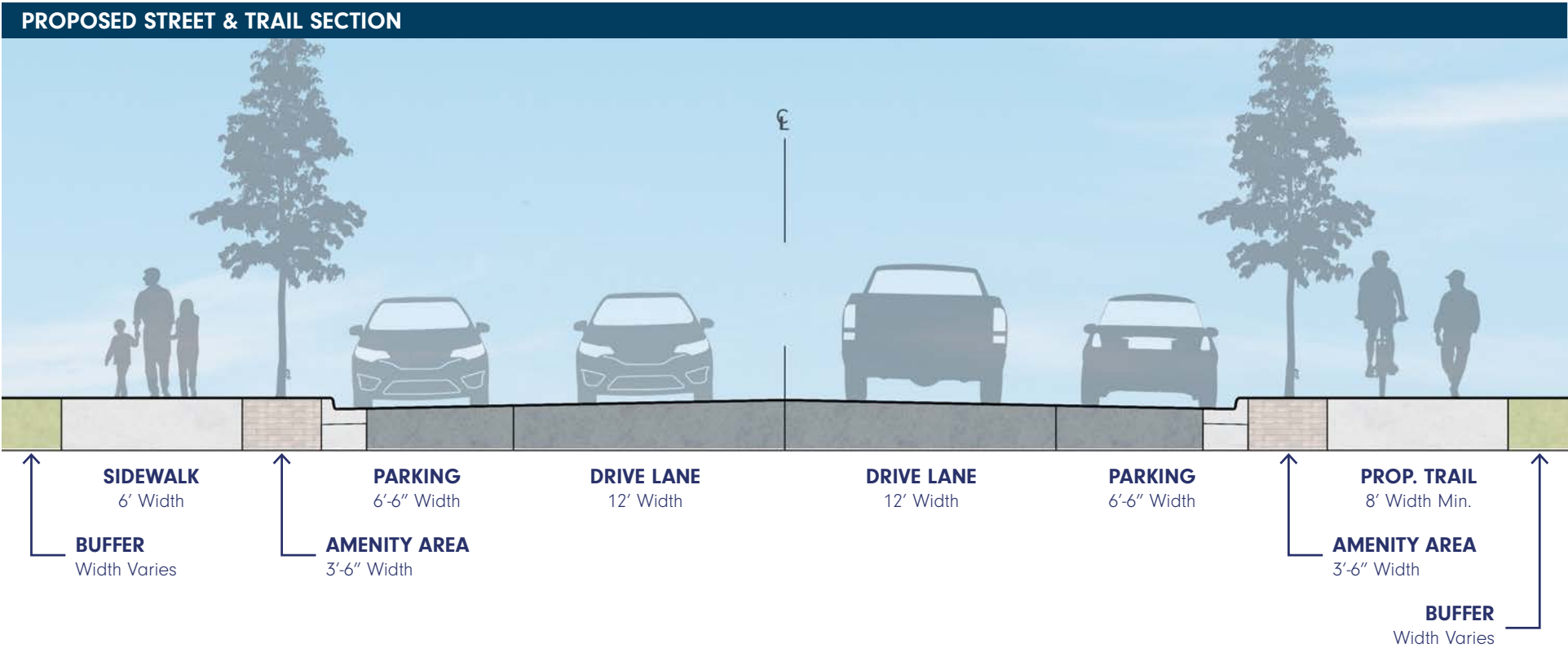
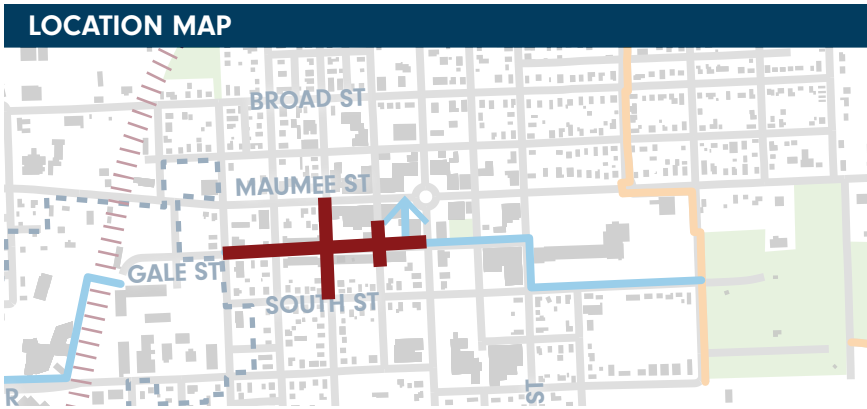


# GALE STREET DISTRICT INFRASTRUCTURE MAP

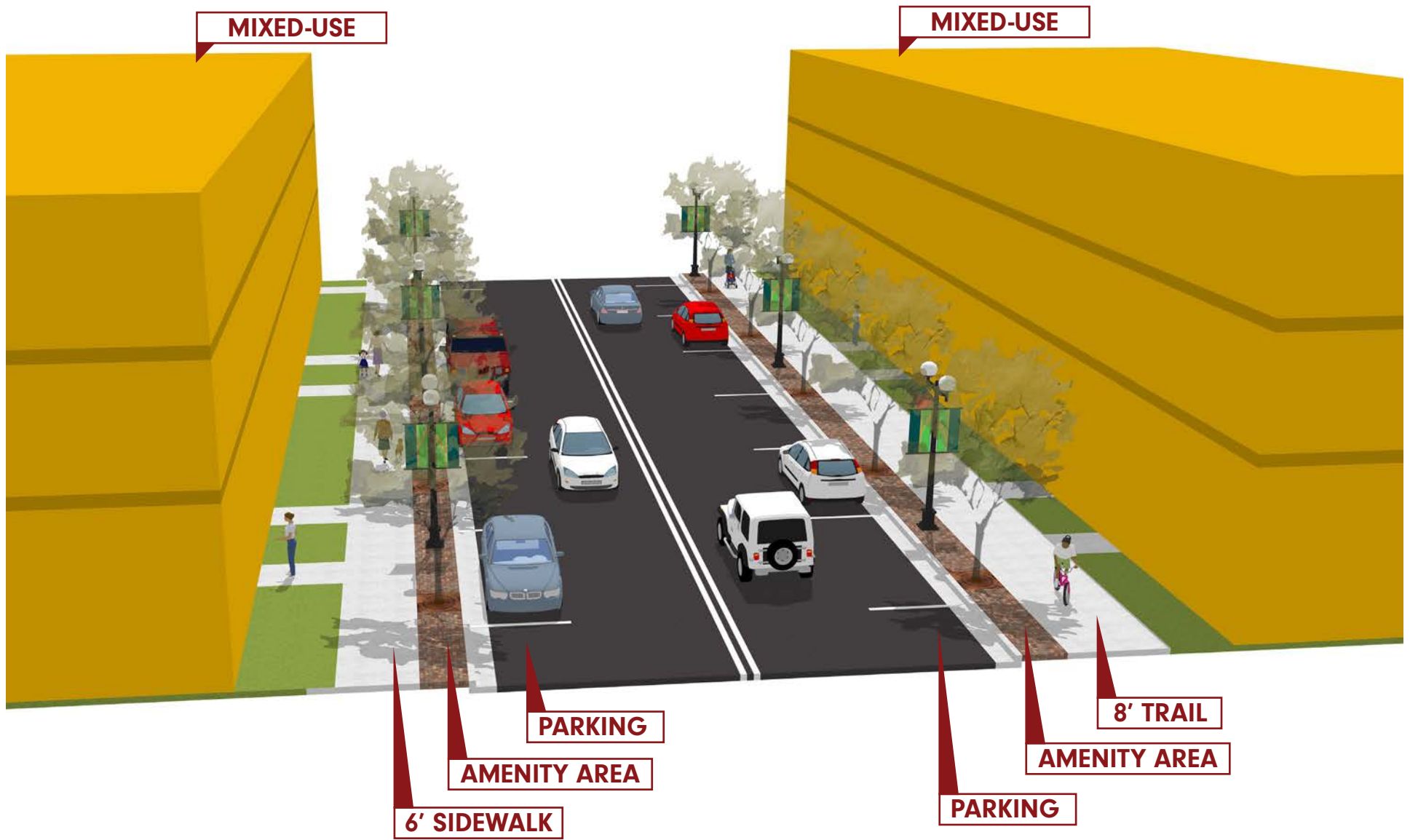


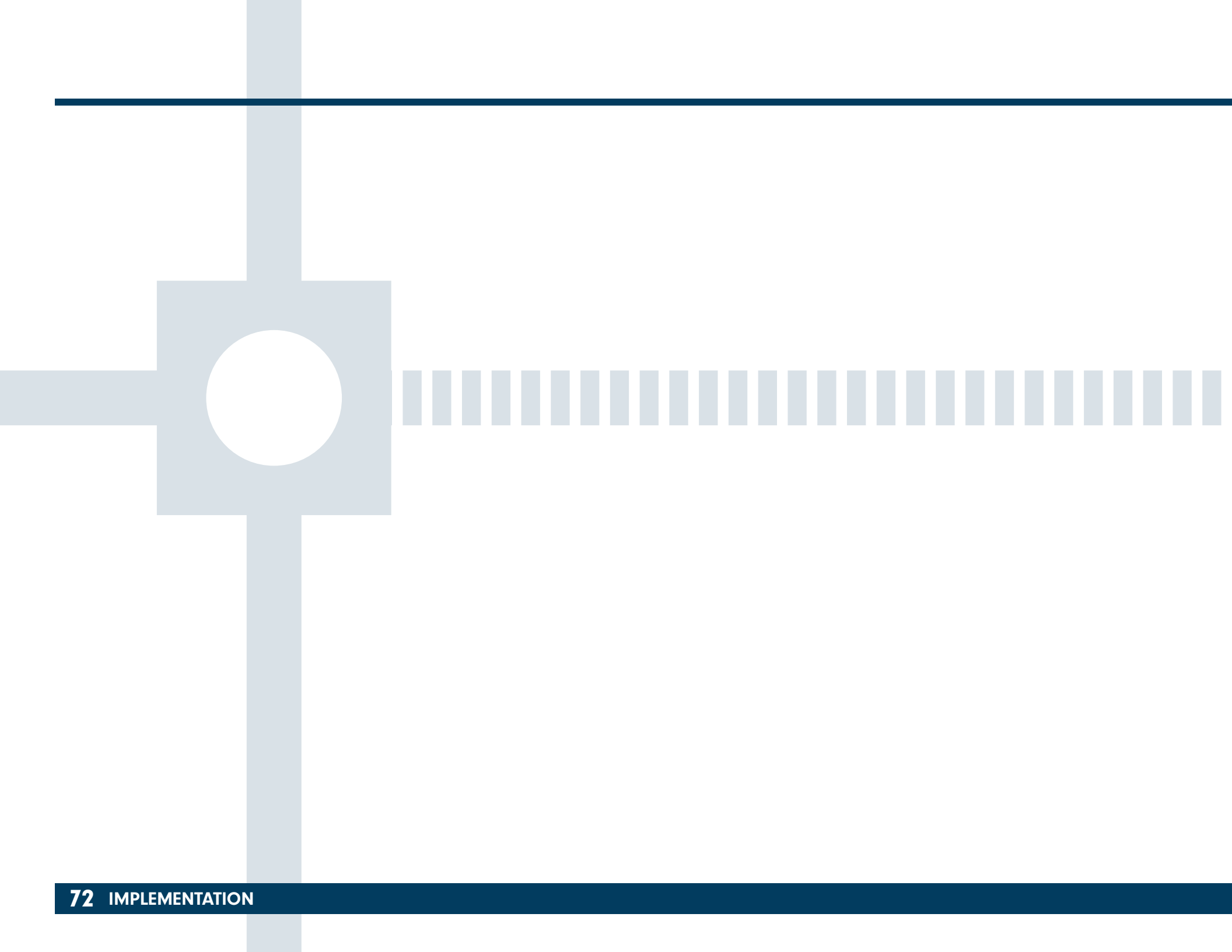


# GALE STREET DISTRICT CROSS SECTION



## GALE STREET DISTRICT CROSS SECTION





A light blue background map of a city grid. A prominent horizontal line with vertical hatching crosses the map. A circular area with a grid pattern is highlighted in the center-right. The title text is overlaid on the left side of the map.

# CHAPTER 06

## IMPLEMENTATION



# IMPLEMENTATION

## ACTION PLAN FOR DOWNTOWN ANGOLA

The action tables provide guidance for the successful implementation of the capital improvement projects. They identify responsible parties for assisting in the achievement of each objective. It is important to note that the completion of these improvement projects cannot be solely tasked to the City. A more successful product will be produced through partnerships that rely on the strengths and relationships of community stakeholders in addition to City of Angola resources.

## DOWNTOWN HOUSING

EXPAND HOUSING OPPORTUNITIES TO ENCOURAGE POPULATION GROWTH DOWNTOWN.

OBJECTIVE	RESPONSIBLE PARTIES
Encourage infill housing on vacant and underutilized lots.	Economic Development and Planning Department, Plan Commission, Redevelopment Commission, City & County Economic Development Commission
Update zoning ordinances to allow duplexes, quadplexes, townhomes, accessory dwelling units, and mixed-use developments in the downtown.	Economic Development and Planning Department, Plan Commission, Common Council
Update infrastructure (gas, water, sewer, storm) along downtown corridors, such as Gale Street and Gilmore Street, to support housing development.	City Engineer, Water Department, Wastewater Department, MS4/Stormwater Department, NIPSCO, Common Council

## CONNECTIVITY AND ACCESSIBILITY

ENSURE THAT RESIDENTS AND VISITORS CAN ACCESS DOWNTOWN ATTRACTIONS WITH EASE.

OBJECTIVE	RESPONSIBLE PARTIES
Update and extend sidewalk infrastructure along Wayne Street, connecting the downtown to commercial development further north.	City Engineer, Street Department, Common Council
Explore options to reduce truck traffic through downtown.	Economic Development and Planning Department, City Engineer, Mayor's Office, Common Council
Improve Williams Street from East Maumee Street to East Broad Street through repaving and sidewalk replacement.	City Engineer, Street Department, Common Council
Create gateway(s) along Maumee Street to welcome visitors to Angola.	Economic Development and Planning Department, Mayor's Office, Steuben County Tourism Bureau
Design and install cohesive wayfinding signage throughout the City of Angola.	Economic Development and Planning Department, Angola Main Street, Steuben County Tourism Bureau
Identify and clearly mark public parking lots. <ul style="list-style-type: none"> <li>• Activate alleyways for pedestrian connections.</li> <li>• Activate "back-of-house" spaces as pedestrian amenities</li> </ul>	Economic Development and Planning Department, City Engineer, Mayor's Office, Angola Main Street, Steuben County Tourism Bureau
Add information kiosks with a map of the downtown to the public square.	Economic Development and Planning Department, Angola Main Street, Steuben County Tourism Bureau
Identify overflow parking for events and create a plan to direct visitors to available lots.	City Engineer, Economic Development and Planning Department, Angola Main Street
Ensure that additional parking spaces are created to support new development by enforcing parking standards.	Economic Development and Planning Department
Promote downtown attractions and events on the City of Angola's website.	Mayor's Office, Economic Development and Planning Department, Angola Main Street, Steuben County Tourism Bureau
Extend the Poka-Bache Trail from its current southern terminus at Commons Park to Pleasant Lake to further connect Downtown Angola to regional recreation amenities.	Parks and Recreation Department, Mayor's Office, Northeastern Indiana Regional Coordinating Council

## CONNECTIVITY AND ACCESSIBILITY

BUILD CONSENSUS REGARDING THE FUTURE OF FOX LAKE, AND CONSIDER APPROPRIATE OPPORTUNITIES TO CONNECT TO DOWNTOWN ANGOLA.

OBJECTIVE	RESPONSIBLE PARTIES
Develop a plan for the Fox Lake district with input from community members.	Economic Development and Planning Department, Trine University, Fox Lake Preservation Foundation
Outline priorities for the Fox Lake community.	Fox Lake Preservation Foundation
Facilitate conversations about housing, public access, and historic preservation.	Economic Development and Planning Department, Trine University, Fox Lake Preservation Foundation, Historic Preservation Commission
Consider opportunities to partner with Trine University on future Fox Lake projects	Economic Development and Planning Department, Trine University, Fox Lake Preservation Foundation

## PUBLIC SPACE

RECOGNIZE AND ENHANCE PUBLIC SPACES DOWNTOWN AS IMPORTANT COMMUNITY ASSETS.

OBJECTIVE	RESPONSIBLE PARTIES
Activate the public square. <ul style="list-style-type: none"> <li>Collaborate with business owners on a plan for events / parking lot closures.</li> <li>Expand opportunities for outdoor dining.</li> </ul>	Economic Development and Planning Department, Angola Main Street, Mayor's Arts Council
Activate Commissioner's Park. <ul style="list-style-type: none"> <li>Enhance the park as a flexible, programmable space.</li> </ul>	Parks and Recreation Department, Economic Development and Planning Department, Mayor's Arts Council
Establish corridors where temporary street closures can occur for events with limited disruption to local traffic and minimal use of community resources. <ul style="list-style-type: none"> <li>Suggested corridors include Gale Street south of Commissioner's Park and/ or Gilmore Street south of Monument Plaza.</li> <li>Retrofit access to properties adjacent to corridors to accommodate closures.</li> </ul>	Economic Development and Planning Department, City Engineer, Street Department, Common Council



## DESTINATION DEVELOPMENT

ENCOURAGE PREMIUM DESTINATION DEVELOPMENT DOWNTOWN TO ATTRACT RESIDENTS AND VISITORS.

OBJECTIVE	RESPONSIBLE PARTIES
Attract destination restaurants and retail to the downtown.	Economic Development and Planning Department, Mayor's Office, Steuben County Tourism Bureau
Attract another bed and breakfast to the downtown to accommodate visitors.	Economic Development and Planning Department, Mayor's Office, Steuben County Tourism Bureau
Consider opportunities to create an event center in or around downtown.	Economic Development and Planning Department, Mayor's Office, Steuben County Tourism Bureau
Identify and protect the best sites for future development.	Economic Development and Planning Department, Mayor's Office

## DESTINATION DEVELOPMENT

EXPLORE OPPORTUNITIES FOR ACTIVE RE-USE OF ASSET PROPERTIES TO ENHANCE THE VIBRANCY OF DOWNTOWN ANGOLA.

OBJECTIVE	RESPONSIBLE PARTIES
Develop an inventory of asset properties in Downtown Angola.	Mayor's Office, Economic Development and Planning Department
Evaluate the reuse of the Steuben County Courthouse.	Mayor's Office, Steuben County Commissioners
Evaluate the reuse of City Hall.	Mayor's Office

## COMMUNICATION AND COLLABORATION

BUILDING UPON PAST SUCCESSES, CONTINUE TO WORK TOGETHER TO DEVELOP EVENTS AND PROGRAMS THAT BENEFIT BOTH ANCHOR INSTITUTIONS AND LOCAL BUSINESSES.

OBJECTIVE	RESPONSIBLE PARTIES
Strengthen the partnership with state, national, and local Main Street organizations and the Angola Community.	Economic Development and Planning Department, Angola Main Street, Indiana Main Street
Maintain a supportive relationship with downtown business owners.	Economic Development and Planning Department, Angola Main Street, Angola Area Chamber of Commerce, Downtown Business Owners
Promote available grants and programs for downtown business owners.	Economic Development and Planning Department, Angola Main Street, Mayor's Office
Coordinate with small business owners to extend shop hours.	Economic Development and Planning Department, Angola Main Street, Downtown Business Owners
Create opportunities for Trine students to learn and develop skills through collaboration with downtown businesses.	Economic Development and Planning Department, Trine University, Downtown Business Owners
Building off the momentum of Trine Fest, expand events focused on developing connections between Trine University and the Angola community.	Economic Development and Planning Department, Angola Main Street, Trine University
Streamline community branding and communication.	Mayor's Office, Economic Development and Planning Department
Continue to enhance programming with Easterseals RISE, MSD of Steuben County, and other local institutions.	Economic Development and Planning Department, Angola Main Street, Easterseals RISE, MSD of Steuben County

## COMMUNICATION AND COLLABORATION

LEVERAGE THE ROLE OF THE HISTORIC PRESERVATION COMMISSION (HPC) TO SUSTAIN HISTORIC STRUCTURES IN DOWNTOWN ANGOLA.

OBJECTIVE	RESPONSIBLE PARTIES
Recognize the important role the HPC plays in historic preservation within the community.	Mayor's Office, Historic Preservation Commission, Economic Development and Planning Department
Consider expanding the role of the HPC beyond traditional historic preservation to include forging partnerships, attracting investment, and encouraging active re-use of historic properties.	Mayor's Office, Historic Preservation Commission, Economic Development and Planning Department
If the role is expanded, empower the HPC to support the financial sustainability and physical integrity of historic buildings without the need for government subsidies.	Mayor's Office, Historic Preservation Commission, Economic Development and Planning Department
Continue to have conversations about the role of the HPC, and maximize the contributions of the commission to the success of Downtown Angola.	Mayor's Office, Historic Preservation Commission, Economic Development and Planning Department

## WEST MAUMEE GATEWAY DISTRICT

DEVELOP WEST MAUMEE STREET AS A GATEWAY DISTRICT CONNECTING TRINE UNIVERSITY TO DOWNTOWN ANGOLA.

OBJECTIVE	RESPONSIBLE PARTIES
Establish a gateway at the entrance to the district.	Economic Development and Planning Department, Mayor's Office
Explore opportunities for mixed-use and infill development.	Economic Development and Planning Department, Mayor's Office
Extend public square streetscape along Maumee Street to create more cohesive downtown character.	Economic Development and Planning Department, Mayor's Office, Street Department

## GALE STREET DISTRICT

ACTIVATE THE GALE STREET CORRIDOR TO ENHANCE THE PEDESTRIAN EXPERIENCE BETWEEN TWO ANCHOR INSTITUTIONS.

OBJECTIVE	RESPONSIBLE PARTIES
Extend public square streetscape along Gale Street to create more cohesive downtown character.	Economic Development and Planning Department, Mayor's Office, Street Department
Establish Gale Street from Wayne Street to Martha Street as a corridor that can be temporarily closed for downtown events.	Economic Development and Planning Department, City Engineer, Streets Department, Common Council
Improve infrastructure along Gale Street from Darling Street to Washington Street. Infrastructure updates include increasing the water main, extending gas lines, and enhancing the sewer and stormwater system.	City Engineer, Water Department, Wastewater Department, MS4/Stormwater Department, Northern Indiana Fuel & Light, Common Council
Explore opportunities for mixed-use housing and infill development.	Economic Development and Planning Department, Mayor's Office