



CITY OF ANGOLA, INDIANA 2022 COMPREHENSIVE PLAN

Adopted: May 18, 2022



COMPLETED BY:



HWC
ENGINEERING

RESOLUTION NO. 2022-821

**A RESOLUTION OF THE COMMON COUNCIL OF THE CITY OF ANGOLA,
INDIANA ADOPTING THE 2022 ANGOLA COMPREHENSIVE PLAN****SUMMARY**

A Resolution adopting a comprehensive plan for the City of Angola in accordance with Indiana Code 36-7-4-509.

The 2022 Comprehensive Plan was developed over the last two years as an update to the 2012 Comprehensive Plan. The plan will continue to be used as a guide for future decision making. Local officials will consult the plan when making determinations about policies, projects, and programs; particularly as it relates to land use, development, and capital improvements. The plan will provide a guide for understanding local conditions and demographics, as well as long-term, inclusive community objectives. The plan will need to be viewed as a living document and updated regularly to ensure continued relevancy as demographics, technologies, and the environment change.

WHEREAS, the 2012 City of Angola Comprehensive Plan adopted by Resolution No. 2012-613 contain detailed information with regard to orderly planning and development of the City of Angola, Indiana; and

WHEREAS, Indiana Code section 36-7-4-502 established the required contents for a comprehensive plan including a statement of objectives for the future development of the jurisdiction; a statement of policy for the land use development of the jurisdiction; and a statement of policy for the development of public ways, public places, public lands, public structures, and public utilities. Permissible additional contents of a comprehensive plan are identified in Indiana Code 36-4-5-503; and

WHEREAS, the City of Angola Plan Commission conducted a Public Hearing on 2022 Comprehensive Plan on May 09, 2022 as required by law; and

WHEREAS, the City of Angola Plan Commission finds the content of 2022 Comprehensive Plan meet and exceed Indiana Code requirements while al findings the plan acceptable and appropriate for guiding the future of Angola; and

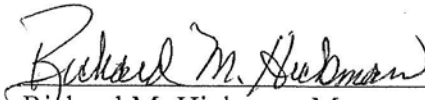
WHEREAS, the City of Angola Plan Commission certifies 2022 Comprehensive Plan and unanimously forwards a favorable recommendation to the City of Angola Common Council regarding its adoption; and

WHEREAS, Indiana Code Section 36-7-4-509 requires legislative approval of a comprehensive plan after certification by the Plan Commission.

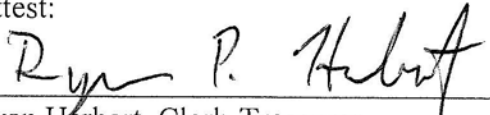
NOW, THEREFORE, BE IT RESOVLED by the Common Council of the City of Angola, Steuben County, State of Indiana.

RESOLUTION NO. 2022-821

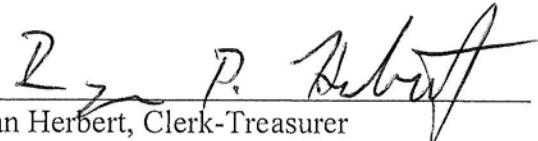
PASSED AND ADOPTED by the Common Council of the City of Angola, Indian,
this 16th day of May 2022 by the vote of 5 ayes and 0 nays.


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 10:00 a.m./p.m. this 18th day of May 2022.


Ryan Herbert, Clerk-Treasurer

This resolution signed and approved by me, the Mayor of the City of Angola, Indiana this
_____ day of May 2022.

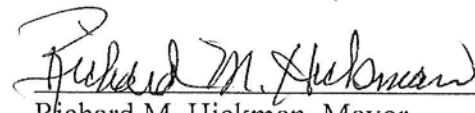
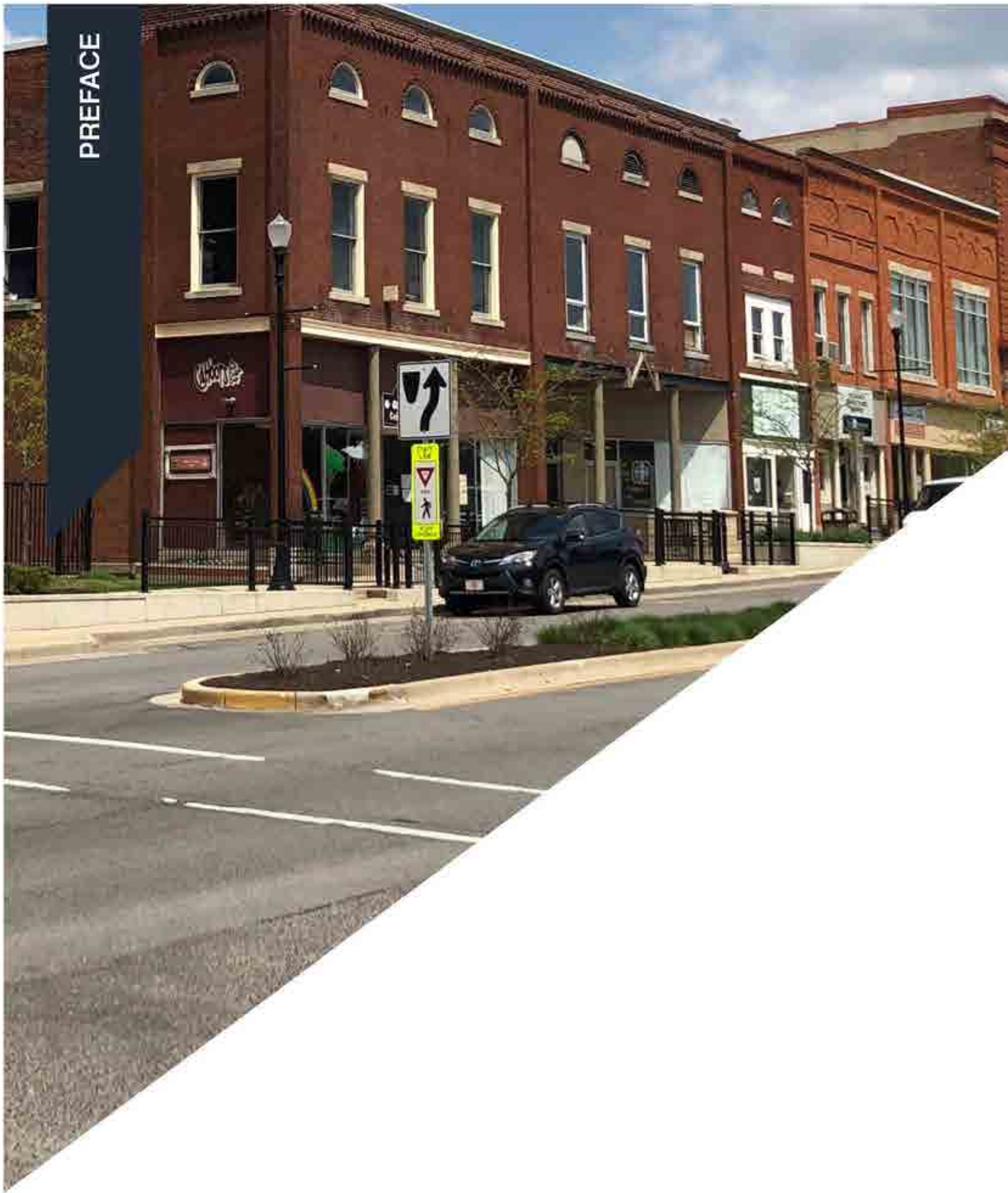

Richard M. Hickman, Mayor

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2022 Updates

New introduction describing the 2022 updates.
Addition of recent planning efforts section.
Chapter overview and updates.

Chapter 1: Preface

The following sections provide an overview of the comprehensive plan requirements set forth by Indiana statutes, highlight the influencing factors that lead to this 2022 update, and outline past planning efforts.

COMPREHENSIVE PLAN MANDATE

The State of Indiana, through IC, Title 36, Article 7, as amended, empowers communities to plan with the purpose of improving "the health, safety, convenience, and welfare of the residents and to plan for the future development of their communities to the end:

1. That highway (street) systems be carefully planned;
2. That new communities grow only with adequate public way, utility, health, educational, and recreational facilities;
3. That the needs of agriculture, industry, and business be recognized in future growth;
4. That residential areas provide healthful surroundings for family life; and
5. That the growth of the community is commensurate with and promotive of the efficient and economical use of public funds" [IC 36-7-4-201].

The plan commission is the body responsible for maintaining a comprehensive plan, which is required by state law to be developed and maintained [IC 36-7-4-501] if the community wishes to exercise zoning powers.

Indiana Code 36-7-4-502 and 503 state the required and permissible contents of a comprehensive plan. The minimum required plan elements are listed below.

1. A statement of objectives for the future development of the jurisdiction.
2. A statement of policy for the land use development of the jurisdiction.
3. A statement of policy for the development of public ways, public places, public lands, public structures, and public utilities.

Public law further states that a community may establish planning and zoning entities to fulfill this purpose [IC 36-7-4-201].

- The Angola Comprehensive Plan analyzes the physical characteristics of the city including existing land use, transportation systems, community facilities, the built environment, and natural land features.
- Public involvement provided the foundation for this comprehensive plan. That input is integrated into the content of this document with a record of the input in the Appendix.
- The Angola Comprehensive Plan has an overall theme of improving the health, safety, and welfare of residents and contains the state required elements.

The preparation of the 2022 comprehensive plan update (comprehensive plan or plan) reflects the city's fundamental desire for a better future. Through this update, the City of Angola continues to recognize the strategic advantage of anticipating change, identifying problems, and capitalizing on opportunities.



Planning Jurisdiction

5-Year Review & Revisions

Beneficiaries

Communities rarely improve themselves without some degree of controversy, opposition, or minor impact to a small number of property owners. When implementation of the comprehensive plan results in notable adverse impact to one or more property owners, the city should work to mitigate those impacts while still achieving the intent of the plan through creative and appropriate adaptations.

The plan should not be mistaken for zoning regulations or as a substitute for other regulatory ordinances. Instead, this comprehensive plan is a guide for future decision making and it should be used by current and future leaders in Angola to give credibility and guidance in day-to-day decision making.

ANGOLA'S PLANNING EFFORTS

Since 2012, several planning efforts were completed which set forth goals and objectives related to specific areas of the community. The primary purpose of this 2022 comprehensive plan update is to review objectives outlined in the 2012 plan in relation to

objectives identified within more recent planning efforts. A summary of the primary plans reviewed to help inform the comprehensive plan update is shown below:



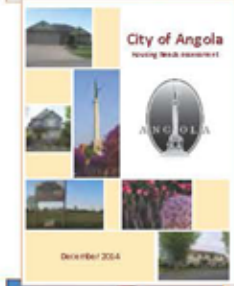
Angola 2012 Comprehensive Plan (2012)

The 2012 Comprehensive Plan determined the community's goals and aspirations and served to guide and manage the development of the City of Angola.



I-69 Economic Development Plan (2014)

The focus of the I-69 Economic Development Plan was the creation of a cohesive economic development strategy for the development and/or redevelopment of the area at the intersection of I-69 and U.S. 20.



City of Angola Housing Needs Assessment (2014)

The 2014 Housing Needs Assessment analyzed Angola's existing housing stock to identify the community's current and anticipated housing needs in greater detail.



The Community Revitalization Plan (2015)

The Community Revitalization Plan was prepared for the America's Best Communities (ABC) competition. ABC was launched through a partnership between Frontier Communications and DISH Network to empower small cities to revitalize their communities.

2020 Steuben County Housing Study

The 2020 Steuben County Housing Study was undertaken to expand upon the 2014 City of Angola Housing Needs Assessment and view housing needs through a market analysis. The study helped identify target demographics, types of housing, and rental/housing prices.

In addition to these plans, Angola has also participated in several other efforts, including the The 2013 Stellar Communities Strategic Investment Plan and the 2015 Road to One Million Northeast Indiana Regional Cities Plan. All of these efforts have further

helped refine the goals and objectives of the 2012 Comprehensive Plan. The 2008 Downtown 20/20 was also referenced, as the timeframe for the vision set forth in that plan was set during the period of this comprehensive plan update.

THE PLANNING PROCESS

The process for this plan was a bit unusual, in that it was interrupted by the COVID-19 pandemic. The initial planning effort began in June of 2019 and was coming to a conclusion at the beginning of 2020 when the pandemic started. After a pause through most of 2020, the update re-started in late March 2021, with a request to reach out to additional stakeholders and provide some more content, especially related to economic development and housing. Near the end of 2021, planning directors changed in the city. The plan was ultimately adopted in May 2022.

Planning Workshops

Two planning workshops were organized to gather a basis of information for the development of the 2022 Comprehensive Plan.

The first workshop, Staff Meeting #1, gathered the city's department heads to discuss the following key topics:

1. Review the status of past goals and recent accomplishments from past plans, and
2. To determine which past goals should be carried forward into the updated plan and what new goals need to be established.

The second workshop, Staff Meeting #2, was organized for the city's department heads to review and edit the draft comprehensive plan.

Stakeholder Meetings

A series of ten stakeholder meetings were conducted during the initial plan update in 2019 to help identify additional goals related to specific topical areas relating to future development of the community. These conversations consisted of a combination of individual discussions and group discussions. Stakeholders represented community interests including:

- Business and Manufacturing
- Commercial Developers
- Residential Developers
- Education
- Healthcare
- Economic Development

An additional six stakeholder meetings were conducted in early 2022, further gathering input from community interests including:

- Economic Development
- Utilities/Infrastructure
- Downtown Angola
- Tourism
- Community Engagement

Public Input

The 2022 update considers the input received from the engagement conducted in 2012 and combines public feedback from other planning efforts. Several of these plans conducted extensive community engagement which informs the revisions within the Community Needs section in Chapter 3.

Draft Development

The Angola 2022 Comprehensive Plan is not a plan from scratch, but an update to the 2012 plan. Much of the original content from 2012 remains the same with revisions and additions made to reflect identified current and future needs, based on changed conditions. The Executive Summary, Housing and Economic Development chapters are new additions to this plan whereas other chapters have been revised accordingly.

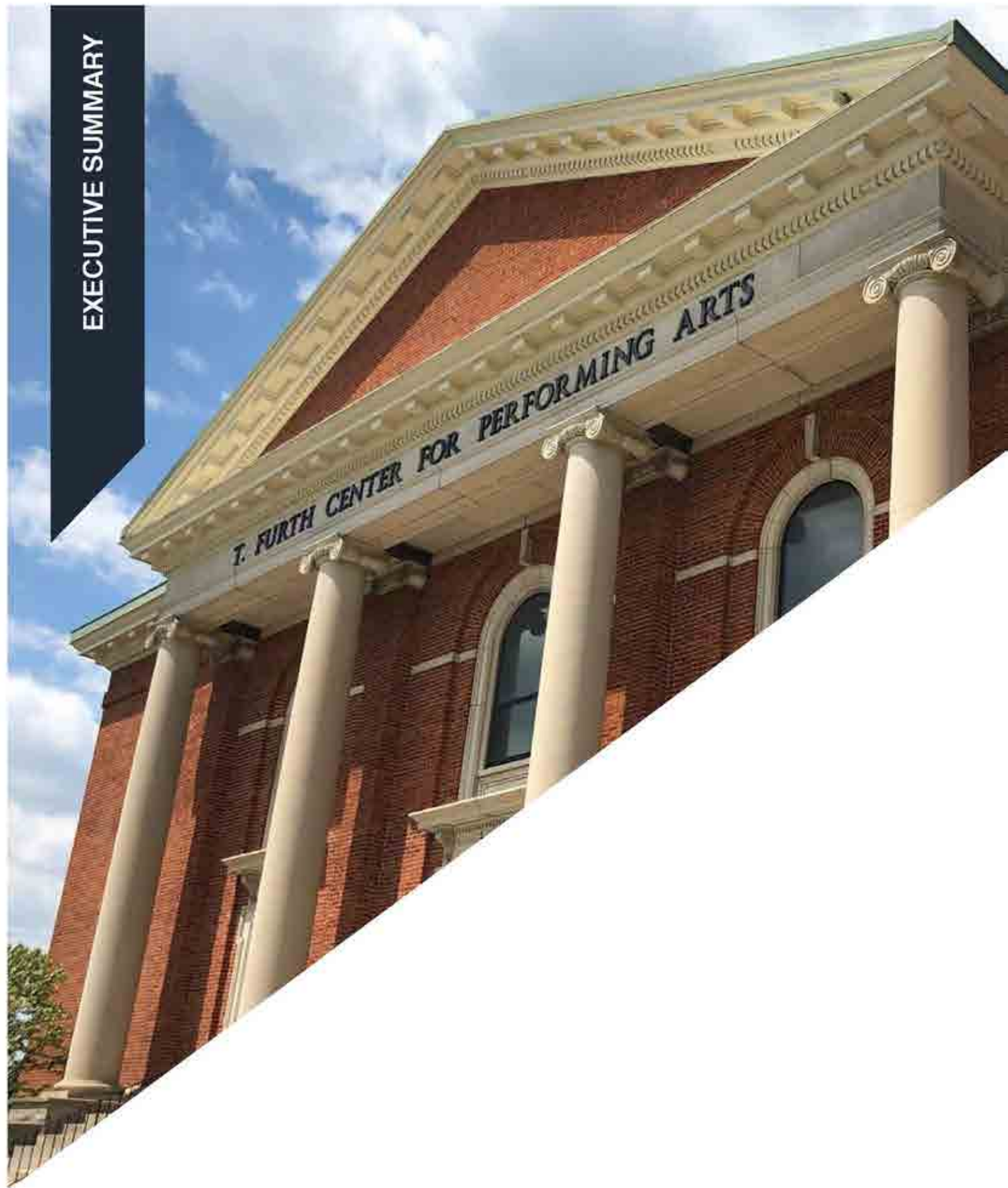
Comprehensive Plan Participants

Many different voices were included in developing this plan. Many thanks to those below who helped provide insight and feedback for this plan update.

- | | |
|--------------------|----------------------|
| • Vivian Likes | • Danelle Biberstine |
| • Maria Davis | • Brent Shull |
| • Retha Hicks | • Mike Peters |
| • Amanda Cope | • Earl Brooks |
| • Jennifer Barclay | • Gretchen Miller |
| • Scott Lehmar | • Isaac Lee |
| • Matt Hanna | • Connie McCahill |
| • Mike Meek | • Ken Wilson |
| • Stu Hamblen | • Jennifer Danic |
| • Dave Martin | • June Julien |
| • Tom Selman | • Mike Landrum |
| • Craig Williams | • Colleen Everage |
| • Doug Anderson | • Andy Aldred |
| • Dawn Gallaway | |

CHAPTER OVERVIEW AND 2022 AMENDMENTS SUMMARY

- The **Executive Summary** is a new chapter providing an overview of Angola's accomplishments since 2012 as it pertains to objectives identified in the 2012 Comprehensive Plan and a summary of the key strategies and areas of focus for the next several years.
- The **Community Context** chapter presents slightly updated general information about the city and its demographics while offering a summary of the results of community input.
- The **Planning Principles** address and explain the main projects, programs, and policies that, when implemented, will help Angola achieve its greatest potential. Each planning principle is followed by a series of objectives, a description of the foundation for the principle and objectives, and a list of benefits that can be realized by implementing the principle and objectives. New and revised objectives have been provided under each planning principle as appropriate.
- The **Land Classification Plan** describes different land classifications and then applies them to the land under the city's jurisdiction. Each of the land classifications address land use and development characteristics. As applied to the jurisdiction they will effectively guide patterns, types, and placement of future development throughout Angola. The Future Land Use Map for Angola has been updated in this chapter.
- The **Transportation Plan** classifies all streets within the city's planning jurisdiction into a hierarchical system based on function. Each of these street classifications is described in detail, including a typical cross-section. A Future Thoroughfare Plan Map has been updated and is used to indicate the applied street classifications to the city's jurisdiction.
- **Economic Development** is a new chapter that identifies successes Angola has had in economic development over the last several years, as well as strategies to improve the local economy and set a direction for economic growth.
- **Housing** a new chapter that identifies strategies and policies to address the primary needs of the community ranging from housing access to maintenance of existing housing stock.
- The **Appendix** provides detailed information about the city's demographics, economic trends, and public input, including specific results from the Community Needs Survey and Values Survey from the 2012 Comprehensive Plan.



Chapter 2: Executive Summary

The following section outlines successes that have occurred since 2012 and highlights key strategies for Angola to focus on in the future.

2022 COMPREHENSIVE UPDATE

Intent

As discussed in the preface, several planning efforts since the 2012 Comprehensive Plan identified new goals desired to be reflected in this update. The plans primarily referenced in this update are the I-69 Economic Development Plan (2014), the City of Angola Housing Needs Analysis (2014), America's Best Community Plans (2015), and the Steuben County Housing Study (2020). The goals identified in these planning efforts were reviewed against the 2012 plan's principles and objectives to include new and revised objectives. These goals can be summarized as:

- Diversifying Job Opportunities
- Promoting Workforce Development/Retention
- Continued Investments in Angola's Current Assets
- Diversifying Housing
- Continued Investments in Quality of Place and Infrastructure.

The full list of planning principles and updated objectives can be found in Chapter 4.

Celebrating Successes

This update also celebrates Angola's accomplishments since 2012. These accomplishments speak to the success of Angola's planning efforts, which went beyond theoretical written goals and objectives into tangible outcomes within the community. This section dedicates several pages to outlining these outcomes within the framework of Angola's fundamental planning principles defined in the 2012 plan.

KEY ACCOMPLISHMENTS SINCE 2012

MANAGED COMMUNITY GROWTH AND FORM:

- Significant improvements have been made downtown through building renovation, blight cleanup, beautification, and public art projects.
- Improvements to public facilities and utility infrastructure.
- Improved downtown and city-wide pedestrian and vehicular traffic accessibility.

INSPIRED COMMUNITY IMAGE:

- The city expanded its parks and recreational offerings through park facility upgrades and added programming for youth and adults.
- Improvements to the built environment through the demolition of blighted properties, facade improvement programs, and downtown housing improvements.
- The city has hired a Parks Events Coordinator and a Downtown Services Coordinator.
- Angola is continuing beautification efforts through the formation of the Mayor's Arts Council. The council recently launched the Sculptures Angola Program.

ENABLED EFFECTIVE AND SAFE TRANSPORTATION:

- Significant right-of-way and streetscape improvements have been made and future streetscape improvement plans have been developed.
- Expansion of the trail and sidewalk network by completing the Angola Section of the Poka-Bache connector and Phase 1 Expansion for the Pedestrian Trail System.
- Completion of a city-wide ADA accessibility study and New ADA accessible sidewalks and crosswalk infrastructure improvements in the downtown.

PROMOTED ENVIRONMENTAL SUSTAINABILITY:

- The city has acquired an additional 27 acres of parkland and is actively seeking funding to acquire more land.
- The city is actively fostering and building partnerships to enhance conservation, erosion/water control efforts and acquiring additional land for parks and conservation. Partnerships include the Angola Tree Board, Steuben County Lakes Region Partnerships and Acres Land Trust.
- Angola completed the 2018-2022 Parks Master Plan.
- A city-wide compost program/system was launched.

PROMOTED ECONOMIC VIBRANCY:

- Expanded transportation capacity with additions to the Tri-State Municipal Airport and the reconstruction of the Indiana Northeastern Railroad.
- Invested in small and large businesses through the Angola Investment fund and business façade improvement programs.
- Broke ground on the tech park and generated economic development momentum along the I-69 corridor.
- Increased workforce development opportunities through the Enterprise Center and Manufacturing Academy and continued partnerships with Trine and Freedom Academy.
- Increased average weekly wages from \$623 in the 4th quarter of 2012 to \$861 in the 4th quarter of 2020.

COVID-19 PANDEMIC AND RESPONSE

While the COVID-19 response does not fit neatly under any of the previous planning principles, it is worth noting in this section as an accomplishment. The disruptive impacts from COVID-19 occurred swiftly. Nonetheless, the City of Angola was able to respond quickly as well. While the impacts from the pandemic are far from over, and will likely be felt for years to come, the city and its community partners responded in a way to best position the city for recovery and helped increase coordination and communication across the city. Efforts throughout 2020/2021 included:

- The Community Foundation in partnership with the United Way quickly supported local charities, first for immediate needs, then for lost revenue in mid-2020 and shifting to future capacity building.
- The Community Foundation also partnered with the city through the Angola Investment Fund to help distribute State and Federal Relief Funds, including the Recovery Grant Program. To date, over 35 applications have been processed.

- Angola Downtown Services started a Google Partners program to help offer virtual training and support to local businesses. In Steuben County, over 80% of employers have less than 10 employees, making local support critical.
- The city established a task force comprised of representatives from the school district, Cameron Hospital, Trine University, and the County Board of Health to ensure consistent and clear messaging was delivered to the community. The city also converted Commons Hall at Commons Park into a testing site.
- Steuben County partnered with Cameron Memorial Community Hospital to convert the Steuben County Event Center into a vaccination clinic.

The city is identifying ways to strategically invest the American Rescue Plan (ARP) funding to continue and help mitigate impacts from the pandemic.

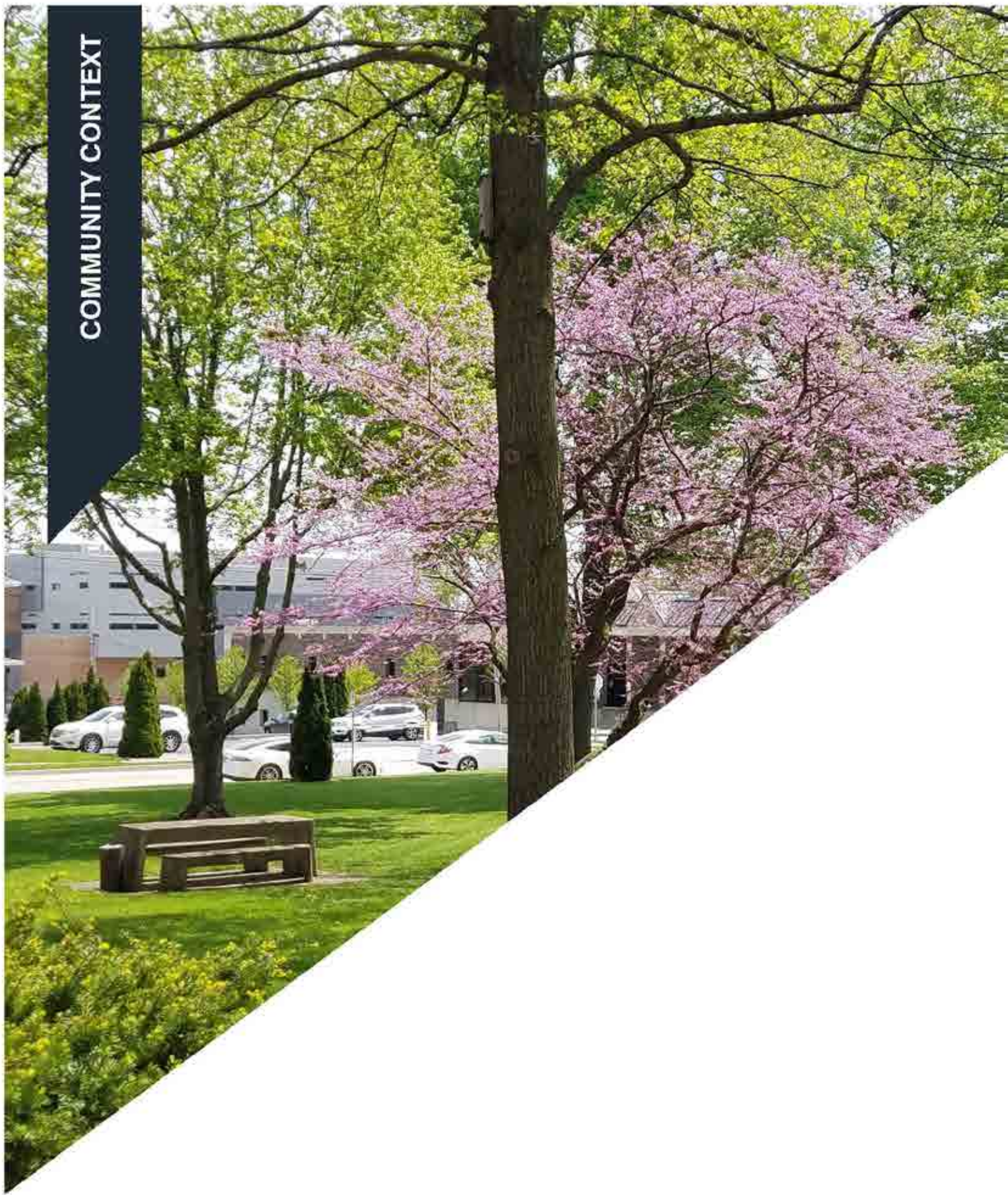
KEY OPPORTUNITIES

Angola's accomplishments in the last nine years are significant. In order to continue building on that success, there are several key opportunities for Angola to focus on. As is usual with opportunities,

these also represent some of the biggest challenges. The existing, revised, and new objectives listed in Chapter 4 should all provide guidance in realizing positive outcomes for these opportunities.

- **Promote economic diversity with focused attention diversifying job opportunities through the growth of the creative and technological sectors.**
- **Focus on re-building what the city already has, both in infrastructure and in re-development opportunities for housing and economic development.**
- **Complement building from within by identifying strategic and appropriate areas for future utility expansion and growth.**
- **Diversify housing opportunities to address the existing and future needs for residents, including supporting future workforce housing to support economic development initiatives.**
- **Continue to invest in creating a unique and strong quality of place through welcome, unique, and inviting public spaces and by expanding pedestrian connections to critical community assets in the community.**

COMMUNITY CONTEXT



Chapter 3: Community Context

The following section highlights the physical attributes of Angola, community values, and other essential community input.

LOCATION

The City of Angola's regional location is shown on the map to the right. Angola is located within a short drive from Chicago, Detroit, Toledo, Fort Wayne, and Indianapolis, all of which are within 2.5 hours. The City of Angola is located in Pleasant Township, Steuben County, Indiana. Steuben County is the northeasternmost county in the State of Indiana, bordering Michigan to the north and Ohio to the east.



Figure 3.1- Regional Context Map

THE TRANSPORTATION SYSTEM

Angola is situated near the crossroads of I-69 and I-80/I-90 in northeast Indiana. These interstates provide exceptional north/south and east/west connections across the United States.

I-80 spans from New York City to San Francisco transecting cities like Cleveland, Chicago, Omaha, Denver, and Salt Lake City. I-69 currently connects Ontario, Canada to Indianapolis, but will eventually be extended south connecting all the way to Mexico, transecting cities like Memphis and Shreveport.

Angola's historic downtown is at the crossroads of US 20 and SR 127 (and Old US 27). US 27 was the major north-south highway in the area prior to the completion of I-69. Therefore, the highway was decommissioned north of Fort Wayne in favor of I-69. In Angola, the street now carries the name Old US 27, or S. Wayne Street, and connects south to Waterloo and Auburn.

Formerly part of US 27, SR 127, known as North Wayne Street in Angola, begins at US 20 and runs north on the former US 27 route to State Road 120. Within Angola, SR 127 is also known as North Wayne Street, which is Angola's primary commercial corridor. North of the city, SR 127 interchanges with I-69 and connects to SR 727, providing direct access to Pokagon State Park.

Completed in northern Indiana in 1967, I-69 includes three interchanges on Angola's periphery. The I-69 alignment routed the freeway to the west of Auburn, Waterloo, and Angola before threading the highway through lake country. Currently, I-69 passes through the western edge of Angola, providing access off of US 20 and CR 200 W, then bends east of Lake James and Pokagon State Park before heading north again; which is the location of the SR 127 interchange north of the city.

The Indiana Northeastern Railroad operates tracks through Angola, connecting the freight route from Fort Wayne to Hillsdale, Michigan. Currently there are plans to upgrade the line allowing faster and heavier loads of freight through the City of Angola.

The Tri-State Steuben County Airport (est. 1940) is less than two miles west of Angola, located along US 20. The paved main runway is 4,500 feet long and accommodates general aviation aircraft year-round.

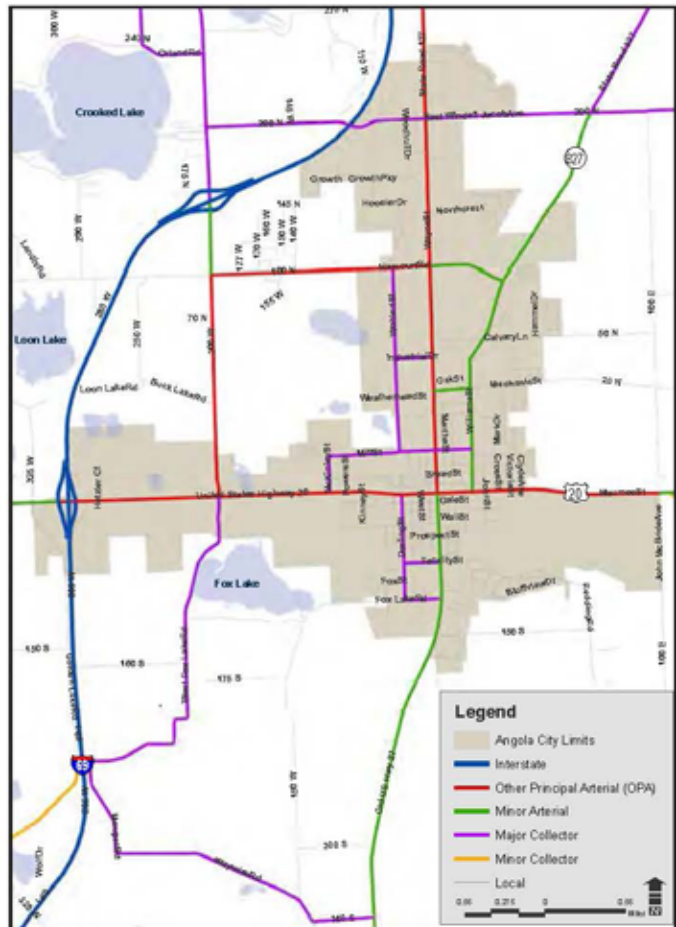


Figure 3.2- Existing Functional Classification Map

THE ANGOLA JURISDICTION

Land Area

The City of Angola is approximately 6.4 square miles in area.

Context of the County

Angola is geographically centered in Steuben County. Steuben County's landscape is dotted by 101 lakes of various sizes, ranging from large recreational lakes to very small, marshy lakes. Though Angola functions as the commercial center of northeastern Indiana, most of the recreational lakes and regional parks are outside of Angola's boundaries and jurisdiction. Lake James, Crooked Lake, Jimmerson Lake, Clear Lake, and Snow Lake are all north of town, as is Pokagon State Park, which sits on the east side of Lake James.

Numerous streams connect larger bodies of water in the area, but none cut through the heart of Angola, as the center of downtown is at the top of the watershed. The most prominent streams in town cut through the southeast and southwest corners of Angola, and several small streams run to the north.

Topography and Environmental Features

Angola's landscape, inside its planning jurisdiction, includes rolling hills to the west and flatter terrain to the east and south. The jurisdiction contains several natural lakes and ponds consistent with the numerous lakes throughout Steuben County; most notably Fox Lake and Center Lake. Although the largest lakes in the county are not in the city's corporate limits, they are in close proximity. The jurisdictional areas to the north have historically been the most environmentally sensitive areas due to nearby lakes and significant woodlands.

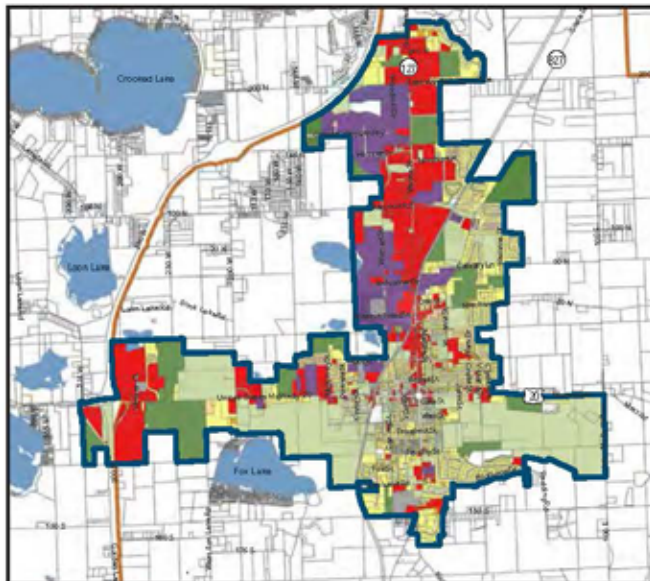


Figure 3.3- Existing Land Use Map

General Distribution of Land Uses

Commercial

North Wayne Street is the primary commercial corridor stretching nearly two miles from north to south. Additional commercial areas exist along CR 200 W (between Orland Road and CR 100 N) and at the interchange at I-69 and US 20. Approximately eight blocks of historic commercial development exists in the downtown.

Industrial

Parallel to and west of the North Wayne Street commercial corridor, industrial development is the dominant land use. Angola has an impressive quantity of industrial facilities (over 45 primary structures) that have easy access to east/west and north/south interstates.

Institutional

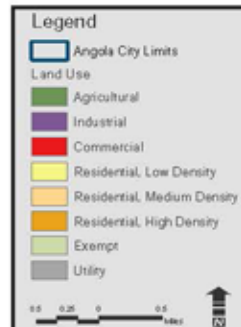
Predominantly institutional uses are located in the southern half of the city's jurisdiction. These institutional uses are anchored by Trine University in the southwest, Angola's primary schools in the southeast, Angola and the county government buildings in the south-central region, and the city's largest public parks in the southeast area. Also, the city's YMCA is centrally located along Harcourt Road.

Residential

Low density residential areas primarily exist in the northwest near the lakes. Moderate density residential areas ring the community, but primarily exist east of North Wayne Street and in the southeast quadrant near the schools. The highest density residential areas exist in the neighborhoods in closest proximity to downtown and along Williams Street.

Agriculture

The most productive agricultural land is located south and east of the city limits. These areas tend to be flatter, are farther from environmentally sensitive lands, and have the best quality soils.

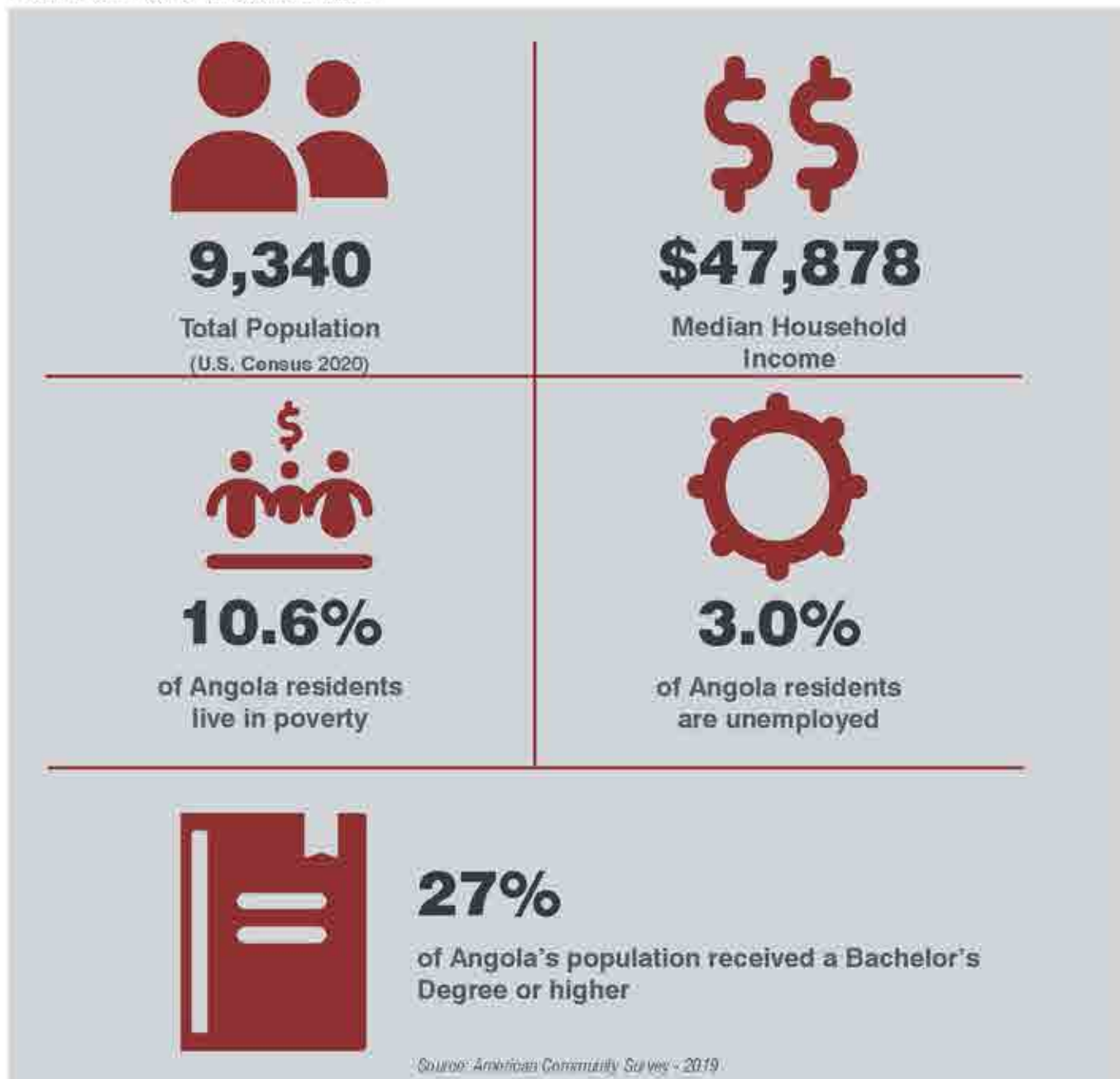


THE PEOPLE

Angola's 2019 demographic profile offers a snapshot of the conditions of the city. Comparisons between the City of Angola with Steuben County and state statistics are provided, where possible, for context. Most of the

data sets provide a look at the current conditions of the community. Some data may provide estimates five years out to provide further insight.

FIGURE 3.4- POPULATION SUMMARY



THE PEOPLE (CONT.)

Population and Growth

Angola's population grew an estimated 0.47% from 2010 to 2018. However, the population increased 7.2% between 2018 and 2020. Figure 3.5 shows a somewhat steady increase in population from 2010 to 2018 but is less substantial than the 19% growth in the 1990s, and the 17% growth in the 2000s. This growth is likely due to the series of annexations in the 2000's such as

the 2007 annexation of Glendarin Hills Phase II and the "West Annexation Territory" in 2008. The projected 2.06% rate for growth between 2021 and 2026 indicates a smaller growth rate than the last two years, but growth is dependent upon the economy, growth of existing industries, and annexation opportunities.

FIGURE 3.5- POPULATION GROWTH



Source: U.S. Census, American Community Survey - 2019

Angola's population grew **8.4%**
from **2010** to **2020**.

Angola's population is projected to
grow **2.06%** from **2021** to **2026**.

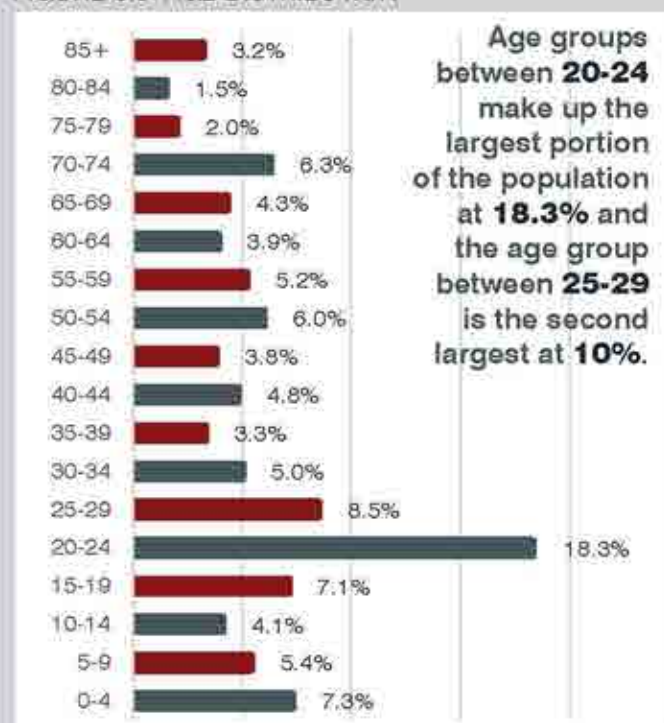
THE PEOPLE (CONT.)

Age and Relationships

Angola's population is much younger than the county and state with a median age of 29.5. Indicated in Figure 3.6, Age groups between 20-24 makeup the largest portion of the population at 18.3% and the age group between 25-29 is the second largest at 8.5%.

Age dynamics significantly influence family and housing makeup within the city. Figure 3.8 highlights the owner versus renter-occupied housing. Renter-occupied housing makes up a slight majority of the housing stock at 47.5%. This number is significantly higher than the county at 15.9% and the state at 27.3%. There are significantly fewer family owner-occupied Angola households at 47.2% compared to the county at 77.9% and the state at 63.2%.

FIGURE 3.6- AGE DISTRIBUTION



Source: American Community Survey - 2019

Angola's population is much **younger** than the county and state with a median age of **29.5**.

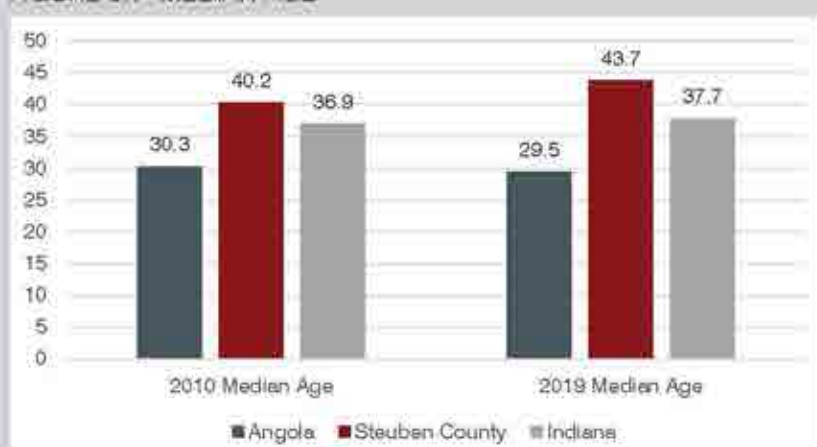
FIGURE 3.8- OWNER VS. RENTER



Source: American Community Survey - 2019

There are significantly **fewer owner-occupied** Angola households at **47.2%** compared to Steuben County at **77.9%** and Indiana at **63.2%**.

FIGURE 3.7- MEDIAN AGE



Source: American Community Survey - 2019

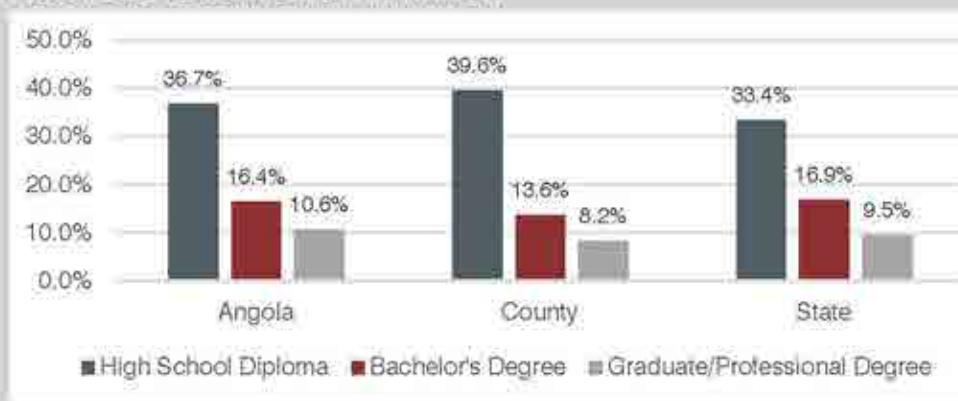
THE PEOPLE (CONT.)

Education and Economics

Just over 10% of Angola's population has an advanced degree, which is higher than the state and the county. Trine University is an obvious driver of Angola's high educational attainment, which is reinforced by the fact that over a quarter of Angola's labor force work in professional, white collar jobs.

Despite the higher proportion of advanced degrees, Angola's median income is lower than the state and county averages. Angola's poverty rate is currently 15.8%, which is higher than both the state at 14% and the county at 9.36%.

FIGURE 3.9- EDUCATIONAL ATTAINMENT



Source: American Community Survey - 2019

Despite the **higher proportion of advanced degrees**, Angola's **median income** is **lower** than the state and county average.

FIGURE 3.10- MEDIAN HOUSEHOLD INCOME



Source: American Community Survey - 2019

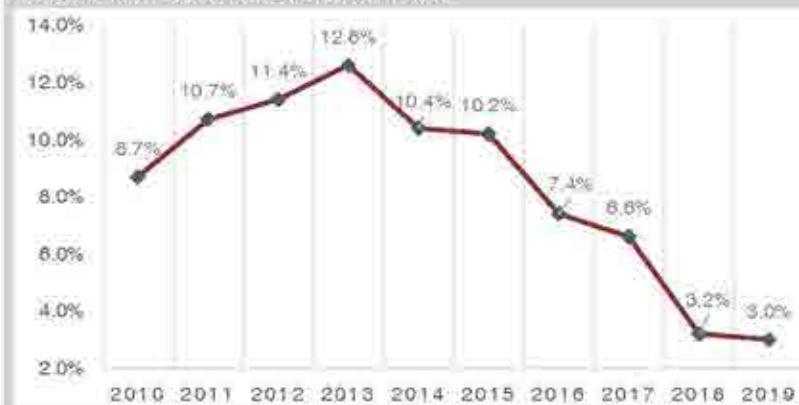
THE PEOPLE (CONT.)

Employment and Industry

Angola's unemployment rate dropped significantly from 8.7% in 2010 to 3.0% in 2019. This is lower than the state rate of 3.2%. Angola and Steuben County experienced significant job losses between 2000 and 2010. Between that time Steuben County lost 2,711 manufacturing jobs while Angola experienced more job losses than gains creating a net loss of 755.

Since 2010, Angola has experienced more job gains than losses with a net change of 484. The COVID-19 pandemic has also impacted the local employment and labor market, but detailed information and trends are not yet available at the time of this plan. While manufacturing is the top industry that employs Angola residents, retail trade, educational services, and healthcare make up nearly 40% of the occupations for residents 16 years and over.

FIGURE 3.11- UNEMPLOYMENT RATE



Source: American Community Survey - 2019

Angola's unemployment rate dropped significantly from **8.7%** in 2010 to **3.0%** in 2019.

FIGURE 3.12- TOP INDUSTRIES THAT EMPLOY ANGOLA RESIDENTS

17.1%
Retail Trade

10.3%
Educational Services

29.9%
Manufacturing

9.7%
Healthcare

Source: American Community Survey - 2019

COMMUNITY NEEDS

The 2022 update strived to affirm the community's greatest needs. These needs were determined using data from the 2012 Comprehensive Plan needs and values survey, stakeholder interviews, and the public survey and public workshop from Angola's 2017 Hometown Collaborative Initiative to provide a baseline.

This was supplemented with input gathered from subsequent plans, as discussed in the preface, and stakeholder conversations to help provide further insight into Angola's future needs. Highlights from both the Hometown Collaborative Initiative Survey and 2012 Comprehensive Plan Needs Survey are provided below. More detailed survey results are included in the appendix.

Response Highlights from the 2017 Hometown Collaborative Initiative Survey

Placemaking

Response Summary | Out of 851-950 Responses

Survey respondents were asked to rank the top 3 placemaking items they would like to see improved in Angola. Survey respondents overwhelmingly selected **arts and culture activities**, **Parks and trails**, and **downtown** were ranked in the top 3.

Economy

Response Summary | Out of 840-850 Responses

Respondents were asked to rank the top 3 economic development activities they felt needed to be addressed in Angola. **Retain existing businesses** was ranked #1 as an economic area that survey respondents would want to see improved in the community. Survey Respondents also felt **expansion of youth careers** and **learning how to start and run a successful business** were important topics to address.

Leadership

Response Summary | Out of 810-818 Responses

Respondents were asked to rank the top 3 leadership items they wanted to see improved in Angola. **Promote a culture of inclusivity** was ranked #1 as a leadership area that respondents would like to see improved in Angola. **Provide leadership skills training to youth** and **improve interpersonal skills of current leaders** were important topics for the community to address.

Response Highlights from Community Needs Survey from the 2012 Comprehensive Plan

Top Needs Identified

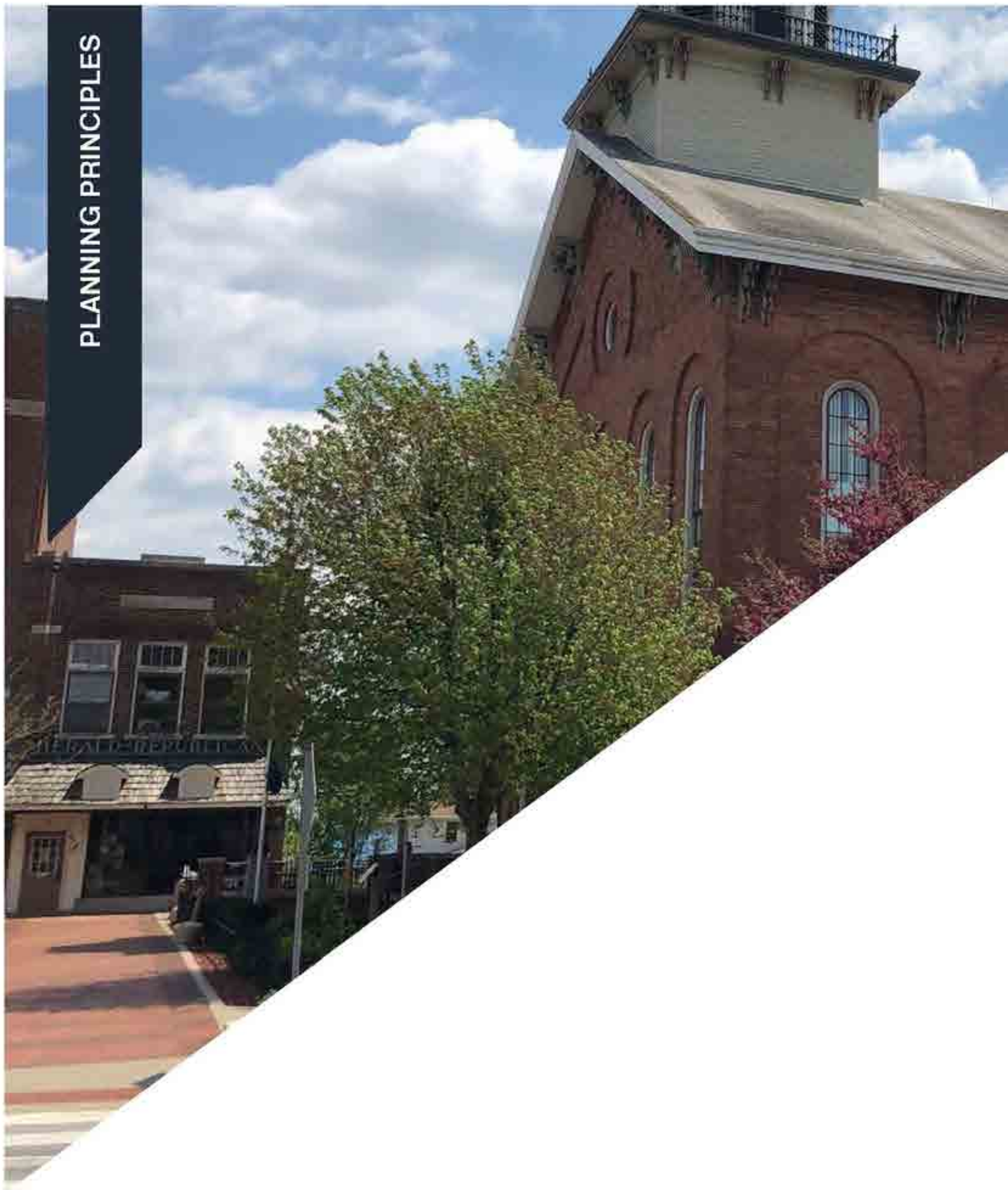
The following list represents the greatest needs identified through the Needs Survey, interviews with interest groups, and the public workshop. "Angola needs to..."

- Reuse vacant buildings and demolish unsafe or abandoned buildings,
- Assure shovel-ready industrial sites and establish a certified technology park,
- Encourage a diversity of businesses and industries,
- Attract new small businesses,
- Attract well paying jobs,
- Improve the aesthetics of the US20 corridor between I-69 and downtown,
- Increase public health and fitness,
- Establish more recreation trails and sidewalks, and protect prime natural areas.

Full Responses from Needs Survey

A detailed summary of the Community Needs Survey (2012) is included in the Appendix, Chapter 9.

PLANNING PRINCIPLES



Chapter 4: Planning Principles

The following section outlines five key planning principles that should be used to guide decision-making. Under each principle, a list of supporting objectives is provided to assist the city in accomplishing the five key principles.

INTRODUCTION

The following planning principles are intended to be broad themes used to encourage good decision making and to implement the vision for the community's future. For each planning principle there are objectives established to accomplish these overriding ideals. The planning principles are not site specific or project specific and do not anticipate all special circumstances that may apply to a particular project, policy, or program. Nonetheless, they should be used to inform and guide private, public and philanthropic partnerships toward a better future.

The planning principles are as follows:

- Manage Community Form and Growth;
- Inspire Community Image;
- Enable Effective and Safe Transportation;
- Nurture Environmental Quality; and
- Promote Economic Vibrancy.

When evaluating a particular project for compliance or consistency with the comprehensive plan, decision-makers should recognize that the determination will not always be clear-cut. It is feasible that projects will comply with some principles and contradict others.

In some cases there may not be any relation to the planning principles. In all cases the essence of the comprehensive plan should be used as the guide.

Page Layout

Each Planning Principle has several pages dedicated to its description. The following information is provided:

- An introduction and description of the planning principle. Several bullet points and descriptions further define each planning principle.
- Identification of the foundation for the planning principle including facts, studies, findings, trends, and other material.
- Identification of the benefits of implementing the planning principle.
- A series of objectives that contribute to the planning principle's implementation.
- A series of icons to communicate the type, priority, and cost associated with each objective. See the next page for more information about the icons.



ICONS

The descriptions below apply to the icons following each objective.

Priority Icons

To illustrate the level of priority, the following icons are used after each objective.



1st Star Icon (High Priority)

The 1st star icon represents the highest priority. These projects will either have the greatest impact on achieving a Planning Principle, or are necessary to precede another priority project.



2nd Star Icon (Moderate Priority):

The 2nd star icon represents moderate priority. These projects will have a significant impact on achieving the planning principle.



3rd Star Icon (Low Priority):

The 3rd star icon represents lower priority. Although these projects are the lowest priority, they are still important for achieving the planning principle. Often these objectives are simply not as time sensitive as higher priority objectives.

Degree of Cost

To illustrate the level of resources necessary to implement the objective, the following icons are used after each objective.



Small Dollar Stack (Minimal Resources)

This icon represents minimal financial and personnel resources are necessary to complete the objective. For example, a minimal amount of staff time and/or a nominal amount of funding is necessary.



Medium Dollar Stack (Moderate Resources)

This icon represents moderate financial and personnel resources are necessary to complete the objective. For example, a moderate amount of staff time and/or a notable amount of funding is necessary.



High Dollar Stack (High Resources)

This icon represents significant financial and personnel resources are necessary to complete the objective. For example, a lot of staff time and/or funding typically in excess of normal budgets is necessary.



Objective Type Icons

To illustrate the means for implementation, the following icons are used after each objective.



Policy:

This icon indicates the objective is a policy to be implemented by resolution, ordinance, department policy, or directive to city staff.



Program:

This icon indicates the objective is a program offered to the general public or a target group which would be implemented by city staff, community leaders, or local organizations.



Project:

This icon indicates the objective is a construction, major maintenance, installation, or clean-up undertaking.

Revised Objectives

For this update, new or revised objectives have been indicated by red text. Objectives that have been completed or are obsolete have been struck through.

Objectives have been revised in the following sections for one of the following reasons:

- The objective was completed.
- The objective fits closely with other planning objectives.
- Circumstances have changes and priorities have shifted.

Principle 1

MANAGE COMMUNITY FORM AND GROWTH

The first principle, Manage Community Form and Growth, includes the following (described in more detail below):

- Manage land use;
- Encourage strategic growth;
- Provide adequate public services and facilities;
- Protect property values; and
- Improve quality-of-life.

Manage Land Use: Assure improvements are consistent with the land uses depicted on the Land Classification Plan Map (page 61).

Encourage Strategic Growth: Reduce the outward expansion of low-density or underutilized development except in strategically identified locations.

Provide Adequate Public Services and Facilities: Provide essential services, infrastructure, and leadership at a level that meets or exceeds property owners expectations.

Protect Property Values: Utilize the Unified Development Ordinance to enforce regulations that enhance and protect property values.

Improve Quality-of-life: Meet or exceed the public's wants and needs for personal advancement, financial stability, enrichment, fitness, and social connection.

React to Market Forces: Utilize market information and economic research to inform development opportunities and highest and best use for lands within the city.

Form and Growth

Foundation

- Land use conflicts have been observed in the city resulting in disinvestment.
- Abundant land already exists for commercial development within the established commercial corridors and districts.
- Angola residents strongly support protecting residential areas from the potential impacts of more intense development.
- Residents are clearly supportive of a more compact community based on desires to be able to walk or ride a bike to destinations.
- The city's first-ring commercial area along North Wayne Street have become obsolete providing an opportunity for redevelopment.
- Nationally, the trend toward on-line shopping is resulting in smaller bricks and mortar stores and less overall need for commercially zoned areas.
- Nationally, the desire for amenity-rich in-city living is increasing.

Benefits

- Minimize land use conflicts
- Increase quality of development
- Provide residents, organizations, businesses, and industries with predictability and property value security
- Protect environmentally sensitive areas
- Intensify commercial district to maximize commercial vitality
- Reduce costs to provide and maintain infrastructure
- Reduce energy consumption
- Improve surface water quality

OBJECTIVE 1.1

Strongly promote compact form throughout the city.

Additional Information: Compact form does not necessarily suggest high density development unfitting of the city's small-town charm. However, it does mean to promote more density, full utilization of each parcel of ground, and efficient delivery of infrastructure.



OBJECTIVE 1.2

Utilize the Land Classification Plan and Land Classification Plan Map (pages 47-61) as the foundation for zoning decisions.



OBJECTIVE 1.3

Update Angola's Unified Development Ordinance to promote the aesthetic quality of future developments through design standards, minimization of land use conflicts, and to encourage an appropriate mix of uses corresponding to the land Classification Plan.



OBJECTIVE 1.4

Work to expand the city's extraterritorial jurisdiction to include commercial and business-park areas east of I-69.



OBJECTIVE 1.5

Strongly encourage redevelopment of under-utilized, vacant, or abandoned structures and lots.



OBJECTIVE 1.6

Require new development within the corporate limits to connect to public sanitary sewers and water utility. Also, require connection to sewer and water utilities when within reasonable proximity to a sewer or water main.



OBJECTIVE 1.7

Encourage infill development to direct commercial and residential growth inside the corporate limits when under-utilized sites are redeveloped.



OBJECTIVE 1.8

Allow residential subdivisions in areas outside the corporate limits when it is contiguous, desires voluntary annexation, is of a density that is sustainable, and can be serviced by the city's sanitary sewers and water utility.



OBJECTIVE 1.9

Incentivize and encourage mixed-use development in the downtown with restaurants and retail on ground floors, and residential, offices and services in upper floors. Ensure new development meets desired design standards for downtown.



OBJECTIVE 1.10

Encourage a broader range of housing types and mixed densities to better meet the needs of older residents and to appeal to younger families and the workforce in Angola and Steuben County.



OBJECTIVE 1.11

Work collaboratively with Steuben County to efficiently manage growth and development in extra territorial jurisdictional areas around the city, including voluntary annexation efforts, especially on the eastern and northeastern boundaries of the city.



OBJECTIVE 1.12

Periodically evaluate the costs and benefits of expanding the city's corporate limits through annexation; especially the west side of the U.S. 20 interchange and north side of C.R. 200.



OBJECTIVE 1.13

Partner in the redevelopment of existing under-utilized properties on North Wayne Street to make room for new business park and industrial growth.



OBJECTIVE 1.14

Continue redevelopment of existing under-utilized properties on S Wayne Street.



OBJECTIVE 1.15

Every five (5) years evaluate and amend the Land Classification Plan for consistency with desired growth patterns, community needs, community values, and market forces.



New Objectives

OBJECTIVE 1.16

Promote housing growth to attract and support the regional workforce and creative class populations.



OBJECTIVE 1.16

Encourage low-maintenance, affordable housing options that support mid to high-density development patterns.



OBJECTIVE 1.17

Work with developers to encourage senior-friendly development that provide their own amenities or are close to community amenities.



OBJECTIVE 1.18

Form a housing task force through an alliance of government, private, and non-profit entities to further develop and implement housing strategies.



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Principle 2

INSPIRE COMMUNITY IMAGE

The second principle; Inspire Community Image includes the following (described in more detail below):

- Improve community character;
- Create a city brand;
- Promote the city's best assets; and
- Celebrate successes.

Improve Community Character: Assure a positive aesthetic exists throughout the City of Angola.

Create a City Brand: Assure an expanding positive impression of the City of Angola exists, to both the internal and external population.

Promote the City's Best Assets: Establish the means to promote the city's shopping, dining, historic, environmental, and recreational assets, and overall quality-of-life.

Celebrate Successes: Promote the city's successes to increase resident pride.

Community Image

Foundation

- The public clearly identified US 20 between I-69 and downtown as a major gateway in need of aesthetic improvements.
- Maintenance of rental properties was a notable concern identified through public meetings.
- 87% of the survey takers agree that Angola provides a high quality-of-life and want it nurtured and protected.
- Trine University and Cameron Hospital were always noted as major amenities in discussions with interest groups and the public.
- Demolition of abandoned and unsafe buildings was the highest ranked response on the needs survey in regard to the community's image.
- The public is very proud of the downtown enhancements and encourages the city to promote historic preservation and facade improvements to complete the downtown's transformation.
- Urban planners and economic development professionals believe that first impressions, especially gateway corridors and downtowns, are critical in spurring growth and investment.
- An organized and professional city projects confidence and is attractive for potential businesses and residents.

Benefits

- Improve overall pride in being a resident or business in Angola.
- Improve economic development attraction and expansion efforts.
- Improve the local economy.
- Help retain retiring residents and attract college graduates.
- Attract new families
- Attract new desired businesses
- Attract tourists
- Enhance quality-of-life for residents
- A consistent brand and message instills confidence in potential businesses or residents.

OBJECTIVE 2.1

Continually enhance the city's website to act as a hub for public information and to promote local assets and to commemorate the city's values and brand. Also, strive to streamline the time it take to make updates.



OBJECTIVE 2.2

Fully utilize and promote the city's website as hub for public information, especially to promote upcoming projects and events and achievements.



OBJECTIVE 2.3

Enforce zoning regulations relating to property maintenance. Fully utilize existing building codes to address public health and safety issues on properties.



OBJECTIVE 2.4:

Continue to support the initiatives of Trine University as a valued and critical community partner.



OBJECTIVE 2.5:

Continue to collaborate with the city, Chamber of Commerce, Community Foundation, Tourism, and Steuben County Economic Development Corporation representatives on community development with a unified message.



OBJECTIVE 2.6

Commit to higher architectural quality, including energy efficient, and environmentally friendly designs for all municipal buildings and facilities.



OBJECTIVE 2.7

Continue to implement quality of life enhancements identified in the city's downtown revitalization plan, Stellar Communities Plan, and the Northeast Regional Cities plan.



OBJECTIVE 2.8

Support local festivals, organized sporting events, organized health and fitness programs, farmers' markets, art shows, and other public interest events.



OBJECTIVE 2.9

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.



OBJECTIVE 2.10

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.



OBJECTIVE 2.11

Continue to improve the quality of the existing housing stock and commercial areas through blight removal initiatives. Continue to seek funding to support new and existing programs for these efforts.



OBJECTIVE 2.12

Continue to participate in and take leadership roles in regional economic development, regional transportation, and regional environmental improvement efforts.



OBJECTIVE 2.13

Diversify the recreational offerings at parks and expand recreation and social programming.



OBJECTIVE 2.14

Support the county's desire to increase tourism and continually strategize methods to capture more visitor revenue.



OBJECTIVE 2.15

Consider new design standards or form based code to preserve the historic character of downtown while allowing for desired mixed development.



New Objectives

OBJECTIVE 2.16

Continue to help fund public art throughout the community.



Principle 3

ENABLE EFFECTIVE AND SAFE TRANSPORTATION

The third principle; Enable Effective and Safe Transportation includes the following (described in more detail below):

- Safe facilities;
- Accommodate multiple modes of travel;
- Complement existing and future land uses;
- Connect common destinations.

Safe: Utilize facilities that are designed, constructed, and installed to convey people safely, whether on foot, bike, or in a car.

Accommodate Multiple Modes of Travel: Provide travel options for pedestrians, bicycles, and motor vehicles.

Compliment Existing and Future Land Uses: Utilize the Land Classification Map to inform the type and size of transportation facility needed.

Connect Common Destinations: Create linkages between recreational, institutional (e.g. schools and churches), residential nodes, and commercial nodes within the city.

Transportation

Foundation

- Recreation trails ranked the highest in the Community Needs Survey (see Appendix) when asked about parks and recreation.
- Questions about adding or maintaining sidewalks always ranked very high in the Community Needs Survey and in public meetings.
- The residents clearly stated that it wants to be a bike and pedestrian friendly community.
- Generally the streets in the city were found to be well maintained and meeting the public's expectations.
- Safer crosswalks, especially across North Wayne Street were noted as a priority during public meetings.
- The city's recently installed trail segments are already highly used and programmed recreation activities have begun.
- Most input suggests North Wayne Street is in need of design changes and support development standards to improve safety.

Benefits

- Lessen congestion
- Prepare for changes in vehicular traffic levels
- Improve accessibility
- Provide for safe travel
- Enhance quality-of-life
- Reduce gas consumption
- Improve road quality
- Create predictability
- Educate the public

OBJECTIVE 3.1	Maintain a five-year capital improvements plan that informs, coordinates, and prioritizes all street, drainage, and utility improvements.	1st	\$	
OBJECTIVE 3.2	Refer to the Future Thoroughfare Plan Map to determine if roadways are appropriately classified to support each proposed new development prior to permitting and review existing conditions in the field.	1st	\$	
OBJECTIVE 3.3	Require vehicular and pedestrian linkages between adjacent residential developments within the Unified Development Ordinance.	1st	\$	
OBJECTIVE 3.4	Assure adequate clear vision at street intersections and driveway cuts.	1st	\$	
OBJECTIVE 3.5	Ensure accessibility for police, fire, and emergency services for all transportation improvements.	1st	\$	
OBJECTIVE 3.6	Develop a bike and pedestrian plan that identifies and prioritizes routes and loops.	1st	\$	
OBJECTIVE 3.7	Continue to work with Steuben County to design, and construct a trail connecting the City of Angola to Pokagon State Park.	1st	\$\$	
OBJECTIVE 3.8	Periodically seek input from the public on their needs and desires for street, sidewalk, and trail improvements.	2nd	\$	
OBJECTIVE 3.9	Systematically install safe pedestrian crossings based on priority analysis.	2nd	\$\$	
OBJECTIVE 3.10	Study alternatives to add sidewalks along all of North Wayne Street.	2nd	\$\$	
OBJECTIVE 3.11	Systematically add pedestrian infrastructure that support the bike and pedestrian plan.	2nd	\$\$\$	
OBJECTIVE 3.12	Systematically make improvements to the city's streets, drainage, and utilities utilizing the capital improvements plan.	2nd	\$\$\$	
OBJECTIVE 3.13	Encourage the use of alternative transportation modes to improve public health, including providing students safe routes to schools.	3rd	\$	
OBJECTIVE 3.14	Utilize access management practices to reduce the number of curb cuts on major streets. Require an interior circulation system for larger developments and require internal linkages between adjacent developments.	3rd	\$\$	
OBJECTIVE 3.15	Strive to install a roundabout at the intersections of 200 W and Harcourt Road, and at Williams Street and Harcourt.	3rd	\$\$\$	
New Objectives				
OBJECTIVE 3.16	Expand pedestrian and bicycle infrastructure to the US 20/I-69 Gateway.	2nd	\$\$\$	
OBJECTIVE 3.17	Identify and re-route truck traffic out of downtown through an identified commerce route.	3rd	\$\$\$	
OBJECTIVE 3.18	Expand the trail system to neighborhoods and community resources east and west of the Angola trail running north/south through the city as well as providing support for the Poka-Bache Connector trail between Oubache and Pokagon State Parks.	1st	\$\$\$	

Principle 4

NURTURE ENVIRONMENTAL QUALITY

The fourth principle; Nurture Environmental Quality includes the following (described in more detail below):

- Protect environmental features;
- Provide recreational amenities;
- Enhance natural systems; and
- Promote environmental sustainability.

Protect Environmental Features: Identify, conserve, preserve, and/or minimize impacts to important environmental systems.

Provide Recreational Amenities: Establish parks, greenspace, recreational facilities, and programming to improve the built and natural environment.

Enhance Natural Systems: Continually put forth efforts to enhance the lakes, streams, and wetlands in the city.

Promote Sustainability: Leadership and continuing education to improve awareness and dedication to protecting the natural features in and around the city.

Environment

Foundation

- The public in Angola recognizes the importance of the natural environment as a driver of quality-of-life and tourism.
- Protecting prime natural features ranked the highest on the Community Needs Survey when asked about the environment.
- The north side of the city does not currently have adequate park and recreation facilities as noted in the most recent Parks and Recreation Master Plan.
- The region has a high water table and many sensitive natural features that make it inappropriate for septic system use.

Benefits

- Maintain resources for future generations
- Minimize localized ponding and flooding
- Reduce fossil fuel consumption
- Improve surface water quality
- Protect drinking water quality
- Reduce waste
- Minimize land use conflicts by preserving natural buffers
- Provide opportunities for environmental education
- Create recreational benefits
- Filter runoff into water bodies
- Improve quality of life

OBJECTIVE 4.1

Require setbacks for private development (buildings and structures) from any wetland, floodplain, or land designated as "conservation" through the UDO.

**OBJECTIVE 4.2**

Include incentives for conservation and preservation of environmentally sensitive areas through the city's Unified Development Ordinance.

**OBJECTIVE 4.3**

Maintain a city-wide storm water management and erosion control ordinance.

**OBJECTIVE 4.4**

Encourage development practices that reduce the city's footprint on the environment (e.g. redevelopment, higher densities, and conservation subdivisions).

**OBJECTIVE 4.5**

Acquire and establish the Center Lakes properties primarily as a passive park with walking trails and educational opportunities.

**OBJECTIVE 4.6**

Continue to complete the action items in the Department of Natural Resources approved Parks Master Plan and revise said document on a 5-year cycle to maintain eligibility for State grant funding.

**OBJECTIVE 4.7:**

Promote the utilization of solar panels and small scale windmills (and other appropriate technologies as they evolve). Modify the city's Unified Development Ordinance if new community-supported technologies would not be allowed.

**OBJECTIVE 4.8**

Require the use of native plant material for new developments.

**OBJECTIVE 4.9**

Strongly discourage the use of septic systems and private wells. Also, require new development connection to the municipal sanitary sewer and water system.

**OBJECTIVE 4.10**

Add a city park on the north side of the city to serve existing and proposed residential areas on the north side.

**OBJECTIVE 4.11**

Create and publish an environmental "toolbox" that includes information about programs to conserve, sustain, and restore natural areas and a directory of environmental organizations and existing lake associations.

**OBJECTIVE 4.12**

Encourage and educate the development community about the benefits of buildings that are Leadership in Energy and Environmental Design (LEED)-certified.

**OBJECTIVE 4.13**

Inventory and monitor environmental features that are unique, large in size, irreplaceable, or contain a rich diversity of plants and wildlife. Consider incentives that encourage the permanent protection of these environmental features.



Principle 5

PROMOTE ECONOMIC VIBRANCY

The fifth principle; Promote Economic Vibrancy includes the following (described in more detail below):

- Encourage business expansion and entrepreneurship;
- Promote quality job creation;
- Collect and maintain data and information;
- Enhance education across all age ranges;
- **Attract and retain area workforce**

Encourage Business Expansion and Entrepreneurship:

Create vibrancy through successful local businesses and small startups.

Promote Quality Job Creation: Promote development opportunities and remove obstacles that prevent investment.

Collect and Maintain Data and Information:

Understand the economic status and opportunity for new businesses by tracking key information; and use that information to aid in decision-making.

Enhance Education Across All Age Ranges:

Improve the city's workforce, the public's capabilities, and children's achievement opportunities.

Attract and Retain Area Workforce: Workers in large part are choosing where to live first in their job search. Enhanced quality of life through such efforts as Increasing public amenities, improving housing, and providing diverse education opportunities is a significant factor in where workers choose to live.

Economic Development

Foundation

- Institutional anchors (i.e. Trine University and Cameron Hospital) will likely be the single greatest contributor to growth and success in the city over the next decade.
- Steuben County Economic Development Corporation is building partnerships with Trine and area employers initiatives such as the Enterprise Center to improve education, spawn new commerce, and build the institution's recognition in the region.
- Many businesses or industries interested in expansion or relocation are looking for shovel-ready sites.
- Angola is at the crossroads of two major interstates and is within three hours of several major metropolitan regions.
- Residents want job growth, but do not support adding low-paying jobs that don't provide a living wage.

Benefits

- Increase income to households
- Increase employment opportunities
- Source of community pride
- Create predictability
- Provide clientele for local service-oriented businesses
- Increase local tax base
- Enhance quality-of-life
- Attract new residents
- Retain residents and businesses
- Attract new desired businesses
- Create a positive impression for tourists and visitors
- Maximize commercial vitality

OBJECTIVE 5.1

Engage with local, regional and state economic development representatives and strategies to leverage support at all levels.

**OBJECTIVE 5.2**

Inventory and keep up-to-date a listing of all industrial properties, square footage in each building, state of occupancy, tenant names, business conducted, number of employees, and other data which helps the city understand trends in vitality and opportunities for new and expanding companies.

**OBJECTIVE 5.3**

Ensure that shovel-ready sites are available for business and industrial growth.

**OBJECTIVE 5.4**

Work to establish a certified technology park in Angola.

**OBJECTIVE 5.5**

Support the Steuben County Fiber Network in their efforts to establish affordable and widely available high-speed broadband internet connectivity.

**OBJECTIVE 5.6**

Continue to support local and regional economic development agencies and the programs they employ.

**OBJECTIVE 5.7**

Increase efforts to attract and retain businesses and residents. Consider residential tax abatements and public-private development partnerships

**OBJECTIVE 5.8**

Continue to partner with Trine University to create programs and opportunities that support and encourage entrepreneurship in the city, such as the Steuben County EDC Enterprise Center.

**OBJECTIVE 5.9**

Partner with the high school and universities to provide workforce development after identifying gaps in skills needed by local businesses and industries.

**OBJECTIVE 5.10**

Maintain and build strong partnerships with Steuben County, Trine University, and non-profit agencies (e.g. Chamber of Commerce) to coordinate the use of each organization's limited resources.

**OBJECTIVE 5.11**

Strengthen existing areas of business by promoting more concentration, linking (e.g. via parking lots and sidewalks), and accessibility to residential populations.

**OBJECTIVE 5.12**

Identify workers who commute to Angola for a job, but chose to live elsewhere, and learn more about that demographic of people in order to attract them to the city.

**OBJECTIVE 5.13**

Recognize that downtown vibrancy is significantly based on the number of people living within walking distance. Therefore, either promote or participate in a redevelopment project to bring new and higher density housing downtown.

**OBJECTIVE 5.14**

Establish a brand for Angola's existing industrial park and add gateway signs to reflect its brand.



New Objectives

OBJECTIVE 5.15

Become a unique economic development destination possessing sites and assets focused on attracting desired industries such as technological research and product commercialization.



OBJECTIVE 5.16

Promote quality of life efforts to retain and attract highly skilled entrepreneurs, artists, and other creative types to the community.

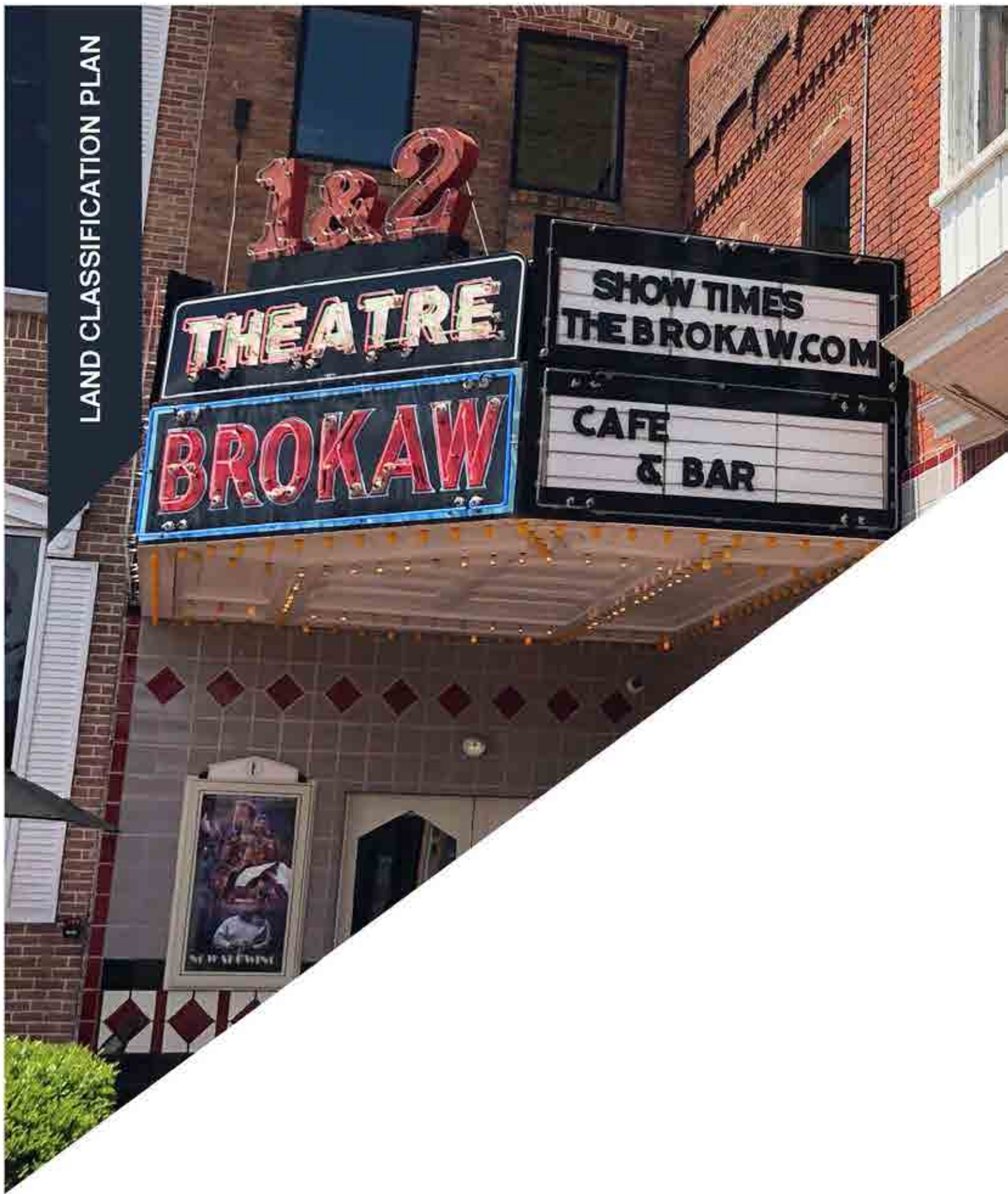


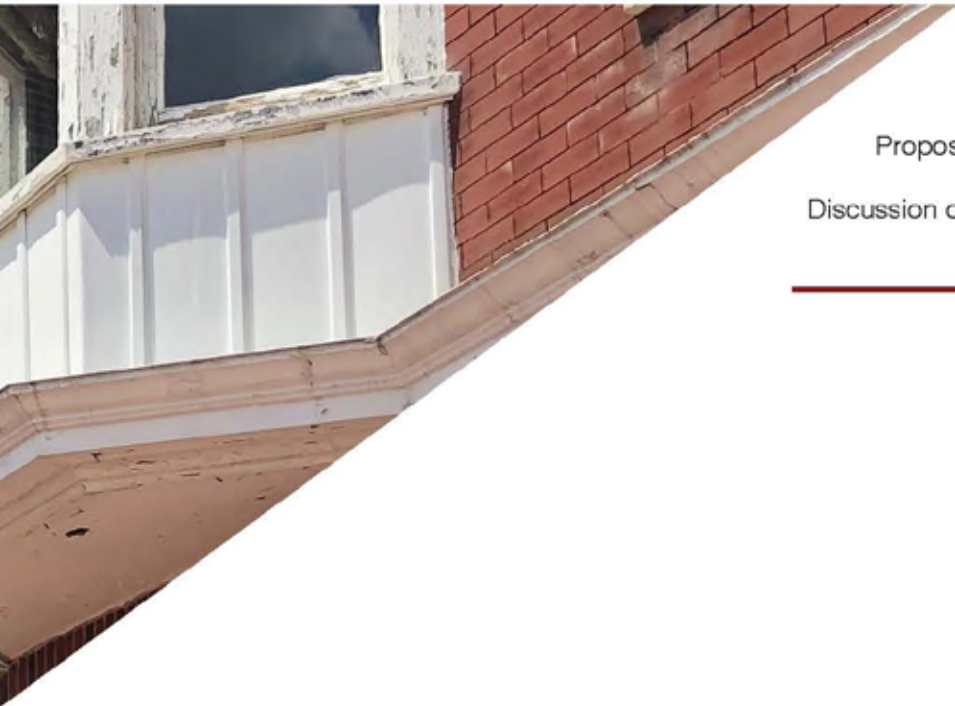
OBJECTIVE 5.17

Support or establish community development programming that correlates with the growth of the city, such as workforce development efforts and business expansion and start-up efforts.



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2022 Updates

Proposed land use changes identified in four areas
Section on downtown Angola added
Discussion on the extra territorial jurisdiction (ETJ) added

Chapter 5: Land Classification Plan

The following section highlights four key areas that include changes in the future land use. Additionally, this chapter is home to the Future Land Use Map and the category descriptions.

INTRODUCTION

The Land Classification Plan represents the city's policy for future land use and the desired form of that development. The Land Classification Plan establishes a mix of land classifications that provide economic vibrancy and enhance quality of life. As geographically applied to the city's jurisdiction, including the extra territorial jurisdiction (ETJ) area, the land classifications also support the five planning principles described in Chapter 4.

2022 Land Classifications

Amendments

Angola's past planning efforts directly influence future decisions regarding the city's land use. Figure 5.1 shows four areas of Angola where changes to land use classifications are proposed (Update Areas).

- Update Area #1 indicates the land use changes suggested in the I-69 Interchange Economic Development Plan.
- Update Area #2 suggests changes to the central business district as identified in the Downtown Revitalization Master Plan (Downtown 2020 Plan).
- Update Area #3 focuses on the spurs that branch from downtown with land use recommendations influenced by the Downtown 2020 Plan.
- Update Area #4 suggests land use changes based on feedback from city officials who desire more balanced growth and development of the community.

Each update area is discussed in further detail on the following pages.

Update Area #1

The I-69 Interchange Economic Development Plan emphasizes the creation of a cohesive economic development strategy to guide the development and/or redevelopment of land at the intersection of the U.S. 20 and Interstate 69 corridors. The interchange at Interstate 69 and U.S. 20 serves as a gateway to the community. Lands adjacent to the interchange developed organically overtime, catering to interstate travelers and freight truck drivers, and remain disconnected from the greater Angola community.

Development such as fast food outlots, fuel stations, storage warehousing, small industrial buildings, and the like do not adequately reflect the image and character of the City of Angola. Improved and better design standards can help ensure that future development and redevelopment do meet the desired image of the city.

In order to better manage the development and/or redevelopment of land in this study area, land use changes have been proposed which align with the I-69 Interchange Economic Development Plan.

Update Area #2

The Downtown 2020 Plan identifies the assets and opportunities of the central business district in the City of Angola and serves to influence decisions regarding planning and zoning as well as the allocation of resources to improve downtown infrastructure and roadways. It suggests the implementation of new land use classifications. First and foremost, the "System of Building 'Place'" identifies a need for "mixed-use infill redevelopment projects to help meet modern retail, office, and residential needs." This point is further enforced through the identification of the "Six Districts of Downtown" which divides Downtown Angola into sections.

Currently, Update Area #2 includes downtown commercial, general commercial, high density residential, and institutional land use designations. It is recommended that a mixed-use overlay district be proposed for this area to encourage mixed-uses within these existing land uses. Alternatively, the existing central business district zoning district may be updated to encourage more flexibility and mixed land uses. With proposed uses and developments in downtown, enacting a cultural district may also be appropriate, providing for the opportunity for live/work spaces through zoning ordinances. Encouraging mixed-used development would help to meet demands for infill and redevelopment projects in and around downtown Angola.

Update Area #3

Beyond the immediate downtown area, the Downtown 2020 Plan identifies a "Village" area within the "Six Districts of Downtown". This area is to serve as a transitional zone which creates a smooth buffer between historic, pedestrian-oriented downtown and auto-oriented areas of the city (i.e. N Wayne and U.S. 20).

Currently, Update Area #3 includes general commercial, high density residential, medium density residential and institutional land use designations. This "Village" area focuses on strategic redevelopment opportunities (infill) as well as high quality streetscaping.

Update Area #4

Development at the periphery of the city along North Wayne Street is attracting residential development to the far northeast corner of Angola's corporate limits. This is undesirable for several reasons. The growth patterns of the city have resulted in unbalanced development, as the amenities of North Wayne Street have attracted growth to the north. City officials have expressed a desire for more residential land uses east of the central business district and the North Wayne Street corridor. While this area has land that is ready for development, there is little infrastructure to attract the interest of developers, realtors, and home builders. Residential land use classifications coupled with the implementation of local roads and municipal services will likely bring attention and subsequent growth to this area of Angola.

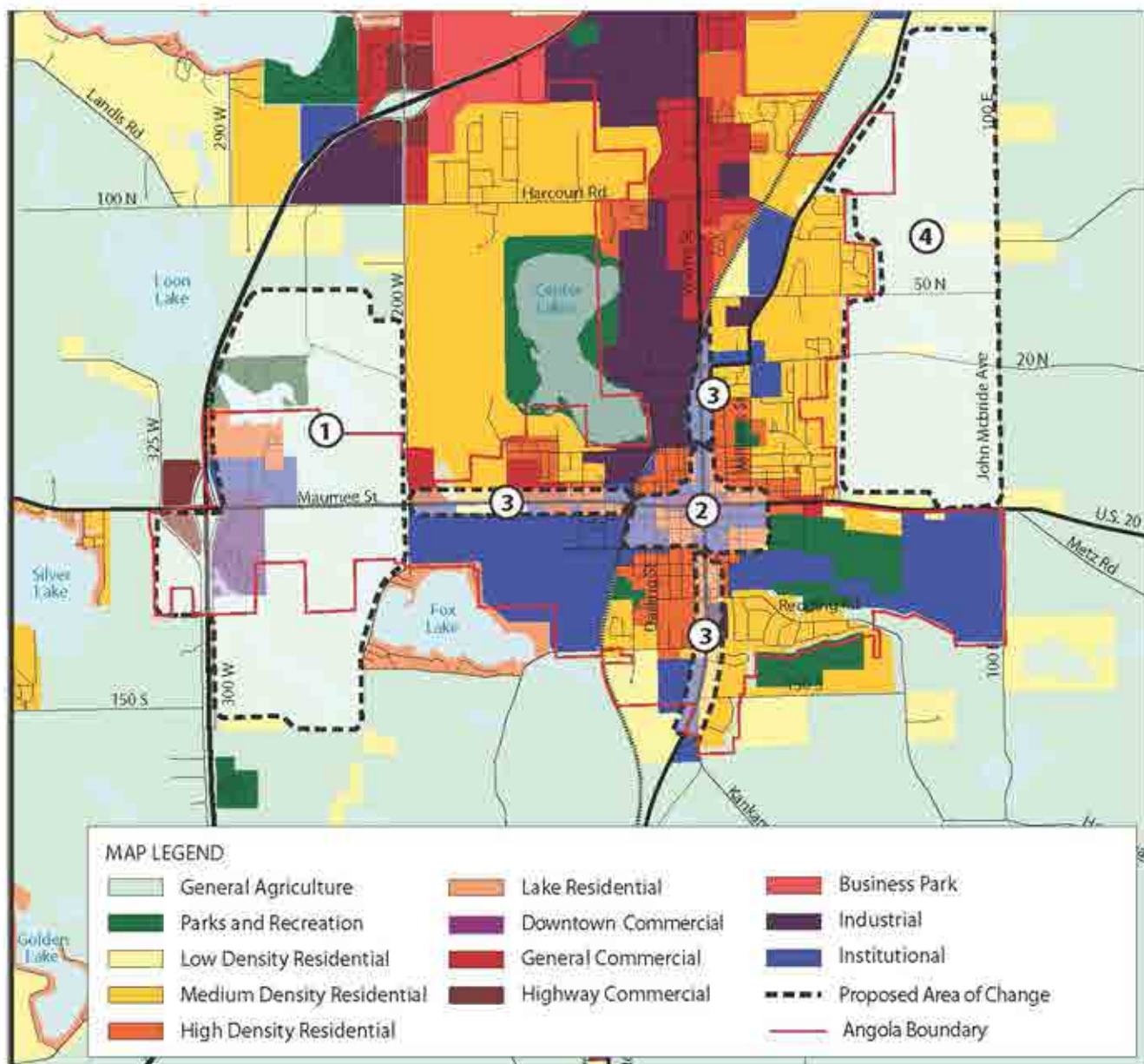


Figure 5.1- Proposed Areas of Change

Downtown Angola

Update Area #2 and Update Area #3 both focus on infill and redevelopment opportunities centered around downtown and inspired from the 20/20 Downtown Plan, which was completed in 2008. Many of the goals and objectives of the Downtown Plan have been completed since 2008, and while there needs to be continued encouragement of infill and rehabilitation in downtown, there is also an opportunity to start expanding out from downtown, as indicated by Update Area #3.

As the 20/20 Downtown Plan was successful in helping drive redevelopment downtown, it is worthwhile to look at updating the downtown plan, especially considering some of the significant changes that have taken place.

Consider, since 2008:

- Angola created Downtown Services, with a dedicated coordinator and a focus on downtown revitalization through marketing and community development.
- Downtown Angola Coalition formed, a National Main Street Organization.
- Bird Song Park created as a downtown pocket park.
- Sculptures Angola project bought art throughout the downtown.
- Tens of thousands of dollars distributed through the facade grant program to improve downtown buildings.

Downtown also plays host to multiple events as the center of the community including:

- 4th of July Parade
- Cruise to the Monument
- Music on the Square
- Christmas Celebrations
- Halloween Festival
- Art Fest
- Farmers Market

Both the city and the Downtown Angola Coalition continue to push for innovative ideas throughout downtown, with a recent focus and push on supporting a budding arts scene. Other ideas are also floating around, which will require a focus on mixed-use and infill development.

The Future of Downtown

Through stakeholder interviews, a picture started to take shape of what potential may lie in and around the downtown, including:

- Year-round farmer's market
- More public art, including murals, unique site furnishings, muraled sidewalks, expansion of sculpture project.
- More outdoor dining options
- Pocket park on the other side of downtown (Elizabeth Street, south of Maumee Street) to mirror Bird Song Park
- Continue to restore building facades
- More music
- Downtown community arts center, to host classroom space, co-op space, small performance area, and opportunity to provide multiple programs for youth and seasonal residents.

With so many organizations working on its future, downtown Angola has the potential to be a hub for the desired creative arts economy and arts scene in Angola. However, zoning and land uses will need to be amended to ensure flexibility and allow for innovative redevelopment opportunities, including housing.



Downtown Angola. Photo credit: Steuben County Tourism Bureau.

LAND CLASSIFICATION PLAN

The Land Classification Plan applies the following land classifications to the city's planning jurisdiction.

See the Land Classification Plan Map (page 61) for the application of each classification.

- Agriculture;
- Parks and Recreation;
- Low Density Residential;
- Medium Density Residential;
- High Density Residential;
- Lake Residential;
- Mixed Use;
- General Commercial;
- Highway Commercial;
- Business Park;
- Industrial; and
- Institutional.

Land Classification and Description

Each of the land classifications listed above has a page dedicated to describing how it is intended to be utilized and its development form. The headings listed below are used to convey important information about each land classification.

Purpose: This section gives a brief description of why the land classification has been established.

Geographic Location: This section conveys where each land classification is best utilized within Angola's planning jurisdiction. Some descriptions are general for wide applicability, while others are very specific to certain geographic locations.

Land Uses: This section describes the land uses that would generally be the most appropriate in the land classification.

Examples: This section identifies one or more developments in Angola that are representative of the land classification. Some examples may not be exact matches, but still represent key features.

Appropriate Adjacent Classifications: This section describes the most appropriate adjacent land classifications to the subject land classification. There are three (3) categories of compatibility that are recognized. "Best Fit" are land classifications that are most suited for adjacency. "Conditional Fit" indicates land classifications that are suitable for adjacency if certain conditions exist. Finally, land classifications that are not listed are generally not considered appropriate for adjacency.

Structure and Development Features: This section identifies building features (e.g. height, mass, and architecture); utilization of the site; and features of development that represent the intent of the land classification.

Note: Land classifications should not be confused with zoning districts. Land classifications are conceptual and provide broad guidelines while zoning is lot-specific and contains legally binding regulations.

AGRICULTURE

PURPOSE

Maintain large, undeveloped areas for productive agricultural uses.

GEOGRAPHIC LOCATION

- Utilized primarily outside the city's corporate limits.

LAND USES

- Farm and farmstead
- Single-family detached residential
- Agricultural tourism
- Roadside stand
- Forestry

EXAMPLE

- Local farms

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Agriculture, Parks and Recreation, Low Density Residential, Lake Residential, General Commercial, Highway Commercial, Business Park, Industrial, and Institutional
- Conditional fit: Medium Density Residential and High Density Residential

STRUCTURE AND DEVELOPMENT FEATURES

- Single-family home on permanent foundation
- Barns and other farm related structures



PARKS AND RECREATION

PURPOSE

Establish land for private and public parks and recreational facilities.

GEOGRAPHIC LOCATION

- Located near or integrated within residential areas or adjacent to trails throughout the city.

LAND USES

- Playgrounds
- Sport courts/fields
- Golf course
- Paved and unimproved trails
- Lake access site
- Natural areas

EXAMPLES

- Commons Park
- Firemans Park
- Zollner Golf Course

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: All land classifications

STRUCTURE AND DEVELOPMENT FEATURES

- Outdoor lighting sensitive to neighboring properties
- Trails connecting park facilities to residential neighborhoods and commercial nodes.



LOW DENSITY RESIDENTIAL

PURPOSE

Maintain appropriate areas for low density single-family residential development (existing and new) near public amenities.

GEOGRAPHIC LOCATION

- Pockets of rural homesteads
- Estate homes on the fringe of the city
- Large-lot platted subdivisions

LAND USES

- Single-family detached residential
- Small-scale home-based businesses
- Accessory dwelling units

EXAMPLES

- Mud Creek Run
- Fox Lake Farms
- Various rural estates

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Agriculture, Parks and Recreation, Low Density Residential, Medium Density Residential, and Lake Residential
- Conditional fit: High Density Residential, Business Park, and Institutional

STRUCTURE AND DEVELOPMENT FEATURES

- Front facades facing a local street
- Preserve trees and prime natural areas
- Large lots
- Trails and pedestrian pathways



Photo is from outside Angola's jurisdiction

MEDIUM DENSITY RESIDENTIAL

PURPOSE

Maintain appropriate areas for medium density single-family and low density multiple-family residential development (existing and new) near public amenities.

GEOGRAPHIC LOCATION

- Residential areas along Redding Road and 150 S.
- Residential areas along Harcourt Road
- East side of Williams Street
- East side of commercial development along North Wayne Street
- Medium-lot platted subdivisions

LAND USES

- Single-family detached residential
- Two-family dwellings
- Home-based businesses
- Accessory dwelling units

EXAMPLES

- Herrington Villas
- Northcrest Park
- Reddington Heights

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Parks and Recreation, Low Density Residential, Medium Density Residential, and High Density Residential
- Conditional fit: Agriculture, Lake Residential, General Commerce

STRUCTURE AND DEVELOPMENT FEATURES

- Front facades facing a local street
- Preserve trees and prime natural areas
- Medium-sized lots
- Trails and pedestrian pathways, multi-modal networks



HIGH DENSITY RESIDENTIAL

PURPOSE

Maintain appropriate areas for high density single-family and medium to high density multiple-family residential development (existing and new) near public amenities.

GEOGRAPHIC LOCATION

- Historic residential areas near downtown
- Manufactured home parks
- Existing apartment complexes

LAND USES

- Single-family detached residential
- Single-family attached (e.g. townhomes)
- Apartment complex
- Mobile home park
- Retirement community
- Assisted living facility
- Accessory dwelling units

EXAMPLES

- Villas of Buck Lake
- Victoria Street Mobile Home Park
- Townhouse Estates
- Village Green Apartments

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Parks and Recreation, Medium Density Residential, High Density Residential, Business Park, and Institutional
- Conditional fit: Agriculture, Low Density Residential, Mixed-Use, General Commercial, Highway Commercial, and Industrial

STRUCTURE AND DEVELOPMENT FEATURES

- Promote internal streets network within development (i.e. no driveway access directly onto perimeter streets)
- Preserve trees and prime natural areas
- Trails and multi-modal networks



LAKE RESIDENTIAL

PURPOSE

Maintain perimeter properties around appropriate lakes for residential homes; and emphasize environmentally sensitive practices that protect water quality.

GEOGRAPHIC LOCATION

- Lots adjacent to lakes

LAND USES

- Single-family detached residential
- Home-based businesses
- Accessory dwelling units

EXAMPLES

- Lots around Fox Lake
- Lots around Lake James (county jurisdiction)
- Lots adjacent to lakes

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Agriculture, Parks and Recreation, Low Density Residential, and Lake Residential
- Conditional fit: Medium Density Residential and Institutional

STRUCTURE AND DEVELOPMENT FEATURES

- Lots with lake frontage
- Outlots near lakes
- Maximize water-side structure setbacks
- Finished facade facing the lake
- Strict anti-funneling regulations
- Structures, site features, ground cover, and land alterations should be sensitive to the water quality of the lake and the line of sight of adjacent property owners



URBAN MIXED-USE

PURPOSE

Maintain land for urban commercial core to provide goods and services to the community and visitors; and protect historic character.

GEOGRAPHIC LOCATION

From the downtown square; radiating north and south along Wayne Street and east/west along Maumee Street.

LAND USES

- Retail
- Restaurant
- Hospitality
- Entertainment
- Coffee shop
- Services (upper floors)
- Office (upper floors)
- Residential (upper floors)
- Institutional

EXAMPLES

- Sutton's Deli
- Strand Theatre
- Brokaw Theatre
- Calicos and Collectibles

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Parks and Recreation, Mixed-Use, General Commercial, and Institutional
- Conditional fit: High Density Residential

STRUCTURE AND DEVELOPMENT FEATURES

- Prohibit drive-through
- Buildings built to the property lines
- Pedestrian-scale signs
- Maintain historic character of buildings
- Include signs in more commercial classifications
- Pedestrian and multi-modal networks



GENERAL COMMERCIAL

PURPOSE

Maintain existing and promote new commercial development that provides goods and services to the regional population and tourists.

GEOGRAPHIC LOCATION

- Along North Wayne Street
- Along 200 W north of Interstate 69 (county jurisdiction)
- Limited on South Wayne Street
- Limited near U.S. 20/Interstate 69 exit
- Significantly limited elsewhere

LAND USES

- Retail
- Restaurant
- Hospitality
- Office
- Entertainment
- Gas station
- Services

EXAMPLES

- Meijer shopping center
- Kohl's shopping center

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Agriculture, Parks and Recreation, General Commercial, Highway Commercial, Business Park, Industrial, and Institutional
- Conditional fit: Medium Density Residential and High Density Residential

STRUCTURE AND DEVELOPMENT FEATURES

- Require shared driveway cuts
- Eliminate unnecessary curb cuts onto North Wayne Street
- Eliminate unnecessarily wide curb cuts
- Install buffers between less intense adjacent development
- Strive for quality development by promoting non-monotonous facades, landscaped parking lots, and use of quality materials
- Screen outdoor storage areas when adjacent to streets or residential development
- Multi-modal transportation infrastructure



HIGHWAY COMMERCIAL

PURPOSE

Maintain existing and promote new commercial development near interstate interchanges that provides goods and services primarily to the transient population traveling along the interstate and state highways.

GEOGRAPHIC LOCATION

- Primarily at the Interstate 69 interchanges at 200 W and Maumee Street

LAND USES

- Restaurant
- Hospitality
- Gas station
- Travel plaza

EXAMPLES

- McDonald's at Interstate 69
- Speedway at Interstate 69

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Agriculture, Parks and Recreation, General Commercial, Highway Commercial, Business Park, and Industrial
- Conditional fit: High Density Residential and Institutional

STRUCTURE AND DEVELOPMENT FEATURES

- Limit access onto Maumee Street and 200 W
- Reduce curb cut widths
- Install buffers between less intense adjacent development
- Multi-modal transportation infrastructure
- Limited signage



BUSINESS PARK

PURPOSE

Promote new employment centers along the interstate and where quality access to the highway system exists.

GEOGRAPHIC LOCATION

- Primarily near the Interstate 69/200 W exit and north of the established industrial parks

LAND USES

- Medical
- Technology
- Call centers
- Life sciences
- Research

EXAMPLES

- Intertech Park

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Agriculture, Parks and Recreation, High Density Residential, General Commercial, Highway Commercial, Business Park, Industrial, and Institutional
- Conditional fit: Low Density Residential and Medium Density Residential

STRUCTURE AND DEVELOPMENT FEATURES

- Landscaped parking lots
- Reduce curb cut widths
- Install buffers between less intense adjacent development
- Promote quality architecture when adjacent to Interstate 69
- Appropriately designed roadway infrastructure



INDUSTRIAL

PURPOSE

Maintain existing and promote new opportunities for industrial businesses that provide employment for Angola residents.

GEOGRAPHIC LOCATION

- Established industrial parks
- Areas south of 200 N and east of Interstate 69

LAND USES

- Manufacturing and assembly
- Warehousing and distribution
- Construction trades
- Science and technology based companies

EXAMPLES

- Mill Street
- Wohlert Street Extension
- Water Street

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Agriculture, Parks and Recreation, General Commercial, Highway Commercial, Business Park, and Industrial
- Conditional fit: Medium Density Residential, High Density Residential, and Institutional

STRUCTURE AND DEVELOPMENT FEATURES

- Improve access to major corridors and interchanges
- Screen outdoor storage areas when adjacent to major streets or residential development
- Architectural features around entrances
- Ground level or building mounted signage



INSTITUTIONAL

PURPOSE

Maintain land for government offices and facilities, churches, schools, and other institutions where they serve the public's needs.

GEOGRAPHIC LOCATION

- Trine University campus
- Existing schools and parks
- Integrated carefully into existing residential and commercial areas

LAND USES

- Place of worship
- Library
- School
- Community center
- Government office
- Post office
- Cemetery
- Hospital

EXAMPLES

- Trine University
- Angola High School
- YMCA

APPROPRIATE ADJACENT CLASSIFICATIONS

- Best fit: Agriculture, Parks and Recreation, Low Density Residential, High Density Residential, Mixed-Use, General Commercial, Business Park, and Institutional
- Conditional fit: Medium Density Residential, Lake Residential, Highway Commercial, and Industrial

STRUCTURE AND DEVELOPMENT FEATURES

- Preserve trees and prime natural areas
- Very sensitive to the surrounding context when adjacent to or in residential areas
- Campus-like settings
- Pedestrian and multi-modal networks and infrastructure



LAND CLASSIFICATION PLAN: MAP DESCRIPTION

Land Classification - Future Land Use Map

The Future Land Use Map to the right shows the geographic application of Angola's land classifications. As shown, this map will help manage land uses, encourage redevelopment, protect property value, and improve quality-of-life.

The map is a conceptual depiction of the city's desired land use goals. It should not be construed as representing the precise location of each land classification. Interpretations of this map should be used to support local decisions about proposed rezoning, redevelopment, and changes to buildings and lots.

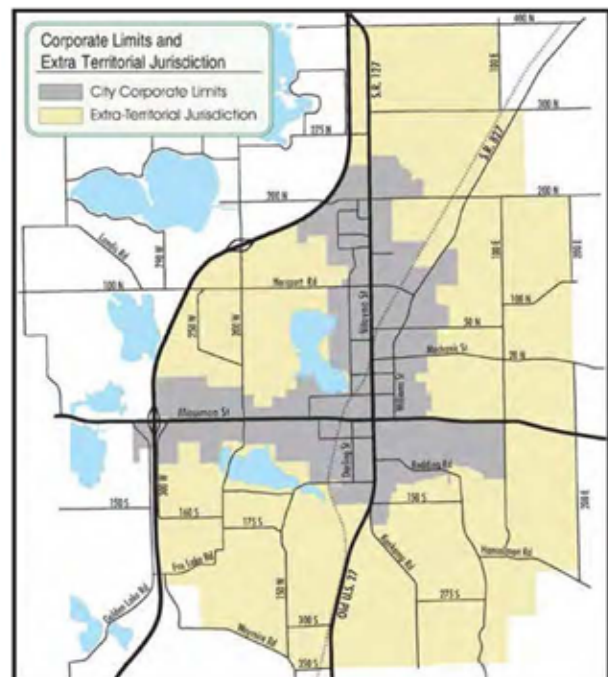
The Angola Comprehensive Plan is a broad-brush approach to future land planning. Each development and redevelopment proposal should be reviewed with consideration of all sections within the Angola Comprehensive Plan in addition to site features, context, subdivision standards, and zoning standards.

Planning Jurisdiction

The Future Land Uses shown on the map extend beyond the city limits of Angola. Angola's planning jurisdiction extends beyond the city limits into an area known as the extra territorial jurisdiction (ETJ) as allowed by Indiana Code 36-7-4-205. This statute empowers Indiana municipalities to plan for an area up to two miles outside of their corporate boundaries. Angola has shown future land uses within this boundary, as Angola also exerts zoning jurisdiction in this area as well. The municipalities of Clear Lake, Hamilton, Freemont and Ashley all have ETJ's.

While the ETJ provides direction over land uses, it is not annexation and does not provide Angola taxation powers over the ETJ area. However, having the ability to inform land uses outside of the city boundary is beneficial to the city, in so far as it helps protect the city from undesirable land uses and can inform desired land uses for future growth.

It is important for Angola to recognize the unique uses which may occur in the ETJ which are not as common within the city limits. As a city within a rural county, Angola needs to be cognizant of rural entrepreneurs and activities that may occur in the ETJ such as produce stands, agri-tourism, and small businesses selling crafts or other wares produced in the home. Within the last several years, there has also been an increased interest in utilizing rural settings for events, such as weddings or retreats.



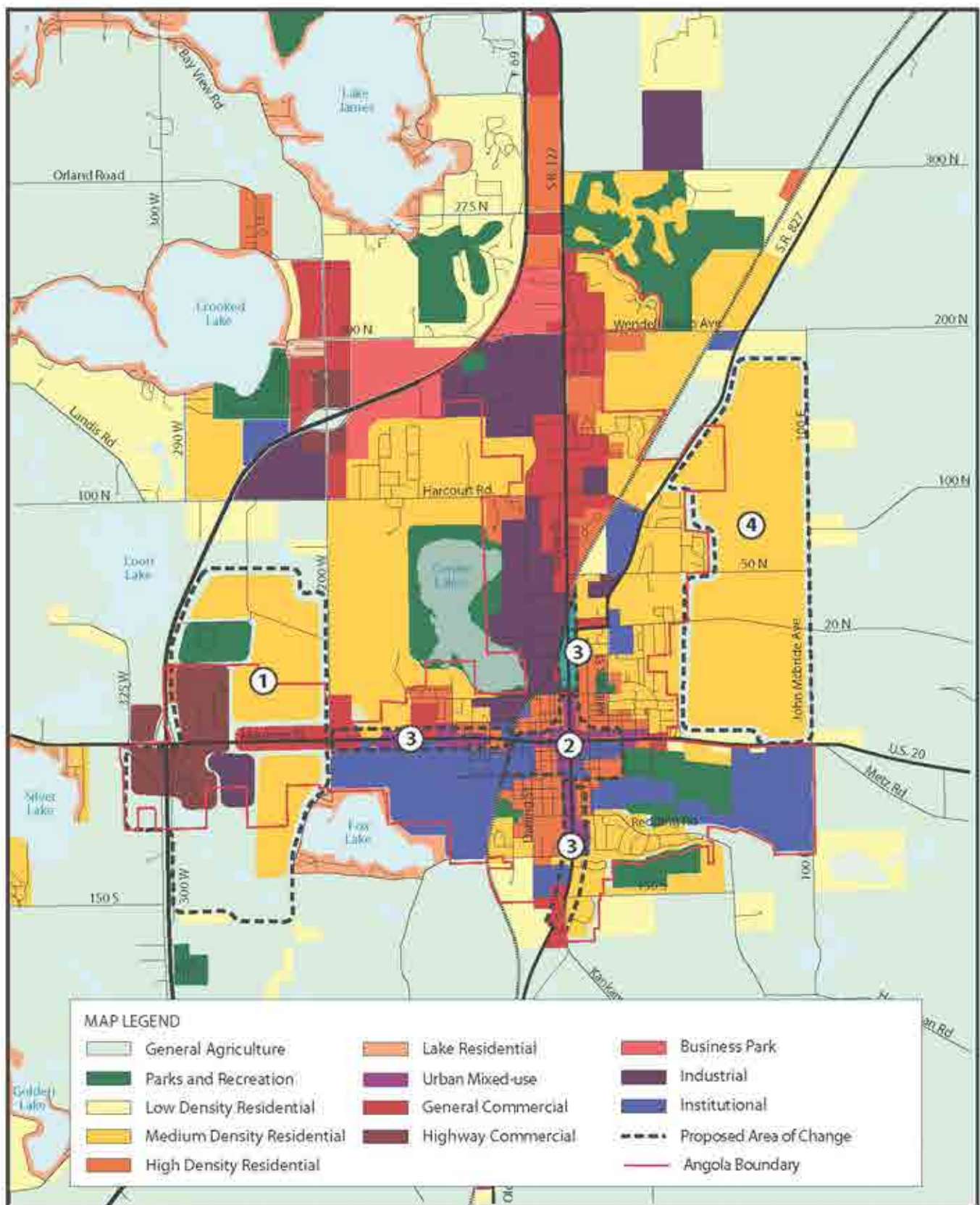


Figure 5.3 - Future Land Use Map

LAND CLASSIFICATION PLAN MAP METHODOLOGY

The following factors were used to assign land classifications within the city's jurisdiction:

- Market forces;
- Existing land uses;
- Suitability of land;
- Impact to the natural environment;
- Adjacent or nearby land uses;
- Suitability of streets;
- Availability of utilities; and
- Effect on health, safety and welfare of the community as a whole.

Appropriate Adjacent Land Classification Table

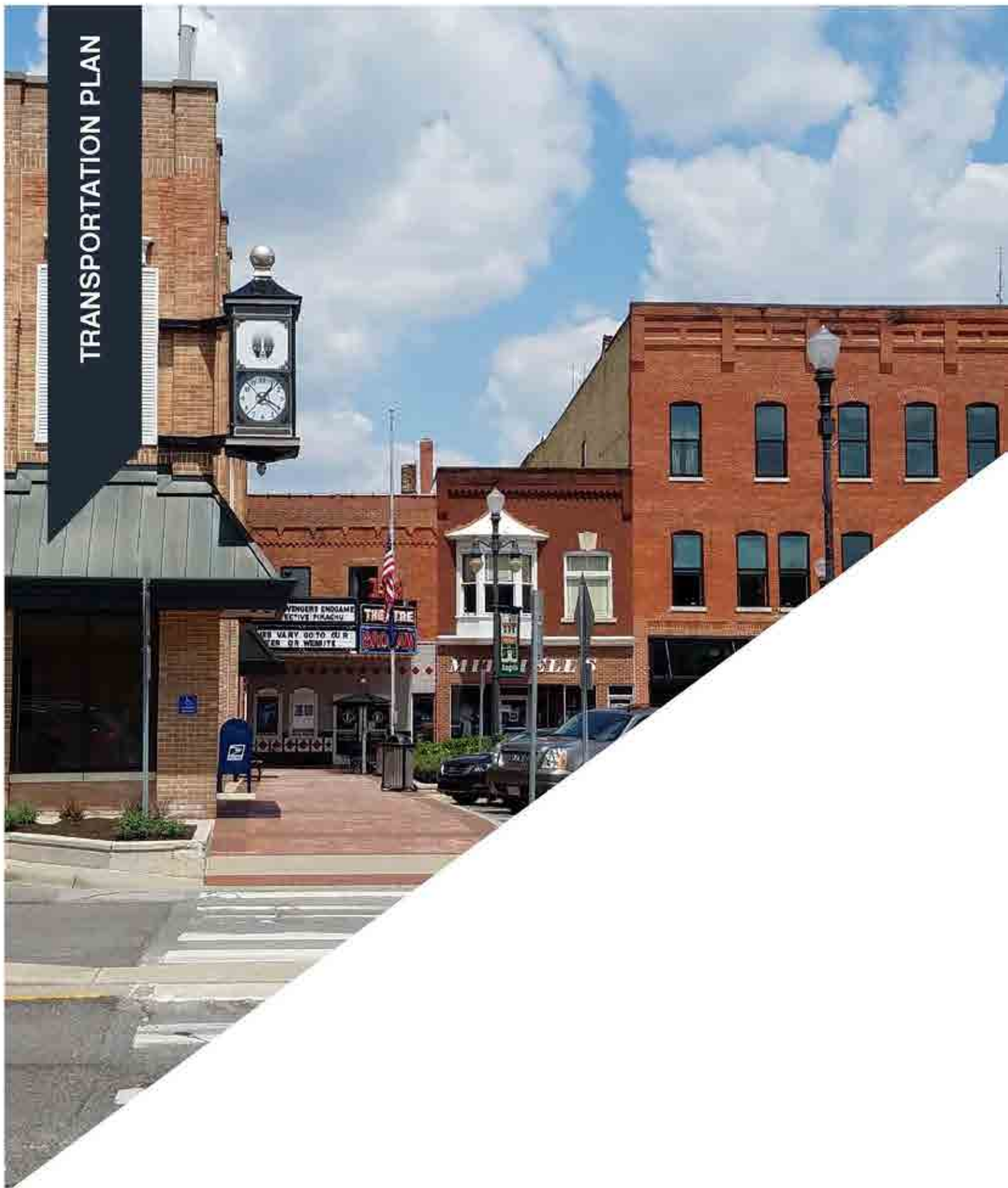
The table below provides a quick reference for determining land classification compatibility. The information in this table mirrors the content in each of the land classification descriptions on the previous pages. "B" stands for Best Fit and "C" stands for Conditional Fit, meaning it is appropriate when the more intensive development is installed with sensitivity to the adjacent, less intense land classification.

	Agriculture	Parks and Recreation	Low Density Residential	Medium Density Residential	High Density Residential	Lake Residential	Mixed-Use	General Commercial	Highway Commercial	Business Park	Industrial	Institutional
Agriculture												
Parks and Recreation												
Low Density Residential												
Medium Density Residential												
High Density Residential												
Lake Residential												
Mixed-Use												
General Commercial												
Highway Commercial												
Business Park												
Industrial												
Institutional												

■ = Best Fit | ■ = Conditional Fit

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TRANSPORTATION PLAN



Chapter 6: Transportation Plan

The following section explores how alternative commerce routes can help alleviate traffic through downtown, reviews past proposed transportation improvements projects, discusses pedestrian connectivity efforts, and classifies the roadways throughout Angola.

2022 TRANSPORTATION PLAN AMENDMENTS

Proposed Conceptual Commerce Route

Heavy truck traffic often travels through downtown on U.S. 20. This creates congestion within the downtown while creating an unpleasant environment for pedestrians. However, driving through the downtown is the most economical option for drivers to get to their destination by allowing them an alternative to the toll road.

One option to help create a more inviting environment downtown is to create viable alternative routes for commerce traffic and enforce limits on vehicle sizes in the downtown once these routes are in place. While portions of these proposed routes are within the city, several of the roadways are outside city limits and will require cooperation and coordination with the county. Improvements along CR 200 N are already largely complete.

Figure 6.1 proposes a conceptual alternative commerce route with recommendations to ensure drivers will use this route. The recommendations below are listed in order of most feasible in the short term to long term improvements.

1. Post signs along US-20 that discourage heavy truck traffic through the downtown
2. Provide way-finding signage along the commerce route
3. Upgrade intersections to roundabouts wide enough to accommodate heavy truck traffic to reduce the number of traffic stops.
4. Work with INDOT to increase the functional classifications along the commerce route to accommodate truck traffic.
5. Work with INDOT to provide road improvements such as lane additions and widening.
6. Work with INDOT to address potential site distance issues and potential intersection improvements at US-20 and CR 100 E.
7. Work with online mapping developers such as Google maps to update preferred routes.

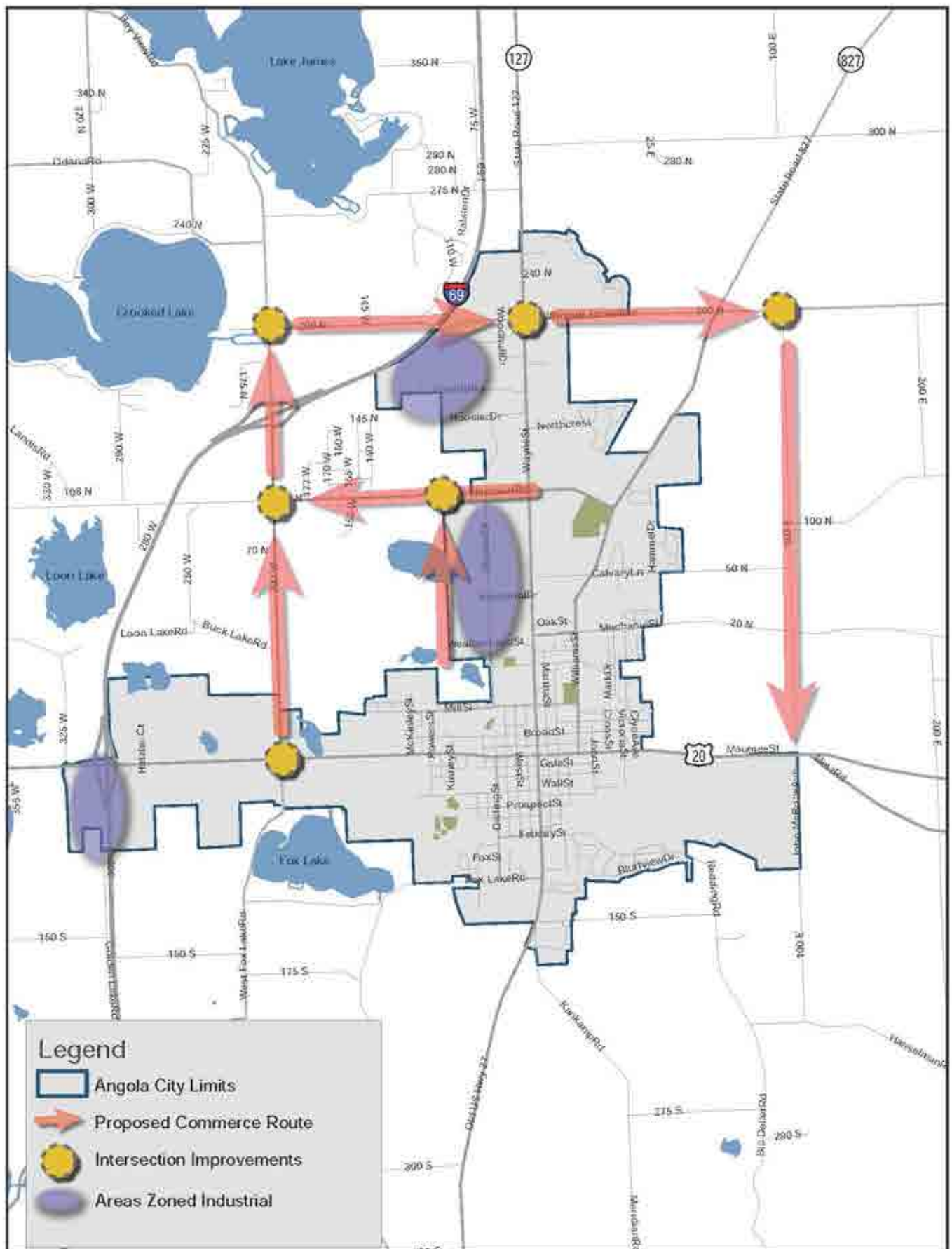


Figure 6.1- Proposed Conceptual Commerce Route

Stellar Projects

In 2013, Angola submitted an application to receive project funding through the Stellar Communities program. Several of the identified projects promote multi-modal connectivity through recommended

streetscape and roadway improvements. These projects are added into the comprehensive plan to promote as priority transportation projects for Angola to address. They are as follows:



Pedestrian Safety Enhancements

In June 2011, the City of Angola held a ribbon cutting to celebrate the completion of the first phase of the downtown revitalization which included the redesign of the Public Square and the installation of planted medians along US Highway 20 (Maumee Street). This project will continue the transformation of Wayne and Maumee Streets surrounding the Historic Public Square. Improvements will include an upgrade to the sidewalk pavement and curb ramps using features and materials similar to what was installed during the Phase 1 project. The project will also provide needed improvements for truck traffic around the city monument. The existing curb around the monument will be replaced with a design that meets current INDOT roundabout standards. This will reduce risks associated with truck traffic rolling over the existing curb and onto the monument lawn. Construction still needs to be completed on portions of it.

Budget - \$2,491,000.



Transportation Alternatives

Trine University and Cameron Memorial Community Hospital are major anchors in Angola's downtown. As these anchors continue to invest in facility and programming expansion, it is imperative that the city respond to their needs. When completed, the transportation alternatives projects will strengthen the physical and symbolic relationship between the city, Trine, and Cameron Hospital by improving the look, function, and accessibility of the major infrastructure connecting these assets. The upgrades to these existing corridors will provide a multi-modal connection between the university, the downtown, the hospital and Commons Park. Trine University students participating in clinical rotations at Cameron will also be able to access the hospital more directly without driving. A trail study is currently underway at the time of this plan update to continue to address these connections.

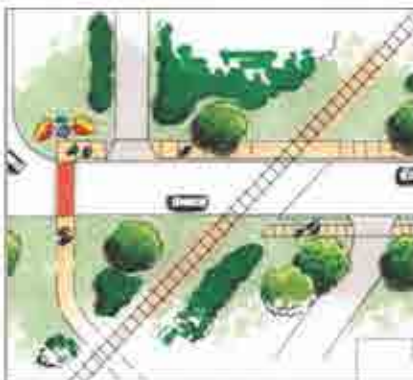
Budget - \$3,218,000



Trine University / Center Lakes Preserve Multi-use Connector

When completed, this trail will extend north from Trine University along Darling Street to connect with the pedestrian access and safety upgrades on Mill Street and the proposed 122-acre Center Lakes Preserve Area within the planning jurisdiction of the City of Angola. The project will begin at the new T. Furth Center for Performing Arts with Intersection Improvements designed to create an "entrance" gateway to Trine University and downtown Angola. This will help alert motorists that they are entering the downtown urban area and help with pedestrian traffic from Trine to the Furth Center. A trail study is currently underway at the time of this plan update to continue to address these connectivity issues.

Budget - \$524,000



Mill Street Reconstruction

When completed, this project will include a complete reconstruction of Mill Street between two intersections that were previously upgraded. The project will include an 8' trail on the north side of the road and a 5' sidewalk on the south side of the road and will connect to the city-wide trail system that connects to the county trail system that will eventually connect to Pokagon State Park. This project will complete a pedestrian loop providing access to most of Angola's civic, cultural, and economic attractions.

At the time of the plan update, the road has been reconstructed with decent sidewalks, but no connectivity has been completed to Trine. A trail study is currently underway to continue to address these connectivity issues.

Budget - \$1,060,000.

TRANSPORTATION PLAN

The Transportation Plan utilizes a standardized functional street classification system and applies them to the street network within Angola. Also, the city's classification system matches Steuben County's Transportation Plan. The Future Thoroughfare Plan Map on page 69 includes the following street classifications:

- Major Arterial;
- Minor Arterial;
- Major Collector;
- Minor Collector; and
- Local Street.

Street Classification and Description

Each of the street classifications listed above has a page dedicated to its description. The descriptions are intended to guide future improvements and to inform future development decisions. Therefore, they are not necessarily reflective of existing configurations.

General Description: This section gives a brief description of the street classification and how it fits into the overall transportation hierarchy.

Street Features: This section conveys the primary design features that make each street classification unique. The features include recommended right-of-way, maximum number of lanes, and minimum lane width.

Design Priorities: This section communicates the design priorities for each street classification.

Traffic Management Options: This section describes vehicular traffic management options to consider when improving a street. The options are intended to identify the most appropriate means to configure intersections, slow traffic when appropriate, increase traffic efficiency when appropriate, and improve safety.

Examples: This section identifies one (1) or more streets in Angola that are representative of the functional street classification. Some examples may not be exact matches, but still represent key features.

Typical Cross Section: An illustration of typical design features is included for each street classification. Each illustration shows two (2) design options, one (1) for urban areas (i.e. with curb) and one (1) with drainage swales for fringe areas.

Image Examples: Images of each street classification are included. The images are intended to portray examples available in Angola or in another Indiana community. The images may not represent the purest intent of the street classification. When implemented, variations in design may be necessary.

Future Thoroughfare Plan Map Description

The Future Thoroughfare Plan Map on the following page applies a street classification to each street in Angola's planning jurisdiction. Each applied street classification reflects what the street classification will need to be in twenty (20) years. Therefore, it may not reflect how the street functions or is configured today.

Streets that exist as smaller facilities today from what they are classified are intended to be improved or reconstructed in the future to match the intended classification, especially with redevelopment that may occur along the roadway.

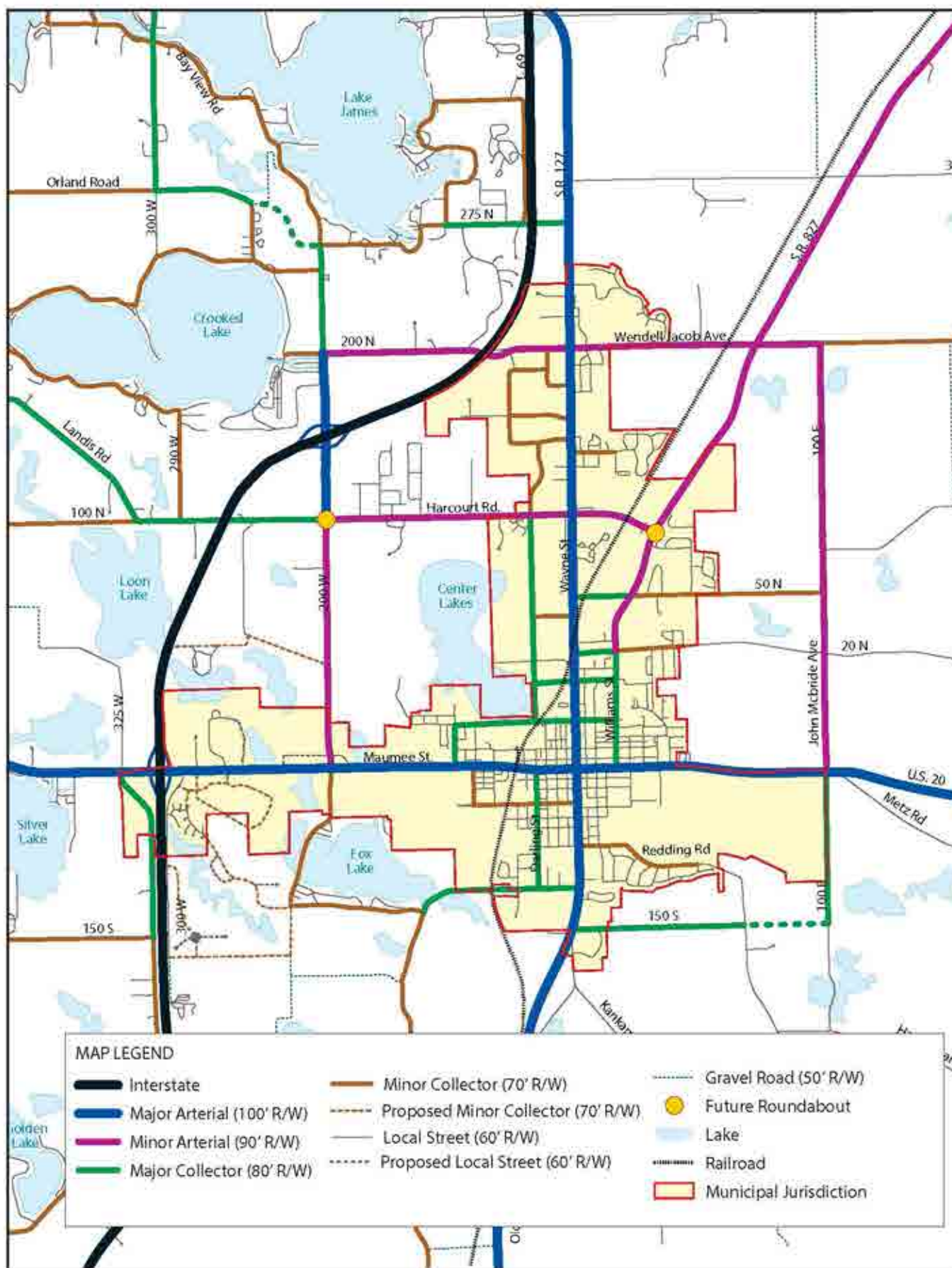


Figure 6.2 - Future Thoroughfare Plan Map

MAJOR ARTERIAL

GENERAL DESCRIPTION

A Major Arterial is designed to carry very high volumes of traffic to major destinations in, out, or through the jurisdiction of the city.

STREET FEATURES

- Typical Right-of-way: 100 feet or as specified by the Indiana Department of Transportation
- Typical Number of Lanes: 4 lanes with turn lanes at major intersections
- Typical Lane Width: 12 feet

DESIGN PRIORITIES

- Highly visible and limited access points
- Intersections designed for vehicular safety
- Sidewalks or multi-modal infrastructure when within urban areas
- Width of travel lanes

TRAFFIC MANAGEMENT OPTIONS

- Defined left turn lanes at intersections
- Shared center turn lane in major commercial areas
- Acceleration and deceleration lanes
- Stop lights at major intersections
- Street signs

EXAMPLES

- North Wayne Street (S.R. 127)
- Maumee Street (U.S. 20)



Typical Cross Section: Major Arterial



MINOR ARTERIAL

GENERAL DESCRIPTION

A Minor Arterial is designed to carry heavy volumes of traffic to major destinations inside and outside of the city. Minor Arterials generally connect Major Collectors with Major Arterials and other Minor Arterials.

STREET FEATURES

- Typical Right-of-way: 90 feet
- Typical Number of Lanes: 2 lanes with turn lanes at major intersections
- Typical Lane Width: 12 feet

DESIGN PRIORITIES

- Intersections designed for vehicular safety
- Sidewalks or multi-modal infrastructure when within urban areas
- Sensitivity to context
- Width of travel lane

TRAFFIC MANAGEMENT OPTIONS

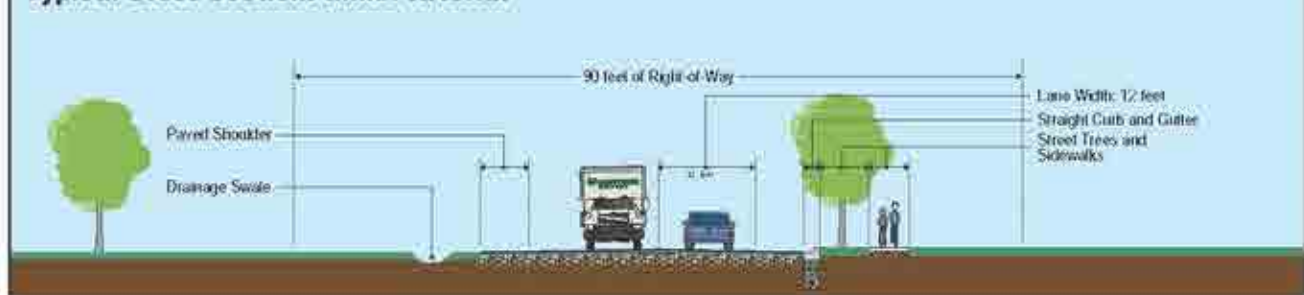
- Defined turn lanes at major intersections
- Acceleration and deceleration lanes
- Stop lights at major intersections
- Street signs

EXAMPLES

- Harcourt Road between CR 200 W and Wayne Street
- CR 100 E between CR 200 N and US 20
- SR 827



Typical Cross Section: Minor Arterial



MAJOR COLLECTOR

GENERAL DESCRIPTION

A Major Collector is designed to carry high to moderate volumes of traffic to major destinations and corridors within and outside of the city. Major Collectors generally connect Local Streets and Minor Collectors with Arterials.

STREET FEATURES

- Recommended Right-of-way: 80 feet
- Maximum Number of Lanes: 2 lanes with turn lanes at major intersections
- Minimum Lane Width: 12 feet

DESIGN PRIORITIES

- Sensitivity to context
- Sidewalks and multi-modal infrastructure when within city limits

TRAFFIC MANAGEMENT OPTIONS

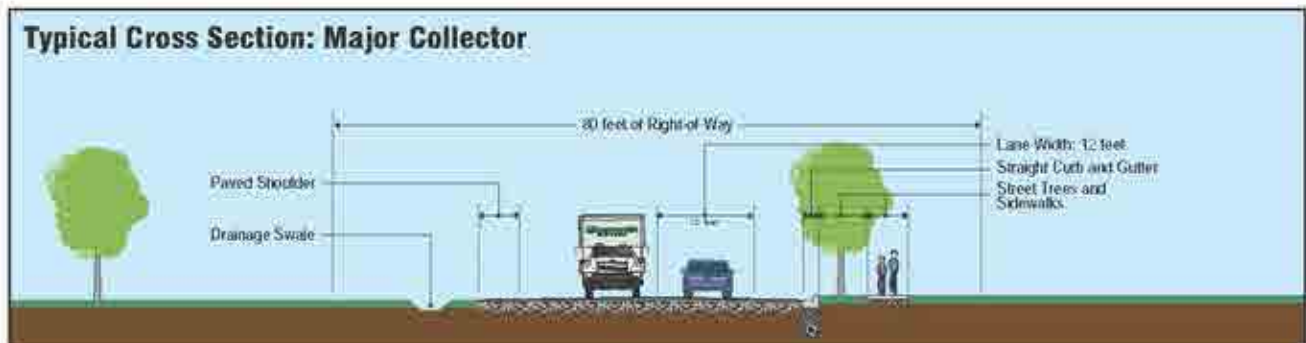
- Street signs
- Narrow lane widths
- Roundabouts

EXAMPLES

- Williams Street
- Darling Street
- Wohlert Street



Typical Cross Section: Major Collector



MINOR COLLECTOR

GENERAL DESCRIPTION

A Minor Collector is designed to carry moderate to low volumes of traffic to major and minor destinations and corridors within the city. Minor Collectors generally connect Local Streets with Collectors and Arterial. Minor Collectors also provide access to platted subdivisions and commercial developments.

STREET FEATURES

- Recommended Right-of-way: 70 feet
- Maximum Number of Lanes: 2 lanes
- Minimum Lane Width: 12 feet

DESIGN PRIORITIES

- Sensitivity to context
- Sidewalks and multi-modal infrastructure when within city limits
- Street trees

TRAFFIC MANAGEMENT OPTIONS

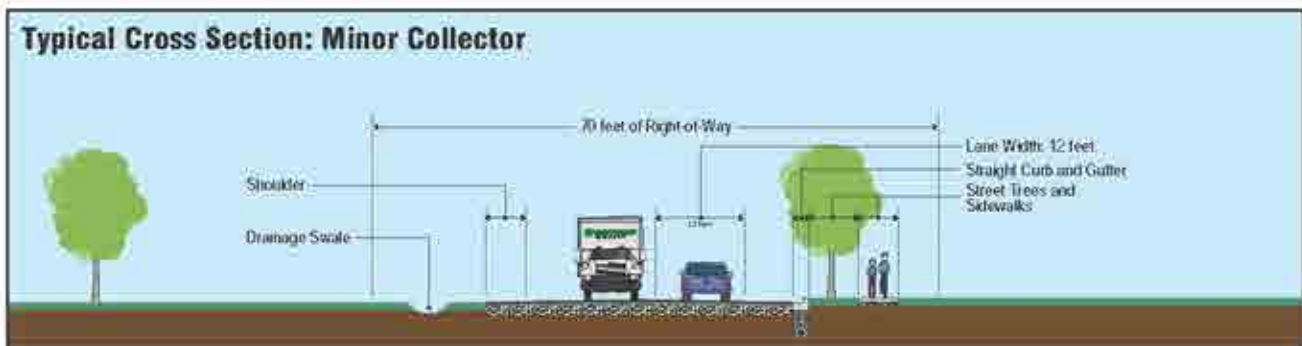
- Street signs
- Narrow lane widths
- On-street parking
- Roundabouts

EXAMPLES

- SW Fox Lake Road
- Redding Road
- Pokagon Trail



Typical Cross Section: Minor Collector



LOCAL STREET

GENERAL DESCRIPTION

A Local Street is designed primarily to provide access to platted residential lots and other individual properties within a development. These streets generally connect to Collectors and other Local Streets. Local Streets may include non-through streets.

STREET FEATURES

- Minimum Right-of-way: Variable based on type of subdivision and context; range between 50 and 60 feet
- Maximum Number of Lanes: 2 lanes
- Minimum Lane Width: Variable based on type of subdivision and context; typical is 12', though smaller lanes may be warranted on site specific instances.

DESIGN PRIORITIES

- Access to developed or developable lots
- Sensitivity to context
- Sidewalks and multi-modal networks
- Street trees

TRAFFIC MANAGEMENT OPTIONS

- Street signs
- Narrow lane widths
- On-street parking
- Roundabouts

EXAMPLES

- Most residential subdivision streets
- Gale Street
- Elizabeth Street
- South Street



Typical Cross Section: Local Road



TRAILS AND PEDESTRIAN CONNECTIVITY

While roadway infrastructure has been the primary focus of this chapter, it is important to note that Angola is not neglecting the need to improve the local trail network and pedestrian connectivity. Several objectives within the Planning Principles Chapter reference the need to provide pedestrian connectivity between community assets and to require pedestrian connectivity between and within new developments.

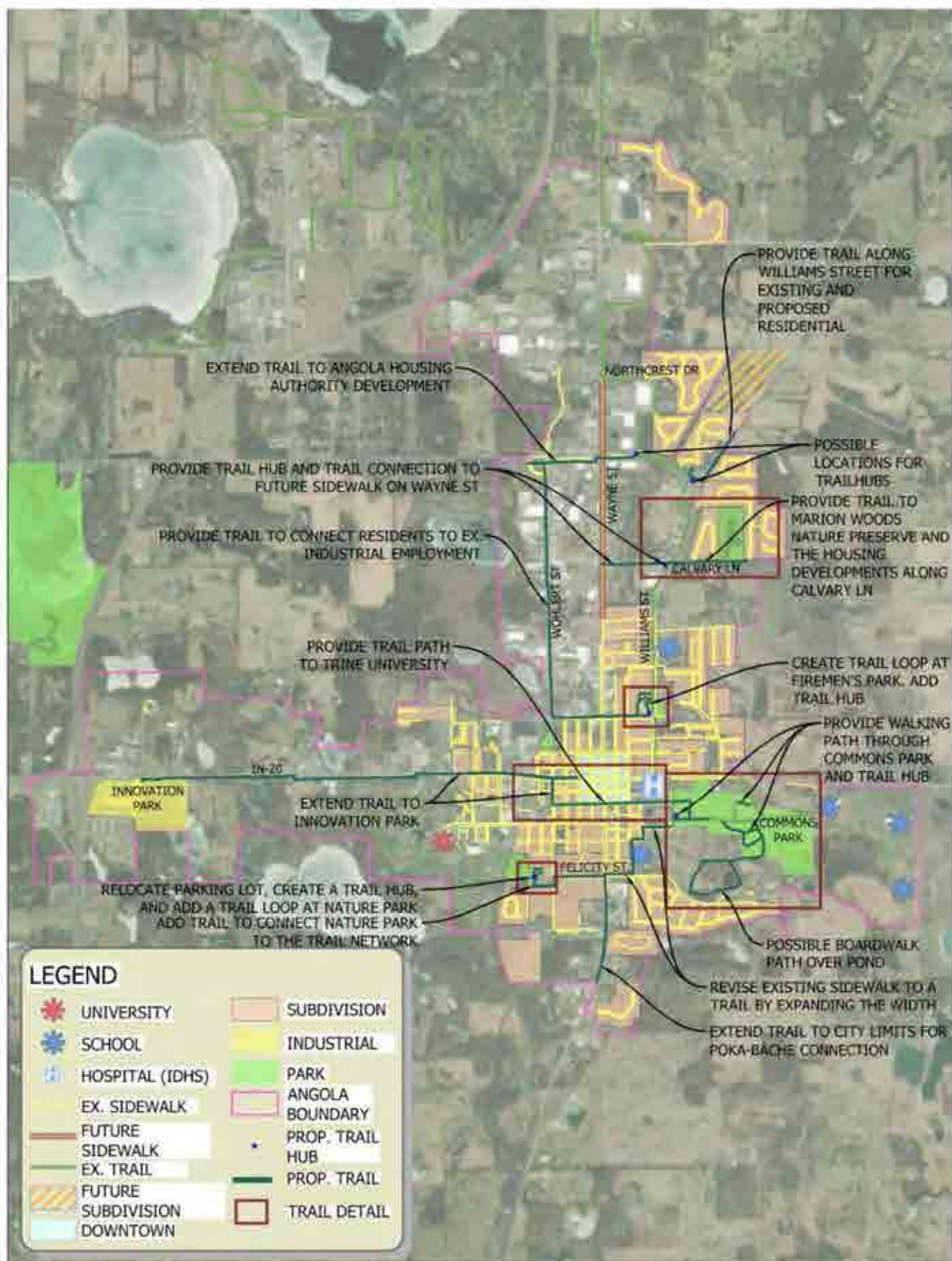
A recent success example is that Angola was recently awarded federal funds for an 8' pedestrian pathway on North Wayne Street/SR 127.

Angola also currently had a 7.4 mile trail that runs north/south right through the downtown, connecting the city to Pokagon State Park. An extension of this trail south, called the Poka-Bache Connector, will also connect Angola to Oubache State Park. The trail also connects downtown to the commercial center north of the city.

Angola is currently also undertaking a trails study to better understand how to branch out from the main north/south trail that runs through the city into other areas. Downtown has decent access to the main trail, but branching off that trail into areas such as the Trine University campus and further east and west into adjacent neighborhoods will be a focus.



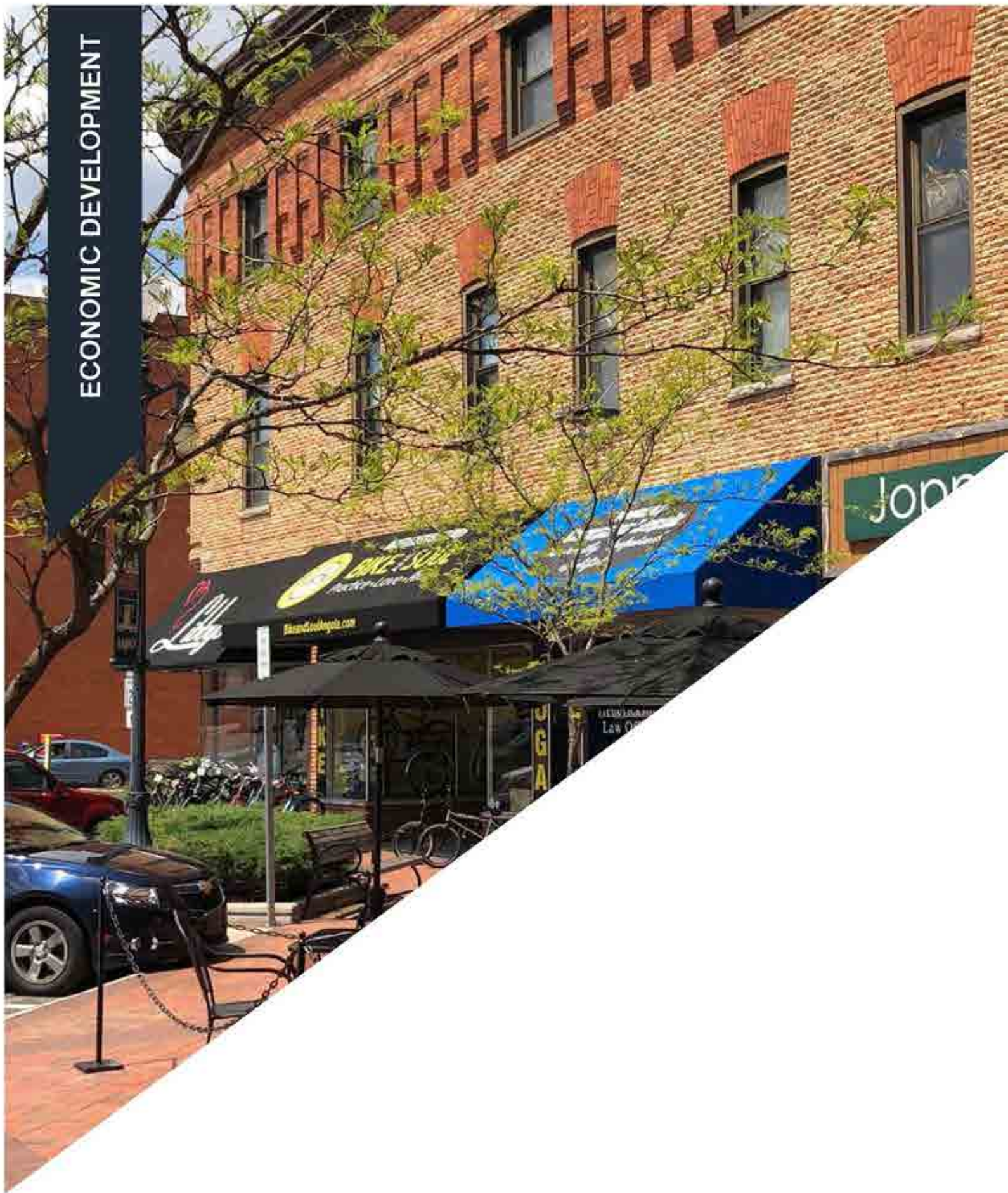
Poka-Bache Trail Map



City of Angola - Recommended Trails Map from Trails Master Plan

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ECONOMIC DEVELOPMENT



Chapter 7: Economic Development

The following chapter outlines the successes Angola has had in building economic development momentum over the last several years. The chapter also discusses continuing and new challenges as well as strategies for maintaining that momentum into the future.

INTRODUCTION

A healthy economy provides residents with diverse living and working opportunities while improving overall quality of life. In order to support a healthy tax-base necessary to fund quality public services, economic development efforts should focus on both providing a diverse range of job opportunities as well as quality of life enhancements, which make the community an attractive place to live. A community which is able to do both, will have the most success at both building resiliency within their community and leveraging economic development efforts into continued investment into the community.

To reflect the importance of economic development in Angola, it has been established as one of the main planning principles for the comprehensive plan: Promote Economic Vibrancy. This Planning Principle is supported through the following four strategies:

1. Promote a diverse and expanding economy
2. Diversify and grow the workforce
3. Continue to build and improve local quality of place
4. Make strategic investments in infrastructure capacity and expansion.

SUCCESSES SINCE 2012

Economic development has been a priority for Angola and the city has continued to find successes in this area since the 2012 comprehensive plan by continuing to develop living and working opportunities for residents. Some of the successes over the last several years are highlighted below.

Interstate 69 Technology Park

In early 2015, Angola completed an economic development plan centered on the interchange at Interchange 69 and US-20. This plan contained strategies to develop the interchange as an economic hub for the city and region. In August 2017, a groundbreaking ceremony was held for Technology Way, the technology park being developed at the interchange. Development has continued, with additional groundbreaking held in 2018 for the Angola Innovation Park, including a new hotel.



Interstate 69 Conceptual Development Plan

Business Attraction/Retention

Angola and Steuben County have also seen wins in terms of attracting and retaining businesses. Notable wins for the region include Brightmark, a plastics renewal company and Taskmaster Components, a global tire, wheel, and assembly producer.

In addition to new business attraction, Angola has also made efforts to increase local business retention and expansion. A majority of new investment and job creation will come from existing businesses in a community. To help support these local businesses, Angola established the Angola Investment Fund. Originally intended to support start-up and small business growth, the fund was also re-oriented to help in distribution of COVID relief funds for small businesses.

Angola and the county also continues to develop local incentives, including tax abatements and establishment of TIF districts, such as around the Interstate 69/US-20 interchange.

Workforce

Starting in 2015, the Steuben County Economic Development Corporation (SCEDC) started making moves to create a co-working space, training center, and incubator through the purchase of a 70,000 square foot old manufacturing complex. In 2017, the Enterprise Center opened its doors to start holding classes with a brand of 'Learn, Connect, Thrive'. Training partnerships have been formed with Trine University, Freedom Academy, Ivy Tech, Impact Institute, and IPFW, allowing for re-skilling and up-skilling opportunities for the area workforce.

In addition to the Enterprise Center, the SCEDC has established the Manufacturing Academy, with classes starting in June 2021. Those participating in the Academy can earn up to seven credit hours and multiple industry recognized certifications. The Manufacturing Academy represents a great collaboration with local industries, with 14 sponsoring manufacturer's from the county, including seven from Angola.

Other local initiatives included the Women and Girls Creative Entrepreneur Workshop classes sponsored by the city and Steuben County Community Foundation.

Trine University has also established the Trine Innovation 1 Center, providing students opportunities to partner with local industry.

These efforts have helped lift the average annual wages for Steuben County from around \$30,550 in 2012 to \$40,200 in 2020.

COVID 19 Impact and Response

The COVID-19 pandemic upended the local economy, and while the community responded in full force, the full impact of the disruptions caused by the pandemic are still being felt. It will likely take several years for the full impact to be fully appreciated, especially as it relates to the local workforce and job opportunities.

The speed at which the pandemic hit was unprecedented. County unemployment spiked to 21% in the early 2020. Over a 3-month period, the rate dropped back down to around 3% after manufacturing was deemed to be 'essential'. The biggest impact has certainly been within the service and hospitality industry, which comprise two of the biggest sectors in the county. As seen throughout Indiana and country at-large since the pandemic, businesses continue to be challenged by labor and staffing shortages, while the County has a 3.2% unemployment rate as of February 2022.

At the start of pandemic in 2020, local organizations such as the Community Foundation leveraged their community networks to quickly distribute resources through multiple channels. With the United Way, the Community Foundation supported local charities for their immediate needs, focusing on lost revenue in mid-2020 and finally shifting to capacity building as 2020 drew to a close.

The Community Foundation also partnered with the Angola Investment Fund (AIF) to help distribute state and federal relief funds. In the county, over 80% of employers have less than ten employees, making local support critical. To date, over 35 applications have been processed. These funds were administered through the Office of Rural and Community Affairs (OCRA) and the AIF was in the process of applying for round three of the program.

The city was also actively involved. Angola Downtown Services started a Google Partners program to help offer virtual training and support to local businesses. The city established a task force comprised of city officials and representatives from the local school district, Cameron Hospital, Steuben County Board of Health, and Trine University in order to deliver consistent, quick, and clear communication to the community. These weekly calls have continued into late 2021. The city worked to get Commons Hall at Commons Park set up as a testing site and Cameron Hospital coordinated with Steuben County to set up a vaccination clinic at the Steuben County Events Center. The clinic has helped administer over 29,000 vaccines with significant volunteer support.

Quality of Life

As discussed, quality of life improvements play just as important a role in economic development as business attraction, retention, and development. In fact, quality of life plays a critical role, ensuring a community is a place existing and potential employees want to live. Promoting the arts and creative economy have been a key component of quality of life improvements over the last several years, driven in part by data gathered during the Hometown Collaboration Initiative survey work completed in 2017. This process indicated strong support and desire for the arts in Angola.

Notable economic development and quality of life successes since the 2012 comprehensive plan include:

- The Sculptures Angola Project. This was the first project by the Mayor's Arts Council completed in June 2019 and has brought 8 unique sculptures into Downtown Angola
- Establishment of the Mayors Art Council
- Bird Song Park in Downtown
- Mural Project at 900 North Wayne Street
- Farmer's Market
- Trail extension to Pokagon State Park
- New facilities on Trine's Campus including:
 - Fabiani Residence Hall - opened fall of 2021
 - Stadium Residence Hall – opened 2018
 - MTI Center – opened 2018
 - Thunder Ice Arena – opened 2017
 - Larry and Judy Reiners Residence Hall – 2015
 - Ryan Tennis Center - 2015
 - T. Furth Center for Performing Arts – 2014
 - Jim and Joan Bock Center for Innovation and Biomedical Engineering - 2013

Regional Participation

Angola has also been proactive in participating in planning efforts at both the county level and broader regional level. Angola has worked closely with Steuben County Economic Development Corporation on multiple efforts, most recently a housing study.

Angola also was part of the Northeast Indiana Regional Partnership's Road to One Million Regional Cities Plan. This plan brought significant funding opportunities from the state through the Regional Cities Initiative. Participation in this effort has helped realize local successes such as the Enterprise Center.

STRATEGY

While Angola has continued to make great strides in economic development, articulating a clear strategy moving forward will help ensure efforts are strategic and support the overall goals of the city. Based on a review of previous planning efforts and stakeholder and staff conversations, the strategy for Angola should be focused around the following areas:

1. Promote a Diverse and Expanding Economy

- Target Desired Businesses/Industries
- Capitalize on Local Industry Supply Chains
- Support Local Businesses and Local Networks

Angola has often been associated with tourism and nearby Pokagon State Park. However, in order to continue building the resiliency the community has shown through the COVID-19 pandemic, Angola will need to continue to diversify and expand the local economy.

Target Desired Businesses/Industries

In addition to tourism and hospitality, Angola has an opportunity to expand local job opportunities in:

- Technology
- Creative Industry
- Manufacturing/Automobile
- Bio-Medical

Some of these jobs will require a shift in thinking and require a continuation of building partnerships to connect potential workforce with employment opportunities.

Other jobs, such as the budding creative economy in Angola, will require a more intensive effort of government, private sectors, and the local arts economy working together. Artisan classes, maker spaces, studios, galleries and markets will all be needed to support and grow this sector.

Capitalize on Local Industry Supply Chains

There is significant opportunity for new businesses and to build upon existing industry clusters and local established industry supply chains. As an example, Angola is very near to one of the largest RV manufacturing regions in the county - Elkhart. Taskmaster is a recent local company supporting this industry through wheel assemblies for RV's.

Support Local Businesses and Local Networks

Angola has always had a very strong ethic of cooperation among local community organizations. The number of initiatives and successful programs are too numerous to list here, but continuing city, county, and regional cooperation will be key to continuing to lift the region, along with Angola. Community anchors such as Cameron Hospital and Trine University will continue to be strong partners along with community organizations such as the YMCA, Steuben County Community Foundation, Steuben County Economic Development Corporation and Steuben County Tourism Bureau.

These local networks have been key to supporting local businesses, especially during the pandemic. In the county, over 80% of businesses have less than ten employees. Local initiatives and grant programs should continue to support local businesses. The city should also develop a strategy for how best to invest funding from the American Rescue Plan, including evaluating what programs have been most successful.

It's also important to acknowledge how successful local business directly relates to locally successful and vibrant communities. In Steuben County for example, the state park and surrounding lakes are significant drivers of tourists and tourism dollars to hotels, restaurants, and other supporting business. Local tourism dollar in turn help support multiple quality of life initiatives through the city and county.

Beyond the lakes, there is a strong agricultural heritage in Steuben County, which presents a real opportunity for agri-tourism opportunities, both large and small scale. Rural entrepreneurs should not be overlooked. One just has to look west towards LaGrange County to see how craftsmanship can be an economic driver. Likewise, opportunities for farm/produce stands, wedding/events venues, and farmer's market connections should be promoted.

2. Diversify and Grow the Workforce

- Break Down Barriers to Participation
- Provide Diverse Education Opportunities
- Promote Appropriate Housing

There is still much unknown about how the workforce will respond to the disruptions of the pandemic. However, in any great disruption event, there are also significant opportunities for re-growth and re-orientation. In Angola, the focus should be on:

- Retaining existing workforce
- Up-skilling for those who so desire
- Attracting new residents to the workforce

The dislocation of the labor force caused by the pandemic provides a unique opportunity to help diversify and grow the workforce in Angola and Steuben County.

Break Down Barriers to Participation

One of the key stories over the last year, and especially last several months is that of an abundance of job openings but a lack of job applicants. Companies seem ready to expand, but are limited by workforce availability. The reason for this disconnect is likely multi-faceted, including:

- Lack of childcare options
- Getting children back in school
- On-going safety concerns in places of employment
- Shift in priorities, such as desiring more work/life balance
- Shift in employment preferences and wage opportunities
- Lack of transportation options
- A mis-match of skills sets to available jobs

Solutions to some of these challenges fall to local employers, such as wages, benefits, and work/life balance. However, the city can play a role in helping encourage more childcare options through local partnerships, continuing to advance alternative transportation alternatives such as bike and pedestrian infrastructure, and continuing to invest in education opportunities for the workforce.

There have been some positive steps in addressing these challenges. The schools started a pre-k program and Trine has helped start a center for Montessori education, to help provide training for early childhood educators.

Provide Diverse Education Opportunities

The county and city have continued to increase local education opportunities and have helped forge great partnerships. Consider:

- Trine University: Engineering and business schools and Innovation 1 Center.
- Enterprise Center
- Freedom Academy
- Manufacturing Academy with (3) 12-week certificate programs.
- Ivy Tech Courses in local high schools.
- Easterseals RISE

These represent great partnerships with local employers. In many ways, retention efforts are more critical at an employer level than a city or county level. Companies are responding to this need by continuing to offer more in house certifications and training.

One of the challenges that was exacerbated by the pandemic was that of mis-matched skill sets between available jobs and available job seekers. There is a significant opportunity for re-skilling and up-skilling, and one where the city can continue to support development of the relationships between education providers and employers.

With a large retiree population and a budding creative class, there is also a significant opportunity for entrepreneurial endeavors. In addition to promoting education to employer partnerships, the city should also provide services for those who are looking to start their own business - similar to the 80% of smaller local businesses in the county.

Promote Appropriate Housing

While this is addressed more fully in the next chapter, it must be acknowledged in this section that housing be a focus for any successful efforts to diversify and grow the workforce.

More housing options are needed, both in terms of type of housing offered and in terms of affordability of available housing. Steuben County Economic Development Corporation completed a housing study in 2020 to identify those who are most likely to move to Angola for housing. While empty nesters and retirees are part of that, a significant need is also affordable housing based on the area median income, which is tied directly to the local workforce.

3. Continue to Build and Improve Local Quality of Place

- Support Downtown Initiatives
- Expand Bike and Pedestrian Infrastructure
- Promote Local Arts
- Support and Build Upon Local Assets

Local quality of place is not only about providing for inviting and fun places for local residents, it is increasingly a fundamental component of sound economic development and talent attraction strategy. There is opportunity not only in trying to entice people moving around Indiana, but also enticing people who may want to move to Indiana.

Support Downtown Initiatives

The City of Angola, through its Downtown Services, and the Downtown Angola Coalition have been instrumental in the last several years of revitalizing downtown Angola, not only through capital investments in infrastructure, but also through programming. Going forward, there are still many opportunities for downtown initiatives, including:

- Activating alleys
- Increasing public art
- Providing more outdoor dining
- Increasing facade restorations
- Increasing building murals
- Activating empty buildings
- Continuing the work of historic preservation efforts

Expand Bike and Pedestrian Infrastructure

Angola continues to invest in local bike and pedestrian infrastructure and is currently undertaking a study to evaluate additional routes.

The main north/south trail through downtown and connection is a significant asset to the city, but future efforts should focus on how best to connect this artery to neighborhoods and local community assets such as Trine University, local schools, and commercial centers.

With the completion of the Pokagon Trail from Angola to Pokagon State Park, Angola should also look to support completion of the Poka-Bache Connector trail, connecting Pokagon and Oubache State Parks.

Promote Local Arts

There are many organizations helping promote local arts in Angola, one being the Mayor's Art Council (MAC). MAC was created to help build and support a more robust arts and culture foundation for the city of Angola and the surrounding area. "Sculptures Angola" is the most prominent project from the MAC.

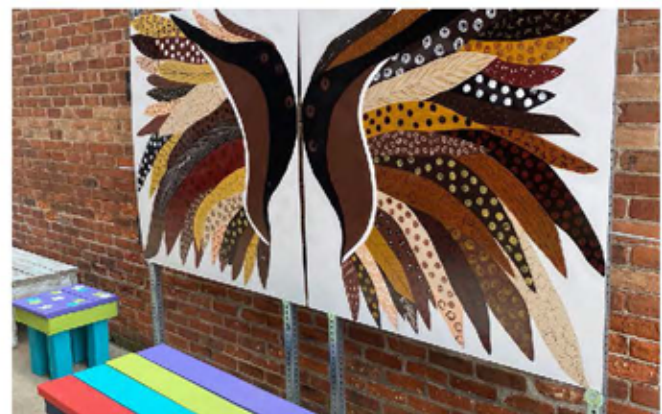
Continued development and support for the local creative economy through initiatives such as Sculptures Angola not only helps diversify the local economy, it also brings an invaluable contribution to local quality of place. Unique and plentiful public art contributes to creating authenticity and increasing local pride in a community. The arts increase local quality of life through the impacts it has on creating authentic spaces and creating joy, happiness, and civic pride for an exceptional community.

Future efforts should also evaluate how best to complement the work of the Enterprise Center and Enterprise Pointe and bring additional maker spaces into the city, including downtown. One option for this is a potential arts and cultural center which could contain classroom space, co-op space, performance space and provide additional community partnership opportunities. Exploring the expansion of an arts council or similar organization to encompass all of Steuben County should also be pursued.

Support and Build Upon Local Assets

Angola and Steuben County are already enriched with a plethora of natural resource and recreation amenities. In addition to building new, the region should build upon what is already here. Surrounded by the city, Centerlake presents a huge opportunity for new recreation.

Success in Angola doesn't just mean success within the city limits. The other smaller communities throughout Steuben County are also doing great things. Looking for opportunities to partner with these communities on festivals, food trails, arts trails, or similar ventures can help lift the regional, and thus Angola's, presence and recognition.



4. Make Strategic Investment in Infrastructure Capacity and Expansion

- Maintain current infrastructure
- Strategic expansion of utilities

One theme that has carried over from the 2012 Comprehensive Plan is the need to maintain and rehabilitate existing infrastructure over expansion of new. The city has certainly invested in their existing infrastructure since the 2012 plan, but strategic expansion in priority areas of the city is also needed.

Maintain Current Infrastructure

Primary focus for the city has been on re-constructing what the city already has. Current conditions and capacities are listed below:

Sanitary Sewers

- Approximately 60% capacity.
- Should be adequate for next 15-20 years of development.
- Challenge is most areas for new development can't be serviced by gravity lines – will require more expensive lift stations, which also require more maintenance.

Stormwater

- Strong local ordinances for stormwater management.
- System is 98% separated from the sanitary system.
- Good capacity with minimal flooding. Does tie into county's legal drain system.

Water System

- Plenty of capacity – 2 plants, 13 wells.
- Issues – lots of dead end stubs. Lacks the typical 'looping' system.
- When possible new developments should help create a 'looped' system.

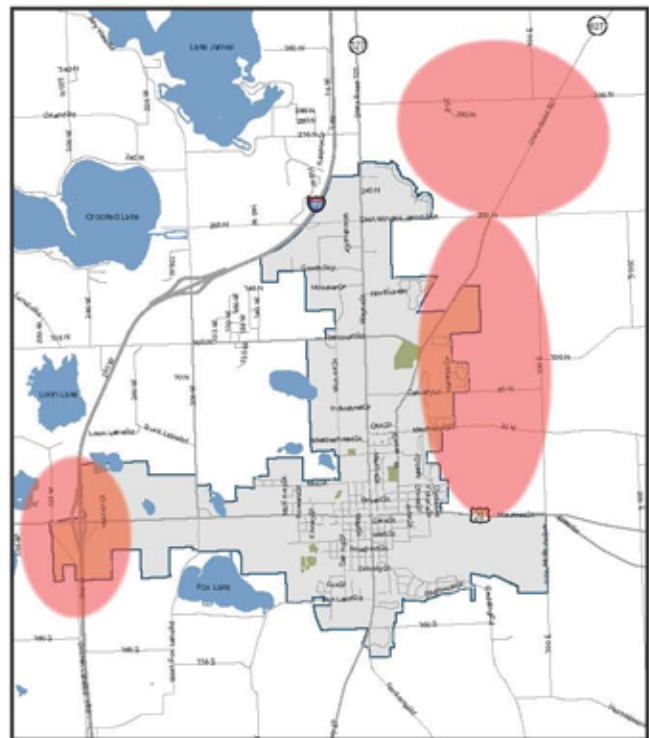
Electric and Natural Gas

- Natural gas capacity issue – especially north towards Freemont
- No known issues with electric utility availability of service

Strategic Expansion of Utilities

Redevelopment opportunities do already exist. Many of these have been illustrated in proposed changes to the land classification plan in Chapter 5. An example of where utilities have been successfully expanded include the Eastland Crossing subdivision east of the city. This expansion is helping to set up utility infrastructure for further future expansion north. Other ideal locations that can be easily served by utility expansion include:

- To the north and east, along 827 between Angola and Freemont.
- On the east side, over to N 100 E and north to E 200 N.
- On the west side, further growth around the interchange. Some areas of this area are more difficult to service, though the area around the interchange is fully serviced.



Potential Utility Expansion Areas

Priority Economic Development Areas

While there are several initiatives to promote economic development within Angola, there are four identified areas where strategic investments may be focused. Figure 7.2 identifies these four areas.

Area 1 – The Downtown:

The downtown area should promote an expanded small-business environment including both living and shopping opportunities. Downtown commercial, residential mixed use, and high-density residential are encouraged within this area.

Area 2 – I-69/US-20 Interchange:

The Innovation Park and surrounding development areas provide for larger scale employment opportunities related to technology and business ventures, larger retail opportunities, and some nearby residential potential. Business, general commercial, highway commercial, and medium-density residential uses are encouraged within this zone. Walkable infrastructure between land uses is encouraged.

Area 3 – Trine University:

The area around Trine University should offer living and working opportunities for students, young adults, and the creative class. This area can be a destination for innovation and creative entrepreneurial efforts. Mixed uses that promote additional small business, retail, low maintenance lifestyles, and opportunities for Trine to develop within this area are encouraged. This area can build off the success of the Enterprise Center just south of downtown.

Area 4 – Northeast Residential:

One of the key strategies for Angola is to increase housing diversity and offerings. This area northeast of the city is one of the prime locations for future housing development, with available land and good access for infrastructure expansion. This area should primarily see low to medium density residential uses with supporting business and neighborhood commercial. Walkable infrastructure between land uses and housing developments is highly encouraged.



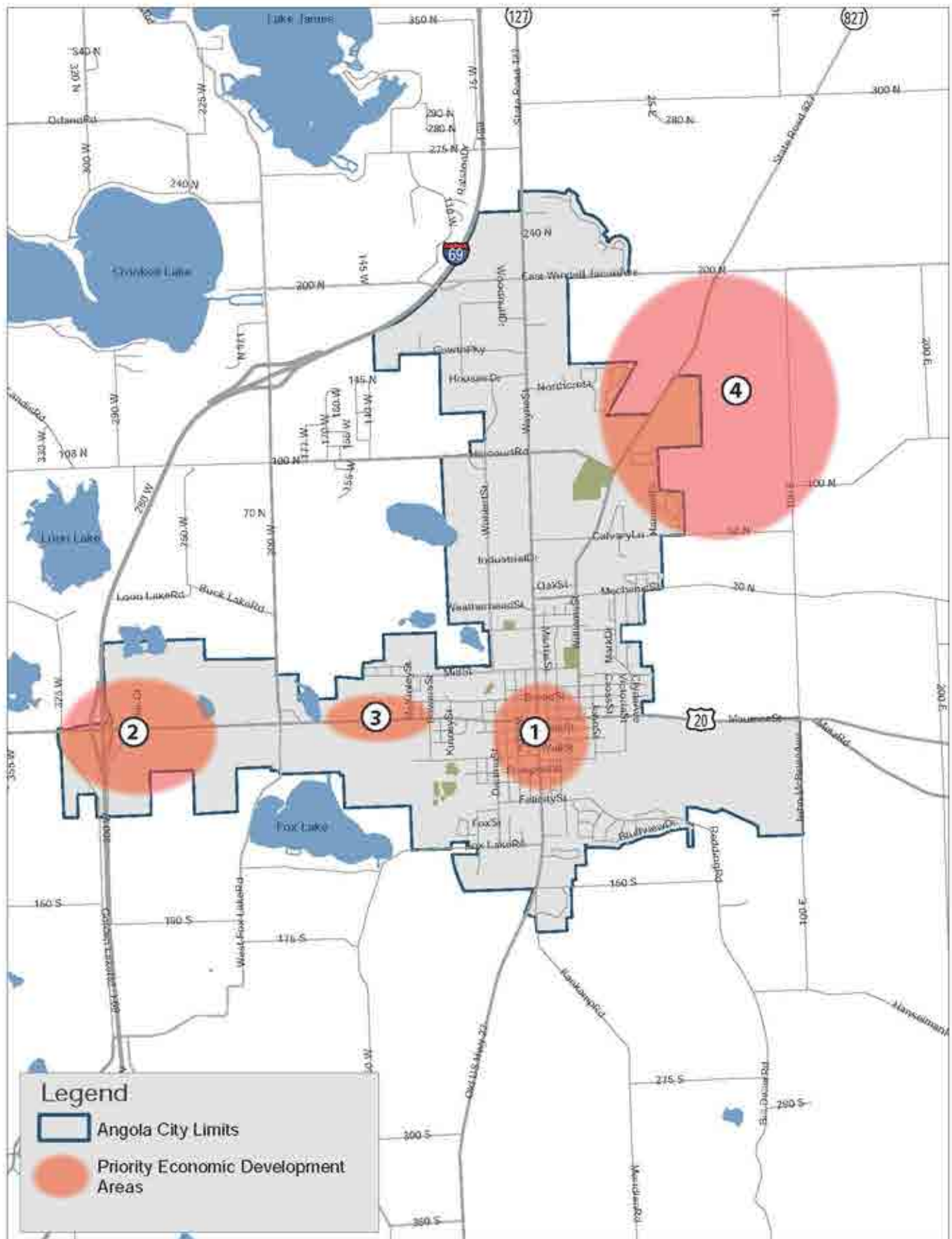
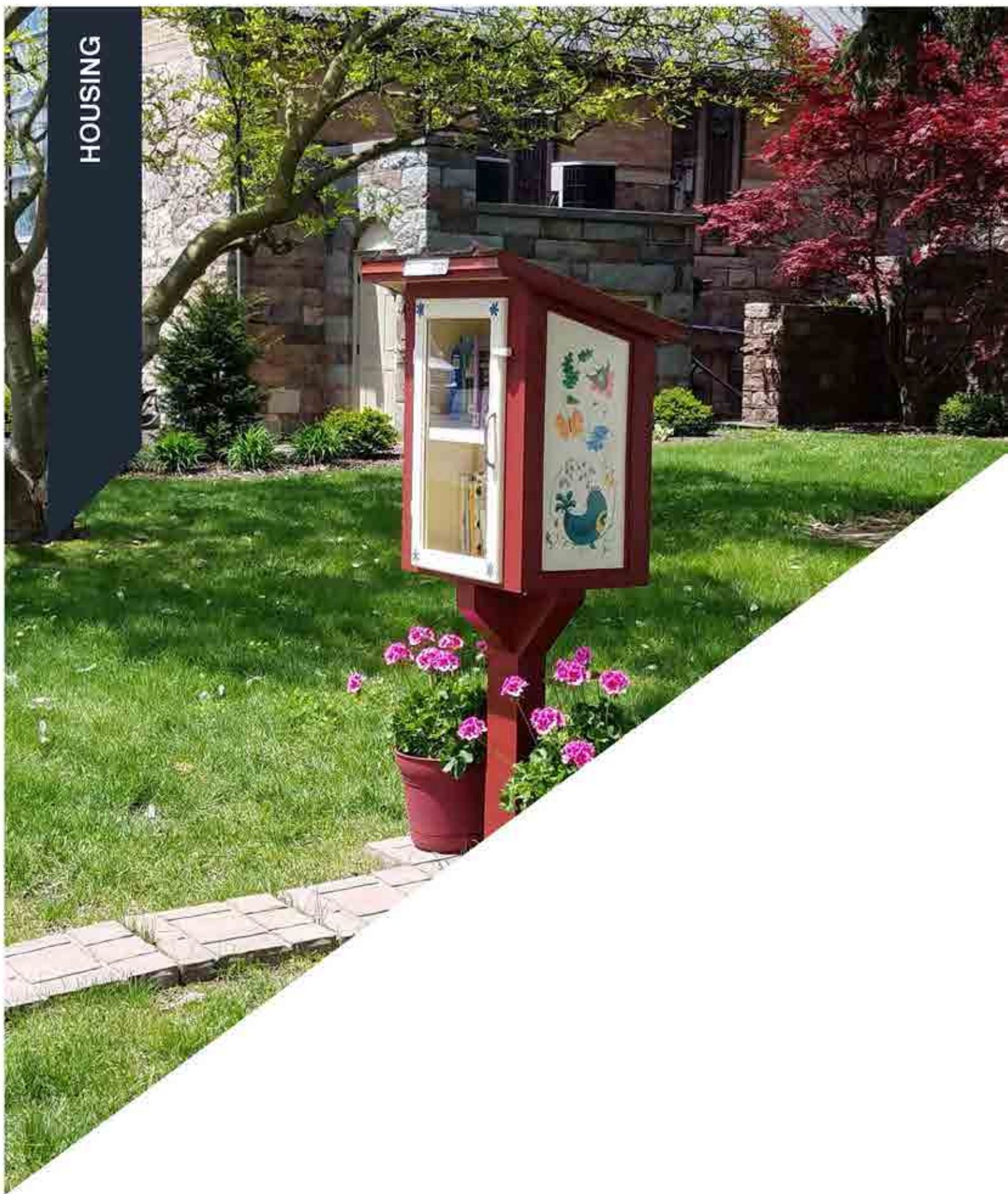


Figure 7.2 - Priority Economic Development Areas





Chapter 8: Housing

The following chapter identifies key findings from previous housing studies, including the 2014 City of Angola Housing Needs Assessment and the Steuben County Housing Study completed in 2020. Potential strategies are also identified to help the city provide opportunity for safe, affordable and accessible housing that can support a growing community.

INTRODUCTION

It goes without saying, but housing is key to a thriving community. A healthy supply of diverse and desired housing supports the vibrancy of a community. Housing and economic development, especially in Angola, are inextricably linked. Sound housing strategies and policies are essential to accomplishing desired outcomes for future growth, development and quality of life in the city. These strategies should ensure safe and high-quality options for all residents and include a diverse range of housing through new and existing development.

To reinforce this importance, housing has been provided as its own chapter within the 2022 comprehensive plan update.

In Angola, housing efforts should include the following key strategies:

1. Increase housing diversity, including workforce housing
2. Increase affordable housing options
3. Encourage infill and rehabilitation
4. Encourage housing in strategic areas

SUCCESSSES SINCE 2012

Several previous planning efforts and studies have addressed differing aspects of housing opportunities in Angola. These previous plans include:

- 2012 City of Angola Comprehensive Plan
- 2013 Stellar Community Strategic Investment Plan
- 2014 I-69 Interchange Economic Development Plan
- 2014 City of Angola Housing Needs Assessment
- 2020 Steuben County Housing Study

The two efforts with a clear focus on housing include the 2014 Housing Needs Assessment and the 2020 Steuben County Housing Study.

Building off these efforts, the city has also found some success in developing housing opportunities.

- Enterprise Point was constructed in 2020-2021 as a 50 unit - 2 bedroom affordable apartment complex complete with a covered pavilion, picnic tables and a ½ basketball court. Residents also have access to newly constructed co-working space within the complex.
- Construction began in the fall of 2021 for the first phase of an 85-lot residential development called Eastland Crossing. The mix of homes consists of single family, detached villas and duplex style villas .
- Development Plan Approval was granted in July of 2020 for a 30 bed senior assisted living facility. Construction should begin in spring of 2022.
- Development Plan Approval was granted in June of 2021 for a multi-family senior apartment complex with six single story structures housing seven units each. Construction should begin in spring of 2022.

2014 City of Angola Housing Needs Assessment

The 2014 City of Angola Housing Needs Assessment reviewed the city's housing stock, housing quality, and housing demographics. The assessment then stated housing objectives and strategies related to the identified housing needs. Key strategies from this plan include:

- Support a variety of housing choices and needs through focused attention of housing policies and strategies.
- Encourage a range of new residential development, from high-end housing choices to moderately priced single family homes, affordable apartments and senior living opportunities.
- Improve the quality of the existing housing stock.
- Promote the rehabilitation or production of affordable rental housing.

2020 Steuben County Housing Study

This study centered on housing opportunity county-wide with a focus on the market-potential for housing in the county, and county municipalities.

The study identified there is a potential for 785 to 1,065 new housing units in Steuben County over the next five years. The potential in Angola is for 54 to 74 new units per year over the next five years. According to the State of the Cities Data System run by HUD, this is a little higher than the 48 housing permits issued in 2019 and 40 issued in 2018. These potential new units

Housing Types and Potential Annual Units	
Rental Apartments	26 to 33 units
Condominiums	8 to 11 units
Rowhouses/Townhouses	6 to 9 units
Detached Housing	14 to 21 units

are broken down into the following housing types:

This market potential illustrates a higher potential for detached housing (48% of potential units) and rentals (36% of potential units).

This study also found that the potential demographics for those seeking housing in the city include:

- 45% Empty Nesters and Retirees
- 29% Traditional and Non-Traditional Families
- 26% Young Singles and Couples

STRATEGY

With so many previous planning efforts, it can be difficult to ascertain how best to address housing in the future. The strategies below focus the housing strategy moving forward, addressing housing needs in Angola as identified in 2019 and 2020. These efforts will take multiple agencies to address. As recommended in the 2014 Housing Needs Assessment, Angola should look into a housing task force which can help drive these strategies forward.

1. Increase Housing Diversity

One of the key strategies that has been present through past planning efforts and continues as a key strategy in this update is to increase housing diversity. Increasing housing diversity is not about differing architectural styles, but about providing housing which can serve a variety of households. A mixture of housing types and sizes is ideal to support residents such as multi-generational households, younger families, seniors, empty nesters, smaller households, young adults and households that may require special services, such as independent living, assisted living, or skilled nursing.

Beyond the typical focus on low density single family detached homes, housing types can also include a range of duplexes, condos, and town-homes. A healthy mix of housing increases residential density, allowing room for more residents while reducing infrastructure costs compared to low-density housing developments where road and utility costs often outweigh the tax-base. Housing preferences are also changing, with many people opting for smaller homes closer to more amenities. The tiny house movement is an example of this, and though most people may not be looking to move into a 500 square foot house, many are looking for something different than suburbs of the past. A healthy mix of housing also allows for residents to stay in their communities at all stages of their lives. As empty nesters look to move out of single family homes to more appealing options, local inventory is opened up for young families looking to move in.

Housing diversity also supports connected, accessible, and healthier environments where residents are within walking or cycling distance to amenities such as dining, cultural centers, and food stores. For Angola, diversity of housing may look similar to the graphics presented in the bottom left, which were part of Atlanta, Georgia's plan to promote infill development by including a range of housing choices.

The 2020 Steuben County Housing Study identified three main categories of potential housing groups,

including empty nesters and retirees, traditional and non-traditional families, and younger singles and couples. This is in line with the ESRI Community Tapestry demographic segments, which identified Midlife Constants (seniors at or approaching retirement), Traditional Living (mix of married couples and singles), and Old and Newcomers (singles) among the top three segments in the community.

The demographic groupings in both studies illustrate the need to provide for a mix of housing types and densities. The Steuben County Housing Study indicated a higher preference for detached housing (48%) and rentals (36%), but increased diversity can be found even within those categories.

Some specific actions that can support the strategy of increasing housing diversity include:

- Invest infrastructure in identified priority housing areas, and establish incentives such as tax abatements to developers to entice new residential development.
- Revise the Unified Development Ordinance to enable a wider variety of housing types through measures such as reducing lot size requirements and restrictions on housing types.
- Encourage housing development that supports senior living and aging in place.

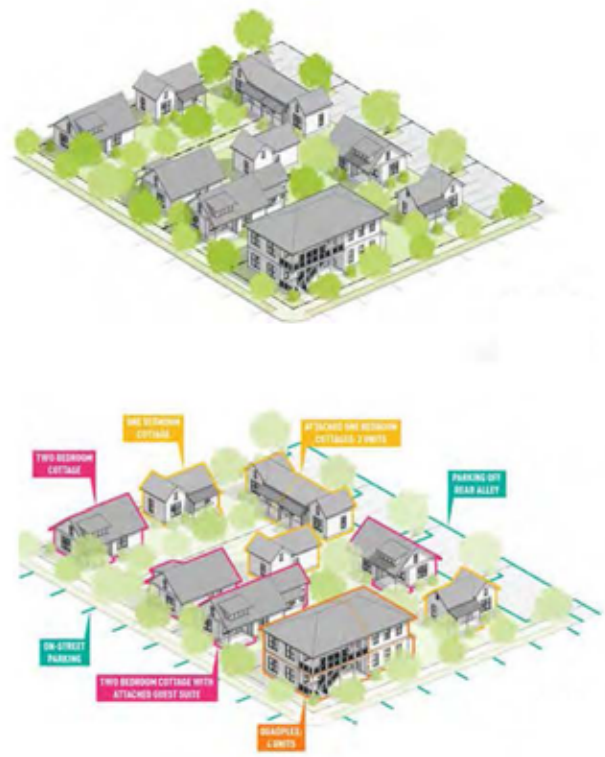


Figure 8.1 - Missing Middle Housing Options
Image Source: Kronberg Wall Graphics

2. Increase Housing Affordability

Tied to housing diversity is also housing affordability. In this sense, housing affordability is not defined as often thought, in terms of subsidized housing. While a certain percentage of subsidized housing should be expected in a larger community to support a portion of the community who may need it, affordable housing in this discussion is about providing housing which households making the area median income can afford.

According to the 2020 Steuben County Housing Study, the rent and price points in the table below were identified for potential future housing units in Angola.

Housing affordability also needs to take into account making housing affordable and cost-effective to build. Angola and the Northeast Indiana Regional Partnership have already taken great strides in this area by streamlining permitting through the Permitting Excellence Coalition and by cutting unnecessary fees/regulations on developments.

For high-priority housing areas or types, the city should also continue to utilize developer incentives, such as discounting or waiving utility connection fees. The redevelopment commission may also play a role in continuing to promote housing in strategic areas through tools at its disposal, such as property acquisition.

Potential Future Housing Price Points - Angola		
Apartments	\$650 to \$1,200 per month	450 to 950 square feet
Condominiums	\$110,000 to \$160,000	750 to 1,100 square feet
Rowhouses/Townhouses	\$175,000 to \$195,000	1,200 to 1,350 square feet
Detached Housing	\$200,000 to \$245,000	1,350 to 1,700 square feet

Source: 2020 Steuben County Housing Study

3. Encourage Infill and Rehabilitation

Further complementing housing diversity and housing affordability is encouraging infill housing development and housing rehabilitation efforts. Angola has already made inroads in this area, by establishing the Angola Historic Preservation Commission, which can provide resources and guidance towards those wishing to renovate homes within historic neighborhoods. Even outside of historic neighborhoods, maintenance and rehabilitation are critically important to keeping a diverse housing inventory.

Maintenance of Existing Owner-Occupied Housing Stock

Around 50 percent of the homes in Angola are owner-occupied, a much lower rate than that of both Steuben County and the state. Approximately 37 percent of this owner-occupied housing stock was constructed prior to 1970 with an overall median age of construction of 1982. With an older housing stock comes the potential need for greater maintenance and weatherization of these properties. To help maintain this older housing stock, and encourage rehabilitation, it is recommended to develop home maintenance and weatherization programs and grants, and to seek out outside funding opportunities, such as through initiative offered by Indiana Housing and Community Development Authority (IHCD).

Maintenance of Existing Renter-Occupied Housing Stock

With rentals occupying the remaining 50 percent of current housing stock in Angola, the same maintenance needs identified for owner-occupied homes apply to renter-occupied stock as well. However, programs and initiatives may need to be targeted differently to help landlords and property owners keep up the value and safety of their properties.

High impact areas should be identified, such as downtown neighborhoods, where rental rehabilitation programs can best support the city's goals or providing diverse housing opportunities, including creation of live and work spaces that may be attractive to young professionals and the creative class the city is trying to nurture.

While rehabilitation is a great approach, it is not the only approach. In neighborhoods with vacant lots or several homes in great disrepair, new owner-occupied multi-family housing such as duplexes, triplexes, and quadplexes, can help fill gaps in the neighborhood while also increasing residential density. In these traditional neighborhoods, it is important that new housing match the character and architectural quality of surrounding residential structures. Rehabilitation of homes also allow for those who wish to stay in their homes the opportunity to do so, rather than moving to specialized housing as their needs change.

Rental properties also play a role in these traditional neighborhoods. Currently, rental units account for nearly 50 percent of the housing units in the city. As evidenced by the 2020 Steuben County Housing Study, rentals will continue to be an important driver in helping provide housing diversity and affordability within the city.

4. Encourage Housing in Strategic Areas

Underpinning all of the previous strategies is an understanding of potential housing opportunities and which areas of the city efforts to increase housing diversity should be focused.

Housing priority areas were identified from the previous planning efforts, and most recently the 2020 Steuben County Housing Study. Additional areas were also identified through stakeholder and department head discussions. These priority housing areas are shown in Figure 8.1 on page 95.

Low Density Priority

While there is great need to encourage infill and redevelopment opportunities in the city, increasing housing stock through those efforts alone will not provide for the diversity of housing the city wants. Through the 2020 Steuben County Housing Study, there were several areas of land identified that would support new housing, including detached housing. Expansion of low density housing needs to be carefully balanced with the additional costs associated with that kind of development through greater infrastructure and utility costs.

Medium Density Priority

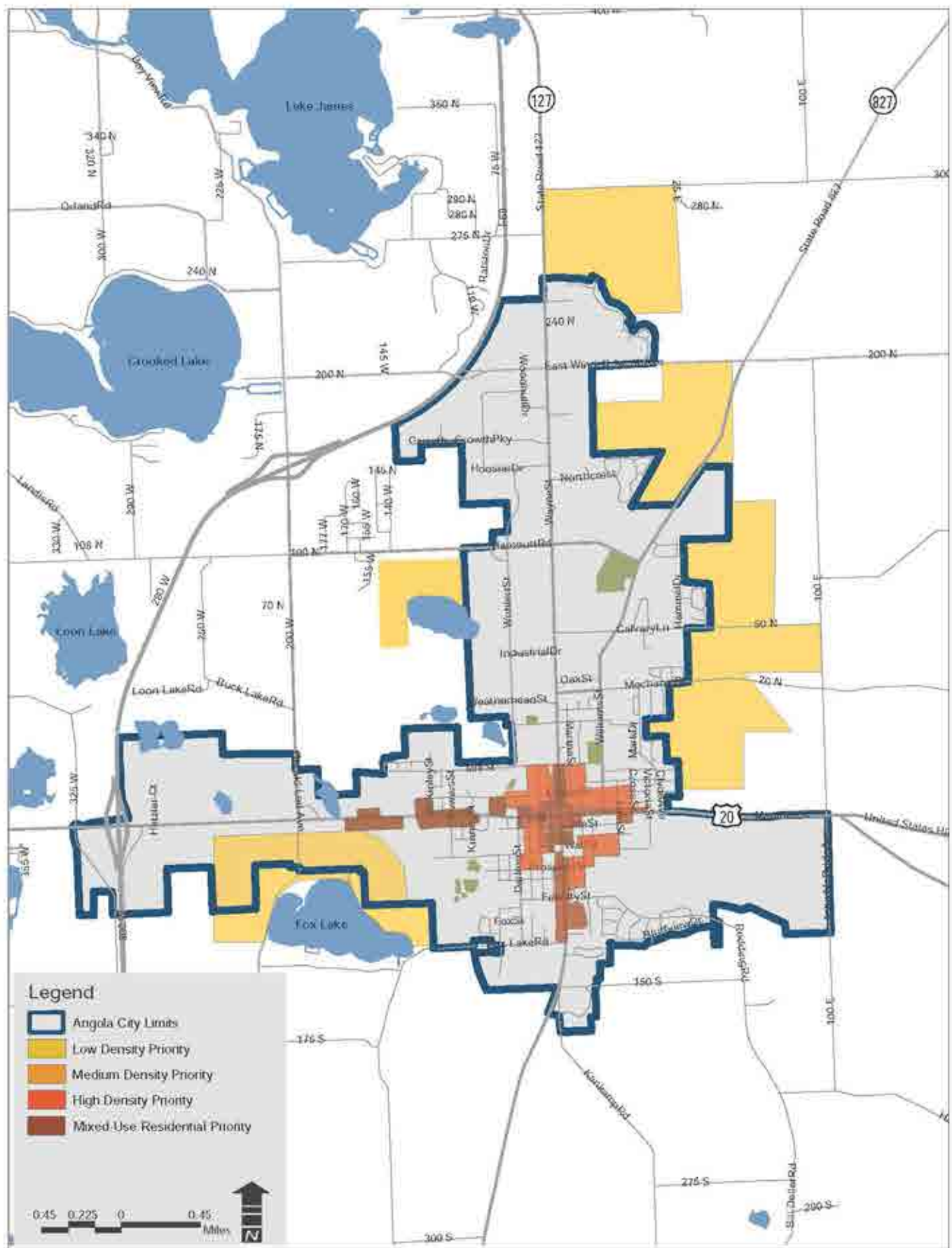
Medium density housing is identified to support a diverse range of housing types that is not exclusive to single-family detached homes. These areas should support a majority of Angola's workforce including families, young adults, and seniors through affordable housing options as identified in the 2020 Steuben County Housing Study. Smaller lot sizes, duplexes, townhouses, and condos are encouraged here.

High Density Priority

High density is primarily located within and around Angola's downtown. These areas should promote smaller lot sizes for single family units, high quality and smaller scale multi-family development that fits within the fabric of the neighborhood, and mixed use residential development. These areas should support aging in place and linkages into the downtown.

Mixed-Use Residential Priority

Mixed use residential supports a live-work-play environment that promotes accessible, affordable, lower maintenance lifestyles. These areas are ideal for younger families, young professionals, seniors and creative professionals. Mixed-use residential should support smaller-scale retail and dining, but also support innovation through maker spaces and artist studios.







Chapter 9: Appendix

2022 COMPREHENSIVE UPDATE

Content

- Demographic Summary
- 2012 Comprehensive Plan Public Survey Results
- 2017 Hometown Collaborative Initiative Survey Results

DEMOGRAPHIC SUMMARY

City of Angola

DEMOGRAPHIC

Population Characteristics



8,660

2019 Total Population (ACS 5-Yr)



3,262

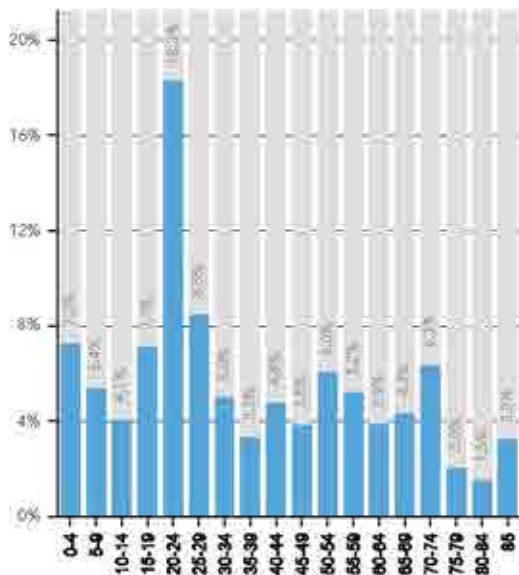
2019 Total Households (ACS 5-Yr)



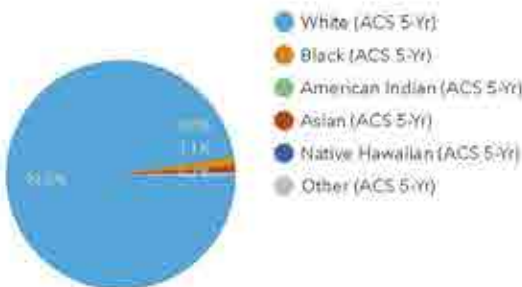
58.00%

2013-2019 Population Compound Annual Growth Rate (Est.) (ACS 5-Yr)

2015-2019 Age: 5 Year Increments (ACS)



2015-2019 Race (ACS)



32%

2019 Pop Age 25+ High School Diploma (ACS 5-Yr) (%)

10%

2019 Pop Age 25+ Associate Degree (ACS 5-Yr) (%)

16%

2019 Pop Age 25+ Bachelor's Degree (ACS 5-Yr) (%)

9%

2019 Pop Age 25+ Master's Degree (ACS 5-Yr) (%)

1%

2019 Pop Age 25+ Professional School Degree (ACS 5-Yr) (%)

1%

2019 Pop Age 25+ Graduate Degree (ACS 5-Yr) (%)

Employment

4,474

2019 Employed Civilian Population Age 16+ (ACS 5-Yr)

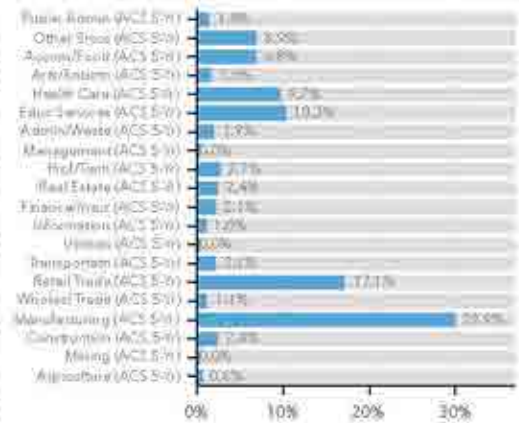
45%

2019 Civilian Employed Female Population Age 16+ (ACS 5-Yr) (%)

55%

2019 Civilian Employed Male Population Age 16+ (ACS 5-Yr) (%)

2015-2019 Labor Force by Industry (ACS)



Income and Poverty



23,951

2021 Per Capita Income (Est.)



50,996

2021 Median Household Income (Est.)



5.9%

2021 Unemployment Rate (Est.)

Age and Relationships



2.39

2021 Average Household Size (Est.)



33.9

2021 Median Age (Est.)

Housing



191

2019 Total Vacant Units (ACS 5-Yr)



131,100

2019 Median Home Value (ACS 5-Yr)



53%

2021 Owner-Occupied Housing Units (Est.) (%)



47%

2021 Renter-Occupied Housing Units (Est.) (%)



12%

2021 Vacant Housing Units (Est.) (%)

QuickFacts

Angola city, Indiana

QuickFacts provides statistics for all states and counties, and for cities and towns with a population of 5,000 or more.

Table

All Topics	Angola city, Indiana
Persons in poverty, percent	▲ 10.6%
PEOPLE	
Population	
Population estimates, July 1, 2019, (V2019)	8,732
Population estimates base, April 1, 2010, (V2010)	8,597
Population, percent change - April 1, 2010 (estimated base) to July 1, 2019, (V2019)	1.6%
Population, Census, April 1, 2020	X
Population, Census, April 1, 2010	8,612
Age and Sex	
Persons under 5 years, percent	▲ 7.2%
Persons under 18 years, percent	▲ 13.1%
Persons 65 years and over, percent	▲ 17.5%
Female persons, percent	▲ 46.2%
Race and Hispanic Origin	
White alone, percent	▲ 80.3%
Black or African American alone, percent (a)	▲ 1.1%
American Indian and Alaska Native alone, percent (b)	▲ 0.0%
Asian alone, percent (a)	▲ 0.8%
Native Hawaiian and Other Pacific Islander alone, percent (a)	▲ 0.0%
Two or More Races, percent	▲ 5.7%
Hispanic or Latino, percent (b)	▲ 4.7%
White alone, not Hispanic or Latino, percent	▲ 89.5%
Population Characteristics	
Veterans, 2015-2019	127
Foreign born persons, percent, 2015-2019	1.7%
Housing	
Housing units, July 1, 2019, (V2019)	X
Owner-occupied housing unit rate, 2010-2019	49.7%
Median value of owner-occupied housing units, 2015-2019	\$121,100
Median selected monthly owner costs with a mortgage, 2015-2019	\$852
Median selected monthly owner costs without a mortgage, 2015-2019	\$274
Median gross rent, 2015-2019	\$257
Building permits, 2020	X
Families & Living Arrangements	
Households, 2015-2019	3,262
Persons per household, 2010-2019	2.24
Living in same house 1 year ago, percent of persons age 1 years+, 2015-2019	70.7%
Language other than English spoken at home, percent of persons age 5 years+, 2015-2019	4.3%
Computer and Internet Use	
Households with a computer, percent, 2015-2019	86.2%
Households with a broadband internet subscription, percent, 2015-2019	76.7%
Education	
High school graduate or higher, percent of persons age 25 years+, 2015-2019	80.4%
Bachelor's degree or higher, percent of persons age 25 years+, 2015-2019	27.0%
Health	
With a disability, under age 65 years, percent, 2015-2019	10.4%
Persons without health insurance, under age 65 years, percent	▲ 10.6%
Economy	
In civilian labor force, total, percent of population age 16 years+, 2015-2019	64.3%
In civilian labor force, female, percent of population age 16 years+, 2015-2019	69.7%
Total accommodation and food services sales, 2012 (\$1,000) (i)	32,900
Total health care and social assistance receipts/income, 2012 (\$1,000) (i)	39,615
Total manufacturers shipments, 2012 (\$1,000) (c)	478,376
Total merchant wholesaler sales, 2012 (\$1,000) (c)	86,049
Total retail sales, 2012 (\$1,000) (i)	289,157
Total retail sales per capita, 2012 (c)	\$33,688

Transportation

Mean travel time to work (minutes), workers age 16 years+, 2015-2019 18.2

Income & Poverty

Median household income (in 2019 dollars), 2015-2019 \$47,879

Per capita income (in 2019 dollars), 2015-2019 \$23,714

Persons in poverty, percent **▲ 10.6%**

BUSINESSES

Businesses

Total employer establishments, 2019 X

Total employment, 2019 X

Total annual payroll, 2019 (\$1,000) X

Total employment, percent change, 2018-2019 X

Total nonemployer establishments, 2018 X

All firms, 2012 747

Men-owned firms, 2012 362

Women-owned firms, 2012 187

Minority-owned firms, 2012 45

Noncommunity-owned firms, 2012 606

Veteran-owned firms, 2012 69

Nonveteran-owned firms, 2012 571

GEOGRAPHY

Geography

Population per square mile, 2010 1,307.6

Land area in square miles, 2010 6.34

FIPS Code 1801665

About datasets used in this table

Value Notes

▲ Estimates are not comparable to other geographic levels due to methodology differences that may exist between different data sources.

Some estimates presented here come from sample data, and thus have sampling errors that may render some apparent differences between geographies statistically indistinguishable. Click the Quick Info ⓘ icon to the left of each row in TABLE view to learn about sampling error.

The vintage year (e.g., V2019) refers to the final year of the series (2010 thru 2019). Different vintage years of estimates are not comparable.

Fact Notes

- (a) includes persons reporting only one race
- (c) Economic Census - Puerto Rico data are not comparable to U.S. Economic Census data
- (b) Hispanics may be of any race, so also are included in applicable race categories

Value Flags

- Either no or too few sample observations were available to compute an estimate, or a ratio of medians cannot be calculated because one or both of the median estimates fall in the lowest or upper interval of an open ended distribution
- F Fewer than 25 firms
- D Suppressed to avoid disclosure of confidential information
- N Data for this geographic area cannot be displayed because the number of sample units is too small
- FN Footnote on this item in place of data
- X Not applicable
- S Suppressed; does not meet publication standards
- NA Not available
- Z Value greater than zero but less than half unit of measure shown

QuickFacts data are derived from: Population Estimates, American Community Survey, Census of Population and Housing, Current Population Survey, Small Area Health Insurance Estimates, Small Area Income and Poverty Estimates, State and County Housing Unit Estimates, County Business Patterns, Nonemployer Statistics, Economic Census, Survey of Business Owners, Building Permits.

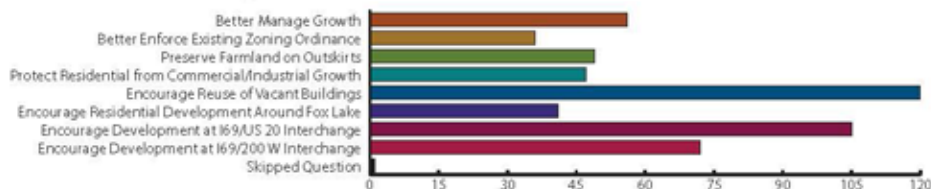
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PUBLIC SURVEY RESULTS

Needs Survey: On this and the following page, the Needs Survey results are shown. The Needs Survey was offered to citizens, business operators, and community leaders through an online survey. One hundred thirty-three (133) surveys were completed. The questions asked on the survey are followed by the results.

Question 1: Growth Management & Land Use: Angola Needs to...



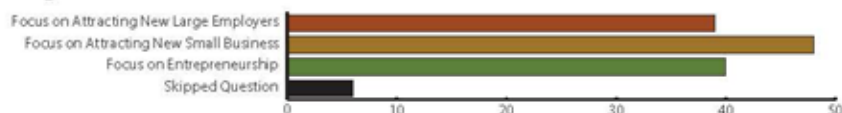
Question 2: Growth Management & Land Use: Angola Needs...



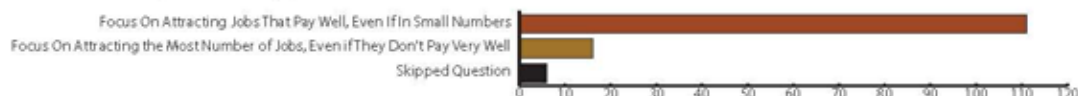
Question 3: Economic Development: Angola Needs to...



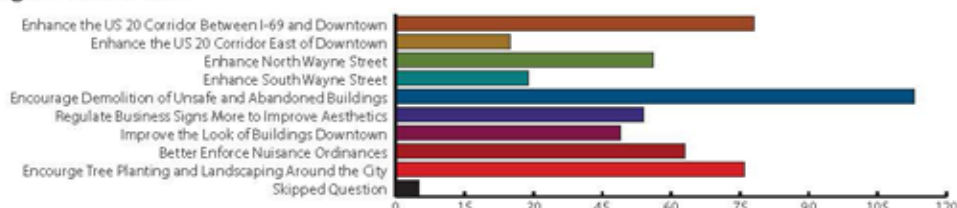
Question 4: Economic Development: Angola Needs to...



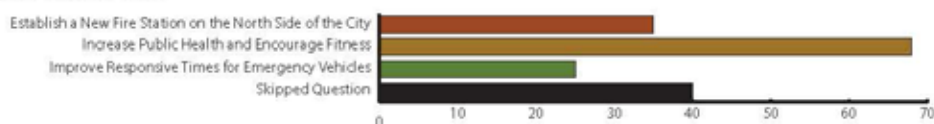
Question 5: Economic Development: Angola Needs to...



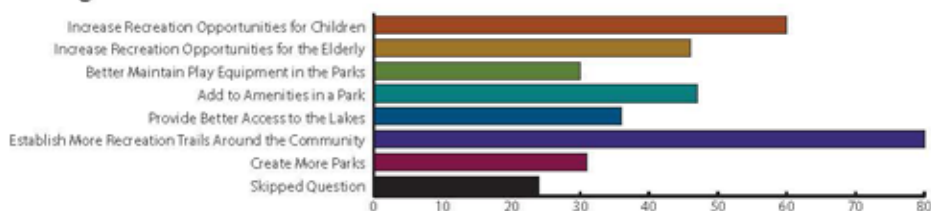
Question 6: City Image: Angola Needs to...



Question 7: City Image: Angola Needs to...



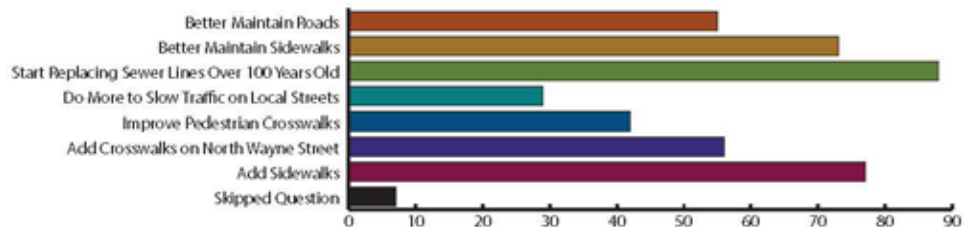
Question 8: Parks & Recreation: Angola Needs to...



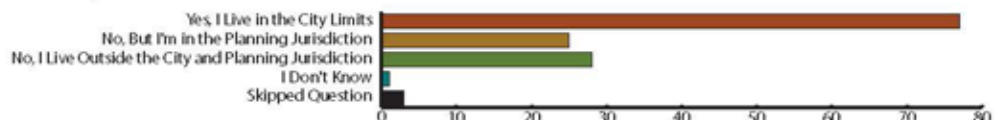
Question 9: Environment: Angola Needs to...



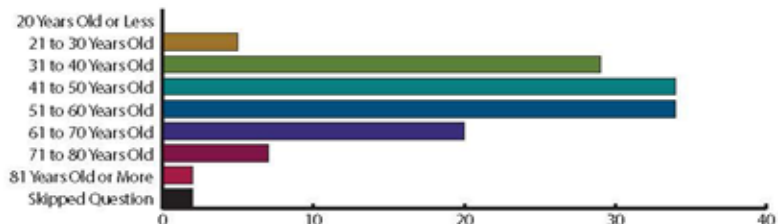
Question 10: Transportation & Infrastructure: Angola Needs to...



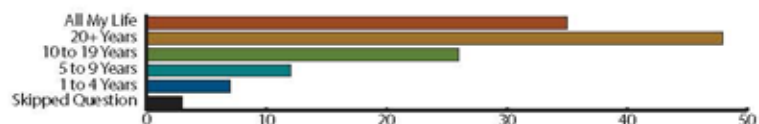
Question 11: Do you live inside the City limits?



Question 12: Age-range of the person who answered the survey?



Question 13: How long have you lived in or around Angola?

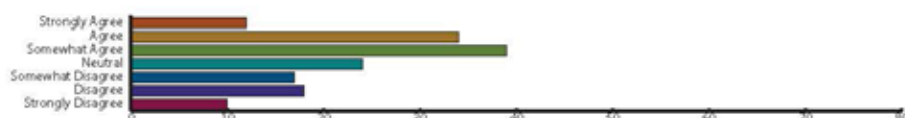


Values Survey: On this and the following pages, the Values Survey results are shown. The Values Survey was offered to citizens, business operators, and community leaders through an online survey. One hundred fifty-six (156) surveys were completed. The questions asked on the survey are followed by the results.

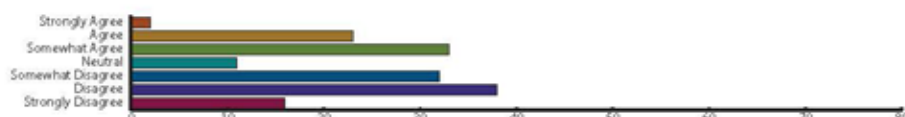
Question 1: Angola currently offers a high quality-of-life to its residents.



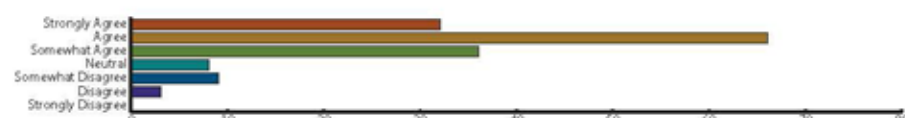
Question 2: Improving the overall quality-of-life of residents in Angola is more important than protecting any single person's property rights.



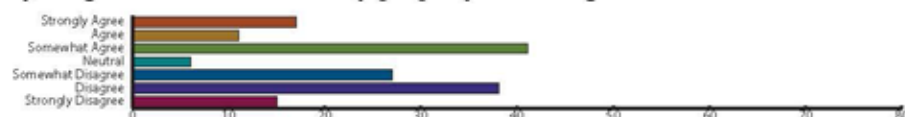
Question 3: New development should be allowed anywhere, except where it conflicts with existing development.



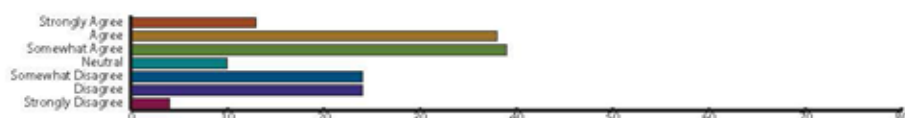
Question 4: New development should only be allowed when it does not cause significant harm to the natural environment.



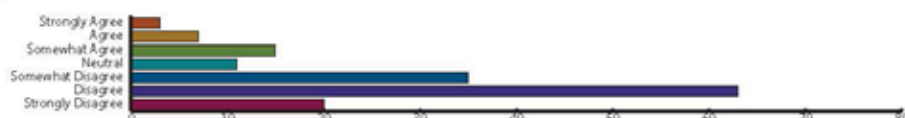
Question 5: I should be able to do anything I want on and with my property without government interference.



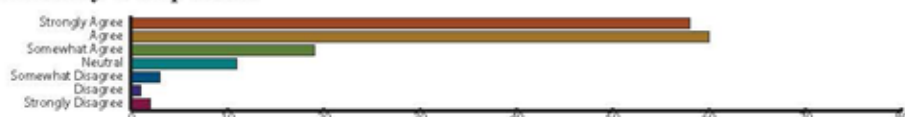
Question 6: New growth and development should be allowed only where infrastructure and services exist to support it.



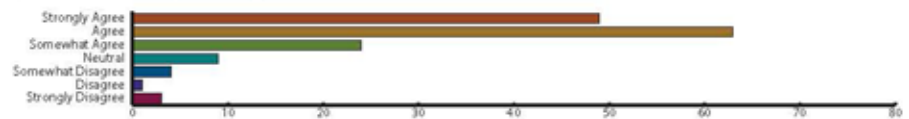
Question 7: I support any new business or industry that will create quality jobs in Angola, even if it negatively impacts my home value or quality-of-life.



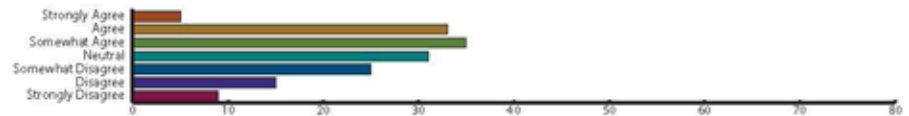
Question 8: Being a "walkable" community is important.



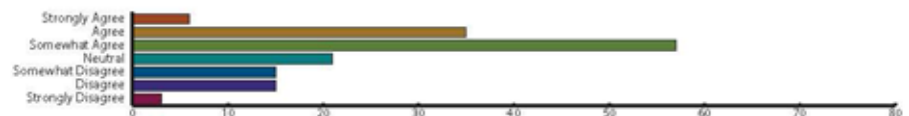
Question 9: Being a “bicycle-friendly” community is important.



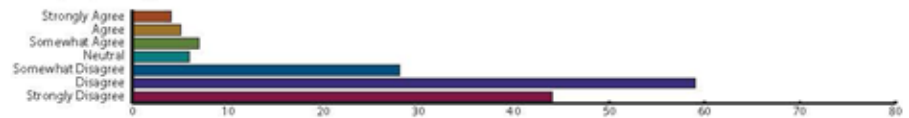
Question 10: The housing in Angola fully meets the needs of persons who live or want to live here.



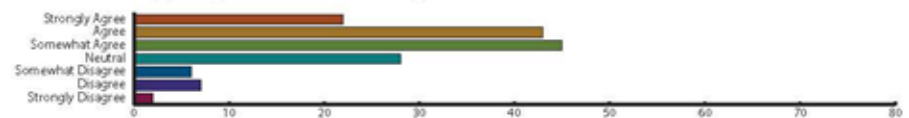
Question 11: The City should give preferred treatment to any new company willing to locate and create jobs in Angola.



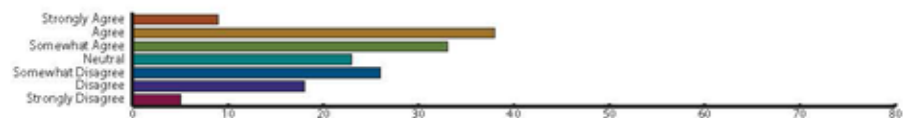
Question 12: My neighbors should be able to do anything they want on their land because they own it, even if it devalues my property or diminishes my quality-of-life.



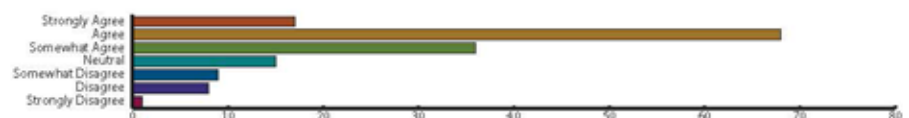
Question 13: Angola should commit to becoming a “green” community.



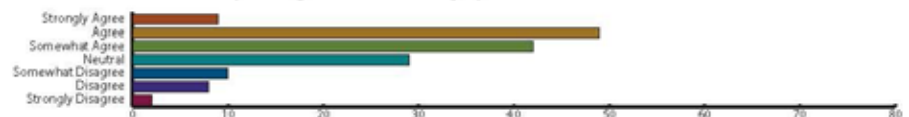
Question 14: The City should make changes that attract new residents, businesses, and industry, even if those changes do not directly benefit the existing residents.



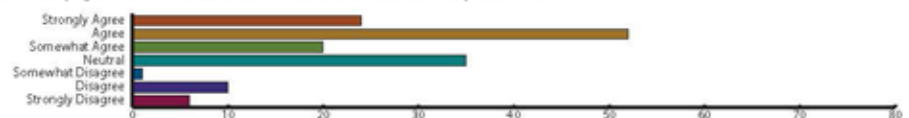
Question 15: The Angola City government effectively provides laws, services, facilities, and infrastructure for the community as a whole.



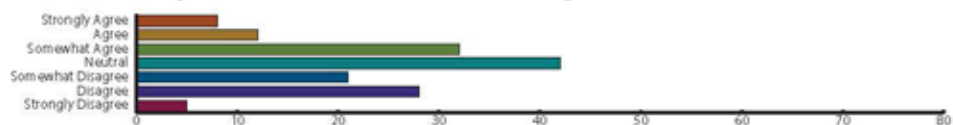
Question 16: I live in Angola because it offers me everything I need to enjoy life.



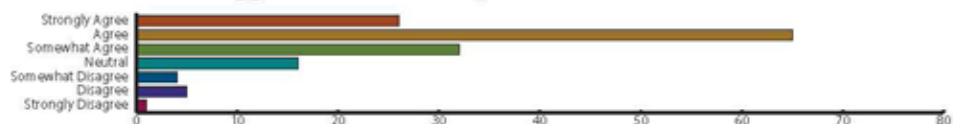
Question 17: I live in Angola because my job is within 15 minutes from my home.



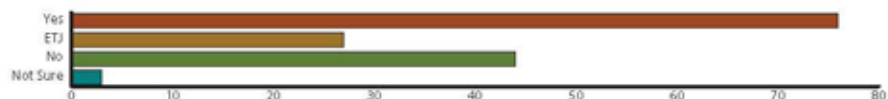
Question 18: The neighborhood or area of the City that I live in needs a lot of improvements.



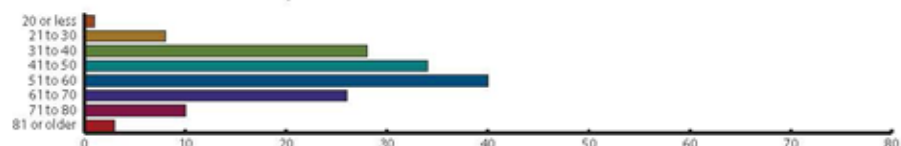
Question 19: It is important to me to have recreation opportunities near my home.



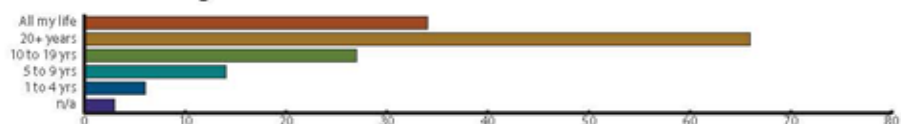
Question 20: Do you live inside the City limits?



Question 21: Age-range of the person who answered the survey?



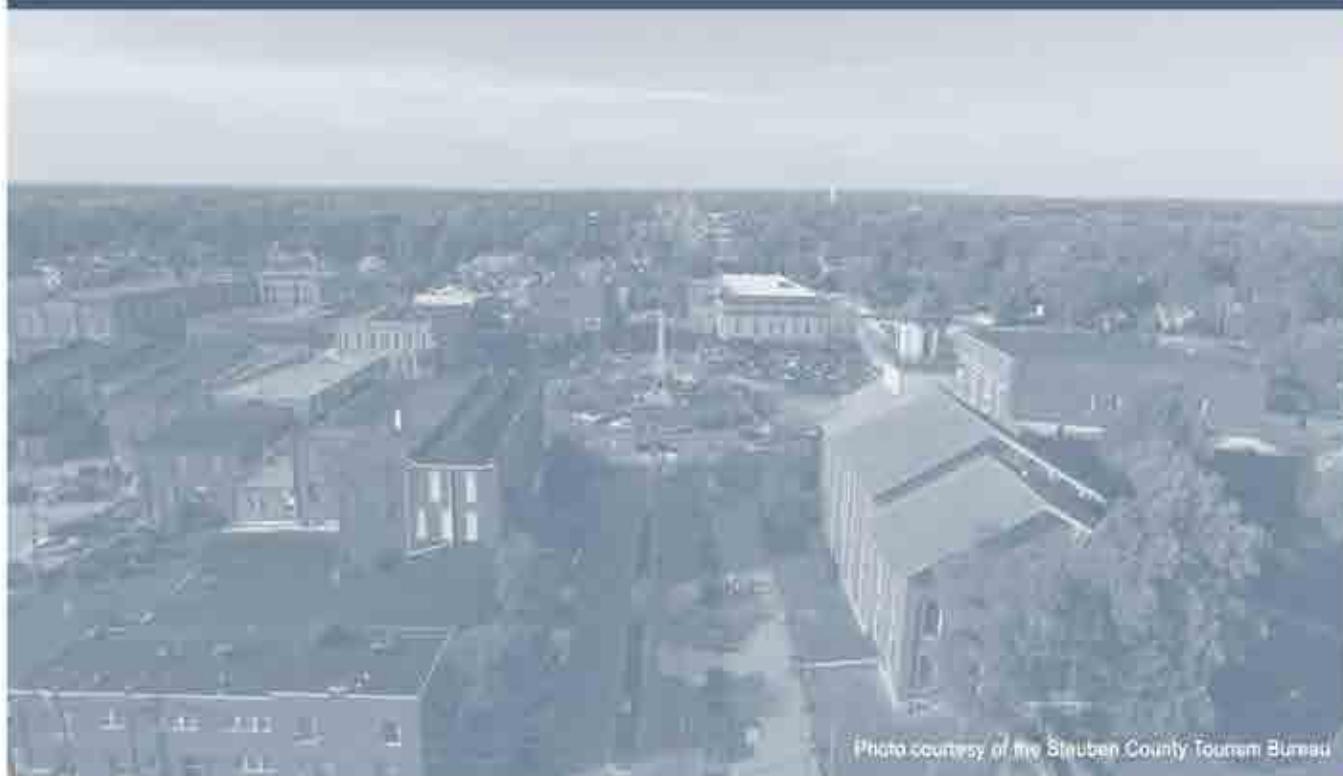
Question 22: How long have you lived in or around Angola?





ANGOLA SURVEY

Informing Our Local Decision Making Process



Hometown Collaboration Initiative

This report is a product of the Purdue Center for Regional Development and the Purdue Extension Community Development program and is intended to support the Indiana Hometown Collaboration Initiative (HCI). HCI is a collaborative initiative of the Indiana Office of Community and Rural Affairs, Ball State University and Purdue University.



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01 Respondents

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Survey Respondents

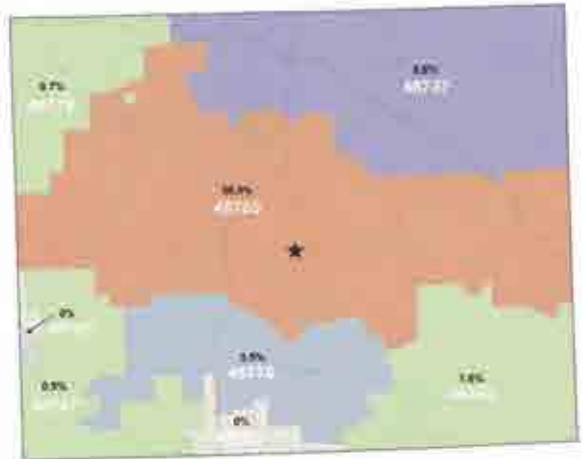
- Survey respondents were asked to indicate if they live or work in Angola. The infographic below shows the Steuben County residents who responded to the survey.

TOTAL RESPONDENTS = 953*

Live in Angola	856
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Employed or go to school in Angola	486
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*957 individuals responded to the survey; however, only 953 met the screening criteria of living or working in Angola.



Survey respondents who were Angola residents, shown by zip code of residence.

Survey Respondents

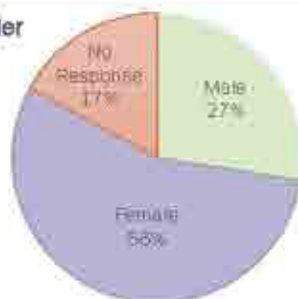
Response Summary | Out of 953 Survey Responses

- A third of survey respondents were less than 18 years old.
- More females participated than males.

Age

< 18yrs	31.1%
18-24	10.4%
25-34	10.4%
35-44	12.0%
45-54	14.3%
55-64	13.9%
65+	8.1%

Gender



Race

White/Caucasian	96%
Black	1%
Asian/Pacific	1%
Other	3%

Hispanic or Latino background



Survey Respondents

Response Summary | Out of 953 Survey Responses

- A third of survey takers were employed full-time while 15% worked part time and 14% were full time students.
- 37% of survey respondents reported to be currently attending High School.

Employment Status		Education	
Employed Full Time	36.0%	Currently in High School	37.1%
Employed Part Time	15.0%	High School or less	11.0%
Full Time Student	14.0%	Some College	12.6%
Unemployed	7.0%	Technical or Associate Degree	9.5%
Retired	5.0%	Bachelor's Degree	19.4%
Stay at home parent/guardian	2.0%	Master's Degree or more	11.0%
Other/no response	21.0%		

02

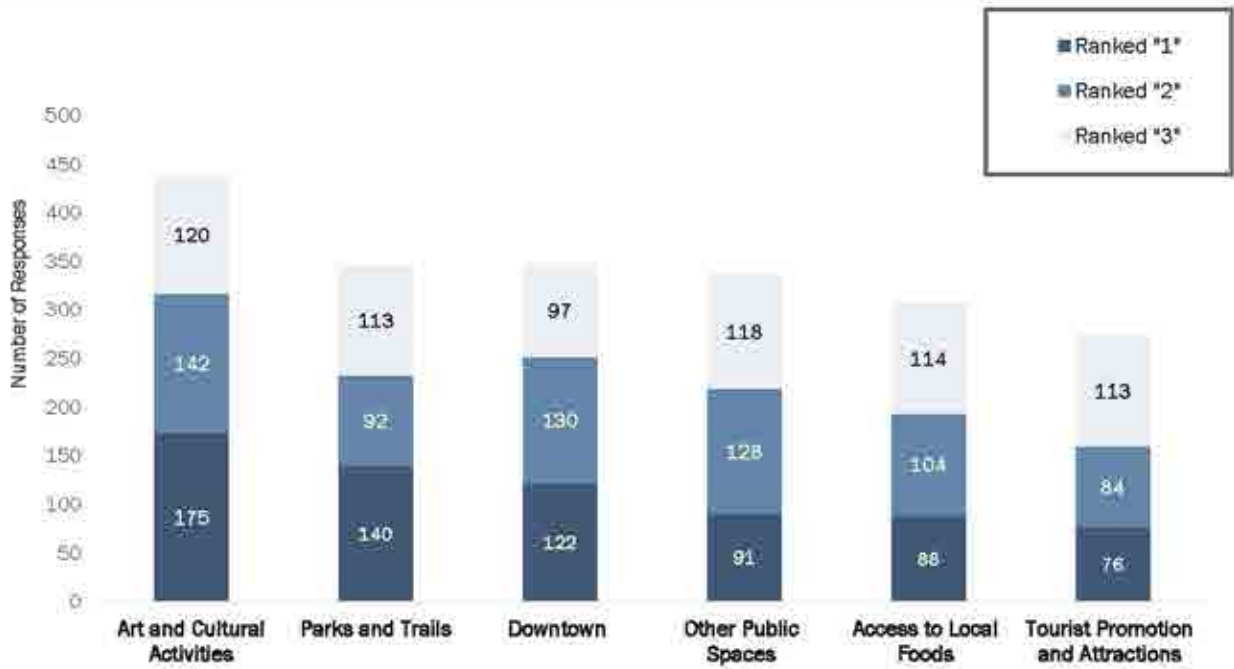
Placemaking



Placemaking

Response Summary | Out 851-950 Survey Responses

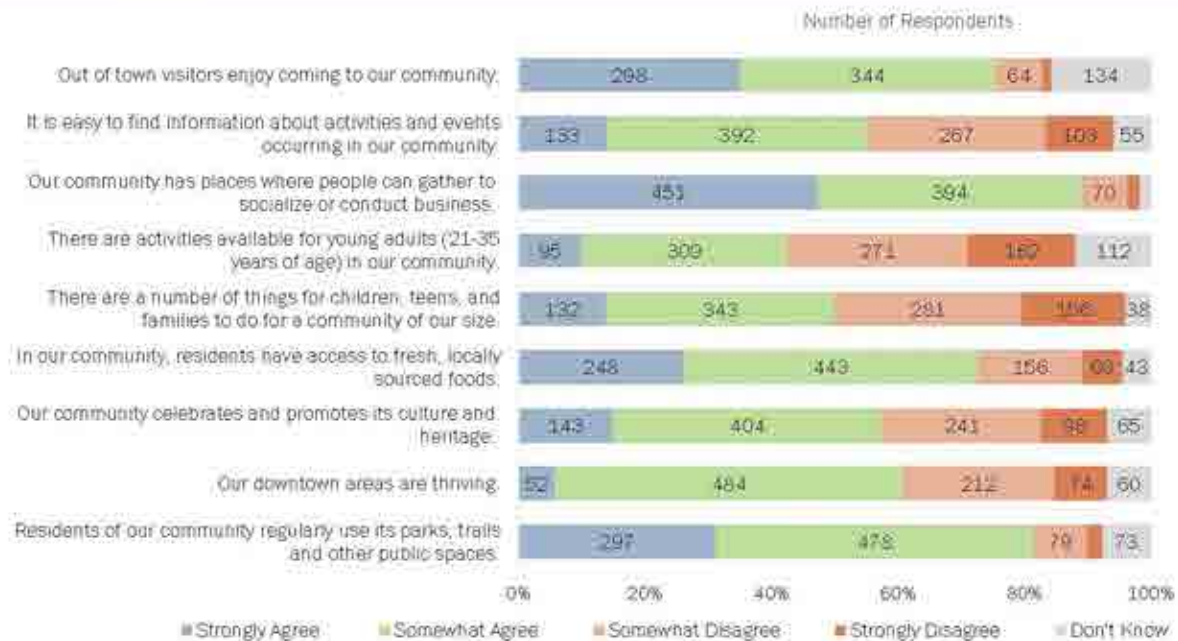
- Survey respondents were asked to rank the top 3 placemaking items they would like to see improved in Angola. Survey respondents overwhelmingly selected Art and Cultural Activities. Parks and Trails and Downtown were ranked in the top 3.



Placemaking

Response Summary | Out of 851-950 Survey Responses

- Survey results indicate that respondents feel the community has places for people to gather, and residents regularly use parks, trails, other public spaces and access to fresh locally sourced foods.
- Results also indicate there are opportunities for more activities for young adults, teens and their families.



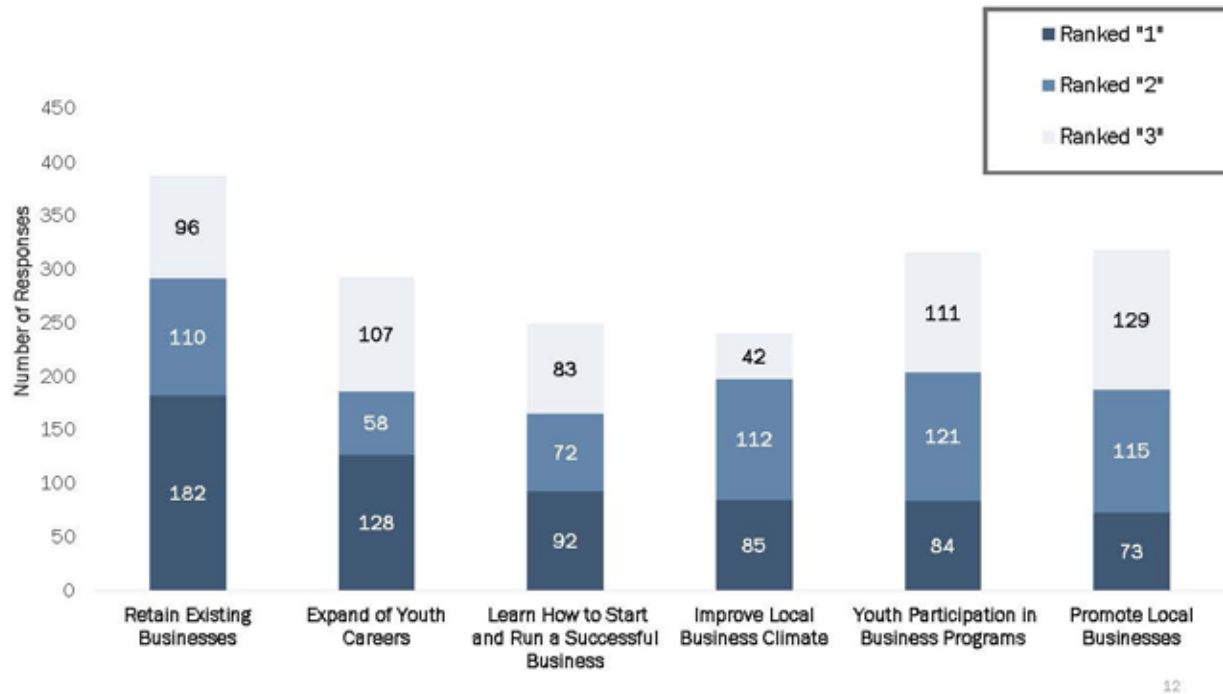
03 Economy



Economy

Response Summary | Out 840-850 Survey Responses

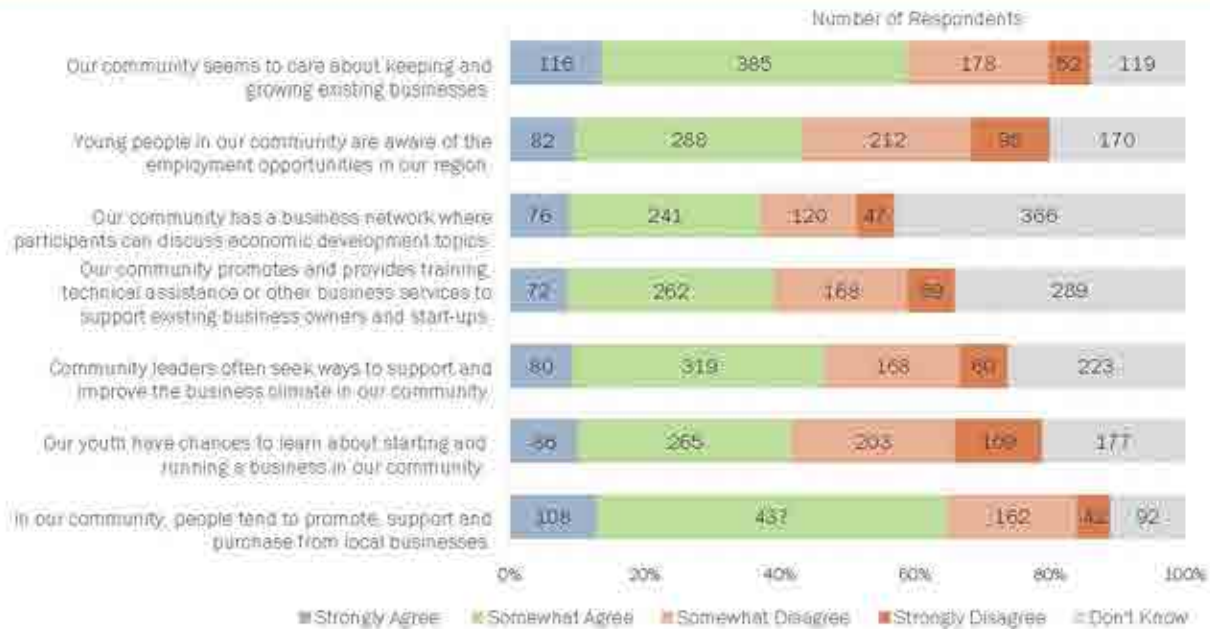
- Respondents were asked to rank the top 3 economic development activities they felt needed to be addressed in Angola. Retain Existing Businesses was ranked #1 as an economic area that survey respondents would want to see improved in the community. Survey respondents also felt Expand of Youth Careers and Learn How to Start and Run a Successful Business were important topics to address.



Economy

Response Summary | Out of 840-850 Survey Responses

- The survey results indicate community members in Angola are supportive of existing local businesses.
- Respondents indicate there may be an opportunity for community members to participate in the local business network to discuss economic development topics. The large number of "don't know" responses may indicate a lack of knowledge about existing services.



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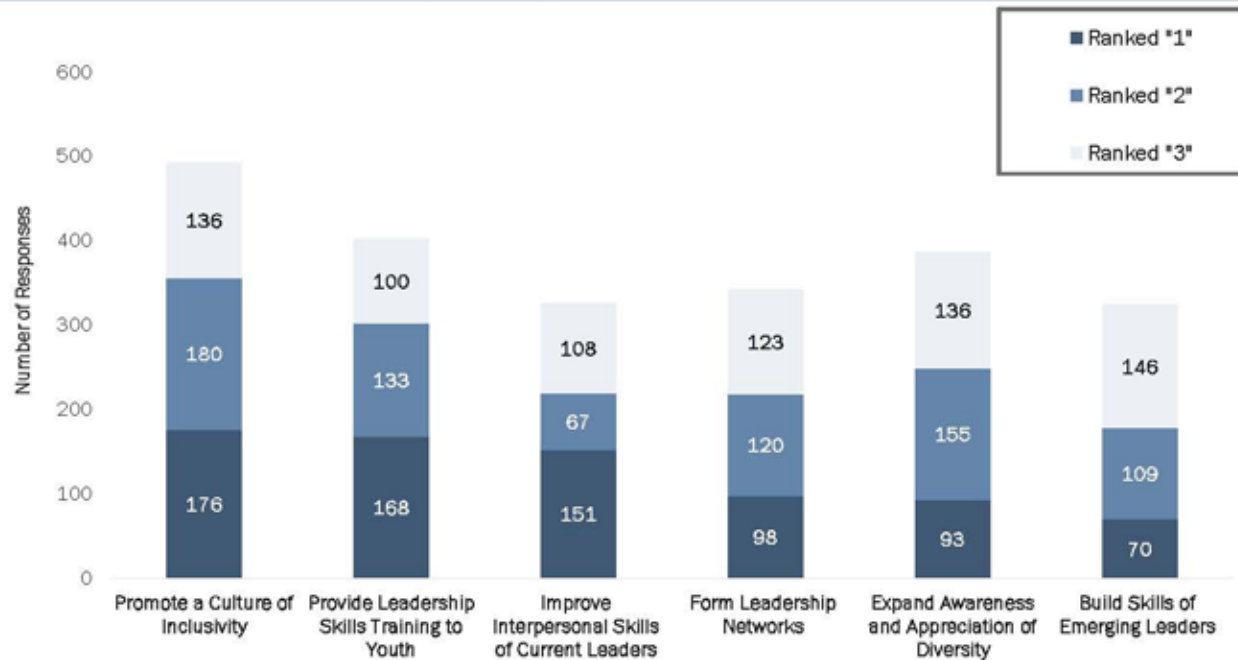
04 Leadership



Leadership

Response Summary | Out of 810-818 Survey Responses

- Respondents were asked to rank the top 3 leadership items they wanted to see improved in Angola. Promote a Culture of Inclusivity was ranked #1 as a leadership area that survey respondents would want to see improved in Angola. Provide Leadership Skills Training to Youth and Improve Interpersonal Skills of Current Leaders were important topics for the community to address.

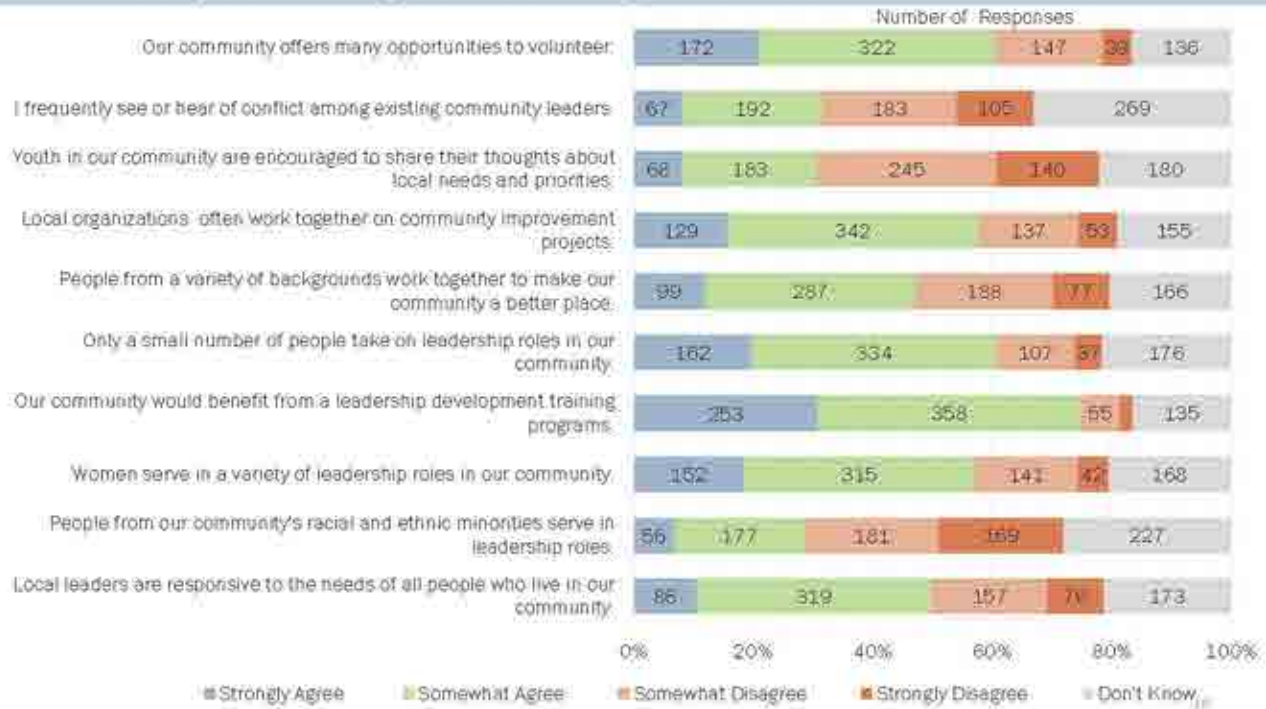


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Leadership

Response Summary | Out of 810-818 Survey Responses

- Participants support local leadership development training activities.
- The respondents feel that there may be an opportunity to engage a more diverse group of people in the community and for local organizations to work together.



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To learn more about HCI, visit www.indianaHCI.org

If you have questions about this report, contact info@indianaHCI.org

